

## WHO WE ARE ACCOUNTABLE TO AND WHAT IS IMPORTANT TO THEM ►

SINCE 2009, WE HAVE BEEN TRANSFORMING OUR ORGANISATION SO THAT IT MEETS CUSTOMER NEEDS AND REQUIREMENTS. IN DOING THIS, WE ARE AIMING TO PLACE THE VOICE OF THE CUSTOMER AT THE CENTRE OF HOW WE DEVELOP OUR PRODUCTS AND SERVICES. WE HAVE MADE GREAT PROGRESS HERE – THOUGH WE RECOGNISE THAT THERE IS EVEN MORE WE NEED TO DO BETWEEN NOW AND 2015.

### Our stakeholders are...

Stakeholder group	Why we engage with them	How we engage
<b>Members</b>	Members are core to the existence of ACCA. Our purpose is to help our members maintain and develop their employability by supporting them through their professional finance careers. As a professional body, we aim to protect and enhance the quality and value of the ACCA designation held by our members.	<p>We support our members throughout their careers, providing services through a network of 83 offices and centres. Our global infrastructure means that reputation and influence is supported, delivered and developed at a local level, directly benefiting members wherever they are based, or plan to move to, in pursuit of new career opportunities. We engage directly with our members through regular online and printed magazines and other communications. We support networks and committees around the world to allow our members to contribute to ACCA's development and develop local agendas, especially around networking (increasingly online).</p> <p>We engage formally through Council and the International Assembly and via a range of surveys to obtain feedback on satisfaction and professional issues – for example, our quarterly global economic conditions survey assesses the ongoing impact of the economy on our members.</p> <p>ACCA provides a range of services to members to support their career development (see CPD section on page 48), and in 2011-12 we launched our new ACCA Careers website.</p>
<b>Students</b>	<p>ACCA students are future members and therefore crucial to ACCA's continuing growth in reputation, influence and size.</p> <p>Students are seeking a successful career, with the ACCA Qualification offering them an opportunity to pursue successful careers in accounting and business in any sector.</p>	We provide students with support through the various stages as they progress through the ACCA Qualification. There are multiple channels for engagement with students as they reach each milestone, including a range of publications and opportunities for mentoring, networking and revision programmes. ACCA also engages with learning providers and employers to enhance training opportunities for students.

Stakeholder group	Why we engage with them	How we engage
<b>Employers</b>	Employers are critical as users of the skills of ACCA accountants. Through employing our members, they are seeking to grow their businesses. We take the career progression of our members and students seriously and want to ensure we support their employability. Employers play a key and visible role, as both employers of current and prospective students and members. In turn, many employers are ACCA members themselves.	ACCA engages directly with employers predominantly through its heads of market and business relationship managers, seeking to build strategic relationships. This work is supported by a range of publications, ACCA's global programme of research and insights and wider technical and policy work, and through events on subjects of interest to employers in the area of learning and development and wider areas in accounting and business.
<b>Learning Providers</b>	Our network of learning providers facilitates the provision of tuition and examinations. This is critical to ensure high-quality learning programmes and support are available to students around the world.	ACCA's Approved Learning Partner – Student Tuition programme gives formal recognition to leading tuition providers of the quality tuition and support that they offer ACCA students. It is the platform from which we can develop a mutually beneficial relationship, increasing the global availability of effective and innovative ACCA course delivery and first-class student support.  Engagement with learning providers occurs through teachers' conferences, virtual events, 'train the trainer' sessions and through higher and further education institutions.
<b>Employees</b>	We need the right people to deliver our strategy. Our employees are the cornerstone of all we are trying to achieve, and it is important to us to have a motivated and engaged workforce. Employees seek rewarding careers and personal development opportunities with ACCA, and appropriate recognition and reward for their contribution.	We engage with our employees through a range of mechanisms, primarily through an extensive programme of planning and communications around delivery of strategy, linked to team priorities and individual performance plans. We use a range of channels including our intranet, Yammer – our corporate social networking site – internal online magazine ( <i>ACCA Life</i> ), charity and social events, and our annual employee engagement survey. The chief executive provides a monthly briefing to all employees and the Executive Team has an active programme of engagement, including an annual global leadership conference for over 100 of our employees. We monitor progress through our annual employee engagement survey. We also engage widely through a learning and development programme.
<b>Partners</b>	Our partnership arrangements cover many different fields – including joint qualifications, professional development, regulation and monitoring, and technical consultancy. We are committed to the highest global quality standards, while reflecting the needs and aspirations of our partners.	Through inclusive partnerships, ACCA focuses on delivering services which benefit the accountancy profession and which enhance the value of accountants in the workplace. See more at <a href="http://www2.accaglobal.com/about/partners">www2.accaglobal.com/about/partners</a> . Globally, we advise and work under contract with a number of accountancy organisations.
<b>Governments, donor agencies, standard setters and regulators</b>	In the UK, ACCA is regulated by the Financial Reporting Council. This gives us statutory recognition and the right to qualify and regulate audit professionals. We work closely with governments and regulators around the world to ensure our overall quality assurance is widely understood and that we meet regulatory requirements. We engage with decision-makers around the world to ensure that ACCA is seen as an important contributor to the key debates affecting the profession. With standard setters, we promote the benefits of globally-consistent standards and a principles-based approach.	We participate in a number of accountancy and financial forums, to ensure that we continue to influence the development of related legislation and standards. We engage widely by submitting consultation responses to regulators and standard setters, and publishing policy papers on key issues in the profession. We also provide evidence to government inquiries. We publish a range of research papers to inform debate on current and emerging issues to encourage evidence-based public policy.
<b>Suppliers</b>	We work with a number of key suppliers to ensure we can offer our products and services globally, especially in IT.	We engage proactively with our suppliers through strategic reviews and involvement in project and implementation teams. We constantly seek to ensure we are obtaining value for money on behalf of our members.

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# 18,851

OUR MAIN MEMBER AND STUDENT SATISFACTION SURVEY ATTRACTED A TOTAL OF 18,851 RESPONDENTS.

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#### Other stakeholders

ACCA also works with many other stakeholders, notably potential students and the careers professionals who advise them, academics, the media and other representatives of civil society.

#### The voice of the customer

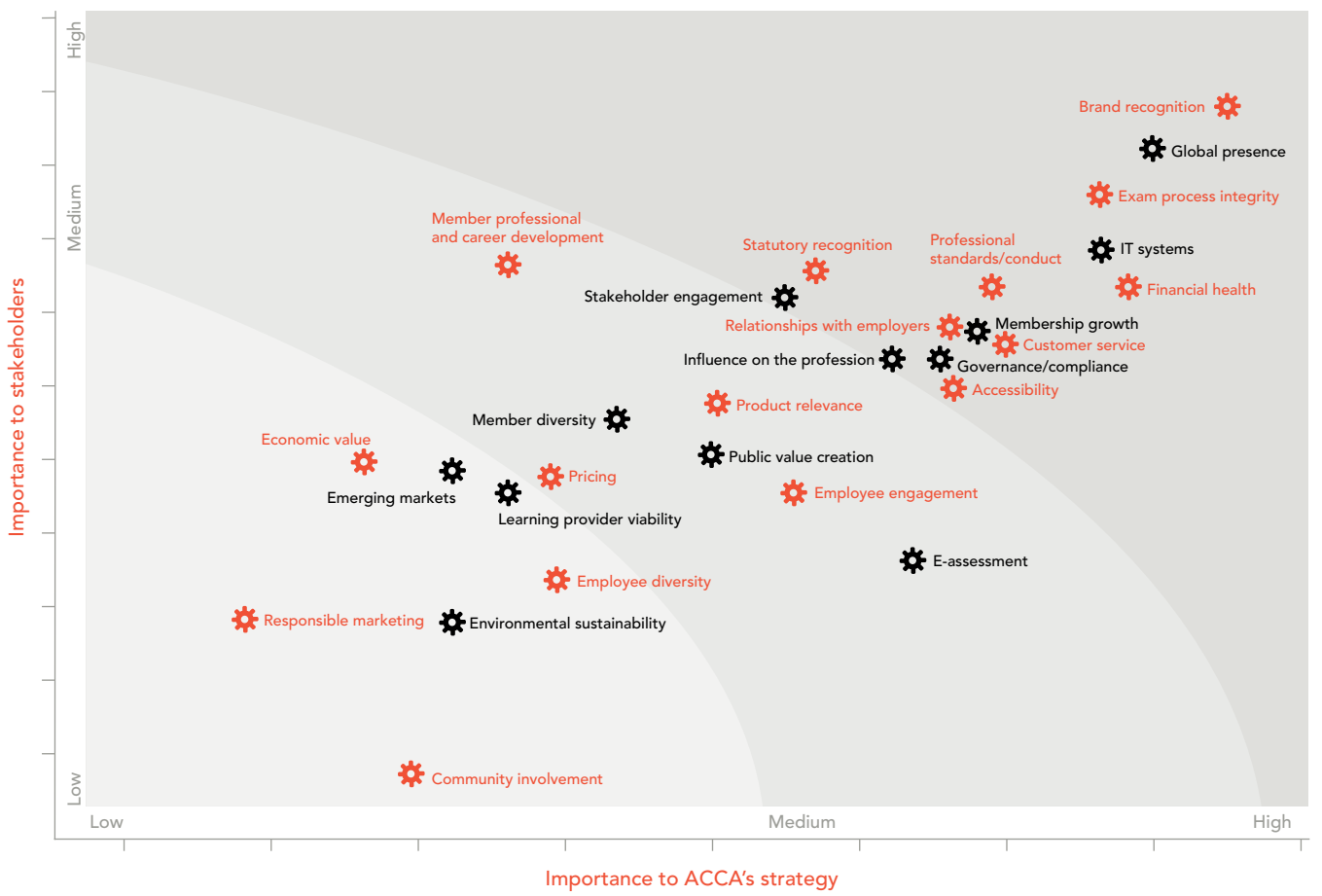
Throughout 2011-12, we surveyed all of our key customer groups through a range of satisfaction, product and service development-related and technical issues surveys. We conducted 57 separate surveys of our customers (across member, student, employer, learning provider and other groups), using the feedback to develop and refine products and services. We used this approach across ACCA, from point of sales surveys in relation to registration and exam entry, to working directly with students to design a new way to record their practical experience.

Our main member and student satisfaction survey attracted a total of 18,851 respondents.

#### What is material to our stakeholders in our reporting

For the first time, we have asked stakeholders what they would like to see in ACCA's external reporting. To identify the topics stakeholders might want to see reported, we started with a five-part materiality process, from which we identified nearly 700 potential reporting issues, which we clustered into 44 topic groups. We then asked focus groups of members, students and employees, and a cross-section of wider stakeholders, to rank these topics by importance to them. This group of 44 topics was looked at by a cross-section of senior ACCA staff and Council members who helped to cluster these down further to 28 discrete topics. These topics are ranked by importance to our stakeholders (y axis) and importance to our leadership (x axis) on our materiality matrix.

> Material issues



As this materiality work has been completed late in our 2011-12 reporting cycle, we do not have agreed measures for all these topics. We have reported against each of them from the information we currently collect and have aimed to reflect their significance in the balance of our reporting. However, we have undertaken our stakeholder engagement in quite a modest way this year and need to develop it further before we can rely on it fully to shape the direction and content of our reporting. We aim to develop this aspect of our reporting further in 2012-13, as part of our involvement in IIRC's integrated reporting pilot programme.

Topics	You can find information on this:
Brand recognition	Under <i>Our strategic performance</i> on pages 21-25
Global presence	Under <i>Our strategic performance</i> on pages 21-25, <i>How we have developed our capital in 2011-12</i> on pages 45-51 and <i>ACCA around the globe in 2011-12</i> on pages 52-57
Exam process integrity	Under <i>Our risks</i> on page 37
IT systems	Under <i>Our strategic performance</i> on pages 21-25 and <i>How we have developed our capital in 2011-12</i> on pages 45-51
Financial health	Under <i>Our financial performance</i> on pages 38-40
Membership growth	Under <i>Our strategic performance</i> on pages 21-25
Professional standards/conduct	Under <i>How we create value</i> on pages 42-44 and <i>How we have developed our capital in 2011-12</i> on pages 45-51
Governance/compliance	Under <i>How we are governed</i> on pages 15-18
Customer service	Under <i>Strategic priorities for 2011-12</i> on pages 34-36 and <i>How we have developed our capital in 2011-12</i> on pages 45-51
Accessibility	Under <i>Why we were created</i> on page 13 and <i>Our mission and values</i> on page 14
Statutory recognition	Under <i>What is happening in our environment</i> on page 19 and <i>Our risks</i> on page 37
Stakeholder engagement	Under <i>Who we are accountable to and what is important to them</i> on pages 26-31
Relationships with employers	Under <i>Strategic priorities for 2011-12</i> on page 34-36
Influence on the profession	Under <i>How we create value</i> on pages 42-44, <i>Our strategic performance</i> on pages 21-25 and <i>How we have developed our capital in 2011-12</i> on pages 45-51
Public value creation	Under <i>How we create value</i> on pages 42-44
Employee engagement	Under <i>Our strategic performance</i> on pages 21-25 and <i>How we have developed our capital in 2011-12</i> on pages 45-51 <i>Who we are accountable to and what is important to them</i> on pages 26-31
E-assessment	Under <i>Chief executive's overview</i> on page 12 and <i>How we have developed our capital in 2011-12</i> on pages 45-51
Product relevance	Under <i>Who we are accountable to and what is important to them</i> on pages 26-31

Topics	You can find information on this:
Employee diversity	Please see our CSR statement (online)
Pricing	Under <i>Our strategic performance</i> (customer satisfaction) on page 24
Member professional and career development	Under <i>How we have developed our capital in 2011-12</i> on pages 45-51
Member diversity	Under <i>Membership by region and gender</i> on page 41
Environmental sustainability	Please see our CSR statement (online)
Emerging markets	Under <i>ACCA around the globe in 2011-12</i> on pages 52-57
Economic value	Under <i>How we create value</i> on pages 42-44
Learning provider viability	Not currently reported on
Responsible marketing	Not currently reported on
Community involvement	Please see our CSR statement (online)



**WE HAVE UNDERTAKEN OUR STAKEHOLDER ENGAGEMENT IN QUITE A MODEST WAY THIS YEAR AND NEED TO DEVELOP IT FURTHER BEFORE WE CAN RELY ON IT FULLY TO SHAPE THE DIRECTION AND CONTENT OF OUR REPORTING.**