

15<sup>th</sup> Annual ITA-ASIL Conference  
DIVERSITY AND INCLUSION IN INTERNATIONAL ARBITRATION

**The Math: Caution + Habit + Bias**

Professor Lucy Reed

4 April 2018

**THE MATH**

Caution + Habit + Bias = Low Diversity

## THE MATH

Caution + Habit + Bias + Inclusion = Better Diversity

## THE MATH

Caution + Inclusion + Patience + Persistence = Yet Better Diversity