CQI | IRCA

LEADING QUALITY SINCE 1919

The Chartered Quality Institute
Annual Report 2025

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About us

We are the professional body for people who help organisations to deliver trusted products and services safely, sustainably and competitively.

Our mission

As a registered charity with a Royal Charter, our purpose is to champion quality management in all sectors for the benefit of society through the work of our members, the training and education we provide, our research and the outreach we conduct.

The Trustees confirm they have referred to the Charity Commission's guidance on public benefit when reviewing the Institute's aims and objectives, planning future activities and setting the annual operating plan.

Our vision

Our vision is a world in which organisations of all types and sizes thrive by providing outstanding value for customers, stakeholders and society.

Our values

- **Inclusion** – we respect and value everyone, support each other to do our best, and collaborate to make a difference to society.
- **Integrity** – we act ethically, make decisions in the best interests of our stakeholders, and take ownership for our actions.
- **Innovation** – we invite new ways of thinking that challenge the status quo, help us to remain relevant and ensure we continuously improve.

Our 2030 strategy

The Trustees launched our 2030 strategy during our centenary in 2019. In 2023, the Trustees reviewed progress and noted our members' desire for the CQI to invest more in promoting quality management to industry and wider society. From 2024, we introduced a new strategic objective and associated delivery plans to champion quality management.

1. Championing Quality Management

Engage wider industry and stakeholders and help quality professionals develop quality awareness, culture and capability within their organisations.

2. Developing the Quality Profession

Upskill the profession to respond to the digital and sustainability agendas, attract new diverse talent into the profession, and position the profession as a driver of strategic value.

3. Aligning the CQI

Improve our systems and capability to deliver value for quality professionals and the wider society.

Chair's foreword

Rashad Issa CQP FCQI
Chair, Board of Trustees



The new normal

If geopolitical tensions, economic sluggishness, digital hysteria and tangible climate impacts are the new normal, the macro-operating environment in 2025 was nothing unusual for the CQI or the quality profession. These macro trends are having, and will continue to have, an impact on how organisations deliver trusted value to customers, safely, sustainably and competitively.

The quality profession, quality bodies and the quality infrastructure in the UK and globally well recognise this. If anything, 2025 underlined the need for readiness, alignment and resilience. Readiness for the digital future. Alignment of quality with business performance. Resilience to uncertainty and volatility.

The CQI 2030 strategy recognises and responds to this context informed by our Council, volunteers, members and partners. We are pleased to report more progress highlights against all three of our strategic objectives in 2025.

Strategic objective 1: Championing Quality Management

- World Quality Week delivered unprecedented growth across all metrics, demonstrating the global appetite for quality content and professional development with over 5 million people reached via social media globally during the week.
- We progressed our research into the value of quality management to support organisations and quality professionals in evaluating capability gaps to enhance performance.
- We established a new external affairs capability to lead our advocacy efforts on developing relationships with policymakers and industry sectors.
- We joined the global Artificial Intelligence Quality Infrastructure (AIQI) Consortium to support the assurance of AI.
- We celebrated finalists and winners who exemplify the value of quality management at our 2025 International Quality Awards.

"Within the new normal, there are some persistent challenges: the need to address skills deficit, which afflicts most professional domains, and to re-position quality management as a strategic tool for competitiveness."

Strategic objective 2: Developing the Quality Profession

- We have advanced our research on quality professionals as business partners, which aims to help them develop into enablers of quality capability across the wider organisation.
- We developed a suite of CPD on-demand e-learning courses to support AI readiness within the profession.
- We delivered 71 CQI and volunteer network-led events.
- We delivered our second Quality Careers Week to promote quality as a career of choice.
- We welcomed almost 500 international delegates to the 2025 Quality Live conference in London to celebrate innovative, sustainable and competitive quality.

Strategic objective 3: Aligning the CQI

- We invested capital of £860K in the CQI 2030 strategy.
- We implemented a new approach to supporting and enhancing volunteers and member collaboration through the development of networks, allowing volunteers to form groups appropriate to the area of interest and geographical constraints.
- We progressed the redevelopment of our internal digital estate.
- We redesigned our management system to align process and people with the strategy.

2025 summary results

This focus on strategy deployment and value creation for our members meant that:

- We grew our total membership register by 2% to 20,310.
- We grew learners on CQI and IRCA certified courses by 5% to 80,130.
- We grew Group operating revenue by 4% to £7.6m.
- We delivered an operating surplus of 3.5% of revenue.

Looking forward

These results position the CQI strongly to continue investing in our strategy and progress our strategic objectives in support of our mission and our members in 2026.

Our people

Delivering this growth, value and impact is the result of the hard work, dedication and alignment of our members, volunteers, partners and staff in the UK and globally. We are deeply conscious of and grateful for the contributions of all.

Rashad Issa CQP FCQI
Chair, Board of Trustees

Strategic plan progress 2025 highlights

Strategic objective 1 - Championing Quality Management

Vince Desmond, CEO



The CQI Board introduced Championing Quality Management as a new strategic objective in 2024 after reviewing the CQI's 2030 strategy in 2023. This was based on feedback from individual and corporate members' desire for the CQI to balance our work developing the quality profession with a stronger focus on promoting quality and our profession to industry, policymakers and wider society.

In the 1980s, quality management and business excellence were seen as vital parts of a competitive economy. It was supported by government policy, filled the pages of management journals and featured on most higher education courses. Fast forward to 2025, and quality has lost its shine, becoming associated with compliance and conformance rather than superior performance.

At the same time, many sectors and economies face challenges with competitiveness, productivity and sometimes even catastrophic quality failure: the very things that good quality management was once seen as helping to solve. Equally, new topics fill the management agenda – substantial new operating risks, digital tools, equality and diversity, and sustainability – generating new professional domains and new standards.

"I believe that this new paradigm offers an opportunity to reposition the value of effective quality management in society by aligning it with positive business outcomes."

New digital tools provide an opportunity to manage and improve faster and better results. And a new focus on helping organisations develop solid quality capability and behaviours provide the opportunity to place quality decision-making firmly in the hands of the wider business, where it belongs.

This section of our report outlines the second year of work that we're undertaking to expand our influence to develop research, highlight the value of good quality management and collaborate globally with like-minded associations in this endeavour.



The CQI Council – engaging with stakeholder voices

With the Chairship of Dave Smith CQP, FCQI, the 2025 CQI Council meeting brought industry bodies and elected CQI members together in April in London. The CQI Council's purpose is to advise the CQI Board on strategic matters. The meeting focused on three topics: the impact of geopolitical disruption on quality and quality standards, quality as a strategic tool for economies, and the role of quality in supporting/stifling innovation.

In response, the Council advised the following:

- **Quality practice:** We need to review established quality principles and practices and ensure the quality management toolset and profession are innovation-ready. This advice supported the theme and content for World Quality Week and Quality Live in terms of challenging current methods and 'thinking differently'.
- **Professional diversity:** We urgently need to engage new skills and mindsets, especially the next generation of quality professionals and data scientists, to ensure the profession is innovation-ready. This advice underlined the importance of our ongoing work within our Developing the Quality Profession strategic objective.
- **Value of quality management:** The economy needs help understanding the value of managing and improving quality through case studies and data, and in non-traditional formats. This advice was reflected in our research on the value on quality management with Cranfield University and how we communicate the value created through initiatives such as the International Quality Awards and our engagement with the wider quality community.
- **Standards:** We must advocate for non-prescriptive, principles-based standards to support performance improvement and innovation. The CQI has focused on supporting the revision of ISO management systems standards. This advice is being considered in our future work in this area.

"I aim to ensure the Council becomes a visible, trusted and strategic voice for the profession."



Dr Fiona Payne CQP MCQI,
Chair, CQI Council 2026

Investing in advocacy – a new external affairs capability

In 2025, we appointed and welcomed Jeremy Blackburn to lead our external affairs work. This will help the CQI and volunteer members, especially those working in sector networks, develop relationships with relevant external bodies. It will enable us to broaden and strengthen our external work from supporting quality infrastructure bodies (standards and conformity assessment) and with national quality bodies to work with government, trade bodies and other allied professions.



Jeremy Blackburn,
Head of External Affairs

Influencing international standards and conformity assessment

Management systems standards

Through our engagement across international committees, the CQI has continued to play a visible and influential role in shaping the future of management system standards. We convene experts, contribute evidence and represent the voice of the global quality profession. This aims to ensure that standards are informed by best practice, responsive to emerging risks and opportunities, and aligned with values and behaviours that modern organisations need to succeed.

We have advocated for management system standards that support organisations in navigating increasing complexity through our work on the ISO 9001 revision, our emerging trends programme and our research on the digital transformation of quality (Quality 4.0).

The CQI Standards Coordination Committee strengthened its role across key ISO developments. The committee attended over 25 virtual and in-person meetings of ISO and National Standards Body committees and working groups. The Committee coordinated the CQI's Category A liaison contributions to the revision of ISO 9001, and led member engagement during the consultation on ISO DIS 19011 Guidelines for Auditing Management Systems. This work generated significant member input: we received more than 400 valid comments on ISO DIS 9001 and over 330 comments on ISO DIS 19011.

The Committee continued its involvement in TC 176's Emerging Themes group, QS1/1 on ISO 9002, and contributed as a Category C liaison to ISO/TC 262 WG 10 on the revision of ISO 31000 Risk management — Guidelines. The Committee also refreshed its membership and terms of reference to better support our volunteer-led geographic and areas of interest networks and operational teams.

Management system standards continue to provide a common language, a shared frame of reference and a trusted basis for consistency and assurance across sectors. As the operating environment evolves – shaped by digital transformation, emerging technologies, changing business models, climate and sustainability pressures, and shifting expectations of risk, resilience and organisational performance – these standards must evolve too.

Our recent research on the Value of Quality Management (VOQM) highlights persistent gaps between organisational expectations and the capability of management systems to deliver real value. The findings reinforce a central message in our advocacy: standards provide an essential reference point, but value is created by the quality of an organisation's management system design, implementation and continual improvement. They also underline the crucial role of the quality professional as an enabler – helping organisations apply standards intelligently, integrate management systems effectively and translate intent into meaningful, sustainable performance.

For management system standards to remain relevant and useful, they must be practical and accessible for organisations of all sizes, encouraging maturity, improvement and innovation. Striking this balance between accessibility and ambition is essential if standards are to strengthen performance, resilience and trust in a digitally enabled, fast changing world.



Alexander Woods,
Policy Manager

Conformity assessment

We continued to support accredited certification through our work on the United Kingdom Accreditation Service (UKAS) policy advisory forum and council, and its management systems technical committee. This allowed us to represent our members' voices and advise on and support UKAS strategy and policy topics, from positioning management systems as a competitive tool to protecting the role of voluntary standards and considering the role of digital technologies in conformity assessment.

In 2025, we joined the UKAS-initiated Artificial Intelligence Quality Infrastructure (AIQI) Consortium to support the implementation of trusted and beneficial AI, working with the global standards and conformity assessment industry.

Working with global quality bodies

The CQI is a global community with members based in 100 countries serving markets and supply chains that span the global economy. CQI and IRCA certified training is accessible in over 120 countries. We actively engage with other quality associations to share opportunities and address challenges together.

In 2024, the CQI signed a collaboration agreement with the Japanese Union of Scientists and Engineers (JUSE). We were delighted to sponsor and support the International Conference on Quality 2025 in Japan in September and take the opportunity to run an event for our corporate members based in Japan.

"The meeting with CQI was truly significant as we aligned our goals and vision. I'm thrilled about the endless possibilities of spreading Japan's quality principles and tools worldwide through CQI, reaching Europe and beyond."

Masato Onodera,
Managing Director, JUSE



During 2025, the CQI took the decision to leave the European Organisation for Quality because we saw limited benefit and gain for sharing and collaboration between European quality bodies. We continue to work with key European quality organisations directly.

Our meetings with quality bodies from the USA to Japan and from Europe to China underlined shared global challenges and opportunities. This includes positioning quality management as a valuable economic asset, attracting and developing new talent into the profession and tackling quality management in today's digital environment.









World Quality Week 2025 – promoting quality with the global profession

World Quality Week 2025 was an invitation to think differently. The 2025 campaign challenged traditional approaches to quality management, focusing on creating and embedding a quality culture that values improvement, innovation and excellence. Our annual week-long campaign delivered a landmark year of growth and impact.

The continued expansion of WQW in recent years reached new heights in 2025, with all key metrics achieving exceptional results. Webpage views rose by an impressive 115%, jumping from 82,495 in 2024 to 177,313, while downloads of our resources increased from 69,664 in 2024 to a record-breaking total of 131,020.

Engagement on social media was equally notable, with 5 million impressions demonstrating the global appetite for quality-focused content and professional development.

Throughout the week, the CQI team, including the CEO and Chair, joined and presented at a wide range of in-person industry and professional events, collaborating with corporate partners and attending celebrations across the sector.





International Quality Awards 2025 – celebrating the value of global quality

In 2025, we received 111 award entries from 27 countries (up from 87 entries across 19 countries in 2024). Of these, we shortlisted 24 finalists across our seven open categories – 60% of which were non-UK entries. We celebrated first-time wins from Brazil, Bulgaria and Pakistan, as well as recognising a highly commended entry from Ukraine.

Our new category, Developing Quality Talent, received a positive response with 13 entries, resulting in a shortlist of four finalists due to the high standard of their submissions. We also saw encouraging growth in our individual awards, with Emerging Talent receiving an unprecedented 43 entries and Quality Professional of the Year receiving 14 eligible entries.

"I would encourage everyone thinking of entering this award to do so because it will take them outside their comfort zone and really challenge them. It is not about winning, it is about putting yourself out there."

Gerhard Weiss CQP MCQI, Netcare, South Africa

Our 2025 winners

Quality Professional of the Year Award

Gerhard Weiss, South Africa

As Director of Systems Integration and Projects at Netcare, Gerhard has led an innovative digital project transforming the management of medical records across South Africa. The judges highlighted his hands-on approach to lead and engage with a huge number of staff across the organisation and in multiple countries. His reflection on setbacks and how these shaped improvements was impressive, as was the supporting data demonstrating the positive impact.



Emerging Talent Award

Mohannad Alismail, Aramco, Saudi Arabia

Mohannad, a Quality Engineer in the Inspection Department at Saudi Aramco, demonstrated a meaningful impact in a short time. He identified gaps and challenged the status quo to implement and deliver significant improvements. His passion for quality is clear, as is his ambition to encourage collaboration and change mindsets to ensure quality is embedded throughout the organisation.

Digital Innovation Award

IP Security Solutions, Bulgaria

IP Security Solutions specialise in cybersecurity professional services and training delivery. Their online training platform, REALCASE.IO vLABS, uses AI to provide simulated organisations, complete with infrastructure, documented management systems, employees, and business processes. This entry provided a strong example of adopted AI technology to meet a gap in the market, with a clearly articulated challenge about applying knowledge to experience-based learning to demonstrate competence.



ESG impact Award

Petrobras, Brazil

Petrobras is a leading oil and gas company in Brazil. Their entry demonstrated a clear approach to identifying priority Sustainable Development Goals and the transformative work they are doing to meet them. They have invested substantially in decarbonisation and are committed to providing training and professional development for their supply chain and local communities, enabling them to use reliable local suppliers.



Developing Quality Talent Award

K-Electric, Pakistan

K-Electric is a private power utility company in Pakistan, serving over 3.7 million customers. Quality was at the heart of a company transformation, with the quality management system and quality capability prioritised for improvement. By introducing a formal quality governance structure, quality champions initiatives, and improvement goals, as well as a capacity building programme to upskill existing employees, K-Electric successfully embedded a quality culture across all functions and levels of the organisation.

Quality Team of the Year Award

Dubai Municipality, United Arab Emirates

Dubai Municipality (DM) is one of the region's largest government entities, providing over 70% of its public services, including heritage preservation, urban planning, waste management and environmental safety. The Quality Team developed an Integrated Management Systems approach to unify processes, address inefficiencies and foster a culture of collaboration and quality, led from the top.

Quality Organisation of the Year Award

BAE Systems - Electronic Systems Rochester, UK

BAE Systems Electronic Systems produce many of the high-technology systems found on submarines and commercial airlines. They have a strong quality first culture, driven by their mission to 'protect those who protect us' – referring predominantly to airline employees, as well as service men and women on the front line. They embed quality principles to drive continuous improvement across every function within their organisation, benchmarking their quality culture against other BAE sites and aerospace organisations across the world.



CQI Volunteering Impact Award

Derby and Nottingham Network

The Derby and Nottingham Network delivered an impressive range of impactful webinars, career-boosting re-grade workshops and industry site visits. Their efforts empowered members, advanced professional development, and promoted diversity through events like the 'Women in Quality' panel discussion. Their outreach continues to inspire future professionals and the CQI volunteering community.



Outstanding Contribution to Quality Management Practice Award

Estelle Shiells CQP FCPI

Estelle is a highly respected quality professional who has worked in the industrial, service and regulatory sectors. She has supported policy and civil society institutions that drive business excellence, and navigates complex environments easily, gaining stakeholder buy-in while maintaining integrity and focusing on what is right. She led the vanguard for female quality professionals by championing quality in complex organisations, while mentoring the next generation. Estelle has held several roles at the CQI, including Director of Policy. Her commitment turned an idea into reality, establishing the International Quality Awards in 2017. She is an influential leader, a visionary, and a mentor.



The value of quality management – researching value and barriers

We completed a study on the value of quality management with Cranfield University. This responds to the concern raised by members that organisations and policymakers in many sectors and geographies see quality management as a matter of conformity and compliance.

The outcome of this study confirmed the inherent value of managing and improving how organisations deliver competitive value to customers and wider society. Importantly, the study identified several gaps in how quality is managed, which can compromise the realisation of value.

We'll share the outcome of the study with members in 2026, providing an opportunity for quality professionals to review quality strategies and metrics.

"Professionals need more than a generic 'why quality?' elevator pitch. They must be able to articulate to leaders and the wider business how they can help them meet objectives and deliver strategic ambition."



Mike Turner,
Head of Research Innovation

Strategic objective 2 – Developing the Quality Profession

Tally Singer, Executive Director Membership & Commercial



Supporting and developing the profession continues to be a central priority for the CQI, rooted in our Royal Charter objective to be "for the benefit of the public to advance education in, knowledge of, and the practice of, quality in industry, commerce, the public service, and the voluntary sector".

This objective guided our work in 2025, as we strengthened the skills and capability of quality professionals, responded to the growing expectations around digital competence and sustainability, and sought to attract new and diverse talent into the profession. Our aim has been to ensure that the quality profession is recognised as a driver of strategic value and organisational performance.

This section sets out the projects and activities we delivered in pursuit of that aim. In an environment where quality risks being misunderstood or undervalued, we focused on developing practical resources, research and guidance that help reposition quality professionals at the heart of effective business decision-making.

Together, this work has strengthened the profession's capability, broadened our reach and contributed to meaningful growth in membership. Most importantly, it has advanced our Charter purpose by helping organisations and society benefit from better quality practice and sustainable outcomes.

"The progress we achieved this year reflects the collective effort of the CQI team, the support of our partners, and the dedication of our global volunteer community, whose expertise and commitment remain vital to our success."

CQI and IRCA (excluding Japan) register

CQI membership grew by 4.3% in 2025, with the register reaching 9,959 members by the end of December. Retention performance also remained strong, closing the renewal's campaign year at 84.5%. Our data insights reveal that the primary reasons for membership cancellations continued to be retirement and career moves into other professions.

The IRCA register remained stable at circa 6,200 members for the fifth consecutive year. While retention improved slightly from 81% to 82%, this gain was offset by a small decline in new member acquisitions.

Following the successful launch of the IRCA digital membership pack in 2024, a CQI digital membership pack was introduced in early 2025. Mirroring the IRCA offering, it provides members with an exclusive digital certificate and logo. The pack has been very well received, achieving high download rates and frequent use of its digital assets across LinkedIn and other social media platforms.



New CQI and IRCA (excluding Japan) applications

We saw growth in new CQI members for the fifth consecutive year. We finished the year with 1,646 new members, 26 above target and up from 1,546 in 2024. The number of new IRCA members joining was slightly down with 891 compared to 924 in 2024.

IRCA Japan

The market in Japan remains strong with the membership register closing the year at 4,206 (4,122 in 2024). This growth is driven by consistent retention rates and a high conversion rate of students to membership after taking the lead auditor course, resulting in 525 new members in 2025 (against budget 468).

The introduction of regular CPD discussion and learning events, led by senior industry members on topics of interest, as well as strong relationships with industry has influenced this growth. IRCA Japan and the CQI is widely recognised for thought leadership in Japan, evidenced by the invitation to attend and speak at the International Conference for Quality, hosted by the Japanese Union of Scientific Engineers (JUSE).

Working with our partners

We were pleased to welcome six new organisations to our corporate partner programme, as well as nine organisations to our newly launched Corporate Affiliate membership. Our programme is designed to help the CQI better understand and address the priorities of quality leaders across industry.

These priorities consistently include attracting and retaining talent within quality teams, engaging the wider organisation in quality, embedding a cohesive organisational approach to quality, and navigating the digitalisation agenda – particularly understanding where digital technologies can support the management and improvement of quality, and how they can elevate quality into a strategic asset.

We're also working with 43 Organisations Employing Auditors (OEA's), providing IRCA certification for 1,141 individuals through this product.

"By becoming a CQI corporate partner, SOCAR reinforces its dedication to quality management, operational excellence and alignment with global best practices – supporting its long-term vision as a responsible and innovative leader in the energy sector."

Nariman Akbarov PCQI,
Head of Quality Assurance and Control,
SOCAR

Quality Live – bringing the profession together

Our annual conference looked very much to the future and the need to 'think differently' about how quality professionals help drive business performance in an uncertain and fragile world.

This event saw a continued focus on new digital tools and methods with sessions covering applications which help organisations manage and improve quality earlier and faster, with a keen focus on the human-machine relationship.

Quality Live was a highlight event for the quality profession with expert speakers, panelists and almost 500 in-person delegates from over 25 countries – our attendee numbers continue to grow year-on-year (382 in 2024).





"We're proud to offer members and non-members a rare opportunity to get together in person, learn from each other and celebrate the best of the profession with the International Quality Awards."



Katie Steingold,
Events Manager

Quality Careers Week – promoting quality as a career

We delivered four webinars during our second annual Quality Careers Week, spotlighting case studies and tools available to support and advance a career in quality. Sessions highlighted our Career Pathways Map and Typical Competence Profiles as well as the many professional development tools available to members.

We also showcased our Developing Quality Talent Award finalists, and partnership with leading recruiter, Shirley Parsons. Overall engagement increased with 1,861 registrations across the four sessions compared with 1,708 in 2024.



Researching quality as a business partner

In 2025, we completed our major research project in partnership with the University of the West of Scotland to investigate the concept of business partnering within the quality context. This research was undertaken in response to the interest from individual and corporate members in helping organisations develop good quality management capability.

This project complemented the value of quality management research (see strategic objective 1, page 9) which examined common capability gaps. The outputs of this research into business partners were first launched to members during World Quality Week in 2025 and includes frameworks for: the quality business partner role typology, competence, enablers, conditions and tensions.

We'll be developing and launching additional CPD assets to support members in 2026.

Typical Competence Profile: Quality Manager



This profile displays a summary of the competence of a typical **Quality Manager**. It describes the typical tier of competence for each of the 18 components of The Profession Map across the five elements of **Context, Governance, Assurance, Improvement** and **Leadership.**

Tiers of competence summary definitions

Tier 1: Basic understanding and application of quality concepts in simple, supervised tasks.

Tier 2: Consistent, independent application of quality knowledge and skills, contributing to more complex tasks with guidance.

Tier 3: Experienced in complex tasks, capable of supervising and training others, and developing new approaches.

Tier 4: Expert leadership and advisory level, solving complex problems, shaping strategy, and guiding organisational actions.



Global volunteer networks

In 2025, we introduced our new volunteer network model, which takes a risk-based approach to governance. Under this model, our 2025 volunteer networks comprised:

- 4 large volunteer-led networks
- 16 small volunteer-led networks
- 12 medium volunteer-led networks
- 4 member-led groups: Fellows, Dubai, Neurodiversity, Medical Devices

Since launching, we have established three new networks:

- Azerbaijan Network
- Dubai Member Networking Group
- Neurodiversity Member Networking Group

There are currently two networks in development, due for launch in 2026:

- STEM Network
- Women in Quality Member Networking Group

Collectively, our networks delivered CPD through:

- 6 podcasts, achieving 332 combined streams/downloads and 464 Spotify plays
- 71 events: 11 physical meetings (5 in person, 6 site visits) and 60 online webinars



"We encourage volunteers to share their experience and journey with colleagues, friends and networks – there's no better way to create a sense of community than through shared experiences."



Samantha McLean-Gunn, Professional Networks Manager

On-demand e-learning courses

Our e-learning is designed to provide on-demand, relevant and engaging CPD to quality professionals. Following the release of our first e-learning course in October 2024, we expanded our course offering throughout 2025, launching a Quality 4.0 suite and courses on stakeholder management and data in a quality context.

Our courses provide a comprehensive programme of learning on fundamental quality topics, delivering knowledge and practical advice to quality professionals to implement in their roles. We will continue to grow our on-demand course offering, with several more scheduled for release in 2026.

Certified training

CQI and IRCA Certified Training courses delivered through our network of 101 approved training partners continue to be a valued offering, with certified courses delivered to learners in 146 countries. Learners attending a certified course increased by 4,248 to 80,130 globally.

2025 continued to be a successful year for online assessments, with a total of 53,203 learners undertaking exams and a further 7,019 completing resit exams.

Exams are available in English, Arabic, Japanese, Spanish, and Traditional Mandarin covering the following auditor/lead auditor and conversion courses:

- ISO 9001 (Quality Management)
- 45001 (Occupational Health and Safety)
- 14000 (Environmental)
- 27000 (Information Security)
- 22000 (Food Safety - including FSSC 22000)

The question bank continues to be expanded across all languages to ensure learners are provided with a broad and varied range of questions.

We work closely with our exam platform provider to implement ongoing system enhancements. Improvements introduced in 2025 include the addition of a microphone check during the configuration stage prior to exam launch, as well as enhanced on-screen prompts to reinforce exam requirements and reduce instances of avoidable disqualifications.

Strategic objective 3 – Aligning the CQI

Andrew Lannin, Executive Director Corporate Services



We have an ambitious strategy for improvement supported by investment capital and ensuring we have the right processes, capabilities and technology. We use robust programme and project management to govern delivery of strategic projects mentioned in the previous quality management and quality professional sections.

This section outlines our work and projects on improving our digital estate, operating framework and core competencies, and supporting and developing our people.

Membership system enhancement and upgrade

Our members continue to engage with our content; however, they would welcome improved access. Our current systems are approaching the end of life, with support costs increasing.

In 2024, we embarked on a project to replace our customer relationship management system with a more robust, adaptable and expandable platform. We extended the planning phase in 2025 to ensure the level of detail and clarity developed throughout the process would enable the implementation phase to progress at pace in 2026 and minimise the risk of unexpected changes and associated costs. We remain on track to deliver this significant project in 2027.

This project underpins a wider programme of change which will bring significantly improved access to services for our members, providing a more streamlined user experience.

Knowledge Hub

We are committed to providing all our members with easy access to thought leadership articles, blogs, white papers, research and video content. The Knowledge Hub project was initiated in 2025 with a go-live date of mid-2026. The planned outcome is a web-based, user-friendly interface to enhance our member experience.

Operating framework

In 2025, we mapped our value chain processes, aiming to simplify our quality management system so we can improve support to our members and ensure staff can access all they need in a simpler way. This exercise was underpinned by our commitment to deliver exceptional member experience.

Capability and capacity

To support us in delivering our strategy effectively and efficiently, we are ensuring that we have the relevant resources in place. We recruited several specific and technical roles to address identified competency and capability gaps in 2025.

In addition, we invested more than £35k in staff training to upskill existing staff with key skills including project management, product development and public speaking.

We continue to monitor requirements as they evolve and respond to the identified needs as quickly as possible.

Staff capacity in the operational teams has increased to support the delivery of the strategy and key projects. We now have 59.5 FTE in the UK and 6 in Japan, an increase of 6 FTE from 2024. The two staff surveys undertaken in 2025 show that employee satisfaction remains high, with the most recent survey scoring 8.2/10.

Our people

Our global network of approximately 500 dedicated volunteers contributes to delivering the CQI's strategy in a variety of capacities, including giving their time as a trustee, joining a committee, speaking at events and writing for Quality World magazine and the CQI blog.

Our 32 geographical and areas of interest networks, led by 284 global volunteers, deliver CPD value to members. Our volunteers are committed to supporting their peers and ensuring the CQI remains a strong, powerful voice for the global quality profession. The volunteer satisfaction score was 14.25 throughout 2025.

Inclusion and fairness

The CQI continued to embed equality, diversity and inclusion (EDI) principles throughout 2025, ensuring that our internal processes, member services and organisational practices reflect our commitment to inclusive and equitable standards. Building on progress from previous years, a series of operational improvements were delivered across the organisation to strengthen EDI maturity and ensure it is consistently considered in decision-making.

In governance, the Nominating Committee revised the trustee recruitment processes, updating application forms and increasing the weighting placed on diversity in selection. Internally, all new staff now complete mandatory EDI training as part of their induction, with existing staff undertaking the training to reinforce a shared understanding. We developed an EDI events good practice document for volunteers and staff offering practical guidance on preventing and addressing issues as they arise.

We designed accessibility considerations into major systems work, including CRM development workshops and the specification for EDI-related data capture; it has also become a formal sign-off point in e-learning product development. Across our activities, teams introduced targeted improvements: International Quality Awards judging panels are now selected with explicit regard to diversity; Approved Training Provider forum timings were adjusted to support inclusivity for global participants; and IRCA application forms were updated to better support people whose first language is not English. An EDI-related risk identified in Fellow applications will be addressed through dedicated improvement work.

The Marketing and Professional Networks Teams also strengthened their processes, updating briefing forms to ensure EDI considerations are embedded. In Corporate Services, EDI requirements were added to the procurement process, with potential suppliers' credentials incorporated in tender assessments.

Together, these actions represent meaningful progress in embedding EDI across the CQI's operations and culture.



Looking forward

The Institute continued a firm financial footing in 2025. Growth in impact, customers, revenue and surplus combined with a sound reserves position enables the Trustees to continue investing in its 2030 Strategy into 2026 and beyond.

Investment in future activities will continue to support our three strategic aims and in response to the operating environment detailed in the risk section of this report.

1. Championing Quality Management

Engage wider industry and stakeholders and help quality professionals develop quality awareness, culture and capability within their organisations.

Powering performance

In 2026, we will continue to champion the role of quality management and quality professionals in driving organisational performance. Our annual World Quality Week will provide an opportunity for members, quality professionals and organisations around the globe to refocus managing quality on providing superior quality outcomes more efficiently and effectively.

Developing quality capability

Powering performance is dependent on quality capability. This requires a mindset shift. To realise performance potential, organisations must stop viewing quality management only as a matter of compliance and conformity and look at the organisation's capability to create value. In today's volatile world, that capability must be agile in responding to a changeable operating environment. Overlaying the Quality 4.0 agenda, that capability must also cater for the confluence of data with people, process and technology.

During 2026, we will publish our research on the value of quality management and invite organisations to consider the gaps that may be preventing them from optimising the performance value that managing quality offers. In future years, we will work on developing the tools that organisations can use to develop and mature quality capability.

Collaborating on quality capability

The benefit of moving the focus from quality conformity to quality capability is something that is being recognised globally, from Europe to Asia. We will build on the firm foundations that we have put in place to collaborate with peer national quality bodies around the globe to progress this.

The need to align quality capability with business performance is also well recognised by our individual and corporate members, and our member-led networks. We will continue working with these networks to promote the value of quality management within the organisation, sector and discipline context.

Advocating for quality capability

UK government

Identifying government policy areas where quality management is relevant and developing connections and value to policymakers.

The broad areas where we see that the UK government policy can benefit from our support are:

- productivity
- competitiveness
- circular economy
- digital transformation
- quality as a cross-cutting profession and skills development agenda

UK industry and allied professions

Identifying and prioritising industry sectors where quality management capability is required, and where the CQI and the quality profession can help and collaborating with allied enabling professions.

International quality bodies

Developing our relationships with global quality bodies to collaborate on the shared agendas of developing quality capability and engaging with the global conformity assessment and management systems standards community to support quality capability.

2. Developing the Quality Profession

Upskill the profession to respond to the digital and sustainability agendas, attract new diverse talent into the profession, and position the profession as a driver of strategic value.

It is vital that we align our work developing and growing the quality profession with the need to develop quality capability in organisation, sectors and economies. Making this move from supporter of conformity and compliance to enabler of business performance through quality capability will be our focus.

From gatekeeper to game-changer

We will bring our recent research on quality business partnering to life though awareness raising and education, developing new assets and networks to embed this mindset within the profession.

Professionalism and collaboration

Society's trust in professionalism in general has dropped because of major quality failures from the built environment to aerospace and IT. This raises questions over the effectiveness of professional bodies in setting and assuring competence and ethical standards.

At the same time, we recognise that it is vital that the 'enabling professions', such as quality, HR, project management, IT, risk and safety, do not collaborate as effectively as they could to drive organisational performance. From 2026, we will seek to work with peer professional bodies both to underpin understanding and confidence in professionalism and to encourage better profession-to-profession collaboration.

Sharpening knowledge and skills

The operating environment for quality professionals means that new knowledge and skills are required. Digital technologies, especially AI, and sustainability – particularly the circular economy – are areas where quality management and the quality profession can make a difference.

We remain dedicated to developing continuing professional development opportunities to support the development of the new knowledge and skills contained in the most recent iteration of the CQI Profession Map.

Sustainability - We will commence research in 2026 to better understand the role of quality management in supporting sustainability to ensure the quality community's engagement with the sustainability agenda.

Artificial intelligence – As AI remains a key focus in industry and society, we will build on our work in 2025 to analyse how quality professionals are applying AI to their work and opportunities to support AI within their wider organisations.

Mobilising our members

The core of quality management competence, wisdom and experience sits in our membership. From 2026, we will build on our new professional networks system to grow collaboration, learning and advocacy within our volunteer-led networks. This will respond to members' interests and needs, and to the strategic topics that the CQI is progressing.

CQI training and education

Providing trusted, accessible and industry-accepted training and education is a key requirement of members. This is also important for industry employers keen to support the development of quality teams. Having launched the CQI Quality Profession Map, Quality Career Pathways and Typical Competence Profiles in the last four years, we will now update our training and education programme. This will embrace the new minds and knowledge required for managing quality and for management systems auditing.

Looking forward

3. Aligning the CQI

Improve our systems and capability to deliver value for quality professionals and the wider society.

Long-term sustainability

We recognise that the world is becoming more complex and challenging for professionals, professional bodies and the organisations, sectors and societies that they serve. Geopolitics, technology and societal expectations will continue to significantly impact the CQI, the quality profession and the management of quality practices.

During 2026, we have asked the CQI Council to consider these trends over the next 20 years and advise the Board on the various scenarios that they might create for us. This will help us review the CQI strategy and plans so that we can anticipate plans and respond to opportunities and threats over the long term.

People, process and technology

We are committed to enhancing how our members and partners engage with the CQI. In 2026 and 2027, we will implement the first element of the renewal of our digital infrastructure with the launch of a new Knowledge Hub for members and a new customer relationship system and portal for members and partners.

Once implemented, we will have the foundational systems required to radically improve our website, our insight and further improve our support and services. This new technology is designed to support how we create value for the profession and the CQI mission as articulated in our updated operating framework and management system. These process and technology elements are only enablers for our members and colleagues.

We continue to develop our culture of empowerment and bring in new competences required to deliver our strategy, especially in the domains of technology, advocacy and growth.

Risk profile

The *Institute operates a formal framework for the management of risk, taking the view that risk can represent positive opportunities or negative threats. The Institute maintains a risk register incorporating strategic, economic, operational and compliance risks which are informed by its strategic objectives, performance, voice of its stakeholders, regulatory environment, and analysis of the external environment.

The Board delegates day-to-day responsibility for risk management to the Senior Management Team, who are responsible for identifying and evaluating risks that relate to their areas and activities, implementing appropriate controls, and for ongoing monitoring. The Governance and Risk Committee reviews the management of risk in detail at each meeting, and the Board reviews the Institute's strategic and compliance risks and the associated project portfolio at each Board meeting.

In 2025, the Board undertook a development activity to benchmark the Institute's approach to strategic risk management facilitated by an expert external organisation, Riskwell. This provided confidence in the Institute's approach to risk management. It also identified the need to better understand the impact of external trends on purpose and strategy. As a result, and with the help of the CQI Council, the Board commissioned a review of trends and long-term scenarios for quality management, the profession and the CQI. This will inform future scenarios upon which the Board can review and adapt strategy and plans.

Risk	Risk response
Cyber security (threat) – Because cybercrime is growing exponentially, there is a threat that a successful security compromise will lead to the loss of confidentiality, integrity, or availability of information, data, or information (or control) systems.	The Board monitors our cyber security stance through its Governance and Risk Committee. We continue to maintain both a proactive and reactive approach to cyber security. Recognising that many entry points are through human rather than technical interactions, we have increased our levels of training and ongoing assessment including monthly phishing testing across all staff and simulated ransomware attack scenarios. We continue to use industry-leading services to ensure we remain protected, including front-end controls and continuous monitoring.
Economic (threat) – Because of the uncertain geopolitical and economic trajectories, and because of potential internal factors, such as poor operational performance, there is a threat that the Institute's revenue and investments are compromised.	The Board monitors financial performance through its Finance and Remuneration Committee. It adapts financial plans and controls to maintain our sustainability and ensure adherence to our reserves policy through the assessment of financial scenarios. Despite ongoing global economic and political challenges, the Institute maintained its revenue and operating surplus levels in 2025, allowing the Board to continue to invest in the 2030 strategy.
Technology (threat) – Because our current technology stack (website, current CRM, etc.) is reaching end of life and unable to support modern digital services expected by customers, there is a threat that we will become increasingly unable to meet modern customer expectations compromising customer retention and growth.	The Board agreed investment in updating the Institute's technology platforms as part of its strategy, and monitors implementation and benefit realisation through quarterly Board meetings. The programme of projects continued in 2025, including planning for a new CRM, the completion of a new operating framework and the development of a new Knowledge Hub for members. These projects continued satisfactorily; however, the CRM implementation date was delayed due to additional time allocated to development to maximise long-term value. The CRM will be built in 2026 and launched in 2027, with the completion and launch of the Knowledge Hub in mid-2026.
Digital quality (opportunity) – Because the impact of technology will shift how and where quality of product, service and process is managed, there is an opportunity to support quality functions reposition and to support organisations develop competence and capability.	The Board agreed to invest in research and development of new competences and approaches to quality management as part of the phase 2 strategy, and monitors implementation and benefit through quarterly Board meetings. We completed research to develop Quality 4.0 principles and CPD assets for members in the first three years of the 2030 strategy. In 2025, we developed further CPD on-demand e-learning assets for members, focusing on AI in and offering insight and case studies in our content and at events. We will continue to support professionals with insights into use cases for the application of digital technologies to quality management and how quality principles support digital transformation.

*When we refer to 'the Institute', we are specifically referring to our UK-focused activities, which include the CQI and IRCA brands, excluding IRCA Japan.

Risk	Risk response
Quality skills (opportunity) – Because 67% of surveyed employers (in 2022) struggle to attract and develop quality professional talent and seek help in educating and informing non-quality professionals, there is an opportunity to meet these needs through our competence, education, professional credential and CPD offer.	The Board agreed to invest in research and development of career pathways and refreshed training and education provision as part of the strategy's phase 2. The Board monitors the implementation of this programme and its benefits through its quarterly meetings. During the first four years of the 2030 strategy, we launched the annual International Quality Awards, updated our competence framework (The Profession Map), developed Typical Competence Profiles, and established an annual quality careers week. In 2026, we will review and update our core training and education routes for quality professionals.
Sustainability (opportunity) – Expectations on organisations and because quality management provides a proven system for policy deployment, waste reduction and product, service and process improvement, there is an opportunity to position the CQI, quality management and the profession as a force for social good.	In 2024, and as part of its phase 2 strategy, the Board agreed to the development of an ESG strategy building on the work completed in phase 1. Although some good progress was made in previous years (new EDI policy, new Sustainability Special Interest Group, new sustainability competences in The Profession Map, carbon measurement), the Board noted challenges progressing this strategy in 2025 (see Sustainability Strategy on page 35). In response, the Board agreed to funds to invest in more research in 2026.
Value of quality (opportunity) – Because the value of quality management and the quality function is not fully understood by organisations, there is an opportunity to reposition quality as a strategic, competitive and social benefit.	The Board agreed, as part of its phase 2 strategy, to raise this topic to a discrete Strategic Objective (see introduction, page 23). The Board monitors the implementation of this programme and its benefits through its quarterly meetings. During 2025, we continued to build external relationships with industry bodies through CQI Council membership, established a new external affairs capability, and completed a first study on the value of quality management to understand and inform value and organisational barriers to achieving it. In 2026, we will expand our advocacy activities focusing on government policy, engaging with target sector bodies and collaborating with peer quality bodies in the UK and globally.

Risk	Risk response
Business continuity (threat) – Because of external events, there is always a threat that the Institute's operations may be compromised due to sudden and unexpected lack of access to IT, premises, people and suppliers.	The Board monitors the business continuity arrangements and tests through its Governance and Risk subcommittee. During 2025, the business continuity plan was successfully tested, with minor improvements identified in the emergency communication element of the plan.
IRCA offering (opportunity) – Because over half of the Institute's revenue is derived from the IRCA auditor training and certification product and because the external environment for how quality and audit are managed in industry is changing rapidly, there is an opportunity to update and develop this product.	The Board has agreed, as part of its phase 2 strategy, to invest in a review and update of its IRCA products and wider assurance offer. The Board monitors implementation and benefit through quarterly Board meetings. During 2024 and 2025, the CQI Audit Network considered the future of management systems audit, including the impact of technology and the positioning of audit in supporting risk mitigation and performance improvement. In 2026, the Institute will commence the IRCA product review.
Reputation (threat) – The good name and good standing of the CQI is at risk of being compromised due to illegal, unethical or incompetent actions taken internally by the CQI or externally members or suppliers/partners.	The Board monitors reputation risk through its Governance and Risk Subcommittee and through ongoing monitoring of compliance and the Institute's operational risk management system. During 2025, the Board considered specific decisions relating to working with external partners as part of its commitment to supporting ethical decision-making.
Ability to deliver strategy (threat) – Because we have an ambitious strategy, and we recognise the demand for services/support from our customers/stakeholders there is a threat that we are limited in our capacity to deliver both the strategy and the operational demands in line with market expectations and opportunities.	The Board reviews strategy deployment quarterly and agrees annual business plans and budgets considering resource requirements. Any changes or extra resources to strategy deployment are identified by the Senior Management Team as part of the portfolio management system.

Governance and management

Legal status

The CQI is a registered charity (no. 259678) under the Charities Act 2011, and its expenditure is directed in furtherance of its charitable objects. The Institute was granted a Royal Charter on 23 November 2006. The charity has two active, wholly owned subsidiary companies, IRCA Japan Kabushiki Kaisha (IRCA Japan KK) and CQI Services.

IRCA Japan KK is a company registered in Japan. Its principal activity is to provide membership services to our members in Japan and to promote the Institute's auditor certification services offered in Japan.

CQI Services Limited is registered in the UK under company registration number 04572473. The company's principal activities relate to securing advertising in the Institute members' magazine, generation of commissions from the Quality Jobs recruitment website and generation of sponsorship income from the International Quality Awards.

Board of Trustees

The trustees, as members of the Board, are the directors of the Institute and the trustees of the charity. The trustees are accountable to the Charity Commission and to CQI members. The composition of the Board is set out on pages 73-75 (along with the respective meeting participation during the year).

All new trustees complete an induction programme covering trustee responsibilities, the CQI's strategy and objectives and undertake periodic refresher training. The Board acts on advice and information from quarterly meetings with the Chief Executive and Senior Management Team. The Board's agenda is built around the CQI strategy so that trustees steer direction based on an understanding of risk, performance and external developments.

The Board reviews operational performance regularly to satisfy itself that the Institute's activities are in accordance with the agreed strategic direction and ensures that the executive management has the capacity and resources to meet the Institute's objectives. Board effectiveness is reviewed after each meeting by the Board, and individual trustee and CEO performance is reviewed annually by the Chair. A Board development topic is included in most Board meetings.

In 2025, trustee Rachelle Beasley resigned from the Board, and in 2026 we welcome two new trustees: Dr. Karmela Palma and Paul Robinson.

Statement of trustees' responsibilities

The trustees are responsible for preparing this Trustees' 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 England and Wales, 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 group and charity and of the net movement in funds of the group and charity 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 Statement of Recommended Practice;
- make judgments 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy, at any time the financial position of the group and charity, and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations and the provisions of the Royal Charter.

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.

As far as each of the trustees is aware at the time of the report:

- there is no relevant audit information of which the charity and the group's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the group and charity's financial information included on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements.

The trustees are responsible for approving and directing overall group strategy, major capital projects, budgets, financial control, and risk management.

The trustees are responsible for directing the Institute's activities and for overseeing the management of the affairs of the Institute; they delegate day-to-day management of the organisation to the Chief Executive and the Senior Management Team. The Board reviews operational performance regularly to satisfy itself that the activities of the Institute are in accordance with the agreed strategic direction and ensures that the executive management has the capacity and resources to meet the Institute's objectives.

The CQI Council

The CQI Council exists to advise the Board of Trustees on matters related to its strategy and elect, re-elect and dismiss CQI trustees and council stakeholder members. The full Council meets once a year to advise the Board. Other duties are conducted by email as required throughout the year.

2025 was the CQI Council's second year of operation, and comprised of ordinary members elected by the voting CQI membership, and stakeholder members drawn from industry bodies, allied professional bodies, government/regulators and the quality infrastructure. A list of Council members is provided on page 77.

The outcome of the second Council meeting is reported on page 8. In 2025, Dave Smith completed his term as chair of the CQI Council and Fiona Payne CQP MCQI was elected by ordinary council members as the new chair effective January 2026.

The CQI Nominating Committee

The charter and byelaws grant specific powers and duties to the CQI Council to elect up to 17 trustees through the CQI Nominating Committee. The CQI Council appoints new trustees based on recommendations from the CQI Nominating Committee which comprises members from the Board.

The CQI Finance and Remuneration Committee (FRC)

The FRC is drawn from members of the Board, chaired by a co-opted trustee who is a chartered accountant. The FRC ensures the system of internal control is satisfactory to deliver regulatory compliance, financial probity and value for money. This includes reviewing and challenging financial plans; reviewing budgets and financial statements; overseeing the annual financial audit; reviewing investment policy and performance; and reviewing the reserves policy and staff remuneration.

The CQI Governance and Risk Committee (GRC)

The GRC is drawn from members of the Board and ensures the corporate governance and risk management systems support the CQI's purpose and strategy through the CQI's Framework for the Management of Corporate Governance and Framework for the Management of Risk.

Corporate governance performance

The Board uses the Charity Governance Code as the standard against which it measures governance performance. In 2023, the Board introduced a new sustainability principle to reflect the need for the Institute to lead by example and measure, improve and transparently report on its environmental impact.

In 2024, and as part of phase 2 of its 2030 strategy, the Board developed a more holistic sustainability strategy. By 2025, the Board completed planned improvement actions and considered a new version of the Charity Governance Code which was released in November 2025. The revised code provides additional focus on how trustees work together, make decisions, and manage risk.

The Board reviewed the status against this code in December 2025, and the analysis below shows we remain in a good place, with some opportunities for further improvement, especially around the new focus areas.

Charity Governance Code Principle	2025
1. Organisational Purpose	
2. Leadership	
3. Integrity	
4. Decision making, risk and control	
5. Board effectiveness	
6. Diversity	
7. Openness and accountability	
8. Sustainability	

Green – Good practice in place, reviewed and improving.
Yellow – Good practice in place but requires improvement.
Red – Good practice absent.

The CQI and sustainability

We aim to minimise our negative impact on people and the planet and maximise the good we can do aligned with our mission, unique competence and resources. The UN Sustainable Development Goal 17 outlines key areas for our collective action. We can support many of these, directly through how we operate and our 2030 strategy, and indirectly through our members and partners.

Governance goals

1. To leverage the role of management systems in sustainability governance.
2. To leverage the quality profession for sustainability.
3. To lead by example.

Environmental goals

1. To leverage quality management for the benefit of the planet.
2. To leverage the quality profession for the benefit of the planet.
3. To achieve net zero by end 2027.

Societal goals

1. To leverage quality management for the benefit of people and society.
2. To leverage the quality profession for the benefit of people and society.
3. To support quality capability in developing economies.
4. To ensure diversity in the quality profession.

Progress in 2025

We continued engaging with UNIDO and the Commonwealth Standards Network (CSN) in 2025 to find opportunities to support the development of quality capability in emerging market economies. We were pleased to be accepted as members of the CSN in the first part of 2025 and look forward to working with them.

The Institute's carbon use is provided in the table below. The CQI continued to position the quality profession as an inclusive profession through its communications and events. The proportion of CQI members identifying as women has increased from 20% to 25% in the last two years.

From the environmental sustainability viewpoint, we continue to monitor our baseline and implement improvements where practicable. For example, our plastic usage has decreased following the transition to digital membership cards. We are now working with our supplier to analyse the associated digital footprint from 2026 onwards.

Our Scope 3 emissions have increased since 2024, driven primarily by higher levels of air business travel and the purchase of IT hardware.

The rise in travel reflects our commitment to operating as a truly international organisation, with some volunteers – including trustees and CQI Council members – travelling to the UK to attend annual in-person meetings and events.

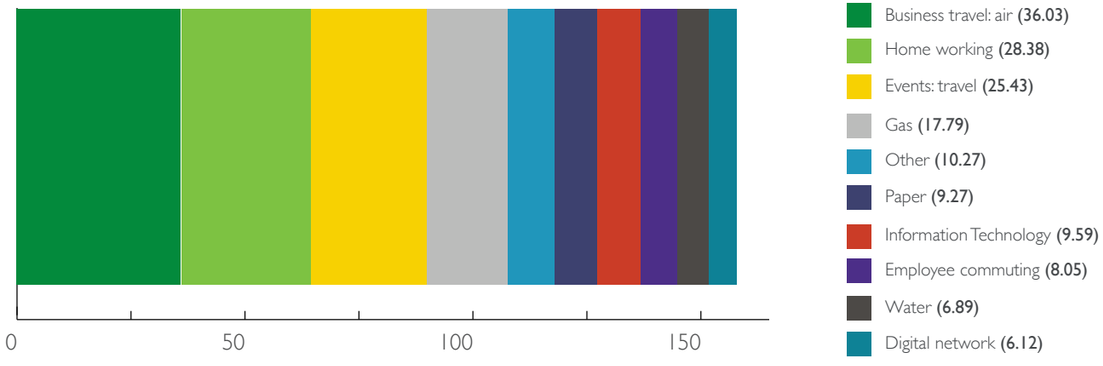
The increase in IT-related emissions is linked to the replacement of ageing laptops and the upgrading of computer monitors for staff. Existing monitors were donated to Little Lives UK, a children's charity.

Scope 2 emissions remain stable, and electricity for our office continues to be sourced entirely from renewable energy. The location-based emissions graph continues to display electricity consumption, as it reflects the broader environmental impact of the grid in our region. In contrast, the market-based visual provides a more tailored view that accounts for the renewable nature of our procured electricity.

Scope 1 emissions in 2025 were significantly higher than in 2024. This may be associated with refurbishment works to our building, including upgrades to the gas pipework, which required boilers to remain off for an extended period in 2024. The subsequent increase in 2025 reflects boilers returning to normal operation post refurbishment. We are working with building management to ensure all utility readings are recorded timely, accurately and consistently.

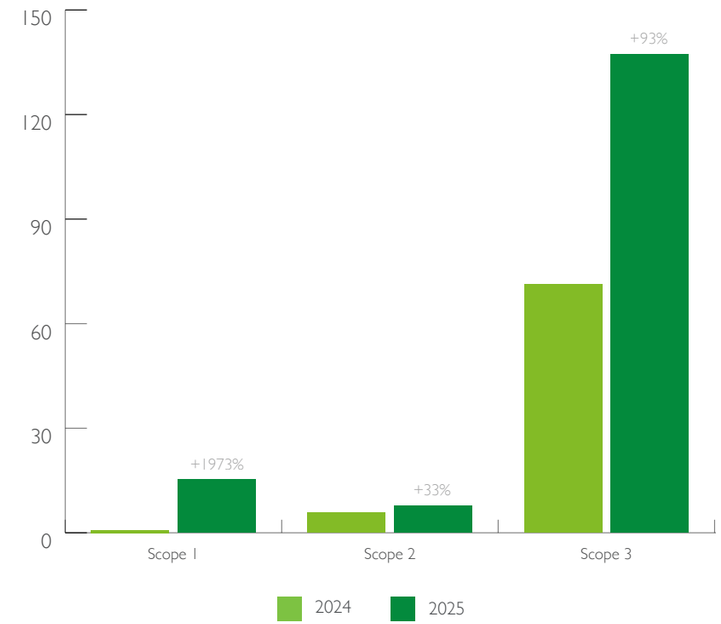
To conclude on a positive note, in 2025 we recycled a total of 1,200 kg of waste. According to our waste processor, First Mile, our recycling rate was 70.9% higher than that of their business customers across the UK.

2025 Carbon Emissions by Activity (tCO2e)

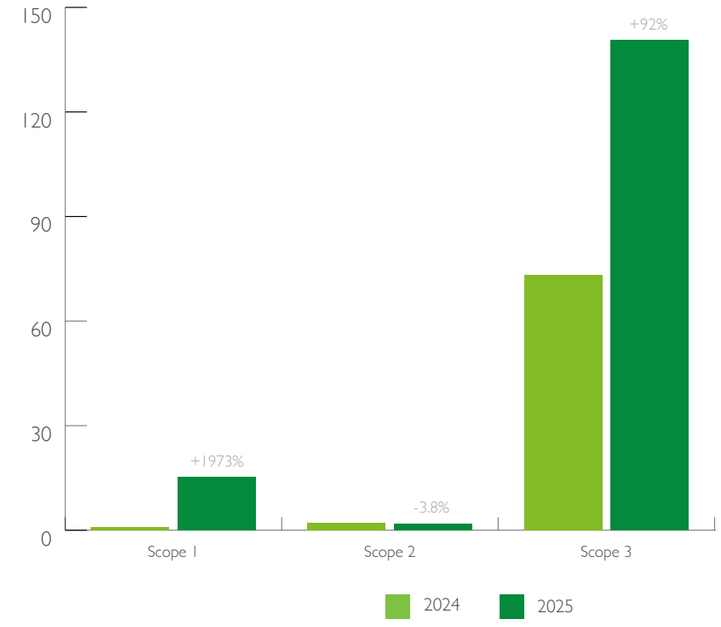


Statement of trustees' responsibilities

2025 Greenhouse Gas Emissions by Scope (tCO2e): Location-based



2025 Greenhouse Gas Emissions by Scope (tCO2e): Market-based



Remuneration policy

The Institute's policy is to offer a reward package in line with market rates for comparable membership organisations, associations and institutes, while actively investing in the progression and professional development of its people.

Recruitment and reward decisions are driven only by potential and performance, and robust policies and training are in place to ensure all decisions are free from discrimination.

The Institute's key management personnel comprise the trustees, who give their time voluntarily, and the Senior Management Team (SMT) – listed on page 83.

The Finance and Remuneration Committee (FRC) conducts an annual salary review considering the Institute's financial position, cost of living and market rates. Any changes are approved by the Board and applied consistently across all employees and levels, including the SMT.

Where individual salaries fall below market rates for their role, additional adjustments are made to bring them into line. Beyond the annual review, in-year salary increases may also be awarded following a structured business case process that considers performance against objectives – including behavioural expectations – and any changes in role scope.

For 2025, a general salary increment of 3.5% was awarded (2024: 5%), reflecting the continued rise in the cost of living and broader market conditions.

The Institute participates in the Voluntary Gender Equality Reporting Initiative. As of April 2025, the Institute's mean gender pay gap stands at 28% (April 2024: 18%) and the median gender pay gap at 31% (April 2024: 9%), representing increases of 10 percentage points and 22 percentage points respectively.

As a small organisation with 59 employees (37 women and 22 men) in April 2025, the pay gap figures are highly sensitive to changes in workforce composition. The Institute grew significantly in 2025, increasing headcount by 20% from 51 to 61 employees, with 80% of this growth concentrated at non-managerial employee level. Many of these new roles were filled by women, which naturally affected the overall mean in an organisation that is already 62% female. Other factors include the introduction of new technical and specialist roles which were filled by men, employees on maternity and long-term sick leave, and normal staff turnover that resulted in some mid-level roles changing from female to male holders.

Mean gender pay gap

April 2025	28%
April 2024	18%

Women held 54% of management positions in 2025 compared to 55% in 2024, reflecting near-equal representation at management level.

The Institute is committed to equal pay, ensuring that individuals in the same role receive the same remuneration regardless of gender. Salaries are benchmarked against both market and internal rates.

We actively support flexible and part-time working arrangements, with currently 6 employees (out of 61) on formal flexible working patterns and several others working informally flexibly. Internal progression is prioritised where possible. The FRC continues to monitor pay equality and diversity.

Management positions



The percentage of women in management positions was 54% in 2025 compared to 55% in 2024

2025 financial summary

Financial performance

The Group generated a surplus in 2025 of £267k (£639k in 2024), before gains and losses. The CQI recorded higher income in 2025 by 4%, and 10% higher costs, resulting in a lower operating surplus for the year.

CQI and IRCA certified learning and development recorded an improved performance compared to 2024 with income increasing by 13% to £3.50m and 80,130 delegates sitting CQI and IRCA certified courses (2024: £3.09m income and 75,882 delegates).

CQI and IRCA membership total income showed a small decrease of £119k to £3.91m (2024: £4.03m) after accounting adjustments. Membership shows year-on-year increase in new member acquisition in both the CQI and IRCA Japan registers resulting in a slight uplift in the global register (see strategic theme 2: quality professionals for more detail on page 17). The total membership register in 2025 was 20,365 (19,851 in 2024).

The group's financial results include figures from two wholly owned trading subsidiaries.

- IRCA Japan KK membership register in 2025 was 4,206 compared to 4,122 in 2024. After accounting adjustments and foreign currency transactions are translated into the functional currency, revenue shows a decrease of 15% (compared with 9% income growth achieved in 2024) and delivered a royalty payment to the Institute of £0.130m (2024: £0.124m).
- CQI Services Ltd activities include sponsorship event income of £52k (2024: £47k) in addition to advertising income. The company produced a contribution to reserves of £79k (2024: £83k) in the year, which has continued to result in a much-improved financial position with a surplus showing on its retained earnings of £89k compared to 2024 retained earnings of £93k.

Investment policy and performance

The CQI operates a low-risk investment policy designed to deliver income while protecting the investment funds over the longer term. This is consistent with the provisions of the Royal Charter. The CQI is a long-term investor, and the value of its investments remains significantly above its original investment. Funds are invested in a Common Investment Fund (CIF), the Newton Global Growth and Income Fund for Charities, which invests within environmental, social, and governance policies.

The CQI's investment yielded a slightly higher dividend in the year of £45k compared with £42k in 2024, respectively. Market volatility and global geopolitical factors continued to impact the value of investments throughout the year but were still able to experience some gains. The fund had a closing value of £2.20m (from £1.96m in 2024) and gain of £232k recognised to the accounts compared with a gain of £131k in 2024. The balance of cash held by the group has remained stable over the two years, despite the CQI's levels of investment activity. These investment activities have been made possible due to consistent cash generation from operating activities.

The Finance and Remuneration Committee, responsible for reviewing investment performance and policy, considers the cash holding in individual institutions and manages this risk actively by ensuring the CQI is not over-committed to any one entity. The investment policy is deemed fit for purpose by the Board and is regularly monitored for compliance through the CQI's quarterly reporting.

Reserves policy

The CQI operates a reserves policy that requires a minimum of three months of budgeted annual operating costs to be retained as free reserves. The trustees consider that this level will provide sufficient funds to respond to any unexpected events.

Group reserves rose to £5.5m in 2025 (2024: £5.2m). Net assets include an investment portfolio valued at £2.20m (2024: £1.96m) at the year end and a cash balance of £2.98m (2024: £2.96m).

Through the year 2025, our balances on reserves and short-term liquid funds continued to comply with our investment and reserves policy respectively. At the end of 2025, free reserves were £2.9m which equates to 4.7 months of average 2025 operating costs, compliant with the Institute's reserves policy of three months.

Summary

Having reviewed the financial position, the trustees are confident that the Institute has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt a going concern basis in preparing the financial statements.

Financial Statements

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Institute's Royal Charter, the Charities Act 2011 and Accounting and Reporting by Charities Statement of Recommended Practice (revised 2015) (Second Edition, effective 1 January 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for the UK and Republic of Ireland (FRS 102).

By order of the Board of Trustees,



Rashad Issa, Chair
10th June 2026

Auditor statement

Independent auditor's report to the trustees of Chartered Quality Institute

Opinion

We have audited the accounts of the Chartered Quality Institute (the 'parent charity') and its subsidiaries (the 'Group') for the year ended 31 December 2025 which comprise the Group and parent charity statement of financial activities, balance sheets, statement of cash flows, the principal accounting policies and the notes to the accounts.

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 group's and of the parent charity's affairs as at 31 December 2025 and of their 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 Act 2011.

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 accounts section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the accounts 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 accounts, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charity's ability to continue as a going concern for a period of at least twelve months from when the accounts 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 annual report, including the trustees' report, other than the accounts and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the accounts does not cover the other information, and 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 accounts 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 accounts 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.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the accounts; or
- sufficient accounting records have not been kept by the parent charity; or
- the parent charity accounts are not in agreement with the accounting records; 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 for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the trustees are responsible for assessing the group's and the parent 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 group or the parent 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 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts 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 accounts.

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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements.
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts.
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of representatives of management and the review of minutes of Board of Trustee meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of where management considers there was susceptibility to fraud and knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- challenged assumptions and judgements made by management in its significant accounting estimates;
- tested and reviewed journal entries to identify unusual transactions;
- tested the authorisation of expenditure;
- gained an understanding of the processes in place for the management of the charity's investments and confirmed the validity of withdrawals from investments; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- review of the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- agreeing accounts disclosures to underlying supporting documentation.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at frc.org.uk/auditorsresponsibilities. 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 Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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.

Buzzacott Audit LLP

Buzzacott Audit LLP
Statutory Auditor

130 Wood Street
London
EC2V 6DL

Buzzacott Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Date: 11 June 2026

Financial statements

Consolidated statement of financial activities for the year ended 31 December 2025

	Note	2025 £'000	2024 £'000
Income from:			
Charitable activities			
Membership services		3,910	4,029
Learning and development		3,502	3,087
Awareness		114	94
Investments	3	62	67
Total		**7,588**	**7,277**
Expenditure on:			
Charitable activities			
Membership services	4	3,122	3,092
Learning and development	4	2,932	2,458
Awareness	4	1,267	1,088
Total		**7,321**	**6,638**
Net income before gains/(losses) on investments and foreign exchange		**267**	**639**
Net gain/(loss) on investments	13	232	131
Net gain/(loss) on foreign exchange		(180)	24
Net income		**319**	**794**
Reconciliation of funds:			
Funds brought forward		5,154	4,360
Total unrestricted funds carried forward	20	**5,473**	**5,154**

There are no recognised gains or losses other than those recognised above. All activities are continuing.

All activities (income and expenditure) in both years are unrestricted and, therefore, a comparable statement of financial activities is not required.

The notes on pages 48-53 form part of these financial statements.

Balance sheet as at 31 December 2025

	Note	Group 2025 £'000	Group 2024 £'000	Institute 2025 £'000	Institute 2024 £'000
Fixed assets					
Intangible fixed assets	11	1,883	1,339	1,876	1,329
Tangible fixed assets	12	191	231	188	225
Investments	13	2,196	1,964	2,253	2,025
		4,270	**3,534**	**4,317**	**3,579**
Current assets					
Debtors	14	1,122	1,373	1,192	1,282
Cash at bank and in hand		2,979	2,959	2,530	2,493
		4,101	**4,332**	**3,722**	**3,775**
Current liabilities					
Creditors: amounts due within one year	15	2,846	2,671	2,444	2,368
Net current assets		**1,255**	**1,661**	**1,278**	**1,407**
Provisions for other liabilities due within one year	17	52	41	52	41
Net assets		**5,473**	**5,154**	**5,543**	**4,945**
Total funds:					
General funds	20	2,867	1,612	2,947	1,416
Designated funds	20	2,606	3,542	2,596	3,529
Total unrestricted funds		**5,473**	**5,154**	**5,543**	**4,945**

These accounts were approved by the Board and authorised for issue on 10th June 2026 and were signed on its behalf by:

Rashad Issa, Chair

The notes on pages 48-53 form part of these financial statements.

Consolidated statement of cash flows for the year ended 31 December 2025

	Note	2025 £'000	2024 £'000
Cash flows from operating activities:			
Net cash provided by operating activities		**932**	**576**
Cash flow from investing activities:			
Dividends and interest from investments		54	59
Spend on intangible assets		(776)	(775)
Purchase of tangible assets		(10)	(37)
Net cash provided by/(used in) investing activities		**(732)**	**(753)**
Change in cash and cash equivalents in the reporting period		**200**	**(177)**
Cash and cash equivalents at beginning of reporting period		2,959	3,112
Exchange gains/(losses) on cash and cash equivalents		(180)	24
Cash and cash equivalents at end of reporting period		**2,979**	**2,959**
Reconciliation of net income to net cash flow from operating activities			
Net income for the reporting period (as per the statement of financial activities)		**319**	**794**
Adjustments for:			
Depreciation charges		42	56
Amortisation charges		313	258
Assets written off		11	-
(Gains)/losses on investments		(232)	(131)
(Gains)/losses on exchange		180	(24)
Dividends and interest from investments		(62)	(67)
Increase/(decrease) in provisions		11	11
(Increase)/decrease in debtors		259	(488)
Increase/(decrease) in creditors		91	167
Net cash provided by operating activities		**932**	**576**
Analysis of cash and cash equivalents			
Cash at bank and in hand		2,979	2,959
Total cash and cash equivalents	22	**2,979**	**2,959**

The notes on pages 48-53 form part of these financial statements.

Notes to the financial statements

1. Accounting policies

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements are prepared on a going concern basis, under the historical cost convention modified to include the recognition of listed investments measured at fair value, which is consistent with the prior year. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities ("The SORP"), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011. The Chartered Quality Institute ("The Institute") meets the definition of a public benefit entity under FRS 102.

General information

The Institute is a charity registered in England and Wales (charity number 259678).

The Institute's registered office address is Third floor, 90 Chancery Lane, Holborn, London WC2A 1EU.

Critical accounting judgements and key sources of estimation uncertainty

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group and Institute's accounting policies. In the application of the accounting policies, trustees are required to make judgements, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects current and future periods.

In the view of the trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation;
- estimating the useful economic life of intangible fixed assets for the purposes of determining the amortisation;
- allocation of staff and support costs across activities;
- dilapidation provision as an estimation from valuer advice.

Notes to the financial statements

Basis of consolidation

The Group accounts include the results of the Institute's subsidiaries: CQI Services Ltd and the International Register of Certificated Auditors Japan Kabushiki Kaisha ("IRCA Japan KK").

A subsidiary is an entity controlled by the Group. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. The subsidiaries comply with the same accounting policies as the Institute and have been consolidated on a line-by-line basis. All intra-Group transactions, balances, income and expenses are eliminated on consolidation.

The Institute has taken advantage of the exemption from the SORP FRS 102 from disclosing its individual statement of financial activities. The gross income of the Institute for the year was £7.17m (2024: £6.61m) and its result for the year was a net income surplus of £598k (2024: £888k).

Foreign currency

i) Functional and presentation currency

The Group financial statements are presented in pound sterling and rounded to thousands. The Institute's functional and presentation currency is the pound sterling.

ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rate at transaction date. Monetary assets and liabilities denominated in foreign currencies are retranslated at the exchange rate ruling at balance sheet date. Differences are taken to the income and expenditure account.

iii) Translation

The trading results of Group undertakings are translated into sterling at the average exchange rates for the year. The assets and liabilities of overseas undertakings are translated at the exchange rates ruling at the year-end.

Going concern

The trustees continue to monitor the changing landscape resulting from various global geopolitical factors witnessed over the last few years (Global confict, rising costs, etc.) and its impact on the Group's financials, through scenario planning, monthly review of results against budgets, and assumptions.

The Group holds a significant portion of its reserves as cash, has a strong level of free reserves and has been able to adjust its cost base to adapt to the reductions in revenue. In view of this, the trustees are of the opinion that the Institute and Group continue to operate on a going concern basis.

Income

All income is recognised once the Institute and Group has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably. Income of the Institute is, where applicable, included net of Value Added Tax (VAT) and is allocated to the period to which it relates, carrying forward that part of the income relating to future accounting periods. Income received relating to future accounting periods is deferred and recognised as a creditor within the balance sheet.

Member subscription income is recognised over the period to which the subscription relates and over which the membership services and benefits are provided. Where the subscription spans more than one financial year, the income received but not earned in the current financial year is deferred into the next.

Income from all other charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

Investment income is recognised on a receivable basis, and the amounts can be measured reliably.

Dividends are recognised once the dividend has been declared, and notification has been received that the dividends are due.

Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the Institute and Group to that expenditure, it is probable that settlement will be required and the amount of obligation can be measured reliably. Expenditure is recognised on an accruals basis as a liability is incurred, inclusive of VAT, which cannot be recovered.

All the Institute's expenditure is classified as expenditure on charitable activities and allocated between activity streams. Expenditure is allocated to the particular activity where the cost relates directly to that activity. The cost of overall direction and administration of each activity, known as 'support costs' and comprising the salary and overhead costs of the central function, is apportioned based on staff time attributable to each activity.

Support costs also include governance costs, which comprise organisational administration and compliance with constitutional and statutory requirements. The allocation of support and governance costs is analysed in notes 5 and 6.

Employee benefits

Short-term benefits, including holiday pay, are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

The Institute contributes to Group personal pension schemes, the assets of which are administered by Aviva. They are defined contribution schemes. All contributed costs are accounted for on the basis of charging the cost of providing pensions over the period when the Institute and Group benefit from the employees' services. The Institute and Group have no further liability under the scheme.

Leasing and hire purchase commitments

Rentals paid under operating leases are charged to the income and expenditure account on a straight-line basis over the lease term. The Institute holds no assets under finance leases or hire purchase contracts.

Intangible fixed assets

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

- product development – three to five years
- intellectual property – three to five years

Where factors, such as changes in market demand or price, indicate that residual value or useful life have changed, the residual value, useful life or amortisation rate is amended prospectively to reflect the new circumstances. The assets are reviewed for impairment if the above factors indicate that the carrying amount may be impaired.

Development costs that are directly attributable to the design and testing of identifiable and unique products controlled by the Group are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the product so that it will be available for use
- management intends to complete the product and use or sell it
- there is an ability to use or sell the product
- it can be demonstrated how the product will generate probable future economic benefits
- adequate technical, financial and other resources to complete the development and to use or sell the
- product are available
- the expenditure attributable to the product during its development can be reliably measured

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Tangible fixed assets

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset to its working condition for its intended use, dismantling and restoration costs. The minimum threshold for capitalisation is £1,000. Depreciation is provided at the following annual rates to write off each asset over its estimated useful life:

- improvements to premises – over the term of the lease
- office equipment and furniture – five years
- computer equipment and software – three years

Investments

Investments are a form of basic financial instrument and are initially shown in the financial statements at fair value. Movements in the fair values of investments are shown as net gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Net gains and losses on investments are calculated between sales proceeds and their opening carrying values 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.

Financial instruments

The Group has chosen to adopt Section 11 of FRS 102 in respect of financial instruments.

i) Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances, are initially recognised at transaction value and subsequently measured at amortised cost. Other financial assets, including investments, are initially measured at fair value. Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party that has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

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. A specific provision is made for debts for which recoverability is in doubt.

ii) Financial liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at the transaction price. Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities

if payment is due within one year or less. If not, they are presented as non-current liabilities. Financial liabilities held at amortised cost comprise all creditors except social security, and other taxes and provisions

iii) Offsetting

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Provisions

Provisions are recognised where the Institute has a present legal or constructive 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. Provisions are measured at the present value or the expenditures expected to be required to settle the obligation.

Fund accounting

Unrestricted funds are those funds available to the Institute and Group for its general purposes. They include funds designated (Note 20) by the trustees for purposes where their use remains at the discretion of the Trustees. It is the policy of the Trustees to retain in unrestricted funds, amounts which in their judgement, can help to mitigate the short-term effects of income volatility; and retain as long-term investment funds to generate sufficient income to meet current and future operational activities of the charity. The Group does not hold any restricted funds. Further information is available in the reserves section of the Trustees' report.

Notes to the financial statements

2. Trading activities of subsidiary undertakings

The Institute has two wholly owned trading subsidiaries. A summary of their trading results is shown on the next page.

CQI Services Limited (CQIS) is incorporated in England and Wales, registered number 04572473. Its registered office is 90 Chancery Lane, London WC2A 1EU. The principal activity of the company is the generation of advertising revenue placed in the Institute's members' magazine and helping members find new jobs through the Institute's jobsite. Income and expenditure are included in Membership Services and Awareness in the Group financial statements. Any profits are Gift-Aided to the Institute.

IRCA Japan KK is incorporated in Japan, registered number 0100-01-130705. Its registered office is Burex Kojimachi 8F, 3-5-2 Kojimachi, Chiyoda-ku 102-0083 Tokyo, Japan. The principal activity of the company is to provide local marketing, certification and administration services to IRCA for its auditors in Japan. The income and expenditure of the company has been included under charitable activities of Membership Services in the Group financial statements. IRCA Japan KK pays an annual royalty to the Institute.

2. Trading activities of subsidiary undertakings (continued)

	CQI Services Limited	IRCA Japan KK	Total	Restated CQI Services Limited	IRCA Japan KK	Total
	2025 £'000	2025 £'000	2025 £'000	2024 £'000	2024 £'000	2024 £'000
Summary profit and loss accounts:						
Turnover	129	630	759	126	746	872
Operating costs	(50)	(475)	(525)	(43)	(554)	(579)
Operating profit	79	155	234	83	192	275
Interest receivable	-	-	-	-	-	-
Profit/(loss) on ordinary activities before taxation	79	155	234	83	192	275
Taxation	-	(4)	(4)	-	(10)	(10)
Profit/(loss) on ordinary activities after taxation	79	151	230	83	182	265
Gift Aid/Royalty to parent charity	-	(130)	(130)	-	(124)	(124)
Retained in subsidiary	**79**	**21**	**100**	**83**	**58**	**141**
The assets and liabilities of the subsidiaries were:						
Current assets	158	431	589	156	435	591
Current liabilities	(69)	(250)	(320)	(63)	(263)	(326)
Total net assets	89	181	269	93	172	265
Aggregate share capital and reserves	**89**	**181**	**269**	**93**	**172**	**265**

The management fee payable by CQIS to CQI for the year ended 2024 was not recognised in the original financial statements and has now been accounted for on restatement of 2024.

3. Investment income

	2025 £'000	2024 £'000
Bank deposit interest and other income	17	25
Dividend income from shares listed on the London Stock Exchange	45	42
Total	**62**	**67**

4. Total expenditure

	Staff costs	Other direct activity costs	Support costs	Total 2025
	£'000	£'000	£'000	£'000
Charitable activities 2025				
Membership services	1,257	1,080	785	3,122
Learning and development	849	1,639	444	2,932
Awareness	555	473	239	1,267
Support costs	948	520	(1,468)	-
Total charitable costs	**3,609**	**3,712**	**-**	**7,321**

	Staff costs	Other direct activity costs	Support costs	Total 2024
	£'000	£'000	£'000	£'000
Charitable activities 2024				
Membership services	1,156	1,060	876	3,092
Learning and development	732	1,308	418	2,458
Awareness	510	311	267	1,088
Support costs	1,077	484	(1,561)	-
Total charitable costs	**3,475**	**3,163**	**-**	**6,638**

Support costs totalling £1,467,803 (2024: £1,561,109) have been allocated across the activities. These include costs associated with IT, HR, finance, property and other central services across the Group. The costs have been allocated based on the time spent by departments supporting the various activities.

5. Support costs

	Staff costs £'000	Premises and office costs £'000	Resources £'000	Information technology £'000	Governance £'000	Total 2025 £'000
Support costs 2025						
Membership services	507	102	17	126	33	785
Learning and development	286	58	10	71	19	444
Awareness	154	31	6	38	10	239
Total support costs	**947**	**191**	**33**	**235**	**62**	**1,468**

	Staff costs £'000	Premises and office costs £'000	Resources £'000	Information technology £'000	Governance £'000	Total 2024 £'000
Support costs 2024						
Membership services	604	124	7	118	23	876
Learning and development	289	59	3	56	11	418
Awareness	184	38	2	36	7	267
Total support costs	**1,077**	**221**	**12**	**210**	**41**	**1,561**

6. Governance costs

	2025 £'000	2024 £'000
Meetings and travel expenses	13	1
Audit fees – current year	38	32
Audit fees – prior year	3	-
Legal and professional	8	8
Total	**62**	**41**

7. Net expenditure for the year

The net outgoing resources for the year are stated after charging:

	2025 £'000	2024 £'000
Depreciation	42	56
Amortisation	313	258
Operating lease rentals for land and buildings	220	239
Auditor's remuneration – External audit (excludes VAT)	33	32
Loss on disposals	11	-
Overseas taxation	4	10

8. Staff costs

	2025 £'000	2024 £'000
Wages and salaries	2,768	2,742
Social security costs	405	320
Pension costs	219	175
Other staff costs	217	238
Total	**3,609**	**3,475**

Other staff costs include staff training, welfare and recruitment and fees for agency staff. £293,059, of staff costs have been capitalised during 2025 (2024: £65,258), for staff time spent exclusively on the CRM Project.

The average monthly number of employees during the year was as follows:	2025	2024
Number of employees involved in charitable activities:		
Membership	23	23
Learning and development	13	11
Awareness	7	7
Number of employees involved in non-charitable activities:		
Support	20	16
Total	**63**	**57**

8. Staff costs (continued)

The number of employees whose remuneration (excluding redundancy) fell into the following bands were:	2025	2024
£60,001 – £70,000	4	2
£70,001 – £80,000	2	5
£80,001 – £90,000	1	-
£90,001 – £100,000	1	1
£100,001 – £110,000	-	-
£110,001 – £120,000	-	2
£120,001 – £130,000	2	-
£130,001 – £140,000	1	1

The Institute made contributions of £62,571 (2024: £60,553) to the money purchase personal pension schemes of eleven (2024: eleven) employees whose emoluments exceeded £60,000.

The Institute considers its key management personnel to comprise the trustees and the Senior Management Team (SMT).

The trustees provide their time free of charge. The total remuneration, employer's national insurance contributions, benefits and pensions paid to or on behalf of the SMT in the year was £500,743 (2024: £452,579).

9. Related party transactions

No member of the Board received any remuneration in 2025 (2024: £nil) for their roles as trustees. A total of £3,404 (2024: £2,582) was paid to, or to third parties on behalf of 7 (2024: 6) members of the Board in reimbursement of expenses incurred on Institute business during the year. In addition, the Institute paid £3,793 for indemnity insurance (2024: £3,793).

One of the Institute's trustees was the Head of Business Process and Quality at BAM Nuttall Ltd until August 2025. As a CQI corporate partner, BAM Nuttall Ltd were invoiced and paid a membership fee of £5,650 in 2025 (2024: £5,500). This transaction was in line with the Institute's normal course of business and its standard terms and conditions, there was no outstanding balance at 31 December 2025 (2024: £nil), and no amounts were written off during the year 2025: (2024: £nil).

A member of the Institute's Senior Management Team is on the Board of the European Organisation for Quality (EOQ). As a corporate member of the EOQ, CQI paid €18,500 (£15,659) (2024: €18,500 (£16,287)) in membership fees in 2025. All transactions were at arm's length. There was no outstanding balance as at 31 December 2025 (2024: £nil).

The following members of the Institute's Senior Management Team are also members of the Board of Directors of the Institute's subsidiary, IRCA Japan KK: Vincent Desmond and Tracey Singer. In 2025, an annual royalty of £129,659 (2024: £123,882) was charged by the Institute to IRCA Japan KK, with the full balance being outstanding at 31 December 2025 and expected to be paid in 2026.

10. Taxation

The Institute is a registered charity and is, therefore, not subject to corporation tax on its charitable activities. A provision has not been made for corporation tax for CQI services, in spite of the profit realised in 2025, as the profits will be Gift Aided to the Institute. Overseas taxation relates to income tax suffered by IRCA Japan KK on its profits for the year.

	2025 £'000	2024 £'000
Overseas taxation	4	10

11. Intangible fixed assets

Group	Website development £'000	Intellectual property £'000	Software and systems £'000	Total £'000
Cost				
As at 1 January 2025	605	746	1,662	3,013
Additions	-	230	627	857
Written off in the year	(11)	-	-	(11)
As at 31 December 2025	**594**	**976**	**2,289**	**3,859**
Amortisation				
As at 1 January 2025	571	414	689	1,674
Charge for the year	13	121	179	313
Impairment	-	-	-	-
Written off in the year	(11)	-	-	(11)
As at 31 December 2025	**573**	**535**	**868**	**1,976**
Net book value				
As at 31 December 2025	**21**	**441**	**1,421**	**1,883**
As at 31 December 2024	34	332	973	1,339

11. Intangible fixed assets (continued)

The Institute	Website development	Intellectual property	Software and systems	Total
	£'000	£'000	£'000	£'000
Cost				
As at 1 January 2025	557	746	1,662	2,965
Additions	-	233	627	860
Written off in the year	-	-	-	-
As at 31 December 2025	**557**	**979**	**2,289**	**3,825**
Amortisation				
As at 1 January 2025	533	414	689	1,636
Charge for the year	13	121	179	313
Impairment	-	-	-	-
Written off in the year	-	-	-	-
As at 31 December 2025	**546**	**535**	**868**	**1,949**
Net book value				
As at 31 December 2025	**11**	**444**	**1,421**	**1,876**
As at 31 December 2024	24	332	973	1,329

Included in intangible fixed assets: website development costs of £34,508 (2024: £8.973), accumulated depreciation of £27,968 (2024: £Nil) and net book value of £6,540 (2024: £8,973) relating to assets developed by IRCA Japan KK.

At the year-end, £533k was committed to a software and systems project.

Notes to the financial statements

12. Tangible fixed assets

Group	Improvements to premises	Office equipment and furniture	Computer hardware	Total
	£'000	£'000	£'000	£'000
Cost				
As at 1 January 2025	486	92	143	721
Additions in year	-	5	8	13
Disposals	-	(43)	(27)	(70)
As at 31 December 2025	**486**	**54**	**124**	**664**
Depreciation				
As at 1 January 2025	303	81	106	490
Charge for the year	29	(3)	16	42
Eliminated on disposal	-	(32)	(27)	(59)
As at 31 December 2025	**332**	**46**	**95**	**473**
Net book value				
As at 31 December 2025	**154**	**8**	**29**	**191**
As at 31 December 2024	183	11	37	231

12. Tangible fixed assets (continued)

The Institute	Improvements to premises	Office equipment and furniture	Computer hardware	Total
	£'000	£'000	£'000	£'000
Cost				
As at 1 January 2025	486	48	144	678
Additions in year	-	5	8	13
Disposals	-	(25)	(27)	(52)
As at 31 December 2025	**486**	**28**	**125**	**639**
Depreciation				
As at 1 January 2025	303	45	105	453
Charge for the year	29	5	16	50
Eliminated on disposal	-	(25)	(27)	(52)
As at 31 December 2025	**332**	**25**	**94**	**451**
Net book value				
As at 31 December 2025	**154**	**3**	**31**	**188**
As at 31 December 2024	183	3	39	225

13. Fixed asset investments

	Group		Institute	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Listed investments	2,196	1,964	2,196	1,964
Unlisted investments	-	-	57	61
Market value as at 31 December 2025	**2,196**	**1,964**	**2,253**	**2,025**
Historic cost of investments	950	950	1,031	1,031
Analysis of movement:				
At 1 January	1,964	1,833	2,025	1,906
Additions	-	-	-	-
Net gains/(losses)	232	131	228	131
As at 31 December 2025	**2,196**	**1,964**	**2,253**	**2,037**

Listed investments

The CQI continued to invest in a Common Investment Fund. As at 31 December 2025, the fund comprised 33% UK equities,47% overseas equities, 16% bonds, and 4% cash. Their fair value as at 31 December 2025 and 2024 is shown above at £2.20m and £1.96m respectively.

Unlisted investments in subsidiary undertakings

The Institute holds 100% of the voting capital of CQI Services Ltd, a company registered in England. The share capital of the company comprises 10,000 shares of £1 each. The company's principal activities are the provision of advertising revenue in the Quality World magazine and the CQI websites, management consultancy referrals, catering and hire of facilities. The company also manages the International Quality Awards.

The Institute holds 100% of the 10 million Japanese Yen voting share capital of the International Register of Certified Auditors Japan KK, a company registered in Japan. The company's principal activity is to provide local marketing, administration and certification services to Japanese auditors.

14. Debtors

	Group		Institute	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade debtors	534	740	464	693
Amounts owed by Group undertakings	-	-	211	28
Other debtors	242	284	172	217
Prepayments and accrued income	346	349	345	344
Total	**1,122**	**1,373**	**1,192**	**1,282**

15. Creditors

	Group		Institute	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade creditors	356	253	325	225
Other taxes and social security	107	97	83	76
Other creditors	122	72	122	72
Accruals and deferred income	2,261	2,249	1,914	1,995
Total	**2,846**	**2,671**	**2,444**	**2,368**

16. Deferred income

	Group		Institute	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
At 1 January 2025	2,009	1,826	1,578	1,498
Amount released to incoming resources	(2,009)	(1,826)	(1,578)	(1,498)
Amount deferred in the year	2,022	2,009	1,684	1,578
At 31 December 2025	**2,022**	**2,009**	**1,684**	**1,578**

Included in creditors (deferred income) is a total of £2,026,681 (2024: £2,009,060), which relates to deferred income. £802,663 relates to IRCA membership renewal fees received in the year but not yet earned (2024: £714,831). The remainder is income for 2025 fees raised in October, November and December 2025.

This figure consists of £905,436 (2024: £939,784) for CQI Membership, £214,201 (2024: £219,065) for IRCA Membership, £40,448 for fees from Corporate Partners (2024: £48,190), £25,712 from IRCA OEA fees (2024: £50,299) and £38,221 from ATPs (2024: £36,891). Sponsorship income received in 2025 relating to the International Quality Awards was £0 (2024: £15,000 + VAT).

17. Provisions for other liabilities

The Group and Institute had the following provisions during the year:	Dilapidations provision 2025 £'000	Total 2025 £'000	Dilapidations provision 2024 £'000	Total 2024 £'000
At 1 January 2025	41	41	30	30
Additions dealt with in the Statement of Financial Activity	11	11	11	11
At 31 December 2025	**52**	**52**	**41**	**41**

As part of the Group's property leasing arrangements, there is an obligation to repair damages which are incurred during the life of the lease, such as wear and tear. The cost relating to the Institute's new premises on Chancery Lane is charged to profit and loss as the obligation arises. The provision is expected to be utilised in 2031 when the lease terminates.

18. Financial instruments

The Group has the following financial instruments:

	Group		Institute	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Financial assets that are debt instruments measured at amortised cost:				
Trade receivables	534	740	464	693
Other receivables	242	284	172	217
Amounts owed by Group	-	-	211	28
	776	**1,024**	**847**	**938**
Financial assets that are debt instruments measured at fair value:				
Investments	2,196	1,964	2,196	1,964
Investment in cash and cash equivalents	2,979	2,959	2,530	2,493
	5,175	**4,923**	**4,726**	**4,457**
Financial liabilities measured at amortised cost:				
Trade creditors	356	253	325	225
Other creditors	229	169	205	148
	585	**422**	**530**	**373**
Net financial assets measured at amortised cost	**5,366**	**5,525**	**5,043**	**5,022**

19. Other financial commitments

At 31 December 2025, the Group and Institute had the following future lease payments under non-cancellable operating leases:

Land and buildings	Group		Institute	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Not later than one year	170	293	126	233
Later than one year and not later than five years; and	862	95	806	19
Later than five years	-	-	-	-
Lease payments recognised as an expense through the statement of financial activity	220	239	176	175

Equipment Leases:

Land and buildings	Group		Institute	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Not later than one year	3	3	1	4
Later than one year and not later than five years; and	1	6	-	1
Later than five years	-	-	-	-
Lease payments recognised as an expense during the year	6	3	3	1

20. Funds

All assets and liabilities are held within unrestricted funds.

Group 2025	Fund balances brought forward £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains and losses £'000	Fund balances carried forward £'000
General Funds	1,612	7,588	(6,965)	580	52	2,867
Fixed Asset Reserve	1,569	-	(356)	861	-	2,074
PQG* Reserve	136	-	-	(136)	-	-
IT Project Reserve	1,465	-	-	(1,465)	-	-
Product Development Reserve	372	-	-	(372)	-	-
Projects Fund - committed spend	-	-	-	532	-	532
Total Funds	**5,154**	**7,588**	**(7,321)**	**-**	**52**	**5,473**
Institute 2025						
General Funds	1,416	7,173	(6,275)	570	63	2,947
Fixed Asset Reserve	1,554	-	(363)	873	-	2,064
PQG* Reserve	136	-	-	(136)	-	-
IT Project Reserve	1,467	-	-	(1,467)	-	-
Product Development Reserve	372	-	-	(372)	-	-
Projects Fund - committed spend	-	-	-	532	-	532
Total Funds	**4,945**	**7,173**	**(6,638)**	**-**	**63**	**5,543**

* Pharmaceutical Quality Group

20. Funds (continued)

All assets and liabilities are held within unrestricted funds.

Group 2024	Fund balances brought forward £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains and losses £'000	Fund balances carried forward £'000
General Funds	1,930	7,241	(6,283)	(1,428)	152	1,612
Fixed Asset Reserve	1,073	-	(316)	812	-	1,569
PQG Reserve	136	36	(39)	-	3	136
IT Project Reserve	765	-	-	700	-	1,465
Product Development Reserve	456	-	-	(84)	-	372
Total Funds	**4,360**	**7,277**	**(6,638)**	**-**	**155**	**5,154**
Institute 2024						
General Funds	2,034	6,443	(5,844)	(1,412)	195	1,416
Fixed Asset Reserve	1,069	-	(311)	796	-	1,554
PQG Reserve	136	36	(39)	-	3	136
IT Project Reserve	767	-	-	700	-	1,467
Product Development Reserve	456	-	-	(84)	-	372
Total Funds	**4,462**	**6,479**	**(6,194)**	**-**	**198**	**4,945**

The Fixed Asset reserve represents the approximate value of tangible and intangible assets, as these funds are not available for the day-to-day operations of the Institute.

The committed project funds represent contractually committed work, predominantly the redevelopment of the Institute's digital infrastructure, including the replacement CRM system.

All other designated funds have been released to general funds to ensure they remain available to the institute.

There is no current premises reserve, as there are a further five years available on the current building lease and future offices are likely to be fully fitted on occupation.

21. Analysis of net assets between funds

Group 2025	General Funds £'000	PQG Reserve £'000	IT Project Reserve £'000	Fixed Asset Reserve £'000	Product Development Reserve £'000	Premises Reserve £'000	2025 Total Funds £'000
Intangible fixed assets	-	-	-	1,883	-	-	1,883
Tangible fixed assets	-	-	-	191	-	-	191
Investments	2,196	-	-	-	-	-	2,196
Current assets	3,569	-	-	-	-	532	4,101
Current liabilities	(2,846)	-	-	-	-	-	(2,846)
Non-current liabilities	(52)	-	-	-	-	-	(52)
	2,867	**-**	**-**	**2,074**	**-**	**532**	**5,473**
Institute 2025							
Intangible fixed assets	-	-	-	1,876	-	-	1,876
Tangible fixed assets	-	-	-	188	-	-	188
Investments	2,253	-	-	-	-	-	2,253
Current assets	3,189	-	-	-	-	533	3,722
Current liabilities	(2,444)	-	-	-	-	-	(2,444)
Non-current liabilities	(52)	-	-	-	-	-	(52)
	2,946	**-**	**-**	**2,064**	**-**	**533**	**5,543**

21. Analysis of net assets between funds (continued)

Group 2024	General Funds £'000	PQG Reserve £'000	IT Project Reserve £'000	Fixed Asset Reserve £'000	Product Development Reserve £'000	Premises Reserve £'000	2024 Total Funds £'000
Intangible fixed assets	-	-	-	1,339	-	-	1,339
Tangible fixed assets	-	-	-	231	-	-	231
Investments	1,886	78	-	-	-	-	1,964
Current assets	2,436	59	1,465	-	372	-	4,332
Current liabilities	(2,671)	-	-	-	-	-	(2,671)
Non-current liabilities	(41)	-	-	-	-	-	(41)
	1,612	**136**	**1,465**	**1,569**	**372**	**-**	**5,154**
Institute 2024							
Intangible fixed assets	-	-	-	1,329	-	-	1,329
Tangible fixed assets	-	-	-	225	-	-	225
Investments	1,947	78	-	-	-	-	2,025
Current assets	1,878	59	1,467	-	372	-	3,775
Current liabilities	(2,368)	-	-	-	-	-	(2,368)
Non-current liabilities	(41)	-	-	-	-	-	(41)
	1,416	**136**	**1,467**	**1,554**	**372**	**-**	**4,945**

22. Analysis of changes in net debt

Group 2025	At 1 January 2025 £'000	Cash flows £'000	Aquired £'000	Foreign exchange movements £'000	At 31 December 2025 £'000
Cash at bank and in hand	2,959	200	-	(180)	2,979
Cash and cash equivalents	**2,959**	**200**	**-**	**(180)**	**2,979**

Group 2024	At 1 January 2024 £'000	Cash flows £'000	Aquired £'000	Foreign exchange movements £'000	At 31 December 2024 £'000
Cash at bank and in hand	3,112	(177)	-	24	2,959
Cash and cash equivalents	**3,112**	**(177)**	**-**	**24**	**2,959**

Board and committees

Board of Trustees



Rashad Issa CQP FCQI is the Senior Vice President of Quality and Business Improvement at Singapore Exchange overseeing improvement and assurance programmes for the organisation's global subsidiaries. Rashad's experience spans the financial services, retail, health and shipping sectors. He has expertise in developing and implementing robust operational strategies, streamlining complex policies and procedures on a global scale, establishing project management offices, and implementing quality management frameworks with key stakeholders to achieve strategic objectives. Rashad has been recognised as a Fellow of the CX Academy for his contributions to elevating the profile of the customer experience industry.



Mike Bostock FCA is a finance professional with extensive experience in audit, financial management and strategic planning. He holds an Economics degree from Leeds University, qualified as a Chartered Accountant in 2000, and achieved fellowship status in 2010. He began his career in audit before moving to the Chartered Institute of Management Accountants (CIMA), where he progressed from Financial Accountant to Head of UK Finance. In 2018, he joined the Rail Safety and Standards Board (RSSB) as Head of Finance, overseeing budgeting, forecasting and financial reporting. His key achievements include leading multiple ERP and budgeting software implementations, supporting company-wide post-Covid restructuring and delivering the organisation's five-year strategic plan.



Christopher Chinapoo CQP FCQI, ASQ CMQ/OE, ASQ CQA has over 25 years' experience in quality, health, safety, sustainability, resilience and risk management. He is currently the Chair of the technical oversight committee to the CARICOM Secretariat for the 10 EDF fund on Crime and Violence Prevention. Christopher is a consultant, coach and auditor in various sectors, including energy, construction, water, national security, and higher education. He is a life member of the National Association of Blacks in Criminal Justice and a regular contributor to the UK Chartered Quality Institute's Quality World magazine and the Journals of the American Society for Quality. Christopher is also a member of the CQI Caribbean Network, the CQI Deming Network and Secretary for the CQI Renewable Energy Network.



David Anderson CQP FCQI, FICW is the Quality and Business Improvement Director at Network Rail, with over 35 years of experience as a quality, engineering and business improvement leader with a career spanning a number of senior roles in large organisations. His strategic thinking, breadth of technical and sector knowledge and commitment to driving excellence, has built his reputation as an influential figure in quality within the built environment. He is a Trustee and Fellow of the Chartered Quality Institute, a Fellow of the Institute of Collaborative Working, and a Director and Trustee of the Lean Construction Institute UK. David contributes to several industry committees and is a frequent speaker on topics including lean construction, error reduction, the future of quality management, competency, value-driven business models, transformational change and collaboration. He was named International Quality Professional of the Year in 2020..



Dr Evi Viza CQP MCQI, MIET, FRSA, LSSBB is a Manufacturing Engineer specialising in quality management and continuous improvement. She is a Chartered Quality Professional, and a Black Belt Lean Six Sigma practitioner. Dr Viza is a member of the Institute of Engineering and Technology (IET) and Chair of the IET Manufacturing group in Scotland. She is also a Fellow of the Royal Society of Arts (FRSA) and a trustee member of the Kenyan Women in Scotland Association. Currently, Dr Viza is the Programme Leader on the MSc Quality Management at the University of the West of Scotland, driving innovation and gender equality in manufacturing. She is passionate about gender diversity and has led interdisciplinary research projects on systems approach and sustainability with a user-centric focus, including the Royal Academy of Engineering's 'FemaleInspires' initiative and partnerships with Association with Professional Women Engineers in Nigeria (APWEN).



Howard Cooper CQP FCQI is a retired quality professional who was a Specialist Director – Nuclear Quality for Jacobs UK. With a 37-year career in the UK Nuclear and Defence industry, including 23 years in senior quality roles, Howard has led the establishment, refreshment and implementation of quality management for projects, programmes, organisations and enterprises. A founding member of the CQI Nuclear Network, Howard is passionate about the importance of professional qualification for quality professionals, as well as supporting education, career pathways, mentoring and leadership development.



Dr. Makis Foros CQP MCQI, BTEC, BEng (Hons), MBA, PhD currently works as a Director of Building Testing Services within Saint Gobain UK & Ireland. Besides being an active World Class Manufacturing TPM Instructor and Lean Six Sigma black belt / Kaizen practitioner, his true passion lies with coaching and mentoring people; assisting them with reaching their true potential and meeting their aspirations. Makis has held many roles within the quality, process, technical production and new product development arenas, and brings over 25 years' experience within the construction industry, including strategic policy deployment and change management within organisations.



Rachelle Beasley CQP MCQI* is the Quality and Health & Safety Manager at WEPA, with experience in manufacturing, house and social care. She brings over a decade of experience in quality and auditing across various industries and gained a MSc in Quality Management in 2017. Rachelle was part of the CQI's Next Generation Network Committee from 2015 to 2019, working to make quality a career choice for young people. She brings experience within the voluntary sector and as a board member, sitting on boards for charitable organisations committed to improving lives within communities. Rachelle is also an advocate for young quality professionals, diversity and the future of quality.



Roxann Dawson CQP FCQI is the Diversity & Inclusion Governor & Lead for a local secondary school. Through her work the school has been awarded both Silver and Gold RACE CHARTER status. Before becoming a trustee in September 2017, Roxann served as a member of the Advisory Council and now chairs the CQI Governance Risk Committee. She is an active volunteer for the CQI and has contributed to the establishment of the 2030 strategy, the Competency Framework 2.0, The Profession Map and Quality World magazine. Roxann is known for her passion and energy for the sustainability of the quality profession, advocating for the CQI and quality profession. Roxann is a diversity and equality ambassador and seeks out opportunities to be the change she would like to see.



Victoria Yates CQP FCQI is the Head of Change and Transformation at leading temporary works provider Mabey Hire. She brings over 17 years of experience from a variety of site management, quality systems and business improvement roles from the construction and engineering sector. Victoria is passionate about continuous improvement and is an advocate for balancing creativity with a structured approach to develop the best solutions. Victoria loves being a STEM ambassador to promote quality and engineering careers to young women and girls.



Victoria Derbyshire CQP MCQI is Business Stream Quality Manager for Cavendish Nuclear Ltd. Her experience ranges across the nuclear, defence, construction, and utilities sectors, specialising in utilising data analysis to inform business improvement and delivering corporate and operational governance and assurance activities. She started her career in one of the first quality apprenticeships of its kind and is passionate about raising the profile of the quality profession. Victoria wants young people to have the same opportunities available that she did and has worked closely with organisations helping them develop and introduce their own quality apprenticeships and early career options. She also coaches and mentors quality professionals undertaking apprenticeships. Victoria actively engages with the CQI Nuclear Network, as a working group member and has previously supported Women in Nuclear UK as Quality Lead. Victoria won the CQI's the Emerging Talent Award in 2019.



Dr. Karmela Palma CQP MCQI, LLM, MBA, FCMI, PMP** is an internationally recognised Organisational Excellence leader with over 18 years of experience advising executive leadership across diversified industries and government-linked institutions. Graduating Magna Cum Laude with a Doctorate in Business Administration, alongside advanced degrees in international commercial law and business administration, she brings academic distinction and strategic depth to board-level oversight. She serves in Strategy and Organisational Development at the Qatar Financial Centre Regulatory Authority, contributing to organisational strategy, governance assurance, and performance stewardship. An award-winning professional, entrepreneur, published academic researcher, certified coach, CQI Quality World contributor and mentor, she chairs the International Women Mentoring Institute and the Qatar Professional Women's Network, championing ESG leadership, ethical governance, women empowerment and sustainable global impact.



Paul Robinson CQP MCQI** is a mechanical engineer by discipline. He has enjoyed a 33-year career in manufacturing, defence and energy sectors with the last 18 years as a Chartered Quality Professional. He has a passion for developing the brand of the quality discipline and to develop the organisation quality culture by coaching internal and external stakeholders to create a 'Right1stTime' mindset for predictable and sustainable project delivery. Paul enjoys supporting schools with STEM activities and being an active volunteer with his local Lions Club championing worthy causes and individuals.

*Resigned in 2025
**Tenure started in 2026

Trustee participation 2025

Position	Current office holder	Date of appointment/ resignation	Attendance at Board meetings in 2025	Committee member	Attendance at committee meetings 2025
Chair	Rashad Issa	Appointed March 2021	4/4	Finance and Remuneration Committee	4/4
Honorary Treasurer	Mike Bostock	Appointed January 2025	4/4	Finance and Remuneration Committee Chair Governance and Risk Committee*	4/4 1/1
Board Member	Roxann Dawson	Appointed September 2017	2/4	Governance and Risk Committee Chair	3/4
Board Member	Rachelle Beasley **	Appointed March 2020	1/3	Governance and Risk Committee	2/3
Board Member	David Anderson	Appointed March 2021	3/4	Finance and Remuneration Committee	2/4
Board Member	Christopher Chinapoo	Appointed March 2022	4/4	Governance and Risk Committee	4/4
Board Member	Victoria Derbyshire	Appointed March 2022	2/4	Finance and Remuneration Committee Nominating Committee	1/4 3/4
Board Member	Dr Evi Viza	Appointed June 2023	3/4	Governance and Risk Committee Nominating Committee***	3/4 4/4
Board Member	Dr. Makis Foros	Appointed June 2023	3/4	Finance and Remuneration Committee	3/4
Board Member	Victoria Yates	Appointed June 2023	4/4	Nominating Committee	3/4

* Attended in August 2025 as an observer
** Resigned in September 2025
*** Tenure started in July 2025

CQI Council

Ordinary Member

Fiona Payne
Chair (2026)
Tom Antony
Milfer Asrafali**
Tony Brachmanski*
Richard Brett**
Abigail Carpenter
Michelle Clark
Nicola Cornforth
Victoria DuPont**
Ololade Durojaye**
David Edwards
Mark Eydman*
Andy Garner***
Sarah Harper
Leigh Henderson*
Martin Jackson
Simon Jordan
Mehrdad Kamali*
Cheryl ORourke
Steve Savage
Nicola Selway
John Shepherd**
Dave Smith*
(Chair 2025)
William Thomas**
Natalie Young**

Stakeholder Member

Aerospace Defence Security (ADS)
Association of British Certification Bodies (ABCB)
British Quality Foundation (BQF)
British Standards Institute (BSI)
Chartered Institute for IT, BC
Chartered Trading Standards Institute
Cranfield University
Engineering Council
Get it Right Initiative (GIRI)
Home Office
Institute for Business Ethics
Institute for Continuous Improvement in Public Service
Military Aviation Authority (MAA)
Ministry of Defence (MOD)
Society of Motor Manufacturers and Traders LTD (SMMT)
United Kingdom Accreditation Service (UKAS)

*Term ended in 2025
** Term started in 2026

Professional Networks Officers

Areas of Interest Networks

Construction
Lead — Steffan Speer
Deputy Lead — David Anderson
Coordinator — David Myers
Coordinator — Thomas Churchill *

Defence
Lead — Kenneth Burrows (from Mar 2025)
Deputy Lead — Colin Harley (from Oct 2025)

Deming
Lead — Jim Laughton

Integrated Management
Lead — Jonathan Bishop
Deputy Lead — Gary Ruffhead
Coordinator — Oluwafemi Adare *
Coordinator — Jonathan Crook (from June 2025)

Nuclear
Lead — Karine Rackham (from Mar 2025)
Deputy Lead — Richard Hibbert (from Mar 2025)
Coordinator — Charlotte Louise Orton
Coordinator — Rosie Morrison (from Aug 2025)

Pharmaceutical
Lead — David Waddington
Coordinator — Neil Wayman
Treasurer — Steve Moss

Rail
Lead — Robert Mackay

Health
Lead — Thomas Rose

Sustainability
Lead — Zoi Kontodimou
Coordinator — Govind Tiwari (from Sept 2025)

Audit
Lead — William Rankin
Deputy Lead — Richard Brett
Coordinator — Doris Cadar

Renewables
Deputy Lead — Robert Owen
Coordinator — Paul Robinson

Medical Laboratories
Lead — Dennis Mok

Digital Transformation
Lead — Victoria Yates
Coordinator — George Roussos

Geographical Networks

Peterborough and Cambridge
Lead — Kevin Newey

Chelmsford
Lead — Barry Thomas Avis

Birmingham
Lead — Claire Lewis
Deputy Lead — Amandip Sandhu
Coordinator — Matthew Moss

Derby and Nottingham
Lead — Suzanne Hill*
Deputy Lead — Grant Nicholson*
Coordinator — Craig Stillwell*
Lead — Sarah Gould **
Deputy Lead — Arwen May **
Coordinator — Amber Jowers **

Wolverhampton
Lead — Tony Brachmanski
Deputy Lead — Craig Cartwright
Coordinator — Samantha Wright

Northeast
Lead — Leigh Henderson
Deputy Lead — Colin Humble
Coordinator — John Mills

Cumbria
Lead — Ryan Mower
Deputy Lead — Kyle McNicol
Coordinator — Paul Johnson

Yorkshire
Lead — Katja Danson
Coordinator — Asimakis Foros

Northern Ireland
Lead — Michael McCusker
Deputy Lead — Gerard Heatley
Coordinator — Siobhan Murphy

North of Scotland
Lead — Colin Campbell *
Deputy Lead — Samantha Withers *
Coordinator — Raymond Davies

West of Scotland
Lead — Marc Elmes
Deputy Lead — James Burns
Coordinator — Jeffrey Marven

East of Scotland
Lead — Gemma Parnell
Coordinator — Victoria Tait *

London
Lead — Jessican Naidoo
Deputy Lead — Adebisi Alonge

Kent
Lead — Roderick Hogarth

Surrey and Sussex
Lead — Luke Higgins
Deputy Lead — Heather Kane (from Apr 2025)

Avon
Lead — Neil O'Doherty
Deputy Lead — Angela Fumpson
Coordinator — Denise Ramsay

Gloucester
Lead — Gary Martin *
Coordinator — Gary Martin**
Coordinator — Ryan Renard

Wales
Lead — Derek Lewis
Deputy Lead — Karl Mrosek **
Coordinator — Karl Mrosek*
Coordinator — Jeff Green **

International Networks

Hong Kong
Lead — Ian Streeter
Deputy Lead — Wai Hang Cris Tam
Coordinator — Khar Voen Chin

Caribbean
Chair — Susan Samaroo (from Apr 2025)
Vice Chair — Afton Collymore (from Apr 2025)
Secretary — Nirmala Matmungal (from Apr 2025)

Azerbaijan
Coordinator — James Nelis (from Oct 2025)
Coordinator — Anar Malikov (from Oct 2025)

*Tenure ended in 2025
** Tenure started in 2026

Research Advisory Council

Martin Brenig-Jones
Dr Michele Cano
Estelle Shiells
Professor John Oakland
Dave Smith
Mike Turner

Standards Coordination Committee

John Abson
Kate Armitage
Angela Cunningham**
Richard Green
Zoi Kontodimou
Zukiswa Raditladi*
Victoria Yates**

*Tenure ended in 2025
**Started tenure in 2026

Content Advisory Panel

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Mehrdad Kamali
Amin Mehr**
Dennis Mok
Fiona Payne***
Ryan Renard
Jill Roberts
Stephen Smith
Miloni Thakkar*
Paul Vaughan
Andrew Ward

*Tenure started in 2025
**Tenure started in 2026
***Tenure ended in March 2026

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Wabtec



Senior Management Team

Director General and Chief Executive,
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Thank you

We would like to thank our global members, volunteers, staff and partners whose continued commitment and support make our work possible.

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