



AMERICAN  
ARBITRATION  
ASSOCIATION®

AAA-ICDR®  
COUNCIL

SMARTER TOOLS  
FOR A FAIRER FUTURE

# Expanding Access, Enhancing ADR

2024 AAA-ICDR Annual Report  
and Financial Statements

**Mission,  
Vision,  
Values**



# OUR **Mission.**

To lead the world in providing innovative measures to prevent, mitigate and resolve disputes fairly and efficiently.

Advancing a future where fair,  
efficient, respectful and collaborative  
conflict resolution is accessible to all.

# OUR Vision



# OUR Values.

- We lead with integrity.
- We know the process matters.
- We provide exceptional service.
- We educate and solve problems.
- We innovate and improve continuously.
- We collaborate and embrace differences.

# President's Letter

Dear Stakeholders,

As I look back on 2024, I'm proud of the remarkable progress we've achieved together—progress that continues to transform our organization and the broader alternative dispute resolution (ADR) landscape. Our strong financial performance, groundbreaking technology initiatives and bold strategic vision reflect the dedication of our staff, panelists and partners.

We finished the year with organizational growth and a healthy financial position while investing significantly in technology and infrastructure. At the heart of these results is a tremendous team—curious, mission-driven and biased to action. The people at the AAA-ICDR® define our culture of collaboration and innovation.

We built on 2023's technology momentum with accelerated innovation initiatives in 2024. Our advances in AI-focused projects illustrate this progress:



### **ClauseBuilder® AI (Beta):**

Our first public-facing AI tool, ClauseBuilder AI, won Overall LegalTech Innovation of the Year from LegalTech Breakthrough and was named a finalist for Best Use of Artificial Intelligence in the Provider Category at the 2025 Legalweek Leaders in Tech Law Awards.

### **Chatbot Development**

We built and deployed several AI chatbots to support employees, panelists and case filers—and more are on the way.

### **AAAi Panelist Search Tool**

We developed an advanced search tool that uses AI to improve the panelist selection process.



We  
the AAA

**We continue to share our work and approach to AI's role in dispute resolution through the AAAiLab™,**

our hub for co-creating and sharing AI-driven tools and research. We love leveraging technology that improves efficiency and enhances our users' experience.

**We also recognize online dispute resolution's (ODR) growing role in managing conflicts.**

We acquired ODR.com to jumpstart our ODR offerings. Our talented ODR.com colleagues are helping us serve new communities and markets: courts and e-commerce platforms. This inorganic growth will make dispute resolution more efficient, accessible and equitable for parties around the world.

**We are shaping the conversation on technology and dispute resolution.**

We have established the AAA-ICDR Institute™ to unite our educational partnerships with law schools and nonprofits to drive impact in the future of dispute resolution, hosted global conferences on AI to drive the modernization of ADR, and reached tens of thousands through our AI-focused podcasts and speaking engagements. Moreover, our partnerships with institutions like Suffolk Law School and the National Center for State Courts are expanding access to justice by integrating ADR and AI innovations into high-volume dockets.

Our path forward is exciting and ambitious as we approach our centennial anniversary. We enter 2025 focused on our clear vision for the future. Most importantly, we are guided by the AAA-ICDR's core values—integrity, neutrality and a relentless focus on delivering an excellent dispute resolution process.

Your support and partnership have been instrumental in driving these results. Thank you for standing with us during a transformative year. We look forward to working together to shape the ADR industry of tomorrow—one where innovation, accessibility and excellence define how disputes get resolved.

A handwritten signature in black ink, appearing to read "Bridget M. McCormack".

**Bridget M. McCormack**  
President & Chief Executive Officer

# 2024:

## A Strategic Vision

In 2024, we launched our five-year strategic plan, a bold framework designed to shape the future of ADR and strengthen our role as the global leader in preventing, mitigating and resolving disputes fairly and efficiently. Our strategic plan is built around five key pillars that guide our efforts to expand access to ADR, drive innovation, enhance client service and foster sustainable growth:

### **01. Blaze a Trail for ADR**

Establish AAA® as the foremost thought leader in dispute resolution, shaping best practices and advancing the industry through research, education and global engagement.

### **02. Lead with Innovation**

Navigate industry disruption by investing in AI, technology-driven dispute resolution and data-driven insights to enhance efficiency and accessibility.

### **03. Elevate the Customer Experience**

Strengthen customer connections through simplified service models, improved panel selection and tailored solutions that align with evolving market needs.

### **04. Achieve Purposeful Growth**

Expand our brand, reach and global presence with deliberate, sustainable growth strategies that amplify our impact.

### **05. Deliver Operational Excellence**

Optimize processes and infrastructure, empowering our staff and panelists to drive organizational efficiency and agility.

**By aligning our initiatives with these five pillars, we are driving meaningful progress in ADR and strengthening our impact worldwide.**

# Impact by the Numbers

Key Metrics in ADR Efficiency  
and Growth

## New York No-fault

The AAA-ICDR's No-fault Insurance Arbitration Program delivered exceptional efficiency and accessibility in 2024, handling 473,543 new filings and 151,468 hearings, with over \$1.1 billion in claims resolved. A significant achievement this year was the dramatic reduction in resolution times, with the average time from filing to award decreasing from 15 months in 2021 to just 8.5 months in 2024.

## Commercial

### B2B

In 2024, 13,425 B2B disputes were filed, a 16% increase from 2023. Total claims rose by 11%, while counterclaims surged 36% year-over-year. The AAA-ICDR delivered rapid dispute resolution, with median times to award as follows:

- Claims under \$100,000: 5.1 months
- Claims between \$100,000 and \$999,000: 9.1 months
- Claims equal to or over \$1 million: 19.1 months
- The quickest resolutions were even faster, with some cases getting to award in as little as 1.1 months for claims under \$1 million and 2.3 months for claims \$1 million or more.

COMMERCIAL B2B

**13,425** cases filed.  
**Dispute resolution increased.**

**16%** increase from 2023.

### Financial Services

Financial services arbitration saw 1,429 cases filed, with our panel of 813 experienced arbitrators available to decide them. The total claims in this sector amounted to \$1.48 billion.

### Healthcare

The AAA-ICDR handled a record 1,027 healthcare case filings in 2024, a substantial increase from 896 cases in 2023. The total claims reached \$3.17 billion, with \$2.72 billion in counterclaims. The largest claim amounted to \$515 million, while the largest counterclaim reached \$2.5 billion. Notably, 80% of cases closed in 2024 settled before an award, and 21% of settled cases closed before incurring arbitrator compensation. The AAA-ICDR's healthcare dispute resolution process remains significantly faster than litigation, with cases involving claims of \$1 million and above getting to award in a median of 13.8 months, compared to a median of 31.6 months in U.S. District Courts from filing to trial.<sup>1</sup>

COMMERCIAL B2B

**13,425** cases filed.  
**Dispute resolution increased.**

**16%** increase  
from 2023.

<sup>1</sup> From the U.S. Courts' website, reporting on the 12-month period ending September 30, 2024.

## Technology

With 619 technology-related cases filed in 2024, arbitration remains a preferred dispute resolution method for the tech industry. Total claims reached \$1.2 billion, and 44% of cases closed in 2024 were settled before an award was issued, demonstrating the effectiveness of AAA-ICDR's ADR processes.

## Energy

The energy sector saw an increased reliance on arbitration, with 203 specialized arbitrators ready to handle the 99 cases filed in 2024, alleging \$980+ million in total claims. The fastest time to award in 2024 was just 5.6 months, demonstrating the efficiency of the AAA-ICDR's arbitration framework.

## Life Sciences

Life sciences arbitration cases saw notable progress in 2024, with total claims exceeding \$400.5 million. The largest claim filed was \$109.6 million, while the largest counterclaim was \$9.9 million. More than 50% of the life sciences cases closed in 2024 settled, and 33% of settled cases closed before incurring arbitrator compensation. The AAA-ICDR's time to award for life sciences disputes remains a fraction of the time required for litigation, with claims \$1 million or more awarded in a median of 18 months, compared to 31.6 months to trial in U.S. District Court.

COMMERCIAL B2B

**13,425** cases filed.  
**Dispute resolution increased.**

**16%** increase  
from 2023.

CONSUMER

# Faster dispute resolution.

**8.5** MONTHS  
median time to award.

VS **31.6** MONTHS  
median trial time in U.S. District Court.

## Consumer

The AAA-ICDR handled 8,459 single consumer arbitration cases in 2024. AAA-ICDR charged no consumer fees in 4,457 cases and granted fee waivers totaling \$211,668. The organization delivered faster dispute resolution, with a median time to award in 2024 of 8.5 months, significantly outpacing the 31.6-month median trial time in U.S. District Court.

## Construction

AAA-ICDR's construction caseload significantly increased in 2024, with 6,310 cases filed and total claims reaching \$4.4 billion. Counterclaims amounted to \$1.1 billion, with an average counterclaim size of \$761,098. A commitment to efficiency saw 41% of settled cases closed in 2024 closing before the parties incurred any arbitrator compensation. The AAA-ICDR time-to-award outpaced court resolution times, with:

- Claims under \$100,000 resolving in a median of 5.7 months
- Claims between \$100,000 and \$999,000 resolving in 11.2 months
- Claims equal to or exceeding \$1 million resolving in 19.9 months, compared to 31.6 months to trial in U.S. District Court

CONSUMER

# Faster dispute resolution.

**8.5** MONTHS  
median time to award.

**vs 31.6** MONTHS  
median trial time in U.S. District Court.

## Labor

Labor disputes remained a key focus, with 4,530 cases filed and a dedicated panel of 539 experienced labor arbitrators. Labor cases were handled with a near-even split between in-person (52%) and video (48%) hearings, reflecting the adaptability of modern ADR practices.

## Employment

Employment arbitration continued to provide an effective alternative to litigation, with 4,061 cases filed in 2024. For cases closed in 2024, most (76%) settled before reaching an award, and 20% of settled cases closed before incurring arbitrator compensation. Disputes were resolved with:

- A median time to award of 16.6 months
- The fastest cases resolving in just 2.4 months

# **Pioneering the Future of ADR:**

Expanding Access, Influence  
and Thought Leadership



# International Centre for Dispute Resolution®

**ICDR to Host 2028 ICCA Congress in San Francisco**  
The ICDR, in partnership with California Arbitration, has successfully won the bid to host the 2028 ICCA Congress in San Francisco, marking a historic milestone for the organization. The ICCA Congress is the world's largest and most prestigious international arbitration conference, bringing together legal experts, arbitrators, policymakers and corporate leaders to discuss the evolving dispute resolution landscape. This marks the first time the ICDR will host the event, further reinforcing our global leadership in arbitration.

With over three years to prepare, the ICDR aims to showcase cutting-edge advancements in arbitration, including the latest developments in AI, ODR and cross-border dispute management. The 2028 Congress will serve as a major opportunity to strengthen relationships across jurisdictions and set the stage for the next era of dispute resolution.

**Expanding Global Influence: ICDR's International Partnerships and Advisory Councils**  
The ICDR significantly expanded our global presence in 2024 by launching the ICDR India Committee, the ICDR Greater China Committee and refreshing the ICDR Asia Advisory Council. These initiatives strengthen arbitration frameworks and foster collaboration with legal and corporate leaders across key regions.

The ICDR also deepened our engagement in other key markets by signing a cooperation agreement with the Arbitration and Mediation Center of Armenia, engaging legal communities in Korea and Mexico, and working with the Canada Advisory Committee to update arbitration rules and strengthen local panel connections.

Building on these milestones, we participated in key arbitration events across Asia, Latin America, North America and Europe, from hosting the ICDR India Conference to engaging in Singapore Convention Week, China Arbitration Week and iLaw 2024. Additionally, the ICDR deepened collaboration with judicial delegations from Kosovo and Pakistan, hosted LLM students from USC Gould and Northwestern Pritzker, and partnered with Columbia Law School and the Chartered Institute of Arbitrators to provide training on international arbitration best practices.

The ICDR Young & International (Y&I) network, now with 5,000+ members across 95+ countries, launched new initiatives to support emerging arbitration professionals, including the Tribunal Secretary Platform, which leverages technology to modernize procedural efficiency. Through these efforts, the ICDR continues to shape the future of dispute resolution through innovation, collaboration and global leadership.



## The AAA-ICDR Institute

### Driving Thought Leadership in ADR

Launched in July 2024, the [AAA-ICDR Institute](#) is at the forefront of advancing ADR through research, policy recommendations and strategic partnerships. Building on our nearly century of leadership in arbitration and mediation, the Institute is dedicated to fostering innovation in court-connected and government ADR programs, expanding access to justice and enhancing procedural fairness. Initiatives in 2024 included the launch of the AAA-ICDR and Suffolk University Law School [ODR Innovation Clinic](#), which uses AI-powered tools, virtual mediation and smart court forms to transform family law for underserved communities. The Institute also co-hosted the inaugural "Future Dispute Resolution" conference at Stanford Law School with CodeX, where global leaders explored how generative AI, ODR and technology-integrated arbitration are reshaping the dispute resolution landscape. The event featured findings from the [ICDR Technology and Life Sciences Global Working Group](#), further reinforcing the Institute's central role in defining the future of ADR.

## Inclusion

### Developing the Next Generation of ADR Leaders

In 2024, the AAA-ICDR deepened its commitment to fostering a more inclusive and representative dispute resolution field through a series of impactful programs. The Higginbotham Fellows Program and Diverse Student ADR Summit continued to thrive, offering transformative opportunities for students and emerging professionals across the U.S. and worldwide, including Nigeria, Colombia, Turkey and Cuba. With 183 Higginbotham alumni and nearly 100 ADR Summit participants, these initiatives are helping to shape a globally diverse pipeline of future leaders in arbitration and mediation.

Complementing these efforts, the newly launched Pathways to ADR Series provides aspiring arbitrators with targeted workshops, mentorship and career development programming. Together, these programs reflect our commitment to expanding access to ADR and cultivating the next generation of dispute resolution professionals.





## Law School Alliances

### Strengthening ADR Presence in Legal Education

The AAA-ICDR launched the Law School Alliance Program, fostering ADR awareness and preference at over 200 law schools. By attending key academic conferences, including the Association of American Law Schools (AALS) Annual Professor Conference, AALS Clinic Conference and Southeastern Law School Conference, the AAA-ICDR is building relationships with legal educators and expanding our role in shaping future dispute resolution professionals.

### “Peace: Stories and Writings of Lela Love”

The AAA-ICDR collaborated with Cardozo Law School to publish “Peace: Stories and Writings of Lela Love,” celebrating the legacy and impact of Professor Lela Love in dispute resolution. This collection highlights her work in mediation, arbitration and peacebuilding.

## **AAAi Podcast**

Launched in February 2024, the [AAAi Podcast](#) is hosted by AAA-ICDR President & CEO Bridget McCormack and legal tech strategist Zach Abramowitz. The podcast examines AI's evolving role in arbitration, mediation and legal services by featuring conversations with leaders in AI, legal tech and dispute resolution. Past guests include Ford Motor Company's legal team, ODR.com CEO Colin Rule and LegalMation CEO James Lee, offering insights on AI's real-world applications, regulatory challenges and its potential to enhance efficiency, accessibility and decision-making in ADR.





## Publications

### Elevating Thought Leadership:

### The Relaunch of the Dispute Resolution Journal

In 2024, the AAA-ICDR revitalized the Dispute Resolution Journal, transforming it into a premier resource for arbitration and mediation professionals worldwide. Expanding from one issue per year to six, the journal now delivers timely, in-depth analysis, case law updates and expert commentary on the most pressing issues in ADR. With a newly appointed editor at the helm, the publication is evolving to meet the dynamic needs of practitioners, scholars and industry leaders, providing them with critical insights into emerging trends, procedural advancements and global dispute resolution developments. This relaunch reinforces the AAA-ICDR's commitment to thought leadership, scholarly excellence and the continued evolution of ADR.

# **Innovation in Action:**

## AI, Emerging Technologies and Customer-Driven Solutions

By developing AI-powered tools and collaborating with leading legal tech innovators, we are modernizing ADR, streamlining complex processes, and enhancing efficiency for our people and clients.

We showcased this progress at Legalweek New York 2024, where we unveiled our award-winning ClauseBuilder AI, reinforcing our leadership in technology-driven dispute resolution. President & CEO Bridget McCormack, alongside senior AAA-ICDR leaders, led a featured session on AI's transformative role in case management and dispute resolution, engaging with industry pioneers on how AI is optimizing decision-making and accessibility in ADR.

To further integrate AI across AAA-ICDR's operations, we introduced our first full-time AI enablement business partner, responsible for developing AI training programs for employees and panelists and exploring AI-driven efficiencies across departments. Three hundred staff members received ChatGPT Enterprise licenses, with onboarding and training in progress to enhance research, workflow automation and knowledge-sharing. These initiatives reinforce our commitment to AI-driven advancements in external dispute resolution services and internal operations.

# Product Launches and Highlights

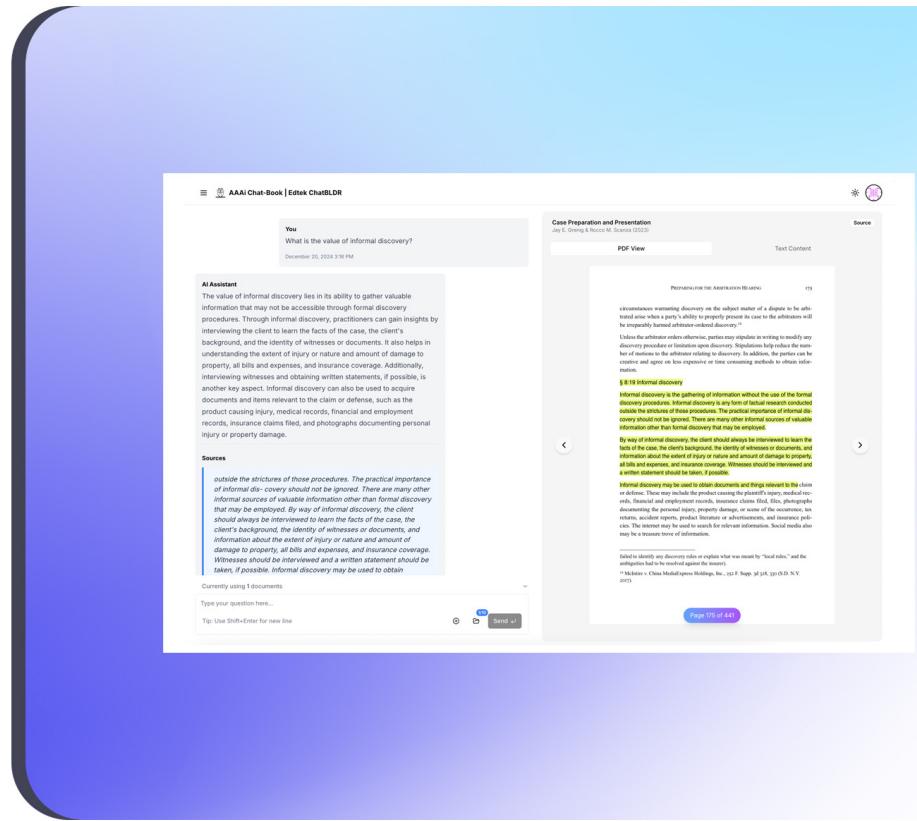


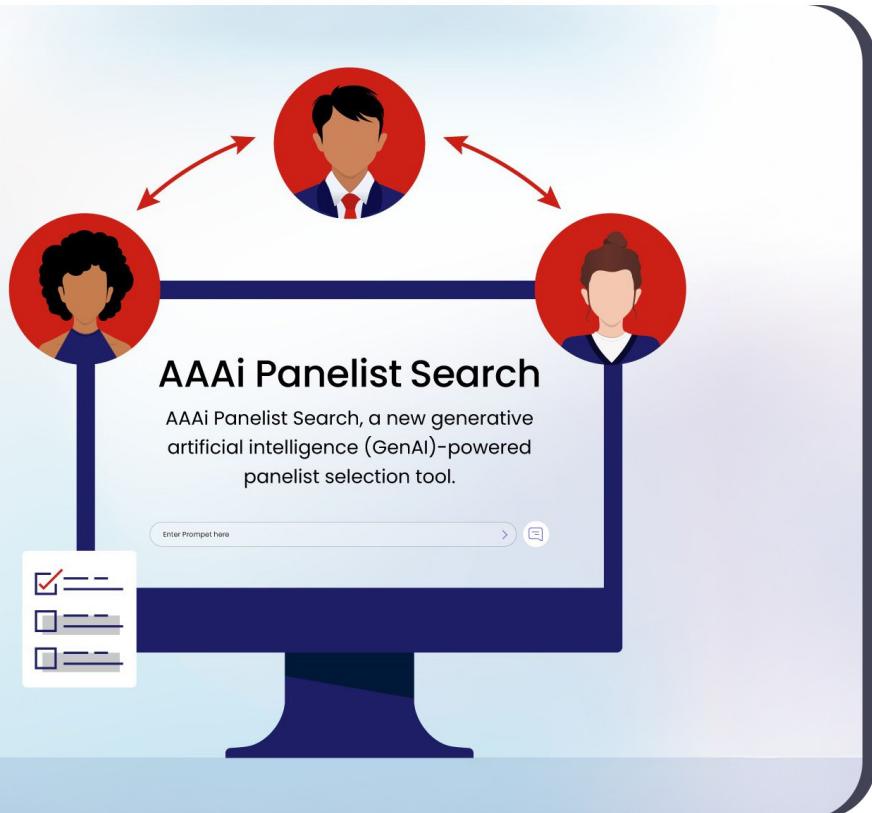
## ClauseBuilder AI

ClauseBuilder AI is an AI-powered tool designed to simplify arbitration and mediation clause drafting by providing customized, high-quality clauses based on industry, governing rules and other options. Since its launch in June 2024, it has attracted 1,147 users from 124 countries. Tested with Vanderbilt and Suffolk University Law Schools, ClauseBuilder AI was recognized as the Overall LegalTech Innovation of the Year by the LegalTech Breakthrough Awards Program.

## AAAi Chat Book Case Prep and Presentation (Beta)

In partnership with EdTek, this AI-powered handbook, trained on the trusted resource "Case Preparation and Presentation: A Guide for Arbitration Advocates and Arbitrators" by Jay E. Grenig and Rocco M. Scanza, provides interactive guidance for preparing and presenting a case in arbitration. Integrating the AAA-ICDR rules, expert insights and an AI chatbot, advocates, law students and self-represented parties are provided real-time, reliable assistance at every arbitration stage.



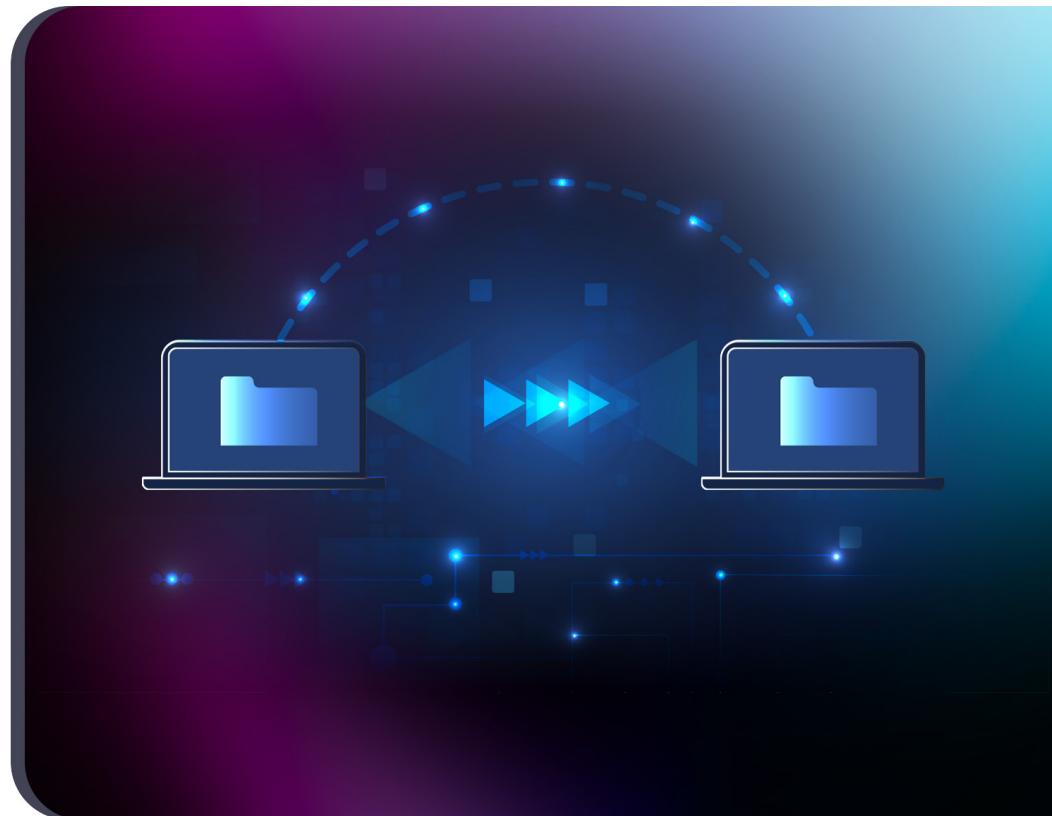


## AAAi Panelist Search

This AI-powered tool streamlines arbitrator selection for our staff and clients in certain cases by leveraging generative AI to deliver tailored panelist recommendations, improving efficiency and delivering high-quality matches for arbitration and mediation cases.

## API-enabled Filings

The AAA-ICDR's expanded application programming interfaces (APIs) enhance efficiency for parties managing multiple cases by enabling direct document transfers, case filings and real-time status updates. These tools improve workflow automation and accessibility, providing users with a seamless dispute resolution experience.





### **Clearbrief Partnership**

The AAA-ICDR has partnered with Clearbrief, an AI-powered legal writing platform, to enhance efficiency and accuracy in dispute resolution. Clearbrief's advanced tools streamline document drafting, fact-checking and citation verification, reducing administrative burdens and enabling arbitrators to focus on fair and well-supported awards.

# **A Smarter, Faster ADR Experience:**

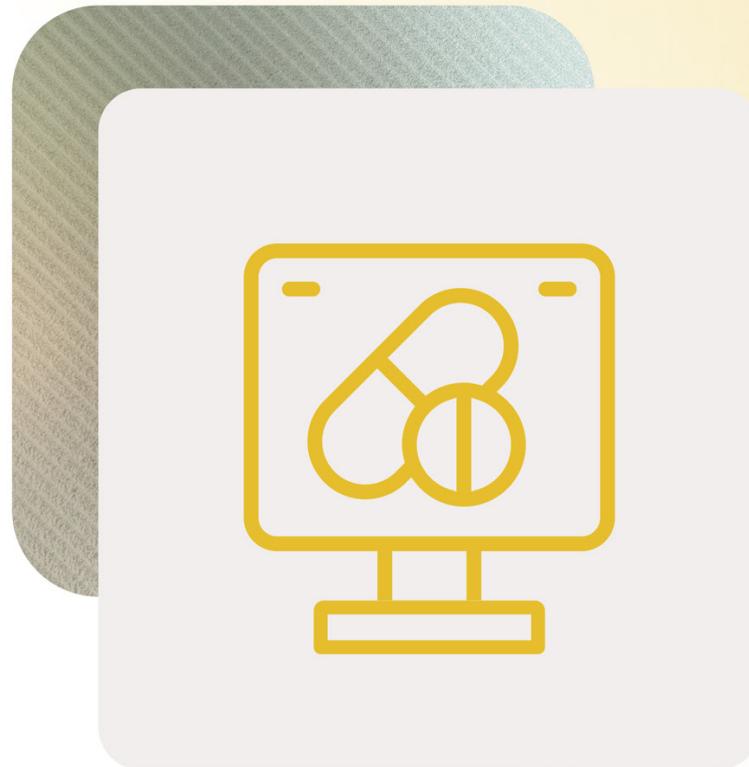
Seamless Service, Panel Excellence  
and Customer-driven Solutions



## Expanding Leadership in Healthcare, Technology and Energy

In 2024, we advanced our leadership in commercial ADR across the healthcare, technology and energy sectors. In healthcare, we hosted the eighth biennial Healthcare Dispute Resolution Innovation and Strategy Conference, convening nearly 150 industry leaders and 17 corporate sponsors to explore ADR strategies for payor-provider disputes, malpractice claims and evolving regulatory frameworks. We consolidated healthcare case management to enhance consistency and service delivery nationwide, launched a new healthcare landing page with specialized resources, and expanded our Judicial Managed Care Webinar Series to train a broader pool of qualified healthcare arbitrators.

Simultaneously, the AAA-ICDR launched the new Technology Sector Working Group (TSWG), which positions the AAA-ICDR as the leading dispute resolution provider for complex technology matters, including intellectual property conflicts and AI-related disputes. In the energy and natural resources sector, our partnership with the Foundation for Natural Resources and Energy Law underscores our commitment to supporting practitioners and companies navigating high-stakes disputes tied to environmental, oil and gas, and renewable energy challenges.





## Modernizing Construction Dispute Resolution

We strengthened our leadership in construction dispute resolution through major industry events, updated rules and expanded engagement. The AAA-ICDR Construction Conference in Coral Gables, Florida, convened industry leaders to explore how emerging technologies like AI and building information modeling are reshaping construction disputes and ADR practices. We also marked strong participation at the American Bar Association's Forum on Construction Law and the Construction SuperConference, reinforcing our presence across the sector.

To modernize and streamline construction arbitration, we introduced significant updates to the AAA-ICDR Construction Arbitration Rules, enhancing efficiency, digital communication and fast-track procedures. These revisions were highlighted at a Houston panel hosted by Winston & Strawn LLP, showcasing our continued commitment to innovation and industry-responsive ADR solutions.

## Expanding ADR Access Across Public and Consumer Sectors

In 2024, we continued to expand the reach of our services across public-facing and consumer-driven sectors through innovation, inclusion and user-centered design. We commemorated 50 years of leadership in New York's No-fault Insurance Arbitration Program—an enduring model of efficiency in claims resolution. In consumer arbitration, we strengthened our position as the premier provider for mass filings, registering arbitration clauses for major retail, telecommunications and technology corporations and developing scalable resolution frameworks.

We also deepened our impact in labor, employment and small business services. The AAA-ICDR expanded our labor panel and delivered high-quality educational programming, including 12 webinars and a labor arbitration mock hearing. In employment, we built new relationships with plaintiff-side counsel, sponsoring the California Employment Lawyers Association Conference for the first time. Our Small Business and Entrepreneurship initiative gained national traction through strategic partnerships, fee waivers and educational outreach—including a new landing page and presentations with organizations such as the National Small Business Association and the Arizona Small Business Association. Finally, our election services saw record engagement, with over 600,000 ballots mailed and notable gains in online participation, powered by secure, tech-enabled voting tools. These collective efforts reflect our commitment to making ADR more accessible, equitable and responsive across users.



# **Positioning the AAA-ICDR for the Next Era of ADR:**

Strengthening Our Brand, Expanding  
Our Reach and Scaling Innovation

In 2024, the AAA-ICDR took bold steps to expand access to digital dispute resolution and mediation services while reinforcing our position as a global leader in ADR innovation. The acquisition of ODR.com and Mediate.com marked a transformative milestone, integrating advanced ODR capabilities into our service offerings. These initiatives reflect our continued commitment to broadening access to justice, scaling innovation and evolving the AAA-ICDR's global presence to meet the dynamic needs of today's users and tomorrow's challenges.

# Acquisition of ODR.com and Mediate.com

The AAA-ICDR's acquisition of ODR.com Inc. and its parent company, Resourceful Internet Solutions Inc. (RIS), which also owned Mediate.com, marks a transformative step in the evolution of online dispute resolution and mediation. As a global leader in ODR, ODR.com's CEO built platforms for eBay and PayPal, facilitating the resolution of millions of disputes worldwide. By integrating RIS', ODR.com's and their staff's unparalleled ODR expertise, we are accelerating the expansion of AAA-ICDR's mediation services, harnessing cutting-edge technology to enhance accessibility, efficiency and fairness.

This strategic partnership redefines the future of digital ADR, combining the AAA-ICDR's legacy of excellence in arbitration and mediation with RIS's and ODR.com's pioneering ODR technology. Together, we are developing next-generation dispute resolution platforms to increase access to justice, empower businesses and individuals, and set new standards for efficiency and innovation in mediation and online arbitration.

## Mediation



### Expanding Mediation Access in California

The AAA-ICDR was added to the Los Angeles County Court Mediation Resource List, creating a new pathway to grow submission-based mediation caseloads in one of the nation's largest legal markets. The AAA-ICDR recruited and trained dozens of California-based mediators, strengthening our local panel to meet increased demand.



### Disaster Mediation in North Carolina

In response to Hurricane Helene, the AAA-ICDR partnered with the North Carolina Department of Insurance to activate the North Carolina Disaster Mediation Program, helping homeowners and insurers resolve property damage disputes efficiently. Eighteen trained mediators and 12 mediation sites were mobilized to support affected communities.



### Advancing Mediation Education

As part of our broader effort to expand mediation services and recruit new mediators, we revitalized the AAA-ICDR mediation training programs in 2024 by offering 32-hour in-person sessions in Los Angeles, New York and Chicago and eight-hour online training components. This hybrid training approach equips mediators with the skills to excel in virtual and in-person dispute resolution, preparing them for the evolving ADR landscape.

# **Future Ready Operations:**

**Empowering Our Workforce,  
Modernizing Systems and  
Enhancing Efficiency**

The AAA-ICDR remains focused on operational excellence, upskilling our workforce and leveraging technology to enhance efficiency and accessibility. In 2024, the AAA-ICDR expanded its talent pipeline, strengthened inclusion initiatives and introduced AI-driven tools to optimize workforce development and case management. Investments in training programs, mentoring initiatives and wellness platforms have reinforced the AAA-ICDR's commitment to employee growth and satisfaction. At the same time, advancements in panel development and digital transformation ensure that the AAA-ICDR is prepared to meet the changing demands of dispute resolution. By integrating AI into education, operations and panel management, we are constructing a more adaptive, inclusive and technology-driven ADR ecosystem.

## Human Resources

### AAA-ICDR Best Workplace Recognition

The AAA-ICDR's commitment to fostering an exceptional work environment was recognized with multiple top-tier workplace awards in 2024. We were named one of the Best Remote and Hybrid Workplaces in America by Best Companies Group, underscoring our dedication to flexibility, employee well-being, and productivity. For the sixth consecutive year, the NonProfit Times ranked the AAA-ICDR among the Top 50 Best Places to Work, placing 14th overall and second among large employers. Additionally, AJ Gallagher honored the AAA-ICDR as a Best-in-Class Employer, recognizing our strategic investments in benefits, compensation and employee satisfaction. These achievements showcase our commitment to creating a workplace where employees thrive, with 91% engagement levels and a 90% client satisfaction rate with staff performance.

### Fostering Long-term Growth, Stability and Inclusion

The AAA-ICDR's workforce expanded by 12% to 765 employees, marking our highest headcount in over 15 years. This growth reflects our strategic expansion and investment in talent, ensuring we remain well-positioned to meet the evolving needs of ADR. In alignment with our commitment to inclusion, 43% of employees self-identify as racially or ethnically diverse, reinforcing efforts to build a workforce that reflects the communities it serves.

BEST PLACES

Best  
Companies  
Group

TO WORK

REMOTE 2025 HYBRID

The AAA-ICDR also maintained industry-leading workforce stability, achieving a 93.7% retention rate and a voluntary turnover of just 4.5%. Internal career growth remained a top priority, with 18% of employees promoted and 70% of staff holding more than three years of tenure, contributing to an average employee tenure of 8.2 years. This culture of retention, professional development and advancement continues to position the AAA-ICDR as an employer of choice, fostering an environment where employees can build long-term, impactful careers.

To further support professional development and career advancement, we introduced AAA Connect, an enhanced mentoring program designed to foster internal connections and growth opportunities. With nearly 60% of employees participating, this initiative underscores our commitment to talent development and creating a workplace where employees can not only succeed, but also thrive.

#### **Harnessing AI to Enhance Employee Development**

In 2024, the AAA-ICDR integrated AI-driven solutions to revolutionize workforce development and employee support. The Intellum learning management system, powered by generative AI, provided personalized professional development, while AAALEX, an AI-powered HR chatbot, offered 24/7 support, streamlining HR interactions. Additionally, the AAA-ICDR conducted an organization-wide AI impact assessment to evaluate the evolving role of technology across all positions, ensuring employees are equipped for the future of work. Through these innovations, the AAA-ICDR continues to lead in workplace modernization, blending technology with a people-first culture.

# **BEST PLACES Best Companies Group TO WORK**

REMOTE **2025** HYBRID



## Panel Relations

### Expanded AAA-ICDR Roster

The AAA-ICDR Roster comprises more than 5,200 highly qualified professionals, including 370 retired judges and 391 non-attorney experts, representing 16 countries, all 50 U.S. states, the District of Columbia, Guam and Puerto Rico. As the most geographically diverse roster among ADR providers, it reflects the AAA-ICDR's global leadership in dispute resolution.

### Upholding Panel Excellence

The AAA-ICDR developed and implemented a new applicant tracking system to modernize the panelist application process. New panel applicants will undergo a standardized evaluation by divisional and regional staff and a dedicated review committee to confirm that each candidate meets organizational needs and required expertise. Additionally, the Qualification Criteria and Responsibilities for Members of the AAA Roster of Arbitrators were updated, strengthening the AAA-ICDR's commitment to upholding the highest standards of excellence within our Roster.



We also elevated the AAA-ICDR panel review and quality assurance processes to strengthen roster performance. A structured evaluation approach was introduced to monitor arbitrators with high listings but low appointments and those receiving subpar survey feedback. The Panel Resources and Development team actively analyzed survey data and conducted performance reviews based on input from case staff and clients.

#### **Advancing Panel Education and Inclusion**

As the AAA-ICDR continues to expand and enhance our Roster, we remain committed to supporting arbitrators through training and professional development initiatives. In 2024, we launched the Women Panelist Resource Group, providing networking, training and mentorship opportunities.

To further elevate panel expertise, we expanded the AAA-ICDR Arbitrator Training and Development efforts, hosting 12 Arbitration Fundamentals and Best Practices sessions and adding 215 new arbitrators to our Roster. Additionally, more than 3,500 panelists participated in the annual Arbitrator Continuing Education Program, focusing on disclosure obligations, digital advancements and emerging arbitration challenges.

# AAA-ICDR Foundation®

The AAA-ICDR Foundation was established in 2015 by the AAA to fund projects promoting conflict prevention and resolution in communities across the country and worldwide.

By the end of 2024, the Foundation has contributed over \$11.2 million in grants to more than 166 domestic and international organizations. We have provided nearly 300 scholarships advancing inclusive leadership within the ADR field.  
Read the [Foundation's 2024 Annual Report](#).

For more information on the Foundation's grants and initiatives, visit the [Foundation's website](#), follow the Foundation on [LinkedIn](#) and sign up to receive the Foundation's [quarterly newsletter](#).

# Closing

The AAA-ICDR enters 2025 poised for continued innovation, growth and leadership in dispute resolution. Over the past year, we have expanded digital ADR and mediation services, strengthened global partnerships, modernized arbitration and mediation processes, and enhanced panel and workforce development. These advancements are making dispute resolution more accessible, efficient and impactful worldwide.

We are excited to build on this momentum—exploring new AI-driven solutions, expanding access to ADR and advancing industry thought leadership. With our centennial approaching in 2026, we look ahead to greater breakthroughs, innovations and opportunities to shape the next era of dispute resolution.

## AAA-ICDR COUNCIL & BOARD

# Board

**Richard A. Anderson**  
Brooklyn, NY

**Barbara A. Bennington, PhD**  
University of South Florida (Ret.)  
Scottsdale, AZ

**Matthew L. Biben, Esq.**  
King & Spalding LLP  
New York, NY

**William Crosby, Esq.**  
Interpublic Group of Companies Inc.  
New York, NY

**J. Michael Kirkland**  
JMK Consulting  
New York, NY

**Karen P. Layng, Esq.**  
M.A.I.T. Co.  
Riverside, IL

**Bridget M. McCormack**  
American Arbitration Association  
New York, NY

**Barbara McGivern**  
Eagan, MN

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Consolidated Financial Statements and  
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