“While we, like others, transitioned to a virtual way of doing business, our accomplishments have been very real. The vibrancy of our organization – the relevancy and importance of the issues we are addressing together – is reflected in the world class caliber of our members and of our neutrals.”

— Allen Waxman • President & CEO
CPR seeks to manage conflict to enable purpose. CPR’s mission is to harness the insights and experiences of its members to prevent and resolve business disputes.

**WE DO THIS BY:**
- Convening a community of members to generate innovative and best practice resources to prevent and resolve disputes.
- Promoting a global culture of dispute prevention and resolution.
- Resolving conflicts through an array of dispute resolution services and a Panel of Distinguished Neutrals.

**THE VALUES WHICH ANIMATE OUR OPERATIONS ARE:**
- Quality — We strive for excellence in all that we do.
- Accountability — We are responsive to the needs of each other, our members, our customers and to the broader community in which we work; we are responsible for addressing those needs efficiently and with integrity.
- Collaboration — We seek to understand each other and to help find common ground and effective solutions.

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2020 started like any other year for CPR and the rest of the world, but quickly turned into one more challenging and consequential than we ever could have imagined. There were so many lives lost to the pandemic, so much pain caused by economic distress and so much conflict. In fact, the need to find common ground has become increasingly urgent — and that is where we, in the CPR community, have a chance to lead. Managing conflict to enable purpose is our cause.

While our focus is on managing conflict in the business community, the opportunity to model conflict prevention and resolution for other communities is both apparent and needed. Indeed, General Jim Mattis recently spoke to our community at CPR’s Annual Meeting and underscored how critical it is for business to exercise leadership in this area:

“...I find no group that’s more capable of defining problems and organizing teams to solve problems than in the business community... I just don’t see that kind of leadership in academia, I don’t see it in our federal level, elected officials or anywhere else.”

As I look back over the past year, I am proud to see how our organization has met that charge even while pivoting our activities to respond to the pandemic and its restrictions, remaining innovative and productive. While we, like others, transitioned to a virtual way of doing business, our accomplishments have been very real. The vibrancy of our organization — the relevancy and importance of the issues we are addressing together — is reflected in the world class caliber of our members and of our neutrals.

As we move into the new year, we are focused on three imperatives: First, we will continue to ensure all available talent is being deployed for ADR through our diversity, equity and inclusion initiatives, such as our Model Diversity Clause and the Diversity Commitment we launched last year. We invite you all — members and nonmembers — to join in signing.

We will continue to engage our members in developing and providing innovative tools and resources for dispute prevention and resolution. For example, we are excited to be launching a new Pledge for Dispute Prevention in Business Relationships in 2021, with a focus on dispute prevention mechanisms to identify conflict in business relationships early and prevent it from turning into a value-depleting dispute.

Finally, through the work of CPR Dispute Resolution, we will continue to partner in preventing and resolving more disputes.

Our success in these arenas will be your success, made possible by the incredible effort of our members who chair and participate in our committees, who lead our advisory boards and who publish, teach and advocate for dispute prevention and resolution, and by the CPR Panel of Distinguished Neutrals, who expertly execute on preventing and resolving disputes.

It is wonderful to lead such an organization, supported by our accomplished, wise and dedicated Board of Directors, our talented staff and so many wonderful advocates for our mission. I want to thank all of those engaged with us in this cause and encourage those not engaged to join us. Pull up a seat to the table. What, after all, could be a more worthy endeavor than to strive for less conflict and more purpose?

Allen Waxman
President & CEO
It’s almost hard to remember that just last February, we met – in person, in St. Petersburg, Florida – for CPR’s 2020 Annual Meeting. We sat side by side to hear from prestigious panelists, we attended workshops, we networked and enjoyed dinners together. Who had heard of Zoom? Or Covid-19?

The world changed rapidly after that, and so did CPR. For amidst the chaos and sadness that ensued, we maintained our focus on our mission, helping our community manage conflict to enable purpose. We learned to connect via mobile phones, laptops, and tablets; we learned how to function in a virtual world while still producing very real results.

We are proud of all CPR achieved in 2020, and the resiliency shown by our President & CEO, Allen Waxman, and the entire CPR staff. We did not stand still. With the participation of our outstanding members, we moved forward, continuing to advance the innovative thinking and leadership in the ADR community for which CPR is known.

No, it was not an easy year in any respect. And we certainly hope for better in 2021 for CPR and the world at large. But let us celebrate the successes you will see as you go through this Annual Review. And let us celebrate our worthy cause. It has become clear that the business community has an opportunity, some

even say an imperative, to lead in the area of dispute prevention and resolution. We, the CPR community, are here to help them do that.

On behalf of the entire CPR Board, we thank you for your continued support and many contributions to that worthy cause.

Tom Sabatino
Chair – CPR Board of Directors

Craig Glidden
Vice Chair – CPR Board of Directors
The CPR Institute drives a global prevention and dispute resolution culture through the thought leadership of its diverse membership of top companies, leading mediators and arbitrators, law firms, lawyers, and academics. It convenes Committees to share practices and develop innovative tools. It hosts global and regional events to connect thought leaders on dispute prevention and resolution. It publishes a monthly journal on related topics and advocates for expanding the capacity for dispute prevention and resolution globally.

In 2020, in addition to our traditional focus on critical ADR issues, the CPR Institute quickly took on some of the new challenges to dispute prevention and resolution created by the pandemic. All programming and committee meetings pivoted to remote participation by mid-March, enabling CPR to remain productive and include more participants than ever before from across the globe.

The Arbitration Committee, for example, immediately convened a Task Force to develop protocols for remote proceedings and then held a program to discuss and explain the protocols. Later in the year, the Employment Disputes Committee held a program with counsel for both employers and employees, examining the rise of Covid-19 employment claims, including the novel legal theories behind these claims, potential liability and best practices for preventing and resolving these disputes. And with the move to remote working, we also developed a series of programs called Conflict in Closed Spaces which examined how to manage the loss of boundaries in our work spaces, how to drive a positive work culture in the virtual work space and how to maintain personal stability. More on these and other CPR Covid-19 related materials can be found in the “ADR in the Time of Covid-19” section of the ADR Resources Center on the CPR website.

Our continual thanks to members who serve on our Committees and Task Forces for their commitment to the work of the CPR Institute, and for their ability to virtually continue being innovative and productive throughout the challenges of 2020.
### Committees and Task Forces

#### BEST PRACTICES COMMITTEES

- **Arbitration Committee:**  
  **Chair:** Hagit Elul, Hughes Hubbard & Reed LLP

- **Digital Transformation Committee**  
  **Co-Chairs:** John Buyers, Osborne Clark; Christine Ing, McCarthy Tétrault; Ralf Lindbäck, Wärtsilä Corporation

- **Dispute Prevention Committee**  
  **Co-Chairs:** Gregory S. Gallopoulos, General Dynamics Corporation; Noah J. Hanft, AcumenADR LLC

- **Employment Disputes Committee**  
  **Chair:** Aaron Warshaw, Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

- **Mediation Committee**  
  **Co-Chairs:** Marjorie Berman, Knartz & Berman; Steven Bierman, Sidley Austin LLP

#### INDUSTRY COMMITTEES

- **Banking & Financial Services Committee**  
  **Co-Chairs:** Sarah Kirby, KPMG LLP; Deborah Reperowitz, Stradley Ronon Stevens & Young LLP

- **Construction Advisory Committee**  
  **Co-Chairs:** Sarah Biser, Fox Rothschild LLP; Jennifer Fletcher, Eversheds Sutherland

- **Energy, Oil & Gas Committee**  
  **Chair:** Karl Stern, Quinn Emanuel Urquhart & Sullivan

- **Healthcare & Life Sciences Committee**  
  **Co-Chairs:** Connie Matteo, Pfizer Inc.; Jonathan Wasserman, Hogan Lovells

- **Insurance Committee**  
  **Co-Chairs:** Peter Loughlin, Assurant; Jeffrey Bowen, Burns Bowen Bair LLP

#### STANDING TASK FORCES

- **Diversity in ADR Task Force**  
  **Co-Chairs:** Hon. Timothy K. Lewis, Schnaeder, Harrison, Segal & Lewis LLP; Hon. Shira A. Scheindlin, Stroock & Stroock & Lavan LLP

- **Government & ADR Task Force**  
  **Co-Chairs:** Barron Avery, BakerHostetler LLP; Pete Swanson, Director Office of Conflict Management and Prevention, Federal Mediation and Conciliation Service
CPR Dispute Resolution provides leading edge ADR services – mediation, arbitration, early neutral evaluation, dispute review boards and others as well as training and educating on these services. It is uniquely positioned to resolve disputes by leveraging the resources generated by the ADR leaders who participate in the CPR Institute.

- Deep experience in Dispute Resolution
- Deep bench of Distinguished Neutrals spanning the globe
- Deep expertise across a variety of subject areas
In 2020, with a focus on ensuring that the business community has access to the most innovative rules, resources, panels and services to meet its needs in the changing ADR environment — while also responding to the singular challenges posed by a global pandemic — DRS introduced:

**Model Procedural Order for Remote Video Arbitration Proceedings**

Providing a model framework and best practices for the use of a video platform in an arbitration proceeding.

**Concurrent Mediation/Arbitration Clause and Protocol**

Providing drafters with a Model Clause and parties with a Protocol for the concurrent use of mediation and arbitration to facilitate resolution of a given dispute.

**Fast Track Administered Arbitration Rules**

Giving parties the needed option for the expedited resolution of their disputes.

**Training for CPR Neutrals Conducting Zoom Mediations and Arbitrations**

Enabling our Distinguished Neutrals to continue to resolve disputes notwithstanding the challenges posed by the pandemic.

---

CPR Dispute Resolution Services Cases by Subject Matter 7/01/19 – 6/30/20

- Partnerships Dispute 2%
- Mining 2%
- Insurance 2%
- Torts 3%
- Fundholding 3%
- Accounting & Finance 3%
- Other 5%
- Technology 5%
- 14% Energy/Utilities
- 13% Construction
- 13% Contracts
- 8% Employment
- 6% Healthcare & Life Sciences
- 6% M & A
- 11% Challenge Protocol
- 5% Franchise
CPR’s global advocacy activities include educational activities and initiatives designed to increase the understanding and thoughtful use of, and access to, dispute prevention and resolution mechanisms, to drive diversity, equity and inclusion in the dispute prevention and resolution field, and to create a global culture and capacity for dispute prevention and resolution in an effort to foster less conflict and more purpose.

**DIVERSITY, EQUITY & INCLUSION LEADERSHIP**

In response to the year’s events, and renewed national conversations about racial equality, CPR quickly brought the ADR community together to address this pressing issue. Following the death of George Floyd, CPR immediately convened a virtual Open Dialogue Roundtable Event for members and Distinguished Neutrals. Moderated by CPR President & CEO, Allen Waxman, and led by CPR thought-leaders, Diversity Committee Co-Chair Tim Lewis, CPR Distinguished Neutrals, Gail Wright Sirmans and Erin Gleason Alvarez, and Board Members, Scott Partridge, Taj Clayton and John Kiernan, the ensuing dialogue centered around ways to combat racism, discrimination, implicit bias and injustice and how to continue to create diversity, equity and inclusion in conflict resolution practice. Creation of the “Diversity in ADR and Anti-Racism Resources and Initiatives” section on our [website](#) followed.

Soon thereafter, CPR launched its new Diversity Commitment asking members of the ADR community to join CPR in recognizing the imperative of drawing upon the knowledge, experience and talents of all people in preventing and resolving disputes and taking action to increase the selection of, and reliance upon, diverse neutrals. Read and sign the pledge [here](#).

The new CPR Diversity Commitment is the latest CPR innovation designed to address some of the structural issues that may pose an obstacle to more diverse selection of neutrals. It joins many other diversity, equity and inclusion initiatives, including CPR’S Diversity & Inclusion Model Clause launched in 2020. This clause allows parties to pre-commit to the selection of a diverse arbitrator in a three-person tribunal in a future dispute to be resolved by arbitration.

Another innovation is CPR’s Pathways Training Program, which was created to provide alternative pathways for neutrals who wish to join CPR’s employment panels, and in particular, our mass claims panel, aimed at increasing the diversity of those panels by facilitating the application and admission process. Fifty-nine neutrals attended the two trainings held in 2020; 42 were admitted to the panels.

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Our progress, as of 1/8/21, people who self-identify as women, persons of color, members of the LGBTQ community, persons living with disabilities, or other under-represented groups made up:

- **38%** of CPR’S ROSTER OF NEUTRALS
- **68%** of CPR’S NEW PANEL MEMBERS
- **38%** of OUR SELECTIONS
Dispute Prevention Pledge for Business Relationships

CPR has a history of making history with its pledges. While earlier pledges focused on dispute resolution, our newest pledge focuses on dispute prevention. The Dispute Prevention Pledge for Business Relationships encourages companies and organizations to consider embedding in their business relationships mechanisms that can help the parties to these arrangements identify inevitable conflict when it arises and prevent it from hardening into a value-depleting dispute.

Companies, law firms, partnerships, and not-for-profits are all eligible to sign the Pledge. Read and sign the Dispute Prevention Pledge for Business Relationships here.

“The best time to agree not to fight is when you’re not fighting. So you can go to your competitors, your major customers, before you have a dispute and you can agree on a process that in the event you do have a dispute, you have already agreed on how you are going to handle it. And you can do that from a position where you’re not giving up anything at that stage, you’re not being weak, you’re actually being thoughtful.”

— Scott Partridge, General Counsel, Bayer US, a Pledge signator

CPR’S YOUNG ATTORNEYS IN DISPUTE RESOLUTION GROUP (Y-ADR)

This serves to grow the pipeline of next generation ADR leaders, is yet another pathway to enhanced diversity in ADR. In 2020, they joined with NYIAC (New York International Arbitration Center) for a virtual Annual Year-in-Review event covering hot topics in dispute resolution including: “How Sustainable is Our New Virtual World? Human Rights, Environmental, and Cybersecurity Impacts.” The focus of Y-ADR is on training and valuable networking support, led by the Y-ADR Steering Committee.

If you missed this event, see the full agenda and speakers here. More information on Y-ADR is here.

CPR also continued its extensive analysis of public policy issues of interest to the ADR community in the monthly publication of Alternatives, our international newsletter covering cutting-edge dispute resolution trends, and in real time in our blog “CPR Speaks”.

Learn more about all our ongoing global public advocacy initiatives here.
CPR EVENTS

With some of the industry’s best minds participating, CPR events are always a high point for the ADR community, providing an opportunity for valuable learning from and networking with in-house counsel, outside counsel and neutrals, among others. We were fortunate to have two of our early 2020 events — the Houston Regional Meeting and Networking Event, and the Annual Meeting — successfully go forward in person on-site as we have in the past.

Then we faced what was essentially a global lockdown. Determined not to let the pandemic stop us, we turned our innovative thinking to how best to move forward and learned to deliver a similarly relevant experience virtually.

Thank you to all the presenters and other participants who were willing to give this a try, and thank you to all our sponsors who continued to believe in us and in the value of the forward-thinking programming CPR is known for in the ADR community.

HOUSTON REGIONAL AND NETWORKING EVENT

“Cocktails and Conversation,” presented by the CPR Institute’s Energy, Oil and Gas Committee.

Over 100 participants at this “sold out” event.

If you missed this meeting, see the agenda, presenters and our sponsor here.

LEARNING AND ADAPTING IN A VUCA* WORLD

*Volatile, Uncertain, Complex and Ambiguous

Co-chaired by Alexander Oddy (Herbert Smith Freehills), Noradèle Radjai (LALIVE) and Kevin Smith (Shell International).

If you missed this meeting, see the agenda, presenters and our sponsors here.

CANADA CONFERENCE

This Conference was part of CanArbWeek 2020 and organized by the CPR Canada Advisory Board in collaboration with Arbitration Place. CPR’s presented two panels: Managing Risks in the “New Normal” and Pursuing Relief in Uncertain Times.

If you missed CPR’s programs, see the agenda, presenters, and our sponsors here.

2020 CPR LATIN AMERICA CONFERENCE ON BUSINESS DISPUTE MANAGEMENT

Organized by CPR and its Brazil Advisory Board (BAB).
If you missed this meeting, see the agenda, presenters, and our sponsors here.
Almost 500 attendees over the course of the three days hearing from 50 prestigious speakers.

8 substantive panels and workshops; 4 formalized social networking opportunities with additional opportunities for private online chats.

As we ended the year, we were in the final stages of planning our most ambitious and innovative event to date: a total virtual annual meeting. We wanted this to be spectacular and because of the hardships we all shared in 2020, we wanted to make it open to everyone at no cost. And our generous sponsors made that possible!

We had originally planned to meet in Texas. Instead, we brought Texas to participants through such things as sharing a Texas Two-Step how-to video to a live musical performance by Austin native and The Voice Season 14 favorite contestant, Reid Umstaddt.

Keynote speaker: Dana Bash, CNN’s Chief Political Correspondent


If you missed the 2021 Annual Meeting, see the agenda, presenters, and our sponsors (and photos from when we could still meet in person) here. Find out more about our award winners here.

CPR members can view all the panels and presentations here.
AWARDS

At every Annual Meeting, we traditionally honor those who exemplify the potential and purpose of ADR in various categories.

2020 ANNUAL MEETING Awardees

OUTSTANDING SHORT ARTICLE: Amy J. Schmitz and Colin Rule, for “Online Dispute Resolution for Smart Contracts” (Journal of Dispute Resolution (Vol. 2019, No. 2))

OUTSTANDING PROFESSIONAL ARTICLE: Nadja Alexander, for “Ten Trends in International Mediation” (31 The Singapore Academy of Law Journal 405, (2019))

THE JAMES F. HENRY AWARD: Deborah Masucci. Throughout her decades-long career, Deborah has personified excellence in the field of ADR, sharing her passion, experience and insights on ADR with the community and well beyond.

CPR OUTSTANDING CONTRIBUTION TO DIVERSITY AWARD: Ambassador David Huebner. Also a Distinguished CPR and JAMS neutral, Huebner swiftly and materially enhanced the diversity of the board and executive committee of CIArb’s North America Branch and other organizations, in terms of women, younger attorneys, people of color and those who identify as LGBTQ, for whom he also serves as a mentor.

2021 ANNUAL MEETING Awardees

OUTSTANDING CONTRIBUTION TO DIVERSITY IN ADR: Gail J. Wright, Esq. A leader, advocate and mentor, Wright helped to establish CPR’s Employment Pathways program to further the inclusion of diverse neutrals on the CPR Panel of Distinguished Neutrals. She served as Chair of the New York State Bar Association’s Civil Rights Committee, Executive Committee, Labor and Employment Section as well as associate counsel for the NAACP Legal Defense and Education Fund and is the Diversity Co-Chair of the International Academy of Mediators.


OUTSTANDING PROFESSIONAL ARTICLE: William Froehlich, Nancy H. Rogers, Joseph B. Stulberg for “Sharing Dispute Resolution Practices with Leaders of a Divided Community or Campus: Strategies for Two Crucial Conversations” Ohio State Journal on Dispute Resolution [Vol. 35:5 2020]


CPR PARTNER OF THE YEAR RECOGNIZING AN OUTSTANDING VOLUNTEER IN CPR’S WORK: John J. Buckley, Jr. for his service as Chair on the Fast Track Rules Committee, Model Concurrent Mediation Clause and Model Delegation Clause Task Forces, service on the Construction Rules Committee and his overall support of CPR through his law firm, Williams & Connolly, LLP.

Find out more about these award winners here.
This past year has been challenging for CPR, as it has been for everyone in our community. We are proud that our programs shifted quickly to a virtual environment, allowing more members of our global ADR community than ever to participate. From our Committees and Task Forces, our international meetings and competitions, to our Annual Meeting, CPR brought together thought leaders to deliver meaningful and quality content throughout the world. This expanded participation has energized our work and led to a fabulous Annual Meeting and the launch of a new Dispute Prevention Pledge for Business Relationships.

We have also continued to seek ways to improve diversity in the field of ADR with our Pathways Program and focus on driving more diverse neutral selection reflected in the Diversity Commitment we have shared with our community. Despite the uncertainties we have all faced, we are committed to serving our members, our neutrals and our employees and to our mutual goal of less conflict and more purpose.

While our gross revenues decreased slightly from the prior fiscal year, we managed expenses and maintained a balanced financial position. A bright spot during the FY20 fiscal year was the more than 20% growth of our Dispute Resolution Services (DRS) and Panels. We are investing in new rules and protocols, and in technology, to continue expanding this service. Thankfully, our Corporate Leadership Award Dinner, which represents the largest percentage of our revenue, occurred prior to the pandemic.

On behalf of the Board of Directors, we greatly appreciate the financial contributions, leadership and service of our members and donors. With your continued support, we look forward to a safe and prosperous year ahead and even greater impact in the future.

Dale L. Matschullat
Chairman
CPR Board of Directors
Finance, Budget & Audit Committee
VISIONARIES | ($30,000 & ABOVE)
Amgen Inc.
Arnold & Porter Kaye Scholer Assurant, Inc.
AT&T Inc.
Bush Seyferth & Paige PLLC
Davis Polk & Wardwell LLP
Debevoise & Plimpton LLP
DLA Piper
Eversheds Sutherland
General Dynamics Corporation
General Motors
Gibson, Dunn & Crutcher LLP
Greenberg Traurig, LLP
Hogan Lovells
Horvitz & Levy
Jenner & Block LLP
Johnson & Johnson
King & Spalding
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McDonald Toole Wiggins, PA
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