Chartered Insurance Institute
Standards. Professionalism. Trust.

Consolidated Financial Statements 2025

Year ended 31 December 2025

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Contents

Chair's statement

This report describes the activities and achievements of the Chartered Insurance Institute (CII) Group during the year ended 31 December 2025, the third full year of our Strategic Plan 2023-27.

Those who follow our progress with interest will know that 2024 was characterised by a return to financial surety following the challenges brought by the global pandemic. In turn, 2025 was characterised by a return to stable governance. The decision by the PFS Board, in May 2025, to align itself with the CII Group was both welcome and catalysing. It immediately liberated both the PFS Board and CII Group Board to focus solely on our members and their needs to advance our public value mission. Indeed, within only a few weeks, the PFS had announced its 'Pathway to the Profession' initiative, which has subsequently seen hundreds of new entrants join our membership and take their first step to a new career. That is just one of the many positive outcomes we discuss in these financial statements and our Annual Report, which provides more detail about our activities over the reporting period.

Overall, CII Group membership declined slightly over the year, with a further (5%) reduction in PFS membership outweighing an increase (3%) in the insurance sector. The observed decline in financial planning continued to be driven by retirements and attrition among those earlier in their careers. Those challenging headwinds do not appear ones that will ease rapidly, underlining the importance of the PFS Board's investment in attracting new talent.

Despite this small reduction in membership, Group operating income rose by £1.1 million (2%), bolstered by higher exam entries, associated demand for study materials and digital learning products, and greater income from sponsorship and member events.

Our strategic focus for the year was around four main programmes of work.

First, our thought leadership and public policy work grew in both scale and impact. We demonstrated that we were ideally placed to bring stakeholders together – in the UK and internationally – to discuss challenges that our sectors face and take actions that meaningfully enhance professional standards. A central element of our work in 2025 was our Road to Consumer Trust programme, designed to explore the practical challenges associated with delivering good customer outcomes under the Financial Conduct Authority's Consumer Duty. It served as a "proof of concept" for a more structured approach to thought leadership in the years ahead, demonstrating how insight, collaboration and practical outputs can be combined to support progress on complex issues.

Second, our Professional Pathways programme will reshape and modernise the CII's qualifications framework. Much groundwork was completed during the year and the new approach will – once introduced in 2027/28 – strengthen professional competence by incorporating the very latest thinking in assessment methodologies, support clearer progression routes, and better respond to the evolving needs of learners, employers, and the wider profession.

Third, we consulted on how we should evolve our rules around Corporate Chartered status, recognising its importance in building public trust and confidence. We were delighted with the extent of engagement from firms that have already chosen to set themselves apart and those who are keen to be held with the same high esteem. The new value exchange will focus on recognising exemplar firms who provide exceptional customer outcomes and a commitment to upholding the standards of the professions.

Finally, the development of a new Group People Strategy ensured that we have the culture, capability, reward and workforce priorities to deliver our long-term organisational objectives. A dedicated development programme was introduced to strengthen leadership capability across the organisation, alongside a new Career Framework, so that all colleagues can better understand their role and opportunities for progression. Another key focus of the People Strategy was on ensuring equity across our workforce. In 2025, the CII's gender pay gap nearly halved, from just over 21% to just over 11%, reflecting a significant narrowing of average pay between men and women. The median pay gap also decreased, to just over 4%. We also identified a new set of Values during the year – Bold, Empowered, Supportive, Together (BEST) – that were introduced in early 2026.

Beyond these core programmes, we took the expiration of the lease on our London office in early 2026 to explore how we could further enhance our membership offer. After careful and detailed review, we committed to moving to a new location, which we completed in March 2026. As well as providing a more modern and inspiring working environment, we ensured we once again created a space that our members could use when in the City.

Although changes at Executive level may bring uncertainty in some organisations, the addition of our new Executive Director, Strategy, Advocacy & Professional Standards and Executive Director, Markets and Opportunities roles helped to rapidly advance all our activity. We also completed an external Board effectiveness review, which provided independent assurance of our performance, as well as providing recommendations to further strengthen our already good governance practice.

We are proud to be seen as a standard bearer for quality and high standards around the world, and were delighted that policymakers in the UAE, Sri Lanka and Kuwait all chose to write our qualifications into their local regulations during the year. However, we recognise that "international" does not translate into a single, uniform market. Each country and region in which we operate has its own level of maturity, regulatory environment and demand profile. In 2025, we therefore began to take a more structured approach, seeking to understand where we are already active, how those markets are performing and where the greatest future opportunities lie, ensuring we develop markets in a sustainable and strategic way rather than simply responding to demand.

Our other plans for 2026 focus on continuing the work to deliver Professional Pathways and the evolution of our Corporate Chartered rules, alongside revamping how we support the changing needs of individual members over their careers and improving our data management, IT infrastructure and business processes. Securing our Cyber Essentials plus accreditation for a third successive year will be high on our list of priorities. The PFS's Pathway to the Profession activity will also continue, as it sets out further ways to attract and retain talent.

We are confident that we will deliver on these plans through the collective effort and commitment of our members and volunteers. I would like to take this opportunity to thank them for all that they do for us in so many ways each year. I would also like to recognise the many expert practitioners, trustees, board and committee members, regulators, policy makers and other professionals who have helped to advance our work this year. Of course, we could not achieve anything without our Group's dedicated and hard-working colleagues, and I applaud them for all they have done to support our organisation during 2025.

I also wish to convey, on behalf of the Board, our thanks to the service and valued contributions of our Board and Committee members whose terms of office ended during 2025: Nicola Stacey – our immediate past-President; Claire Bassett; and Samantha Ridgewell.

HELEN PHILLIPS, PHD FRSB DL
CII Group Board Chair

Helen Phillips

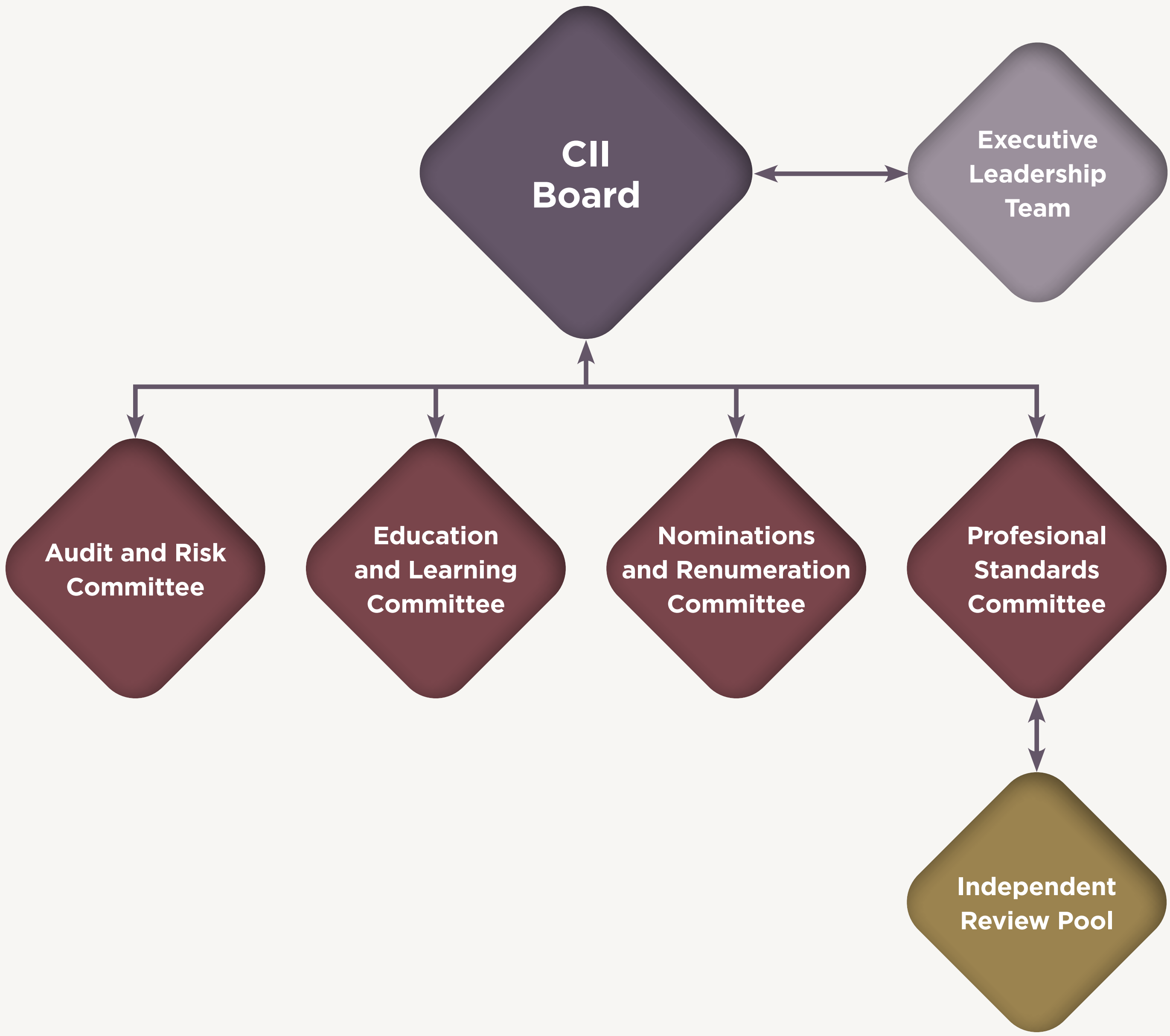
Date: 20 August 2026

Governance structure

The Chartered Insurance Institute (CII or Institute) is a not-for-profit organisation that operates under the terms of its Royal Charter and Bye-laws, which require the Institute to secure and justify public confidence as part of its purpose.

The CII's governance structure is designed to provide accountability and safeguard the Institute's long-term future, ensuring that activities are underpinned by appropriate scrutiny and delegation.

Governance structure



Board and committee reports

CII Board

The Board is the governing body of the Institute. It is responsible for leading the strategic direction of the CII and promoting, through the strategy, the CII's objectives. The Board ensures the Institute has the resources, culture, and controls in place to meet its strategic objectives and ensure its long-term success.

The Board has four Standing Committees – Audit and Risk, Education and Learning, Nominations and Remuneration, and Professional Standards. Each is chaired by a Board member and includes a member appointed from the Local Institutes National Forum (LINF) and a representative of the Personal Finance Society (PFS) Board; all committee members are non-executive appointments.

The Board delegates responsibility for the day-to-day management of the CII to the Executive Leadership Team (ELT) of the Institute, which is headed by the Chief Executive Officer.

Activity

The CII Board met seven times during 2025 to oversee delivery of the Strategic Plan 2023–2027 and to monitor organisational performance, risk and long-term sustainability.

The CII's core strategic programmes were the focus for the year, particularly the development of Professional Pathways, which will reshape and modernise the CII's qualifications framework. The Board provided sustained challenge and direction to ensure the new framework strengthens professional competence, supports clearer progression routes and responds to the evolving needs of learners, employers, and the wider profession. The Board continued its oversight of work to modernise the Corporate Chartered proposition, recognising its importance in maintaining the integrity and relevance of chartered status.

The Board also considered a range of forward-looking and thematic issues, including developments in thought leadership, continuing professional development, sustainability and diversity, equity and inclusion activity, and member communications. Collectively, these discussions ensured the Board maintained strong oversight of the CII's strategic direction, operational performance and future priorities, while remaining responsive to emerging risks, opportunities and the changing needs of the profession and membership.

Strong governance and compliance oversight underpinned the Board's work. During the year, the Board reviewed the skills matrix, approved governance appointments and oversaw preparations for the Annual General Meeting. An external Board effectiveness review, completed in November 2025, provided independent assurance on the Board's performance, composition and behaviours and made recommendations to strengthen future governance practice, enhance decision-making and support the Board's continued development in 2026. Core governance documents and policies were reviewed in line with scheduled cycles, alongside updates on key legal, financial and regulatory matters.

Board composition

The CII Board comprises twelve members in accordance with the requirements of the CII Bye-laws: eleven non-executive members, including a) the Chair, b) President, c) Deputy President, d) four Engagement Board Members and e) four Committee Chairs, and f) one executive member, the Chief Executive Officer. Board members contribute a broad blend of professional experience, sector expertise and leadership capability, enabling the Board to provide effective oversight of the implementation of the CII strategy and operations.

During the year, the Board's composition evolved through planned succession activity. Claire Bassett's term concluded on 31 December 2025. To support continuity during a period of significant strategic activity, the Board approved an extension to the term of Jennette Newman, and the resulting vacancy was filled through the organisation's established recruitment and appointment process. A new Board Member, Simon Lewis took up appointment on 1 January 2026. The Institute also undertook its annual recruitment process for the 2026 Deputy President, resulting in the appointment of Debbie Mitchell, ensuring strong leadership succession within the Presidential team.

The Board continued to draw on the expertise of its Standing Committees and undertook its annual review of the Board skills matrix to inform succession planning and development priorities. In 2025, the Board also completed an external Board effectiveness review, providing an independent assessment of its composition, behaviours, and performance, and supporting the Institute's commitment to high standards of governance.

Board Members are required to complete annual declarations of interests and related party disclosures, and to confirm any conflicts of interest at each meeting. These processes ensure that any actual or potential conflicts are identified and appropriately managed, and support the Institute's commitment to transparency, accountability, and sound governance.

A full list of Board members, including their attendance at Board meetings in 2025, is set out below.

Name	Role	Start of appointment	End of appointment	Meeting attendance
Helen Phillips, PhD, FRSB, DL	Chair	1 July 2020	-	7 of 7
Nicola Stacey, ACII	President	1 January 2024	31 December 2025	6 of 7
Callum Beaton, FCII	Deputy President, to 31 December 2025, President from 1 January 2026	1 January 2025	-	7 of 7
Debbie Mitchell, DipPFS	Deputy President	1 January 2026	-	n/a
Claire Bassett	Committee Chair	1 January 2023	31 December 2025	7 of 7
Desmond Bermingham, PhD, MSc, MA, BA	Committee Chair	1 June 2024	-	6 of 7
Jonathan Graham, BA (Hons), FCA, CIPFA	Committee Chair	1 June 2024	-	7 of 7
Simon Lewis	Committee Chair	1 January 2026	-	n/a
Jennette Newman, LLB Hons, Solicitor	Committee Chair	1 January 2020	-	7 of 7
Yassir Albaharna, FCII, Chartered Insurer	Engagement Board Member	1 January 2024	-	7 of 7
Roger Jackson, APFS, Chartered Financial Planner	Engagement Board Member	8 July 2024	-	7 of 7
Susan Middleton, FCII, Chartered Insurance Broker	Engagement Board Member	8 July 2024	-	7 of 7
Ben Rose, ACII	Engagement Board Member	8 July 2024	-	7 of 7
Matthew Hill	Chief Executive Officer	4 April 2024	-	7 of 7

Audit and Risk Committee (ARC)

The Audit and Risk Committee (ARC) ensure that the CII Group maintains effective financial reporting, internal control and risk management arrangements, enabling the Board to fulfil its governance responsibilities. ARC have the authority to seek any information required to discharge their duties.

Financial reporting

The ARC monitor the CII Group's financial performance at each meeting and scrutinise the integrity of the financial statements, including significant financial reporting judgements.

The ARC reviewed the 2024 Group Financial Statements and recommended them to the CII Board for approval. In doing so, they considered accounting policies, standards, estimates and judgements, including tax treatment, and the preparation of the statements on a going-concern basis. The ARC also reviewed the 2026 Business Plan and Budget prior to the CII Board's approval.

The ARC reviewed the performance of CII's investments and investment strategy to ensure satisfactory returns without exposing the CII Group to undue risk.

Internal controls and risk management

The ARC oversee systems of internal control and ensure the effectiveness of the CII's approach to, and management of, business risk. They also have oversight of policies and statements relating to accounting and risk management. In support of this, the ARC reviewed and endorsed several risk-focused policies for Board approval, including the CII's Health and Safety Policy and Modern Slavery Statement.

The ARC considered the CII Group Risk Register, which is reviewed regularly by the Executive Leadership Team, at each of their meetings. They focused on ensuring that the risk implications of the strategic programmes were properly considered and monitored.

External audit

Crowe UK LLP conducted the audit of the 2024 Group financial statements and was satisfied that the going concern assumption remained appropriate. At its final meeting of 2025, ARC reviewed and approved the 2025 Group Audit Plan and fees.

Internal audit

Grant Thornton LLP was appointed as the CII's internal auditor at the beginning of 2025, and the ARC dedicated significant time to shaping and developing the first internal audit plan. Delivery of the 2025 Internal Audit Plan was monitored throughout the year and completed successfully; internal audit provided assurance to the ARC on the effectiveness of the CII's governance, risk management and internal controls. The ARC also considered the proposed audit topics for the 2026 Internal Audit Plan.

ARC membership

All members of the Audit and Risk Committee are independent non-executives. Jonathan Graham, CII Board member, served as Chair of the ARC during 2025. Louise Coulton joined the ARC in November 2025.

A full list of ARC members, including their attendance at ARC meetings in 2025, is set out below.

Name	Experience	Start of appointment	End of appointment	Meeting attendance
Jonathan Graham, BA (Hons), FCA, CPFA	Chair Accounting, Audit and Risk	June 2024	-	5 of 5
Prashant Amatya, FCA	Audit, Risk and Accounting	March 2020	-	4 of 5
Louise Coulton	Compliance, audit, risk, and regulatory engagement	November 2025	-	1 of 1
Michael Crane, ACII, Chartered Insurer	Personal Finance Board Member Representative	December 2024	-	2 of 5
Andre Katz	Governance, Risk Management, Internal Control	June 2024	-	5 of 5
Irina Kendix, MSc, MBA, CMIIA	Audit, Risk, Compliance and Governance	March 2020	-	5 of 5
John McSherry, BSc (Hons), ACII	Local Institutes National Forum (LINF) Representative	May 2023	-	3 of 5
Damien Régent, MA	Audit, Finance and Risk	December 2020	-	5 of 5

Committee meetings are attended by the Chief Executive Officer, Finance Director, Head of Risk and Compliance, General Counsel, Executive Director, Business Solutions and Programme Delivery. The external auditors attended to present reports in March, June and November.

Education and Learning Committee (ELC)

The Education and Learning Committee oversee the CII's activities in respect of building the knowledge and skills base of the profession. They ensure the relevance, accessibility and quality of the CII's learning and assessment products whilst providing assurance that the CII's internal processes are transparent, fair to candidates, and compliant with regulatory requirements.

At the beginning of the year, the Committee reviewed their effectiveness. The review was positive overall and provided assurance to the Board that the Committee had discharged their responsibilities effectively during the year.

Awarding organisation

One of the ELC's key responsibilities is to review the CII's Statement of Compliance as an Awarding Organisation. The Committee reviewed the Statement of Compliance in detail before recommending its submission to the CII Board for approval in December 2025.

The ELC received regular reports on assessment delivery, qualification change and development, quality review activity, and matters reported by the Awarding Organisation Panel and Prize Board. Reports on compliance activity were also received at each meeting, including updates on regulatory requirements, regulatory reporting and communications with regulators. The Committee were informed of developments between meetings to maintain oversight.

Learning and assessments

As part of regular reporting, the ELC received and considered business developments relevant to learning and assessments, looking closely at exam experience and provision, any issues that have arisen, and analysing the student impact and experience.

The ELC supported the CII & PFS Futures (Professional Pathways) project, with its focus on clearer qualification pathways, flexible assessments, and maintaining technical content alongside professional skills. The Committee additionally considered plans for the Sector Thought Leadership strategy.

The ELC also discussed apprenticeship regulation in detail and received information regarding Continuing Professional Development (CPD) including the future direction of the CPD strategy.

ELC membership

Desmond Bermingham, CII Board member, served as Chair of the ELC during 2025. Patrick Ring joined the ELC in March 2025, and Kathryn Gannon joined in June 2025 as both an ELC member and a PFS Board member.

A full list of ELC members, including their attendance at ELC meetings in 2025, is set out below.

Name	Experience	Start of appointment	End of appointment	Meeting attendance
Desmond Bermingham, PhD, MSc, MA, BA	Chair, NED, Education	June 2024	-	4 of 4
Anthony Blackman, MSc, FBDO, FBCLA, MRSB, MRSPH, MInstLM, MIOD, MCIOF, FRSA	Accreditation and Professional Bodies	September 2020	-	3 of 4
Kathryn Gannon, FPFS, Chartered Financial Planner	Personal Finance Board Member Representative	June 2025	-	2 of 4
Melanie Jordan, BA (Hons), FCII	Local Institutes National Forum (LINF) Representation	September 2023	-	4 of 4
Helen Longland, FPFS, Chartered Financial Planner	Digital Learning	September 2023	-	4 of 4
Shaun Parsley, BSc, MSc, FIA, FIMA, ACII, Chartered Insurer	Higher Education	September 2022	-	3 of 4
Craig Potter, CMgr, MCMI, BA (Hons)	Regulation and Further Education	September 2023	-	3 of 4
Samantha Ridgewell, CIPD, ACII	Education and Learning	March 2019	March 2025	2 of 4
Patrick Ring	Higher Education	March 2025		3 of 3
Clair Vincent, DipPFS	Financial Planning Market	September 2022	-	3 of 4

The Executive Director, Member Engagement and Learning and the Qualifications Director attended all meetings.

Nominations and Remuneration Committee (NRC)

The CII's Nominations and Remuneration Committee (NRC) oversee appointment, governance and remuneration matters for the CII Group on behalf of the Board. Their responsibilities include the nomination and appointment of CII Board and Committee members, oversight of the governance process for appointments to subsidiary undertakings, and the ongoing monitoring of Executive Leadership Team (ELT) appointments and remuneration. The NRC also provide oversight of the CII Group's wider remuneration and benefits framework, the annual People Plan and People Budget and monitor the impact of the organisation's approach on equality, equity, diversity, inclusion and belonging.

Activity

During 2025, the NRC held four quarterly meetings and four extraordinary meetings to progress a significant programme of work, reflecting their central role in supporting strong organisational leadership and an effective people strategy for the CII Group.

A core element of the NRC's remit is oversight of the principles and processes for appointments to the Board and its Committees, to ensure that all appointment processes remain fair, transparent, merit-based and capable of attracting diverse and high-quality candidates. Throughout the year, the NRC received regular updates on recruitment, appointments and succession planning across the Board, Committees and Executive Leadership Team to ensure the maintenance of the optimal balance of skills, experience and perspectives required for effective governance. This included a review of the skills matrix and the outcomes of all Committee self-evaluations. The NRC also continued to oversee the governance processes for appointments to subsidiary undertakings to ensure a coherent approach across the CII Group. In addition, they considered nominations for Honorary Fellowships and the President's Award, making recommendations to the Board and the President respectively.

The NRC also maintained oversight of remuneration across the organisation. This included advising the Board on the remuneration packages for Board members and developing principles to bring consistency, appropriateness and proportionality to remuneration across Board and Committee members, as well as overseeing the design and operation of staff performance-related pay and long-term incentive arrangements. The Committee ensured that remuneration policies and decisions continued to reflect market practice, support organisational priorities and encourage the right behaviours while avoiding undue risk.

A major focus for the NRC during 2025 was oversight of the development of the CII Group People Strategy, established to ensure that culture, capability, reward and workforce priorities remain aligned with long-term organisational objectives. The Committee also reviewed regular HR reporting, approved the annual People Budget and monitored the operation of bonus schemes and the Long-Term Incentive Plan.

The NRC also scrutinised equality, equity, diversity and inclusion data across the workforce, volunteers, and the Board and Committees, reinforcing its commitment to fair, inclusive and responsible governance. As part of this oversight, the Committee reviewed the CII's gender pay reporting. In 2025, the CII's total mean gender pay gap reduced to 11.47%, compared with 21.06% in April 2024, reflecting a significant narrowing of the average pay difference between men and women. The median gender pay gap also decreased, standing at 4.44% in 2025 compared with 6.77% in April 2024. While these improvements are positive indicators of progress, the Committee recognises the need for continued focus to ensure sustained reductions and to support an inclusive culture across the organisation.

NRC membership

Jennette Newman, CII Board member, served as Chair of the NRC during 2025 and stood down on 31 December to become Chair of the Professional Standards Committee (PSC). The NRC have six additional non-executive members, including the CII Chair, President and Deputy President, a Local Institute National Forum (LINF) representative, and a representative of the PFS Board, and were supported by an independent nominations and remuneration professional.

A full list of the NRC members, including their attendance at NRC meetings in 2025, is set out below:

Name	Role	Start of appointment	End of appointment	Meeting attendance
Jennette Newman, LLB Hons, Solicitor	NRC Chair	1 January 2023	31 December 2025	8 of 8
Helen Phillips, PhD, FRSB, DL	Chair of the Board	1 July 2020	-	6 of 8
Nicola Stacey, ACII	President	1 January 2024	31 December 2025	6 of 8
Callum Beaton, FCII	Deputy President	1 January 2025	-	7 of 8
Carla Brown, CFP, FPFS, TEP, MSc, Certs II (MP&ER)	PFS Representative	23 January 2025	-	4 of 8
Leslie Gillanders, ACII, PTPMI	Local Institute National Forum (LINF) Representative	1 June 2024	-	8 of 8
Jackie Mann, MSc, CIPD, BA(Hons)	Independent Member	1 January 2021	-	8 of 8

Professional Standards Committee (PSC)

The Professional Standards Committee (PSC) oversee all CII activities relating to building, promoting, and protecting professional standards throughout the insurance and personal finance sectors. Their primary responsibility is to promote and support professionalism, including competence and ethical behaviour to achieve the CII's mandate of securing and justifying public trust. The PSC oversee the CII's compliance with the FCA's Accredited Body requirements. The PSC also monitor the work of the Independent Review Pool (IRP) to provide assurance to the CII Board of the robustness of the CII's disciplinary and membership eligibility processes.

In 2025, the PSC met on five occasions, which consisted of four quarterly meetings and a strategy session. The PSC scrutinised and provided expert guidance on the work undertaken by the Professional Standards, Policy and Public Affairs, and Legal teams. Additionally, the PSC oversaw the work done by the CII's internal committee, the Accredited Body Panel, as part of a biennial audit to ensure the CII meets its obligations as an Accredited Body of the FCA.

PSC membership

The PSC have nine members. Claire Bassett, CII Board member, served as Chair of the PSC from January 2023 until December 2025. Jennette Newman will become Chair from 1 January 2026.

Adam Harper stepped down from his role on the Professional Standards Committee and took up his new post as Executive Director, Strategy, Advocacy and Professional Standards for the CII in March 2025. James Daley, Brendan McCafferty, Kate Wellington and Stephen Lark also stepped down from the Professional Standards Committee in March 2025.

A full list of PSC members, including their attendance at PSC meetings in 2025, is set out below.

Name	Experience	Start of appointment	End of appointment	Meeting attendance
Claire Bassett	PSC Chair	January 2023	December 2025	4 of 4
Christopher Digby	Local Institute National Forum (LINF) Representative	May 2023	-	3 of 4
Edward Grant	Personal Finance Society (PFS) representative	September 2024	-	4 of 4
Richard Hopegood	Financial Planning Representative	June 2022	-	3 of 4
Ian Burningham	Market Representative	March 2025	-	3 of 3
Neil Freshwater	Market Representative	March 2025	-	3 of 3
Sarah Langley	Independent Consumer Representative	March 2025	-	3 of 3
Diane Maxwell	Independent Consumer Representative	March 2025	-	3 of 3
Chris Cowton	Higher Education Insurance Representative	March 2025	-	3 of 3
Adam Harper	Higher Education Insurance Representative	June 2022	March 2025	1 of 1
James Daley, BA (Hons), PG Dip	Independent Consumer Representative	June 2019	March 2025	1 of 1
Stephen Lark, ACII, Chartered Insurance Broker	General Insurance Representative	March 2022	March 2025	1 of 1
Brendan McCafferty, ACMA	Life and Pensions Representative	March 2022	March 2025	0 of 1
Kate Wellington, LLB, BCL, Bec	Independent Consumer Representative	June 2019	March 2025	1 of 1

Each PSC meeting is attended by the Policy and Public Affairs Director, General Counsel, Professional Standards Manager, and the Chair of the Independent Review Pool.

Independent Review Pool (IRP)

The Independent Review Pool (IRP) carries out a review and tribunal service for the disciplinary and eligibility functions of the CII. It is independent of the CII. The IRP comprises members drawn from the CII's membership and independent members, several of whom are legally qualified.

Disciplinary Decision Review Panel (DDRP)

The Disciplinary Decision Review Panel (DDRP) oversee the disciplinary process. Their purpose is to ensure that the decision-making process for any disciplinary or appeal decisions made by the CII, including formal hearings, is conducted in accordance with the DDRP Terms of Reference, associated rules and regulations, and any other applicable laws. The process exists to ensure the fairness of both the disciplinary process and the level and nature of any sanction. The Chair and members of the DDRP are drawn from the membership of the IRP and work together on a rotational basis to ensure a balanced panel.

In 2025, the DDRP did not consider any cases. This was primarily due to the reduction in active IRP members and the consequent capacity constraints faced by the Legal Team, which limited the panel's ability to review cases. All pending cases are now under review.

Membership Application Sub-Committee (MASC)

The Membership Application Sub-Committee (MASC) is an external committee, made up of a mixture of Lay, CII and Legally Qualified members, that makes decisions as to the eligibility of potential members where membership is not able to be processed automatically under the CII's Delegated Authority. These applications typically involve applicants who:

a. have been subject to a bankruptcy or debt relief order

b. have entered into Individual Voluntary Arrangements (IVAs) or similar arrangements

c. have had a County Court Judgment(s) entered against them

d. have disciplinary records from the CII or other organisations such as the FCA

e. have CPD records outstanding with the CII but who did not reach the disciplinary stage of the CPD selection process

f. have unspent criminal convictions.

In 2025, MASC reviewed 14 cases. All of which were approved.

IRP recruitment and training

During 2025, four IRP panel members resigned, reducing overall membership from eleven to seven active members, and impacting the IRP's ability to manage its caseload within expected timescales. This resulted in delays to the consideration of disciplinary and DDRP cases.

In response, the PSC have approved a recommendation to recruit three additional voluntary IRP members: one CII member, one Lay member, and one Legal member, and a process was initiated to restore the panel to a sustainable and resilient level.

In October 2025, the IRP received training from the CII Legal Team to reinforce the roles and responsibilities of IRP members, using previous cases as practical examples to support consistent understanding and application of the panel's remit. The session also provided an opportunity for panel members to offer guidance to inform the panel's development and ongoing support requirements.

Current IRP Members	Member type
Professor Jane Jarman, Solicitor, Professor of Legal Practice, Nottingham Trent University (Chair)	Legally qualified
Surinder Bassan, Independent Pharmaceutical Consultant Associate General Pharmaceutical Council	Lay
John Cush, Senior Legal Counsel, Direct Line Insurance Group plc	Legally qualified
Zulfiqar Khan, Senior Executive Vice President, EFU General Insurance Ltd	CII
Nick Smith, Senior Vice President, Marsh Speciality	CII
Peter Steel, General Counsel and Vice President Professional Standards and Conduct for the Chartered Institute of Management Accountants	Legally qualified
Fiona Tankard, Tutor and part-time supply teacher, Oxfordshire & West Berkshire County Councils	Lay

Strategic and financial review

Business model and strategy

The Chartered Insurance Institute (the Institute) is the parent entity of a Group whose operations are structured to deliver its purpose of building and maintaining public trust in the insurance and financial planning professions. This purpose is served through the two professional membership organisations in the Group – the CII and the PFS – which support the insurance and the personal finance professions and achieved by setting and upholding high standards of ethical conduct, technical competence, and business capability for its members. The CII also focuses on providing education and learning opportunities to support insurance and financial planning professionals.

The core competency of the Group is its unparalleled expertise in supporting the insurance and personal finance professions. By exercising this core competency in our product and service offerings, delivered through the Group's 'Public Value Model' the Group can deliver value to the professions and make a positive impact to the wider society.

Our vision is that CII and PFS professionals build a world which delivers ever greater financial resilience for individuals, and societies more broadly. The Group invests in value-added career support for members, and high-quality learning opportunities to attract and retain high-calibre individuals to serve the insurance and personal finance professions both in the UK and internationally. In doing so, the Group can attest to the high standards of conduct held by its professionals to serve the public, thereby remaining true to its purpose.

The CII and the PFS are working together to build a stronger future and deliver exceptional services, including:

- Learning & Practitioner Development: developing competent professionals through world-class qualifications, assessment and CPD, leading to exceptional outcomes for practitioners and the customers they serve.
- Member Engagement: creating a community of professionals that is representative of the sector and promotes professionalism, standards, and trust, where members feel valued and proud of their work, and are provided with the relevant support and development they need throughout their career lifetime.
- Thought Leadership: driving positive influence and change in the sector through impactful research, intelligence and evidence, thought leadership, and advocacy.
- Professional standards: establishing & consistently upholding the highest professional standards for our members and driving accountability to ensure members always act in the best interest of the public.
- Building on the work of our practitioner advisory panels and others to drive forward our learning offering to provide modern, flexible learning opportunities, continuing professional development (CPD) and streamlined qualifications.
- Working with all Local Institutes, Committees and specialist communities to renew and strengthen the way we listen, learn and work with our volunteers and members who contribute so much to promote our professions.

The Group remains committed to safeguarding professional standards and the value of membership through world-class learning and qualifications that reflect the diversity and needs of all our stakeholders and wider society, while enabling the Institute to best serve members, learners, and corporate customers in an efficient and effective manner.

The Group published its "Strategic Plan 2023-2027" in 2023, which provides further details about the Group's strategic objectives.

Audited financial statements

The audited financial statements for the year ended 31 December 2025 are included on pages 22 to 43. These financial statements have been prepared in accordance with FRS 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland. The financial statements disclose the financial position of the parent entity of the Group – the Chartered Insurance Institute (the Institute) – and the consolidated financial performance and financial position of the Group. The Strategic and Financial Review includes more detailed discussion of the financial performance of the Institute to allow greater transparency of the parent entity. The organisations which comprise the Chartered Insurance Institute Group (the CII Group), which are included in the consolidated financial statements, are listed in note 10 to the financial statements on page 37.

Financial performance

Membership

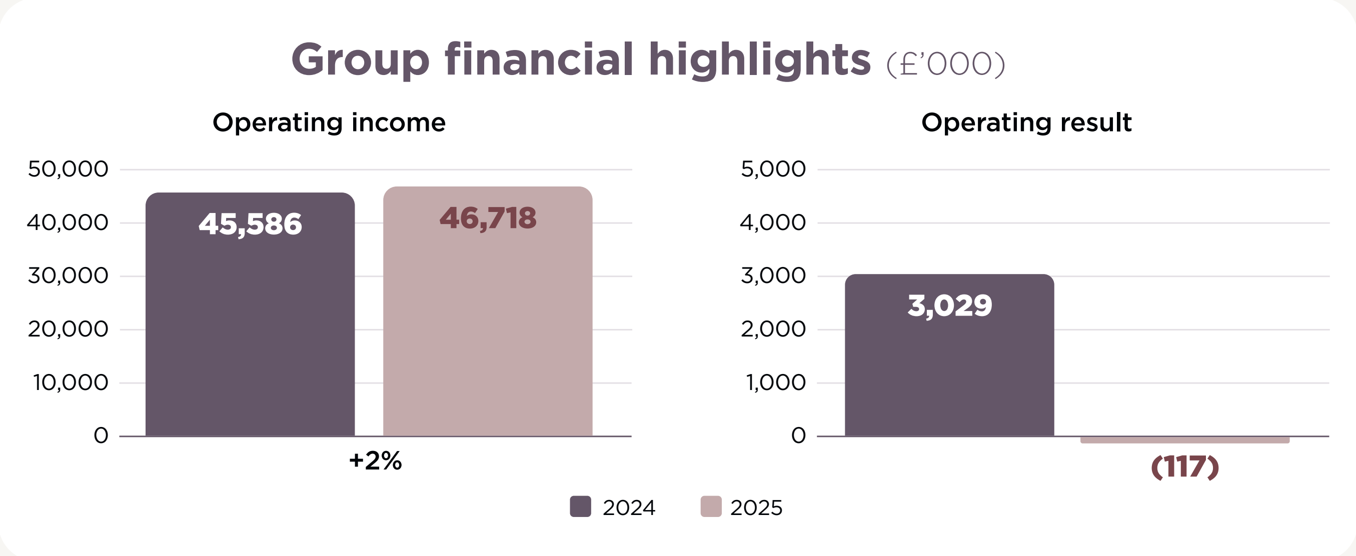
At 31 December 2025, the Group's total number of professional members was 120,108 (31 December 2024: 121,038 members) across all designations. The composition of members of the Group is set out below:

	2024	2025	Change
Members of the CII	82,335	83,297	962
Members of the PFS	38,703	36,811	(1,892)
TOTAL GROUP	**121,038**	**120,108**	**(930)**

CII members increased by 962 (3%) reflecting growth in insurance professional membership. This was offset by a reduction in PFS membership of 1,892 members (5%), primarily driven by retirements and continued attrition at CertPFS, DipPFS and student levels.

The Group continues to focus on targeted initiatives to attract and retain members, including modernisation of the membership proposition and strengthening engagement across professional communities.

Operating Income



The Group's operating income for the year was £46.72 million (2024: £45.59 million), an increase of £1.13 million (2%).

Growth in income was primarily driven by:

- Qualifications income, which increased by £1.07 million, reflecting higher exam volumes; and
- Learning support income, which increased by £0.90 million, driven by strong demand for study materials and digital learning products.

These increases were supported by pricing adjustments implemented during the year to partially offset inflationary cost pressures.

Membership subscription income decreased marginally year-on-year, reflecting the reduction in total membership. This was partially offset by increased income from sponsorship and member events.

The Institute's operating income increased to £31.86 million (2024: £30.82 million), representing growth of 3%, driven by similar factors.

Operating expenditure

Total operating expenditure for the Group was £46.83 million (2024: £42.56 million), an increase of £4.27 million (10%).

The increase reflects:

- Higher direct product costs associated with increased delivery of member services, events and learning content;
- Incurred Pension scheme settlement and closure cost for the now transferred Scheme;
- Increase in the provision for doubtful debt outstanding for more than one year;
- Continued investment in IT infrastructure and digital capability;
- Inflationary pressures across operational and support costs.

Included within total expenditure are non-cash depreciation and amortisation charges of £1.59 million (2024: £2.45 million).

Operating result

The Group reported an operating deficit of £0.11 million (2024: operating surplus of £3.02 million).

The reduction compared to the prior year reflects increased strategic investment in IT infrastructure and member services, partially offset by growth in operating income.

The Institute would have made an operating profit of £35,000 but for a one-off, and final pension termination cost.

Taxation

The prior year included a significant deferred tax credit arising from the recognition of historical tax losses. The current year reflects a partial unwinding of this position as deferred tax balances are utilised.

Further details are provided in note 5 to the financial statements.

Total result and net assets

The Group reported a total comprehensive (net) surplus for the year of £1.42 million (2024: £6.67 million).

This comprises:

- Operating deficit of £0.1 million;
- Net non-operating income of £1.79 million; and
- A taxation charge of £0.25 million.

Net assets increased from £38.2 million at 31 December 2024 to £39.6 million at 31 December 2025.

The Group continues to maintain a strong balance sheet, supporting its strategic investment programme and long-term financial sustainability.

Included within the CII Group's total net assets are the net assets of the charitable entity of the Group which totalled £0.35 million (31 December 2024: £0.33 million). These funds are segregated from the Group's operations and are used to fulfil the charitable objects of the charity, as determined by the Trustees.

The Institute's reported net assets at 31 December 2025 of £16.13 million (31 December 2024: £16.41 million). The Institute held £26.50 million (31 December 2024: £23.23 million) of cash and cash equivalents in UK financial institutions. The Institute has an investment portfolio, separate to its cash and cash equivalents, which was valued at £5.42 million at the end of the year (31 December 2024: £5.09 million). The increase of the investment fund was mainly resulting from an addition to the fund from the Institute's cash reserves.

In planning and budgeting for its activities, the Institute considers the level of reserves it holds in order to establish a balance between the continuing development of its services and the need for prudent management of our working assets and commitments, as well as providing for contingencies.

It is the Group's objective to generate surpluses, and for operating entities to build and maintain reserves at sustainable levels, taking account of working capital requirements and key risks. The CII Group's Board has set policies which determine that the Group's and operating entities' reserves should be at least six months of operating expenditure. Where this is not achieved, an action plan must be delivered to show how the related entity expects to improve its net assets reserves to achieve six months of operating expenditure.

The CII Group's Board and management monitor the level of net asset reserves of the Group at both entity and consolidated levels.

Cash flow

The Group generated net cash inflow from operating activities of £5.13 million (2024: £4.86 million).

Net cash generated during the year was £5.82 million, increasing total cash and short-term deposits to £42.66 million at 31 December 2025 (2024: £36.84 million).

This reflects strong underlying cash generation and disciplined working capital management.

The Institute's cash at bank as at 31 December 2025 was £26.50 million (31 December 2024: £23.23 million).

Investments

The Group's investment portfolio at 31 December 2025 was £6.19 million (31 December 2024: £5.33 million) comprising the Institute's investment portfolio of £5.42 million (31 December 2024: £5.09 million), PFS portfolio valuation of £0.50 million and investment held by the Group's charity for its charitable objects of £0.26 million (31 December 2023: £0.22 million). The movement of the investment fund in 2025 is set out in note 9 of the financial statements.

During the year, the Group transitioned its investment management arrangements from Quilter Cheviot to CCLA Investment Management, following a competitive tender process. The portfolio continues to be invested in a diversified mix of equities and fixed interest securities.

Pensions

The Group completed the buy-out of the Chartered Insurance Institute Pension Scheme (1993) defined benefit pension scheme and the Deed of Termination was signed by the end of March 2026.

During the year, a payment of £0.54 million was paid to the insurer to support the final phase of the buy-out process, under which the insurer will assume the scheme's future liabilities.

Going concern

The CII Group's Board has reviewed the 2025 financial performance of the Group. The CII Group's Board also reviewed and approved the 2026 business plan and considered risks associated with the delivery of the business plan and mitigating actions for possible adverse impacts. The 2026 business plan contains a comprehensive programme of activity which is geared to positioning the Institute and Group to improving the services delivered to members and students and enhancing the Group's relevance to both customers and the wider sectors of insurance and personal finance.

The Executive Leadership Team (ELT) closely monitors the financial performance of the Group, tracking actual progress against the financial and operational plans, and deploying mitigating actions where deviations are detected. The Group continues to maintain sufficient financial resources to undertake its plans in the foreseeable future.

The Group continues to progress its objectives as set out in its 2023-2027 Strategic Plan. The Business Plan for 2026 was approved by the CII Group Board and includes a number of initiatives which are aimed at setting the platform for further development of products and services in 2026 and 2027.

Over the period 2026-2027 the Group will invest in updated Information Technology infrastructure, a relaunch of the Corporate Chartered Membership, an updated membership proposition and broadening the depth of our Thought Leadership. These initiatives will support the continued demand for the Group's services and transform the delivery of qualifications. The continued demand of the Group's services as seen in 2025 and the plans that the Group will execute over the remainder of the strategic plan period is a testament to the Group's continued relevance to the insurance and personal finance sectors, and the going concern of the Group's constituent entities.

The Executive Leadership Team and the Institute's Board remain of the view that there are no material uncertainties which call into doubt the Institute's ability to continue as a going concern. All of the individual financial statements which comprise the consolidated results have been prepared on the going concern basis.

Risk management and internal controls

The objective of risk management for the CII Group is to ensure risks and opportunities are identified, evaluated, managed and reported effectively, within a consistent framework that aligns to, and considers, the Group's strategy, processes, people and financial resilience.

The CII Group's Board has overall responsibility for risk, delegating risk management activities to the Audit and Risk Committee (ARC) and senior management.

ARC, supported by the Risk team, ensures that the CII Group complies with a structured and value-added Enterprise Risk Management Framework ('the framework'), by taking an integrated and joined up approach to identifying, assessing and monitoring the risks that could impact strategic objectives.

The Executive Leadership team owns risks at strategic level. These are reviewed and monitored via the CII's Corporate Risk Register and then presented quarterly to the ARC.

Every employee has a responsibility for managing risk within their respective areas. The Leadership team directly controls day-to-day operations and has responsibility for designing, implementing and maintaining adequate systems and controls. In addition, project and programme risks, once identified, are logged in project risk logs and these are regularly updated.

The framework, which is based on the principles articulated in the ISO 31000 Risk Management Standard, includes an Enterprise Risk Management policy and a risk appetite methodology.

The CII Group's Board agreed the Risk Appetite Statement which sets out the general approach to risk. The Statement affirms that the CII will make considered risk-based decisions, in line with the purpose of the Institute enshrined in our Royal Charter.

Overall, an effective framework enables the CII Group to manage risks proportionally and proactively, by recognising the interconnectedness of various risks across the entire organisation, to then make informed decisions in line with the Group's risk appetite and/or in full cognisance of the impact and effect that their decisions have.

Additionally, as a body accredited by the Financial Conduct Authority (FCA), the Institute is also specifically required to design, implement and operate control procedures over the issuing of Statements of Professional Standing, the verification of advisers and the provision of information to the FCA as required by its rules. These control procedures are subject to an independent audit carried out in line with FCA requirements, and they are sent to the FCA and reviewed by the Professional Standards Committee on behalf of the Board.

Strategic and financial review *continued*

Principal risks and uncertainties

In alignment with the framework, the Group faces and manages risks at a strategic and operational level inherent in the services, sectors and regions in which it operates.

The creation of the CII Group's Operating Protocol has supported a productive relationship between the CII and the PFS. Although this risk continues to appear in the CII's Corporate Risk Register, it is currently within risk appetite and tolerance levels. This is a relationship we value and have invested heavily in improving, with welcome success.

2025 was the year of onboarding and embedding some members of the Executive Team. Although changes at Executive level may bring uncertainty in some organisations, the addition of the Executive Director, Strategy, Advocacy & Professional Standards and Executive Director of Markets and Opportunities roles has helped with shaping two new directorates at the CII.

Throughout 2025, the CII Group has identified and managed risks that could affect the delivery of its strategic objectives and plans. Strategic risks are logged in the CII's Corporate Risk Register. We score each risk from 1 to 5 for likelihood and for severity of impact, assigning a red, amber, or green rating.

The table below contains the key strategic risks in 2025:

Key Strategic Risk	Salient risk mitigation and / or management actions
Strategic Objective: **Excellent member experience**	
Market Relevance – Failure to ensure the relevance of the CII both globally and domestically undermines the ability to attract and retain members or secure appetite for CII products and services, resulting in a drop in revenue and leaves the CII vulnerable to competition.	Targeted opportunity management continues to be in place through dedicated Corporate and Regional engagement teams. We conducted some market research to identify new addressable markets and customer segments. We also developed an international strategy to influence at regulatory level and focused on priority market. We initiated the Pathway to the Profession programme to develop the pipeline of talent and increase attractiveness of the sector. Overall, programmes were initiated to review and update the membership offer and the CII qualifications portfolio. This work will continue into 2026.
Strategic Objective: **Sustainable Institute**	
Business Plan – Failure to deliver the Business Plan could lead to the Group not being able to achieve its strategy, in turn, leading to missed opportunities, as well as a decline in revenue and membership.	This risk is mainly managed by the evaluation of key service requirements. Each deliverable in the plan is reviewed and assessed at each iteration. We also introduced portfolio tracking (budget, outcomes and benefits) and capacity planning. Relevant risks, issues and considerations are escalated to Project/Programme Boards, and there is a quarterly update provided to the Audit and Risk Committee on the business plan progress.
People – The lack of capability, including leadership and intellectual rigour, could negatively impact the CII's ability to build confidence and trust in the insurance and financial planning professions.	In 2025, the CII focused and implemented various aspects of its People Strategy with the ultimate goal to attract top talent, nurture their skills, developing leadership, and strengthening colleague wellbeing and keep them motivated, whilst promoting a positive and inclusive workplace culture. We developed a set of Values to underpin the work of the CII Group and we also increased colleague engagement via four pulse to gauge satisfaction and gather feedback. We brought in innovative recruitment methods, including leveraging digital platforms and partnerships, to reach a diverse and skilled candidate pool. A dedicated Leadership Development Programme has been introduced to strengthen leadership capability across the organisation. Work on succession planning continued, with critical roles to be identified and development pathways established for high-potential colleagues, reducing the CII's exposure to capability risk at senior levels.
Strategic Objective: **Digital first**	
Cyber security – Failure to secure CII IT systems and data from cyber-attacks and unauthorised intrusion, may result in a ransomware attack, data loss or breach, loss of access to systems, reputational damage or regulatory action.	The Group's Information Technology security policies and processes are constantly in operation to ensure that risks are mitigated as far as possible. Some of the steps undertaken to manage this risk include regular patching procedures performed by our key suppliers. We have increased monitoring of our external facing systems for nefarious activity, alongside existing security controls. In addition, there is a scheduled plan of work to ensure all our systems are bought up to the latest level of software to mitigate known risks. The Institute achieved Cyber Essentials Plus certification in 2025, and we commissioned internal and external audits to validate planned activities.

Environmental, Social and Governance (ESG) Statement

An ESG approach or ESG structure refers to how businesses measure, monitor, and seek to improve their practices related to these three key areas through their operations. The end goals may include, but are not limited to, reducing the impact on the environment, making a positive contribution to society and local communities, improving sustainability, and ensuring a long-term approach to business decisions through effective governance.

The Institute is committed to developing, embedding and promoting key principles and demonstrable good practice in our ESG responsibilities. Our members are required by regulation to be able to demonstrate their commitment to ESG. As such, it is essential that the Group reflects the same commitment whether required by regulation or not.

The CII Group's Code of Ethics sets out 5 core duties:

- Comply with the Code and all relevant laws and regulations,
- Act with the highest ethical standards and integrity,
- Act in the best interests of each client,
- Provide a high standard of service,
- Treat people fairly regardless of age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion or belief, sex and sexual orientation.

Adherence to the CII Code of Ethics underpins the commitment to ESG.

Strategic relevance

Sustainability and long-term thinking are key elements of the CII Strategic Plan.

CII Strategy 2023-2027 – Environment/Environmental:

"With the lease on our London office space expiring in 2026 there is also an opportunity to re-imagine our London presence... We will consider whether the current space is fit for the Institute's future needs and, if not, consider relocation. A key element of this consideration will be the Institute's carbon footprint and the goal to become a net carbon zero workplace by 2030."

Action 2023-2027: Update hybrid working model and future-proof workplace. (Outcome – A net zero workplace and a hybrid workspace.)

> **Link to the CII's Royal Charter:**
> One of the objects in our Royal Charter states that the CII exists to: *"Collect and form a body of expert opinion on the law and practice relating to all things connected with insurance"*. Whilst the climate crisis affects the entire world, there are specific concerns connected with the insurance sector. These range from claims arising from related natural disasters, maintaining the ability to underwrite certain types of risk in the face of the uncertainty that climate change brings and of course the impact it will have on their business model and consumers. As the professional body for the insurance profession, we should be seen to be leading by providing thought leadership to the profession on this issue.

The Group is committed to reducing our impact on the environment and encouraging others to do the same. The Group already has a relatively small carbon footprint due to its reduced office space, hybrid working, low levels of travel, and predominance of digital products. As the office space in 2025 was sub-let, the way the CII consumes electricity, water and other resources was largely controlled by building management, although we recognise more could be done to identify other areas of improvement such as use of paper and other consumables. From 2025, the Group's investments included ESG considerations.

CII Strategy 2023-2027 – Social/Society:

"In common with many professions and professional membership bodies, diversity and inclusivity are key challenges. There is much more to be done within our sectors to address these challenges. We will become an exemplar organisation within the insurance and personal finance sectors, acting as a role model for our professions and seeking to reflect our potential community of members."

Action 2023-2027: Recruit and retain a diverse staff team. (Outcome – Increased workforce diversity which better represents our community of members.)

> **Link to the CII's Royal Charter:**
> One of the objects in our Royal Charter states that the CII exists to: *"promote efficiency and improvement in the practice of insurance among persons engaged or employed in that activity, whether Members of the Institute or not and to render the conduct of such business more effective and professional."* Without a diverse range of people sharing different perspectives, experiences, ideas and opinions, we will not be able to improve the practice of insurance or make the conduct of such business more effective and professional.

The Group actively monitors equality, diversity and inclusion (EDI). We are committed to being an open professional community of members, learners and colleagues where everyone feels free to be themselves. The Group has an EDI steering group that seeks to ensure we are an inclusive organisation, by:

- Building understanding of the status of "E", "D" and "I" across the sector and organisation internally and externally (to include the sector, members, customers, PFS, Societies and Institute).
- Reviewing and acting on available data, including Employee Engagement Surveys and Gender Pay Reports.
- Improving inclusion and equality for people with protected characteristics recognised under the Equality Act but also supporting and driving social mobility for those from different socio-economic backgrounds.

Monitoring of the membership of the CII Group Board will ensure that we are not just reflecting the membership population but also encouraging engagement from previously under-represented groups to promote both visibility of access and opportunity for change and influence.

Social action is a key element of our ESG activity, and we encourage all colleagues to engage with charitable activities in line with our relevant policies.

CII Strategy 2023-2027 – Governance:

"We will hold ourselves to the highest professional standards in all that we do, mirroring the expectation we have for our members."

Action 2023-2027: Governance review was completed and recommendations implemented. (Outcome – A contemporary governance framework which allows the Institute to best achieve its purpose as laid out in our Royal Charter.)

Link to the CII's Royal Charter:
One of the objects in our Royal Charter states that the CII exists to: *"promote and assist the study of any subjects bearing on any branch of insurance."* ESG appears in the list of high-level capability gaps which CII communities and corporates tell us need to be filled. There is no current standard by which a financial planner can judge whether they are competent to provide ESG investment advice, and consequently there is a significant risk of poor advice in the market. In general insurance there is also a wide gap between corporate ESG practice and insurance cover for corporate clients. Many in underwriting and broking roles in particular will need to have a significantly increased understanding of how the products they manage or sell might lead to negative ESG outcomes so that they can innovate.

The Group is committed to responsible business practices and good corporate governance, and we strive to comply with the relevant corporate governance codes (although we are not legally required to do so due to our status as a Royal Charter body) and implement regular ESG training across the CII Group. We intend to develop ESG learning for members and firms across the general insurance and financial services markets in due course.

Carbon and energy reporting

The Group has adopted three key environmental principles: Precaution, Prevention, and Integration.

- **Precaution:** By recognising change is needed and required, the Group has, and continues to use, strategic procurement, responsible resourcing and partnering with innovative vendors/suppliers who display transparency through ethical behaviour.
- **Prevention:** By continuing to innovate the Group is anticipating, avoiding and educating to avoid or minimise environmental damage. The Group adheres to all environmental legislation which is key to the UK's environmental policy.
- **Integration:** By integrating environmental policies into everyday operations, we enhance promotion of sustainable development within the Group.

The Institute employs initiatives to control and minimise carbon emissions which include:

- a bike-to-work scheme, which offers loans to CII colleagues,
- 'Anytime, Anywhere' employee work model, which allows employees the flexibility to work from remote locations, reducing the need for travel.

The Institute is in the process of reassessing its energy consumption measurement base following its London office move in early 2026 which represents its main source of GHG emissions. The Institute has opted not to publish its consumption for 2025 and 2024 as the landlord provided data was insufficient to make a reliable comparison between the periods.

The Institute will continue to review and improve its approach to carbon and GHG reduction and reporting.

Budgets and financial reporting

As part of the annual planning process, detailed budgets for the Group are prepared for the approval of the CII Group Board. The 2026 CII Group budget was approved by the CII Group Board in December 2025 as part of the approval of the 2026 CII Group Business Plan.

The financial results of the Institute and Group are prepared each month and reviewed by the Executive Leadership Team. A report on the financial results is presented to the Audit and Risk Committee and the Board at every meeting, comparing actual results to the approved budget. Forecast financial performance is reported during the year to ensure that early action can be taken against emerging financial risks.

Our colleagues

The Institute aims to be a high-performance organisation where colleagues enjoy their work and feel supported, valued, and developed. Colleagues are kept fully informed of the organisation's strategy and objectives, and individual performance is reviewed on an ongoing basis throughout the year.

During 2025, the Institute strengthened its people practices through the introduction of several key initiatives. These included the launch of the Colleague Career Framework, providing greater clarity on career pathways, development opportunities and progression across the organisation; The development of the Institute's new Values, due to be launched in 2026 which set clear expectations for behaviours and ways of working; the Pulse Surveys that measure the colleague ENPS engagement and the implementation of a new hiring tracking system, 'Your Hire', to enhance oversight, consistency and data-driven decision-making across recruitment activity.

This is all aligned to the approved People Strategy which is fully aligned with the CII's overall Strategy 2023–2027 and sets out clear objectives across four key areas:

1. Attraction and Retention
2. Performance and Reward
3. Engagement and Empowerment and
4. Learning and Development.

The Institute remains committed to maintaining high levels of colleague engagement, which is measured periodically throughout the year.

Engagement with colleagues is supported through a range of formal and informal forums, ensuring a strong level of awareness and understanding of the Group's strategy, performance, and the financial, economic and market factors affecting the organisation.

The Institute's recruitment and selection policy is designed to ensure the appointment of the best possible candidates based on skills, knowledge and behaviours aligned to role requirements, while following best practice in inclusive recruitment. The introduction of enhanced recruitment tracking further supports transparency, consistency, and continuous improvement in hiring outcomes.

The Institute continues to monitor and report on its gender pay gap and gender pension pay gap and regularly reviews progress against actions to improve diversity and inclusion. Pay gap metrics are measured at the end of each tax year in April. The Institute remains committed to diversity and inclusion, ensuring these principles are embedded across policies, procedures, and everyday practice.

Future plans

The CII is progressing towards the objectives that were set out in the Group's published Strategic Plan which covers the five years from 2023 to 2027. The six strategic themes of the Plan are:

1. Excellent Member Experience
2. Highest Professional Standards
3. Sector Thought Leadership
4. World-Class Learning
5. Digital First
6. Sustainable Institute

There are several key initiatives which are being undertaken by the Group in support of the strategic themes and these include:

- A **remodelled Corporate Chartered Status proposition** that will focus on recognising exemplar firms in the fields of employee value proposition, exceptional customer outcomes and a commitment to upholding the standards of the professions.
- **Professional Pathways** which will transform the delivery of the learning experience to students to ensure that learning methods remain relevant and produce enhanced learning outcomes. Coupled with the latest thinking in assessment methodologies that truly tests practitioner capability.
- **Membership modernisation** which seeks to revamp membership engagement and access to communities of practice. Membership will be more tailored to an individual's changing needs, career journey and inspiring for new talent.
- **Enabling the Institute** through improvements to our Data Management, IT Infrastructure, People Strategy, and the introduction of standardised business processes embedded in best practice.

The CII Group is committed to delivering on these plans through the collective efforts and commitment of colleagues working at the CII, and the continued support of the CII Group's members and volunteers.

Statement of responsibilities

The directors are responsible for preparing the Strategic and Financial Review Report and the financial statements in accordance with UK accounting standards, comprising FRS 102 – The Financial Reporting Standard applicable in the UK and Republic of Ireland.

The directors will not approve the consolidated financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the CII Group and Institute, and financial performance for the period ended 31 December 2025, and comparative period(s).

In preparing these consolidated and Institute financial statements, the directors have:

- selected suitable accounting policies and then applied them consistently;
- made judgements and accounting estimates that are reasonable and prudent;
- stated whether applicable UK accounting standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepared the financial statements on the going concern basis unless it is inappropriate to presume that the CII will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the CII Group's transactions and disclose with reasonable accuracy at any time the financial position of the CII. The directors are also responsible for safeguarding the assets of the CII and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the governance and financial information on the CII's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Each of the directors, as at the date of this report, have taken all the steps that each director ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information. The directors are not aware of any relevant audit information of which the auditor is unaware.

Auditor

Crowe U.K. LLP was reappointed as the Institute's auditor during the year and has expressed its willingness to continue in that capacity.

The Strategic and Financial Review Report was approved by the Board 20 August 2026.

HELEN PHILLIPS, PHD FRSB DL
Chair of the CII Group Board

Date: 20 August 2026

MATTHEW HILL
Chief Executive

Date: 20 August 2026

Independent auditor's report to the Board of the Chartered Insurance Institute

Opinion

We have audited the financial statements of The Chartered Insurance Institute (the Institute) and its subsidiaries (the Group) for the year ended 31 December 2025 which comprise the Consolidated Statement of Comprehensive Income, Consolidated and Institute Statement of Financial Position, Consolidated and Institute Statement of Changes in Funds, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 of the Institute's affairs as at 31 December 2025 and of the Group's income / expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of The Chartered Insurance Institute's governing Charter & Bye-laws.

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 group 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 related to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or Institute'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 Board with respect to going concern are described in the relevant sections of this report.

Other information

The Board are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of the Board

As explained more fully in the Board responsibilities statement set out on page 19, the Board 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 Board 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 Board are responsible for assessing the Group's and the Institute'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 directors either intend to liquidate the Group or the Institute or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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:

We obtained an understanding of the legal and regulatory frameworks within which the Institute and Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Chartered Insurance Institute's governing Charter and By-laws, together with FRS 102. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Institute's and the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Institute and the Group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulations and taxation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Board and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, review and recognition of income accounting estimates for biases, reviewing regulatory correspondence with Ofqual, the ICO and HMRC, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Institute's Board, as a body, in accordance with The Chartered Insurance Institute's Charter and Bye-laws. Our audit work has been undertaken so that we might state to the Board those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Institute and the Institute's Board as a body, for our audit work, for this report, or for the opinions we have formed.

CROWE U.K. LLP
Statutory Auditor

Crowe U.K LLP

London
Date: 26 August 2026

Consolidated Financial statements

Consolidated statement of comprehensive income

	Note	Group 2025	2024
		£000	£000
Operating income			
Membership subscriptions and services		**18,030**	18,839
Qualifications		**11,491**	10,423
Learning support		**17,197**	16,286
Other income		**-**	38
Total operating income	3	**46,718**	45,586
Operating expenditure			
Membership services and support		**(14,696)**	(12,464)
Qualifications		**(7,688)**	(6,313)
Learning support		**(7,473)**	(7,204)
Central services		**(16,212)**	(16,576)
Pension settlement and closure cost		**(766)**	-
Total operating expenditure		**(46,835)**	(42,557)
Total operating surplus/(deficit)	4	**(117)**	3,029
Non-operating income and costs			
Dividends and net interest	7	**1,643**	1,497
Realised gain/(loss) on investments	9	**(42)**	38
Unrealised gain on investments	9	**188**	181
Total net non-operating income/(cost)		**1,789**	1,716
Surplus before taxation		**1,672**	4,745
Taxation credit	5	**(247)**	1,932
Net surplus		**1,425**	6,677
Other comprehensive loss			
Net defined benefit pension credit/(cost)		**-**	85
Foreign exchange loss arising from retranslation of overseas subsidiaries		**2**	(3)
Total other comprehensive income/(loss)		**2**	82
Total comprehensive income for the year		**1,427**	6,759

All income and expenditure are derived from continuing activities.
The notes on pages 26 to 43 form part of these financial statements.

Consolidated and Institute statement of financial position

	Note	Group		Institute	
		2025	2024	**2025**	2024
		£000	£000	**£000**	£000
Non-current assets					
Tangible fixed assets	7	**380**	459	**367**	445
Intangible fixed assets	8	**1,770**	3,039	**1,770**	3,039
Investments	9	**6,185**	5,326	**5,423**	5,087
Investments in subsidiaries	10	**-**	-	**5**	5
Net deferred tax asset	11	**1,717**	1,859	**1,460**	1,633
Total non-current assets		**10,052**	10,683	**9,025**	10,209
Current assets					
Stocks – course books		**53**	46	**53**	46
Debtors	12	**6,209**	8,280	**5,409**	7,254
Cash at bank and short-term deposits	13	**42,656**	36,835	**26,504**	23,230
Total current assets		**48,918**	45,161	**31,966**	30,530
Current liabilities					
Creditors:					
Amounts falling due within one year	14	**(18,806)**	(17,357)	**(24,304)**	(24,023)
Net current assets/(liabilities)		**30,112**	27,804	**7,662**	6,507
Non-current liabilities:					
Provisions for liabilities and charges	16	**(557)**	(307)	**(556)**	(306)
Total non-current liabilities		**(557)**	(307)	**(556)**	(306)
Net assets		**39,607**	38,180	**16,131**	16,410
Accumulated funds					
General	17	**39,258**	37,850	**16,131**	16,410
Charitable	17	**349**	330	**-**	-
Total funds		**39,607**	38,180	**16,131**	16,410

The financial statements on pages 22 to 43 were approved and authorised for issue by the Board on 20 August 2026.

DR. HELEN PHILLIPS
Chair of the Board

Helen Phillips

Date: 20 August 2026

MATTHEW HILL
Chief Executive Officer

Date: 20 August 2026

Consolidated and Institute statement of changes in funds

For the year ended 31 December 2025

Group	Charitable funds	General reserves	Total funds
	£000	£000	£000
1 January 2025	**330**	**37,850**	**38,180**
Net surplus for the year	**19**	**1,406**	**1,425**
Foreign exchange loss arising from retranslation of overseas subsidiaries	**-**	**2**	**2**
Other reserve movement	**-**	**-**	**-**
At 31 December 2025	**349**	**39,258**	**39,607**
1 January 2024	329	31,378	31,707
Net surplus for the year	1	6,676	6,677
Net defined benefit pension cost	-	85	85
Foreign exchange loss arising from retranslation of overseas subsidiaries	-	(3)	(3)
*Other reserve movement	-	(286)	(286)
At 31 December 2024	330	37,850	38,180

Institute	General reserves	Total funds
	£000	£000
1 January 2025	**16,410**	**16,410**
Net loss for the year	**(279)**	**(279)**
At 31 December 2025	**16,131**	**16,131**
1 January 2024	10,714	10,714
Net surplus for the year	5,696	5,696
At 31 December 2024	16,410	16,410

*Other reserve movements in the Group's 2024 statement of changes in funds represent the derecognition of The Education and Training Trust.

The notes on pages 26 to 43 form part of these financial statements

Consolidated statement of cash flows

For the year ended 31 December 2025

	Note	2025	Group 2024
		£000	£000
Cash flows from operating activities			
Surplus before taxation		**1,672**	4,745
Adjustments for:			
Depreciation, amortisation and impairment charges	7,8	**1,590**	2,447
Unrealised investment gain	9	**(188)**	(181)
Realised investment (gain)/loss	9	**42**	(38)
Net interest receivable		**(1,643)**	(1,497)
Pension transfer, net		**247**	85
Foreign exchange		**2**	(3)
(Increase)/Decrease in trade and other debtors		**2,041**	(628)
Decrease/(Increase) in stock		**(7)**	5
Increase/(Decrease) in trade creditors		**219**	94
Increase/(Decrease) in deferred income		**133**	1,526
(Decrease)/Increase in other creditors		**1,031**	(1,381)
(Decrease)/Increase in provisions		**-**	46
Other non-cash movement		**(6)**	(286)
Cash provided by operations		**5,133**	4,934
Taxation paid		**(7)**	(71)
Net cash provided by operating activities		**5,126**	4,863
Cash flows from investment activities			
Purchases of tangible fixed assets	7	**(233)**	(119)
Purchase of intangible assets	9	**-**	-
Interest & dividends received		**1,641**	1,497
Purchase of investments	9	**(6,589)**	(1,614)
Proceeds from sale of investments	9	**5,876**	253
Net cash increase in investing activities		**695**	17
Net increase in cash and cash equivalents		**5,821**	4,880
Cash and cash equivalents at the beginning of the year		**36,835**	31,955
Cash and cash equivalents at the end of the year		**42,656**	36,835

The Group has no external debt as at 31 December 2025 and 31 December 2024.
As a result, no net debt reconciliation is presented.

The notes on pages 26 to 43 form part of these financial statements

Notes to the consolidated financial statements

1. Accounting policies

a) Basis of preparation

The Chartered Insurance Institute (CII, parent company or Institute) is a body incorporated by Royal Charter. The address of the registered office is given in the Reference and Administrative Details page which follows the notes to the financial statements. The operations and principal activities of the Institute are set out in the Strategic and Financial Review report.

The consolidated financial statements are prepared under the historical cost convention with the exception of investments carried at fair value in accordance with applicable United Kingdom Accounting Standards, including Financial Reporting Standard 102, applicable in the United Kingdom and the Republic of Ireland.

The preparation of the consolidated financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Group's accounting policies. Details of significant judgements and estimates are provided in note 1(s).

Parent company disclosure exemptions

In preparing the financial statements of the parent company, a cash flow statement was not presented, applying the disclosure exemption allowed under FRS 102.

b) Revenue recognition and receivables

The Institute exercises judgement in determining whether revenue recognition criteria have been met and whether related receivable balances are supported by sufficient evidence are recoverable. This assessment requires consideration of underlying transactions, customer records, historical collections experience and other available evidence.

c) Going concern

In assessing going concern, the directors considered the impact of significant macroeconomic factors such as the crises in Ukraine and the Middle East, as well as global geopolitical developments. The directors approved the 2026 business plan, investments and cash reserves available, and reviewed scenarios of downside risk and mitigating actions which are available to the Institute and Group. The directors have also reviewed a financial trajectory for later years which will be underpinned by a more detailed strategic plan which was published in 2023. The directors have concluded that the going concern principle remains appropriate for the preparation of these financial statements.

The following principal accounting policies have been applied.

d) Basis of consolidation

The consolidated financial statements comprise the financial statements of the CII and all of the entities considered by the CII to be subsidiary undertakings (the CII Group or the Group, see note 11). All subsidiary financial statements have been prepared to 31 December 2025. In preparing consolidated financial statements, the financial statements of the parent and its subsidiaries are combined on a line-by-line basis, fully eliminating any intragroup balances and transactions.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the statement of financial position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the consolidated statement of comprehensive income from the date on which control is obtained. They are deconsolidated from the date control ceases.

e) Revenue recognition

Membership services and subscriptions

Subscriptions

Membership subscriptions are credited in the statement of comprehensive income in the period in which they are received to the extent of the proportion of the subscription year earned. The difference between the amount received and the amount credited in the period is credited to the statement of financial position as deferred income in the period, to be released to the statement of comprehensive income in the following period.

Examinations

Examinations & Accreditation

Examination and accreditation fees are credited in the statement of comprehensive income of the period in which the examinations and accreditations take place.

Educational activities

Coursework & Continuous Assessment

Income from study options involving coursework submission or continuous assessment is credited to the statement of income on a straight-line basis over the length of the study period taken.

Publications and learning materials

Sales of hard and soft copy publications and learning materials are recognised as income in the month of purchase.

E-learning/Licence Fees

Assess licenses are recognised in the statement of income over the period that the license is provided. Assess license fees are credited in the statement of comprehensive income in the period in which they are received to the extent of the proportion of the license fee period earned. The difference between the amount received and the amount credited in the period is credited to the statement of financial position as deferred income in the period, to be released to the statement of comprehensive income in the following period.

Revision aids are recognised as revenue for the full invoiced value at the point that the product is sold to the learner.

Training courses, events and conferences

Income from sales of training courses, events or conferences are recognised in the period when the course, event or conference takes place. Amounts received in advance are credited to the statement of financial position as deferred income, to be released to the statement of income in the period in which the event takes place.

Other Income

Dividends and interest receivable

Dividends and interest receivable are included in the statement of comprehensive income in the period in which they are receivable. Interest is receivable from investments and short-term, fixed rate deposits.

f) Expenditure recognition

Expenditure is recognised on an accruals basis and has been classified under headings that aggregate all costs related to the category. This includes interest incurred on any outstanding creditor balances which is disclosed as part of the "Net interest receivable or payable" in the consolidated statement of comprehensive income.

g) Tangible fixed assets

Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses.

Purchases of tangible fixed assets are capitalised and depreciated over their estimated useful lives as follows:

Computer equipment	3-5 years
Equipment	5 years
Fixtures and fittings	10 years
Furniture	8 years

h) Intangible fixed assets

Intangible fixed assets are stated at historical cost less accumulated amortisation and any accumulated impairment.

Intangible fixed assets are capitalised and amortised over their estimated useful lives as follows:

Computer software	3-9 years

Assessment of estimated useful life

At each reporting date, the carrying amounts of fixed assets are reviewed against the assets' estimated useful lives to determine whether the estimated useful lives may be revised or if there is any indication that those assets have suffered an impairment loss.

Any changes to the estimated useful lives of assets are treated as changes in accounting estimates and are recognised in the statement of comprehensive income in the period in which the changes are made. No prior period adjustment is required.

If there are indicators of impairment, the recoverable amount of the asset is estimated and the carrying amount of the asset is reduced to the recoverable amount. Impairment losses are recognised in the statement of comprehensive income in the period that that impairment loss is discovered.

i) Investments

All investments are stated at fair value which is determined with reference to quoted market prices at the end of the reporting period. Gains and losses on remeasurement or disposal are recognised in the statement of income for the period.

j) Investment in subsidiaries

Investments in subsidiary entities are held at cost less impairment.

k) Cash at bank and short-term deposits

Cash at bank and short-term deposits comprise cash balances with banks and deposits with a maturity not exceeding 95 days from when notice is given. These balances are considered to have an insignificant risk to a change in its value.

It also includes cash which is held by the Group's investment managers for investing as the Group is able to access this cash for other purposes at short notice and without penalty.

l) Current trade debtors and trade creditors

Trade debtor and trade creditor balances included within current assets and current liabilities respectively, comprise items recognised at their transaction price and measured at the reporting date at the undiscounted amount of cash or other consideration expected to be received or paid.

When there are indicators of a risk to the recoverability of trade debtors, a provision is made for specific customers where the risk has been assessed. Risk to recoverability of trade debtors may occur where a customer is experiencing financial hardship or where trade debtor balances have been outstanding for a significant period of time. The decision to make a provision for doubtful debt is a matter of judgement made by directors. Provisions for doubtful debts are netted against trade debtor balances in the statement of financial position and the movement in the provision is recognised in the statement of comprehensive income.

m) Foreign currencies

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in 'pounds sterling', which is the Institute's functional and the Group's presentation currency.

Notes to the consolidated financial statements *continued*

On consolidation, the results of overseas operations are translated into pounds sterling at rates approximating to those ruling when the transactions took place. All assets and liabilities of overseas operations are translated at the rate ruling at the reporting date. Exchange differences arising on translating the opening net assets at opening rate and the results of overseas operations at actual rate are recognised in other comprehensive income.

n) Tax

Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred tax is recognised in respect of timing differences that have originated but not reversed at the reporting date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the reporting date. Timing differences are differences between the entity's taxable operating surplus and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements. Deferred tax is measured at the average tax rates that are expected to apply in the periods in which the timing differences are expected to reverse; based on tax rates and laws that have been enacted or substantively enacted by the reporting date. Deferred tax is measured on an undiscounted basis.

o) Operating leases

Operating lease rentals are charged to the statement of comprehensive income on a straight-line basis over the period of the lease.

p) Employee benefits

The Group provides a range of benefits to employees, including quarterly and annual bonus arrangements, paid holiday arrangements and defined contribution pension plans.

(i) Short-term benefits
Short-term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the statement of comprehensive income in the period in which the service is received.

(ii) Quarterly and annual bonus plans
The Group operates quarterly and annual bonus plans for certain employees. An expense is recognised in the statement of comprehensive income when the Group has a legal or constructive obligation to make payments under the plans as a result of past events and a reliable estimate of the obligation can be made.

q) Retirement benefits

The CII operates two types of pension schemes; a defined contribution plan and a defined benefit plan, both of which require contributions to be made to separately administered funds.

Defined contribution scheme

For the defined contribution scheme, the amount charged to the statement of comprehensive income in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the statement of financial position.

Defined benefit plan

The Chartered Insurance Institute Pension Scheme (1993), a defined benefit scheme for staff was closed to new members in 2001 and to further service accrual in 2006. The scheme Deed of Termination was signed on 31 March 2026. Contributions used to be made to the scheme at rates set by the scheme actuary and as advised by the scheme administrator. Interest cost, return on assets and actuarial gains or losses are recognised as part of non-operating activities.

For defined benefit schemes the amounts charged in operating expenditure are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the income and expenditure account if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The interest cost and the expected return on assets are shown as a net amount of other finance costs or credits adjacent to interest. Actuarial gains and losses are recognised immediately in the statement of comprehensive account. Where an insurance policy is acquired to fund employee benefits relating to current and past service of members of the defined benefit scheme, a settlement would have occurred unless the Institute's liability to the defined benefit pension scheme is not completely discharged. Where the Institute's liability has not been fully discharged amounts associated with acquiring the insurance policy will be recognised in the statement of comprehensive income. Where the pension scheme liabilities are fully insured, the scheme assets are represented as the value of the scheme liabilities.

Defined benefit schemes are funded with the assets of the scheme. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each reporting date. The resulting defined benefit asset or liability, net of the related deferred tax asset or liability, is presented separately after other net assets on the face of the statement of financial position once the recognition criteria has been met.

r) Stocks

Stocks are valued on a 'first in, first out' basis at the lower of cost and net realisable value.

s) Fund accounting

General funds are funds which are available for use at the discretion of the board for the activities of the Institute. Charitable funds comprise restricted funds, available for the use of The Chartered Insurance Institute Prize and Educational Funds in furtherance of its charitable objectives.

t) Critical accounting estimates and judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and assumptions which have the most significant risk of causing material adjustment to the carrying amount of assets and liabilities are:

1) Revenue recognition and related receivables

The Institute exercises judgement in determining whether revenue recognition criteria have been met and whether related receivable balances are supported by sufficient evidence and are recoverable. This assessment requires consideration of underlying transactions, customer records, historical collection experience and other available evidence.

2) Retirement benefits

The Institute accounts for retirement benefits in accordance with Financial Reporting Standard 102 Section 28.9 to 28.28, 'Post-employment benefits'. In determining the pension cost and obligation of the defined benefit pension scheme, a number of assumptions are used including: discount rate, inflation, salary increases, mortality rates and expected returns on investments. Further details are provided in note 18 to the financial statements.

3) Provisions for liabilities and charges

In accordance with Financial Reporting Standard 102 section 21, 'Provisions and Contingencies', provision is made where the Group believes that, at the reporting date, it has an obligation that may require settlement at a future date. The Group is required to estimate the likely future settlement amount based on management's best view of the most likely outcome. Further details are provided in note 17 to the financial statements.

4) Provision for doubtful debts

The Group has made an accounting provision for outstanding sales balances which have been assessed and may be at risk of recovery. The determination of the provision requires the application of judgement. The actual outcome of recovery efforts may differ from the outcome which is assessed at 31 December 2025.

2. Consolidated entities

The Group has elected to present the main components of the consolidated financial result.

2025	£000						
	The Institute	The Personal Finance Society	C.I.I. Enterprises	Charities	International entities	Intergroup eliminations	Total Group
Operating income	31,862	8,496	6,009	4	1,345	(998)	**46,718**
Operating expenditure	(32,593)	(9,299)	(4,531)	(16)	(1,394)	998	**(46,835)**
Operating result	**(731)**	**(803)**	**1,478**	**(11)**	**(49)**	**-**	**(117)**
Non-operating items and taxation	452	806	253	31	2	-	**1,544**
Total result	(279)	3	1,731	19	(47)	-	**1,427**

2024	£000						
	The Institute	The Personal Finance Society	C.I.I. Enterprises	Charities	International entities	Intergroup eliminations	Total Group
Operating income	30,817	8,705	5,714	6	1,421	(1,077)	**45,586**
Operating expenditure	(27,627)	(10,155)	(4,653)	(38)	(1,161)	1,077	**(42,557)**
Operating result	**3,190**	**(1,450)**	**1,061**	**(32)**	**260**	**-**	**3,029**
Non-operating items and taxation	2,506	960	182	33	49	-	**3,730**
Total result	5,696	(490)	1,243	1	309	-	**6,759**

3. Operating income

	Group	
	2025	2024
	£000	£000
a) Membership subscriptions and services		
Membership subscriptions	**16,742**	17,728
Conferences and event income	**1,223**	1,048
Other services	**65**	63
	18,030	18,839
b) Qualifications		
Examinations income	**11,491**	10,423
	11,491	10,423
c) Learning support		
Publications	**8,553**	7,898
Other learning materials	**6,364**	6,069
Training courses	**1,213**	1,321
Other educational activities	**1,067**	998
	17,197	16,286
d) Other income		
Insurance proceeds	**-**	38
	-	38
Total operating income	**46,718**	45,586

4. Operating surplus

The operating surplus of £2,112,000 (2024: £3,029,000) is stated after charging:

	Group	
	2025	2024
	£000	£000
a) Auditor's remuneration		
Audit fees:		
Audit of the Group's financial statements	**135**	130
Audit of the Group's subsidiaries	**20**	24
Taxation and other fees	**-**	-
	155	154
b) Salaries and related costs		
Total salaries and related costs	**16,600**	14,884
Further analysis of staff and related costs is provided in note 6(a)		
c) Depreciation, amortisation and impairment charges		
Depreciation, amortisation and impairment charges of fixed assets	**1,590**	2,447
d) Amounts payable under operating leases		
Building	**561**	564
Equipment	**56**	52
	617	616

5. Taxation

The CII bears tax on its revenue generating activities and investment income.

	Group	
	2025	2024
	£000	£000
Taxation charge on ordinary activities		
Corporation Tax at 25% (2024: 25%)	**(104)**	(7)
Deferred tax	**(143)**	1,939
Tax charge for period	**(247)**	1,932
The differences between the tax charge recognised in the statement of comprehensive income and the tax charge at the standard rate of tax are explained below:		
Surplus on ordinary activities before tax	**2,438**	4,745
Tax charge on the surplus on ordinary activities before tax calculated at the standard rate of corporation tax in the UK of 25% (2024: 25%)	**(609)**	(1,186)
Effects of:		
Differences on fixed assets	**(210)**	(2)
Disallowed expenses	**(13)**	(252)
Effect of non-taxable items	**(6)**	82
Charitable exemptions	**6**	-
Movement in deferred tax not recognised	**587**	3,262
Effect of other tax charges/credits	**(2)**	28
Tax charge for period	**(247)**	1,932

The ‘adjustment in respect of previous periods’ reflects the updated tax liability following the closure of the historical matters which the CII and PFS had been engaged with the tax authority.

6. Remuneration

	Group	
	2025	2024
	£000	£000
a) Group salaries and related costs		
Wages and salaries	**13,682**	12,424
Employer's social security costs	**1,642**	1,279
Employer's pension costs	**1,276**	1,181
	16,600	14,884
b) Group average number of staff employed during the year		
Total number of employees	**241**	233
Total number of full-time equivalents	**236**	224

A defined contribution pension scheme is operated by the Institute on behalf of employees of the Group. The assets of the scheme are held separately from those of the Group in an independently administered fund. The total expense recognised in the consolidated statement of comprehensive income representing the Group's contribution to the employee defined contribution pension plan in 2025 is £1.3 million (2024: £1.2 million). During the year ended 31 December 2025, the Group incurred termination payments totalling £222,000 (2024: £135,000) relating to organisational restructuring and redundancy programs across various departments. No further termination obligations exist as at 31 December 2025.

There were no significant contributions payable or prepaid in the consolidated statement of financial position as at 31 December 2025 (31 December 2024: no significant contributions).

	Group	
	2025	2024
	£000	£000
c) Group Board and Committee remuneration		
Honorariums (Non-executives)	**354**	366

In 2025, eleven non-executive Group board members (2024: eleven non-executive Group Board members) received honorarium payments for attendance at both board and committee meetings.

A further fifteen Group committee and subsidiary board members (2024: sixteen committee members) received honorarium payments for attendance at Group committee and subsidiary board meetings.

Honorarium payments are made in accordance with the following scale, which includes preparation for the meetings attended and any outputs required as a result:

Board members: up to £90,000 per annum (variable within the range depending on the board member's role).

Committee members: not exceeding £1,000 per meeting.

Honorarium payments are agreed and reviewed by the Nominations and Remuneration Committee and reflect each member's role, their responsibilities and requirements.

6. Remuneration *continued*

d) Executive compensation

The Group's executive team comprises the CEO of the Institute and his direct reports (collectively, the Executive Leadership Team or ELT). In 2024 the ELT also included the role of CEO of The Personal Finance Society who also reports into the board of the Personal Finance Society (2025: none).

The total remuneration of the ELT are summarised in the table below.

		Group
	2025	2024
	£000	£000
Salaries, separation and short-term benefits^	**1.363**	1,180
Employer's social security costs	**180**	146
Employer's pension costs	**113**	111
Long-term benefits	**-**	37
	1,656	1,474

(^) In 2025, the salaries, separation and short-term benefits includes the remuneration of those executives who were paid for full in 2024 but for part in 2025. Those executives who received a full year's compensation in 2024 but not in 2025 were M. Mallett.

During the year ended 31 December 2025, the Group incurred termination payments to executives totalling £61,000 (2024: £20,000). No further termination obligations exist as at 31 December 2025.

The Institute provides the following benefits to all the members of the ELT:
• Private Healthcare (single cover),
• Critical Illness cover,
• Life Insurance,
• Dependants' pension scheme (only those who joined the CII prior to 01/01/2014).

Changes to ELT in 2025

M. Mallett and T. Edwards left the organisation in April 2025 and August 2025 respectively.

A. Harper and H. Porter joined the ELT in March 2025 and K Lovegrove, an existing CII Group staff member joined in April 2025 on an interim basis.

The number of members, while servicing in their capacity in their ELT role, within bands of base salaries received in the reported periods (excluding allowances, benefits and bonuses) are shown below:

	2025	2024
> £200,000	**1**	1
£150,000 - £200,000	**2**	3
< £150,000	**4**	5

7. Tangible fixed assets

	Fixtures and fittings, furniture and equipment	Computer equipment	**Total Institute**	Subsidiary furniture and equipment	**Total Group**
	£000	£000	**£000**	£000	**£000**
Cost or valuation					
1 January 2025	868	970	**1,838**	16	**1,854**
Additions	3	230	**233**	-	**233**
Disposals		(413)	**(413)**	-	**(413)**
31 December 2025	871	787	**1,658**	16	**1,674**
Depreciation					
1 January 2025	645	738	**1,383**	3	**1,386**
Charge for year	218	103	**321**	-	**321**
Disposals		(413)	**(413)**	-	**(413)**
31 December 2025	863	428	**1,291**	3	**1,294**
Net book value					
31 December 2025	8	359	**367**	13	**380**
31 December 2024	227	218	**445**	14	**459**

8. Intangible fixed assets

Computer software

	Group and Institute
	£000
Cost or valuation	
1 January 2025	**16,840**
Additions	**-**
31 December 2025	**16,840**
Amortisation	
1 January 2025	**13,801**
Charge for year	**1,269**
Accelerated amortisation	**-**
31 December 2025	**15,070**
Net book value	
31 December 2025	**1,770**
31 December 2024	**3,039**

9. Investments

Group	Fixed interest	Equities & unit trusts	Total
	£000	£000	**£000**
Investments at fair value at 1 January 2025	1,344	3,982	**5,326**
Additions	980	5,609	**6,589**
Disposals*	(1,966)	(3,910)	**(5,876)**
(Loss)/Gain on disposal	(7)	(35)	**(42)**
Revaluation to fair value	15	173	**188**
Investments at fair value at 31 December 2025	366	5,819	**6,185**
On an historical cost basis, the comparable amounts of investments are:			

Institute			
Investments at fair value at 1 January 2025	1,249	3,838	**5,087**
Additions	980	5,102	**6,082**
Disposals*	(1,870)	(4,006)	**(5,876)**
Loss on disposal	(8)	(33)	**(41)**
Revaluation to fair value	15	156	**171**
Investments at fair value at 31 December 2025	366	5,057	**5,423**
On an historical cost basis, the comparable amounts of investments are:			

Group	Fixed interest	Equities & unit trusts	Total
	£000	£000	**£000**
Investments at fair value at 1 January 2024	862	2,884	**3,746**
Additions	676	938	**1,614**
Disposals	(77)	(176)	**(253)**
Gain on disposal	-	38	**38**
Revaluation to fair value	(117)	298	**181**
Investments at fair value at 31 December 2024	1,344	3,982	**5,326**

Institute			
Investments at fair value at 1 January 2024	767	2,759	**3,526**
Additions	676	935	**1,611**
Disposals	(77)	(176)	**(253)**
Loss on disposal	-	38	**38**
Revaluation to fair value	(117)	282	**165**
Investments at fair value at 31 December 2024	1,249	3,838	**5,087**

*During 2025 CII Group changed their investment managers from Quilter Cheviot to CCLA Investment Management

10. Investments in subsidiaries

Institute only	Total
	£000
Investment in subsidiaries at cost at 1 January 2025	5
Disposal of subsidiaries	-
Investments at cost at 31 December 2025	**5**

Name of company	Principal activity	Country of incorporation	Company/Charity number	Beneficial holding
CII Enterprises Limited	E-learning and commercial activities	United Kingdom	01953478	Ordinary shares
The Education and Training Trust of the Chartered Insurance Institute	Education and training	United Kingdom	Dissolved	Incorporated charity
The Chartered Insurance Institute Prize Funds	Awarding prizes	United Kingdom	216054	Charitable trust
The Personal Finance Society	Professional body for financial advisors and related roles	United Kingdom	05084125	Limited by guarantee
The Chartered Insurance Institute Hong Kong Limited	Sale and promotion of the Chartered Insurance Institute products	Hong Kong	1396471	Ordinary shares
Chartered Insurance Institute Middle East	Sale and promotion of the Chartered Insurance Institute products	United Arab Emirates	4495	Ordinary shares
The Society of Financial Advisers	Non-trading	United Kingdom	02579617	Limited by guarantee
The European Financial Planning Association (UK) Limited	Dormant	United Kingdom	04627247	Limited by guarantee

The ultimate parent company of all the above subsidiaries is the Chartered Insurance Institute.

In January 2025 the Charity Commission confirmed the removal of the charitable company, The Education and Training Trust of the Chartered Insurance Institute, from the Central Register of Charities.

11. Deferred tax

Deferred tax (liability)/asset				Group
	Timing difference on fixed assets	Temporary timing differences	Losses and other deductions	**Net**
	£000	£000	£000	**£000**
1 January 2025	(329)	100	2,088	**1,859**
Amounts charged to the income statement	91	543	(776)	**(142)**
31 December 2025	(238)	643	1,312	**1,717**

Deferred tax (liability)/asset				Institute
	Timing difference on fixed assets	Temporary timing differences	Losses and other deductions	**Net**
	£000	£000	£000	**£000**
1 January 2025	(329)	175	1,787	**1,633**
Amounts charged to the income statement	91	545	(809)	**(173)**
31 December 2025	(238)	720	978	**1,460**

As at 31 December 2025, the Institute accumulated unutilised tax losses of approximately £3.1 million which is available to offset against future taxable profits. The Institute has performed an assessment of the probability of future taxable profits and recognised a deferred tax asset in respect of unutilised tax losses arising from prior years to the extent that it is probable that future taxable profits will be available against which the losses will be utilised (FRS102 Section 29.14).

Deferred tax balances are calculated at the rate of 25%.

12. Debtors

	Group		Institute	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Amounts owed by subsidiary undertakings		-	**217**	173
Trade debtors	**4,245**	6,455	**3,532**	5,446
Prepayments	**1,311**	1,151	**1,109**	1,046
Other debtors	**358**	607	**341**	589
Accrued income	**295**	37	**210**	-
Corporation tax	**-**	30	**-**	-
31 December	**6,209**	8,280	**5,409**	7,254

At 31 December 2025, the Institute and Group held a provision for doubtful debts for certain customer balances which are more than one year old. The value of the provision was £1,669,000 (31 December 2024: £650,000). The provision is recognised as part of the 'Trade debtors' balance.

13. Movement in cash and short-term deposits

	Group		Institute	
	2025	2024	**2025**	2024
Cash	**£000**	£000	**£000**	£000
1 January	**15,970**	21,634	**6,649**	8,487
(Decrease)/increase in cash	**4,451**	(5,664)	**1,718**	(1,838)
31 December	**20,421**	15,970	**8,367**	6,649

Cash balances include £144,627 (2024: £135,545) of cash held by The Chartered Insurance Institute Prize and Educational Funds, the use of which is restricted.

	Group		Institute	
	2025	2024	**2025**	2024
Short-term deposits	**£000**	£000	**£000**	£000
1 January	**20,865**	10,321	**16,581**	9,305
Withdrawals	**-**	(1,289)	**1,556**	(257)
New deposits placed	**1,370**	11,833	**-**	7,533
31 December	**22,235**	20,865	**18,137**	16,581

Short-term deposits are held at varying maturities not exceeding 95 days.

	Group		Institute	
	2025	2024	**2025**	2024
Total cash at bank and short-term deposits	**£000**	£000	**£000**	£000
Cash at bank	**20,421**	15,970	**8,367**	6,649
Short-term deposits	**22,235**	20,865	**18,137**	16,581
Total cash at bank and short-term deposits	**42,656**	36,835	**26,504**	23,230

14. Creditors

	Group		Institute	
	2025	2024	**2025**	2024
Amounts falling due within one year:	**£000**	£000	**£000**	£000
Trade creditors	**662**	443	**662**	443
Corporation tax	**68**	-	**98**	-
Amounts owed to subsidiary undertakings	**-**	-	**9,949**	11,787
Other creditors	**868**	334	**868**	334
Accruals	**2,011**	1,516	**1,540**	1,154
Deferred income (note 15)	**15,197**	15,064	**11,187**	10,305
31 December	**18,806**	17,357	**24,304**	24,023

15. Deferred income

	Group		Institute	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Member subscriptions	**8,003**	7,547	**5,972**	5,138
Examination fees	**3,990**	3,882	**3,990**	3,882
Assess licences	**1,875**	2,084	**-**	-
Other	**1,329**	1,551	**1,225**	1,285
31 December	**15,197**	15,064	**11,187**	10,305

All amounts deferred at the end of the 2024 financial year were released during 2025.

16. Provision for liabilities and charges

Group and Institute	Property	LTIP	Other	Total
	£000	**£000**	**£000**	**£000**
At 1 January 2025	**138**	**169**	**-**	**307**
Provided during the year	-	-	**250**	**250**
Utilised during the year	-	-	**-**	**-**
Released during the year	-	-	**-**	**-**
At 31 December 2025	**138**	**169**	**250**	**557**

Provision for property costs represents the dilapidation provision on the Institute's leased properties. The provision is based on the best estimates of the future restoration costs to bring these properties into its original condition.

As at 31 December 2025, the other provision relates to CII current and former employee's arrangements. The provision for the Long-Term Incentive Plan (LTIP) bonus award represented the amount accrued for one member (31 December 2024: one member) of the Executive Leadership Team for achievements which are measured over a five-year period, ending in 2025.

17. Accumulated funds of the Group

	General funds	Charitable funds	2025	2024
Group		Restricted	Total	Total
	£000	**£000**	**£000**	£000
At 1 January	**37,850**	**330**	**38,180**	31,707
Net surplus for the year after taxation (net of intergroup eliminations)	**2,172**	**19**	**2,191**	6,677
Net defined benefit pension credit/(cost)	**(766)**	**-**	**(766)**	85
Foreign exchange gain/(loss)	**2**	**-**	**2**	(3)
Other reserve movement	**-**	**-**	**-**	(286)
At 31 December	**39,258**	**349**	**39,607**	38,180

General funds include those of the Institute, CII Enterprises Limited, The Personal Finance Society, Chartered Insurance Institute Hong Kong Limited, and Chartered Insurance Institute Middle East Limited.

Restricted charitable funds are those of The Chartered Insurance Institute Prizes.

The 'Net surplus for the year' includes the effect of consolidation adjustments which have been allocated to reserve segments.

The movement in the general funds of the Institute is disclosed in the Statement of Changes in Funds on page 24.

18. Pension fund

The Institute operated a defined benefit pension scheme, the Chartered Insurance Institute Pension Scheme (1993) (the Scheme), which was closed to new members in 2001 and to further service accrual in 2006. The Scheme was primarily funded by the Institute, which acts as the majority employer.

The Scheme was insured with Legal & General through a buy-in policy entered into in April 2021. This policy matched the Scheme's liabilities at that date. The buyout of the Scheme was completed on 27 November 2025, transferring the future liabilities of the Scheme in full to Legal & General, thereby fully discharging the Institute's defined benefit obligations. The deed of termination was signed and completed on the 31 March 2026.

Accordingly, at 31 December 2025, both the scheme assets and liabilities are deemed fully settled, and no defined benefit asset or liability is recognised on the Group or Institute balance sheet.

The valuation is based on the actuarial assessment prepared by Mercer Limited, as external actuary, using the Projected Unit Credit Method, and rolled forward to 31 December 2025 from the statutory funding valuation as at 30 June 2020.

The assets were measured at fair value, and the liabilities were measured on the basis of the assumptions set out below.

	2025	2024
Weighted-average assumptions to determine the defined benefit obligation		
Discount rate	**5.60%**	5.55%
Pensions in payment (RPI 5%)	**2.90%**	2.95%
Deferred revaluation (CPI linked; RPI linked)	**2.45%/2.85%**	2.60%/3.10%
Post-retirement mortality assumption	**93% of S3PMA (males), 89% of S3PFA_Mid (females) for non-pensioners; 87%/85% for pensioners**	93% / 89% (M/F) of S3PA (middle for females) CMI 2020 (1.5%) for non-pensioners 87% / 85% (M/F) for S3PA (middle for females) CMI 2020 with (1.5% for pensioners

	2025	2024
	£000	£000
Change in benefit obligation		
Benefit obligation at beginning of year	**25,613**	27,038
Interest cost	**1,267**	1,277
(Loss) on curtailments/changes/introduction	**224**	-
Actuarial gain - effects of changes in assumptions	**(1,423)**	(1,842)
Actuarial loss/(gain) - effect of experience adjustments	**(97)**	80
Benefits paid	**(1,250)**	(940)
Settlement payment	**(24,327)**	-
Benefit obligation at end of year	**-**	25,613
Analysis of defined benefit obligation		
Plans that are wholly or partly funded	**-**	25,613
Total	**-**	25,613

18. Pension fund *continued*

	2025	2024
	£000	£000
Change in plan assets		
Fair value of plan assets at beginning of year	**26,049**	27,381
Interest income on plan assets	**1,260**	1,273
Remeasurement loss	**(1,732)**	(1,665)
Settlement payment	**(24,327)**	-
Benefits paid	**(1,250)**	(940)
Plan assets at end of year	**-**	26,049
Funded status	**-**	436
Effect of surplus cap	**-**	(436)
Net amount recognised	**-**	-

	2025	2024
	£000	£000
Components of pension cost		
Interest cost	**1,267**	1,277
Interest income on plan assets	**(1,260)**	(1,273)
Interest expense on effect of asset ceiling	**(7)**	(4)
Total pension cost recognised in the income and expenditure account	**-**	-
Actuarial (gains)/losses immediately recognised	**(372)**	(92)
Effect of surplus cap	**372**	7
Total pension credit/(cost) recognised in other comprehensive income	**-**	(85)
Cumulative actuarial losses immediately recognised	**-**	(10,765)

	2025	2024
	£000	£000
Plan assets		
Cash & cash equivalents	**-**	400
Other	**-**	25,649
Total	**-**	26,049

In April 2021, the Trustees of the defined benefit scheme entered into an agreement which insures the Trustees in respect of the defined benefit obligations of the scheme. In accordance with FRS 102 – The Financial Reporting Standard applicable in the UK and Republic of Ireland, the fair value of the plan assets in respect of insured plans may be considered to be the present value of the related benefit obligation. As such the fair value of the plan assets classed as “Other” represents the value of the insured annuities less an amount in the Trustee bank account which is classified as “Cash & cash equivalents”.

Five-year history	2025	2024	2023	2022	2021
	£000	£000	£000	£000	£000
Benefit obligation at end of year	**-**	(25,613)	(27,038)	(26,861)	(41,152)
Fair value of plan assets at end of year	**-**	26,049	27,381	27,441	41,897
Surplus	**-**	436	343	580	745
Difference between expected and actual return on scheme assets:					
Amount	**1,732**	1,665	(287)	13,985	15,061
Percentage of scheme assets	**-**	6%	(1%)	51%	36%
Experience (losses) and gains on scheme liabilities:					
Amount	**97**	(80)	(116)	(1,772)	12
Percentage of scheme liabilities	**-**	(>1%)	(>1%)	(7%)	>1%

19. Related party transactions

The CII has taken advantage of the exemption under Financial Reporting Standard 102 section 33, Related Party Disclosures, not to disclose transactions between Group entities that have been eliminated on consolidation in these financial statements. There are no other related party transactions.

Key management personnel in the Group which comprises the remuneration received by the Board and Executive Leadership Team is disclosed in note 6.

The Group engaged transactions with related parties in which two directors have significant influence. The value of sales transactions with the Group was £42,450 (2024: £60,000). The value of sales transactions with the Institute was £41,520 (2024: £47,000). All transactions were undertaken on an arm’s-length basis.

20. Operating Leases

At 31 December the Group and the Institute had total commitments under non-cancellable operating leases of:

	2025	2024
	£000	£000
Buildings		
Less than 1 year	**379**	548
2 - 5 years	**2,024**	124
	2,403	672
Equipment		
Less than 1 year	**15**	48
2 - 5 years	**-**	64
	15	112

21. Events after the balance sheet date

Pensions

On 31 March 2026 the Chartered Insurance Institute Pension Scheme (1993) Deed of Termination was signed and completed.

Reference and administrative details

Company number
Incorporated by Royal Charter: RC000104

Principal office
1st Floor
30 Old Broad Street
London
EC2N 1HT

Auditor
Crowe UK LLP
55 Ludgate Hill
London
EC4M 7JW

Principal bankers
HSBC
62-76 Park Street
London
SE1 9DZ

Investment manager
Quilter Cheviot Investment Management (Until August 2025)
1 Kingsway
London
WC2B 6AN

CCLA (From September 2025)
One Angel Lane
London
EC4R 3AB

Company Secretary	Tricia Owens Claire Robson	(appointed 16 February 2026) (resigned 31 January 2026)
Executive Leadership Team		
Chief Executive Officer	Matthew Hill	
General Counsel	Liam Russell	
Executive Director, Strategy, Advocacy & Professional Standards	Adam Harper	
Executive Director, Markets & Opportunities	Holly Porter	
Executive Director, Business Solutions & Programme Delivery	Kimberly Lovegrove	
Executive Director, Resources & People	Trevor Edwards	(resigned 8 August 2025)
Executive Director, Member Engagement & Learning	Gill White	(resigned 31 December 2025)

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