



Focusing on the future

The pandemic has been a catalyst for transforming businesses and organisations, profoundly changing how we live and work. And as we publish our annual report, we're also facing a turbulent geopolitical landscape that will reshape our world for decades to come.

Despite these headwinds, we continued to focus on making the IoD fit for the future. Investing in leadership, streamlining operations, and building a more inclusive and diverse organisation and membership. These initiatives have been supported by an end-to-end digital transformation.

We are now seeing the benefits of our hard work over the last few years, with a strong foundation for growth in place. The organisation is stable. Our strategy gives us a clear direction and set of priorities. And our purpose continues to guide us. We are here to support our members, always putting them first. We continue to connect them to their peers, develop their knowledge and skills and influence government on their behalf.

Chair of the Institute’s report



Patrick Macdonald
Chair

The Institute of Directors is world-renowned for its support and services to its members; for its influence on policy and government, and for its expertise and innovation in governance. I am proud to have been a member for over 20 years and it was a privilege to step up to chair the Institute last year.

It is no secret that the IoD has had a challenging few years, capped by the human cost and business pressures of Covid. We have also faced a new tragedy and the economic dislocation of the horrific war in Ukraine.

My predecessors have done a fabulous job in stabilising the IoD by taking the very necessary – and at times painful – steps to realign with members’ needs, raise the bar in terms of excellence and match costs to income. I’m delighted to say that these measures, while difficult at times, have borne fruit. The IoD is now in much better shape for the future. Our finances and membership are stable; we are attracting a new, more diverse cohort of members who represent the future of the Institute; and our unparalleled influence on government policy and the business community has never been more important for the success of the economy.

In all of this I am very pleased to receive the support of our excellent management team, ably led by Jonathan Geldart, and our Board and Council. We recruited four new non-executive directors – Ieda Gomes Yell, Robin Watson, Anita Bernie and Graeme Jenkins – and invited our Chief Operating Officer, Esther Teeken, to join the Board. The Board is responsible for the overall direction and success of the IoD and their many strengths have been evident over the last 12 months. As we move through 2022 and beyond, I am grateful for their help in crafting the future of the IoD.

Looking forward, I see four main imperatives for the Institute:

- Grow our membership, reflecting the communities that we represent
- Ensure we add value to our members in all our interactions, including our events, member hubs and the Information and Advisory Service
- Build on our many strengths in governance, policy and professional development
- Continue developing our finances to give a firm foundation for the future

In all of these endeavours we will become more data-driven and evidence-based in our decision making. We are revamping our processes and systems, including a much-improved website. We will continue to develop our hubs around the country, not least 116 Pall Mall, as modern places to do business, meet other members and hold events. Overall, modernising the IoD will ensure we remain as relevant to the business leaders of 2022 and beyond as we were when we were founded in 1903.

Grassroots support

The IoD has always been a local as much as a national organisation, and I am very grateful for the support and hard work of our branches, regions and nations, including our overseas representation. Our volunteers work tirelessly to deliver outstanding value to members and recruit new ones, and I would like to record my appreciation for their support and work; often unsung. I would also like to call out our chartered directors (CDirs) who have invested the considerable time and effort needed to achieve our flagship qualification. They, along with our fellows, represent the pinnacle of the Institute’s membership journey.

Our North Star

Our Royal Charter gives us four objects:

Better Directors – advancing the profession of directorship

Better Economy – encouraging an entrepreneurial, wealth-creating business environment

Better Business – enhancing the practice of corporate governance

Better Services – promoting the interests of members and providing services to them

As we move into the next phase of the IoD’s development, these four objects continue to provide the North Star by which we guide the Institute, putting our members first at all times. My first year as Chair has confirmed for me the many strengths of our Institute. With your support, I look forward to an exciting future as we face these challenges and opportunities together.



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When building a more diverse workforce, it’s important to look at the data. Do we get diversity through attraction but lose it through recruitment? Or do we get it through recruitment and lose it in retention? It’s then about committing to tangible deliverables that we can hold ourselves to.

Aduke Onafowokan
Founder and Managing Director, Inclusiviti

Director General's report



Jonathan Geldart
Director General

The purpose of the Institute of Directors has never been more relevant – we help create better directors for a better world.

This is a maxim which applies to everything we do, and as we enter a world where we are beginning to live with Covid, even more important. We develop, support and represent skilled, knowledgeable and responsible leaders for the benefit of the economy and society.

One of the Institute's strengths is that it represents a true community, a unique network of peers exchanging knowledge, learning together and supporting each other.

The challenges of the last two years are well known, but there is nothing useful to be gained by constantly looking in the rear-view mirror. That doesn't mean we are complacent. As we have seen all too clearly recently, the danger of unexpected events out of our control, presenting new challenges, will always be there.

Delivering value for members

Ensuring our members are equipped with the skills to face these challenges remains core to our purpose. And to illustrate the importance of this, the number of professional exams sat across all qualifications during 2021 was over a thousand more than in 2020, despite the difficulties we all faced. I am delighted to also report that 91 new chartered directors were admitted to the Institute.

I look forward with great enthusiasm to continuing to develop our organisation, and deliver even greater value for members as we approach our 120th anniversary.

Hard work is bearing fruit

We are beginning to see the early signs that the difficult but necessary work to re-shape the Institute has begun to bear fruit. We are more diverse and inclusive; we are leaner and more efficient, and use our resources more wisely.

Membership of the IoD is now stable and we have grown interest in the organisation in other ways such as through social media. Our focus now must be on how we continue to grow in a long-term, sustainable way.

Membership is changing

As I said, we are more diverse than ever but we need to do more. There is a large and growing segment of female directors – more than one-third of new members in 2021 were women. New members are also getting younger. This is important given that across the world, millennials are moving into positions of leadership. It is our job to demonstrate to them why we are relevant and outline the long-term benefits of joining and staying with the Institute.

We opened ten new member hubs across the UK, from Scotland to Surrey. These are places where our members can benefit from local facilities to support them and their businesses. This is just one example of how we have empowered our membership to help drive us forward and I thank everyone for their efforts.

A resilient performance

We remain in a strong financial position. The year ended in a surplus of £0.8m, with revenue of £15.4m and total costs of £14.7m. As an organisation, we have a clear and united view on how we drive our future growth.

Making a difference

The work of the IoD has always been relevant to all directors no matter the size of their business or career stage. We are rightly proud of the work we do through our professional development programme but we must look to build on that success and respond to market demand with new, relevant courses.

We have to focus on where we believe we can make a difference. Our expertise on governance is unrivalled across the world and that applies no matter the size of the organisation, but again, we can do more. And we must always ensure that we are a united voice for our members, successfully pushing for government policies supportive of their needs.



Leadership is a remarkably complex subject, but it's also something natural to everybody. I believe effective leaders should act today in ways which will stand the test of time when considered at any point in the future.

Alex Chikhani
Entrepreneur

Director General’s report

One example where we made a real difference was the widening of the eligibility criteria for claiming tax credits for R&D expenditure, and in an increasingly digital economy, something the IoD has long called for. We were pleased when the chancellor announced in October 2021 that qualifying expenditure would be expanded to include data and cloud computing costs.

We also welcomed our new Chief Economist, Kitty Ussher, as part of our influential policy and governance team.

Positioned for growth

Our strengths remain our Royal Charter, our leadership on governance, our advocacy for members with government and the quality of our training. The opportunities for us lie in developing our governance proposition further, creating an even better professional development programme, influencing where we can and continuing to improve our digital delivery.

I firmly believe that the purpose and values of the IoD remain more relevant than ever before. I say this every year but that’s simply because it’s true – we could not do this without the help of everyone; employees and volunteers. It is your time and effort that makes us what we are today and with your continued support, I believe we can achieve even more in the years ahead.

Connect – Our LinkedIn community has grown from 54,000 at the beginning of 2021 to over 65,000. We also have members-only groups on LinkedIn with over 10,000 directors and senior management executives, which serve as dedicated spaces for professionals to share expertise, seek advice, and build meaningful relationships.

Develop – We expanded our Develop offering with 6,500 directors and senior leaders across the globe attending our courses; receiving an average 96% satisfaction rating from participants. Our net promoter scores continue to be well above the industry average, rising from 50 in 2020 to 63 in 2021.

Influence – As an organisation with members located across the UK, we know how important European Union funding has been to capitalise business lending via the British Business Bank in recent years. That’s why we asked the government in its Spending Review 2021 to commit to taking over the funding of these programmes now we have left the EU.

IoD at a glance

USP	Our Royal Charter with its four objects, granted in 1906	Advancing the profession of directorship Encouraging an entrepreneurial, wealth-creating business environment Enhancing the practice of corporate governance Promoting the interests of members and providing services to them
Purpose	Better directors for a better world	Better directors mean better run businesses. Better run businesses mean a better economy. A better economy means a better society and a better society means a better world.
Reputation	An authority on governance and director development	The Centre for Corporate Governance An influential voice on corporate governance with government Chartered Director, the gold standard director-level qualification
Customer	‘Directors’ and their equivalents	In all segments and at all career stages
Needs	Governance advice Director development Representation	Delivered through the three components of our member value proposition – Connect, Develop, Influence

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Leaders should see themselves as servant leaders working for their team. As a leader you should be asking – what can I do to get my staff and team to perform at their best? Working out what facilities, environment, training and tools they need to perform better, which means the business will perform better.

Tony Webster
Director, Adigi



Inclusion and diversity

We are continuing to build a more inclusive and diverse organisation and membership. As well as being essential to our own evolution, it's the right thing to do. As an exemplar of organisations across the private, public and third sectors, the IoD must be seen to be taking a lead in its actions. 2021 was a year of progress, internally and externally, in our efforts to achieve this aim.

In August 2021, we commissioned independent research to assess our own performance. This led to a series of recommendations on where we should focus our efforts internally, as well as actions required to build momentum around more diverse leadership and boards in the UK and across the world. A steering group and a working group were set up to oversee and implement the various initiatives.

One of our first steps was to articulate the unique contribution that the IoD can make – what we can do that other organisations can't. Put simply, it is to educate leaders in the value of placing inclusion and diversity at the heart of their organisations and helping them live and deliver it. Our commitment is presented in full opposite.

Internally, we implemented an I&D policy to ensure all staff were clear on their responsibilities – more detail on our work in this area can be found in the people and culture section in this report.

To help us set I&D policy priorities for 2022 and beyond, we established a new expert advisory group consisting of members with deep expertise on the topic to provide guidance and rapid feedback on areas of policy relating to inclusion and diversity.

We also signed the Menopause Workplace Pledge, giving our people access to a range of menopause-related information and advice. We will continue to support this important commitment sponsored by Wellbeing of Women during 2022.

Community special interest groups

We plan to connect like-minded people who are passionate about, and want to learn more about, how to build diverse and inclusive boards for better business through community special interest groups. This will be an international community connecting directors and aspiring directors, combining a digital platform and physical events. It will focus on professional skills, experiences and mentoring.

I&D ambassadors

Our I&D ambassadors are growing in number. Their main objective is to promote inclusion and diversity through events, roundtables, and engagement with business leaders in the region where they are based.

Claire Alexander
Central Scotland

Trudi Beswick
Greater Birmingham

Sarbani Bose
Hampshire & Isle of Wight

Inez Brown
West Midlands

Alex Chikhani
South West Region

Sabarah Cursons
Sussex

Lynn Erasmus
Fife & Tayside

Paul Gillen
Northern Ireland

Julie Haydon
Worcester & the Marches

Dr J Harrison
East of England

Frances Hill
Northern Ireland

Peter Horsted
South – Berkshire

Downshan Humzah
East of England

Kim Hunter
Highlands & Islands

Di Keller
North East North (branch)

Helen Lau
Coventry & Warwickshire

Anny Lian
North Yorkshire (branch)

Viana Maya
Edinburgh & the Lothians

Kirsty Maxey
London

Claire Nelson
Glasgow & West of Scotland

Judeline Nicholas
Norfolk

Emma Nicholson
Yorkshire & North East (region)

Aduke Onafowokan
South – Oxfordshire, Surrey

Katie Passley
Cheshire

Gillian Passman
Aberdeen & Grampian

Darren Prickards
East of England

Susie Simpson
Scotland

Rhiannon Stafford
Leics & SEM

Neil Tomalin
East of England

Mark Walley
Surrey

Our I&D commitment

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One of the first steps was to articulate the unique contribution that the IoD can make – what we can do that others can't.

We believe that better directors build better organisations and better organisations build a better world. We also believe it is the responsibility of every director and leader to support cultures that promote inclusion and diversity, because organisations with strong I&D cultures not only perform better, but give back more to their people, their stakeholders and society. These are the kinds of enterprise the UK needs to build a stronger, fairer economy – one where everyone can contribute and thrive.

It is our responsibility to support directors in creating these organisations, and that means helping them understand the value that flows from placing I&D at the heart of their cultures and supporting them in implementing best practice.

We are committed to using our relationship with directors, our world-class professional development, our influence with government and our voice in the market to make this happen. And we are committed to strengthening our own I&D culture, delivered through action, not words.



Creating a diverse and inclusive workplace is not just the right thing to do, it is also a phenomenal business strategy because a diverse workforce reflects a diverse society. You will understand better what society and your workforce wants and needs. You will have the creative thinkers you need to achieve ambitious targets and get the right results.

Trudi Beswick
CEO, Caudwell Children

Inclusion and diversity

Recruiting more women

We have set an ambitious goal over the next few years to grow our women's membership base from just under 20% to 33%, taking an intersectional approach to making the IoD more inclusive and diverse. We support the view expressed in the 2021 FTSE Women Leaders Review that the pace of change in getting more women on boards and in senior leadership roles is too slow and there's more to be done.

In November 2021, in support of this goal, we launched a series of blogs and podcasts focusing on women in leadership. The campaign aims to celebrate excellence, pass on practical wisdom and inspire future women directors and leaders and will continue through 2022.

We are also developing new professional development training, including mentoring, to help women with leadership potential to hone their skills.

Women on Boards

During the year, we formed a strategic collaboration with Women on Boards (WOB), working with them on gender equality in the European and UK boardrooms. For WOB UK members, the IoD Certificate in Company Direction qualification is available to newly appointed directors, those aspiring to a seat on the board, or those that just want to improve their performance with fresh insights. WOB UK members can benefit from the membership price when buying the two modules together, with all four examinations included in the price.

International Women's Day (IWD)

Our IoD Women's Leadership Conference hosted by IoD Northern Ireland has been a staple event in the business calendar for over a decade. The 2022 sold-out event, sponsored by Herbert Smith Freehills, saw over 1,100 leading business figures from across the UK and beyond come together to celebrate female leadership.

This year's conference theme took inspiration from the Eleanor Roosevelt quote "the future belongs to those who believe in the beauty of their dreams" and heard from a variety of outstanding speakers including world-renowned ethologist and activist Dr Jane Goodall DBE, Dame Inga Beale, Lloyds of London's first female CEO and Khalida Popal, former Afghanistan women's football captain.

We also expanded our IWD celebrations to include events at 116 Pall Mall and local hubs across the four nations. We look forward to seeing an even more successful Women's Leadership Conference next year.

Exploring other areas of I&D

During October 2021, we were involved in several activities to support and raise awareness for Black History Month to recognise the contributions that people of African, Caribbean and other black backgrounds have made to the UK over many generations. This included the launch of a new director role model podcast series, which kicked off in October with four interviews with Inez M Brown (Chair, West Midlands), Delroy Beverley (Chair, Yorkshire & North East), Reena Dayal (Acting Chair, London) and Sara Schroter (Co-Chair, Bermuda). The podcasts included discussion of the challenges they faced in their careers, as well as what Black History Month meant to them.

Shinkwin Commission on Inclusive Business

In 2021 the IoD established the Shinkwin Commission, led by Lord Shinkwin, a Conservative peer and leading disability rights campaigner. The project was launched in early 2022 with an invitation to stakeholders to submit evidence on how businesses can become more inclusive and diverse with regards to gender, ethnicity, LGBTQ+, and disability. Based on the findings, our plan is to publish a report with policy recommendations, including best practice examples. The report will be launched with an event at 116 Pall Mall in the autumn of 2022.

Measuring our progress

In summer 2021, we launched our first I&D survey of IoD members. We had an excellent response rate, with 1,235 completions. There were no surprises in what the data told us, and we recognise we still have a journey ahead of us to create a long-lasting culture that fully promotes inclusive behaviour. We plan to repeat the survey at regular intervals.

Connect

A strong community and network enabled members to exchange knowledge and ideas and support each other, despite the ongoing challenges of the pandemic and economic uncertainty.

While opportunities to meet face-to-face remained restricted, our digital investment ensured we were still able to deliver high quality services virtually to members across the UK. And as the economy reopened, we moved to reflect the ‘new normal’ with a hybrid approach, enabling in-person meetings while ensuring virtual access to activities and content with other members.

Member communication

We continued to extend and develop communication and engagement with members. In addition to our monthly Connect, Develop and Influence newsletters, we ensured regular engagement at branch level.

Director General Jonathan Geldart provided nation, region and branch chairs with weekly briefings on the IoD’s activities, government engagement initiatives and other developments. Through fortnightly catch-ups, he has discussed the work and priorities of the IoD with volunteers at local level, enabling chairs to feed back the challenges faced by businesses on the ground. Members also had opportunities to hear from a series of high-level guests, including Business Secretary, Kwasi Kwarteng, Small Business Minister, Paul Scully, then Shadow Chancellor, Anneliese Dodds and Stephen Gibson, Chair of the Government’s Regulatory Policy Committee.

The Institute also used social media at national and branch level to engage with members and the wider business community, and provide information about the latest news, courses and events. Our LinkedIn community has grown from 54,000 at the beginning of 2021 to over 65,000. We also have members-only groups on LinkedIn with over 10,000 directors and senior management executives, which serve as a dedicated spaces for professionals to share expertise, seek advice, and build meaningful relationships.

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As we look forward we are continuing to focus on connecting members with each other locally and nationally.

Region and branch activity

Throughout 2021, networking and briefing events were held regularly across the country, both virtually and in-person. Highlights included:

- Mastermind events in Essex, Suffolk, Peterborough and Cambridge
- Ambassador-led roundtables on Scottish government policies relating to Covid
- A two-day Investment Innovation Forum in the Highlands & Islands
- ‘Netwalking’ events in Yorkshire & the North East, allowing members to enjoy the landscapes while networking in a safe environment
- Regular London webinars hosted by the London special interest groups (SIGs)
- Interviews with Liverpool and Manchester Metro Mayors, Steve Rotheram and Andy Burnham
- In Northern Ireland, training and support seminars covering HR leadership, the NED community, energy and climate change and family businesses, as well as regular political updates from ministers
- London Chair Alistair King’s interview series with leading policy and business personalities
- An International Trade SIG event at the US Embassy, with a return planned for 2022 at 116 Pall Mall
- Within the framework of the Global Trade Hub, ambassador-led groups were formed bringing together interest in specific regions. Connect events were held by the Japan and Africa groups

IoD members

20,005

As of 31 December 2021



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For young people aspiring to be a director or founder, it’s a lonely game and, on that journey, a very steep learning curve needs to occur. The IoD’s professional development and network shows you who and what to turn to. It is a great companion to have on that journey.

Harry Panter
CEO, Housr

Connect

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I attended a couple of IoD events as a non-member and there was a particular event that caught my attention – the UK-USA event that presented opportunities between the US and the UK post-Brexit. After that event I decided that I wanted to join the IoD and be a part of the community.

Sabrina Craciun
Senior Business Development Manager,
Kline & Company

Local business hubs

As Covid restrictions were relaxed, we were able to reopen our well-equipped member business hubs across all the nations and regions of the UK, ensuring that members have the free use of IoD premises in every part of the UK.

This included new hubs in Aberdeen, Belfast, Birmingham, Buckinghamshire, City of London, Colchester, Edinburgh, Shrewsbury and Sussex, as well as 11 others across the South in partnership with Arena Office Space. Additional hubs are planned to open in Surrey, Bournemouth, Bristol, Exeter, Penryn, Milton Keynes and Plymouth.

Online global conference: Connecting the World: Tackling our global challenges together

Hosted by IoD Scotland in the run-up to COP26, this had an exceptional line-up of UK and international speakers including Business Secretary Kwasi Kwarteng, First Minister Nicola Sturgeon, President & CEO of the International Rescue Committee David Miliband, Jojo Mehta of Stop Ecocide International and Vanessa Nakate, UN Young Leader for the Sustainable Development Goals.

Director of the Year Awards

The Director of the Year Awards celebrate high quality directors and the impact they make every day. We want to acknowledge everyone who was nominated for a Director of the Year Award and all our finalists and winners.

While the scheme is a successful one, we are always looking to improve. Early in 2022 we initiated a review to explore how the awards might evolve so they are aligned strategically with our purpose.

Looking forward

As we look forward, we are continuing our focus on connecting members with each other locally and nationally. We will prioritise activity around inclusion and diversity, progress our review of the Director of the Year Awards, and work with our nations, regions and branches to align Connect activity and events with our core mission of building better directors.

LinkedIn community

65,000

followers

Develop

The enduring impact of the pandemic last year did not dampen the appetite for learning. To meet this demand from our members and the director community, we raised the bar and continued to evolve and expand our Develop offering. 6,500 directors and senior leaders across the globe attended our courses – a significant increase in demand.

A focus on director priorities

Our Professional Director Series was created in response to feedback from our members about their development priorities. Designed and delivered by board practitioners and skilled facilitators, topics range from Leading from the Chair, ESG and Company Purpose to Strategic Decision Making, and offer a rewarding experience from a peer learning perspective. In recognition of the value our members place on their continuing professional development (CPD), we made the series free to all full, fellow and chartered director members. Engagement increased last year with over 600 members attending CPD events.

Collaboration and co-creation

Collaboration has been a key focus, enabling us to bring unique content to our members and expand our reach across the director community. Working with some exceptional partner organisations and professional institutes, we extended our CPD offering to include courses on data analytics strategy, data governance, cyber strategy, and sustainability. We officially launched these new additions to our CPD portfolio with the Data for Good conference which included Professor Sir Ian Diamond, the UK’s national statistician, as keynote speaker and a stellar panel of data and governance experts.

Expansion, engagement and impact

Our world-class development offering received an average 96% satisfaction rating from participants and our net promoter scores continue to be well above the industry average.

We have also made significant wins this year. In May, we were awarded three contracts by the University of Suffolk and the European Social Fund to deliver leadership and data analytics programmes for aspiring and existing directors, with a focus on women in business and support for SME organisations.

In July, the IoD won a two-year contract, as a key delivery partner for the Education and Training Foundation (ETF), to co-design and deliver governance and leadership programmes for chairs and governance professionals in the further education sector. These programmes, funded by the Department for Education, play a critical role in the development of further education leaders and the success of college boards. We are looking forward to strengthening our partnership with ETF and delivering more impact for the sector in 2022.

Our international footprint continued to expand at pace as we ramped up our virtual and hybrid delivery capabilities, delivering programmes across the globe in multiple time zones, across a wide range of platforms and, in many cases, with simultaneous interpretation.

We celebrated our partner, TheBoardroom Africa’s (TBR Africa) fifth anniversary, and by the close of 2021 over 150 African businesswomen had completed the IoD and TBR Africa Open Doors programme which is based on Stage 1 of the Chartered Director Programme. On completing the programme, delegates are better informed and empowered to navigate the challenges of the boardroom and enhance their organisation’s performance. Many participants have already secured new board positions (some for the first time). The programme is recognised by recruiters within the continent as offering stronger candidates for board positions.

We relaunched and refreshed our board evaluation service in response to increased demand for board effectiveness reviews during the pandemic. Our eight-step methodology is underpinned by our wealth of experience in good governance, continuous improvement, and board performance, and the service attracts organisations from across sectors, industries and jurisdictions.



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I’m passionate about business and education working more closely together - there’s always a huge chance for everyone to benefit and learn. The next generation are our future leaders; I see it as my duty to pay forward what I know – sharing best practice and knowledge while handing over the baton.

Helen Tonks
Managing Director, Hydraulics Online Ltd

Develop

Professional standards

There were over 3,000 certificate exams during the year; an increase of 30% on both 2019 and 2020 and over 400 diploma exams; an increase of 45% on 2020 and 140% on 2019.

There were 100 chartered director assessments – the same number as achieved in 2020 and 2019.

In August a new platform was introduced on which the chartered director interview assessments are now carried out virtually. This has reduced the administrative burden of running the assessments by 60% and has meant that interviews can be conducted concurrently rather than one at a time, meaning we have the capacity to increase the number of assessments conducted annually.

Developing the directors of tomorrow

Last year we revamped and relaunched the Aspiring Director course that helps future leaders identify the competencies they have and the ones they need to build on to progress to board level. Over 30 aspiring directors attended this two-day course in Q4 2021. Research has shown that small groups and tailored learning build confidence and this course provides a practical foundation for those making the transition from manager to director. We are committed to educating the new generation of directors and assisting organisations with their succession planning for director and board positions.

As we look ahead to 2022, we will continue to support the development, progression, and employability of the next generation of directors with the launch of the ground-breaking Tomorrow’s Director programme. The programme has been developed with the aim of meeting the reciprocal needs of young people and business leaders and is tied closely to our student membership offering.

At a time of sweeping social and technological shifts, more and more businesses want to tap into the insights of the next generation. Those that don’t will struggle to survive. The current and future generations of students will, meanwhile, be eager for a seat at the table. To make their mark, they need a strong grasp of how boards operate, and a personal network that can expedite their rise to the top. Better directors make a better world, so we are committed to creating a legacy which develops the directors of today and of the future. Ultimately, professionalising directors and boards will have a positive impact on the economy, the environment and society and we would like to encourage all our members to get involved and share their wealth of experience and expertise with this next generation of directors.



Member engagement increased last year with over 600 members attending CPD events.



The Chartered Director Programme is a steep learning curve. When you’ve been running a business, you think you know what you’re doing, but when you start, you realise how much you don’t know, which is a scary place. The programme strips you back and then rebuilds you with solid foundations.

Karl Pemberton CDir
Managing Director, Active Chartered Financial Planners



Influence

We champion the interests of our members and the wider business community to government and opinion formers, both nationally and in the devolved administrations. We are also leading advocates of responsible business and good corporate governance.

Our aim is to encourage a climate that favours entrepreneurial activity and wealth creation, in line with the objects of our Royal Charter.

UK-wide policy issues are addressed by the IoD's policy team, with regional teams taking the initiative at the devolved and local level. By advocating an approach to business which combines enterprise with integrity in equal measure, the IoD campaigns to increase the trust of wider society in directors and business leaders across the UK.

Influencing the people who matter

During 2021, policy team members made appearances at parliamentary committees and took part in regular meetings with officials, ministers and opposition politicians across a range of departmental portfolios. The Director General maintained strong links with the Business Secretary, the Chancellor and other political leaders – with equivalent political engagement undertaken by IoD national directors in relation to the devolved governments of Scotland, Wales and Northern Ireland.

Our influential Policy Voice survey tool of IoD members gives us the information and confidence we need to advocate with certainty that the issues we push with government are the ones our members feel most strongly about. We also integrate member views through the IoD's expert advisory groups and our UK-wide network of policy and governance ambassadors.

Pandemic support

A large part of our focus in the early half of 2021, and again with the emergence of the Omicron variant in December, was to ensure that government provided sufficient and appropriate support to businesses that had no choice but to restrict their activities due to the pandemic. Through regular meetings at the highest level of government we successfully pushed for the introduction and extension of national and local coronavirus business support schemes.

We were part of the coalition that ensured the Coronavirus Job Retention Scheme and the Self-Employed Income Support Scheme were extended until the end of September 2021, providing the resources that were essential to enable businesses to reopen smoothly.

We successfully argued for the extension of the VAT cut for the most impacted sectors of retail and hospitality. And we were able to persuade the government to extend insolvency protections for directors relating to wrongful trading until July 2021.

To boost the economy as we emerged from the pandemic, we argued for more generous capital allowances in our March 2021 Budget submission: the government responded with a super-deduction for capital investment in plant and machinery.

2021 also saw the end of the Brexit transition period, causing considerable concern for our members. We were instrumental in the creation of a government Brexit Support Fund, providing help and advice to those firms affected. Our data was used in a Channel 4 Dispatches programme in October highlighting the difficulties faced by UK exporters and importers.

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What motivates me is people, society and how you run an organisation. It's not just about what you do but how you do it and that's why being a chartered director is so important to me. It ensures you have good governance and leadership; you understand your finances and your strategy is responsive.

Menai Owen-Jones CDir
Co-Vice Chair, Cardiff
Metropolitan University

Influence

Grassroots insights

In the autumn we raised our profile by re-launching our Directors’ Economic Confidence Index, based on Policy Voice survey results, and committed to publishing updates on the first of each calendar month. Our data is actively monitored by the Treasury, providing insight to ministers on the business operating environment.

Our confidence index was the first of the business groups to pick up the large drop in business confidence in September, pin-pointing new business concerns about supply chain and labour market shortages as well as the rise in employment taxes.

Reflecting the concerns of our members, we were at the front of the public fight against the government’s proposed rise in national insurance contributions. We commissioned independent external research into the economic impact of the tax rise in the run up to the Autumn Budget 2021 and continued to make the case against this tax increase, both in terms of its impact and timing.

To coincide with the COP26 summit in November 2021, we highlighted to government the desires of business leaders, particularly from SMEs, for greater support in their transition to net zero and are engaging on the detail with civil servants.



Reflecting the concerns of our members, we were at the front of the public fight against the government’s proposed rise in national insurance contributions.

Speaking out on governance

In mid-2021, we pledged our support to the Better Business Act campaign, aimed at reforming the legal duties of directors defined in section 172 of the Companies Act 2006. This reflected our members’ view that business should take a broad, stakeholder-oriented approach to governance which extends beyond the short-term interests of shareholders and seeks to create value aligned with business purpose.

During 2021, we were actively engaged with government around its proposed reforms to the UK’s audit and corporate governance framework and have sought to shape legislation that is both supportive of improved governance standards whilst avoiding a disproportionate compliance burden for companies and directors.

The IoD Centre for Corporate Governance continued to develop in 2021, as it acquired new support and resources from both IoD members and external governance experts. A variety of events and discussion papers were launched by its working groups on topics such as stakeholder governance, regenerative business, ESG and funds governance.

Key policy wins in 2021

- SME Brexit Support Fund
- Help to Grow Management scheme
- Furlough extension to end of September 2021
- Light approach to enforcement of debt owed to HMRC accrued during the pandemic
- Expansion in the scope of R&D tax credit
- Increased capital for regional funds of British Business Bank
- Business rates improvement relief and increased valuation frequency
- Insolvency Service incorporating a director training element into their latest five-year strategic plan

Current IoD policy priorities

IoD members continue to express their views to us around key business issues. These form the basis for the policy priorities on which we are actively engaging with government.

Policy topic	What’s the issue?	What needs to happen?
Rebuilding confidence in trade	Since Brexit, the trading relationship with the EU has become complicated. Businesses are facing increasing admin, time and cost pressures. Many businesses feel they are too small to pursue opportunities outside the EU.	Continued engagement between members and relevant government departments to ensure businesses have the support they need, whether that is funding, simplified comms, or necessary advice.
Skills shortages	Skills shortages consistently rank in the top three issues facing members’ businesses, with skills and labour shortages hampering business’ ability to recover from the pandemic.	Reform of the Apprenticeship Levy to enable businesses to fund a wider range of skills training, and expansion of existing government skills programmes to include all people looking to retrain in shortage skills areas.
Overcoming bureaucracy	Around a third of our members say that compliance with government regulation is having a negative impact on their organisation.	Priorities for this year are to impress upon HMRC the need to streamline customs controls and, separately, the administration of business rates.
National Insurance	40% of IoD members say that employment taxes are having a negative effect on their organisation, up from 26% before the rise in NICs was announced. Our evidence shows the rise is inflationary.	The government should reverse the increase in employer national insurance contributions.
Better directors	There is a clear need to enhance the professionalisation of directors and responsible business in a manner which rebuilds societal trust whilst avoiding a disproportionate regulatory burden.	A voluntary code of conduct for directors, which frames best practice for directors and highlights the need for continuing professional development.
Help to get to net zero	Businesses – particularly SMEs – need appropriate support to meet the government’s net zero targets and associated upcoming legislative and regulatory changes.	A combination of financial incentives, transparency requirements, corporate governance changes, and toolkits to support businesses to transition to net zero.

“

I really enjoyed the Chartered Director Programme and it gave me a lot of confidence and reassurance in my approach. Now I'm MD of the group I've brought a better level of governance to our business that has helped us to keep right, whilst remaining light on our feet as an entrepreneurial business.

Jo Barnes CDir
Managing Director, Sewell Estates

The leadership dividend

Why investing in leadership and management will deliver better leaders, better businesses and a better economy in the UK.

Climate change, cyber security, supply chain, sustainability, inclusivity and diversity, energy prices and good governance are but some of the issues facing today's boards, directors and senior leaders. Running an organisation is complex and fast-paced and, as the demands placed on directors and leaders grow, good directors have never been more important. The level of professional leadership and skills required to deal with these challenges has never been higher.

What makes a great leader?

The question 'what makes a great leader?' has been asked by many different business figures and academics time and time again.

Of course, there is no singular answer to this, however it may be fair to say that the best leaders are those who understand that investing in themselves is vital to success.

Investing in yourself as a leader can mean a number of things. Attending conferences and events both within your industry as well as outside it can be helpful in terms of building your skillset, providing fresh perspectives and new ideas and educating yourself on upcoming trends.

Perhaps the greatest value of conference events however, comes from the opportunity to make valuable connections with other business leaders by listening, asking questions, sharing ideas, and helping one another grow.

Another obvious way that leaders can invest in themselves is by taking part in professional development programmes and courses. The best leaders proactively seek out professional development and acknowledge the importance of demonstrating that they are serious about their role and the contributions they make to their organisation.

For many the pinnacle is achieving IoD chartered director status, which provides an endorsement of their skills, professionalism, and knowledge of corporate governance best practice and allows them to stand out from their peers.

Chartered director status signals that directors are committed to their role and the contribution they make to the success of their organisations in terms of the five areas central to organisational direction and governance:

- Vision, purpose, values and ethics
- Strategic thinking and stakeholder management
- Delegation to management
- Discharging your duties as a director and as a competent member of a collective and responsible body
- Exercising effective and accountable leadership
- The professionalisation of boards

Of course, by making investments in themselves leaders are not only benefitting as individuals but also their organisation as a whole.

Organisations need effective and informed boards and directors that are aware of their personal responsibilities and accountabilities across a spectrum of activities and disciplines.

Professional leaders should therefore be considered valued members of their company's board of directors.

Following the 2008 financial crisis and the resultant collapse of many businesses across the globe, an article by Robert C Pozen* was published in the Harvard Business Review, putting forward the case for promoting the professionalisation of boards.

Pozen claimed that most directors of large companies struggle to properly understand the business of their organisations and how best to lead them. However, this is not the case for leaders who have committed to investing in themselves for the betterment of their company.

In recent years the responsibilities and duties associated with board membership have become increasingly demanding and directors are being required to invest significantly more time than they currently do learning the business and gaining the knowledge and skillset necessary to effectively lead an organisation.

Investing in professional learning and development is a good idea for leaders and their businesses for a number of reasons, but there are wider benefits as well – the most significant of which is that successful business contributes to a successful economy, something that is positive news for us all.

*The big idea: the case for professional boards – Robert C Pozen, Harvard Business Review, December 2010

The leadership dividend

Where directors are made

The IoD, with its many years of experience educating and developing senior leaders around the world is here to help you rise to the challenge. The IoD is 'where directors are made'. In an ever more complex and challenging business environment, we enable you to develop your knowledge, capabilities and performance as a board member. We also contribute to the lifelong learning process of those who aspire to board and senior leadership roles.

Courses at the IoD are led by industry experts, designed to help leaders to advance their career and maximise impact within their organisation, by providing fresh insights into the areas of strategy, leadership, governance and finance. They provide a platform for leaders to network and share with one another the knowledge and experience they have gained throughout their careers.

All programmes are underpinned by the IoD Director Competency Framework, which identifies the knowledge, skills and mindset required to be an effective director, regardless of sector, industry or role.

Whether assessing the financial health of an organisation, the effectiveness of the board's performance or the strategic options which are open to them, the IoD has been able to assist many organisations.

The IoD embeds great corporate governance in organisations via our board-level suite of solutions. We leverage the authority of the IoD in governance and ESG in the development of a specific board's capability and performance. We enable directors to demonstrate their commitment to good governance while also achieving long-term business success. We tailor our package of support to specifically meet the needs of mid-tier companies (with between 50-1,000 employees).

As an authority on governance and ESG, we influence policy makers on directors' behalf and advance business and public understanding of ESG. We provide a safe space in which they can be inspired by new ideas, debate latest developments, and develop their ability to deliver better governance for their own organisation.

Being a director is both demanding and challenging, requiring a wide skillset. The IoD will provide directors and their boards with a much needed competitive edge to achieve long-term success.



“

During the pandemic, we saw a requirement for more collaborative leadership to bring people along so they can contribute to the organisation. There's a huge opportunity for leaders to develop a coaching leadership style where you're developing the leadership ability of your organisation and building long-term strategic competitive advantage.

Claire-Marie Boggiano
Director, Lurig Ltd

Chartered Directors 2021

We celebrate the directors who achieved the gold standard in director-level accreditation this year.

Richardson Ajayi
Jonnie Allen
Ingrid Azzopardi
Kahumbya Bashige
Tom Bean
Liam Booth
Lorrain Bowen
Tommy Bracken
Maurizio Bragagni
David Brough
Mukhtar Bubeyev
Noelle Burke
Claire Buseti
Philippe Busslinger
Mark Butler
Ken Cahill
Alexander Chmel
Noyona Chundur
Stuart Cobb
Ronan Conboy
Ross Coppolo
Paul Cordell
Alan Cunningham
Sharon Curran
Steve Davies
Sharmeen Divan
Simon Downey
Paul Fahey
Mark Futyan

David Gala Souchet
Colm Galligan
Cathy Gormey-Heenan
Olivier Gosemann
Tony Gresty
John Hannigan
David Hester
Ken Hickey
Jennifer Houghton
Graham Hughes
Adrian Jackson
Richard Johnston
Helen Kemp-Taylor
Ursula Kilkely
Helen Kings
Stephen Lathrope
Damian Lenihan
Derrick Louis
Colin Maher
Rosarii Mannion
Olivier Mantoulan
Konstantina Mavraki
Robin McCormick
Ann McGarry
Tim McKeown
Brian McManus
Salah Mirza
Karen Morton
Sean Mulligan

Michael Murphy
Vincent Murphy
Dennis Murray
David Noon
Nick Oates
Bridget O'Brien
Graham O'Hare
James O'Shaughnessy
Siobhan O'Shea
Natalie Passmore
Tony O'Riordan
Ben Roome
Martin Ryan
James Savage
Peter Sinden
Derek Sharples
Glenn Speer
Margot Slattery
Sean Staunton
Cora Lee Starzomski
Alan Tyrrell
Igor Ukrasin
Eduard Von Kymmel
Mark Walley
Robert Wasson
Daniel Westerman
Gary Wilkinson
Aidan Williams



Noyona Chundur

“

I was at a career crossroad and the Chartered Director Qualification offered the training and the network under one programme, with the assurance of a recognised qualification and continued learning. I improved my performance and confidence, crystalised my direction of travel and inspired others to do the same.

Noyona Chundur CDir
CEO, Consumer Council for Northern Ireland



Ken Cahill



Karen Morton



Richardson Ajayi



Eduard Von Kymmel



Cora Lee Starzomski



Ben Roome

People and culture

Our twin focus this year has been fostering a strong and healthy culture and continuing to help our people and their families deal with the ongoing impact of the pandemic.

We have looked at how we can attract and retain the best people to ensure we continue to offer the high level of service expected by our members and the wider community. The approach we are taking at the IoD is to support a more inclusive workforce and membership.

Wellbeing and CSR support

To support our people's wellbeing and also give back to our communities, we have adjusted our annual leave policy. Our new wellbeing days are days that our people can take at any time during the year when they need to rest and switch off. They can also take two CSR days per year to volunteer within their local community or for the wider benefit of the country.

In addition, our people have access to a full employee assistance programme (EAP) 24 hours a day, and via our PMI provider they are able to benefit from access to a video doctor service through a healthcare app.

Our CSR work is primarily to help the wider community, however, we also look at how this can benefit our people's mental health. By partnering with Bee1, we now have a bee colony at our Pall Mall hub. Through this partnership we have supported two schools, supplying them with £10k worth of educational material and giving them sponsorship of one of the IoD beehives. Several employees have been trained as beekeepers as this activity is known to reduce stress and provide people with a calming environment. During 2022, we are looking to extend our partnership with Bee1 to other regions.

Strengthened reward and recognition

Ensuring that our people are properly rewarded and recognised is central to fostering a strong and healthy culture. This year, we reviewed our total rewards package for the first time in over five years, working with our people to provide a package that is accessible to all. Our benefits offering has expanded to include items such as PerkBox and a healthcare plan, ensuring our people are catered for at all stages in their career and life. We also conducted a full salary review to ensure they were paid fairly compared with the market.

Recognising our people for the contribution they make is important. We have a structure in place that encompasses peer to peer recognition, an employee of the month award and the overall Above and Beyond Awards. We celebrate these successes as a team in our All Colleague Calls and through employee communications.

Focus on inclusion and diversity

We continue our work to create an inclusive environment that caters for a diverse workforce. During 2021, we implemented an inclusion and diversity (I&D) policy to ensure all staff were clear on their responsibilities. We reviewed our recruitment procedures; specifically, how we advertise our roles and identified areas where these adverts did not meet our I&D standards. These have been adjusted to ensure we attract a wider pool of applicants for all roles in the future.

Progress was made in other areas where we:

- Recruited more I&D ambassadors across the country
- Implemented new awards schemes such as 'Great Place To Work'
- Signed up to the menopause and I&D pledges
- Intensified employee upskilling through new training initiatives, continuous conversations and personal development plans
- Received bronze and silver Armed Forces Covenants

“

I valued the help and support that I received early on in my business life and got a lot out of it. I am also keen to use my skills to give back. I like to work with people who want to try things, make different mistakes, learn from my experience, or at least listen to it and discount it.

Carole Harvey

NED and Managing Director, Nous Associates



“

Since Covid there’s been a need for leaders to be more empathetic and canvas opinion. Being more approachable and open to talking to your staff, saying ‘this is how I’m feeling, what else are we struggling with? How can we work with each other?’ rather than being a stoic leader in an ivory tower.

Tim Guest CDir
Senior Manager, Transformation & Change,
BDO Jersey



People and culture

Delivering more effectively

During 2021, we moved to our new self-service HR system which puts our people in control of their data. Back office tasks have been streamlined to ensure that our people are able to focus on delivering to our members and clients, rather than being tied up in unnecessary paperwork. We are now

able to book holidays, record illness, track personal development and assess our performance through one easy-to-use tool. During 2022, more functions will be activated to equip our people with the tools and information they need to deliver more effectively, as well as give them greater flexibility to shape their learning and development.

The number of employees
(full time equivalent)

90.6

As of 5 April 2021

Gender composition of our employees across our organisation

31% 69%

● Male
● Female

Management Team

60%
40%

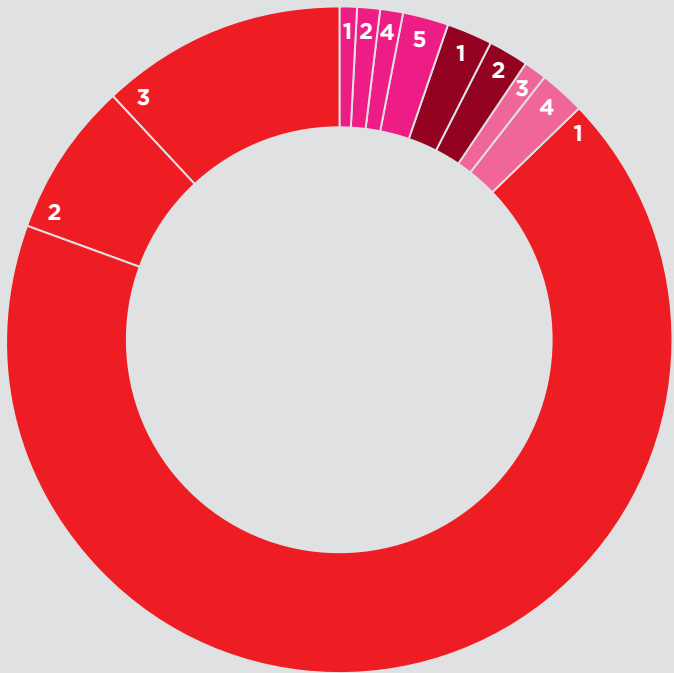
Extended Management Team

63%
38%

Full time employees

88%

Ethnic origin



Ethnic origin	MT	EMT	All colleagues
● Asian / Asian British			5
1 Indian			1
2 Pakistani			1
3 Bangladeshi			
4 Chinese			1
5 Other Asian			2
● Black / African / Caribbean / Black British			4
1 African			2
2 Caribbean			2
3 Other Black / African / Caribbean			
● Mixed / multiple ethnic groups			3
1 White and British Caribbean			
2 White and Black African			
3 White and Asian			1
4 Other mixed / multiple			2
● Other mixed / multiple ethnic groups	5	8	81
1 White British	3	6	63
2 White Irish		1	7
3 Other White	2	1	11
Other ethnic groups			
1 Arabic			
2 Any other ethnic group			

People and culture

Gender pay gap

As an employer with fewer than 250 employees, the IoD does not fall within the scope of legislation on gender pay reporting but publishes the information below in the interests of transparency.

In the last year, we have seen a marked improvement in the gender pay gap. The mean gender pay gap improved from 29% in 2020 to 25.9% in 2021, with the median pay gap also improving from 27% to 25.1%. We are determined to continue our progress on these important benchmarks.

The data is based on the ‘snapshot’ date of 5 April 2021, but it is worth noting that the IoD’s workforce has changed substantially since and this does not represent the current position. In fact, since this snapshot, we have seen the appointment of more women into senior positions within the organisation, so would expect the pay gaps to continue to narrow in 2022.

When looking at bonuses, early in the snapshot period the majority of bonuses were stopped. Those counted in the figures below relate to bonuses allocated prior to this and therefore do not give an accurate picture. At the time bonuses were allocated, there were more female than male employees overall, and we had a higher percentage of male employees in our sales teams which operated with variable pay. Moving into 2022, we are implementing a new bonus structure based on performance which will see all colleagues included and therefore address any gender imbalance.

Mean gender pay gap

Hourly pay relevant employees

25.9%

Median gender pay gap

Hourly pay relevant employees

25.1%

Proportion of males and females receiving a bonus payment

6%

3.6%

Mean bonus gender pay gap

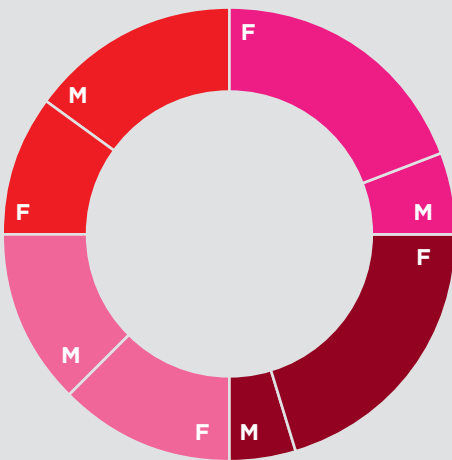
-71.7%

Median bonus gender pay gap

82.9%

Proportion of males and females in each pay quartile

Lower quartile, lower middle quartile, upper middle quartile and upper quartile



Quartile	Gender	Count of gender	Count of gender %
Lower	F	17	77.3%
	M	5	22.7%
Lower total		22	25%
Lower middle	F	18	81.8%
	M	4	18.2%
Lower middle total		22	25%
Upper middle	F	11	50%
	M	11	50%
Upper middle total		22	25%
Upper	F	9	40.9%
	M	13	59.1%
Upper total		22	25%
Grand total		88	100%

Ethnicity pay gap

As with the gender pay figures, the numbers below relate to the snapshot date of 5 April 2021 and do not represent the current position.

According to the latest census (2021), 86% of residents of England and Wales were white. The IoD’s proportion of employees from other ethnic groups is higher than the overall proportion. This may in part reflect the fact that the IoD’s headquarters is located in London.

The mean ethnicity pay gap fell between 2020 and 2021 from 15.4% to 14.7%, with the median pay gap rising from 13.5% to 15.3%. One of the biggest reasons for this rise is due to the colleagues who were on furlough at the time of taking the snapshot and the current situation does not reflect this.

We recognise that we need to do everything we can to support and promote inclusion and diversity across our organisation and have commenced several initiatives to encourage this. We continue to work closely with our stakeholders to improve representation at all levels and address any gaps. A key example was implementing an I&D policy for both internal purposes and for our members. This has been completed and will be reviewed on an annual basis.

Mean ethnicity pay gap

Hourly pay relevant employees

14.7%

Median ethnicity pay gap

Hourly pay relevant employees

15.3%

Proportion of white British / Irish and other ethnic groups receiving a bonus payment

White British / Irish

3.4%

Other ethnic groups

6.8%

Mean bonus ethnicity pay gap

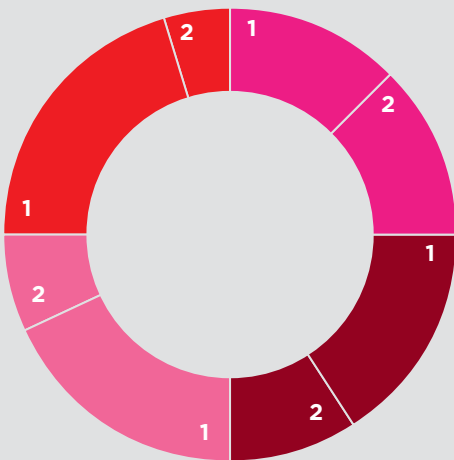
-80.8%

Median bonus ethnicity pay gap

-52.8%

Proportion of ethnicity in each pay quartile

Lower quartile, lower middle quartile, upper middle quartile and upper quartile



Quartile	Ethnicity	Count of ethnicity	Count of ethnicity %
Lower	1 White British / Irish	11	50%
	2 Other ethnic groups	11	50%
Lower total		22	25%
Lower middle	1 White British / Irish	14	63.6%
	2 Other ethnic groups	8	36.4%
Lower middle total		22	25%
Upper middle	1 White British / Irish	16	72.7%
	2 Other ethnic groups	6	27.3%
Upper middle total		22	25%
Upper	1 White British / Irish	18	81.8%
	2 Other ethnic groups	4	18.2%
Upper total		22	25%
Grand total		88	100%

“

I did the Accelerated Certificate in Company Direction with 15 people from eight countries. It's very intensive but you have five days of excitement learning new things. I would say I'm an experienced director but even as an old dog I learned a lot of new tricks which I liked.

Oliver F. Gosemann CDir
Managing Partner, GOSFAM Investments GmbH, Germany



“

The IoD gave me access to fantastic board training. I could tailor the programmes to my own competencies and skill sets and the resources were invaluable. I also gained a network of international business leaders which, in terms of enriching my experience and views as a director, was incomparable.

Bola Tinubu CDir
Partner, Olajide Oyewole LLP (DLA Piper Africa), Nigeria



International community

2,900

members in 90 countries

We are a community that, post-Brexit and post-pandemic, is looking outward to strengthen connections around the world. As we move forward, we see opportunities for future growth through our international network.

The Institute is already firmly established across the globe, with 2,900 members in 90 countries. Take-up of our renowned Chartered Director Qualification is growing. However, we have only just started to scratch the surface of what may be possible.

During 2021, we developed key initiatives to support our international aspirations. We prioritised establishing a suitable and stable foundation for growth, ensuring that international branches feel just as connected to the IoD as our UK members, in line with our decentralised model. In 2021, the Institute established IoD International Holdings Ltd, a subsidiary of the IoD that will independently support our international operations. The IoD's commercial team also started a department restructure, with the international department first to be reviewed based on growth opportunities in the international business area. The appointment of a new international commercial relationship manager at the start of 2022 will see a renewed focus as the international market opens up again, post-Covid restrictions.

The franchise-based operating model for larger territories is rolling out and discussions are taking place with new countries. The new model, which offers greater flexibility and autonomy to support overseas members, has been well received by those the IoD is engaging with. It also equips our director volunteers with the tools to ensure that, wherever in the world we operate, we continue to support directors in their roles.

Meanwhile, we identified new professional development partnerships, with an exciting initiative under way to deliver the Chartered Director Qualification in China (and in Mandarin). In 2022 and beyond, we will leverage our platform for international growth to accelerate our reach into new territories, creating connections with businesses and their directors across the globe.

International branches

The IoD has active branches in the following locations – Belgium, Bermuda, Cyprus, France, Guernsey, Isle of Man, Jersey, Malta and Monaco.

Chartered Director Programme

Our Chartered Director Programme is delivered virtually through our longstanding partnerships with the following organisations:

- IDA in Russia*
- Guernsey Training Agency in Guernsey
- Open Doors Programme promoting Women on Boards in Africa with TheBoardroom Africa
- IoD in the Republic of Ireland
- Instituto de Directores in Chile

*In 2022, we suspended our partnership following the Russian invasion of Ukraine

Sustainability and ESG

“

Within the Chartered Director Programme, the course that had the biggest impact on me was the Role of the Director and the Board. The governance aspects gave me a baseline of knowledge and enabled me to bring that back, formalise a board within my organisation and share best practice in the leadership team.

Thomas Mizon
Director of Business Operations, Realm Partners

The IoD continues to play its part in advancing the cause of sustainable business. We provide information, support and inspiration to IoD members, directors and senior leaders in relation to sustainability risks and opportunities. We also seek to influence government policy in a manner which facilitates a viable transition to net zero by the business community.

The IoD’s national sustainability taskforce was active in 2021 and oversaw the development of the Sustainability Hub on the IoD website, where members can find useful information including factsheets and case studies, as well as events focusing on sustainability in business.

In 2021, we published the IoD’s sustainability policy, which commits us to continually reduce our carbon footprint as an organisation. We became a signatory to the United Nations Race to Zero campaign and committed to achieving a net zero position by 2027.

Offsetting our carbon footprint

In support of this objective, we undertook a range of measures internally in 2021. These included offsetting our carbon footprint in a credible manner and the sourcing of 100% renewable electricity for all IoD offices. We worked together with our food and hospitality supplier, Searcys, to ensure that our food was nutritious and healthy, integrated low impact ingredients and always included a vegetarian choice. We reduced the amount of food waste and single use plastic by utilising our data on building use and footfall, and waste material was recycled wherever possible.

As a high profile initiative, we introduced c50,000 bees into the local eco system at our London hub in Pall Mall. It is hoped they will pollinate c200 million local plants, fruit and flowers. They will also generate significant benefits relating to wellbeing for employees, IoD members and the local community.

Measuring our climate impact

We measure the IoD’s climate impact on an ongoing basis. The IoD’s Pall Mall carbon footprint was certified by PlanetMark for the third consecutive year in 2021. The total carbon emissions reported within the agreed Scopes of Measurement were 267.7 tonnes of CO₂ equivalent (tCO₂e) emissions. After allowing for market-based factors such as using a renewable energy supplier, the market-based footprint was 67.2 tCO₂e. This represented a year-on-year decrease in total carbon emissions of 15.8%, building on the previous year’s decrease of 42.6%.

Sustainable pension investments

In 2021, all employee pensions were transferred to a new provider which offers more sustainable pension investment options over the course of the working lives of our employees.

Professional development

We continue to make our training programmes more sustainable. In many cases, we now offer virtual delivery which decreases the environmental impact of our courses by reducing travel for clients and course tutors. We also provide an increasing amount of our course material electronically, reducing the need for paper copies and reducing the amount of waste.

In terms of course content, the IoD partnered with the Royal Scottish Geographical Society in 2021 to offer the Climate Solutions Accelerator course free of charge to all IoD members.

ESG thought leadership

Early in 2022, the IoD published its ‘ESG Priorities for UK Companies’ paper. These define a checklist of issues which the IoD believes are worthy of boardroom discussion in 2022, and which have been highlighted by recent corporate behaviour, IoD member surveys and advisory groups, and our perception of emerging business norms.

The ESG priorities cover five major aspects of an effective ESG approach, including stakeholders and business purpose, sustainability, inclusion and diversity, governance and executive remuneration. We believe that by addressing these issues, the sustainable performance of enterprises can be improved. And if widely adopted, they could serve to enhance the reputation of the UK business community.

Objects of the Institute of Directors' Royal Charter

To promote for the public benefit high levels of skill, knowledge, professional competence and integrity on the part of directors, and equivalent office holders however described, of companies and other organisations.

To promote the study, research and development of the law and practice of corporate governance, and to publish, disseminate or otherwise make available the useful results of such study or research.

To represent the interests of members and of the business community to government and in the public arena, and to encourage and foster a climate favourable to entrepreneurial activity and wealth creation.

To advance the interests of members of the Institute, and to provide facilities, services and benefits for them.

