

We do what matters for our people, members and students

2022 Culture Audit



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Our journey to being a great workplace starts with you.

Whether you’ve recently joined or have been a long-standing employee, it’s the care, passion and commitment of each team member that makes AICPA® & CIMA® a Great Place To Work®.

In addition to the feedback shared in the employee survey, this culture audit is an important part of our Great Place To Work (GPTW) submission. The audit provides examples of our activities between the last survey in 2020 and our most recent in 2022. Coupled with your feedback, the GPTW team uses this submission to assess our progress and identify how we compare to other organizations.

In keeping with our Employee Value Proposition (EVP), “We do what matters for our people,” we’ve embarked on a project to rethink the future of our workplace. Over the past several months, as people have returned to offices, the use of our office space has shifted, and as such, our approach is evolving as well. We’re putting much thought and consideration into our approach to hybrid working because we care about our team members and want to ensure we get it right. As you review this valuable document, I hope you’ll feel sparks of excitement and pride for what we’ve accomplished so far.

You’ll notice that many aspects of our story are employee-driven, thanks to your commitment and passion. We’re fortunate to have a global, engaged community that regularly steps forward with ideas, challenges and a willingness to get involved. It is one of the many aspects of our culture that I love to be a part of and makes me proud to be a leader in this organization.



Sue Warman, VP – People

Trust

- ▶ What key qualities make your organization a great place to work?
- ▶ How do you create this unique environment — and why do you do it?

We do what matters

Employee value proposition

Our employees are our greatest asset at AICPA & CIMA, together as the Association of International Certified Professional Accountants (the Association). That’s why we aim to have a workplace where every person’s individuality and contributions are valued, and our processes and behaviors create fair opportunities for all team members. With a global imprint of 1,240 employees working across six regions (U.S., U.K., Europe, Africa, Asia-Pacific and North Asia), we celebrate diversity and prioritize wellness, with care running through everything we do. Through our “employee value proposition,” we are committed to achieving this in the following key areas:

- Empowerment
- Community
- Nonstop learning
- Forward-thinking
- Care



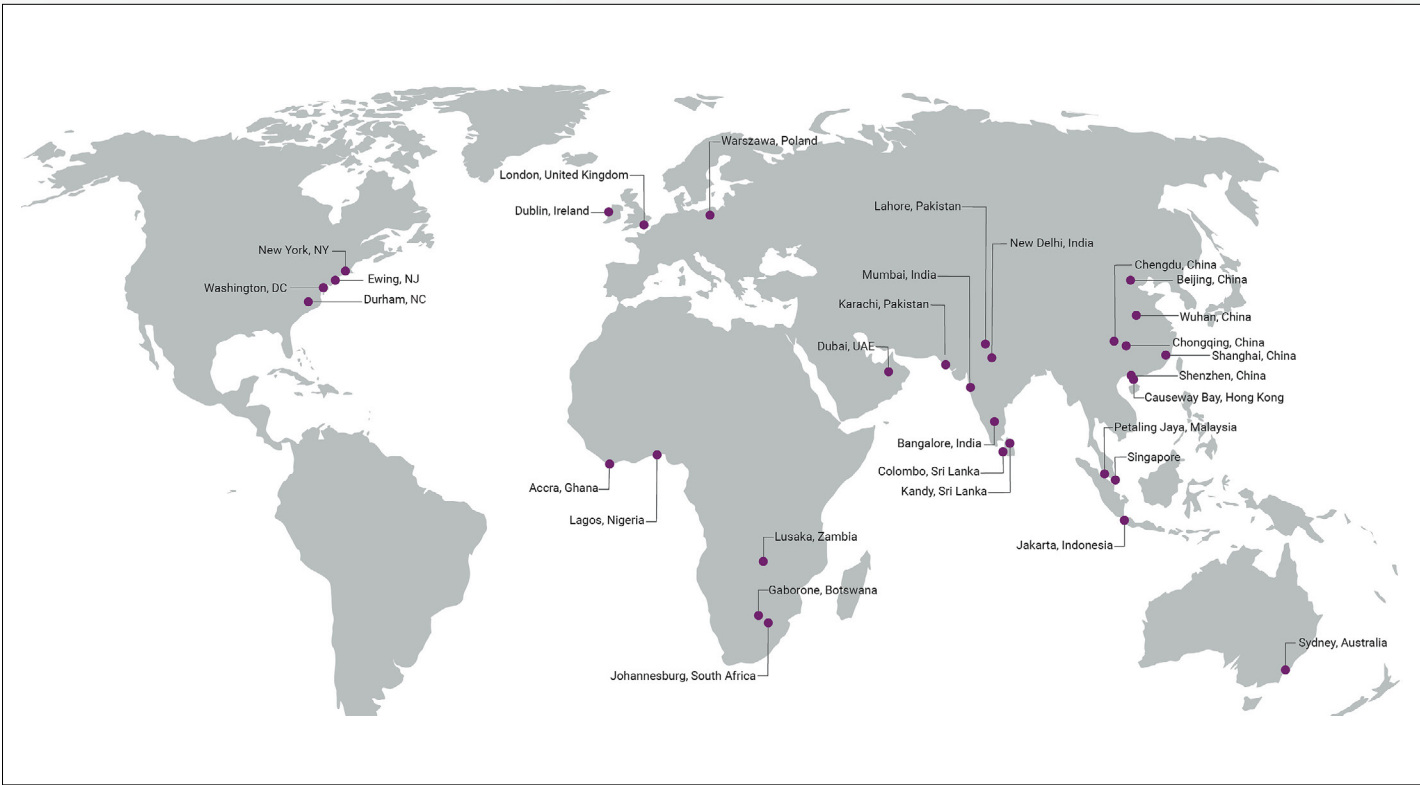
Empowerment: Purpose and impact

Our purpose at the Association is to power trust, opportunity and prosperity. We empower the world’s most highly skilled accountants (CPAs and CGMA® designation holders) with the knowledge, insight and foresight to meet today’s demands and tomorrow’s challenges.

The behaviors we aspire to model, as well as how we conduct ourselves daily, are critical to achieving this purpose. By consistently demonstrating integrity across our organization in every action we take, we continue to earn our members’ trust, our colleagues’ loyalty and the respect of the public we serve across all countries.

The Association provides services to our members from 30 offices worldwide. Located in the heart of global financial centers and major metropolitan areas, our offices are in the middle of it all and are enriched by the diverse backgrounds, perspectives and talents of our team members.

We are a place where one voice can lead to significant change. We offer employees the opportunity to innovate and collaborate in a way that affects individuals, businesses, the public interest and even national economies. As a result, each one of our team members is proactively shaping the future of our profession one day at a time.



Empowerment through employee voice

Our employees often have the opportunity to participate in work groups. These help drive change within our organization and in the services we provide to our members and students. Some of the workstreams over the past two years include:

GROWTH AND ADVANCEMENT (Talking Performance initiative)

Feedback from employees — which was captured during the project design phase and our all-staff webcasts, as well as from managers through coaching sessions — informed and highlighted opportunities to better shape performance management in alignment with our talent management strategy.

CULTURE CHAMPIONS

We have employee volunteers who advocate for needed areas of focus from a cultural perspective (well-being, volunteering, recognition, social events, learning engagements, etc.).

DIVERSITY

We regularly host forums that are vital to advancing diversity, equity and inclusion (DEI) conversations. Our teams have partnered with talent acquisition on approaching the candidate experience with a DEI lens, provided input on DEI training needs and supported its execution.

COMMUNITY OUTREACH AND PARTNERSHIPS

We routinely review potential strategic partnerships, determine areas of enhancement/opportunity and explore potential new focus areas (vendors, organizations, etc.).

The results from our last GPTW survey indicated that 71% of our employees felt that their suggestions and ideas are genuinely sought after and responded to by management. We have made great strides since the 2020 survey to integrate the feedback, suggestions and professional expertise of our employees into some of our internal initiatives.

Feedback is captured in a variety of ways to ensure that employees feel comfortable voicing themselves. Our open and private bottom-up communication channels include:

- Webcast and town hall comments/Q&A
- Focus groups
- Regular meetings with Execs and Exec-1 and their teams
- Polls/feedback forms
- Topical/departments/pulse surveys

“ I’m so pleased this is being talked about. I was a new mum 10/8 years ago and it was a lonely journey back into the workplace at that time – SO great to hear this supportive approach. Everyone’s journey is different, and I agree we shouldn’t assume anything.

— Association employee feedback from webcast

The following items have been introduced because of employee feedback:

People policies

We modified our U.S. parental leave and PTO policy in 2019 following the feedback received from employees in our engagement survey. We updated the U.S. maternity leave policy following team member feedback in a town hall. More recently, we introduced time off for fertility treatment and pregnancy loss and provided menopause guidance for global employees. The feedback that drove these changes came from several places, including our Culture Champions and individual requests from employees who experienced fertility challenges and pregnancy loss.

Strategy communication

During our 2021 pulse survey, 85% of our employees said they understood how their role contributed to our organization’s goals and strategy. To improve in this area, we implemented the following:

- Strategy activation sessions
- Team planning template for managers
- Talking Performance initiative
- Monthly leadership talking points

Professional development

During our 2021 pulse survey, 70% of our employees said they have access to the tools and resources to develop professionally and personally. To broaden this to more of our employee population, we implemented the following:

- Talking Performance toolkit for managers and employees
- Coursera catalog
- Coaching culture
- Development roadshows

Pay and benefits communications

During our 2021 pulse survey, 65% of our people managers said they were not confident in explaining the transparency and fairness of pay and benefits to employees. As a result, we implemented the following:

- Pay and benefits training
- Total Reward Philosophy and portal
- Consistency in job description and evaluation

Recognition

During our 2021 pulse survey, 37% of our employees said they do not receive adequate recognition for their contributions. To improve and embed a culture of recognition, we implemented the following:

- Recognition framework (2020)
- Talking Performance (2021)
- Increased the YouEarnedIt points allocation for managers and introduced a bronze/silver/gold tiered award (2022)

Diversity, equity and inclusion

During our 2021 pulse survey, 72% of employees said they believe we are following through on our commitments to diversity, equity and inclusion. To expand on our efforts, we have since:

- Hired a dedicated DEI manager
- Developed a DEI council
- Created a calendar of activities around global and national awareness days
- Updated our employee demographic data in Fusion
- Increased diversity in talent acquisition candidate pools
- Rolled out unconscious bias training for hiring managers

Empowerment through flexible working

We reinforce our commitment to a culture that promotes flexibility through our actions. We recognize that flexibility is a key factor that attracts the best people to our organization. Flexibility goes both ways. There are times that business needs require us to be flexible, and there are times that life demands flexibility at work.

Our Talking Performance toolkit encourages flexibility in how the job gets done. We encourage autonomy and ask managers to focus on outputs, providing deadlines and best practices, rather than telling people how to do their jobs. This vital part of radical flexibility, which empowers employees to decide when, where and how they work, is based on the following:

- We believe that providing opportunities for flexibility in when and where our employees work will help us improve work-life balance.
- We believe our employees perform their best when they succeed in both their personal and professional lives.
- We recognize that roles and individuals are unique and that opportunities for flexibility can differ accordingly.
 - **Flexibility of location:** Many roles at the Association can be performed seamlessly from home/remotely.
 - **Flexibility of time:** Adjustments in schedule to help meet life's demands and to help staff better connect with teams in different time zones include one-off or ongoing changes to the workday hours.

To sustain this culture, we encourage our leaders and people managers to model and be transparent with their flexibility, thereby promoting it within their teams.

We further reinforce flexibility in our Brilliant Basics training. This supports the Management Charter, which is the foundation of responsibilities and expectations for all our people managers. Employee comments on flexibility in the GPTW 2022 survey:

“I love that I’ve been able to work remotely since the pandemic, which at first was absolutely necessary with three young children at home to keep safe, however it’s evolved into a great way to maintain work/life balance and I don’t want to lose that.

— Employee comment

“Summer Fridays gives us half a day off every Friday between July and August, which I feel is a good benefit to have a longer weekend to breathe. The company is also flexible in terms of returning to the office, which I feel fits individual needs perfectly.

— Employee comment

“The organization’s commitment to flexibility and employee well-being has always been good and only became better with COVID-19 including things like a company-wide mental health day off.

— Employee comment



Flexibility

As we (hopefully) put the worst of the pandemic-related lockdowns behind us, we have been clear that we will ensure that employees have a voice as we make decisions about the Association's workplace of the future. To follow through on this promise, we have since surveyed employees to establish their preferences regarding when and where they wanted to work. Employees in the larger offices — including London, Malaysia and Durham — attended a workshop where they were asked to provide feedback and ideas for how we should use offices. Work is ongoing to ensure that we have a consistent view of what our workplace will be in the future. Our flexibility includes:

- **Where: Flexibility of location** — Many roles at the Association can be performed seamlessly from home/remotely. We provide the tools to facilitate flexibility, including laptops, Zoom, Microsoft Teams and email. There are three types of flexibility of location:
 - Occasional remote: Working remotely on occasion when the need arises
 - Regular remote: Working remotely a set number of day(s) a week
 - Full-time remote: Working remotely full time
- **When: Flexibility of time** — Adjustments in schedules to help meet life demands include one-off or ongoing changes to your agreed workday/hours. Flexibility of time can include:
 - Flexibility of start and finish times
 - Adjustments to your schedule during the day (e.g., Making up for a longer lunch by working later)
 - Compressed workweeks
 - Part time (permanent change of weekly working hours)
- **Who and what: Autonomy is encouraged through Talking Performance** — As a people manager, you can support autonomy by giving the people who report to you real control over various aspects of their role — whether it's deciding what to work on (task), when to do it (time) or how to do it (technique).

How much: Employees are empowered to request differing work patterns, including reduced hours.

Future of Work workshops

In our March 2022 *Connections* newsletter, we advised employees that although we're happy to encourage team members back to the office, we also need to be mindful of personal circumstances (for example, immunocompromised staff) and regional differences. There are differences in restrictions and vaccination policies by country, so access to offices (for both employees and visitors) is determined on a location-by-location basis.

After the workshops to discuss what the future of work might look like here at the Association, output from the sessions were shared in our *Connections* newsletters, which can be found on the Source.¹

Images from these workshops:

London office:



Durham office:



Images from these workshops:

New York office:



Malaysia office:



Community: Culture and people

Trust, ambition and adaptability underpin everything we do. Surrounded by passionate, driven and approachable colleagues, we can be ourselves. We each play a role in shaping our globally collaborative, mission-driven, and inclusive organization.

Supporting our diverse community

The Association continues its commitment to DEI. In March 2021, we formed our DEI Council, which is made up of staff volunteers from across our global organization. The DEI Council is responsible for integrating and executing DEI initiatives across the Association.

Our staff-led discussions are critical to educating ourselves and building empathy. We've hosted panels on systemic racism, LGBTQ+ Pride and Hispanic Heritage. These discussions have provided valuable opportunities for employees to share their knowledge and experiences so we can all be better colleagues to one another. We also routinely host safe space conversations for employees who are within a minority demographic. This was initially created for a dialogue among Black U.S.-based employees in the early days of the Black Lives Matter movement. The safe space series has been a place to share concerns, discuss solutions and inform panel discussions. Here's some of the feedback we've received from your colleagues:

“ I appreciate that our organization hosts these events [observance month panels] to raise awareness; as someone who is not a minority, I learn a lot and it helps me to have insightful conversations with my fellow colleagues.

— Employee feedback, DEI webinar

“ Being able to select my sexual orientation and my ethnicity on my application made me feel seen and valued.

— Employee feedback, DEI webcast

Dedicated team

In 2020, we employed a full-time team member to lead our global DEI initiatives and launched an internal DEI Council in 2021. Although every employee across the organization embodies DEI, our DEI manager and council objectives are to have diverse representation at all levels of the organization and in our partners; create accountability for continuous evolution; and create an equitable and inclusive environment where every voice feels heard and valued.

In addition to these achievements, the team has hosted more than 15 DEI-related discussion panels in the past two years. Some of the topics include systemic racism; equity in the workforce; mental wellness; well-being in an unequal world; unconscious bias, gender identity and pronoun usage; conversations around LGBTQ+; and other topics in line with global observance months and holidays like Pride, Black History, Hispanic Heritage and Chinese New Year. Here's what one of your peers had to say:

“ Being global, diversity is built-in. There are a lot of creative, interesting people here. It's almost like a big city spread out globally. I love the professional development opportunities.

— Employee feedback from the 2022 GPTW survey

“ The Association goes above and beyond to meet the needs of its employees whether it's through mental health awareness, diversity inclusion or employee well-being. I appreciate the extraordinary efforts that the Association puts into providing employees the best benefits, programs and work-life balance. I can appreciate that the organization is a place of action when issues are raised.

— Employee feedback from the 2022 GPTW survey

“ As a team we understand the need for diversity, we are encouraged to seek as diverse candidate shortlists as possible to make sure everyone knows they are welcome at the Association.

— Kenny Bell, UK, Director of Talent Acquisition, AICPA & CIMA

Demographic data

Significant work was done to enhance our data capture of demographic information for our existing employees and candidates during our talent acquisition process. With these enhanced fields and data collection, a report was developed that will allow us to track on a quarterly basis who is applying for roles at the Association. This will help us determine what appropriate interventions are needed and measure the impact of efforts.

We have added new disclosure categories to Fusion, where we have asked team members to disclose demographic data as they feel comfortable. The goal is to get a clear and accurate understanding of the demographic makeup of our organization so that we can continue with the appropriate DEI interventions using more defined, accurate metrics.

“ It is good to see that DEI is a priority at this organization, looking forward to seeing continued impact and growth in this area!

— Employee feedback, DEI webcast

“ We work with partners to enhance our attraction of diverse candidates by using a language analytics tool, which helps us avoid confusing requirements, remove unnecessary education or experience requirements, and even redact well-intentioned but confusing soft skills from our ads.

— Liviniya Kamachi, Malaysia, Lead Coordinator – Talent Acquisition, AICPA & CIMA

Job advertisement

We've transitioned from traditional job descriptions to more succinct job advertisements with attention-grabbing language, which makes them more approachable. We engaged DataPeople, an organization that provides software to aid in the development of job advertisements and job postings, to help make the recruitment language more inclusive and market-focused. This should enable us to successfully attract more diverse talent as we advertise vacancies across various forums. We also use a tool on LinkedIn called Diversity Nudges to view imbalances in the gender composition of recruiter searches; this tool instantly filters recommendations to help us achieve a better balance. Our aim is for our employee population to remain proportionate to the external candidate pool and select the best candidate for the job.

“ We make sure hiring criteria is clear, objective and established in advance so that positions and processes are not adjusted during the hiring process. This means our process is fair, transparent and mindful of any bias.

— Reetu Vallabhkhair, UK, Senior Manager – Talent Acquisition, AICPA & CIMA

Unconscious bias

We enhanced our unconscious bias training to equip our hiring managers and those in the hiring process with tangible, actionable tools and strategies to not only identify bias in our talent acquisition processes, but also actively mitigate it. This ensures that all candidates are treated equitably within our recruitment efforts. To further support this, on the Association careers page, we've implemented small changes (imagery, missing sections of language, etc.) as we work toward a complete overhaul.

Talent attraction

We recruit for several roles, including head office, marketing member experience (MMx), corporate strategy and professional accounting teams. To attract candidates from these diverse fields, we need to be seen as a dynamic and motivated place to work and thrive.

With our shift to radical flexibility and international reach, our candidate pool has widened to give us the ability to attract top-tier professionals from a global market. Our challenge in talent acquisition is to make accounting engaging for people who aren't accountants themselves, while still expressing the benefits and values that are at the core of the Association.

We have coined a clear message to help drive our employee value proposition statement home: "We do what matters." We empower employees joining our team to function as leaders to help shape the communities around them. We give our employees the autonomy to make decisions and the ability to influence things in their own way.

Because of this focus, in the first six months of 2022, we've filled 302 of our open positions and have reduced the number of open vacancies by almost 50%. In addition, throughout 2021–2022 — despite the attrition of the Great Resignation and the Great Talent Shuffle — we have had 3.16% of our vacancies filled by previous employees who left to continue their careers only to return when another role opened that furthers their professional ambitions, or who left and found that they prefer working at the Association.

Nonstop learning: Career and development

Learning is part of our DNA and is driven by our investment in training and personal growth. Our employees can find, shape and create their development path through a variety of learning resources available at their fingertips.

A variety of training opportunities are available to team members at the Association. Our approach to learning is holistic, where we provide our team members with the ability to grow personally and professionally through the 70:20:10 model of formal, social and experiential learning. This is clearly outlined in our Development Charter, which is shared with all employees.

In June 2022, we kicked off a learning engagement campaign — "Time to Learn – Great People Deserve Great Opportunities" — to raise the profile of development offerings available, as well as respond to feedback that people don't have time to learn by providing advice and guidance on overcoming this barrier to their learning.

On-the-job experiential learning
Secondments

We encourage team members to take on secondments — temporary assignments in another role on a full- or part-time basis — where a suitable role is available. This provides an opportunity to increase their knowledge while using existing skills and is done on an informal basis within functions.

Stretch assignments

We support team members being assigned to a project or expanding their current role to increase their knowledge, skills, or scope.

Learning resources

We have an increasing number of how-to guides and toolkits available on the Onboarding Portal and the Manager Portal, which can be found on Learn in Fusion and our intranet, the Source.

Manager development

We offer a range of sessions called Brilliant Basics available to existing and aspiring managers that focus on skills highlighted in our Management Charter.

"Elevating Manager Conversations" has been implemented to enable managers to hold better performance conversations in line with our new approach to performance management. Participation has been higher than expected for a nonmandatory course, with 45% of all people managers attending the course to date.

Online coaching lessons are available to all managers through Coaching Culture. This offering includes a suite of lessons that enable managers to develop coaching skills. It also has several just-in-time, topic-specific resources that enable managers to refresh their knowledge immediately before a coaching session to recall the best approaches for a specific situation.

IT learning

We offer an ongoing selection of IT trainings for all team members to develop skills in, for instance, Excel and PowerPoint. We have a dedicated team member for IT training who delivers company-specific training and IT induction to new starters. We routinely organize training sessions hosted by our software providers like Microsoft to upskill our employees.

“ There are some really simple things I do for self-improvement. One of the easiest is taking some time to read articles. I find learning by video really helpful and have developed my Microsoft skills using short videos on YouTube.

— Karen Phang, Malaysia, Associate Director
– CGMA Academic Initiatives, AICPA & CIMA

Compliance training

For all team members, we provide compliance training in Code of Conduct, acceptable use policies, anti-bribery, workplace harassment, cybersecurity, and more.

Near-the-job social learning

Our team members at the Association make up a hive of experience and knowledge that stretches beyond the workplace. We have platforms that enable team members to share insights and discuss cutting-edge areas.

Certifications and learning groups

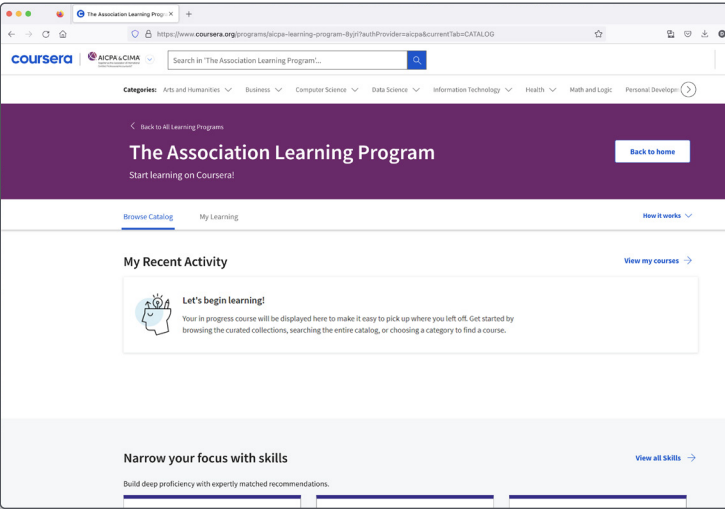
We have a growing number of learning support groups with qualified team members, for example, PMPs support those who are undertaking their qualifications. We encourage and support the membership of other chartered organizations as well as subscriptions to SMEs. This extends the network of support and resources to those affiliated with them. As support, we cover subscriptions to membership bodies that include CMI, CIM, CIPD, as well as SMEs such as Gartner.

Off-the-job formal learning eLearning platform

Our approach to learning at the Association is holistic. Considering the disruptive world in which we work and the size of our organization, we carefully consider our career and development resources to make opportunities visible, equitable and accessible for all staff — no matter their location or position within the organization.

Employees can access eLearning content through the online provider Coursera, which offers more than 9,500 courses on a range of topics from career development to personal development.

coursera



Coursera landing page

eLearning (continued)

We celebrate those who engage with Coursera via shout-outs in *Connections* – our monthly e-newsletter – and awarding YouEarnedIt (YEI) points for 10 employees who have engaged the most in learning for each quarter. Based on our top 10 course enrollments over the past year (as of April 27, 2022), business, management and data analytics topics lead the way, with topics from our Salesforce curricula also making an appearance.

Topics that promote well-being and resilience are being well utilized by staff, showing that team members are making a conscious effort to consider the impact that disruption has on people and business. Employees can see the extended list of courses and explore topics that are right for them when they need them. This approach is working well.

Since the implementation of Coursera in January 2021, 756 individuals have each averaged 9.85 days of learning. There has been a total of 1,812 enrollments in courses ranging from improving well-being to technical skills, including:

- Work Smarter, Not Harder: Time Management for Personal and Professional Productivity
- Effective Problem-Solving and Decision-Making
- Foundations of Project Management
- Excel Skills for Business: Essentials
- Foundations: Data, Data, Everywhere
- Customer Service Fundamentals
- Sales and CRM Overview
- Adaptability and Resiliency
- Communication Strategies for a Virtual Age
- The Science of Wellbeing

The importance of the manager role

We also recognize the important role managers play in the development of our employees, so their personal development is equally important. We have defined a specific curriculum under our Coursera leadership academy and have had 67 active learners in the past 12 months. The Coursera curricula are supplemented with instructor-led trainings based on our Management Charter's Brilliant Basics guidance. Of our manager population, 40% attended at least one of the sessions. We also introduced a three-session module titled "Elevating Manager Conversations" to support Talking Performance, which 45% of our managers have attended to date.

"Having taken and enjoyed a number of courses on Coursera (access provided via the Association) I realized that I had the time and motivation to undertake the challenge of enrolling on a master's degree in education. I now have just five months to go. I have to admit there have been moments when it has been hard to balance work, family and the learning. However overall, it's been fun, intellectually stretching and good for my professional development with benefits for the organisation as I've been able to combine areas that I'd like to research for work with assignments undertaken as part of my studies.

– Stephen Flatman, UK, VP – Examinations
– Management Accounting, AICPA & CIMA

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"Our behavior towards our children has so much influence on their character. Coursera has given me an opportunity to lead by example for my kids and show them the power of learning and education. For me, upskilling and gaining knowledge is a necessity in this ever-changing world. Coursera and the Association have granted me the opportunity to learn and learn more. I am grateful.

– Lebogang Nkwane, South Africa, Senior Advisor
– GEC, AICPA & CIMA

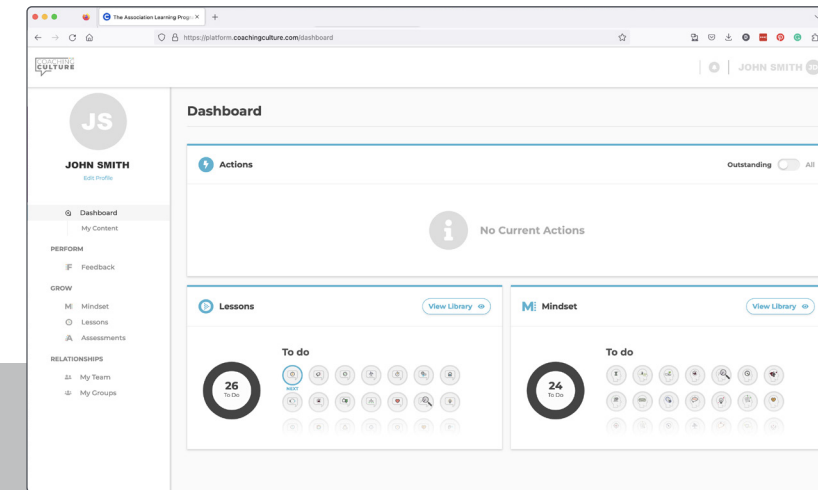
Coaching

Our coaching resources include external coaches, internal coach practitioners and managers who coach. Our Mindset portal by Coaching Culture offers courses that aim to give team members awareness about how their mindset can affect their development. The program combines self-assessment with guided self-reflection. Coaching Lessons is available to everyone, increasing the capacity for peer coaching. Team members can access lessons under the following categories:

- Coaching for non-coaches: Courses include the art of listening, creating accountability and the importance of goal setting
- Coaching conversations: Courses include handling difficult conversations and how to have coaching conversations with remote employees
- Coaching for mindset: Courses include coaching for well-being, change and resilience
- Coaching for skills: Courses include coaching for time management, delegation and creativity

"The Brilliant Basics and ChangeQuest sessions were excellent. I loved the way each of the sessions were related to each other but took the time to focus on each unique area separately. The ChangeQuest sessions helped to bring awareness and work to adopt the Growth Mindset that was also part of the mindset sessions as well. Following the Mindset sessions, I identified a realistic time during my day to take A Mindful Walk and listen to audiobooks that interest me at the same time. The recreation center near my house has now become one of my happy places that I can now identify as part of the Mindset Challenges.

– Karen Puntch, US – Durham, Case Investigator
– Professional Ethics, AICPA & CIMA



Coaching resource landing page



External training and conferences

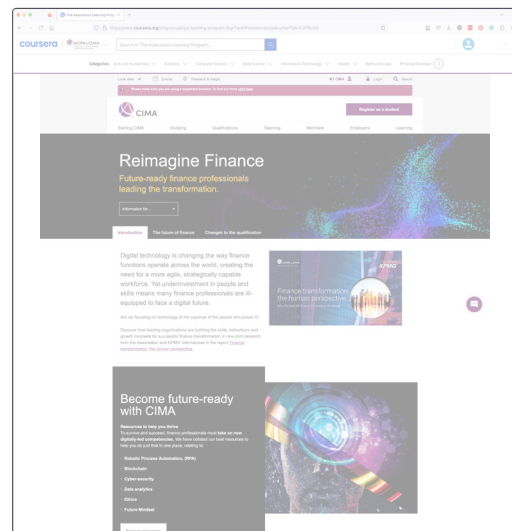
We support team members attending courses relevant to their current or near-future roles. This includes external training opportunities with conferences. For example, in 2021 we had 68 external training requests (12 conferences); in 2022, we approved 110 (10 conference placements). In addition, a bonus for our employees is access to our annual ENGAGE conferences as well as the gratis opportunities for all the products we sell. Courses or conferences our employees took part in 2021–2022 include:

- CIMA MIA Senior Leaders Program
- Business Tax for Beginners
- MIA Webinar Series: MFRS 16 Leases and COVID-19–Related Rent Concessions
- Conference: PCMA Convening Leaders
- Online Visual Design Course
- Certificate in Data Visualization
- Courageous Conversations Training
- South by Southwest Virtual Conference
- Performance Leadership Certificate Program
- ACES online conference
- TEGE EO Council Conference
- PMP Exam
- Product Management Foundations
- Digital Marketing Certificate Program
- Developing and Managing a Successful Technology Strategy
- Understanding and Solving Complex Business Problems
- Crucial Conversations
- Salesforce Technical Training
- PR Summit DC Conference

Forward-thinking: Brand and reputation

With a combined 230 years of experience between the AICPA and CIMA, the Association is always evolving and innovating to stay relevant for members, students and society. Here we have the power to help create success stories for individuals and communities, and we take pride in the impactful work we do.

In 2019, the Association launched its Future of Finance research. The exploration of this hot topic has continued to press forward, and we have not remained stagnant. Keeping members, students and engaged professionals at the heart of our decisions, we have continued to develop the brand and maintained a strong reputation within the global accounting profession. One of our major projects in 2021 and 2022 was the implementation of Redesigning the Association's Value and Experience (RAVE). RAVE is the Association's response to the changing market and the demands of members, students and engaged professionals with AICPA and CIMA. Recent outputs of the project have included the new AICPA member engagement platform and a change in back-end software to centralize customer data and information.



Explore...

CGMA Competency Framework

The CGMA Competency Framework is designed to help management accountants and their employers understand the knowledge requirements and assess the skills needed for both current and desired roles.

[Find out more](#)

CIMA's CGMA Professional Qualification

CIMA's objective in designing the syllabus is to enhance the employability of students and members. It intends to create a learning system that enables students to acquire skills, competencies and mindsets that are in high demand by employers.

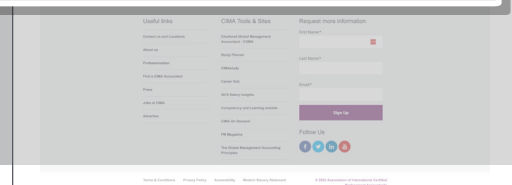
[Find out more](#)

Digital Mindset Pack

Get resilient and ready with the insights and skills needed to flourish in a dynamic and rapidly evolving business landscape with the Digital Mindset Pack, available for free exclusively to CIMA members.

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Care: Reward, benefits and recognition

We care for people's well-being, inside and outside of work. From celebrations within and across teams to real flexibility day to day, we value and recognize our employees for their contribution in big and small ways.

Feedback in the 2020 GPTW survey indicated that there was room for enhancement in fairness and consistency in pay and progression, recognition and benefits. We also recognized that there was underinvestment in support and education for managers in understanding reward structures and policy.

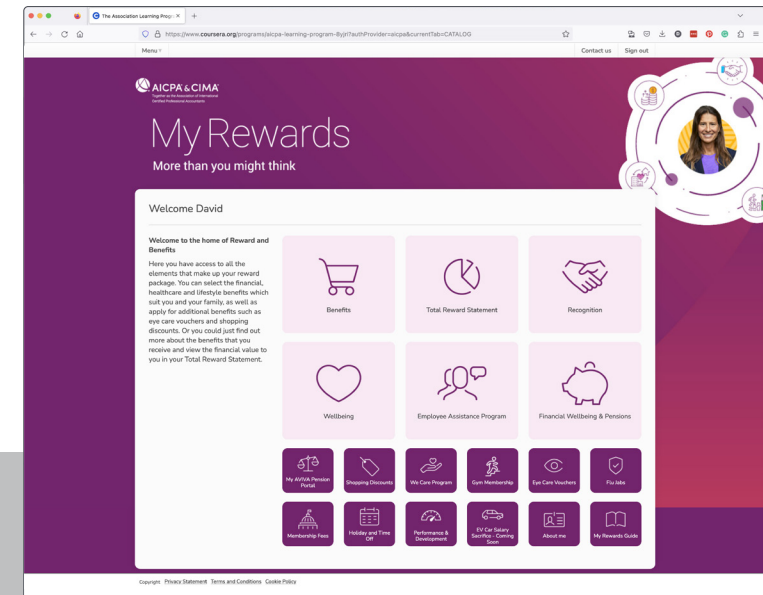
We expect our employees to make strong, meaningful contributions toward our organizational aims and to live our behaviors. In return, we offer comprehensive and flexible rewards to recognize their contributions and provide them with the opportunity to make a real impact on the global accountancy and finance profession.

In response to the feedback and to support our aim to drive a culture of recognition, we launched our Total Reward Philosophy in September 2021.

Pay fairness, transparency and consistency

We have a consistent approach to global pay structures and continuously provide clear communications to managers and employees so that everyone understands the value of their reward package.

- **Global and competitive** — The key principles of our Total Reward offering are globally consistent and locally competitive as we aim to provide comparable value and wealth in our benefits across all geographies. Our aim is for everyone at the Association to feel that they are being treated the same way, regardless of location.
- **Pay reviews** — In 2022, we introduced a new pay review process. The approach takes a more consistent and fair approach to pay increases, is a more transparent process, and provides managers with the ability to give an impactful reward to those who have contributed the most to our organizational aims.
- **Training and Total Reward portal** — At the launch of our Total Reward Philosophy, all people managers were invited to training sessions in October and November 2021. The sessions provided education and guidance on our pay structures, including how pay is determined and how and when increases can be proposed. This training is now part of our new manager induction and, for reference, guidance materials are available on our Total Reward Portal on the intranet.



My Rewards UK landing page



Benefits

The Association offers a comprehensive benefits package and other programs and resources. We designed our programs to provide a variety of choices to best fit employee needs and the needs of their family. Our benefits suite differs per region, but allows employees to select their preferred optional benefits.

Employees are informed of the benefits available during the recruitment process, onboarding and again during their benefit enrollment period. Employees can access information regarding the benefits available on the intranet and view their personal benefit portfolio through Fusion or the benefit provider database for their region. In addition to this, we periodically remind employees of the benefits available through our well-being communications.

Some of our benefits include:

- **Time off work** (varies per region)
 - Annual leave
 - Casual leave (applicable in some regions)
 - Sick leave
 - Maternity leave
 - Paternity leave (applicable in some regions)
 - Childcare leave (applicable in some regions)
 - Parental leave (applicable in some regions)
 - Staff birthday leave (applicable in some regions)
- **Time off for Fertility Treatment** (added in 2022)
- **Menopause working guidance** (added in 2022)
- **Pregnancy Loss** (added in 2022)
- Global leave (standard in all regions)
- Compassionate leave
 - Employees are entitled to five days of paid compassionate leave to make arrangements and attend the funeral of an immediate family member.
- Study and exam leave
 - Employees are entitled to up to six days of study and exam leave per academic year (subject to manager’s approval) when undertaking courses sponsored by the Association.
- Volunteer day
 - Employees are entitled to two days of paid leave to take part in volunteer work (subject to manager’s approval) for eligible organizations.
- End of calendar year
 - Three days off between Christmas and the New Year to ensure that the whole organization gets time to refresh over the holiday period.
- World Mental Health Day (reviewed annually)
 - One day off in October as part of WHO’s World Mental Health Day to encourage self-care and mental health
- **During July and August, employees in most regions enjoy a half-day off each Friday to encourage work/life balance.** This is time they can spend with family or friends or simply recharge. Employees in Africa take their half-days during their summer in November and December.
- **Insurance** (varies per region)
 - Healthcare benefit/cash plan (applicable in some regions)
 - Medical insurance
 - Medical Aid Scheme (South Africa)
 - Life insurance (applicable in some regions)
 - Personal accident insurance
 - Travel insurance
 - Social Insurance (Poland)
- **Other benefits** (some may vary per region)
 - Employee assistance program
 - Pension/401(k) (varies per region)
 - Eye tests (applicable in some regions)
 - Gym membership discount or reimbursement (applicable in some regions)
 - Cycle-to-work scheme (applicable in some regions)

In the 2022 GPTW survey, employees provided the following responses to these benefits:

“ **AICPA does a great job at listening and providing additional benefits, especially regarding employee health and well-being, for example, pregnancy loss, menopause and bereavement, and compassionate leave. Along with Summer Fridays, a mental health day, volunteer days, and a flexible work environment.**

– Employee comment

“ **Executives truly care about and take care of their people. They recognize their workers are their most valuable asset and do everything they can to keep their workers happy. They push you to take your PTO and keep your work/life balance, well, balanced. They have introduced a paid maternity leave policy, as well as a miscarriage leave policy – which you NEVER hear of in a workplace. Post-COVID, I have never felt like my attendance in the physical office was demanded by my manager – management and executives actually trust their employees to do what’s right.**

– Employee comment

“ **The benefits (gym reimbursement, YouEarnedIt points, health insurance, 401(k), flex time, vacation/holiday time off, volunteer days, mental health days, etc.) are great!**

– Employee comment

“ **Working at AICPA, one thing that I find unique is their acknowledgment and attentiveness to work-life balance and prioritizing mental health. The company truly cares and it is not just stated, but it can be observed through policies and actions taken. For example, there is a work-from-home option for employees to acquiesce their work-life balance. I personally am grateful for this policy because I can still perform my job to the best of my ability without worrying about how I am going to make it into work (e.g., having gas money, maintenance of car etc.).**

– Employee comment

“ **There is currently total flexibility to work from home, in the office or elsewhere, which reduces stress levels considerably and gives back three hours of personal time each day (two hours commuting to and from and an hour’s lunch break). The benefits at the Association are excellent, especially the age-related pension contributions and the additional holiday which is offered during Summer Fridays and over the Christmas year-end closure.**

– Employee comment

“ **I feel the company has made such great changes for employees such as EAP program, Summer Fridays, mental well-being day, celebrating Juneteenth, enhanced family care leaves and such.**

– Employee comment



Recognition

Recognition is a key component of our Total Reward Philosophy. We provide all our employees with access to an online recognition tool where we recommend that they give meaningful, real-time recognition to colleagues in line with the five key behaviors we seek to foster:

- Create our future
- Stand for what's right
- Succeed together as one
- Create exceptional experiences
- Embrace diversity

Each quarter, benefits-eligible employees are allocated 2,500 YouEarnedIt points, and an additional 1,340 points per eligible employee is given to each manager to recognize colleagues on the portal.

The following list shows the number of recognitions entered in 2021 in line with the Association's behaviors, along with real example comments:

Create our future: 1,107 recognitions

- Congratulations on being among the first Coursera course completers and being trailblazers for our learning culture! Let's keep this momentum going!
- Well done ... on completing project 1, I received a lot of positive feedback. You all should be proud. Continue to grow and learn, which I know you'll do. Keep it up :)
- A great year on DAS!! Excellent work with the Data team and way to get the message out to the industry on the importance of data and analytics in audit!
- Great work with the MSA contract discussions!

Stand for what's right: 348 recognitions

- Thank you for your professional response to yet another disappointing announcement on Friday and, even more appreciated, your continued dedication to our team and the Association!!!
- Thanks for your great leadership and understanding in many ways and it helps to pave out so many difficulties in daily work. 2022 must be extraordinary
- Thank you for being vulnerable and strong and bringing everything you have. FLP Unbundling, innovation in workflow, and team unity — all are things you have touched on and improved.
- Thanks. I know it is tough going at times and appreciate the juggling and sensitivities you manage!

Succeed together as one: 7,273 recognitions

- Dear Team Europe, as we come to the end of 2021, we want to say thank you for all you have done for the Europe region and for the Association. Day in and day out, you have placed your utmost effort into everything you do, while juggling responsibilities for your families and loved ones. This year's challenges were no different from last year's as we continued to work remotely. You have done admirably well to support and manage all our various stakeholders, from our members and students to university partners, employers, regulators and the public sectors. Thank you for your work commitment, patience, trust and support for the leadership team. Wishing you and your family a lovely and joyous holiday ahead. We shall see you in 2022!
- Welcome to the team and thank you for your hard work so far! You have hit the ground running and you should be proud of what you have achieved so far in the GEC!
- Congratulations on exceeding \$4M by the start of October! Incredible results from an incredible team! Thank you for all you do to support our members, the Association and each other!
- Thank you for holding everything together during difficult circumstances.

Create exceptional experiences: 2,600 recognitions

- Congratulations on placing in the top 3 for Most Survey Compliments and Highest Simultaneous Chat Average in August!
- Thank you for all the hard work you have done to ensure our members have the best service experience.
- Thank you for your hard work across the last six months, you have continued to provide excellent customer service to our customers, as well as excellent support to your colleagues and your manager.
- Happy Customer Service Appreciation Week! You are the backbone and support for our member experience. We appreciate everything you do!

Embrace diversity: 247 recognitions

- Thank you for all your great work advocating for diversity and inclusion in the accounting profession, and thanks for your assistance getting today's story published in a timely fashion on George Floyd's anniversary.
- Thanks for the presentation during Asian Heritage Month! Each of you did an excellent job educating the team on AAPI history.
- Thank you for being a supportive listener. I really enjoy our Coffee Buddy session!
- Thank you for all that you do! Your contribution to our LGBTQ Initiatives is awesome! Keep being you and moving the needle in this space!

Recognition allocated for other reasons: 6,447 recognitions

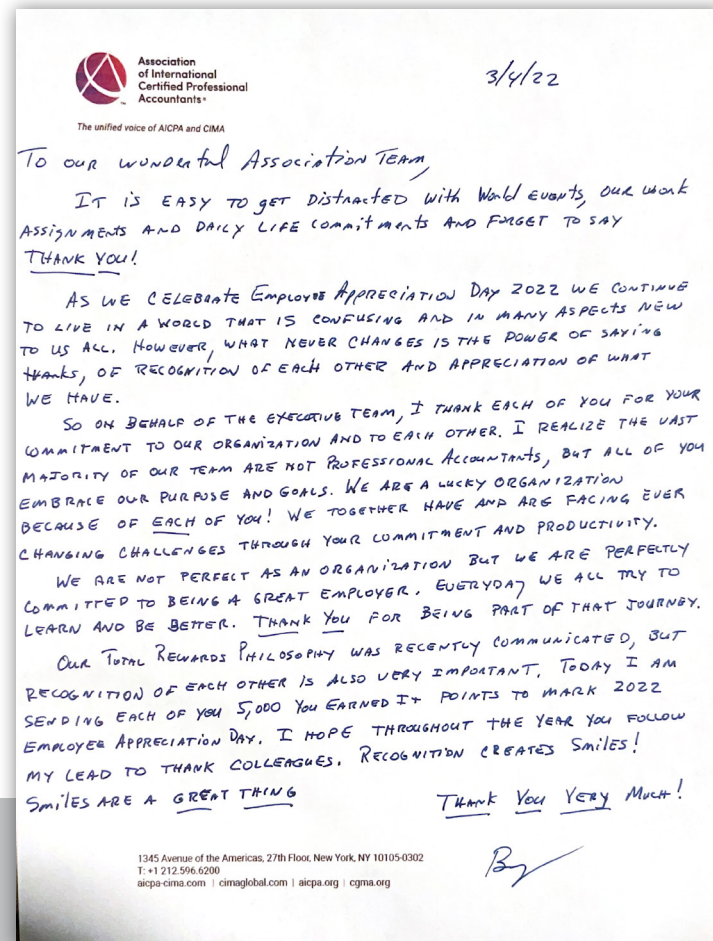
- Congrats on reaching 93% in June! Thank you all for your hard work this campaign. Your efforts have played a critical role in helping to secure the final renewals needed and engage our members with the value membership has to offer!
- Thank you for all the fun and participation during our holiday extravaganza!
- Thank you for your patience and understanding with our Open Enrolment glitch
- Congratulations on being one of the most engaged Coursera learners for Quarter 3! You are among the top course completers in the Association. Well done!

Upon receipt of YEI points, employees can redeem products or donate funds to the employee's charity of choice. In 2021, employees redeemed \$121,958 worth of points to purchase a variety of products directly from the YEI portal or ordered gift cards for places like Amazon, Apple, Walmart, Target and TK Maxx. Some employees donated YEI points to charities. We supported 92 charities in 2021.

Employee Appreciation Day

On March 5, we joined the global initiative to show further appreciation to our employees worldwide. According to our 2020 GPTW survey, 55% of our employees said they felt that everyone had the opportunity to be recognized. In our 2021 poll, 63% of our employees said that they are recognized for their contributions. We used the March 5 awareness day to spotlight the importance of recognition at all levels as outlined in our recognition framework, resources such as YEI points and our recognition e-cards that employees can use to help foster a culture of recognition.

Our CEO, Barry Melancon, wrote a personal, handwritten note to employees, saying that, in 2021, employee appreciation felt different to him than in his 34 years as a CEO. With pandemic restrictions forcing more virtual connections than in-person, Barry shared his sentiments and appreciation for the contributions that each team member made to the Association. This personal touch was so well received and highly appreciated by employees that a new tradition was formed. In 2022, another eloquent, handwritten letter from our CEO was shared with employees, which closed by announcing the allocation of YEI points to each employee to commemorate the occasion.



Letter from our CEO, Barry

Awards

During 2021–2022, we have been recognized in the following areas:

FEBRUARY 2021

- Best Companies to Work for Award (HR Asia)
- Malaysia Best Employer Brand Awards 2020

NOVEMBER 2021

- Most Caring Companies Award for 2021 (Malaysia)

DECEMBER 2021

- Best New GBS Provider of the Year 2021 at the Outsourcing Malaysia
- Team member awards included:
 - Best Leader of the Year: Eddy Wong, previous employee (Merit)
 - Best Operations Director, HR: Julie Beh, Director – Human Resources Service Delivery, AICPA & CIMA (Winner)
 - Best Team Leader, Contact Center: Satheesh Raman, Associate Manager – GEC Inbound, AICPA & CIMA (Winner)
 - Best Thought Leader, IT: June Chiat Liew, Senior Manager -Operational Excellence & Improvements, AICPA & CIMA (Winner)

JUNE 2022

- Malaysia Best Employer Brand 2022

AUGUST 2022

- Asia Best Employer Brand 2022



Award ceremony was on June 13, 2022, and two of our colleagues from the HR team, Faiz Zulkifli and Farhan Zainuddin, collected the award at the Pullman Kuala Lumpur City Centre – Hotel & Residences.



MALAYSIA
BEST EMPLOYER
BRAND
AWARDS
2020

HR Asia
BEST COMPANIES
TO WORK FOR
IN ASIA 2022

ASIA'S
BEST EMPLOYER BRAND
AWARDS 2022.

17th
EMPLOYER
BRANDING
AWARDS
BEST EMPLOYER 2022-2023

ASIA'S
BEST EMPLOYER BRAND
AWARDS 2022.

17th
EMPLOYER
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AWARDS
BEST EMPLOYER 2022-2023

Video with Michael Lee 2021 award

youtube.com/watch?v=DU-NMMY6wPo



GPTW certification

We are pleased to announce that we've been recognized in 2022 as a Great Place To Work®.

Examples of actions taken since the GPTW 2020 survey and our 2021 pulse survey

<p>You said</p> <p>Strategy</p> <p>85% stated you understood how your role contributes to the organization's goals and strategy</p>	<p>We did</p> <ul style="list-style-type: none"> Strategy activation sessions Team planning template for managers Talking Performance Monthly leadership talking points
<p>You said</p> <p>Recognition</p> <p>63% stated that you receive recognition for your contributions</p>	<p>We did</p> <ul style="list-style-type: none"> Recognition framework (2020) Talking Performance (2021) YEI points update (2022) Brilliant Basics course for managers
<p>You said</p> <p>Career and development</p> <p>70% stated that you have access to the tools and resources to develop professionally and personally</p>	<p>We did</p> <ul style="list-style-type: none"> Talking Performance toolkit – managers and employees Coursera catalog Coaching culture Development roadshows
<p>You said</p> <p>Well-being</p> <ul style="list-style-type: none"> 82% stated you are able to talk to your manager about your well-being 44% stated you are able to get the help you need following the conversations 70% stated the Association supports your well-being in a way that suits your needs 	<p>We did</p> <ul style="list-style-type: none"> Active Wellbeing Culture Champions group routinely organize activities Well-being toolkit on the source Time off – Mental Health Day (October) Change Quest® sessions
<p>You said</p> <p>DEI</p> <p>72% stated you believe we are following through on our commitments to DEI</p>	<p>We did</p> <ul style="list-style-type: none"> DEI Council Awareness days activities Demographic data in Fusion Increasing diversity in candidate pools Unconscious bias training for hiring managers
<p>You said</p> <p>Pay and benefits</p> <p>35% of people managers expressed high confidence in explaining the transparency and fairness of pay and benefits to employees</p>	<p>We did</p> <ul style="list-style-type: none"> Pay and benefits training Total Reward Philosophy and portal Consistency in job description and evaluation



Well-being

In our effort to keep employee well-being at the forefront of our business decisions, we measured three aspects in our 2021 pulse survey. We asked employees to rate:

- How comfortable they were talking about well-being topics with their manager
- The follow-up or support received from these conversations
- How we as an organization provide them with the level of care that suits their well-being needs

The scores received for each respective question:

- 82% of employees stated they can talk to their manager about well-being.
- 44% stated they receive the help needed following these conversations.
- 70% of our employees stated that overall, we as an organization provide the right level of support to meet their well-being needs.

To improve in this area, we implemented:

- A dedicated group of Wellbeing Culture Champions that reviews the needs of peers and routinely organize activities that encourage dialogue and highlight the services available through our well-being providers
- A self-serve hub that references our well-being toolkit on our company intranet
- As a result of the stress and burnout discussions, more attention has been given to allocating a time-out for employees, like our participation in the Global Mental Health Day in October
- Training offered to change designers, leads and employees through the Dr. Britt Andreatta Change Quest modules
- In Q1 2021, we ran a series of town hall events to better understand workload and prioritization challenges. We also ran ongoing group sessions with managers throughout the year to enable them to discuss challenges with workload and prioritization

Managing stress caused by change

Team members said they were experiencing higher anxiety, exhaustion, less patience, stress, insomnia and anger as we emerged from the pandemic restrictions to embrace a new norm. As a result, in November 2021, we engaged Dr. Britt Andreatta to work with leaders across our organization to lead a session titled “Moving Through Burnout: Tips and tools for this unique time.”

During the webcast, people were able to interact in the open chat forum; given the opportunity to provide anonymous feedback in a Menti; and encouraged to respond to a short survey at the end of the call. The key feedback received was that ongoing organizational change was causing undue pressure for many staff members who didn’t always understand how the changes were interrelated.

Following the session, we organized a focus group — a burnout taskforce — composed of HRBPs, members of the executive team and their direct reports who helped determine what we needed to achieve from the work with Dr. Andreatta. As a result, we have introduced a

Change Quest program, a science-based model that helps individuals in organizations drive successful change.

As part of this, we implemented training sessions as a new resource in June 2022 to enable us to better deliver the change experience to our employees. The program has three key stakeholder paths:

- **Designers:** Those who design change journeys
- **Guides and trailblazers:** Those who support change journeys and set the change up for success, including people managers
- **Travelers:** Those experiencing the journey

Time out for mental health

Employees noted that they highly appreciated the office closure that takes place at the end of the year in the lead-up to the New Year holiday season. Team members shared that when taking PTO, they don’t always get to fully unplug, but when the entire Association has the day off, it eliminates the feeling that they’re missing something at work, and they can truly shut down for the day.

In October 2020 and 2021, we recognized World Mental Health Day across the Association. The overall objective of World Mental Health Day is to raise awareness of mental health issues around the world and to mobilize efforts in support of mental health.

Our CEO, Barry Melancon, sent a note to all employees setting the expectation that **no one** was to be on email on the day off given for mental health, which gave the entire organization permission to come to an official pause. This illustrated how invested our executive leadership team is in the care of our people.

Leading up to the day, we hosted activities to create an open platform to talk about mental health. We shared video testimonials from colleagues about their mental health journeys and, in 2021, held a webcast panel discussion where four senior leaders (Barry Melancon, Janice Maiman, Lisa Jeffries and Andrew Harding) talked openly about their own experiences of mental health issues. We hosted virtual fitness and meditation sessions and created an online hub for mental health resources. We also introduced a training course called “Mental Health Awareness” that employees can access through Coursera.

Meeting culture

In the Q1 ’21 pulse survey, employees highlighted their struggles with being overloaded with meetings and workload. While acknowledging that meetings were a key part of the collaborative way that we work, we set an expectation that people should commit to and hold each other accountable for the following principles:

- We flex our time instead of extending it, empowering you to manage your day.
- We are each accountable for our performance and deliverables.
- We set our boundaries and are respectful of one another’s boundaries.
- We talk about what works and what doesn’t so we can learn and grow together.
- We are a community that cares about one another as colleagues and as people.
- Everyone feels valued and equally important regardless of their position, team, or location.

We produced a toolkit to help managers and their teams follow these principles. As part of Brilliant Basics, we introduced a training session called “How do I run effective meetings?” Some teams following this have instituted “no-meeting Friday.”



Values

- ▶ What are your organization’s values or guiding principles?
- ▶ Please share examples of how you have put them into practice.

Better people. Better workplace. Better futures.

We work hard to create an inclusive, transparent and people-centric culture. We believe that when we take care of one another, we can all show up better for our members and the profession; therefore, our behaviors outline our collective approach to carrying out our day-to-day roles regardless of title, tenure or location. Our behaviors define what success looks like within the Association.

How we formed our behaviors

In 2016, we worked closely with a group of employees across various levels from the AICPA and CIMA to develop the behaviors we live and breathe today. Our employee work group felt that it was better to have a set of behaviors that were aligned with what we do rather than a set of values that represent what we think or feel. From this group activity and feedback from the wider business, we

identified two behaviors that were core to the identity of both of the founding organizations (AICPA and CIMA) and identified three aspirational behaviors to project us under our new collective brand, the Association. In the end, the following behaviors were formed:

- Identified with AICPA & CIMA
 - Embrace diversity
 - Stand for what’s right
- Aspirational for new brand: the Association
 - Succeed together as one: merge cultures
 - Create our future: stay relevant and in front of the changing environment
 - Create exceptional experiences: aspirational culture — easy to do business

Better people.
Better workplace.
Better futures.

What is a behavior? What does it mean to me? How does it affect my job on a daily basis? And how does it not only move our Association purpose forward, but make us all better colleagues, better collaborators and better people? Through *practice*.

Because let's face it: behaviors are just words until we bring them to life.

Our behaviors — the things we *all* do every day, how we treat each other and how we approach the work we do — not only make us better human beings, they make us a stronger Association.

When we're a stronger Association, we make the financial world a better place.

Because we're member-obsessed, we **create exceptional experiences**.
We keep our members and students at the heart of everything we do.

Because we're entrepreneurial, we **create our future**.
We are entrepreneurs who innovate and prioritize outcomes over perfection.

Because we're inclusive, we **embrace diversity**.
We foster an inclusive, collaborative and respectful environment.

Because we're ethical, we **stand for what's right**.
We act with integrity and transparency.

Because we're collaborative, we **succeed together as one**.
We empower ourselves and our colleagues to succeed as one integrated team.



AICPA & CIMA
Together as the Association of International
Certified Professional Accountants

Behaviors Guide



Our behaviors

Embrace diversity

We foster an inclusive, collaborative and respectful environment.

- Individually, we:
 - Aim to be inclusive, seeking out alternative perspectives and putting shared interests ahead of our own needs.
 - Collaborate with others to achieve objectives, respecting and valuing other contributions.
 - Are receptive to innovative ideas and see different viewpoints as an opportunity to challenge how things are done.
 - Show respect for cultural differences and individual needs.
- Team managers:
 - Champion DEI within the team and across the wider organization.
 - Seek to understand how our various markets are interconnected.
 - Respect team members’ life outside of work — time for family, friends and personal interests.
 - Seek to understand what motivates team members and respond accordingly.

- Executive leaders:
 - Take the interests of all stakeholder groups into account when implementing strategic plans.
 - Ensure that global differences in compliance, regulations and work standards are considered.
 - Develop change strategies to support the transition to a more diverse organization.
 - Promote a “team” rather than “us and them” culture, encouraging Association-wide thinking.

Example activities

Engagement activities in line with Global/National Awareness Days

For Women’s History Month and International Women’s Day in 2021 and 2022, we published relevant articles on our intranet, invited employees to join conversations in our topical webinars, panels series and TED Talks, and encouraged further learning through our Coursera learning platform.

We joined the global drive to celebrate the social, economic, cultural and political achievements of women under the banner of the IWD's "Choose to Challenge" call to action to accelerate gender equality. We also wanted to pay for and help encourage women's achievements, raise awareness against bias and act for equality. We invited employees of all genders to participate in the following staff-driven activities:

- International Women's Day gallery where employees shared what they chose to challenge
- TED Talk Tuesday with a conversation related to Women's History Month
- Promoted charities that employees could donate using their YouEarnedIt points: Girls Who Code, Girl Up and Every Mother Counts
- Promoted training courses through Coursera that focused on developing lasting personal and professional change:
 - Women in Leadership: Inspiring Positive Change
 - Storytelling and Influencing: Communicate with Impact
 - Personal Leadership Development: Planning and Leading High-Performing Teams
- Hosted webcasts, such as "Building Boundaries, Saying No"

- Published an external vlog on "Reflections from women and allies around the world." Featuring our global team members, we highlighted concrete actions the accounting and finance profession can take to break the bias and make the field more inclusive for women of every background
- Spotlit women in history who paved the way for gender equality in the profession:
 - Christine Ross — First woman CPA in the US
 - Miriam Sarah Neale — First woman management accountant
- Invited employees to share their thoughts on the importance of gender equality and women's history for inclusion in future articles published by our DEI Council

Other initiatives introduced within the organization included:

- A review of our gender demographics during pay calibration discussions.
- A concerted attempt to increase the candidate pool, including advertising in job boards and networking channels that specifically target women and reviewing the language used in ads using software designed to identify noninclusive or exclusionary language. This has resulted in a greater number of women candidates, and we have recruited more senior women.



Team members celebrate Diwali at our India office.



Stand for what's right

We are ethical. We are transparent and boldly act with integrity.

- Individually, we:
 - Take accountability for failure and focus on ensuring it is not repeated rather than allocating blame.
 - Are mindful of the impact our behavior has on others.
 - Operate with the highest level of ethics and behaviors.
- Team managers:
 - Communicate expectations, team priorities and key messages on time and allow opportunity for questions to improve understanding.
 - Foster an environment where the team feels able to raise concerns without fear of reprisal.
 - Treat team members fairly, appreciating that "fair" does not always mean "the same."
 - Take steps to address inappropriate behaviors in a timely manner.
- Executive leaders:
 - Create an environment and organizational culture that attracts and keeps high-quality people who share our values.
 - Function as the public persona of the organization, promoting an honest, positive image of the Association.

Example activities

Culture Champions

We encourage our employees to play an active role in shaping the initiatives that help define our culture at the Association.

To support this, we currently have the following non-HR-led employee groups who focus on the following:

Well-being

Our Wellbeing Culture Champion group plays an instrumental role in leading an open forum on topics that matter most to our employees. Through the 2020 GPTW survey, 68% of our employees noted that they felt comfortable speaking up about personal well-being issues that affected them at work.

We're pleased that 80% of our employees are happy that we actively promote mental and physical health and a healthy work/life balance. But there's still room for more personalized conversations around both these important areas.

"I've found that being a Culture Champion is a rewarding experience. It offers team members who are passionate about the culture of our organization a seat at the table, a chance to engage with like-minded peers and an opportunity to help shape our future — one that I know will be bright. Our work leads to meaningful change. This year, our well-being workstream proposed new policies and our team members around the world now have access to them. I'm proud of the work we've done and excited about what's to come."

— Alexis Rothberg (Wellbeing Culture Champion)

Volunteering

Culture Champions serve as advocates for causes that benefit our local and global communities. They regularly organize events where employees can work with charities during or outside of work hours. To support this, the Association has taken a bold stand to offer employees paid time off to support causes that are near and dear to their hearts.

Leadership culture

Great people deserve great managers, and we believe that managing others is the most important thing a people manager does. We take care in the selection and appointment of people managers at the Association, and we also acknowledge that signing a contract does not provide a new manager with an overnight skills transfer. That's why we have developed the Management Charter, which sets out our expectations of what it takes to be a people manager here at the Association, which covers the following:

- Regular performance discussions, documented at least once per quarter
- Monthly one-on-one conversations
- Monthly team meetings
- Timely information cascade
- 5A compliant goals
- Clear workload prioritization
- Informed development discussions
- Recognition of good performance
- Clear team vision
- Line of sight to organization's strategy

This is also supported through our Brilliant Basics training.

Taking on board the feedback from team member surveys, focus groups and conversations, we've reviewed and updated our approach to performance management. Because the midyear reviews and end-of-year appraisals are often focused primarily on past performance, they can be perceived as an administrative exercise, and the time and effort taken are viewed as too great for the value gained. Our Talking Performance toolkit provides guidance for managers and employees on holding effective performance conversations that are forward looking and designed to promote continuous performance improvement.

As well as getting feedback from our employees at the Association, we looked at industry best practices and at other companies to see what lessons we could learn. Our research has shown that what employees need are agile goals, frequent feedforward and tailored conversations focused on enhanced performance.

In light of this, we removed ratings and reduced documentation, making performance management about the conversation and not the process. Talking Performance allows team members to own their performance, with managers being accountable for providing support and addressing any underperformance.

“ Managing others is a privilege, and how committed and effective we are directly affects the performance, well-being and happiness of our people. We believe that if you manage others; it is the most important thing you do at the Association. We select, appoint and train people managers with great care. We drive a culture of accountability, and we expect managers to challenge anything in the way of them being the best people managers they can be. No excuses for ongoing poor people management. Management matters!

— Sue Warman VP, People



Succeed together as one

We love to collaborate. We empower ourselves and our colleagues to succeed as one integrated team.

- Individually, we:
 - Build trust with our colleagues and partners.
 - Work across boundaries to develop relationships, share information and keep others informed.
 - Build relationships across the globe to proactively reach common goals through combined understanding and information.
 - Take ownership individually and in teams for decisions and delivering on commitments.
- Team managers:
 - Take time to recognize effort and achievement, celebrate successes and give credit to the contribution of others.
 - Contribute to the development of others through coaching and mentoring.
 - Advocate for individuals in their team by communicating their capabilities and accomplishments across the Association.
 - Communicate the Association's priorities and key messages, creating momentum and enthusiasm about what needs to be done.
- Executive leaders:
 - Align team priorities with the Association's priorities and key messages and create objectives that enable their team to deliver on the strategy.
 - Create a culture of learning, promoting opportunities for leadership, professional and personal development at all levels of the organization.
 - Understand the strategic direction of the Association and make decisions that are in the best interest of the organization and profession.

Example activities

One Team

One Team is a committee formed in our KL Hub office in 2019. The committee members plan and organize various staff activities and events to boost employee morale and engagement. Different members participate in the committee every year. They share their ideas and run through their plans with the KL Hub Leadership Team before they organize the activities and events. One highlight was sending festive care packages to employees, which created an impact by building a caring culture within the organization. This was especially important during the pandemic, when everyone was working remotely.

Create our future

We are entrepreneurs who innovate and prioritize outcomes over perfection.

- Individually, we:
 - Look beyond conventional ways of thinking to find solutions.
 - Stay current with relevant changes in the external environment that affect the accounting and finance profession, our members and our organization.
 - Distinguish between important and urgent tasks and prioritize effectively.
- Team managers:
 - Coach and guide team members to develop and implement innovative solutions.
 - Create an environment where team members are empowered to develop and use expertise in their field.
 - Plan, prioritize and organize workloads to ensure that deadlines are met within resource constraints.
 - Use knowledge of the organization to challenge conventional thinking and develop new strategies.

- Executive leaders:
 - Seek opportunities to develop the Association by keeping informed of the wider environment.
 - Create a climate that encourages innovation and creativity.
 - Define “acceptable risk.”
 - Reward new ideas and practices.

Example activities

Redesigning the Association’s Value and Experience (RAVE)

Through our RAVE project, we aim to reimagine the Association’s membership proposition and deliver a new streamlined and compelling digital experience, while establishing the necessary technology foundations for moving into the future. Customer research has told us that our existing propositions, business model and technology stack have lost pace with customer expectations and are constraining our growth. Our new platform was released for AICPA members in May 2022 after two years of project implementation. Following this launch will be the release for our CIMA members.

Talking careers

We are committed to being an organization where employees can develop, grow and advance their careers. Our employees own their careers and their progressions. This means that it is up to employees to decide what they want from their careers and to work with their managers to ensure that they develop and grow throughout the year. In the 12 months leading up to May 2022, 26% of our employees were promoted up and 36% of all hires were filled by internal candidates, indicating lateral moves as well as promotions.

Create exceptional experiences

We keep people at the heart of everything we do. That includes our members, students and team members.

- Individually, we:
 - Consider all the perspectives and promote a positive experience for everyone.
 - Evaluate and celebrate the success of projects and share lessons learned and best practices.
 - Ask for feedback and use it to improve our performance.
- Team managers:
 - Ensure team members understand how their individual and collective contribution aligns with our organizational objectives.

- Provide regular feedback on team member performance.
 - Foster a commitment to continuous improvements and create momentum and enthusiasm about what needs to be done.
- Executive leaders:
 - Articulate our vision and strategic direction and modify local strategies to adapt to changes in the wider environment.
 - Identify key risks that affect Association performance.
 - Identify and share best practices across the Association.

Example activities

Well-being

In 2020, 68% of team members stated that they were comfortable speaking to their manager about their well-being issues. We responded by launching our Brilliant Basics courses and well-being toolkit, as well as providing communications promoting our EAP services and engagement activities hosted by our Culture Champions. Since then, there have been more open discussions regarding well-being and our 2021 pulse survey score increased to 82%. Employee response to the mental health panel discussions included:

“ As someone who has dealt with familial and personal mental health issues for 30 years, I am so impressed and moved that the Association is hosting this panel, that the panelists are willing to share and that more than 300 of my colleagues have joined. Thank you to everyone involved. Thank you to the AICPA and to the panelists. This is so inspiring. The internal battle is so true. Thank you. I think it is worth saying again how special it is that we work for an org that allows us to have this platform. Great job culture champions, panelists and Dr G – extremely helpful conversation. And thanks to the Association for supporting this important topic.

– Employee comment

Pay and benefits

In our 2021 pulse survey, 65% of managers stated that they did not feel confident explaining the transparency and fairness of pay and benefits to employees in their team. As a result, we:

- Encouraged managers to routinely include recognition as part of Talking Performance.
- Included a session on recognition as part of our suite of Brilliant Basics courses.
- In 2020, introduced a project to review all existing job descriptions and use the job-leveilling tool provided by Mercer to ascertain their correct level, in line with the expectations of the role and in comparison with equivalent roles in the marketplace. The intent was to provide a more consistent way to describe, evaluate and place jobs within the organization, making it easier to see how jobs relate to one another and help with career planning. It also ensures that the organization is better able to determine the appropriate pay scale in line with market rates for similar roles. We level all new job descriptions using the same approach to determine job title and pay scale.
- Introduced the Total Reward Philosophy and the Total Reward Portal. This provides all employees with clear information about our Total Reward Philosophy and how we determine pay – including our pay structures, job-leveling and our approach to annual merit raises – and our biannual pay adjustment windows. This information is available to all, although the training resources on pay structures, job-leveling and pay adjustments are targeted at managers.
- As part of the ongoing implementation of the new approach to pay reviews, held regular sessions for all managers with overviews of the key points relating to the annual pay cycle and how we determine an individual’s position on a pay scale, with signposting to resources available on the portal.

Development

In our 2021 pulse survey, 70% of our team members stated that they are happy with the tools and resources available to help them develop professionally and personally. In June 2021, we had 875 registrations for Coursera courses and 70% of employees had goals set in Fusion. A year later, these numbers increased to 1,453 registrations for Coursera courses and 78% of employees had goals set in Fusion (this excludes new starters within their probation period, agency temps, contractors and members of the executive leadership team).

Our approach to learning is holistic. We focus on providing learning and development (L&D) opportunities for our people to access rather than defining exactly what they need to learn. Based on our size, resources and the variety of roles within the business, this is arguably the soundest approach to providing an equitable L&D experience for all.

Our Development Charter, established in 2019, focuses on providing guidance to development. The charter is based on the 70:20:10 model, a well-known approach to defining an even balance of learning access in the workplace. Staff are aware of the formal learning opportunities available to them at the Association.

In 2022, we worked with colleagues to find a balance so they can make time for learning during their workday. Responding to employee feedback, we launched our Time to Learn campaign in June with a webcast featuring internal advocates sharing their experiences and ideas on how individuals can allocate learning time. We also used this opportunity to reintroduce our Development Charter and the learning options available to colleagues.

Recruiting in line with our behaviors

A core part of our recruitment process is our competency interview, which is centered on our five behaviors. The intent is to gain further insight into the candidate’s overall compatibility with our Association behaviors.

In our guidance for hiring managers, we provide a bank of questions that can be used at their discretion to help measure alignment to each behavior. The question bank includes about 20 questions for each behavior, and hiring managers are required to ask at least five behavior-related questions, then rate the candidate in terms of demonstrating our five behaviors. Ideally, candidates will be able to either share a specific experience from previous roles or provide a thoughtful answer to the question that gives a sense of how they would handle that situation.

Recognition in line with our behaviors

As noted, the Association’s online peer recognition program YEI allows employees to provide meaningful, real-time recognition for a job well done to colleagues by awarding recognition points aligned to our behaviors.

In our 2021 pulse survey, 37% of our team members stated that they have not been recognized for their contributions. Deeper analysis found that team members were seeking something tangible for their efforts. We then openly celebrated our internal moves and promotions in the business by spotlighting them in routine communications.

Leadership effectiveness

- ▶ What is your strategy and philosophy for ensuring a successful business?
- ▶ How are strategy, business direction and goals developed and communicated across the organization?

At the Association, we power trust, opportunity and prosperity.

As the world turns the page to recovery, accountants and finance professionals are called upon to give context, guidance and clearheaded perspectives on the COVID-19 pandemic’s impact on businesses and individuals. The Association continues to support our members, students, stakeholders and their organizations as they light the way toward progress.

Our vision is to be the most influential body of professional accountants and to transform the global accounting and finance profession.

Innovation as it relates to members and students

It was a transformative year in 2021 for the profession and our organization. Following the unprecedented disruption and achievements of 2020, we continued supporting members as they paved the way for economic recovery. In 2021, we made significant progress on strategic initiatives. Top accomplishments include:

Expanded and protected the CPA and CGMA pipelines

CPA

- Delivered over 20,000 international sections of the CPA Exam, with India as a leading source of growth with about 5,000 sections
- Reached agreement with NASBA and state societies to develop a profession-wide pipeline initiative with specific accountabilities

- Advanced our mission to evolve the CPA through the development of the Academic Resource Hub and complementary CPA Evolution Model Curriculum, designed as an aid to assist faculty in preparing their students to become CPAs
- Cohosted, with the American Accounting Association (AAA), the CPA Evolution Model Curriculum launch; over 3,500 curriculum downloads to date
- Partnered to update state laws to reflect CPA Evolution in five of eight jurisdictions that required changes
- Successfully defeated anti-licensing bill in West Virginia, and amended legislation in three states to further protect CPA license

CGMA

- CGMA Finance Leadership Program
 - Enhanced the future of finance through direct-to-consumer sales with a 100% online pathway to the CGMA.
 - Launched the CGMA Finance Leadership Program (FLP) in most major markets through B2B, B2U and B2C channels, which enabled us to exceed our global revenue target of \$1.3M and 4,400 students, with support from 49 university partners. Successfully piloted CGMA FLP in Ireland, reaching three times the revenue target; exploring tuition provider partnership for U.K. pilot and rollout.
- Examinations
 - Despite disruption, uncertainty and volatility, delivered over 80,000 CGMA examinations, which represents slight growth since 2020
 - Continue to offer students the flexibility of taking exams at test centers or online.



- Apprenticeships and practical experience
 - Exceeded England apprenticeships target by more than 30%.
 - Registered apprenticeship program in the U.S.
 - Transformed the practical experience requirements (PER) process, an essential part of the CGMA Professional Qualification and CIMA membership process, by making it simpler to understand and easier to complete.
 - Successfully launched pilot where 500 volunteers enlisted and over 50% were approved for membership.
- Digital Management Accountant
 - Signed contract with the Chinese Ministry of Science and Technology entity, the China International Talent Exchange Foundation (CITEF), to offer the Digital Management Accountant, which is a tailored solution for the Chinese market that leads to the CGMA designation.
 - Achieved recognition for CGMA in six Chinese cities, which allows for mobility across those cities; only professional body with a certificate (i.e., the Certificate of Business Accounting (Cert BA)).
- Helped introduce legislation that changes the estimated tax payment deadlines to a uniform, quarterly schedule.
- Established ourselves as the thought leader on guidance related to the employee retention credit and successfully advocated for the U.S. Department of Treasury and the IRS to issue formal guidance.
- Led coalition of 13 stakeholders to advocate for improvements in the IRS’ handling of a backlog of unprecedented number of returns and correspondence to mitigate the burden on taxpayers and practitioners; led to significant congressional action requiring the IRS to change its service approach.
- Negotiated with a broad group of external stakeholders and members of Congress to craft and introduce a new bipartisan bill that gives the IRS limited authority to regulate paid tax return preparers.
- The U.K. government adopted 18 of the policy recommendations CIMA made to support SMEs and businesses struggling economically during the pandemic. CIMA submitted a 40-point plan titled “Budgeting for Recovery and a Long-Term Economic Future for the UK” to the Chancellor of the Exchequer and the prime minister.
- Advocated to accelerate recovery for small- to medium-sized entities, skills building and professionalism in Hong Kong, South Africa, Ghana and other regions.
- Established reputation team to proactively address legislative and regulatory changes in the U.S., U.K. and EU.
- Pushed audit reform to the forefront in the U.K., hosting a Chairmen’s Forum event in July 2021 with Lord Callanan (Member of House of Lords of the United Kingdom) focusing on audit and corporate governance reform.

Expanded our reach and brand awareness worldwide

In 2021, we leveraged our brand with advocacy in the U.S. and ultimately extended what we do best to other markets worldwide. We also advanced our global advocacy by covering a greater variety of topics worldwide. In addition to supporting the profession by continuing to advocate for economic recovery in the U.S., we pushed organizations across the globe to support recovery and other topics. Our notable successes include:



Expanded our offer to attract a younger demographic

Traditionally, annual planning at the Association has meant developing the budget based on input from business owners and refreshing key strategic priorities and associated metrics for those priorities. The annual planning for 2022 sought to challenge the organization to become more open and aware of the potential for collaborating for greater success and to identify opportunities to deliver against strategic goals: growth in members and revenue through a greater market focus.

Upon evaluation, we learned that we have an aging, retiring and declining membership base and that younger demographics see less value in membership. We have revitalized propositions to:

- Boost member value, student engagement and satisfaction
- Transition aicpa.org as the primary domain for the new RAVE platform (content migration continued in 2022)
- Add new capabilities based on members' feedback, including product free trials, product ratings and reviews, bundles and auto renewals

We learned that professionals want competency development using smaller, targeted segments without a commitment to undertake the entire CGMA Professional Qualification. In response, in 2021, we made available

information, guidance and tools on the latest standards and regulations at ENGAGE North America 2021, the first ENGAGE Europe (held in the U.K.), and the Women's Global Leadership Summit events, including an expansion to Africa and Australia. We also launched Future of Finance Leadership Summit. We launched ENGAGE Asia, representing both North and South Asia regions in November 2022.

Strengthened strategic partnerships

We strengthened several strategic partnerships:

- We achieved 10X revenue growth by deepening our partnership with Wiley, focusing on jointly bringing content to the academic sector, training provider and consumer markets.
- We expanded our relationship with Coursera, by building the Association's first courses on the Coursera platform focused on leadership and data analytics, providing significant brand exposure for the Association in new markets to support member attraction.
- We released 77 unbundled CGMA courses, allowing professionals to access targeted competencies within the CGMA Professional qualification.
- We introduced Finance for Non-Finance Professionals, developed with Accenture, achieving over \$250K in sales and marketed to businesses via Accenture Academy.

We supported firms and employers in transitioning their business models to embrace and adapt to digital transformation. Our accomplishments include:

- Nearly 7,000 CPA domains registered by thousands of individually licensed CPAs and firms, including 90% of firms in the Major Firms Group and 80% of Top 500 firms.
- Enhanced CPA.com's powerful technology stack with new solutions, such as Jirav (an all-in-one platform that combines information from multiple financial and nonfinancial data sources), and evolving Client Advisory Services (CAS) tools/resources.
- Launched the Future-Ready and Controller Series learning curricula after acquiring the Business Learning Institute (BLI), enabling upskilling/reskilling of employees.
- Led intelligence gathering and personal consultation with several firms considering private equity (PE) approaches and worked with PE groups to support the profession.

We continued to improve audit quality globally. Our 2021 achievements include:

- Drove advocacy efforts related to single audit challenges, resulting from pandemic funding and audit requirements, and developed a resources library to assist practitioners with these challenges through our Governmental Audit Quality Center (GAQC).
- Continued to drive audit innovation through the release of the Dynamic Audit Solution's (DAS) first version of an end-to-end product to participating firms in October 2021.
- Brought in a new Chief Auditor to modernize auditing standards and guidance to reflect ever-changing business environment and technology used by small and large businesses, and auditing firms. Accordingly, the Auditing Standards Board (ASB) released standards on firm quality management, risk assessment and group audits. The ASB also accelerated engagement on issues being considered by the International Auditing and Assurance Standards Board to drive change globally.

Improved member communication

We elevated brand and reputation awareness via strategic media placements. As a result, we:

- Evolved to a unified branding platform – AICPA & CIMA – representing and building on the strength, rich legacy and brand equity of both membership bodies.
- Consolidated multiple specialty e-newsletters into "The Update," a weekly digest providing a convenient way to stay up to date on issues facing the profession. It is one of the Association's most popular member communications.
- Achieved over two million followers through Association social media channels (Facebook, Instagram, LinkedIn, Twitter, YouTube)

Help find and broaden the path toward recovery

We launched the CPA Business Loan Portal to help firms more easily access Paycheck Protection Program (PPP) funding.

- Over 2,000 firms leveraged the portal, with 40,000 loans funded.
- Collectively, the CPA.com PPP program paid firms \$13 million in fees, while the advocacy of making PPP non-taxable to almost 30,000 had tax savings value of \$1.8 billion.

In addition, we:

- Launched a free loan forgiveness tool on CPA.com, in partnership with Biz2Credit, to automate the forgiveness process for small businesses that received PPP funds.
- Successfully advocated for a 60-day extension to the PPP application period.
- Produced our 65th episode of the popular AICPA Town Hall Series, named by *Accounting Today* as a top new product in the profession
 - The series delivers real-time analysis, insights and guidance on the most salient issues facing the profession.
 - Broadcasted 28 episodes in 2021, with over 300,000 live participants and 110,000 on-demand views.

We also leveraged the CIMA Economic Recovery Resource Centre to provide access to news, resources, event information and guidance for members and students to advise their organizations, clients and customers.

Strengthen people and culture

At the core of who we are at the Association, we want to foster a high-performing, diverse, inclusive and engaging culture that will enable and operationalize all of our initiatives and activities. The successes of our past and the transformation we seek is driven from within by the employee body. We value the professional expertise that is an integral part in the design and achievement of strategic objectives.

Our strategic focus is developed through our annual planning process and continued macro-level research. This process includes the following steps:

- Set top-down targets for growth (revenue and volume). Meetings are held with major revenue owners to help set the organization level 2022 targets for revenue and volume (not other KPIs) for each major line of business (i.e., membership, premium/tools/learning, B2B and conferences).
- Draft eight to 10 non-negotiable priorities for the organization determined by the executive team to identify the non-negotiable strategic priorities.
- Develop plans by business area to deliver on top-level organizational KPIs. Identify COGS and supporting expenses to derive net margin via go-to-market approach:
 - Business owners work with their assigned groups to identify their key proposed annual initiatives using planning templates provided.
 - Business owners then meet with their respective executive team member to review completed template prior to submission.
 - Business owners submit their completed template for review and prioritization.

Following this process, our current strategic focus areas include:

- Support firm and employer transformation
- Advance upskilling and learning solutions
- Grow the CGMA designation globally
- Reinvigorate CPA pipeline
- Optimize membership
- Strengthen quality and global advocacy

Support firm and employer transformation

Our aim is to support firms and employers in evolving their recruiting and talent models, service mix and digital transformation. For our members and the profession, we want to provide solutions that will support the evolving role of the accounting and finance professional and to ensure resiliency post-pandemic. For society, we want to aid in providing economic resiliency, reduced bankruptcies and lower unemployment.

Advance upskilling and learning solutions

To remain relevant, accounting and finance professionals require new skills. To support this, we want to upskill and reskill professionals to close skill gaps and aid employability via credentials, certificates and badges. Key actions that will support this strategic initiative include driving propositions and offerings for a broader accounting and finance ecosystem, globalizing specialty credentials; and launching industry-based communities.

We have an opportunity to transform how we produce and deliver high-quality content to best support the profession. We will reboot our learning portfolio – refreshing existing content and adding new materials as necessary – which will be integrated into a single learning system. The new learning technology will capitalize on macro trends in digital and microlearning aligned with remote/hybrid work and corporate upskilling efforts. The scope for this project includes LMS, B2B portal dispatch and an authoring and hosting solution. For our members and the profession, this will provide tools and solutions that address immediate needs and deliver quicker wins. For society, this will create a highly skilled candidate pool and a relevant workforce of accounting and finance professionals.

Communicating our strategy internally

Team members' understanding of how their roles contribute to our goals and strategy scored in the high 80th percentile in our 2020 and 2021 surveys; however, we saw a decrease in this area in the 2022 survey. In 2023, we are committing to provide more focus on how we can create a clearer line of sight with our strategic aims and each role across the organization.

At the start of 2022, we launched our strategy and goals to the wider business. Our strategic plan and FAQs are accessible to all team members on a dedicated resource page on our intranet. Quarterly webcasts update the wider business on our progress.

Managers at all levels get a team planning template to help align their department or team goals to our organizational strategy. To help manage workload and drive efficiency, managers are called upon to critically evaluate and rigorously prioritize deliverables on an ongoing basis.

In our 2021 pulse survey, 86% of our team members stated that they are being kept up to date with the necessary important information through their line manager. This is in addition to their satisfaction rating for routine communication cascaded through our intranet, e-newsletters and webcasts. We have also taken on board team member feedback on topics they would like to hear more about, such as:

- Our products
- Trends in the profession
- Upcoming internal deadlines
- Failures and what we've learned
- Staff profiles and spotlights
- Recognition of projects, teams and individuals

We kick-start the year in January with a leadership webcast presented by our CEO, Barry Melancon, plus one or two members of our executive leadership team; this sets the tone and provides a high-level overview of key objectives for the year. A strategy activation webcast follows this in Q1 where employees can hear the strategy. Strategy activation is a monthlong activity with multiple opportunities for employees to hear about the strategic plan for the year from organizational leaders and the strategy team. During webcasts, there is an opportunity for employees to give feedback and ask questions, either in the open forum through the chat function or confidentially by forwarding a request to the internal communications facilitator. Anonymous feedback is sought during various webcasts through the use of Menti.

A dedicated intranet page outlines our strategy and recaps the information shared. Employees can access this at any time. The strategic plan intranet page hosts a summary and details of the plan for the year, plus a toolkit to aid managers in creating line of sight, KPIs and key trends. To help further understanding of each top initiative, key leaders from across the organization create videos that further explains each initiative.

Team KPIs are set as part of the annual planning in the prior year. Within each team, managers are expected to create a plan for their business area that aligns to our overall strategy. To support this, managers receive monthly talking points to aid their team meetings or one-on-one conversations. The manager strategy toolkit is designed to help the manager and team prioritize and shape the team's work, setting goals and targets, building personal goals, and connecting work and progress to the organizational strategy. It supports managers in setting priorities, creating line of sight to the organizational strategy and setting goals that have an impact.

Team members are then enabled to set individual goals to align the output from their roles to the department's strategy and overall organization-wide strategic objectives. Setting goals is all about making sure employees are clear on what's expected of them. Each employee should have between three and five goals active at any time, outlining what they aim to achieve in the next one to three months, in line with the Association's strategic goals and the team's KPIs and priorities. Goals are ongoing and reviewed at least once per quarter.

Routine updates are provided each quarter through all-staff webcasts on our performance against our strategic objectives. Key leads present the information for each objective. The output from these sessions is shared through our monthly *Connections* e-newsletter. Within departments, quarterly all-hands meetings are hosted where guest speakers share an overview of the strategic objective and an update on our performance.

Routine communication referenced in our monthly *Connections* e-newsletter further supports this. For new employees joining the Association, our strategy is outlined on the onboarding portal, and they attend a dedicated session, "Know our Business." We conduct a survey to identify gaps in understanding and address them accordingly. In our 2021 pulse survey, 85% of our employees stated that they understood how their role contributes to the Association's overall goals and strategy.

Movement leadership

- ▶ What bold act of leadership has your organization taken to improve the root conditions necessary to create great workplaces for all in your organization or the community at large?
- ▶ How has this impacted your people and business?
- ▶ And how has this had an impact on your community?

Environmental, social and governance

As environmental, social and governance (ESG) initiatives gather global momentum and become central in business decision-making, a huge opportunity emerges for the profession; therefore, we want to accomplish the following:

- Position the Association as the leading voice and role model for accounting, auditing and finance professionals in the sustainability/ESG space. This will enable management accountants to lead the integration of ESG into strategy and operations; establish internal controls over processes; and deliver high-quality internal and external reporting that drives long-term value creation.
- Equip the profession to fulfill its role through offering learning, tools, resources and guidance. This includes incorporating ESG into competency frameworks, professional syllabuses and exams.

We take our commitment to sustainability seriously

In 2021, we played a leadership role in the merger of the International Integrated Reporting Council and the Sustainability Accounting Standards Board to create the Value Reporting Foundation and in the subsequent formation of the International Sustainability Standards Board (ISSB) to develop a comprehensive global framework for high-quality sustainability disclosure

standards. Through this effort, multiple stakeholders of every size and type of business can have measurable and comparable standards to report sustainability impact, and the accounting and finance profession can lead in the measurement, controls, reporting and assurance of broad-based business information.

Developed value for the greater good

With growing investor and regulator interest in ESG reporting, we proactively worked to help finance and accounting professionals be the go-to professional of choice in business or public accounting for measurement, reporting, disclosure and assurance needs.

Our main objective within ESG is to ensure that public accountants are seen as premier providers of assurance and advisory services and that management accountants are taking the lead role in integrating ESG in strategy operations and are providing high-quality reporting to create value over the long run. We support this by providing feedback to proposed standards from regulators, both at national and internal levels, to protect the public interest, ensuring that there are no unnecessary burdens or complexities that might drive compliance costs. Ongoing work includes creating an ESG fundamentals course for our members, students and engaged professionals.



As part of this effort, we:

- Responded to ESG-related consultations, including the U.K. Department for Business and the SEC's request for input on climate change disclosures, advocating for public policy that appreciates the expertise and experience that our members in business and public practice provide.
- Launched the sustainability and business series to explore the profession's role in helping organizations improve their impact on the planet.
- Partnered with the International Federation of Accountants to study the rate of sustainability reporting and assurance for 1,400 companies.
- Signed a statement of commitment under The Prince's Accounting for Sustainability (A4S) Accounting Bodies Network to achieve net-zero greenhouse gas emissions as soon as operationally possible and publish a net-zero emissions pathway as soon as possible.
- Enhanced our standards and related guidance on ESG assurance to be fit for purpose in the current environment.

Advanced ESG for the profession and for the organization

With growing investor and regulator interest in ESG, we proactively positioned the profession to provide quality reporting. We have issued responses to standard setters and regulators related to proposals. These include letters and correspondence with the following:

- EU Sustainable Corporate Governance initiative (February 2021)
- BEIS Mandatory Climate-Related Financial Disclosures consultation (May 2021)
- SEC request for comment on climate change disclosures (June 2021)
- EU Corporate Sustainability Reporting Directive (June 2021)
- U.K. government's Restoring Trust in Audit and Corporate Governance white paper (July 2021)
- IFRS Foundation Constitution consultation (July 2021)
- EFRAG Due Process Procedures for EU Sustainability Reporting Standard-Setting (September 2021)
- CFA Institute's ESG Verification Standards (October 2021)

We also have a number of ESG-specific sessions at many of our conferences and we had an ESG Virtual Conference in December 2021 (rebroadcast in April 2022).

In October 2021, the Association, along with 12 other members of the A4S Accounting Bodies Network, publicized the fight for climate change. Specifically, the Association made a public commitment to reach net-zero greenhouse gas emissions as soon as possible. In November 2022, we published an update on Accounting for Sustainability's website².

“Committing to become a net zero organization is a major step for AICPA & CIMA. For the past several months, we have been working diligently to develop our strategy and a viable pathway to achieve our net-zero objectives. We have begun work toward establishing a baseline, from which we can then apply an achievable timeframe to follow through on our commitment. This will continue to be a significant undertaking, but every organization must do its part to help mitigate climate-related and environmental risks so everyone in society benefits.

— Scott Spiegel, CPA/CITP, CGMA, CFO, AICPA & CIMA

Nature is everyone's business

In March 2022, the Association, along with other leading accounting institutes representing more than 1.4 million members in over 180 countries worldwide, joined together as the Global Accounting Alliance (GAA) to promote quality services, share information and collaborate on important international issues.

We recognize that our planet is being affected by a threefold crisis of climate emergency, dramatic nature loss and rising social inequality. Every business relies on nature for resources and ecosystem services – such as water, food, fiber, minerals, pollination of crops, water filtration and climate regulation – in their operations and supply chains, and for their employees and customers. Protecting nature within these ecosystems is foundational and critical to long-term human well-being, healthy societies and resilient economies.

We acknowledge that we are well-placed to make a difference in our aim to transform the accounting and finance profession. Finance and accounting professionals have the skill sets and knowledge in organizational governance, strategy, risk management and performance to support sustainable decision-making through business analysis and assurance of both financial and nonfinancial data. As a member of the GAA, we advocate and support the protection and restoration of nature through businesses' finance activities and investment decisions.



Employee volunteering

We encourage our employees to become involved in their communities of residence and work by lending voluntary support to programs that positively affect the quality of life within these communities. At the same time, the intention is to create community engagement opportunities for employees that are meaningful and purposeful.

In 2021, the Association reviewed the paid time off allocation for volunteer days and decided to standardize this for all team members across the globe. Team members are now entitled to two paid days to undertake voluntary work for an eligible group, organization or school during normal business hours (or outside normal business hours if employees so choose).

Eligible organizations include those that are community-based and provide services through voluntary efforts of individuals in the following ways:

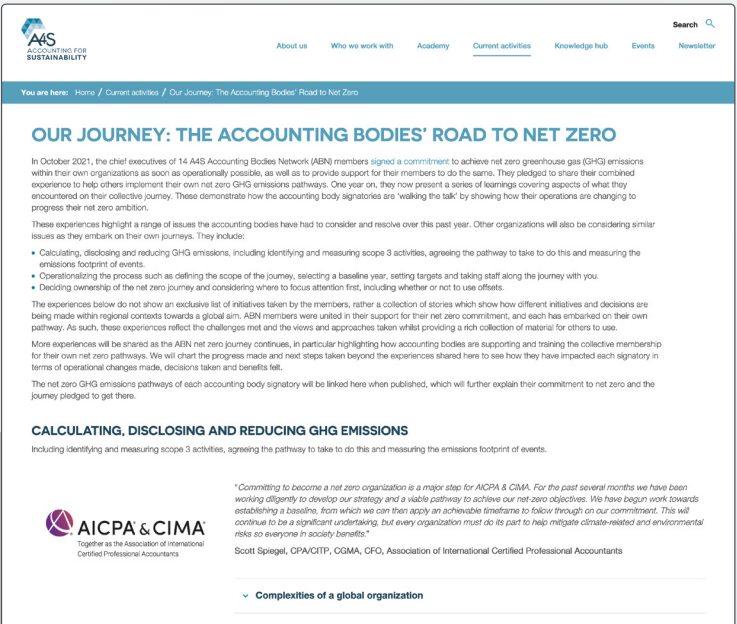
- Relief to people with physical or intellectual disabilities.
- Relief to victims of natural disasters or catastrophes.
- Health services, emergency relief and shelter, transportation and preparations or delivery of meals.
- Other direct health or welfare services for the economically disadvantaged.
- Community services that assist residents, including child and youth development.
- A public or private not-for-profit organization that is representative of a community or a significant segment of a community and is engaged in meeting human, educational, environmental conservationist or public safety community needs.

- Helping out in the registration to vote as (long as there is no involvement in a party or campaign).

Despite the impact from the COVID-19 pandemic, team members continued to use their volunteer days. A great example of this is our blood donation drive, which started in 2021 when one of our Culture Champions approached our VP of People to sponsor an initiative close to their heart. The U.K. blood donation service had posted on social media that there was a desperate need for blood donors because the pandemic had resulted in a steep drop in donations. With the sponsorship of the director, a global campaign was launched via the Internal Communications team. The communications highlighted the vital nature of this initiative across the globe with the positive message that team members could donate blood on company time without having to make up time or use any of their volunteering time.

Volunteering stats:

- 2019: 1,663.12 volunteer hours, or 1.31 days average per team member
- 2020: 656.50 volunteer hours, or 0.55 days average per team member
- 2021: 1,353.50 volunteer hours, or 1.12 days average per team member
- 2022: 1,849 volunteer hours, or 1.41 days average per team member



Examples of volunteering activities

Advancing the accounting and finance profession

- Inspiring the Future and Open Days
 - We are proud to be working with Inspiring the Future, a free service run by U.K. charity Education and Employers. The aim is to give young people an insight into as many careers as possible by connecting schools and colleges with employers and people who are passionate about their work. Using an online match-making platform, they connect schools and colleges with appropriate volunteers from a range of sectors and professions that match their particular requirements. This includes the option of being a school governor. In the U.K., public schools have a governing body that provides oversight to the management team of the school. The governance structure is analogous to the governance of the Association.
 - Volunteers pledge at least one hour a year to attend a local school or college to informally talk to students about their job and career path. Some of our team members have connected with a local school to talk about their work as a CGMA designation holder.
 - Over the last two years, the U.K. Business Development Team has organized and hosted numerous virtual Open Days. Before the pandemic, these were hosted in the London offices. These events provide advice to people on how to access a professional career, and external guests are invited to share their stories. The objective of the events was to showcase the accessibility of the finance profession and the careers/jobs/routes of entry available. Prior to the event, many of the attendees would not have considered finance as career due to perceived academic or financial barriers to entry. Attendees are drawn from schools and disadvantaged backgrounds.

Supporting other causes

Caring for other colleagues: Over the years, team members have led fundraisers for other colleagues who have been subject to adverse circumstances. Some examples where this occurred are:

- U.K. colleague whose daughter needed specialist cancer treatment in the U.S.
- Ukraine colleague in need of relocation support for her and her family amid the Russia-Ukraine war.

Caring for our communities near and far

Heart of the City

We are proud members of the Heart of the City (HoC), the U.K.'s largest responsible small business network. HoC supports companies in London in developing activities to improve society and demonstrate responsibility. HoC supports SMEs to be a force for good. Through workshops, master classes and expert mentoring, HoC helps members understand how to make being a responsible business a meaningful part of their culture. HoC programs help members see how they can support the local community, reduce their environmental impact, build a more diverse workforce and look after their team members' well-being.

Winter Coats for the Homeless (U.K.)

During the last three years, team members have participated in our Virtual Winter Coats program in which team members are encouraged to donate winter coats and other warm clothes to a local charity. Before the pandemic, team members would bring them to the London office for central collection.

Stamp Out Hunger (U.S.)

In our Durham office, Culture Champions promoted the national Stamp Out Hunger food drive on May 14, 2022. They asked team members who wanted to participate to put out a bag of nonperishable groceries by their mailbox for a postal officer to pick up.



Backpack Buddies (U.S.)

During the height of the pandemic in the summer of 2020, one of our U.S. team members promoted an initiative called Backpack Buddies, which rallies behind the cause to stop kids from going hungry during the summer break. The Backpack Buddies Foundation of Loudoun, based in Virginia, supports organizations in getting food to over 3,000 students who might otherwise go hungry over school weekends and extended breaks.

Food Bank donations (U.K.)

Our U.K. contact center annually coordinates a food drive to donate to the London Food Bank, which supports people in their local community who are in need.

Bike for Elephants in Thailand

Team members have volunteered to participate in charity bike rides. One U.K.-based colleague, for example, raised money to support an elephant sanctuary in Thailand.

Preserving history

With a passion for history, one U.K. team member has volunteered for English Heritage. This charity looks after 400 forts, palaces and castles across England, which collectively have over 10 million people visiting their properties annually.

Youth football

One U.K. team member used volunteer time to help the Chailey and Newick Colts Football Club train over 120 children who use their service. They will routinely attend monthly club management meetings to provide pro bono legal advice.

Volunteering at hospitals

One team member used volunteering time to lend a helping hand at Barnardo's children's charity.

Martin Luther King Jr. Day

U.S. team members gathered to participate in the MLK day of service litter clean-up in January 2022 in the communities surrounding our Durham office.

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