PULSE SURVEY · 2026 · ANALYTICAL REPORT

ONE TEAM FROM DISPUTE TO AWARD

How clients, counsel and arbitrators work together — and where each of them slows the case down

107 RESPONDENTS · 4 ROLES · 9 REGIONS · OCTOBER – NOVEMBER 2026



Anastasiya Cheredova
Independent arbitrator, former Head of Litigation and counsel · cheredova.com

A pulse survey of the three chairs at the arbitration table

1 PURPOSE OF THE SURVEY

To see one arbitration through the eyes of its three chairs — the client, counsel and the arbitrator — by asking each the same questions from opposite sides of the table; to locate the gaps between the three views; and to turn those gaps into a short, practical charter for working as one team.

2 METHOD

In October and November 2026, 107 practitioners answered an anonymous seven-minute questionnaire. The survey branched by role, so in-house counsel, external counsel and arbitrators were asked the same questions from opposite sides. Every question is shown three times. The findings that matter are the gaps between the three circles.

HOW TO READ THE NUMBERS

107 respondents: 60 external counsel, 19 arbitrators, 13 in-house counsel, 15 others (tribunal secretaries, experts, institutions, funders, academics). Percentages are calculated within each role; multi-select questions add up to more than 100%. Public sources behind the commentary are listed in the speaker notes.

A Who answered
B Before the arbitration
C The mirror
D Working as one team
E AI in the team
F Voices and charter

The six most telling numbers

64%

of counsel say clients arrive with significant gaps in their documents; 50% of clients call their files dispute-ready.

58%

of counsel say they always give a candid early assessment; only 10% of clients say they always receive one.

44%

of counsel name over-lawyering as their own profession's worst habit; clients name over-optimism (50%).

62%

say a firm timetable with page limits keeps a case on time and on budget; an early list of issues is second (48%).

96%

of counsel agree the budget in writing — but only 11% agree settlement review points, and 11% agree rules on AI.

84%

of counsel already use AI on arbitration matters; 60% of clients do not know whether their counsel do.

THE PATTERN

Each chair rates its own discipline highly and locates the problem in the other two. The fixes everyone agrees on — an early list of issues, a firm timetable, written ground rules on budget, settlement and AI — are cheap, known and still rarely used in full.

A

SECTION A

Who answered

107 practitioners by role, region, years in arbitration and main sector of disputes.

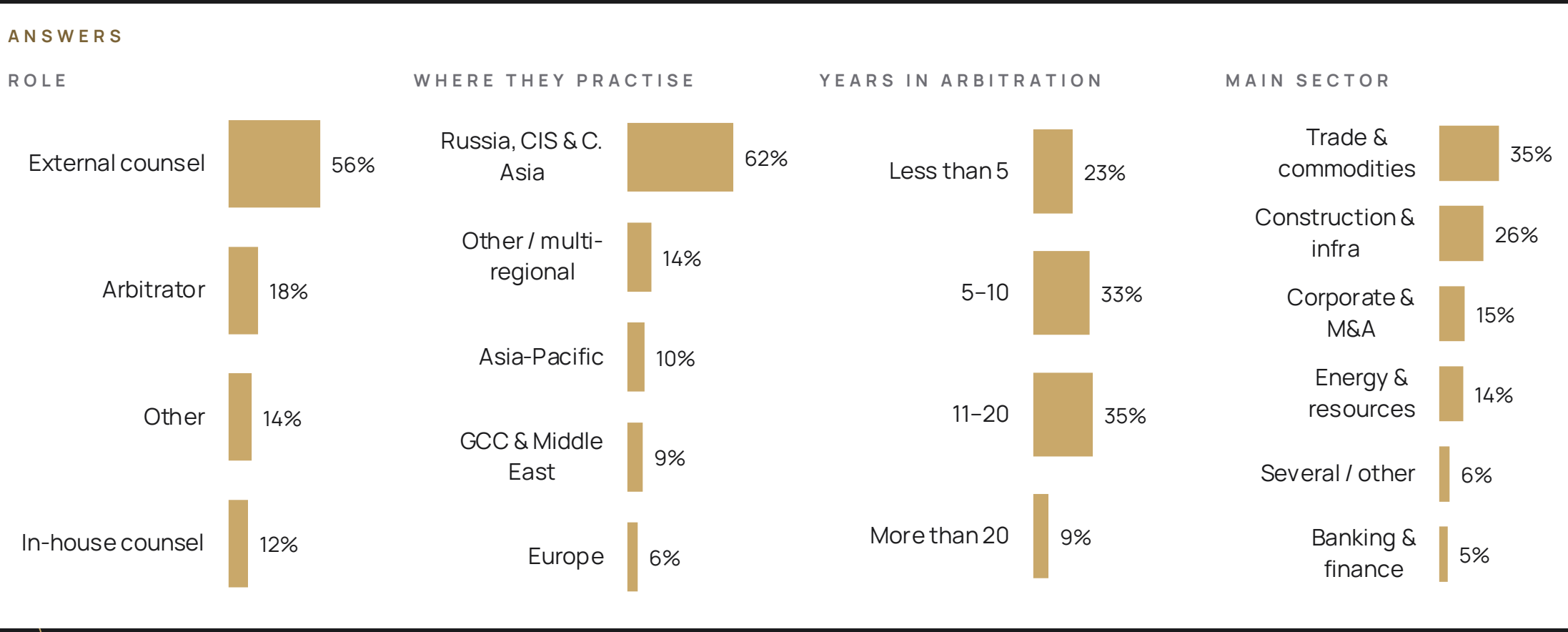
Who answered: counsel-heavy, rooted in Russia and the CIS

Q

About you: your role, where you mainly practise, years in arbitration and the main sector of your disputes.

107 respondents: 60 external counsel, 19 arbitrators, 13 in-house counsel, 15 others — secretaries, experts, institutions, funders, academics. Percentages rounded.

ANSWERS



B

SECTION B

Before the arbitration

When counsel is engaged, where the record fails, and how client and counsel see the same file.

- When counsel is engaged
- Where the record fails
- The documents mirror
- The candour mirror

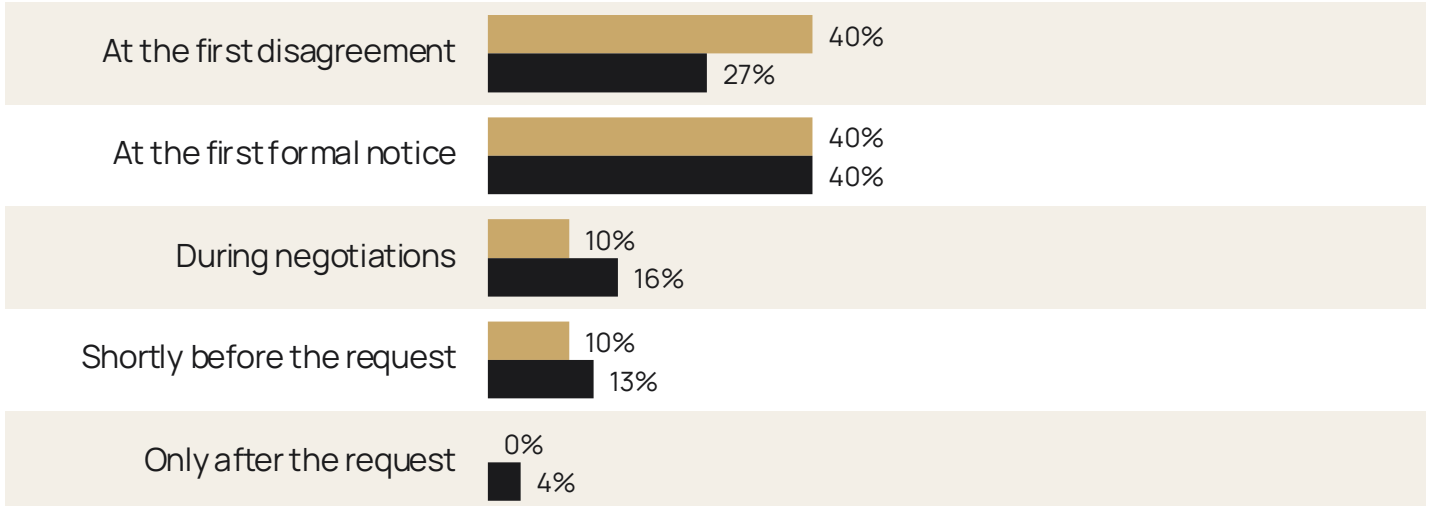
Counsel usually arrives with the first formal notice — not with the first disagreement

Q When do clients bring in external counsel on a dispute that may go to arbitration?

Single choice. Arbitrators were not asked.

ANSWERS

Bars, top to bottom: **the client** · **counsel**



KEY FINDINGS

Nearly three quarters of counsel are engaged at the first formal notice (40%) or later (33%); only 27% arrive when the disagreement first appears.

In-house counsel see themselves as earlier movers: 80% say they involve counsel at the first disagreement or the first notice. Both agree that engagement after the request for arbitration is rare.

The window between the first disagreement and the first notice is where notices, time bars and the record are won or lost.



AUTHOR'S COMMENT

Where the client has its own qualified litigation or arbitration lawyers in-house, bringing in external counsel at the first disagreement can be excessive. But as the dispute heats up, adding a counsel with a reputation to the negotiations — and even to the correspondence — sometimes changes the other side's behaviour: they understand it will not be easy, and often become more willing to settle at the pre-trial stage.

The damage is done in the record: notices, time bars and contemporaneous documents

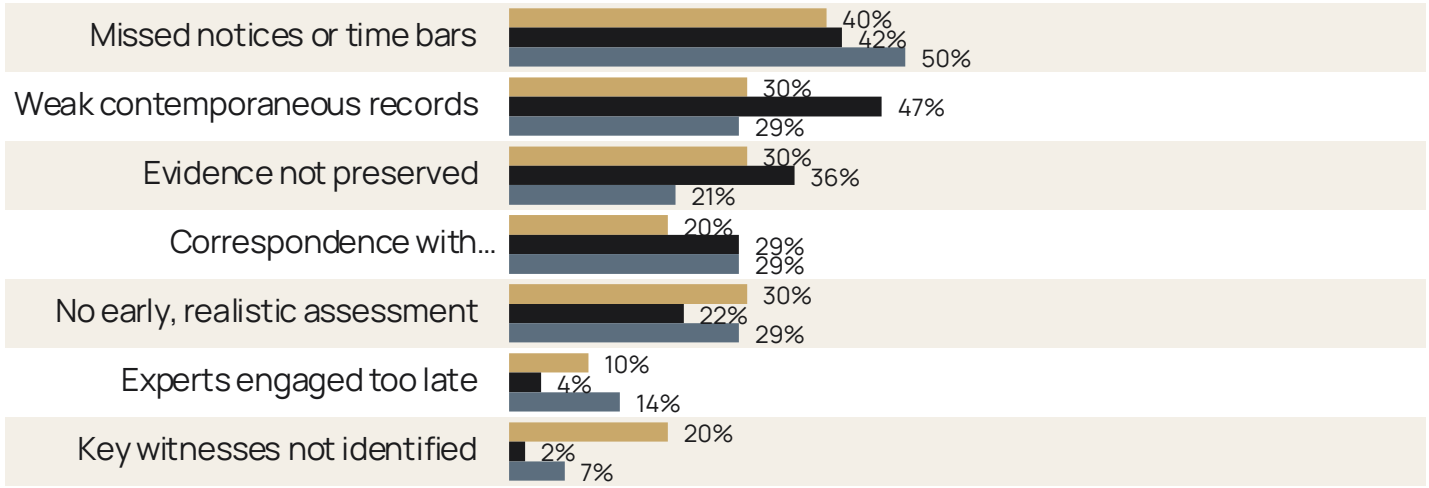
Q

Which mistakes made before an arbitration starts most often damage a party's case later?

Multi-select — labels show the share of respondents who chose each option (adds up to more than 100%).

ANSWERS

Bars, top to bottom: **the client** · **counsel** · **the arbitrator**



KEY FINDINGS

Across the sample the top three are missed notices and time bars (46%), weak contemporaneous records (35%) and evidence not preserved (35%); everything else trails far behind. Arbitrators put missed notices first (50%). Counsel, who live with the file, are the only group to rank weak records (47%) above notices (42%). Clients alone give real weight to the absence of an early, realistic assessment (30%).



AUTHOR'S COMMENT

As a former in-house lawyer: notice deadlines, paperwork and the preservation of evidence usually sit with the departments that perform the contract — investment, finance, construction — and they rarely see the legal subtleties. A lawyer cannot be seated in every contract: a dedicated contract lawyer is usual only on the largest ones, and smaller contracts go unsupervised. The other extreme is a company whose approval procedures are so long that departments skip the paperwork or miss deadlines because of them. In-house lawyers should regularly train the business and explain the consequences in plain language.

The documents mirror: “ready” says the client, “weeks of gaps” says counsel

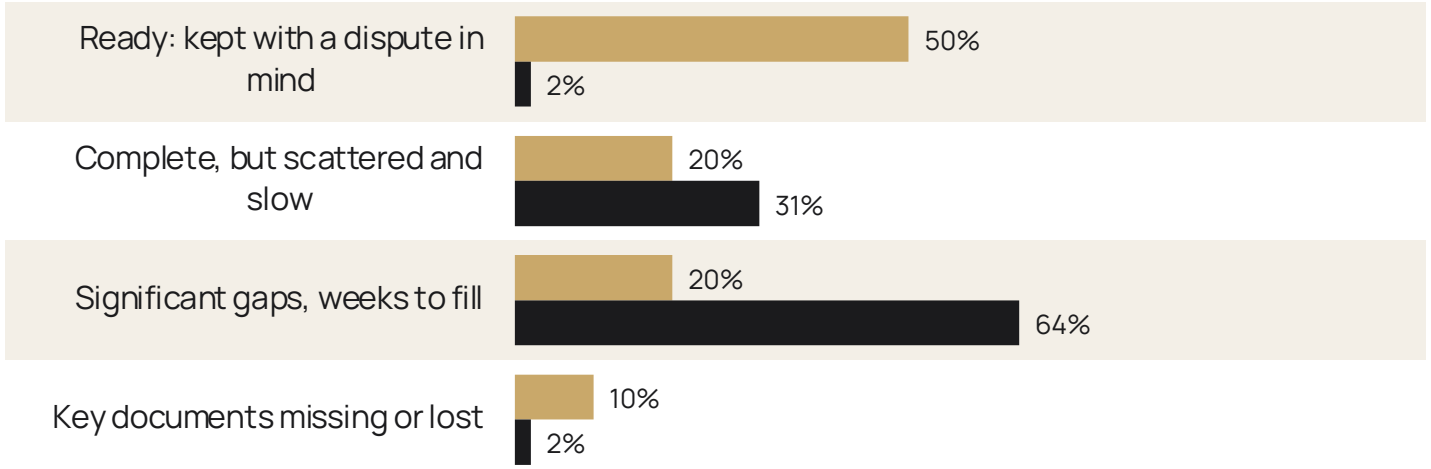
Q

What state are the company’s documents usually in when a dispute starts?

Single choice. Arbitrators were not asked.

ANSWERS

Bars, top to bottom: **the client** · **counsel**



KEY FINDINGS

The widest gap in the survey: half of in-house counsel say records were kept with a dispute in mind; 2% of external counsel have seen that.

From the counsel side, 64% of clients arrive with significant gaps that take weeks to fill and 31% with complete but scattered files. Both sides agree only that the total loss of key documents is rare.



AUTHOR'S COMMENT

The two answers describe two different files. In-house, “dispute-ready” means the contract file is complete; what decides the case is the operational record, and much of it now sits in messaging apps where management runs the correspondence outside every corporate system. An acknowledgement of delay, an apology for a claim: each carries consequences the lawyer meets for the first time in document production. So, this is again a training obligation — the management has to understand that every informal message is being written into the record of a dispute that has not started yet.

The candour mirror: counsel say “always”, clients say “sometimes”

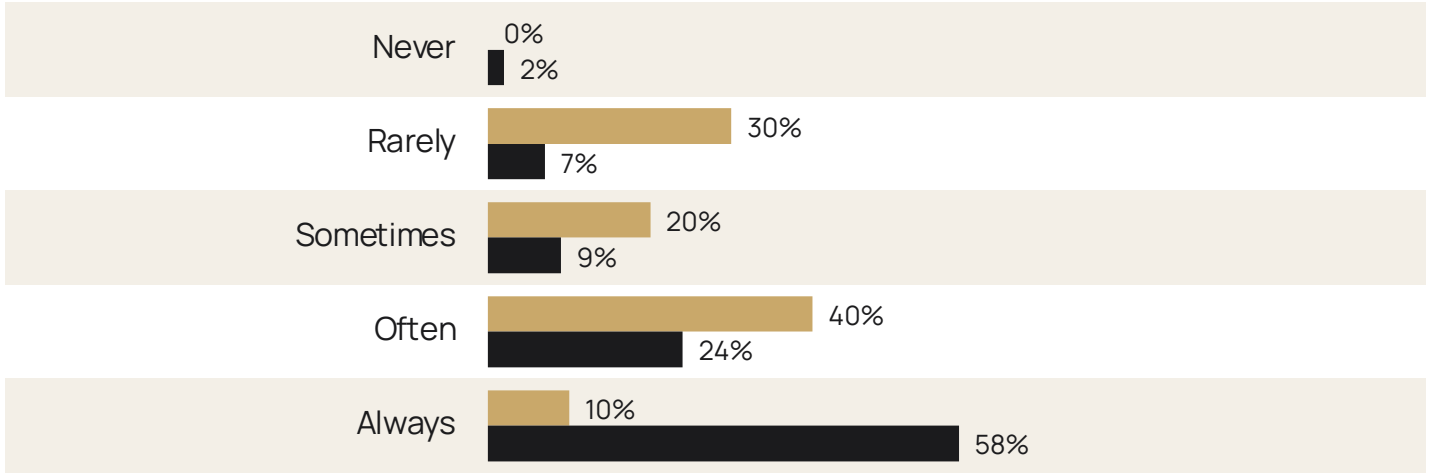
Q

How often is a candid early assessment of the risks — including the chances of losing and the full cost — given / received?

Single choice. Arbitrators were not asked. The client answers for what it receives; counsel for what they give.

ANSWERS

Bars, top to bottom: **the client** · **counsel**



KEY FINDINGS

82% of external counsel say they give a candid early assessment often or always — 58% say always. Half of in-house counsel say they receive one often or always; only 10% say always and 30% say rarely.

The gap is not about honesty: the same conversation feels like a full risk assessment to the lawyer who gave it and like a hedged opinion to the client who needed a number — probability of losing, cost to award, the alternative.



AUTHOR'S COMMENT

Both numbers can be true. The lawyer gave the assessment; the client did not receive anything it could use. An in-house lawyer lives by what can be forwarded to management, and a careful oral opinion cannot be forwarded. So candour is not a tone, it is a format: probability of losing, negative factors, cost to award, the alternative — in writing, repeated at the checkpoints we agreed. Adjust the assessment of risks regularly and in a written form. Anything less is a conversation the two of us will remember differently.

C

SECTION C

The mirror

Each chair on the other two — and on itself.

- Clients' most common mistake
- Counsel's most common mistake
- Tribunals' most common mistake
- Three chairs, three verdicts
- Who made the last case run over

Clients' most common mistake: late, secretive — or, in their own view, leaderless

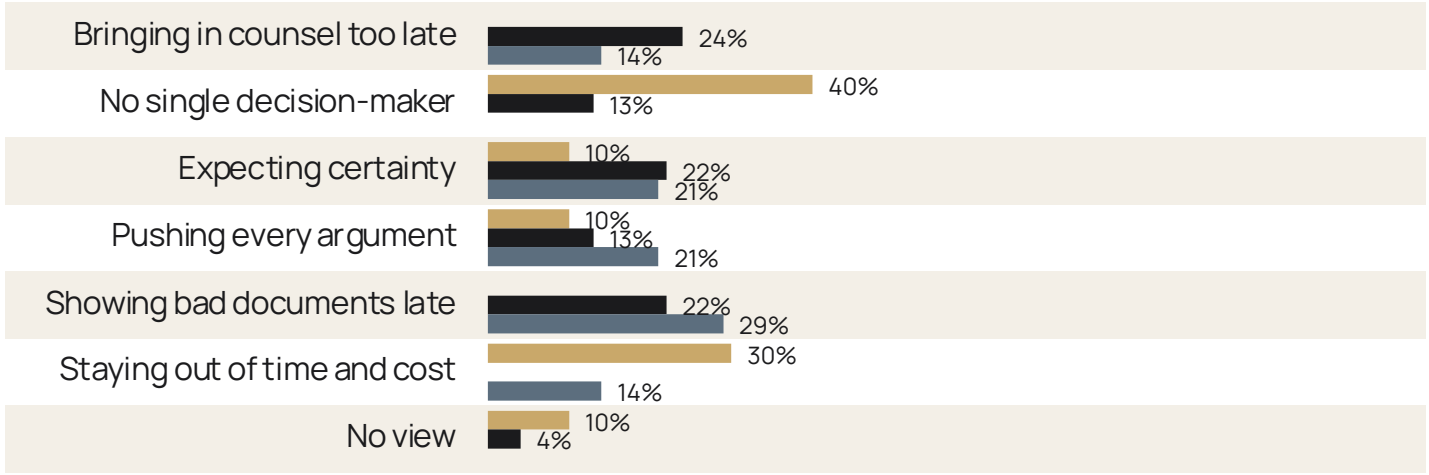
Q

Clients and in-house teams: what is their most common mistake?

Single choice; % within role.

ANSWERS

Bars, top to bottom: **the client** · **counsel** · **the arbitrator**



KEY FINDINGS

Three answers share the top: showing damaging documents to counsel too late (21%), bringing in counsel too late (20%) and expecting certainty (20%). Arbitrators are most troubled by late disclosure of bad documents (29%); counsel feel lateness most (24%). In-house counsel see neither. Their diagnosis is governance: no single decision-maker over budget and settlement (40%) and a business that stays out of decisions on time and cost (30%).



AUTHOR'S COMMENT

A single decision-maker is not enough on its own. Two things have to be true: the lawyer running the dispute can reach that person in hours rather than weeks, and that person carries enough weight with finance, operations and the business units to make them hand over documents and approve the strategy. Without the first, deadlines pass while the file waits for an answer. Without the second, the decision is made and then quietly re-opened department by department. Either way the lawyer ends up negotiating inside their own company instead of across the table.

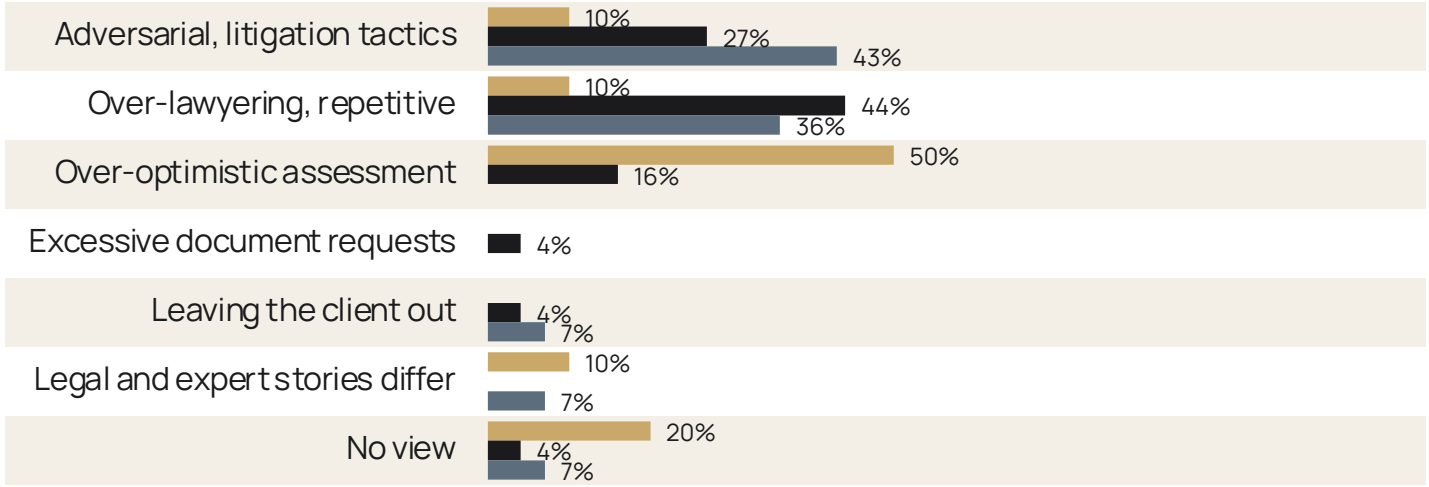
Counsel's most common mistake: over-lawyering — and, say clients, over-promising

Q External counsel: what is their most common mistake?

Single choice; % within role.

ANSWERS

Bars, top to bottom: **the client** · **counsel** · **the arbitrator**



KEY FINDINGS

Across the sample, over-lawyering (36%) and adversarial, litigation-style tactics (26%) dominate. Counsel are candid about the first (44%); arbitrators feel the second most acutely (43%). The client's verdict is different: half of in-house counsel name over-optimistic early assessment "to win or keep the client" — only 16% of counsel, and no arbitrator, chose it. Document requests and inconsistent narratives are rarely chosen.



AUTHOR'S COMMENT

Half of in-house respondents name over-optimistic advice, and I would defend counsel there more than the chart does. A calibrated assessment costs paid analysis, and clients rarely want to buy a memorandum — they want strategy and clear recommendations on day one. The factual base also moves: documents surface that were never in the client's legal department, and the odds move with them. So the obligation is not a forecast that holds; it is a revision made out loud, followed by the unbilled internal work of helping your contact present that revision to management without the messenger paying for the message.

Tribunals' most common mistake: not timidity alone, but silence about what matters

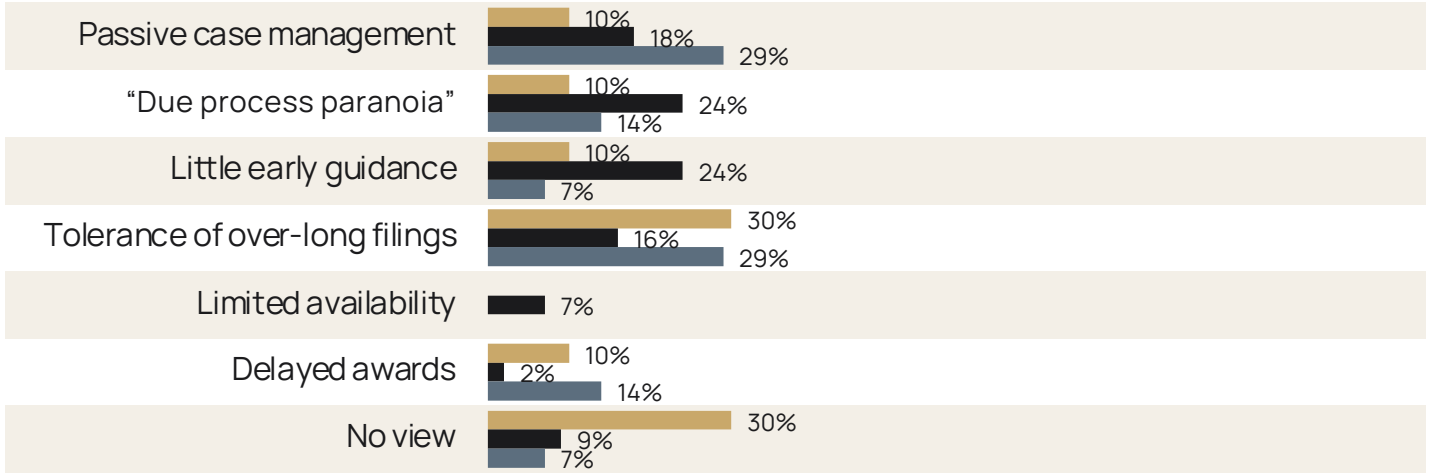
Q

Tribunals: what is their most common mistake?

Single choice; % within role.

ANSWERS

Bars, top to bottom: **the client** · **counsel** · **the arbitrator**



KEY FINDINGS

No single failing dominates: tolerance of over-long submissions (20%), passive case management (20%), "due process paranoia" (19%) and little early guidance on what matters (17%) are level. Together they describe one tribunal: present, polite and quiet. As many counsel blame the tribunal for not saying which issues matter (24%) as for fearing challenge (24%). Arbitrators admit passivity and tolerance of length (29% each) but rarely choose "due process paranoia" (14%).



AUTHOR'S COMMENT

Four complaints of almost the same size, describing one tribunal: present, courteous and silent. Counsel blame arbitrators as often for not saying which issues matter as for fearing a challenge — and the first is the one a tribunal could fix this week. A preliminary view is not a decision, and silence is not neutrality: it is the tribunal's own caution, paid for by the parties in rounds they would not have run had the arbitrators said what they were already thinking.

Three chairs, three verdicts: what each group names as the others' mistake

Q Each chair's most common mistake, as the three groups see it — questions C1, C2 and C3 side by side.

Read across a row: what that group says about each chair. Shaded cells are the group judging itself. First and second answer, % within role.

SAYS THIS ABOUT …	… CLIENTS AND IN-HOUSE TEAMS	… EXTERNAL COUNSEL	… TRIBUNALS
The client says	**No single decision-maker 40%** Business stays out of time and cost 30%	**Over-optimistic early advice 50%** No view 20%	**Tolerance of over-long submissions 30%** No view 30%
Counsel says	**Counsel brought in too late 24%** Expecting certainty · late bad documents 22% each	**Over-lawyering 44%** Adversarial, litigation-style tactics 27%	**"Due process paranoia" · no early guidance 24% each** Passive case management 18%
The arbitrator says	**Showing bad documents too late 29%** Expecting certainty · every argument 21% each	**Adversarial tactics 43%** Over-lawyering 36%	**Passive management · over-long submissions 29% each** Delayed awards 14%



AUTHOR'S COMMENT

Reading the diagonal: counsel's self-criticism (over-lawyering) is procedural, arbitrators' (passivity, tolerance of length) is about nerve, in-house counsel's (no single decision-maker) is about governance. Read whole, the table is already each chair's own list of do's and don'ts — the charter at the end only puts them in the imperative.

Who made the last case run over? The parties — but counsel say it was the other party

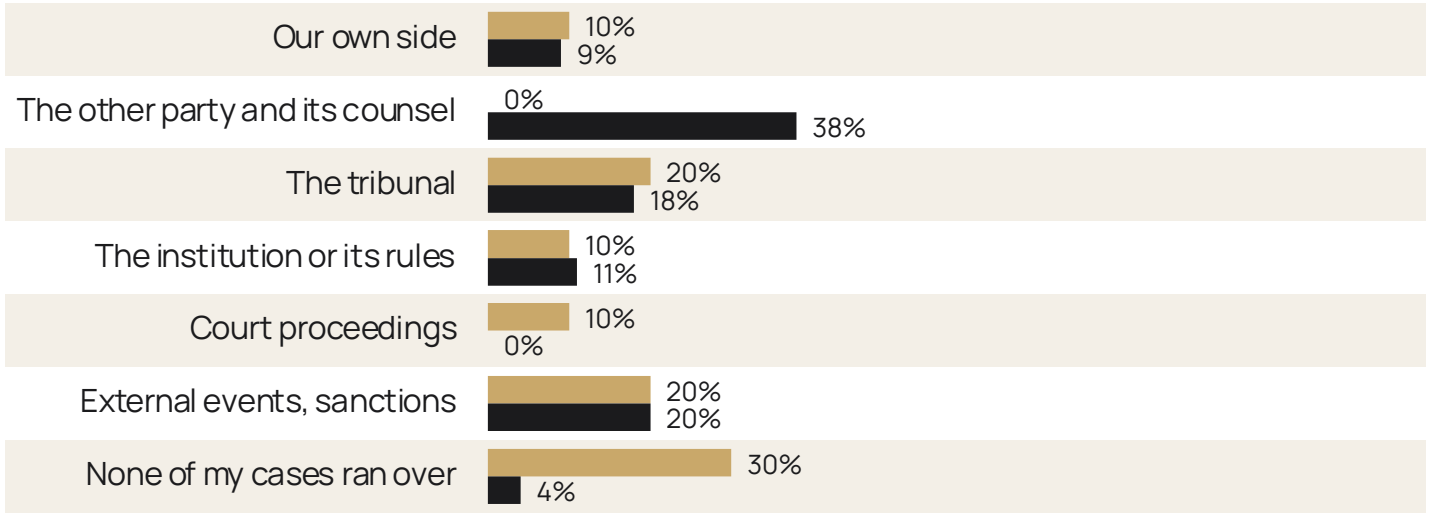
Q

Think of your most recent arbitration that took longer (or cost more) than planned: what was the main reason?

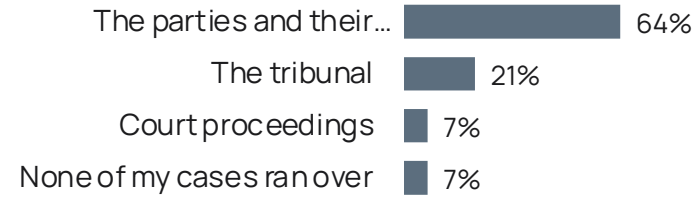
Single choice. Arbitrators answered a shorter list, in which "the parties and their counsel" was one option — shown separately on the right.

ANSWERS

Bars, top to bottom: **the client** · **counsel**



ARBITRATORS · THE MAIN REASON



KEY FINDINGS

Asked about their most recent overrun, 64% of arbitrators and 47% of counsel point to the parties. Counsel split that blame: 38% name the other party, 9% their own side. Only 7% report no overrun at all.



AUTHOR'S COMMENT

Look at the split inside the counsel bar: 38% blame the other party, 9% their own side. Nobody's last overrun was their own fault, which is exactly why the next one will look the same — a diagnosis that puts the cause outside yourself changes nobody's behaviour. The tribunal is the only participant with nothing to gain from naming a culprit, and that, not anyone's good intentions, is why its early structure works.

D

SECTION D

Working as one team

What is agreed in writing, who sits at the case management conference, and what the profession actually asks of tribunals.

- Agreed in writing
- The empty chair
- What keeps a case on track
- Respect across the table
- The converted opponent

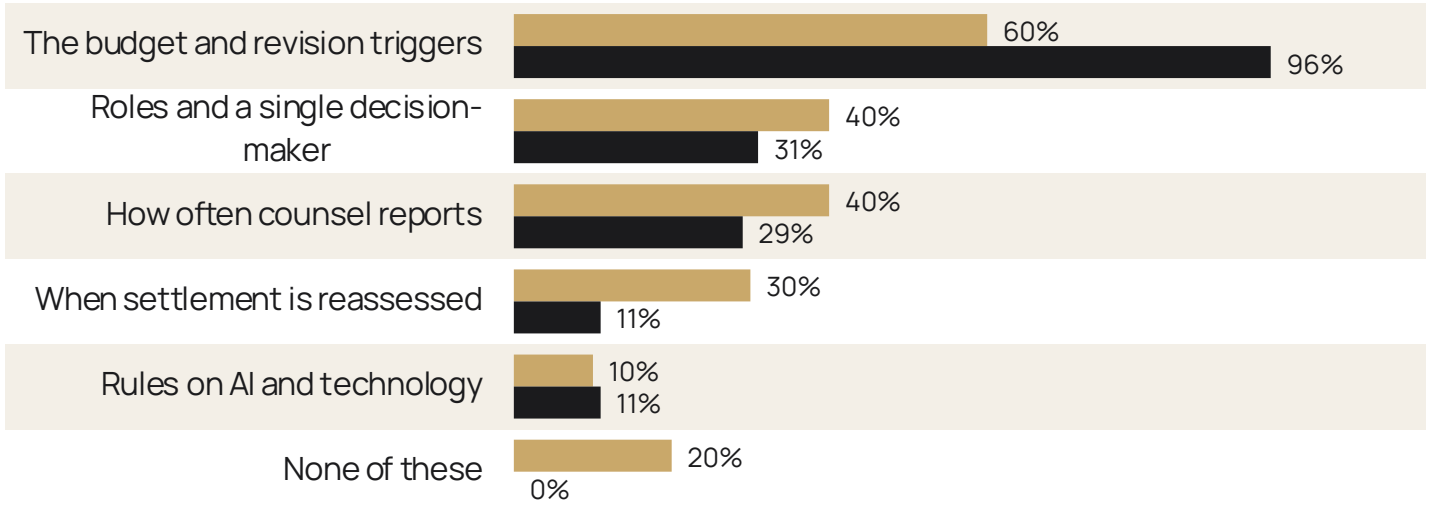
What is agreed in writing: the budget — and almost nothing else

Q When you start a case with a client / with external counsel, which of these do you agree on in writing?

Multi-select — labels show the share of respondents who chose each option. Arbitrators were not asked.

ANSWERS

Bars, top to bottom: **the client** · **counsel**



KEY FINDINGS

96% of external counsel put the budget and its revision triggers in writing. Everything else is a minority practice: roles and a single client-side decision-maker (31%), reporting cadence (29%), settlement review points (11%), AI rules (11%). In-house counsel report less formality on budget (60%) but more on roles and reporting (40% each) — and 20% agree none of these in writing. The two items least often agreed decide whether a case ends early and whether confidentiality holds.



AUTHOR'S COMMENT

96% against 11% is not a difference in diligence. The budget is the only item a company's own procedure forces into writing: procurement asks for it, cost approval asks for it. Settlement checkpoints and AI rules have no internal owner, so nobody is tasked with drafting them and nobody is at fault when they are missing. Which is why goodwill will not close this gap and a one-page standard annex will.

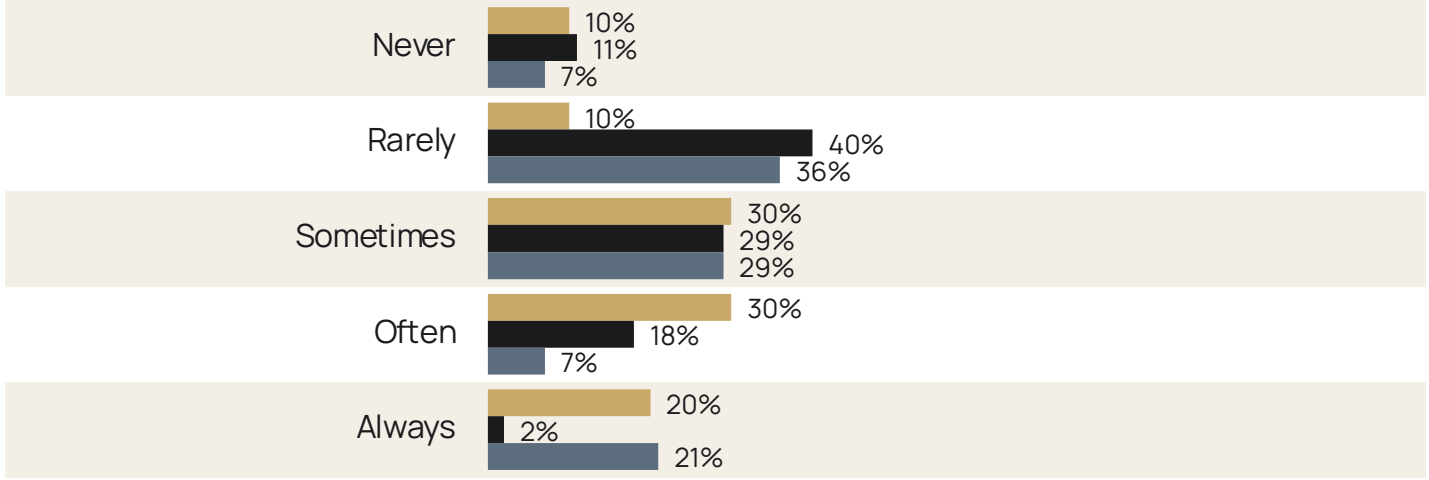
The empty chair: client representatives are rarely at the case management conference

Q How often does a client representative (not only counsel) attend case management conferences?

Single choice.

ANSWERS

Bars, top to bottom: **the client** · **counsel** · **the arbitrator**



KEY FINDINGS

51% of external counsel say a client representative never or rarely attends the CMC; only 20% say often or always. Arbitrators see a similar picture (43% never or rarely). In-house counsel describe themselves more generously: 50% say they attend often or always. Read with section C, where in-house counsel say the business "stays out of decisions on time and cost": the CMC is the cheapest place to fix that — one hour, with the decision-maker in the room.



AUTHOR'S COMMENT

From both sides of the table I have watched counsel push a case past the point where settlement was still available — not out of bad faith, but because counsel counts on being paid for the whole project, to the end and through every stage. Sometimes, there is no reason for the counsel to end a matter early, and the client is not in the room to notice. The case management conference is where it becomes visible. An in-house representative who only listens still changes the outcome, because they can tell management what they heard. 51% of counsel say that chair is empty.

What keeps a case on track: a firm timetable, page limits and an early list of issues

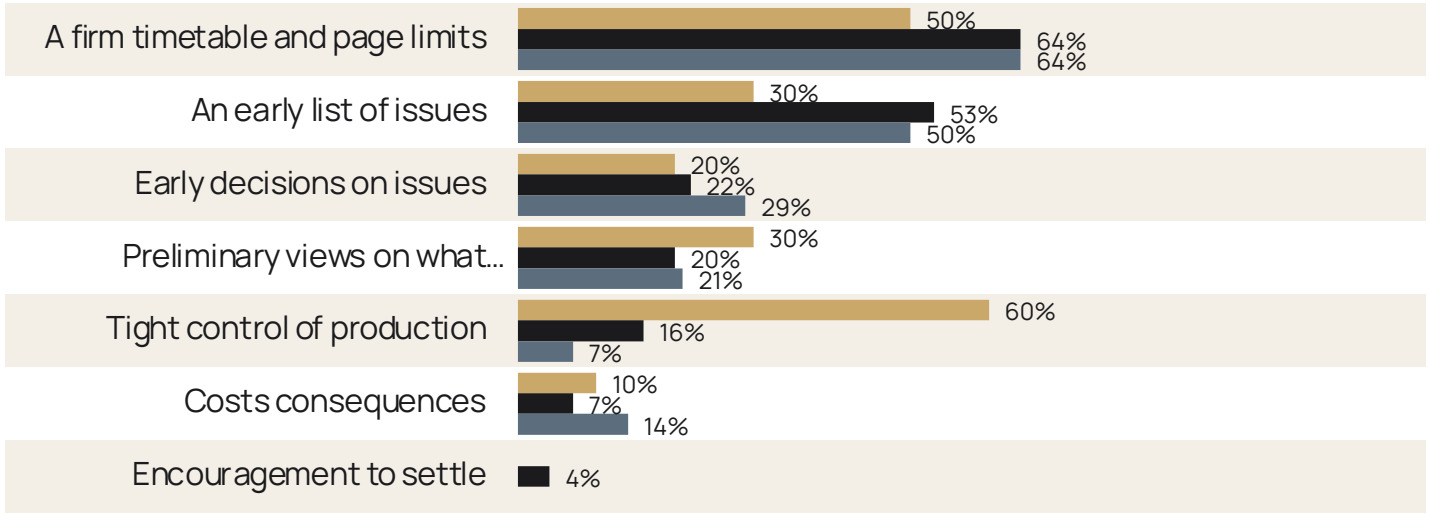
Q

Which tribunal practices do most to keep a case focused, on time and on budget?

Multi-select — labels show the share of respondents who chose each option.

ANSWERS

Bars, top to bottom: **the client** · **counsel** · **the arbitrator**



KEY FINDINGS

Counsel and arbitrators agree with unusual precision: a firm timetable with page limits (64% each) and an early list of issues (53% and 50%) are the practices that work. In-house counsel are the outlier: their first choice is tight control of document production (60%). The client feels the cost of production; the lawyers feel the cost of length. Costs consequences (9%) and encouragement to settle (5%) are almost nobody's answer: the profession asks for structure, not sanctions.



AUTHOR'S COMMENT

Collecting documents from the other departments is a hugely labour-intensive task for in-house lawyers: not every department is as diligent as one would wish, not every document is kept long enough, and if an employee has left, working through their mailbox and archives is a quest in itself. That is exactly why the client's sorest points are document production and a firm timetable.

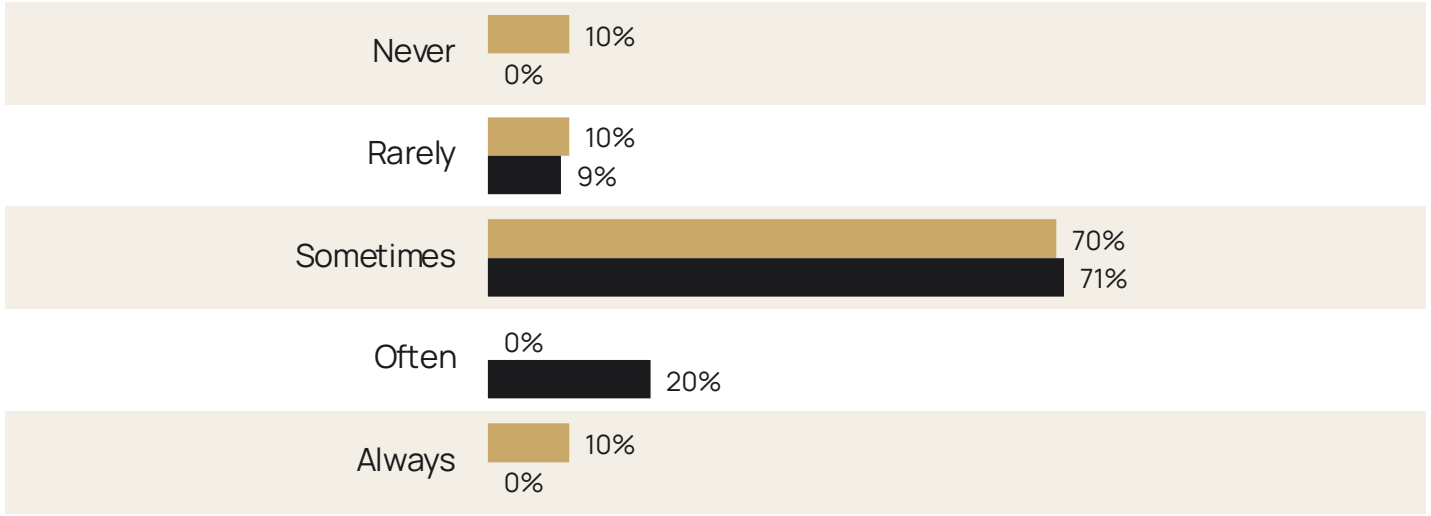
Respect across the table: the other side's arbitrator is rated highly "sometimes"

Q By the end of a case, how often do you rate highly the arbitrator appointed by the other side?

Single choice. Arbitrators were not asked.

ANSWERS

Bars, top to bottom: **the client** · **counsel**



KEY FINDINGS

71% of counsel rate the other side's arbitrator highly only "sometimes"; 20% often, none always, 9% rarely. In-house counsel are similar (70% sometimes), with 10% at each extreme. Respect for the opponent's appointee is real but reserved — and it is tested on the next slide, where the question is no longer what you think of that arbitrator but whether you would appoint them yourself.



AUTHOR'S COMMENT

Praise from the party that appointed you can always be explained by an alignment of interest. Respect from the side you ruled against cannot: it is given against that party's own interest, which is why it is the one reputational measure an arbitrator is unable to arrange. What the market does with it is on the next slide.

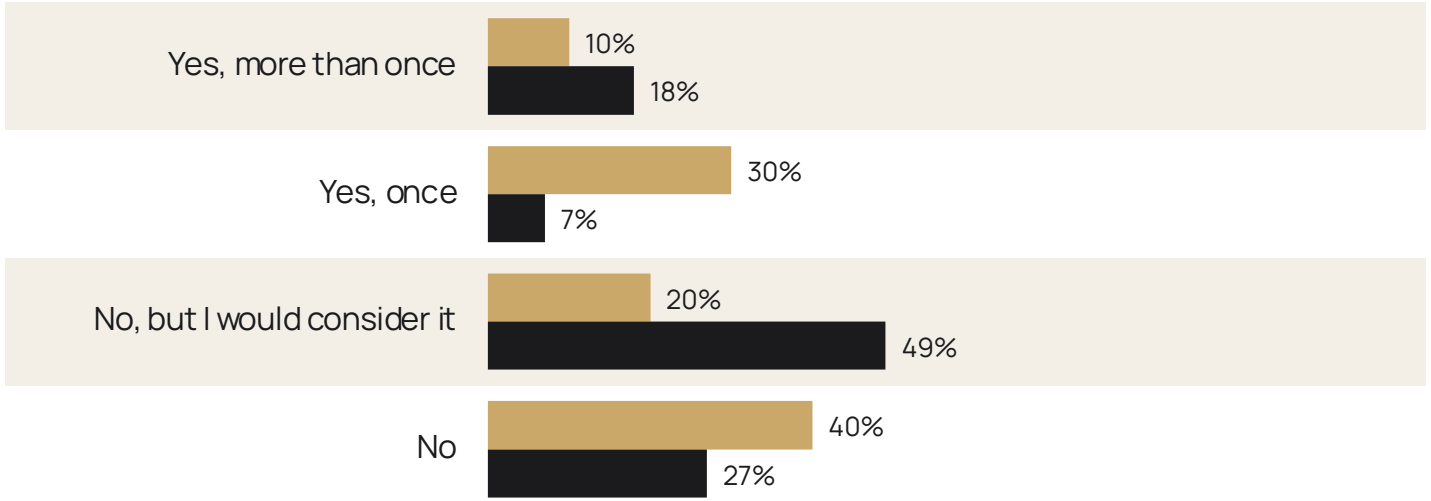
The converted opponent: 24% of counsel have appointed an arbitrator who sat against them

Q Have you ever appointed an arbitrator who, in an earlier case, had been appointed by the other side against you?

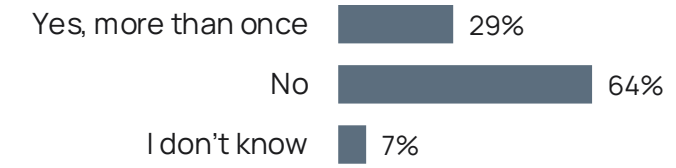
Single choice. Arbitrators answered the mirrored question — have you been appointed by a party who first met you as the opponent's arbitrator? — shown on the right.

ANSWERS

Bars, top to bottom: **the client** · **counsel**



ARBITRATORS · HAPPENED TO YOU?



KEY FINDINGS

24% of counsel have appointed an arbitrator who once sat against them; a further 49% would consider it and 27% say no. Among clients, 40% have done it. 29% of arbitrators have been appointed by a party that first met them as the opponent's choice.



AUTHOR'S COMMENT

The previous slide measured an opinion; this one measures a decision. A quarter of counsel have appointed the arbitrator who once sat against them, and half of the rest would consider it. Being chosen by the party you ruled against is the one credential that cannot be built, lobbied for or listed — it is issued by the side with every reason to withhold it.

E

SECTION E

AI in the team

Near-universal use among counsel, minimal client awareness, and written rules in one engagement letter out of nine.

- How often AI is used
- Whether it is disclosed

AI is in the room: 84% of counsel and 57% of arbitrators use it; most clients do not know

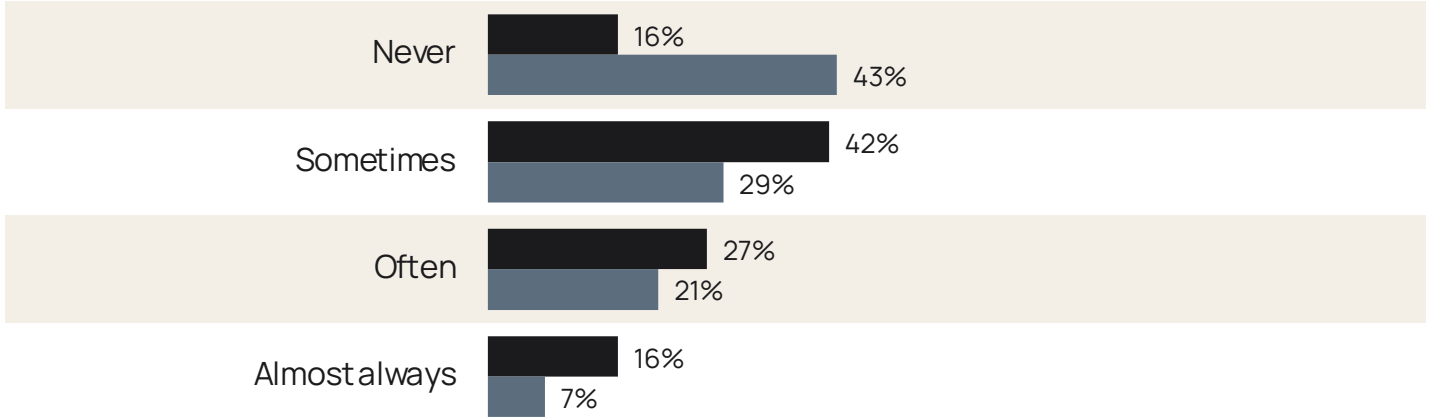
Q

Counsel and arbitrators: how often do you use AI tools on arbitration matters?

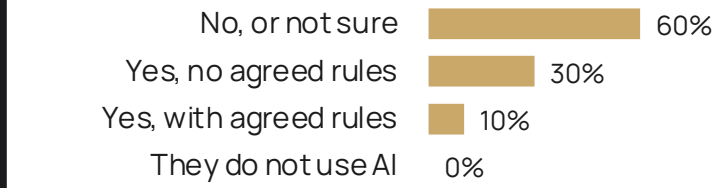
Single choice. In-house counsel answered a different question — do you know whether your external counsel use AI on your matters? — shown on the right.

ANSWERS

Bars, top to bottom: **counsel** · **the arbitrator**



THE CLIENT · DOES IT KNOW?



KEY FINDINGS

84% of counsel use AI, 42% often or almost always; arbitrators are polarised (43% never). 60% of clients do not know whether counsel use it.



AUTHOR'S COMMENT

In July 2026 a Moscow district court upheld a dismissal in which uploading protected company data into an external AI service was treated as disclosure — the employer did not have to prove that anyone had read it. It was one first-instance employment case, but it shows where the reasoning is going, and our confidentiality undertakings and protective orders are drafted around people and documents, not prompts. A client who does not know whether its counsel use AI cannot answer the only question that matters: has protected material left the perimeter? It is important for counsel to build their own internal AI systems, which would make the work easier while keeping all the information inside.

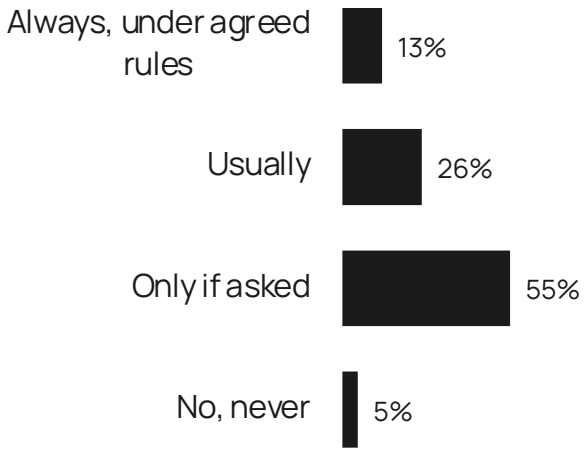
Disclosure: counsel tell the client “only if asked”; arbitrators are split down the middle

Q

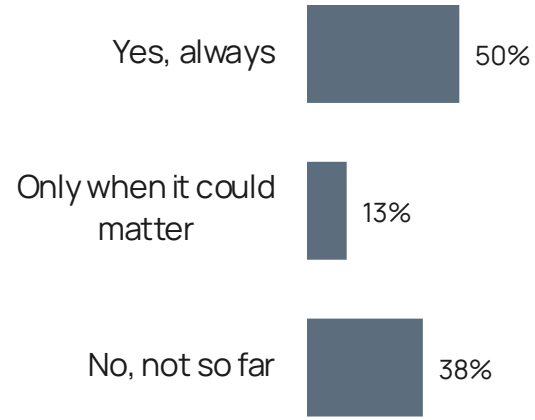
Counsel: do you tell the client when you use AI? Arbitrators: do you disclose your use of AI to the parties?

Counsel and arbitrators who use AI. In-house counsel were not asked.

ANSWERS · COUNSEL



ANSWERS · ARBITRATORS



KEY FINDINGS

Among counsel who use AI, 55% tell the client only if asked and 5% never; 26% usually; 13% always, under agreed rules. The heaviest users are the least likely to tell: 86% of those who use AI almost always disclose only on request or not at all. Of the arbitrators who use AI, half always disclose it, 13% only when it could matter for the decision, 38% not so far. “Only if asked” works only if someone asks — and 60% of clients do not know to.



AUTHOR'S COMMENT

The 86% are not hiding anything. For the heaviest users AI has become infrastructure — as unremarkable as a database, and nobody discloses a database. For the client it is still a decision. That is the whole gap: two clocks, not two ethics, and until they align the lawyer should run on the client’s clock. The tribunal’s clock must be the slowest in the room: the parties chose their arbitrators, not their arbitrators’ tools, so an arbitrator tells the parties before the first prompt, not after the award.

F

SECTION F

Voices, conclusions, charter

Nobody asked for new rules. The open answers ask for earlier and firmer use of the ones that already exist.

- In their own words
- Seven conclusions
- The One Team charter

In their own words: one thing for the other chairs, one thing for your own

Q One thing the other chairs should do differently — and one thing your own chair should.

Open answers coded by the author; quotations only from respondents who agreed to anonymous quotation by role and region.

THEMES IN THE OPEN ANSWERS



> “Fearlessly manage the proceedings.”
> EXTERNAL COUNSEL · RUSSIA / CIS

> “Limit document requests and witnesses to the issues that matter.”
> EXTERNAL COUNSEL · GCC

> “Clients and counsel should identify the key disputed issues early and focus their submissions and evidence on those issues.”
> ARBITRATOR · RUSSIA / CIS

> “In-house counsel should assess disputes earlier, provide clear commercial guidance, and ensure timely decision-making.”
> IN-HOUSE COUNSEL · RUSSIA / CIS



AUTHOR'S COMMENT

Nobody asked for new rules. The open answers ask for earlier and firmer use of the existing ones: define the issues at the first CMC, fix the timetable and keep it, talk to your co-arbitrators from day one, write a shorter award.

Seven conclusions

1

The case is won or lost before the lawyer arrives.

Missed notices and time bars (46%) and a weak or unpreserved record (35% each) hurt most. Only 27% of counsel arrive at the first disagreement.

2

The three chairs do not see the same file.

Half of clients call their documents dispute-ready; 2% of counsel agree. 58% of counsel always give candid advice; 10% of clients say they get it.

3

Each chair's self-criticism points at a different fix.

Counsel admit over-lawyering (procedure); arbitrators admit passivity (nerve); in-house counsel admit having no single decision-maker (governance).

4

Everyone asks for structure, not sanctions.

A firm timetable with page limits (62%) and an early list of issues (48%) are the consensus remedies. Costs sanctions (9%) and settlement nudges (5%) are not.

5

The engagement letter covers the price, not the journey.

96% of counsel agree the budget in writing; 11% agree when settlement will be reassessed; 11% agree rules on AI.

6

The client's chair at the CMC is usually empty.

Half of counsel say client representatives rarely or never attend the meeting that sets the timetable, page limits and document production.

7

AI arrived before the rules did.

84% of counsel and 57% of arbitrators use AI; 60% of clients do not know; 55% of counsel disclose only if asked — and the heaviest users disclose least.

Fifteen commitments, five per chair

Each item appears in the survey as a named mistake, a remedy or an open answer; none needs new rules, seat or institution — only an agreement among the three chairs.

THE CLIENT'S CHAIR

1. Name one decision-maker with authority over budget and settlement — a person who can be reached within hours when the need arises.
2. Keep the operational record, not only the legal file: ask management what other channels the correspondence went through, messengers included, and secure that archive for counsel.
3. Ask the counsel for the risk assessment in numbers and dates, in writing, and repeat it at every agreed checkpoint.
4. Attend the CMC and listen to which way the wind blows: as an outside observer with a helicopter view you will notice what counsel, under a heavy workload, cannot.
5. Bring counsel into the discussions with your internal departments where appropriate: it removes the second-hand relay and surfaces facts an in-house lawyer may not think important.

COUNSEL'S CHAIR

1. Give the early written assessment the client can act on: probability, cost to award, negative factors, alternative. Adjust it once new circumstances arise.
2. Always leave the parties room to settle: the client has to live with the outcome — above all in a dispute under a long-term contract that is still running.
3. Argue the issues, not every argument. Propose page limits before the tribunal imposes them.
4. Cooperate on procedure with the other side; arbitrators rank adversarial tactics as counsel's worst habit.
5. Keep the client involved unless told otherwise: invite them to the CMC, copy them on correspondence with the institution and the tribunal, and offer options with pros and cons.

THE ARBITRATOR'S CHAIR

1. Set an early list of issues — agreed or imposed. Share preliminary views on what matters once the record allows; silence is the failing counsel name most often.
2. Fix the timetable and page limits at the first CMC and hold them; refusing an extension is rarely a due-process risk.
3. Coordinate with co-arbitrators from day one: procedure by consensus in one round of correspondence.
4. Consult the parties about your own AI use; never delegate judgement to it, and verify everything it produces.
5. Plan the time to read the file properly and write a shorter award: summarise the parties' arguments, decide the issues.

ABOUT THE AUTHOR

Anastasiya Cheredova



Independent Arbitrator | Russian Law Expert

Speaking from both sides of the table: nine years in leading law firms and six in-house, most recently as Head of Litigation of a major industrial group.

15+ YEARS IN CROSS-BORDER DISPUTES

Proceedings under the HKIAC, SCC, ICC, LMAA, RAC, IAC at BelCCI and ICAC at RCCI rules; litigation before Russian and foreign courts.

FORMER HEAD OF LITIGATION

Metalloinvest Management Company, 2024–2026: 50+ arbitrations; legal support of 20+ distressed investment projects worth ₽140bn.

ARBITRATOR

MCIArb. Arbitrator lists of VIAC, the IAC (Kazakhstan), the Baku Arbitration Centre and the Thailand Arbitration Centre.

RECOGNITION

Best Lawyers 2022 · The Legal 500 EMEA 2020–2021 · Pravo-300 (Sanctions, PPP & Infrastructure, Antitrust & Ecology) · Kommersant.

Thank you

anastasiya@cheredova.com +7 (925) 113 3331 **cheredova.com** LinkedIn: Anastasiya Cheredova Moscow