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INTERNATIONAL BAR ASSOCIATION CONFERENCE 2026

A conference presented by the IBA Professional Ethics Committee and supported by the IBA Arbitration Committee, IBA African Regional Forum, IBA Bar Issues Commission, IBA Corporate Counsel Forum, IBA European Regional Forum, IBA Law Firm Management Committee, IBA Litigation Committee, IBA Young Lawyers' Committee, and the Católica Global School of Law

3rd IBA Global Professional Ethics Symposium

10–12 June 2026,
Católica Global School of Law,
Universidade Católica Portuguesa, Lisbon, Portugal

Working programme

WiFi
Network: UCP-Guest
No password required

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All speaker materials and biographies can be found at www.ibanet.org/conference-details/conf2684

Conference Co-Chairs

Shigenobu Itoh *Rutan & Tucker, Irvine, California; Chair, IBA Professional Ethics Committee*

Alessandra Nascimento S F Mourão *Nascimento e Mourão Advogados, São Paulo; Member, IBA Professional Ethics Committee Advisory Board*

Organising Committee

Geraldine Clarke *Gleeson McGrath Baldwin Solicitors, Dublin; Member, IBA Professional Ethics Committee Advisory Board*

Shigenobu Itoh *Rutan & Tucker, Irvine, California; Co-Chair, IBA Professional Ethics Committee*

Saranya Mishra *Khaitan & Co, Mumbai; Treasurer, IBA Professional Ethics Committee*

Alessandra Nascimento S F Mourão *Nascimento e Mourão Advogados, São Paulo; Member, IBA Professional Ethics Committee Advisory Board*

David O'Donnell *Mason Hayes & Curran, Dublin; Member, IBA LPD Council*

Host Committee

Morais Leitão

Sérvulo

SRS Legal

Wednesday 10 June

1800 – 2000

Host committee reception

Grémio Literário de Lisboa

Rua Ivens, 37, Chiado

Lisbon 1200-226

All registered delegates are invited to attend.

Dress code: Jackets required for gentlemen

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

**All panel sessions will be held in the Auditorium Cardeal Medeiros
Lunches and refreshment breaks will be held in the Auditorium foyer**

0900 – 0910 **Welcome from the Conference Co-Chairs**

0910 – 0930 **Keynote address**

Gonçalo Matias *Minister in the Cabinet of the Prime Minister and of State Reform, Lisbon*

0930 – 1030 **Artificial Intelligence in dispute resolution: efficiency versus ethical oversight**

The panel will critically examine the extent to which the legal profession can integrate AI technologies without compromising its normative foundations. The focus has evolved from considering the possibility of AI adoption to analysing how and under what parameters it should occur. The panel will review specific instances where AI offers efficiency improvements, such as automated document review, analytics-driven strategy development, outcome prediction, and AI-assisted drafting of awards or settlement agreements and evaluate these advancements against established professional responsibilities including competence, confidentiality, independence, transparency, and fairness (including equal treatment of the parties).

Session Chair

Alipak Banerjee *Alipak Banerjee Law Chambers, New Delhi; Secretary, IBA Professional Ethics Committee*

Panellists

Daniel Koffman *Quinn Emanuel, New York; North American Regional Forum Liaison Officer, IBA Business Crime Committee*

Daniel Koh *Eldan Law, Singapore; Member, Bar Issues Commission Regulation Committee*

Akima Paul Lambert *Hogan Lovells, London*

Lucinda Orr *Enyo Law, London; Secretary, IBA Litigation Committee*

1030 – 1100 **Coffee/tea break**

1100 – 1200 **Neutral or not? Ethical expectations of arbitrators, judges and mediators**

The panel will explore the differences of the rules of neutrality among these three professions; what institutions do/should do to safeguard such neutrality and whether (and what) we can learn from one another.

Session Chair

Gábor Damjanovic *Forgó Damjanovic & Partners, Budapest; SPPI Council Liaison Officer, IBA Professional Ethics Committee*

Panellists

Hamid Abdulkarem *Three Crowns, London; African Regional Forum Liaison Officer, IBA Arbitration Committee*

Babatunde Ajibade SPA *Ajibade & Co, Lagos; Chair, IBA SPPI*

Saba Mollaian *Legal Counsel, Swiss Arbitration Association, Zurich*

Natascha Tunkel *Knoetzel, Vienna; Senior Vice Chair, IBA Mediation Committee*

1200 – 1330 **Lunch**

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Thursday continued

1330 – 1430

Modern professional ethics: rethinking standards in a digital legal world

As technology, AI, and digital visibility rapidly transform legal practice, long-settled ethical assumptions are being put to the test. This panel examines where professional judgment must remain paramount, how trust and accountability are preserved in an AI-enabled world, and what it truly means to be an ethical lawyer today. Drawing on global perspectives and lived experience, the discussion explores how the profession can evolve with confidence, while safeguarding the core values that define it.

Session Co-Chairs

Tracey Calvert *Oakalls Consultancy, Exeter; Member, IBA Professional Ethics Advisory Board*

Saranya Mishra *Khaitan & Co, Mumbai; Treasurer, IBA Professional Ethics Committee*

Panellists

Riccardo Cajola *Cajola & Associati, Milan; Member, IBA Professional Ethics Committee Advisory Board*

Paul Paton *Chapman University Fowler School of Law, Orange, California; Co-Chair, IBA Alternative and New Law Business Structures Committee*

Nuhad Ponce Kuri *Asociación Nacional de Abogados de Empresa (ANADE), Mexico City; Technology Law Committee Liaison Officer, IBA Professional Ethics Committee*

Claudia Santos Cruz *Morais Leitão Legal Circle, Maputo; Vice Chair, IBA African Regional Forum*

1430 – 1500

Coffee/tea break

1500 – 1600

Importance of being aware when winning crosses the line: ethical boundaries in zealous advocacy

As lawyers we are engaged as agents of our clients to achieve the optimum outcome for them, so it is understandable that for adversarial lawyers WINNING is important. Some clients are often economically able to exert pressure on their lawyers; however, it is important that we be aware of the line between zealous advocacy and unethical conduct and to avoid crossing that line.

This session will discuss what that line is and how, as ethical lawyers, we must take steps to avoid crossing it.

We will explore:

- Scenarios in which winning for the client crosses ethical lines.
- Different ways in which ethics may restrain the adversarialism of lawyers AND their clients.
- Is education sufficient to make us aware of what the line is and when it is being crossed?
- Should we as lawyers take responsibility for advising clients in a way that encourages them to make decisions on ethical grounds as well as legal/practical grounds?
- How must we as adversarial lawyers balance our duties to the court, the administration of justice and our clients?

Session Co-Chairs

Geraldine Clarke *Gleeson McGrath Baldwin Solicitors, Dublin; Member, IBA Professional Ethics Committee Advisory Board*

Richard Dudelzak *Dudelzak & Co, Calgary, Alberta*

Panellists

Professor Brooks R Holland *Professor of Legal Ethics and Professionalism, School of Law, Gonzaga University, Spokane, Washington*

Rocco Rondi *BMG Avocats, Geneva; Newsletter Editor; IBA Litigation Committee*

Meg Strickler *Conaway and Strickler Atlanta, Georgia; Member, IBA Professional Ethics Advisory Board*

1600

Cocktail reception hosted by Universidade Católica Portuguesa

Auditorium foyer

All registered delegates and participants of the Young Lawyers Forum are welcome to attend.

2000 – 2200

Conference dinner

Quermesse

Rua da Glória 85, 1250-115 Lisbon

Price: €80 per registered delegate.

One place per registered delegate is permitted. Please enquire at the IBA registration desk about availability.

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Lunches and refreshment breaks will be held in the Auditorium foyer**

0850 – 0900 **Welcome from the Conference Co-Chairs**

0900 – 0930 **Keynote address**

Professor Dr Miguel Poiares Maduro *Católica Global School of Law, Universidade Católica Portuguesa, Lisbon*

0930 – 1030 **Soft law and hard law: ethical parameters in lawyer as advisor**

Is today's soft law tomorrow's hard law? Under that adage, lawyers have been expected to be a wise counsellor to their clients instead of a mere legal representative. Taking into account matters such as diversity and inclusion, climate change, human rights or (other) CSR guidelines. Times, however, are changing, as US pressure on law firms to ditch diversity and inclusion policies shows. To what extent does it fall within the role of lawyers to go beyond hard law? To ask questions that the client would rather not answer? To give advice that clients are not willing to hear it, let alone pay for?

Session Co-Chairs

Alessandra Nascimento S F Mourão *Nascimento e Mourão Advogados, São Paulo; Member, IBA Professional Ethics Committee Advisory Board*

Jonathan Soeharno *De Brauw Blackstone Westbroek, Amsterdam; Vice Chair, IBA Professional Ethics Committee*

Panellists

Sara Carnegie *Director, Legal Projects, International Bar Association, London*

Carlos Costa Pina *SRS Legal, Lisbon*

David Flechner *Vice President for Compliance and Corporate Secretary, NextEra Energy Inc, Palm Beach; Secretary; IBA Securities and Capital Markets Committee*

Steven Richman *Clark Hill, Princeton, New Jersey; Chair, IBA Bar Issues Commission*

1030 – 1100 **Coffee/tea break**

1100 – 1200 **Roundtable session**

- AI policies in law firms and legal departments
- Ethics of negotiation: considerations of exaggeration, truth and fairness

Moderators

Michael Fandel *Miller Nash, Seattle, Washington; Scholarship Officer, IBA Professional Ethics Committee*

Alessandra Nascimento S F Mourão *Nascimento e Mourão Advogados, São Paulo; Member, IBA Professional Ethics Committee Advisory Board*

The roundtable session will be held in the Descobrimentos room.

1200 – 1230 **Conference conclusions and lessons learned**

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IBA Young Lawyers' Professional Ethics Forum 2026

Presented by the IBA Professional Ethics Committee and the IBA Young Lawyers' Committee

Forum Co-Chairs

Saranya Mishra *Khaitan & Co, Mumbai; Treasurer, IBA Professional Ethics Committee*

Diogo Pessanha *Abreu Advogados, Porto; National Representatives Officer, IBA Young Lawyers' Committee*

Thursday 11 June

This session will be held in the Descobrimentos room

- 1500 – 1505 **Welcome remarks**
Alessandra Nascimento S F Mourão Nascimento e Mourão Advogados, São Paulo; Member, IBA Professional Ethics Committee Advisory Board
- 1505 – 1600 **Lawyers or prompt engineers? Ethics and identity in the age of AI**
Moderators
Saranya Mishra Khaitan & Co, Mumbai; Treasurer, IBA Professional Ethics Committee
Alessandra Nascimento S F Mourão Nascimento e Mourão Advogados, São Paulo; Member, IBA Professional Ethics Committee Advisory Board
Speakers
Madalena Abreu Harvey AI, London
Sara Carnegie Director, Legal Projects, International Bar Association, London
Professor Giovanni de Gregorio Vice-Dean, Católica Global School of Law, Universidade Católica Portuguesa, Lisbon
Diogo Pessanha Abreu Advogados, Porto; National Representatives Officer, IBA Young Lawyers' Committee
- 1600 – 1625 **Starting young at the IBA: opportunities and challenges**
Speaker
Diogo Pessanha Abreu Advogados, Porto; National Representatives Officer, IBA Young Lawyers' Committee
- 1625 – 1630 **Closing remarks**
Saranya Mishra Khaitan & Co, Mumbai; Treasurer, IBA Professional Ethics Committee

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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