

HOW WE CREATE VALUE >



WE AIM TO BE THE LEADING GLOBAL PROFESSIONAL ACCOUNTANCY BODY IN REPUTATION, INFLUENCE AND SIZE BY 2015. WE WILL DELIVER THIS PRIMARILY – THOUGH NOT EXCLUSIVELY – THROUGH OUR MEMBERS.

Our work is therefore centred around creating and maintaining a global supply of professionally qualified accountants, who are trained to the same high standard, and who are demanded by employers around the world. Through the ACCA Qualification, we equip talented individuals, regardless of background, with the skills to meet the needs of the changing business environment and the ethical understanding which means they act in the best interests of those they serve. By doing this, we deliver both economic and public value around the world.

Resources

The resources on which we rely to create value are:

Our people:

Having the right people with the skills and capability to deliver our strategy is essential to ACCA's success. In 2011-12, we have continued to invest in employee development by rolling out leadership training further throughout our workforce and moving our national offices away from transactional to more strategic engagement with our customers in market, where they can add genuine value. We have also redesigned our performance management process for employees so that it links more directly to our overall strategy and worked to build the ethical understanding and behaviours of our people through an internal campaign around the importance of public value.

Our brand:

Our brand promise fundamentally stems from our members, who possess the skills required by employers across all sectors and who commit to high standards of professional conduct and ethics, and to ensuring their skills and knowledge remains up to date. For ACCA, therefore, our qualifications, professional standards, support for lifelong learning and our programme

of global quality assurance and regulation directly support our brand reputation. To achieve the brand recognition members desire, we invest in our reputation and influence with employers around the world. More widely, our ability as an organisation to innovate and lead and shape the future of the profession helps define our reputation and influence in the marketplace. To achieve this, we need to present our brand consistently in all markets and communicate our brand promise widely through all available channels – and increasingly online.

We need to ensure we develop leading research and insights and consistent and compelling policy positions which influence the debate and are represented in the right forums. The ability to create and innovate links directly to the quality of our employees and their belief in our strategy and core values, and the strength of the relationships we enjoy with employers, members, academics, standard setters and other influencers.

We also need to ensure customers have access to effective, online service support to ensure the brand is known for consistent and reliable customer service.

Our relationships:

ACCA's web of relationships with our customers (members, students and employers), professional bodies, governments, regulators, standard setters, learning providers and academic institutions, and suppliers is vital to our ability to operate now and also to develop in the future, through seeking and acting on feedback. In 2011-12, we have worked even harder to understand our customers' needs and used their views to develop products and services that better meet their requirements and aspirations. Going forward, we will invest even more heavily in our customer relationships as we know they will be central to our future success.

Our finances:

ACCA seeks to maintain an operating surplus each year in order to ensure our long-term sustainability. In order to continually improve what we do, we reinvest a significant proportion of our income in projects and initiatives we believe will make us the leading global professional accountancy body in reputation, influence and size. In 2011-12, we invested £15m in these developmental projects.

Our infrastructure:

ACCA has 83 offices and centres around the world from which it operates including its London headquarters, where corporate functions are located, including learning, brand, people, governance and regulation, and its global operational centre in Glasgow, Scotland, which deals with all global transactional service delivery, finances and IT support.

Natural resources:

In common with all organisations, we rely on natural capital in order to operate. Further details of the effect our footprint has can be found in our CSR Statement at: www.accaglobal.com

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HOW WE HAVE DEVELOPED OUR CAPITAL IN 2011-12 ▶

SOME OF THE SIGNIFICANT WAYS WE HAVE DEVELOPED THE CAPITALS ON WHICH WE RELY OVER THE PAST YEAR ARE:

Our people

- > **Performance management process:** we have redesigned our performance management process for employees so that it more effectively links strategic outcomes to personal contribution. This new process will come into effect for the 2012-13 performance year.
- > **Reward mechanisms:** in January 2012, we introduced a Total Reward system for our employees in the UK and Ireland, giving them more control over their pay and benefits package, as well as allowing them to structure their pay in the most tax-efficient way possible. Outside the UK, pay and benefits packages continued to be developed in response to ensuring employees are remunerated fairly and equitably with regard to local market practices.
- > **Leaders in our markets:** over the course of the year, we appointed a number of new market heads, strengthening our capacity in markets. These included, for the first time, separate heads for *ACCA USA* and *ACCA Canada*, recognising the significance of these markets to our current strategy and future growth. In Pakistan, we created separate heads for our *ACCA Islamabad*, *ACCA Lahore* and *ACCA Karachi* offices to better serve one of our largest markets.
- > **New corporate plan:** in April 2011, we introduced an improved corporate plan as a tool to give employees better visibility of the range of activities across the organisation that ACCA would be focusing on for the 2011-12 performance year. The corporate plan showed how ACCA planned to deliver its strategy during 2011-12 and identified all the key things that were planned to achieve this. It also demonstrated how individual performance plans and departmental and market plans link to the overall strategy.

Further information on our people strategies and metrics can be found in our *CSR statement* at: www.accaglobal.com