



first

ACCA

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91 and counting... students, members and learning providers in Yangon celebrate the establishment of ACCA Myanmar, the 91st office and centre in our global network

In 2013-14...

ACCA becomes the first international accountancy body to incorporate integrated reporting into its syllabus

A global body for a global profession...

ACCA is a leading global professional accountancy body, supporting nearly 170,000 members and 436,000 students through an unrivalled network of 91 offices and active centres across the world.

Established in 1904 to provide an alternative to the restrictive and elitist routes to professional accountancy qualifications at the time, ACCA has led the way in opening up the profession to anyone of talent, application and ability for 110 years – and continues to do so.

Our members and students in 180 countries contribute to the stability of the global economy. They work across the public and non-profit sectors, in public practice and



Paula Kensington
FCCA accepting the
award of CFO of the
Year at the inaugural
Thomson Reuters
Tax and Accounting
Excellence Awards,
the first awards of
their kind in Australia

in the corporate sector, adding value across the whole spectrum of business activity. Their expertise, professionalism and the commitment to public value enable millions of entities to function sustainably, every day. In turn, they collectively make a substantive contribution to the well-being of the global economy.

As the professional body that trains, regulates and supports ACCA members and students, we work to ensure the qualification our members work so hard to attain is respected and valued wherever they may wish to work. This means combining the highest levels of professionalism and probity in our qualification process with active engagement in countries and regions where our members work – and where we anticipate the greatest opportunities will be for them in the future.

In 2013-14...

ACCA becomes the first international professional accountancy body to establish an office in Myanmar



Leading CEOs, government officials and development agency representatives meet at one of *ACCA Ethiopia's* quarterly CEO breakfast forums in Addis Ababa

In 1913...

the first ACCA branch outside the UK is established in South Africa

... recognising regional difference

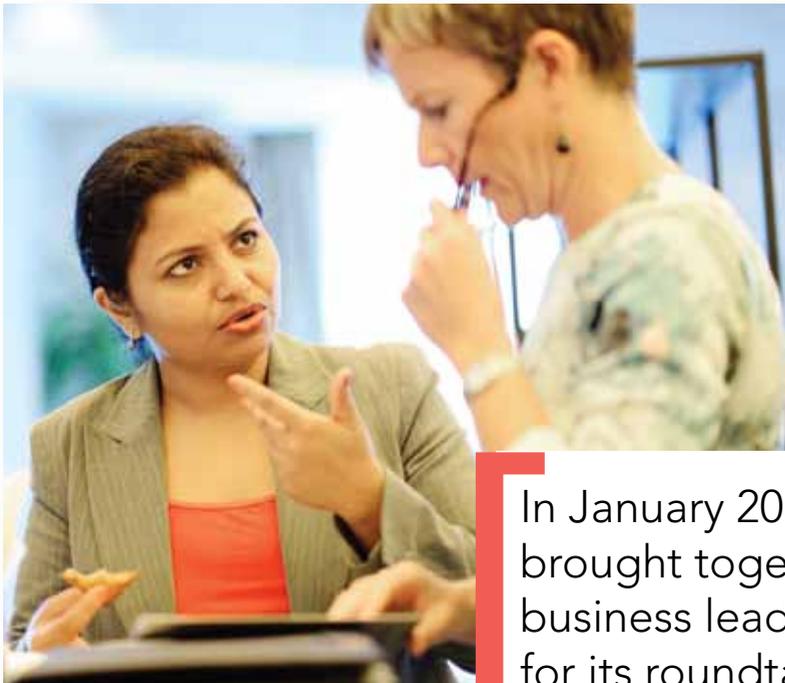


Having a presence in countries where our members and students live and work – and where future demand for the international skills and expertise our qualification provides might be greatest – is central to the value of our global brand.

Our commitment to investing in an ACCA presence in markets allows us to really understand the different challenges and opportunities for our members in situ and build the sort of strong national and regional relationships – with employers, regulators, governments and other professional bodies – that maximise opportunities for them. In a fast-moving and volatile world, the issues our members and students face are evolving rapidly. Through our global network of offices and centres, we are able to foster a close connection with those we serve and act effectively to counter challenges and realise opportunities on their behalf.

In 2007...

Silver Levene becomes the first ACCA practice to win medium firm of the year at the UK *Accountancy Age* awards. Today, it is still the largest ACCA practice in the UK with 18 partners and 100 staff



In January 2014, ACCA UAE brought together senior female business leaders in the Gulf for its roundtable 'Finance as a springboard', exploring how careers in the profession can help propel women into senior management roles



In 1909...

Ethel Ayres Purdie becomes an ACCA member, the first woman to belong to a professional accountancy body

Finance chiefs from 50 leading companies met at ACCA *Ireland's* talent and capability event in May 2013, which saw the launch of two new ACCA reports on finance talent management



ACCA Council
members debating
future strategy



Our business model

Our business model centres on attracting students and developing members who see the value in having a life-long relationship with their professional body. This in turn relies on ACCA having strong relationships with all our stakeholders in countries around the world who are integral to creating ACCA members and sustaining their success – including learning providers, national accountancy bodies and regulators – but most of all employers, who drive the demand for our students' and members' skills and expertise.

We recognise that – with a more rapid evolution in the financial

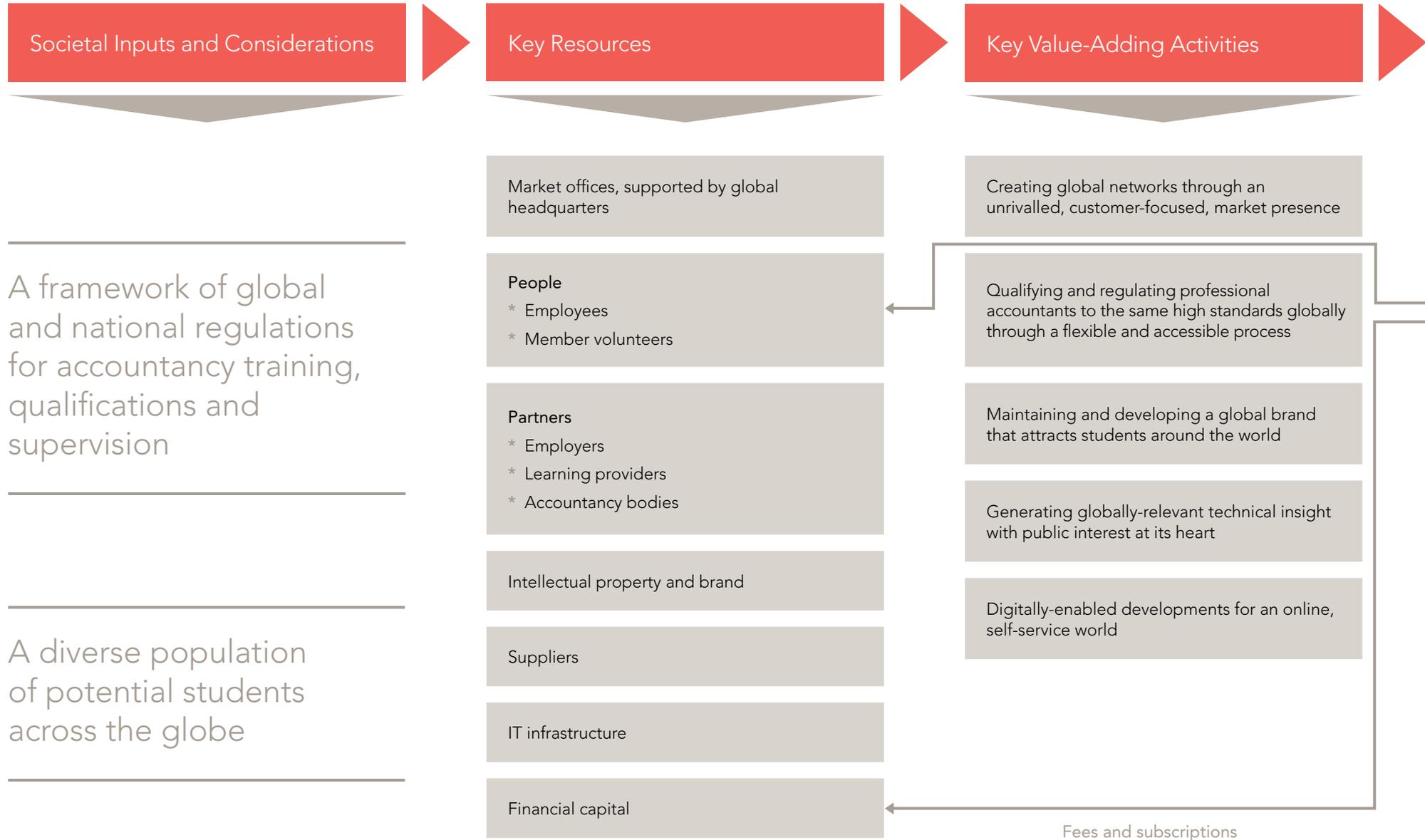
and business skills people require and the growth of more flexible courses and learning – we need to keep this model under review and adapt to meet the needs of employers and future members. We are incorporated in the UK by Royal Charter, and are directed by that charter to promote the highest standards of competence, practice and conduct on the part of our members.

This core purpose underpins our entire business model. As a professional body, our activities on behalf of our members and students are primarily funded through fees and subscriptions.

In 2013-14...

ACCA holds its first ever Council meeting in the Middle East

Business model



Key Outputs

A global network of accountancy partnerships that bring value to our global membership

Professional, ethical accountants with the complete range of skills required by any organisation, globally

Widespread market and statutory recognition

A global programme of research and insights which supports and enhances sustainable business practice

Best-in-class products and services

Key Outcomes

Support and opportunities for members, developed around the world

Joint initiatives that build a stronger profession

Meeting the global demand from employers for accountants with a broad range of skills and a strong ethical compass

Unrivalled global mobility for our members

A distinctive contribution to the development of accountancy thought and practice across the world

Customer satisfaction

Societal Benefit

Businesses in all sectors that are run efficiently and responsibly, that help grow economies sustainably and safeguard the interests of the public and society

Public value

A year of firsts

2013-14 has seen a series of exciting firsts for ACCA, many of which we highlight in this year's report to you. As a Council, we met for the first time in the Middle East and were able to see the outstanding contribution ACCA members and students make to economies right across the region. This meeting also saw ACCA sign a landmark agreement with the UAE Accountants and Auditors Association (AAA). As part of this partnership, the ACCA Qualification will form the basis of the new national chartered accountant qualification, giving aspiring Emiratis the opportunity to gain both a national and internationally-recognised designation.

Our commitment to supporting and developing markets – and from this, forging productive partnerships with national bodies and employers – remains unrivalled in the global accountancy profession. In March, we were also proud that ACCA Myanmar became our latest office, making us the first international body to establish a permanent presence in the country.

We take this approach because we know that it is what we do on the ground that is most important to our members. To highlight this, and in response to valuable feedback from stakeholders on last year's report, we've included regional summaries on pages 20 to 29 which provide a sense of the contribution ACCA is making to economies around the world.

That contribution has never been so important. It is clear that not only is there a demand for more professional accountants, but that those accountants are being called on to meet new challenges in every sector and in every market.

There is now a demand for technically skilled finance professionals who can also advise and implement strategies, develop policy and ensure that risk management and ethics are fully addressed.

It is also evident that ACCA's syllabus and Continuing Professional Development offerings are keeping pace with those changing demands, ensuring that our members and students remain at the cutting edge of the profession.

ACCA has also been able to make a significant contribution in shaping the profession. My own experiences in office leave me in no doubt that ACCA is held in high regard around the world.

Industry, governments, regulators and the media want to hear our views on key issues facing not only our profession, but the wider business community and economy, and I am proud of our ongoing commitment to help build the profession around the world.



Having been able to see many examples of the work that ACCA is doing, along with the exceptional contributions that our members and students are making to economic development around the world, has been truly inspirational, and gives me considerable confidence in the direction ACCA is taking.

Strategy to 2020

One of Council's most important acts of the year was approving ACCA's Strategy to 2020. The vision we have defined is the result of extensive research and consultation with stakeholders – including ACCA members – and many employees across ACCA's extensive global network.

We believe the new strategy provides an exciting vision for the future of ACCA in what will be an environment of almost unlimited possibilities for professional bodies that have the appetite and capacity to seize them, on behalf of its members.

Martin Turner FCCA

President, on behalf of ACCA's Council

Stakeholder engagement and assurance

This is our third year of reporting in accordance with the International Integrated Reporting Council (IIRC)'s emergent integrated reporting framework.

One of the integrated reporting principles we have found particularly helpful is that of stakeholder engagement. Since we moved to an integrated reporting approach, we have consulted with a range of stakeholders on every report, asking whether it meets their needs and refining our reporting in response to their feedback.

You can find details of our stakeholder engagement work in respect of this report at: <http://annualreport.accaglobal.com>

We welcome any feedback you may have on our reporting – please tell us what you think at externalreporting@accaglobal.com

Assurance of this report

The entirety of this report is approved by Council. The Audit Committee of Council satisfies itself that this report meets the requirements of IIRC's integrated reporting framework, under the direction and guidance of an internal working group of employees.

While the complete report is not fully externally assured, a significant proportion of its content has been subject to external assurance:

- * our financial statements are prepared in accordance with International Financial Reporting Standards (as adopted by the European Union) and have been audited by BDO LLP in accordance with International Standards on Auditing (UK and Ireland).
- * our strategic performance measures are also assured by our external auditors by means of audits on our key performance indicators and our consolidated financial statements.
- * our full financial statements (incorporating our corporate governance statement) can be found online at: accaglobal.com

We also provide additional data on our operations which enables us to meet the Global Reporting Initiative (GRI)'s G3 guidelines. A reference guide, showing text from this report and the supplementary data tables required by GRI, can be found at pages 41 – 64.



In 2013-14, ACCA consulted with a range of stakeholders in five diverse markets – Hong Kong, Romania, UK, Vietnam and Zambia – on its integrated reporting practice

In 2011-12...

ACCA becomes the first international professional accountancy body to publish an integrated report

Chief executive's strategic report

This year is a pivotal one for ACCA, as we close one strategy and move towards another which is designed to take us successfully towards 2020. This is the first strategy I have delivered in its entirety on behalf of Council and I believe we have made strong progress across its lifetime by changing how ACCA operates – with our customer service becoming more responsive, speedy and efficient and our market-facing operations being strengthened around the world so we can work more effectively with national and regional stakeholders to elevate awareness of and belief in the ACCA brand.



Helen Brand (centre) discusses ACCA's future direction with Council members

Our report card: how have we done over the lifetime of our strategy?

Meeting the needs of employers

One of the biggest changes over the lifetime of our current strategy has been in how we work with employers.

An issue we identified at the outset of our strategy was a lack of homogenous employer focus across the organisation. Over the course of the strategy, we have worked to reconfigure the way we work so employers are prioritised as a key customer.

This has included forming a global unit to help direct and unify

relationship building. Our Global Employer Relationships unit has been highly significant in helping us respond to the joined-up needs of regional and global employers.

At the same time, we have also made sure we stay in touch with the needs of national employers through dedicated employees across our markets whose primary role is to develop better links with and support employers. We believe this gives ACCA unrivalled capability to engage with organisations that provide careers for our students and members.

As a direct result of this way of working, we have been able to forge stronger and more productive partnerships with leading international employers.



ACCA members and students from Shell's UK operations

In 2013-14...

ACCA-Shell Club, the first of its kind in the world for both organisations, was launched in Malaysia

In 2013-14, 40,000 positions were advertised across our international, UK, Singapore, Ireland, Malaysia and China/Hong Kong's *ACCA Careers* jobs sites

In 2011, we launched *ACCA Careers* – our own careers and jobs board for ACCA members and students, bringing employers and ACCA jobseekers together. We now have international, UK, Singapore, Ireland, Malaysia and China/Hong Kong sites. In 2013-14, we saw 40,000 positions advertised across the sites.

We have also moved towards including employers' input to all our research and insights work – from conception through to delivery, making sure that the topics we are exploring and the insights we are uncovering meet the needs of the employer market. We are particularly proud of the work we have done in the field of finance transformation, which now is guided by an advisory group of leading employers including Accenture, Aviva, the BBC, Deloitte, Ernst and Young, Genpact, IBM and Unisys. A key part of this has been collaborating with employers so that the content and the delivery of the ACCA Qualification continue to best meet future needs. As a result of feedback, we have adjusted our qualification development roadmap over the past year and begun to make important incremental changes to how we offer the qualification.

In 2013-14, we:

- * launched an interactive Competency Framework as a comprehensive tool to help employers map and track student and member development
- * introduced new multi-task questions (MTQs) – sets of short questions that reflect back to a single scenario – into the computer-based Foundations exams, a form of testing that better replicates real-life scenarios students meet, with further MTQs to be added to the paper versions of our Foundations exam in June 2014
- * redesigned our Approved Employer programme, putting the application process completely online and centralising all administration and monitoring so our employer relationship people in market can focus exclusively on employer support and development
- * produced sector-specific collateral for the shared services and outsourcing, public sector and universities sector, demonstrating how ACCA's products and services meet their needs
- * recruited dedicated resource to spearhead our work with shared services and outsourcing employers globally, working closely with our market offices around the world.



Employees from EY,
competing at ACCA Hong
Kong's Community Day

Meeting the needs of members and students

From all the research we undertake, it's clear that the power of the ACCA brand and the doors it opens remain the most important things to our members and students. In the work we undertake on the ground with employers, national bodies, regulators and governments and at the highest level in global professional forums, the promotion of the ACCA brand and the value it brings are paramount. You can read about some of the highlights of this work over the past 12 months in our regional overview sections.

Over the course of the 2015 strategy, we have worked hard to make ACCA easy to do business with, especially online. In 2011, we became the first professional accountancy body to provide a 24/7, 365 service – providing constant round the clock support. We have also centralised email and telephone contact for all of our global members and students, all at local call rates.

These large-scale operational changes have required significant work on our systems capability. The way in which our IT infrastructure had been built up prior to 2009 left us with a number of legacy issues which have had to be addressed. This year saw us take our most significant step forward yet when all our applications were moved to Cloud technology, enabling us to further expand our range of digital services more easily and with greater stability. This industry-standard web-based technology will now underpin all ACCA's digital services, meaning we can stay ahead of developments in providing a great online experience.

In 2013-14 we:

- * implemented a new IT integration capability, giving ACCA the ability to integrate with cloud services or any third party services using the latest Oracle technology, with all our existing electronic interfaces upgraded. This investment is designed to future-proof ACCA for a number of years and expand our range of digital services without any of the delay caused by legacy technology
- * enabled by our improved IT capability, we launched new, more user-friendly homepages on our global website and moved all our national websites over to the cloud, employing geo-location technology that delivers tailored content to users
- * began using Conversocial, a social media tool that means we can deal with student and member queries online in real-time
- * extended our online CPD offering, including new courses from CMI, Celsoft and Crossknowledge
- * launched ACCA's own first practice tests for CBE exams, on demand



ACCA 2013 medal winners shared their tips for exam success in a live Facebook Q&A session

- * launched new e-learning modules for students, to enable them to develop and enhance their soft skills
- * piloted our own ACCA Learning Community online with 500 students. Plans are in place to launch the open version to support students preparing for our December 2014 exams.

In 2013-14...

ACCA is the first professional accountancy body to sponsor a MOOC (Massive Open Online Course) with FutureLearn



A greater focus on markets

Another significant change in how ACCA now operates is in our approach to markets. Moving all transactional contact to the centre has enabled us to free up our offices in market to focus on relationship and brand-building work that has the most relevance and impact for stakeholders in their countries and regions.

A key part of this has been a much greater regional and market focus in our research and insights work, including the creation of regional head of policy positions so we have experts to create and promote this work.

In 2013-14 we:

- * further defined our market portfolios so that we manage our approach to developing markets on both a regional but also a market type basis. This allow us to draw on synergies in approach across geographically distant markets which nevertheless share similar characteristics and pool approaches and resources
- * began to further develop a markets-led approach to everything we do, which will be a guiding principle behind the successful implementation of our Strategy to 2020.

Future outlook

We believe that our future continues to lie in internationally-accepted professional accountancy qualifications. Our plans and the investment behind them are based on our strong belief that the world continues to need what ACCA is uniquely equipped to provide – a qualification that combines internationally-accepted excellence with market and sector relevance.

But we also recognise that, as economies around the world develop in different ways, we need to better tailor our offering so that we meet the specific skills needs of sectors and markets. This means being more flexible in our offering and even more responsive to stakeholder needs. The way in which we implement our Strategy to 2020 will see us tailoring our propositions to meet specific needs while retaining the integrity of the global ACCA brand and qualification from which our members derive their standing.



ACCA students at Shanghai University of Finance and Economics

In 1994...

Shanghai University of Finance and Economics becomes the first university to offer ACCA courses in mainland China



Faye Chua, ACCA's head of futures research, presents on ACCA findings that are used to shape the organisation's direction as well as build ACCA's profile around the world

The evolution of our strategy and the drivers behind it

We originally intended to pursue our current strategy until 2015. It has become increasingly clear over the past two years that we are seeing different opportunities and broader challenges in our external environment than we envisaged back in 2009. In particular:

- * we are seeing new economies and sectors emerging and developing at faster rates
- * in the post-recession world, there is a greater demand for and understanding of the importance of financial stability as an underpinning for economic stability
- * consumers are more sophisticated and demanding, with an increasingly tech-savvy audience expecting a personalised and tailored experience
- * the competitive environment is much broader, with more and different players and with technology enabling greater international competition.

Above all, we need a strategy that enables us to compete in what is a complex and ever-evolving global marketplace. We believe our Strategy to 2020 gives us both the focus and flexibility to excel in this challenging – but exciting – global environment. We have set out this vision and how we intend to measure it at a strategic level on pages 38 and 39.

Why we believe we can deliver

Our commitment to working in collaborative partnership with others to develop the profession – nationally, regionally and globally – is second to none. This commitment is backed up by resources that are unparalleled in our competitive arena – in the form of both people and a very sound financial footing – and will enable us to deliver.

But above all, we have a global family – which includes everyone who works for ACCA as an employee or in a voluntary capacity and all our members and students – that is connected by our shared founding values of opportunity, diversity, innovation, accountability and integrity.

These common values have struck a deep chord with every member I've met during my time with ACCA. Sticking firmly to them has served ACCA incredibly well for 110 years – and I strongly believe that – whatever changes – they will continue to guide us successfully to 2020 and beyond.

Helen Brand OBE
Chief executive

Regional overviews

ACCA Council members, other volunteer representatives and employees organise and take part in hundreds of events and initiatives each year to build ACCA's profile nationally and regionally. These range from initiatives which help us promote the brand to the next generation of finance professionals, to events that recognise the contribution and talents of our members to significant new partnerships with other professional bodies and entities that create fresh opportunities and enhanced recognition for our students and members.



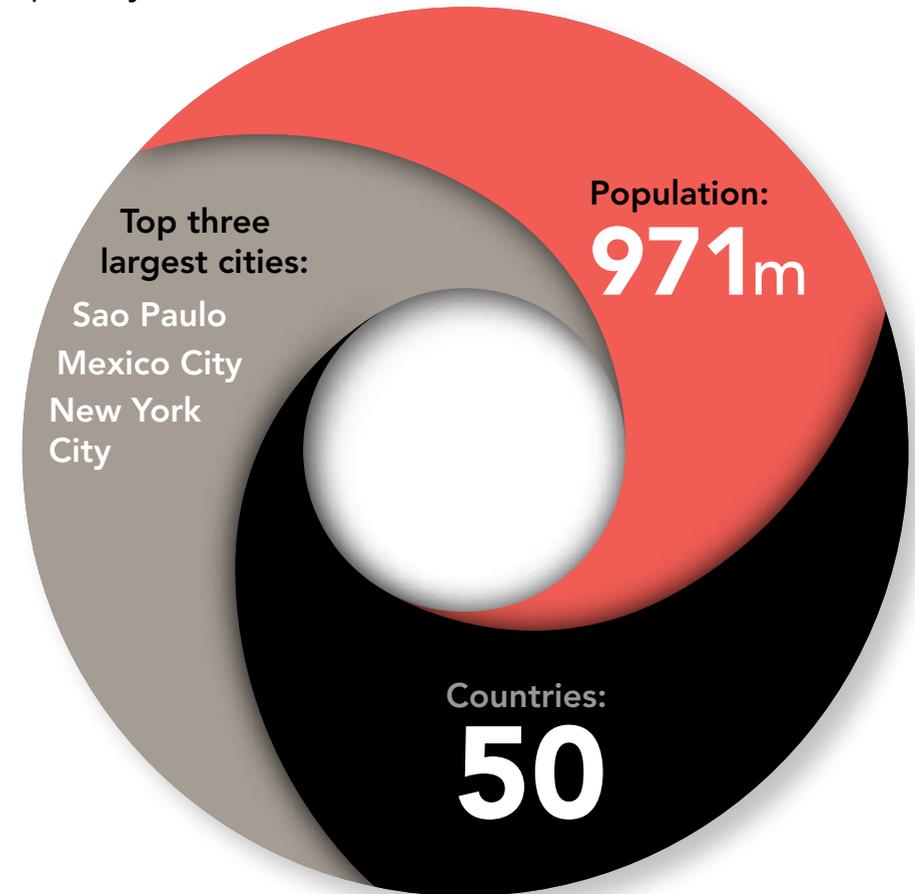
In 2013-14...

Katerina Sipkova becomes the first ACCA member from the Czech Republic to be elected to Council

View from... the Americas

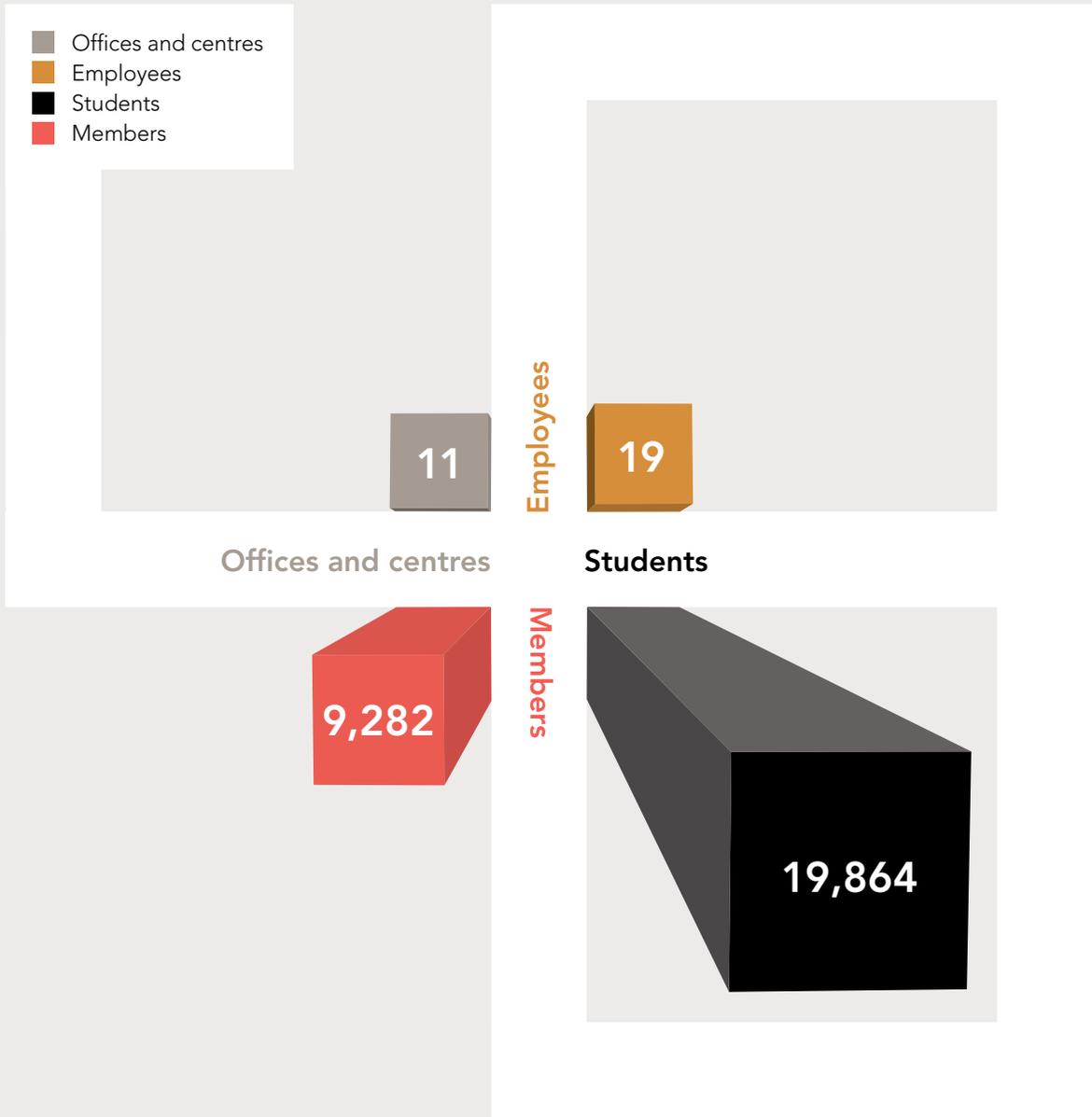
Some highlights of our work in the region over the past year:

- * A first for ACCA USA was the hosting of a conference for CFOs from China on behalf of the Shanghai National Institute of Accountants, with representatives from KPMG, IFAC, the US Chamber of Commerce and Pace University taking part.
- * ACCA USA also held its first major event in Washington DC, sponsoring the annual conference of the Association for Budgeting and Financial Management. The keynote address was given by Christopher Ridley FCCA, director of financial management at the UK House of Commons and a member of ACCA's Global Forum for the Public Sector.
- * ACCA continued to work closely with the Institute of Management Accountants, with four joint research projects announced at the American Accounting Association's annual conference covering the use of business intelligence systems in managing risks, the impacts of integrated reporting, the changing requirements of CFOs from profit centre leaders, and managing capital investment processes.
- * ACCA sponsored the Women's Executive Network in Canada, supporting networking for professionals across business through a series of events. ACCA also delivered a submission to the Ontario Securities Commission on the importance of women board members, based on global research conducted with the Commonwealth Council and the Economic and Social Research Council.
- * Roundtables on audit and integrity were held in partnership with the relevant national bodies in Barbados, Jamaica and Trinidad, highlighting the contribution ACCA makes to this discipline across the region.
- * During the year, new MoUs were signed with the Institute of Chartered Accountants of Jamaica and the Bahamas Institute of Chartered Accountants, both aimed at promoting the accountancy profession to high school students.



In 2013-14...

ACCA's first major event in Washington DC took place



Area breakdown

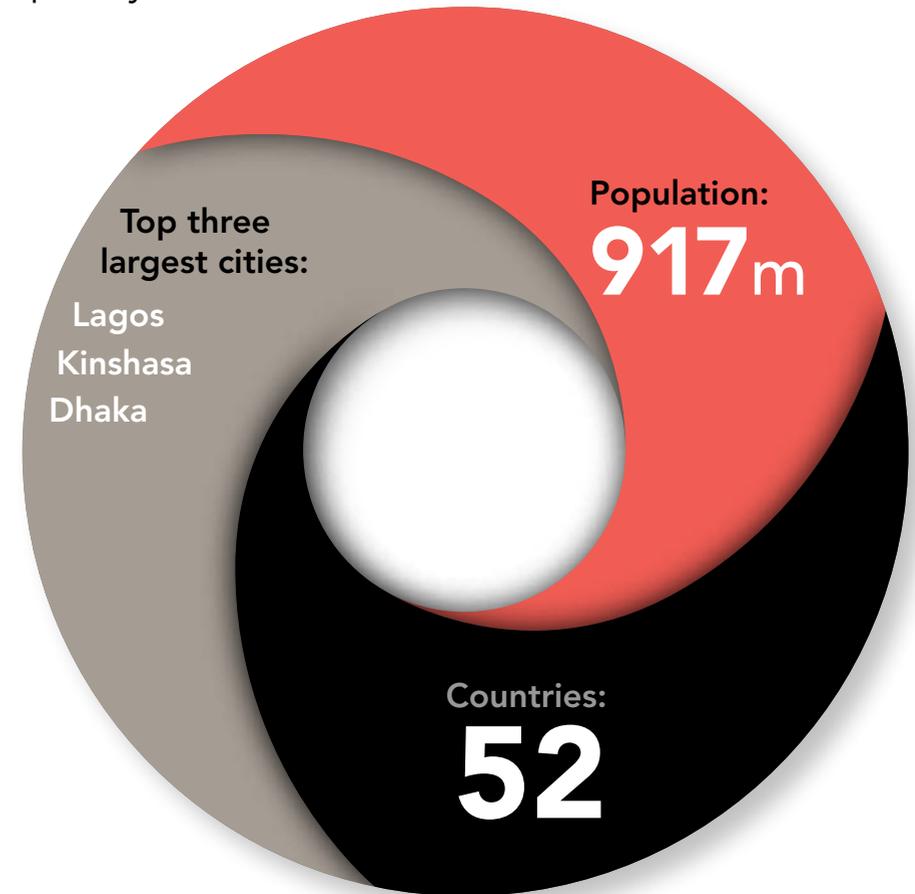
Country	Members	Students*
Trinidad & Tobago	1,986	6,645
Jamaica	1,095	4,075
Canada	2,646	1,409
USA	2,015	1,489
Guyana	173	2,724
Barbados	519	1,063
St Lucia	125	549
Cayman Islands	194	227
Grenada	60	287
Bermuda	161	126
Others	308	1,270
Total for region	9,282	19,864

* (ACCA Professional and Foundations in Accountancy)

View from... sub-Saharan Africa

Some highlights of our work in the region over the past year:

- * The first *ACCA Nigeria* Advisory Committee was launched, creating a further national network for members.
- * *ACCA South Africa* received two awards from the Association for the Advancement of Black Accountants in South Africa for its work in promoting diversity in the profession.
- * ACCA was a sponsor of the inaugural Africa Corporate Governance Network (ACGN) forum held in Zimbabwe.
- * *ACCA Ethiopia* held its high-profile CEO breakfast in partnership with Precise Consult on the theme of access to finance, attended by over 70 CEOs from the private and public sectors.
- * ACCA's Joint Examination Scheme with the Botswana Institute of Chartered Accountants (BICA) has been renewed for another five years.
- * ACCA member and assistant auditor general of Uganda, Keto Nyapendi Kayemba, was elected to IFAC's Professional Accountancy Organization Development Committee.
- * *ACCA Ghana* signed an MoU with the Ghana Stock Exchange (GSE) covering various areas including capacity building in IFRS, financial reporting for SMEs and sustainability reporting.
- * In Mauritius, ACCA signed an MoU with the Mauritius Institute of Professional Accountants to provide capacity building assistance to help further strengthen the national profession.



In 2013-14...

ACCA Nigeria's Members' Advisory Committee was launched

- Offices and centres
- Employees
- Students
- Members

24

Offices and centres

Employees

80

Students

Members

11,845

82,163

Area breakdown

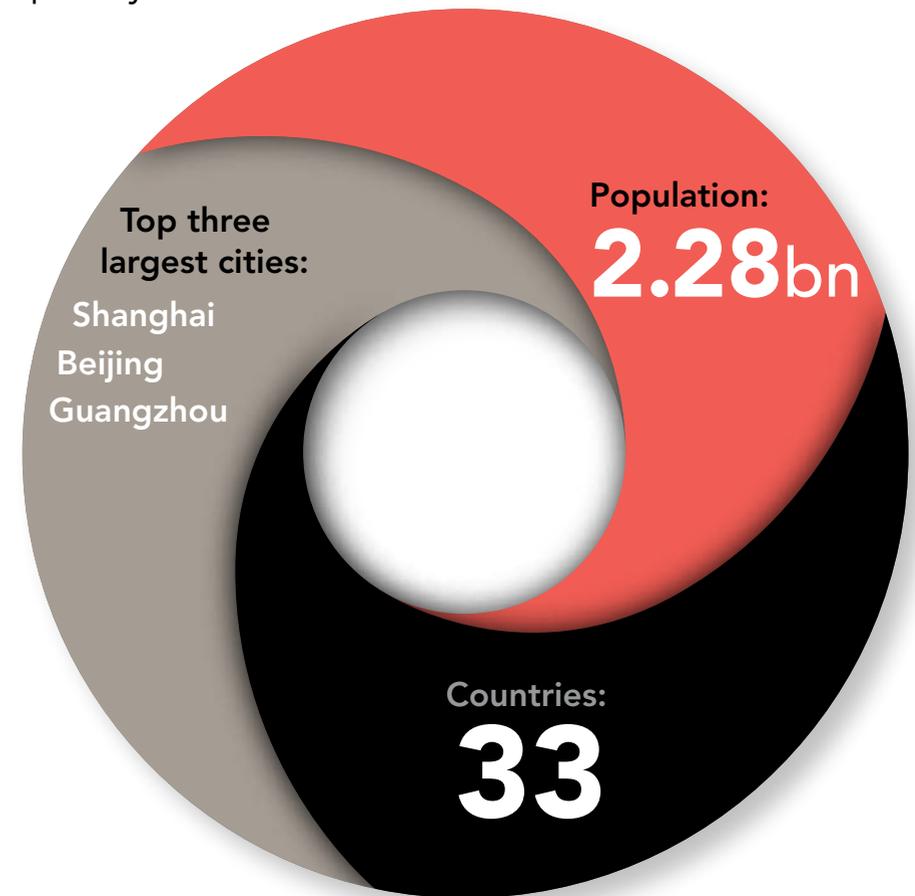
Country	Members	Students*
Mauritius	2,601	11,463
Nigeria	1,084	13,321
Zambia	1,518	8,675
Ghana	1,426	7,932
Kenya	828	6,339
Zimbabwe	336	7,539
Uganda	1,198	4,451
Malawi	707	3,979
Botswana	514	2,837
South Africa	489	2,862
Others	1,144	12,765
Total for region	11,845	82,163

* (ACCA Professional and Foundations in Accountancy)

View from... Asia Pacific

Some highlights of our work in the region over the past year:

- * ACCA was the exclusive sponsor of the Thomson Reuters' inaugural Tax and Accounting Excellence Awards 2013 and Synergy conference in Australia, with Paula Kensington FCCA, named as CFO of the Year.
- * During the year, ACCA signed MoUs with the National Accounting Institutes (NAIs) in Beijing and Xiamen, meaning we now have strategic partnerships with all of China's NAIs.
- * ACCA has also entered into a number of new MoUs with leading Chinese universities – including Xiamen University, Lu Dong University and Heibei Normal University – bringing the number of Chinese university partnerships to 89.
- * In Hong Kong, ACCA members and the wider business community raised over HK\$1.2m for local causes through the *ACCA Hong Kong Community Day 2014*.
- * In Singapore, ACCA has signed a Letter of Intent with the newly-formed Institute of Singapore Chartered Accountants (ISCA) with a view to establishing reciprocal member agreements at an appropriate point in the near future.
- * In Singapore, ACCA and the ISCA conducted the first-ever nationwide demographic survey of the accountancy profession on behalf of the Singapore Accountancy Commission, with the outputs being used to develop a roadmap for the development of the sector by the Singapore Government.
- * ACCA-Shell Club, the first of its kind in the world for both organisations, was launched in Malaysia, allowing ACCA employees to meet and network.



In 2013-14...

ACCA has also entered into a number of new MoUs with leading Chinese universities – including Xiamen University, Lu Dong University and Heibei Normal University – bringing the number of Chinese university partnerships to 89



Area breakdown		
Country	Members	Students*
Malaysia	11,030	34,982
China	5,038	43,660
Singapore	7,469	21,663
Hong Kong SAR	18,429	9,336
Vietnam	642	7,157
Australia	3,075	1,695
Myanmar	21	2,808
Cambodia	62	2,112
New Zealand	449	309
Indonesia	36	225
Others	315	1,609
Total for region	46,566	125,556

* (ACCA Professional and Foundations in Accountancy)

View from... Europe

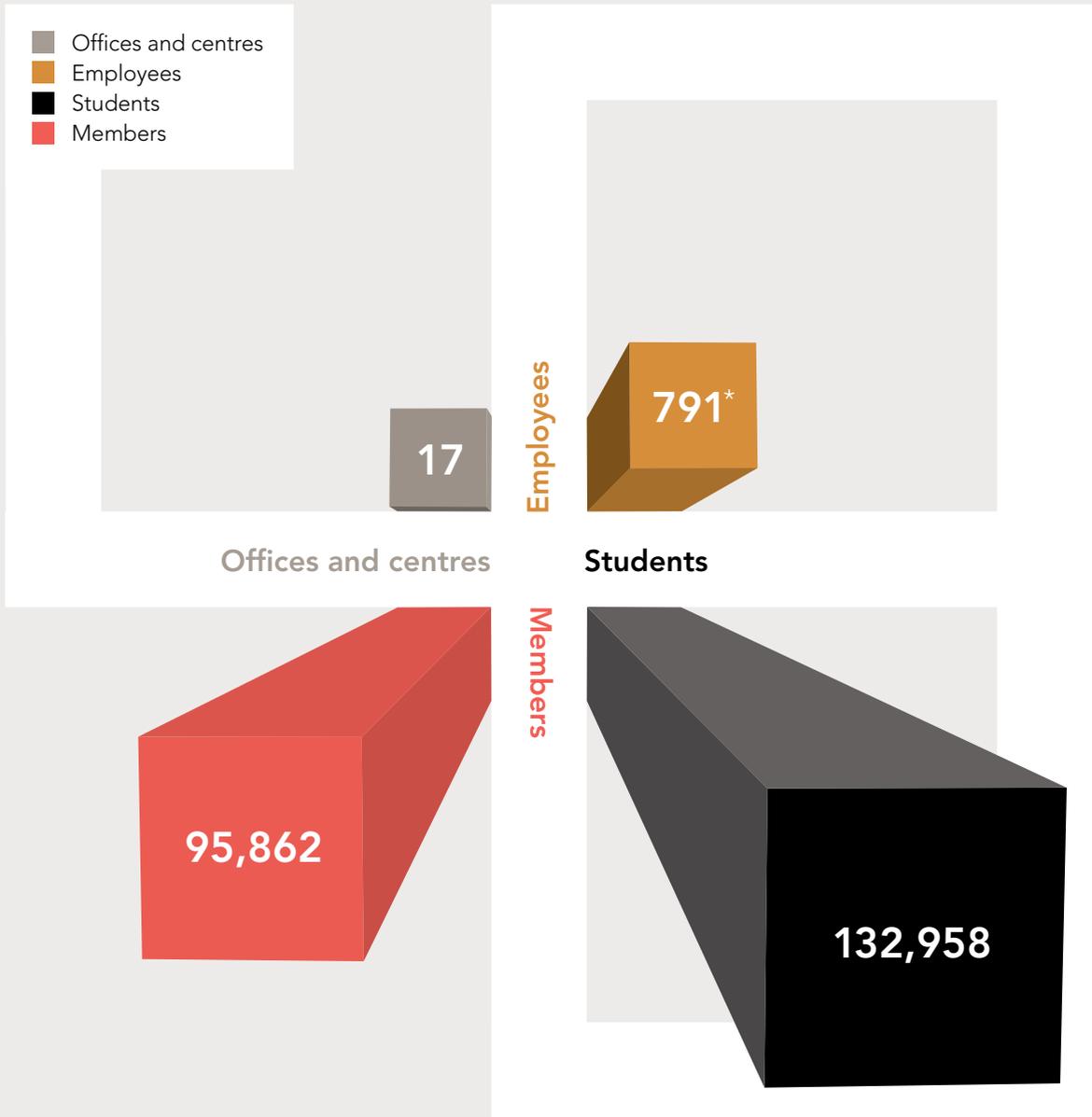
Some highlights of our work in the region over the past year:

- * ACCA has been actively involved in the debate over the future of international accounting standards, initiated by the European Commission in relation to its Better Regulation agenda. ACCA organised a debate in the European Parliament which was hosted jointly by two MEPs with a close involvement in the issue – Syed Kamall from the UK and Dumitru Stolojan from Romania.
- * ACCA UK was one of the most active contributors to UK Professions Week, a cross-profession campaign to promote improved access to the professions, with responsibility for chairing the project and steering groups and acting as project manager for the initiative, as well as chairing the launch of the week at the House of Commons.
- * ACCA's deputy president, Anthony Harbinson, was appointed as chair of the UK Consultative Committee of Accountancy Bodies (CCAB).
- * ACCA was the only professional accountancy body to be invited to take part in a British trade visit to Kazakhstan led by Prime Minister, David Cameron.
- * Katerina Sipkova became the first member from the Czech Republic to be elected to ACCA's Council.
- * In Ireland, ACCA was the only professional accountancy body represented at the Department of Enterprise and Trade's flagship SME startup event, attended by 500 delegates.
- * ACCA Poland contributed to the public consultation on the latest deregulation of the profession bill, developed by the Ministry of the Economy.



In 2013-14...

ACCA and the Bulgarian Outsourcing Association presented the first outsourcing conference in Bulgaria



* Includes global CHQ employees in London and Glasgow

Area breakdown

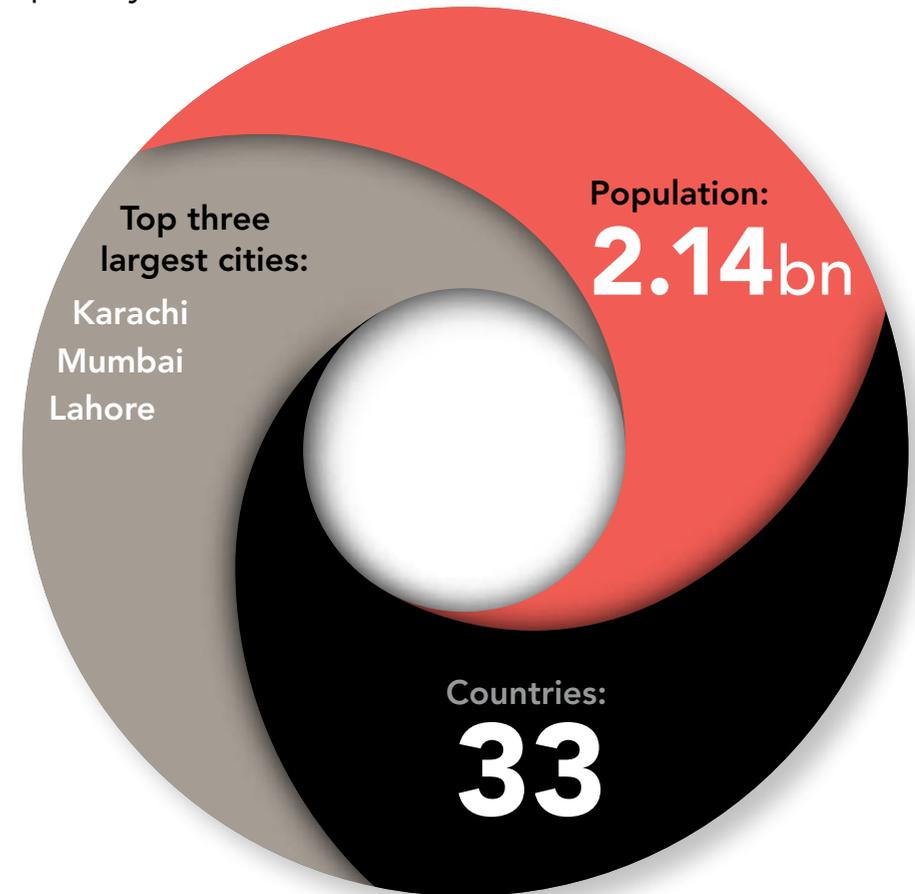
Country	Members	Students*
UK	71,601	82,960
Ireland	10,055	10,007
Russia	2,136	8,904
Cyprus	2,592	3,465
Romania	923	3,924
Poland	1,370	3,359
Czech Republic	948	1,482
Hungary	385	1,166
Slovakia	447	1,217
Greece	419	2,182
Others	4,986	14,292
Total for region	95,862	132,958

* (ACCA Professional and Foundations in Accountancy)

View from... MENASA

Some highlights of our work in the region over the past year:

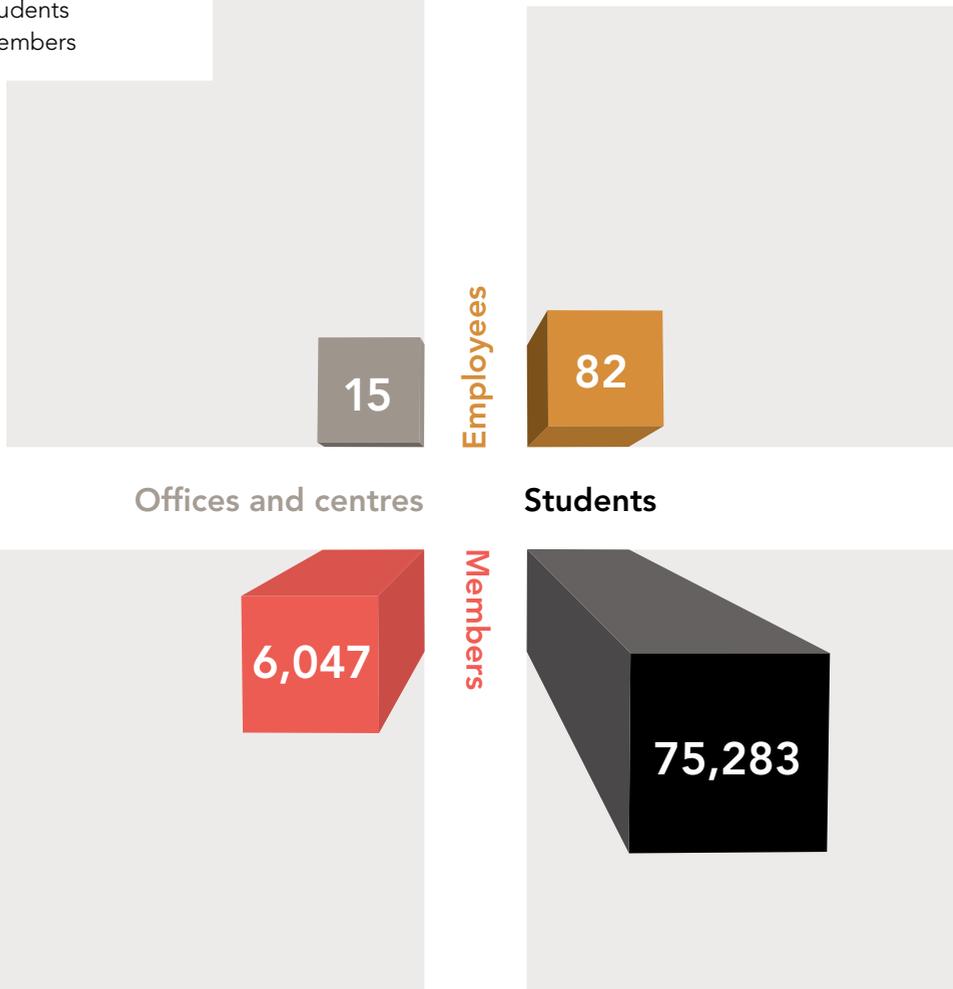
- * The first ever meeting of ACCA's Council in the region took place in Dubai, coupled with a series of high-profile visits to key institutions and employers in the UAE. Council members also met with key stakeholders throughout the region, travelling to Bangladesh, Oman, Pakistan and Sri Lanka.
- * ACCA signed its first ever qualification agreement with a national professional body in the UAE – the UAE Accounting and Auditing Association (AAA) – through which we aim to help AAA achieve its aim of creating 100 qualified accounting professionals for the country by 2020.
- * In December 2013, three new permanent ACCA examination centres in Pakistan were established in Gujranwala, Hyderabad and Mirpur.
- * K-Electric – the largest ACCA employer in the Pakistan corporate sector – became the first to embed ACCA's new Competency Framework into its finance development programme.
- * In India, ACCA introduced its Accelerate undergraduate programme at a number of leading universities including Christ University, Stella Maris College and Symbiosis.
- * In Sri Lanka, MoUs were signed with the University of Colombo, the University of Kelaniya and the Sri Lankan Association of Software and Services Companies.



In 2013-14...

ACCA signed its first ever qualification agreement with a national professional body in the UAE with the Accounting and Auditing Association (AAA)

- Offices and centres
- Employees
- Students
- Members



Area breakdown

Country	Members	Students*
Pakistan	2,517	42,554
Bangladesh	103	8,735
UAE	1,331	4,599
India	253	4,038
Sri Lanka	278	3,350
Nepal	149	1,838
Oman	186	1,489
Kazakhstan	179	1,741
Bahrain	210	1,380
Saudi Arabia	319	1,321
Qatar	205	866
Other	317	3,372
Total for region	6,047	75,283

* (ACCA Professional and Foundations in Accountancy)

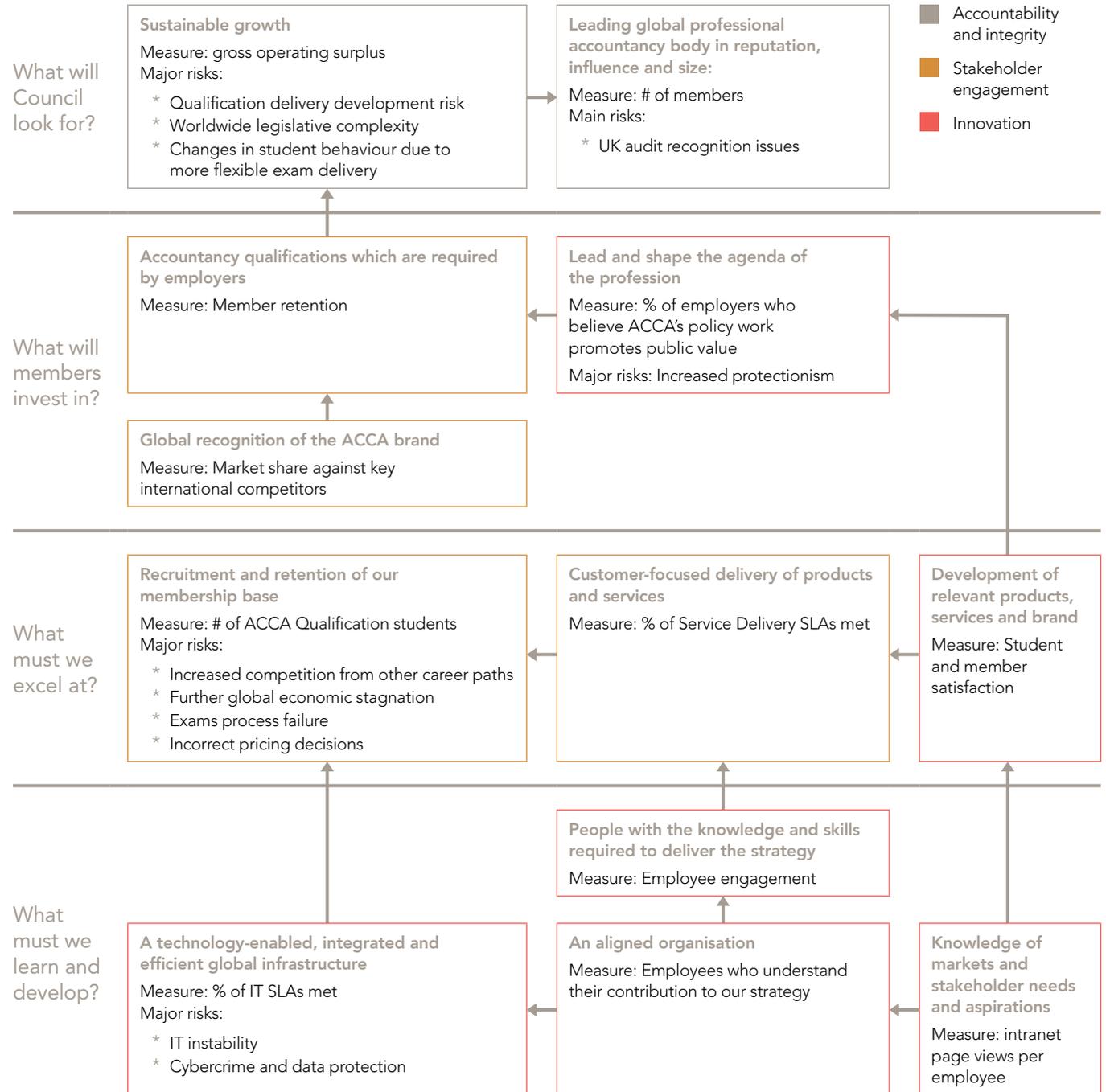
Our strategy

The strategy we have used to guide the organisation since 2009 is measured using 12 strategic outcomes. These outcomes impact on and are affected by each other, forming a balanced scorecard of measures.

Our strategy map shows the relationships between these 12 outcomes from four perspectives:

- * the governance perspective, asking what Council wants
- * the members' perspective, asking what drives members to invest in the ACCA Qualification
- * the process perspective, asking what ACCA must excel at in order to meet the expectations of its key stakeholders
- * the innovation perspective, asking what ACCA needs to learn and develop to continue creating value for its stakeholders.

The strategy map also groups the outcomes by three themes – accountability and integrity, stakeholder engagement and innovation – which provides an explicit link to ACCA's core values.



Outcome	Strategic measure	Rationale
Leading global body in reputation, influence and size	# of members	Shows how ACCA is contributing to the global demand for qualified accountants
Sustainable growth	Gross operating surplus	Shows our capacity to invest back into ACCA's brand and services
Qualifications required by employers	Member retention	Indicates how members perceive the ongoing value of the ACCA Qualification to their careers
Recognition of the ACCA brand	Market share compared to key international competitors (AICPA, CPA Australia, CIMA and ICAEW)	Comparing our level of growth with other international bodies demonstrates the relative strength of the ACCA brand
Lead and shape the agenda of the profession	% of employers (annual survey of key employers of ACCA students and members – 500 from 48 countries surveyed in March 2014) who believe we promote the public interest	Shows the extent to which our research and policy positions resonate with employers of our students and members
Recruitment and retention of our membership base	# of ACCA Qualification students	This indicates the health of our membership pipeline and the extent to which our brand is attracting the next generation of professional accountants
Customer-focused delivery of products and services	% of Service Delivery SLAs met	A basket of measures which shows both the efficiency and quality of our offering to students and members
A technology-enabled integrated and efficient infrastructure	% of IT SLAs met	A basket of measures which shows the reliability and efficiency of our technology infrastructure
Relevant products, services and brand	Overall student and member satisfaction, measured through an annual survey (16,206 members and students from 158 countries surveyed in November 2013)	Shows the happiness of our students and members with our brand, offerings and services
People with knowledge and skills to deliver the strategy	Employee engagement, as measured through the Best Companies survey index (http://www.b.co.uk) (883 employees surveyed globally (79.5% of workforce) in November 2013)	Shows how fulfilled and engaged our employees are
An aligned organisation	Employees who understand their contribution to our strategy, as measured through the Best Companies survey index (http://www.b.co.uk) (883 employees surveyed globally (79.5% of workforce) in November 2013)	Shows the extent to which employees understand and are committed to ACCA's goals and provides an external benchmark for ACCA
Knowledge of markets and stakeholder needs	Employee use of our intranet	Our social intranet is our main repository for discussion about and information on ACCA and the evolution of our operating environment

Strategic performance overview

Our strategic performance has improved on last year, seeing us meet six of our 12 strategic objectives, with four exceeded comfortably. We were pleased to see that awareness and support from leading employers on the work we do on the agenda of the profession has risen to target levels. This included a 7% increase in the proportion of employers who said that ACCA's research and insights add real value to their work, with 55% saying that ACCA's outputs had helped stimulate new thinking in the finance function. We feel we have benefited here from the virtuous circle of including leading employers in the design and delivery of our thought leadership work, so that it has both authority and greater relevance.

In terms of valuing our brand, it was also pleasing to see that the employers we work with most closely and/or are targeting continue to rate ACCA so highly. 95% of employers said ACCA is a respected brand, our highest score since this survey began four years ago (94% in 2012-13) and 89% said ACCA is a world class organisation (90% in 2012-13). ACCA remains the global leader among international accountancy bodies, with 50% of employers saying ACCA leads the way (compared to 17% for ICAEW and 6% for CIMA). However, this is a lower score than last year – when ACCA scored 62% – which is indicative of the growing level of activity and competition among internationally active bodies. In terms of how this translates into member and student prospects, 69% of employers surveyed told us they had recruited an ACCA member or student from outside their organisation (compared to 67% last year). However, 61% of employers told us that they do not prefer any particular recognised professional accountancy qualification (compared to 50% last year).

It is heartening for the future health of our brand that we have been able to grow our student base by 3.2% globally, both through increased recruitment and improved retention. We are particularly pleased with the latter, as it has been driven by investment in more and better student support so that talented individuals who choose our qualification have greater opportunity to reach membership, wherever they are in the world. We are also pleased with the further improvements we have made in the delivery of our core customer services, achieving all the targets we set ourselves for speed, efficiency and quality of email and telephone service – all of which are benchmarked against globally accepted service delivery measures. Our biggest concern is the fall we have seen in overall student and member satisfaction, year on year. At the most fundamental level, we continue to see students and members placing high value on the ACCA brand – 85% of students and 80% of members surveyed believe ACCA is a respected brand, with 83% of students and 78% of members stating ACCA is a world class organisation. But while satisfaction with the global value of the ACCA brand remains high, we have seen scores relating to more general attributes – including value for money and the appropriateness of the

solutions we provide in market – decline year on year. In direct response, we have set up student and member taskforces to better understand what constitutes value and then respond in a more flexible and tailored way to meeting customer needs.

While the investment we have made in improving and streamlining customer services has delivered tangible results, we saw scores for the overall quality of the website fall. We responded quickly to this by launching a new homepage on our global website and platforms for our 34 national websites – all hosted on a much more robust infrastructure. As a result of this work – and ongoing digital development we have planned – we intend to improve satisfaction here significantly over the coming 12 months.

Financial performance

Our key performance indicator for financial performance is gross operating surplus – measuring our capacity to invest back into ACCA's brand and service. Actual gross operating surplus is £25.9m compared to our £19.7m target.

2013-14 has been a successful year. Income amounted to £159m, growth of 4.8% on the prior year. Within that, income from fees and subscriptions grew by 7.5% and income from operating activities, which includes income from examinations and exemptions, grew by 2.9%.

Around a third of our cost base is variable to volume growth. Although our operating expenditure was slightly higher than target, our focus on cost consciousness has enabled us to contain our cost growth to 2.2% compared to the prior year.

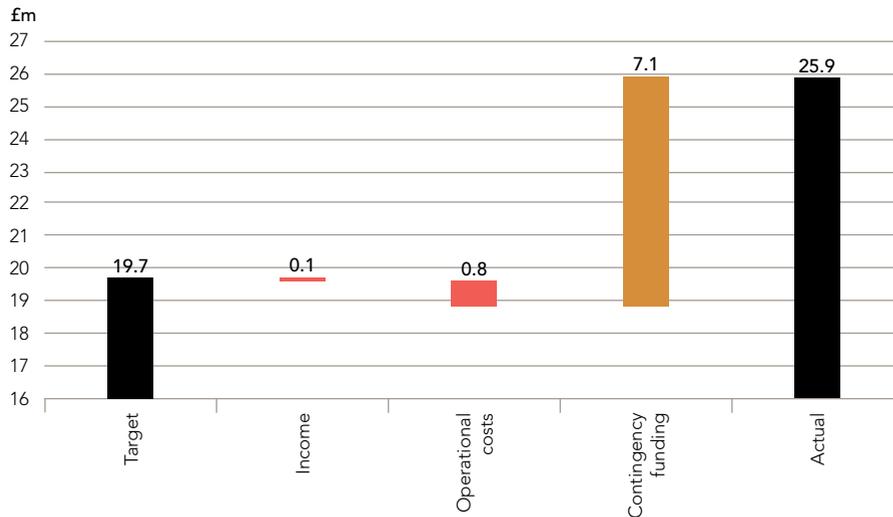
Almost 80% of our income is derived from students and in today's market, where

95%
of employers say ACCA is a respected brand, our highest score ever

Strategic outcome	Measure	2010-11	2011-12	2012-13	2013-14	2013-14 target	Target achieved?
Leading global professional accountancy body in reputation influence and size	# of members	147,265	154,337	161,943	169,602	170,650	X
Sustainable growth	Gross operating surplus	£16.02m	£20.15m	£22.4m	£25.9m	£19.7m	✓
Qualifications required by employers	Member retention	98.5%	98.5%	98.3%	98.4%	98.5%	X
Recognition of the ACCA brand	Market share	37.2%	37.6%	37.4%	2.6% more member growth than our key competitors	2.8% more member growth than our key international competitors	X
Leading and shaping the agenda of the profession	% of employers who believe ACCA's policy work promotes public value	45.2%	53.7%	42.4%	43.1%	44.4%*	✓
Recruitment and retention of our membership base	# of ACCA students	349,574	368,145	372,248	384,287	381,000	✓
Customer-focused delivery of products and services	% of our Service Delivery SLAs met	N/A	70%	81%	88.8%	84%	✓
A technology-enabled, integrated and efficient organisation	% of our IT SLAs met	N/A	77%	84%	77%	84%	X
Recognition of the ACCA brand	Student and member satisfaction	77.4%	77.2%	75.6%	70.8%*	78%	X
People with knowledge and skills to deliver the strategy	Employee engagement	N/A	635.9	652.5	646.2	660	X
An aligned organisation	Employees who understand their contribution to our strategy	84.0%	81.0%	84.8%	90.6%*	90%	✓
Knowledge of markets and stakeholder needs	Employees who have the information on our stakeholders they need	67.1%	64.4%	61.6%	77 intranet page views per employee per month	50 intranet page views per employee per month	✓

* perception targets are considered achieved if the result is within 2.5% of the target stated (which allows for expected survey variations)

Gross operating surplus – £6.2m higher than target



students are facing more choice than ever in terms of products available to them, small changes in student behaviours and choices can have a substantial impact on ACCA's income.

We therefore budget for contingency funding to absorb the impact of unforeseen events and provide a measure of protection. In 2013-14, there were fewer events that had a negative financial impact, and we have released the contingency funding into gross operating surplus with a corresponding boost in reserves.

Other financial information

Total comprehensive income

Total comprehensive income for the year amounted to £18.8m, compared to a target of £4.5m.

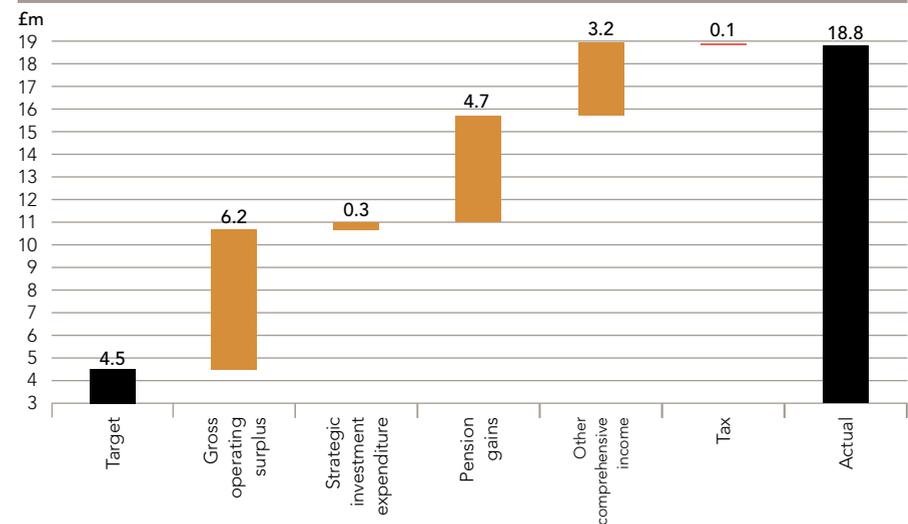
Gross operating surplus

The movement on gross operating surplus has been explained above.

Strategic investment expenditure

We have continued to invest in programmes to deliver a wide range of improvements to our services provided to our customers and to further strengthen our position in key development markets. During the year, we invested almost £16m in these programmes, which was slightly lower than our planned expenditure of £16.3m.

Total comprehensive income – £14.3m higher than target



Pension gains

During the year, our defined benefit pension schemes in the UK and Ireland closed to future accrual, with many employees who were members of those schemes taking up the option to join the defined contribution scheme. At 31 March 2014, the accounting deficit on the schemes was £11.4m, compared to £18.4m at March 2013. £4.7m of pensions gains have been accounted for in Total Comprehensive Income. These have arisen mainly due to positive investment returns on the pension assets outweighing the growth in the pension liabilities.

Other comprehensive income

This consists mainly of gains arising on the revaluation of property and unrealised gains on investments, offset by currency losses on forward contracts held at the year-end.

Balance sheet

We have strengthened our reserves further during 2013-14. Council has a long-term target to build the accumulated fund to 60 days of operating expenditure. At March 2014, the accumulated fund represented 77 days of operating expenditure, compared to 49 days at March 2013. Total assets have grown from £151.1m to £165.1m. Our investment portfolio value has increased to £85.5m (compared to £80.1m at March 2013) and our cash balances at March 2014 were £33.2m (£27.2m at March 2013).

More detailed financial information is available in our consolidated financial statements, which may be obtained from: www.accaglobal.com

Our governance

Our governance process is designed to foster diversity and transparency, enabling us to meet our public value remit.

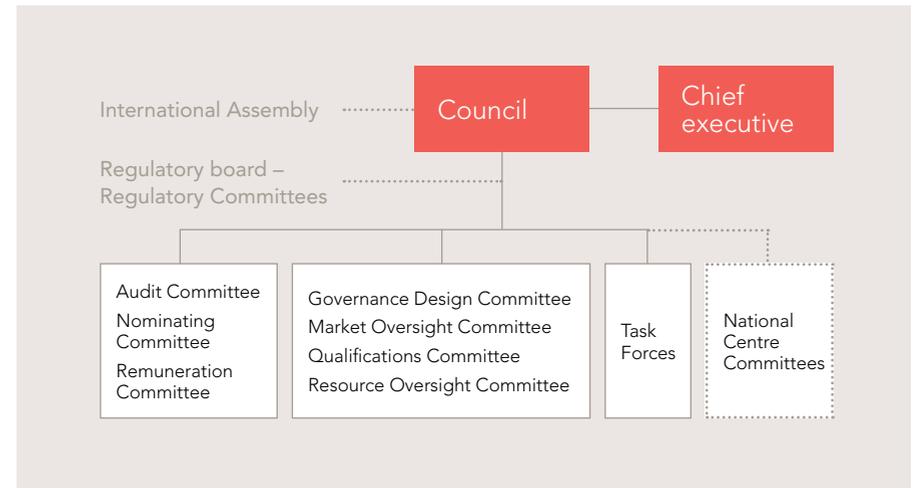
Council

Council is our primary governance arm, directly elected by our members. Council provides strategic direction and shapes ACCA's response to global developments in the profession. As one of its main responsibilities, Council works closely with ACCA's employees to devise its global strategy.

Delivery of the strategy is the responsibility of the Chief Executive, with the governance of the process and performance tracking provided by Council. As our global footprint as a membership body has become more diverse, so has the composition of Council. Today, Council has 37 members from 16 countries and the full list of our Council members is below.

International Assembly

While Council is increasingly geographically and culturally diverse, we also rely on structured input from all countries and regions where it has members. International Assembly is a body of 54 members, representing all regions where there are ACCA members, that meets once a year to provide direct input into our strategy and development.



Council members:

President Martin Turner

Deputy President Anthony Harbinson

Vice President Datin Alexandra Chin

Steve Bailey | Francis Chittenden | Rosanna Cho | Orla Collins | Matilda Crossman | John Cullen | Gustaw Duda |
 Jenny Gu | Kenneth Henry | Pauline Hobson | Julie Holderness | Lorraine Holleway | Hemraz Hoolash | Lynne Hunt |
 Raphael Joseph | Japheth Katto | Dato' Khalid Ahmad | Dean Lee | James Lee | Leo Lee | Brian McEnergy |
 Mark Millar | Tom Murray | Kholeka Mzondeki | Mohd Nasir Ahmad | Coutts Otolo | Taiwo Oyedele | Laura Perrin |
 Katerina Sipkova | Robert Stenhouse | Anthony Tyen | Dean Westcott | Fergus Wong | Belinda Young



Risks and their management

We actively manage a range of market and operational risks to the achievement of our strategy. All corporate risks are owned by at least one member of our Executive Team and the likelihood of their occurrence, the impact it would have and mitigation for each are reviewed monthly.

Those considered most significant are reported to Audit Committee, which provides ongoing oversight of our risk management approach. As 2013-14 saw us close our existing strategy and introduce a new one, we are re-evaluating our key risks and refreshing our ongoing risk appetite work so that they properly reflect the changes we are seeing in the external environment and to our global operations.

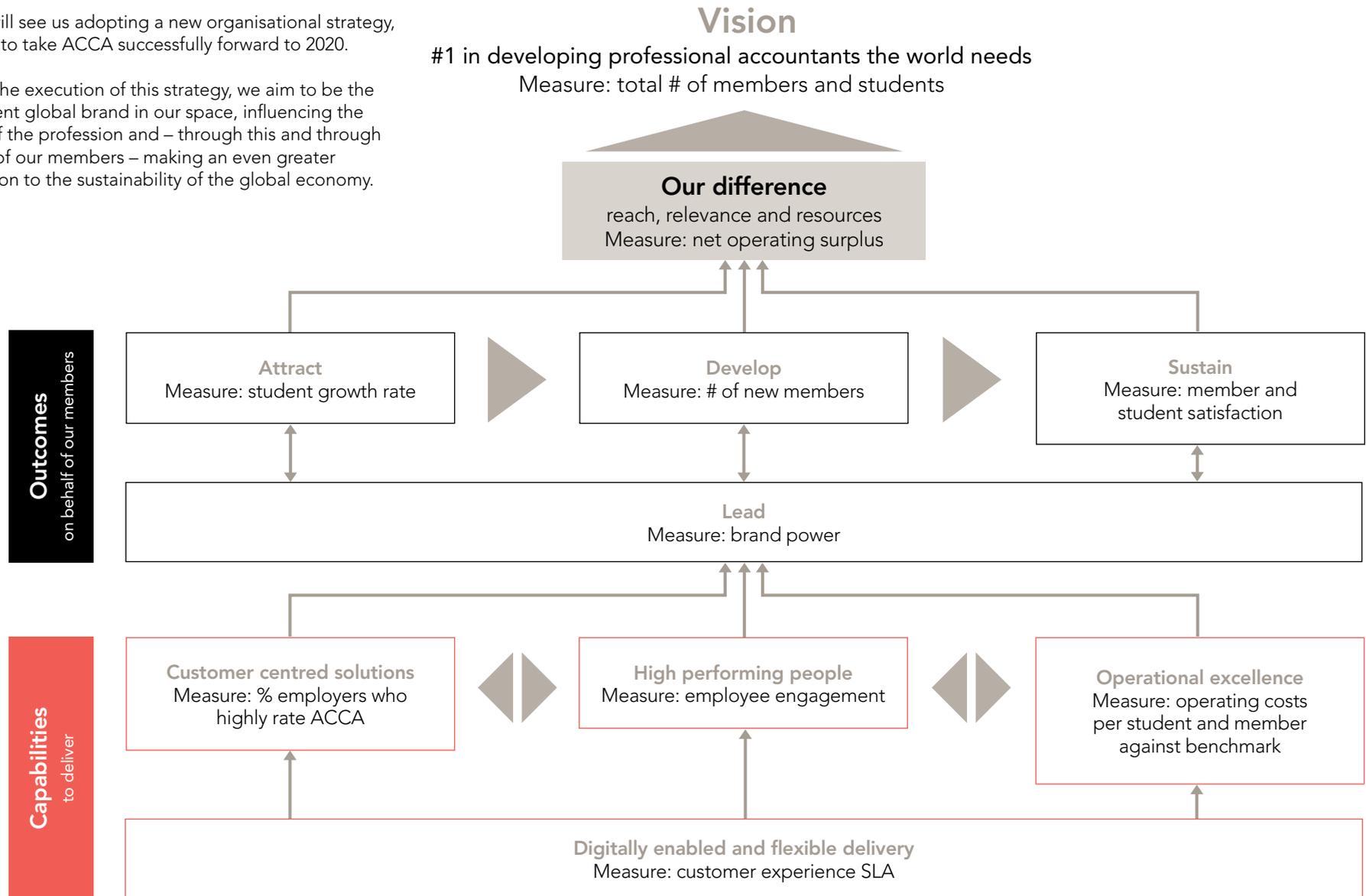
Anthony Harbinson, who chairs ACCA's Audit Committee, which is responsible for oversight of ACCA's strategic risks

Risk	Impact	Mitigation
Market risk		
Increased protectionism	Limits ACCA's ability to operate and restricts opportunities for members and students.	A cross-organisational group reviews challenges to ACCA's recognition on an ongoing basis.
Increased competition from other career paths	Popularity of other options could diminish the power of our brand.	Competitor monitoring is an ongoing activity and includes both traditional and emerging alternatives to ACCA.
Further global economic stagnation	Reduction of member and student prospects and consequent likelihood of not maintaining a relationship with ACCA. Failure to achieve growth targets.	Member and student loyalty groups have been set up to better understand what provides greatest value. Ongoing monitoring of market performance and ensuring ACCA invests in a diversified markets portfolio.
Loss of UK audit recognition	Loss of status for members in the UK practice sector and loss of status and reputation around the world, as a result.	Close cooperation with the UK regulator to ensure we have continuous improvement in how we licence and regulate UK auditors.
Operational risk		
Exam process issues	Failure in the end-to-end exam process could result in reputational damage, financial cost and regulatory non-compliance.	A comprehensive range of policies and procedures cover the entire process and are constantly reviewed. Key suppliers are closely monitored.
Changes in student behaviour due to more flexible exam delivery	More unpredictability, leading to inaccurate forecasting and planning.	External research undertaken with students and learning providers to accurately forecast behaviours. External assurance and recommendations around financial models for future exam cycles.
Worldwide legislative complexity	Potential litigation, fines and damage to reputation owing to failure to keep up-to-date with legislation in the many countries in which we operate.	Legislative developments are monitored at CHQ and markets level, with specific accountability at regional and national levels through our regional business support and office manager network.
Pricing decisions	A failure to understand price sensitivities risks the loss of students and members to alternative qualifications.	Research undertaken into price sensitivity and pricing model developed.
Cybercrime and data protection	Potential corruption or loss of organisational data which could lead to legal liability and reputational damage as more ACCA services are provided online.	ACCA's Information Security Officer monitors and advises on data security. Policies in place to address data security risks which are regularly reviewed, monitored and tested.
Qualification delivery development	Delivering the large and complex changes required involves widespread changes to technology and business processes and failure would impact ACCA's reputation, value and financial sustainability.	Dedicated project management team and framework in place, with enhanced governance structure. External project assurance introduced in 2013-14.
IT instability	Increasing reliance on technology means our internal and external operations are greatly impacted by any outages or issues.	The increasing criticality of our IT service partners has led to us separating this risk out from our general contracting risk, so that it can be more closely and actively managed. Our architecture has also been scrutinised to establish any areas of weakness.

Our strategy to 2020

2014-15 will see us adopting a new organisational strategy, designed to take ACCA successfully forward to 2020.

Through the execution of this strategy, we aim to be the pre-eminent global brand in our space, influencing the agenda of the profession and – through this and through the work of our members – making an even greater contribution to the sustainability of the global economy.



Strategic measures and targets for 2014-15

We have retained a varied mix of targets which show the strength of our global footprint (number of members and students we have), the strength of our brand (as determined by a basket of brand power measures), our resources (net operating surplus) and the level of engagement amongst our employees – the primary resource on which we rely to deliver our strategy.

While we have also set measures for our capabilities, these will only be provided to Council for information and it will be against our strategic outcomes, difference measure and vision measure that we will assess and report our strategic performance. We continue to agree targets on a rolling annual basis with Council.

We look forward to reporting to you on our first year of progress against this strategy next year.

In the meantime, you can find further information on our performance at www.accaglobal.com

Measure	Target for 2014-15
Number of members and students	635,000
Net operating surplus	£700,000
Student growth rate	4.9%
Number of new ACCA members	11,100
Member and student satisfaction	75%
Brand power	80% of brand power measures achieved
% employers who highly rate ACCA	88% of employers highly rate ACCA
Employee engagement**	One Star rating in Best Companies index
Operating costs per student and member against benchmark**	Operating costs compare favourably with competitors
Customer experience SLA**	Basket of measures covering efficiency and quality of customer service

** internal capability measure – reported to Council for information only

In 2014-15...

ACCA will begin assessing the strength of its brand through a more comprehensive range of brand power measures



Acknowledgements

We would like to thank everyone who helped us create this year's integrated report including: all members, students, employers, learning providers and other stakeholders who took part in our stakeholder panels in Hong Kong, Romania, Vietnam, UK and Zambia and provided such valuable feedback; members and students who took part in our Myanmar photo shoot; the partners and staff at Silver Levene; the ACCA students and staff at Shanghai University of Finance and Economics.

