

The background of the entire page is a close-up photograph of a Bird of Paradise flower (Strelitzia reginae). The flower is a vibrant yellow-orange color and is positioned on the right side of the frame. It is surrounded by large, dark green leaves with prominent veins. The lighting is dramatic, with the flower and leaves appearing to glow against a dark, almost black background.

annual integrated report.

For the year ended 31 March 2025.

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1. About ACCA and this report.

In this section:

- About ACCA.→
- About this report.→

About ACCA.

We are ACCA (the Association of Chartered Certified Accountants), the only truly global professional accountancy body.

Since we were founded in 1904, we've been breaking down barriers to the accountancy profession. Today we proudly support a diverse community of over **257,900** members and **530,100** future members in **180** countries.

We're redefining accountancy. Our cutting-edge qualifications, continuous learning and insights are respected and valued by employers in every sector. They equip individuals with the business and finance expertise and ethical judgment to lead and drive sustainable value in organisations and economies worldwide.

Guided by our purpose and values, we're leading the accountancy profession for a changed world. Partnering with policymakers, standard setters, the donor community, educators and other accountancy bodies, we're strengthening and building a profession that focuses on people, planet and prosperity to create value for all.

Find out more at accaglobal.com

Our purpose

We're a force for public good.
We lead the global accountancy profession by creating opportunity.

Our values

Inclusion

We create opportunity for all. We remove artificial barriers, create connections and embrace diversity.

Integrity

We're ethical, honest and accountable and encourage the same from others. We act in the public interest and focus on long-term value.

Innovation

We think ahead. We explore new ideas, creating solutions that ensure our community and the wider profession is ready for today and tomorrow.

‘We’re redefining accountancy. Our cutting-edge qualifications, continuous learning and insights are respected and valued by employers in every sector.’

‘The ACCA values are essential to me as a public sector employee. They always take precedence when I face difficult decisions on contentious issues that might threaten my integrity.’

Christine Nthiga FCCA, principal accounting standards officer at the Public Sector Accounting Standards Board in Kenya.

Read more about ACCA's Global Public Sector Advocacy Awards winners in AB magazine





About this report.

This report is designed to give anyone whose success depends on ACCA – especially our members, future members, employers and educators – insight into the strategic thinking that drives ACCA forward, encompassing our strategy, governance, performance and prospects in the context of our global environment.

This is our fourteenth annual integrated report prepared in accordance with the International Integrated Reporting <IR> Framework, which is maintained by the IFRS Foundation. As a strong supporter of the international sustainability disclosure standards issued by the International Sustainability Standards Board (ISSB), we’ve also drawn on IFRS S1 (which provides general requirements for disclosing sustainability-related information) and IFRS S2 (which focuses specifically on climate-related disclosures) as guidance in our reporting, and we’re committed to implementing these standards in future annual integrated reports.

[Learn more about the International <IR> Framework](#)

Oversight and responsibility

ACCA’s Audit Committee reviews this report, which ACCA’s Council Board and then ACCA’s governing Council subsequently approves. In this way, ACCA’s Council is ultimately responsible for ensuring the report’s integrity. The Audit Committee has confirmed that it has applied its collective mind to the preparation and presentation of this report and that, in its considered opinion, it is presented in accordance with the International <IR> Framework.

External assurance

Our external auditor, Grant Thornton UK LLP, has assured ACCA’s detailed consolidated financial statements.

We have also obtained external assurance from BDO LLP on the strategic performance results in this report.


[Read the Financial statements](#)

Want more detail?

We aim to keep this report concise. If you’d like to know anything that you can’t find here, or if you’d like to give us feedback, please contact us at info@accaglobal.com.

2. Our 2024-25 highlights.

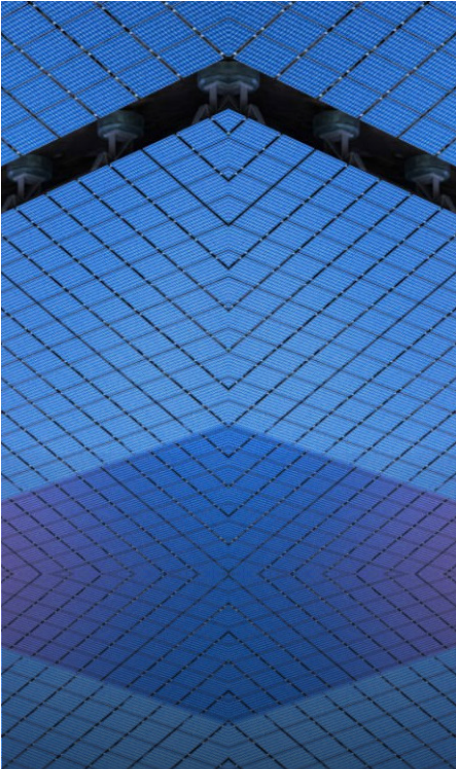




We celebrated
120 years
of ACCA.



We celebrated
over a quarter
of a million
members
worldwide.



We introduced
ACCA's new
Professional
Diploma in
Sustainability.



257,956
ACCA members.



530,124
future members
(students and affiliates).



13,068
new members in the year.



102,667
new students in the year.

Virtual events in numbers.

Accounting for the Future Over 36,000 registrations from 191 countries.	Half-day AI conference Over 20,400 registrations from 163 countries.	Half-day sustainability conference Over 15,700 registrations from 152 countries.	Global virtual public sector conference Over 15,100 registrations from 157 countries.
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Industry awards in the year:

- Professional body of the year**
International Accounting Awards 2024
- Accountancy body of the year**
PQ Awards 2024
- Special nomination (international category)**
UN Trade and Development International Standards of Accounting and Reporting (ISAR) Honours 2024
- Universal ESG Standard (UESG): Annual Sustainability Brand Award**
Brands making a better world Forum, China International Import Expo 2024
- Best hiring fair: ACCA EU virtual careers fair**
Eventeer Awards 2024
- Quality team of the year**
2024 Improvement and Quality Awards, The Forum (UK)



3. Leadership messages.

In this section:

President's message.



Chief executive's strategic report.



President's message.



‘Throughout our history, ACCA has embraced challenges and sought opportunities to not just be relevant, but to lead – and this is what assures me to believe that there is a golden future for the ACCA global community.’

I write this message with a real sense of satisfaction in the achievements of ACCA's global community over the last 12 months.

We celebrated reaching 250,000 members with an inspiring global campaign of celebration which ran throughout the year. Even more than the impressive number itself, we have also seen the positive impact of ACCA that has continued to grow in all the 180 countries where our community is active.

We continued our work in leading the accountancy profession for a changed world while staying true to our age-old values:

- serving as a force for the public good
- leading the profession by creating opportunity
- expanding educational and career chances for people everywhere, regardless of background or circumstances
- championing diversity in all its forms
- raising our global voice in favour of economic fairness, a sustainable future and global equity
- and anticipating and meeting the ever-changing needs of the global marketplace.

When I became president, I described my ambition. I was eager to embrace every chance to promote ACCA's vision of accountancy as a profession that is dynamic, forward-looking, responsible, constantly evolving in a changing world, materially rewarding, flexible, stimulating and an entry into every existing industry and sector – and those yet to be created.

I feel privileged and inspired to have met so many members and future members who continue to embrace the ideals while creating impact for the global good.

I have represented ACCA at many events, both online, consistent with our digital first approach, and in-person – including unforgettable trips to China, Vietnam, Malaysia and Africa. On every occasion, whether online or face-to-face, I have been truly impressed by the energy of our people, and consistent spirit of upholding our values.

Every occasion has highlighted how ACCA's community leads with purpose and values in a complex and uncertain world – and how we are shaping the profession's evolving role, particularly in the context of developments such as AI and sustainability, which are redefining the role of the accountant and the value that the profession can deliver.

I have seen how our values of inclusion, integrity and innovation are vital as we respond to the drivers of change which are set out later in this report.

Throughout our history, ACCA has embraced challenges and sought opportunities to not just be relevant, but to lead – and this is what assures me to believe that there is a golden future for the ACCA global community.

Our members bring the skills and personal qualities employers need now more than ever. And ACCA's international leadership has never been more valuable. It is a time when the needs of business and society match our own vision. The world is reaching for new ways of working that respect the global search for sustainability, and for economic models that deliver for everyone - which respect people, human values and planet as much as profit and loss.

With that in mind, it has been an honour and a privilege to serve as president of such a bold, ambitious and values-led organisation. I would like to thank members everywhere for making ACCA the world's leading professional accountancy body. I am so proud to be a member and, as we look ahead, I have every confidence that ACCA will continue to lead the global accountancy profession for a changed world.

Ayla Majid FCCA
President

Chief executive's strategic report.



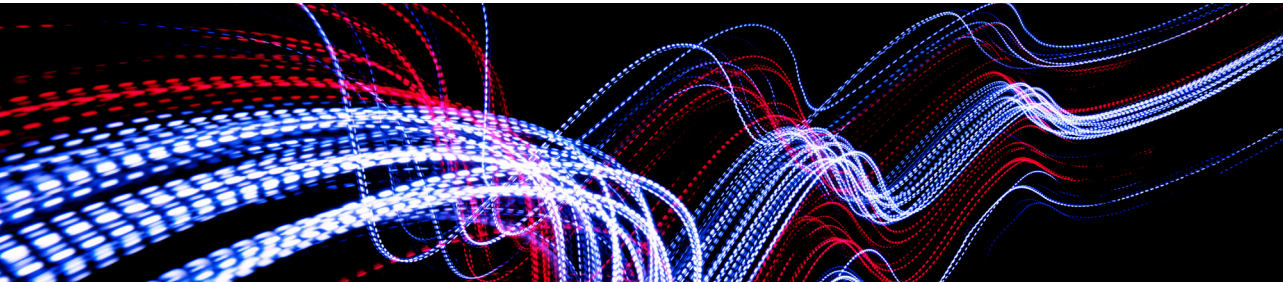
‘Everything we’ve achieved this year has progressed our purpose, stayed true to our values and brought our new strategy to life. Now, we look ahead in a way that’s bold, confident and future-focused.’

2024-25 marked the first year of delivering ACCA’s bold new strategy – and I’m proud to reflect on a year defined by strong performance and momentum.

ACCA is the world’s only truly global accountancy body and this year we demonstrated the power of that position, turning ambition into action. Celebrating standout moments including 120 years of ACCA and a quarter of a million members, we set out to seize opportunity. And we did just that – exceeding every target on our strategic balanced scorecard.

Of course, the year wasn’t without its challenges. The world is volatile – and the five drivers of change that underpin our strategy reflect that. In the face of uncertainty and complexity, however, our global community continues to rise to the moment. Over 161,000 individuals upskilled with us last year, and every one of our key stakeholder groups exceeded satisfaction targets – with employer satisfaction remaining strong at over 80%. All of this is a powerful signal of our continuing relevance and ability to meet market demand.

Everything we’ve achieved this year has progressed our purpose, stayed true to our values, and brought our new strategy to life. Now, we look ahead in a way that’s bold, confident and future-focused – ready to build on momentum and continue shaping the future of the global profession.



Performance in 2024-25.

Areas of strong performance	Strategic performance challenges
<div><div>■</div>We created over 13,000 new members, growing by 2.1% year-on-year and boosting our global market share.</div> <div><div>■</div>We welcomed over 102,000 new students – our best performance since 2019-20.</div> <div><div>■</div>We supported over 161,000 learners to acquire new skills – gaining the expertise to deliver organisational and economic success.</div> <div><div>■</div>Every one of our key stakeholder groups (members, future members and employers) exceeded our 70% satisfaction target – with employer satisfaction remaining above 80%, reflecting the global demand for ACCA.</div>	<div><div>■</div>We delivered the first phase of our digital transformation, putting ACCA members first. While this was successful overall, transformation on this scale is never without challenge. Some members encountered issues and we acted to resolve these.</div> <div><div>■</div>We continue to work, both through direct support and through our work with partners, to ensure every single ACCA student is motivated and ready to enter and pass their exams. Our insight tells us that those who have not started on their exam journey or have paused are more likely to leave the register in the future.</div>

Building member pride.

This year, ACCA celebrated its 120th anniversary and met the milestone of a quarter of a million members worldwide. These gave us moments to reflect on the impact of our global community and the purpose and values that unite us. And we continued to champion members throughout the year – celebrating the talent, professionalism, integrity and diversity that defines the ACCA community.

Redefining the role of the accountant.

During the year we confidently bucked wider perceptions of a profession at risk of decline. The continuing attractiveness and relevance of the ACCA designation is clear. We know this from what employers, members and future members tell us, from the marketplace demand we're experiencing and from the number of future members joining the ACCA community.

In recent years we've learned a great deal about how to attract new entrants to a redefined and revitalised profession. We know that accountancy is essential to driving sustainable organisations and economies everywhere. Our *Global Talent Trends* surveys tell us how the world of work is changing; and our *NextGen Voice* community provides us with the essential insight to amplify our appeal.

All of this is informing how and why we innovate. It's clear that the twin forces of sustainability and artificial intelligence are reshaping the future of accountancy – creating new opportunities, expanding the role of the profession to meet market need, and demanding fresh skills and perspectives.

So in the year we created leading insights and products to empower members to claim these spaces. Our spotlights on sustainability, artificial intelligence and talent achieved considerable impact in the year: as one example, our flagship virtual conference, *Accounting for the Future*, focused on these topics.

Our half-day virtual conferences on AI and sustainability also attracted tens of thousands of participants worldwide – proof of the ACCA community's engagement with these issues, and ACCA's reach, relevance and influence as a thought leader.



Attracting future generations to a redefined profession: behind the scenes of *By All Accounts...* – our myth-busting podcast, launched in May 2024, explores the exciting and varied journeys of ACCA members and students, and the opportunities the ACCA Qualification can bring.

Strengthening our global impact.

In addition to serving our members directly, we also continued to strengthen ACCA's global influence by amplifying our voice on the world stage. We created impact during the COP16 and COP29 windows with insights on climate resilience, the importance of a living wage and nature-related reporting. We joined the Global Capacity Building Coalition to accelerate global sustainability efforts. We began to build on the audit recognition we achieved in South Africa and Ukraine. We continued our strategic alliance with Chartered Accountants Australia and New Zealand (CA ANZ), which brings the CA and ACCA brands together to create public value. We progressed our work to support public financial management reform. Other significant examples of how ACCA has been deepening its relationships with governments, regulators, employers and policymakers around the world can be found throughout this report.



Through the ACCA and CA ANZ strategic alliance, we’re shaping the future of the profession.

Pictured with **John Palermo**, board chair and **Ainslie van Onselen**, chief executive at CA ANZ.

Learn more about our strategic alliance ➔

Driving student success.

Another way in which we draw on strong relationships is to support ACCA's future members. Drawing on the influence of our global network of employers and education providers, I'm proud to share that nearly half of our students worldwide are now engaging with ACCA's 'big three' exam support resources – the *ACCA Study Hub*, the CBE practice platform and *My Exam Performance*. And our analysis confirmed what we've long believed: students who use these resources are more likely to succeed in exams and enjoy a better experience with ACCA. The percentage of students actively engaging in their studies is increasing year on year, and the percentage of students passing in a year continues to grow beyond our expectations.

Preparing for the future: looking ahead to 2025-26.

There is so much to be excited about what the future holds for the ACCA community. In 2025-26, I'm particularly excited about the changes we'll announce to the future ACCA Qualification. Our qualification has always set the pace for the profession, and this time around it will be no different – we're redefining accountancy for a changed world.

I'm also excited about what ACCA members everywhere will achieve in the year ahead. It's thanks to your adaptability, impact and your position at the very forefront of a changing profession that enables ACCA to lead the way.

So let's keep demonstrating ACCA's unique value and difference. Together we can create even more impact in the year ahead, setting the bar ever higher for success in 2025-26 and beyond.

A handwritten signature in black ink, appearing to read 'Helen Brand'.

Helen Brand OBE
Chief executive

4. ACCA's strategy and 2024-25 performance.

In this section:

The ACCA strategy.



Strategic performance in 2024-25.



The ACCA strategy.

The ACCA strategy, which came into effect at the start of April 2024, sets out how we will secure a vibrant future for ACCA by fulfilling our purpose, remaining true to our values and realising our bold ambition.

The ACCA strategy has no end date: it's a clear, long-term direction which is underpinned by an iterative approach to strategic planning across three-year cycles. This enables ACCA to flex rapidly in the face of disruption and swiftly seize new opportunities as they emerge.

The ACCA strategy is set out in full at [accaglobal.com](#).

Learn more at [accaglobal.com](#)



Measuring performance.

We assess our progress in delivering the strategy using a balanced scorecard approach. The strategic performance targets for each measure are set by ACCA's Council Board to track our progress in delivering our strategic outcomes.

Learn more at [ACCA's Council Board](#)

Strategic ambition.

Our strategic ambition is to

Lead the accountancy profession for a changed world.



Strategic outcomes and capabilities.



Redefine the accountant.

This reflects what ACCA has always stood for: thinking ahead and pushing boundaries as we draw on our global perspective to shape the future for the accountancy profession.



Drive career success.

The ACCA community is equipped with the flexible skills and connections to remain the first choice globally for employers across all sectors.



Strengthen impact.

ACCA has a thriving, diverse and inclusive global community, with members at its heart. We're uniquely placed within the profession to partner and drive action for a better tomorrow.



Build sustainable value.

We're focused on the strategic capabilities we will build to deliver sustainable value to the ACCA community as it leads the global profession forward.

Strategic performance in 2024-25.

Our strategic focus for 2024-25 was

Being bold: seizing opportunity for the future.

This was all about continuing to unlock significant opportunity across the global marketplace while making the essential preparations for an exciting, successful and sustainable future in the first year of the new ACCA strategy.

Strategic performance across the balanced scorecard

For the 2024-25 performance year, we met all eight strategic targets.

Strategic outcome or capability	Measure	2024-25 target	Year-end (actual)	Result
Strategic ambition	Number of members	255,100	257,956	Achieved
Redefine the accountant	Number of future members	524,100	530,124	Achieved
Drive career success	Number of learners acquiring new skills through ACCA	157,500	161,465	Achieved
Strengthen impact	Market share	22.8%	23.1%	Achieved
	Overall satisfaction with ACCA	70%	74.7%	Achieved
Build sustainable value	Sustainability: employee satisfaction	75 points	79 points	Achieved
	Sustainability: in-year financial performance (surplus/deficit before tax)	£(5.9)m deficit	£4.6m surplus	Achieved
	Sustainability: path to net zero	Plan development and validation	Plan validated	Achieved

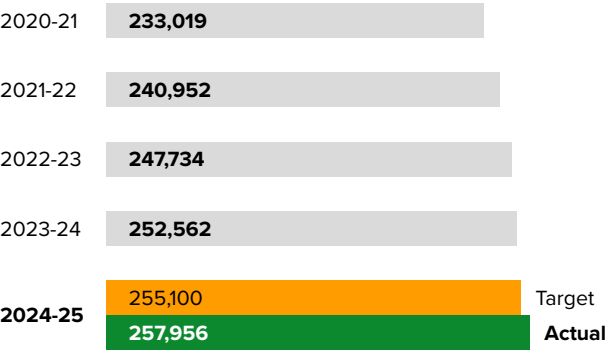


Strategic ambition.

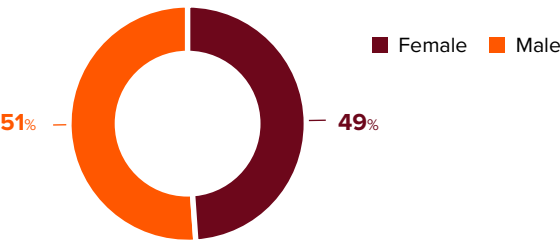
Measure: number of members

We recognise finance and accountancy skills are vital to building ethical and sustainable businesses and economies. The accountancy profession provides organisations with the professional expertise they need to keep transforming and delivering sustainable value. A growing number of ACCA members, therefore, indicates the growing value the profession – and ACCA – offers.

Five-year performance



Gender profile of our members



How we'll move forward to deliver our strategic ambition.

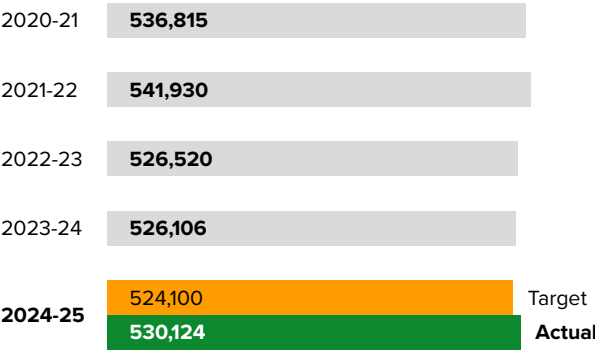
- We'll keep placing our members at the heart of the ACCA strategy as we drive progress across every part: redefining the accountant, driving career success, strengthening impact and building sustainable value. You can learn more throughout this report.
- We'll keep supporting progression to membership, maintaining member satisfaction and enhancing member retention by offering members relevant resources and upskilling opportunities that meet global marketplace needs.
- We'll aim to grow ACCA's member numbers in the year ahead by over 5,700.

Redefine the accountant.

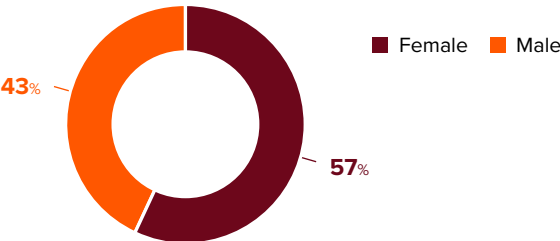
Measure: number of future members

We recognise the number of future members is a clear gauge of the continued sustainability of the organisation, its reputation in the marketplace and the attractiveness and relevance of the ACCA brand to future generations.

Five-year performance



Gender profile of our future members



How we'll move forward to redefine the accountant.

- We'll roll out our brand reboot, amplifying our unique difference as the only professional accountancy body that is truly global and drawing on our brand and reputation to attract new entrants to the profession.
- We'll progress our innovation in learning and assessment, including announcing the future ACCA Qualification and introducing a new BSc pathway for ACCA members and future members.
- We'll embed ACCA's new global policy priorities which reflect what ACCA stands for and serve as a clear call to action for governments and policymakers.
- We'll keep strengthening our strategic relationships and partnerships across the world as we redefine the profession for a changed world.

Drive career success.

Measure: number of learners acquiring new skills through ACCA

We recognise that a highly relevant portfolio of learning products is key to enabling ACCA's learning community to acquire the relevant skills to progress their career and, with each award gained, enhance their employability.

We only count learner passes once to drive a focus on activating the breadth of our learner base.

As this measure was first introduced in 2024-25 and will remain dynamic as we add new products into the portfolio we measure, we can only provide one year of data.

We targeted 157,500 learners acquiring new skills through ACCA and exceeded this with a year-end position of 161,465.



This strong overall performance included members and continuous learners acquiring new skills through ACCA. It was propelled forward this year in particular by more students entering for exams, and a higher percentage passing their exams than we expected in the year.

How we'll move forward to drive career success.

- We'll strengthen employability across the ACCA community: hosting virtual careers fairs to bring employers, members and future members together, drawing on our insights to enhance the *ACCA Learning* portfolio, building our sector specific support, and hosting virtual conferences and webinars on relevant topics.
- We'll maintain the integrity of the existing ACCA Qualification, with a continuing focus on relevance, rigour and quality.
- We'll promote our 'big three' education support resources: *ACCA Study Hub*, the CBE practice platform, and *My Exam Performance*, as we know these drive better exam results.
- We'll build tutor capacity through a range of online interventions and our annual virtual tutor conference.



'As an ACCA member, I have access to tons of great resources and professional services – including the opportunity to access reports and engage in forums with industry peers to discuss the latest trends in areas such as artificial intelligence and digital finance.'

Jin Jiaxin FCCA, China

Read more about **Jin's career journey in AB magazine**



More than 161,000 individuals upskilled with us this year – sharpening the expertise they need to drive organisational and economic success.



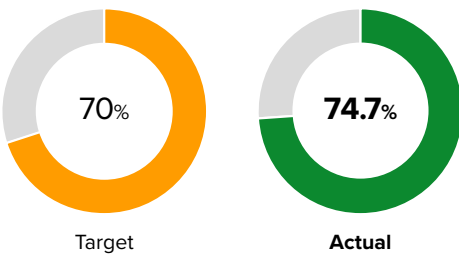
Strengthen impact.

Measure: overall satisfaction with ACCA
We're building our capabilities to deliver highly relevant propositions to market at speed to meet the needs of our stakeholders. Overall satisfaction offers a comprehensive view of how these developments are impacting the overall ACCA experience of an individual and employer.

As this measure was first introduced in 2024-25, we can only provide one year of data.

We collect data on ACCA's relationship with members and future members by targeting one twelfth of our members and future members each month to build a moving picture of feedback. The year-end result also incorporates the results from our annual employer survey.

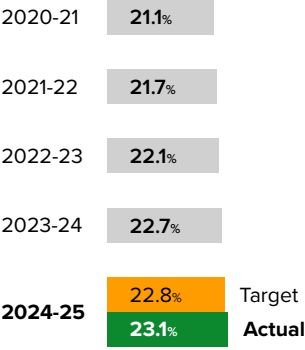
In 2024-25, we achieved an overall satisfaction score of 74.7%, exceeding our target of 70%. Both member and future member satisfaction ended the year at over 70%, and employer satisfaction ended the year at over 80%.



Measure: market share
Meeting marketplace needs will ensure ACCA's ongoing relevance and attractiveness, and strengthening our impact will result in a larger share of the global accountancy profession.

We measure our member market share against the memberships of AICPA, CIMA, CPA Australia and ICAEW, using the results published in their annual reports. We ended the year at 23.1%, exceeding our target. Our market share growth reflects ACCA's stronger than expected member growth alongside varied performance by other professional bodies.

Five-year performance



‘Our global connections are our greatest strength. The many relationships we build with individuals and organisations worldwide – at both regional and national levels – ensure our influence reaches every place where important decisions are made.’

Ayla Majid FCCA, ACCA President

How we’ll move forward to strengthen impact.

- We’ll showcase our leadership on the big issues that matter to our stakeholders through our three brand spotlights: *driving sustainable business*, *embracing innovative tech* and *shaping future skills*.
- We’ll protect the integrity of the ACCA brand, upholding the highest professional and ethical standards.
- We’ll leverage our unique global presence to seize market opportunity. While every market has a role to play, we’ll also take specific actions in our key countries and ‘opportunity’ markets.
- We’ll partner and influence to deliver public value: enhancing institutional partnerships, developing the global accountancy profession and championing sustainability and public sector reform.

Build sustainable value.

We're focused on building three capabilities to deliver sustainable value as we lead the global profession forward. These reflect people (employee satisfaction), planet (path to net zero) and prosperity (in-year financial performance).

Measure: employee satisfaction

We recognise that a fair, inclusive and dynamic working environment will empower ACCA's talent to build sustainable value and deliver the strategy with impact. Overall employee satisfaction indicates if ACCA is creating the best conditions for success.

ACCA carries out its major employee satisfaction survey, *Our Voice*, twice a year to gain an in-depth view of the employee experience at ACCA. We also encourage employees to share their input and feedback on various topics in other ways throughout the year. Our provider for *Our Voice* is Viva Glint, a leader in its field.

The *Our Voice* surveys take place in the first half of the performance year and at year-end, and we include the year-end result on ACCA's strategic balanced scorecard.

Measure: in-year financial performance

The targeted operating surplus/deficit indicates whether ACCA has generated the income expected and managed efficiencies within the budgets set. This measure drives a focus on ACCA's financial sustainability.

We significantly exceeded our target for in-year financial performance, achieving a £4.6m surplus before tax against our budgeted deficit of £(5.9)m.

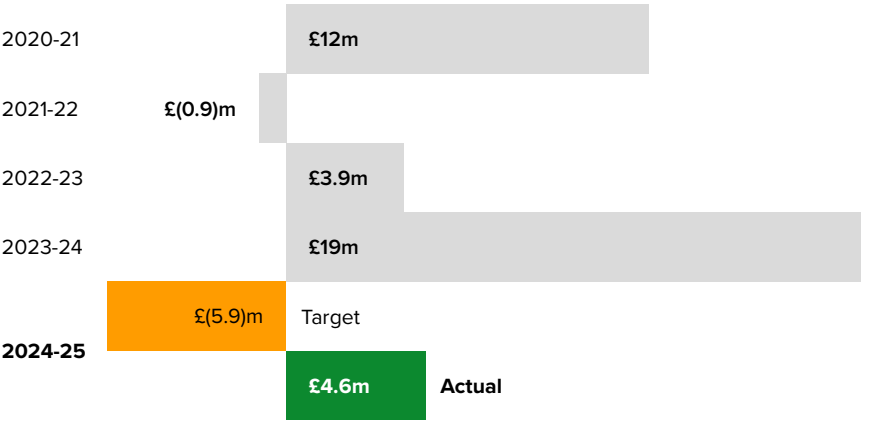
- Our in-year financial performance was driven by strong revenue performance and a focus on cost management across ACCA. Our revenue performance was supported by subscription and exam income from members and future members, and we actively managed our operating expense (OpEx) budgets throughout the year against our key deliverables.

- Our strategic investment fund enables us to invest in transformation programmes. While these are complex projects, budgetary control and the importance of staying within our overall budget (including contingency) has been a key focus.
- Within 'other income and expense', we include 'other gains/losses', 'finance income' and 'finance costs'. Our well-diversified investment portfolio and cash held on deposit generated positive returns during the year, offsetting challenges in the global currency market.

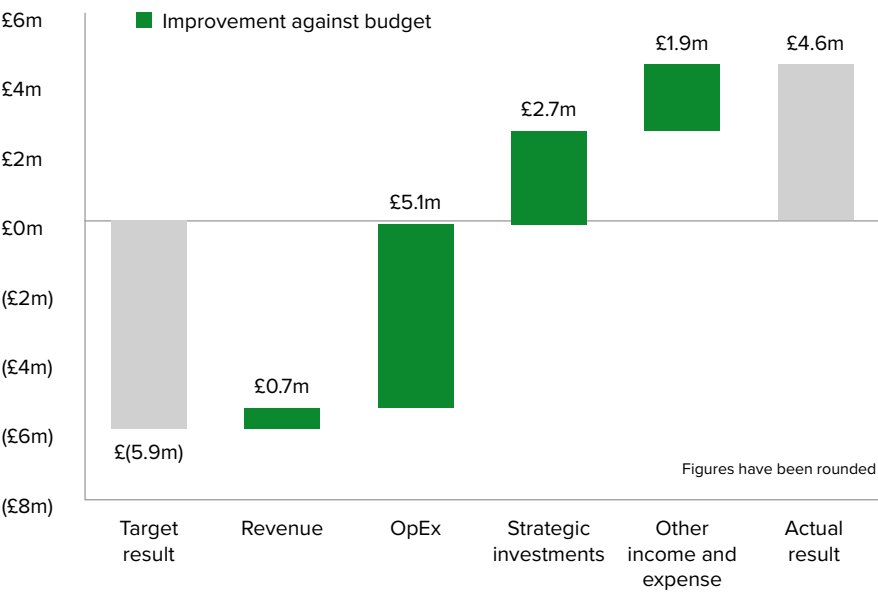
You can find more detailed information in ACCA's 2024-25 financial statements.

[Read the Financial statements](#)

Five-year performance



Financial performance against budget in 2024-25



79 points

Employee satisfaction was four points ahead of target.

Two questions inform our overall employee engagement score:

- How happy are you working at ACCA?
- I would recommend ACCA as a great place to work.

Measure: path to net zero
ACCA is committed to becoming net zero, targeting a **50% reduction in carbon emissions by 2030 (against a 2019-20 baseline)** and **net zero by 2045**.

ACCA has undertaken extensive activity in recent years to adopt a science-based approach to carbon emissions measurement, establish our baseline carbon footprint and set transparent and meaningful targets.

In 2024-25, our strategic target was to develop and validate a robust strategic plan to take us towards our near-term and long-term targets.



ACCA's **Climate action plan: a path to net zero** has now been externally validated and published on ACCA's website. It articulates, at a high level, the actions we'll take to tackle emissions during 2025-26. This publication marks the achievement of the 2024-25 strategic target.

[Read ACCA's Climate action plan](#)

How we'll move forward to build sustainable value.

- We'll continue to progress ACCA's purpose in line with our values as we deliver the ACCA strategy.
- We'll continue to deliver our digital transformation so we can move fully to a new system that will improve how we serve the ACCA community in future years.
- We'll upskill our teams to ensure market readiness for the future ACCA Qualification.
- We'll strengthen our working culture.
- We'll start to deliver ACCA's integrated sustainability plan.
- We've set stretching targets for the year ahead for employee satisfaction, in-year performance and our path to net zero – including our first in-year directional (%) target for net zero.

Learn more

[Read the People section of this report](#)

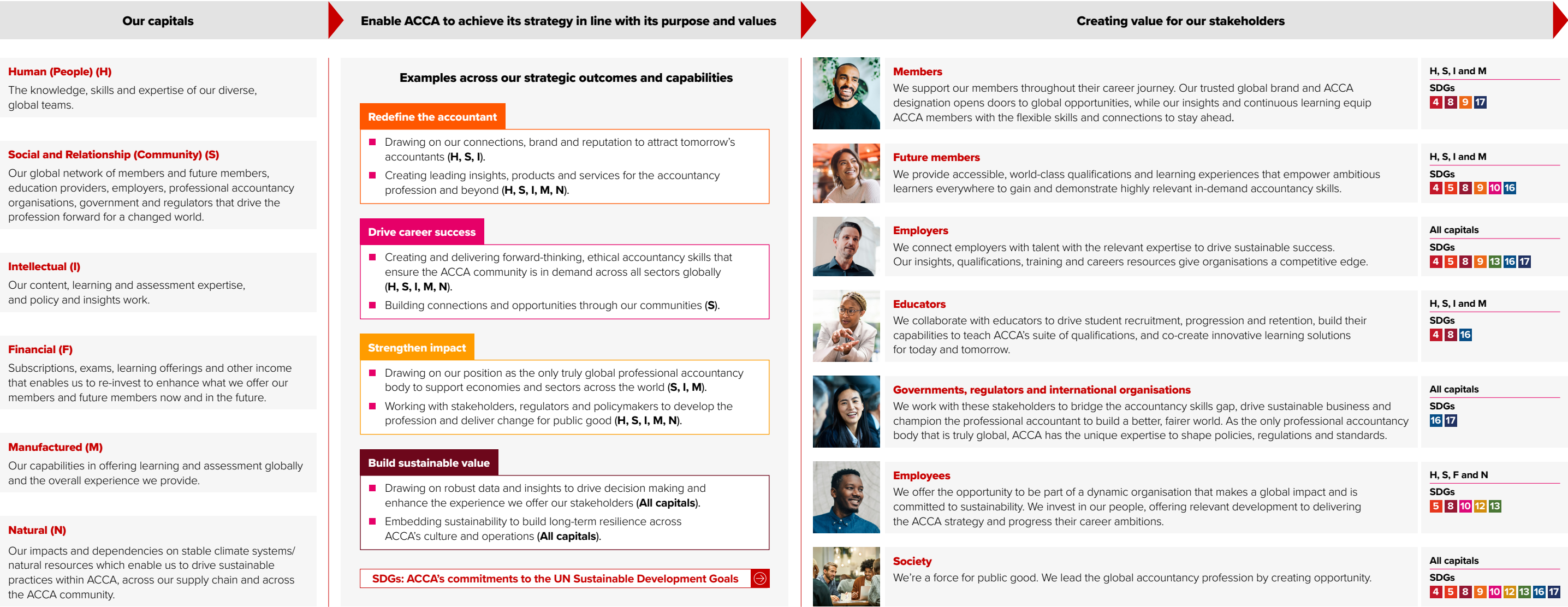
[Read the Sustainability section of this report](#)

[Read the Financial statements](#)



5. Our value creation model.

Our value creation model.



6. The global context, stakeholder engagement and materiality.

In this section:

The global context and ACCA's response.

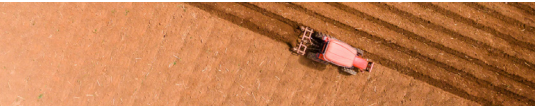


Stakeholder engagement and materiality.



The global context and ACCA's response.

Through extensive analysis of the external environment, ACCA has identified five overarching drivers of change that have the potential to transform our world and reshape the profession. All of these interact with each other, creating significant impact on how the future may unfold. These are the overarching material matters affecting all stakeholders and the profession, and this section highlights how ACCA is addressing these, including how they link to [ACCA's UN SDG commitments](#) and our approach to [risks and their management](#).



1. Economy: continuing volatility across the global economy

Systemic challenges to the global economy – trade tensions, supply chain issues, and the rising cost of living – are negatively impacting businesses and livelihoods. The accountancy profession is playing a vital role in engaging with policymakers to continue to facilitate international trade.

ACCA is also equipping its members and future members with the skills and expertise to guide organisations across all sectors to adapt, build resilience and generate sustainable growth, publishing our annual global economic outlook report and, quarterly ACCA/IMA *Global economic conditions* reports. We also offer reduced subscriptions for members in employment on low salaries and provide subscription support in markets severely impacted by economic turbulence.

Risk 1 | SDGs 8 10



2. Geopolitics: geopolitical tension and the potential for fragmentation

Geopolitical crises continue to fuel significant uncertainty, deepening global tensions while also reshaping political alliances. Diverging regulations and business practices in different jurisdictions are making it harder for organisations to navigate the fragmented landscape.

ACCA is working to mitigate this, leveraging our global community, our relationships and our reputation as the world's only truly global accountancy body to champion the adoption of global standards and advocate for the harmonisation of regulations across jurisdictions. We also draw on our values-based principles to support those facing geopolitical tension or conflict.

Risks 4, 5 | SDGs 4 8 16



3. Environment: sustainability and climate change

The global response to the climate crisis is having major ramifications for businesses and society. Organisations are, increasingly, required to demonstrate and report on their contribution to a fairer, more sustainable world. The opportunity for the accountancy profession is to positively influence and lead the adoption of emerging sustainability standards and regulations.

ACCA is also equipping its members to play a strategic role in driving the transition to sustainable business with a balanced focus on people, planet and prosperity. Learn more in the [Delivering on sustainability](#) section of this report.

Risks 5, 9 | SDGs 9 12 13



4. Society: shifting societal expectations and the stakeholder economy

Despite geopolitical shifts driving uneven approaches to diversity and inclusion policies, societal expectations relating to greater inclusion, accountability and social value continue to grow. Organisations are expected to treat their employees, customers and local communities well while also ensuring financial returns.

ACCA remains committed to applying a robust approach to governance, leadership and people. We are also drawing on our annual *Global Talent Trends* report and the insights of our *NextGen* online research panel to keep building an inclusive and ethical global accountancy profession.

Risks 2, 8, 9 | SDGs 8 16 17



5. Technology: rapid technological transformation and emergence of AI

Technology continues to rapidly transform our world, boosting consumer, business and educational innovations. Alongside this, new regulations are emerging. The accountancy profession has a clear opportunity to lead the ethical adoption of new technology and AI.

ACCA is working with policymakers to positively influence emerging AI regulations. We're also drawing on technology and AI to deliver innovations in our own learning and assessment. Finally, we're providing the ACCA community with guidance and skills to embrace AI ethically, including our *AI monitor* insights series, *Certificate in ethical AI* with the Chartered Institute for Securities & Investment, and a range of events and courses including ACCA's virtual AI half-day conference.

Risks 4, 8 | SDGs 4 8

Stakeholder engagement and materiality.

ACCA relies on and creates value for a wide network of stakeholders, and our success depends on theirs. We continually engage with our stakeholders to learn from them and meet their needs. We also draw on insights and analytics to understand the impact of the products and services we offer so we can deliver greater value.

Our stakeholder materiality assessment draws from inputs throughout the year, including ACCA insights reports, many of which are based on surveys, roundtable discussions and interviews with the ACCA community. We also draw on our relationship surveys with ACCA members, future members and employers, and gather input from teams across the world who engage with our stakeholders. This enables us to identify and address material matters affecting our members, future members, employers and educators.

How we’re addressing material matters affecting members.

Material issue	Key examples
High quality resources to develop relevant skills and achieve their career goals.	<ul style="list-style-type: none">Continually enhancing and expanding our <i>ACCA Learning</i> portfolio, which offers courses and certificates on topics that upskill and reinforce the value of the professional accountant.Providing sector-specific support for members in a range of different sectors.Offering employability support including <i>ACCA Career Navigator</i>, <i>ACCA Careers</i> and virtual careers fairs.
Risk 9 SDGs 4 8 10	
A strong brand reputation.	<ul style="list-style-type: none">Championing the role of the profession through our <i>Accounting for a better world</i> initiative and related activity.Ensuring our approach to regulation is robust, relevant and proportionate: read ACCA's report on regulation.Continuing our strategic alliance with CA ANZ, which creates public value by benefiting the wider profession.Partnering with the Association of Certified Fraud Examiners (ACFE) to collaborate on promoting the highest ethical business standards.Developing the global profession with other professional accountancy organisations and donor agencies.Holding mutual recognition agreements with prestigious accountancy bodies across the world.
Risks 5, 6, 7, 9 SDGs 16 17	
ACCA influencing and shaping government policy and standards.	<ul style="list-style-type: none">Introducing new global policy priorities which are a focus for our work with governments and policymakers to bridge the accountancy skills gap, build sustainable value and champion the professional accountant.Working with global standard-setters and national regulators to inform sustainability, AI and education standards for the accountancy profession.Acting as a global leader and partner within the profession on public financial management reform.
Risk 9 SDGs 16 17	



‘We are pleased to expand our partnership with ACCA. This collaboration enables us to combine our expertise to better support our members and the wider profession. Together, we can continue to foster significant progress in internal auditing and governance to serve the public interest.’

Anthony Pugliese,
President and CEO at the Institute of Internal Auditors (IIA), pictured with Helen Brand

How we’re addressing material matters affecting future members.

Material issue	Key examples
High quality study and learning resources.	<ul style="list-style-type: none">Driving take-up of ACCA’s ‘big three’ study resources: the <i>ACCA Study Hub</i>, the CBE practice platform and <i>My Exam Performance</i> – all of which are proven to drive better exam results.Upskilling educators to support students through their studies and exams.
Risk 2 SDGs 4 8 10 17	
Support with exams and practical experience.	<ul style="list-style-type: none">Offering resources that maximise exam success, including practice tests, specimen exams and technical articles through the <i>ACCA Study Hub</i>, CBE practice platform and <i>My Exam Performance</i>.Partnering with the World Bank to offer internship programmes to students and early career members.Connecting affiliates with ACCA members through our remote practical experience supervisor programme.
Risks 2, 3 SDGs 4 8	
Careers support.	<ul style="list-style-type: none">Offering employability support including <i>ACCA Career Navigator</i>, <i>ACCA Careers</i> and virtual careers fairs.
Risks 3, 9 SDG 8	
A well-respected brand.	<ul style="list-style-type: none">See material matters affecting members: a strong brand reputation.
Risks 5, 6, 7, 9 SDGs 16 17	



Supporting students wherever they are on their ACCA journey: behind the scenes of our *On Your Marks.* podcast, which launched its second season in October 2024.



Our groundbreaking partnership with the World Bank gives ACCA members and future members from Africa the chance to gain real-world, global experience through exclusive internships in Washington DC.

Learn more about our partnership with the World Bank in AB magazine



‘We see many benefits from being an ACCA Approved Employer. When ACCA members or students see our Approved Employer status, it gives them greater confidence in our commitment to people development. It makes it much easier for us to attract talent.’

Tran Thi Thu Hang FCCA,
Techcombank, Vietnam

Read more about the benefits of becoming an ACCA Approved Employer in AB magazine

How we’re addressing material matters affecting employers.

Material issue	Key examples
Support to attract and retain talent with relevant skills. Risks 4, 9 SDGs	<ul style="list-style-type: none">■ Connecting employers with talent through our ACCA Careers jobs board and virtual careers fairs.■ Updating the ACCA Qualification, innovating in learning and assessment and expanding our ACCA Learning portfolio to deliver highly relevant knowledge and skills both now and in the future.■ Promoting our <i>Approved Employers</i>, who are recognised by ACCA for creating a high quality training and development environment.
Guidance and resources that reflect key issues. Risk 9 SDGs	<ul style="list-style-type: none">■ Drawing on our <i>Global Talent Trends</i> insights, which evaluate the changing world of work.■ Placing a focus on the topics that matter most to employers through our brand spotlights and related insights on sustainability, AI and technology, and talent.
A strong relationship with ACCA. Risks 4, 9 SDG	<ul style="list-style-type: none">■ Engaging employers through roundtable discussions and input into ACCA’s published insights.

How we’re addressing material matters affecting educators.

Material issue	Key examples
<div>Support with student recruitment and retention.</div> <div>Risks 2, 3, 7, 9 SDGs 4 8 17</div>	<ul style="list-style-type: none">Attracting 102,000+ new students through partnerships with educators, employers and digital campaigns.Promoting our <i>Approved Learning Partners</i>, who are recognised by ACCA for the high quality of tuition and support they offer ACCA students.
<div>Teaching and tutor capability to drive student progression.</div> <div>Risks 2, 9 SDGs 4 17</div>	<ul style="list-style-type: none">Supporting tutors through ACCA's <i>Educator Hub</i> and the <i>ACCA Study Hub</i>.Guiding tutors on embedding ACCA resources into their learning programmes.Hosting digital <i>Train the trainer</i> and <i>Train the marker</i> sessions.Hosting our annual virtual tutor conference.



‘The **ACCA Study Hub** trainer content has streamlined our training delivery. It helps students grasp complex topics, practice effectively, and stay exam-focused from day one. The practice tests have significantly boosted student confidence – and success rates.’

Shilpi Jain **ACCA**, learning partner in India

Learn more about the **ACCA Study Hub** ➔

7. Delivering on sustainability.

In this section:

- ACCA's approach to sustainability.→
- Key sustainability developments in 2024-25.→
- New: ACCA's climate-related disclosures and journey to IFRS S1 and S2 implementation.→

ACCA's approach to sustainability.

Sustainability is at the heart of ACCA's role within the accountancy profession and our purpose, values and strategy reflect this.

Our vision for sustainability is to be the leader of the global profession in inspiring, educating, empowering and ensuring that professional accountants are essential drivers of a sustainable future for business, society and the planet. We'll also demonstrate ACCA's full commitment as an organisation to ensuring a better and fairer world.

We know we can make the most significant contribution to sustainability by upskilling and empowering the ACCA community. We've integrated sustainability in the ACCA Qualification and offer extensive technical guidance, continuous learning, and insights. ACCA's *Accounting for a better world* initiative focuses on ensuring the profession remains a driving force for positive change for people, planet and prosperity.

Our global policy priorities emphasise the importance of bridging the accountancy skills gap, driving sustainable business and championing the professional accountant. ACCA collaborates with governments, policymakers, and businesses to drive positive change and build a fairer future.

ACCA's internal sustainability steering group, chaired by Maggie McGhee, ACCA's executive director – strategy and governance, provides a central point of oversight for the delivery of our integrated sustainability plan. Key updates and recommendations are regularly presented to the Executive Board.



In 2020, we developed a set of commitments to the UN's Sustainable Development Goals (SDGs), which articulate how ACCA and its community are contributing to the transformation needed to reflect a fairer and better world.

In 2024-25, we took a further important step, developing an integrated sustainability plan which guides how we deliver our SDG commitments and progress ACCA's sustainability vision. This is enabling us to progress our sustainability journey across every part of the ACCA strategy.

Learn more at accaglobal.com



Key sustainability developments in 2024-25.

- Continuing to engage the ACCA community and our stakeholders through our *Accounting for a better world* initiative and related brand spotlights, policy and insights and products.
 - Launching ACCA's Professional Diploma in Sustainability.
 - Updating the ACCA Qualification to include additional content focused on sustainability.
 - Developing a new sustainability reporting hub to prepare and enable members and others to develop sustainability-related information and reports for their organisations.
 - Creating a route for statutory auditors at ACCA statutory audit firms recognised in Ireland to become Sustainability Assurance Service Providers.

- Evolving ACCA's investment portfolio: in 2023-24, we moved 15% of our holdings into appropriate sustainability products in the investment marketplace, and in 2024-25 we increased this to just under 40%. These are long-term holdings that go beyond divestment to support a just transition.
 - Continuing to place a focus on being a fair and inclusive organisation: learn more in the **Governance, leadership and people** section of this report.
 - Developing and publishing ACCA's *Climate action plan: a path to net zero*, which sets out the steps we'll take in 2025-26 to progress our journey to net zero: learn more in the **ACCA's climate-related disclosures and journey to IFRS S1 and S2 implementation** section of this report.



ACCA's Professional Diploma in Sustainability.

This exciting new product includes four certificates which can be taken individually or stacked together to form the foundation for the Professional Diploma. The certificates are:

- sustainability frameworks and ethics
- sustainability strategy and management
- sustainability reporting
- sustainability assurance.

Those wishing to achieve the Professional Diploma must then pass an exam, supported by 10 hours of comprehensive exam preparation.

Learn more about **ACCA's Professional Diploma in Sustainability**




‘As someone who has completed multiple ESG-related courses and certifications, I can confidently say that the ACCA Professional Diploma in Sustainability stands out as one of the best. What sets this diploma apart is the structured learning it provides across ethics, strategy, reporting and assurance – and how these elements are all connected.’

Irfan Sulaiman Suhaeri, associate director, Big-4 Consulting Firms, Indonesia



A snapshot of new sustainability upskilling opportunities and insights reports in 2024-25.

- Half-day sustainability conference
- Mastering sustainability reporting online course
- Global talent trends 2024
- Neurodiversity in accounting: embracing inclusive workplaces
- Gender responsive budgeting
- A living wage: crucial for sustainability (with Shift and Forvis Mazars)
- Empowering business: navigating nature-related reporting
- Weathering the storm: building resilience against climate disruptions
- Climate resilience: strengthening adaptability
- Principles of good corporate reporting
- Making information connections for sustainable value creation
- Sustainability reporting: risk and materiality
- Sustainability reporting: SME guide to preparation
- Unravelling AI's role in sustainability

Drawing on our global nature to act in partnership for a better world.

We recognise how important it is to draw on partnerships to accelerate the transition to a more sustainable world. ACCA is a founding partner of the IFRS Foundation’s Partnership Framework for Capacity Building and an active member of the IFRS Sustainability Alliance, UN Global Compact, and the Green Finance Education Charter (UK).



Working with others on sustainability matters in 2024-25.

- Joining the Global Capacity Building Coalition to accelerate global sustainability efforts.
- Providing feedback to the International Public Sector Accounting Standards Board in their work to develop a sustainability reporting framework for the public sector.
- Drawing on the COP16 and COP29 windows to amplify ACCA's presence through insights on climate resilience, the role of a living wage in reducing inequality, and nature-related reporting.
- Providing feedback to the Ministry of Finance in China on its Sustainability Disclosure Standards.
- Forming the Sustainability Working Group Africa with the Pan African Federation of Accountants to enhance sustainability reporting and practice.
- Providing feedback to the European Financial Reporting Advisory Group’s consultation on voluntary sustainability reporting for non-listed SMEs.

New: ACCA’s climate-related disclosures and journey to IFRS S1 and S2 implementation.

In September 2023, the International Sustainability Standards Board (ISSB) released its first two sustainability standards IFRS S1 (general sustainability-related disclosures) and IFRS S2 (climate-related disclosures). We’re committed to supporting ACCA’s global community in driving the adoption and implementation of these standards. As part of this commitment, in late 2024 the Executive Board and Audit Committee agreed to an ambitious IFRS S1 and S2 implementation roadmap. This year, we will continue developing the necessary processes and frameworks to successfully achieve compliance with IFRS S1 and S2, with transition reliefs, in 2026.

Our climate-related disclosures are structured around the four pillars established by the Task Force on Climate-related Financial Disclosures (TCFD): governance, strategy, risk management, and metrics and targets. The disclosures are also aligned to the overall structure of IFRS S2 – providing an initial set of climate-related disclosures that are in line with the ISSB’s requirements. In this year, these climate-related disclosures do not result in full compliance with IFRS S1 and IFRS S2 and instead demonstrate ACCA’s continued progress in setting the foundations for future compliance.

‘Our climate-related disclosures are structured around the four pillars established by the Task Force on Climate-related Financial Disclosures (TCFD): governance, strategy, risk management, and metrics and targets.’





Governance.

ACCA ensures strong governance to oversee and execute its strategy aligned with its purpose and values. While our purpose, values and strategy are closely aligned to delivering sustainability, we have introduced three specific sustainability performance measures as part of the new ACCA strategy that focus on people, planet, and prosperity. One of these is focused on ACCA's path to net zero.

ACCA's Council

One of Council's core responsibilities is to set ACCA's strategic direction. In doing so, it receives regular reports on ACCA's performance and prospects and takes part in strategic workshops (including on sustainability and net zero) to inform ACCA's continuing strategic direction.

ACCA's Council Board

Council Board's core responsibilities include approving annual targets across ACCA's strategic balanced scorecard, including our net zero target. It also oversees ACCA's strategic performance.

ACCA's Executive Board

The Executive Board, led by the chief executive, is responsible for the delivery of ACCA's agreed strategy and leading ACCA's operations. Maggie McGhee is the member of the Executive Board with overall responsibility for ACCA's approach to sustainability and chairs ACCA's sustainability steering group. Corporate-level risks are owned by Executive Board members, including any material climate-related risks.

ACCA's Audit Committee

The Audit Committee reviews ACCA's annual integrated report, which the Council Board and Council subsequently approve. The Audit Committee holds responsibility for confirming that ACCA's external reporting is presented in accordance with the <IR> Framework. It also provides oversight of ACCA's consolidated financial statements and approach to corporate risk.

ACCA's sustainability steering group

ACCA's sustainability steering group is made up of leaders from across ACCA's employee network. It provides a central point of oversight for the delivery of ACCA's integrated sustainability plan.

Employee accountability

Every employee plays a role in our journey to net zero. A sustainability e-learning module is included in ACCA's induction materials.

Strategy.

Climate resilience and scenario analysis

In 2024-25 we completed our first climate-related scenario analysis exercise, working with teams across ACCA between January and April 2025 to understand the implications of climate change on the delivery of ACCA's strategy and prospects. We followed **guidance developed by the TCFD** and adopted by the ISSB.

We selected explorative scenarios based on the **IPCC's 2021 temperature pathways** known as Shared Socio-Economic Pathways (SSPs), which provide narratives describing the socio-economic and geopolitical impacts for five temperature pathways. In addition to these scenarios, we took learning from previous ACCA strategic scenario analysis to add our own ACCA-relevant overview on physical and transition risk – including an analysis of the implications for education, members, students and the accountancy profession.

Through a collaborative process across different teams, we selected three SSPs because they provided the greatest diversity across future states of the world. This included 1.5°C, 3.6°C and 4.4°C scenarios.

These scenarios, and an initial analysis of potential risks and opportunities, were presented to ACCA's sustainability steering group and Executive Board who completed workshops to consider the scenarios and their impact on our ability to deliver on the strategy. The output of the climate scenario workshops was analysed to inform the identification of ACCA's climate-related opportunities and risks.

Identified climate-related opportunities

1.

Redefining the accountant by using ACCA's global membership as a source of insight and advocacy, differentiating ACCA from its competitors.
2.

Driving career success by positioning the profession, and ACCA members, at the forefront of delivering organisational resilience.
3.

Driving career success by supporting members to be resilient in the face of climate challenges and standing by their sustainability goals.
4.

Strengthening impact by partnering with other professions (such as engineers and climate scientists) to provide interdisciplinary value in building resilient organisations and achieving a just transition.
5.

Strengthening impact by enhancing knowledge sharing across different regions to support members working in diverse environments.
6.

Building sustainable value by taking measurable action on ACCA's sustainability practices, leading the profession in championing sustainability.

Strategic outcome or capability	Identified climate-related risks
Redefine the accountant.	<div><div>1</div><div>The role of the professional accountant becomes more tactical and short-term, reducing the attractiveness of the profession and therefore the pipeline of future ACCA students.</div></div> <div><div>2</div><div>ACCA fails to effectively advocate for a policy environment that places the profession in a leading role on climate action, reducing the attractiveness of the profession and member retention.</div></div> <div><div>3</div><div>A more fractured world reduces the relevance of ACCA's global brand, reducing members' employability and the number of future members.</div></div>
Drive career success.	<div><div>4</div><div>Member training and continuing professional development does not keep pace with rapid climate-related policy and regulation developments, reducing the relevance of ACCA members to employers and <i>Approved Learning Partners</i>.</div></div> <div><div>5</div><div>Increased geopolitical conflict affects members' ability to work across multiple countries.</div></div> <div><div>6</div><div>Inability to identify and support learners with the necessary knowledge and skills to meet future market demands, reduces ACCA's relevance with employers and partners.</div></div>
Strengthen impact.	<div><div>7</div><div>Increased nationalism and protectionism lead to the fragmentation of international standards – creating challenges in the delivery of a global accountancy qualification.</div></div> <div><div>8</div><div>Deteriorating economic conditions, from climate breakdown and geopolitical instability, results in ACCA becoming less affordable for members and future members in certain jurisdictions.</div></div> <div><div>9</div><div>Key partners and ACCA suppliers reduce or remove their climate-related commitments, creating tensions in the delivery of ACCA's strategy and ability to meet ACCA's climate commitment.</div></div>
Build sustainable value.	<div><div>10</div><div>ACCA's leadership receives insufficient training and tools to make informed decisions on climate change and the low-carbon transition, undermining ACCA's long-term resilience and eroding member trust.</div></div> <div><div>11</div><div>Higher operating costs due to climate change, including exam cancellations from extreme weather, reduces or negatively impacts services for members and future members (linked to risk register: 'Failures in our end-to-end exam processes').</div></div> <div><div>12</div><div>Inability to deliver on ACCA's net zero ambitions reduces ACCA's organisational resilience and damages ACCA's reputation.</div></div>

Risk management.

ACCA has a well-established risk management approach, which plays an important role in the delivery of the ACCA strategy. In preparation for next year’s annual integrated report, we will fully integrate our approach to sustainability-related risk across ACCA’s corporate risk register and enterprise risk management approach. This will allow us to provide integrated risk management disclosures as specified under IFRS S2, avoiding unnecessary duplication.

Review ACCA's current approach to risk



Metrics and targets.

At ACCA, we’re targeting a 50% reduction in our emissions by 2030 against a 2019-20 baseline, becoming net zero by 2045. These targets are not just for our own operations but across our supply chain.

We carried out our first baseline carbon footprint activity in 2021 and, in 2023, we established our 2019-20 baseline and set our official **Science-Based Targets initiative (SBTi)** goal. To achieve this, we reviewed emissions across our 57 offices worldwide – giving us a clear picture of our starting point and what milestones we need to set on the path to net zero.

We’re proud to have been the first global professional accountancy body to have our net zero targets verified by the SBTi. This validation ensures our targets align with the latest climate science, so we can drive maximum impact while staying transparent and accountable at every stage of our journey.

We are continuing to refine our methodology for calculating and validating our emissions. This has informed our first in-year directional target for net zero on ACCA’s strategic balanced scorecard which is to limit the increase in emissions to 0%-5% year-on-year.

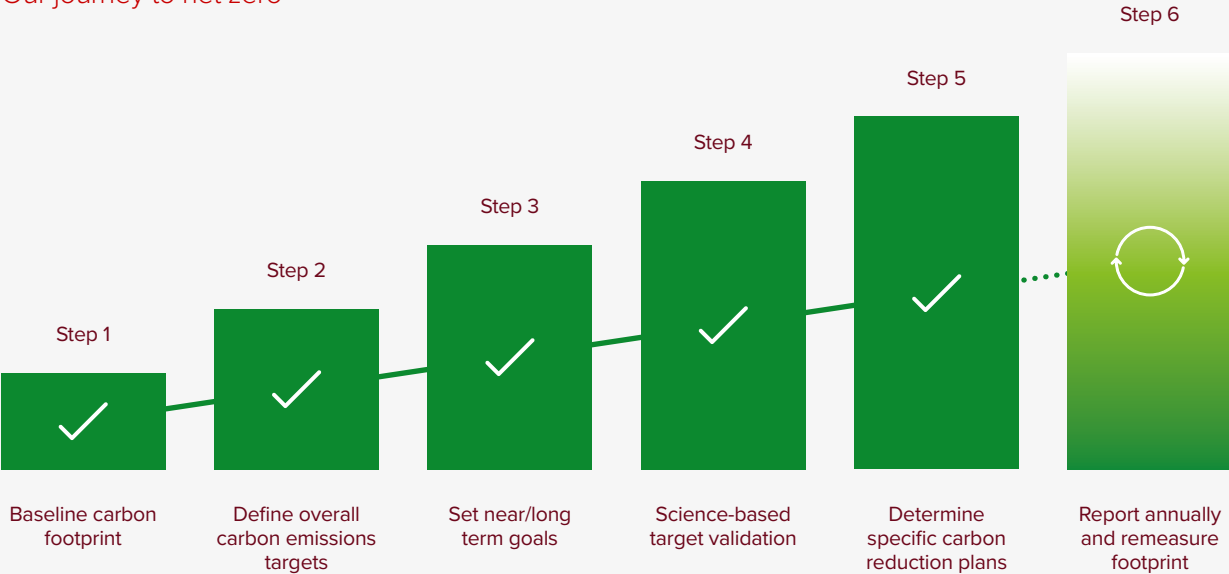
Review ACCA's strategic focus, measures and targets for 2025-26

How we’ll move forward.

- In 2025-26, we’ll start to take forward the actions set out in ACCA’s *Climate action plan: a path to net zero*.
 - We will develop a full transition plan, which will become effective from 2026-27, aligning with the Transition Plan Taskforce Disclosure Framework.
- We plan to adopt the IFRS S1 and S2 standards in our future annual integrated reports.
 - In the longer term, as already stated, we’re targeting a 50% reduction in emissions by 2030 and net zero by 2045.

Read ACCA's Climate action plan: a path to net zero

Our journey to net zero



8. Risks and their management.

In this section:

- Our approach to risk management.→
- Corporate risks and uncertainties.→

Our approach to risk management.

Risk management plays an integral role in ensuring ACCA delivers its strategic ambitions. Our risk management approach is holistic: we recognise the following broad types of risks and opportunities.

- Risks to the accountancy profession and the value it brings to society.
- Risks that could impact the ACCA community.
- Risks that could impact our ability to deliver our strategy and ensure ACCA's long-term sustainability.
- Opportunities that could drive the delivery of ACCA's strategy.

The overall objective of our enterprise risk management (ERM) approach is to support ACCA's strategy and embed a risk culture in which decision-making is risk-aware, balanced, transparent and consistent with our values.

At ACCA we use Protecht software to provide a holistic view of organisation-wide risks and real-time data on our risk position at all levels. Our risk process is supported by internal subject matter experts and wider stakeholders across ACCA who monitor changes in the internal and external environment that could impact the delivery of the strategy.

There are nine risks on ACCA's corporate risk register. These are principal risks which are intrinsic to the achievement of our strategy and operations. In 2024-25, we robustly managed our corporate risks to reflect changes in ACCA's operating environment. We review strategic risks monthly, directorate risks quarterly and function-level risks twice-yearly. We also undertake quality assurance reviews to ensure that ACCA's risk approach, including assessments carried out by risk owners and action managers across ACCA, remains effective.

We have an open appetite for taking well-managed risks where innovation and transformation can deliver change for public good, build long-term value, and create opportunities for improvements in our ability to achieve our strategy.



Risk culture

At ACCA, risk is fully integrated into our day-to-day work. We regularly seek stakeholder and employee feedback to inform our approach to risk, and our ERM e-learning module drives a strong awareness across the organisation. Over 90% of employees we surveyed found the module very useful in enhancing their understanding of our risk management approach and key risk concepts. This, in turn, ensures that decision makers are highly responsive to risks and opportunities related to the delivery of our strategy.

Ownership and oversight

Our corporate risk register records the top cross-cutting risks and uncertainties ACCA faces.

Each corporate-level risk is owned by an Executive Board member and supported by risk action managers, and the Executive Board reviews all corporate risks each month to reflect market, legislative and/or operational developments and update mitigations and risk profiles where needed. ACCA's risk team supports the top-down and bottom-up risk management process through regular reviews and quality assuring risks at the corporate, directorate and functional levels.

ACCA's Audit Committee exercises independent oversight of ACCA's risk management process, providing assurance to ACCA's Council, via the Council Board, on the adequacy and effectiveness of our controls and risk management process.

Risk appetite statement

ACCA has an overarching risk appetite statement, supported by sub-statements setting out our risk appetite across a range of distinct and specific areas aligned to our strategic outcomes. Our risk appetite statement serves as a guide for decision-making across the organisation, ensuring we have a consistent approach and take measured risks that are balanced against rewards.

We have an open appetite for taking well-managed risks where innovation and transformation can deliver change for public good, build long-term value, and create opportunities for improvements in our ability to achieve our strategy. We hold a risk-averse appetite to risks that call into question the ethics of the profession, the value accountancy creates, or our own ethics as an organisation.

We monitor alignment between our risks and ACCA's UN SDG commitments to ensure we identify and manage any emerging risks to these.

Corporate risks and uncertainties.

Risk	Key mitigations	Link to ACCA's SDG commitments
1. Inability to accurately forecast income and costs	<div><div>■ Monthly review of variances in key income streams.</div><div>■ Quarterly forecasting of financial performance to give early warnings of shortfalls.</div><div>■ Ongoing financial scenario development based on latest information.</div><div>■ Key costs forecasted on driver-based modelling.</div><div>■ Exam forecasting forum reviews exam volume forecasts in consideration of capacity.</div><div>■ Maintenance of appropriate contingency within overall budget to help manage unforeseen financial shocks.</div></div>	None
2. Supporting our students in exam progression and ensuring that affiliates accomplish their journey to full membership	<div><div>■ Supporting capability building of learning partners and tutors to adapt to qualification changes and address market-specific challenges.</div><div>■ Strategic partner approach with key <i>Approved Learning Partners</i>.</div><div>■ Monitoring of future member progression rates.</div><div>■ Partner support – <i>Train the trainer</i>.</div><div>■ Enhanced resource offering to improve employability.</div><div>■ Introduction of remote practical experience supervision (RPES) to support affiliates.</div></div>	<div><div>4Education</div><div>5Gender equality</div><div>8Decent work and economic growth</div><div>10Reduced inequalities</div></div>
3. Failures in our end-to-end exam processes	<div><div>■ Robust end-to-end processes and controls.</div><div>■ Contracts with strategic suppliers to ensure process deliveries are within required performance measure and governance framework.</div><div>■ Exam contingency group monitors and addresses potential and actual disruption to exams.</div><div>■ Exams compensation and insurance policies in place.</div><div>■ Lessons learned outputs continually reviewed.</div></div>	<div><div>4Education</div><div>5Gender equality</div><div>8Decent work and economic growth</div><div>10Reduced inequalities</div><div>17Partnerships for the goals</div></div>

Risk	Key mitigations	Link to ACCA's SDG commitments
4. Ability to operate across markets is restricted	<div><div>■ Monthly monitoring and escalation of recognition risks.</div><div>■ Leveraging existing forms of recognition and partnerships across our markets, including those with national bodies, regulators and relevant ministerial authorities.</div><div>■ Cross-functional support, expertise and collaboration to strengthen the profession, develop and deliver partnerships, and market recognition initiatives for enhancement of global recognition portfolio.</div></div>	<div><div>8Decent work and economic growth</div><div>16Peace, justice and strong institutions</div><div>17Partnerships for the goals</div></div>
5. Failure to comply with existing, changing or new regulatory or legislative requirements	<div><div>■ Internal/external audit process in place to address compliance.</div><div>■ In-country legal advisers identify changing and new legislation.</div><div>■ Subject matter experts across ACCA provide expert compliance advice.</div><div>■ Global compliance management framework is in place that enhances ACCA's ability to maintain its licenses needed to operate globally.</div></div>	<div><div>4Education</div><div>5Gender equality</div><div>8Decent work and economic growth</div><div>10Reduced inequalities</div><div>17Partnerships for the goals</div></div>
6. Loss of data or sensitive information	<div><div>■ Regular reviews against ACCA's industry-standard controls framework to measure IT security status and maturity improvements and ensure that targeted activities provide value to ACCA's overall cyber security posture.</div><div>■ Cyber security team contributes to compliance and regulatory governance forums to ensure understanding of compliance position and requirements on ACCA.</div><div>■ Utilisation of technical security capabilities to safeguard against malicious activity and cyber-attack.</div></div>	<div><div>9Industry, innovation and infrastructure</div><div>12Resonsible consumption and production</div></div>

Risk	Key mitigations	Link to ACCA's SDG commitments
7. Failure to comply with educational regulators' requirements	■ Quarterly review to confirm compliance with the UK's Office of Qualifications and Examinations Regulation (Ofqual) conditions.	16 Peace, justice and strong institutions
	■ Customer service regulatory compliance group established.	17 Partnerships for the goals
	■ Annual review and statement of compliance with Ofqual and Scottish Qualifications Authority conditions.	
	■ Continual improvement of production and delivery systems and/or processes to detect and prevent error.	
8. Digital transformation	■ Rolling external assurance plan in place for each reporting year focused on governance, benefits realisation, change management approach and areas of potential risk of scope creep.	9 Industry, innovation and infrastructure
	■ Supporting cultural change elements through activities to support digital skills and capabilities.	12 Resonsible consumption and production
	■ Reviews of all architecture directions and solution blueprints to ensure alignment with the roadmap.	17 Partnerships for the goals
	■ Internal governance structure in place, comprising the Executive Board and other key stakeholder groups such as programme direction meeting, programme review group and design leadership groups that help the programme keep pace and ensure alignment with project goals.	
	■ Performance reporting enhanced by dashboard coverage utilising applications such as Azure DevOps.	
	■ Digital maturity model to support realisation of benefits to both internal and external stakeholders.	

Risk	Key mitigations	Link to ACCA's SDG commitments
9. Relevance and attractiveness of the accountancy profession	■ Developing a consistent, compelling message around why accountancy presents a strong and viable career.	8 Decent work and economic growth
	■ Innovation in learning and assessment programme looking at the structure, content and positioning of the ACCA Qualification.	9 Industry, innovation and infrastructure
	■ ACCA policy and insights work promoting the attractiveness and relevance of accountancy.	16 Peace, justice and strong institutions
	■ Demonstration of our sustainability credentials.	
	■ Enhanced segmentation of, and research into, prospect groups to better define outreach.	

How we'll move forward.

- We'll review and update our risk appetite statement and ERM framework in line with the ACCA strategy and to reflect our ongoing journey towards adopting IFRS S1 and S2.
- We'll keep building risk maturity across ACCA, recognising that strong organisation-wide risk competency supports the delivery of our strategy.
- We'll continue to evolve our risk management process, with a particular focus on embedding our sustainability approach into our ERM framework and embedding our newly designed geopolitical risk framework.

These activities will involve organisation-wide consultations and discussions facilitated by subject matter experts, team leads and external consultants where appropriate. The risk team will continue to support our risk management process and influence decision-making by providing effective support and challenge to risk owners and action managers at all levels.

9. Governance, leadership and people.

In this section:

Council.



Council Board.



Executive Board.



People.

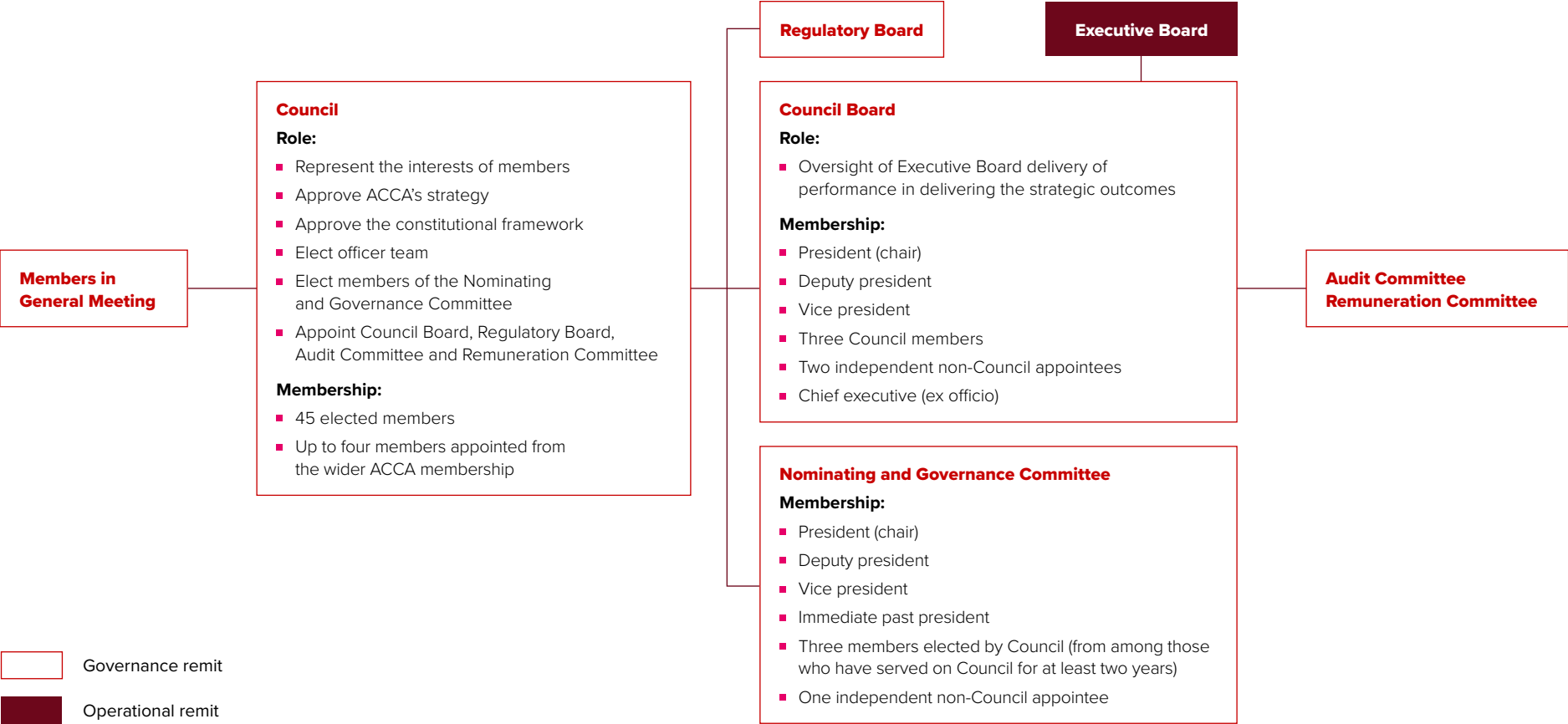


Diversity and inclusion.



ACCA's governance and leadership structure.

Our leadership is formed of our Council, Council Board and Executive Board. Working together, they develop and lead the delivery of ACCA's ambitious strategy on behalf of our members.



Council.

Council’s responsibilities are to:

- ensure that ACCA operates in the public interest and delivers the objectives stated in its Royal Charter
- set the overall direction of ACCA through its contribution to the design of strategy with the Executive Board and its overall approval of ACCA’s strategy
- elect a president, deputy president and vice president to function as the leadership of ACCA’s membership
- act as ambassadors for ACCA and engage with ACCA members to explain and promote ACCA’s strategic direction
- appoint a Council Board to provide appropriate challenge to and oversight of the Executive Board’s plans for the implementation of strategy, including the achievement of targets for performance and outcomes
- provide assurance to members at large as to sound financial and general management through an Audit Committee reporting to the Council Board (although the appointment of external auditors is reserved for the Annual General Meeting)
- appoint a Nominating and Governance Committee to ensure Council remains reflective of the membership and that overall governance design and planning supports the delivery of ACCA’s strategy
- appoint a Remuneration Committee to report to the Council Board, dealing with the remuneration and performance management of the chief executive, oversight of the same for the executive directors and oversight of all other aspects of ACCA’s people strategy
- appoint a Regulatory Board to report to Council on the operation of ACCA’s disciplinary and regulatory procedures.

Council at 31 March 2025.

Amos Ng

Anastasia Chalkidou

Ayla Majid (president)

Babajide Ibironke

Carol-Ann Boothe

Cathal Cusack

Cristina Gutu

Datuk Zaiton Mohd Hassan (vice president)

Dinesh Jangid

Dinusha Weerawardane

Elaine Boyd

Ernest Wong

Fen Nee Lim

Gary Kent

George Erumeda Varghese

Gillian McCreadie

Gráinne Murphy

Helen Morgan

Ian Ng

James Lizars

Jennifer Tan

Joe O’Regan

Joseph Owolabi

Liz Blackburn

Lock Peng Kuan

Manenzhe Manenzhe

Matthew Wong

Md Arif Al Islam

Melanie Proffitt (deputy president)

Merina Abu Tahir

Michelle Hourican

Natalie Chan

Nauman Asif Mian

Nguyen Vu Duc

Oxana Losevskaya

Philip Maher

Qinxue Mei

Rabia Shaukat

Ronnie Patton (past president)

Sallahuddin (Den) Surfraz

Sharon Critchlow

Shujuan (Jane) Yang

Siobhan Pandya

Stephen Doyle

Trusha Lakhani

Urooj Farhat Khan

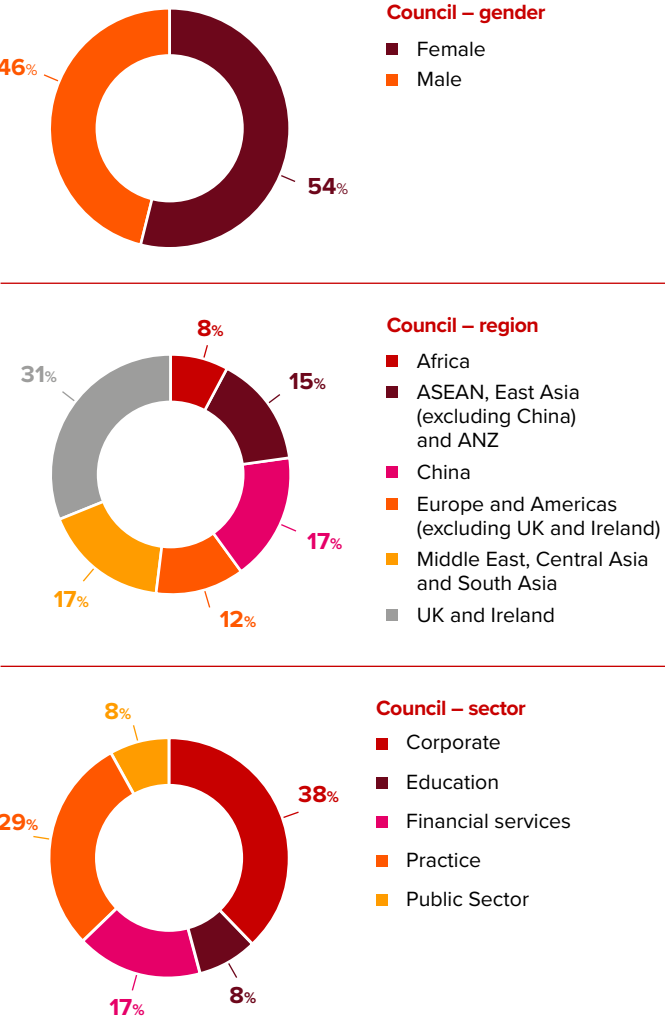
Victoria Ajayi

Winnie Ki

Profiles of all Council members are on [accaglobal.com](#).

[Learn more at accaglobal.com](#)

Council demographics



Council held four meetings during the reporting year.

Council Board.

The Council Board’s responsibilities are to:


- oversee the Executive Board’s performance in delivering the strategic outcomes set by Council
- oversee resource utilisation throughout the organisation
- approve annual targets (tracking performance against strategic outcomes)
- approve enabling strategies to deliver ACCA’s strategy
- be accountable, and report to Council regarding oversight of performance in delivering ACCA’s strategy
- oversee the work of the Audit and Remuneration Committees.

There are nine places on the Council Board: the president (chair of the Board), deputy president, vice president, three Council members nominated by Council, two appointed independent board members and the chief executive (ex officio). The nominated Council members are appointed annually.

Council Board 2024-25



Chair (president)
Ayla Majid FCCA



Deputy president
Melanie Proffitt FCCA



Council member
Nauman Asif Mian FCCA




Council member
Siobhan Pandya FCCA



Non-Council member
Daryl Fielding



Vice president
Datuk Zaiton Mohd Hassan FCCA



Council member
Natalie Chan FCCA



Non-Council member
Anand Aithal



Chief executive (ex officio)
Helen Brand OBE




International Assembly.

As well as our formal governance, ACCA has a global representational body of members, the International Assembly, which meets virtually at least twice a year and acts as a sounding board for Council strategy, reflecting the opportunities and challenges facing ACCA’s global community.


Executive Board.

ACCA's Executive Board, led by the chief executive, is responsible for the delivery of ACCA's strategy and operations. The Executive Board consists of the chief executive and five executive directors. They are supported by a wider global leadership group of directors with significant operational and strategic responsibilities.


Executive Board 2024-25




Helen Brand OBE
Chief executive




Alan Hatfield
Executive director – content, quality and innovation




Julie Hotchkiss
Executive director – people and transformation



Raymond Jack
Executive director – finance and operations



Maggie McGhee
Executive director – strategy and governance



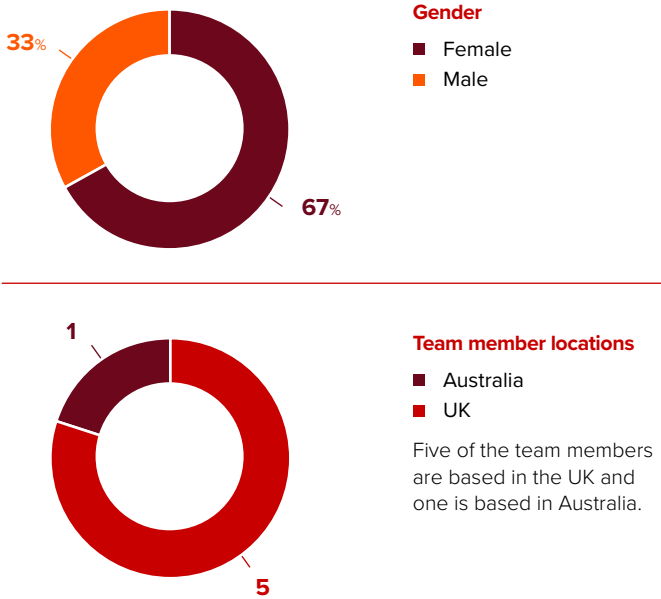
Lucia Real-Martin
Executive director – relationships

Profiles of the Executive Board members are on [accaglobal.com](#)

Learn more at [accaglobal.com](#)



Executive Board demographics



Executive Board reward plan

The Remuneration Committee uses the corporate strategic measures and targets agreed by the Council Board to determine the reward plan for the Executive Board each year. This arrangement is designed to reward performance and behaviours in line with ACCA's purpose, strategy and values. It also drives a focus on the delivery of ACCA's strategic focus and targets.

More information about the reward plan and governance which underpins it, as well as details of the Executive Board's remuneration, can be found in ACCA's financial statements.

Read the **Financial statements**



People.

We offer an exciting opportunity to be part of a purpose driven, dynamic organisation that makes a difference to societies around the world. We nurture forward-thinkers who live our values and embrace the diverse perspectives of our global community, working together to create exciting solutions. We invest in our people, helping them grow and rewarding them for their role in delivering our ambition.

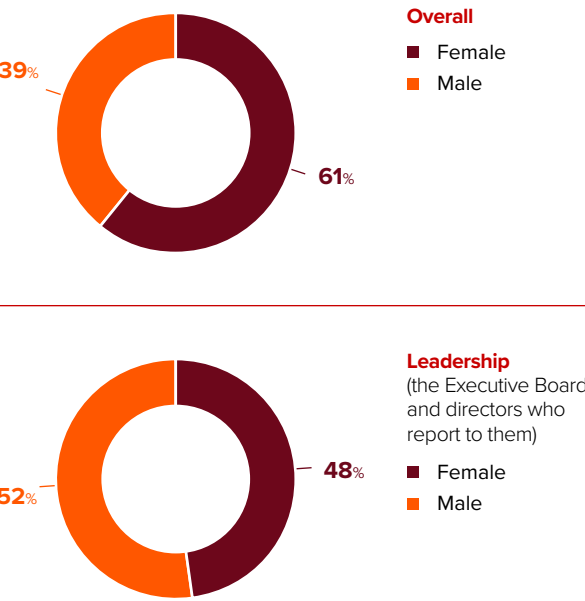
Our employee culture is key to the delivery of the ACCA strategy. Our employee behaviour framework, refreshed in 2024-25 in line with the new ACCA strategy, details our desired behaviours, which are closely aligned to ACCA's purpose and values.

Global number of employees



ACCA relies on a diverse global workforce to deliver its strategy. As of 31 March 2025, ACCA had 1,405 employees, 73 more than in the previous year.

Global employee gender diversity



Employee performance and development.

Our approach to performance and development ensures employee activities are aligned to our strategic outcomes and people are empowered to deliver their best for ACCA.

At the start of each performance year, employees collaborate with their managers to agree performance objectives. We review performance formally at the end of the year, with regular one-to-one meetings held throughout the year to track progress and discuss any support or development needs. We encourage all our people to consider the knowledge, skills, and behaviours that drive their performance and develop personal growth plans that build their capabilities for current and potential future roles.

We offer diverse learning opportunities to support development, including access to *LinkedIn Learning's* library of over 16,000 online courses. We host virtual skills workshops, and champion secondments that support key strategic programmes which also provide opportunities for people to grow. We also encourage employees to become mentors or mentees to support their learning goals. ACCA also funds essential CPD activities and the development of high-priority specialist skills.



‘I got involved in the continuous improvement project to develop new skills and drive real-world impact in my role. It’s been invaluable – continuous improvement is now part of my everyday work, and having the tools to approach it in a structured, purposeful way has helped me deliver real value to ACCA.’

David Allan, senior resourcing partner and continuous improvement champion, UK

Diversity and inclusion.

ACCA has an inclusion and diversity roadmap to guide activities throughout the year. Our inclusion and diversity steering group, chaired by Julie Hotchkiss, executive director – people and transformation, oversees all activities and monitors ACCA's progress towards becoming a more inclusive organisation against a mix of quantitative and qualitative indicators. These indicators focus on balanced representation with respect to gender and ethnicity at senior leadership level, and responses to five of our employee engagement survey questions which make up our inclusion and diversity index.

In 2024-25, we focused on the following elements, central to the employee experience:

- diverse and inclusive leadership
- representation and fairness
- diversity data and insights
- inclusive individual and team behaviours
- active employee networks and communities
- external accreditation.

Our community groups.

EMBRACE
IMPACT
THRIVE

Our three community groups – *Embrace* (LGBTQIA+), *Impact* (Ethnicity) and *Thrive* (Wellbeing) engage ACCA people on the issues that matter to them, with the inclusion and diversity roadmap providing opportunities for people to explore various aspects of inclusion, belonging, diversity and wellbeing.



Highlights in 2024-25.



A new employee behaviour framework is in place to drive our desired culture in line with ACCA's purpose, values and strategy.



Perceptions of inclusion and diversity are four points ahead of our external benchmark, with 85% feeling they can be themselves at work.



Gender pronouns encouraged and name pronunciation supported across ACCA.



40+ inclusion and diversity interventions, including events with external speakers and internal news stories.

UK gender and ethnicity pay gap reporting.

Each year we submit gender pay information for our UK-based employees to the UK government. We also publish information on the results, including ethnicity pay gap data, on our website. In line with UK requirements, we analyse data from a ‘snapshot date’ of 5 April to determine our mean and median pay gap results.

UK gender pay gap.

↑ 9.12%

Median gender pay gap as of April 2024

Increased by 1.70% from 2023 (7.42%)

↑ 9.70%

Mean gender pay gap as of April 2024

Increased by 0.38% from 2023 (9.32%)

Our mean and median UK gender pay gaps have increased marginally since last year. However, our results remain better than the UK national averages of 11.3% mean and 13.1% median.

Read ACCA's UK Gender and ethnicity pay gap report 2024.

➔

UK ethnicity pay gap.

↑ -8.07%

Median ethnicity pay gap as of April 2024

(-14.71% in 2023)

↑ -0.54%

Mean ethnicity pay gap as of April 2024

(-4.39% in 2023)

While our median and mean ethnicity pay gaps have narrowed since last year a ‘minus’ percentage means that the gap remains positive.

This UK-based data is from a relatively small proportion of our overall workforce (less than 13%) so we recognise these results are volatile.

82.4% of our UK-based employees shared declarations of their ethnicity (up from 80.8% last year).

A woman with dark, curly hair and large gold headphones is taking a selfie with a yellow smartphone while riding a bicycle. She is wearing a dark green jacket over a blue and white striped shirt. The background shows a modern building with glass panels and a clear blue sky.

THINK AHEAD

annual integrated report.

9. Governance, leadership and people.

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Employee engagement and wellbeing.

In 2024-25, we added employee satisfaction to our balanced scorecard, recognising that a fair, inclusive, and dynamic workplace will encourage ACCA's talent to build sustainable value and drive our strategy with impact.

Learn more in our strategic performance section:
Measure: employee satisfaction.

At ACCA, certain aspects of how we do things directly influence how engaged our people feel at work.

- People appreciate ACCA's forward-thinking and flexible ways of working. These enable them to balance work, home and family commitments. Our people consistently raise this as a cultural strength, placing us at **80 points** (well ahead of the external benchmark of 72 points).
- How we communicate with our people is also perceived as a strength at ACCA, at **75 points** (also ahead of the global external benchmark of 67 points).
- How we work together in teams is also an area of strength: **85%** of our employees agree they feel part of a team that works well together.

At ACCA, employee wellbeing is at the heart of our culture and the way we work. We're committed to providing a caring and supportive working environment that empowers everyone to reach their full potential by balancing work-related aspects (our working environment, health and safety, inclusion, leadership and personal growth) with non-work-related factors (such as financial wellbeing, social connections, leisure and lifestyle).

In 2024-25, we introduced quarterly *Invest in you* days. These are designed to remind all employees to prioritise their physical, mental and financial wellbeing, complementing our additional wellbeing support and blended ways of working. Over a fifth of employees took part from 30 countries in the year.

Modern slavery act statement.

ACCA is committed to acting ethically and with integrity in all our business dealings and relationships. You can read our modern slavery act statement on our website.

Learn more at accaglobal.com



Highlights in 2024-25.

- Introducing quarterly *Invest in you* days for our global network of employees.
- Introducing a new global neo-natal care leave and pay policy.
- Increasing the number of mental health first aiders from 59 to 66.
- Offering support to those who need it through 12 menopause champions.
- Introducing *Champion Health*, a new wellbeing resource for employees.
- Ensuring a strong work-life balance, with 81% confirming this is the case.

How we'll move forward with a focus on our people.

- We'll create focused learning opportunities so employees can build their skills to deliver the ACCA strategy.
- We'll keep running our diverse leadership development programme.
- We'll introduce a new development programme for ACCA leaders.
- We'll offer executive coaching opportunities for talented senior employees.
- We'll clearly communicate major initiatives and change programmes.
- We'll continue to prioritise engagement and wellbeing, focusing on perception challenges relating to barriers to execution, continuous improvement and collaboration.
- We'll build employee resilience through our wellbeing resources and *Invest in you* days.
- We'll use employee crowdsourcing to shape inclusive, impactful changes to our working culture.

10. Strategic focus, measures and targets for 2025-26.

In this section:

Our strategic focus for 2025-26. →

Strategic measures and targets for 2025-26. →

Our strategic focus, measures and targets for 2025-26.

Our strategic focus for 2025-26 is

Standing out in a changed world.

This is about capitalising on ACCA's unique position as the world's only truly global professional accountancy body. It's about excelling in everything we do: creating value for the ACCA community in our everyday work, continuing our digital transformation, driving forward our innovations in learning and assessment, reinforcing the value of the profession and fostering a working culture where everyone can contribute their best. We'll be leading change, not just responding to it.

ACCA's Council Board has set stretching and ambitious targets for 2025-26.

Strategic outcome or capability	Measure	2025-26 target
Strategic ambition	Number of members	263,700
Redefine the accountant	Number of future members	543,900
Drive career success	Number of learners acquiring new skills through ACCA	177,600
Strengthen impact	Market share	23.2%
	Overall satisfaction with ACCA	70%
Build sustainable value	Employee satisfaction	77 points
	In-year financial performance (surplus/deficit before tax)	£(12.8m) deficit before tax
	Path to net zero	Limit the increase in emissions to 0%-5% year-on-year

Numbers and percentages have been rounded.

Each individual target holds equal weight.

More about our targets for 2025-26.

Learners acquiring new skills through ACCA	This measure is designed to be highly dynamic, and in 2025-26 we're adding several additional products to the learning portfolio we're measuring. We've re-baselined our 2024-25 year-end position to reflect these, and we're targeting a 3.1% year-on-year increase in unique learner passes, representing an additional 5,344 unique learner passes.
In-year financial performance	Following two years of financial surplus, we are targeting a deficit in 2025-26. This will enable us to progress ACCA's ambition, including moving more of our data and processes from legacy systems to our new digital platform. This will enable us to better serve the ACCA community in the future.
Path to net zero	As highlighted in the <i>Delivering on sustainability</i> section, 2025-26 marks our first in-year directional (%) target. During 2025-26 we'll keep introducing ways of working that enable ACCA to reduce emissions in future years.

How we'll move forward.

The ACCA strategy has no end date: it's a clear, long-term direction underpinned by an iterative approach to strategic planning across three-year cycles. ACCA's three-year strategic plan is a live document, and we'll continue to draw on it to inform our in-year planning, serve the ACCA community and lead the global accountancy profession for a changed world.



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