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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.







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.

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	2	021	20	022	20	023	20	024
	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%



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

14.8%

increase in Ciarb's social media following

100

pieces of content created by contributors from 24 countries

3,800

people trained and assessed worldwide

7,000+

people from 144 countries registered for Ciarb HQ events

115

speakers from 24 countries featured in Ciarb HQ events

2

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

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

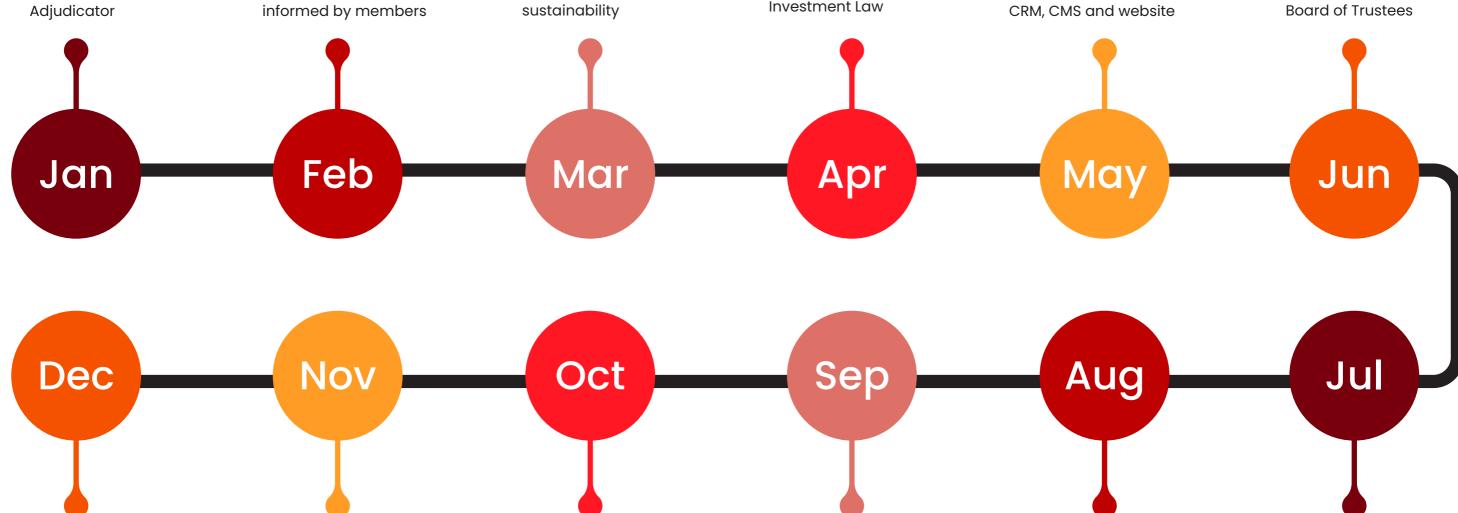
- Ciarb facilitates the UK All-Party Parliamentary Group on ADR session on legal services
- Ciarb retains its contract with the Pubs Code Adjudicator

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

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

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

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



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

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

The Global Diploma in International Commercial Arbitration takes place in Oxford, UK, under course director Professor Dr. Mohamed Abdel Wahab C.Arb FCIArb Dr Crina Baltag FCIArb announced as new course director for the Global Diploma in International Commercial Arbitration in 2025 The Arbitration
Bill, incorporating
recommendations
from Ciarb, is
announced in the
King's Speech



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 Al Guideline Drafting Committee in 2023 and, in 2024, they continued work to develop a Ciarb Guideline on the Use of Al in Arbitration.

The Guideline is designed for use by arbitrators, parties, counsel and experts, and provides essential insights into navigating the complexities of integrating Al 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)





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

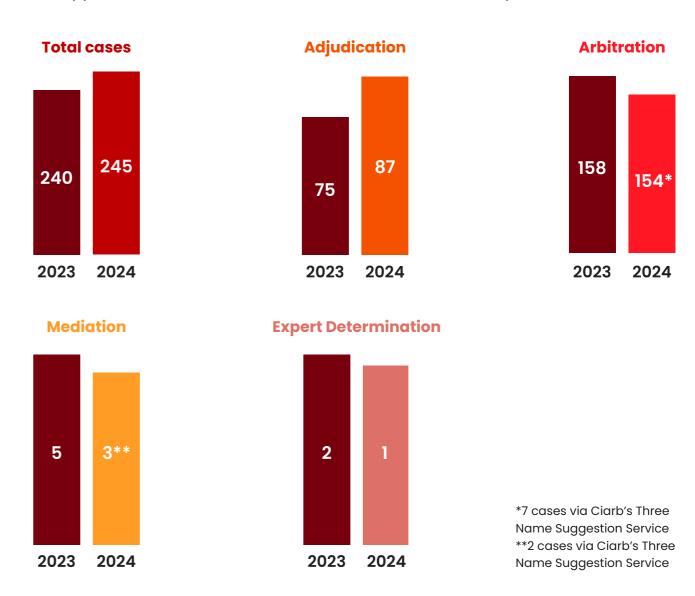
Arbitration: The International Journal of Arbitration, Mediation and Dispute Management (Ciarb Journal) is Ciarb's quarterly peer-reviewed academic journal which dates back to 1915. In 2024, Stavros Brekoulakis ended his tenure as Ciarb Journal's Editor in Chief having overseen, from 2018, the production 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.



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).

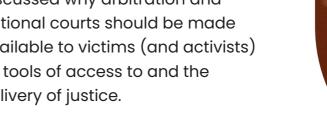




Professor (Dr.) Emilia Onyema PhD FCIArb delivered the lecture on 'Access to Arbitral Justice for Local Communities: Mitigating the cost of corruption and providing access to justice for local communities'.

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

Al 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 Al: Global trends
- Let's Discuss Global Trends in Al Regulation
- Al 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



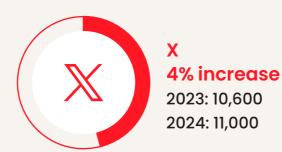
Instagram 16% increase 2023: 2,500

2023: 2,500 2024: 2,900



Facebook 13% increase

2023: 9,200 2024: 10,400





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 nonmembers 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

Presiden

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 IIP

80 Victoria Street, London, SWIE 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 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 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.

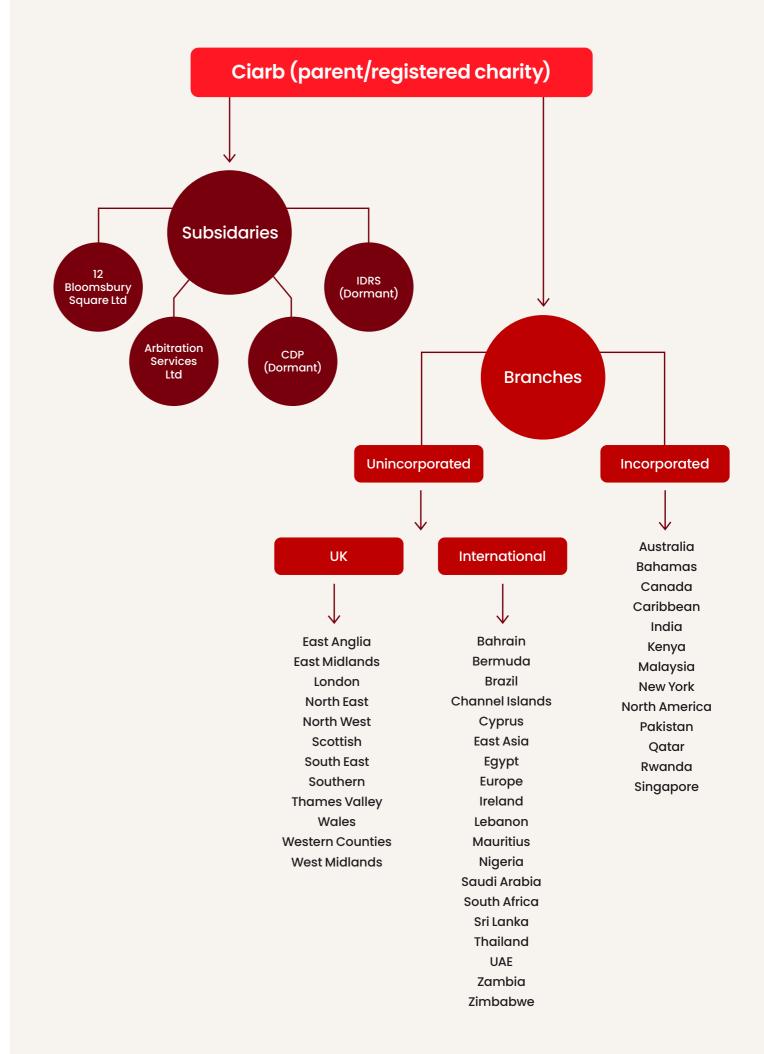
Ciarb has 44 Branches globally, run by volunteer Branch committees which are elected by Branch members. Some Branches have also established Chapters to enable more members to get involved locally. Branch assets mainly consist of cash deposited with banks.

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

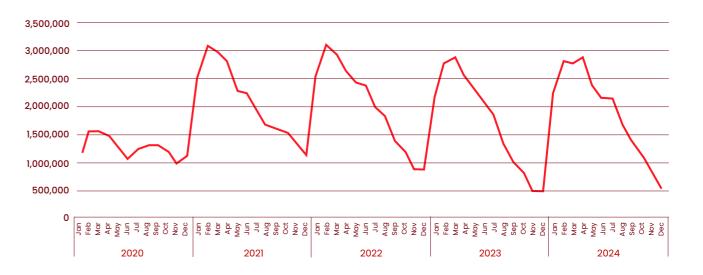
The level of overall reserves should be a minimum of six months' worth of regular expenditure, which for 2024 is budgeted as £4.0m.

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

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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 Snith 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
Evnanditura an:					
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.

Group					
	Note		24	202	
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	14		(738,800)		(848,983)
after more than one year					
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)

Don MacIntyre

Don MacIntyre

(Chief Executive Officer)

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

Parent

Fixed Assets 9(b) 6,249,197 6,185,754 Intangible Assets 10 1,570,202 1,286,339 Investments: Investments: Investments: Investments: Managed 11 1,229,584 1,199,548 439,630 Total investments 11 402,454 439,630 1,639,178 Total fixed assets 9,451,437 9,111,271 Current Assets 2,271,770 2,305,524 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) 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
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 1,199,548 439,630 Total investments 11 402,454 439,630 Total fixed assets 9,451,437 9,111,271 Current Assets Debtors 12 2,271,770 2,305,524 1,534,073 Cash at bank and in hand 1,626,592 1,534,073 Liabilities: Amounts falling due within one year (2,654,281) Net Current Assets 10,085,302 10,296,587 Liabilities: Amounts falling due after more than one year (4,88983)
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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)
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Liabilities: Amounts falling due within one year Net Current Assets Fotal Assets Less Current Liabilities Liabilities: Amounts falling due after more than one year 13 (3,264,497) (2,654,281) 633,865 1,185,316 10,085,302 10,296,587
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Liabilities: Amounts falling due after more than one year (738,800) (848,983)
Liabilities: Amounts falling due after more than one year (738,800) (848,983)
after more than one year (848,983)
after more than one year
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

Don Macentyre

(Chief Executive Officer)

Consolidated Cash Flow Statement for the year ended 31 December 2024

	2024	ļ	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	(022,001)		500,000	
Dividends received	13,916		15,132	
Interest received	88,913		78,562	
micoroac roosivou				
Net cash utilised by investing activities		(519,865)		(54,123)
Cash flows from financing activities				
Repayment of long-term loans	(107,177)		(104,171)	
		(107177)		(10.4177)
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				
Commonweate of oracle				
Components of cash		00 515 000		0.455.000
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

Freehold Building

Improvements to Leasehold Premises

 Over the remaining period of the lease

- 10% per annum on cost

Furniture and Fittings
Computer and Electronic Equipment

- 10% per annum on cost

- 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.

- Nil

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.

(I) 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			2023	
	Direct Costs	Support costs	Total	Direct Costs	Support costs	Total
	£	£	£	£	£	£
Membership activities Scheme administration	1,727,103	1,015,955	2,743,058	1,610,861	1,445,739	3,056,600
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	Property	Depreciation/			2024
	costs	costs	Amortisation	Governance	Admin	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		Depreciation /			2023
	costs	Property costs	Amortisation	Governance	Admin	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	
£	£	
3,720,228	3,132,316	
385,519	354,460	
282,972	245,829	
108,640	68,328	
4,497,359	3,800,933	
	3,720,228 385,519 282,972 108,640	

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	2023	
	No.	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	2023
	No.	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	-
	10	
	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					
Net book value					
At 31 December 2024	£6,202,212	325,989	125,782	59,125	6,713,135
At 31 December 2024	£0,202,212		120,762		
At 31 December 2023	6 100 200	220.010	120,006	10.007	6 500 101
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	(004)	(1,004)	(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	05945475	Dormant
Services Limited		

(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 Turnover Total expenses Profit for the year Net (liabilities) / assets	1,000 759,377 454,141 305,236 138,716	1,000 12,000 7,496 4,504 11,483	100 - - - (95,300)	1,000 - - - 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 Turnover Total expenses Profit for the year Net (liabilities) / assets	1,000 682,997 462,271 220,726 (166,520)	1,000 6,978 6,582 396 7,375	100 - - - (95,300)	1,000 - - - - 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 unde	rtaking
	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

	Grou	ıp	Parent unde	ertaking
	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

	Grou	ıp	Parent unde	rtaking	
	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			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 on	e year		(107,177)	(104,171)
				738,800	848,983

15. Group funds summary

2024 Restricted General funds **Total funds** Total Unrestricted funds funds £ £ £ £ Group funds balance 9,772,253 9,772,253 8,973 9,781,229 Fund balances are represented by: 8,283,337 Fixed assets 8,283,337 8,283,337 1,229,584 Fixed asset investments 1,229,584 1,229,584 998,132 8,973 1,007,105 Net current assets 998,132 Long term liabilities (738,800)(738,800)(738,800)9,772,253 9,772,253 8,973 9,781,226 Total net assets 2023 General funds **Total** Restricted **Total funds Unrestricted** funds funds £ £ £ £ Group funds balance 9,699,938 8,818 9,708,756 9,699,938 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)9,699,938 9,699,938 8,818 9,708,756 Total net assets

16. Parent funds summary

		2024		
	General	Total	Restricted	Total funds
	funds	Unrestricted	funds	
		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
		2023		
	General	Total	Restricted	Total funds
	funds	Unrestricted	funds	
		funds		
	£	£	£	£
Parent funds balance	9,447,604	9,447,604	-	9,447,604
Fund balances are represented by:	7 470 000	7 470 000		7 470 000
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	Income	Expenditure	Transfers	Gains /	At 31
	At 1 January 2023	Income	Expenditure	Transfers	Gains / (losses)	December
	•	Income	Expenditure £	Transfers £		
Unrestricted funds General funds:	2023		·		(losses)	December 2023
General funds: Headquarters	2023 £ 7,498,287	£ 7,620,941	£ (7,448,910)	£	(losses) £ (129,518)	2023 £ 7,540,800
General funds:	2023 £	£	£		(losses)	December 2023 £
General funds: Headquarters Branches	2023 £ 7,498,287	£ 7,620,941	£ (7,448,910)	£	(losses) £ (129,518)	2023 £ 7,540,800
General funds: Headquarters	2023 £ 7,498,287 2,384,612	£ 7,620,941 1,398,130	(7,448,910) (1,566,972)	£ - 78,148	(losses) £ (129,518) (134,780)	2023 £ 7,540,800 2,159,138
General funds: Headquarters Branches Designated funds Total unrestricted	2023 £ 7,498,287 2,384,612 9,882,899	7,620,941 1,398,130 9,019,071	(7,448,910) (1,566,972) (9,015,882)	- 78,148 - 78,148 -	(losses) £ (129,518) (134,780) (264,298)	7,540,800 2,159,138 9,699,938
General funds: Headquarters Branches Designated funds	2023 £ 7,498,287 2,384,612	£ 7,620,941 1,398,130	(7,448,910) (1,566,972)	£ - 78,148	(losses) £ (129,518) (134,780)	2023 £ 7,540,800 2,159,138
General funds: Headquarters Branches Designated funds Total unrestricted funds Restricted funds	2023 £ 7,498,287 2,384,612 9,882,899	7,620,941 1,398,130 9,019,071	(7,448,910) (1,566,972) (9,015,882)	- 78,148 - 78,148 -	(losses) £ (129,518) (134,780) (264,298)	7,540,800 2,159,138 9,699,938
General funds: Headquarters Branches Designated funds Total unrestricted funds Restricted funds Kenyan	2023 £ 7,498,287 2,384,612 9,882,899 - 9,882,899	7,620,941 1,398,130 9,019,071	(7,448,910) (1,566,972) (9,015,882)	- 78,148 - 78,148 - 78,148	(losses) £ (129,518) (134,780) (264,298)	7,540,800 2,159,138 9,699,938
General funds: Headquarters Branches Designated funds Total unrestricted funds Restricted funds Kenyan Development fund CIAMA (Caribbean)	2023 £ 7,498,287 2,384,612 9,882,899	9,019,071 9,019,071	(7,448,910) (1,566,972) (9,015,882)	- 78,148 - 78,148 -	(losses) £ (129,518) (134,780) (264,298)	7,540,800 2,159,138 9,699,938
General funds: Headquarters Branches Designated funds Total unrestricted funds Restricted funds Kenyan Development fund CIAMA (Caribbean) fund	2023 £ 7,498,287 2,384,612 9,882,899 - 9,882,899	7,620,941 1,398,130 9,019,071	(7,448,910) (1,566,972) (9,015,882)	- 78,148 - 78,148 - 78,148	(losses) £ (129,518) (134,780) (264,298)	7,540,800 2,159,138 9,699,938
General funds: Headquarters Branches Designated funds Total unrestricted funds Restricted funds Kenyan Development fund CIAMA (Caribbean)	2023 £ 7,498,287 2,384,612 9,882,899 - 9,882,899	9,019,071 9,019,071	(7,448,910) (1,566,972) (9,015,882)	- 78,148 - 78,148 - 78,148	(losses) £ (129,518) (134,780) (264,298)	7,540,800 2,159,138 9,699,938

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
£	£	£	£	£	£
8 519 130	7 803 911	(7 877 642)	_	(31124)	8,414,275
928,475	811,609	(814,752)		6,895	932,227
9,447,605	8,615,520	(8,692,394)	_	(24,229)	9,346,502
9,447,605	8,615,520	(8,692,394)	-	(24,229)	9,346,502
-	-	-	-	-	-
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
£	£	£	f	£	2023 £
_	_	-	_	_	_
8,430,340	7,493,997	(7,344,800)	_	(60,407)	8,519,130
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
	0045 715	(8,117,883)	_	(123,011)	9,447,605
9,442,784	8,245,715	(0,117,003)		(,,,	-, ,
9,442,784	8,245,/15	(6,117,063)	_	-	-
	2024 £ 8,519,130 928,475 9,447,605 9,447,605 4t 1 January 2023 £ 8,430,340 1,012,444 9,442,784	2024 £ £ 8,519,130 7,803,911 928,475 811,609 9,447,605 8,615,520 9,447,605 8,615,520 At 1 January 2023 £ £ 8,430,340 7,493,997 1,012,444 751,718 9,442,784 8,245,715	£ £ £ 8,519,130 7,803,911 (7,877,642) 928,475 811,609 (814,752) 9,447,605 8,615,520 (8,692,394) 9,447,605 8,615,520 (8,692,394) 9,447,605 8,615,520 (8,692,394) At 1 January 2023 £ £ £ 8,430,340 7,493,997 (7,344,800) 1,012,444 751,718 (773,083) 9,442,784 8,245,715 (8,117,883)	£ £ £ £ £ 8,519,130 7,803,911 (7,877,642) - 928,475 811,609 (814,752) - 9,447,605 8,615,520 (8,692,394) - 9,447,605 8,615,520 (8,692,394) - 9,447,605 8,615,520 (8,692,394) - At 1 January 2023 £ £ £ £ £ 8,430,340 7,493,997 (7,344,800) - 1,012,444 751,718 (773,083) - 9,442,784 8,245,715 (8,117,883) - 9,442,784 8,245,715 (8,117,883) -	£ £ £ £ £ £ £ £ £ £ £ £ £ £ £ £ £ £ £

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 Obligations under finance leases	(848,983) -	-	110,183 (45,010)	(738,800) (45,010)
	(953,154)	107,177	(45,010)	(890,987)
Total	1,502,148	60,375	62,129	1,624,657
	January 2023	Cash flows	Other non-cash changes	At 31 December 2023
	January	Cash flows	non-cash	December
Cash and cash equivalents: Cash	January 2023		non-cash changes	December 2023
Cash Borrowings: Debt due within one year	January 2023 £ 3,180,046 (154,180)	£	non-cash changes £ (73,959) (61,676)	2023 £ 2,455,302 (104,171)
Cash Borrowings:	January 2023 £ 3,180,046	£ (650,785)	non-cash changes £ (73,959)	2023 £ 2,455,302
Cash Borrowings: Debt due within one year Debt due after more than one year	January 2023 £ 3,180,046 (154,180) (910,659)	£ (650,785)	non-cash changes £ (73,959) (61,676) 61,676	2023 £ 2,455,302 (104,171)

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

	Grants from central funds	2024 Income	Expenditure	Grants from central funds	2023 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	
£	£	£	£	
-	-	-	-	
9,484	(23,245)	20,530	(22,381)	
26,627	(29,940)	25,606	(26,903)	
-	(30)	-	(30)	
31,610	(43,172)	40,320	(49,528)	
147,457	(138,352)	139,866	(160,831)	
2,115	8,775	4,987	(482)	
37,008	(48,646)	24,668	(49,431)	
133,010	(133,561)	84,594	(102,415)	
-	-	_	-	
4,181	(4,097)	4,344	(4,257)	
232,436	(174,780)	196,150	(186,993)	
34,808	(35,721)	31,958	(35,005)	
9,946	(3,357)	_	-	
2,701	(2,115)	5,579	(1,350)	
8,870	(8,937)	838	(1,230)	
41,200	(81,298)	54,822	(40,702)	
72,544	(60,054)	80,647	(63,254)	
	<u> </u>			
793,997	(778,530)	714,909	(744,792)	
	Income £ - 9,484 26,627 - 31,610 147,457 2,115 37,008 133,010 - 4,181 232,436 34,808 9,946 2,701 8,870 41,200 72,544 -	Income £ £ £ £	Income Expenditure Income £ £ £ 9,484 (23,245) 20,530 26,627 (29,940) 25,606 - (30) - 31,610 (43,172) 40,320 147,457 (138,352) 139,866 2,115 8,775 4,987 37,008 (48,646) 24,668 133,010 (133,561) 84,594 - - - 4,181 (4,097) 4,344 232,436 (174,780) 196,150 34,808 (35,721) 31,958 9,946 (3,357) - 2,701 (2,115) 5,579 8,870 (8,937) 838 41,200 (81,298) 54,822 72,544 (60,054) 80,647 - - - - - - - - - - - - -	

*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)

		202	4	
	Income	Expenditure	Surplus/(deficit)	Net assets as at
			for the year	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
		202	3	
	Income	Expenditure	Surplus/(deficit)	Net assets as at
		•	for the year	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	Scotland and International	International subsidiaries	2023 Total
	Branches	Branches		
	£	£	£	£
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



	England and Wales Branches	International Branches	International subsidiaries	2024 Total
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)
				2000
Year to 31 December 2023	England and	Scotland and		2023
	Wales	International	subsidiaries	Total
	Branches £	Branches £	£	£
Income	L	L	L	L
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 yearend, 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.

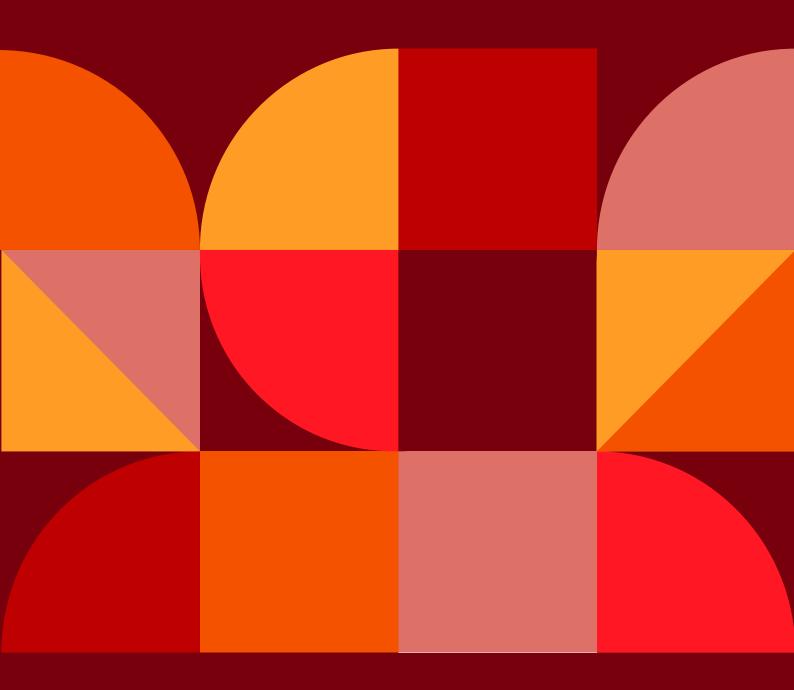
Relevant information is set out in the tables below.

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

(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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