

2023

# IOIC

ANNUAL REVIEW

**Internal communication has the power to  
transform organisations and working lives.**

# Introduction



**Suzanne Peck**  
*IoIC president*

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*IoIC is well placed to take advantage of exciting opportunities to grow both its offering and the IC community.*

**A**s we reflect on the journey of the IoIC's year, I can only feel a huge sense of pride in the remarkable strides we've made together as a community.

It's been a year of amazing growth, collaboration and inspiring achievements, all of which contribute to our shared mission to elevate the practice of internal communication.

By growing our reach and influence, we give ourselves the biggest possible platform to demonstrate the difference that good internal communication makes, and to attract a wider and diverse range of people to see it as a career. →

## Introduction

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In a year of many highlights, this is what I would like to comment on:

- **Thriving community:** Seeing our membership increase by 25 per cent is testament to a real belief in our profession and the difference we make. Seeing the growth in more vibrant voices, global connections and diverse perspectives as new members join our ranks fosters an environment where learning, sharing and supporting one another flourishes.
- **Empowering professional development:** We're delivering on our commitment to empower our members with the tools and knowledge they need to thrive in their roles. We ran our biggest ever programme of professional development courses over the year from a diverse range of practical 'knowhow' sessions to more business-oriented courses, reflecting the changing nature of our work and the expanding knowledge we need to be the best professional communicators.
- **Trailblazing thought leadership:** The creation and publishing of the IC Index

marked a milestone for the IoIC and our profession. It was the first ever survey that asked employees what they wanted from internal comms. The ripples from this insightful research continue to spread, informing and shaping strategy and practice. It was a long-held ambition to develop such valuable insight for our members. To see its take-up and adoption, and now, to see the second version (2024) coming together, is personally very satisfying.

Looking ahead, there continue to be boundless possibilities and exciting opportunities. This year's financial achievements make the continued improvement and expansion of services for members possible, helping us to thrive as professionals and as an industry solely dedicated to internal communication.

In my 30+ years of volunteering with the IoIC, I've always believed that the bonds of community have elevated us as an association. As we celebrate the IoIC's 75th year, let's not forget the desire for community that brought us here and how that continues to unite us as our organisations and our roles evolve.

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*“The bonds of community have always elevated us as an association. As we celebrate the IoIC's 75th year, let's not forget the desire for community that brought us here and how that continues to unite us as our organisations and our roles evolve.”*

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To each and every member of our IoIC community – especially to our unmatched CEO Jennifer and the brilliant HQ team – I extend my heartfelt thanks for your continued active support as a member and for your demonstrated belief in the transformative power of internal communication.

# Introduction



**Jennifer Sproul**  
*Chief executive, IoIC*

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*IoIC's success in 2023 highlights the diverse ways in which the Institute is supporting members.*

**R**eflecting on the past year fills me with immense pride as I recount the journey of growth, innovation and dedication that has defined our Institute in 2023.

Throughout this period, we witnessed significant milestones and achievements that underscore our collective commitment to advancing the internal communication profession. From the increase in our membership numbers to the continued focus on enhancing the membership experience, each accomplishment speaks to the tireless efforts and unwavering dedication of our community.

Reconnecting with our members face-to-face during Roadshows across seven vibrant cities was →

## Introduction

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a highlight. Witnessing first-hand the enthusiasm and passion that drive our community forward was truly inspiring.

Our commitment to professional development has remained steadfast, with the introduction of new training courses and resources aimed at equipping our members with the skills and knowledge needed to thrive in a rapidly evolving landscape. Additionally, our dedication to continually improving our qualification programmes ensures our members have access to the highest quality education and training opportunities available.

The release of the second edition of the *IoIC Guide to Internal Communication Strategy* and the expansion of our Factsheets and Guides collection further exemplify our dedication to providing practical guidance and thought leadership.

Our Institute has been at the forefront of groundbreaking research initiatives, including the launch of the IC Index and the exploration of AI's role in the future of internal communication. These endeavours have not only provided invaluable insights, but have empowered practitioners to deliver strategic value to organisations.

The IoIC Festival took centre stage as it moved to a new location – at Tewinbury, near Welwyn Garden City – and became our biggest event ever. The vibrant atmosphere was palpable as attendees engaged with fantastic speakers, practical workshops and meaningful conversations, making it a truly unforgettable experience for all.

As I reflect on the financial performance of the IoIC, I am pleased to report a robust surplus, alongside a noteworthy turnover growth of 12%. This success underscores our ability to invest in membership services and advocacy for this valuable profession, ensuring that we remain committed in our purpose to lead the way in advocating effective internal communication and enabling the highest standards of its practice. These achievements reflect our growing influence and value proposition, enabling us to build a financially resilient Institute.

None of these accomplishments would have been possible without the dedication and hard work of our incredible head office team, board members and volunteers, who have tirelessly contributed their time and expertise to support our mission and vision.

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*“I am filled with optimism and excitement for the future of the IoIC. Together, we will continue to champion professional standards, drive innovation and foster community engagement, ensuring that our Institute remains a leading authority in internal communication.”*

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Looking ahead, I am filled with optimism and excitement for the future of the IoIC. Together, we will continue to champion professional standards, drive innovation and foster community engagement, ensuring that our Institute remains a leading authority in internal communication.

Thank you for your unwavering support and dedication. Here's to another year of growth, achievement and collective success.

# 2023 in numbers

## MEMBERSHIP



**2,515** Members

**792** New members

Organisations signed up for team membership

**52**

**25%**  
Increase in membership

## PROFESSIONAL DEVELOPMENT



**68**  
Training courses delivered to **366** members and **289** non-members



**15**  
Delegates who took part in our 10-week FastTrack programme



**16**  
Students successfully completed the Masters in Internal Communication Management course



**26**  
Students awarded the IoIC Foundation Diploma, plus **12** students awarded the IoIC Advanced Diploma



**84**  
Matched mentees & mentors (**74** pairs across 3 rounds)

Launched **5** new courses



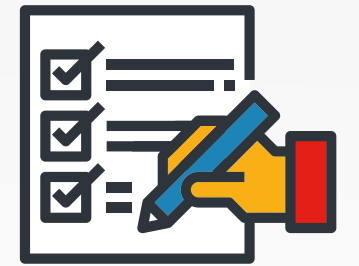
**365**  
CPD activities logged

## AWARDS

**41**  
National Awards given out



**304**  
Entries for the National Awards

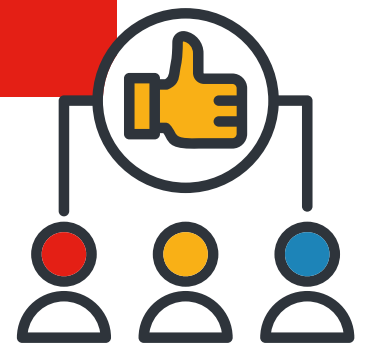


Nearly **400**  
guests attended the National Awards Dinner in London



## FESTIVAL

**226**  
Delegates who attended the 2023 IoIC Festival (up by 108%), with **100%** saying the festival gave them examples/advice that would help them in their roles



# 2023 in numbers

## EVENTS

# 1,433

People registered for online events (up 12%)



Hosted **43** online events from webinars to roundtables



## REGIONS AND NETWORKS

Supported network activities, across regions, FutureNet and Fellows, including

# 11

events and the launch of the UAE network



Delivered the IoIC Roadshow in

# 7

different locations with

# 250

members registered



## CONTENTS AND RESOURCES

# 4

Peer-reviewed Factsheets published



# 50

*Voice Online* articles posted



Launched the **2nd** edition of the *IoIC Guide to Internal Communication*



Over **29** blog posts



# 4

Issues of *Voice* magazine



# 26

Podcast episodes (achieved over **20,000** downloads to date)



# 6

New case studies



# 21

Events shared On Demand



Launched **9**

new Templates and Resources



Launched new 'IC Career' videos – **4** published



Launched a new whitepaper, *AI and the future of internal communication* – **1,973** visits

Developed new content dedicated to Sustainability (**25** new resources)



Launched the IC Index, a new research study on the impact of IC from the employee perspective, with **10,000** visits



# Advocating for effective internal communication

*Our dedication to championing the impact of internal communication on organisations and working lives is central to our purpose.*

Throughout the past year, we have made further progress in our commitment to promoting the myriad benefits that organisations reap when internal communication flourishes. People work harder to make organisations successful when they feel they matter at work and are informed, involved, connected and purposeful.

More than ever, as the way we work changes, employees also need to keep focused, feel safe and be heard. To achieve this, organisations need clear, human-centred internal communication.

Effective internal communication is a vital business function. When organisations communicate well internally, they are stronger, opening the way to better performance, faster innovation and greater talent attraction and retention. Stronger organisations have a hugely positive impact on business, the economy, society and people's working lives.

## **New principles for IC advocacy**

A highlight of our advocacy endeavours in 2023 was the launch of our new principles, aimed at further articulating the areas that organisations should focus on to foster effective internal communication. These principles serve as a guiding compass for organisations by emphasising the crucial elements of informed, inclusive and purposeful communication within workplaces.

## **Our principles**

- 1. Purpose at work**
- 2. Transparency**
- 3. Transformation effectiveness**
- 4. Empathic, human communication**
- 5. Shared understanding and clarity**
- 6. Connection and collaboration**
- 7. Listening and acting on feedback**
- 8. Inclusion and belonging**
- 9. Recognition and empowerment**



# Advocating for effective internal communication

## Groundbreaking research: the IC Index

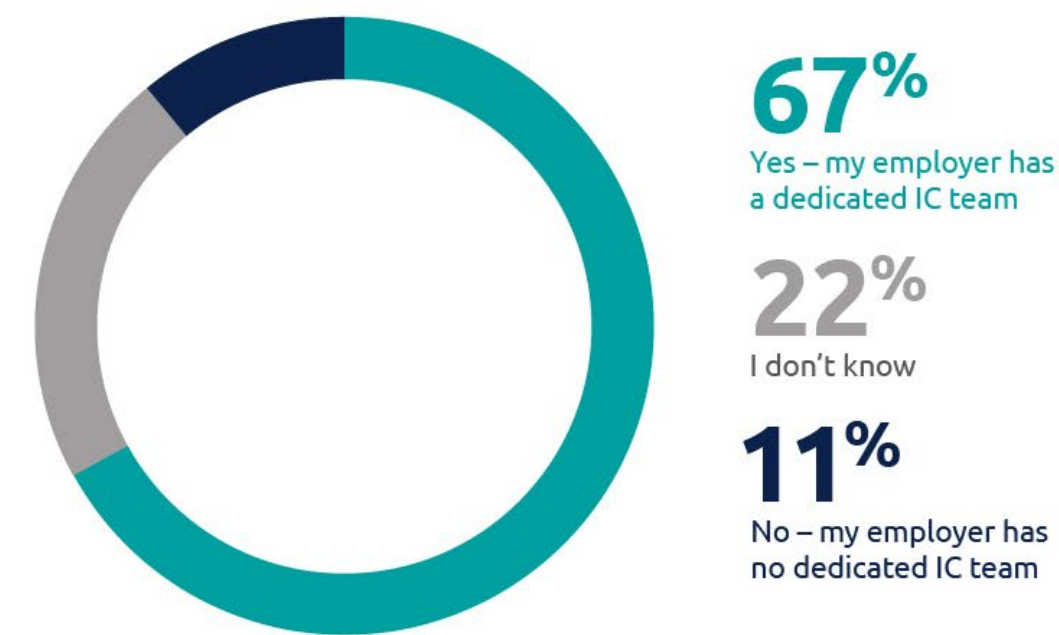
Central to our advocacy efforts was the groundbreaking research study, the IC Index, conducted in partnership with Ipsos Karian and Box, which provided invaluable insights into the impact of internal communication from the employee perspective. This comprehensive study not only shed light on the tangible benefits of robust internal communication practices, but issued a clear call to organisations to prioritise and invest in fostering effective internal communication.

The findings underscored the profound impact of the internal communication function on key organisational outcomes, including employee engagement, advocacy and retention, reinforcing the imperative for organisations to elevate their internal communication strategies.



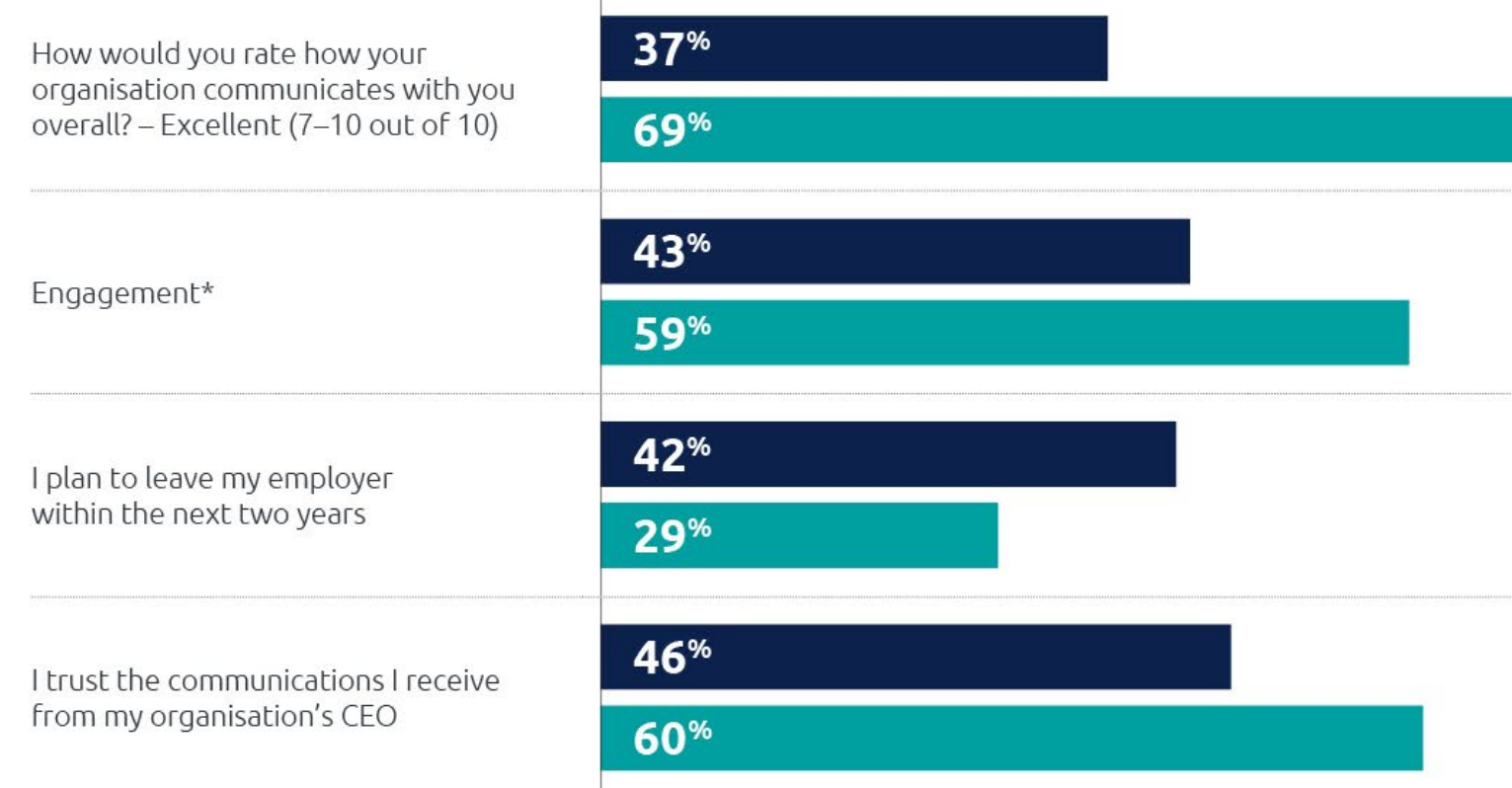
## The majority of UK workers report having an internal communications team

Are you aware whether your employer has a dedicated 'internal communications' (IC) team?



## Organisations with dedicated IC teams perform better on key organisational health indicators

Key: ■ No – my employer has no dedicated IC team ■ Yes – my employer has a dedicated IC team



## Engagement through speaking opportunities and podcasts

Beyond research and principles, our advocacy efforts extended to engaging with a broader audience through speaking opportunities and podcasts.

By actively participating in such activities and leveraging the power of podcasts, we have been able to showcase the invaluable work of internal communication professionals and highlight the transformative potential of effective communication within organisations. These platforms served as catalysts for conversations, fostering knowledge exchange and amplifying the impact of our advocacy initiatives.

## Advocating for effective internal communication

### Championing internal communication as a career: #IChoseIC campaign

In addition to our core advocacy efforts, we embrace a broader role in promoting internal communication as a viable and rewarding career choice, with our efforts particularly aiming to attract new and diverse talent to the profession.

Under our campaign #IChoseIC, we made great strides by supporting initiatives such as The University of Lincoln's Mentoring Scheme and its Career Challenge; LSE Careers in Creative Industries Week; Realising Opportunities National Student Conference; Solent University's Business Taster Day; University of East Anglia's Mentoring Scheme; and Inspire the Future's Mentoring Scheme; as well as actively participating in talent and career events.

Our ambassadors were instrumental in spreading the message far and wide, igniting interest and enthusiasm for the profession of internal communication among prospective talent.



### Looking ahead: a continuation of purpose

As we reflect on the achievements of 2023, we are energised by the progress made in our advocacy ambitions. Yet, our journey continues, guided by a commitment to championing the importance of internal communication within workplaces.

We remain dedicated to driving positive change, fostering collaboration and empowering organisations over the coming years, so that they realise their full potential through internal communication practices of the highest standards.

As we celebrate the accomplishments of 2023, we extend our gratitude to all stakeholders who have contributed to our advocacy efforts. Together, we reaffirm our commitment to shaping a future where organisations thrive, employees flourish, and effective internal communication serves as the cornerstone of success.

# Delivering a high standard of membership experience

*Members are at the heart of the IoIC and our goal is to grow a well-connected, skilled, diverse and engaged community who get real value from being part of IoIC.*



## 2023 highlights

### Membership growth and new team members

We're thrilled to announce another successful year, marked by significant growth and achievement. Building on the consistent growth over the last four years, our community has now surpassed 2,500 members, with a remarkable 792 new individuals joining IoIC.

Notably, we achieved a 25% increase in membership in 2023, and observed a surge in organisations opting for team membership, reflecting a growing trend in prioritising the ongoing professional development of colleagues. We're immensely proud to witness the continued dedication of IC professionals to their growth and the adherence to standards.



### Membership progression through self-assessment

In 2023, we introduced an enhanced feature to our membership experience, by expanding the use of our online tool for members to assess themselves and progress through the IoIC membership grades. Now accessible at any time during the membership journey, this tool enables members to gauge their progress through the membership grades aligned with the IoIC Profession Map, which sets the standards for our profession.

Our goal is to facilitate the progression of more members through our membership grades, parallel to their career advancements. As an added benefit, members can now proudly display their membership designation through downloadable digital badges, further solidifying their status within our esteemed community.

## Delivering a high standard of membership experience



### **Revitalising networks on the IoIC Roadshow**

We hosted an IoIC Roadshow in early 2023, an initiative aimed at revitalising our regional networks and reconnecting with members face-to-face. Spanning key cities in the UK and Ireland – Edinburgh, Dublin, Manchester, Birmingham, London, Bristol and Southampton – the Roadshow garnered significant enthusiasm with over 250 members registering to attend. During these events, we provided comprehensive updates on the latest activities at IoIC, while also presenting exciting volunteer opportunities.

Our primary goal was to reignite our regional networks post-Covid and foster stronger connections within our community. The overwhelming turnout and engagement showcased the eagerness of our members to re-engage and contribute to our regional networks.



### **Member-only events**

Throughout 2023, we remained committed to providing our members with unparalleled access to learning, debates and safe discussion spaces through our online events. These sessions serve as platforms for exploring the latest trends, challenges and opportunities shaping our profession.

Over the course of the year, we hosted more than 45 events, with an impressive turnout of over 1,400 members registering. Our topics spanned a wide spectrum, covering channels, employee wellbeing, sustainability, leadership communication, AI and the evolving role of the internal communicator.

These events not only facilitated knowledge-exchange, but also fostered a sense of community and collaboration among our members, further enhancing the value of their membership experience. All relevant events were recorded and placed in the On Demand section of the website.

## Delivering a high standard of membership experience



### Introducing our new Supplier Guide

In 2023, we were proud to launch a comprehensive supplier directory. This invaluable resource was specifically designed to assist our members in identifying and engaging with suppliers to fulfil their IC needs. Beyond serving as a platform for sourcing services, the directory provided agencies and suppliers with an opportunity to showcase their offerings to our esteemed membership base.

In line with our commitment to supporting our freelance members, we ensured that directory listings were free for them, enhancing the value of their membership and facilitating connections within our broader community.



### A vibrant new home for the IoIC Festival

The IoIC Festival embarked on an exciting new chapter in 2023, as it found a vibrant new home at Tewinbury Farm in Welwyn Garden City. This relocation marked a significant milestone for the Festival, which emerged as our largest event to date, boasting an impressive turnout of over 220 Festival-goers.

Bathed in glorious sunshine, the Festival served as a beacon for internal communication professionals, offering a platform to share experiences, exchange the latest insights, and forge meaningful connections. With a line-up of 60 speakers and 42 sessions, spanning six dynamic zones, the event buzzed with energy and excitement.

As the Festival continues to grow in size and scope since its inception in 2021, the 2023 event reaffirmed its position as a premier gathering for IC professionals, providing a unique and enriching space for collaboration and learning.



## Delivering a high standard of membership experience



### Celebrating IC excellence at the National Awards

Our National Awards continued to serve as a prestigious platform for showcasing and honouring outstanding achievements in internal communication. In 2023, we were thrilled to witness remarkable growth in entries, with over 300 submissions spanning across our 40 categories. It was particularly gratifying to welcome new entrants to our awards programme, underscoring the expansion of internal communication and the collective excellence of our community.

The pinnacle of this celebration was our National Awards dinner, held at The Brewery in London, which brought together 400 IC professionals for a night of celebration and recognition. This event, a highlight in the IoIC's annual calendar, exemplified our commitment to celebrating and recognising excellence.



# Championing professional standards and ethical practice

*We are committed to driving the highest standards of internal communication, establishing it as a vibrant discipline defined by essential knowledge, skills and ethical standards attainable through educational opportunities and lifelong learning.*



## 2023 highlights

### Qualifications are continuously improving

Our qualifications stand as the cornerstone of our commitment to elevating standards and fostering robust educational opportunities within the internal communication profession. What sets our qualifications apart is their unique accreditation by Solent University, ensuring not only rigorous assessment, but also the attainment of both professional and academic credits.

Throughout 2023, we remained dedicated to enhancing our qualifications, constantly refining them based on invaluable student feedback to ensure they not only meet but exceed expectations. Our improvement journey extended to the development of teaching programmes, support structures and assessments across both the Diplomas and Masters.



Welcoming new facilitators, assessors and tutors, we expanded our teaching teams to enhance the learning experience for our students. We take immense pride in the support we provide to our students, bridging theory and practice, and instilling confidence in all who embark on our qualification journeys.

In 2023, we celebrated the awarding of 38 Diplomas and 16 Masters, witnessing firsthand the transformative impact of these achievements. It's truly gratifying to witness the culmination of these journeys and the tangible rewards they bring.

We are also pleased to see more students choosing to continue their qualification journeys, with four Foundation Diploma graduates returning to start the Advanced Diploma in 2023. Furthermore, we're delighted to note the increasing global reach of our programmes, with students hailing from diverse regions and countries, including Europe, the US and The Solomon Islands, highlighting the universal appeal and relevance of our qualifications.

## Championing professional standards and ethical practice



### Introducing innovative courses

Our training courses stay up to date with the changing role of internal communication. In the past year, we have expanded our offerings to include courses such as Agile Communications and Generative AI for IC. These additions reflect our commitment to equipping professionals with the necessary tools, skills and knowledge to navigate emerging trends while ensuring a profound understanding of the ethical and security implications and the practical delivery of IC.

Throughout the year, we have successfully delivered 65 courses, engaging with over 650 delegates. Upholding the highest standards remains paramount. As such, we continue to rigorously review our training programmes to ensure quality and relevance is always maintained.



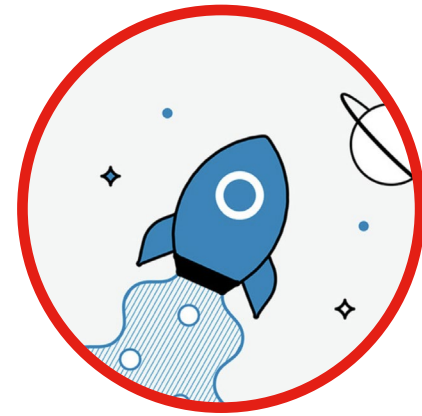
### Mentoring

Our mentoring programme matched 84 mentees and mentors in 2023. We developed the process to include more guidance and practical recommendations for the mentoring relationship, supporting members to gain the most from the opportunity, as well as ensuring a smooth and well-structured programme.

We introduced optional EDI and geographical questions on the application forms to help us make mutually beneficial and impactful matches. The programme remains one of our most popular member benefits with feedback demonstrating the positive impact it had across all levels of membership in 2023.



## Championing professional standards and ethical practice



### **Enhancing Continuing Professional Development**

Our CPD programme is core to our commitment to fostering continuous learning among the profession, providing members with a dedicated platform to log their activities and engage in reflection. Following the transition of the CPD platform to our new website in 2022 and the implementation of recommended 40 points per year, we continued to enhance the system in 2023. Notably, members can now easily track their progress within specific time frames and monitor their points against the Profession Map.

We're delighted to report an increase in members meeting the recommended 40 points, with 18 individuals receiving their certificate of completion in 2023 – an achievement that underscores our collective dedication to lifelong learning and professional development.



### **Empowered internal communicators**

Empowering internal communicators to unlock their full potential and amplify their influence as they advance in their careers is paramount. In 2023, we were excited to unveil a new coaching and development programme tailored precisely for this purpose. The Empowered Communicator Coaching Programme is a unique initiative dedicated to nurturing confidence and self-belief among internal communicators, equipping them with the tools to thrive in their roles.

Through the programme, participants delve into a journey of self-discovery, gaining insights into themselves and others. In its inaugural iteration, we had the privilege of guiding four professionals through this transformative experience, laying the groundwork for their continued growth and success.

# Developing and delivering thought leadership and practical resources of the highest standards

*We lead the way in internal communication by offering our members unique, in-depth and groundbreaking content, advice and resources, empowering them to address present challenges and navigate future trends with confidence and expertise.*



## 2023 highlights

### IC Index

In 2023, we embarked on an innovative research project, the IC Index, aimed at revolutionising our understanding of internal communication from an employee perspective. This comprehensive study, in partnership with Ipsos Karian and Box, surveyed a representative sample of 3,000 UK workers, delving deep into their perceptions of internal communication.

From channel preferences to communication needs, from employees' expectations of leaders and managers to desired content topics, and considering the importance of listening to feedback mechanisms, the research covered a wide spectrum of crucial aspects.

The insights gleaned from this data have proven invaluable in guiding internal communication professionals, sparking meaningful conversations within organisations and showcasing to leaders the profound impact and value of internal communication on both organisational success and



working lives. We have been overwhelmed by the phenomenal response to this project, with over 10,000 downloads since its launch, affirming its relevance and impact within the profession.

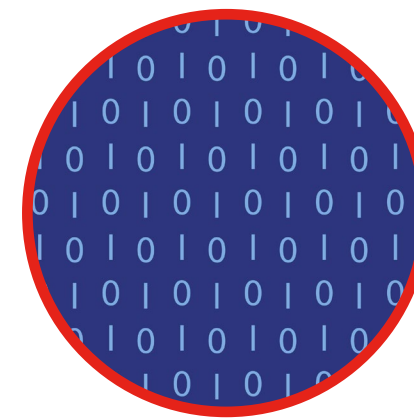
## Developing and delivering thought leadership and practical resources of the highest standards



### Should I Stay or Should I Go?

In addition to our ongoing efforts to advance the internal communication profession, we were thrilled to launch an additional report, *Should I Stay or Should I Go?* Building upon insights from the IC Index, this report delves deeper into the key push and pull factors influencing employees' decisions regarding their current and potential employers.

By examining these crucial factors, we aim to equip internal communication and HR professionals with actionable insights to design effective communication strategies tailored to different stages of the employee lifecycle, empower leaders and managers to address topics of genuine importance to employees, customise messaging to resonate with diverse audiences based on their specific interests, and prioritise content based on data-driven insights rather than mere intuition. Through this initiative, we strive to enhance organisational communication practices, foster employee engagement, and ultimately contribute to a thriving workplace culture.



### AI and the Future of Internal Communication

In 2023, the rapid proliferation of artificial intelligence (AI) accelerated within the internal communication landscape following the launch of ChatGPT by OpenAI. Recognising the critical importance of thought leadership and ethical practice, we embarked on a journey to unpack the profound impact of AI. This culminated in the publication of our white paper, *AI and the Future of Internal Communication*.

In response to member feedback indicating a desire for deeper comprehension of the risks and opportunities presented by AI, our paper aimed to illuminate the current landscape and provide insights into viable approaches. By addressing what AI means for internal communication today and amplifying voices regarding concerns and opportunities, we sought to equip our members with the knowledge and understanding necessary to deliver enhanced strategic value to their C-suite colleagues.

In 2024, we remain committed to exploring this evolving topic and will continue to provide a robust framework to support our members as they navigate the complex terrain of AI in the realm of internal communication.



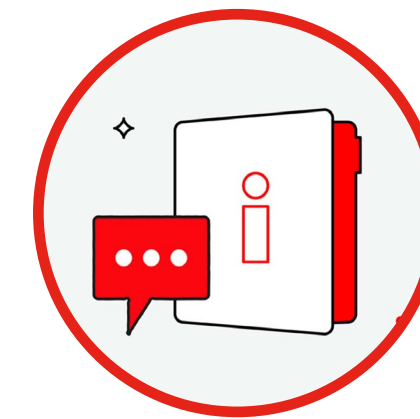
## Developing and delivering thought leadership and practical resources of the highest standards



### Future of IC podcast

In 2023, the Institute's podcast, *Future of Internal Communication*, continued its trajectory of growth and development, serving as a dynamic platform for exploring a diverse range of topics with expert guests and thought leaders.

We extend our gratitude to all our esteemed guests, including Neil Carberry from REC, Georgie Mack from Minds@Work, sustainable marketing experts Michelle Carvill and Gemma Butler, sustainability consultant Illana Adamson, Kevin Green from First Bus, former ministerial special adviser Dr Iain Wilton, Perry Timms from People and Transformational HR, and author and entrepreneur Seth Godin, among others, who shared their insights on various pressing issues. From discussions on the evolving nature of employment to mental health in the workplace, sustainability, organisational agility and the impact of AI, each episode offered valuable perspectives and actionable takeaways.



### Practical guidance and resources

While our commitment to thought leadership remains central to our mission, we recognise the importance of providing our members with practical resources to support their daily endeavours and enhance their skills and knowledge.

Our Factsheets and Guides serve as essential tools in this regard, and in 2023, we took strides to bolster this aspect of our offering. We were delighted to launch the second edition of IoIC's *Guide to Internal Communication Strategy*, providing members with updated insights and strategies to shape their internal communication.

Additionally, we introduced new Factsheets focusing on understanding audiences and fostering psychological safety in the workplace. Furthermore, to equip our members with practical tools, we expanded our collection of templates to include resources such as the Channel Matrix; Should we have a position?; and Employee Group Grid. These initiatives underscore our ongoing commitment to providing our members with robust resources that empower them to excel in their roles and drive impactful outcomes.



With the release of 23 new episodes and reaching over 20,000 downloads, it was a remarkable year for our podcast, reaffirming its significance as a vital resource for internal communication professionals seeking to stay informed and inspired in an ever-evolving landscape.

## Developing and delivering thought leadership and practical resources of the highest standards

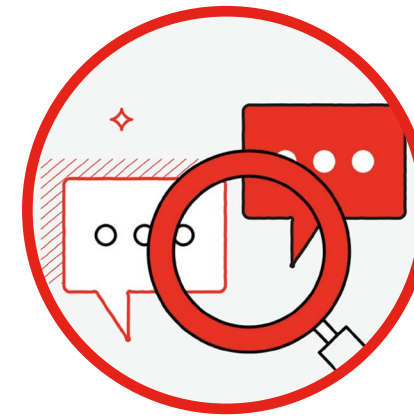


### ICTV launched

In 2023, we unveiled an exciting new addition to our website – the ICTV page, dedicated to hosting regular video interviews with leading internal communication professionals.

This initiative provides a unique opportunity for our members to gather insights from IC experts, share experiences and gain valuable perspectives on career progression within the field. We extend our gratitude to all those who generously contributed their time and expertise, including Keith Riley Jones, Shan Chatoo and Steve Chawke.

As we look ahead to 2024, we are excited to further develop this channel, leveraging it as a powerful tool to advocate for internal communication as a career of choice and continue fostering professional growth and advancement within our community.



### Case studies

In 2023, we remained committed to showcasing excellence by highlighting our award winners through compelling case studies. These case studies provided invaluable insights into exemplary work within organisations such as Virgin Atlantic, NatWest Group, Reward Gateway, the National Police Chief's Council and Volkswagen Financial Services. Central to our mission is the celebration of outstanding achievements, and we recognise the significance of these case studies as valuable resources for our members.

By sharing these success stories, we aim to inspire, educate and empower our community to strive for excellence in their own internal communication work.

## Developing and delivering thought leadership and practical resources of the highest standards



### On Demand library (webinars)

We continued to prioritise accessibility and learning opportunities for our members through our comprehensive online offerings. All our webinars, roundtable discussions and panel sessions were diligently recorded and made available on our exclusive On Demand library of content.

With the online events held throughout the year, we enriched our members' learning experiences with practical sessions and engaging panel debates, addressing key themes identified through the IC Index.

These recordings not only provide valuable perspectives and knowledge-sharing, but serve as a resource for members to revisit and deepen their understanding over time. As a result, our On Demand library now boasts around 90 recordings and continues to grow, further solidifying its purpose to provide continuous learning and professional development opportunities for our members.



### Voice magazine

Throughout 2023, we proudly continued producing our printed quarterly magazine, *Voice*, to our members, which consistently garners recognition as one of the top benefits of membership. Across the four issues, we delved into a diverse array of topics including employee advocacy, purpose, sustainability, AI, wellbeing, cost of living, measurement, transformation projects and workplace culture, providing our readers with thought-provoking content and useful examples of the practical application of ideas and initiatives in the workplace.

Additionally, we expanded our online resources by publishing over 50 exclusive articles for members on the *Voice Online* platform. These channels underscore our unwavering commitment to providing our members with high-quality, relevant, and timely resources to support their professional growth, success and knowledge.



# Financials

*The following summary of key financial information is extracted from the audited accounts for the year 2023. A copy of the Statutory Report and Accounts have been submitted to Companies House and is available to IoIC members on request.*

## Summary income and expenditure account

| Income                   | 2023              | 2022              |
|--------------------------|-------------------|-------------------|
| Subscriptions            | £382,302          | £314,195          |
| National Awards          | £156,747          | £121,785          |
| Festival                 | £82,909           | £39,369           |
| Professional Development | £591,027          | £589,450          |
| Sponsorship              | £67,400           | £51,850           |
| Regional Events          | (£1,623)          | £23,073           |
| Sundry Income            | £554              | £1,424            |
| <b>Total</b>             | <b>£1,279,316</b> | <b>£1,141,146</b> |

| Expenditure     | 2023              | 2022              |
|-----------------|-------------------|-------------------|
| Cost of Sales   | £616,114          | £581,052          |
| Operating Costs | £612,952          | £540,294          |
| <b>Total</b>    | <b>£1,229,066</b> | <b>£1,121,346</b> |

| Operating surplus/(deficit)         | 2023           | 2022           |
|-------------------------------------|----------------|----------------|
| <b>Surplus/(deficit) before tax</b> | <b>£50,188</b> | <b>£19,801</b> |

## Summary balance sheet

|                                                | 2023            | 2022            |
|------------------------------------------------|-----------------|-----------------|
| <b>Fixed Assets</b>                            |                 |                 |
| Intangible Assets                              | £76,329         | £70,405         |
| Tangible Assets                                | £8,141          | £6,827          |
| <b>Current Assets</b>                          |                 |                 |
| Debtors                                        | £246,427        | £169,456        |
| Cash at bank and in hand                       | £254,544        | £280,975        |
| Creditors: amounts falling due within one year | (£277,330)      | (£269,740)      |
| <b>Net Current Assets</b>                      | <b>£223,641</b> | <b>£180,691</b> |
| <b>Net Assets</b>                              | <b>£308,111</b> | <b>£257,923</b> |

|                                           |                 |                 |
|-------------------------------------------|-----------------|-----------------|
| <b>Net assets/ Capital &amp; Reserves</b> | <b>£308,111</b> | <b>£257,923</b> |
|-------------------------------------------|-----------------|-----------------|

# Company details

## Our purpose

We aim to lead the way in advocating effective internal communication and enabling the highest standards of its practice. We are building a movement of passionate, dedicated and skilled professionals.

We work with our members who are shaping workplaces for the better. They know people and business. They create conversations that help people at work feel informed, connected and purposeful to drive organisational performance. They impact the working lives of millions.



## IoIC Board of Directors

**Suzanne Peck**, IoIC president  
**Jennifer Sproul**, chief executive

### **Elected:**

**Kirsty Bowen**, board director  
**Liz Cochrane**, board director  
**Laura Colantuono**, board director  
**Helen Deverell**, board director  
**Will Fox**, board director  
**Andrew Harvey**, board director  
**Joe Salmon**, board director  
**Justine Stevenson**, board director  
**Tiffany Watson**, board director

### **Co-opted:**

**Helen Connolly**, board director  
**Paul Diggins**, board director  
**Claudi Schneider**, board director  
**Dominic Walters**, board director

## Board attendance

| Board Directors          | 2023 Attended<br>(out of 12 meetings) |
|--------------------------|---------------------------------------|
| <b>Suzanne Peck</b>      | 11/12                                 |
| <b>Jennifer Sproul</b>   | 12/12                                 |
| <b>Kirsty Bowen</b>      | 10/12                                 |
| <b>Liz Cochrane</b>      | 8/12                                  |
| <b>Laura Colantuono</b>  | 11/12                                 |
| <b>Helen Deverell</b>    | 11/12                                 |
| <b>Will Fox</b>          | 11/12                                 |
| <b>Andrew Harvey</b>     | 8/12                                  |
| <b>Joe Salmon</b>        | 7/12                                  |
| <b>Justine Stevenson</b> | 9/12                                  |
| <b>Tiffany Watson</b>    | 7/12                                  |
| <b>Helen Connolly</b>    | 10/12                                 |
| <b>Paul Diggins</b>      | 10/12                                 |
| <b>Claudi Schneider</b>  | 9/12                                  |
| <b>Dominic Walters</b>   | 11/12                                 |

## Regional network leads

**Ann Hood**, network lead – IoIC Scotland  
**Luke Pearce**, network lead – IoIC North  
**Melanie Hinds**, network lead – IoIC Central  
**Nicki Dyson and Crystle Pearce**, network leads – IoIC London  
**Keith Gill**, network lead – IoIC Ireland  
**Dan Holden**, network lead – IoIC South West

### **Head Office**

**Jennifer Sproul**, chief executive  
**Emily Darling**, professional development manager  
**Melissa Newlyn**, marketing manager  
**Rebecca Nicholls**, events, networks & awards manager  
**Richard Bowes**, membership manager  
**Samantha Medaglia**, content and communication manager  
**Georgina Oliveira**, finance & operations co-ordinator  
**Kirstie Godber**, professional development co-ordinator



**Institute of Internal Communication**

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IoIC is a limited company, registered in England and Wales.  
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