

The ACCA logo is a red square with the letters 'ACCA' in white, bold, sans-serif font.

Think Ahead

A wide-angle photograph of a modern office lobby. The space is bright and open, with a high ceiling featuring large skylights and recessed lighting. The floor is made of light-colored, large tiles. In the foreground, a white reception desk with a dark base is visible. To the left, a white pillar with a grid of small circular indentations stands prominently. In the background, there are more white pillars, a seating area with a sofa and chairs, and a large digital display showing a red and white abstract pattern. The overall atmosphere is clean, professional, and contemporary.

Annual General Meeting

15 November 2018

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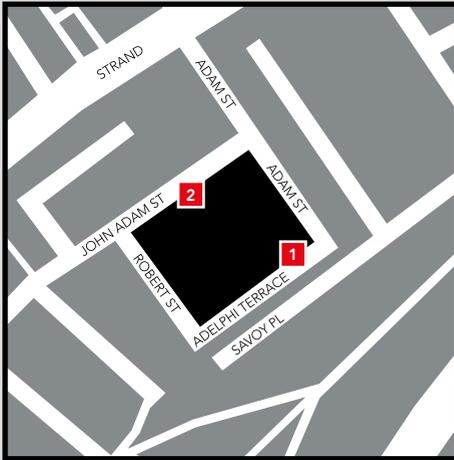
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AGM location

ARRIVING AT THE ADELPHI

The registered postal address for ACCA is:

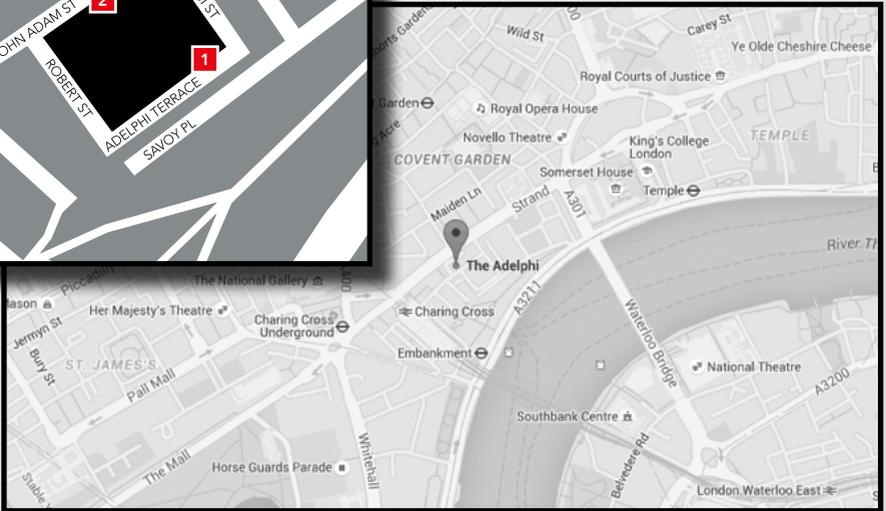
The Adelphi
1/11 John Adam Street
London WC2N 6AU
Tel: +44 (0)20 7059 5701



Reception

Please see map detail below:

- 1** Main reception – please enter via the dedicated ACCA entrance on Adelphi Terrace (Thames side).
- 2** Guests with accessibility requirements should use the main entrance on John Adam Street as this entrance is fully accessible. Lifts and public areas are designed for wheelchairs and the building has accessible toilets.



GETTING THERE

By underground

The nearest underground stations are Charing Cross (on the Bakerloo and Northern lines) and Embankment (on the Circle, District, Northern and Bakerloo lines). Both stations are only 5–10 minutes' walk from our Adelphi offices.

A letter from the ACCA president

I became ACCA president at the end of November 2017. Less than a week later, I was off to Addis Ababa, Ethiopia, for my first presidential engagement: the ACCA Africa members convention.

If 2017–18 has been a year of celebrating connectivity, I can't think of any better way to have started. More than 700 ACCA members from 31 countries across Africa convened in Addis Ababa's prestigious United Nations Conference Centre to discuss topical issues facing the profession – from innovation to leadership, the global economy to regional growth – and, even more importantly, to connect with, and learn from, each other.

It was my honour at this event to unveil our 200,000 members' wall – an impressive canvas spanning 21 metres to accommodate 200,000 ACCA members' names: the physical manifestation of our global family.

It is breathtaking to see our connections made physical. ACCA's strength lies in our connections, and there are so many opportunities for our global network of members, students, employers, learning providers and other stakeholders to work and exchange knowledge with each other.

Connections between countries boost trade, investment, jobs and economic growth. Connections between people facilitate cultural and academic cross-fertilisation, increasing individuals' mobility and global prospects. And connections between businesses create mutual opportunities.

It is ACCA's role to be a super-connector: to facilitate these opportunities for our members and stakeholders, working as the conduit that can connect you all.

And when I think back on my presidential year, it is the sheer breadth and depth of the connections I have seen, and made, that I remember most.

I remember the enthusiasm of those 700 members, attending the first ever Africa members convention and being the first to sign the 200,000 members' wall.

I remember the following visit to Warsaw, where I met a new member who told me that her younger sister had been inspired by her to study ACCA and become a member herself; something which she has now achieved.

I remember meeting two more pairs of ACCA-qualified sisters in Kazakhstan and in Indonesia: we truly can speak about being a global 'family'!

I remember speaking to an affiliate in Guangzhou, China who said that the support of the ACCA network – members, other students, and the regular visits from senior staff and Council – had been the inspiration he needed to finish his studies and take up a graduate job.

I remember visits to major employers, associations, governments and other institutions to promote awareness of the ACCA Qualification and ensure that there are high-quality employment opportunities for our members and students – and finding that many of them

A letter from the ACCA president

already saw ACCA as the most forward-looking qualification for the workforce of the future.

I have hundreds of examples of seeing, first-hand, ACCA connecting those with ability with the path towards becoming a professional accountant. And, of course, ACCA did exactly that for me.



It has been a pleasure to spend a year giving back to the organisation that opened so many doors for me throughout my career. And I am so proud to have held this role during such a strong performance year; a year when our overall member and student satisfaction is at a record level.

I can certainly attest to the high levels of enthusiasm and dedication of the many thousands of ACCA members I have met around the world. And I can't wait to see what we can all achieve as we work together to move forward into the future.

There is an old African proverb that I have used often this year in summarising the journey that ACCA, together with all our members and partners, is on.

It says: 'If you want to go fast, go alone. If you want to go far, go together.'

I have no doubt that ACCA and our members will continue to go far as we work together to develop the accountancy profession the world needs.

A handwritten signature in black ink, which appears to read 'Leo Lee'.

Leo Lee FCCA
President

Chief executive's strategic report

We improved our strategic performance again this year, delivering our best set of results to date under this strategy.

For the second year in succession, we met four of the six strategic targets set by Council and, for the first time, we met all four of our capabilities targets (2016–17: three of four met). Equally importantly, we've seen improved performance, year-on-year, across all our measures.

Performance highlights

The most satisfying aspect of our performance is the continued increase in member, student and affiliate satisfaction levels. We achieved our highest overall satisfaction score (80.7%) under both this and our previous strategy – our strongest result since we began measuring satisfaction in this way – with significant improvement across members, students and affiliates. We've listened closely to what our members and future members are telling us they need from ACCA in their markets and acted on that feedback with speed and focus. For members, our celebrations around reaching 200,000 members in particular have enhanced engagement with, and pride in, ACCA.

For students, we're seeing more rapid progression to membership, helped by investment in better and wider qualification support and guidance. All our progression measures improved this year, with 41,000 more exams entered than expected and the percentage of students

passing exams during the year also improving. During the year, we moved to computer-based exams (CBE) entirely for our Fundamentals exams across nine countries – including three of our largest markets. Following this successful implementation and with pass rates holding up well, we'll be extending CBE to a further 65 markets in the coming year.

Similar confidence is reflected across all our stakeholders and is most clearly demonstrated by an exceptional set of brand power scores. 2017–18 was the first year we achieved all ten elements that make up our Lead measure. Seven of these ten element scores have improved year-on-year by at least 1.9%, with the other elements remaining at very high levels. Aligned to this, we saw our highest overall employer satisfaction score to date of 91%, a rise of 5.3%, year-on-year.

Although we didn't achieve our student growth target, we increased our overall student and affiliate file by 3.4%, compared to 1.2% last year. At the same time, recruitment grew by 2.4% on prior year, demonstrating the strong value of the ACCA brand in the marketplace.

Student retention, at 84.7%, was 0.8% ahead of expectation. Having invested in specific initiatives around sustainable recruitment policy and learning support in the past year, it is pleasing to see these having a demonstrable effect on progression to membership.

Strategic challenges and our response

We're continuing to roll out our ACCA Qualification innovations and working more closely than ever with learning providers to bring them on this journey

with us. The changes we're making are necessarily revolutionary – because this is what employers and the market have told us is demanded – and we therefore don't underestimate the effort and commitment required by learning providers to implement them. This year, we worked in partnership with our learning network around the world to provide them with the specific skills needed to teach our new generation exams. At the core of this has been our largest ever outreach to tutors through an expanded programme of 'train the trainer' sessions led by some of the most respected ACCA lecturers in the world. We've also begun working with our most significant learning partners in a more strategic and collaborative way so they have a greater input into our plans. As a result, we're excited about the next ACCA Qualification milestone – the first sitting of our new Strategic Professional exams in September 2018.



Chief executive's strategic report

Although we had another record intake of new members, we continued to see falling member retention. We ended the year 0.5% behind our target, with overall retention of 97.4%. Satisfaction levels tell us that we are increasingly in tune with members' needs but we will look specifically at our member retention drivers in the coming year.

Our future focus

With the significant changes we're bringing to the market through our ACCA Qualification innovations, we'll need to continue to work hard with all our stakeholders – especially our learning partners and employers – to ensure they are adopted successfully. The whole organisation will therefore be focusing on this single shared strategic priority during 2018–19.

We've also reorganised our global markets portfolio for 2018–19, moving from five to six key portfolios. This includes new expanded regions of Greater China, ASEAN and ANZ, and Africa, better reflecting regional economic links and synergies.

And to reinforce our leadership position and our commitment to shaping the profession and delivering value to society, we've broadened our strategic vision to be #1 in developing the accountancy profession the world needs for the remainder of our current strategy.

In addition to our strong performance foundations, we believe we have better tools than ever to help us plan for ACCA's future. We've now mapped out the entirety of our strategic change to 2021–22, so we have a clear view of the complete transformation we need to deliver in the medium term. Our immediate future will include developing our next strategy to 2025 and work on this will begin in earnest in the coming year. We'll also begin the reforms to our governance structures which will give us even greater agility – a key imperative for the global environment of today and tomorrow.

Our strong foundations have been built as a result of powerful connections. ACCA's continued progress relies on the success of our members, students, learning providers, employers and many other key stakeholders. We thank every part of this incredible global network for making 2017–18 such a landmark year for ACCA.



Helen Brand OBE
Chief Executive

Strategic performance 2017–18

We achieved four of our six strategic outcomes for the year.

KPI	MEASURE	2017–18 TARGET	2017–18 ACTUAL	2018–19 TARGET
*Our vision: #1 in developing professional accountants the world needs	# of members	207,600	208,549 Target achieved	218,000
Our difference: reach, relevance and resources	Net operating deficit/surplus	–£18.3m	–£8.6m Target achieved	–£14.8m
Attract: inspire people everywhere in the world to choose ACCA	# of students and affiliates	505,100	503,262 Target not achieved	521,000
Develop: grow our network to support our stakeholders to achieve their goals	Key student progression measures	775,800 exam entries (target met) 36.2% of students passing exams in the past year (target met) 67.1% of affiliates becoming members within four years (target met)	817,058 exam entries (target met) 36.9% of students passing exams in the past year (target met) 66.9% of students becoming affiliates within four years (target not met) Target not achieved	786,000 exam entries 38% of students passing exams in the past year 66.9% of students becoming affiliates within four years
Sustain: demonstrate the value of a lasting relationship with ACCA	Member, student and affiliate satisfaction	78%	80.7% Target achieved	80%
Lead: use of preeminent brand to influence the market	Brand power measures	80% of brand power elements	100% of brand power elements Target achieved	80% of brand power elements

* For 2018–19 onwards Council has revised Our vision to be #1 in developing the accountancy profession the world needs.

Strategic performance 2017–18

COMMENTARY

Our vision: we had another strong year of member growth, reaching 208,549 members globally and exceeding our growth expectations. We welcomed record numbers of new members during the year, with 15,249 members joining our ranks from 120 countries, over 1,000 more than we expected.

This strong intake is contrasted with a pattern of falling member retention. While retention remains relatively high at 97.4% globally, we've seen it decline over the past few years. Part of this trend is the natural result of a maturing membership, but there are challenges we need to address in explaining and promoting our revised reduced subscription policy and in markets where members routinely hold more than one professional accountancy qualification. Our global and country-specific member retention activity will continue in 2018–19 and we'll also be undertaking detailed work to better understand retention drivers by market. Nevertheless, our member satisfaction and brand perception scores indicate that the value ACCA provides is well understood and appreciated by members and so we believe we have strong fundamentals to build on.

Our difference: on a like-for-like basis, our financial performance was well ahead of expectations for the year, delivering a net operating deficit of £8.6m. One-off gains on the disposal of investments, which were subsequently reinvested, amounted to £33.4m and resulted in a net surplus for the year after tax of £16.7m.

The financial year 2017–18 saw us breaking through the £200m barrier for the first time. Total revenue was £201.1m, which represented a 10.4% increase on the prior year. This was achieved by a combination of strong growth in our student and member

population; increased student activity in the number of exams sat as a result of the four exam sessions now fully embedded; and increases in the number of exemptions awarded, representing an improvement in the quality of student acquisition.

Despite an increasingly competitive marketplace which has seen new market entrants and new product offerings, our continued focus on strategic pricing initiatives and commercial relationships in key markets has ensured that our offering remains competitive and affordable.

Our Strategy to 2020 has identified the scale of the opportunity for future growth and we expect our revenue to continue to deliver sustainable growth, although at a lower rate than previously anticipated.

Obtaining value for money from investment of our members' funds remains a key objective, whether to support our growing global footprint, or in the continued development of our exam offering. We adopt close monitoring to ensure that costs remain tightly controlled and maximum value achieved; this is demonstrated in our ability to deliver a like-for-like operating deficit which was ahead of expectations.

The rate of increase of 11.7% in operating expenditure exceeded the growth in revenue during 2017–18, although it should be noted that it was broadly in line with the original budget (0.5% favourable). Much of the increase resulted from ongoing investment in activity to ensure that we continue to attract and develop a customer base which delivers sustainable growth. This includes enhancing ACCA's presence in various markets through office relocations, moving to SaaS solutions for IT and investment in strategic initiatives to move to the computer-based exam

model, ensuring that we continue to lead the profession in terms of content and method of delivery. We also continue to invest in member-focused activity, which is borne out by the increased customer satisfaction metrics delivered during the year. Focused investment in strategic initiatives, including the ongoing improvement to our core infrastructure, will ensure that we are well positioned to maximise opportunities in future years.

Going forward, our Budget for 2018–19, which was approved by Council in March, contains specific efficiency targets that will ensure that we maintain our cost focus and obtain value for money from our resource utilisation.

Summarised consolidated accounts can be found on page 15.

Attract: although we did not hit the ambitious global student target we set, we saw a significantly improved overall growth rate, driven by strong demand for ACCA across our global market portfolio and stronger retention than in previous years.

We achieved our objective of improving student retention this year, moving this up by 1.7% on last year to 84.7%. This was driven by both developing and promoting more and wider student support and our focus on recruiting students who are informed, motivated and supported to progress.

On the recruitment front, we welcomed 106,021 new students from 160 countries – a 2.4% increase on the prior year – with China, the UK and Nigeria performing especially well.

Through continued investment in our markets network and more defined operating models for our key markets, we expect to slightly improve our rate of growth in 2018–19.

Develop: during the year, we saw improvement in performance across all the three elements that make up our Develop target.

Having included the number of exams entered as an element measure last year – because of its link to our financial sustainability and recognising the extent of the exam change we have been introducing – we were pleased to outperform the target we set, with over 41,000 more exams entered than we originally anticipated.

We also saw improved progression, with a 0.7% increase in the percentage of students passing exams in the past year. We worked hard to widen the range of exam support available and the way we promote it, so it's pleasing to see this reflected in better student progress.

Although we were able to increase the percentage of affiliates achieving membership in four years by 0.8% year-on-year, we narrowly failed to achieve our overall element target. Because achievement of this outcome measure relies on us meeting all three elements, we therefore failed the measure overall. However, we believe we have good progress to build on for next year.

Sustain: We're delighted to see satisfaction rising again this year, reflecting increases across our member, affiliate and student categories. Our final combined satisfaction score was 80.7%, an increase of 3.8 percentage points on last year's result, meaning that overall satisfaction is at its highest level since 2010.

- **Members**

Member satisfaction rose to 79.5%, an increase of 3.1 percentage points on last year – its highest level since 2012.

Strategic performance 2017–18

Our focus on delivering member value in 2018–19 has been a driving factor behind these improved scores.

In addition to further developing member services and support, we believe sustained engagement – particularly around our global 200,000 members celebrations and our *ACCA Qualification – the future* innovations – has increased pride and confidence amongst members. We're aiming to maintain this high level of satisfaction in the coming year, with our customer journeys work enabling us to further improve members' ACCA experience.

- Students

Our student satisfaction stands at 82.5%, up 4.4 percentage points on last year.

This has been driven by significant improvements in value for money/affordability metrics across the year – the number one driver of satisfaction for students – and perceptions around ACCA's commitment to helping students succeed. The investment we've made in ACCA resources to support students through their exams and our indirect support through better and deeper engagement with learning providers have been a significant factors in driving improvement.

- Affiliates

Affiliates satisfaction has increased to 75.7%, which is an increase of 5.1 percentage points on last year. Of these, 48% report that they are very satisfied (the highest level of endorsement), up seven percentage points on last year.

Employability and career progression is the top driver of satisfaction for affiliates and all measures relating to this have increased

in the past 12 months. Strong progress has also been seen in satisfaction with ACCA's support and assistance in gaining relevant work experience.

Although we've seen the largest increase in overall satisfaction amongst affiliates, the fact that this remains at a lower level than that of members and students means we need to continue to focus on supporting this group through the specific challenges they face.

Lead: the continued improvement we've seen in sentiment from members, students and affiliates has again boosted performance in elements based on their opinions and perceptions. All elements based on their opinions of ACCA and our brand increased (from between 1.9% to 3.9%).

Given our focus on explaining how our ACCA Qualification innovations are meeting the needs of the current and future market, the increase in members, students and affiliates believing ACCA shapes the agenda of the accountancy profession (up 3.3% on last year) is very pleasing. This also translated into improved recommendation scores, with the percentage of members who've recommended ACCA in the past year up by 3.3% (3.9% up for students and 3.8% up for affiliates).

We maintained a high level of endorsement from employers, with 91% saying ACCA provides relevant skills for their business (down 1% from last year, but remaining at a very high level). Approved learning providers also remain highly engaged with 88% recommending ACCA as their first choice qualification (down 1.1% from last year), which is especially pleasing in view of the significance and scope of the ACCA Qualification changes we are supporting them through.

Although establishing a preference for specific professional qualifications amongst key employers remains competitive in a crowded global market, it's encouraging that we've seen a further 3.8% increase over the past year to 43%. This means we have improved this element measure by 8% over the past two years.

We met all four of our capability targets for the year

KPI	MEASURE	2017–18 TARGET	2017–18 ACTUAL	2018–19 TARGET
Customer-centred solutions	Customer experience SLA	80% met	96% met Target achieved	80%
High-performing people	Best Companies employee engagement index	659.5 (One Star status)	666.1 (One Star status) Target achieved	659.5 (One Star status)
Operational excellence	Cost per student and member	£267	£265 Target achieved	£263
Flexible delivery	Digital experience SLA	80% met	100% met Target achieved	80%

COMMENTARY

Performance reflects our continued investment in strong customer service, as a key underlying component of satisfaction. During the year, we've continued to strengthen our digital offerings, investing in new capabilities and making small but significant improvements to digital services (such as enabling members and students to automatically print letters of good standing). We are also allocating a significant portion of our strategic investment fund to creating a set of customer journeys that will inform the development of blended customer innovations across our website, online services and apps.

We've seen another increase in employee engagement across the organisation this year, meaning we achieved our target of One Star status on the Best Companies index, with our largest increase (11.8 points) to date. Six of the eight work factors the survey measures

improved, with Personal Growth showing no change and My Team dropping by 1%. We aim to maintain and build on this level of engagement in the coming year.

In 2018–19, we'll be continuing to focus on Leadership – setting the tone from the top, inspiring, focusing and connecting employees to achieve our priority for the year and our Strategy to 2020. The second focus is on people management, with exciting developments in people manager development and recognition coming in the new financial year. We believe this focus will also support stronger employee wellbeing, collaboration and personal growth.

Fuller details of ACCA's performance, strategy, governance and prospects, in the context of our external environment, can be found in our latest integrated report at:

annualreport.accaglobal.com

ACCA notice of meeting

Notice is hereby given that the one hundred and thirteenth Annual General Meeting of the ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS will be held at The Adelphi, 1/11 John Adam Street, London WC2N 6AU on Thursday 15 November 2018 at 13.00 GMT, for the following purposes:

- 1 To receive and adopt the Report of Council and Accounts for the period 1 April 2017 to 31 March 2018.
- 2 To receive the report of the ballot for the election of members of Council.
- 3 To reappoint as auditors Grant Thornton UK LLP.

By order of Council

Andrew Steele, Secretary
The Adelphi, 1/11 John Adam Street London WC2N 6AU
21 September 2018

NOTES

- 1 *Under bye-law 59, no member is entitled to be present or vote at any general meeting who is in arrears with any subscription or sum payable by him to the Association. Under regulation 4(3)(b) of the Chartered Certified Accountants' Membership Regulations 2014, annual subscriptions are payable on the first day of January in each year.*
- 2 *A member may appoint as his or her proxy any other member who is qualified to vote. A form of proxy is circulated with this Notice. If you wish to appoint a proxy, you must complete the form and return it to the scrutineer either electronically or by post to the address on the form to be received no later than 13:00 GMT on 8 November 2018.*

ACCA summarised accounts

Summarised consolidated statement of comprehensive income for the year ended 31 March 2018

	31 Mar 2018 £'000	31 Mar 2017 £'000
Notes		
2 Income		
Fees and subscriptions	90,572	80,261
Operating activities	<u>110,604</u>	<u>101,892</u>
Total income	<u>201,176</u>	<u>182,153</u>
Expenditure		
3 Operational expenditure	188,642	168,861
4 Strategic investment expenditure	<u>21,159</u>	<u>19,266</u>
Total expenditure	<u>209,801</u>	<u>188,127</u>
Operating deficit	(8,625)	(5,974)
5 Income from investments and other gains and losses	<u>33,068</u>	<u>1,255</u>
Surplus/(deficit) before tax	24,443	(4,719)
Tax	<u>(7,724)</u>	<u>(1,841)</u>
Surplus/(deficit) for the year	16,719	(6,560)
6 Other comprehensive income for the year	(23,806)	11,905
7 Recognition of actuarial gains/(losses)	<u>4,600</u>	<u>(16,893)</u>
Total comprehensive result for the year	<u><u>(2,487)</u></u>	<u><u>(11,548)</u></u>

Summarised consolidated balance sheet as at 31 March 2018

	31 Mar 2018 £'000	31 Mar 2017 £'000
Notes		
ASSETS		
Non-current assets		
8 Property, plant and equipment	16,312	18,271
9 Intangible assets	15,616	17,122
10 Available-for-sale investments	106,151	98,472
	138,079	133,865
	- - - -	- - - -
Current assets		
10 Available-for-sale investments	25,006	25,032
11 Trade and other receivables	27,669	23,837
12 Cash and cash equivalents	17,247	19,521
	69,922	68,390
	- - - -	- - - -
Total assets	208,001	202,255
	- - - -	- - - -
RESERVES AND LIABILITIES		
Funds and reserves		
15 Accumulated fund	56,211	34,892
15 Other reserves	4,716	28,522
	60,927	63,414
	- - - -	- - - -
Liabilities		
13 Retirement benefit obligations	20,741	26,398
13 Other non-current liabilities	435	4,307
14 Current liabilities	125,898	108,136
	147,074	138,841
	- - - -	- - - -
Total liabilities	147,074	138,841
	- - - -	- - - -
Total reserves and liabilities	208,001	202,255
	- - - -	- - - -

The summary accounts were approved by Council on 23 June 2018 and signed on its behalf by:



C M (Leo) Lee President



O Collins Chairman of Audit Committee

Notes to the summarised accounts

1 Basis of preparation

These summarised accounts are taken from the audited consolidated accounts of ACCA for the year ended 31 March 2018, which were prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union. The auditors' opinion on those accounts was unqualified. The comparative figures are for the year ended 31 March 2017.

The summarised accounts may not contain enough information for a full understanding of the financial affairs of ACCA. A booklet containing the full audited consolidated accounts of ACCA (including those of the Benevolent Fund), together with the corporate governance information, may be obtained on request from ACCA or viewed on the ACCA website, <http://www.accaglobal.com>

Our Integrated Report provides a wide range of information about ACCA's strategy, governance, performance and prospects to show how we create value for our stakeholders and explains the place we occupy in society. The report can be accessed at <http://www.accaglobal.com>

	Year ended 31 Mar 2018 £'000	Year ended 31 Mar 2017 £'000
2 Income		
(a) Fees and subscriptions		
Members	44,998	40,383
Affiliates	7,388	6,524
Students	38,186	33,354
	<u>90,572</u>	<u>80,261</u>
(b) Operating activities		
Qualifications and exams	98,918	91,325
Member and student engagement	1,440	1,150
Markets	4,648	3,865
Regulation and discipline	5,598	5,551
Other income	–	1
	<u>110,604</u>	<u>101,892</u>

Notes to the summarised accounts

	Year ended 31 Mar 2018 £'000	Year ended 31 Mar 2017 £'000
3 Operational expenditure		
Chief Executive's Office	82	81
Markets	48,746	43,026
Strategy and Development	22,972	21,420
Governance	16,607	17,015
Finance and Operations	<u>100,235</u>	<u>87,319</u>
	<u><u>188,642</u></u>	<u><u>168,861</u></u>
4 Strategic investment expenditure		
Exam delivery	6,172	9,179
Customer service improvements	–	2,111
Market development	3,883	3,548
Renovate core capabilities	5,292	–
Digital	2,270	–
Information management	713	–
Technology enablers	–	3,863
Portfolio management	<u>2,829</u>	<u>565</u>
	<u><u>21,159</u></u>	<u><u>19,266</u></u>

Strategic investment expenditure relates to project costs within each category, and once a project has reached completion then any ongoing expenditure is treated as operational. During the year, it was agreed to invest in upgrading ACCA's core IT infrastructure to create a digital business capability that enables ACCA's 2020 strategy with the aim of being a more commercially agile ACCA better attuned to the market and its customers' needs and behaviours. The projects reflect the multi-year nature of ACCA's strategy and the customer service improvements and technology enablers programs have been superseded by the new programs noted above to align with the Projects road map. Portfolio management relates to the net of portfolio overheads, capitalisation, amortisation and impairment.

In the previous year market development costs included £1.7m in relation to the development of a strategic alliance with Chartered Accountants Australia and New Zealand (CA ANZ). Any ongoing costs relating to the development of the strategic alliance are now treated as operational.

Notes to the summarised accounts

	Year ended 31 Mar 2018 £'000	Year ended 31 Mar 2017 £'000
5 Income from investments and other gains and losses		
Investment income	625	1,486
Realised gains on disposals of investments	33,843	–
Finance costs	(1,292)	(360)
(Losses)/gains on forward currency contracts	(108)	129
	<u>33,068</u>	<u>1,255</u>

During the year, ACCA implemented a new investment strategy which resulted in disposal of investments from Baillie Gifford's managed funds. This realised gains, as shown above, and the disposal proceeds were then reinvested in specialist global equity, absolute return, multi-asset credit and property funds with Baillie Gifford, Adept Investment Management and GreenOak.

6 Other comprehensive income		
Items that will be subsequently reclassified to profit and loss		
Net unrealised gains on investments recognised in previous years	(27,095)	–
Change in the fair value of available-for-sale investment	4,143	12,098
Currency translation differences	(854)	(193)
	<u>(23,806)</u>	<u>11,905</u>

The net unrealised gains of £27.1m relate to unrealised gains net of tax as at 31 March 2017 which had previously been transferred to reserves and are recycled through other comprehensive income under IAS 1.

7 Recognition of actuarial gains/(losses)		
Actuarial gains and losses which arise from experience adjustments and changes in actuarial assumptions are accounted for in comprehensive income in the period in which they arise.		

Notes to the summarised accounts

	Year ended 31 Mar 2018 £'000	Year ended 31 Mar 2017 £'000
8 Property, plant and equipment		
Freehold properties and leasehold improvements	10,665	10,990
Plant and equipment	3,251	3,851
Computer systems and equipment	2,396	3,430
	<u>16,312</u>	<u>18,271</u>

All assets are stated at depreciated cost.

9 Intangible assets		
Internally generated software	15,616	17,122
	<u>15,616</u>	<u>17,122</u>

Internally generated development expenditure which meets the criteria of IAS 38 and which is not otherwise capitalised as a tangible asset, has been capitalised as intangible. Intangible assets are stated at amortised cost less any impairment.

10 Available-for-sale investments		
Non-current assets	106,151	98,472
Current assets	25,006	25,032
	<u>131,157</u>	<u>123,504</u>

Available-for-sale investments, comprising units in two of Baillie Gifford's managed funds, two of Adept Investment Management's strategic funds, GreenOak's Property Fund and cash funds (current assets) managed by Royal London Asset Management, are fair valued at the close of business on the balance sheet date. ACCA's non-current available-for-sale investments are classified by the fair value hierarchies as follows: Level 1 (£29.3m); Level 2 (£74.7m); and Level 3 (£2.1m).

11 Trade and other receivables		
Trade receivables and accrued income	18,830	16,139
Prepayments and other receivables	8,839	7,454
Derivative financial instruments	–	244
	<u>27,669</u>	<u>23,837</u>

Notes to the summarised accounts

	Year ended 31 Mar 2018 £'000	Year ended 31 Mar 2017 £'000
12 Cash and cash equivalents		
Cash and cash equivalents	17,247	19,521
	<u><u>17,247</u></u>	<u><u>19,521</u></u>
<p>Cash and cash equivalents comprise cash on hand, demand and short-term deposits with banks and similar institutions which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.</p>		
13 Non-current liabilities		
Retirement benefit obligations	20,741	26,398
Deferred tax liabilities	435	4,307
	<u><u>21,176</u></u>	<u><u>30,705</u></u>
14 Current liabilities		
Trade and other payables	42,560	32,987
Tax payable	3,056	1,940
Derivative financial instruments	–	137
Deferred income	71,718	68,619
Provisions	8,564	4,453
	<u><u>125,898</u></u>	<u><u>108,136</u></u>

Deferred income comprises mainly of fees and subscriptions from member and students accounted for in advance less an appropriate provision for bad debt as well as exam fees paid in advance by students and monitoring contract income paid in advance.

Notes to the summarised accounts

15 Funds and reserves

	Currency Translation £'000	Land and Buildings £'000	Available- for-sale Investments £'000	Total £'000	Accumulated fund £'000
Balance at 1 April 2016	(109)	10,614	16,726	27,231	46,767
Deficit for year	–	–	–	–	(6,560)
Revaluation – gross	–	–	14,264	14,264	–
Revaluation – tax	–	–	(2,166)	(2,166)	–
Currency translation	(193)	–	–	(193)	–
Recognition of actuarial losses	–	–	–	–	(16,893)
Realised gain on property	–	(11,578)	–	(11,578)	11,578
Tax on realised gain on property	–	964	–	964	–
	<u>–</u>	<u>964</u>	<u>–</u>	<u>964</u>	<u>–</u>
Balance at 31 March 2017	(302)	–	28,824	28,522	34,892
Surplus for year	–	–	–	–	16,719
Revaluation – gross	–	–	4,489	4,489	–
Revaluation – tax	–	–	(346)	(346)	–
Currency translation	(854)	–	–	(854)	–
Recognition of actuarial gains	–	–	–	–	4,600
Realised gains on investments	–	–	(31,313)	(31,313)	–
Tax on realised gains on investments	–	–	4,218	4,218	–
	<u>–</u>	<u>–</u>	<u>4,218</u>	<u>4,218</u>	<u>–</u>
Balance at 31 March 2018	<u><u>(1,156)</u></u>	<u><u>–</u></u>	<u><u>5,872</u></u>	<u><u>4,716</u></u>	<u><u>56,211</u></u>

Independent Auditor's report to the members of the Association of Chartered Certified Accountants

OPINION

The summarised consolidated accounts of the Association of Chartered Certified Accountants, which comprise the summarised consolidated statement of comprehensive income for the year ended 31 March 2018, the summarised consolidated balance sheet as at 31 March 2018 and related notes are derived from the audited consolidated financial statements of the Association of Chartered Certified Accountants for the year ended 31 March 2018.

In our opinion the accompanying summarised consolidated accounts are consistent in all material respects, with the audited financial statements, on the basis described in note 1.

SUMMARISED CONSOLIDATED ACCOUNTS

The summarised consolidated accounts do not contain all the disclosures required by applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union. Reading the summarised consolidated accounts and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

THE AUDITED FINANCIAL STATEMENTS AND OUR REPORT THEREON

We expressed an unmodified audit opinion on the audited financial statements in our report dated 23 June 2018.

MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARISED CONSOLIDATED ACCOUNTS

Management is responsible for the preparation of the summarised consolidated accounts on the basis described in note 1.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on whether the summarised consolidated accounts are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), Engagements to Report on Summary Financial Statements.



Grant Thornton UK LLP
Chartered Accountants
Glasgow, United Kingdom
23 June 2018

Membership of Council at 31 March 2018

Susan Allan

Hull, United Kingdom
Finance Director – Willerby Group Ltd

Rhonda Best

London, United Kingdom
Director – Alexander Bain

Liz Blackburn

Edinburgh, United Kingdom
Reputational Risk Manager – Royal Bank of
Scotland

Hidy Chan

Hong Kong, China
Chair – Hong Kong Belt & Road

Rosanna Choi

Hong Kong, China
In public practice
Partner – CW CPA Certified Public Accountants

Orla Collins

Dublin, Ireland
Chief Risk Officer – Standard Life International dac
Head of Risk Ireland – Standard Life Assurance
Limited

Sharon Critchlow

Devon, United Kingdom
Director – Newgrange Developments Ltd

Matilda Crossman

Bristol, United Kingdom
Executive Director – ExP Group, United
Kingdom

John Cullen

Cardiff, United Kingdom
In public practice
Partner – Menzies LLP

Gustaw Duda

Krakow, Poland
Group CFO – MZ S.A.
VP Finance – MZRP S.A.

Joyce Evans

Dundas, Ontario, Canada
Director of Revenue/Deputy City Treasurer –
Corporation of the City of Kitchener

Jenny Gu

Shanghai, China
Chief Operating Officer – Richemont China

Datuk Zaiton Mohd Hassan

Kuala Lumpur, Malaysia
Chief Executive Officer – Malaysia Professional
Accountancy Centre

Kenneth R. Henry

Miami, Florida, USA
Associate Professor – Florida International
University

Lorraine Holleway

Doha, Qatar
Financial Controller – Qatar Shell

Michelle Hourican

Dublin, Ireland
Operational Director – Datatrails

Japheth Katto

Kampala, Uganda
Managing Partner – Japheth Katto Consult

Paula Kensington

Sydney, Australia
CFO/Company Secretary – Bulletproof Group
Pty Ltd

Membership of Council at 31 March 2018

Arthur Lee

Hong Kong, China
Assistant President and Company Secretary –
CGN New Energy Holdings Co. Ltd.

Dean Lee

Shanghai, China
Managing Director – Tyche Hotel Group

Leo Lee

Hong Kong, China
Managing Partner – Benington Capital Limited

Ayla Majid

Islamabad, Pakistan
Director, Business Advisory Services – Khalid
Majid Rehman Chartered Accountants

Mark Millar

Woodbridge, United Kingdom
Chief Executive – St Elizabeth Hospice, Ipswich

Mohd Nasir Ahmad

Selangor, Malaysia
Group Chairman – Media Prima Berhad

Joseph Opeyemi Owolabi

Melbourne, Australia
Corporate Advisory Services Director – Deloitte,
Australia

Siobhan Pandya

Dallas, USA
Director of Lean/Continuous Improvement –
Mary Kay

Ronnie Patton

Bangor, United Kingdom
Senior Lecturer in Professional Accounting
Practice – Ulster University

Melanie Proffitt

Leicester, United Kingdom
CFO – Farncombe Estate

Marta Rejman

Warsaw, Poland
Head of Shared Services Centre – Re:Sources,
Publicis Groupe

Brendan Sheehan

Brisbane, Australia
CEO – White Squires

Robert Stenhouse

London, United Kingdom
In public practice
Director – Deloitte

Fergus Wong

Hong Kong, China
Director, Tax Services – PwC, Hong Kong

Matthew Wong

Shanghai, China
Partner – PwC China/Hong Kong

Alice Yip

Hong Kong, China
Partner - KPMG

Belinda Young

Singapore
Director – Centrecourt Group of Companies

Phoebe Hao Yu

Shenzhen, China
Board Member, Financial Director – Shenzhen
Energy Group Co. Ltd

Council members' attendance at Council meetings during 2017–18

The table below shows attendance by current members of Council at Council meetings during 2017–18. There were five Council meetings in 2017–18; Council members elected in November could attend a maximum of two meetings.

Susan Allan	5/5	Arthur Lee	5/5
Rhonda Best	5/5	Dean Lee	5/5
Liz Blackburn	2/2	Leo Lee	5/5
Hidy Chan	2/2	Ayla Majid	5/5
Rosanna Choi	5/5	Mark Millar	5/5
Orla Collins	3/5	Mohd Nasir Ahmad	5/5
Sharon Critchlow	5/5	Joseph Opeyemi Owolabi	5/5
Matilda Crossman	5/5	Siobhan Pandya	2/2
John Cullen	5/5	Ronnie Patton	5/5
Gustaw Duda	5/5	Melanie Proffitt	5/5
Joyce Evans	2/2	Marta Rejman	5/5
Jenny Gu	5/5	Brendan Sheehan	5/5
Datuk Zaiton Mohd Hassan	5/5	Robert Stenhouse	5/5
Kenneth R. Henry	5/5	Fergus Wong	5/5
Lorraine Holleway	5/5	Matthew Wong	2/2
Michelle Hourican	5/5	Alice Yip	2/2
Japheth Katto	4/5	Belinda Young	5/5
Paula Kensington	2/2	Phoebe Hao Yu	4/5

Statement on elections to Council

RETIREMENTS FROM COUNCIL

Leo Lee and Belinda Young are retiring from Council and, in accordance with bye-law 15(d), are not eligible for re-election.

The following members of Council are retiring and are offering themselves for re-election:

Susan Allan	Japheth Katto	Marta Rejman
Orla Collins	Joseph Opeyemi Owolabi	

NOMINATIONS FOR ELECTION

The following members of ACCA have been nominated for election to Council in accordance with bye-law 16:

Thomas Mensah Abobi	Krishna Prasad Dahal	Amos Ng
Akin Akinbode	Matt Dolphin	Taiwo Oyedele
Aamer Allauddin	Cristina Gutu	Adrian Perera
Ravindran Balakrishnan	David Kabika	Jayapal Ramasamy
Ben Catlin	Emmanuel Kapizionis	Teresa Pui Sze Tso
Paul Chan Wan Siew	Dato' Seri Raymond Liew	Dinusha H. Weerawardane
Shepherd Chimutanda	Dato' Lock Peng Kuan	Edith Yembra
Daniel Chou	Brigitte Nangoyi Muyenga	Kayode Yusuf
Mubashir Dagia	Mohammad Nawaz	

There are, therefore, 31 candidates for the seven vacancies on Council.

At the 2000 AGM, members agreed that it should be mandatory for those elected to Council to accept and adhere to the Code of Practice for Council members. All the candidates in the Council elections have agreed, if elected, to comply with and be bound by the Code of Practice, the contents of which can be viewed at www.accaglobal.com/codeofpractice

Members' attention is drawn to the statement below on the skills and attributes that ACCA believes Council as a whole should contain.

Council develops policy for ACCA as a whole and Council members act for the whole organisation. ACCA considers that it is essential that Council has access to the following skills and attributes from among its members:

- an ability to take a strategic and analytical approach to issues
- an understanding of the business and the marketplace
- experience of global organisations
- an understanding of good governance
- communication and networking skills
- an ability to interact with peers and respect the views of others
- decision-making abilities
- an ability to act in an ambassadorial role in different environments
- planning and time management skills
- high personal and professional integrity
- a willingness to learn and develop.

Election addresses



THOMAS MENSAH ABOBI

I am Thomas Mensah Abobi, an FCCA from Ghana and I am seeking your support at the 2018 ACCA Council election.

I obtained my ACCA and FCCA membership in 2006 and 2011 respectively. In addition to my ACCA qualification, I hold an MBA in Finance from the Ghana Institute of Management and Public Administration and a Higher National Diploma in Accountancy.

I am currently a licentiate member of the Chartered Institute of Administrators and Management Consultants and also a member of the Institute of Chartered Accountants, Ghana.

Over the years, I have acquired in-depth knowledge and understanding of corporate governance, strategy development, accounting and finance, corporate budget, planning, human resource management, procurement management among others which has prepared me adequately to be able to contribute to the strategic direction of ACCA.

I am very passionate about ACCA, and have played very active roles in its activities, as a true ambassador, promoting and advocating it at all opportune times. As an active member of the ACCA Ghana Network, I served on the Network Panel for five years, holding the positions of vice chairman and chairman from 2007–2013.

I also served on the Education and Training subcommittee as the chairman, developing topics for CPDs. I served as a member of the ACCA International Assembly in 2011 and 2012.

I have served on various committees in my organisation including disciplinary committees and technical committees. I have also served on committees outside my organisation and also held positions such financial secretary, treasurer

and paymaster. I am currently the First Vice President of the St. Paul Commandery No. 618, Knights of St. John International.

I have the ability to listen, analyse, think clearly and creatively, work well with people individually and in a group.

My main area of focus if elected to Council:

- To bring to Council a rich experience in creativity, strategy development, planning and implementation, performance management, a friendly, responsive, and patient approach, personal integrity, a developed sense of values and humour, and concern for the development of the ACCA brand globally.
- To assist the president intensify relationship building with major stakeholders of ACCA, ie engaging members, students, other professional bodies and the public and to provide feedback to council members.
- I will utilise my experience in policy development and strategic planning to help shape the future of ACCA.
- To provide ideas that will help in solving the challenges that the accountancy professional and its members are facing globally.
- I also bring to council a positive attitude that can accomplish set goals. I believe that working as a team is important for the success of the ACCA brand. As a member of council, I will strive to be the 'go to' person on any committee I serve on.

Given the opportunity to serve as a part of the distinguished Council, I believe strongly that I can contribute positively to the ACCA Council's policy direction that will shape the future of the profession.



AKIN AKINBODE

Dear friends and colleagues.

I am Akin Akinbode, an FCCA based in Nigeria. I hereby seek your support and vote to represent you on ACCA's Council. I was admitted as an ACCA member in 2012.

I have over 15 years experience in accountancy and finance. I have held different roles in different multinational companies in different industries; FMCG, telecommunications, consulting and logistics. I am the group accounting controller for Bollore Group of seven companies in Nigeria, serving as a business operation strategic finance partner. Further, I am a director and promoter for three different upcoming SMEs in Nigeria. I have a strong mastery for business and finance operation processes coupled with my strong ethical stance and well appreciated corporate governance knowledge.

From my days as a candidate till now, I have encouraged quite a number of people with the right potential to enrol for and sit ACCA exams, some of whom have already qualified. Likewise, over the years, I have voluntarily mentored and served as a career advisor to a number younger, and in some instances older accountants, many of whom are ACCA members, affiliates and candidates. I have supervised and guided some ACCA affiliates when completing their PER. I am a member of the ACCA Lagos and West Forum in Nigeria.

ACCA is no doubt a well-recognised brand in the accountancy profession. I strongly believe however, that we still have a long way to go! My 'strategic focal point' for the ACCA brand is for the brand to out-rightly become synonymous to accountancy and finance! Thus, building on the foundation that we already have, a time should come in our

history that when any organisation operating in any economic sector, in any country of the world intends to procure accountancy services, ACCA and its membership should readily and always come mind!

With your support when elected, I will bring my knowledge, experience and passion to Council to achieve the following among others:

- With fellow Council members, I will work to address specific challenges that ACCA is facing with regulatory authorities in certain nations across the world. This will enable ACCA members to maximise the benefit of their ACCA membership in their careers.
- I will collaborate with fellow Council members to effectively ensure that ACCA executives come up with further brand activation and penetration strategies for the body and its membership status across the globe.
- I will ensure that members, affiliates and students are more engaged and that their feedbacks are adequately considered.
- I will ensure that all the strategic initiatives put forward by the ACCA executives are adequately debated and the implementations are endorsed in the interest of ACCA's members.
- I will continue to be an ardent brand ambassador for ACCA and prioritise on ensuring that we maintain our leadership position in the accountancy profession globally.

I implore you to kindly give me a chance to serve you on Council so we can together take ACCA to the next level.

Thank you and God bless.



SUSAN ALLAN

I'm currently working in the UK as group finance director for Willerby, market leader in the manufacture of caravans and lodges in the UK. In 2017 I refinanced the business and took the company to market, selling to private equity firm Equistone Partners. Previously I was head of finance for DFS who manufacture and retail furniture in the UK and in mainland Europe and was a member of the team who floated the company on the UK stock exchange in 2015. Before that I worked for bathroom manufacturer Ideal Standard International in a variety of commercial finance roles with responsibility for markets across Europe, Africa and South America and also had a strategic finance role within their global head office. I'm proud to say that I believe the ACCA global passport has been key to opening up international opportunities throughout my 30-year career.

I qualified with ACCA in 1999 and was the International Assembly representative for England before being elected onto Council in 2015. My other roles within ACCA include serving on the UK Strategy Implementation Committee, Resource Oversight Committee and I'm currently a member of the Audit Committee. In the Hull and East Riding area of the UK, I've been part of the members' panel for several years.

A strong advocate for the new ACCA apprentice scheme, I've talked to school children, students and teachers about the different entry routes available to those who wish to pursue a career as a finance professional with ACCA. The story of how Ethel Purdie became the first female member

in 1909 is an inspirational one to me. As a leading global body, I believe that Council has a responsibility to ensure that ACCA continues to live up to those early expectations of the founding members; that ours should be a professional body that offers opportunities to all, irrespective of their background, gender or geography. Supporting women in their career choices is something that I feel strongly about so I decided to become a mentor and make a difference by volunteering with the Aspire organisation who aim to inspire women and girls across the world to lead change in their lives, workplaces and communities.

With a rapidly changing global environment, ACCA's strategy to 'develop professional accountants the world needs' becomes ever more important. The profession must have high quality training that is consistent across the world and produces accountants that operate with the highest ethical, governance and professional standards. Council has an important responsibility to ensure that ACCA delivers this.

As a member who works hard in the business community and has a wide network, I'm well placed to represent the corporate sector, a significant portion of ACCA's membership. I love to meet students, members and employers, acting as ACCA Ambassador, a key aspect of the Council member role. I would be honoured to be elected to Council for a second term to continue to serve the members and hope to have your support in this year's elections.

Thank you



AAMER ALLAUDDIN

I trained with a firm of chartered accountants in London and became an ACCA member in 1988. My career has taken me from starting and running my own business, to working in senior finance positions in diverse sectors such as advertising, consulting, construction, manufacturing and financial services. In 2009 I joined academia and since then have been teaching accounting and related courses to undergraduate students at a top university.

I have been closely involved in ACCA activities for many years, in fact since 1997 when ACCA first set up an office in Pakistan. At the time I was one of only six members in the country! It has been a phenomenal journey as ACCA has developed from a virtually unknown qualification to the most recognisable accountancy brand in the country, and I am privileged to have been a part of this extraordinary transformation.

For over 20 years now, I have played the role of an ambassador and advocate for ACCA at every opportunity, helping to raise its profile and that of its members. In addition I actively promote the ACCA Qualification with university students.

I served as deputy chairman of the first Members' Advisory Committee of ACCA *Pakistan* from 2005–2008. Subsequently, I was elected to the Members' Network Panel (MNP) and served for a total of eight years on the MNP. I was chairman of the Network Panel from 2016 to June 2018. Over the last 13 years, I have served on a number of ACCA committees. I am also a member of the Professional Experts Forum of ACCA *Pakistan*.

I was a member of the International Assembly for four years, having had the honour of representing Asia Pacific in 2005 and 2006, and then Pakistan in 2016 and 2017. It has been an amazing experience, interacting with members from different regions and learning about issues at the global level.

ACCA has given me many opportunities and I want to 'put something back'. I am proud to be an ACCA member and wish to make all members feel inspired by their membership of the number one global accountancy body.

I am aware of the challenges faced by members and students, particularly in new and emerging markets and want to work for their benefit and help provide them with a level playing field.

I have the experience, the enthusiasm and the commitment to make a difference and add value, and therefore wish to serve on Council and be involved at the strategic level, examining issues of wider ranging and longer term importance and help in establishing ACCA's position on global issues.

In order to see ACCA members as world leaders in the profession reflecting a high level of aspiration and dedication, along with developing the required skills we have to maintain adherence to strong ethical values, and achieve sustainable growth throughout the world and further strengthen ACCA's global position and reputation.

I would be very grateful for your support. Please vote for me as your Council member.

Thank you.



RAVINDRAN BALAKRISHNAN

I am seeking your vote to the ACCA Council 2018 elections. I have a triple Masters Degree in Commerce, Business Administration and Economics. I also possess a series of professional qualifications in India and in international accounting bodies.

I am a proud fellow member of ACCA having completed the course in 2004 in Uganda. I obtained my associate membership in Canada and fellow membership in 2009 when working in Philippines.

In 2004, I was a recipient of ACCA Centenary Merit Award. This award gave me immense satisfaction and gratification and propelled me to complete the course at my first attempt.

I have thus far had the opportunity to work across three continents and in more than dozen countries. My experience includes manufacturing, food and consumables, pharmaceutical formulations, trading, insurance, medical emergency, media and communication across South East Asia (India, Philippines, Singapore, Dubai), North America (Canada, USA) and Africa (Uganda, Kenya, Nigeria, Equatorial Guinea, Ghana, Cameroon, Ivory Coast, Tigo).

I have been an active member of ACCA since becoming a member in 2004. I have seen the potential of the ACCA Qualification, recognition and global reach. I have engaged with ACCA local offices, students, affiliates and members especially in Uganda, Kenya, Ghana, Canada, Singapore, and currently in Nigeria and India. I regularly attend CPD events, workshops for ACCA where knowledge sharing, exchanging, updating have become very important for us in our daily working lives. The CPD concept has emerged very well and what started as an

obligatory phenomenon some years back has now transformed into tangible benefits to students, affiliates and members galore.

In 2012 ACCA India placed my profile in the members' forum to inspire the youngsters to take up the ACCA Qualification and benefit from the global outreach. In 2013, ACCA India published *Journey to success* wherein my profile can be found. In 2014, ACCA published a research study on *Global perspectives on methods of healthcare funding* wherein 17 countries were involved (I represented India). Since 2015, I have been associated with ACCA India for various CPD events and workshops across the country namely on VUCA, annual meetings and member events including the unveiling of ACCA *Qualification – the future* in Bangalore.

If elected, I would like to bring to the council:

- Work with members of Council and the president for fostering better relationships in development of profession
- Implementing of ACCA 2020 strategic initiatives and beyond
- Engaging with students, affiliates and members in order to bring their issues to Council and finding solutions with the help of Council
- Utilise my global experience to understand the issues facing the accounting profession and addressing it.

The world that we live in today is fast changing and so is the accounting profession. There is a continuing need to engage with all stakeholders to face difficult and challenging tasks ahead of us and I strongly believe that my association with ACCA and experiences gained worldwide will enable me to ably support Council.

I ask for your support in the 2018 elections.



BEN CATLIN

I am Benjamin Catlin, a FCCA from London and I am asking for your support at the 2018 ACCA Council election.

I am a deputy director of finance within the NHS, having worked at many different hospitals and organisations within healthcare. I deliver the commissioning of healthcare across five London boroughs – supporting more than one and half million people and managing over two billion pounds of expenditure per annum.

I was named by *Accountancy Age/Financial Director* magazine as being in the 'Top 35 Accountants in the UK under the age of 35' in 2016.

I am passionate about ACCA and have been actively involved in the organisation since I enrolled to study in 2008. Along my ACCA journey I was lucky to be able to make various contributions, including writing articles in the *Accounting and Business* magazine, speaking at ACCA member seminars in London on current issues, and attending multiple steering groups and round-table events at ACCA's head office to offer my advice.

I am an alumni member of the ACCA *Leaders of Tomorrow* programme, and I currently sit on both the central London and health ACCA member network panels, it is a privilege to promote our association within both my local region and sector.

I am also a keen advocate online and through social media, having chaired webinars with ACCA to assist current students across the globe, and through my newly appointed role as 'group director' on an unofficial ACCA EU Whatsapp group with just under 100 members.

If, through your support, I am one of the successful election candidates I will bring to ACCA Council:

- An advocate of ACCA strategy implementation through measureable outcomes and relevant initiatives.
- Challenge barriers and address threats to our strategy through external and internal insight of the changing landscape, whilst supporting local and global objectives.
- Being a voice for all our members, promoting and supporting those who are at the heart of this organisation and the ACCA brand. I will ensure that all of our members have a voice and drive the future direction for us all.
- Use my vast breadth of experience and network to provide deeper insight into discussions and decisions.
- Help protect and promote the ACCA brand for future generations to come.

It would be an absolute honour to serve you as a Council member, I promise to bring my passion of the future to ensure ACCA remains ahead in its thinking.

Thank you.



PAUL CHAN WAN SIEW

At 67, why do I need offer myself as a candidate for the 2018 ACCA election? Shouldn't I just lay back and enjoy my senior phase of life? The compelling inspiration came from our newly elected (former) Prime Minister who, at 92, returned to helm Malaysia towards renewed national pride and aspirations; I'm still far from that new benchmark!

As an ACCA member for a good 40 years, I've served as president of *ACCA Malaysia* (1999–2002), and other non-profit professional bodies: President of Chartered Secretaries Malaysia, Council member of Malaysian Institute of Accountants, secretary-general of Malaysian Institute of Corporate Governance, and vice president/founding board member of Financial Planning Association of Malaysia. Internationally, I've served on International Council of Institute of Chartered Secretaries and Administrators (UK), Global Advisory Council of Financial Planning Association (USA) and ISO Committee for development of Global Financial Planning Standard.

Currently, I'm the president of Malaysian Alliance of Corporate Directors, vice president 1 of Federation of Public Listed Companies, executive member of Global Network of Director Institutes (with over 134,000 members globally), ambassador of International Integrated Reporting Council (UK), and an Advisory Board member of FutureBoards, Oslo, Norway. I'm an NACD Governance fellow and NACD Board Leadership fellow of National Association of Corporate Directors (USA). I serve on the Audit Assurance Standards Board and Capital Market Advisory Committee.

Starting my career in audit practice with a local chartered accountants firm (a predecessor to Arthur Young), I set up my practice early 1980s, then 'technically retired' from it after 25 years and became active serving on boards of public listed companies, private companies, non-profit professional bodies and regulatory committees. The public company boards I'd served on were in such industries as steel plate processing, multi-port operator, insurance/financial services, and an industrial group. Currently, I'm on the boards of companies in IT services, education/certification, industrial chemical, asset management and a strategic business advisory firm, Business Transitions Asia, based in Malaysia.

I've served on the professional services 'supply' side; now I am on market 'demand' side of the equation. Today, every industry is challenged by seismic disruptions on all fronts. Increasingly, the roles of boards and the directors community are strategic, visionary, global and with sharpened value-creation agenda. The trend for future-oriented professional services to support the disruptive market demands is increasing, in congruence with the 4th industrial revolution challenges to all industries. As a market player, I could be a catalyst to help shape the future development of ACCA from market perspectives.

I'm already contributing to the accounting profession in various capacities, whether or not through ACCA. Given your vote, my roles could be more ACCA focused. At my phase of life, I have nothing to prove other than to give back what I'd been richly blessed in my career with my first-ever professional ACCA qualification!



SHEPHERD CHIMUTANDA

If you vote for me into Council, I will, together with my colleagues:

- add value aggressively to the profession through market relevance and participation in policy development
- shape the future of ACCA in an ambassadorial role and enable the organisation to 'Think Ahead' through enhancing its thought leadership position
- engage all ACCA stakeholders for the organisation to remain not only visible, but relevant in the global village
- be a role model to students and aspiring members by actively engaging them.

I am able to deliver on this promise as I am a very passionate and dedicated ACCA member, with over 17 years in audit, finance, taxation, insolvency, business recovery and advisory across multiple industries. I was engaged by a mid-tier audit firm (now Baker Tilly) for five years. In 2002 I moved to insurance giant Old Mutual as internal audit manager and was later transferred to the information technology department as business continuity manager. The promotion came as a result of me qualifying as an ACCA affiliate. This gave me a springboard to my career success path. This clearly demonstrated that the international brand I had chosen was not merely for number crunching, but also relevant for business growth. Ever since qualifying into membership in 2005 the ACCA Qualification has been more rewarding and redefined me to be a stronger business coach. This extremely excites me by ploughing back and serving members globally.

The key growth strategies I learnt in the process synchronise with ACCA's 'Strategy 2020'.

In 2006 I pioneered and co-founded, a Zimbabwean audit firm, where I am currently the managing partner. This has given me

exposure in leadership, entrepreneurship, marketing and business development. To date I have managed to structure quite a number of local and international investment deals and transactions on mergers and acquisitions. My venture into public practice and entrepreneurship further reinforces and brings to life ACCA's vision of developing renowned accountants that the world is hungry for.

This diverse technical exposure and networking skills has given me the opportunity to engage employers for accreditation and attracted prospective students. I believe that the various roles and skills I held below in support of ACCA and the accounting profession will shape the brand's future:

- Member of the Education Committee of the Public Accountants and Auditors Board (PAAB) of Zimbabwe for eight years.
- Associate chairman of (Organisation for Economic Co-operation and Development) OECD's Corporate Ethics & Business Integrity and Corporate Governance for state owned enterprises in Southern Africa.
- A network panellist of ACCA for nine years with involvement in audit and assurance and tax sub committees.
- Lectured and mentored at various ACCA learning institutions and other accounting bodies for more than 10 years.
- Promoted the brand by sponsoring the annual local ACCA Winter School conferences.
- A regular speaker at local and regional conferences.

This governance expertise and wealth of experience reignited the passion to extend my involvement and service to Council

Vote for me to enhance ACCA's flagship status and brand visibility in the accountancy field!



DANIEL CHOU

I am Daniel Chou from Canada and I ask your support in the 2018 ACCA Council election. If I am elected to the Council, I will focus on two areas:

- 1 Educational and professional development strategies to our members and students; and
- 2 Global and domestic strategies of positioning and recognition of ACCA brand in developed and emerging markets.

I grew up in Hong Kong, China and moved to Canada for my post-secondary education in 1985. I am proud to call myself an ACCA member because of its forward-looking approach and how ACCA strives to prepare its members and students for a highly skilled professional career.

I am the current chairperson of ACCA Canada Network Panel. Working closely with ACCA Canada and ACCA, we position and promote the ACCA brand with Canadian employers and educational institutes. Many international ACCA members have chosen Canada as their new home and I have helped them to establish a network with local Canadian members.

Serving as the head of electricity market financial settlements at CapGemini Canada, I lead a team that manages the financial settlements and policies of transmission, renewable energy and generators in Ontario. To address the issues of environmental impact and infrastructure renewal, I have been working with Ontarian regulatory bodies and stakeholders to build a better and cleaner energy sector for future generations.

In 2017, I completed my eight-year term as the chairman of the Financial and Audit Committee and the treasurer of Board of Directors at the York Support Services Network (YSSN). During that period, YSSN expanded its operating budget from \$18 million to \$28 million, which meant that more families and patients received the necessary services with a shorter wait time. I am privileged to have contributed to the success of YSSN and through this work to have helped to improve services for a vulnerable group in society.

I am also an advocate for education and professional development. Between 2010 and 2016, I was appointed as the marker and assessor of final examinations by the CGA Canada. Currently I am the instructor of a professional development program for information technology teaching the CPAs in Ontario. I am committed to continual self-improvement and have recently completed a Post-graduate Diploma in Business Administration with Oxford Brookes University. I am currently working towards attaining a professional certificate in Blockchain from the University of California, Berkeley.

I hope you will agree that with my experience, dedication and vision I have a lot to contribute as a member of Council.

Please vote for me.



ORLA COLLINS

I am a current serving member of Council. I have been actively involved in ACCA since 2000 and was a member of International Assembly from 2008–2010. I was a founding member of the Irish Financial Services Network and past president of *ACCA Ireland*.

I was first elected to Council in 2012 and currently serve as Audit Committee chairman as well as being a member of the Standards Board and the Governance Review Implementation Task Force. I also chair the group of Committee Chairs which is responsible for providing oversight of performance measures and targets. During my term on Council, I have previously been a member of Nominating Committee and the Flexible Exam Delivery Oversight Group.

I believe ACCA can further increase the global awareness of the brand and strongly advocate member networking, engagement and involvement, as these activities reinforce the true value of ACCA membership. I see the diversity of the ACCA membership as vital to our success and recognise the opportunity it presents for ACCA to play a key role in the global business environment, as well as enhancing the accounting profession and public value. An example of this, which I witnessed first-hand, was on a recent trip to China. Spending time with ACCA members in Beijing and Guangzhou I could see the influence and support our members have given the Belt and Road initiative, as well as the impact the ACCA Qualification had on changing the lives of its members.

With your support, I want to continue to help Council in its work of guiding ACCA by ensuring continuity of oversight and robust challenge for the Executive Team.

I qualified in 1995 and have over 25 years' experience in financial services, holding a number of senior positions within the industry, specialising in risk, compliance, governance and audit. I have recently moved roles to take up a new career challenge with Aberdeen Standard Investments. I hold a 1st Class MSc in Strategic Management, and am a Licentiate of the Association of Compliance Officers in Ireland and a qualified financial advisor.



MUBASHIR DAGIA

It is my honour to have been associated with ACCA since 2008 when I was first elected as a member of the Network Panel, followed by chairman of the Network Panel. During my tenure I chaired and was part of various technical committees and also represented ACCA at the World Congress of Accountants and chaired the E-Professional Forum at ACCA.

I believe that we, as members of the world largest professional accountancy body, share common values and ethics as I have travelled and met members in various parts of the world and have interacted with members of different regions. I have also been associated with Chamber of Commerce and represented the business community with policy makers at Washington-DC in USA.

Currently I am managing director at DATArecall Global Limited, a limited company registered with England and Wales, providing services of GDPR e-document management systems. We have offices in the UK, Pakistan and Singapore, serving national conglomerates and Fortune 500 global companies. I am an active mentor and have been mentoring hundreds of members, many of who are now serving across the world in various organisations. This makes me proud. I have board level experience having associated with my group. I have successfully implemented document management policies and systems at national conglomerates and Fortune 500 global companies.

There are unprecedented challenges to the profession which gives an opportunity to ACCA to bring in innovation in the profession and always lead the change and embrace it. I have been a live example which accedes towards the innovation and always try to be a part of any study ACCA does and recommend and provide feedback.

I believe if I am elected I would be the voice of members across the globe as mentoring hundreds of thousands, connecting them with the profession and taking them through the journey, will give an added advantage to be part of the innovation and making the 2020 strategy a success.

Today, I am requesting members around the world to support my election to Council in order for me to bring on board the issues affecting the members and the profession as a whole and extensively support the incredible journey for ACCA.

About me

- Managing director DATArecall Global Limited (UK). Introduced GDPR e-doc system in UK.
- Partner DATArecall Pakistan
- Chief executive, Crosby Securities Pakistan Pvt. Ltd.
- Executive director, Technology Trade Pvt. Ltd.
- Member diplomatic mission and Embassy Liaison Committee at KCCI Chamber of Commerce.

Interaction with ACCA

- Chairman, ACCA Entrepreneur Committee for two years.
- Chairman, ACCA Pakistan MNP for four years
- Member of ACCA Pakistan MNP for four years
- Member of ACCA's International Assembly for four years
- Chairman, ACCA Financial Reporting Committee for two years
- Member ACCA Corporate Governance Committee for two years
- Member of local ACCA member network. panel
- ACCA representative PICG – SECP



KRISHNA PRASAD DAHAL

Our profession is facing ongoing and future global challenges, such as artificial intelligence, digitalisation of accounting work, increased regulations, changes to accounting standards and many more.

Do you think we are prepared?

I am passionate about long-term strategic vision to drive ACCA toward a globally leading accounting body to face global challenges, transferring uncertainties into opportunities, branding, and recognition and making ACCA accessible to all entrants, students and members around the world.

With the above passion and vision, I am proposing myself forward as a Council member candidate for the forthcoming 2018 election.

I truly appreciate receiving your valuable vote to pursue the following agenda to promote ACCA and its global image, which will make all of us proud.

Global challenges

Collectively we should take a lead to formulate a strategy for upcoming global challenges and social expectations. I would like to contribute towards creating synergies to maximize use of the best practices and facilitates skill sharing with the greater harmonisation of the global accounting bodies and professionals.

Accessible education and support

We should further strengthen our system using online platforms, e-learning, and digital books and employ local resources to make ACCA more accessible and affordable. This step will further support in the developing economies to motivate high caliber students and continue as members of the ACCA.

Full recognition and expansion to all regions

ACCA should play a greater role in liaising with local accounting regulatory bodies to put in place memoranda of understanding to achieve full recognition for our members in their respective countries.

Advanced education and brand image

We must emphasise the continuous advancement of our course material to meet future expectations to ensure that ACCA continue to be recognised as a global brand around the world.

Thank you



MATT DOLPHIN

I am Matt Dolphin, an FCCA from the UK, and I am looking for your support at the forthcoming Council election.

I have been an ACCA member for over 20 years, during which time I have worked in both practice and commerce. I've worked in a wide range of both small and medium enterprises, as well as larger FTSE organisations, including British Airways, at a senior finance level. I currently work as an interim finance director with UK FTSE companies, helping them to deliver their strategic objectives and develop their finance teams.

I was honoured to be awarded the ACCA UK Advocate of the Year 2017 for my support of our organisation throughout the UK, promoting ACCA within the workplace, hosting corporate networking events, supporting finance colleagues onto the ACCA Leaders of Tomorrow programme, and taking time out of work to speak at ACCA events including member recognition events, the member engagement conference and national conference.

In March 2018, I was delighted to be further awarded the ACCA Europe and Americas Regional Advocate of the Year, relating to the support provided in both the UK and throughout Canada in the promotion of our organisation. During my time in Canada, I met with CFOs and college students alike to promote the benefits of the ACCA Qualification and share some of the insight research which ACCA has carried out to demonstrate our organisation as the leading international accountancy body.

I hope that the above demonstrates that I am passionate about our organisation and that I proactively promote ACCA, further demonstrating my passion for individual personal development.

In addition to my accountancy qualification, I hold an MBA from Aston University and mentor on the MBA programme there.

If I am successful in the election, I will work collaboratively with members and organisations to build closer links with industry, further promoting ACCA as an influential body.

From my own personal experience of leaving education at 16 and having to study for exams whilst juggling family commitments and a career, I understand the importance of open access for all to have the opportunity to study for a professional qualification. If elected, I will work with ACCA to continue to develop such pathways to provide opportunities for future students.

Like you, I am proud of our organisation and the way it has continued to evolve to maintain relevance for students, members and organisations alike. If elected, I will support and push the ACCA Executive Team to continue to drive our promotion, enhancing our brand, image and reputation.

Thank you for taking the time to read through my profile. I hope to have the opportunity to further serve and represent you.



CRISTINA GUTU

Dear ACCA members,

My name is Cristina Gutu and I currently lead the KPMG Training Academy in Romania. As both a professional accountant working in consultancy and now an experienced trainer working closely with ACCA students, I am in a unique position to understand very well the challenges facing ACCA students and members, as well as the benefits ACCA membership can deliver.

It has been almost 15 years since ACCA became part of my life. First, I started the journey as a student, while working as an auditor for Deloitte at the same time. I had known since my teenage years that accountancy was the path I should follow, and ACCA made me even more passionate about this profession, as it gave me the opportunity to take my career in any direction I wanted.

After gaining valuable practical international experience in auditing and consultancy, both in a Big4 organisation and also in a smaller accountancy practice, my career took another turn: I decided to get even closer to ACCA by supporting and coaching future aspiring students in their journey of becoming ACCA members. I have been a professional ACCA trainer for more than 10 years, teaching in a variety of countries and I am extremely proud of each new generation of ACCA members who contribute to the growth and development of our global network.

The time has come for me to give back to ACCA: I have had the privilege of being elected to the ACCA International Assembly for three consecutive terms between 2010 and 2016. The role of our International Assembly, as an advisory forum to Council, is to provide input into strategy and development. This amazing experience has made me appreciate the true value of diversity and the very important role that ACCA members from all around the world play in shaping the future of our profession.

I am an active supporter of ACCA, often speaking on behalf of ACCA at major high profile events in the region. I also participate in various high level round table discussions representing ACCA. ACCA has an important role to play in developing the profession internationally, and having experienced ambassadors at all levels who are committed to raising the profile of ACCA and its members has become very important.

As a member of the ACCA Global Forum for Corporate Reporting, I have had the opportunity to influence the development of financial and non-financial reporting at global level.

ACCA is part of my personal life too: I am married to an ACCA member and our eight-year-old daughter already knows very well what ACCA means. (She is very proud to have met one ACCA president in person!).

Thank you very much for taking the time to read my statement and for getting involved in the voting process. I would be honored if you would support me with your vote to enable me to serve you as part of the ACCA Council, contributing to the delivery of the ACCA strategy.



DAVID KABIKA

First of all I wish to thank everyone, the members throughout Africa and the world that I have made in my ACCA journey from 2009 and last year at the inaugural Africa Members Convention held in Addis Ababa, Ethiopia. The confidence and trust in floating my candidacy as a Council member at ACCA. I trust that we shall always be on the right side of history throughout our ACCA story. Let us vote in numbers and ensure we shine and that I can guarantee.

I understand and know that it is a noble responsibility even just to run for Council and look the world through the eyes of all you great and noble minds and more especially from the farthest and remote parts of the planet. ACCA is the greatest accounting profession and especially at this critical time and spot in history when membership has surpassed 200,000 with twice the number of students. The impact of disruption in industry and on the profession, the impact of artificial intelligence, social mobility and populism in most economies around the world.

I am a business graduate from the Copperbelt University, Zambia. I bring to the table a wealth of experience in corporate governance, strategy, performance management, financial advisory and consulting, investment and commercial banking experience spanning over 18 years. To sum it up I am able to sell the bigger picture especially from the members' point of view.

I have worked in the banking industry, investment advisory, SMEs etc. Presently I work in the capital markets in Zambia for Black Lechwe Financial Advisory as director in charge of the northern region.

When elected to office I seek to do the following:

- I want to make sure it is easy for ACCA members to remain members and enjoy the benefits of their long, hard and rigorous years of study and eventual ascension to embership. The incentive structure for members and students needs to be refined and made more smart.
- I want to ensure ACCA is the preferred career path for young people and other minority groups looking for a career and the first choice for those who seek a career in accounting and those undecided.
- I want to facilitate social mobility for members across artificial geographical, cultural and social divides.
- I would like to see ACCA accelerate faster into an accounting brand that industry freely supports and has never to think twice about. More employer accreditation and quality control support.
- I want to influence policy refinement and coherence across geographical, legal and political divides.

Critical in my message is that not everything in any organisation is flawless and we from time to time need to face the hard facts and periodically moult to grow and especially for the sake of ACCA and the members especially the ones who may feel left behind.

For the rest of the campaign and after, kindly give me your support and vote for me in mass and together we can. Let us strike out the T in CANT to make it CAN.

YES WE CAN.



EMMANUEL KAPIZIONIS

First of all, I would like to thank all members in Greece for their continuing support which allows me to represent them for five consecutive years as their International Assembly member with focus on the success and recognition of the ACCA Qualification in the broad area of South East of Europe.

Trained in auditing firms for many years like KPMG Cyprus and Moore Stephens have marked my professional direction as auditor and since 2007 I am working as financial and accounting executive in a big shipping company in which my interaction with partners across the globe has made me to understand better cultural particularities and different perceptions that people carry, raising my awareness index looking always at the broad picture.

In 2005, I obtained my ACCA Qualification and since then I am working with the same passion and enthusiasm to promote ACCA to the local market and shape the future of the accounting profession. As an active member, I have been presiding over the Advisory Committee of Greece since 2008 and I have spent many hours in mentoring students and affiliates across the universities in the Country, participated in open conferences and career days for young graduates and organised plenty of ACCA events. Further, my activity covers participation in many committees where I take the opportunity to promote the role of ACCA professional accountants and continue to work closely with local bodies for the great value of the ACCA Qualification.

After my Master's degree in Accounting and Finance in Glasgow Uni in 1999, I registered my interest for ACCA and thereafter obtained my MBA from the University of East of London and currently I pursue my Professional Doctorate at University of West of Scotland running my third year of research in IFRS for SMEs. At parallel running, I am a visiting professor at Alba Business School at American College of Greece where I continuously advocate ACCA to all my students.

Among my other roles, I am chairman of the Committee of Shipping Economics advising the Ministry of Finance for Shipping matters which has a relationship of the 'One belt, One road initiative' as Greece is the gatekeeper of the Maritime Silk Road in Europe.

As a strong supporter of progress and believer of the motto that 'life is like a bike and you have to cycle in order to keep balance', I defend the value of keep moving ahead and think that my potential participation in the Council will be a positive presence realising at same time my heavy responsibility to over 200k members.

In a world with constant changes, ACCA needs dedicated members with broad horizons who work with ethical basis, passion and high skills in order to play a significant role in our professional body for the next challenging decade.

In the light of the above, I will be indeed honored to get your vote to advocate for ACCA from a more senior role and draw the future along with my peers.



JAPHETH KATTO

Fellow members,
I am seeking your support for re-election to Council.

About me

My journey with ACCA began when I was admitted as a member in 1982, when ACCA had only 25,000 members, a number that has grown to over 200,000 in the 36 years since. I am both a long-serving and passionate member, with a strong belief in opportunity for all and in growing a profession that serves the public interest.

I have been privileged to experience the benefits of the global nature of the ACCA Qualification, growing a diverse career in the United Kingdom and Africa spanning audit, accountancy, company and financial services regulation, including as founding CEO of Uganda's capital markets regulatory body.

I am currently the board chairman of Uganda's largest bank and a non-executive director on boards of other public companies. I am also a consultant in corporate governance and financial services regulation based in Kampala, Uganda.

My service with ACCA and the global accountancy profession

I have served on the ACCA Council since 2013 and am currently vice chairman of the Market Oversight Committee and a member of the Nominating Committee. I also served on the Governance Review Task Force, which was the think tank behind the changes to ACCA's governance structure approved at last year's AGM.

At the global level, I represented ACCA on the International Federation of Accountants (IFAC) Board for six years, Nominating Committee for

four years and Compliance Advisory Panel for two years. I have also spoken at various regional and international forums including the last World Congress of Accountants in Rome.

My involvement in corporate boards and committees and those of ACCA and IFAC have enabled me to gain experience in corporate governance and strategy-setting and implementation oversight. I've also built an extensive network with leaders both in the profession and in other sectors across the globe, which has given me insight into the trends in and opportunities for the growth of the accountancy profession. I am actively involved in member engagement and advocacy activities, more recently in China, Ethiopia, Indonesia, Kenya and Tanzania, where I have networked with leaders in government and industry plus ACCA members at various stages in their professional journey.

The future

It has been an enthralling few years with the ACCA Council and I hope to continue to serve and contribute to the achievement of Strategy 2020: winning new markets, members and students while delivering value for the existing membership across territories. Diversity has been a core value of ACCA since its inception and is continually reflected in the membership and student body. I am a true example of the diversity policy. Clearly, the demands of the accounting profession will continue to evolve with changing demographics, technological advancement, digitization and other disruptive trends. I would be honoured to continue serving on Council as ACCA continues to be a global leader of the accountancy profession creating forward thinking strategic finance professionals the world needs.

I look forward to and thank you for your support.



DATO' SERI RAYMOND LIEW

Raymond Liew is a name known among comrades and business associates. I have lived in London for over 20 years where I acquired my ACCA Qualification back in the 1980s, together with an MBA from Henley Management College, UK, where I practiced as a chartered accountant with years of extensive work experience with professional firms and multi-national companies and have since assisted in numerous corporate turnarounds and related due diligence corporate exercises.

In Malaysia, I am actively involved in the accountancy fraternity, where I was the Council member of Malaysian Institute of Accountants and Chartered Taxation Institute of Malaysia. I am a trustee of the Malaysian Accountancy Research & Education Foundation and presently, serve as a member of various committees of MIA and also the Malaysian Institute of Certified Public Accountants.

In the earlier years, I conducted talks and seminars for *ACCA Malaysia* of which the topics include M&A and tax related issues.

I am the founding president of McMillan Woods, an independent member firm of McMillan Woods Global, headquartered in the United Kingdom and is one of the pioneer global networks to recognise the industry stalwarts – the *crème de la crème* global leaders. I also represent several organisations in their quests for global prestigious award recognition. I was also appointed the chief judge for the BioNexus Awards by the Ministry of Science Technology & Innovation, a governmental initiative in Malaysia.

As an ambassador for a national newspaper, I am tasked to pioneer the SME industry in championing the Malaysian businesses across the ASEAN region. Under the McM Care Programme, I play a pivotal role in the CSR initiative drive and have continued to pledge a substantial financial contribution to various charities each year.

Why ACCA Council?

The ACCA Qualification has indeed been a gateway for me to gain so much in my career development and I see a real opportunity for ACCA to further grow its membership worldwide. As a strong advocate of ACCA's philosophy of opportunities for all, I am keen to play a role to further develop a wider range of entry routes and for the development of post-qualification options for better accessibility, affordability and quality are in balance.

With the many years of experience gained in the accountancy fraternity, I have much to offer to the profession. I seek your support and your vote for me to serve as your Council member with my pledge to add a voice and play a pertinent role to fulfil the 'Think Ahead' slogan of ACCA, where members worldwide can benefit from it.

I promise you that I will raise your voice (our voice) to make a difference in ACCA.

I pledge to play a pertinent role to add diversity to help your ACCA to fulfil its key strategy – The ACCA Qualification that every business seeks!

Vote for me not because I am good...

Vote me, because I will make a change to the accountancy profession for the better!



DATO' LOCK PENG KUAN

I have been an ACCA member since 2000. My first active connection with ACCA can be traced back to 2007 when I first held a formal role in ACCA's Public Practice Committee. My belief in the quality of the ACCA Qualification, inspired by the core value of ACCA in providing opportunities to all, free from artificial barriers, has continued to flame my passion to advocate for ACCA, from my involvement as a mentor in ACCA's leadership projects, a judging member of ACCA's Advocacy Award, chairman of SMP Focus Group and chairman of ACCA's Public Practice Committee, to my role as independent member of the Industry Advisory Board of an ACCA Approved Learning Provider.

With this belief and inspiration, today I have assumed the role of deputy president of ACCA Malaysia Advisory Committee, and on the global front, chairman of ACCA's Global Forum for Audit and Assurance.

My career started in public practice after I graduated from Middlesex University, London in 1997. I worked in PricewaterhouseCoopers and Hong Leong Group before joining Baker Tilly Malaysia, where I have been a partner since 2006.

Our profession is experiencing a disruption, and the Council who is entrusted by members to provide overall stewardship and oversight of ACCA, has a role to help members succeed and prosper in times of change. Armed with drive and passion, my wish is to serve as your Council member during this time, to work on the Council's current priorities and ACCA's 2020 Strategy, and to assist in formulating the next ACCA Strategy to 2025.

I will bring with me the following objectives and capabilities to serve on the Council in ACCA's key value-adding activities:

Attract and develop

I can contribute to the Council in embracing the challenges in market adoption of the ACCA Qualification changes, by articulating as an ACCA Approved Employer, why these changes are important for the learning providers and how it benefits the students.

In addition, my experience in Baker Tilly International around various regions have equipped me to contribute to the Council's review of recruitment strategy in different countries. My experience as mentor and industry advisor has further equipped me to contribute to Council's work in attracting and developing student success.

Sustain and lead

Advocacy plays an important role in our aim to achieve greater member and student satisfaction in order to arrest the challenges in member retention. My experience in preserving public value, as a member of the Audit and Assurance Standards Board and member of Capital Market Advisory Committee of Malaysian Institute of Accountants, have enriched my capabilities to serve the Council in promoting the global value of professional accountancy.

Furthermore, my participation in IAASB roundtable and technical consultations, contribution of professional articles and stakeholders' engagements have prepared me to service the Council in supporting ACCA to sustain the value of life lasting members relationship.

I humbly seek your support for an opportunity to serve as your council member to bring my passion to ensure ACCA remains thinking and acting ahead.



BRIGITTE NANGOYI MUYENGA

Council candidate for 2018.

FCCA; FZICA (Zambia Institute of Chartered Accountants); MBA from Heriot Watt University; PHD Student with UNILUS

Have held several leadership positions including the following:

Commissioner of finance, Zambia Revenue Authority (ZRA); Director of finance, ZRA; Director of finance, Lusaka City Council; Group internal auditor, Lusaka City Council.

Appointed director of various boards of which I either chair the Audit or Finance Committees.

- ACCA Ambassador and CFO member
- Chairperson, ACCA Zambia Network Panel 2011–2012.

Due to my contribution to ACCA, the members asked me to stand as network panel, which I willingly accepted.

- International Assembly member 2011–2012.

I continued to be a member of the network panel for the two years as ex-official after my term.

- ZICA Council member 2005–2011 and chairperson of the Public Sector Accounting Committee for the two terms I served.
- Member of the first ACCA Zambia branch committee 2002–2005.

I was part of the team that was elected in 2002 and was re-elected annually up to 2005 when I opted to join ZICA as Council member.

- Member of the Institute of Directors
- Board member of ZIALE, PACRA and MARSH Zambia.
- Former chairperson of the Open-arms community and orphanage school and ZAFFICO board member.
- Member of the Southern Africa Aids Trust (SAT).

My commitment to ACCA can be assessed from my participation in various ACCA activities.

With my qualification and varsity unique experience across the accounting profession, knowledge in corporate governance, finance, strategy, I will be able to provide overall stewardship to the ACCA by contributing in devising the ACCA strategy and ensuring that the governance of the process and performance is achieved. As an ACCA Ambassador, I will continue to keep on supporting and marketing the ACCA brand and ensure that we remain relevant in delivering on our approved mandate. Zambia has a success story on the achievement of the Ambassadors forum. A mentor to the affiliates and involved in the employer/stakeholder meetings which helps ACCA to produce graduates meeting employers expectation.

I was awarded certificate of recognition as Accountant of the year Award 2014 by ZICA and Institute of Directors for my innovative ideas in managing finances and people to ensure operational efficiency in the organization. 2016 Public Service Excellence award by The Zambia Society for Public Administration (ZSPA) in recognition of my contribution to advancement of public service excellence in Zambia. ACCA Zambia Member Advocate of the Year 2017 runner up. A strategist with visionary leadership qualities to motivate others to achieve goals. A good team player, change manager and strategic plan trainer in helping formulating strategic plans which will be a strength I will bring on board if elected on council.

Given an opportunity, I will contribute in helping ACCA reposition itself and remain relevant in the 21st century and beyond, grow our membership and deliver member value which is critical. I wish to assure you of global representation on Council given an opportunity.

I thank you.

NO IMAGE
SUPPLIED BY
CANDIDATE

MOHAMMAD NAWAZ

I am Professor Mohammad Nawaz, an ACCA member from the UK and I am requesting for your support at the 2018 ACCA Council election.

I am a director and founder of numerous organisations, where I am a key member in developing the businesses. I am not limited to only accountancy, but I am also a qualified computer scientist and mathematician. I have then studied further to gain various prestigious titles from different professional bodies. My passion for studying did not stop at ACCA.

I have expertise in all the aspects from starting up a company to financial management. I currently work as a lecturer to pass my knowledge to young individuals so they become chartered certified accountants in the future. In addition to these roles I am a marker for Edexcel and BPP Professionals.

Currently I am a member of ACCA UK's Lancashire and Cumbria and Health Sector Network Panel, driving local member engagement and employer awareness through ownership, accountability and goal setting. I have held various senior positions prior to these roles; I have taken many roles started from assistant accountant, procedural programming demonstrator, computer programming director, network marketer, management accountant and finance director.

I administrate an expanding ACCA EU, ACCA global, IFAC, VAT and accounting jobs, WhatsApp groups to benefit ACCA members to network and I am also an active member on LinkedIn. These activities encourage engagement with as many ACCA members as possible. I have built a large network to share my experience and knowledge. I want to use these resources to continue as an ACCA advocate and ambassador and encourage other young individuals to choose ACCA. I would be a good example for those who are considering ACCA.

Moreover, having been supported throughout my ACCA journey, I now want to provide the same support to other members; I am enthusiastic, creative and willing to help. I can use my network experience to become a great networker for ACCA – setting up and attending meetings would be wonderful experience for me as a networker.

If elected, my commitment, enthusiasm, passion and knowledge which I have gained in various leadership roles outside of ACCA will promote the organisation; ACCA membership can change a person's life, as it has changed mine. I am very keen to help ACCA grow its membership and its drive to establish itself as a globally recognised qualification in the emergent technological business environment. I am passionate about demonstrating and upholding the global reputation of ACCA and at this time in my life I feel I have sufficient time to devote to the board.



AMOS NG

Fellow ACCA members, I would like to humbly ask for your support for this ACCA Council election so that I may serve and represent you.

My name is Amos Ng, and I have obtained my ACCA qualification under the joint scheme 32 years ago. In 2011, I was elected to the ACCA Singapore Network Panel and served as vice-chairman for two years before being elected as chairman of the panel in 2013. I have attended five iterations of the ACCA International Assembly representing Singapore. Additionally, I have served as chair of the CFO sub-committee of ACCA Singapore from 2011 to 2014. Currently, I serve on the Network Panel Advisory Board.

Apart from my work with ACCA, I am currently also serving as a member of the Investment & Establishment Committee of the Singapore Chinese Cultural Centre and the Practice Monitoring sub-committee with ACRA, Singapore.

In my day job, I am senior vice president and group chief financial officer of Straco Corporation Limited – a public listed company on the Singapore Exchange. Straco is a mid-sized company with principal business interests in the development and operation of premier tourist attractions. It won the Enterprise Award in 2017, in recognition of its consistent good performance. Our main business is conducted in China and Singapore, with notable assets including the Shanghai Ocean Aquarium and the Singapore Flyer. I have held this appointment since 2000, previously serving in other management and professional roles in both the public and private sectors.

The many roles I have played in different organisations over the years have left me with a wealth of experience and a wide network of contacts which I intend to utilise in my endeavour to represent ACCA members on the ACCA Council. With your support, I hope to gain the opportunity to bring a fresh perspective from Singapore to the council. In particular, I commit to the following:

- To engage with and represent my fellow ACCA members and their interests faithfully on the Council
- To work together with other members to look into key issues affecting the future of the ACCA
- To work closely with the president and executive team as part of the Council in developing the strategic direction for ACCA as an organisation
- To advocate for more mentorship, guidance and networking programs so as to develop a strongly connected body of working professionals in the accounting services sector.

It has been a great honour and privilege to have served ACCA in my small local capacity over the past few years and I hope that you will consider my candidacy favourably and allow me the opportunity to continue serving ACCA on the international stage.

Thank you.



JOSEPH OPEYEMI OWOLABI

Thank you for the opportunity to serve on Council over the last three years. It has indeed been a privilege serving our members, students, affiliates and other stakeholders across the regions. ACCA has been my passport to a world of great opportunities and I want to continue to give back. I have had the opportunity to work globally, supporting corporates, governments and not-for-profit entities. Some of my recent senior management roles are:

- Director, corporate advisory; Deloitte Australia
- Senior manager, capital markets and accounting advisory; PwC Australia
- Head, climate change and sustainability services; EY West Africa.

I hold a master's degree from York St John's University in England; attended executive education at The Wharton School, University of Pennsylvania; and possess additional certifications in internal audit and information systems audit. ACCA's core values of opportunity and diversity resonate with me. By eliminating artificial barriers, ACCA provides access to people of ability worldwide. This empowered me to make the historic 200,000 member wall despite my medical science background. Our commitment to diversity and inclusiveness has seen us evolve from an accounting body with deep roots in the UK to the global professional accounting body. Our doors should remain open to inspire future generations of business leaders.

Three years' service on Council has given me more understanding of how a great organisation such as ours functions and shapes the profession. My interactions with members all over the world provide input that will be relevant in shaping ACCA's strategy. I contribute actively to Council proceedings and I have served on the Audit and Nominating committees, and as

Council's representative to the International Assembly. I have also represented ACCA at major events across the globe:

- Delivered presentation on *Beyond Reporting: value proposition for sustainability reporting* at ACCA New York Chapter
- Active engagement with local member panel and ACCA office in Australia to maximize the value of our strategic alliance with Chartered Accountants Australia and New Zealand (CA-ANZ)
- Delivered speech at the Asia Scotland Institute/ACCA event in Glasgow themed 'Inspiring global careers' on International Women's Day (2018)
- Represented ACCA at the inaugural ACCA Africa Members' Convention in Ethiopia
- Represented ACCA at various university and industry events in Nigeria and Australia
- Presented the inaugural 'Meet your Council webinar' for ACCA members in Sub-Saharan Africa reaching over 12,000 members in the region
- Mentored students at the Singapore Institute of Management during the Association of Southeast Asian Nations (ASEAN) Accounting Conference
- Represented ACCA at three consecutive Africa Congress of Accountants (ACOA), a Pan African Federation of Accountants' (PAFA) event, held in Ghana (2013), Mauritius (2015) and Uganda (2017).

Visionary leadership at ACCA has achieved giant strides over the last 114 years. This century, the challenges before us will require collective commitment and advocacy, as we take on disruptions triggered by technological innovations from Blockchain, robotics, internet of things and artificial intelligence. I offer myself to return as your Council representative. Please vote for me and do continue to support ACCA.

Thank you.



TAIWO OYEDELE

About me

I am an author and a public speaker on accounting, business and tax matters. I am an advocate for transparency and good governance. Through my foundation, I mentor young people and provide scholarships to help finance the education of underprivileged students. I have been an ACCA member since 2004.

My leadership experience

I am the West Africa tax leader for PwC and a member of the firm's Africa leadership team responsible for over 30 countries. I am also a member of PwC's Global Board for Leadership Development and president of Impact Africa Foundation.

My ACCA service

I served as a member of the ACCA International Assembly in 2010 and subsequently I was elected as a Council member in 2011 and 2014 serving at different times on Resource Oversight, Governance Design, and Market Oversight Committees. I am currently a member of the ACCA Global Forum on Taxation, member of the Nigeria Advisory Committee and previously an ACCA learning provider.

About Council

Council plays a critical role of setting the agenda for ACCA and providing overall leadership while being accountable to members. Given the increasing uncertainties in the business environment and growing public expectations, I will bring my experience to bear on Council's mandate of enhancing member value, acting in the public interest and leading the profession.

About ACCA

The various changes and technology disruption provide opportunities for accountants but also significant challenges such as cyber-security, digital regulations and the need for re-skilling. ACCA needs to leverage on its reach, resources, size and influence to support members in exploiting these opportunities while managing the associated risks to acceptable levels. As the leading global professional body, our duty to constantly enhance member value has never been greater but so is our responsibility to society to act in the public interest.

Innovation, member value and public interest should not be what we think about during strategy sessions but a way of life even in our day to day activities. We must think ahead, act with agility to translate our thoughts into actions and our actions into positive outcomes for our members.

My humble request

I am proud of ACCA's achievements and my contribution to its success together with other Council members and the Executive Team over the past few years that you gave me the opportunity to serve, for this I say a BIG thank you!

I kindly ask that you vote for me as your Council member for the third and final term.



ADRIAN PERERA

I am asking your support for my election to Council to represent you to take ACCA to the next level, currently I am the chairman of the ACCA Member Network Panel in Sri Lanka and was a member of the International Assembly from 2016.

I am a fellow member of ACCA, a fellow member of CIMA (UK), CGMA, a fellow member of the Certified Management Accountants of Sri Lanka, the National Management Accounting Body, an associate member of the Institute of Bankers of Sri Lanka, life member of the Association of Professional Bankers of Sri Lanka, fellow and founder member of the Certified Professional Managers of Sri Lanka, founder member of the Commonwealth Association of Accountants and I have a Masters degree in Business Administration from the Post Graduate Institute of Management, University of Sri Jayawardenapura, Executive Diploma in Business Administration from University of Colombo, Post Graduate Diploma in Diplomatic and World Affairs from BIDI the National Diplomatic Training Institute, also I am a registered company secretary, and a member of the Sri Lanka Institute of Directors and have attended training programs locally and internationally extensively.

I have over 30 years' experience in banking, finance, treasury, manufacturing and information technology. Currently I am the director of corporate affairs of OASIS Hospital Ltd. Previously I was the COO of EquiCapital Investment Ltd and was instrumental in setting up of the first overseas subsidiary for Lanka ORIX.

I am very passionate about the accountancy profession, which started way back in 1995 when I enrolled as a student for ACCA. I am the chairman of ACCA Sri Lanka CPD Committee, Sustainability Awards and Advocacy Committee, I have been a governing council member of CIMA (UK) Sri Lanka division, charter vice president public relations CIMA(UK) Sri Lanka division Toast Masters Club, was the chairman of the CIMA Library Committee, vice president and assistant treasurer of the Organization of Professional Association, which is an association consisting of 48 professional associations including ACCA, chairman of the CMA Sri Lanka Corporate Governance and Integrated Reporting Committee, chairman of Publicity and Journal Committee of CMA and a frequent paper presenter at the South Asia Federation of Accountants conferences in Sri Lanka, Bangladesh, Pakistan, India and Nepal and a frequent economic commentator of the future Sri Lankan economic landscape to the local media and Bloomberg.

I have been a member of the government steering committee on Non-Bank Financial Institution Consolidation Review Committee, a visiting lecturer NSBM campus and a visiting lecturer for the Securities and Exchange Commission of Sri Lanka also a consultant to the Chartered Institute of Logistics and Transport (UK) Sri Lanka office for their Pinnacle and Excellence awards and an expert panelist to Institute of Chartered Accountants of Sri Lanka Annual Reports awards.

Through the Sustainability awards and ACCA CPD events we have been able to position ACCA to become the most sought after number one accountancy qualification by blue chip employers and whilst ensuring cordial relations with local bodies.



JAYAPAL RAMASAMY

If I get your vote, I would have got a chance to transform ACCA in a very significant way for the next generation particularly in India.

My name is Ramasamy Jayapal. A person of Indian origin, I strongly feel that the ACCA members in India need wholehearted representation at global level. It is in this context that I make this appeal to you.

My contributions will be as follows:

- Creating opportunity, unlocking potential, innovating and delivering value
- Contribute my knowledge and skills from across my accounting profession of 33 years and work closely with the executive team to implement our growth strategy
- Provide advice for members to come forward and share their ideas on the current ACCA challenges, establish policies and practices and propose a better way forward
- To provide support in developing ACCA in India and assist graduates employability
- Help ensure members and future members continue to be the most valued.

Studied ACCA in London through Emile Woolf College of Accounting, became a member of ACCA in 1985, fellow in 1990. I was awarded the NPB-JICA Scholarship to attend the Fellowship Program in Japan in 1988 on management consultancy skill.

Active in ACCA local executive Council in Singapore, reached the position of vice president over a period of 12 years, was involved in polytechnic visits in propagating the ACCA Qualification in Singapore, ACCA regional meetings in Hong Kong, Malaysia and helped to establish and strengthen the ACCA network in

Singapore. Elected as ACCA International Assembly member from 1999–2001.

Founder member of Institute of Management Consultants (IMC), served more than 13 years and was also the president of IMC.

On the social front, recently appointed as the chairman of Rotary Learning Institute (charity) to help in training the VWOs (voluntary welfare organisations) with the support of funding from the government.

On the commercial front, a Board of Governor of St Johns International School, Malaysia providing Cambridge curriculum from year seven to A levels, chairman of Hallmark Capital Pte Ltd (corporate advisory firm), director of Alliance Corporate Services Pte Ltd (secretarial services), chairman of Hallmark Nominee Services Pte Ltd (nominee services), Board of Director member of Malvern Education PLC (UK public listed company) and member of the Audit Committee.

I am a founder director of ANSA India Private Limited, advising them in achieving high standards for their ACCA programs in India. ANSA achieved their platinum status as ACCA training provider last year. Currently they are the only ACCA platinum status holder for the whole of India. In India, I assist a company, Numerical Analytics, in distribution of financial calculators.

Founder member and vice president of McMillan Woods Global, a network of accounting firms currently in over 20 countries, have been active in regional development of members in countries like India/Pakistan/Bangladesh/Sri Lanka and in charge of the quality control.

In short, I wish to bring ideas that is flexible and agile where we are able to anticipate changes and respond in appropriate speed in today's everchanging world.



MARTA REJMAN

I graduated from Warsaw School of Economics, hold an MBA diploma of University of Calgary in Canada and since 2002 I am a member of ACCA.

In 2015 I was elected to Council. During those three years I served on Remuneration Committee, Resource Oversight Committee and most recently on the Governance Design Committee. I contributed to the design and implementation of the new governance model through my participation in Governance Implementation Task Force.

I developed an understanding of the complexity of ACCA as an organisation, awareness of the variety of issues in different regions and countries. I appreciate the work ACCA is doing to meet all, often contradictory, member expectations at the same time as developing the organisation to respond to global economic changes, applying the best technology solutions.

Between 2009 and 2015 I represented ACCA on the board of IFAC, also as a member of the Audit Committee and Planning and Finance Committee. That role gave me a unique opportunity to support the development of the accountancy profession worldwide and build a network with representatives of accountancy organisations from other countries and regions. Due to the wide range of IFAC mandate, I had the opportunity to contribute to the activities directed at supporting public accountants in business, small and medium practices or recognise the issues faced by developing organisations.

In 2004 I became a member of the first Polish ACCA committee and contributed to the development of ACCA constituency in my country. I also participated in the International Assembly.

I have represented ACCA in a number of panel discussions, publications and as a member of ACCA delegation at the World Congress of Accountants in Kuala Lumpur and Rome.

I have participated in Council visits to Singapore, Cyprus and China where I also had the honour of speaking at the Belt and Road Conference.

My professional career includes work for ING Group as a CFO for a leasing company. Since 2010 I have been involved in developing shared services centers as a head of EMEA SSO for Jones Lang LaSalle and currently as a head of SSC for Publicis Group providing financial, IT, payroll, tax and legal services to a number of European countries.

In the current digital era the accountancy profession is expected to apply robotics and use artificial intelligence. Big data and Blockchain concepts moved from planning to implementation phase. The role of the professional accountant is rapidly changing with organisations like ACCA expected to provide future-proof learning programs with technology being a core part of delivery. Ethics and trust as well as soft skills get new meaning and are highly demanded.

ACCA with its global reach and increasing number of young talent is uniquely positioned to drive the new training trends and grow the constituency of new professional accountants well equipped not only to react to, but also to drive, the rapid change and innovation.

I trust I am able to support ACCA in its mission and would be delighted to have an opportunity to continue as a Council member.



TERESA PUI SZE TSO

My name is Teresa Tso, Chair of ACCA Hong Kong for 2017/18 and a member since 1996. I am seeking your support for the 2018 ACCA Council election.

My career spans more than 25 years, where my passion for the advancement of our industry first developed and has grown. I have an MBA and an MSc from The Hong Kong University of Science and Technology. I joined EY in 2001 and currently serve as group partner for Financial Services, Assurance in Hong Kong.

I have led teams of professionals, to deliver exceptional client service to an array of global multinationals on acquisition projects, specialising in credit and operational risk analysis. I spent nine years in Mainland China partnering on acquisitions specifically related to large commercial banks.

Being chair of the HK chapter of ACCA over the past year has ensured my remaining on top of significant developments in an ever-changing, challenging industry landscape. Our markets and clients are increasingly complex and sophisticated and, as a global Council, we must mirror this. I see it as my responsibility and, indeed obligation, to equip our stakeholders – members, business community, regulators, professional bodies and, most importantly, our young professionals – to be digitally savvy, non-traditional, creative, innovative and open-minded, in order to fully embrace and thrive in our rapidly evolving world.

I live this out in my daily working life, most recently via the opportunity for EY to work directly with ACCA on a joint research paper on the Greater Bay Area, with a Fintech flavour. My current role in both organisations provides the perfect opportunity to advance the objectives of this initiative for ACCA whilst utilising the vast networks that EY has at its disposal.

If I am fortunate enough to be a successful candidate, I will ensure:

- a relentless focus on professionalism, ethics and conduct that is fit for Council – setting the tone from the top will lead by example for members and students. This forms a critical pillar of my candidacy and one that I will not compromise.
- prioritisation of the real issues; the Belt and Road Initiative is a crucial campaign – one that I, together with ACCA, am passionate about. My extensive experience in Asia is a critical advantage in using this initiative to equip young professionals.
- effective stakeholder management and feedback via the escalation of issues and challenges, particularly for complex regulations.
- a true spirit of collaboration and partnership as we work across borders, cultures, and industries to ensure the collective success of ACCA.

The ACCA has been a core part of my career since my graduation and I am honoured and humbled to be seeking this coveted position. I am safe in the knowledge that my qualifications and passion for the profession strike the perfect balance to significantly advance the agenda of Council, its members and students...our business leaders of the future.

Thank you in advance for your kind support.



DINUSHA H. WEERAWARDANE

I'm Dinusha Weerawardane and I am a lecturer/consultant based in Colombo, Sri Lanka. I have been an ACCA member since 2015 and I also hold a PhD in Consumer Behaviour from the Cyprus Institute of Marketing, an MSc. in International Business Management from the University of West London, an LLB (Hons) specialising in Business Law from Staffordshire University, UK and a BSc. (Hons) in Applied Accounting from Oxford Brookes University, UK; I am also a chartered manager (UK).

My passion and commitment for ACCA is what has prompted me to run for Council, because I am confident that I can positively contribute to ACCA's strategy. If elected, I would be representing your interests by being sensitive to member needs, market dynamics across every region in which ACCA is present and ACCA's strategic objectives. Moreover, being part of a professional body that has accessibility and ethics at the core of its values is very important to me.

My candidacy is based on the following attributes:

1 My involvement with the higher education sector and contribution towards achieving ACCA's strategic objectives

I am committed to building the ACCA brand in Sri Lanka and being a brand ambassador for the qualification, for instance at educational expos and forums, both locally and globally, and even on social media. I also lecture for ACCA, am an Oxford Brookes University registered mentor for the Applied Accounting programme, and continue to mentor and motivate students from Sri Lanka, Maldives, Middle East and Africa to progress with the qualification

towards their ACCA membership. Moreover, I leverage my professional network to facilitate job placements for ACCA students to complete their practical experience requirements and gain membership; I have also contributed to expanding the ACCA Approved Employer network locally.

2 My contribution to the profession

Having interacted with ACCA professionals from across the globe, I have developed a good understanding of the issues facing the accountancy profession and I intend to use my experiences to support members and students. As such, I regularly contribute to ACCA's publications, particularly *Policy Insights: Commentaries from Middle East and South Asia*, which discusses key issues affecting the profession, contribute questions for ACCA's computer-based exams and am an external technical reviewer for taxation and audit.

3 My vision for ACCA and its members

We are entering into an era of technological revolution and I would like to support the Executive Team and Council in ensuring that ACCA remains at the forefront of the accountancy profession by positively embracing fintech. I also believe that member engagement plays a vital role in ACCA's development and increasing this is one of my key priorities. As such, I am actively involved with the local member network panel and its activities, and continuously encourage members worldwide to become advocates for the qualification.

I encourage you to participate at the 2018 global Council elections and humbly request you to consider giving me one of your valued votes.



EDITH YEMBRA

My name is Edith Yembra. I am currently director of finance and IT and company secretary at YMCA North London. I became FCCA in 2004, in 2007 gained the ACCA Diploma in International Financial Reporting Standards. I hold an MSc in Charity Accounting and Financial Management, from London South Bank University. I am passionate about my contributions to the ACCA UK South East Women's Network hence my continuous support for the panel whose objectives dovetail the overall ACCA global strategy.

My passion for women empowerment, diversity and leadership lead me to the London Women's Network panel in 2005 as an observer, helping to facilitate the seminars before formally joining the panel. I chaired the panel in 2007 until July 2016. My aspiration has been to ensure ACCA women members making up almost 50% of the ACCA population are attracted at various ACCA UK events, nurtured and supported whilst gaining their CPD units.

I was a member of the ACCA UK Strategy Implementation Committee which contributes immensely to the annual Member Engagement Conference. I was also a member of International Assembly for two years until July 2017. The International Assembly broadened my knowledge and brought the true meaning of ACCA into perspective.

My success with the South East Women's panel, the provision of support and hiring of ACCA members was rewarded with me winning the ACCA UK Outstanding Achievement Award in 2016. This invaluable award has propelled me on the road to doing more advocacy work and contributing more to the next generation of ACCA accountants.

My support for the ACCA strategy resulted in me taking part in the launch of the Leaders of Tomorrow some years ago. I successfully mentored two distinguished ACCA members who have also become mentors for other ACCA members. One of whom has since joined a sub-committee of a charity, became a panel member and an active advocate for ACCA.

I am also a member of the WXN UK, a women's network which supports and work in collaboration with ACCA.

Prior to joining YMCA North London, I was group finance director at the Institute of the Motor Industry. I also worked with Interact Worldwide, an international development charity, for 15 years implementing and evaluating projects in Africa, Asia and Latin America. The vast experience and knowledge gained from working in different countries is well suited to the candidacy representative of the Council for ACCA.

My diverse background would be an asset to working with members from different countries. I have an appreciation and feel for diversity and inclusion, with a passion and mandate to empower and inspire current and future ACCA members and give them the opportunity to success in life as ACCA members.

I will bring a diverse skillset to Council. My multicultural understanding at a very practical level is key to ensuring broad consensus.

It would be an honour to serve on the ACCA Council. I humbly ask for your vote to give me an inroad into supporting the ACCA strategy.



KAYODE YUSUF

I am Kayode Yusuf, an FCCA from Boston, Massachusetts, USA. I am a senior manager with PwC in the Boston office. My day-to-day role involves managing three mega-markets from a finance perspective and ensuring that our strategy aligns with the overall business goals.

I have spent most of my career with PwC, however, I had a stint in venture capital working for a seed-stage investment firm based in Austin, Texas. My career journey has taken me to several countries giving me a global and diverse outlook which aligns with ACCA's values.

I have benefited tremendously from the ACCA qualification and I believe in giving back. I am an ACCA advocate and I have contributed over 40,000 words in thought leadership articles to ACCA publications over the past seven years. I have also devoted a lot of my time to mentoring and guiding young accountants.

I have a degree from Oxford Brookes University and an MBA from Hult International Business School in Boston. I hold the HBX Harvard Business School certificate in Leading with Finance and I am currently studying towards a Master's Degree in Business Analytics at the University of Massachusetts.

Why am I running for Council? The simple answer is that I am passionate about ACCA and I believe in its core values and 2020 strategy. My education and experience have enriched my capabilities to serve Council and inject fresh impetus into strategy formulation. If through your support I am successful in the elections I will bring the following to ACCA Council:

- I will focus on improved member engagement by working with other Council members to formulate strategies and policies that will represent the views and interests of all members.
- I will push for and support strategic alliances that will help improve ACCA's reputation and global standing, especially in the area of employability and career mobility.
- Technology is an area close to my heart. I will contribute my knowledge in the area of technology enablement and digitization to the benefit of ACCA members and students.
- I will support ACCA's global strategy and drive recognition of ACCA's qualifications and employability across all markets, including the United States.
- I will give support and direction to the Executive Team in executing ACCA's vision 2020.

In my spare time, I pursue my other passion which is writing and I also engage in community and sporting activities. I am a member of my local golf club and I play five-a-side soccer on weekends.

I am using this medium to ask for your votes to build a stronger ACCA. If elected I will work assiduously to protect your rights and help Council make policies that will deliver on your expectations.

It would be a great honor and privilege to serve on Council.

Thank you!



The Benevolent Fund

The Benevolent Fund

notice of meeting

The Chartered Certified Accountants' Benevolent Fund (charity number 1156341)

The Chartered Certified Accountants' Benevolent Fund (charity number 222595)

Notice is hereby given that a meeting of the members of the Chartered Certified Accountants' Benevolent Fund (charitable company) and the Chartered Certified Accountants' Benevolent Fund (unincorporated charity) will be held at The Adelphi, 1/11 John Adam Street, London on 15 November 2018, following the Annual General Meeting of the Association of Chartered Certified Accountants (ACCA).

Members of ACCA are invited to attend this meeting to receive an update of the activities of both of the Chartered Certified Accountants' Benevolent Fund charities and to note the combined summarised report and financial statements for both charities.

At the 2017 Annual General Meeting of the Chartered Certified Accountants' Benevolent Fund (unincorporated charity) held on 30 November 2017, the members of the charity approved the adoption of new rules for that charity. The new rules mean that the formal annual general meeting can be held without the significant administrative costs of inviting all ACCA members to it. The annual general meeting of the unincorporated charity was held on 19 September at which:

- 1 The minutes of the 2017 Annual General Meeting were approved.
- 2 The Report of the Trustees and the Accounts for the year ended 31 March 2018 were received and approved
- 3 Grant Thornton UK LLP were reappointed as auditors of the charity.

Hugh McCash Honorary Secretary
The Adelphi
1/11 John Adam Street
London WC2N 6AU
19 September 2018

The Chartered Certified Accountants' Benevolent Fund combined summarised report and financial statements

The combined summarised financial statements are taken from the audited financial statements of the unincorporated charity, The Chartered Certified Accountants' Benevolent Fund, for the year ended 31 March 2018 and the charitable company of the same name for the year ended 31 March 2018. The audited financial statements of both charities were signed on behalf of the Trustees by the Chairman, David Finch, on 6 June 2018. The auditor's opinion on those financial statements was unqualified. The combined summarised financial statements are unaudited.

The combined summarised financial statements may not contain enough information for a full understanding of each of the charity's affairs and members are invited to read the full audited financial statements of both charities.

Copies of the full audited financial statements may be obtained on request from ACCA, The Adelphi, 1/11 John Adam Street, London WC2N 6AU or from the website address <http://www.accaglobal.com/en/member/membership-benefit/benevolent-fund/about-benevolent.html>



David Finch Chairman
6 June 2018

Combined summarised statement of financial activities for the year ended 31 March 2018

	Total funds Year ended 31 March 2018 £	Total funds Year ended 31 March 2017 £
Income		
Donations	79,786	63,452
Legacies	2,500	4,000
Credit card royalties	6,523	13,008
Investment income	115,083	102,472
	<hr/> 203,892 <hr/>	<hr/> 182,932 <hr/>
Total income		
Expenditure		
<i>Expenditure on raising funds</i>		
Investment management costs	19,828	17,586
<i>Expenditure on charitable activities</i>	59,762	46,015
	<hr/> 79,590 <hr/>	<hr/> 63,601 <hr/>
Total expenditure		
Net income excluding investment gains	124,302	119,331
Net (losses)/gains on investments	(33,663)	412,201
	<hr/> 90,639 <hr/>	<hr/> 531,532 <hr/>
Net income and net movement in funds		
Reconciliation of funds		
Total funds brought forward at 1 April	4,129,940	3,598,408
Total funds carried forward at 31 March	4,220,579	4,129,940

Combined summarised balance sheet as at 31 March 2018

	31 March 2018	31 March 2017
	£	£
Fixed assets		
Investments at market value	3,201,679	3,076,667
Current assets	1,066,662	1,065,784
Creditors: amounts falling due within one year	<u>(47,762)</u>	<u>(12,511)</u>
Net current assets	<u>1,018,900</u>	<u>1,053,273</u>
Total assets	<u><u>4,220,579</u></u>	<u><u>4,129,940</u></u>
Unrestricted funds		
Designated funds	279,738	229,293
General funds	<u>3,940,841</u>	<u>3,900,647</u>
Total funds	<u><u>4,220,579</u></u>	<u><u>4,129,940</u></u>

The combined summarised accounts were approved by the Trustees on 6 June 2018 and signed on its behalf by:



David Finch Chairman

The Benevolent Fund

WHAT IS IT?

The Chartered Certified Accountants' Benevolent Fund (CCABF) currently exists as two charities – the 'new' charitable company limited by guarantee (company number 8880293 and charity registration numbers 1156341 and SC045337) and the 'old' unincorporated charity (registered number 222595). Both charities have the same name and the new charity has exactly the same objects as the old charity. During the year ended 31 March 2018 the trustees continued to transfer the assets and the liabilities of the old charity to the new charity and all operations including receipt of donations and the giving of grants are now done through the new charity. The remaining assets and liabilities will be transferred to the new charity in the current year. Our mission statement remains 'Supporting members and their families in times of need'.

Following a change in the rules at the 2017 AGM of the old charity, there is no longer a requirement for the old charity to hold an AGM where members of ACCA need to be invited. The change in the rules means that for both charities, the members are the trustees. To get a full understanding of the current year's activities of the Benevolent Funds, the trustees have prepared combined summarised financial statements of both charities and these are reproduced on pages 62 to 63. They can also be read in conjunction with the full financial statements of both charities which are on ACCA's website at www.accaglobal.com

WHEN DOES CCABF HELP?

There are many different situations, the most frequent being periods of hardship, disaster, ill health, unemployment, redundancy and death. For example during the year CCABF helped ACCA members who had been affected by the 2017 hurricanes in the Caribbean.

HOW DOES CCABF HELP?

ACCA members apply for assistance by completing an application form which is discussed at quarterly meetings. In some cases a Board member or an ACCA member appointed by the Board will visit to discuss an applicant's circumstances to better assess their needs and give advice where necessary. Sometimes financial assistance is required. Whatever the circumstances, CCABF will endeavour to find the best solution for each applicant.

WHAT HELP DOES CCABF GIVE?

Where appropriate, CCABF will provide financial assistance in the form of regular grant assistance, one-off donations or secured loans.

HOW CCABF HAS HELPED – A FEW EXAMPLES?

- A member who was disabled was given a grant to buy a new mobility scooter.
- A member who had to give up her work to care for her daughter who suffered from leukaemia and mental health issues was given a monthly grant to supplement her income.
- A member who had been subject to domestic abuse from her spouse was awarded a grant for a deposit and rent to allow her and her children to move to a new property.
- A member who was suffering from cancer was given a grant to supplement her medical costs.

HOW CAN YOU HELP CCABF?

CCABF receives funding primarily from donations and legacies provided by members.

You can make donations to the charity by:

- a single donation by cheque made payable to 'The Chartered Certified Accountants' Benevolent Fund'
- Gift Aid (UK only) (see overleaf for details)
- a bequest from your will or estate
- Standing Order, to make an annual donation (see overleaf for details)

- a donation at the time of membership renewal, details are included in the pack received.

In addition you can help raise awareness of CCABF by promoting the charity as much as possible to ACCA members and their families. If you know of any members and/or their families who you think may require help then please advise them to contact CCABF or even contact us on their behalf.

Supporting members and their families in times of need

Please forward donations to:

Hugh McCash, Honorary Secretary, Chartered Certified Accountants' Benevolent Fund,
110 Queen Street, Glasgow G1 3BX, United Kingdom.

If you need further information on CCABF, please contact Hugh McCash on:

tel: +44 (0)141 534 4045

fax: +44 (0)141 534 4151

HELPING CCABF

I enclose a donation to CCABF of £ _____

- I am interested in assisting CCABF by visiting members in need.
- I would like CCABF to send me an application form for assistance for myself/a colleague.

Title (Mr/Miss/Mrs/Ms/Other) _____

Name _____

Address _____

Postcode _____

Telephone _____

Email _____

Membership number _____

If you are sending a donation please complete the Gift Aid form below, if appropriate.

GIFT AID DECLARATION

CHARTERED CERTIFIED ACCOUNTANTS' BENEVOLENT FUND

Boost your donation by 25p of Gift Aid for every £1 you donate

Gift Aid is reclaimed by the charity from the tax you pay for the current tax year.
Your address is needed to identify you as a current UK taxpayer.

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In order to Gift Aid your donation you must tick the box below:

- I want to Gift Aid my donation of £ _____ and any donations I make in the future or have made in the past four years to:
Name of charity: **The Chartered Certified Accountants' Benevolent Fund**

I am a UK taxpayer and understand that if I pay less Income Tax and/or Capital Gains Tax than the amount of Gift Aid claimed on all my donations in that tax year it is my responsibility to pay any difference.

Title (Mr/Miss/Mrs/Ms/Other) _____

First name (or initials) _____

Surname _____

Home address _____

Postcode _____

Membership number _____

Date _____

Please notify the charity if you:

- want to cancel this declaration
- change your name or home address
- no longer pay sufficient tax on your income and/or capital gains

If you pay Income Tax at the higher or additional rate and want to receive the additional tax relief due to you, you must include all your Gift Aid donations on your Self-Assessment tax return or ask HM Revenue and Customs to adjust your tax code.

STANDING ORDER FORM

BANKERS ORDER

Date _____

To (Bankers name and address) _____

Bank account number _____

Please pay the sum of (in words) _____

**To: Metro Bank
One Southampton Row, London WC1B 5HA**

Sort code: 23-05-80 for The Chartered Certified Accountants' Benevolent Fund

Account number: 12020268

On the _____ day of _____ 20 _____

and on the same day annually until further notice, charging my account.

Signature _____

Name in full _____

Address _____

NB Please cancel any previous order in favour of credit of The Chartered Certified Accountants' Benevolent Fund

Quote ref: _____ \ B E N





ACCA

Think Ahead

CONTACT US

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London WC2N 6AU
United Kingdom

www.accaglobal.com/vote