Charity registration number 1141069

Company registration number 06581421 (England and Wales)

INSTITUTE FOR STRATEGIC DIALOGUE
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

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LEGAL AND ADMINISTRATIVE INFORMATION

Trustees:

Mr Stuart Fiertz (Chair)

Dr. Serra Kirdar

Lord Aamer Sarfraz

Baroness Joanna Shields (Appointed 8 September 2025)

Mr Edward Williams

Mr Stephen Zinser

Sir Michael Davis (resigned 5 December 2025)

Michael Lewis (resigned 6 May 2026)

Charity number

1141069

Company number

06581421

Registered office

3rd Floor
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W1S 4JL

Auditor

Sayer Vincent LLP
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EC1Y 0TG

Bankers

Lloyds Bank plc.
25 Gresham Street
London
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TRUSTEES' ANNUAL REPORT

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of the Institute for Strategic Dialogue (the company) for the year ended 31 December 2025.

The Trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The company is registered as a charitable company limited by guarantee (registered charity number 1141069) and was set up by a Memorandum of Association on 30 April 2008.

The charity is constituted under a Memorandum of Association and is a registered charity.

Organisational Structure and Decision Making

The Institute for Strategic Dialogue (ISD/ISD UK) has a Board of Trustees that meets three times a year. There is a Chair of the Board and Treasurer. The Institute also has an active Finance Committee, made up of the Chair and Treasurer, which meets regularly and works closely with the Leadership Team and Senior Director of Finance.

The Leadership Team is supported by a senior management team responsible for the execution of the organisational objectives. All Trustees and Staff are required to report any potential or actual conflicts of interest immediately to the Chair and/or COO.

Global ISD Governance, Entities and Structure

ISD UK is one of a network of six ISD entities, with sister organisations in the US, Germany, France, Jordan and Canada. They are separate legal entities that share a vision and mission:

- The Institute for Strategic Dialogue US (ISD-US) is a non-political, non-profit corporation registered in the District of Columbia with 501(c)(3) status (Tax ID number 27-1282489).

- The Institute for Strategic Dialogue gGmbH (ISD Germany) is a limited liability company with a charitable purpose ('gemeinnützige Gesellschaft mit beschränkter Haftung') registered in Berlin, registration number AG Berlin-Charlottenburg HRB 207 328B.

- The Institut pour le Dialogue Stratégique (ISD France) is registered as a non-profit Association in Paris with number W751256497.

- The New Institute for Strategic Dialogue for Experimental Research and Development (ISD Jordan) is a non-profit Limited Liability Company with company number 1425.

- The Institute for Strategic Dialogue Canada (ISD Canada) is a non-profit corporation registered in Ontario with registration number 1001404659.

ISD France is accounted for as a branch of ISD UK. The other entities are not included in this set of financial statements because they are all legally separate and the UK does not have any control over their operations. Separate financial statements are produced in each country in accordance with local statutory requirements.

The network of ISD entities seeks to maintain consistency in approach to key operational and programmatic issues. However, as a legally separate entity, ISD UK makes all its own decisions on key strategic, programmatic and operating policies.

Trustee Recruitment, Induction and Training

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association. The recruitment of Trustees is based on an assessment of the Board's strengths and areas where further experience and expertise are required. Trustees are appointed by the Board of Directors to fill these expertise gaps based on their skills and experience relevant to ISD's aims and objectives. Candidates are interviewed by the Chair and at least one other Trustee to assess suitability, before being proposed at a Board meeting for approval by a majority of the Board ahead of an invitation to join being extended. Board members are appointed for a term consistent with the Articles of Association and Bylaws.

An induction and training process is managed by the COO to ensure Trustees/Directors understand their responsibilities and how the Board works. They meet with members of the leadership team to have a deep-dive induction into ISD's programming and strategy and are sent recent ISD publications. They are sent Charity Commission guidance on Trustee responsibilities and are given information on ISD's governance, strategy and goals. Trustees are provided with copies of the governance documents, previous board papers and minutes, and other relevant documents.

Remuneration of Staff and Key Management Personnel

ISD's staff remuneration policy is designed to ensure that staff salaries remain competitive so that ISD can attract and retain the exceptional team needed to achieve our ambitious goals and mission.

ISD holds two performance review cycles annually and awards promotions and pay increases for staff that have demonstrated outstanding performance or are taking on additional responsibilities. Salary scales are published on the organisation's intranet so are transparent to all staff, and salary increases are awarded in line with pre-determined pay points. Pay brackets are benchmarked against the sector by reviewing salaries of competitor organisations and advertised salaries of comparative roles.

Risk Management

The Trustees have assessed the major risks to which the company is exposed, particularly those related to the operations and finances of the organisation and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. These are all captured in an annually reviewed Risk Register which is compiled and maintained by the leadership of the organisation. This Risk Register grades 45 identified risks across categories (governance, strategic, reputational, legal, financial, security, health & safety and HR) with a RAG rating scale and outlines the controls in place to mitigate these.

Key risks are identified as those with a potentially medium or high impact on the organisation even after accounting for the mitigation controls in place. These are:

Key Risks	Mitigation Measures
Libel & Defamation: A case is mounted against ISD by the subject of a piece of research or publication, whether in good faith or vexatiously.	All publications reviewed and edited for legal risk clearance; all publications which pass a risk threshold are reviewed by a Barrister ahead of publication; right-to-respond protocols in place for named actors in publications; Complaints Policy published on website.
Institutional: The operating environments in which ISD works becomes hostile or politicised. ISD is subject of legal action or smear campaign brought in bad faith to undermine work.	Lawyers retained to help guard against and advise upon ongoing institutional protection; pro bono lawyers engaged for support on specific issues; scenario planning exercises undertaken and Risk Register updated regularly; risk averse approach taken for institutional protection.
Staff Safety: Online and offline targeting results in intimidation,	Digital hygiene guidance issued to staff; protocols for managing the risk of harm on social media in place;

harassment or acts of violence against staff (which may be ideologically or politically motivated based on ISD's work).	psychosocial and wellbeing support (mental health first aider; harmful content & flagging protocol; counselling; health & wellbeing offer); protocols to maintain security of staff information like addresses; physical security reviews of staff conducted; Critical Incident Management Plan maintained.
Cyber Security & Data Protection: Data protection failure or cybersecurity attack on ISD.	Trusted IT & security providers retained; encrypted hardware, enhanced software and restricted server access; SOC service constantly monitoring cyber threats; training for all staff on identifying and avoiding phishing scams; dedicated cybersecurity staff; Data Protection policies and systems reviewed and maintained.

Public Benefit

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. All the activities that are undertaken by the charity are for the advancement of the objectives and the activities that are undertaken by the charity to further its charitable purposes are for the public benefit.

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

OBJECTIVES AND ACTIVITIES

The Institute for Strategic Dialogue (ISD) is fiercely independent and dedicated to safeguarding individual rights, democratic process, national security and public safety against the rising tide of authoritarianism and extremism globally. Combining research and analysis with government advisory work and the design and delivery of international training, education and communications programs, ISD works to implement real-world, evidence-based responses to these challenges.

The principal objects of the charity and company are:

- The advancement of the education of the public in the UK and elsewhere in relation to government, economics, politics, law, administration and social services;
- The advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity;
- Such other charitable purposes as the Trustees shall from time to time think fit.

STRATEGIES & ACTIVITIES FOR ACHIEVING OBJECTIVES

Since its formation, ISD has been at the forefront of analysing and innovating solutions to the threats of violent groups, hostile influence operations and extremism of all ideological forms. At a time when these pose immediate threats to safety, security and democratic civil culture and institutions, ISD is working to enable individuals, organisations and communities to turn the tide against these threats.

Achievements and Performance

ISD delivered impactful work in 2025 to safeguard public safety, national security and democracy, and to deliver on its mission of educating the public on a broad range of threats, from extremists and hate groups to hostile state actors and conspiracy movements. We achieved our charitable objectives against a continued challenging geopolitical backdrop through our three types of activity:

1. **RESEARCH & ANALYSIS** - ISD combines sector-leading expertise and research with advanced digital analysis that identifies and tracks information operations, weaponised hate, terrorism and extremism in real time. Our Digital Analysis Unit has been at the forefront of analysing audiences, networks and content online to accurately interpret the risks posed by the hybridised nature of these threats. This ensures that ISD is consistently ahead of the curve in predicting and understanding developments in these areas.

2. **POLICY & ADVISORY SERVICES** - Our research shapes policy makers' and the public's understanding of evolving threats in the issue areas on which we work. ISD provides strategic advice, support and training to practitioners, local and national governments, multilateral institutions and the public. We also convene policy makers and inter-governmental groups for information exchanges.

3. **ACTION PROGRAMMING** - ISD innovates, trials and scales cutting-edge interventions that empower cities, practitioners, individuals and civil society organisations to understand and mitigate the harms posed by weaponised hate, extremism and information operations. From our digital education and communications programmes to our training and interventions with at-risk individuals, we build resilience both on and offline. We work to empower and facilitate civil society, fostering networks of community groups and influencers to take the lead, applying their granular expertise and credibility in a way that delivers impact at scale. ISD has pioneered the application of data, technology and communications tactics to mount a proportional response to extremist messaging.

ISD's performance and impact are defined and reviewed against a programming strategy which is developed every 2-3 years. This strategy is based upon and links to our Theory of Change, and it is against the goals set out in these documents that ISD uses a performance monitoring system to measure each project and programme's impact.

Frequently used performance indicators include key reach metrics for published reports and other public-facing outputs. We also track the number of stakeholders reached through programming and examples of uptake and use of ISD's research findings.

In 2025, key indicators of performance against our three areas of activity were set as the following, and all were achieved as outlined in the description of programming captured below:

Research & Analysis	**Policy & Advisory Services**	**Action Programming**
Monitor, research and provide analysis on ISD's issue areas Produce 15 case studies on information operations and hostile state activity in the context of global elections Provide regular commentary in national and international media on ISD's issue areas Publish 40 reports, explainers and dispatches	Publish two UK-focused policy papers on the post-7/7 threat landscape Produce four internationally focused policy papers on ISD's issue areas Provide regular analysis and briefings to UK government departments and/or Parliament on ISD's issue areas Respond to emerging national and international events with rapid briefings, policy and action recommendations	Engage with 20 new cities through Strong Cities Host a Strong Cities Global Summit with at least 300 participants Deliver training sessions and workshops to practitioners, policy makers or local government leaders

All new projects and funding opportunities are assessed against a number of criteria, including relevance to ISD's organisational Theory of Change. Once funding is secured, a detailed workplan is developed and used to monitor progress during weekly and monthly project meetings. Objectives are reviewed for relevance and progress throughout the project lifecycle. As part of the reporting process, we capture lessons learnt in terms of methodology and findings and share these with our donors and partners to enable continuous learning.

The following areas of programming constituted particular highlights of the organisation's work in 2025:

Research & Analysis

- **7/7 anniversary and the UK threat landscape:** Marking 20 years since the 7/7 bombings in London, we published landmark analyses of the UK's counter-terrorism infrastructure and the evolution of the Islamist extremist threat. This work provided historical perspective and forward-looking analysis, and we emphasised the need for a comprehensive, rights-based strategy that addresses the specific threats we face 20 years after 7/7.

- **Anti-migrant mobilisation:** ISD remained at the forefront of research and commentary on anti-migrant mobilisation in the UK, Ireland and Canada, tracking how online narratives translate into offline harm. Throughout 2025 we engaged extensively with national and international media on these trends, including the Guardian, iPaper and the BBC.

- **Pro-Kremlin information operations in Europe:** Throughout 2025, ISD mapped pro-Kremlin information operations and domestic networks across European countries increasingly targeted by influence campaigns aimed at undermining support for Ukraine, producing seven major investigations. 'Holding the Line' revealed the continued accessibility of sanctioned Russian state media across six EU member states; a second investigation revealed anti-Ukrainian disinformation targeting refugees ahead of the Polish election; a third investigation into pro-Kremlin influencers in the Alliance of Sahel States brought new insight on Russian influence in West Africa; and a fourth examined Czech-language information operations networks ahead of the consequential 3–4 October 2025 election.

- **Antisemitism on social media:** From July-December 2025, ISD delivered a research project investigating how platform recommender algorithms serve antisemitic content to minors in the UK, collecting data on TikTok and Rumble. The final report informed actionable policy recommendations on the enforcement of child protection measures under the Online Safety Act, as well as supporting ISD's broader work to understand and respond to antisemitism and harmful platform systems. This work complements the Coalition to Counter Online Antisemitism's expansion in the UK.

- **Gender-based violence:** In 2025, ISD significantly expanded its portfolio of research into gender-based violence. We completed the first-ever mapping of the online "manosphere" across German, Slovak, Polish and Czech-language ecosystems, disseminating this research among key European policymaking audiences. We also conducted analysis on how gendered narratives serve as recruitment and mobilisation tools across misogynistic, anti-LGBTQ+, nationalist and conspiracist communities in Europe, and shaped intervention and prevention strategies with EU policy partners and educators. In June 2025, we started delivering a multi-year programme addressing the intersection of online misogyny and violent extremism. We built a systematic taxonomy of harms associated with violent extremism and misogyny; assessed gaming platforms for violent misogyny risks and opportunities for innovative influencer-led interventions; and developed training curricula for law enforcement and prevention practitioners. We also promoted this work at high level policy

events, including during the opening plenary of Public Safety Canada's Megaweek conference in Toronto.

- **Democratic safeguarding and election integrity:** In 2025, ISD delivered a substantial body of work on elections across North America and Europe. We monitored information operations, conspiracy theories and extremist mobilisation around the April 2025 Canadian elections. We also monitored online activity around the October 2025 Irish presidential election and deepened relationships with Irish stakeholders including the regulator Coimisiún na Meán. Finally, alongside field-leading peer organisations, we published more than 15 alerts and investigations exposing Russian foreign information manipulation and interference (FIMI) around the German federal, Polish presidential and Czech presidential elections, with alerts shared in real time with high-level government, media and civil society stakeholders in each country.

Policy & Advisory

- **Digital Policy:** In 2025 ISD continued to deliver impactful work through the Digital Policy Lab (DPL), the inter-governmental network bringing together policymakers and regulators from the European Commission and 14 countries. The DPL Summit, hosted at the French Embassy in Berlin in July 2025 convened over 50 high-level policymakers, regulators, civil society leaders and researchers to consider online safety in a contested geopolitical environment. The network also hosted plenary sessions on online hate targeting LGBTQ+ communities and on evaluating online safety regulation; published a policy brief on conflict-related online risks and regulating smaller platforms; and convened a multistakeholder working group on Countering Online Misogyny with support from the UK's Foreign, Commonwealth and Development Office (FCDO). We also submitted written evidence to the UK's Science, Innovation and Technology Committee on social media, information integrity and harmful algorithms.

- **EU Knowledge Hub on Prevention of Radicalisation:** During 2025, ISD served as co-lead of the EU Knowledge Hub's Online Thematic Panel, established under the EU Counter-Terrorism Agenda, convening experts across Member States and partner countries to share best practices and identify emerging challenges. The group explored collaborative solutions around topics such as the hybridised threat landscape, emerging and persisting threats, as well as the overlap between the exploitation of minors and radicalisation to terrorism online. This work strengthened our partnerships across Europe and enhanced our ability to inform evidence-based policy responses to online radicalisation.

- **UK policy advocacy on online misogyny and the Manosphere:** Partnering with the men's health organisation Movember, ISD provided thought leadership across policy areas central to the UK's Violence Against Women and Girls Strategy throughout 2025: men's health, online safety and regulation, and education and digital citizenship. We developed a series of policy briefings translating cutting-edge research into practical, policy-relevant recommendations aimed at improving the online environment for people of all genders, with a particular focus on men's health and healthy relationships.

- **Countering antisemitism and anti-Muslim hate:** ISD maintained a leading advisory voice on countering hate throughout 2025, briefing governments, communities and platforms on both antisemitism and anti-Muslim hate. We held a consistent seat at high-level fora focused on countering antisemitism, including the WJC SECCA Forum of global antisemitism envoys, the EU Civil Society Forum on antisemitism and the International Holocaust Remembrance Alliance plenary. We provided regular briefings to the UK police's national hate crime leads and continued to advise the Home Office, the EU and the Canadian government on Islamophobia strategies. Our thought leadership on this issue continued throughout 2025, with speaking engagements for Hedayah, the BBC, at the Council of Europe, and with leading podcasts.

Action Programming

- **Strong Cities:** ISD's Strong Cities Network continued to support and facilitate city-led action against hate, extremism and polarisation in 2025, with membership growing to 279 cities and local governments over the year. Across 2025, the Network launched a National-Local Cooperation Working Group with support from the Government of the Netherlands; continued its Global Crises, Local Impacts and City Preparedness webinar series; and expanded its Prevention Academy model across Canada, British Columbia and a first-of-its-kind academy for New South Wales (Australia's 128 local councils) in partnership with Macquarie University. The Network also convened its Sixth Global Summit in Toronto in December 2025, hosting 350 participants including 58 mayors, governors and other city leaders, as well as local officials, practitioners and partners from more than 83 cities and 42 countries. The event showcased how cities are preventing and responding to rising levels of hate, extremism and polarisation amid consecutive global crises.

- **Coalition to Counter Online Antisemitism (CCOA):** ISD UK staff continued to support the CCOA's expansion throughout 2025, including developing policy advisory, testing educational toolkits, facilitating innovative research and supporting knowledge exchange with our European neighbours. The purpose of the work is to tackle rising online antisemitism and support a coordinated civil society response across Europe.

MEDIA AND COMMUNICATIONS

During 2025, ISD continued to disseminate its analysis widely through press and social media to achieve our charitable objective of informing the public, policy makers and other stakeholders on trends and analysis on weaponised hate, extremism and information operations. Over the year, ISD UK published 18 report-style publications, 26 Digital Dispatches/short-form analysis pieces and 2 Explainers. These publications covered topics including Iranian Influence Operations in the UK and Russia Today's evasion tactics in Italy, alongside analyses of nihilistic violence networks and an in-depth assessment of the 2024 Southport attack.

Our research outputs helped to sustain ISD's strong media presence throughout the year. In the UK and Ireland, ISD remained a first call for coverage of anti-migrant mobilisation, engaging with the Guardian, iPaper, the BBC, and more. Beyond Europe, ISD UK expanded its reach in Canada, with media coverage secured in more than 10 outlets. Global News - one of the country's largest broadcasters - produced an in-depth report based on our analysis of Canadian domestic extremist activity ahead of April's federal

elections. We published an op-ed in Prospect Magazine unpacking the ideology of the Magdeburg attacker, and featured as an expert in Frontline's documentary The Rise and Fall of Terrorgram, which ran alongside a detailed ProPublica investigation.

ISD's analysis was also picked up by international outlets in coverage of pro-Kremlin information operations. Our three major investigations on influence campaigns aimed at undermining support for Ukraine, focused on Germany, Italy and Poland, received significant media attention, including from The New York Times, Linkiesta and The Kyiv Independent. Our Holding the Line investigation on the continued accessibility of sanctioned Russian state media across six EU member states attracted widespread media coverage, including from France24, Spiegel, FAZ, Euractiv, Barron's, and NOS Nieuwsuur. Meanwhile our investigation into anti-Ukrainian information operations targeting refugees ahead of the Polish election was picked up by Barron's and the Kyiv Independent, as well as multiple Ukrainian language sources. Our investigation into pro-Kremlin influencers in the Alliance of Sahel States (AES) was disseminated in English and French via the wire service MediaConnect and EDMO's De Facto hub, reaching over 1,000 views and media outlets across Europe and Africa, and generated new insights on Russian influence in Africa. ISD also raised its profile at high-level fora during the year, including co-hosting the Gaming and Hate working group at the Eradicate Hate Global Summit.

OPERATIONS

We completed a number of important initiatives in support of ISD's operations in 2025, including working with an external digital safety provider to identify digital risks to members of our UK team and rolling out a Crisis Response policy. We thoroughly reviewed and updated our UK handbook ahead of key employment legislation changes effective from April 2026 and conducted an internal review and refresh of our wellbeing policies and practices. We launched our ISO27001 journey in April 2025, which included completing the initial gap analysis, appointing a dedicated internal ISO team, implementing our Information Security Management System (ISMS). We obtained ISO 27001: 2022 certification in February 2026, marking a significant step toward strengthening our cybersecurity posture and aligning with international best practices.

ISD actively managed approximately 45 concurrent projects valued at £4.85 million throughout their lifecycles in 2025. In addition to managing this large portfolio, we continued to improve project data and better sharing of project information across the organisation. Throughout the year, we held regular workstream and entity-level dashboard meetings that allow the senior team to track resources and progress against our strategic priorities. Over the last quarter of 2025, we also used data collected from the dashboards to provide Directors with a baseline for setting priorities for their workstreams for the coming year, refining their strategic decision-making and planning through this data-driven approach.

ISD continued to play a significant role in the expansion of work situated in our sister entities in 2025, with staff providing effective support to other ISD teams delivering strategically important projects. This included supporting the establishment of a Canadian non-profit entity to serve as an additional base for ISD's North American work; delivering a €1m grant by the European Commission Directorate-General for

Communications Networks, Content and Technology with ISD Germany; and supporting ISD Germany with the operational close out of the three-year European Union-funded STRIVE project.

FUTURE PLANS

In 2026, ISD will continue to deliver its work internationally and work with partners, including our sister organisations in the US, Germany, France, Jordan and Canada. We will focus on expanding our UK government policy engagement and advisory work, increasing the influence we can have across all of our issues, as ISD is seen as a central player on all these areas. The UK government commitment to tackling foreign influence, extremism and gender-based violence creates significant opportunities for ISD's work, and we will continue to build on established engagement with parliamentarians, select committees and ministerial relationships at senior levels throughout 2026.

ISD will continue to focus on creating shared understanding and transnational policy and practical responses with UK, European policy and other global stakeholders. We will also continue to build on our partnerships with the Canadian and Australian governments, as well as expand on our major programme of funded work with the New Zealand Christchurch Call, creating digital analysis infrastructure for analysing online extreme misogyny in Jordan and Canada through this project in 2026.

In fundraising, we will continue to seek high-value multi-year contracts and grants, develop funding relationships with foundations in the UK and Europe to increase the number of philanthropic grants secured, build more programmes as part of consortia, and increase the number of service and corporate consulting contracts delivered.

Financial Review

Total income in 2025 was £5.2m (2024: £6.1m) representing funding from a diverse, global group of Non-Profit Partners, Trusts and Foundations, Government and Multilateral Institutions, Individuals and Corporates. This equates to a contraction of 16% (2024: 7% growth) relating to a 35% reduction in funding from Governments and Multilateral institutions.

We have undertaken an ambitious portfolio of projects and programmes in 2025 and have ensured that our key activities are well funded. Our expenditure includes £2.6m (2024: £2.9m) for Research & Digital Analysis; £1.4m (2024: £1.7m) for Policy & Advisory; and £0.9m (2024: £1.4m) for Action Programming.

We have continued investing in dedicated business development personnel in 2025 – £52,073 (2024: £35,029). Net income for the year was £158,974 (2024: £126,495). This demonstrates that we adapted our expenditure in line with the reduction in funding.

At 31 December 2025, unrestricted funds were £833,950 (2024: £477,541) and restricted funds were £111,977 (2024: £309,412) demonstrating that we are achieving our five-year financial sustainability model and are utilising project restricted funding efficiently and prioritising programme delivery.

Fundraising Standards

We raise funds to support our charitable activities from Government and Multilateral Institutions, Trusts and Foundations, Corporates and Non-Profit Partners.

We also receive grants from other ISD entities and individual donations and major gifts mostly from Trustees. These are summarised in our Related party transactions Note 10.

ISD does not participate in public fundraising activities and is therefore not registered by a fundraising regulator. No third parties, professional fundraisers or commercial participators were used to undertake any fundraising activities. During 2025, as with all previous years, we received no complaints about any of our fundraising activities.

We are committed to protecting vulnerable people and maintain high standards to ensure our donors' privacy, dignity and wellbeing are protected. This is achieved by having personal interaction with all individual donors and only accepting donations from those donors who we have an established relationship with. We also publish a Complaints Policy on our website.

Reserves Policy

The Board regularly reviews progress against our reserves policy and five-year financial sustainability model (2023-2027) that will progress the institution and enable us to withstand external shocks, leverage more project funding opportunities, and promote longer-term budgeting and decision making. Beyond holding sufficient levels of reserves to ensure we can pay our immediate administrative and operational liabilities and remain a going concern, this policy asserts that ISD will work towards building up the reserves necessary to pre-finance projects paid in arrears; to fund short term project financing gaps; and to mitigate against FX losses.

With our donor portfolio evolving with more income paid in arrears on delivery, we will need to increase our reserves level to ensure we still have sufficient financial flexibility in place to support our growth. By the end of 2027 we aim to build reserves equivalent to 20%-30% of our total expenditure.

Total funds held at 31 December 2025 were £945,927 (2024: £786,953), of which:

£111,977 (2024: £309,412) was restricted towards projects ending after the reporting period and not available for general purposes.

No funds (2024: £15,300) were held in a designated fund. The Fixed Assets policy has been updated and no Fixed Assets were held at the end of the reporting period.

£833,950 (2024: £462,241) was free reserves. This was above the £650,000 minimum we needed to achieve and equates to 20% of total expenditure currently budgeted for 2026. This aligns with the aims of our

financial sustainability model and we expect to maintain this level of free reserves as the target for 31 December 2026.

Going Concern

At the time of approving the financial statements, and after reviewing our financial model and going concern review in the July 2026 Board meeting, the Trustees are confident that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Statement of Trustee Responsibilities

The trustees (who are also directors of Institute for Strategic Dialogue for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2025 was 8. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Disclosure of Information to Auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustees' report was approved by the Board of Trustees.

Mr Stuart Fiertz

Chair of Trustees

Dated: 16 September 2026

Opinion

We have audited the financial statements of Institute for Strategic Dialogue (the 'charitable company') for the year ended 31 December 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 December 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 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's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 Institute for Strategic Dialogue'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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of

irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, 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 Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano (Senior statutory auditor)
Date: 24 September 2026
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Institute for Strategic Dialogue

Statement of Financial Activities (Incorporating an income and expenditure account)

For the year ended 31 December 2025

	Note	Unrestricted £	Restricted £	**2025 Total £**	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and legacies	2	1,467,487	-	**1,467,487**	1,243,044	-	1,243,044
Charitable activities							
Research & Digital Analysis	3	760,738	1,321,062	**2,081,800**	238,727	2,175,455	2,414,182
Policy & Advisory	3	127,908	831,849	**959,757**	87,998	1,251,029	1,339,027
Action Programming	3	30,983	610,282	**641,265**	30,302	1,050,214	1,080,516
Other trading activities	4	-	-	**-**	30,424	-	30,424
Investments		15,281	-	**15,281**	18,642	-	18,642
Other		-	-	**-**	-	-	-
Total income		2,402,397	2,763,193	**5,165,590**	1,649,137	4,476,698	6,125,835
Expenditure on:							
Raising funds	5	52,073	-	**52,073**	35,029	-	35,029
Charitable activities							
Research & Digital Analysis	5	1,311,439	1,332,806	**2,644,245**	607,234	2,258,438	2,865,672
Policy & Advisory	5	497,934	928,365	**1,426,299**	425,900	1,232,822	1,658,722
Action Programming	5	184,542	699,457	**883,999**	361,193	1,078,724	1,439,917
Total expenditure		2,045,988	2,960,628	**5,006,616**	1,429,356	4,569,984	5,999,340
Net income/(expenditure) for the year	7	356,409	(197,435)	**158,974**	219,781	(93,286)	126,495
Transfers between funds		-	-	**-**	-	-	-
Net movement in funds		356,409	(197,435)	**158,974**	219,781	(93,286)	126,495
Reconciliation of funds:							
Total funds brought forward		477,541	309,412	**786,953**	257,760	402,698	660,458
Total funds carried forward		833,950	111,977	**945,927**	477,541	309,412	786,953

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17a to the financial statements.

Institute for Strategic Dialogue

Balance Sheet

Company no. 06581421

As at 31 December 2025

	Note	£	**2025** **£**	£	2024 £
Fixed assets:					
Tangible assets	12		**-**		15,300
			-		15,300
Current assets:					
Debtors	13	**1,094,297**		529,485	
Cash at bank and in hand		**950,844**		553,190	
		2,045,141		1,082,675	
Liabilities:					
Creditors: amounts falling due within one year	14	**(1,099,214)**		(311,022)	
Net current assets			**945,927**		771,653
Total assets less current liabilities			**945,927**		786,953
Total net assets			**945,927**		786,953
The funds of the charity:	17a				
Restricted income funds			**111,977**		309,412
Unrestricted income funds:					
Designated funds (Fixed Assets)		**-**		15,300	
General funds		**833,950**		462,241	
Total unrestricted funds			**833,950**		477,541
Total charity funds			**945,927**		786,953

Approved by the trustees on 16 September 2026 and signed on their behalf by

Mr Stuart Fiertz
Chair

Institute for Strategic Dialogue

Statement of Cash Flows

For the year ended 31 December 2025

	2025		2024	
	£	**£**	£	£
Cash flows from operating activities				
Net income for the reporting period	**158,974**		126,495	
(as per the statement of financial activities)				
Depreciation charges	**-**		18,673	
Dividends, interest and rent from investments	**(15,281)**		(18,642)	
Loss on the disposal of fixed assets	**15,300**		8,471	
(Increase) / Decrease in debtors	**(564,812)**		272,892	
Increase / (Decrease) in creditors	**788,192**		(112,639)	
Net cash provided by operating activities		**382,373**		295,250
Cash flows from investing activities:				
Dividends, interest and rents from investments	**15,281**		18,642	
Purchase of fixed assets	**-**		(8,206)	
Net cash provided by investing activities		**15,281**		10,436
Change in cash and cash equivalents in the year		**397,654**		305,686
Cash and cash equivalents at the beginning of the year		**553,190**		247,504
Cash and cash equivalents at the end of the year		**950,844**		553,190

Analysis of cash and cash equivalents and of net debt

	At 1 January 2025	Cash flows	**At 31 December 2025**
	£	£	**£**
Cash at bank and in hand	553,190	397,654	**950,844**
Total cash and cash equivalents	553,190	397,654	**950,844**

1 Accounting policies

a) Statutory information

Institute for Strategic Dialogue is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address is 3rd Floor, 45 Albemarle Street, Mayfair, London, W1S 4JL.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts 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) and the Companies Act 2006/Charities Act 2011.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The Trustees have a reasonable expectation that the Charity has adequate resources to support the current level of expenditure and to continue in operational existence for the foreseeable future.

The Trustees approved a 5 year (2023-2027) global financial sustainability plan in October 2023 including an assessment of the required reserves level to ensure that ISD could mitigate any significant financial risks and had sufficient cash available to continue to operate. Progress against this plan has so far been successful and this was reviewed again by the Board in July 2025 and June 2026. Robust monitoring processes are in place to ensure ISD remains agile and can adapt to any downturn in income. This includes regularly reviewing expenditure commitments, secured income, project forecasts, and ensuring cash is freely available.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

1 Accounting policies (continued)

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering programming, research, digital analysis, policy and Advisory services undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.
Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on each charitable activity's proportion of total expenditure which is an estimate reflecting the staff time and resources attributable to each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

l) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

m) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £2,500. This threshold has been updated since last year which has meant that many low value computer and office equipment items were written off. This had minimal impact and resulted in a total loss on disposal for the year of £15,300 (2024: £8,471). Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Leasehold land and buildings	3 years straight line method
• Fixtures and fittings	3 years straight line method
• Computer and office equipment	3 years straight line method

1 Accounting policies (continued)

n) Foreign currency

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction generated by the accounting system. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date, and the gains and losses on translation are included in the statement of financial activities.

o) Debtors

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

p) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

q) 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.

r) Creditors and provisions

Creditors and provisions 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Income from donations and legacies

	Unrestricted £	Restricted £	**2025 Total £**	Unrestricted £	Restricted £	2024 Total £
Grants from other ISD entities	1,392,208	-	**1,392,208**	1,134,755	-	1,134,755
Trusts and Foundations	-	-	**-**	-	-	-
Individuals and Major Gifts	75,279	-	**75,279**	108,289	-	108,289
	1,467,487	-	**1,467,487**	1,243,044	-	1,243,044

Grants from other ISD entities, specifically from ISD-US, were made to ISD to support the achievement of shared charitable objectives. Income from Individuals and Major Gifts includes £15,000 Gift Aid (2024: £38,527).

3 Income from charitable activities

	Unrestricted £	Restricted £	**2025 Total £**	Unrestricted £	Restricted £	2024 Total £
Government and Multilateral Institutions	479,313	492,063	**971,376**	131,935	1,064,192	1,196,127
Trusts and Foundations	225,487	609,708	**835,195**	-	540,462	540,462
Corporates	50,621	-	**50,621**	52,828	-	52,828
Non-Profit Partners	5,317	219,291	**224,608**	53,964	570,801	624,765
Sub-total: Research & Digital Analysis	760,738	1,321,062	**2,081,800**	238,727	2,175,455	2,414,182
Government and Multilateral Institutions	112	417,288	**417,400**	456	861,119	861,575
Trusts and Foundations	487	128,901	**129,388**	-	238,924	238,924
Corporates	104,712	83,429	**188,141**	78,638	106,217	184,855
Non-Profit Partners	22,597	202,231	**224,828**	8,904	44,769	53,673
Sub-total: Policy & Advisory	127,908	831,849	**959,757**	87,998	1,251,029	1,339,027
Government and Multilateral Institutions	-	523,743	**523,743**	13	899,568	899,581
Trusts and Foundations	-	37,710	**37,710**	-	83,499	83,499
Corporates	10,467	-	**10,467**	-	-	-
Non-Profit Partners	20,516	48,829	**69,345**	30,289	67,147	97,436
Sub-total: Action Programming	30,983	610,282	**641,265**	30,302	1,050,214	1,080,516
Total income from charitable activities	919,629	2,763,193	**3,682,822**	357,027	4,476,698	4,833,725

ISD receive Income from Governments and Multilateral Institutions directly and as sub-awards from other ISD entities.

This funding is from: US Department of State, US Department for Homeland Security, European Union, The Mayor's Office for Policing and Crime, Danish Ministry of Foreign Affairs, Dutch Ministry of Security and Justice, Expertise France, Foreign Affairs Trade & Development Canada, City of Cape Town, European Media and Information Fund, International Organization for Migration.

4 Income from other trading activities

	2025 Total £	2024 Total £
Sublease income	**-**	30,424
	-	30,424

All income from trading activities is unrestricted.

5a Analysis of expenditure (current year)

		Charitable activities						
	Raising funds £	Research & Digital Analysis £	Policy & Advisory £	Action Programming £	Governance costs £	Support costs £	**2025 Total £**	2024 Total £
Staff costs (Note 8)	52,073	1,280,798	707,817	286,558	26,467	333,586	**2,687,299**	2,652,814
Consultants and Employer of Record Staff		290,673	214,056	174,883	-	-	**679,612**	814,734
Events and Convening	-	315	100,957	119,531	-	-	**220,803**	513,969
Partners, Grants and Service Providers	-	513,367	85,909	153,688	-	-	**752,964**	1,170,424
Office and Operating costs	-	34,609	22,004	10,089	-	113,991	**180,693**	240,442
Travel costs	-	6,825	22,454	18,919	-	-	**48,198**	123,599
Communications and Publishing	-	17,679	17,747	12,802	-	-	**48,228**	113,906
IT and Cyber Security	-	50,187	5,541	5,437	-	160,011	**221,176**	163,141
Finance and Legal	-	21	121	70	17,000	43,271	**60,483**	78,358
HR and Organisational Development	-	1,727	2,086	1,779	-	86,268	**91,860**	101,637
Depreciation	-	-	-	-	-	15,300	**15,300**	26,316
	52,073	2,196,201	1,178,692	783,756	43,467	752,427	5,006,616	5,999,340
Support costs	-	423,575	234,084	94,768	-	(752,427)	**-**	-
Governance costs	-	24,469	13,523	5,475	(43,467)	-	**-**	-
Total expenditure 2025	52,073	2,644,245	1,426,299	883,999	-	-	**5,006,616**	
Total expenditure 2024	35,029	2,865,672	1,658,722	1,439,917	-	-		5,999,340

5b Analysis of expenditure (prior year)

		Charitable activities					
	Raising funds £	Research & Digital Analysis £	Policy & Advisory £	Action Programming £	Governance costs £	Support costs £	**2024 Total £**
Staff costs (Note 8)	35,029	1,207,621	644,530	421,467	13,652	330,515	**2,652,814**
Consultants and Employer of Record Staff	-	320,868	238,413	255,453	-	-	**814,734**
Events and Convening	-	6,265	253,819	253,885	-	-	**513,969**
Partners, Grants and Service Providers	-	851,015	155,349	164,060	-	-	**1,170,424**
Office and Operating costs	-	15,921	37,085	36,153	-	151,283	**240,442**
Travel costs	-	29,316	44,401	49,882	-	-	**123,599**
Communications and Publishing	-	12,272	41,060	45,084	-	15,490	**113,906**
IT and Cyber Security	-	19,803	5,771	6,879	-	130,688	**163,141**
Finance and Legal	-	4,088	2,111	1,289	16,750	54,120	**78,358**
HR and Organisational Development	-	9	5,524	5,533	-	90,571	**101,637**
Depreciation	-	-	-	-	-	26,316	**26,316**
	35,029	2,467,178	1,428,063	1,239,685	30,402	798,983	**5,999,340**
Support costs	-	383,887	222,204	192,892	-	(798,983)	**-**
Governance costs	-	14,607	8,455	7,340	(30,402)	-	**-**
Total expenditure 2024	35,029	2,865,672	1,658,722	1,439,917	-	-	**5,999,340**

6 Grant making

	2025	2024
	£	£
Grantee		
Institute for Strategic Dialogue gGmbH	**272,142**	229,152
Institute for Strategic Dialogue-US	**268,005**	363,710
Institute for Strategic Dialogue Jordan	**45,283**	-
CASM Technology LLP	**35,517**	44,356
Agence France-Presse Gestion Commerciale	**39,197**	12,850
Individualland	**-**	395
At the end of the year	**660,144**	650,463

In respect of the year ended 31 December 2025, of the total grants paid of £660,144 (2024: £650,463), £45,283 (2024: £166,807) is attributable to unrestricted funds and £614,861 (2024: £483,656) is attributable to restricted funds. No grants were made to individuals.

7 Net income for the year

This is stated after charging:

	2025	2024
	£	£
Depreciation	**-**	18,673
Loss on disposal of fixed assets	**15,300**	8,471
Operating lease rentals payable:		
Property	**81,318**	117,395
Auditor's remuneration (excluding VAT):		
Institutional audit	**17,000**	16,750
Project-specific audits and other services	**-**	2,400
Foreign exchange losses	**57,919**	47,818

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025	2024
	£	£
Salaries and wages	**2,290,034**	2,272,947
Social security costs	**275,609**	236,515
Employer's contribution to defined contribution pension schemes	**112,937**	94,423
One-off employer contribution to defined contribution pension schemes	**8,719**	48,929
	2,687,299	2,652,814

The pension scheme changed from a Net pay scheme to a salary sacrifice scheme in April 2024. There was a one-off employer contribution to defined contribution pension schemes for some employees in 2024 relating to a recalculation of contributions from previous years.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2025	2024
	No.	No.
£60,000 - £69,999	**7**	3
£70,000 - £79,999	**4**	4
£80,000 - £89,999	**1**	1
£90,000 - £99,999	**1**	-
£100,000 - £109,999	**1**	1
£110,000 - £119,999	**-**	1
£140,000 - £149,999	**1**	-
	15	10

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £292,590 (2024: £257,511).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 39 (2024: 42). The reduction in headcount correlates with an increase in both programmatic roles across our sister entities in the US, Jordan and Germany.

Staff are split across the activities of the charity as follows (% basis):

	2025	2024
	%	%
Raising funds	**2%**	1%
Charitable activities	**85%**	86%
Support	**12%**	12%
Governance	**1%**	1%
Average number of employees during the year	**39**	42

10 Related party transactions

Donations of £60,000 (2024: £69,500) were received during the year from Trustees and from entities connected with Trustees. The Net funding received from other ISD entities connected with the Trustees are stated below.

Funding received from other ISD entities:	**2025**	2024
	£	£
Institute for Strategic Dialogue-US	*** 2,308,921**	1,791,356
Institute for Strategic Dialogue gGmbH	**229,838**	1,263,871

Funding paid to other ISD entities:	**2025**	2024
	£	£
Institute for Strategic Dialogue-US	**268,005**	363,710
Institute for Strategic Dialogue gGmbH	**272,142**	229,152
Institute for Strategic Dialogue Jordan	**45,283**	-

There are no other donations from related parties which are outside the normal course of business and no restricted donations from related parties.

* £1,392,208 (2024: £1,134,755) relates to unrestricted grants and is included in Note 2, Income from donations and legacies. The remainder relates to restricted project subawards and is included within Note 3 Income from charitable activities.

11 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets

Cost	Leasehold land and buildings £	Fixtures and fittings £	Computer and office equipment £	Website £	**Total £**
At the start of the year	-	-	112,389	-	**112,389**
Additions in year	-	-	-	-	**-**
Disposals in year	-	-	(112,389)	-	**(112,389)**
At the end of the year	-	-	-	-	**-**
Depreciation					
At the start of the year	-	-	97,089	-	**97,089**
Loss on disposal	-	-	15,300	-	**15,300**
Eliminated on disposal	-	-	(112,389)	-	**(112,389)**
At the end of the year	-	-	-	-	**-**
Net book value					
At the end of the year	-	-	-	-	**-**
At the start of the year	-	-	15,300	-	15,300

All of the above assets are used for charitable purposes.

We have updated our policy so as to exclude individual assets below £2.5k. The disposals relate to Computer and office equipment that were either below this threshold or no longer had any value once we terminated our lease in 2024.

13 Debtors

	2025	2024
	£	£
Trade debtors	**249,874**	188,963
Other debtors	**68,071**	48,343
Prepayments	**43,170**	48,996
Accrued income	**733,182**	243,183
	1,094,297	529,485

14 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	**311,130**	111,926
Accruals	**82,452**	175,237
Taxation and social security	**104,264**	23,859
Deferred income	**601,368**	-
	1,099,214	311,022

15 Deferred income

Deferred income relates to the advance payment of a 2026 grant to be used from 1 January 2026.

	2025	2024
	£	£
Balance at the beginning of the year	**-**	-
Amount deferred in the year	**601,368**	-
Balance at the end of the year	**601,368**	-

16a Analysis of net assets between funds (current year)

	General unrestricted	Designated	Restricted	**Total funds**
	£	£	£	**£**
Tangible fixed assets	-	-	-	**-**
Net current assets	833,950	-	111,977	**945,927**
Net assets at 31 December 2025	**833,950**	**-**	**111,977**	**945,927**

16b Analysis of net assets between funds (prior year)

	General unrestricted	Designated	Restricted	**Total funds**
	£	£	£	**£**
Tangible fixed assets	-	15,300	-	**15,300**
Net current assets	462,241	-	309,412	**771,653**
Net assets at 31 December 2024	**462,241**	**15,300**	**309,412**	**786,953**

17a Movements in funds (current year)

	At 1 January 2025 £	Income & gains £	Expenditure & losses £	Transfers £	**At 31 December 2025 £**
Restricted funds:					
Research & Digital Analysis	102,051	1,321,062	(1,332,806)	-	**90,307**
Policy & Advisory	109,727	831,849	(928,365)	-	**13,211**
Action Programming	97,634	610,282	(699,457)	-	**8,459**
Total restricted funds	309,412	2,763,193	(2,960,628)	-	**111,977**
Unrestricted funds:					
Designated funds:					
Digital Policy fund		190,000	(190,000)		
Fixed Asset fund	15,300	-	(15,300)	-	**-**
Total designated funds	15,300	190,000	(205,300)	-	**-**
General funds	462,241	2,212,397	(1,840,688)	-	**833,950**
Total unrestricted funds	477,541	2,402,397	(2,045,988)	-	**833,950**
Total funds	786,953	5,165,590	(5,006,616)	-	**945,927**

The narrative to explain the purpose of each fund is given at the foot of the note below.

17b Movements in funds (prior year)

	At 1 January 2024 £	Income & gains £	Expenditure & losses £	Transfers £	**At 31 December 2024 £**
Restricted funds:					
Research & Digital Analysis	185,036	2,175,455	(2,258,440)	-	**102,051**
Policy & Advisory	91,519	1,251,029	(1,232,821)	-	**109,727**
Action Programming	126,143	1,050,214	(1,078,723)	-	**97,634**
Total restricted funds	402,698	4,476,698	(4,569,984)	-	**309,412**
Unrestricted funds:					
Designated funds:					
fixed asset reserve	34,238	-	(18,938)	-	**15,300**
Total designated funds	34,238	-	(18,938)	-	**15,300**
General funds	223,522	1,649,137	(1,410,418)	-	**462,241**
Total unrestricted funds	257,760	1,649,137	(1,429,356)	-	**477,541**
Total funds	660,458	6,125,835	(5,999,340)	-	**786,953**

Purposes of restricted funds

Restricted funds are funds donated to the charity to aid its work in one or more of the following ways:

1. Research & Digital Analysis - ISD combines sector-leading expertise and research with advanced digital analysis that identifies and tracks information operations, weaponised hate, terrorism and extremism in real time.

2. Policy & Advisory - Our research shapes policy makers' and the public's understanding of evolving threats in the issue areas on which we work. ISD provides strategic advice, support and training and also convenes policy makers and inter-governmental groups for information exchanges.

3. Action Programming - ISD innovates, trials and scales cutting-edge interventions that empower cities, practitioners, individuals and civil society organisations to understand and mitigate the harms posed by weaponized hate, extremism and information operations.

Purposes of unrestricted funds

We had a one-off designated fund in support of our digital policy work that was fully spent during the year. We held a designated fund representing the value of unrestricted funds held as fixed assets at the year end, this is Nil at 31 December 2025. Our General funds represent our free reserves.

18 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	2025	2024
	£	£
Less than one year	**35,193**	33,518
One to five years	**-**	-
	35,193	33,518

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.