



2023-24 ANNUAL REPORT

Charitable Body No SC013927

Chartered Banker

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FOREWORD

by Steve Pateman FCBI



Annual Report 2024 | Chartered Banker Institute

As I come to the conclusion of my 3-year term as President of the Chartered Banker Institute, it is fitting to reflect on the substantial and very positive progress we have made over that time in pursuit of our strategic aim of being the leading global voice in responsible banking. It is also appropriate to consider the financial and operational challenges that have made the final year of my term particularly challenging, as the investments we have made in building the Institute's future capability as a global provider of banking education have taken longer to come to fruition than expected.

Stepping down with me at this year's AGM, will also be the Institute's long-serving CEO, Simon Thompson, to become the Managing Director of the new **Global Capacity Building Coalition**, which was announced at the UN COP28 Climate Summit last year. COO, Joanne Murphy, will become Interim CEO, while the Institute begins a process to identify a permanent replacement.



I would like to take this opportunity to pay tribute to Simon who has been our CEO for 16 years and led the transformation of the Chartered Institute of Bankers in Scotland into the Chartered Banker Institute we know today with a global reach, impact and influence on issues from professional standards to the role of sustainable finance.

Our professional qualifications are studied in more than 100 countries. Under his leadership, the Institute is recognised today as the leading voice in responsible banking and has over 35,000 members around the world. I thank him for all that he has achieved here.



Simon Thompson, Chief Executive, steps down after 16 years at the Chartered Banker Institute

I would also like to congratulate Joanne Murphy on becoming Interim CEO with effect from 27th May. Joanne will ensure that the Institute's emphasis on the importance of *professionalism, expertise and community* to support our core theme of *responsible banking* will be embedded in our qualifications, professional learning, thought leadership and membership offerings going forward. As a Chartered professional body, we will also continue to be dedicated to our

focus on the areas driving the future of banking, in terms of ethical decision making and developing sustainable, responsible organisations.

Banking is once again in the forefront of yet another profound transformation, driven by the development of AI and technology and the need for banks to integrate sustainability into their core strategies. These two global megatrends shaping the future of banking have been set against the backdrop of socio-economic headwinds, including a global inflationary crisis, a climate of rising interest rates and a cost-of-living crisis, which have all impacted banks, our members and society more generally. At such a time, banking professionals need to be agile, capable of continuous learning and adept at navigating the delicate balance between innovation and risk management and between ethical professionalism and risk taking. These are skills that our members possess, and we continue to support them in developing these throughout their careers.

During 2023/24, the Institute has made great progress in delivering on its mandate to provide thought leadership and educational qualifications that support the evolution of the profession as the world around us continues to evolve and change, both in the UK and internationally.

Our membership shows a high level of retention and satisfaction versus our peers. Alongside this, we have invested in our educational platforms, appointing Tanya Retter as Education Director to lead our work here. This has allowed the rest of the Leadership Team to focus on presence, voice and efficacy of our operations; all of which we believe will underpin continued growth in revenues and a recovery in earnings.

We have delivered two new qualifications - a new Professional Banker Certificate and the Certificate in Digital & AI Evolution in Banking, as well as an additional Principles for Responsible Banking (PRB) Academy module focusing on nature. A new qualifications framework is being rolled out incorporating digital certificates - creating operational efficiencies as well as reducing our carbon footprint.

The Institute has greater reach, impact and influence in terms of thought leadership, whether that be through international speaking engagements, meetings with policy makers and regulators or through our flagship events amplifying our voice and reputation on responsible and sustainable banking both at home and abroad.

Whilst profitability per se is not part of our mandate as we are a not-for-profit charity, we do as a Board of Trustees have an obligation to maintain the financial integrity of the Institute and to oversee an Institute that is sustainable financially as well as strategically.

In line with our objective of becoming the leading global provider of responsible, professional banking education, over the past two years we have made substantial investments in building our capabilities to do this.

This has included investing in new, digital platforms; in expanding our Learning Team; and in developing new IP and content for new qualifications and learning materials for both the PRB Academy and our new banking qualifications.

As a Chartered, professional body our investments – both capital expenditure and investment in building our Institute teams and capabilities – are funded from our reserves. As I write, it is true that neither of these strategic investments have yet yielded the returns that we had expected. We believe, however, that it is a matter of time before they do and the year ahead looks much more promising in this respect.

In the last year we achieved revenues of £5.0m, with expenditure coming in at £6.5m. This has resulted in a loss of £1.5m, which we have covered by drawing on our reserves. We have therefore realigned our cost base to a more conservative forward trajectory for revenues whilst our new qualifications, the PRB Academy and other initiatives take longer to realise their potential.

We have made a number of changes to the PRB Academy proposition to reflect feedback from a number of the banks with whom we work. We are confident that banks will engage with this critically important aspect of their business and future notwithstanding the lighter political emphasis in the last year or so.

We had also invested in our international business development by adding Ian Hardcastle, a former Trustee, to the team; Ian was making an invaluable and significant contribution when he sadly and suddenly passed away in March of this year.

Ian was a tremendous advocate for the Institute and brought an enthusiastic, energetic and professional commitment to not just his work with the Institute but across his career - many of us knew Ian outside the Institute and admired his passion, zest for life and ability to always be there when he was needed; he will be missed by many, in particular, his wife Annette and family to whom we extend our sincere condolences.

The world continues to be a challenging place - conflict, climate change, low and inequitable growth all combine to create a difficult landscape for our profession to navigate - having the right foundations in terms of professional education, the ability to think independently and creatively and a passion for excellence are all hallmarks of sustainable and responsible banking and remain at the heart of our agenda at the Institute.

I would like to close by thanking my colleagues on the Board for their unstinting commitment and support to myself and the management team over the last year and to all the staff at the Institute who work tirelessly and with such professionalism to support and deliver our objectives. It has been an honour to be President of the Institute, I look forward to our 150th anniversary celebrations next year and wish my successor as President, all the best for the future!

Steve Pateman, FCBI

President, Chartered Banker Institute

In memory of Ian Hardcastle

1968-2024



Inspiring, caring and kind, with a zest for life, Ian was an enthusiastic and energetic champion for everything positive, professional and purposeful in banking, business and life. A proud Chartered Banker, and Institute Trustee until 2023, Ian was greatly admired and respected across the banking profession in the UK and internationally, especially in Australia and Malaysia.

As a mentor and coach to many during his long and successful career at NatWest/RBS, and latterly as an Academic Associate and colleague at the Chartered Banker Institute, Ian's energy, passion for life and commitment to banking as a force for good left a lasting impression and lifelong impact on everyone he worked with, supported, encouraged and influenced. With the permission of his family, a new Institute prize will be created in 2024 in memory of Ian.

THE INSTITUTE IN NUMBERS

2023-2024

35,465

35,465 members
47.2% male
52.8% female



5,870

5,870 new learners enrolled to study during 2023



Over 27 events hosted in 2023, including 2 in-person Young Banker of the Year Grand Finals



2,538 online examinations delivered



7,148 qualification passes reviewed and approved



A 22% increase in our thought leadership reach



Over 24,000 YouTube content views



19 University partners delivering 28 accredited programmes



2 qualifications updated and 2 qualifications launched



More than 550 hours of CPD content available to members



We work in over 117 countries across 6 continents

NPS score increased to +46



3,501 assessments processed and released



Chief Executive's Review



It has been a privilege and an honour to serve as the Institute's Chief Executive for the past 16 years and it is with a mixture of pride and sadness I am stepping down at our Annual General Meeting in June 2024.

Reflecting on my tenure, whilst we have retained our history and heritage, and our focus on leading banking ethics and professionalism – which we will celebrate next year in our 150th anniversary – the Institute

today is very different from the one I joined in 2007. Our transformation, growth and development from the Chartered Institute of Bankers in Scotland into the Chartered Banker Institute, with global reach, impact and influence is testament to the dedication, enthusiasm and efforts of many colleagues, Council members and Trustees, Fellows and members and Institute partners in the UK and overseas it has been my great pleasure to work with.

In this short report it is impossible to reflect fully on all the headlines and highlights during my 16 years as Chief Executive. That will have to wait for the publication of our Institute history next year currently being written by my predecessor, Professor Charles Munn. Some of my proudest moments and memories, though, include:

- Receiving our new Royal Charter as the Chartered Banker Institute, reflecting and recognising our evolution from the Chartered Institute of Bankers in Scotland with some 7,000 members to the UK's Chartered Banker Institute with more than 35,000 members worldwide.
- Leading our response to calls from policymakers and the public for higher standards in banking; establishing the Chartered Banker Professional Standards Board and introducing a new Chartered Banker Code supported by professional standards.
- Launching the Principles for Responsible Banking (PRB) Academy with the United Nations, to support the embedding of the PRB, and responsible, professional, purposeful banking worldwide.

- The growth of our international partnerships and networks, creating a growing global family of Chartered Bankers united by their affiliation to our Institute.
- Our launch of our 2025 Foundation to mark our 150th anniversary, which by that date will have supported more than 200 young people into careers in banking and finance.
- The evolution of our Young Banker of the Year competition into a high-profile annual event hosted by the Lord Mayor at Mansion House.

The past year has, however, been the most challenging of my time as Chief Executive of the Chartered Banker Institute, both personally and professionally, even compared with previous years affected by the Covid-19 pandemic and lockdowns.

During the first few months of the year, we were impacted by unprecedented levels of illness and absence, with several key colleagues absent for extended periods. This had significant effects on the Institute's activities, operations, enrolments and financial performance during the year, especially UK and international business development activities. In turn, this meant we did not achieve the return we expected this year on the investment of a portion of our reserves in the Institute's digital capabilities, expanded Learning team, international growth and the launch and development of the Principles for Responsible Banking (PRB) Academy and a suite of new banking qualifications. The result was a substantial deficit of £1.5m following several years of surpluses. The Institute enters 2024 in good shape,

however, and we are confident over the next 3 years of returning to previous levels of activity, enrolments and financial performance, and achieving a positive return on the investments made.

As our President, Steve Pateman, notes in his Foreword, the Institute's main aim and objective is not to achieve profitability although we need to ensure the Institute's financial sustainability. Rather, we are an impact and influence maximising organisation; as a Chartered body our aim is to play a leading global role in developing, embedding, and enhancing socially purposeful, responsible, and professional banking by developing and supporting professional bankers throughout their careers. In this regard, as this Annual Report sets out, we have made great progress during the year despite the challenges we have faced.

In terms of impact and influence, the Institute continues to be widely recognised as a leading global voice on responsible banking and sustainable finance education, training and skills. We work closely with the UNEP FI Principles for Responsible Banking team to help banks and bankers worldwide implement the Principles; we chair the UK Government's Sustainable Finance Education Charter initiative, and had a high profile at COP 28 in the UAE in December 2023. We successfully delivered a wide range of events for our members and others during the year, including:

- 2 Young Banker of the Year Finals at the Mansion House in London (the 2022 Final had to be postponed to 2023);
- Our best attended Annual Banking Conference, attracting more than 1,000 registrations from 30 countries; and
- Nearly 30 online events covering a very wide range of topics including digital banking and AI, banking and the cost-of-living crisis, banking,

conduct and culture, sustainable finance and the future of professional skills and learning.

While membership declined slightly during the year due to decreased enrolments, levels of membership retention (above 90%) and satisfaction (NPS +46) are extremely high compared with similar professional bodies. Institute members have been active and engaged with the resources developed to support their personal and professional development, with the further growth of My Career Hub. Registered users increased by nearly 35% and members completed over 41,000 development activities during the year. We were also proud to welcome 34 new Fellows to the Institute this year, representing a more diverse range of individuals than ever before.

The core of our Institute is the professional education we develop and deliver to support our members at all stages of their careers, and to help shape a banking sector in the UK and internationally founded on the importance of core banking skills, customer-focused ethical professionalism and a responsible, sustainable approach to banking. Under the leadership of Tanya Retter, the Institute's new Education Director, who joined us this year, our Learning Team has been expanded and is developing a new qualifications framework to be implemented in 2024-25. In the current year, two new, key qualifications have been launched: a new Professional Banker Certificate and the Certificate in Digital & AI Evolution in Banking. The digital transformation of our professional education has continued, with our new qualifications delivered via high quality, highly interactive e-learning. In 2023, we launched digital certificates and badges for those successfully gaining qualifications and completing modules; these have been very well received by

members and employers, as well as generating operational efficiencies for the Institute and reducing our carbon footprint.

Other highlights during a very busy year include:

- Growing our number of university partners to 19, and the number of accredited degrees (most of which lead to Associate or Chartered Banker status) to 25;
- Increasing the impact of the Institute's 2025 Foundation, with a total of 47 young people supported via the Smart Futures programme during the year; and
- Gaining the "Great Place to Work" accreditation for the Institute, recognising the high levels of employee engagement.

Despite the very difficult challenges faced during the year, therefore, it has been another year of progress for the Chartered Banker Institute in many areas, and we remain in a strong position to continue to shape the development of the banking profession in the UK and internationally. Our work continues to support and sustain not just the personal and professional development of individual Chartered Bankers, but also the socially-purposeful, professional and responsible banking that creates genuine, shared, sustainable prosperity for current and future generations worldwide.

While stepping down as Chief Executive I will remain a proud and active Fellow of our Institute, and very much look forward to celebrating our 150th anniversary with as many of my "fellow" Fellows and members next year as possible. Thank you for all your enthusiasm, support, guidance, advice, wisdom and so much more over the past 16 years.



Trustees' Report

Annual Report 2024 | Chartered Banker Institute

The Role of the Chartered Banker Institute

Our Institute – the first Institute of Bankers in the world – was founded in 1875 and we received our first Royal Charter in 1975. In December 2018, we received a new, supplementary Royal Charter from HM The Queen, establishing ourselves as the Chartered Banker Institute, the premier, UK-based professional body for bankers with global impact and influence. Becoming the Chartered Banker Institute gave our members and partners a stronger global identity linked by a common commitment to purpose and high standards of professionalism in banking.

The objectives for which the Institute is constituted are set out in our Royal Charter as follows:

- To encourage the highest standards of professionalism and conduct amongst its members in the public interest.
- To improve and extend the knowledge and expertise of those engaged in banking and financial services.
- To conduct examinations and promote the continued study of banking and financial services in all their aspects and to award certificates to candidates who meet the standards laid down by the Institute.
- To establish links and to co-operate with other professional or educational bodies with a view to the pursuit of common objectives and to represent the banking profession both nationally and internationally.

MEMBERSHIP NUMBERS



35,465 members

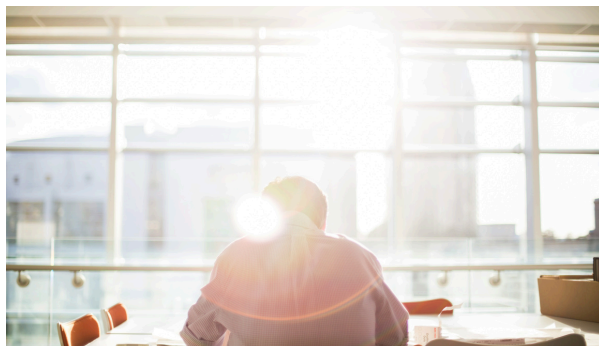


88.8% retention rate



Member satisfaction increased by 2 points to +47 in the last 12 months

Education and Learning



Following the appointment of the new Executive Director of Education in May, the focus for the Education and Learning team has been in three areas:

- The redefinition of the qualifications framework, to recognise the changing styles of learning and the different educational needs of our students.
- Delivery of priority qualifications and courses, both new and refreshed to support our work on core skills and emerging trends in banking.
- Driving iterative improvements in efficiency to support longer term sustainable outcomes.

To achieve the first two areas the Institute has worked closely with members, partners, employers and providers to seek feedback and insight on requirements for both now and the future. This has helped to shape the new qualifications framework, which will be formally launched in the summer of 2024, as well as develop an understanding of how the qualifications and courses the Institute provides, should and are evolving.

Key course achievements in the reporting period :

- Revised **Professional Banker Certificate** launched in August 2023.
- **Dip PFA successfully launched** with Competent Advisor in October 2023.
- **Certificate in Digital & AI Evolution in Banking** launched in January 2024.
- Refreshed **Certificate in Green and Sustainable Finance** 2023.

Assessment

Highlights of our activities include:

- Processing and releasing results for 3,501 assessments.
- Moving all AICB students studying towards the Institute's Chartered Banker status to the Advanced Diploma syllabus.
- Recruiting and training 13 new Academic Associates, including 5 Chartered Banker by Experience assessors.
- Building 10 assessments to support new or updated qualifications including Green and Sustainable Finance 2023, Professional Banker Certificate 2023 and Digital & AI Evolution in Banking (assessment for the latter went live after the reporting period, i.e. on 2nd May 2024).
- Introducing new software and guidelines to improve the development, delivery, and marking of Institute assessments.

Accreditation and Certification

The Institute works with external organisations, such as universities, banking Groups and other professional bodies in banking, to validate the quality of their learning programmes against our own Chartered Banker framework. The nature of these arrangements can differ, however, one aspect that is always considered is the quality of the provision and avoiding potential reputational risk to the Institute.

Our external validation of the quality of learning programmes, combined with the value of the Chartered Banker brand, is attractive to a global audience. In addition to the current organisations the Institute works with, we are seeking to work with new external partner organisations, especially internationally.

To do this, the process for reviewing the quality of our partners was revisited and enhanced through a new **Partner Approval and Monitoring Framework (PAM)**. Using PAM, during 2023 the Institute accredited (or re-accredited) 13 external partner organisation programmes to support professionalism or promote routes to Associate Chartered Banker and Chartered Banker status. Our Academic Partnerships section later in the report provides further detail.

A Global Body

The Institute increasingly seeks to diversify our activities, with the aim of enhancing the global impact, influence, and reputation of both ourselves and our members, and supporting the professional banking community worldwide. The year 2023/2024 has seen our international partnerships, enrolments and consultancy work continue, with international activities spanning more than 100 countries and accounting for almost 27% of total revenue.

The PRB Academy was launched in October 2022 – a unique education and training programme to support banks worldwide to align professional practices, strategies, operations, and decision making within the objectives of the UN Sustainable Development Goals and the Paris Agreement.

The International Advisory Committee, with committee members drawn from a diverse range of countries and partner organisations, entered its second year. The Committee provides insight and advice to drive our international strategy and global developments and is invaluable to support global activities.

The Institute works globally providing a conduit for the industry and academia in thought leadership and banking education and ensuring global recognition and transferability of professional designations.

To achieve mutual aims for a resilient, professional and sustainable sector we work, and hold strong partnerships, with a wide range of public and private organisations. These include major banks, professional bodies, banking associations, universities, colleges, training providers and e-learning developers globally.

Through this network we provide professional qualifications, consultancy, thought leadership, events, networking and continuing professional development resources for retail, commercial and private bankers, and we offer professional membership to qualified bankers.

International Partnerships

The Chartered Banker Institute's global team works to build strategic partnerships with leading international educational institutions to promote collaboration in achievement of mutual objectives, internationally agreed standards and global transferability of certifications and professional designations.



We remain committed to two key international partnerships: the Asian Institute of Chartered Bankers (AICB) in Malaysia, and the Financial Services Institute of Australasia (FINSIA) in Australia. Both partnerships have grown and transitioned during the year.

Malaysia

Our valued and highly successful partnership with the Asian Institute of Chartered Bankers (AICB) continues, with the collaboration ensuring continuity of the AICB qualification and education framework with our own, further maintaining Chartered Banker brand alignment.

Our partnership with the AICB has continued to expand, with a wider range of Chartered Banker Institute qualifications being offered throughout Malaysia and the ASEAN region, including the Certificate in Climate Risk, Certificate in Green and Sustainable Finance and Certificate in Digital & AI Evolution in Banking.

The AICB have also become a promotional partner for the PRB Academy's full suite of courses. There are now more than 800 Chartered Bankers and Fellow Chartered Bankers in Malaysia, with a further 99 Chartered Bankers and Fellow Chartered Bankers graduating at the AICB's 7th Chartered Banker Conferment Ceremony in June 2023.

A Global Body continued

Australia

Our work with the Financial Services Institute of Australasia (FINSIA) remains a major strategic focus. A full qualification range is available, from the entry level Professional Banker Fundamentals, to intermediate Certified Professional Banker, through to the advanced Chartered Banker, derived from our flagship Advanced Diploma in Banking and Leadership in a Digital Age. The Chartered Banker by Experience qualification remains popular with Australian bankers, with 300 learners having undertaken this route to date.

FINSIA continue to expand on the range of Chartered Banker Institute qualifications offered across Australia and New Zealand.

A key focus has been supporting FINSIA's work with a large Australian bank. This major project primarily focuses on delivering Professional Banker Fundamentals and involves significant numbers of individual bankers, with over 2000 enrolled to date.

In total we have received over 4.5k enrolments via FINSIA since our partnership began in 2018.

Rest of the World

We currently work with another 14 countries across the globe in a promotional partner capacity. This includes the Bahamas, Brunei, Cambodia, Dubai, Malta, Namibia, and Qatar, amongst others.

International Enrolments

Our global reach continues to grow, with qualification registrations coming from across the world. Key insights into international enrolments include:

- Last year, 57% of visits to the Institute's website came from outside the UK.
- Chartered Banker by Experience remains popular: 90% of students are international.
- Certificate in Green and Sustainable Finance attracted registrations from over 45 countries, with the Certificate in Climate Risk attracting registrations from more than 30. Both included registrations from Singapore, due to our relationship with the Institute of Banking and Finance there.
- Our long-standing relationship with the Institute of Banking in Ireland is strong, with 600 Chartered Bankers registered as international members.

- Likewise, the Chartered Banker MBA, delivered in partnership with Bangor University, remains popular, with new and continuing students from 80 countries currently enrolled.

UN Principles for Responsible Banking (PRB) Academy

It is more important than ever for banks and banking professionals to consider responsible practices in their day-to-day decision making. By working with the PRB Academy, banks across the globe can deepen their understanding of the UN Principles for Responsible Banking and associated initiatives and instil positive, meaningful change. During 2023, the PRB Academy held pilot in-person training courses in three countries. The pilots were intended to increase awareness of the Academy during the initial launch phase.

- The pilot training in India was organised in collaboration with the Indian Institute of Banking and Finance (IIBF) and was successfully held in-person from 30 January to 2 February 2023 in Mumbai, India. The week's activities were opened by Mr. Saurav Sinha, Executive Director, Reserve Bank of India (India's Central Bank) and Mr. Sunil Mehta, Chief Executive, Indian Banks Association (IBA). 132 bankers from 24 Indian banks completed training.

A Global Body *continued*

- The pilot training in Mexico was organised in collaboration with the Mexican Banking Association (ABM) and was successfully held in-person from 27 February to 2 March 2023 in Mexico City, and as an online training from 6 to 9 March 2023. The training session was opened by Daniel Becker Feldman, Chair of the ABM, Jesús de la Fuente Rodríguez, Chairman of the National Banking and Stock Commission (CNBV) and Irene Espinosa Cantellano, Deputy Governor of the Mexican Central Bank (Banxico). They each publicly endorsed the PRB Academy in their addresses. In total, 114 bankers from 26 Mexican banks completed training.

Academic Partnerships

A key priority for the Institute is to develop partnerships with universities who offer postgraduate programmes in banking and finance education, with the aim of aligning these with our vision of customer-focused, ethical professionalism. We can play a significant role in building links between academic and professional communities, benefitting both parties, by linking research with the needs of practitioners.

Working with 24 university partner programmes, across 18 universities, more than 842 students are progressing their studies with us. In the last year, 353 individuals were awarded the Associate Chartered

Banker or Chartered Banker professional designation on successful completion of their university degree programmes and we received 630 new enrolments.

9 universities are recognised as Chartered Banker Centres of Excellence:

- Bangor University Business School
- Bayes Business School
- University of Cambridge Judge Business School
- University of Edinburgh Business School
- University of Exeter Business School
- Leeds University Business School
- Newcastle University Business School
- Nottingham University Business School
- University of St Andrews

The Centre of Excellence scheme enables appropriate degrees to be formally accredited, offering accelerated pathways to qualifications or to the award of professional designations.

To become a Centre of Excellence partner, a university must have: a relevant, accredited banking and finance degree; host jointly branded professional networking events; and collaborate on areas of research which are of interest to our membership.

A further nine universities are recognised as Accredited Universities by having accredited programmes with us:

- Coventry University
- Cranfield School of Management
- University of Dundee School of Business
- University of East London
- Glasgow Caledonian University
- University of Greenwich Business School
- Keele University Business School
- University of Stirling Management School
- University of Westminster

Engaging with our Members

The Institute is, at our heart, a member-centric and member-led organisation. Over the last year we have continued to support the Institute's members in the UK and internationally. This includes not only making our processes as easy as possible for members studying for, and sitting, professional exams, but also helping qualified members keep their professional knowledge and skills up to date in a constantly changing world.

The ways in which we develop and enhance our membership services are informed by a wide variety of feedback. This includes responses to our annual

A Global Body continued

member satisfaction survey, additional ad hoc surveys, and consultation with the Institute's Membership Forum. We also take account of individual member feedback, which we record and review on a regular basis, undertaking trend analysis which can be used to prompt process reviews or targeted engagement if required.

We have continued to gather and respond to feedback throughout the year. Once again, this has been reflected in improvements in our engagement metrics, including increased satisfaction with the Institute as a professional body and likelihood to renew membership.

Last year saw us respond to feedback in a number of ways, including integrating infographics into our communications to better inform members of the benefits available to them, improving our subscription renewals, and crafting a comprehensive video guide to ease navigation through the member area of the website. We also continued to see the benefits of our revised Fellowship application process with 34 new Fellowships being approved and improved diversity amongst those applying.

Increases seen in satisfaction with the Institute and likelihood to renew membership:

- NPS score +46
- Satisfaction with the Institute as a professional body +47
- Plus 91% of members are likely to renew their membership

Continuing Professional Development

Over the last year we have continued to act on member feedback and preferences in relation to topics, delivery methods and accessibility for continuing professional development (CPD) content.

We were pleased to see the further growth of **My Career Hub**, which was launched as a direct response to feedback from members seeking additional career development resources. Registered users increased almost 35% and completed over 41,000 activities. We also added 4 new e-learning courses to our Responsible Banking Toolkit, which is hosted on the Career Hub. These included Getting Started with Green and Sustainable Finance and Getting Started with Climate Risk, both responding to member requests for bite-sized learning. We also added a new module on the Consumer Duty and the 6-unit Foundations of Responsible Banking.

We maintained the delivery of a tailored CPD programme, focused on professionalism and ethics, to a population of almost 8000 members. Now in its sixth year, the latest version of the programme continues to evolve and be well received. It will be extended to a wider audience in the year ahead.

There has been continued development of our **Centre for Responsible Banking**. The Centre hosts a wide range of online resources, including lifelong learning, thought leadership resources and our **Green and Sustainable Finance Hub**, to support members and

their organisations in delivering a responsible banking agenda.

Amongst other resources we supported the COP28 global climate summit, hosted in Dubai in November 2023, by publishing regular updates for members, summarising key activity and commentary relevant to banking and financial services. We continued to make our e-learning course, Foundations of Green and Sustainable Finance, freely available to Institute members, as well as the general public.

During the past 12 months, the Institute addressed a diverse variety of relevant and important topics through our free webcasts which support our members' professional development. Highlights include:

- **The Bounce Back Loans series**
- **Speeding up the Energy Transition**
- **Customers in Vulnerable Circumstances – what would you do?**

We also continued our **Green Conversations** podcast series.

A review of the Institute's CPD scheme is still ongoing and aims to ensure that it remains fit for purpose. The review covers both the requirements for members and the monitoring processes carried out to confirm compliance. A full member survey was undertaken as part of this work.

A Global Body continued

2025 Foundation

During 2023 we continued to promote and develop the work of the 2025 Foundation, which provides young people and individuals who have been historically under-represented in the banking profession with opportunities to pursue a career in banking.

Chartered Banker 2025 Foundation

These include individuals from minority groups and specific socio-economic backgrounds who would not normally consider a career in the banking profession. Given the continuing challenges around the job prospects and opportunities for such young people, and the heightened emphasis on the importance of social mobility, the work of the Foundation is vital. Put simply, the Foundation's aim is to change lives.

Over the course of the business year, we supported 47 young people across 2 Chartered Banker Institute Smart Futures programmes in partnership with the EY Foundation, and 5 undergraduates studying finance related degrees at Scottish universities, in partnership with the Robertson Trust.

The Foundation's work is overseen by the 9-member 2025 Foundation Committee, chaired by former Institute President David Thorburn. The Committee is supported by one dedicated member of staff and continues to receive additional support from Institute staff members on a voluntary basis. To date, the Foundation has raised over £330,901 directly and has received substantial further support from banks and others to increase our impact.

The Foundation began supporting its first small group of scholars through their university education in partnership with the Robertson Trust during the 2019-2020 academic year, and this support has continued during 2023-24. Given the current economic environment and the many practical difficulties faced by students, the financial and mentoring support provided by the 2025 Foundation continues to be a considerable help. We will work with the Robertson Trust to try and identify a further group to support from the start of the 2024-25 academic year.

The Foundation has also continued to work with the EY Foundation to expand its Smart Futures programme, offering internships and support to young people eligible for free school meals who are interested in careers in financial services. The

programme is accredited by the Institute of Leadership and Management, and participants also complete an Institute learning course developed for this programme, adapted from our **Professional Banker Certificate**.

Following positive feedback from participants and employers, 2 further programmes were developed in 2023, the first of which was delivered in England during the school Easter holiday with a second in Scotland to coincide with the summer holidays. The Scottish programme was also our first to be delivered entirely face-to-face. We have also been delighted to work with an increasing number of employers and organisations with the aim of supporting as many young people as possible.

Interest in our Smart Futures programme continues to expand, and we aim to deliver 3 programmes to more people in 2024, both virtually and face-to-face in locations across England and Scotland.

Smart Programme Insights

- **Read about the experience of Emma Dullaghan, one of our first Robertson Trust scholars**
- **Or watch our webcast on Smart Futures**

A Global Body *continued*

Member Communications and Research

Towards the end of the year, the Institute launched our fourth member satisfaction survey. This delivered an increase in responses and in positive sentiment score. We were delighted that members continued to express a high degree of satisfaction with the Institute as their professional body, which correlated with a strong likelihood to renew membership and a willingness to recommend the Institute to others.

Following the successful relaunch of our Fellowship recruitment process, we conducted research across the whole of the Fellowship base, to establish the topics Fellows wish to discuss and the types of event format that they might find of interest.

The Institute's Chartered Banker magazine remains an important part of member communications, with 4 issues produced over the year. The magazine is shared with members in a variety of formats including print, online and audio. Over the year we considered themes such as regulatory uncertainty and resilience to change, the challenges of adapting in a rapidly changing digital landscape, and the opportunities and challenges of biodiversity loss.

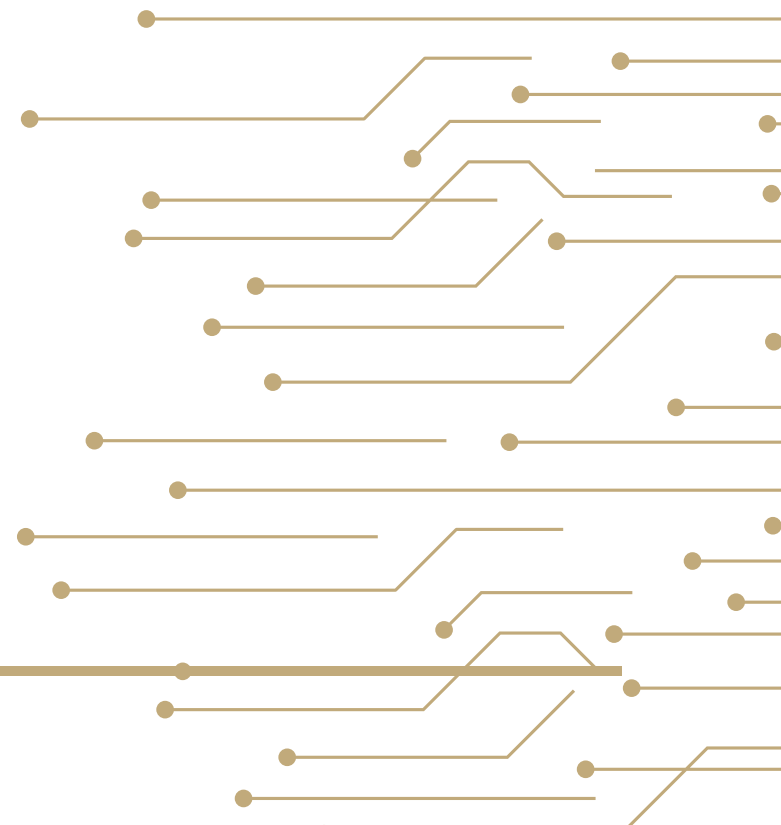
Additional content is provided by the Institute's blog, which saw 45 articles posted across the year. Our blog articles investigate key national and international issues, often in more depth than possible in the magazine format. The blog also allows us to respond quickly, providing insight into current and topical sector news. There are also opportunities to share insights from members and other subject matter experts. Both our magazine and blog are fully aligned with the Institute's thought leadership plan, which also informs the content of our annual event and webcast programmes.

Regular member communications are undertaken through our bi-weekly e-newsletters. Incorporating both Institute news and recommended CPD content, these are supplemented by ad hoc email communications for specific projects. The Institute is also active on several social media channels, sharing content and promoting campaigns on LinkedIn, Facebook, and X.

Digital Transformation

Although the Institute's 'digital first' strategy prioritises delivering web-based services for members, this strategy is much broader and requires us to look differently at everything we do and how we do it. By simplifying and automating processes we can build capability, allowing us to work on the things that are important to our core purpose, and which deliver the greatest value to members.

Our digital transformation programme has been embedded for several years now. Over the last 12 months, projects have included the continued rollout of digital qualification certificates, which are now available for all core qualifications and have been well received by members. Projects have been ongoing to implement new finance and governance systems, which will enhance efficiency, and deliver greater business insights. Similarly, our Innovation Team has worked with colleagues across the Institute to automate processes and improve user experience for both members and corporate clients.



A Global Body continued

Recognising and Rewarding Emerging Talent

The Chartered Banker Young Banker of the Year competition, which sees the banking sector put forward its highest calibre of candidates, remains a highlight of the Institute's annual events calendar, celebrating the values that a successful, sustainable banking profession must be built on. We were pleased that the 2023 competition once again had the support of the UN Environment Programme Finance Initiative (UNEP FI).

The Grand Final was once again held at London's Mansion House, in front of an audience of members and invited guests. The standard of finalists was exceptional, with Adebola Adedeji of Ecobank, John Broad from Lloyds Banking Group, and Uzma Mukhtar from NatWest, all delivering impressive presentations on their business proposals. However, the accolade of Chartered Banker Young Banker of the Year 2023 went to Craig Herd from Sainsbury's Bank for his proposal, "Dementia Safe".

Craig leveraged his personal experience supporting a family member with dementia to develop a banking product proposal aimed at helping customers with dementia maintain financial independence through improved services and features. He now plays an active role in his company's vulnerable customer group, continuously seeking innovative solutions to address the evolving needs in financial services.



Craig Herd, Young Banker of the Year 2023, accepting his award

HIGHLIGHTS OF THE YEAR

✓ Use of My Career Hub increased by 81%

✓ 75% of digital qualification certificates issued have been shared online

✓ We conferred 32 Fellowships and awarded 10 academic prizes

✓ We answered almost 10,000 enquiries from our members

Building Influence

Thought Leadership

Thought leadership plays an important role in building the Institute's reputation as the voice of responsible and sustainable professionalism with key stakeholders and influencers. Using this voice, we champion the commitment made by members to being responsible bankers.

We believe that a responsible banker is someone who possesses a clear understanding of the ethically sound course of action, paying due regard to the interests of the customer (and community), treating them fairly, and acting with respect and integrity.

This key theme of Responsible Banker underpins the development of all our thought leadership and is supported by three 'sub themes':

- **Professionalism: We champion the qualities and behaviours needed to be a professional banker.**
- **Expertise: We develop expert and highly qualified professionals.**
- **Community: We support the sharing of best practice across a global community.**

The Institute is widely recognised as the leading global voice for ethical professionalism and responsible banking. In 2023, this has been evidenced through our work with an increasingly diverse range of policy makers, standard setters and stakeholders including the UNEP FI, the UK and Scottish Governments and UK regulators.

Our Leadership Team participated in strategic programmes, such as the Bank of England/Financial Conduct Authority's Climate Financial Risk Forum where our Chief Executive also sits on the Strategic Embedding Group, the UK's Department for Energy and Net Zero (DESNZ)/DEFRA Green Jobs Delivery Group and the Scottish Government's Taskforce for Green and Sustainable Finance, as well as the Lord Mayor of *London's Knowledge Miles/Connect to Prosper* initiative.

Our work promoting responsible and sustainable banking has been recognised by policymakers, trade bodies and others. The Institute was again the only professional body referenced in the annual Key Facts Report published by The CityUK, with our Chief Executive quoted in the 11th edition of the Global Green Finance Index.

Furthermore, 2023 saw considerable press coverage globally with an op-ed in the American Banker; in the ASEAN region with positive reporting of our partnership in Malaysia, following Ian Hardcastle's speech at the AICB Graduation ceremony; and in the UAE in response to the work done by our Chief Executive with, amongst others, the Dubai International Finance Centre (DIFC).

There was significant press coverage in the UK too, with stories about our Young Banker of the Year winner featuring in City AM, The Banker and Scottish Financial News, not to mention the associated positive social media uplift.

Additionally, our Chief Executive had a comment piece in the Financial Times' Sustainable Views and Editor of the Banker, Joy Macknight wrote an op-ed piece about our "Parliamentary Commission on Banking Standards (PCBS) 10 Year Look Back" Report.

In excess of 3,000 members and supporters engaged with the Chartered Banker Institute's sustainable finance programme of events in 2023, and a readership of almost 5,000 engaging with blogs specific to issues of sustainability. Our Annual Banking Conference took place at the start of November, with interest from around the globe from 1000 members and stakeholders, and 600 joining us live across the two days. Our "PCBS 10 Year Look Back Report" and subsequent Culture and Conduct in Banking webcast Series with Starling Trust Sciences enabled us to raise our profile, with key figures such as the CEOs of Financial Markets Standards Board (FMSB) and the International Organisation of Securities Commissions (IOSCO) joining one such **webcast**, alongside our chief Executive and Chief Operations Officer.

We also continue to expand our influence through our work with our Chartered Body Alliance partners. Working together with other professional bodies in this way enhances the profile and value of professional membership and supports the promotion of 'Chartered' status within the financial sector.

Building Influence

continued

A highlight of 2023 was when our Chief Executive, along with other Chartered Body Alliance CEOs met with Nikhil Rathi, CEO, FCA to discuss the 2023 review of the Senior Managers and Certification Regime (SM&CR).

Whilst acting Chief Executive, Joanne Murphy supported a City UK meeting with a ministerial delegation from Malaysia and along with Tanya Retter, Director of Education, represented the Institute at the Ukrainian Women in Business event at the London Stock Exchange (LSEG) and at the opening of LSEG Ukraine Restoration Fund with UK Chancellor Jeremy Hunt.

2023 was also busy for governments, regulators and other policy and standard setters, and the Institute petitioned to ensure their proposals take into consideration their impact on individual banking and finance professionals. The Institute responded to a total of 8 consultations and calls for evidence on matters covering diversity and inclusion, conduct and professionalism, skills delivery and competence, as well as supporting the proposal of investment in workforce education as a workplan theme for the International Sustainability Standards Board (ISSB).

Throughout the year, the Institute's Leadership Team used its 48 speaking platforms to highlight the role for responsible bankers to act with professional judgement in applying their expertise; using these opportunities to create new communities to continue to build the confidence and capability of our members as they consider current and emerging issues.

As we look towards our 150th anniversary, these 3 themes of professionalism, expertise and community will continue to run through our thought leadership activities for 2024/25 and beyond.

Member Conduct

At the Institute we believe that ensuring our members comply with the Institute's Code of Professional Conduct is an important step towards enhancing and sustaining confidence and trust in our profession. To ensure that these standards are upheld, the Institute initiated disciplinary action against 30

members during the year. These members admitted breaches of the Code of Professional Conduct, were admonished and accepted sanctions imposed by the Institute.

Building Capability at the Institute:

- Gender profile of our people: female 47, male 20.
- Recruited for 20 vacancies (5 new roles, 15 replacement roles).
- Launched our new 32-hour work week, giving colleagues flexibility and wellbeing benefits.
- Six colleagues currently studying Institute qualifications.
- Eight vacancies in the past year have been filled by internal colleagues.
- Gained accreditation by Great Place to Work.
- 80% of colleagues agree that the Institute is a great place to work.

Financial Review and Results

- **During the year ended 29 February 2024, the Institute recorded revenues of £5.0m (2023: £6.0m).**
- **During the year ended 29 February 2024, the Institute had a total net deficit of £1.5m (2023: net deficit of £31k).**
- **The Institute has net assets at 29 February 2024 of £2.5m (2023: £4.0m).**

Investment Policy

The cash reserves of the Institute are held in interest-bearing accounts. Trustees keep this arrangement under regular review and pay particular attention to the requirements to ensure that sufficient liquidity is maintained to enable the Institute to manage its commitments.

Reserves Policy

The Institute's Reserves Policy requires that readily realisable reserves be maintained at a level that ensures the Institute's core activities could continue during a period of unforeseen difficulty. The Trustees consider that readily realisable reserves should normally be maintained to achieve this desired level, at approximately 6 months of expected future total resources expended.

Based on this, a reserves target of £2.1m was set for the year. This is calculated as total cash and short-term debtors less total creditors. Due to the deficit of £1.5m in the period under review, the reserves fell to £2.0m (2023: £3.4m). Trustees are committed to ensuring that the reserves are rebuilt in the new financial year, through increased revenue generation and cost management.

Risk Management

As a Chartered, professional body the Institute adopts a conservative and cautious approach to risk and only takes on risks that are necessary to achieve its agreed strategic objectives, selecting trusted partners around the world to work with to deliver its strategy. The Institute seeks to maintain a strong balance sheet with adequate capital and reserves and manages its risk profile within risk appetite with the use of a risk management framework that identifies, assesses and controls the risks that it takes on, with oversight provided by the Institute's Board of Trustees and Audit and Risk Committee. In this context the Trustees consider that the Institute has a low risk appetite.

The Institute's major assets are its brand and reputation and should these be damaged or lost then the Institute's sustainability will be at severe risk.

Oversight of the Institute's risk management policies and procedures, including financial control systems and procedures, is delegated by the Board of Trustees to the Institute's Audit and Risk Committee.

In line with good practice, identifying, monitoring, mitigating, and managing risk is fully incorporated into the operational and management processes of the Institute, with an adapted Three Lines of Defence model utilised. The Institute's Leadership Team discuss risk at their regular leadership meetings, and material risks are reviewed. These are also reviewed regularly by the Audit and Risk Committee and the annual Risk Report is considered by the Board of Trustees.

The Audit and Risk Committee believes that, for the current year, the risks identified were appropriate to the Institute's risk appetite, size, and the nature of its operations. Where risks were identified, appropriate preventative and detective controls for both material and non-material risks and plans were put in place to mitigate impacts as far as possible should risks materialise.

The Institute's Leadership Team and Trustees identified the following key risks facing the Institute during the 2023 Material Risk Review:

Short-Term (next 12 months)

- Transition to a revised operating model – transition risk relating to digital and people capacity and capabilities, and the investment required to support the Institute's global agenda;
- Principles for Responsible Banking (PRB) Academy – the risk that enrolments do not meet expectations in the current year, leading to further financial losses; and

Financial Review and Results

continued

- Implementation of new Finance System – project risk relating to a critical system.

Long-Term (12 months+)

- Artificial Intelligence (AI) – emerging and evolving risks to the Institute's education delivery, assessment and exam security, and quality assurance;
- Loss or incapacity of key personnel – the risk of a significant impact to our activities and operations, which can be highly dependent on a small number of expert and experienced individuals; and
- Information Technology (IT) Security – the risk that a cyberattack leads to significant financial, reputational or other losses.

The Institute's Leadership Team and Trustees have identified appropriate preventative and detective controls for these Material Risks, and plans are in place to mitigate impacts as far as possible should risks materialise.

Future Plans

Each year, the Board of Trustees reviews the strategic purpose and aims of the Institute to ensure they remain relevant and well-aligned to the Institute's Royal Charter. In considering the Institute's plans and objectives for 2024 and beyond, Trustees considered the evolving strategic landscape, including:

- Continuing global geopolitical and economic instability creating challenges for some of our international partners;
- Rapid developments in digital banking and AI, and its impacts on the banking sector, Institute members and as a key topic for professional banking education;
- Increased competition in responsible banking/sustainable finance education and training; and
- A challenging financial position for the Institute, requiring the rebuilding of reserves as a priority.

Trustees agreed that, in 2024, we will strive to increase enrolments and other revenues to at least 2022/2023 levels, while managing costs and investment carefully to ensure the Institute enters our 150th Anniversary Year in 2025 in a strong position. This may require slowing, pausing or discontinuing some activities during 2024 to focus on our core activities, defined as those that:

- Support the Institute's charitable objectives and purpose.
- Support our members.
- Grow the Institute's financial sustainability.

These factors have, accordingly, shaped the Institute's Business Plan for 2024 with our priorities being:

- Increasing revenues to 2022/23 levels whilst managing costs to achieve a breakeven position.
- Increasing sales of and support for the Institute's professional qualifications, and the PRB Academy's modules, licensing and accreditation.
- Launching the Institute's new qualifications framework, and new/revised core banking modules incorporating responsible banking and digital finance/AI.

- Maintaining our current level of global impact, influence and thought leadership with a continued focus on responsible banking, and a new focus on AI & Professional Ethics.
- Ensuring the Institute is appropriately sized and structured given our resources and to support our priorities, and building our infrastructure, colleague and digital capacity and capability to support global growth.



Legal and Administrative Information

The Chartered Banker Institute is a Charitable Body, number: SC013927. The Institute was founded in 1875 as an unincorporated body. In 1975, it received a Royal Charter of Incorporation, and Supplementary Charters were obtained in 1991 and 2018.

The Institute's principal office is at 2nd Floor, 39 George Street, Edinburgh EH2 2HN.

The charity Trustees (otherwise known as members of the Board) at present, together with any others who served in the year, and the committees on which they serve, are:

President

S Pateman FCBI, Non-Executive Director, Bank of Ireland and Non-Executive Director at Recognise Bank Limited and Thin Cats (elected as President 24 June 2021)

Vice Presidents

P Denton FCBI, Chief Executive of Scottish Building Society (elected 24 June 2021 M) ARC, RC

K Graham, Head of People Technology, NatWest (elected 24 June 2021 IT) RC, NC, 2025

Board of Trustees Elected and Appointed

- A Bouvin, Former President and Group CEO, Handelsbanken (elected 19 November 2020 IT) IA
- I Henderson FCBI, Non-Executive Director GB Bank & Ethos Ventures (elected 19 November 2020 M) ARC
- P McCormack FCBI, Project Director, Financial Reporting Council (elected 20 June 2019 M) LDAB
- W MacLeod MCBI, Chief of Staff, Allied Irish Bank (elected 19 November 2020 M) NC, QSC, RC
- E Moscolin Executive Vice President for Sustainability, Sage Group plc (elected 24 June 2021 IT)
- S Primmer, Strategic Communications Consultant (elected 19 November 2020 IT) RC, 2025
- A Shiels FCBI, Managing Director, Barclays Bank UK (elected June 2022 M) LDAB, IA, ARC
- G Hammond, Former Director of the Centre for Central Banking Studies at the Bank of England (elected 23 June 2023 IT) NC, QSC, IA
- G Jones MCIB, ACIB (elected 23rd June 2023) Non-Executive Chair Deploy Capital Limited. Board Advisor Carbon Funding Consultants Limited. NC, ARC
- Professor J Devlin, Professor and Research Centre Director, Nottingham Business School (elected 23 June 2023 M) QSC, IA
- J Last, Managing Director, Global Head of Employee Relations, HSBC (elected 23 June 2023 M) RC, NC
- D Belmore FCBI, Chief Payments Officer, Pay.UK (elected 23 June 2023 M) LDB
- S Thompson FCBI, Chief Executive, Chartered Banker Institute (ex-officio)

Key

M:	Member of the Chartered Banker Institute
IT:	Independent Trustee
ARC:	Member of Audit and Risk Committee
LDAB:	Member of Learning and Development Advisory Board
NC:	Member of Nominations Committee
QSC:	Member of Quality and Standards Committee
RC:	Member of Remuneration Committee
MF:	Member of Membership Forum
IA:	Member of International Advisory Committee
2025:	Member of 2025 Foundation Committee

Executive Team

Simon Thompson, FCBI (Chief Executive)
 Joanne Murphy, MBA MCBI (Chief Operating Officer)
 Dr Giles Cuthbert LLB, MEd, MA, FRSA (Managing Director)
 Tanya Retter, FCBI, Chartered FCIPD (Executive Director of Education)

Agents and Advisors

Auditor: Chiene + Tait LLP (trading as CT), Chartered Accountants and Statutory Auditor, 61 Dublin Street, Edinburgh EH3 6NL

Bankers: Royal Bank of Scotland, 36 St Andrew Square, Edinburgh, EH2 2AD

Structure, Governance and Management

Board and Committees

In line with the Institute's new supplementary Royal Charter, following our June 2019 AGM, the Institute is governed by the Board of Trustees (the charity Trustees) ultimately responsible for the management and administration of the Institute and its property and affairs, except where the Royal Charter or Rules prescribe that approval is required by the Institute in General Meeting.

The powers of the Board of Trustees include the ability to appoint from its number such committees as are required for the conduct of business, and to delegate to these committees such powers as it considers appropriate. The main committees and their responsibilities as of 29 February 2024 are:

- **Audit and Risk Committee:** Monitors the integrity of the financial statements of the Institute; reviews and approves the Annual Report for recommendation to the Board; reviews the effectiveness of the Institute's internal controls and risk management systems and oversees the relationship with the external auditors. The Audit and Risk Committee meets a minimum of three times per year.
- **Learning and Development Advisory Board:** Provides advice and guidance on the design, development and delivery of the Institute's education programmes and approves the structure and content of programmes and any regulations which govern them. The Learning and Development Board meets a minimum of four times per year.
- **Nominations Committee:** Makes recommendations to the Board on succession planning for office bearers and Executive positions; makes recommendations on the nomination of new Trustees and their subsequent re-appointment; makes recommendations on membership of the Audit and Remuneration Committees; makes recommendations on the recruitment of the Membership Forum. The Nominations Committee meets a minimum of twice per year.
- **Quality and Standards Committee:** Develops and implements a quality assurance framework and monitors the standards and quality of Institute provision. The Quality and Standards Committee meets a minimum of three times per year.
- **Remuneration Committee:** Reviews, assesses, and recommends to the Board of Trustees the level and constituent elements of remuneration to be paid to Institute Directors. The Committee meets when required, usually twice per year.
- **Disciplinary Committee:** Adjudicates alleged breaches of the Institute's Code of Professional Conduct and imposes any sanctions that might be appropriate. (Members of Disciplinary Committees are chosen from a panel of Fellows, Members, and legal professionals, who are not members of the Board of Trustees.)
- **Membership Forum:** Responsible for representing the membership and ensuring that members' views are appropriately reflected in the direction and activities of the Institute.
- The Membership Forum also plays an important role in promoting the Institute and the benefits of membership within the banking industry. The Forum usually meets at least twice per year.
- **International Advisory Committee:** Established in 2021, and chaired by Trustee Anders Bouvin, the Committee is responsible for providing insight, advice and guidance to the Board and the Institute's Leadership Team on the growing international activities and expansion of the Institute. The Committee usually meets twice a year.

Each of these committees reports directly to the Board of Trustees, which approves major decisions and has overall responsibility for all the Institute's activities.

In addition, the Institute has established, oversees, or supports the work of a number of other bodies, including:

- **Chartered Banker 2025 Foundation:** Established in anticipation of the Chartered Banker Institute's 150th anniversary in 2025 and aligned with the original aims of the Institute: the promotion of education and development of young bankers entering the profession. Chaired by David Thorburn FCBI, a former Institute President, and overseen by a committee of Board members and Fellows, the Foundation aims to raise one million pounds by 2025 to identify and support talented

Structure, Governance and Management

continued

- young people who would benefit from financial and other help to pursue a career in banking.
- **The Committee of Scottish Bankers (CSCB):** Formerly The Committee of Scottish Clearing Bankers, CSCB is an independent association of its member banks governed by an Executive Management Committee, comprising senior representatives of full member banks, and the Institute's Chief Executive. The Institute provides a small secretariat to support the activities of the CSCB under a management contract. Working with the member banks, we are currently considering options for the long-term continuation of the CSCB's activities.
- **The Association of Commercial Banknote Issuers (ACBI):** Provides a forum to assist the Bank of England in the discharge of its responsibility for maintaining confidence in the integrity of all paper currency in the UK and supports the Bank in this area in relation to all banknotes issued by the note-issuing banks in Scotland and Northern Ireland. In addition, ACBI facilitates discussion, debate, and cooperation amongst its members on matters of mutual interest or concern that relate to banknote issuance and that are not of a competitive nature. The Institute, via CSCB, provides a small secretariat to support the activities of the ACBI under a management contract.

Trustee Selection, Appointment and Competence

The Institute's *Rules* state that the Board shall consist of up to 11 Trustees who are members of the Institute, plus 2 or more Independent (lay) Trustees. A President and 2 Vice-Presidents are elected by the Institute in General Meeting from among the Trustees. The powers and composition of the Board of Trustees, periods of office, terms of re-appointment and re-election are prescribed in the *Rules*.

All Trustees are recruited by open selection. The recruitment process is overseen by the Nominations Committee, which proposes Institute members possessing the expertise, experience and skills required. The Nominations Committee publishes its recommendations for appointment to the Board of Trustees in advance of the AGM, and all appointments are approved by the AGM.

Trustees (including Independent Trustees) hold office for 3 years from the date of the AGM approving their appointment and are eligible for re-election for one further term. Trustees may be re-appointed for a third term when this would enable them to assume the Presidency/Vice-Presidency, or in other exceptional circumstances, subject to the approval of the Nominations Committee and the AGM.

Any vacancy on the Board arising before the expiry of a Trustee's term of office may be filled by an individual co-opted by the Nominations Committee.

The individual thus co-opted shall serve as a Trustee until the date of the AGM following their co-option.

New Board members receive an induction pack to acquaint them with the Institute's aims and activities; its policy and practice, management and governance; and also, what is expected of them as Trustees under

charity law, with particular reference to the requirements of The Charities and Trustee Investment (Scotland) Act 2005 and the guidance issued by the Office of the Scottish Charity Regulator (OSCR).

The Board are subject to regular performance reviews, overseen by the Nominations Committee, to encourage and enhance Board and Trustee effectiveness.

		Due for re-election	Attendance in 2023/24
President	Steve Pateman	2024 (TE)	4
Vice Presidents	Paul Denton	2024 (1T)	5
	Katherine Graham	2024 (1T)	5
	Anders Bouvin	2026 (2T)	3
	Douglas Belmore	2026 (1T)	3
	Professor James Devlin	2026 (1T)	3
	Gill Hammond	2026 (1T)	3
	Ian Henderson	2026 (2T)	5
	Greg Jones	2026 (1T)	3
	John Last	2026 (1T)	3
	Peter McCormack	2025 (2T)	5
	William MacLeod	2026 (2T)	5
	Elisa Moscolin	2024 (1T)	3
	Sue Primmer	2026 (2T)	5
	Andrew Shiels	2025 (1T)	4

Key

TE – Final term ends

1T – First term ends

2T – Second Term ends

R – Retired

Trustee Selection, Appointment and Competence

continued

Key Management and Remuneration Policy

The Institute considers its key management personnel to be its Chief Executive Simon Thompson and the following Directors: Joanne Murphy, Chief Operating Officer, Dr Giles Cuthbert, Managing Director, Tanya Retter, Executive Director of Education. The total employment benefits of key management personnel for the year 2023/24 were £725,701.

Remuneration of the Chief Executive and Directors is set by the Institute's Remuneration Committee. The Committee approves the payment of annual bonuses to the Chief Executive and Directors, in line with the Institute's Discretionary Bonus Policy applicable to all colleagues and recommends to the Board of Trustees an appropriate level of remuneration payable to the Chief Executive and Directors, in line with similar roles in similar institutions.



Trustees' Responsibilities Statements

The Board is responsible for preparing the *Annual Report* and the *financial statements* in accordance with applicable law and *United Kingdom Accounting Standards* (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in Scotland requires the Board to prepare *financial statements* for each financial year, which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the *Charities SORP 2019 (FRS 102)*.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the *financial statements* on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the *financial statements* comply with the *Charities and Trustee Investment (Scotland)*

Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the Charity's *Founding Deed*. The Trustees are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

The Trustees also support the Institute as it continues to champion the broader concept of sustainability amongst its members, peers and other stakeholders. The continued investment and innovations in the Institute's digital first approach to delivery of its products and services has resulted in the Institute reaching and influencing an even wider audience on the importance of understanding sustainability beyond the risks of climate change, and the critical role of banking professionals have to ensure every financial decision is a truly sustainable one.

2023 saw work commence on the Institute's dedicated strategy to develop and implement a pathway to net-zero for its own operations. Trustee Elisa Moscolin was approved as the Institute's expert adviser and for her ongoing expertise and guidance we are grateful.

Whilst establishing a baseline proved challenging, with support from Elisa and her colleagues there is a far better operational understanding of what information must be captured and evidenced. This has informed current and future resource planning, including the scoping requirements for the Institute's new finance, accounting and reporting tools, as well as feeding into ongoing work to enhance the Institute's procurement processes.

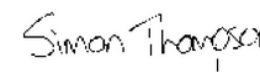
We are encouraged by this work and look forward to future reports on the improvements these investments make in supporting the Institute's aspirations to move towards becoming a net-zero organisation at the earliest opportunity.

On behalf of the Board of Trustees of the Institute

**Steve Pateman FCBI,
President**



**Simon Thompson FCBI,
Chief Executive**



27 June 2024

Independent Auditor's Report to the Trustees of the Chartered Banker Institute

Opinion

We have audited the financial statements of the Chartered Banker Institute (the 'charity') for the year ended 29 February 2024, which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows, and the notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 accounts:

- Give a true and fair view of the state of the charity's affairs as at 29 February 2024, and of its incoming resources and application of resources, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

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 responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. 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 course of 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.

Independent Auditor's Report to the Trustees of the Chartered Banker Institute *continued*

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charity Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- The information given in the Trustees' annual report is inconsistent in any material respect with the financial statements; or
- Proper accounting records have not been kept; or
- The accounts are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to

continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the accounts

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 gained an understanding of the legal and regulatory framework applicable to the Charity and the industry in which it operates and considered the risk of acts by the Charity which were contrary to applicable laws and regulations, including fraud. These included, but were not limited to, the Charity Accounts (Scotland) Regulations 2006 (as amended), the Charities and Trustee Investment (Scotland) Act 2005 and the Charities SORP.

We focused on laws and regulations that could give rise to a material misstatement in the charity's financial statements. Our tests included, but were not limited to:

- Agreement of the financial statement disclosures to underlying supporting documentation
- Enquiries of the Trustees.
- Review of minutes of Trustee meetings throughout the period.
- Review of legal correspondence or invoices
- Obtaining an understanding of the control environment in monitoring compliance with laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities,

Independent Auditor's Report to the Trustees of the Chartered Banker Institute *continued*

including those leading to a material misstatement in the financial statements or non-compliance with regulation.

This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Jeremy Chittleburgh CA (Senior Statutory Auditor)
Chartered Accountants and Statutory Auditor
61 Dublin Street
Edinburgh
EH3 6NL

12 June 2024

Chiene + Tait LLP is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006



Statement of Financial Activities

Annual Report 2024 | Chartered Banker Institute

Year Ended 29th Feb 2024

Statement of Financial Activities: Year Ended 29th Feb 2024

		General funds	Restricted Funds	Total 2024	Total 2023
	Notes	£	£	£	£
Income and endowments from:					
Donations and legacies	2	-	901	901	17,774
Charitable activities	3	4,807,042	-	4,807,042	5,788,334
Other trading activities	4	155,893	-	155,893	155,893
Investments		23,921	-	23,921	6,435
Other		-	-	-	38,941
Total income		4,986,856	901	4,987,757	6,007,377
		-----	-----	-----	-----
Expenditure on:					
Raising funds	5	206,702	-	206,702	197,637
Charitable activities	5	6,288,203	1,683	6,289,886	5,840,382
Total expenditure		6,494,905	1,683	6,496,588	6,038,019
		-----	-----	-----	-----
Net (expenditure)/income before investment (losses)/gains		(1,508,049)	(782)	(1,508,831)	(30,642)
Net (losses)/gains on investments		-	(385)	(385)	313
		-----	-----	-----	-----
Net (expenditure)/income and net movement in funds		(1,508,049)	(1,167)	(1,509,216)	(30,329)
Reconciliation of funds:					
Total funds brought forward		3,915,477	42,483	3,957,960	3,988,289
		-----	-----	-----	-----
Total funds carried forward		2,407,428	41,316	2,448,744	3,957,960
		=====	=====	=====	=====

The notes on pages 41 to 56 form part of these financial statements.



Statement of Financial Position

Annual Report 2024 | Chartered Banker Institute

As at 29th Feb 2024

Statement of Financial Position as at 29th Feb 2024

		General funds	Restricted Funds	Total 2024	Total 2023
	Notes	£	£	£	£
Fixed assets					
Intangible assets	8a	187,152	-	187,152	167,749
Tangible assets	8b	252,006	-	252,006	348,514
Investments	9,13	-	2,963	2,963	3,348
Total fixed assets		439,158	2,963	442,121	519,611
Current assets					
Stock	10	4,449	-	4,449	25,549
Debtors	11	1,785,077	-	1,785,077	2,322,001
Cash at bank and in hand	13,17	509,169	185,663	694,832	1,568,258
Total current assets		2,298,695	185,663	2,484,358	3,915,808
Creditors: amounts falling due within one year	12	(477,735)	-	(477,735)	(477,460)
Net current assets/(liabilities)		1,820,960	185,663	2,006,623	3,438,348
Total assets less current liabilities		2,260,118	188,626	2,448,744	3,957,959
Total net assets or liabilities		2,260,118	188,626	2,448,744	3,957,959
		=====	=====	=====	=====
Funds of the Charity					
Restricted funds	16,17	-	188,626	188,626	42,483
Unrestricted funds	16,17	2,260,118	-	2,260,118	3,915,477
Total funds		2,260,118	188,626	2,448,744	3,957,960

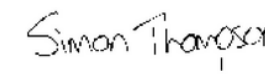
The notes on pages 41 to 56 form part of these financial statements.

These financial statements were approved and authorised for issue by the Trustees of the Institute and signed on their behalf:

S Pateman,
President



S Thompson FCBI,
Chief Executive





For the year ended 29 February 2024

Statement of Cash Flows

Annual Report 2024 | Chartered Banker Institute

Statement of Cash Flows for the year ended 29 February 2024

	2024	2023
	£	£
Cash used in Operating Activities		
Net Movement in Funds	(1,466,911)	(30,329)
	-----	-----
Adjustments to Reconcile Net Movement in Funds to Net Cash used in Operating Activities:		
Depreciation	191,331	225,855
Investment income	(23,020)	(6,435)
Revaluation losses/(gains)	385	(313)
Decrease/(Increase) in debtors	220,837	(1,042,122)
(Decrease)/Increase in creditors	274,054	(856,835)
Decrease/(Increase) in stock	21,100	(4,458)
	-----	-----
Net cash used in Operating Activities	(782,224)	(1,714,637)
	=====	=====

Statement of Cash Flows for the year ended 29 February 2024

continued

	2024	2023
	£	£
Cash flows from Investing Activities		
Purchase of fixed assets	(114,224)	(321,196)
Proceeds from disposal of fixed asset	0	0
Interest and dividends received	23,020	6,435
Net cash from Investing Activities	(91,204)	(314,761)
	-----	-----
(Decrease)/Increase in cash and cash equivalents in the year	(873,428)	(2,029,398)
	-----	-----
Net change in cash and cash equivalents		
Cash and cash equivalents at beginning of the year	1,568,258	(2,029,398)
Change in cash and cash equivalents in the year	(873,428)	3,597,656
	-----	-----
Cash and cash equivalents at end of the year	694,830	1,568,258
	=====	=====

Accounting Standards require the Cash Flow Statement to be accompanied by an 'Analysis of Changes in Net Debt'. Net debt means debt finance less cash. The Institute had no debt finance during 2024 or 2023 and therefore its debt is simply the negative of its cash balances. Accordingly, the change in net debt is apparent from the Statement of Cash Flows.

The notes on pages 41 to 56 form part of these financial statements.



For the year ended 29 February 2024

Notes to the Financial Statements

Annual Report 2024 | Chartered Banker Institute

Notes to the Financial Statements for Year Ended 29 February 2024

1. Accounting Policies

Basis of preparation

The financial statements have been prepared under the historical cost convention modified to include investments and heritage assets at market value. The financial statements have been prepared in accordance with the revised Statement of Recommended Practice for Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Going Concern

The financial statements have been prepared on a going concern basis. The Trustees have assessed the Institute's ability to continue as a going concern and are aware of the impact that the current economic conditions may have on operations. The Trustees have reasonable expectation that the Institute has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing these financial statements.

Taxation

The Institute obtained charitable status for tax purposes in June 1980.

Funds structure

Restricted prize funds, and other restricted funds, are funds which are to be used in accordance with specific restrictions imposed by the donor.

The unrestricted funds comprise those funds which the Trustees are free to use for any purpose in furtherance of the charitable objects. Designated funds are unrestricted funds that have been earmarked for a particular purpose by the Board of Trustees.

Transfers may be made from unrestricted to restricted funds at the discretion of Trustees.

Further details of each fund are disclosed in note 16.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the Institute is entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Subscriptions, contributions and educational income are accounted for on an accruals basis, after adjustments for any deferred income which is included in the balance sheet as creditors.
- Sale of publications and Institute gifts is recognised when receivable.
- Investment income is included when receivable.

- Other income, including management fees, is included when receivable.

Resources expended

All expenditure is included on an accruals basis and is recognised where there is a legal or constructive obligation to pay for expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Raising funds

The cost of raising funds consists of all expenditure associated with generating income.

Charitable activities

The cost of charitable activities comprises all expenditure associated with professional programmes, events, meetings and special projects and publications. The costs include both direct and indirect costs relating to these activities. Direct costs are allocated on an actual basis to the relevant expense heading.

Allocation of expenditure

Costs directly attributable to cost of raising funds and charitable activities are allocated to the appropriate activity. Support and governance costs, including staff costs, which cannot be directly attributed to an activity are allocated on the basis of the time spent by staff on each activity. Governance costs comprise all costs involving the public accountability of the Institute and its compliance with regulation and good practice.

Notes to the Financial Statements for Year Ended 29 February 2024

continued

Investments

The Institute has an investment pool for its restricted prize funds. The investments in the pool are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The Institute does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the Institute is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

Realised and unrealised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Stocks

Stocks of goods for resale are valued at the lower of cost and net realisable value. Provision is made for obsolete or slow moving stock where appropriate.

Fixed Assets

Individual assets are capitalised at cost as follows:

- Computer equipment > £800
- Motor vehicles > £1,000
- Fixtures and fittings > £500

The cost or valuation of fixed assets is written off by annual instalments over the expected useful lives as follows:

- Computer equipment 4 years
- Motor vehicles 4 years (reducing balance)
- Fixtures and fittings 10 years

Assets are depreciated over their useful economic life, as shown above, with no depreciation charged in the year of acquisition. This enables better matching of the depreciation cost to the economic benefit generated by the asset.

Intangible fixed assets

Intangible assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset on a straight-line basis over its useful economic life as follows:

- Course development costs 4 years

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any discounts due.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Institute only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Operating leases

Rentals payable under operating leases are charged on a straight-line basis over the term of the lease.

Notes to the Financial Statements for Year Ended 29 February 2024

continued

Pensions

The Institute was a member of a multi-employer defined benefit pension scheme which required contributions to be made to a separately administered fund. Membership of this scheme ceased on 31st October 2018. Since October 2006 this scheme has been closed to new entrants and payments on behalf of new employees are made to a defined contribution scheme and charged to the Statement of Financial Activities in the period to which they relate.

	2024	2023
2. Donations and Legacies		
	£	£
2025 donations - unrestricted	901	17,774
	-----	-----
Total	901	17,774
	=====	=====

The 2025 foundation is accounted for as a restricted fund. It received £901 in donations during the financial year.

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	2024	2023
3. Income from Charitable Activities		
	£	£
Membership and Subscription	1,175,858	1,788,667
Advance Diploma	537,368	470,489
Certificate Courses	834,439	788,203
International	1,358,066	1,594,858
PRB Academy	344,166	681,762
Centres of Excellence	419,418	442,478
Accreditation and Certification	88,793	15,146
Chartered by Experience	48,934	6,731
-----	-----	-----
Total	4,807,042	5,788,334
=====	=====	=====

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	2024	2023
4. Other Trading Activities		
	£	£
Management fee	155,893	155,893
-----	-----	-----
Total	155,893	155,893
=====	=====	=====

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	2024	2023
5. Allocation of staff and support costs and depreciation		
Cost of Raising Funds	£	£
Management fee	179,280	174,421
Investment Income	27,422	67
Other Income	0	23,149
	-----	-----
	206,702	197,637
	=====	=====
Charitable Activities		
Membership subscriptions	1,613,831	1,231,252
Education programmes	4,674,353	4,225,073
Events, meetings and projects	19	158,202
Depreciation	0	225,855
	-----	-----
	6,288,203	5,840,382
	-----	-----
Total expenditure	6,494,905	6,038,019
	=====	=====

Total staff and support costs and depreciation attributable to raising funds and charitable activities are apportioned on a pro rata basis in respect of the income received.

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	2024	2023
6. Net income		
Net income is stated after charging/(crediting)	£	£
Auditors' Remuneration	18,350	8,800
Depreciation	191,329	255,855
	=====	=====
7. Analysis of Staff costs and Remuneration of Key Personnel		
Salaries	3,275,850	2,754,476
Social security cost	299,472	322,251
Other pension costs	119,973	54,035
	-----	-----
	3,695,295	3,130,762
	=====	=====

The average number of employees employed by the Institute during the year was 68 (2023: 66). In accordance with FRS 102 and the SORP, the key management personnel of the Institute are the Trustees and the senior management, the latter being the Chief Executive and the Directors. The total employment benefits of the Institute's four (2023: three) key management personnel was £725,701 (2023: £493,362).

Notes to the Financial Statements for Year Ended 29 February 2024 *continued*

Employees

The number of employees whose emoluments fell within each of the following bands is as follows:

	2024	2023
60,000 – 70,000	6	2
70,001 – 80,000	2	2
80,001 – 90,000	4	-
90,001 – 100,000	1	-
110,001 – 120,000	1	-
130,001 – 140,000	-	1
140,001 – 150,000	-	1
150,001 – 160,000	1	-
160,001 – 170,000	1	-
200,001 – 300,000	1	1

In 2023, the above table was calculated using gross pay. In 2024, we have amended the calculations to include NI, Salary Sacrifice Pension and all staff benefits, in order to align with regulatory requirements.

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	Course Development	Total
8a. Intangible fixed assets		
	£	£
Cost		
At 1 March 2023	798,966	798,966
Additions	88,104	88,104
Disposals	0	0
At 29 February 2024	887,070	887,070
	-----	-----
Depreciation		
At 1 March 2023	631,217	631,217
Disposals	0	0
Charge in year	68,701	68,701
At 29 February 2024	699,918	699,918
	-----	-----
Net Book Value		
At 29 February 2024	187,152	187,152
	=====	=====
At 28 February 2023	167,749	167,749
	=====	=====

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	Motor Vehicles	Fixtures & Fittings	Computer Equipment	Total
8b. Tangible fixed assets				
	£	£	£	£
Cost				
At 1 March 2023	59,646	149,791	755,171	964,608
Additions	0	6,754	19,366	26,120
At 29 February 2024	59,646	156,545	774,537	990,728
	-----	-----	-----	-----
Depreciation				
At 1 March 2023	59,002	42,515	514,577	616,094
Charge in year	642	15,384	106,602	122,628
At 29 February 2024	59,644	57,899	621,179	738,722
	-----	-----	-----	-----
Net Book Value				
At 29 February 2024	2	98,646	153,358	252,006
	=====	=====	=====	=====
At 28 February 2023	644	107,276	240,594	348,514
	=====	=====	=====	=====

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	2024	2023
9. Investments		
	£	£
Held in investment pool at the cost of original investment	79,155	79,156
Unrealised loss on investments	(76,193)	(75,808)
	=====	=====
Total market value of investments	2,963	3,348
	=====	=====

Invested as follows : 6,362 Lloyds Banking Grp ordinary stock. These are held as restricted prize funds

	2024	2023
10. Stock		
	£	£
Bespoke Course Material	0	11,314
Certificate Course Material	0	12,235
Stationery stock	0	2,000
Green Finance Tartan stock	4,449	-
	=====	=====
Total	4,449	25,549
	=====	=====

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	2024	2023
11. Debtors		
	£	£
Other Debtors	1,121,155	1,772,525
The Committee of Scottish Clearing Bankers	254,142	374,142
Prepayments	156,809	155,406
VAT	0	19,928
Accrued Income	251,654	
	=====	=====
Total	1,783,760	2,322,001
	=====	=====

Debtor balances of £2,101,164 (2023: £2,322,001) of which £nil was restricted (2023: £nil).

	2024	2023
12. Creditors (amounts falling due within one year)		
	£	£
Other Creditors	268,794	327,873
Taxation & Social Security	27,327	149,587
VAT	(1,317)	0
Accruals	26,954	0
Enrolment and Development Income deferred	154,661	0
	=====	=====
Total	476,418	477,460
	=====	=====

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	2024	2023
13. Prize funds held in trust		
a) The following prize funds are held in trust as at 29 February 2024 (cost).	£	£
T McGuffie Memorial. Fund	3,655	3,656
Sir Bruce Patullo Prize	75,500	75,500
	=====	=====
Total	79,155	79,156
	=====	=====
Held in investment pool at market value	2,963	3,348
Short term cash deposits	15,107	16,307
	=====	=====
Total	18,070	19,655
	=====	=====

Notes to the Financial Statements for Year Ended 29 February 2024

continued

14. Lease Commitments

The Institute committed to an office premises lease which runs from 1st January 2021 to 1st November 2025. Our current liability is shown below.

Rent PA	£108,738	
Total duration until 2/11/24	47	months
Total cost	£425,891	
Less Rent Contribution to date	£344,337	38 months
Liability until lease expiry - total cost payable	£81,554	9 months
Liability as at balance sheet date	£72,492	8 months to November 2024

15. Related Party Transactions

In the normal course of business the Institute undertakes transactions with organisations where one or more Trustees may be employed, or have been recently employed. Payments were made to the following companies owned by Trustees/individual Trustees, for services to the Institute, as follows:

- £0 (2023: £15,000) were made to Charles Sydney Ltd
- £53,250 (2023: £11,400) were made to Ian Hardcastle

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	At 1 March 2023	Income	Expenditure	Gains/(losses)	At 29 February 2024
	£	£	£	£	£
16. Analysis of Movements on Funds					
Restricted funds					
T McGuffie Prize	1,965	-	(200)	(385)	1,380
Sir Bruce Patullo Prize	17,690	-	(1,000)	-	16,690
2025 Foundation	170,138	901	(483)	-	170,556
	-----	-----	-----	-----	-----
Total restricted funds	189,793	901	(1,683)	(385)	188,626
	=====	=====	=====	=====	=====
Unrestricted funds					
First European Project	22,828	-	-	-	22,828
Accumulated Fund	3,745,339	4,986,856	(6,494,905)	-	2,237,289
	-----	-----	-----	-----	-----
Total charity unrestricted funds	3,768,167	4,986,856	(6,494,905)	-	2,260,117
	=====	=====	=====	=====	=====
Total charity funds	3,957,960	4,987,757	(6,496,589)	(385)	2,448,743
	=====	=====	=====	=====	=====

2025 Foundation (£170,556) is a training and mentoring programme initiated by the Institute with the objective of widening access to the banking profession to young people from all backgrounds.

In addition to the funds committed to the programme by the Institute, there are external donors giving to this fund, hence its classification as a restricted fund.

Prize Funds (£18,070) are funds and investments donated to the Institute for the purpose of awarding cash prizes to Institute students who excel in their qualification examinations.

Notes to the Financial Statements for Year Ended 29 February 2024

continued

	Fixed Assets	Investments	Net Current Assets	Total
12. Analysis of net assets by fund				
	£	£	£	£
Restricted funds				
Prize funds	-	2,963	15,107	18,070
2025 Foundation	-	-	170,556	170,556
	-----	-----	-----	-----
Unrestricted funds				
First European Project	-	-	22,829	22,829
Accumulated Fund	439,158	-	1,798,132	2,237,289
	=====	=====	=====	=====
Total	439,158	2,963	2,006,623	2,448,744
	=====	=====	=====	=====

18. Pension Commitments

Contributions amounting to £33,683 (2023: £31,390) have been paid to a defined contribution scheme.

Chartered Banker

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Chartered Banker Institute, Charitable Body No. SC013927**