

## **INDIA ADR WEEKDAY 2: MUMBAI**

## **SESSION 6**

Keynote Address - Hon'ble Mr. Justice Somasekhar Sundaresan, Judge, High Court of Bombay

07:00 PM To 07:30 PM IST



HOST: I request you all to please remain seated. We'll be commencing the Keynote address
very soon. A very good evening to everyone. I would like to invite on stage Mr. Milind Sathe,
MCIA Council Member and Senior Advocate to introduce the judge.

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MILIND SATHE: Good evening, ladies and gentlemen. I have the privilege of introducing this evening my friend Somasekhar. I could have said that Justice Somasekhar Sundaresan needs no introduction to this crowd and I could have and should have sat down. But we belong to the profession and vocation where after saying, needless to say, we write dreams and dreams of paper. So, I will follow the precedent and say something more. Justice Somasekhar Sundaresan is known in legal profession and now as a judge, as domain expert, but that is not correct. Because he has, in a short span, after becoming judge in November 2023 has proved that he is not only a domain expert in respect of the laws relating to securities, SEBI, markets, et cetera, he has virtually mastered and has become a proficient expert on variety of subjects, which has dealt with as a judge in this last span of about 10 or 11 months. He is an alumni of R A Poddar College of Commerce and Economics and then alumni of Government Law College in 1996. During that time, while he was pursuing his law, he joined the Times of India as Assistant Editor of Business section of Times of India and he combined his skills of legal knowledge, writing, with journalism, and he excelled in that tremendously, because virtually he was reckoned during those times as a successful business journalist. After that, of course, he took plunge into legal profession and under the guidance of Berjis Desai of Udwadia Udeshi & Company till that firm rearranged and he joined J. Sagar and Associates, eventually to become the Partner heading the Capital Market section till 2016, when he started his own practice. During that period, from 1996 till 2016, when he was practicing law, he has excelled himself in the securities laws and all related fields relating to SEBI's competition laws markets, et cetera.

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reports. And he was a part of that committee. That was his last private assignment. And after that he has been a judge of Bombay High Court from November 2023. And we are very proud to have him as a judge of a Bombay High Court. Though he has a very short span so far, eleven months, he has excelled, as I mentioned earlier, not only his domain, but in variety of subjects, because as a judge, you do not get a choice of subjects on which you need to work on, what cases you can hear, what judgments you get to write. That choice is curtailed, which you have as a professional. So, he has not only authored judgments while sitting singly, most of the time he has spent with the senior judges. But while he's sat singly, he has written large number of judgments on arbitration law under Sections 11, under Section 9 et cetera.

On DB, on Division Benches, he has authored judgments not only on arbitration law. But I must say on variety of subjects, ranging from the Land Revenue Code, the Land Acquisition Act, the Urban Land Ceiling Act, Cooperative Societies Act, and of course, whether you can purchase agriculture land or not under the Bombay Tenancy Act. So, he has not practiced in those subjects. But the bar is very, very happy and regales about his expertise on all subjects. So, if you are a domain expert in one branch, one subject as a judge, you can certainly excel in all other fields, as he indeed has done. As a judge, of course, he can now when he interprets the laws, some of which are regulations, some of which he was part of drafting, he can proudly profess the legal principle of interpretation, that original intent theory, he can authoritatively say that that was the intent of the legislation because he was a part of the drafting of that legislation. He, apart from being a lawyer and now a judge is a keen trekker. And he has been to some unpronounceable places in Himalaya. And he has a dream of conquering Everest. I'm sure that dream, he will one day fulfil and realize. But I am certain that before that, in the career which he has now undertaken, that is the judicial career he will certainly conquer the Everest in the judicial field, and I wish him success for that and welcome him in our midst this evening. This is my first task, I'm performing as a Member of the Executive Council of MCIA. So, I welcome him here in our midst this evening. Thank you.

 JUSTICE SOMASEKHAR SUNDARESAN: Good evening, everyone. Can you do something about the lights? Okay, good evening. It's a pleasure to be here in your midst. It seems to be raining arbitration sessions, many of which use this venue. So, it's nice to be back and see so many familiar faces in the crowd. What I thought of speaking about today is, pick a few thematic issues that we face. The fact that we are doing this brainstorming and meditation on what faces arbitration in India. I think it's important to introspect a little bit and think about what are the challenges that we face. Has arbitration as a dispute resolution mechanism worked? What ails its success? And what is it that we need to do as a community? We, as a community we are all lawyers first, judges later. As a legal fraternity is there something we are



not doing right? What is it that commands attention to us, as a community which can resolve disputes in preference to expensive litigation in courts? Expensive, not only in terms of money, but also in terms of time. And in that context I was going through the themes of your sessions, and I felt it'll be good to connect a few dots and see whether we could build a theme of what is going wrong and think about what is a way to deal with it, if we mean to be a credible avenue for dispute resolution.

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I, for one, perhaps because I'm a markets lawyer in my practice, I do feel markets find a way to value assets and services. Markets are good judges of whether a certain avenue is worth investing in. So, we have to ask ourselves, do litigants to practice and by markets, I don't really mean the practitioner market, but the markets that buy services from us, practitioners, from lawyers, the clients, the litigants. Because the litigation is actually off the client. We lawyers and judges and arbitrators are intermediaries between two competing contesting litigants to try and get their disputes resolved. So, when I was looking at the sports the arbitration in sport, as a team my thoughts went to why would it succeed when it is sport? I mean, you have an Olympic, we all now know in India, thanks to Ms. Phogat, that there is an arbitration when it comes to a dispute in sport. Why does it work? Of course, there were two extensions before that award was given out. But I need to ask a question. Is it because there is no say in the party to choosing the arbitrator? When you have, every Olympic athlete signs up to dispute resolution by that arbitral court. But there's no haranguing over, who is the arbitrator? Is that an objective person? I don't like his face. You don't like the one, I suppose. Then we go through a mechanism to appoint an arbitrator. That process takes three years. Then an arbitrator is appointed. That is absent in that Olympic Sport Tribunal. Is it time to think about creating an institutional framework where party autonomy, great autonomy in terms of choice of the dispute resolution mechanism, but stopping short of actually identifying who the arbitrator should be? Let the institution deal with it. You don't get to choose which judge will adjudicate your matters? The roster, the Chief Justice assigns a roaster. Whoever it comes before, it's a roulette. You come before a judge, the matter goes on. But if you say, sign up to the MCIA or the ICC or any arbitration forum, should there be an allocation system that does not involve the Parties exercising a choice is a question to ask. When I took oath, I gave up my right to free speech and expressing opinion outside the judgments. So, I'm only going to place questions and see whether these are questions and these are points on which we need to introspect. So, the sports session gave me that thought of whether... to succeed in getting the first step of arbitration going. Do we need to think of a mechanism where an institution picks the Arbitrator, cutting out one round of disputes over who the Arbitrator should be, leaving it to the institution to perform well? Now, this again means that the institution for the markets to believe in that institution must carry a lot of credibility. And that credibility has to be built



over time. The credibility of that institution and making the right choices of an appropriate Arbitrator, of ensuring that conflicts of interest don't exist, of having mechanisms to deal with disclosures and the like is something that one needs to think about. So, that's the thought I thought I'll leave with you.

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The second question, the related question is about, for that institution to command respect from the market. We have to seriously think about as an Arbitration Bar and as Arbitrators, do we carry credibility where the markets choose us rather than the markets have to make do with what they have, what's on offer? Is the profession of being an Arbitrator now a profession like the law profession or the Chartered Accountant profession or the actuaries or the architects? So many professions are regulated and self-regulation is how professions are typically regulated. And the Governments are stepping in. Like if you've seen what's happened to accountants, the ICAI now only makes standards. Conduct of Auditors, there's an NFRA which is stepped in. So, the regulatory function or oversight of a professional's functioning, professionals will seed ground to the state if they don't effectively self-regulate. So, how can Arbitrators self-regulate? What is the forum? What should be the mechanism? What sort of regulatory environment should Arbitrators have to regulate conduct of arbitration conduct by Arbitrators when they conduct arbitration is also a theme I wanted to leave behind. These are all conceptual policy choices that will need to be made. But policy choices are made by Legislatures when a society is ready enough to present a policy choice. We've seen recent amendments, where there is a schedule of fees. The best that the Legislator could understand was, all right, we need to regulate fees. It's very easy. We in India have come with a legacy of 60-70 years of price control and state control. So, the first feature we've seen is to regulate the fee through the 4th Schedule in the Arbitration Act. Would this suffice? Or is it even appropriate? Is it a wrong medicine for a right ailment or... this is an area we need to think about. So, what are the mechanisms that we, as a profession of an Arbitration Bar and panel of Arbitrators, how do we regulate ourselves in a manner that the markets are given assurance that the intensity of promise from the performance of arbitration as a dispute resolution mechanism is worth the markets investing in. I can tell you, I was also a transactional lawyer for a very long time. And over time, we found that corporates are abandoning arbitration. Particularly in certain types of disputes. I mean, you may not be able to abandon arbitration for a shareholder dispute or Shareholders Agreement, but where a pure summary suit would do the trick, why would a commercial entity choose arbitration and risk not having that option to strike at a summary suit without having to lead a trial? These are questions that we need to think about.

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Then I saw another theme about... the controversial question about whether courts should be allowed to modify arbitration awards. And my thoughts go thus. The minute you allow courts to modify awards, it's a horse which will run its own course. You may not be able to say on what terms and in what circumstances can courts modify awards. Can you, say, bring a literal, basic structure theory and say, without changing the underlying structure of the arbitral award you may be able to modify. Only you may then correct errors. What is that error? What appeals to being a basic feature of an award to one may look like a very peripheral thing to another, and then the whole point about an arbitrary award being a binary situation, presenting a take it all or leave it all situation. Sounds very drastic because at the end of an entire long litigation, the court may be left with no choice but to set aside the award, when what may ail the award may be a small portion of it. But the corollary to that is that in arbitration, law courts are not meant to disturb awards. Even if there are errors, I mean the whole Section 34 regime we're already seeing what's happening with matters of public policy? What about it being contrary to the fundamental policy of India, et cetera? So, this is a slippery slope, perhaps, in terms of allowing an amendment to an award in the hands of a court because it would then perhaps translate into a full blown appeal. We can say that it's not an appeal. You can say it's only limited, but we're already seeing the effects of Section 34. And there are Constitutional Bench judgments that are coming out to deal with the scope of 34 and 37. So, this is something that we need to think about. The binary position of take it all or leave it all is a very precious position, because, again, inherent in it is the belief that market participants make their choices to go to arbitration. And if they've made their choice to go to arbitration, they've made their choice to offer a less formalistic declaration of the mixed questions of fact and law involved in a dispute, and that should hold the field. Small errors here and there or what notions of it being in conflict with, legal principles should not be allowed to come in the way and disturb the award. We're also faced with situations where there's an award for specific performance of a supplemental contract which has got blanks in it and Parties.... And there Arbitrator was saying, yes, now you perform and then you come to court and you say what is it that you want perform? And that litigation goes on for years and years. So it may be tempting to go down this path, but a note of caution would be that if we embrace the principle that awards can be modified by courts, we need to then embrace the principle that if not de jure, de facto, it may lead to a full appellate review of the awards. How much are markets prepared for that? How much are participants preferred for that, is something that we need to think about.

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36 37 Then there was this theme about in-house Counsels and the expectations from arbitration. In some sense, what I've spoken already touches upon that. We need to ask ourselves, are we delivering value for our stakeholders? I mean, we are stakeholders, all right, but we are still intermediaries, the ultimate user of the law. The end user of consumer of justice is the litigant.



Are we delivering value to the litigant in terms of arbitration as a forum is a question we really can't run away from. And if the answer to that is, maybe, then we are in trouble because I think Justice Pitale was here this morning, spoke about the Government notification of disputes above certain threshold. Governments are saying we'll take our chance with our civil courts. We don't need to go into arbitration, and commercial parties may take that view and that's not a good sign at all. Because we're then actually establishing a principle and a precedent that markets are perhaps reconciled to the fact that this forum is not working. And because this forum is not working, this is something we need to conceptually embrace, that effectively, a good section of the market may choose not to opt for arbitration and to go to courts instead. So, what lies ahead? I mean how do we build credibility? How do we build a regulatory framework where Parties feel comfort, that opting for arbitration is going to be an effective dispute resolution forum for them, is very important question that needs to occupy the minds of the lawyers and the Arbitrators very intensely?

 Arbitration Bar can't be a weekend Bar. It can't be that we'll do arbitration on Saturday and Sunday and do our court practice during the week. I don't want to name names, but all of Bombay you speak of, especially in arbitration, you get two names. These are the focused Arbitrators in Bombay. Why then is we also as I don't know how many of us are purely Bombay, and how many are straddling two worlds, like many of us did in practice of Bombay and Delhi. We need to ask ourselves, why is Delhi stealing a march? If we... you have to first acknowledge that Delhi is perhaps stealing the march. Acknowledging the existence of a problem is the first part of the solution to the problem. It's the venue where you then get to do the arbitration, do all your Section 9, Section 34s and appeals from that to the local High Court and appeals from that to the Supreme Court, which is in Delhi. That's a huge strategic advantage that that centre has over other centres like us. We are the commercial capital. So, as the Bombay arbitration community, we need to rethink and reimagine what can we do to reclaim ground and maintain Bombay as a centre of effective dispute resolution. I mean, we are a 4 trillion economy today. Forget the 5 trillion number and when it will come. But even today, we are a 4 trillion economy. And we are the third largest economy in the world in purchasing power terms for a few years now. Do we have a dispute resolution system which effectively is commensurate and proportionate to this standing that India as a community, as a market has in the world, is a question we need to ask ourselves.

I'll conclude with, I didn't mean this to be a morose sort of theme. But I thought this opportunity to table thoughts that came to mind. Many of you will remember this phrase, "ease of doing business." It's such a bandied phrase that has found its way even into the preamble of the Commercial Disputes Act in the statements objects saying we need to improve our



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rankings in the 'ease of doing business' survey. This is a survey conducted by the World Bank with various statistical tools and metrics thrown into put an economic model to features and India improved significantly in many features. But it remains static in one chapterenforcement of contracts. Enforcement of law and contracts, we remained in the bottom 10 or 15 or 20. I don't remember the exact ranking now. Of course, these studies were being gained because various economies merged ten steps into one. If you had ten forms to fill, they would make one form of ten pages, and they said, oh, there's been reform and these rankings were gamed. And many countries game did so well that the World Bank stopped this survey. It's not an effective survey anymore. But in there lies a message that we need to think about why would we lag so far behind in law enforcement? Individual symptoms don't present the problem. You can say we have very few judges we can say under-resourced judiciary, we can say overburdened judiciary with government as a litigant. There are many, many truths coexisting and colliding but arbitration, let's remember, was meant to be an alternate dispute resolution mechanism where we don't need to burden the courts more with what we have. We need to be able to have an effective resolution on our own. Have we succeeded in that or have we failed an opportunity to do good, to do well and improve? Because people don't realize that a commercial dispute can finish a business. A small business, a medium sized business, an MSME, if it has a 20 crore claim and it can't recover that 20 crores in a commercial dispute. Chances are that enterprise may shut down. If their enterprise is shut down the cost of reinitiating that enterprise is so huge that it has a significant impact on the economy on a larger scale. So, we need to take these headwinds. We need to take these symptoms seriously and consider what is it that can be done as a community to improve the standard, to improve the quality of arbitration. Are our rules commensurate? I mean, I know that you all are discussing your draft rules just now, and that's up for grabs for discussion. How seriously does the community participate in rulemaking?

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36 37 Not many are aware that even subordinate law under Parliament made statute, there is a public consultation in almost every regulatory agency. How many people actually participate in that pre-legislative consulting, to add value? We, in fact have one Supreme Court judgment on the call drop system, where if a call drop, the theory was, if you penalize the telecom service provider for every call dropped, the problem would be solved. In the pre-legislative consulting technically, it was demonstrated that just putting a monetary penalty is not going to solve the call drop because the problems for the call drop was something else. The Regulator ignored that feedback and still implemented the law. The Supreme Court struck it down using this pre-legislative consulting as the empirical means of saying it's arbitrary and disproportionate, because available was evidence about the policy choice being totally a misfit to the problem sought to be solved. So likewise, when there is draft rules of the MCIA or it's anything to do



with even draft amendments to the Arbitration Act, how effectively does the community participate in these legislative exercises in this consultation exercises is also an area I want to leave behind for us to introspect on. Because we get the laws we deserve. If we don't participate, if we think that nothing is going to happen, this law will never come up like we did with Companies Act 2013, everyone said, oh, this bill is never going to be passed into law we are months away from the next election, and lo and behold, we had the Companies Act 2013, which was perhaps one legislation which sought to address everything that was found wrong in one case that went horribly wrong in the governance of a company. So, these are, again, things to ponder over. How effective are we in all these areas? And if we participate in all of these, if we think about every time you take a decision to oppose the appointment of an Arbitrator, every time you advise your clients to challenge an award, we ask ourselves, is there an externality that's being created by this? Are we also, for every effective delay in enforcement of an award, are we also sending a signal that no one ever comes to arbitration in future? We will then perceive the cost of the decisions we take as professionals on what advice we give clients, because you may get that fee today, you may get that delay in enforcement today, but two years down the line, clients may actually say, you know what, we really don't want to arbitrate. And that catchment area is actually eroded with every such decision.

So, I just wanted to leave you with these thoughts. I'm sorry if this has been a bit of a polemic or a very morose or a negative thing, but I thought it's a good way to end the day, having sat through all these sessions, to introspect on what can we do better in terms of the content of all these sessions that we've articulated through the day. Thank you very much for having me. It's always a pleasure to speak for all of you. Thank you.

**HOST:** Thank you, sir, for your insights. I would now like to invite Mr. Nish Shetty, a Co-Chair of the MCIA Council to give the vote of thanks.

NISH SHETTY: Thank you very much. I was going to say that the theme of both my Vote of Thanks and my concluding remarks was going to be in capsulated in the phrase, "Look how far we have come." Now, after hearing Justice Sundaresan's comments, I'm still going to say look how far we have come. But I will also address some of the points that Justice Sundaresan, you have very, very helpfully raised. So, I think rather than apologizing for it being depressing or polemic I think it is absolutely the thing that we should be doing in conferences of this nature. It is about thought leadership. It is about addressing the issues of the hour and seeing where we can go to from here, what are the changes that are the most pressing and what are the changes that we need to focus on. So, you raised a number of issues. And I'm not going to deal with each and every one of them, but I will just remind everyone of some of these, and in



doing so, I will invite both the members of the Judiciary and also members of the Indian arbitration community to perhaps reflect on some of this.

The first issue that I thought I would focus on is your comment that, institutional appointment of Arbitrators is something that should perhaps happen. Now, again, this is something that does happen outside of India and happens quite routinely, quite regularly, without the involvement of the court. Now, that obviously will involve some change. But the point that I want to make is, with dealing in international arbitrations, with dealing in domestic arbitrations, there is a great amount of precedent out there, and I would invite everyone to look at what happens outside of India while you're also looking at what happens within India. There are lessons that are unique to India. And I imagine that not everything that happens outside can be translated into India, but there is a lot that does happen outside of India that could perhaps be introduced here as well. Even within the current system, MCIA has been the beneficiary of referrals from the judiciary, both from the Supreme Court and other courts where the MCIA has become the party that would otherwise appoint an Arbitrator. So, that perhaps is one solution.

Judge, I know we didn't discuss this, but I'm very glad that you raised this issue of whether summary judgment, for example, which is available in court, is something that the arbitral community should perhaps be cognizant of and whether that's a differentiating factor. Now, you'd be happy to note that as part of the rule changes that have been proposed, that is a concept that we are proposing to introduce into the arbitration world. Now, this is not novel in the international arbitration world. It has been introduced in the context of many other institutions around the world. And when I come to how far we have come, I'll deal with that in a bit more detail. But perhaps, I just wanted to flag that, to say that even within the arbitral world that is a gap that has been filled through institutional arbitration and institutional rules.

 The third point that I thought I would focus on in my Vote of Thanks to the Judge for raising these issues is really around modification of awards and your candid feedback that it's, to quote you, "a slippery slope." I couldn't agree more. The whole idea of having an alternative dispute resolution process is that it's an alternative. And if Parties have chosen that, barring very specific instances the idea is not to have an appellate process through the court system. If Parties have voluntarily chosen that and have consented to it, then really what the courts can, in my respectful submission, what the courts should really be doing is presenting a supportive role to what the Parties have already chosen. And that's what the intent of the legislation is, and that's how it's again applied in many, many jurisdictions around the world, that have virtually the same laws that India has. In terms of the UNCITRAL Model Law, it is



not that different. So, perhaps that experience from overseas can also be considered when we're considering this issue.

The final point is really around ease of doing business. And Judge, again, thank you for raising that. Because in my view we're going into again, I'll use this phrase, "a golden age for India". Again, I practice in Singapore and I'm looking almost from out, in. I think the inflow of capital into India, in my view, will be unprecedented in the next decade or so. And Indian practitioners, Indian Judiciary should really be, should celebrate that and should also facilitate that in whatever way it can.

So, finally, in terms of how far we have come, what I wanted to touch on was this. When we started MCIA in about eight years ago one of the things that Madhukeshwar and I were discussing was the need to have a conference. An arbitration conference. Because, again, internationally, you could, you could attend two arbitration conferences a day and you would still would not finish attending all of them. But in India that was not quite a thing. And Madhukeshwar said, who's going to come? Who's going to leave their busy court practice and comfort arbitration conference? And also, I said, okay, we should also charge money for it. And he looked at me as if I was crazy, and he said, you're going to charge money? Take them away from the high paying practice in court and ask them to come for an arbitration? In eight years, we've gone from having a half-day arbitration event to a week-long event across three cities. And that too a sold-out event weeks in advance where you're having distinguished members of the Judiciary and other practitioners, sharing thoughts and discussing what more we can do to improve the arbitration landscape. So, I think we have come a long way. And we shouldn't forget that while we're considering what are the challenges, we shouldn't forget how far we have come.

The transcription that you see is an example of this as well. The first time we introduced live notes and something that Madhukeshwar and I discussed at the time and said, we want to show how live transcription takes place. And at the time we had an international service provider come and translate the conference as it was going on. And people were coming up to us and saying, "Is everybody reading from a script? How is it that everything that is being said is coming up on that screen right there?" Again, fast forward eight years, what you're seeing on the screen is not an international service provider. It's an Indian service provider doing it. TERES. So again, how far have we come? I think it's something to celebrate. And I'm told that TERES is now transcribing in the Indian courts as well. So, we have come a long way. The journey continues, but we have come a long way.



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The third is around, really rules and I touched on the fact that, and the Judge as well, and others have touched on the fact that we are hoping to amend the rules and we are going to amend the rules. And the draft rules have come up for consultation again. In response, Judge yesterday marked the day when those rules have been disclosed to the public for consultation. Even the first set of rules that we introduced we consulted the Bar, we consulted members of the Judiciary. We had Indian practitioners, we had international practitioners that came up with the first set of rules. It's lasted us eight years. And at the point in time when we introduced those rules, some of what we are introducing now was already in play in the international context. But it was a deliberate decision not to introduce it in the first round of the rules because the feedback that we got from very few senior members of the Indian community, legal community was the market is not ready for it just yet. So, let's have the institution build credibility, let the rules as they are come out, let us work through that. We'll see what issues crop up. But today the same Indian practitioners and other Indian practitioners together with the international practitioners have come to the conclusion that what you're seeing now in the draft rules is best-in-class in the world. Now, when the rule, draft rules were being talked about, for me, it was a moment of pride when a senior German practitioner is here saying, I wish we had this in Germany, right? Many of us hold German standards as being among the highest standards in the world for very many things, but I think we can take pride in some of these things. The fact that the community has reached a point where we can be best-in-class and we may be, well be setting the standard for others to come. And that's what MCIA aims to do.

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Two final points. One is referrals. I touched briefly on that again from the Judiciary, we've been fortunate to get those referrals from the Judiciary. One of the messages I'd like to leave, a thought I'd like to leave behind is for practitioners who are appearing before the courts in India on these motions for appointment of Arbitrators, why don't you make that request of the Judiciary that this be done by an institution rather than the Judiciary itself. Make that as a request, and hopefully if the judge in question feels it's appropriate, will make that order and will simplify that intervening process that Justice Sundaresan talked about.

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36 37 Final point, really sort of way forward. MCIA, in the last eight years has done a number of things. One is it's increased its caseload, it's increased its visibility, but it's also built a lot of capacity on the ground in India. And I can see that as being part of that journey moving forward as well. If you look at the MCIA Report, the Annual Report, you will see that nearly half of the Arbitrators appointed are women. You have Counsel that are appointed. You have international Counsel that are appointed in addition to the Indian judges that are appointed to these arbitrations. So, I think building capacity, ensuring diversity and appointment and



ensuring timeliness. That's been the core of every message that we've delivered through MCIA over the years and that I think will remain the core of MCIA's sort of ethos. So, do have a look at that report. In terms of dispute resolution more broadly, I think MCIA just aims to be the gold standard in India and perhaps it'll be the gold standard in the region as well. So, those are my concluding remarks. I think we're all grateful to all of you for attending this event, and I hope you've had a fruitful day of discussions and deliberations. And what stands in the way now of me concluding this and drinks is virtually nothing. So, let's all conclude this evening with some drinks and enjoy the networking thereafter. Thank you very much.

**HOST:** Thank you. Thank you, Mr. Shetty. And with that we conclude for the day. And I request you all to please join us for drinks and dinner. Thank you. And we request you to join us tomorrow as well at o8:30 for the breakfast event. Thank you.

14 ~~~END OF SESSION~~~