ACCA

annual integrated report.

For the year ended 31 March 2026.

Contents.

1. About ACCA and this report.

In this section:

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 266,100 members and 546,500 future members in 179 countries.

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.

Find out more at **accaglobal.com**

266,174
ACCA members.
(2024-25: 257,956)

546,534
future members (students and affiliates).
(2024-25: 530,124)

14,339
new members in the year.
(2024-25: 13,068)

118,592
new students in the year.
(2024-25: 102,667)

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 fifteenth annual integrated report prepared in accordance with the International <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 have prepared our sustainability disclosures with reference to, and in line with, the principles and structure of the IFRS Sustainability Disclosure Standards IFRS S1 (general requirements for disclosure of sustainability-related financial information) and IFRS S2 (climate-related disclosures), applying available transition reliefs.

Learn more about the **International <IR> Framework**

Learn more about **ACCA's climate-related disclosures**

Learn more about **IFRS S1 and S2**

Oversight and responsibility

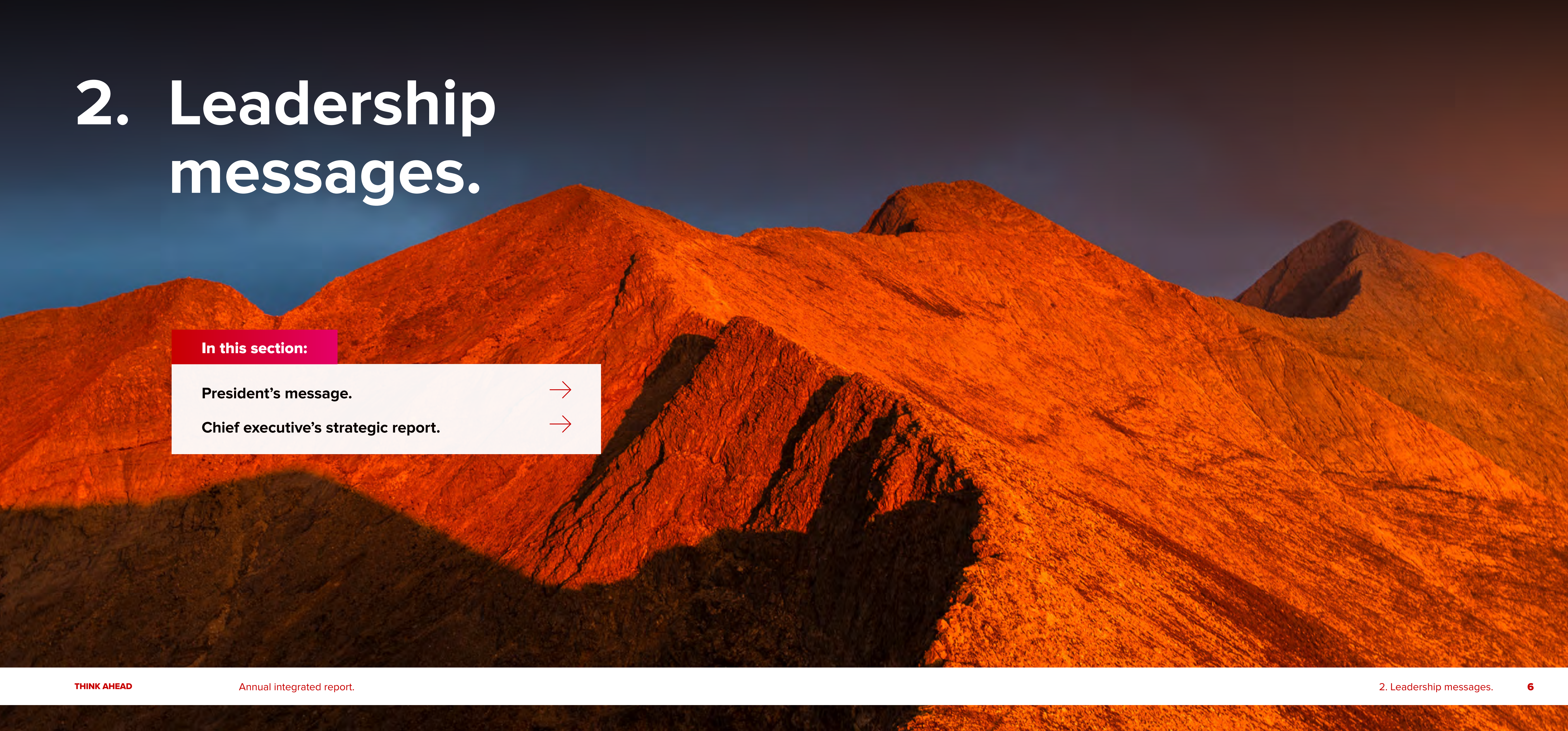
ACCA's Audit Committee reviews this report, which ACCA's Council Board and then ACCA's governing Council subsequently approve. In this way, ACCA's Council is ultimately responsible for ensuring the report's integrity. The Audit Committee has confirmed that it has applied its collective mind to the preparation 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, Johnston Carmichael LLP, has assured ACCA's consolidated financial statements. Council has taken all necessary steps to ensure that it is aware of all relevant information required by ACCA's auditor for the purposes of the audit, and to confirm that the auditor is also aware of this information. Council confirms that it is not aware of any relevant audit information that has not been disclosed to the external auditor. For the avoidance of doubt, the external auditor has not audited the areas of this report outside of the consolidated financial statements.

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

Read the **financial statements**



2. Leadership messages.

In this section:

President's message.

When I began my presidency, I spoke about three things that are deeply important to me: opportunity, inclusion and the power of our global community.

Over the past year, I have had the privilege of seeing those themes brought to life in countless conversations, events and encounters across the ACCA community. At a time when the world can often feel uncertain and divided, they have given me even greater confidence in the future of our profession and the positive difference it can make.

We continue to live in a changed world. Businesses and economies are navigating rapid technological change, geopolitical uncertainty and the growing challenge of building a more sustainable future. In such an environment, resilience and adaptability have never been more important.

Our profession continues to evolve, and ACCA and its members are responding to this by seizing fresh opportunity and expanding the value professional accountants can deliver. The foundations of our profession, however, remain unchanged. Accountancy continues to be grounded in trust, ethics and integrity – qualities that matter now more than ever.

At the heart of what makes ACCA stand out is our truly global community. Today, our community of more than 812,600 members and future members spans countries, cultures, sectors and generations – and that diversity is one of the things I am most proud of as president. I've seen our values of inclusion, integrity and innovation brought to life through the stories I have heard and the impact our members are making every day – and these all serve as a powerful reminder that opportunity can change lives. For me, that is one of the most powerful expressions of ACCA's purpose.

As I reflect on my year as president, what stands out most is not a particular event or achievement, but the people. ACCA's commitment to inclusion means recognising talent in all its forms and ensuring our profession continues to welcome people from different backgrounds, experiences and perspectives. It's one of the reasons I remain optimistic about the future of accountancy.

A standout moment last year was being reminded of the achievements of a true pioneer for women in the profession, Vera Di Palma. Vera qualified in 1956, became the first woman elected to ACCA's Council in 1971, and became ACCA's first female president in 1980. I was honoured to meet her brother Michael in May 2025, when he generously donated Vera's OBE to ACCA, ensuring her legacy lives on within the organisation she helped shape.

Another important element that drives ACCA's continuing success is strong governance and leadership. As president, I was delighted to see our chief executive Helen Brand receive an *Outstanding Contribution to Accountancy* award for her remarkable leadership and her unwavering championing of a sustainable, ethical and inclusive profession committed to public value.

These and many other moments make me immensely proud to be an ACCA member. I have every confidence that ACCA and its global community will continue to unlock potential, drive positive change and lead the accountancy profession for a changed world.

Melanie Proffitt FCCA
President

ACCA UK new member ceremony 2025

ACCA's first female president Vera Di Palma's brother (Michael) donating her OBE to ACCA, ensuring her legacy lives on within the organisation she helped shape.

Chief executive's strategic report.

We stepped into the performance year with a simple but powerful strategic focus: to stand out in a changed world.

At ACCA, we've always thrived by embracing challenges and turning them into possibilities.

2025-26 was all about capitalising on our unique status as the world's only truly global professional accountancy body. And I'm delighted to share that it was another stellar year for ACCA and its community, as we exceeded every target on the strategic balanced scorecard.

And once again, we demonstrated what makes ACCA so unique and extraordinary, progressing ACCA's purpose in line with our values and bringing the ACCA strategy to life in a way that was truly bold, confident and future-focused.

As ever, the year was not without its challenges. Major external headwinds impacted the ACCA community, with profound geopolitical tension and conflict resulting in significant societal and economic ramifications. Throughout the year, we sought to proactively and sensitively serve the ACCA community while leading the profession forward.

Areas of strong performance

- We celebrated over 14,300 new members, growing by 3.2% and boosting our market share.
- We welcomed over 118,500 new students – our strongest ever performance.
- We supported over 182,000 learners to acquire new skills through ACCA.
- Employer satisfaction with ACCA rose from 82.3% to 83.2%, reflecting ACCA's strong global reputation and the continuing demand for the ACCA designation.

Strategic performance challenges

- While we exceeded our overall satisfaction target of 70%, we noted year-on-year declines in member and future member satisfaction – something we will be seeking to address.
- While exam entries and students passing an exam in the year were ahead of expectation, future member retention declined slightly (by 0.2%).
- We decided to pause online exams with remote invigilation from March 2026, offering these only in very limited circumstances. As most ACCA students were already sitting in exam centres, this did not affect our exam entry performance, which rose year-on-year.
- We shifted the second phase of our digital transformation from November 2025 to April 2026, recognising we needed more time to transition remaining stakeholders onto our new system. At the time of writing, this work has been carried out.

Redefining the accountant.

Our innovation in learning and assessment programme is designed to offer leading-edge, enriching learning experiences to ambitious learners everywhere. In 2024-25 we introduced ACCA's innovative Professional Diploma in Sustainability, taking a flexible and modular approach to deliver the knowledge and skills needed. This year, we introduced further innovations as we continue to redefine accountancy, recognising the expanding ways in which professional accountants can drive organisational and economic success, deliver public value and ultimately benefit wider society.

- In June, we announced the future ACCA Qualification to the world. Designed to bring together the cutting-edge technical, business and professional skills needed by professional accountants, the launch has now reached more than 6.5 million people globally. It's been fantastic to see ACCA's education partners amplifying the news through their own channels, building excitement and readiness across the ACCA community as we prepare to deliver the first exams in 2027.
- Directly before this, in May, we launched a new BSc in Professional Accountancy with the University of London. This new partnership enables ACCA members and future members to gain a degree with a renowned university as part of their ACCA journey.

These and other innovations, supported through our relationships with employers and other key stakeholders, are ensuring the ACCA community remains in demand and reinforcing the attractiveness and relevance of the ACCA designation.

ACCA's landmark partnership with Gavi and the Global Fund will help countries strengthen public finance management in the fight against infectious diseases.

Driving career success.

As well as showcasing how rewarding a career in professional accountancy can be, in 2025-26 we continued to provide the ACCA community with access to skills and career opportunities.

With sustainability and technology expanding and reshaping the role of the finance function, we continued to promote ACCA's Professional Diploma in Sustainability. We also introduced a new *Technology in Finance* certificate series, featuring practical, future-ready skills in data analytics, cybersecurity, AI and organisational transformation.

During the year, our half-day virtual conferences on AI and sustainability attracted tens of thousands of participants, reflecting the demand for insights on these critical trends. Our award-winning annual virtual conference, *Accounting for the Future*, focused on driving sustainable business, embracing innovative tech and shaping future skills. We also introduced a new CPD and events finder to enable members to easily source relevant upskilling.

To maximise career opportunities, we proudly showcased members sharing career guidance and inspiration through our *Take the next step* campaign which also linked to our *ACCA Careers* resources. This attracted significant engagement, with 16.4m impressions across Meta alone. Meanwhile, some 11,000 members and future members came to our Virtual Careers Fairs, alongside over 2,200 employers, many of whom also participated in the international halls which support global mobility. And in September, we introduced a new Virtual Skills platform to help members near the beginning of their careers navigate interviews and job applications.

Celebrating the first-ever global sustainability reporting standard for the public sector with Ross Smith, program and technical director at The International Public Sector Accounting Standards Board (IPSASB).

Strengthening impact.

One of ACCA's unique strengths is our ability to convene, contribute and collaborate meaningfully across the world as we demonstrate the value the profession can offer to deliver change for public good. We also know that a strong brand reputation matters to members. So, in 2025-26 we amplified ACCA's voice: publishing major new insights, positively influencing emerging standards and regulations, and partnering to shape the future of a profession with ACCA members at its heart.

While there are many examples throughout this report, I'd like to share just a snapshot of how ACCA has been acting on behalf of its members.

- Collaborating across Africa to strengthen the public sector, including meetings with Nancy Gathangu, Auditor General of Kenya and Shabeer Khan, the Accountant General of South Africa – and sponsoring the 8th Africa Congress of Accountants.
- Deepening our relationships across the People's Republic of China – including meetings with Lin Qiyun, Director General of the Accounting Department of the Ministry of Finance and Jiang Yong, the Secretary General of the Chinese Institute of Certified Public Accountants, and taking part in Hong Kong SAR's Accounting and Financial Reporting Council's (AFRC) Regional Regulatory Forum 2025.
- Meeting Shehbaz Sharif, Prime Minister of Pakistan to discuss public sector governance, the climate action agenda, and the importance of sustainable growth.
- Hosting senior delegates from Ministry of Economy and Tourism – UAE at ACCA's headquarters.
- Hosting a European Parliament roundtable with policymakers and regulators to explore how AI, skills and talent are shaping the future of Europe's small and medium-sized enterprises.
- Celebrating the first-ever global sustainability reporting standard for the public sector, issued by the International Public Sector Accounting Standards Board (IPSASB), following ACCA's role as initial funders of this important work back in 2022.
- Renewing our decade-long partnership with Chartered Accountants Australia and New Zealand (CA ANZ) for five more years, bringing the ACCA and CA brands together to positively influence the big issues impacting the profession and the wider world.
- Entering a landmark three-way partnership with Gavi (The Vaccine Alliance) and the Global Fund to enable countries to strengthen their public finance management systems as they fight infectious diseases.
- Celebrating an amazing 75 years in Hong Kong SAR and our first decade in Türkiye.

Collaborating across Africa to strengthen the public sector and drive sustainable business, including meeting the Auditor General of Kenya.

Participating in the Accounting and Financial Reporting Council's (AFRC) Regional Regulatory Forum 2025 in Hong Kong SAR.

Looking back, and ahead.

One final example that celebrates ACCA's continuing leadership was being awarded *Professional Body of the Year* at the 2025 International Accounting Awards. ACCA's proud history and enduring success, however, have never been based on the 'big' moments alone. Each step forward members take – in their workplaces and for their communities – contributes to ACCA's ever-growing reputation. And in the year ahead, I know the actions of ACCA members everywhere will keep telling the story of a professional accountancy body that is leading the way.

I want to thank members everywhere for being part of the ACCA community. Together, we're redefining accountancy.

Helen Brand OBE
Chief executive

3. ACCA's strategy and 2025-26 performance.

In this section:

The ACCA strategy.

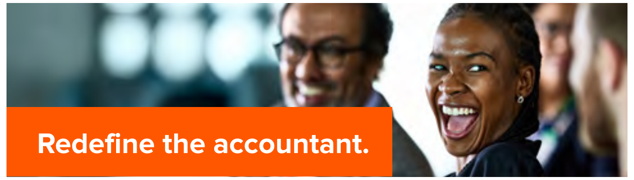
The ACCA strategy, which came into effect at the start of April 2024, sets out how we will secure a vibrant future for ACCA by fulfilling our purpose, remaining true to our values and realising our bold ambition.

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

Strategic ambition.

Strategic outcomes and capabilities.



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.

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

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.

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.

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 about **ACCA's Council Board**

Strategic performance in 2025-26.

Our strategic focus for 2025-26 was

Standing out in a changed world.

This was about capitalising on our unique position as the world's only truly global professional accountancy body. We set out to excel in everything we did: creating value for the ACCA community, continuing our digital transformation, driving forward our innovations in learning and assessment, reinforcing the ever-increasing value of the profession, and fostering a working culture where everyone could contribute their best. Our intent was to lead change, not just respond to it.

Strategic performance across the balanced scorecard.

For the 2025-26 performance year, we met all eight strategic targets.

Strategic outcome or capability	Measure	2025-26 target	Year-end (actual)	Result
Strategic ambition	Number of members	263,700	**266,174**	Achieved
Redefine the accountant	Number of future members	543,900	**546,534**	Achieved
Drive career success	Number of learners acquiring new skills through ACCA	177,600	**182,101**	Achieved
Strengthen impact	Market share	23.2%	**23.7%**	Achieved
	Overall satisfaction with ACCA	70%	**73.5%**	Achieved
Build sustainable value	Sustainability: employee satisfaction	77 points	**78 points**	Achieved
	Sustainability: in-year financial performance (surplus/deficit before tax)	£(12.8)m deficit	**£0.1m surplus**	Achieved
	Sustainability: path to net zero	Limit increase in emissions to 0%-5% year-on-year	**4% reduction in emissions year-on-year**	Achieved

Strategic ambition.

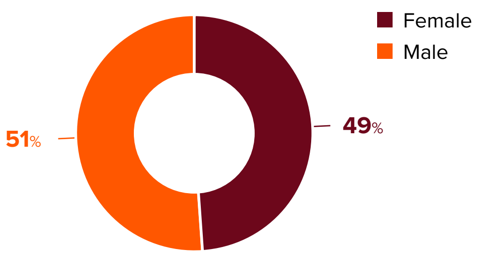
Measure: number of members

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

2021-22	**240,952**	
2022-23	**247,734**	
2023-24	**252,562**	
2024-25	**257,956**	
2025-26	263,700	Target
	266,174	**Actual**

Gender profile of our members



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

- We'll champion a refreshed understanding of the vital contribution of professional accountants in a changed world. We'll show how accountancy is being redefined to meet the broadening needs of businesses, organisations and economies globally, and demonstrate the value ACCA members can deliver at the forefront of the profession.
- We'll offer ACCA members relevant resources to continually sharpen and broaden their skills to meet global marketplace needs, including driving sustainable business and ensuring ethical usage of technology and AI.
- We'll support future members to progress to membership and demonstrate the value of a lasting relationship with ACCA as we aim to grow our member numbers in the year ahead by over 7,100.

New ACCA members celebrate their achievements at the largest-ever new member ceremony in Malaysia.

Redefine the accountant.

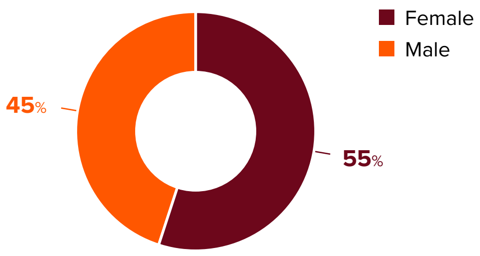
Measure: number of future members

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

2021-22	**541,930**	
2022-23	**526,520**	
2023-24	**526,106**	
2024-25	**530,124**	
2025-26	543,900	Target
2025-26	**546,534**	**Actual**

Gender profile of our future members



How we'll move forward to redefine the accountant.

- We'll draw on our unique difference as the only professional accountancy body that is truly global as we attract motivated, informed and supported entrants to ACCA and highlight just how exciting a career in professional accountancy can be.
- We'll keep drawing on the concept of *Accountancy redefined* as we reinforce the attractiveness of the profession and build excitement for the future ACCA Qualification.
- We'll draw on our global themes as a framework to drive our policy and insights reports, brand and marketing activity, strategic relationships and discussions with governments, regulators and businesses across the world as we lead the way in focusing on what matters most. This will enable us to position ACCA even more firmly as the global partner of choice.

Our global themes are:

- bridging the skills gap
- driving sustainable business
- championing the professional accountant.

Together, these themes reflect the change we want to drive in the world.

Learn more about **how we're redefining accountancy**

Drive career success.

Measure: number of learners acquiring new skills through ACCA

ACCA's 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.

This measure was introduced in 2024-25 and remains dynamic as we add new products into the portfolio we measure. We can now provide two years of data.

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

Two-year performance

2024-25	**161,465** (re-baselined to 172,315*)	
2025-26	177,600	Target
	182,101	**Actual**

* In 2025-26 we added several additional products to the learning portfolio we're measuring. To reflect this, we re-baselined our 2024-25 year-end position and drew on this to target a 3.1% year-on-year increase in unique learner passes, which we subsequently exceeded.

How we'll move forward to drive career success.

- We'll strengthen employability across the ACCA community by maximising *ACCA Learning*, including our Professional Diploma in Sustainability, AI learning resources and our new *Technology in Finance* certificates.
- We'll hold virtual conferences on highly relevant topics including sustainability, technology, and our flagship annual event, *Accounting for the Future*.
- We'll offer careers support through *ACCA Careers* and our Virtual Careers Fairs, which include international career halls to offer career mobility. Our Virtual Skills platform will give members and future members the edge as they prepare for jobs.
- We'll take a data-driven approach to driving student progression, continuing to promote our 'big three' resources: the *ACCA Study Hub*, CBE practice platform and *My Exam Performance*.
- We'll keep connecting employers and education partners to recruit and support future members' progression and employability.
- We're incredibly proud of our ongoing work to ensure the current ACCA Qualification maintains its relevance, integrity, rigour and quality, while we continue the critical work to develop the future ACCA Qualification.
- We'll keep rolling out the BSc in Professional Accountancy with the University of London, enabling members and future members to achieve a prestigious academic qualification alongside their ACCA membership.

Our *Career paths reimagined* report highlighted:

- future career paths will be less linear, more flexible and personalised in their nature
- in a rapidly changing world of work, continually developing the right skills will be essential
- while career paths may be less certain, opportunities to thrive have never been greater for those prepared to embrace change.

In the year ahead, we'll engage every part of the ACCA community with our highly relevant learning and careers resources which are key to enabling everyone to adapt to this new normal.

And our innovative future ACCA Qualification will feature modular learning and assessment, equipping future members to stay one step ahead in the workplace of the future.

ACCA's flagship virtual member conference *Accounting for the Future* won Best Member Event at the 2025 Memcom Excellence awards in September 2025.

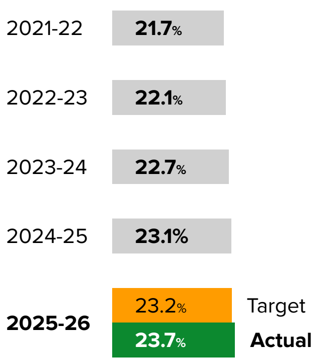
Strengthen impact.

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 23.7%, 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



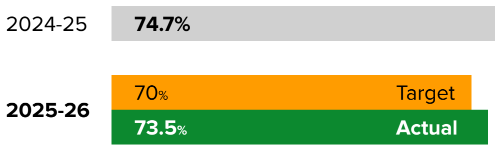
*As with previous years, our market share calculation includes both associate members and full members of CPA Australia.

Measure: overall satisfaction with ACCA

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

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. As this measure was first introduced in 2024-25, we can now provide two years of data.

Two-year performance



Both member and future member satisfaction ended the year at, or above 70%, while employer satisfaction ended the year at over 83%.

How we'll move forward to strengthen impact.

- We'll protect the integrity of the ACCA brand, upholding the highest professional and ethical standards, and we will work with regulators and governments to contribute to the evolving regulatory landscape.
- We'll showcase our leadership on the issues that matter most to our stakeholders through our global themes: bridging the skills gap, driving sustainable business and championing the professional accountant.
- We'll partner and influence to deliver public value: enhancing institutional partnerships, developing the global accountancy profession and driving forward the sustainability agenda, the ethical usage of technology and AI, and public sector reform.
- 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.

'ACCA has always been exceptional at convening, partnering with and influencing decision makers to ensure the global profession contributes to a better tomorrow. I continue to be inspired by our work to redefine and develop the global profession.

As we grow our global footprint, we are also empowering an ever-increasing number of members and future members to play their part in strengthening ACCA's global impact. I can't wait to see what we achieve in 2026-27.'

Melanie Proffitt, ACCA President

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), prosperity (in-year financial performance) and planet (path to net zero).

Measure: employee satisfaction

We recognise that a fair, inclusive and dynamic working environment will empower ACCA's talent to 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. 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 Microsoft 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. As this measure was first introduced in 2024-25, we can now provide two years of data.

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.

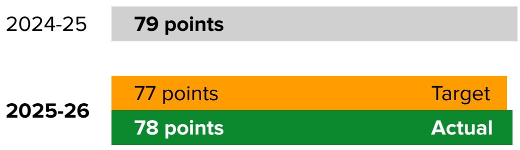
We significantly exceeded our target for in-year financial performance, achieving a £0.1m surplus before tax against our budgeted deficit of £(12.8)m.

Our strong financial performance has been built on close management of our expenditure and managing risk across our key projects.

- Our year-on-year revenue growth has been strong across admissions, subscriptions and exams. Our exemptions revenue, however, was lower than expected as the changing demographic of our future members evolves.
- We continually review ACCA's operating expenses throughout the year. Where opportunities for savings are identified, these are reviewed and agreed with leaders.
- Our strategic investment fund enables us to invest for the benefit of our members and future members. These are complex, multi-year projects, such as digital transformation and innovation in learning and assessment, and budgetary control has been a key focus given the potential risks associated with such transformational change.
- Other income and expenses include 'other gains/losses', 'finance income' and 'finance costs'. The performance of our well-diversified investment portfolio and the interest earned on cash deposits generated strong returns and were able to offset challenges in foreign currency impacts.

Read the **financial statements**

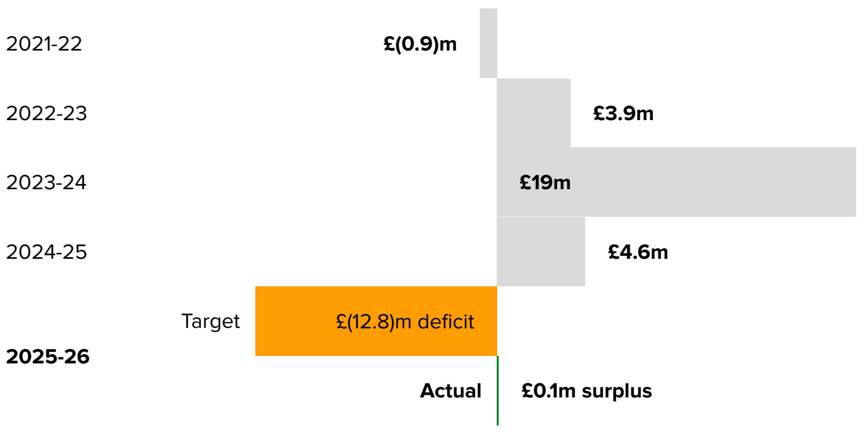
Two-year performance



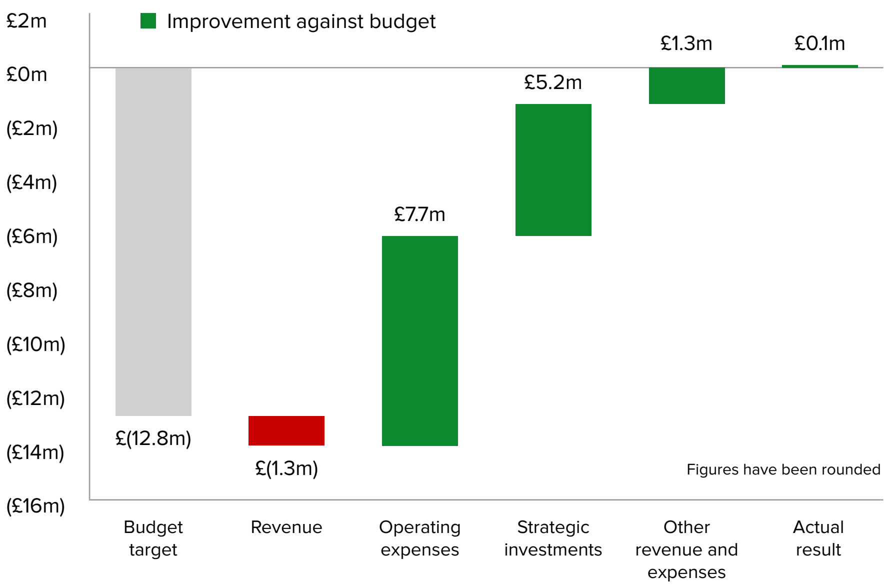
Two questions inform our overall employee engagement score:

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

Five-year performance surplus/(deficit) before tax



Financial performance against budget in 2025-26



Figures have been rounded

Build sustainable value. (continued)

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.

We have 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. 2025-26 marked our first in-year directional (%) target, which was to limit the increase in emissions to 0%-5% year-on-year, and we exceeded this target, achieving a **reduction of 4% in emissions**.

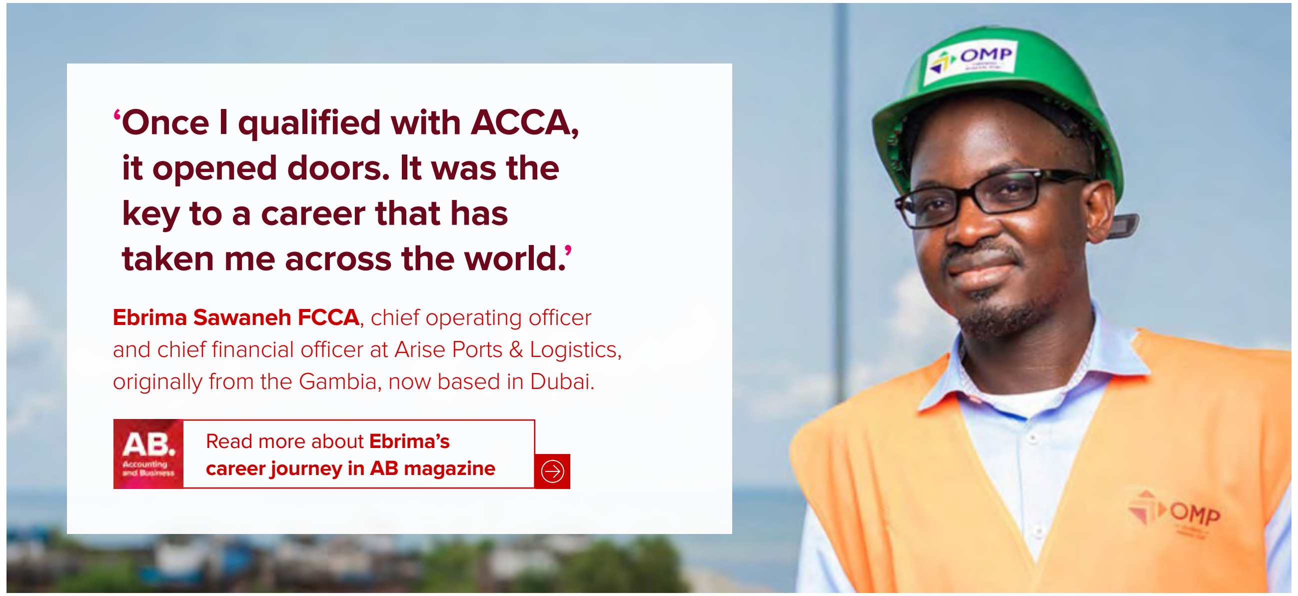
Our emissions calculation methodology relies predominantly on a spend-based approach. It is important to note, therefore, that the most significant factor in achieving the 2025-26 target related to driving cost efficiencies and performing well as an organisation financially. We have also taken significant actions in the year to reduce our emissions.

Learn more about our **climate-related disclosures**

Learn more about the **actions we are taking as an organisation to reduce emissions**

Learn more about **how we'll move forward to build sustainable value** in the delivering sustainability section

Each year we refine and update our emissions inventory, and recalculate where material operational or methodological changes occur, in line with the Greenhouse Gas Protocol, while maintaining a consistent baseline methodology for comparability.



'Once I qualified with ACCA, it opened doors. It was the key to a career that has taken me across the world.'

Ebrima Sawaneh FCCA, chief operating officer and chief financial officer at Arise Ports & Logistics, originally from the Gambia, now based in Dubai.

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

'I've always seen myself as a global citizen, and this is why ACCA was attractive to me – it allowed me to position myself as global talent.'

Akolisa Ufodike FCCA, former deputy minister – immigration and multiculturalism, Government of Alberta, Canada

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

4. Our value creation model.

Our value creation model.

Our capitals → **Enable ACCA to achieve its strategy in line with its purpose and values** → **Creating value for our stakeholders**

Our capitals

Human (People) **(H)**

The knowledge, skills and expertise of our diverse, global teams.

Social and Relationship (Community) **(S)**

Our global network of members, future members, educators, employers, professional accountancy organisations, governments and regulators.

Intellectual (I)

Our content, learning and assessment expertise, and policy and insights work.

Financial (F)

Our income which comes from subscriptions, exams, learning offerings and other sources.

Manufactured (M)

Our capabilities in offering learning and assessment globally and the overall experience we provide.

Natural (N)

Our impacts and dependencies on stable climate systems and natural resources.

Examples across our strategic outcomes and capabilities

Redefine the accountant

- Drawing on our connections, brand and reputation to attract tomorrow's accountants **(H, S, I)**.
- Creating leading insights, products and services for the accountancy profession and beyond **(S, I, F, M, N)**.

Drive career success

- Creating and delivering forward-thinking, ethical accountancy skills that ensure the ACCA community is in demand across all sectors globally **(H, S, I, M, N)**.
- Creating and nurturing communities to enable ACCA stakeholders to build connections, share knowledge and seize opportunity **(H, S)**.

Strengthen impact

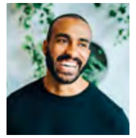
- Drawing on our unique global perspective to support economies and sectors worldwide **(S, I, M)**.
- Convening, partnering and influencing stakeholders and decision makers to deliver change for public good **(H, S, I, M, N)**.

Build sustainable value

- Drawing on robust data and insights to drive decision making and enhance the experience we offer our stakeholders **(All capitals)**.
- Embedding sustainability to build long-term strategic and operational resilience **(All capitals)**.

SDGs: ACCA's commitments to the UN Sustainable Development Goals

Creating value for our stakeholders



Members

We support our members throughout their career journey. Our trusted global brand and ACCA designation opens doors to global opportunities, while our insights and continuous learning equip ACCA members with the flexible skills and connections to stay ahead.

H, S, I and M

SDGs 4 8 9 17

Future members

We provide accessible, world-class qualifications and learning experiences that empower ambitious learners everywhere to gain and demonstrate highly relevant in-demand accountancy skills.

H, S, I and M

SDGs 4 5 8 9 10 16

Employers

We connect employers to talent with the relevant expertise to drive sustainable success. Our insights, qualifications, training and careers resources give organisations a competitive edge.

All capitals

SDGs 4 5 8 9 13 16 17

Educators

We collaborate with educators to drive student recruitment, progression and retention, build their capabilities to teach ACCA's suite of qualifications, and co-create innovative learning solutions for today and tomorrow.

H, S, I and M

SDGs 4 8 16

Governments, regulators and international organisations

We work with these stakeholders to bridge the accountancy skills gap, drive sustainable business and champion the professional accountant to build a better, fairer world. As the only professional accountancy body that is truly global, ACCA has the unique expertise to shape policies, regulations and standards.

All capitals

SDGs 16 17

Employees

We offer the opportunity to be part of a dynamic organisation that makes a global impact and is committed to sustainability. We invest in our people, offering relevant development to delivering the ACCA strategy and progress their career ambitions.

H, S, F and N

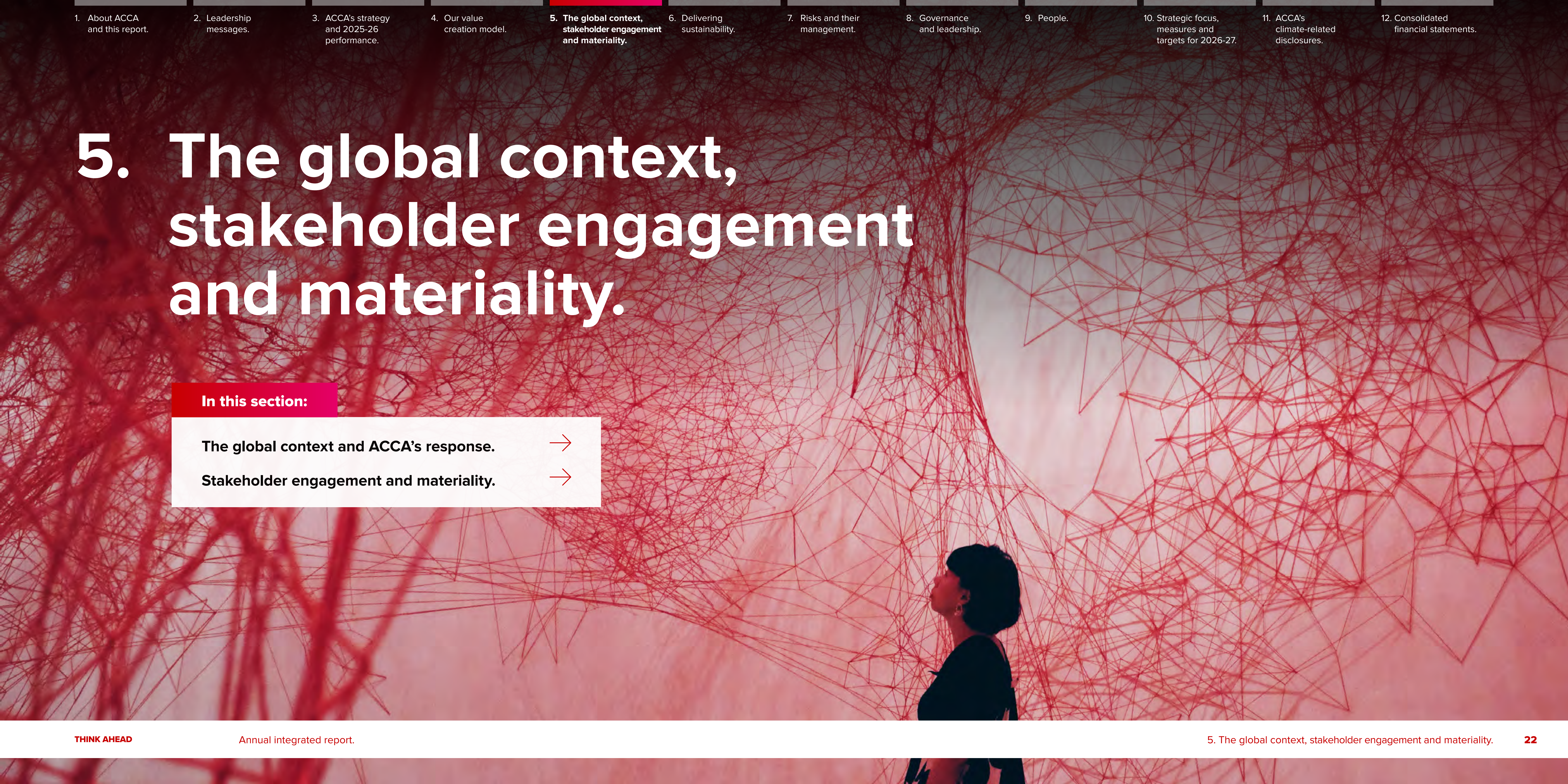
SDGs 5 8 10 12 13

Society

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

All capitals

SDGs 4 5 8 9 10 12 13 16 17

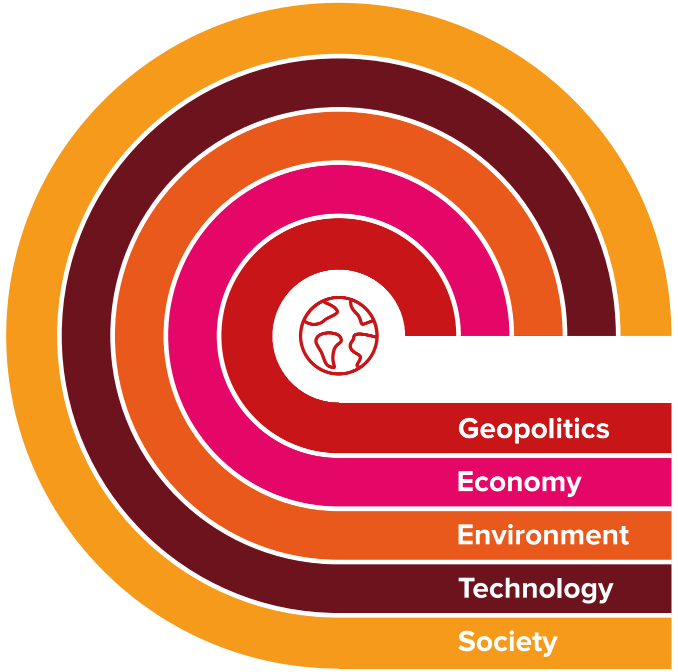


5. The global context, stakeholder engagement and materiality.

In this section:

The global context and ACCA's response.

The drivers of change impacting our world



ACCA's global nature has always put us in a very strong position to monitor the external environment. We have undertaken a wide range of analysis to identify five overarching drivers of change – a set of enduring trends that informed our ambitious strategy and continue to shape the global environment as they evolve and interact with each other.

These represent the most material issues for our stakeholders. Here you can learn about what they are and how ACCA is responding, including how they link to ACCA's UN SDG commitments and our corporate risks and uncertainties.

Geopolitics.

Geopolitical tension, fragmentation, and new coalitions

Ongoing geopolitical crises are fuelling uncertainty, deepening global tensions, and reshaping long-standing alliances. Trade and cross-border cooperation are under pressure as divergent regulations prompt organisations to rethink supply chains, and immigration restrictions influence where people choose to live, work, and study. The accountancy profession has a vital role to play in navigating this complexity by advancing global reporting standards and promoting transparency, accountability and efficiency.

At ACCA, we're leveraging our position as the world's only truly global accountancy body to champion the profession, promote the adoption of international standards and equip members and organisations to manage risk in an increasingly complex environment.

Risks 2, 5 | SDGs 4 8 16

Economy.

Continuing volatility across the global economy

Global trade tensions, supply chain disruption, and broader macroeconomic pressures are increasing the cost of living and placing strain on businesses and livelihoods. While the global economy has demonstrated resilience, growth remains uneven across regions. The accountancy profession plays a critical role in engaging policymakers and facilitating international trade.

ACCA equips members and future members with the skills and expertise to help organisations adapt and deliver sustainable success. We publish relevant insights and offer reduced subscriptions for those with low incomes or those impacted by economic or other challenges.

Risk 7 | SDGs 8 10

The global context and ACCA's response. (continued)

Environment.

Sustainability and climate change

As extreme weather and an increasingly fragile ecosystem become the new normal, governments and businesses face growing pressure to demonstrate their contribution to a more sustainable world. However, the adoption of international sustainability standards remains uneven, with transition often treated as a compliance exercise rather than a driver of value, creating a clear opportunity for the accountancy profession to lead this change.

ACCA is committed to convening regulators, policymakers, and employers to shape the global agenda and equipping members to drive sustainable practices.

Read more about **delivering sustainability**

Read more about **ACCA's climate-related disclosures**

Risks 1, 2 | SDGs 9 12 13

Technology.

Rapid technological and AI-driven transformation

Technology is rapidly transforming how we live, work, and learn, driving innovation across business, consumer markets, and education. At the same time, concerns around cybersecurity, misinformation, job displacement, and the need for upskilling are growing. The accountancy profession has an opportunity to lead the ethical adoption of AI and other technologies.

ACCA is working with policymakers to shape regulation, while reinforcing the accountant's role as a trusted guardian of ethical practice. We are also ensuring the ACCA Qualification remains rigorous, ethical and future-focused while equipping our community with the skills and guidance to embrace AI responsibly.

Risks 5, 6 | SDGs 4 8

Society.

Demographics, inequalities, learning and careers

Rising social divides and political pressures are driving uneven approaches to diversity and inclusion. Demographic shifts, from ageing populations to youth bulges, alongside unequal access to education and opportunity are deepening inequality. At the same time, people are increasingly seeking purpose-driven careers. Together, these forces are reshaping the world of work, talent supply and career pathways.

The ACCA Qualification enables people from all backgrounds to build meaningful careers – and we apply a robust approach to our own governance, leadership and people.

Risks 1, 4, 6 | SDGs 8 16 17

'The finance team of the future will be very cross functional, adept at working with large datasets and skilled in using advanced visualisation tools. We must change the perception that finding finance professionals with advanced data skills is like looking for a unicorn.'

Rajiv Chandra FCCA, director – finance analytics and value creation at Virgin Media O2, UK

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

More than 200 schools in Nigeria have signed up to ACCA's My ACCA Sustainability Hour programme, which introduces students to sustainability through learning linked to the UN SDGs.

Read more **in AB magazine**

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 stakeholders.

How we're addressing material matters affecting members.

Material issue	Key examples
A strong brand reputation. **Risks 1, 2, 3, 9 | SDGs 16 17**	■ Maintaining a strong brand with employers: 86% rate us as highly regarded in their market. ■ Drawing on our global themes to engage with, and positively influence governments, policymakers, national regulators and employers on bridging the skills gap, driving sustainable business and championing the professional accountant. ■ Developing the global profession, including strengthening public sector reform, alongside our partners. ■ Holding mutual recognition agreements with prestigious accountancy bodies across the world. ■ Continuing our strategic alliance with CA ANZ, which creates public value by benefiting the wider profession. ■ Ensuring our approach to regulation is robust, relevant and proportionate: read ACCA's report on regulation.
High quality resources and updates to develop relevant skills and achieve career goals. **Risk 1 | SDGs 4 8 10**	■ Continually enhancing and expanding our *ACCA Learning* portfolio with topics that upskill members and reinforce the value of the professional accountant, including our Professional Diploma in Sustainability, new *Technology in Finance* certificate series and updated *Digital finance* essentials course. ■ Introducing the new CPD and events finder to enable members to easily source learning opportunities. ■ Providing technical and sector specific support through tailored virtual conferences, webinars and ezines. ■ Delivering value for money with a mix of high-quality free and paid for learning. ■ Offering employability support through *ACCA Career Navigator*, *ACCA Careers* and Virtual Careers Fairs. ■ Developing a new Virtual Skills platform to support job applications and interview performance.
Demonstrating thought leadership through our policy and insights. **Risks 1, 5 | SDGs 8 9 17**	■ Showcasing our leadership on the issues that matter to members and employers, with cutting-edge insights including our annual *Global Economic Outlook*, our quarterly *Global Economic Conditions* surveys (with the Institute of Management Accountants), *Global talent trends* and *Career paths reimagined*. ■ Sharing thought-provoking insights that empower members to drive change for public good at our range of events and conferences, including half-day AI and sustainability conferences and our flagship *Accounting for the Future* conference.

'ACCA has been a constant anchor throughout my career.'

Ruxandra Ştefca FCCA, co-founder at REwildSCAPE, Romania

AB. Accounting and Business — Read more about **Ruxandra's career journey in AB magazine**

Our continued strategic alliance with CA ANZ brings the CA and ACCA brands together to create public value.

Stakeholder engagement and materiality. (continued)

How we're addressing material matters affecting future members.

Material issue	Key examples
High quality study and learning resources. Risk 4 | SDGs 4 8 10 17	■ Creating the opportunity to attain a BSc in Professional Accountancy with ACCA and the University of London. ■ Driving take-up of ACCA's 'big three' study resources: the *ACCA Study Hub*, CBE practice platform and *My Exam Performance* – all of which are proven to drive better exam results. ■ Expanding *Study Hub+* into new markets. ■ Upskilling educators to support students through their studies and exams.
Support with exams and practical experience. Risks 2, 3 | SDGs 4 8	■ Offering resources that maximise exam success, including practice tests, specimen exams and technical articles through the *ACCA Study Hub*, CBE practice platform and *My Exam Performance*. ■ Taking innovative approaches to increase affiliates' engagement with practical experience support content. ■ Connecting affiliates with ACCA members through our remote practical experience supervisor content.
Careers support. Risks 1, 4 | SDG 8	■ Offering employability support including *ACCA Career Navigator*, *ACCA Careers* and Virtual Careers Fairs. ■ Building opportunities through employers, with 60% of Approved Employers planning to recruit in the next year. ■ Developing a new Virtual Skills platform to support job applications and interview performance.
A well-respected brand. Risks 1, 2, 3, 9 | SDGs 16 17	■ See material matters affecting members: a strong brand reputation.

ACCA student ambassadors from more than 30 partner universities came together at the Shanghai University of Finance and Economics (SUFE) to develop leadership skills, promote student progression and support the next generation of finance professionals.

Stakeholder engagement and materiality. (continued)

How we're addressing material matters affecting employers.

Material issue	Key examples
Support to attract, upskill and retain talent. **Risks 1, 5 | SDGs** 4 8 10 17	■ Innovation in learning and assessment, maintaining the ACCA Qualification, and expanding our *ACCA Learning* portfolio to deliver highly relevant knowledge and skills both now and in the future. ■ Connecting employers with talent through our *ACCA Careers* jobs board and Virtual Careers Fairs. ■ Promoting our *Approved Employers* who create a high-quality training and development environment.
Guidance and resources on key issues. **Risk 1 | SDGs** 9 16	■ Drawing on our *Global talent trends* insights, which evaluate the changing world of work. ■ Placing a focus on the topics that matter most to employers through our global themes and related insights on sustainability, AI and technology, and talent.
A strong relationship with ACCA. **Risks 1, 2, 5, 9 | SDG** 17	■ Engaging employers through round-table discussions and input into ACCA's published insights. ■ Maintaining high perceptions among employers that ACCA is bridging the skills gap, driving sustainable business and championing the professional accountant. ■ Supporting employers as they migrate to our new system.

Material matters affecting educators.

As we prepare for roll-out of the future ACCA Qualification, we have been continually consulting educators in a range of ways, as this is currently the most material matter for them. We are also continuing to support them with student recruitment and retention as well as building their teaching capabilities to drive student progression. ACCA's 2025 Annual Tutor Conference is just one example of the wide range of work we undertake with educators. Given the breadth of our consultations, we have not carried out an educator survey in 2025-26 – we'll undertake our next survey during 2026-27.

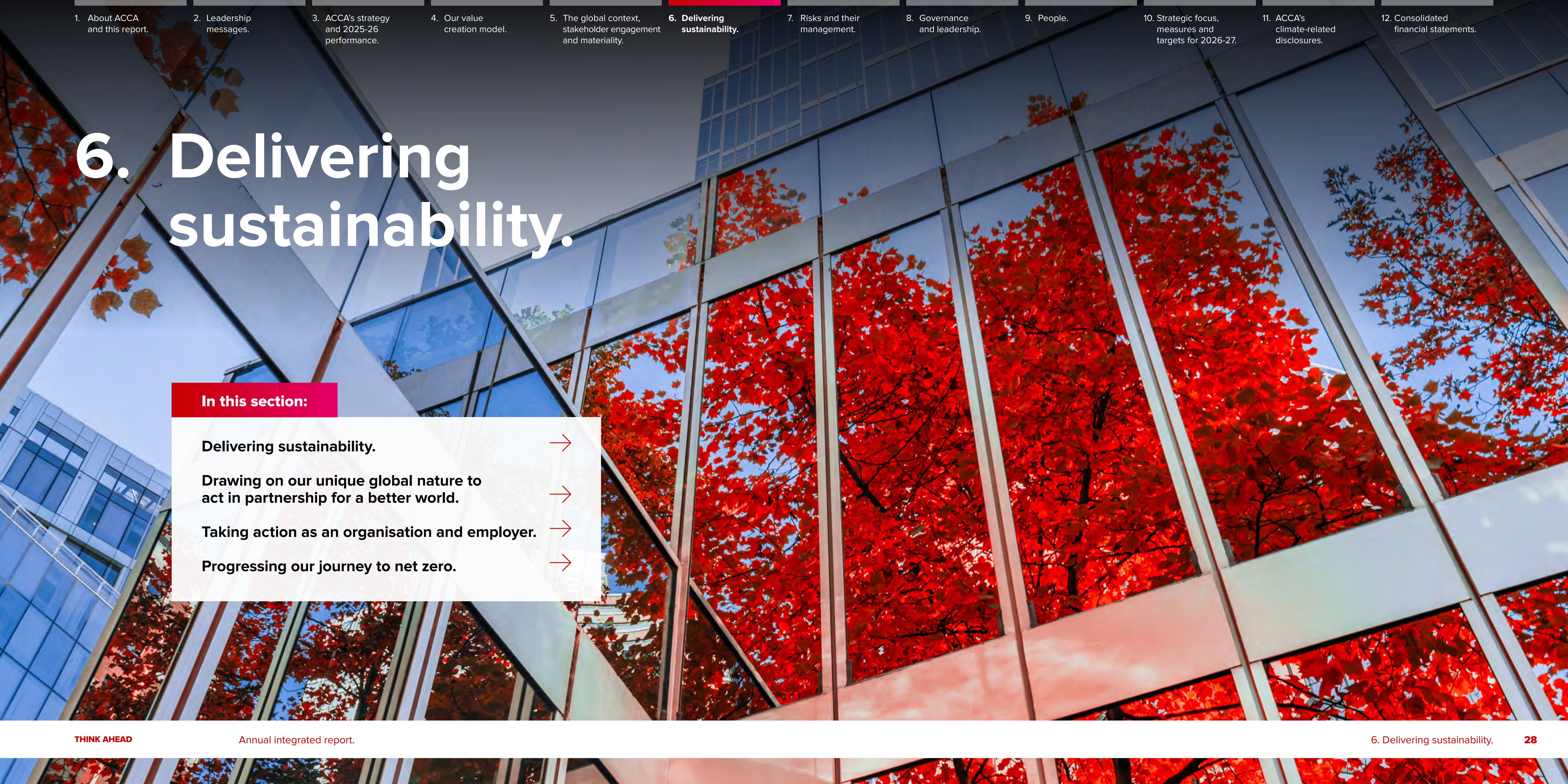
Future members connect with employers and industry leaders at a *Skills Fiesta* event in India, gaining the insights and workplace readiness needed for career success.

'Opportunities where finance, ethics and sustainability intersect are exactly what ACCA prepares members for.'

Ekta Sitani FCCA, chief financial officer at Engro Energy (an ACCA Platinum Approved Employer), Pakistan

AB. Accounting and Business

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



6. Delivering sustainability.

In this section:

Delivering sustainability.

Sustainability is at the heart of ACCA's role within the accountancy profession and our purpose, values and strategy reflect this. 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, and our integrated sustainability plan is designed to drive our commitments forward.

Learn about **our SDG commitments**

'As an ACCA member, you have very strong social capital – the brand brings respect to the table.'

Joyce Tamale FCCA, co-founder and chief executive at Capital Solutions, Uganda

AB.

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

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. Our intention is to ensure the profession remains a driving force for positive change for people, planet and prosperity.

Our global themes provide a focus for our brand campaigns and our calls to action for policymakers around the world. They focus on bridging the accountancy skills gap, driving sustainable business and championing the professional accountant.

The global forum for sustainability monitors and discusses international trends and developments in sustainability and leads ACCA's contribution to policy development in this area.

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.

A snapshot of sustainability upskilling opportunities and insights reports.

Learning developments

- ACCA's Professional Diploma in Sustainability, which includes four certificates, has now been formally recognised by the Scottish Credit and Qualifications Framework at SCQF Level 10 (20 credits), the same level as a BSc honours degree.
- Our half-day conference attracted over 17,800 registrations from 173 countries.
- ACCA's sustainability hub was continually updated in 2025-26, providing access to our sustainability reporting hub, relevant policy and insights reports, courses, certificates and qualifications, and webinars and articles.

New insights in 2025-26

- *Understanding responsible investment: Investors' perspectives.*
- *Reality of accounting for carbon-related instruments* (with the Adam Smith Business School of University of Glasgow).
- *Internal control over sustainability data* (with the Institute of Internal Auditors).
- *The climate tech forecast: A guide to driving value across organisations.*
- *Sustainability reporting: track your progress to create decision-useful information.*
- *Leading with a purpose: finance professionals navigating the public sector through difficult times.*
- *Sustainability reporting: working with estimates.*
- *Neurodiversity in accountancy: navigating your career.*

Our ***Accountancy redefined*** report, which accompanied the announcement of the future ACCA Qualification, highlighted that financial success remains critically important, but a new approach to business is taking hold that focuses on environmental and social sustainability too.

Our ***Global talent trends 2025*** report, the largest annual talent survey of accountancy and finance professionals across the world, found demand for sustainability-related careers is high with 67% interested in pursuing accountancy careers focused on environmental issues.

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

We recognise the value of working in partnership 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, Global Capacity Building Coalition, UN Global Compact, the Sustainability Working Group Africa, and the UK Sustainable Finance Education Charter. Explore the map to see just a few examples of ACCA's global activity on the sustainability agenda in 2025-26.

North America

- Responding to the Canadian Sustainability Standards Board's 2025-28 strategic plan consultation paper.
- Participating in New York Climate Week public events and private roundtables.

Caribbean

Partnering with UNDP Trinidad and Tobago and Trinidad and Tobago Chamber of Commerce on *Accounting for emissions: an accountant's guide to measuring Carbon footprints.*

South America

Responding to consultations in Colombia regarding adoption of IFRS S1 and S2.

United Kingdom

- Facilitating a UK-China roundtable exchange on the development and implementation of sustainability disclosure and assurance standards supported by the Department of Business and Trade (DBT).
- Providing feedback to the UK Government's Exposure Draft of the UK Sustainability Reporting Standards (UK SRS S1 and S2).
- Providing feedback on the DBT's proposal to introduce voluntary registration rules for sustainability assurance.
- Providing feedback to the UK's Financial Reporting Council consultation on adopting the International Standards on Sustainability Assurance (ISSA) 5000.
- Hosting the Global Capacity Building Coalition (GCBC) to discuss the challenges emerging markets face in closing the climate finance gap.

Europe

- Monitoring the developments of the Omnibus Package and submitting multiple consultation responses on the European Sustainability Reporting Standards.
- Engaging with Accountancy Europe, the European Federation of Accountants and Auditors for SMEs, and SMEunited on their positions and submitting collaborative consultation responses in the year.

Africa

- Collaborating with the Pan African Federation of Accountants (PAFA) through the Sustainability Working Group Africa (SWGA), including jointly developing the *Sustainability Reporting in Africa* reports with the Financial Reporting Council of Nigeria, Institute of Certified Public Accountants of Rwanda and the Institute of Chartered Accountants of Ghana.
- Holding a joint consultation with the African Association of Accountants General (AAAG) in seeking their views and contribution to the ACCA-PAFA joint response to the IPSASB on the Public Sector Sustainability Standards (SRS 1) Exposure Draft.
- Contributing as a knowledge partner at sustainability reporting implementation engagements in Nigeria, Mauritius and Ghana.

Pakistan

- Jointly publishing *Building a case for green business in Pakistan* with the Pakistan Business Council.
- Policy influencing and leadership, including participating in ESG task forces by both the Pakistan Stock Exchange and Pakistan Institute of Corporate Governance; Sustainable Finance Advisory Group by the Securities and Commission of Pakistan (SECP), providing strategic guidance and recommendations including international best practices.
- Developing first of its kind survey report on ESG practices as part of broader ESG Pakistan Project led by International Finance Corporation in collaboration with the SECP.

India

- Joining the UK-India Business Council's Sustainable Development Alliance.
- Joining the Sustainability Standards Board of the Institute of Cost Accountants of India.
- Hosting a leadership summit in Bengaluru focused on ESG, AI, and the evolution of global capacity centres (GCCs).
- Holding a series of roundtables with senior finance leaders from global and Indian enterprises to explore how to embed sustainability at the heart of decision-making, resulting in a playbook on the role of finance in embedding sustainability and ESG.

ASEAN

As the knowledge partner of the ASEAN Sustainability Reporting Advocacy Collaborative (ASRAC), contributing to the publication of the *ASRAC statement* – a landmark regional policy statement charting a unified path forward for sustainability reporting across Southeast Asia.

People's Republic of China

- Taking part in the IFRS Foundation's stakeholder roundtable in Beijing to discuss the Foundation's progress and the global impact of the international sustainability disclosure standards.
- Joining the China Council's Green Finance Working Group to support sustainability capacity building for financial institutions and co-developing best practice case studies.
- Responding to the Ministry of Finance in China's Exposure Draft of the Sustainability Climate Standards which is largely based on IFRS S2, championing the importance of S2 and proposing the development of a sustainability capacity-building ecosystem.
- Holding an ISSB–ACCA roundtable on sustainability and speaking at the ISSB Beijing International Sustainability Conference.
- Attending the Carbon Neutrality Expo in Shanghai in conjunction with the Shanghai Financial Association to showcase our sustainability insights and learning products, including our Professional Diploma in Sustainability.

Vietnam

- Strengthening our collaboration with the State Audit Office of Vietnam throughout the year on sustainability and other topics.
- Sponsoring the 24th ASEAN Federation of Accountants' Conference, held in Hanoi, focused on *Green accounting and finance – shaping a sustainable future*.
- Jointly hosting a forum on sustainability reporting in banking with the State Bank of Vietnam.
- Participating in the UK delegation's Vietnam Green Finance Skills Trade Mission.

Philippines

Co-hosting a high-profile Public Sector Sustainability Reporting Forum with the Asian Development Bank, attended by Ministries of Finance, Supreme Audit institutions, regulators and professional bodies from 23 countries.

Malaysia

- Providing feedback to the Securities Commission of Malaysia's Public Consultative Paper on the Proposed Framework for Sustainability Assurance.
- Collaborating with the Institute of Corporate Directors Malaysia to host a panel forum on *How are Boards Tracking the Progress and Quality of Sustainability Reporting*.
- Conducting a masterclass on *Sustainability Reporting: Ramping Up Your Capacities to Meet ISSB Standards* at the National Climate Governance Summit organised by Climate Governance Malaysia.
- Presenting our *Track your Progress* report – findings and recommendations at the Malaysia Institute of Accountants' inaugural Sustainability Showcase.

Asia-Pacific

Contributing to a series of sustainability and ethics guides and webinars produced by the Member Development Committee of Confederation of Asian and Pacific Accountants.

Taking action as an organisation and employer.

Leading by example.

It's incredibly important to us to lead by example and to keep evolving our approach to sustainability as an organisation and employer. At the strategic level, we're holding ourselves to account through the three build sustainable value measures and targets on ACCA's balanced scorecard.

Read **Strategic performance and targets in 2025-26**

'In November, we delivered a month-long employee campaign to reinforce ACCA's commitment to sustainability. Through new sustainability and future-focus learning opportunities, a 'Spark' crowd-sourcing event exploring alternatives to branded merchandise and employee stories, we helped our people explore how they can contribute to ACCA's sustainability ambitions.'

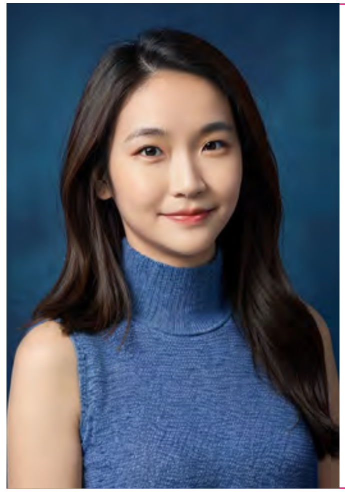
Emma Tucker, head of internal communications at ACCA, based in the UK

To become a more sustainable organisation, we have been taking action during 2025-26 in a range of ways.

Ensuring a fair and inclusive place to work	Our values – inclusion, integrity and innovation – are clearly reflected in how we work at ACCA, and we uphold robust governance processes.	Learn more: People Governance and leadership
Progressing our path to net zero	We're committed to net zero by 2045, targeting a 50% reduction in emissions by 2030 against a 2019-20 baseline, which has been verified by the Science Based Targets Initiative (SBTi).	Learn more later in this section and in: ACCA's climate disclosures
Responsibly managing our financial resources	We maintain ACCA's financial sustainability, deploying our financial and other resources to develop and nurture the ACCA community as they contribute to a better, more sustainable world. Our investments which are within sustainable/impact funds and adopt positive environmental and social outcomes rose during the year from almost 40% to almost 50% of our total investment portfolio.	Learn more: Value creation model Financial statements
Embracing sustainability reporting	We're continuing to evolve ACCA's annual integrated report as part of our roadmap to compliance with IFRS S1 and S2.	Learn more: About this report ACCA's climate disclosures
Managing risk	We already monitor alignment between our corporate risks and our UN SDG commitments to ensure we identify and manage any emerging risks to these. Our intention in 2025-26 was to fully integrate our approach to sustainability-related risk with ACCA's existing risk management approach. While we have not yet achieved this, we are continuing this work so we can provide integrated risk management disclosures as specified under IFRS S2, avoiding unnecessary duplication.	Learn more: Risks and their management ACCA's climate disclosures
Seeking external expertise on our approach	During the year, we completed an assessment with Ecovadis, achieving a *Committed* status, which recognises our ongoing efforts to strengthen sustainability practices across ACCA as an employer and organisation. This will help us consider additional actions that will drive meaningful progress.	

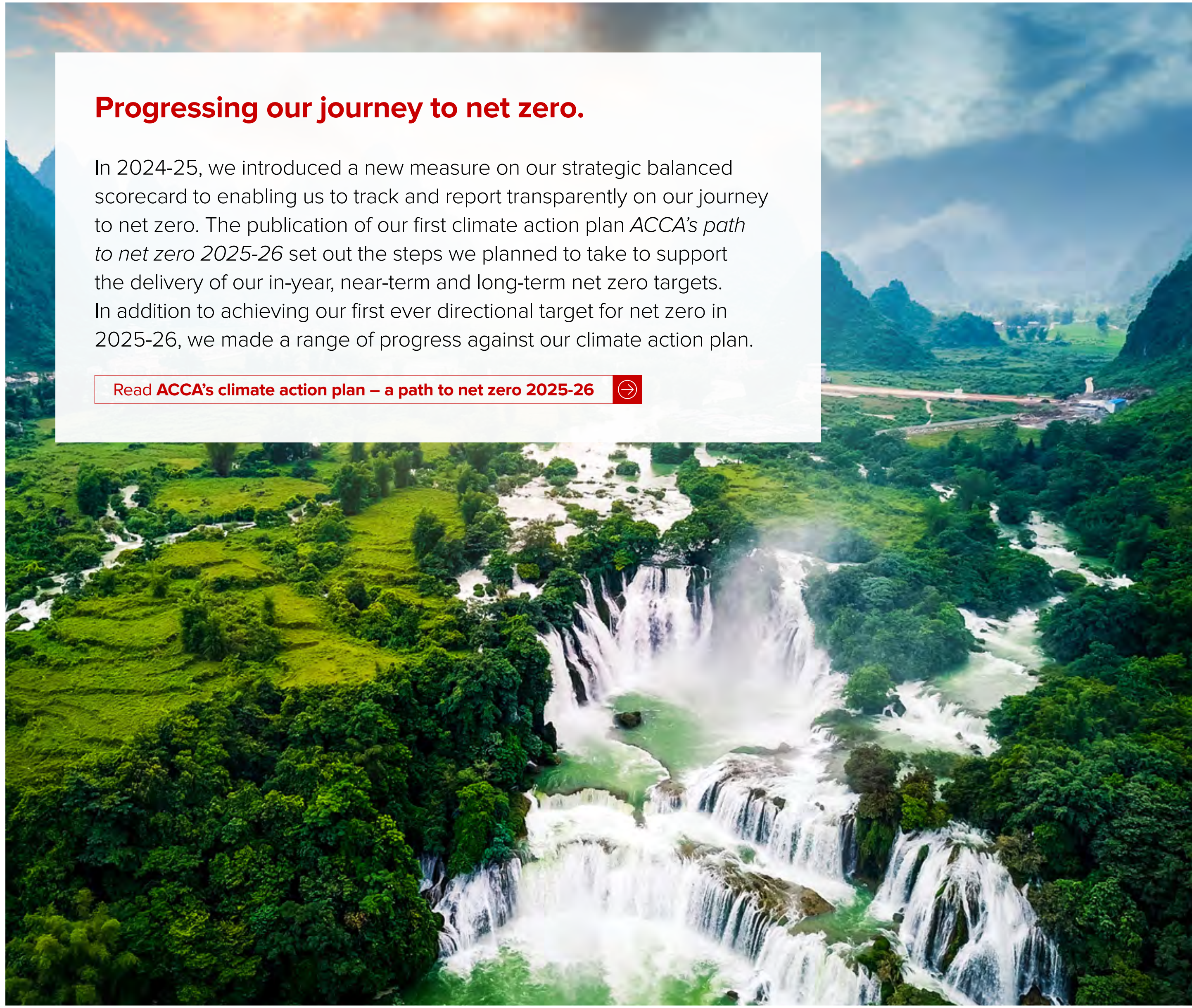
A snapshot of how we've embedded sustainability with employees in 2025-26.

- Including sustainability as a theme in our all-employee global virtual conference and chief executive town halls.
- Embedding sustainability in ACCA's strategic planning and team plans.
- Promoting ACCA's *Climate action plan: a path to net zero 2025-26* internally so that everyone could understand the role they played.
- Holding sustainability briefing sessions at directorate calls to build understanding.
- Holding an *Invest in you* day with a sustainability element focused on community action.
- Refreshing the dedicated sustainability section on ACCA's social intranet.
- Keeping employees updated on the activities we undertook on behalf of the ACCA community.
- Developing and piloting a set of 'sustainability prompt cards' to support discussions on sustainability with external stakeholders, with a view to embedding these across our stakeholder-facing employee network during 2026-27.



'We've transformed our Shanghai office to turn our sustainability ambitions into practical action. By securing 100% renewable electricity and creating a more efficient workspace, we're helping shape a more sustainable approach to future office projects – with Beijing set to follow in Shanghai's footsteps.'

Chantal Bi, regional head of business service and compliance, China



Progressing our journey to net zero.

In 2024-25, we introduced a new measure on our strategic balanced scorecard to enabling us to track and report transparently on our journey to net zero. The publication of our first climate action plan *ACCA's path to net zero 2025-26* set out the steps we planned to take to support the delivery of our in-year, near-term and long-term net zero targets. In addition to achieving our first ever directional target for net zero in 2025-26, we made a range of progress against our climate action plan.

Read **ACCA's climate action plan – a path to net zero 2025-26**

Progressing our journey to net zero. (continued)

Key area	Progress
Events	■ We have strengthened our event principles and policies to ensure reducing emissions is a key consideration. ■ We have identified a preferred supplier for digital events, who shares a strong commitment with ACCA to reducing emissions. In 2026-27 we will start to transition our digital events to this supplier. ■ We have introduced a 'no-merchandise' policy for ACCA events, with remaining stock to be phased out by October 2026. ■ We began to test the use of sustainable venues for in-person events: this work will continue in 2026-27.
Exams	■ We have now pinpointed the main sources of emissions in our exam delivery model to identify hot spots. We also carried out an end-to-end internal process review to validate where ACCA does and does not have control over emissions. As a result of this work, we plan to take a longer-term approach by seeking to reduce exam emissions in a sustainable way as we introduce the future ACCA Qualification. ■ We have introduced clearer categorisation of different types of spend to improve our analysis and reporting.
Operations	■ In line with our intention to embed renewable energy across our global network of offices, we moved to energy-efficient screens in our London and Glasgow offices, and our Shanghai office now operates on fully renewable energy. As we renew ACCA's property leases, we will continue to progress this work, with one more office in the pipeline for fully renewable energy in 2026-27. ■ An area of challenge for ACCA currently is implementing and measuring how we reduce office waste and adopt sustainable disposal practices. In practice, this is challenging to measure unless landlord services offer the measurement and sustainable management of waste. On the positive side, ACCA's flexible and digital-first working approach and proactive signage is encouraging employees to act responsibly and reduce the unnecessary use of resources.

Key area	Progress
Supply chain	■ We have negotiated new contracts with several suppliers to drive cost efficiencies, which have, in turn, benefited our emissions result for 2025-26. ■ We have refreshed our supplier code of conduct to drive sustainable action across our supply chain. This is supporting how employees work with suppliers and partners. ■ We have shared knowledge and discussed working practices with several major partners in our supply chain to drive collective action.
Travel	■ We have strengthened our travel principles to drive clarity on how, why and when to travel for work, introducing a new travel partner to support greener choices. Our next step will be to roll out our travel partner across our global network of employees, also driving consolidation across our supply chain. ■ We have introduced clearer categorisation of different types of spend to improve our analysis and reporting.

Read more about **ACCA's climate-related disclosures**

In 2025-26, we elected not to evolve our climate action plan into a full transition plan. Our preferred approach in the short term is to focus on reducing our emissions and evolving our sustainability disclosure reporting. In the meantime, we will keep setting out our plans and reporting on our progress following the effectiveness of our 2025-26 climate action plan in driving focus across ACCA.

Progressing our journey to net zero. (continued)

How we'll move forward on the sustainability agenda.

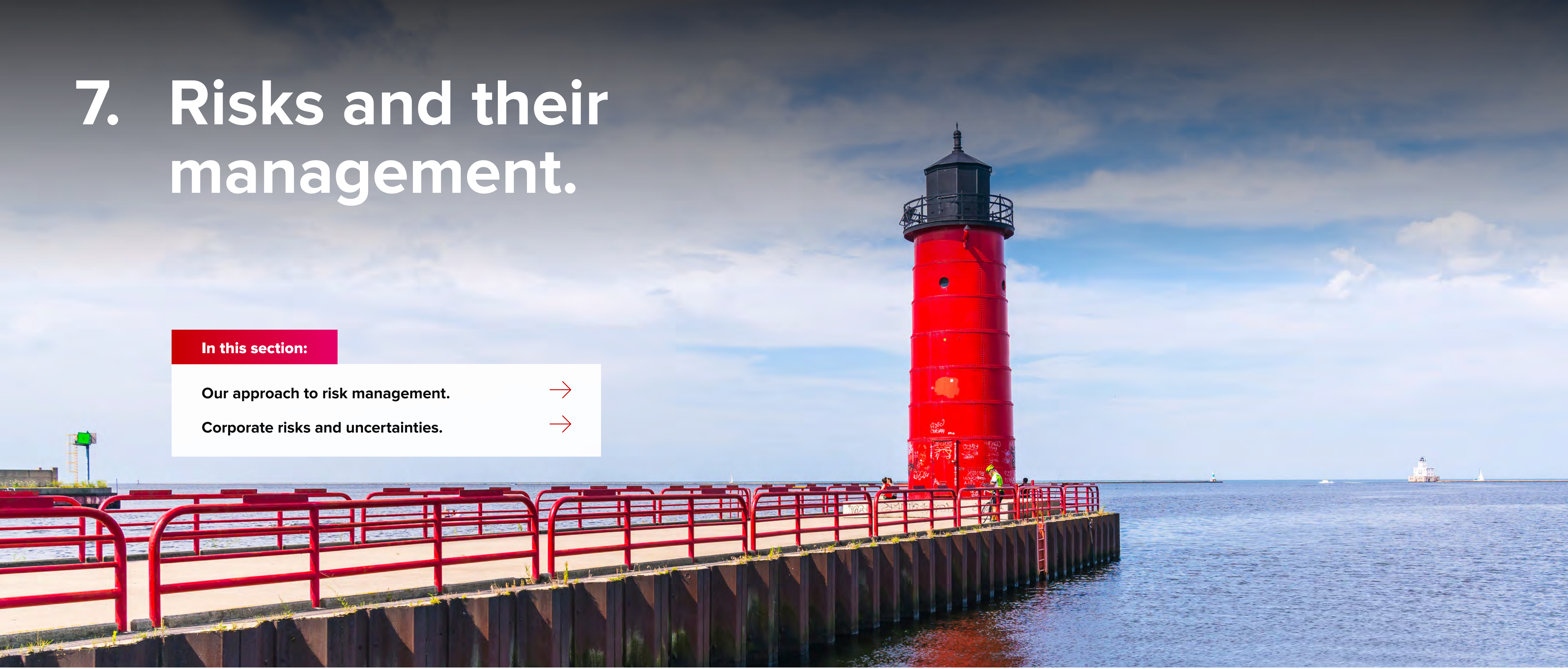
- We'll keep progressing our enduring commitment to sustainability through actions that drive forward our commitments to the UN SDGs, including positively influencing policy and standards, building sustainability capability across the profession and reinforcing trust in the profession.
- We'll support employees at ACCA to think ahead, collaborate to drive the right outcomes, and confidently adopt new systems and ways of working.
- We will keep setting out our net zero plans and reporting on our progress.
- We'll responsibly manage ACCA's financial resources, deploying these to develop and nurture the ACCA community as they, in turn, contribute to a better, more sustainable world.

'The ACCA Qualification gave me a strong foundation in finance and business, while also opening doors to a global perspective – especially in areas like sustainability.'

Sampath Jayawardena ACCA,
business unit head – climate change and sustainability services at EY Sri Lanka

AB. Accounting and Business
Read more about **Sampath's career journey in AB magazine**

7. Risks and their management.



In this section:

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

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 remains effective.

In 2025-26 we strengthened our fraud policies, reviewed any potential areas of vulnerability within the organisation and identified, evaluated and recorded our principal fraud risks to ensure compliance with the UK's Economic Crime and Corporate Transparency Act. In 2026-27, we will roll out e-learning on fraud for ACCA's employees.

Risk culture.

At ACCA, risk is fully integrated into our day-to-day work. Our on-demand risk e-learning module drives a strong awareness across the organisation 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.

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.

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 appropriate. 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.

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

General Data Protection Regulation (GDPR)

ACCA has policies, privacy statements and procedures to comply with GDPR, and provides training to all employees as appropriate.

Corporate risks and uncertainties.

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 2025-26, we robustly managed our corporate risks to reflect changes in ACCA's operating environment.

Risk	Key mitigations	Link to ACCA's strategy	Link to ACCA's UN SDG commitments
1. Relevance and attractiveness of the accountancy profession	■ Developing a consistent, compelling message around why accountancy presents a strong and viable career. ■ Innovation in learning and assessment programme looking at the structure, content and positioning of the ACCA Qualification. ■ ACCA policy and insights work promoting the attractiveness and relevance of accountancy. ■ Demonstration of our sustainability credentials. ■ Enhanced segmentation of, and research into, prospect groups to better define outreach.	Redefine the accountant.	8 9 16
2. Failure to comply with regulatory or legislative requirements	■ Internal/external audit processes in place to address compliance. ■ In-country legal advisers identify changing and new legislation. ■ Subject matter experts across ACCA provide expert compliance advice. ■ Global compliance management framework enhances ACCA's ability to maintain its licenses needed to operate globally.	Redefine the accountant.	4 5 8 10 17
3. Failure to comply with educational regulators' requirements	■ Quarterly review to confirm compliance with the UK's Office of Qualifications and Examinations Regulation (Ofqual) conditions. ■ Customer service regulatory compliance group. ■ Annual review and statement of compliance with Ofqual and Qualifications Scotland. ■ Continual improvement of production and delivery systems and/or processes to detect and prevent errors.	Drive career success.	16 17
4. Supporting future members' progression to membership	■ Supporting capability building of learning partners and tutors to adapt to qualification changes and address market-specific challenges. ■ Strategic partner approach with key Approved Learning Partners. ■ Monitoring future member progression rates. ■ Partner support including *Train the trainer*. ■ Enhanced resource offering to improve employability. ■ Remote practical experience supervision (RPES) to support affiliates.	Drive career success.	4 5 8 10
5. Ability to operate across markets is restricted	■ Monthly monitoring and escalation of recognition risks. ■ Leveraging existing forms of recognition and partnerships across our markets, including those with national bodies, regulators and ministerial authorities. ■ Cross-functional support, expertise and collaboration to strengthen the profession, develop and deliver partnerships, and market recognition initiatives for enhancement of global recognition portfolio.	Strengthen impact.	8 16 17

Risk	Key mitigations	Link to ACCA's strategy	Link to ACCA's UN SDG commitments
6. Delivering ACCA's digital transformation	■ Rolling external assurance plan in place for each reporting year focused on governance, benefits realisation, change management approach and scope. ■ Supporting cultural change elements through activities to support digital skills and capabilities. ■ Reviews of all architecture directions and solution blueprints to ensure alignment with the roadmap. ■ Internal governance structure in place, comprising the Executive Board and other key stakeholder groups such as programme direction meetings, programme review groups 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.	Build sustainable value.	9 12 17
7. Inability to accurately forecast income and costs	■ Monthly review of variances in key income streams. ■ Quarterly forecasting of financial performance to give early warnings of shortfalls. ■ Ongoing financial scenario development based on latest information. ■ Key costs forecasted on driver-based modelling. ■ Exam forecasting forum reviews exam volume forecasts in consideration of capacity. ■ Maintenance of appropriate contingency within overall budget to help manage unforeseen financial shocks.	Build sustainable value.	None
8. Failures in our end-to-end exam processes	■ Robust end-to-end processes and controls. ■ Contracts with strategic suppliers to ensure process deliveries are within required performance measures and governance framework. ■ Exam contingency group monitors and addresses potential and actual disruption to exams. ■ Exams compensation in place. ■ Lessons learned and outputs continually reviewed.	Build sustainable value.	4 8 10 17
9. Loss of data or sensitive information	■ 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. ■ Cyber security team contributes to compliance and regulatory governance forums to ensure understanding of compliance position and requirements on ACCA. ■ Utilisation of technical security capabilities to safeguard against malicious activity and cyber-attack.	Build sustainable value.	9 12

How we'll move forward.

- We'll continue to review and update our risk management process, including our risk appetite statement and ERM framework in line with the ACCA strategy, the global context and the changing regulatory landscape.
- We'll keep building risk maturity across ACCA, recognising that strong organisation-wide risk competency supports the delivery of our strategy.
- The risk team will continue to support ACCA's risk management process by providing effective support and challenge to risk owners and action managers at all levels.

8. Governance and leadership.

In this section:

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.

Members in General Meeting

Council

Role:
- Represent the interests of members
- Approve ACCA's strategy
- Approve the constitutional framework
- Elect officer team
- Elect members of the Nominating and Governance Committee
- Appoint Council Board, Regulatory Board, Audit Committee and Remuneration Committee

Membership:
- 45 elected members
- Up to four members appointed from the wider ACCA membership

Regulatory Board

Executive Board

Council Board

Role:
- Oversight of Executive Board delivery of performance in delivering the strategic outcomes

Membership:
- President (chair)
- Deputy president
- Vice president
- Three Council members
- Two independent non-Council appointees
- Chief executive (ex officio)

Nominating and Governance Committee

Membership:
- President (chair)
- Deputy president
- Vice president
- Immediate past president
- Three members elected by Council (from among those who have served on Council for at least two years)
- One independent non-Council appointee

Audit Committee
Remuneration Committee

Governance remit

Operational remit

ACCA is committed to the highest standards of corporate governance. We support the *UK Corporate Governance Code* issued by the UK's Financial Reporting Council. Although it relates to UK listed companies and ACCA is not required to comply, we follow its guidance wherever relevant.

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.

Council.

Council is ACCA's governing body and, working to a code of practice, has a wide-ranging remit. Council members act on behalf of the whole ACCA membership and are responsible for ensuring that our strategic progress continues in line with our purpose and values. By doing so, Council has an important public value role, safeguarding ACCA's reputation for the benefit of existing and future members, their clients, employers and wider society.

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 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 (AGM)
- 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.

The roles, responsibilities and effectiveness of Council, Council Board, Regulatory Board and Committees are regularly reviewed so they remain fit for purpose.

This also applies to the terms of reference for Council, Council Board and Committees. These are available on request by contacting secretariat@accaglobal.com.

Council in 2025-26.

Council is made up of 47 members from 19 countries. Their diverse knowledge, experience and cross-sector global perspectives drive ACCA's strategy and ensure we lead the profession. Council is also attended by the immediate past president, as set out below. Profiles of all Council members are on accaglobal.com

Council at 31 March 2026.

Melanie Proffitt (president)

Cristina Gutu (vice president)

Datuk Zaiton Mohd Hassan (deputy president)

Ayla Majid (immediate past president – observer)

Merina Abu Tahir
Nigel Anthony Adams
Victoria Ajayi
Liz Blackburn
Carol-Ann Boothe
Elaine Boyd
Martin Brennan
Anastasia Chalkidou
Natalie Chan
Kelvin Chow Chung Yip
Cathal Cusack
Stephen Doyle
Dariusz Gafka
Babajide Ibironke
Gary Kent
Anne Keogh
Urooj Farhat Khan
Winnie Ki
Lock Peng Kuan
Trusha Lakhani
Fen Nee Lim
James Lizars
Oxana Losevskaya
Philip Maher
Manenzhe Manenzhe
Qinxue (Major) Mei
Nauman Asif Mian
Helen Morgan
Nandila Mubiana
Gráinne Murphy
Amos Ng
Ian Ng
Joe O'Regan
Siobhan Pandya
Waleed Shahnawaz
Rabia Shaukat
Sallahuddin (Den) Surfraz
Jennifer Tan Yuen Chun
George Erumeda Varghese
Nguyen Vu Duc
Dinusha Weerawardane
Ernest Wong (in memoriam)
Matthew Wong
Shujuan (Jane) Yang

Council met four times in the year.

Ernest Wong

In memoriam

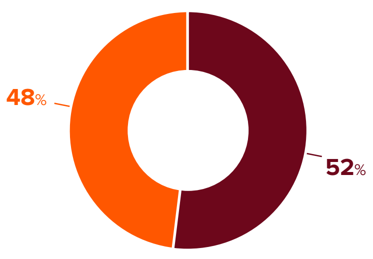
Ernest Wong FCCA died in January 2026 while serving as a member of Council. Ernest joined the ACCA Hong Kong SAR committee in 2014 and served on the professional development and SME sub-committees. He chaired the ACCA Hong Kong SAR member committee in 2020-21 and was elected to Council in 2021. Ernest loved giving back to the profession that had freed him to follow such a fascinating and varied career. When he joined Council, he said: 'If I can help any of my fellow accountants and ACCA members, I am happy to do that.'

'Ernest embodied all the qualities we seek in our Council, with a passion and dedication to ACCA and the profession. His extensive experience and wisdom greatly enriched our discussions both in Council and the Remuneration Committee, which he chaired. I know I speak on behalf of us all when I say that he will be greatly missed.'

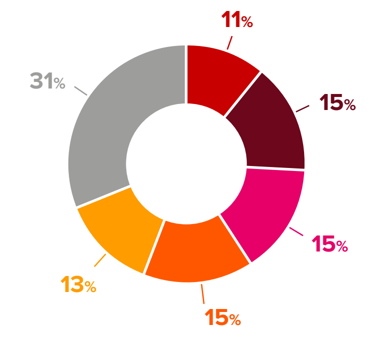
Melanie Proffitt, ACCA president

Remembering Ernest Wong

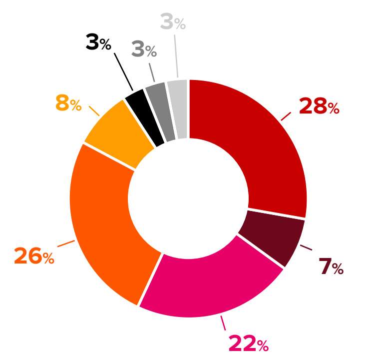
Council demographics



Council – gender
- Female
- Male



Council – region
- Africa
- ASEAN, East Asia (excluding People's Rep. of China) and ANZ
- People's Rep. of China
- Europe and Americas (excluding UK and Ireland)
- Middle East, Central Asia and South Asia
- UK and Ireland



Council – sector
- Corporate
- Education
- Financial services
- Practice
- Public Sector
- Energy
- Private
- Professional services

How Council is formed

All Council members are subject to re-election every three years, for a maximum of three terms. The immediate past president also attends Council. Within Council, our office holders are the president, the deputy president and the vice president. The incoming vice president is elected by Council by ballot each year. Council then formally elects each of the officers at its first meeting following the AGM, which is held in November.

Ensuring Council effectiveness

Newly elected Council members attend an induction before the November AGM, where they learn about ACCA's structure, strategy, key issues, and conflict of interest management, and can ask questions of senior leaders. Each new Council member is also assigned a mentor for their first year to provide guidance on processes and Council matters. All Council members complete an annual self-assessment to identify training needs, followed by a discussion with a designated counsellor (usually an officer). The president and chief executive review their questionnaire responses and may recommend further support, with overall findings shared at each March Council meeting.

Maintaining a register of Council members' interests

Council maintains a register of Council members' interests. This contains details, for each Council member, of any personal or business interests which could create a potential conflict of interest or duty, or which might influence how they vote on Council's affairs. Each year, Council members are asked to review and update their entries, with new Council members completing a declaration for the register as part of their induction to Council.

Maintaining a system of internal control

Council is responsible for maintaining a system of internal control. No system, however, can provide absolute assurance against material misstatement or loss. Regular internal audit reviews of key ACCA processes are also carried out by employees and external consultants.

Annual general meeting (AGM)

The AGM, held each November, is ACCA's formal annual meeting with members. Its purpose is to review ACCA's performance, raise questions about decisions, strategy and performance, vote on key matters and allow collective decision-making on important issues.

Statement of Council's responsibilities

Although not required to do so, either by the Royal Charter or by UK statute, Council has elected to prepare financial statements under UK-adopted international accounting standards, which give a true and fair view of the state of affairs of ACCA and its subsidiaries at the end of each accounting period and of the results for the period.

In preparing these financial statements, Council ensures that:

- suitable accounting policies are selected and applied consistently
- reasonable and prudent judgements and fair accounting estimates are made
- UK-adopted international accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- the financial statements are correctly prepared on the going concern basis.

Council has delegated responsibility to the chief executive and Executive Board to keep proper accounting records that set out and explain ACCA's transactions and disclose with reasonable accuracy ACCA's financial position, to safeguard its assets and to take reasonable steps for the prevention and detection of fraud and other irregularities.

During 2025-26, ACCA established strategic targets which were agreed by Council Board, including our 2026-27 budget and informing our three-year financial projection. Council Board approved the 2026-27 budget in April 2026, which contained the detailed financial assumptions, allocations and targets to deliver ACCA's 2026-27 strategic focus. Council remains satisfied that ACCA has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the going concern basis continues to be adopted in preparing the financial statements.

Read the **financial statements**

Expenses

Council officers receive a yearly honorarium for their service. All Council members are reimbursed for expenses related to their Council duties.

Council Board.

ACCA's Council Board is responsible for oversight of performance in delivering the strategy, reporting to Council. Council Board's specific 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.

Council Board is formed of ACCA's officers (the president, deputy president and vice president), three Council members, two independent non-Council appointees and the chief executive (ex officio). The three Council members are appointed annually.

Council Board 2025-26

Council Board members as of 31 March 2026 are set out below.

Melanie Proffitt
Chair (president)

Datuk Zaiton Mohd Hassan
Deputy president

Cristina Gutu
Vice president

Nauman Asif Mian
Council member

Gary Kent
Council member

Lock Peng Kuan
Council member

Markus Borchert
Non-Council appointee

Daryl Fielding
Non-Council appointee

Helen Brand OBE
Chief executive (ex officio)

Council Board met six times in the year. Non-Council appointees receive payment for carrying out their role.

Nominating and Governance Committee.

The Nominating and Governance Committee nominates people for Council roles and reviews Standing Orders and related compliance processes. It recommends appointments to Council, Council Board, committees, task forces, International Assembly, Regulatory Board, and the pension scheme trustees, including independent members. The committee also identifies and endorses ACCA member nominations to important external organisations. Appointments to committees are made each year by Council. The committee met twice in the year.

Audit Committee.

A separate Report from the Audit Committee is included in the financial statements. This is in accordance with the revised ISA (UK) 700 Audit Report which was issued in 2019, updated in May 2022 and further updated in September 2025.

Read the **Audit Committee's report**

Remuneration Committee.

The Remuneration Committee is responsible for determining and agreeing a policy framework for the remuneration of the chief executive and senior employees that is clearly aligned to the delivery of ACCA's strategic objectives. It is required to use its discretion and report on whether the remuneration policy is operated as intended and if any changes are required.

The Committee consists of eight members of Council and an external adviser. The chief executive, the secretary (in his role as secretary to the committee) and other employees may attend meetings at the invitation of the Committee Chair. No Executive Board member is present when their own remuneration is discussed.

The committee met twice in the year.

Regulatory Board.

The Regulatory Board provides oversight of ACCA's disciplinary and regulatory activities, and reports to Council on the fairness and impartiality of these activities. The Board also has responsibility for overseeing ACCA's examinations and other matters in relation to the integrity of the qualifications process. Placing oversight of regulation and discipline at 'arm's length' from the governance of our other activities helps to ensure our arrangements are operated impartially, with integrity and in the public interest. The Board comprises two members of our Council and six independent 'lay' appointees – non-accountants – one of whom is Lay Chair.

The Regulatory Board met four times in the year.

The Board is supported in its work by three sub-Boards – the Appointments, Qualifications and Standards boards. Each sub-Board is constituted as a self-standing Board and they report regularly to the Regulatory Board through their chairs.

Learn more about the **Regulatory Board**

Appointments Board

The Appointments Board is responsible for the appointment, assessment and removal of panel members.

It also safeguards the integrity of ACCA's disciplinary and regulatory process by ensuring there is always an appropriate number of experienced panel members available.

The Chair is appointed by the Regulatory Board and is drawn from its membership. The other members are independent to ACCA and the Regulatory Board.

The Appointments Board met four times in the year.

Qualifications Board

The Qualifications Board is responsible for general oversight of ACCA's education and learning framework and examination arrangements.

This includes ratification of the examination results and other matters relating to the integrity of the qualifications process.

It is made up of a lay majority. The Chair is appointed by the Regulatory Board and is drawn from its membership. The other members are independent to the Regulatory Board.

The Qualifications Board met four times in the year.

Standards Board

The Standards Board is responsible for ensuring ACCA's Rulebook is compliant with ACCA's statutory obligations, Privy Council requirements and rule change decisions by Council.

It also advises the Regulatory Board on how to ensure the standards stay relevant and are effectively communicated to members and other stakeholders.

The Chair is appointed by the Regulatory Board and is drawn from its membership. The other members are independent to the Regulatory Board.

The Standards Board met four times in the year.

Council, Council Board and committee members and attendances for the year ending 31 March 2026.

Year ended 31 March 2026	Council	Council Board	Audit Committee	Remuneration Committee	Nominating and Governance Committee	Regulatory Board	Appointments Board	Qualifications Board	Standards Board
Council members									
Melanie Proffitt (deputy president to November 2025, president from November 2025)	4/4	6/6			2/2				
Datuk Zaiton Mohd Hassan (vice president to November 2025, deputy president from November 2025)	4/4	6/6			1/2				
Cristina Gutu (vice president, appointed November 2025)	4/4	2/2		2/2	1/1				
Ayla Majid (president to November 2025, immediate past president from November 2025)	2/4	3/4			2/2				
Merina Abu Tahir	4/4		2/2						
Nigel Anthony Adams (appointed November 2025)	1/2								
Victoria Ajayi	4/4		3/3						
Md Arif Al Islam (retired November 2025)	0/2								
Liz Blackburn	4/4					4/4			
Carol-Ann Boothe	4/4				2/2				
Elaine Boyd	3/4								
Martin Brennan (appointed November 2025)	2/2								
Anastasia Chalkidou	4/4			0/0					

Council, Council Board and committee members and attendances for the year ending 31 March 2026. (continued)

Year ended 31 March 2026	Council	Council Board	Audit Committee	Remuneration Committee	Nominating and Governance Committee	Regulatory Board	Appointments Board	Qualifications Board	Standards Board
Council members									
Natalie Chan	4/4	3/4		0/0					
Kelvin Chow Chung Yip (appointed November 2025)	2/2								
Sharon Critchlow (retired November 2025)	2/2			2/2					
Cathal Cusack	4/4		3/3						
Stephen Doyle	4/4								
Dariusz Gafka (appointed November 2025)	2/2								
Michelle Hourican (retired November 2025)	2/2								3/3
Babajide Ibironke	4/4			0/0					
Dinesh Jangid (retired November 2025)	2/2		2/2						
Gary Kent	4/4	2/2		2/2					
Anne Keogh (appointed November 2025)	2/2								
Urooj Farhat Khan	2/4		1/1						
Winnie Ki	4/4		3/3						
Lock Peng Kuan	4/4	2/2	2/2						
Trusha Lakhani	4/4							3/4	

Council, Council Board and committee members and attendances for the year ending 31 March 2026. (continued)

Year ended 31 March 2026	Council	Council Board	Audit Committee	Remuneration Committee	Nominating and Governance Committee	Regulatory Board	Appointments Board	Qualifications Board	Standards Board
Council members									
Fen Nee Lim	4/4			2/2					
James Lizars	4/4								
Oxana Losevskaya	4/4					2/2			
Philip Maher	3/4				1/1				
Manenzhe Manenzhe	4/4		1/1						
Gillian McCreadie (retired November 2025)	1/2		1/2						
Qinxue (Major) Mei	4/4							1/1	
Nauman Asif Mian	3/4	5/6							
Helen Morgan	4/4					2/2			
Nandila Mubiana (appointed November 2025)	2/2								
Gráinne Murphy	4/4								
Amos Ng	4/4				2/2				
Ian Ng	3/4		1/1						
Joe O'Regan	4/4			2/2					
Joseph Owolabi (retired November 2025)	2/2								
Siobhan Pandya	3/4	4/4							

Council, Council Board and committee members and attendances for the year ending 31 March 2026. (continued)

Year ended 31 March 2026	Council	Council Board	Audit Committee	Remuneration Committee	Nominating and Governance Committee	Regulatory Board	Appointments Board	Qualifications Board	Standards Board
Council members									
Ronnie Patton (immediate past president to November 2025, retired November 2025)	2/2				1/1				
Waleed Shahnawaz (appointed November 2025)	2/2								
Rabia Shaukat	4/4								
Sallahuddin (Den) Surfraz	4/4								1/1
Jennifer Tan Yuen Chun	3/4			2/2	1/1				
George Erumeda Varghese	4/4								
Nguyen Vu Duc	4/4								
Dinusha Weerawardane	4/4		1/1	2/2					
Ernest Wong (in memoriam)	3/3			2/2					
Matthew Wong	4/4							3/3	
Shujuan (Jane) Yang	3/4		2/3						
Non-Council appointees									
Anand Aithal (until November 2025)		3/4			1/1				
Daryl Fielding		6/6			1/1				
Markus Borchert (from November 2025)		1/2							

Council, Council Board and committee members and attendances for the year ending 31 March 2026. (continued)

Year ended 31 March 2026	Council	Council Board	Audit Committee	Remuneration Committee	Nominating and Governance Committee	Regulatory Board	Appointments Board	Qualifications Board	Standards Board
Lay members									
Jackie Alexander							3/4		
Katie Bailey								4/4	
Amy Barron (from November 2025)							1/1		
Alan Clamp						2/2	4/4		
Richard Cooper (until November 2025)						1/2			3/3
Elaine Darby								4/4	
Amin Dawuda						4/4			
Michael Guthrie									4/4
Yin Jones									4/4
Joy Julien							4/4		
Paul Layzell						4/4		4/4	
Paul Lewis								4/4	
Bill Matthews (until November 2025)						2/2	3/3		
Suzanne McCarthy (from November 2025)						2/2			
Tom Spender						3/4			1/1
Lucy Winskell						4/4			

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. The Executive Board met formally 12 times in the year, in addition to regular strategic workshops and weekly informal meetings.

Executive Board 2025-26

Helen Brand
Chief executive

Alan Hatfield
Executive director
– content, quality and innovation

Julie Hotchkiss
Executive director
– people and transformation

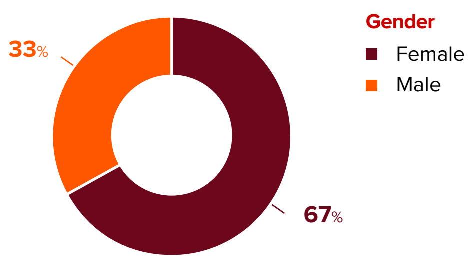
Raymond Jack
Executive director
– finance and operations

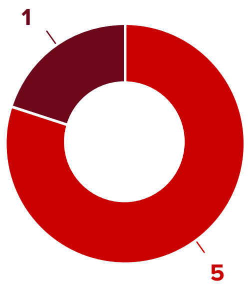
Maggie McGhee
Executive director
– strategy and governance

Lucia Real-Martin
Executive director
– relationships

Profiles of the Executive Board members are on accaglobal.com

Executive Board demographics





Five of the team members are based in the UK and one is based in Australia.

Executive Board reward plan

Each year, the Remuneration Committee draws on ACCA's performance across the strategic balanced scorecard, agreed by Council Board at the start of the year and subject to external assurance at the end, to determine the reward plan for the Executive Board. This approach is designed to be fair, transparent and support the delivery of the ACCA strategy in line with our purpose and values.

Under the reward plan, members of the Executive Board are eligible for a maximum payment of 25% of base salary each year. 20% is linked to ACCA's annual performance against the strategic balanced scorecard. 5% is linked to personal performance and behaviours. The Remuneration Committee determines the level of award up to 20% for executive directors and the level of award against personal targets for the chief executive. The chief executive, in turn, determines the level of award up to 5% in relation to personal performance for each executive director.

The chief executive is not present when her remuneration is discussed.

The Remuneration Committee can adjust any award amount up or down (even to zero) if it believes the amount does not reflect ACCA's performance – or for any other reason.

The Remuneration Committee draws on external benchmarking data when it reviews the salaries of the Executive Board.

This benchmarking includes pay at other professional membership associations (including a subgroup of accountancy associations) and general industry data for organisations of a similar size.

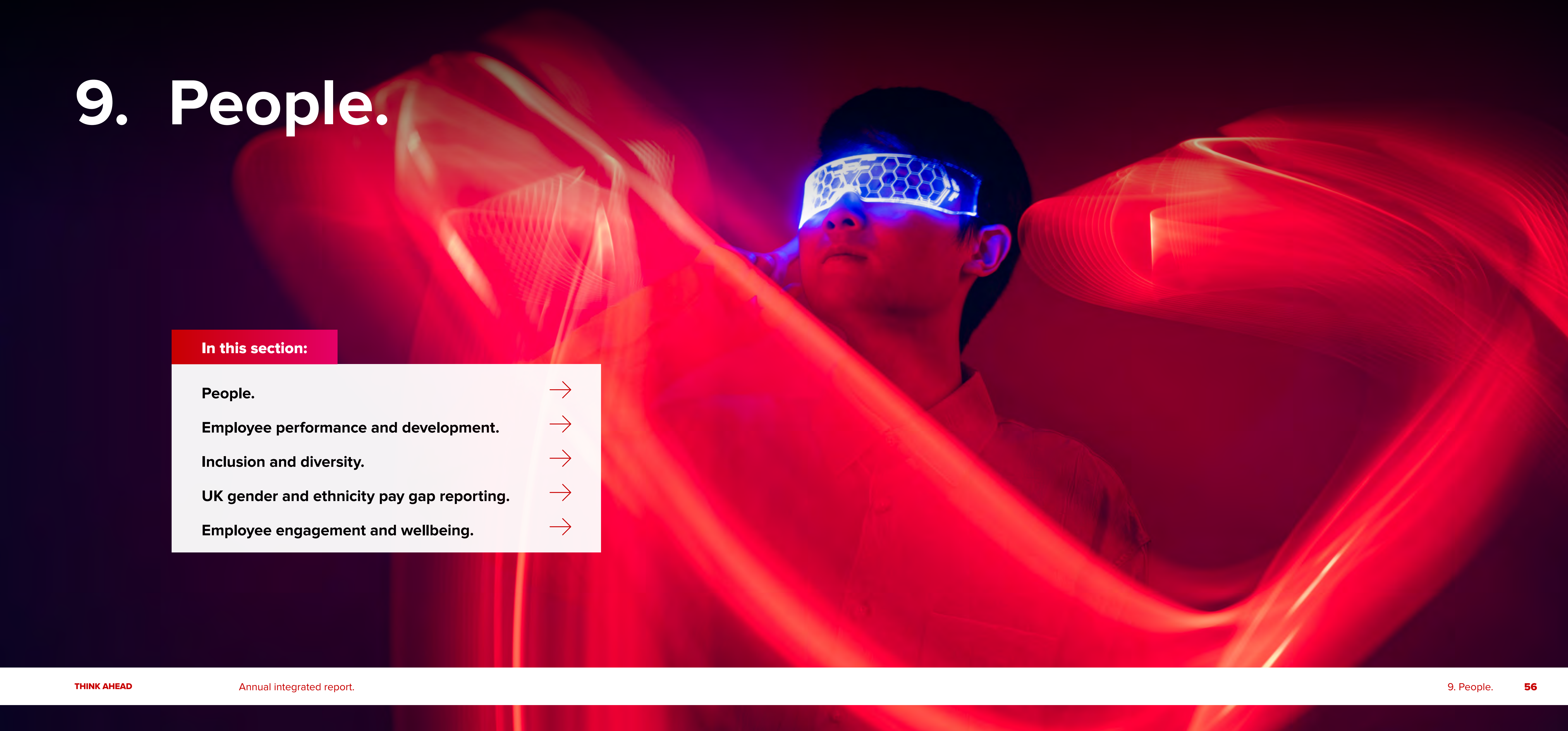
The total salary (including bonus and allowances paid) and benefits of the chief executive in the year ended 31 March 2026 were £669,834 (year ended 31 March 2025: £562,576). This included a fixed non-pensionable allowance in lieu of pension benefits. The base salaries of the chief executive and executive directors at 31 March 2026 and 31 March 2025 are shown below on a banded basis.

	Number of employees (2025-26)	**Number of employees (2024-25)**
£470,000 – £499,999	1	nil
£440,000 – £469,999	nil	1
£320,000 – £349,999	1	nil
£290,000 – £319,999	nil	1
£260,000 – £289,999	3	3
£230,000 – £259,999	1	1

Pensions and benefits.

Executive Board members stopped earning benefits under a defined benefit pension scheme in July 2013. From then on, all UK-based employees received defined contribution benefits through the UK's existing plan. This change was made to ensure the benefits remain sustainable in the long term. Two members of the Executive Board are contributing members of the defined contribution pension plan in the UK. Employees who were close to the now-abolished lifetime allowance could choose to receive a non-consolidated cash allowance instead of employer pension contributions. Three Executive Board members, including the chief executive, have chosen this option.

UK-based Executive Board members, as with all UK-based employees, can receive up to 9% of their salary as an employer contribution to their pension, provided they contribute at least 6% themselves. They can also take advantage of the flexible benefits programme available to all UK-based employees. The non-UK-based Executive Board member is provided with similar benefits aligned to their geographic location.



9. People.

In this section:

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 the ACCA values and embrace the diverse perspectives of our global community, working together to create exciting solutions.

Our global behaviour framework brings our values to life, reflecting our strengths and the shifts we want to make to enhance our effectiveness and the experience we deliver to the ACCA community. In 2025, we refreshed our employee value proposition in line with the ACCA strategy, and we will continue to invest in our people, helping them grow and rewarding them for their role in delivering our ambition.

Flexible working remains a key driver of engagement and retention at ACCA and one of our most valued offerings. We remain committed to this way of working, as it enables our people to balance work and life effectively.

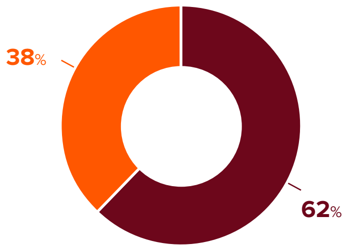
Number of employees.

↑**1475**
2025-26

1405
2024-25

ACCA relies on a diverse global workforce to deliver its strategy. As of 31 March 2026, ACCA had 1,475 employees – 70 more than in 2024-25.

Global employee gender diversity



Overall
- Female
- Male

Leadership
(the Executive Board and directors who report to them)
- Female
- Male

Award-winning employee development.
Our in-house digital learning designer, Rochelle Francis, received The UK Forum's Individual Award for her transformative work in delivering digital learning for ACCA employees, including our mandatory e-learning on the future of the ACCA Qualification, and our AI and sustainability e-learning for all employees.

Employee performance and development.

Our approach to performance and development ensures people's 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. ACCA deploys contribution-based pay, where employees' salaries are reviewed based upon their performance and behaviours in their role and their position in a salary range.

We've identified the capabilities that matter most to delivering the strategy, and in 2025-26 we introduced learning paths to help all employees build these capabilities. These feature diverse learning opportunities to support development, including tailored virtual skills workshops and curated courses from LinkedIn Learning's library of over 16,000 online courses.

In 2025 we launched the *Integrated leadership programme*, including an assessment for all directors to build self-awareness and strengthen understanding of the climate they create for their teams. We also introduced an intensive coaching programme for leaders to support their development and equip them to better lead and support their teams.

To enable people to grow their skills and experience, we encourage employees to become mentors or mentees to support their learning goals, we offer secondments to key strategic programmes, and a growing number of employees have had the opportunity to build and deploy continuous improvement skills. As well as offering executive coaching opportunities for talented senior employees, ACCA funds essential CPD activities and the development of high-priority specialist skills.

Inclusion and diversity.

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 leadership level, and responses to five of our employee engagement survey questions which make up our inclusion and diversity index.

To deepen our understanding of where we are today and identify opportunities to further enhance the employee experience, we partnered with Inclusive Employers in 2025 to conduct an independent inclusion review. This work, which rated ACCA's approach as Established, is helping us pinpoint where we can make the greatest impact and what additional actions will drive meaningful progress.

The areas we're focusing on to keep reinforcing our inclusive working environment are:

- evolving how we describe our approach to diversity, equity, inclusion, and belonging
- continuing to embed the ACCA behaviours
- continuing to commit to fairness and equality
- continuing to evolve a culture that champions collaboration, flexibility and fairness
- supporting employee-led communities
- developing inclusive leadership.

Positives from the Inclusive Employers review.

- a strong commitment to inclusion and diversity at all levels of the organisation with a demonstrably engaged leadership
- solid foundations in place in terms of policies, recruitment practices and pay gap reporting
- a tangible sense of shared responsibility and collective drive for an inclusive culture.

Inclusion and diversity highlights in 2025-26.

In 2025 we recruited people to our diverse leadership development programme for the second year, retaining the programme's successful design while refreshing the content to better reflect delegate diversity and strengthen inclusion.

We have introduced a new *Women in Leadership* apprenticeship programme.

More than 80% of employees continued to confirm that they feel they can be themselves at work.

In 2025 we refreshed our core *Inclusion at ACCA* learning module covering all aspects of inclusion, including policies and values, microaggressions and unconscious bias. All employees were required to complete the refreshed training and the module remains part of the induction programme for all new employees.

Our employee-led initiative, *Aspire to Inspire*, created opportunities for all employees to hear from female employees at various stages of their career journeys.

Our community groups

Our three community groups provide opportunities for ACCA people to explore various aspects of inclusion, belonging, diversity and wellbeing.

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 analysed data from a 'snapshot date' of 5 April 2025 to determine our mean and median pay gap results.

UK gender pay gap.

↑ **10.84%**

Median gender pay gap as of April 2025

(9.12% in 2024)

↑ **11.44%**

Mean gender pay gap as of April 2025

(9.70% in 2024)

Our median and mean UK gender pay gaps have both increased. While we expect this to be temporary, given recent increases in female representation at higher levels, we will also explore and address any broader issues that may be driving this gap.

UK ethnicity pay gap.

↑ **-12.77%**

Median ethnicity pay gap as of April 2025

(-8.07% in 2024)

↑ **-3.74%**

Mean ethnicity pay gap as of April 2025

(-0.54% in 2024)

Our median and mean UK ethnicity pay gaps have both improved further on last year's result. As our employees share their ethnicity and our dataset continues to grow (now at 83.5%), we anticipate an element of movement in our year-on-year results.

Read ***ACCA's UK Gender and ethnicity pay gap report 2025.***

Employee engagement and wellbeing.

Engagement.

In 2024-25, we added employee satisfaction to our strategic balanced scorecard in recognition that a fair, inclusive, and dynamic workplace will encourage ACCA's talent to build sustainable value and drive our strategy with impact. Overall employee satisfaction indicates if ACCA is creating the best conditions for success.

Across ACCA, 84% of employees participated – 9% above the external benchmark – and 3,615 comments were shared, with 10% of comments related to our digital transformation. Our overall satisfaction score remains at 78 points, one point above the 2025-26 target.

In 2025, we launched a new listening approach, blending our twice-yearly *Our Voice* survey with shorter pulse surveys to understand how employees felt as we delivered major organisational change throughout the year. Participation has been consistently high, demonstrating employees' willingness to engage and share feedback.

Wellbeing.

Employee wellbeing is central to our culture and the way we work at ACCA. We are committed to providing a caring and supportive working environment that enables everyone to develop to their full potential.

We provide a comprehensive range of benefits to support our employees' physical, mental and financial wellbeing. Alongside this, we offer a variety of activities such as our *Invest in You* days as part of our core wellbeing programme, focused on different aspects of wellbeing and delivered through local and virtual events. Our employee-driven networks, including Mental Health First Aiders and Menopause Champions, complement this by offering peer-to-peer support amongst employees.

Key strengths	Key opportunities
■ good internal communication	■ tackling barriers to execution
■ a positive work–life balance	■ more access to leaders
■ engagement with the strategy	■ more opportunities to challenge convention

Wellbeing highlights in 2025-26.

- We maintained a result of 80% of employees confirming they feel they can balance their work and personal life.
- 78 mental health first aiders and menopause champions providing peer support and guidance.
- Over a quarter of our people (27%) regularly access the Champion Health platform.
- ACCA was a finalist in Nudge Annual Awards for our employee financial wellbeing offer.

How we'll move forward.

- We'll support employees to think ahead, collaborate effectively to deliver the right outcomes and confidently adopt new systems and ways of working.
- We'll continue to roll out our learning paths so everyone can build the skills and mindset needed to deliver our strategy.
- We'll leverage our M365 tools to further enhance our digital-first ways of working.
- We'll draw on our refreshed employee value proposition to strengthen the employee experience.
- We'll continue to deliver a vibrant, inclusive working culture where everyone can contribute their best.

10. Strategic focus, measures and targets for 2026-27.

In this section:

Our strategic focus, measures and targets for 2026-27.

Our strategic focus for 2026-27 is

Standing out in a changed world.

This year, we will:

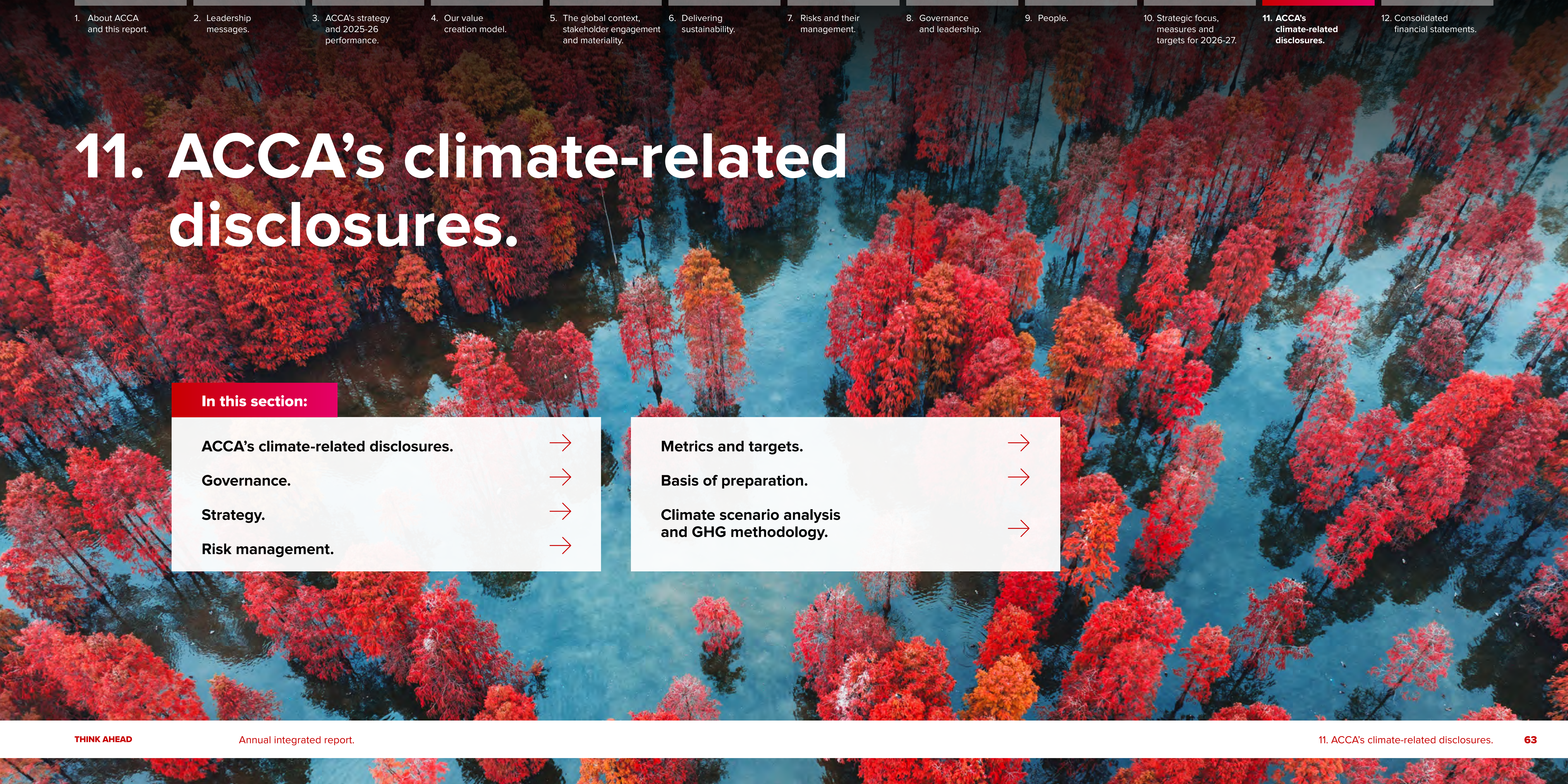
- ruthlessly prioritise our major strategic priorities: our digital transformation and innovation in learning and assessment which, together, hold the potential to super-charge our strategic ambition to lead the accountancy profession for a changed world
- maximise the excellent resources we have to drive strong performance as we serve the ACCA community to the best of our ability
- keep building our organisational resilience to adapt swiftly as we take ACCA forward.

ACCA's Council Board has set stretching and ambitious targets for 2026-27.

Strategic outcome or capability	Measure	2026-27 target
Strategic ambition	Number of members	273,300
Redefine the accountant	Number of future members	557,800
Drive career success	Number of learners acquiring new skills through ACCA	185,200
Strengthen impact	Market share	24%
	Overall satisfaction with ACCA	70%
Build sustainable value	Employee satisfaction	77 points
	In-year financial performance (surplus/deficit before tax)	£0.7m surplus
	Path to net zero	Reduce emissions by 5% year-on-year

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.



11. ACCA's climate-related disclosures.

In this section:

ACCA's climate-related disclosures.

In 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 progress ACCA's adoption of the IFRS S1 and S2 implementation roadmap.

These disclosures have been prepared with reference to, and in line with, the principles and structure of IFRS S1 and IFRS S2, applying available transition reliefs. 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.

Read more about ACCA's climate and other sustainability activities in Delivering sustainability

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 ACCA strategy that focus on people, planet and prosperity.

Climate-related reporting to governance bodies.
Climate-related risks and opportunities are reported to ACCA's governance bodies.

- Council receives regular reports on ACCA's performance, including on sustainability and net zero, and participates in strategic workshops on sustainability.
- Council Board approves annual targets on the strategic balanced scorecard, including the year-on-year net zero target, and oversees strategic performance against those targets.
- Audit Committee receives input on climate-related disclosures through its review of the annual integrated report and on climate-related risk through ACCA's corporate risk reporting.
- The Executive Board approves ACCA's strategic three-year plan, which includes our journey to net zero.
- The internal sustainability steering group oversees the delivery of ACCA's integrated sustainability plan.
- Sustainability and climate-related decisions are escalated to the Executive Board.

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 (including on sustainability and net zero) to inform ACCA's continuing strategic direction. Council members are supported in their oversight of climate-related risks and opportunities through ACCA's programme of regular Council briefings and strategic workshops.

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.

Audit Committee.
The Audit Committee reviews ACCA's annual integrated report, which Council Board and Council subsequently approve. The Audit Committee provides oversight of corporate risk, which is owned by Executive Board members and reported through ACCA's enterprise risk management process. We have received external assurance from BDO LLP on our strategic performance results which includes ACCA's net zero target, providing the Audit Committee with independent oversight on a key climate-related metric.

Read the **Audit Committee's report**

Executive Board.
The Executive Board, led by the chief executive, is responsible for the delivery of ACCA's 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.

Recognising that the journey to net zero is unlikely to be linear, the Executive Board is supported in its oversight responsibilities through targeted training including ACCA's organisation-wide sustainability e-learning, and topic-specific workshops which take account of the trade-offs between people, planet and prosperity that arise as ACCA pursues its strategy. ACCA's path to net zero is one of the eight measures on the strategic balanced scorecard, which directly informs the Executive Board's reward plan.

Learn more about the **Executive Board reward plan**

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. The plan is updated annually as part of ACCA's strategic planning process. Leaders across ACCA are accountable for delivering different elements of the plan by embedding these in their performance objectives.

Read **Delivering sustainability**

Strategy.

Climate resilience and scenario analysis.

Our scenario analysis journey.
ACCA's first climate-related scenario analysis was completed in 2024-25, working with teams across the organisation between January and April 2025. We followed guidance developed by the Task Force on Climate-related Financial Disclosures (TCFD) and adopted by the ISSB. We selected explorative scenarios based on The Intergovernmental Panel on Climate Change (IPCC)'s 2021 Shared Socio-Economic Pathways (SSPs), and chose three pathways that provided the greatest diversity across future states of the world: <2°C, 2-3°C and >4°C. We took learning from previous ACCA strategic scenario analysis to add an ACCA-relevant overlay on physical and transition risk, including the implications for education, members, students and the wider profession.

In 2025-26 we have evolved this work. Building on the foundation established in 2024-25, we have refined our approach in line with best practice – separating transition and physical risks, drawing on the Network for Greening the Financial System (NGFS) scenarios to strengthen our analysis of transition risks, and expanding our physical risk analysis using the latest best-practice scenarios. The refinements made for the annual integrated report 2026 include:

- identifying which climate-related risks and opportunities are most material through a new materiality assessment
- separating transition and physical climate risks
- using NGFS scenarios for transition risk thinking
- expanding our physical risk analysis with the latest best-practice scenarios; and
- reporting on mitigation measures across both transition and physical risks.

The output of the 2025-26 scenario analysis, which was subject to a structured materiality assessment, was reviewed by the sustainability steering group in October 2025. The Executive Board reviewed and signed off the proposed material climate-related risks and opportunities in November 2025.

For more information about the scenarios used, time horizons, scope, and key assumptions, read the basis of preparation.

ACCA's climate-related risks and opportunities.
ACCA's climate-related risks are categorised as either transition risks or physical risks. Transition risks fall into four sub-categories – policy and legal, market, reputation, and technology – and are presented by reference to the ACCA strategy. Physical risks are location-specific and are presented separately.

Transition risks.

The transition risks identified through the 2025-26 scenario analysis, the mitigation measures, and the strategic outcome each risk relates to, are set out below.

#	Climate-related transition risks and mitigations	Time horizon Small, medium or long-term
Strategic outcome		
1	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 members.	M
2	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.	S, M
3	A more fractured world reduces the relevance of ACCA's global brand, reducing members' employability and the number of future members.	M

Proposed mitigations across the above risks:

- produce policy and insights reports on the evolving role of accountants in climate strategy, risk management, and reporting
- proactive policy engagement to provide ACCA insights, monitor and respond to global regulatory developments
- make sustainability a core brand association for ACCA.

#	Climate-related transition risks and mitigations	Time horizon Small, medium or long-term
Strategic outcome: Drive career success		
4	Member uptake of relevant upskilling does not keep pace with rapid climate-related policy and regulation developments, reducing their appeal in the global marketplace.	S
5	ACCA's inability to identify future market demands and provide upskilling at pace negatively impacts ACCA's demand in the global marketplace.	M
6	Increased geopolitical conflict affects members' ability to work across borders.	S, M, L

Proposed mitigations across the above risks:

- embedding sustainability within the ACCA Qualification
- delivering a strong pipeline of sustainability-related CPD
- ensuring robust processes for identifying sustainability-related market insights and regulatory changes.

#	Climate-related transition risks and mitigations	Time horizon Small, medium or long-term
Strategic outcome: Strengthen impact		
7	The volatile geopolitical context leads to the fragmentation of international standards – creating challenges in the delivery of a global accountancy qualification.	M, L
8	Deteriorating economic conditions, from climate breakdown and geopolitical instability, results in ACCA becoming less affordable for members and future members in certain jurisdictions.	M
9	Key partners and ACCA suppliers slow down or halt their climate-related commitments, creating tensions in the delivery of ACCA's strategy and ability to meet ACCA's climate commitments.	S

Proposed mitigations across the above risks:

- maintaining ACCA's leading role in international sustainability standard setting and adoption
- expanding and deepening ACCA's sustainability-related partnerships, including with local and regional bodies and regulators.

#	Climate-related transition risks and mitigations	Time horizon Small, medium or long-term
Strategic outcome: Build sustainable value		
10	ACCA's leadership is insufficiently equipped with 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.	S
11	Inability to deliver on ACCA's net zero ambitions reduces ACCA's organisational resilience and damages ACCA's reputation.	M, L

Proposed mitigations across the above risks:

- embedding sustainability in ACCA behaviours and culture
- enabling and empowering ACCA leaders to drive the required organisational change
- develop necessary processes to progress ACCA's path to net zero.

Physical risks.

The process used to assess and monitor climate-related physical risks included the following steps:

- data collection: gathering accurate location-level data, including geolocation and financial relevance
- risk modelling: applying scientific climate models to simulate hazard exposure and quantify location-specific risk. This was supported by EarthScan – specifically their climate-risk analysis and intelligence software
- rating and prioritisation: assigning each location a rating based on the potential for physical damage or disruption
- reporting and monitoring: integrating results into enterprise risk frameworks and sustainability disclosures.

ACCA's physical risk assessment will be refreshed on a periodic basis, aligned to ACCA's approach to strategic planning.

Climate-related physical risks are categorised into:

- acute hazards, which are event-driven and short-term in nature. These include heat waves, wildfire, storms, and sea level rise
- chronic hazards, which evolve more slowly over time. These include changing temperature, heat stress, drought, heavy precipitation, and flooding.

Of the climate-related risks identified, the climate-related physical risks considered and assessed include:

- heat stress (including heatwave, heat stress, and changing temperature): unsafe working conditions; overheating in offices, exam centres, or data centres (risking equipment failure); and reduced productivity and health impacts
- drought: unsafe working conditions; overheating in offices, exam centres, or data centres (risking equipment failure); and reduced productivity and health impacts
- extreme wind (including storms): structural damage to offices and homes; power outages and transport disruption; and supply chain interruptions
- precipitation risk (including heavy precipitation): damage to infrastructure, homes, offices and humidity-related deterioration and travel disruption to exam centres
- coastal flooding (including sea level rise): damage to exam centres, offices and homes; business interruptions and data loss; disruption of travel for employees, members and future members; and sea level rise causing non-existence of parts of cities
- wildfire: threats to employee safety, air quality issues, building damage, connectivity disruptions.

We determined the materiality of each risk by assigning an average score across the 14 locations based on EarthScan's analysis.

#	Climate-related physical risks and mitigations	Time horizon Small, medium or long-term
Scenario one: Paris aligned outlook < 2°C		
1	Coastal flooding: No material impact.	M, L
2	Wind risk: Material across five of ACCA's assessed 14 locations.	S, M, L
3	Heat stress: Material across nine of ACCA's assessed 14 locations.	S, M, L
4	Precipitation risk: Material across ten of ACCA's assessed 14 locations.	S, M, L
5	Drought: Material across nine of ACCA's assessed 14 locations.	M, L
6	Wildfire: Material across nine of ACCA's assessed 14 locations.	S, M, L
Scenario two: Intermediate transition 2-3°C		
1	Coastal flooding: No material impact.	M, L
2	Wind risk: Material across five of ACCA's assessed 14 locations.	S, M, L
3	Heat stress: Material across nine of ACCA's assessed 14 locations.	S, M, L
4	Precipitation risk: Material across ten of ACCA's assessed 14 locations.	S, M, L
5	Drought: Material across ten of ACCA's assessed 14 locations.	M, L
6	Wildfire: Material across nine of ACCA's assessed 14 locations.	S, M, L
Scenario three: Business as usual > 4°C		
1	Coastal flooding: No material impact.	M, L
2	Wind risk: Material across five of ACCA's assessed 14 locations.	S, M, L
3	Heat stress: Material across nine of ACCA's assessed 14 locations.	S, M, L
4	Precipitation risk: Material across ten of ACCA's assessed 14 locations.	S, M, L
5	Drought: Material across ten of ACCA's assessed 14 locations.	M, L
6	Wildfire: Material across nine of ACCA's assessed 14 locations.	S, M, L

Mitigation measures: The sustainability steering group endorsed, and Executive Board agreed to formalise and embed mitigation measures within ACCA's approach to strategic planning.

Short term.

- At ACCA, we champion flexible and remote working which enables safety and flexibility for our diverse global workforce, and a digital first approach to learning for our members and future members.
- In the instance of extreme circumstances, we retain the ability to deliver online exams with remote invigilation.
- The offices which we lease are fitted with air conditioning and safety mechanisms – as we lease our properties, we retain the flexibility to adapt to changes in climate risk.
- Our operations hub is in Glasgow, a location that is forecasted to be minimally impacted by climate-related physical risks over the scenarios and time horizons assessed.
- Our investments which are within sustainable / impact funds and adopt positive environmental and social outcomes now form almost 50% of our total investment portfolio.
- Our operations team prioritise renewable power and green buildings when renewing leases.
- We maintain emergency communication channels, which can be strengthened over time to ensure rapid contact with our community through multiple channels.

Read more about **ACCA's strategy and 2025-26 performance**

Medium term.

- We will work with suppliers to ensure their strategy and climate commitments safeguard our dependencies on infrastructure.
- We will communicate with our stakeholders what safe working conditions look like.

Long term.

We will explore partnerships with local institutions to enable safe spaces or backup facilities to be used by our workforce during extreme events.

These measures have mitigated physical climate risks to being immaterial to ACCA.

Note: severe climate-related physical risks begin to crystallise from 2050 to 2100 due to a 'lag effect' of cumulative emissions. Therefore, we expect our mitigation measures to evolve over time.

Performance against ACCA's climate-related risks and opportunities is monitored qualitatively through the delivery of ACCA's integrated sustainability plan, with support and oversight from the sustainability steering group. ACCA is still maturing its approach to aligning climate-related risks and opportunities with its wider risk management processes.

Business model and value chain.

ACCA's value creation model describes how six forms of capital enable ACCA to deliver its strategy and create value for its members, future members, employers, educators, governments and regulators, employees and wider society.

Read more about **ACCA's value creation model**

Our climate risks and opportunities have the most direct connection to ACCA's natural capital, defined as our impacts and dependencies on stable climate systems and natural resources. Our disclosures set out, on a proportionate basis, the current and anticipated effects of climate-related risks and opportunities on ACCA's business model and value chain, and where those risks and opportunities are concentrated.

Current and anticipated financial effects.

Climate change affects ACCA in three connected ways:

Our operations and infrastructure.

The way in which ACCA delivers learning, assessment and member services is exposed to climate risks, arising from the cost and availability of low-carbon energy, the pace of property-sector decarbonisation, and the regulatory environment for buildings. Our global property plan is designed to evaluate these factors as leases come up for renewal, weighing the most sustainable option across people, planet and prosperity considerations. ACCA also keeps its delivery model to the marketplace under close review.

Our value chain, particularly exam delivery and the supplier ecosystem.

ACCA's exam delivery model depends on a network of test centres, suppliers and partners. Physical climate risks can disrupt exam delivery directly – for example through extreme weather-related exam cancellations, which connect to ACCA's existing corporate risk on failures in end-to-end exam processes.

Our wider supply chain and our investment portfolio.

Climate-related transition risks affect ACCA's supply chain through the decarbonisation pathways and commitments of our suppliers and learning and assessment delivery partners. The carbon profile of ACCA's investment portfolio is also exposed to transition risk; our investments which are within sustainable / impact funds and adopt positive environmental and social outcomes now form almost 50% of our total investment portfolio.

Climate change also creates anticipated effects on demand and relevance. The accountancy profession itself is being reshaped by climate-related regulation, reporting standards and capital allocation decisions. Our value creation model recognises the ACCA community as a social and relationship capital that depends on ACCA staying ahead of these shifts. Climate-related demand for professional accountants with expertise in driving sustainable business is expected to grow over the medium term and is being addressed through the ACCA Qualification, ACCA's policy and insights reports, and extensive suite of sustainability upskilling opportunities.

Learn more about how **ACCA is delivering sustainability**

Learn about the **drivers of change**

Planning and reporting on net zero progress.

In 2025-26 ACCA published its first climate action plan, which sets out our initial approach to delivering on the SBTi-validated 2030 and 2045 net zero targets. We will keep setting out our plans and reporting on our progress in relation to our journey to net zero.

Learn more about how we are **progressing our journey to net zero**

Risk management.

ACCA has a well-established enterprise risk management approach which plays an important role in the delivery of the ACCA strategy. Our full ERM framework, risk culture, and ACCA's nine corporate risks and their mitigations are set out in the Risks and their management section. This sub-section sets out how climate-related risks and opportunities are identified, assessed, prioritised and monitored, and how those processes are integrated with ACCA's overall risk management process.

Climate-related scenario analysis is the primary tool used to inform the identification of climate-related risks. These risks are monitored through reinforcing channels in 2025-26, including:

- the internal sustainability steering group reviews the delivery of the integrated sustainability plan, including risks to delivery, on a live basis; and
- the Executive Board considers significant climate-related impacts on an escalation basis through corporate risk reporting.

Our intention in 2025-26 was to fully integrate our approach to sustainability-related risk across ACCA's corporate risk register and enterprise risk management approach. While we have not met this self-imposed ambition, we have made significant headway and will continue this work so we can provide integrated risk management disclosures as specified under IFRS S2, avoiding unnecessary duplication.

Learn more about **ACCA's risks and their management**

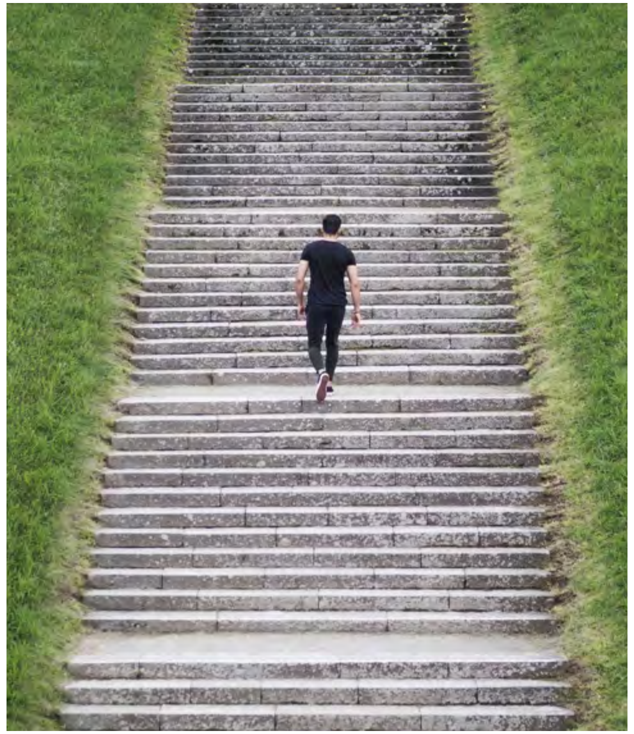
Metrics and targets.

At ACCA, we're targeting a 50% reduction in our emissions by 2030 against a 2019-20 baseline, becoming net zero by 2045.

We're proud to have been the first global professional accountancy body to have our net zero targets verified by the SBTi in 2023. 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.

GHG emissions.

ACCA's absolute gross Scope 1 and Scope 2 greenhouse gas (GHG) emissions for the year ended 31 March 2026 are set out below. Scope 3 GHG emissions are not disclosed in this first annual reporting period under the transition relief in IFRS S2.



Scope	Greenhouse Gas Protocol category	Emissions (tCO_2e) 2025-26
Scope 1	Stationary combustion	6.0
Scope 1	Mobile combustion	52.7
Scope 1	Fugitive emissions	33.3
	Scope 1 subtotal	**92.0**
Scope 2	Purchased electricity — location-based method	303.0
Scope 2	Purchased heat and steam	52.2
Scope 2	Purchased cooling	0.3
	Scope 2 subtotal – location-based	**355.5**
	Total Scope 1 + Scope 2 (location-based)	**447.5**
Scope 2	Purchased electricity — market-based method	244.0
Scope 2	Purchased heat and steam	52.2
Scope 2	Purchased cooling	0.3
	Scope 2 subtotal – market-based	**296.5**
	Total Scope 1 + Scope 2 (market-based)	**388.5**
Scope 3	*Not disclosed in 2025-26 – transition relief applied.*	—

Notes: Emissions are measured in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (2004) using the operational control approach to define the organisational boundary. The methodology used to measure GHG emissions is set out in the basis of preparation.

Industry-based metrics.

ACCA has referred to and considered the applicability of the industry-based guidance on implementing IFRS S2, including the Sustainability Accounting Standards Board (SASB) disclosure topics for the professional and commercial services industry and the education industry. We have concluded that none of the industry-based metrics in the professional and commercial services or education guidance are material to our climate-related disclosures in 2025-26.

Our climate-related targets.

ACCA has two science-based climate-related targets: a near-term 2030 emissions reduction target and a long-term 2045 net zero target. Both are set against a 2019-20 baseline and were validated by SBTi in 2023. Our targets are absolute reduction targets, expressed as a percentage, and aligned with a 1.5°C pathway.

In addition to the science-based climate-related targets, ACCA set our first in-year directional (%) target for net zero on ACCA's strategic balanced scorecard. This was to limit the increase in emissions to 0%-5% year-on-year. We exceeded this target in 2025-26, achieving a reduction of 4% in emissions. As of 2025-26, ACCA has achieved a 32% reduction in GHG emissions compared to the 2019-20 baseline. The table provides more information on ACCA's climate-related targets, including the in-year net zero target on the strategic balanced scorecard.

Our in-year target can be found in our **strategic focus, measures and targets for 2026-27**

Read more about **ACCA's strategy and 2025-26 performance**

Disclosure	2030 near-term target	2045 net zero target
Metric used	Absolute gross GHG emissions, measured in tCO_2e.	
Objective of the target	Mitigation: reduce absolute gross GHG emissions in line with a 1.5°C pathway.	Mitigation: reach net zero across our value chain by 2045.
Where target applies	Both targets apply to ACCA in its entirety, covering Scope 1, Scope 2, and Scope 3 emissions.	
Target period	Baseline year 2019-20 to year ending 31 March 2030 (near term) and 31 March 2045 (net zero target).	
Baseline	2019-20 for both targets	
Milestones and interim targets	Scope-by-scope targets to 2030: ▪ Scope 1 and Scope 2: 71.5% reduction in absolute emissions vs 2019-20. ▪ Scope 3: 50% reduction in absolute emissions vs 2019-20. An annual in-year directional target is set on ACCA's strategic balanced scorecard each year.	Scope-by-scope sub-targets to 2045: ▪ Scope 1 and Scope 2: 90% reduction in absolute emissions vs 2019-20. ▪ Scope 3: 90% reduction in absolute emissions vs 2019-20. The remaining unabated emissions by 2045 are expected to be neutralised through carbon removals.
Absolute or intensity	Both targets are absolute reduction targets.	
Methodology	Hybrid spend-based and activity-based.	
How the latest international agreement on climate change has informed the target	The target aligns with limiting global warming to 1.5°C above pre-industrial levels, in line with the Paris Agreement.	The target aligns with reaching global net zero by mid-century, in line with the Paris Agreement.

Basis of preparation.

This section sets out the scope, standards and reliefs for ACCA's climate-related disclosures. It also includes key elements of the climate scenario analysis, as well as the methodology, judgements and measurement uncertainty that underpin the GHG disclosures.

Reporting entity, boundary and currency.

These climate-related disclosures are for the same reporting entity as ACCA's consolidated financial statements for the year ended 31 March 2026 and should be read together with the financial statements. The presentation currency is pounds sterling. Where reasonable and supportable, the data and assumptions used in these disclosures are consistent with those used in the financial statements; any significant differences are identified.

Read the **financial statements**

ACCA has not identified any climate-related risks or opportunities for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the financial statements.

Standards and frameworks applied.

These climate-related disclosures have been prepared with reference to:

- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures;
- the GHG Protocol: A Corporate Accounting and Reporting Standard (2004) and the GHG Protocol Scope 2 Guidance (2015); and
- the Science Based Targets initiative (SBTi) target-setting methodology for ACCA's emissions-reduction targets.

Transition reliefs elected.

ACCA has elected to apply the following transition reliefs as set out in IFRS S1 and IFRS S2.

Relief	Effect on 2025-26 disclosures
Climate-first relief	ACCA discloses only climate-related risks and opportunities in year 1.
Comparatives relief	Comparative information in respect of the preceding period is not required in year 1 and has not been provided.
Scope 3 GHG emissions relief	Scope 3 emissions are not disclosed in year 1. Disclosure begins from 2026-27. Comparative Scope 3 information in 2026-27 is also not required under this relief.

Materiality and proportionality.

IFRS S1 confirms that the minimum disclosure requirements in IFRS S1 and IFRS S2 only apply to the extent that information is material to ACCA and the primary users of the integrated annual report. In applying this test, we have considered both the quantitative and qualitative magnitude of climate-related risks, opportunities and metrics, and the information needs of the primary users of this report. The level of detail provided in this basis of preparation has been calibrated to those needs.

See **'The global context, stakeholder engagement and materiality'** section for more information on **ACCA's approach to materiality**

IFRS S1 and IFRS S2 also include proportionality mechanisms that allow the level of detail and precision for certain disclosures to reflect the information reasonably available to ACCA without undue cost or effort, and the skills, capabilities and resources available. We have applied these mechanisms where relevant.

Current and anticipated financial effects.

ACCA progressed a multidisciplinary workstream in 2025-26 to assess the current and anticipated financial effects arising from ACCA's climate-related risks and opportunities. Further external analysis was provided by an external consultancy specialised in climate risks. Following this assessment, ACCA has determined that the financial effects of its climate-related risks and opportunities cannot be quantified at this stage in a way that would provide useful information, as the effects identified cannot currently be separately identified from underlying movements in revenue, cost and operational performance. Qualitative information on the financial effects, including the parts of ACCA's business model and value chain affected, is provided within the Strategy section of ACCA's climate-related disclosures. ACCA will continue to develop the methodology and capability to support quantified disclosure of climate-related financial effects into 2026-27.

The financial statement line items most likely to be affected, directly or indirectly, by climate-related risks and opportunities include property-related operating costs, technology and operations costs, staff costs, and investment income and fair value movements on ACCA's investment portfolio.

Significant judgements.

In preparing these climate-related disclosures, ACCA has made several judgements that have a significant effect on the information disclosed. The most significant of these are:

- **Election of the climate-first transition relief.**
  ACCA has elected to report only on climate-related risks and opportunities under IFRS S1.E5, reflecting the assessment that climate is the most decision-useful sustainability topic for the users of the integrated report.
- **Scope of the physical risk assessment.**
  ACCA has assessed physical climate risk across 14 locations, selected by reference to number of members, number of future members, market revenue, office presence and reputational significance. ACCA judges these locations to provide a representative view of its global physical risk exposure; locations outside this set are not considered to give rise to material physical climate risks for ACCA.
- **Materiality of industry-based metrics.**
  ACCA has considered the SASB-based industry guidance for the Professional and Commercial Services and Education industries and judged that none of the associated metrics is material to ACCA's climate-related disclosures in 2025-26, given ACCA's business model as a global professional body and the nature of its climate exposures.
- **Quantification of current and anticipated financial effects.**
  ACCA has judged that the current and anticipated financial effects of its climate-related risks and opportunities cannot at this stage be quantified in a way that would provide useful information.

Climate scenario analysis and GHG methodology.

Time horizons.

ACCA defines its time horizons for climate-related risks and opportunities as follows, linked to ACCA's strategic planning horizons and the trajectory of our 2030 interim target and 2045 net zero target:

- **Short term:** 0–3 years (to 2028)
- **Medium term:** 4–9 years (to 2034)
- **Long term:** 10–20 years (to 2045)

Scope of analysis.

The transition risk analysis covers ACCA globally, recognising that transition risks (policy, market, reputation, and technology) operate at the level of the organisation and the wider profession rather than at specific sites.

Physical risk analysis is location-specific: we have assessed 14 material locations, selected by reference to five criteria – number of members, number of future members, market revenue, office presence and reputational significance. Locations were assessed individually, allowing risk to be disaggregated by geography and operational role. This enabled a comprehensive view of climate exposure.

Scenarios used.

Transition risk analysis

We have used the 2024 NGFS scenarios to strengthen our thinking on transition risks. We used the Net Zero 2050, Delayed Transition, and Fragmented World scenarios from the NGFS scenarios.

Physical risk analysis

Our climate-related scenario analysis was based on three IPCC-aligned scenarios developed under the Scenario Model Intercomparison Project (ScenarioMIP) and applied in the IPCC's Sixth Assessment Report. These scenarios combine Shared Socioeconomic Pathways (SSPs), which describe possible global development trajectories, with Representative Concentration Pathways (RCPs), which represent greenhouse gas concentration trajectories.

The following SSP/RCP pairings were used:

- SSP5–8.5 / RCP 8.5 (Business-as-usual): Reflects a fossil fuel-intensive economy with limited climate policy, leading to end-of-century warming exceeding 3°C, potentially above 4°C.
- SSP2–4.5 / RCP 4.5 (Intermediate transition): Assumes delayed but eventual adoption of sustainability measures. Associated with warming between 2°C and 3°C.
- SSP1–2.6 / RCP 2.6 (Paris-aligned): Represents a rapid shift to sustainable development. Aligned with limiting warming to below 2°C in line with the Paris Agreement. This scenario is widely recognised as the low-emissions benchmark in international climate policy and forms the basis for the temperature-alignment guidance under IFRS S2.

The selected scenarios were chosen for their relevance in evaluating exposure to physical climate hazards under varying emissions pathways and time horizons. This includes:

- their basis in the IPCC's Sixth Assessment Report and ScenarioMIP framework.
- their ability to represent different policy and societal responses to climate change.
- their use of both global (CMIP6) and regional (CORDEX) models to enhance spatial resolution.
- their application within a probabilistic modelling framework that quantifies uncertainty and enables assessment of both likely and extreme outcomes.

These characteristics make the scenarios decision-useful for assessing resilience to climate-related changes, consistent with the expectations under IFRS S2 and other leading sustainability reporting standards.

Key assumptions made in the scenario analysis.

The key assumptions made in the 2025-26 scenario analysis include the following:

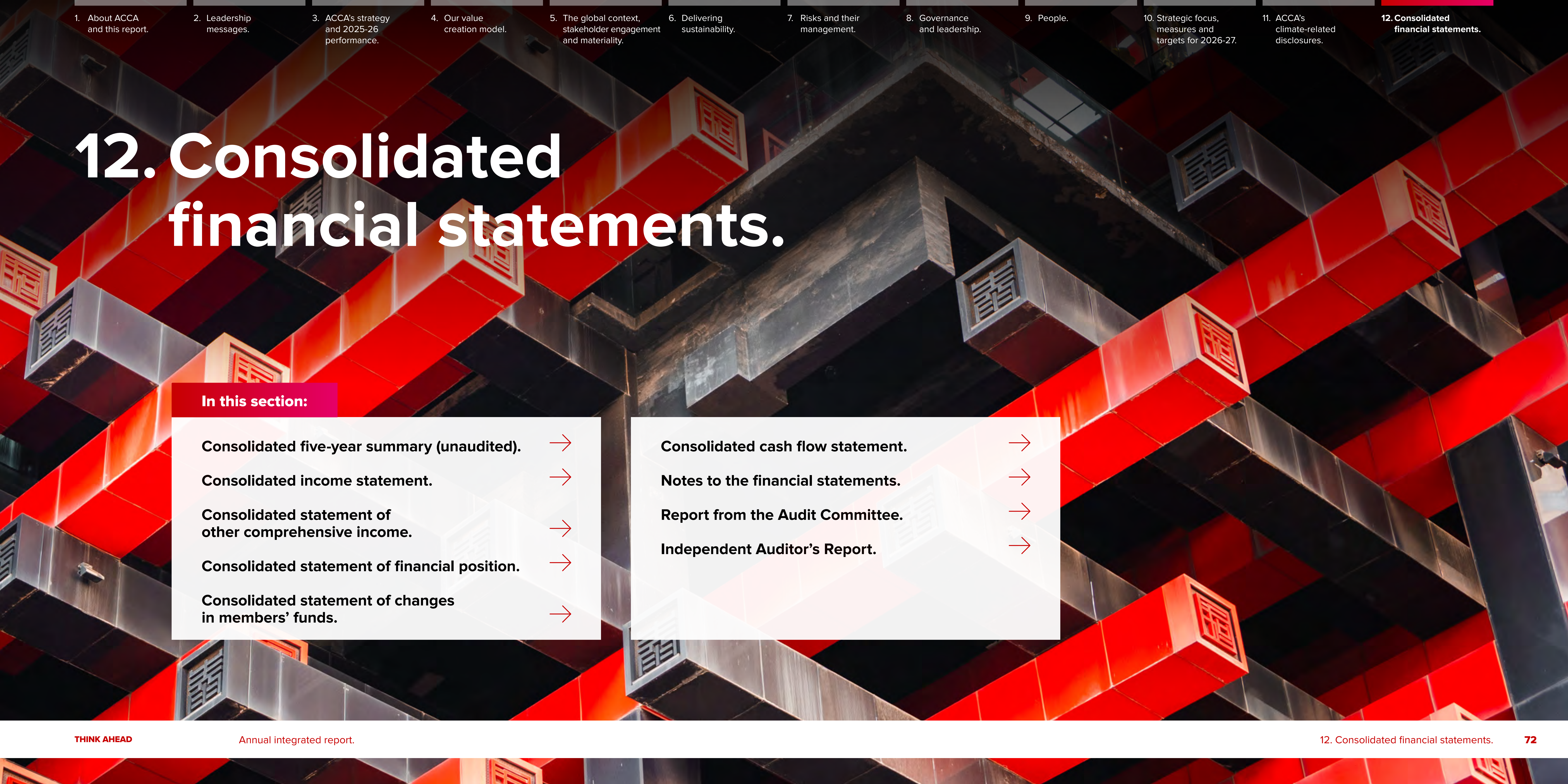
- **Climate-related policies in the jurisdictions in which ACCA operates** – ACCA is headquartered in the UK, which has committed to net zero by 2050. Many of the jurisdictions in which we operate have made similar net zero commitments, and ACCA's own ambition is to reach net zero across our global operations by 2045.
- **Macroeconomic trends** – the NGFS scenarios used for transition risk analysis embed assumptions about GDP growth, inflation and labour-market dynamics under different policy and technology pathways.
- **National- and regional-level variables** – for physical risk, EarthScan modelling provides location-specific projections across the 14 key locations on six physical risk types (coastal flooding, wind, heat stress, precipitation, drought and wildfire). The scenario analysis incorporates several key scientific assumptions to account for uncertainty in future climate projections. The analysis assesses the nature, likelihood, and magnitude of physical climate risks using probabilistic modelling across IPCC-aligned scenarios (SSPs and RCPs), with percentile-based outputs (5th, 50th, and 95th) representing a 90% credible range of outcomes. This allows for the identification of best-case, central, and worst-case scenarios over ACCA's time horizons.
- **Energy usage and mix** – scenario assumptions on the global and regional energy mix are inherent in the NGFS pathways used for transition risk and in the temperature pathways used for physical risk.
- **Developments in technology** – assumptions about the pace of decarbonisation technology, renewable energy deployment and digital infrastructure are embedded in the NGFS scenarios; ACCA-specific assumptions about technology developments in the accountancy profession (including in redefining the accountant) are reflected in our transition risks.

GHG emissions methodology.

GHG emissions are measured in accordance with the GHG Protocol: A Corporate Accounting and Reporting Standard (2004). The seven Kyoto Protocol gases are considered, with Global Warming Potentials applied on a 100-year time horizon using IPCC Sixth Assessment Report values. Emissions are expressed in metric tonnes of CO_2 equivalent (tCO_2e) and arise within ACCA's consolidated accounting group.

For Scope 1 emissions, ACCA applies the operational control approach to define its organisational boundary. ACCA's offices are leased and serviced, and the organisation operates a limited vehicle fleet or owned combustion sources.

Scope 2 emissions are reported using the market and location-based method, applying region-specific emission factors drawn from the UK Government GHG Conversion Factors and equivalent jurisdictional sources. Where contractual instruments such as renewable electricity tariffs are in place, market-based information is also disclosed. Primary data sources are electricity invoices and metered consumption from ACCA's office locations.



12. Consolidated financial statements.

In this section:

Consolidated five-year summary (unaudited).

ACCA and subsidiaries	Mar 2026 £'000	Mar 2025 £'000	Mar 2024 £'000	Mar 2023 £'000	Mar 2022 £'000
Revenue	**262,601**	250,883	238,709	219,799	221,558
Operating (deficit)/surplus	**(5,769)**	914	13,933	4,799	1,063
Other (losses)/gains	**(305)**	(2,766)	(1,789)	(291)	79
Net finance income/(losses)	**6,214**	6,460	6,899	(629)	(2,004)
Surplus/(deficit) before tax	**140**	4,608	19,043	3,879	(862)
Tax	**(500)**	(998)	(779)	(984)	(2,324)
(Deficit)/surplus for the year	**(360)**	3,610	18,264	2,895	(3,186)
Recognition of actuarial (losses)/gains	**(4,079)**	1,799	(7,727)	(4,414)	15,704
Other comprehensive income excluding actuarial (losses)/gains	**(216)**	(135)	(732)	587	399
Total other comprehensive (losses)/income	**(4,295)**	1,664	(8,459)	(3,827)	16,103
Total comprehensive (losses)/income	**(4,655)**	5,274	9,805	(932)	12,917
Non-current assets	**103,397**	96,636	98,425	97,407	113,605
Current assets	**129,574**	133,949	124,557	107,168	112,944
Total assets	**232,971**	230,585	222,982	204,575	226,549
Non-current liabilities	**9,402**	6,704	13,251	11,590	26,254
Current liabilities	**167,914**	163,571	154,695	147,754	154,132
Total liabilities	**177,316**	170,275	167,946	159,344	180,386
Accumulated fund	**56,085**	60,524	55,115	44,578	45,709
Other reserves	**(430)**	(214)	(79)	653	454
Total funds and reserves	**55,655**	60,310	55,036	45,231	46,163
Total reserves and liabilities	**232,971**	230,585	222,982	204,575	226,549

Members and future members	Mar 2026	Mar 2025	Mar 2024	Mar 2023	Mar 2022
Members	**266,174**	257,956	252,562	247,734	240,952
Future members	**546,534**	530,124	526,106	526,520	541,930
	812,708	788,080	778,668	774,254	782,882

All figures are reported based on the UK-adopted International Accounting Standards.

Consolidated income statement

for the year ended 31 March 2026

Notes		31 Mar 2026 £'000	31 Mar 2025 £'000
6	Revenue	**262,601**	250,883
	Total revenue	**262,601**	250,883
8	Operational expenditure	**223,430**	209,785
9	Strategic investment expenditure	**44,940**	40,184
	Total expenditure	**268,370**	249,969
	Operating (deficit)/surplus	**(5,769)**	914
10	Other losses	**(305)**	(2,766)
11a	Income from investments	**6,680**	7,958
11b	Finance costs	**(466)**	(1,498)
12	**Surplus before tax**	**140**	4,608
13	Tax	**(500)**	(998)
	(Deficit)/surplus for the year	**(360)**	3,610

The accompanying notes to the financial statements, on pages 76 to 96, are an integral part of this statement.

Consolidated statement of other comprehensive income

for the year ended 31 March 2026

Notes		**31 Mar 2026 £'000**	31 Mar 2025 £'000
	(Deficit)/surplus for the year	**(360)**	3,610
	Other comprehensive income		
	Items that will not be reclassified to income or expenditure		
22	Recognition of actuarial (losses)/gains	**(4,079)**	1,799
		(4,079)	1,799
	Items that will be subsequently reclassified to income or expenditure		
26	Currency translation differences	**(216)**	(135)
		(216)	(135)
	Other comprehensive (loss)/income for the year, net of tax	**(4,295)**	1,664
	Total comprehensive income for the year	**(4,655)**	5,274

The accompanying notes to the financial statements, on pages 76 to 96, are an integral part of this statement.

Consolidated statement of financial position

for the year ended 31 March 2026

Notes		**31 Mar 2026 £'000**	31 Mar 2025 £'000
	Assets		
	Non-current assets		
14	Property, plant and equipment	**11,261**	11,018
15	Intangible assets	**417**	713
16	Non-current financial assets	**91,719**	84,905
		103,397	96,636
	Current assets		
17	Trade and other receivables	**36,605**	38,112
16	Other current financial assets	**44,347**	48,468
18	Derivative financial instruments	**668**	19
19	Cash and cash equivalents	**47,954**	47,350
		129,574	133,949
	Total assets	**232,971**	230,585
	Reserves and liabilities		
	Funds and reserves		
26	Accumulated fund	**56,085**	60,524
26	Currency reserve	**(430)**	(214)
	Total funds and reserves	**55,655**	60,310
	Non-current liabilities		
20	Lease liabilities	**6,355**	4,729
22	Retirement benefit obligations	**3,047**	1,975
		9,402	6,704
	Current liabilities		
23	Trade and other payables	**48,502**	48,826
20	Lease liabilities	**2,300**	2,836
24	Deferred revenue	**111,683**	102,835
18	Derivative financial instruments	**41**	1,799
25	Provisions	**5,388**	7,275
		167,914	163,571
	Total liabilities	**177,316**	170,275
	Total reserves and liabilities	**232,971**	230,585

The financial statements were approved and authorised for issue by Council on 2 July 2026 and signed on its behalf by:

Melanie Proffitt, President

Victoria Ajayi, Chair of Audit Committee

Consolidated statement of changes in members' funds

for the year ended 31 March 2026

	Currency reserve £'000	Accumulated fund £'000	Total funds £'000
Balance at 1 April 2024	**(79)**	**55,115**	**55,036**
Comprehensive income			
Surplus for the financial year	–	3,610	3,610
Other comprehensive income			
Currency translation	(135)	–	(135)
Recognition of net actuarial gains	–	1,799	1,799
Total other comprehensive (loss)/income	(135)	1,799	1,664
Total comprehensive (loss)/income for year	**(135)**	**5,409**	**5,274**
Balance at 31 March 2025	**(214)**	**60,524**	**60,310**
Comprehensive income			
Deficit for the financial year	–	(360)	(360)
Other comprehensive income			
Currency translation	(216)	–	(216)
Recognition of net actuarial losses	–	(4,079)	(4,079)
Total other comprehensive loss	**(216)**	**(4,079)**	**(4,295)**
Total comprehensive loss for year	**(216)**	**(4,439)**	**(4,655)**
Balance at 31 March 2026	**(430)**	**56,085**	**55,655**

The analysis of reserves is presented in note 26.

The accompanying notes to the financial statements, on pages 76 to 96, are an integral part of this statement.

Consolidated cash flow statement

for the year ended 31 March 2026

Notes		31 Mar 2026 £'000	31 Mar 2025 £'000
	Cash flows from operating activities		
30	Cash generated from operations	**1,297**	6,580
	Tax paid	**(234)**	(1,407)
	Net cash generated from operating activities	**1,063**	5,173
	Cash flows from investing activities		
14	Purchase of property, plant and equipment	**(1,677)**	(1,151)
15	Purchase of intangible assets	**(116)**	–
16	Purchase of financial assets	**(62,900)**	(72,006)
30	Proceeds from disposal of property, plant and equipment	**2**	8
16	Proceeds from disposal of financial assets	**63,834**	72,640
11	Interest received	**2,325**	1,471
11	Dividends received	**728**	2,522
	Net cash generated from investing activities	**2,196**	3,484
	Cash flows from financing activities		
20	Repayment of lease liabilities	**(1,906)**	(3,704)
30	Lease termination payment	**(113)**	(96)
11	Interest paid	**(17)**	(48)
11	Interest expense on lease liabilities	**(351)**	(299)
	Net cash used in financing activities	**(2,387)**	(4,147)
	Net increase in cash and cash equivalents	**872**	4,510
	Cash and cash equivalents at beginning of year	**47,350**	42,913
	Exchange losses on cash and cash equivalents	**(268)**	(73)
19	**Cash and cash equivalents at end of year**	**47,954**	47,350

Notes to the financial statements
for the year ended 31 March 2026

1. General information

ACCA is a global professional accountancy body incorporated under Royal Charter with statutory recognition in the UK. Council has concluded that ACCA should prepare financial statements which comply with UK-adopted international accounting standards.

These financial statements are presented in pounds sterling, which is the functional currency of ACCA and the parent undertaking which is domiciled in the UK. All values are rounded to the nearest thousand pounds. Non-UK operations are included in accordance with the policies set out in note 2.

New and amended standards that were effective during the year and changes in accounting policies

There were a number of new IFRSs and minor amendments to existing standards which were effective from 1 January 2025 or subsequent years, some of which have not yet been endorsed in the UK. With the exception of IFRS 18, as set out below, none of them are expected to have a material effect on ACCA.

We have prepared our sustainability disclosures with reference to, and in line with the principles and structure of the IFRS Sustainability Disclosure Standards IFRS S1 (general requirements for disclosure of sustainability-related financial information) and IFRS S2 (climate-related disclosures), applying available transition reliefs.

Learn more about **ACCA's climate-related disclosures**

Certain new standards, amendments to accounting standards and interpretations have been published which are not mandatory for 31 March 2026 reporting periods and have not been adopted early. These standards, amendments or interpretations are not expected to have a material impact on ACCA in the current or future reporting periods and on foreseeable future transactions.

New and revised IFRS in issue but not yet effective

As at 31 March 2026, the following new standards, interpretations and amendments were issued but not yet effective and have not been applied in these financial statements:

- *IFRS 18 – Presentation and Disclosure in Financial Statements*
  The standard sets out overall requirements for the presentation and disclosure in financial statements. It introduces new categories and subtotals in the income statement and sets out new principles for the aggregation and disaggregation of information to ensure that financial statements provide a clear and detailed view of a company's financial position and performance. The new standard will also require additional disclosure regarding management-defined performance measures. While it does not affect recognition or measurement, it is expected to have a significant impact on disclosure, particularly in the consolidated income statement and statement of other comprehensive income and the inclusion of management defined performance measures.
- *IFRS 19 – Subsidiaries without Public Accountability: Disclosures*
  The standard specifies reduced disclosure requirements that an eligible entity is permitted to apply instead of the disclosure requirements in other IFRS Accounting Standards.
- *IFRS 9 and IFRS 7 – Classification and measurement of financial instruments*
  These amendments clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, adds guidance on the SPPI criteria and includes updated disclosures for certain instruments.
- *Amendments to IAS 21 – Lack of exchangeability*
  The amendments clarify when a currency is exchangeable and how to determine the exchange rate when it is not.

The new standards, interpretations and amendments are not expected to have a material effect on ACCA's future financial statements, other than IFRS 18.

Management is currently assessing the impact of IFRS 18 on the financial statements. Based on a high-level preliminary assessment, the following potential impacts have been identified.

- The adoption of IFRS 18 is not expected to have an impact on the Group's net surplus. However, the introduction of new categories in the consolidated income statement is expected to affect the presentation of revenue and expenses and, in particular, the calculation and presentation of operating surplus.
- The application of the 'useful structured summary' concept, together with enhanced principles on aggregation and disaggregation, may result in changes to the line items presented in the primary financial statements. While the Group does not expect significant changes to the overall information currently disclosed in the notes, the grouping and disaggregation of information may change.
- IFRS 18 also introduces new disclosure requirements, including disclosures of management defined performance measures and, in the first year of application, reconciliations for each line item in the consolidated income statement between amounts presented under IFRS 18 and those previously presented under IAS 1.

ACCA will apply IFRS 18 from its mandatory effective date of 1 January 2027. The standard will be applied retrospectively in the 31 March 2028 financial statements.

No other amendments or standards had any impact on ACCA's financial statements for the current year.

There have been no changes in accounting policies during the year. Adoption of new IFRSs did not result in material changes to accounting policies or amounts.

2. Material accounting policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

a Basis of preparation

The consolidated financial statements have been prepared in accordance with UK-adopted international accounting standards. The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of financial assets and derivative instruments at fair value through profit or loss.

b Going concern

The financial statements have been prepared on a going concern basis.

Council Board has assessed the viability of ACCA over a three-year period through the review and approval of the annual budget and three-year projections ('plan'). The plan includes forecast income statements, forecast statements of financial position, cash flow forecasts and key non-financial drivers of performance.

Scenarios were created to test the resilience of ACCA's plan and understand key financial risks, such as a reduction in exam volumes sat, reduction in the retention of members and future members, and the impact of a material increase in the costs to deliver our strategic investments.

ACCA holds cash and investment reserves and has access to an overdraft facility to support any unexpected challenges to the plan, which it has not had to draw on during 2025/26.

In the realistic worst-case scenario, the lowest value of cash is -£3.1m at November 2026. At this point, ACCA would still have the option to initiate proactive cash management, utilise the overdraft facility and have access to its significant financial investments.

Notes to the financial statements for the year ended 31 March 2026

2. Material accounting policies (continued)

b Going concern (continued)

In the reverse stress test scenario, created to understand conditions necessary for ACCA to exhaust its financial reserves, it was necessary to forecast a 60% reduction in exam volumes, a 10% reduction in retention and significant cost overruns across operational expenditure. In this scenario ACCA depleted its cash reserves in November 2027.

No allowance was made for corrective action to maintain budgetary control in these scenarios.

ACCA has policies and processes in place to manage its cash reserves and regularly considers its corporate risks in the context of exposure to liquidity risk. Council Board believes that ACCA has sufficient financial resources to manage its business risks given the current market conditions and as a result, the going concern basis of preparation is considered appropriate. Consequently, Council has a reasonable expectation that ACCA has adequate resources to continue in operational existence for the foreseeable future and that there are no material uncertainties about its ability to continue as a going concern.

c Critical accounting judgements and key sources of estimation

The preparation of the consolidated financial statements requires ACCA to make certain accounting estimates, judgements and assumptions that have an impact on the policies and the amounts reported in the consolidated financial statements. Estimates and judgements are continually evaluated and based on historical experiences and other factors, including expectations of future events that are believed to be reasonable at the time such estimates and judgements are made. Actual experience may vary from these estimates.

The estimates and assumptions which have the most significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are discussed below.

i) Pension and other post-employment benefits

ACCA accounts for pension and other post-employment benefits in accordance with IAS 19. In determining the pension cost and the defined benefit asset/obligation of ACCA's defined benefit pension scheme, a number of assumptions are used which include the discount rate, salary growth, price inflation, the expected return on the scheme's investments and mortality rates. Further details regarding the estimates and assumptions used and sensitivities to those estimates and assumptions are contained in note 22 to the consolidated financial statements.

In years when there has been a pension surplus, management have considered the extent to which a pension asset should be recognised under IAS 19 and IFRIC 14 which require an entity to limit the measurement of a net defined benefit asset to the lower of the surplus in the defined benefit scheme and the asset ceiling, defined to be the present value of economic benefits available in the form of refunds from the scheme or reductions to future contributions. Under IFRIC 14, a refund is available to an entity if the entity has an unconditional right to a refund. Management use advice of external experts to categorise the pension assets within the fair value hierarchy.

Management have taken advice to understand the circumstances under which any surplus assets might not be refunded to ACCA and have made the judgement that the possible circumstances under which any scheme surplus might not be refunded to ACCA, such as wind-up or buy-out of the scheme, augmentation of benefits, amendment to scheme rules, are within the control of ACCA. Management have also considered the minimum funding requirements under IFRIC 14 and is satisfied that it is not applicable. Therefore ACCA considers that it has an unconditional right to a refund assuming the gradual settlement of scheme liabilities over time until all members have left the scheme and that it is appropriate to recognise the IAS 19 valuation in full, whether that is a surplus or deficit, in the statement of financial position.

In 2024 the Virgin Media v NTL Pension Trustees II Ltd court case appeal decision raised questions as to the legal validity of scheme amendments made in previous years where s37 actuarial certificates cannot be traced. In 2025 the UK Government announced it would legislate to allow retrospective actuarial certification for historic benefit changes. Management have made the judgement that there will be no material liability resulting from this. Therefore no adjustment has been made in the financial statements. Further details are disclosed in note 22.

ii) Revenue recognition

ACCA's main revenue is derived from subscriptions, examination fees and exam exemptions. As ACCA's subscription year is not coterminous with the financial year, ACCA has processes in place to ensure that the recognition of those revenue streams is in the correct period. In addition, there are processes in place to ensure that exam fee revenue received in advance of providing the exam is deferred into the relevant period, and that subscription revenue for the year is recognised as appropriate. Subscriptions are raised to all registered members and future members each year and it is accepted that a proportion will not renew. ACCA estimates the anticipated value of subscription and exemption revenue which does not meet the criteria for recognition under IFRS 15 and makes an adjustment to revenue each year.

iii) Provision for credit loss

ACCA applies the IFRS 9 simplified approach to measuring expected credit losses using a lifetime expected credit loss provision for trade receivables. To measure expected credit losses on a collective basis, trade receivables are grouped based on similar credit risk and aging. Judgements based on ACCA's historical credit losses experienced over previous periods are used to calculate the expected loss rates. The historical loss rates are then adjusted for current and forward-looking factors affecting ACCA's customers. Estimates using the expected loss rates are then made to calculate the expected credit losses.

iv) Taxation

ACCA is required to estimate the income tax in each of the jurisdictions in which it operates. This requires an estimation of the current tax liability together with an assessment of the temporary differences which arise as a consequence of different accounting and tax treatments. These temporary differences result in deferred tax assets or liabilities which are included in the statement of financial position. Deferred tax assets and liabilities are measured using tax rates substantially enacted by the statement of financial position date expected to apply when the temporary differences reverse. ACCA operates in many countries in the world and is subject to many tax laws and regulations. Where the precise impact of these laws and regulations is unclear then reasonable estimates may be used to determine the tax charge included in the financial statements. Estimates may also be used in relation to any indirect international sales taxes which are payable. If the tax eventually payable or reclaimable differs from the amounts originally estimated, then the difference will be charged or credited in the financial statements of the year in which it crystallises.

v) Leased assets

ACCA applies IFRS 16 to account for its right-of-use assets and the related lease liabilities. ACCA assesses whether or not a rental contract contains a lease, whether or not an extension option will be exercised, whether or not a termination option will not be exercised and whether or not variable lease payments are truly variable or in-substance fixed. ACCA will use its judgement when making these assessments and will consider all facts and circumstances. In applying IFRS 16, ACCA calculates the appropriate incremental borrowing rate to use, estimates the lease term and estimates variable lease payments dependent on an index or rate as appropriate.

Notes to the financial statements for the year ended 31 March 2026

2. Material accounting policies (continued)

d Revenue

Revenue as presented in the consolidated income statement is revenue as defined under IFRS 15 – Revenue from Contracts with Customers. ACCA generally invoices in advance of the service being performed, resulting in deferred revenue with revenue recognised over time or at the point the performance obligation is satisfied. The following accounting policies relate to ACCA's key revenue streams as determined by IFRS 15's five step model.

- Admission and registration fees: Upfront Members' admission fees and future members' initial registration fees grant the benefit of membership in the year registered and are recognised from the period of registration until the next subscription cycle.
- Subscriptions: Members' and future members' annual subscriptions for the relevant period are billed at the start of the period and grant the benefit of membership and are recognised over the relevant year.
- Examinations: Examination fees are billed in advance at the point of entry and grant the right to undertake the relevant examination. Examination fees are recognised in the relevant period in which the examination sitting took place.
- Exemptions: Exemption revenue from future members for the Professional and other qualifications grant the student, exemptions from certain exams within ACCA's syllabus and are billed, and revenue is recognised, at the point which the candidate demonstrates that the relevant academic standard has been met.
- Regulation and discipline: Audit, practice and other certificates grant members the right to conduct business under these certificates and are recognised in the accounting period in which the services are covered by those certificates.
- Other revenue: Member and future member engagement, advertising, Continuing Professional Development (CPD) revenue, locally generated markets revenue and sponsorship is recognised in the period which the services are provided.

Geographic revenue is not used by management as a key basis for performance monitoring or decision-making. The primary revenue drivers are service lines (subscriptions, exams, etc.), which are therefore used as the basis of disaggregation. On this basis, no further geographic disaggregation has been included in these financial statements.

e Basis of consolidation

The consolidated financial statements comprise the consolidated income statement, consolidated statement of other comprehensive income, consolidated statement of financial position, consolidated statement of changes in members' funds, and consolidated cash flow statement of ACCA and its subsidiaries (the group) as if they formed a single entity drawn up to 31 March 2025 and 31 March 2026. Where ACCA has control over an investee, it is classified as a subsidiary. The company controls an investee if all three of the following elements are present: power over the investee, exposure to variable returns from the investee, and the ability of the investor to use its power to affect those variable returns. Control is reassessed whenever facts and circumstances indicate that there may be a change in any of these elements of control. Inter-company transactions and balances between group companies are eliminated on consolidation. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group.

f Property, plant and equipment

All property, plant and equipment is initially recorded at cost. Cost includes all expenditure directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

g Depreciation

Depreciation is provided on all property, plant and equipment at rates calculated to write-off the cost or valuation of each asset on a straight-line basis over its expected useful life, as follows:

- leasehold improvements – over the shorter of their estimated useful economic lives and the remaining lease term,
- plant and equipment – over 4 to 7 years,
- computer systems and equipment – over 2 to 4 years.

h Intangible assets

Intangible assets are initially measured at cost. Following initial recognition, intangible assets are carried at cost less:

- any accumulated amortisation; and
- any accumulated impairment losses.

Expenditure on research activities is recognised as an expense in the period in which it is incurred. An internally generated intangible asset arising from ACCA's development projects and other intangible assets are recognised only if all the following conditions are met:

- it is technically feasible to complete the product so that it will be available for use;
- the intention is to complete the product for internal use or to sell it;
- it is probable that the asset created will generate future economic benefits; and
- the development cost of the asset can be measured reliably.

Where no internally generated intangible asset can be recognised, development expenditure is recognised as an expense in the period in which it is incurred. Directly attributable costs that are capitalised include project employee costs and an appropriate portion of relevant overheads. Development expenditure previously recognised as an expense is not recognised as an asset in a subsequent period. Other intangible assets include development projects where the majority of the costs are the purchase of materials and services to help support the implementation of the internally generated intangible assets. The internally generated and other intangible assets are amortised over their estimated useful lives, which are usually between four and seven years. Amortisation begins when the intangible asset is available for use.

i Financial instruments

Financial instruments recognised in the statement of financial position include cash and cash equivalents, financial assets, derivative financial instruments, trade and other receivables and trade and other payables. Financial instruments are initially valued at fair value. Financial assets are derecognised when the rights to receive cash flows from the asset have expired. Financial liabilities are derecognised when the obligation under the liability is discharged, cancelled or expires. After initial recognition, financial instruments are measured as set out below.

Trade and other receivables

Trade and other receivables are initially recognised at their transaction price. Subsequent to initial recognition, these are measured at amortised cost less expected credit losses. Estimating the expected credit loss is made in accordance with IFRS 9 using the simplified approach to lifetime expected credit loss using supportable information that is based on the historical credit loss experience adjusted for current conditions. The assessment considers geography, customer segment and product type. Trade and other receivables are written off when ACCA has no reasonable expectations of recovering the amounts. Terms on receivables balances range from immediate to 60 days.

Trade and other payables

Trade and other payables are recognised at their transaction price. Terms on trade payables balances range from immediate to 30 days.

Notes to the financial statements for the year ended 31 March 2026

2. Material accounting policies (continued)

i Financial instruments (continued)

Financial assets

The portfolio of investments, which includes property debt funds, is managed by professional investment fund managers, held for the long term and classified as financial assets. An equity instrument measured at fair value through profit or loss (FVTPL) is recognised initially at fair value directly attributable to the financial asset. Transaction costs directly attributable to the acquisition of financial assets at fair value through profit or loss are recognised immediately in profit or loss. After initial recognition, the asset is measured at fair value at the statement of financial position date. Unrealised and realised changes in fair value are included as 'finance income' in the consolidated income statement. When the financial assets are sold the gain or loss from fair value changes will be shown in the consolidated income statement. Dividends from such investments continue to be recognised in the consolidated income statement as finance income when the group's right to receive payments is established.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, demand and short-term deposits with banks and similar institutions, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. This excludes cash funds, which are classified as other current financial assets as they are subject to changes in value due to being daily priced. Short-term is defined as being three months or less. This definition is also used for the cash flow statement.

Cash funds and cash deposits

The portfolio of cash funds, which is managed by professional investment fund managers, and cash deposits are held for the short to medium term and are classified as other current financial assets. The investments in the cash funds are carried at fair value, stated as market value as at the statement of financial position date, with all changes in fair value being recognised through profit or loss in the consolidated income statement.

When the cash funds are sold the gain or loss from fair value changes will be shown in the consolidated income statement within finance income. Cash deposits are measured at amortised cost.

Financial liabilities

All financial liabilities are classified as measured at amortised cost using the effective interest method or at FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for trading, it is a derivative, or it is designated as such on initial recognition. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense, foreign exchange gains and losses, and gains and losses on derecognition are recognised in profit or loss. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period.

j Impairment of financial assets

IFRS 9 established an approach for the impairment of loans and trade receivables, an expected loss model which focuses on the risk that a debt will default rather than when a loss has been incurred. Under the 'expected credit loss' model, an entity calculates the allowance for credit losses by considering on a discounted basis the cash shortfalls it would incur in various default scenarios for prescribed future periods and multiplying the shortfalls by the probability of each scenario occurring. ACCA has opted to use the simplified approach measuring expected credit losses using a lifetime expected credit loss for trade receivables.

k Impairment of non-financial assets

The carrying amounts of intangible assets and property, plant and equipment are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, ACCA makes an estimate of the asset's recoverable amount.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

l Leased assets

At the inception of a contract, ACCA assesses whether a contract is, or contains, a lease. To assess whether a contract contains a lease, ACCA considers whether the contract conveys the right to control or use an identified asset by:

- the contract involves the use of an identified asset either explicitly or implicitly. The asset should be physically distinct or represent substantially all the capacity of the asset. If the supplier has the right of substitution, then the asset is not identified,
- ACCA has the right to obtain substantially all the economic benefits from the use of the asset throughout the period of use,
- ACCA has the right to direct the use of the asset. ACCA has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used.

At inception or reassessment of a lease of land or buildings, ACCA has elected to separate non-lease components and account for the lease and non-lease components separately.

Any lease incentive paid to third parties in relation to a modification or termination of lease contracts are immediately charged to the consolidated income statement as they are not deemed to be part of any lease payment and do not impact the right-of-use asset or the lease creditor.

As a lessee

ACCA recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the initial lease term. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily identified, the Bank of England weighted monthly average index rate for non-financial institutions.

Lease payments included in the measurement of the lease liability comprise:

- fixed payments,
- variable lease payments that depend on an index or rate, and
- lease payments in an optional renewal period if ACCA is reasonably certain to exercise that option.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, or if ACCA changes its assessment of whether it will exercise a purchase, extension or termination option.

When a lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in the consolidated income statement if the carrying amount of the right-of-use asset has been reduced to zero.

ACCA presents right-of-use assets in 'property, plant and equipment' and lease liabilities within its own section in the consolidated statement of financial position.

Notes to the financial statements for the year ended 31 March 2026

2. Material accounting policies (continued)

l Leased assets (continued)

Short-term leases and leases of low-value assets

ACCA has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets, including IT equipment. ACCA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

m Tax

Tax includes all taxes based upon the taxable profits of the group. Deferred taxation is made on temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax movements in respect of unrealised revaluation gains or defined benefit pension surplus are taken to the consolidated income statement or other comprehensive income as applicable. Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Current and deferred tax relating to the recognition of any pension surplus are taken to other comprehensive income.

n Foreign currencies

Transactions in foreign currencies are converted into sterling, which is the presentational currency of the group, at exchange rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies, including the financial statements of the non-UK subsidiary undertakings and non-UK branches, are translated at the rate of exchange ruling at the statement of financial position date. On consolidation, the revenue and expenditure items of the non-UK subsidiary undertakings are translated at the average exchange rates for the period. Exchange differences on the translation of the assets and liabilities of the non-UK subsidiary undertakings and the non-UK branches are taken to the currency reserve.

o Derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value at the statement of financial position date. ACCA enters into forward currency contracts, whereby the exchange rate is agreed in advance and the currency is bought on a monthly basis. ACCA's forward currency contracts are held for trading and classified as current assets or current liabilities as the maturity of the contracts are less than 12 months. Gains and losses on forward exchange contracts are recognised in the consolidated income statement at fair value. ACCA does not engage in any other hedging activities.

p Provisions

Provisions for costs are recognised when either a legal or constructive obligation as a result of a past event exists at the statement of financial position date, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reasonably estimated. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed.

q Pensions – Defined benefit scheme

At the year-end, ACCA has a closed defined benefit pension scheme in the UK which requires contributions to be made to separately administered funds. Retirement benefits are accounted for under IAS 19 – Employee benefits (revised). The cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at each statement of financial position date. The present value of the defined benefit obligations is determined by discounting the estimated cash flows derived from yields of high-quality corporate bonds that have terms to maturity which approximate to the terms of the related pension liability. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in other comprehensive income in the period in which they arise. The net asset/liability recognised in the statement of financial position in respect of the scheme is the net of the present value of the defined benefit obligation and the fair value of plan assets at the end of the reporting period. Where the fair value of the plan assets exceeds the present value of the obligation, the asset recognised in the statement of financial position is measured as the lower of the net asset value and any cumulative unrecognised net actuarial losses and past service cost plus the present value of any economic benefits available in the form of refunds from the scheme or reductions in future contributions to the scheme. Interest on the liability is calculated using the discount rate and is recognised immediately in the consolidated income statement. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in the consolidated income statement as past service costs. The assets of the scheme are held separately from those of ACCA and are measured using market values. For quoted securities, the market price is taken as the bid price.

r Pensions – Defined contribution schemes

ACCA operates defined contribution pension schemes for qualifying employees. Contributions are charged in the consolidated income statement as they become payable in accordance with the rules of the schemes. ACCA has no further payment obligations once the contributions have been paid.

s Contingent liabilities

Contingent liabilities are not recognised in the financial statements. They are disclosed in the notes unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent liability exists when a possible obligation which has arisen from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of ACCA, or when a present obligation that arises from past events is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability.

(t) Reserves policy

The Accumulated Fund includes all current and prior period retained surpluses and deficits.

3 Financial risk management

The main financial risks arising from ACCA's activities are credit risk, liquidity risk and market risk. These are monitored by management on a regular basis.

Credit risk management

Credit risk arises principally from cash and cash equivalents, deposits with banks and financial institutions, investments in pooled cash funds, derivative financial instruments and trade receivables. ACCA regularly monitors and reviews its exposure with key banking and investment manager suppliers, and for deposits, only independently rated banks and financial institutions with a minimum rating of 'A' are used. For working capital balances ACCA considers a figure of £20m per bank and £25m per pooled cash fund to be sufficient although this can be exceeded around times of high activity such as collection of subscription and exam revenue. ACCA's trade receivables relate substantially to members' and future members' fees and subscriptions. The credit risk is that the customer fails to discharge its obligation in respect of the instrument. ACCA has no significant concentration of credit risk, with exposure spread over a large number of customers and countries throughout the world and a requirement to pay in advance for exams. ACCA believes that the maximum exposure equates to the carrying value of trade and other receivables. Management reviews the trade receivables balance on a regular basis and undertakes an exercise to remove members and future members from the receivables ledger and members' register for non-payment of annual fees and subscriptions. The level of removals is shown in notes 12 and 17 of the consolidated financial statements. At the statement of financial position date 94.3% of ACCA's trade and other receivables were held in sterling (2025: 95.6%).

Liquidity risk

Liquidity risk arises from ACCA's management of working capital. It is the risk that ACCA will encounter difficulty in meeting its financial obligations as they fall due. ACCA manages its liquidity risk by ensuring that it has adequate banking facilities and by performing cash flow forecasting on a regular basis. ACCA receives the majority of its revenue as subscriptions at the start of the calendar year, and as exam fees, relating to four exam sessions each year. Cash not required for short-term operating.

Notes to the financial statements for the year ended 31 March 2026

3 Financial risk management (continued)

Liquidity risk (continued)

purposes is invested to maximise return with an acceptable level of risk. In addition to its own bankers, ACCA spreads the risk by using a specialist investment manager, and currently invests in cash fund products with that company. Cash surpluses are invested in interest bearing current and call accounts, term deposits, time deposits and short-term cash funds. At the statement of financial position date, ACCA held £44.3m (2025: £48.5m) in short-term cash funds, £24.0m (2025: £24.4m) in cash deposits and £23.9m (2025: £22.9m) in call accounts that are expected to readily generate cash inflows for managing liquidity risk. All term and time deposits are due in less than one year. Liquidity is managed to ensure investments are liquidated in a timely manner to meet operating requirements.

Market risk

Market risk arises from ACCA's use of interest-bearing, tradable and foreign currency financial instruments. It is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the interest rates (interest rate risk), foreign exchange rates (currency risk) or other market factors (other price risk).

Interest rate risk relates to the risk of loss due to fluctuations in cash flows and the fair value of financial assets and liabilities (including the pension scheme liabilities), due to change in market interest rates. ACCA invests surplus cash in the short-term and in doing so exposes itself to the fluctuation in interest rates that are inherent in such a market. A movement in the interest rate of 1.5% either way would not have a material effect on the surplus reported in the financial statements.

Currency risk relates to the risk that the fair value of future cash flows of financial instruments will fluctuate because of changes in foreign exchange risk. ACCA operates internationally and is exposed to foreign currency exchange risk arising from the transfer of foreign currency to its national offices as well as geopolitical uncertainty. Where possible, ACCA will allow the national offices to settle liabilities denominated in their functional currency with the cash generated from their own operations in that currency. However, many national offices have insufficient reserves of their functional currency and rely on transfers of foreign currency from ACCA. ACCA mitigates the risk with regards to revenue because the vast majority of fees and subscriptions charged by ACCA are in sterling. ACCA also uses forward currency contracts to mitigate the risk of currency fluctuations and does not consider foreign currency movements to have a material impact on the deficit reported in the financial statements. At the statement of financial position date 88% of ACCA's cash and cash equivalents were held in sterling (2025: 84%).

Other price risk relates to the risk of changes in market prices of the non-current and current financial assets and the investments held by the defined benefit pension scheme. ACCA invests in a variety of funds operated by different investment managers and in doing so exposes itself to the fluctuations in price that are inherent in such a market. The effect of a 10% increase in the value of the non-current financial assets held at the statement of financial position date would have resulted in an increase in the fair value gains of £6.9m (2025: £6.4m) net of deferred tax. A 10% decrease in their value would, on the same basis, have resulted in the increase in the fair value losses by £6.9m (2025: £6.4m).

Other risks in relation to the impact of inflation and other macro-economic issues

Inflation and other macro-economic issues have impacted the global economy. They have impacted ACCA with regards to all the above-mentioned risks in the following ways:

- Credit risk – due to inflationary pressures around the world there has been a risk that members and future members would be unable to pay subscriptions, exam fees etc. ACCA monitors payments regularly and revises its retention targets as appropriate.
- Liquidity risk – ACCA has experienced growth in member numbers and increased revenue due to price increases. This positive liquidity has meant that there has been no requirement to dispose of investments to maintain liquidity. As part of its going concern assessment ACCA has continued to look at various scenarios, prepared a revised budget and maintained an overdraft facility of £2.5m with its main banker, Barclays Bank plc. Due to positive financial performance, ACCA did not require to draw down on the facility during the year ended 31 March 2026.
- Market risk
  - ACCA continues to review its investment strategy annually and invests in a diversified portfolio of investment funds to reduce volatility, mitigate risk and increase its exposure to ESG investing. The portfolio incurred gains of around £3.6m during the year ended 31 March 2026 (2025: gains of £4.0m).
  - ACCA reviews the potential impact on future revenues as a result of conflict around the world such as the Russia-Ukraine and Middle East conflicts. Potential loss of revenue as a result of sanctions in Russia or disruption to study and exams in the Middle East is monitored on a regular basis and forecasts are revised as appropriate.

4 Revenue and expenditure reporting

ACCA reports its revenue by product type but not by region or activity. It does not report expenditure by region, activity or product type.

During the year ACCA's revenue activities were organised by category: Admission and registration fees, subscriptions, examinations, exemptions, regulation and discipline and other revenue. These are ACCA's categories reported internally for revenue purposes and are detailed in notes 6 and 7. Short descriptions of the main categories are as follows:

- Admission and registration: Members' admission fees and future members' initial registration fees
- Subscriptions: Members' and future members' annual subscriptions for the relevant period
- Examinations: Examination fees for the relevant session within the financial year for the main ACCA qualification and other qualifications
- Exemptions: Exemption revenue from future members for the Professional and other qualifications
- Regulation and discipline: Audit, practice and other certificates
- Other revenue: Member and future member engagement, advertising, Continuing Professional Development (CPD) revenue, locally generated markets revenue and sponsorship

Expenditure is reported internally by function and these are detailed in notes 8 and 9. Short descriptions of the expenditure categories are as follows:

- Corporate: pension costs, depreciation, Executive Board and credit card charges
- Content, quality and innovation: brand management, market research, policy and insights, public relations, publishing, corporate training, development and maintaining of qualifications, ensuring the integrity of the syllabus and of the examination process, verifying and awarding exemptions and setting and scrutiny of exam papers
- Relationships: Employees, operational and corporate marketing and promotional costs of ACCA's global operations and IFAC costs.

Notes to the financial statements for the year ended 31 March 2026

4 Revenue and expenditure reporting (continued)

- Strategy and governance: Strategy development, delivery of strategic outcomes, regulation of members, secretariat, professional conduct, practice monitoring, legal services and internal audit
- People and transformation: Human Resources, corporate recruitment and talent and capability
- Finance and operations: IT, finance and procurement, member and future member support, examinations, service improvements
- Strategic investment: Digital transformation, (ILA), workplace transformation, strategic efficiency, meet compliance and portfolio management

5 Capital

ACCA considers its capital to be its accumulated fund. Council's financial objective is to generate a targeted operating position, to build and maintain accumulated fund at a sustainable level, taking into account the various competitive risks. ACCA also aims to achieve additional long-term growth in accumulated fund through the active management of the investment portfolio. A three-year financial plan has been developed which, over the period of the plan, guides the level of accumulated fund. At 31 March 2026, the accumulated fund represented 65 days of operating expenditure (31 March 2025: 75 days) which is above the long-term guide of 60 days.

Council has reviewed its liquidity measure and has agreed that it will maintain a level of liquid reserves to cover ACCA's exposure to corporate risks that would result in a consequential loss to ACCA which could reduce overall financial strength and create a risk that ACCA was unable to settle liabilities as they fall due. Liquid reserves are defined as the total of cash, liquid short-term and long-term investments, less any short-term borrowing. Any investments in illiquid funds or securities, e.g. property debt funds, will be excluded from this classification. ACCA's Council Board reviews the financial position of ACCA at each board meeting. At 31 March 2026, the liquidity measure was 15% (31 March 2025: 13%), remaining significantly under the 50% guide with no single risk exceeding 30%.

		31 Mar 2026 £'000	31 Mar 2005 £'000
6	**Revenue**		
	Met over time		
	Admission and registration fees	**13,509**	12,564
	Subscriptions (see note 7)	**124,204**	118,796
	Regulation and discipline	**8,802**	7,789
	Point in time		
	Examinations	**94,006**	89,435
	Exemptions	**13,094**	13,592
	Other revenue	**8,986**	8,707
		262,601	250,883
7	**Subscriptions**		
	Members	**71,208**	65,341
	Future members	**52,996**	53,455
		124,204	118,796
8	**Operational expenditure**		
	Corporate	**14,592**	14,213
	Content, quality and innovation	**38,291**	36,983
	Relationships	**31,621**	31,161
	Strategy and governance	**24,733**	23,697
	People and transformation	**16,235**	13,951
	Finance and operations	**97,958**	89,780
		223,430	209,785
9	**Strategic investment expenditure**		
	Digital transformation	**31,015**	33,250
	Innovation in Learning and Assessment (formerly Exams delivery)	**9,431**	2,569
	Workplace transformation	**3,394**	3,330
	Strategic efficiency	**903**	311
	Meet compliance	**8**	597
	Customer solutions	**–**	66
	Portfolio management	**189**	61
		44,940	40,184

Strategic investment expenditure relates to project costs within each category, and once a project has reached completion then any ongoing expenditure is treated as operational. The Digital transformation programme continues to transform the core business systems focusing on customer facing portals and online sales platforms. These costs are treated as expenditure as they do not meet the criteria of IAS 16 or IAS 38. The Innovation in Learning and Assessment programme is developing our exams platform to ensure it remains relevant to our future members. Workplace transformation relates to the costs involved by ACCA to embrace digital technology to be able to thrive in a rapidly changing world. The Strategic efficiency project was initiated to consider changes necessary within ACCA's operational environment to maintain financial sustainability.

Notes to the financial statements for the year ended 31 March 2026

		31 Mar 2026 £'000	31 Mar 2025 £'000
10	**Other gains/(losses)**		
	Forward currency contracts	**2,407**	(1,604)
	Net foreign exchange losses	**(2,712)**	(1,162)
		(305)	(2,766)
11	**Income from investments and finance costs**		
a	Income from investments		
	Interest receivable	**2,325**	1,471
	Dividends from investments	**728**	2,522
	Realised gains on disposals of investments	**1,288**	1,883
	Unrealised gains on change of fair value of investments	**2,339**	2,082
		6,680	7,958
b	Finance costs		
	Net finance interest on defined benefit pension schemes	**(28)**	(1,002)
	Interest expense for leasing arrangements	**(351)**	(299)
	Interest expense for dilapidations provision	**(70)**	(149)
	Other interest payable	**(17)**	(48)
		(466)	(1,498)
12	**Surplus before tax**		
	Surplus before tax includes the following:		
a	Salaries and related costs		
	The costs of employing staff during the year were as follows:		
	Salaries	**80,045**	73,864
	Social security costs	**9,810**	8,224
	Pension costs (note 22)	**9,342**	9,103
	Other staff costs	**2,696**	2,617
		101,893	93,808
	Average number of staff employed during the year		
	Employees	**1,456**	1,390
	Full-time equivalents	**1,417**	1,349

The average annual salary per employee was £54,960 (31 March 2025: £53,150). The figures above include the salaries and bonuses payable to the Executive Board (see note 27 for more details).

b Revenue

Revenue from subscriptions, examination and exemption fees amounting to £231.3m (31 March 2025: £221.8m) is stated net of adjustments to revenue relating to the non-renewal of subscriptions and exemptions amounting to £17.7m (31 March 2025: £16.7m).

		31 Mar 2026 £'000	31 Mar 2025 £'000
c	Depreciation, amortisation and foreign exchange losses		
	Depreciation of property, plant and equipment (note 14)	**4,239**	4,849
	Amortisation of intangible assets (note 15)	**412**	362
	Foreign exchange losses	**2,712**	1,162
d	Auditors' remuneration		
	Fees payable to ACCA's auditor, Johnston Carmichael LLP (2024-25 Grant Thornton UK LLP), for the audit of		
	– the parent undertaking and consolidated financial statements	**152**	157
	– UK subsidiaries	**80**	54
	– the ACCA Staff Pension Scheme	**17**	14
		249	225
	Fees payable to member firms of Johnston Carmichael LLP as part of Moore International network (2024-25 Grant Thornton International Ltd) for audit and other non-audit services		
	– audit of non-UK subsidiaries	**2**	8
	– taxation services in China	**–**	6
	– non-audit services in China	**–**	73
	– taxation services in Vietnam	**–**	24
		2	111
	Fees payable to ACCA's other auditors for		
	– audit fees for non-UK subsidiaries and charities	**130**	132
	– audit fees for the corporate KPIs	**7**	7
		137	139

Notes to the financial statements for the year ended 31 March 2026

13 Tax

	31 Mar 2026 £'000	31 Mar 2025 £'000
The amounts charged in the statement of comprehensive income are as follows:		
Current income taxes at 25% (2025: 25%) on the surplus for the year	**685**	937
(Over)/underprovision in respect of prior year	**(185)**	61
	500	998
The current tax charge is split as follows:		
Domestic	**187**	657
Foreign	**313**	341
	500	998
Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.		
Factors affecting the tax charge for the year		
Surplus before tax	**140**	4,608
Surplus before tax multiplied by the standard rate of UK Corporation tax of 25% (2025: 25%)	**35**	1,152
Effects of:		
(Over)/underprovision in prior years	**(416)**	61
Overseas withholding taxes suffered as a deduction	**768**	661
Non-taxable income	**(1,888)**	(2,334)
Expenditure not deductible for tax purposes	**49**	348
Loss relief	**(339)**	–
Deferred tax asset not recognised (note 21)	**2,291**	1,110
	465	(154)
Total tax charge	**500**	998

The tax charge arises from non-mutual trading profits, investment income and gains on disposal of investments, where applicable. The subsidiary companies pay local tax based on their country of operation and this has been included in the current tax calculations.

14 Property, plant and equipment

	Property £'000	Leasehold improvements £'000	Plant & equipment £'000	Computer systems & equipment £'000	Total £'000
Cost or valuation					
At 31 March 2024	28,994	10,270	5,139	22,187	66,590
Additions	1,626	171	81	470	2,348
Disposals	(6,164)	(2,224)	(717)	(1,739)	(10,844)
Exchange difference	(193)	(82)	(59)	(32)	(366)
At 31 March 2025	24,263	8,135	4,444	20,886	57,728
Additions	3,978	97	142	1,175	5,392
Disposals	(5,912)	(1,591)	(510)	(6,458)	(14,471)
Exchange difference	164	35	7	4	210
At 31 March 2026	**22,493**	**6,676**	**4,083**	**15,607**	**48,859**
Accumulated depreciation					
At 31 March 2024	19,175	5,490	4,856	21,236	50,757
Depreciation charge	3,419	776	120	534	4,849
Eliminated on disposals	(4,894)	(1,409)	(661)	(1,689)	(8,653)
Exchange difference	(98)	(72)	(50)	(23)	(243)
At 31 March 2025	17,602	4,785	4,265	20,058	46,710
Depreciation charge	2,827	653	107	652	4,239
Eliminated on disposals	(5,545)	(981)	(505)	(6,456)	(13,487)
Exchange difference	98	28	7	3	136
At 31 March 2026	**14,982**	**4,485**	**3,874**	**14,257**	**37,598**
Carrying amount					
At 31 March 2026	**7,511**	**2,191**	**209**	**1,350**	**11,261**
At 31 March 2025	6,661	3,350	179	828	11,018

Depreciation of £4.2m (2025: £4.8m) is included in both operational and strategic investment expenditure.

ACCA leases assets for its operations and these are treated as right-of-use assets. Included in the net carrying amount of property are right-of-use assets over the following

	31 Mar 2026 £'000	31 Mar 2025 £'000
Property	**7,511**	6,661

Notes to the financial statements for the year ended 31 March 2026

15 Intangible assets

	Internally generated intangible assets £'000	Third party intangible assets £'000	Total £'000
Cost			
At 1 April 2024 and at 31 March 2025	17,603	2,358	19,961
Additions	–	116	116
At 31 March 2026	**17,603**	**2,474**	**20,077**
Accumulated amortisation and impairment			
At 1 April 2024	17,380	1,506	18,886
Amortisation charge	76	286	362
At 31 March 2025	17,456	1,792	19,248
Amortisation charge	76	336	412
At 31 March 2026	**17,532**	**2,128**	**19,660**
Carrying amount			
At 31 March 2026	**71**	**346**	**417**
At 31 March 2025	147	566	713

Intangible assets relate to internally generated development costs and other third-party costs for the delivery of the qualification. ACCA only capitalises items as intangible when the costs meet the criteria for capitalisation under IAS 38 and the IFRIC relating to *Configuration or Customisation Costs in a Cloud Computing Arrangement*.

At the statement of financial position date, there were no indicators of impairment and all assets remain in use. All intangible assets have remaining amortisation periods of between one and two years.

16 Financial assets

	31 Mar 2026 £'000	31 Mar 2025 £'000
At valuation		
At 1 April	**133,373**	130,042
Additions	**62,900**	72,006
Disposals	**(63,834)**	(72,640)
Unrealised gains transferred to income and expenditure	**3,627**	3,965
At 31 March	**136,066**	133,373
Historical cost of tradable investments	**122,732**	124,485

Financial assets, comprising units in Baillie Gifford's Sustainable Growth and Positive Change Funds, Adept Investment Management's Fixed Income, Active Diversifier, Diversified Assets, Sustainable Multi Asset Credit and Diversified Liquid Credit Funds, BentallGreenOak's UK Debt II and III Property Funds, Brookfield's Global Transition Fund II and cash funds held by Royal London Asset Management, are fair valued annually at the close of business on the statement of financial position date. Wherever possible, fair value is determined by reference to Stock Exchange quoted bid prices or to the Fund Manager's closing single price on a single swinging price basis. Financial assets are classified as non-current assets unless they are expected to be realised within twelve months of the statement of financial position date. Since the year-end Baillie Gifford's Sustainable Growth Fund has been merged with Baillie Gifford's Global Alpha Paris-Aligned Fund.

	31 Mar 2026 £'000	31 Mar 2025 £'000
Concentration of financial assets		
Non-current		
UK equities	**825**	748
Overseas equities	**16,837**	13,079
Fixed interest government bonds	–	157
Diversified credit	**17,044**	17,369
Inflation-linked bonds	**5,242**	6,575
Absolute return	**3,420**	2,745
Multi asset credit	**35,767**	29,339
Property and property debt	**5,441**	5,282
Alternatives (including infrastructure)	**2,619**	2,498
Total return	**1,717**	1,234
Cash and deposits	**2,807**	5,879
	91,719	84,905
Current		
Cash funds	**44,347**	48,468
	136,066	133,373

Notes to the financial statements for the year ended 31 March 2026

		31 Mar 2026 £'000	31 Mar 2025 £'000
16	**Financial assets (continued)**		
	Financial assets are denominated in the following currencies		
	UK Pound	**122,467**	125,273
	US Dollar	**9,536**	5,146
	Euro	**1,176**	878
	New Taiwan Dollar	**876**	319
	Other currencies	**2,011**	1,757
		136,066	133,373

ACCA monitors its exposure by way of regular reports from each of the investment managers, who have discretionary management of the funds they hold within the investment portfolio.

Fair value hierarchy

ACCA classifies financial instruments measured at fair value in financial assets according to the following hierarchy:

Level	Fair value input description	Financial instruments
Level 1	Quoted prices from active markets	Quoted equity instruments
Level 2	Valuations are provided by the third party fund managers. Inputs other than quoted prices in level 1 that are observable either directly (i.e. as prices) or indirectly (i.e. derived from prices) with fair values determined using valuation techniques based on these observable market inputs such as the use of observable forward curves.	Unquoted equity instruments included in financial assets
Level 3	Inputs that are not based on observable market data	Unquoted equity instruments included in financial assets

ACCA's financial assets are classified by the fair value hierarchy as follows:

	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
At 31 March 2025				
Quoted equity	67	–	–	67
Observable inputs	48,468	79,556	–	128,024
Unobservable inputs	–	–	5,282	5,282
Total	48,535	79,556	5,282	133,373
At 31 March 2026				
Quoted equity	**85**	**–**	**–**	**85**
Observable inputs	**44,346**	**83,574**	**–**	**127,920**
Unobservable inputs	–	**–**	**8,061**	**8,061**
Total	**44,431**	**83,574**	**8,061**	**136,066**

The investment managers have provided information as to which classifications each of the investment funds fall into. Council has reviewed and assessed those views of the classifications and judged that the disclosures are applicable. Council has relied on the investment managers' expertise as being well-respected investment fund managers to be able to provide that view of the classification of these investments.

Financial assets classified within level 3 have unobservable inputs as they trade infrequently. They relate to investments in two property debt funds managed by BentallGreenOak and the infrastructure fund managed by Brookfield. Valuations are provided quarterly by the fund manager which are based on the underlying loan terms existing at the reporting date agreed by the fund manager and the investors. They are valued at net asset value as per the financial statements of the funds. A sensitivity analysis for level 3 positions has not been presented as it has been deemed that the impact of reasonable changes in inputs would not be significant.

Commitments

As part of its investment strategy ACCA has invested in two property debt funds managed by BentallGreenOak and an infrastructure fund managed by Brookfield. Investments are made on a piecemeal basis and the total commitment to the BentallGreenOak funds and the Brookfield fund over the period of investment is £18m and £12m respectively. At the statement of financial position date ACCA had a potential commitment to invest up to a further £5.4m (2025: £6.3m) in the property debt funds and £9.4m (£nil) in the infrastructure fund.

Notes to the financial statements for the year ended 31 March 2026

		31 Mar 2026 £'000	31 Mar 2025 £'000
17	**Trade and other receivables**		
	Trade receivables	**23,989**	25,274
	Expected credit loss allowance	**(2,466)**	(1,983)
	Trade receivables - net	**21,523**	23,291
	Accrued revenue	**2,354**	1,715
	Prepayments	**10,950**	9,977
	Taxation recoverable	**697**	963
	Other receivables	**1,081**	2,166
		36,605	38,112

Trade receivables are stated net of an adjustment of £19.4m (2025: £17.7m) to reflect the historical experience of non-renewal of memberships or rejections of exemptions awarded. This adjustment is debited directly to revenue in alignment with the key judgement detailed in note 2 (c) ii) and is not considered as part of the credit risk element of the expected credit losses disclosed below. The opening balance at 1 April 2024 was £20.8m. During the year an amount of £0.6m, related to this adjustment, which had been underprovided at the previous year end (2025: £0.6m overprovided) was recognised through the consolidated income statement. Accrued revenue comprises on-demand exam tokens utilised by partners, monitoring visits performed and royalties due as at 31 March 2026 that have yet to be billed. The opening balance of accrued revenue as at 1 April 2024 was £1.8m.

The carrying amount of trade and other receivables approximates to their fair value, which has been calculated based on expectations of debt recovery from historic trends feeding into expected credit loss calculations. The majority of trade receivables relates to members' and future members' debt which are individually small in value.

ACCA applies the IFRS 9 simplified approach, as per note 2 (c) iii) to measuring expected credit losses using a lifetime expected credit loss for trade receivables. To measure expected credit losses on a collective basis, trade receivables are grouped based on customer segment, geography, and product type. Loss rates are based on ACCA's historic credit loss experience over the previous period and are then adjusted for current and forward-looking factors affecting ACCA's customers.

As at 31 March 2026, trade receivables of £20.7m (2025: £20.2m) were past due but not impaired. The aging analysis of these trade receivables is as follows:

	31 Mar 2026 £'000	31 Mar 2025 £'000
1-30 days	**2,975**	2,697
31-60 days	**2,746**	2,523
61-90 days	**12,851**	13,024
91-120 days	**820**	893
Over 120 days	**1,332**	1,086
	20,724	20,223

The movement on the expected credit losses of trade receivables is as follows:

	31 Mar 2026 £'000	31 Mar 2025 £'000
At 1 April	**1,983**	3,317
Receivables impaired during the year	**4,060**	2,939
Receivables written off during the year as uncollectible	**(2,437)**	(1,298)
Amounts recovered which were previously provided for	**(1,140)**	(2,975)
At 31 March	**2,466**	1,983

18	**Derivative financial instruments**	**31 Mar 2026**		31 Mar 2025	
		Assets £'000	**Liabilities £'000**	Assets £'000	Liabilities £'000
	Forward foreign exchange contracts	**668**	**(41)**	19	(1,799)
		668	**(41)**	19	(1,799)

The contracts entered into by ACCA are principally denominated in the geographic areas in which ACCA operates. The fair value of these contracts is recorded in the statement of financial position and is determined by mark-to-market valuations and have been valued by the providers of the contracts. The valuation methods used are consistent with the principles in IFRS 13: Fair Value Measurement and use significant unobservable inputs, such that the fair value measurement of the contracts has been classified as Level 3 in the fair value hierarchy. No contracts are designated as hedging instruments, as defined in IFRS 9, and consequently all changes in fair value are taken to the consolidated income statement.

The amount recognised in the consolidated income statement that arises from the forward foreign exchange contracts amounted to a gain of £0.6m (31 March 2025: loss of £1.8m).

Forward foreign exchange contracts

The notional principal amounts of the outstanding forward foreign exchange contracts at 31 March 2026 was £30.0m (31 March 2025: £33.1m).

Notes to the financial statements for the year ended 31 March 2026

		31 Mar 2026 £'000	31 Mar 2025 £'000
19	**Cash and cash equivalents**		
	Cash at bank and in hand	**23,935**	22,923
	Short-term bank deposits	**24,019**	24,427
		47,954	47,350

Cash and cash equivalents comprise cash on hand, demand and short-term deposits, as appropriate, with banks and similar institutions which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

The effective interest rate on short-term bank deposits was 3.49% (2025: 4.18%) and these deposits have an average maturity of 18 days (2025: 25 days).

20 **Leases**

The statement of financial position shows the following amounts relating to leases:

	31 Mar 2026 £'000	31 Mar 2025 £'000
Right-of-use assets		
Property	**7,511**	6,662
Lease liabilities		
Current	**2,300**	2,836
Non-current	**6,355**	4,729
	8,655	7,565

The movement in the lease liabilities during the years was as follows:

	31 Mar 2026 £'000	31 Mar 2025 £'000
At 1 April	**7,565**	11,541
Addition of new leases	**3,715**	1,197
Disposals	**(719)**	(1,469)
Lease repayments	**(2,255)**	(4,003)
Interest costs	**349**	299
At 31 March	**8,655**	7,565

The consolidated income statement shows the following amounts relating to leases:

	31 Mar 2026 £'000	31 Mar 2025 £'000
Depreciation charge of right-of-use assets		
Property	**2,827**	3,419
Interest expense (included in finance cost)	**349**	299

ACCA has leases for all its offices and some IT equipment. With the exception of short-term leases and leases of low-value underlying assets, each lease is reflected on the statement of financial position as a right-of-use asset and a lease liability. Variable lease payments which do not depend on an index or a rate are excluded from the initial measurement of the lease liability and asset.
ACCA classifies its right-of-use assets in a consistent manner to its property, plant and equipment (see note 14).

Each lease generally imposes a restriction that, unless there is a contractual right for ACCA and its subsidiary companies to sublet the asset to another party, the right-of-use asset can only be used by ACCA and its subsidiary companies. Leases are either non-cancellable or may only be cancelled by incurring a termination fee. Some leases contain an option to extend the lease for a further term. ACCA and its subsidiary companies are prohibited from selling or pledging the underlying leased assets as security. For all office leases, ACCA and its subsidiary companies must keep those properties in a good state of repair and return the properties to their original condition at the end of the lease. Further, ACCA must insure items of property, plant and equipment and incur maintenance fees on such items in accordance with the lease contracts.

The lease liabilities are secured by the related underlying assets. Future minimum lease payments at 31 March 2026 were as follows:

	Minimum lease payments due						
	Within 1 year £'000	**1-2 years £'000**	**2-3 years £'000**	**3-4 years £'000**	**4-5 years £'000**	**After 5 years £'000**	**Total £'000**
31 March 2026							
Lease payments	**2,615**	**2,466**	**1,885**	**1,611**	**865**	**–**	**9,442**
Finance charges	**(315)**	**(250)**	**(132)**	**(70)**	**(20)**	**–**	**(787)**
Net present values	**2,300**	**2,216**	**1,753**	**1,541**	**845**	**–**	**8,655**
31 March 2025							
Lease payments	3,015	1,411	1,289	1,060	967	252	7,994
Finance charges	(179)	(109)	(71)	(40)	(15)	(15)	(429)
Net present values	2,836	1,302	1,218	1,020	952	237	7,565

During the year ACCA disposed of the lease for the 2nd floor at 110 Queen Street in Glasgow. Following negotiations with the landlord and a third party, the lease was taken over by the third party and ACCA paid a settlement of £113k to the landlord. On termination of the lease there was a gain on disposal of the lease asset of £554k in addition to the settlement payment, both of were included within operating expenditure, resulting in a net gain of £441k.

Notes to the financial statements for the year ended 31 March 2026

20 Leases (continued)

The table below describes the nature of ACCA's leasing activities by type of right-of-use asset recognised on the statement of financial position:

Right-of-use asset	Leasehold Improvements
Number of right-of-use assets leased	32
Range of remaining term	1 month to 5 years 2 months
Average remaining lease	1 year 2 months
Number of leases with extension options	nil
Number of leases with options to purchase	nil
Number of leases with variable payments linked to an index	14
Number of leases with termination options	32

ACCA have lease contracts that include extension and termination options. These options are negotiated by ACCA to provide flexibility in managing the leased asset and align with ACCA's business needs.

There are no undiscounted potential future rental payments relating to periods following the exercise date of extension and termination options that are not included in the lease term.

Lease payments not recognised as a liability

ACCA has elected not to recognise a lease liability for short-term leases (leases with an expected term of 12 months or less) or for leases of low value assets. Payments made under such leases are expensed on a straight-line basis.

The expense relating to payments not included in the measurement of the lease liability is as follows:

	31 Mar 2026 £'000	31 Mar 2025 £'000
Short-term leases	**705**	577
	705	577

At 31 March 2026 ACCA was committed to short-term leases and the total commitment at that date was £705k (31 March 2025: £577k).

At 31 March 2026 ACCA had three (31 March 2025: five) commitments to leases which had not yet commenced and therefore there were future cash outflows to disclose for leases that had not yet commenced of £66k (31 March 2025: £652k).

Total cash outflow for leases for the year ended 31 March 2026 was £2.3m (2025: £4.0m).

21 Deferred tax

	31 Mar 2026 £'000	31 Mar 2025 £'000
Deferred tax liabilities		
As at 1 April 2025 and 31 March 2026	**–**	–

Deferred tax liabilities are calculated in full on temporary differences using a principal tax rate of 25% (2025: 25%). There were no deferred tax assets or liabilities recognised by ACCA during the year.

ACCA has a longstanding commitment to strategic investment to support our members and future members and maintain our position within the profession. The nature of this multi-year investment has resulted in an unrecognised deferred tax asset of £16.3 million, (calculated at a future tax rate of 25%), made up of allowable tax losses suffered since the year ended 31 March 2018 and other timing differences in relation to fixed asset expenditure which ACCA has not historically recognised, and continues to not recognise as it does not anticipate, with sufficient certainty, a taxable surplus arising in the foreseeable future.

22 Retirement benefit obligations

a General information

The financial statements include the financial impact of the UK defined benefit pension scheme which closed to future accrual on 31 July 2013. The Irish defined benefit pension scheme was wound up in the year ended 31 March 2025. Both schemes provided benefits based on final pensionable pay and on a career average revalued earnings (CARE) basis. ACCA operates defined contribution plans which are currently administered by Aegon in the UK and Irish Life in Ireland. Contributions are invested with Aegon in the UK and with Irish Life in Ireland.

The closed UK defined benefit Scheme is subject to the Statutory Funding Objective (SFO) under the Pensions Act 2004. A valuation of the Scheme is carried out at least once every three years to determine whether the SFO is met. As part of the process ACCA must agree with the trustees of the Scheme the contributions to be paid to address any shortfall against the SFO. The SFO does not currently impact on the recognition of the Scheme on these accounts.

The most recent triennial valuation of the UK Scheme was at 31 December 2024. This 31 December 2024 valuation has been updated by the scheme actuary for IAS 19 purposes as at 31 March 2026. The triennial valuation was based on the following principal financial assumptions:

Rate of investment return:	past service – nominal gilt yield curve + 0.5% future service – nominal gilt yield curve + 0.5%
Retail price index	Bank of England implied inflation yield curve.
Consumer price index	RPI inflation with 0.8% deduction before 2030 and nil thereafter
Rate of salary growth	not applicable as scheme closed to future accrual

Notes to the financial statements for the year ended 31 March 2026

22 Retirement benefit obligations (continued)

a General information (continued)

The actuarial valuation of the UK Scheme showed that, at 31 December 2024, the market value of Scheme assets was £89.0m and the value of pension benefits earned was £100.0m. The funding level against technical provisions was therefore 89%. As part of the actuarial valuation ACCA and the trustees agreed to move to a Low Dependency Funding Basis calculation for the calculations of the Technical Provisions as required by the Pensions Regulator's Code of Practice.

	31 Mar 2026 £'000	31 Mar 2025 £'000
The principal financial assumptions used for the purposes of the figures in these financial statements were as follows:		
Discount rate for UK Scheme	**6.2%**	5.8%
RPI – Future pension increases (UK Scheme) subject to LPI	**3.3%**	2.9%
CPI (UK Scheme)	**2.9%**	2.3%

The mortality assumptions for the current year-end for the UK Scheme follows the table known as S4PXA, using 95% of the base table with mortality improvements in line with the 2025 version of the CMI model, with a long-term rate of improvement of 1% per annum (2025: 1% per annum). At the previous year-end mortality assumptions followed the S3PXA table using 101% of the base table with mortality improvements in line with the 2023 version of the CMI model.

Assuming retirement at 65, the life expectancies in years of the members of the UK Scheme are as follows:

For a male aged 65 now	**22.0**	21.6
At 65 for a male aged 45 now	**22.9**	22.6
For a female aged 65 now	**24.2**	24.2
At 65 for a female aged 45 now	**25.4**	25.3

In accordance with IFRIC14, the UK Rules and funding arrangements were reviewed and ACCA considers that the trustees have no rights to unilaterally wind up, or otherwise augment the benefits due to members of the UK Scheme.

b Pension costs

	31 Mar 2026 £'000	31 Mar 2025 £'000
The total pension charge is made up as follows:		
Pension costs under the UK and Irish Schemes	**28**	1,002
Payments to defined contribution schemes for certain employees outside the UK and Ireland	**847**	689
Payments to defined contribution schemes for certain employees in the UK and Ireland	**8,467**	7,404
Payments for the Pensions Protection Fund levies	**–**	8
Pension costs	**9,342**	9,103
Actuarial losses/(gains) recognised in the statement of other comprehensive income for the year	**4,079**	(1,799)

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

The amounts recognised in total comprehensive income for the Schemes are as follows:

	31 Mar 2026 £'000	31 Mar 2025 £'000
Net interest	**28**	197
Settlement cost	**–**	805
Net pension costs under the Schemes	**28**	1,002

c Contributions and the effect of the Schemes on the future cashflows

ACCA is required to agree a schedule of contributions with the trustees of the UK Scheme following an actuarial valuation which takes place every three years. In accordance with actuarial advice and with the agreement of ACCA and the UK Scheme's trustees, a recovery plan was put in place with effect from January 2026 to which ACCA will contribute annual deficit recovery contributions of £3.165m in respect of the UK scheme increasing by 3% p.a. for a period of 2 years and 10 months, subject to review at future actuarial valuations. ACCA expects to contribute on average 9% of pensionable salary in the coming year in respect of members of other overseas schemes.

d Movement in the net liability recognised in the statement of financial position

At 1 April	**1,975**	5,592
Net pension costs	**28**	1,002
Contributions paid	**(3,035)**	(2,820)
Recognition of actuarial losses/(gains)	**4,079**	(1,799)
At 31 March	**3,047**	1,975

e Pension benefits

Amounts recognised in the statement of financial position to reflect funded status		
Present value of funded obligations	**92,438**	89,564
Fair value of plan assets	**(89,391)**	(87,589)
Net liability in the statement of financial position at 31 March	**3,047**	1,975

Notes to the financial statements for the year ended 31 March 2026

22 Retirement benefit obligations (continued)

f Change in benefit obligation

	31 Mar 2026 £'000	31 Mar 2025 £'000
Present value of benefit obligation at 1 April	**89,564**	105,997
Interest on obligation	**5,092**	4,850
Benefits paid	**(3,604)**	(3,223)
Settlements paid	**–**	(2,826)
Gain from change in demographic assumptions	**(238)**	(143)
Gain from change in financial assumptions	**(1,354)**	(14,574)
Loss/(gain) from experience	**2,978**	(435)
Exchange difference	**–**	(82)
Present value of benefit obligation at 31 March	**92,438**	89,564

Amounts recognised in the statement of financial position for pensions are predominantly non-current and are reported as non-current liabilities and/or non-current assets as applicable.

g The defined benefit obligation is split as follows

	31 Mar 2026 £'000	31 Mar 2025 £'000
Deferred pensioners	**58,702**	65,226
Pensioners	**33,721**	24,196
Former members due benefits as a result of a rules review	**15**	142
Present value of benefit obligation at 31 March	**92,438**	89,564

h Change in plan assets

	31 Mar 2026 £'000	31 Mar 2025 £'000
Fair value of plan assets at 1 April	**87,589**	100,405
Interest income	**5,064**	4,653
Actual return on assets less interest	**(2,693)**	(13,353)
Actual return on plan assets	**2,371**	(8,700)
Contributions - employer	**3,035**	2,820
Benefits paid	**(3,604)**	(3,223)
Settlements paid	**–**	(3,631)
Exchange difference	**–**	(82)
Fair value of plan assets at 31 March	**89,391**	87,589

i Plan assets

The major categories of plan assets are as follows:

	Fair Value Hierarchy	**31 Mar 2026 £'000**	**31 Mar 2026 %**	31 Mar 2025 £'000	31 Mar 2025 %
UK equities		**233**	**0.3**	220	0.3
North American equities		**4,482**	**5.0**	4,062	4.6
European equities		**587**	**0.7**	558	0.6
Japanese equities		**399**	**0.4**	361	0.4
Asia Pacific equities		**243**	**0.3**	144	0.2
Emerging markets equities		**991**	**1.1**	936	1.1
Total equities	Level 2	**6,935**	**7.8**	6,281	7.2
LDIs	Level 2	**49,542**	**55.4**	56,150	64.1
Multi Asset Credit Funds	Level 2	**23,527**	**26.3**	17,905	20.4
Property	Level 3	**5,908**	**6.6**	6,000	6.9
Liquidity funds	Level 2	**2,300**	**2.6**	528	0.6
Cash	Level 1	**1,179**	**1.3**	725	0.8
		89,391	**100.0**	87,589	100.0

Assets are invested in a range of funds operated by Legal & General, CBRE, CVC Credit Partners and M&G for the UK Scheme. The trustees believe that investing in a range of funds and investment managers offers the best combination of growth opportunity and risk management. Investments are diversified such that the failure of any single investment would not have a material impact on the overall level of assets. The trustees have implemented an investment strategy to further diversify and de-risk the scheme. This includes investing in LDIs (Liability Driven Investments) which is a strategy based on the cash flows to fund future liabilities and Multi Asset Credit Funds which can enable trustees to take advantage of credit market opportunities when they arise using a complete array of credit types in a low governance and cost-effective manner.

j Sensitivity of overall pension liabilities

	31 Mar 2026 £'000	31 Mar 2025 £'000
Increase in liability through 0.25% reduction in discount rate	**3,235**	2,687
Increase in liability through 0.25% increase in inflation assumption	**1,756**	1,791
Increase in liability through increase in life expectancy by 1 year	**2,496**	1,791

The sensitivities are based on the present value of funded obligations.

Notes to the financial statements for the year ended 31 March 2026

22 Retirement benefit obligations (continued)

k Defined benefit obligation trends

	Mar 2026 £'000	Mar 2025 £'000	Mar 2024 £'000	Mar 2023 £'000	Mar 2022 £'000
Scheme assets	**89,391**	87,589	100,405	104,802	149,413
Scheme liabilities	**(92,438)**	(89,564)	(105,997)	(105,673)	(148,895)
Scheme (deficit)/surplus	**(3,047)**	(1,975)	(5,592)	(871)	518

l Other information

ACCA and the Scheme trustees are aware of the 2023 ruling in the court case of *Virgin Media Limited v NTL Pension Trustees II Limited and Others* and the subsequent appeal ruling which was published in July 2024. The original ruling in 2023 confirmed that certain rules of a contracted-out scheme cannot be altered without the statutory actuarial confirmation having been obtained and that non-compliant alterations are void. The appeal was dismissed and there is a risk that ACCA's UK Scheme may be impacted as it is a contracted-out scheme.

Both ACCA and the trustees took separate legal advice which advised that there was significant uncertainty as to whether the judgments would result in additional liabilities for UK pension schemes and it was possible that the Department of Work & Pensions could introduce legislation to allow changes to be certified retrospectively. On 5 June 2025, the UK Government announced that it would legislate to allow retrospective actuarial certification for historic benefit changes and subsequent to the reporting date, the UK Government confirmed its intention, through the Pension Schemes Act 2026, to permit retrospective actuarial certification in respect of historic amendments. This is intended to remove the uncertainty arising from the Virgin Media judgments. Based on this development and advice received, ACCA considers that there is no material impact on the scheme's liabilities and no adjustment has been recognised. This matter is therefore treated as a non-adjusting subsequent event.

23 Trade and other payables

	31 Mar 2026 £'000	31 Mar 2025 £'000
Trade and other creditors	**20,108**	23,511
Social security and other taxes	**5,361**	6,237
Accrued expenses	**23,033**	19,078
	48,502	48,826

At the year end, all of ACCA's trade and other payables have contractual maturities of within one month.

24 Deferred revenue

	31 Mar 2026 £'000	31 Mar 2025 £'000
Deferred revenue	**111,683**	102,835

Deferred revenue comprises fees and subscriptions from members and future members accounted for in advance, exam fees paid in advance by future members and monitoring contract revenue paid in advance. The opening balance at 1 April 2024 was £98.2m.

Revenue recognised in the financial statements in the year includes £102.8m (2025: £98.2m) included within the deferred revenue balance at the beginning of the reporting period.

The increase in deferred revenue from the previous year relates mainly to volume and price increases across all categories.

25 Provisions

	31 Mar 2025 £'000	Utilised in year £'000	Released in year £'000	Provided in year £'000	Exchange difference £'000	**31 Mar 2026 £'000**
Legal costs and claims	1,284	(222)	(213)	43	–	**892**
Employment service	1,130	(78)	(160)	173	(30)	**1,035**
Tax	1,559	(557)	(724)	783	–	**1,061**
Restructuring	239	(100)	(83)	–	–	**56**
Dilapidations	3,063	(321)	(1,016)	250	52	**2,028**
Other	–	–	–	316	–	**316**
Total	7,275	(1,278)	(2,196)	1,565	22	**5,388**

The legal costs and claims provision is management's best estimate of ACCA's liability relating to the costs associated with two ongoing Financial Reporting Council (FRC) investigations and to a provision relating to employees. It also includes an estimate for a legal claim which is commercially sensitive at this time.

The employment service provision is management's best estimate of the potential long service leave due and end-of-service pay-outs required if and when employees leave certain international offices.

The tax provision relates to potential liabilities for transfer pricing, GST and VAT in various jurisdictions throughout the world. As more and more jurisdictions review their tax laws, ACCA continues to manage the settlement of any liabilities with assistance from in-country third-party tax advisors.

The restructuring provision is management's best estimate of ACCA's liability relating to the costs associated with the roles which are at risk or made redundant.

The dilapidations provision represents management's best estimate of the costs to restore ACCA's leased buildings to their previously unfurnished states. The majority of the provision relates to the UK, Ireland and China offices.

The other provision relates to estimated costs of IT licences for historic use which have come to light in negotiations to discontinue the relevant services.

Notes to the financial statements for the year ended 31 March 2026

26 Reserves

	Currency reserve £'000	Accumulated fund £'000	Total funds £'000
Balance at 31 March 2024	(79)	55,115	55,036
Total comprehensive (loss)/income for year	(135)	5,409	5,274
Balance at 31 March 2025	(214)	60,524	60,310
Total comprehensive loss for year	(216)	(4,439)	(4,655)
Balance at 31 March 2026	**(430)**	**56,085**	**55,655**

The accumulated fund represents the cumulative surplus and deficit recognised in the statement of comprehensive income.

The currency reserve represents the exchange differences arising on the translation of the assets and liabilities of the non-UK subsidiary undertakings and the non-UK branches.

27 Related party transactions

Balances between ACCA and its subsidiaries have been eliminated on consolidation and are not included in this note. Transactions between ACCA and other related parties are disclosed below.

Relationships

Council members as office holders

Melanie Proffitt (president)
Datuk Zaiton Mohd Hassan (deputy president)
Cristina Gutu (vice president)

The office holders receive a honorarium for each year they serve as an officer. In accordance with the Council travel and expenses policy, all Council members are reimbursed for any expenses which they directly incur on behalf of ACCA as part of their role as a Council member.

See **governance and leadership**

Key management personnel (in post during the year ended 31 March 2026)

Helen Brand (chief executive), Alan Hatfield, Julie Hotchkiss, Raymond Jack, Maggie McGhee and Lucia Real-Martin

Defined benefit pension schemes

The UK defined benefit pension scheme is a related party. ACCA's transactions with the defined benefit pension scheme relate to contributions paid to the Scheme (see note 22).

	31 Mar 2026 £'000	31 Mar 2025 £'000
Related party transactions		
Honorarium to the office holders	**13**	13
Reimbursement of expenses directly incurred by Council members	**117**	133
Key management personnel are remunerated as shown below.		
Salaries and other short-term employee benefits	**2,515**	2,404
Post-employment benefits	**104**	100
	2,619	2,504

The post-employment benefits are the pension contributions payable for those Executive Board members who are members of the defined contribution pension scheme. At the year-end three (2025: three) members of the Executive Board receive an allowance in lieu of pension contributions. The value of those allowances is included in 'Salaries and other short-term employee benefits'.

	Owed	Owed
Related party balances		
Bonuses payable to key management personnel	**470**	447

28 Principal undertakings

The Association of Chartered Certified Accountants is the principal undertaking and is incorporated by Royal Charter. It is registered in England & Wales and is limited by guarantee. It is a global professional accountancy body.

Subsidiary undertakings

The principal subsidiary undertakings, all 100% owned, which are included in the consolidated financial statements, are as follows:

	Country of registration	Beneficial holding	Nature of business
Certified Accountants Investment Company Limited	England & Wales	Ordinary shares	Investment company
The Certified Accountants Educational Trust (CAET)	England & Wales	Charitable trust	Educational charity
Certified Accountants Educational Projects Limited	England & Wales	Ordinary shares	Provider of educational supplies and services
Certified Accountant (Publications) Limited	England & Wales	Ordinary shares	Publisher of Accounting & Business

Notes to the financial statements for the year ended 31 March 2026

28 Principal undertakings (continued)

Subsidiary undertakings (continued)

	Country of registration	Beneficial holding	Nature of business
Seacron Limited	England & Wales	Ordinary shares	Vehicle for ACCA's operations in China
Strategic Educational Professionals Pte Ltd	India	Ordinary shares	Vehicle for ACCA's operations in India
ACCA Malaysia Sdn. Bhd.	Malaysia	Ordinary shares	Vehicle for ACCA's operations in Malaysia
ACCA Mauritius	Mauritius	Limited by guarantee	Vehicle for ACCA's operations in Mauritius
ACCA Pakistan	Pakistan	Limited by guarantee	Vehicle for ACCA's operations in Pakistan
ACCA Singapore Pte Ltd.	Singapore	Ordinary shares	Vehicle for ACCA's operations in Singapore
ACCA South Africa	South Africa	Limited by guarantee	Vehicle for ACCA's operations in South Africa
Seacron Educational Nigeria Ltd	Nigeria	Ordinary shares	Vehicle for ACCA's operations in Nigeria
ACCA (Shanghai) Consulting Co. Ltd	China	Paid-in capital	Vehicle for ACCA's operations in China
ACCA Canada	Canada	Limited by guarantee	Vehicle for ACCA's operations in Canada
ACCA Romania	Romania	Limited by guarantee	Vehicle for ACCA's operations in Romania
ACCA Malawi Ltd	Malawi	Limited by guarantee	Vehicle for ACCA's operations in Malawi
ACCA Australia and New Zealand Ltd	Australia	Limited by guarantee	Vehicle for ACCA's operations in Australia

	Country of registration	Beneficial holding	Nature of business
ACCA Russia Ltd	England & Wales	Ordinary shares	Vehicle for ACCA's operations in Russia
ACCA Ventures Ltd	England & Wales	Ordinary shares	Vehicle for providing online courses
ACCA Tanzania	Tanzania	Limited by guarantee	Vehicle for ACCA's operations in Tanzania
ACCA Turkey	Turkey	Ordinary shares	Vehicle for ACCA's operations in Turkey
ACCA Botswana	Botswana	Limited by guarantee	Vehicle for ACCA's operations in Botswana
ACCA Kenya	Kenya	Limited by guarantee	Vehicle for ACCA's operations in Kenya
ACCA Global Ltd	England & Wales	Ordinary shares	Vehicle for ACCA's operations in Nepal, Poland & Kazakhstan
ACCA Ghana	Ghana	Limited by guarantee	Vehicle for ACCA's operations in Ghana
ACCA Zambia	Zambia	Limited by guarantee	Vehicle for ACCA's operations in Zambia
Certified Accountants Educational Trustees Ltd	England & Wales	Ordinary shares	Corporate trustee for CAET
Certified Nominees Ltd	England & Wales	Ordinary shares	Corporate director for ACCA companies
ACCA Global Vietnam Company Limited	Vietnam	Ordinary shares	Vehicle for ACCA's operations in Vietnam

It should be noted that the directors of the UK subsidiaries Certified Accountants Educational Trustees Ltd and Certified Nominees Ltd, have chosen not to have those subsidiary financial statements audited as they are eligible for audit exemptions under s477 or s480 of the UK Companies Act 2006 relating to small or dormant companies respectively.

Notes to the financial statements for the year ended 31 March 2026

28 Principal undertakings (continued)

Subsidiary undertakings (continued)

Other undertakings

ACCA holds a 20.2% holding in The Consultative Committee of Accountancy Bodies Limited (a company registered in England and Wales) at a cost of £202, held in furtherance of its professional objectives.

29 Contingent liabilities

Overseas taxation

ACCA continues to monitor the tax legislation of overseas markets where remote selling may result in a tax exposure. ACCA is subject to various digital services taxes (DSTs) and similar taxes in multiple jurisdictions. These taxes are complex and evolving, and there is uncertainty regarding their application and enforcement. ACCA will provide for a tax exposure where management assessment supported by specialist tax advice confirms a liability has arisen. However, the ultimate resolution of matters such as these may result in liabilities that are materially different from the amounts recorded within the financial statements.

On 29 June 2025 ACCA received a Show Cause Notice of 478.6m INR (£4.1m*), excluding penalties and interest, from the Indian tax authorities relating to GST on revenue from ACCA's products sold in India. After taking professional advice ACCA believes it is compliant with current tax legislation and on 15 September 2025 ACCA presented a writ petition before the Karnataka High Court challenging the Show Cause Notice on three primary grounds. The writ petition was accepted by the Court which has issued notice to respond to Revenue Counsel. The Court also granted a stay from further proceedings in the impugned Show Cause Notice pending resolution before the High Court. Despite an initial court deadline of 4 weeks, Revenue Counsel has yet to file their counter arguments against the Writ Petition. Our legal advisors have noted that a prolonged delay in filing is customary when dealing with Revenue Counsel.

* converted at the rate on 29 June 2025 of 117.5 INR to £1

30 Cash flow statement

a Cash generated from operations

	31 Mar 2026 £'000	31 Mar 2025 £'000
Surplus before tax	**140**	4,608
Adjustments for:		
Depreciation on property, plant and equipment	**4,239**	4,849
Amortisation of intangible assets	**412**	362
Loss on disposal of property, plant and equipment	**982**	1,356
(Gain)/loss on lease settlement	**(441)**	923
Lease modifications	**554**	–
Realised gains on sale of investments	**(1,288)**	(1,883)
Unrealised gains on investments	**(2,339)**	(2,082)
Interest received	**(2,325)**	(1,471)
Dividends received	**(728)**	(2,522)
Pension costs – net interest payable	**28**	1,002
Interest paid	**17**	48
Interest expense on lease liabilities	**351**	299
Pension contributions paid	**(3,035)**	(2,820)
Other movements in lease liabilities (including remeasurements, foreign exchange and timing differences)	**(719)**	(1,469)
Provisions	**(1,909)**	(263)
Changes in working capital (excluding the effects of exchange differences)		
Derivative financial instruments	**(2,407)**	1,604
Trade and other receivables	**1,241**	(4,639)
Trade and other payables	**(324)**	3,995
Deferred revenue	**8,848**	4,683
Cash generated from operations	**1,297**	6,580

b Disposal of property, plant and equipment

In the statement of cash flows, proceeds from sale of property, plant and equipment comprise:

	31 Mar 2026 £'000	31 Mar 2025 £'000
Net book amount	**984**	2,191
Loss on disposal of property, plant and equipment	**(982)**	(1,356)
Lease modifications	**(554)**	–
Gain/(loss) on lease settlement	**441**	(923)
Cash flows from disposal of property, plant and equipment	**(111)**	(88)
Lease disposal settlement	**(113)**	(96)
Proceeds from disposal of property, plant & equipment	**2**	8
	(111)	(88)

Notes to the financial statements for the year ended 31 March 2026

30 Cash flow statement (continued)
c Property, plant and equipment

In the statement of cash flows, purchase of property, plant and equipment comprise:

	31 Mar 2026 £'000	31 Mar 2025 £'000
Additions (note 14)	**(5,392)**	(2,348)
Addition of new leases (note 20)	**3,715**	1,197
Cash flows from purchase of property, plant and equipment	**(1,677)**	(1,151)

Report from the Audit Committee
for the year ended 31 March 2026

Role of the Committee
The Audit Committee reports to Council Board and its activities are guided by terms of reference approved by Council.

The Committee provides oversight of the financial information published by ACCA, ensuring that appropriate internal controls and processes are in place to safeguard the integrity of that information. The Committee also oversees the relationship with the external auditor, ensuring that appropriate processes are in place for the appointment and remuneration of the auditor and that the auditor's independence is not compromised. The Committee is also responsible for reviewing the effectiveness of ACCA's risk management processes and processes for ensuring compliance with governance arrangements across its operations globally.

The Chair of the Committee provides an annual report to Council and reports to Council Board following each meeting on the Committee's activities, both carried out and planned.

Details of the terms of reference for the Audit Committee are available on request from ACCA.

Committee membership
Victoria Ajayi chairs the Audit Committee. She is a fellow of ACCA and has been a member of Council since 2021. Victoria is the CEO for TVC Communications in Lagos, Nigeria. She is a seasoned executive with over 15 years of experience in treasury, management and financial accounting, project finance and financial planning and investment. Council therefore considers that she has had recent relevant financial experience. The remaining Committee members, noted below, are all fellows of ACCA and also have extensive business experience.

The Audit Committee met three times during the year. The members of the Audit Committee during the year and their attendance at meetings are included in the Governance and leadership section of this report.

See **governance and leadership**

Appointments to the Committee are made by the Nominating and Governance Committee and are for a one-year term. The Chair of the Committee may serve for a maximum of three years. Meetings are scheduled to ensure that matters in Council's annual work plan which relate to Audit Committee responsibilities are considered on a timely basis.

Both the external auditor and the head of internal audit have direct access to the Chair and are entitled to attend Committee meetings.

In making appointments to the Audit Committee, Nominating and Governance Committee considers the following specific skills criteria:

- experience in the operations of a large and complex organisation
- extensive knowledge and experience of ACCA's strategies and activities
- knowledge and experience of risk management and internal control processes
- suitably inquisitive nature to ensure that matters before the Committee are subject to appropriate and robust scrutiny
- recent experience/knowledge of current financial reporting/auditing standards
- awareness of good corporate governance practices
- experience of working with an Audit Committee.

Report from the Audit Commitee for the year ended 31 March 2026

Significant issues related to the financial statements

The Committee considered the following matters, which it considers to be significant, in its review of the financial statements. In arriving at its view of these matters, the Committee made appropriate challenges of management to receive the required assurances.

- Revenue recognition, including the completeness, existence and accuracy of revenue recognised in the year – ACCA's main revenue is derived from subscriptions and examination revenue. A key risk is that recognition of those revenue streams is incorrect due to timing differences in the key business processing dates and the financial year-end and the Committee has challenged management that proper processes are in place to ensure that revenue is recognised in the correct period. The Committee has also placed reliance on the historic accuracy of revenue cut-off and an adjustment to revenue is made each year which reflects the anticipated value of revenue reversed due to the removal of members and future members. Under IFRS 9, ACCA has reviewed its expected credit losses in relation to members and future members being unable to pay and is satisfied that the level of expected credit losses is appropriate. Based on scrutiny by the Committee, it is satisfied that these removals relate mainly to members and future members billed in advance of services being provided. The Committee agrees with management's representation of revenue.
- Valuation and presentation of retirement benefit scheme assets and liabilities – the assumptions used by management for the IAS 19 valuation are derived in consultation with ACCA's external pension consultant. The consultant undertakes appropriate benchmarking to ensure that the assumptions fall within an acceptable range. Accounting disclosures required by IAS 19 are provided by the Scheme Actuary of the UK Staff Pension Scheme using the assumptions agreed by management. Those accounting disclosures are reviewed by the pension consultant for reasonableness. The Committee is satisfied that the reliance of management on the pension consultant and Scheme Actuary results in appropriate accounting for and disclosure of pension matters.
- Going concern – Management has continued to consider ACCA's ability to continue as a going concern and how that impacts the financial statements of ACCA. The Committee challenged management in their accounting and assessment of going concern on the financial statements which includes:
    - Appropriateness of going concern in the preparation of financial statements in accordance with IAS 1 Presentation of Financial Statements.
    - Sensitivities of key performance drivers such as recruitment, retention and exam entries.
    - Potential impact of a significant IT outage on key billing and collection.

Based on the evidence provided and audit scrutiny the Committee is satisfied with the approach adopted by management and that the financial statements can be prepared on the going concern basis.

External Audit

In keeping with good governance practice, ACCA's policy is to conduct a tender for the provision of external audit services every five years. Following a tender process in 2025, Johnston Carmichael LLP were proposed for appointment as auditor for the year ending 31 March 2026 and this has been ratified by Council, in line with bye-law 40. Their appointment was formally approved by members at the 2025 AGM.

Prior to recommending reappointment to Council, the Committee undertakes a detailed performance review of the external auditor. A resolution regarding reappointment is considered at each AGM.

Auditor's independence, effectiveness and objectivity

The Audit Committee monitors non-audit services being provided to ACCA by the external auditor to ensure that any services provided do not impair their independence or objectivity. All non-audit services are required to be pre-approved by the Chair of the Committee if the value is above £10k or 20% of the estimated annual level of the Auditor's fee. Details of the amounts paid to the external auditor and other advisors during the year for the audit of ACCA, its pension schemes, additional services relating to the audit of the corporate key performance indicators and non-audit services are set out in note 12 to the financial statements.

The Audit Committee is responsible to Council for ensuring that the external auditor remains independent of ACCA in all material respects and that they have adequate resources available to them to enable the delivery of an objective audit to the membership.

The external auditor is required to rotate the audit partner responsible for ACCA audits in accordance with Financial Reporting Council (FRC) guidance.

Risk management

Audit Committee, as delegated by Council, has responsibility for reviewing the effectiveness of the internal controls established by management including the risk management process. The Executive Board has responsibility for designing, implementing and maintaining systems consistent with this policy. The Executive Board does this through a process of delegating to ACCA management the responsibility for identifying, assessing and reporting risks, and recording results in a hierarchy of risk registers. Risk registers are regularly reviewed by the Executive Board and, where appropriate, risks are escalated to the overarching Corporate Risk register. The Audit Committee reviews the Corporate Risk register at each meeting.

These procedures are designed to identify and manage those risks that could adversely impact the achievement of ACCA's strategy and objectives. While they do not provide absolute assurance against material misstatements or loss, Council is of the opinion that proper systems of risk management and internal control are in place within ACCA.

Internal Audit

Representatives from ACCA's Internal Audit function are invited to attend each Audit Committee meeting where assurance is provided that internal control activities, which have been subject to audit, are operating effectively.

Internal Audit produces a risk based annual plan which sets out its priorities and audit programme for the year ahead. The key driver of the plan is ACCA's Corporate Risk Register and ACCA's Strategy. The plan is approved by the Committee in advance of each year and reviewed at each Committee meeting during the year to ensure that satisfactory progress is being made both with the plan and with the implementation of any recommendations arising from the reviews undertaken. If any such recommendations are unreasonably, in the opinion of the Audit Committee, rejected or delayed by management, then these would be reported to Council. No such report was necessary in the year ended 31 March 2026.

Report from the Audit Committee for the year ended 31 March 2026

Activity during the year

During the year ended 31 March 2026, Audit Committee has:

- reviewed the annual accounts for the year ended 31 March 2025 and recommended to Council Board that they be approved
- reviewed the structure and content of the annual integrated report
- considered ACCA's strategic risks and underlying risk management procedures
- reviewed the effectiveness of ACCA's internal controls and noted the updates
- reviewed ACCA's fraud/whistleblowing notifications
- received reports from the external auditor
- reviewed the policy on auditors providing non-audit services
- agreed the fees and terms of appointment of the new external auditor and considered audit quality and effectiveness
- approved the audit fees for the year ended 31 March 2026
- received reports from the internal auditor
- received reports from the corporate assurance function, which included Information Security, and monitored progress with the implementation of the recommendations arising from those
- reviewed ACCA's global procurement processes
- reviewed the Committee's own effectiveness and submitted an annual report on its performance to Nominating and Governance Committee
- met with both internal audit and the external auditor without management present

Subsequent to the year-end, the Committee has recommended to Council Board that it recommends to Council, that Council approves the annual accounts for the year ended 31 March 2026. The Committee has also considered that the annual integrated report and financial statements, taken as a whole, are fair, balanced and understandable and provide information necessary for members to assess ACCA's performance, business model and strategy.

Summary

The Committee has fulfilled the responsibilities of its terms of reference throughout the year.

Victoria Ajayi
Chair of the Audit Committee
Date: 2 July 2026

Independent Auditor's Report

To the Council of Association of Chartered Certified Accountants

JOHNSTON CARMICHAEL

Opinion

We have audited the consolidated financial statements of Association of Chartered Certified Accountants ('ACCA') and its subsidiaries ('the group') for the year ended 31 March 2026, which comprise the Consolidated Income Statement, Consolidated Statement of Other Comprehensive Income, Consolidated Statement of Financial Position, Consolidated Statement of Changes in Members' Funds, Consolidated Cash Flow Statement, and notes to the financial statements, including material accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK-adopted international accounting standards.

In our opinion the group financial statements:

- Give a true and fair view of the state of the group's affairs as at 31 March 2026 and of its deficit for the year then ended; and
- Have been properly prepared in accordance with UK-adopted international accounting standards.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our approach to the audit

We planned our audit by first obtaining an understanding of the group and its environment, including the group's systems of internal control, and assessing the risks of material misstatement in the group financial statements.

We tailored the scope of our audit to reflect our risk assessment, taking into account such factors as the business model and activities, the group structure and components, the group's accounting processes and controls, including controls over the consolidation process, and the industry and geography in which the group operates.

We evaluated the significance of the group's components and determined our planned audit responses based on a measure of materiality. We performed a detailed scoping exercise to assess in which components the group risks of material misstatement arise and determined the extent of further audit procedures required for each component. A full scope audit was undertaken for the Association of Chartered Certified Accountants (parent company). Audit procedures over specific account balances and transactions were performed for Certified Accountants Investment Company Limited. All audit procedures were carried out by the group audit team. The audit work performed on these components provided coverage of 97% of total revenue and 97% of total assets.

An internal specialist team was engaged in evaluating the group's internal control environment, including its IT systems and controls, in respect of the group's accounting systems.

The scope of our audit was influenced by our application of materiality. We set certain quantitative thresholds for materiality. These together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and in the evaluation of the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Independent Auditor's Report To the Council of Association of Chartered Certified Accountants

Key audit matters
Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, we do not provide a separate opinion on these matters.

We summarise below the key audit matter in arriving at our audit opinion above, together with how our audit addressed this matter and the results of our audit work in relation to this matter.

Key audit matter	How our audit addressed the key audit matter and our conclusions
Revenue Recognition – Subscriptions and Examination Fees (as per pages 77 to 78 (Accounting Policies) and notes 6 and 7). Revenue from subscriptions and examination fees for the year ended 31 March 2026 contributed £218,100k (2025: £208,062k) of the consolidated total revenue of £262,601k (2025: £250,883k). Revenue recognition relating to these streams is subject to estimation uncertainty and potential management bias and was consequently designated as a key audit matter, being one of the most significant assessed risks of material misstatement due to fraud or error. ACCA records an annual manual adjustment to revenue (the 'strike-off adjustment') to reflect the expected value of revenue reversed following the removal of students and members due to non-payment of subscriptions and/or fees. This adjustment is derived from historical experience across the various geographical regions in which ACCA operates and involves estimating the number of members to be struck off. As a result, the estimate is subject to potential management bias and estimation uncertainty. There is a risk that these significant revenue streams are not recognised in the appropriate accounting period or in accordance with IFRS 15 *Revenue from Contracts with Customers* and IFRS 9 *Financial Instruments*. Relevant disclosures are included in the financial statements at: ▪ Note 2 Critical accounting estimates and judgements (c)(ii) – Revenue recognition; ▪ Note 6 Revenue; and ▪ Note 7 Subscriptions.	Central to our audit response, was obtaining evidence and evaluating management's estimate of subscription and exam fees. Our audit response included the procedures below: ▪ We discussed the revenue process with management and performed a walkthrough to confirm alignment with the audit team's understanding of revenue recognition. ▪ For subscription revenue, we performed substantive analytical procedures using independently derived expectations based on volumes and pricing. We tested controls over invoice calculations in Oracle and D365, performed sample testing of invoices to supporting documentation and cash receipts, and recalculated revenue recognition, including deferred revenue, for compliance with IFRS 15. ▪ For examination fee revenue, we tested transactions on a sample basis to confirm recognition in line with exam sittings and performed cut-off testing for transactions around the year-end. ▪ We performed targeted procedures over the strike-off provision, including testing samples of removals to policy, independently recalculating the provision, and assessing management's estimate by comparing to historical data and non-payment trends. We did not identify any material misstatements in subscriptions or exam fee revenue, including cut-off and the related strike-off provision.

Our application of materiality
We define materiality as the magnitude of misstatement in the financial statements that makes it probable that the economic decisions of a reasonably knowledgeable person would be changed or influenced. We use materiality in determining the nature and extent of our work and in evaluating the results of that work.

Materiality measure	Group
Materiality for the financial statements as a whole We have set materiality as 2% of total revenue as we believe that total revenue is the primary performance measure used by Council. Total revenue was considered the most appropriate benchmark given ACCA's status as a Royal Charter, not-for-profit organisation, for which profit-based measures are less relevant. This aligns with Council's focus on membership and recurring subscription and fee revenue as key drivers of performance. While some volatility exists due to transformation activity, total revenue remains the most stable and meaningful indicator of scale. Based on our assessment of audit risk, stakeholder focus, and the entity's characteristics, we determined that 2% of total revenue is an appropriate materiality threshold.	£5,240,000

Independent Auditor's Report To the Council of Association of Chartered Certified Accountants

Materiality measure	Group
Performance materiality Performance materiality represents amounts set by the auditor at less than materiality for the financial statements as a whole, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole. Performance materiality has been set at 60% of overall materiality, reflecting our assessment of the engagement's inherent risk level and taking into account that this is the first year of our audit of the group. Our assessment also includes a consideration of aggregation risk, the effectiveness of the control environment, history of misstatements, and level of fraud risk.	£3,140,000
Audit Committee reporting threshold We agreed with the Audit Committee that we would report to them all differences in excess of 5% of overall materiality in addition to other identified misstatements that warranted reporting on qualitative grounds, in our view. For example, an immaterial misstatement as a result of fraud.	£262,000

During the course of the audit, we reassessed initial materiality and found no reason to alter the basis of calculation used at year-end.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that Council's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of Council's assessment of the group's ability to continue to adopt the going concern basis of accounting included:

- Obtaining and evaluating management's going concern assessment, including review of cash flow forecasts, key assumptions and available financing;
- Reviewing management's scenario analysis, including base case, downside and reverse stress scenarios over the assessment period, and assessing the reasonableness of the underlying assumptions;
- Testing the mathematical accuracy of the forecasting models and assessing whether assumptions were appropriately reflected in the forecasts;
- Comparing prior year forecasts to actual results to assess management's historical forecasting accuracy;
- Reviewing recent financial performance against budget to assess the reliability of management's forecasting; and
- Evaluating the adequacy and appropriateness of the related disclosures in the financial statements.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of Council with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual integrated report other than the financial statements and our auditor's report thereon. Council is responsible for the other information contained within the Annual integrated report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Council

As explained more fully in the Statement of Council's Responsibilities set out on page 46, Council is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Council is responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council either intend to liquidate the group or to cease operations, or have no realistic alternative but to do so.

Independent Auditor's Report To the Council of Association of Chartered Certified Accountants

Auditor responsibilities for the audit of the group financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We assessed whether the engagement team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations by considering their experience, past performance and support available.

All engagement team members were briefed on relevant identified laws and regulations and potential fraud risks at the planning stage of the audit. Engagement team members were reminded to remain alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and the sector in which they operate, focusing on those provisions that had a direct effect on the determination of material amounts and disclosures in the financial statements. The most relevant frameworks we identified were UK-adopted international accounting standards and UK tax legislation.

We gained an understanding of how the group is complying with these laws and regulations by making enquiries of management, internal audit, those responsible for legal and compliance procedures, and other senior members of the team as necessary, such as in-house legal and tax departments. We corroborated these enquiries through our review of relevant correspondence with regulatory bodies, Council and Audit Committee meeting minutes, internal audit reports, as well as making further enquiries with those charged with governance.

We assessed the susceptibility of the group's financial statements to material misstatement, including how fraud might occur, by meeting with management and those charged with governance to understand where it was considered there was susceptibility to fraud. This evaluation also considered how management and those charged with governance were remunerated and whether this provided an incentive for fraudulent activity. We considered the overall control environment and how management and those charged with governance oversee the implementation and operation of controls. In areas of the financial statements where the risks were considered to be higher, we performed procedures to address each identified risk. We identified a heightened fraud risk in relation to:

- Management override of controls
- Revenue recognition – subscriptions and examination fees

Audit procedures performed in response to the risks relating to revenue recognition – subscriptions and examination fees are set out in the section on key audit matters above, and audit procedures performed in response to the risk of management override of controls are included below.

In addition to the above, the following procedures were performed to provide reasonable assurance that the financial statements were free of material fraud or error:

- Reviewing minutes of meetings of those charged with governance for reference to: breaches of laws and regulation or for any indication of any potential litigation and claims; and events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud;
- Reviewing the level of and reasoning behind the group's procurement of legal and professional services;
- Performing audit procedures over the risk of management override of controls, including:
  - We obtained an understanding of how management identifies, assesses and responds to fraud risks, and corroborated explanations where appropriate;
  - We performed targeted testing of journal entries based on identified risk criteria, including journals posted to revenue accounts, manual post year-end adjustments, and journals with characteristics indicative of higher fraud risk;
  - We utilised IT audit techniques to interrogate journal entries recorded during the year and in the period immediately following year end, reflecting the continuing risk of management override;
  - We also applied data analytics to assess the population of non-targeted journal entries, identifying those with unusual account combinations, unexpected preparers, or significant and judgemental characteristics. For selected items, we assessed the business rationale and inspected supporting documentation; and
  - In addition, we performed procedures over accounting estimates to assess potential management bias, focusing on areas of higher judgement;
- Agreement of the financial statement disclosures to supporting documentation.

Our audit procedures were designed to respond to the risk of material misstatements in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve intentional concealment, forgery, collusion, omission or misrepresentation. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

Use of our report

This report is made solely to Council's members, as a body, in accordance with our terms of engagement. Our audit work has been undertaken so that we might state to Council members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Council and Council's members as a body, for our audit work, for this report, or for the opinions we have formed.

Johnston Carmichael LLP
Statutory Auditor, Chartered Accountants, Glasgow
2 July 2026

ACCA

ACCA
The Adelphi
1/11 John Adam Street
London WC2N 6AU
United Kingdom

accaglobal.com

THINK AHEAD