THE CHARTERED INSTITUTE OF ARBITRATORS

England & Wales · Charity number 803725

Details

Other names	CIARB
Status	Registered
Legal form	Other
Registered	1990-07-19
Register	View on the Charity Commission register

Contact

Address	Chartered Institute of Arbitrators 12-14 Bloomsbury Square London WC1A 2LP
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Activities

Objects: TO PROMOTE AND FACILITATE WORLDWIDE THE DETERMINATION OF DISPUTES BY ALL FORMS OF PRIVATE DISPUTE RESOLUTION OTHER THAN RESOLUTION BY THE COURT (COLLECTIVELY CALLED “PRIVATE DISPUTE RESOLUTION”).

Activities: The principal object for which the Institute is established and incorporated is to promote and facilitate worldwide the determination of disputes by arbitration and alternative means of private dispute resolution other than resolution by the court. The main beneficiaries of the work carried out by the Institute are its members and the general public, both in the United Kingdom and elsewhere.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Other Defined Groups, The General Public/mankind

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Geography

- **Area of benefit:** UNITED KINGDOM AND OVERSEAS
- Albania
- Andorra
- Antigua And Barbuda
- Australia
- Austria
- Barbados
- Belgium
- Bermuda
- Brazil
- British Virgin Islands
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Egypt
- France
- Germany
- Gibraltar
- Greece
- Guernsey
- Hong Kong
- India
- Ireland
- Isle Of Man
- Italy
- Jersey
- Kenya
- Kuwait
- Latvia
- Lebanon
- Luxembourg
- Malaysia
- Malta

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- Mauritius
- Moldova
- Monaco
- Montenegro
- Netherlands
- Nigeria
- Northern Ireland
- Norway
- Pakistan
- Philippines
- Poland
- Portugal
- Qatar
- Romania
- Russia
- Saudi Arabia
- Scotland
- Singapore
- Slovakia
- South Africa
- South Korea
- Spain
- Sri Lanka
- St Lucia
- Sweden
- Switzerland
- Thailand
- The Bahamas
- Trinidad And Tobago
- Turkey
- Ukraine
- United Arab Emirates
- United States
- Vietnam
- Zambia

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- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£9,661,950	£9,803,814	£9,781,226	104
2023-12-31	£9,027,889	£9,015,882	£9,708,756	99
2022-12-31	£8,217,386	£8,363,822	£9,961,047	71
2021-12-31	£7,318,811	£6,714,596	£9,321,096	70
2020-12-31	£6,865,604	£5,813,725	£9,128,947	77

Trustees

Name	Role	Appointed
Ben Giaretta	Chair	2023-01-01
Andrew Miller KC		2019-01-01
Anna Stylianou		2025-01-01
Caroline Kenny KC		2021-01-01
Charles Lagana Putz		2023-10-01
Chikwendu Madumere		2023-01-01
David Huebner		2020-03-05
Lucy Greenwood		2019-01-01
Nighat Dad		2023-10-01
Paul Barrett		2019-01-01
Peter O'Malley		2025-01-01
Ron C Hamilton		2023-10-01
Saad Hegazy		2024-06-06

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THE CHARTERED INSTITUTE OF ARBITRATORS

England & Wales - Charity number 803725

Accounts

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Annual Report 2024









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Section one - Introductions

Chair of the Board of Trustees

Dear Members,



It is with gratitude that I look back on the past year, and with great optimism that I look forward to the future of Ciarb. In 2024, we made significant progress across many fronts: enhancing our governance framework, increasing global outreach, investing in our educational offerings, and strengthening financial discipline. These accomplishments are testament to the dedication of our members, volunteers, staff and leadership.

As we enter 2025, we are conscious that the world in which dispute resolution professionals operate continues to evolve rapidly. The Board and senior leadership have therefore adopted a Business Plan which places operational wellbeing, transparency, and sustainable growth at the heart of our work.

In 2025, Ciarb also embarked on a period of renewal under new operational leadership. Guided by the Business Plan approved by the Board, Phase I of this programme has focused on strengthening sustainability, transparency, and organisational resilience. These efforts have included reshaping the leadership team, embedding stronger governance and financial oversight, and ensuring our resources are aligned with members' needs. We are a membership organisation, and all aspects of structure and operation must reflect and serve that existential reality.

The aim of this work is not change for its own sake, but to provide a strong sustainable foundation from which Ciarb can deliver lasting and significantly increased value to members worldwide.

As we look ahead to Phase II in 2026, we remain committed to placing members first, safeguarding the Institute's long-term sustainability, and building on Ciarb's position as the global home of dispute resolution.

These strategic initiatives underpin every part of Ciarb's operations in 2025 from member services to education and examinations, to policy influence and international collaborations. Our goal is clear: to ensure that the Institute is not only resilient in the present, but well-positioned for growth, relevance and impact in the years ahead.

Thank you to our members and partners for your ongoing support and trust in Ciarb. Together, we will continue to uphold excellence in dispute resolution worldwide.

Ambassador (ret.) David Huebner C.Arb FCIArb
Chair of the Board of Trustees



Chief Executive Officer



I am honoured to join Ciarb as its Interim Chief Executive in 2025 and to lead an institute with such a rich history, global reach and deep commitment to the highest standards in dispute resolution. First, I would like to pay tribute to the achievements of 2024. Under the dedicated leadership of the Board of Trustees, Ciarb made important strides across governance, financial management, member services and education. Those achievements laid essential groundwork for 2025.

As we transition into 2025, my focus, together with the senior team, is squarely on building long term stability, strengthening operational wellbeing, and ensuring that Ciarb is resilient, transparent and responsive. We are implementing the Business Plan 2025/26, which guides our efforts in this reorientation phase: refining our internal processes, improving member engagement, enhancing our global footprint, and ensuring that our financial and governance frameworks support sustainable growth.

I bring to this role a track record of revitalising organisations through clarity of purpose, disciplined operational delivery, and a collaborative leadership style. Previously, in leading professional bodies and regulatory / membership organisations through periods of transformation, I've learned that strong foundations are the key to future success. At Ciarb, I am committed to working with trustees, staff, volunteers and members to embed those foundations so that in the next phase, we can move confidently into strategic growth that delivers for all stakeholders.

Together, we will build on what has been achieved honouring the past while preparing the Institute for a stronger, more sustainable and more successful future for our members, wherever they practise around the world.

Sincerely,

Don MacIntyre
Chief Executive Officer

Branch case studies

Saudi Arabia Branch

Launch of a new Branch



Ciarb launched a new Branch in the Kingdom of Saudi Arabia in March 2024 at the inaugural Riyadh International Disputes Week. The launch increased Ciarb's global network of Branches to 44, connecting over 17,500 professional members across 150 jurisdictions. Ciarb membership in Saudi Arabia grew rapidly to over 270 members in 2024. Additionally, there are an increasing number of dispute resolution professionals in Saudi Arabia, many of whom are women.

Dr Hamed Merah MCIArb, Chair of the Ciarb Saudi Arabia Branch, commented, "Ciarb's Saudi Arabia Branch, inaugurated by the Saudi Center for Commercial Arbitration (SCCA) and officially launched in March 2024, was established to strengthen the alternative dispute resolution (ADR) ecosystem in Saudi Arabia, aligning with the nation's priority of developing human capacity. Hosting the Ciarb Saudi Arabia Branch reflects the SCCA's longstanding commitment to fostering human capital through training and capacity-building in the ADR field. Over the past eight years, the SCCA has trained more than 1,800 practitioners through high-quality programs delivered in collaboration with international partners, including Ciarb.

The Branch serves as a platform for networking, fostering connections, sharing expertise, and showcasing leading professionals in the field. It also aims to promote the culture of ADR while bridging the gap between local practices and international standards."

Brazil Branch

Written Witness Statements Project

In 2024, the Ciarb Brazil Branch launched a focused initiative to explore the use of witness statements in arbitration, addressing growing interest and uncertainty among local practitioners. The project was developed through four thematic meetings, with over 250 participants, including arbitrators, counsels, and academics, including Ciarb members.

Key topics included: timing of submission, scope of cross-examination, use of leading questions, treatment of party representatives, and hybrid witnesses (factsperts).

The group also compared international practices, particularly the IBA Rules and the Prague Rules, identifying areas requiring clarification in the Brazilian context. Two procedural models were outlined - one based on full pre-constitution of evidence and another limited to contested facts - each with calendars, clause samples, and document production structures.

To support practical implementation, a comprehensive report is being drafted, with a preliminary version and the launch of a working group expected in the first half of 2025.

The project emphasises education, predictability, and alignment with international standards, while remaining sensitive to Brazilian procedural culture. It reflects the Branch's commitment to improving procedural clarity and contributing to the global conversation on effective evidentiary practices.




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Section two - Ciarb

The role of Ciarb

Ciarb (the Chartered Institute of Arbitrators) is an independent, charitable membership and professional body committed to supporting effective dispute resolution globally. Ciarb champions all aspects of dispute resolution across arbitration, mediation and adjudication, setting robust ethical standards.

Our international membership spans 150 jurisdictions, connected by 44 active Ciarb Branches worldwide. We support our members with learning and networking opportunities, qualifications, mentorship, research and resources, events and best practice guidance.

Object, vision, mission and strategy

Ciarb's object as set out in our Royal Charter and revised in February 2023 is: 'To promote and facilitate worldwide the determination of disputes by all forms of private dispute resolution other than resolution by the court (collectively called 'private dispute resolution'). [1]

Our vision is a world where disputes are resolved promptly, effectively, and creatively.

We see a world where everyone, everywhere understands the value of effective dispute resolution. Where people, regardless of their economic or social background, can access justice that's fair and effective. Enabling people to move forward together. Ensuring society prospers.

Ciarb's mission is to be the inclusive global thought leader on dispute resolution, promoting and facilitating the creative and effective resolution of disputes, supporting diversity and inclusion and ensuring practitioners are highly trained and comply with professional standards and ethical rules.

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[1] Ciarb Royal Charter and Bye-laws, 15 February 2023.

Our strategic aims in 2024 were:

Strategic Aim 1: Globally promote the constructive resolution of disputes.
Strategic Aim 2: Be a global, inclusive thought leader.
Strategic Aim 3: Develop and support an inclusive global community of diverse dispute resolvers.

During 2024, we progressed work to redefine Ciarb's vision and mission and to develop our long-term strategy.

Public benefit

As a registered charity in England and Wales, Ciarb meets the public benefit requirement and its object is achieved through a range of charitable activity, including the advancement of:

— Education - through the provision of qualifications, education and training.
— Human rights, conflict resolution or reconciliation - through our promotion of all forms of private conflict resolution.
— Citizenship or community development - through Ciarb's promotion of volunteering across its global Branch network and by its community-building infrastructure centred around alternative dispute resolution best practice.

Ciarb works with institutions, governmental and other bodies to ensure legislation governing dispute resolution is effectively drafted in a way that is consistent with the public interest, benefitting end-users and wider society. We promote, worldwide, the concept that private dispute resolution is a genuine alternative to litigation in the courts which is cost-effective, timely and credible. Ciarb also upholds ethical standards of conduct and compliance with the law in both the public and private sectors. Examples of how we do this include:

— Ciarb's intervention in the *Churchill* case - which led to changes to the Civil Procedure Rules of England and Wales that embed promotion of alternative dispute resolution in the civil justice system.
— Provision of Ciarb Rules and clauses.
— Publication of Professional Practice Guidelines - providing international and interdisciplinary best practice resources.

Ciarb's Guidelines are freely available, equipping professionals with the knowledge they need to continue providing excellent service to the public. They are informed, developed and/or reviewed by groups of members and non-members with highly specialised expertise.

We raise awareness of dispute resolution in a wide range of jurisdictions through:

— Development of Ciarb Branches and Chapters.
— Publication of educative information on our website.
— Provision of free events that non-members are welcome to attend.
— Involvement in industry pledges. Ciarb is signatory to the Equal Representation in Arbitration pledge and a steering group member for the Equal Representation of Expert Witnesses pledge, the Campaign for Greener Arbitrations pledge and the Conflict Avoidance Pledge.

Through education and training, Ciarb aims to increase the number of qualified dispute resolvers around the world, thereby expanding capacity in the system and widening access to justice.

We also connect those in need of dispute resolution with the right professionals. Our range of dispute appointment schemes include the Business Arbitration Scheme for smaller businesses, statutory schemes and Branch-run services.

Ours is a diverse and inclusive culture where members, staff and volunteers are all treated with dignity and respect in line with Ciarb's values which are to be accountable, inclusive, collaborative, impactful and innovative.

We also aim to support those from underrepresented backgrounds to access justice and to access career and professional development opportunities within dispute resolution.

Ciarb opposes modern slavery/human trafficking in all its forms, and whilst we are not required to make a modern slavery statement under section 54 of the Modern Slavery Act 2015, we have implemented an anti-slavery policy.

The Trustees confirm that they have had regard to the Charity Commission's guidance on public benefit in reporting on the Charity's objectives and achievements.

Inclusion and diversity

Ciarb continued to take action to improve inclusion and representation through 2024. This includes developing our internal EDI Framework, which sets out our intentions for equity, diversity and inclusion.



Membership

Gender diversity remained static from 2023 with a small increase in female representation at Member grade.

Membership grade	2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female
Overall	79%	21%	78%	22%	78%	22%	78%	22%
Associates	74%	26%	74%	26%	73%	27%	73%	27%
Members	79%	21%	78%	22%	78%	22%	77%	23%
Fellows	82%	18%	80%	20%	80%	20%	80%	20%
Chartered	89%	11%	88%	12%	87%	13%	87%	13%

Dispute Appointment Service

Panel membership

Diversity improved across the majority of our panels, which remain open for new applicants. We particularly encourage women and individuals from underrepresented backgrounds to apply. Notably, diversity continues to improve in the Adjudication Panel following changes made, in 2022, to the entry criteria.

Please note that panel members based in England, Wales and Scotland are invited to provide diversity data on a voluntary basis at the point of renewing their Panel Appointment Certificates.

Presidential panels	2023		2024	
	Male	Female	Male	Female
Adjudication Panel	93%	7%	86%	14%
Arbitration Panel	78%	22%	77%	23%
Mediation Panel	71%	29%	89%	11%
All Presidential Panels	**84%**	**16%**	**81.5%**	**18.5%**
Business Arbitration Scheme Panel	85%	15%	83%	17%
Low Value Adjudication Panel	92%	8%	91%	9%

Appointments made

In 2024, the majority of applications originated from the UK, with a significant rise in applications under the Business Arbitration Scheme. Appointments are made based purely on the needs of the parties and the expertise required. The data below is provided in the interests of transparency.

	2023		2024	
Cases	**Male**	**Female**	**Male**	**Female**
Adjudication	91%	9%	78%	22%
Arbitration	79%	21%	74%	26%
Mediation	60%	40%	100%	0%
Total	**82%**	**18%**	**76%**	**24%**

NB: The lower number of members on the Mediation Panel means that small changes can result in higher percentage fluctuations.

Branch case studies

Egypt Branch

Mentoring Programme

Ciarb Egypt Branch's Mentoring Programme's third cycle took place from May 2023 to May 2024, and its fourth cycle began in May 2024.

The Egypt Branch was happy to host the mentors, mentor supporters, and mentees of the third cycle and fourth cycle at a networking event in May 2024 to celebrate the closing of the third cycle and kick off of the fourth cycle.

The Branch Mentoring Programme was initiated in 2020 by a Ciarb Branch in the region. Each mentoring programme provides 17 young Ciarb members, under the age of 40, interested in arbitration with the opportunity to learn from the experience of senior members of the arbitration community. Each cycle is formed of four groups mentored by four experienced mentors, four supporters, and 17 mentees.





Mentees have consistently given positive feedback on the benefits of the mentoring activities, the impact on their career development, and on gaining insights and knowledge.

"I'm so excited to have completed the Mentoring Programme of the Ciarb Egypt Branch. I've received tons and tons of information that helped sharpening my arbitration knowledge" said **Dr Amira Shalaby MCIArb, Mentee, Third Cycle**

"This enriching programme has significantly enhanced my understanding of arbitration through various practical experiences.... I am proud to have achieved this prestigious qualification and grateful for the chance to further my knowledge and skills in this essential area." **Eng. Mohammed Shawky MCIArb, Mentee, Fourth Cycle**

Section three - Annual highlights

Ciarb's year in numbers

2.5%
more female representation on Presidential Panels

7,000+
people from 144 countries registered for Ciarb HQ events

14.8%
increase in Ciarb's social media following

115
speakers from 24 countries featured in Ciarb HQ events

100
pieces of content created by contributors from 24 countries

2
events shortlisted for the GAR Award 2025 for best lecture or speech

3,800
people trained and assessed worldwide

44
active Branches across our global network





Our membership

Growing our membership

In the context of ongoing economic pressures worldwide, Ciarb's membership held steady. We ended 2024 with 17,468 professional members, compared to 17,474 at the end of 2023.

Membership grade	2023	2024
Associate	4,499	4,264
Member	7,169	7,242
Fellow	4,987	5,153
Retired	819	809
Professional members	**17,474**	**17,468**
Student members	8,139	6,862
Total members	**25,613**	**24,330**

Ciarb monthly highlights

Jan

- Ciarb facilitates the UK All-Party Parliamentary Group on ADR session on legal services
- Ciarb retains its contract with the Pubs Code Adjudicator

Feb

Response issued to the Call for Evidence on the Arbitration Bill (England, Wales and Northern Ireland), informed by members

Mar

- Ciarb Saudi Arabia Branch launched
- Ciarb starts work with CAFA to improve its sustainability

Apr

Ciarb participates at UNCITRAL Working Group III as an observer where consensus is reached on a statute creating an Advisory Centre for International Investment Law

May

- Ciarb responds to the consultation by the Civil Procedure Rules Committee on changes to bring the CPR in line with the *Churchill* judgment
- Launch of Ciarb's upgraded CRM, CMS and website

Jun

- Roebuck Lecture delivered by Professor (Dr.) Emilia Onyema PhD FCIArb
- Saad Hegazy FCIArb elected to Ciarb's Board of Trustees

Jul

The Arbitration Bill, incorporating recommendations from Ciarb, is announced in the King's Speech

Aug

Dr Crina Baltag FCIArb announced as new course director for the Global Diploma in International Commercial Arbitration in 2025

Sep

The Global Diploma in International Commercial Arbitration takes place in Oxford, UK, under course director Professor Dr. Mohamed Abdel Wahab C.Arb FCIArb

Oct

- Civil Procedure Rules change following the *Churchill* judgment
- Trustee elections completed with re-election of Amb. (ret.) David Huebner C.Arb FCIArb and Dr. Caroline Kenny KC C.Arb FCIArb, and election of Peter O'Malley FCIArb and Anna Stylianou C.Arb FCIArb

Nov

- Alexander Lecture delivered by Claudia Salomon FCIArb
- Ciarb Greece Chapter launched

Dec

Jonathan Wood FCIArb hands over Presidency to incoming 2025 President Professor Dr. Mohamed Abdel Wahab C.Arb FCIArb



Supporting the next generation

Free Ciarb Student membership enables students to build their knowledge and connections.

Student members benefit from:
- Free access to the *Resolver* magazine and *Arbitration: The Journal of International Arbitration, Mediation, and Dispute Management.*
- A wide range of Ciarb events.
- Affordable access to the Online Introduction to ADR Course and Assessment.

Representing our members

Throughout 2024, the Policy and Professional Practice team delivered on its commitment to add value for members by developing relevant resources and ongoing learning opportunities, representing the interests of members, and promoting the benefits of private dispute resolution worldwide. Ciarb significantly expanded its international presence, visibility, and influence through targeted interventions, strategic partnerships, and meaningful engagement in key global forums.

Professional Practice Guidelines

As a global body with a diverse and multi-disciplinary membership, Ciarb is uniquely positioned to develop resources and tools that help set the standard for international best practice for ADR and ADR professionals. In 2024, Ciarb advanced work on its Guideline on the Use of AI in Arbitration and launched a new drafting committee to develop a Guideline on Third-Party Funding.

Ciarb Guideline on the Use of AI in Arbitration

Ciarb is working to ensure our members are equipped to resolve disputes in the digital age. Ciarb's Technology Thought Leadership Group put together an AI Guideline Drafting Committee in 2023 and, in 2024, they continued work to develop a Ciarb Guideline on the Use of AI in Arbitration.

The Guideline is designed for use by arbitrators, parties, counsel and experts, and provides essential insights into navigating the complexities of integrating AI tools into the arbitral process, while preserving fairness, efficiency, and integrity.

The drafting committee chair is Claire Morel de Westgaver, and committee members include Meriam Al Rashid, Harry Borovick, Carlos Carvalho MCIArb, Amy Endicott, Kateryna Honcharenko MCIArb, Karolina Jackowicz FCIArb, Matthew Lavy KC, Peter Neumann FCIArb, Annabelle Onyefulu ACIArb, Maud Piers, and Fabio Solimene. The Guideline will be published in 2025.



Ciarb Guideline on Third-Party Funding

The rapid development of third-party funding (TPF) in both litigation and arbitration over the past three decades represents both an expansion of access to justice (particularly as the costs of pursuing litigation and arbitration claims continue to rise), and a challenge for those dealing with funders, and funded parties, within the dispute resolution process. As a result, in March 2024, Ciarb launched a Third-Party Funding Drafting Committee to develop a TPF Guideline.

The TPF Guideline is designed for use by parties or counsel seeking funding, counsel representing a funded party, and arbitrators managing cases with funded parties.

The drafting committee is co-chaired by Philippa Charles FCIArb and Hasan Tahsin Azizagaoglu. Committee members include Christopher Bloch, Julian Chamberlayne, Ayse Yazir Chopin, Susan Dunn, Napoleão Casado Filho FCIArb, Camilla Godman FCIArb, Dana MacGrath FCIArb, Viren Mascarenhas FCIArb, Kathryn Sanger, and Sarah Vasani FCIArb. The Guideline will be published in 2025.

Global institutional engagement

Ciarb formally signed memoranda of understanding (MoUs) with a range of institutions. The collaborations support Ciarb's efforts to promote the awareness and use of private dispute resolution, as well as the value of Ciarb qualifications and postnominals. MoUs have been signed with:

— Asia-Africa-Middle East-ADR Cooperative Group (AAMACG)
— Cámara de Comercio de Lima (CCL)
— Chartered Institute of Civil Engineering Surveyors (CICES)
— Hainan Arbitration Association (HNAA)
— Hainan International Arbitration Court (HIAC)
— Qatar International Center for Conciliation and Arbitration (QICCA)
— Singapore International Arbitration Centre (SIAC)

Engaging on the global stage

Organising, co-hosting, and speaking at external events helps us to raise awareness of Ciarb, highlight Ciarb thought leadership, and to participate in discussions on key issues affecting our members. In 2024, the Policy team participated in and supported the following engagements:

— CAM-CCBC Conference (Centre for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada – São Paulo, Brazil)
— Cameroon Arbitration Week (Douala, Cameroon)
— IBA-VIAC CDRC Mediation & Negotiation Competition (International Bar Association and Vienna International Arbitral Centre consensual dispute resolution competition – Vienna, Austria)
— ICCA Conference (International Council for Commercial Arbitration - Hong Kong, SAR)
— IFCAI Conference (International Federation of Commercial Arbitration Institutions – São Paulo, Brazil)
— International Arbitration Charity Ball (London, UK)
— Riyadh International Disputes Week (Riyadh, Saudi Arabia)
— LCAM Conference (London Chamber of Arbitration and Mediation - London, UK)
— London International Disputes Week (London, UK)
— London Pre-Moot Competition (London, UK)
— Willem C. Vis International Commercial Arbitration Moot (Vis Moot - Vienna, Austria)
— Vis Moot Ciarb-VIAC Arbitrator Boot Camp (Vienna, Austria)
— Vis Moot Ciarb-CMS-UK Government Annual Embassy Dinner (Vienna, Austria)
— Vis East Moot (Hong Kong, SAR)




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United Nations Commission on International Trade Law (UNCITRAL) engagement

Ciarb continued as an active observer, participating in UNCITRAL Working Groups II and III (WGII and WGIII), with delegations contributing to meetings, working documents, and outputs. Ciarb was represented by Ciarb members and the Policy team at WGII and WGIII meetings in New York and Vienna. Notably, Ciarb's guidance and subject matter expertise were acknowledged by WGII during the finalisation of the Explanatory Notes to the Model Clauses on Specialized Express Dispute Resolution (SPEDR) and in agenda-setting discussions on electronic arbitral awards. In WGIII, Ciarb provided technical insights on damages and third-party funding in ISDS reform negotiations and issued a member consultation to inform its upcoming written submission.

UNCITRAL Working Group II (Dispute Settlement)

- WGII finalised the Explanatory Notes to the UNCITRAL Model Clauses on SPEDR.
- The WG explored challenges and solutions around recognising and enforcing electronic arbitral awards in order to inform the development of a Work Plan to address these issues.
- Ciarb Guidelines and contribution of expertise were referenced and recognised by the WG.

UNCITRAL Working Group III (Investor-State Dispute Settlement Reform)

- WGIII advanced deliberations and negotiations on (1) a draft statute of a standing mechanism for the resolution of international investment disputes; (2) a draft multilateral convention on ISDS reform (MIIR); and (3) draft provisions for a Protocol to the MIIR which covers Procedural and Cross-Cutting Issues in ISDS.
- In the draft Protocol on procedural issues, the WG began negotiations on a draft provision on Damages and a draft provision on Third-Party Funding. Discussions on both draft provisions revealed widely diverging views among States.
- Following the meeting, Ciarb put out a call for written comments from members on the draft provision. Based on the member comments and Ciarb's forthcoming Guideline on Third-Party Funding, Ciarb will submit a written response to the WG in 2025 to help inform and advance negotiations on the draft provision.

UK policy development

Review and update of the Arbitration Act 1996

Informed by membership input, Ciarb responded to two consultations, a call for evidence, and a request to give oral evidence in Parliament on the review of the Arbitration Act 1996. The majority of Ciarb's recommendations were accepted by the Law Commission and are reflected in the Arbitration Act 2025 which received Royal Assent on 24 February 2025. The Arbitration Act 2025 refines and improves upon the 1996 Act by introducing a default rule that clarifies the law applicable for arbitration agreements, codifying arbitrators' duty of disclosure, expanding arbitrators' immunity against liability, and narrowing the scope of challenging arbitral awards on jurisdictional grounds. The 2025 Arbitration Act also aims to improve the efficiency of the arbitral process by simplifying related court procedures, supporting actions of emergency arbitrators, and empowering arbitrators to make awards on a summary basis. The 2025 Arbitration Act will continue to set a high standard internationally.

Historic changes to CPR embed ADR

Changes to the Civil Procedure Rules (CPR) of England and Wales came into force on 1 October 2024 as a direct consequence of the judgment in the *Churchill v Merthyr Tydfil Borough Council* (*Churchill*) case. Ciarb, the Civil Mediation Council (CMC) and Centre for Effective Dispute Resolution (CEDR) successfully intervened in *Churchill* and responded to the consultation on the changes to the CPR. In effect, the changes embed promotion of mediation and ADR in the civil justice system, making ADR one of the overriding objectives for civil justice, enabling judges to order parties to undertake non-court based resolution or to order a stay of proceedings pending participation in ADR, and strengthen cost sanctions for non-compliance or failure to engage.

Ciarb's academic journal

Arbitration: The International Journal of Arbitration, Mediation and Dispute Management (Ciarb Journal) is Ciarb's quarterly peer-reviewed academic journal which dates back to 1915. In 2024, Stavros Brekoulakis ended his tenure as Ciarb Journal's Editor in Chief having overseen, from 2018, the production of 28 issues. We welcomed Kabir Duggal FCIArb as the interim Editor in Chief. A new permanent Editor in Chief will be selected and onboarded in 2025.

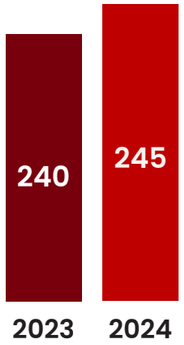


Generating appointments

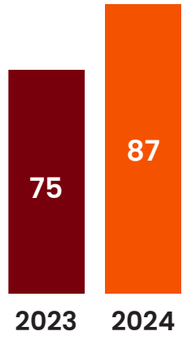
The Dispute Appointment Service (DAS) works closely with Ciarb's President and Branch Chairs (the latter for the Business Arbitration Scheme) to ensure that appointments are made promptly and correctly. In 2024, DAS:

- Made 245 appointments, an increase of 2% on 2023.
- Welcomed 52 new panellists, 16 of whom are female.
- Successfully retained the Pubs Code Adjudicator (PCA) Arbitration Referral Service Contract.
- Supported the Ciarb Bermuda Branch to launch its Family Arbitration Scheme.

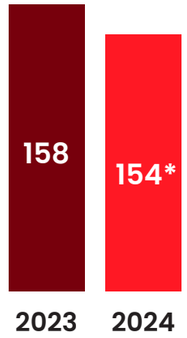
Total cases



Adjudication



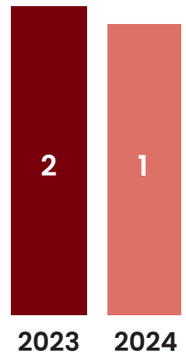
Arbitration



Mediation



Expert Determination



*7 cases via Ciarb's Three Name Suggestion Service
**2 cases via Ciarb's Three Name Suggestion Service

Raising members' visibility

In June 2024, Ciarb partnered with Jus Mundi, enabling members to raise visibility of their Ciarb membership and qualifications through the Jus Connect platform.

Capacity building through gold standard training

In 2024, we continued to build dispute resolution capacity globally, training and assessing approximately 3,800 people worldwide. Of these, 1,400 people were trained through HQ courses, over 1,800 people through Branches, and over 600 people through partnerships.

— **Virtual Module 1 in International Arbitration** remained Ciarb's best-selling course through both HQ (over 200 enrolments - a 21% increase on 2023) and partners (over 350 enrolments - the highest number in the last four years).

— Ciarb Branches ran a total of 104 courses - the highest number in the last four years. The top growing Branch-run course was the **Accelerated Route to Fellowship in International Arbitration**, with over 200 candidates completing the programme (a 72% increase on 2023).

— Ciarb tested B2B arbitration and mediation training delivery to a Fortune 500 company and an intergovernmental organisation, with promising initial results. Further pilots are planned for 2025.

— 30 high-level trainees from 24 jurisdictions completed Ciarb's Global Diploma in International Commercial Arbitration under the care of course director Prof. Dr. Mohamed Abdel Wahab C.Arb FCIArb. Following his election as Ciarb President for 2025, Dr. Crina Baltag FCIArb was appointed as the new course director for the Diploma in 2025.

— Ciarb's Recognised Course Providers Scheme was revised in line with Ciarb's competence frameworks and strategic objectives. The majority of existing providers were re-accredited under transitional arrangements.

— We continued our programme of quality assurance with changes implemented in the award writing exam processes to ensure increased consistency and fairness.



Maintaining robust global standards

Education and training reform

The updating of Ciarb's membership qualifications remains central to the setting and maintenance of global standards in ADR training and practice. Work has been refocused to ensure that Ciarb's competence frameworks provide the foundation for globally consistent standards and entry routes to Ciarb membership to enhance the value of Ciarb membership grades. Preparations were made for a consultation to be run in 2025 with representatives across the global jurisdictional diversity of practice and across all ADR disciplines. Their input will inform the work and ensure our new qualifications are globally relevant, aligned across disciplines and attractive in an evolving market for both members and potential members.

Connecting our global membership

Raising awareness in the sector and beyond

Ciarb's core annual events help us to promote awareness of private dispute resolution and key issues affecting the profession and those it serves. These public lectures and events attracted over 7,000 registrations from 144 countries. On average, 310 people registered for virtual attendance and 72 for in-person. In 2024, Ciarb hosted 25 events featuring 115 speakers from 24 countries, 60% of whom were women.

2024 event highlights

International Women's Day 2024, March

Ciarb hosted virtual and in-person events to enable members from across the world to participate. The panellists shared what inclusion means to them and their experiences of what they can do to be included in their professional and personal lives. They explored the adjustments we all need to make to truly embed and embrace inclusion.

Events were moderated by Catherine Dixon MCIArb (virtual event) and Karina Albers FCIArb (in-person event).







The Roebuck Lecture, June

Professor (Dr.) Emilia Onyema PhD FCIArb delivered the lecture on 'Access to Arbitral Justice for Local Communities: Mitigating the cost of corruption and providing access to justice for local communities'.

Shortlisted for the GAR Award 2025 for the Best Lecture or Speech

Emilia focused on those who are most impacted by corruption and discussed why arbitration and national courts should be made available to victims (and activists) as tools of access to and the delivery of justice.

Watch the lecture.



The Alexander Lecture, November

Claudia Salomon FCIArb delivered the lecture on ' Guardian, Gatekeeper or Guide?'.

Shortlisted for the GAR Award 2025 for the Best Lecture or Speech

Claudia's lecture discussed the role of arbitral institutions in protecting the integrity of the arbitral process, promoting the rule of law, and providing access to justice.

Watch the lecture.



Connecting our community globally

Ciarb events provide opportunities for members and non-members to connect and discuss key issues and questions, and to share best practice. In 2024, we continued to improve the quality and diversity of our events programme.

Ongoing Learning

Within our Ongoing Learning programme, we delivered 2 workshops and 5 webinars.

Webinars

— Construction Disputes: Core avoidance and resolution concepts
— Global Insights on Dispute Boards and Conflict Avoidance Boards
— Maximising the Effectiveness of Expert Witness Evidence in ADR
— Convergence Zone: Climate change meets international commercial disputes
— International Solutions: Examining ADR centres around the world

Workshops

— Advocacy Skills for Arbitration Hearings
— The Learning Lab: Arbitrator skills development series

AI and ADR: Theory and Practice series

This series of 3 webinars and 3 Let's Discuss networking events was hosted with partners TrialView and Jus Mundi, attracting over 2,000 registrations. It explored the realm of AI, including AI tools and their application. Each webinar focused on a particular theme, giving participants the opportunity to learn from experts in the field. The theme was then discussed further with expert moderators and peers at a subsequent Let's Discuss networking event. The events included:

— AI in ADR: Fundamentals
— Let's Discuss AI Fundamentals in ADR
— Regulation of AI: Global trends
— Let's Discuss Global Trends in AI Regulation
— AI in the Legal Sector: Self-regulation essentials
— Let's Discuss AI and ADR: Theory and practice

Let's Discuss series

We continued this popular series in 2024. 7 events took place with, on average, 300 registrations per event. Each event focused on a particular issue in private dispute resolution, enabling participants to network and share insights from around the world. The events included:

— Let's Discuss How to Increase Gender Equality for Expert Witnesses
— Let's Discuss What Can I Do to Be Included
— Let's Discuss How to Inspire Inclusion
— Let's Discuss Construction Adjudication
— Let's Discuss Six Years of ISDS Reform
— Let's Discuss Adjudication
— Let's Discuss How to Maximise Effectiveness of Expert Witness Evidence

In addition, Ciarb held a fringe event during London International Disputes Week and, in September, the Forum on Alternative Dispute Resolution and the Judiciary with Ciarb Kenya Branch.

Connecting our community locally

Ciarb's Branches delivered over 50 events in 2024, raising awareness and offering invaluable networking opportunities. Here are some examples of the diverse range of events and activities our Branches offered during the year:

— **Australia Branch, October 2024** - Ciarb Australia Annual Lecture: Walter Sofronoff KC
— **Australia Branch with ACICA, October 2024** - ACICA and Ciarb International Arbitration Conference 2024 - Powering the Future and Going for Gold: Is arbitration ready?
— **Brazil Branch and London Branch, October 2024** - Comparative Discussion: Enforcement of arbitral awards in Latin America and England and Wales
— **Caribbean Branch, October 2024** - Pathways to Peace: Evolving trends in dispute resolution
— **Cyprus Branch, May 2024** - Advancing Excellence: Global perspectives on construction dispute resolution
— **Egypt Branch, August 2024** - Navigating Major FIDIC Amendments Across the MENA Region (Part 1)
— **Egypt Branch, November 2024** - Time-bar Provisions in International Construction Contracts

— **European Branch, November 2024 to January 2025** - Comparative Arbitration Law series (6 webinars)
— **European Branch, November 2024 to March 2025** - Fundamental Skills in the Counsel Practice of Arbitration (8 webinars)
— **London Branch, June 2024** - Lawyer (Mis)Behaviour in International Arbitration
— **London Branch with the LCIA, October 2024** - LCIA and Ciarb 21st Annual Joint Seminar - Innovation in International Arbitration: What has worked and what hasn't
— **Nigeria Branch, November 2024** - Annual Conference and Gala Night
— **North East Branch, September 2024** - NEC4 Engineering and Construction Contract: Principles and practice
— **Pakistan Branch, May 2024** - Pakistan International Disputes Weekend
— **Scottish Branch, August 2024** - Summer Networking
— **Singapore Branch, March 2024** - International Courts and Tribunal: Who decides on the decision-makers in international law?
— **Singapore Branch July 2024** - ABC of Sports Arbitration: From anti-doping to CAS
— **Thailand Branch, September 2024** - ADR Gala Dinner
— **Thames Valley Branch, May 2025** - Blockchain and Smart Contracts: Revolutionising mediation?
— **UAE Branch, October 2024** - Investor-State Dispute Settlement in the Middle East: Strategies and latest developments



Growing Ciarb's reach and profile

Social media

In 2024, we grew our social media following by 14.8% to just under 135k. Our LinkedIn following exceeded 100k. In recognition that social media is increasingly being used for search and customer service needs, we launched Ciarb's presence on TikTok in June 2024. By the end of 2024, we achieved over 46,500 impressions and reached an engagement rate of 2.18%.

LinkedIn
17% increase
2023: 94,000
2024: 110,400

YouTube
17% increase
2023: 33,000
2024: 38,600
NB: YouTube stats are for views

Instagram
16% increase
2023: 2,500
2024: 2,900

Facebook
13% increase
2023: 9,200
2024: 10,400

X
4% increase
2023: 10,600
2024: 11,000

TikTok
2024: 87

eSolver

Ciarb's monthly e-newsletter achieved an average open rate of 36% and an average clickthrough rate of 4%.

LinkedIn newsletter

Launched in February 2024, Ciarb's LinkedIn newsletter provides our extensive follower-base with information about our activities. Since launch, we have achieved:

— Over 6,700,000 impressions
— Over 20,000 reactions
— 49,000 subscribers

NB: Data collected from 25/3/2024 to 31/12/2024

Showcasing industry expertise

Our aim is to generate and distribute relevant content for members and non-members that informs, raises awareness, showcases membership expertise and improves understanding of private dispute resolution. By the end of 2024:

— We published 100 pieces of content, averaging 8 per month.
— 51% of contributors were female and 49% male.
— Contributors hailed from 24 countries including Australia, Brazil, Canada, the Caribbean, Egypt, India, Ireland, the Kingdom of Saudi Arabia, New Zealand, Nigeria, Singapore, Switzerland, the UK and the USA.

Resolver

Ciarb's quarterly membership magazine, *Resolver*, provided coverage on a range of topics of interest to members across the world. Popular articles in 2024 included:

— Arbitration Immunity: The circumstances that may lead to arbitrators facing a tort liability - Jacob C. Jørgensen, Summer 2024
— Third-Party Funding: The implications for international disputes and what the UK can learn from the PACCAR decision – (two articles) Viren Mascarenhas FCIArb and Dr Hasan Tahsin Azizagaoglu, Summer 2024
— Case Note: The Churchill judgment's implications for the use of mediation and ADR – Dr Isabel Phillips MCIArb FRSA, Spring 2024

Operations

12BSQ and Facilities

In 2024, we evaluated the cost-effectiveness of our maintenance and venue hire plans. In particular, we looked at our cost base in light of an increasingly competitive and changing venue hire market, and significant increases in underlying infrastructure maintenance costs. These assessments will inform our approach to managing our facilities in the future.

In 2024 we successfully generated £759k from venue hire activities; c. £47k above budget due to an increased demand for ADR bookings, albeit we have reservations as to whether this is sustainable.

We also implemented new safety policies, planned maintenance schemes and are upgrading fire doors.



Finance

Finance provides critical support for the organisation. In 2024, we:

- Worked with the Audit and Risk Committee and our internal auditor to complete an internal audit of our investment management. This led to a review and update of our Investment Policy to shape our strategy and increase the value and return on our investments.
- Worked with Ciarb's IT team to improve the Branch planning and budgeting process. The resulting process enabled greater collaborative working and a single source of information.
- Reviewed and improved our accounting for, and reporting of, VAT to ensure it complies with the most recent legislation.
- Initiated our environmental sustainability journey by partnering with Climate Action for Associations (CAFA). Together, we will work towards a sustainability strategy and goals to reduce our carbon footprint.

Investments

Ciarb's investments are managed with the objective of preserving and growing the invested capital ahead of inflation without taking undue risk, whilst generating a return on income commensurate to the risk of such investment.

Ciarb invests with Newton's Global Growth and Income Fund for Charities and Ruffer LLP Charity Assets Trust Account. Newton's and Ruffer's charges are taken from the capital of the Fund. Ciarb monitors the performance of the Fund.

IT

Ciarb's IT transformation project continued in 2024. A key milestone was reached in May 2024 with the launch of Ciarb's upgraded CRM (customer relationship managment system), CMS (content management system) and website.

People

Investing in all our people - staff, volunteers and faculty - helps us to more successfully deliver to our members' needs. In 2024, we:

- Continued to be a UK recognised organisation within the Investors in People scheme.
- Delivered a new performance framework to drive a culture of success.
- Introduced new recruitment processes for staff and non-Branch volunteer roles – providing transparency to all our people about how they can become involved in Ciarb.
- Launched a new staff handbook and people policies which reflect our values and behaviours and ensure that we are member-focused.
- Continued to recruit as a member of the UK Government's Disability Confident Scheme, which is designed to encourage employers to recruit and retain people with disabilities and those with long-term health conditions.
- Fully audited our workforce's visas and reviewed how we can attract the best candidates globally for roles at HQ.
- Continued to actively benchmark all our roles to ensure that we are investing appropriately in staff and the future of Ciarb.
- Launched new mandatory and compliance training for all staff. We will, in due course, extend this to key volunteers and faculty to enable all our people to feel supported to deliver their roles.
- Developed and implemented a co-ordinated learning and development programme for staff and senior managers, including management and leadership courses.
- Celebrated Volunteers' Week in the first week of June by highlighting on LinkedIn the work of some of our amazing volunteers and the impact they have in supporting our work.

Internship Programme

Ciarb seeks to invest in the careers of young ADR practitioners, instilling in them an understanding of Ciarb's mission and role in the industry. The Policy team launched a successful Internship programme in 2023 and, in 2024, the team welcomed three new interns.

Apprenticeships

Apprentices embedded in Ciarb's IT team continued to grow and develop, with two successfully passing their apprenticeships in 2024.



Principal risks

Principal risks identification and management

The risks to which Ciarb is exposed together with controls and mitigations to manage such risks, are managed by the Executive on its risk register.

Ciarb's internal auditor undertakes several internal audits in year based on identified risk. This is reported to the Audit and Risk Committee, which in turn reports to the Board which has ultimate responsibility for managing risk.

The principal risks, uncertainties and safeguards as identified in Ciarb's risk register are as follows.

1. Failure to deliver digital transformation, organisational change and effective information governance

— IT systems, networks or services completely or partially unavailable post implementation of Ciarb's new systems, resulting in systems not being used effectively, business process errors, inefficiencies, and poor data management. Failure to ensure effective information governance protection, policies and procedures and that training is in place resulting in unauthorised access to systems, networks, services and data , and inability to deliver services.
— Providers of key platform services required to support the delivery of core education and training/business services (such as the CRM, Learning Management System, Finance systems, Web portal) being ineffective.
— Digital tools and platforms supporting members' benefits underperform affecting user experience.

Key mitigating actions:

— Ensure back-up and business continuity plans are in place and are regularly reviewed.
— Schedule system audits and updates of platforms as necessary.
— Continue internal communications and change management to embed use of systems.
— Cross-team working to share learnings and improved practices.
— Implement data/information management governance and support staff to improve data management skills through training.
— Deliver relevant training to support staff to use systems safely and effectively and communicate regular reminders on key information governance issues.
— Effective contract management.

2. Legal, Compliance and Regulatory risks, including Branches

— Failure to comply with regulatory requirements including at Branch and Chapter level. Failure of Branches to adhere to Branch Model Rules resulting in poor budgetary and financial controls for expenditure; misuse or loss of intellectual property; failure to comply with Charity Commission requirements to secure or protect charity assets (preventing the Board from discharging its fiduciary duty).
— Failure to manage contracting. Failure to manage and monitor third party suppliers.
— Failure to maintain governance records and/or agreements impacting the organisation's ability to comply with obligations.
— Failure to update the business continuity plan which may result in outdated procedures reducing Ciarb's ability to effectively respond to and recover from incidents or disruptions, which could lead to increased operational downtime, regulatory action and financial losses.

Key mitigating actions:

— Scoping, identification and initial data collection for Branch compliance including improving our governance record keeping and putting protections in place, where necessary.
— Identification of Ciarb's intellectual property and assets.
— Continue to communicate with Branches and Chapters about the importance of compliance.
— Implemented data protection measures for Branches.
— Review and, if necessary, introduce additional compliance measures.
— Implemented new risk measures for contracts.
— Implemented contract repository and new ways of managing Branch data.
— Implemented a new privacy policy and controls for managing data.

3. Diminished stakeholder value including perceptions about qualifications

Failure to provide gold standard qualifications and compelling member offer including failing to remain relevant in a changing landscape thereby failing to demonstrate the value of membership which results in member attrition resulting in loss of income, leading to fewer resources to deliver services to members and damage to Ciarb's reputation.

Key mitigating actions:

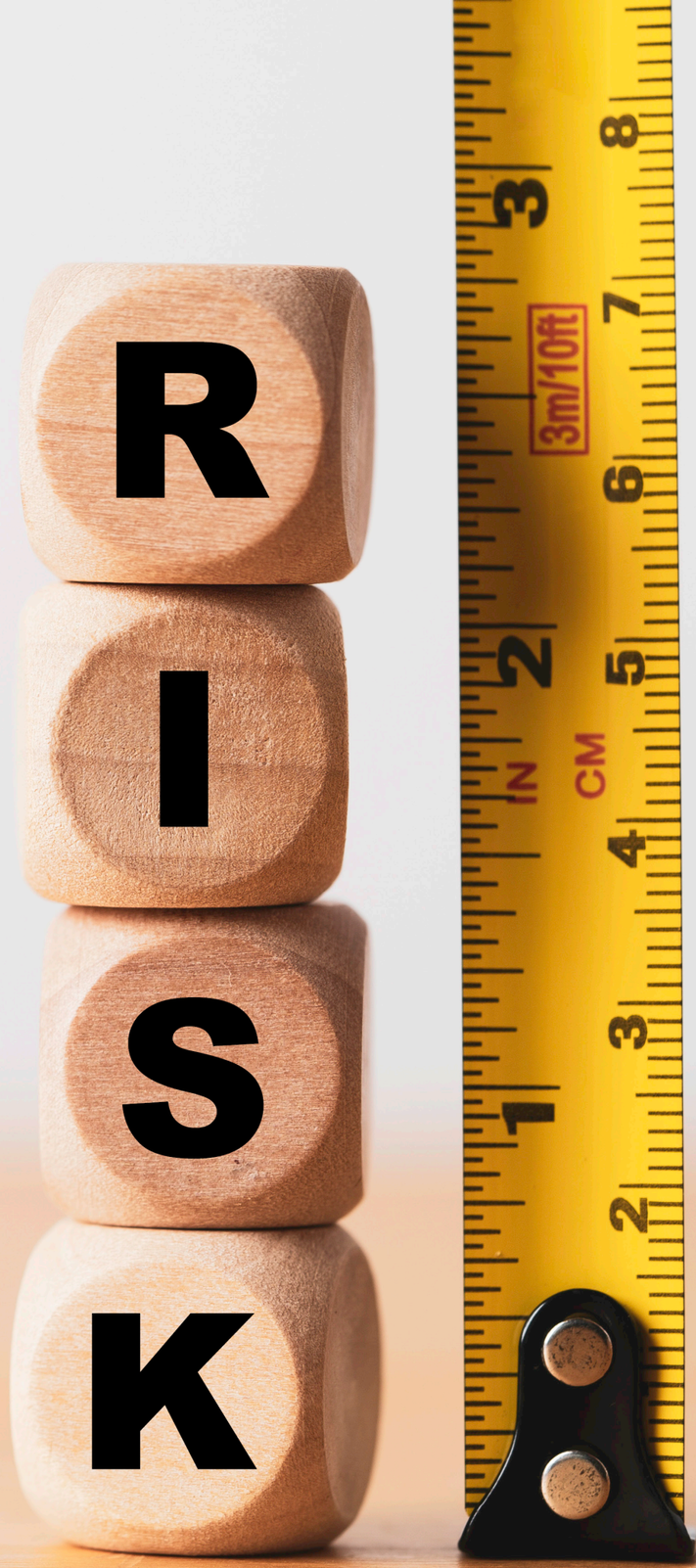
— Fully implement the member offer to ensure value is delivered to members.
— Continue implementation of the education and training reform programme.
— Implemented a revised Recognised Course Provider Scheme.
— Maintain the quality assurance programme.
— Continue to communicate the value of membership to existing and prospective members.

4. Ineffective governance

Lack of oversight and visibility resulting in failure to deliver strategic priorities.

Key mitigating actions:

— Maintain clear and regular communication and meetings with Board and sub-committees.
— Regularly review governance documentation including regulations and governance manual, disciplinary rules and complaints processes.



Branch case studies

Bermuda Branch

Twenty-Fourth Annual Dinner of the Bermuda Branch

The Ciarb Bermuda Branch held its 24th Annual Dinner at Fourways Inn, celebrating the achievements of the Branch and honouring its members in the presence of distinguished guests on 15 November 2024. The evening was attended by Chief Justice Larry Mussenden, members of Bermuda's Judiciary, and legal practitioners from leading law firms.

The guest speaker was Mr Justice Nicholas Segal, who serves as a Judge of the Grand Court of the Cayman Islands and as an Assistant Justice of the Supreme Court of Bermuda. A spokesperson for Ciarb remarked: "Justice Segal delivered an insightful and humorous address, which was well received by the audience."

There were 70 attendees in total, which included 15 Ciarb members, including local committee members. Additionally, members of the Bermuda Judiciary (including all three Judges of the Court of Appeal) and the Bermuda Bar were in attendance.

Warren Bank FCIArb, Chair of the Branch, acted as Master of Ceremonies, while the evening was expertly organised by Branch Secretary, Christine Payne.







Australia Branch

ACICA and Ciarb Australia International Arbitration Conference

On 13 October, Ciarb Australia Branch once again partnered with the Australian Centre for International Commercial Arbitration (ACICA) to deliver a one-day conference during Australian Arbitration Week. Held in Brisbane, a city designated to host the Summer Olympics in 2032, the theme was 'Powering the Future and Going for Gold: Is Arbitration Ready?'.

Over 220 delegates attended from Australia, Brunei, the United Kingdom, New Zealand, Fiji, Hong Kong, Kenya, Papua New Guinea, the Solomon Islands, the Philippines, India, and Germany. There were speakers from 15 different cities: Adelaide, Brisbane, Melbourne, Perth, Sydney, Hong Kong, Nairobi, Suva, Singapore, London, Manila, Mexico City, New York, The Hague, and Paris.

The conference focussed on the future of arbitration, the opportunities and challenges major sectors such as energy and construction face, how sports arbitration can propel us forward, and how the fundamental elements of arbitration can be developed to power us into the future. The keynote address was delivered by Dr Michelle Gallen, CEO of the Australian National Sports Tribunal.

Sessions included the following topics:

— Around the world and back
— Investor-state disputes – Choose your own adventure?
— Procedure as power: A deep dive discussion
— What do you have to Prove? Practicalities of evidence in international arbitration
— Powering tomorrow: Challenges and solutions for the energy transition
— From planning to podium: Disputes arising out of the Brisbane Olympics
— Arbitration quiz: Go for gold!



Section four - Governance

Reforming our governance

In 2024, we continued the programme of governance reform, reviewing our:

— Disciplinary Rules.
— Election procedure for President.
— Accompanying procedures and guidance.

In addition, we:

— Embedded improved risk management processes within Ciarb.
— Supported the Professional Conduct Committee (PCC) to consider complaints in line with changes to the Disciplinary Rules.
— Delivered the Trustee elections.

We welcomed and inducted new Trustees to the Board, following their appointments at the end of 2023: Rama Sridhar, Singapore; Ron C. Hamilton, New York; Anita Kimber, London; Nighat Dad, Lahore; and Charles Laganá Putz, São Paulo. We also welcomed Saad Hegazy FCIArb in 2024 as the elected Trustee for MENA and the Indian Sub-Continent.

Trustee elections were run with the following individuals elected and re-elected:

— Amb. (ret.) David Huebner C.Arb FCIArb, the Americas
— Dr. Caroline Kenny KC C.Arb FCIArb, Australasia
— Peter O'Malley FCIArb, Ireland
— Anna Stylianou C.Arb FCIArb, Europe

Further, we recruited to a number of Committee vacancies.

We made significant progress in the following areas:

- We scoped, identified and carried out initial data collection for Branch compliance. This included implementation of data protection measures for Branches. This work will continue through 2025.
- We conducted a full review of the operation of Ciarb's Professional Conduct Committee (PCC) including recruitment of Peer Review Panels and new professional and lay members to the PCC. In 2025, we will reassess and revisit our Disciplinary Rules and accompanying guidance.
- Extensive work to improve Ciarb's contracts and contract management.
- A review of Ciarb's global insurance cover to protect against risk.
- Trademark registrations to protect Ciarb's brand globally.

Sub-committees of the Board

Audit and Risk Committee

In 2024, the Audit and Risk Committee met 4 times and assisted the Board in overseeing Ciarb's strategies concerning audit and risk management. This involved undertaking a review of the internal and external audit plans including the successful completion of the investment policy audit and the health and safety review discussing actions and risk management strategies.

The Committee reviewed and amended its Terms of Reference to reflect its responsibility for managing investment risks. It also examined the risks associated to the consolidated accounts and the budgets.

Finance Committee

The Finance Committee met 5 times in 2024, assisting and supporting the Board in matters regarding Ciarb's financial affairs and management. The Committee considered the financial performance of Ciarb, the investment position, Branch and HQ budgets and translation movement management.

The Committee reviewed the consolidated accounts for 2024. It also reviewed the Branch Funding Model and discussed the recommended proposals.

Governance Committee

This Committee met twice in the year and assisted the Board in its duty to supervise the direction of Ciarb's ongoing governance reform. In 2024, the Committee undertook an extensive review of the various Protocols necessary for the appointment of a Ciarb President as prescribed in the Royal Charter and Bye-laws. The revised protocols included an Election Protocol, a Voting Protocol, and a Roles and Responsibilities document.

Nominations Committee

This Committee met twice in 2024 and began its review of the role of Senior Independent Trustees, the role of the Patron and the appointment process for Honorary Fellowship status (Regulation 25). The Nominations Committee led the process of recruitment to the Board sub-committees and, following a successful and robust campaign, we appointed to all of the independent vacancies.

Young Members Committee

This Committee met 10 times in 2024 and assisted the Board in expanding the presence of the Young Members Group globally. This included the development of sub-committees for the education and training conveners, YMG Mentoring series, and marketing and social media co-ordinators. Additionally, the YMG Global Conference was successfully held in Toronto in September 2024.

In 2024, the Board of Trustees made the decision to disband the YMG Global Steering Committee (YMG GSC) and replace it with a new advisory board (YMGAB) comprising 12 representatives from existing Branch YMG representatives (two from each regional area - Africa, APAC including Australia, MENA, UK, Americas, and Europe including Ireland). In the interim period, there will be a Task and Finish Group comprising members from the YMG GSC.

The purpose of this is to strengthen the links between the global body and the Branch YMGs and sharpen collective focus on delivering against the strategy and prioritising efforts on the most effective ways of delivering value to young members.

Trustees

Africa Region
Chikwendu Madumere C.Arb FCIArb

Americas Region
Amb. (ret.) David Huebner C.Arb FCIArb (Chair)

Australasia Region
Dr. Caroline Kenny KC C.Arb FCIArb

East Asia Region
Paul Barrett, East Asia LLB (Hons) C.Arb FCIArb
(Honorary Treasurer)

Europe Region
Dr. Theophile Margellos MCIArb (Until 31 December 2024)
Anna Stylianou C.Arb FCIArb (From 1 January 2025)

Great Britain Region
— Lucy Greenwood C.Arb FCIArb
— Andrew Miller KC FCIArb
— Marion Smith KC FCIArb
— Ben Giaretta C.Arb FCIArb (Deputy Chair)

Ireland Region
Arran Dowling-Hussey B.A. M.Econ.Sc.LL.M. FCIArb, Barrister (Until 31 December 2024)
Peter O'Malley FCIArb (From 1 January 2025)

Middle East/Indian Sub-continent Region
Saad Hegazy FCIArb (From June 2024)

Appointed Trustees
— Nighat Dad, Lahore
— Ron C. Hamilton, New York
— Anita Kimber, London
— Charles Laganá Putz, São Paulo
— Rama Sridhar, Singapore

Officers and Senior Managers of Ciarb

President
Jonathan Wood LLB (Hons) FCIArb, Solicitor

Deputy President
Prof. Dr. Mohamed Abdel Wahab C.Arb FCIArb

Chief Executive Officer
Catherine Dixon LLB (Hons) MBA MCIArb, Solicitor (Until 31 December 2024)
Don MacIntyre (From 25 March 2025)

Principal and Registered Office
12 Bloomsbury Square, London, WC1A 2LP, United Kingdom

Banker
HSBC Bank plc, 165 Fleet Street, London, EC4A 2DY

Solicitors
Bircham Dyson Bell LLP, 50 Broadway, London, SW1H 0BL

Auditor
Moore Kingston Smith LLP, 9 Appold Street, London, EC2A 2AP

Investment Managers
Newton Investment Management BNY
Mellon Centre, 160 Queen Victoria Street, London, EC4V 4LA

Ruffer LLP
80 Victoria Street, London, SW1E 5JL

Structure, governance and management

Ciarb is a registered charity in England and Wales, registration number 803725. Ciarb was formed in 1915, incorporated on 8 April 1923, and granted a Royal Charter on 6 February 1979. It became a charitable body on 19 July 1990. A revised Royal Charter and Bye-laws were approved by members at an Extraordinary General Meeting on 29 September 2022 and became fully effective on 15 February 2023. Ciarb as a registered charity is managed by a Board of Trustees constituted in accordance with the Royal Charter and Bye-laws and in accordance with Regulations approved by the Board of Trustees.

The Board of Trustees is made up of Elected and Appointed Trustees and normally numbers not more than fifteen. In 2024, the Board comprised four representatives from the members living in the Great Britain region and seven representatives from the members living in each of the following regions of the world: Africa, Americas, Australasia, Europe (excluding Ireland and Great Britain as defined), East Asia, Ireland (both Northern Ireland and the Republic of Ireland) and the Middle East/Indian sub-continent, as well as five Appointed Trustees.

The term of office of a Trustee is four years and no Trustee may serve for more than two successive terms. Half of the Trustees retire by rotation every two years but may offer themselves for re-election provided that if they were re-elected they would not serve as a Trustee for more than eight continuous years. Any Trustee who has served for eight consecutive years may not offer themselves for re-election until at least two years have elapsed from the expiry of their last term of office. The President is a non-voting ex officio member of the Board of Trustees.

Elections to the Board of Trustees are managed by the Executive. Successful candidates assume office on 1 January in the year following their election. All new Trustees participate in an induction and onboarding process to inform them of the operations of Ciarb and their specific fiduciary responsibilities as Trustees of a charitable body. The Board of Trustees elect one of their own number, on an annual basis, to act as Chair of the Board of Trustees.

Trustees receive training on relevant matters that might arise from changes within the Charity Commission and other requests from the Trustees or its committees.

In 2024, the Board of Trustees met three times, once virtually and twice in person at Ciarb Headquarters, 12 Bloomsbury Square, London.

All the powers and the strategic policies of Ciarb are vested in the Board of Trustees. The management and control of all its affairs is exercised by it, except insofar as such management or control is required to be exercised by the members of Ciarb in General Meeting or at a Congress, or if the Board of Trustees is of the opinion that any of its functions, duties and/or responsibilities could be more efficiently carried out by sub-committees of the Board and/or the Chief Executive Officer. It may delegate that function, duty and/or responsibility, accordingly, provided that:

a. any such delegation is in accordance with the provisions of the Bye-laws, and
b. nothing shall be taken to permit the Board of Trustees to abrogate its functions, duties and/or responsibilities or any of its trusts.

The individual Trustees are not entitled to receive any remuneration for the performance of any duties or services or for the provision of their services as Trustees, save only for the payment of expenses properly incurred.

The Board of Trustees has the power to make, amend or revoke such Regulations and rules as it considers necessary for the governance and the efficient management of Ciarb, provided that any such Regulations or rules are consistent with the articles of the Charter and the Bye-laws.

As part of the governance reform, the Board of Trustees decided that the Board of Management together with its Standing Committees will be dissolved, and its functions delegated to the three sub-committees of the Board of Trustees namely, the Finance Committee, Governance and Nominations Committee (now split into the Governance Committee and Nominations Committee) and an Audit and Risk Committee. These new and re-constituted sub-committees have been operating successfully since 2022.

The operational management of Ciarb is delegated to the Chief Executive Officer who leads the Executive and Senior Management team.

The remuneration of the Chief Executive Officer is set annually each year by the Chair of the Board of Trustees and the Honorary Treasurer. When setting the remuneration of the other members of the Executive during the preparation of

the annual budget for approval by the Board of Trustees, the Chief Executive Officer, the Finance Director, and the Director of People and Development consult salary surveys provided by recruitment companies to ensure we offer salaries which are competitive to retain and/or recruit good quality staff.

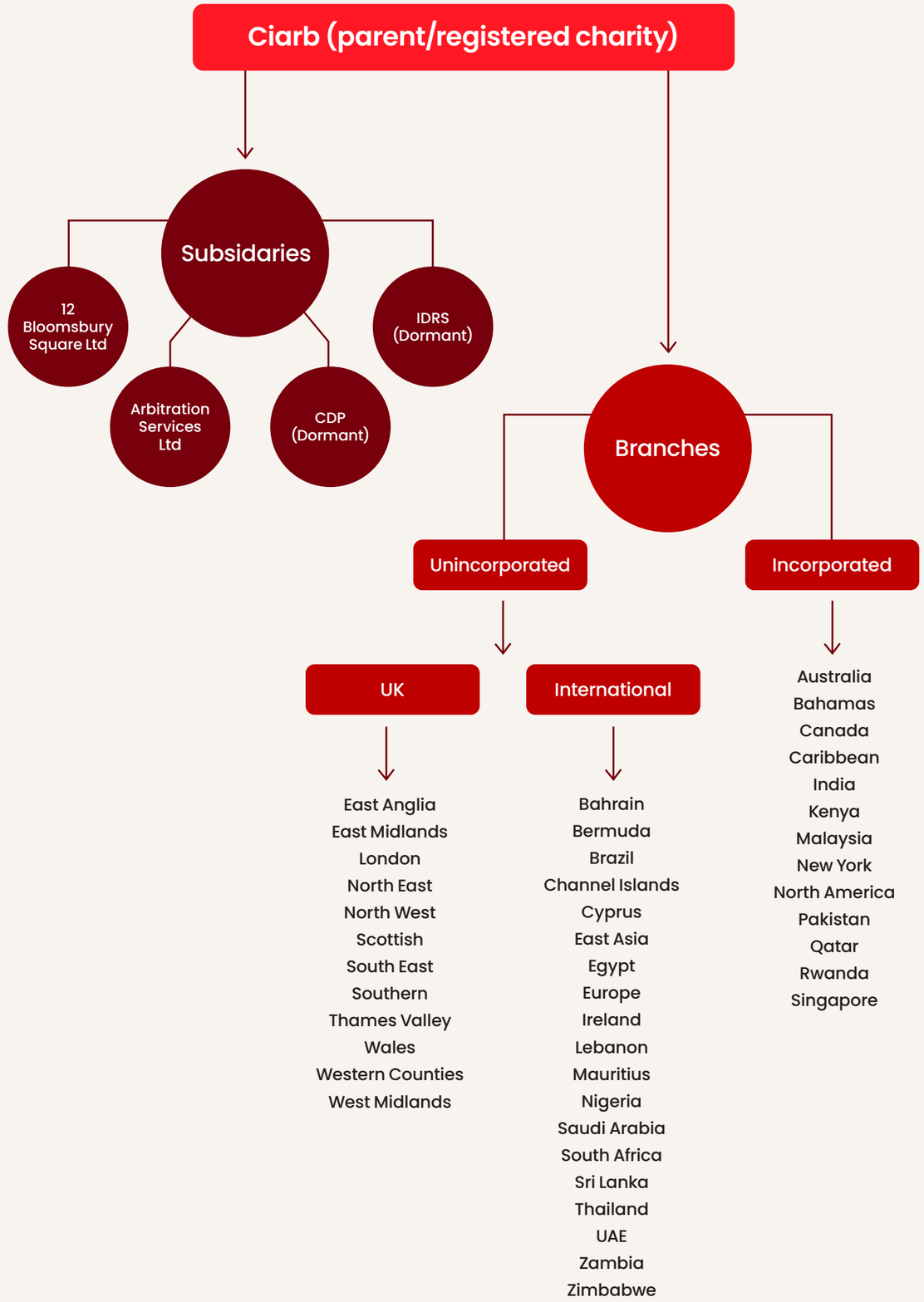
Ciarb has 44 Branches globally, run by volunteer Branch committees which are elected by Branch members. Some Branches have also established Chapters to enable more members to get involved locally. Branch assets mainly consist of cash deposited with banks.

The Board of Trustees has the power to establish, maintain and/or close Branches to benefit from members' knowledge of the area in which they practise and to improve contact with potential users of private dispute resolution processes. Details of Branch results are shown in note 20 to the accompanying financial statements.

There are some jurisdictions where it is either required or beneficial for a Branch to be incorporated. These incorporated Branches appear in the Consolidated Balance Sheet but do not appear in the Parent Undertaking Balance Sheet.

In addition to the incorporated Branches Ciarb has, for reasons of governance or financial efficiency, four wholly-owned subsidiaries:

— 12 Bloomsbury Square Limited: to provide facilities for dispute resolution hearings, conferences, training and other events.
— Arbitration Services Limited: to collect sponsorship income for Ciarb events.
— City Disputes Panel Limited: to supply conflict resolution solutions targeted to the City of London financial services industry (now dormant).
— Independent Dispute Resolution Services: to provide services for the avoidance, management and/or resolution of complaints and disputes (now dormant).



Statement of Trustees' responsibilities

The Trustees (collectively the Board of Trustees or Board) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Board to prepare financial statements for each financial year which give a true and fair view of the situation of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

a. select suitable accounting policies and then apply them consistently;
b. observe the methods and principles in the Charities SORP;
c. make judgements and estimates that are reasonable and prudent;
d. state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
e. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Board is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Royal Charter and Bye-laws. The Board is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees is responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Board of Trustees has overall responsibility for ensuring that Ciarb has an appropriate system of controls, financial and otherwise, which will provide reasonable assurance that:

a. Ciarb is operating efficiently and effectively;
b. its assets are safeguarded against unauthorised use or disposition;
c. proper records are maintained and the financial information used within Ciarb is reliable;
d. Ciarb complies with relevant laws and regulations.

Governance attendance

Attendance at Board of Trustees meetings

Meetings held on 26 & 27 June, 19 September and 6 & 7 November.

Name	Region	Attendance
Marion Smith KC	Great Britain	2/3
David Huebner, Chair	Americas	3/3
Paul Barrett, Honorary Treasurer	East Asia	3/3
Arran Dowling-Hussey	Ireland	3/3
Lucy Greenwood	Great Britain	2/3
Andrew Miller KC	Great Britain	3/3
Chikwendu Madumere	Africa	3/3
Theophile Margellos	Europe	2/3
Caroline Kenny KC	Australasia	2/3
Ben Giaretta , Deputy Chair	Great Britain	3/3
Jonathan Wood, President	Great Britain	2/3
Nighat Dad	Lahore	2/3
Ron C. Hamilton	New York	3/3
Anita Kimber	London	3/3
Charles Laganá Putz	Sao Paulo	3/3
Rama Sridhar	Singapore	3/3
Saad Hegazy	MENA	3/3

Attendance at Sub-committee meetings

Audit and Risk Committee

Name	Attendance
Arran Dowling-Hussey (Chair) (Trustee)	4/4
Julien Haye	1/4
Andrew Miller KC (Trustee)	2/4
Charles Laganá Putz (Trustee)	4/4
Nadeem Sohail	3/4

Finance Committee

Name	Attendance
Paul Barrett (Chair) (Trustee)	4/4
Nicolas Crapp (Independent)	4/4
Ron C. Hamilton (Trustee)	4/4
Peace Joseph (Independent)	4/4

Governance Committee

Name	Attendance
Caroline Kenny KC (Chair) (Trustee)	2/2
Patricia Chale (Independent)	2/2
Ben Giaretta (Trustee)	2/2
Theophile Margellos (Trustee)	2/2
Helen Suwannawongse (Independent)	2/2

Nominations Committee

Name	Attendance
Ben Giaretta (Chair) (Trustee)	2/2
Nighat Dad (Trustee)	2/2
Lucy Greenwood (Trustee)	2/2
Marion Smith KC (Trustee)	2/2

Young Members Committee

Name	Attendance
Theominique Nottage (Chair)	9/10
Travis Gonyou (Vice Chair)	10/10
Michael Caddick (joined in July)	4/4
Tony Ngoa Chefor	4/10
Rita Anwiri Chindah	6/10
Earvin Delgado	9/10
Jorge Escalona (joined in July)	4/4
Mohamed Gomah (stepped down)	1/6
Shantel Gray (joined in July)	1/4
Tom Hawkins (joined in July)	4/4
Yan Kalish	3/10
Bethel Kassa (stepped down)	2/6
Tatsuhiko Makino	5/10
Serap Muftuoglu	6/10
Mulopa Ndalameta (stepped down)	2/6
Angelique Nelis	5/10
Cam Tu Vo Nguyen	3/10
Gabriella Celidonio Pashchoa (joined in July)	3/4
Asha Rajan	7/10
Praveen Sandhu	3/10
Christian Santos	9/10



Section five - Financial review

Basis of financial statements

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Review of transactions and financial position of Ciarb

The consolidated net assets of Ciarb increased by £72,470 to £9,781,226. The Central operations surplus includes gains in the investment portfolio of £30,036 and trading profits after tax from Ciarb wholly owned and UK-registered subsidiaries 12 Bloomsbury Square Ltd of £305,236 and Arbitration Services Ltd of £4,504.

The deficit from the branch operations includes a net translation gain of £17,180 relating to the net assets of international branches.

The Group's principal sources of funding are membership subscriptions followed by the provision of education and training. These funds are used to support the achievement of Ciarb's overall objectives. In 2024 membership subscriptions including application fees increased 5% (2023: 8% increase) to £6,131,233 while the number of net members decreased by 5 (2023: increased by 76) to 17,469. Revenue from Education and Training activities increased by 11% on the previous year (2023: 2% increase) to £2,459,633.

Membership subscriptions for 2024 compared to 2023

2024	Actual	Budget	Variance
Fellow	2,227,719	2,372,636	(144,917)
Member	2,134,940	2,160,447	(25,507)
Associate	876,010	771,243	104,767
Retired	33,952	36,524	(2,572)
Total	**5,272,621**	**5,340,850**	**(68,229)**

2023	Actual	Budget	Variance
Fellow	2,105,572	2,150,498	(44,926)
Member	2,022,325	2,117,470	(95,145)
Associate	826,129	716,352	109,777
Retired	32,628	25,680	6,948
Total	**4,986,654**	**5,010,000**	**(23,346)**

The above values are less than in Note 3 mainly due to Note 3 including peer review income. The Scheme administration is presented in the SOFA under 'Appointment and scheme administration fees' which also includes Presidential Appointments operated by Ciarb's Dispute Appointment Service (DAS) and the schemes operated by certain Branches. Fees from all such sources totalled £196,992 (2023: £176,832) and is made up of Headquarters £146,055 (2023: £133,009) and Branches £50,937 (2023: £43,823). Total costs for this area of operations are £451,040 (2023: £454,968).

Revenue from the room hire company, 12 Bloomsbury Square Ltd, showed an increase of 11% (2023: 183% increase) on 2023 levels to £759,377. This figure does not include the rooms hired to the parent charity for Education and Training and Governance meetings which were valued at £49,390 (2023: £33,458).

Arbitration Services Ltd (ASL) received revenue of £12,000 relating to sponsorship income, an increase of 72% from 2023. Expenditure of £7,496 resulted in a net surplus of £4,504.

City Disputes Panel Ltd (CDP) had no net movements in 2024 and 2023 and is dormant. The balance sheet for CDP shows a deficit of £95,300 and is considered by the Trustees to be immaterial deficit. The balance relates entirely to a loan from Ciarb.

The consolidated surplus for the year after realised and unrealised investment losses and net translation losses, together with the accumulated balance at 31 December 2024 are as shown below:

	Accumulated Funds Year to 31 December 2024 £	Accumulated Funds Year to 31 December 2023 £
Caribbean CIAMA Funds	8,973	8,818
General funds	9,772,253	9,699,938
	9,781,226	9,708,756

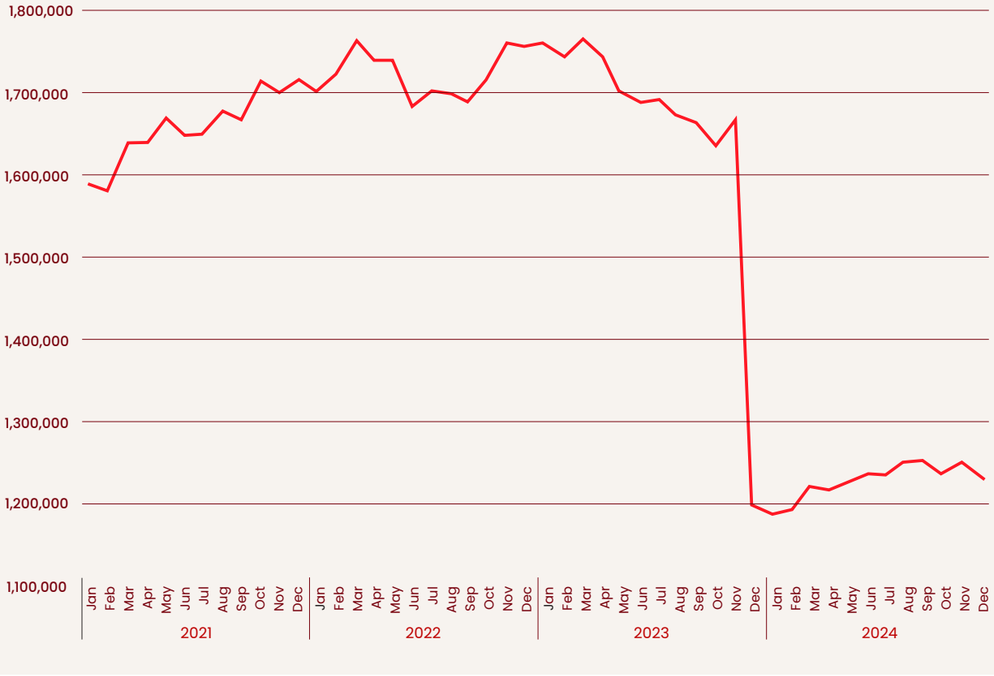
The restricted funds in the Caribbean Branch arise from the dissolution of the Cayman Islands Association of Mediators and Arbitrators (CIAMA) with all funds and Intellectual Property being transferred to the Caribbean Branch of Ciarb. The restriction is that the funds be utilised solely for the purpose of providing ADR services in the Cayman Islands.

In the consolidated Balance Sheet, tangible and intangible fixed assets increased in the year from £7,866,530 to £8,283,337. The net increase was related to additional purchases, mostly of software, net of depreciation and amortisation.

Ciarb's investments are managed by Newton Investment Management and Ruffer LLP. The investment takes the form of dividend-paying shares in the Newton Growth and Income Fund for Charities and the Ruffer Charity Assets Trust Accumulation Fund. The market value of investments increased by 3% to £1,229,584. The performance of the investments is closely monitored to ensure returns are commensurate for the risk and the management fees – currently 0.6% and 1.0% respectively.

Investment value movement for 2021 to 2024

Four Year Investment Position



Reserves policy

Ciarb's Board of Trustees has set a reserves policy to balance the provision of sufficient liquid reserves to deal with an emergency situation without tying up Ciarb funds unnecessarily. The reserves policy is as follows:

(a) Liquid reserves

The level of liquid reserves should be a minimum of three months' worth of regular expenditure, which for 2024 is budgeted as £2.0m. Liquid Reserves are made up of the investment portfolio which stood at £1.2m at the year end and central cash balances of £0.5m for a total of £1.7m.

(b) Overall reserves

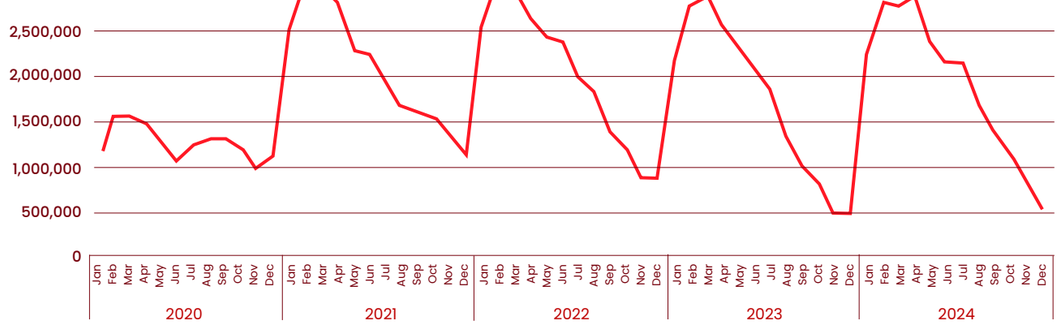
The level of overall reserves should be a minimum of six months' worth of regular expenditure, which for 2024 is budgeted as £4.0m.

Regular expenditure consists of the normal day to day expenditure of Ciarb and its operating subsidiaries. It excludes exceptional items such as costs relating to tribunals, international conferences and other matters which do not recur annually.

The current level of overall reserves at December 2024 is £9.8m and complies with this policy. The level of Liquid Reserves including cash in hand at the year-end was compliant with the policy.

Cash movements for Ciarb and subsidiaries from 2020 to 2024

Combined 5 Year Cash Movement



Assets and obligations

The net assets of Ciarb are available and adequate to fulfil the obligations of Ciarb.

Fundraising disclosure

Ciarb does not undertake any fundraising. All fundraising income is generated by ASL and stems from professional firms sponsoring Ciarb events.

Funds held as custodian

Ciarb holds funds from time to time on behalf of arbitrators and others as security for their fees and costs. These funds originate from the parties involved in the arbitration and are kept by Ciarb in a separate bank account and are not mixed with its own funds.

Re-appointment of the Auditor

A resolution proposing the re-appointment of Moore Kingston Smith LLP as auditor to Ciarb will be put to the Trustees.

Signed on behalf of the Trustees:

Amb. (ret.) David Huebner
Trustee

18 September 2025

Paul Barrett
Trustee

18 September 2025





Section six – Independent auditor's report

Independent Auditor's Report to the Trustees of the Chartered Institute of Arbitrators for the year ended 31 December 2024

Opinion

We have audited the financial statements of the Chartered Institute of Arbitrators (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Undertaking Balance Sheet, the Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant Accounting Policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

— give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2024, and of the group's incoming resources and application of resources, for the year then ended;
— have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
— have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept adequate accounting records; or
- the parent charity's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out above, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 144 of the Charities Act 2011 and report in accordance with regulations made under Section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

— Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

— Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charity's internal control.

— Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.

— Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

— Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

— Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charity.

Our approach was as follows:

— We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

— We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.

— We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

— We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

— Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's Trustees as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

Moore Kingston Smith LLP
Statutory auditor

31 October 2025
9 Appold Street, London, EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.



Section seven - Financial statements



Consolidated Statement of Financial Activities for the year ended 31 December 2024

	Note	General Funds 2024	Restricted Funds 2024	Total Funds 2024	Total Funds 2023
		£	£	£	£
Income from:					
Charitable activities:					
Membership related income	3	6,131,078	155	6,131,233	5,857,616
Education and training activities		2,459,633	-	2,459,633	2,207,888
Appointment and scheme administration fees	3	196,992	-	196,992	176,832
Other trading activities: Room Hire income		759,263	-	759,263	690,527
Income from fundraising events		12,000	-	12,000	6,978
Investments	4	102,829	-	102,829	88,048
Total income		9,661,795	155	9,661,950	9,027,889
Expenditure on:					
Raising funds: Room hire expenses	5	(918,131)	-	(918,131)	(917,882)
Charitable activities: Membership activities	5	(2,743,058)	-	(2,743,058)	(3,056,600)
Education and training	5	(5,691,585)	-	(5,691,585)	(4,586,432)
Scheme administration and other activities	5	(451,040)	-	(451,040)	(454,968)
		(8,885,683)	-	(8,885,683)	(8,098,000)
Total expenditure		(9,803,814)	-	(9,803,814)	(9,015,882)
Net (losses) / gains on investments	11(a)	30,036		30,036	(56,331)
Net income		(111,983)	155	(111,828)	(44,324)
Transfer between funds		-		-	-
Other recognised gains and losses: Net translation gains/(losses) relating to net assets of international branches		184,298	-	184,298	(207,967)
Net movement in funds	2(b)	72,315	155	72,470	(252,291)
Reconciliation of fund balances					
Fund balances brought forward at 1 January		9,699,938	8,818	9,708,756	9,961,047
Fund balances carried forward at 31 December		9,772,253	8,973	9,781,226	9,708,756

None of the Group's activities were acquired or discontinued during the above two financial years. The Notes on pages 91 to 123 form part of these financial statements.

Consolidated Balance Sheet for the year ended 31 December 2024

Group

	Note	2024		2023	
		£	£	£	£
Fixed Assets					
Tangible Assets	9(a)		6,713,135		6,580,191
Intangible Assets	10		1,570,202		1,286,339
Investments	11		1,229,584		1,199,548
Total fixed assets			9,512,921		9,066,078
Current Assets					
Debtors	12	2,199,732		1,910,817	
Cash at bank and in hand		£2,515,639		2,455,302	
		£4,715,371		4,366,119	
Liabilities: Amounts falling due within one year	13	(£3,708,226)		(2,874,458)	
Net Current Assets			£1,007,105		1,491,661
Total Assets less Current Liabilities			£10,520.026		10,557,739
Liabilities: Amounts falling due after more than one year	14		(738,800)		(848,983)
Net assets	15		£9,781,226		9,708,756
Net assets represented by:					
Restricted Funds:					
CIAMA (Caribbean) Fund			8,973		8,818
Unrestricted Funds:					
General fund	17		9,772,253		9,699,938
Fund balances carried forward at 31 December 2024			9,781,226		9,708,756

Approved by the Board of Trustees and authorised for issue on 18 September 2025 and signed on its behalf by:

Amb (r.) David Huebner
(Trustee)

Paul Barrett
(Trustee)

Don MacIntyre
(Chief Executive Officer)

The Notes on pages 91 to 123 form part of these financial statements.

Parent Undertaking Balance sheet for the year ended 31 December 2024

Parent

Parent	Note	2024		2023	
		£	£	£	£
Fixed Assets					
Tangible Assets	9(b)		6,249,197		6,185,754
Intangible Assets	10		1,570,202		1,286,339
Investments:					
Managed	11	1,229,584		1,199,548	
Subsidiaries	11	402,454		439,630	
Total investments			1,632,038		1,639,178
Total fixed assets			9,451,437		9,111,271
Current Assets					
Debtors	12	2,271,770		2,305,524	
Cash at bank and in hand		1,626,592		1,534,073	
		3,898,363		3,839,597	
Liabilities: Amounts falling due within one year	13	(3,264,497)		(2,654,281)	
Net Current Assets			633,865		1,185,316
Total Assets Less Current Liabilities			10,085,302		10,296,587
Liabilities: Amounts falling due after more than one year	14		(738,800)		(848,983)
Net assets	16		9,346,502		9,447,604
Net assets represented by:					
Unrestricted Funds:					
General fund	16		9,346,502		9,447,604
Fund balances carried forward at 31 December 2024			9,346,502		9,447,604

Approved by the Board of Trustees and authorised for issue on 18 September 2025 and signed on its behalf by:

Amb (r.) David Huebner
(Trustee)

Paul Barrett
(Trustee)

Don MacIntyre
(Chief Executive Officer)

Consolidated Cash Flow Statement for the year ended 31 December 2024

	2024 £	£	2023 £	£
Cash flows from operating activities				
Net income for the financial year	(111,828)		(44,324)	
Adjustments for:				
Depreciation and amortisation	280,534		121,406	
Loss on disposal of fixed assets	2,512		-	
Loss / (Gain) on investments	(30,036)		56,331	
Dividends receivable	(13,916)		(15,132)	
Interest receivable	(88,913)		(78,562)	
Interest payable	47,976		62,079	
Decrease / (Increase) in debtors	(288,915)		71,414	
(Decrease) / Increase in creditors	830, 802		(610,850)	
Cash from operations	628,216		(437,638)	
Interest paid	(47,976)		(62,079)	
Net cash generated from operating activities		580,240		(499,717)
Cash flows from investing activities				
Payments to acquire fixed assets	(622,694)		(647,817)	
Sale of investment	-		500,000	
Dividends received	13,916		15,132	
Interest received	88,913		78,562	
Net cash utilised by investing activities		(519,865)		(54,123)
Cash flows from financing activities				
Repayment of long-term loans	(107,177)		(104,171)	
Net cash utilised by financing activities		(107,177)		(104,171)
Change in cash and cash equivalents in the reporting period		(£46,802)		(650,785)
Cash and cash equivalents at the beginning of the reporting period		2,455,302		3,180,046
Change in cash and cash equivalents due to exchange rate movements		107,139		(73,959)
Cash and cash equivalents at the end of the reporting period		£2,515,639		2,455,302
Notes to the cash flow statement				
Components of cash				
Cash at bank and in hand		£2,515,639		2,455,302

The Notes on pages 91 to 123 form part of these financial statements.

Notes for the Accounts for the year ended 31 December 2024

1. General information

The Chartered Institute of Arbitrators (Ciarb) is a charity registered in England and Wales, registration number 803725. It was formed in 1915, incorporated on 8 April 1923, and granted a Royal Charter on 6 February 1979. It became a charitable body on 19 July 1990. A new Royal Charter and Bye-laws were approved by members at an Extraordinary General Meeting on 28 October 2004 and became fully effective on 28 February 2005. Amended by order in Council on 6 August 2013. Further amendments to the Royal Charter and Bye-laws were approved by The Privy Council on 15 February 2024.

The charity is a public benefit entity and its principal activities are set out in the Trustees' Annual Report.

The Registered Office is: 12 Bloomsbury Square, London, WC1A 2LP.

2. Accounting policies

(a) Basis of accounting

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice. Accounting policies have been consistently applied except where noted below. The financial statements are prepared in pounds sterling and rounded to the nearest £.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

(b) Consolidation

The consolidated accounts incorporate the accounts of Ciarb and its subsidiaries made up to 31 December 2024. The result is consolidated on a line-by-line basis.

A separate Statement of Financial Activities is not presented for Ciarb itself. For the year ended 31 December 2024 the income of Ciarb was £8,628,474 (2023: £8,245,715), expenditure was £8,451,797 (2023: £8,117,883), its gains on investment assets were £30,036 (2023: losses of £56,331), its translation losses were £227,242 (2023: losses £66,680) and its net movement in funds was a surplus of £25,404 (2023: surplus of £71,501).

(c) Going concern

Ciarb's accounts are prepared on the basis that it is a going concern. It continues to produce an annual surplus of income over expenditure and has set its 2025 budget on the reasonable assumption that this will continue. With the effect of the cost of living increases, the Trustees and management have re-assessed and updated the forecast and are confident there are sufficient reserves to continue operating for the foreseeable future. Ciarb continues to monitor events as they unfold, and the forward projections are updated accordingly.

The Trustees confirm that at the time of approving the financial statements, and based on their forecasts until 31 December 2026, there is a reasonable expectation that the Institute has adequate resources to continue in operational existence for the foreseeable future. In arriving at this conclusion, the Trustees have taken account of current and anticipated financial performance in the current economic conditions, the approved planned 2025 budget surplus and the Institute's reserves position. At 31 December 2025 the Institute was forecast to hold unrestricted cash balances of £2.5m and unrestricted investments of £1.2m.

(d) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £1,000 are capitalised at cost.

Depreciation commences when an asset is brought into use and is calculated to write off the cost, less estimated residual values, of tangible fixed assets over their estimated useful lives. The annual depreciation rates and methods are as follows:

Freehold Land	- Nil
Freehold Building	- 10% per annum on cost
Improvements to Leasehold Premises	- Over the remaining period of the lease
Furniture and Fittings	- 10% per annum on cost
Computer and Electronic Equipment	- 33 1/3% per annum on cost

(e) Intangible fixed assets and amortisation

Intangible fixed assets costing more than £1,000 are capitalised at cost. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Amortisation commences when the asset is brought into use and is calculated to write off the cost, less estimated residual values, of intangible fixed assets over their estimated useful lives. The annual amortisation rates and methods are as follows:

Computer software	- 20% per annum on cost

As a trade mark in the UK must be renewed every 10 years, the useful estimated life of a trademark is easily given as 10 years and the trademark as such is being amortised over this time period.

(f) Leases

An asset and corresponding liability are recognised for leasing agreements that transfer to Ciarb substantially all of the risks and rewards incidental to ownership (finance leases). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. Any interest is charged to the Statement of Financial Activities so as to produce a constant periodic rate of interest on the remaining balance of the liability.

All other leases are operating leases and the annual rentals are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

(g) Branches

The activities and funds of Branches established by Ciarb and governed by the Branch Model Rules, but not incorporated locally are regarded as those of Ciarb itself and are included by means of aggregation in the Accounts. Locally incorporated Branches are treated as subsidiaries as described in note 2(m).

(h) Foreign currency funds and transactions

Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

Assets, liabilities, and results of overseas Branches are translated at the rate ruling at the balance sheet date. Exchange differences arising are recognised as other recognised gains and losses.

(i) Recognition of Income

Membership subscription income for the current year is recognised when received. Subscription income received in advance relating to subsequent years is deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

Income from administered dispute resolution schemes for case work is normally recognised either in accordance with relevant scheme contractual specifications or on conclusion of the case, that is, when a decision is made by the appointed dispute resolver or an outcome is agreed between the parties. Income from fees paid as retainers and similar arrangements is recognised on an accruals basis.

Education and training income relating to courses is recognised when the course has started. Room hire, event admission and all other income is recognised when the activity has taken place.

(j) Investments

Investments are included in the Balance Sheet at fair value at the Balance Sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

(k) Investments in subsidiary undertakings

Investment in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. Interests in subsidiaries are assessed for impairment at each reporting date. Any impairment losses or impairment reversals are recognised immediately in the Statement of Financial Activities. The net asset values of the operating subsidiaries are disclosed in notes 11 (for UK subsidiaries) and 20(b) (for incorporated international Branches). They are consolidated on a line by line basis.

Incorporated Branches are treated as subsidiaries and the results of these are included within the consolidated results but not those of the parent undertaking. The results of other Branches are included in both the parent undertaking and consolidated results.

(l) Impairments

Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

(m) Allocation of costs

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs that are directly attributable are allocated on a departmental basis and support costs added. Head Office staff costs are apportioned to departments on an actual basis and accommodation costs according to assessed work area. Other Head Office costs, including Governance costs, are apportioned to departments on a reasonable basis. Please see note 5.

(n) Pensions

Ciarb operates a Defined Contribution Pension Scheme. Pension contributions are charged to the Statement of Financial Activities as incurred. These contributions are invested separately from Ciarb assets.

(o) Financial instruments

The Group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments. All of its financial instruments are classified as "basic".

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument and are offset only when the Group currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in the Statement of Financial Activities for the excess of the carrying value of the debtor over the present value of the future cash flows discounted using the original effective interest rate.

Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in the Statement of Financial Activities.

Financial liabilities and equity

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered. An equity instrument is any contract that evidences a residual interest in the assets of Ciarb after deducting all of its liabilities.

Other creditors

Other creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in administration costs and reallocated across charitable activities.

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

Stakeholder funds

Ciarb holds stakeholder funds on behalf of clients as a neutral in arbitration cases. These amounts are included within creditors above.

This activity falls within Ciarb's strategic aim of global promoting the constructive resolution of disputes. By acting as a neutral with funds in escrow, Ciarb can ensure funds are distributed appropriately once an award is made.

(p) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(q) Charitable status

Ciarb is registered as a charity, registration number 803725, and in consequence it is exempt from taxation on income arising from and expended on its charitable activities.

3. Income from charitable activities

	2024 £	2023 £
Membership subscriptions and other income:		
Membership subscriptions	5,395,603	5,027,938
Events	359,177	453,813
Entry fees	167,881	152,884
Sundry Branch and other Income	208,572	222,981
	6,131,233	5,857,616
Appointment and scheme administration fees include:		
Administration and sundry fees		
Head office	146,055	133,009
International Branches and Subsidiaries	50,937	43,823
	196,992	176,832

4. Investment income

	2024 £	2023 £
Bank interest received	88,913	72,916
Investment dividends received	13,916	15,132
	102,829	88,048

5. Expenditure

	2024 Direct Costs £	2024 Support costs £	2024 Total £	2023 Direct Costs £	2023 Support costs £	2023 Total £
Membership activities	1,727,103	1,015,955	2,743,058	1,610,861	1,445,739	3,056,600
Scheme administration and other expenses	205,049	245,991	451,040	261,911	193,057	454,968
Education and training expenses	1,630,626	4,060,959	5,691,585	1,447,658	3,138,774	4,586,432
Total charitable activities	3,562,778	5,322,905	8,885,683	3,320,430	4,777,570	8,098,000
Room hire expenses	113,501	804,630	918,131	135,959	781,923	917,882
	3,676,279	6,127,535	9,803,814	3,456,389	5,559,493	9,015,882

Support costs:

Year to 31 December 2024

	Staff-related costs £	Property costs £	Depreciation/ Amortisation £	Governance £	Admin £	2024 Total £
Membership activities	460,464	29,783	1,831	74,589	449,288	1,015,955
Scheme administration and other expenses	(2,224)	(144)	(9)	35,125	213,243	245,991
Education and training expenses	2,255,307	145,874	8,967	234,252	1,416,560	4,060,960
Room hire expenses	592,551	50,857	13,144	10,152	137,925	804,629
Total	3,306,098	226,370	23,933	354,118	2,217,016	6,127,535

Room hire expenses relate to an allocation of overheads from Ciarb HQ.

Year to 31 December 2023

	Staff-related costs £	Property costs £	Depreciation / Amortisation £	Governance £	Admin £	2023 Total £
Membership activities	731,741	54,698	3,206	67,307	588,787	1,445,739
Scheme administration and other expenses	(63,286)	(4,731)	(277)	26,404	234,947	193,057
Education and training expenses	1,594,912	119,220	6,989	145,421	1,272,232	3,138,774
Room hire expenses	566,790	60,503	12,401	9,988	132,241	781,923
Total	2,830,157	229,690	22,319	249,120	2,228,207	5,559,493

Allocation of costs:

Staff costs are allocated to activities based on the actual cost, including on-costs, of the staff working in each activity. Accommodation costs and Depreciation are allocated on the basis of the area occupied by each activity and Miscellaneous costs on the basis of the numbers of staff employed in each activity. Support costs are allocated on a basis which reflects the use made by the activity of each support cost centre.

6. Audit fees

	2024 £	2023 £
Audit:		
2024 audit	51,107	40,375
Prior year overruns	15,000	-
	66,107	40,375
Taxation: Fees payable to Auditors	26,900	18,500
Taxation: Fees payable to Others		
Other Services: Fees payable to Auditors		
Other services: Fees payable to Others	69,092	96,825
	162,099	155,700

7. Staff costs

	2024 £	2023 £
Wages and salaries	3,720,228	3,132,316
Employer's national insurance	385,519	354,460
Pension costs	282,972	245,829
Other staff costs	108,640	68,328
Total	4,497,359	3,800,933

Included within the above is £250,086 (2023: £245,699) of costs including employer's national insurance in respect of key management personnel. The Chief Executive Officer is the only member of key management personnel. PILON stands for payment in lieu of notice. £143,486 (2023: £28,370) of costs were incurred in termination benefits.

The average number of employees by category during the year was:

	2024 No.	2023 No.
Membership activities	9	10
Scheme administration and other expenses	7	8
Education and training expenses	11	15
Room hire expenses	8	9
General	69	57
Total number of employees	104	99

The number of employees whose emoluments fell into the following bands in excess of £60,000 was:

	2024 No.	2023 No.
£60,000 to £69,999 per annum	8	5
£70,000 to £79,999 per annum	1	2
£80,000 to £89,999 per annum	3	3
£90,000 to £99,999 per annum	2	1
£100,000 to £109,999 per annum	1	1
£190,000 to £199,999 per annum	-	1
£250,000 to £349,999 per annum	1	-
	16	13

Pension payments in respect of these sixteen employees (2023: thirteen) in 2024 amounted to £106,857 (2023: £76,514).

8. Payments to Trustees

Members of the Board of Trustees receive no remuneration for their work as Trustees or for other work they may carry out for Ciarb, with the exception of that disclosed in Note 23(g). The increase in total costs between 2023 and 2024 primarily reflects changes to the composition of the Board. In 2024, following elections, new Trustees were appointed, and an additional five Appointed Trustees were recruited to strengthen the Board's governance and strategic oversight. These changes have naturally resulted in higher costs compared with 2023. The cost relates to attendance at two in-person Board meetings held at Ciarb Headquarters in London. Trustees' expenses reimbursed during the year under review are as follows:

	2024 £	2023 £
Travel	121,842	14,415
Other	1,581	-
	123,423	14,415
Number of Trustees reimbursed in year	15	4

9. (a) Tangible Fixed Assets Group undertaking

	Freehold land and buildings £	Improvements to leasehold premises £	Fixtures and fittings £	Computer and electronic equipment £	Total £
Cost					
As at 1 January 2024	6,227,331	239,985	231,868	55,760	6,754,944
Additions	-	55,111	5,806	53,040	113,957
Disposals	-	-	(11,959)	(23,707)	(35,666)
Foreign exchange	19,277	46,204	2,462	3,162	71,105
At 31 December 2024	6,246,608	341,300	228,177	88,255	6,904,340
Depreciation					
As at 1 January 2024	(28,943)	(9,075)	(100,962)	(35,773)	(174,753)
Charge for the year	(14,928)	(7,202)	(18,656)	(14,874)	(55,660)
Disposals	-	-	10,776	22,378	33,154
Foreign exchange	(525)	967	6,448	(837)	6,054
At 31 December 2024	(44,396)	(15,310)	(102,394)	(29,105)	(191,205)
Net book value					
At 31 December 2024	£6,202,212	325,989	125,782	59,125	6,713,135
At 31 December 2023	6,198,388	230,910	130,906	19,987	6,580,191

(b) Tangible Fixed Assets Parent undertaking

	Freehold land and buildings £	Improvements to leasehold premises £	Fixtures and fittings £	Computer and electronic equipment £	Total £
Cost					
As at 1 January 2024	6,131,672	4,608	152,508	29,757	6,318,545
Additions		55,111	5,806	50,165	111,082
Disposals		-	(11,959)	(21,301)	(33,260)
Foreign exchange	(284)	(1,924)	(13,765)	(1,744)	(17,718)
At 31 December 2024	6,131,388	57,795	132,588	56,877	6,378,649
Depreciation					
As at 1 January 2024	(26,245)	(4,538)	(78,597)	(23,411)	(132,791)
Charge for the year	(14,928)	(5,552)	(13,300)	(9,409)	(43,189)
Disposals	-	-	10,776	21,303	32,079
Foreign exchange	25	1,894	11,018	1,512	14,449
At 31 December 2024	(41,148)	(8,196)	(70,103)	(10,005)	(129,452)
Net book value					
At 31 December 2024	6,090,240	49,599	62,485	46,872	6,249,197
At 31 December 2023	6,105,427	70	73,911	6,346	6,185,754

Ciarb acquired the freehold of 12 Bloomsbury Square on 30 January 2001 at a net cost of £4,248,126. It acquired the freehold of 14 Bloomsbury Square on 23 September 2011 at a net cost of £1,733,355. Depreciation of £nil is charged on listed Freehold Buildings as there is estimated to be no material difference between cost and residual value.

10. Intangible Fixed Assets
Group and Parent undertaking

	Software	Trademarks	Total
	£	£	£
Cost			
As at 1 January 2024	1,416,140	3,010	1,419,150
Additions	468,287	40,451	508,738
Disposals	(67,396)	-	(67,396)
At 31 December 2024	1,817,031	43,461	1,860,492
Amortisation			
As at 1 January 2024	(132,811)	-	(132,811)
Charge for the year	(224,874)	-	(224,874)
Disposals	67,395	-	67,395
At 31 December 2024	(290,290)	-	(290,290)
Net book value			
At 31 December 2024	1,526,741	43,461	1,570,202
At 31 December 2023	1,283,329	3,010	1,286,339

Of the net £243,412 increase in software fixed assets in 2024, £468,287 were additions to the new IT system from Ciarb HQ with £224,874 being amortisation charges.



11. Fixed Asset Investments
(a) Managed funds - Group and Parent Undertaking

	2024	2023
	£	£
Cost		
At 1 January	1,001,171	1,078,519
Disposals	-	(77,348)
At 31 December	1,001,171	1,001,171
Fair Value		
At 1 January 2024	1,199,548	1,755,878
Disposals	-	(500,000)
Realised loss on investments	-	(45,107)
Unrealised gain /(loss) on investments	30,036	(11,223)
At 31 December 2024	1,229,584	1,199,548

The investments above are invested as follows:

	2024	2023
	£	£
Newton Global Growth and Income Fund for charities	627,056	585,351
Ruffer LLP Charity Asset Trust Accumulation Fund	602,528	614,197

(b) Subsidiary Undertakings – Parent undertaking

Ciarb had seventeen 100% owned subsidiary companies at 31 December 2024 (2023: sixteen). This includes four subsidiaries incorporated in England and Wales and thirteen (2023: twelve) incorporated international Branches. Details of these Branches are included in note 19.

The four UK subsidiaries are:

Name	Co. Number	Principal activity
Arbitration Services Limited	01288642	Collecting sponsorship income for Ciarb events
The City Disputes Panel Limited	07121217	Dormant
12 Bloomsbury Square Limited	07057143	Provision of meeting rooms for hire
Independent Dispute Resolution Services Limited	05945475	Dormant

(c) Subsidiary Undertakings – Parent undertaking

The thirteen international subsidiaries are:

Name	Co. Number	Relationship
The Chartered Institute of Arbitrators (Australia) Limited	118131016	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
Chartered Institute of Arbitrators Bahamas Branch	61220 C	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
Chartered Institute of Arbitrators (Canada Branch) Incorporated	1018216-8	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	208/2014	Assets and monies held by the Branch remain under beneficial ownership of Ciarb under Branch bye-laws.
International Group of Arbitrators Berhad	1207883-A	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators Kenya Limited	CLG-2GFKXD	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators (New York Branch), Inc.	5508705	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators (North America Branch), Inc.	5036735	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators (Pakistan)	0202328	Contractual relationship in the form of a collaboration agreement.
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	00451	To operate in the Qatar Financial Centre (QFC) it was necessary to establish a limited liability vehicle (the entity governed by the Articles of Association). Ciarb (the Royal Charter body) is the sole member of this company. For the rest of Qatar, the Branch is governed by the Branch Rules which are an approved variation of the Branch Model Rules.
Chartered Institute of Arbitrators – Ciarb Rwanda	1040/RGB/NGO/OC/05/2022	Contractual relationship in the form of a collaboration agreement.
The Chartered Institute of Arbitrators - The Saudi Center for Commercial Arbitration		Contractual relationship in the form of a collaboration agreement.
The Chartered Institute of Arbitrators (Singapore) Limited	201001118N	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.

Investment in subsidiaries

	2024	2023
Cost brought forward	439,630	468,049
Acquisition	-	-
Foreign exchange	(37,176)	(28,419)
In year deficit		
Cost carried forward	402,454	439,630

(d) Subsidiary Undertakings – Parent undertaking

Financial information for the year ended 31 December 2024	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	759,377	12,000	-	-
Total expenses	454,141	7,496	-	-
Profit for the year	305,236	4,504	-	-
Net (liabilities) / assets	138,716	11,483	(95,300)	1,000

Financial information for the year ended 31 December 2023	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	682,997	6,978	-	-
Total expenses	462,271	6,582	-	-
Profit for the year	220,726	396	-	-
Net (liabilities) / assets	(166,520)	7,375	(95,300)	1,000

*Arbitration Services Limited declared gift aid of £396 (2023: £nil) and 12 Bloomsbury Square Limited declared gift aid of £nil (2023: £nil) to Ciarb during the year. Financial information related to the international subsidiaries is disclosed in note 19(c).

12. Debtors

	Group		Parent undertaking	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	94,543	95,875	-	-
Other debtors	81,026	36,840	869	-
Stakeholder accounts	1,468,404	1,122,183	1,468,403	1,122,183
Amounts due from subsidiaries	-	-	239,601	541,579
Value Added Tax	-	109,721	11,152	102,907
Accrued income	305,844	253,895	305,844	251,727
Prepayments	249,915	292,303	245,901	287,128
	2,199,732	1,910,817	2,271,770	2,305,524

13. Liabilities: Amounts falling due within one year

	Group		Parent undertaking	
	2024	2023	2024	2023
	£	£	£	£
Bank loans	107,177	104,171	107,177	104,171
Trade creditors	455,950	249,054	442,785	235,082
Other creditors	450,816	179,652	214,287	90,516
Taxation and social security	132,893	118,570	120,522	118,570
Stakeholder accounts	1,469,352	1,122,938	1,469,352	1,122,938
Accruals	785,846	654,540	625,285	569,854
Deferred income	306,232	445,533	285,089	413,150
	3,708,266	2,874,458	3,264,497	2,654,281

Deferred income

	Group		Parent undertaking	
	2024	2023	2024	2023
	£	£	£	£
At 1 January	445,533	671,523	413,150	646,742
Income deferred	306,232	445,533	285,089	413,150
Amounts released	(445,533)	(671,523)	(413,150)	(646,742)
At 31 December	306,232	445,533	285,089	413,150

Membership income related to 2025 subscriptions received in 2024, and Education and Training income related to courses taking place in 2025 received in 2024, has been deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

The amount noted above includes Held Funds which at 31 December 2024 stand at £13,495.

14. Liabilities: Amounts falling due after one year Group and Parent Undertaking

	Group		Parent undertaking	
	2024	2023	2024	2023
	£	£	£	£
Bank loans	738,800	848,983	738,800	848,983
	738,800	848,983	738,800	848,983

Bank loans include two loans taken out in 2014 which were in connection with the purchase of 14 Bloomsbury Square. The loans are secured on the full value of the properties. The loans are basic financial liabilities and are set out in the table below.

	Initial term	Rate	Original loan amount	Loan balance	
				2024	2023
	Yrs		£	£	£
2014 fixed rate loan	17	2.38%	902,000	409,191	468,518
2014 variable rate loan	17	Base + 2.31%	902,000	436,786	484,636
				845,977	953,154
Less: Amounts falling due within one year				(107,177)	(104,171)
				738,800	848,983

15. Group funds summary

	General funds	2024 Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	9,772,253	9,772,253	8,973	9,781,229
Fund balances are represented by:				
Fixed assets	8,283,337	8,283,337	-	8,283,337
Fixed asset investments	1,229,584	1,229,584	-	1,229,584
Net current assets	998,132	998,132	8,973	1,007,105
Long term liabilities	(738,800)	(738,800)	-	(738,800)
Total net assets	9,772,253	9,772,253	8,973	9,781,226

	General funds	2023 Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	9,699,938	9,699,938	8,818	9,708,756
Fund balances are represented by:				
Fixed assets	7,866,530	7,866,530	-	7,866,530
Fixed asset investments	1,199,548	1,199,548	-	1,199,548
Net current assets	1,482,843	1,482,843	8,818	1,491,661
Long term liabilities	(848,983)	(848,983)	-	(848,983)
Total net assets	9,699,938	9,699,938	8,818	9,708,756

16. Parent funds summary

	General funds	2024 Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	9,346,502	9,346,502	-	9,346,502
Fund balances are represented by:				
Fixed assets	7,819,399	7,819,399	-	7,819,399
Fixed asset investments	1,632,038	1,632,038	-	1,632,038
Net current assets	633,866	633,866	-	633,866
Long term liabilities	(738,800)	(738,800)	-	(738,800)
Total net assets	9,346,502	9,346,502	-	9,346,502

	General funds	2023 Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	9,447,604	9,447,604	-	9,447,604
Fund balances are represented by:				
Fixed assets	7,472,093	7,472,093	-	7,472,093
Fixed asset investments	1,639,178	1,639,178	-	1,639,178
Net current assets	1,185,316	1,185,316	-	1,185,316
Long term liabilities	(848,983)	(848,983)	-	(848,983)
Total net assets	9,447,604	9,447,604	-	9,447,604

17. Fund movements
Group

	At 1 January 2024	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2024
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	7,540,801	8,109,261	(8,106,002)	-	204,182	7,748,242
Branches	2,159,137	1,552,534	(1,697,812)	-	10,151	2,024,011
	9,699,938	9,661,795	(9,803,814)	-	214,333	9,772,253
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,699,938	9,661,795	(9,803,814)	-	214,333	9,772,253
Restricted funds						
Kenyan Development fund	-	-	-	-	-	-
CIAMA (Caribbean) fund	8,818	155	-	-	-	8,973
Total funds	9,708,756	9,661,950	(9,803,814)	-	214,333	9,781,226

	At 1 January 2023	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2023
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	7,498,287	7,620,941	(7,448,910)	-	(129,518)	7,540,800
Branches	2,384,612	1,398,130	(1,566,972)	78,148	(134,780)	2,159,138
	9,882,899	9,019,071	(9,015,882)	78,148	(264,298)	9,699,938
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,882,899	9,019,071	(9,015,882)	78,148	(264,298)	9,699,938
Restricted funds						
Kenyan Development fund	78,148	-	-	(78,148)	-	-
CIAMA (Caribbean) fund		8,818			-	8,818
Total funds	9,961,047	9,027,889	(9,015,882)	-	(264,298)	9,708,756

The restricted funds held in the Kenyan Development fund were transferred to unrestricted General funds in the prior year following the purchase of a property and approval at the Kenya Branch AGM to transfer these funds, thereby satisfying the restriction.

Parent Undertaking

	At 1 January 2024	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2024
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	8,519,130	7,803,911	(7,877,642)	-	(31,124)	8,414,275
Branches	928,475	811,609	(814,752)	-	6,895	932,227
	9,447,605	8,615,520	(8,692,394)	-	(24,229)	9,346,502
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,447,605	8,615,520	(8,692,394)	-	(24,229)	9,346,502
Restricted funds	-	-	-	-	-	-
Total funds	9,447,605	8,615,520	(8,692,394)	-	(24,229)	9,346,502

	At 1 January 2023	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2023
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	8,430,340	7,493,997	(7,344,800)	-	(60,407)	8,519,130
Branches	1,012,444	751,718	(773,083)	-	(62,604)	928,475
	9,442,784	8,245,715	(8,117,883)		(123,011)	9,447,605
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,442,784	8,245,715	(8,117,883)	-	(123,011)	9,447,605
Restricted funds	-	-	-	-	-	-
Total funds	9,442,784	8,245,715	(8,117,883)	-	(123,011)	9,447,605

Headquarters above relates to the UK Head Office and the UK subsidiaries as per note 10b. Branches includes the international subsidiaries.

18. Reconciliation of movement in net debt
Group

	At 1 January 2024 £	Cash flows £	Other non-cash changes £	At 31 December 2024 £
Cash and cash equivalents:				
Cash	2,455,302	(46,802)	107,139	2,515,639
Borrowings:				
Debt due within one year	(104,171)	107,177	(110,183)	(107,177)
Debt due after more than one year	(848,983)	-	110,183	(738,800)
Obligations under finance leases	-	-	(45,010)	(45,010)
	(953,154)	107,177	(45,010)	(890,987)
Total	1,502,148	60,375	62,129	1,624,657

	At 1 January 2023 £	Cash flows £	Other non-cash changes £	At 31 December 2023 £
Cash and cash equivalents:				
Cash	3,180,046	(650,785)	(73,959)	2,455,302
Borrowings:				
Debt due within one year	(154,180)	111,685	(61,676)	(104,171)
Debt due after more than one year	(910,659)	-	61,676	(848,983)
Obligations under finance leases	45,010	-	(45,010)	-
	(1,019,829)	111,685	(45,010)	(953,154)
Total	2,160,217	(539,100)	(118,969)	1,502,148

19. Capital commitments and contingent liabilities

As of 31 December 2024, Ciarb had capital commitments of £47,225 for assets (2023: £16,312), comprising £14,825 in relation to office renovation (2023: £12,212) and £32,400 in relation to IT equipment (2023: £4,100). There is a cross guarantee in favour of Ciarb of £23,523 in respect of Ciarb's membership of the Chartered Institute of Arbitrators VAT group.

20. Branch results
(a) England and Wales Branches

	2024			2023		
	Grants from central funds £	Income £	Expenditure £	Grants from central funds £	Income £	Expenditure £
East Anglia	-	652	(7,381)	-	-	(1,500)
East Midlands	-	-	(5)	-	-	(20)
London	6,102	350	(14,208)	22,992	600	(11,221)
North East	-	-	(25)	-	54	(40)
North West	-	4,214	(4,928)	-	6,570	(4,849)
South East	952	169	(2,280)	599	3,123	(45)
Southern	-	-	(445)	-	-	(25)
Thames Valley	-	2,855	(4,601)	-	2,855	(4,601)
Wales	2,318	-	(813)	-	-	(4,960)
Western Counties	-	-	(20)	-	13	(166)
West Midlands	-	-	(1,517)	-	-	(863)
	9,372	8,240	(36,223)	23,591	13,215	(28,290)

(b) Scotland and international Branches

	2024		2023	
	Income £	Expenditure £	Income £	Expenditure £
Bahrain*	-	-	-	-
Bermuda	9,484	(23,245)	20,530	(22,381)
Brazil	26,627	(29,940)	25,606	(26,903)
Channel Islands*	-	(30)	-	(30)
Cyprus	31,610	(43,172)	40,320	(49,528)
East Asia	147,457	(138,352)	139,866	(160,831)
Egypt	2,115	8,775	4,987	(482)
Europe	37,008	(48,646)	24,668	(49,431)
Ireland	133,010	(133,561)	84,594	(102,415)
Lebanon*	-	-	-	-
Mauritius*	4,181	(4,097)	4,344	(4,257)
Nigeria	232,436	(174,780)	196,150	(186,993)
Scotland	34,808	(35,721)	31,958	(35,005)
South Africa	9,946	(3,357)	-	-
Sri Lanka	2,701	(2,115)	5,579	(1,350)
Thailand	8,870	(8,937)	838	(1,230)
UAE*	41,200	(81,298)	54,822	(40,702)
Zambia	72,544	(60,054)	80,647	(63,254)
Zimbabwe*	-	-	-	-
	793,997	(778,530)	714,909	(744,792)

*The financial statements for Bahrain, Channel Islands Lebanon, Mauritius, UAE and Zimbabwe had not been received in time to be included in the aggregated Statement of Financial Activities or Cash flow Statement for Ciarb. These are not considered material to the final position on aggregation and consolidation. Their net assets as last reported are included as appropriate in the Consolidated and Parent Undertaking balance sheet. The results of Bahrain, Lebanon, South Africa and Zimbabwe were not included in last year's accounts.

(c) International subsidiaries (see note 10b)

	2024 Income	Expenditure	Surplus/(deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	79,785	(72,590)	7,195	107,559
Bahamas	-	(9,642)	(9,642)	23,907
Canada	31,001	(26,745)	4,256	57,552
Caribbean	27,906	(48,824)	(20,918)	21,030
Kenya	246,475	(294,168)	(47,693)	399,354
Malaysia	56,938	(46,504)	10,434	64,014
New York*	39,704	(39,680)	24	86,496
North America	69,050	(75,610)	(6,560)	43,999
Pakistan	52,143	(48,075)	4,068	17,649
Qatar	49,368	(50,173)	(805)	6,276
Rwanda	29,799	(34,681)	(4,882)	15,183
Singapore	58,755	(136,369)	(77,614)	170,619
	740,924	(883,061)	(142,137)	1,013,638

	2023 Income	Expenditure	Surplus/(deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	58,607	(81,499)	(22,892)	108,977
Bahamas	12,197	(12,625)	(428)	33,081
Canada	17,942	(25,557)	(7,615)	57,007
Caribbean	26,925	(22,607)	4,318	41,226
Kenya	295,844	(303,257)	(7,413)	436,530
Malaysia	17,223	(30,090)	(12,867)	51,318
New York	35,685	(37,483)	(1,798)	85,047
North America	60,837	(128,912)	(68,075)	49,726
Pakistan	49,153	(37,176)	11,977	13,152
Qatar*	-	-	-	28,601
Rwanda	37,995	(17,931)	20,064	20,064
Singapore	34,004	(96,751)	(62,747)	227,784
	646,412	(793,888)	(147,476)	1,152,513

Grants from central funds are not included in the amounts shown as income in the above table but are included in income in note 17. Branch Income and Expenditure above excludes any translation gains or losses.

*The financial statements for New York have not been received in time to be included in the aggregated Statement of Financial Activities or Cash flow Statement for Ciarb. These are not considered material to the final position on consolidation. Their net assets as last reported are included as appropriate in the Consolidated Undertaking balance sheet.

Branch assets/(liabilities)

As at 31 December 2024	England and Wales Branches	Scotland and International Branches	International subsidiaries	2024 Total
	£	£	£	£
Fixed assets	-	65,292	463,938	529,230
Cash at bank and in hand	146,980	962,680	867,134	1,976,794
Debtors	15,674	(73,655)	102,269	44,288
Creditors	(271)	(106,326)	(419,702)	(526,299)
	162,383	847,991	1,013,639	2,024,013

As at 31 December 2023	England and Wales Branches	Scotland and International Branches	International subsidiaries	2023 Total
	£	£	£	£
Fixed assets	-	12,919	394,440	407,359
Cash at bank and in hand	166,620	847,879	908,123	1,922,622
Debtors	15,161	53,876	52,177	121,214
Creditors	(396)	(89,437)	(202,227)	(292,060)
	181,385	825,237	1,152,513	2,159,135

Branch assets and liabilities have been aggregated, or consolidated, within the main balance sheet headings.

(d) Analysis of Branch income and expenditure by category

Year to 31 December 2024	England and Wales Branches	Scotland and International Branches	International subsidiaries	2024 Total
	£	£	£	£
Income				
Grants	9,372	122,403	46,282	178,057
Meetings and seminars	5,045	215,315	114,682	335,042
Income from courses	2,520	345,461	424,661	772,642
Scheme income	-	15,749	35,188	50,937
Bank interest receivable	278	6,038	1,069	7,385
Other income	397	89,031	119,044	208,472
	17,612	793,997	740,926	1,552,535
Expenditure				
Branch office and administration expenditure	(6,279)	(276,675)	(454,593)	(737,547)
Branch meetings and ancillary costs	(22,388)	(291,080)	(177,881)	(491,349)
Course expenses	(4,780)	(174,129)	(185,631)	(364,540)
Scheme expenses	-	(7,143)		(7,143)
Other expenses	(2,775)	(29,503)	(64,955)	(97,233)
	(36,222)	(778,530)	(883,060)	(1,697,812)



Year to 31 December 2023	England and Wales Branches	Scotland and International Branches	International subsidiaries	2023 Total
	£	£	£	£
Income				
Grants	£23,591	79,578	75,585	£178,754
Meetings and seminars	7,024	143,362	203,925	354,311
Income from courses	2,533	351,813	273,586	627,932
Scheme income	-	14,431	29,392	43,823
Bank interest receivable	241	1,712	2,278	4,231
Other income	3,419	124,013	61,646	189,078
	13,217	714,909	646,412	£1,398,129
Expenditure				
Branch office and administration expenditure	(4,429)	(257,984)	(302,203)	(564,616)
Branch meetings and ancillary costs	(12,157)	(214,962)	(234,088)	(461,207)
Course expenses	(5,576)	(190,744)	(196,254)	(392,574)
Scheme expenses	-	(5,297)	(47,425)	(52,722)
Other expenses	(6,129)	(75,805)	(13,918)	(95,852)
	(28,291)	(744,792)	(793,888)	(1,566,971)

The above figures for England and Wales do not include grants from central funds made during the year. Figures for Scotland and international Branches and subsidiaries do not include the effect of net translation gains.

21. Pension obligations

Ciarb and its subsidiary companies make contributions to employee defined contribution pension schemes. Contributions in the year amounted to £257,307 (2023: £229,740). At the year-end there were no prepaid contributions (2023: £nil). Outstanding pension contributions, included within other creditors, were £nil (2023: £nil). The assets of the schemes are invested and managed independently of the finances of Ciarb.

22. Indemnity insurance

Ciarb paid a premium during the year of £34,572 (2023: £13,831) under a professional indemnity and trustee indemnity insurance policy to protect Ciarb and its Trustees against loss arising from the neglect or default of its Trustees, agents or employees, arising in the course of Ciarb's business.

23. Related party transactions

Related party transactions with the subsidiaries set out in note 11(b) are as follows:

(a) 12 Bloomsbury Square Limited (12BSL)

Under an operating agreement signed on 21 December 2009, 12BSL has a licence Under an operating agreement signed on 21 December 2009, 12BSL has a licence to use the property of 12 Bloomsbury Square to carry out a room hire business. Ciarb recharged 12BSL £334,257 (2023: £320,209) of costs under this agreement during the year. In addition, Ciarb makes use of meeting rooms at the property from time to time. 12BSL charged Ciarb £49,390 (2023: £33,458) for these rooms during the year.

Gift Aid distributions of £nil (2023: £nil) were paid by 12BSL to Ciarb.

At the end of the year, the balance owing to 12BSL was £81,189 (2023: owing to Ciarb £320,209).

(b) Arbitration Services Limited (ASL)

Gift Aid distributions of £396 (2023: £nil) were paid by ASL to Ciarb. At the year-end, the balance owing to ASL was £5,864 (2023: £5,184).

(c) The City Disputes Panel Limited (CDP)

At the year end, the balance owing to Ciarb was £95,300 (2023: £95,300), of which £95,300 (2023: £95,300) cumulative has been provided for in Ciarb's books.

(d) Independent Dispute Resolution Services Limited (IDRS)

At the year end, the balance owing from Ciarb was £1,000 (2023: £1,000).

(e) Institute of Family Law Arbitrators Limited (IFLA)

Ciarb together with the Solicitors Family Law Association and Family Law Bar Association has set up a not-for-profit company, IFLA. The company is limited by guarantee and all three parties are equal members in the company.

The purpose of IFLA is to promote the use of family arbitration as an alternative method of dispute resolution in family proceedings in England and Wales. IFLA was dormant during 2024 and Ciarb has made no investment in it during the year (2023: £nil).

(f) International subsidiaries

Ciarb collects Branch subscriptions on behalf of these subsidiaries during the year and pays this income to the Branches in two annual instalments. In addition, where Branches carry out training courses, Ciarb charges the Branches for training materials as well as for marking, moderation and assessment fees.

Relevant information is set out in the tables below.

Party	Subscriptions received	Branch training charges made	Balance owing to / (from) Ciarb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	158,855	-	5,655
Chartered Institute of Arbitrators Bahamas Branch	17,399	-	6,213
Chartered Institute of Arbitrators (Canada Branch) Incorporated	126,274	4,080	6,502
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	64,307	2,135	-
The Chartered Institute of Arbitrators Kenya Limited	114,092	53,742	120,370
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	126,649	-	(1,898)
The Chartered Institute of Arbitrators (New York Branch), Inc.	64,279	-	3,264
The Chartered Institute of Arbitrators (North America Branch), Inc.	169,582	10,880	45,822
Chartered Institute of Arbitrators (Pakistan Branch) Incorporated	15,589	-	12,859
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	79,900	-	33,469
Chartered Institute of Arbitrators (Rwanda)	6,184	720	(1,923)
The Chartered Institute of Arbitrators (Singapore) Limited	202,750	6,264	4,205

2023

Party	Subscriptions received	Branch training charges made	Balance owing to / (from) Ciarb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	155,052	-	5,655
Chartered Institute of Arbitrators Bahamas Branch	16,573	1,728	6,213
Chartered Institute of Arbitrators (Canada Branch) Incorporated	119,447	5,304	6,154
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	61,625	3,384	-
The Chartered Institute of Arbitrators Kenya Limited	106,246	72,348	97,567
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	117,666	1,218	(1,898)
The Chartered Institute of Arbitrators (New York Branch), Inc.	62,971	3,672	3,264
The Chartered Institute of Arbitrators (North America Branch), Inc.	153,946	14,243	54,999
Chartered Institute of Arbitrators (Pakistan Branch) Incorporated	11,479	8,316	8,315
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	75,155	4,002	31,093
The Chartered Institute of Arbitrators (Singapore) Limited	191,725	6,264	3,770

(g) Payments to Trustees

	2024	2023
	£	£
Trustees' expenses:		
Arran Dowling-Hussey	1,611	887
Caroline Kenney KC	16,866	6,793
Amb. (ret.) David Huebner	19,688	3,801
Ben Giaretta	1,139	-
Nighat Dad	10,494	-
Anita Kimber	2,269	-
Theophile Margellos	991	-
Charles Putz	14,709	-
Ron Hamilton	4,255	-
Rama Sridhar	14,854	
Chikwendu Madumere	12,293	-
Saad Hegazy	10,834	-
Paul Barrett	3,925	2,934
Marion Smith KC	25	-
	121,842	14,415

	2024	2023
	£	£
Other remuneration:		
Tutor fees		
Saad Hegazy	1,488	-
Ben Giaretta	-	3,700
Jonathan Wood	-	310
	1,488	4,010
Neutral fees		
Ben Giaretta	-	200
	-	200

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THE CHARTERED INSTITUTE OF ARBITRATORS

England & Wales - Charity number 803725

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Annual Report 2023



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Section one
Introductions

Chair of the Board of Trustees



Marion Smith KC FCIArb

"Ciarb continued to grow, strengthen and modernise in 2023."

Ciarb forged ahead in 2023, building on and consolidating the successes of 2022 whilst looking ahead to members' future needs.

As part of the programme of governance reform, I had the great pleasure of welcoming five new Trustees to the Board, appointed on the basis of their expertise:

- Rama Sridhar, Singapore, former Executive Vice President, Asia Pacific Mastercard
- Ron C. Hamilton, New York, Senior Vice President, Swiss Re
- Anita Kimber, London, Partner, Ernst & Young
- Nighat Dad, Lahore, Founder & Executive Director, Digital Rights Foundation
- Charles Laganá Putz, São Paulo, Former CEO, NAMISA; former CFO, Brasil Telecom

They bring a wealth of skills and experience to Ciarb and further broaden the diversity of the Board. For a global organisation, the breadth and depth of the Board is critical to ensure we make informed decisions on behalf of the membership. Having joined in October 2023, they have already started to make their mark, helping to progress key areas of strategic work.

It was satisfying to see continued progress of Ciarb's governance reforms, including obtaining approval from the King and launching our new Chartered Adjudicator designation, completing the revisions to our Regulations and developing a new Governance Manual to ensure Ciarb operates in line with best practice. I thank the Governance Committee, the Executive and Governance team for their hard work and commitment to implementing the governance reforms.

In a further move to improve the organisation's efficiency and performance, Ciarb initiated a review of the funding model for Branches. The breadth and variety of Ciarb's Branches means this is a far from simple task. The aim of the review is to understand how Branches can be supported and incentivised to grow and to meet members' needs locally. The review, due to conclude in 2024, is the first step in what will be a long, but very necessary, process.

It was fantastic to see so many members from around the world take part in our various events through the year. The highlights were undoubtedly the Roebuck Lecture delivered by Dr Kabir Duggal C.Arb FCIArb, and the Alexander Lecture delivered by Toby Landau KC C.Arb FCIArb. Both Kabir and Toby delivered timely, insightful and thought-provoking lectures which were followed by lively Q&A sessions and spirited discussions

during networking. Both were shortlisted for the GAR Award 2024 for the Best Lecture or Speech, ultimately awarded to Toby for the Alexander Lecture. Congratulations!

Our Let's Discuss series, launched in 2023, proved hugely popular. These events offer the opportunity to discuss issues that really matter in private dispute resolution. Issues covered ranged from jurisdictional challenges in construction adjudication and AI in arbitration, through to energy disputes and the impact of the *Churchill* judgment for mediation and ADR. This series continues in 2024 and I urge you to take part.

Ciarb's global expansion continued with the launch of the Rwanda Branch in June and the creation of the Peru Chapter later in the year. The enthusiasm, drive and commitment of our members never ceases to impress me. Congratulations to all involved.

We also added to our suite of Professional Practice Guidelines, publishing the Guideline on Multiparty Arbitration. The Guideline provides examples of the most widely encountered scenarios in multiparty arbitrations and guidance on the various issues which should be considered. My congratulations to all those involved in producing this useful publication.

It is often said, because it is true, that Ciarb cannot achieve what it does without its volunteers. In Summer 2023, the Board approved wholeheartedly Ciarb's volunteer strategy which will enable us to better engage with and recognise the significant contributions from our volunteers. I give my heartfelt thanks to all our volunteers, members, my Board colleagues, our CEO and the Ciarb team for your ongoing and invaluable support and input.

It has been a privilege to Chair the Board of Trustees. I wish Amb. (r) David Huebner C.Arb FCIArb, the new Chair, and Ciarb every success.

Marion Smith KC FCIArb
Chair of the Board of Trustees



Chief Executive Officer



Catherine Dixon MCIArb

"Ciarb performed well, with good progress and growth."

Ciarb held steady in 2023, continuing to deliver on its core objectives and progressing with continous improvements.

In a world where inflation and cost of living were of increasing concern, Ciarb did remarkably well to retain and slightly grow its professional membership to 17,474. Total membership reached 25,613.

Overall, financial performance was good. Ciarb HQ and its Branches outperformed against budget, achieving a surplus.

Key highlights from the year include:

Successful intervention in Churchill

Ciarb united with the Civil Mediation Council (CMC) and Centre for Effective Dispute Resolution (CEDR) to intervene in *Churchill v Merthyr Tydfil Borough Council (Churchill)*. The Court of Appeal decided that the courts can lawfully stay proceedings or order parties to engage in non-court-based dispute resolution processes which include mediation. An excellent outcome for mediators and the wider private dispute resolution community in England and Wales.

Our role in reviewing the Arbitration Act

Ciarb responded to the second consultation in May 2023, offering a global perspective on the UK Act which forms the basis of legislation in many other jurisdictions. We were delighted to see that the changes proposed by the UK Law Commission were in line with the majority of Ciarb's recommendations. A new Arbitration Bill is now before Parliament.

Inclusive events for our global community

Our events programme continued to reflect the wide diversity of our audiences. Over 8,000 people registered for Ciarb events in 2023. Speakers from 31 countries were involved in Ciarb events, 58% of whom were female (up from 57% in 2022). I thank all our speakers, without whom these events are not possible. I also congratulate Toby Landau KC C.Arb FCIArb whose Alexander Lecture won the GAR Award 2024 for the Best Lecture or Speech, and also Dr Kabir Duggal C.Arb FCIArb whose Roebuck Lecture was shortlisted for the same award.

Preparing Ciarb for the future

The work to improve our IT and digital infrastructure continued through the year and new systems were readied for launch in 2024. This included a concerted effort on data migration and management. This essential work will support Ciarb to operate more efficiently and smoothly.

A vibrant Branch network

Ciarb Rwanda Branch launched in June 2023, bringing our number of Branches to 43.

Between them, Branches delivered a range of Ciarb training and nearly 80 events across the world, ranging from conferences and lectures to networking events and seminars.

Increased appointments for members

The Dispute Appointment Service handled 14% more cases in 2023. The increases were seen in adjudication and arbitration cases.

In addition, we:

Represented members' views when it matters

Ciarb represents members' interests through a range of forums and policy activities. In 2023, Ciarb proactively fulfilled its role as observer at UNCITRAL Working Groups II and III and was cited for its interventions at both.

We have responded to UK Government consultations on key issues affecting the sector over the past few years and, in 2023, we saw some of these concluded, including:

- **The use of mediation in the civil justice system**
  The UK Government announced a major extension to the use of mediation in civil legal claims. We responded to the consultation issued in 2022 and welcome this development. We await details of implementation and continue to liaise with the UK Ministry of Justice on this important area of work.

- **The Singapore Convention on Mediation**
  The UK signed the SCM in May 2023. Ciarb has advocated for this move for a long time, representing members' views through consultation responses, reports and events.

Developed our Chartered status

As the world progresses and develops, so must Ciarb and its members.

Part of our role is to set robust standards for the profession. In support of this and after considerable research and consultation, we published our competence frameworks. These set out the minimum levels of competence (the skills, knowledge and aptitude) required to be an effective neutral. During the year we also completed work to determine how we can effectively assess competences, and progressed work on faculty competence frameworks.

In February 2023, the Privy Council approved our changes to Ciarb's Royal Charter and Bye-laws. As a result, Ciarb is now the only organisation with the power to award Chartered Adjudicator (C.Adj) status. During 2023 we developed and launched the criteria for C.Adj and the first window for application was in April 2024.

Chartered status recognises excellence. However, how excellence is assessed must change over time, reflecting changes in practise and the wider market. In view of this, we revised and launched new criteria for Chartered Arbitrator in Autumn 2023.

Continued our commitment to equity, diversity and inclusion

We make a conscious effort to include underrepresented groups and offer opportunities for professionals of all backgrounds to become Ciarb members and participate in our activities.

While female membership of Ciarb remained static compared to 2022, we saw an increase in female members at Associate and Chartered member grades.

On our panels, female representation increased by 6% following revisions to our application criteria. Our panels remain open for application, in contrast to other panels.

Supported members to gain appointments

A campaign to promote the Adjudication Panel was rolled out, contributing to the increase in adjudication cases. Learnings from that campaign are being applied and extended to other Ciarb panels during 2024.

We were also delighted to successfully retain our contract as sole provider of Arbitration Referral Services to the Pubs Code Adjudicator for a second year.

Listened to member feedback

Listening and responding to what our members want and need is critical to Ciarb. Between October and November 2023, we conducted an online member satisfaction survey. The aim was to understand members' overall perceptions and ratings of Ciarb. Over 2,000 members responded. Of these, 78% said they were likely or very likely to recommend joining Ciarb to friends and colleagues. 88% said they were likely or very likely to renew their membership. Members valued, in particular, Ciarb's global presence and reputation, the useful resources and training it provides, and how it keeps members informed and up-to-date. The findings of the survey provide invaluable insight to inform Ciarb's support for members.

Increased our social media reach

Our total social media following grew to over 117,000, an increase of 21% from 2022. Our LinkedIn followers alone reached 94,000. We have increased our overall following by over 20% year-on-year over the past three years.

Invested in our people

Our people make Ciarb the organisation it is. We aim to offer opportunities for our people to continuously develop, grow and learn. We successfully retained our Investors in People accreditation in 2023. An excellent indicator considering the level of change the organisation underwent through the year. After consultation with our people, we implemented new values and behaviours which underpin our organisational culture. In time, these will be extended to our volunteer community.

Focused on our volunteers

Our extensive, international community of volunteers enables Ciarb to deliver its work. I thank them for their time, dedication and input. Our volunteer strategy, which will be implemented through 2024, will help us to better support our volunteers.

We are able to deliver what we do for members because of the dedication and hard work of our volunteers and our staff. I thank our Board, Branches, Committees, faculty, working groups, volunteers, members and staff for their time, effort and commitment to Ciarb.

Thank you

Catherine Dixon MCIArb
Chief Executive Officer

Section Two
Ciarb

The role of Ciarb

Ciarb (the Chartered Institute of Arbitrators) is an independent, charitable membership and professional body committed to supporting effective dispute resolution globally.
Ciarb champions all aspects of dispute resolution across arbitration, mediation and adjudication, setting robust ethical standards.

Our international membership spans 150 jurisdictions, connected by over 40 active Ciarb Branches worldwide. We support our members with learning and networking opportunities, qualifications, mentorship, research and resources, events and best practice guidance.

Our vision is a world where disputes are resolved promptly, effectively, and creatively.

We see a world where everyone, everywhere understands the value of effective dispute resolution. Where people, regardless of their economic or social background, can access justice that's fair and effective. Enabling people to move forward together. Ensuring society prospers.

We believe that our strategic aims will help us achieve our vision and demonstrate commitment to our mission:

"Ciarb's mission is to be the inclusive global thought leader on dispute resolution, promoting and facilitating the creative and effective resolution of disputes, supporting diversity and inclusion and ensuring practitioners are highly trained and comply with professional standards and ethical rules."

Object and strategy

Ciarb's object as set out in our Royal Charter and revised in February 2023 is:

'To promote and facilitate worldwide the determination of disputes by all forms of private dispute resolution other than resolution by the court (collectively called 'private dispute resolution').[1]

2023 was the third year of our three-year strategy, which we have extended while we finalise the strategy for the next phase of Ciarb's development. Our strategic aims are:

Strategic Aim 1: Globally promote the constructive resolution of disputes.
Strategic Aim 2: Be a global, inclusive thought leader.
Strategic Aim 3: Develop and support an inclusive global community of diverse dispute resolvers.

You can read Ciarb's full strategy at ciarb.org/about-us/strategy

Public benefit

As a registered charity in England and Wales, Ciarb delivers a range of public benefits.

Ciarb works with institutions, governmental and other bodies to ensure legislation governing dispute resolution is effectively drafted in a way that is consistent with the public interest, benefitting end-users and wider society. We promote, worldwide, the concept that private dispute resolution is a genuine alternative to litigation in the courts which is cost-effective, timely and credible.

[1] Ciarb Royal Charter and Bye-laws, 15 February 2023.

We aim to increase the number of qualified dispute resolvers around the world, thereby expanding capacity in the system and widening access to justice. Through education and training and by supporting the development of Ciarb Branches and Chapters, we raise awareness of dispute resolution in a wide range of jurisdictions.

We also raise awareness globally by providing educative information on our website, publishing articles about developments in the sector, and holding free events that non-members are welcome to attend.

Ciarb's Professional Practice Guidelines provide valuable guidance and are freely accessible through our website. They equip dispute resolution professionals with the knowledge they need to continue providing excellent service to the public.

These Guidelines are informed, developed and/or reviewed by Thought Leadership Groups comprising members and non-members with highly specialised expertise. These Groups also support Ciarb in addressing specific issues relating to dispute resolution disciplines, or intersectional issues such as sustainability.

Ciarb connects those in need of dispute resolution with the right professionals. Our range of dispute appointment schemes include the Business Arbitration Scheme for smaller businesses, statutory schemes and Branch-run services.

We are committed to promoting equity, diversity and inclusion within the organisation and the wider sector. Ours is a diverse and inclusive culture where members, staff and volunteers are all treated with dignity and respect in line with Ciarb's values which are to be accountable, inclusive, collaborative, impactful and innovative.

We aim to support those from underrepresented backgrounds to access justice and to access career and professional development opportunities within dispute resolution.

Ciarb opposes slavery and human trafficking in all its forms. Although we are not required to make a modern slavery statement under section 54 of the Modern Slavery Act 2015, we have chosen to make a voluntary statement. The statement confirms our commitment to ethical trading principles and sets out the steps we are taking to identify risks and tackle modern slavery and human trafficking in our business and our supply chains.

To raise awareness of the benefits of dispute resolution and the essential role it plays in wider society, Ciarb is signatory to a range of pledges including the Equal Representation in Arbitration pledge. We are also a steering group member for the Equal Representation of Expert Witnesses pledge, the Campaign for Greener Arbitrations pledge and the Conflict Avoidance Pledge.

The Trustees confirm that they have had regard to the Charity Commission's guidance on public benefit in reporting on the Charity's objectives and achievements.

Our volunteers

Volunteers are vital to Ciarb. A large network of members and non-members generously volunteer their time and expertise, supporting all parts of the organisation for which we thank them. They play key roles, from Trustees and Branch Committee members through to faculty and event speakers.

In 2023 we developed a volunteer strategy to ensure we provide a consistently positive experience for all our volunteers and recognise the key contributions that they make. We have recruited a Volunteer Co-ordinator who has developed an implementation plan to deliver the volunteer strategy through 2024 and beyond.





Taking action on diversity

Ciarb is committed to improving equity, diversity and inclusion (EDI) in the private dispute resolution sector, within its membership and across its staff and volunteers.

Work continued in 2023 to put in place systems which will, in future, enable Ciarb to gather further relevant data on diversity. That data will underpin meaningful actions to improve equity, diversity and inclusion. Notwithstanding, we continued to proactively address EDI and saw improvements in a number of areas. In particular, we made a concerted effort to increase the profile of women through our events and published content. We also initiated a review of our EDI approach which will conclude and inform implementation in 2024.

Membership

Overall, the gender balance of the membership remained static. However, we saw an increase in female membership at Associate member grade and Chartered level.

Membership grade	2020		2021		2022		2023	
	Male	Female	Male	Female	Male	Female	Male	Female
Overall	80%	20%	79%	21%	78%	22%	78%	22%
Associates	75%	25%	74%	26%	74%	26%	73%	27%
Members	80%	20%	79%	21%	78%	22%	78%	22%
Fellows	83%	17%	82%	18%	80%	20%	80%	20%
Chartered	90%	10%	89%	11%	88%	12%	87%	13%

Dispute Appointment Service

Panel membership

The impact of revisions made in 2022 to our Adjudication panel entry criteria can be seen in the 2023 panel diversity figures. Our panels will remain open to encourage, in particular, women and those members from underrepresented backgrounds to join.

Please note that panel members based in England, Wales and Scotland are invited to provide diversity data on a voluntary basis at the point of renewing their Panel Appointment Certificates.

Panel	2022		2023	
	Male	Female	Male	Female
All panels	90%	10%	84%	16%
Arbitration panel	89%	11%	78%	22%
Mediation panel	78%	22%	71%	29%
Adjudication panel	95%	5%	93%	7%

In 2023, we gathered data for two further panels and which will be reported on an annual basis.

Panel	2023	
	Male	Female
Business Arbitration Scheme	85%	15%
Low Value Adjudication panel	92%	8%

Appointments made

The majority of applications received by Ciarb in 2023 were UK-based. Appointments are made based purely on the needs of the parties and the expertise required. The data below is provided in the interests of transparency.

Cases	2023	
	Male	Female
Total	82%	18%
Arbitration	79%	21%
Mediation	60%	40%
Adjudication	91%	9%

Staff

As at 31 March 2024, Ciarb had 66 members of staff, 6 of whom were based overseas. 59% of colleagues provided ethnicity data. Of these, 57% were white, 10% Asian, 5% black and 28% of mixed or other ethnicity. 70% of staff were female, and 30% were male.

Volunteers

We welcome and proactively seek the input and participation from a wide range of members and, where appropriate, non-members. Our protocols for events and education and training support this aim.

We continue to engage with a diverse range of speakers and to attract event registrations from across the globe as part of our commitment to EDI. The majority of our events were either online or hybrid and held at different times of the day to allow our global community to participate and network with peers.

In 2023, speakers from 31 countries spoke at Ciarb events, 58% of whom were women. Participants hailed from 139 countries.

For education and training, we proactively consider the needs of students and endeavour to meet requests for support wherever possible.

Our Thought Leadership Groups comprised over 50 experienced Ciarb members and a small number of non-member experts, 52% of whom were female, with representation from 37 countries.



Section three
Annual highlights

Strategic Aim 1: Globally promote the constructive resolution of disputes

Ciarb engages with audiences around the world to proactively promote the benefits and value of private dispute resolution.

Representing our members

Ciarb represented the views of its members when it mattered most. In 2023, we:

Submitted our response to the UK Government's second consultation on the review of the Arbitration Act 1996. The majority of our recommendations, informed by input from our membership, were met.

Contributed to policy development relevant to mediation and to actions to increase the volume of mediation practice open to Ciarb members:

- Influenced the change of legal precedent in England and Wales through our successful intervention with the Civil Mediation Council (CMC) and Centre for Effective Dispute Resolution (CEDR), at the Court of Appeal in *Churchill v Merthyr Tydfil County Borough Council; Appeal No: CA-2022-001778*. The outcome was that the comments of Dyson LJ in the *Halsey v Milton Keynes General NHS Trust [2004] 1 WLR 3002* judgment were found to be obiter (commentary without the force on precedent) and as such it was not a breach of article 6 of the European Convention on Human Rights for a court to stay proceedings pending a mediation or to order parties to mediate. This removed a legal obstacle to the use of mediation and the mediation practice of Ciarb members in England and Wales and in those jurisdictions where the law of England and Wales is influential.
- Extensive engagement with the UK Ministry of Justice on policy and practice on the integration and promotion of mediation within the civil justice system.
- Stakeholder engagement with mediation bodies in England and Wales to ensure that Ciarb members' professional standing is recognised in relation to future court-integrated mediation services.

Were cited for interventions made at both UNCITRAL (United Nations Commission on International Trade Law) Working Group II and III which support our members' views and interests.

- Working Group II focuses on arbitration and conciliation. It promotes the use and development of arbitration and conciliation as effective means of resolving international commercial disputes. It develops model laws, rules, and guidelines related to arbitration and conciliation, and promotes their adoption and implementation by member states.
- Working Group III focuses on investor-state dispute settlement (ISDS). Its objective is to address issues related to the settlement of disputes between foreign investors and host states. It works on the development of rules, guidelines, and other instruments related to ISDS, with the aim of promoting transparency, efficiency, and fairness in the resolution of investor-state disputes. It also works on the reform of ISDS, including the establishment of a multilateral investment court.

Organised meetings of the All-Party Parliamentary Group on Alternative Dispute Resolution in our capacity as secretariat. Topics for discussion included the review of the Arbitration Act 1996 and Ombudsman services.

Supported Ciarb Brazil Branch with a submission to Brazil's Supreme Court an application to intervene and an amicus brief in ADPF 1050, a constitutional matter concerning arbitrators' duty to disclose.

Drawing on our community's expertise

We further developed our six Thought Leadership Groups (formerly Special Interest Groups). These draw on the expertise of over 50 experienced Ciarb members and a small number of non-member experts, 52% of whom are female, with representation from 37 countries. The groups are:

- **Arbitration** – produced 3 Guidelines between 2020 and 2023.
- **Technology** - Guideline on AI in Arbitration due to be delivered in 2024.
- **Mediation** – focused on revising the Mediation Rules, Guidelines and Contract Clauses.
- **Sustainability** - focused on developing a Guideline on Climate Disputes.
- **Adjudication** – the group has worked on increasing appointments for members. In 2024, the focus will be on the growth of adjudication around the world and its use in sectors other than construction.
- **Education and Training Reform Advisory Group** - providing expert input to Ciarb's education and training reform programme (i.e. implementation of the ADR Competence Framework).

Working with other institutions

Ciarb strengthened relationships with other global arbitral and mediation institutions including through the CEO's appointment to the IFCAI Board (the International Federation of Commercial Arbitration Institutions), and with several key institutions acknowledging that they consider Ciarb qualifications when appointing to panels.

Raising awareness at industry events

We participated in third-party events to network with members and others in the industry and speak on behalf of Ciarb and its members. These events included:

- SCC Energy Transition Forum in Stockholm
- The Cambridge Dialogues
- Women in Adjudication Event
- Dallas Bar Association International Law Section
- Worshipful Company of Arbitrators Annual Conference
- Danish Arbitration Association Learning Day in London
- Bucharest Arbitration Day
- German DIS Arbitration Rules Clinic on Settlement - Ongoing Consultation
- EUIPO International Mediation Conference 2023
- International Bar Association (IBA) in Paris

To enable engagement with existing and future dispute resolution practitioners, Ciarb co-hosted the London Pre-Moot with Fox Williams LLP in February 2023. We also sponsored the following events:

- The Worshipful Company of Arbitrators' Arbitration Competition, January 2023
- Vis East Moot, March 2023
- Vis Moot, April 2023

Advancing dispute resolution practice

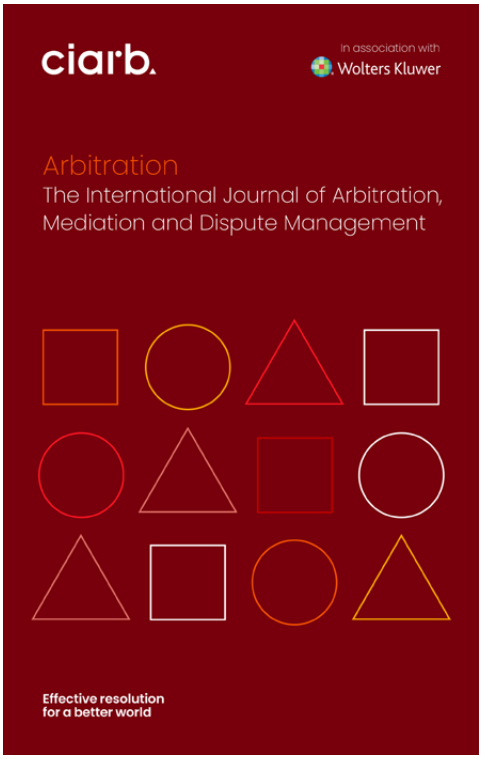
Arbitration: The journal of international arbitration, mediation, and dispute management enables Ciarb to promote and share the latest thinking in dispute resolution practice. Ciarb's highly respected academic, peer-reviewed journal featured an impressive range of articles from diverse contributors. The most-read pieces in 2023 included:

- Artificial Intelligence in International Arbitration: A Step Too Far? – Annabelle O. Onyefulu (Volume 89, Issue 1)

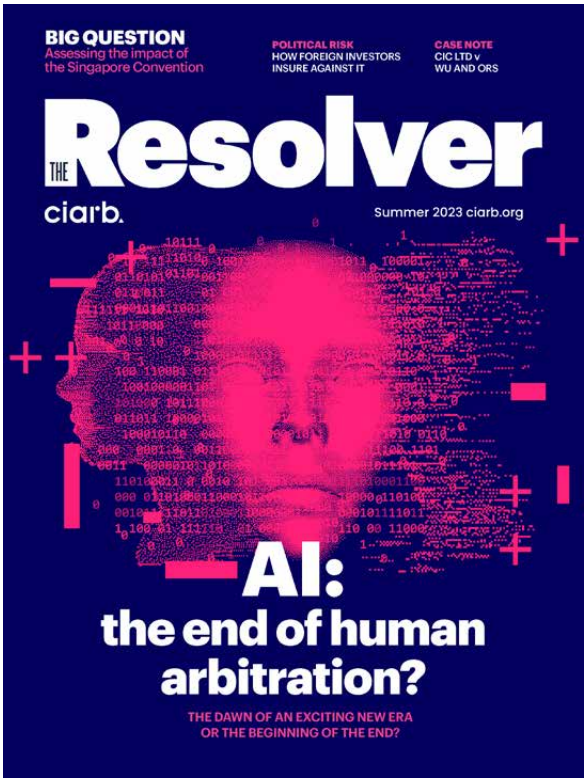
- Are Cryptocurrency Assets a Protected Investment Under Investment Treaties? – Evgeniya Rubinina (Volume 89, Issue 1)

- Institutional Arbitration in the UAE: Looking for Missing Pieces of the Puzzle – Emad Hussein (Volume 89, Issue 1)

- Eco Oro v. Colombia: Is GATT Article XX to be Blamed? – Gupta Aarushi (Volume 89, Issue 1)



Keeping members informed



Ciarb's quarterly membership magazine, ***Resolver***, provided coverage on a range of topics of interest to members across the world. Popular articles in 2023 included:

- Third-party Funding: The passcode to justice? – Kateryna Honcharenko, Spring 2023

- AI: The end of human arbitration? – Ciarb Brazil Branch, Summer 2023

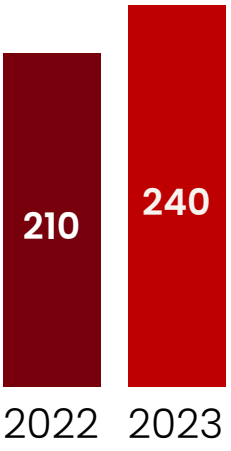
- Environmental Damage: How to… price environmental damage – Hanif Virji, Spring 2023

We also published ***A Mediator's Guide to Technology***, authored by Karolina Jackowicz FCIArb. This concise guide, exclusively for members (via MyCiarb), sets out the trends and opportunities for mediation and technology. It includes a directory of useful apps and tech tools, and provides practical examples of how some specific tools can work in practice.

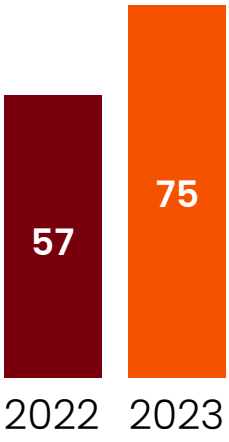
Making appointments

Ciarb's Dispute Appointment Service (DAS) handled 14% more cases in 2023.

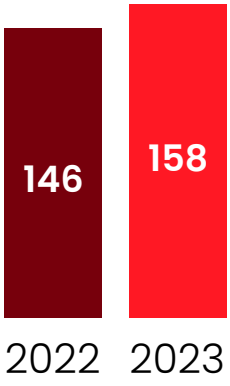
Total cases received



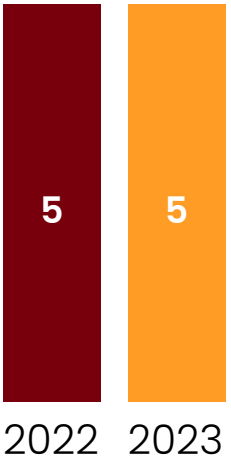
Adjudication



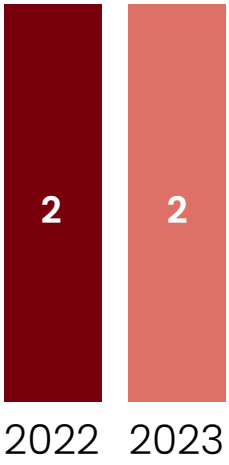
Arbitration



Mediation



Expert Determination



Ciarb's Dispute Appointment Service works closely with Ciarb's President, Deputy President and Branch Chairs (the latter for the Business Arbitration Scheme) to ensure that appointments are made promptly and correctly.

In 2023, we saw an increase in the volume of appointments made compared to the previous year. These increases were in arbitration and adjudication cases with, in particular, significantly more applications to the Low Value Disputes Model Adjudication Procedure following a successful communications campaign.

Ciarb marked the first anniversary of its contract as the sole provider of Arbitration Referral Services to the Pubs Code Adjudicator (PCA).

“We are pleased to have been able to provide the PCA with a high-quality referral service and reporting and look forward to continuing to work with the PCA and our panel of Pubs Code Arbitrators.”

Catherine Dixon MCIArb,
CEO, Ciarb





“It is great to see the progress Ciarb has made in the first year of the contract. In this time, we have seen a significant reduction in open cases, closer monitoring of the arbitrator standards and an improved published quarterly report... The success of the [Pubs Code] training means we now have a dedicated panel of arbitrators with proven knowledge of the pubs code and what the PCA expects.”

Fiona Dickie,
Pubs Code Adjudicator

Preparing the way for new competence frameworks

Having published Ciarb's competence frameworks, focus shifted to how the frameworks may be implemented. In 2023, we completed expert analysis of the assessibility of the frameworks and how we can effectively assess against competences.

Faculty competence frameworks were developed in consultation with the Education and Training Advisory Group. This involved reviewing the requirements and options for the development of Ciarb's faculty. This work will move to the next stage in consultation and partnership with Ciarb's faculty.

We started to analyse existing Ciarb courses and assessments against the relevant competence frameworks. This has led to the development of principles and requirements, such as standard documents, course development work, and additional knowledge and skills needed by faculty and learners in relation to neutral roles. It has also informed the programme of work for 2024, which will be ongoing through the coming year due to the number of courses and assessments and the complexity of this process.

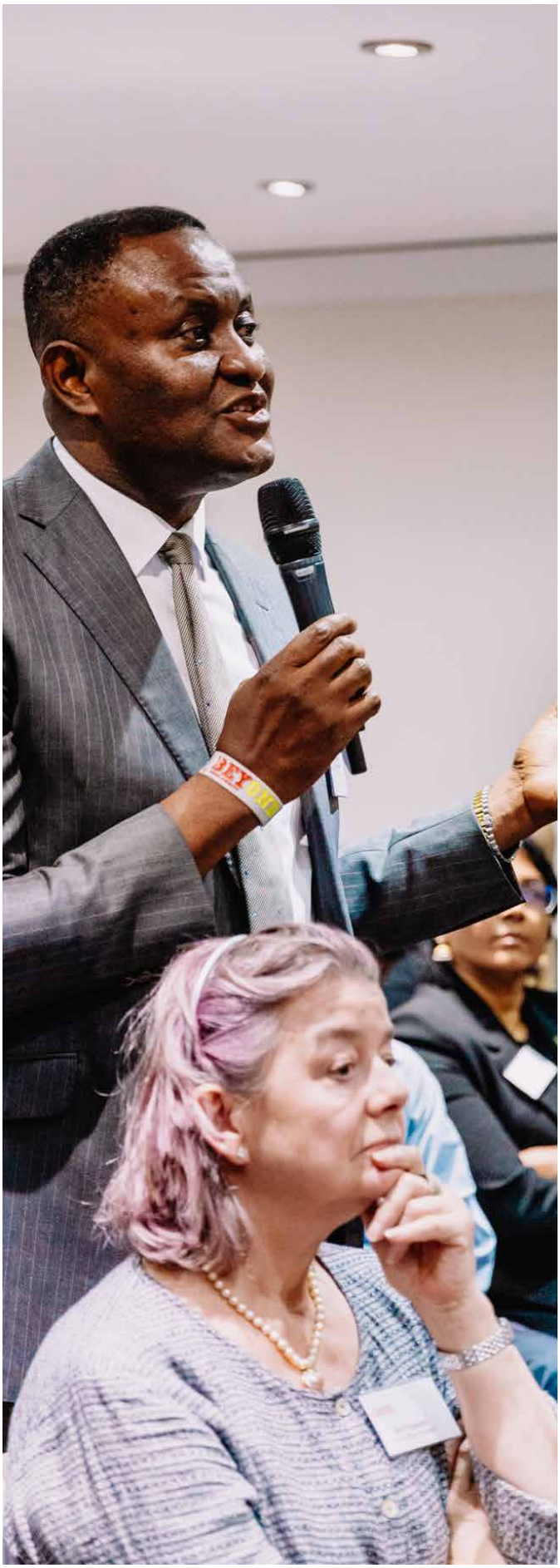
We worked in partnership with stakeholders and Recognised Course Providers (RCPs) to ensure that those becoming members through RCPs meet the required competences for each member grade. We have also taken specific measures to protect the quality of our Fellowship designation.

The standard and process for awarding Chartered status was revised to identify excellence in practice. Applications for Chartered Arbitrator status were re-opened in October 2023.

Following approval from the Privy Council to award the Chartered Adjudicator designation, equivalent requirements were developed for adjudicators which were launched in December 2023 with applications opening in April 2024.



Raising awareness in the sector and beyond



Ciarb's core annual events help us to promote awareness of private dispute resolution and key issues affecting the profession and those it serves. These public lectures and events attracted, on average, 957 virtual and 52 in-person registrations each:

International Women's Day 2023: Embrace Equity, March



Ciarb hosted virtual and in-person events to enable members from across the world to participate. The panellists shared what equity means to them and their experiences of equity in their professional and personal lives. They explored the adjustments we all need to make to truly embed and embrace gender equity.

Virtual event

Moderator: Catherine Dixon MCIArb

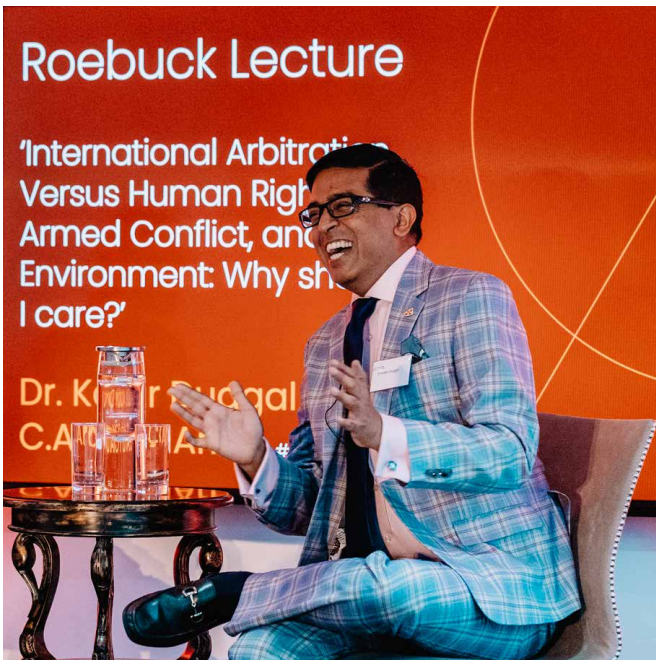
Panellists:
Caroline Kenny KC C.Arb FCIArb
Wolf von Kumberg FCIArb
Naimeh Masumy
Molly Rwigamba
Ursula Caro Tumba

In-person event co-hosted with Ciarb London Branch

Moderator: Karina Albers FCIArb

Panellists:
James Clanchy FCIArb
Tracey Fox
Nikki Sharp FCIArb
Claire Womersley

The Roebuck Lecture, June



Dr. Kabir Duggal C.Arb FCIArb delivered the lecture on 'International Arbitration Versus Human Rights, Armed Conflict, and the Environment: Why should I care?'

Shortlisted for the GAR Award 2024 for the Best Lecture or Speech

Kabir explored how global arbitration can act as a good neighbour, supporting the aligned international law regimes to enable to legal community to emerge stronger and promote a better legal regime.

The Oxford Diploma Keynote, September





Professor Jan Paulsson delivered the keynote on 'Blind Corners of Arbitration'. Professor Paulsson provided reflections on the past 50 years having observed how international arbitrators have changed the way they view their profession. He also explored what kind of future new international arbitrators are looking at today.

The Alexander Lecture, November



Toby Landau KC C.Arb FCIArb delivered the lecture on 'International Investment Arbitration and the Search for Depoliticisation'.

Winner of the GAR Award 2024 for the Best Lecture or Speech

Toby's award-winning lecture examined the role of depoliticisation in the genesis, development and justification of international investment arbitration; subjecting the concept to detailed critical analysis; and evaluating it as a guide in charting the future of the field.

Supporting the next generation

Free Ciarb Student membership enables students to build their knowledge and connections, offering access to information and events.

Student members benefit from free access to the *Resolver* magazine and *Arbitration: The journal of international arbitration, mediation, and dispute management.*

We also offer Student members affordable access to the Online Introduction to ADR Course and Assessment.

"I strongly support the international appeal of the Ciarb and global reach. I teach students from many parts of the world and encourage them to become Student members and join their local Branches."

Dr Michael Reynolds FCIArb
Solicitor-Arbitrator, Senior Lecturer in International Commercial Arbitration at the University of East London



Branch activities

Cyprus Branch

Dispute Resolution in International Construction Contracts
15-16 June 2023



Around 100 industry experts and professionals gathered in Limassol, Cyprus for the **Dispute Resolution in International Construction Contracts** conference. Organised by the Ciarb Cyprus Branch, the event explored various aspects of dispute resolution within the construction industry.

The conference comprised eight insightful sessions covering topics including cultural influences on dispute resolution, effective mediation, delay adjudication, expert analysis, tiered dispute resolution clauses, challenges with FIDIC (International Federation of Consulting Engineers) forms, statutory adjudication, and energy transition disputes. Renowned speakers delivered informative presentations followed by engaging panel discussions. The two days facilitated knowledge-sharing, collaborative problem-solving and networking for a diverse audience.

Participants discussed issues including the:

- Need for deep understanding of cultural differences to effectively navigate and resolve complex disputes in diverse contexts.
- Increasing importance of mediation and of selecting the right mediator for successful outcomes.
- Benefits of tiered dispute resolution clauses, offering a progressive approach to eliminate or reduce disputes referred to more expensive resolution methods provided they are implemented effectively.
- Significant opportunities and challenges arising from the investment to achieve Net Zero by 2050, including emerging disputes in the increasing level of energy transition projects.





The take-home message? Embracing efficient dispute resolution methods will foster growth and ensure a resilient future for international construction contracts.

Speakers included:

- Riaan Booysen FCIArb
- Lucie Briggs
- Edward Corbett
- Nicos Elia FCIArb, Panellist and Opening Address
- Maria Fisentzou MCIArb
- William Godwin KC
- Anna Iacovou FCIArb, Panellist
- Rosemary Jackson KC
- George Lambrou FCIArb, Panellist
- Brandon Malone FCIArb
- Dr. Odysseas Michaelides, Auditor General of the Republic of Cyprus, Panellist
- Irfan Siddiqi OBE, British High Commissioner to Cyprus, Represented by Ben Rawlings, Deputy High Commissioner
- Platonas Stylianou FCIArb, Panellist
- Dr. Yiannis Vacanas FCIArb, Panellist
- Alexis Vafaedes, Minister of Transport, Communication and Works, Cyprus, Keynote Speaker
- Jonathan Wood FCIArb

Read more on our website.









Zambia Branch

Lusaka Arbitration Day
8 February 2024

The Ciarb Zambia Branch facilitated the Lusaka Arbitration Day following extensive planning throughout 2023.

Held at the Taj Pamodzi Hotel, Lusaka Arbitration Day underscored the dedication to embracing arbitration in the country. This gathering brought together a diverse range of business professionals to delve deeper into the nuances of arbitration and its potential to foster a more efficient and amicable business environment in Zambia. Over 120 delegates were in attendance, 75% of whom were members of the Branch.



The following day, the Young Members Group Symposium took place, providing a platform for young lawyers and professions to engage in stimulating discussions on arbitration's role in resolving commercial disputes and the unique challenges facing those new to the field. Seasoned experts shared valuable insights, while networking opportunities fostered connections between aspiring and established practitioners. 100 delegates attended.

Both events highlighted Lusaka's growing prominence as a hub for alternative dispute resolution in the region.





Egypt Branch

Mentoring Programme: Third cycle
May 2023

The third cycle of the Ciarb Egypt Branch Mentoring Programme was launched in May 2023. The programme was established in 2020 and was the first such initiated by a Ciarb Branch in the region. Between 2020 and 2023, 12 experienced Mentors, 12 active Supporters, and 50 diligent Mentees contributed to the programme.

Positive satisfaction survey results and testimonials from mentors, supporters and mentees from the second cycle reflected the benefits of mentoring and its positive impact on participants' career development.

"The programme is attractive to all involved - professionals, mentors, supporters and mentees. Again, it was a great pleasure that the Ciarb Egypt Branch was the first Branch to issue and practice this type of mentorship and I'm sure that we are always able to be in the front line."
Commented Eng. Ahmed Afifi,
Senior Commercial Manager at Diriyah, a Mentor Supporter at the second cycle.



Members of the Third Cycle

Group 1
Mentor: Dr Waleed El Nemr FCIArb
Mentor Supporter: Dr Rania Fayed FCIArb
Mentees:
- Ahmed Hamdy Khalifa
- Eng Mina Danial ACIArb
- Eng Mohamed Salah Moftah
- Eng Mona Mobarez Ahmed MCIArb

Group 2
Mentor: Prof Dr Amr Hassanein FCIArb
Mentor Supporter: Gamal A. Abou Ali MCIArb
Mentees:
- Eng George Yunan MCIArb
- Eng Omar Abdelmaksoud MCIArb
- Eng Hazem Aboulata FCIArb
- Eng Omar Elleithy ACIArb

Group 3
Mentor: Mohamed Abdellatif FCIArb
Mentor Supporter: Heba Hegazi
Mentees:
- Eng Ahmed El Shourbagy
- Eng Fredy Victor
- Eng Omar Ismail MCIArb
- Eng Norhan Hesham

Group 4:
Mentor: Dr Amr Abbas FCIArb
Mentor Supporter: Eng Noha Khalifa MCIArb
Mentees:
- Eng Khaled Maher
- Eng Muhamed El-laithy
- Can Çelik
- Eng Haitham Mokhtar
- Rola Makke
- Eng Mohamed Hossam

Follow this link for more information about the Branch Mentoring Programme.

Events
During 2023, the Ciarb Egypt Branch and CRCICA (the seat of the Branch) jointly organised interesting events delivered by eminent expert speakers.

Follow these links for:

Information about the Branch's events.

Event recordings on the Branch's YouTube channel.

The Ciarb Egypt Branch LinkedIn page, with updates on future events.







"FCIArb and C.Arb are "quality brands" identifying the holder's knowledge and skills about arbitration. In addition, Ciarb courses provide the learners with a solid training which is internationally recognised. Finally, being a Ciarb member I joined an international professional community sharing the same passion for the same area of law. A professional community you may rely on."

Antonio M. Varvaro C.Arb FCIArb
Lawyer, Sole shareholder and MD, Antonio M. Varvaro Legal Consultants DMCC, Dubai

"Ciarb has undoubtedly leveraged my expertise and skills in the field of alternative dispute resolution and has given me the opportunity to prove my professional credibility in the construction sector. And, as Associate member of the Ciarb, the post-nominal "ACIArb" has significantly contributed to boost up my confidence to advocate my arguments with more professionalism."

Sharon Dauhajee BEng MBA ACIArb
Contract Engineer, Henan Water & Power Engineering Consulting (Mauritius) Co. Ltd, Mauritius



“Ciarb is a truly multicultural fraternity of some of the most esteemed dispute resolution practitioners in the world. Wherever I travel for work, from Australia to Zambia, I encounter Ciarb members who are on the leading edge of new developments and reform initiatives. We are all united by a commitment to the most exacting standards of excellence. My practice, and my perspectives on key issues facing the international dispute resolution community, would scarcely be the same without it.”

Hiro Aragaki C.Arb FCIArb
Arbitrator and Mediator - JAMS (Los Angeles and London), Professor - University of California Law College (San Francisco), USA and UK



“As a member of the Ciarb for more than 25 years, I have valued being part of an organisation that is well-respected throughout the world for promoting high standards of training and practice for arbitrators.”

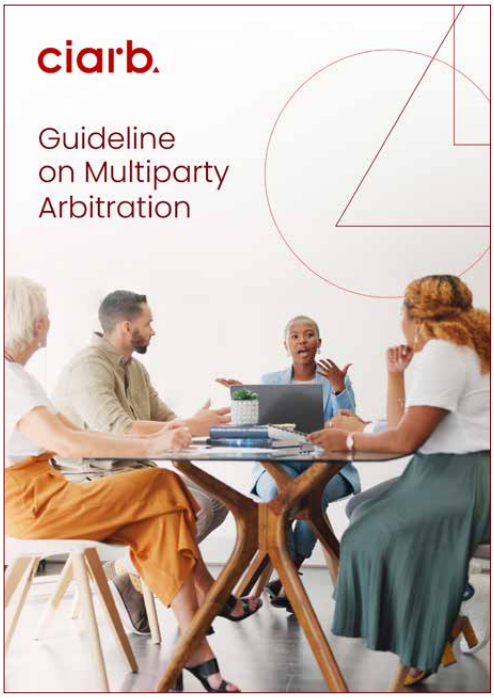
Barry Manie C.Arb FCIArb
Legal Consultant, Chartered Arbitrator and FIDIC Certified Adjudicator, Petworth Consultancy Services Limited, UK



Strategic Aim 2: Be a global, inclusive thought leader

Ciarb engages with practitioners across the world to discuss, develop and expand the applications of dispute resolution.

Publishing professional practice guidelines



By developing and publishing best practice guidance, we enable Ciarb's members to stay at the forefront of dispute resolution practice.

In 2023, we published Ciarb's Guideline on Multiparty Arbitration which provides examples of the most widely encountered scenarios in multiparty arbitrations and guidance on the various issues which should be considered. It reviews the conditions that should be satisfied when deciding whether to pursue a multiparty pathway and shows how to use the procedural options offered by multiparty arbitration in an efficient manner. The scope of the Guideline covers situations where non-signatories to an arbitration agreement express their consent to participating in the arbitral proceedings.

Connecting our community globally

Ciarb events provide opportunities for members and non-members to connect and discuss key issues and questions, and to share best practice. In 2023, we continued to improve the quality and diversity of our events programme.

Ciarb delivered five webinars attracting, on average, 208 registrations from across the globe, and one workshop in the Ongoing Learning series which also offer CPD/ CLE opportunities for members:

Webinars:

- Alternative Dispute Resolution 2022: A year in review
- All A-Board: Exploring the ins and outs of dispute boards
- Construction Adjudication: Still an effective solution for disputes?
- What does Mandating Mediation Change? Lessons from global experience

Workshop:

- The Learning Lab: Arbitrator skills development series

Our new **Let's Discuss** series of virtual networking events proved a great success with members. 11 events took place with, on average, 211 registrations per event.

Each event focused on a particular issue in private dispute resolution, enabling participants to network and share insights from around the world. The events included:

- Let's Discuss Adjudicator's Terms & Conditions
- Let's Discuss Adoption of Technology in Arbitration
- Let's Discuss AI in Practice

- Let's Discuss Cultural Intelligence
- Let's Discuss Energy Disputes
- Let's Discuss Game Changers in Mediation Technology
- Let's Discuss How to Tackle Jurisdictional Challenges in Construction Adjudication
- Let's Discuss Managing the Adjudication Process
- Let's Discuss Technology Disputes
- Let's Discuss the Impact of AI in Arbitration
- Let's Discuss What the Churchill Judgment Means for Mediation and ADR

Ciarb's key annual events attracted an average of 957 virtual and 52 in-person registrations each. See pages 22-24 for further details about these events.

In addition, Ciarb held a fringe event during London International Disputes Week and, in December, the launch event to mark Ciarb's new Chartered Adjudicator designation.

"The lecture was exceptional, providing valuable insights and expert knowledge on arbitration in a clear and engaging manner."
Mohamed Jeezan Azik ACIArb
Project Planning Engineer, about the Roebuck Lecture 2023

Connecting our community locally

Ciarb's Branches delivered nearly 100 events in 2023, raising awareness and offering invaluable networking opportunities. Here are some examples of the diverse range of events and activities our Branches offered during the year:

- **How to Prepare a Claim for Adjudication** – Western Counties Branch with the Chartered Institute of Building Bristol Hub and supported by the Institution of Civil Engineers, Chartered Institution of Civil Engineering Surveyors and Southwest and Wales Adjudication Society, January 2023.

- **Manchester Lecture - Northern Powerhouse – Levelling Up in the North West** – North West Branch with the Chartered Institution of Civil Engineering Surveyors, February 2023.

- **Mediation for Business: A pragmatic means to resolve disputes** – Qatar Branch, February 2023.

- **Annual Mediators, Arbitrators and Adjudicators Surgery** – East Anglia Branch, March 2023.

- **European Annual Conference** – European Branch, April 2023.

- **Public Policy Considerations and their Impact on Arbitral Awards' Set-aside Actions** – Egypt Branch with the Cairo Regional Centre for International Commercial Arbitration, May 2023.

- **Climate Change Meets Arbitration: An African perspective** – Nigeria Branch and London Branch, May 2023.

- **Dispute Resolution in International Construction Contracts** – Cyprus Branch, June 2023.

- **International Arbitration for the 21st Century: A new era of dispute resolution in Africa** – Kenya Branch, July 2023.

- **The Role of Expert Witnesses in ADR** – East Midlands with the Sheffield, Derby and Nottingham branch of the Society of Construction Law, July 2023.

- **The Hottest Seat in International Arbitration Debate** – Thailand Branch with the Thailand Arbitration Center, August 2023.

- **Never would I ever... Overcoming resistance to innovation in international arbitration** – North America Branch, August 2023.

- **Applied Arbitration for Fellows** – UAE Branch and Singapore Branch, September 2023.

- **Cryptocurrency and Finance Arbitrations: How can London remain a centre for new finance to embrace** – London Branch with the London Court of International Arbitration and HKA, September 2023.

- **The Role of ADR in Economic Integration, Sustainable Development Goals and Climate Justice in the Caribbean** – Caribbean Branch with the Dispute Resolution Foundation and the Public Broadcasting Corporation of Jamaica, September 2023.

- **Topical Issues in Construction Adjudication in Ireland** – Ireland Branch, October 2023.

- **Legal Tech – Forging new avenues in legal practice** – West Midlands Branch with the UK Legal Tech Association, British Computer Society, and Birmingham City University College of Law, November 2023.

- **Trusts and Arbitration: A new frontier?** – Singapore Branch, November 2023.





Branch activities

North America Branch

Annual Members' Retreat, Santa Fe
14-16 April 2023

The First Annual Members' Retreat took place in scenic and historical Santa Fe, New Mexico. Around 40 Ciarb members from the U.S., Mexico, Canada, and Brazil attended.

The event opened with a Friday evening dinner punctuated by highly competitive rounds of "arbitration jeopardy" (modeled after the television show), presentation of the inaugural NAB Fellow Emeritus Award for distinguished service to the Branch, and a keynote by the award winner, John Garman FCIArb and former NAB Chair.

On Saturday, there was a series of continuing legal education presentations featuring members from each of the nations in attendance. These included a talk by Murray Smith KC C.Arb FCIArb on "Arbitrator Liability for Non-Disclosure of Conflicts Around the World"; a session from Ann Ryan Robertson C.Arb FCIArb and Cecilia Flores Rueda FCIArb giving an "Overview of U.S./Mexico Arbitration"; a presentation by John Burritt McArthur FCIArb entitled "What's So Hard About Writing a Reasoned Award"; an interview of Daniel Fabio Jacob Nogueira FCIArb by Tom Cunnigham FCIArb about Arbitration in Brazil; a panel of Reynaldo Urtiaga MCIArb, Jose Antonio Rodriguez-Marquez C.Arb FCIArb, Sofia Gomez Ruano FCIArb and Rene de Liux FCIArb entitled "How to Conduct a Successful Arbitration in Mexico"; and Ciarb Trustee Amb. (r) David Huebner C.Arb FCIArb FCollArb shared his perspectives on "Future Challenges in Arbitration Practice and Threats to Business as Usual".

There were plenty of opportunities for networking and socialising including a cocktail party at a member's residence with a fabulous view of the mountain range looking towards Los Alamos, and dinner with musical entertainment in Santa Fe. Attendees reported having a marvellous time reconnecting with old friends, making new friends, and looking forward to the next NAB Members' Retreat in 2024.

Read more about the event on our website.



Singapore Branch and London Branch

The UK's Intention to Ratify and Sign the Singapore Convention on Mediation: An inevitable reality but what difference does it make?
21 June 2023

Over 1,000 people registered for this webinar co-organised by the London and Singapore Branches.

The distinguished speakers:

- Provided an overview of the Singapore Convention, including behind the scenes stories of the negotiating process.
- Examined what the Convention means for states that have ratified it. With special focus on the experience of Singapore - a state that has both signed and ratified the Convention.
- Considered the significance of the UK's commitment to sign and ratify the Convention. The speakers were hopeful that this would strengthen and uplift the dispute resolution industry as well as make justice more accessible to those who needed it.

The audience actively engaged in the discussion, resulting in a vibrant and insightful exchange of ideas and opinions.

Moderator: Shobana Iyer FCIArb

Speakers:
- Eunice Chua FCIArb
- Michel Kallipetis KC FCIArb
- Robert Rhodes KC FCIArb

Watch the event on Ciarb's YouTube channel.



Wales Branch and the French Chapter of the European Branch

Cross Examination Preparation and Techniques in Construction Arbitration
20 October 2023

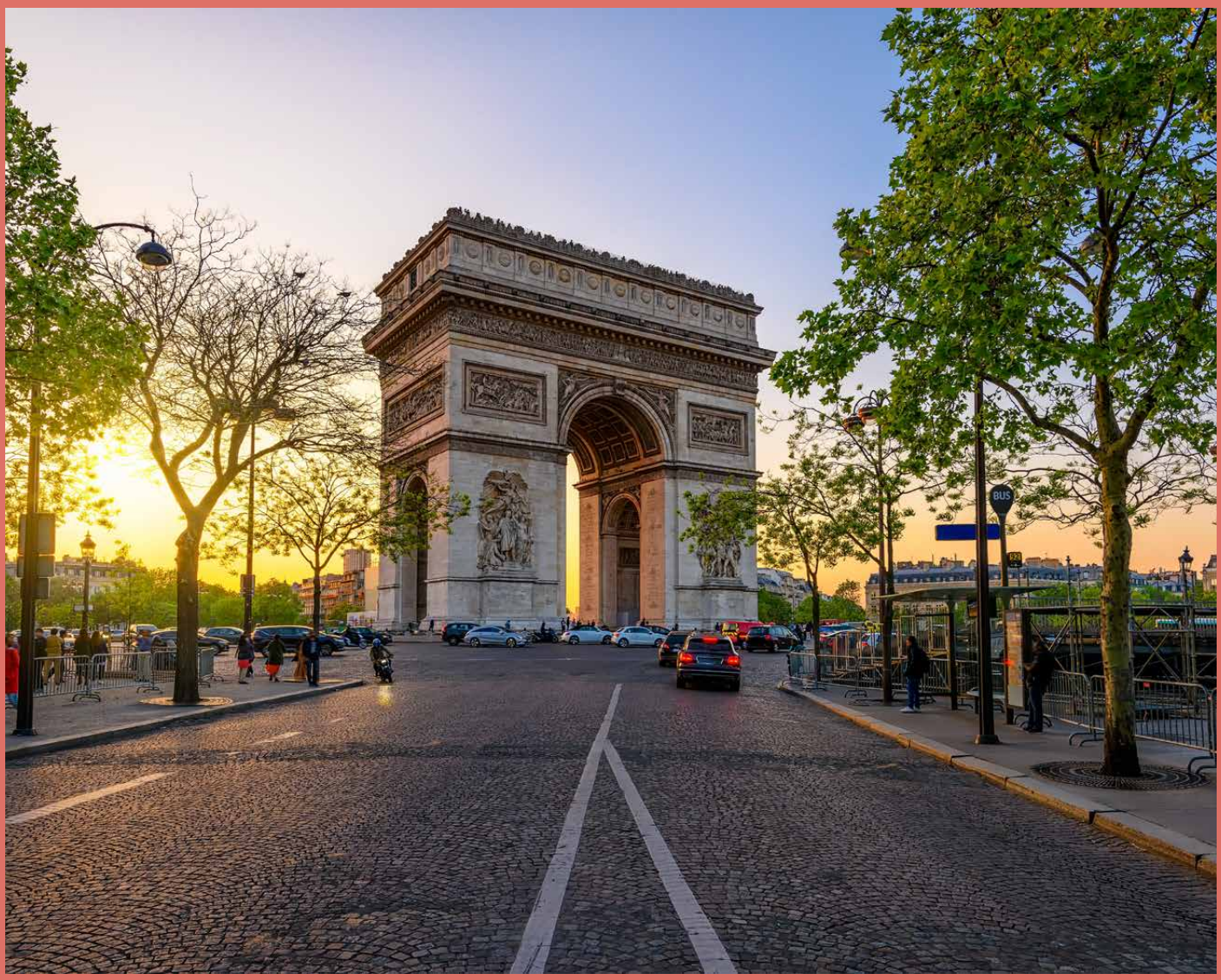
This Ciarb collaboration delivered in-person mock case training on construction arbitration in Paris.

The aim? To help delegates to improve their cross examination techniques during an arbitration proceeding.

The session comprised a detailed look at the preparation required and necessary techniques.

This was followed by the mock case itself, involving role-play. The speakers and mock-case team included:

- Dr Karen Akinci FCIArb
- Orhan Akinci
- Jalal El Ahdab FCIArb
- Tomas Lewis-Edwards MCIArb
- John Lowe FCIArb
- Dr Alexandre Malan MCIArb
- Sam Martin ACIArb
- Jeremy Peirani MCIArb
- Trevor Powers MCIArb



Canada Branch

Canada Arbitration Week 2023
16-18 October 2023

Around 200 arbitration practitioners attended CanArb Week 2023. The Canada Branch was a participating organisation, with 3 Branch members on the Organising Committee and several members speaking at the event.

In particular, the Branch programme during CanArb included:

- Deciding the Matter – a panel discussion looking at the policy, practical and procedural implications of preliminary reviews of arbitral jurisdiction. Led by Professors Anthony Daimsis FCIArb and Joshua Karton.

- Arbitrators under Attack – a keynote speech from Marc J. Goldstein FCIArb focusing on the public attacks of corruption to claim arbitrator bias/ misconduct to manipulate award.

The Ciarb Canada Branch Award for Distinguished Service in Canadian Arbitration was awarded to the Honourable Barry Leon FCIArb during the event.

Search 'canarbweek' on LinkedIn.





"What truly sets Ciarb apart is its unrelenting pursuit of excellence. The access to an extensive array of resources and the rigorous, world-class training programs have not just sharpened my skills but have catapulted me to operate at the zenith of international arbitration standards. The annual conferences have provided networking opportunities and also allowed me to become a recognized leader in the field. As one of the approved tutors, I have been privileged to share my knowledge and experience to the next generation of arbitration professionals."

Folashade Abosede Alli C.Arb FCIArb
Arbitrator and Lawyer, Folashade Alli and Associates, **Nigeria**

"Ciarb provides a platform for self-improvement and knowledge acquisition at numerous levels of arbitration practice. Opportunities are also available to engage with arbitration practitioners across regions, legal systems, and levels of experience. This is important for the evolution of a truly international dispute resolution system and promotes international trade. Engagement through Ciarb with thought leaders and via its publications expands the mind, inspires one's own career commitments and promotes professional objectives. What I like most about Ciarb is the chance it offers to grow and prosper not only as an individual but as a community."

Nahendran Navaratnam FCIArb
Counsel, Arbitrator, Adjudicator and Mediator, Navaratnam Arbitration Chambers, Malaysia



“I am proud to be a Member of the Chartered Institute of Arbitrators, a prestigious organisation known internationally as the leader in promoting dispute resolution. The training provided by Ciarb is not only top class but also ahead of the curve, with specific events focusing on the burning issues of today – such as climate change and energy disputes, AI technology, and human rights conflicts – and how to use ADR to resolve them. Membership in Ciarb has made me well-equipped to manage the resolution of a variety of disputes, providing more access to justice in our increasingly complex global environment.”



Talibah V. O. Byron MCIArb
Attorney-at-law and Dispute Resolution Specialist, Byron & Byron, St. Kitts and Nevis



“As a lawyer practicing in Sri Lanka, becoming a Member of the Chartered Institute of Arbitrators was a significant step in being recognized as a professional in the field of arbitration with commitment to highest standards of ethical and professional conduct. It has also given me access to online courses, research material and information on developments in the field of arbitration in the international sphere which hitherto was not possible to such an extent. Ciarb membership has given me recognition globally and has helped me in pursuing research work in the area of dispute resolution.”

Ajithaa Edirimanne LLB MLB MCIArb
Attorney-at-Law and Notary Public, Ajithaa Edirimane Law Office, Sri Lanka

Strategic Aim 3: Develop and support an inclusive global community of diverse dispute resolvers

By training, developing and connecting professionals from a range of diverse backgrounds and cultures, we ensure dispute resolution remains relevant to the clients it serves.

Growing our membership

In the face of a challenging global economic climate, Ciarb retained and marginally grew its membership, ending 2023 with 17,474 members, an increase of 0.4% on 2022.

Membership Grade	Numbers
Associate	4,499
Member	7,169
Fellow	4,987
Retired members	819
Professional members	17,474
Student members	8,139
Total members	25,613

Our global presence grew with the launch of the new Ciarb Rwanda Branch in June. In addition, the Board approved the formation of Branches in the Kingdom of Saudi Arabia (launched in 2024) and Oman, as well as a Chapter in Peru associated with the Brazil Branch.

In October 2023, we surveyed members to capture their views on Ciarb and to obtain baseline measures for a set of key performance indicators (KPIs) that we will use to track progress over time.

- 59% of members rated Ciarb as good or excellent overall.
- 78% were very or fairly likely to recommend joining Ciarb.
- 60% rate membership of Ciarb as providing good value for money.

Reforming our governance

In 2023, Ciarb secured approval from the Privy Council and the King to make changes to Ciarb's Royal Charter and Bye-laws. This followed approval from members at the 2022 Annual General Meeting and Extraordinary Meeting. The governance changes:

- Bring Ciarb's governance in line with best practice.
- Pave the way for the introduction of the new Chartered Adjudicator designation.
- Enable the Board to appoint up to five Trustees, ensuring Ciarb continues to have the skills and experience needed to meet its statutory obligations as a charity and Royal Chartered body. In September, following an extensive global search managed by the Nominations Committee and Prospectus, Nighat Dad, Ron C. Hamilton, Anita Kimber, Charles Laganá Putz and Rama Sridhar were unanimously voted onto the Board.
- Led to Board approval, in line with Article 8.9 of the Royal Charter, in September of a series of changes to the Ciarb Regulations, which were necessary for the governance and efficient running of the organisation.

In addition, we introduced a new Governance Manual and an internal Third Party Intervention Policy (governing our approach to strategic litigation).

Sub-committees of the Board:

Audit and Risk Committee

In 2023, the Audit and Risk Committee met 5 times and assisted the Board in overseeing Ciarb's strategies concerning audit and risk management. This involved undertaking and maintaining an audit tracker for internal and external audits, creating a new risk management framework within Ciarb, and addressing GDPR compliance within Branches. The Committee completed an internal audit on anti-fraud to mitigate financial fraud risks, and scrutinised Ciarb's whistleblowing policy through an audit process. The implementation of a new risk register guided the Committee and the Executive in their actions throughout the year.

Finance Committee

The Finance Committee met 6 times in 2023, assisting and supporting the Board in matters regarding Ciarb's financial affairs and management. This encompassed financial performance, planning and policy, investment strategy, budget reporting and providing recommendations to the Board of Trustees. The Committee reviewed and recommended the 2023 budget to the Board for approval. A review of the Branch funding model was progressed, which remains a priority in 2024.

Governance Committee

This Committee met 5 times in the year and assisted the Board in its duty to supervise the direction of Ciarb's ongoing governance reform. In 2023, the Committee undertook an extensive review of the Ciarb Regulations. The revised Regulations, approved by the Board in September 2023, operate as a framework document which gives a high-level overview of a number of operational and governance matters with links to supporting policy documents and protocols where necessary, including a new Governance Manual. As part of the next phase of the reform, the Committee will refresh the Branch Model Rules.

Nominations Committee

This Committee met in 2023 to undertake a recruitment exercise which arose from changes to the Ciarb Bye-laws. The changes created 5 Trustee seats to be filled by vote of the Board rather than by regional election. Following a successful recruitment campaign led by the Nominations Committee and supported by the Executive and an external recruiter, the Board appointed 5 new Appointed Trustees in September.

Young Members Committee

This committee met 12 times in 2023 and assisted the Board in expanding the presence of the Young Members Group globally. This included the development of sub-committees for Branch liaisons, adjudication and mediation ambassadors, and education and training conveners. Additionally, new YMG ambassadors were appointed. A range of events were successfully held including the YMG Annual Conference in Kenya, and two new educational series were launched: the YMG Mentorship Programme and the YMG Regional Series: Spotlight On. These series comprise short videos presented by established and up-and-coming practitioners.

Raising Ciarb's reach and profile

Embedding our brand

We continued to embed Ciarb's new brand, supporting and working with Branches to improve consistency of our brand across the whole organisation.

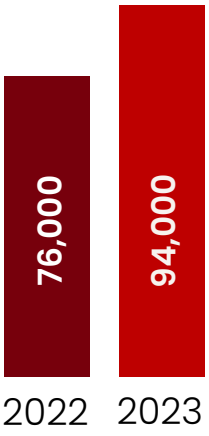
Extending our reach

We continuously monitor and improve our communications with members, prospective members and other audiences.

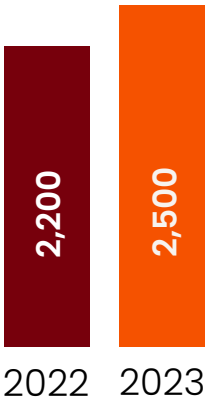
Social media

In 2023, we grew our social media following considerably to over 117,000, an increase of 21% on the previous year.

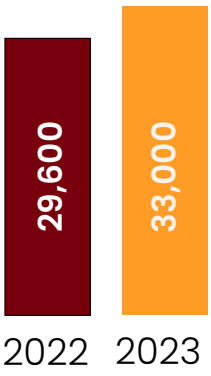
LinkedIn
24% increase



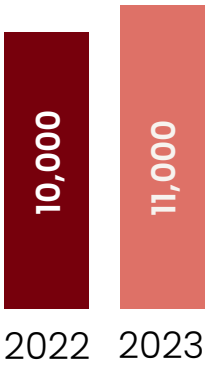
Instagram
14% increase



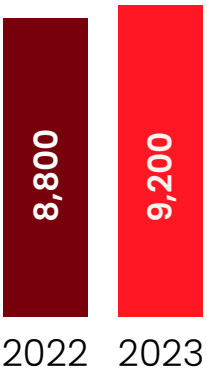
YouTube
11% increase



Twitter/X
10% increase



Facebook
5% increase



Website

The number of users overall increased by 9% and the number of new users increased by 3%.

Email campaigns

Email is the primary route of communication with our members. In 2023, our campaigns achieved an average open rate of 48% and an average clickthrough rate of 5%.

Content marketing

2023 was the first full year in which the content strategy was implemented. Our aim is to generate and distribute relevant content for members and non-members that informs, raises awareness, and improves understanding of private dispute resolution in a way that reflects the diversity of our global community.

By the end of 2023, 88 articles were published from 55 contributors, 45% of whom were female. We continue to monitor and improve our content to meet our audiences' needs.

Capacity building through gold standard training

In 2023, we continued to build dispute resolution capacity globally, training and assessing around 1,500 people through HQ, 1,800 people through Branches and 600 people in collaboration with training partners. Here are some highlights from the year:

- The most popular training run in 2023 was once again Module 1 in International Arbitration with approximately 700 people trained through HQ, Branches and partners.
- 30 high-level trainees from 16 different jurisdictions undertook Ciarb's Diploma in International Commercial Arbitration. This was delivered face-to-face in Oxford for the first time in three years.
- The Virtual Diploma in International Maritime Diploma attracted 25% more delegates compared to the previous year.
- We improved the quality of delivery of Ciarb assessments, reducing the number of appeals from 3 in 2022 to 2 in 2023.
- We continued our programme of quality assurance including the delivery of a training and standardisation exercise for all faculty involved in the assessment of award writing skills.
- Ciarb was accredited as a Registered Training Provider for Mediation by the Civil Mediation Council and are represented on their Board.
- We worked with the Saudi Center for Commercial Arbitration (SCCA) and the Oman Commercial Arbitration Centre (OAC) to improve the quality of Ciarb training delivery in Arabic.





"Despite being an experienced maritime arbitration practitioner with plenty of qualifications, I found the [Diploma] incredibly useful due to its breadth, scope and the quality of its tutors. My view is that you should never stop learning, and always challenge yourself and the course helped fulfil both objectives. Congratulations to Ciarb for developing such a comprehensive diploma, the knowledge gained in already proving invaluable in developing my burgeoning career as a maritime arbitrator."

Quentin Bargate MCIArb
CEO and Founder, Bargate Murray, UK
About the Virtual Diploma in International Maritime Arbitration

"I find the Virtual Accelerated Route to Fellowship more convenient… it can be taken from any part of the world! I'm from the Nigerian Branch and was able to take the course from the USA due to this flexibility. I love that Ciarb has these different options (virtual and face-to-face) to complete the ARF programme to suit participants' needs!"

Adefolake Adewusi FCIArb
Business Attorney, Shell PLC, Nigeria
About the Accelerated Route to Fellowship in International Arbitration



“

“The [Diploma] is taught by some of the top professionals acting in this area and it has provided me with much insight into a specialised area where you would otherwise not have access to. The tutors and lecturers are completely open in their teaching and sharing their experience alone is well worth the price of this course. The tips that they provide throughout the course, if followed, could very well mean the difference being successful or not in an arbitration. It has given me the comfort knowing that I can successfully advise a client in this area of arbitration at the standard required of me. I would recommend this course to anyone already practicing or interested in this area.”

Timothy Lam MCIArb
Partner (Hong Kong Lawyer), Long An & Lam LLP, Hong Kong - *About the Virtual Diploma in International Maritime Arbitration*



“I would unreservedly recommend the course. It exceeded my expectations, with excellent tutors, comprehensive preparatory materials, and was also a great chance to meet others in the international arbitration field.”

Alastair Tomson FCIArb
Barrister, 4 Stone Buildings, UK
About the Accelerated Route to Fellowship in International Arbitration





"[It] is comprehensive, challenging and extremely enjoyable. The course materials are well-developed and the ability to share the assessments with an international cohort online enriched the sessions a great deal. I thoroughly enjoyed the course and would recommend it to anyone seeking to further their professional goals in international arbitration."

Starla Griffin B.A., J.D. MCIArb
Manager – Finance, Climate, Children's Investment Fund Foundation, UK - *About the Accelerated Route to Membership in International Arbitration*



"I highly recommend the [Diploma] to anyone who is interested in a career in arbitration. The program offers a great combination of academics, practical exercises, and social outings in Oxford's many theaters, historical sites, and pubs. The course director, Dr. Mohamed S. Abdel Wahab, and the rest of the distinguished faculty, demonstrated an impressive breadth and depth of experience. Meeting fellow candidates from around the world was another highlight. Ciarb staff kept everything flowing smoothly. And the setting was amazing. All in all, a fantastic experience!"

Julia E Sullivan JD LLM FCIArb
Independent Arbitrator, Law Office of Julia E Sullivan, LLC, USA - *About the Diploma in International Commercial Arbitration (Oxford)*

“The experience was very enriching. The high qualification of the instructors contributed strongly to the success of the program, was intellectually challenging and gave room to network with the faculty and create professional links that invites to seek Fellowship and continue my career building.”

Marcela Filloy-Zerr L.L.M. MCIArb
Regional Director of Arbitration/ Occupation: Lawyer-Arbitrator, LATINALLIANCE COSTA RICA, Costa Rica - *About the Accelerated Route to Membership in International Arbitration delivered by the Brazil Branch*





“The course was delivered by practicing arbitrators with a wealth of practical experience, whom married the practical with the theoretical to deliver a fascinating and useful course.”

David Robson MCIArb MRICS
Associate Director, ADR Partnership, Hong Kong - *About the Module 1 International Arbitration course*

“The course provided me a great insight into the basics of International Arbitration and helped me in creating the perfect base for further enhancement of my ADR knowledge.”

Ankit Behl MCIArb
Contracts & Estimation Manager,
Hard Precast Buildings Systems LLC (HPBS), Dubai - *About the Module 1 International Arbitration course*



Essential operational support

Ciarb monitors and improves its operations on an ongoing basis to ensure it can serve its members today and in the future.

IT technology

Our extensive IT transformation project is a key priority for Ciarb and in 2023, we:

- Prepared our new systems - CRM and CMS (website) - to go live in 2024.

- Completed work to improve existing data, introduce processes to ensure future data quality, and provide software (systems) improvements giving Ciarb a solid foundation for the IT transformation. The work included data cleaning, migration to new systems and design of data governance to support long-term data quality and analysis.

- Focused on business change to ensure the use of new systems and changed processes are embedded across Ciarb, ready for launch in 2024.

- Completed the migration of all file servers to SharePoint in 2023. Now virtual and Cloud-based, the file servers allow access anywhere at any time, with full Multi-Factor Authentication for security. This also facilitates smoother integration with other Microsoft products including Dynamics 365, our new CRM.

- Upgraded Ciarb's printer network, introducing HP Printers (MFP E78625) which are controlled via the Cloud and with a triple "A" rating for improved sustainability. This led to a 27% reduction in rental cost.

- Improved our overall network by installing the latest Firewall technology for security, upgrading the speed of our primary internet connection to 1Gbps (10 x the speed), and adding extra security via Cisco AnyConnect (Virtual Private Network) software.

- Strengthened the protection of our data through daily back-ups in the Cloud and keeping a duplicate copy of the back-up on Ciarb premises as a secondary layer of protection and in line with best practice.

Once our new technology has been rolled out, we will deploy our extranet, piloted in 2023, to all Branches.



12BSQ and facilities

12BSQ continued to perform well in 2023. Budget expectations were exceeded by £163k, bringing overall room hire income to over £682k.



Finance

Finance provides critical support for the organisation. In 2023, we:

- Worked with the Audit and Risk Committee and our internal auditor to successfully complete two internal audits on Anti-Fraud Financial Controls and Whistleblowing.
- Continued to improve processes and documentation, and the accuracy and format of reporting.
- Worked with Ciarb's IT team to improve the Branch planning and budgeting process. An online form was developed for Branches to complete and attach relevant documents.
- Started a review of our Branch funding model to support our Branches to deliver for our members.
- Reviewed and improved our accounting for and reporting of VAT to ensure it complies with the most recent legislation.

People

Investing in our people helps us to more successfully deliver to our members' needs. In 2023, we:

- Successfully retained Ciarb's Investors in People accreditation.
- Implemented flexible/hybrid working and other initiatives to support employee wellbeing.
- Established the Staff Forum to enable better communication and discussion between staff and senior leadership.
- Updated the Staff Handbook, adding and revising key people policies and procedures.
- Developed and implemented a co-ordinated training programme for staff and senior managers, including organisation-wide IT skills training.
- Launched Ciarb's values and associated behaviours. Our values are to be accountable, innovative, collaborative, inclusive, and impactful.
- Signed up to the Disability Confident Scheme, designed to encourage employers to recruit and retain people with disabilities and those with long-term health conditions.
- Subscribed to the Happy to Talk Flexible Working scheme and have moved to an assumption of flexible working options by default unless there is a business reason not to.

“

“What I value most with being a member of Ciarb is to have world class membership opening countless work and networking opportunities with leading practitioners and academics in the alternative dispute resolution (ADR) industry. The sky is the limit.”

Eng. Sidney R.T. Bishi MCIArb
Engineer, Arbitrator, Adjudicator, Party Counsel and Specialist Construction Lawyer, Pan Arab Consulting Engineers (PACE) Kuwait, Tanzania





“I am proud to credit Ciarb for propelling my arbitration career. In my early 30s, I secured an arbitrator appointment – a feat that was possible through Ciarb’s dynamic platform and diverse community. An Indian mother of two, Ciarb’s unwavering support speaks volumes about its commitment to inclusivity. The vibrant networking, continuous learning, and invaluable resources have honed my ADR skills and elevated my professional profile. Ciarb is more than a membership: it’s a catalyst for growth, fostering meaningful connections and breaking barriers in the field. Ciarb empowers me to excel in my career while balancing the joys and responsibilities of motherhood.”

Sneha Nagaraj MCIArb
Arbitrator, Mediator and Lawyer,
Frontier Legal, India

“As a young arbitration practitioner, being a member of Ciarb has allowed me to meet and network with more senior members of the profession. These contacts are invaluable to my practice as a tribunal secretary, both from the feedback I receive from arbitrators in my region on tribunal secretary practice in general, as well as the possibility of receiving future appointments.”

Camille Ramos-Klee ACIArb
Independent Tribunal Secretary, USA



“The Chartered Institute of Arbitrators provides a tightly-knit community of established and aspiring practitioners in the arbitration sphere. What strikes me most about being a member of this community is how there are immense learning and collaboration opportunities that one gets from just being a member of this prestigious organization. Having attended both Ciarb and Ciarb YMG events in my jurisdiction and abroad, I can confidently say that there is a sense of belonging that Ciarb fosters within one’s self, which provides a layer of comfort in addition to the professional development that Ciarb members are able to cultivate.”

Justin Alexander Halim ACIArb
Attorney, Swandy Halim & Partners
Law Firm, Indonesia



Section four
Governance



Trustees

Africa Region
Chikwendu Madumere C.Arb FCIArb

Americas Region
Amb. (r) David Huebner C.Arb FCIArb (Honorary Treasurer)

Australasia Region
Dr. Caroline Kenny KC C.Arb FCIArb

East Asia Region
Paul Barrett, East Asia LLB (Hons) C.Arb FCIArb

Europe Region
Dr. Theophile Margellos MCIArb

Great Britain Region
- Lucy Greenwood C.Arb FCIArb
- Andrew Miller KC FCIArb
- Marion Smith KC FCIArb
- Ben Giaretta C.Arb FCIArb

Ireland Region
Arran Dowling-Hussey B.A. M.Econ.Sc.LL.M. FCIArb, Barrister

Middle East/Indian Sub-continent Region
Prof. Dr. Mohamed Abdel Wahab C.Arb FCIArb

Appointed Trustees
- Nighat Dad, Lahore
- Ron C. Hamilton, New York
- Anita Kimber, London
- Charles Laganá Putz, São Paulo
- Rama Sridhar, Singapore

Officers and Senior Managers of Ciarb

President
John S. Bassie JP LLM C.Arb FCIArb

Deputy President
Jonathan Wood LLB (Hons) FCIArb, Solicitor

Chief Executive Officer
Catherine Dixon LLB (Hons) MBA MCIArb, Solicitor

Principal and Registered Office
12 Bloomsbury Square, London, WC1A 2LP, United Kingdom

Banker
HSBC Bank plc, 165 Fleet Street, London, EC4A 2DY

Solicitors
Bircham Dyson Bell LLP, 50 Broadway, London, SW1H 0BL

Auditor
Moore Kingston Smith LLP, 9 Appold Street, London, EC2A 2AP

Investment Managers
Newton Investment Management BNY Mellon Centre, 160 Queen Victoria Street, London, EC4V 4LA

Ruffer LLP
80 Victoria Street, London, SW1E 5JL

Structure, governance and management

Ciarb is a registered charity in England and Wales, registration number 803725. Ciarb was formed in 1915, incorporated on 8 April 1923, and granted a Royal Charter on 6 February 1979. It became a charitable body on 19 July 1990. A revised Royal Charter and Bye-laws were approved by members at an Extraordinary General Meeting on 29 September 2022 and became fully effective on 15 February 2023. Ciarb as a registered charity is managed by a Board of Trustees constituted in accordance with the Royal Charter and Bye-laws and in accordance with Regulations approved by the Board of Trustees.

The Board of Trustees is made up of Elected and Appointed Trustees and normally numbers not more than fifteen. The Board comprises four representatives from the members living in the Great Britain region and seven representatives from the members living in each of the following regions of the world: Africa, Americas, Australasia, Europe (excluding Ireland and Great Britain as defined), East Asia, Ireland (both Northern Ireland and the Republic of Ireland) and the Middle East/Indian sub-continent, as well as five Appointed Trustees.

The term of office of a Trustee is four years and no Trustee may serve for more than two successive terms. Half of the Trustees retire by rotation every two years but may offer themselves for re-election provided that if they were re-elected they would not serve as a Trustee for more than eight continuous years. Any Trustee who has served for eight consecutive years may not offer themselves for re-election until at least two years have elapsed from the expiry of their last term of office. The President is a non-voting ex officio member of the Board of Trustees.

Elections to the Board of Trustees are managed by the Executive. Successful candidates assume office on 1 January in the year following their election. All new Trustees participate in an induction and onboarding process to inform them of the operations of Ciarb and their specific fiduciary responsibilities as Trustees of a charitable body. The Board of Trustees elect one of their own number, on an annual basis, to act as Chair of the Board of Trustees.

Trustees receive training on relevant matters that might arise from changes within the Charity Commission and other requests from the Trustees or its committees.

In 2023, the Board of Trustees met four times, twice virtually and twice in person at Ciarb Headquarters, 12 Bloomsbury Square, London.

All the powers and the strategic policies of Ciarb are vested in the Board of Trustees. The management and control of all its affairs is exercised by it, except insofar as such management or control is required to be exercised by the members of Ciarb in General Meeting or at a Congress, or if the Board of Trustees is of the opinion that any of its functions, duties and/or responsibilities could be more efficiently carried out by sub-committees of the Board and/or the Chief Executive Officer. It may delegate that function, duty and/or responsibility, accordingly, provided that:

a. any such delegation is in accordance with the provisions of the Bye-laws, and
b. nothing shall be taken to permit the Board of Trustees to abrogate its functions, duties and/or responsibilities or any of its trusts.

The individual Trustees are not entitled to receive any remuneration for the performance of any duties or services or for

the provision of their services as Trustees, save only for the payment of expenses properly incurred.

The Board of Trustees has the power to make, amend or revoke such Regulations and rules as it considers necessary for the governance and the efficient management of Ciarb, provided that any such Regulations or rules are consistent with the articles of the Charter and the Bye-laws.

As part of the governance reform, the Board of Trustees decided that the Board of Management together with its Standing Committees will be dissolved, and its functions delegated to the three sub-committees of the Board of Trustees namely, the Finance Committee, Governance and Nominations Committee (now split into the Governance Committee and Nominations Committee) and an Audit and Risk Committee. These new and re-constituted sub-committees were created, fully recruited to and have been operating successfully since 2022.

The operational management of Ciarb is delegated to the Chief Executive Officer who leads the Executive and Senior Management team.

The remuneration of the Chief Executive Officer is set annually each year by the Chair of the Board of Trustees and the Honorary Treasurer. When setting the remuneration of the other members of the Executive during the preparation of the annual budget for approval by the Board of Trustees, the Chief Executive Officer, the Finance Director, and the Director of People and Development consult salary surveys provided by recruitment companies to ensure we offer salaries which are competitive to retain and/or recruit good quality staff.

Ciarb has 43 Branches globally, run by volunteer Branch committees which are elected by Branch members. Some Branches have also established local Chapters to enable more members to get involved locally. Branch assets mainly consist of cash deposited with banks.

The Board of Trustees has the power to establish, maintain and/or close Branches to benefit from members' knowledge of the area in which they practise and to improve contact with potential users of private dispute resolution processes. Details of Branch results are shown in note 20 to the accompanying financial statements. There are some jurisdictions where it is either required or beneficial for a Branch to be incorporated. These incorporated Branches appear in the Consolidated Balance Sheet but do not appear in the Parent Undertaking Balance Sheet.

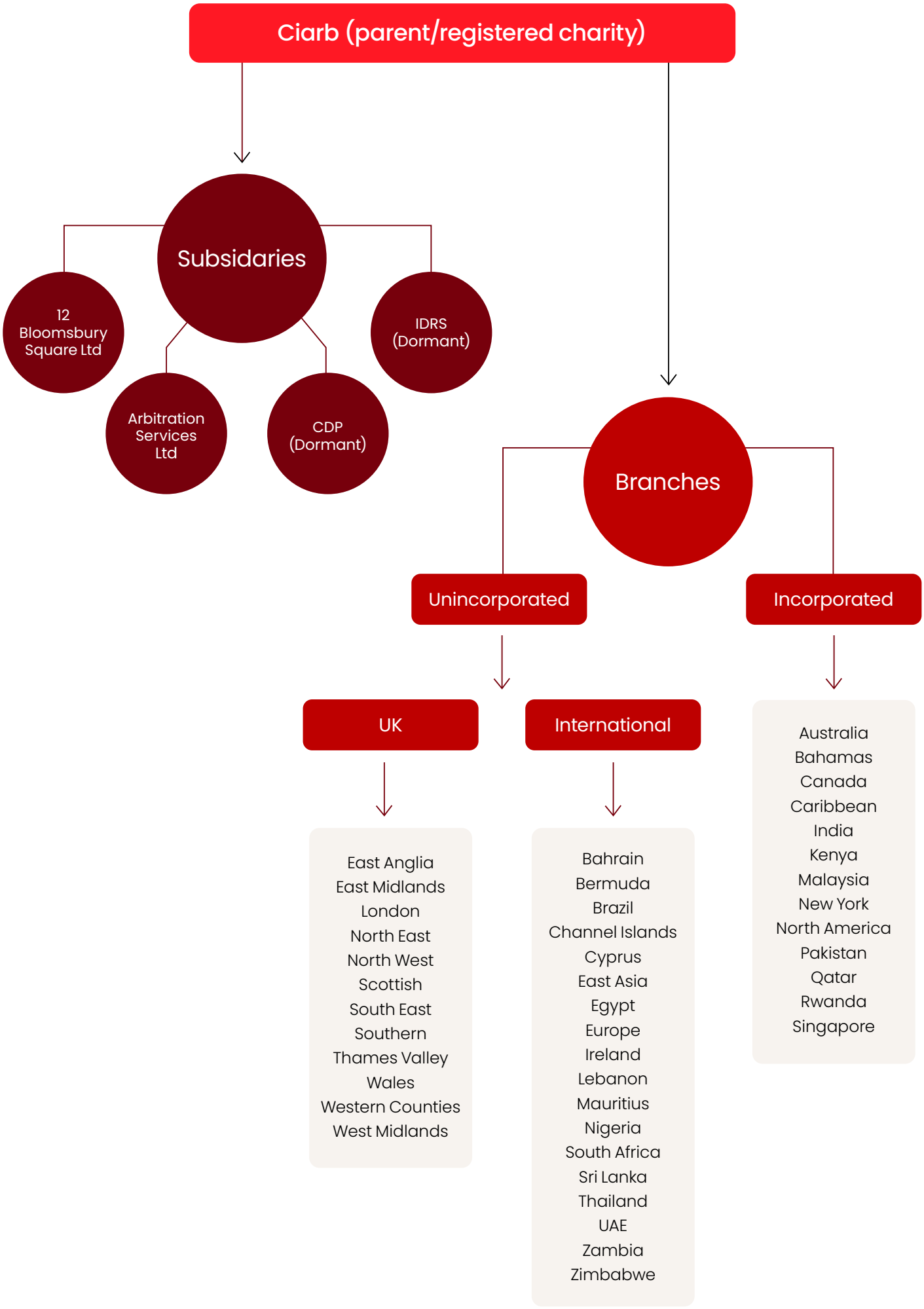
In addition to the incorporated Branches Ciarb has, for reasons of governance or financial efficiency, four wholly-owned subsidiaries:

- 12 Bloomsbury Square Limited: to provide facilities for dispute resolution hearings, conferences, training and other events.

- Arbitration Services Limited: to collect sponsorship income for Ciarb events.

- City Disputes Panel Limited: to supply conflict resolution solutions targeted to the City of London financial services industry (now dormant).

- Independent Dispute Resolution Services: to provide services for the avoidance, management and/or resolution of complaints and disputes (now dormant).


Ciarb (parent/registered charity)
Subsidaries
12 Bloomsbury Square Ltd
IDRS (Dormant)
Arbitration Services Ltd
CDP (Dormant)
Branches
Unincorporated
Incorporated
UK
International
East Anglia
East Midlands
London
North East
North West
Scottish
South East
Southern
Thames Valley
Wales
Western Counties
West Midlands
Bahrain
Bermuda
Brazil
Channel Islands
Cyprus
East Asia
Egypt
Europe
Ireland
Lebanon
Mauritius
Nigeria
South Africa
Sri Lanka
Thailand
UAE
Zambia
Zimbabwe
Australia
Bahamas
Canada
Caribbean
India
Kenya
Malaysia
New York
North America
Pakistan
Qatar
Rwanda
Singapore

Statement of Trustees' responsibilities

The Trustees (collectively the Board of Trustees or Board) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Board to prepare financial statements for each financial year which give a true and fair view of the situation of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

a. select suitable accounting policies and then apply them consistently;

b. observe the methods and principles in the Charities SORP;

c. make judgments and estimates that are reasonable and prudent;

d. state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

e. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Board is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Royal Charter and Bye-laws. The Board is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees is responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Board of Trustees has overall responsibility for ensuring that Ciarb has an appropriate system of controls, financial and otherwise, which will provide reasonable assurance that:

a. Ciarb is operating efficiently and effectively;

b. its assets are safeguarded against unauthorised use or disposition;

c. proper records are maintained and the financial information used within Ciarb is reliable;

d. Ciarb complies with relevant laws and regulations.

Governance attendance

Attendance at Board of Trustees meetings in 2023

Meetings held on 15 February, 21 & 21 June, 14 September and 8 & 9 November.

Name	Region	Attendance
Marion Smith KC FCIArb, Chair	Great Britain	4/4
Amb. (r) David Huebner C.Arb FCIArb, Deputy Chair	Americas	4/4
Paul Barrett C.Arb FCIArb, Honorary Treasurer	East Asia	4/4
Arran Dowling-Hussey FCIArb	Ireland	4/4
Lucy Greenwood C.Arb FCIArb	Great Britain	2/4
Andrew Miller KC FCIArb	Great Britain	4/4
Chikwendu Madumere C.Arb FCIArb	Africa	3/4
Dr. Theophile Margellos MCIArb	Europe	4/4
Dr. Caroline Kenny KC C.Arb FCIArb	Australasia	4/4
Prof. Dr. Mohamed Abdel Wahab C.Arb FCIArb	MENA	3/4
Ben Giaretta C.Arb FCIArb	Great Britain	4/4
John Bassie C.Arb FCIArb (stepped down as President in October 2023)	Americas	3/3
Jonathan Wood FCIArb (President from October 2023)	Great Britain	1/1
Nighat Dad – Joined November	Lahore	1/1
Ron Hamilton – Joined November	New York	1/1
Anita Kimber – Joined November	London	1/1
Charles Laganá Putz – Joined November	São Paulo	1/1
Rama Sridhar – Joined November	Singapore	1/1

Attendance at Sub-committee meetings in 2023

Audit and Risk Committee

Name	Attendance
Arran Dowling-Hussey FCIArb (Trustee)	5/5
Amb. (r.) David Huebner C.Arb FCIArb (Chair in February) (Trustee)	1/1
Julien Haye (Independent)	4/5
Louise McKay (Independent)	2/4
Andrew Miller KC FCIArb (Trustee)	3/5

Finance Committee

Name	Attendance
Paul Barrett C.Arb FCIArb (Chair) (Trustee)	6/6
Nicolas Crapp (Independent)	5/6
Ben Giaretta C.Arb FCIArb (Trustee)	6/6
Peace Joseph (Independent)	6/6
Maya Maros (independent) (resigned)	1/4

Governance Committee

Name	Attendance
Dr. Caroline Kenny KC C.Arb FCIArb (Chair) (Trustee)	5/5
Patricia Chale (Independent)	5/5
Chikwendu Madumere C.Arb FCIArb (Trustee)	5/5
Dr. Theophile Margellos MCIArb (Trustee)	5/5
Marion Smith KC FCIArb (Trustee)	5/5
Helen Suwannawongse (Independent)	5/5

Young Members' Group

Name	Attendance
Baptiste Rigaudeau MCIArb (Chair)	12/12
Cam Tu Vo Nguyen MCIArb (Vice Chair)	10/12
James Ahn	3/12
Tony Ngoa Chefor	5/12
Rita Anwiri Chindah ACIArb	9/12
Mohamed Gomaa	9/12
Travis Gonyou MCIArb	12/12
Yan Kalish MCIArb	8/12
Bethel Kassa	9/12
Noreen Kidunduhu MCIArb	3/12
Tatsuhiko Makino FCIArb	12/12
Trisha Mitra ACIArb	11/12
Mulopa Ndalameta MCIArb	11/12
Theominique Nottage MCIArb	8/12
Praveen Sandhu FCIArb	8/12
Arun Visweswaran ACIArb	5/12



Principal risks identification and management

The risks to which Ciarb is exposed together with controls and mitigations to manage such risks, are monitored on a regular basis by the Executive and the Audit and Risk Committee which reports to the Board.

Ciarb has an internal auditor which undertakes several internal audits in year based on identified risk. This is reported to the Audit and Risk Committee, which in turn reports to the Board which has ultimate responsibility for managing risk.

The principal risks, uncertainties and safeguards as identified in Ciarb's strategic risk register are set out below.

1. Failure to deliver digital transformation, organisational change and effective information governance

IT systems, networks or services completely or partially unavailable including the unsuccessful implementation of Ciarb's new systems and/or embedding systems across Ciarb resulting in systems not used effectively, business process errors, inefficiencies, and poor data management. Failure to ensure effective information governance protection, policies and procedures and that training is in place resulting in unauthorised access to systems, networks, services and data including loss, regulatory breach and fine, and inability to deliver services.

Key mitigating actions:

- Ensure back-up and business continuity plans are in place and are regularly reviewed.
- Continue internal communications and change management to embed use of systems.
- Implement data/information management governance and support staff to improve data management skills through training.
- Deliver relevant training to support staff to use systems safely and effectively and communicate regular reminders on key information governance issues.

2. Regulatory compliance including Branches

Failure to comply with regulatory requirements including at Branch and Chapter level. Failure of Branches to adhere to Branch Model Rules resulting in poor budgetary and financial controls for expenditure; misuse or loss of intellectual property; failure to comply with Charity Commission requirements to secure or protect charity assets (preventing the Board from discharging its fiduciary duty).

Key mitigating actions:

- Full review of Governance including changes to the Charter, Bye-laws and Regulations completed resulting in changes to Ciarb's governance structures.
- Complete full review of Branch Compliance.
- Complete review of information security and data compliance.
- Review of Ciarb's intellectual property and assets.
- Continue to communicate with Branches and Chapters about the importance of compliance.
- Improve Branches' and Chapters' understanding of compliance requirements.
- Review and, if necessary, introduce additional compliance measures.

3. Diminished stakeholder value including perceptions about qualifications

Failure to provide gold standard qualifications and compelling member offer including failing to remain relevant in a changing landscape thereby failing to demonstrate the value of membership which results in member attrition resulting in loss of income, leading to fewer resources to deliver services to members and damage to Ciarb's reputation.

Key mitigating actions:

- Fully implement the member offer to ensure value is delivered to members.
- Continue implementation of the education and training reform programme.
- Review and update the Recognised Course Provider Scheme.
- Maintain the quality assurance programme.
- Communicate the value of membership to existing and prospective members.

4. Ineffective governance

A lack of skills and expertise to enable the Board and sub-committees to be fully effective or compliant with Charity Commission requirements, discharge fiduciary duties and/or comply with Ciarb's constitution. Lack of oversight, lack of support and operational interference resulting in failure to deliver strategic priorities.

Key mitigating actions:

- Full review of the Charter, Bye-laws and Regulations completed with changes to governance including the creation of Board sub-committees.
- Appointed Trustees with a range of skills sets recruited to the Board.
- Recruitment onto new sub-committees based on skills and diversity.
- Creation of a governance manual in line with best practice including role descriptions.
- Maintain clear and regular communication and meetings with Board and sub-committees.
- Continue to deliver a clear and comprehensive induction process for new Trustees and sub-committees members.
- Regularly review governance documentation including regulations and governance manual.

All Ciarb's strategic risks are documented in its strategic risk register together with the controls and mitigating actions in place to ensure those risks are managed.



Investments

Ciarb's investments are managed with the objective of preserving and growing the invested capital ahead of inflation without taking undue risk, whilst generating a return on income commensurate to the risk of such investment.

Ciarb invests with Newton's Global Growth and Income Fund for Charities and Ruffer LLP Charity Assets Trust Acc. Newton's and Ruffer's charges are taken from the capital of the Fund. Ciarb monitors the performance of the Fund.

During 2023, £500,000 was divested from the Ruffer fund into cash. This decision was taken due to the volatility of the fund and the high level of interest currently payable from the bank due to increase in inflation. The fund and other treasury matters are regularly reviewed to ensure Ciarb receives the best return on its liquid assets.





Section five
Financial review

Financial Review

Basis of financial statements

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Review of transactions and financial position of Ciarb

The consolidated net assets of Ciarb decreased by £252,291 to £9,708,756. The Central operations surplus includes a decrease in the investment portfolio of £556,330, of which £500,000 was a divestment into cash and trading gains from Ciarb wholly owned subsidiaries 12 Bloomsbury Square Ltd of £220,726 and Arbitration Services Ltd a gain of £396. The deficit from the Branch operations includes a net translation loss of £207,967 relating to the net assets of international Branches.

The Group's principal sources of funding are membership subscriptions followed by the provision of education and training. These funds are used to support the achievement of Ciarb's overall objectives. In 2023 membership subscriptions including application fees increased 8% (2022: 15% increase) to £5,857,616 while the number of net members increased by 76 (2022: 517) to 17,474. Revenue from Education and Training activities increased by 2% on the previous year (2022: 12% decrease) at £2,207,888.

Membership subscriptions for 2023 compared to 2022

2023	Actual	Budget	Variance	2022	Actual	Budget	Variance
Fellow	2,105,572	2,150,498	-44,926	Fellow	1,918,185	1,902,334	15,851
Member	2,022,325	2,117,470	-95,145	Member	1,881,766	1,759,482	122,284
Associate	826,129	716,352	109,777	Associate	848,507	793,644	54,864
Retired	32,628	25,680	6,948	Retired	30,155	54,150	-23,995
Total	**4,986,654**	**5,010,000**	**-23,346**	**Total**	**4,678,613**	**4,509,610**	**169,003**

Scheme administration is presented in the SOFA under 'Appointment and scheme administration fees' which also includes Presidential Appointments operated by Ciarb's Dispute Appointment Service ("DAS") and the schemes operated by certain Branches. Fees from all such sources totalled £176,832 (2022: £206,859 and is made up of Headquarters £133,009 (2022: £138,922) and Branches £43,823 (2022: £67,937). Total costs for this area of operations are £454,968 (2022: £458,481).

Revenue from the room hire company, 12 Bloomsbury Square Ltd, showed an increase of 183% (2022: 317% increase) on 2022 levels to £690,527. This figure does not include the rooms hired to the parent charity for Education and Training and Governance meetings which were valued at £33,458 (2022: £33,076).

Arbitration Services Ltd ("ASL") received revenue of £6,978 relating to sponsorship income, a reduction of 47% from 2022. Expenditure of £6,582 resulted in a net surplus of £396.

City Disputes Panel Ltd ("CDP") had no net movements in 2023 and 2022 and is dormant. The balance sheet for CDP shows a deficit of £95,300 and is considered by the Trustees to be in material deficit. The balance relates entirely to a loan from Ciarb which has been fully provided for.

The consolidated surplus for the year after realised and unrealised investment losses and net translation losses, together with the accumulated balance at 31 December 2022 are as shown below:

	Accumulated Funds Year to 31 December 2023 £	Accumulated Funds Year to 31 December 2022 £
Restricted funds		
Kenyan Development Funds	-	78,148
Caribbean CIAMA Funds	8,818	-
General funds	9,699,938	9,882,899
	9,708,756	9,961,047

The restricted funds in the Caribbean Branch arise from the dissolution of the Cayman Islands Association of Mediators and Arbitrators (CIAMA) with all funds and Intellectual Property being transferred to the Caribbean Branch of Ciarb.

The restriction is that the funds be utilised solely for the purpose of providing ADR services in the Cayman Islands.

In the consolidated Balance Sheet, tangible and intangible fixed assets increased in the year from £7,474,129 to £7,866,530.

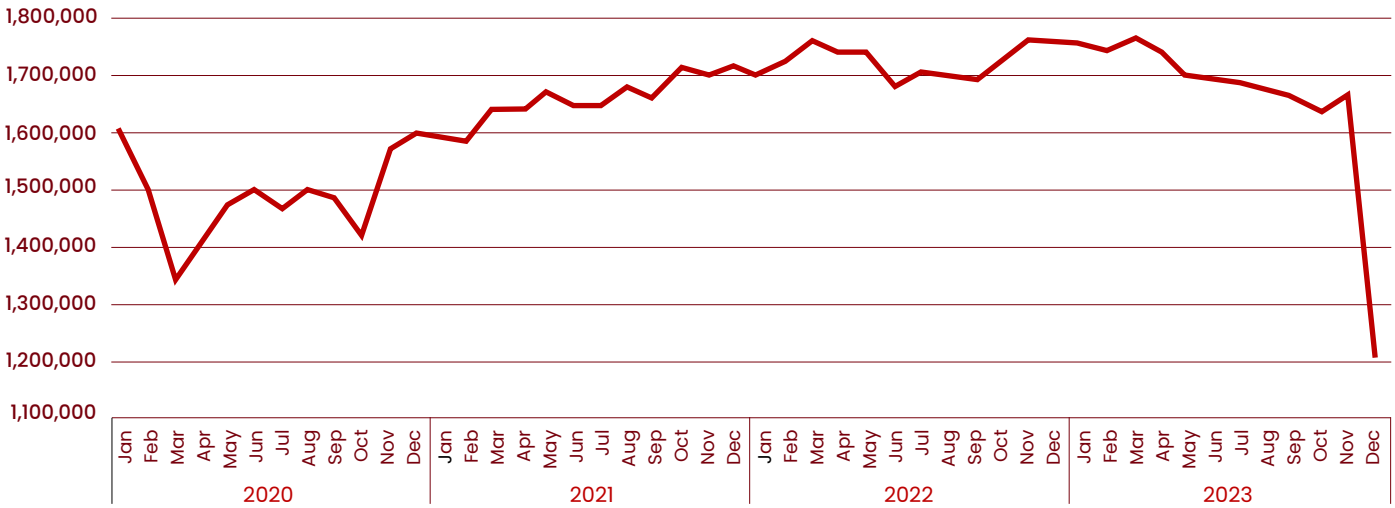
The net increase was related to additional purchases, mostly within software, net of depreciation and amortisation. A new classification of Trademarks was created in 2023.

Ciarb's investments are managed by Newton Investment Management and Ruffer LLP. The investment takes the form of dividend-paying shares in the Newton Growth and Income Fund for Charities and the Ruffer Charity Assets Trust Accumulation Fund.

After the £500k divested into cash the market value of investments decreased by 1% to £1,199,548.The performance of the investments is closely monitored to ensure returns are commensurate for the risk and the management fees – currently 0.6% and 1.0% respectively.

Investment value movement for 2020 to 2023

Four Year Investment Position



The significant drop at December 2023 represents the divestment into cash of £500,000 from the Ruffer fund.

Reserves policy

Ciarb's Board of Trustees has set a reserves policy to balance the provision of sufficient liquid reserves to deal with an emergency situation without tying up Ciarb funds unnecessarily. The reserves policy is as follows:

(a) Liquid reserves

The level of liquid reserves should be a minimum of three months' worth of regular expenditure, which for 2023 is budgeted as £1.8m. Liquid Reserves are made up of the investment portfolio which stood at £1.2m at the year end and central cash balances of £0.5m for a total of £1.7m.

(b) Overall reserves

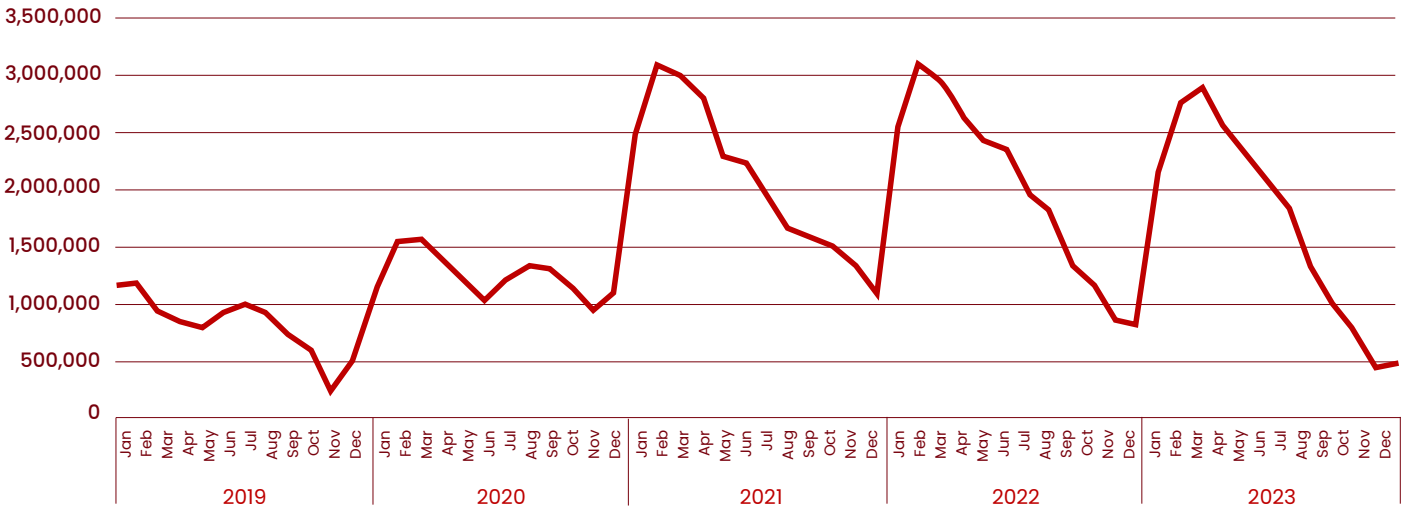
The level of overall reserves should be a minimum of six months' worth of regular expenditure, which for 2023 is budgeted as £3.7m.

Regular expenditure consists of the normal day to day expenditure of Ciarb and its operating subsidiaries. It excludes exceptional items such as costs relating to tribunals, international conferences and other matters which do not recur annually.

At times in the year when the cash balances at the London Headquarters (HQ) are low, an overdraft facility is arranged with HSBC such that the London HQ has access to liquid resources (the investment portfolio + £300,000 overdraft facility) of at least three months' worth of London HQ expenditure without having to affect the cash reserves held by the overseas Branches.

Cash movements for Ciarb and subsidiaries from 2019 to 2023

Combined 5 Year Cash Movement



Assets and Obligations

The net assets of Ciarb are available and adequate to fulfil the obligations of Ciarb.

Fundraising disclosure

Ciarb does not undertake any fundraising. All fundraising income is generated by ASL and stems from professional firms sponsoring Ciarb events.

Funds held as custodian

Ciarb holds funds from time to time on behalf of arbitrators and others as security for their fees and costs. These funds originate from the parties involved in the arbitration and are kept by Ciarb in a separate bank account and are not mixed with its own funds.

Re-appointment of the auditor

A resolution proposing the re-appointment of Moore Kingston Smith LLP as auditor to Ciarb will be put to the Trustees.

Signed on behalf of the Trustees:

Amb (r.) David Huebner
Trustee

3 September 2024

Paul Barrett
Trustee

3 September 2024

Section six
Independent Auditor's Report

Independent Auditor's Report to the Trustees Of The Chartered Institute Of Arbitrators for the year ended 31 December 2023

Opinion

We have audited the financial statements of the Chartered Institute of Arbitrators (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Undertaking Balance Sheet, the Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant Accounting Policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2023, and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statement is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report,

we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept adequate accounting records; or
- the parent charity's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out above, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions

of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.

- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.



We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's Trustees as a body, for our audit work, for this report, or for the opinion we have formed.

[Date]

Moore Kingston Smith LLP
Statutory auditor

9 Appold Street
London, EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.



Section seven
Financial statements

Consolidated Statement of Financial Activities for the year ended 31 December 2023

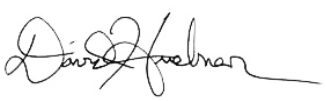
	Note	General Funds 2023	Restricted Funds 2023	Total Funds 2023	Total Funds 2022
		£	£	£	£
Income from:					
Charitable Activities:					
Membership related income	3	5,848,798	8,818	5,857,616	5,392,102
Education and training activities		2,207,888	-	2,207,888	2,163,083
Appointment and scheme administration fees	3	176,832	-	176,832	206,859
Other trading activities:					
Room Hire income		690,527	-	690,527	405,297
Income from fundraising events		6,978	-	6,978	13,187
Investments	4	88,048	-	88,048	36,858
Total income		9,019,071	8,818	9,027,889	8,217,386
Expenditure on:					
Raising funds:					
Room hire expenses	5	(917,882)	-	(917,882)	(707,838)
Charitable activities:					
Membership activities	5	(3,056,600)	-	(3,056,600)	(3,207,112)
Education and training	5	(4,586,432)	-	(4,586,432)	(3,989,878)
Scheme administration and other activities	5	(454,968)	-	(454,968)	(458,994)
		(8,098,000)		(8,098,000)	(7,655,984)
Total expenditure		(9,015,882)	-	(9,015,882)	(8,363,822)
Net (losses) / gains on investments	11(a)	(56,331)	-	(56,331)	39,981
Net income		(53,142)	8,818	(44,324)	(106,455)
Transfer between funds		(78,148)	(78,148)	-	-
Other recognised gains and losses:					
Net translation (losses) / gains relating to net assets of international branches		(207,967)	-	(207,967)	364,946
Net movement in funds	2(b)	(182,961)	(69,330)	(252,291)	258,491
Reconciliation of fund balances					
Fund balances brought forward at 1 January		9,882,899	78,148	9,961,047	9,702,556
Fund balances carried forward at 31 December		9,699,938	8,818	9,708,756	9,961,047

None of the Group's activities were acquired or discontinued during the above two financial years. The Notes on pages 81 to 112 form part of these financial statements.

Consolidated Balance Sheet for the year ended 31 December 2023

	Note	2023		2022	
		£	£	£	£
Fixed Assets					
Tangible Assets	9(a)		6,580,191		6,727,515
Intangible Assets	10		1,286,339		746,614
Investments	11		1,199,548		1,755,878
Total fixed assets			9,066,078		9,230,007
Current Assets					
Debtors	12	1,910,817		1,982,231	
Cash at bank and in hand		2,455,302		3,180,046	
		4,366,119		5,162,277	
Liabilities: Amounts falling due within one year	13	(2,874,458)		(3,535,317)	
Net Current Assets			1,491,661		1,626,960
Total Assets less Current Liabilities			10,557,739		10,856,967
Liabilities: Amounts falling due after more than one year	14		(848,983)		(895,920)
Net assets	15		9,708,756		9,961,047
Net assets represented by:					
Restricted Funds:					
CIAMA (Caribbean) Fund			8,818		-
Kenyan Development Fund	17		-		78,148
Unrestricted Funds:					
General fund	17		9,699,938		9,882,899
Fund balances carried forward at 31 December 2023			9,708,756		9,961,047

Approved by the Board of Trustees and authorised for issue on 3 September 2024 and signed on its behalf by:



Amb (r.) David Huebner
(Trustee)



Paul Barrett
(Trustee)



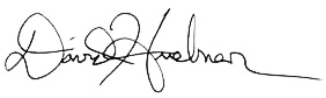
Catherine Dixon
Chief Executive Officer

The Notes on pages 81 to 112 form part of these financial statements.

Parent Undertaking Balance sheet for the year ended 31 December 2023

	Note	2023		2022	
		£	£	£	£
Fixed Assets					
Tangible Assets	9(b)		6,185,754		6,213,438
Intangible Assets	10		1,286,339		746,614
Investments:					
Managed	11	1,199,548		1,755,878	
Subsidiaries	11	439,630		468,049	
Total investments			1,639,178		2,223,927
Total fixed assets			9,111,271		9,183.979
Current Assets					
Debtors	12	2,305,524		2,469,130	
Cash at bank and in hand		1,534,073		2,026,607	
		3,839,597		4,495,737	
Liabilities: Amounts falling due within one year	13	(2,654,281)		(3,341,012)	
Net Current Assets			1,185,316		1,154,725
Total Assets Less Current Liabilities			10,296,587		10,338,704
Liabilities: Amounts falling due after more than one year	14		(848,983)		(895,920)
Net assets	16		9,447,604		9,442,784
Net assets represented by:					
Unrestricted Funds:					
General fund	16		9,447,604		9,442,784
Fund balances carried forward at 31 December 2023			9,447,604		9,442,784

Approved by the Board of Trustees and authorised for issue on 3 September 2024 and signed on its behalf by:



Amb (r.) David Huebner
(Trustee)



Paul Barrett
(Trustee)



Catherine Dixon
Chief Executive Officer

The Notes on pages 81 to 112 form part of these financial statements.

Consolidated Cash Flow Statement for the year ended 31 December 2023

	2023		2022	
	£	£	£	£
Cash flows from operating activities				
Net income for the financial year	(44,324)		(106,457)	
Adjustments for:				
Depreciation and amortisation	121,406		120,625	
Loss on disposal of fixed assets	-		83,681	
Loss / (Gain) on investments	56,331		(39,981)	
Dividends receivable	(15,132)		(16,051)	
Interest receivable	(78,562)		(20,807)	
Interest payable	62,079		30,286	
Decrease / (Increase) in debtors	71,414		(1,156,357)	
(Decrease) / Increase in creditors	(610,850)		1,339,557	
Cash from operations	(437,638)		234,496	
Interest paid	(62,079)		(30,286)	
Net cash generated from operating activities		(499,717)		204,210
Cash flows from investing activities				
Payments to acquire fixed assets	(647,817)		(964,583)	
Sale of investment	500,000		-	
Dividends received	15,132		16,051	
Interest received	78,562		20,807	
Net cash utilised by investing activities		(54,123)		(927,725)
Cash flows from financing activities				
Repayment of long-term loans	(96,945)		(203,982)	
Receipt / (Repayment) of hire purchase	-		(23,770)	
Net cash utilised by financing activities		(96,945)		(227,752)
Change in cash and cash equivalents in the reporting period		(650,785)		(951,267)
Cash and cash equivalents at the beginning of the reporting period		3,180,046		3,770,635
Change in cash and cash equivalents due to exchange rate movements		(73,959)		360,678
Cash and cash equivalents at the end of the reporting period		2,455,302		3,180,046
Notes to the cash flow statement				
Components of cash				
Cash at bank and in hand		2,455,302		3,180,046

The Notes on pages 81 to 112 form part of these financial statements.

Notes for the Accounts for the year ended 31 December 2023

1. General information

The Chartered Institute of Arbitrators ("Ciarb") is a charity registered in England and Wales, registration number 803725. It was formed in 1915, incorporated on 8 April 1923, and granted a Royal Charter on 6 February 1979. It became a charitable body on 19 July 1990. A new Royal Charter and Bye-laws were approved by members at an Extraordinary General Meeting on 28 October 2004 and became fully effective on 28 February 2005. Amended by order in Council on 6 August 2013. Further amendments to the Royal Charter and Bye-laws were approved by The Privy Council on 15 February 2023.

The charity is a public benefit entity and its principal activities are set out in the Trustees' Annual Report.

The Registered Office is: 12 Bloomsbury Square, London, WC1A 2LP.

2. Accounting Policies

(a) Basis of Accounting

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice. Accounting policies have been consistently applied except where noted below.

The financial statements are prepared in pounds sterling and rounded to the nearest £. The financial statements are prepared in pounds sterling and rounded to the nearest £.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

(b) Consolidation

The consolidated accounts incorporate the accounts of Ciarb and its subsidiaries made up to 31 December 2023. The result is consolidated on a line-by-line basis.

A separate Statement of Financial Activities is not presented for Ciarb itself. For the year ended 31 December 2023 the income of Ciarb was £8,245,715 (2022: £7,549,925), expenditure was £8,117,883 (2022: £7,653,413), its losses on investment assets were £56,331 (2022: gains of £39,981), its translation losses were £66,680 (2022: gains £185,194) and its net movement in funds was a surplus of £71,501 (2022: loss of £63,507).

(c) Going concern

Ciarb's accounts are prepared on the basis that it is a going concern. It continues to produce an annual surplus of income over expenditure and has set its 2024 budget

on the reasonable assumption that this will continue. With the residual impact of the Covid 19 pandemic, as well as the effect of the cost of living increases, the Trustees and management have re-assessed and updated the forecast and are confident there are sufficient reserves to continue operating for the foreseeable future. Ciarb continues to monitor events as they unfold, and the forward projections are updated accordingly.

The Trustees confirm that at the time of approving the financial statements, and based on their forecasts until 30 June 2025, there is a reasonable expectation that Ciarb has adequate resources to continue in operational existence for the foreseeable future. In arriving at this conclusion, the Trustees have taken account of current and anticipated financial performance in the current economic conditions, the approved planned 2024 budget surplus and Ciarb's reserves position. At 31 December 2023 Ciarb held unrestricted cash balances of £2.5m and unrestricted investments of £1.2m.

(d) Tangible Fixed Assets and Depreciation

Tangible fixed assets costing more than £1,000 are capitalised at cost.

Depreciation commences when an asset is brought into use and is calculated to write off the cost, less estimated residual values, of tangible fixed assets over their estimated useful lives. The annual depreciation rates and methods are as follows:

Freehold Land:	Nil
Improvements to Leasehold Premises:	Over the remaining period of the lease
Furniture and Fittings:	10% per annum on cost
Computer and Electronic Equipment:	$33^{1/3}$% per annum on cost

(e) Freehold Buildings

Freehold buildings are depreciated to the extent that the residual value is lower than the net book value, and valuations are obtained to support this.

(f) Intangible Fixed Assets and Amortisation

Intangible fixed assets costing more than £1,000 are capitalised at cost. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Amortisation commences when the asset is brought into use and is calculated to write off the cost, less estimated residual values, of intangible fixed assets over their estimated useful lives. The annual amortisation rates and methods are as follows:

Computer software: 20% per annum on cost

As a trade mark in the UK must be renewed every 10 years the useful estimated life of a trademark is easily given as 10 years and the trademark as such is being amortised over this time period.

(g) Leases

An asset and corresponding liability are recognised for leasing agreements that transfer to Ciarb substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease.

Lease payments are treated as consisting of capital and interest elements. Any interest is charged to the Statement of Financial Activities so as to produce a constant periodic rate of interest on the remaining balance of the liability.

All other leases are operating leases and the annual rentals are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

(h) Branches

The activities and funds of Branches established by Ciarb and governed by the Branch Model Rules, but not incorporated locally are regarded as those of Ciarb itself and are included by means of aggregation in the Accounts. Locally incorporated Branches are treated as subsidiaries as described in note 2(m).

(i) Foreign Currency Funds and Transactions

Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

Assets, liabilities, and results of overseas Branches are translated at the rate ruling at the balance sheet date. Exchange differences arising are recognised as other recognised gains and losses.

(j) Subscriptions, Fees and Services

Subscriptions, fees and services are included in the financial statements on the basis of amounts receivable in respect of the accounting period.

(k) Recognition of Income

Membership subscription income for the current year is recognised when received. Subscription income received in advance relating to subsequent years is deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

Income from administered dispute resolution schemes for case work is normally recognised either in accordance with relevant scheme contractual specifications or on conclusion of the case, that is, when a decision is made by the appointed dispute resolver or an outcome is agreed between the parties. Income from fees paid as retainers and similar arrangements is recognised on an accruals basis.

Education and training income relating to courses is recognised when the course has started. Room hire, event admission and all other income is recognised when the activity has taken place.

(l) Investments

Investments are included in the Balance Sheet at fair value at the Balance Sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

(m) Investments in Subsidiary Undertakings

Investment in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. Interests in subsidiaries

are assessed for impairment at each reporting date. Any impairment losses or impairment reversals are recognised immediately in the Statement of Financial Activities. The net asset values of the operating subsidiaries are disclosed in notes 10 (for UK subsidiaries) and 20(b) (for incorporated international Branches). They are consolidated on a line by line basis.

Incorporated Branches are treated as subsidiaries and the results of these are included within the consolidated results but not those of the parent undertaking. The results of other Branches are included in both the parent undertaking and consolidated results.

(n) Impairments

Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

(o) Allocation of Costs

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs that are directly attributable are allocated on a departmental basis and support costs added.

Head Office staff costs are apportioned to departments on an actual basis and accommodation costs according to assessed work area. Other Head Office costs, including Governance costs, are apportioned to departments on a reasonable basis. Please see note 5.

(p) Pensions

Ciarb operates a Defined Contribution Pension Scheme. Pension contributions are charged to the Statement of Financial Activities as incurred. These contributions are invested separately from Ciarb assets.

(q) Financial Instruments

The Group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments. All of its Financial Instruments are classified as "basic".

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument and are offset only when the Group currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised

in the Statement of Financial Activities for the excess of the carrying value of the debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in the Statement of Financial Activities.

Financial liabilities and equity

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of Ciarb after deducting all of its liabilities.

Other creditors

Other creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in administration costs and reallocated across charitable activities.

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

Stakeholder funds

Ciarb holds stakeholder funds on behalf of clients as a neutral in arbitration cases. These amounts are included within creditors above. This activity falls within Ciarb's strategic aim of global promoting the constructive resolution of disputes. By acting as a neutral with funds in escrow, Ciarb can ensure funds are distributed appropriately once an award is made.

(r) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(s) Charitable Status

Ciarb is registered as a charity, registration number 803725, and in consequence it is exempt from taxation on income arising from and expended on its charitable activities.

3. Income from charitable activities

	2023	2022
	£	£
Membership subscriptions and other income:		
Membership subscriptions	5,027,938	4,736,372
Events	453,813	167,608
Entry fees	152,884	138,268
Sundry Branch and other Income	222,981	349,854
	5,857,616	5,392,102
Appointment and scheme administration fees include:		
Administration and sundry fees	133,009	67,937
Presidential Appointments	43,823	138,922
	176,832	206,859

4. Investment Income

	2023	2022
	£	£
Bank interest received	72,916	20,807
Investment dividends received	15,132	16,051
	88,048	36,858



5. Expenditure

	2023			2022		
	Direct Costs	Support costs	Total	Direct Costs	Support costs	Total
	£	£	£	£	£	£
Membership activities	1,610,861	1,445,739	3,056,600	1,690,152	1,525,010	3,215,162
Scheme administration and other expenses	261,911	193,057	454,968	208,572	250,422	458,994
Education and training expenses	1,447,658	3,138,774	4,586,432	1,206,200	2,783,678	3,989,878
Total charitable activities	3,320,430	4,777,570	8,098,000	3,104,924	4,559,110	7,664,034
Room hire expenses	135,959	781,923	917,882	69,799	638,038	707,837
	3,456,389	5,559,493	9,015,882	3,174,723	5,197,148	8,371,871

Support costs:

Year to 31 December 2023

	Staff-related costs	Property costs	Depreciation/ amortisation	Governance	Admin	2023 Total
	£	£	£	£	£	£
Membership activities	731,741	54,698	3,206	67,307	588,787	1,445,739
Scheme administration and other expenses	(63,286)	(4,731)	(277)	26,404	234,947	193,057
Education and training expenses	1,594,912	119,220	6,989	145,421	1,272,232	3,138,774
Room hire expenses	566,790	60,503	12,401	9,988	132,241	781,923
Total	2,830,157	229,690	22,319	249,120	2,228,207	5,559,493

Room hire expenses relate to an allocation of overheads from Ciarb HQ.

Year to 31 December 2022

	Staff-related costs	Property costs	Depreciation/ amortisation	Governance	Admin	2022 Total
	£	£	£	£	£	£
Membership activities	779,595	46,256	3,663	121,393	574,103	1,525,010
Scheme administration and other expenses	(2,181)	(129)	(10)	43,467	209,275	250,422
Education and training expenses	1,431,755	84,951	6,728	219,940	1,040,304	2,783,678
Room hire expenses	488,344	38,535	12,676	8,380	90,103	638,038
Total	2,697,513	169,613	23,057	393,180	1,913,785	5,197,148

Allocation of costs

Staff costs are allocated to activities based on the actual cost, including on-costs, of the staff working in each activity.

Accommodation costs and Depreciation are allocated on the basis of the area occupied by each activity and Miscellaneous costs on the basis of the numbers of staff employed in each activity. Support costs are allocated on a basis which reflects the use made by the activity of each support cost centre.

6. Audit fees

	2023 £	2022 £
Audit:		
2023 audit	40,375	40,200
Prior year overruns	-	13,750
	40,375	53,950
Taxation services	18,500	9,500
Other services	96,825	48,561
	155,700	112,011

7. Staff Costs

	2023 £	2022 £
Wages and salaries	3,132,316	3,104,490
Employer's national insurance	354,460	329,213
Pension costs	245,829	237,550
Other staff costs	68,328	64,911
Total	3,800,933	3,736,164

Included within the above is £245,699 (2022: £243,257) of costs including employer's national insurance in respect of key management personnel.

The Chief Executive Officer is the only member of key management personnel. In addition, £28,370 (2022: £45,000) of costs were incurred in termination benefits.

The average number of employees by category during the year was:

	2023	2022
	No.	No.
Membership activities	10	8
Scheme administration and other expenses	8	6
Education and training expenses	15	13
Room hire expenses	9	3
General	57	64
Total number of employees	99	95

The number of employees whose emoluments fell into the following bands in excess of £60,000 was:

	2023	2022
	No.	No.
£60,000 to £69,999 per annum	5	4
£70,000 to £79,999 per annum	2	3
£80,000 to £89,999 per annum	3	1
£90,000 to £99,999 per annum	1	-
£100,000 to £109,999 per annum	1	2
£190,000 to £199,999 per annum	1	1
	13	11

Pension payments in respect of these thirteen employees (2022: eleven) in 2023 amounted to £76,514 (2022: £70,054).

8. Payments to Trustees

Members of the Board of Trustees receive no remuneration for their work as Trustees or for other work they may carry out for Ciarb, with the exception of that disclosed in Note 22(g). Trustees' expenses reimbursed during the year under review are as follows:

	2023 £	2022 £
Travel	23,222	14,880
Other	-	23
	23,222	14,903
Number of Trustees reimbursed in year	5	5

9. (a) Tangible Fixed Assets
Group undertaking

	Freehold land and buildings £	Improvements to leasehold premises £	Fixtures and fittings £	Computer and electronic equipment £	Total £
Cost					
As at 1 January 2023	6,254,339	316,987	263,835	79,936	6,915,097
Additions	4,552	-	26,074	4,958	35,584
Disposals	-	-	-	(16,855)	(16,855)
Foreign exchange	(31,560)	(77,002)	(58,041)	(12,279)	(178,882)
At 31 December 2023	6,227,331	239,985	231,868	55,760	6,754,944
Depreciation					
As at 1 January 2023	(15,525)	(8,687)	(115,275)	(48,098)	(187,585)
Charge for the year	(14,443)	(4,892)	(17,804)	(11,758)	(48,897)
Disposals	-	-	-	16,855	16,855
Foreign exchange	1,025	4,504	32,117	7,228	44,874
At 31 December 2023	(28,943)	(9,075)	(100,962)	(35,773)	(174,753)
Net book value					
At 31 December 2023	6,198,388	230,910	130,906	19,987	6,580,191
At 31 December 2022	6,238,814	308,300	148,560	31,841	6,727,515

9. (b) Tangible Fixed Assets
Parent undertaking

	Freehold land and buildings £	Improvements to leasehold premises £	Fixtures and fittings £	Computer and electronic equipment £	Total £
Cost					
As at 1 January 2023	6,129,402	9,569	174,034	47,718	6,360,723
Additions	4,552	-	15,471	3,618	23,641
Disposals	-	-	-	(16,855)	(16,855)
Foreign exchange	(2,282)	(4,961)	(36,997)	(4,724)	(48,964)
At 31 December 2023	6,131,672	4,608	152,508	29,757	6,318,545
Depreciation					
As at 1 January 2023	(12,002)	(8,687)	(92,709)	(33,886)	(147,284)
Charge for the year	(14,443)	(355)	(12,723)	(10,270)	(37,791)
Disposals	-	-	-	16,855	16,855
Foreign exchange	200	4,504	26,835	3,890	35,429
At 31 December 2023	(26,245)	(4,538)	(78,597)	(23,411)	(132,791)
Net book value					
At 31 December 2023	6,105,427	70	73,911	6,346	6,185,754
At 31 December 2022	6,117,398	882	81,325	13,832	6,213,437

Ciarb acquired the freehold of 12 Bloomsbury Square on 30 January 2001 at a net cost of £4,248,126. It acquired the freehold of 14 Bloomsbury Square on 23 September 2011 at a net cost of £1,733,355.

Depreciation of £nil is charged on listed Freehold Buildings as there is estimated to be no material difference between cost and residual value.

10. Intangible Fixed Assets
Group and Parent undertaking

	Software	Trademarks	Total
	£	£	£
Cost			
As at 1 January 2023	1,014,817	-	1,014,817
Additions	609,223	3,010	612,233
Disposals	(207,900)	-	(207,900)
At 31 December 2023	1,416,140	3,010	1,419,150
Amortisation			
As at 1 January 2023	(268,202)	-	(268,202)
Charge for the year	(72,509)	-	(72,509)
Disposals	207,900	-	207,900
At 31 December 2023	(132,811)	-	(132,811)
Net book value			
At 31 December 2023	1,283,329	3,010	1,286,339
At 31 December 2022	746,614	-	746,614

Of the net £536,714 increase in software fixed assets in 2023, £609,223 were additions to the new IT system from Ciarb HQ with £72,509 being amortisation charges.



11.Fixed Asset Investments

(a) Managed funds - Group and Parent Undertaking

	2023 £	2022 £
Cost		
At 1 January	1,078,519	1,078,519
Disposals	(77,348)	-
At 31 December	1,001,171	1,078,519
Fair Value		
At 1 January 2023	1,755,878	1,715,897
Disposals	(500,000)	-
Realised (loss) on investments	(45,107)	-
Unrealised (loss) / gain on investments	(11,223)	39,981
At 31 December 2023	1,199,548	1,755,878

The investments above are invested as follows:

	2023 £	2022 £
Newton Global Growth and Income Fund for charities	585,351	552,737
Ruffer LLP Charity Asset Trust Accumulation Fund	614,197	1,203,141

(b) Subsidiary undertakings - Parent undertaking

Ciarb had sixteen 100% owned subsidiary companies at 31 December 2023 (2022: sixteen). This includes four subsidiaries incorporated in England and Wales and twelve (2022: twelve) incorporated international Branches. Details of these Branches are included in note 19.

The four UK subsidiaries are:

Name	Co. Number	Principal activity
Arbitration Services Limited	01288642	Collecting sponsorship income for Ciarb events
The City Disputes Panel Limited	07121217	Dormant
12 Bloomsbury Square Limited	07057143	Provision of meeting rooms for hire
Independent Dispute Resolution Services Limited	05945475	Dormant

Fixed Asset Investments (continued)
(b) Subsidiary Undertakings – Parent undertaking (continued)

The twelve international subsidiaries are:

Name	Co. Number	Relationship
The Chartered Institute of Arbitrators (Australia) Limited	118131016	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
Chartered Institute of Arbitrators Bahamas Branch	61220 C	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
Chartered Institute of Arbitrators (Canada Branch) Incorporated	1018216-8	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	208/2014	Assets and monies held by the Branch remain under beneficial ownership of Ciarb under Branch bye-laws.
International Group of Arbitrators Berhad	1207883-A	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators Kenya Limited*	CLG-2GFKXD	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators (New York Branch), Inc.	5508705	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators (North America Branch), Inc.	5036735	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators (Pakistan)	0202228	Contractual relationship in the form of a collaboration agreement.
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	00451	To operate in the Qatar Financial Centre (QFC) it was necessary to establish a limited liability vehicle (the entity governed by the Articles of Association). Ciarb (the Royal Charter body) is the sole member of this company. For the rest of Qatar, the Branch is governed by the Branch Rules which are an approved variation of the Branch Model Rules.
Chartered Institute of Arbitrators – Ciarb Rwanda	1040/RGB/NGO/OC/05/2022	Contractual relationship in the form of a collaboration agreement.
The Chartered Institute of Arbitrators (Singapore) Limited	201001118N	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.

* The Kenya Branch was dissolved and reformed as an incorporated entity with its assets purchased as a cost of investment in subsidiaries. As there has been no loss to the charity overall, the net assets of the Branch transferred to the new incorporated entity, have been treated as the cost of investment in the new subsidiary in the prior year.

Investment in subsidiaries

	2023	2022
Cost brought forward	468,049	3,100
Acquisition	-	464,949
Foreign exchange	(28,419)	-
Cost carried forward	439,630	468,049

Fixed Asset Investments (continued)

(b) Subsidiary Undertakings – Parent undertaking (continued)

Financial information for the year ended 31 December 2023	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	682,997	6,978	-	-
Total expenses	462,271	6,582	-	-
Profit for the year	220,726	396	-	-
Net (liabilities) / assets	(166,520)	1,000	(95,300)	1,000

Financial information for the year ended 31 December 2022	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	405,297	13,187	-	-
Total expenses	330,732	5,141	-	-
Profit for the year	74,565	8,046	-	-
Net (liabilities) / assets	(387,245)	6,979	(95,300)	1,000

*Arbitration Services Limited declared gift aid of £nil (2022: £nil) and 12 Bloomsbury Square Limited declared gift aid of £nil (2022: £nil) to Ciarb during the year.

Financial information related to the international subsidiaries is disclosed in note 19(c).

12. Debtors

	Group		Parent undertaking	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	95,875	52,073	-	-
Other debtors	36,840	89,176	-	19,263
Stakeholder accounts	1,122,183	1,457,825	1,122,183	1,457,825
Amounts due from subsidiaries	-	-	541,579	646,889
Value Added Tax	109,721	50,208	102,907	65,675
Accrued income	253,895	123,527	251,727	73,201
Prepayments	292,303	209,422	287,128	206,277
	1,910,817	1,982,231	2,305,524	2,469,130

13. Liabilities: Amounts falling due within one year

	Group		Parent undertaking	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	104,171	154,180	104,171	154,180
Trade creditors	249,054	319,114	235,082	308,668
Other creditors	179,652	192,945	90,516	91,330
Taxation and social security	118,570	130,735	118,570	130,735
Stakeholder accounts	1,122,938	1,457,825	1,122,938	1,457,825
Accruals	654,540	608,995	569,854	551,532
Deferred income	445,533	671,523	413,150	646,742
	2,874,458	3,535,317	2,654,281	3,341,012

13. Liabilities: Amounts falling due within one year (continued)

Deferred income

	Group		Parent undertaking	
	2023	2022	2023	2022
	£	£	£	£
At 1 January	671,523	531,816	646,742	527,826
Income deferred	445,533	671,523	413,150	646,742
Amounts released	(671,523)	(531,816)	(646,742)	(527,826)
At 31 December	445,533	671,523	413,150	646,742

Membership income related to 2024 subscriptions received in 2023 and Education and Training income related to courses taking place in 2024 received in 2023 has been deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

The amount noted above includes Held Funds which at 31 December 2023 stand at £22,955.

13. Liabilities: Amounts falling due within one year (continued)

Deferred income

	Group		Parent undertaking	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	848,983	895,920	848,983	895,920
	848,983	895,920	848,983	895,920

Bank loans include two loans taken out in 2014 which were in connection with the purchase of 14 Bloomsbury Square. The loans are secured on the full value of the properties. The loans are basic financial liabilities and are set out in the table below.

14. Liabilities: Amounts falling due after one year (continued)
Group and parent undertaking

	Initial term	Rate	Original loan amount	Loan balance	
				2023	2022
	Yrs		£	£	£
2013 variable rate loan	10	Base + 3.25%	875,000	-	8,820
2014 fixed rate loan	17	2.38%	902,000	468,518	526,520
2014 variable rate loan	17	Base + 2.31%	902,000	484,636	529,500
				953,154	1,064,840
Less: Amounts falling due within one year				(104,171)	(154,180)
				848,983	910,660
Less: loan arrangement fee				-	(14,740)
				848,983	895,920



15. Group Funds Summary

	2023			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	9,699,938	9,699,938	8,818	9,708,756
Fund balances are represented by:				
Fixed assets	7,866,530	7,866,530	-	7,866,530
Fixed asset investments	1,199,548	1,199,548	-	1,199,548
Net current assets	1,482,843	1,482,843	8,818	1,491,661
Long term liabilities	(848,983)	(848,983)	-	(848,983)
Total net assets	9,699,938	9,699,938	8,818	9,708,756

	2022			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	9,882,899	9,882,899	78,148	9,961,047
Fund balances are represented by:				
Fixed assets	7,474,129	7,474,129	-	7,474,129
Fixed asset investments	1,755,878	1,755,878	-	1,755,878
Net current assets	1,548,812	1,548,812	78,148	1,626,960
Long term liabilities	(895,920)	(895,920)	-	(895,920)
Total net assets	9,882,899	9,882,899	78,148	9,961,047

16. Parent Funds Summary

	2023			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	9,447,604	9,447,604	-	9,447,604
Fund balances are represented by:				
Fixed assets	7,472,093	7,472,093	-	7,472,093
Fixed asset investments	1,639,178	1,639,178	-	1,639,178
Net current assets	1,185,316	1,185,316	-	1,185,316
Long term liabilities	(848,983)	(848,983)	-	(848,983)
Total net assets	9,447,604	9,447,604	-	9,447,604

	2022			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	8,977,835	8,977,835	-	8,977,835
Fund balances are represented by:				
Fixed assets	6,960,052	6,960,052	-	6,960,052
Fixed asset investments	1,758,978	1,758,978	-	1,758,978
Net current assets	1,154,725	1,154,725	-	1,154,725
Long term liabilities	(895,920)	(895,920)	-	(895,920)
Total net assets	8,977,835	8,977,835	-	8,977,835

17. Fund movements

Group

	At 1 January 2023	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2023
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	7,498,287	7,620,941	(7,448,910)	-	(129,518)	7,540,800
Branches	2,384,612	1,398,130	(1,566,972)	78,148	(134,780)	2,159,138
	9,882,899	9,019,071	(9,015,882)	78,148	(264,298)	9,699,938
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,882,899	9,019,071	(9,015,882)	78,148	(264,298)	9,699,938
Restricted funds						
Kenyan Development fund	78,148	-	-	(78,148)	-	-
CIAMA (Caribbean) fund		8,818			-	8,818
Total funds	9,961,047	9,027,889	(9,015,882)	-	(264,298)	9,708,756

	At 1 January 2022	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2022
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	7,157,668	6,926,569	(6,813,067)	-	227,117	7,498,287
Branches	2,495,040	1,271,827	(1,560,065)	-	177,810	2,384,612
	9,652,708	8,198,396	(8,373,132)		404,927	9,882,899
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,652,708	8,198,396	(8,373,132)	-	404,927	9,882,899
Restricted funds						
Kenyan Development fund	49,848	27,040	1,260	-	-	78,148
Total funds	9,702,556	8,225,436	(8,371,872)	-	404,927	9,961,047

The restricted funds held in the Kenyan Development funds have been transferred to unrestricted General funds following the purchase of a property and approval at the Kenya Branch AGM to transfer these funds, thereby satisfying the restriction.

17. Fund movements (continued)

Parent Undertaking

	At 1 January 2023	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2023
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	8,430,340	7,493,997	(7,344,800)	-	(60,407)	8,519,130
Branches	1,012,444	751,718	(773,083)	-	(62,604)	928,475
	9,442,784	8,245,715	(8,117,883)		(123,011)	9,447,605
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,442,784	8,245,715	(8,117,883)	-	(123,011)	9,447,605
Restricted funds						
	-	-	-	-	-	-
Total funds	9,442,784	8,245,715	(8,117,883)	-	(123,011)	9,447,605

	At 1 January 2022	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2022
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	7,752,723	6,931,128	(6,869,410)	-	615,899	8,430,340
Branches	1,568,374	618,767	(785,263)	-	(389,464)	1,012,414
	9,321,097	7,549,895	(7,654,673)	-	226,435	9,442,754
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,321,097	7,549,895	(7,654,673)	-	226,435	9,442,754
Restricted funds						
	-	-	-	-	-	-
Total funds	9,321,097	7,549,895	(7,654,673)	-	226,435	9,442,754

Headquarters above relates to the UK Head Office and the UK subsidiaries as per note 10b. Branches includes the international subsidiaries.

18. Reconciliation of movement in net debt

Group

	At 1 January 2023	Cash flows	Other non-cash changes	At 31 December 2023
	£	£	£	£
Cash and cash equivalents:				
Cash	3,180,046	(650,785)	(73,959)	2,455,302
Borrowings:				
Debt due within one year	(154,180)	111,685	(61,676)	(104,171)
Debt due after more than one year	(910,659)	-	61,676	(848,983)
Obligations under finance leases	45,010	-	(45,010)	-
	(1,019,829)	111,685	(45,010)	(953,154)
Total	2,160,217	(539,100)	(118,969)	1,502,148

	At 1 January 2022	Cash flows	Other non-cash changes	At 31 December 2022
	£	£	£	£
Cash and cash equivalents:				
Cash	3,770,635	(951,269)	360,679	3,180,045
Borrowings:				
Debt due within one year	(248,877)	206,782	(112,085)	(154,180)
Debt due after more than one year	(1,022,744)	-	112,085	(910,659)
Obligations under finance leases	45,010	-	-	45,010
	(1,226,611)	206,782	-	(1,019,829)
Total	2,544,024	(744,487)	360,679	2,160,216

18. Reconciliation of movement in net debt (continued)

Company

	At 1 January 2023	Cash flows	Other non-cash changes	At 31 December 2023
	£	£	£	£
Cash and cash equivalents:				
Cash	2,068,652	(481,429)	(53,145)	1,534,078
Borrowings:				
Debt due within one year	(154,180)	111,685	(61,676)	(104,171)
Debt due after more than one year	(910,659)	-	61,676	(848,983)
Obligations under finance leases	-		-	-
	(1,064,839)	111,685	-	(953,154)
Total	1,003,813	(369,744)	(53,145)	580,924

	At 1 January 2022	Cash flows	Other non-cash changes	At 31 December 2022
	£	£	£	£
Cash and cash equivalents:				
Cash	2,605,766	(298,777)	(280,382)	2,026,607
Borrowings:				
Debt due within one year	(248,877)	206,782	(112,085)	(154,180)
Debt due after more than one year	(1,022,744)	-	112,085	(910,659)
Obligations under finance leases	-	-	-	-
	(1,271,621)	206,782	-	(1,064,839)
Total	1,334,145	(91,995)	(280,382)	961,768

19. Capital Commitments and Contingent Liabilities

As of 31 December 2023, Ciarb had capital commitments of £16,312 for assets (2022: £49,029), comprising £12,212 in relation to office renovation (2022: £49,029) and £4,100 in relation to IT equipment (2022: £0). There is a cross guarantee in favour of Ciarb in respect of Ciarb's membership of the Chartered Institute of Arbitrators VAT group.

19. Branch Results

(a) England and Wales Branches

	2023			2022		
	Grants from central funds	Income	Expenditure	Grants from central funds	Income	Expenditure
	£	£	£	£	£	£
East Anglia	-	-	(1,500)	49	-	(1,187)
East Midlands	-	-	(20)	-	-	-
London	22,992	600	(11,221)	8,306	975	(10,543)
North East	-	54	(40)	-	-	(126)
North West	-	6,570	(4,849)	-	11,589	(13,003)
South East	599	3,123	(45)	1,134	1	(5,896)
Southern	-	-	(25)	-	-	-
Thames Valley	-	2,855	(4,601)	-	10	(803)
Wales	-	-	(4,960)	-	-	(1,933)
Western Counties	-	13	(166)	-	-	(45)
West Midlands	-	-	(863)	-	1,110	(2,548)
	23,591	13,215	(28,290)	9,489	13,685	(36,084)

(b) Scotland and international Branches

	2023		2022	
	Income	Expenditure	Income	Expenditure
	£	£	£	£
Bahrain*	-	-	-	-
Bermuda	20,530	(22,381)	3,981	(7,908)
Brazil	25,606	(26,903)	48,559	(53,712)
Channel Islands	-	(30)	18,419	-
Cyprus	40,320	(49,528)	6,057	(1,109)
East Asia	139,866	(160,831)	38,329	(117,127)
Egypt	4,987	(482)	2,670	7,161
Europe	24,668	(49,431)	-	(4,153)
Ireland	84,594	(102,415)	78,837	(115,496)
Lebanon*	-	-	-	-
Mauritius	4,344	(4,257)	3,659	(4,064)
Nigeria	196,150	(186,993)	214,676	(262,856)
Scotland	31,958	(35,005)	30,437	(30,555)
South Africa*	-	-	61	(553)
Sri Lanka	5,579	(1,350)	634	(1,018)
Thailand	838	(1,230)	1,821	(406)
UAE	54,822	(40,702)	67,510	(85,910)
Zambia	80,647	(63,254)	107,012	(70,214)
Zimbabwe*	-	-	-	-
	714,909	(744,792)	622,662	(747,920)

19. Branch Results (continued)
(b) Scotland and international Branches (continued)

*The financial statements for Bahrain, Lebanon, South Africa and Zimbabwe had not been received in time to be included in the aggregated Statement of Financial Activities or Cash flow Statement for Ciarb. These are not considered material to the final position on aggregation and consolidation. Their net assets as last reported are included as appropriate in the Consolidated and Parent Undertaking balance sheet. The results of Bahrain, Lebanon, Sri Lanka, Thailand and Zimbabwe were not included in last year's accounts.

(c) International subsidiaries (see note 10b)

	2023			
	Income	Expenditure	Surplus / (deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	58,607	(81,499)	(22,892)	108,977
Bahamas	12,197	(12,625)	(428)	33,081
Canada	17,942	(25,557)	(7,615)	57,007
Caribbean	26,925	(22,607)	4,318	41,226
Kenya	295,844	(303,257)	(7,413)	436,530
Malaysia	17,223	(30,090)	(12,867)	51,318
New York	35,685	(37,483)	(1,798)	85,047
North America	60,837	(128,912)	(68,075)	49,726
Pakistan	49,153	(37,176)	11,977	13,152
Qatar*	-	-	-	28,601
Rwanda	37,995	(17,931)	20,064	20,064
Singapore	34,004	(96,751)	(62,747)	227,784
	646,412	(793,888)	(147,476)	1,152,513

	2022			
	Income	Expenditure	Surplus / (deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	71,529	(45,478)	26,051	138,661
Bahamas	22,421	(30,965)	(8,544)	35,247
Canada	1,721	(20,004)	(18,283)	74,921
Caribbean	27,060	(30,793)	(3,733)	38,940
Kenya	270,026	(280,945)	(10,919)	464,949
Malaysia	27,271	(32,724)	(5,453)	70,400
New York	2,106	(12,906)	(10,800)	91,365
North America	21,095	(50,500)	(29,405)	123,964
Pakistan	103,355	(100,420)	2,935	2,711
Qatar	31,102	(30,271)	831	30,088
Singapore	75,342	(139,796)	(64,454)	300,921
	653,028	(774,802)	(121,774)	1,372,167

19. Branch Results (continued)
(c) International subsidiaries (see note 10b) (continued)

Grants from central funds are not included in the amounts shown as income in the above table but are included in income in note 17. Branch Income and Expenditure above excludes any translation gains or losses.

*The financial statements for Qatar have not been received in time to be included in the aggregated Statement of Financial Activities or Cash flow Statement for Ciarb. These are not considered material to the final position on consolidation. Their net assets as last reported are included as appropriate in the Consolidated Undertaking balance sheet.

Branch Assets/(Liabilities):

As at 31 December 2023	England and Wales Branches	Scotland and International Branches	International subsidiaries	2023 Total
	£	£	£	£
Fixed assets	-	12,919	394,440	407,359
Cash at bank and in hand	166,620	847,879	908,123	1,922,622
Debtors	15,161	53,876	52,177	121,214
Creditors	(396)	(89,437)	(202,227)	(292,060)
	181,385	825,237	1,152,513	2,159,135

As at 31 December 2022	England and Wales Branches	Scotland and International Branches	International subsidiaries	2022 Total
	£	£	£	£
Fixed assets	-	29,906	514,077	543,983
Cash at bank and in hand	162,317	1,099,327	990,860	2,252,504
Debtors	15,461	(94,406)	35,676	(43,269)
Creditors	(4,911)	(115,102)	(168,446)	(288,459)
	172,867	919,725	1,372,167	2,464,759

Branch assets and liabilities have been aggregated, or consolidated, within the main balance sheet headings.

19. Branch Results (continued)
(d) Analysis of Branch income and expenditure by category

Year to 31 December 2023	England and Wales Branches	Scotland and International Branches	International subsidiaries	2023 Total
	£	£	£	£
Income				
Grants	-	79,578	75,585	155,163
Meetings and seminars	7,024	143,362	203,925	354,311
Income from courses	2,533	351,813	273,586	627,932
Scheme income	-	14,431	29,392	43,823
Bank interest receivable	241	1,712	2,278	4,231
Other income	3,419	124,013	61,646	189,078
	13,217	714,909	646,412	1,374,538



19. Branch Results (continued)
(d) Analysis of Branch income and expenditure by category (continued)

	England and Wales Branches £	Scotland and International Branches £	International subsidiaries £	2023 Total £
Expenditure				
Branch office and administration expenditure	(4,429)	(257,984)	(302,203)	(564,616)
Branch meetings and ancillary costs	(12,157)	(214,962)	(234,088)	(461,207)
Course expenses	(5,576)	(190,744)	(196,254)	(392,574)
Scheme expenses	-	(5,297)	(47,425)	(52,722)
Other expenses	(6,129)	(75,805)	(13,918)	(95,852)
	(28,291)	(744,792)	(793,888)	(1,566,971)

Year to 31 December 2022	England and Wales Branches £	Scotland and International Branches £	International subsidiaries £	2022 Total £
Income				
Grants	-	155,860	71,742	227,602
Meetings and seminars	11,157	119,122	40,442	170,721
Income from courses	-	230,157	360,277	590,434
Scheme income	-	19,294	48,643	67,937
Bank interest receivable	286	3,497	1,764	5,547
Other income	2,242	94,732	130,160	227,134
	13,685	622,662	653,028	1,289,375
Expenditure				
Branch office and administration expenditure	(4,801)	(299,498)	(305,719)	(610,018)
Branch meetings and ancillary costs	(21,719)	(174,944)	(218,941)	(415,604)
Course expenses	(3,573)	(217,857)	(182,720)	(404,150)
Scheme expenses	-	(5,404)	-	(5,404)
Other expenses	(5,991)	(50,217)	(67,422)	(123,630)
	(36,084)	(747,920)	(774,802)	(1,558,806)

The above figures for England and Wales do not include grants from central funds made during the year. Figures for Scotland and International Branches and subsidiaries do not include the effect of net translation gains.

20. Pension Obligations

Ciarb and its subsidiary companies make contributions to employee defined contribution pension schemes. Contributions in the year amounted to £229,740 (2022: £231,700). At the year-end there were no prepaid contributions (2022: £nil). Outstanding pension contributions, included within other creditors, were £nil (2022: £nil). The assets of the schemes are invested and managed independently of the finances of Ciarb.

21. Indemnity Insurance

Ciarb paid a premium during the year of £13,831 (2022: £29,866) under a professional indemnity and trustee indemnity insurance policy to protect Ciarb and its Trustees against loss arising from the neglect or default of its Trustees, agents or employees, arising in the course of Ciarb's business.

22. Related party transactions

Related party transactions with the subsidiaries set out in note 10(b) are as follows:

(a) 12 Bloomsbury Square Limited ("12BSL")

Under an operating agreement signed on 21 December 2009, 12BSL has a licence to use the property of 12 Bloomsbury Square to carry out a room hire business. Ciarb recharged 12BSL £336,363 (2022: £266,416) of costs under this agreement during the year. In addition, Ciarb makes use of meeting rooms at the property from time to time. 12BSL charged Ciarb £33,458 (2022: £33,076) for these rooms during the year.

Gift Aid distributions of £nil (2022: £nil) were paid by 12BSL to Ciarb. At the end of the year, the balance owing to Ciarb was £320,209 (2022: owing to Ciarb £554,122).

(b) Arbitration Services Limited ("ASL")

Gift Aid distributions of £nil (2022: £nil) were paid by ASL to Ciarb. At the year-end, the balance owing to Ciarb was £2,862 (2022: £nil).

(c) The City Disputes Panel Limited ("CDP")

At the year end, the balance owing to Ciarb was £95,300 (2022: £95,300), of which £95,300 (2022: £95,300) cumulative has been provided for in Ciarb's books.

(d) Independent Dispute Resolution Services Limited ("IDRS")

At the year end, the balance owing from Ciarb was £1,000 (2022: £1,000).

(e) Institute of Family Law Arbitrators Limited (IFLA)

Ciarb together with Solicitors Family Law Association and Family Law Bar Association has set up a not-for-profit company, IFLA. The company is limited by guarantee and all three parties are equal members in the company. The purpose of IFLA is to promote the use of family arbitration as an alternative method of dispute resolution in family proceedings in England and Wales. IFLA was dormant during 2023 and Ciarb has made no investment in it during the year (2022: £nil).

(f) International subsidiaries

Ciarb collects Branch subscriptions on behalf of these subsidiaries during the year and pays this income to the Branches in two annual instalments. In addition, where Branches carry out training courses, Ciarb charges the Branches for training materials as well as for marking, moderation and assessment fees. Relevant information is set out in the tables below.

22. Related party transactions (continued)

Party	2023 Subscriptions received	Branch training charges made	Balance owing to/ (from) Ciarb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	155,052	-	5,655
Chartered Institute of Arbitrators Bahamas Branch	16,573	1,728	6,213
Chartered Institute of Arbitrators (Canada Branch) Incorporated	119,447	5,304	6,154
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	61,625	3,384	-
The Chartered Institute of Arbitrators Kenya Limited	106,246	72,348	97,567
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	117,666	1,218	(1,898)
The Chartered Institute of Arbitrators (New York Branch), Inc.	62,971	3,672	3,264
The Chartered Institute of Arbitrators (North America Branch), Inc.	153,946	14,243	54,999
Chartered Institute of Arbitrators (Pakistan Branch) Incorporated	11,479	8,316	8,315
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	75,155	4,002	31,093
The Chartered Institute of Arbitrators (Singapore) Limited	191,725	6,264	3,770

Party	2022 Subscriptions received	Branch training charges made	Balance owing to / (from) Ciarb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	149,606	2,082	5,655
Chartered Institute of Arbitrators Bahamas Branch	15,496	576	6,213
Chartered Institute of Arbitrators (Canada Branch) Incorporated	114,026	792	850
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	61,352	7,848	922
The Chartered Institute of Arbitrators Kenya Limited	94,932	82,575	92,316
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	116,916	-	(3,116)
The Chartered Institute of Arbitrators (New York Branch), Inc.	61,984	-	522
The Chartered Institute of Arbitrators (North America Branch), Inc.	147,706	6,490	54,870
Chartered Institute of Arbitrators (Pakistan Branch) Incorporated	-	-	-
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	77,103	5,940	27,091
The Chartered Institute of Arbitrators (Singapore) Limited	178,511	10,260	(2,494)

22. Related party transactions (continued)

(g) Payments to Trustees

	2023	2022
	£	£
Trustees' expenses:		
Arran Dowling-Hussey	887	1,147
Caroline Kenny	6,793	1,843
David Huebner	3,801	8,794
David Kariuki Muigua	-	898
Jonathan Wood	8,807	2,221
Paul Barrett	2,934	-
	23,222	14,903

	2023	2022
	£	£
Other remuneration:		
Tutor fees		
Ben Giaretta	3,700	-
Jonathan Wood	310	-
	4,010	-
Neutral fees		
Ben Giaretta	200	-
	200	-

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Annual Report 2022

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Section one
Introductions

President's report



Jane Gunn FCIArb

It has been an incredibly exciting year as your President, witnessing up-close Ciarb's transformation to an even stronger global membership organisation with a clear purpose, under the superb leadership of our Board and of our Director General, Catherine Dixon. I take this opportunity to thank them, and Ciarb's staff team, for all their support.

Throughout the year, we entered into a series of collaborations to enable practising and aspiring dispute resolution professionals to access world-class internationally recognised training, and to join our global and diverse membership.

We agreed training arrangements with the British Virgin Islands International Arbitration Centre, the Saudi Centre for Commercial Arbitration, and the Oman Commercial Arbitration Centre. We delivered training in Peru and Costa Rica and are working with our Brazil Branch to grow Ciarb's membership and extend our presence across South and Central America. We also, through our newly formed Pakistan Branch, delivered mediation training to members of the Pakistan judiciary.

Each of these initiatives paved the way for more dispute resolution professionals to be trained and qualified to Ciarb's high technical and ethical standards. It is through these agreements that we lay the foundations for the expansion of the use of private dispute resolution globally.

Ciarb's community is truly global and I was delighted to support our international network through a range of virtual and in-person speaking engagements. These included the:

- **Brazil Investment Forum,** hosted by Ciarb Brazil Branch
- **Mediation: Some topical considerations event,** organised by Ciarb Qatar and UAE Branches
- **Mediation Symposium 2022,** organised by Ciarb HQ
- **Ciarb Kenya Mediation Conference,** arranged by Ciarb Kenya Branch

I was honoured to lead the opening address at the ICCA Congress gala dinner, which was sponsored by Ciarb. More than 1,500 of us gathered in person for the first time in four years in Edinburgh, Scotland. It was an even greater honour to meet and connect with so many of our members throughout the event, including three former Ciarb Presidents - Francis Xavier C.Arb FCIArb, Ann Ryan Robertson C.Arb FCIArb and Jeffrey Elkinson C.Arb FCIArb.

In November, I addressed Ciarb's Branch Chairs, Trustees and Executives at the 2022 Congress dinner. Again, many of us had not met face-to-face for three years and it was wonderful to listen and learn from one another, as well as to recognise and celebrate the achievements of Ciarb's members and our global and diverse network.

Francis Xavier C.Arb FCIArb and I met again at the 2022 Alexander Lecture, where Francis shared his views on the part dispute resolution practitioners can play in resolving global conflict. Francis brilliantly encapsulated my long-held belief that we need to encourage people from all walks of life to apply the principles of mediation and conflict management in their lives – professional and personal. We have a unique opportunity to play our part in embedding the principles of effective dispute resolution and conflict management to create a more harmonious and peaceful global community.

As I stand down from the 2022 Ciarb Presidency, our commitment to promoting effective dispute resolution and the benefits it brings to societies and economies around the world has never been more important. I am confident that mediation, arbitration and adjudication can play a crucial role in supporting society, and our planet, now and into the future.

I am honoured to have played a small role in the continued success of Ciarb and pass on my good wishes to my successor John Bassie JP LLM C.Arb FCIArb, Ciarb's President in 2023.

Until we meet again.

Jane Gunn FCIArb
The Barefoot Mediator







Chair of the Board of Trustees



Jonathan Wood FCIArb

2022 was the second year of Ciarb's Strategy for 2021-2023, and we made significant progress in delivering against our strategic aims and in securing essential governance reform for Ciarb.

Thank you to those members who joined us at the Extraordinary General Meeting, September 2022, where we reviewed and voted on the proposed changes to our constitutional documents. Following our members' overwhelming vote in support of the changes to our Charter and Bye-laws, these were put forward to the Privy Council and approved in February 2023.

We didn't stand still. While awaiting the approval of the Privy Council, we set up several sub-committees of the Board. These include a Finance Committee, Nominations Committee, Governance Committee, and a newly constituted Audit and Risk Committee. We also created a series of special interest groups covering technology, sustainability and adjudication.

We created a working group to inform the Law Commission's review of the Arbitration Act 1996. We also responded to the UK Government's consultation on whether to sign the Singapore Convention on Mediation, collecting the views of our international membership to shape our input. Working closely with Ciarb's global mediator members, we responded to the proposal to introduce mandated mediation in England and Wales. We also launched a new guideline on the use of Technology in International Arbitration. Thank you to all our members who contributed to this important work.

We increased our global membership, continued to build even closer working relationships with our Branch committees through regular discussion and consultation, and delivered training to over 4,700 candidates globally.

Our Branches played an integral part in facilitating greater access to justice. Congratulations to Ciarb Nigeria Branch for its tireless work over the past 17 years, which culminated in 2022 with the adoption of the country's Arbitration and Mediation Bill. The work of our colleagues at Ciarb Nigeria is just one example of the commitment, determination and resilience I have witnessed throughout our global community this year.

Ciarb Pakistan Branch opened this year, our 42nd Branch, at a pivotal time for the country. The Branch will be heavily involved in supporting Pakistan to transform its over-burdened legal system and in driving its economy forward by providing effective dispute resolution to strengthen investor trust.

Ciarb's accomplishments in 2022 were made possible by the dedication of our members, who generously and voluntarily contribute their time and expertise through our governance structure, Branches, faculty, policy initiatives and events.

Special thanks must go to Ann Ryan Robertson C.Arb FCIArb, our outgoing 2021 President. A welcome and thank you to Jane Gunn FCIArb, Ciarb's President, for all her support over the year. I also take this opportunity to thank my Board colleagues, our Director General, and the wider Ciarb team for their hard work.

It has been an honour to serve as Chair of the Board of Trustees. I congratulate Marion Smith KC FCIArb on her 2023 appointment as Chair and wish her and the Ciarb team continued success. I will continue to support Ciarb as Deputy President before taking on the role of President in 2024.

Jonathan Wood FCIArb
Chair of the Board of Trustees
Ciarb President 2024









Director General



Catherine Dixon MCIArb

Ciarb performed strongly in 2022 and I take this opportunity to thank Ciarb's Board, Branches, Committees, working groups, faculty, volunteers, members and staff for all their support and hard work on behalf of the Institute over the course of the year.

This is the second year of Ciarb's strategy and despite a world still emerging from Covid, geopolitical conflicts and rising inflation, I'm delighted to confirm a strong financial performance resulting in income growth of around 9% as a consequence of increased membership and uptake of our courses.

By the end of the year, Ciarb's membership had grown to its highest ever numbers with 17,398 professional members. We also trained and engaged significant numbers of professionals through our education and training, events and as part of our online global community.

Importantly, we also secured agreement from the Privy Council and members for vital changes to our Governance, including the power to award the new designation of Chartered Adjudicator.

Ciarb continues to play an influential role globally, promoting the value of effective dispute resolution, advocating for its wider adoption, and leading best practice. In 2022, we:

- Represented our members' views when attending and contributing to UNCITRAL (the United Nations Commission on International Trade Law) Working Groups II and III which had a direct impact on policy development in international arbitration and adjudication.

- Supported members with best practice, publishing our Use of Technology in International Arbitration Guideline.

- Influenced the development of legislation through consultation responses and by supporting our Branches. We submitted responses to UK consultations on joining the Singapore Convention on Mediation, the proposed introduction of automatic referral to mediation, and the review of the Arbitration Act 1996 to which we contributed significantly. We supported Branches with legislative and policy change of relevance in their jurisdictions.

- Demonstrated our commitment to diversity and inclusion by supporting the equal representation pledges, implementing inclusive policies on events and education and training, and supporting International Women's Day.

As a truly global institution, Ciarb identified developments and trends, highlighting these to members to support their practice in a rapidly changing world. For example, we:

- Responded to the issues arising from geopolitical events by creating the six-part webinar series **Commercial Stability in a World of Conflict**, in association with JAMS. Over 2,500 people registered to watch these complimentary webinars live. They are now available to view through our YouTube channel.

- Delivered ongoing learning opportunities focused on topics including developments in the choice of law in international arbitration; pre-hearing practicalities; international construction industry trends - climate change disputes; and how to get your first arbitration appointment to name a few. Also, Sir Geoffrey Vos, the Master of the Rolls in England and Wales delivered a thought leadership speech on mandating mediation – the digital solution.

- Grew our Branch network, launching the new Ciarb Pakistan Branch with the support of the Chief Justice of Pakistan and prominent members of the Pakistan judiciary. This resulted in Ciarb delivering mediation training to the judiciary and senior practitioners in Pakistan. Branches in the Americas, Africa and APAC held their own regional conferences and many of our Branches including those in Singapore, East Asia, UAE, the Americas, Africa, and the UK delivered ongoing learning, CPD/CLE and training to members locally and regionally.

- Represented Ciarb at key global events either by sponsoring, speaking and/or attending. These included the International Council of Commercial Arbitration Congress (ICCA), Istanbul Arbitration Week, London International Disputes Week and Paris Arbitration Week. Also, I was proud to join IFCAI (the International Federation of Commercial Arbitration Institutions as a Council member, representing the views of our members at this forum.

- Focused on how members can gain appointments at our Congress in London. This was attended by representatives from our Branches from around the world.

We believe that dispute resolution should reflect the society it serves. To achieve that, we must attract and train professionals from diverse backgrounds who can bring a range of experience and skills to the profession. In 2022, we:

- Trained 10% more people through our high-quality courses and assessments. We thank our worldwide faculty for enabling us to train more people than ever before.

- Agreed competence frameworks which identify the minimum level of competences expected from our members at different levels of our membership.

- Extended our reach through training agreements with a range of international arbitral organisations.

- Laid the foundations for new Branches in the Kingdom of Saudi Arabia, Oman, Peru and Rwanda.

- Reached almost 8,000 people through 27 events, across different formats and time-zones to widen global accessibility. Our thanks go to the impressive range of speakers from around the world who made these events possible.

- Launched Ciarb's new brand to improve perceptions and relevance within the global dispute resolution sector.

- Supported the next generation of professionals by sponsoring the Vis East Moot and Vis Moot, and co-hosting the London Pre-Moot with Fox Williams LLP.

- Increased our social media following by 21%. Our LinkedIn following alone grew to 76,000 compared to 61,000 at the end of 2021.

- Made more appointments through our Dispute Appointment Service.

We continued to improve Ciarb's operational performance and governance by implementing a new payment platform for members; supporting Branches with an Extranet; improving quality assurance in education and training; and by implementing improvements to governance through, for example, the creation of new and revised sub-committees to support the Board.

In 2023, we will:

- Continue to develop our role as a global thought leader through our policy work with UNCITRAL, developing guidelines, working more closely with global institutions, and continuing to develop our world leading Journal.

- Expand our global reach in Africa, MENA and South America.

- Implement changes to our governance including developing a process for obtaining our new Chartered Adjudicator designation from 2024.

- Improve the quality of our education and training through the introduction of competences.

- Deliver quality, relevant events that support our members' practice.

- Improve our members' experience through the launch of a new website, member portal and directory, supported by a new customer relationship management system and content management system.

- Learn more about our members to enable us to support diversity and inclusion within the sector and better serve our members' needs.

We recognise the inevitable impact the challenging macro environment may have on our members. We are confident that the changes we are making at Ciarb will ensure we continue to deliver the right support, training, tools and guidance to equip our members for practice today and in future.

It is an honour and privilege to serve as Ciarb's Director General. We have an outstanding leadership and staff and I take this opportunity to thank them for their commitment to Ciarb.

Catherine Dixon MCIArb
Director General



I have been a Fellow since 2013 and became a Chartered Arbitrator in 2022. Ciarb membership transformed my professional and academic life, and it was even the source of my first appointment as an arbitrator. Networking opportunities are vast and real, and through Ciarb I have engaged with qualified professionals and made friends in all continents. I wear my post-nominals with great satisfaction and pride. They are definitely not easy to get. And they remind me all the time of our strong ethical and professional commitments to the Ciarb values and goals and to each other as members of this incomparable international community.

Cesar Pereira C.Arb FCIArb,
Partner at Justen, Pereira,
Oliveira & Talamini,
Lawyer and Arbitrator
based in São Paulo,
Brazil



Membership at Ciarb has been excellent for me to learn from many members who are focused on arbitration, and to be able to give back to the community. I have served the Singapore Branch as their treasurer for a few years now, and being part of this vibrant community has been a privilege.

The future for Ciarb is exciting with a number of new initiatives, thought leadership and events under development. The participation of the members in the development of these initiatives and the energy that converges is very exciting and promises significant value for the members.

Chaitanya Arora ACIArb,
Managing Director, Secretariat International





After thirty years in practice at an international law firm, I am now an independent arbitrator and a lecturer at Sciences Po Law School. I have benefitted greatly from my Ciarb membership and, in particular, from the training that I received through courses and a pupillage while on the path to Fellow and Chartered Arbitrator status.

As a result of the Ciarb's practical training in relation to case management and the drafting of procedural orders and awards, when I received my first appointment as sole arbitrator, I had the necessary skills to assume this role. Since then, I have found the Ciarb's programme of seminars and series of practice guidelines to be immensely helpful in keeping up to date with best practices in international arbitration.

Patricia Peterson C.Arb FCIArb,
Independent Arbitrator,
Peterson//ADR



Section two
Ciarb

The role of Ciarb

Ciarb (the Chartered Institute of Arbitrators) is an independent, charitable membership organisation committed to supporting effective dispute resolution globally. Ciarb champions all aspects of dispute resolution across arbitration, mediation and adjudication, setting robust ethical standards.

Our international membership spans 150 jurisdictions, connected through over 40 active Ciarb Branches worldwide. We support our members with learning and networking opportunities, qualifications, mentorship, research and resources, events and best practice guidance.

Our vision is a world where disputes are resolved promptly, effectively, and creatively.

We see a world where everyone, everywhere understands the value of effective dispute resolution. Where people, regardless of their economic or social background, can access justice that's fair and effective. Enabling people to move forward together. Ensuring society prospers.

We believe that our strategic aims will help us achieve our vision and demonstrate commitment to our mission:

"Ciarb's mission is to be the inclusive global thought leader on dispute resolution, promoting and facilitating the creative and effective resolution of disputes, supporting diversity and inclusion and ensuring practitioners are highly trained and comply with professional standards and ethical rules."

Object and strategy

Ciarb's object as set out in our Royal Charter and revised in February 2023 is:

'To promote and facilitate worldwide the determination of disputes by all forms of private dispute resolution other than resolution by the court (collectively called 'private dispute resolution').[1]

2022 was the second year of our three-year strategy and, as set out in this annual report, we made great strides towards achieving our ambitions. Our strategic aims are:

Strategic Aim 1: Globally promote the constructive resolution of disputes.
Strategic Aim 2: Be a global, inclusive thought leader.
Strategic Aim 3: Develop and support an inclusive global community of diverse dispute resolvers.

You can read Ciarb's full strategy at ciarb.org/strategy.

Public benefit

As a registered charity in England and Wales, Ciarb delivers a range of public benefits:

Ciarb works with Institutions, Governmental and other bodies around the world to ensure legislation governing dispute resolution is effectively drafted in a way that is consistent with the public interest, benefitting end-users and wider society. We promote, worldwide, the concept that private dispute resolution may be adopted as a genuine alternative to litigation in the courts through the use of flexible and sensible procedures which avoid unnecessary expense and delay, and which benefit societies. We are proud of the work

[1] Ciarb Royal Charter and Bye-laws, 15 February 2023.

that our Branches do in this regard. See page 19 onwards for more information on how we do this.

Capacity-building is a key activity for Ciarb. Our aim is to increase the number of qualified dispute resolvers around the world, expanding capacity in the system and widening access to justice. We recognise that in some jurisdictions complex and expensive judicial systems can hinder access to justice. We promote and build capacity for private dispute resolution as a cost-effective, timely and credible alternative for resolving differences. We raise awareness of dispute resolution in other jurisdictions through education and supporting development of Branches. In 2022, we delivered training for the first time in Cameroon, Costa Rica, Oman, Pakistan, Rwanda, and Peru in order to grow our global network and further the development of effective dispute resolution as a viable alternative to the courts thereby enabling access to justice. See pages 23-24 and 41 for more details.

Ciarb improves awareness of dispute resolution by providing educative information on our website, publishing regular articles on developments in the sector, and holding free events that are open to non-members to attend. For example, our **Commercial Stability in a World of Conflict** series of webinars was particularly well-received, attracting over 2,500 registrations.

The Ciarb Specialist Groups are being established to draw on highly specialised member expertise to generate and/or review Ciarb guidelines, address specific issues relating to the different dispute resolution disciplines internationally (e.g. adjudication), or to different intersectional issues such as sustainability.

Promoting best practice is core to our work. Our Professional Practice Guidelines provide valuable guidance and are freely accessible through our website. They equip dispute resolution professionals with the knowledge they need to continue providing excellent service to the public.

Ciarb enables access to a range of dispute appointment schemes, connecting those in need of dispute resolution with the right professionals through the right mechanisms. These include the Business Arbitration Scheme for smaller businesses, to statutory schemes and local Branch-run services. In 2022, we added the Coronavirus Commercial Rent Debt Arbitration Scheme to our suite.

We continue to embed our equality, diversity and inclusion (EDI) strategy. We are committed to promoting equal opportunities, providing equitable treatment, and creating a diverse and inclusive culture at Ciarb where members, staff and volunteers are all treated with dignity and respect. We aim to support those from underrepresented backgrounds to access justice and to access career and professional development opportunities within dispute resolution. See page 17 for information on how Ciarb is taking action to improve diversity.

We oppose slavery and human trafficking in all its forms. Although Ciarb is not required to make a modern slavery statement under section 54 of the Modern Slavery Act 2015, we have chosen to make a voluntary statement. The statement confirms our commitment to ethical trading principles and sets out the steps we are taking to identify risks and tackle modern slavery and human trafficking in our business and our supply chains.

To raise wider awareness of the benefits of dispute resolution and the essential role it plays in wider society, Ciarb is signatory to a range of pledges including the Equal Representation in Arbitration pledge. We are also a steering group member for the Equal Representation of Expert Witnesses pledge, the Campaign for Greener Arbitrations pledge and the Conflict Avoidance Pledge.

The Trustees confirm that they have had regard to the Charity Commission's guidance on public benefit in reporting on the Charity's objectives and achievements.





Our volunteers

Ciarb is supported by a large network of members who volunteer substantial amounts of time and play a vital role in advancing our strategic aims.

Member volunteers contribute to our governance through sitting on our Board, committees and special interest group. They provide local training, networking and other opportunities for members around the world by leading and contributing to the running of over 40 Branch committees, and many contribute to the ongoing development of other members by presenting webinars and developing Ciarb content.

Taking action on diversity

Ciarb is committed to improving diversity in the private dispute resolution sector, within its membership and across its staff and volunteers. Our approach is underpinned by our equality, diversity and inclusion (EDI) strategy and we acknowledge that there is much to be done to bring about meaningful change. As a starting point, Ciarb recognises it must improve the data it holds about the diversity of its members. We are therefore putting in place the systems which will enable data on diversity to be gathered and will be asking members to share relevant information about diversity to help Ciarb improve. By doing this, we will better understand where to focus our efforts and measure our progress. The following information is based on existing data and, as such, is not fully complete or accurate but serves as a starting point.

Membership

Female professional membership increased by 1% year-on-year since 2020. This increase was at all professional grades except Associate where numbers remained static between 2021 and 2022.

Ciarb aims to gather more comprehensive data on gender in line with best practice, as well as other diversity data, primarily on ethnicity.

Membership grade	2020		2021		2022	
	Male	Female	Male	Female	Male	Female
Overall	80%	20%	79%	21%	78%	22%
Associates	75%	25%	74%	26%	74%	26%
Members	80%	20%	79%	21%	78%	22%
Fellows	83%	17%	82%	18%	80%	20%
Chartered	90%	10%	89%	11%	88%	12%

Dispute Appointment Service Panel Membership

In 2022, we revised our adjudication panel entry criteria to enable more applications from our wider membership and specifically from female members. Our panels will remain open to, in particular, encourage women and those members from a diverse background to join. The following table shows the composition of Panel membership (as at February 2023):

Panel	Male	Female
All panels	90%	10%
Arbitration panel	89%	11%
Mediation panel	78%	22%
Adjudication panel	95%	5%

Staff

In 2022 Ciarb had, on average, 64 members of staff, 12.5% of whom were based overseas. Through 2022, Ciarb had 76 members of staff, 51% of whom provided ethnicity data. Of these, 64% were white, 23% Asian, 8% black and 5% of mixed or other ethnicity. 68% of staff were female, and 32% were male.

Volunteers

A key aim of our EDI strategy is to 'inculcate a culture of equality, diversity and inclusion across all Ciarb activities, projects and initiatives so that our commitment to EDI underpins everything we do.'

We proactively seek input and participation from a wide range of members and non-members and have embedded diversity in our processes. This includes establishing protocols for our events and education and training teams.





For events, this means considering the diversity of our speakers and panels, looking for representation across genders, ethnicities, geographies, career stages, professional disciplines and more. By taking this approach, we have increased the diversity of speakers involved in our events. Over 200 speakers from 47 countries took part in Ciarb events through 2022, 57% of whom were female.

For education and training, this means we proactively consider the needs of students and endeavour to meet requests for support wherever possible. For example, we made changes to our online learning and development platform to enable greater accessibility for those with dyslexia and/or visual impairment.

Key successes of 2022



Global growth
Ciarb increased its professional membership by 3% to 17,398.



Increased effectiveness and efficiency
Members approved changes designed to improve Ciarb's agility as an organisation.



Greater international presence
Our global network increased to 42 Branches.



Representing members when it matters
We submitted responses to three UK consultations.



Developing best practice
We launched the Use of Technology in International Arbitration Guideline.



Capacity building
Over 4,700 people completed Ciarb training and over 4,000 took Ciarb assessments.



Increased reach and profile
We grew our social media following by 21%.



More appointments made
16% more appointments were made through our Dispute Appointment Scheme (DAS).



Increased events registrations
Almost 8,000 people registered for our events in 2022.



Mentoring provision
Over 300 members took part in our pilot online mentoring programme.



Section three
Annual highlights

Strategic Aim 1: Globally promote the constructive resolution of disputes

In 2022, Ciarb engaged with a range of audiences across the world to proactively promote the benefits and value of dispute resolution.

We represented our members' views when attending and contributing to UNCITRAL (the United Nations Commission on International Trade Law) Working Group II and III as an observer.

- In Working Group III (Investor-State Dispute Settlement Reform), we provided input on discussions surrounding third party funding and a possible advisory centre. We contributed to work on the highly anticipated draft Code of Conduct for Adjudicators, particularly around issues of double-hatting provisions.

- In Working Group II (Dispute Settlement), we gave input on discussions around early disposal mechanisms to be incorporated into disputes using the regular UNICTRAL Arbitration Rules. Also inputting on scoping discussions regarding future work on instruments for technology disputes, such as development of an adjudication process.

- We engaged in numerous private consultations with state representatives and other observer delegations on the topics under discussion.

Ciarb acts as secretariat for the UK All-Party Parliamentary Group on Alternative Dispute Resolution (APPG ADR). We arranged events through 2022 to raise awareness of key issues.

- May: Panel and discussion on mandatory mediation.

- September: Discussion by stakeholders of the Ministry of Justice consultation on Mediation in the Civil Justice system (and automatic referral to mediation).

- November: Panel and discussion on the Law Commission's consultation on the Arbitration Act 1996 and the proposed amendments.

Ciarb's highly respected academic, peer-reviewed journal featured an impressive range of articles from diverse contributors, helping to advance thinking on dispute resolution practice.

Arbitration: The journal of international arbitration, mediation, and dispute management enables Ciarb to promote and share the latest thinking in dispute resolution practice. The most-read pieces in 2022 included:

- The Validation Principle and Arbitration Agreements: Difficult cases make bad law - Andrew Tweeddale (Volume 88, Issue 2)

- Impact and Effects of International Economic Sanctions on International Arbitration – Steve Ngo, Steven Walker (Volume 88, Issue 3)

- The English Supreme Court's Decision in Halliburton v. Chubb: An examination of the issues arising from arbitrators' acceptance of multiple appointments in related arbitrations and arbitrator's duty to disclose - Daze C. Nga, Peace O. Adeleye (Volume 88, Issue 1)

– Why Artificial Intelligence is a Compatible Match for Arbitration – Maroof Rafique (Volume 88, Issue 2)

Ciarb's quarterly membership magazine, *Resolver*, provided coverage on a range of topics of interest to members across the world.

Popular articles in 2022 included:

– How to … Understand Third-party Funding – Camilla Godman, Summer 2022

– Climate Change and Arbitration Post-COP26 – Wendy Miles KC, Spring 2022

– Finding Stability in Uncertain Times – Sheila Bates, Michael McIlwrath, Ranse Howell, Dr Isabel Phillips FRSA, Summer 2022

Ciarb represented its members' views through three UK consultation responses, all of which have significance in the international context of dispute resolution.

Singapore Convention on Mediation
Ciarb has promoted the adoption of the Convention since its introduction in 2019. In April 2022, having consulted a number of experienced experts including prominent Fellows, arbitrators, counsel, judiciary, and academic authorities, we issued our response to the long-awaited consultation on whether the UK should join the Convention. In line with the recommendation made in the APPG ADR *Report on the UK and Singapore as Global Disputes Hubs*, we advocated for the UK to join.

The consultation posed a range of questions, including whether it is the right time for the UK to join; what impact joining would have for UK mediation and mediators; and whether the UK Government would consider making a reservation under Article 8 should the UK choose to ratify.

Mandatory mediation
Ciarb issued its response in October 2022 to the UK consultation on increasing the use of mediation in the civil justice system.

The consultation considered the Government's proposal to automatically refer people involved in a civil dispute valued up to £10,000 for a free mediation session provided by Her Majesty's Courts and Tribunals Service (HMCTS) as part of the court process. It also sought stakeholders' views on how the Government can support and strengthen the external civil mediation sector.

Arbitration Act 1996
In December 2022, we responded to the UK Law Commission's consultation on the Arbitration Act 1996. Our submission was informed by a specially formed working group.

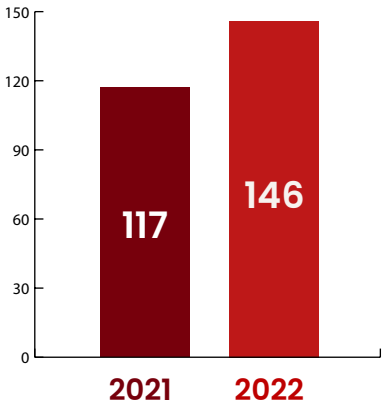
– Ciarb's submission addressed matters including: emergency arbitrators, court powers exercisable in support of arbitral proceedings, Sections 67 and 69 of the Act, duty of confidentiality, duties of independence and disclosure, discrimination, technology, immunity and other possible minor amendments. It also raised additional issues that were not addressed in the paper, particularly on hybrid dispute resolution processes and Section 68's influence on climate change disputes.

– We also hosted a free public consultation event with the Law Commission in November 2022.

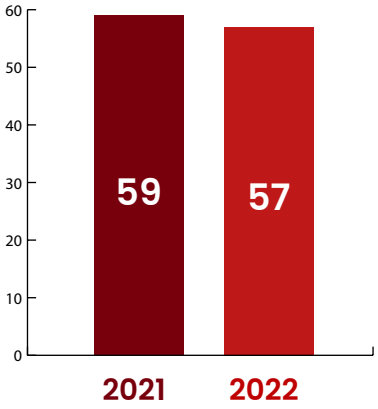
Ciarb's Dispute Appointment Scheme (DAS) handled 16% more cases in 2022.

Number of cases 2021 vs 2022

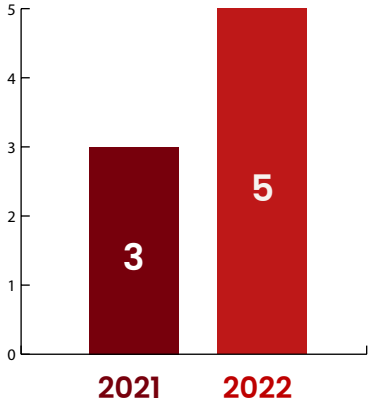
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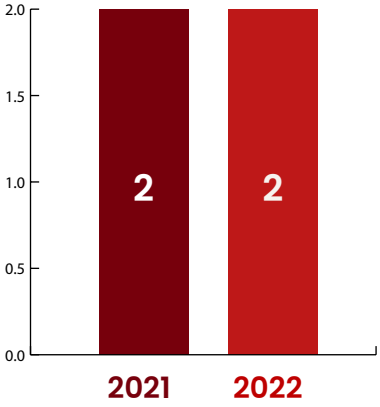
Adjudication



Mediation



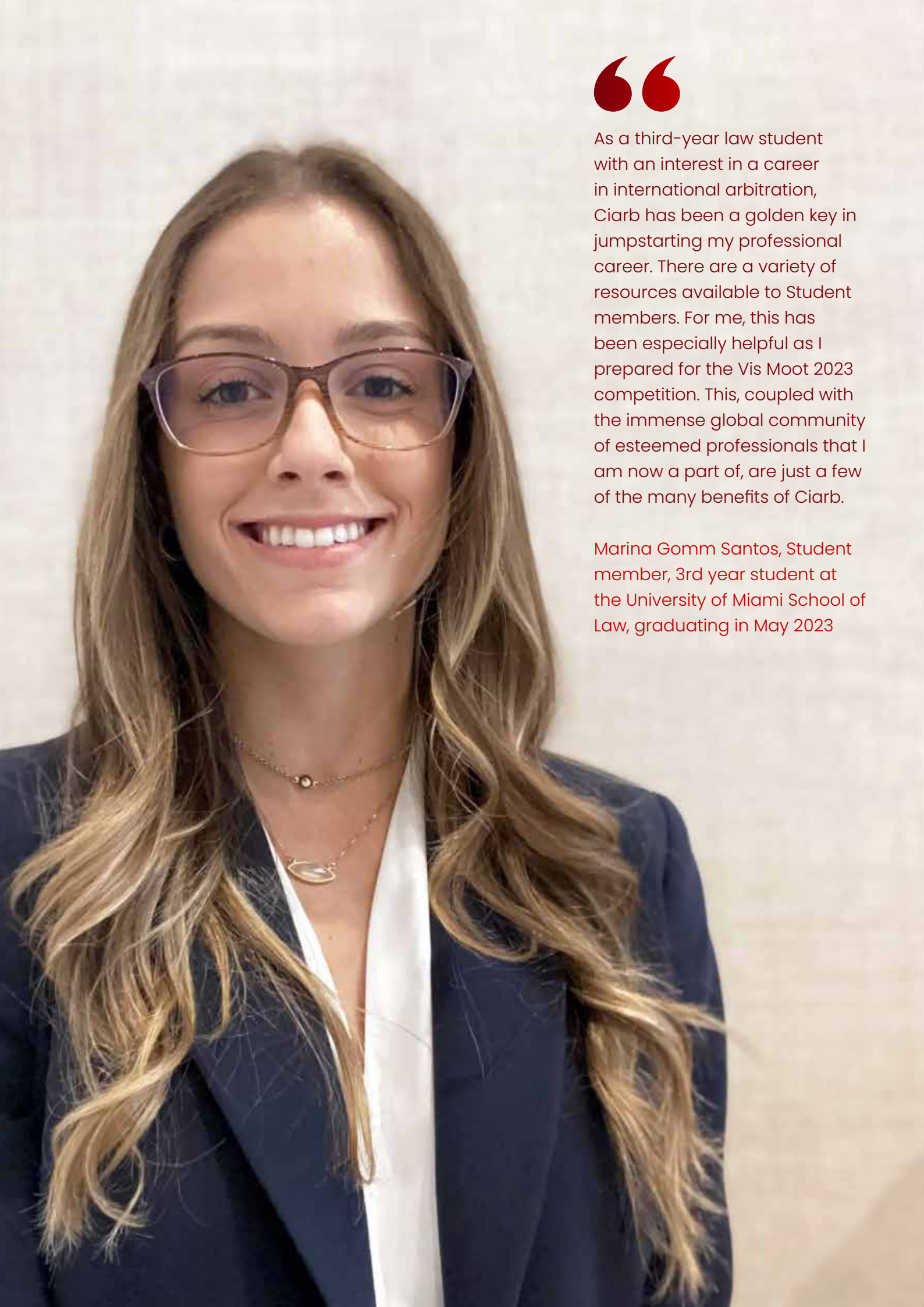
Expert Determination



Total cases received in 2021 = 181
Total cases received in 2022 = 210

*Arbitration cases were received through the following schemes: Presidential Arbitration appointment requests, Business Arbitration Scheme (BAS), Pubs Code Adjudicator (PCA) Arbitration Service, Coronavirus Commercial Rent Debt Arbitration Scheme.

Ciarb is committed to increasing the diversity of our panels and we are actively looking at ways to achieve this. See page 17 for more detail about panel diversity.



As a third-year law student with an interest in a career in international arbitration, Ciarb has been a golden key in jumpstarting my professional career. There are a variety of resources available to Student members. For me, this has been especially helpful as I prepared for the Vis Moot 2023 competition. This, coupled with the immense global community of esteemed professionals that I am now a part of, are just a few of the many benefits of Ciarb.

Marina Gomm Santos, Student member, 3rd year student at the University of Miami School of Law, graduating in May 2023

Continued development of the Arbitrator, Mediator and Adjudicator Competence Frameworks through 2022.

Ciarb has developed competence frameworks for third party neutral dispute resolution as an overall area of professional practice and for each individual discipline.

We continue to work with Ciarb faculty, membership and stakeholders as we progress implementation of the competence frameworks. This involves re-evaluating how Ciarb courses are structured and taught to ensure they deliver to the expectations set out by these frameworks, which are designed to provide:

- Clarity for dispute resolution users, professionals and learners on what is expected from dispute resolution professionals and what they should expect of themselves.
- Greater consistency on standards across the disciplines.
- Clarity on what is required to progress through Ciarb's membership levels.
- Consistent evaluation of skills and knowledge across all three disciplines.
- Clarity on what is required of those training and assessing dispute resolution professionals.

Operationalisation of the competence frameworks has begun with:

- Expert appraisal of assessment options.
- Auditing of existing content.
- Setting up of the global Education and Training Advisory Group (ETRAG).
- The development of a faculty competence framework to address the quality of training, coaching and assessment in its initial stages.

Public lectures and events help Ciarb to reach a wider audience, raising awareness of key issues affecting the profession and those it serves.

Our events programme included the **Roebuck Lecture** and the **Alexander Lecture**, both of which were free to attend virtually.

Affordable access to introductory training continued for Ciarb Students.

Student membership of Ciarb is free. Student members get access to a range of events and benefit from free access to the *Resolver* magazine and *Arbitration: The journal of international arbitration, mediation, and dispute management.*

Ciarb also continues to provide discounted access for Student members to the **Online Introduction to ADR Course and Assessment**. This enables affordable access for students to learn about the types and benefits of effective dispute resolution.

Capacity building activities progressed apace.

Over 800 delegates, including key figures from the Pakistan judiciary, attended the Pakistan Branch's inaugural conference, a tremendous achievement for the new Branch Committee. The launch event culminated in the ratification of the Lahore Arbitration Declaration – a positive step towards

embedding effective dispute resolution in Pakistan.

Ciarb delivered training in Cameroon, Costa Rica and Peru as part of our commitment to build international dispute resolution capacity.

Memoranda of Understanding were signed with the British Virgin Islands International Arbitration Centre (BVI-IAC) and Oman Arbitration Centre (OAC), affirming commitments to promote dispute resolution.

Ciarb was made an approved arbitration body under the UK Commercial Rent (Coronavirus) Act 2022.

The Act allows parties to resolve outstanding commercial rent disputes arising from the pandemic quickly and affordably. Creating the scheme provided further opportunities for Ciarb panel members to be appointed in disputes arising from pandemic-related commercial rent.

December 2022 marked Ciarb's first anniversary as the sole provider of Arbitration Referral Services to the Pubs Code Adjudicator (PCA).

Since becoming the sole provider in December 2021, Ciarb has handled the management and administration of the PCA's arbitration service, thereby supporting the PCA with its regulatory agenda. During the year, we developed and delivered specialist Pubs Code training for our arbitrators. We also welcomed four new Pubs Code Confident Arbitrators to our PCA panel.

Engagement and collaboration with international institutions grew and strengthened in 2022.

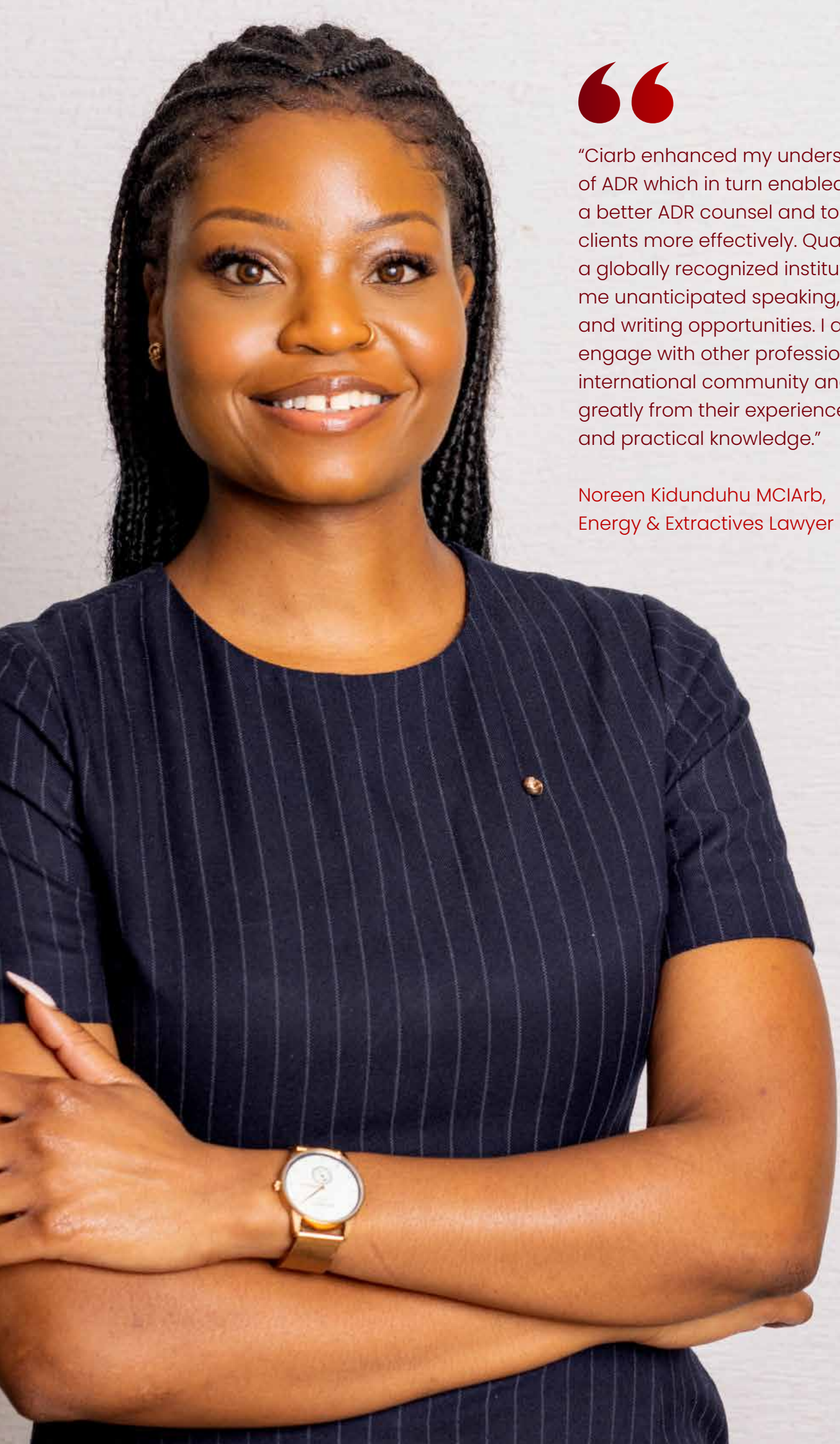
Ciarb's Director General, Catherine Dixon, was appointed to the International Federation of Commercial Arbitration Institutions (IFCAI) Council in June 2022. The appointment is testament to Ciarb's continued commitment to foster constructive and productive relationships with dispute resolution institutions across the world, share knowledge and best practice, and strengthen the Ciarb brand globally.

Ciarb acted as the Secretariat to the LegalUK group, hosting several meetings through the year. This group is chaired by The Rt. Hon Dame Elizabeth Gloster DBE PC.

Other groups and stakeholders we interacted with during 2022 included:

- The Conflict Avoidance Coalition
- The CityUK
- The Bar Council (UK)
- Law Commission (UK)
- The American Bar Association Section of Dispute Resolution Council





"Ciarb enhanced my understanding of ADR which in turn enabled me to be a better ADR counsel and to serve my clients more effectively. Qualifying with a globally recognized institution also got me unanticipated speaking, teaching and writing opportunities. I also get to engage with other professionals in the international community and to benefit greatly from their experiences, wisdom and practical knowledge."

Noreen Kidunduhu MCIArb,
Energy & Extractives Lawyer

“

In short, my journey with the Chartered Institute of Arbitrators (Ciarb) has been one of learning, networking, collaborating and self-discovery. Ciarb’s global footprint combined with its reputation as a premier ADR institution has been crucial in my professional life.

As an active member, I have increased visibility and access to all updates and materials in ADR. It is an indispensable institution that has made its mark on the industry it serves.

Madeline Kimei MCIArb,
Principal Director, iResolve





I was awarded no-cost participation for a Ciarb diploma course for prevailing at a local New South Wales Young Lawyers/Ciarb International Commercial Arbitration moot.

After achieving Membership, I became active in the local Ciarb Young Members Group and I am now a Fellow serving on the Branch board of directors.

I have relied on Ciarb’s network and policy documents to co-author important foreign direct investment articles which have led to an appointment as Counsel for an Australian party with an investor-state dispute against a Latin American State. Ciarb is a resource which has guided my career.

Erika Williams FCIArb,
Independent Arbitration Practitioner,
Williams Arbitration

”

Branch activities:
Pakistan Branch

Pakistan Branch's inaugural **Conference on Judicial Perspectives on Domestic and International Arbitration in Pakistan** attracted over 800 delegates.

Sessions covered topics including the role of ADR centres and commercial courts in increasing foreign investors' confidence; ADR global perspectives; energy and power arbitration in Pakistan; standardisation in arbitration practice, procedure and process; and dispute resolution, a client's perspective. Delegates heard from a brilliant line-up of speakers including many key figures from the Pakistan judiciary, most prominently Honorable Chief Justice of Pakistan Mr. Justice Umar Ata Bandial.

Pakistan's first construction disputes report co-authored by the Chair and Vice Chair of the Branch was launched at the conference (available at https://mkconsultus.com/pakistan-construction-disputes-report/).

The conference culminated in the ratification of the Lahore Arbitration Declaration – a positive step towards embedding private dispute resolution in Pakistan.



Strategic Aim 2: Be a global, inclusive thought leader

Ciarb engages with practitioners across the world to discuss and expand the applications of dispute resolution.

Ciarb launched the Use of Technology in International Arbitration Guideline.

By developing and publishing best practice guidance, we enable Ciarb's members to stay at the forefront of dispute resolution practice. **The Use of Technology in International Arbitration Guideline**, issued in December 2021, was warmly received through 2022 with feedback including:

'Although they are not mandatory, the technology guidelines are likely to be authoritative, given they were published by the Ciarb. Notably, guidelines published by the Ciarb on other issues are regularly referred to in international arbitration. They are broader in scope than the existing technology-related guidelines. Accordingly, they may fill a potential gap in the previously available guidelines and are therefore likely to be a valuable addition to international arbitration.'
Mikhail Vishnyakov, Ciarb guidelines on the use of technology, Law Society Gazette, 18 March 2022.

'These Guidelines have been drafted by arbitration specialists from both common and civil law backgrounds and codify what the Ciarb considers to be international best practice in the areas they address.'
Dr. Gordon Blanke, Arbitration Tech Toolbox: Interview with Dr. Gordon Blanke on the New Ciarb Technology Guideline, Kluwer Arbitration Blog, 3 January 2022.

In addition, we finalised the updated Multi-Party Arbitrations Guideline, due for release in 2023.

Engaging with dispute resolution professionals around the world enables us to raise awareness and explore new developments. One way in which we do this is to represent Ciarb at events throughout the year.

Here are just some of the events we participated in during 2022:

- International Council for Commercial Arbitration Congress
- London International Disputes Week
- Paris Arbitration Week
- American Bar Associate Dispute Resolution Section Arbitration Institute
- Canada Arbitration Week
- Istanbul Arbitration Week
- Tel Aviv Arbitration Week
- European Federation for Investment Law and Arbitration Annual Conference
- Federal Bar Association Leadership Summit
- Institute for Transnational Arbitration Annual Workshop and Forum
- Bucharest Arbitration Days

To enable engagement with existing and future dispute resolution practitioners, Ciarb co-hosted the London Pre-Moot with Fox Williams LLP in February 2022. We also sponsored the following events:

- Vis East Moot, March 2022
- Vis Moot, April 2022
- International Council of Commercial Arbitration Congress, September 2022

Ciarb responds to topical issues, providing our members and others with the opportunity to debate key questions and share existing and emerging best practice.

Ciarb delivered 27 events in 2022 which varied in format between virtual, in-person and hybrid, allowing us to host inclusive and accessible events for all our members. In 2021 we delivered events virtually out of necessity. In 2022, we explored different hybrid formats, always having accessibility, inclusion and sustainability at the forefront when designing events. This resulted in increased engagement – our events web pages achieved just under 228,000 page views (over 100,000 unique page views), and almost 8,000 people registered for our events.

To ensure all our members had equal access to our events, we planned them in different timezones, added on-demand content and published recordings to our YouTube channel. Over 200 speakers from 47 countries participated in our events, 57% of whom were female.

Event highlights

International Women's Day 2022: Break the bias
A hybrid event with morning virtual panel and afternoon in-person panel in London. Alongside the event, we published interviews with a range of dispute resolution practitioners from around the world, sharing their views on what Break the Bias meant to them.

Roebuck Lecture 2022: Mandating Mediation – The digital solution
Delivered by The Rt. Hon. Sir Geoffrey Vos, Master of the Rolls.

Mediation Symposium 2022: The Role of Mediation in Achieving Sustainable Development – Our duty to challenge?
We delivered 11 hours of virtual content over 2 days, and through two in-person hubs in Singapore and London, making it truly accessible to a global audience.

Americas Conference 2022: Arbitration in the Americas – Views from the profession, the practice, the providers and the parties we serve
This Conference brought together all Ciarb's Branches in the Western hemisphere.

Ciarb Congress and Alexander Lecture 2022
These were delivered as hybrid events from London.

The Congress took as its theme *'Building a Profile as a Dispute Resolver – The first appointment and beyond'.*

The **Alexander Lecture, 'Resolving Intractable Inter-States Disputes: A Sisyphean Struggle?'** was delivered by Ciarb past president, Francis Xavier S.C. PBM C.Arb FCIArb.

Public Consultation Event with the Law Commission
Over 300 registered to participate in this unique opportunity to discuss the UK Law Commission's consultation on the Arbitration Act 1996.

Further to engagement through the first consultation, the UK Government opened a second consultation in 2023 focusing on particular issues raised.








INTERNATIONAL
WOMEN'S
DAY
Break the Bias
CIARB





Commercial Stability in a World of Conflict: Effective dispute management in uncertain times webinar series

In response to geopolitical issues we worked with JAMS to deliver a free six-part webinar series. The series concentrated on the fall-out of armed and economic conflict, looking at the types of disputes, sectors and industries affected. Over 2,500 people registered to watch these webinars live, the recordings of which are available on Ciarb's YouTube channel. The webinars were:

- **Acute dispute and underlying conflict**
- **Civil-commercial neutrals and the fall-out of conflict**
- **Commercial organisations and political conflict**
- **Civil-commercial and International Law**
- **Acute Disputes: When Acute Becomes Chronic**
- **Fragile settlement, or transformational development?**

Ciarb's Branches were particularly active during 2022, holding events and collaborating with others to raise awareness and understanding of dispute resolution.

The list of events and activities is too extensive to list in full. The following highlights the diverse range of engagements and collaborations facilitated by our Branches:

- **Build Back Better: What it means for surveying, commercial and legal matters** – North West Branch and the Chartered Institute of Civil Engineering Surveyors, February 2022

- **Expert Witness: Arbitration in court** – Brazil Branch, March 2022

- **The Impact of Legal Technology on Legal Services: What does that mean and what should we do about it?** – London Branch, April 2022

- **Innovations and Disruptions: ADR today and tomorrow** – Kenya Branch, April 2022

- **Mediation: Some topical considerations** – Qatar and UAE Branches, April 2022

- **The Resolution of Low Value Disputes: Court, arbitration, adjudication or mediation – You Decide!** – South East Branch, April 2022

- **The Importance of Procedure in the Pursuit of Justice** – Europe Branch, April 2022

- **Keating Construction Law Update 2022** – North East Branch with Keating Chambers, May 2022

- **Commercial Mediation Workshop** – West Midlands Branch, May 2022

- **Conference on Judicial Perspective of Domestic and International Arbitration in Pakistan** – Pakistan Branch, May 2022

- **Workshop on CRCICA Dispute Board Rules** – Egypt Branch with The Cairo Regional Centre for International Commercial Arbitration, June 2022

- **Dispute Resolution and the Path to Net Zero: How can you play your part?** – London Branch with Ashurst LLP, June 2022

- **Arbitration in Energy Sector Disputes** – Scottish Branch with the Centre for Energy, Petroleum and Mineral Law and Policy, June 2022

- **Mediation and Arbitration in Life Sciences and FRAND Disputes** – Iberian Chapter, Europe Branch, June 2022

- **Understanding the Contractual Provisions of the Dispute Board** – Trinidad and Tobago Chapter, Caribbean Branch, July 2022

- **Arbitration and Mediation: Never the twain shall meet?** – Singapore Branch, September 2022

- **A Surgery on Arbitration and Adjudication** – North West Branch, September 2022

- **Annual Adjudication Update** – East Anglia Branch, September 2022

- **Impactful Presentations Masterclass** – UAE Young Members Group, October 2022

- **Investment Arbitration and Energy Projects in the UAE and Beyond** – UAE Branch, October 2022

- **International Arbitration Conference: Future frontiers** – Australia Branch with the Australian Centre for International Commercial Arbitration, November 2022

- **Arbitration at the Time of Sanctions** – Italian Chapter, Europe Branch, November 2022

Horizon scanning enables Ciarb to identify upcoming trends and issues in dispute resolution.

We publish regular internal reports to highlight trends and issues across the world that may be appropriate for Ciarb to address on behalf of and for its members.



“My Ciarb membership has proven to be an invaluable experience. I have been privileged to join a global network of Alternative Dispute Resolution (ADR) professionals, attend seminars and conferences, and gain insight from experienced practitioners. The Ciarb Membership helps me expand my network, sharpen my knowledge and skills, boost my professional profile, and make me an effective practitioner and leader in the field. These benefits have enabled me to become more confident in providing advice on international arbitration matters and advising clients. I strongly recommend Ciarb membership to those interested in furthering their arbitration practice.”

Dutsadee Dutsadeepanich
MCIArb, partner of ABER Law Group (Bangkok, Thailand), Attorney at Law/ International Arbitrator





"I have been a member of Ciarb for more than 20 years and a Fellow since 2008, joining the London Branch in 2016 when I moved from Paris. I am a practising member of the Paris Bar and a solicitor (Scotland) focusing on international commercial and investor-State arbitration and mediation, mainly in the construction, infrastructure, environmental and energy sectors. Serving on the London Branch Committee for three years, including as Vice Chair, has been a privilege and a wonderful opportunity to develop my network as a newcomer to London and to work more closely with Ciarb HQ. As a committee member, you have to be prepared to roll up your sleeves and play your part, actively participating in committee meetings, organising events, etc. The London Branch is a dynamic community of which I am proud to be part – a recent highlight was a joint event on technology in arbitration with the European Branch and the French Chapter.

Gillian Carmichael Lemaire FCIArb,
Carmichael Lemaire Ltd
Arbitrator and Mediator

Ciarb is one of the most active global professional bodies for dispute resolution and membership unlocks access to a wealth of opportunities to develop one's career.

These include access to numerous resources to further one's knowledge about ADR (through the website, newsletters, conferences, webinars and much more); access to courses taught by leading professionals to become a qualified ADR professional and raise your profile; and access to a global community of like-minded dispute resolution professionals who are genuinely willing to support each other. I have benefitted immensely from these opportunities and have also built some lasting friendships along the way.

Arun Visweswaran ACIArb,
Senior Associate at Clifford Chance LLP
Dubai office



Branch activities:
North West Branch

120 delegates attended the **Manchester Lecture**, jointly organised by the Ciarb North West Branch and the Chartered Institution of Civil Engineering Surveyors (CICES).

The theme was 'Build Back Better' with emphasis on the use of advanced digital technology on the engineering/surveying side and better planning and co-operative working on the 'claims prevention' side. Topics included the geospatial use of technology to effect cost and value for clients and others; how building information modelling (BIM) and digital-related services and technologies inform and manage risk; and the National Underground Asset Register (NUAR).

Speakers included Chris Chambers, Paul Darling KC ACIArb, Lauren Holland, Mark Lawton ACIArb, Mark Wheeler MCIArb, May Winfield FCIArb, and Jonathan Wood FCIArb. At the event, Paul Jenson FCIArb, a well-known adjudicator and arbitrator, was presented with a framed certificate and letter of tribute from Lord Justice Coulson to mark Paul's being appointed co-Patron, with Sir Rupert Jackson MCIArb, of Ciarb North West Branch.



Strategic Aim 3: Develop and support an inclusive global community of diverse dispute resolvers

By training, developing and connecting professionals from a range of diverse backgrounds and cultures, we ensure dispute resolution remains relevant to the clients it serves.

Ciarb's global professional membership grew by 3%.

Despite challenging global circumstances, Ciarb retained and grew its professional membership in 2022. We began the year with an active professional membership of 16,881 and ended it with 17,398. In total, we admitted 2,179 new professional members (1,119 Associates, 763 Members and 297 Fellows) and 1,364 Student members. We enforced the three-year validity for Student membership which meant that we finished 2022 with 6,710 Student members in total.

We launched a new Branch in Pakistan and paved the way for more Branches to open in 2023.

May 2022 saw the launch of the new Ciarb Pakistan Branch – an important step forward for dispute resolution in the country. In the background, we have been working with members and other stakeholders to prepare for further new Branches. These include the Kingdom of Saudi Arabia, Oman, Peru and Rwanda.

To ensure Ciarb can move even more quickly to meet our members' needs, we progressed governance reform.

At Ciarb's Annual General Meeting (AGM) and Extraordinary General Meeting (EGM) on 29 September 2022, members voted overwhelmingly in support of plans to amend its Royal Charter and Bye-laws. The changes bring Ciarb's governance in line with best practice, ensure the Institute keeps up to date with charity law, help it to continue to meet members' needs and develop the criteria and process to introduce our new Chartered Adjudicator designation in 2024. The Privy Council and His Majesty King Charles III approved these changes in February 2023, making Ciarb the first and only professional body with the power to award Chartered Adjudicator (C.Adj) status.

Sub-committees of the Board:

Audit and Risk Committee

This Committee met six times in 2022 and assisted the Board in its duty to supervise the direction of Ciarb's approach to audit and risk management. This included monitoring the integrity of financial statements, internal control and risk management, compliance, whistleblowing and fraud and external and internal audits. It was instrumental in reviewing and recommending to the Board a number of new policies including the Operating Reserves Policy, Capital Expenditure Policy, Investment Policy and Sponsorship and Donations Policy. The Committee, supported by the Executive, delivered an internal audit on GDPR.

Finance Committee

In 2022, the Finance Committee met twice and assisted the Board in relation to Ciarb's financial affairs. This includes budgeting and financial performance, financial strategy, planning and policy, reporting and making recommendations to the Board of Trustees. It was instrumental in reviewing and recommending the 2023 budget to the Board for approval and provided approval in respect of the Investment and Sponsorship Policies.

Governance and Nominations Committee

This Committee was originally constituted to provide oversight of Ciarb's governance arrangements in line with its governing documents and Charity Commission best practice, and to lead on the recruitment and selection of Trustees and Committee members. Whilst it was constituted in 2022, the Committee did not meet pending the outcome of the Governance Reform.

Since creating this sub-committee a decision was taken to split the responsibilities between a Nominations Committee and a Governance Committee to provide a fairer distribution of work. This also enables Trustees to facilitate more effective governance and clearer lines of delegation, supporting them to effectively discharge their fiduciary duties.

Ciarb launched its new brand proposition after extensive consultation.

To position Ciarb in a modern, consistent and impactful way, we started work to update our branding in 2021. Listening to members and key stakeholders from across the organisation and Branches, we finalised this work in 2022 and started to implement our new brand proposition. We now have a logo and tone of voice that better reflects what we do and why we do it, and that resonates with our members.

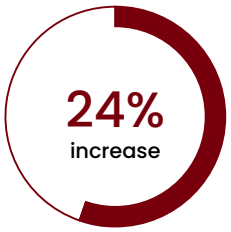
Ciarb improved and extended its reach through our various communications channels.

We continuously seek to improve how we communicate and engage with our members, prospective members and other audiences. Digital marketing continues to be our core means of communication as we look to provide relevant, timely content.

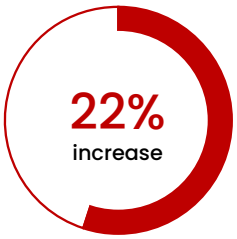
In 2022 we grew our social media presence and set up a proactive content and communications function.

Social media

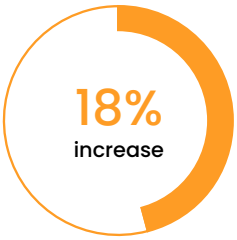
Our social media following increased to over 97,000, an increase of 21% on the previous year. We continue to develop our social media presence by testing our messaging, targeting and timing of posts.



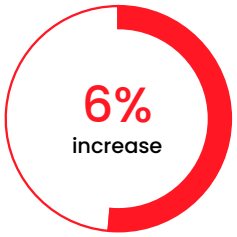
LinkedIn
2022: 76,000 vs 2021: 61,000



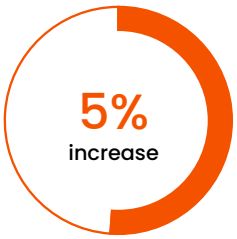
Instagram
2022: 2,200 vs 2021: 1,800



YouTube
18% increase in views. 29,600 views, 30% increase in subscribers, 51 videos uploaded, 2,540 hours of watch time



Facebook
2022: 8,800 vs 2021: 8,300



Twitter
2022: 10,000 vs 2021: 9,500

Website
The number of users overall and the number of new users increased by 4% each.

Email campaigns
Email continues to be the primary route of communication with our members. Through 2022, we segmented and and split test our email campaigns to improve relevance and performance.

Content marketing
By publishing relevant content for our members and audiences outside our membership, we help raise awareness and grow understanding of dispute resolution. In 2022, we set up our content and communications function and developed our content strategy for full implementation in 2023. Our aim is to deliver content that is clearly aligned to Ciarb's strategic aims and that reflects the diverse nature of our membership and dispute resolution generally.

We developed deeper insight into our membership, enabling us to better meet our members' needs.

Ciarb improved its capability to analyse membership data and other sources of information. This enhanced our understanding of members and sharpened our focus on their needs. We completed survey research to understand our members' goals and challenges and developed a member offer (value proposition) framework based on that insight.

The framework identifies four pillars of the member offer (trains, guides, connects and enables), and differentiates more clearly between the different grades and where members are in their dispute resolution career journeys. This provides the foundation for enhancing Ciarb's existing offer and developing new ideas to increase the value of membership during 2023 and beyond.

By providing regional support we have strengthened relationships, identified and progressed cross-Branch opportunities, and shared insights.

The Americas Branches collaborated to deliver the first Ciarb Americas Conference. They were assisted by Ciarb's first Regional Relationship Manager based in the Americas. The conference provided opportunities for members from 26 countries to network with each other and with representatives from 12 dispute resolution provider organisations.

Providing robust, consistent, and high-quality training is essential to building global dispute resolution capacity. In 2022 we delivered training to over 4,700 people.

Ciarb provided virtual and in-person training in arbitration, mediation and adjudication, and centralised online assessment throughout 2022. Over 4,700 people completed Ciarb training either through HQ (London), Branches, or through Ciarb's partners.

Over 4,000 people took Ciarb centralised assessments leading to Ciarb membership.

The most popular course was, once again, Module 1 International Arbitration, with 210 people enrolled at HQ (London) in 2022.

Branch activities:
Egypt and Qatar Branches

120 participants from 28 countries attended the webinar on: **Insights into the Qatari and Egyptian Arbitration Laws**. This webinar was jointly organised by the Ciarb Qatar Branch, Ciarb UAE Branch and the Cairo Regional Centre for International Commercial Arbitration "CRCICA" (the seat of the Branch).

The speakers focused on the main aspects of Egyptian and Qatari arbitration laws, and the issues and questions arising out of their implementation.

The webinar was conducted in the Arabic language with simultaneous translation into the English language.



'The course content is rich and value adding, has expanded my horizon on ADR generally and given me further and deeper insights into the plethora of opportunities arbitration specifically presents! I am just revving to go!!!'
A Module 1 International Arbitration delegate

There was increased interest in the Accelerated Routes programmes in International Arbitration.

'The course is all encompassing with insightful materials that are globally recognised. The trainers are experienced and qualified, and I almost felt ready to start my arbitration practice the next day.'

'Ciarb remains a top training institution, with top trainers and a fellowship programme worth investing your time and money [in]. You always learn new things and the atmosphere is caring and cooperative.'
From Accelerated Routes programme delegates

Ciarb continued to establish its reputation in the field of maritime arbitration, through the Virtual Diploma in International Maritime Arbitration.

'The course was insightful and has really helped to shape my professional career path. I would highly recommend it to colleagues.'
A Virtual Diploma in International Maritime Arbitration delegate

Over 100 participants qualified as Ciarb Accredited Mediators in 2022 following successful completion of Module 1 Mediation Training and Assessment, delivered by HQ and Branches.

'It has been a life changing experience for me. The tutors were of exceptional quality in their presentation, and they have imparted skills which have made me better understand myself not only on a professional level but also on a social level. I can use the skills learned in everyday life situations. Bravo to the tutors.'

'The course has provided me with useful mediation techniques and improved my confidence and professionalism in mediation.'
From Module 1 Mediation Training and Assessment delegates

Customer satisfaction scores were between 'good' and 'excellent' for virtual courses delivered by HQ (London).

Quality improvement is a priority for us. By reviewing and improving our training we ensure we continue to deliver high-quality, robust training for dispute resolution professionals globally.

Working with a group of subject matter experts, we have identified improvements to the award writing assessment standards and process. The recommendations from the expert working group have been approved and the relevant quality improvements will be implemented for assessments run in 2023.

We work with our Branches and external partners to enable access to Ciarb training across the world.

Training through Ciarb Branches
Our Branches delivered 98 courses in 2022, a 2% increase on the previous two years. The courses were delivered virtually or face-to-face and catered for all membership levels from Associate to Fellow.

Following consultation with Branches, we updated our Ciarb Approved Faculty List. This supports the effective planning and delivery of training through our Branches. .

Ciarb HQ supports newly formed Branches to deliver courses as well as Branches that are returning to course delivery. For example:

- Pakistan Branch, formed May 2022, delivered Module 1 Mediation Training and Assessment.
- Canada Branch ran the Introduction to International Arbitration course.
- The Scottish Branch delivered the Introduction to ADR course.

Working with training partners

By collaborating with training partners, Ciarb extends the reach of our training worldwide. In 2022, 285 participants enrolled onto Module 1, 2 and 3 International Arbitration courses through the Saudi Centre for Commercial Arbitration (SCCA). A new training agreement with SCCA aimed at enhancing member conversion from training came into effect from January 2023.

We signed a new training agreement with the Oman Arbitration Centre (OAC) which has led to the first cohort of 26 delegates starting Module 1 International Arbitration training in January 2023.

Ciarb-IFLA training (Institute of Family Law Arbitrators) was held virtually twice in 2022.

We started a review of our Recognised Course Providers (RCP) scheme in 2022 and are on track to finalise the new RCP criteria and process in 2023.

Ciarb launched the Ongoing Learning programme to support members' continuous professional learning.

The Ongoing Learning programme comprises webinars, on-demand courses and workshops delivered online and in different timezones to ensure accessibility. We delivered 11 webinars with an average attendance of 38, a workshop on advocacy skills in arbitration (later adapted for delivery by the Brazil Branch), and an e-learning course on project management skills and techniques.

Ciarb piloted and evaluated a mentoring programme in readiness for full launch in 2023.

Late in 2021 Ciarb partnered with Mentorloop to pilot an online mentoring programme. 313 members participated in the pilot – 73 mentors, 170 mentees and 70 who registered for both roles. The pilot was evaluated using data and information collected through the platform in the November and the programme is being redesigned for a full launch in 2023.

The Young Members Group (YMG) successfully held their Global Conference in November 2022 and has raised the profile of young dispute resolvers around the globe through a vast number of webinars and events. The YMG co-ordinates conferences, events and other activities for Young Members worldwide in line with Ciarb's strategy and guidance provided by the Board of Trustees, Director General and/or Executive Lead. In 2022, they also ran:

- **The Parents in Arbitration** webinar in September 2022, for which Global Arbitration Review (GAR) published a report.

- An in-person event to introduce Ciarb to the students of the Ho Chi Minh City University of Law in November 2022.

- A webinar entitled **So, Now You are an Arbitrator: The arbitrator's toolkit, Meet the authors** in December 2022.

Ciarb collaborated with the Expert Witness Institute (EWI) to bring training opportunities to both organisations' members.

Expert witnesses are an important part of Ciarb's membership and the global dispute resolution community. Many become practising neutrals and this agreement enables Ciarb to support and develop their skills through training.

To support members to get work, Ciarb provided additional training opportunities and expanded our capacity as an appointing body.

Ciarb supports its members to get work in three main ways:

1. By training and equipping members with the right knowledge and skills.

2. Through its role as an appointing body.

3. Enabling members to raise their profile in the global dispute resolution community through volunteering and networking opportunities provided by Ciarb.

In 2022, we:

- Delivered the **How to Get your First Arbitrator Appointment** webinar as part of our Ongoing Learning series, and to a record number of attendees.

- Delivered the **Growing your own Dispute Resolution Practice** webinar as part of our Ongoing Learning series.

- Developed the Coronavirus Commercial Rent Debt Arbitration Scheme.

- Celebrated our first anniversary as the sole arbitration provider for the Pubs Code Adjudicator.

- Provided dedicated sessions on how to gain a first appointment at **Ciarb Congress 2022**.

- Provided training, support and appointment services through a number of Branches across the world.



This is a world-class course with distinguished faculty. What sets this course apart from any other academic course [are] the practical insights that the faculty (as arbitration practitioners) share with the participants.

A Diploma in International Commercial Arbitration delegate

The information provided was comprehensive... and I would go as far as saying went above and beyond the expectations coming in to taking the course. Thanks to the tutor for a very informative two days and for taking the time out to enthusiastically encourage the role of the adjudicator.

An Introduction to Construction Adjudication delegate

Participation in Ciarb's Introduction to International Arbitration provides awareness and clarity in the arbitration procedures and resulted in great improvement in the implementation of my work. I would advise all of my colleagues to participate and gain the benefits.

An Introduction to International Arbitration delegate

Excellent faculty and very relevant and comprehensive course content. This course has enhanced my professional skills in award writing. Thanks Ciarb!

A Module 3 International Arbitration delegate



This course is a definite must for anyone (legal/non-legal) who is seeking to break ground in the world of international commercial arbitrations as [it] merges theory and practice in an easily understandable format.

A Diploma in International Commercial Arbitration delegate

The Young Members Group
UAE Branch

The Young Members Group UAE Branch held a lively series of debates as part of Dubai Arbitration Week.

The debates focused on pressing industry topics:

- **Debate 1:**
  All model arbitration clauses should mandate mediation before arbitration.

- **Debate 2:**
  AI should replace human arbitrators for disputes below a certain monetary threshold.

- **Debate 3:**
  Diversity is only paid lip service in arbitral appointments.

- **Debate 4:**
  Green arbitration protocols should be given the force of law.



Essential operational support

How we deliver our work is critical to ensure we achieve our aims. This section of the report covers the progress made in developing Ciarb to serve our members today and in the future.

Information Technology

This year, we continued the 3-year improvement programme known as the IT roadmap, which was approved by the Board of Trustees in 2021. In 2022, we:

- Delivered Ciarb's Intranet, facilitating staff communication and collaboration.
- Piloted the use of extranets to enable better communication and information sharing with our Branches. We aim to extend this facility to all Branches in 2023, and to enable access to Office365 email accounts.
- Embedded our Project Management Office (PMO) to support and report on progress of key projects and programmes. We identified five key programmes to support: Member Experience and Offer; Education and Training Reform; IT Roadmap Solutions; Finance Solutions; and Ways of Working. Each programme comprises a number of projects and is reported on quarterly to the Board of Trustees.
- Improved our security by upgrading our firewall, updating our policies, and rolling out multi-factor authentication. We also continued our move from hardware-based storage to cloud-based secure technology.
- Set up a full back-up and recovery regiment, supporting our business continuity.
- Expanded our Data Warehouse to support Ciarb with its management information needs.
- Progressed our IT Roadmap programme. In particular, Ciarb's Customer Relationship Management (CRM) system and new website are due for full delivery in 2023. We are also reviewing our Learning Management, Finance and HR systems.
- Implemented a new payment platform for our renewals process, delivering a more personalised, secure and integrated service.

12BSQ and facilities

2022 saw a gradual return to face-to-face meetings, training and events. This had a positive effect on our room hire business, with bookings reaching approximately 50% of pre-Covid levels. The return to office use by staff and room hire clients has meant an increase in operating expenses.

Work to install a new elevator in 12BSQ was completed, ensuring improved access for all our visitors.

People

Flexible working

We recognise the growing need for flexibility in the workplace, not only to support existing members of staff but also to attract new employees to Ciarb. To enable flexibility, we:

- Offer a range of flexible working patterns, where possible, to assist with work/life balance.
- Operate a flexitime scheme that allows staff to alter their start and finish times and take hours back that they have accrued.

- Offer hybrid working for staff, giving them more choice over deciding how, when and where they work best in a way that balances the needs of Ciarb, the team and themselves.

- Subscribed to the Happy to Talk Flexible Working scheme and decided to move to an assumption of flexible working options by default (unless there is a business reason not to). Hiring managers are encouraged to consider, before recruitment, the kind of flexibility that would work in the role, and we now promote that we are 'happy to talk flexible working' when we advertise a role.

Benefits and employee wellbeing

Ciarb's staff are the cornerstone of all we do. We regularly review the support and benefits we provide to ensure they meet our people's needs. In 2022, we:

- Approved a 6-month trial of 'My Free Time'. This gives all employees the option to take a day off each month (pro-rata) without losing any pay or using annual leave.

- Reviewed our UK benefits and chose, as a result, a new private medical insurance provider (Vitality Health UK) which was well received. As well as offering medical health cover, Vitality also provides a healthy living programme to help staff to understand their health and get rewarded for becoming healthier.

- Supported staff with wellbeing initiatives. In addition to our Mental Health First Aiders, we also trained four members of staff to become Suicide First Aiders. Having staff trained in mental health and suicide First Aid helps to create a supportive workplace in which staff feel able to seek help and support.

- Continued to provide an Employee Assistance Programme for staff which provides expert advice and compassionate guidance 24/7.

- Ran a programme of wellbeing events and activities, both in-person and virtual, organised by our Wellness Warriors group. We also continued our monthly Wellbeing Newsletter which offers guidance and further free resources.

Staff engagement

We partnered with an external survey provider to deliver an independent and confidential employee engagement survey. The aim was to give staff an opportunity to provide open and honest feedback to help inform our people strategy.

We created a new Staff Forum comprising employee representatives. This group will act as a working group to reflect and represent staff views and ideas in our decision-making.

Collaborative working

After successfully introducing Insight Discovery personality profiling (using psychometric tests) for the senior leadership team, we rolled this programme out across the organisation. It is now embedded in our induction process. Staff attended team-building workshops (in-person or virtual) to encourage self-reflection, collaboration and understanding of others.

Global staff

We expanded our global presence by hiring in different regions of the world, welcoming new staff members in Malaysia, Israel, and Ireland. We also expanded the benefits we offer to overseas employees, providing an international Employee Assistance Programme and international Perkbox.

Apprenticeship programme

With our apprentices in Information Technology and Finance due to qualify in 2023, we continue to offer this exciting programme. Hiring an apprentice is a rewarding, productive and effective way to grow talent and develop a motivated, skilled and qualified workforce. It also allows us to tailor training according to our organisational needs.

Policies and procedures

We continued to review and improve our people policies and Staff Handbook. These are essential to promote a positive working culture, where we provide the best possible support, guidance and best practice.

Learning and development

Working with managers, we identified training needs and produced a detailed summary to inform the 2023 training plan and budget. We continue to invest in our employees' learning, training and development.

Investors in People

We retained our investors in People status, recognising commitment to our people.





Branch activities:
Egypt Branch

16 mentees completed the first cycle of the **Ciarb Egypt Branch Mentoring Programme** in March 2022. The second cycle began in May 2022.

The first cycle included four mentoring groups, each composed of four mentees guided by an expert mentor and active mentor supporter.

The groups undertook a number of interesting activities including a session on the conduct of meetings and mock cases at the CRCICA premises.

One of the mentees said, "I have learned and seen some valuable and practical insights of the arbitration process that would have been very hard (nearly impossible) to encounter on my own (through my academic studies)."

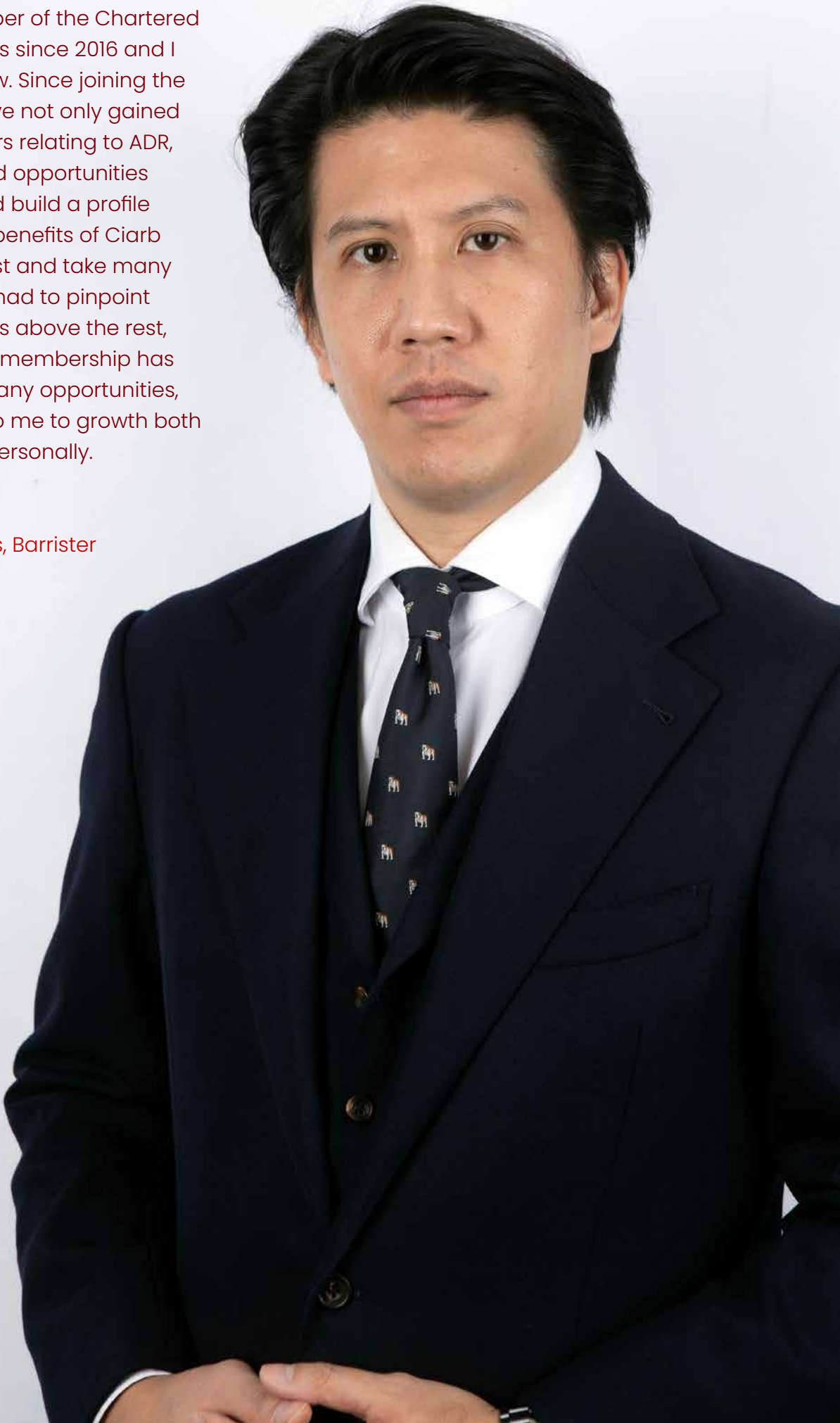
This is the first mentoring programme initiated by a Ciarb Branch in the region and is exclusively for Ciarb Young Members.





I have been a member of the Chartered institute of Arbitrators since 2016 and I am currently a Fellow. Since joining the Institute in 2016, I have not only gained knowledge of matters relating to ADR, I have been provided opportunities to learn, network and build a profile in ADR globally. The benefits of Ciarb membership are vast and take many different shapes. If I had to pinpoint one thing that stands above the rest, it is the fact that my membership has provided me with many opportunities, many of which led to me to growth both professionally and personally.

Ronald Pang FCIArb,
Pantheon Chambers, Barrister





I was inducted as a Fellow of the Chartered Institute in 2011, after completing the Diploma in International Commercial Arbitration Program held at Oxford University.

Since then, I have relied on Ciarb to help guide my career development, most recently completing Ciarb's Virtual Diploma in International Maritime Arbitration. With this background, I've been appointed to numerous ADR provider organization panels – the most recent being in Singapore. My Ciarb credentials have also opened up ADR consulting opportunities in West Africa.

Jaya Sharma FCIArb Dipl. Int'l. Comm.Arb,
Sharma Mediation & Arbitration

I knew little about Ciarb before a colleague insisted that I would be daft were I not to engage with the organization. On his word, I became a member and participated in an Accelerated Route to Fellowship (ARF): an intense learning experience that I shall not soon forget. My surprise at having passed the written evaluation was only exceeded by the seemingly instantaneous uptick in demand for my arbitral services after first appending FCIArb to my name. This engagement with Ciarb enabled my arbitration practice to become a practice mainstay, as it opened the door to ongoing engagement with Ciarb and its worthy mission.

Gary Birnberg FCIArb,
Arbitrator/Mediator, JAMS





I was introduced to Ciarb in 1994 by the former arbitration judge in the High Court in Hong Kong and a former President of the Institute, Neil Kaplan. Since then I founded my local Branch, became part of the approved faculty, trained others internationally as course director and went on to serve as President.

Jeffrey Elkinson C.Arb FCIArb,
Barrister and Attorney, Conyers

Branch activities:
East Asia Branch

More than 100 delegates gathered to hear Dr David Fong FCIArb, Chair of **Ciarb East Asia Branch**, speak about **Lessons from Successful Challenges to Arbitral Awards in Hong Kong**.

ICCYAAF, Chen & Chang, Attorneys-at-Law, the Taiwan Bar Association Mediation and ADR Committee, and the Taipei Bar Association Cross-Border Transaction and Dispute Resolution Committee co-hosted the event with Ciarb Taipei and Taiwan Chapter.

Dr Fong presented the Hong Kong Arbitration Ordinance and its background. He then focused on Article 34(2) of the UNCITRAL Model Law on international commercial arbitration cases as grounds for setting aside arbitral awards, before moving on to enumerate 23 cases of revocation and non-enforcement of arbitral awards in Hong Kong, providing the background information as well as the rationale behind the court decision. He concluded by citing three key cases in Hong Kong.





Section four
Governance

Trustees

Africa Region
- Dr David Kariuki Muigua Ph.D LLM LLB (Hons) Nrb; Dip. Law (K.S.L) FCPS (k) C.Arb FCIArb, until 31 December 2022
- Chikwendu Madumere FCIArb, from 1 January 2023

Americas Region
Amb. (r) David Huebner C.Arb FCIArb (Honorary Treasurer)

Australasia Region
Caroline Kenny KC C.Arb FCIArb

East Asia Region
Paul Barrett, East Asia LLB (Hons) C.Arb FCIArb

Europe Region
Dr Theophile Margellos MCIArb, from 1 January 2021

Great Britain Region
- Jonathan Wood LLB (Hons) FCIArb, Solicitor (Chair), until 31 December 2022
- Lucy Greenwood C.Arb FCIArb
- Andrew Miller KC FCIArb
- Marion Smith KC FCIArb
- Richard Barnes FCIArb, resigned 8 February 2022
- Ben Giaretta FCIArb, from 1 January 2023

Ireland Region
Arran Dowling-Hussey B.A. M.Econ.Sc.LL.M. FCIArb, Barrister

Middle East/Indian Sub-continent Region
Prof. Dr Mohamed Abdel Wahab C.Arb FCIArb

Officers and Senior Managers of Ciarb

President
Jane Gunn FCIArb (2022), Non-Voting Member of Board of Trustees (ex officio)

Deputy President
John S. Bassie JP LLM C.Arb FCIArb (2022)

Director General
Catherine Dixon LLB (Hons) MBA MCIArb, Solicitor

Principal and Registered Office
12 Bloomsbury Square, London, WC1A 2LP, United Kingdom

Banker
HSBC Bank plc, 165 Fleet Street, London, EC4A 2DY

Solicitors
Bircham Dyson Bell LLP, 50 Broadway, London, SW1H 0BL

Auditor
Moore Kingston Smith LLP, 9 Appold Street, London, EC2A 2AP

Investment Managers
Newton Investment Management BNY Mellon Centre, 160 Queen Victoria Street, London, EC4V 4LA

Ruffer LLP
80 Victoria Street, London, SW1E 5JL

Structure, governance and management

Ciarb is a registered charity in England and Wales, registration number 803725. It was formed in 1915, incorporated on 8 April 1923, and granted a Royal Charter on 6 February 1979. It became a charitable body on 19 July 1990. A revised Royal Charter and Bye-laws were approved by members at an Extraordinary General Meeting on 29 September 2022 and became fully effective on 15 February 2023. Ciarb as a registered charity is managed by a Board of Trustees constituted in accordance with the Royal Charter and Bye-laws and in accordance with Regulations approved by the Board of Trustees. Membership of the Board of Trustees is by regional elections.

The Board of Trustees is elected by the members of Ciarb and normally numbers not more than fourteen members of Ciarb. In 2022, the Board had four representatives from the members living in the 'Great Britain' region and seven representatives from the members living in each of the following regions of the world: Africa, Americas, Australasia, Europe (excluding Ireland and Great Britain as defined), East Asia, Ireland (both Northern Ireland and the Republic of Ireland) and the Middle East/Indian sub-continent.

Membership of the Board of Trustees is restricted to Fellows and Members of Ciarb. The term of office of a Trustee is four years and no Trustee may serve for more than two successive terms. Half of the elected Trustees retire by rotation every two years but may offer themselves for re-election provided that if they were re-elected they would not serve as a Trustee for more than eight continuous years. Any Trustee who has served for eight consecutive years may not offer themselves for re-election until at least two years have elapsed from the expiry of their last term of office. The President is a non-voting ex officio member of the Board of Trustees.

Elections to the Board of Trustees are managed by the Executive. Successful candidates assume office on 1 January in the year following their election. All new Trustees participate in an induction and onboarding process to inform them of the operations of Ciarb and their specific fiduciary responsibilities as Trustees of a charitable body. The elected members of the Board of Trustees elect one of their own number, on an annual basis, to act as Chair of the Board of Trustees.

Trustees receive training on relevant matters that might arise from changes within the Charities Commission and other requests from the Trustees or its committees.

In 2022, the Board of Trustees met four times, twice virtually and twice in person at Ciarb Headquarters, 12 Bloomsbury Square, London.

All the powers and the strategic policies of Ciarb are vested in the Board of Trustees. The management and control of all its affairs is exercised by it, except insofar as such management or control is required to be exercised by the members of Ciarb in General Meeting or at a Congress, or if the Board of Trustees is of the opinion that any of its functions, duties and/or responsibilities could be more efficiently carried out by sub-committees of the Board and/or the Director General. It may delegate that function, duty and/or responsibility, accordingly, provided that:

a. any such delegation is in accordance with the provisions of the Bye-laws, and

b. nothing shall be taken to permit the Board of Trustees to abrogate its functions, duties and/or responsibilities or any of its trusts.

The individual Trustees are not entitled to receive any remuneration for the performance of any duties or services or for the provision of their services as Trustees, save only for the payment of expenses properly incurred.

The Board of Trustees has the power to make, amend or revoke such Regulations and rules as it considers necessary for the governance and the efficient management of Ciarb, provided that any such Regulations or rules are consistent with the articles of the Charter and the Bye-laws.

In November 2021, as part of the governance reform, the Board of Trustees decided that the Board of Management will be disbanded, and its functions delegated to the three sub-committees of the Board of Trustees namely, the Finance Committee, Governance and Nominations Committee (now split into the Governance Committee and Nominations Committee) and an Audit and Risk Committee. These new and re-constituted sub-committees were created, fully recruited to and operational in 2022.

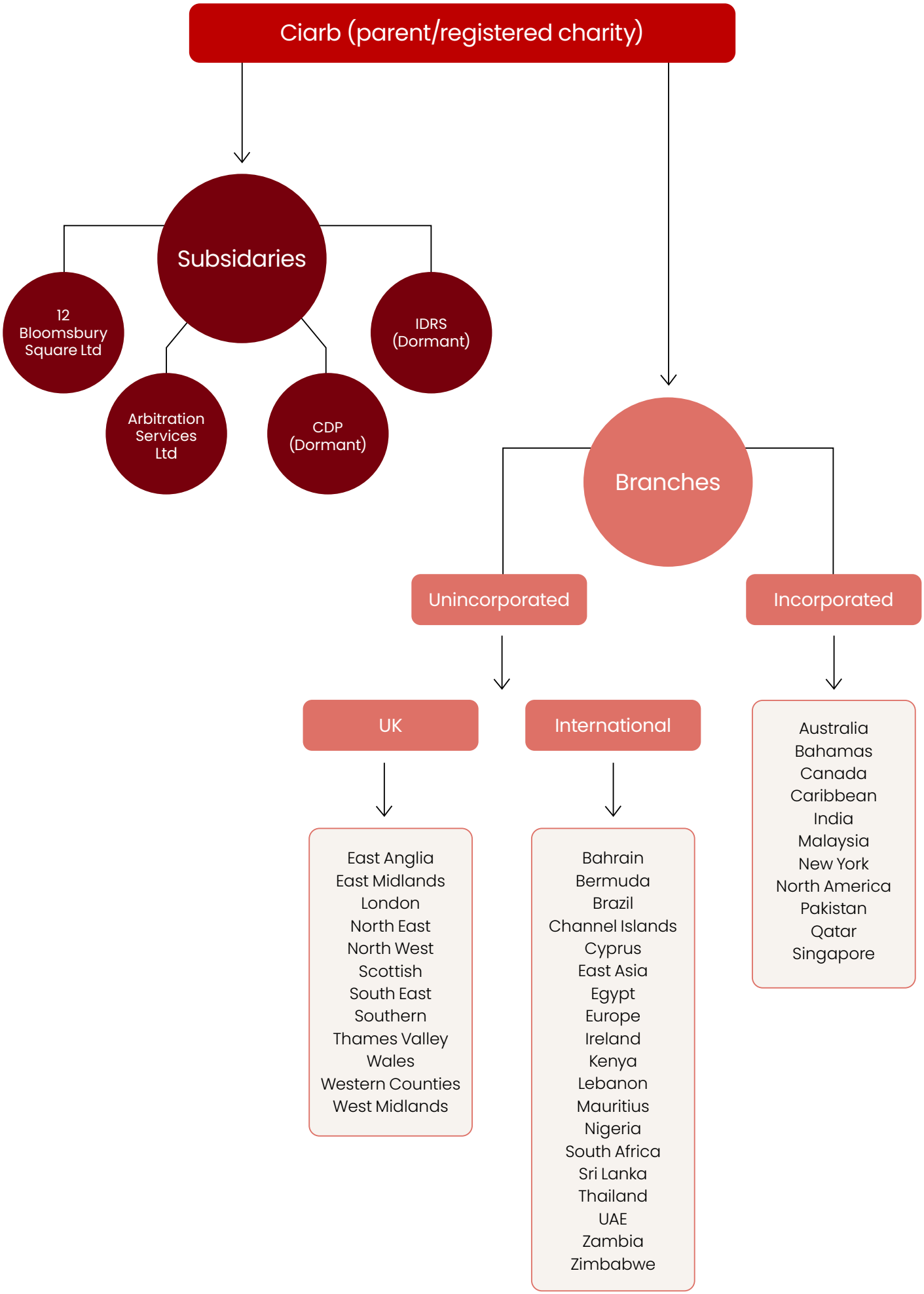
The operational management of Ciarb is delegated to the Director General who leads the Executive and Senior Management team, and whose role is that of Chief Executive. The remuneration of the Director General is set annually each year by the Chair of the Board of Trustees and the Honorary Treasurer. When setting the remuneration of the other members of the Executive during the preparation of the annual budget for approval by the Board of Trustees, the Director General, the Director of Finance, and the General Counsel consult salary surveys provided by recruitment companies to ensure we offer salaries which are competitive to retain and/or recruit good quality staff.

Ciarb has 42 Branches globally. Branches are run by volunteer Branch committees which are elected by Branch members. Some Branches have also established local Chapters to enable more members to get involved locally. Branch assets mainly consist of cash deposited with banks.

The Board of Trustees has the power to establish, maintain and/or close Branches to benefit from members' knowledge of the area in which they practise and to improve contact with potential users of private dispute resolution processes. Details of Branch results are shown in note 20 to the accompanying financial statements. There are some jurisdictions where it is either required or beneficial for a Branch to be incorporated. These incorporated Branches appear in the Consolidated Balance Sheet but do not appear in the Parent Undertaking Balance Sheet.

In addition to the incorporated Branches Ciarb has, for reasons of governance or financial efficiency, four wholly-owned subsidiaries:

- 12 Bloomsbury Square Limited: to provide facilities for dispute resolution hearings, conferences, training and other events.
- Arbitration Services Limited: to collect sponsorship income for Ciarb events.
- City Disputes Panel Limited: to supply conflict resolution solutions targeted to the City of London financial services industry (now dormant).
- Independent Dispute Resolution Services: to provide services for the avoidance, management and/or resolution of complaints and disputes (now dormant).


Ciarb (parent/registered charity)
Subsidaries
12 Bloomsbury Square Ltd
IDRS (Dormant)
Arbitration Services Ltd
CDP (Dormant)
Branches
Unincorporated
Incorporated
UK
International
East Anglia
East Midlands
London
North East
North West
Scottish
South East
Southern
Thames Valley
Wales
Western Counties
West Midlands
Bahrain
Bermuda
Brazil
Channel Islands
Cyprus
East Asia
Egypt
Europe
Ireland
Kenya
Lebanon
Mauritius
Nigeria
South Africa
Sri Lanka
Thailand
UAE
Zambia
Zimbabwe
Australia
Bahamas
Canada
Caribbean
India
Malaysia
New York
North America
Pakistan
Qatar
Singapore

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the situation of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

a. select suitable accounting policies and then apply them consistently;

b. observe the methods and principles in the Charities SORP;

c. make judgments and estimates that are reasonable and prudent;

d. state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

e. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Royal Charter and Bye-laws. The Board are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees is responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Board of Trustees has overall responsibility for ensuring that Ciarb has an appropriate system of controls, financial and otherwise, which will provide reasonable assurance that:

a. Ciarb is operating efficiently and effectively;

b. its assets are safeguarded against unauthorised use or disposition;

c. proper records are maintained and the financial information used within Ciarb is reliable;

d. Ciarb complies with relevant laws and regulations.

Governance attendance

Attendance at Board of Trustees meetings in 2022

Meetings held on 8 February, 8 & 9 June, 8 September and 9 & 10 November.

Name	Region	Attendance
Jonathan Wood FCIArb (Chair)	Great Britain	4/4
Marion Smith KC FCIArb (Vice Chair)	Great Britain	4/4
Lucy Greenwood C.Arb FCIArb	Great Britain	3/4
Andrew Miller KC FCIArb	Great Britain	4/4
Dr David Kariuki Muigua C.Arb FCIArb	Africa	4/4
Amb. (r.) David Huebner C.Arb FCIArb (Honorary Treasurer) Americas	Americas	4/4
Caroline Kenny KC C.Arb FCIArb	Australasia	4/4
Dr Theophile Margellos MCIArb	Europe	4/4
Paul Barrett C.Arb FCIArb	East Asia	4/4
Prof. Dr Mohamed Abdel Wahab C.Arb FCIArb	Middle East/ Indian Sub-Continent	3/4
Arran Dowling-Hussey FCIArb	Ireland	4/4
Jane Gunn FCIArb	Ex Officio (President)	3/4

Attendance at Sub-committee meetings in 2022

Audit and Risk Committee

Name	Attendance
Amb. (r) David Huebner C.Arb FCIArb (Chair) (Trustee)	6/6
Arran Dowling-Hussey FCIArb (Trustee)	1/1
Julien Haye (Appointed)	3/5
Charles Lazarevic (Appointed)	6/6
Louise McKay (Appointed)	5/5
Andrew Miller KC FCIArb (Trustee)	5/6

Finance Committee

Name	Attendance
Paul Barrett C.Arb FCIArb (Chair) (Trustee)	2/2
Nicholas Crapp (Appointed)	2/2
Peace Joseph (Appointed)	2/2
Maya Marcos-O'Brien (Appointed)	1/2
Jonathan Wood FCIArb (Trustee)	2/2

Principal risks identification and management

The risks to which Ciarb is exposed are monitored on a regular basis by the Executive, with the appropriate action taken to mitigate. Ciarb has an internal auditor which undertakes several audits in year based on identified risk. This is reported to the Audit and Risk Committee, which in turn reports to the Board which has ultimate responsibility for managing risk. The principal risks, uncertainties and safeguards include:

Risk or uncertainty	Safeguard or mitigation
IT infrastructure and controls Risk of complete or partial loss of systems, services, data, information or cyber integrity	– Implement effective IT systems, standards, training and governance. – Maintain Cyber Security accreditation(s) and undertake regular testing. – Continue transparent management and reporting. – Continuous improvement of Business Continuity Plans. – Improve data quality and management.
Health and safety management Risk from failure to be compliant, have proper policies, practices or working environment	– Regular independent reviews by subject experts and action as needed. – Embed H&S best practice, policies and training. – Adjust office practices for flexible working (post Covid-19). – Ongoing budgeted maintenance and support cycle. – Regular testing of H&S systems and sub-systems.
People Risk from failure to attract, mobilise, retain the right talent and skills, and/or to embed a diverse and inclusive workforce	– Continue staff and leadership development programmes. – Maintain regular all staff meetings and events. – Continue well-being programmes and initiatives. – Continue flexible working policy and initiatives. – Regular review and update of policies. – Embed Ciarb values and behaviours. – Maintain Investors in People accreditation. – Continue development of and engagement with the Staff Forum.

Risk or uncertainty	Safeguard or mitigation
Member experience and service Risk of loss of income due to failure to deliver good member experience and service	– Further develop Ciarb's member offer. – Maintain regular communication with internal and external stakeholders. – Continue business development planning. – Implement the Competence Frameworks and Education Reform. – Continuously improve renewals and payment processes.
Education Risk from failure to retain relevance, quality and/or growth in training and qualifications	– Continue implementation of the Competence Frameworks and Education Reform. – Undertake market research to inform product development. – Maintain and build on quality assurance. – Support and develop global faculty. – Ensure quality assurance for Chartered designations.
Strategy implementation Risk from failure to implement the strategy	– Report progress against annual plan, including financial forecasting, performance and risk management. – Continuous improvement of communication to Branches and members. – Identify and address skills gaps, providing management training as needed. – Improve IT systems and manage performance vs budget. – Maintain and improve project management approach and reporting. – Continuously improve reporting and monitoring. – Undertake surveys on member satisfaction.

Risk or uncertainty	Safeguard or mitigation
Relationships with external stakeholders Risk to brand reputation by not building and maintaining relationships	– Continue to develop closer working with Institutions and panels. – Maintain horizon-scanning. – Fulfil Ciarb's role as secretariat to the All-Party Parliamentary Group for Alternative Dispute Resolution (APPG ADR). – Continue to respond to key Government consultations. – Fulfil Ciarb's observer status at UNCITRAL Working Groups II and III. – Maintain memberships of key organisations/ groups, adding to these as necessary.
Finance Risk of loss of revenue through poor investment, compliance and controls, and/or through sanctions or penalties	– Maintain and, where necessary, improve multiple controls to administer, process and report financial transactions. – Ensure appropriate insurance policies are in place. – Regular review of performance vs budget to enable necessary adjustments and ensure improved quarterly forecasting. – Maintain and regularly review controls for delegation of authority including financial approval levels. – Embed cash-flow forecasting to all reporting with careful treasury management including an operational reserves policy. – Maintain appropriate levels of control and support over our Branch network's financial management.

Risk or uncertainty	Safeguard or mitigation
Legal, Compliance and Regulatory Risk from failure to mitigate legal risk or to comply with legal and regulatory requirements	– Implement compliance audits and policy updates, adding new policies as necessary. – Ensure mandatory internal training is delivered and completed. – Regular monitoring by the Audit and Risk Committee. – Complete statutory audit under the Charities Act 2011 for compliance with financial and other legal and regulatory requirements.
Governance Risk from lack of skills and expertise to enable the Board to be fully effective and/or non-compliance with Charity Commission guidelines and/or a poor constitution	– Recruit relevant skills onto the Board. – Provide guidance on governance and best practice. – Ensure Regulations, Branch Model Rules and other Governance documents are in line with best practice. – Continue to induct new Trustees, Branch Chairs, Committee members and Treasurers. – Implement governance reforms.

As a result of geopolitical volatility, there is an increased risk of cyber-attack which will be treated as an ongoing risk and monitored separately and reported to the Audit and Risk Committee and Board of Trustees as appropriate.

In light of cost of living and inflationary pressures, we are closely monitoring course registrations and member attrition, including keeping any price increases to member subscriptions as low as possible. We are mindful of the impact of cost of living increases on staff and have benchmarked and, where appropriate, adjusted staff pay. We are reviewing the Branch budgeting process to ensure Branches are financially supported and incentivised to train and support members locally.

Investments

Ciarb's investments are managed with the objective of preserving and growing the invested capital ahead of inflation without taking undue risk whilst generating a moderate degree of income. Ciarb invests with Newton's Global Growth and Income Fund for Charities and Ruffer LLP Charity Assets Trust Acc. Newton's and Ruffer's charges are taken from the capital of the Fund. Ciarb monitors the performance of the Fund.



Section five
Financial review

Financial review

Basis of financial statements

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Review of transactions and financial position of Ciarb

The consolidated net assets of Ciarb increased by £258,491 to £9,961,047. The Central operations surplus includes an increase in the investment portfolio of £39,981 and trading gains from Ciarb wholly owned subsidiaries 12 Bloomsbury Square Ltd of £81,815 and Arbitration Services Ltd a gain of £8,046. The deficit from the Branch operations includes a net translation gain of £364,946 relating to the net assets of international branches.

The Group's principal sources of funding are membership subscriptions followed by the provision of education and training. These funds are used to support the achievement of Ciarb's overall objectives. In 2022, membership subscriptions including application fees increased 15% (2021: 3% increase) to £5,392,102, while the number of net members increased by 517 (2021: 351) to 17,398. Revenue from Education and Training activities decreased by 12% on the previous year (2021: 24% increase) at £2,163,083.

Membership subscriptions for 2022 compared to 2021

2022	Actual	Budget	Variance	2021	Actual	Budget	Variance
Fellow	1,918,185	1,902,334	15,851	Fellow	1,688,599	1,466,825	221,774
Member	1,881,766	1,759,482	122,284	Member	1,620,564	1,728,418	-107,854
Associate	848,507	793,644	54,864	Associate	864,593	804,756	59,837
Retired	30,155	54,150	-23,995	Retired	32,627	44.962	-12,299
Total	**4,678,613**	**4,509,610**	**169,003**	**Total**	**4,206,383**	**4,044,925**	**161,458**

Scheme administration is presented in the SOFA under 'Appointment and scheme administration fees' which also includes Presidential Appointments operated by Ciarb's Dispute Appointment Service ("DAS") and the schemes operated by certain Branches. Fees from all such sources totalled £206,859 (2021: £121,032 and is made up of Headquarters £138,922 (2021: £71,280) and Branches £67,937 (2021: £49,752). Total costs for this area of operations are £458,481 (2021: £220,414).

Revenue from the room hire company, 12 Bloomsbury Square Ltd, showed an increase of 317% (2021: 17% decrease) on 2021 levels to £372,221. This figure does not include the rooms hired to the parent charity for Education and Training and Governance meetings which were valued at £33,076 (2021: £9,851).

City Disputes Panel Ltd ("CDP") had no net movements in 2022 and 2021 and is dormant. The balance sheet for CDP shows a deficit of £95,300 and is considered by the Trustees to be in material deficit. The balance relates entirely to a loan from Ciarb which has been fully provided for.

The consolidated surplus for the year after realised and unrealised investment losses and net translation losses, together with the accumulated balance at 31 December 2022 are as shown below:

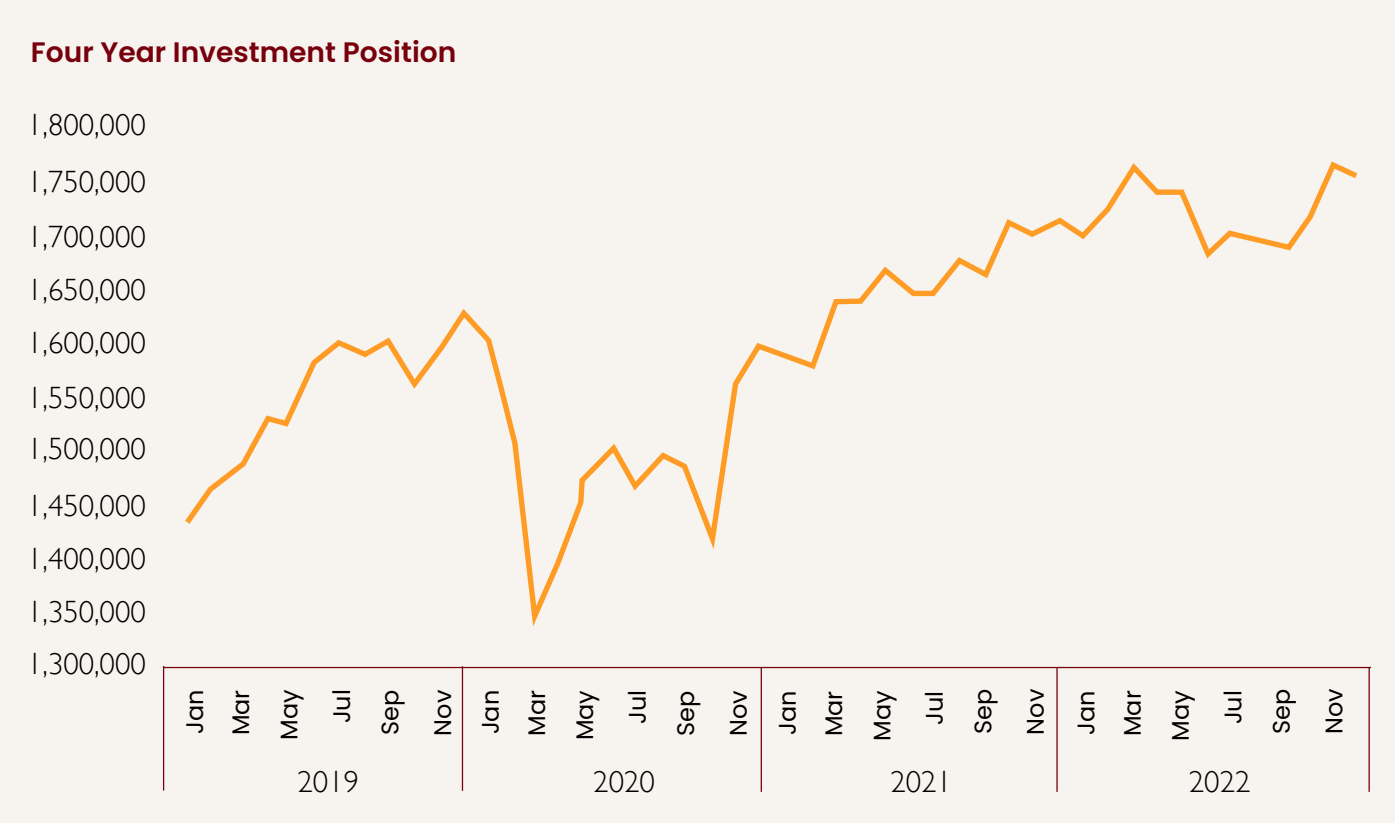
	Accumulated Funds Year to 31 December 2022 £	Accumulated Funds Year to 31 December 2021 £
Restricted funds		
Kenyan Development Funds	78,148	49,848
General funds	9,882,899	9,652,708
	9,961,047	9,702,556

The restricted funds in the Kenya Branch are amounts raised to fund the purchase of property for the Branch office.

In the consolidated Balance Sheet, tangible and intangible fixed assets increased in the year from £6,709,586 to £7,474,129. The net increase was related to additional purchases, mostly within buildings and software net of depreciation and amortisation.

Ciarb's investments are managed by Newton Investment Management and Ruffer LLP. The investment takes the form of dividend-paying shares in the Newton Growth and Income Fund for Charities and the Ruffer Charity Assets Trust Accumulation Fund. The market value of investments increased by 2.3% to £1,755,878 from £1,715,897. The performance of the investments is closely monitored to ensure returns are commensurate for the risk and the management fees – currently 0.6% and 1.0% respectively - are good value for money.

Investment value movement for 2019 to 2022



Reserves policy

Ciarb's Board of Trustees has set a reserves policy to balance the provision of sufficient liquid reserves to deal with an emergency situation without tying up Ciarb funds unnecessarily. The reserves policy is as follows:

(a) Liquid Reserves
The level of liquid reserves should be a minimum of three months' worth of regular expenditure, which for 2022 is budgeted as £1.5m.

(b) Overall Reserves
The level of overall reserves should be a minimum of six months' worth of regular expenditure, which for 2022 is budgeted as £3.0m.

Liquid Reserves are made up of the investment portfolio which stood at £1.8m at the year end and central cash balances of £0.9m for a total of £2.7m.

Overall Reserves are the total of the net assets excluding those of the Branches (so the net assets held by head office plus the UK trading subsidiaries). These total £7.6m.

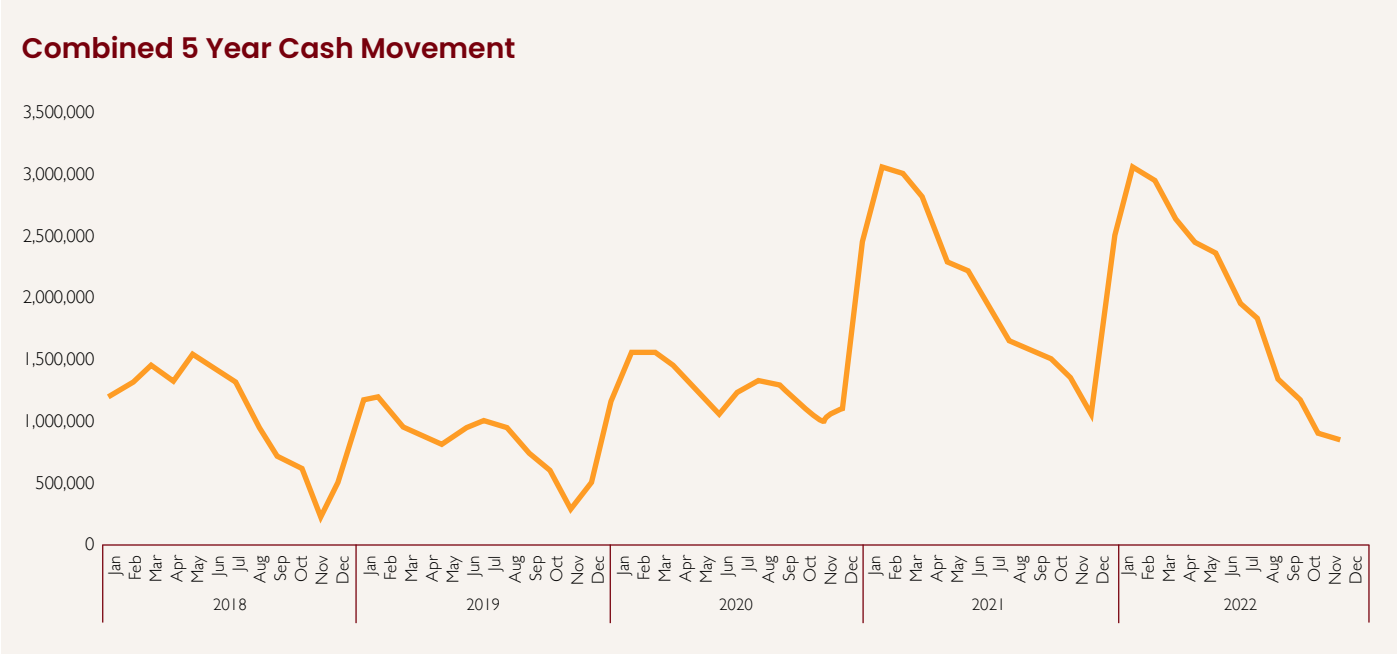
Regular expenditure consists of the normal day to day expenditure of Ciarb and its operating subsidiaries. It excludes exceptional items such as costs relating to tribunals, international conferences and other matters which do not recur annually.

The current level of overall reserves complies with this policy. The level of Liquid Reserves including cash in hand at the year-end was compliant with the policy.

At times in the year when the cash balances at the London Headquarters (HQ) are low, an overdraft facility is arranged with HSBC such that the London HQ has access to liquid resources (the investment portfolio + £300,000 overdraft facility) of at least three months' worth of London HQ expenditure without having to affect the cash reserves held by the overseas branches.

The reserves policy is to be reviewed during 2023

Cash movements for Ciarb and subsidiaries from 2018 to 2022



Assets and obligations

The net assets of Ciarb are available and adequate to fulfil the obligations of Ciarb.

Fundraising disclosure

Ciarb does not undertake any fundraising. All fundraising income is generated by ASL and stems from professional firms sponsoring Ciarb events.

Funds held as custodian

Ciarb holds funds from time to time on behalf of arbitrators and others as security for their fees and costs. These funds originate from the parties involved in the arbitration and are kept by Ciarb in a separate bank account and are not mixed with its own funds.

Re-appointment of the Auditor

A resolution proposing the re-appointment of Moore Kingston Smith LLP as auditor to Ciarb will be put to the Trustees.

Signed on behalf of the Trustees:

Marion Smith KC
(Trustee)

Paul Barrett
(Trustee)

22 June 2023





Section six
Independent auditor's report

Independent auditor's report to the Trustees of the Chartered Institute of Arbitrators for the year ended 31 December 2022

Opinion

We have audited the financial statements of the Chartered Institute of Arbitrators (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Undertaking Balance Sheet, the Consolidated and Parent Undertaking Cash Flow Statement and Notes to the Financial Statements, including a summary of significant Accounting Policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2022, and of the group's incoming resources and application of resources, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are

responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept adequate accounting records; or
- the parent charity's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out above, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.

- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's Trustees as a body, for our audit work, for this report, or for the opinion we have formed.

19 September 2023

Moore Kingston Smith LLP
Statutory auditor

Moore Kingston Smith LLP

9 Appold Street, London, EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.





Section seven
Financial statements

Consolidated Statement of Financial Activities for the year ended 31 December 2022

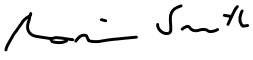
	Note	General Funds 2022	Restricted Funds 2022	Total Funds 2022	Total Funds 2021
		£	£	£	£
Income from:					
Charitable Activities:					
Membership related income	3	5,365,063	27,039	5,392,102	4,713,728
Education and training activities		2,163,083	-	2,163,083	2,464,078
Appointment and scheme administration fees	3	206,859	-	206,859	121,032
Other trading activities:					
Room Hire income		405,297	-	405,297	127,892
Income from fundraising events		13,187	-	13,187	-
Investments	4	36,858	-	36,858	41,653
Total income		8,190,347	27,039	8,217,386	7,468,383
Expenditure on:					
Raising funds:					
Room hire expenses	5	(707,838)	-	(707,838)	(608,346)
Charitable activities:					
Membership activities	5	(3,207,112)	-	(3,207,112)	(2,606,736)
Education and training	5	(3,989,878)	-	(3,989,878)	(3,596,925)
Scheme administration and other activities	5	(458,994)	-	(458,994)	(219,454)
		(7,655,984)	-	(7,655,984)	(6,423,115)
Total expenditure		(8,363,822)	-	(8,363,822)	(7,031,461)
Net gains on investments	10(a)	39,981	-	39,981	116,702
Net income		(133,494)	27,039	(106,455)	553,624
Other recognised gains and losses:					
Net translation gains relating to net assets of international branches		363,685	1,261	364,946	19,985
Net movement in funds	2(b)	230,191	28,300	258,491	573,609
Reconciliation of fund balances					
Fund balances brought forward at 1 January		9,652,708	49,848	9,702,556	9,128,947
Fund balances carried forward at 31 December		9,882,899	78,148	9,961,047	9,702,556

None of the Group's activities were acquired or discontinued during the above two financial years. The Notes on pages 72 to 116 form part of these financial statements.

Consolidated Balance Sheet
for the year ended 31 December 2022

	Note	2022		2021	
		£	£	£	£
Fixed Assets					
Tangible Assets	9(a)		6,727,515		6,408,616
Intangible Assets	10		746,614		300,970
Investments	11		1,755,878		1,715,897
Total fixed assets			9,230,007		8,425,483
Current Assets					
Debtors	12	1,982,231		825,874	
Cash at bank and in hand		3,180,046		3,770,635	
		5,162,277		4,596,509	
Liabilities: Amounts falling due within one year	13	(3,535,317)		(2,290,458)	
Net Current Assets			1,626,960		2,306,051
Total Assets less Current Liabilities			10,856,967		10,731,534
Liabilities: Amounts falling due after more than one year	14		(895,920)		(1,028,978)
Net assets	15		9,961,047		9,702,556
Net assets represented by:					
Restricted Funds:					
Kenyan Development Fund	17		78,148		49,848
Unrestricted Funds:					
General fund	17		9,882,899		9,652,708
Fund balances carried forward at 31 December 2022			9,961,047		9,702,556

Approved by the Board of Trustees and authorised for issue on 22 June 2023 and signed on its behalf by:



Marion Smith KC
(Trustee)



Paul Barrett
(Trustee)



Catherine Dixon
(Director General)

The Notes on pages 72 to 116 form part of these financial statements.

Parent Undertaking Balance Sheet
for the year ended 31 December 2022

	Note	2022		2021	
		£	£	£	£
Fixed Assets					
Tangible Assets	9(b)		6,213,438		6,408,616
Intangible Assets	10		746,614		300,970
Investments:					
Managed	11	1,755,878		1,715,897	
Subsidiaries	11	468,049		3,100	
Total investments			2,223,927		1,718,997
Total fixed assets			9,183,979		8,428,583
Current Assets					
Debtors	12	2,469,130		1,549,406	
Cash at bank and in hand		2,026,607		2,605,766	
		4,495,737		4,155,142	
Liabilities: Amounts falling due within one year	13	(3,341,012)		(2,233,684)	
Net Current Assets			1,154,725		1,921,488
Total Assets Less Current Liabilities			10,338,704		10,350,071
Liabilities: Amounts falling due after more than one year	14		(895,920)		(1,028,978)
Net assets	16		9,442,784		9,321,093
Net assets represented by:					
Restricted Funds:					
Kenyan Development Fund	17		-		49,848
Unrestricted Funds:					
General fund	17		9,442,784		9,271,245
Fund balances carried forward at 31 December 2022			9,442,784		9,321,093

Approved by the Board of Trustees and authorised for issue on 22 June 2023 and signed on its behalf by:

Marion Smith KC
(Trustee)

Paul Barrett
(Trustee)

Catherine Dixon
(Director General)

The Notes on pages 72 to 116 form part of these financial statements.

Consolidated Cash Flow Statement
for the year ended 31 December 2022

	2022		2021	
	£	£	£	£
Cash flows from operating activities				
Net income for the financial year	(106,457)		553,624	
Adjustments for:				
Depreciation and amortisation	120,625		172,248	
Loss on disposal of fixed assets	83,681		-	
(Gains) on investments	(39,981)		(116,702)	
Dividends receivable	(16,051)		(15,128)	
Interest receivable	(20,807)		(26,525)	
Interest payable	30,286		55,918	
Decrease in stocks	-		6,692	
(Increase) in debtors	(1,156,357)		(272,824)	
Increase in creditors	1,339,557		256,848	
Cash from operations	234,495		644,551	
Interest paid	(30,286)		(55,918)	
Net cash generated from operating activities		204,209		588,633
Cash flows from investing activities				
Payments to acquire fixed assets	(964,583)		(477,249)	
Purchase of investment	-		1,098,000	
Sale of investment	-		(1,098,000)	
Dividends received	16,051		15,128	
Interest received	20,807		26,525	
Net cash utilised by investing activities		(927,725)		(435,596)
Cash flows from financing activities				
Repayment of long-term loans	(203,982)		(210,823)	
Receipt / (Repayment) of hire purchase	(23,770)		23,770	
Net cash utilised by financing activities		(227,752)		(187,053)
Change in cash and cash equivalents in the reporting period		(951,268)		(34,016)
Cash and cash equivalents at the beginning of the reporting period		3,770,635		3,831,310
Change in cash and cash equivalents due to exchange rate movements		360,678		(26,659)
Cash and cash equivalents at the end of the reporting period		3,180,046		3,770,635
Notes to the cash flow statement				
Components of cash				
Cash at bank and in hand		3,180,046		3,770,635

The Notes on pages 72 to 116 form part of these financial statements.

Parent Undertaking Cash Flow Statement
for the year ended 31 December 2022

	2022		2021	
	£	£	£	£
Cash flows from operating activities				
Net income for the financial year	(74,426)		730,980	
Adjustments for:				
Depreciation and amortisation	120,625		172,243	
Loss on disposal of fixed assets	83,681		-	
(Gains) on investments	(39,981)		(116,702)	
Dividends receivable	(16,051)		(15,128)	
Interest receivable	(20,542)		(26,425)	
Interest payable	30,286		55,918	
Decrease in stocks	-		6,692	
(Increase) in debtors	(985,357)		(629,180)	
Increase in creditors	1,267,678		286,240	
Cash from operations	365,913		464,643	
Interest paid	(30,286)		(55,918)	
Net cash generated from operating activities		335,627		408,725
Cash flows from investing activities				
Payments to acquire fixed assets	(963,079)		(477,249)	
Purchase of investment	-		1,098,000	
Sale of investment	-		(1,098,000)	
Dividends received	16,051		15,128	
Interest received	20,542		26,425	
Net cash utilised by investing activities		(926,486)		(435,696)
Cash flows from financing activities				
Repayment of long-term loans	(203,982)		(210,829)	
Receipt / (Repayment) of hire purchase	(23,770)		23,770	
Net cash utilised by financing activities		(227,752)		(187,053)
Change in cash and cash equivalents in the reporting period		(818,611)		(214,024)
Cash and cash equivalents at the beginning of the reporting period		2,605,766		2,850,687
Change in cash and cash equivalents due to exchange rate movements		281,493		(30,897)
Cash and cash equivalents at the end of the reporting period		2,068,652		2,605,766
Notes to the cash flow statement				
Components of cash				
Cash at bank and in hand		2,068,652		2,605,766

The Notes on pages 72 to 116 form part of these financial statements.

1. General information

The Chartered Institute of Arbitrators ("Ciarb") is a charity registered in England and Wales, registration number 803725. It was formed in 1915, incorporated on 8 April 1923, and granted a Royal Charter on 6 February 1979. It became a charitable body on 19 July 1990. A new Royal Charter and Bye-laws were approved by members at an Extraordinary General Meeting on 28 October 2004 and became fully effective on 28 February 2005. Amended by order in Council on 6 August 2013.

The charity is a public benefit entity and its principal activities are set out in the Trustees' Annual Report.

The Registered Office is: 12 Bloomsbury Square, London, WC1A 2LP.

2. Accounting Policies

(a) Basis of accounting

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice. Accounting policies have been consistently applied except where noted below. The financial statements are prepared in pounds sterling and rounded to the nearest £.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

(b) Consolidation

The consolidated accounts incorporate the accounts of Ciarb and its subsidiaries made up to 31 December 2022. The result is consolidated on a line-by-line basis.

A separate Statement of Financial Activities is not presented for Ciarb itself. For the year ended 31 December 2022 the income of Ciarb was £7,549,925 (2021: £7,318,811), expenditure was £7,653,413 (2021: £6,714,596), its gains on investment assets were £39,981 (2021: gains of £116,702), its translation gains were £185,194 (2021: gains £5,220) and its net movement in funds was a loss of £63,507 (2021: surplus of £720,917).

(c) Going concern

The Institute's accounts are prepared on the basis that it is a going concern. It continues to produce an annual surplus of income over expenditure and has set its 2023 budget on the reasonable assumption that this will continue. With the residual impact of the Covid 19 pandemic, as well as the effect of the cost of living increases, the Trustees

and management have re-assessed and updated the forecast and are confident there are sufficient reserves to continue operating for the foreseeable future. The Institute continues to monitor events as they unfold, and the forward projections are updated accordingly.

The Trustees confirm that at the time of approving the financial statements, and based on their forecasts until 30 June 2024, there is a reasonable expectation that the Institute has adequate resources to continue in operational existence for the foreseeable future. In arriving at this conclusion, the Trustees have taken account of current and anticipated financial performance in the current economic conditions, the approved planned 2022 budget surplus and the Institute's reserves position. At 31 December 2022 the Institute held unrestricted cash balances of £3.27m and unrestricted investments of £1.8m.

(d) Tangible fixed assets and depreciation
Tangible fixed assets costing more than £1,000 are capitalised at cost.

Depreciation commences when an asset is brought into use and is calculated to write off the cost, less estimated residual values, of tangible fixed assets over their estimated useful lives. The annual depreciation rates and methods are as follows:

Freehold Land - Nil.

Improvements to Leasehold Premises - Over the remaining period of the lease.

Furniture and Fittings - 10% per annum on cost.

Computer and Electronic Equipment - 33⅓% per annum on cost.

(e) Freehold buildings
Freehold buildings are depreciated to the extent that the residual value is lower than the net book value, and valuations are obtained to support this.

(f) Intangible fixed assets and amortisation
Intangible fixed assets costing more than £1,000 are capitalised at cost. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Amortisation commences when the asset is brought into use and is calculated to write off the cost, less estimated residual values, of intangible fixed assets over their estimated useful lives. The annual amortisation rates and methods are as follows:

Computer software - 20% per annum on cost.

(g) Leases
An asset and corresponding liability are recognised for leasing agreements that transfer to Ciarb substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. Any interest is charged to the Statement of Financial Activities so as to produce a constant periodic rate of interest on the remaining balance of the liability.

All other leases are operating leases and the annual rentals are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

(h) Branches
The activities and funds of branches established by Ciarb and governed by the Branch Model Rules, but not incorporated locally are regarded as those of Ciarb itself and are included by means of aggregation in the Accounts. Locally incorporated branches are treated as subsidiaries as described in note 2(n).

(i) Foreign currency funds and transactions
Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

Assets, liabilities, and results of overseas branches are translated at the rate ruling at the balance sheet date. Exchange differences arising are recognised as other recognised gains and losses.

(j) Subscriptions, fees and services
Subscriptions, fees and services are included in the financial statements on the basis of amounts receivable in respect of the accounting period.

(k) Recognition of income
Membership subscription income for the current year is recognised when received. Subscription income received in advance relating to subsequent years is deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

Income from administered dispute resolution schemes for case work is normally recognised either in accordance with relevant scheme contractual specifications or on conclusion of the case, that is, when a decision is made by the appointed dispute resolver or an outcome is agreed between the parties. Income from fees paid as retainers and similar arrangements is recognised on an accruals basis.

Education and training income relating to courses is recognised when the course has started. Room hire, event admission and all other income is recognised when the activity has taken place.

(l) Investments
Investments are included in the Balance Sheet at fair value at the Balance Sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

(m) Investments in subsidiary undertakings
Investment in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. Interests in subsidiaries are assessed for impairment at each reporting date. Any impairment losses or impairment reversals are recognised immediately in the Statement of Financial Activities. The net asset values of the operating subsidiaries are disclosed in

notes 10 (for UK subsidiaries) and 20(b) (for incorporated international branches). They are consolidated on a line by line basis.

Incorporated branches are treated as subsidiaries and the results of these are included within the consolidated results but not those of the parent undertaking. The results of other branches are included in both the parent undertaking and consolidated results.

(n) Impairments
Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

(o) Allocation of costs
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs that are directly attributable are allocated on a departmental basis and support costs added. Head Office staff costs are apportioned to departments on an actual basis and accommodation costs according to assessed work area. Other Head Office costs, including Governance costs, are apportioned to departments on a reasonable basis. Please see note 5.

(p) Pensions
Ciarb operates a Defined Contribution Pension Scheme. Pension contributions are charged to the Statement of Financial Activities as incurred. These contributions are invested separately from Ciarb assets.

(q) Financial instruments
The Group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments. All of its Financial Instruments are classified as "basic".

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument and are offset only when the Group currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in the Statement of Financial Activities for the excess of the carrying value of the debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an

event occurring after the impairment loss was recognised, are recognised immediately in the Statement of Financial Activities.

Financial liabilities and equity

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of Ciarb after deducting all of its liabilities.

Other creditors

Other creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in administration costs and reallocated across charitable activities.

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

Stakeholder funds

Ciarb holds stakeholder funds on behalf of clients as a neutral in arbitration cases. These amounts are included within creditors above.

This activity falls within Ciarb's strategic aim of global promoting the constructive resolution of disputes. By acting as a neutral with funds in escrow, Ciarb can ensure funds are distributed appropriately once an award is made.

(r) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(s) Charitable status

Ciarb is registered as a charity, registration number 803725, and in consequence it is exempt from taxation on income arising from and expended on its charitable activities.

3. Income from charitable activities

	2022	2021
	£	£
Membership subscriptions and other income:		
Membership subscriptions	4,743,442	4,206,383
Events	167,858	138,839
Entry fees	138,474	103,411
Sundry Branch and other Income	350,376	265,095
	5,400,150	4,713,728
Appointment and scheme administration fees include:		
Administration and sundry fees	67,937	49,752
Presidential Appointments	138,922	71,280
	206,859	121,032

4. Investment Income

	2022	2021
	£	£
Bank interest received	20,807	26,525
Investment dividends received	16,051	15,128
	36,858	41,653



5. Expenditure

	Direct Costs £	Support costs £	Total £	Direct Costs £	Support costs £	Total £
Membership activities	1,690,152	1,525,010	3,215,162	1,385,048	1,221,688	2,606,736
Scheme administration and other expenses	208,572	250,422	458,994	117,958	102,955	220,913
Education and training expenses	1,206,200	2,783,678	3,989,878	1,201,286	2,395,639	3,596,925
Total charitable activities	3,104,924	4,559,110	7,664,034	2,704,292	3,720,282	6,424,574
Room hire expenses	69,799	638,039	707,838	25,322	583,024	608,346
	3,174,723	5,197,149	8,371,872	2,729,614	4,303,306	7,032,920

Support costs:

Year to 31 December 2022

	Staff-related costs £	Property costs £	Depreciation / amortisation £	Governance £	Admin £	2022 Total £
Membership activities	779,595	46,256	3,663	121,393	574,103	1,525,010
Scheme administration and other expenses	(2,181)	(129)	(10)	43,467	209,275	250,422
Education and training expenses	1,431,755	84,951	6,728	219,940	1,040,304	2,783,678
Room hire expenses	488,344	38,535	12,676	8,380	90,103	638,039
Total	2,697,514	169,613	23,057	393,180	1,913,785	5,197,149

Room hire expenses relate to an allocation of overheads from Ciarb HQ.

Year to 31 December 2021

	Staff-related costs £	Property costs £	Depreciation / amortisation £	Governance £	Admin £	2021 Total £
Membership activities	680,589	41,772	8,769	39,472	451,086	1,221,688
Scheme administration and other expenses	2,069	127	27	7,753	92,979	102,955
Education and training expenses	1,267,116	77,772	16,327	83,343	951,081	2,395,639
Room hire expenses	424,772	36,609	30,596	7,422	83,625	583,024
Total	2,374,546	156,280	55,719	137,990	1,578,771	4,303,306

Allocation of costs:

Staff costs are allocated to activities based on the actual cost, including on-costs, of the staff working in each activity. Accommodation costs and Depreciation are allocated on the basis of the area occupied by each activity and Miscellaneous costs on the basis of the numbers of staff employed in each activity. Support costs are allocated on a basis which reflects the use made by the activity of each support cost centre.

6. Audit fees

	2022 £	2021 £
Audit:		
2022 audit	40,200	30,000
Prior year overruns	13,750	-
	53,950	30,000
Taxation services	9,500	-
Other services	48,561	-
	112,011	30,000

7. Staff costs

	2022 £	2021 £
Wages and salaries	3,104,490	2,912,129
Employer's national insurance	329,213	305,039
Pension costs	237,550	242,220
Other staff costs	64,911	56,179
Total	3,736,164	3,515,567

Included within the above is £243,257 (2021: £242,627) of costs including employer's national insurance in respect of key management personnel and £45,000 (2021: £192,581) in termination benefits. The Director General is the only member of key management personnel.

7. Staff costs (continued)

The average number of FTE employees by category during the year was:

	2022	2021
	No.	No.
Membership activities	7	5
Scheme administration and other expenses	6	3
Education and training expenses	12	13
Room hire expenses	3	2
General	43	47
Total number of employees	71	70

The number of employees whose emoluments fell into the following bands in excess of £60,000 was:

	2022	2021
	No.	No.
£60,000 to £69,999 per annum	4	4
£70,000 to £79,999 per annum	3	1
£80,000 to £89,999 per annum	1	3
£100,000 to £109,999 per annum	2	-
£160,000 to £169,999 per annum	-	1
£180,000 to £189,999 per annum	-	1
£190,000 to £199,999 per annum	1	1
	11	11

Pension payments in respect of these eleven employees (2021: eleven) in 2022 amounted to £70,054 (2021: £96,394).

8. Payments to Trustees

Members of the Board of Trustees receive no remuneration for their work as Trustees or for other work they may carry out for Ciarb, with the exception of that disclosed in Note 24(g). Trustees' expenses reimbursed during the year under review are as follows:

	2022 £	2021 £
Tutors Fees	-	3,305
Travel	14,880	13
Other	23	-
	14,903	3,318
Number of Trustees reimbursed in year	5	3

9. (a) Tangible fixed assets
Group undertaking

	Freehold land and buildings £	Improvements to leasehold premises £	Fixtures and fittings £	Computer and electronic equipment £	Total £
Cost					
As at 1 January 2022	6,223,021	9,303	815,660	449,507	7,497,491
Additions	28,206	307,418	64,410	32,769	432,803
Disposals	-	-	(618,941)	(402,987)	(1,021,928)
Foreign exchange	3,112	266	2,706	647	6,731
At 31 December 2022	6,254,339	316,987	263,835	79,936	6,915,097
Depreciation					
As at 1 January 2022	(2,956)	(7,730)	(705,558)	(372,631)	(1,088,875)
Charge for the year	(12,567)	(736)	(26,904)	(3,543)	(43,750)
Disposals	-	-	618,941	328,565	947,506
Foreign exchange	(2)	(221)	(1,754)	(486)	(2,463)
At 31 December 2022	(15,525)	(8,687)	(115,275)	(48,095)	(187,582)
At 31 December 2022	6,238,814	308,300	148,560	31,841	6,727,515
At 31 December 2021	6,220,065	1,573	110,102	76,876	6,408,616

9. (b) Tangible fixed assets
Parent undertaking

	Freehold land and buildings	Improvements to leasehold premises	Fixtures and fittings	Computer and electronic equipment	Total
	£	£	£	£	£
Cost					
As at 1 January 2022	6,101,166	9,303	779,912	433,496	7,323,877
Additions	28,206	-	11,262	16,697	56,435
Disposals	-	-	(618,941)	(402,987)	(1,021,928)
Foreign exchange	28	266	1,801	242	2,337
At 31 December 2022	6,129,400	9,569	174,034	47,718	6,360,721
Depreciation					
As at 1 January 2022	(2,956)	(7,730)	(688,000)	(360,452)	(1,059,138)
Charge for the year	(9,044)	(736)	(22,340)	(1,822)	(33,941)
Disposals	-	-	618,941	328,565	947,506
Foreign exchange	(2)	(221)	(1,310)	(177)	(1,710)
At 31 December 2022	(12,002)	(8,687)	(92,709)	(33,886)	(147,283)
At 31 December 2022	6,117,398	882	81,325	13,832	6,213,438
At 31 December 2021	6,220,065	1,573	110,102	76,876	6,408,616

Ciarb acquired the freehold of 12 Bloomsbury Square on 30 January 2001 at a net cost of £4,248,126. It acquired the freehold of 14 Bloomsbury Square on 23 September 2011 at a net cost of £1,733,355.

Depreciation of £nil is charged on listed Freehold Buildings as there is estimated to be no material difference between cost and residual value.

10. Intangible fixed assets
Group and parent undertaking

	Software	Total
	£	£
Cost		
As at 1 January 2022	492,295	492,295
Additions	522,521	522,521
At 31 December 2022	1,014,816	1,014,816
Amortisation		
As at 1 January 2022	(191,325)	(191,325)
Charge for the year	(76,877)	(76,877)
At 31 December 2022	(268,202)	(268,202)
At 31 December 2022	746,614	746,614
At 31 December 2021	300,970	300,970



11. Fixed asset investments

(a) Managed funds - Group and parent undertaking

	2022 £	2021 £
Cost		
At 1 January	1,078,519	1,078,519
Additions	-	1,098,000
Disposals	-	(1,098,000)
At 31 December	1,078,519	1,078,519
Fair Value		
At 1 January 2022	1,715,897	1,599,195
Additions	-	1,098,000
Disposals	-	(1,098,000)
Net investment gains	39,981	116,702
At 31 December 2022	1,755,878	1,715,897

The investments above are invested as follows:

	2022 £	2021 £
Newton Global Growth and Income Fund for charities	552,737	596,033
Ruffer LLP Charity Asset Trust Accumulation Fund	1,203,141	1,119,864

(b) Subsidiary undertakings – Parent undertaking

Ciarb had sixteen 100% owned subsidiary companies at 31 December 2022 (2021: thirteen). This includes four subsidiaries incorporated in England and Wales and twelve (2021: nine) incorporated international branches. Details of these branches are included in note 20.

The four UK subsidiaries are:

Name	Co. Number	Principal activity
Arbitration Services Limited	01288642	Collecting sponsorship income for Ciarb events
The City Disputes Panel Limited	07121217	Dormant
12 Bloomsbury Square Limited	07057143	Provision of meeting rooms for hire
Independent Dispute Resolution Services Limited	05945475	Dormant

11. Fixed asset investments (continued)
(b) Subsidiary undertakings – Parent undertaking (continued)

The twelve international subsidiaries are:

Name	Co. Number	Relationship
The Chartered Institute of Arbitrators (Australia) Limited	118131016	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
Chartered Institute of Arbitrators Bahamas Branch	61220 C	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
Chartered Institute of Arbitrators (Canada Branch) Incorporated	1018216-8	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	208/2014	Assets and monies held by the Branch remain under beneficial ownership of Ciarb under Branch bye-laws.
International Group of Arbitrators Berhad (Malaysia)	1207883-A	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
The Chartered Institute of Arbitrators Kenya Limited*	CLG-2GFKXD	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators (New York Branch), Inc.	5508705	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators (North America Branch), Inc.	5036735	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.
The Chartered Institute of Arbitrators (Pakistan)	0202228	Contractual relationship in the form of a collaboration agreement.
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	00451	To operate in the Qatar Financial Centre (QFC) it was necessary to establish a limited liability vehicle (the entity governed by the Articles of Association). Ciarb (the Royal Charter body) is the sole member of this company. For the rest of Qatar, the Branch is governed by the Branch Rules which are an approved variation of the Branch Model Rules.
Chartered Institute of Arbitrators – Ciarb Rwanda	1040/RGB/NGO/OC/05/2022	Contractual relationship in the form of a collaboration agreement.
The Chartered Institute of Arbitrators (Singapore) Limited	201001118N	Ciarb is the Special Member with sole voting rights to amend the constitution or wind up the Branch.

*The Kenya branch was dissolved and reformed as an incorporated entity with its assets purchased as a cost of investment in subsidiaries. As there has been no loss to the charity overall, the net assets of the branch transferred to the new incorporated entity, have been treated as the cost of investment in the new subsidiary.

11. Fixed Asset Investments (continued)
(b) Subsidiary Undertakings – Parent undertaking (continued)

Investment in subsidiaries

	2022	2021
Cost brought forward	3,100	3,100
Acquisition	464,949	-
Cost carried forward	468,049	3,100

Financial information for the year ended 31 December 2022	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	405,297	13,187	-	-
Total expenses	330,732	5,141	-	-
Profit for the year	74,565	8,046	-	-
Net (liabilities) / assets	(387,245)	6,979	(95,300)	1,000

Financial information for the year ended 31 December 2021	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	127,892	-	-	-
Total expenses	326,216	-	-	-
(Loss) for the year	(198,324)	-	-	-
Net (liabilities) / assets	(461,810)	(1,066)	(95,300)	1,000

*Arbitration Services Limited declared gift aid of £nil (2021: £nil) and 12 Bloomsbury Square Limited declared gift aid of £nil (2021: £nil) to Ciarb during the year.

Financial information related to the international subsidiaries is disclosed in note 20(c).

12. Debtors

	Group		Parent undertaking	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	52,073	22,573	-	-
Other debtors	89,176	92,212	19,263	87,512
Stakeholder accounts	1,457,825	370,041	1,457,825	370,041
Amounts due from subsidiaries	-	-	646,889	761,132
Value Added Tax	50,208	51,179	65,675	45,676
Accrued income	123,527	75,224	73,201	73,146
Prepayments	209,422	214,645	206,277	211,899
	1,982,231	825,874	2,469,130	1,549,406

13. Liabilities: Amounts falling due within one year

	Group		Parent undertaking	
	2022	2021	2022	2021
	£	£	£	£
Bank loans	154,170	248,877	154,180	248,877
Other creditors	512,059	531,781	399,998	511,684
Hire purchase (note 21)	-	21,240	-	21,240
Taxation and social security	130,735	146,437	130,735	146,437
Stakeholder accounts	1,457,825	370,041	1,457,825	370,041
Accruals	608,995	440,266	551,532	407,579
Deferred income	671,523	531,816	646,742	527,826
	3,535,317	2,290,458	3,341,012	2,233,684



13. Liabilities: Amounts falling due within one year (continued)
Deferred income

	Group		Parent undertaking	
	2022	2021	2022	2021
	£	£	£	£
At 1 January	531,816	832,117	527,826	821,617
Income deferred	671,523	531,816	646,742	527,826
Amounts released	(531,816)	(832,117)	(527,826)	(821,617)
At 31 December	671,523	531,816	646,742	527,826

Membership income related to 2023 subscriptions received in 2022 and Education and Training income related to courses taking place in 2023 received in 2022 has been deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

The amount noted above includes Held Funds which at 31 December 2022 stand at £39,307.

14. Liabilities: Amounts falling due after one year
Group and parent undertaking

	Group		Parent undertaking	
	2022	2021	2022	2021
	£	£	£	£
Bank loans	895,920	1,005,208	895,920	1,005,208
Hire purchase (note 21)	-	23,770	-	23,770
	895,920	1,028,978	895,920	1,028,978

Bank loans include two loans taken out in 2001 which were in connection with the purchase of 12 Bloomsbury Square, a 2013 loan to cover lease exit fees and two loans taken out in 2014 which were in connection with the purchase of 14 Bloomsbury Square. The loans are secured on the full value of the properties. The loans are basic financial liabilities and are set out in the table below.

14. Liabilities: Amounts falling due after one year (continued)
Group and parent undertaking

	Initial term	Rate	Original loan amount	Loan balance	
				2022	2021
	Yrs		£	£	£
2013 variable rate loan	10	Base + 3.25%	875,000	8,820	110,518
2014 fixed rate loan	17	2.38%	902,000	526,520	583,198
2014 variable rate loan	17	Base + 2.31%	902,000	529,500	577,909
				1,064,840	1,271,625
Less: Amounts falling due within one year				(154,180)	(248,877)
				910,660	1,022,748
Less: loan arrangement fee				(14,740)	(17,540)
				895,920	1,005,208



15. Group funds summary

	2022			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	9,882,899	9,882,899	78,148	9,961,047
Fund balances are represented by:				
Fixed assets	7,474,129	7,474,129	-	7,474,129
Fixed asset investments	1,755,878	1,755,878	-	1,755,878
Net current assets	1,548,812	1,548,812	78,148	1,626,960
Long term liabilities	(895,920)	(895,920)	-	(895,920)
Total net assets	9,882,899	9,882,899	78,148	9,961,047

	2021			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	9,652,708	9,652,708	49,848	9,702,556
Fund balances are represented by:				
Fixed assets	6,709,586	6,709,586	-	6,709,586
Fixed asset investments	1,715,897	1,715,897	-	1,715,897
Net current assets	2,256,203	2,256,203	49,848	2,306,051
Long term liabilities	(1,028,978)	(1,028,978)	-	(1,028,978)
Total net assets	9,652,708	9,652,078	49,848	9,702,556

16. Parent funds summary

	2022			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	8,977,835	8,977,835	-	8,977,835
Fund balances are represented by:				
Fixed assets	6,960,052	6,960,052	-	6,960,052
Fixed asset investments	1,758,978	1,758,978	-	1,758,978
Net current assets	1,154,725	1,154,725	-	1,154,725
Long term liabilities	(895,920)	(895,920)	-	(895,920)
Total net assets	8,977,835	8,977,835	-	8,977,835

	2021			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	9,271,245	9,271,245	49,848	9,321,093
Fund balances are represented by:				
Fixed assets	6,709,586	6,709,586	-	6,709,586
Fixed asset investments	1,718,997	1,718,997	-	1,718,997
Net current assets	1,871,640	1,871,640	49,848	1,921,488
Long term liabilities	(1,028,978)	(1,028,978)	-	(1,028,978)
Total net assets	9,271,245	9,271,245	49,848	9,321,093



17. Fund movements

Group

	At 1 January 2022	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2022
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	7,157,668	6,926,569	(6,813,067)	-	227,117	7,498,288
Branches	2,495,041	1,271,825	(1,560,065)	-	177,810	2,384,612
	9,652,710	8,198,394	(8,373,132)	-	404,927	9,882,899
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,652,710	8,205,184	(8,469,570)	-	494,575	9,882,899
Restricted funds						
Kenyan Development fund	49,848	27,039	1,260	-	-	78,148
Total funds	9,702,556	8,225,433	(8,371,872)	-	404,927	9,961,047

	At 1 January 2021	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2021
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	6,588,426	6,251,155	(5,855,968)	-	174,052	7,157,665
Branches	2,362,903	1,197,477	(1,029,432)	-	(35,906)	2,495,042
	8,951,329	7,448,632	(6,885,400)	-	138,146	9,652,707
Designated funds	-	-	-	-	-	-
Total unrestricted funds	8,951,329	7,448,632	(6,885,400)	-	138,146	9,652,707
Restricted funds						
Kenyan Development fund	177,618	19,750	(147,520)	-	-	49,848
Total funds	9,128,947	7,468,382	(7,032,920)	-	138,146	9,702,556

17. Fund movements (continued)

Parent undertaking

	At 1 January 2022	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2022
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	7,752,723	6,931,128	(6,869,410)	-	615,899	8,430,340
Branches	1,568,374	618,767	(785,263)	-	(389,464)	1,012,444
	9,321,097	7,549,925	(7,654,673)		226,435	9,442,784
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,321,097	7,549,925	(7,654,673)	-	226,435	9,442,784
Restricted funds						
Kenyan Development fund	-	-	-	-	-	-
Total funds	9,321,097	7,549,925	(7,654,673)	-	226,435	9,442,784

	At 1 January 2021	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2021
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	6,911,266	6,520,274	(5,849,222)	-	120,553	7,702,871
Branches	1,516,514	778,787	(717,857)	-	(9,070)	1,568,374
	8,427,780	7,299,061	(6,567,079)	-	111,483	9,271,245
Designated funds	-	-	-	-	-	-
Total unrestricted funds	8,427,780	7,299,061	(6,567,079)	-	111,483	9,271,245
Restricted funds						
Kenyan Development fund	177,618	19,750	(147,520)	-	-	49,848
Total funds	8,605,398	7,318,811	(6,714,599)	-	111,483	9,321,093

17. Fund movements (continued)

Parent undertaking

	At 1 January 2022	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2022
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	7,752,723	6,931,128	(6,869,410)	-	615,899	8,430,340
Branches	1,568,374	618,767	(785,263)	-	(389,464)	1,012,444
	9,321,097	7,549,925	(7,654,673)		226,435	9,442,784
Designated funds	-	-	-	-	-	-
Total unrestricted funds	9,321,097	7,549,925	(7,654,673)	-	226,435	9,442,784
Restricted funds						
Kenyan Development fund	-	-	-	-	-	-
Total funds	9,321,097	7,549,925	(7,654,673)	-	226,435	9,442,784

Members of and donors to the Kenyan Branch have been contributing to a development fund to acquire accommodation for Branch activities. A leasehold property was purchased in 2022 which satisfied the restrictions of the fund.

	At 1 January 2021	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2021
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	6,911,266	6,520,274	(5,849,222)	-	120,553	7,702,871
Branches	1,516,514	778,787	(717,857)	-	(9,070)	1,568,374
	8,427,780	7,299,061	(6,567,079)	-	111,483	9,271,245
Designated funds	-	-	-	-	-	-
Total unrestricted funds	8,427,780	7,299,061	(6,567,079)	-	111,483	9,271,245
Restricted funds						
Kenyan Development fund	177,618	19,750	(147,520)	-	-	49,848
Total funds	8,605,398	7,318,811	(6,714,599)	-	111,483	9,321,093

Headquarters above relates to the UK Head Office and the UK subsidiaries as per note 10b. Branches includes the international subsidiaries.

18. Reconciliation of movement in net debt

Group

	At 1 January 2022	Cash flows	Other non-cash changes	At 31 December 2022
	£	£	£	£
Cash and cash equivalents:				
Cash	3,770,635	(951,269)	360,679	3,180,046
Borrowings:				
Debt due within one year	(248,877)	206,782	(112,085)	(154,180)
Debt due after more than one year	(1,022,744)	-	112,085	(910,659)
Obligations under finance leases	45,010	-	-	45,010
	(1,226,611)	206,782	-	(1,019,829)
Total	(2,544,024)	(744,487)	360,679	2,160,217

	At 1 January 2021	Cash flows	Other non-cash changes	At 31 December 2021
	£	£	£	£
Cash and cash equivalents:				
Cash	3,831,310	(82,739)	22,064	3,770,635
Borrowings:				
Debt due within one year	(241,173)	213,625	(221,329)	(248,877)
Debt due after more than one year	(1,244,073)	-	221,329	(1,022,744)
Obligations under finance leases	-	45,010	-	45,010
	(1,485,246)	258,635	-	(1,226,611)
Total	2,346,064	175,896	22,064	2,544,024

18. Reconciliation of movement in net debt (continued)

Company

	At 1 January 2022	Cash flows	Other non-cash changes	At 31 December 2022
	£	£	£	£
Cash and cash equivalents:				
Cash	2,605,766	(298,777)	(280,382)	2,026,607
Borrowings:				
Debt due within one year	(248,877)	206,782	(112,085)	(154,180)
Debt due after more than one year	(1,022,744)	-	112,085	(910,659)
Obligations under finance leases	-		-	-
	(1,271,621)	206,782	-	(1,064,839)
Total	1,334,145	(91,995)	(280,382)	961,768

	At 1 January 2021	Cash flows	Other non-cash changes	At 31 December 2021
	£	£	£	£
Cash and cash equivalents:				
Cash	2,850,687	(240,244)	(4,677)	2,605,766
Borrowings:				
Debt due within one year	(241,173)	213,625	(221,329)	(248,877)
Debt due after more than one year	(1,244,073)	-	221,329	(1,022,744)
Obligations under finance leases	-	-	-	-
	(1,485,246)	213,625	-	(1,271,621)
Total	1,365,441	26,611	(4,677)	1,334,145

19. Capital commitments and contingent liabilities

As of 31 December 2022, Ciarb had capital commitments of £49,029 for assets (2021: £334,878), comprising £49,029 in relation to office renovation (2021: £0) and £0 in relation to a property purchase (2021: £334,878).

There is a cross guarantee in favour of HMRC in respect of Ciarb's membership of the Chartered Institute of Arbitrators VAT group.

20. Branch results

(a) England and Wales Branches

	2022			2021		
	Grants from central funds	Income	Expenditure	Grants from central funds	Income	Expenditure
	£	£	£	£	£	£
East Anglia	49	-	(1,187)	-	-	(2,128)
East Midlands	-	-	-	-	952	(331)
London	8,306	975	(10,543)	4,748	6,873	(8,704)
North East	-	-	(126)	-	4,365	(3,052)
North West	-	11,589	(13,003)	-	2,367	(6,512)
South East	1,134	1	(5,896)	4,765	-	(5,896)
Southern	-	-	-	-	-	(50)
Thames Valley	-	10	(803)	-	205	(769)
Wales	-	-	(1,933)	-	-	-
Western Counties	-	-	(45)	-	-	-
West Midlands	-	1,110	(2,548)	-	20	(200)
	9,489	13,685	(36,083)	9,513	14,782	(27,642)

(b) Scotland and international Branches

	2022		2021	
	Income	Expenditure	Income	Expenditure
	£	£	£	£
Bahrain*	-	-	-	-
Bermuda	3,981	(7,908)	8,041	(13,318)
Brazil	48,559	(53,712)	12,469	(13,021)
Channel Islands	18,419	-	-	-
Cyprus	6,057	(1,109)	4,198	(322)
East Asia	38,329	(117,127)	73,817	(90,963)
Egypt	2,670	7,161	3,353	(1,565)
Europe	-	(4,153)	31,104	(31,205)
Ireland	78,837	(115,496)	43,042	(57,756)
Kenya	-	-	267,924	(222,858)
Lebanon*	-	-	-	-
Mauritius	3,659	(4,064)	-	(1,238)
Nigeria	214,676	(262,856)	228,418	(217,626)
Scotland	30,437	(30,555)	17,886	(19,829)
South Africa	61	(553)	132	(89)
Sri Lanka*	634	(1,018)	1,818	(1,475)
Thailand*	1,821	(406)	1,833	(410)
UAE	67,510	(85,910)	39,429	(123,915)
Zambia	107,012	(70,214)	40,776	(42,144)
Zimbabwe*	-	-	-	-
	622,662	(747,920)	774,240	(837,734)

20. Branch Results (continued)
(c) Scotland and international Branches (continued)

*The financial statements for Bahrain, Lebanon, Sri Lanka, Thailand and Zimbabwe had not been received in time to be included in the aggregated Statement of Financial Activities or Cash flow Statement for Ciarb. These are not considered material to the final position on aggregation and consolidation. Their net assets as last reported are included as appropriate in the Consolidated and Parent Undertaking balance sheet. The results of Bahrain, Lebanon and Zimbabwe were not included in last year's accounts.

(d) International subsidiaries (see note 10b)

	2022			
	Income	Expenditure	Surplus / (deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	71,529	(45,478)	26,051	138,661
Bahamas	22,421	(30,965)	(8,544)	35,247
Canada	1,721	(20,004)	(18,283)	74,921
Caribbean	27,060	(30,793)	(3,733)	38,940
Kenya	270,026	(280,945)	(10,919)	464,949
Malaysia	27,271	(32,724)	(5,453)	70,400
New York	2,106	(12,906)	(10,800)	91,365
North America	21,095	(50,500)	(29,405)	123,964
Pakistan	103,355	(100,420)	2,935	2,711
Qatar*	31,102	(30,271)	831	30,088
Singapore	75,342	(139,796)	(64,454)	300,921
	653,029	(774,802)	(121,773)	1,372,167

	2021			
	Income	Expenditure	Surplus / (deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	44,777	(51,242)	(6,465)	106,990
Bahamas	16,527	(22,383)	(5,856)	39,436
Canada	45,680	(21,589)	24,091	89,119
Caribbean	47,958	(27,208)	20,750	38,128
Malaysia	29,606	(25,095)	4,511	71,670
New York	45,168	(36,604)	8,564	93,407
North America	65,593	(18,377)	47,216	137,099
Qatar	27,807	(27,063)	744	26,158
Singapore	95,573	(80,556)	15,017	324,663
	418,689	(310,117)	108,572	926,670

Grants from central funds are not included in the amounts shown as income in the above table but are included in income in note 17. Branch Income and Expenditure above excludes any translation gains or losses.

*The financial statements for Qatar have not been received in time to be included in the aggregated Statement of Financial Activities or Cash flow Statement for Ciarb. These are not considered material to the final position on consolidation. Their net assets as last reported are included as appropriate in the Consolidated Undertaking balance sheet.

20. Branch results (continued)
(c) International subsidiaries (continued)

Branch Assets/(Liabilities):

As at 31 December 2022	England and Wales branches	Scotland and International branches	International subsidiaries	2022 Total
	£	£	£	£
Fixed assets	-	29,906	514,077	543,983
Cash at bank and in hand	16,3172	1,099,327	990,860	2,252,504
Debtors	15,461	(94,406)	35,676	(45,269)
Creditors	(4,911)	(115,102)	(168,446)	(288,459)
	172,867	917,725	1,372,167	2,462,759

As at 31 December 2021	England and Wales branches	Scotland and International branches	International subsidiaries	2021 Total
	£	£	£	£
Fixed assets	-	166,156	-	166,156
Cash at bank and in hand	173,385	1,519,254	953,452	2,646,091
Debtors	13,788	(6,202)	17,701	25,287
Creditors	(1,398)	(246,760)	(44,483)	(292,641)
	185,765	1,432,448	926,670	2,544,894

Branch assets and liabilities have been aggregated, or consolidated, within the main balance sheet headings.

(d) Analysis of Branch income and expenditure by category

Year to 31 December 2022	England and Wales branches	Scotland and International branches	International subsidiaries	2022 Total
	£	£	£	£
Income				
Grants	-	155,860	71,742	227,602
Meetings and seminars	11,157	119,122	40,442	170,721
Income from courses	-	230,157	360,277	590,434
Scheme income	-	19,294	48,643	67,937
Bank interest receivable	286	3,497	1,764	5,547
Other income	2,242	94,732	130,160	227,134
	13,685	622,662	653,029	1,289,376

20. Branch results (continued)
(d) Analysis of Branch income and expenditure by category (continued)

	England and Wales branches £	Scotland and International branches £	International subsidiaries £	2022 Total £
Expenditure				
Branch office and administration expenditure	(4,801)	(299,498)	(305,719)	(610,018)
Branch meetings and ancillary costs	(21,719)	(174,944)	(218,941)	(415,604)
Course expenses	(3,573)	(217,857)	(182,720)	(404,150)
Scheme expenses	-	(5,404)	-	(5,404)
Other expenses	(5,991)	(50,217)	(67,422)	(123,630)
	(36,083)	(747,920)	(774,802)	(1,558,805)

Year to 31 December 2021	England and Wales branches £	Scotland and International branches £	International subsidiaries £	2021 Total £
Income				
Subscriptions	-	37,453	1,399	38,852
Meetings and seminars	3,510	101,261	19,181	123,952
Income from courses	2,336	428,281	369,328	799,945
Scheme income	-	49,752	-	49,752
Bank interest receivable	1	25,959	100	26,060
Other income	8,937	131,534	28,682	169,153
	14,783	774,240	418,690	1,207,714
Expenditure				
Branch office and administration expenditure	(8,779)	(473,531)	(161,260)	(643,570)
Branch meetings and ancillary costs	(11,760)	(130,436)	(25,964)	(168,160)
Course expenses	(1,877)	(174,087)	(106,563)	(282,527)
Scheme expenses		(12,366)	-	(12,366)
Other expenses	(5,226)	(47,314)	(16,330)	(68,870)
	(27,642)	(837,734)	(310,117)	(1,175,493)

The above figures for England and Wales do not include grants from central funds made during the year. Figures for Scotland and International Branches and subsidiaries do not include the effect of net translation gains.

21. Finance Leases

Ciarb has entered into a finance lease contract for the hire purchase of office equipment. At 31 December Ciarb was committed to total future minimum payments as follows:

	2022 £	2021 £
In less than one year	-	21,240
Between one and five years	-	23,770
	-	45,010

This liability is secured on the related assets disclosed in note 9(a).

22. Pension Obligations

Ciarb and its subsidiary companies make contributions to employee defined contribution pension schemes. Contributions in the year amounted to £231,700 (2021: £239,897). At the year-end there were no prepaid contributions (2021: £nil). Outstanding pension contributions, included within other creditors, were £nil (2021: £nil). The assets of the schemes are invested and managed independently of the finances of Ciarb.

23. Indemnity Insurance

Ciarb paid a premium during the year of £29,866 (2021: £26,480) under a professional indemnity and Trustee indemnity insurance policy to protect Ciarb and its Trustees against loss arising from the neglect or default of its Trustees, agents or employees, arising in the course of Ciarb's business.

24. Related party transactions

Related party transactions with the subsidiaries set out in note 10(b) are as follows:

(a) 12 Bloomsbury Square Limited ("12BSL")

Under an operating agreement signed on 21 December 2009, 12BSL has a licence to use the property of 12 Bloomsbury Square to carry out a room hire business. Ciarb recharged 12BSL £266,416 (2021: £304,502) of costs under this agreement during the year. In addition, Ciarb makes use of meeting rooms at the property from time to time. 12BSL charged Ciarb £33,076 (2021: £9,851) for these rooms during the year.

24. Related party transactions (continued)

Gift Aid distributions of £0 (2021: £nil) were paid by 12BSL to Ciarb.

At the end of the year, the balance owing to Ciarb was £554,122 (2021: owing to Ciarb £671,910).

(b) Arbitration Services Limited ("ASL")

Gift Aid distributions of £nil (2021: £nil) were paid by ASL to Ciarb. At the year-end, the balance owing to Ciarb was £nil (2021: £nil).

(c) The City Disputes Panel Limited ("CDP")

At the year end, the balance owing to Ciarb was £95,300 (2021: £95,300), of which £95,300 (2021: £95,300) cumulative has been provided for in Ciarb's books.

(d) Independent Dispute Resolution Services Limited ("IDRS")

At the year end, the balance owing from Ciarb was £1,000 (2021: £1,000).

(e) Institute of Family Law Arbitrators Limited (IFLA)

Ciarb together with Solicitors Family Law Association and Family Law Bar Association has set up a not-for-profit company, IFLA. The company is limited by guarantee and all three parties are equal members in the company. The purpose of IFLA is to promote the use of family arbitration as an alternative method of dispute resolution in family proceedings in England and Wales. IFLA was dormant during 2022 and Ciarb has made no investment in it during the year (2021: £nil).

(f) International subsidiaries

Ciarb collects Branch subscriptions on behalf of these subsidiaries during the year and pays this income to the Branches in two annual instalments. In addition, where Branches carry out training courses, Ciarb charges the Branches for training materials as well as for marking, moderation and assessment fees. Relevant information is set out in the tables below.

24. Related party transactions (continued)

Party	2022 Subscriptions received	Branch training charges made	Balance owing to / (from) Ciarb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	149,606	2,082	5.655
Chartered Institute of Arbitrators Bahamas Branch	15,496	576	6.213
Chartered Institute of Arbitrators (Canada Branch) Incorporated	114,026	792	850
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	61,352	7,848	922
The Chartered Institute of Arbitrators Kenya Limited	94,932	82,575	92,316
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	116,916	-	(3,116)
The Chartered Institute of Arbitrators (New York Branch), Inc.	61,984	-	522
The Chartered Institute of Arbitrators (North America Branch), Inc.	147,706	6,490	54,870
Chartered Institute of Arbitrators (Pakistan Branch) Incorporated	-	-	-
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	77,103	5,940	27,091
The Chartered Institute of Arbitrators (Singapore) Limited	178,511	10,260	(2,494)

Party	2021 Subscriptions received	Branch training charges made	Balance owing to / (from) Ciarb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	135,570	7,434	4,029
Chartered Institute of Arbitrators Bahamas Branch	15,393	5,214	5,637
Chartered Institute of Arbitrators (Canada Branch) Incorporated	99,241	-	58
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	57,278	9,126	921
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	107,511	1,044	(3,116)
The Chartered Institute of Arbitrators (New York Branch), Inc.	56,978	522	522
The Chartered Institute of Arbitrators (North America Branch), Inc.	135,373	30,428	48,380
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	66,102	3,870	22,499
The Chartered Institute of Arbitrators (Singapore) Limited	160,846	24,534	(1,448)

24. Related party transactions (continued)

(g) Payments to Trustees in relation to travel costs

Fees were £14,903 (2021: £3,305).

	2022	2021
	£	£
Trustees' travel costs:		
Arran Dowling-Hussey	1,147	-
Caroline Kenny KC	1,843	-
David Huebner	8,794	-
David Kariuki Muigua	898	905
Jonathan Wood	2,221	-
Mohamed Abdel Wahab	-	2,400
	14,903	3,305



ciarb.



The Chartered Institute of Arbitrators,
12 Bloomsbury Square, London, WC1A 2LP, UK.
A charity incorporated by Royal Charter
and registered at the Charity Commission
of England and Wales under number 803725

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THE CHARTERED INSTITUTE OF ARBITRATORS

England & Wales - Charity number 803725

Accounts

CIArb
evolving to resolve

The Chartered Institute of Arbitrators Annual Report

2021

Trustees' Annual Report for the year ended 31 December 2021

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CIArb

1

Introductions

1.1. President's Report



> Change is the law of life. And those who look only to the past or present are certain to miss the future.
>
> John F. Kennedy

In my first message as the 2021 President of the Chartered Institute of Arbitrators (CIArb), I shared with you the three primary aims of CIArb's strategy for 2021-2023, to:

- Promote the constructive resolution of disputes across the globe;
- Be a global inclusive thought leader;
- Develop and support an inclusive global community of diverse dispute resolvers.

With the unfailing support of the membership, CIArb is meeting these aims through so many innovative and outstanding courses, programmes and initiatives that it is not possible to share them all.

The following are just a few of 2021's many highlights:

CIArb continued to demonstrate its role as a dispute resolution thought leader by actively participating as an observer at the UNCITRAL Working Groups, focusing on ISDS and Expedited Arbitration, two extremely important issues to the ADR Community. Collaboration within the ADR community continued with the execution of a number of Memoranda of Understanding and joint programmes with ADR organisations and arbitral institutions. It was my pleasure to participate in two fireside chats with the President of the ICC Court of Arbitration, where we shared the visions and aspirations of our respective organisations.

At its heart, CIArb is an educator, and 2021 did not disappoint. The CIArb's events, courses and other activities reached an unprecedented number of people across the globe. CIArb and CIArb Branches delivered virtual courses focusing on all aspects of dispute resolution, with 4,841 people participating in CIArb training. Not only did CIArb offer its flagship Diploma in International Commercial Arbitration Course twice in 2021, but also inaugurated a new Diploma in International Maritime Arbitration, modelled on the International Commercial Arbitration Diploma. Importantly, CIArb also acknowledged the role it must play in addressing the spectre of climate change and the need for sustainability. Both the Alexander Lecture, delivered by Wendy Miles QC FCIArb and the theme of this year's DAS Convention, explored the deep and complex

links between our profession and the monumental societal changes mandated to eliminate our dependence on fossil fuels and mitigate climate change. This important topic will continue to be at the forefront of CIArb's activities in the coming years.

Finally, CIArb enhanced its commitment to diversity and inclusion. From honouring women at the CIArb International Women's Day 2021, to the inauguration of the CIArb Mentoring Scheme, to the Members' Insight Panel, designed to foster diversity of thought, and ensure what CIArb does is informed by its members, thereby CIArb embraced its role as an inclusive global community of diverse dispute resolvers. Further evidence of its commitment to diversity and inclusion is CIArb's new 'Policy Statement for EDI', reiterating its pledge to embed inclusivity across all its operations.

In short, despite the pandemic scourge, CIArb looked neither to the past nor to the present and so has not missed the future.

It was an honour and a privilege to be the 2021 President of CIArb. I 'travelled' over 300,000 virtual miles. It was a pleasure to meet so many of our members, albeit virtually. I look forward to the time we may meet in person.

I have no doubt that CIArb will continue to look to the future. I wish my successor Jane Gunn a rewarding year.

Ann Ryan Robertson C.Arb FCIArb

Some of 2021's highlights

New partnerships

Execution of a number of Memoranda of Understanding and joint programmes with ADR organisations and arbitral institutions.





Maritime Diploma

CIArb inaugurated a new Diploma in International Maritime Arbitration, modelled on the International Commercial Arbitration Diploma.

Sustainability

CIArb acknowledged the role it must play in addressing the spectre of climate change and the need for sustainability.





EDI

CIArb enhanced its commitment to equality, diversity and inclusion.

1.2. Chair of the Board of Trustees



CIArb's commitment to promoting effective dispute resolution and the benefit it brings to societies and economies around the world has been ever more important.

This was the first year of delivery against CIArb's strategy and significant steps were taken to transform CIArb to ensure that it continues to meet the wants and needs of members.

We said farewell and thanked Francis Xavier C.Arb FCIArb, our outgoing President and were delighted to welcome Ann Ryan Robertson C.Arb, FCIArb as President in 2021.

We welcomed Dr Theophile Margellos MCIArb as a trustee and thanked the members of our Board of Management under the leadership of Marcus Cato FCIArb and Marion Smith QC FCIArb which we dissolved in its current form as part of the changes we are making to bring CIArb's governance into line with best practice.

CIArb continued to operate with the uncertainty of the ongoing COVID-19 pandemic.

Our offices at 12 Bloomsbury Square opened and closed in line with UK restrictions, and our staff responded accordingly and adopted a mixture of remote and hybrid working to enable a seamless continuation of operational delivery and growth. I would like to thank the entire team for their hard work and adaptability during this time.

For me, our 2021 highlights included:

- The increased engagement between Head Office and our Branch committees through regular discussion and consultation. meetings. As a result, there is a much greater feeling of alignment across CIArb.

- Growing the reach and impact of CIArb through the continued running of a full events programme, including the Mediation Symposium, which was run over 12 hours to engage a global audience; Wendy Miles QC FCIArb presenting a thought-provoking Alexander Lecture on ADR and sustainability direct from COP26, and Hon Lady Justice Joyce Aluoch EBS CBS MCIArb delivering an inspiring 2021 Roebuck Lecture on the Singapore Mediation Convention.

- Seeing the way key strategic projects focused on brand, our membership offer and the scoping of a new competency framework to sustain the consistency of our world class training have been progressed.

- Witnessing the energy and proactivity of our 2021 President, Ann Ryan Robertson C.Arb, FCIArb, whose Presidential Plan was made more challenging given the ongoing pandemic and travel restrictions. Ann's agility to pivot and adapt was an inspiration. While often being seen 'virtually', Ann's presence and contribution always meant it felt as if she was in the room.

Behind the scenes, our Governance reform programme continued, with, following consultation with CIArb members, the Trustees agreeing proposed changes to the Royal Charter and Byelaws. The reform programme aims to provide CIArb with more responsive and agile governance in line with the demands of the 21st century and best practice for charitable membership organisations registered in England and Wales.

None of the achievements of CIArb in 2021 would have been possible without the hard work of CIArb members who graciously and willingly donated their time and expertise either though the Branches, Standing Committees working groups and faculty. Our members are integral to the ongoing success of CIArb. It has been an honour to chair the Board of Trustees in 2021 and, on their behalf, I thank you all.

Jonathan Wood FCIArb



> Our members are integral to the ongoing success of CIArb.

1.3. Director General



It continues to be an honour and privilege to serve as CIArb's Director General. In 2021, CIArb's global professional membership continued to grow. CIArb admitted 1,758 new professional members (Associate 929, Member 646, Fellow 183) and an additional 1,960 student members and CIArb delivered more training to more prospective members through our HQ training programme and Branch network.

2021 was also a transformative year as we worked behind the scenes and started to put in place the building blocks to improve the services we deliver for our members.

We are committed to ensuring CIArb's members are listened to. With this in mind CIArb completed a significant piece of research about what our members want and need from CIArb. This will help us to continue to develop and deliver services for our members and to fulfil our commitment to equality, diversity and inclusion, supporting all our members to succeed in the ADR profession, irrespective of their background.

We embarked on an education and training reform programme to introduce competence levels for each grade of our membership, which will help us to ensure we offer world-class training to a consistent high global standard.

We also started implementation of a digital transformation programme to improve our members' online experience.

We continued our engagement with Branches, which continue to deliver excellent training and events for Branch members around the world.

Additionally, we strengthened our events programme, highlights of which included CIArb's Mediation Symposium, DAS Convention, YMG World Tour and Conference, and thought leadership through our Roebuck Lecture delivered by Hon Lady Justice Joyce Aluoch EBS CBS MCIArb on the Singapore Mediation Convention and Alexander Lecture delivered from COP26 by Wendy Miles QC FCIArb on international arbitration and sustainability investment: facilitator or foe? Our International Women's Day event lecture was delivered by Amanda Lee FCIArb, who examined how we can reach the final frontier of true gender equality and was nominated for a GAR award.

Other highlights in the year include, creating an insight panel enabling members to inform our activities, delivering an ongoing learning programme informed by member input and launching a mentoring programme for career development.



We also continued our important policy work as a participant on UNCITRAL working groups II and III, using our observer status to represent our members globally.

We also launched professional guidance on the Use of Technology in International Arbitration and created member-led advisory working groups on sustainability and technology.

We continue to influence policy by responding to government consultations and by providing support to the All Party Parliamentary Group on ADR.

Finally, we started implementing governance reforms, following consultation with our members, to ensure our governance meets best practice and sets CIArb up for future successes.

Catherine Dixon MCIArb

CIArb

2



Henk Louw FCIArb
Advocate, Arbitrator,
Mediator and Adjudicator,
South Africa

On entering the world of arbitration, mediation and adjudication in South Africa, accreditation and Fellowship with the Chartered Institute of Arbitrators was essential in my personal growth and development allowing me to become both an accepted and accredited practitioner and part of an interactive global institution providing uniform guidance, training, mentorship, access to views, news, knowledge and thought leaders.

2.1. The Role of CIArb

We are committed to promoting alternative dispute resolution (ADR) and the benefit it brings to society and economies across the world.

Our ambition is to be recognised as the trusted global thought leader on ADR. We are committed to working with our 42 Branches and members in over 150 jurisdictions around the world to provide them with world-class services including training and development, ensuring that we raise professional standards and embed ethical rules into ADR practice.

Our vision is a world where disputes are resolved promptly, effectively, and creatively.

We believe that our strategic aims will help us achieve our vision and demonstrate commitment to our mission:

CIArb's mission is to be the inclusive global thought leader on dispute resolution, promoting and facilitating the creative and effective resolution of disputes, supporting diversity and inclusion and ensuring practitioners are highly trained and comply with professional standards and ethical rules.






2.2. Strategy

In 2020, working closely with our Members, Branches, Boards and staff, we developed a revised strategy. 2021 was the first year of putting this new strategy into practice.

CIArb's strategic aims are to:

1. Globally promote the constructive resolution of disputes.

In summary we will:

- Promote the benefits of constructively resolving disputes and the value this brings to society and to the economy;
- Differentiate CIArb members' expertise resulting from their CIArb training and compliance with professional standards and ethical rules;
- Train non-members to understand the benefits of using effective dispute resolution, encouraging them to use such methods to resolve disputes at work;
- Work collaboratively, partnering to promote all forms of effective dispute resolution across the globe.

2. Be a global, inclusive thought leader.

In summary we will:

- Influence those with a key role in shaping dispute resolution across the world by being recognised as the thought leader on all forms of effective dispute resolution and as the home for all dispute resolution professionals, irrespective of discipline;
- Reinforce the rule of law and access to justice by raising global awareness and support any projects which use all forms of effective dispute resolution;
- Enable greater access to all forms of effective dispute resolution through the use of innovation and technology;
- Identify, through horizon scanning, trends affecting all forms of effective dispute resolution;
- Raise professional standards by continuously developing guidance and rules.

3. Develop and support an inclusive global community of diverse dispute resolvers.

In summary we will:

- Support our members' career progression by providing accessible, relevant, and high-quality training and development, enabling them to innovate, differentiate, and compete in changing markets;
- Grow our membership by targeting the provision of information, products, and services;
- Respond to the diverse and individual needs of our members by building our understanding of their roles, career stage, priorities, and specialisms;

- Support our Branches to grow, network, develop expertise, and share information through active communication and engagement;

- Highlight the significant contribution of CIArb members;

- Encourage and support equality, diversity, and inclusion, enabling the best candidates to join CIArb and the dispute resolution progression route/process regardless of their background.

Public benefit

As a registered charity in England and Wales CIArb delivers public benefit in a number of ways...

- Through working with governments both in the UK and around the world, CIArb pro-actively works to ensure that legislation governing the conduct of dispute resolution is effectively drafted in a way that is consistent with the public interest, benefitting end users and the wider society. For example, our work with the Ministry of Justice and Law Commission on the Arbitration Act (1996) is focused on ensuring we have a legislative framework that promotes access to justice.

- Our capacity-building initiatives around the world are aimed at increasing the number of qualified dispute resolvers available to handle disputes, thereby increasing capacity in the system and widening access for the public.

- We run regular awareness raising campaigns examining a range of life issues in dispute resolution, from the UK's departure from the Lugano framework to developments in the field of construction arbitration. By educating the public in this way we equip people with the knowledge to navigate the ADR landscape.

- We have formed specialist groups to promote better working in a range of areas. For example, our new ADR and Sustainability Group is tasked with identifying ways in which the ADR profession can contribute to the decarbonisation agenda, from changing its operational model to playing a key role in shaping energy and infrastructure contracts.

- Our Professional Practice Guidelines continue to provide valuable guidance to ADR practitioners in a range of areas of practice, thereby equipping them with the knowledge they need to provide a better service to the public. These Guidelines are available to all free of charge on the CIArb website.

- CIArb operates a number of bespoke dispute appointment services, from the Business Arbitration Scheme (BAS) to provide low-cost redress for smaller businesses, to the Pubs Code Adjudicator Arbitration Referral Service, ensuring that appropriate arbitrators are appointed to PCA cases.

The Trustees confirm that they have had regard to the Charity Commission's guidance on public benefit in reporting on the Charity's objectives and achievements.

- Our EDI strategy is focused on increasing opportunities for those from under-represented backgrounds in the ADR profession, whether by creating opportunities to be heard at major events or by identifying professional development opportunities to help them advance in their career.

2.3. Summary of 2021

CIArb has continued to focus on delivering for its members in line with our agreed strategic priorities. There were several notable successes in 2021.These included:

- Equality, diversity and inclusion (EDI) is fundamental to the way CIArb operates, and we were delighted to issue a clear EDI strategy in 2021. The strategy sets out a definitive vison and mission, as well as an action plan, which we started to work towards during 2021. There have been many areas of progress, including our new events strategy, which has focused on the accessibility and experience of events, and ensuring the global audience is served and reflected in our events and in terms of how HQ delivers education and training to meet our EDI objectives. In addition, we have progressed our mentoring scheme helping younger Members, particularly from underrepresented groups, to benefit from structured professional development led by a more senior mentor.

The full EDI strategy can be read here: www.ciarb.org/media/13771/ciarb-edi-strategy.pdf

- Following the challenge CIArb Branches experienced in delivering training in 2020 due to the Covid-19 pandemic, we have supported Branches to re-engage with both virtual and face-to-face training, resulting in around **2,000** people trained and assessed at Branches in 2021 (compared to fewer than a 1,000 in 2019 pre-pandemic).

- By the end of December 2021, almost **5,000** people had completed CIArb training globally.

- The CIArb Diploma in International Commercial Arbitration ran twice, virtually, in 2021, involving **28** candidates from 21 different jurisdictions in March and **32** candidates from **23** different jurisdictions in September.

- CIArb and Omnia Strategy collaborated on a three-day pro bono course on 'Succeeding in Arbitration for State Advocates' as well as on a seminar on Investor-State Mediation. It was heartening to see candidates joining the course from many different jurisdictions around the world.

- Partnership work continued, with more than **450** people trained at the Saudi Centre for Commercial Arbitration. In addition, CIArb accredited **35** Course Providers around the globe under the RCP scheme.

- We held several successful online events and webinars including the Roebuck Lecture delivered to approximately **1,800** people, the Alexander Lecture, with **2,222** registrations and the 'Meet the Leaders' event which had global participation of **671** attendees. Our International Women's Day event, DAS Convention and Mediation Symposium had more than **1,900** registrations combined.

- Our engagement with audiences continues to grow, with almost **61,000** Followers now on LinkedIn which represents a **36%** increase.

- We have developed and delivered a series of successful policy podcasts and launched, on behalf of the All Party Parliamentary Group for Alternative Dispute Resolution, a report entitled 'Securing the UK's position as a global dispute hub: best practice lessons between Singapore and the UK'.

- Taking a more consultative approach with Branches, we have improved communications with the introduction of quarterly meetings with Branch Chairs on a regional basis.

- We identified and co-developed (with the Young Members Group) a 'Student Virtual Internships Programme' to give students/ young people a chance to experience the sort of work an ADR practitioner does.

- CIArb's Young Members Group hosted a World tour a series of **23** webinars over **11** weeks with **140** panellists from **60** countries, entitled 'Arbitration and Mediation as a Global Force for Good'.

- We widened CIArb's reach by speaking at various events including the Asian International Arbitration Centre's webinar on ethics, Thailand Arbitration Center's [sic] webinar on women in arbitration, Australia/ Malaysia Branches' event on conflicts and Sao Paulo Arbitration Week on witness conferencing.

- We have continued to successfully grow our membership to **16,881** (2.1% growth from 2020) and student members to almost **10,000**.

- We successfully obtained the Investors in People accreditation which will enable us to build on best practice and develop our strategic approach to our people We continued to invest and develop our people through training, as well as introducing new skill sets to the organisation to help us move forward at pace.



In 2021, CIArb had 6,593 registrations in total for events

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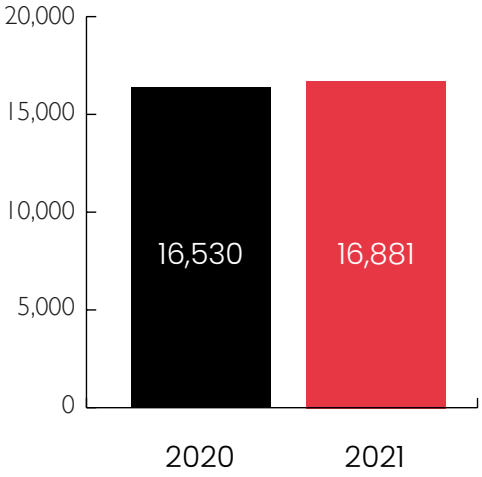
Annual highlights

3.1. Membership Engagement and Communications

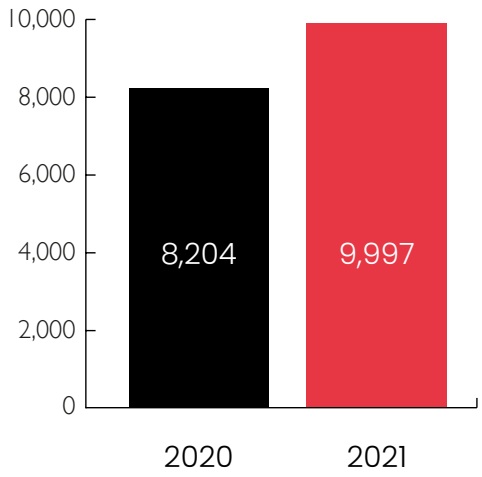
It is of paramount importance to us that we ensure we are relevant and engaging our valued members in the right way. To this end, we progressed two key pieces of strategic work in 2021. The first piece is focused on the CIArb brand and how it presents itself to the world. For this work, we have consulted many stakeholders and members, and we will be implementing the findings later in 2022. Also in 2021, we conducted a large, in-depth research project with members to inform how we shape our offer both in line with our organisational ambition, and more importantly, with what our members need and want. Work on developing our thinking about the member offer began towards the end of 2021 and will be rolled out during 2022.

CIArb membership continued to grow in 2021. We began the year with an active membership of 16,530 and ended the year with a total professional membership of 16,881 and student membership at 9,997. In total we admitted 1,758 new professional members (Associate 929, Member 646, Fellow 183) and an additional 1,960 student members.

Professional membership



Student membership



New members in 2021

Student	1,960
Associate	929
Member	646
Fellow	183



We also created the Member Insight Panel (MIP) in May 2021, a group of 1,000 members around the world and across all grades who agreed to participate in shorter pieces of research on a regular basis. The MIP took part in surveys on learning and development needs; engagement with Branches; brand value; and CIArb's policy work.

The way we position the CIArb brand is vital to success. It is important that we have a brand that reflects what we do and why we do it and of course, resonates with our members. As we work to achieve our three-year strategy, our brand consistency will be key to success. To deliver this, in 2021 we began work on a new brand proposition which updates how we will talk about ourselves and will also result in an updated logo in 2022.

Digital marketing and engagement continue to play an important part in ensuring we are communicating in a relevant way with our members. In 2021 we invested in developing our presence on social media and improved our email communications.

Social media and website

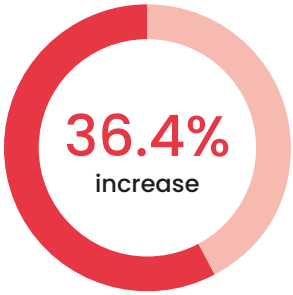
Our social media following across the main platforms used by HQ increased to over 80,000, an increase of 43% on the previous year. We continue to develop our social media presence by testing our messaging, targeting and timing of posts.

Total fans & followers: 80,000

Engagements: 33,500

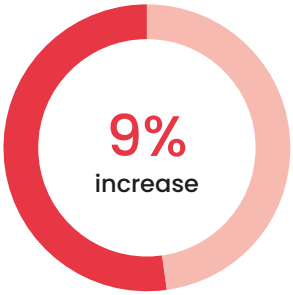
Posts on social media: 2,687 posts (including YouTube videos)

LinkedIn



End of 2020: 45,000 vs end of 2021: 61,000

Facebook



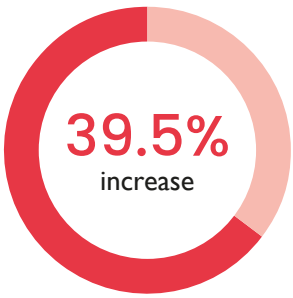
End of 2020: 7,600 vs end of 2021: 8,300

Twitter



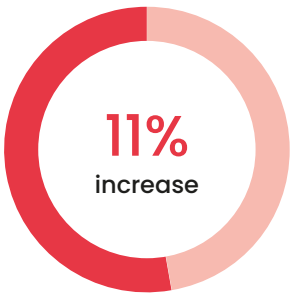
End of 2020: 8,200 vs end of 2021: 9,500

Instagram



End of 2020: 1,300 followers vs end of 2021: 1,800 followers

YouTube (views)



25,141 views; 31% increase in subscribers, 615 videos uploaded; 2,500 hours of watch time (64% increase on 2020)

Website sessions

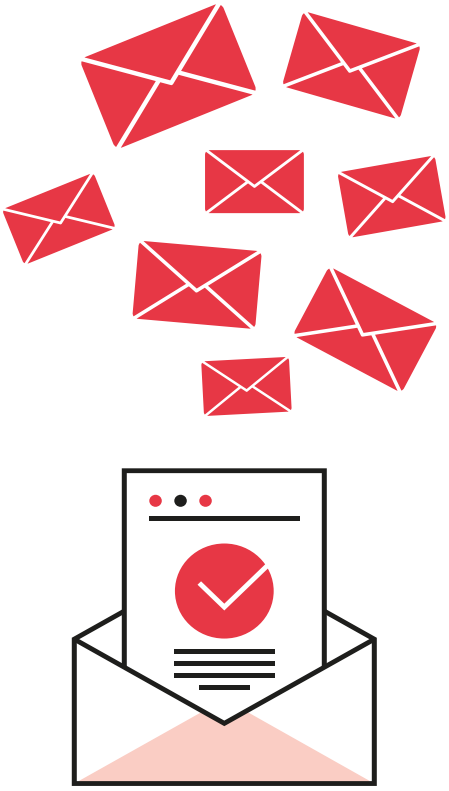


1 Jan 2021 – 31 Dec 2021 589,023 vs 559,158

On the website, the number of users overall increased by 14.34% to 338,738, and the number of new users increased by 14.36% to 331,346. There was a marginal increase of just under 1% in average time on page. The bounce rate increased to 4.25% from 4.03%. Page views and unique page views were marginally lower, 5.29% and 2.95% respectively.

Email campaigns

From our monthly eSolver newsletter and our renewals communications, through to promotions for courses and events, email plays an important role in the way we communicate with members and other audiences.



In 2021, we adopted a continuous learning approach to email campaigns, for example, by testing email elements such as subject lines and segmenting campaigns to send tailored messaging to different audiences. This approach is being carried through to 2022 to ensure we continue to achieve iterative improvements.



Content marketing

In 2021, we established and started implementing the principles for content marketing. For example, our adjudication campaign was based on a series of webinars and articles to drive awareness and discussion of key topics within adjudication.

This resulted in a **72% increase** in page views of CIArb's adjudication web pages.

Events

CIArb's events in 2021 were all delivered virtually, allowing CIArb to host inclusive and accessible events for all our members. As the year progressed, we evolved our online events capability with a particular focus on content development, ensuring we addressed our members' expectations. Equally, we wanted to ensure all our members have equal access to our events, which meant we planned them with different time zones and different platforms in mind, adding on-demand content to our events and publishing recordings to our YouTube channel. CIArb events attracted over 6,000 participants, with a further 5,000 views of recordings.

Event highlights

International Women's Day 2021

Keynote speech delivered by Amanda J. Lee FCIArb, titled 'Children of the Revolution: Boldly going towards new gender diversity frontiers in international arbitration'. The keynote was followed by a panel discussion, titled 'Things
I did right'.


Amanda J. Lee

Roebuck Lecture 2021

Hon Lady Justice Joyce Aluoch EBS CBS MCIArb delivered a lecture titled 'The impact of Singapore Mediation Convention, both on mediation and arbitration'.


Joyce Aluoch

Adjudication webinar series

The series was composed of three webinars:

- 25 years since the Housing Grants, Construction and Regeneration Act: How can adjudication continue to meet the needs of the construction sector?
- Low Value Adjudication: How can Adjudicator Nominating Bodies better cater to smaller disputes?
- Beyond Construction: can adjudication be used more widely as a mechanism for resolving disputes?

Mediation Symposium 2021

Mediation Symposium 2021 had 10 hours of content over 12 hours in one day, making it truly accessible to a global audience. It focused on 'Inclusion and exclusion in mediation: Choosing to challenge?'. Participants from 48 countries were able to engage with two keynote speeches, five panel discussions, 10 networking breaks and 11 on-demand lectures, all delivered by 48 speakers from 21 countries.

Alexander Lecture 2021

The Alexander Lecture 2021 was delivered by Wendy Miles QC FCIArb from the UN Climate Change Conference UK 2021. The lecture focused on ADR, sustainability and climate change and was entitled 'International Arbitration and Sustainable Investment: Facilitator or Foe?'.


Wendy Miles

DAS Convention 2021

The Dispute Appointment Service (DAS) Convention 2021 focused on the theme 'Catalyst for Change: How ADR can Facilitate the Global Sustainability Transition'. Over seven hours of programme was delivered by 22 speakers and included four panel discussions, two networking breaks and a Q&A with the CIArb DAS team.

YMG ADR World Tour 2021

CIArb's Young Members Group hosted a series of 23 webinars over 11 weeks with 140 panellists from 60 countries. The YMG World Tour, entitled 'Arbitration and Mediation as a Global Force for Good' highlighted the unique importance and efficiency ADR plays in allowing the world's economy to remain operative during times of great economic uncertainty.

International Student Open Day

Law Graduate Students and LLM Students were invited to join CIArb for our first International Student Open Day. During this online event, they heard from practising international dispute resolution lawyers, experienced arbitrators and mediators.

Mediation Tech Tracker

The focus of the mediation-specific offering was the development of a series of 10 webinars on a range of issues surrounding mediation and technology. Using LinkedIn as the primary portal, this series increased our exposure and profile in the mediation specific space and attracted a total of 537 viewers. The focus on technology arose out of the recognition that Covid-19 caused a massive and unexpected shift to online mediation, creating both need and motivation to engage with the subject.





Roberto Oliva MCIArb
Partner, Pavia e Ansaldo law firm (Milan, Italy) – Honorary Secretary, CIArb European Branch Committee

Accreditation and Membership with the Chartered Institute of Arbitrators are most rewarding. CIArb is one of the best places to look for ADR and it opened my learning and networking opportunities on a global scale. Using the CIArb post-nominals reflects (and informs clients and peers of) my commitment to lifelong learning and to the strictest standards of quality and ethics.

3.2. Education

We have continued to provide full virtual training and centralised online assessments throughout 2021, with over 5,000 people being trained by CIArb globally in 2021.

Following the pilot Diploma in International Maritime Arbitration led by Course Director George Lambrou in 2020, and informed by lessons learnt, the CIArb Maritime Diploma was delivered virtually starting in November 2021 with 16 participants from nine different jurisdictions.



Participants said:

"A demanding but highly rewarding course, expertly conducted, with sessions presented by practitioners highly experienced in the field."

"A deep dive into the world of maritime arbitration supported by leading practitioners who have forgotten more than you will ever know about the topic. Not to be missed."

The CIArb Diploma in International Commercial Arbitration, led by Professor Mohamed Abdel Wahab, ran twice, virtually, in 2021, involving 28 candidates from 21 different jurisdictions in March, and 32 candidates from 23 different jurisdictions in September.



Participants said:

"CIArb Virtual Diploma Course 2021 was a tremendous success, and I thoroughly enjoyed every minute spent in its sessions. The Course Director, Professor Dr. Abdel Wahab, was a source of infinite knowledge and experience in all aspects of the law and practice of International Commercial Arbitration. I would certainly recommend the course to other persons wishing to delve more deeply into the law and practice of International Commercial Arbitration. Thank you and best regards for a continuing series of excellence at all levels of its delivery."

"The Virtual Diploma in International Commercial Arbitration has shown to have clear objectives and vision for the candidates of which I am one. Topics, discussions and one-on-one meetings per candidate were well-managed and struck a great balance between theory and practice. Given the current global challenge, the online set up bridged the gap with the properly executed portal, course materials and learning methods proffered by CIArb. Each topic was delivered in a direct, clear and insightful manner. I specifically appreciate how the instructors were very inclusive in this extensive, challenging yet engaging course. The support and excellent communication were felt by the candidates. It has been rewarding, flexible, impactful and a worthy course to take. It has been a great honour to be a part of this course for batch 2021."

Over 200 participants registered on Module 1 in International Arbitration at HQ, making this course the most attended CIArb virtual training in 2021.



Participants said:

"CIArb Module 1 in International Arbitration skilfully encompasses the complexity of the topic, including the overriding pillars, differences in law, procedure, right down to the practical elements you need to know to arbitrate. Our class included people from at least four continents, so you get a truly international perspective."

"I woke up at 4am to attend and it actually energised me for the day towards my goals. I am truly grateful for the comprehensive course materials that were provided and all the global insights on arbitration practices that were shared. I am excited, inspired and I am now looking forward to the next module, and ultimately becoming an arbitrator via this prestigious international centre – CIArb."

Over 50 people have been trained to be CIArb-accredited mediators in 2021, with positive feedback provided on the training:

"Excellent Faculty, interesting skills session, an array of cases which were both challenging and interesting. Course material was well presented and the handbook very well structured."

"CIArb conducted an excellent online course on Mediation. Course content was excellent. The tutors were excellent and went to great lengths to explain the nuances involved."

The virtual training classroom and online assessment platforms supported Branches to continue and/or resume training provision after the challenges experienced in 2020 due to Covid-19. Branches have been able to deliver both virtual and face-to-face training and 95 courses (of which 67 virtual and 28 face-to-face) ran at Branches in 2021 compared to 76 in 2020.

Partnership work also continued in 2021. More than 450 people were trained on the Pathway in International Arbitration in Arabic and in English at the Saudi Centre for Commercial Arbitration (SCCA). An agreement was entered into with the University of Law under which Module 1 International Arbitration module has been embedded into the university curriculum to allow successful students to join CIArb as Members. CIArb-IFLA training (Institute of Family Law Arbitrators) has also been held virtually twice in 2021, and the CIArb accreditation scheme grew to include 35 providers across the entire globe in 2021. A more strategic approach based on regional member growth trends and analysis will be taken in 2022 to identify key stakeholders by region.

CIArb and Omnia Strategy collaborated on a pro-bono three-day course on 'Succeeding in Arbitration for State Advocates' from around the world as well as on a seminar on Investor-State Mediation. The CIArb professional development course

'A Guide to Arbitration Award Writing' has seen over 160 enrolments in 2021.

Around 4,000 people took CIArb centralised assessments in 2021 compared to 2,600 people in 2020. Continuous quality improvements have been implemented to the assessment system to guarantee the quality standards of CIArb qualifications globally. We have started collecting customers' satisfaction feedback on HQ training since September 2021. There is still limited data available; however, satisfaction scores have been between 'good' and 'excellent' for HQ courses which started in September 2021.

Introducing Competence Frameworks

2021 saw the first steps in a process of developing clarity and consistency for those wanting to join CIArb and those progressing through our pathway training.

In line with best practice in the medical and legal professions, CIArb will be introducing competence frameworks. These will cover both ADR as an overall area of professional practice and each individual ADR discipline.

The ADR competence framework, and the approach to the development of the other frameworks, were approved and development will continue in 2022, with consultation across the CIArb faculty, membership and stakeholders built into the development process. These frameworks will provide clarity for ADR users, professionals and learners on what is expected from ADR professionals and what they should expect of themselves.

This reform will facilitate a much greater level of consistency across the disciplines and clarity on what is required to demonstrate the different levels of CIArb membership, through both the education and experience pathways. It will also lead to a process of re-evaluation around how membership pathway courses are structured and taught, to ensure there is consistent evaluation in both skills and knowledge across all three disciplines.



3.3. Policy and External Affairs

CIArb policy focus was underpinned by our three pillars: access to justice; equality, diversity and inclusivity; and technology and digital.

On access to justice, we responded to the Ministry of Justice's call for evidence on dispute resolution in England and Wales. In our 17-page submission, we stressed how ADR can play a significant role in improving access to justice. CIArb welcomed the UK Civil Justice Council (CJC) report on the legality and desirability of compulsory ADR. CIArb recognised it as a positive endorsement of the role of mediation and other forms of ADR can play in providing access to justice. We also launched the updated Mediation in Arbitration Professional Practice Guideline offering parties guidance in tailoring hybrid procedures to their disputes while increasing efficiency and ensuring effective outcomes.

On equality, diversity and inclusivity, we welcomed those who expressed their interest in being considered an Arbitrator under the new UK-EU Trade and Cooperation Agreement (TCA) dispute mechanism. Furthermore, in a bid to help new up-and-coming arbitrators break into the field, CIArb in collaboration with Fox Williams held the 6th Fox Williams' Vis Pre-Moot, which hosted more than 100 students from across the world and enabled them to gain first-hand experience.

In addition to this, CIArb had ongoing involvement in UNCITRAL WG III where we participated as observers in the drafting of a proposed Code of Conduct for Adjudicators and offered results of member research while advising states to limit a proposed ban on double hatting due to the extreme negative effect it could have on diversity in the field.

On technology and digital, CIArb prepared the new Practice Guideline on the Use of Technology in International Arbitration. Ben Giaretta C.Arb FCIArb noted that, "the central idea in the Guideline will no doubt remain, that technology can improve our lives and our ways of working in dispute resolution, provided we are aware of its limitations and not blinded by our own enthusiasms".

Other successes included:

During May, the European Commission issued a recommendation that both the Parliament and the Council should vote to block the UK's accession to the 2007 Lugano Convention as a third-party country. Catherine Dixon, CIArb Director General, commenting on the news, said:

"Whilst we are disappointed with the EU Commission's recommendation, it is important to recognise that there are other options which ensure effective enforcement across the EU. Arbitration and other forms of ADR increasingly offer parties flexibility and ensure SME's, which did benefit from the Lugano Convention, can continue to have effective access to justice within the UK and across the EU".

CIArb became a formal supporter of the Net Zero Lawyers Alliance, to ensure CIArb is playing a pro-active role in ensuring climate change, a net zero world and a just green transition are at the forefront of our policy making decisions. CIArb Director-General Catherine Dixon said:

"Our support for the Net Zero Lawyers Alliance demonstrates our commitment to supporting the ADR community to tackle net zero, not only through how we operate, but as a strategic enabler to facilitating sustainable investment and making green infrastructure projects possible."

The CIArb and the British Virgin Islands' International Arbitration Centre (BVI IAC) signed a Memorandum of Understanding to promote international ADR. Francois Lassalle, Chief Executive Officer of the BVI IAC, remarked, "The BVI IAC will continue to look favourably on the CIArb post-nominal qualification in recruiting new Panelists and we look forward to the BVI IAC's continued collaboration with CIArb within the region".

CIArb attended the 73rd session of United Nations Commission on International Trade Law (UNCITRAL) Working Group II, held virtually on 22-26 March 2021. During this session, the Working Group completed its mandate to develop an expedited arbitration procedure for use with the regular UNCITRAL Commercial Arbitration Rules. CIArb is a long-time participating Observer in WG II and was represented at this session by then CIArb President Ann Ryan Robertson C.Arb FCIArb, Head of Arbitration Professional Practice, Mercy McBrayer FCIArb and Arbitration Professional Practice Manager Kateryna Honcharenko MCIArb.

Throughout the year, CIArb has maintained strong working relationships with a plethora of groups around the world, including, LegalUK, Fox Williams, the All-Party Parliamentary Group for Alternative Dispute Resolution and many others. CIArb also worked with the Ministry of Justice on the English Arbitration Act 1996, by supporting them to review the Act and see what updates are needed. This work will continue in 2022 with our ongoing relationship with the Law Commission.

CIArb also worked with the Law Commission in England on a review of the Arbitration Act 1996. This work will continue in 2022.

Throughout the year, CIArb has maintained strong working relationships with a plethora of groups around the world, including our own Branches and chapters, LegalUK, Fox Williams, the All-Party Parliamentary Group for Alternative Dispute Resolution and many others. CIArb also worked with the Ministry of Justice on the English Arbitration Act 1996, by supporting them to review the Act and see what updates are needed. This work will continue in 2022 with our ongoing relationship with the Law Commission.

2021 saw the formation of a number of new Specialist Groups tasked with leading CIArb's initiatives in a number of different areas, from sustainability to technology. The work of these groups is now properly underway in 2022 and we will report on their progress in due course.

In May 2021, **Bryan J. Branon** joined CIArb as the Regional Relationship Manager, based in Miami. He is the first staff member based in the Americas, and he has made great strides in expanding CIArb's focus on the Americas.

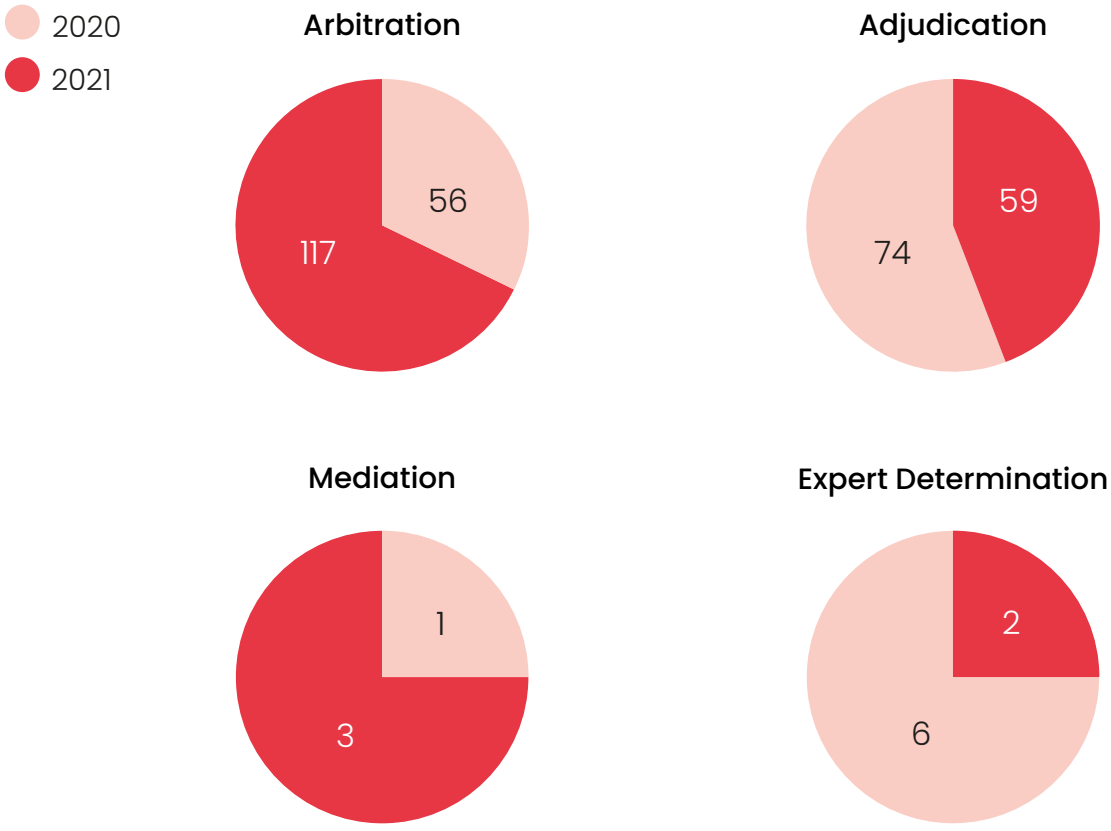
3.4. Dispute Appointments Service

CIArb was awarded a contract as the Arbitration Referral Service for the Pubs Code Adjudicator (PCA).

This new development sees the CIArb Dispute Appointment Service team overseeing full end-to-end management and administration of the arbitration service and recommending suitable CIArb-accredited arbitrators to the PCA for appointment in each eligible case under the terms of the Pubs Code.

A collaborative project was launched between Joint Contracts Tribunal (JCT) and the Chartered Institute of Arbitrators (CIArb), who produced the first Dispute Adjudication Board (DAB) Rules for use with the JCT Design & Build Contract and Major Project Construction Contract forms.There is an extract available online.

Number of cases 2020 vs 2021



Total cases received in 2020 = **137 cases**
Total cases received in 2021 = **181 cases**

I joined CIArb in 2018. I work here because I am an arbitration lawyer and I believe strongly in the private international dispute resolution system and its vital importance in underpinning the rule of law in global civil society. I had been a member of CIArb for several years before joining, so it was a dream come true for me when I had the chance to be a part of the CIArb executive. I help our members as an in house subject matter expert in arbitration and ADR law and through maintaining a global awareness of the issues that effect the practice of international arbitration and ADR. I engage directly with other stakeholders in the industry to help focus CIArb's thought leadership on the most relevant and pressing issues globally. My goal is to be aware of and inform members and practitioners about developments in arbitrationand ADR law and to provide them reliable resources to use in their own practices, wherever in the world they may be.

Mercy McBrayer FCIArb
Head of Arbitration
Professional Practice



3.5. Information Technology

Last year, we identified key technology opportunities and challenges at CIArb, explained in our **Information Technology (IT) roadmap**. We submitted the roadmap for approval and funding to the Board of Trustees and a multi-year improvement programme was approved.

We progressed our roll-out of laptop and other mobile technology to ensure all employees could work as effectively from home as the office in light of Covid-19 disruptions and also to enable flexible working.

Working from home, and the subsequent hybrid working culture, brings new challenges to IT. Most of us are familiar with Zoom, Teams and other video/telephony/ collaboration technology, so we need to ensure our Firewall and Security Posture are up to date with the latest software and best practice. We continue to expand our two-factor and multi-factor authentication deployment keeping our data safe. With the outbreak of war in Ukraine, our Cyber Security will continue to be a key risk that we manage and keep under constant review.

Our IT roadmap will be key to our improvements. A **Project Management Office (PMO)** is in place for management and control of CIArb key projects using Monday.com, that provides increased visibility and control and replaces Zoho projects. Key projects include replacing and upgrading our website, our Member Portal (My CIArb), our Membership Platform (CRM) and we continue our move to 'the Cloud'.

The project management office (PMO), is supporting other areas of the business, upgrading the Finance System and LMS (learning management system), and helping key programmes including development of our Brand and Brand Value, our Governance Reform and in education and training our Competency Framework.

Technology continued rolling out through the year, including deployments of "Zoho Projects" to support better planning activities, "Server monitoring tools" to help us be more pro-active with our server management, and finally, we deployed a new software based telephone system that helps us meet the requirements and conditions for a hybrid working environment. As next year progresses, we will continue to deploy more technology services into the Cloud, making them easier to access from anywhere, to be more flexible with better security and all as part of our "Digital First" journey.



3.6. People



Apprenticeship Programme

We have successfully introduced this exciting programme and, as a result, CIArb currently employs four apprentices in our Finance and IT and Digital Transformation teams. Hiring an apprentice is a productive and effective way to grow talent and develop a motivated, skilled and qualified workforce. It also allows us to tailor training according to our organisational needs.

Employee Wellbeing

As part of our ongoing focus on employee wellbeing, we have successfully trained 13 Mental Health First Aiders across the organisation. Having staff trained in Mental Health First Aid empowers them to offer and others to seek support in the workplace. It also brings the topic of mental health wellbeing into day-to-day operations helping with productivity and overall employee wellbeing.

The ongoing programme of wellbeing events continued. This included both physical activities and understanding personal finances workshops as well as in person or virtual team/organisation events.

Intranet

The launch of a new Intranet was a great milestone for CIArb and our commitment to ensure clear communication across the organisation. The platform is now live and is going through further development offering broader functionality to staff. Information and file sharing is made far more user friendly and accessible.

People HR Platform

Our continued growth requires agility in the way we work. To that end, our People HR platform is under ongoing development to ensure automation of processes, accuracy and productivity is at its best. Our onboarding process is now fully automated, and feedback collected from new joiners supports its effectiveness. Automation allows the team to focus on value added initiatives.

Insights Profiling

All members of the Senior Leadership Team have undertaken INSIGHTS psychometric tests. This is the start of an organisation-wide programme that will facilitate better understanding of dynamics between individuals and improve communication across the organisation.

Investors in people

We retained our investors in People status, recognising commitment to our people.

Looking forward to 2022

4

Building on the progress and success that CIArb made in the first year of our new strategy in 2021, we are continuing CIArb's transformation to ensure we can continue to deliver for our members and achieve our charitable objective.

It is recognised that the external environment will continue to be challenging. Economic challenges posed by the Covid-19 pandemic and geopolitical issues will inevitably have an impact on our members' practices.

With this in mind, we will aim to strengthen and define what CIArb stands for and develop our member offer further. We will be clear on how membership of CIArb has a positive impact on careers.

CIArb will focus on:

Delivering our revised brand which will be implemented in 2022, encompassing how we talk about ourselves, as well as a refreshed visual identity. We will set out clearly what we do and why we do it. We will highlight our values and how we connect and support members at every step of their ADR journey. This work will be phased in towards the end of 2022 and impact all external and internal touchpoints.

The ADR competence framework, which will be further developed in 2022 as well as the reform of our education and training courses. The framework will enable clarity for ADR users, professionals and learners on what is expected from ADR professionals and what they should expect of themselves. This reform will facilitate a much greater level of consistency across the disciplines.

Building in flexibility through developing the competence framework based on learning outcomes, we will give our faculty flexibility about how they deliver our training. We will also develop and implement a series of mini courses/continued professional development (CPD/CLE) targeted at supporting our members and developing their expertise. When appropriate, we will aim to work with partners to improve and increase the value of our member offer.

Enhancing our member offer by developing a focused value proposition which results in member growth and, over time, increased levels of retention. This will include continued research into what our members want, (in each category of membership), identifying partners who can offer relevant products, exploring reciprocal relationships with other membership organisations and approaching global institutions to promote CIArb members' competencies, thereby increasing the ability for our members to access panels.

Committing to a marketing and communication strategy together with an implementation plan. This will include a focus on the implementation of a refreshed brand across all of our communications. We will begin to develop and design a new website to improve our members' experience in terms of self-service as well as ensuring more relevant and more engaging content. Building on the new insight and data we have about our members, we will aim to segment them based on their career stage so we can support their career progression and ensure we remain relevant to them throughout.

We will also continue to review our pricing strategy to make sure it is fair and equitable and assists us and our members in incentivising progression.

Our new events strategy, which has laid the foundation of event design for the future, which will incorporate accessibility, inclusivity, and sustainability for all our events. Looking ahead, CIArb's events will explore different hybrid formats, ensuring our events are audience-led and part of a wider organisational strategy.

We are improving communication and collaborative working with Branches, which will include being clear about our expectations, about what Branches deliver and supporting Branches to deliver for our members. We will use MSTeams and other IT solutions to improve communication and engagement and the dissemination of information to Branches, establishing effective two-way communication. This will also include engaging several regional relationship managers to work on a regional basis developing CIArb regionally and working closely with our Branches.

Soon we will see a better website and Member Portal (My CIArb) and a much improved, easier to use Customer Relationship platform. We will see more digital online improvements reaching our Branches and right across the CIArb family. Our mobile technologies, in partnership with the cloud-provided service, will bring a better and more consistent level of service to CIArb. You will see fewer spreadsheets, less paperwork and more automation and reusing of information we already know. All of this not only adds up to a better experience inside and outside CIArb but will also greatly aid our sustainability efforts and help us to do the right thing for the planet too.

Our data strategy will enable us to make informed decisions through the effective use of accurate data and help to identify the additional data we need to better deliver for our members.

Improving our business processes will ensure we are operating efficiently, mapping these processes to ensure we can effectively integrate with and automate our IT solutions.

A CRM (customer relationship management) solution is being worked on with a preferred supplier. This will enable us to deliver more relevant, timely content to members.

We are progressing the next stage of our **Investors in People development** through implementing blended working, supporting volunteers, developing our training and support to staff, improving performance management and embedding values.

We are establishing a system for ensuring global reach on policy issues which will include undertaking relevant research.

Our governance reforms will ensure that good governance enables us to deliver our strategy. This will include amending

constitutional documents and ensuring effective compliance across the organisation through the embedding of risk management. Building on the new insight and data we have about our members, we will aim to segment them based on their career stage so we can support their career progression and ensure we remain relevant to them throughout. We will also continue to review our pricing strategy to make sure it is fair and equitable and assists us and our members in incentivising progression.



5

Governance

Trustees

Africa Region

Dr David Kariuki Muigua, Ph.D, LLM, LLB (Hons), Nrb; Dip. Law (K.S.L), FCPS (k), FCIArb C.Arb

Americas Region

Amb. (r) David Huebner C.Arb, FCIArb (HonoraryTreasurer from 1 January 2021 (c))

Australasia Region

Caroline Kenny QC, C.Arb, FCIArb

East Asia Region

Paul Barrett, East Asia LLB (Hons), FCIArb

Europe Region

Dr Theophile Margellos MCIArb, from 1 January 2021

Great Britain Region

- Marion Smith QC, FCIArb
- Jonathan Wood LLB (Hons), Solicitor, FCIArb (Chair)
- Lucy Greenwood C.Arb, FCIArb
- Andrew Miller QC FCIArb
- Richard Barnes FCIArb (Resigned 8 February 2022)

Ireland Region

Arran Dowling Hussey B.A., M.Econ.Sc., LL.M., FCIArb, Barrister

Middle East/Indian Sub-continent Region

Prof. Dr Mohamed Abdel Wahab MCIArb

Officers and Senior Managers of CIArb

President

- Ann Ryan Robertson LLM, JD Attorney, C.Arb, FCIArb (2021) (a, b)
- Jane Gunn, FCIArb (2022)

Chairman of Board of Management

- Marion Smith QC, FCIArb (a, b)
- Marcus Cato FCIArb

Director General

C Dixon LLB (Hons), MBA, MCIArb, Solicitor (b)

Membership of Boards and Committees

a. Non-Voting Member of Board of Trustees (ex officio)
b. Member of Board of Management (ex officio)
c. Member of Audit Committee

Principal and Registered Office

12 Bloomsbury Square, London, WC1A 2LP United Kingdom

Banker

HSBC Bank plc. 165 Fleet Street London EC4A 2DY

Solicitors

Bircham Dyson Bell LLP,
50 Broadway London SW1H 0BL

Auditor

Moore Kingston Smith LLP,
9 Appold Street, London, EC2A 2AP

Investment Managers

Newton Investment Management
BNY Mellon Centre, 160 Queen Victoria Street
London EC4V 4LA

Ruffer LLP
80 Victoria Street, London SW1E 5JL

Structure, Governance and Management

CIArb is a registered charity in England and Wales, registration number 803725. It was formed in 1915, incorporated on 8th April 1923, and granted a Royal Charter on 6th February 1979. It became a charitable body on 19th July 1990. A revised Royal Charter and Byelaws were approved by members at an Extraordinary General Meeting on 28th October 2004 and became fully effective on 28th February 2005 with further amendments in August 2013. CIArb as a registered charity is managed by a Board of Trustees constituted in accordance with the Royal Charter and Byelaws and in accordance with Regulations approved by the Board of Trustees. Membership of the Board of Trustees is by regional elections. The Board of Trustees is elected by the members of CIArb and normally numbers not more than fourteen members of CIArb.

In 2021, the Board had five representatives from the members living in the 'Great Britain' region and seven representatives from the members living in each of the following regions of the world: Africa, Americas, Australasia, Europe (excluding Ireland and Great Britain as defined), East Asia, Ireland (both Northern Ireland and the Republic of Ireland) and the Middle East/ Indian sub-continent.

Membership of the Board of Trustees is restricted to Fellows and Members of CIArb. The term of office of a Trustee is four years and no Trustee may serve for more than two successive terms. Half of the elected Trustees retire by rotation every two years but may offer themselves for re-election provided that if they were re-elected, they would not serve as a Trustee for more than eight continuous years. Any Trustee who has served for eight consecutive years may not offer themselves for re-election until at least two years have elapsed from the expiry of their last term of office. The President is a non-voting ex officio member of the Board of Trustees.

Elections to the Board of Trustees are managed by the Executive. Successful candidates assume office on 1 January in the year following their election. All new Trustees participate in an induction and onboarding process to inform them of the operations of CIArb and their specific fiduciary responsibilities as Trustees of a charitable body. The elected members of the Board of Trustees elect one of their own number, on an annual basis, to act as Chair of the Board of Trustees.

Trustees receive training on relevant matters that might arise from changes within the Charities Commission and other requests from the Trustees or its committees.

Due to the ongoing implications of the Covid-19 Pandemic, the Board of Trustees met virtually in 2021. The Trustees were in regular contact with each other by telephone or electronic means throughout the year and decisions can be, and were, made electronically.

All the powers and the strategic policies of CIArb are vested in the Board of Trustees. The management and control of all its affairs is exercised by it, except insofar as such management or control is required to be exercised by the members of CIArb in General Meeting or at a Congress, or if the Board of Trustees is of the opinion that any of its functions, duties and/or responsibilities could be more efficiently carried out by delegating it to the Board of Management and/or to other Committees and/Director General of CIArb. It may delegate that function, duty and/or responsibility, accordingly, provided that:

(a) any such delegation is in accordance with the provisions of the Byelaws, and

(b) nothing shall be taken to permit the Board of Trustees to abrogate its functions, duties and/or responsibilities or any of its trusts.

The individual Trustees are not entitled to receive any remuneration for the performance of any duties or services or for the provision of their services as Trustees, save only for the payment of expenses properly incurred.

The Board of Trustees has the power to make, amend or revoke such Regulations and rules as it considers necessary for the governance and the efficient management of CIArb, provided that any such Regulations or rules are consistent with the articles of the Charter and the Byelaws.

The Board of Management, which met three times in 2021, consisted of 15 members, including at least one Trustee (usually the Honorary Treasurer), a Chair appointed by the Board of Trustees, the President, the Chair of the Practice and Standards Committee, the Chair of the Education and Membership Committee, the Chair of the Panels Management Group, the Chair of the Young Members Group, the Director General and such otherTrustees, members of CIArb and Executive Officers as the Board of Trustees shall determine. In November 2021, as part of the ongoing governance reform, the Board of Trustees decided that the Board of Management will be disbanded in its current form and reconstituted in the form of three subcommittees of the Board of Trustees namely, the Finance Committee, Governance and Nominations Committee and a newly constituted Audit and Risk Committee. The Board undertook to recruit to these new committees following a skills audit with a view to ensuring that the new committees had the requisite skills and diversity to support the Board to discharge its fiduciary duties.

These new and re-constititued committees were created, fully recruited to and operational in 2022.

The Board of Management shall be made up as required of no more than 15 individuals from the Finance, Nominations and Governance, and Audit and Risk Committees, including the Chair, when needed. The Board of Management will meet in 2022 on a need basis.

The operational management of CIArb is delegated to the Director General who leads the Executive and Senior Management team, whose role is that of Chief Executive. The remuneration of the Director General is set annually each year by the Chair of the Board of Trustees and the Honorary Treasurer. When setting the remuneration of the other members of the Executive during the preparation of the annual budget for approval by the Board of Trustees, the Director General, the Director of Finance, and the Director of People and Development consult salary surveys provided by recruitment companies to ensure we offer salaries which are competitive to retain and/or recruit good quality staff.

CIArb has 42 Branches globally. Branches are run by volunteer Branch committees which are elected by Branch members. Some Branches have also established local Chapters to enable more members to get involved locally. Branch assets mainly consist of cash deposited with banks.

The Board of Trustees has the power to establish, maintain and/or close Branches to benefit from members' knowledge of the area in which they practice and to improve contact with potential users of ADR processes. Details of Branch results are shown in note 20 to the accompanying financial statements. There are some jurisdictions where it is either required or beneficial for a Branch to be incorporated. These incorporated Branches appear in the Consolidated Balance Sheet but do not appear in the Parent Undertaking Balance Sheet.

In addition to the incorporated Branches CIArb has, for reasons of governance or financial efficiency, four wholly-owned subsidiaries:

- 12 Bloomsbury Square Limited: to provide facilities for ADR hearings, conferences, training and other events;
- Arbitration Services Limited: to collect sponsorship income for CIArb events;
- City Disputes Panel Limited: to supply conflict resolution solutions targeted to the City of London financial services industry (now dormant); and
- Independent Dispute Resolution Services: to provide services for the avoidance, management and/or resolution of complaints and disputes (now dormant).

I joined CIArb 36 years ago working in our Arbitration Department as it was then. I then moved into Membership and now I am in the Finance Team. Being part of a successful organisation and living their values. I am a strong communicator and have built up over the years a good relationship with our members. I am very knowledgeable about the workings of CIArb and its rules and these help me in my everyday role and guide other members of staff.

Lisa Mulholland
Membership Records Executive



Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the situation of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

a. select suitable accounting policies and then apply them consistently;

b. observe the methods and principles in the Charities SORP;

c. make judgments and estimates that are reasonable and prudent;

d. state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

e. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Royal Charter and Byelaws. The Board are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees is responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Board of Trustees has overall responsibility for ensuring that CIArb has an appropriate system of controls, financial and otherwise, which will provide reasonable assurance that:

a. CIArb is operating efficiently and effectively;

b. its assets are safeguarded against unauthorised use or disposition;

c. proper records are maintained and the financial information used within CIArb is reliable;

d. CIArb complies with relevant laws and regulations.

Principal Risks Identification and Management

The risks to which CIArb are exposed are monitored on a regular basis by the Executive together with the appropriate action taken to minimise any disruption to the effectiveness of CIArb's work. This is reported to the Audit and Risk Committee (ARC), which in turn report to the Board of Trustees which has ultimate responsibility for managing risk. The principal risks, uncertainties and safeguards include:

Risk or uncertainty	Safeguard or mitigation
IT Infrastructure and controls (Failure Systems & Networks)	• Imposing professional IT organisation, standards, training and IT Governance • Maintaining Cyber Security accreditation(s) • Improving Cyber Security posture, including penetration testing and regular software patching • Continue management and board status reporting • Continuous improvement of our Business Continuity Plans
Effective Health and Safety Management (including Covid-19)	• Regular independent reviews by subject experts of our multi-disciplined H&S posture and action as needed • Embedding H&S best practice, policies and training • Adjustable office practices for flexible working (Covid-19) • Budgeted maintenance and support cycle (ongoing) • Regular testing of H&S systems and sub-systems

People (Organisational growth and efficiency)	• Continue staff and leadership development programmes • Continue the regular all staff and drop-in sessions with the Director General and regular staff events at least quarterly • Continue Insight and well-being programmes in place • Continue flexible working policy (Retention post Covid-19) • Embedding our values and behaviours across CIArb
Member Experience and Service (loss of income)	• Continue to define member offer and rules enforcement • Continue business development planning including the appointment of regional relationship managers, globally • Continue attraction and retention planning including Competency Framework and Education reform • provide more effective payment methods globally making it easier for members to pay
Education (Maintaining the value of our training globally)	• Review of training and implement education and training reform including the introduction of competency frameworks to maintain standards and give flexibility to faculty delivering training • Undertaking Market Research to develop products to meet market needs. • Revise quality assurance including regular engagement and QA of faculty and practices

Decision Making (Culture of non-compliance)	• Continue to monitor and report any regulatory non-compliance • Develop compliance audits and continue regular policy updates • Continue Performance Management, Staff • Staff handbook review and revision, training, communication & staff intranet implementation • Continue our performance management approach • Rolling out 'insights' to staff as well as leadership
Composition of the Board of Trustees	• Governance Reform implementation • Induction and on-boarding of new sub-committees • Review Regulations and Standing Committees' terms of reference • Constitutional change consultations with members and Privy Council approval
Strategy Implementation	• Process in place for reporting progress against annual plan, including financial forecasting, performance and managing risk • Enhance communication to Branches and members • Additional skills brought in to CIArb to close gaps and provide management training as needed • Improve IT systems and manage performance vs budget • Monthly Project Management Office reporting in place for all ongoing projects and progress • Continuously improving KPIs, monitor and reporting

Organisational Change (Resource constraints, |volume of work and inter-dependencies)	• Formal Project Management Office in place and professional project managers deployed • Executive Level project steering group in place as approval body for work sequencing and financials • Executive sponsor for all key projects in place • Change management training available for all • Regular review of prioritisation, resources and general change management ongoing • Continuous improvement of change reporting, with better KPIs and dashboarding
Relationships with Governments and Regulators	• External Affairs plan in development • Continue ongoing schedule of meetings with government • Horizon scanning and planning in place • Stakeholder engagement plan in development • Policy team increasing scope to include engagement with Branches worldwide, to understand any jurisdictional issues
Relationships with Governments and Regulators	• Continue the multiple controls in place to administer, process and reporting of financial transactions • Continue to ensure appropriate insurance in place and regularly monitored for any required change • Continue regular budget holder review of performance vs budget to ensure improved forecasting quarterly • Continue with existing controls in place for delegation of authority including financial approval levels and ensure this is reviewed regularly • Continue cash-flow forecasting embedded into all reporting including operational reserves policy • Continuous improvement cycle in place for policy, accounts receivable and minimising human error

Investments

CIArb's Investments are managed with the objective of preserving and growing the invested capital ahead of inflation without taking undue risk whilst generating a moderate degree of income. CIArb invests with Newton's Global Growth and Income Fund for Charities and Ruffer LLP Charity Assets Trust Acc. Newton's and Ruffer's charges are taken from the capital of the Fund. CIArb monitors the performance of the Fund.

Attendance at Board of Trustees Meetings in 2021

(Meetings held on 9 February, 9 & 10 June, 9 September and 10 & 11 November)

Name	Region	Attendance
Jonathan Wood (Chair)	Great Britain	4/4
Marion Smith QC (Vice Chair)	Great Britain	4/4
Richard Barnes	Great Britain	3/4
Andrew Miller QC	Great Britain	4/4
Lucy Greenwood	Great Britain	4/4
Dr David Kariuki Muigua	Africa	4/4
Amb. (r.) David Huebner (Honorary Treasurer)	Americas	4/4
Caroline Kenny SC	Australasia	4/4
Dr Theophile Margellos	Europe	4/4
Paul Barrett	East Asia	4/4
Prof. Dr Mohamed Abdel Wahab	Middle East/Indian Sub-Continent	4/4
Arran Dowling Hussey	Ireland	3/4
Marcus Cato	Ex Officio (Chair of Board of Management)	3/4
Ann Ryan Robertson	Ex Officio (President)	3/4

Financial Review

Basis of Financial Statements

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Review of transactions and financial position of CIArb

The consolidated net assets of CIArb increased by £573,609 to £9,702,556. The Central operations surplus includes an increase in the investment portfolio of £116,702 and trading losses from CIArb wholly owned subsidiaries 12 Bloomsbury Square Ltd of £198,324, Arbitration Services Ltd a loss of £60 and a City Disputes Panel Ltd trading loss of £nil. The deficit from the branch operations includes a net translation gain of £19,985 relating to the net assets of international branches.

The Group's principal sources of funding are membership subscriptions followed by the provision of education and training. These funds are used to support the achievement of CIArb's overall objectives. In 2021 membership subscriptions including application fees increased 3% (2020: 7% decrease) to £4,713,728 while the number of net members increased by 351 (2020: 941) to 16,881. Revenue from Education and Training activities increased by 24% on the previous year (2020: 5% decrease) at £2,464,078.

Membership subscriptions for 2021 compared to 2020

2021	Actual	Budget	Variance	2020	Actual	Budget	Variance
Fellow	1,688,599	1,466,825	221,774	Fellow	1,572,099	1,572,099	30,099
Member	1,620,564	1,728,418	-107,854	Member	1,786,835	1,786,835	-30,165
Associate	864,593	804,756	59,837	Associate	809,948	809,948	-36,052
Retired	32,627	44,926	-12,299	Retired	43,508	43,508	-1,492
Total	**4,206,383**	**4,044,925**	**161,458**	**Total**	**4,212,390**	**4,250,000**	**-37,610**

Scheme administration is presented in the SOFA under 'Appointment and scheme administration fees' which also includes Presidential Appointments operated by CIArb's Dispute Appointment Service ("DAS") and the schemes operated by certain branches. Fees from all such sources totalled £121,032 (2020: £88,930) and is made up of Headquarters £71,280 (2020: £55,643) and branches £49,752 (2020: £33,287). Total costs for this area of operations are £220,414 (2020: £173,305).

Revenue from the room hire company, 12 Bloomsbury Square Ltd, showed a decrease of 17% (2020: 84% decrease) on 2020 levels to £118,041. This figure does not include the rooms hired to the parent charity for Education and Training and Governance meetings which were valued at £9,851 (2020: £50,931).

City Disputes Panel Ltd ("CDP") had no net movements in 2021 and is now dormant. The balance sheet for CDP shows a deficit of £95,300 and is considered by the Trustees to be in material deficit. The balance relates entirely to a loan from CIArb which has been fully provided for.

The consolidated surplus for the year after realised and unrealised investment losses and net translation losses, together with the accumulated balance at 31 December 2021 are as shown below:

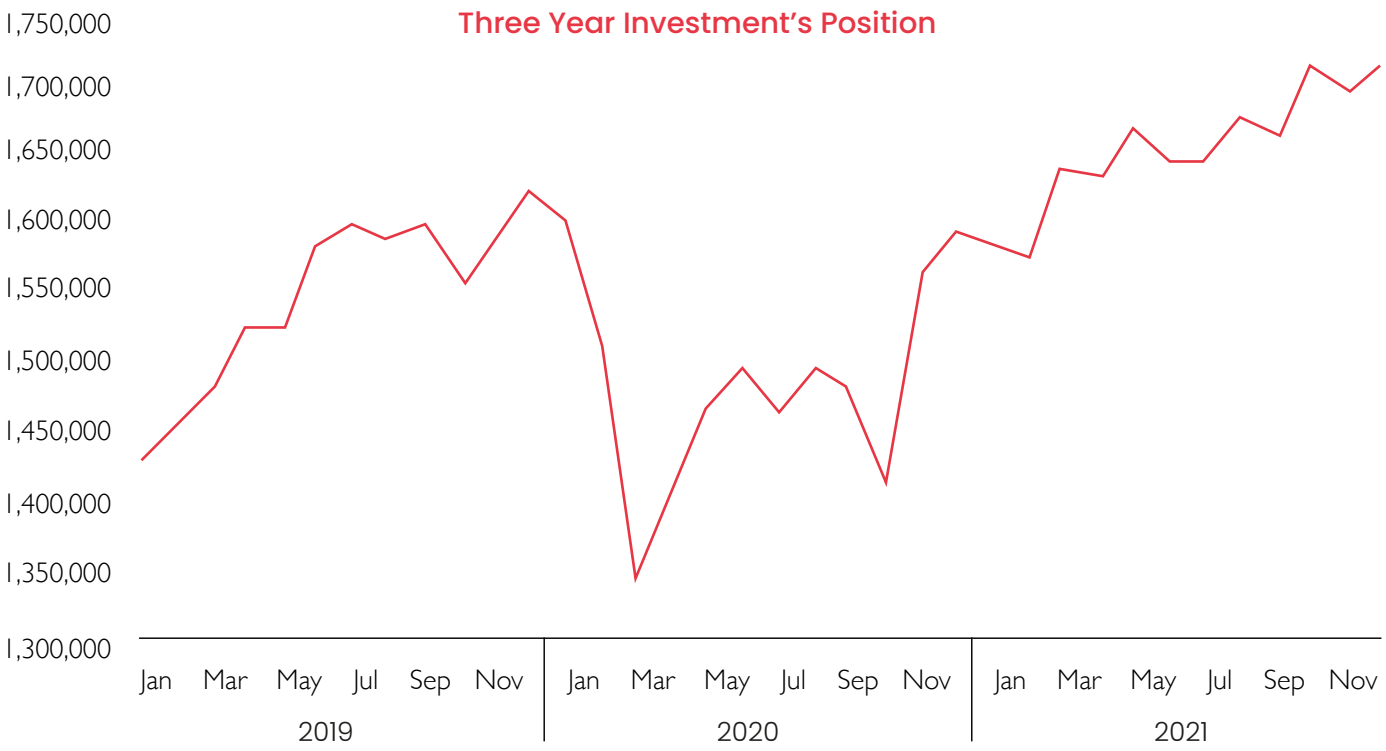
	Accumulated Funds Year to 31 December 2021 £	Accumulated Funds Year to 31 December 2020 £
Restricted funds		
Kenyan Development Funds	49,848	177,618
General funds	9,652,708	8,951,329
	9,702,556	9,128,947

The restricted funds in the Kenya branch are amounts raised to fund the purchase of property for the branch office.

In the consolidated Balance Sheet, tangible and intangible fixed assets increased in the year from £6,405,123 to £6,709,586. The net increase was related to depreciation and amortisation, with an amount of additional purchases, mostly within buildings and software.

CIArb's investments are managed by Newton Investment Management and Ruffer LLP. The investment takes the form of dividend-paying shares in the Newton Growth and Income Fund for Charities and the Ruffer Charity Assets Trust Accumulation Fund. The market value of investments increased by 7.3% to £1,715,897 from £1,599,195. The performance of the investments is closely monitored to ensure returns are commensurate for the risk and the management fees – currently 0.6% and 1.0% respectively – are good value for money.

Investment value movement for 2019 and 2021



Reserves policy

CIArb's Board of Trustees has set a reserves policy to balance the provision of sufficient liquid reserves to deal with an emergency situation without tying up CIArb funds unnecessarily. The reserves policy is as follows:

(a) Liquid Reserves

The level of liquid reserves should be a minimum of three months' worth of regular expenditure, which for 2021 is budgeted as £1,498,750.

(b) Overall Reserves

The level of overall reserves should be a minimum of six months' worth of regular expenditure, which for 2021 is budgeted as £2,997,500.

Liquid Reserves are made up of the investment portfolio which stood at £1,715,897

at the year end and central cash balances of £1,124,544 for a total of £2,840,340. Overall Reserves are the total of the net assets excluding those of the branches (so the net assets held by head office plus the UK trading subsidiaries). These total £7,456,541.

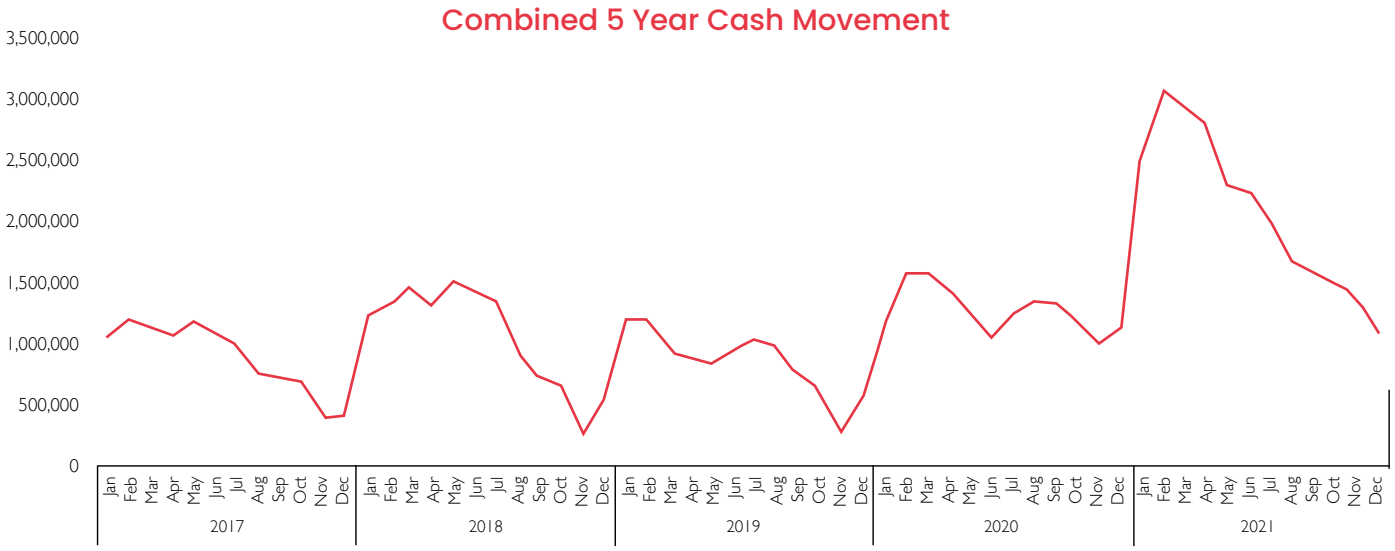
Regular expenditure consists of the normal day to day expenditure of CIArb and its operating subsidiaries. It excludes exceptional items such as costs relating to tribunals, international conferences and other matters which do not recur annually.

The current level of overall reserves complies with this policy. The level of Liquid Reserves including cash in hand at the year-end was compliant with the policy.

At times in the year when the cash balances at the London Headquarters (HQ) are low, an overdraft facility is arranged with HSBC such that the London HQ has access to liquid resources (the investment portfolio + £300,000 overdraft facility) of at least three months' worth of London HQ expenditure without having to affect the cash reserves held by the overseas branches.

The reserves policy is to be reviewed during 2022.

Cash movements for CIArb and subsidiaries from 2017 to 2021



Assets and Obligations

The net assets of CIArb are available and adequate to fulfil the obligations of CIArb.

Fundraising Disclosure

CIArb does not undertake any fundraising. All fundraising income is generated by ASL and stems from professional firms sponsoring CIArb events.

Funds held as Custodian

CIArb holds funds from time to time on behalf of arbitrators and others as security for their fees and costs. These funds originate from the parties involved in the arbitration and are kept by CIArb in a separate bank account and are not mixed with its own funds.

Re-appointment of the Auditor

A resolution proposing the re-appointment of Moore Kingston Smith LLP as auditor to CIArb will be put to the Trustees.

Signed on behalf of the Trustees:



Jonathan Wood
(Trustee)



David Huebner
(Trustee)

David E. Sharp FCIArb
Lawyer and Arbitrator,
North America



Fellowship gives me instant credibility with arbitral institutions, practitioners, and knowledgeable consumers of arbitration services. Being a Fellow has helped me make many new friends and acquaintances in the North America Branch and elsewhere in the world. Having a global network of knowledgeable, friendly ADR practitioners to contact for assistance is a definite plus.

Independent Auditor's Report

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Independent Auditor's Report to the Trustees of the Chartered Institute of Arbitrators for the year ended 31 December 2021

Opinion

We have audited the financial statements of the Chartered Institute of Arbitrators (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Undertaking Balance Sheet, the Consolidated and Parent Undertaking Cash Flow Statement and Notes to the Financial Statements, including a summary of significant Accounting Policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2021, and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept adequate accounting records; or
- the parent charity's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out above, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance Chapter

3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's trustees as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

Moore Kingston Smith LLP
Statutory auditor

12 September 2022

9 Appold Street
London, EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.





Cristina Wagner
Mastrobuono FCIArb
Independent arbitrator,
São Paulo, Brazil

Nowadays I serve in many proceedings related to disputes in infrastructure contracts. Joining CIArb was a turning point in my preparation for becoming an arbitrator. The fellowship assessment taught me more than months of study, and the institution's network is amazing. There really is a feeling of being part of a high-level team of professionals. I am now vice-chair of the Brazil Branch, which is a very active one.

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Financial Statements

Consolidated Statement of Financial Activities
for the year ended 31 December 2021

	Note	General Funds 2021	Restricted Funds 2021	Total Funds 2021	Total Funds 2020
		£	£	£	£
Income from:					
Charitable Activities:					
Membership related income	3	4,693,978	19,750	4,713,728	4,586,027
Education and training activities		2,464,078	-	2,464,078	1,981,801
Appointment and scheme administration fees	3	121,032	-	121,032	88,930
Other trading activities:					
Room Hire income		127,892	-	127,892	141,728
Income from fundraising events		-	-	-	-
Investments	4	41,653	-	41,653	67,119
Total income		7,448,633	19,750	7,468,383	6,865,605
Expenditure on:					
Raising funds:					
Room hire expenses	5	(608,346)	-	(608,346)	(617,855)
Charitable activities:					
Membership activities	5	(2,459,216)	(147,520)	(2,606,736)	(2,563,877)
Education and training	5	(3,596,925)	-	(3,596,925)	(2,458,693)
Scheme administration and other activities	5	(219,454)	-	(219,454)	(173,305)
		(6,275,595)	(147,520)	(6,423,115)	(5,195,875)
Total expenditure		(6,883,941)	(147,520)	(7,031,461)	(5,813,730)
Net gains / (losses) on investments	10(a)	116,702	-	116,702	(8,584)
Net income		681,394	(127,770)	553,624	1,043,291
Other recognised gains and losses:					
Net translation (losses) / gains relating to net assets of international branches		19,985	-	19,985	(147,948)
Net movement in funds	2(b)	701,379	(127,770)	573,609	895,343
Reconciliation of fund balances					
Fund balances brought forward at 1 January		9,128,947	-	9,128,947	8,233,604
Fund balances carried forward at 31 December		9,830,326	(127,770)	9,702,556	9,128,947

None of the Group's activities were acquired or discontinued during the above two financial years. The Notes on pages 60 to 97 form part of these financial statements.

Consolidated Balance Sheet
for the year ended 31 December 2021

	Note	2021 £	£	2020 £	£
Fixed Assets					
Tangible Assets	9(a)		6,408,616		6,152,653
Intangible Assets	9(b)		300,970		252,470
Investments	10		1,715,897		1,599,195
Total fixed assets			8,425,483		8,004,318
Current Assets					
Stocks	11	-		6,692	
Debtors	12	825,874		553,053	
Cash at bank and in hand		3,770,635		3,831,310	
		4,596,509		4,391,055	
Liabilities: Amounts falling due within one year	13	(2,290,458)		(2,042,694)	
Net Current Assets			2,306,051		2,348,361
Total Assets less Current Liabilities			10,731,534		10,352,679
Liabilities: Amounts falling due after more than one year	14		(1,028,978)		(1,223,732)
Net assets	15		9,702,556		9,128,947
Net assets represented by:					
Restricted Funds:					
Kenyan Development Fund	17		49,848		177,618
Unrestricted Funds:					
General fund	17		9,652,708		8,951,329
Fund balances carried forward at 31 December 2021			9,702,556		9,128,947

Approved by the Board of Trustees and authorised for issue on 9 June 2022 and signed on its behalf by:



Jonathan Wood
(Trustee)



David Huebner
(Trustee)



Catherine Dixon
(Director General)

The Notes on pages 60 to 97 form part of these financial statements.

Parent Undertaking Balance Sheet
for the year ended 31 December 2021

	Note	2021		2020	
		£	£	£	£
Fixed Assets					
Tangible Assets	9(a)		6,408,616		6,152,653
Intangible Assets	9(b)		300,970		252,470
Investments:					
Managed	10	1,715,897		1,599,195	
Subsidiaries	10	3,100		3,100	
Total investments			1,718,997		1,602,295
Total fixed assets			8,428,583		8,007,418
Current Assets					
Stocks	11	-		6,692	
Debtors	12	1,549,406		920,230	
Cash at bank and in hand		2,605,766		2,850,687	
		4,155,172		3,777,609	
Liabilities: Amounts falling due within one year	13	(2,233,684)		(1,955,897)	
Net Current Assets			1,921,488		1,821,712
Total Assets Less Current Liabilities			10,350,071		9,829,130
Liabilities: Amounts falling due after more than one year	14		(1,028,978)		(1,223,732)
Net assets	16		9,321,093		8,605,398
Net assets represented by:					
Restricted Funds:					
Kenyan Development Fund	17		49,848		177,618
Unrestricted Funds:					
General fund	17		9,271,245		8,427,780
Fund balances carried forward at 31 December 2021			9,321,093		8,605,398

Approved by the Board of Trustees and authorised for issue on 9 June 2022 and signed on its behalf by:



Jonathan Wood
(Trustee)



David Huebner
(Trustee)



Catherine Dixon
(Director General)

The Notes on pages 60 to 97 form part of these financial statements.

Consolidated Cash Flow Statement
for the year ended 31 December 2021

	2021		2020	
	£	£	£	£
Cash flows from operating activities				
Net income for the financial year	553,624		1,043,291	
Adjustments for:				
Depreciation and amortisation	172,248		175,510	
(Gains) / losses on investments	(116,702)		8,584	
Dividends receivable	(15,128)		(31,760)	
Interest receivable	(26,525)		(35,359)	
Interest payable	55,918		48,337	
Decrease in stocks	6,692		-	
(Increase) in debtors	(272,824)		65,764	
Increase in creditors	256,848		(204,246)	
Cash from operations	644,551		1,070,121	
Interest paid	(55,918)		(48,337)	
Net cash generated from operating activities		588,633		1,021,784
Cash flows from investing activities				
Payments to acquire fixed assets	(477,249)		(123,225)	
Purchase of investment	1,098,000			
Sale of investment	(1,098,000)		-	
Dividends received	15,128		31,760	
Interest received	26,525		35,359	
Net cash utilised by investing activities		(435,596)		(56,106)
Cash flows from financing activities				
Repayment of long term loans	(210,823)		(321,334)	
Receipt / (Repayment) of hire purchase	23,770		(16,187)	
Net cash utilised by financing activities		(187,053)		(337,521)
Change in cash and cash equivalents in the reporting period		(34,016)		628,157
Cash and cash equivalents at the beginning of the reporting period		3,831,310		3,347,806
Change in cash and cash equivalents due to exchange rate movements		(26,659)		(144,653)
Cash and cash equivalents at the end of the reporting period		3,770,635		3,831,310
Notes to the cash flow statement				
Components of cash				
Cash at bank and in hand		3,770,635		3,831,310

The Notes on pages 60 to 97 form part of these financial statements.

Parent Undertaking Cash Flow Statement
for the year ended 31 December 2021

	2021		2020	
	£	£	£	£
Cash flows from operating activities				
Net income for the financial year	730,980		1,312,256	
Adjustments for:				
Depreciation and amortisation	172,243		175,510	
(Gains) / losses on investments	(116,702)		8,584	
Dividends receivable	(15,128)		(31,760)	
Interest receivable	(26,425)		(35,115)	
Interest payable	55,918		48,337	
Decrease in stocks	6,692		-	
(Increase) / Decrease in debtors	(629,180)		(391,935)	
Increase in creditors	286,240		(41,689)	
Cash from operations	464,643		1,044,188	
Interest paid	(55,918)		(48,337)	
Net cash generated from operating activities		408,725		995,851
Cash flows from investing activities				
Payments to acquire fixed assets	(477,249)		(123,225)	
Purchase of investment	1,098,000			
Sale of investment	(1,098,000)		-	
Dividends received	15,128		31,760	
Interest received	26,425		35,115	
Net cash utilised by investing activities		(435,696)		(56,350)
Cash flows from financing activities				
Repayment of long-term loans	(210,823)		(321,334)	
Receipt / (Repayment) of hire purchase	23,770		(16,187)	
Net cash utilised by financing activities		(187,053)		(337,521)
Change in cash and cash equivalents in the reporting period		(214,024)		601,980
Cash and cash equivalents at the beginning of the reporting period		2,850,687		2,401,487
Change in cash and cash equivalents due to exchange rate movements		(30,897)		(152,780)
Cash and cash equivalents at the end of the reporting period		2,605,766		2,850,687
Notes to the cash flow statement				
Components of cash				
Cash at bank and in hand		2,605,766		2,850,687

The Notes on pages 60 to 97 form part of these financial statements.

1. General information

The Chartered Institute of Arbitrators ("CIArb") is a charity registered in England and Wales, registration number 803725. It was formed in 1915, incorporated on 8th April 1923, and granted a Royal Charter on 6th February 1979. It became a charitable body on 19th July 1990. A new Royal Charter and Bye-laws were approved by members at an Extraordinary General Meeting on 28th October 2004 and became fully effective on 28th February 2005. Amended by order in Council on 6th August 2013.

The charity is a public benefit entity and its principal activities are set out in the Trustees' Annual Report.

The Registered Office is: 12 Bloomsbury Square, London, WC1A 2LP.

2. Accounting Policies

(a) Basis of Accounting

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice. Accounting policies have been consistently applied except where noted below. The financial statements are prepared in pounds sterling and rounded to the nearest £.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'.

This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

(b) Consolidation

The consolidated accounts incorporate the accounts of CIArb and its subsidiaries made up to 31 December 2021. The result is consolidated on a line-by-line basis.

A separate Statement of Financial Activities is not presented for CIArb itself. For the year ended 31 December 2021 the income of CIArb was £7,318,811 (2020: £6,960,920), expenditure was £6,714,596 (2020: £5,640,081), its gains on investment assets were £116,702 (2020: losses of £8,584), its translation losses were £5,220 (2020: £156,077) and its net movement in funds was a surplus of £720,917 (2020: surplus of £1,156,178).

(c) Going concern

The Institute's accounts are prepared on the basis that it is a going concern. It continues to produce an annual surplus of income over expenditure and has set its 2022 budget on the reasonable assumption that this will continue. With the residual impact of the Covid 19 pandemic as well as the effect of the cost of living increases, the Trustees and management have re-assessed and updated the forecast and are confident there are sufficient reserves to continue operating for the foreseeable future. The Institute continues to monitor events as they unfold, and the forward projections are updated accordingly.

The Trustees confirm that at the time of approving the financial statements, and based on their forecasts until 30 June 2023, there is a reasonable expectation that the Institute has adequate resources to continue in operational existence for the foreseeable future. In arriving at this conclusion, the Trustees have taken account of current and anticipated financial performance in the current economic conditions, the approved planned 2022 budget surplus and the Institute's reserves position. At 31 December 2021, the Institute held unrestricted cash balances of £3.7m and unrestricted investments of £1.7m.

(d) Tangible Fixed Assets and Depreciation

Tangible fixed assets costing more than £1,000 are capitalised at cost. Depreciation commences when an asset is brought into use and is calculated to write off the cost, less estimated residual values, of tangible fixed assets over their estimated useful lives. The annual depreciation rates and methods are as follows:

Freehold Land – Nil

Improvements to Leasehold Premises – Over the remaining period of the lease

Furniture and Fittings – 10% per annum on cost

Computer and Electronic Equipment – 331/3% per annum on cost

(e) Freehold Buildings

Freehold buildings are depreciated to the extent that the residual value is lower than the net book value, and valuations are obtained to support this.

(f) Intangible Fixed Assets and Amortisation

Intangible fixed assets costing more than £1,000 are capitalised at cost. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Amortisation commences when the asset is brought into use and is calculated to write off the cost, less estimated residual values, of intangible fixed assets over their estimated useful lives. The annual amortisation rates and methods are as follows:

Computer software – 20% per annum on cost

(g) Stock and Goods for Resale

Stock and Goods for Resale are included at the lower of cost and net realisable value.

(h) Leases

An asset and corresponding liability are recognised for leasing agreements that transfer to CIArb substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. Any interest is charged to the Statement of Financial Activities so as to produce a constant periodic rate of interest on the remaining balance of the liability.

All other leases are operating leases and the annual rentals are charged to the Statement of Financial Activities on a straight line basis over the lease term.

(i) Branches

The activities and funds of branches established by CIArb and governed by the Branch Model Rules, but not incorporated locally are regarded as those of CIArb itself and are included by means of aggregation in the Accounts. Locally incorporated branches are treated as subsidiaries as described in note 2(n).

(j) Foreign Currency Funds and Transactions

Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

Assets, liabilities, and results of overseas branches are translated at the rate ruling at the balance sheet date. Exchange differences arising are recognised as other recognised gains and losses.

(k) Subscriptions, Fees and Services

Subscriptions, fees and services are included in the financial statements on the basis of amounts receivable in respect of the accounting period.

(l) Recognition of Income

Membership subscription income for the current year is recognised when received. Subscription income received in advance relating to subsequent years is deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

Income from administered dispute resolution schemes for case work is normally recognised either in accordance with relevant scheme contractual specifications or on conclusion of the case, that is, when a decision is made by the appointed dispute resolver or an outcome is agreed between the parties. Income from fees paid as retainers and similar arrangements is recognised on an accruals basis.

Education and training income relating to courses is recognised when the course has started. Room hire, event admission and all other income is recognised when the activity has taken place.

(m) Investments

Investments are included in the Balance Sheet at fair value at the Balance Sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

(n) Investments in Subsidiary Undertakings

Investment in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. Interests in subsidiaries are assessed for impairment at each reporting date. Any impairment losses or impairment reversals are recognised immediately in the Statement of Financial Activities. The net asset values of the operating subsidiaries are disclosed in notes 10 (for UK subsidiaries) and 20(b) (for incorporated international branches). They are consolidated on a line by line basis.

Incorporated branches are treated as subsidiaries and the results of these are included within the consolidated results but not those of the parent undertaking. The results of other branches are included in both the parent undertaking and consolidated results.

(o) Impairments

Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

(p) Investments in Associated Undertakings

Investment in associated undertakings is stated at cost less any impairment if events or changes in circumstances indicate

that the carrying amount may not be fully recoverable or as otherwise required by relevant accounting standards. CIArb has made no investment in the associated undertaking during the year and the value of its investment at the year-end is £nil.

(q) Allocation of Costs

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs that are directly attributable are allocated on a departmental basis and support costs added. Head Office staff costs are apportioned to departments on an actual basis and accommodation costs according to assessed work area. Other Head Office costs, including Governance costs, are apportioned to departments on a reasonable basis. Please see note 5.reasonable basis. Please see note 5.

(r) Pensions

CIArb operates a Defined Contribution Pension Scheme. Pension contributions are charged to the Statement of Financial Activities as incurred. These contributions are invested separately from CIArb assets.

(s) Financial Instruments

The Group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments. All of its Financial Instruments are classified as "basic".

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument and are offset only when the Group currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses. A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in the Statement of Financial Activities for the excess of the carrying value of the debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in the Statement of Financial Activities.

Financial liabilities and equity

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of CIArb after deducting all of its liabilities.

Other creditors

Other creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in administration costs and reallocated across charitable activities.

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

Stakeholder funds

CIArb holds stakeholder funds on behalf of clients as a neutral in arbitration cases. These amounts are included within creditors above.

This activity falls within CIArb's strategic aim of global promoting the constructive resolution of disputes. By acting as a neutral with funds in escrow, CIArb can ensure funds are distributed appropriately once an award is made.

(t) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

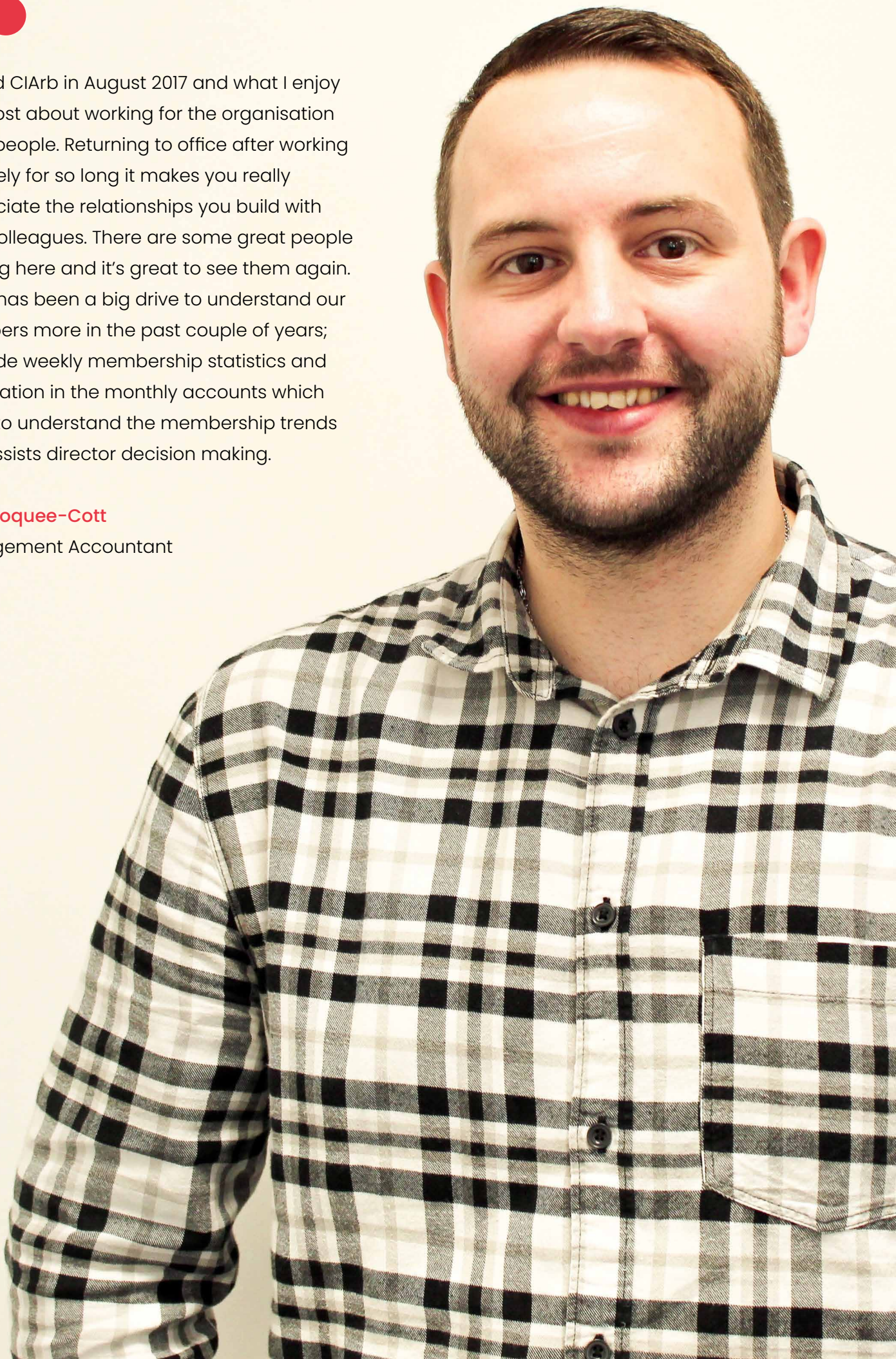
(u) Charitable Status

CIArb is registered as a charity, registration number 803725, and in consequence it is exempt from taxation on income arising from and expended on its charitable activities.



I joined CIArb in August 2017 and what I enjoy the most about working for the organisation is the people. Returning to office after working remotely for so long it makes you really appreciate the relationships you build with your colleagues. There are some great people working here and it's great to see them again. There has been a big drive to understand our members more in the past couple of years; I provide weekly membership statistics and information in the monthly accounts which helps to understand the membership trends and assists director decision making.

Luke Hoquee-Cott
Management Accountant



3. Income from charitable activities

	2021	2020
	£	£
Membership subscriptions and other income:		
Membership subscriptions	4,206,383	4,212,390
Events	138,839	2,705
Entry fees	103,411	112,691
Sundry Branch and other Income	265,095	258,241
	4,713,728	4,586,027
Appointment and scheme administration fees include:		
Administration and sundry fees	49,752	33,287
Presidential Appointments	71,280	55,643
	121,032	88,930

4. Investment Income

	2021	2020
	£	£
Bank interest received	26,525	35,359
Investment dividends received	15,128	31,760
	41,653	67,119



5. Expenditure

	2021			2020		
	Direct Costs £	Support costs £	Total £	Direct Costs £	Support costs £	Total £
Membership activities	1,385,048	1,221,688	2,606,736	1,220,897	1,342,980	2,563,877
Scheme administration and other expenses	117,958	102,955	220,913	81,550	91,755	173,305
Education and training expenses	1,201,286	2,395,639	3,596,925	747,617	1,711,076	2,458,693
Total charitable activities	2,704,292	3,720,282	6,424,574	2,050,064	3,145,811	5,195,875
Room hire expenses	25,322	583,024	608,346	93,155	524,700	617,855
	2,729,614	4,303,306	7,032,920	2,143,219	3,670,511	5,813,730

Support costs:

Year to 31 December 2021

	Staff-related costs £	Property costs £	Depreciation / amortisation £	Governance £	Admin £	2021 Total £
Membership activities	680,589	41,772	8,769	39,472	451,086	1,221,688
Scheme administration and other expenses	2,069	127	27	7,753	92,979	102,955
Education and training expenses	1,267,116	77,772	16,327	83,343	951,081	2,395,639
Room hire expenses	424,772	36,609	30,596	7,422	83,625	583,024
Total	2,374,546	156,280	55,719	137,990	1,578,771	4,303,306

Room hire expenses relate to an allocation of overheads from CIArb HQ.

Year to 31 December 2020

	Staff-related costs £	Property costs £	Depreciation / amortisation £	Governance £	Admin £	2020 Total £
Membership activities	788,546	51,423	11,075	66,618	425,318	1,342,980
Scheme administration and other expenses	9,427	615	132	9,840	71,741	91,755
Education and training expenses	937,208	61,118	13,163	95,076	604,511	1,711,076
Room hire expenses	313,922	45,595	28,780	23,781	112,622	524,700
Disengagement of India branch	-	-	-	-	-	-
Total	2,049,103	158,751	53,150	195,315	1,214,192	3,670,511

Allocation of costs: Staff costs are allocated to activities based on the actual cost, including on-costs, of the staff working in each activity. Accommodation costs and Depreciation are allocated on the basis of the area occupied by each activity and Miscellaneous costs on the basis of the numbers of staff employed in each activity. Support costs are allocated on a basis which reflects the use made by the activity of each support cost centre.

6. Audit Fees

	2021 £	2020 £
Audit:		
2021 audit	30,000	30,000
Prior year overruns	-	10,000
	30,000	40,000
Taxation services	-	6,850
Other services	-	5,065
	30,000	51,915

7. Staff Costs

	2021 £	2020 £
Wages and salaries	2,912,129	2,293,602
Employer's national insurance	305,039	211,853
Pension costs	242,220	203,791
Other staff costs	56,179	57,668
Total	3,515,567	2,766,914

Included within the above is £242,627 (2020: £254,644) of costs including employer's national insurance in respect of key management personnel and £192,581 (2020: £8,000) in termination benefits. The Director General is the only member of key management personnel.

The average number of employees by category during the year was:

	2021 No.	2020 No.
Membership activities	5	21
Scheme administration and other expenses	3	3
Education and training expenses	13	13
Room hire expenses	2	1
General	47	39
Total number of employees	70	77

7. Staff Costs (continued)

The number of employees whose emoluments fell into the following bands in excess of £60,000 was:

	2021 No.	2020 No.
£60,000 to £69,999 per annum	3	1
£70,000 to £79,999 per annum	2	-
£80,000 to £89,999 per annum	-	3
£90,000 to £99,999 per annum	5	2
£100,000 to £109,999 per annum	1	1
£110,000 to £119,999 per annum	-	2
£130,000 to £139,999 per annum	-	1
£160,000 to £169,999 per annum	-	1
£200,000 to £209,999 per annum	1	-
£210,000 to £219,999 per annum	1	-
£240,000 to £249,999 per annum	1	-
	14	11

Pension payments in respect of these fourteen employees (2020: eleven) in 2021 amounted to £116,335 (2020: £92,064).

8. Payments to Trustees

Members of the Board of Trustees receive no remuneration for their work as Trustees or for other work they may carry out for CIArb, with the exception of that disclosed in Note 24(g). Trustees' expenses reimbursed during the year under review are as follows:

	2021 £	2020 £
Tutors Fees	3,305	-
Travel	13	14,253
	3,318	14,253
Number of Trustees reimbursed in year	3	6

9. (a) Tangible Fixed Assets
Group and Parent undertaking

	Freehold land and buildings	Improvements to leasehold premises	Fixtures and fittings	Computer and electronic equipment	Total
	£	£	£	£	£
Cost					
As at 1 January 2021	5,981,481	7,633	798,431	364,097	7,151,644
Additions	241,540	2,170	21,253	85,955	350,918
Foreign exchange	-	(500)	(4,026)	(545)	(5,071)
At 31 December 2021	6,223,021	9,303	815,660	449,507	7,497,491
Depreciation					
As at 1 January 2021	-	(7,633)	(645,350)	(346,006)	(998,989)
Charge for the year	(2,956)	(597)	(63,591)	(27,270)	(94,414)
Foreign exchange		500	3,383	645	4,528
At 31 December 2021	(2,956)	(7,730)	(705,558)	(372,631)	(1,088,875)
At 31 December 2021	6,220,065	1,573	110,102	76,876	6,408,616
At 31 December 2020	5,981,481	-	153,080	18,091	6,152,652

CIArb acquired the freehold of 12 Bloomsbury Square on 30 January 2001 at a net cost of £4,248,126. It acquired the freehold of 14 Bloomsbury Square on 23 September 2011 at a net cost of £1,733,355. Depreciation of £nil is charged on listed Freehold Buildings as there is estimated to be no material difference between cost and residual value.

Included above are assets purchased under hire purchase arrangements with a net book value of £nil (2020: £nil). Depreciation of £nil (2020: £nil) was charged on these assets during the year.

9. (b) Intangible Fixed Assets
Group and Parent undertaking

	Software	Total
	£	£
Cost		
As at 1 January 2021	365,964	365,964
Additions	126,331	126,331
At 31 December 2021	492,295	492,295
Amortisation		
As at 1 January 2021	(113,494)	(113,494)
Charge for the year	(77,831)	(77,831)
At 31 December 2021	(191,325)	(191,325)
At 31 December 2021	300,970	300,970
At 31 December 2020	252,470	252,470



10. Fixed Asset Investments

(a) Managed funds - Group and Parent Undertaking

	2021 £	2020 £
Cost		
At 1 January	1,078,519	1,078,519
Additions	1,098,000	-
Disposals	(1,098,000)	-
At 31 December	1,078,519	1,078,519
Fair Value		
At 1 January 2021	1,599,195	1,607,779
Additions	1,098,000	-
Disposals	(1,098,000)	-
Net investment gains / (losses)	116,702	(8,584)
At 31 December 2021	1,715,897	1,599,195

The investments above are invested as follows:

	2021 £	2020 £
Newton Global Growth and Income Fund for charities	596,033	1,599,195
Ruffer LLP Charity Asset Trust Accumulation Fund	1,119,864	-

(b) Subsidiary Undertakings

Parent undertaking

CIArb had thirteen 100% owned subsidiary companies at 31 December 2021 (2020: thirteen). This includes four subsidiaries incorporated in England and Wales and nine (2020: nine) incorporated international branches. Details of these branches are included in note 20.

The four UK subsidiaries are:

Name	Co. Number	Principal activity
Arbitration Services Limited	01288642	Collecting sponsorship income for CIArb events
The City Disputes Panel Limited	07121217	Dormant
12 Bloomsbury Square Limited	07057143	Provision of meeting rooms for hire
Independent Dispute Resolution Services Limited	05945475	Dormant

10. Fixed Asset Investments (continued)
(b) Subsidiary Undertakings – Parent undertaking (continued)

The nine international subsidiaries are:

Name	Co. Number	Relationship
The Chartered Institute of Arbitrators (Australia) Limited	118131016	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
Chartered Institute of Arbitrators Bahamas Branch	61220 C	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
Chartered Institute of Arbitrators (Canada Branch) Incorporated	1018216-8	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	208/2014	Assets and monies held by the branch remain under beneficial ownership of CIArb under branch by-laws
International Group of Arbitrators Berhad	1207883-A	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
The Chartered Institute of Arbitrators (New York Branch), Inc.	5508705	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
The Chartered Institute of Arbitrators (North America Branch), Inc.	5036735	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	00451	To operate in the Qatar Financial Centre (QFC) it was necessary to establish a limited liability vehicle (the entity governed by the Articles of Association). CIArb (the Royal Charter body) is the sole member of this company. For the rest of Qatar, the Branch is governed by the Branch Rules which are an approved variation of the Branch Model Rules.
The Chartered Institute of Arbitrators (Singapore) Limited	201001118N	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.

10. Fixed Asset Investments (continued)
(b) Subsidiary Undertakings – Parent undertaking (continued)

Financial information for the year ended 31 December 2021	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	127,892	-	-	-
Total expenses	326,216	(60)	-	-
(Loss) for the year	(198,324)	-	-	-
Net (liabilities) / assets	(461,810)	(1,066)	(95,300)	1,000

Financial information for the year ended 31 December 2020	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	141,729	-	-	-
Total expenses	406,215	-	-	-
Profit / (loss) for the year	(264,486)	-	-	-
Net (liabilities) / assets	(263,486)	(1,006)	(95,300)	1,000

*Arbitration Services Limited declared gift aid of £nil (2020: £nil) and 12 Bloomsbury Square Limited declared gift aid of £nil (2020: £16,741) to CIArb during the year.

Financial information related to the international subsidiaries is disclosed in note 20(c).

(c) Investment in Associated Undertaking
Group and Parent Undertaking

CIArb together with Solicitors Family Law Association and Family Law Bar Association has set up a not for profit company, Institute of Family Law Arbitrators Limited (IFLA). The company is limited by guarantee and all three parties are equal members in the company. The purpose of IFLA is to promote the use of family arbitration as an alternative method of dispute resolution in family proceedings in England and Wales. IFLA is currently active and CIArb has made no investment in it during the year (2020: £nil).

11. Stocks

	Group		Parent undertaking	
	2021	2020	2021	2020
	£	£	£	£
Stock and goods for resale	-	6,692	-	6,692

12. Debtors

	Group		Parent undertaking	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	22,573	33,719	-	-
Other debtors	92,212	121,560	87,512	119,971
Stakeholder accounts	370,041	101,873	370,041	101,873
Amounts due from subsidiaries	-	-	761,132	418,022
Value Added Tax	51,179	108,319	45,676	108,319
Accrued income	75,224	31,247	73,146	23,397
Prepayments	214,645	156,335	211,899	148,648
	825,874	553,053	1,549,406	920,230

13. Liabilities: Amounts falling due within one year

	Group		Parent undertaking	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	248,877	241,173	248,877	241,173
Other creditors	531,781	397,276	511,684	363,457
Hire purchase (note 21)	21,240	-	21,240	-
Taxation and social security	146,437	117,428	146,437	117,428
Stakeholder accounts	370,041	101,873	370,041	101,873
Accruals	440,266	352,827	407,579	310,349
Deferred income	531,816	832,117	527,826	821,617
	2,290,458	2,042,694	2,233,684	1,955,897

13. Liabilities: Amounts falling due within one year (continued)
Deferred income

	Group		Parent undertaking	
	2021	2020	2021	2020
	£	£	£	£
At 1 January	832,117	1,158,747	821,617	1,115,853
Income deferred	531,816	832,117	527,826	821,617
Amounts released	(832,117)	(1,158,747)	(821,617)	(1,115,853)
At 31 December	531,816	832,117	527,826	821,617

Membership income related to 2022 subscriptions received in 2021 and Education and Training income related to courses taking place in 2022 received in 2021 has been deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

The amount noted above includes Held Funds which at 31 December 2021 stand at £75,101.

14. Liabilities: Amounts falling due after one year
Group and Parent Undertaking

	Group		Parent undertaking	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	1,005,208	1,223,732	1,005,208	1,223,732
Hire purchase (note 21)	23,770	-	23,770	-
	1,028,978	1,223,732	1,028,978	1,223,732

14. Liabilities: Amounts falling due after one year (continued) – Group and Parent Undertaking

Bank loans include two loans taken out in 2001 which were in connection with the purchase of 12 Bloomsbury Square, a 2013 loan to cover lease exit fees and two loans taken out in 2014 which were in connection with the purchase of 14 Bloomsbury Square. The loans are secured on the full value of the properties. The loans are basic financial liabilities and are set out in the table below.

	Initial term	Rate	Original loan amount	Loan balance	
				2021	2020
	Yrs		£	£	£
2001 fixed rate loan	20	4.1%	1,150,150	-	2,486
2001 variable rate loan	20	Base + 1.25%	1,150,150	-	5,298
2013 variable rate loan	10	Base + 3.25%	875,000	110,518	209,453
2014 fixed rate loan	17	3.81%/2.38%	902,000	583,198	638,584
2014 variable rate loan	17	Base + 2.31%	902,000	577,909	629,425
				1,271,625	1,485,246
Less: Amounts falling due within one year				(248,877)	(241,173)
				1,022,748	1,244,073
Less: loan arrangement fee				(17,540)	(20,341)
				1,005,208	1,223,732



15. Group Funds Summary

	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	9,652,708	9,652,708	49,848	9,702,556
Fund balances are represented by:				
Fixed assets	6,709,586	6,709,586	-	6,709,586
Fixed asset investments	1,715,897	1,715,897	-	1,715,897
Net current assets	2,256,203	2,256,203	49,848	2,306,051
Long term liabilities	(1,028,978)	(1,028,978)	-	(1,028,978)
Total net assets	9,652,708	9,652,078	49,848	9,702,556

2020

	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	8,951,329	8,951,329	177,618	9,128,947
Fund balances are represented by:				
Fixed assets	6,405,123	6,405,123	-	6,405,123
Fixed asset investments	1,599,195	1,599,195	-	1,599,195
Net current assets	2,170,743	2,170,743	177,618	2,348,361
Long term liabilities	(1,223,732)	(1,223,732)	-	(1,223,732)
Total net assets	8,951,329	8,951,329	177,618	9,128,947



16. Parent Funds Summary

	2021 General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	9,271,245	9,271,245	49,848	9,321,093
Fund balances are represented by:				
Fixed assets	6,709,586	6,709,586	-	6,709,586
Fixed asset investments	1,718,997	1,718,997	-	1,718,997
Net current assets	1,871,640	1,871,640	49,848	1,921,488
Long term liabilities	(1,028,978)	(1,028,978)	-	(1,028,978)
Total net assets	9,271,245	9,271,245	49,848	9,321,093

	2020 General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	8,427,780	8,427,780	177,618	8,605,398
Fund balances are represented by:				
Fixed assets	6,405,123	6,405,123	-	6,405,123
Fixed asset investments	1,602,295	1,602,295	-	1,602,295
Net current assets	1,644,094	1,644,094	177,618	1,821,712
Long term liabilities	(1,223,732)	(1,223,732)	-	(1,223,732)
Total net assets	8,427,780	8,427,780	177,618	8,605,398



17. Fund movements
Group

	At 1 January 2021	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2021
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	6,588,426	6,251,155	(5,855,968)	-	174,052	7,157,665
Branches	2,362,903	1,197,477	(1,029,432)	-	(35,906)	2,495,042
	8,951,329	7,448,632	(6,885,400)	-	138,146	9,652,707
Designated funds	-	-	-	-	-	-
Total unrestricted funds	8,951,329	7,448,632	(6,885,400)	-	138,146	9,652,707
Restricted funds						
Kenyan Development fund	177,618	19,750	(147,520)	-	-	49,848
Total funds	9,128,947	7,468,382	(7,032,920)	-	138,146	9,702,556

	At 1 January 2020	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2020
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	5,580,170	5,912,390	(4,817,862)	-	(86,272)	6,588,426
Branches	2,470,093	953,215	(990,145)	-	(70,260)	2,362,903
	8,050,263	6,865,605	(5,808,007)	-	(156,532)	8,951,329
Designated funds	-	-	-	-	-	-
Total unrestricted funds	8,050,263	6,865,605	(5,808,007)	-	(156,532)	8,951,329
Restricted funds						
Kenyan Development fund	183,341	-	(5,723)	-	-	177,618
Total funds	8,233,604	6,865,605	(5,813,730)	-	(156,532)	9,128,947

17. Fund movements (continued) – Parent Undertaking

	At 1 January 2021	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2021
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	6,911,266	6,520,274	(5,849,222)	-	120,553	7,702,871
Branches	1,516,514	778,787	(717,857)	-	(9,070)	1,568,374
	8,427,780	7,299,061	(6,567,079)	-	111,483	9,271,245
Designated funds	-	-	-	-	-	-
Total unrestricted funds	8,427,780	7,299,061	(6,567,079)	-	111,483	9,271,245
Restricted funds						
Kenyan Development fund	177,618	19,750	(147,520)	-	-	49,848
Total funds	8,605,398	7,318,811	(6,714,599)	-	111,483	9,321,093

	At 1 January 2020	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2020
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	5,576,299	6,316,252	(4,891,077)	-	(90,208)	6,911,266
Branches	1,689,580	644,668	(743,280)	-	(74,454)	1,516,514
	7,265,879	6,960,920	(5,634,357)	-	(164,662)	8,427,780
Designated funds	-	-	-	-	-	-
Total unrestricted funds	7,265,879	6,960,920	(5,634,357)	-	(164,662)	8,427,780
Restricted funds						
Kenyan Development fund	183,341	-	(5,723)	-	-	177,618
Total funds	7,449,220	6,960,920	(5,640,080)	-	(164,662)	8,605,398

Members of and donors to the Kenyan branch have been contributing to a development fund to acquire accommodation for branch activities. A leasehold property was purchased in 2021. The equivalent of approximately £50,000 (2020: approximately £178,000) is ring-fenced for this purpose and is therefore shown as restricted funds in the accounts. Headquarters above relates to the UK Head Office and the UK subsidiaries as per note 10b. Branches includes the international subsidiaries.

18. Reconciliation of movement in net debt
Group

	At 1 January 2021	Cash flows	Other non-cash changes	At 31 December 2021
	£	£	£	£
Cash and cash equivalents:				
Cash	3,831,310	(82,739)	22,064	3,770,635
Borrowings:				
Debt due within one year	(241,173)	213,625	(221,329)	(248,877)
Debt due after more than one year	(1,244,073)	-	221,329	(1,022,744)
Obligations under finance leases	-	45,010	-	45,010
	(1,485,246)	258,635	-	(1,226,611)
Total	2,346,064	175,896	22,064	2,544,024

	At 1 January 2020	Cash flows	Other non-cash changes	At 31 December 2020
	£	£	£	£
Cash and cash equivalents:				
Cash	3,347,806	628,157	(144,653)	3,831,310
Borrowings:				
Debt due within one year	(339,082)	321,334	(223,425)	(241,173)
Debt due after more than one year	(1,467,498)	-	223,425	(1,244,073)
Obligations under finance leases	(16,187)	16,187	-	-
	(1,822,767)	337,521	-	(1,485,246)
Total	1,525,039	965,678	(144,653)	2,346,064

18. Reconciliation of movement in net debt (continued)

Company

	At 1 January 2021	Cash flows	Other non-cash changes	At 31 December 2021
	£	£	£	£
Cash and cash equivalents:				
Cash	2,850,687	(240,244)	(4,677)	2,605,766
Borrowings:				
Debt due within one year	(241,173)	213,625	(221,329)	(248,877)
Debt due after more than one year	(1,244,073)	-	221,329	(1,022,744)
Obligations under finance leases	-	-	-	-
	(1,485,246)	213,625	-	(1,271,621)
Total	1,365,441	26,611	(4,677)	1,334,145

	At 1 January 2020	Cash flows	Other non-cash changes	At 31 December 2020
	£	£	£	£
Cash and cash equivalents:				
Cash	2,401,487	601,980	(152,780)	2,850,687
Borrowings:				
Debt due within one year	(339,082)	321,334	(223,425)	(241,173)
Debt due after more than one year	(1,467,498)	-	223,425	(1,244,073)
Obligations under finance leases	(16,187)	16,187	-	-
	(1,822,767)	337,521	-	(1,485,246)
Total	578,720	939,501	(152,780)	1,365,441

19. Capital Commitments and Contingent Liabilities

As of 31 December 2021, CIArb had capital commitments of £334,878 for assets (2020: £338,773), comprising £334,878 in relation to a property purchase (2020: £335,751) and £0 in relation to laptop purchases (2020: £3,022).

There is a cross guarantee in favour of CIArb in respect of CIArb's membership of the Chartered Institute of Arbitrators VAT group.

20. Branch Results

(a) England and Wales branches

	2021			2020		
	Grants from central funds	Income	Expenditure	Grants from central funds	Income	Expenditure
	£	£	£	£	£	£
East Anglia	-	-	(2,128)	-	6,106	(3,152)
East Midlands	-	952	(331)	-	150	-
London	4,748	6,873	(8,704)	5,398	-	(7,174)
North East	-	4,365	(3,052)	-	695	(2,423)
North West	-	2,367	(6,512)	-	5,964	(2,730)
South East	4,765	-	(5,896)	89	12	(9,188)
Southern	-	-	(50)	-	190	(250)
Thames Valley	-	205	(769)	-	1,040	(1,443)
Wales	-	-	-	-	-	(220)
Western Counties	-	-	-	-	-	-
West Midlands	-	20	(200)	-	918	(1,148)
	9,513	14,782	(27,642)	5,487	15,075	(27,728)

(b) Scotland and international branches

	2021		2020	
	Income	Expenditure	Income	Expenditure
	£	£	£	£
Bahrain*	-	-	-	-
Bermuda	8,041	(13,318)	938	-
Brazil	12,469	(13,021)	40,043	(7,598)
Channel Islands	-	-	206	(3,125)
Cyprus	4,198	(322)	14,377	(4,149)
East Asia	73,817	(90,963)	78,687	(111,532)
Egypt	3,353	(1,565)	783	-
Europe	31,104	(31,205)	9,933	(8,774)
Ireland	43,042	(57,756)	62,252	(52,768)
Kenya	267,924	(222,858)	183,890	(174,588)
Lebanon*	-	-	-	-
Mauritius	-	(1,238)	-	(1,342)
Nigeria	228,418	(217,626)	129,647	(129,858)
Scotland	17,886	(19,829)	15,786	(33,601)
South Africa	132	(89)	-	-
Sri Lanka**	1,818	(1,475)	-	-
Thailand	1,833	(410)	-	(1,572)
UAE	39,429	(123,915)	62,974	(165,259)
Zambia	40,776	(42,144)	24,740	(27,260)
Zimbabwe*	-	-	-	-
	774,240	(837,734)	624,256	(721,426)

20. Branch Results (continued)

(b) Scotland and international branches (continued)

*The financial statements for Bahrain, Lebanon and Zimbabwe had not been received in time to be included in the aggregated Statement of Financial Activities or Cash flow Statement for CIArb. These are not considered material to the final position on aggregation and consolidation. Their net assets as last reported are included as appropriate in the Consolidated and Parent Undertaking balance sheet. The results of Bahrain, Lebanon, South Africa and Zimbabwe were not included in last year's accounts.

**Sri Lanka branch opened in late 2019 and all financial transactions up to the end of 2021 were made through CIArb HQ.

(c) International subsidiaries (see note 10b)

	2021			
	Income	Expenditure	Surplus / (deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	44,777	(51,242)	(6,465)	106,990
Bahamas	16,527	(22,383)	(5,856)	39,436
Canada	45,680	(21,589)	24,091	89,119
Caribbean	47,958	(27,208)	20,750	38,128
Malaysia	29,606	(25,095)	4,511	71,670
New York	45,168	(36,604)	8,564	93,407
North America	65,593	(18,377)	47,216	137,099
Qatar	27,807	(27,063)	744	26,158
Singapore	95,573	(80,556)	15,017	324,663
	418,689	(310,117)	108,572	926,670

	2020			
	Income	Expenditure	Surplus / (deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	47,955	(91,776)	(43,821)	119,385
Bahamas	40,528	(8,844)	31,684	48,030
Canada	9,257	(13,762)	(4,505)	65,531
Caribbean	6,700	(3,947)	2,753	25,145
Malaysia	15,793	(17,182)	(1,389)	70,962
New York	5,608	(13,117)	(7,509)	84,072
North America	75,285	(29,006)	46,279	89,066
Qatar	21,581	(22,990)	(1,409)	25,195
Singapore	85,840	(46,241)	39,599	319,003
	308,547	(246,865)	61,682	846,389

Grants from central funds are not included in the amounts shown as income in the above table but are included in income in note 17. Branch Income and Expenditure above excludes any translation gains or losses.

20. Branch Results (continued)
(c) International subsidiaries (see note 10b)

As at 31 December 2021	England and Wales branches	Scotland and International branches	International subsidiaries	2021 Total
	£	£	£	£
Fixed assets	-	166,156	-	166,156
Cash at bank and in hand	173,385	1,519,254	953,452	2,646,091
Debtors	13,788	(6,202)	17,701	25,287
Creditors	(1,398)	(246,760)	(44,483)	(292,641)
	185,765	1,432,448	926,670	2,544,894

As at 31 December 2020	England and Wales branches	Scotland and International branches	International subsidiaries	2020 Total
	£	£	£	£
Fixed assets	-	33,695	-	33,695
Cash at bank and in hand	182,589	1,611,144	884,034	2,677,767
Debtors	7,333	69,551	34,788	111,672
Creditors	(800)	(209,380)	(72,433)	(282,613)
	189,122	1,505,010	846,389	2,540,521

Branch assets and liabilities have been aggregated, or consolidated, within the main balance sheet headings.

(d) Analysis of branch income and expenditure by category

Year to 31 December 2021	England and Wales branches	Scotland and International branches	International subsidiaries	2021 Total
	£	£	£	£
Income				
Grants	-	37,453	1,399	38,852
Meetings and seminars	3,510	101,261	19,181	123,952
Income from courses	2,336	428,281	369,328	799,945
Scheme income	-	49,752	-	49,752
Bank interest receivable	1	25,959	100	26,060
Other income	8,937	131,534	28,682	169,153
	14,783	774,240	418,690	1,207,714

20. Branch Results (continued)

(d) Analysis of branch income and expenditure by category (continued)

	England and Wales branches	Scotland and International branches	International subsidiaries	2021 Total
	£	£	£	£
Expenditure				
Branch office and administration expenditure	(8,779)	(473,531)	(161,260)	(643,570)
Branch meetings and ancillary costs	(11,760)	(130,436)	(25,964)	(168,160)
Course expenses	(1,877)	(174,087)	(106,563)	(282,527)
Scheme expenses		(12,366)	-	(12,366)
Other expenses	(5,226)	(47,314)	(16,330)	(68,870)
	(27,642)	(837,734)	(310,117)	(1,175,493)

Year to 31 December 2020	England and Wales branches	Scotland and International branches	International subsidiaries	2020 Total
	£	£	£	£
Income				
Subscriptions	-	28,615	81,958	110,573
Meetings and seminars	-	-	-	-
Income from courses	3,833	375,449	220,076	599,358
Scheme income	695	32,592	-	33,287
Bank interest receivable	27	33,883	244	34,154
Other income	10,520	153,717	6,269	170,506
	15,075	624,256	308,547	947,878
Expenditure				
Branch office and administration expenditure	(8,653)	(364,123)	(56,542)	(429,318)
Branch meetings and ancillary costs	-	(87,987)	(94,567)	(182,554)
Course expenses	(2,538)	(182,926)	(75,882)	(261,346)
Scheme expenses	-	(1,499)	(7,392)	(8,891)
Other expenses	(16,537)	(84,891)	(12,482)	(113,910)
	(27,728)	(721,426)	(246,865)	(996,019)

The above figures for England and Wales do not include grants from central funds made during the year. Figures for Scotland and International Branches and subsidiaries do not include the effect of net translation gains.

21. Finance Leases

CIArb has entered into a finance lease contract for the hire purchase of office equipment. At 31 December CIArb was committed to total future minimum payments as follows:

	2021 £	2020 £
In less than one year	21,240	-
Between one and five years	23,770	-
	45,010	-

This liability is secured on the related assets disclosed in note 9(a).

22. Pension Obligations

CIArb and its subsidiary companies make contributions to employee defined contribution pension schemes. Contributions in the year amounted to £239,897 (2020: £203,791). At the year-end there were no prepaid contributions (2020: £nil). Outstanding pension contributions, included within other creditors, were £nil (2020: £nil). The assets of the schemes are invested and managed independently of the finances of CIArb.

23. Indemnity Insurance

CIArb paid a premium during the year of £26,480 (2020: £9,500) under a professional indemnity and trustee indemnity insurance policy to protect CIArb and its Trustees against loss arising from the neglect or default of its Trustees, agents or employees, arising in the course of CIArb's business.

24. Related party transactions

Related party transactions with the subsidiaries set out in note 10(b) are as follows:

(a) 12 Bloomsbury Square Limited ("12BSL")

Under an operating agreement signed on 21 December 2009, 12BSL has a licence to use the property of 12 Bloomsbury Square to carry out a room hire business. CIArb recharged 12BSL £304,502 (2020: £361,238) of costs under this agreement during the year. In addition, CIArb makes use of meeting rooms at the property from time to time. 12BSL charged CIArb £9,851 (2020: £50,931) for these rooms during the year.

Gift Aid distributions of £0 (2020: £16,741) were paid by 12BSL to CIArb.

At the end of the year, the balance owing to CIArb was £671,910 (2020: owing to CIArb £352,836).

(b) Arbitration Services Limited ("ASL")

Gift Aid distributions of £nil (2020: £nil) were paid by ASL to CIArb. At the year-end, the balance owing to CIArb was £nil (2020: £9,937).

(c) The City Disputes Panel Limited ("CDP")

At the year end, the balance owing to CIArb was £95,300 (2020: £95,300), of which £95,300 (2020: £95,300) cumulative has been provided for in CIArb's books.

(d) Independent Dispute Resolution Services Limited ("IDRS")

At the year end, the balance owing from CIArb was £1,000 (2020: £1,000).

(e) Institute of Family Law Arbitrators Limited (IFLA)

CIArb together with Solicitors Family Law Association and Family Law Bar Association has set up a not for profit company, IFLA. The company is limited by guarantee and all three parties are equal members in the company. The purpose of IFLA is to promote the use of family

24. Related party transactions (continued)

(e) Institute of Family Law Arbitrators Limited (IFLA) (continued)

arbitration as an alternative method of dispute resolution in family proceedings in England and Wales. IFLA was dormant during 2021 and CIArb has made no investment in it during the year (2020: £nil).

(f) International subsidiaries

CIArb collects Branch subscriptions on behalf of these subsidiaries during the year and pays a grant to the Branches in two annual instalments, based on an approved Budget and Business Plan. In addition, where Branches carry out training courses, CIArb charges the Branches for training materials as well as for marking, moderation and assessment fees. Relevant information is set out in the tables below.

Party	2021 Subscriptions received	Branch training charges made	Balance owing to / (from) CIArb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	135,570	7,434	4,029
Chartered Institute of Arbitrators Bahamas Branch	15,393	5,214	5,637
Chartered Institute of Arbitrators (Canada Branch) Incorporated	99,241	-	58
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	57,278	9,126	921
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	107,511	1,044	(3,116)
The Chartered Institute of Arbitrators (New York Branch), Inc.	56,978	522	522
The Chartered Institute of Arbitrators (North America Branch), Inc.	135,373	30,428	48,380
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	66,102	3,870	22,499
The Chartered Institute of Arbitrators (Singapore) Limited	160,846	24,534	(1,448)

Party	2020 Subscriptions received	Branch training charges made	Balance owing to / (from) CIArb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	129,277	11,556	4,437
Chartered Institute of Arbitrators Bahamas Branch	12,320	2,160	5,637
Chartered Institute of Arbitrators (Canada Branch) Incorporated	89,592	-	58
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	54,240	5,442	7,807
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	100,147	19,263	11,718
The Chartered Institute of Arbitrators (New York Branch), Inc.	47,117	-	-
The Chartered Institute of Arbitrators (North America Branch), Inc.	132,698	17,952	17,952
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	64,913	6,142	13,541
The Chartered Institute of Arbitrators (Singapore) Limited	155,633	18,424	1,807

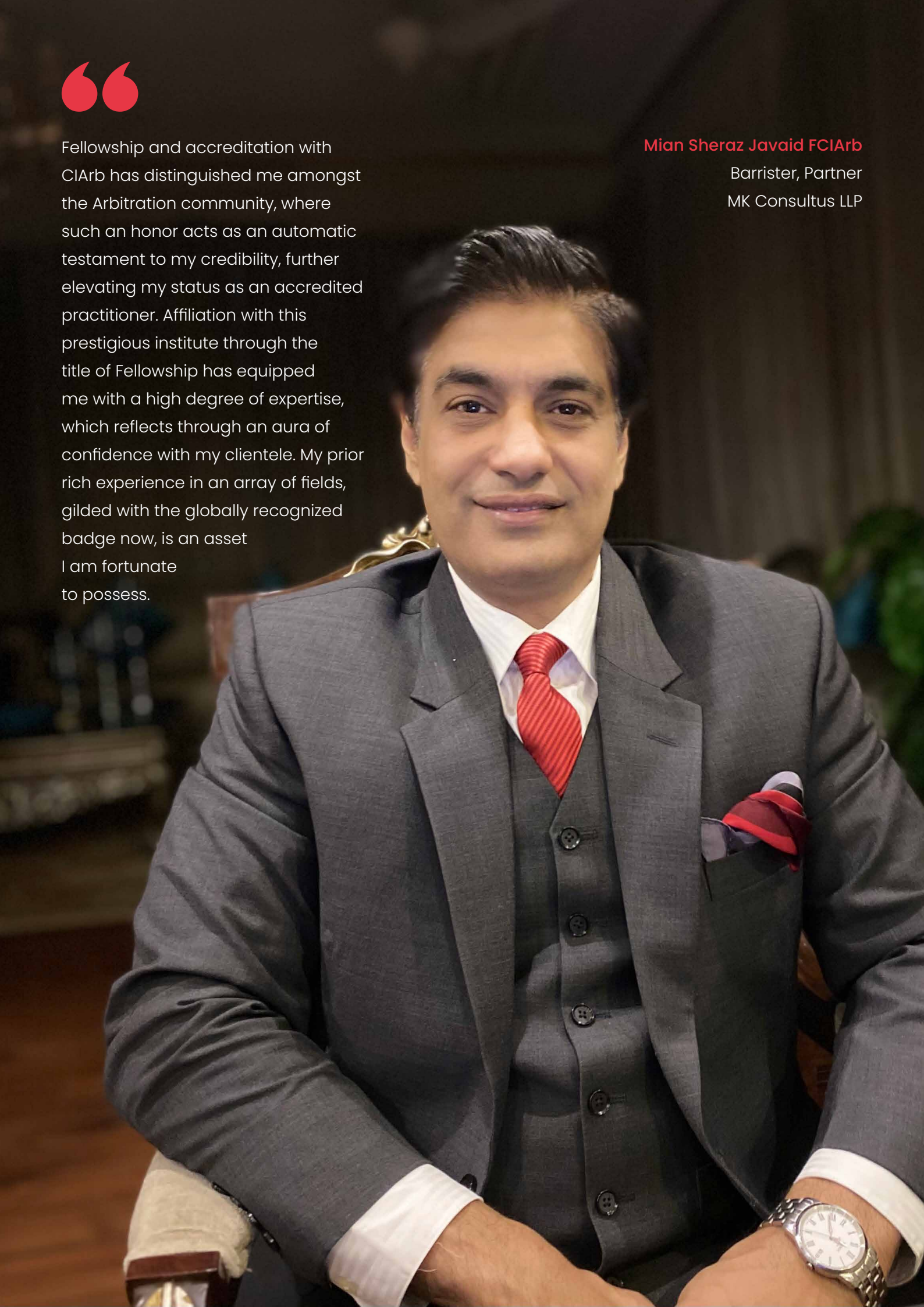
24. Related party transactions (continued)

(g) Payments to Trustees in relation to Tutor Fees

Fees were £3,305 (2020: £1,276).

	2021 £	2020 £
David Kariuki Muigua	905	1,276
Mohamed Abdel Wahab	2,400	-
	3,305	1,276





Fellowship and accreditation with CIArb has distinguished me amongst the Arbitration community, where such an honor acts as an automatic testament to my credibility, further elevating my status as an accredited practitioner. Affiliation with this prestigious institute through the title of Fellowship has equipped me with a high degree of expertise, which reflects through an aura of confidence with my clientele. My prior rich experience in an array of fields, gilded with the globally recognized badge now, is an asset I am fortunate to possess.

Mian Sheraz Javaid FCIArb
Barrister, Partner
MK Consultus LLP



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www.ciarb.org

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THE CHARTERED INSTITUTE OF ARBITRATORS

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Accounts

The Chartered Institute of Arbitrators

CIArb
evolving to resolve



2020 Annual Report

2020

Trustees' Annual Report for the year ended 31 December 2020

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1. Introductions

1.1. Chair of the Board of Trustees

2020 was a year of change for CIArb. In May, we said farewell to Anthony Abrahams MCIArb who retired after eight years as Director General. I thank him for all his efforts in taking CIArb forward under his leadership. We also welcomed Catherine Dixon as our new Director General. We said farewell to retiring trustees, welcomed new trustees and held our first ever Virtual Congress.

The year was dominated globally by the COVID-19 pandemic. In March, we closed 12 Bloomsbury Square and our staff worked remotely for the rest of the year. All CIArb activity moved online as we quickly became a fully functioning digital organisation.

For me, the 2020 highlights include:

- The expansion of Congress from a Branch Chairs' event to a global conference, held over two days. From the Congress, I was delighted to see the election of Jane Gunn and John Bassie as future Presidents of CIArb.
- Our most well-attended AGM – held for the first time in a virtual environment.
- Cherie Booth CBE QC MCIArb and Professor Richard Susskind OBE's thought-provoking lectures.
- The development of our 2021 – 2023 Strategy.
- Francis Xavier SC PBM C.Arb FCIArb, whose Presidential plan was thrown into disarray by the pandemic but whose enthusiasm and energy, whatever the time of day, was a true inspiration.

Behind the scenes, our Governance Review continued with the Trustees agreeing proposed changes to the Royal Charter. These proposed amendments will be going to consultation with members and then to an EGM in 2021. The review aims to provide CIArb with a more responsive and agile governance framework in line with the demands of the 21st century and best practice for a charitable membership organisation registered in England and Wales. I do hope that you will participate in the consultation and support the proposals when they are formally presented to you.

We have amended the format of this year's Annual Report to focus on the impact that CIArb has globally, and the benefit it brings to our members and the public at large. None of the achievements of CIArb in 2020 would be possible without the hard work of all of you who graciously and willingly donate your time and expertise either though the Branches or the Standing Committees. It has been an honour to chair the Board of Trustees in 2020 and, on their behalf, I thank you all.

Jonathan Wood FCIArb

1.2. President's Report

When embarking on my tenure as CIArb President in January last year, I could not have imagined that 2020 would develop quite as it did. As the COVID-19 pandemic spread across the world and lockdowns were imposed across every continent, plans changed, operations recalibrated, and our profession was called upon to show immense resilience and adaptability. This has been a difficult and incredibly challenging year; however, it has also shown CIArb at its best, and I am proud to have served as President at a time when the Institute was really tested – and showed that it could deliver.

In my welcome address, I identified the main areas of change which I anticipated – from internal changes with our incoming Director-General (who at that point had yet to be identified), to the external opportunities presented by the growth in demand for ADR by business and the increasing emphasis on mediation (as epitomised by the Singapore Mediation Convention). I also made clear my belief that CIArb was in a strong position to make the most of these opportunities through our high-quality thought leadership and deep professional expertise. These qualities were on display in abundance in 2020. At the very start of the pandemic, we rapidly pivoted to online provision of our courses and events, ensuring that we could continue to deliver world-class training and accreditation. We were one of the first organisations to provide clear, practical guidance on adapting to the pandemic through our Remote Proceedings Guidance Note. And under our new Director-General Catherine Dixon and Deputy Director-General Tom Cadman, we have charted an exciting new course for CIArb that will allow us to grow and thrive.

For my own part, it has been a privilege to play a direct and active role on specific thought leadership projects on behalf of CIArb. In particular, I was pleased to work in partnership with the Judicial Insolvency Network (JIN) to explore how arbitration can play a greater role in the resolution of insolvency matters. I also participated in the formation of a Blockchain/Smart Contracts Working Group (under the stewardship of our Director of Education, Training and Innovation, Dr Paresh Kathrani).

In spite of a challenging year, CIArb delivered fantastic results. Our membership increased from 15,589 at the start of 2020 to 16,530 heading into 2021. This is a real testament to the efforts of the whole CIArb team. Our courses have generated an increase in revenue because of the success with which they could transition online, and we have had record attendance at our events, from the Roebuck Lecture with Cherie Blair CBE QC MCIArb in June to the DAS Convention in November. In partnership with the UK All-Party Parliamentary Group for ADR, we launched their Report on the UK and Singapore as Global Disputes Hubs, an initiative led by Assistant Director for Policy and External Affairs Lewis Johnston.

I have no doubt that we will continue to build and improve on these successes under my successor Ann Ryan Robertson in 2021.

Francis Xavier SC PBM C.Arb FCIArb

1.3. Director General

> Despite the pandemic, we continued to grow our membership around the world, expanding to **16,530 professional members** from a base of 15,589 at start of the year, a net growth of 941, including **2,505 new professional members**.



It was an honour and privilege to be appointed as CIArb's Director General in May 2020. As we all know, 2020 was unprecedented. The global COVID-19 pandemic meant that it was anything but business as usual. I was proud to see how CIArb adapted to change, and to experience the ongoing support of CIArb's members, volunteers and staff.

Despite the pandemic, we continued to grow our membership around the world, expanding to 16,530 professional members from a base of 15,589 at start of the year. We also grew our student membership to 8,204.

We quickly adapted and continued to deliver education and training virtually via a new online learning platform. In addition, our Online Introduction to ADR 2021 course resulted in a significant number of new associates joining the organisation.

With change comes opportunity. We delivered a series of lectures, seminars and events, which would traditionally have been held face-to-face, to a significantly increased global audience via a virtual platform. These included the Roebuck Lecture delivered by Cherie Blair CBE QC MCIArb, the Alexander Lecture delivered by Professor Richard Susskind OBE, a mediation symposium, DAS convention, and Virtual Congress to name but a few. In addition, we delivered a series of policy podcasts with notable speakers.

Our social media presence continued to grow, with with almost 40,000 followers on LinkedIn.

















As the secretariat for the APPG (All Party Parliamentary Group for Alternative Dispute Resolution), we successfully launched a report entitled 'Securing the UK's position as a global dispute hub: best practice lessons between Singapore and the UK,' which included contributions from the High Commissioner of Singapore and The Chief Justice of Singapore.

Our commitment to our people secured us the prestigious accreditation, Investors in People. We remained committed to supporting our people through the pandemic and as they continued to work from home, offering training and support whenever we could.

CIArb was recognised by Global Arbitration Review (GAR), winning the GAR Award for the CIArb Guideline on Witness Conferencing (prepared by a subcommittee of the Singapore Branch) and the Best Lecture Award for the Roebuck Lecture on England's long history of support for arbitration given by Stavros Brekoulakis ACIArb.

Working closely with CIArb's Board of Trustees, Board of Management, branches, members and staff, we developed an exciting new corporate strategy to take CIArb forward into the next three years.

I take this opportunity to thank our boards, committees, branches and members for the incredible commitment and support they generously gave to CIArb, and to thank CIArb's staff for their hard work and tenacity during such a challenging year and for welcoming me as their new Director General.

The future is exciting and I am looking forward to continuing to work with all those connected to CIArb to deliver CIArb's strategy over the course of the next year and beyond.

Catherine Dixon, Director General

2. Role of CIArb

We are committed to promoting alternative dispute resolution (ADR) and the benefit it brings to society and economies across the world.

Our **ambition** is to be recognised as the global and trusted thought leader on ADR and we are committed to working with our 41 branches and members in over 150 jurisdictions around the world to provide them with world-class services, training and development thereby ensuring that we raise professional standards and embed ethical rules into ADR practice.

Our **vision** is a world where disputes are resolved promptly, effectively, and creatively.

We believe that by delivering our strategic aims we will move us closer towards achieving our vision and demonstrate commitment to our **mission**, which is:

To be the inclusive global **thought leader** on dispute resolution, promoting and facilitating the **creative and effective** resolution of disputes, supporting **diversity and inclusion**, and ensuring practitioners are highly trained and comply with **professional standards** and **ethical rules**.





Antony NganTsz Man MCIArb
Quantity Surveying Consultant in the
Hong Kong construction industry

“My CIArb membership has been recognised by both my company and business partners. The online resources from CIArb enable me to better equip myself with ADR related knowledge and skills to improve my confidence to deal with various situations about the disputes management. While I also benefited from the association’s extensive network across Asia and Australasia.”

3. Strategy

In 2020, working closely with our members, branches, boards and staff, we developed a revised strategy for the next three years commencing in 2021.

CIArb's strategic aims are to:

1: Globally promote the constructive resolution of disputes.

In summary we will:

- Promote the benefits of constructively resolving disputes and the value this brings to society and to the economy;
- Differentiate CIArb members' expertise resulting from their CIArb training and compliance with professional standards and ethical rules;
- Train non-members to understand the benefits of using effective dispute resolution, encouraging them to use such methods to resolve disputes at work;
- Work collaboratively, partnering to promote all forms of effective dispute resolution across the globe.

2: Be a global, inclusive thought leader.

In summary we will:

- Influence those with a key role in shaping dispute resolution across the world by being recognised as the thought leader on all forms of effective dispute resolution and as the home for all dispute resolution professionals, irrespective of discipline;
- Reinforce the rule of law and access to justice by raising global awareness and support any projects which use all forms of effective dispute resolution;
- Enable greater access to all forms of effective dispute resolution through the use of innovation and technology;
- Identify, through horizon scanning, trends affecting all forms of effective dispute resolution;
- Raise professional standards by continuously developing guidance and rules.

3: Develop and support an inclusive global community of diverse dispute resolvers.

In summary we will:

- Support our members' career progression by providing accessible, relevant, and high-quality training and development, enabling them to innovate, differentiate, and compete in changing markets;
- Grow our membership by targeting the provision of information, products, and services;

- Respond to the diverse and individual needs of our members by building our understanding of their roles, career stage, priorities, and specialisms;

- Support our branches to grow, network, develop expertise, and share information through active communication and engagement;

- Highlight the significant contribution of CIArb members;

- Encourage and support equality, diversity, and inclusion, enabling the best candidates to join CIArb and the dispute resolution progression route/process regardless of their background.

4. Summary of 2020

CIArb responded rapidly to the COVID-19 pandemic moving to a new virtual classroom and online assessment solution after lockdown in March 2020.

By the end of December 2020, 3,372 people had undertaken online training. A campaign was launched to discount the Online Introduction to ADR, leading to Associate Membership for student members and non-students, and 2,369 have taken this programme and assessment.

The Diploma in International Commercial Arbitration, which is traditionally run in Oxford, was successfully converted into a virtual format and the new Diploma in International Maritime Arbitration also started virtually in September.

Partnership work continued, with more than 400 people trained at the Saudi Centre for Commercial Arbitration. A leading education provider, BARBRI, agreed to enter a training partnership with CIArb and Equality, Diversity and Inclusion (EDI) work was done with the Equal Representation in Arbitration Pledge (ERA) to jointly provide subsidised training for young female arbitrators and Cherie Blair's organisation, Omnia Strategy, to jointly provide state advocate training.

We held several successful online webinars, including the Roebuck Lecture delivered by Cherie Blair CBE QC MCIArb, where approximately 1,800 people subscribed, the Alexander Lecture delivered by Professor Richard Susskind OBE had 2,222 registrations and the 'Meet the Leaders' event had the global participation of 671 attendees. The DAS Convention, Mediation Symposium and the Virtual Congress Conference had more than 1,900 registrations combined.

Our LinkedIn page follower numbers increased to almost 40,000 and this continues to grow. We also moved our publications to an online platform to enable easier access.

We have developed and delivered a series of successful policy podcasts and launched, on behalf of the APPG (All Party Parliamentary group for alternative dispute resolution), a report entitled "Securing the UK's position as a global dispute hub: best practice lessons between Singapore and the UK".

We successfully attained the Investors in People accreditation which will enable us to build on best practice and develop our strategic approach to our people.

Taking a more consultative approach with Branches; we have improved communications with the introduction of quarterly meetings with Branch Chairs on a regional basis.

Winning a GAR Award for the CIArb Guideline on Witness Conferencing (prepared by a subcommittee of the Singapore Branch) and for the Best Lecture for the 2019 Roebuck Lecture on England's long history of support for arbitration by Stavros Brekoulakis ACIArb.

Widening CIArb's reach by speaking at various events including AIAC webinar on ethics, THAC webinar on women in arbitration, Australia/Malaysia Branch on conflicts and Sao Paulo Arbitration week on witness conferencing.

We have continued to successfully grow our members to 16,530 and student members to 8,204.

In March last year, we developed a new Guidance Note on Remote Proceedings to equip practitioners with the practical and professional advice they needed to quickly shift to a world in which in-person contact had become impossible. The praise it received from around the globe reflects the international expertise that went into it.

CIArb were also a founding institution of the "Virtual Arbitrations" website initiative – an online hub showcasing best practice and technological adaptations in the arbitral community. And in the delivery of our own services, we quickly moved towards an online model. We are of course looking forward to the days when we can once again meet in person – travel across borders to attend international conferences, engage in the relaxed and informal networking that live engagements allow, and indeed just meet again with friends and colleagues. Nonetheless, necessity is the mother of invention, and we hope that many of the more positive lessons we've learned can continue to be applied long after the pandemic is over.

Identifying and developing (with our Young Members' Group) a virtual ADR Student Experience Programme to give students/young people a chance to experience the sort of work an ADR practitioner does.

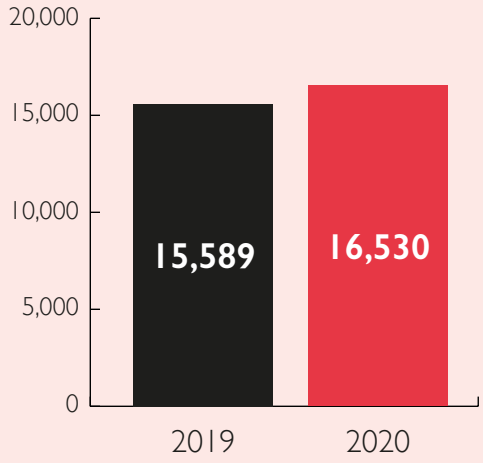


5. Annual Highlights

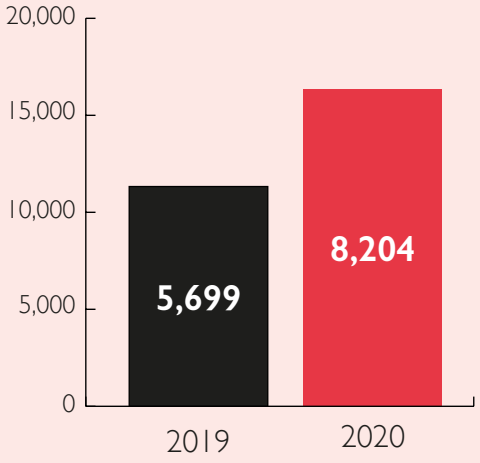
5.1. Membership Engagement and Communications

Despite the extreme uncertainty of 2020 arising from the COVID-19 pandemic, CIArb membership performance was strong and continued to grow. We began the year with an active membership of 15,589 and ended the year with a total professional membership of 16,530 and student membership at 8,204. In total we admitted 2,505 new professional members and an additional 2,480 student members.

Professional membership



Student membership



New members in 2020

Student	2,480
Associate	1,466
Member	700
Fellow	339



> CIArb is indeed a premier institution, constantly developing to cater to many aspects of Appropriate Dispute Resolution. It has over the years been innovative and forward thinking including for example the recent launch of the Joint Contracts Tribunal (JCT) and CIArb Dispute Adjudication Board Rules – showcasing the diversity of the ADR mechanism that the Institute promotes. *Anil Changaroth FCIArb*

When I opened my own firm and began sitting as an arbitrator, I determined that CIArb's highly regarded fellowship designation would be a great asset to continue developing my practice, relationships through a global network of colleagues, and goals to develop as an arbitrator. *Ava Borrasso FCIArb*

Ensuring we are relevant and engaging our valued members in the right way is of paramount importance to us, and so late 2020 saw us commission some in depth research with our members to ensure we shape our offer both in line with our organisational ambition, and more importantly, with what our members want. Digital marketing and engagement will play an increasingly important part of ensuring we are communicating in a relevant way with our members. In 2020 we have seen a significant uplift in interactions on our digital channels.

Social media

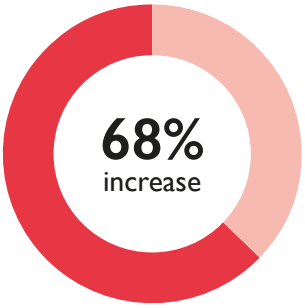
In 2020, we saw a significant increase in our social media followers and engagement across all our five platforms. We built a social media following of 56,124, which in turn, delivered a boost in traffic. We reduced online spending by securing a Google Grant.

Total fans & followers: 56,124

Posts on social media: 1,251

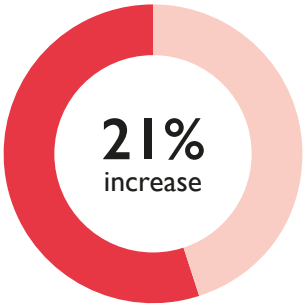
Engagements: 67,930

LinkedIn



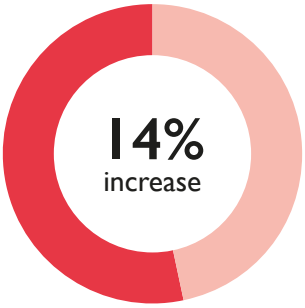
2020: 37,855 vs 2019: 22,500

Facebook



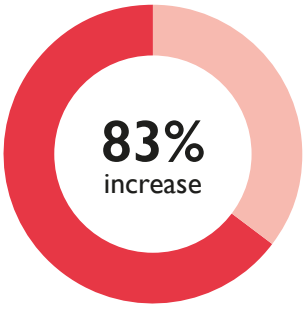
2020: 7,866 vs 2019: 6,483

Twitter



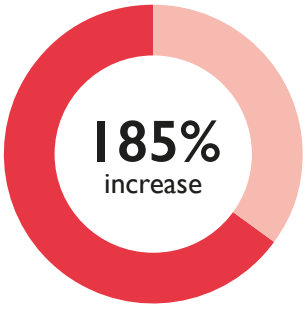
2020: 7,976 vs 2019: 7,000

Instagram



2020: 1,281 vs 2019: 700

Youtube (views)

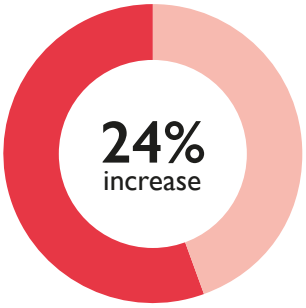


2020: 22,636 vs 2019: 12,235

Website

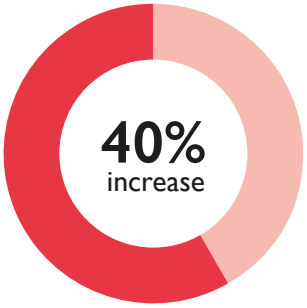
We updated the content and layout of several pages to better reflect user behaviour and to make it easier for people to find the information they need, with particular emphasis on the Training and Membership pages.

Website sessions



2020: 560,367 vs 2019: 453,338

Accounts created

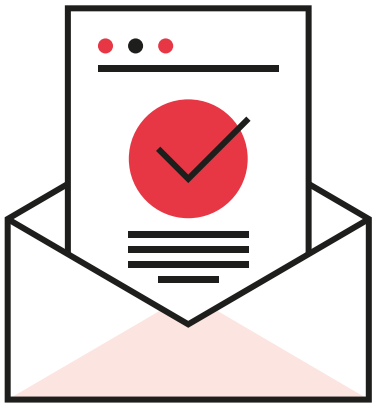


2020: 6,619 vs 2029: 4,741

In 2020, the accounts created on the website increased by 40% (6,619 vs 4,741). The unique page views increased by 23% (1,871,623 vs 1,520,606) and the total page views increased by 91% (4,848,670 vs 2,537,208). Sessions from new visitors increased by 12% (290,125 vs 258,275), while sessions from returning visitors increased by 38.54% (270,242 vs 195,063). The average time on a page decreased to 31 seconds (from 51 seconds), however, the bounce rate improved (4.02% vs 37.04%).

Email campaigns

Email is an important channel enabling us to communicate with members in timely way. We all receive a lot of emails, so the key to ensuring ours are read is to keep the content relevant and engaging.

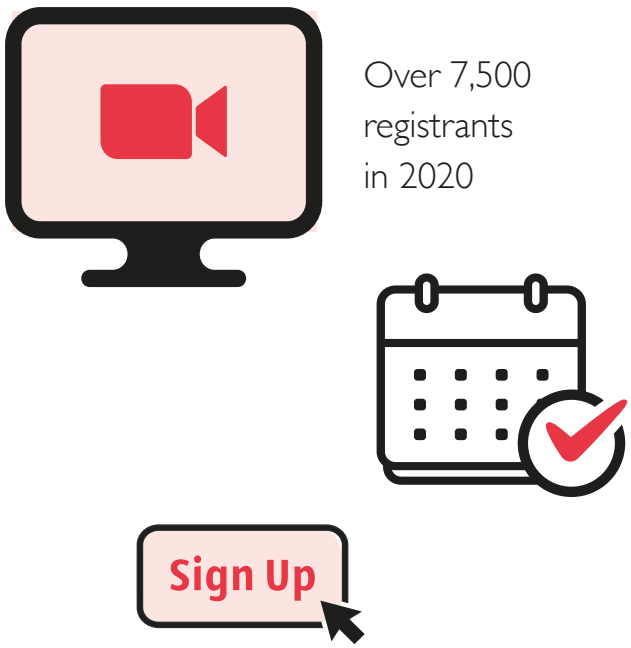


Our campaigns in 2020 continued to resonate with our members with improved open and click-through rates. Engagement has grown, whether for emails informing members about an upcoming event or our monthly e-newsletter, the eSolver.

Events

Due to the global pandemic, we pivoted quickly to ensure we could continue to offer members and non-members industry-leading events through online-only platforms. The central office team delivered virtual six annual flagship events for the first time.

The nature of online events means that there are fewer limits to capacity, so we were able to give the global ADR community the chance to attend. As a result, we had over 7,500 registrants for our flagship events in 2020.



Over 7,500 registrants in 2020

Main events

Impacts of COVID-19 on construction projects

The 'Impacts of COVID-19 on construction projects' was held online in May, jointly hosted by CIArb and its Corporate Member Accura Consulting. The online event was discussed between world-leading legal experts and Accura Consulting's delay and quantum specialists. The event also covered the procedural processes and actions that need to be taken to seek recovery and looked at the common errors parties make in submitting claims and included presentations by CIArb colleagues.

Roebuck Lecture

The 10th Roebuck Lecture 'Getting ahead of the curve: How arbitration can better meet the needs of parties, people and planet' was delivered online by Cherie Blair CBE QC MCIArb.

Mediation 2020 & Beyond

The 'Mediation 2020 & Beyond' flagship online event explored a range of key questions, including: "What opportunities does technology provide for mediation? What new skills will mediators require? What does a multidisciplinary approach to mediation give practitioners?".

Meet the CIArb Leaders

The 'Meet the CIArb Leaders' online event offered the unique opportunity for all CIArb members to hear from CIArb leaders and to put questions to them about CIArb's role going forward and the effects of the 2020 pandemic on the global ADR industry.

The Virtual Congress Conference

The Virtual Congress Conference, held in November, included a variety of online workshops and discussion on equality,

diversity and inclusion in ADR, the work of our Young Members' Group (YMG) and a discussion on third-party funding, as well as other sessions relating to mediation and adjudication.

Alexander Lecture

The 46th Alexander Lecture, entitled 'The future of dispute resolution,' was held online and delivered by the prestigious Professor Richard Susskind OBE.

DAS Convention

The 8th Dispute Appointment Service (DAS) Convention 2020 took place in November and focused on the theme 'Handling disputes in an era of uncertainty'.

Mediation Symposium

The 13th Mediation Symposium took place in December and focussed on the theme of 'multidisciplinarity'.

Looking ahead

Our new corporate strategy is exciting and our members are integral to it. We will be working hard to deliver a clear 'member-first' approach to our membership product and how we communicate and engage with members. Our digital-first approach will see us embrace new technologies and ensure that our content is industry-leading. We have a number of new initiatives that we will be launching in 2021.

Very insightful and engaging presentation by Mr. Lim on arbitration and mediation and the information on the Singapore Convention and its Signing members and the Singapore International Dispute Resolution Academy (SIDRA)!! (Mediation Symposium 2020)

What an exciting and dynamic lecture by Professor Susskind!! It was great to hear about the innovative ways AI and technology will help us approach business and alternative dispute resolution matters in the future. I am so excited to learn more!! (Alexander Lecture)

A thoroughly enjoyable convention (all sessions) this afternoon. I am impressed and pleased in equal measure at the direction in which the institute now appears to be heading. Onwards and upwards! (DAS Convention)

Theominique D. Nottage MCIArb
ADR Practicioner in
The Bahamas



“

CIArb has helped to raise my professional profile locally and more recently internationally which in turn has benefited my career as an ADR practitioner. For instance, since being a MCIArb, I have been appointed as Vice-Chair of the ADR Committee of The Bahamas Bar Association, appointed a member of the ADR Committee of The Bahamas Chamber of Commerce, elected to a two-year term as one of three Young ICCA Co-Chairs, appointed as an Arbitration Consultant to the Government of The Bahamas and have either acted as a moderator or panellist in multiple webinars on ADR.

”

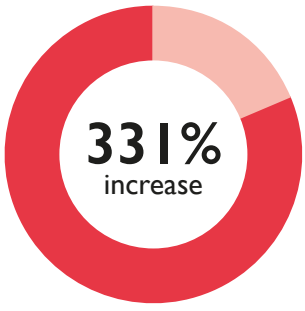
5.2. Education

Highlights

We implemented full virtual training and online assessments within one month of lockdown in the United Kingdom in March 2020 to enable Headquarters and branches around the world to continue to deliver training. 382 people were trained at Headquarters in all courses apart from the Online Introduction to ADR in 2019, and in 2020, the number was 861. By the end of 2020, 44 branch courses had been delivered virtually.

We discounted our Online Introduction to ADR course leading to Associate Membership of the Institute (ACIArb) following lockdown. We also offered a special discounted rate for student members. By the end of 2020, 2,203 individuals had been on the course, compared to 511 in 2019

Online Introduction to ADR course



2020: 2,203 vs 2019: 511

Many these individuals applied for Associate Membership in 2020. We began working on an Online Introduction to Mediation leading to Associate Membership in late 2020 and we will be exploring other courses in 2021.

Several CIArb courses were also specially adapted for virtual delivery. The Diploma in International Commercial Arbitration directed by Professor Dr Mohamed Abdel Wahab MCIArb, which was due to take place at Christ Church, Oxford University, in September 2020, was successfully adapted from nine full days of face-to-face training to a four-week programme. Thirty four candidates registered for this programme and feedback was very positive. One candidate commented:

> The sessions and lecturers were remarkable and the experience I had was fabulous. I was educated, equipped and encouraged by the programme. The world is unified by tech obviously. CIArb education is breaking through under your leadership and I am truly blessed.
>
> (Diploma in International Commercial Arbitration)

Trainers came from arbitral institutions and organisations from across the world.

The Diploma in International Maritime Arbitration, directed by George Lambrou FCIArb, which ran for the first time in September 2020 in partnership with Middlesex University Dubai with 16 candidates, was similarly adapted for virtual delivery, garnering good feedback.

Module 1 on the Mediation Pathway – the five-day, face-to-face programme was changed to a seven-week course with further role plays and exercises added: 16 candidates participated in the pilot programme in August 2020. Given the success of the virtual programmes, an extra virtual Diploma in International Commercial Arbitration and extra virtual Module 1 in Mediation have been planned for early 2021.

After the success of the virtual Module 1 in Mediation, and feedback from branch chairs in 2020 on the global demand for mediation, we ran a successful Train the Trainers programme on the virtual Module 1 in Mediation for global faculty in October 2020. Fifty eight participants from 18 branches attended. Some have now applied to shadow on the virtual course in 2021. One participant commented:

> "I would like to extend my congratulations for a huge success for today's presentation training. Indeed, the training is innovative and will definitely expand CIArb's footprints in training and educating prospective mediators in developing countries.

We look forward to supporting Branches to run the virtual mediation course.

The first CIArb's audiobook, 'Resolving Disputes Today', was launched in early 2020. We recruited a Professional Courses Curriculum Development Manager in 2020 and the Department ended the year with three eModules, 'Avoiding and Resolving Contractual Disputes', 'Brand Protection in Times of Dispute' and 'Arbitration Award Writing'. We are now working on further professional development courses. The focus in 2021 will be on professional development training for Fellows.

In June 2020, Jane Gunn FCIArb delivered a well-attended talk on 'Mediation 2020 and Beyond' looking at mediation trends, particularly following the pandemic, which was followed by a question-and-answer session with the Director of Education and Training.

Last year's Mediation Symposium in December was also changed for virtual delivery. The theme was on 'mediation as a multidisciplinary practice', and George Lim SC, Senior Counsel and Chairman of Singapore International Mediation Centre, delivered the keynote. Sub-themes included: the 'evolving mediator'; the business of mediation; the mediator's toolkit; redesigning the curriculum; the three non-mediators that a mediator must consult; and technology and mediation.

We continued our Partnership work in 2020.

More than 400 people were trained on the Pathway in International Arbitration in Arabic and in English at the Saudi Centre for Commercial Arbitration (SCCA). We entered into agreement with BARBRI to host a joint event focussing on careers in ADR at CIArb Congress. We agreed reciprocal discounts on courses a plan to develop new training initiatives. Working closely with Omnia Strategy, we delivered a pro-bono training course in January 2021 for state advocates from around the world on arbitration strategy and entered into an agreement with the ERA Pledge, Young Practitioners Subcommittee, to provide training and promote equality, diversity and inclusivity in arbitration. We supported the Institute of Family Law Arbitrators (IFLA) and delivered in-house training to partners. We also held discussions with other partners such as the Law Society of Scotland and the College of Legal Practice.

In 2021, we will build on the virtual training and online assessment introduced in 2020. It will work on a project to reform education and training provision by introducing a new competency code and learning and training methods that will enable flexible training and meet the needs of diverse learners, as well as continue to support branches and partners. New courses will be looked at, especially given the technological changes brought about by the pandemic.

Just a quick email to say a big thank you for the day you spent teaching us yesterday. Your knowledge of arbitration is impressive, and your obvious dedication and commitment to supporting us through the course and beyond is really refreshing and reassuring. (Module 3, International Arbitration)

It is a tremendous opportunity to learn from, and train under thesupervision of such fantastic experts. Leonora, Wolf and Corrado have been simply outstanding. Overall, I think that this online formula works very well and is a lot a fun. (Virtual Module 1 in Mediation)

I really wanted to put a 3 or 4 somewhere but I have to admit the course truly scores 100%! If I could, I would have added a 10 for being excellent overall. The course fully addressed what I was looking for and as a bonus I got to meet some great people in the process! (Virtual Module 1 in Mediation)



Clifford J. Hendel FCIArb
Fellow Arbitrator working
in Madrid, New York, Paris,
England and Wales

I currently practice independently (and exclusively as neutral) in commercial, construction and sports-related disputes. Fellowship has allowed me to get (and keep) acquainted with peers in the field across the globe – especially peers with a penchant for training and otherwise assisting newer entrants to the area. The frequent opportunity to conduct peer interviews of candidates for Fellowship has been an especially satisfying experience, allowing me to share my views of the opportunities and responsibilities of fellowship with the next generation of leaders in the field.

5.3. Policy and External Affairs

2020 was an excellent year for the Policy and External Affairs team. We showed real resilience in the face of the pandemic and continued to deliver high-quality projects that raised the profile of CIArb on a number of fronts. Notably, we were seen to be at the forefront of the shift to remote working in March and April, with the rapid delivery of a new Guidance Note on Remote Proceedings. We were one of the first bodies to release such guidance, and we were singled out for particular praise. The document has been referenced and quoted all around the world and was a fantastic demonstration of CIArb's relevance and influence. For example, in an influential Practical Law blog, Frederico Singarajah FCIArb said he found CIArb's guideline, "one of the most comprehensive and useful".

> I recommend [CIArb's Guideline] without hesitation – Frederico Singarajah FCIArb (Practical Law blog)

CIArb hosted a roundtable with representatives from the Indian Law Ministry (including the Law Secretary) to discuss capacity building in India. We established CIArb as a key partner for the Indian Government on issues of arbitration and ADR and are continuing to work with them on our proposals for judicial training and advice.

Following sustained engagement with both the Indian Law Ministry and the UK Ministry of Justice, we were successful in securing the removal of the Eighth Schedule from the Indian Arbitration and Conciliation Act. The Schedule would have impeded the ability of foreign arbitration practitioners to operate in India and was viewed as a potential barrier to the emergence of India as a globally competitive disputes hub. This achievement demonstrates the influence that CIArb Policy can bring to bear. In 2021, we will assess opportunities for emulating this kind of success in a wider range of jurisdictions around the world.

Another highlight was the release of the UK All-Party Parliamentary Group for ADR's report on the UK and Singapore as Global Dispute Hubs, the preparation of which was led by Lewis Johnston ACIArb. We were joined for the launch event by Sundaresh Menon, Chief Justice of Singapore, Kara Owen, UK High Commissioner for Singapore, and the APPG Chairs John Howell OBE FSA FRGS MP ACIArb and John Spellar MP. The report has been incredibly well-received, including by the LegalUK group, representing leading figures in UK dispute resolution. We are continuing to promote the recommendations with the UK government in 2021.

> [The Report] makes 3 recommendations which the CMC wholeheartedly supports

The transition to online-only publications was achieved with a minimum of friction, and our partnership with Wolters Kluwer has allowed us to reach new audiences. This has been reflected in the first estimates for our royalty income, which are more than double what was attained under the previous publishing agreement.

Our new 'PolicyCast' initiative has allowed CIArb to provide regular commentary and analysis on current issues affecting the profession. The recordings constitute most of the highest viewed videos on CIArb's YouTube channel, with nearly 2000 views for the series to date.

The 2020 DAS Convention reached over 200 people worldwide – more than any previous event – and was the first to be held online. The discussions covered topics of genuine relevance and interest to our membership and demonstrated the value we can bring as a thought leader. The feedback from participants around the world was superb. One delegate commented "It was an excellent conference. Congratulations to the organizers and to the panelists."

Other successes include:

The second CIArb/Fox Williams Pre-Moot was held at Bloomsbury Square in February, attracting competing teams from around the world.

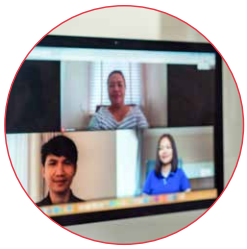
We were one of the founding organisations behind the Virtual Arbitrations website in April.

We launched our updated CIArb Adjudication Guidelines in July, with a very well-received online discussion.

Lewis Johnston ACIArb met with the UK Planning Minister and the Chair of the APPG to discuss how mediation can play a greater role in the planning system. We are now exploring how DAS can play a role in delivering this alongside RICS as a potential partner organisation.

We are continuing to promote the recommendations with the UK government in 2021.

The first ever 'Congress Conference' was a real success, with sessions on EDI and Adjudication.







5.4. Dispute Appointments Service

Number of cases

	Arbitration	Adjudication	Mediation	Expert Determination	Total
2020	56	74	1	6	137
2019	97	103	5	2	209

SDT (2019) – 2 cases

5.5. Information technology

This past year threw up some interesting technology challenges as we moved from a central office base to a primarily distributed home working environment with new working practices. We started to roll out a few laptops to staff and will continue to do so into next year as we look to replace all desktops making us more flexible and mobile.

Home working had everyone accessing work via their own internet connections. Office 365 accounts were accessed directly from home and thanks to our Virtual Private Network (VPN) technology staff could connect to files or shared areas in the office. We provided collaborative tools like Microsoft Teams, allowing staff to continue to work together, attend face-to-face and team meetings via video and collaborate as if we were in the office. We introduced better security, like Multi-Factor Authentication, helping to improve our defence against cyber attacks.

Technology continued rolling out through the year, including deployments of "Zoho Projects" to support better planning activities, "Server monitoring tools" to help us be more pro-active with our server management, and finally, we deployed a new software based telephone system that helps us meet the requirements and conditions for a hybrid working environment. As next year progresses, we will continue to deploy more technology services into the Cloud, making them easier to access from anywhere, to be more flexible with better security and all as part of our "Digital First" journey.



5.6. People

5.6.1. Full-time remote working and staff wellbeing



CIArb had successfully transitioned the vast majority of our workforce to operate fully remotely during the pandemic (initially 3 members of staff were put on furlough and within several months that had been reduced to 1 – the Receptionist).

Significant focus had been placed on employee wellbeing which was met with a high level of staff engagement despite the unprecedented circumstances we have all found ourselves in.

Extensive wellbeing offering was put in place ensuring all aspects of wellbeing are addressed and especially that of mental health. Flexibility in the way we work, additional tools, training and workshops had been and are continuing to be provided to all employees together with any specific needs which are addressed on the case-by-case basis.

All the initiatives currently in place have the potential to underpin requirements for CIArb to obtain Investors in Wellbeing accreditation in the future.

5.6.2. Investors in People Accreditation

INVESTORS IN PEOPLE

Investors in People (IIP) is a body assessing standard for People Management. It offers third party accreditation to organisations that can demonstrate best practice. It uses a framework to assess organisations against leading practices which create outstanding teams. There are several key areas which are externally reviewed including how the organisation leads, supports and improves.

All staff had been invited to complete a questionnaire and several staff were randomly selected for interview by the assessors.

In September 2020 we had been granted Investors in People Accreditation and below is a summary of the report:

87% of people agree or strongly agree their role enables them to work well with others.

84% of people agree or strongly agree they are encouraged to use their initiative in their role.

82% of people agree or strongly agree they are trusted to make decisions in their role.

76% of people agree or strongly agree they have discussed their performance with their manager in the last six months.

74% of people are encouraged to perform to the best of their abilities.

71% of people have agreed their objectives with their line manager in the last 12 months.

CIArb has worked hard in recent years to improve in several areas relating to our staff and the way we interact with them. Examples include improved people practices; investment in an HR system; improved performance management practices; better reward and recognition. The organisation has undergone a comprehensive job evaluation exercise and staff have confidence in salaries and jobs being competitively assessed.

Culturally people describe there to be a more pro-active approach in general.

CIArb promotes positive team working and a strong culture of learning. This includes a commitment to enable people to gain professional qualifications as well as ongoing skills development. Supportive, high-quality leadership is evident, resulting in good engagement for most staff. The leadership programme that has commenced in 2020 and is due to be cascaded throughout the organisation will strengthen this even further.

There is passion and pride from the vast majority of people about working for CIArb. The staff survey also showed this with strong results surrounding feeling trusted in their role and people enjoying what they do.

CIArb is on a journey of transformational change which will continue to improve the organisation as the new initiatives, strategies and ways of working are developed and become more embedded.

The development suggestions provided in this report as well as the planned investment in technology including the CRM, will build upon the work already started in building a solid infrastructure to support the organisation as it grows. CIArb is to be congratulated for meeting the Investors in People accreditation against the sixth-generation framework.



Devika Sammy ACIArb
Certified Mediator
practising in Trinidad
and Tobago

“CIArb has opened up my learning and networking opportunities both locally, within Trinidad and Tobago, and also on a global scale. Locally, using the CIArb credentials reflects my commitment to continuous learning in the field of ADR as it is a growing and changing field. It has earned me recognition as a practitioner in the field and opened up opportunities to expand my career past the confines of public service mediation practice.”

6. Looking forward to 2021



2021 is the first year of CIArb delivering against its new corporate strategy. It is therefore a transitional year in which CIArb will continue to build and put in place the foundations needed for it to continue to deliver for its members and achieve its charitable objective.

It is recognised that the external environment is challenging as the world enters an economic downturn because of the Covid 19 pandemic, which will inevitably have an impact on our members' practices and their ability, in some instances, to continue to pay for their membership.

It is with this in mind that we will aim to strengthen and define our member offer and to build a pipeline of future members through the introduction of an affiliate class of membership and through the development of our value proposition.

CIArb will focus on delivering:

A marketing and communication strategy together with an implementation plan. This will include a focus on implementing quick wins to improve our website, our content management, channel use, and communication with members – through newsletters or other publications. We will undertake research to better understand our members' needs and develop a member offer focused on delivering value for them. We will also consider our brand and its value and how we can articulate and enhance it. We will aim to segment our members based upon their career stage so we can support their career progression and ensure we remain relevant to them at different stages of their careers. We will also review our pricing strategy to make sure it is fair and equitable and assists us in incentivising progression.

Revisions to our education and training offer. This will include reviewing and revising our pathways, (including simplifying our pathways if possible). We will develop and start to implement a mediation strategy to position CIArb as the home for mediators. Building in flexibility through developing a competence framework based on learning outcomes, we will give our faculty flexibility about how they deliver our training. We will also develop and implement a series of mini courses/CPD (continued professional development) targeted at supporting our members and developing their expertise. When appropriate, we will aim to work with partners to improve and increase the value of our member offer.

Enhance our Member offer by developing a focused value proposition which results in member growth and over time increased levels of retention. This will include undertaking market research to establish what our members want, (in each category of membership), identifying partners who can offer relevant products, exploring reciprocal relationships with other membership organisations and approaching global institutions to promote CIArb members' competencies thereby increasing the ability for our members to access panels.

Improving communication and collaborative work with branches which will include being clear about our expectations, about what branches deliver and supporting branches to deliver for our members. We will use MS teams and other IT solutions to improve communication and engagement and the dissemination of information to branches, establishing effective two-way communication. This will also include engaging several regional relationship managers to work on a regional basis developing CIArb regionally and working closely with our branches.

An equality diversity and inclusion (EDI) roadmap which ensures we start to embed EDI principles in everything we do, and which includes implementing a mentorship scheme for our members.

A data strategy enabling us to make informed decisions through the effective use of data which will include ensuring data is accurate and identifying the additional data we need to better deliver for our members.

Improving our business processes processes to ensure we are operating efficiently, mapping these processes to ensure we can effectively integrate with and automate our IT solutions.

A better CRM (customer relationship management) solution which is effective for the organisation which will include identifying and engaging a new CRM partner and web designer.

The next stage of our Investors in People people development through implementing blended working, supporting volunteers, developing our training and support to staff, improving performance management and embedding values.

A programme of thought leadership and establish a system for ensuring global reach on policy issues which will include undertaking relevant research.

Governance reforms to ensure that governance enables us to deliver our strategy. This will include amending constitutional documents and ensuring effective compliance across the organisation through the embedding of risk management.

7. Governance

Trustees

Africa Region

Dr David Kariuki Muigua, Ph.D, LLM, LLB (Hons), Nrb; Dip. Law (K.S.L), FCPS (k), FCIArb C.Arb from 1 January 2019

Americas Region

Ann Ryan Robertson LLM, JD Attorney, C.Arb, FCIArb (Deputy Chair 2020) until 31 January 2020

Amb. (r) David Huebner C.Arb, FCIArb from 5 March 2020, (Honorary Treasurer from 1 January 2021) *(c)*

Australasia Region

Alexander John Wakefield BA, DipLaw, LLM, Solicitor, FCIArb, until 31 December 2020

Caroline Kenny QC, C.Arb, FCIArb from 1 January 2021

East Asia Region

Paul Barrett, East Asia LLB (Hons), FCIArb from 1 January 2019

Europe Region

Dr Axel Reeg, MCIArb, MSIArb until 31 December 2020

Dr Theophile Margellos MCIArb, from 1 January 2021

Great Britain Region

Anthony Marks LLB (Hons), FCIArb, until 31 December 2020 (Honorary Treasurer from 1 January 2019) *(c)*

Marion Smith QC, FCIArb

Jonathan Wood LLB (Hons), Solicitor, FCIArb (Chair)

Lucy Greenwood C.Arb, FCIArb from 1 January 2019

Andrew Miller QC FCIArb from 1 January 2019

Richard Barnes FCIArb from 1 January 2021

Ireland Region

Arran Dowling Hussey B.A., M.Econ.Sc., LL.M., FCIArb, Barrister

Middle East/Indian Sub-continent Region

Prof. Dr Mohamed Abdel Wahab MCIArb from 1 January 2019

Officers and Senior Managers of CIArb

President

Francis Xavier SC, FCIArb (2020) *(a, b)*

Ann Ryan Robertson LLM, JD Attorney, C.Arb, FCIArb (2021) *(a, b)*

Deputy President

Ann Ryan Robertson JD, LLM, C.Arb, FCIArb (2020)

Jane Gunn FCIArb (2021)

Chairman of Board of Management

Jane Gunn FCIArb until 31 December 2020 *(a, b)*

Marion Smith QC, FCIArb from 1 January 2021 *(a, b)*

Director General

S Anthony Abrahams TD, DL, MBA, MCIArb until 30 April 2020 *(b)*

C Dixon LLB (Hons), MBA, Solicitor (Non-Practising) from 1 May 2020 *(b)*

Membership of Boards and Committees

(a) Non-Voting Member of Board of Trustees (ex officio)
(b) Member of Board of Management (ex officio)
(c) Member of Audit Committee

Principal and Registered Office

12 Bloomsbury Square,
London, WC1A 2LP
United Kingdom

Banker

HSBC Bank plc.
165 Fleet Street
London EC4A 2DY

Solicitors

Bircham Dyson Bell LLP
50 Broadway
London SW1H 0BL

Auditor

RSM UK Audit LLP
St Philips Point
Temple Row
Birmingham B2 5AF

Investment Manager

Newton Investment Management
BNY Mellon Centre
160 Queen Victoria Street
London EC4V 4LA



Efosa O. Ewere FCIArb
Dispute Resolution Practitioner
and the Chair of YMG
CIArb Nigeria

“The seminars, training and workshop, organized by my branch for its members, gave me more insight into the practice of ADR, particularly as a young member where asides from the training, most of the seminars are non-fee paying programs.”

8. Objectives and Activities of CIArb

Purpose of CIArb

The Chartered Institute of Arbitrators ("CIArb") is a charity and professional membership organisation with the object of promoting and facilitating worldwide the determination of disputes by all forms of dispute resolution ("ADR"). Its membership comprises ADR practitioners and others interested in ADR, with specialisms in a wide range of sectors, who are committed to helping people and businesses avoid, manage and resolve their differences in an efficient, cooperative and cost-effective manner.

Structure, Governance and Management

CIArb is a registered charity, registration number 803725. It was formed in 1915, incorporated on 8th April 1923, and granted a Royal Charter on 6th February 1979. It became a charitable body on 19th July 1990. A new Royal Charter and Bye-laws were approved by members at an Extraordinary General Meeting on 28th October 2004 and became fully effective on 28th February 2005 with further amendments up to August 2013. It is managed by a Board of Trustees constituted and organised in accordance with the Royal Charter and Bye-laws and in accordance with Regulations approved by the Board of Trustees. Membership of the Board of Trustees is by regional elections.

CIArb has 41 Branches throughout the world at the end of 2020. Certain Branches which cover a large geographic area have established local Chapters to provide a focal point for members who live a long distance away from the centre of the Branch. Branches are controlled by elected Branch Committees and Branch assets mainly consist of cash deposited with banks.

The Board of Trustees is directly elected by the members of CIArb and normally numbers not more than fourteen members of CIArb. In 2020, it consisted of five representatives from the members living in the 'Great Britain' region and seven representatives from the members living in each of the following regions of the world: Africa, Americas, Australasia, Europe (excluding Ireland and Great Britain as defined), East Asia, Ireland (both Northern Ireland and the Republic of Ireland) and the Middle East/Indian sub-continent.

Membership of the Board of Trustees is restricted to Fellows and Members of CIArb. The term of office of the Trustees is four years and no Trustee may serve for more than two successive terms. Half of the elected Trustees retire by rotation every two years but may offer themselves for re-election provided that if they were re-elected they would not serve as a Trustee for more than eight continuous years. Any Trustee who has served for eight consecutive years may not offer themselves for re-election until at least two years have elapsed from the expiry of their last term

of office. The President and the Chair of the Board of Management are non-voting ex officio members of the Board of Trustees.

Elections to the Board of Trustees are managed by the Executive and were overseen in 2020 by UK Engage. Successful candidates assume office on 1 January in the year following their election. All new Trustees participate in an induction process to inform of the operations of CIArb and their specific responsibilities as trustees of a charitable body. New Trustees are given an induction pack, detailing, amongst other things, their duties and responsibilities and are invited to an introductory presentation by the Executive. The elected members of the Board of Trustees elect one of their own number, on an annual basis, to act as Chair of the Board of Trustees.

Due to the COVID-19 Pandemic, the Board of Trustees were unable to meet physically twice in 2020. However, they met by video conference 3 times. The Trustees were in regular contact with each other by telephone or electronic means throughout the year and decisions can be, and were, made electronically.

All the powers and the strategic policies of CIArb are vested in theBoard of Trustees. The management and control of all its affairs is exercised by it, except insofar as such management or control is required to be exercised by the members of CIArb in General Meeting or at a Congress, or if the Board of Trustees is of the opinion that any of its functions, duties and/or responsibilities could be more efficiently carried out by delegating it to the Board of Management and/or to other Committees and/or to Executive Officers of CIArb. It may delegate that function, duty and/or responsibility accordingly, provided that:

(a) any such delegation is in accordance with the provisions of the Bye-laws, and

(b) nothing shall be taken to permit the Board of Trustees to abrogate its functions, duties and/or responsibilities or any of its trusts.

The individual Trustees are not entitled to receive any remuneration for the performance of any duties or services or for the provision of their services as Trustees, save only for the payment of expenses properly incurred.

The Board of Trustees has the power to make, amend or revoke such Regulations and rules as it considers necessary for the governance and the efficient management of CIArb, provided that any such Regulations or rules are consistent with the articles of the Charter and the Bye-laws.

The Board of Trustees has delegated certain powers, functions and duties to the Board of Management by means of the Regulations. The principal matters delegated to the Board of Management are:

(a) to oversee the day-to-day management of CIArb in accordance with the policies formulated and laid down by the Board of Trustees;

(b) to ensure that CIArb's Executive, the Committees and the Branches of CIArb function efficiently in accordance with the said policies, provided that the Professional Conduct Committee shall be independent from and not be subject to the control of the Board of Management, which shall nevertheless ensure that this Committee is properly supported; and

(c) to formulate all necessary Regulations, rules, protocols and procedures for approval by the Board of Trustees and, once approved, to implement and enforce them.

The Board of Management, which met three times in 2020, shall have not more than 15 members, including at least one Trustee (usually the Honorary Treasurer), a Chair appointed by the Board of Trustees, the President, the Chair of the Practice and Standards Committee, the Chair of the Education and Membership Committee, the Chair of the Panels Management Group, the Chair of the Young Members Group, the Director General and such other Trustees, members of CIArb and Executive Officers as the Board of Trustees shall determine. In addition, the Board of Management has the power to co-opt up to three members of CIArb to assist in its business. The minutes of all Board of Management meetings are available to the Trustees and the Chair of the Board of Management reports verbally to each physical meeting of the Board of Trustees.

The day-to-day management of CIArb is delegated to the Executive led by the Director General, whose role is that of Chief Executive. The remuneration of the Director General is set annually each year by the Chair of the Board of Management and the Honorary Treasurer. When setting the remuneration of the other members of the Executive during the preparation of the annual budget for approval by the Board of Trustees, the Director General, the Director of Finance and IT, the Deputy Director General and the HR Manager consult salary surveys provided by recruitment companies to ensure we offer salaries which are competitive to retain and/or recruit good quality staff.

The Board of Trustees have the power to establish, maintain and/or close Branches to benefit from members' knowledge of the area in which they practise and to improve contact with potential users of ADR processes. Details of Branch results are shown in note 20 to the accompanying financial statements. There are some jurisdictions where it is either required or beneficial for a Branch to be incorporated. These incorporated Branches appear in the Consolidated Balance Sheet but do not appear in the Parent Undertaking Balance Sheet.

In addition to the incorporated branches CIArb has, for reasons of governance or financial efficiency, four wholly-owned subsidiaries:

- 12 Bloomsbury Square Limited: to provide facilities for ADR hearings, conferences, training and other events;

- Arbitration Services Limited: to collect sponsorship income for CIArb events; and

- City Disputes Panel Limited: to supply conflict resolution solutions targeted to the City of London financial services industry (now dormant).

- Independent Dispute Resolution Services: to provide services for the avoidance, management and/or resolution of complaints and disputes (now dormant).

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

(a) select suitable accounting policies and then apply them consistently;

(b) observe the methods and principles in the Charities SORP;

(c) make judgments and estimates that are reasonable and prudent;

(d) state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

(e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Royal Charter and bye-laws. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees have overall responsibility for ensuring that CIArb has an appropriate system of controls, financial and otherwise, which will provide reasonable assurance that:

(a) CIArb is operating efficiently and effectively;

(b) its assets are safeguarded against unauthorised use or disposition;

(c) proper records are maintained and the financial information used within CIArb is reliable;

(d) CIArb complies with relevant laws and regulations.

Principal Risks Identification and Management

The risks to which CIArb are exposed are monitored on a regular basis by the Executive together with the appropriate action taken to minimise any disruption to the effectiveness of CIArb's work. This is reported to the Board of Management and Audit and Risk Committee, who in turn report to the Board of Trustees who have ultimate responsibility for managing risk. The principal risks, uncertainties and safeguards include:

Risk or uncertainty

- Loss of reputation;
- Loss in perceived value of CIArb qualifications;
- Loss of membership revenue.

Safeguard

- Imposing and maintaining high professional standards
- Updating the syllabus including centralised global assessment
- Reviewing and improving the services offered to members; promoting the benefits of ADR to potential users to increase demand for our members' services

The risk management framework for CIArb has been reviewed and a new framework is being implemented in 2021.

Investments

CIArb's Investments are managed with the objective of preserving and growing the invested capital ahead of inflation without taking undue risk whilst generating a moderate degree of income. CIArb invests with Newton's Global Growth and Income Fund for Charities. Newton's charges are taken from the capital of the Fund. CIArb monitors the performance of the Fund.

Objectives and Activities of CIArb

The charitable object for which CIArb is established and incorporated is 'to promote and facilitate worldwide the determination of disputes by arbitration and alternative means of private dispute resolution other than resolution by the court'.

The main beneficiaries of the work carried out by CIArb are the general public both in the United Kingdom and elsewhere in the world. The Trustees have had due regard to the public benefit guidance published by the Charity Commission.

To fulfil CIArb objectives the Trustees have established Four Pillars of Strategy:

1. To promote ADR and to protect the CIArb professional standards and values by maintaining consistent and excellent high quality standards across the globe preserving and enhancing the CIArb Brand.

2. The development of Rules Ethics and Guidance to members together with education and training in all areas of ADR in parallel with the delivery of CIArb qualifications, higher level courses and academic courses and events.

Four Pillars of Strategy:

3. To ensure that fraternity, services and products offered by CIArb drive a virtuous circle in member partnership, networking and benefits that are relevant and valued and that bring individuals and organisations to membership of CIArb at a sustainable and proportionate cost.

4. To examine CIArb income streams including membership subscriptions, education, training and other sources of income so that they are best allocated across CIArb.

In November 2020, the Board of Trustees adopted a new strategy to take effect for the period 2021 – 2023.

Attendance at Board of Trustees Meetings in 2020

(Meetings held on 4 February, 11 and 12 June, 8 September and 12 and 13 November)

Name	Region	Attendance
Jonathan Wood (Chair)	Great Britain	4/4
Marion Smith QC (Vice Chair)	Great Britain	4/4
Anthony Marks (Honorary Treasurer)	Great Britain	4/4
Andrew Miller QC	Great Britain	3/4
Lucy Greenwood	Great Britain	4/4
Dr David Kariuki Muigua	Africa	3/4
David Huebner (appointed 5 March 2020)	Americas	3/3 (NB was not in office for one meeting)
Alexander John Wakefield	Australasia	
Dr Axel Reeg	Europe	
Paul Barrett	East Asia	3/4
Prof. Dr Mohamed Abdel Wahab	Middle East/Indian Sub-Continent	4/4
Arran Dowling Hussey	Ireland	3/4
Jane Gunn	Ex Officio (Chair of Board of Management)	4/4
Francis Xavier SC	Ex Officio (President)	3/4



Cesar Pereira FCIArb
Attorney and Arbitrator,
Chair, CIArb Brazil Branch,
São Paulo, Brazil

“I took the first ARF held in Brazil, in 2013. It was extraordinary, the most fruitful three days for advanced learning and top-level networking in my professional life. I am happy now to have helped provide the same experience in several ARFs in Brazil. CIArb has given me the invaluable opportunity to connect and collaborate with highly qualified ADR professionals across the world, in a wide range of international projects and initiatives. The CIArb post-nominals signal our commitment to the strictest standards of quality and ethics. They signify innovation and audacity, resilience and openness to change; our pride for past achievements and confidence in what we can build together.”

9. Financial Review

Basis of Financial Statements

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

Review of transactions and financial position of CIArb

The consolidated net assets of CIArb increased by £895,343 to £9,128,947. The Central operations surplus includes a decrease in the investment portfolio of £8,584 and trading losses from CIArb wholly owned subsidiaries 12 Bloomsbury Square Ltd of £264,486, Arbitration Services Ltd a loss of £nil and a City Disputes Panel Ltd trading loss of £nil. The deficit from the branch operations includes a net translation loss of £147,948 relating to the net assets of international branches.

The Group's principal sources of funding are membership subscriptions followed by the provision of education and training. These funds are used to support the achievement of CIArb's overall objectives.

In 2020 membership subscriptions including application fees decreased 7% (2019: 4% increase) to £4,586,027 while the number of members increased by 941 (2019: 308) to 16,530. Revenue from Education and Training activities decreased by 5% on the previous year (2019: 0% increase) at £1,981,801.

Membership subscriptions for 2020 compared to 2019

2020	Actual	Budget	Variance	2019	Actual	Budget	Variance
Fellow	1,572,099	1,542,000	30,099	Fellow	1,174,630	1,460,000	-285,370
Member	1,786,835	1,817,000	-30,165	Member	2,193,678	1,830,000	363,678
Associate	809,948	846,000	-36,052	Associate	681,919	866,000	-184,081
Retired	43,508	45,000	-1,492	Retired	78,760	44,000	34,760
Total	**4,212,390**	**4,250,000**	**-37,610**	**Total**	**4,128,987**	**4,200,000**	**-71,013**

Scheme administration is presented in the SOFA under 'Appointment and scheme administration fees' which also includes Presidential Appointments operated by CIArb's Dispute Appointment Service ("DAS") and the schemes operated by certain branches. Fees from all such sources totalled £88,930 (2019: £104,601) and is made up of Headquarters £55,643 (2019: £66,495) and branches £33,287 (2019: £38,106). Total costs for this area of operations are £173,305 (2019: £398,680).

Revenue from the room hire company, 12 Bloomsbury Square Ltd, showed a decrease of 84% (2019: 12% increase) on 2019 levels to £141,728. This figure does not include Education and Training and Governance meetings which were valued at £50,931 (2019: £108,371).

City Disputes Panel Ltd ("CDP") had no net movements in 2020 and is now dormant. The balance sheet for CDP shows a deficit of £95,300 and is considered by the Trustees to be in material deficit. The balance relates entirely to a loan from CIArb which has been fully provided for.

The consolidated surplus for the year after realised and unrealised investment losses and net translation losses, together with the accumulated balance at 31 December 2020 are as shown below:

	Accumulated funds Year to 31 December 2020 £	Accumulated funds Year to 31 December 2019 £
Restricted funds		
Kenyan Development Funds	177,618	183,341
General funds	8,951,329	8,050,263
	9,128,947	8,233,604

The restricted funds in the Kenya branch are set aside to fund the purchase of property for the branch office.

In the consolidated Balance Sheet, tangible and intangible fixed assets decreased in the year from £6,460,703 to £6,405,123. The decrease was related to depreciation and amortisation, with an amount of additional purchases, mostly within software.

CIArb's investments are managed by Newton Investment Management. The investment takes the form of dividend-paying shares in the Newton Growth and Income Fund for Charities. The fund is actively managed to a benchmark which is 50% FTSE All-share Index, 25% FTSE World (ex-UK) 20% FTSE Government All Stocks Index and 5% Cash. The market value of investments decreased by 0.5% to £1,599,195 from £1,607,779. The performance of the investments is closely monitored to ensure returns are commensurate for the risk and the management fee – currently 0.6% – is good value for money.

Reserves policy

CIArb's Board of Trustees has set a reserves policy to balance the provision of sufficient liquid reserves to deal with an emergency situation without tying up CIArb funds unnecessarily. The reserves policy is as follows:

(a) Liquid Reserves
The level of liquid reserves should be approximately three months' worth of regular expenditure, which for 2021 is budgeted as £1,573,750.

(b) Overall Reserves
The level of overall reserves should be approximately nine months' worth of regular expenditure, which for 2021 is budgeted as £4,721,250.

Liquid Reserves are made up of the investment portfolio which stood at £1,599,195 at the year end and central cash balances of £1,056,954 for a total of £2,656,149.

Overall Reserves are the total of the net assets excluding those of the branches (so the net assets held by head office plus the UK trading subsidiaries). These total £6,867,168.

Regular expenditure consists of the normal day to day expenditure of CIArb and its operating subsidiaries. It excludes exceptional items such as costs relating to tribunals, international conferences and other matters which do not recur annually.

The current level of overall reserves complies with this policy. The level of Liquid Reserves including cash in hand at the year-end was compliant with the policy.

At times in the year when the cash balances at the London Headquarters (HQ) are low, an overdraft facility is arranged with HSBC such that the London HQ has access to liquid resources (the investment portfolio + £300,000 overdraft facility) of at least three months' worth of London HQ expenditure without having to affect the cash reserves held by the overseas branches.

Assets and Obligations

The net assets of CIArb are available and adequate to fulfil the obligations of CIArb.

Fundraising Disclosure

CIArb does not undertake any fundraising. All fundraising income is generated by ASL and stems from professional firms sponsoring CIArb events.

Funds held as Custodian

CIArb holds funds from time to time on behalf of arbitrators and others as security for their fees and costs. These funds originate from the parties involved in the arbitration and are kept by CIArb in a separate bank account and are not mixed with its own funds.

Re-appointment of the Auditor

A resolution proposing the re-appointment of RSM UK Audit LLP as auditor to CIArb will be put to the Trustees.

Signed on behalf of the Trustees:

Jonathan Wood
(Trustee)

David Huebner
(Trustee)

Date: 9 June 2021



Independent Auditor's Report to the Trustees of the Chartered Institute of Arbitrators

Opinion

We have audited the financial statements of the Chartered Institute of Arbitrators (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Undertaking Balance Sheets, the Consolidated and Parent Undertaking Cash Flow Statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and charity's affairs as at 31 December 2020 and of their incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We have been appointed as auditors under section 151 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charity's ability to continue as a going concern for a

period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustee's Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' Annual Report; or
- sufficient accounting records have not been kept by the parent charity; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 34, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charity's ability to continue as a going concern, disclosing, as

applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks, that the group and parent charity operate in and how the group and parent charity is complying with the legal and regulatory frameworks;

- inquired of management, and those charged with governance, about their own identification and assessment of the risks

of irregularities, including any known actual, suspected or alleged instances of fraud;

- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Charities Act 2011, the parent charity's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Annual Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence local tax authorities and evaluating advice received from external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to General Data Protection Regulation (GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and reviewed Board of Trustees' minutes.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates. A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk auditors responsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP,
Statutory Auditor, Chartered Accountants,
St Philips Point, Temple Row,
Birmingham B2 5AF
Date:

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



Karin Klempp Franco FCIArb
Lawyer and Professor of Law in Brazil

“

CIArb opens many doors to its members. With an interesting flair of British tradition in modern times, CIArb continues to be one of the best places to look for ADR knowledge. Pursuing a certification or a fellowship is certainly a marvelous manner of showing the ADR community your standards and how you position yourself. As a member you get instantly updated on the latest trends, judicial decisions, law changes in the context of ADR worldwide and have access to the discussions local experts are having on such topics. The networking is fabulous – fellowship and cordiality hover over all interactions within members and there is genuine willingness to support each other.

”

Consolidated Statement of Financial Activities

for the year ended 31 December 2020

	Note	Funds 2020	Funds 2019
		£	£
Income from:			
Charitable Activities:			
Membership related income	3	4,586,027	4,950,545
Education and training activities		1,981,801	2,082,902
Appointment and scheme administration fees	3	88,930	104,601
Other trading activities:			
Room Hire income		141,728	682,996
Income from fundraising events		-	1,750
Investments	4	67,119	76,850
Total income		6,865,605	7,899,644
Expenditure on:			
Raising funds:			
Room hire expenses	5	(617,855)	(748,147)
Charitable activities:			
Membership activities	5	(2,563,877)	(3,539,643)
Education and training	5	(2,458,693)	(2,742,794)
Scheme administration and other activities	5	(173,305)	(398,680)
		(5,195,875)	(6,681,117)
Other:			
Disengagement of India branch	20	-	(52,000)
Total expenditure		(5,813,730)	(7,481,264)
Net (losses) / gains on investments	10(a)	(8,584)	216,792
Net income		1,043,291	635,172
Other recognised gains and losses:			
Net translation (losses) / gains relating to net assets of international branches		(147,948)	(71,375)
Net movement in funds		895,343	563,797
Reconciliation of fund balances			
Fund balances brought forward at 1 January		8,233,604	7,669,807
Fund balances carried forward at 31 December		9,128,947	8,233,604

None of the Group's activities were acquired or discontinued during the above two financial years. Included in the above is restricted income of £0 (2019: £55,564) and restricted expenditure of £5,723 (2019: £0) which has been included within unrestricted income above based on materiality. The separate disclosure of these restricted funds would not materially affect the Statement of Financial Activities and details are provided in Note 17.

The Notes on pages 54 to 90 form part of these financial statements.

Consolidated Balance Sheet
for the year ended 31 December 2020

	Note	2020 £	2020 £	2019 £	2019 £
Fixed Assets					
Tangible Assets	9(a)		6,152,653		6,233,918
Intangible Assets	9(b)		252,470		226,785
Investments	10		1,599,195		1,607,779
Total fixed assets			8,004,318		8,068,482
Current Assets					
Stocks	11	6,692		6,692	
Debtors	12	553,053		618,817	
Cash at bank and in hand		3,831,310		3,347,806	
		4,391,055		3,973,315	
Liabilities: Amounts falling due within one year	13	(2,042,694)		(2,363,835)	
Net Current Assets			2,348,361		1,609,480
Total Assets less Current Liabilities			10,352,679		9,677,962
Liabilities: Amounts falling due after more than one year	14		(1,223,732)		(1,444,358)
Net assets	15		9,128,947		8,233,604
Net assets represented by:					
Restricted Funds:					
Kenyan Development Fund	17		177,618		183,341
Unrestricted Funds:					
General fund	17		8,951,329		8,050,263
Fund balances carried forward at 31 December 2020			9,128,947		8,233,604

Approved by the Board of Trustees and authorised for issue on 9 June 2021 and signed on its behalf by:

Jonathan Wood
(Trustee)

David Huebner
(Trustee)

Catherine Dixon
(Director General)

The Notes on pages 54 to 90 form part of these financial statements.

Parent Undertaking Balance Sheet

for the year ended 31 December 2020

	Note	2020 £	£	2019 £	£
Fixed Assets					
Tangible Assets	9(a)		6,152,653		6,233,918
Intangible Assets	9(b)		252,470		226,785
Investments:					
Managed	10	1,599,195		1,607,779	
Subsidiaries	10	3,100		3,100	
Total investments			1,602,295		1,610,879
Total fixed assets			8,007,418		8,071,582
Current Assets					
Stocks	11	6,692		6,692	
Debtors	12	920,230		528,295	
Cash at bank and in hand		2,850,687		2,401,487	
		3,777,609		2,936,474	
Liabilities: Amounts falling due within one year	13	(1,955,897)		(2,114,478)	
Net Current Assets			1,821,712		821,996
Total Assets Less Current Liabilities			9,829,130		8,893,578
Liabilities: Amounts falling due after more than one year	14		(1,223,732)		(1,444,358)
Net assets	16		8,605,398		7,449,220
Net assets represented by:					
Restricted Funds:					
Kenyan Development Fund	17		177,618		183,341
Unrestricted Funds:					
General fund	17		8,427,780		7,265,879
Fund balances carried forward at 31 December 2020			8,605,398		7,449,220

Approved by the Board of Trustees and authorised for issue on 9 June 2021 and signed on its behalf by:



Jonathan Wood
(Trustee)



David Huebner
(Trustee)



Catherine Dixon
(Director General)

The Notes on pages 54 to 90 form part of these financial statements.

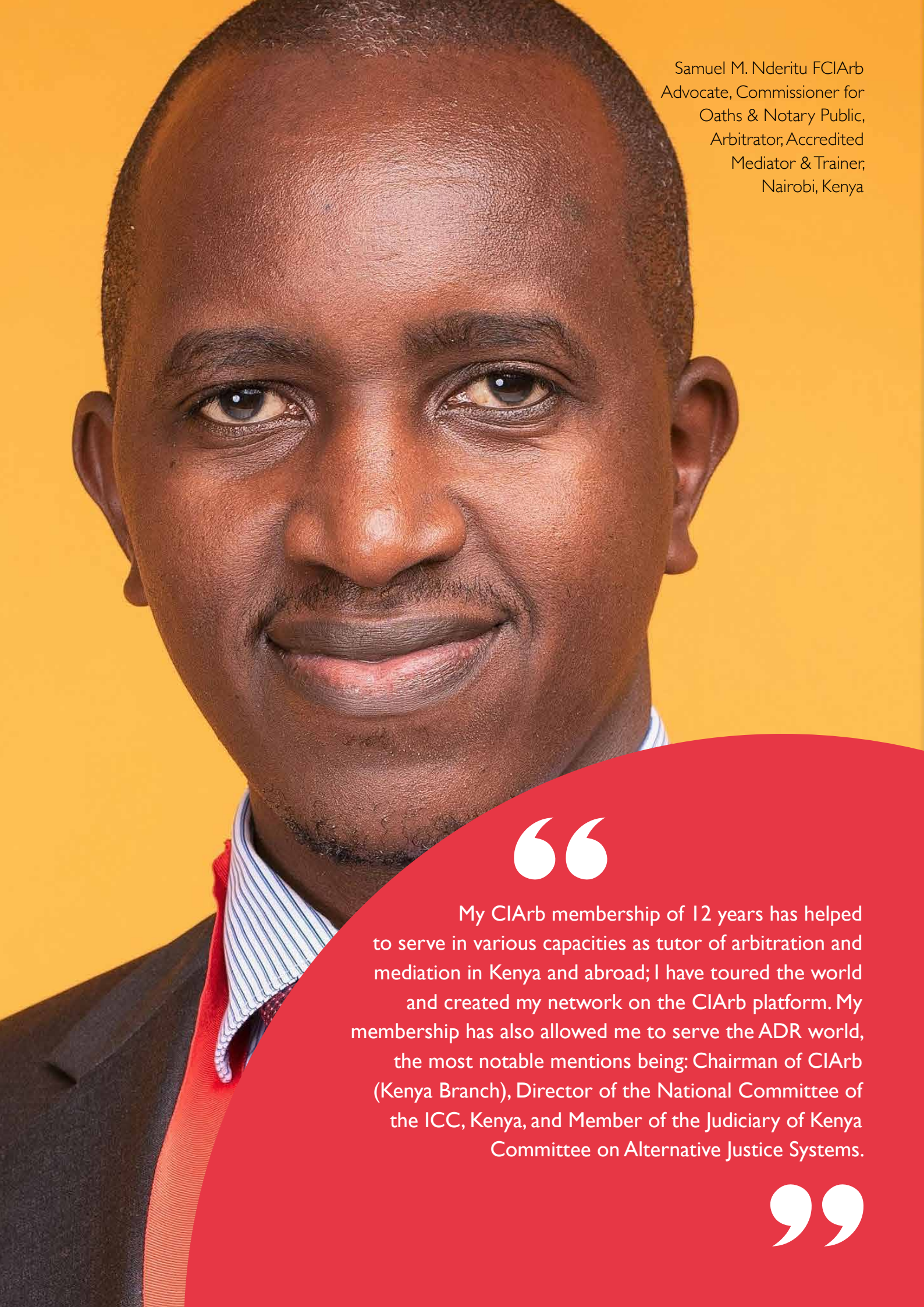
Consolidated Cash Flow Statement
for the year ended 31 December 2020

	2020		2019	
	£	£	£	£
Cash flows from operating activities				
Net income for the financial year	1,043,291		635,172	
Adjustments for:				
Depreciation and amortisation	175,510		153,822	
(Losses) / gains on investments	8,584		(216,792)	
Dividends receivable	(31,760)		(44,497)	
Interest receivable	(35,359)		(32,353)	
Interest payable	48,337		67,672	
Decrease in stocks	-		(6,692)	
Decrease in debtors	65,764		52,479	
(Decrease) in creditors	(204,246)		(24,951)	
Cash from operations	1,070,121		583,860	
Interest paid	(48,337)		(67,672)	
Net cash generated from operating activities		1,021,784		516,188
Cash flows from investing activities				
Payments to acquire fixed assets	(123,225)		(134,913)	
Dividends received	31,760		44,497	
Interest received	35,359		32,353	
Net cash utilised by investing activities		(56,106)		(58,063)
Cash flows from financing activities				
Repayment of long term loans	(321,334)		(339,462)	
Repayment of hire purchase	(16,187)		(16,187)	
Net cash utilised by financing activities		(337,521)		(355,649)
Change in cash and cash equivalents in the reporting period		628,157		102,476
Cash and cash equivalents at the beginning of the reporting period		3,347,806		3,316,023
Change in cash and cash equivalents due to exchange rate movements		(144,653)		(70,693)
Cash and cash equivalents at the end of the reporting period		3,831,310		3,347,806
Notes to the cash flow statement				
Components of cash				
Cash at bank and in hand		3,831,310		3,347,806

Parent Undertaking Cash Flow Statement

for the year ended 31 December 2020

	2020		2019	
	£	£	£	£
Cash flows from operating activities				
Net income for the financial year	1,312,256		521,310	
Adjustments for:				
Depreciation and amortisation	175,510		153,822	
(Losses) / gains on investments	8,584		(216,792)	
Dividends receivable	(31,760)		(44,497)	
Interest receivable	(35,115)		(30,704)	
Interest payable	48,337		67,672	
Decrease in stocks	-		(6,692)	
(Increase) / Decrease in debtors	(391,935)		139,812	
Decrease in creditors	(41,689)		(179,046)	
Cash from operations	1,044,188		404,885	
Interest paid	(48,337)		(67,672)	
Net cash generated from operating activities		995,851		337,213
Cash flows from investing activities				
Payments to acquire fixed assets	(123,225)		(134,913)	
Dividends received	31,760		44,497	
Interest received	35,115		30,704	
Net cash utilised by investing activities		(56,350)		(59,712)
Cash flows from financing activities				
Repayment of long term loans	(321,334)		(339,462)	
Repayment of hire purchase	(16,187)		(16,187)	
Net cash utilised by financing activities		(337,521)		(355,649)
Change in cash and cash equivalents in the reporting period		601,980		(78,148)
Cash and cash equivalents at the beginning of the reporting period		2,401,487		2,546,498
Change in cash and cash equivalents due to exchange rate movements		(152,780)		(66,863)
Cash and cash equivalents at the end of the reporting period		2,850,687		2,401,487
Notes to the cash flow statement				
Components of cash				
Cash at bank and in hand		2,850,687		2,401,487



Samuel M. Nderitu FCIArb
Advocate, Commissioner for Oaths & Notary Public, Arbitrator, Accredited Mediator & Trainer, Nairobi, Kenya

“My CIArb membership of 12 years has helped to serve in various capacities as tutor of arbitration and mediation in Kenya and abroad; I have toured the world and created my network on the CIArb platform. My membership has also allowed me to serve the ADR world, the most notable mentions being: Chairman of CIArb (Kenya Branch), Director of the National Committee of the ICC, Kenya, and Member of the Judiciary of Kenya Committee on Alternative Justice Systems.”

Notes for the Accounts
for the year ended 31 December 2020

1. General information

The Chartered Institute of Arbitrators ("CIArb") is a charity registered in England and Wales, registration number 803725. It was formed in 1915, incorporated on 8th April 1923, and granted a Royal Charter on 6th February 1979. It became a charitable body on 19th July 1990. A new Royal Charter and Bye-laws were approved by members at an Extraordinary General Meeting on 28th October 2004 and became fully effective on 28th February 2005. Amended by order in Council on 6th August 2013.

The charity is a public benefit entity and its principal activities are set out in the Trustees' Annual Report.

The Registered Office is: 12 Bloomsbury Square, London, WC1A 2LP.

2. Accounting Policies

(a) Basis of Accounting

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice. Accounting policies have been consistently applied except where noted below. The financial statements are prepared in pounds sterling and rounded to the nearest £.

The accounts have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

(b) Consolidation

The consolidated accounts incorporate the accounts of CIArb and its subsidiaries made up to 31 December 2020. The result is consolidated on a line-by-line basis.

A separate Statement of Financial Activities is not presented for CIArb itself. For the year ended 31 December 2020 the income of CIArb was £6,960,920 (2019: £7,019,548), expenditure was £5,640,081 (2019: £6,715,031), its losses on investment assets were £8,584 (2019: gains of £216,792), its translation losses were £156,077 (2019: £67,548) and its net movement in funds was a surplus of £1,156,178 (2019: surplus of £453,761).

(c) Going concern

The Institute's accounts are prepared on the basis that it is a going concern. It continues to produce an annual surplus of income over expenditure and has set its 2021 budget on the reasonable assumption that this will continue. In the light of the ongoing impact of COVID-19 pandemic, the Trustees and management have re-assessed and updated the forecast and are confident there are sufficient reserves to continue operating for the foreseeable future. The Institute continues to monitor events as they unfold, and the forward projections are updated accordingly.

The Trustees confirm that at the time of approving the financial statements, and based on their forecasts until 31 December 2021, there is a reasonable expectation that the Institute has adequate resources to continue in operational existence for the foreseeable future. In arriving at this conclusion, the Trustees have taken account of current and anticipated financial performance in the current economic conditions, and the Institute's reserves position. At 31 December 2020, the Institute held unrestricted cash balances of £3.6m and unrestricted investments of £1.6m.

(d) Tangible Fixed Assets and Depreciation

Tangible fixed assets costing more than £1,000 are capitalised at cost.

Depreciation commences when an asset is brought into use and is calculated to write off the cost, less estimated residual values, of tangible fixed assets over their estimated useful lives. The annual depreciation rates and methods are as follows:

Freehold Land	Nil
Improvements to Leasehold Premises	Over the remaining period of the lease
Furniture and Fittings	10% per annum on cost
Computer and Electronic Equipment	33 1/3% per annum on cost

(e) Freehold Buildings

Freehold buildings are depreciated to the extent that the residual value is lower than the net book value, and valuations are obtained to support this.

(f) Intangible Fixed Assets and Amortisation

Intangible fixed assets costing more than £1,000 are capitalised at cost. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Amortisation commences when the asset is brought into use and is calculated to write off the cost, less estimated residual values, of intangible fixed assets over their estimated

useful lives. The annual amortisation rates and methods are as follows:

Computer software	20% per annum on cost

(g) Stock and Goods for Resale
Stock and Goods for Resale are included at the lower of cost and net realisable value.

(h) Leases
An asset and corresponding liability are recognised for leasing agreements that transfer to CIArb substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. Any interest is charged to the Statement of Financial Activities so as to produce a constant periodic rate of interest on the remaining balance of the liability.

All other leases are operating leases and the annual rentals are charged to the Statement of Financial Activities on a straight line basis over the lease term.

(i) Branches
The activities and funds of branches established by CIArb and governed by the Branch Model Rules, but not incorporated locally are regarded as those of CIArb itself and are included by means of aggregation in the Accounts. Locally incorporated branches are treated as subsidiaries as described in note 2(n).

(j) Foreign Currency Funds and Transactions
Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

Assets, liabilities, and results of overseas branches are translated at the rate ruling at the balance sheet date. Exchange differences arising are recognised as other recognised gains and losses.

(k) Subscriptions, Fees and Services
Subscriptions, fees and services are included in the financial statements on the basis of amounts receivable in respect of the accounting period.

(l) Recognition of Income
Membership subscription income for the current year is recognised when received. Subscription income received in advance relating to subsequent years is deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

Income from administered dispute resolution schemes for case work is normally recognised either in accordance with relevant scheme contractual specifications or on conclusion of the case, that is, when a decision is made by the appointed dispute resolver or an outcome is agreed between the parties. Income from fees paid as retainers and similar arrangements is recognised on an accruals basis.

Education and training income relating to courses is recognised when the course has started. Room hire, event admission and all other income is recognised when the activity has taken place.

(m) Investments
Investments are included in the Balance Sheet at fair value at the Balance Sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

(n) Investments in Subsidiary Undertakings
Investment in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. Interests in subsidiaries are assessed for impairment at each reporting date. Any impairment losses or impairment reversals are recognised immediately in the Statement of Financial Activities. The net asset values of the operating subsidiaries are disclosed in notes 10 (for UK subsidiaries) and 20(b) (for incorporated international branches).

Incorporated branches are treated as subsidiaries and the results of these are included within the consolidated results but not those of the parent undertaking. The results of other branches are included in both the parent undertaking and consolidated results.

(o) Impairments
Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

(p) Investments in Associated Undertakings
Investment in associated undertakings is stated at cost less any impairment if events or changes in circumstances indicate that the carrying amount may not be fully recoverable or as otherwise required by relevant accounting standards. CIArb has made no investment in the associated undertaking during the year and the value of its investment at the year-end is £nil.

(q) Allocation of Costs
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs that are directly attributable are allocated on a departmental

basis and support costs added. Head Office staff costs are apportioned to departments on an actual basis and accommodation costs according to assessed work area. Other Head Office costs, including Governance costs, are apportioned to departments on a reasonable basis. Please see note 5.

(r) Pensions

CIArb operates a Defined Contribution Pension Scheme. Pension contributions are charged to the Statement of Financial Activities as incurred. These contributions are invested separately from CIArb assets.

(s) Financial Instruments

The Group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments. All of its Financial Instruments are classified as "basic".

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument and are offset only when the Group currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in the Statement of Financial Activities for the excess of the carrying value of the debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in the Statement of Financial Activities.

Financial liabilities and equity

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of CIArb after deducting all of its liabilities.

Other creditors

Other creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in administration costs and reallocated across charitable activities.

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

(t) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(u) Charitable Status

CIArb is registered as a charity, registration number 803725, and in consequence it is exempt from taxation on income arising from and expended on its charitable activities.



3. Income from charitable activities

	2020	2019
	£	£
Membership subscriptions and other income:		
Membership subscriptions	4,212,390	4,128,987
Events	2,705	319,720
Entry fees	112,691	117,548
Sundry Branch and other Income	258,241	384,290
	4,586,027	4,950,545
Appointment and scheme administration fees include:		
Administration and sundry fees	33,287	38,106
Presidential Appointments	55,643	66,495
	88,930	104,601

4. Investment Income

	2020	2019
	£	£
Bank interest received	35,359	32,353
Investment interest received	31,760	44,497
	67,119	76,850



5. Expenditure

	2020			2019		
	Direct Costs £	Support costs £	Total £	Direct Costs £	Support costs £	Total £
Membership activities	1,220,897	1,342,980	2,563,877	2,094,225	1,445,418	3,539,643
Scheme administration and other expenses	81,550	91,755	173,305	209,478	189,202	398,680
Education and training expenses	747,617	1,711,076	2,458,693	1,236,922	1,505,872	2,742,794
Total charitable activities	2,050,064	3,145,875	5,195,875	3,540,625	3,140,492	6,681,117
Room hire expenses	93,155	524,700	617,855	255,747	492,400	748,147
Disengagement of India branch	-	-	-	-	52,000	52,000
	2,143,219	3,670,511	5,813,730	3,796,372	3,684,892	7,481,264

Support costs:

Year to 31 December 2020

	Staff-related costs £	Property costs £	Depreciation / amortisation £	Governance £	Admin £	2020 Total £
Membership activities	788,546	51,423	11,075	66,618	425,318	1,342,980
Scheme administration and other expenses	9,427	615	132	9,840	71,741	91,755
Education and training expenses	937,208	61,118	13,163	95,076	604,511	1,711,076
Room hire expenses	313,922	45,595	28,780	23,781	112,622	524,700
Disengagement of India branch	-	-	-	-	-	-
Total	2,049,103	158,751	53,150	195,315	1,214,192	3,670,511



Crystal Wong Wai Chin FCIArb
Arbitration Practitioner in Malaysia,
Singapore and the ASEAN region

“I was introduced to CIArb in 2013 when I enrolled in the Diploma in International Commercial Arbitration offered by the Australia branch. Through this Diploma programme, I discovered my great interest in International Arbitration and at the same time built a solid foundation of basic knowledge in this field. Since then, being a CIArb member has afforded me the opportunity to actively participate in CIArb’s courses and events. This in turn has allowed me to foster friendships and establish close networks with arbitration practitioners from other jurisdictions.”

5. Expenditure (continued)

Year to 31 December 2019

	Staff-related costs	Property costs	Depreciation / amortisation	Governance	Admin	2019 Total
	£	£	£	£	£	£
Membership activities	752,003	94,024	13,203	127,319	458,869	1,445,418
Scheme administration and other expenses	30,181	3,774	530	39,791	114,926	189,202
Education and training expenses	748,231	93,552	13,136	183,028	467,925	1,505,872
Room hire expenses	301,028	51,914	26,869	12,706	99,883	492,400
Disengagement of India branch	-	-	-	52,000	-	52,000
Total	1,831,443	243,264	53,738	414,844	1,141,603	3,684,892

Allocation of costs:

Staff costs are allocated to activities based on the actual cost, including on-costs, of the staff working in each activity. Accommodation costs and Depreciation are allocated on the basis of the area occupied by each activity and Miscellaneous costs on the basis of the numbers of staff employed in each activity. Support costs are allocated on a basis which reflects the use made by the activity of each support cost centre.

6. Audit Fees

	2020	2019
	£	£
Audit:		
2020 audit	30,000	24,350
Prior year overruns	10,000	19,250
	40,000	43,600
Taxation services	6,850	18,250
Other services	5,065	1,087
	51,915	62,937

7. Staff Costs

	2020 £	2019 £
Wages and salaries	2,293,602	2,326,206
Employer's national insurance	211,853	205,656
Pension costs	203,791	178,560
Other staff costs	57,668	37,538
Total	2,766,914	2,747,960

Included within the above is £254,644 (2019: £194,883) of costs including employer's national insurance in respect of key management personnel and £8,000 (2019: £52,011) in termination benefits. The Director General is the only member of key management personnel.

The average number of employees by category during the year was:

	2020 No.	2019 No.
Membership activities	21	26
Scheme administration and other expenses	3	4
Education and training expenses	13	6
Room hire expenses	1	1
General	39	33
Total number of employees	77	70



7. Staff Costs (continued)

The number of employees whose emoluments fell into the following bands in excess of £60,000 was:

	2020 No.	2019 No.
£60,000 to £69,999 per annum	1	2
£70,000 to £79,999 per annum	-	1
£80,000 to £89,999 per annum	3	3
£90,000 to £99,999 per annum	2	-
£100,000 to £109,999 per annum	1	2
£110,000 to £119,999 per annum	2	2
£120,000 to £129,999 per annum	-	-
£130,000 to £139,999 per annum	1	-
£140,000 to £149,999 per annum	-	-
£150,000 to £159,999 per annum	-	-
£160,000 to £169,999 per annum	1	-
£170,000 to £179,999 per annum	-	-
£180,000 to £189,999 per annum	-	-
£190,000 to £199,999 per annum	-	1
	11	11

Pension payments in respect of these eleven employees (2019: eleven) in 2020 amounted to £92,064 (2019: £78,224).

8. Payments to Trustees

Members of the Board of Trustees receive no remuneration for their work as Trustees or for other work they may carry out for CIArb. Trustees' expenses reimbursed during the year under review are as follows:

	2020 £	2019 £
Travel	14,253	40,885
Hotel Costs	-	12,447
	14,253	53,332
Number of Trustees reimbursed in year	6	9

9. (a) Tangible Fixed Assets
Group and Parent undertaking

	Freehold land and buildings £	Improvements to leasehold premises £	Fixtures and fittings £	Computer and electronic equipment £	Total £
Cost					
As at 1 January 2020	5,981,481	8,282	791,555	348,400	7,129,718
Additions	-	-	15,056	17,500	32,556
Foreign exchange	-	(649)	(8,180)	(1,803)	(10,632)
At 31 December 2020	5,981,481	7,633	798,431	364,097	7,151,642
Depreciation					
As at 1 January 2020	-	(8,282)	(587,690)	(299,828)	(895,800)
Charge for the year	-	-	(62,789)	(47,737)	(110,526)
Foreign exchange	-	649	5,129	1,559	7,337
At 31 December 2020	-	(7,633)	(645,350)	(346,006)	(998,989)
At 31 December 2020	5,981,481	-	153,081	18,091	6,152,653
At 31 December 2019	5,981,481	-	203,865	48,572	6,233,918

CIArb acquired the freehold of 12 Bloomsbury Square on 30 January 2001 at a net cost of £4,248,126. It acquired the freehold of 14 Bloomsbury Square on 23 September 2011 at a net cost of £1,733,355. Depreciation of £nil is charged on listed Freehold Buildings as there is estimated to be no material difference between cost and residual value.

Included above are assets purchased under hire purchase arrangements with a net book value of £nil (2019: £nil). Depreciation of £nil (2019: £16,097) was charged on these assets during the year.

9. (b) Intangible Fixed Assets
Group and Parent undertaking

	Software	Total
	£	£
Cost		
As at 1 January 2020	275,295	275,295
Additions	90,669	90,669
At 31 December 2020	365,964	365,964
Amortisation		
As at 1 January 2020	(48,510)	(48,510)
Charge for the year	(64,984)	(64,984)
At 31 December 2020	(113,494)	(113,494)
At 31 December 2020	252,470	252,470
At 31 December 2019	226,785	226,785



10. Fixed Asset Investments

(a) Managed funds - Group and Parent Undertaking

		2020 £	2019 £
Cost			
At 1 January		1,078,519	1,078,519
Additions		-	-
Disposals		-	-
At 31 December		1,078,519	1,078,519
Fair Value			
At 1 January 2020		1,607,779	1,390,987
Disposals		-	-
Net investment (losses) / gains	- realised	-	-
	- unrealised	(8,584)	216,792
At 31 December 2020		1,599,195	1,607,779

The investments above are invested as follows:

	2020 £	2019 £
Newton Global Growth and Income Fund for charities	1,599,195	1,607,779

(b) Subsidiary Undertakings – Parent undertaking

CIArb had thirteen 100% owned subsidiary companies at 31 December 2020 (2019: thirteen). This includes four subsidiaries incorporated in England and Wales and nine (2019: nine) incorporated international branches. Details of these branches are included in note 20.

The four UK subsidiaries are:

Name	Co. Number	Principal activity
Arbitration Services Limited	01288642	Collecting sponsorship income for CIArb events
The City Disputes Panel Limited	07121217	Dormant
12 Bloomsbury Square Limited	07057143	Provision of meeting rooms for hire
Independent Dispute Resolution Services Limited	05945475	Dormant

10. Fixed Asset Investments (continued)
(b) Subsidiary Undertakings – Parent undertaking (continued)

The nine international subsidiaries are:

Name	Co. Number	Relationship
The Chartered Institute of Arbitrators (Australia) Limited	118131016	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
Chartered Institute of Arbitrators Bahamas Branch		CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
Chartered Institute of Arbitrators (Canada Branch) Incorporated	1018216-8	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	208/2014	Assets and monies held by the branch remain under beneficial ownership of CIArb under branch by-laws
International Group of Arbitrators Berhad	1207883-A	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
The Chartered Institute of Arbitrators (New York Branch), Inc.	5508705	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
The Chartered Institute of Arbitrators (North America Branch), Inc.	5036735	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	00451	To operate in the Qatar Financial Centre (QFC) it was necessary to establish a limited liability vehicle (the entity governed by the Articles of Association). CIArb (the Royal Charter body) is the sole member of this company. For the rest of Qatar, the Branch is governed by the Branch Rules which are an approved variation of the Branch Model Rules.
The Chartered Institute of Arbitrators (Singapore) Limited	201001118N	CIArb is the Special Member with sole voting rights to amend the constitution or wind up the branch.

10. Fixed Asset Investments (continued)

(b) Subsidiary Undertakings – Parent undertaking (continued)

Financial information for the year ended 31 December 2020	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	141,729	-	-	-
Total expenses	406,215	-	-	-
Profit / (loss) for the year	(264,486)	-	-	-
Net assets / (liabilities)	(263,486)	(1,006)	(95,300)	1,000

Financial information for the year ended 31 December 2019	12 Bloomsbury Square Limited*	Arbitration Services Limited*	City Disputes Panel Limited	Independent Dispute Resolution Services Limited
	£	£	£	£
Share capital	1,000	1,000	100	1,000
Turnover	864,100	1,750	-	-
Total expenses	714,385	3,756	-	-
Profit / (loss) for the year	149,715	(2,006)	-	-
Net assets / (liabilities)	17,741	(1,006)	(95,300)	1,000

*Arbitration Services Limited declared gift aid of £nil (2019: £1,819) and 12 Bloomsbury Square Limited declared gift aid of £16,741 (2019: £79,314) to CIArb during the year.

Financial information related to the international subsidiaries is disclosed in note 20(c).

Vanina Sucharitkul FCIArb
International Arbitrator,
Attorney-at-Law and
Senior Lecturer in Paris
and Thailand



“Being a member of the Chartered Institute of Arbitrators East Asia Branch and a Committee Member of Thailand Branch have been most rewarding. I have met a number of colleagues and mentors who encouraged me professionally to become a fellow which helped with getting on panels of arbitrators. The network I have created throughout various branches is invaluable and I appreciate the informal mentorship as my career as arbitrator progresses. I feel humbled and honored to have just been elected as the first female Chair of the Thailand Branch and look forward to expanding the branch and collaborating within the region.”

(c) Investment in Joint Venture – Group

In 2012, the Irish Branch of CIArb invested in a 50:50 joint venture with the Bar Council of Ireland, the Dublin Dispute Resolution Centre Ltd ("DDRC"). The purpose of the centre was to promote and provide dispute resolution services in Ireland. Dublin Dispute Resolution Centre Ltd had an authorised share capital of €1,000 divided into 1,000 ordinary shares of €1.00 each. The Irish Branch and Law Library Properties Ltd (the Irish Bar Council) owned 500 shares each. This investment was written down to £nil in 2014 by CIArb and disposed of on 31 July 2015. As part of the sale in 2015 CIArb were repaid €33,420 in part settlement of outstanding loan balances, with provision for further repayments should DDRC reach certain turnover targets within six years following the disposal date. No such contingent amounts are included in these financial statements.

(d) Investment in Associated Undertaking Group and Parent Undertaking

CIArb together with Solicitors Family Law Association and Family Law Bar Association has set up a not for profit company, Institute of Family Law Arbitrators Limited (IFLA). The company is limited by guarantee and all three parties are equal members in the company. The purpose of IFLA is to promote the use of family arbitration as an alternative method of dispute resolution in family proceedings in England and Wales. IFLA is currently dormant and CIArb has made no investment in it during the year (2019: £nil).

11. Stocks

	Group		Parent undertaking	
	2020	2019	2020	2019
	£	£	£	£
Stock and goods for resale	6,692	6,692	6,692	6,692

12. Debtors

	Group		Parent undertaking	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	33,719	122,204	-	-
Other debtors	121,560	272,219	119,971	263,278
Stakeholder accounts	101,873	40,587	101,873	40,587
Amounts due from subsidiaries	-	-	418,022	10,297
Prepayments	156,335	112,851	148,648	108,740
Value Added Tax	108,319	14,211	108,319	67,074
Accrued income	31,247	56,745	23,397	38,319
	553,053	618,817	920,230	528,295

13. Liabilities: Amounts falling due within one year

	Group		Parent undertaking	
	2020	2019	2020	2019
	£	£	£	£
Bank loans	241,173	339,082	241,173	339,082
Deferred income	832,117	1,158,747	821,617	1,115,853
Other creditors	397,276	180,026	363,457	78,576
Hire purchase (note 21)	-	16,187	-	16,187
Taxation and social security	117,428	98,299	117,428	98,299
Stakeholder accounts	101,873	40,587	101,873	40,587
Accruals	352,827	530,907	310,349	425,894
	2,042,694	2,363,835	1,955,897	2,114,478

	Group		Parent undertaking	
	2020	2019	2020	2019
	£	£	£	£
At 1 January	1,158,747	1,085,710	1,115,853	1,085,710
Income deferred	832,117	1,158,747	821,617	1,115,853
Amounts released	(1,158,747)	(1,085,710)	(1,115,853)	(1,085,710)
At 31 December	832,117	1,158,747	821,617	1,115,853

Membership income related to 2021 subscriptions received in 2020 and Education and Training income related to courses taking place in 2021 received in 2020 has been deferred. Advances of subscriptions received at the time of application for membership but prior to admittance are recorded as deferred income at the year end and recognised as income in the period when the applicant is admitted as a member.

The amount noted above includes Held Funds which at 31 December 2020 stand at £75,101.

14. Liabilities: Amounts falling due after one year Group and Parent Undertaking

	Group		Parent undertaking	
	2020	2019	2020	2019
	£	£	£	£
Bank loans	1,223,732	1,444,358	1,223,732	1,444,358
Hire purchase (note 21)	-	-	-	-
	1,223,732	1,444,358	1,223,732	1,444,358

Bank loans include two loans taken out in 2001 which were in connection with the purchase of 12 Bloomsbury Square, a 2013 loan to cover lease exit fees and two loans taken out in 2014 which were in connection with the purchase of 14 Bloomsbury Square. The loans are secured on the full value of the properties. The loans are basic financial liabilities and are set out in the table below.

	Initial term	Rate	Original loan amount	Loan balance	
				2020	2019
	Yrs		£	£	£
2001 fixed rate loan	20	Base + 1.25%	1,150,150	2,486	62,111
2001 variable rate loan	20	Base + 1.25%	1,150,150	5,298	74,732
2013 variable rate loan	10	Base + 3.25%	875,000	209,453	304,145
2014 fixed rate loan	17	3.81%/2.38%	902,000	638,584	688,504
2014 variable rate loan	17	Base + 2.5%	902,000	629,425	677,088
				1,485,246	1,806,580
Less: Amounts falling due within one year				(241,173)	(339,082)
				1,244,073	1,467,498
Less: loan arrangement fee				(20,341)	(23,140)
				1,223,732	1,444,358

15. Group Funds Summary

	General funds	2020 Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	8,951,329	8,951,329	177,618	9,128,947
Fund balances are represented by:				
Fixed assets	6,405,123	6,405,123	-	6,405,123
Fixed asset investments	1,599,195	1,599,195	-	1,599,195
Net current assets	2,170,743	2,170,743	177,618	2,348,361
Long term liabilities	(1,223,732)	(1,223,732)	-	(1,223,732)
Total net assets	8,951,329	8,951,329	177,618	9,128,947

	General funds	2019 Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Group funds balance	8,050,263	8,050,263	183,341	8,233,604
Fund balances are represented by:				
Fixed assets	6,460,703	6,460,703	-	6,460,703
Fixed asset investments	1,607,779	1,607,779	-	1,607,779
Net current assets	1,426,139	1,426,139	183,341	1,609,480
Long term liabilities	(1,444,358)	(1,444,358)	-	(1,444,358)
Total net assets	8,050,263	8,050,263	183,341	8,233,604

Reconciliation of unrealised gains on investment assets included above:

	2020	2019
	£	£
Unrealised gains at 1 January	487,172	270,380
Gains realised during the year	-	-
Net (losses) / gains arising on revaluations in year	(8,584)	216,792
	478,588	487,172

16. Parent Funds Summary

	2020			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	8,427,780	8,427,780	177,618	8,605,398
Fund balances are represented by:				
Fixed assets	6,405,123	6,405,123	-	6,405,123
Fixed asset investments	1,602,295	1,602,295	-	1,602,295
Net current assets	1,644,094	1,644,094	177,618	1,821,712
Long term liabilities	(1,223,732)	(1,223,732)	-	(1,223,732)
Total net assets	8,427,780	8,427,780	177,618	8,605,398

	2019			
	General funds	Total Unrestricted funds	Restricted funds	Total funds
	£	£	£	£
Parent funds balance	7,265,879	7,265,879	183,341	7,449,220
Fund balances are represented by:				
Fixed assets	6,460,703	6,460,703	-	6,460,703
Fixed asset investments	1,610,879	1,610,879	-	1,610,879
Net current assets	638,655	638,655	183,341	821,996
Long term liabilities	(1,444,358)	(1,444,358)	-	(1,444,358)
Total net assets	7,265,879	7,265,879	183,341	7,449,220

Reconciliation of unrealised gains on investment assets included above:

	2020	2019
	£	£
Unrealised gains at 1 January	487,172	270,380
Gains realised during the year	-	-
Net (losses) / gains arising on revaluations in year	(8,584)	216,792
	478,588	487,172

17. Fund movements

Group

	At 1 January 2020	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2020
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	5,580,170	5,912,390	(4,817,862)	-	(86,272)	6,588,426
Branches	2,470,093	953,215	(990,145)	-	(70,260)	2,362,903
	8,050,263	6,865,605	(5,808,007)	-	(156,532)	8,951,329
Designated funds	-	-	-	-	-	-
Total unrestricted funds	8,050,263	6,865,605	(5,808,007)	-	(156,532)	8,951,329
Restricted funds						
Kenyan Development fund	183,341	-	(5,723)	-	-	177,618
Total funds	8,233,604	6,865,605	(5,813,730)	-	(156,532)	9,128,947

	At 1 January 2019	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2019
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	4,847,970	5,791,880	(5,297,922)	-	238,242	5,580,170
Branches	2,694,060	2,052,200	(2,183,342)	-	(92,825)	2,470,093
	7,542,030	7,844,080	(7,481,264)	-	145,417	8,050,263
Designated funds	-	-	-	-	-	-
Total unrestricted funds	7,542,030	7,844,080	(7,481,264)	-	145,417	8,050,263
Restricted funds						
Kenyan Development fund	127,777	55,564	-	-	-	183,341
Total funds	7,669,807	7,899,644	(7,481,264)	-	145,417	8,233,604

17. Fund movements (continued)

Parent Undertaking

	At 1 January 2020	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2020
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	5,576,299	6,316,252	(4,891,077)	-	(90,208)	6,911,266
Branches	1,689,580	644,668	(743,280)	-	(74,454)	1,516,514
	7,265,879	6,960,920	(5,634,357)	-	(164,662)	8,427,780
Designated funds	-	-	-	-	-	-
Total unrestricted funds	7,265,879	6,960,920	(5,634,357)	-	(164,662)	8,427,780
Restricted funds						
Kenyan Development fund	183,341	-	(5,723)	-	-	177,618
Total funds	7,449,220	6,960,920	(5,640,080)	-	(164,662)	8,605,398

	At 1 January 2019	Income	Expenditure	Transfers	Gains / (losses)	At 31 December 2019
	£	£	£	£	£	£
Unrestricted funds						
General funds:						
Headquarters	4,777,026	5,938,856	(5,355,261)	-	215,678	5,576,299
Branches	2,090,656	1,025,128	(1,359,770)	-	(66,434)	1,689,580
	6,867,682	6,963,984	(6,715,031)	-	149,244	7,265,879
Designated funds	-	-	-	-	-	-
Total unrestricted funds	6,867,682	6,963,984	(6,715,031)	-	149,244	7,265,879
Restricted funds						
Kenyan Development fund	127,777	55,564	-	-	-	183,341
Total funds	6,995,459	7,019,548	(6,715,031)	-	149,244	7,449,220

Members of and donors to the Kenyan branch have been contributing to a development fund to acquire accommodation for branch activities. The equivalent of approximately £178,000 (2019: approximately £183,000) is ring-fenced for this purpose and is therefore shown as restricted funds in the accounts. Headquarters above relates to the UK Head Office and the UK subsidiaries as per note 10b. Branches includes the international subsidiaries.

18. Reconciliation of movement in net debt

Group

	At 1 January 2020	Cash flows	Other non-cash changes	At 31 December 2020
	£	£	£	£
Cash and cash equivalents:				
Cash	3,347,806	628,157	(144,653)	3,831,310
Borrowings:				
Debt due within one year	(339,082)	321,334	(223,425)	(241,173)
Debt due after more than one year	(1,467,498)	-	223,425	(1,244,073)
Obligations under finance leases	(16,187)	16,187	-	-
	(1,822,767)	337,521	-	(1,485,246)
Total	1,525,039	965,678	(144,653)	2,346,064

	At 1 January 2019	Cash flows	Other non-cash changes	At 31 December 2019
	£	£	£	£
Cash and cash equivalents:				
Cash	3,316,023	102,475	(70,692)	3,347,806
Borrowings:				
Debt due within one year	(411,567)	345,152	(272,667)	(339,082)
Debt due after more than one year	(1,740,165)	-	272,667	(1,467,498)
Obligations under finance leases	(30,853)	14,666	-	(16,187)
	(2,182,585)	359,818	-	(1,822,767)
Total	1,133,438	462,293	(70,692)	1,525,039

18. Reconciliation of movement in net debt (continued)

Company

	At 1 January 2020	Cash flows	Other non-cash changes	At 31 December 2020
	£	£	£	£
Cash and cash equivalents:				
Cash	2,401,487	601,980	(152,780)	2,850,687
Borrowings:				
Debt due within one year	(339,082)	321,334	(223,425)	(241,173)
Debt due after more than one year	(1,467,498)	-	223,425	(1,244,073)
Obligations under finance leases	(16,187)	16,187	-	-
	(1,822,767)	337,521	-	(1,485,246)
Total	578,720	939,501	(152,780)	1,365,441

	At 1 January 2019	Cash flows	Other non-cash changes	At 31 December 2019
	£	£	£	£
Cash and cash equivalents:				
Cash	2,546,498	(78,146)	(66,863)	2,401,487
Borrowings:				
Debt due within one year	(411,567)	345,152	(272,667)	(339,082)
Debt due after more than one year	(1,740,165)	-	272,667	(1,467,498)
Obligations under finance leases	(30,853)	14,666	-	(16,187)
	(2,182,585)	359,818	-	(1,822,767)
Total	363,913	281,672	(66,863)	578,720



Damithri Welikala MCIArb
Attorney-at-law and
Legal Counsel of the ICLP
Arbitration Centre
in Sri Lanka

“

The recognition amongst my peers and the global network that it brings with membership has benefited me immensely. Also, the vast up-to-date knowledge base, a platform for discussion with like-minded members, and the training tools that are made available have greatly influenced me to be a better ADR professional.

”

19. Capital Commitments and Contingent Liabilities

As of 31 December 2020, CIArb had capital commitments of £338,773 for assets (2019: £73,000), comprising £335,751 in relation to a property purchase (2019: £0) and £3,022 in relation to laptop purchases (2019: £0).

There is a cross guarantee in favour of HM Revenue and Customs in respect of CIArb's membership of the Chartered Institute of Arbitrators VAT group.

20. Branch Results

(a) England and Wales branches

	2020			2019		
	Grants from central funds	Income	Expenditure	Grants from central funds	Income	Expenditure
	£	£	£	£	£	£
East Anglia	-	6,106	(3,152)	-	5,456	(8,786)
East Midlands	-	150	-	-	450	(3,110)
London	5,398	-	(7,174)	591	1,959	(10,836)
North East	-	695	(2,423)	6,160	1,991	(2,564)
North West	-	5,964	(2,730)	1,641	10,824	(11,678)
South East	89	12	(9,188)	2,384	10	(1,955)
Southern	-	190	(250)	2,119	1,733	(4,630)
Thames Valley	-	1,040	(1,443)	-	4	(988)
Wales	-	-	(220)	-	-	-
Western Counties	-	-	-	157	88	(1,808)
West Midlands	-	918	(1,148)	4	204	(3,034)
	5,487	15,075	(27,728)	13,056	22,719	(49,389)



20. Branch Results (continued)

(b) Scotland and international branches (continued)

	2020		2019	
	Income	Expenditure	Income	Expenditure
	£	£	£	£
Bahrain*	-	-	-	-
Bermuda	938	-	-	-
Brazil	40,043	(7,598)	-	-
Channel Islands	206	(3,125)	150	-
Cyprus	14,377	(4,149)	-	(1,007)
East Asia	78,687	(111,532)	108,770	(128,495)
Egypt	783	-	9,815	(9,567)
Europe	9,933	(8,774)	18,620	(27,719)
Ireland	62,252	(52,768)	55,661	(70,522)
Kenya	183,890	(174,588)	292,896	(271,417)
Lebanon*	-	-	-	-
Mauritius	-	(1,342)	7,720	(12,004)
Nigeria	129,647	(129,858)	336,808	(446,347)
Scotland	15,786	(33,601)	18,758	(53,432)
South Africa*	-	-	1,070	(3,102)
Sri Lanka**	-	-	-	-
Thailand	-	(1,572)	4	(1,953)
UAE	62,974	(165,259)	136,789	(234,042)
Zambia	24,740	(27,260)	57,856	(50,775)
Zimbabwe*	-	-	-	-
	624,256	(721,426)	1,044,917	(1,310,382)

*The financial statements for Bahrain, Lebanon, South Africa and Zimbabwe had not been received in time to be included in the aggregated Statement of Financial Activities or Cash flow Statement for CIArb. These are not considered material to the final position on aggregation and consolidation. Their net assets as last reported are included as appropriate in the Consolidated and Parent Undertaking balance sheet. The results of Bahrain, Lebanon and Zimbabwe were not included in last year's accounts.

**Sri Lanka branch opened in late 2019 and all financial transactions up to the end of 2020 were made through CIArb HQ.

20. Branch Results (continued)

(c) International subsidiaries (see note 10b)

	2020			
	Income	Expenditure	Surplus / (deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	47,955	(91,776)	(43,821)	119,385
Bahamas	40,528	(8,844)	31,684	48,030
Canada	9,257	(13,762)	(4,505)	65,531
Caribbean	6,700	(3,947)	2,753	25,145
Malaysia	15,793	(17,182)	(1,389)	70,962
New York	5,608	(13,117)	(7,509)	84,072
North America	75,285	(29,006)	46,279	89,066
Qatar	21,581	(22,990)	(1,409)	25,195
Singapore	85,840	(46,241)	39,599	319,003
	308,547	(246,865)	61,682	846,389

	2019			
	Income	Expenditure	Surplus / (deficit) for the year	Net assets as at 31 December
	£	£	£	£
Australia	179,631	(137,271)	42,360	153,053
Bahamas	724	(9,907)	(9,183)	16,832
Canada	72,548	(28,098)	44,450	70,862
Caribbean	87,286	(73,456)	13,830	17,330
India	-	(52,000)	(52,000)	-
Malaysia	117,347	(78,287)	39,060	73,253
New York	96,478	(95,158)	1,320	94,291
North America	91,300	(94,081)	(2,781)	44,053
Qatar	26,142	-	26,142	27,379
Singapore	355,616	(255,314)	100,302	283,462
	1,027,072	(823,572)	203,500	780,515

Grants from central funds are not included in the amounts shown as income in the above table but are included in income in note 17. Branch Income and Expenditure above excludes any translation gains or losses.

20. Branch Results (continued)
(c) International subsidiaries (continued)

Chartered Institute of Arbitrators (India) ("CIArb India") was incorporated in India in 2009 and had been included since 2010 within the consolidated results along with other branches. The adoption of Charities SORP (FRS 102) clarified how incorporated branch entities are accounted for and disclosed within financial statements. A review of the Memorandum and Articles of Association of CIArb (India) concluded that there are no conclusive provisions constituting control by CIArb. The inclusion in prior years was on the basis that CIArb India had acted at all times as if it were a branch, had submitted branch plans and financial results for consolidation in accordance with CIArb instructions, had deployed funding in accordance with the wishes of CIArb Trustees, and its results and net assets were not material to the consolidated financial statements. In 2019, in order to maintain consistency with treatment of other branch entities the Trustees have elected to disaggregate CIArb India from the consolidated financial statements.

Branch Assets/(Liabilities):

As at 31 December 2020	England and Wales branches	Scotland and International branches	International subsidiaries	2020 Total
	£	£	£	£
Fixed assets	-	33,695	-	33,695
Cash at bank and in hand	182,589	1,611,144	884,034	2,677,767
Debtors	7,333	69,551	34,788	111,672
Creditors	(800)	(209,380)	(72,433)	(282,613)
	189,122	1,505,010	846,389	2,540,521

As at 31 December 2019	England and Wales branches	Scotland and International branches	International subsidiaries	2019 Total
	£	£	£	£
Fixed assets	-	38,689	-	38,689
Cash at bank and in hand	187,252	1,711,091	892,242	2,790,585
Debtors	11,022	102,111	37,962	151,095
Creditors	(1,986)	(175,257)	(149,689)	(326,932)
	196,288	1,676,634	780,515	2,653,437

Branch assets and liabilities have been aggregated, or consolidated, within the main balance sheet headings.

20. Branch Results (continued)

(d) Analysis of branch income and expenditure by category

Year to 31 December 2020	England and Wales branches	Scotland and International branches	International subsidiaries	2020 Total
	£	£	£	£
Income				
Grants	-	28,615	81,958	110,573
Meetings and seminars	-	-	-	-
Income from courses	3,833	375,449	220,076	599,358
Scheme income	695	32,592	-	33,287
Bank interest receivable	27	33,883	244	34,154
Other income	10,520	153,717	6,269	170,506
	15,075	624,256	308,547	947,878



20. Branch Results (continued)

(d) Analysis of branch income and expenditure by category (continued)

	England and Wales branches £	Scotland and International branches £	International subsidiaries £	2020 Total £
Expenditure				
Branch office and administration expenditure	(8,653)	(364,123)	(56,542)	(429,318)
Travel and transport	-	-	-	-
Branch meetings and ancillary costs	-	(87,987)	(94,567)	(182,554)
Course expenses	(2,538)	(182,926)	(75,882)	(261,346)
Scheme expenses	-	(1,499)	(7,392)	(8,891)
Other expenses	(16,537)	(84,891)	(12,482)	(113,910)
	(27,728)	(721,426)	(246,865)	(996,019)

Year to 31 December 2019	England and Wales branches £	Scotland and International branches £	International subsidiaries £	2019 Total £
Income				
Subscriptions	-	43,452	111,443	154,895
Meetings and seminars	15,112	151,162	121,535	287,809
Income from courses	5,297	579,333	713,511	1,298,141
Scheme income	-	38,106	-	38,106
Bank interest receivable	138	29,249	1,649	31,036
Other income	2,173	203,615	78,934	284,722
	22,720	1,044,917	1,027,072	2,094,709
Expenditure				
Branch office and administration expenditure	(12,220)	(275,617)	(165,936)	(453,773)
Travel and transport	(20,213)	(106,478)	(29,911)	(156,602)
Branch meetings and ancillary costs	(10,436)	(283,330)	(115,400)	(409,166)
Course expenses	(4,172)	(345,931)	(376,713)	(726,816)
Scheme expenses	-	(1,856)	(48,686)	(50,542)
Other expenses	(2,348)	(297,170)	(86,926)	(386,444)
	(49,389)	(1,310,382)	(823,572)	(2,183,343)

The above figures for England and Wales do not include grants from central funds made during the year. Figures for Scotland and International Branches and subsidiaries do not include the effect of net translation gains.

21. Finance Leases

CIArb has entered into a finance lease contract for the hire purchase of office equipment. At 31 December CIArb was committed to total future minimum payments as follows:

	2020 £	2019 £
In less than one year	-	16,187
Between one and five years	-	-
	-	16,187

This liability is secured on the related assets disclosed in note 9(a).

22. Pension Obligations

CIArb and its subsidiary companies make contributions to employee defined contribution pension schemes. Contributions in the year amounted to £203,791 (2019: £178,560). At the year-end there were no prepaid contributions (2019: £nil). However outstanding pension contributions, included within other creditors, were £nil (2019: £22,783). The assets of the schemes are invested and managed independently of the finances of CIArb.

23. Indemnity Insurance

CIArb paid a premium during the year of £9,500 (2019: £9,500) under a professional indemnity and trustee indemnity insurance policy to protect CIArb and its Trustees against loss arising from the neglect or default of its Trustees, agents or employees, arising in the course of CIArb's business.

24. Related party transactions

Related party transactions with the subsidiaries set out in note 10(b) are as follows:

(a) 12 Bloomsbury Square Limited ("12BSL")

Under an operating agreement signed on 21 December 2009, 12BSL has a licence to use the property of 12 Bloomsbury Square to carry out a room hire business. CIArb recharged 12BSL £361,238 (2019: £447,033) of costs under this agreement during the year. In addition, CIArb makes use of meeting rooms at the property from time to time. 12BSL charged CIArb £50,931 (2019: £108,371) for these rooms during the year.

Gift Aid distributions of £16,741 (2019: £79,314) were paid by 12BSL to CIArb.

At the end of the year, the balance owing to CIArb was £352,836 (2019: owing from CIArb £3,292).

(b) Arbitration Services Limited ("ASL")

Gift Aid distributions of £nil (2019: £1,819) were paid by ASL to CIArb. At the year end, the balance owing to CIArb was £9,937 (2019: £4,009).

(c) The City Disputes Panel Limited ("CDP")

At the year end, the balance owing to CIArb was £95,300 (2019: £95,300), of which £95,300 (2019: £95,300) cumulative has been provided for in CIArb's books.

(d) Independent Dispute Resolution Services Limited ("IDRS")

At the year end, the balance owing from CIArb was £1,000 (2019: £1,000).

(e) International subsidiaries

CIArb collects branch subscriptions on behalf of these subsidiaries during the year and pays this income to the branches in two annual instalments. In addition, where branches carry out training courses, CIArb charges the branches for training materials as well as for marking, moderation and assessment fees. Relevant information is set out in the tables below.

24. Related party transactions (continued)

Party	2020 Subscriptions received	Branch training charges made	Balance owing to / (from) CIArb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	129,277	11,556	4,437
Chartered Institute of Arbitrators Bahamas Branch	12,320	2,160	5,637
Chartered Institute of Arbitrators (Canada Branch) Incorporated	89,592	-	58
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	54,240	5,442	7,807
International Group of Arbitrators Berhad	-	-	-
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	100,147	19,263	11,718
The Chartered Institute of Arbitrators (New York Branch), Inc.	47,117	-	-
The Chartered Institute of Arbitrators (North America Branch), Inc.	132,698	17,952	17,952
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	64,913	6,142	13,541
The Chartered Institute of Arbitrators (Singapore) Limited	155,633	18,424	1,807

Party	2019 Subscriptions received	Branch training charges made	Balance owing to / (from) CIArb at 31 December
	£	£	£
The Chartered Institute of Arbitrators (Australia) Limited	120,740	10,840	4,431
Chartered Institute of Arbitrators Bahamas Branch	11,019	2,305	5,637
Chartered Institute of Arbitrators (Canada Branch) Incorporated	82,955	-	58
Chartered Institute of Arbitrators (Caribbean Branch) Incorporated	46,004	5,460	4,789
International Group of Arbitrators Berhad	-	-	-
The Chartered Institute of Arbitrators (Malaysia Branch), Inc	90,094	3,688	(6,327)
The Chartered Institute of Arbitrators (New York Branch), Inc.	44,867	-	-
The Chartered Institute of Arbitrators (North America Branch), Inc.	121,272	-	-
The Chartered Institute of Arbitrators (Qatar & QFC LLC), Inc.	61,104	-	-
The Chartered Institute of Arbitrators (Singapore) Limited	150,187	5,190	306



CIArb
evolving to resolve

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