



IWIRC FULL BOARD MEETING

**June 13th, 2019, 9 a.m. EDT
TELEPHONIC-
Dial in to 719-387-4105 passcode
663154**

- I. Approve Full Board Minutes/Chair's Report – C.Basler
- II. Financial Report – M. Kaufman
- III. 2019 Leadership Summit - M. Pickett
- IV. Committee Reports – Please read Attached Reports
- V. 2020 Board Nomination Process – J. McLemore
- VI. Board Decisions/Voting
 - A. Dissolution of Atlantic Canada Network (no board or members)
 - B. Dissolution of Greater Cincinnati/Kentucky Network (no board or members)
 - C. Discussion and Approval of Social Media Policy
- VII. Strategy Discussions-All
 - A. Newsletter Strategic Review
 - B. IWIRC Strategic Priorities
 - 1. Diversity of Membership
 - a. New Relationships with industry organizations
 - 2. Network Development
 - a. New Networks in the works
 - 3. Branding
 - a. Website Update -R. Evergreen
- VIII. Good and Welfare



Communications

Summer 2019

The Communications team has continued to stay busy creating and sharing content.

- **Social Media:** we plan to continue to promote our social media presence.
 - **Content:** as we prepare for the Leadership Summit in New Orleans and the Fall Conference in Washington, D.C., we plan to promote the programs and highlight fun facts about the cities and local networks.
 - **Policy:** we drafted a social media policy that we hope can guide what and how we post to the IWIRC International social media accounts. We are still working through the policy, including addressing some of the initial feedback from the Spring meeting, and plan to edit it this summer so that it may be used broadly across networks.
 - **Postings:** to make sharing easier on the Communications Team and IWIRC staff, we want to automate postings so that we can create a series of posts at once to go live over the course of several days/weeks. We will work on how to do this and incorporate this in the Social Media Policy (above) this summer.
- **Website**
 - **Review:** we solicited volunteers to review the IWIRC website and provide constructive feedback on it. We asked these volunteers to spend time looking at the website and generate a list of items that could be improved. We created a master list of issues/areas for improvement and have discussed the same with Shari. We plan to schedule a call with the webmaster soon to follow-up on outstanding issues.
 - **Policy:** as with social media, we want to create a manual for keeping the website up to date. For example, we could implement a policy to review the website every certain number of days/months for certain information. We would like the E-board to be involved in the process.
- **Communications survey:** we recently reviewed the statistics regarding our quarterly newsletter, and they are bleak (e.g., not a lot of readership). As the Newsletter Editor spends considerable time creating a thorough and impressive project that very few members read, it seems the time has come to consider

how we share news with the IWIRC community. We suggest sending a survey to members to solicit feedback to better structure the newsletter and social media (for example, perhaps we should retain the quarterly newsletter but make it much shorter). Here are sample questions:

- Do you follow IWIRC on
 - Facebook
 - LinkedIn
 - Twitter
 - Instagram
- Do you read the IWIRC Newsletter?
- If yes, what is your favorite feature?
- If no, why not?
 - Too long
 - Did not know we had a newsletter
 - Not sure where to find it
 - Format
 - Other
- Would you prefer a shorter Newsletter?
- How would you prefer to receive the Newsletter/announcements from IWIRC?
- What do you think IWIRC could be doing better in terms of communications? Are there things you would like to see? Or things you see other organizations doing you think IWIRC should?

Going forward, we hope to continue to build on the momentum we have created and to implement a social media policy and guidelines related to the website we can use for years to come. We are always looking for volunteers who want to help our committee -- let us know if you want to join us!

IWIRC had 4 representatives this year at the meeting of UNCITRAL Working Group V on Insolvency (WGV). Kat Burke, Judy Elkin, Debra Grassgreen and Carren Shulman were in attendance for us.

WGV completed the text of the new model law on enterprise group bankruptcies. If approved by UNCITRAL's full body in July - which we believe will occur - the member nations will consider adopting it. If adopted, multinational companies can file bankruptcy in one country and have the court in that country manage the case worldwide for all related entities outside the country. While the US courts have done this in part on occasion informally, working with foreign courts, this new law would mean that one court could rule on distributions to foreign creditors of foreign companies that participate in the single workout. The goal is to streamline and speed up the process and improve communication among courts and creditors. Over 40 nations adopted the original model law in the last 20 years. UNCITRAL plans to issue an explanation of how this law would work with existing law to encourage countries to adopt it.

WGV also worked on proposed legislation by the World Bank on workouts of micro, small and medium companies. This law is just now being developed and the World Bank was holding meetings this week to improve upon the existing proposal.

Summary of oral report for Friday:

- The working group continued its work on MSMEs. A recommendation was made to delete sections 281-283 and instead include a rebuttable presumption for the exclusion of certain assets. It was also recommended to WG I that a draft guide on MSMEs consider recommending domestic law clearly delineate between personal and company assets.
- Proposals for future work were put forward by the EU and the US delegations.
- The EU proposed harmonizing applicable law in CB proceedings. The EU proposal received wide support but the work may be more appropriate for the Hague, UNCITRAL, and the EU. Any future work should be coordinated with those bodies. Also, more research may be needed on domestic practices for harmonization of laws.
- The US proposed a colloquium to commence work on a model legislative provisions on civil asset tracing and recovery. It was noted that it could be difficult to delineate criminal law and other areas of the law (i.e. family law) from insolvency law related to asset tracing. It was felt that holding a colloquium was advisable and such colloquium could also address choice of law issues and cryptocurrency.
- It was noted in the 54th session that a note for use in technical assistance activities on enterprise groups and judgements had been requested and approval was not needed for WG V.

Brief Summary

The IWIRC delegation attended UNCITRAL Working Group V (Insolvency) meetings this past week at UN Headquarters in NY. At its 55th session, the Working Group completed its work on the Draft Guide to Enactment of the Model Law on Enterprise Groups and began its work on Micro, Small and Medium-Sized Enterprises (MSMEs) Insolvencies. While it still has a long way to go, much progress was made in tailoring the recommendations for MSME insolvencies. The Working Group also entertained a proposal by the EU on harmonising the law in insolvency proceedings regarding choice of law provisions and a proposal by the USA on international asset tracing. The Draft Guide to Enactment of the Model Law on Enterprise Groups and each of the proposals for future work will be presented to UNCITRAL this July for approvals.

Best,

Kat

Kathlene M. Burke

Associate

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MEMORANDUM

TO: IWIRC E-Board

FROM: Evelyn J. Meltzer and Blanche Zelmanovich

DATE: June 4, 2019

RE: IWIRC Membership Committee Report

I. Membership Committee

<u>Name</u>	<u>Title</u>	<u>Email</u>	<u>Network</u>
Evelyn J. Meltzer	Chair	meltzere@pepperlaw.com	Delaware
Blanche Zelmanovich	Vice Chair	blanche.zelmanovich@ey.com	New York
Jacqueline Calderin	Member	JC@agentislaw.com	Florida
Catherine D’Alton	Member	Catherine.d’alton@harneys.com	Singapore
Honorable Mary Grace Diehl	Member	MG_Diehl@ganb.uscourts.gov	Georgia
Kristen Siracusa Eustis	Member	keustis@milesstockbridge.com	Greater Maryland
Eloise Fardon	Member	eloise.fardon@shlegal.com	Hong Kong
Elizabeth L. Gunn	Member	elizabeth.gunn@dss.virginia.gov	Virginia
Kerri Mumford	Member	mumford@lrclaw.com	Delaware
Nicole Stefanelli	Member	nstefanelli@cullenanddykman.com	New Jersey
Sara-Ann Van Allen	Member	sara.vanallen@dentons.com	Ontario
Leanne Williams	Member	lwilliams@tgf.ca	Ontario

II. Action Items

A. Maintain Membership/Attract New Members

1. Outreach

The Committee will follow up with people whose IWIRC membership has recently expired. The goal is to get these people to renew their membership or understand why they have decided not to renew their IWIRC membership.

2. Membership Survey

The Committee has begun an outreach campaign to all of the networks with respect to the following questions:

1. Has your network held any events that were specifically targeted at increasing membership?
 - If yes, please describe the event.
 - Did the event result in an increase in membership numbers?
2. Have any of the events held by your network resulted in an increase in membership, whether or not they were targeted at that goal?
3. Has your network implemented any targeted strategies for increasing membership?
 - If so, please detail the strategies (e.g. price differentials for members vs non-members at event, specific events only for members, etc.).
 - Have these strategies have been successful?
4. Has your network implemented any targeted strategies for increasing diversity (race, language, LGBTQ+, age, career background, male members) of your membership?
 - If so, please detail the strategies.
 - Have these strategies have been successful?

Each committee member has been assigned networks to personally follow up with. Once the Committee has completed gathering the data, which is anticipated to be mid-June, the Committee intends to analyze the data and discuss next steps forward. The goals of the outreach are (i) to better understand how the networks are trying to increase membership and diversity; (ii) what actions are working and (iii) to share that information with all of the networks, including through an article that the Committee intends to write for the IWIRC newsletter and via content for IWIRC social media.

B. Spring Meeting

1. ABI Spring Conference Invites

The Committee sent an email to all women registered for the ABI Spring Conference who were not registered for the IWIRC Spring Meeting to (i) ensure that they knew about the IWIRC Spring Meeting and (ii) encouraging them to attend. This resulted in 10 additional women signing up for the IWIRC Spring Meeting. The Committee intends to ensure that a similar email is sent with respect to NCBJ and the Fall IWIRC Meeting.

2. New Member Cocktail Party

The Committee hosted a cocktail party for new IWIRC members before the opening IWIRC reception. The event was held from 4:00 pm to 5:15 pm at the Flight Wine Bar located at 777 6th Street NW, Washington, DC 20001. Approximately 25 women attended the event. The Committee received positive feedback about the location (which was a two block walk to the opening reception) and the fact that we had the whole restaurant to ourselves for the event (the restaurant agreed to open early for the cocktail party).

3. Plus One Event

Only two people registered as plus one- a spouse and a speaker. As such, there was no one for the Committee to follow up with after the IWIRC Spring Meeting. Since attendees can now register for parts of the Spring and Fall Meeting separately, the Committee does not believe that the Plus One Program is needed and has decided to suspend this effort.

C. Fall IWIRC Meeting

The Committee intends to begin working on the Fall New Member Cocktail Party in September. Also, the Committee intends to work with national to ensure that attendees can register for the Fall IWIRC conference which includes IWIRC membership in the price.

IWIRC Asia: Report of the Asia Team¹

5 June 2019

Asia Leadership team - current members:

1. Pooja Sinha, Asia Networks Director (Singapore) ("**PS**")
2. Eloise Fardon, Asia Regional Director (Hong Kong) ("**EF**")
3. Catherine D'Alton, Director-At-Large (Singapore) ("**CD**")
4. Joanne Collett, Director-At-Large (Hong Kong) ("**JC**")
5. Justine Lau, Asia Regional Vice Director (Hong Kong) ("**JL**")
6. Aisling Dwyer, Asia Regional Vice Director (Hong Kong) ("**AD**")

1 Asia regional events since last Board Report:

- **IWIRC at the INSOL Singapore Conference 2019:** IWIRC had significant involvement and presence at the INSOL event in Singapore on 2-4 April 2019, including the following:
 - IWIRC Singapore hosted a lunch event, with Justice Belinda Ang of the Singapore Supreme Court as the guest-of-honour, as well as Julie Hertzberg (incoming President of INSOL International and the first woman to hold this position), Joan Janssen (Director- General, Legal Group, Ministry of Law) and Hon'ble James Peck (the former United States Bankruptcy Judge for the Southern District of New York). Regional Co-Chairs will seek similar opportunities for lunch events going forward.
 - Demonstrating the success of the Women on Panels initiative, 8 members (including AD, JC, JL and PS) were panellists at the conference.
 - IWIRC was also invited to attend the INSOL Members' Association Roundtable (further report below).
- **IWIRC London/IWIRC Singapore event 9 May:** Attendees from Hong Kong, London and Singapore took part in a seminar, which was held in Stevenson Harwood's London and Singapore offices connected via videoconference. The event was co-hosted by IWIRC. EF presented on developments in the Hong Kong restructuring landscape. Virtus Law partner Lauren Tang provided an overview of the first scheme of arrangement moratorium case in Singapore. Other speakers included Meiyen Tan, head of restructuring and insolvency at Oon & Bazul, and Sheila Ng, a partner at Rajah & Tann.

2 Supporting the 6 networks in Asia

- Hosting regular calls for the Co-Chairs of the 6 networks to share information and experiences, as well as calls within the Asia board. Last network chair call was 24 April 2019, with an Asia Board call on 22 May 2019. June call date is yet to be determined.
- We have continued to encourage more board members from the various Asian networks to consider attending the Leadership Summit this year. PS and EF will be attending from Asia. We have reminded the networks of the stipend which may be available.
- We have liaised with the various networks regarding their nominations for the various Founder Awards, and have submitted a nomination from the Asia regional board for the Melnik award on 22 May 2019.
- **Hong Kong network JL, JC, AD and EF** attend the HK network board meetings on a rotating basis as observers to keep communication channels open between local and international. IWIRC Hong

¹ Please let us know if there are any Asia-specific items requiring our input at the Board meetings relating to this board report or other matters.

Kong held Spring Drinks on 11 April 2019 which was attended by 66 members. This was slightly lower than usual, which is likely to be due to the proximity to other industry events (INSOL Singapore 2-4 April 2019 and Hong Kong Sevens 5 – 7 April 2019). IWIRC HK also held a very successful Speed Networking lunch event in May. Upcoming events for the Hong Kong Network include the annual Black Tie Charity Dinner on 19 June 2019 (which sold out in minutes of tables being available for sale), a Cantonese speaking event (Meditation and aromatherapy), a bowling event and a technical seminar with Judge Wang of the Shenzhen Court. The Hong Kong Network now has 206 members.

- **Singapore:** is looking to host a Black Tie event on 5 July 2019, and following its AGM is putting together a full calendar of events going forward. A further calendar of events will follow.
- **Malaysia:** held a forum on 8 April 2019 to discuss the corporate rescue mechanism one year on, that event was very well received. Malaysia is intending to hold a social event in May to profile IWIRC to a wider group of people (all members will attend and invite 1-2 non-members). Malaysia is intending to hold an event discussing careers in insolvency and restructuring and is currently liaising with one of the student representatives targeting a week in July to present to students. In addition, they are exploring a joint event with the Companies Commission in Malaysia in October, which event was proposed by the Companies Commission.
- **India:** Singapore and India hosted a joint event on 24 May 2019 – the India network is doing a presentation on the IBC. On 24 January 2019 a conference "*combating insolvency & bankruptcy intelligently – a conversation with IBC experts*" was held in New Delhi – the conference was very well attended (about 100 attendees and a few became members of IWIRC).
- **Japan:** the Tokyo INSOL One Day Seminar is on Thursday 7 November. The organising committee has agreed the panel topics and is now looking to identify speakers and potentially an IWIRC run panel. Separately, they have penciled in Wednesday 6 November evening for an IWIRC Japan event.
- **PRC:** the Board has agreed to have regular calls to discuss the way forward for the Network – the last meeting was 1-2 May.

3 **Formation of new networks - Indonesia & Korea**

- We continue to have discussions to see how we can help the launch of additional IWIRC networks regionally including by assistance in terms of the setup process, recruiting of members etc.
- Priority for 2019 is development of an Indonesia network. In Indonesia, the charge will be led by Debby Sulaiman, Partner at an Indonesian law firm, HHP and Nawal Nely of EY. The IWIRC Indonesia set up is still in progress and the necessary documents are with the notary to be signed.
- AW has been having discussions with relevant people in Korea with a view to establishing a network there. More details to follow when available.

4 **Other Initiatives**

- **Strengthening relationships with INSOL in Asia**
 - IWIRC in Asia continues to liaise with INSOL following the connections made at the IWIRC Hong Kong Conference in November 2018. Specifically, PS met with Dr. Sonali Abeyratne, Technical Director of INSOL (based in Sri Lanka). Sonali is very keen to explore further co-operation between INSOL and IWIRC. In addition to speaking opportunities, she thinks there are also several opportunities to co-operate on technical projects (eg best practices surveys) that INSOL has ongoing.

- Members of IWIRC Asia attended the Members Associations Roundtable on Tuesday 2 April during the INSOL conference. At this roundtable, the incoming president of INSOL, Julie Hertzberg noted that she wants to focus on increasing diversity within INSOL with a specific focus on gender diversity. An email was sent by EF to International following the roundtable with a number of follow up items for IWIRC following the meeting. A copy of that email is at Appendix 1.
- PS has been invited to join the INSOL Technical Committee for the Cape Town conference next year.
- Members of IWIRC from Asia, UK and the USA also attended a call with various members of INSOL on 3 May 2019. At this meeting we explored opportunities for the two organisations to further connect and support each other's initiatives. INSOL also agreed to share with IWIRC some information regarding its work and responsibility and to highlight some of the areas which INSOL thought IWIRC members could usefully be involved in, which was sent on 14 May 2019. A copy of that information is at Appendix 2.
- **Action point for e-Board: to have an At-large board member with responsibility as liaison person (together with Shari) for developing relationship between IWIRC and INSOL / looking for initiatives where we can work together and promote our members.**
- **Women of the Year in Restructuring (WOYR) Asia Award** – we plan to run this again in 2019 (3 year sponsorship from Vannin Capital), and have in principle confirmation from GRR that IWIRC can host the award ceremony at the GRR Live Hong Kong conference on 16 October 2019, given IWIRC Asia has no intention to host a regional conference in Asia this year. A sub-committee has been formed (PS, AW, AD), and requests have been made to the Hong Kong Network for any additional people for the sub-committee.
- **IAIR Gender Balance Survey** – IWIRC Asia was asked by the Official Receiver in Hong Kong (OR) for IWIRC's support with input to assist on responses to a survey on gender balance of insolvency practitioners in HK which she has been asked to complete by IAIR (International Association of Insolvency Regulators). We sought the assistance of the Hong Kong Network who sent the survey to their distribution list of members and friends, which was done on 12 April 2019. A short summary of the results is **attached**. The OR has offered to stay in touch with us on progress of the IAIR's initiatives in this area.
- **Upcoming IWIRC Elections** – Nominations due 16 September 2019. The objective is to achieve representation across Asia and not just Hong Kong and Singapore if possible. CD is stepping down to focus on her role as Co-Chair of the Singapore network. Noting the emphasis on an open and transparent process for nominations, the Hong Kong Board [and other Boards] have been reminded to encourage their members to nominate (in addition to receiving the IWIRC International email). A number of candidates have shown an interest, and the Asia Board is intending to wait for any further nomination before speaking with the potential candidates, and making a recommendation to the eboard in this regard.
- **Speakers Bureau** - We have now asked all the Asia networks to reach out to their members regarding the speaker's bureau and updating their information. This is still a work in progress and so follow up will be needed with most if not all of the Asia networks.
- **Women on Panels Initiative** – EF to use role on MOC of INSOL Tokyo One Day seminar to suggest IWIRC members as speakers and we intend to do the same for INSOL Hong Kong via contacts on that MOC. PS to use role on INSOL Cape Town Technical Committee, and JC with TMA in Hong Kong to do the same.

Dear IWIRC members

Thank you for joining the conference call yesterday and we think it was indeed a very productive call. As promised please see attached the documents that I promised to send you as a follow up to our call.

You will see that David, Tina, Penny, Louise and myself have highlighted some of areas that IWIRC members can be involved in with respect to our own areas of responsibilities. Please feel free to share this information with your colleague's worldwide and we look forward to expanding our connections with IWIRC going forward.

Kind regards
Sonali

1. Sonali Abeyratne

- **Annual conferences** – IWIRC members may be considered for speaking roles subject to INSOL's guidelines.
 - Priority is given to market experts and leaders in the chosen topics
 - One speaker per firm
 - Speakers are expected to pay and register as a delegate if they hope to attend the full technical programme. If, however they attend only to speak the fee is not payable.
- **New topic suggestions for conference and seminar programmes** – Regular feedback with topic suggestions will be most appreciated.
- **Technical Projects and papers** – members are encouraged to get involved in contributing to the current technical projects and special reports that are being developed. Currently we have over 20 projects and papers that are work in progress. (Current publications list attached)
- **Suggesting new ideas for technical publications** – We would welcome new ideas to be considered by the INSOL Technical Research Committee.

2. David Burdette

- **Foundation Certificate in International Insolvency Law** (online entry-level course) - currently looking at offering bursaries to IWIRC members (number of bursaries to be clarified with INSOL Executive).
- **Assist to establish an African network** - Through our ART database and other contacts across Africa we can possibly assist in identifying suitable candidates to help establish a network in Africa.

- **GIPC course** - IWIRC can assist in marketing the GIPC amongst its members. Attendance of GIPC is an excellent opportunity for networking and improving profile in the industry. Want to encourage more women to register on the course.
- **INSOL Academic group** - would seek IWIRC's assistance in encouraging their academic members to participate in the Academic Group's activities and also to assist with creating awareness generally of the Academic Group.

INSOL Scholar award is one of the benefits INSOL International offers its academic members (would seek IWIRC's assistance in marketing the INSOL Scholar award amongst its members)

3. Tina McGorman

- **Annual conference** – opportunity to co-host an event / discuss planning an event at INSOL Cape Town March 2020.
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4. Penny Robertson

Seminars – speaking opportunities

- **Judicial training college** – volunteers to participate as trainers
 - **Sponsorship** – assistance in identifying local firms who may be interested in sponsoring seminars
 - **Marketing** – assistance in identifying marketing opportunities for seminars, particularly in areas where INSOL membership is low.
 - **Assisting in finding locations for seminars** – suggestions of jurisdictions which might benefit from an INSOL educational one day programme. (Forthcoming seminars – list attached)
 - **Younger members** – identifying younger members in a location where a seminar is being held, this can help spring board them into the INSOL family.
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5. Louise Jennings

- **Technical papers** – INSOL is keen to encourage IWIRC members to contribute to its technical publications including its books, special reports and technical papers. All of INSOL's technical publications are shared with its 10,000 plus members in over 100 countries around the world via email, social media and are available in the technical library on the INSOL website.
- **ENL** – The INSOL monthly e-News Update and the quarterly hard copy publication, INSOL World provide further opportunities for IWIRC members to share articles with the INSOL membership and promote their technical expertise and knowhow to a worldwide audience.

- **Special interest Groups** - Financiers group –The INSOL Financiers Group is made up of representatives from banks and alternative investment providers worldwide. The aim of the group is the sharing of relevant technical information and knowledge by way of meetings, technical publications and seminars.
- **Special interest Group** - small practice The Small Practice Group is self-selecting and includes practitioners from smaller practices, those that are part of a small department in a bigger firm, or those dealing with smaller cases. An important aspect of the Small Practice Group's work is the sourcing and publication of technical information of particular relevance to the small practitioner.

Women are underrepresented in both of these special interest groups and IWIRC could assist in promoting these special interest groups to its members.

INSOL International Seminar list 2019-2021

	Event	Date
2019		
1.	Judicial Colloquium Singapore	1-2 April
2.	Singapore Offshore meeting	2 April
3.	Legislative Colloquium	4 April
4.	INSOL Singapore	2-4 April
5.	Stockholm One Day Seminar	22 May - confirmed
6.	Channel Islands One Day Seminar	20 June - Confirmed
7.	ART Namibia	21-22 November- confirmed
8.	Shanghai/Beijing	14/16 October - confirmed
9.	Hong Kong	18 October - confirmed
10.	Japan One Day Seminar confirmed	7 November -Confirmed
11.	Offshore RISA seminar - Bahamas	5 Dec - confirmed
2020	Event	Date
1.	India New Delhi One Day Seminar	17 January
2.	Mexico One Day Seminar	13 Feb
3.	INSOL Cape Town	15-18 March
4.	Legislative Colloquium	19 March
5.	Tel Aviv	4 May
6.	Nordic – Finland/Croatia	June
7.	Channel Islands	June
8.	FAIR	September
9.	ART	October
10.	Beijing/Shanghai	October
11.	Hong Kong	October
12.	Offshore – Cayman	November/December
13.	Asia / New Zealand	December/January 2021
2021	Event	Date
	Asia – Korea/Philippines/Malaysia	February
	San Diego Offshore	March
	San Diego Judicial Colloquium	March
	San Diego L&R Colloquium	March
	Latin America	April/May
	Toronto	June
	Channel Islands	June
	Nordic	June
	TBA	September
	Beijing/Shanghai	October
	Hong Kong	October
	Offshore	November/December
	TBA	November/December

Published Case Studies, Publications and Technical Paper Series from 2005 to 2019

(As at 14th May 2019)

Case Study Series			
	Posted	Topic	Contributor / s
Case Study 1	November 2008	Eurotunnel Plc & Eurotunnel S.A. and Associated Companies 2nd August 2006 and 15th January 2007	Andrew De Natale, Partner, White & Case, New York, Mark Glengarry, White & Case, London Geraldine Le Beuze, White & Case, Paris
Case Study 2	January 2009	HIH Casualty & General Insurance Ltd. & Other Companies	Mr. Geoffrey Raicht, McDermott Will & Emery, USA
Case Study 3	October 2009	Chapter 15 Proceedings of Bear Stearns High-Grade Structured Credit Strategies Master Fund Ltd. and Bear Stearns High-Grade Structured Credit Strategies Enhanced Leverage Master Fund, Ltd.	Andrew De Natale and Irina Gomelskaya of Stroock & Stroock & Lavan LLP, USA.
Case Study 4	April 2010	The Cross-border Insolvency of the European Collins & Aikman Group	Michael Thierhoff of Thierhoff Illy & Partner, Germany
Case Study 5	March 2011	Shanghai Worldbest Co. Ltd.	Judge Fu Wang and Alan Tang
Case Study 6	July 2011	Re InterTAN Canada Ltd	Mr. Logan Willis of Goodmans LLP, Canada
Case Study 7	26 May 2016	Wuxi Suntech Power Co., Ltd: The First PRC Reorganisation Involving Shareholders Subject to Foreign Insolvency Proceedings	Alan CW Tang and Christina LM Lam, both from SHINEWING Specialist Advisory Services based in Hong Kong and China

Publications - Books		
Date	Topic	Contributor / s
	Deposit Insurance Systems	
2000	Statement of Principles - For a Global Approach to Multi-Creditor workouts	
2001	Directors in the Twilight Zone I	Country chapters
2001	Consumer Debt Report	Country chapters
2003	Cross-border Insolvency: A Guide to Recognition and Enforcement	Country chapters
2005	2005 Global Marketplace Survey	
2005	Bank Insolvency: An International Guide for Deposit Insurers	
2005	Directors in the Twilight Zone II	Country chapters
2005	Employee Entitlements	
2006	Credit Derivatives in Restructuring	
2006	Financing in Insolvency Proceedings	
2007	Treatment of Secured Claims in Insolvency and Pre-insolvency Proceedings	
2008	Claims Presentation and Resolutions - A guidance booklet 2008	
2009	Directors in the Twilight Zone III	Country chapters
2010	Financial and Tax Consideration for Distressed Companies and their Creditors	

2011	Consumer Debt Report II	Country chapters
2011	Creditors' Rights in Insolvency Proceedings: A Practical Guide for Smaller Practices	Country chapters
2012	Cross-border Insolvency II – A guide to Recognition and Enforcement	Country chapters
2013	Directors in the Twilight Zone IV	Country chapters
2014	A Guide to Islamic Finance	
2014	Avoidance of Antecedent Transactions and Cross-border Insolvency	Country chapters
2015	Pensions and Insolvency - An International Survey	Country chapters
2016	Claim Priorities in Rescue Proceedings - A Global Compendium	Country chapters
2017	Statement of Principles for a Global Approach to Multi-Creditor Workouts II	
2017	Directors in the Twilight Zone V	Country chapters
2018	Insolvency and Trusts	Country chapters
2019	Employee Entitlements II	Country chapters

Technical Paper Series			
Series No.	Date	Topic	Contributor / s
No.1	2007	Economics and Geographical Implications of Hedge Funds in Distressed Debt.	Sandra A Larratt-Smith, Swing Bridge Capital and Steven P. Ordaz, BMC Group
No.2		Securities Law Claims in Insolvency Proceedings	Professor Janis Sarra, Associate Dean, University of British Columbia Faculty of Law, Vancouver, Canada
No.3		Formalities for the Transfer of Insolvent Businesses: The Obligatory Transfer of Employees in South Africa and the United Kingdom	Professor David Burdette, University of Pretoria, Republic of South Africa
No.4	2008	Inter-Company Debts and Set-Off	Alastair Beveridge, Partner, Kroll Limited Deborah King, Director, Kroll Limited
No.5		Strategic Consideration for Creditors Facing a Debtor in Chapter 15 Under the United States Bankruptcy	Mr. John J Rapisardi, Partner Cadwalader, Wickersham & Taft LLP, Ingrid Bagby, Partner Cadwalader, Wickersham & Taft LLP & William Golden, an Associate Cadwalader, Wickersham & Taft LLP.
No.6		Animal Figures & Alphabet Soup Understanding the Fat-tails of Asset Backed Securities	Sebastià Miralles
No.7		Avoidance Provision in a Local and Cross-border Context: A Comparative Overview	Professor André Boraine, Professor of Law, University of Pretoria, South Africa
No.8	2009	Bank Bankruptcy in Canada: A Comparative Perspective	Associate Prof. Stephanie Ben-Ishai, Osgoode Hall Law School, York University, Toronto, Canada.
No.9		How the New PRC Enterprise Bankruptcy Law has Fared - Restructuring of A-share Listed Companies and Cross-border Implications	Alan C W Tang, Partner and Head of Specialist Advisory Services, Grant Thornton, Hong Kong and China
No.10		Disclaiming Onerous Property in Insolvency: A Comparative Study	Paul Omar - Gray's Inn Barrister, Advocate and Solicitor of the High Court of Malaya and Senior Lecturer, University of Sussex
No.11		Review of the PRC Bankruptcy Law 2009	Professor Li Shuguang and Wang Zoufa, Bankruptcy Law and Restructuring Research Centre, China University of Politics and Law.

No.12	2010	Corporate Groups and Liability Issues in Argentina, USA and the UNCITRAL Recommendations	Prof Dr. Hector Jose Miguens, Professor of the Bankruptcy Law, Universidad Austral, School of Law, Buenos Aires, Argentina
No.13		Property that Moves: Security over Moveable Personal Property and Cross-border Enforcement	rish Keeper, Senior Lecturer at the School of Accounting and Commercial Law, Victoria University of Wellington, New Zealand and INSOL Scholar 2009 – 2010
No.14		Crossing Swords? Domestic Application of Foreign Law Under the UNCITRAL Model Law on Cross-Border Insolvency - Overview of Recent International Case Law	Michael Quinlan and Hugh Boylan, Allens Arthur Robinson, Australia
No.15		Modern Insolvency Law Developments in the Former Soviet Union States	Prof. Alexander Biryukov, Institute of International Relations of Kyiv National Taras Shevchenko University and INSOL Scholar for 2009 – 2010 for the Europe, Africa and Middle East Region.
No.16		Cross-border Insolvency Proceedings in the European Union: The Interface between the Insolvency Regulation and the Brussels I Regulation	Adrian Walters, Geldards LLP Professor of Corporate and Insolvency Law, Nottingham Law School, Nottingham Trent University, UK and INSOL International Scholar for the Europe, Africa, Middle East Region 2009-2010.
No.17	2011	Potential Directorial Liabilities of Creditors in a Workout	Mr. David Cowling, Partner – Litigation and Dispute Resolution, Clayton Utz.
No.18		Business Recovery Procedures in South Africa, Namibia and Botswana and the Possible Introduction of Unified Procedures for the Region	Eric Levenstein, Werksmans Inc.
No.19		The Treatment of Secured Rights in Cross-border Insolvency	Prof. Bob Wessels, Independant legal counsel, Dordrecht, The Netherlands; Professor of International Insolvency Law, University of Leiden; Deputy Justice at the Court of Appeal, The Hague, INSOL Scholar for Europe, Africa and Middle East region 2010 - 2011.
No.20		Insolvency in Relation to Islamic Finance: Malaysian Law and Shariah Perspective	Dr Nik Norzrul Thani, Chairman and Senior Partner, Zaid Ibrahim & Co., Kuala Lumpur, Malaysia and Mohd Hariz Daud, Senior Associate at Zaid Ibrahim & Co.
No.21		The WEPPA, Purposive Interpretation and Vulnerable Creditors	Jassmine Girgis, Assistant Professor, Faculty of Law, University of Calgary, Canada, INSOL Scholar for the Americas Region in 2010 - 2011.
No.22	2012	Judicial Views on Third Party Litigation Funding A Comparative Overview	Jason D. Karas, Principal of Lipman Karas, Hong Kong
No.23		Role of Corporate Boards - Insolvency and Corporate Governance Landscape in India	Mr Tejas Karia, Partner; Mr.Deepesh Aneja, Senior Associate; Mr.Nitesh Jain, Senior Associate; and Ms.Aradhana Lakhtakia, Associate, all of Amarchand & Mangaldas & Suresh A.Shroff & Co. Advocates and Solicitors in India
No.24		Confronting Practical Challenges and Pursuing Creative Solutions	Dr. Yin Zhengyou, senior partner W&H Law Firm and Mr. Alan CW Tang, partner and head of specialist advisory services, SHINEWING (HK) CPA Limited.
No.25	2013	Necessity Trumps Law: Lessons from Emerging Markets for Stressed Developed Markets?	Tim DeSieno and Katherine Dobson of Bingham McCutchen LLP, USA
No.26	July 2013	The Snipping of the Golden Thread and the Sacking of the Temple of Universalism	John Verrill of Chadbourne & Parke LLP, UK

No.27	September 2013	Recovery of Sovereign Debt in The U.S.	Lynn Harrison of Curtis, Mallet-Prevost, Colt & Mosle LLP
No.28	October 2013	Update on Shareholder and Equity - Related Claims in Insolvency Proceedings	Brian Empey, Brendan O'Neill and Caroline Descours of Goodmans LLP (Canada); Adam Gallagher, Craig Montgomery and Dan Butler of Freshfields Bruckhaus Deringer LLP (UK) and James Millar Wilmer Cutler Pickering Hale and Dorr LLP (USA)
	2014		
No. 29	May 2014	Specifics of Bankruptcy of Individuals and Corporate Entities Under Russian and Ukrainian Legislation	Mikhail Rosenberg, Yadviga Pavlovich & Olga Vorozhbyt Chadbourne & Parke LLP
No. 30	August 2014	Shipping Chapter 11s: Safe Harbor or Rough Seas? (Continued)	Mark E. Dendinger and Evan D. Flaschen of Bracewell & Giuliani LLP
	2015		
No 31	2015	Luxembourg Holding Companies: Embracing and Unveiling the Multifaceted Intricacies of Comi, Central Administration and Real Centre of Management	Christel Dumont, Senior Counsel, Bonn Steichen & Partners, Luxembourg
	2016		
No 32	March 2016	Financial Institutions Restructuring in Argentina and Latin America	Roberto E. Silva Jr. and Fernando Daniel Hernández of Marval, O'Farrell & Mairal, Argentina.
No 33	October 2016	The Long (or Not so Long) Arm of Avoidance Claims: The Issue of Extraterritorial Application	David Molton of Brown Rudnick LLP and Jacob Beiswenger of O'Melveny & Meyers, USA
No 34	November 2016	Assignment of Non-Performing Loans (NPLs) - Main Challenges in Brazil	Roberto Vianna do R. Barros and Jorge Barbieri Gallo of Campos Mello Advogados, Brazil
	2017		
No 35	December 2017	Court Restructuring and Bankruptcy in Poland	Karol Czepukojć, Wardyński & Partners, Poland.
No 36	December 2017	Adequate Protection for Secured Creditors in the Context of the Proposed EC Directive on Preventive Restructuring	Krijn Hoogenboezem, Dentons Boekel, Netherlands
	2018		
No 37	January 2018	Avoidance of Antecedent Transactions and Cross-Border Insolvency in the Czech Republic	Petr Sprinz, Partner, HAVEL & PARTNERS
No 38	March 2018	The Thing about Schemes in the Scheme of Things: Recognition of Schemes of Arrangement under Chapter 15 of the U.S. Bankruptcy Code	David L. Lawton and Shannon B. Wolf of Bracewell LLP, USA
No 39	April 2018	The New Insolvency & Bankruptcy Code in India: Impact on the Distressed Debt Market	Vikram Bajaj, Renaissance Capital Advisors, India
No 40	May 2018	Cross-border Insolvency in Singapore: The Effectiveness of the Judicial Insolvency Network and the JIN Guidelines on the Administration of Cross-border Insolvency Matters	Ajinderpal Singh and Ng Guo Xi of Dentons Rodyk & Davidson LLP, Singapore
No 41	November 2018	New Cross-border Insolvency and Restructuring Law in Switzerland	Roger Bischof, Partner, Bonnard Lawson, Fellow, INSOL International, Switzerland

	2019		
No 42	February 2019	Liability of Controlling Persons in Corporate Insolvency: Evolving Trends in Russian Law and Practice	Pavel Novikov and Andrey Bogdanov of Baker Mckenzie, Russia

Date	Special Reports	Contributor / s
June 2010	Storms of the Recent Past and Managing Future Challenges - Survey Report	Alan Bloom, Head of Corporate Restructuring at Ernst & Young LLP.
October 2014	Chile's New Insolvency Law: Restructured for Corporate Restructurings	Pedro A. Jimenez, Jones Day, USA; Rodolfo Pittaluga Jr., Deloitte Financial Advisory Services LLP, USA, and Pablo Herrera, Deloitte FAS, Chile
April 2015	When 'Where' Matters: Anchoring Jurisdiction in Insolvency	Jason D. Karas, Madeleine G. Harland and Scott B. Foreman of Lipman Karas - Hong Kong, Australia and London.
May 2015	Environmental Claims in Insolvency and the Liability of Insolvency Practitioners	Dr David Goldman, Partner, Norton Rose Fulbright Australia
September 2015	The Legal Impact of Social Media Networks - International Trends	Nastascha van Vuuren and reviewed by Eric Levenstein, Werksmans Attorneys, South Africa.
December 2015	Cross-border Insolvency - A Guide to Select Latin American Insolvency Systems	Mr. Pedro A. Jimenez of Jones Day, USA & James Pomeroy Fellow, INSOL International, PwC LLP, Canada
June 2016	Assessing the Effectiveness of and Challenges Facing Chief Restructuring Officers	Ann-Marie Laing and Alastair Beveridge of AlixPartners, UK.
March 2017	Office-holder Remuneration: Some International Comparisons	Eric Baijal of BBM Solicitors, Scotland
June 2017	Jurisdictional Considerations in Cross-border Insolvencies	Hugh Dickson, Grant Thornton Specialist Services (Cayman) Limited
June 2017	Protocol for International Recognition of Insolvency Proceedings Affecting Natural Persons	William A. Courage, BDO Canada Limited
August 2017	Impact of Rubin v Eurofinance on Cross-border Insolvency Recognition and Enforcement	Fredric Sosnick, Practice Group Leader, Financial Restructuring & Insolvency Group, Alastair Goldrein, Associate, Financial Restructuring & Insolvency Group, and Ronni Arnold, Knowledge Management Attorney, Financial Restructuring & Insolvency Group, Shearman & Sterling LLP
September 2017	The Implications of Brexit for the Restructuring and Insolvency Industry - A Collection of Essays	
October 2017	Standard Directions for an Insolvent Trust	Ian Mann & Lucy Hickmet, Harney Westwood & Riegels, Hong Kong
November 2017	Retail Disrupted - Welcome to The Hunger Games	James Stewart and Mark Tippet of Ferrier Hodgson, Australia and Cory Lipoff of Hilco Merchant Resources, LLC, USA.
November 2017	The Protection of Intellectual Property Rights in Insolvency Proceedings	Richard Chesley and Oksana Koltko Rosaluk, DLA Piper LLP, USA and Joe Riches, DLA Piper, UK
January 2018	PRC Enterprise Bankruptcy Law and Practice in China: 2007 to a record-breaking 2017	Prof. Wang Xin Xin, Dean of Bankruptcy Law Research Centre of Renmin University, Beijing; Prof. Xu Yang Guang, Vice Professor of Renmin University, Beijing and Mr. Alan

		CW Tang, Head of SHINEWING Specialist Advisory Services, Hong Kong.
April 2018	Restructuring Options for MSMEs and Proposals for Reform	Country chapters
July 2018	An Evaluation of The Role of Creditors in Insolvency Proceedings: A Report on Comparative Study	Donna McKenzie Skene, University of Aberdeen, Aberdeen, United Kingdom** David Burdette, INSOL International, London, United Kingdom**
October 2018	Developments in Asian Restructuring and Insolvency Regimes	General Editor - Cosimo Borrelli, Borrelli Walsh, Hong Kong Contributors - Sarjit Singh Gill S.C. and Charles Lim, Shook Lin & Bok, Singapore Kristy Zander and Rowan Tape, Lipman Karas, Australia Jonathan Leitch, Stewart Wang and Yiyuan Zhang, DLA Piper, PRC
October 2018	Financing the Rescue Process – A Comparative Analysis of the Financing Regimes in Australia, Canada, South Africa, United Kingdom and United States of America	Dr Eric Levenstein* , Director, Werksmans Attorneys, South Africa
November 2018	Will Singapore become an international centre of debt restructuring? A comparative analysis of Singapore's bold insolvency reforms	Noel McCoy of Norton Rose Fulbright Australia, Fellow, INSOL International
December 2018	European High Yield Bond Restructurings – A User's Guide	Alastair Beveridge and Mark Sinjakli of AlixPartners, UK
March 2019	INSOL International Special Report - UNCITRAL's Model Law on Recognition and Enforcement of Insolvency-Related Judgments - a universalist approach to cross-border insolvency	Evan J Zucker and Rick Antonoff of Blank Rome LLP, USA

Smaller Practitioners Technical Paper Series Template A - Collection of Practical Issues Important to Smaller Practitioners			
	Date	Country	Contributor / s
Technical Series No.1	December 2011	USA	Jeff Friedman and James Truitt of Katten Muchin Rosenmann LLP
Technical Series No.2	March 2012	Hong Kong	Mr Mat NG, Director, JLA Asia Limited
Technical Series No.3	April 2012	UK	Peter Sargent, Partner, Begbies Traynor
Technical Series No.4	August 2012	Germany	Dr. Georg Bernsau and Steffen Schneider, BBL Bernsau Brockdorff Insolvenz - und Zwangsverwalter GbR, Frankfurt
Technical Series No.5	October 2012	Cayman Islands	Scott Andersen & Margot MacInnis, KRYs Global - posted October 2012
Technical Series No.6	September 2013	Poland	Maurycy Organa, Legal Advisor and Insolvency Practitioner Organa & Karbowski Insolvency Practitioner
Technical Series No.7	May 2014	Brazil	Otto Eduardo Fonseca de Albuquerque Lobo of Motta, Fernandes Rocha Advogados
Technical Series No.8	August 2014	Lithuania	Ieva Strunkiene, Lawyer to a Member of Parliament of the Republic of Lithuania
Technical Series No.9	November 2014	Ireland	Mr. Jim Luby of McStay Luby, Chartered Accountants & Marsha Coughlan, of A&L Goodbody Solicitors
Technical Series No.10	December 2014	Mexico	Thomas S. Heather of Ritch, Mueller, Heather Y Nicolau.
Technical Series No.11	April 2015	Guernsey	Andrea Harris, KRYs Global & David Jones, Carey Olsen
Technical Series No.12	July 2015	India	Dr. K.S.Ravichandran, KSR & Co Company Secretaries LLP, India

Technical Series No.13	October 2015	South Africa	Dawie van der Merwe of Independent Advisory, South Africa
Technical Series No.14	May 2016	Japan	Shinnosuke Fukuoka and Yuri Sugano of Nishimura & Asahi
Technical Series No.15	November 2016	Canada	William A. Courage, BDO Canada Limited and Jane Dietrich, Fellow INSOL International, Cassels Brock & Blackwell LLP, Canada
Technical Series No.16	July 2017	British Virgin Islands	Martin Trott, RHSV Caribbean, British Virgin Islands and Mungo Lowe, Fellow INSOL International, Maples and Calder, London
Technical Series No.17	August 2017	Czech Republic	Petr Sprinz, partner, Havel, Holásek & Partners
Technical Series No.18	September 2017	Spain	Prof. Dr. Nuria Bermejo-Gutiérrez, Senior Lecturer, Universidad Autónoma de Madrid, Spain
Technical Series No.19	October 2017	Nigeria	Ayodele M. Kusamotu F.I.I, ACI Arb, Fellow INSOL International, Kusamotu & Kusamotu, The Green Fish Chambers, Nigeria
Technical Series No.20	December 2017	Peoples Republic of China	Xiuchao Yin, Senior Partner of Dentons LLP, Beijing
Technical Series No.21	December 2017	Jersey	Alan Roberts, Director, Grant Thornton and Marcus Pallot, Partner, Carey Olsen, Jersey
Technical Series No.22	March 2018	Uganda	Ruta Darius, Fellow, INSOL International, Partner, Namaya Kafureeka & Co. Advocates, Uganda
Technical Series No.23	January 2019	France	Isabelle Didier, Judicial Administrator, Founding Partner, CID & Associates Law Firm and Founder and President of French think tank, GRIP 21; Myriam Mailly, GRIP 21, Consultant to International Organisations and Alexis Thomas, Law Student, France
Technical Series No.24	May 2019	England and Wales	Kevin Lucas FCA FABRP, Lucas Johnson Limited, UK

**Smaller Practitioners Technical Paper Series
Template B - Smaller Practices and Consumer Debt Issues**

	Date	Country	Contributor / s
Technical Series No.1	June 2011	Canada	Bill Courage of BDO Canada Limited
Technical Series No.2	September 2011	UK	David Rubin of David Rubin & Partners LLP
Technical Series No.3	December 2012	Czech Republic	Ivan Barabáš of Havel, Holásek & Partners s.r.o, Attorneys at-law, Czech Republic.
Technical Series No.4	February 2013	Singapore	Mr. Edwin Tong of Allen and Gledhill LLP, Singapore
Technical Series No.5	November 2013	USA	Prof. Lois R. Lupica, Maine Law Foundation Professor of Law, University of Maine School of Law, USA
Technical Series No.6	February 2014	BVI	Mark J. Forte and Murray Laing, Conyers, Dill & Pearman, BVI
Technical Series No.7	April 2014	Italy	Karl Heinz Lauser, partner and Ms. Chiara Fiorini, associate of Derra, Meyer & Partner
Technical Series No.8	September 2014	Argentina	Ariel G. Kiperman of Estudio Kiperman & Asociados, Argentina
Technical Series No.9	December 2015	Ireland	Michael Bolger of Beacon Capital Ltd, Ireland (formerly of Grant Thornton, Ireland)
Technical Series No.10	June 2016	Scotland	Iain Fraser of FRP Advisory LLP
Technical Series No.11	December 2016	South Africa	Juanitta Calitz and Imo-Rhesa Nel, Faculty of Law, University of Johannesburg, South Africa
Technical Series No.12	June 2018	Hong Kong	Mat Ng, Board Director INSOL International, FCPA, FCPA (Aust.), SD (Insolvency), CFE, Managing Director; Leonard Chan, CPA, CPA U.S., SQ (Insolvency), Director; and Fiona Fok, CPA, CPA (Aust.), SQ (Insolvency), Senior Manager of JLA Limited, Hong Kong
Technical Series No.13	November 2018	Brazil	Thomas Benes Felsberg, Felsberg Advogados, Brazil
Technical Series No.14	November 2018	Japan	Naoki Kondo and So Miyamoto, Oh-Ebashi LPC & Partners, Japan

Technical Series No.15	December 2018	Czech Republic	Petr Sprinz, Partner, Havel & Partners



The results are in for the IWIRC Hong Kong Gender Balance Survey!

In 2018, the International Association of Insolvency Regulators (**IAIR**) resolved to focus on the issue of gender balance after many jurisdictions around the world noted a relatively low number of women practicing as insolvency practitioners. The starting point has been to survey member organisations to paint a global picture and identify appropriate avenues for change. The Official Receiver's Office of the Hong Kong SAR (**OR**) is a member organisation of IAIR.

IWIRC Hong Kong recently worked with the OR to survey the professional community in Hong Kong. Of the survey respondents, there was an even mix of professionals from accounting/financial and legal backgrounds where 27% of the respondents held the experience of being a formal appointment taker.

Based on the perspective of both female (73%) and male (27%) respondents, the perceived key reasons in Hong Kong for an imbalance in the number of Panel A appointment takers (where only 30% are female) were: (1) industry bias (unconscious or otherwise), where men were perceived to be more likely to hold the type of senior leadership positions that would allow for them to become appointment takers; and (2) the broader consideration that in Hong Kong, due to inadequate maternity leave, gender pay gap and the pressures that women face to be the primary caregiver at home, that this may be in part due to a structural factors beyond the industry.

More respondents than not were of the view that there is an increasing number of female appointment takers (over the past 5 years). Most respondents recognised the initiatives of IWIRC in Hong Kong in supporting and promoting women in restructuring and insolvency as well as corporate/firm initiatives and other gender equity related discussion forums as contributing factors towards improvement of gender balance.

Some suggestions for positive initiatives that regulators and industry bodies may take to improve gender balance of insolvency practitioners include to: (1) provide for more flexibility in ways to gain appropriate qualifications; and (2) to encourage firms via policy initiatives to consider the issue of gender balance, including support of programs that support women both into the profession and through to senior levels.

It was a clear theme of the survey that, beyond the narrow focus of Panel A appointments, career progression in the restructuring and insolvency industry turns on relationship. IWIRC Hong Kong has many initiatives aimed at supporting and promoting women in the industry. A pillar of our mission is to provide varied opportunities for networking for all of our members and friends, women and men alike. We are also keen to profile our female members via speaking roles at conferences, by nominating them for industry awards and celebrating their successes on social media.

If you are interested in becoming a member of IWIRC in Hong Kong, please click through the following link:

<https://www.iwirc.com/membership>

Joanne Collett

From: Eloise Fardon <Eloise.Fardon@shlegal.com>
Sent: Monday, 8 April 2019 4:36 PM
To: cbasler@alixpartners.com; sb@kadoorie.com
Cc: Veronica Chan (veronicachan@tannerdewitt.com)
(veronicachan@tannerdewitt.com); Pooja Sinha (sinha.pooja@gmail.com); Catherine.D'Alton@harneys.com; Justine Lau <Justine.Lau@mourant.com> (Justine.Lau@mourant.com); Joanne Collett; Aisling.Dwyer@maplesandcalder.com
Subject: INSOL Members Association Roundtable meeting - 2 April
Follow Up Flag: Follow up
Flag Status: Flagged
Categories: Priority

[this message is from an external sender]

Dear Carrienne & Shari

We attended the Members Associations Roundtable on Tuesday 2 April during the INSOL conference.

The roundtable covered 3 subject areas and was generally an information sharing session between the different organisations present. It covered the following topics:

- i. Responding to the financial challenges of a declining market - declining members, declining attendance at events, and new competitors.
- ii. Lobbying, communication and interaction with stakeholders - regulators, governments, legislators etc
- iii. Corporate governance.

Some updates from INSOL:

1. INSOL are opening an Asia hub in Singapore to support the changing geographic footprint of its membership
2. During Julie Hertzberg's 2 year term as president she wants to focus on increasing diversity within INSOL with a specific focus on gender diversity.
 - INSOL has 11,500 members but only 2,500 women (even though 30% of insolvency professionals are women). She wants INSOL to become more diverse and engage with more junior professionals. Her first focus is on gender diversity and having more women drafting INSOL publications, on INSOL panels and INSOL organising committees. Having the new Asia hub should help with more geographic footprint to offer more local content.
 - Pooja has separately been engaging with Sonali, Technical Director at INSOL as to how IWIRC and INSOL can work together on this. Pooja may be invited to join the INSOL Technical Committee for the CapeTown conference next year,
3. They plan to host similar roundtable meetings at INSOL conferences in the future.

Some observations:

- Many of the organisations are struggling with decreasing membership and engagement from members. A similar theme was wanting to focus on engaging more junior members of their local professions. We shared some learnings from the IWIRC Asian networks on how we had been able to do this by offering different types of events locally at low price point (e.g. Cantonese speaker events in Hong Kong). We also shared our view that the Asia WOYR (including having a high-powered external panel of women judges) had helped us to further raise our profile in Asia.

- IWIRC seems to be ahead of the game in using social media to engage with its members

To-do items for IWIRC following the meeting:

- On the Corporate Governance topic Jason Baxter, INSOL, plans to work on some standard association rules / guidelines that developing member organisations can adopt. Pooja offered to share some intel from IWIRC in this regard including potentially customizing our Network Rules of Operation to create a ready template that could be used by any members' organisation in the R&I space.
- We met some members from Malaysian accountancy bodies – we have already introduced them to IWIRC Malaysia Co-Chairs.
- We met Rene Bekker, COO of South African Restructuring and Insolvency Practitioners Association. She is interested about how IWIRC South Africa can be formed. Given INSOL will be hosted in Capetown in March 2020 this could be a great time to get this up and running – aiming to host a launch event in Capetown in 2020. **Shari – could you please raise potential of South Africa network at the board meeting on 10 April and see whether there is interest for anyone on the international board to help with forming such a network.** Eloise will connect Shari with Rene.
- Pooja to liaise with Jason on corporate governance project.

Kind regards
Pooja, Eloise & Veronica

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June 13, 2019

Canada currently has four networks -- Ontario, Western Canada, Montreal and Atlantic Canada. The first two networks are active networks, and continue to be successful with multiple events, a strong membership base and committed leadership. There have also been renewed efforts in the past months to rejuvenate the Montreal Network and we are hopeful that may come to fruition.

The Atlantic Canada network is no longer active, with no members or board. We are requesting that the Network be formally dissolved. Please advise us as to next steps for implementing the dissolution.

1. Ontario

- currently has 76 members, which is an increase over the past few years
- 14 member board with diversity in terms of seniority and background (legal, trustee, banking)
- very active network with events held approximately every two months
- Events held in 2019 to date include a mix of social/networking events and educational events (both soft skills and technical knowledge):
 - AGM Networking event
 - Workshop on presentation skills “How do you Show Up in the Boardroom”
 - Lunch and Learn: All about Trusts and Competing Priorities – was very well attended
- Summer event planned for June – Boat Cruise around Toronto Island is expected to be well-attended and typically includes a great mix of lawyers, trustees and bankers
- The board has discussed inviting judges to its holiday High Tea Event, which will be a first for Ontario as judges have not been invited in the past
- Ontario undertakes community service initiatives each year and this year is planning on including a community service initiative to help a local women’s shelter as part of an event in the fall
- The board is still considering introducing a formal sponsorship program and options are being considered
- The board is considering options to increase membership outside of Toronto (including how to appeal to consumer practitioners) as the Toronto market is considered saturated

2. Western Canada

- approximately 64 members
- 11 member board
 - good cross section of practitioners
- holds multiple events each year spread over three major cities in Western Canada:
 - Calgary
 - members-only free aerobics event hosted by one of the network’s members who is a newly accredited fitness instructor was a success – very well attended
 - annual spa event took place in May, which was very well attended and is the most popular event every year

- Vancouver
 - April event – De-Coding Hockey Wine and Cheese with guest speaker – event for both members and non-members – event was well attended and well received, with positive feedback
 - May event – Self-care for the professional women discussion, which included discussion of a number of shorter articles on the importance of self-care. Articles were circulated prior to the event and attendees were encouraged to bring items to donate to charity serving women on the downtown eastside of Vancouver
 - June event – Pre-summer spa day
 - August event – Bowen Island meeting hosted by Dr. Janis Sarra (recent WOYR winner)– regional event for all IWIRC Canada members – save the date will be going out soon
 - September event – Summer Send off cocktail event, to coincide with IWIRC on the Vine
 - Vancouver is planning to send a communication to members and new member targets including the Vancouver 2019 event schedule to highlight what is coming up and the benefits of IWIRC membership brochure – will be sent to targets by IWIRC Board members directly, rather than as a mass mailing
- Edmonton
 - March event – casual food and drinks, 12 attendees, which is a great turnout for Edmonton
 - June event – Educational Focus Event with Justice Donna Shelley
 - Upcoming events include going to a beauty boutique where they make custom cosmetics, a fitness type event, a chocolate tasting event and a terrarium making workshop (concept would be to have fun making a bit of green in the winter)
- Edmonton is a smaller centre, so has fewer events and fewer members on the Board
 - Membership and Communications Director continues to work with the Edmonton Co-Chair to come up with ideas to increase engagement
- initiatives include:
 - sponsorship package has been rolled out – it was a new model for the network, with three network-level sponsorships available and unlimited smaller ones (local only)
 - sponsorship ask was a success with three network level sponsors (one law firm, one accounting firm and one “other” service provider for restructuring/insolvency work) and several local sponsors, some of which have decided to sponsor in more than one city
 - welcome email to each new member from Network Chair with upcoming events listed and summary of value proposition
 - newsletter to members to highlight network members, their work and the sponsors – next newsletter will go out in late June
- IWIRC on the Vine
 - Save the date has gone out
 - Scheduled for September 27-29 in Kelowna, British Columbia (Okanagan Wine region)

- Sponsorship asks are in process – currently have several sponsors
- Working on programming and events
- Hotel rooms are now available at the discounted conference rate

3. Montreal

- essentially inactive for the last two+ years
 - challenges to this network include strong competition from other female networking groups, and the distinct culture and language issues in Quebec
- we have identified an IWIRC member in Montreal (Smaranda Mihalachi, Miller Thomson) who is interested and actively participating in an attempted revitalization of the Montreal Network
- the Montreal Network hosted a regional event (with the assistance and sponsorship of the Ontario Network, Western Canada Network and IWIRC International) on January 31
 - High Tea in advance of Canada's largest Canadian insolvency conference, which was held in Montreal
 - Approximately 37 attendees
 - great turn out from Ontario Network, Western Canada Network and a number of restructuring professionals from Montreal
 - great feedback received from all attendees, including those from Montreal
- Smaranda is planning another event in the next few months with the Montreal community to get the women together and elicit interest in IWIRC and the rejuvenation of the Montreal Network
- we are hopeful that, with the participation of Smaranda in Montreal and others that she hopes to enlist for assistance, we can gain traction leading to a successful relaunch of the Montreal Network

4. Atlantic Canada

- has essentially disappeared, with no board or registered members
- Former Chair, Leanne Salyzyn, has indicated it is just not feasible to have a network in her area
 - only a handful of bankruptcy lawyers or Trustees
 - spread out in small town and centres
 - difficult to obtain support for an annual membership
- Consider formally dissolving this network

Sara and I will continue with calls/communication with the two active Canadian network chairs and with Smaranda. On our most recent call with the Western Canada Network Chair and the Ontario Network Chair, we discussed recent initiatives at the International level, including the website and soliciting feedback on same, the social media policy and diversity initiatives. We also discussed recent successes and challenges at both Networks to assist in event planning and continued assessment for improvement. Another call to discuss sponsorship is scheduled for June 5. A few things of note for International stemming from our most recent Canadian network chairs call:

- i. It is a continued struggle to attract those from smaller firms and/or personal bankruptcy practitioners to join IWIRC. Suggestions are welcome in this area.

- a. We did mention the possible initiative to do various “tear sheets” each with benefits targeted to a particular group (eg. investment banks, personal bankruptcy practitioners), which the network chairs thought would be a good initiative. Other suggestions from our call include section(s) on the website targeted to different groups as well.
- ii. Website functionality – A suggestion was to ensure that you can search members by where they practice vs. network, as the location of the member is not intuitive in some networks (eg. Rocky Mountain Group, Western Canada). This came up as there was need of a referral in Wyoming and it was difficult to search for this.

Sara and I are encouraging people to join in “virtual” events and attend regional conferences and events. Regional events continue to be a focus in Canada, and has led to the pace of and participation in regional events increasing. Examples include many virtual lunch and learns between the Ontario and Western Canada networks, cocktail receptions in advance of major Canadian insolvency conferences bringing together members from all Canadian networks, IWIRC on the Vine and the August Bowen Island meeting hosted by this year’s WOYR award winner, Dr. Janis Sarra.

We continue to encourage our members to attend IWIRC International conferences, run for Board positions, nominate for awards, and generally find ways to engage more robustly with the larger IWIRC organization.

Regards,

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From: Melissa Hager and Kelly McDonald
To: E-Board
Re: U.S. Networks Status Report – May 2019 Update
Date: May 30, 2019

Below is a summary of our efforts since our last report on March 26, 2019:

2019 Spring Meeting

An in person chair meeting was held on April 10 at the Spring Conference. Representatives from thirteen U.S. IWIRC networks attended as well as representative from the Cayman Islands, Ontario, and Western Canada networks. The meeting included lively discussions regarding the Universal Goals (defined below), progress achieved on and lessons learned in connection with the goals. Breakout discussions were held regarding specific Universal Goals. Some of the takeaways from the breakout discussions were:

- 1) Promote the mantra to **Think IWIRC First**;
- 2) Open board meetings with one woman's short presentation on why hire me, which allows other board members to know exactly what they do;
- 3) Private LinkedIn/Face Book pages are an effective tool to communicate with members;
- 4) Membership only events, particularly with Judges, are great way to attract new members;
- 5) Reach out to established males at firms to find potential new women members and garner interest in IWIRC;
- 6) Highlight board members with names/photos in all communications;
- 7) Successful use of network logos with graphics (prior IWIRC approval required): and
- 8) Be aware of firms budgeting calendar – get sponsorship requests in timely.

We also stressed the importance of having as many networks as possible attend the Leadership Summit in New Orleans. We suggested that if the network chair is unable to attend to send an active board member in her place.

Eventbrite Call

On May 15, 2019, Shari led an interactive call with network chairs and representatives regarding Eventbrite best practices and, in particular, an update on the use of "private" events. With the update, when setting up an event on Eventbrite, networks can now mark their events "private" so that they do not show up in any public Eventbrite searches, however, they will appear on the IWIRC website. Another benefit of the update is that the events can be refreshed quicker such that after the event is entered and goes live, it should show up on the website within 20 minutes rather than the 2-3 hours it was taking previously.

Annual Reports

Annual networks reports were due on April 16, 2019. With one exception, all U.S. Networks have submitted their reports (and the sole remaining report should be submitted next week).

New Networks

We have engaged in preliminary discussions with women who are interested in forming a San Antonio or San Antonio/Austin network. Additional discussions are scheduled to take place over the next few weeks with the hope of adding a new (46th) network in 2019.

Network Calls

Calls with all of the network chairs are typically held each quarter. The next network chair call is scheduled for June 18. After the 2018 Leadership Summit, each network was asked to select three of the eight universal goals (the "Universal Goals") to strive to achieve. The Universal Goals are broadly grouped into the following categories: communication, geography, membership, sponsorship, regional, leadership,

planning, and diversity of events. The June 18 call will focus on progress that networks have made on their universal goals and will spotlight networks regarding their successes achieved on the Universal Goals in order to offer tips, suggestions, and ideas to assist other networks with their goals.

Other Matters

We also participate on the Regional Programming calls in order to ensure consistency in connection with the messaging to the U.S. Networks. Melissa also participated on the May 8th call with IWIRC and INSOLV to explore synergies.