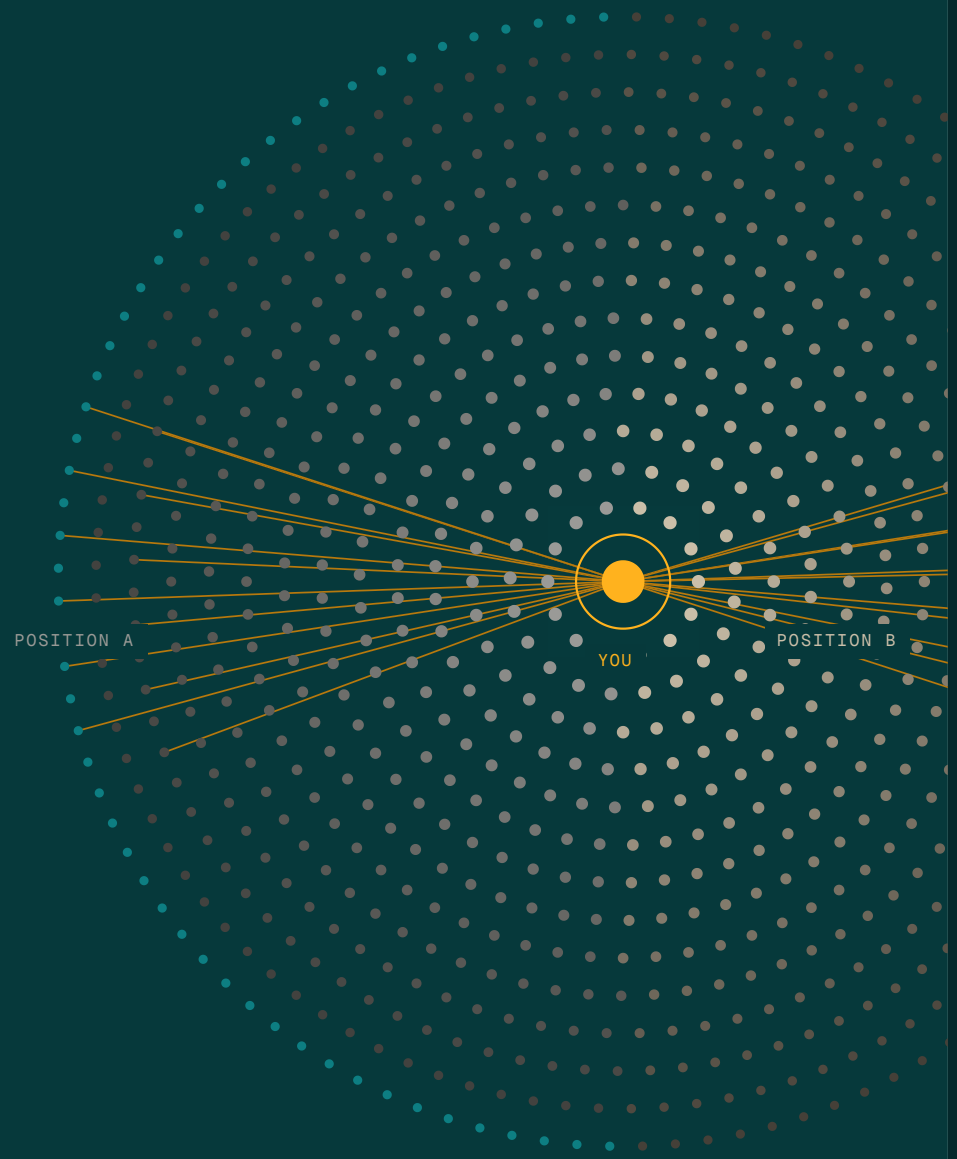
TheNeutralsORG™

BECOMING A NEUTRAL

# You may already be a Neutral™




For the people others call when they need someone without a side.

WHO THIS IS FOR

# For everyone who has always been the fair one. Now there is a qualification for it.

People in these fields have practised neutrality for years, often without a name for it and rarely with recognition. If you see yourself here, your fairness can now become a professional standing: examined, recorded and recognised in every country.

| | |
|---|---|
| 01 | The lawyer and the former judge |
| 02 | The engineer |
| 03 | The accountant and the valuer |
| 04 | The clinician |
| 05 | The HR leader |
| 06 | The academic |
| 07 | The board director |
| 08 | The former chief executive |
| 09 | The family business elder |
| 10 | The diplomat and the regulator |
| 11 | The community leader |
| 12 | The next generation |
| AND | the one both sides call |

A QUESTION

# Think of the last time two people disagreed, and both of them turned to you.

Every community, industry and boardroom has a few people like this. They are respected, but that is not quite it. Plenty of respected people are, rightly, on a side: the advocate, the champion, the loyal partner.

These people are different. They are on no side at all, and every side still trusts them. They are asked to look at the numbers, chair the difficult meeting, settle the question no one else can.

That is a profession. It has a name, a standard and a global register. This brochure explains what it is, who it is for, and how you can be recognised for the trust you already hold.

From TheNeutralsORG™
Part of the UNBOUNDED™ Global Ecosystem

Becoming a Neutral
Edition 2026–27

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# From recognising the role to being recognised for it.


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THE PROFESSION

# A Neutral holds the ground between positions.

Not on anyone's side, and not indifferent either: on the side of a fair process and a sound outcome. Four things define every Neutral, whatever the role or the country.

01

### Function

A defined job: to evaluate, mediate, facilitate, chair, determine or stand by.

02

### Independence

No stake in the outcome, and the discipline to disclose anything that could look like one.

03

### Competence

The knowledge and skill to do that job well, in that sector, for those people.

04

### Authority

Only the authority the mandate grants. Trust in the person never stretches it further.

A NEUTRAL IS NOT AUTOMATICALLY

~~a judge~~ ~~a lawyer~~ ~~an advocate~~ ~~a decision-maker~~ ~~a guarantee of agreement~~

# The role is as old as society. The profession is new.

Every culture has had someone people turn to when they cannot agree. What has changed is the scale: decisions now cross borders, sectors and cultures, and trust has to travel with them.

ALWAYS

### The trusted few

The elder, the respected merchant, the neighbour everyone believes. Trust held by reputation, inside one community.

THEN

### Formal practices

Arbitration, mediation, expert determination and independent chairing grew into recognised methods, often country by country.

NOW

### One global standard

A shared definition, a published code and a verifiable register, so trust earned in one place is legible everywhere.

NEUTRAL GROUND, EVERYWHERE

# One profession. Every country. The same standard.

Independence means the same in Mumbai, London, Singapore or São Paulo. Local law shapes how each role is used; it does not change what a Neutral is. That is why one standard can serve every country.

### Trust that travels

A recognised standing that clients abroad can check for themselves.

### Local law respected

Your record shows where you practise and what each role requires there.

WHERE NEUTRALS WORK

| 02 | 03 | 04 | 05 | 06 |
|---|---|---|---|---|
| Boardrooms | Project sites | Workplaces | Families and founders | Public bodies | Cross-border deals |

WHAT A NEUTRAL DOES

# Eight roles. One of them may already be yours.

Most Neutrals practise one or two of these roles, in the sector they know best. Each role carries a different amount of authority, from none at all to a binding decision.

AUTHORITY STAYS WITH THE PARTIES → AUTHORITY MOVES TO THE NEUTRAL

01 MOVE

### Facilitation

Runs the process for a group that must plan, decide or align.

02 AGREE

### Mediation

Helps parties reach an agreement they choose themselves.

03 LISTEN

### Ombuds

A confidential, independent place to raise a concern.

04 VIEW

### Neutral Evaluation

An independent, reasoned view on a defined question.

05 STEER

### Independent Chairing

Chairs a board, panel or process with no stake in it.

06 STAY

### Standing Neutral

Stays on call inside a long project or partnership.

07 DECIDE

### Expert Determination

Decides a technical or valuation question, as agreed.

08 AWARD

### Arbitration

Formal adjudication. Proceedings administered by UNIONE™.

THREE MOMENTS

# The moment a Neutral is called.

It rarely starts with a dispute. It starts with a decision that is stuck, and a question no one in the room can answer without taking a side.

01 · THE BOARDROOM — NEUTRAL EVALUATION

## A board is split on an acquisition. Half trust the bankers' valuation. Half do not.

WHO THEY CALLED

A former chief financial officer, with no ties to either camp.

The board receives a reasoned, independent view of the numbers, and makes its own decision.

02 · THE PROJECT SITE — STANDING NEUTRAL

## A rail project is two years into construction when owner and contractor start disputing delays.

WHO THEY CALLED

A senior engineer, appointed at the start to stand by.

Issues are settled month by month, on site, before they harden into claims.

03 · THE FAMILY BUSINESS — FACILITATION

## Three siblings inherit a company and cannot agree who should lead it.

WHO THEY CALLED

A family-business adviser all three had known for years.

A succession plan the family chose together, and a family still on speaking terms.

ILLUSTRATIVE SCENARIOS, NOT REAL CASES

A QUIET SELF-TEST

# Five signs you may already be a Neutral.

If three or more describe you, the profession has probably found you before you found it.

- [ ] **People bring you their disagreements**
  Colleagues, clients or family come to you when they cannot settle something themselves.

- [ ] **Both sides accept your view**
  Even when your conclusion disappoints one of them, they trust how you reached it.

- [ ] **You say the unwelcome thing, fairly**
  You can tell a powerful person what they do not want to hear, and keep their respect.

- [ ] **You declare an interest before anyone asks**
  You step back, or speak up, when a relationship could look like a conflict.

- [ ] **You care how a decision is made, not only what it is**
  You notice when a process is unfair, even if the outcome suits you.

THE PROFESSIONS

# Who becomes a Neutral? Often, people who never planned to.

Neutrals come from every discipline. What they share is deep knowledge of a field and a reputation for fairness within it. Here is where many of them start.

01

## Lawyers and former judges

Years spent weighing evidence and arguments, now applied without representing either side.

EVALUATION · MEDIATION · ARBITRATION

02

## Engineers and construction professionals

The people who understand why a project went wrong, and can explain it to both sides.

STANDING NEUTRAL · EXPERT DETERMINATION

03

## Accountants, auditors and valuers

Trusted with the numbers that decide a deal, a dispute or a family settlement.

EXPERT DETERMINATION · EVALUATION

04

## Clinicians and health leaders

Respected judgement in a field where trust, safety and confidentiality all matter.

EVALUATION · OMBUDS · CHAIRING

05

## HR and workplace leaders

Experienced in the hardest conversations inside organisations, handled fairly.

OMBUDS · FACILITATION · MEDIATION

06

## Academics and researchers

Independent expertise, published and tested, that both sides can rely on.

EVALUATION · EXPERT DETERMINATION

LEADERSHIP AND PUBLIC LIFE

# And people whose standing was built in leadership.

Some of the most trusted Neutrals built their reputation running organisations or serving the public. Others are just beginning, and choose the profession early.

07

### Independent and board directors

Already trusted to put the organisation above any one interest in the room.

CHAIRING · EVALUATION · FACILITATION

08

### Former chief executives and senior leaders

Decades of judgement in a sector, now offered to others without a stake in the result.

EVALUATION · CHAIRING · MEDIATION

09

### Family business leaders and advisers

Trusted across generations, where succession and ownership questions need a fair hand.

FACILITATION · MEDIATION

10

### Former civil servants, diplomats and regulators

A career spent balancing interests in public, under scrutiny, across borders.

CHAIRING · FACILITATION · EVALUATION

11

### Community and faith leaders

The people a community already turns to, ready to work to a professional standard.

FACILITATION · OMBUDS · MEDIATION

12

### The next generation

Young lawyers, engineers and dispute-resolution graduates who choose neutrality as a career from the start.

STARTS AS NEXT-GEN NEUTRAL™

RESPECT, REFINED

# Respect opens the door. The recØrd keeps it open.

A Neutral is almost always a respected person. But respect alone is not the test. The test is whether every side trusts you, and whether that trust can be examined.

| RESPECTED | A NEUTRAL |
|---|---|
| Admired for their views | Trusted for their independence |
| Often on a side, and rightly so | On no side, by design |
| Reputation travels by word of mouth | Standing is examined and verifiable |
| Known in one community | Legible in every country |
| Respect is given | Trust is earned, recorded and renewed |

01

### Independence

No stake in the outcome, and nothing hidden.

02

### Competence

The skill to do the role, in the sector, well.

03

### Disclosure

Saying what trust requires, before it is asked.

04

### Accountability

Answerable to a published code, every year.

WHERE YOU START

# Three ways in. Your record decides which.

There is a place for you whether you are beginning a career or ending one. You indicate where you think you fit; the evaluation of your record decides.

## NGN™

### Early in your career

NEXT-GEN NEUTRAL™

YOU ARE

Qualified, building a neutral practice, or stepping into a neutral role for the first time.

YOU GAIN

Recognition from the start, and a clear route to Accredited standing.

## AN™

### Established in your field

ACCREDITED NEUTRAL™

YOU ARE

Experienced, with a record of neutral work in at least one role and sector.

YOU GAIN

Full Register standing and consideration for the Annual Bench.

## FTNO™

### Distinguished

FELLOW · BY INVITATION

YOU ARE

A senior figure whose practice and contribution have shaped the profession.

YOU GAIN

The institution's highest recognition, examined by peers.

THE PATH

# How to become a Neutral, in six steps.

The process is rigorous, but simple to follow. It asks for evidence, not a long biography, and every decision comes with its reasons.

## 01

### Recognise the role

Notice where you already act as a Neutral, and which of the eight roles it is.

YOU

## 02

### Choose your scope

Your roles, sectors, jurisdictions and languages.

YOU

## 03

### Gather your record

Engagements, qualifications, references and declarations.

YOU

## 04

### Apply

Submit your record and the grade you believe it supports.

YOU

## 05

### Five-Lens Evaluation™

Five independent reviewers assess. The Certification Board decides.

THE INSTITUTION

## 06

### Recognised

Your Credential Passport goes live on the Global Register.

CERTIFIED NEUTRAL™

THEN, EVERY YEAR

Annual Ratification keeps your standing current. It is a fresh review, never an automatic renewal.

FULL DETAIL: CERTIFICATION PROSPECTUS

## WHAT CHANGES FOR YOU

| | | |
|---|---|---|
| 01 | Your trust becomes verifiable | A Credential Passport that anyone, anywhere, can check at source in seconds. |
| 02 | You become findable | Your roles, sectors and jurisdictions on the Global Register, where clients look. |
| 03 | You carry a designation | Certified Neutral™, with your grade, in the approved form for every profile and mandate. |
| 04 | You practise to a standard | The Handbook, the Code and ready instruments for scoping, disclosure and record. |
| 05 | You join a global profession | Peers across eight roles, every sector and many countries. |
| 06 | You are part of an ecosystem | A place inside UNBOUNDED™, six institutions across law, business and services. |

IN ONE LINE

**The respect you have earned, made visible, examinable and portable.**

Certification does not promise appointments. It gives the people who might appoint you a clear, verified reason to trust you.

# Questions you may be asking

The hesitations we hear most often from people who have practised neutrality for years without ever calling it that.

01

## I am not a lawyer. Can I still apply?

Yes. Many Neutrals are engineers, accountants, clinicians, executives or public servants. Your field is often your greatest strength.

02

## I have never called myself a Neutral.

Most people haven't. If you have chaired, evaluated, mediated or settled questions for others, you have a record to show.

03

## I am retired. Is it too late?

Far from it. A long career is often the strongest basis for neutral work, and many Neutrals begin after their first career ends.

04

## I am early in my career. Is it too soon?

No. Next-Gen Neutral™ exists for exactly this, with a clear path to Accredited standing as your record grows.

05

## I only work in one country.

That is fine. Your record shows where you practise. The standard is global, so it travels with you if your work does.

06

## Isn't this just mediation?

Mediation is one of eight roles. Many Neutrals evaluate, chair, facilitate or determine, and never mediate at all.

KNOW SOMEONE?

# The best Neutrals are often recommended by the people who trust them.

If someone came to mind as you read this, tell us. We will send them this brochure and an invitation to explore certification. A nomination is never shared without their consent.

RETURN TO THE CERTIFICATION TEAM, OR NOMINATE ONLINE

theneutrals.org/certification

NOMINATION

TheNeutralsORG™

THEIR NAME

PROFESSION

SECTOR

COUNTRY

EMAIL OR PHONE

WHY DO BOTH SIDES TRUST THEM?

YOUR NAME AND CONTACT

☐ They know I am recommending them, or I am happy for you to mention me.

YOUR NEXT STEP

# Be recognised for the trust you already hold.

If this brochure described you, or someone you know, the next step is a short conversation and a look at the Certification Prospectus.

B

# BECØME ONE

A

### READ

Certification Prospectus
Handbook of Neutral Practice™
Code of Neutral Practice™

### RECOMMEND

Use the nomination page, or pass this brochure to someone you trust.

### BEGIN

Start with the Certification Prospectus, then apply when your record is ready.

theneutrals.org/certification

Begin