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Corporate Social Responsibility

The Corporate Governance of the 21st Century

Second Edition

Edited by
Ramon Mullerat



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International Bar Association Series
Corporate Social Responsibility

The Corporate Governance of the 21st Century

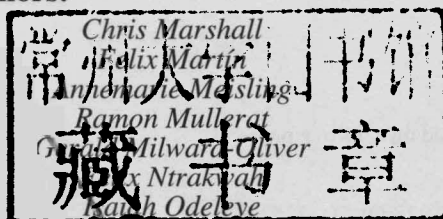
Second Edition

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Corporate Social Responsibility

Foreword to the Second Edition

This excellent and illuminating book edited with sweeping vision by Ramon Mullerat allows the reader, with such wisdom in its pages, to step back from the normal rush of his or her daily business to consider how some leading legal scholars and practitioners think about, and chart on a long-term basis, the delicate issue of corporate social responsibility.

The International Bar Association is very proud to co-publish with Kluwer Law International and to present this updated book both to its members and to the world's legal community at large.

At a time when global cooperation is growing in many areas, such as commerce, investment, banking, crime prevention, financial crisis, human rights or the environment, this innovative and stimulating book, full of new perspectives and measured judgments about risks involved, shows that effective governance definitely requires corporations to constantly take into account their different social responsibilities.

It will, I believe, help anyone interested in its subject to shape his or her thinking or perceptions on an issue of great importance providing a comprehensive and detailed account of how the subject has unfolded, as well as a vital background to its growth and development.

Topics treated include new worldwide and regional initiatives as well as comments on the impact of 'Codes of Conduct' and some perspectives of particular professional importance, such as the links existing between corporate social responsibility and the environment or human rights.

Written and updated by a diverse cross-section of lawyers for lawyers and anyone else involved or interested in business, this engaging as well as comprehensive and opportune book, enlivened by the authors' personal experiences, debunks well-known myths and fears which often prevent people from seeing the reality it describes. It is also packed with interesting chapters dealing with the particular role

Foreword to the Second Edition

of lawyers on the issue, thus making it far more profound than a mere reporting of ongoing events and trends.

Ramon Mullerat's star-quality cast has provided and now updated a thoughtful and provocative work as well as a multifaceted and up-to-date professional tool for all those interested in keeping pace with today's evolving business climate.

This therefore is, and will be, a good book to consult.

Emilio J. Cárdenas

Former President of the International Bar Association

About the Authors

Ramón Mullerat (Editor)

Ramon Mullerat O.B.E. is a lawyer in Barcelona and Madrid, Spain; Avocat à la Cour de Paris, France. He is an Honorary Member of the Law Society of England and Wales and an Honorary Member of the Bar of England and Wales. Ramon Mullerat is former Professor at the Faculty of Law of the Barcelona University and an Adjunct Professor of the John Marshall Law School, Chicago. He is the Former President of the Council of the Bars and Law Societies of the European Union (CCBE) and Member of the American Law Institute (ALI), alongside being a Member of the American Bar Foundation (ABF). He is Member of the Board of the North American Studies Institute, former Co-Chairman of the Human Rights Institute (HRI) of the IBA, Member of the London Court of International Arbitration (LCIA), Member of the Council of Justice of Catalonia and President of the Associació pel Foment de l'Arbitratge (AFA), as well as Former Chairman of the Editorial Board of the European Lawyer; Member of the Club Español del Arbitraje (Spanish Arbitration Association); author of the report for a revision of the Code of Ethics of the Council of the Bars and Law Societies of the European Union, Member of the Committee for the revision of the Code of Ethics of the International Bar Association (IBA) and Chairman of the working Group on Ethical Guidelines for Lawyers working in arbitration of the Council of the Bars and Law Societies of the European Union. He is author of numerous books, articles and publications and he writes and lectures frequently around the world on law, arbitration law, CSR and legal ethics.

Daniel Brennan

Lord Daniel Brennan QC is a senior member of Matrix Chambers, London and was appointed a life peer in 2001. He is a former Chairman of the Bar of England and Wales and a member of the Bars of the Republic of Ireland and of northern Ireland. His practice specializes in commercial law, international business and environment issues, public and private international law, and international arbitration. In the

House of Lords, Lord Brennan is Chairman of the All Party Parliamentary Group on Legal and Constitutional Affairs; Chairman of the British Spanish Parliamentary Group; and a member of the British-Latin American Parliamentary Group. From 2000 to 2004, he was also a member of the Select Committee on the European Union and a member of the Sub-Committee on European Laws and Institutions. Lord Brennan has been a Queen's Counsel since 1965 and formerly served as a Deputy High Court Judge and Crown Court Recorder. He also has an extensive international litigation and advisory practice involving bilateral investment treaty and commercial and energy work in South America and Asia. He was a speaker at the World Economic Forum Latin America meeting in Rio de Janeiro, 2009, on Middle East and Asian investment in Latin America. He is the Chairman for Emeritus of the international CSR group, the Caux Round Table and a member of their Global Governing Board. Lord Brennan is the Independent Assessor to the Minister of Justice and Minister of Defence on Miscarriages of Justice; a Board Member of Justice – U.K. Branch of the International Commission of Jurists; a member of the American Law Institute; and an associate member of the American Bar Association. He has served as Councillor of the International Bar Association; Co-Chair of the IBA Committee on the Development of the Legal Profession; and President of the European Circuit of the Bar of England and Wales.

Richard Brophy

Richard Brophy has been the Community Affairs Co-ordinator at CMS Cameron McKenna since September 2003, overseeing its pro bono, employee volunteering and charitable giving schemes. After completing a degree in English Literature at King's College London in 1997, he worked in business support at a leading London architectural practice, followed by a similar role at the prestigious Bartlett School of Architecture, University College London. After a period working for Hobsbawm Macaulay Communications – a specialist PR agency advising charities, not-for-profits, NGOs, media and arts clients – he joined the Education department at the Royal Institute of British Architects. At RIBA, Richard ran a series of charitable trusts, developed their web presence and other information tools, event managed an international student design award and played a key role in projects designed to widen access to the profession. His own volunteering work includes serving as a management committee member at Hackney Community Law Centre advising specifically in PR, media management and other communication issues.

James E. Brumm

Jim Brumm is Executive Advisor and a member of the Board of Directors and its Executive Committee at Mitsubishi International Corporation in New York. He retired as Mitsubishi International Corporation's Executive Vice President and General Counsel at the end of 2007. Mr. Brumm was also a member of the board of Mitsubishi Corporation in Tokyo from 1995 to 2007. He is a member of the board of Tembec Inc., a publicly traded Canadian forest products company, where he serves on the Corporate Governance and Human Resources Committee. He is President of the Mitsubishi Corporation Foundation of the Americas, Chairman of the Board of the American

Bird Conservancy, and serves on the boards of Forest Trends, the International Crane Foundation, the Mitsubishi Corporation Fund for Europe and Africa. Mr. Brumm practices and advises on environmental, human rights, corporate governance and CSR issues through Glastonbury Commons, Ltd. and the Gaemo Group. Prior to joining Mitsubishi International Corporation, he practiced with law firms in New York and Tokyo for seven years. He is active in the Association of the Bar of the City of New York where he was Chair of the Committee on International Trade and the Task Force on International legal Services. He was the Association's representative to the International Bar Association from 2002 to 2010 where he was Co-Chair of the Corporate Counsel Forum (2007–2008) and a member of the Task Force on International Multijurisdictional Commercial Practice. He graduated magna cum laude with a Bachelor's Degree in Political Science from California State University at Fresno in 1965 and graduated from Columbia University School of Law in 1968.

Emilio J. Cárdenas

Emilio J. Cárdenas is an international lawyer from Argentina. He served as President of the Association of Argentine Banks (ABRA). In September 1992, he was appointed Ambassador and Permanent Representative of Argentina to the United Nations. As such he served as Non-Permanent Member of the United Nations Security Council. He was also the Chairman of the Sanctions Committee for the former Yugoslavia. He was, as well, Vice President of the United Nations Economic and Social Council. In November 1997, he was appointed Personal representative of the United Nations Secretary General to Iraq. In 1999, he was appointed by the UN Secretary General as a Member of the United Nations Pension Fund's Investment Committee. Mr. Cárdenas became Executive Director of HSBC Argentina. In October 2002, he was elected President of the International Bar Association (IBA) in which prestigious organization he also was co-Chair of the Human Rights Institute. He served as Director of the Bar Association of the City of Buenos Aires, in 1972 (Alternate) and in 1981 and 1983 (Full Director). Mr. Cárdenas has lectured in a variety of international legal and economic forums. He is the author of several books and numerous articles on international and other legal issues. He is a frequent contributor to the Argentine newspapers and a Member of the Board of Editors of 'La Nación'. He is a member of the Editorial Advisory Board of the Journal of International Economic Law and – since 2004 – the Director of an international quarterly review published in Buenos Aires: 'Agenda Internacional'. Mr. Cárdenas has taught courses on International Business Transactions and other legal courses at the College of Law of the University of Illinois, the University of Michigan Law School and the Louisiana State University Law School.

Hans Corell

Hans Corell was Under-Secretary-General for Legal Affairs and the Legal Counsel of the United Nations from March 1994 to March 2004. Having received his law degree from the University of Uppsala in 1962, he served first as court clerk and later as judge until 1972. That year, he joined the Ministry of Justice, where he was engaged in legislative work on real estate, company law, maritime law, administrative

law and constitutional law. He became Director of the Division for Constitutional Law in 1979 and Head of the Legal Department in 1981. From 1984 to March 1994, he served as Ambassador and Head of the Department for Legal and Consular Affairs in the Ministry for Foreign Affairs. He was a member of Sweden's delegation to the United Nations General Assembly (1985–1993) and had several assignments related to the Council of Europe, OECD and the CSCE (now OSCE). Together with two other rapporteurs, he was author of the OSCE proposal for the establishment of the International Tribunal for the former Yugoslavia, transmitted to the UN in February 1993. In 1998, he was the Secretary-General's representative at the Rome Conference on the International Criminal Court. Since his retirement from public service in 2004, he is engaged in many different activities in the legal field, *inter alia* as legal adviser, lecturer and member of different boards. Among other, he is involved in the work of the International Bar Association. He is Chairman of the Board of Trustees of the Raoul Wallenberg Institute of Human Rights and Humanitarian Law at Lund University, Sweden. Hans Corell holds honorary Doctor of Laws degrees at Stockholm University (1997) and Lund University (2007).

Claes Cronstedt

Claes Cronstedt was a partner of Advokatfirman Landahl & Bauer, Stockholm; international partner of Baker & McKenzie, Stockholm, former head of the Corporate Practice Group and founder and head of the Baker & McKenzie CSR Practice Group in Stockholm, past chair of the board of directors of several corporations, i.a. Tera-dyne Scandinavia Inc.; TNT Sverige AB; Compaq Computer AB; Granada Computer Services AB; Adobe Systems Nordic AB; Lear Corporation Sweden AB and Novell Svenska AB. Admitted to the Swedish Bar. Claes Cronstedt has advised international corporate clients on a wide range of corporate law issues, including major M & A transactions. He served as arbitrator and as counsel in international arbitrations. He has been involved in international Human Rights litigation, in particular, the Raoul Wallenberg Case against USSR. Since 2002, Claes Cronstedt is a member of the CSR-Committee of the Council of Bars and Law Societies of Europe (CCBE); he was the co-founder and member of the Advisory Board of the Swedish Amnesty International Business Group (1999–2008); since 2003 he is a member of the Geneva International Committee of Human Rights Watch. During 2001–2004, he was a member of the Swedish Committee of the International Chamber of Commerce (ICC) Commission on Business in Society; during 1999–2006, he was a trustee of International Alert, London, working with peaceful transformation of violent conflicts. During 2006–2008, he was a member of the International Commission of Jurists' Expert Legal Panel on Corporate Complicity in International Crimes; he is the founder and the former chairman of Raoul Wallenberg Academy for Young Leaders (2001–2007). He is the Chairman of Get the Point Foundation working against youth violence; he was a member of the board of the Stockholm Bar Association (1993–1998), member of the board of the Swedish Federation of Service Industries (1992–1998) and Chairman of the Swedish Marine Industries Federation, SWE-BOAT (1986–1995). During 1992–1998, he was the Vice Commodore and Honorary Secretary of the Royal Swedish Yacht Club.

Jonathan Goldsmith

Jonathan Goldsmith is the Secretary General of the Council of Bars and Law Societies of Europe (CCBE), which represents over 1,00,000 European lawyers through its member bars and law societies. The CCBE deals with a wide range of EU and global issues, such as anti-money-laundering legislation, an EU-wide Code of Conduct, competition matters affecting the legal profession, and GATS. He is an English solicitor. He began his legal career in the UK Citizens Advice Bureaux as advice worker (1978–1980) and community lawyer (1980–1986). After that, he joined the Law Society of England and Wales, first as Deputy Head, Communications and then, from 1995 to 2001, as Director, International, promoting the interests of solicitors abroad.

Max Granström

Max Granström is a Senior Associate of Mannheimer Swartling Law Firm. Mr. Granström is specialized in dispute resolution, representing a large number of clients in domestic and international commercial arbitration and litigation since 2001. He is currently acting as a project manager in Mannheimer Swartling's Corporate Social Responsibility matters, and as a lecturer on CSR and Human Rights-related topics. He is involved in the firm's work in the UN-project 'Corporate Law Tools' (launched within the framework of Professor John G. Ruggie's work as the Special Representative of the Secretary-General on Business and Human Rights). During 2003–2008, Mr. Granström was also the Secretary-General of Swedish Institute for Legal Development, an institute involved as a project leader in international development cooperation projects.

Ivor J Hopkins

Co-director of MHC International Ltd (MHCi London and Geneva), a B2B company that advises in Corporate Social Responsibility (CSR/CR). Ivor specializes in CSR with particular expertise in Small & Medium Sized Enterprises (SMEs), Sustainability in Travel, Cross Cultural business management and Business Ethics. He is no stranger to the international stage in CR, delivering speeches and seminars on CR from Denmark to Panama, and from Istanbul to Nigeria, and he works with all sizes of organizations. He writes articles for business magazines on CR and strategic business thinking, and teaches CR, business ethics and Sustainability in Travel at the Universities of Middlesex and Geneva, and at Sussex Coast College. His current business focus is the support and development of joint venture activities in CSR in Nigeria, Mauritius, Pakistan and Scandinavia. He has an international sales and marketing background, combined with project management (such as driving the Olympic windsurfing engagement at a specialist, international water-sports supplier from their headquarters near Munich, Germany for 1996, 2000 and 2004). He is a member of the Institute of Directors, Institute of Business Ethics, Hastings Area Chamber of Commerce and The Institute of Learning. He was educated to Masters level (MA, University of Manchester 1980), he also has a BA English Language & Literature (University of Manchester, 1978), and a post-graduate Certificate in Education (Didsbury School of Education, 1980).

Michael Hopkins

Dr. Michael Hopkins is Professor of Corporate and Social Research at Middlesex University Business School, London, UK, Director of CSR at University of Geneva and CEO and Chairman of MHC International Ltd. (MHCi: London, Washington D.C. & Geneva), a research and service company on Corporate Social Responsibility and Labour Markets. He holds a doctorate in labor economics from the University of Geneva, and is Professor of Corporate & Social Research at the University of Middlesex in London, UK. Michael has worked and advised on strategic CSR with World Bank, UNDP, Glaxo-Wellcome, BT, BAT, BP, Nestle, Manpower, O2, SGS, Addax Petroleum, Cargill, etc. He is currently Founder and Director of Executive Programmes on CSR at the University of Geneva in Switzerland (www.corporateresponsibility.ch); holds a similar position at George Mason University in Virginia, US; leads the Jewellery Ethical Trading System (JETS) which aims to reduce dependence on blood diamonds; initiated the US\$100mn Qatar Youth Employment project with Sheikha Mouzah; is Senior Adviser to the US Chamber of Commerce's corporate citizenship program, is revising the World Bank's online CSR courses; Member of the Advisory Council US Center for Citizen Diplomacy; Senior Adviser on Sustainability to the China-based NGO – Women In Sustainability Action; and has joint ventures to develop CSR activities in West Africa (Nigeria), Pakistan and East Africa (Mauritius). Before working full-time with MHCi, Michael worked in the HQ of ITT in London, was Research Fellow at IDS, University of Sussex and Senior Economist at the ILO's HQ in Geneva, and was Secretary of all UN agencies Panel of Econometricians. He was Visiting Professor at the Universities of Uniandes and Valle in Colombia teaching labor economics, and was Chief Economist of the Netherlands Antilles where he directed its socio-economic plan that initiated today's vibrant tourist market in Curacao. He has also worked on human resources and labor market issues in over 120 countries around the world, *inter alia*, Colombia, Brazil, Egypt, Jordan, Qatar, Dubai, South Africa, Malaysia, China, Philippines, Vietnam, Portugal, and Azerbaijan and written many works on CSR and other topics. His new book is on Strategic CSR where he widens the 'corporate responsibility' concept to all 'bodies' both private and public.

Donald Johnston

The honorable Donald Johnston PC OC QC LLDs (5 HC) is a Founding Partner and Senior Counsel to the major Canadian and international law firm, Heenan Blaikie, LLP. He has enjoyed a long career as a lawyer and politician, spending 10 years in the Canadian Parliament, and serving as a Cabinet Minister in a number of senior portfolios. Mr. Johnston was a Member of Parliament from 1978 to 1988. He served in the Cabinet, first as President of the Treasury Board (which manages the Federal Public Service and controls the National Budget), and then as Minister of State for Economic and Regional Development, Minister of Science and Technology, Minister of Justice and Attorney General of Canada. With the defeat of the Liberal government in 1984, Mr. Johnston became Opposition Critic for Finance and, later, for External Affairs. In 1990, Mr. Johnston was elected

President of the Liberal Party of Canada. In 1992, he was re-elected and held the post through the election in 1993 that returned the Liberal Party to power. Mr. Johnston studied Arts and Law at McGill University, graduating from law in 1958 as the Gold Medallist. He holds Honorary Doctorates in law from McGill University, King's College, Bishop's University, McMaster University and in Economics from Bratislava. He taught fiscal law at McGill University, he has written many articles on taxation, law and public affairs and is the author of several books. He was Secretary-General of the Organisation for Economic Co-operation and Development (OECD) from 1996 to 2006. After stepping down from the OECD in 2006, he resumed his legal career as Counsel to Heenan Blaikie (formerly Johnston Heenan Blaikie), as well as being a senior advisor to the McCall MacBain Foundation in Geneva, Chairman of the International Risk Governance Council (Geneva), and Distinguished Visiting Professor at Yonsei University in Seoul Korea 2006–2009.

Michael Karlsson

Michael Karlsson is a Senior Partner at Mannheimer Swartling Law Firm. His field of expertise covers mergers and acquisitions as well as dispute resolution. He is moreover the chairman of Mannheimer Swartling's pro bono activities, and the responsible partner for corporate social responsibility matters. He is responsible for the firm's contribution in the UN-project 'Corporate Law Tools' (launched within the framework of Professor John G. Ruggie's work as the Special Representative of the Secretary-General on Business and Human Rights). Mr. Karlsson was one of the founders of Lawyers Without Borders in Sweden. He has been on the board of Amnesty Business Group Sweden, and he currently holds the positions as chairman of SOS-Children's Villages Sweden, board member of SOS-Kinderdorf International and commissioner of SOS-Kinderdorf executive committee. Mr. Karlsson is a member of the Swedish Bar Association.

David Kinley

David Kinley has been a legal academic and practitioner for 15 years specializing in human rights law. At the time of writing, he is professor of International Law, and founding Director of the Castan Centre for Human Rights Law at Monash University in Melbourne, Australia: www.monash.law.edu.au/castancentre. In April 2005, however, he fills the position of the inaugural Chair in Human Rights Law at Sydney University. He has taught at a number of universities in Australia and has been a Visiting Fellow at several universities. He was awarded a Senior Fulbright Scholarship in 2003, which he pursued at Washington College of Law, American University, Washington D.C. during 2004. He has lectured and delivered speeches in a host of countries worldwide and has also worked for many years as a consultant and advisor in international and domestic human rights law. He is author/editor of four books including: *Human Rights in Australian Law* (Federation Press; 1998), in addition to the publication: *Human Rights Explained* at: http://www.hreoc.gov.au/hr_explained/index.html. He is also author of some 50 articles, book chapters, reports and papers published internationally on a range of legal matters, but especially on human rights law.

Paola Konopik

Paola Konopik is an Associate in the Corporate Accountability practice group of Mannheimer Swartling in Stockholm, Sweden. Paola Konopik specializes in CSR and has written and lectured on CSR issues. She is a graduate of Stockholm University. Paola Konopik is a Fulbright scholar and earned her LLM degree from Columbia University in New York.

Michael Lagowski

Michael Lagowski is a Manager in the CSR and Environmental Affairs Office at Mitsubishi Corporation's Head Office in Tokyo. Before joining Mitsubishi Corporation in 2006, Mr. Lagowski spent time working for Japan's central and local government focusing on international cooperation and capacity building programs aimed at developing nations. He graduated from Indiana University in 1998 with a double major in Economics and East Asian Languages and Literature and received his MBA from Notre Dame's Mendoza School of Business in 2006.

Reinier Lock

Reinier Lock spent the first 24 years of his life in Southern Africa. In his five years at university in South Africa, followed by a year as a financial journalist in Johannesburg, he witnessed first hand, and fought against, the injustices of apartheid. After his exile from South Africa for anti-apartheid activities, Reinier studied at Oxford (BCL) and the University of California at Berkeley (LLM); and he received a Diploma in Human Rights Law from the University of Strasbourg. He practiced business law in San Francisco, and then served in several legal positions in the US Department of Energy and as Legal Advisor to a Commissioner of the Federal Energy Regulatory Commission. Since returning to private practice in 1990, he has worked primarily in the areas of energy and infrastructure development, project financing and infrastructure regulation. This work brought him back to South Africa after 28 years in exile; and he has subsequently worked extensively in the SADC region and, more recently, in the ECOWAS region, of Africa. Reinier has been very active since the early 1980s in the American Bar Association and, since the early 1990s, in the International Bar Association (IBA). He has served on the Board of Directors of a statewide rural cooperative electricity corporation in the US. He has recently spoken at IBA conferences in Lagos and in Calgary on the challenges of CSR in the infrastructure areas. He assumed the Chair of the IBA's Section of Energy, Environment, Natural Resources and Infrastructure Law (SEERIL) at the IBA's Auckland conference in October 2004.

John Lowry

John Lowry teaches Corporate Law and Insurance Law at University College London where he is a Professor of Commercial Law. He has taught law in the US and practiced in Canada specializing in corporate litigation. He has written widely in domestic and international journals on directors' fiduciary obligations, shareholder remedies and insurance law. He is co-author of a number of books including, *Limitation of Actions* (1998); *Company Law* (2010); *Pettet's Company Law* (2009);

Insurance Law: Doctrines and Principles (2005) and *Insurance Law: Cases and Materials* (2004). He is also a Contributing Editor to *Gore-Browne on Companies* and the Company Law section editor for the *Journal of Business Law and International Corporate Rescue*. In 2001, he was a Visiting Fellow at the University of Connecticut and in 2010 he was elected Distinguished Global Jurist Visiting Professor at the Chinese University of Hong Kong.

Josep M. Lozano

Josep M. Lozano was awarded a Ph.D. in Philosophy by the University of Barcelona and a degree in Theology by the Theology Faculty of Catalonia. He also holds a degree in Executive Management from ESADE Business School. He is currently Full Professor at the Department of Social Sciences at ESADE and Director of the Institute for the Individual, Corporations and Society (IPES). His academic and professional activity focuses on the fields of Applied Ethics and Corporate Social Responsibility. Josep Lozano's five major books to date include *Danone en Ultzama and Ethics and Organizations* (Kluwer). He is Director of the Observatory on Ethical, Ecological and Social Funds in Spain. He is cofounder of Ética, Economía y Dirección (the Spanish branch of the European Business Ethics Network); member of the international council of Ethical Perspectives. Mr. Lozano was the ESADE representative in the consortium of European universities that created the European Academy of Business in Society (EABiS). He was member of the Catalan Government's Commission on Values, and of the Spanish Ministry of Employment and Social Affairs' Commission of Experts on CSR. He was awarded as Runner-up in the Faculty Pioneer Awards by Beyond Grey Pinstripes.

Jonathan Lux

Jonathan Lux is a solicitor and partner of Ince & Co. He has handled enough hard-boiled court cases to know the benefits of mediation and arbitration. As a litigator and contract lawyer since 1975 at solicitors Ince & Co in London and Hamburg, he has seen at first hand the commercial side of the maritime industry, energy, insurance, international trade and commerce. His experience has led him to champion the use of ADR and arbitration in these sectors, to enable people quickly and cost-effectively to put disputes behind them and get on with their business. He also mediates and arbitrates in other fields and is happy to do so in any. He has been member of the Human Rights Institute's Committee on Legal Systems and Co-Chairman of Corporate Social Responsibility Committee of the International Bar Association. Jonathan Lux is author and co-author of numerous works. He has been named Global Shipping & Maritime Lawyer of the Year by Who's Who Legal.

Chris Marshall

Chris Marshall is Allen & Overy LLP's Pro Bono & Community Affairs Senior Manager and is responsible for the overall leadership of these aspects of the firm's social investment programs and the management of the firm's pro bono & community team and programs for its 5,000 staff. Chris' work has been recognized through a number of awards including Legal Business Corporate Social Responsi-

bility Law Firm of the Year and The Lawyer Pro Bono Team of the Year. Chris has been at the forefront of developing international pro bono and chaired Advocates for International Development (A4ID), a global pro bono organization connecting lawyers with developing countries and development organizations to tackle unmet legal need, from its inception until May 2010. He is a member of the UK Attorney General's International Pro Bono Coordinating Committee and has run pro bono programs in a wide range of countries in Africa and Asia. Chris is a qualified solicitor and is experienced in law and international development matters including access to justice, international investment and trade and socio-economic rights and legal systems.

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Based in Bradford on Avon, Wiltshire, Gerald Milward-Oliver is a Fellow of the Royal Society of Arts, a director of Creating Excellence (a regional centre of knowledge helping communities find sustainable solutions to development and community issues) and chairman of Think BoA (a cooperative formed to promote the creative and cultural development of people and businesses in the Bradford on Avon community area).

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Mr. Felix Ntrakwah is the senior partner of Ntrakwah & Co., a corporate and commercial law firm in Ghana. He started private practice in 1981 when he resigned from the civil service as an Assistant Registrar General in charge of companies, trademarks and patents. Mr. Ntrakwah obtained his LLB degree from the University of Ghana in 1973 and qualified as a lawyer at the Ghana School of Law in 1975. He is a member of the Ghana Bar Association, International Bar Association and the Chartered Institute of Arbitrators (UK). He was for a number of years a director of Ghana Commercial Bank Limited. He is the chairman of Financial Investment Trust and also Eximguaranty Company (Ghana) Ltd. Mr. Ntrakwah is the founder of the Corporate Law Institute of Ghana and a member of the Committee of Experts for Business Law Reform in Ghana. He has delivered papers at professional seminars and published articles on various topics including corporate governance, privatization, banking, among others.

Isaiah Odeleye

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María Prandi

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