



International Arbitration

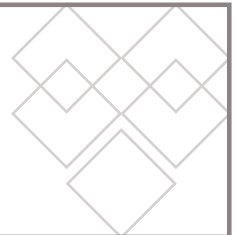
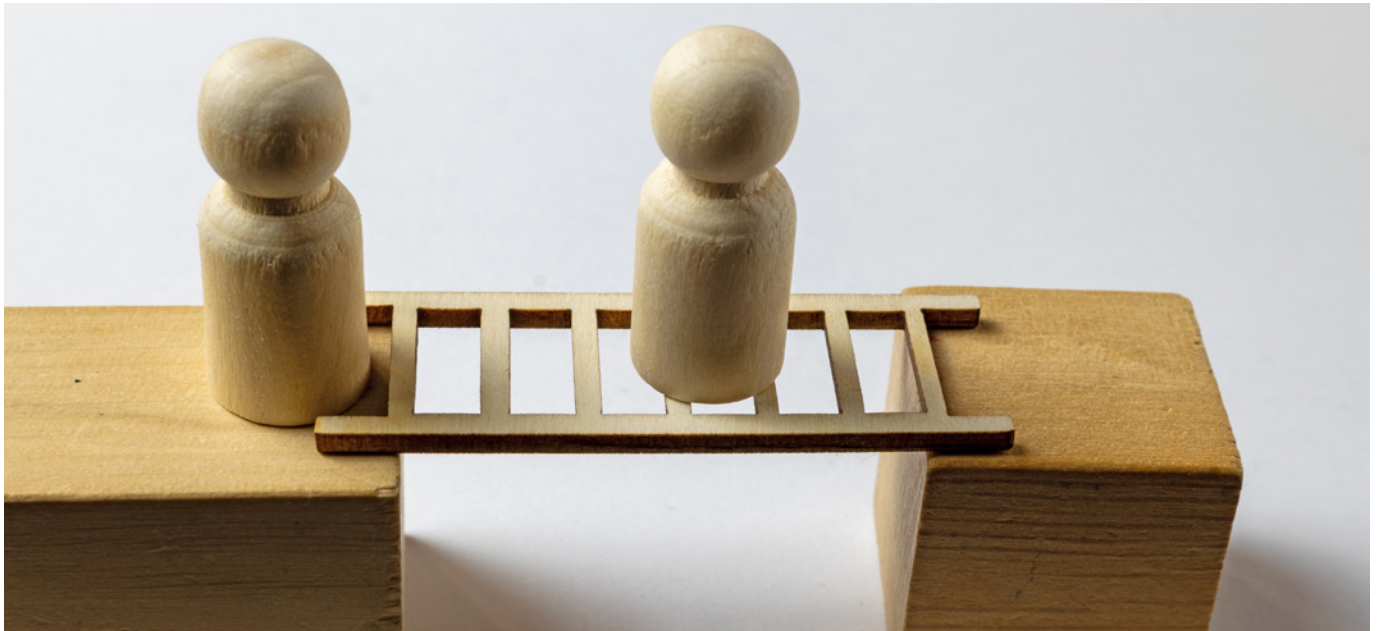
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PROFILED:

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★ 2025

PERSONAL BIOGRAPHY

Glenn R. George is a seasoned adviser and expert witness in the global energy and infrastructure sectors. Drawing on his background as an engineer and economist, he applies deep expertise in strategy, policy, technology and finance to deliver consulting and litigation support to governments, companies and investors. His work involves transaction support, asset valuation and financial modelling. His expert testimony relates primarily to contract disputes and construction delays and overruns across his sectors of interest. He has testified 24 times, including as both a technical and quantum expert, in high-profile, multibillion-dollar matters. He holds degrees from Cornell and Harvard universities.

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Q&A WITH GLENN R. GEORGE



Could you discuss a particularly rewarding engagement you have worked on? What made it stand out for you?

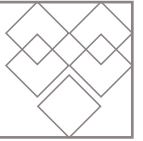
◆ Without question, serving as expert witness on behalf of Nigeria in *Nigeria v. P&ID* in the High Court of England and Wales was among the most rewarding engagements I have worked on. When I was first engaged, I thought the case revolved around a proposed natural gas project, but it soon became clear that the matter involved bribery, corruption, perhaps even shortcomings in the system of international arbitration. With claimed damages representing a significant fraction of Nigeria's annual budget, I was keenly aware of the human impact the case could have on the people of Nigeria, yet I kept my analysis and opinions focused on the financial aspects of the proposed project I had been retained to address. It is not often that what had been a 'run of the mill' international arbitration matter becomes a featured story in the New York Times Magazine, as occurred in February 2024, but it is hard to imagine a more fitting matter for such coverage.

What emerging technologies or shifts in your area of expertise are capturing your attention? How are you adapting to stay at the forefront of these changes?

◆ I trained originally as a nuclear engineer, before becoming an energy economist. Despite ongoing interest and work in the nuclear power sector, I spent many years wondering whether the oft-hailed nuclear renaissance would, especially post-Fukushima, plunge into a nuclear dark age. I had no reason to fear, since nuclear has emerged as perhaps the single most important dispatchable carbon-free generation technology available globally. Demand for clean electricity continues to skyrocket due to the artificial intelligence boom and the spread of data centres, and nuclear is at the forefront of meeting that demand. New technologies, such as small modular reactors and microreactors,

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creative business models, including a variety of public-private partnerships, and innovative financing approaches, such as special purpose vehicles, have breathed new life into the sector. I have accordingly refocused my efforts on melding an engineering background with financial modelling to develop new techno-economic analytical tools in support of a burgeoning nuclear sector.



What broader trends or challenges do you see shaping the future of your industry? How is your organisation preparing to navigate related opportunities and risks?

◆ The energy sector faces an unprecedented set of geopolitical and technological challenges. These challenges include trade tensions, supply interruptions and explosive demand for electric power. There was a time when forecasters, economists and financial modellers might have conceptualised these developments as discrete, unexpected, unpredictable occurrences – black swan events. Black swans would typically be considered separately, on a scenario basis, rather than being ‘baked into’ energy-sector forecasts and financial models. But some of these events are now occurring with a frequency which can plausibly be modelled explicitly and routinely. If so, then energy forecasts and models must be modified appropriately. Doing so will create a host of opportunities and risks, ranging from the opportunity to model the world in all its messy complexity, to the risk of miscalculating the frequency with which black swan events occur. ■

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REPRESENTATIVE ENGAGEMENTS

- ◆ Expert testimony on behalf of claimant in *Ministry of Petroleum Resources of Nigeria v. Process and Industrial Developments Ltd.*, an \$11bn matter in the High Court of England and Wales.
- ◆ Expert testimony on behalf of Baltimore regarding damages related to the collapse of the Key Bridge in the MV Dali accident.
- ◆ Expert testimony on behalf of The Puerto Rico Electric Power Authority, debtor, an \$8.5bn bankruptcy matter in US District Court.
- ◆ Expert testimony on behalf of claimant in *Mesa SpA v. Número Um-Reparação de automóveis SA and TOPCHALLENGE SGPS, S.A.*, an ICC international arbitration.
- ◆ Expert testimony on behalf of claimant in *Elevation-Engenharia, S.A. v. Mauritania*, an ICC international arbitration.
- ◆ Expert testimony on behalf of respondent in *Westwater Resources, Inc. v. Türkiye*, an ICSID international arbitration.
- ◆ Expert testimony on behalf of respondent in *Democratic Republic of the Congo v. Uganda*, at the International Court of Justice at The Hague.



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