



## Expert Witnesses and Gender Equality: The Evolving Landscape. \*

### Summary

**\* Please note that this summary of the panel was AI-generated and therefore has not been fully vetted for accuracy.**

The session at Washington Arbitration Week, co-hosted by Covington and Arbitral Women, focused on the evolving role of gender equality in expert testimony within international arbitration. Key participants included Clovis, a partner at Covington, and several experienced female experts in forensic accounting and financial analysis, who shared their insights on the challenges and progress in achieving gender balance in their field.

The discussion highlighted the underrepresentation of women as expert witnesses, with statistics indicating that only 9% of expert witness appointments were women, and 4% were male-female pairs. Participants identified various barriers to entry for women, including biases in academia and the workplace, and emphasized the importance of mentorship and support networks for aspiring female experts. They noted that while gender has not significantly hindered their individual careers, the pressures of motherhood and societal expectations often create additional challenges.

The panelists advocated for proactive measures to promote gender diversity, such as encouraging firms to consider female candidates for expert roles and fostering supportive environments for women in the workplace. They stressed the need for male allies to support women's ambitions and for firms to create opportunities for junior female experts to gain experience.

Overall, the discussion conveyed a sense of optimism regarding the future of gender equality in international arbitration, with an emphasis on the importance of mentorship, supportive networks, and the ongoing need for awareness and action to address existing disparities.

### Authors

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### Topics

WAW



## Category

WAW

## Full Transcript

00:00:00

Covington but also thank you.

00:00:02

Thank you, send a very

00:00:03

strong things to Jose Antonio

00:00:07

Rivas to Ian Laird. Maria

00:00:11

matamala in the whole strategy

00:00:13

team for all of their

00:00:14

efforts in and coordinating. This

00:00:16

this week's events and we're

00:00:18

delighted to be participating in

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this 5th edition of Washington

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arbitration week. This particular event

00:00:25

is the fourth annual collaboration



00:00:27  
between Washington, arbitration week and

00:00:30  
arbitral women. And as a

00:00:32  
member of the the board,

00:00:33  
I'm very thrilled that we

00:00:34  
have kept this collaboration alive

00:00:36  
for the past. Several years,

00:00:38  
we have been pleased to

00:00:40  
partner with Washington arbitration. We

00:00:42  
each year to Future and

00:00:44  
all female panel of speakers

00:00:46  
on cutting-edge substance of topics.

00:00:49  
For those of you not

00:00:50  
familiar arbitral, women is a



00:00:52

globally recognized organization. It's a

00:00:57

professional networking Organization for the

00:00:59

advance. Women and the promotion

00:01:01

of female practitioners in international

00:01:03

arbitration and for the past

00:01:06

30 years, arbitral women has

00:01:08

promoted supported and celebrated women

00:01:10

in a Dr through variety

00:01:12

of initiatives. So without further

00:01:14

Ado, I will turn it

00:01:15

over to Jose. Antonio Rivas

00:01:18

will introduce our panel and

00:01:20

I did mention. But just



00:01:22

once more, I'd like to

00:01:24

put the just to re-emphasize

00:01:27

the fact that this this

00:01:29

event, we're very proud to

00:01:30

co-sponsor it with the equal

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representation for expert Witnesses, along

00:01:35

with our Patrol Eminent's and

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Covington. So thank you so

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much for joining us Thank

00:01:57

you, you too especially Covington

00:02:00

for having us. And for

00:02:02

organizing this, this luncheon and

00:02:05

also to know the pledge



00:02:07

for equal representation of work.

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Thank you to our patrolmen.

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This is our third panel

00:02:15

of the day and I'm

00:02:18

thrilled to be on a

00:02:21

Monday in Washington, DC. After

00:02:24

Thanksgiving in parallel, to ICC

00:02:29

arbitration in Miami with a

00:02:30

full house and in spite,

00:02:33

very, very cold weather. So,

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so this is a testament

00:02:38

of, of Washington, arbitration week

00:02:40

having a an international arbitration



00:02:42

Community soap. With with the,

00:02:46

with that, I would like

00:02:48

to introduce in a part

00:02:50

from banking, Marty, and Andre

00:02:52

and, and, and also Clovis,

00:02:54

I would like to introduce

00:02:54

Clovis. And end up before

00:02:58

doing that. I would also

00:02:59

like to say that the

00:03:00

that Covington has been really

00:03:04

a partner of Washington arbitration

00:03:07

week from its Inception and

00:03:09

so has been arbitral woman.



00:03:11

So we're very lucky to

00:03:13

have no partners and Associates

00:03:18

and, and woman in arbitration

00:03:21

committee such as as as

00:03:22

you. So, I'm not really,

00:03:25

really, really commend you for

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for, for supporting washtub. Trishuli

00:03:30

because we are really building

00:03:31

a community in in many

00:03:32

respects so quickly that this

00:03:36

this panel, I will simply

00:03:37

say that you are in

00:03:39

a process of research on



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on what to bring to

00:03:43

the floor in an inch

00:03:44

not in in Washington application

00:03:47

week. What, one of the

00:03:48

things that we had been

00:03:49

talking with Arbiter woman for

00:03:52

4 months and years was,

00:03:54

was to make a The

00:03:56

only in terms of putting

00:03:58

on the floor, an issue

00:04:01

related to gender equality that

00:04:05

that would be related to

00:04:06

International arbitration. But something, that



00:04:08  
substantively would make a difference.

00:04:12  
And I think that this

00:04:13  
is the panel that, that,

00:04:16  
that was obvious special, because

00:04:18  
the truth is, you had

00:04:20  
already done the work because

00:04:22  
there was a prior to

00:04:24  
publication on this very topic

00:04:25  
before. So it was razee

00:04:27  
to identify, I just put

00:04:30  
it on the floor with

00:04:31  
that. I would like to

00:04:32  
introduce Clovis and Clovis. Now,



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it represents clients in the

00:04:36

resolution of high-stakes cutting-edge disputes

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before International court and are

00:04:42

on and tribunals. And of

00:04:43

course, he is a a

00:04:45

partner at Covington, her practice

00:04:47

focuses on, public international law

00:04:49

and international commercial arbitration and

00:04:52

investment of attrition across a

00:04:53

broad range of Industries. An

00:04:57

end, I can say many

00:05:00

things, but one of the

00:05:01

things that really impressed me



00:05:02

from the beginning was, was

00:05:04

it her or her knowledge?

00:05:06

And an actually actually experience

00:05:08

even when she was an

00:05:09

associate. On International Patrician, but

00:05:14

also related to Human Rights

00:05:15

disputes. And I mean, that

00:05:16

that's something that that very

00:05:18

few International arbitration, Commercial Refrigeration.

00:05:22

Experts haven't and Clovis has

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soaked with that stick floor,

00:05:27

and to the team strata

00:05:34

15, for organizing this event.



00:05:35

I'm very pleased to see

00:05:38

you're here. Specially, like us.

00:05:39

Antonio said the Monday after

00:05:41

Thanksgiving. With that had our

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final today is titled, as,

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you know, expert Witnesses, and

00:05:51

gender equality the evolving landscape.

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We are going to explore

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how the landscape of expert

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testimony is changing in terms

00:06:02

of gender equality, and which

00:06:04

steps can be taken to

00:06:06

promote fairness and inclusiveness in



00:06:09

the field. I would like

00:06:11

to introduce our speaker today.

00:06:13

We have a final that

00:06:15

is very wealthy in no

00:06:17

little experience on this topic

00:06:19

and To my Nexus to

00:06:23

list states, I'm hoping and

00:06:25

pronouncing that correctly. Julie is

00:06:28

senior managing director at FTI.

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She has over 25 years

00:06:32

of experience, in forensic, accounting

00:06:36

and financial analysis in multiple

00:06:38

Industries such as insurance, technology



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financial services and luxury goods.

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She has testified before federal

00:06:47

and state courts as well

00:06:49

as multiple arbitral tribunals sitting

00:06:54

next to her. We have

00:06:55

Tyler Curry, it'll be right

00:06:58

there at. H&K is forensic

00:07:00

accounting and Commercial disputes practice

00:07:03

with over 15 years of

00:07:05

experience in financial advisory and

00:07:08

Consulting. For forensic accounting investigations,

00:07:12

in complex disputes, including arbitration

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on there. It stood ICC



00:07:18

and UNCITRAL rules. Next, we

00:07:22

have Jamie Haigler Palmer, she's

00:07:25

an associate with Bridal and

00:07:27

she focuses on valuation, Quantum

00:07:30

and Regulatory issues, Jamie works

00:07:33

with Fortune 500 companies, law

00:07:36

firms and government agencies across

00:07:38

multiple industries such as oil

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and gas. Electricity, Mining and

00:07:44

security and last but not

00:07:47

least, we have Julie Carrie,

00:07:49

she's a senior managing director

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at Nira and she's also



00:07:53

an adjunct professor at Georgetown

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where she teaches Which Beaches

00:08:00

Energy economics years of experience

00:08:06

in energy-related disputes and has

00:08:08

testified in US courts and

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before exit, Ica and ICC

00:08:14

tribunals. Thank you so much

00:08:15

for joining us. It's such

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a pleasure and with that,

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let's open the discussion. Just

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the beginning. Could each of

00:08:29

you just briefly shared? There's

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very experienced in the expert



00:08:33  
testimony field and how gender

00:08:36  
has shaved, you're rolling. Are

00:08:41  
we going to talk to

00:08:43  
you, Judy? Okay, so my

00:08:47  
experience started about 18 years

00:08:51  
ago, I was pregnant with

00:08:52  
one of my kids. The

00:08:53  
first time I testified in

00:08:54  
it in an arbitration that

00:08:56  
actually helps me and that's

00:08:58  
a different story. But I

00:09:00  
don't think gender has necessarily

00:09:02  
shaped my experience as an



00:09:04

expert witness because I I

00:09:05

worked in it for males

00:09:07

but in a very, very

00:09:08

supportive practices and I never

00:09:11

saw gender as something holding

00:09:13

me back necessary, and maybe

00:09:15

I was kind of blind

00:09:17

to it, maybe their opportunities.

00:09:18

I wasn't getting when I

00:09:20

started testifying as a female.

00:09:22

There's one thing we talked

00:09:23

about in our prep call

00:09:23

is it was harder to



00:09:25  
get that first opportunity when

00:09:27  
you're in your early thirties

00:09:28  
and you look young. I

00:09:29  
looked very young back then

00:09:31  
and so just pull off

00:09:35  
but I think I just

00:09:38  
didn't see it. As a

00:09:39  
barrier now is about the

00:09:41  
further along in my career,

00:09:42  
I do notice certain micro

00:09:45  
aggressions. I do notice certain

00:09:47  
things from people who aren't

00:09:48  
as aware and it may



00:09:53

be billing issues where I'll

00:09:54

be treated a certain way.

00:09:55

That I don't think a

00:09:56

male counterpart would be treated.

00:09:58

But in terms of my

00:10:00

expert work, I've always I

00:10:04

was supporting experts. Writing the

00:10:05

reports doing the analysis and

00:10:07

I just thought, well why

00:10:08

can't I testify too? And

00:10:09

I have the personality to

00:10:10

want to do it. Just

00:10:11

did it. So, I don't



00:10:12

know that it's necessarily necessarily

00:10:15

shaped. My path is an

00:10:17

expert. Any thoughts and different

00:10:20

experiences? To build a pond.

00:10:24

I also feel that gender

00:10:26

is not really Define my

00:10:29

progress here. I've also been

00:10:30

the supporting role in helping

00:10:32

with testify experts to me

00:10:33

and I'll see you writing

00:10:35

the report and doing a

00:10:37

floor cleaning up into the

00:10:38

arbitration. So the park counseling



00:10:39  
for the test by experts

00:10:41  
and selves, but I would

00:10:43  
say more magenta. Related is

00:10:45  
my motherhood. I work with

00:10:48  
a lot of males. I

00:10:49  
work as a very supportive

00:10:50  
group that's where I've had

00:10:52  
my car aggression against me,

00:10:53  
but more of the internal

00:10:54  
pressure that I put up

00:10:55  
on myself to make sure

00:10:57  
that I am looking comparable

00:10:59  
to single men, married, man,



00:11:01

whatever. But that I am

00:11:03

just not holding you back.

00:11:04

It's not a penalty and

00:11:06

that, you know, I can

00:11:08

manage my time and just

00:11:10

make sure that it's an

00:11:11

asset and they realize that

00:11:13

forces just knowing that. So

00:11:15

that's what I would say.

00:11:16

Thank you, Auntie for themselves.

00:11:22

I don't think being a

00:11:25

woman is help me back

00:11:26

in the industry. I think



00:11:27

probably being a mother has

00:11:29

been one of the harder

00:11:30

things I've had to deal

00:11:32

with. I'll do you know,

00:11:33

being a mom is amazing.

00:11:34

I haven't had a floor

00:11:36

crew progression of being a

00:11:38

parent by my own choice.

00:11:39

I'm grateful to have colleagues

00:11:41

in a company that do

00:11:42

support me and it allowed

00:11:43

me to progress at a

00:11:45

slower Pace. But it's Tyler



00:11:49  
was saying, sometimes it's difficult

00:11:50  
to look around and say,

00:11:51  
see other colleagues who progressed

00:11:53  
so much more quickly cuz

00:11:54  
they haven't made the same

00:11:54  
choices or similarly. I always

00:11:58  
wonder what do my colleagues

00:11:59  
think of me? They think

00:12:00  
I'm not serious with my

00:12:01  
client think I'm not serious.

00:12:02  
I think that being a

00:12:05  
mother has made me a

00:12:06  
better consultant as a project



00:12:08

manager. I am amazing, like

00:12:11

a mom. I also feel

00:12:14

like I have a lot

00:12:14

more compassion for my clients.

00:12:16

Now, what, my clients are

00:12:18

going through is serious and

00:12:19

important, and I think you

00:12:22

can be more to the

00:12:23

issues that they're undergoing. So

00:12:26

just tackling all of these

00:12:29

things is hard for women,

00:12:30

and I appreciate my firm

00:12:33

and my colleagues around me



00:12:34

who been so supportive long

00:12:35

way. Thank you. Dayton, I

00:12:40

guess from my experience, which

00:12:42

started a long time ago,

00:12:47

where things looked very different,

00:12:49

I commented to group and

00:12:52

we have on our meetings

00:12:53

that where, where I grew

00:12:55

up as a consultant, there

00:12:57

were nothing, but mailboxes and

00:13:00

nothing but male clients and

00:13:01

nothing but male lawyers in

00:13:03

the rooms that I was



00:13:04

in and it was daunting.

00:13:06

I'm not, I'm fearless in

00:13:08

many ways. It didn't stop

00:13:10

me but it's but it

00:13:11

made me very thoughtful of

00:13:14

how I approach my knowing

00:13:16

that there are no models

00:13:18

for having a family that

00:13:20

was not until she will.

00:13:22

If you ask me my

00:13:23

chance of success, I would

00:13:25

have said 50/50. 50-50. But

00:13:29

I learned from the men



00:13:31

that you must take risks

00:13:33

and use your everything you

00:13:36

have from your strategic advantage

00:13:38

of an organization earlier so

00:13:40

that you can take the

00:13:41

time when you want to

00:13:42

and you can. And also

00:13:44

my Approach was to get

00:13:45

out faster and more Curious

00:13:46

and, and see where chips

00:13:48

fell, where they, where they

00:13:49

might. And I, I look

00:13:52

back with great appreciation for



00:13:55  
the successes, I've had more

00:13:56  
than I could have ever

00:13:57  
expected and ultimately to see

00:14:01  
diversity in the rooms more

00:14:04  
today than before, we even

00:14:05  
having this discussion has is

00:14:07  
a success for my perspective.

00:14:09  
So that start with gratitude,

00:14:11  
But I also keenly of

00:14:15  
the view that I need

00:14:16  
to contribute more to the

00:14:17  
development of others. So I

00:14:19  
spend time it's in or



00:14:21

in the day today with

00:14:22

who, who I work with,

00:14:24

but I want to get

00:14:25

back. I want people to

00:14:27

have an easier time than

00:14:28

me. That's that's my goal,

00:14:30

that's imperative for my perspective

00:14:32

and so it's not from.

00:14:34

Did I get the expert

00:14:36

work or not. No work

00:14:37

is the work but the

00:14:39

two lessons are risk-taking and

00:14:42

strategic risk. Taking that I



00:14:44

think women are a little

00:14:45

bit less more hesitant to

00:14:47

learn from them after Works.

00:14:51

They put their hand up

00:14:52

first. You're the only one

00:14:54

there to take risks and

00:15:00

to try to use your

00:15:01

spring. Still has an advantage

00:15:02

down the road and I'm

00:15:07

happy for the opportunity to

00:15:08

be able to help others

00:15:10

and where they are in

00:15:11

their career. That's very rewarding



00:15:12

for me and, you know,

00:15:16

trying to address challenges as

00:15:18

we go. Thank you. Very

00:15:21

snow hiding that expert Witnesses

00:15:23

are mostly male. I think

00:15:27

maybe I have seen it

00:15:29

to female expert Witnesses. Testifying

00:15:32

in my career, maybe the

00:15:35

past 10 years What interview

00:15:38

has led to that imbalance.

00:15:43

The closest store to Clovis.

00:15:47

This point. The statistics are

00:15:49

actually pretty striking. I think



00:15:52

you already put out a

00:15:53

article study in 2023, only

00:15:56

9% of expert. Witness appointments

00:15:59

were women and 4% of

00:16:02

appointments were a male female

00:16:05

care. So the number is

00:16:06

really small. So I'll just

00:16:11

I'm sure my colleagues here

00:16:12

have several things that could

00:16:14

contribute, but I'll put out

00:16:15

a few things on economic

00:16:16

model. If you don't testify,

00:16:19

you don't make partner. And



00:16:22

so if you're having a

00:16:23

hard time getting that appointment,

00:16:25

getting that first appointment is

00:16:27

more difficult to make partner,

00:16:28

but we we got a

00:16:29

little bit of a chicken-and-egg

00:16:30

situation here. So we need

00:16:35

to find more ways to

00:16:36

get those first-time appointments for

00:16:38

for female exports. And I

00:16:43

think some of some of

00:16:44

the challenges start from Academia.

00:16:46

I work in from economics



00:16:52  
and energy are very male-dominated

00:16:53  
there dominated. All all the

00:16:56  
way, all the way back

00:16:57  
into the schooling, until I

00:16:59  
do, see a progression went.

00:17:01  
When I look at the

00:17:02  
associate classes, in the diversity,

00:17:06  
that's occurred at an increasingly,

00:17:08  
there's nothing overnight, but I

00:17:11  
see some progression, but if

00:17:12  
you ask me where it

00:17:13  
starts, it starts from the

00:17:14  
root of when the the



00:17:15

industry truly took off and

00:17:18

Anna being mostly consisted of

00:17:21

a man in the disciplines

00:17:23

that were available to take

00:17:24

advantage of it. And looking

00:17:29

back and you already thoughts

00:17:31

upon some of these challenges

00:17:33

are already such as building

00:17:34

a family. What interview are

00:17:37

the biggest challenges to establish

00:17:40

ourselves as expert Witnesses? Any

00:17:42

particular, as testifying Witnesses going

00:17:45

back to Jamie's point, I



00:17:51

think the first thing is

00:17:52

just getting your foot in

00:17:53

the door being having a

00:17:55

seat at the table as

00:17:57

the sun is a male-dominated.

00:17:58

Industry starts eating in the

00:18:01

college has the most of

00:18:03

my curriculum and Finance and

00:18:04

Accounting classes for males. So

00:18:07

it's no surprise that. Once

00:18:08

you get to economic Consulting,

00:18:10

there's a lot of males.

00:18:11

Their thought process is that



00:18:15

an international arbitration, you are

00:18:19

dealing with a very large

00:18:20

claims, but I get representing

00:18:21

the Sovereign governments and international

00:18:23

investor. They already have their

00:18:24

local Council. They're hiring Council

00:18:27

in Europe for you at

00:18:28

the US. They want the

00:18:29

best of the best already.

00:18:29

So I could have narrowed

00:18:31

the field down as he

00:18:32

was saying of having someone

00:18:34

who's experienced. They're usually already



00:18:35  
a partner but representing and

00:18:38  
having the best the best

00:18:39  
for these large large claims

00:18:41  
they're not messing around the

00:18:44  
other challenges. I would say

00:18:45  
to an international arbitration is

00:18:46  
just as likely as women

00:18:48  
are not overly overcoming any

00:18:50  
kind of Call office or

00:18:52  
biases that they have in

00:18:55  
the field and they're also

00:18:57  
overcoming biases. That may be

00:18:58  
held by the ultimate client,



00:19:00

which is international. So there

00:19:02

are cultural norm, their thoughts

00:19:04

on how women are perceived.

00:19:05

So it's kind of a

00:19:07

to fassett thing at that

00:19:08

part where it's not just

00:19:09

your own, but also the

00:19:10

broader region, they are overcoming.

00:19:13

Any other thoughts? Like thinking

00:19:15

in terms of your purse

00:19:17

testimony and I do more

00:19:18

US base litigation and arbitration

00:19:22

some International. I think it's



00:19:25

it's cheap to your point

00:19:28

hitting your foot in the

00:19:29

door which is hard for

00:19:30

males and females but the

00:19:32

males will raise their hands

00:19:33

and say I'm ready whether

00:19:35

they and we will wait

00:19:37

till we are absolutely sure

00:19:39

that we are ready and

00:19:41

we can we can do

00:19:42

this. I think one thing

00:19:44

to change that is having

00:19:46

male allies in our firms



00:19:48

and look for the females

00:19:50

to raise our hands that

00:19:50

I would like to be

00:19:51

a testified expert and get

00:19:53

that support around you in

00:19:54

The Firm. So if a

00:19:55

small case comes in, maybe

00:19:57

it's a personal injury case,

00:19:58

they need an expert. We

00:20:00

can put a more Junior

00:20:02

person on that, a junior

00:20:03

female to get that expert

00:20:05

report at and to possibly



00:20:06

get a deposition or testimony

00:20:08

out of that. So I

00:20:09

think it's not just a

00:20:10

female's against the world. We

00:20:13

have to figure out how

00:20:14

to go for dweeb. We

00:20:15

need our entire firms to

00:20:18

support us and and we

00:20:20

need to raise our hands

00:20:20

and say I want to

00:20:21

do it but have others

00:20:22

in The Firm to give

00:20:23

us his opportunities because I'm



00:20:25

sure and all of our

00:20:25

firms working cases. Come in

00:20:28

but not necessarily big feed

00:20:30

generators, but it's worth taking

00:20:31

them on. To get somebody

00:20:33

test to get somebody the

00:20:34

first US money experience and

00:20:37

going back to Tyler's point.

00:20:41

Do you see any real

00:20:43

or perceived bias in house

00:20:45

female? Testimony is received by

00:20:48

arbitrators Georgia surgeries. I would

00:20:56

say, buy arbitrators injuries. Injuries



00:21:00  
are kind of the wild

00:21:02  
card as they are. Anyway,

00:21:04  
arbitrators, I feel are usually

00:21:07  
very level-headed. I'm also on

00:21:10  
a task force. That does

00:21:11  
identifying gender. The rise of

00:21:14  
the females, arbitrators and proceedings

00:21:16  
and receive an overtime day.

00:21:18  
Becoming more prevalent. I had

00:21:20  
a college just testify last

00:21:22  
year, but about all female

00:21:24  
arbitration panel, which was wonderful.

00:21:26  
And excellent. So I think



00:21:28

that is already come in

00:21:29

the norm. There, the hard

00:21:31

part is that, you know,

00:21:33

the ultimate client has the

00:21:35

final say and they're not

00:21:37

Guided by any kind of

00:21:38

rules or initiatives, it's their

00:21:41

the pain there. But I

00:21:43

do think opposing counsel will

00:21:45

obviously you just whatever they

00:21:46

can to their advantage and

00:21:47

if that is to take

00:21:49

advantage of some microaggressions, they



00:21:51

will but I think it

00:21:54

is recognised across This is

00:21:55

how it's implemented. You both

00:21:59

mention micro aggressions. Do you

00:22:01

have any specific examples that

00:22:03

you can provide of how

00:22:06

that looks like? Oh, I

00:22:08

have one that we discussed

00:22:09

on the call where I've

00:22:12

been asked and deposition twice

00:22:13

in the first time. I

00:22:14

just wasn't thinking and caught

00:22:15

off guard. Can I call



00:22:16  
you Julie? And I said,

00:22:18  
oh sure and now I

00:22:20  
cringe reading that transcript in

00:22:22  
the next time. Someone said,

00:22:23  
can I call you Julie?

00:22:24  
I said, no, I prefer

00:22:25  
mistakes, and he was like,

00:22:26  
oh well, she's got some

00:22:28  
attitude but I don't know

00:22:29  
that they would have asked

00:22:32  
the guy by his first

00:22:34  
name in a deposition. So

00:22:36  
I think it's things like



00:22:37

that. Like I said, billing,

00:22:38

I've had You know Mel

00:22:41

attorneys, we're done good work.

00:22:43

Never complained about the fees

00:22:46

at the end when the

00:22:46

final bills due like we

00:22:48

don't really think you deserve

00:22:50

this and I don't, maybe

00:22:52

maybe it's in my head

00:22:53

and maybe that's a female

00:22:55

thing to say. I don't

00:22:56

think they would do that

00:22:57

to a male counterpart, so



00:22:59

things like that. And I

00:23:01

think probably just looking at

00:23:03

our ages, you know, we've

00:23:04

been in rooms where we've

00:23:06

been asked to get coffee

00:23:07

or someone thought we were

00:23:09

the assistant or, you know,

00:23:10

not realizing that we were

00:23:13

a senior part of the

00:23:14

team. I'll give you two

00:23:16

quick examples one. I've walked

00:23:18

into rooms where I've been

00:23:19

asked who do you work



00:23:20

for? I'm a senior partner,

00:23:22

I've been testifying for 22

00:23:24

years, I get asked, who

00:23:25

am I working to it?

00:23:27

And arbitration, I've literally had

00:23:30

my personal space invaded as

00:23:33

a way to test, whether

00:23:34

or not, I would keep

00:23:34

my cool. Of course, at

00:23:36

least in this panel, there

00:23:38

was one. One woman who

00:23:39

looked at me? Like that's

00:23:40

insane, you're okay. And I



00:23:43

looked but in personal space

00:23:45

so those are examples. Where

00:23:49

is human? We're going to

00:23:50

stick in our minds. We're

00:23:52

going to remember those but

00:23:53

we've learned to overcome them

00:23:55

cuz we're resilient and that's

00:23:56

who we are. The real

00:23:57

issue to me is the

00:23:59

potential of unconscious bias that

00:24:00

we can't control that main

00:24:02

exists. Now you know why

00:24:04

I think it is perhaps



00:24:06

more on a determination on

00:24:09

on the margins in terms

00:24:11

of clients of what experts

00:24:12

look like and how you

00:24:13

present yourself but those margins

00:24:16

matter overall, you know, I

00:24:18

think there's a fun statistics

00:24:20

from economics who has I

00:24:21

told you was very male-dominated

00:24:23

for the academia, women who

00:24:27

believe they faced discrimination went

00:24:30

through. And they statistically proved

00:24:32

Turismo statistical significance, but the



00:24:34

man who were doing joint

00:24:35

papers, got credit and got

00:24:37

promoted to professorship with the

00:24:39

women did not So I

00:24:41

would say when you look

00:24:43

and I see this often

00:24:44

in cases where their opposing

00:24:46

mirror others, where there is

00:24:48

a man who sitting and

00:24:49

saying, nothing as a joint

00:24:50

on the report and the

00:24:53

woman's not necessarily getting do

00:24:55

second opportunity for the mayonnaise



00:24:56

and that's really earning his

00:24:57

weight from my view. But

00:25:00

are we when we look

00:25:01

at the evaluation of experts,

00:25:03

considering that person and yeah,

00:25:05

they said that ten times

00:25:06

over if they didn't say

00:25:07

anything, then I'm not sure

00:25:10

that you know, that that

00:25:12

should be where credit is

00:25:13

due. So so looking carefully

00:25:16

in the consideration of competitiveness

00:25:18

to make sure you get



00:25:20  
the most qualified would help,

00:25:23  
but perhaps filter out some

00:25:24  
of those examples. I thought

00:25:28  
you said something very interesting.

00:25:29  
What is an expert look

00:25:31  
like it's only sit when

00:25:33  
we hear that we always.

00:25:34  
I think what comes to

00:25:35  
most people's minds is an

00:25:37  
older gentleman and distinguished gentleman.

00:25:39  
He must know what he's

00:25:40  
talking about until that point

00:25:43  
one of my colleagues testified



00:25:44

for the first time last

00:25:45

summer. So 2023 or 2024

00:25:50

to 2024 she's testifying and

00:25:53

she's code testifying with one

00:25:54

of her male colleagues and

00:25:57

the Barrister walks up and

00:25:58

introduces himself and then turned

00:26:00

to her though. So you

00:26:00

must be the assistant We're

00:26:03

not in an episode of

00:26:04

Mad Men anymore. So we

00:26:09

have to work to change

00:26:10

these perceptions for everyone. And



00:26:14

do you have any specific

00:26:15

methods? You have used to

00:26:17

be over that. Julie, shared

00:26:19

one. No call me by

00:26:21

existing bias. He's out there.

00:26:27

You can lean into it

00:26:29

a little. So I have

00:26:30

testified before female arbitrators and

00:26:32

that's no issue with the

00:26:35

first time. Like I said

00:26:36

it was eight months pregnant.

00:26:37

It was a it was

00:26:39

a basically retired law partner,



00:26:42

who is the arbitrator? He

00:26:43

was probably 82 years old

00:26:44

and he was so concerned

00:26:45

that I was going to

00:26:46

be worn out and I

00:26:48

think it kind of helps

00:26:49

a little and I went

00:26:50

back to my boss at

00:26:51

the time said, you need

00:26:52

to wear a pillow every

00:26:53

time you testify when this

00:26:54

Baby's already and you can

00:26:58

lean into it that you



00:26:59  
can be. I'm just for

00:27:01  
me, I'm just a nice

00:27:02  
accounting lady. I'm not going.

00:27:03  
I'm not that, you know,

00:27:05  
Professor that knows way more

00:27:06  
than you, especially with jury

00:27:08  
is, right? Who's just, who

00:27:10  
is basically telling you his

00:27:11  
opinions because he says, so

00:27:13  
i r e. Sanibel, I've

00:27:14  
done the work. I'm a

00:27:16  
mom to what I think

00:27:18  
you can lean into it



00:27:18

a little bit depending on

00:27:20

the venue. But I think

00:27:23

if somebody is disrespecting, you,

00:27:25

we had this conversation on

00:27:27

one of our calls. You

00:27:29

don't always have to be

00:27:29

super nice. You can say,

00:27:30

no, I miss dates, and

00:27:33

if they don't like you,

00:27:33

I don't like you. That's

00:27:35

that's okay. The technical support,

00:27:39

swelling. Cross-examination of professional Sunday

00:27:51

institutions to, to promote greater



00:27:54

than their bottoms in effort

00:27:57

rules. Any thoughts or ideas?

00:28:00

I had an amazing experience

00:28:02

last week, so I'll offer

00:28:05

that we are working with

00:28:06

call this up and said

00:28:07

that they needed a list

00:28:09

of potential arbitrators. And then

00:28:11

specifically said, please put some

00:28:14

women on the list and

00:28:16

it was amazing. Because at

00:28:19

first there was a brainstorm

00:28:20

and it was all men's



00:28:21  
names male names getting put

00:28:22  
out. And then I said

00:28:23  
recall, that they asked us

00:28:25  
to put some women on

00:28:26  
the list and all of

00:28:27  
a sudden 15 female names

00:28:29  
came up. So we're moving

00:28:30  
in the right direction. I

00:28:32  
think it's an arbitrator's that

00:28:34  
are appointed. We're almost at

00:28:36  
parody, so, we're getting there.

00:28:38  
But these are the things

00:28:39  
clients can ask of us.



00:28:40

When you're recommending experts, please

00:28:44

put some females on the

00:28:45

list. I think people just

00:28:47

need to get a foot

00:28:48

in the door, and this

00:28:48

is the way to do

00:28:49

it. And I took it

00:28:51

one step further and say,

00:28:51

there's a business case, there's

00:28:53

a lot of talent and

00:28:55

capability that, you know, if,

00:28:57

if you're going to Prior

00:28:59

relationship or somebody who may



00:29:02

be known and record bull

00:29:03

that be. If you have

00:29:04

a pass, a wider net,

00:29:06

you'll have better decision-making and

00:29:11

I'm convinced yourself. You made

00:29:12

a better process, do it.

00:29:13

If it includes women, then

00:29:15

that to what's what's the

00:29:17

harm of adding one more?

00:29:18

One more opportunity. I'm going

00:29:21

to tell you, I've been

00:29:22

fortunate with every opportunity. I've

00:29:23

had I assume the rest



00:29:26

of my panelist feel the

00:29:27

same and, you know, going

00:29:30

the extra mile to make

00:29:31

the case is is a

00:29:34

wonderful opportunity. But the more

00:29:35

pictures I hit, I get

00:29:37

it. The more I get

00:29:38

repaid. I'm going to give

00:29:39

the best strategy for what

00:29:41

your case is. You get

00:29:42

that free and even if

00:29:45

you decide to let somebody

00:29:47

else take that idea, you



00:29:49

know, that's, that's perfectly fine

00:29:51

but it's a, it's a

00:29:52

business case for my perspective,

00:29:54

when, when there's a deeper

00:29:55

talented by first fendt, who

00:29:58

may have, Skill sets on

00:30:00

us to be able to

00:30:01

communicate those skill sets differently

00:30:03

of how we can communicate,

00:30:04

whether it's the audience but

00:30:11

I think there's a strong

00:30:12

business case. So let's look

00:30:16

at this from a, from



00:30:17

a more controversial perspective. Any

00:30:21

thoughts on, whether that emphasis

00:30:24

on gender balance, could create

00:30:26

its own form of Ballad

00:30:27

by us. Leading to the

00:30:29

selection of experts based on

00:30:31

gender, rather than who is

00:30:34

the most qualified. I don't

00:30:37

think anyone's asking for that.

00:30:39

I think everyone is asking

00:30:40

for shots be considered. That's

00:30:41

all any woman I know

00:30:44

has has ever wanted it



00:30:46

to be considered for the

00:30:49

opportunity. That's it. And I

00:30:52

think by the time, male

00:30:54

or female, you get to

00:30:55

the role where you would

00:30:55

be testifying expert, you have

00:30:59

written the reports, you have

00:31:00

done the analysis, you know

00:31:02

what you're doing before, you're

00:31:03

even placed into that pool.

00:31:04

So I if we ever

00:31:07

get there, it's going to

00:31:08

be in 50 years where,



00:31:09

you know, less qualified female

00:31:13

experts but I don't see

00:31:15

that happening anytime soon. I

00:31:18

think you need to eat,

00:31:19

you're still going to have

00:31:20

to go pitch to a

00:31:21

client and show that, you

00:31:23

know, your stuff show what

00:31:24

the strategy is. So what

00:31:25

kind of team you have

00:31:26

behind you, and they're going

00:31:28

to have to evaluate your

00:31:29

personality and how you how



00:31:31

you would come across to

00:31:32

the finder of fact. So

00:31:33

I don't necessarily see that

00:31:35

happening. Until you mentioned earlier

00:31:40

membership. As a key element

00:31:43

in balance in the field,

00:31:46

it how can we ensure

00:31:49

and precisely that the women

00:31:52

in the field get the

00:31:53

mentorship they need to succeed.

00:31:57

And I can be viewed

00:31:58

from the experienced expert perspective

00:32:01

as well as from The



00:32:03

Young younger mothers use. Julie

00:32:12

said there's a business case

00:32:13

for this. There's an amazing

00:32:14

Economist scientist mathematicians out there

00:32:17

and it all went growth

00:32:20

opportunities and this is how

00:32:21

we retain our best employees.

00:32:24

We have to give them

00:32:24

both opportunities and the best

00:32:26

way to do that is

00:32:27

for those people to look

00:32:28

around and see role models

00:32:30

and have mentors to lift



00:32:31

them up. I think my

00:32:33

company has a great mentorship

00:32:35

program, both formally and informally,

00:32:36

my mentors, find the opportunities.

00:32:40

They give me great feedback,

00:32:43

real-time feedback. They tell me

00:32:45

what I'm doing well and

00:32:46

most importantly, when I'm not

00:32:48

doing well and what I

00:32:49

need to do to improve

00:32:50

and these are things that

00:32:53

firms need to build in.

00:32:54

I think probably historically, the



00:32:57  
mentorship informal mentorship role was

00:33:00  
probably tougher for women. If

00:33:02  
you're looking up and you're

00:33:03  
only seeing men above you,

00:33:04  
if I harder for those

00:33:06  
women to go and say,

00:33:07  
hey, can you help me

00:33:09  
with this? You're really good

00:33:10  
at this and I need

00:33:10  
some work. This area but

00:33:13  
I think now that is

00:33:14  
becoming more open. But I

00:33:16  
think we need to encourage



00:33:17

both potential mentors to reach

00:33:19

out to those women, as

00:33:20

well as women to be

00:33:22

aggressive and to reach out

00:33:23

to those potential mentors. Floetry

00:33:28

having mentorship at every level.

00:33:30

So it's not just only

00:33:31

focused on the test by

00:33:32

an expert but the ones

00:33:33

that are starting off, right?

00:33:34

They don't know exactly where

00:33:35

they made land, but if

00:33:37

they are feeling unsure at



00:33:38

this point at this point,

00:33:39

or this life cycle part

00:33:41

or not need to come

00:33:43

trickled down from the top.

00:33:44

So I feel like I've

00:33:46

been very blessed with a

00:33:47

wonderful Mentor. Similarly, was going

00:33:48

to be built, I'm feedback,

00:33:50

but also spent, this is

00:33:52

what I expect of you.

00:33:52

This is what was expected

00:33:54

of me. These are some

00:33:55

of the challenges you can



00:33:56

do it when I take

00:33:58

that and I miss her,

00:33:58

some of the younger women

00:33:59

in my office as well

00:34:01

that trickles down. But it's

00:34:04

I mean it's all part

00:34:05

of Breaking the Barrier bringing

00:34:08

the way and just to

00:34:09

make it to normalize thing

00:34:11

where we don't have to

00:34:12

have as much of these

00:34:13

discussions of man versus team

00:34:14

and it's just kind of



00:34:16

a commonality. I'll just add

00:34:20

all of us where they

00:34:25

are. I'm sure that the

00:34:27

associate women know, there is

00:34:30

a path they wanted giving

00:34:33

the unique marant. What I

00:34:35

call a marathon past capable,

00:34:39

women is ongoing discussions with,

00:34:43

you know, My Views leadership

00:34:45

and I think I think

00:34:46

it's incumbent upon women particularly

00:34:49

in the middle to look

00:34:51

to see if they're at



00:34:52  
a place that will allow

00:34:54  
them to rise to the

00:34:55  
level and it that that

00:34:56  
they seek to and to

00:34:58  
do it as well. Know,

00:35:00  
places are the same coming

00:35:01  
from the mail mail development.

00:35:04  
You know you can look

00:35:05  
out and see if women

00:35:08  
are in leadership roles at

00:35:09  
the consulting firms. That says

00:35:10  
a lot, if they're not,

00:35:12  
then there may be other



00:35:14

harder Pabst but trying to

00:35:17

find the right fit. It's

00:35:19

not it's not exclusively sing

00:35:21

women and men have been

00:35:24

helpful to me as well.

00:35:26

But you have to be

00:35:28

very mindful of your circumstance

00:35:30

to achieve and to have

00:35:32

numerous different people to reach

00:35:35

out to our helpful outside

00:35:38

of the firm. Because our

00:35:39

conversations, you don't want to

00:35:40

have in The Firm truthfully.



00:35:41

But also, having having people

00:35:45

in the for me to

00:35:46

reach out to I would

00:35:48

just add one thing. I

00:35:49

had very few female expert

00:35:52

Role Models. I mean I

00:35:53

can think of a handful

00:35:54

when I was young consultant

00:35:56

and the males, I work

00:35:59

for work strongly support of

00:36:00

a great role models. And

00:36:02

I just I mean the

00:36:03

person I still work with,



00:36:04

I said I want to

00:36:05

be that guy someday right

00:36:06

out of undergrad but I

00:36:07

think what else has helped

00:36:09

me is. I've had Piers

00:36:10

female peers who wanted to

00:36:13

move into the expert role

00:36:14

and we kind of helped

00:36:15

each other and then somebody

00:36:17

came a few years after

00:36:20

us. So we would joke

00:36:21

with all the females really

00:36:22

running the intellectual property group,



00:36:24

that we were in a

00:36:25

button. But having those tears,

00:36:27

we kind of mentored each

00:36:29

other. And if we had

00:36:30

a question about how to

00:36:31

deal with something, we could

00:36:33

go to each other because

00:36:34

there were certain, there's certain

00:36:35

questions, things come up. You

00:36:37

can't ask me how they

00:36:38

might not relate to it

00:36:39

at all. And so I

00:36:42

think also finding your peers



00:36:43  
that can help you. Now

00:36:44  
I think for younger women

00:36:45  
there's a there's a lot

00:36:46  
of us I would imagine

00:36:47  
every on the panel would

00:36:48  
be happy to get to

00:36:49  
Mentor somebody within our firm's

00:36:52  
I'm because we didn't necessarily

00:36:53  
have that but also looking

00:36:55  
looking for your peers who

00:36:56  
are kind of on the

00:36:57  
same path and and figuring

00:36:59  
out the answer, some questions



00:37:00

you may have. So in

00:37:03

addition to your support network,

00:37:05

within your firm's, it can

00:37:07

you speak to your support,

00:37:08

network more broadly in terms

00:37:11

of family and how balancing

00:37:13

work and life has been

00:37:15

a talent or an opportunity

00:37:18

for growth. I think if

00:37:23

you had two full-time working

00:37:25

professionals, raising kids, it would

00:37:26

be extremely hard. I have

00:37:28

three children ranging from 10



00:37:30

years old to 19 years

00:37:31

old, but I had a

00:37:33

stay-at-home husband and so I,

00:37:35

if I had to travel

00:37:36

I didn't I didn't worry

00:37:37

about it. So maybe getting

00:37:39

a can of flex with

00:37:39

a nanny and I was

00:37:40

home, one day, he was

00:37:41

home one day. So, you

00:37:45

know, I think in the

00:37:45

eighties when I was growing

00:37:47

up they said women can



00:37:47

have it all, you can't

00:37:49

have it all and feel

00:37:50

like you're getting it. All

00:37:50

right? Like either work is

00:37:52

getting 110% and families, not

00:37:55

or it flips and so

00:37:57

we think you absolutely have

00:37:58

to have a strong Network.

00:37:59

Whether it's, you know, Annie

00:38:02

daycare family around, we didn't

00:38:05

have family around either. So

00:38:06

the fact that my husband

00:38:09

was more interested in raising



00:38:10

kids, which was not, I

00:38:11

love my kids, but I

00:38:12

was not interested in being

00:38:13

home with them on was,

00:38:14

was a huge help to

00:38:16

admit. I can because I

00:38:17

just never had to worry

00:38:18

about it. I had to,

00:38:19

I had to go, you

00:38:20

know, to trial somewhere. I

00:38:22

had to be in a

00:38:23

deposition. When we had to

00:38:24

do these things outside of



00:38:25

our house, it was an

00:38:26

issue I never had to

00:38:27

worry about the kids. It's

00:38:29

hard. There's still things. There's

00:38:30

a heard, it's called The

00:38:31

Invisible load. That only moms

00:38:33

do like, what do we

00:38:35

need to buy? Who's who

00:38:36

needs this form? Signed for

00:38:38

school. You know what doctors

00:38:39

appointments? Do? They need to

00:38:40

be blocked like you still

00:38:41

doesn't do that just because



00:38:44

I think we take that

00:38:45

on, so that's harder, but

00:38:46

that's to me, that's just

00:38:47

life. I bet, I think

00:38:48

you're absolutely have to have

00:38:50

a strong support system or

00:38:51

you can't do it. Take

00:38:54

me to mention that having

00:38:55

4 Kids makes you an

00:38:57

excellent manager, helping an expert

00:39:07

prep and Lawyers are on

00:39:10

the phone, the whole team's

00:39:12

on the phone. And if



00:39:14

I have family in the

00:39:18

area and then this morning,

00:39:19

I knew I had this

00:39:19

call was at 7 a.m.

00:39:21

that I'm into my mom

00:39:23

was around and she was

00:39:23

helping. And so the younger

00:39:29

Consultants, as all the time.

00:39:30

How do you do this?

00:39:31

How do you do this

00:39:31

job with four kids? So

00:39:32

here's an example of how

00:39:34

I do the shopping for



00:39:34  
kids, so I get a

00:39:36  
note. The bus is not

00:39:38  
coming. So, I'm still on

00:39:40  
the call, I put myself

00:39:43  
on mute, get a kid

00:39:44  
in here. Write on Post-It

00:39:46  
note, go to the end

00:39:47  
of the driveway, meet the

00:39:50  
carpool at the end of

00:39:51  
the driveway. This is par

00:39:52  
for the course I'm being

00:39:54  
a parent with four kids

00:39:55  
and doing this job. So,



00:39:58  
this is all about the

00:39:59  
multitasking, all the balls in

00:40:01  
the air. I think, when

00:40:03  
people say you can't multitask,

00:40:04  
that's totally Ally. You can

00:40:07  
definitely do it, we have

00:40:08  
to write everything down, you

00:40:10  
have to have your family

00:40:12  
support network, your friends, support

00:40:14  
network, and you have to

00:40:16  
have the colleagues or understanding

00:40:17  
when you put yourself on

00:40:18  
mute and you hide your



00:40:20

video to get your kid

00:40:21

on the bus. I think

00:40:23

David is actually, you know,

00:40:25

there was a lot of

00:40:25

bad things about Kobo, but

00:40:26

there was a lot of

00:40:27

great things that came out

00:40:28

about David. It was a

00:40:30

glimpse into what the working

00:40:32

woman's life is like. So,

00:40:35

thank you, covid. Makes it

00:40:39

possible for me to do

00:40:40

my job. And I'm also



00:40:42

again grateful to my colleagues

00:40:44

who continue to make it

00:40:45

possible for me to do

00:40:46

the shop. I was just

00:40:49

echoed that sentiment and you

00:40:50

were talking to Julie about

00:40:51

two working parents. I mean

00:40:53

this morning my husband flew

00:40:54

out at 6 a.m. so

00:40:55

I was getting rid of

00:40:56

the kids. I have a

00:40:56

five-year-old and eight-year-old and it's

00:40:59

it's a balancing act because



00:41:01

as you said her go,

00:41:03

but really open the doors.

00:41:04

And so having now that

00:41:05

flexibility where I do not

00:41:06

have to be physically at

00:41:08

a desk at a certain

00:41:09

time, I was thinking about

00:41:10

both and I can push

00:41:11

things into the margins as

00:41:13

needed or do it myself

00:41:14

on a call when one

00:41:15

is sick and is at

00:41:16

home. It doesn't have to



00:41:18  
be a full day off.

00:41:18  
It can be, you know,

00:41:20  
they're they're checking in on

00:41:21  
them. So I do think

00:41:23  
I'm fortunately, or unfortunately, but

00:41:27  
it's tough and I think

00:41:29  
two, as others have status

00:41:31  
support networks, within your own

00:41:32  
firm, we don't have family

00:41:33  
close by, but when I

00:41:35  
had my two I had

00:41:36  
a very understanding boss suicide.

00:41:38  
You know, what do you



00:41:39

need more time? Take it,

00:41:40

you know? So my first,

00:41:42

I had a reduced workload

00:41:44

for a couple months and

00:41:45

it was immensely helpful. Probably

00:41:47

one of the reasons why

00:41:48

I told me come stay

00:41:49

in the field. I was

00:41:50

still an ass that I

00:41:51

was still working hard but

00:41:52

I needed that kind of

00:41:53

boundary because I was the

00:41:55

default parents and my husband



00:41:57

was working and we are

00:41:58

trying to juggle it as

00:41:59

best we could. And then

00:42:00

my second one came around,

00:42:01

I took a longer maternity

00:42:03

leave because also she needed

00:42:04

it and I need to

00:42:05

be there to care for

00:42:06

her. Where is other phones?

00:42:08

Be like sorry, you needed

00:42:08

back at the states, otherwise

00:42:10

you're out. And so I

00:42:11

was very fortunate to have



00:42:12

a support system, not from

00:42:15

family, but from my work

00:42:16

family and saying, you take

00:42:17

the time you need, and

00:42:18

we understand it because he

00:42:19

said, it's a marathon not

00:42:20

a Sprint so come back.

00:42:22

Mine are getting older. There's

00:42:24

a challenge with every age

00:42:25

what you know, but it's

00:42:27

a little easier now than

00:42:28

when they were little and

00:42:29

I'm really appreciative have enough



00:42:30

flexibility on top of the

00:42:32

flexibility or remote work as

00:42:35

needed. Today's my first day

00:42:38

at the office after maternity

00:42:40

leave. So looking at the

00:42:45

future, if how do you

00:42:48

see the frolo? Let's call

00:42:51

it. Gender balance gender diversity

00:42:53

in the next 5 to

00:42:55

10 years, is it gender-blind?

00:42:58

He said a more conscious

00:43:01

of diversity. Purposeful, what are

00:43:06

your thoughts on the future?



00:43:09

So what a high-level I

00:43:10

would say, our industry are

00:43:11

followers, and that leaders, I

00:43:14

think we have benefited by

00:43:17

all the efforts of having

00:43:19

a female arbitrators, which trickles

00:43:23

down to more outside counsel

00:43:25

and more to consulting firms.

00:43:27

And so there's there's a

00:43:32

progression continuing straight line. Logarithmic.

00:43:40

I don't know. But I'm

00:43:45

feeling optimistic. I love when

00:43:49

I read the statistics about



00:43:50  
arbitrators, almost done. He's amazing

00:43:53  
right now. When I look

00:43:56  
at my car to remind

00:43:57  
level, it's about an equal

00:43:59  
number of men and women

00:44:01  
who are progressing into that,

00:44:02  
Junior expert role, that's really

00:44:04  
exciting. It wasn't like that

00:44:05  
ten years ago and in

00:44:08  
terms of Academia where it

00:44:11  
all starts. I think more

00:44:12  
girls are getting into science.

00:44:15  
They're getting into math. I



00:44:16

know I'm a mean mommy

00:44:17

and I'm like you guys

00:44:18

are all going to do

00:44:19

well in math because your

00:44:20

girls and girls are so

00:44:21

good at math. So we

00:44:23

have to keep finding ways

00:44:24

to encouraging these young women

00:44:26

to get into this feels.

00:44:27

So I'm hopeful I also

00:44:33

feel optimistic having conversations like

00:44:35

this, bringing awareness to it.

00:44:37

I'm hopeful that we'll get



00:44:38

to a point where we

00:44:39

don't even have to think

00:44:40

about, should we put for

00:44:42

the male or female counterpart

00:44:44

to a male? I think

00:44:45

it'll just be kind of

00:44:45

more of an even playing

00:44:46

field. I do think we

00:44:47

still have some ways to

00:44:48

go, but with the mentorship

00:44:50

that we have been, I've

00:44:52

seen from a host of

00:44:53

other firms, I think we're



00:44:54  
on the right path to

00:44:55  
know where this is almost

00:44:57  
becomes a moot point at

00:44:58  
some point. I'm I'm not

00:45:01  
hopeful know, I'm I'm very

00:45:05  
hopeful, I've been on teams

00:45:08  
now with no female all-female.

00:45:12  
Outside counsel, the teams are

00:45:15  
largely female. The support people

00:45:17  
are are males and yes,

00:45:20  
I think it's more fun

00:45:27  
personally, it's never as fun

00:45:28  
to just be the only



00:45:29

female on a team, but

00:45:30

I am very I am

00:45:32

very hopeful and there's still

00:45:33

these things where there's an

00:45:34

opportunity. While they have a

00:45:35

female expert on the other

00:45:36

side, we need another female

00:45:38

in terms of. Are we

00:45:39

getting there in the different

00:45:40

disciplines and accounting and general,

00:45:43

you know, forensic Consulting where

00:45:46

it 50/50 and tiring and

00:45:48

basically up to managing level



00:45:49

manager, level at the partner

00:45:52

level. We're still in my

00:45:54

firm only 18%. So we

00:45:56

we've have a long way

00:45:57

to go. We were 10%

00:45:59

5 years ago so I

00:46:00

guess we're moving. The right

00:46:01

direction. But I think the

00:46:03

more attorneys we see that

00:46:05

are female. The better it's

00:46:06

getting for us in the

00:46:07

expert rules. One final thought

00:46:12

and to conclude, what advice



00:46:15

would you give your younger

00:46:17

self? Play say don't be

00:46:23

so nice. I think it's

00:46:27

women who were rewarded for

00:46:29

being nice and pleasant and

00:46:32

I was always willing to

00:46:33

take the notes and be

00:46:34

the person to organize the

00:46:35

happy hour and responsibilities. I

00:46:42

think being more aggressive in

00:46:46

for it or you deserve

00:46:47

it. Work hard, you deserve

00:46:48

it. Worry less aggressive. But



00:47:00

also don't beat yourself up

00:47:02

on the smallest. Things people

00:47:03

are not to remember it

00:47:04

a year from now and

00:47:06

they certainly will not remember

00:47:07

it and your smelling your

00:47:08

test. I got another random

00:47:09

they're being recorded. It herself

00:47:14

Grace. I mean, I agree

00:47:16

with what all of the

00:47:18

panel has had to say.

00:47:19

Also, It's not brain surgery.

00:47:21

What we're doing here at



00:47:23

the end. Mean this goes

00:47:24

for men and women know

00:47:25

if he's going to die,

00:47:25

if you get a number

00:47:26

wrong, you know? Just just

00:47:28

don't take it. Don't take

00:47:31

yourself too seriously, there will

00:47:33

be more opportunities. It is

00:47:35

a marathon but you know,

00:47:38

and don't be so nice.

00:47:40

You don't have to be

00:47:40

so much. When with that,

00:47:43

I'll open up the floor



00:47:45  
for questions. Tarot reading. Unparalleled

00:47:56  
experience, the issues that arrived

00:47:59  
at the arbitrator, or progress.

00:48:14  
Disregarding formal requirements in this

00:48:18  
area. Formulas 6 months. So

00:48:27  
alive. Different type of experience

00:48:39  
allowed or what do you

00:48:52  
mean vehicle and what kind

00:48:59  
of tangible and buy some

00:49:01  
tickets? So what you raise

00:49:14  
is, why I said we

00:49:16  
are the followers and not

00:49:18  
the leaders, right? So it



00:49:20  
alone raises attention and consideration

00:49:23  
which hopefully would spur into

00:49:29  
the business case which includes

00:49:31  
interviewing to to offer a

00:49:36  
wider range of opportunities for

00:49:39  
a client to consider. And

00:49:41  
then that, you know, I

00:49:42  
think truly looking very carefully,

00:49:44  
as I said, some of

00:49:46  
the metrics of what, what

00:49:48  
somebody puts down as his

00:49:49  
credentials to test it to

00:49:54  
make sure you're, you're. On



00:49:59

what the the capabilities are

00:50:01

and in who can fit

00:50:02

in in picking the best

00:50:04

fit from there. If it's

00:50:05

not an overnight because of

00:50:08

where we are. I mean

00:50:09

that's just the reality but

00:50:11

but I think there are

00:50:12

plenty of times where more

00:50:15

opportunities for considering female experts

00:50:19

might lead to more opportunity

00:50:22

for raising, raising the, the

00:50:27

game my world through specialized



00:50:32  
there's different set of credentials

00:50:34  
and in the energy, in

00:50:36  
the economics, work numbers fall,

00:50:39  
where they are? You could

00:50:41  
look at the more generic

00:50:43  
Industries and say, why isn't

00:50:45  
that a jump-off? Why isn't

00:50:47  
it 50/50? And I was

00:50:50  
cases that require some inspection

00:50:54  
but, but if there is

00:50:55  
a specialty skills, I use

00:50:57  
as a differentiator to help

00:50:58  
me but they also are



00:51:00

are limiting and some friends.

00:51:01

But the question is, if

00:51:03

there's a generic industry and

00:51:06

why wouldn't it be 50/50

00:51:09

shot either way or for

00:51:11

those who who work in

00:51:13

those that's that's one additional

00:51:15

thought or for how you

00:51:16

look at it. How you

00:51:17

evaluated? But mostly I think

00:51:20

just interviewing more and chips

00:51:24

fall where they may the

00:51:26

best person to win from



00:51:27

there. So I would say,

00:51:29

I am in a somewhat

00:51:30

generic industry. I have an

00:51:32

accounting background, I'm a CPA.

00:51:33

So I think there needs

00:51:35

to be programmed within the

00:51:36

firm's to identify at a

00:51:38

little early point in the

00:51:40

career women who are on

00:51:42

that testifying path. Part of

00:51:44

it. I think comes from.

00:51:45

Like I said, we have

00:51:47

18% females of the partnership



00:51:49

levels. If you have 18%

00:51:50

females of the partnership level

00:51:51

and not all of them

00:51:52

want to testify, you're going

00:51:53

to have a lower number.

00:51:54

So it's getting women to

00:51:56

to Greater partnership parity within

00:51:59

the firm's and also really

00:52:00

identifying those who want to

00:52:02

testify in mentoring, those at

00:52:03

an early age and showing

00:52:04

them, you can do this

00:52:06

because I think some young



00:52:08  
women c-mail testifying experts on

00:52:12  
the road. All the time.

00:52:13  
Don't have a life. Maybe

00:52:16  
they don't have a female

00:52:17  
role model. I don't want

00:52:18  
to do this. Like I

00:52:19  
don't know how I can

00:52:20  
have kids and manage their

00:52:22  
for have a family or

00:52:23  
whatever they want to do.

00:52:24  
So I think the firm's

00:52:26  
have to eat to help

00:52:27  
with that to get it



00:52:28

a greater pull. To begin

00:52:29

with. Any other questions? My

00:52:34

gender, gender, diversity, and racial

00:52:50

and ethnic diversity as in

00:52:52

some cases, been clients forward

00:52:57

to her and therefore, were

00:53:00

responsive. I was curious as

00:53:03

to whether law firms actually

00:53:08

are asking, and if you

00:53:14

don't know how you think

00:53:16

your institution would react, if

00:53:19

a law firm was saying,

00:53:20

you know, we're also looking



00:53:21  
for your birthday. I've seen

00:53:28  
it but more off. And

00:53:31  
I've seen the opposite where

00:53:32  
there's a group of men

00:53:33  
in town going to make

00:53:35  
the rounds to law firms

00:53:36  
and their meeting with female

00:53:37  
partners. And like I said,

00:53:38  
have you thought about maybe

00:53:40  
bringing a couple women with

00:53:41  
you. So I, you know,

00:53:44  
I have seen the ask

00:53:46  
but not it's not a



00:53:47

universal ask for the first

00:53:49

team's necessarily. And I think

00:53:51

that this is a whole

00:53:51

other panel we can have

00:53:52

our business development strategies, Women

00:53:54

vs men, right? I think

00:53:58

they're just not thinking about

00:53:59

it sometimes when they're going

00:54:00

out to push our services.

00:54:03

I'm not familiar with asks

00:54:07

in that, that way from

00:54:09

the lane, I'm in what

00:54:11

you identify it is, you



00:54:12

know, it's a consulting firm

00:54:13

concern and it really, you

00:54:16

know, it's a rising women

00:54:19

looking to firms that have

00:54:22

leadership with women and executive-level.

00:54:25

I think, you know, differentiates

00:54:28

that again, it's not over

00:54:30

all, but it's got to

00:54:30

come. It's got to be

00:54:32

both ways. It's got to

00:54:33

come from from from the

00:54:36

Consulting spear as well. I

00:54:41

would say, I haven't been



00:54:41  
directly involved in these conversations,

00:54:43  
but I believe there was

00:54:45  
one at least in our

00:54:46  
fire pit with someone all

00:54:47  
female team lawyers, they're asking

00:54:51  
for a more diverse group

00:54:52  
of experts. And so I

00:54:54  
think that is beneficial, but

00:54:55  
it's still just a very

00:54:56  
small piece, right? And they,

00:54:58  
they were thinking of it,

00:54:59  
but others may not. So

00:55:00  
I think that's something that



00:55:02  
is evolving. And I think

00:55:03  
it's something that made her

00:55:05  
often, but again, it's a

00:55:06  
little bit more of a

00:55:07  
push and not just in

00:55:09  
the ones that are female

00:55:10  
themselves. So I think that's

00:55:14  
right. I don't know if

00:55:16  
it's something that clients are

00:55:17  
specifically asking for yet. I

00:55:20  
hope that it's one of

00:55:22  
the acts in the future.

00:55:23  
I do know that our



00:55:25

firm is being proactive about

00:55:27

this. It's a, it's a

00:55:32

For example, our head, recruiter

00:55:34

called me up and said,

00:55:35

hey, what business organizations? Do

00:55:39

you know that women? A

00:55:42

tent, where do you think

00:55:44

we can find more women

00:55:45

in the economics field? So

00:55:48

I think the business need

00:55:50

is coming and people are

00:55:52

trying to be proactive about

00:55:54

it, so I do hope



00:55:56  
that more law. Firm Star

00:55:57  
Trek Lee asking for this

00:55:59  
diverse panel. Thank you. I

00:56:13  
got the worries. Like I

00:56:14  
see. This is all eyes

00:56:25  
are killing. I guess that's

00:56:44  
out too hard question. I

00:56:45  
probably have never felt like

00:56:46  
a token. I feel like

00:56:48  
I'm there because I deserve

00:56:49  
to be there. This is

00:56:52  
not an easy field to

00:56:53  
be a token in and



00:56:56

I don't think you mentioned

00:56:57

this earlier to get through

00:57:00

the academics that you need

00:57:01

to get through and to

00:57:02

get through the professional work.

00:57:04

And then similarly to balance,

00:57:05

all of that women have

00:57:07

to balance. I don't think

00:57:09

anybody any woman gets to

00:57:10

that table as a as

00:57:12

a token. And I don't

00:57:15

think I have maybe the

00:57:17

question is, why are to



00:57:18

testify is a woman on

00:57:29

the team counting as much

00:57:31

as a interview for a

00:57:34

woman as a testifier? The

00:57:37

answer is, is no. Yes

00:57:41

it counts in the developments

00:57:42

in the support overall but

00:57:45

but the the conversation that

00:57:48

needs to be occurring at

00:57:50

that higher level is, are

00:57:51

you interviewing to ensure that

00:57:53

the business case of ensuring

00:57:54

the most Talent is for



00:57:56

the expert? First is also

00:57:58

being attended to Thank you.

00:58:03

Any other questions? for me,

00:58:29

it was just a personality

00:58:33

foot and I have one

00:58:34

person in mind he's male.

00:58:35

And like I said, I

00:58:37

wanted to be that guy.

00:58:38

And I, I think when

00:58:40

there's programs and law firms

00:58:42

and consulting firm for your

00:58:43

sign to Mentor, the kind

00:58:45

of doesn't work, I've been



00:58:46  
assigned a mentor and I'm

00:58:47  
trying my best with people

00:58:48  
but you have to seek

00:58:50  
out your mentor and you

00:58:52  
have to make sure they're

00:58:53  
willing to Mentor you but

00:58:55  
you have to raise your

00:58:56  
hand and say hey I'm

00:58:58  
dealing with this issue. Have

00:58:59  
you ever dealt with it?

00:59:00  
How do you think I

00:59:01  
should approach it? So I

00:59:02  
think that's what's giving me



00:59:03  
the most success and even

00:59:05  
when I was at different

00:59:06  
firms, I would call this

00:59:07  
person. Say I'm not sure

00:59:09  
about this damage issue. Am

00:59:11  
I approaching it the right

00:59:12  
way? Or I'm not sure

00:59:15  
about. I see this case

00:59:16  
out there and I want

00:59:17  
to go get it. How

00:59:18  
would you, how would you

00:59:19  
go about that? So I

00:59:23  
think it's a lot on



00:59:23  
the mint tea to ask

00:59:25  
for what you need and

00:59:27  
once you find that person,

00:59:27  
they're going to be happy

00:59:29  
to help you. So that's

00:59:30  
how I've always approached it.

00:59:32  
I do think formalized, programs

00:59:35  
are are an important tool,

00:59:37  
especially if somebody doesn't have

00:59:38  
the personality to go out

00:59:39  
and seek help. But I

00:59:41  
think the best mentors are

00:59:44  
doesn't necessarily matter what



00:59:47  
their gender is, but it

00:59:48  
has to be willing to

00:59:50  
give and take relationship. And

00:59:51  
you as a mentee, have

00:59:53  
to ask what you need.

00:59:57  
Any other questions? Well, thank

01:00:02  
you so much for joining

01:00:03  
us today and thank you

01:00:04  
for this fascinating discussion. Any

01:00:07  
final thoughts? I was just

01:00:12  
going to have another little

01:00:13  
clip on the mentorship. I

01:00:15  
mean, I find it very



01:00:16

beneficial to have a female

01:00:17

mentor and so we are

01:00:19

both friends but then we

01:00:20

also have a very straight

01:00:21

working relationship to, I look

01:00:24

up to her because she

01:00:25

has pushed those barriers. And

01:00:26

I think that it's, it's

01:00:28

great to have these examples,

01:00:29

right? But we can come

01:00:31

turn it on or off

01:00:32

whether we're talking about daily

01:00:34

life, family life or I



01:00:36  
think question on evaluation keys,

01:00:38  
right? Like how should we

01:00:38  
approach this house reports that

01:00:40  
she's also a good person

01:00:42  
to push me out of

01:00:43  
my comfort zone. So I

01:00:45  
think it's these things where

01:00:47  
it has to be a

01:00:48  
relationship where you recognized each

01:00:50  
other's strengths and weaknesses, but

01:00:52  
are Isabella and how that

01:00:54  
kind of works for you,

01:00:55  
I don't think I could



01:00:56

have the same quite relationship

01:00:58

with a male Mentor, nothing

01:01:01

against any of the mail

01:01:02

that I've worked with. But

01:01:03

for the points in my

01:01:04

life, I think it's been

01:01:05

very beneficial, having a female

01:01:07

mentor and I think that's

01:01:09

something to the field continues

01:01:13

to grow, its will have

01:01:14

more of an impact others

01:01:16

out there. So I'm looking

01:01:20

forward to how I feel.



01:01:26

Well, thank you for for

01:01:28

joining him for a wonderful

01:01:29

discussion. I look forward to

01:01:32

continuing this conversation at some

01:01:34

other point and with that,

01:01:36

I closed the session. Covington

00:00:01

but also thank you. Thank

00:00:02

you, send a very strong

00:00:04

things to Jose Antonio Rivas

00:00:08

to Ian Laird. Maria matamala

00:00:12

in the whole strategy team

00:00:14

for all of their efforts

00:00:15

in and coordinating. This this



00:00:16

week's events and we're delighted

00:00:18

to be participating in this

00:00:21

5th edition of Washington arbitration

00:00:23

week. This particular event is

00:00:25

the fourth annual collaboration between

00:00:28

Washington, arbitration week and arbitral

00:00:31

women. And as a member

00:00:32

of the the board, I'm

00:00:33

very thrilled that we have

00:00:34

kept this collaboration alive for

00:00:37

the past. Several years, we

00:00:39

have been pleased to partner

00:00:40

with Washington arbitration. We each



00:00:42

year to Future and all

00:00:44

female panel of speakers on

00:00:47

cutting-edge substance of topics. For

00:00:49

those of you not familiar

00:00:50

arbitral, women is a globally

00:00:53

recognized organization. It's a professional

00:00:57

networking Organization for the advance.

00:01:00

Women and the promotion of

00:01:01

female practitioners in international arbitration

00:01:04

and for the past 30

00:01:06

years, arbitral women has promoted

00:01:08

supported and celebrated women in

00:01:10

a Dr through variety of



00:01:12  
initiatives. So without further ado,

00:01:14  
I will turn it over

00:01:15  
to Jose. Antonio Rivas will

00:01:18  
introduce our panel and I

00:01:21  
did mention. But just once

00:01:23  
more, I'd like to put

00:01:24  
the just to re-emphasize the

00:01:27  
fact that this this event,

00:01:29  
we're very proud to co-sponsor

00:01:30  
it with the equal representation

00:01:33  
for expert Witnesses, along with

00:01:35  
our Patron Eminem's and Covington.

00:01:37  
So thank you so much



00:01:37

for joining us Thank you,

00:01:57

you too especially Covington for

00:02:01

having us. And for organizing

00:02:03

this, this luncheon and also

00:02:06

to know the pledge for

00:02:08

equal representation of work. Thank

00:02:11

you to our patrolmen. This

00:02:14

is our third panel of

00:02:15

the day and I'm thrilled

00:02:19

to be on a Monday

00:02:21

in Washington, DC. After Thanksgiving

00:02:25

in parallel, to ICC arbitration

00:02:29

in Miami with a full



00:02:31

house and in spite, very,

00:02:34

very cold weather. So, so

00:02:36

this is a testament of,

00:02:38

of Washington, arbitration week having

00:02:41

a an international arbitration Community

00:02:43

soap. With with the, with

00:02:46

that, I would like to

00:02:48

introduce in a part from

00:02:50

banking, Marty, and Andre and,

00:02:52

and, and also Clovis, I

00:02:54

would like to introduce Clovis.

00:02:55

And end up before doing

00:02:58

that. I would also like



00:02:59  
to say that the that

00:03:01  
Covington has been really a

00:03:04  
partner of Washington arbitration week

00:03:07  
from its Inception and so

00:03:09  
has been arbitral woman. So

00:03:11  
we're very lucky to have

00:03:13  
no partners and Associates and,

00:03:19  
and woman in arbitration committee

00:03:21  
such as as as you.

00:03:23  
So, I'm not really, really,

00:03:25  
really commend you for for,

00:03:27  
for supporting washtub. Trishuli because

00:03:30  
we are really building a



00:03:31  
community in in many respects

00:03:33  
so quickly that this this

00:03:36  
panel, I will simply say

00:03:38  
that you are in a

00:03:39  
process of research on on

00:03:41  
what to bring to the

00:03:43  
floor in an inch not

00:03:45  
in in Washington application week.

00:03:47  
What, one of the things

00:03:49  
that we had been talking

00:03:50  
with Arbiter woman for 4

00:03:52  
months and years was, was

00:03:54  
to make a The only



00:03:56

in terms of putting on

00:03:58

the floor, an issue related

00:04:02

to gender equality that that

00:04:05

would be related to International

00:04:07

arbitration. But something, that substantively

00:04:09

would make a difference. And

00:04:13

I think that this is

00:04:14

the panel that, that, that

00:04:16

was obvious special, because the

00:04:19

truth is, you had already

00:04:20

done the work because there

00:04:23

was a prior to publication

00:04:24

on this very topic before.



00:04:26

So it was raze to

00:04:27

identify, I just put it

00:04:30

on the floor with that.

00:04:31

I would like to introduce

00:04:32

Clovis and Clovis. Now, it

00:04:34

represents clients in the resolution

00:04:37

of high-stakes cutting-edge disputes before

00:04:40

International court and are on

00:04:42

and tribunals. And of course,

00:04:43

he is a a partner

00:04:45

at Covington, her practice focuses

00:04:48

on, public international law and

00:04:49

international commercial arbitration and investment



00:04:52

of attrition across a broad

00:04:54

range of Industries. An end,

00:04:57

I can say many things,

00:05:00

but one of the things

00:05:01

that really impressed me from

00:05:02

the beginning was, was it

00:05:04

her or her knowledge? And

00:05:06

an actually actually experience even

00:05:09

when she was an associate.

00:05:12

On International Patrician, but also

00:05:14

related to Human Rights disputes.

00:05:16

And I mean, that that's

00:05:17

something that that very few



00:05:18

International arbitration, Commercial Refrigeration. Experts

00:05:22

haven't and Clovis has soaked

00:05:24

with that stick floor, and

00:05:32

to the team strata 15,

00:05:34

for organizing this event. I'm

00:05:37

very pleased to see you're

00:05:38

here. Specially, like us. Antonio

00:05:40

said the Monday after Thanksgiving.

00:05:45

With that had our final

00:05:47

today is titled, as, you

00:05:49

know, expert Witnesses, and gender

00:05:51

equality the evolving landscape. We

00:05:56

are going to explore how



00:05:58  
the landscape of expert testimony

00:06:00  
is changing in terms of

00:06:02  
gender equality, and which steps

00:06:05  
can be taken to promote

00:06:07  
fairness and inclusiveness in the

00:06:09  
field. I would like to

00:06:11  
introduce our speaker today. We

00:06:13  
have a final that is

00:06:15  
very wealthy in no little

00:06:18  
experience on this topic and

00:06:21  
To my Nexus to list

00:06:23  
states, I'm hoping and pronouncing

00:06:25  
that correctly. Julie is senior



00:06:29

managing director at FTI. She

00:06:31

has over 25 years of

00:06:33

experience, in forensic, accounting and

00:06:36

financial analysis in multiple Industries

00:06:39

such as insurance, technology financial

00:06:42

services and luxury goods. She

00:06:45

has testified before federal and

00:06:47

state courts as well as

00:06:49

multiple arbitral tribunals sitting next

00:06:54

to her. We have Tyler

00:06:56

Curry, it'll be right there

00:06:58

at. H&K is forensic accounting

00:07:00

and Commercial disputes practice with



00:07:04

over 15 years of experience

00:07:06

in financial advisory and Consulting.

00:07:08

For forensic accounting investigations, in

00:07:12

complex disputes, including arbitration on

00:07:16

there. It stood ICC and

00:07:18

uncitral rules Next, we have

00:07:22

Jamie haigler Palmer, she's an

00:07:25

associate with Bridal and she

00:07:27

focuses on valuation, Quantum and

00:07:31

Regulatory issues, Jamie words with

00:07:34

Fortune. 500 companies, law firms

00:07:36

and government agencies across multiple

00:07:39

Industries such as oil and



00:07:41  
gas. Electricity Mining and security

00:07:45  
and last but not least,

00:07:47  
we have Julie Carrie, she's

00:07:50  
a senior managing director at

00:07:52  
Nira and she's also an

00:07:53  
adjunct professor at Georgetown where

00:07:56  
she teaches Which Beaches Energy

00:08:01  
economics years of experience in

00:08:06  
energy-related disputes and has testified

00:08:09  
in US courts and before

00:08:11  
exit, Icia and ICC tribunals.

00:08:14  
Thank you so much for

00:08:15  
joining us. It's such a



00:08:17

pleasure and with that, let's

00:08:19

open the discussion. Just the

00:08:27

beginning. Could each of you

00:08:29

just briefly shared? There's very

00:08:31

experienced in the expert testimony

00:08:34

field and how gender has

00:08:36

shaved, you're rolling. Are we

00:08:41

going to talk to you,

00:08:43

Judy? Okay, so my experience

00:08:48

started about 18 years ago,

00:08:51

I was pregnant with one

00:08:53

of my kids. The first

00:08:53

time I testified in it



00:08:55  
in an arbitration that actually

00:08:56  
helps me and that's a

00:08:58  
different story. But I don't

00:09:00  
think gender has necessarily shaped

00:09:03  
my experience as an expert

00:09:04  
witness because I I worked

00:09:06  
in it for males but

00:09:07  
in a very, very supportive

00:09:09  
practices and I never saw

00:09:11  
gender as something holding me

00:09:13  
back necessary, and maybe I

00:09:16  
was kind of blind to

00:09:17  
it, maybe their opportunities. I



00:09:18

wasn't getting when I started

00:09:20

testifying as a female. There's

00:09:22

one thing we talked about

00:09:23

in our prep call is

00:09:24

it was harder to get

00:09:25

that first opportunity when you're

00:09:27

in your early thirties and

00:09:29

you look young. I looked

00:09:30

very young back then and

00:09:31

so just pull off but

00:09:36

I think I just didn't

00:09:38

see it. As a barrier

00:09:40

now is about the further



00:09:41

along in my career, I

00:09:42

do notice certain micro aggressions.

00:09:46

I do notice certain things

00:09:47

from people who aren't as

00:09:48

aware and it may be

00:09:53

billing issues where I'll be

00:09:54

treated a certain way. That

00:09:55

I don't think a male

00:09:56

counterpart would be treated. But

00:09:59

in terms of my expert

00:10:01

work, I've always I was

00:10:04

supporting experts. Writing the reports

00:10:06

doing the analysis and I



00:10:07

just thought, well why can't

00:10:08

I testify too? And I

00:10:09

have the personality to want

00:10:11

to do it. Just did

00:10:11

it. So, I don't know

00:10:12

that it's necessarily necessarily shaped.

00:10:16

My path is an expert.

00:10:18

Any thoughts and different experiences?

00:10:22

To build a pond. I

00:10:24

also feel that gender is

00:10:26

not really Define my progress

00:10:29

here. I've also been the

00:10:30

supporting role in helping with



00:10:32  
testify experts to me and

00:10:33  
I'll see you writing the

00:10:35  
report and doing a floor

00:10:37  
cleaning up into the arbitration.

00:10:38  
So the park counseling for

00:10:40  
the test by experts and

00:10:41  
selves, but I would say

00:10:43  
more magenta. Related is my

00:10:46  
motherhood. I work with a

00:10:48  
lot of males. I work

00:10:50  
as a very supportive group

00:10:51  
that's where I've had my

00:10:52  
car aggression against me, but



00:10:53  
more of the internal pressure

00:10:55  
that I put up on

00:10:55  
myself to make sure that

00:10:57  
I am looking comparable to

00:10:59  
single men, married, man, whatever.

00:11:02  
But that I am just

00:11:04  
not holding you back. It's

00:11:05  
not a penalty and that,

00:11:07  
you know, I can manage

00:11:09  
my time and just make

00:11:10  
sure that it's an asset

00:11:12  
and they realize that forces

00:11:13  
just knowing that. So that's



00:11:15

what I would say. Thank

00:11:17

you, Auntie for themselves. I

00:11:23

don't think being a woman

00:11:25

is help me back in

00:11:26

the industry. I think probably

00:11:28

being a mother has been

00:11:29

one of the harder things

00:11:31

I've had to deal with.

00:11:32

I'll do you know, being

00:11:33

a mom is amazing. I

00:11:35

haven't had a floor crew

00:11:36

progression of being a parent

00:11:38

by my own choice. I'm



00:11:40  
grateful to have colleagues in

00:11:41  
a company that do support

00:11:42  
me and it allowed me

00:11:43  
to progress at a slower

00:11:45  
Pace. But it's Tyler was

00:11:49  
saying, sometimes it's difficult to

00:11:50  
look around and say, see

00:11:52  
other colleagues who progressed so

00:11:53  
much more quickly cuz they

00:11:54  
haven't made the same choices

00:11:55  
or similarly. I always wonder

00:11:58  
what do my colleagues think

00:11:59  
of me? They think I'm



00:12:00

not serious with my client

00:12:02

think I'm not serious. I

00:12:04

think that being a mother

00:12:05

has made me a better

00:12:06

consultant as a project manager.

00:12:09

I am amazing, like a

00:12:12

mom. I also feel like

00:12:14

I have a lot more

00:12:14

compassion for my clients. Now,

00:12:16

what, my clients are going

00:12:18

through is serious and important,

00:12:20

and I think you can

00:12:22

be more to the issues



00:12:24  
that they're undergoing. So just

00:12:28  
tackling all of these things

00:12:29  
is hard for women, and

00:12:31  
I appreciate my firm and

00:12:33  
my colleagues around me who

00:12:34  
been so supportive long way.

00:12:37  
Thank you. Dayton, I guess

00:12:41  
from my experience, which started

00:12:43  
a long time ago, where

00:12:47  
things looked very different, I

00:12:50  
commented to group and we

00:12:52  
have on our meetings that

00:12:54  
where, where I grew up



00:12:55

as a consultant, there were

00:12:58

nothing, but mailboxes and nothing

00:13:00

but male clients and nothing

00:13:02

but male lawyers in the

00:13:04

rooms that I was in

00:13:05

and it was daunting. I'm

00:13:07

not, I'm fearless in many

00:13:09

ways. It didn't stop me

00:13:10

but it's but it made

00:13:11

me very thoughtful of how

00:13:14

I approach my knowing that

00:13:16

there are no models for

00:13:18

having a family that was



00:13:21

not until she will. If

00:13:22

you ask me my chance

00:13:24

of success, I would have

00:13:25

said 50/50. 50-50. But I

00:13:30

learned from the men that

00:13:32

you must take risks and

00:13:35

use your everything you have

00:13:36

from your strategic advantage of

00:13:38

an organization earlier so that

00:13:40

you can take the time

00:13:42

when you want to and

00:13:43

you can. And also my

00:13:44

Approach was to get out



00:13:45

faster and more Curious and,

00:13:47

and see where chips fell,

00:13:49

where they, where they might.

00:13:50

And I, I look back

00:13:53

with great appreciation for the

00:13:55

successes, I've had more than

00:13:57

I could have ever expected

00:13:57

and ultimately to see diversity

00:14:03

in the rooms more today

00:14:04

than before, we even having

00:14:06

this discussion has is a

00:14:07

success for my perspective. So

00:14:09

that start with gratitude, But



00:14:12

I also keenly of the

00:14:15

view that I need to

00:14:16

contribute more to the development

00:14:18

of others. So I spend

00:14:19

time it's in or in

00:14:21

the day today with who,

00:14:22

who I work with, but

00:14:25

I want to get back.

00:14:25

I want people to have

00:14:27

an easier time than me.

00:14:29

That's that's my goal, that's

00:14:30

imperative for my perspective and

00:14:32

so it's not from. Did



00:14:35

I get the expert work

00:14:36

or not. No work is

00:14:37

the work but the two

00:14:39

lessons are risk-taking and strategic

00:14:43

risk. Taking that I think

00:14:44

women are a little bit

00:14:45

less more hesitant to learn

00:14:48

from them after Works. They

00:14:51

put their hand up first.

00:14:53

You're the only one there

00:14:54

to take risks and to

00:15:00

try to use your spring.

00:15:02

Still has an advantage down



00:15:03

the road and I'm happy

00:15:07

for the opportunity to be

00:15:09

able to help others and

00:15:10

where they are in their

00:15:11

career. That's very rewarding for

00:15:12

me and, you know, trying

00:15:16

to address challenges as we

00:15:18

go. Thank you. Very snow

00:15:21

hiding that expert Witnesses are

00:15:24

mostly male. I think maybe

00:15:27

I have seen it to

00:15:29

female expert Witnesses. Testifying in

00:15:33

my career, maybe the past



00:15:35

10 years What interview has

00:15:38

led to that imbalance. The

00:15:44

closest store to Clovis. This

00:15:47

point. The statistics are actually

00:15:50

pretty striking. I think you

00:15:52

already put out a article

00:15:54

study in 2023, only 9%

00:15:57

of expert. Witness appointments were

00:15:59

women and 4% of appointments

00:16:03

were a male female care.

00:16:05

So the number is really

00:16:07

small. So I'll just I'm

00:16:11

sure my colleagues here have



00:16:12  
several things that could contribute,

00:16:14  
but I'll put out a

00:16:15  
few things on economic model.

00:16:18  
If you don't testify, you

00:16:20  
don't make partner. And so

00:16:22  
if you're having a hard

00:16:23  
time getting that appointment, getting

00:16:25  
that first appointment is more

00:16:27  
difficult to make partner, but

00:16:29  
we we got a little

00:16:29  
bit of a chicken-and-egg situation

00:16:31  
here. So we need to

00:16:35  
find more ways to get



00:16:37  
those first-time appointments for for

00:16:39  
female exports. And I think

00:16:43  
some of some of the

00:16:44  
challenges start from Academia. I

00:16:51  
work in from economics and

00:16:52  
energy are very male-dominated there

00:16:54  
dominated. All all the way,

00:16:56  
all the way back into

00:16:57  
the schooling, until I do,

00:16:59  
see a progression went. When

00:17:01  
I look at the associate

00:17:03  
classes, in the diversity, that's

00:17:06  
occurred at an increasingly, there's



00:17:09

nothing overnight, but I see

00:17:11

some progression, but if you

00:17:12

ask me where it starts,

00:17:14

it starts from the root

00:17:15

of when the the industry

00:17:16

truly took off and Anna

00:17:19

being mostly consisted of a

00:17:22

man in the disciplines that

00:17:23

were available to take advantage

00:17:25

of it. And looking back

00:17:30

and you already thoughts upon

00:17:31

some of these challenges are

00:17:33

already such as building a



00:17:34

family. What interview are the

00:17:37

biggest challenges to establish ourselves

00:17:40

as expert Witnesses? Any particular,

00:17:43

as testifying Witnesses going back

00:17:46

to Jamie's point, I think

00:17:51

the first thing is just

00:17:52

getting your foot in the

00:17:53

door being having a seat

00:17:55

at the table as the

00:17:57

sun is a male-dominated. Industry

00:18:00

starts eating in the college

00:18:01

has the most of my

00:18:03

curriculum and Finance and Accounting



00:18:05

classes for males. So it's

00:18:07

no surprise that. Once you

00:18:08

get to economic Consulting, there's

00:18:10

a lot of males. Their

00:18:11

thought process is that an

00:18:16

international arbitration, you are dealing

00:18:19

with a very large claims,

00:18:20

but I get representing the

00:18:21

Sovereign governments and international investor.

00:18:23

They already have their local

00:18:25

Council. They're hiring Council in

00:18:27

Europe for you at the

00:18:28

US. They want the best



00:18:29

of the best already. So

00:18:30

I could have narrowed the

00:18:31

field down as he was

00:18:32

saying of having someone who's

00:18:34

experienced. They're usually already a

00:18:36

partner but representing and having

00:18:38

the best the best for

00:18:40

these large large claims they're

00:18:41

not messing around the other

00:18:44

challenges. I would say to

00:18:45

an international arbitration is just

00:18:47

as likely as women are

00:18:48

not overly overcoming any kind



00:18:50  
of Call office or biases

00:18:55  
that they have in the

00:18:56  
field and they're also overcoming

00:18:57  
biases. That may be held

00:18:59  
by the ultimate client, which

00:19:00  
is international. So there are

00:19:02  
cultural norm, their thoughts on

00:19:04  
how women are perceived. So

00:19:06  
it's kind of a to

00:19:07  
fassett thing at that part

00:19:08  
where it's not just your

00:19:09  
own, but also the broader

00:19:10  
region, they are overcoming. Any



00:19:13  
other thoughts? Like thinking in

00:19:16  
terms of your purse testimony

00:19:17  
and I do more US

00:19:19  
base litigation and arbitration some

00:19:23  
International. I think it's it's

00:19:25  
cheap to your point hitting

00:19:28  
your foot in the door

00:19:29  
which is hard for males

00:19:31  
and females but the males

00:19:32  
will raise their hands and

00:19:33  
say I'm ready whether they

00:19:35  
and we will wait till

00:19:38  
we are absolutely sure that



00:19:40  
we are ready and we

00:19:41  
can we can do this.

00:19:42  
I think one thing to

00:19:45  
change that is having male

00:19:47  
allies in our firms and

00:19:48  
look for the females to

00:19:50  
raise our hands that I

00:19:51  
would like to be a

00:19:51  
testified expert and get that

00:19:53  
support around you in The

00:19:54  
Firm. So if a small

00:19:55  
case comes in, maybe it's

00:19:57  
a personal injury case, they



00:19:59

need an expert. We can

00:20:00

put a more Junior person

00:20:02

on that, a junior female

00:20:03

to get that expert report

00:20:05

at and to possibly get

00:20:06

a deposition or testimony out

00:20:08

of that. So I think

00:20:09

it's not just a female's

00:20:12

against the world. We have

00:20:13

to figure out how to

00:20:14

go for dweeb. We need

00:20:16

our entire firms to support

00:20:18

us and and we need



00:20:20

to raise our hands and

00:20:20

say I want to do

00:20:21

it but have others in

00:20:22

The Firm to give us

00:20:24

his opportunities because I'm sure

00:20:25

and all of our firms

00:20:26

working cases. Come in but

00:20:28

not necessarily big feed generators,

00:20:30

but it's worth taking them

00:20:32

on. To get somebody test

00:20:33

to get somebody the first

00:20:34

US money experience and going

00:20:37

back to Tyler's point. Do



00:20:41

you see any real or

00:20:43

perceived bias in house female?

00:20:46

Testimony is received by arbitrators

00:20:49

Georgia surgeries. I would say,

00:20:56

buy arbitrators injuries. Injuries are

00:21:00

kind of the wild card

00:21:03

as they are. Anyway, arbitrators,

00:21:06

I feel are usually very

00:21:08

level-headed. I'm also on a

00:21:10

task force. That does identifying

00:21:13

gender. The rise of the

00:21:14

females, arbitrators and proceedings and

00:21:16

receive an overtime day. Becoming



00:21:18

more prevalent. I had a

00:21:20

college just testify last year,

00:21:22

but about all female arbitration

00:21:24

panel, which was wonderful. And

00:21:26

excellent. So I think that

00:21:28

is already come in the

00:21:29

norm. There, the hard part

00:21:31

is that, you know, the

00:21:33

ultimate client has the final

00:21:36

say and they're not Guided

00:21:37

by any kind of rules

00:21:38

or initiatives, it's their the

00:21:41

pain there. But I do



00:21:44  
think opposing counsel will obviously

00:21:45  
you just whatever they can

00:21:46  
to their advantage and if

00:21:48  
that is to take advantage

00:21:49  
of some microaggressions, they will

00:21:52  
but I think it is

00:21:54  
recognised across This is how

00:21:55  
it's implemented. You both mention

00:22:00  
micro aggressions. Do you have

00:22:01  
any specific examples that you

00:22:04  
can provide of how that

00:22:06  
looks like? Oh, I have

00:22:08  
one that we discussed on



00:22:09

the call where I've been

00:22:12

asked and deposition twice in

00:22:13

the first time. I just

00:22:14

wasn't thinking and caught off

00:22:15

guard. Can I call you

00:22:16

Julie? And I said, oh

00:22:19

sure and now I cringe

00:22:20

reading that transcript in the

00:22:22

next time. Someone said, can

00:22:23

I call you Julie? I

00:22:24

said, no, I prefer mistakes,

00:22:25

and he was like, oh

00:22:26

well, she's got some attitude



00:22:28

but I don't know that

00:22:29

they would have asked the

00:22:33

guy by his first name

00:22:34

in a deposition. So I

00:22:36

think it's things like that.

00:22:37

Like I said, billing, I've

00:22:39

had You know Mel attorneys,

00:22:41

we're done good work. Never

00:22:44

complained about the fees at

00:22:46

the end when the final

00:22:46

bills due like we don't

00:22:49

really think you deserve this

00:22:50

and I don't, maybe maybe



00:22:53

it's in my head and

00:22:54

maybe that's a female thing

00:22:55

to say. I don't think

00:22:56

they would do that to

00:22:57

a male counterpart, so things

00:23:00

like that. And I think

00:23:01

probably just looking at our

00:23:03

ages, you know, we've been

00:23:05

in rooms where we've been

00:23:06

asked to get coffee or

00:23:07

someone thought we were the

00:23:09

assistant or, you know, not

00:23:11

realizing that we were a



00:23:13

senior part of the team.

00:23:14

I'll give you two quick

00:23:16

examples one. I've walked into

00:23:18

rooms where I've been asked

00:23:19

who do you work for?

00:23:21

I'm a senior partner, I've

00:23:23

been testifying for 22 years,

00:23:24

I get asked, who am

00:23:26

I working to it? And

00:23:27

arbitration, I've literally had my

00:23:30

personal space invaded as a

00:23:33

way to test, whether or

00:23:34

not, I would keep my



00:23:35

cool. Of course, at least

00:23:37

in this panel, there was

00:23:38

one. One woman who looked

00:23:39

at me? Like that's insane,

00:23:41

you're okay. And I looked

00:23:43

but in personal space so

00:23:46

those are examples. Where is

00:23:49

human? We're going to stick

00:23:51

in our minds. We're going

00:23:52

to remember those but we've

00:23:54

learned to overcome them cuz

00:23:55

we're resilient and that's who

00:23:56

we are. The real issue



00:23:57

to me is the potential

00:23:59

of unconscious bias that we

00:24:00

can't control that main exists.

00:24:03

Now you know why I

00:24:04

think it is perhaps more

00:24:06

on a determination on on

00:24:09

the margins in terms of

00:24:11

clients of what experts look

00:24:12

like and how you present

00:24:13

yourself but those margins matter

00:24:16

overall, you know, I think

00:24:19

there's a fun statistics from

00:24:20

economics who has I told



00:24:22

you was very male-dominated for

00:24:24

the academia, women who believe

00:24:27

they faced discrimination went through.

00:24:30

And they statistically proved Turismo

00:24:32

statistical significance, but the man

00:24:35

who were doing joint papers,

00:24:36

got credit and got promoted

00:24:37

to professorship with the women

00:24:39

did not So I would

00:24:42

say when you look and

00:24:43

I see this often in

00:24:45

cases where their opposing mirror

00:24:46

others, where there is a



00:24:48

man who sitting and saying,

00:24:49

nothing as a joint on

00:24:51

the report and the woman's

00:24:53

not necessarily getting do second

00:24:55

opportunity for the mayonnaise and

00:24:56

that's really earning his weight

00:24:58

from my view. But are

00:25:00

we when we look at

00:25:01

the evaluation of experts, considering

00:25:04

that person and yeah, they

00:25:05

said that ten times over

00:25:06

if they didn't say anything,

00:25:07

then I'm not sure that



00:25:11

you know, that that should

00:25:12

be where credit is due.

00:25:13

So so looking carefully in

00:25:16

the consideration of competitiveness to

00:25:19

make sure you get the

00:25:21

most qualified would help, but

00:25:23

perhaps filter out some of

00:25:24

those examples. I thought you

00:25:28

said something very interesting. What

00:25:30

is an expert look like

00:25:32

it's only sit when we

00:25:33

hear that we always. I

00:25:34

think what comes to most



00:25:36

people's minds is an older

00:25:37

gentleman and distinguished gentleman. He

00:25:39

must know what he's talking

00:25:41

about until that point one

00:25:43

of my colleagues testified for

00:25:44

the first time last summer.

00:25:45

So 2023 or 2024 to

00:25:50

2024 she's testifying and she's

00:25:53

code testifying with one of

00:25:54

her male colleagues and the

00:25:57

Barrister walks up and introduces

00:25:59

himself and then turned to

00:26:00

her though. So you must



00:26:00

be the assistant We're not

00:26:03

in an episode of Mad

00:26:04

Men anymore. So we have

00:26:09

to work to change these

00:26:10

perceptions for everyone. And do

00:26:14

you have any specific methods?

00:26:16

You have used to be

00:26:18

over that. Julie, shared one.

00:26:20

No call me by existing

00:26:26

bias. He's out there. You

00:26:27

can lean into it a

00:26:29

little. So I have testified

00:26:31

before female arbitrators and that's



00:26:33

no issue with the first

00:26:35

time. Like I said it

00:26:36

was eight months pregnant. It

00:26:38

was a it was a

00:26:39

basically retired law partner, who

00:26:42

is the arbitrator? He was

00:26:43

probably 82 years old and

00:26:45

he was so concerned that

00:26:46

I was going to be

00:26:46

worn out and I think

00:26:48

it kind of helps a

00:26:49

little and I went back

00:26:50

to my boss at the



00:26:51

time said, you need to

00:26:52

wear a pillow every time

00:26:53

you testify when this Baby's

00:26:54

already and you can lean

00:26:59

into it that you can

00:27:00

be. I'm just for me,

00:27:01

I'm just a nice accounting

00:27:03

lady. I'm not going. I'm

00:27:04

not that, you know, Professor

00:27:05

that knows way more than

00:27:07

you, especially with jury is,

00:27:08

right? Who's just, who is

00:27:10

basically telling you his opinions



00:27:12

because he says, so i

00:27:13

r e. Sanibel, I've done

00:27:15

the work. I'm a mom

00:27:16

to what I think you

00:27:18

can lean into it a

00:27:18

little bit depending on the

00:27:20

venue. But I think if

00:27:23

somebody is disrespecting, you, we

00:27:26

had this conversation on one

00:27:27

of our calls. You don't

00:27:29

always have to be super

00:27:30

nice. You can say, no,

00:27:31

I miss dates, and if



00:27:33

they don't like you, I

00:27:34

don't like you. That's that's

00:27:35

okay. The technical support, swelling.

00:27:40

Cross-examination of professional Sunday institutions

00:27:52

to, to promote greater than

00:27:55

their bottoms in effort rules.

00:27:58

Any thoughts or ideas? I

00:28:01

had an amazing experience last

00:28:03

week, so I'll offer that

00:28:05

we are working with call

00:28:06

this up and said that

00:28:07

they needed a list of

00:28:09

potential arbitrators. And then specifically



00:28:12

said, please put some women

00:28:14

on the list and it

00:28:16

was amazing. Because at first

00:28:19

there was a brainstorm and

00:28:20

it was all men's names

00:28:21

male names getting put out.

00:28:22

And then I said recall,

00:28:25

that they asked us to

00:28:26

put some women on the

00:28:27

list and all of a

00:28:27

sudden 15 female names came

00:28:29

up. So we're moving in

00:28:31

the right direction. I think



00:28:32

it's an arbitrator's that are

00:28:34

appointed. We're almost at parody,

00:28:36

so, we're getting there. But

00:28:39

these are the things clients

00:28:40

can ask of us. When

00:28:42

you're recommending experts, please put

00:28:44

some females on the list.

00:28:45

I think people just need

00:28:47

to get a foot in

00:28:48

the door, and this is

00:28:48

the way to do it.

00:28:49

And I took it one

00:28:51

step further and say, there's



00:28:52

a business case, there's a

00:28:53

lot of talent and capability

00:28:55

that, you know, if, if

00:28:57

you're going to Prior relationship

00:29:00

or somebody who may be

00:29:02

known and record bull that

00:29:03

be. If you have a

00:29:04

pass, a wider net, you'll

00:29:07

have better decision-making and I'm

00:29:11

convinced yourself. You made a

00:29:12

better process, do it. If

00:29:14

it includes women, then that

00:29:16

to what's what's the harm



00:29:17

of adding one more? One

00:29:19

more opportunity. I'm going to

00:29:21

tell you, I've been fortunate

00:29:22

with every opportunity. I've had

00:29:23

I assume the rest of

00:29:26

my panelist feel the same

00:29:27

and, you know, going the

00:29:30

extra mile to make the

00:29:31

case is is a wonderful

00:29:34

opportunity. But the more pictures

00:29:36

I hit, I get it.

00:29:37

The more I get repaid.

00:29:38

I'm going to give the



00:29:39

best strategy for what your

00:29:41

case is. You get that

00:29:42

free and even if you

00:29:45

decide to let somebody else

00:29:47

take that idea, you know,

00:29:49

that's, that's perfectly fine but

00:29:51

it's a, it's a business

00:29:52

case for my perspective, when,

00:29:54

when there's a deeper talented

00:29:56

by first fendt, who may

00:29:58

have, Skill sets on us

00:30:00

to be able to communicate

00:30:01

those skill sets differently of



00:30:03

how we can communicate, whether

00:30:04

it's the audience but I

00:30:11

think there's a strong business

00:30:12

case. So let's look at

00:30:16

this from a, from a

00:30:18

more controversial perspective. Any thoughts

00:30:21

on, whether that emphasis on

00:30:24

gender balance, could create its

00:30:26

own form of Ballad by

00:30:27

us. Leading to the selection

00:30:29

of experts based on gender,

00:30:32

rather than who is the

00:30:34

most qualified. I don't think



00:30:37

anyone's asking for that. I

00:30:39

think everyone is asking for

00:30:40

shots be considered. That's all

00:30:42

any woman I know has

00:30:45

has ever wanted it to

00:30:46

be considered for the opportunity.

00:30:49

That's it. And I think

00:30:52

by the time, male or

00:30:54

female, you get to the

00:30:55

role where you would be

00:30:56

testifying expert, you have written

00:30:59

the reports, you have done

00:31:01

the analysis, you know what



00:31:02  
you're doing before, you're even

00:31:03  
placed into that pool. So

00:31:05  
I if we ever get

00:31:07  
there, it's going to be

00:31:08  
in 50 years where, you

00:31:12  
know, less qualified female experts

00:31:14  
but I don't see that

00:31:15  
happening anytime soon. I think

00:31:18  
you need to eat, you're

00:31:19  
still going to have to

00:31:20  
go pitch to a client

00:31:22  
and show that, you know,

00:31:23  
your stuff show what the



00:31:24

strategy is. So what kind

00:31:26

of team you have behind

00:31:27

you, and they're going to

00:31:28

have to evaluate your personality

00:31:30

and how you how you

00:31:31

would come across to the

00:31:32

finder of fact. So I

00:31:34

don't necessarily see that happening.

00:31:38

Until you mentioned earlier membership.

00:31:41

As a key element in

00:31:43

balance in the field, it

00:31:48

how can we ensure and

00:31:50

precisely that the women in



00:31:52

the field get the mentorship

00:31:54

they need to succeed. And

00:31:57

I can be viewed from

00:31:58

the experienced expert perspective as

00:32:02

well as from The Young

00:32:03

younger mothers use. Julie said

00:32:12

there's a business case for

00:32:13

this. There's an amazing Economist

00:32:15

scientist mathematicians out there and

00:32:19

it all went growth opportunities

00:32:20

and this is how we

00:32:22

retain our best employees. We

00:32:24

have to give them both



00:32:25

opportunities and the best way

00:32:26

to do that is for

00:32:27

those people to look around

00:32:29

and see role models and

00:32:30

have mentors to lift them

00:32:32

up. I think my company

00:32:33

has a great mentorship program,

00:32:35

both formally and informally, my

00:32:38

mentors, find the opportunities. They

00:32:41

give me great feedback, real-time

00:32:44

feedback. They tell me what

00:32:45

I'm doing well and most

00:32:47

importantly, when I'm not doing



00:32:48

well and what I need

00:32:49

to do to improve and

00:32:52

these are things that firms

00:32:53

need to build in. I

00:32:55

think probably historically, the mentorship

00:32:58

informal mentorship role was probably

00:33:00

tougher for women. If you're

00:33:02

looking up and you're only

00:33:03

seeing men above you, if

00:33:05

I harder for those women

00:33:06

to go and say, hey,

00:33:07

can you help me with

00:33:09

this? You're really good at



00:33:10

this and I need some

00:33:11

work. This area but I

00:33:13

think now that is becoming

00:33:14

more open. But I think

00:33:16

we need to encourage both

00:33:17

potential mentors to reach out

00:33:19

to those women, as well

00:33:21

as women to be aggressive

00:33:22

and to reach out to

00:33:23

those potential mentors. Floetry having

00:33:28

mentorship at every level. So

00:33:30

it's not just only focused

00:33:31

on the test by an



00:33:32

expert but the ones that

00:33:33

are starting off, right? They

00:33:34

don't know exactly where they

00:33:36

made land, but if they

00:33:37

are feeling unsure at this

00:33:38

point at this point, or

00:33:40

this life cycle part or

00:33:41

not need to come trickled

00:33:43

down from the top. So

00:33:44

I feel like I've been

00:33:46

very blessed with a wonderful

00:33:47

Mentor. Similarly, was going to

00:33:49

be built, I'm feedback, but



00:33:50

also spent, this is what

00:33:52

I expect of you. This

00:33:53

is what was expected of

00:33:54

me. These are some of

00:33:55

the challenges you can do

00:33:56

it when I take that

00:33:58

and I miss her, some

00:33:59

of the younger women in

00:34:00

my office as well that

00:34:02

trickles down. But it's I

00:34:04

mean it's all part of

00:34:05

Breaking the Barrier bringing the

00:34:08

way and just to make



00:34:10

it to normalize thing where

00:34:11

we don't have to have

00:34:12

as much of these discussions

00:34:13

of man versus team and

00:34:15

it's just kind of a

00:34:16

commonality. I'll just add all

00:34:22

of us where they are.

00:34:26

I'm sure that the associate

00:34:30

women know, there is a

00:34:31

path they wanted giving the

00:34:33

unique marant. What I call

00:34:35

a marathon past capable, women

00:34:39

is ongoing discussions with, you



00:34:44

know, My Views leadership and

00:34:45

I think I think it's

00:34:46

incumbent upon women particularly in

00:34:49

the middle to look to

00:34:51

see if they're at a

00:34:52

place that will allow them

00:34:54

to rise to the level

00:34:55

and it that that they

00:34:56

seek to and to do

00:34:58

it as well. Know, places

00:35:00

are the same coming from

00:35:01

the mail mail development. You

00:35:05

know you can look out



00:35:05

and see if women are

00:35:08

in leadership roles at the

00:35:09

consulting firms. That says a

00:35:10

lot, if they're not, then

00:35:13

there may be other harder

00:35:15

Pabst but trying to find

00:35:17

the right fit. It's not

00:35:19

it's not exclusively sing women

00:35:22

and men have been helpful

00:35:24

to me as well. But

00:35:27

you have to be very

00:35:28

mindful of your circumstance to

00:35:31

achieve and to have numerous



00:35:33

different people to reach out

00:35:35

to our helpful outside of

00:35:38

the firm. Because our conversations,

00:35:39

you don't want to have

00:35:40

in The Firm truthfully. But

00:35:43

also, having having people in

00:35:45

the for me to reach

00:35:46

out to I would just

00:35:48

add one thing. I had

00:35:50

very few female expert Role

00:35:53

Models. I mean I can

00:35:53

think of a handful when

00:35:55

I was young consultant and



00:35:58

the males, I work for

00:35:59

work strongly support of a

00:36:00

great role models. And I

00:36:02

just I mean the person

00:36:03

I still work with, I

00:36:04

said I want to be

00:36:05

that guy someday right out

00:36:06

of undergrad but I think

00:36:08

what else has helped me

00:36:09

is. I've had Piers female

00:36:11

peers who wanted to move

00:36:13

into the expert role and

00:36:15

we kind of helped each



00:36:16

other and then somebody came

00:36:17

a few years after us.

00:36:20

So we would joke with

00:36:21

all the females really running

00:36:22

the intellectual property group, that

00:36:24

we were in a button.

00:36:26

But having those tears, we

00:36:28

kind of mentored each other.

00:36:29

And if we had a

00:36:30

question about how to deal

00:36:32

with something, we could go

00:36:33

to each other because there

00:36:34

were certain, there's certain questions,



00:36:35  
things come up. You can't

00:36:38  
ask me how they might

00:36:38  
not relate to it at

00:36:40  
all. And so I think

00:36:42  
also finding your peers that

00:36:43  
can help you. Now I

00:36:44  
think for younger women there's

00:36:45  
a there's a lot of

00:36:46  
us I would imagine every

00:36:47  
on the panel would be

00:36:48  
happy to get to Mentor

00:36:50  
somebody within our firm's I'm

00:36:52  
because we didn't necessarily have



00:36:54

that but also looking looking

00:36:56

for your peers who are

00:36:56

kind of on the same

00:36:57

path and and figuring out

00:36:59

the answer, some questions you

00:37:00

may have. So in addition

00:37:03

to your support network, within

00:37:05

your firm's, it can you

00:37:07

speak to your support, network

00:37:09

more broadly in terms of

00:37:11

family and how balancing work

00:37:13

and life has been a

00:37:17

talent or an opportunity for



00:37:19

growth. I think if you

00:37:24

had two full-time working professionals,

00:37:26

raising kids, it would be

00:37:27

extremely hard. I have three

00:37:29

children ranging from 10 years

00:37:30

old to 19 years old,

00:37:31

but I had a stay-at-home

00:37:33

husband and so I, if

00:37:35

I had to travel I

00:37:36

didn't I didn't worry about

00:37:38

it. So maybe getting a

00:37:39

can of flex with a

00:37:40

nanny and I was home,



00:37:41

one day, he was home

00:37:41

one day. So, you know,

00:37:45

I think in the eighties

00:37:46

when I was growing up

00:37:47

they said women can have

00:37:48

it all, you can't have

00:37:49

it all and feel like

00:37:50

you're getting it. All right?

00:37:51

Like either work is getting

00:37:52

110% and families, not or

00:37:55

it flips and so we

00:37:57

think you absolutely have to

00:37:59

have a strong Network. Whether



00:38:00

it's, you know, Annie daycare

00:38:03

family around, we didn't have

00:38:05

family around either. So the

00:38:06

fact that my husband was

00:38:09

more interested in raising kids,

00:38:10

which was not, I love

00:38:11

my kids, but I was

00:38:12

not interested in being home

00:38:13

with them on was, was

00:38:15

a huge help to admit.

00:38:17

I can because I just

00:38:17

never had to worry about

00:38:18

it. I had to, I



00:38:19

had to go, you know,

00:38:20

to trial somewhere. I had

00:38:22

to be in a deposition.

00:38:23

When we had to do

00:38:24

these things outside of our

00:38:25

house, it was an issue

00:38:26

I never had to worry

00:38:28

about the kids. It's hard.

00:38:29

There's still things. There's a

00:38:30

heard, it's called The Invisible

00:38:31

load. That only moms do

00:38:33

like, what do we need

00:38:35

to buy? Who's who needs



00:38:36

this form? Signed for school.

00:38:38

You know what doctors appointments?

00:38:40

Do? They need to be

00:38:40

blocked like you still doesn't

00:38:41

do that just because I

00:38:44

think we take that on,

00:38:45

so that's harder, but that's

00:38:46

to me, that's just life.

00:38:48

I bet, I think you're

00:38:49

absolutely have to have a

00:38:50

strong support system or you

00:38:51

can't do it. Take me

00:38:54

to mention that having 4



00:38:55

Kids makes you an excellent

00:38:57

manager, helping an expert prep

00:39:07

and Lawyers are on the

00:39:10

phone, the whole team's on

00:39:12

the phone. And if I

00:39:15

have family in the area

00:39:18

and then this morning, I

00:39:19

knew I had this call

00:39:20

was at 7 a.m. that

00:39:21

I'm into my mom was

00:39:23

around and she was helping.

00:39:24

And so the younger Consultants,

00:39:29

as all the time. How



00:39:30

do you do this? How

00:39:31

do you do this job

00:39:32

with four kids? So here's

00:39:33

an example of how I

00:39:34

do the shopping for kids,

00:39:35

so I get a note.

00:39:37

The bus is not coming.

00:39:39

So, I'm still on the

00:39:41

call, I put myself on

00:39:43

mute, get a kid in

00:39:45

here. Write on Post-It note,

00:39:46

go to the end of

00:39:47

the driveway, meet the carpool



00:39:50  
at the end of the

00:39:51  
driveway. This is par for

00:39:53  
the course I'm being a

00:39:54  
parent with four kids and

00:39:56  
doing this job. So, this

00:39:58  
is all about the multitasking,

00:39:59  
all the balls in the

00:40:01  
air. I think, when people

00:40:03  
say you can't multitask, that's

00:40:06  
totally Ally. You can definitely

00:40:07  
do it, we have to

00:40:08  
write everything down, you have

00:40:10  
to have your family support



00:40:12  
network, your friends, support network,

00:40:14  
and you have to have

00:40:16  
the colleagues or understanding when

00:40:18  
you put yourself on mute

00:40:19  
and you hide your video

00:40:20  
to get your kid on

00:40:22  
the bus. I think David

00:40:24  
is actually, you know, there

00:40:25  
was a lot of bad

00:40:25  
things about Kobo, but there

00:40:26  
was a lot of great

00:40:28  
things that came out about

00:40:29  
David. It was a glimpse



00:40:31  
into what the working woman's

00:40:33  
life is like. So, thank

00:40:35  
you, covid. Makes it possible

00:40:39  
for me to do my

00:40:40  
job. And I'm also again

00:40:43  
grateful to my colleagues who

00:40:44  
continue to make it possible

00:40:45  
for me to do the

00:40:46  
shop. I was just echoed

00:40:50  
that sentiment and you were

00:40:50  
talking to Julie about two

00:40:51  
working parents. I mean this

00:40:53  
morning my husband flew out



00:40:54  
at 6 a.m. so I

00:40:55  
was getting rid of the

00:40:56  
kids. I have a five-year-old

00:40:57  
and eight-year-old and it's it's

00:41:00  
a balancing act because as

00:41:01  
you said her go, but

00:41:03  
really open the doors. And

00:41:04  
so having now that flexibility

00:41:06  
where I do not have

00:41:06  
to be physically at a

00:41:08  
desk at a certain time,

00:41:09  
I was thinking about both

00:41:11  
and I can push things



00:41:12  
into the margins as needed

00:41:13  
or do it myself on

00:41:14  
a call when one is

00:41:15  
sick and is at home.

00:41:16  
It doesn't have to be

00:41:18  
a full day off. It

00:41:19  
can be, you know, they're

00:41:20  
they're checking in on them.

00:41:21  
So I do think I'm

00:41:23  
fortunately, or unfortunately, but it's

00:41:28  
tough and I think two,

00:41:29  
as others have status support

00:41:31  
networks, within your own firm,



00:41:33

we don't have family close

00:41:33

by, but when I had

00:41:35

my two I had a

00:41:36

very understanding boss suicide. You

00:41:38

know, what do you need

00:41:39

more time? Take it, you

00:41:41

know? So my first, I

00:41:42

had a reduced workload for

00:41:44

a couple months and it

00:41:45

was immensely helpful. Probably one

00:41:48

of the reasons why I

00:41:48

told me come stay in

00:41:49

the field. I was still



00:41:50  
an ass that I was

00:41:51  
still working hard but I

00:41:52  
needed that kind of boundary

00:41:54  
because I was the default

00:41:55  
parents and my husband was

00:41:57  
working and we are trying

00:41:58  
to juggle it as best

00:42:00  
we could. And then my

00:42:00  
second one came around, I

00:42:01  
took a longer maternity leave

00:42:03  
because also she needed it

00:42:04  
and I need to be

00:42:05  
there to care for her.



00:42:06

Where is other phones? Be

00:42:08

like sorry, you needed back

00:42:09

at the states, otherwise you're

00:42:10

out. And so I was

00:42:11

very fortunate to have a

00:42:13

support system, not from family,

00:42:15

but from my work family

00:42:16

and saying, you take the

00:42:17

time you need, and we

00:42:18

understand it because he said,

00:42:19

it's a marathon not a

00:42:20

Sprint so come back. Mine

00:42:23

are getting older. There's a



00:42:24

challenge with every age what

00:42:26

you know, but it's a

00:42:27

little easier now than when

00:42:28

they were little and I'm

00:42:29

really appreciative have enough flexibility

00:42:31

on top of the flexibility

00:42:32

or remote work as needed.

00:42:37

Today's my first day at

00:42:39

the office after maternity leave.

00:42:44

So looking at the future,

00:42:46

if how do you see

00:42:48

the frollo? Let's call it.

00:42:51

Gender balance gender diversity in



00:42:54  
the next 5 to 10

00:42:56  
years, is it gender-blind? He

00:42:59  
said a more conscious of

00:43:02  
diversity. Purposeful, what are your

00:43:06  
thoughts on the future? So

00:43:09  
what a high-level I would

00:43:10  
say, our industry are followers,

00:43:12  
and that leaders, I think

00:43:14  
we have benefited by all

00:43:17  
the efforts of having a

00:43:20  
female arbitrators, which trickles down

00:43:23  
to more outside counsel and

00:43:26  
more to consulting firms. And



00:43:29

so there's there's a progression

00:43:32

continuing straight line. Logarithmic. I

00:43:40

don't know. But I'm feeling

00:43:46

optimistic. I love when I

00:43:49

read the statistics about arbitrators,

00:43:51

almost done. He's amazing right

00:43:55

now. When I look at

00:43:56

my car to remind level,

00:43:58

it's about an equal number

00:44:00

of men and women who

00:44:01

are progressing into that, Junior

00:44:02

expert role, that's really exciting.

00:44:04

It wasn't like that ten



00:44:06

years ago and in terms

00:44:09

of Academia where it all

00:44:11

starts. I think more girls

00:44:14

are getting into science. They're

00:44:16

getting into math. I know

00:44:17

I'm a mean mommy and

00:44:18

I'm like you guys are

00:44:18

all going to do well

00:44:19

in math because your girls

00:44:20

and girls are so good

00:44:21

at math. So we have

00:44:23

to keep finding ways to

00:44:24

encouraging these young women to



00:44:26

get into this feels. So

00:44:29

I'm hopeful I also feel

00:44:33

optimistic having conversations like this,

00:44:36

bringing awareness to it. I'm

00:44:38

hopeful that we'll get to

00:44:38

a point where we don't

00:44:39

even have to think about,

00:44:40

should we put for the

00:44:42

male or female counterpart to

00:44:44

a male? I think it'll

00:44:45

just be kind of more

00:44:46

of an even playing field.

00:44:46

I do think we still



00:44:47

have some ways to go,

00:44:48

but with the mentorship that

00:44:51

we have been, I've seen

00:44:52

from a host of other

00:44:53

firms, I think we're on

00:44:54

the right path to know

00:44:57

where this is almost becomes

00:44:58

a moot point at some

00:44:58

point. I'm I'm not hopeful

00:45:02

know, I'm I'm very hopeful,

00:45:06

I've been on teams now

00:45:08

with no female all-female. Outside

00:45:13

counsel, the teams are largely



00:45:15  
female. The support people are

00:45:17  
are males and yes, I

00:45:22  
think it's more fun personally,

00:45:27  
it's never as fun to

00:45:29  
just be the only female

00:45:30  
on a team, but I

00:45:31  
am very I am very

00:45:32  
hopeful and there's still these

00:45:33  
things where there's an opportunity.

00:45:34  
While they have a female

00:45:36  
expert on the other side,

00:45:37  
we need another female in

00:45:38  
terms of. Are we getting



00:45:39

there in the different disciplines

00:45:41

and accounting and general, you

00:45:43

know, forensic Consulting where it

00:45:46

50/50 and tiring and basically

00:45:48

up to managing level manager,

00:45:50

level at the partner level.

00:45:52

We're still in my firm

00:45:54

only 18%. So we we've

00:45:56

have a long way to

00:45:57

go. We were 10% 5

00:45:59

years ago so I guess

00:46:00

we're moving. The right direction.

00:46:01

But I think the more



00:46:03

attorneys we see that are

00:46:05

female. The better it's getting

00:46:06

for us in the expert

00:46:07

rules. One final thought and

00:46:13

to conclude, what advice would

00:46:16

you give your younger self?

00:46:22

Play say don't be so

00:46:23

nice. I think it's women

00:46:27

who were rewarded for being

00:46:29

nice and pleasant and I

00:46:32

was always willing to take

00:46:33

the notes and be the

00:46:34

person to organize the happy



00:46:36

hour and responsibilities. I think

00:46:42

being more aggressive in for

00:46:46

it or you deserve it.

00:46:47

Work hard, you deserve it.

00:46:49

Worry less aggressive. But also

00:47:01

don't beat yourself up on

00:47:02

the smallest. Things people are

00:47:03

not to remember it a

00:47:04

year from now and they

00:47:06

certainly will not remember it

00:47:07

and your smelling your test.

00:47:09

I got another random they're

00:47:11

being recorded. It herself Grace.



00:47:14

I mean, I agree with

00:47:16

what all of the panel

00:47:18

has had to say. Also,

00:47:21

It's not brain surgery. What

00:47:22

we're doing here at the

00:47:23

end. Mean this goes for

00:47:24

men and women know if

00:47:25

he's going to die, if

00:47:25

you get a number wrong,

00:47:27

you know? Just just don't

00:47:30

take it. Don't take yourself

00:47:31

too seriously, there will be

00:47:33

more opportunities. It is a



00:47:35  
marathon but you know, and

00:47:39  
don't be so nice. You

00:47:40  
don't have to be so

00:47:40  
much. When with that, I'll

00:47:44  
open up the floor for

00:47:45  
questions. Tarot reading. Unparalleled experience,

00:47:56  
the issues that arrived at

00:48:00  
the arbitrator, or progress. Disregarding

00:48:16  
formal requirements in this area.

00:48:19  
Formulas 6 months. So alive.

00:48:35  
Different type of experience allowed

00:48:39  
or what do you mean

00:48:53  
vehicle and what kind of



00:48:59  
tangible and buy some tickets?

00:49:10  
So what you raise is,

00:49:15  
why I said we are

00:49:16  
the followers and not the

00:49:18  
leaders, right? So it alone

00:49:20  
raises attention and consideration which

00:49:26  
hopefully would spur into the

00:49:29  
business case which includes interviewing

00:49:32  
to to offer a wider

00:49:37  
range of opportunities for a

00:49:39  
client to consider. And then

00:49:41  
that, you know, I think

00:49:43  
truly looking very carefully, as



00:49:45

I said, some of the

00:49:46

metrics of what, what somebody

00:49:48

puts down as his credentials

00:49:50

to test it to make

00:49:56

sure you're, you're. On what

00:49:59

the the capabilities are and

00:50:01

in who can fit in

00:50:03

in picking the best fit

00:50:04

from there. If it's not

00:50:06

an overnight because of where

00:50:08

we are. I mean that's

00:50:09

just the reality but but

00:50:12

I think there are plenty



00:50:13

of times where more opportunities

00:50:16

for considering female experts might

00:50:20

lead to more opportunity for

00:50:23

raising, raising the, the game

00:50:28

my world through specialized there's

00:50:32

different set of credentials and

00:50:35

in the energy, in the

00:50:36

economics, work numbers fall, where

00:50:40

they are? You could look

00:50:42

at the more generic Industries

00:50:44

and say, why isn't that

00:50:46

a jump-off? Why isn't it

00:50:48

50/50? And I was cases



00:50:50

that require some inspection but,

00:50:54

but if there is a

00:50:55

specialty skills, I use as

00:50:57

a differentiator to help me

00:50:58

but they also are are

00:51:00

limiting and some friends. But

00:51:01

the question is, if there's

00:51:04

a generic industry and why

00:51:08

wouldn't it be 50/50 shot

00:51:09

either way or for those

00:51:11

who who work in those

00:51:13

that's that's one additional thought

00:51:15

or for how you look



00:51:17

at it. How you evaluated?

00:51:18

But mostly I think just

00:51:21

interviewing more and chips fall

00:51:24

where they may the best

00:51:26

person to win from there.

00:51:29

So I would say, I

00:51:29

am in a somewhat generic

00:51:31

industry. I have an accounting

00:51:32

background, I'm a CPA. So

00:51:35

I think there needs to

00:51:35

be programmed within the firm's

00:51:37

to identify at a little

00:51:39

early point in the career



00:51:40

women who are on that

00:51:42

testifying path. Part of it.

00:51:44

I think comes from. Like

00:51:46

I said, we have 18%

00:51:47

females of the partnership levels.

00:51:49

If you have 18% females

00:51:50

of the partnership level and

00:51:51

not all of them want

00:51:52

to testify, you're going to

00:51:53

have a lower number. So

00:51:54

it's getting women to to

00:51:56

Greater partnership parody within the

00:51:59

firm's and also really identifying



00:52:01  
those who want to testify

00:52:02  
in mentoring, those at an

00:52:03  
early age and showing them,

00:52:04  
you can do this because

00:52:06  
I think some young women

00:52:09  
c-mail testifying experts on the

00:52:12  
road. All the time. Don't

00:52:13  
have a life. Maybe they

00:52:16  
don't have a female role

00:52:17  
model. I don't want to

00:52:19  
do this. Like I don't

00:52:20  
know how I can have

00:52:21  
kids and manage their for



00:52:22

have a family or whatever

00:52:23

they want to do. So

00:52:24

I think the firm's have

00:52:26

to eat to help with

00:52:27

that to get it a

00:52:28

greater pull. To begin with.

00:52:32

Any other questions? My gender,

00:52:46

gender, diversity, and racial and

00:52:50

ethnic diversity as in some

00:52:52

cases, been clients forward to

00:52:58

her and therefore, were responsive.

00:53:01

I was curious as to

00:53:04

whether law firms actually are



00:53:08

asking, and if you don't

00:53:14

know how you think your

00:53:16

institution would react, if a

00:53:19

law firm was saying, you

00:53:21

know, we're also looking for

00:53:22

your birthday. I've seen it

00:53:29

but more off. And I've

00:53:31

seen the opposite where there's

00:53:32

a group of men in

00:53:33

town going to make the

00:53:35

rounds to law firms and

00:53:36

their meeting with female partners.

00:53:38

And like I said, have



00:53:39

you thought about maybe bringing

00:53:40

a couple women with you.

00:53:41

So I, you know, I

00:53:44

have seen the ask but

00:53:46

not it's not a universal

00:53:48

ask for the first team's

00:53:49

necessarily. And I think that

00:53:51

this is a whole other

00:53:51

panel we can have our

00:53:52

business development strategies, Women vs

00:53:54

men, right? I think they're

00:53:58

just not thinking about it

00:53:59

sometimes when they're going out



00:54:00  
to push our services. I'm

00:54:05  
not familiar with asks in

00:54:08  
that, that way from the

00:54:09  
lane, I'm in what you

00:54:11  
identify it is, you know,

00:54:13  
it's a consulting firm concern

00:54:14  
and it really, you know,

00:54:17  
it's a rising women looking

00:54:20  
to firms that have leadership

00:54:23  
with women and executive-level. I

00:54:26  
think, you know, differentiates that

00:54:28  
again, it's not over all,

00:54:30  
but it's got to come.



00:54:31

It's got to be both

00:54:32

ways. It's got to come

00:54:33

from from from the Consulting

00:54:37

spear as well. I would

00:54:41

say, I haven't been directly

00:54:42

involved in these conversations, but

00:54:44

I believe there was one

00:54:45

at least in our fire

00:54:46

pit with someone all female

00:54:48

team lawyers, they're asking for

00:54:51

a more diverse group of

00:54:53

experts. And so I think

00:54:54

that is beneficial, but it's



00:54:55

still just a very small

00:54:56

piece, right? And they, they

00:54:59

were thinking of it, but

00:54:59

others may not. So I

00:55:01

think that's something that is

00:55:02

evolving. And I think it's

00:55:03

something that made her often,

00:55:05

but again, it's a little

00:55:06

bit more of a push

00:55:07

and not just in the

00:55:09

ones that are female themselves.

00:55:10

So I think that's right.

00:55:14

I don't know if it's



00:55:16  
something that clients are specifically

00:55:18  
asking for yet. I hope

00:55:21  
that it's one of the

00:55:22  
acts in the future. I

00:55:24  
do know that our firm

00:55:25  
is being proactive about this.

00:55:28  
It's a, it's a For

00:55:32  
example, our head, recruiter called

00:55:34  
me up and said, hey,

00:55:36  
what business organizations? Do you

00:55:39  
know that women? A tent,

00:55:42  
where do you think we

00:55:44  
can find more women in



00:55:46  
the economics field? So I

00:55:49  
think the business need is

00:55:50  
coming and people are trying

00:55:52  
to be proactive about it,

00:55:54  
so I do hope that

00:55:56  
more law. Firm Star Trek

00:55:58  
Lee asking for this diverse

00:55:59  
panel. Thank you. I got

00:56:13  
the worries. Like I see.

00:56:14  
This is all eyes are

00:56:25  
killing. I guess that's out

00:56:44  
too hard question. I probably

00:56:46  
have never felt like a



00:56:46

token. I feel like I'm

00:56:48

there because I deserve to

00:56:49

be there. This is not

00:56:52

an easy field to be

00:56:53

a token in and I

00:56:56

don't think you mentioned this

00:56:57

earlier to get through the

00:57:00

academics that you need to

00:57:01

get through and to get

00:57:02

through the professional work. And

00:57:04

then similarly to balance, all

00:57:06

of that women have to

00:57:08

balance. I don't think anybody



00:57:10

any woman gets to that

00:57:11

table as a as a

00:57:12

token. And I don't think

00:57:15

I have maybe the question

00:57:17

is, why are to testify

00:57:19

is a woman on the

00:57:29

team counting as much as

00:57:32

a interview for a woman

00:57:35

as a testifier? The answer

00:57:37

is, is no. Yes it

00:57:41

counts in the developments in

00:57:42

the support overall but but

00:57:46

the the conversation that needs



00:57:48

to be occurring at that

00:57:50

higher level is, are you

00:57:51

interviewing to ensure that the

00:57:53

business case of ensuring the

00:57:54

most Talent is for the

00:57:56

expert? First is also being

00:57:58

attended to Thank you. Any

00:58:03

other questions? for me, it

00:58:29

was just a personality foot

00:58:33

and I have one person

00:58:34

in mind he's male. And

00:58:36

like I said, I wanted

00:58:37

to be that guy. And



00:58:38

I, I think when there's

00:58:41

programs and law firms and

00:58:42

consulting firm for your sign

00:58:44

to Mentor, the kind of

00:58:45

doesn't work, I've been assigned

00:58:46

a mentor and I'm trying

00:58:47

my best with people but

00:58:48

you have to seek out

00:58:50

your mentor and you have

00:58:52

to make sure they're willing

00:58:54

to Mentor you but you

00:58:55

have to raise your hand

00:58:56

and say hey I'm dealing



00:58:58  
with this issue. Have you

00:58:59  
ever dealt with it? How

00:59:00  
do you think I should

00:59:01  
approach it? So I think

00:59:02  
that's what's giving me the

00:59:03  
most success and even when

00:59:05  
I was at different firms,

00:59:06  
I would call this person.

00:59:08  
Say I'm not sure about

00:59:09  
this damage issue. Am I

00:59:11  
approaching it the right way?

00:59:12  
Or I'm not sure about.

00:59:15  
I see this case out



00:59:17  
there and I want to

00:59:18  
go get it. How would

00:59:18  
you, how would you go

00:59:20  
about that? So I think

00:59:23  
it's a lot on the

00:59:23  
mint tea to ask for

00:59:26  
what you need and once

00:59:27  
you find that person, they're

00:59:28  
going to be happy to

00:59:29  
help you. So that's how

00:59:31  
I've always approached it. I

00:59:33  
do think formalized, programs are

00:59:35  
are an important tool, especially



00:59:37

if somebody doesn't have the

00:59:38

personality to go out and

00:59:39

seek help. But I think

00:59:42

the best mentors are doesn't

00:59:45

necessarily matter what their

00:59:47

gender is, but it has

00:59:48

to be willing to give

00:59:50

and take relationship. And you

00:59:52

as a mentee, have to

00:59:53

ask what you need. Any

00:59:57

other questions? Well, thank you

01:00:02

so much for joining us

01:00:03

today and thank you for



01:00:04  
this fascinating discussion. Any final

01:00:08  
thoughts? I was just going

01:00:12  
to have another little clip

01:00:14  
on the mentorship. I mean,

01:00:15  
I find it very beneficial

01:00:16  
to have a female mentor

01:00:17  
and so we are both

01:00:19  
friends but then we also

01:00:20  
have a very straight working

01:00:22  
relationship to, I look up

01:00:24  
to her because she has

01:00:25  
pushed those barriers. And I

01:00:26  
think that it's, it's great



01:00:28  
to have these examples, right?

01:00:30  
But we can come turn

01:00:31  
it on or off whether

01:00:33  
we're talking about daily life,

01:00:34  
family life or I think

01:00:36  
question on evaluation keys, right?

01:00:38  
Like how should we approach

01:00:39  
this house reports that she's

01:00:41  
also a good person to

01:00:42  
push me out of my

01:00:43  
comfort zone. So I think

01:00:45  
it's these things where it

01:00:47  
has to be a relationship



01:00:48  
where you recognized each other's

01:00:50  
strengths and weaknesses, but are

01:00:53  
Isabella and how that kind

01:00:54  
of works for you, I

01:00:55  
don't think I could have

01:00:56  
the same quite relationship with

01:00:58  
a male Mentor, nothing against

01:01:01  
any of the mail that

01:01:02  
I've worked with. But for

01:01:04  
the points in my life,

01:01:05  
I think it's been very

01:01:06  
beneficial, having a female mentor

01:01:08  
and I think that's something



01:01:10  
to the field continues to

01:01:13  
grow, its will have more

01:01:15  
of an impact others out

01:01:16  
there. So I'm looking forward

01:01:21  
to how I feel. Well,

01:01:27  
thank you for for joining

01:01:28  
him for a wonderful discussion.

01:01:30  
I look forward to continuing

01:01:32  
this conversation at some other

01:01:34  
point and with that, I

01:01:37  
closed the session.