

ARANDA MEDIATION CONFERENCE 2022 REPORT

**Building Bridges For
Peace In Asia**

Aranda Mediation Conference 2022 Report

Setting the Foundation of Robust International Mediation Infrastructure by Sage Mediation CEO, Mr Aloysius Goh

Mr Goh warmly welcomed 28 speakers and 67 participants to the Aranda Mediation Conference 2022 (Aranda). The spirit of Aranda is inspired by bridges linking mediators from the 20 jurisdictions of Aranda speakers and participants.

He highlighted the desire to focus on service, an openness to new wisdom, and a constant commitment to excellence. There is also the importance of opening our practice to scrutiny to further its development, the need to embrace new technologies and methods to keep up with the changing mediation landscape, to view recent global developments as providing insights into the direction of mediation, and to continue to creatively refine mediation processes. Finally, a successful mediation is defined by something that can provide closure and is sustainable rather than defined just by a settlement.

He anticipated 2 days of constructive and passionate engagement during the Conference.

Keynote address by Mr Desmond Lee, Minister for National Development & Minister-in-charge of Social Services Integration

Minister Lee spoke about the challenge of resolving community disputes between families and neighbours, and those caused by friction between groups with different socio-economic statuses and from different races.

Legal processes are generally not the preferred solution for such disputes because of the focus on fault and liability, and increased costs in terms of time and money.

Minister Lee highlighted some successful community mediation strategies in Singapore:

1. Embracing diversity. While cultural diversity has advantages such as the richness of diversity and ideas from a variety of perspectives, it also results in differences and disagreements. There is thus a need to create opportunities for different groups to interact with and understand each other to resolve conflicts amicably.
2. Building trust. This would be between parties to enable them to see each other's viewpoints, and between the mediator and the parties for parties to see that the mediator wants to help and not judge them.
3. Coordinating support across different partners. This is especially important for disadvantaged groups facing inter-connected and complex issues. Support needs to be coordinated to formulate a more family-centric approach.

Mediation and Diplomacy: Fostering Trust and Deepening Shared Interests

- Panel discussion chaired by Ambassador-at-Large Ministry of Foreign Affairs, Professor Tommy Koh
- Government Legal Counsel, Attorney-General's Chambers, Singapore, Ms Natalie Morris Sharma
- Former India Ambassador to the Netherlands, Mr Venu Rajamony
- Centre for Humanitarian Dialogue Regional Director, Ms Wu Ye-Min

There are parallels between mediation in state diplomacy and business diplomacy.

1. Mediation operates in the pre-emptive stage of the conflict cycle.
2. Mediation presents opportunities for constructive engagement because its
 - Process allows for candid exchanges during breaks or informal discourse, which help parties understand interests better.
 - Flexibility allows for responses to change as dynamics evolve during the mediation process.
3. Mediation can preserve and repair specific relationships.

Moving forward, efforts could be made to:

- Encourage mediation judicially.
- Strengthen supporting structures on legal and corporate fronts.
- Reinvigorate mediation standards internationally.
- Use and explore Artificial Intelligence and technology to support mediation.

Quote: "Meeting jaw to jaw is better than war."

Mediation can be used in multilateral and bilateral diplomatic contexts.

- Mediation is vastly under-utilised in interstate conflicts.
- The willingness of parties to engage in mediation is key.
- The mediators, states and organisations alike: bigger states may offer greater incentives for settlement, while smaller states are viewed as fair and neutral.

3 steps to boost mediation as a solution to conflicts:

1. Build recognition: Mediation can be applied in global conflicts which needs building of trust, improving communication, and identifying shared interests.
2. Invest in mediation: To train more mediators and focus on the design process of a mediation.
3. Establish mediation networks across cultures: To encourage learning & understanding and explore building sister clubs.

Quote: "The coffee machine isn't just about the coffee, but a space to engage a party discreetly to better understand their interests to unlock more solutions."

Q&A

Professor Koh shared that governments in a dispute generally have a unified position. However, for more complicated circumstances, the opportunity to talk directly to the person in control at the relevant authority may make a difference.

Mr Rajamony added that some decisions are made at the highest levels, leaving the diplomats little room for manoeuvre. However, at other times, a position is taken based on the diplomat's own knowledge of the matter where there is more room for negotiation and compromise.



The Role of Mediation in Implementing the UN Sustainable Development Goals (SDGs)

- **Panel discussion chaired By Sage Mediation CEO, Mr Aloysius Goh**
- **Centre for Humanitarian Dialogue Senior Advisor, Mr Michael Vatikiotis**
- **Green Climate Fund, Compliance and Dispute Resolution Specialist, Mr Paco Gimenez-Salinas**

Mr Gimenez-Salinas explained the importance of Green Climate Fund(GCF)'s Independent Redress Mechanism (IRM) and mediation between parties to GCF-funded projects, and that robust and transparent processes are paramount to achieving the SDGs.

Mr Vatikiotis outlined the key role of mediation in combating population displacement due to climate change and the need to support climate refugees. Successful mediations enable communities to share resources, reduce conflicts, and educate on environmentally sustainable solutions.

In multi-layered disputes, identifying and including all stakeholders is paramount and requires several rounds of mediation, as well as a nimble process so that no one is left behind.

Both speakers agreed that involving local communities and building upon existing local conflict resolution mechanisms is key to achieving sustainable solutions.

To incorporate mediation as part of climate change conflicts, the following efforts are needed:

- Make mediation a routine step of the process.
- Develop transparent protocols to build mediation's credibility.
- Address issues of water supply and basic shelter at the national level.
- Address issues relating to competition for natural resources at a community level.
- Raise awareness of mediation and initiate mediation trainings at community level.
- Help negotiate transnational agreements on climate refugees.
- Negotiate access to and build trust with community leaders so that nature-based solutions can reach communities where they are needed.
- Adopt integrated risk management approaches to address complaints from stakeholders.

Q&A

Identifying and prioritising stakeholders was complex as some parties would be involved indirectly although it could be easier at the community level than at the government level. Mediators need to broaden the process to prepare for new stakeholders.

To build capacity for mediation in communities, organisations were improving local-based conflict resolution mechanisms, building teams of local and international mediators, and providing training in negotiation and mediation.

Countries must acknowledge that there are different standards in addressing climate change and agree to share resources.

Dialogues between governments before enacting laws will help to establish common understanding of problems and find solutions. Dialogues can also bring in technical experts to understand any concepts and mechanisms that require legislation.

Shaping Justice Norms with Amicable Processes and Reconciliation

By Mediators India, President, Mr Sriram Panchu

Mediation in India has progressed to the stage where judges now request parties to consider mediation. Plans to professionalise mediation in the future included:

- Setting up a Mediation Council;
- Having more mediation service providers and institutes;
- Raising awareness of non-court mediation; and
- Ratifying the Singapore Convention on Mediation.

Challenges in professionalising mediation included an over-reliance on the facilitative model and the judiciary. To address these various issues, Mr Panchu advocates for:

- The delineation of boundaries as to what a judge can and cannot do;
- The incorporation of mediation into corporate systems;
- The creation of different dispute resolution processes to fit a variety of conflicts; and
- IMI ranking for every law firm's mediation department.

Q&A

The “mediator mould” was key in mediator training i.e. the ability to listen, foster communication, and assist parties with solution-finding based on long-term interests. To actively resolve the parties' issues, the mediator can learn the language of parties. To further professionalise mediation, mediators can learn and reflect on one's surroundings and develop one's character,

There is the possibility of incorporating mediation into India's formal curriculum and expanding India's mediation capacity to address more cases.

A Relationships-first Approach to Mediation in Southeast Asia

By Pusat Mediasi Nasional (Indonesian Mediation Centre) Executive Director, Mr Fahmi Shahab

- Genuineness is key
- Mediators should observe and understand the cultural and character traits of parties
 - Asians tend to use high-context language more.
 - Common key interests are respect, preserving one's dignity, and saving face.
- A mindset change is necessary for negotiators
 - Avoid being overly positional.
 - Understand interests such as the desire for sustainable business, reputation and relations.
- Relationships-first approach
 - Pre-mediation contact cultivates trust and sets the foundation.
 - Explore non-substantive issues or ask general questions to allow parties to talk about their stories first.

Q&A

Mediators do not need to have a vested interest in order to establish authenticity within a short period of time. The mirroring strategy is effective to better understand parties' views. Preparation during the pre-mediation conference is vital to asking proper questions that can unearth issues and interests. In a mediation, the understanding of cultural complexities rather than legal issues, is one of the most difficult things.

Mediation in Indonesia started around 2002-2003. In 2008, mediation became judicially compulsory for most civil cases. There is now the possibility of using mediation in penal cases.

Integrating Arbitration and Mediation into the Global Dispute Resolution System

- **Panel Discussion chaired By Dentons Rodyk & Davidson LLP Senior Partner, Mr Melvin See**
- **Japan Association of Arbitrators, President, Mr Haruo Okada**
- **Mediators India, President, Mr Sriram Panchu**
- **Pusat Mediasi Nasional (Indonesian Mediation Centre) Executive Director, Mr Fahmi Shahab**

Inclusion of mediation clauses in transactional documents will aid the integration of mediation into the dispute resolution process. Arb-Med-Arb is more common in Japan than in Singapore. It is relatively new in India. Med-Arb is more common in Indonesia although the success rate of mediation is relatively low.

Despite having greater efficiency when the arbitrator and mediator is the same person, it was agreed that it would be better to have separate persons. This would avoid issues of confidentiality, integrity, impartiality, and the possibility of the arbitrator/mediator having a coercive power over the parties. Structuring the flow of arbitration and mediation during the process could address these issues.

Japan has adapted an outline for enforcing a settlement agreement, raising the possibility that it will sign the Singapore Convention soon, although it is likely that there will be reservations.

Third-Party Funding (TPF) – An Enabler for High Stakes Mediations?

- **Chaired by Allen & Gledhill, Co-head of International Arbitration, Mr Chong Yee Leong**
- **Nivalion, Head of Austria and Central & East Europe, Dr Alice Fremuth-Wolf**
- **Nivalion, Head of Americas and South Europe, Ms Kirstin Dodge**

- Issues with TPF included the relationship of the party with the funder and the possible impecuniosity of the party receiving funding.
- In 2021, TPF in Singapore was expanded to domestic arbitration, Singapore International Chamber of Commerce proceedings and subsequent mediations.

Dr Alice Fremuth-Wolf shared that:

- In TPF, the funder pays the costs of resolution of a dispute.
- Case budget should not exceed 10% of expected litigation recovery in 2-digit million-dollar claims.
- TP funders are not caught by the prohibition against contingency fees as they are not paid a percentage of the outcome of the case. Instead, a percentage surplus is allowed to avoid conflict of interest between the legal professional and client.
- In the absence of legislation, general contract law applies to TPF arrangements

Ms Kirstin Dodge shared:

- TPF enables a party to bring its claim and speed up the resolution process. It also provides a neutral and free assessment of the merits of the dispute.
- It gives parties a stronger understanding of their case, BATNA and WATNA. This incentivises parties to settle as they are better informed and prepared.
- Challenges when dealing with TPF include complicated pricing issues. There are pros and cons when considering whether to disclose that a case has TPF.

Q&A

Mediators are advised to disclose a conflict of interest if he knows the TP funder even if the funded party is unwilling to disclose that they are being funded. If the mediator withdraws from the case due to conflict, the compensation procedure is dependent on the specific contract between party and mediator.

Funded parties may push for a harder bargain although parties generally settle because of other factors. Funders have termination rights when it does not make sense to continue funding after evaluation.

High costs of litigation in the US incentivises parties to use mediation. Mandatory family mediations in Austria have familiarised parties with mediation. In contrast, it is less attractive in Switzerland where court processes are fast and party-centric.

Typical TPF cases involve small and medium enterprises who need funding to sue and enforce claims against large corporations.

The Search for a Universal Framework for Mediation Practice

By International Mediation Institute Executive Director, Ms Ivana Ninčić Österle

The International Mediation Institute (IMI) is the only non-profit, non-service global foundation dedicated to developing mediation internationally which:

1. Sets transparent mediation quality standards, and explains and promotes the value of resolving disputes through mediation;
2. Offers a trust mark of high-quality mediators through harmonising mechanisms and a code of professional conduct for mediators; and
3. Has a framework for diverse mediation competencies and consults widely with users, credentialing bodies and governments.

IMI recently launched a mediation development toolkit with the Council of Europe's European Commission for the Efficiency of Justice that incorporates IMI's standards and tools. Additionally, IMI develops young mediators through its Young Mediators Initiative (YMI) and Mentorship Framework.

Key factors on how to improve mediation's prospects

- Quality and information.
 - A non-profit, non-service provider, global foundation, e.g. IMI, as the key to inspire confidence in mediators and mediations.
 - Support from competing players and stakeholders in the dispute resolution market i.e. users, mediation advocates, adjudicators, and policymakers.
 - Independent international certification through recognisable mediation standards especially with the Singapore Convention and online mediation.
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Defining a Shared Purpose for the Development of International Mediation Practice

By National University of Singapore, Faculty of Law, Professor Joel Lee

Current trends in mediation

1. People are ill equipped to carry out the mediation process.
 - Not a compulsory part of legal education.
 - Mediation is recast as litigation or arbitration.
2. There is a misconception that settlement is the be all and end all.
 - Mediators should not be told how to mediate or resolve the dispute.
 - Mediators serve the parties the best way they can, not the way the parties think they are best served.
3. Mediation work is going to an exclusive group of people making it difficult for the industry to expand and grow.

Potential pitfalls in mediation scene

1. Lack of consistency in the quality of mediation practice amongst many organisations.
2. Silo-building and turf grabbing when, instead, bridges should be built without expecting all institutions to be homogenous.

Solutions

1. Building capacity by training and mentoring
 - Training
 - Starting at undergraduate level.
 - Inculcating the value of resolving disputes amicably.
 - Mentoring
 - Experienced mediators should create opportunities for young to mid-level mediators to learn through observation or by helping.
 - Mentoring should not purely be about the skills of mediation but about the heart and soul.
2. Professionalisation of mediation
 - Demand
 - Educate and convince the gatekeepers.
 - Channel the right cases to mediation.
 - Culture where fair value is paid for fair work done.
 - Change the misconception that mediation is “cheap”.
 - Assurance of quality of work.
 - Need to have entry-level mediation training.
 - Conversation by standards bodies e.g. IMI & SIMI about key values and competencies of mediation.

Q&A

To avoid the pitfalls, there must be difficult conversations. Standards are important and we need to hold ourselves to a certain quality.

Apart from inviting younger mediators to co-mediate, more lawyers can refer cases to mediation. Training cannot just be how to mediate, but also the values, goals and aspirations.

International Mediation Advocacy: Finding Common Ground Between Cultures, Language, and Legal Systems

By Straus Institute for Dispute Resolution, Judge Danny Weinstein Managing Director, Professor Sukhsimranjit Singh

An obstacle to finding common ground between different cultures and languages is the existence of group identity resulting in an us vs them dichotomy. Instead, mediators should try to establish common ground using the 5Cs: Commonality, Connections, Concern, Common identity, and Common heritage. Additionally, local languages are key in understanding context and culture in mediations.

Key tips to finding the common ground

- Be humble and listen actively.
- Have compassionate empathy i.e. caring about the individual, not because of group identity.
- Gain experience
 - Meet new people.
 - Go to new places.
 - Learn through observation.
- Leave comfort zone.
- The 5Cs
 - Commonality i.e. finding common interests.
 - Connections.
 - Concern i.e. finding common issues of concern
 - Common identity i.e. fostering a group identity that incorporates everyone.
 - Common heritage.
- Language: note that certain concepts cannot be adequately translated into other languages.
- Culture: this determines the context of the mediation and the dispute followed by the applicable laws and techniques.
- Establish new values while keeping to cultural roots.
- Establish a global mediation practice where every group is represented.

Q&A

To find common ground, the mediator must further understand the client e.g. by having pre-mediation sessions to understand their background/story or providing parties with substantive and process tasks over the course of the mediation.

Public Interest Disputes and the Variegated Mediation Process

By IBA Mediation Committee Former Co-Chairman, Ms Mary Walker OAM

Factors in a public interest dispute

- Obstacles to overcome: ego, anger, emotions, mindset, pride.
- Focus on awareness, education, technology and mindset.
- Cultural differences between parties:
 - Assumptions should be avoided.
 - Be aware of cognitive bias.
- Understanding underlying causes of conflict:
 - Understand the context.
 - Analyse parties' viewpoints, expectations, needs and goals.
 - Identify layers of conflict.

Dispute system design for public interest disputes

- Modality focus on prevention, management, and resolution
- Designing processes and systems to identify stakeholders (internal, local, national, international) and their interests (economic, social, time, environment, health, and safety)

Q&A

In Sri Lanka, public interest issues arise during disputes involving fundamental rights and these are usually litigated. The challenge is how to use mediation, which is generally regarded as a private resolution mechanism, to resolve public interest disputes as these involve rights and invoking the law which require public remedies.

Do Power Imbalances Make a Fair Outcome Impossible?

- **Panel Discussion chaired By Sage Mediation Senior Consultant, Ms Low Lih Jeng**
- **National University of Singapore, Faculty of Law, Professor Joel Lee**
- **IBA Mediation Committee Former Co-Chairman, Ms Mary Walker OAM**
 - A power imbalance is a snapshot of the relationship at the current moment and the dynamism needs to be acknowledged.
 - A fair outcome in a power imbalance is subjective and contextual in that who determines the fairness and by what standards?
 - Whether power imbalances are real or perceived, mediators must avoid making assumptions that there are power imbalances by asking relevant questions at pre-mediation conferences, private and joint sessions.

A mediator's responsibility to intervene where there are power imbalances

- Intervention is needed if physical violence is involved. The mediator can intervene, refuse to mediate or terminate the mediation when the power imbalance transgresses the mediator's (not the parties') personal boundaries.
- Intervention may not be needed where e.g. a party does not exercise his economic power over the other party because of reputational concerns.

What to do as a mediator:

- Focus on the micro issues because power is inherent in the way we negotiate.
 - For example, in Australia, once a Zone of Possible Agreement is reached, a settlement is likely easily reached.
 - Others might negotiate in a more mathematical way.
 - Some might disconnect from risk analysis which means also disconnecting from an outcome that is more suitable.
- Design a mediation process with conditions for a safe space
 - Set ground rules to put parties on an equal footing.
 - Create a process that allows parties equal access to documents and information.

Power imbalance between a Judge mediator and parties

- The facilitative mediation style is preferred although the evaluative style mediation is suitable when parties seek an expert or third-party opinion.
- Structural processes must be in place to avoid parties' expectation of a Judge mediator to be directive especially in Asian cultures.

In cases where parties are inadequately represented

- Mediators can:
 - Look at issues from the perspective of durability, implementation and legitimacy.
 - Discuss with parties about the sustainability of options while exploring other options.
 - Be indirect about the inadequacy while still being fair.
- Ultimately, there is little that the mediator can do as parties are responsible for engaging their own lawyers.

Mediation's Growing Role in Accelerating Economic and Social Development in China

- **Chaired By Rajah & Tann Singapore LLP, Co-Head, China-Related Investment Dispute Resolution, Ms Rebecca Chew**
- **Director of the Secretariat of the Mediation Center of the China Council for the Promotion of International Trade (CCPIT), Ms Wang Fang**
- **Beijing Arbitration Commission Mediation Centre (BAC), Business Director, Mr Tony Yin**
- **Zhong Lun Law Firm, Disputes Partner, Mr Sun Wei**

CCPIT's development and the recognition of commercial mediation in China was outlined. CPIT and BAC are working together to promote Arb-Med-Arb in China. Mediation is used in various ways to resolve disputes but is still not as popular because of under-developed legislation for commercial mediation, insufficient training and lack of mediators.

Mediation's future development in China is very positive with a shift from the current evaluative model to the facilitative model. Some of the challenges when resolving disputes involving Chinese parties are Chinese culture, different negotiation styles and the need to adopt a process that is different from arbitration.

Key tips for mediations with Chinese parties

- Take note of body language and post-negotiation actions.
- Keep in mind the desire to save face.
- Preferably, the mediator:
 - is a commercial lawyer who can understand parties' commercial prospects,
 - is from a similar cultural background as parties,
 - understands the Chinese language,
 - is from/represents a mediation institution rather than an individual,
 - has expertise and knowledge to weigh in on the legal issues as this is expected by the parties.
- An interpreter is not preferred because of possible gaps in translation between languages.

Q&A

Mediations involving state-owned enterprises (SOEs) are fair and impartial as the government does not influence the decision-making mechanism of SOEs. The government is more likely to evaluate the SOE's post-decision-making performance.

The value of saving face underlies negotiations with Chinese parties. To properly ascertain intentions, there is the need to consider the parties' body language during negotiations and their post-negotiation actions.

Legal-tech and the Ongoing Transformation of Mediation Advocacy

By Samaniego Law, Managing Director, Mr Javier Samaniego

Use of technology post-pandemic situation:

- Ensure symmetry between parties in the technology or platform to be used
- Pay attention to the principle of equality between parties when using technology.

What this means for mediators:

- Need to emphasize confidentiality for joint sessions and caucuses
- Trust is more important than ever and the key is preparation.

Categorisation of technology:

- For the legal industry: tech solutions for consumer services, contracts & legal documents, e-signing, digital evidence, IP rights, research and corporate communication
- For dispute resolution: Case Management Platforms (HighQ, Thomson Reuters), Analytics for predicting likelihood of case success (Solomonic, Jurimetria), Market places (Jus Mundi, Arbitrator Intelligence)

Future of Dispute Resolution Legal Tech

- Expansion into Deep Tech Dispute Resolution (Kleros, Aragon) on decentralised systems such as blockchain or cryptocurrency services
- Development of Digital Dispute Resolution Rules for on-chain digital relationships and smart contracts (LawTech UK)
- For mediation, this highlights the importance of maintaining a mediator's neutrality while using these solutions.

New Skills for Mediators and Mediation Advocates After the Pandemic

By Independent Mediators Chambers, Ms Jane Player

Despite COVID causing business stoppages, mediated disputes saw an uptick because business plans were delayed and derailed. The principal benefit of shifting mediation online is the flexibility of time, which allows mediators to gain deeper insights into parties' concerns and needs. However, a key drawback was reduced concentration and commitment to the mediation, resulting in delays to settlement.

Skills gained by mediators during the pandemic:

- Technological skills required to conduct online mediations
- Flexibility and versatility in managing the online mediation process
- Interpersonal skills in providing reassurance to parties that they were in control of the process on the screen.

Key tips

- Be flexible and open to new ways of doing mediation e.g. online mediation

Q&A

Analytics has been used by parties to compare mediation settlement figures with likely arbitration figures. There is a need to understand the influences that the use of analytics by mediators would have on parties. Parties in bigger commercial cases would not be so receptive as the dispute would likely involve issues that go beyond the analysis of analytics. It may instead be for counsels to look at analytics with clients or to use analytics to assess risks.

The Singapore Convention on Mediation in the EU and the UK

- Panel discussion chaired By Partner, Head of Employment, Withersworldwide, Ms Meriel Schindler
- Independent Mediators Chambers, Ms Jane Player
- Samaniego Law, Managing Director, Mr Javier Samaniego

There is a possibility that the UK and the EU will eventually ratify the Singapore Convention of Mediation (Singapore Convention) as there are benefits such as bringing mediation to a professional level.

Concerns about certain provisions in the Singapore Convention:

Article 4 provides for a mediator to sign a settlement agreement to enable its enforceability. This is problematic as most mediators are unwilling to sign because of confidentiality.

Solution:

- Have an appendix to the settlement agreement for the mediator to witness
- State in the settlement agreement how the settlement resulted from mediation

Article 5(1)(e) needs to establish clear mediation standards in order to determine whether a mediator has seriously breached mediation standards.

Solution:

- To establish these standards in the agreement to mediate

Article 5(f) provides that enforcement can be refused if it is proven that the mediator had not disclosed circumstances that would raise justifiable doubts about the mediator's impartiality. However, it is unclear what this entails as there is no international agreement on the mediator's disclosure obligation.

Solution:

- To state the disclosure obligations in the agreement to mediate

Q&A

A mediated agreement can be converted to a court order in the UK without a trial.

Parties will have to decide whether they want to use the Article 7(4), UNCITRAL Model Law on International Commercial Mediation and International Settlement Agreements Resulting from Mediation (2018) which appears to establish the evaluative model of mediation.

A key consideration in mediator selection is a respected neutral e.g. a publicly recognised individual. While this is not technically necessary, it is often enough for the mediator to be influential.



Future Milestones of a Cohesive and Modern Global ADR Practice Community

“What we want to achieve is not just building bridges, but to build a beautiful and relevant bridge.” said Mr Aloysius Goh, CEO and Founder of Sage Mediation as he closed the Conference. He emphasized the importance of building bridges amongst various stakeholders and to strengthen the bond within the international mediation community in the context of a growing universal mediation practice.



Sage Mediation would like to once again thank all our esteemed speakers, our enthusiastic sponsors and our lively participants from around the world for making the Aranda Mediation Conference 2022 the success that it is. We hope that conversations will continue to flow, and that bridges continue to be built. Stay in touch with us and find out more about what we do at [Sage Mediation](#).
