



# Your CII:

building trust through  
sustainable growth



Chartered  
Insurance  
Institute

Standards. Professionalism. Trust.

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# ABOUT US

**The Chartered Insurance Institute ('Institute') is a Royal Charter corporation founded in 1912 and comprises a group of companies including two professional membership bodies – the CII and PFS – spanning the insurance and personal finance sectors. Our 120,000 members are grouped into five communities – broking, claims management and underwriting in the insurance sector, and financial planning and mortgage advice in the personal finance sector.**

As the leading global professional membership body for the insurance sector, the CII has around 82,000 members across the UK and internationally, with offices in London, Dubai and Hong Kong.

The Personal Finance Society (PFS) is the pre-eminent professional membership body in financial planning. It has around 39,000 members across the UK and internationally.

The Institute is the umbrella organisation that unites these bodies. All members of both CII/CIIHK and the PFS are also members of the Institute, so we are one membership made up of two professions. The Institute's team works to deliver the public value mission set out in our Charter, including the services provided to members.

As a Royal Charter body, the Institute has the right to confer Chartered titles on individuals and organisations.

The Institute is regulated by Ofqual, CCEA (Northern Ireland)

and Qualifications Wales as an awarding organisation, requiring us to deliver regulated qualifications to exacting standards.

Finally, as an Accredited Body licensed by the Financial Conduct Authority, the Institute oversees the qualifications status, adherence to its ethical code, and continuing professional development of members who require a Statement of Professional Standing, an annual licence required by Retail Investment Advisers. These functions have been regulated in the United Kingdom since December 2012, when the Retail Distribution Review came into force.

In 2021 we invited all our stakeholders to help **shape the future of our profession** by having their say on how the CII Group, and the professional communities, Local Institutes and regional committees that exist within it, operate – and thereby to shape the CII strategy going forward. In doing so we were aware of the need for further evolution to meet the needs of members, aspiring professionals and firms going forwards.

Following this consultation, in April 2023 we published a **new strategic plan** covering the years 2023-2027 with a clear set of actions and KPIs. In this report we update on our performance in 2024 against these measures.

# OUR VISION

Our vision is that CII and PFS professionals build a world which delivers ever-greater financial resilience for individuals and societies more broadly.

# OUR MISSION STATEMENT

The overarching purpose of the Institute is to educate and support our members to deliver services to the highest professional standards and to advocate for the public good. By doing this, we will build and maintain public trust in the insurance, financial planning and mortgage advice professions.

## HIGHLIGHTS: FINANCIAL & MEMBERSHIP

**£45.6m** Total revenue for all services offered by the Group in 2024 rose by **7%**.

**121,038** members

**52** local insurance institutes

**26** PFS regions

**2** professional membership bodies

**2** international offices

**30** affiliated international institutes

Chartered Insurer: **6,072**

Chartered Insurance Practitioner: **2,892**

Chartered Insurance Broker: **2,961**

Chartered Insurance Risk Manager: **484**

Chartered Insurance Underwriting Agent: **174**

Chartered Financial Planner: **8,392**

## PUBLIC TRUST

Overall consumer satisfaction

**+85%**

(July 2025)

**+Opp**

(July 2024)

Overall SME satisfaction

**+82%**

(July 2025)

**+Opp**

(July 2024)

# OUR MARKETS

## Real premium growth, 2023:

Emerging markets

**+7.8%** **+5.3%**

Life Insurance

Non-life Insurance

Advanced markets

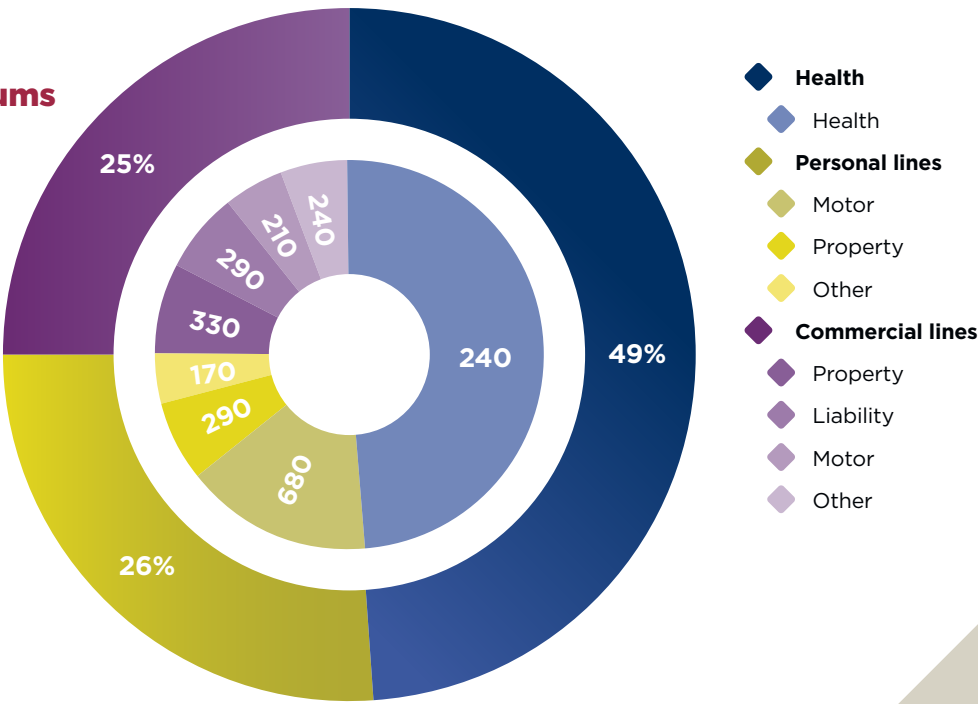
**-0.7%** **+3.6%**

Life Insurance

Non-life Insurance

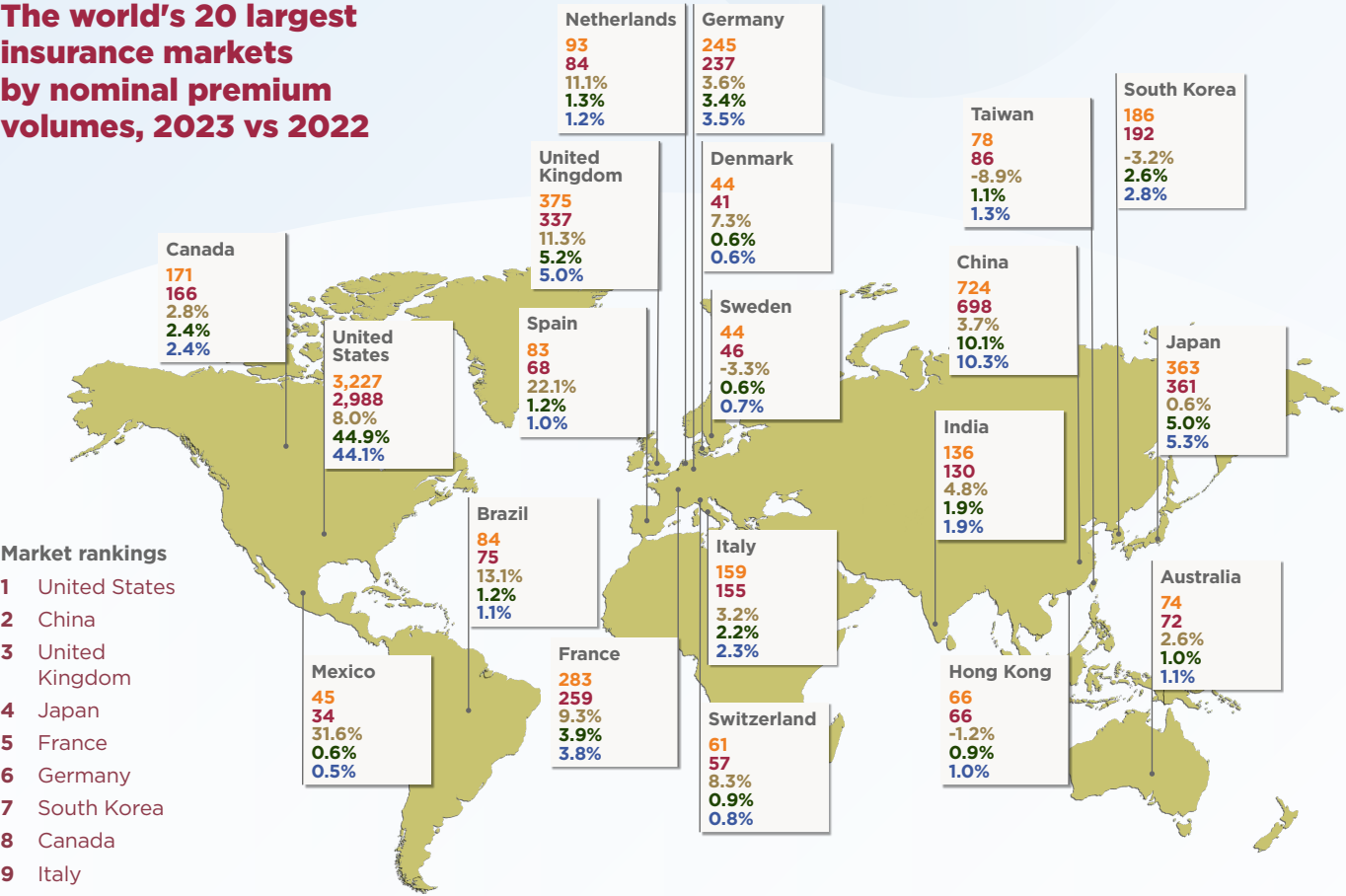
Source: Swiss Re Institute

## Global non-life premiums market share and volumes by line of business, 2023 (US billion)



Source: Swiss Re Institute

## The world's 20 largest insurance markets by nominal premium volumes, 2023 vs 2022



### Market rankings

- 1 United States
- 2 China
- 3 United Kingdom
- 4 Japan
- 5 France
- 6 Germany
- 7 South Korea
- 8 Canada
- 9 Italy
- 10 India
- 11 Netherlands
- 12 Brazil
- 13 Spain
- 14 Taiwan
- 15 Australia
- 16 Hong Kong
- 17 Switzerland
- 18 Mexico
- 19 Denmark
- 20 Sweden

Market	2023 Total Premiums (USD bn)	2022 Total Premiums (USD bn)	% Change	2023 Global Market Share	2022 Global Market Share
Top 20 markets	6,541	6,150	6.4%	91.0%	90.8%
World	7,186	6,773	6.1%		

Source: Swiss Re Institute

◆ 2023 Total Premiums (USD bn) ◆ 2022 Total Premiums (USD bn) ◆ % Change  
◆ 2023 Global Market Share ◆ 2022 Global Market Share

## Emerging markets insurance penetration, 2023:

**3.3%\***



\*Defined as the ratio between direct premiums written and nominal GDP.

Source: Swiss Re Institute



**84%**

of people who have engaged in financial advice say they have benefited mentally or emotionally as a direct result.

Source: Opinium research commissioned by SJP





DR HELEN PHILLIPS  
Chair of the Board

# CHAIR'S STATEMENT

I am pleased to introduce the CII's Annual Report 2024. It sets out all aspects of our operational and financial performance for the year, as well as outlining the checks and balances that are undertaken to ensure that we make the best use of our resources. It complements the detailed statement covering the organisation's financial performance and senior personnel changes in the year contained in the accompanying CII Consolidated and Company Financial Statements 2024, by reporting on our progress against the five-year Strategic Plan we launched in 2023.

Matthew Hill joined us as our Chief Executive in April 2024, bringing experience from a twenty-year career in the civil service and his previous position as Chief Executive of the Legal Services Board. He has made an excellent start to his time with us, most notably in recruiting a senior management team with the right complementary skills to enable the CII Group to achieve our goals.

**DR HELEN PHILLIPS,**  
Chair of the CII Group Board

[cii.co.uk/financial-statements](https://cii.co.uk/financial-statements)

Matthew Hill was appointed CEO of the CII Group in April 2024. In this update he gives a feel for his background, his initial impressions of the CII and shares insights into the strategic direction and his long-term vision for the Group.

## Can you give a brief summary of your career to date?

My main career prior to the CII was as a Whitehall central government civil servant, working in a range of departments, and towards the end of that period becoming more interested in and associated with regulation. So, having joined the Civil Service in 1993, I left to join the fledgling gambling regulator, the Gambling Commission, as Director of Strategy, Research and Analysis.

I spent 15 years in regulation in various sectors, culminating in my appointment as chief executive of the Legal Services Board, which is the oversight regulator for legal services in England and Wales.

## Why was the CII role of interest to you?

If I were to describe my journey to the CII, it's that throughout my whole career, and particularly in my regulatory career, I've worked with and alongside professional bodies and associations, and I formed the view increasingly that professionalism done properly can be a great force for good in society. Therefore, when the role came up here at the CII, and with it the chance to put some of that learning, analysis and passion into practice, it seemed like the ideal opportunity.

When I went through the appointment process, because it was a big step for me having spent my whole career in the public sector, and while the CII has a very, very strong public purpose in its Charter, it was quite a big, almost philosophical deal for me to leave the public sector and come to something else. So, I did a lot of diligence, a lot of soul-searching, and in the end, decided to come, and I'm very glad that I did.

## What has been the golden thread throughout your career?

It's professionalism... and a very strong belief, to the point that I might describe it as "zeal", that well-led professions can make a huge difference for the good in society. This is borne of many years' experience as a regulator sitting across the table from professional bodies trying to persuade them to step up to the plate and saying, "if you can fill this gap, we, the regulator, won't have to." So, I've come into this role determined that the CII can be that voice for professionalism in insurance and financial advice that really can fill the gap.

## Do you support the strategic plan announced in 2023?

Yes, completely. In the second half of my career to date I've been responsible for the design and delivery of strategies for organisations of lots of different shapes and sizes, so I consider strategy, strategic engagement, strategic policy-making to be my profession, if you like. I was very comfortable with the quality of the strategic plan, and the strategic agenda at the CII, and I felt no need to fiddle around with it.

*Continued on page 8*

# UPDATE FROM OUR CEO



MATTHEW HILL  
Chief Executive Officer



## Update from our CEO Continued

### What challenges did you find?

I realised my immediate priority was to convert strategic ambition into purposeful action, by strengthening the organisation's ability to deliver. The CII team was in general excellent with the right values, knowledge and capability but the shape of the organisation wasn't quite right, particularly around the senior leadership table. There therefore needed to be some personnel changes made if we were to deliver against our strategic ambition, improve our financial position and embrace the purpose that resides within our Charter.

### So, what did you do then?

The first thing I did, recognising that I can't do anything single-handed, was restructure the Executive Leadership Team (ELT). So within about three weeks of joining, with agreement from the Board, I announced a redesigned ELT to the organisation. I then made some internal promotions – Trevor Edwards and Liam Russell to become Executive Director, Resources and People, and General Council respectively. I then kicked off a process to recruit two additional Executive Directors to the team, with Adam Harper and Holly Porter coming on board in March 2025, as Executive Director, Strategy, Advocacy & Professional Standards, and Executive Director, Markets & Opportunities respectively.

The next priority was to align the senior leadership team and the rest of the organisation around a proper business plan (see below) designed to deliver against the strategic plan and then to use the business planning process to reinvigorate the organisation with a sense of its Royal Charter purpose, which of course is to build and maintain trust in insurance and financial advice.

The business plan was organised based on something that I call the 'public value model', and it's very simple at its heart. What it says is our Charter envisions the CII delivering some public good to society, and the things that we do to deliver that public trust and confidence will cost money, which we can't receive from the taxpayer. So, we must make money, and therefore we must have a strong commercial proposition, and we need to be commercially successful, but it only has relevance in light of our key focus which is the achievement of our purpose.

The Board signed off the plan in December 2024, and the feedback has been that it has given a template for an outward-looking positive organisation with a clear purpose and exciting future.



### What achievements can you point to since you've joined?

Firstly, when I joined, we were on a breakeven financial forecast. As we sit here today our finances are looking extraordinarily healthy, we are significantly ahead of where we thought we would be, and that's a big number for the CII. This is partly due to us shaking off the final vestiges of the pandemic, but also because of my conviction that one of our primary responsibilities is to be an effective steward of members' money. The cultural change that I've tried to instil is that our people are totally accountable for the money they spend, for example we have policies in place now to ensure collective ownership of resource deployment.

Also, against several KPIs – membership, the number of people buying our qualifications and the number of people buying our revision aids – we are in growth for the first time in five years.

### How do you view the contribution to the CII made by the Local Institutes?

It is a fantastic network run by genuinely amazing volunteers, who give up their time to coordinate local groups of professionals. They do a lot of good by bringing people together for professional development purposes, but there's more we all could do to make a difference on the ground. We know that, over time, insurance companies have tended to place less value on the professional development of their staff; I think our Local Institutes, supported by us, could be playing a much stronger role with local employers.

We need to provide not just the hands-on personnel and financial support but also support with framing the narrative and giving relevant tools and techniques. Many Local Institutes are led by really passionate people, but they're not always equipped to knock on doors at the highest level and get them to open. That's something that I see us putting a lot of effort into in the next couple of years, rebuilding that strategic relationship with big employers and leaving it less to chance, and getting it to be more coordinated and purposeful.

To achieve this, we worked with our volunteers in 2024 to realign the partnership, and that has been very successful. That's great, and that achievement should not be underestimated because it's taken hard yards from all parties. I think now that we've stabilised the ship, we need to work to give our institutes and regional committees both purpose and influence and make them part of the delivery mechanism for our strategy.

### What are your priorities for 2025?

We have three key priorities in our business plan.

Firstly, CII & PFS Futures which is long overdue. It is a transformation and modernisation of the way we deliver qualifications. If I were to describe it in very general terms, these days most professional bodies deliver qualifications by setting what are usually described as learning outcomes and engaging with third parties – partners – to actually deliver the detail of the qualification, so we would say, "An effective qualification to deliver this outcome will incorporate the following elements", and then the delivery partner goes off and designs the qualification and does the delivery.

At the moment we do all the detailed design and delivery, and it's very old-fashioned, inflexible and prescriptive and hard to deliver with agility. So, we've got this programme which is all about moving from where we are now to the commonly accepted modern way of doing things. It's hugely exciting, but it's also a big risk, so we're taking it carefully, we're doing a big scoping exercise in the first half of 2025, and then we'll get into delivery, but it's a multi-year programme.

Secondly, Corporate Chartered status. It is a standard that we award to firms, and I think it wouldn't be unfair to say that to date it has been delivered mainly as a commercial proposition that is designed to drive membership numbers and consequently is not valued hugely by our members. So, we've got this idea of re-imagining Corporate Chartered status, so it has much more relevance and resonance in the public eye as a symbol of high standards in terms of customer outcomes, and that's quite revolutionary for the CII. The idea is that we move away from commercial objectives around memberships, so instead of saying 90% of your people must be CII members you might say, "You'll need to ensure that your workforce is properly developed and trained", and "You've got to make sure they're competent, you've got to make sure they're professional, and we will come and test that".

Lastly, IT remains an issue. Over the last decade we've had a series of poor and expensive implementations, and we're dealing with the consequences of some of those now. It will continue to be a feature of life for the foreseeable future. We've made some progress in the last year, notable success being our achievement of the Cyber Essentials + accreditation but there is still much to do.



# Update from our CEO Continued

## Our business plan

Over the summer in 2024, the Leadership team conducted a detailed review of our business & strategic planning processes, with the aim to build a Business Plan that is fully aligned to our existing Strategic Plan and our purpose of building and maintaining public trust in the Insurance & Financial Planning professions.

Through a series of workshops with the Board and Leadership teams, we developed our 'Public Value Model' which provides a simple, consistent expression of what we do, who our work benefits and the impact our work delivers through our members, partners and the sector, that is reflective of both CII & PFS Futures.

Our Public Value Model sets the foundation for our Business Planning for FY25 and the years to come, providing clarity of how we deploy our resources and activities, prioritise what we do (currently and in the future) and measure impact in a way that aligns with our purpose, mission and strategy; while setting the CII Group up for future success. We will change our reporting process to reflect this shift in future annual reports.

## Our Delivery Priorities are focused around nine areas.

For each of these we have a set of key actions spread throughout the course of 2025:

- **CII & PFS Futures**
  - conducting a scoping phase to propose qualification redesigns, improved learning models and plans for organisational readiness for delivery.
- **Optimising CPD**
  - upgrading the Assess LMS to further redesign the most-used content and make it more relevant and user-friendly.
  - developing centralised CPD content for Local Institutes and PFS Regions.
- **Membership modernisation**
  - consulting members and other stakeholders on proposals to modernise membership categories.
  - investing in volunteers and their capabilities for the benefit of their Local Institute or Regional Committee, the CII, PFS, SMP and our professions.
  - introducing Membership via Professional Experience.
- **Remodelling Corporate Chartered status**
  - launching consultation and assessment phase to bring about a fundamental shift from corporate product 'badge' to an award for professional excellence.
- **Embedding the Professional Map**
  - conducting a review to ensure it reflects GenAI, Consumer Duty and sustainability.
  - creating a 'golden thread' through everything we do.
- **Business Central**
  - adopting new Microsoft business products to replace legacy software.
- **Improving data management**
  - unifying end-to-end data platforms, simplifying our data architecture and pricing models, improving data integrity and governance.
- **People strategy**
  - benchmarking our roles and rewards, with a focus on attraction, development and retention.
- **Tech strategy**
  - continuing to consolidate IT platforms to further enhance the experience of our members and students and reduce future operating costs.

More generally we expect to accelerate investment in organisational improvements and member services in 2025 but will continue to ensure that an operating surplus is delivered from its core services. This measure will provide assurance that the Group's services remain financially sustainable. With the CII's existing office lease set to expire in early 2026, the CII will make a final decision on its property in 2025 with the aim of improving our net carbon position.

## Our Business Plan comprises several key components:

1. Our **Key Service Requirements**. These are the ongoing, critical activities required to meet current commitments and obligations (for example, payroll, exam bookings, member renewals, SPS checks) against the 'Programmes of Work' identified in our Public Value Model. As part of this, we have also captured our Development Initiatives, which are the improvements we will commit to, to enhance our existing services (such as content refreshes, simplification of processes, improved onboarding for customers and members).
2. Our **Delivery Priorities**. These are the top priorities that are aligned to our Public Value model (see Page 11) and Strategic Pillars. They will deliver sustainable, measurable impact for all our members and the public. They include CII & PFS Futures, our review of Corporate Chartered status and membership modernisation.
3. Our **Key Performance Indicators**. These are the metrics against which we will measure both progress and impact of our core and enabling activities and their intended outcomes.
4. Our **Budget and People Plan**. Outlining how we will deploy our resources to deliver our Business Plan.

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*We expect to accelerate investment in organisational improvements and member services in 2025.*





# CII CELEBRATES

The contribution of our members and volunteers is vital to our success.

Here are examples of just some of the events where we celebrated our members and their achievements in 2024.



Insurance Institute of Manchester Jubilee Prize Awards



CII vice president (international) named Goodwill Ambassador of United Arab Emirates



CII partners with Emirates Institute of Finance



Insurance Institute of London Young Members' Committee Charity Ball



CII certificate ceremony in London for AMG Financial Group of Hong Kong



CII Shaping the Future of Insurance conference, London



CII host event at Dive In Festival, Hong Kong



CII Volunteer Awards at Network Conference



CII partners with insurers during Mental Health Awareness Week



Insurance Institute of Leeds summer conference



Insurance Institute of Aberdeen Awards



Pakistan Insurance Institute and Apex Insurance and Uzbekinvest, Uzbekistan, visit CII



CII learning session with council of Hong Kong Special Administrative Region



CII International Professional Partner Firm, Middle East



# LOCAL INSURANCE INSTITUTES AND PFS REGIONS

**The Chartered Insurance Institute's network of Local Institutes and PFS regions across the UK, Isle of Man and the Channel Islands offers members and other aspiring professionals a range of support at a local level.**

Their activities are shaped by a panel of member volunteers. These volunteers come together to support one common goal – to give back to our profession and help support the professional development of others.

Our Local Institutes and Regional Committees offer a constant source of support, inspiration and new possibilities to those working in insurance and financial services. Their CPD, networking and social events provide a platform to develop knowledge, create business relationships and help boost professional confidence. Most events are free to members or charged at a nominal fee.

**Brian Caruth, CERT PFS, Vice President (Local Institutes)**

commented: "I believe that what we offer at a local level in terms of our membership proposition is second to none. Thanks to the work done by the volunteer network and the CII during 2024, we realigned the partnership successfully in a very short period and greatly improved links between the CII and the Local Institutes to the benefit of the overall insurance community. We are now in the right place to evolve the relationship and prepare it for the future."

**David Irvine, National Membership and Engagement Manager,** updates us on progress in the Local Institutes over the year and plans for 2025.

"We've got 52 Local Institutes based across the length and breadth of the UK, the Channel Islands and the Isle of Man, with 800 volunteers in total, every one of which sits on what's known as a local institute council. Those councils meet between six and ten times a year and represent a unique sounding-board for us as an organisation to help develop our membership proposition at a local level.

Every year around 1,600 events are delivered by the Local Institute network supported by the central CII team, covering a technical CPD programme that's run both face-to-face and online. In addition, they run various engagement initiatives, that could be anything from a mentor/mentee scheme to a young professionals committee, to engagement with schools, colleges and universities, to various networking and social events including an annual dinner.

The dinners promote what we do as a profession but also what the CII and Local Institute network offer to members, non-members, other professional bodies and other organisations.

Our major focus over the past two or three years has been a project called 'Realigning the Partnership' based around nine key themes, everything from what good CPD looks like, through to funding, and how we're going to work with key corporates going forward. It's not just about my team shifting

its focus to better support the institutes, it's about the CII organisation as a whole. One of the big wins has been the improved level of engagement we've now achieved between the CII and volunteer members. For example, we've launched digital town halls with our chief executive that happen twice a year, where they'll give a very quick update about the strategic direction of the organisation, and then there's a Q&A where volunteers can ask any question that they like. Other great examples of the project in action are the thematic group meetings, where people with the same role at a local institute discuss and share best practice with their peers, which have been a huge success.

The completion of the nine themes in 2024 got our house in order, which allowed us to move on to a project called "evolving the partnership", where we are now focused on three key themes which are important for the future of the network and the CII:

- Improving visibility – our Local Institutes and the proposition that is offered at a local level is second to none, but we want more of our members to know about it;
- Volunteer engagement and how we improve that even further; and
- The development of the local membership proposition – both what "good" looks like and promoting more consistency across the UK, the Channel Islands and the Isle of Man."

**Megan Webb, Programme Development and Partnership Manager for the PFS,** updated us on progress in the PFS regions over the year and plans for 2025.

"We had a complete change in strategy in 2024. We used to run 26 events three times a year. After lots of research and feedback, we moved to focus on running four flagship events three times a year which released funding for the PFS regions to deliver CPD themselves.

After a period of readjustment, the local committees delivered around 80 events during 2024, and they engaged with 4,000 members. The event programme also went well. The reason we scaled it down was so that we could invest more money in the speakers. It used to be solely sponsorship-funded, so we had limited control over the subject and agenda. The change in strategy meant that we could control 50% of the agenda, choose our speakers, pay our speakers, and then only 50% of the agenda was led by sponsorship, which obviously gave us a lot more control.

The events were well received, but the feedback has been that we probably cut it down too much, so in 2025 we are trialling 10 events per round.

The national conference was the best attended that we've had in a long time, with 1,500 people at Manchester Central. The feedback on the conference was phenomenal, and then in addition we ran three specialist events during the conference.

The other major area we focused on in 2024 was our paraplanner membership. It's not necessarily been an area that we've devoted sufficient time to in the past, but I think we really upped our engagement with these members in 2024, with webinars, specific articles, and a face-to-face event, specifically for paraplanners.

They are our second largest membership group, so it was essential that we gave them more value from their membership proposition.

Looking forward, we are working hard on the relationship with the PFS committees. The PFS Board is attending lots of events to engage with members. We've got a communications plan to keep them up-to-date, we're getting the local institute system to allow them to own and run their own events, so their hands aren't tied as they have been in the past. We've also expanded the PFS local team. We've got two new team members to support them in doing more, so we're really working on that proposition so that the PFS locally grows to deliver much more, with much more support."

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*Looking forward,  
we are working  
really hard on the  
relationship with the  
PFS committees.*



# OUR PROFESSIONAL COMMUNITIES

**Whether you work in Insurance Broking, Underwriting or Claims, or as a Financial Planning or Mortgage Professional, CII Membership provides access to a professional community with numerous benefits and opportunities that are tailored to every individual and their sector.**

Members in each community receive a dedicated programme of Continuing Professional Development, sector specific content and can join a sector specific online community.

Each professional community is headed up by a panel of passionate and inspired expert practitioners who work closely with the CII and PFS to serve and support members at all stages of their career. They bring a vast range of experience and come from a diverse range of backgrounds, which helps us to better serve our members.

No matter what stage members are at in their career, our communities work to serve and support them with up-to-date insights, learning opportunities, career guidance, thought-leadership, and opportunities to network as part of a valued community.

“““

*The CII is highly supportive of the communities, coordinating activity and driving outcomes.*

**Tim Groves, National Membership and Engagement Manager,** updates us on progress in the year and plans for 2025:

“Previously our insurance communities were called society boards, and had external websites, but members were quite confused as there was nothing on these web pages that said they were part of the CII. So, we stripped them back and included our insurance communities within the CII website under the membership banner, where they can opt in to the community that is most relevant to them.

We produce a monthly newsletter for each of the three communities plus a general insurance newsletter. Each community has a specialist supplement in either the CII Journal or PFP magazine. We also have podcasts, webinars, and the content ranges from market news and insight to more technical pieces and career support.

We focus on talent quite a bit, highlighting to our members how they can progress in their career and what different roles can involve. For example, in 2024 we recorded a series of podcasts with a member of each of our insurance community boards interviewing someone within their organisation who was in a role that wasn't in existence five years ago.

The community boards also provide input and guidance to the CII on developments such as the Professional Map. For example, the boards are inputting into the review of our qualifications framework and how we modernise it to become more relevant, whether it's input from their organisations and their learning and development departments, or from them themselves as board members.

Moving forward, the CII is keen to be seen as a thought leader both through content and general activity, and we see the community boards as playing a big part in achieving that.”

**Mandy Hunt, Chair of the CII Underwriting Community,** commented: “The community boards are filled with deep industry experience and expertise with a wealth of knowledge to drive focus on areas that really matter. Views on technical topics which are very specific can be shared and more importantly common issues such as Consumer Duty can be discussed in a more rounded, less partisan way than would happen in most businesses. We are united as communities in believing that driving a technical and skills agenda relevant to the sectors is vital for long-term development of our profession.

The CII is highly supportive of the communities, coordinating activity and driving outcomes; supporting delivery of materials; arranging the technical aspects of podcasts; and creating space at events like BIBA to showcase our work. Additionally, we have great relationships with the Executive Leadership team, who are always keen to engage with our Board.

In the year to come, our focus will be on supporting the CII's agenda, gaining and sharing feedback from members, developing further career help and ensuring we remain up to date with technical issues and matters which affect us all like Consumer Duty or vulnerable customers.”



# STRATEGIC THEME: EXCELLENT MEMBER EXPERIENCE PROGRESS IN 2024



## Summary:

Member experience is much more than just ‘customer service’. We care about how our members feel and interact with us and the value they attribute to their membership. A positive member experience promotes the retention of existing members, increases the recruitment of new members and will expand the Institute’s reach across the insurance and personal finance professions. In short, an excellent member experience will have a direct impact on our success in financial and non-financial terms. Over the period covered by our Strategic Plan, we are embedding practices that will ensure we provide an excellent member experience for every individual member and corporate client across all touch points. We are building five pillars to ensure all existing and prospective members receive the highest quality support and service from the outset of their membership journey.

## Commentary:

Reflecting on the CII’s performance against the excellent member experience theme in 2024, **Mark Hutchinson, Membership Director**, commented:

“We made great progress in 2024 in improving the member experience and therefore the value gained from membership.

We successfully reset our volunteer strategy in the Local Institutes through the “realigning our partnership” strategy with eight of the nine workstreams identified completed in the year, and the remaining one completed early in 2025. This enables us to move into “evolving the partnership” to face new challenges. We also recognised that it isn’t a once-and-done piece of work; there is an ever-evolving need to articulate a cohesive and clear vision across all our Local Institutes and PFS regions. Our role is to support all the excellent work taking place locally by our volunteers, while helping to promote best practice, so members can access a consistent high standard of CPD wherever they are based.

One of the learnings during the year was that we needed to take new volunteers on a development journey as part of their volunteering, investing in them and their capabilities and recognising them as individuals to the benefit of their institute or committee, the CII, PFS, SMP and our professions. We will be progressing this in 2025.

We are also providing clarity of purpose for our professional communities. We are creating greater integration with the CII in terms of strategic planning and operational planning, so we can benefit far more from them as experts in their fields.”



## Key successes in 2024:

### 1. Provide clear, simple and accessible support for members to grow and flourish

- Quarterly ‘welcome’ webinars were introduced for new and re-joining members in early 2024 where we helped to orientate hundreds of members to understand the value of professional membership and the benefits and resources at their disposal, including local and specialist communities.
- For PFS members we delivered three series of larger Xchange events across the UK, while also investing resources to better support local PFS committee volunteers in delivering practitioner-led community event programmes offering enhanced support for members. Our PFS POWER financial planning community continued to be active in delivering regular webinars and guidance for members, focused on developing financial planning skills.

### 2. Build a strong, global professional community where members can connect virtually and in person whenever and wherever they choose

- Our LinkedIn discussion groups are active in engaging tens of thousands of members and other professionals in the UK and overseas. As part of evolving our membership strategy we are also actively determining other ways and platforms in which our communities can connect to learn and share ideas and good practice.

### 3. Evolve our membership categories and benefits so they remain relevant

- We actively explored how we could evolve the support and resources that we provide to members. This includes embedding our Professional Map across our membership proposition, so members have dedicated development pathways as well as providing greater personalisation of relevant and inspiring content.
- We are consulting members and other stakeholders on proposals to modernise membership in 2025 with feedback informing an action plan to enhance the structure and services at their disposal.

### 4. Engage and support our volunteer networks to flourish

- During 2024 we focused on expanding the support we provide to the 800 volunteers in our Local Institutes. Nine dedicated workstreams were established to help further develop the local membership proposition, including training, corporate engagement and increasing resources. We also invested resources in supporting the activities of volunteers in our PFS regions to deliver practitioner-led community CPD and networking events and this work will continue into 2025 as we evolve strong partnerships for the benefit of members.

### 5. Promote our members and the work they do at every opportunity

- We actively encourage individual members, Local Institutes, PFS regional committees and our professional communities to contribute their expertise through a variety of media channels. These include articles and podcasts for The Journal and PFP magazine, as well as contributing to the trade press. We also publish their comments on our social media channels and support their engagement at events run by us and other bodies, such as our Shaping the Future of Insurance conference or PFS National Conference.



# STRATEGIC THEME: HIGHEST PROFESSIONAL STANDARDS PROGRESS IN 2024



Summary:

Professionals work in uniquely challenging environments. Having chosen to pursue careers where they are regarded as especially qualified, they are subject to high expectations of ethics and conduct and hold positions of public trust. CII and PFS members go above and beyond the regulatory minimum by striving for professional excellence and by committing to uphold the CII Code of Ethics. They demonstrate competence by undertaking an annual minimum of 35 hours Continuing Professional Development and, through membership of the CII and PFS, sign-up to a process which holds them to account should these exacting standards not be met. All retail investment advisers are issued with their Statement of Professional Standing (SPS).

Setting and maintaining the highest professional standards is a core activity for a professional membership body. In general, the standards that we set for our collective professions and members is higher than the minimum threshold standards set by the relevant regulators though the purpose is common – we do so to provide public trust and confidence in the profession and the sector. Recognising the esteem with which UK professional membership bodies are held overseas, our ambition is to become more influential on the development of professional standards for the insurance and financial planning sectors internationally, working directly with regulators in overseas jurisdictions and in collaboration with the Institute’s International Affiliated Institutes.

## INTERNATIONAL

The CII has members in some 140 countries around the world, with offices in London, Dubai and Hong Kong.

### CII Middle East highlights

The CII made significant strides in the Middle East during 2024, reinforcing its commitment to professional development and ethical standards in the insurance and financial planning sectors. A major focus was the expansion of our International Professional Partner Firms initiative, with multiple organisations across the region joining the programme, supporting their employees to attain CII qualifications.

The CII’s partnership with the Emirates Institute of Finance deepened, with new cohorts of Emirati students pursuing qualifications in general insurance, claims and underwriting. This collaboration has supported the UAE’s Emiratisation goals by equipping nationals with internationally recognised credentials. In Saudi Arabia, the Financial Academy was accredited as an Approved Professional Development Centre, ensuring high standards in training and examination delivery. The CII’s presence in Oman and Egypt also grew, with the appointment of new Goodwill Ambassadors.

CII leaders played a key role in strengthening regional ties, with CII President Ian Callaghan, Executive Director Gill White and General Counsel Liam Russell visiting the Middle East during the year to engage with stakeholders such as the Central Bank of the UAE and attend the Financial Academy Forum in Riyadh.

The CII Middle East team celebrated two major accolades at the Middle East Insurance Industry Awards, winning the Educational & Training Initiative award and Regional Director, Gaenor Jones, was named Woman Leader of the Year for her dedication to professional development.

### Key successes in 2024:

The Professional Standards Team worked towards meeting the commitments set out in the ‘Highest Professional Standards’ section of the Strategic Plan. This included a renewed focus on CPD audit, and documenting and improving audit processes. The team contributed to the ongoing review of Corporate Chartered status, ensuring professionalism, standards and ethics will be at the heart of our new proposition.

The CII monitors sector trends including emerging ethics risks, and produces content to meet the needs of CII members.

For example, during the year, the CII gave considerable focus to the FCA Consumer Duty rules, considering how members and employers could best be supported to implement the requirements by the CII. We produced four Consumer Duty Training digital courses and a face-to-face workshop supporting personal finance employers and employees on implementing the Duty and evidencing how they are meeting their obligations. This sat alongside a Proficiency+ Consumer Duty Diagnostic Tool which allowed members to assess how effectively they and their teams are achieving the FCA expectations. Additionally, the CII sought insight from practitioners about their experiences and challenges of implementing the requirements of the Consumer Duty in various ways including surveys and roundtables.

The CII also published a Green Finance Companion Guide which aimed to help members make decisions aligned with the principles of green finance in their professional lives. The Companion Guide was supplemented by a podcast.

In addition, the PFS established a panel of advisers, policy professionals and sustainable finance experts to enhance advice standards and consumer outcomes around climate change and other sustainability challenges - the PFS Sustainable Financial Advice Panel. It published ‘*The Sustainable Finance Knowledge Gap*’ – a review of PFS members’ confidence in providing sustainable financial advice. The Panel went on to help the PFS to launch a digital course on Sustainability Disclosure Requirements and Anti-Greenwashing to help advisers prepare for new disclosure regulations, and updated its digital course ESG and Sustainable Investment Advice.

In recognition of the increasing influence AI has on the financial services sector the CII produced a range of content on this topic to guide members, such as a practical example of applying ethical principles to an AI powered complaints processing system within the Ethics CPD Event ‘How ethical are you?’. Given its relevance to modern business, and the way it will continue to shape the future of professionalism and impact business practices, AI was understandably a key topic for the CII in its two magazines, The Journal and PFP magazine.

### CII Asia-Pacific highlights

The CII’s strategic efforts in the region focused on promoting professional standards, diversity, and supporting talent development. A key element of our work was hosting CPD seminars featuring UK-based experts under the government’s Financial Incentive Scheme, including comprehensive courses on insurance principles and practices. These efforts are designed to help practitioners meet regulatory requirements and improve service delivery.

During the year, we worked with HKUSPACE to enhance technical competencies and attract new talent into the profession. The programme is part-time and government-subsidised, offering a recognised qualification from the Hong Kong Council for Accreditation of Academic and Vocational Qualifications.

The CII co-hosted a major conference in Shanghai on ‘Digital Insurance as Solutions for Emerging Insurance Challenges’, focused on leveraging digital transformation to promote sustainable insurance development. We also participated in many regional events, including the East Asian Insurance Conference, and supported several graduation and awards events, including the Asia Trusted Life Agents & Advisers Awards in Singapore aimed at inspiring students and young professionals.

Inclusion remained a key priority and CII Hong Kong hosted a Dive-In Festival event titled ‘Age is more than just a number’, promoting multi-generational diversity and cross-generational collaboration. We also supported the GAIN neurodiversity panel, advocating for inclusive hiring practices across Asia.

We continued to strengthen our ties through a visit from CII President Ian Callaghan, who took the opportunity to present a plaque to one of our new International Professional Partner Firms.

### CII Africa highlights

The CII appointed new Goodwill Ambassadors in Nigeria and Ethiopia in 2024 to support our international objectives. We also conducted a visit to Nigeria to meet with leading insurance companies in the country and gather intelligence to inform our work. We additionally hosted a delegation of business and regulatory leaders from the Ugandan insurance sector in London, as part of our Africa Leadership programme.

# STRATEGIC THEME: SECTOR THOUGHT LEADERSHIP PROGRESS IN 2024



## Summary:

The Institute is uniquely placed to inform and influence strategic thinking across the insurance and financial planning professions both in the UK and around the world, drawing on the expertise within our organisation and that of our members. In recent years, the Institute has contributed to bringing fresh talent into our professions by informing the previous Government's trailblazer apprenticeships and through our New Generation programme, which has been running for more than decade. We've helped our members to navigate the challenges presented by Brexit and the COVID-19 pandemic. We've led the way in building understanding around issues of evolving sectoral importance, including data science and AI through bespoke events and the development of innovative programmes of learning. In addition, we've galvanised sector support to commitments around ethical conduct, continuing professional development, qualification standards and to pay and equal opportunities, especially through the Insuring Women's Futures programme. All these initiatives helped us to further our Chartered objective around building public trust in insurance, personal finance and mortgage advice.

Our focus will be on continuing to help members navigate the introduction of new regulations, such as the Financial Conduct Authority's Consumer Duty. In addition, we will ensure we are highly regarded among policymakers internationally for the expertise and professionalism the Institute possesses and demonstrates through its work and the actions we and our members take. So, we will be proactive in every conceivable way to influence policy formation and thinking on any matter that affects our mission. But it will also mean ensuring our members fulfil their obligations to the public and us. For example, we will opine on matters related to increasing consumer empowerment, securing the highest degrees of professional competence among our members, and ensuring corporate members are effectively and equitably mitigating consumer risk.



## Commentary:

Reflecting on the CII's performance against the plan's actions and KPIs in 2024, **Matt Connell, Director of Policy and Public Affairs**, commented: "A significant focus for us during the year was Consumer Duty; we published guidance for firms as they reported on the Duty for the first time, and called out certain areas where we'd like to see more clarity. We've also been involved in FCA consultations to achieve that greater clarity, sharing good practice with members along the way. We conducted a workshop and roundtable to inform the production of a white paper, involving about 20 different practitioners who were involved in consumer duty reporting and had been through the process and therefore knew where the issues were and could identify good practice.

On the financial advice side, we produced a piece of guidance for advisers about life insurance and surviving economic abuse, in conjunction with a charity called Surviving Economic Abuse. Obviously not everyone suffers from economic abuse, but it is horrendous for the people who do. We also produced a podcast on the subject with protection advisers where we recommended not entering joint contracts even though, at times, they can be cheaper. So, there's a bit of a culture change that we are advocating within the sector.

In terms of relationships, we've continued to support the All-Party Parliamentary Group on insurance and financial services. We provide the secretariat, putting together proposals for the agenda and forwarding suggestions for speakers and expert panellists.

We also maintained our regular catchups with the FCA, especially on the retail investment side. They've been publishing a range of documents, for example around Consumer Duty and ongoing advice, so we've got that regular contact, which is really worthwhile.

The Public Trust Index continued to produce interesting and helpful insights. The most notable of 2024 being that as the cost-of-living crisis hit harder, expectations for claims rose among retail customers and SMEs, so that the gap between expectations and delivery widened, not so much because people were rating the performance as worse but because they wanted the payment quicker because there was more at stake.

They also wanted more control, for example over whether repairs were undertaken by the insurer or a cash payment was made, as sometimes having the repairs might be a better option as it absorbs some of the inflationary impact compared to a payout. We've started looking at how people buy their insurance, and we've found that retail customers get much better outcomes if they buy through a broker than people who buy from a comparison site or direct from the provider or a bank and building society. We wrote this up and got good coverage across the trade press."



# STRATEGIC THEME: WORLD-CLASS LEARNING PROGRESS IN 2024



## Summary:

We have continued to support our members with relevant qualifications, Continuous Professional Development content and establishment of learning communities. Our post-qualification learning focuses on CPD at all levels, enabling members to build and maintain their expertise and professionalism. We are creating a simple and structured development pathway aligned to our Professional Map and each membership level for all insurance and personal finance professionals, helping them to 'get in, get on and give back'. This approach will be supported by modern tools, learning resources, communities of peers, qualifications and CPD at every step of the member lifecycle, consistent with an exemplary professional body.

We will achieve this by building a flexible and blended learning framework that understands that progression can include assessment success, recognition of prior experience and learning, CPD and active engagement with a thriving learning community across our professions and societies.

## Commentary:

**Gill White, Executive Director, Member Engagement & Learning**, commented on the progress made on the World-Class Learning theme:

"From a learning perspective, I am very excited by the progress we're making in giving more relevant, high-quality CPD to members. We began the Centralised CPD project to supplement Local institute and PFS volunteer CPD with content provided centrally for the benefit of all members, and working on processes to ensure we can better signpost our offer to our members in different formats.

I'm also proud of the transformative upgrade to our corporate learning platform, Assess, providing cutting-edge learning experience for both individuals and employers. In addition to the enhanced functionality and look and feel, we have made significant investment into rewriting and redesigning the most-used content.

We launched a new initiative called "Embedding the Professional Map" in 2024 to add value to all our member, learner and employer journeys by weaving the competency framework and language across our offer, including into areas such as how new starters prioritise their qualification journey, how members prepare for development reviews and employers define job families.

I am excited that we are moving forward on our ambitious plans to evolve our qualifications and how we support effective learning. The working title for this has been 'CII & PFS Futures' because we believe our changes will attract professionals of the future and support current professionals to be ready to thrive in future opportunities and challenges."

### Our other notable achievements during 2024 were:

- **Qualifications:** during the year, approximately 6,000 qualifications were completed, 54,000 exams sat; 18,000 coursework assignments submitted (for marking and checking); 4,500 Recognition of Prior Learnings applications were made, plus many other critical application processes and learner query activities.
- **Training:** we delivered 339 different courses to 4,421 Delegates.
- **Digital Learning:** we introduced a new spotlight course 'SDRs and Anti-Greenwashing Rule', plus updates to 'ESG and Sustainable Investment Advice' and 'Cyber Risk and Insurance' courses.



*We believe  
our changes  
will attract  
professionals  
of the future.*

# STRATEGIC THEME: DIGITAL FIRST PROGRESS IN 2024



## Summary:

We are embracing technology and adopting a ‘digital first’ approach. Our members operate throughout the UK and around the world, often working across jurisdictions. We aim to provide them with digital access to all the services they need ‘Anytime, Anywhere’. We are using data to develop greater member insight and technology to personalise member services as never before.

In future, our ability to harness large volumes of member data will also allow us to share targeted insights with individual members and provide evidence to inform policy positions on their behalf.

## Commentary:

Our continued investment in customer services delivery and the deployment of webchat enabled nearly 40,000 members to engage totally digitally during 2024, helping to ensure we consistently delivered a quality member experience to our members with a customer satisfaction score of 4.0 across all channels in the year.

We also began our web development programme, replacing our legacy platform and improving uptime from 75% to 99.5% or higher. Our digital teams across the Institute reviewed our customer journeys, updating content and links, and there is more development and personalisation planned for 2025.

We also achieved Cyber Essentials+ certification across the whole group in 2024 and continued to ensure we maintained a strong security posture.

We continued to utilise our new CRM solution and a year on it has enabled us to move towards a single view of our customers allowing us to serve their needs more effectively, as we seek to iteratively improve our services and digital offerings further.



*Our members operate throughout the UK and around the world, often working across jurisdictions.*





# STRATEGIC THEME: SUSTAINABLE INSTITUTE PROGRESS IN 2024



## Summary:

We have returned the CII operating entity to a surplus and begun to rebuild the Institute's cash reserves. We are increasing the Institute's membership base by promoting the value of membership and introducing new products and services that extend our sector reach and appeal. We are also expanding our international reach and, if appropriate, will consider extending our physical footprint. We are ensuring that the Institute's structure is the right one to deliver on our Plan and we are allocating our resources according to the strategic priorities we have set. We will reconfigure or relocate our workspace as appropriate to create a long-term home for the Institute which is accessible to members and a net carbon zero workplace for the future.

## Commentary:

**Trevor Edwards, Executive Director, People and Resources**, commented: "We continued to make good progress against the actions outlined in the strategic plan in 2024. These included a revised governance framework, an updated Board Code of Conduct and a revised delegation framework. During the year, the CII designed and implemented a Governance Framework which supports the transmission of leadership throughout the organisation, the highest quality of decision-making, and drives the right behaviours enabling the CII to meet regulatory and statutory requirements. The Framework is designed with flexibility to allow us to manage the inevitable changes which will affect an organisation that exists in an evolving and developing context. In 2025, the CII will be conducting an external effectiveness review to benchmark its governance practice in line with the commitment for continuous improvement.

### Other notable achievements were:

- **Group membership:** Our overall Group membership increased from 119,609 in 2023 to 121,038 in 2024, the first year of increase in membership since 2019. Included within this our international membership volume remained broadly consistent at 11,487 in 2024 compared to 11,828 members in 2023.
- **Group surplus:** The Group again delivered an operating surplus exceeding the £2.0 million target stated in our Strategic Plan, reporting a Group operating surplus of £3.0 million in 2024. The entity itself reported an operating surplus of £3.2 million in 2024, exceeding the strategic target of a £0.5 million surplus.
- **Transformation Project – IT Systems:** As part of our consolidation of existing platforms, one system (Magento) was decommissioned in 2024 with its functionalities consolidated into an existing system. This will deliver savings of just under £300,000 per annum.
- **Working practices:** No changes to working arrangements were made in 2024, but these are being reviewed in 2025 as we consider our real estate options.

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*We continued to make good progress against the actions outlined in the strategic plan in 2024.*



# OUR MANAGEMENT

We adopted a new Executive Leadership team structure in early 2024, designed to best deliver the goals set out in our Strategic Plan. Four new Executive Director positions were created and filled by existing colleagues, with Adam Harper and Holly Porter joining in March 2025 as Executive Director, Strategy, Advocacy & Professional Standards, and Executive Director, Markets & Opportunities respectively.



## Matthew Hill

### Chief Executive Officer

Matthew joined the CII in April 2024. Prior to that he was Chief Executive and executive Board Member at the Legal Services Board (LSB). He started his career in the Civil Service, working in a wide range of areas over a twenty-year span. His brief has included food safety, animal health, alcohol, civil contingencies, broadcasting, gambling, creative industries and healthcare regulation. Before joining the LSB, Matthew was Executive Director, Strategy at the General Dental Council, and prior to that he was Director, Regulatory Risk & Analysis at the Gambling Commission.



## Trevor Edwards

### Executive Director, Resources and People

Trevor joined the CII in September 2019 as the CII Group Finance Director. Over the course of his career he has been involved in complex transactions including acquisitions, capital restructuring and taxation, in addition to being a chartered accountant. He previously worked in insurance audit at firms in the Caribbean and UK and has held senior finance roles in listed, regulated entities.

Trevor left the CII in August 2025.



## Adam Harper

### Executive Director, Strategy, Advocacy & Professional Standards

Adam joined the CII in March 2025. During his career he has contributed to the development of strategic visions, plans and policies and has experience of co-ordinating corporate strategies and business plans. His previous role was Director of Professional Standards and Policy at the Association of Accounting Technicians (AAT), where he led the development and enhancement of its professional standards regulatory framework.



## Holly Porter

### Executive Director, Markets & Opportunities

Holly joined the CII in March 2025. In her career to date, she has led professional membership communities and managed registrations portfolios, helping members to drive their professional development and shape the future of their professions. She was previously the Managing Director of BCS, the Chartered Institute for IT, which supports technology and digital professionals across different sectors in the UK and internationally.

## Mat Mallett

### Executive Director, Digital and Information

Mat joined the CII in November 2022 and left in March 2025.



## Liam Russell

### General Counsel

Liam joined the CII in 2015 as Assistant In-House Counsel. He became General Counsel in 2024.

Liam has extensive experience of managing commercial legal risks, including those relating to commercial contracts, data protection, professional discipline, dispute resolution and intellectual property protection. Prior to joining the CII, Liam was a financial services litigation lawyer for a major international law firm.



## Gill White

### Executive Director, Member Engagement and Learning

Gill joined the CII in January 2020, initially as Learning and Assessment Director. In January 2024, she additionally took on the role of Acting CEO of the CII prior to Matthew Hill joining in April 2024. She has held a variety of Head of Learning & Development roles at Vodafone, Xchanging and SSP and operational roles for Whitbread and Greenall's. Prior to joining the CII, Gill was Business and Markets Development Director for the Chartered Institute of Personnel and Development (CIPD).



# PRESIDENT'S STATEMENT

Ian Callaghan, BA (Hons) FCII, Chartered Insurance Practitioner, was elected President of the Chartered Insurance Institute for 2024. In this statement he reflects on his presidential theme, the progress made by the CII in the year and welcomes his successor.



## “It was a great pleasure and privilege to be the 112th President of the Chartered Insurance Institute in 2024.

The theme of my Presidency was our members, whether they are in Lisburn or London, Hobkirk or Hong Kong, Dwyfach or Dubai. I wanted to put them front and centre of our Institute, highlighting how important they are to the organisation and the insurance profession as a whole.

I am very pleased to say that during my tenure as President, I saw at even closer hand the incredible value that our members bring, not only to the CII as a membership body, but to the wider sector and, in turn, communities and societies around the world.

It was a great privilege to be able to visit many of our local insurance institutes around the UK. I attended more than 40 events with them, travelling the length and breadth of the country, engaging with dozens of our valued volunteers. It has been a real pleasure to feel first-hand the commitment and passion they show in service to their customers, consistent with upholding the highest standards for the insurance profession every single day.

Our 52 Local Institutes are a hub for professionals to support one another and it is volunteers that make these institutes thrive. These are normal, everyday people who step up to support their local councils, organising events, and getting out there to encourage others to join the profession. They engage both professionally and socially – and that is something of which we are immensely proud.

I also had the privilege to visit our offices in Hong Kong and Dubai, as well as visiting Macau. In Hong Kong and Macau, I was able to meet with both Members and Government Officials, together with local company CEOs to discuss how the CII can help increase standards and public trust. In Dubai, I was able to meet with some of our goodwill Ambassadors to discuss a range of opportunities in the region, again with the accent on building standards and trust. I was also invited by the Insurance Institute of South Africa to deliver a keynote speech at its conference to celebrate success in the insurance profession.

There were many other highlights, two being the CII's flagship annual events – the Network Conference, which took place in Macclesfield in June, and the Shaping the Future of Insurance conference, in London in October. In addition, I had the pleasure of presenting awards at the Insurance Institute of London's Diploma and Prizegiving Ceremony, accompanied by our group CEO, Matthew Hill.

I also had the honour of being the Board Sponsor for an in-depth review of Corporate Chartered Status. We're reviewing our rules so that those holding Chartered status can more easily explain to their customers how they set themselves apart, including in relation to achieving better customer outcomes, and to address situations where our rules may unnecessarily inhibit a firm's ability to grow or ability to retain Chartered status. We held some initial consultation meetings and focus groups in late 2024 that enabled us to draw up some new criteria that we believe will meet our ambition. We began consulting with all Chartered firms on our thinking in early 2025 before embarking on a pilot exercise later in the year.

One of my great passions is giving opportunities to nurture new talent. I have always championed our New Generation insurance groups and in the year of my presidency I sponsored an extension to include PFS members. This will launch in September 2025.

Our CII professional community boards continued to do fantastic work in each of their specialist areas of broking, claims and underwriting, and I was delighted to be part of their board meetings as they planned how to offer further value and guidance to members.

I also attended Personal Finance Society board meetings as an observer on behalf of the CII Group Board and saw how the PFS board was making excellent strides in how it is working for the benefit of members.

When I spoke to CII Group Chief Executive, Matthew Hill, following his appointment in early 2024, I said I wanted to see the CII increasingly engage with the FCA, ABI, BIBA and other leading organisations both here in the UK and internationally in order to shape the way in which insurance and financial services professionals work. Being thought leaders helps us to feed into the learning and CPD we offer all our members, so they are always ahead of the curve. I am delighted by the progress I have seen in such a short space of time, including through the various roundtable events that have been conducted with members, regulators and consumer groups, the publication of white papers, and reciprocal attendance at major conferences.

It was a remarkable year, and I would like to share what an honour it was to fulfil this role, of CII president. I know the CII is in safe hands with Nicola Stacey as President in 2025 and Callum Beaton as her Deputy, who will continue to strengthen the Institute and bring ever greater success to the wider insurance and financial planning professions.”

**IAN CALLAGHAN**  
President, 2024

“““

*It was a remarkable year and I would like to share what an honour it was to fulfil this role, of CII president.*

# OUR BOARD

The CII Group Board is our governing body. Its role is to promote the long-term sustainable success of the CII group of companies and to generate value so that we can meet the public interest requirement established in our Royal Charter. Our Board achieves this by setting our strategy, and ensuring we have the resources, culture and controls in place to achieve our objectives.



**Helen Phillips**  
Chair



**Ian Callaghan**  
President



**Nicola Stacey**  
Deputy President



**Jennette Newman**  
Chair of the Nominations and Remuneration Committee



**Desmond Bermingham**  
Chair of the Education and Learning Committee



**Claire Bassett**  
Chair of the Professional Standards Committee



**Jonathan Graham**  
Chair of the Audit & Risk Committee



**Matthew Hill**  
Chief Executive Officer



**Yassir Albaharna**  
Engagement board member: International



**Roger Jackson**  
Engagement board member: Financial Planning



**Ben Rose**  
Engagement board member: London Markets



**Suzy Middleton**  
Engagement board member: Personal Lines



To learn more about our Board members visit:  
[cii.co.uk/about-us/governance/leadership-team/meet-the-board](https://cii.co.uk/about-us/governance/leadership-team/meet-the-board)



