

CSR Report 2010/11

The global body for professional accountants

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FOREWORD BY MARK GOLD, ACCA PRESIDENT

ACCA (the Association of Chartered Certified Accountants) has been at the forefront of the sustainability and Corporate and Social Responsibility debate since 1990 when we published our first research on this subject.

While we have made progress in helping to influence and develop this agenda through campaigns and awareness raising sustainability reporting awards initiatives, there is still much to be done.

Not least, ACCA strongly believes that sustainability goals should be central to its overall strategy.

In the coming year, we will also be undertaking a review of our approach to corporate reporting to ensure that it takes account of emerging trends such as integrated reporting, to continue to enhance transparency. This will complement our continuing focus on the wider advocacy work we undertake around the world, which we believe to be the source of our greatest positive impact on the sustainability debate. More than this, we speak with a strong, independent voice on matters of quality and value, ethics and professionalism in accountancy, seeking to promote the need for continuous improvement to provide the best possible service to business with a orientation on ethics and responsibility.

With more than 570,000 students and members around the world, ACCA has great potential positively to influence the CSR agenda.

Mindful of this, in November 2010, ACCA's Council committed the organisation to promoting the creation of public value - which entails working in the public interest, promoting responsible and ethical business and supporting enhanced global economic performance.

ACCA continues to support initiatives promoting opportunity to people of talent – whatever their background – to obtain skills in professional accountancy. This is central to our new educational programme, Foundations in Accountancy, and is also demonstrated through our support for the UK government's strategy for social mobility.

We are not complacent about our achievements to date or about the work we have to do, in particular to embed sustainability into our strategy. But we are clear that our greatest contribution to making tangible progress will be through harnessing the influence and energy of our stakeholders and the organisations in which they work.

This second CSR report continues our journey towards a more sustainable ACCA. I hope you enjoy reading it and that it provides you with a more complete picture of how we are performing in this essential area.

Mark Gold – ACCA President



INTRODUCTION BY HELEN BRAND, CHIEF EXECUTIVE

ACCA's goal is to be a sustainable organisation, but – despite all our work in the area – we acknowledge that there is still much we can do.

With over 570,000 members and students, ACCA seeks to use its strong market position to achieve a positive "sustainability benefit". Arguably, our biggest contribution to a long-term improvement in organisational sustainability and responsibility will come – not just through reductions in our own direct impacts (though that is obviously one of our long-term goals) – but also through greater engagement with our members and students in respect of sustainability and Corporate Social Responsibility (CSR) issues.

Sustainability and CSR issues are embedded in our syllabi and feature more and more regularly in our CPD programmes. We have a strong research programme linked to sustainability/CSR issues and we work closely with a range of sustainability/CSR (and increasingly carbon) organisations to move the debate up the professional, political and policy ladders.

In the past year we believe we have made strides in measuring our own environmental, social and economic impacts. A very practical way of reducing our carbon footprint has been in the marking of our global exam scripts, building on the progress we had made in the previous year in our publishing portfolio.

Electronic marking was fully implemented across all the exam papers in the June 2010 session, with 384,000 papers assessed electronically by 1,200 markers. This resulted in a 9% reduction in paper usage and a 25% reduction in the carbon footprint from flights and travel.

In a further initiative to cut the use of paper and transportation costs, ACCA launched a new online registration process in January 2011. More than 2,700 applicants have used this facility, a third of the total who have registered since we introduced the new process.

When it comes to leading the profession, ACCA has embedded sustainability into the syllabus of the ACCA Qualification, resulting in a greater emphasis on social and environmental responsibilities and the importance of ethical and professional conduct by accountants.

We also work to raise awareness of sustainability issues amongst our members by holding events as part of our continuing professional development offering.

Similarly, we work on a global basis to raise the issue of sustainability with the wider public through publication of reports, research and our sustainability reporting awards held in a wide range of countries.

On a strategic level, we actively participate in HRH The Prince of Wales's Supervisory Board of the Accounting for Sustainability initiative and the working group of the International Integrated Reporting Committee (IIRC) which is making significant progress towards developing a globally accepted integrated reporting framework.

As a global organisation we are very mindful that our carbon emissions are significant. We are working to ensure that travel is only undertaken after an assessment of whether it is necessary.

We are using the well-respected Global Reporting Initiative (GRI) framework methodology for sustainability reporting - benchmarking our performance now and using this to make a difference in the future. We also measure our carbon footprint in terms of scope 1, 2 and 3 emissions – scope 1 and 2 being internal footprints such as gas, electricity and fuel, while scope 3 is rail, air and taxi travel. We also welcome the development at GRI of the next generation of their guidelines – G4.

As we move to a future of professional accountancy in an online world, we believe more than ever that ACCA will need to embrace sustainability in its true sense, using its influence with its stakeholders to drive an agenda of change and sustainable business, while itself as an organisation embedding good practice in its operations and strategic vision.

Yes, there is much more that we can work on to attain our sustainability goals – watch this space.

**Helen Brand, ACCA Chief Executive
on behalf of the ACCA Executive Team, 20 July 2011**

About this report

SCOPE

This is our second report and covers our global developments on advocacy and sustainability research and insights, and provides other global data where ACCA has been able to measure them. Environmental data cover ACCA's UK operations for the year ending 31 March 2011:

- Economic data – global
- Environmental data: London, Glasgow
- Social data: UK and other selected national offices.

GLOBAL REPORTING INITIATIVE (GRI)

This report has been aligned to relevant sections of the Global Reporting Initiative (GRI) G3 Framework. We have had the report content "GRI Checked" which assures that the disclosures at least meet the minimum level of the Level C accreditation of the Global Reporting Initiative, A GRI Content Index is available at pages 30 to 37.

ACCA AND SUSTAINABILITY

Back in the mid 1980s, prior to sustainable development being defined by the Brundtland Commission, ACCA had started to recognise the impact social and environmental issues could have on the accountancy profession. It was obvious that companies and organisations would need to take increasing responsibility for their social and environmental impacts. As environmental issues became more and more accepted as potentially material to the bottom line and to reputation, and as stakeholder pressure and consumer knowledge grew, companies were (slowly) adapting by creating and measuring key performance indicators for their environmental impacts. This altered focus on environmental issues (at first - societal impacts followed soon after) shifted the methods of company and organisational reporting and accounting.

ACCA's early awareness of the profession's role in sustainable development has helped steer the non-financial reporting and full cost accounting developments we see today and has influenced greatly the requirement for greater organisational transparency the world over.

The recent financial crisis has brought a shift change in the global economy. In this newly emerging environment there is heightened demand for organisations to be much more transparent and to openly demonstrate good governance and their commitment to ethical behaviour.

THE ACCOUNTANCY PROFESSION

Although the accounting sector itself might be considered a relatively low-impact sector in terms of direct environmental and social impacts, it is the accountant's involvement in the twin issues of organisational decision-making and external reporting that imposes on the accountancy profession the responsibility for understanding, absorbing and articulating the implications of the sustainable development debate.

In these continuing uncertain global economic conditions, the importance of our members' expertise, professionalism and ethics and the benefits that they bring to organisations and nation economies are increasingly strong messages for ACCA to promote to employers, policy makers and regulators. The public are increasingly looking to invest in companies with a strong CSR agenda and ethical and environmental practices and ACCA has a role in supporting CFOs in delivering this public value agenda.

Some sustainability issues – for example environmental liabilities and the rights and obligations relating to emissions trading activities – are already being integrated directly into conventional financial reporting. ACCA has been a strong supporter and active participant in developing further environmental, sustainability and social accounting techniques, covering issues such as financial exposure and risk, environmental taxation, value creation, and product differentiation.

REPORTING AND ASSURANCE

ACCA has been active for over two decades in pushing for greater organisational accountability via their reporting. We have encouraged and led the ongoing debate on the standard of disclosures around the world and the possibilities for mandatory reporting requirements. More material sustainability-related information must be included in the annual report and accounts. Encouragingly, there has recently been an increasing number of legislative requirements for organisations to report, although it is generally acknowledged that these are too few and lack the depth preferred by many stakeholders.

ACCA believes that organisations have a fundamental responsibility to account for their impacts on society and the environment. Organisations should develop strategies that are inclusive of their material sustainability impacts and fully integrate the management of such issues into all core business arms such as risk, governance, R&D, manufacture and supply chain. Opportunities should be sought whether it is achieved through new product lines, revenue streams or customer bases.

Organisations must be responsive to stakeholders' needs, embrace transformational processes as to benefit from a low carbon economy, and prepare for new regulations and requirements that cover issues such as climate change, water, and biodiversity.

ACCA promotes sustainability efforts among private and public sector organisations through our ongoing research activities, technical publications and award schemes. In addition, ACCA believes that our members' accounting and financial reporting skills have a key role to play in the transition to and management of the low carbon economy. By providing additional green accounting skills (e.g. by producing robust company carbon accounts and helping to shape efficient carbon markets) ACCA members will have a pivotal position measuring and managing carbon emissions.

With over 570,000 members and students, ACCA seeks to use its strong market position to achieve a positive "sustainability benefit". We believe our biggest contribution to a long-term improvement in organisational sustainability and responsibility will come not through reductions in our own direct impacts (though that is obviously one of our long-term goals), but through greater engagement with our members and students in respect of sustainability and Corporate Social Responsibility (CSR) issues.

ACCA seeks to use its strong market position to highlight the urgency of acting on the sustainability challenges. Through greater engagement with our members and students in respect of sustainability and CSR issues, ACCA will help to ensure long-term improvement in organisational sustainability for the benefit of the public as a whole.

Economically, ACCA tries to lead by example by promoting the value of accountants in business, and greater transparency, professionalism and ethics in all walks of business life. We also promote the need for strong global quality assurance within the profession, especially in the monitoring and regulatory framework which oversees the work of the practitioner. Our contributions to global economic, financial and regulatory policy making are founded upon a strong belief in the reality of the "public interest" and the need to advance the transparency and ethical basis of both business and corporate reporting.

The product which ACCA provides – a professional accountancy qualification – is acknowledged as providing incremental lifetime value to the holder. We believe that qualified accounting professionals add value in their work in every sector. While there is little research demonstrating the direct economic value brought by accountants, a new report, based on interviews with CEOs which was released during the World Congress of Accountants in November 2010, shows that CEOs value the contributions of professional accountants at the heart of business success. (The report is available at www2.accaglobal.com/accountants_business)

ACCA continues to contribute to a wide range of development and aid projects designed to strengthen the professional and economic infrastructures of developing and emerging economies. Through our various partnerships, we seek to create long-term in-market value, promoting the careers of professional accountants and developing the status of the profession itself.

We also remain committed to strong global quality assurance in the accountancy profession. All members of ACCA are required to maintain their skills and knowledge annually through continuing professional development, and make an annual statement to ACCA that they have completed this requirement and ensure they are aware of developments in ethical practices. Additionally, members of the public can be reassured that ACCA has a modern and effective approach to regulation and discipline of members who do not comply with the provisions of the *ACCA Rulebook*, or whose quality of work is not in keeping with the standards required. All these provisions provide the public with confidence in the quality of service they will receive from professional accountants.

Financially, ACCA is successful – we are in the top five largest professional accountancy bodies in the world. We budget carefully and prepare medium-term financial projections to help us build and maintain our reserves at a sustainable level. As with many other organisations, we have a pension fund deficit. Proposals have been made to change the structure of our pension scheme which will mean that the future funding will become more manageable. Our student numbers – and hence our membership numbers – continue to grow, promising a financially sustainable income stream into the foreseeable future, provided we maintain a focus on conversion and retention rates. Underpinning member growth as a sustainability priority is the requirement that we meet the need for professional accountants in all sectors of all economies around the world and at all stages of their development.

Socially, ACCA is an organisation which is supportive of its employees and mindful of their needs for individual development. The response of employees to the annual engagement survey is very positive. ACCA's national office staff are mainly locally selected and locally led. The national offices seek to be strong intellectual contributors to local economic policy and we prioritise engagement with members and employers at the national level.

Environmentally, ACCA seeks to minimise its effect on the environment but retains a relatively large impact via our corporate travel needs, our various paper streams and through the indirect emissions effects of our global examination process and the associated logistics.

Sustainability priorities and targets

Last year we included sustainability priorities and targets in our report. The following provides an update on these:

OUR PRIORITIES (2009)	2010 PROGRESS
Capturing direct (scope 1 and 2) CO ₂ emissions from all UK offices	We have commissioned an organisation to review our key data source/reporting systems
Researching ways to map and calculate our indirect (scope 3) UK emissions	ACCA commissioned a report about Scope 3 emissions, 'Delivering Value in the Low-carbon Economy: Accounting for Scope 3 carbon emissions'. The intended audience for this report was businesses and governments. ACCA will endeavour to expand its GHG emissions reporting over time, but will focus on improving its current systems and Scope 1 and 2 data collection as a priority.
Broadening the capture of our international carbon footprint by sharing best reporting practice and progressively including more national offices	ACCA has commissioned an organisation to help construct selection criteria to identify which national offices will become part of the CSR reporting cycle.
Positively engaging our staff to help reduce our environmental impact by creating a green champions network to promote and share fun and impactful practices	ACCA prepared a paper summarising options with regards to setting up such a group, and will consider taking this forward during the 2011/12 cycle.
Move towards establishment of a formal Environmental Management System (EMS) for our UK offices	ACCA investigated certifying our EMS. It was decided, in the first instance, to focus our efforts on making our current reporting practices and data collection systems more complete and robust.
Use our learnings from this CSR process to improve our performance and share our progress with our members, students and wider stakeholders using relevant communication channels	ACCA continues to communicate with its members via all methods, including email, journals, presentations and social media.

Performance at a glance

MEMBER GROWTH	31.3.2011	31.3.2010
ACCA has seen extensive member growth, from 12,500 in 1970 to 147,265 in 2011.	147,265	140,225
STUDENT GROWTH		
79% of the total ACCA student body is based outside the UK.	423,935	402,866
GLOBAL QUALIFICATION		
56% of ACCA members are based outside the UK (2010 56%). 58% of Council comes from outside the UK.		
GENDER		
44% of ACCA's members and 48% of our students are women (2010: 43% members and 49% students respectively). 33% of Council are women.		
AGE		
The average age of ACCA members is 42 (2010: 42).		
SECTOR		
81,037 (56.1%) of ACCA members work in the business sector - corporate sector and financial services (2010: 77,000 or 54.9%).		
FINANCIAL STEWARDSHIP*	£'000	£'000
Operating income	127,786	132,679
Surplus/(deficit) before tax	1,555	(1,797)
Total funds and reserves	34,818	30,498
*We have recently moved our accounting year end from 31/12 to 31/3 and our latest reporting period is the year to 31.3.11. The operating income and deficit shown above for 2009-10 relate to a 15 month period.		
EMPLOYEES		
ACCA's total workforce globally as of 31 March 2011 was 1,003 (2010: 951). 68.4% of our employees are UK based (2010 69.1%) Women comprise 62% of our global workforce and 50% of the Executive Team. 31% of female employees overall are classed as managers. The overall measure of staff satisfaction has risen to 76% (2010 74%)		
ENVIRONMENTAL IMPACT*		
Carbon footprint: gas, fuels, electricity and travel (but excluding paper and waste). Total "internal" CO ₂ footprint (Kg CO ₂ e)	1,835,215	1,943,368
* We have recently moved our accounting year end from 31/12 to 31/3 and our latest reporting period is the year to 31.3.11 . It should be noted that the 2009/10 carbon footprint reported in last year's report represented a 15 month period. For comparative purposes the 2009-10 figure has been pro-rated by 4/5.		

ABOUT ACCA

ACCA (Association of Chartered Certified Accountants) is the global body for professional accountants, providing first choice qualifications to people around the world seeking a rewarding career in accountancy, finance and management.

Our mission is to be the global leader in the profession by:

- providing opportunity and open access to people of ability throughout the world
- supporting our members throughout their careers
- achieving and promoting the highest ethical, governance and professional standards
- advancing the public interest.

We help members maintain and develop their employability by providing them with a framework for keeping their technical and business knowledge and skills up-to-date and by giving them access to thought-leadership on emerging issues in accounting and finance. Read more in the section 'Leading the Profession'.

At the end of March 2011, ACCA had achieved the following:

- increased five-year reputation among employers on a range of measures including ACCA's international appeal and the relevance of its qualifications to their needs. In particular, in an independent survey of employers, 50% said that ACCA is the leading global professional accountancy body, an increase of 2% on the last time a similar survey was conducted
- the leading international accountancy body by size in 54 markets
- 211 Approved Learning Providers and 8,397 Approved Employers, providing high quality tuition and training and development support to ACCA students and members
- 77 global accountancy partnerships in 49 different markets, covering a wide range of services and support to accountants around the world, including 19 Joint Examination Schemes
- 83 offices and centres
- member satisfaction of 70%

OUR CORE VALUES

ACCA aims to differentiate itself through unique core values and by offering global delivery for examinations and training, to consistent standards worldwide, and support and recognition for its members at national and international level, above all with employers.

- **Opportunity:** We provide opportunity, free from artificial barriers, to people around the world, whether students, members or employees, and we support them in their careers.
- **Diversity:** We respect and value difference – embracing diversity in our people and in our output.
- **Innovation:** We create new and unexpected possibilities – providing innovative solutions for the future.
- **Accountability:** We accept individual and corporate responsibility for our actions – working together to deliver a quality service and to promote the best interests of our stakeholders.
- **Integrity:** We act ethically and work in the public interest, treating people fairly and honestly – we encourage the same from others.

OUR VISION AND STRATEGY

Since our formation in 1904, ACCA has been consistently distinctive in outlook, character, reach and mission. Our history and development shows that we are a pioneer, making innovations in accounting education and professional support to improve opportunity and deliver consistent quality global standards. We will continue to create value for the communities, businesses and individuals we serve worldwide.

Our vision is that by 2015, ACCA will be universally recognised by employers in the corporate, practice and public sectors as the leading global professional accountancy body in reputation, influence and size.

Our strategy to 2015 will continue to build on our strengths and to address potential challenges, ensuring that ACCA is able to anticipate and meet future opportunities.

Excellent customer-focused service delivery is essential to ACCA's future success. We will not retain our members and grow for the future unless our service delivery offering is best-in-class. Central to providing an effective customer service proposition, we must ensure that ACCA communicates appropriately to the customers we serve, providing them with timely, clear and accurate information. For more information, see Our People / Leading the Profession.

ACCA CSR policies and leadership commitments

The following policy was developed in 2010 and provides a summary of our overall commitments in the area of CSR. In 2010, Council endorsed a new paper summarising the public value ACCA brings to its work around the world. ACCA's Executive Team also met in 2011 to discuss future directions in sustainability for the organisation. As a result of this meeting, we will be seeking to embed sustainability into the future development of strategy.

PUBLIC INTEREST AND STAKEHOLDER-DRIVEN POLICIES

ACCA is committed to acting responsibly and in the public interest and in driving the professional, business and political debates on issues pertaining to sustainability and CSR.

ACCA will:

- seek to lead the professional debate on CSR and SD (Sustainable Development), in particular, the roles accountants should play in response to these new challenges
- ensure that CSR and SD issues are incorporated into its lifelong education, training and continuing professional development (CPD) processes
- develop guidance material for its members on how to address CSR and SD issues
- seek to underline the importance of, and enhance the consideration of, CSR and sustainability issues in the boardroom
- support funded research and drive insights in the areas of carbon accounting and social accounting
- support IFAC and its contributions to global policy initiatives, as well as the accountancy profession at a regional level through its work with bodies such as FEE.

OPERATIONAL CSR/ENVIRONMENTAL POLICIES

ACCA is committed to understanding and minimising the environmental impact of its global operations.

ACCA will:

- seek to develop a clear image of what it would take to make ACCA itself an environmentally sustainable organisation
- encourage awareness and commitment to improved environmental performance amongst our staff and our suppliers
- minimise consumption of natural resources by setting stretching targets for future improvement
- be creative in the utilisation of new technologies which have the potential to reduce our environmental footprint
- develop and implement ways to measure and report on its own carbon footprint
- develop a view on whether or not ACCA should aspire to carbon neutrality in its operations or seek to identify an acceptable offset position
- be transparent as to its sustainability impacts through a regular sustainability reporting and external assurance process
- integrate environmental considerations and objectives (including the cost of carbon) into all its strategic planning and procurement decisions.

PEOPLE POLICIES

ACCA recognises that its employees are fundamental to its success. A strategic and professional approach to recruitment enables ACCA to attract and appoint staff with the necessary skills and attributes to fulfil its strategic aims, and support its values.

ACCA will:

- provide regular and relevant opportunities for the development of individuals, both within the boundaries of their post and in terms of wider personal progress
- seek to establish a flexible working environment enabling as many staff as possible to benefit from improved work/life balance
- operate a transparent performance reward system, with a clear link established between personal objectives, assessment of outcomes and eventual reward patterns
- conduct regular staff satisfaction and engagement surveys and seek continuous improvement against the key measures.

Governance and engagement

INTRODUCTION

ACCA is the largest and fastest-growing global professional accountancy body, with members and students in 170 countries.

OUR GOVERNANCE STRUCTURE

ACCA's Council comprises 36 members who are directly elected by our membership. Its primary purpose is to ensure that ACCA delivers the objectives stated in its Royal Charter. To achieve this, Council has a wide ranging remit, geared to providing strategic direction for ACCA. Council members examine issues of broader and longer-term importance and establish ACCA's position on global industry developments as they arise. Through their activities, Council members greatly add value to the work of ACCA, by applying their expertise and experience to the issues under discussion. Council works with ACCA's Executive Team (ET) to devise ACCA strategy, which is then approved by Council. Delivery of the strategy is the responsibility of the Executive Team, with governance of the process and performance management provided by Council.

Our Executive Team, comprised of the chief executive and executive directors, is responsible for the delivery of strategy in line with Council's requirements. The core purpose of the ET is to deliver the strategic outcomes of the organisation, develop a customer-focused organisation and to inspire confidence and trust with all its stakeholder groups, both internally and externally. ET will ensure effective use of resources and empower employees to deliver to the standard required.

Our CSR Group has overall responsibility for the internal management of sustainability issues. The Group meets quarterly to discuss arising issues and guide key initiatives and internal engagement. The Group focuses on guiding the content, vision and assurance of our sustainability reporting, and is discussing establishing more formal stakeholder engagement processes.

Our sustainability agenda is owned at Executive Team level by the Executive Director of Brand and the Executive Director of Finance and Operations, who are key members of the CSR Group. In addition, ACCA has a Social and Environmental Committee. This is a technical committee which focuses on external issues providing a point of reference to the internal team.

For further details, please see ACCA's Corporate Governance Statement, which can be found at pages 46 to 52 of ACCA's annual report and financial statements at www2.accaglobal.com

OUR STAKEHOLDERS

ACCA and the accountancy profession must be shown to bring public value. Ultimately, we believe that professional accountants are essential to underpin economic success. ACCA promotes the benefits of international trade and access to finance in all sectors, supported by accountants prepared for business. But we must also bring a wider value, through integrity and high ethical standards. ACCA brings this value by offering access to all who wish to study accountancy free from artificial barriers; it also works to promote the following – good governance; a profession that applies consistent standards globally; accountants as value creators and accountants as being integral to a sustainable future. By working with governments, other professional bodies and academics, it seeks to build capacity, promote innovation and support emerging economies.

STAKEHOLDER GROUPS	WHY WE ENGAGE WITH THEM	HOW WE ENGAGE
Members	<p>Members are core to the very existence of ACCA. Our purpose is to help our members maintain and develop their employability by supporting them through their professional finance careers. As a professional body, our number one priority is to protect and enhance the quality and value of the ACCA designation held by our members.</p>	<p>We support our 147,000 members throughout their careers, providing services through a network of 83 offices and centres. Our global infrastructure means that reputation and influence is supported, delivered and developed at a local level, directly benefiting members wherever they are based, or plan to move to, in pursuit of new career opportunities. We engage directly with our members through regular online and printed magazines and other communications. We support networks and committees around the world to allow our members to contribute to ACCA's development and develop local agendas, especially around networking (increasingly online).</p> <p>We engage formally through Council and the International Assembly, which now comprises mostly the leaders of local member groups, and via a range of surveys to obtain feedback on satisfaction and professional issues – for example, our quarterly global economic conditions survey assesses the ongoing impact of the economy on our members.</p> <p>ACCA provides a range of services to members to support their career development. The range itself was reviewed in 2010 to be more centred on the needs of our members. We are now embarking on a programme to improve our services to members over the coming years.</p>
Students	<p>ACCA students are future members and therefore crucial to ACCA's continuing growth in reputation, influence and size.</p> <p>Students are seeking a successful career, with the ACCA Qualification offering them an opportunity to pursue successful careers in accounting and business in any sector.</p>	<p>We provide students with support through the various stages as they progress through the ACCA Qualification. There are multiple channels for engagement with students as they reach each milestone, including a range of publications and opportunities for mentoring, networking and revision programmes. ACCA also engages with learning providers and employers to enhance training opportunities for students.</p>
Employers	<p>Employers are critical as users of the skills of ACCA accountants. Through employing our members, they are seeking to grow their businesses. We take the career progression of our members and students seriously and want to ensure we support their employability. Employers play a key and visible role, as both employers of current and prospective students and members. In turn, many employers are ACCA members themselves.</p>	<p>ACCA engages with employers predominantly through its heads of market and business relationships managers, seeking to build strategic relationships. This work is supported by a range of publications, ACCA's global programme of research and insights and wider technical and policy work, and through events on subjects of interest to employers in the area of learning and development and wider areas in accounting and business. ACCA also recognises that employers can support a large number of trainees, and we therefore seek to provide an enhanced transactional service to manage registrations, exam entry and invoicing.</p>

Governance and engagement

STAKEHOLDER GROUPS	WHY WE ENGAGE WITH THEM	HOW WE ENGAGE
Learning Providers	<p>Our network of learning providers facilitates the provision of tuition and examinations. This is critical to ensure high-quality learning programmes and support are available to students around the world. As learning providers are mostly commercial entities, they are seeking a reasonable return on their offerings and a sustainable business proposition.</p>	<p>ACCA's Approved Learning Partner - Student Tuition programme gives formal recognition to leading tuition providers of the quality tuition and support that they offer ACCA students. It is the platform from which we can develop a mutually beneficial relationship, increasing the global availability of effective and innovative ACCA course delivery and first-class student support.</p> <p>Engagement with learning providers occurs through teachers' conferences, virtual events, 'train the trainer' sessions and through higher and further education institutions. Overall, ACCA seeks to create a level playing field, developing relationships with providers based on clear overall quality criteria.</p>
Employees	<p>We need the right people to deliver our strategy. Our employees are the cornerstone of all we are trying to achieve, and it is important to us to have a motivated and engaged workforce. Employees seek rewarding careers and personal development opportunities with ACCA, and appropriate recognition and reward for their contribution. Employees at ACCA are very proud of the values of the organisation and of the difference we make to people's life opportunities around the world.</p>	<p>We engage with our employees through a range of mechanisms, including our intranet, internal online magazine (<i>ACCA Life</i>), charity and social events, and the annual employee engagement survey. In the past year we have enhanced our approach to corporate planning, helping employees to have a better understanding of priority projects, and their role in delivering strategy. We engage widely through a learning and development programme.</p>
Partners	<p>Our partnership arrangements cover many different fields – including joint qualifications, professional development, regulation and monitoring, and technical consultancy. We are committed to the highest global quality standards, while reflecting the needs and aspirations of our partners.</p>	<p>Through inclusive partnerships, ACCA focuses on delivering services which benefit the accountancy profession and which enhance the value of accountants in the workplace. See more at http://www2.accaglobal.com/about/partners</p> <p>Globally, we advise and work under contract with a number of accountancy organisations.</p>

STAKEHOLDER GROUPS	WHY WE ENGAGE WITH THEM	HOW WE ENGAGE
Government, standard setters and regulators	In the UK, ACCA is regulated by the Financial Reporting Council. This gives us statutory recognition and the right to examine audit professionals. We work closely with government and regulators around the world to ensure our overall quality assurance is widely understood and that we meet regulatory requirements. With standard setters, we promote the benefits of globally-consistent standards and a principles-based approach.	We participate in a number of accountancy and financial forums, to ensure that we continue to influence the development of related legislation and standards. We engage widely by submitting consultation responses to regulators and standard setters, publishing policy papers on key issues in the profession. We also provide evidence to government inquiries. We publish a range of research papers to inform debate on current and emerging issues to encourage evidence-based public policy.
Suppliers	We work with a number of key suppliers to ensure we can offer our products and services globally, especially in IT, such as Atos, Keane and Oracle.	We engage proactively with our suppliers through strategic reviews and involvement in project and implementation teams. We constantly seek to ensure we are obtaining value for money on behalf of our members.

ACCA works with other stakeholders too, including academics, the media, parents of potential students, recruitment consultancies and opinion formers in accounting and business.

PROMOTING A GLOBAL AGENDA IN SUSTAINABILITY

As we indicate above, the greatest benefit we can bring in the CSR and broader sustainability agenda is by influencing all our stakeholders and identifying ways to improve business performance on sustainability issues.

Collaboration with sustainability organisations

We work widely through organisations around the world seeking to increase transparency. We have been involved from the very beginning of the following significant three reporting initiatives.

1. GRI - The Global Reporting Initiative is a network-based organisation that pioneered the world's most widely used sustainability reporting framework. ACCA was represented on the Global Reporting Initiative's board from inception until 2007, and on the GRI's technical advisory committee originally as Chair and latterly as a member. In 2010, we were a proud sponsor of GRI's Readers' Choice Awards, and we have welcomed the move towards revised guidelines – G4.

2. Accounting for Sustainability – This is a body which is bringing organisations together to develop practical tools to enable environmental and social performance to be better connected with strategy and financial performance, and thereby embedded into day-to-day operations and decision making. ACCA is a member of the supervisory Board of this project launched by HRH The Prince of Wales.

3. IIRC - The International Integrated Reporting Committee has been created to respond to the perceived need for a concise, clear, comprehensive and comparable integrated reporting framework structured around the organisation's strategic objectives, its governance and business model and integrating both material financial and non-financial information. ACCA is a member of the Committee.

ACCA was a member of the Climate Disclosure Standards Board, who published their *Climate Change Reporting Framework* in September 2010. We are also a member of the Sustainability Working Group of FEE (the representative organisation for the accountancy profession in Europe).

We work in partnership with significant organisations across the globe on sustainability matters, including WWF, CERES and KPMG.

Research and insights

ACCA continues to produce a range of reports and publications on matters of importance to the profession, and host events around the world.

Among our publications, we produced a new report on Scope 3 emissions, titled 'The carbon we're not counting' and, in Pakistan, a discussion paper on gender diversity on boards.

We continued to hold sustainability reporting awards around the world. For example, the eighth ACCA *Malaysia Sustainability Awards* were held in November 2010 with 120 guests representing industry leaders and regulators. We deliberately timed the event to coincide with the World Congress of Accountants in Kuala Lumpur, with media coverage on this issue secured in prominent titles likely to be read by the 6,000 delegates of the conference. Elsewhere, ACCA *Pakistan*, in collaboration with WWF, celebrated Earth Day by organising the 'ACCA-WWF Business Earth Talk' in Islamabad. The event encompassed discussion forums entitled 'Water: The Next Carbon' and 'Disclosing Transparency: The Changing Landscape'. In Shanghai, a conference on carbon accounting was held in collaboration with KPMG. And in Zimbabwe, a conference on Environmental Accounting and Sustainability was held with the minister of Environmental and Natural Resources as the guest speaker.

A GLOBAL PROFESSION GROUNDED IN ETHICS AND WORKING IN THE PUBLIC INTEREST

ACCA also brings social and economic value in the public domain through its independent global perspective on issues central to continuous improvement in the accountancy profession. We have made the case on many occasions for a strong global profession and the value this brings to business. Indeed this was the central theme of the World Congress of Accountants in Kuala Lumpur in 2010, attended by a record 6,000 delegates, of which ACCA was a major sponsor. With unprecedented interest by policy makers and regulators in the role of the profession in the economic crisis, ACCA has provided a clear and consistent voice pointing out the value of accounting to business and wider society, while insisting that there is scope for improvement.

Our insights have touched on many areas:

- in audit, where we have called for an expanded role for audit and, while highlighting the value it brings to business, promoted the need for the profession to learn lessons from recent years. This has included recognising the benefits of 'value for money' audits in the public sector and their applicability to the commercial sector
- on the contribution of SMEs to the global economy, where we have consistently promoted the need for sound financial management and appropriate regulation of SMEs which does not place undue burdens on them

- in corporate reporting, where we are calling for innovation and greater integration of sustainability into mainstream reporting – especially through our involvement in the work of IIRC
- on governance, risk and reward where we have developed the case for greater focus on risk and governance as a means of creating long-term reward for business
- on standards, regulation and concentration in the audit profession, where we continue to argue for global convergence of standards in the interests of better business across borders; proportionate regulation which is based on principles and genuinely promotes public value; and a level playing field for providers of audit services.

These issues have been reflected in our core qualifications – we relaunched the ACCA Qualification in 2010 with an enhanced focus on governance and risk in particular, asking students to demonstrate their understanding of professionalism and ethics in accountancy with even greater rigour.

EMBEDDING CSR AND SUSTAINABILITY IN OUR QUALIFICATIONS

ACCA prides itself on giving access to the profession to all individuals of ability and application – regardless of their individual circumstances or country of origin. ACCA transcends economic, political and social barriers to give access to the most challenging, interesting and rewarding careers in finance.

The ACCA Qualification

The ACCA Qualification is respected by accounting and finance professionals worldwide. The qualification is aimed at those who wish to become a professional accountant and want the choice of working in any type of accountancy sector. The qualification is flexible and students can progress at their own pace. Students can choose to study at a tuition provider, by distance learning or self-study, and can study full or part-time. ACCA has a network of over 850 tuition providers around the world, some of whom are part of our Approved Learning Partner programme – see Stakeholders section.

The qualification comprises two levels, made up of 14 exams in total.

- Fundamentals Level – the first nine papers, covering topics such as management accounting, corporate and business law, financial reporting and audit and assurance.
- Professional Level – covers business analysis, corporate reporting and options including advanced taxation and financial management.

Three years' relevant practical experience must also be completed, to achieve 13 performance objectives on issues including personal effectiveness, business management, performance measurement and management accounting. Work experience can be completed before, in conjunction with or after exams. In addition, a professional ethics module must be completed.

The ACCA Qualification and Sustainability

Sustainability issues are now embedded into ACCA's syllabus. Our members need to be aware of the changing face of reporting, accounting and assurance in order to advise their organisations and clients on the latest developments. We recognise that accountants will need to understand the many different ways in which sustainability matters will permeate their future business careers – whether through environmental taxation considerations, investment appraisal decisions, financial reporting of carbon assets, risks and liabilities, and/or the management of reputational risk.

The ACCA syllabus puts added emphasis on social and environmental responsibilities and recognises the importance of ethical conduct. Paper P1 – *Governance, Risk and Ethics*, for example, is ACCA's main paper addressing professionalism, focusing on governance, risk management and personal professional and corporate ethics. Paper P2 – *Corporate Reporting*, covers consideration of the impact of environmental and social issues on performance measurement and the ethical duties of the reporting accountant. This includes their social responsibility and the increased need for transparency and accountability. See more at <http://www2.accaglobal.com/students/acca/>

Continuing Professional Development (CPD)

ACCA *Realise* is our continuing professional development (CPD) programme which is a requirement for all members. We believe that not only is ongoing learning and development essential for all ACCA members to promote assurance of a consistent quality in our global membership, it is also the best route to career development and progression. All members are required to undertake relevant CPD to ensure that they maintain and develop the knowledge and skills needed to succeed in today's dynamic and demanding business environment.

CPD and sustainability

ACCA undertakes a number of activities on an international basis to raise awareness of sustainability amongst our members. These include CPD seminars on sustainability issues, awareness-raising papers for members, articles on key issues (emissions trading, accounting, reporting) in international member and student magazines, research publications and member surveys to ascertain the level of need for additional training and materials on particular issues.

INTRODUCTION

ACCA is committed to ensuring that our employees are engaged in their work and adhere to our goals and values. In addition, everything we do must contribute to achieving our mission and delivering our strategy.

TRANSFORMING OUR CULTURE

Over the past year, ACCA has continued to progress through a period of transformation, involving a number of projects designed to deliver a more customer-focused organisation. The drivers for this transformation are the need for an enhanced infrastructure to enable best in class customer experience, both internally and externally, and ensuring our people have the right skills and attitude to deliver this focus. We acknowledge that our people are the means through which change will be delivered and developing skills is therefore a key aspect. Details of two of the projects driving our cultural transformation are outlined below.

Developing a core competency framework for our employees

Each ACCA employee contributes to the achievement of our strategic outcomes. It is therefore important that our employees have a clear understanding of their role and what is expected of them. Each employee has a job description, along with personal aims and objectives. What is also important is how we deliver those objectives, how we behave with our customers (including members, students and employers) and with one another. In order to provide clarity about the behaviours that will help us deliver our desired culture and long-term strategy, we have designed a competency framework that makes explicit the behaviours that are seen as current priorities. This framework was created through a process of rigorous external research and extensive internal consultation including engaging with over 300 employees. The framework was then rolled out to all employees in 2010. All employees globally have now

been engaged with through launch workshops and their feedback has since been provided to the Executive Team.

Five broad competency group headings for behaviours have been identified as priorities.

1. Focus on the customer.
2. Creating a great place to work.
3. Excellent delivery.
4. Teamwork and collaboration.
5. Building our future.

Developing a management competency framework

As well as the core competency framework, a competency framework for all managers has been created and was rolled out to the senior management team in June 2010. The aim of this framework is to give all managers clear guidelines about the expectations of managers within ACCA, irrespective of specific role function and directorate. In this way we can achieve greater consistency in the approach to management across ACCA. The framework makes explicit the expectation that managers need to set aside time to manage, and to see management itself as a core activity in their role.

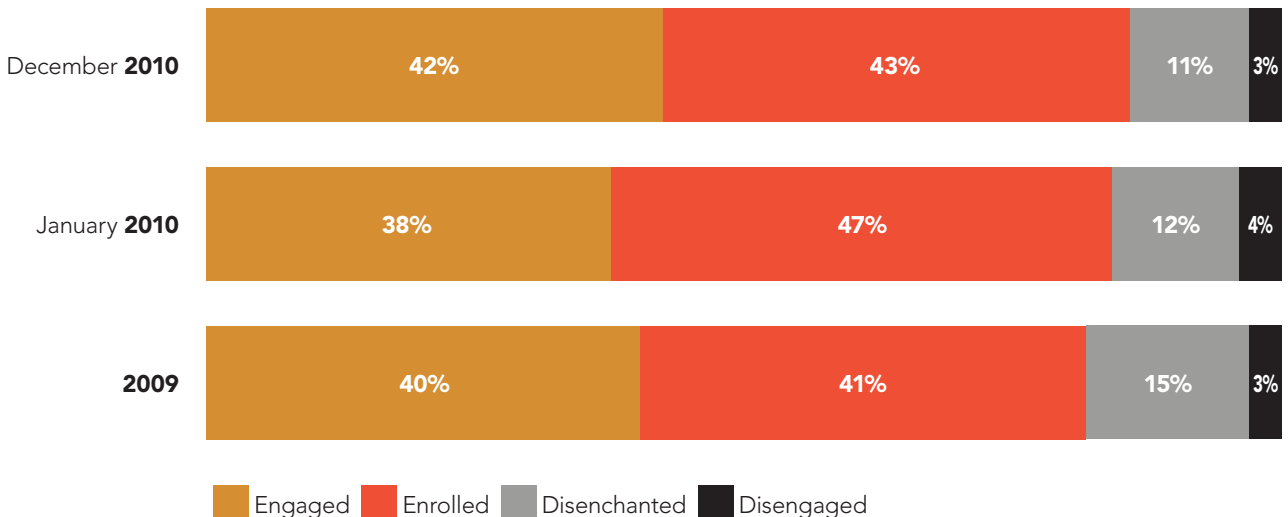
There are three broad competency group headings for behaviours and expectations that have been identified as key management priorities at this stage in the development of ACCA. They are:

1. Getting the best out of people.
2. Enabling corporate success.
3. Delivering results.

Employee Engagement Survey

Our employee engagement survey is conducted on an annual basis. The response rate in 2010 was 67%, which is an improvement on the previous survey although still something we would like to increase further.

The actual proportion of people who feel 'fully engaged' has increased since the last survey to 42%, which compares very well to external benchmarks.



Highlights from the 2010 survey include the following:

- Overall the results show that engagement levels are high and increasing slightly at a time of significant change for the organisation. The overall engagement index for 2010 was 76%.
- People generally have the fulfilling work that is important to them. Within this driver, it is the interest and enjoyment that people take from their role that has most impact on engagement levels and 73% agree they experience this.
- Positive views of the Executive Team and a step change in confidence that the team is in touch with employee views and opinions.

OUR PEOPLE CHALLENGES

We recognise that we still have more work to do in certain areas and are continually striving to improve. Every year an organisation level action plan for improvement is created by the Executive Team with the Organisation Development Team, and for the first time this year the full senior management team have worked together to inform these plans.

Reward remains one of the areas of lowest satisfaction overall, with respondents particularly unlikely to agree that reward systems are fair and transparent (32% agree). This is a fractional decrease from the previous survey and a result that is very slightly below the current external benchmark. Results for being adequately rewarded also remain muted, with fewer than half of respondents (46%) agreeing. In response to this, we are aiming to launch a Total Reward programme during 2011. Linked to reward is the area of celebration of success where while results remain in line with benchmarks, it is lower scoring indicator for ACCA (40% agree) and an area we need to work to improve.

All ACCA employees (globally) receive an annual performance review and performance rating. Personal and career development discussions are integrated with ACCA's performance review process including quarterly and annual review discussions. We do not monitor how many employees receive these reviews in practice, trusting managers and their team members to ensure these conversations happen. We are aware that this is a more challenging area for us as just under half of employee survey respondents feel their development needs are identified effectively and have confidence that ACCA understands their needs and aspirations (48% and 44% respectively). A commitment to improve career development conversations with team members is one of the prioritised actions proposed by and for the senior management team as a result of the employee engagement survey action planning this year.

Another area for focus is developing a sharing environment where scores for the indicators are relatively low including "People in ACCA share knowledge and information effectively" (40%) and "Best practice, good ideas, and ways of doing things are shared across the organisation so that we learn from each other" (52%).

Finally, a continuing area of focus for improvement is that ACCA falls below external benchmark for confidence that ACCA is a truly customer focused organisation. Although this is a significant improvement for ACCA over the years, from 59% agree in 2009 to 76% agree in 2011, this is an area we will be working on in order to improve further, in line with our aspirations to provide best in class customer experience.

Employee Assistance Programme

We understand that sometimes employees have issues outside of work for which line managers and human resources are not able to provide relevant advice. We offer an Employee Assistance Programme, which is available to all employees and immediate family members. It is a point of contact for advice across a range of life issues including bereavement, relationship difficulties, financial and legal issues.

Health and Safety and Employment Legislation

We provide policies and training to ensure our employees are aware of relevant legal requirements in each of our office locations and have a comprehensive set of employment policies as well as manager guidelines for their application. ACCA's policies tend to go further than the law requires and we conduct ongoing research to keep up to date with global developments making regular improvements. For example this year we have revised the employee travel policy, expenses policy and equal opportunities policy and we are currently writing new policies including an anti-bribery policy and cost consciousness policy.

Employee Consultation

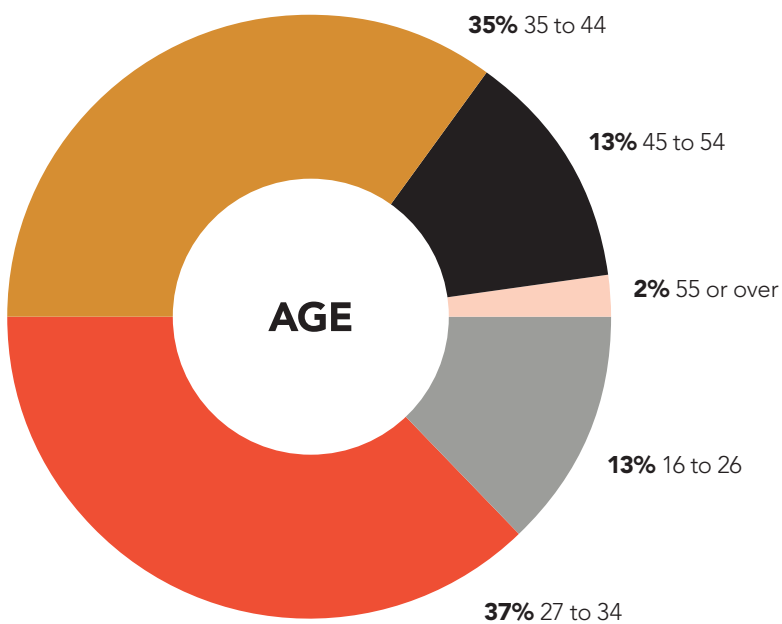
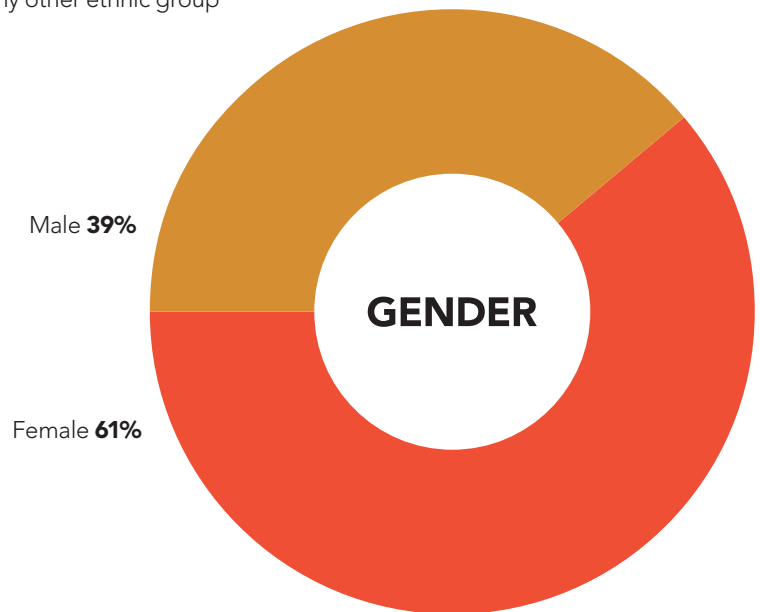
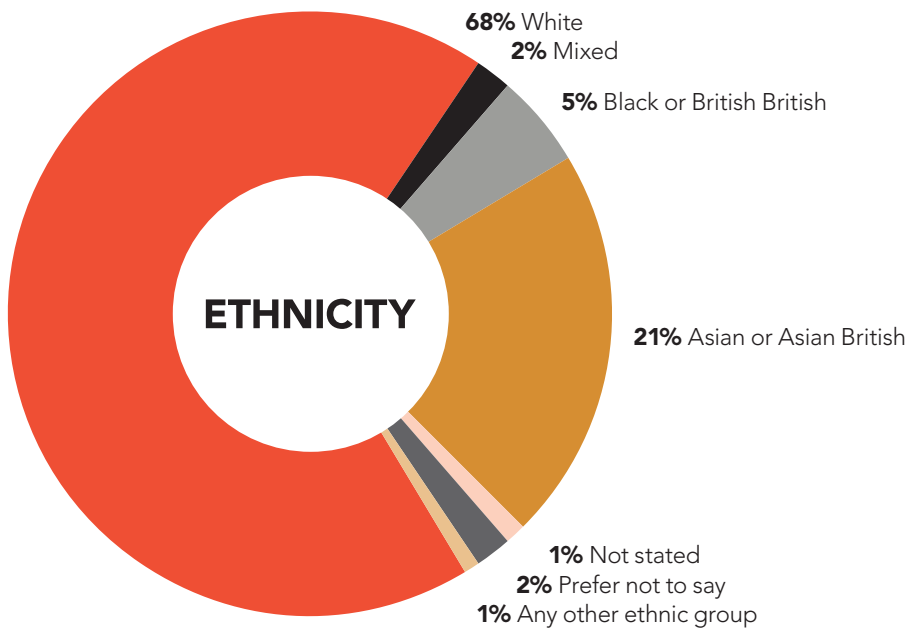
In the UK, ACCA recognises the union Unite to negotiate on terms and conditions of employment, including pay, grading, pensions and hours of work.

Customer privacy and customer data

During the year there was one substantiated breach of customer privacy. In January 2011, a student was presented with another student's records when logged into myACCA. The issue was caused following deployment of new infrastructure components as part of the improvements to online registration. The incident lasted for no more than 50 minutes and was subsequently resolved. Recommendations have been made to improve testing, reporting of information security incidents and a review of the logging of user access.

Crisis management

We have introduced Departmental Recovery Plans for all key areas of operation. This is supplemented by an overall Crisis Management Plan which details the response at a central level.



Base: All ACCA employee respondents – 677 (67% of ACCA staff)

GLOBAL WORKFORCE DATA

Data pertaining to our global workforce is shown below.

ACCA's total workforce globally as of 31 March 2011 was 1,003. This is equal to 567 customers per employee (where customer is defined as students, members and affiliates).

Total number of employees			
	Full time	Part time	Total
Permanent contract	825	87	912
Temporary contract	81	10	91
Total	906	97	1,003

Staff turnover

This year our staff turnover was an average 18.0%. This can be broken down by location and gender as follows.

Staff turnover data for year to 31 March 2011				
	Total Staff as at 31 March 2010	Total Staff as at 31 March 2011	Number of leavers	% turnover
London	263	271	60	22.5%
Glasgow	358	382	55	14.9%
National Offices (outside UK)	294	317	56	18.3%
UK regions	36	33	5	14.5%
Total	951	1,003	176	18.0%
Female	602	626	113	18.4%
Male	349	377	63	17.4%
Total	951	1,003	176	18.0%

Gender headcount

62% of our employees are female, 38% male.

Gender headcount			
	Total staff	Female	Male
London	271	173	98
Glasgow	382	216	166
National Offices (outside UK)	317	216	101
UK regions	33	21	12
Total global	1,003	626	377

Manager headcount

30% of our employees are categorised as managerial.

Manager headcount			
	Total staff	Total managers	% managers
London	271	99	36.5%
Glasgow	382	80	20.9%
National Offices (outside UK)	317	113	35.6%
UK regions	33	8	24.2%
Total	1,003	300	29.9%

Our people

Managers by gender

31% of female employees are managers, 29% of male employees are managers.

Managers by gender			
	Total managers	Female	Male
London	99	61	38
Glasgow	80	50	30
National Offices (outside UK)	113	77	36
UK regions	8	4	4
Total	300	192	108

Length of service of employees				
	0-3 years	4-10 years	11-20 years	over 20 years
Total global	526	333	114	30

Starters 1/4/10-31/3/11 by Age							
	Unknown	10-19	20-29	30-39	40-49	50-59	60-69
Female	2	1	49	44	15	3	0
Male	1	1	27	30	10	4	1
Grand Total	3	2	76	74	25	7	1

Leavers 1/4/10-31/3/11 by Age								
	Unknown	10-19	20-29	30-39	40-49	50-59	60-69	70-79
Female	2	0	41	51	14	4	1	0
Male	2	1	10	27	11	8	3	1
Grand Total	4	1	51	78	25	12	4	1

Age stats as at 31 March 2011								
	Unknown	10-19	20-29	30-39	40-49	50-59	60-69	Grand Total
Female	9	1	153	276	142	38	7	626
Male	5	1	83	165	84	32	7	377
Grand Total	14	2	236	441	226	70	14	1,003

Salary by grades – UK Staff only			
Grade	Female	Male	Grand Total
1 (£14210 - £27000)	114	79	193
2 (£18778 - £33500)	65	29	94
3 (£21822 - £40000)	35	36	71
4 (£24867 - £47000)	65	37	102
5 (£33495 - £55000)	67	38	105
6 (£44660 - £72000)	27	20	47
7 (£50750 - £85000)	25	23	48
8 (£80000-£125000)	9	12	21
9 (>£125000)	3	2	5
Grand Total	410	276	686

Our environment

INTRODUCTION

ACCA is committed to building an environmentally sound organisation and to progressively improving our performance to minimise our environmental footprint.

This year the scope of our CSR Report includes our Glasgow and London offices.

Environmental Impact

ACCA has identified both its direct and indirect environmental impacts: carbon and paper use.

CARBON/GHG EMISSIONS

Travel of staff, members and students.

PAPER USE

Publications, examinations, marketing, and general office use.

Other impacts include energy, waste and water use (offices, exam centres and ACCA supply chain).

Environmental Indicators Selected

In 1998, ACCA commissioned an environmental consultancy to track and measure its environmental impacts over several years. From this work, they identified ACCA's key environmental impacts which are principally related to the activities of: mailing/distribution, business travel, print buying and utility usage. We have continued this year to report against the Global Reporting Initiative (GRI) and in light of our impacts identified above, have selected the following six environmental indicators:

- EN1 materials used by weight or volume – paper
- EN3 direct energy consumption (gas and electricity)
- EN4 indirect energy consumption by primary source
- EN8 total water
- EN16 total direct greenhouse gas emissions
- EN22 Total weight of waste by type and disposal method (general waste, paper waste and IT waste).

With respect to GRI Indicator EN16 'total direct and indirect greenhouse gas emissions by weight' we are aware of the embedded or indirect GHG emissions of our operations but at this moment in time we can only measure our direct emissions although we aim to be more inclusive in the future.

Through our ongoing process of organisational transformation, ACCA is increasingly reducing the environmental impacts of operations. In order to deliver fast, convenient, consistent and globally-accessible services to our customers, we are investing significantly in online delivery for all our transactional services, with a view to ultimately eliminating paper from all these processes. This move to 'paperless' operations represents a major commitment to improving our environmental footprint.

Key operational developments in this area during the past financial year include:

- the introduction of our new online registration process which gives students the ability to complete their registration application, upload supporting documents and make their payment all online for the first time. Since the new process was launched in January 2011, a third of all applications – over 2,700 new students – have registered with ACCA completely online
- the online marking of our examinations was fully implemented for the first time across all examination papers at the June 2010 examination session, with 384,000 papers assessed by 1,200 markers. This resulted in a 9% reduction in paper usage and a 25% reduction in our carbon footprint from associated shipping and travel
- the launch of Foundations in Accountancy (FIA), a flexible suite of entry-level awards, where seven of the 10 exams are available as computer based examinations, thereby reducing paper production and transportation (although paper alternatives are also available).

Our transformation work has also seen us successfully pilot a new telephony solution in Hong Kong SAR – one of our five largest markets – by introducing a single freephone number for customers that enables transactional calls to be routed and handled by our global contact centre, ACCA Connect. This pilot has also focused on encouraging customers to transact with ACCA online. This is eliminating the duplication of both effort and processes in multiple locations, as well as reducing paper transactions, with an associated environmental impact benefit. We will begin to realise the full benefits of this move when the solution is rolled out to more markets in the coming financial year.

Our aim to reduce paper usage and distribution also extends to other areas for our operations. Other developments to minimise or eliminate paper include:

- the introduction of an online booking system for CPD events offered in the UK – our largest market. This removes paper from both the booking and confirmation process and was launched at the start of 2011. We estimate that the implementation of this system will lead to a reduction in costs of £152,000 over five years, aside from the clear environmental benefit
- rationalising our members' magazines, combining local and global products, so that members now only receive one global edition, ten times per annum.

Where we are currently still working with paper transactions for our service delivery, we have employed 'lean review' methodologies to reduce the number of process steps to a minimum, thereby reducing not only time and effort but also resources, with a consequent effect on our carbon footprint.

Our environment

While engagement with our customers at a local and regional level remains important, we have also invested in technology solutions which can bring our global network together. In 2009, we launched our Global Virtual Conference, an online event for our global membership offered completely online in a virtual environment. This year, the remit of the conference was also extended to employers and attracted 5,500 delegates on the launch day and **a total of 7,800 final registered delegates from more than 140 countries.**

Where it is important for ACCA to be represented in person at global forums for our profile and relationship-building, we often look to offset this activity. For example, the travel miles of ACCA's delegation to IFAC's World Congress of Accountants in Malaysia in November 2010 were carbon offset.

We plan to build on this work in the coming year by encouraging more of our customers to migrate to online transactions through selling the benefits of this and highlighting incentives. We will also be investing in IT development as a priority in the coming year to support current and future online offerings to our customers and to encourage more internal meetings to be held via online conferencing.

Our Carbon Footprint

We measure our carbon footprint in terms of scope 1, 2 and 3 emissions. Scope 1 and 2 can be classified as our 'internal footprint' (gas, electricity, fuel) while our 'external footprint' or scope 3 emissions includes all UK-originated rail, air and taxi travel. As a global body for professional accountants which is servicing 424,000 students worldwide, we acknowledge that a significant part of our environmental impact extends outside UK shores and falls within scope 3 emissions including third party logistics and students travelling to our exams in over 80 countries. Based on increasing knowledge of how to fill our environmental data gaps, we aim to extend the international reach of future CSR reports to reflect the global nature of our work and capture our impacts more fully.

ENVIRONMENTAL DATA

Materials used by weight or volume		
Category	2010/2011 (kg)	2009/2010 (kg)
Office paper	Quantity not specified	Quantity not specified
Marketing materials	Quantity not specified	Quantity not specified
Publishing and magazines	Quantity not specified	Quantity not specified
Examination papers	Quantity not specified	Quantity not specified
Total paper use in Kg	249,110kg	607,114kg

Gas consumption by ACCA office		
Location	2010/2011 (GJ)	2009/2010 (GJ)
29 Lincoln's Inn Fields (London)	374.206	593.957
10/11 Lincoln's Inn Fields (London)	Not available for 2010/2011	Included in above figure
New Penderel House (London)	Not available for 2010/2011	Included in above figure
2 Central Quay (Glasgow)	No gas consumption	No gas consumption
Total gas consumption	374.206	593.957

Electricity consumption by ACCA office		
Location	2010/2011 (GJ)	2009/2010 (GJ)
29 Lincoln's Inn Fields (London)	890.392	861.995
10/11 Lincoln's Inn Fields (London)	1,298.146	1,341.569
New Penderel House (London)	510.282	487.634
2 Central Quay (Glasgow)	4,533.671	5,126.198
Total electricity consumption	7,232.491	7,817.396

Total water withdrawal by source		
Location	2010/2011 (m ³)	2009/2010 (m ³)
29 Lincoln's Inn Fields (London)	2,092	3,222
10/11 Lincoln's Inn Fields (London)	2,185	Included in the above figure
New Penderel House (London)	No data available	No data available
2 Central Quay (Glasgow)	No data available	No data available
Total water withdrawal	4,277	3,222

Total direct greenhouse gas emissions by weight		
Item	2010/2011 (Kg CO ₂)	2009/2010 (Kg CO ₂)
Gas	21,369	4,202
Electricity	1,095,361	1,169,677
All UK originated travel and transport:	718,485	769,489
Air 1 – Long haul	328,808	354,204
Air 2 – Short haul	68,564	67,406
Air 3 – Domestic	302,636	335,300
Rail 1 – Eurostar	1,078	1,539
Rail 2 – Domestic	8,944	6,818
Taxi	8,455	4,222
ACCA's total direct CO₂ emissions (Kg)	1,835,215	1,943,368

Our environment

Total weight of waste by type and disposal method		
Location	2010/2011 (kg)	2009/2010 (Kg)
29 Lincoln's Inn Fields (London)	General waste: 45,000 Cans: Not available Paper: 5,551 IT Equipment: Not available for 2010/2011	General waste: 28,649 Cans: 161 Paper: 27,289 IT Equipment: No disposal
10/11 Lincoln's Inn Fields (London)	General waste included in 29 Lincoln's Inn Fields figures Paper: 8,915	Included in 29 Lincoln's Inn Fields figures
New Penderel House (London)	Included in 29 Lincoln's Inn Fields figures	Included in 29 Lincoln's Inn Fields figures
2 Central Quay (Glasgow)	General waste: 12,234 Cans: 1,838 Paper: 10,118 IT Equipment: 700kg (2010 only)	General waste: 12,422 Cans: 1,865 Paper: 9,110 IT Equipment: 1,030
Total weight of waste (Kg)	General waste: 57,234 Cans: 1,838 Paper: 24,584 IT Equipment: 700	General waste: 41,071 Cans: 2,026 Paper: 36,399 IT Equipment: 1,030

All the waste was non-hazardous. The waste from the London offices was disposed by recycling (99.61%) and incineration (0.39%).

Core Indicator	Aspect						
EN4. Indirect energy consumption by primary source	Electricity in Gj						
	2CQ	1st floor NPH	3rd floor NPH	5th floor NPH	29 LIF	10/11 LIF	TOTAL (Gj)
Eon			149	216			-
EDF		146			890	1,298	-
SP	4,534						-
2010-11	4,534	146	149	216	890	1,298	7,233
2009-10 (Gj)	5,126	103	153	190	862	1,342	7,776

Reporting periods: in order to make a like-for-like comparison between the reporting years to 31 March 2010 and 2011 we have pro-rated the amounts reported for the 15 month period January 2009 to March 2010 in last year's report by taking 4/5 of those figures where appropriate.

Refer to pages 30 and 37 for a copy of the completed GRI table.

Our economic impact

INTRODUCTION

This section brings together a number of financial and economic considerations including:

- the key financial results of the organisation
- information regarding ACCA's position with respect to both taxation and employee benefits
- information on our charitable and benevolent activities
- our position on a number of significant risk issues principally climate change risk and the risks of operating in politically-sensitive economies.

FINANCIAL / ECONOMIC INDICATORS

We have continued this year to report against the Global Reporting Initiative (GRI) and have selected the following four financial/economic indicators:

- EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and Governments. See below – 'Financial History'
- EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change. See below – 'Climate Change Risk'
- EC3 Coverage of the organisation's defined benefit plan obligations. See below – 'Pension Obligations'
- EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operations. See above – 'About this report'

FINANCIAL HISTORY

ACCA's recent financial track record can be found in the five-year summary table on page 1 of ACCA's audited annual report and financial statements for the year ended 31 March 2011. Those financial statements show that the ACCA group, including Certified Accountants Educational Trust (CAET), generated a total operating surplus of £2.4m and that, as of 31 March 2011, ACCA was in a strong financial position with total funds and reserves of almost £35m. The annual report and financial statements, which can be found at www.accaglobal.com, also includes a full management commentary which provides the context within which to interpret ACCA's financial position and performance over the past year. The commentary also provides the context for ACCA's strategic delivery. Council is obviously sensitive to the major market disruptions that have occurred in recent years and the Executive Team has put in place a system designed to monitor market developments, the economic impacts of such developments on our members and the student market place and the likely financial impact on ACCA.

TAXATION

As a member-driven organisation with many non-taxable activities ACCA pays a very low rate of corporation tax. A full reconciliation of the tax charge to the surplus before tax is provided in the 2010/11 annual report and accounts package. The surplus is reinvested in a range of projects (especially process developments and IT platforms) with the primary intention of improving members and students service levels.

ACCA is required to estimate the income tax in each of the jurisdictions in which it operates and is subject to many tax laws and regulations. Where the precise impact of these laws and regulations is unclear then reasonable estimates may be used to determine the tax charge included in the accounts. If the tax eventually payable or reclaimable differs from the amounts originally estimated then the difference will be charged or credited in the accounts for the year in which it crystallises.

ACCA also incurs VAT in the UK, which is largely irrecoverable due to the taxable status of subscriptions and fees.

PENSION OBLIGATIONS

In the UK and Ireland, ACCA operates pension schemes ("the Schemes") providing benefits based on final pensionable pay and on a career average related earnings (CARE) basis. The assets of the Schemes are held separately from those of ACCA. Contributions to the Schemes are determined by a qualified actuary on the basis of triennial valuations. In accordance with the schedule of contributions, members of the Schemes contributed 8% of their pensionable pay to the pension funds and the balance of contribution required is provided by ACCA.

Defined contribution schemes are operated for qualifying employees within the UK and Ireland and certain employees outside the UK and Ireland. The nature of such schemes varies according to legal regulations, fiscal requirements and economic conditions of the countries in which employees are based. Plans are funded by payments from ACCA and by employees and are held separately and independently of ACCA's finances.

During the year ACCA undertook a review of the defined benefit pension schemes which are in operation in the UK and Ireland. A proposal has been made to close both schemes to future accrual and this is likely to happen during the year ending 31 March 2012.

Further information regarding ACCA's pension arrangements for its staff can be found at notes 23 and 32 of the annual report and financial statements.

INTRODUCTION

This past year has seen many catastrophic natural disasters, including flooding in Pakistan and Australia, and earthquakes in New Zealand and Japan. ACCA has responded, for example, by contacting the accountancy body in Japan and offering support to its own members who may be affected, through the Chartered Certified Accountants' Benevolent Fund (see below). Members have also provided practical support – for example, the members in Hong Kong made a significant financial donation to assist Japan.

OUR KEY CHARITABLE INITIATIVES

The Chartered Certified Accountants' Benevolent Fund

The Benevolent Fund was set up in 1918 to help ACCA members and their families in times of hardship and distress. The Fund's purpose is to assist its beneficiaries through grants or loans, or the provision of specific items or payment of services. It supports ACCA members and their dependants who are experiencing severe financial difficulties. The Benevolent Fund relies on member donations to continue providing assistance where it is needed the most. Further information about the Fund can be found at www.accaglobal.com/members/fund. During the year to 31 March 2011 the Benevolent Fund assisted 22 members and/or their families.

Certified Accountants Educational Trust (CAET)

The Trust was established in 1972, with the aim of promoting the ACCA qualification among potential students and to provide them with educational publications and support. This includes past examination questions and answers, a magazine (Student Accountant), and careers information. In addition, the Trust provides conferences for ACCA members, produces technical publications and promotes accounting research. Further information can be found at <http://www.accaglobal.com/about/reports/agm/>

Simpson Scholarship

The Scholarship rewards talented students who have proven themselves to be of distinction in ACCA examinations. There are five annual winners, who have their exam and subscription fees covered until they become ACCA members, or for up to five years. In order to be eligible for the Scholarship, applicants must meet the prescribed criteria and submit a 1,000 word essay. The winners were announced in June 2011.

In the year to 31 March 2011 a total of £4,509 was awarded to 14 students. See more at <http://www.accaglobal.com/scholarship/>

Helping the wider community

Each year, our Staff Charity and Events Team, and their two sub-groups in the London/UK Regional and Glasgow offices, ask employees to choose two nominated charities. In 2010/11, these were Yorkhill Children's Hospital (Glasgow) and Great Ormond Street Hospital (London).

Over the course of 2010, ACCA employees in the UK participated in a range of charitable events including Sport Relief, a charity football match, quiz nights, cake sales and an auction. A total of £3,158 was raised during the year. ACCA also has a Give As You Earn Scheme, whereby money can be deducted from employee's salaries and sent to the charities of their choice.

ACCA's offices globally also partake in a number of charitable activities.

Our plans for 2011/12:

- In 2011/12, our chosen charities are Cancer Research UK (London/Regional) and Anthony Nolan (Glasgow), a charity that finds matches for leukaemia patients who need a lifesaving transplant
- Plans for the year include participating in Race for Life and Jeans for Genes Day, along with a variety of quizzes and sales.

ACCA AND COUNTRIES WITH SENSITIVE SOCIAL, POLITICAL AND ECONOMIC ISSUES

ACCA has a long-standing policy of not anticipating or commenting directly upon the social and political issues (for example human rights or bribery and corruption) which arise from time to time in all of the 170 countries that our members and students live and work in.

Council's view is that in respect of its core business – training and maintaining the professional competences of professional accountants – ACCA's primary responsibility is to the student or member.

With respect to issues of bribery and corruption generally, the very nature of our work means that we are contributing to robust financial reporting and corporate governance through the provision of a supply of skilled professionals who are familiar with ethical issues and themselves subject to a set of ethical conduct requirements.

As far as human rights issues are concerned, ACCA recognises that there may be occasions and situations which create peculiar dilemmas for any multi-national organisation. ACCA's decision to enter a new market or to remain in an existing one will take into account both our commitment to support the public interest and our **corporate values** – Accountability, Diversity, Innovation, Integrity and Opportunity. ACCA will not engage with government and official organisations, or develop an active public presence, in markets where conditions or regimes make this inappropriate; but Council has endorsed the position that ACCA may offer exams and support to students and members irrespective of the country in which they live.

ACCA is apolitical and has no political party affiliations. We make no donations to political parties. As part of our policy and public affairs work we lobby, on a regular basis, decision-makers, be it national civil servants, international organisation officials or members of national parliaments as well as the European Parliament. We respond to government consultations and give evidence to parliamentary inquiries when they touch upon policy areas that affect the profession or fall within ACCA's policy remit.

CLIMATE CHANGE RISK

ACCA acknowledges that climate change represents a real and disclosable risk issue with which many public and private sector organisations are going to have to deal with.

ACCA itself has direct operations in over 70 countries and a member/student body in over 160 countries. There is therefore little possibility that ACCA can assess itself immune from climate change risk in any and all circumstances.

For ACCA, it is how climate change plays out in practice that is the key issue. We can envisage the following possibilities:

- In the short term: increased frequency of natural weather phenomena impacting ever more deeply on our ability to run a global examination programme – financial impact in terms of increased insurance premium on ACCA's events policy if risk events are seen as more likely.
- In the medium term: industry and enterprise and hence the livelihoods of ACCA members are affected by climate change, tighter environmental regulation, etc
- In the longer term: in some particularly vulnerable countries, ACCA's own infrastructure and operations could be threatened by irreversible climate change effects such as rising sea levels – financial impact would be the potential loss of student and member income, and the loss of working days through disruption to ACCA's infrastructure (could be quantified conservatively in terms of salary).

Financial impacts of climate change risk crystallisation:

- Physical property damage /loss would be minimal
- Income stream: this could suffer were climate change to materialise in a form which led to the permanent impairment of economic activities in countries with significant populations of ACCA members or students or in a way which significantly impaired our ability to deliver our core services: examinations and members services. Risk is limited (especially when compared to other professional bodies) by ACCA's wide geographical spread.

At present we consider the financial consequences of climate change risk to be immaterial in the short term to medium term.

Risk mitigation measures include:

- Monitoring of climate disturbances on our examination processes
- Long-term plans to migrate wholly or partially towards online and computer-based examinations which do not demand traditional periodic large group examination processes.

ECONOMIC VALUE CREATED THROUGH THE ACCA QUALIFICATION

There has been little direct research into the economic value created through the acquisition of a professional qualification and the associated membership of a professional body. A new grouping of professional bodies from a wide range of disciplines in the UK, the Professions for Good initiative, seeks to demonstrate the economic value brought by professions including their commitment to ethical business. This new group will undertake research to quantify in some form the value brought by the professions.

However, ACCA firmly believes that its members bring economic value through their skills and expertise. In November 2010, we published a new report based on a survey of over 1,000 CEOs and business leaders around the world - *The Value Creation Model for Business: 2010 and Beyond*. The report's key findings suggest that professional accountants are of increased value to business. As part of the report, we introduced a new model for value creation, including an emphasis on sustainable development.

- Over half of respondents (55%) in all sectors and sizes of organisations said the role of finance professionals had become more important since the global economic crisis. Almost half saw professional accountants as 'highly essential' in helping to create value. Drivers include greater competition creating a need for input from finance professionals into strategy and decision-making, more complexity leading to greater risk (which will generate further regulation), and heightened scrutiny of corporate performance.
- Increasingly, business leaders see finance leaders playing a critical role in driving corporate strategy to create value. Almost half of respondents (46%) suggested their role in strategy was 'critically important'. Greater business complexity, new business models and growth will present new legal and regulatory issues and greater risk. Nearly half of business leaders (45%) said it was 'quite likely' they would employ more finance specialists; 26% thought it very likely. Financial analysis was the expertise identified as of most value in the future, followed by risk management. ACCA sees an influential role for professional accountants in delivering more effective risk management.

Our community

- Business leaders see finance professionals taking the lead in driving up ethical standards across the organisation. Over half (56%) expect finance professionals to be involved to 'a much greater extent' in sustainability and corporate social responsibility (CSR) issues. Finance professionals are also likely to play a greater role in developing and implementing frameworks to collect, measure and report on sustainability information. Finance professionals are likely to continue to play a key role in helping meet growing regulatory requirements – for example, in matters relating to tax or statutory reporting requirements. There will be renewed emphasis on ensuring oversight and supervision.

As we reported in last year's report, we also believe that our qualification brings economic value to our members too, helping them to take advantage of career opportunity, mobility and lifetime income advantage. We also believe that the ACCA Qualification, through its flexibility and the organisation's commitment to opportunity provide access to individuals from widely diverse backgrounds to successful careers in accounting and business.

Glossary

Adaptation (climate change): making adjustments in response to the likely effects of climate change. This can include making physical alterations to buildings, equipment, products and infrastructure.

Carbon dioxide: gaseous carbon dioxide (CO₂) is generated as a by-product of the combustion of fossil fuels or the burning of vegetable matter, and is recognised as a greenhouse gas, contributing to the effects of climate change.

Carbon footprint: the amount of carbon dioxide/ GHG emissions associated with an activity or organisation.

CEO: Chief Executive Officer

CFO: Chief Financial Officer

Climate change: a global issue which refers to the change in climate caused by an increase in the concentration of Greenhouse Gases (GHGs), such as carbon dioxide, in the atmosphere.

CO₂e: carbon dioxide equivalents. Each of the main greenhouse gases has a different global warming potential. For ease of reporting, the mass of each gas emitted is converted into CO₂e allowing the total impact of all the gases to be presented in one figure.

CPD: Continuing Professional Development.

Emissions: gases that are released into the atmosphere (see Greenhouse Gases).

Energy efficiency: the relationship between the amount of energy used, and the resulting output. Improving energy efficiency involves changing building designs or production processes, along with behavioural change such as switching off lights and computers.

Fossil fuels: fuels formed by natural resources, such as anaerobic decomposition of organisms, with the result that they contain a high percentage of carbon and hydrocarbons.

Greenhouse Gases (GHGs): naturally occurring gases that trap heat in the atmosphere and keep the Earth's surface much warmer. The key GHGs (as defined in the Kyoto Protocol) are carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), sulphur hexafluoride (SF₆), hydrofluorocarbons (HFCs) and perfluorocarbons (PFCs). If released in large quantities, these gases can cause the Earth to heat up too much. This is an effect known as climate change.

Mitigation (climate change): tackling the causes of climate change and reducing its impacts, for example by reducing energy use.

Recycling: the act of taking a used product or material and processing it into something that can be used again.

Recyclable: refers to those materials that can be recycled.

Renewable energy: energy which comes from natural resources such as sunlight, wind, rain, tides, and geothermal heat, which are naturally replenished.

Stakeholder: any organisation or individual that are affected (or could be affected) by an organisation's activities, products or services.

Sustainability / sustainable development: the Brundtland Commission defined sustainable development in the 1980s as "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*" – this has become the most widely-used definition.

CONTACT DETAILS AND FEEDBACK

Thank you for your interest in ACCA's CSR Report. If you have any queries or would like any further information, please contact:

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United Kingdom

The global website

www.accaglobal.com

<http://www2.accaglobal.com/general/activities/sustainability/>

<http://www2.accaglobal.com/general/activities/research/>

<http://www2.accaglobal.com/af/environmental>

GRI disclosure requirements		Covered in this report?	Page reference / comment
1 STRATEGY AND ANALYSIS			
1.1	Statement from the most senior decision-maker of the organisation.	Yes	See President's statement on page 2 and CEO statement on page 3
2 ORGANISATIONAL PROFILE			
2.1	Name of the organisation.	Yes	Page 2
2.2	Primary brands, products, and/or services.	Yes	Page 8
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	No	ACCA known as a single entity operating through an international branch network. Report based on the consolidated activities of ACCA.
2.4	Location of organisation's headquarters.	Yes	Page 29
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Yes	Page 10. A full list of national offices and contact details are available from the ACCA Corporate website accaglobal.com/contacts/offices
2.6	Nature of ownership and legal form.	Yes	Page 10
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Yes	Page 10
2.8	Scale of the reporting organisation.	Yes	See who are we section on page 8, performance page 7 and our people section on page 16
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Yes	Page 8
2.10	Awards received in the reporting period.	Yes	None received
3 REPORT PARAMETERS			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Yes	Page 4
3.2	Date of most recent previous report (if any).	Yes	June 2010
3.3	Reporting cycle (annual, biennial, etc.)	Yes	Page 4
3.4	Contact point for questions regarding the report or its contents.	Yes	Page 29
3.5	Process for defining report content.	Yes	See about this report section re scope, reporting and assurance on pages 4 and 5 and our stakeholders section on page 10.

GRI disclosure requirements	Covered in this report?	Page reference / comment
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Yes	Page 4
3.7 State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Yes	Page 4
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	Yes	No changes on the basis for reporting
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Yes	No re-statements of information provided in earlier reports
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Yes	No significant changes
3.12 Table identifying the location of the Standard Disclosures in the report.	Yes	Pages 30 to 31
4 GOVERNANCE, COMMITMENTS AND ENGAGEMENT		
4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Yes	Page 10
4.2 Indicate whether the Chair of the highest governance body is also an executive officer.	Yes	Page 10
4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/ or non-executive members.	Yes	Pages 7 and 10
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Yes	See governance and engagement section - page 10
4.14 List of stakeholder groups engaged by the organisation.	Yes	Pages 11 to 13
4.15 Basis for identification and selection of stakeholders with whom to engage.	Yes	Pages 11 to 13

GRI content index

GRI disclosure requirements		Covered in this report?	Page reference / comment
GRI	ECONOMIC INDICATORS		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and Governments.	Yes	Page 25
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	Yes	Page 27
EC3	Coverage of the organisation's defined benefit plan obligations.	Yes	Page 25
EC4	Significant financial assistance received from government.	No	Not applicable to our organisation
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	No	Not available
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	No	Not available
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operations.	Yes	Pages 5 and 19
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	No	Not available
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	No	Not available
GRI	ENVIRONMENTAL INDICATORS		
EN1	Materials used by weight or volume.	Partial – does not include office paper	Page 23
EN2	Percentage of materials used that are recycled input materials.	No	Not available
EN3	Direct energy consumption by primary energy source = fuel that is burnt on site which includes gas boilers.	Partial– does not include gas volumes for all London offices	Page 23
EN4	Indirect energy consumption by primary source - energy consumed by others who are serving the organisation = electricity purchased.	Partial – no split between renewable and non-renewable	Pages 23 and 24
EN5	Energy saved due to conservation and efficiency improvements.	No	Not available

GRI disclosure requirements		Covered in this report?	Page reference / comment
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	No	Not available
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	No	Not available
EN8	Total water withdrawal by source.	Yes	Page 23
EN9	Water sources significantly affected by withdrawal of water.	No	Not material
EN10	Percentage and total volume of water recycled and reused.	No	Not available
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	No	Not material
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	No	Not applicable
EN13	Habitats protected or restored.	No	Not applicable
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	No	Not applicable
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	No	Not applicable
EN16	Total direct and indirect greenhouse gas emissions by weight.	Yes	Pages 23 and 24
EN17	Other relevant indirect greenhouse gas emissions by weight.	Partial	Pages 23 and 24
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	No	Not available
EN19	Emissions of ozone-depleting substances by weight.	No	Not available
EN20	NO _x , SO _x , and other significant air emissions by type and weight.	No	Not available
EN21	Total water discharge by quality and destination.	No	Not available
EN22	Total weight of waste by type and disposal method.	Partial – disposal method not known for Glasgow	Page 24

GRI content index

GRI disclosure requirements		Covered in this report?	Page reference / comment
EN23	Total number and volume of significant spills.	No	Not applicable
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	No	Not applicable
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting <i>organisation's</i> discharges of water and runoff.	No	Not applicable
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	No	Not applicable
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	No	Not applicable
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	No	Not applicable
EN29	Significant environmental impacts of transporting products and other goods and materials used for the <i>organisation's</i> operations, and transporting members of the workforce.	No	Not available
EN30	Total environmental protection expenditures and investments by type.	No	Not available
GRI SOCIAL INDICATORS: LABOUR			
LA1	Total workforce by employment type, employment contract and region.	Yes	Pages 19 and 20
LA2	Total number and rate of employee turnover by age group, gender and region.	Partial	Pages 19 and 20
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	No	Not available
LA4	Percentage of employees covered by collective bargaining agreements.	Yes	Page 17
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	No	Not available

GRI disclosure requirements	Covered in this report?	Page reference / comment
LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	No	Not available
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	No	Not available
LA8 Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	No	Not available
LA9 Health and safety topics covered in formal agreements with trade unions.	No	Not available
LA10 Average hours of training per year per employee by employee category.	No	Not available
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Yes	Pages 16 and 17
LA12 Percentage of employees receiving regular performance and career development reviews.	Yes	Page 17
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity.	Partial	Page 18
LA14 Ratio of basic salary of men to women by employee category.	No	Not available
GRI SOCIAL INDICATORS: HUMAN RIGHTS		
HR1 Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	No	Not available
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	No	Not available
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	No	Not available
HR4 Total number of incidents of discrimination and actions taken.	No	Not available

GRI disclosure requirements	Covered in this report?	Page reference / comment
HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	No	Not available
GRI SOCIAL INDICATORS: HUMAN RIGHTS		
HR6 Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.	No	Not available
HR7 Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour.	No	Not available
HR8 Percentage of security personnel trained in the <i>organisation's</i> policies or procedures concerning aspects of human rights that are relevant to operations.	No	Not available
HR9 Total number of incidents of violations involving rights of indigenous people and actions taken.	No	Not available
GRI SOCIAL INDICATORS: GENERAL		
SO1 Nature, scope and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	Yes	Page 26
SO2 Percentage and total number of business units analyzed for risks related to corruption.	No	Not available
SO3 Percentage of employees trained in <i>organisation's</i> anti-corruption policies and procedures.	No	Not available
SO4 Actions taken in response to incidents of corruption.	No	Not available
SO5 Public policy positions and participation in public policy development and lobbying.	Yes	Page 26
SO6 Total value of financial and in-kind contributions to political parties, politicians and related institutions by country.	Yes	Page 26
SO7 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	No	Not available
SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	No	Not available

GRI disclosure requirements		Covered in this report?	Page reference / comment
GRI	SOCIAL INDICATORS: PRODUCT RESPONSIBILITY		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	No	Not available
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	No	Not available
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	No	Not available
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	No	Not available
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Yes	Pages 16 and 17 and also in the Management Commentary in the annual accounts package at www2.accaglobal.com
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	No	Not available
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	No	Not available
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Yes	Page 17
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	No	Not available