

Carmen Núñez-Lagos

International arbitrator

Carmen is an independent arbitrator. She has over 35 years' experience in international disputes, acting both as arbitrator and counsel with an expertise in international business disputes and sports. She has acted in numerous ordinary and appeal cases at CAS/TAS in the past years.

Carmen is a renowned international arbitrator. She is appointed in multiple occasions as president, co-arbitrator and sole arbitrator. In addition to CAS panel of arbitrators, she is listed on the rosters of arbitrators of the most relevant arbitral institutions including the ICSID, ICC, ICDR, ICC, and CAS, the Milan Chamber of Commerce or the Madrid Arbitration Court.

She is a Court member of the Swiss Arbitration Center and of the Milan Arbitration Center. She is a member of the ICC Commission on Arbitration and the Vice-president of the Spanish Arbitration Club's Board of Directors worldwide and a Scientific Editor University of Bologna Sports Journal.

She is a former member of the Council of the ICC World Business Institute and currently a member of its senior council.

Her expertise has been widely recognized:

Chambers Global and France 2026, Arbitrators, Band 2:

“Carmen Núñez-Lagos is at the top as an arbitrator”.

“She has great experience and offers great responsiveness and efficiency.”

“Carmen Núñez-Lagos is really fast and does a good job. She carries out arbitrations with good balance. She's very intelligent, speaks perfect Spanish and English and is a very high-level arbitrator.”

Chambers LATAM 2026, Band 1: *“Carmen Núñez-Lagos is an excellent arbitrator and boasts a pragmatic view of the issues at hand.”*



T: +33 631 24 93 48
cnl@nunezlagos-arbitration.com

NÚÑEZ-LAGOS ARBITRATION

36 avenue Hoche, 75008
Paris, France

W: <http://nunezlagos-arbitration.com/>

Spanish nationality

Professional Experience

2019- : Núñez-Lagos Arbitration, Paris
2012-19: Partner, Hogan Lovells, Paris
2006-12: Avocat, Bredin Prat, Paris
2000-03: In-house, Auna Telecom, Madrid
1990-99: Partner, B. Cremades, Madrid

Education

LL.M. -with honors- in International Business Law,
Exeter University School of Law, 1990
Università degli Studi di Bologna, 1989
Law School, Zaragoza University, 1989

Bar Admissions

Paris, 2007 | Madrid, 1989

Languages

English, French, Spanish, Italian

Rankings

Best Lawyer in France, 2026, Who's who legal
2026