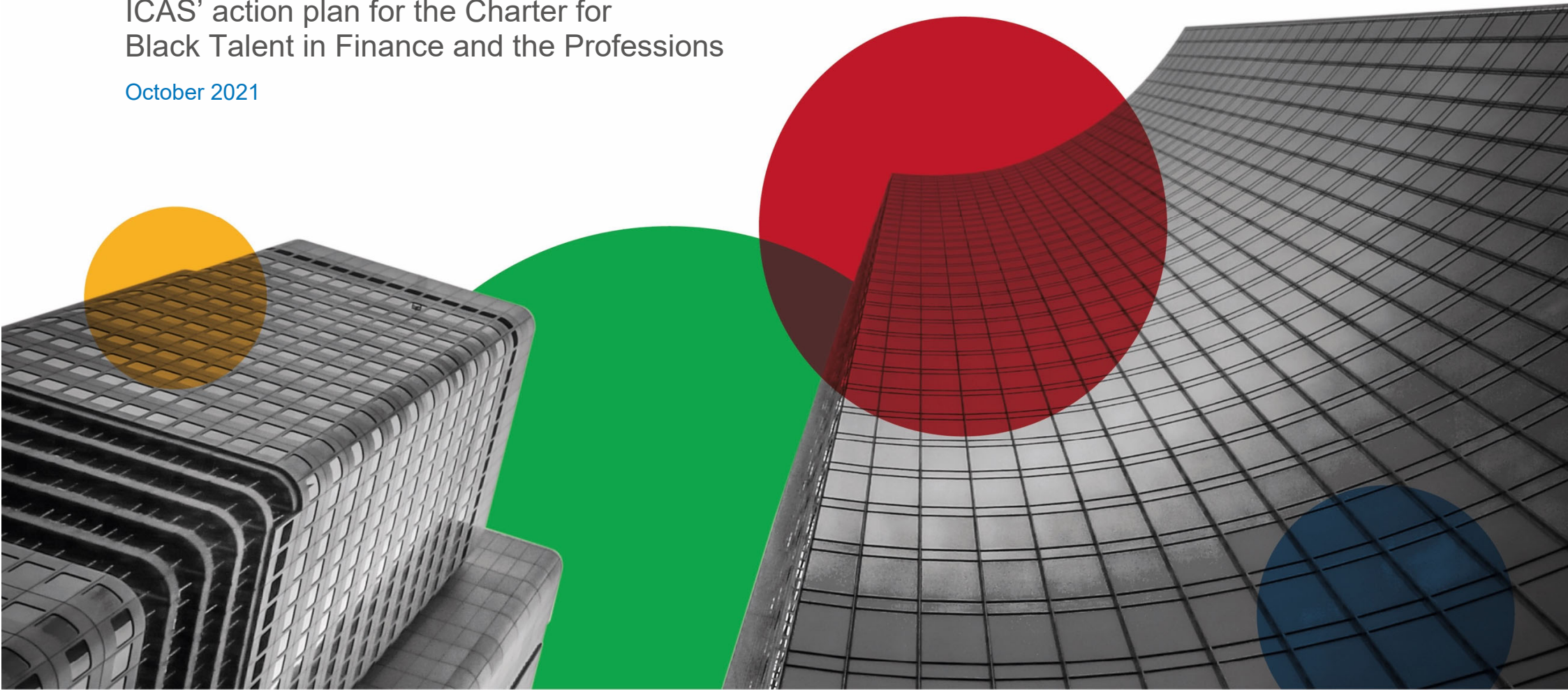


Black Talent action plan

ICAS' action plan for the Charter for Black Talent in Finance and the Professions

October 2021



ICAS' action plan for Black Talent

The Charter for Black Talent in Finance and the Professions was launched in October 2020 by Harry Matovu QC, Barrister at Brick Court Chambers, and Michael Eboda, CEO of Powerful Media, following the murder of George Floyd.

As Black men and senior professionals, they recognised that it was vital for business to move beyond general statements of anti-racism and to take meaningful action to create durable pipelines of opportunity for talented Black professionals, from entry-level to senior grades.

The Charter challenges UK businesses to increase the representation of Black people in the most senior and leadership positions in Finance and the Professions.

ICAS was proud to become a signatory of the Charter in March 2021. We welcome the opportunity to challenge ourselves to do more, and to take the lead in creating an inclusive profession where Black talent can be identified, developed, nurtured and encouraged to succeed.

The Charter requires ICAS to apply the same business techniques to the growth of Black talent as we would to projects on Member engagement or for revenue growth. And this is where it is markedly different to other initiatives in this area. Through our involvement, we will follow the rigorous approach the Charter sets out and promote it to our Members, Students, Firms and stakeholders.

This action plan is our first step towards making significant progress towards inclusion for Black professionals. ICAS has an important role to play; we must increase the opportunities for Black CAs to grow in their careers and ensure all CAs have access to the professional development they need to practise inclusive leadership.

We must also increase opportunity for Black talent within our organisation. ICAS is a small employer based predominantly in a less racially diverse part of the UK, but we can still take decisive action and do more to attract

applications from talented Black professionals and provide them with the opportunity to demonstrate their talents within ICAS.

We are committed to talking about our Black Members, Students, employees and stakeholders, and their experiences. We will specifically say what affects our Black stakeholders remembering to disaggregate the experiences of different minority groups.

It's vital that we champion the voices of people from all backgrounds, cultures and walks of life so that we can create an accountancy profession which is open to all. I'm delighted that this action plan will help us toward achieving this ambition, while ensuring that talented Black professionals can develop to their full potential, in workplaces where everyone feels a sense of belonging and psychological safety.

Sarah Speirs

Executive Director, Member Engagement & Communications

ICAS Executive lead for the Black Talent action plan

Developing the Black Talent action plan

In developing this plan, we have considered advice from our Black Members, including feedback from the Ethnically Diverse People survey which was carried out in 2020 and again in 2021.

Hearing directly from Members from a range of career stages and backgrounds about their experiences was vital for ICAS to understand the issues facing Black professionals, and the role ICAS must play to support them in their careers.

We ran a focus group with Black Members and consulted through separate one to one conversations.

This feedback has directly shaped the action ICAS has set in this plan to develop a Network for Black Members to provide a place for discussion, support and advice.

The Network will be supported and promoted by ICAS but led by Black Members and will report progress to the EDI Committee.

Additionally, the need for opportunities for newly qualified CAs and Students to network with experienced Black CAs, to guide and help them navigate their career paths, came directly from the experience of the Members who spoke to ICAS.

Equality, Diversity and Inclusion within ICAS

ICAS recognises the benefits of having a diverse membership and sees widening diversity as an essential facet of a modern and global profession.

The adoption, promotion and embedding of a culture of equality, diversity and inclusion is a priority for ICAS.

The EDI Committee, which is comprised of Members, Students and ICAS staff published an agreed statement of intent:

ICAS is committed to placing equality, diversity and inclusion at the heart of all that we do. With our partner organisations, we are committed to building a diverse membership and workforce that reflects and advances the communities we serve. We aspire to lead our profession in addressing these challenges, so that we can learn, grow and advance together.

To read more about how ICAS is prioritising the adoption, promotion and embedding of a culture of equality, diversity and inclusion, please visit www.icas.com/governance/diversity

For more information

Please contact ICAS Equalities Manager, Ian Bettison.

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Members

ICAS will create an environment where Black CAs can access support and guidance, development and mentoring from other Black CAs. It will review the experience of Black Members in comparison to other groups and report on outcomes and differentials.

Action	Measure	Review	By who	Report to	Lead by	By when
Through its EDI Committee, ICAS will seek to organise a Member led network for Black CAs. This network will be given the opportunity to run engagement and networking events, support activity for Black History Month and coordinate initiatives for the betterment of Black CAs and to improve the inclusive leadership skills of all CAs.	Establish Black Member Network*	Six monthly reports on activity made to EDI Committee	Member Engagement & EDI Manager	EDI Committee Members Board	Executive Director Member Engagement & Communications	End of 2022
ICAS will review the experience and feedback of Black Members via bespoke surveys and compare to other Ethnically Diverse Groups and the White majority population.	Annual Review & Report	Annual Review of Black Member experience reviewed by EDI Committee	Member Engagement & EDI Manager With Head of Data & Insight	EDI Committee EDI Monitoring Group* Members Board Black Member Network*	Executive Director Member Engagement & Communications	Annually by end of 2022
Members of ICAS Boards and Committees will be trained on EDI best practice and thought leadership at least every 2 years and report progress.	Training undertaken and reported	Included in Annual Report Reported and reviewed by EDI Monitoring Group*	EDI Manager & Company Secretary	EDI Committee	Executive Director Member Engagement & Communications	By end of 2022
ICAS will offer the option for Black Members to search for a Mentor and offer services of a Mentor by using race as an indicator.	Report on progress of mentoring system	Included in Annual Report	Member Engagement	In annual report to EDI Committee & Members Board	Executive Director Member Engagement & Communications	End of 2022

		Reported and reviewed by EDI Committee				
ICAS Black Member Network* will undertake activity to increase and widen access to the profession.	One activity per year	Reported to EDI Committee	Black Member Network*	EDI Committee	Executive Director Member Engagement & Communications	

*indicates where a group is not yet established and needs to be set up.

Students

ICAS will create an environment where all Black Students are able to develop to their full potential and achieve their CA designation. With support from experienced Members, a consultation with Black Students will begin in 2022 to explore how support can best be provided.

Action	Measure	Review	By who	Report to	Lead by	By when
ICAS will review the experience and feedback of Black Students via the EDP/EDI survey on an annual basis and compared to other Ethnically Diverse Groups and the White majority population. This will be reported to Council, EDI Committee, Oversight Board and Qualifications Board.	Report of EDI Monitoring Group* & EDI Committee Published on ICAS channels	EDI Committee to review completion	Head of Data & Insight & EDI Manager	EDI Monitoring Group* EDI Committee Qualification Board Oversight Board	Executive Director Learning	Annually by end of 2022
The need for a Black Student support network will be considered and reviewed. If needed this will be developed by ICAS and supported by the Black Members Network* at ICAS to offer support to Black Students studying with ICAS.	Progress reports made to EDI Committee	Six monthly reviews of activity	Executive Director Learning & EDI Manager	EDI Committee EDI Annual Report Members Board Black Member Network*	Executive Director Learning	By end of 2023
ICAS will review the pass rates and off pathway rates. Black Students will be specifically reviewed via a review group on an annual basis and compared to other Ethnically Diverse Groups and the White majority population.	EDI Monitoring Group* Annual Report	Annual Report made to EDI Committee	Head of Data & Insights	EDI Committee EDI Monitoring Group* Members Board Black Member Network*	Executive Director Learning	Annually by end of 2022

				Qualification Board		
Where the ATO is not providing a mentoring service, ICAS will investigate the possibility of offering Black Students an experienced CA to act as advisor/mentor during their studies.	Report of Black Member Network* Student Quant Survey	Annual report to EDI Committee	Executive Director Learning	EDI Committee	Executive Director Learning	Review completed by end of 2023
ICAS will review the pass rates and dropout rates. Black Students will be specifically reviewed via a review group on an annual basis and compared to other Ethnically Diverse Groups and the White majority population.	EDI Monitoring Group*	Annual Report to EDI Committee	Executive Director Learning	EDI Monitoring Group* EDI Annual Report to EDI Committee	Executive Director Learning	Review completed by end of 2023

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HR & recruitment

ICAS will seek to increase the number of Black professionals working for the organisation and creating a welcoming and positive workplace which recognises and welcomes the contribution of Black professionals to the organisation.

Action	Measure	Review	By who	Report to	Lead by	By when
To establish a baseline of staff diversity ICAS will report its Black and other ethnic diversity, disaggregated, based on undertaking a staff survey. The effectiveness of the survey, including disclosure rate will be reviewed and reported to the Executive team.	Staff Pulse Survey	Completion rate Disclosure rate Numbers of Black Staff Numbers of all EDP in workforce	EDI Manager & HR Director	Executive Team	Chief Operating Officer	End of Q1 2022
ICAS will develop and implement a programme for monitoring employee demographic information, communicating the reasons for collection, raising confidence by the end of 2022. This programme will include monitoring of applications.	HR monitoring process and system	Completion rate Disclosure rate Numbers of Black Staff Numbers of all EDP in workforce	HR Director	Executive ICAS Council EDI Annual Report	Chief Operating Officer	By end of 2022
ICAS will review the possibility of reporting on the diversity of job applicants during 2022 and make a report and recommendations of how EDI data, including Black applicants, will be collected and reviewed.	HR monitoring process and system	Number of Black Applicants Number of Black Applicants Interviewed Number of Black Applicants appointed Number of Black Applicants declined	HR Director	Executive EDI Committee Council EDI Annual Report	Chief Operating Officer	By end of 2022

ICAS will review job adverts and job descriptions for bias or exclusive language. The HR team will be trained by end of Q2 2022.	HR trained All JDs reviewed by end of 2022	HR team trained by end of Q2 2022	HR Director	Executive Staff EDI Group	Chief Operating Officer	By end of 2022
EDI recruitment training will be provided to all hiring managers during 2022 and on an ongoing basis, with quarterly follow up sessions for new hiring managers.	Training for hiring managers All panels to have one trained recruiter	Training delivered by end of 2022 Panels reviewed by HR weekly	EDI Manager HR Director	Executive Council	Chief Operating Officer	By end of 2022
ICAS will investigate the possibility of advertising in more diversity focused media, including in networks and media used by Black professionals by the end of 2022.	Review of job advertisements by location Review options for increased diversity of media used	Review and report by end Q2 2022 Proposal delivered to EDI Committee	HR Director EDI Manager & HR Director		Chief Operating Officer	
By the end of 2023, ICAS will aim to increase the number of Black people applying for roles at ICAS by 50%. Baseline subject to confirmation during 2022.	Recruitment Data Report	Recruitment statistics – annually reviewed and new targets set	HR	Executive ICAS Council EDI Annual Report	Chief Operating Officer	By end of 2023
By the end of 2023, ICAS will aim to increase the number of Black people shortlisted for interview at ICAS by 100%. Baseline subject to confirmation during 2022.	Recruitment Data Report	Recruitment statistics - annually reviewed and new targets set	HR	Executive ICAS Council EDI Annual Report	Chief Operating Officer	By end of 2023

*Indicates where a group is not yet established and needs to be set up.

Cross cutting aims

Several aims have been included which impact on all areas of ICAS operations and affect Members, Students and employees. These are measures which are enablers for other activity.

Action	Measure	Review	By who	Report to	Lead by	By when
ICAS will set up an EDI Monitoring Group* to review and analyse the experience of Black Members, Students and employees. This group will be comprised of invited CAs and expert guests, under the Chair of a CA Member.	EDI Annual Report	Annual EDI Monitoring Report	EDI Manager & Head of Data & Insights	EDI Committee Council Oversight Board	Executive Director Member Engagement & Communications	End of Q2 2022
An EDI Annual Report* will be produced, including the outputs and analysis of the Monitoring Report and published externally.	To be included in ICAS' Annual report	Report published on icas.com	EDI Monitoring Group*	Council	Executive Director Member Engagement & Communications	End of 2022
ICAS will continue to promote Black Student & Member success and profile Black Students & Members in their communications, both internal and media. Effectiveness and coverage of this reporting will be reported in an EDI Annual Report for Council.	Through ICAS comms, campaigns and initiatives	Content published on icas.com	Communications team	EDI Monitoring Group* EDI Committee	Executive Director Member Engagement & Communications	End of 2023
In all communications, where practical, ICAS will avoid the use of homogenised EDI terminology, such as EDP or BAME, and wherever relevant the experience of Black Members and Students will be identified.	ICAS communications channels	Report published on icas.com	Communications team	Annual Report to EDI Committee	Executive Director Member Engagement & Communications	End of 2023

<p>ICAS will develop an EDI Implementation Group with nominated representatives of each Director. This will be charged with implementing the EDI Strategy and Actions from the Black Talent action plan across each division.</p>	<p>EDI Implementation Group*</p>	<p>EDI Strategy Implementation Plan Black Talent Charter Action Plan EDI Annual Report</p>	<p>EDI Manager with Executives and nominated leads</p>	<p>Executive to the EDI Committee</p>	<p>Executive Director Member Engagement & Communications</p>	<p>End of 2021</p>
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