







MISSION REPORT

# Driving Impact Through Purpose

2024 Edition

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# The Challenge

*At Jus Mundi, our mission is to power global justice. We believe that a peaceful and just world is only possible when equal access to legal information, effective remedies, and fair laws are guaranteed for all. Justice should not be a privilege, but a universal right—one that transcends borders, economic barriers, and political divides.*

Yet, the world we see unfolding today does not always seem to move in the direction of global justice. We are witnessing growing breaches of international law, deepening inequalities in access to legal resources, and challenges to the very principles meant to uphold fairness and accountability. In the face of these pressing issues, Jus Mundi stands firmly for global justice.

One of the greatest obstacles to achieving this vision is that a vast amount of international legal knowledge remains difficult to access. This creates a stark reality where some have the tools to defend their rights, while others do not. Unequal access to legal information translates into unequal access to justice.

That is why we took it upon ourselves, here at Jus Mundi, to revolutionize the world of international law and arbitration. Through our innovative Open Access legal database, we leverage AI technology to bridge gaps, break down barriers, and interconnect legal systems across the globe. By making international legal knowledge accessible to all, we empower practitioners, academics, and decision-makers to uphold justice and the rule of law—no matter where they are.

This mission is not just about technology or legal research; it is about shaping a future where justice is not confined and truly belongs to everyone.



# Our Mission:

# Power Global Justice

*Our mission is to advance global justice by making legal knowledge universally accessible. We believe that access to law and justice should not be a privilege but a fundamental right. In May 2023, we reinforced this commitment by becoming a Société à Mission, embedding our purpose into our Articles of Association to ensure lasting impact.*

This step was not a shift in direction but a natural continuation of who we are and what has driven us from the start.

Global justice relies on transparency, inclusivity, and equitable access to legal resources. Yet, critical legal knowledge remains fragmented, limiting the ability of professionals, institutions, and communities to navigate complex legal frameworks.

This is especially true in international arbitration; a niche sector that has long been difficult to access, with key resources locked behind paywalls or dispersed across various legal systems. By removing these barriers, we contribute to an equitable and informed global legal system, where decisions are based on knowledge rather than privilege.

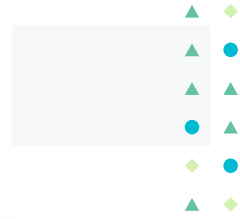
To strengthen our impact, we have defined four clear objectives, and established governance mechanisms to ensure accountability and measurable progress.



# Our Journey



# Our Partnership Network



# Our Business Model

Jus Mundi operates on an Open Access model, founded on the principle that legal data should be freely accessible to ensure equal access for all. Our subscription model focuses on advanced AI technology applied to data processing, enabling legal practitioners to efficiently review case law and monitor the legal landscape.

By making international legal resources more accessible, Jus Mundi reduces knowledge gaps and supports a fairer legal ecosystem, ensuring that critical information reaches those who need it. This approach also ensures that underrepresented stakeholders have a greater opportunity to access legal knowledge, participate in global discussions, and assert their rights on equal footing.

There is a natural synergy between our mission and business model. The goal is not just to provide legal information but to power global justice by making knowledge widely available and actionable.

Our product ecosystem brings this vision to life and has shaped our mission model:

- Jus Mundi democratizes access to legal resources through its open-access database.
- Jus Connect fosters the interconnection of the legal community, creating opportunities for meaningful exchange.
- Jus AI drives ethical and sustainable innovation, enhancing accessibility through technology without compromise.



# Our Ecosystem



## Jus Mundi

Expanding access to global legal knowledge with the most comprehensive international law and arbitration database.



## Jus Connect

Providing data-driven insights to connect arbitration professionals and support informed decision-making.



## Jus AI

Enhancing legal research, analysis, translation, and drafting with Gen-AI-powered assistants.



# Our Impact

<p><b>12,500+</b> <b>Client users</b> served via law firms, universities, companies, and governments</p>	<p>Available worldwide in <b>80+</b> <b>Countries</b></p>
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Supporting collaboration and informed decision-making by providing a centralized hub for international legal resources.

<p> <b>100,000+</b> Cases</p>	<p> <b>4,000+</b> Treaties</p>
<p> <b>14,000+</b> Publications</p>	<p> <b>1,000+</b> Rules</p>



Advancing equal access to justice by ensuring critical legal information is no longer a privilege but a resource available to all.



**190+**  
**Countries**  
where legal data has been sourced to provide a comprehensive view of international law

**200k+**  
**Visitors**  
to Jus Mundi in 2024

**90+**  
**Partners**  
from all regions, reflecting our dedication to diversity and inclusion in the arbitration ecosystem







# The Governance Behind the Mission

*The Mission Committee is an independent body that oversees Jus Mundi’s social and environmental objectives. It ensures we stay aligned with our mission through monitoring, compliance checks, and regular reporting.*

## How It Works

- The committee operates through subgroups and plenary sessions.
- Each subgroup focuses on a specific statutory objective, allowing for deeper evaluation and targeted actions.
- Plenary meetings are held twice a year to review overall progress, consolidate findings, and realign goals.

## Who’s Involved

Our Mission Committee includes representatives from all our key stakeholder groups:

International organizations	Arbitration experts	Academia
Corporate sectors	Legal professionals	Publishing
Technology & startups	Government	Internal stakeholders

This broad representation brings both depth and inclusivity to our mission



## Diversity & Inclusion

In constituting our mission committee, we prioritized:

- Gender balance
- LGBTQIA+ inclusion
- Geographical diversity

These principles ensure a wide range of perspectives, enriching discussions and decisions with real-world relevance and impact.

## Investor Involvement

Our investors recognize the importance of the mission and actively support it.

Notably, the chair of the Mission Committee, Lise Alm, serves as a bridge between the committee and our board. She regularly participates in board meetings, reinforcing alignment between impact and strategy.



# Our Mission Committee

## INTERNATIONAL ORGANIZATIONS



**Meg Kinnear**  
Former Secretary General, ICSID;  
Founding Member, Low & Kinnear Dispute  
Resolution



**Chiann Bao**  
Co-Chair,  
IBA Arbitration Committee



**Mariana Pinto Schmidt**  
Legal Advisor, Subsecretaria de Relaciones  
Económicas Internacionales, Chile



**Zarina Chinoy**  
General Counsel,  
Shapoorji Pallonji Group



**Marie Sheldon**  
Publishing Director & President,  
Brill USA

## ARBITRAL INSTITUTIONS



**Claudia Salomon**  
President, ICC International Court of  
Arbitration; Independent Arbitrator



**Luis Martinez**  
Vice-President, ICDR - The International  
Division of the AAA



**Dr. Hamed Merah**  
CEO, SCCA



**Eleonora Coelho**  
Former President, CAM-CCBC; Partner,  
Eleonora Coelho Advogados



**Thierry Ngoga**  
Former Registrar, KIAC; Managing Partner,  
Legal Line Partners

## ACADEMIA



**Prof. Emilia Onyema**  
Professor, SOAS University of London;  
Independent Arbitrator



**Tai-Heng Cheng**  
Partner & Global Co-Head of International  
Arbitration & Trade, Sidley Austin



**Prof. Mohamed Abdel Wahab**  
Founding Partner, Zulficar & Partners;  
Professor of Law, Cairo University



**Toby Landau KC**  
Barrister, Advocate & Arbitrator,  
Duxton Hill Chambers



**Wei Sun**  
Partner,  
Zhong Lun Law Firm

## TECH & START-UPS



**Kate Fullen**  
Chief of Staff, Kota



**Jean Paoli**  
Founder & CEO, Docugami Inc., Former  
President, Microsoft Open Technologies, Inc.



**Lise Alm**  
Founder, Think Aloud



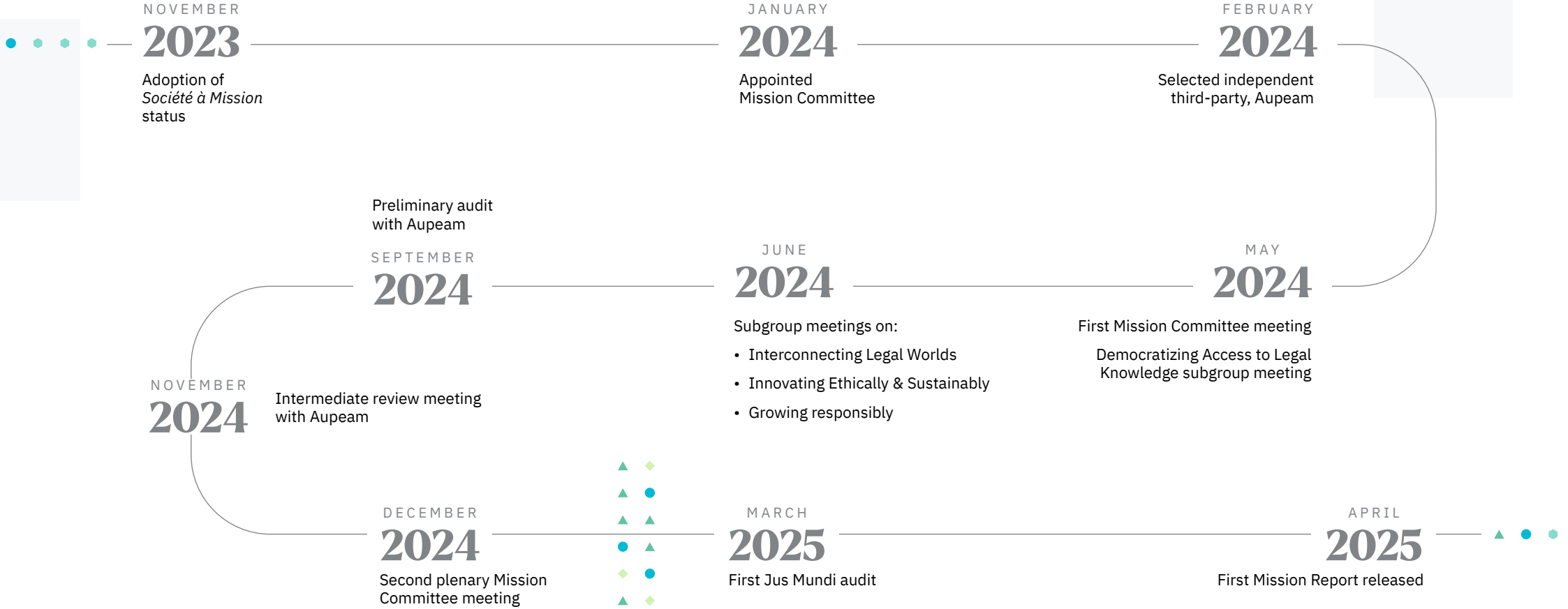
**Jean-Rémi de Maistre**  
CEO,  
Jus Mundi & Jus Connect



**Alexandre Vagenheim**  
Vice-President of Global Legal Data,  
Jus Mundi



# Our Mission Journey to Date



# Our Roadmap

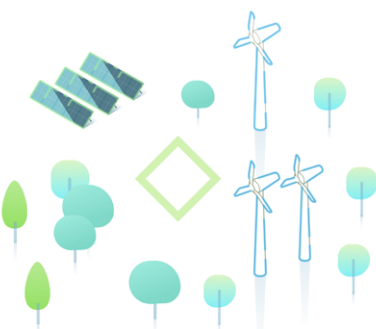
Our mission to **Power Global Justice** is defined by four core statutory objectives that bring our vision to life in concrete ways. At Jus Mundi, we achieve this mission through four key pillars.



**Democratizing  
Access to Legal  
Knowledge**



**Interconnecting  
Legal Worlds**



**Innovating  
Ethically and  
Sustainably**



**Growing  
Responsibly**



These principles guide our commitment to power global justice.

# The Value of Jus Mundi in Practice

A USER'S JOURNEY WITH



**Eduardo Silva Romero**  
Partner,  
Wordstone Dispute Resolution

**Eduardo Silva-Romero is a founding partner at Wordstone, specializing in international commercial and investment arbitration, with a historic focus on disputes involving States and State-owned entities. He is recognized as one of the world's most in-demand arbitrators, having acted in over 180 international commercial and investment cases under a wide variety of institutional rules.**

*Eduardo has advised and continues to advise on arbitration matters conducted under the auspices of ICC, ICSID, PCA, LCIA, ICDR, and SCC, as well as in ad hoc proceedings under the UNCITRAL and EDF arbitration rules. He brings extensive experience in handling disputes across diverse legal systems, further solidifying his reputation as a leading figure in international arbitration.*

## How did you first discover Jus Mundi, and what made you decide to use it in your legal practice?

→ *I first heard of Jus Mundi during a meeting with Jean-Rémi de Maistre (CEO and Co-Founder). At the same time, members of my team started hearing about this innovative tool that seemed particularly useful for conducting research. Intrigued by the initial discussions, I decided to explore the platform further. Upon diving into its features, I quickly recognised its potential value for my practice. The range of materials available, its user-friendly interface, and its focus on international arbitration and public international law immediately stood out as assets that could significantly enhance our work.*

*The decision to integrate Jus Mundi into my legal practice was therefore a straightforward one, as it addressed several key needs within our team. The platform offers an extensive database of international legal materials, including not only arbitration decisions but also treaties, case law, and institutional rules. This comprehensive resource enables us to access highly relevant and authoritative content, streamlining our research process. The advanced search functionality has proven particularly beneficial, allowing us to pinpoint specific case law and legal precedents with remarkable efficiency.*

*Furthermore, the depth of legal resources available on Jus Mundi has been indispensable in elevating the quality and speed of our research. As international law can be highly complex, having access to reliable, up-to-date information has not only saved us time but has also improved the accuracy of our analyses. The ability to explore a wide array of legal texts and decisions in one platform has made Jus Mundi an essential tool in supporting our legal strategies, particularly in areas such as arbitration and dispute resolution.*

## How has Jus Mundi impacted the way you and your firm conduct legal research and handle arbitration cases?

→ *There was a time—not so long ago—when retrieving a single arbitral decision might have required spending an inordinate amount of time scouring volumes of legal reviews housed in a library at the office. The process was often laborious, time-consuming, and at times, yielded limited results. In stark contrast,*





platforms such as Jus Mundi have revolutionised this aspect of legal practice.

Jus Mundi has markedly improved the way in which both I and my firm undertake legal research and manage arbitration matters. Its extensive and expertly curated database, coupled with sophisticated yet user-friendly search capabilities, enables us to access highly accurate and pertinent information with exceptional efficiency. This has proven invaluable in saving a considerable amount of time that might otherwise be expended on more laborious, traditional research methods. Moreover, the platform ensures that our findings are not only timely but also of the highest calibre, thereby enhancing the precision and rigour of our legal analysis. The wealth of international arbitration materials available—ranging from arbitral awards and procedural orders to scholarly commentary—allows us to approach each case with a thoroughly informed and strategic mindset. In this respect, Jus Mundi has become an indispensable resource, significantly elevating the quality and effectiveness of our practice.

tailored advice to our clients.

In sum, the integration of AI through platforms like Jus Mundi marks a significant evolution in our profession. It enables us not only to work more efficiently and accurately but also to engage in more innovative and impactful legal thinking, which ultimately serves to elevate both our practice and the quality of justice delivered.

### How do you see the role of AI & technology evolving in arbitration, and what impact has Jus Mundi, as a legal tech platform, had on the efficiency and accessibility of legal research globally?

→ I am firmly of the view that AI and technology are assuming an increasingly pivotal role in the realm of arbitration, particularly in enhancing the efficiency, accessibility, and overall quality of legal research and case preparation.

Its advanced AI-powered tools enable practitioners to locate, analyse, and cross-reference legal materials with remarkable speed and precision. The platform's natural language processing capabilities allow for nuanced searches that go beyond simple keyword matching, thereby yielding highly relevant and contextually accurate results. The AI also assists in identifying key passages, summarising complex decisions, and uncovering patterns across numerous cases, which would have been a near-impossible task using traditional research methods. The time saved through such intelligent automation is considerable, and this allows us to redirect our efforts towards more substantive and strategic aspects of our work. Freed from the tedium of manual research, we are able to engage more deeply with the facts and legal issues of a case, apply greater creativity in developing arguments, and provide more thoughtful and

### From a law firm's perspective, how do you see Jus Mundi evolving to better serve legal professionals in the future?

→ It is highly likely that Jus Mundi will continue to expand the breadth of its resources in the near future, incorporating an even wider array of materials, including esteemed legal reviews and scholarly publications such as the Collected Courses of The Hague Academy of International Law or the like. These materials may not necessarily be available in English; however, owing to the advanced capabilities of Jus Mundi's AI tool, this will not present an obstacle. The platform's sophisticated, multilingual functionality enables users to conduct research and analyse legal texts across a range of languages with remarkable ease and accuracy.

Furthermore, the development trajectory of Jus Mundi's AI tool suggests that it will soon be at least as efficient as AI platforms, particularly for tasks that do not depend on extensive legal databases. As Jus Mundi continues to refine its AI capabilities, practitioners can expect a level of performance that rivals, if not exceeds, that of more generalist tools—while retaining the distinct advantage of being tailored specifically to the needs of the international legal community.

In this respect, the anticipated expansion of content, combined with cutting-edge AI functionality, positions Jus Mundi not only as a leading platform for legal research but also as an indispensable tool for navigating the increasingly global and multilingual landscape of international law with efficiency, accuracy, and ease.



## Same question from your arbitrator's perspective ?

→ As an arbitrator, I envisage that Jus Mundi's AI-powered platform will prove invaluable in marshalling both the legal and factual exhibits that are central to any arbitration proceedings. By systematically organising and categorising vast amounts of documentation, the AI will ensure that the arbitrator is able to locate pertinent materials swiftly, thereby allowing more time to focus on the substance of the case rather than on administrative tasks. This feature is particularly beneficial in complex arbitrations, where the volume of documentation can be overwhelming.

Moreover, Jus Mundi's AI tool will provide significant assistance in drafting certain sections of the arbitral award, such as the procedural background. The platform can automatically generate descriptive text based on the case's procedural history and the relevant legal issues, which will allow arbitrators to craft clear, precise, and consistent narratives in their awards. This function not only saves substantial time but also promotes greater coherence and uniformity across the award, reducing the risk of inadvertent omissions or discrepancies.

In addition, Jus Mundi's AI tool will offer substantial support with the essential yet often laborious tasks of cite-checking and proofreading. The platform's advanced features will enable the arbitrator to automatically verify references, cross-check citations against authoritative sources, and ensure the document adheres to appropriate referencing conventions. This will significantly streamline the final stages of preparing the award, helping to eliminate any potential errors or inconsistencies in the text, thus improving the overall quality of the award.

Ultimately, the continued development of Jus Mundi's AI capabilities represents a significant step forward in the arbitration process, not only enhancing efficiency but also enabling arbitrators to devote more time to the critical aspects of the case, such as legal analysis, deliberation, and the precise formulation of reasoned awards. As such, Jus Mundi has the potential to become an indispensable tool for arbitrators, elevating the quality, accuracy, and speed with which arbitral decisions are reached.



# Aligning Strategy and Impact

CONVERSATION WITH



## Jean-Rémi de Maistre

CEO and Co-Founder,  
Jus Mundi

*Jean-Rémi de Maistre is an international lawyer, CEO and co-founder of Jus Mundi. Previously, Jean-Rémi advised and represented States before international courts and tribunals.*



## Lise Alm

Founder, Think Aloud;  
Chair, Jus Mundi Mission Committee

*Lise Alm is a lawyer and business developer with roots in the tech and start-up world. She was Head of Business Development at the SCC Arbitration Institute, where she launched SCC's online platforms and ODR tool. Her experience includes M&A at Vinge, leading Spotify's corporate department during six years of growth, and leadership roles at Volumental, Worldfavor, and Prorenata. She now runs a consultancy focused on legal strategy for start-ups and scale-ups.*

## How does Jus Mundi maintain alignment between business strategy and mission objectives in its governance framework?

→ **Lise:** *The mission governance framework at Jus Mundi is built on inclusivity and participation, ensuring that all stakeholders have a voice in shaping the mission.*

*Achieve this through specialized subcommittees and plenary sessions, which enable in-depth analysis of challenges, risk assessments, and the integration of expertise from diverse sectors. Plenary sessions serve to consolidate insights, refine recommendations, and align objectives with broader strategies, ensuring that our mission remains a central guiding force in decision-making. The CEO is also a member of these governance structures, helping to maintain real-time alignment between business strategy and mission objectives.*

→ **Jean-Rémi:** *We integrate mission governance at the executive level to ensure seamless alignment with our business strategy. A Vice President for Mission Governance provides oversight and operational coordination, ensuring that our mission remains a core pillar of our decision-making. The mission isn't just part of our strategy—it defines it. Our mission was in place before the business strategy, laying its foundation and guiding its direction. Now, we are focused on refining what we track and how we measure the efficiency and alignment between our business strategy and mission objectives, ensuring they continue to evolve together.*

## How do collaboration and stakeholder engagement contribute to the success of Jus Mundi's mission?

→ **Lise:** *Collaboration and stakeholder engagement are fundamental to the success of Jus Mundi's mission, ensuring that its initiatives reflect the diverse needs of the global legal community. The Mission Committee is uniquely structured to achieve this, as its members have been selected to represent all of Jus Mundi's stakeholders—practitioners, academics, arbitral institutions, and legal*







tech experts. This composition allows for a direct exchange of perspectives. By integrating these diverse viewpoints, Jus Mundi ensures that its efforts to democratize access to legal knowledge remain both relevant and impactful, addressing real-world challenges in international law and arbitration.

→ **Jean-Rémi:** Collaboration is at the core of Jus Mundi’s mission. Achieving meaningful impact is not a solitary effort—it requires strong partnerships with legal experts, institutions, and global organizations. By actively engaging with stakeholders, Jus Mundi gains valuable insights, aligns its strategies with real-world needs, and ensures its solutions effectively serve the legal community. More than just cooperation, it is about fostering a network of impact-driven actors who share a common vision for greater accessibility and transparency in international law.

For example, in partnership with ICC, we released *The Truth About Cross-Cultural B2B Relationships* report, aiming to debunk cultural myths and provide concrete tools for fostering meaningful connections. With ASA, the Swiss Arbitration Association, we created the first open-access platform for tribunal secretaries, designed to connect younger professionals and offer them opportunities for their first appointments.

In 2024, we have undertaken many of these stakeholder collaborations, each deeply rooted in our mission to enhance access to legal knowledge and opportunities.

→ **Lise:** As Jean-Rémi mentioned, impact isn’t just something we talk about—it’s something we track, refine, and improve every step of the way. With the Mission Committee, our role is to ensure that Jus Mundi’s mission isn’t just a vision but a measurable reality. That means setting clear goals, tracking real progress, and making adjustments along the way to ensure that Jus Mundi truly expands access to legal information to drive justice forward. It’s not about ticking boxes—it’s about making a real difference and proving it. This can only be built over time.



### What’s next for Jus Mundi in this journey?

→ **Jean-Rémi:** Strengthening how we measure impact is a key priority. We don’t just want to claim we’re making a difference—we want to substantiate it with real data. This means refining our performance indicators and ensuring that every initiative we take has precise, measurable outcomes. But impact isn’t just about external metrics; it’s also about embedding our mission into the company culture. Engaging employees is fundamental to making the mission more than just a leadership commitment. Everyone at Jus Mundi, regardless of their role, should feel connected to our purpose and empowered to contribute to its achievement.



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STAKEHOLDER PERSPECTIVES

# Insights from the IBA Arbitration Committee



**Chiann Bao**  
Co-Chair,  
IBA Arbitration Committee

*Chiann Bao is Co-Chair of the IBA's International Arbitration Committee and a past Vice President of the ICC Court of Arbitration. From 2010 to 2018, she served as the Secretary General and later as a Council Member of the Hong Kong International Arbitration Centre.*

*A Chartered Arbitrator and CEDR-accredited mediator, she has over 20 years of experience working in London, New York, Hong Kong, and Singapore.*

*Qualified in New York, Hong Kong, and England and Wales, Chiann has acted as arbitrator in nearly 100 ad hoc and institutional arbitrations, with a total dispute value of several billion dollars.*

## The IBA Arbitration Committee plays a pivotal role in shaping international arbitration practice. How would you define its core mission, and how does it contribute to strengthening the rule of law globally?

→ *The IBA Arbitration Committee is unwavering in its mission to ensure that the administration of justice is carried out transparently across the globe. Known for developing its soft law instruments which serve as foundational harmonizing tools for the practice of international arbitration, the work of the IBA Arbitration Committee aims to continue representing the needs and expectations of the inherently international nature of the arbitration community and to maintain the legitimacy of its system through universal accessibility and applicability of its work.*

## The IBA was Jus Mundi's first-ever partner, and together, we have collected and published over 6,000 arbitration awards with contributions from lawyers worldwide. What impact do you think this initiative has had on transparency and access to arbitration knowledge?

→ *With thanks to those who had the vision to negotiate the partnership between the IBA and Jus Mundi, this initiative has had a transformative impact on how arbitration will be perceived for generations to come. Such an alliance powers future momentum for similarly spirited collaborations, which will inevitably open up and level the playing field by sharing knowledge and practical experience—traditionally protected behind the veil of confidentiality.*

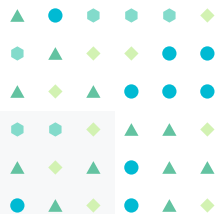
*With the support of Jus Mundi's AI, which can extract practical know-how and experience from information that arbitration was originally designed to keep confidential, confidentiality can remain a key feature of arbitration—but not at the cost of transparency. Transparency, of course, serves as a barometer for the legitimacy of any dispute resolution system.*



→ **The IBA Arbitration Committee has launched an AI Task Force to develop guidelines on the use of AI in arbitration. Given your strong focus on technology and AI during your leadership, what do you see as the key challenges and opportunities AI presents for arbitration, and how do you envision these guidelines shaping the future of AI adoption in the field?**

→ *Making change is never a straightforward exercise. But it is essential to delivering service to companies that choose arbitration, all of whom must reckon with the evolving landscape colored by the ongoing technological advancements that force reviews of business models and operations. International arbitration must also engage meaningfully in the adoption of AI in the field.*

*Given the self-custodial nature of the system, I believe that the IBA Arbitration Committee is ideally placed to integrate the use of AI in its own projects and at the same time take the lead in developing guidelines on the use of AI to offer a check to balance the inevitable incorporation of AI in our practice.*



STAKEHOLDER PERSPECTIVES

# Insights from the ICC Court of Arbitration



**Claudia Salomon**  
President, ICC Court of Arbitration

*Claudia Salomon is an independent arbitrator, specializing in international, investor-state and complex commercial disputes. She is widely recognized as one of the leading arbitration practitioners of her generation.*

*In July 2021, Claudia became the first woman President of the International Chamber of Commerce (ICC) International Court of Arbitration in its nearly 100-year history. She was formerly a partner and Global Co-Chair of Latham & Watkins' International Arbitration Practice.*



## The ICC Court of Arbitration has been a pillar of international dispute resolution for decades. How would you define its core mission, and how does it contribute to strengthening the rule of law globally?

→ *Since its establishment more than 100 years ago, the ICC Court has been unwavering in working to achieve its purpose – to provide access to justice and strengthen the rule of law by providing accessible, affordable, predictable and efficient dispute prevention and resolution services to everyone, every day, everywhere.*

*One of the core elements of the rule of law is access to justice, which is generally defined as the ability of individuals or businesses to seek and obtain a just resolution of a legal dispute or problem. When we speak about access to justice, the conversation typically focuses on the ability to have a case heard fairly in a court of law. Yet alternative dispute resolution mechanisms, such as mediation and arbitration, likewise promote the rule of law and benefit economic growth.*

*The growing popularity of ICC arbitration was reflected in the aggregate amount in dispute for the total caseload pending at year-end: a record US\$ 354 billion.*

## Jus Mundi is committed to democratizing access to legal resources and enhancing transparency in international law. How do you see ICC's mission aligning with Jus Mundi's mission?

→ *Businesses, states and state entities around the world trust ICC arbitration to resolve their disputes, and we know that information builds trust. We also know that companies have an expectation of transparency and efficiency. In this context, we want to provide information about how ICC arbitration works. It is just wrong for some parties to have exclusive knowledge based on their previous experience.*

*Everyone – wherever they are in the world – should have access to information to make data-driven decisions. With Jus Mundi, we are able to provide this*



information to the public through the publication of ICC awards, where the parties have so agreed. Additionally, Jus Mundi hosts the ICC Dispute Resolution Library, a treasure trove of awards, guides, practice notes, and publications, including the ICC Dispute Resolution Bulletin.

**ICC was the first institutional partner of Jus Mundi. What made this collaboration significant, and what impact have you seen since the partnership began?**

→ With Jus Mundi, ICC has seen a significant increase in the readership of its Dispute Resolution Library. By making our resources more widely available and more easily accessible, ICC can further drive thought leadership in dispute prevention and resolution, enhance the practice and know-how globally and enable greater access to justice for the resolution of commercial disputes.

**Looking ahead, how do you see AI technology and digital innovation shaping the future of arbitration, and what role can partnerships like the one between ICC and Jus Mundi play in that evolution?**

→ New technologies, such as artificial intelligence, will significantly change the practice of arbitration. Many of these tools are already available and rapidly shifting how arbitrators work. Others are likely to create even more opportunities for cost savings and efficiencies with substantial investments. I believe this is a unique moment for the international arbitration community to embrace technology to serve our clients better and handle the challenges presented by big data, machine learning, and text mining. While AI and other tools will not replace human judgment in the near term, predictive justice and other advances will indeed become an element of arbitral decision-making in the not-too-distant future.



## OBJECTIVE 1

# Democratizing Access to Legal Knowledge

*Law is a universal good that should be accessible to all. Access to reliable legal information remains uneven, creating barriers to justice. To address this, we are committed to collecting, structuring, and distributing diverse legal data, ensuring inclusivity across regions.*

*This objective reflects our belief that open legal knowledge strengthens justice systems and fosters transparency. By making information widely available, we contribute to a more equitable legal landscape, where knowledge is a tool for fairness rather than a privilege.*

### Our Vision

- Maintain and enhance the geographic, jurisdictional, and linguistic diversity of legal resources available in our database.
- Broaden the scope of partnerships to represent a wider geographic variety, ensuring inclusivity in data collection.
- Distribute legal data equitably across regions.
- Optimize accessibility by improving product and website performance.

### Key Metrics

**190+**  
Countries  
from which we source  
our legal data

**40+**  
Languages  
included in our da-  
tabase

**38+**  
Partnerships  
created in 2024

**80+**  
LMICs  
aided by our  
Research4Life x Jus  
Mundi partnership

### 2024 Achievements

- Increased the diversity and count of documents across regions to ensure inclusivity by 22%.
- Expanded and diversified partnerships globally to strengthen geographic representation.
- Improved global accessibility in regions with lower internet speed through migration to a new Content Delivery Network (CDN) for better performance.

### Some Objectives for 2025

- Measure database visits by region and set defined goals to improve access.
- Monitor and improve loading times across regions for a better user experience.

### Mission Committee Insight

“ Jus Mundi was established only 6 years ago with an unwavering commitment to democratizing access to legal knowledge. Its impact in this time has been nothing short of remarkable. It has developed a burgeoning collection of legal materials covering a growing range of topics and offering search capacity to virtually anyone with internet access and a curiosity about international law and arbitration.

It is a privilege to be a member of the Mission Committee, not only to witness this energy and accomplishment but also to share stakeholder perspectives that will contribute to expanding the ways in which Jus Mundi continues to fulfill its purpose. ”



**Meg Kinnear**  
Founding Member, Low & Kinnear Dispute Resolution  
Former Secretary General, ICSID

## OBJECTIVE 2

# Interconnecting Legal Worlds

At Jus Mundi, we believe that connecting the legal community is essential to building a global legal network that drives justice, fosters diversity, and expands access to opportunities. To achieve this, we created Jus Connect—a platform designed to bring together legal professionals from around the world.

Jus Connect facilitates meaningful connections by linking individuals seeking legal experts with professionals looking for new opportunities. By broadening access to networks and increasing visibility, we strive to create a more inclusive and interconnected legal ecosystem where all professionals can thrive.

### Our Vision

We are focused on expanding our professional network and fostering collaboration by:

- Increasing claimed profiles and lowering Jus Connect entry requirements to welcome more practitioners.
- Enhancing diversity and visibility within our community.
- Building partnerships with global markets, free trade areas, and the academic world.

### 2024 Achievements

- Lowered Jus Connect's entry requirements, requiring only proof of 2+ years of experience in dispute resolution, making it more accessible to a wider audience.
- Built an open-access platform for tribunal secretaries.
- Strengthened connection with the academic world.

### HIGHLIGHTS:

#### The First Tribunal Secretary Platform

As part of Jus Mundi's commitment to fostering the next generation of arbitration professionals, the Tribunal Secretary Platform was developed in collaboration with ASA, the Swiss Arbitration Association, and is supported by more than 23 institutions. This open-access initiative is designed to assist early-career practitioners in gaining visibility and securing their first appointments, thereby contributing to a more inclusive and accessible arbitration community.

### Key Metrics

- 78,753+ professionals on Jus Connect, with 2,261 profiles claimed by their users.
- Launched our first open-access journal in arbitration.

### Objectives for 2025

- Broadening the scope by pursuing cooperation with other legal stakeholders (e.g., mediators) and institutions (e.g., AI companies and public entities such as the EU).

### Mission Committee Insight

“ In today's world, data and information have become the most valuable commodities. Jus Mundi operates an open-access model aimed at powering global justice and facilitating universal accessibility to ensure equal, inclusive and transparent access to information and legal resources in a world that has become more interconnected.

Jus Mundi's initiative on interconnecting legal worlds aims to bridge information across countries, connect experts globally, and align individuals with pertinent arbitration and legal data.

By making international legal resources more accessible, Jus Mundi reduces knowledge gaps and fosters the growth and development of a truly global legal ecosystem, which offers underrepresented and less privileged stakeholders a better chance to access legal information and participate in shaping the global legal discourse beyond social, economic and political barriers and divides.



**Prof. Mohamed Abdel Wahab**

Founding Partner, Zulficar & Partners;  
Professor of Law, Cairo University

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◇ OBJECTIVE 3

# Innovating Ethically and Sustainably

We aim at creating ethical, eco-friendly AI models that align with global standards while working to reduce our carbon footprint and improve the efficiency of our IT department. These efforts reflect our commitment to fostering responsibility and sustainability across our organization.

## Our Vision

### Ethical AI

- Maintain strongest security and data privacy.
- Apply high AI ethical standards in line with the EU AI Act.
- Help stakeholders better understand our AI systems.
- Strive to make our AI non-discriminatory and robust.

### Sustainable IT

- Reduce emissions from hardware by targeting high-impact areas.
- Lower the footprint of our digital services.

## 2024 Achievements

### Promoting and Applying High AI Ethical Standards:

- Prepared for the adoption of our ethical AI charter and our AI Act compliance
- Became a signatory of the EU AI Pact.
- Delivered AI training to enhance basic AI knowledge for 25+ clients.
- Achieved ISO 27001 certification.
- Updated the mapping of our digital assets to identify emission hotspots.

## HIGHLIGHTS:

### Jus Mundi signs the EU AI Pact

Jus Mundi signed the EU AI Pact and committed to voluntarily applying its principles ahead of official implementation. This commitment includes an AI governance strategy to guide responsible AI integration and support future compliance with the AI Act. It also involves mapping AI systems likely to be classified as high-risk and promoting AI literacy and awareness among staff to ensure ethical and accountable AI development.

## Objectives for 2025

### Driving Trust, Security, and Sustainability in AI.

- Adopt our Ethical AI Charter.
- Obtain SOC 2 & ISO 42001 certifications.
- Update our 2024 carbon emissions report to evaluate progress in reducing our digital environmental impact and refine our reduction strategy.

## Mission Committee Insight

“ The innovation that AI can bring is immense and presents both incredible opportunities and profound ethical challenges. As AI systems become more integrated into legal and business processes, encouraging innovation while, in parallel, ensuring transparency, security, and fairness is paramount.

For example, the environmental impact of digital technologies—from energy-intensive computing to data storage—cannot be ignored. The challenge lies in striking a balance—developing AI that is both powerful and innovative while being responsible and with minimal ecological footprint.

The Mission Committee has been instrumental in laying the foundation for these efforts, and as Jus Mundi continues to develop Jus AI, more work will be done to ensure that ethical governance, sustainability, and regulatory alignment remain at the core of its innovation.



Jean Paoli  
Founder & CEO, Docugami

”



## ▲ OBJECTIVE 4

# Growing Responsibly

We think that our company's growth should positively impact all stakeholders. With this ethos, we make users and sustainability the pillars of our business model. As we commit to responsible growth, we also equip our employees to become active catalysts for global change.

### Our Vision

#### Social Responsibility

- Foster an equitable and inclusive workplace by empowering women, improving DEI, and considering profit-sharing policies.
- Support employee growth through training and maintaining high satisfaction.
- Make a positive impact through charitable donations, community efforts, and providing free research access via partnerships.

#### Environmental Responsibility

- Measure and publish our carbon footprint while promoting sustainability across the supply chain.

#### Financial Responsibility

- Verify the company's viability to sustain and achieve its mission.

### 2024 Achievements

- Empowered 80+ LMICs aided by our [Research4Life x Jus Mundi partnership](#).
- Published our carbon footprint results, enhancing transparency in our sustainability efforts.
- Improved employee satisfaction through targeted initiatives, including training and development programs.
- Made meaningful contributions through donations and volunteering efforts.



### Objectives for 2025

- Introduce metrics for gender ratio by role and employee retention/promotion to better track workplace diversity and satisfaction.
- Measure effective access provided through Research4Life to enhance transparency and impact.
- Update our carbon footprint assessment and build our emission reduction policy.

### Mission Committee Insight

“ Jus Mundi is a unique platform designed to disseminate, encourage, and build on a wealth of global legal knowledge. Its leadership team aims to drive growth in a manner that gives back—fostering equality, diversity, and sustainability. The company's philosophy is to align with broader societal and environmental responsibilities, which is no easy task, as it demands a clear vision, strong leadership, long-term commitment, and transparency. It means balancing innovation with ethical considerations, ensuring that expansion contributes to greater legal accessibility, sustainability, and workplace equality.

In 2024, Jus Mundi provided dissemination of free legal research tools and actively pursued initiatives to measure our environmental impact and carbon footprint. The challenge ahead is to maintain this balance, proving that a company can scale while staying accountable to its mission and values.



**Zarina Chinoy**

General Counsel, Ventive Hospitality Limited (Panchshil Group)



# Overall Assessment From Our Mission Committee

*This year's primary focus was to establish a solid and relevant mission model, and that objective has been successfully achieved. Jus Mundi already demonstrates a strong alignment between its mission and its business operations - embedding its core values into its business model, decision-making, and daily activities. This commitment is reinforced by the allocation of real resources to mission-related work. A dedicated Vice President oversees the implementation, an intern provides operational support, and leadership remains actively engaged in ensuring the mission is integrated across the organization. Furthermore, our large and diverse Mission Committee is tasked with overseeing the mission, adding a layer of accountability and strategic input.*

Furthermore, our large and diverse Mission Committee is tasked with overseeing the mission, adding a layer of accountability and strategic input. The committee itself is composed of individuals from a wide range of backgrounds, competencies, and experiences, ensuring a broad mix of perspectives that contribute to shaping and refining the mission. It works at different levels, meeting in both sub-groups and full plenary sessions to allow for discussions that range from high-level strategy to detailed operational assessments. Additionally, the Chair of the Committee collaborates closely with the company to ensure effective oversight and implementation of the mission model.

A defining strength of Jus Mundi is its high ambition, both in vision and execution. This is also reflected in the mission model, which takes a structured approach by breaking down the overarching mission into multiple sub-objectives, each tracked through specific KPIs.

In assessing whether Jus Mundi has met its goals as a mission-driven company, three key questions may be considered:

- **To what extent is the mission embedded in the core of the business?** The answer is: to a very high degree. The mission is not an add-on—it is central to how the company operates.
- **Has this year's objective of creating a structured mission model been met?** Yes, the foundational work has been completed, and the structure is in place.
- **Is the mission model ambitious?** Absolutely. It is comprehensive, with multiple sub-objectives and a range of KPIs tracking progress in each area.
- **Have the mission targets been achieved?** Yes, the company has successfully met the targets set for the first 16 months of operating as a société à mission, demonstrating a strong alignment between strategic objectives and mission-driven outcomes.

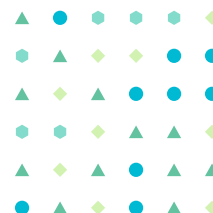
## Next Steps

Looking ahead, the focus will be on refining and optimizing the mission model to enhance its long-term effectiveness.

Key priorities include:

- **Examining the overlap between mission-related KPIs** and broader business KPIs to ensure alignment and coherence in how success is measured.
- **Reviewing and refining the model** by consolidating KPIs where possible and assessing their internal prioritization.
- **Defining target KPIs and conducting a structured gap analysis** to determine where the company currently stands in relation to its mission goals and what steps are needed to bridge any gaps.

This will allow Jus Mundi to maintain its high ambition while ensuring that efforts remain practical, measurable, and results-driven. The foundations have been laid, the company is on the right path, and with a more structured approach to tracking impact, it will be well-positioned to build on the progress already made.



# Annex

## Selected Indicators & Impact Objectives

### Statutory Objective 1: Democratizing Access to Legal Knowledge

- **Data Collection**
  - + Increase the geographic variety of legal resources represented in our database.
  - + Observed significant growth in MENA (+40%), Africa (+28%), and North America (+ 24%).
  - + Increase the geographic variety of partnerships.
    - 92 partnerships total.
    - 38 new partnerships in 2024:
      - 10 in LATAM/Brazil
      - 8 in MENA
      - 8 in EU/UK
      - 4 in APAC
      - 4 in North America
      - 4 in Africa
- **Data Distribution**
  - + Ensure our data is widely distributed geographically.
  - + Implement an efficient measuring system.
  - + Data is distributed in 189 countries and accessed predominantly in the US, UK, France, India, China, Germany, Brazil, Hong Kong, and Egypt.
  - + Migrate to a new Content Delivery Network (CDN) to improve global performance.

### Statutory Objective 2: Interconnecting Legal Worlds

- **Growing Our Legal Practitioners' Network**
  - + Surpassed the target of 2,000 Jus Connect claimed profiles, reaching 2,261 by the end of 2024.
  - + Build an open-access platform for tribunal secretaries.
  - + Enhance diversity on Jus Connect by tracking gender in updated profiles, cur-

rently at a 33.46/64.81 women-to-men ratio.

- **Connecting with Stakeholders & Expanding Our Ecosystem**

- + Engage with academia and markets by publishing our first internal journal and securing three academic library partnerships.

### Innovating Ethically and Sustainably

- **Developing Ethical IT**

- + Develop our Ethical AI Policy.
- + Be among the pioneers in signing the EU AI Pact.
- + Enhance stakeholder understanding by training 25 clients on general AI usage and Jus AI.
- + Ensure high levels of security and data privacy by evaluating our current quality assurance skills and obtaining ISO 27001 certification.

- **Sustainable IT**

- + Evaluate and publish our digital and hardware services footprint.

### Statutory Objective 4: Growing Responsibly

- **Employee Well-being & Development**

- + Sustain a strong employee satisfaction score with an eNPS of 31.
- + Enhance employee upskilling and reskilling through dedicated training programs.

- **Access to Legal Knowledge & Social Impact**

- + Offer free research access through the Research4Life partnership, reaching 80+ countries.
- + Redirect year-end gifts and marketing costs to charitable donations.

- **Sustainability & Environmental Responsibility**

- + Promote sustainability across our supply chain through the publication of our carbon footprint.



