



**"MAKING
PROGRESS
TOGETHER"**



**ICAEW
ANNUAL REPORT AND
FINANCIAL STATEMENTS
2022**



WHO WE ARE AND WHAT WE DO

The Institute of Chartered Accountants in England and Wales (ICAEW) is a chartered professional body and operates in the public interest under the terms of our Royal Charter, awarded to us in 1880, and the Supplemental Charter of 1948.

We strive to ensure our members and member firms maintain the highest standards of professional and ethical conduct.

We operate and evolve a globally-recognised premium qualification that attracts students around the world.

We invest in business development to attract quality students and ensure our examinations and training meet the needs of employers and the wider profession.

We support our members throughout their careers and professional activities.

We are a voice for the profession with governments, regulators, decision-makers and other key stakeholders.

Alison is ICAEW's Director of People and joined in May 2022.

Alison Davies
Director of People, ICAEW

We have a regulatory role in the UK which enables us to improve the professional standards of our members and member firms and protect the public interest. This role is carried out by our Professional Standards Department (PSD) and overseen by the ICAEW Regulatory Board (IRB), whose primary objective is to act in the public interest. Our regulatory work is separated from our other activities so that we can monitor, support or take steps to ensure changes if standards are not met.

Hannah leads the sales team at One Moorgate Place and grew commercial revenue in 2022.

Hannah Barker
Head of Business Development,
One Moorgate Place, ICAEW



Bonnie is Chair of the ICAEW Members Society, Malaysian Chapter.
Bonnie Tham FCA
Head of People and Support, BDO

Sam is a Member Rewards partner, Deputy President of ICAEW District Society West Yorkshire & York, and a member of our Business Committee.
Sam Tasker-Grindley ACA
Head of Swoop for Advisors

THANK YOU TO OUR GLOBAL NETWORK OF VOLUNTEERS

The achievements in this report depend in part upon the vital contributions of our global network of member and student volunteers. We are very grateful for their support.

Serving on our councils, boards and committees, and supporting our outreach and recruitment work, our volunteers’ expertise helps realise our strategy, benefitting our members and students, the wider profession and the global economy.

Our volunteers continue to play a fundamental role in our success, and we are very grateful to them for their involvement and goodwill. This report showcases some of the inspirational individuals who are helping us to deliver our strategy.

OUR HIGHLIGHTS

£141.7M	£13.6M
TOTAL INCOME	NET RESULT AFTER TAX
£124.8M	£55.3M
OPERATIONAL INCOME	SUBSCRIPTIONS AND FEES INCOME
£18.5M	£178.0M
EDUCATION AND TRAINING INCOME	NET ASSETS

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OUR STRATEGY AT A GLANCE



Read more: [icaew.com/strategy](https://www.icaew.com/strategy)

OUR VISION
ICAEW Chartered Accountants enable a world of sustainable economies.

Our global community can and should be a force for good, achieving prosperity in ways which are responsible and resilient. Our members measure, advise and assure with expertise and integrity, enabling the conduct of business on a fair, transparent and accountable basis.

This decade is critical and truly one of transformation. How we respond to the risks, trends and other powerful factors will largely decide the shape and role of ICAEW in 2030 – our 150th anniversary.

OUR STRATEGIC FOUNDATIONS
Our approach to strategy is built around three core pillars of activity, the strategic foundations, which seek to fulfil the obligations of our Royal Charter:

STRATEGIC FOUNDATION BELONGING & SUPPORTING
We support our more than 166,000 members across the world, personally and professionally. We do this through our faculties, communities and district societies, as well as the Chartered Accountants Worldwide (CAW) network.

STRATEGIC FOUNDATION EDUCATION & TRAINING
We are committed to educating the chartered accountants of tomorrow, with a focus on building future business and professional leaders. We work with universities, schools and other educational establishments to support recruitment activity for employers and our commitment to social mobility.

STRATEGIC FOUNDATION REPUTATION & INFLUENCE
We apply our expertise across a wide variety of topics relating to business, the profession and national policymaking. Our work in upholding standards is also crucial to protecting the public and holding our members accountable.

OUR STRATEGIC THEMES
Our high-level themes group together major new activities that we will undertake this decade to achieve our key strategic outcomes.

STRATEGIC THEME ONE STRENGTHEN TRUST IN ICAEW CHARTERED ACCOUNTANTS AND THE WIDER PROFESSION
In 2030, ICAEW Chartered Accountants will have a distinctive reputation for their integrity, expertise and commitment to the public interest. They will have earned and retained the confidence of enterprises, investors, regulators and governments and wider society, making them the most trusted sources of business advice.

STRATEGIC THEME TWO HELP TO ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)
In 2030, ICAEW will be acknowledged as having made a leading contribution to achieving the UN SDGs to end poverty, protect the planet and promote peace and prosperity around the world. We will have mobilised our own expertise and influence to address the challenges and enabled successful transformative action by governments.

STRATEGIC THEME THREE SUPPORT THE TRANSFORMATION OF TRADE AND THE ECONOMY
By 2030, ICAEW will be recognised as having helped to reset the relationship between economies and the communities they serve, supporting businesses while ensuring they operate to the highest standards of transparency and responsibility, and with proper consideration for the interests of all stakeholders.

STRATEGIC THEME FOUR MASTER TECHNOLOGY AND DATA
In 2030, in a world transformed by technological change, ICAEW Chartered Accountants will be more relevant than ever, due to a global reputation for understanding both the immediate effects and the wider potential of these changes, and for enabling economies, governments and businesses to adapt and thrive with confidence.

STRATEGIC THEME FIVE STRENGTHEN THE PROFESSION BY ATTRACTING TALENT AND BUILDING DIVERSITY
In 2030, significant and growing numbers of exceptional individuals from all backgrounds worldwide, will seek and retain membership of ICAEW. As access to the profession widens, our training will continue to demonstrate rigour, relevance and value to employers and members alike.

CHIEF EXECUTIVE'S FOREWORD

"It is by working together - with our members, students, staff and stakeholders - that we can make the greatest progress, delivering against our strategy and helping to address some of society's biggest challenges."

Michael Izza FCA
Chief Executive



In my foreword for last year's Annual Report, I concluded by highlighting the profound global shock that Russia's invasion of Ukraine was causing, with the full consequences still to be realised. 2022 turned out to be, in large part, defined by this event, with the impacts being felt far and wide.

ICAEW members were once again on the frontline of helping businesses navigate difficult circumstances and helping economies to stabilise, and we supported them to do that.

We equipped members to understand and react to a rapidly changing situation, in particular regarding the sanctions against Russia and the wider economic crime environment. I am proud of our work with UK policymakers, contributing to economic crime legislation, and emphasising the role of ICAEW Chartered Accountants in making such policy work.

In what was the first full year of face-to-face interaction since the COVID-19 pandemic, we invested in boosting and rebuilding our human and social capital. We understand the critical importance for so many of coming together in shared physical spaces, while also appreciating the significant benefits brought about by digital and hybrid working models. It has been a pleasure for me personally, to meet with so many of our own members and stakeholders during 2022.

To better support members with their lifelong learning and help them to better engage with our content, we removed the paywalls for some of our faculties and all of our communities. We also considered changes to our regulations around Continuing Professional Development, to better

tailor requirements to members' roles and help build trust in the profession, which will come into effect later in 2023.

We also continued to show leadership on the sustainability agenda and the road to net zero. Our place on the UK Government's Transition Plan Taskforce illustrates the pivotal role ICAEW and our members have in helping businesses adapt and making transition plans a reality.

In this report we have again featured photographs of some of the individuals who have helped our profession make a difference, emphasising that we are a diverse global community who find strength through our collaboration. In particular, I would like to offer my sincere thanks to all our volunteers who so generously give their time and expertise to support our activities, and who are so instrumental in our success.

By almost all measures, it was another hugely successful year for ICAEW. We once again set a new record ACA student intake, of 11,962, marking a more than 8% increase on our previous global high in 2021 and further expanding our pipeline of future talent.

ICAEW membership also continued to grow, which at the end of 2022 stood at 166,397 globally.

Our year-on-year operational income increased to £124.8m, with a strong net result after tax of £13.6m.

The recent significant growth in our net assets continued in 2022, which now stand at £178m. Our financial position has in part been strengthened by money from Financial Reporting Council fines in recent years. The arrangements

require professional bodies to pay for the regulator's investigations in advance, following which those bodies receive any fine money.

These strong financial foundations continue to underpin our commitment to serve the public interest, not least within the volatile environment of recent years.

Our discussions around closer working with the Chartered Institute of Public Finance and Accountancy (CIPFA) have continued. By joining forces, we believe we can achieve greater reach - both nationally and internationally - and be better equipped to serve the public interest across all areas of economic activity, including the enterprise, public and third sectors.

It is by working together - with our members, students, staff and stakeholders - that we can make the greatest progress, delivering against our strategy and helping to address some of society's biggest challenges.

Finally, it has recently been announced that I will be retiring from the role of Chief Executive of ICAEW in 2023. I wanted to take the opportunity to say that it has been an honour to represent our profession across the world since I became Chief Executive in 2006. I am grateful to colleagues for their support to me over the years and their ongoing commitment to ICAEW. I am immensely proud of what we have achieved together, and I have no doubt that the Institute will continue to flourish after I leave.

Michael Izza FCA, Chief Executive

MESSAGE FROM THE PRESIDENT

The Covid pandemic continued to shape our lives during 2022, but increasingly we have been able to return to normality. COVID-19 leaves a legacy though, having accelerated the adoption of digital technologies, introduced hybrid working models and changed the face of education and examinations.

Our shift to virtual has been a huge success and resulted in record levels of member engagement, but some experiences simply cannot be replicated over a computer screen.

I have been privileged to meet in person with members, students and other stakeholders across the UK, Europe and Southeast Asia - hearing their stories, what they value about being part of ICAEW and where we could or should be doing more.

Just as the pandemic subsided, we saw another crisis take hold with Russia's invasion of Ukraine. One of our biggest priorities for the year was supporting our members to navigate the difficult circumstances this presented, interpreting and applying the sanctions against Russia and adapting to wider changes in economic crime legislation.

Throughout my engagements I have sought to promote ICAEW strategy - explaining why we're focussing on the areas we are and ensuring members are aware of the support available and that it is serving their needs.

I feel a particular passion for two of our strategic themes. The first is helping to achieve the UN Sustainable Development Goals; I know that our profession will be fundamental in making our economies more sustainable, and that many of you strongly agree.

I was delighted to speak on a panel session, at the World Congress of Accountants, about the importance of sustainability education. After all, if we don't understand the risks posed by climate change, how can we advise our clients or employers? Our new Sustainability Certificate, ACA syllabus and climate hub all help to ensure that students and members can get that education.

The second theme is strengthening the profession by attracting talent and building diversity; I am only the fourth female president of ICAEW and have been honoured when young women say to me how much they value seeing a woman in this leadership position. We still have more to do, but you can read about our work and progress on equality, diversity and inclusion in this report, of which I am proud.

I'd like to say a huge thank you to all our volunteers, without whose goodwill ICAEW could not survive. Their contributions help to shape our strategy and activity and ensure we continue to act in the interests of our members and the wider public.

Thank you also to the staff who have supported me in my presidential duties and to everyone at ICAEW whose work has contributed to our successes this year, such as our record student intake and comprehensive member support.

I would also like to thank our Chief Executive, Michael Izza, whose retirement has been recently announced. Michael will be greatly missed by us all and we are very grateful for his dedication to the organisation and his many achievements during his successful career with us. I am sure you will join me in thanking Michael for his contribution to ICAEW over the last 21 years and wish him well for the future.

Serving as ICAEW President is an incredible honour. We are in an outstanding profession and one that will continue to shape, not just our careers as members, but global economies and the future of the planet.

Julia Penny FCA, President

"We are in an outstanding profession and one that will continue to shape, not just our careers as members, but global economies and the future of the planet."

Julia Penny FCA
President



STRATEGIC FOUNDATION

BELONGING & SUPPORTING

We support our members in all facets of their professional lives, to enable them to act in the public interest and to add value to economies around the world.

Darren is Chair of the Practitioner Business Advisers Community and sits on the regional ICAEW committee.

Darren Jasper FCA, CTA
Head of Outsourcing and Cloud,
Albert Goodman

166,397
MEMBERS

3.1%
INCREASE
YEAR-ON-YEAR



Working collaboratively with our global volunteers, we have invested in boosting our social capital in 2022 by providing opportunities for our members – whether in practice or business – to come together, learn and interact. As COVID-19 restrictions eased, we returned to more face-to-face engagement, while also continuing to evolve our hybrid and digital offerings. Membership of our existing communities grew, and we launched new ones to provide further member support. We also removed paywalls for some of our ICAEW faculties to provide further support and updated our CPD policy.

SUPPORTING MEMBERS IN PRACTICE

We engage with members working in practice to understand their needs and challenges, whether as sole practitioners or as members working in larger firms, and provide resources to support and address these needs. We also work with our members and member firms to feed into consultations and policy decisions.

Membership of our [Small Practitioners Community](#) grew by 40% in 2022. Through this community we provided 22 webinars across the year, with an average of 500 members registered to each. The Marsh-sponsored tax helpline available to community members at no cost, received over 1,500 calls during the year.

1,500 new members joined our [Practitioner Business Advisers Community](#).

We produced 21 issues of [PracticeWire](#), our newsletter for members in practice, which now has more than 20,000 subscribers.

Our Practice team held in-person conferences, including:

- **MTD Live** – enabling delegates to meet the technology providers, receive updates on Making Tax Digital and ask questions to ICAEW, HMRC and the tech providers.
- **Practice Live**, on the theme of “Support, sustain, succeed” – offering practical guidance on MTD, economic crime and recruitment, as well as technical updates from tax and financial reporting experts. The keynote speaker was Baroness Eliza Manningham-Buller, former head of MI5.

- Practice roadshow in Leeds, a regional networking event covering MTD planning, risk management and technical updates.
- Mid-tier Tech Forum – welcoming members from mid-tier firms to Chartered Accountants’ Hall in November to explore some key themes around technology and innovation. Key resources and support for our members in practice are brought together [here](#).

SUPPORTING MEMBERS IN BUSINESS

Our members work in a wide range of roles across businesses of almost every size and sector around the world. 79 of FTSE 100 companies have an ICAEW member on their board. We work to support these members through resources which address economic challenges, offer sector and role-specific guidance, and inform policy development.

During a volatile year, the resources of our communities have been particularly valuable to our members in business. Membership of our [Small and Micro Business Community](#) now stands at over 5,000, far surpassing our targets. Membership of this and our nine sector-based communities grew 29% during 2022.

Across these communities, we facilitated on average six commercial partnership webinars per month. This included a series of webinars on starting, growing and exiting a business, as well as a webinar on funding and access to finance.

Our Business team worked together with our Business Committee and our UK Regions team to gather insight from business members, which continued to shape much of our content and activity throughout the year. This included our [cost of doing business hub](#), our [energy crisis hub](#) and our [inflation hub](#), which provide resources and analysis to help members navigate a multitude of challenges.

We also continued to signpost the [ICAEW Business Advice Service](#), a trusted source of advice for many businesses.

Member insight also fed into our discussions with government, including on disruptions throughout winter, the challenges of net zero and reaction to the Autumn Statement – helping policymakers to better understand and ultimately support the needs of business.

UK REGIONS

ICAEW members live and work across a diverse array of local communities, so we work to make our support and services as tailored and accessible as possible.

Our Regions team, working closely with the District Society volunteer networks across the UK, serves as the local face of our organisation and one through which our UK-based members access much of our support.

Regions, supported by local volunteers, offer a wide range of events, activities and initiatives. They build relationships locally and ensure ICAEW strategy is delivered with regional relevance to members and to the organisations they work in and advise.

District Society Review

District Societies have long been a valuable channel for engagement with members across the UK. However, given changes in legislation and significant changes in working practices over the years, which have been accelerated by the pandemic, a review concluded that it is time to consider alternative structures.

So in 2022, we established a new structure – the District Societies (Local) Communities Pilot – to which seven District Societies initially opted in. This new structure frees up volunteers to focus on engagement with members, rather than dealing with individual legal and governance issues associated with a separate body, which also create risks for volunteers, such as with GDPR compliance. It also allows for simpler communication with members and better data management. A significant number of other groups will be transitioning to the new structure in 2023.

Activities and events

The Regions team worked in collaboration with the District Societies to run over 800 regional and local events during the year. This included a programme of events focussed on our strategic themes, curated to communicate our strategy and emphasise its relevance to regional economies. Sector-specific events were also held for members advising and operating in key sectors of focus, including defence, farming, legal, charity, manufacturing, energy, retail and tourism.

Through all these activities, we engaged with over 22,000 delegates from across the UK.

The shift to focussing, where appropriate, on virtual events has brought significant efficiencies and removed some of the logistical barriers of the physical format, including widening geographical reach, engaging with new audiences and reducing time and cost to members and their employers. Ultimately, this has strengthened our engagement with UK-based members.

ENQUIRY SERVICES

Our advisory helplines handled more than 152,000 enquiries in 2022. The helplines provide valuable support to a wide range of stakeholders and serve as the first line of assistance for members.

We continue to see changes in the channels used to contact us, with our chatbot and webchat functions becoming increasingly popular as one of the fastest ways for members to get the help they need.

During the year, we replaced our core membership and enquiry systems. Although this will ultimately improve our ability to handle enquiries more efficiently, unfortunately the change has temporarily impacted our service levels and response times, which we are working hard to return to our usual high standards.

Members find great value in our [Technical Advisory Service](#). 13,500 technical accounting and 6,000 ethics and anti-money laundering questions were asked of the team during 2022. Digital helpsheets produced by the team on a wide range of topics received over 222,000 views, reflecting the level of practical guidance provided to members every day.

Our [Library Enquiry Service](#) also offers members research services and the ability to borrow both physical books and ebooks, of which nearly 15,000 were issued in 2022.

VOLUNTEERING

ICAEW volunteers

Our members and students play a vital role supporting ICAEW activities and bringing their expertise to all areas of our institute around the world. We are extremely fortunate to have a thriving global volunteering community.

In 2022 we launched our [volunteering hub](#), where members and students can learn more about how they can support ICAEW and the global volunteering opportunities available.

We estimate that during 2022, our members and students volunteered around 20,000 hours of their time, serving on our councils, boards, committees and district societies, or supporting our work at schools, colleges and universities to help us attract talent and make the accountancy profession more inclusive.

Not-for-profit sector

Many of our members and students also generously volunteer their world-leading knowledge, skills and ethics to their communities and the wider not-for-profit sector.

Serving as chairs, treasurers, governors, trustees and in a wide range of other roles, they bring their expertise to areas where it might otherwise be lacking or difficult to resource.

In 2022, more than 24,000 ICAEW members worldwide undertook nearly 34,500 regular volunteering roles.

We appreciate and value the time commitment from all of our volunteers, particularly our council and active members.

We champion volunteering and help many of our members find their roles through [ICAEWVolunteers.com](#), which has been connecting charities with finance professionals around the world for nearly a decade. Every month, more than 100 new voluntary roles are advertised by charities.



Andrew is an "ICAEW Ambassador" and a member of the ICAEW Greater China Strategy Advisory Group and ICAEW Hong Kong Committee.

Andrew Weir FCA

Regional Senior Partner, Hong Kong / Vice Chairman, China / Global Chair, Asset Management and Real Estate, KPMG International

Jeannette participated in a panel discussion at the Accounting for Sustainability (A4S) Summit and opened the ICAEW Climate Summit. She is a member of our Middle East Advisory Board.

Dr Jeannette Vinke DBA, FCA
Chief Operating Officer,
American University of Sharjah

Support for volunteers

Our [trustee training modules](#) support those who serve as charity trustees or are considering doing so, providing practical guidance and advice on legal and financial responsibilities. More than 1,200 people registered for these modules in 2022.

Our new [Charity Community](#), launched in January 2023, is free to join and open to all. It offers support and updates on sector developments for charity finance professionals and volunteers.

REMOVAL OF PAYWALLS

As part of our initiative to support members with their lifelong learning, in 2022 we completed an institute-wide project to remove the paywalls for our [Audit and Assurance Faculty](#), [Financial Reporting Faculty](#), [Tax Faculty](#), and all [ICAEW communities](#).

From January 2023, ICAEW membership includes access to the content of these faculties and communities at no additional cost.

Removing these paywalls supports our objective to implement an aligned events and content strategy that our members value.

It provides opportunities for greater member engagement with our content, working hand-in-hand with our new CPD policy and helping our members become more professionally robust and resilient.

ICAEW COMMUNITIES

ICAEW communities bring professionals together, providing information, insights, guidance and networking opportunities tailored to a wide range of industry sectors and professional specialisms. They serve as a key resource of support for thousands of members and non-members alike, wherever in the world they work, helping them to better serve their businesses.

Growth

We welcomed 52,074 new subscribers into our communities during 2022 – a 29% increase from 2021. At the end of 2022, the total membership of our communities stood at 229,041.

Our fastest-growing community in 2022 was our [Excel Community](#), which more than tripled in size since becoming inclusive of ICAEW membership in November.

Our [Data Analytics Community](#) ended the year with 26,648 members, the first community to surpass 25,000 members and now the largest ICAEW community.

With over 23,000 members, [Personal Financial Planning](#) is our second-largest community. The community's November webinar, *Tax planning for buy-to-let landlords*, featured James Kipping, Partner, MHA, and attracted more than 2,200 registrations, demonstrating the strength and value in external collaboration with commercial partners.

We launched the [Internal Audit Community](#) in November to support members working in internal audit and users of the internal audit function. In less than one month, this new community had already attracted over 1,000 members.

CONTINUING PROFESSIONAL DEVELOPMENT

[Continuing Professional Development \(CPD\)](#) is an integral part of being an ICAEW Chartered Accountant. For our members, maintaining their CPD strengthens professional credibility, provides skills and knowledge to perform more effectively and prepares them for the challenges ahead.

As part of our wider drive to build trust in the profession, changes to our CPD regulations will come into effect in November 2023.

ICAEW members will be required to complete a minimum number of hours of CPD, dependent on the level of risk associated with their role.



Helen sits on the ICAEW Sustainability Committee and the Yorkshire and Humber Climate Commission.
Helen Slinger FCA, BFP
Executive Director, Accounting for Sustainability

Andrew spoke about technology, analytics and the future of controls at Practice Live.
Andrew Harper ACA, MSc
Associate Director, Deloitte LLP

Emily is Chair of our Manufacturing Community and has completed our Women in Leadership programme.
Emily Smith ACA
Operations & Finance Director, MSSL, Managing Director, AVW Fabrications Ltd

Jan wrote ICAEW's Sustainability Programme. She sits on the Sustainability Committee and the Research Advisory Board.
Professor Jan Bebbington
Director of the Pentland Centre for Sustainability in Business at Lancaster University

Daniel is Chair of ICAEW's Charity Committee. He is also a member of the Charities SORP Committee and the CIPFA Charities and Public Benefit Entities Forum.
Daniel Chan ACA
Director, PwC UK

We recognise that a 'one size fits all' approach to CPD requirements is not appropriate in an increasingly diverse profession, so we are revising our regulations with this in mind.

During 2022, we carried out two public consultations on the proposed requirements, asking for feedback on the proposed number of hours, categorisation of roles and the definition of verifiable CPD. Feedback was reflected in the revised requirements, which were approved by ICAEW's Education & Training Board in December.

ICAEW Essentials CPD

Our [Essentials CPD](#) programme is a fully virtual and interactive learning experience, providing technical updates across core topics, with sessions available both live and on-demand. It remains a key resource for smaller firms and SMEs in particular.

In 2022, the programme ran 37 live webinars, covering areas such as audit and assurance, financial reporting, charity, legal, practice and tax.

Updates are delivered throughout the spring and autumn, and across the year attracted more than 5,500 delegates.

ICAEW Academy

The [ICAEW Academy](#) provides a comprehensive range of training courses for business and finance professionals, at every stage of professional development.

Through the Academy's public courses, in 2022 we delivered more than 115 interactive virtual classroom sessions, covering themes such as financial reporting, personal impact, business performance, data analytics, leadership, board readiness and risk, and fraud. We offer small classes to enable delegates to actively engage with facilitators and peers.

Our Academy's 'in house' offering delivers team training and development programmes within specific firms or businesses. Both our [Developing Leadership in Practice \(DLiP\)](#) and our [Network of Finance Leaders \(NFL\)](#) programmes sold out during 2022.

BRINGING MEMBERS TOGETHER

With the work of our UK Regions supporting UK-based members, we also run events and initiatives worldwide to support our members and students globally. 2022 saw these activities return in-person, helping people to better connect, collaborate and develop their personal and professional skills.

We brought together over 200 ICAEW members and figures from wider business on the eve of the World Congress of Accountants (WCOA) in Mumbai.

Over 100 members from 35 countries joined our event, *Directions in supply chain due diligence – impact on business*, examining what steps businesses can take to identify and mitigate the social and environmental impacts of their supply chain models.

Throughout the year, our C-Suite Conversations series with the British Chamber of Commerce gave members exclusive insights from industry leaders on a range of topics. The final event in the series attracted members from 16 countries, and explored crypto, digital assets, the metaverse and Web 3.

Our Europe Member Spotlight events, held throughout the year, profile the work of ICAEW members in key areas of our strategy. These events are broadcast live and are available on-demand. Some of 2022's Spotlights featured the CEO of Hellenic Petroleum and the CEO of MAP Platis.

In partnership with the Cyprus-UK Business Association, the British High Commission and the Cyprus Chamber of Commerce, our panel discussion for members, *Taking the sustainability agenda forward for Cyprus*, featured representatives from government, the banking sector and policymaking.

Also in Cyprus, we held a series of workshops and events to update members on developments in the public sector and how the public sector can adapt to achieve sustainable outcomes. The workshops, held with the Cyprus Treasury, focussed on the transition to accruals accounting.

In Hong Kong, we offered a series of workshops on critical communication skills, helping members improve their confidence in personal and professional settings. The workshops were attended by over 500 members and covered areas such as leadership presence, executive business writing, delivering appraisals, negotiation and persuasion.

Also in Hong Kong, recognising the need for members to network and build strong relationships, we launched the first of our C-suite Circle gatherings for senior female members. Hosted over lunch and held under Chatham House Rule, the event provided an opportunity for senior executives from banking, retail, property, technology, government and private practice to share their experiences and insights in a confidential setting.

As a global profession, many of our members need to remain aware of developments across borders, and we support them in that. Our March UK tax update for global members attracted members from 33 countries.

In the UAE, we hosted exclusive events for our senior members and those who joined through our Pathways programme – providing opportunities for over 100 members to meet with our leadership team.

Also in the UAE, a young members' event focussed on the new corporate tax regime due to come into force in 2023, featuring discussion from an expert panel.

In Malaysia, we hosted a lunch to recognise members with 50 or more years of ICAEW membership – including Tan Sri Hanafiah, ICAEW member since 1957, founder of the first local accounting firm.

The ICAEW Singapore Advisory Board, formally inaugurated in December 2021, held its first meeting in March. The SAB is an advisory group of members with strong standing and influence, both practising and non-practising, whose primary purpose is to support ICAEW's strategy.

We supported the development and launch of the Vietnam Business Integrity Index, established by the Vietnam Chamber of Commerce and Industry (VCCI) in collaboration with the United Nations Development Program (UNDP) and funded by the Commonwealth Fund of the United Kingdom. ICAEW Vietnam's representative and members participated in the launch event and we were the only professional body invited to provide a keynote speech and join an illustrious panel of speakers.

Two bi-annual Southeast Asia Townhalls brought together members in the region, ICAEW SEA staff and regional Council members. Colleagues shared recent developments and activities and highlighted member resources, while members shared their views and feedback.

STRATEGIC FOUNDATION

EDUCATION & TRAINING

We are committed to educating the chartered accountants of tomorrow, with a focus on future business and developing sustainable cohorts of professional leaders.



Mariee represented ICAEW and CAW at One Young World.

Mariee Payne ACA
Audit Assistant Manager, Mazars

James represented ICAEW and CAW at One Young World.

James Skilton ACA
Finance Manager, KYN

36,084
STUDENTS

6.3%
INCREASE
YEAR-ON-YEAR

In 2022, a record 36,084 students around the world were studying to become ICAEW Chartered Accountants. We continued to evolve the ACA, including a review of our sustainability content, improved the exam experience and invested in ongoing recruitment activities. Our wider service levels have been adversely affected by changes to our back-office IT systems and we are working hard to drive improvements.

DEVELOPING THE ACA

Our ACA students are the future of our institute and our profession.

By ensuring our flagship qualification remains world-leading, we equip our students and future members to be leaders and to enjoy diverse careers as some of the most sought-after professionals in the world.

During 2022, we continued to embed changes introduced in 2021, into the ACA qualification and into our exam platform.

Key changes to the syllabus included:

- enhancing the application of data analysis in exams, attempting to replicate workplace tasks;
- updating the descriptors used to better reflect the skills and technologies used in the workplace; and
- continuing to embed technology and inclusivity into learning.

We also added spreadsheet functionality to exams and pre-populated spreadsheets as exhibits in exam questions. Pre-populated spreadsheets allow us to assess higher-level skills such as structuring, assimilating, interpreting and evaluating data.

Student feedback on the use of technology in the ACA has been excellent – with a high value placed on the accuracy with which it reflects real-life applications of technology.

Sustainability review

Our students are passionate about leading the journey to net zero, and we equip them to enable a world of sustainable economies.

In 2022 we initiated a review of the ACA's sustainability content.

Our existing framework determines the knowledge and skills required based on the roles and responsibilities of ICAEW Chartered Accountants – such as reporting, risk management, assurance, strategy, finance and governance.

The ACA now also incorporates:

- a full introduction to sustainability and an understanding of why people and our planet are strategically important to business;
- rapidly-evolving language in this area, for example around ESG and science-based targets;
- an overview of the regulatory landscape, standards and standard-setters for mandatory and voluntary sustainability reporting;
- an awareness of the robustness of sustainability information and how to use professional scepticism; and
- the need for ICAEW Chartered Accountants to work with a wide range of other stakeholders to deliver solutions.

STUDENT SUPPORT

Exam support

Throughout 2022, we continued to support students leading up to exams via email, social media and live webinars, ensuring that students receive the reminders and key information they need before each exam attempt. The launch of the exams systems status page in 2020 continues to prove popular and is the go-to place for updates, receiving more than 23,000 unique page views this year.

We also developed new exam guides within our [Student Insights hub](#) to continue providing this information to students in a virtual and more accessible way.

Students continue to enjoy the flexibility of sitting exams in either a physical venue or via remote invigilation. We have also improved our access arrangement processes, to assist those students with a variety of different requirements and ensure that nobody is disadvantaged on their journey to becoming an ACA.



Student dashboard

Our student dashboard, launched in 2021, continued to provide ACA students with direct access to their training file, the ability to book an exam, go to their ICAEW Bookshelf, access support and receive notifications. The dashboard achieved over 500,000 sessions in 2022, illustrating that students use this as a main channel for information and accessing links. The top links from the dashboard in 2022 were accessing the online training file, booking exams and accessing the online bookshelf.

Student Insights

[Student Insights](#) remains popular with ACA and CFAB students, receiving more than 91,000 unique page views in 2022, up by 75% from 2021. The hub covers a range of topics to support students throughout their journey into membership, including articles, exam masterclass videos and regular content relating to diversity and inclusion. Popular articles include the ‘My ACA journey’ series, exam guides for all exam levels with top tips from tutors, and the ‘10 of the best ...’ series.

Celebrating success

Top-performing ICAEW students from around the world celebrated their exam success at a remote prizegiving ceremony in May. The live virtual ceremony recognised the achievements of students who studied for the ACA and CFAB qualifications and the Level 4 Accounting Technician Apprenticeship in 2021. In total, 109 students received awards representing the UK, Cyprus, Malaysia and Vietnam.

EXAM PLATFORM CHALLENGES

We continued to develop the ACA Professional and Advanced Level exams throughout 2022. The vast majority of exams were delivered smoothly; however, we did experience some challenges which have now been largely resolved.

Students who were impacted and contacted us had their issues remedied and fixes were implemented to prevent reoccurrences.

During the year, updates to the ACA exam software eliminated previous glitches and improved the overall usability of the software. Student testing sessions were held beforehand to ensure the updated software was fully fit for release.

Our qualifications team also worked hard with suppliers to improve the processes around exam days, ensuring that service levels remained at a high standard.

We have also increased the number of staff directly involved in the delivery of our exams, as well as those responsible for maintaining and testing the systems. Students have the opportunity to feedback after each exam session via an online survey. Feedback is mostly positive, but we follow up all issues and address any negative trends.

STUDENT RECRUITMENT MARKETING

We design our student recruitment campaigns to resonate with diverse audiences and build trust and credibility in ICAEW and accountancy, so that anyone can see themselves in the profession.

To maintain authenticity, it is important to us that we use real people with real stories to showcase the exciting roles and sectors open to our members.

We launched our new marketing campaign, *Accountancy got me here*, in September, to run across the 2022/23 academic year via social media and other digital channels. New collateral was created for the start of the academic year, including an influencer campaign, and TV adverts launched across Sky Go channels in January 2023.

We seek to attract school-leavers and graduates, but also those searching on behalf of others, such as parents and guardians, teachers and career advisers.

ICAEW PATHWAYS

Our [Pathways to Membership](#) scheme allows fully-qualified members from 15 professional bodies across the world to apply for ICAEW membership based on their experience.

2022 saw continued success in Pathways admissions, with more than 500 new members joining ICAEW via this route. This builds on recent success in the UK, South Asia, Africa and China.

Claris featured in our Student Recruitment campaign *Accountancy got me here*.

Claris Jekwa ACA
Contribution Margin Controller, BMW (UK) Ltd

Zayd serves as a committee member for the Travel, Tourism & Hospitality Community Advisory group.

Zayd Maniar FCA
International Liaison Partner, Crowe UAE

Lianna featured in our Student Recruitment campaign *Accountancy got me here*.

Lianna Scott ACA, BFP
Senior Financial Accountant, LADBible Group Limited

As a student, Aaron participated in a variety of voluntary initiatives. He has continued with these since becoming an ICAEW member.

Aaron Thompson ACA
Audit Assistant Manager, BDO UK LLP

Asma became a member through the Pathways to Membership route and featured in the ICAEW Middle East Pathways testimonial video.

Asma Jan Muhammad ACA
Group Finance Director, WFC Holding Group, UAE

The UK remains the single largest country for Pathways admissions, with South Asia continuing to be our largest growing regional market, particularly due to success in Pakistan and Bangladesh.

We continue to promote the scheme to others, including in Nigeria through our close working relationship with ICAN, promotional events in the Middle East region, and to ICAI members in India through the opportunities presented by 2022’s WCOA conference.

Hong Kong reciprocal campaign
1,280 new members joined ICAEW via our reciprocal campaign with the Hong Kong Institute of Certified Public Accountants (HKICPA) in 2022. This marks a significant milestone for the campaign, which has now welcomed 2,500 members over three years – opening opportunities for HKICPA members to benefit from our globally-recognised qualification.

EQUIPPING PROFESSIONALS GLOBALLY

China
A series of 10 campus talks and *Welcome New Students* seminars were held between August and October in collaboration with our key Partners in Learning (PiL). Held in a hybrid format, the sessions reached over 1,500 attendees. The events developed our relationships with our PiLs and provided tools and techniques to enhance their delivery of the ACA qualification.

Offering career opportunities and overseas exposure to ACA students, we continued our Authorised Training Employer (ATE) Internship programme for postgraduates from our top university partners. This joint effort between ICAEW China and Singapore helps top students obtain job placements with leading technology companies.

Cyprus
Following Brexit, the government of Cyprus issued an important clarification in early 2022, confirming the recognition of all UK professional accountancy qualifications in Cyprus, including the ACA. We supported national stakeholders in achieving this clarification.

We increased our engagement with schools in Cyprus in 2022, updating them on ICAEW resources to support teaching and careers advice and delivering presentations on the chartered accountancy profession.

Indonesia
We formalised our partnership with two top universities, Universitas Pelita Harapan and President University, through the signing of an Agreement and MoU respectively – cementing our commitment to work together to build future-ready global business leaders.

300 students from 11 universities attended a session to introduce the CFAB qualification and highlight the career prospects of an ICAEW Chartered Accountant. A Singapore-based FCA provided a presentation about fraud prevention and the importance of effective internal controls.

The ICAEW Indonesia National Student Conference 2022, *Broaden Your Vision and Nail That Dream Job*, comprised sessions designed to help students develop their business and life skills. The conference covered career prospects, graduate opportunities, financial literacy, exam tips, and offered financial literacy and CV workshops. More than 200 students attended.

Malaysia
The inaugural ICAEW Malaysia Placement & Symposium saw more than 200 students placed into training agreements and internships with 15 employers. Following its success, the initiative will now become an annual engagement in multiple venues across the country.

Mauritius
We launched a scholarship programme in September to help ensure quality tuition is available locally to students at the Advanced Level. Michael Izza visited the island in November and welcomed over 80 new members into membership at our annual graduation ceremony.

Saudi Arabia
In September, we partnered with Zahid Group and three leading universities to launch the Junior Accountant Development Programme. The scheme is designed to equip Saudi nationals with a high level of knowledge and skills in finance, accounting and business – ultimately developing the Kingdom’s accountancy profession and training new ICAEW Chartered Accountants.

Singapore
We renewed our Reciprocal Membership Agreement with the Institute of Singapore Chartered Accountants (ISCA), providing reciprocal membership arrangements for members of both professional bodies and strengthening our shared commitment to supporting and advancing the accountancy profession in Singapore.

South Asia
In May, we celebrated our strong member growth in Pakistan – hosting new member events across Islamabad, Lahore and Karachi, for 200 new members who have joined since 2020.

In India in September, we welcomed 150 new members at events in Mumbai and Delhi.

In Sri Lanka, we renewed our joint student and membership scheme and saw our first students pass the Advanced Level exams in July.

United Arab Emirates
Through a partnership with Kaplan, we’re giving students and professionals the opportunity to complete our Certificate in Finance, Accounting and Business (CFAB) qualification. The partnership, agreed in May 2022, formalises our commitment to support the human capital objectives of the UAE’s Vision 2030, by developing finance talent and competencies across the Emirates.

United Kingdom
In 2022, we held over 100 virtual skills sessions for UK-based students, covering a variety of topics such as CVs, interviews, transferable skills, presentations and discovering ICAEW and the accountancy profession.

Vietnam
Our annual Outreach Day for CFAB students focussed on the SDGs and ESG. The event attracted nearly 200 students from 10 universities to participate in three sessions entitled *Knowing, Thinking and Doing*. Mentored by ICAEW members, ATE representatives and university lecturers, students applied their knowledge through role-playing to solve a mini ESG case study.

STRATEGIC FOUNDATION

REPUTATION & INFLUENCE

We seek to influence globally across business and professional activity in areas where our voice can make a substantive contribution.

Johnson is an "ICAEW Ambassador" and a member of the ICAEW Hong Kong Committee.

Johnson Kong BA, BFP, FCA
Managing Director, BDO Hong Kong



In 2022, as the COVID-19 pandemic subsided and a geopolitical and further economic crisis emerged, we continued to help our members navigate a fast-moving and difficult operating environment. Representing their needs and interests has been as important as ever.

We also continued to ensure audit and corporate governance reform remains on the agenda and launched a new anti-money laundering training film with HMRC as part of our ongoing work to tackle economic crime.

PUBLIC POLICY

UK fiscal events and statements

Uncertainty over UK fiscal policy dominated much of our public policy work across the year, including around the Spring Statement, the Autumn Budget and several other fiscal announcements.

This included many adjustments to the tax system, including two in-year changes to National Insurance contributions. Our Tax Faculty produced a significant amount of material to guide our members through these changes.

Ministerial and parliamentary engagement

Members of our Tax Faculty gave oral evidence to the Finance Committee of the *Welsh Tax Acts etc. (Power to Modify) Bill*, as well as to the Lords Economic Affairs Finance Bill Sub-Committee on research and development tax relief. Written evidence was also submitted to the Treasury Select Committee inquiry on tax reliefs.

The [Tax Professionals Forum](#), of which ICAEW's Tax Faculty is a member, has re-engaged with the Financial Secretary to the Treasury's team to discuss the tax policymaking process, including improvements to the feedback mechanism.

In July, Alison McGovern MP, Shadow Employment Minister, visited BDO Liverpool at an event we co-organised, to see how the profession is facilitating the 'Levelling Up' agenda through employment and social mobility initiatives.

In the autumn, ICAEW President Julia Penny spoke at an event alongside Lord Callanan, Minister for Business, Energy and Corporate Responsibility, which we co-hosted with the University of Manchester Business School, debating the future of audit reform and the implications for the profession.

We attended both the Conservative and Labour Party Conferences, interacting with key stakeholders across government and business. We met with Lisa Nandy MP, Shadow Secretary of State for Levelling Up, Housing, Communities and Local Government, at the Labour Conference. At the Conservative Party Conference business dinner, we joined the then-Chancellor of the Exchequer, the Rt. Hon. Kwasi Kwarteng MP, discussing how ICAEW members will play a key role in delivering economic growth across every region and nation of the UK.



Wyman Symposium

The [Wyman Symposium 2022](#) took place at Chartered Accountants’ Hall on 1 November and asked whether regulation of the tax profession is the way forward. The event was also available to attend online, and attracted more than 175 delegates.

Insolvency Service consultation

In March, we [responded](#) to the Insolvency Service’s consultation on the future of insolvency regulation. We recognise that changes are needed to the regulatory regime for insolvency – in particular the introduction of regulation at the firm level – but we are concerned that the impact of the proposed reforms has not been fully considered and will be disruptive at a time of mounting insolvencies. We emphasised our opposition to the proposal of a single government regulator for insolvency.

RESPONSE TO THE INVASION OF UKRAINE

Following the Russian invasion of Ukraine in February 2022, supporting our members and member firms as they responded to the changing economic and geopolitical landscape became a major priority for us.

We worked to equip members to understand and react to the changing situation and to demonstrate the robust response of our members to the rapid changes in the sanctions and economic crime environment.

We also worked closely with the UK Government, expressing support for their measures and offering to help, both with developing the new regime and implementing it with our members. Details on our support for legislation can be found below.

It was important to express our confidence that ICAEW Chartered Accountants, whether in practice or in business, were ready and willing to play the fullest possible role in making these measures effective, and in helping companies across the economy cope with the disruption they would bring.

We also commended the actions being taken by international professional bodies such as IFAC and Accountancy Europe, and by individual members and member firms to disengage as appropriate with Russia at the time.

Ethics

Ethical considerations were at the heart of our response. The [ICAEW Code of Ethics](#) demands that our members have a responsibility to act in the public interest, beyond the needs of an individual client or employer. ICAEW Chartered Accountants must always do the right thing and needed to look hard at any connections with Russia among their clients and perform careful due diligence.

Member and staff support

We launched a dedicated [Ukraine Crisis central resource hub](#), which collated material highlighting and explaining to members the UK and internationally-imposed sanctions. We emphasised that firms must consider their due diligence from a commercial, Anti-Money Laundering (AML) and reputational perspective, and that it is in the public interest to take a careful approach, in order to do the right thing.

Our Global Relationships team, liaising with our wellbeing charity [caba](#), reached out to the small number of ICAEW members living in Ukraine to offer our support. They also contacted our members in Russia.

Our CEO, Michael Izza, wrote to all employees highlighting the mental health and wellbeing support available to them, and stressing the importance of being vigilant against possible cyber-attacks.

To show our solidarity with Ukraine, we flew the Ukrainian flag at Chartered Accountants’ Hall.

ECONOMIC CRIME

Economic Crime (Transparency and Enforcement) Act

In the spring, the UK Government responded to the invasion of Ukraine by bringing before Parliament the Economic Crime (Transparency and Enforcement) Act.

ICAEW welcomed the speed at which the UK Government was seeking to tighten up Britain’s defences against economic crime and dirty money. We briefed Members of Parliament and Peers on areas where the legislation could be strengthened in this regard, helping to remove gaps which would have given criminals the opportunity to restructure their affairs.

After it entered statute, ICAEW produced resources to ensure members were able to understand the new provisions of the Act and ensure that it was implemented as effectively as possible.



Dan helped shape and deliver our engagement with policymakers on legislation linked to ICAEW’s strategic priorities, including economic crime and audit and corporate governance reform.
Dan Ellis
Senior Policy Manager, ICAEW

Sophie started a new role in October 2022 and is ensuring ICAEW members and firms uphold the highest professional standards.
Sophie Wales FCA, CTA, BFP
Head of Regulatory Affairs and Policy, ICAEW

Economic Crime and Corporate Transparency Bill

Following the passage of the Economic Crime (Transparency and Enforcement) Act, we [wrote](#) to the then-Prime Minister and other party leaders outlining the support that ICAEW Chartered Accountants can provide in the fight against economic crime, and setting out remaining areas for reform in the UK's defences against dirty money entering financial markets.

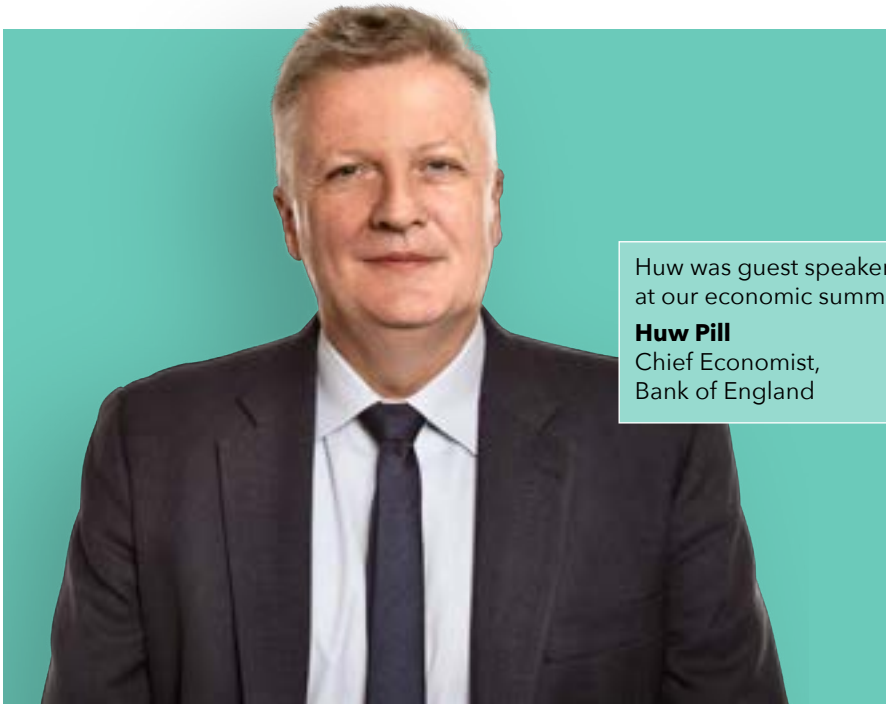
In September, the UK Government published the [Economic Crime and Corporate Transparency Bill](#). ICAEW welcomed the legislation, which commits to deliver reforms to Companies House and support business decisions and law enforcement investigations. It also strengthens the ability for information-sharing on suspected money laundering between UK businesses and law enforcement.

In the run up to the Bill's publication, we joined meetings with the Department for Business, Energy and Industrial Strategy (BEIS) to discuss the proposals and regularly engaged with government and other stakeholders to represent our views, briefing Members of Parliament on key provisions of the Bill.

Reflecting ICAEW's prominence as an AML regulatory body in the UK, in November we appeared in front of the Public Bill Committee to give evidence on how the measures contained within the legislation would help ICAEW Chartered Accountants detect and prevent economic crime. We advocated ensuring accountancy firms were able to play their part in sharing information as part of the Bill's indirect information sharing provisions - a recommendation which the UK Government positively accepted and remedied during Committee Stage.

Joint Fraud Taskforce

We represent the accountancy sector on the UK Government's [Joint Fraud Taskforce](#), made up of leaders from across government, the private sector, regulators, law enforcement and victim representatives. The taskforce measures progress on the delivery of industry-specific Fraud Charters, including the accountancy sector, in which ICAEW is leading on the development of tools to help accountants identify fraud, and increasing fraud awareness among businesses and the public.



Huw was guest speaker at our economic summit.
Huw Pill
Chief Economist,
Bank of England

Professionals against Corruption

ICAEW formed part of a panel of experts - alongside representatives from law and real estate - to deliver training to the Professionals against Corruption group of accountants, lawyers and real estate professionals focussing on identifying money laundering, sanctions violations and modern slavery.

Sharpening the Focus on Corporate Fraud

In July, our Audit and Assurance Faculty published [Sharpening the Focus on Corporate Fraud: an Audit Firm Perspective](#). The report sets out what audit firms are doing to better facilitate fraud deterrence and detection, and makes recommendations for audit firms, directors, government and regulators. It is accompanied by a webcast hosted by ICAEW's Managing Director, Reputation and influence, Iain Wright, with chair of the Audit Committee Chairs' Independent Forum (ACCIF), Jock Lennox, and interviewees from the firms.

The key findings of the report were discussed by EU policymakers and other stakeholders in a joint ICAEW-Accountancy Europe webinar in December. The webinar, which also considered related research from the Royal Dutch Professional Association of Accountants (NBA), was welcomed by the European Commission speaker as providing useful input to the debate on reform of the EU corporate reporting ecosystem.

A written summary of the webinar can be accessed [here](#).

Public Sector fraud

We continued to advocate for increased investment in fraud prevention in public sector bodies. Our evidence to two House of Commons Public Accounts Committee (PAC) inquiries, calling for lessons to be learnt from weaknesses in the measurement and recovery of fraudulent claims in COVID-19 support schemes, was quoted extensively by MPs to challenge officials from BEIS.



Mike joined ICAEW in May 2022 and has shaped our response to the evolving sanctions and economic crime environment.
Mike Miller
Economic Crime Manager,
ICAEW

Christos is Chair of the Cyprus Chartered Accountants Student Society (CCASS) which, together with the CCASS board, actively support ACA students.
Christos Savvides ACA

ALL TOO FAMILIAR™

Since the launch in March 2022 of our third education film drama, *All Too Familiar*, co-produced with HMRC, there has been a surge of interest in the UK and globally by firms, organisations, government agencies and other professional bodies to use it as a training resource.

This public-interest initiative film, available for all UK ICAEW- and HMRC-supervised firms and insolvency practitioners to use free of charge, was written and directed by ICAEW's Professional Standards Chief Officer, Duncan Wiggetts. It shows accountants the role they can play in the fight against economic crime, including money laundering and modern slavery.

By the end of 2022, the film had won three awards at the Association Excellence Awards, described by judges as a "great demonstration of action-based learning for what is an incredibly important subject-matter", and received numerous endorsements from the highest levels of government and leading human trafficking charities; Stop the Traffik and Step Up Stop Slavery.

Importantly, *All Too Familiar* is being used by accountancy firms of all sizes across the UK and internationally, as well as universities and government departments to support anti-money laundering training and induction programmes.

PSD staff have presented the film at events to provoke discussions in the fight against economic crime. In the UK, we've supported our small practice community with *All Too Familiar* interactive webinars, answering specific questions from sole practitioners and money laundering reporting officers (MLRO) prompted by watching the film.

Globally, *All Too Familiar* has been shown at an event for the B20 (part of the G20 Summit) in Jakarta, in Dubai in association with the UAE Minister of Economies, in Athens at the British Embassy in a joint event with HMRC and HMT and in Cyprus and Singapore at events in association with HMRC.

The ongoing interest in the film across the profession will carry the film's important messages around the world. The proceeds of international licences will generate funding for further films to allow ICAEW to continue to raise awareness of the importance of compliance with the AML Regulations and how chartered accountants play an important role in the ongoing fight against economic crime.

Global impact

In the UAE, we co-hosted a virtual event with the Ministry of Economy and the Accountants & Auditors Association (AAA) on anti-money laundering in the UAE. The event featured a presentation from the Ministry of Economy followed by the first screening of *All Too Familiar* in the Middle East. The event was attended by over 150 members and stakeholders across countries from the Gulf Cooperation Council.

As part of our member and stakeholder engagement in Greece, the British Ambassador to Greece hosted a screening at the British High Commission, in collaboration with HMRC. The event also featured a panel discussion, chaired by former ICAEW Council Member Emil Yiannopoulos and featuring speakers from SOEL, the Greece audit regulator ELTE, HMRC and ICAEW CEO Michael Izza.

We screened the film to our membership in Cyprus. Alongside two open events held in partnership with ICPAC, with the participation of the Cyprus Financial Intelligence Unit (FIU), Ministry of Interior and non-governmental

organisation, Step Up Stop Slavery, private sessions were delivered to the major firms and a group of students from the University of Cyprus.

Feedback was extremely positive; several companies have asked to license the film for internal training and invitations have been received to show the film to all staff at the Cyprus FIU and Public Prosecution Team, as well as to support Step Up Stop Slavery in their outreach to the Cyprus banks. Find out more about the film: icaew.com/alltoofamiliar

THOUGHT LEADERSHIP

Our thought leadership tackles existing issues in new ways and addresses emerging ones imaginatively, to inform and engage our members and the wider business community. We seek to raise challenging questions, drive discussion and express informed opinion on the big issues that matter to everyone, but which also hold specific relevance to the accountancy profession and align with our strategy.

The content is delivered in a variety of ways, including videos, blogs, webinars, podcasts, reports and representations at conferences and workshops.

In 2022, we completed the campaign, *When Chartered Accountants Save the World*, with a video, *How to make capitalism work for today's world*, featuring Professor Jan Bebbington, Director of the Pentland Centre at Lancaster University and Tim Harford, Economist, Journalist and Broadcaster.

We launched a new content series, *The New Boardroom Agenda*, focussed on helping our members and company directors more widely with some of the challenging topics faced by boards. The series includes video interviews with high-profile board members, 'how-to' guides, podcasts and other content using the expertise from our membership, other practitioners and academics.

Our Corporate Reporting Faculty published *Climate-related reporting: sharing reflections on the 2021/22 reporting season*, which summarises key reflections shared at the faculty's climate roundtable discussion in August. The report summarises participants' views on the degree of progress in climate-related reporting in the UK, explains findings from recent faculty research and explores some of the key issues for reporters moving forward.

In October, our Corporate Finance Faculty launched a Best Practice Guideline, *ESG in Deals and Investment*. Mergers and acquisitions and investment decision-making are now being heavily influenced by ESG considerations, driving board agendas. The document explores the role that ESG plays in these transactions and advises how businesses can identify and qualify the value and impact potential of ESG and use it to create positive value.

INTERNATIONAL CAPACITY BUILDING

Our *international capacity building* work grows out of our commitment to the sustainable development of robust and independent national accountancy professions.

Through funding from donor organisations, we work with professional accounting bodies, regulators and government departments to provide practical assistance and mentoring to build the capacity of national professions.

During 2022, we worked on 10 projects across eight countries:

- Abu Dhabi
 - Cambodia
 - Georgia
 - Iraq
- Kyrgyzstan
 - Philippines
 - Nepal
 - Samoa

Since 2007, we have worked on more than 70 projects in over 30 countries across Asia, Africa, Europe and the Middle East.

In January and April, we launched two new Asian Development Bank (ADB)-funded projects to deliver quality assurance (QA) for audit capacity in Armenia and the Philippines. The work is part of a series of ADB-funded projects, started in 2015, to strengthen financial management across Asia and the Pacific.

We were also awarded a contract by the World Bank to develop a new professional accounting qualification syllabus for The Institute of Chartered Accountants of Nepal (ICAN), which began in May.

BUSINESS CONFIDENCE MONITOR

Our flagship research project, the *Business Confidence Monitor* (BCM) continued to generate headlines in 2022.

The Media Relations team issued news releases highlighting the survey's findings in all four quarters of the year to national and regional media. These were covered by a range of media from across the UK, including *The Times*, *The Guardian*, *Scottish Daily Express*, *Scottish Daily Mail* and other outlets, with 145 pieces of coverage in total.

In Q4, the team secured more than 200 pieces of coverage following a virtual BCM economic summit with guest speaker Huw Pill, the Chief Economist at the Bank of England. Print coverage included the *FT* and *The Times*.

We also continued to promote the BCM through digital advertising across 2022, resulting in additional opportunities to view the research across all four quarters.

WELCOMING GLOBAL PARTNERS

We thrive on collaboration and building relationships. Across the year, following the lifting of COVID-19 restrictions, we welcomed international delegations to our London headquarters, Chartered Accountants' Hall, including:

In March, The Institute of Certified Public Accountants of Cyprus (ICPAC) to discuss challenges around resourcing the profession and ensuring compliance with sanctions on Russia.

In May, The Institute of Chartered Accountants of Nepal (ICAN), where we renewed our MoU to explore opportunities for strategic collaboration.

In September, The Institute of Certified Public Accountants of Greece (SOEL) to discuss European and wider international developments impacting the profession, including recruitment and retention, how the profession can best address economic crime and how sustainability might impact the education and monitoring of auditors.

In November, a business and trade delegation from Cyprus led by HE Natasa Pilides, Minister of Energy, Commerce and Trade (an ICAEW member) to foster Cyprus-UK trade relations. We co-hosted an event on a *Green and digital transition*, organised by the Cyprus Chamber of Commerce and the Cyprus-UK Business Association.

In December, The Institute of Chartered Accountants of Nigeria (ICAN) to renew both our MoU and our Pathways agreement.

WORLD CONGRESS OF ACCOUNTANTS (WCOA)

The 21st World Congress of Accountants took place in Mumbai, India, in November.

We chose to minimise our physical presence at the congress, to keep our carbon footprint as low as possible and reduce costs. Nevertheless, we embraced the opportunity to meet with many professional accounting organisations from across the world, including The Institute of Chartered Accountants of India (ICAI), The Institute of Chartered Accountants of Nigeria (ICAN) and The Institute of Chartered Accountants of Pakistan (ICAP).

It also provided valuable opportunities to engage with pan-regional bodies, including the International Federation of Accountants (IFAC), the Pan African Federation of Accountants (PAFA) and the Confederation of Asian and Pacific Accountants (CAPA).

The conference was attended in person by over 6,000 people, with another 3,500 joining virtually.

GLOBAL ACTIVITY

China

ICAEW was the only foreign professional body invited by the Chinese Institute of Certified Public Accountants (CICPA) to support a new Ministry of Finance training programme - the *High-end Accounting Talent Comprehensive Skills Improvement Programme*. 111 managing partners of major accounting firms in China attended this training, with the ESG and Sustainability modules delivered by ICAEW experts.

Indonesia

As a member of the Business 20 (B20) Indonesia Integrity and Compliance Task Force, we organised a B20 fringe event to promote one of the task force's policy recommendations. This included the international premiere of *All Too Familiar* and a panel dialogue, *Flag It Up!* that offered insights and shared case studies related to AML and economic crime. The Minister of Finance of the Republic of Indonesia officiated the event, which attracted over 1,000 ICAEW members, business leaders and representatives from government divisions.

Middle East

Our quarterly *Economic Update* reports with Oxford Economics continued to provide insight and intelligence for finance professionals and their clients across the region. The events generate significant press coverage and are covered by mainstream television and radio channels.

United Arab Emirates

We hosted an expert-led discussion on ESG in the Middle East region, including on how ESG reporting presents an opportunity to reframe internal sustainability agendas into engines of growth.

In September, our joint Greater China and Southeast Asia Economic Forum examined how the regions are responding to climate change and the investments necessary to achieve government sustainability pledges. The interactive discussion was moderated by Scott Livermore, Chief Economist and Managing Director, Oxford Economics Middle East.

United States

We engaged regularly with US stakeholders, including the Securities and Exchange Commission (SEC), the Public Company Accounting Oversight Board (PCAOB) and the Center for Audit Quality (CAQ).

Discussions focussed on climate-related disclosures, audit reform, modernising standards, regulation and enforcement. These discussions complemented our responses to the SEC's consultation on climate-related disclosures in June and the PCAOB's five-year strategic plan in September.

Vietnam

Together with the Department of Accounting and Auditing Supervisory at Vietnam's Ministry of Finance, we co-hosted a seminar, *Experience in independent audit oversight*. Held in the two cities of Hanoi and Ho Chi Minh, the seminar attracted nearly 200 senior partners and directors from audit firms, academia and representatives from various public sector agencies.

ICAEW AS A REGULATOR



Our role as an improvement regulator is to strengthen trust in ICAEW Chartered Accountants and firms. We do this by enabling, evaluating and enforcing the highest standards in the profession.

Paul is the lay Chair of the Investigation Committee.

Paul Brooks

STATUTORY APPOINTMENTS AND RESPONSIBILITIES

ICAEW is:*

- The largest recognised supervisory body (RSB) and recognised qualifying body (RQB) for statutory audit in the UK. There are 2,299 firms and 6,692 responsible individuals registered with us under the Companies Act 2006.
- The largest recognised supervisory body (RSB) for local audit in England. We have 10 firms and 100 key audit partners registered under the Local Audit and Accountability Act 2014.
- The largest insolvency regulator in the UK. We license over 830 insolvency practitioners (out of a total UK population of 1,541) as a recognised professional body (RPB) under the Insolvency Act 1986.
- A designated professional body (DPB) under the Financial

Services and Markets Act 2000 (and previously a recognised professional body under the Financial Services Act 1986). We license 1,785 firms to undertake exempt regulated activities under this Act.

- A supervisory body recognised by HM Treasury for the purposes of the Money Laundering Regulations 2017, dealing with around 11,000 firms.
- An approved regulator and licensing authority for probate under the Legal Services Act 2007. Over 350 firms are accredited by ICAEW to carry out this reserved legal activity.

NON-STATUTORY ASSURANCE SCHEMES

- More than 290 firms are accredited to perform ATOL returns work under the ICAEW Licensed Practice scheme for ATOL Reporting

Accountant work. This was set up in 2016 after the Civil Aviation Authority (CAA) gave approval for ICAEW to license, register and monitor firms which perform ATOL returns work.

- Our Practice Assurance scheme provides ICAEW members working in practice with a framework of principles-based quality assurance standards. We monitor around 12,000 firms to ensure they comply with the Practice Assurance standards.

Professional Standards Department

ICAEW's regulatory work is carried out by our Professional Standards Department (PSD). This work is separated through internal governance arrangements from ICAEW's other activities so that we can monitor, support, or take steps to ensure change if standards are not met.

* Data is correct as at 31 December 2022.

Through carrying out our statutory responsibilities, maintaining our non-statutory assurance schemes and taking enforcement action, where necessary, through our regulatory committees and disciplinary committees, we protect the public interest by making sure ICAEW firms, members, students and affiliates maintain the highest standards of professional competency and conduct:

Enabling

We enable firms through education. Our approach is to provide guidance to help registrants and licensees maintain the highest professional standards that we, and the public, expect of them. In 2022, we continued to educate and provide guidance through the publication of monitoring reports, results of thematic reviews, help sheets and by holding recorded and live interactive webinars. We have also been promoting the use of our third educational drama film, *All Too Familiar*, as a training tool in firms of all sizes, running interactive film training events and contributing to the roll-out programmes of many firms. All these resources are available for those we regulate at [icaew.com/regulation](https://www.icaew.com/regulation)

Evaluating

We evaluate the quality of work carried out by registrants and licensees and their compliance with rules and regulations and ICAEW's Code of Ethics through our monitoring work. In 2022, ICAEW's Quality Assurance Department carried out more than 2,500 visits, completing all of our statutory targets and over 400 additional reviews for third parties pursuant to outsourcing arrangements. Our Regulatory Practice and Policy team also received a record number of Responsible Individual and affiliate applications during 2022 which required evaluation by staff and/or committees to determine approval.

Enforcing

We enforce through taking regulatory action against registrants and licensees whose standards fall below those expected of them. ICAEW regulatory committees imposed conditions/restrictions/financial penalties during 2022 whenever they were concerned at reports from monitoring visits. Regulatory committees also used the ultimate sanction of withdrawing permission to carry out regulated work in order to protect the public. For example, the Audit Registration Committee withdrew eight audit registrations during 2022.

We also enforce by taking disciplinary proceedings against ICAEW members and firms where there are breaches of our Disciplinary Bye-laws and regulations. During 2022, we received 887 new complaints, which was lower than the 948 complaints received in 2021. In total, 197 disciplinary matters were referred to the Investigation Committee and 41 matters were referred to the Disciplinary Tribunal. This resulted in the exclusion of 10 members and 96 severe reprimands being imposed on ICAEW members and firms in addition to Reprimands and Cautions for less serious breaches.

In following these 3Es, we ensure ICAEW firms, insolvency practitioners, Chartered Accountants and students uphold the highest standards and act in the public interest. View more detail about how we discharge the 3Es at [icaew.com/improvementregulator](https://www.icaew.com/improvementregulator)

ICAEW REGULATORY BOARD (IRB)

The work of the PSD is overseen by the IRB (formed in 2016) and comprises 12 members with lay and chartered accountant parity with a lay chair. Members of the IRB are appointed by the independent Regulatory and Conduct Appointments Committee, and the IRB's terms of reference oblige it to act in the public interest. The IRB receives and reviews reports

from all regulatory committees and the Investigation Committee following their annual delegated powers' reviews. It also reviews the inspection reports produced by ICAEW's oversight regulators on the PSD's performance and monitors to ensure implementation of any recommendations resulting from all of those reviews. The IRB also oversees the effectiveness of all ICAEW regulatory and disciplinary committees through its own quality assurance programme involving observation of meetings and meetings with committee chairs.

OVERSIGHT OF ICAEW'S REGULATORY AND DISCIPLINARY WORK

The PSD's work is inspected on a regular basis by the following oversight bodies:

- Financial Reporting Council (annually)
- Insolvency Service (regular thematic reviews)
- Office for Professional Body Anti-Money Laundering Supervision (biannually)
- Legal Services Board (annually).

The PSD may also be inspected by the Financial Conduct Authority for our work as a DPB.

FINANCING OF ICAEW'S REGULATORY AND DISCIPLINARY WORK

The PSD's regulatory and Practice Assurance functions are self-financing. ICAEW membership and practising certificate fees provide a financial contribution towards non-regulatory member disciplinary work. PSD's income is mainly derived from the fees paid by the firms or individuals regulated and supervised by ICAEW. These fees are set by the IRB.

For further information on our regulatory functions and developments during 2022, visit [icaew.com/regulatoryreport](https://www.icaew.com/regulatoryreport)

STRATEGIC THEME ONE
Strengthen trust in ICAEW Chartered
Accountants and the wider profession

SUSTAINING CONFIDENCE IN THE PROFESSION

Conny played a pivotal role in ICAEW's involvement at an official B20 event promoting measures to combat Money Laundering and Terrorism Financing risks.

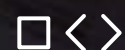
Conny Siahaan
Head of Indonesia, ICAEW

Gareth was a keynote speaker at our Public Sector conference and spoke on good governance in the public sector.

Gareth Davies FCPFA, FCA
Comptroller and Auditor General,
UK National Audit Office



Read more at: icaew.com/technical/trust-and-ethics/



STRATEGIC THEME ONE

Strengthen trust in ICAEW Chartered Accountants and the wider profession

We continued to contribute to fundamental reform of audit and corporate governance in the UK and sustain confidence in the continuing excellence of our members.

AUDIT AND CORPORATE GOVERNANCE REFORM

Draft Audit Reform Bill

The UK Government’s proposed reforms of audit represent the most wide-ranging overhaul of the UK’s corporate reporting ecosystem since the passing of the Companies Act 2006, impacting the work of our members and how they are regulated. In the face of recent economic challenges, the confidence which investors have in the resilience and reporting of companies is more important than ever. We believe reform is vital for restoring investor and public trust and confidence in businesses and their financial and non-financial reporting.

Following three major independent reviews and a further White Paper consultation, the government **announced** alongside HM the King’s (then HRH Prince of Wales) speech in May 2022 that they would bring forward the Draft Audit Reform Bill during the forthcoming parliamentary session.

This announcement was followed at the end of May 2022 by the government publishing their **response** to the *Restoring trust in audit and corporate governance* White Paper consultation.

The consultation response, alongside the draft Bill, outlined government plans to: establish a new statutory regulator, the Audit, Reporting and Governance Authority (ARGA); provide new measures to open up the statutory audit market, including shared audits; enlarge the scope of public interest entities; and give the new regulator powers to enforce directors’ financial reporting duties.

We welcomed the announcement, but recognised it was unlikely that this legislation would be published and passed during the parliamentary session, instead expecting it to spill over to 2023. There was also a risk that the Bill would deliver modest, lopsided reform which missed the opportunity to address wider issues in corporate governance.

Audit, Reporting and Governance Authority (ARGA) funding

ICAEW strongly believes that an immediate priority to restore investor and public confidence in the UK’s audit and corporate governance regimes is to legislate for the new ARGA, providing it with the statutory basis for it to succeed.

Across 2022, we engaged closely with the Financial Reporting Council (FRC) as it takes forward government policy reforms ahead of legislation, and as it begins its transition into the ARGA. We **responded** to the FRC’s initial consultation on its Draft Strategy, Plan and Budget for 2022-25, encouraging the organisations to produce more of a concrete plan for addressing issues identified by BEIS.

In developing our **response** to the FRC’s second consultation on their funding plans, we engaged closely with our members and member firms, as well as business and investor groups, to understand how ARGA can best be established as a new statutory regulator, and the most appropriate funding model to sustain it.

In our response, we called for “stable, sustainable and independent funding” to ensure that ARGA can deliver as a strengthened regulator. We believe that new approaches will be needed to budgeting, outcomes appraisal and reporting, supported by robust stakeholder dialogue and underpinned by a framework based around four critical pillars:

- 1. **strong** – through a funding model that supports stability, sustainability and independence;
- 2. **proportionate** – by focussing on risk and minimising unnecessary costs;
- 3. **constructive** – with funding based on efficient, targeted and well-developed plans; and
- 4. **accountable** – as transparency and consultation secure strong stakeholder support.

EC consultation on corporate reporting

Our duty to help ensure that audit, accounting and corporate reporting standards continue to meet stakeholder expectations, reaches right across the globe.

In February, we **responded** to the European Commission’s consultation, **Strengthening the quality of corporate reporting and its enforcement**.

To help inform our position, we held roundtables with members from across Europe, including those sitting on Audit Committees and audit partners in firms.

Further reading

Our **audit and corporate governance reform hub** brings together our technical analyses, reports and articles.

Our ICAEW Insights specials hub – **Restoring trust in audit and corporate governance** – brings to life discussion around the consultation and an exploration of what the restoration of trust means, through podcasts, videos and articles.

B20 Integrity and Compliance Task Force

The B20’s Integrity and Compliance Task Force, which ICAEW is a member of, set out a policy paper outlining the actions that it believes will create a more responsible global business environment through encouraging more responsible and ethical decision-making.

ICAEW worked with the task force during 2022 to develop measures in areas which our members have consistently highlighted as important to them, and were pleased to see the task force recommend that G20 government take tangible action to:

- promote and accelerate the adoption of a high quality, globally converged and accepted sustainability reporting standard;
- strengthen board capacity and capability through empowering the role of Audit and Risk Committees, including by onboarding at least one independent committee member with relevant compliance, governance, internal control, accounting, and sustainability expertise; and
- enhance the ability and efficiency of money laundering threat identification, based on the risk-based approach.

What good looks like

Our “What good looks like” project forms part of our commitment to help auditors improve audit quality. Launched in 2021 by our Practice team, in conjunction with our Technical Advisory Services and Quality Assurance Department and with the support of member firms, the project demonstrates how auditors should approach real-world audit challenges by using practical case studies and guidance.

The first instalment, **the audit of going concern**, was launched in 2021 and has seen over 2,000 page views to date. This was followed in July 2022 with guidance relating to **the audit of accounting estimates**, demonstrating what a good audit file looks like following the issuing of the revised standard, ISA (UK) 540. Work on this project continues into 2023 to further support firms in the training and development of their staff in meeting these challenges.



Alex has helped develop our views on restoring trust in audit and corporate governance.

Alex Russell FCA
Head of Audit and Assurance Strategy, ICAEW



STRATEGIC THEME TWO
Help to achieve the UN's Sustainable
Development Goals

ADVANCING OUR JOURNEY TO SUSTAINABILITY

Pam has spoken at our events and worked with Net Zero Now to measure her firm's carbon footprint.
Pam Tuckett FCA, CTA, DChA
Audit Partner and Head of Education, Bishop Fleming

Mark Gough was one of the partners of the We Value Nature Project.
Mark Gough
CEO, Capitals Coalition



Read more at: icaew.com/climate



STRATEGIC THEME TWO

Help to achieve the UN Sustainable Development Goals (SDGs)

We started new initiatives to help our members and others begin and advance their sustainability journeys and continued to demonstrate leadership in our own conduct as a business and an employer.

SUSTAINABILITY CERTIFICATE

Launched in August, our [Sustainability Certificate](#) is an introductory course offering the practical knowledge and skills needed to integrate sustainability performance into risk management, financial planning and analysis, business decision-making and ESG and sustainability reporting.

It also helps teach how to reach out to specialists where the subject matter extends beyond your technical reach.

550 people had signed up to the course by the end of 2022.

SUSTAINABILITY PROGRAMME FOR STUDENTS

In October 2022, we launched a trial of a new sustainability programme for students, with around 460 students across the world taking part.

Feedback from our events, together with our own research, has highlighted that while younger people have a strong interest in this area, there is a lack of technical knowledge, particularly regarding the role of the finance profession.

The programme consists of four modules, developed in collaboration with Lancaster University and the Pentland Centre for Sustainable Business and each comprising a mix of written and video content: introducing sustainability key concepts and literacy; examining major sustainability risks; accounting and sustainability issues; and a case study applying knowledge learned.

Feedback has been overwhelmingly positive, with 88% of participants rating the programme 8 and above out of 10, and 35% rating a full 10 out of 10.

We have also reflected on recommendations as to how the programme could be improved and we will be making some minor changes ahead of the official launch in March 2023.

Several universities around the world have expressed their interest in incorporating the programme into their courses.

FINANCE FOR THE FUTURE AWARDS

2022 saw the 10th anniversary of the [Finance for the Future Awards](#), which ICAEW hosts in partnership with Deloitte and the Accounting for Sustainability (A4S) project, set up by the then-Prince of Wales in 2004.

The awards were held in October, with a physical ceremony in London which was livestreamed to reach a global audience.

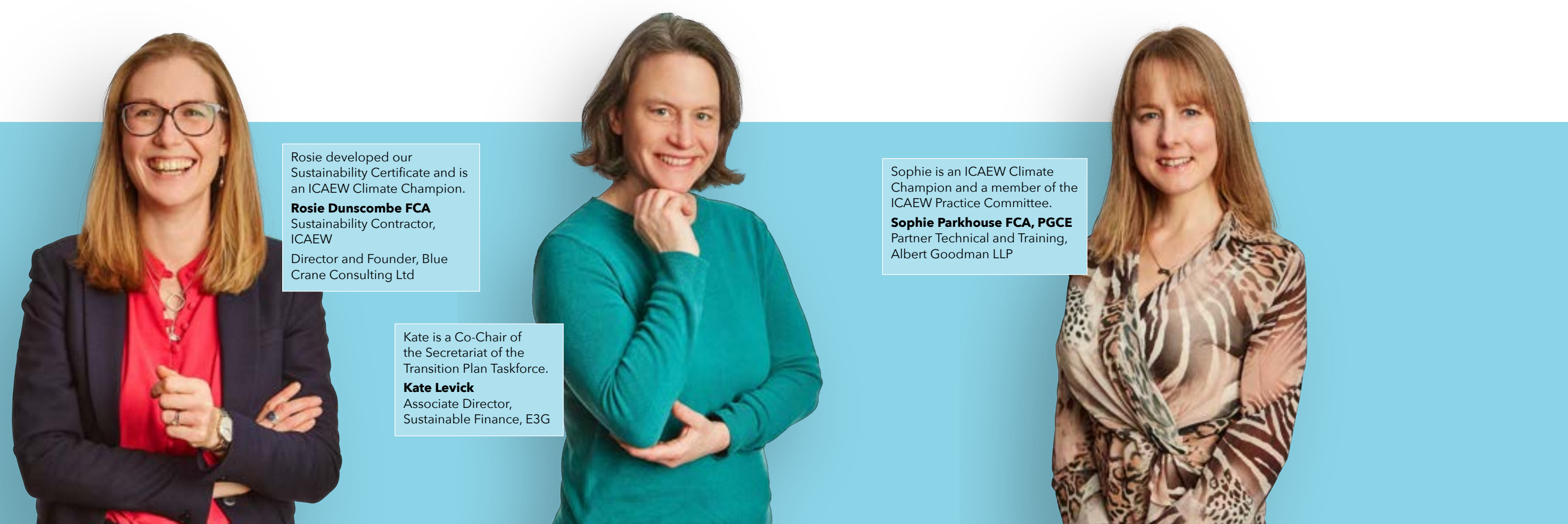
The quality of entries was once again extremely strong, so much so that the award for embedding an integrated approach was split into listed and non-listed companies.

You can view a recording of event highlights and details of all winners and finalists, [here](#).

ICAEW CLIMATE CHAMPIONS

Our [Climate Champions](#) initiative celebrates and supports individual members, students and firms who have made a commitment to tackle the climate crisis in their organisations or with their clients.

It showcases those making an impact, whether in an advocacy role, embedding climate resilience, tackling nature loss or climate justice.



Rosie developed our Sustainability Certificate and is an ICAEW Climate Champion.

Rosie Dunscombe FCA
Sustainability Contractor,
ICAEW
Director and Founder, Blue
Crane Consulting Ltd

Kate is a Co-Chair of the Secretariat of the Transition Plan Taskforce.

Kate Levick
Associate Director,
Sustainable Finance, E3G

Sophie is an ICAEW Climate Champion and a member of the ICAEW Practice Committee.

Sophie Parkhouse FCA, PGCE
Partner Technical and Training,
Albert Goodman LLP

Successful applicants are listed in our [honour roll](#), which features their stories as case studies. They are also spotlighted in our Sustainability and Climate Change Community quarterly newsletter.

ICAEW CLIMATE SUMMIT

In November, 1,300 delegates joined our second virtual Climate Summit, which took place over five days.

The programme covered the role of the profession, embedding resilience, climate finance, financial reporting and assurance, and the transition to net zero.

The event is available to [view on-demand](#) and is free for both ICAEW members and non-members.

WE VALUE NATURE CAMPAIGN

The [We Value Nature](#) campaign concluded its four-year run in October 2022, to high acclaim.

Funded by the [EU's Horizon 2020](#) programme, ICAEW is proud to have delivered the campaign alongside the International Union for the Conservation of Nature, the World Business Council for Sustainable Development and Oppla.

The campaign encouraged businesses to take account of nature in their decision-making: how they depend on it and how they can mitigate the associated risks.

It engaged in three principal activities:

- supporting the natural capital community and sharing research, resources and best practice;
- helping businesses improve their risk management, communication with investors, stakeholder engagement and anticipation of future legislation; and
- targeting businesses and barriers where we expected to make the greatest impact.

As part of the campaign, in 2022 we facilitated a virtual Q&A session, featuring expert insight on the operational landscape for the transition to “nature-positive” business.

The European Commission’s Project Review Report stated that the project “has delivered exceptional results with significant immediate or potential impact. *Overall, the project has been a great success, delivering upon virtually all its objectives, deliverables, and milestones*”.

INDONESIA INTERNATIONAL CONFERENCE FOR SUSTAINABLE FINANCE AND ECONOMY

We co-hosted the second Indonesia International Conference for Sustainable Finance and Economy, together with the Indonesia Ministry of Finance and the United Nations Development Programme (UNDP). The conference aims to review policies and efforts to build a stronger Indonesian financial sector by accelerating the transition

to sustainable finance. Experts from the Indonesia Ministry of Finance, The Indonesia Financial Services Authority, IFC, Sustainable Finance Institute Asia, Monash University, UNPRI, Mongolian Stock Exchange and the UK Financial Conduct Authority took part. The event featured keynote speeches from Andrew Griffith, the UK Economic Secretary to the Treasury, and Sri Mulyani, the Indonesia Minister of Finance.

TRANSITION PLAN TASKFORCE

HM Treasury launched the [UK Transition Plan Taskforce](#) in April, to develop a “gold standard” for private sector climate transition plans and tackle greenwashing.

ICAEW Chief Executive, Michael Izza, sits on the Taskforce’s Steering Group, together with the Economic Secretary to the Treasury and other senior executives from business, finance and the environmental sector. ICAEW’s Director, Sustainability, Richard Spencer, also sits on the Taskforce’s working group.

We are the only accountancy body to hold a place on the Taskforce, highlighting the important leadership role ICAEW Chartered Accountants are playing in embedding sustainability within the finance profession.

Michael spoke at the launch of the Taskforce, expressing his view that corporate transition planning is one of the key issues for 2022. Both he and Richard attended meetings with government ministers and others throughout the year to support and promote the Taskforce’s work.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORTING

In October, ICAEW’s Director, Sustainability, Richard Spencer, gave evidence to the UK Parliament’s BEIS Committee, as part of their inquiry into ESG reporting. Richard stressed its importance and advocated ICAEW’s efforts to promote quality ESG reporting among businesses, but also highlighted the challenges that firms face when attempting to implement them.

EVENTS

ICAEW Middle East member and COO at American University of Sharjah, Dr Jeannette Vinke, participated in our panel discussion, *From COP27 to COP28: the role of finance in charting course for success*, held during the two-day Accounting for Sustainability (A4S) Summit. The A4S summit is a global gathering to catalyse action on sustainability in the finance community.

A joint webinar with the Institute of Indonesia Chartered Accountants (IAI) looked at Indonesia’s carbon tax policy, featuring panellists from EY, WWF and the Indonesia Ministry of Finance. Over 400 participants attended from audit firms, universities, the mining industry, financial institutions and the public sector.

STRATEGIC THEME THREE
Support the transformation
of trade and the economy

SUPPORTING BUSINESSES AND PUBLIC AUTHORITIES

Carlson was awarded the 2022 ICAEW Outstanding Achievement Award. He is an "ICAEW Ambassador" and a member of the ICAEW Greater China Strategy Advisory Group.

Carlson Tong FCA

Independent Non-Executive Director of Standard Chartered PLC and former Chairman of the Hong Kong Securities & Futures Commission and KPMG Asia Pacific and China

Rebecca is an "ICAEW Ambassador" and a member of the ICAEW Hong Kong Committee.

Rebecca Sharpe ACA

Chief Financial Officer,
Cathay Pacific Airways Limited



Read more at: icaew.com/technical/economy



STRATEGIC THEME THREE

Support the transformation of trade and the economy

We worked with policymakers to support businesses through an economic crisis and continued our work with tax and other authorities to help achieve sustainable public finances.

ECONOMIES

Cost of doing business crisis

Across the different fiscal events in 2022, we highlighted to UK policymakers the growing economic headwinds as the impact of the invasion of Ukraine began to be felt. Ahead of the September mini-Budget, we urged the UK Government to bring forward financial support for households and small businesses as a necessary economic protection over the winter, and we used the Autumn Statement to emphasise the need to give UK companies greater certainty about what support would be available in the next tax year.

We launched an [inflation hub](#), to bring together the best expert opinion, data and insight from ICAEW and our members. We also produce detailed briefings on inflation and interest rates for members via ICAEW insights, podcasts and webinars.

Alongside this, we launched a new [cost of doing business hub](#) to share insights and help support members as conditions worsened.

Economic commentary

Since July, we have produced external commentary highlighting the impact of rising inflation on people, businesses and the economy. A wide range of national media outlets, including BBC (broadcast and online), Bloomberg, Sky, *The Guardian*, *The Daily Telegraph*, Reuters, *The Independent* and *Daily Express*, have covered our economic analysis.

In total, our economic commentary has generated 228 pieces of media coverage, including national coverage in print and online, together with broadcast interviews.

In November, our Financial Services Faculty recorded a [podcast](#) on Quantitative Easing (QE), examining the current environment and the options available to the Bank of England as it considers the pace and scale of QE. The podcast featured Michael Saunders, former member of the Bank of England’s Monetary Policy Committee.



Ann-Marie led a breakout session on the role of audit in good governance at our Public Sector conference.

Ann-Marie Harkin FCPFA
Executive Director Audit Services, Audit Wales

Sir Tony Redmond is the author of the Redmond Review. He was a panellist at our Public Sector conference.

Sir Tony Redmond CPFA
Chair of the Improvement and Assurance Board at Nottingham City Council

We are now contributing to HM Treasury’s forecasts for the UK Economy Report, a monthly comparison of independent short-term projections of key economic indicators.

National Economic Summit

Our first National Economic Summit was held on 30 November. Keynote speaker Huw Pill, Chief Economist at the Bank of England, updated members on the Bank’s outlook for inflation, interest rates and the economy.

The virtual event had 735 registrations and gained more than 200 pieces of media coverage. The summit was written up in *The Times*, *FT*, Bloomberg, *The Independent*, MailOnline, *City A.M.*, *The Guardian* liveblog and by *The Telegraph* liveblog.

REPRESENTING BUSINESSES

Making Tax Digital (MTD)

Despite the delay announced in December 2022, we continue to call for changes to the requirements of MTD income tax self-assessment (MTD ITSA). While we support digital record-keeping, we remain opposed to mandatory quarterly reporting, on the basis that for many businesses it will add to their costs and administrative burden, with little or no benefit. We have also raised specific concerns about the application of MTD ITSA reporting requirements for property income.

Our Tax Faculty meets regularly with HMRC to discuss developments and raise any concerns, including fundamental design issues with how the policy is being developed.

HMRC service performance

Reflecting the many concerns raised by members, ICAEW has been actively engaging with HMRC on improving its service performance. In June, our Tax Faculty [wrote](#) jointly with CIOT, ATT and ICAS to HMRC about these long-standing concerns.

Customs duties following EU exit

As our members’ businesses become more involved in customs-related work following Brexit, they are dealing with highly complicated regulations which are often not very well understood.

To offer better-tailored support, in November our Tax Faculty formed a sub-committee of its VAT and duties committee, supporting members dealing with customs and excise duties and other indirect taxes.

PUBLIC SECTOR AND PUBLIC FINANCES

Many ICAEW members work in or with the public sector to deliver public priorities and strong public finances.

Through our public sector work, we act in the public interest to support strong financial leadership and management – including transparency, accountability, governance and ethics – to ensure that public money is spent wisely and that public finances are sustainable.

Public Sector conference

We held our virtual Public Sector conference in December – an event which focussed on the importance of good governance and risk management in the public sector. The event attracted 570 registrations, more than double that of 2021, and provided delegates with good practice tips and the lessons learned from poor governance. Speakers included the author of the Redmond Review, the UK Comptroller and Auditor General and the chair of the UK House of Commons’ Public Accounts Committee.

Public sector audit online hub

Launched in July, our [UK public sector audit hub](#) aims to raise awareness of public sector audit and provide clarity on the similarities and differences between public sector and private sector audit, as well as the variations between the UK’s four nations.

IPSASB

Continuing our engagement with the International Public Sector Accounting Standards Board (IPSASB), we provided technical support to the UK representative and hosted a [podcast](#) looking at the importance of public sector financial statements, featuring the chair of IPSASB. We responded to IPSASB consultations looking at natural resources and the future role of IPSASB in providing a sustainability reporting framework.

ICAEW Insights special

In November, we focussed on [Public sector financial and non-financial reporting](#). We published articles touching on challenges, purpose and best practice in public sector reporting from a wide range of public sector perspectives, including from the Treasury, academics, and the New Zealand Accounting Standards Board.

Simply UK Government Finances

We hosted a roundtable to mark the launch of [Simply UK Government Finances 2022/23](#), written by Martin Wheatcroft in association with ICAEW. Attendees included representatives from BEIS, the Parliamentary Scrutiny Unit, the Australian Treasury, the IFS and the IPSASB Board, who explored some of the challenges around increasing awareness and understanding of the UK’s public finances.

Local audit

We’ve played a leading role in working to improve the rigour and integrity of local public audit. We sit on working groups set up by the Department for Levelling Up, Housing and Communities (DLUHC) to implement the recommendations of the Redmond review. We have responded to several government consultations and are working with CIPFA to support the new FRC system leader to drive forward permanent improvements.

Local government finance

We continue to be active in strengthening local government finance and financial reporting, advocating greater funding certainty for local authorities and increased alignment between the budgeting rules and accounting requirements. We responded to several consultations from DLUHC, including a [joint response](#) with CIPFA calling for IFRS 9 to be applied in full to local government investments in pooled funds. We also jointly hosted a roundtable on fiscal devolution with the Fabian Society and spoke on the role of financial statements in improving governance at the *Room 151* conference for local government finance directors.



Christiana worked with the Cyprus Chamber of Commerce to organise the business and trade delegation visit from Cyprus.
Christiana Diola FCA, BFP
Head of Cyprus and Greece, ICAEW

Suren joined ICAEW in June 2022 and has provided expert media commentary on business, trade and economic issues.
Suren Thiru
Director, Economies, ICAEW

STRATEGIC THEME FOUR
Master technology and data

HARNESSING NEW TECHNOLOGY AND DATA

Esther joined ICAEW in April 2022 and is working to influence tech policy and to support members in working with emerging technologies, such as AI and Blockchain.

Esther Mallowah FCA
Head of Tech Policy, ICAEW

Mike is an active and valued member of the ICAEW Business Committee. He was also one of our speakers at Tech Live.

Mike Clark FCA
VP Finance Strategy and Transformation, Coca-Cola Europacific Partners



Read more at: icaew.com/technology



STRATEGIC THEME FOUR
Master technology and data

We continued to invest in initiatives which will define the future of the profession and trained and equipped our members to be leaders in the exploitation of new technology and data.

ENGINE B

We're helping to build a more transparent, technology-enabled future for our members, their clients and wider professional services through our involvement in [Engine B](#).

Our strategic investment in Engine B was made to support the development of transformational technology which is accessible to all. Launched in 2019, the Engine B initiative creates a set of common open-source data models, providing a standard-access methodology to client data for audit firms and other businesses.

February 2022 saw the successful launch of the [EB Integration Engine™](#), which by the end of the year had been installed with clients across the UK and US.

An Advisory Committee was also established, comprising audit firms who are supporting the development of new features and providing input into technology solutions.

In addition to increasing client installations and delivering new features, 2023 will focus on supporting ESG reporting requirements for audit firms through client data access and supporting the development of an ESG Common Data Model initiative.

CYBER SECURITY AWARENESS MONTH

We ran a series of webinars, videos, articles and other content to coincide with global [Cyber Security Awareness Month](#) in October. This included articles on the security of blockchain technology, a webinar series on supply chain cyber security and a podcast on responding to a supply chain cyber security breach.

ICAEW TECH LIVE

Our first ever in-person event dedicated to technology software, [Tech Live](#), was a huge success. The event was vendor-led with a range of demos and speakers, including current and former executives from Coca-Cola and Microsoft. We received very positive feedback from commercial partners.

UPSKILLING GLOBALLY

253 students and lecturers attended a blockchain webinar in Indonesia, hosted by the Head of our Tech Faculty at one of the country's top industry-focussed institutions, BINUS University. Discussion centred on blockchain as an accounting technology, why it is exciting for business and finance professionals, and the challenges they must overcome.

Across the year in Vietnam, a series of 14 training sessions on data analytics were held for more than 1,000 ICAEW CFAB students at 10 universities. The series has helped demonstrate to employers that ICAEW students are equipped with the latest updated skills.

We collaborated with the Malaysian Ministry of Finance's Accounting General's Department to upskill its staff with the ICAEW Data Analytics certification. This will improve these public sector participants' abilities to analyse larger datasets and improve their ability to provide evidence-based insights and assurances.



Franki is Chair of our Data Analytics Community Advisory Group and is one of AccountancyAge 35 under 35.
Franki Hackett ACA
Head of Audit and Ethics, Engine B

Ian joined ICAEW in March 2022 and as part of his role organised and chaired the Tech Live event.
Ian Pay
Head of Data Analytics and Tech, ICAEW



Monica joined the DAC AG this year and has written explainer articles for the community covering AI and Machine Learning.
Monica Odysseos ACA
Data Scientist, PwC Cyprus

STRATEGIC THEME FIVE
Strengthen the profession
by attracting talent and
building diversity

BUILDING MORE DIVERSE COMMUNITIES

Prince was one of
three ICAEW interns
on the 10,000 Black
Interns scheme.

Prince Chukwu
Intern, ICAEW

Ellice mentored one of the interns as
part of the 10,000 Black Interns scheme
and relaunched New Gen Accountants,
which was supported by ICAEW.

Ellice Kenlock BFP, ACA
Financial Reporting Manager,
Bravado, Universal Music Group



Read more at: [icaew.com/
diversityandinclusion](https://www.icaew.com/diversityandinclusion)



STRATEGIC THEME FIVE
Strengthen the profession by attracting talent and building diversity

We continued working to ensure that the profile of our members and students fairly reflects the societies it serves, reaching out to attract and engage with more diverse communities.

ACCESS ACCOUNTANCY

We entered our second year chairing [Access Accountancy](#), with our Managing Director, Education & Training, Hazel Garvey, assuming the role of Chair.

The UK programme, in partnership with 27 employers, has now delivered more than 5,000 experiences of work for young people from low socio-economic backgrounds since it was established in 2014. The number of placements delivered annually has recovered to pre-pandemic levels.

Since 2021, Access Accountancy has taken on an expanded role to challenge and support firms on making their hiring practices more inclusive and supporting individuals from low socio-economic backgrounds when they enter the profession.

RISE

Our [Rise](#) programme – developed together with larger accountancy firms – aims to support the aspirations of young people from disadvantaged backgrounds, by helping them develop the skills employers are looking for.

In 2022, Rise achieved its target of delivering 50 workshops that link curriculum subjects with skills development for schools in areas of low social mobility, supported by volunteers from the companies involved. Half of these workshops were in rural or coastal areas.

The programme has now reached more than 2,800 young people.

19 more employers have joined Rise, bringing the total number of partners to 27 at the start of the 2022/23 academic year. This will help deliver more workshops, and we aim to double the number provided by July 2023.



Phil is one of the senior leaders at Mazars who supports the Rise programme.
Phil Verity FCA
CEO, Mazars



Sarah is one of the senior leaders at BDO who supports the Rise programme.
Sarah Hillary ACA
Partner, Digital and Risk Advisory Services, BDO

ICAEW100

Our business and accounting competition for university students, the [ICAEW100](#), helps develop skills and business acumen and build knowledge about the profession.

Running in the UK, Greece and Cyprus, the competition launches at the start of the academic year and runs for seven months.

In the 2021/22 academic year, more than 3,900 students participated in the UK across 131 universities.

The competition is an excellent way of reaching new and diverse groups of students. For example, 54% of participants were female and 14% were of Black or mixed heritage.

The Institute of Certified Public Accountants of Greece (SOEL) shares our mission to raise awareness and attract the best and the brightest into the profession, so in 2022 we partnered with SOEL to roll out ICAEW100 across Greece.

Following the success of this rollout, we launched ICAEW100 in Cyprus in October.

VIRTUAL WORK EXPERIENCE

To help address the skills gap among potential students, our [virtual work experience](#) initiative provides 16–17-year-olds with a week’s worth of activities and events, in an inclusive and representative work environment and without the need for a physical office.

The experience is designed to mimic a real working week; comprising ICAEW-led employability skill sessions, ATE spotlight sessions, independent CPD and a team business project which culminates in a student presentation at the end of the week.

It also showcases ICAEW, the ACA qualification and careers opportunities offered by the supporting Authorised Training Employers.



Rachel is an Executive Committee member at KPMG UK, and supports the Rise programme.
Rachel Hopcroft CBE
Head of Corporate Affairs, KPMG UK

97% of those who completed the programme in 2022 said they want to become an ICAEW Chartered Accountant or are considering becoming one. 100% would recommend the programme to a friend.

ICAEW BUSINESS CHALLENGE

For the first time since 2019, the ICAEW Business Challenge took place, in Greece, attracting top students from five leading universities in Athens with the support of leading professional services firms.

The University of Cyprus also supported our Business Challenge in the country, with over 100 students and 10 firms taking part.

Also in Cyprus, together with ICPAC, we co-hosted a roundtable for firms on the attractiveness of the profession and retention of audit staff. Topics included the lifecycle of attracting and training students and engaging with role models within firms.

WELCOME INCLUSION CAMPAIGN

We believe that every chartered accountant has a role to play in helping build an inclusive profession.

2022 saw the launch of our flagship [Welcome Inclusion](#) campaign, designed to provide our members with practical tools to drive inclusion across the profession and focussing on the themes of belonging, allyship and fairness.

The campaign has been widely applauded for its strategic significance in the profession and was consequently shortlisted for several national and international awards. It won “Campaign of the Year” in the [Independent Publisher Awards](#), and two silver awards at the [International Content Marketing Awards](#), for “Best Purpose Led Campaign” and “Best Membership Campaign”.

The campaign also won two further gold awards at the Pearl Awards, which celebrate excellence in content marketing, in the categories of “Most Effective: Non-Profit/ Association/Government” and “Best New Programme Launch”.

BLACK HISTORY MONTH

In 2022 we undertook a schedule of content aligned to the theme of Black History Month, “Time for change: Action not words”, and to our own strategy.

We worked closely with Black members to create inspirational and insightful content which we shared across our channels throughout October. This included a flagship article on our Student Insights platform, [Celebrating Black culture](#).

Our refreshed Black History Month content hub saw an increase of 145% in unique views compared to 2021, and overall traffic increased by 256%.

We showcased eight inspirational Black members and created social media video content, reaching 83,000 users on LinkedIn, 34,000 on Facebook and 18,000 on Twitter.

We also [interviewed](#) the President of ICAEW West of England, Ololade Adesanya, on her journey to becoming Director of Financial Services at Deloitte.

As part of the month, we also supported the [relaunch](#) of New Gen Accountants (NGA) at Chartered Accountants’ Hall, with 30 of our own ACAs in attendance. Originally launched in 2018 to ensure the profession accurately reflects society, NGA is made up of aspiring accountants, trainees and qualified accountants and offers a study group, CV help sessions and career advice.

10,000 BLACK INTERNS

We renewed our commitment to the [10,000 Black Interns](#) project, providing several of our own placements and influencing far more across the finance sector. To complement this work, we worked with targetjobs to hold an [Aspire](#) event for Black Heritage students at a number of PwC offices in the UK.

RECRUITMENT OF ICAEW VOLUNTEERS

Internally we have looked carefully at the processes for recruiting volunteer committee members and tried to ensure that they are as inclusive as possible. We are collecting diversity data to help us understand where we are succeeding and where more work is needed.

TRANSFORMING OUR WAYS OF WORKING AND SUPPORTING OUR PEOPLE

Thanh trained to be one of the first international mental health first aiders.

Thanh Huynh
Business Development
Manager, Vietnam,
ICAEW

Andrew has developed our portfolio of partners offering benefits to members in both their personal and professional lives.

Andrew Stott
Director, Corporate
Partnerships &
Operations, ICAEW

2022 was the first full year of in-person activity and office-based working since 2019. This assisted many staff with their wellbeing and brought collaborative benefits that come from more regular working in shared physical spaces. We continued with our wider hybrid working patterns to provide the greatest flexibility.

We continue our journey to becoming a more sustainable and inclusive organisation, as well as becoming more efficient, with the final stage of transforming our key business systems.

JOURNEY TO NET ZERO

ICAEW became carbon neutral in autumn 2020, making us the first major professional body in the world to do so and reflecting our commitment to achieving the UN Sustainable Development Goals (SDGs).

In 2022, we continued working with suppliers to evaluate options to further reduce internal carbon-producing activities across our operations. However, we faced unexpected challenges, particularly regarding the infrastructure required to decarbonise our heating systems. We continue to assess the feasibility of this and aim to make further progress in 2023.

As members of the Accounting Bodies Network (ABN), we are **committed to reaching net zero emissions** as soon as possible, and are currently working to expand our agreed scope 3 data points to include our broader value chain emissions. Details of this can be found in our 2022 carbon neutral report.

To align with best practice, we have moved to measuring our carbon footprint through the calendar year. We are currently in the process of measuring and verifying our 2022 footprint, which will be published in an interim report in Q2 2023.

For the period 1 January - 31 December 2021, our total carbon footprint was 1,839 tonnes of CO₂e. This includes emissions relating to homeworking, which we had previously not measured, in line with updated guidance in the GHG protocol. This footprint is an increase from the 2020/21 figure, largely due to staff returning to the office and an increase in travel following the lifting of COVID-19 restrictions.

Carbon offsetting

We remain carbon neutral based on our defined scopes through the purchase of offsets against our entire footprint. We have continued to support carbon offset projects that deliver socio-economic benefits, including improving health and living conditions. Our selected projects are:

- providing 1.7m people in Cambodia with clean water;
- biogas projects across Vietnam; and
- forest and wildlife corridor protection in Kenya.

We will revisit our chosen projects to ensure they continue to deliver benefits which align with our strategy to support the UN SDGs.

BUSINESS SYSTEMS TRANSFORMATION

Until 2022, our core systems had been in place since the early 2000s and had served us well; while there was no short-term risk to our services, it had become increasingly complex, time consuming and costly to maintain and enhance our systems to support business growth and new products and services.

In 2015, a programme of work was initiated to replace these aging business applications. The aim of the programme was to move our key business processes to a modern, state-of-the-art platform that will better serve and support the delivery of our strategy.

The final stage of this programme was implemented in April 2022. Our new Customer Relationship Management (CRM) application is based on the Microsoft Dynamics platform and supports our main back-office operational activities. This includes membership and student management, subscription processing, organisation structures, our regulatory register and enquiry management.

Business resources were stretched during testing and implementation of the new system, impacting service levels and leading to processing backlogs.

The system went live with several software bugs, the majority of which were cleared by the end of the year, with the remaining scheduled to be addressed in 2023.

Service levels were further impacted as colleagues built their understanding and experience of operating the new system and business processes.

While it was not possible to offer full system functionality upon implementation, we devised 'work-arounds' which will remain in place until we can achieve full system functionality.

ICAEW Board will continue to monitor service levels until all bugs have been removed and service levels return to normal. In the meantime, additional resource has been deployed to help address any service bottlenecks.

Our 2023 membership subscription collection process was successfully run on the new platform.

Further work is planned for 2023-2024 to add additional functionality into the application, to aid the delivery of our strategy and improve business processes.

OUR PEOPLE

We are committed to enabling a world of sustainable economies, in which everyone has an equitable and fair opportunity to succeed. We know that greater diversity within workforces drives innovation and improves problem-solving, and strengthening diversity and inclusion is a core theme of ICAEW's 10-year strategy.

We are committed to attracting, recruiting and retaining the very best talented employees and fostering a working environment where people of all backgrounds and experience can reach their full potential. Our policy is to treat all employees and job applicants fairly, whatever their background. As a Disability Confident

employer, we ensure our recruitment processes are inclusive and accessible, and provide adjustments as required for existing employees with disabilities or long-term health conditions, enabling them to stay in work. We recognise, however, that we need to make improvements in certain areas and have already started to take steps to improve.

Workplace culture and wellbeing

With the appointment of a new Director, People, 2022 has seen a renewed focus on our people. A series of social events and lunches brought together staff and senior leadership, helping colleagues re-connect in person in a relaxed physical space.

As part of our commitment to provide an ever-more inclusive workplace environment, we updated our Wellbeing Policy and introduced a new Anti-bullying, discrimination and harassment (including sexual harassment) Policy.

We organised training sessions for all colleagues on unconscious bias and diversity awareness, to support a healthy organisational culture and build understanding of the serious impact biases in the workplace can have.

Elaine champions mental health and wellbeing at ICAEW, and launched a new employee resource group, Every Mind Matters.

Elaine Mulholland
HR & Training
Manager, ICAEW

Rowena is a member of ICAEW's Employee Engagement Forum (EEF).

Rowena Hawkes
Regional Business
Development
Manager, ICAEW

We trained additional staff to provide emergency mental health assistance and to signpost staff requiring support. ICAEW now has 22 qualified Mental Health First Aiders, who act as a point of contact for any staff experiencing mental health issues or emotional distress. Training sessions were also organised for all colleagues regarding mental health awareness.

To support and coordinate this activity, we created a new employee resource group, *Every Mind Matters*, responsible for promoting mental health awareness across ICAEW and providing initial support as required. Activities organised by the group include 'grab a coffee with a colleague', to encourage people to socialise and chat with colleagues, which was amplified to all staff by our CEO during World Mental Health Day in October. Virtual Pilates classes, together with lunchtime walks with colleagues, were also provided to encourage gentle exercise, time away from desks and relaxation.

As part of efforts to better support colleagues struggling with menopause, we began drafting a menopause-specific policy. Ahead of this, we delivered bespoke menopause awareness training and guidance for managers.

To further support our Inclusion and Wellbeing Strategies, we re-introduced desk-side massages and reflexology sessions, offered advice on nutrition and covered the costs of accessing the winter flu jab.

We also introduced a new initiative, *Paws in Work* puppy therapy, during our focussed Wellbeing week, encouraging people to take a break from their desks in a fun and unique way. 160 colleagues took part over two days.

Employee Engagement Forum

Our Employee Engagement Forum (EEF) is an active, staff-focussed and managed forum seeking to improve ways of working at ICAEW. With most staff settling into hybrid ways of working, the EEF's priority is to communicate and engage with colleagues across the organisation to ensure they continue to feel connected.

Sue supported the transition to Dynamics and helped mitigate the impact on ICAEW service levels.

Sue Kitchen
Education & Training
Business
Process Manager, ICAEW

The forum regularly brings people across the institute together through physical and virtual activities and events, promotes resources available to colleagues and helps raise any concerns to support ICAEW's inclusive work environment. The EEF meets monthly with the Director, People, to streamline and action feedback.

Throughout 2022, EEF members posted articles on Yammer to support colleagues with their health and wellbeing and encourage further communication. Articles were also produced for our internal communication channels, helping staff familiarise themselves with new and existing EEF representatives.

EEF also has representation on our "Future of the Office" task force, set up in February 2022 to explore how our physical office space in particular should evolve with new ways of working.

Our employee networks
Embrace

Embrace is our original employee resource group (ERG), focussed on creating an inclusive, supportive working environment where all employees can share experiences and learn. It was founded on the belief that sharing and listening with open hearts and minds is the best way to help each other feel comfortable, seen and valued.

The group showcases employee-curated content on internal channels and holds regular meetings, workshops and presentations from staff and external speakers. *Embrace* also partners with other ERGs to amplify key messaging around inclusivity.

Highlights from 2022 include a joint session with the *Together* group on parental work-life balance from the perspective of a gay father of adopted children and a session on inclusive language, following the release of our internal inclusive language guide.

MenoPAUSE
MenoPAUSE continues to be an active employee network and resource group, with staff continuing to share their experiences of peri-and-post-menopause as well as associated health issues.

The network aims to break down barriers and raise awareness of what the menopause is and the impact it can have on professional life. It has helped create an organisational approach where members have felt more empowered and comfortable to speak to managers about symptoms they feel they need support with.

REACH (Race, Ethnicity and Cultural Heritage)
Our REACH network is an inclusive group of colleagues passionate about raising the profile of issues within ICAEW of race, ethnicity and cultural heritage, and developing stronger awareness of best practice on these issues.

The group, which launched in May 2021, is united by a shared sense of the values of positive representation, informed engagement and the treatment of all individuals and groups with dignity and respect.

REACH regularly holds virtual meetings on topics such as representation, respectability, politics, microaggressions and bystander intervention, and recognises important days of reflection such as Holocaust Memorial Day and Windrush Day.

During Black History Month in 2022, the group hosted a staff lunch featuring food inspired by Afro-Caribbean cuisine. Attendees heard from Black members of staff talking about what Black History Month means to them, before a discussion around inspiring or little-known Black figures from history.

Together
Our LGBTQ+ network, *Together*, meets regularly to discuss ways in which we can promote LGBTQ+ inclusion and support LGBTQ+ colleagues. The network works closely with similarly focussed groups in the accountancy sector, including in the largest firms.

Throughout 2022 the group celebrated key dates, including LGBT History Month in February and Pride in June.

Pay
For many people, 2022 was a particularly challenging year financially. In July, we implemented a mid-year salary review, in addition to our usual review in March.

ICAEW Council diversity and inclusion training
In December 2022, ICAEW Council members undertook diversity and inclusion training.

The interactive sessions introduced Council to concepts relating to inclusivity and accessibility, across and beyond all nine Protected Characteristics. Topics included inclusive language and behaviour, developing a consciously inclusive culture and exploring practical ways to initiate and hold courageous conversations.

Council is instrumental in the decision-making that defines ICAEW's operations and specifically decisions that impact the lives of ICAEW staff.

Monitoring
We strive in all our activities to take account of and reflect the interests of all the people we serve. To ensure that our decisions, policies and practices are truly inclusive, we monitor the people who populate our governance structure.

We strongly believe that understanding the diversity within our committee structure, and tracking it over time, will allow us to build diversity further and ultimately increase the effectiveness of our committees and decision-making processes that affect ICAEW people.

Gender Pay Gap
In 2023 we issued our 2022 Gender Pay Gap Report.

The report showed:

- The ICAEW mean gender pay gap is 21.3% (2021: 29.3%)
- The ICAEW median gender pay gap is 29.1% (2021: 31%)

The 5 April 2022 snapshot date showed an 8% narrowing of our mean gender pay gap and a 2% narrowing in our median gender gap.

This is in part due to an overall reduction in the number of contractors and consultants, as well as the number of men located at the top end of the upper pay quartile.

Our gender pay gap is largely influenced by these two, highly sensitive, statistical groupings: contractors and consultants, and our most senior positions. The roles within the upper middle and upper quartiles attract the highest hourly rates and opportunity for bonuses. Any small changes in these areas of just a few employees or workers can significantly impact our gender pay gap overall.

Ensuring equal pay
We are confident that ICAEW does not have an equal pay issue and we regularly and proactively review and benchmark salaries to ensure that men and women are rewarded equally for the same or similar work.

Although 66% of our people are women, men continue to dominate our most senior positions, which has a significant impact on our gender pay gap.

For a more detailed breakdown of our gender pay gap – including reporting on the quartiles and the bonus pay gap – you can read our full report [here](#).

Closing the gap
While it will take time to achieve parity, we continue to act where needed to ensure that our policies and practices remain fair, and we explore ideas that will help us address specific challenges.

We have aligned our work in this area to our submission against HM Treasury's Women in Finance Charter. The Charter sets an annual plan to address and monitor areas relevant to our gender pay analysis, in particular the long-term approach required to help women in middle grades progress to more senior positions.

In 2017, we committed to having 40% of our senior management team made up of women by March 2020. We exceeded this target in June 2019, when the figure was 44%. As of September 2022, women comprise 55% of our senior management team.

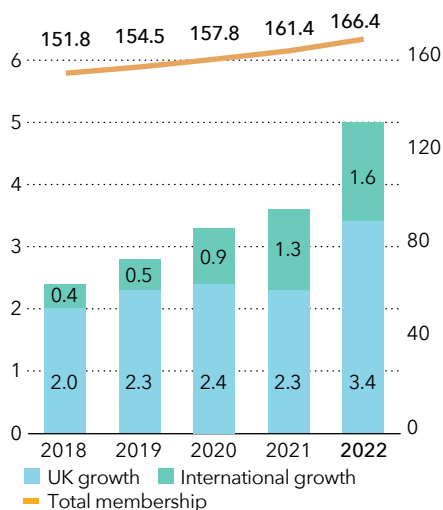
KEY PERFORMANCE INDICATORS

MEMBERS

At the end of 2022, our global membership stood at 166,397 (2021: 161,415), a year-on-year growth of 3.1%. UK membership growth has strengthened slightly, with a year-on-year increase of 2.5% (2021: 1.8%) while internationally, ICAEW has continued to drive its footprint in overseas markets with growth at 6.2% (2021: 5.1%).

This international growth was supported by the success of the Pathways scheme and a reciprocal agreement in Hong Kong. During the year, we welcomed 7,080 (2021: 5,831) new members into ICAEW, with record admissions of 5,062 newly qualified students to membership (2021: 4,244), together with reciprocal and similar arrangements with members of other institutes.

Membership growth
Year-on-year growth mix 000s



STUDENTS

At the end of 2022, total ACA student numbers had grown to 36,084 (2021: 33,958). ACA student intake for 2022 was 11,962 (2021: 11,049). The year-on-year growth in the number of students of 2,126 is slightly reduced (2021: 2,302), reflecting the fact that 2022 was a record year for student admissions into membership.

That, coupled with a healthy growth in new student admissions, provides a strong pipeline for the future. Overseas students now account for 27.6% of all students (2021: 26.3%).

In addition, 3,151 (2021: 2,927) students signed up for our foundation level Certificate in Finance, Accounting and Business (CFAB).

ACA Student growth
Year-on-year growth mix 000s

