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

Annual IBA Employment and Diversity Law Conference 2024: Employment and diversity law: the future is here and now

10–12 April 2024, Excelsior Hotel Gallia, Milan, Italy

Working programme

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All speaker materials and biographies can be found at www.ibanet.org/conference-details/conf2429
Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

**Wednesday 10 April**

- 1830 – 2030 Welcome reception  
Galleria Foyer, Excelsior Hotel Gallia, Milan, Italy  
Join fellow delegates and speakers before the conference to network at the welcome reception.

All registered delegates are welcome to attend.

**Thursday 11 April**

- All plenary sessions are held in Duomo and streamed to La Scala once Duomo has reached capacity
- Breakout sessions are held in both Duomo and La Scala
- All coffee/tea breaks and lunch will take place in the Galleria Foyer

**0800 – 1715 Registration**

**0800 – 0900 Welcome coffee/tea**

**0845 – 0900 Welcome remarks**

- Speakers
  - Caroline Andre-Hesse Ayache, Paris; Co-Chair, IBA Employment and Industrial Relations Law Committee
  - Karine Audouze Watson Farley & Williams, Paris; Co-Chair, IBA Diversity and Equality Law Committee
  - Pascale Lagesse Bredin Prat, Paris; LDG Secretary-Treasurer / IBA Treasurer
  - Ronnie Neville Mason Hayes & Curran, Dublin; Co-Chair, IBA Diversity and Equality Law Committee
  - Vikram Shroff AZB & Partners, Mumbai, Maharashtra; Co-Chair, IBA Employment and Industrial Relations Law Committee

**0900 – 0930 Keynote address**

Marilù Capparelli is one of the managing directors of the EMEA Google Legal Department, she leads an international team of lawyers located in different countries and is also leading a copyright litigation strategy area in EU. Marilù is an Italian qualified lawyer with experience in major international law firms, at the Court of Justice of the European Union and as an in-house counsel. Before joining Google, she was Head of Legal and Government Affairs at eBay Inc, Skype and Paypal.

Keynote speaker  
Marilù Capparelli Director of Legal Affairs, Google, Milan

**Conference Co-Chairs**

Caroline Andre-Hesse Ayache, Paris; Co-Chair, IBA Employment and Industrial Relations Law Committee
Karine Audouze Watson Farley & Williams, Paris; Co-Chair, IBA Diversity and Equality Law Committee
Ronnie Neville Mason Hayes & Curran, Dublin; Co-Chair, IBA Diversity and Equality Law Committee
Vikram Shroff AZB & Partners, Mumbai, Maharashtra; Co-Chair, IBA Employment and Industrial Relations Law Committee

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**0930 – 1045**  
**AI in HR processes: navigating legal challenges and preserving human agency**
Organisations worldwide employ algorithms in HR management, including recruitment, task assignments, monitoring, performance evaluations, and disciplinary actions. In this session we will explore the growing impact of AI on employment decisions and the legal landscape. We will consider the employment law challenges posed by AI, the delicate balance between efficiency and fairness and the ethical and legal considerations surrounding human agency in AI-driven decision-making. Our panelists will anticipate the future of AI in employment and provide recommendations for international employment lawyers.

**Session Co-Chairs**
Frances Anderson  
Victorian Government Solicitor’s Office, Melbourne, Victoria; Treasurer, IBA Diversity and Equality Law Committee
Lloyd Chinn  
Proskauer Rose, New York; Treasurer, IBA Employment and Industrial Relations Law Committee

**Speakers**
Richard Buchband  
Senior Vice President, General Counsel and Secretary, ManpowerGroup, Milwaukee, Wisconsin
Annalisa Reale  
Chiomenti Studio Legale, Milan; Commissioner, IBA Future of Legal Services Commission
Raniero Romagnoli  
Chief Technology Officer, Almawave, Rome

**1045 – 1115**  
**Coffee/tea break**

**1115 – 1230**  
**Breakout session one  Duomo room**  
**Legal obligations in a borderless workplace**
The rise of digital nomads, satellite employees and Employers of Record (EORs) are reshaping the employment landscape. How can global employers best deal with the legal and managerial challenges related to people working from various jurisdictions? In this session we will consider the contractual solutions, employment rights, social security, immigration and tax implications that employers need to be aware of.

**Session Co-Chairs**
Orly Gerbi  
Herzog, Tel Aviv; Membership Officer, IBA Employment and Industrial Relations Law Committee
Olivier Kress  
Flichy Grange Avocats, Paris; Secretary, IBA Employment and Industrial Relations Law Committee

**Speakers**
Vittorio De Luca  
De Luca & Partners, Milan
Veena Gopalakrishnan  
Trilegal, Bangalore, Karnataka; Newsletter Editor, IBA Employment and Industrial Relations Law Committee
Luigia Ingianni  
Commissioner of the Employment Standards Office, Qatar Financial Centre, Doha
Ugo Ukabam  
General Mills, Golden Valley, Minnesota

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1115 – 1230 Breakout session two La Scala room

Diversity under attack

Leading HR professionals and discrimination lawyers will examine the HR and legal issues present in tense political contexts which lead to increasing incidents of racism, xenophobia and intolerance. Csaba Kőrösi, President of the United Nations General Assembly, says that racism adapts and mutates to different times and contexts; but the breadth of its harm remains intact, with online racism taking on new and covert forms and algorithms perpetuating racial stereotypes.

This is particularly topical in light of the US Supreme Court’s decision in June 2023, which declared affirmative action policies in college and university admissions unconstitutional. There has also been an increased number of court cases in the US recently where it has been claimed that diversity, equality and inclusion (DEI) initiatives constitute reverse discrimination, or that they contribute to a presumption of discrimination in the context of decisions on recruitment, promotion and dismissal. These cases and decisions may have significant implications for diversity and inclusion (D&I) programmes in the workplace both within the US and abroad.

This session looks at the role employers must take in implementing effective D&I policies and eliminating all forms of discrimination.

Session Chair
Paul Bateman  Littler Mendelson, Chicago, Illinois; Diversity and Inclusion Officer, IBA Diversity and Equality Law Committee

Speakers
Dayo Adu  Famsville Solicitors, Lagos
Nohid Nooreyedzdan  AZB & Partners, Mumbai, Maharashtra
La’resa Young  Administrative Director, Legal Operations, St. Jude Children’s Research Hospital, Memphis, Tennessee

1230 – 1330 Lunch

1330 – 1430 Breakout session three Duomo room

Personal branding, social media and success: unlocking opportunities for employment lawyers

In this workshop you will learn how to enhance and develop your personal brand. We will also consider presentation skills and how you can boost your social media presence in the global legal market.

Session Co-Chairs
Rebecca Ford  Morgan, Lewis & Bockius, Dubai; Corporate Counsel Forum Liaison Officer, IBA Employment and Industrial Relations Law Committee
Ed Mills  Travers Smith, London; Diversity and Inclusion Officer, IBA Employment and Industrial Relations Law Committee

Speakers
Annalisa Alberti  Human Resources, Facility Management, ICT Director, Rheinmetall, Rome
Mikko Konturri  AURORALAW, Helsinki
Amy Rodgers  11KBW, London
Lauren Salt  ENS, Sandton

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iel International Employment Lawyer
Thursday continued

1330 – 1430 Breakout session four La Scala room

Gender pay equity – what are we waiting for?
According to the World Economic Forum’s Global Gender Gap Report 2023, it will take 131 years to close the gender pay gap. How useful are initiatives such as the new EU Pay Transparency Directive and laws on quotas? Is it time for stronger action to call out gender pay inequality? Are initiatives like #MeTooPay more effective than laws in bringing about cultural and systemic change? This session will debate these big questions while reviewing what’s happening around the world in regards to gender pay equity.

Session Co-Chairs
Hector Gonzalez Graf  Marvan Gonzalez Graf y Gonzalez Larrazolo, Mexico City; Special Projects Officer, IBA Employment and Industrial Relations Law Committee
Sophie Maes  Claey & Engels, Brussels; Membership Officer, IBA Diversity and Equality Law Committee

Speakers
Alessandro Camilleri  Group Human Resources and Organisation Director, Gruppo Hera, Bologna
Gianluca Dardato  Chief HR Office, Esaote, Genova
Luc Deshaies  Gowling WLG, Montréal, Québec
Susannah Donaldson  Pinsent Masons, Glasgow
Valeria Morosini  Toffoletto De Luca Tamajo, Milan

1430 – 1530 Modern work and health
Dr Iff studied medicine at the Universities of Bern, Zürich and Sydney and is a specialist in public health and occupational medicine. After leaving university he worked as a clinical epidemiologist in medical research, before becoming an occupational physician at the State Secretary for Economic Affairs of Switzerland. For ten years he has been responsible for the occupational health aspects of health protection in the workplace and serves as the medical backbone of the labour law. His areas of expertise include motherhood protection, protection of apprentices, the organisation of first aid and also protection against psychosocial stress.

Keynote speaker
Dr Samuel Iff  Specialist in occupational medicine and public health, Cham

1530 – 1600 Coffee/tea break

1600 – 1715 Blurred boundaries: traditional employment vs the gig economy
The future of the contingent workforce is shaped by various factors, including evolving labour market dynamics, technological advancements, changing worker preferences, legal developments and organisational needs for flexibility and cost-efficiency. As the contingent workforce continues to grow and play a significant role in many industries, it is increasingly important for employment lawyers to understand and navigate the legal implications associated with this evolving employment landscape.

Moderators
Roger James  Ogletree Deakins, London
Szymon Kubk  Wardynski & Partners, Warsaw; Committee Liaison Officer, IBA Employment and Industrial Relations Law Committee

Speakers
Paolo Carbone  Senior Employment & Litigation Counsel, Deliveroo, Milan
Luca Failla  Failla & Partners, Milan
Judge Jonathan Forbes  Federal Circuit and Family Court of Australia, Melbourne, Victoria
Patricia Medeiros Barboza  CGM Advogados, São Paulo; Newsletter Editor, IBA Employment and Industrial Relations Law Committee
Edith Nordmann  ACG International, Amsterdam

1930 – 2230 Conference reception and dinner
Società del Giardino, Via San Paolo 10, 20121 – Milan, Italy
Join your fellow delegates and speakers for a standing networking dinner.
Please enquire at the registration desk as to availability of tickets.
Dress code: Jeans and sports shoes are not allowed.
For men: jacket and tie, dark suits are obligatory. For women: equivalent clothes for ladies, which are appropriate for the setting.
Please note:
The use of cellular phones or other hand-held PDAs is strictly forbidden inside the club.
Transport will not be provided.

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Friday 12 April

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0900 – 0930  **Keynote address**
Lene Wendland is Chief of the Business and Human Rights Section in the Office of the UN High Commissioner for Human Rights (OHCHR). She contributed to the development and drafting of the UN Guiding Principles on Business and Human Rights (UNGPs), the authoritative global standard on business and human rights. Wendland oversees OHCHR’s work on implementation of the UNGPs at national level and in global policy developments. She directs the UN Human Rights’ Accountability and Remedy Project, which aims to enhance accountability and access to remedy in cases of business involvement in human rights abuses. She also directs the UN Human Rights B-Tech Project, applying the UN Guiding Principles on Business and Human Rights to key human rights challenges related to digital technologies. Wendland is currently a member of the International Olympic Committee’s Advisory Committee of Human Rights, the Advisory Council of the Geneva Centre for Business and Human Rights and the Copenhagen Tech Committee.

**Keynote speaker**
Lene Wendland  Chief, Business and Human Rights Section, United Nations Human Rights, Geneva

0930 – 1045  **Managing an age-old issue: the multigenerational workforce**
With increasing longevity and rising retirement ages, modern workplaces are witnessing a diverse mix of generations, each with unique expectations and values. This session will explore how employers can effectively navigate the recruitment and retention of multi-generational workers while preserving their organisational culture. Discover strategies to harness the advantages of a diverse workforce and proactively address the expectations of different generations. Additionally, this session will consider pertinent topics, such as the right to disconnect and how to manage generational differences.

**Moderators**
Luis Mendes  Pinheiro Neto Advogados, São Paulo; Website and Communications Officer, IBA Employment and Industrial Relations Law Committee
Agnieszka Pytlas  Penteris, Warsaw; Corporate Counsel Forum Liaison Officer, IBA Diversity and Equality Law Committee

**Speakers**
Erika Collins  Faegre Drinker, New York
Doriana Di Benedictis  Diversity & Inclusion Leader, EY, Milan
Hideki Thurgood Kanoh  Anderson Mori & Tomotsune, Tokyo
Juan Ilich Pérez García  General Counsel, Samsung, Mexico City

1045 – 1115  **Coffee/tea break**

1115 – 1230  **Breakout session five Duomo room**  
**Emerging trends in executive compensation: what you need to know**
In this session we will explore the key issues and trends in executive compensation, these include: the increased focus on clawback provisions as a corporate governance and executive compensation issue; apprehension about inflation and a potential recession; changing priorities for C-suite executives; and increased government and public scrutiny. In this session we will discuss the trends likely to impact how executives are remunerated, in addition to shared experiences and best practices.

**Moderators**
Verónica Raffo  Ferrere, Montevideo; Conference Quality Officer, Employment and Industrial Relations Law Committee
Lara Vivas Sanz  Cuatrecasas, Barcelona

**Speakers**
Simone Carra  Littler Mendelson, Milan
Robyn Diaz  St Jude Children’s Research Hospital, Memphis, Tennessee
Denis Langlois  Former Group HR Director, Paris
Luis Parada  DLA Piper, Santiago
Rashmi Pradeep  Cyril Amarchand Mangaldas, Bangalore, Karnataka

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Remote Working – a review of today’s evolved workplace

Working from home (WFH) is here to stay, for some it will be full-time, but hybrid models are favoured by many. Our panel will look at how this new model is working, highlighting the main challenges and opportunities arising from this redefined employment relationship. For many businesses, WFH increases productivity rather than decreasing it, but managing the relationship is sometimes problematic, giving rise to employment law issues like performance management, being monitored too much or too little as well as issues around ‘visibility’ and proximity bias. Are underrepresented workers better off or losing out as a result of WFH? Statistically, remote workers get promoted less often than their in-office peers and are being paid less, despite being considerably more productive on average. The panel will look at the potential discrimination or other employment claims which are emerging as WFH becomes more established as a norm.

Moderators
Pål Kvernaas  Haavind, Oslo; Senior Vice Chair, IBA Diversity and Equality Law Committee
Carol Zhu  Zhong Lun, Shanghai

Speakers
Pino Mercuri  HR executive, leader, author and speaker at Intrum, Milan
Kara Preedy  KLIEMT HR Lawyers, Berlin
Soo-Ja Schijf  Kennedy Van der Laan, Amsterdam
Viola Zanetti  Head of Employment, Booking.com, Amsterdam

1230 – 1330  Lunch

Cultivate a growth mindset: 5 ways to adapt a growth mindset to grow your practice even faster

Ever wondered what sets successful lawyers apart? It’s not just luck or innate talent. It’s about mindset.

Join us for a transformative session led by award-winning international speaker, bestselling author and attorney at law, Itzik Amiel. Discover how cultivating a growth mindset can catapult your career or firm to new heights.

In a world where change is constant, firms stuck in a fixed mindset risk falling behind. Research shows that embracing a growth mindset leads to greater resilience, innovation and overall happiness in the workplace.

Learn practical strategies to break free from limiting beliefs and embrace challenges with persistence. Find out how fostering a growth mindset can not only elevate your performance, but also create a more positive and productive work environment.

Don’t let your mindset hold you back. Join us and unlock the key to personal and professional success. Don’t miss out on this life-changing session!

Speaker
Itzik Amiel  Founder & CEO, THE SWITCH™; Commissioner, IBA Future of Legal Services Commission

1430 – 1545  Unions on the rise? Global insights into collective bargaining

Are we seeing a resurgence of unions and worker cooperation? This session will explore the evolving landscape and global trends in collective bargaining. We will consider real-world examples and the challenges faced by employees in this new era, as well as how the judiciary plays a role in recognising and shaping trade union rights.

Moderators
Mikael Pelan  Lusis Avocats, Paris; Co-Chair, IBA Disability Rights Working Group
Silvia Tozzi  Legance, Milan; Senior Newsletter Editor, IBA Employment and Industrial Relations Law Committee

Speakers
Catherine Berger  Global Labor Relations Lead, MSD, Milan
Enrique Betemps  Perez Alati Grondona Benites & Arntsen, Buenos Aires
Chief Judge Christina Inglis  Employment Court of New Zealand, Wellington
Katie Kiernan Marble  modCounsel, Portsmouth, New Hampshire
Anshul Prakash  Khaitan & Co, Mumbai, Maharashtra
Isabelle Schömann  European Trade Union Confederation, Brussels

1900 – 2100  Closing reception
Horto
The Medelan, Via S. Protaso, 5, 20121, Milan, Italy

The closing reception is open to all registered delegates to attend.

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

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Looking forward to meeting you in Milan!
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