

We aim to reflect our values in everything we do, including how ACCA is governed and managed.

Because of our enduring commitment to open access and our global footprint, it is especially important to us that how we operate reflects the diversity of our membership. We are also strongly committed to the ethos of accountability: we were the first UK-based professional accountancy body to establish an independent Regulatory Board, composed of a majority of lay members to deal with disciplinary matters and the first to open our disciplinary hearings to the public.

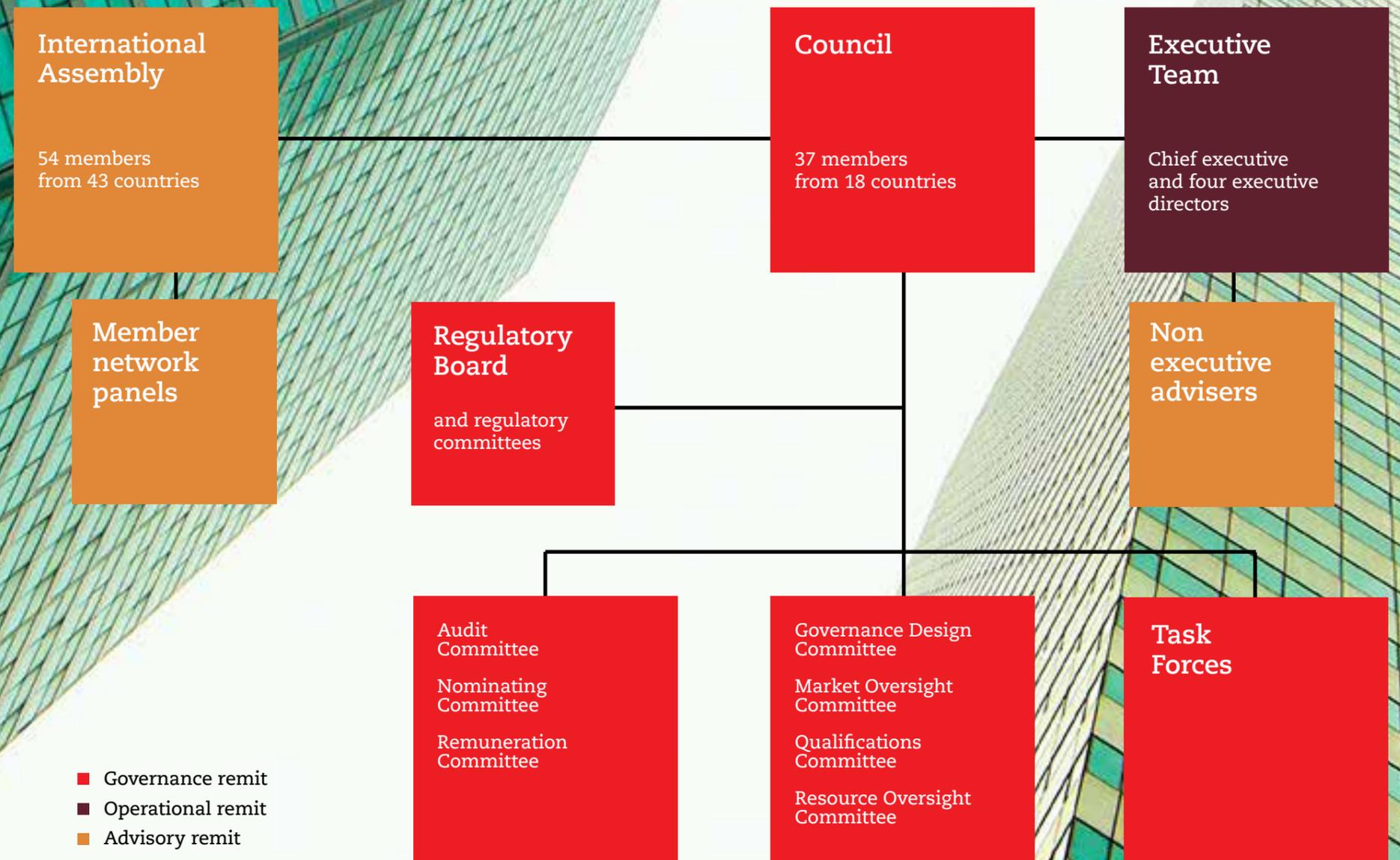
We pride ourselves on being at the leading edge of good governance as it applies to professional bodies.

How we are run

We are governed by Council which is currently composed of 37 members: 36 directly elected by our membership and one co-opted member. We are proud that ACCA's membership has chosen representatives from 18 different countries to exercise oversight on their behalf, 15 (41%) of whom are female. This year also saw us welcome our first ever member from Pakistan on to Council.

Council and ACCA's Executive Team work together to develop our strategy, with oversight from Council. The Executive Team takes overall responsibility for delivering the organisation's strategic targets, which are agreed with Council annually. For this reason, we only disclose one year's worth of forward targets.

Our governance and leadership



Our Council

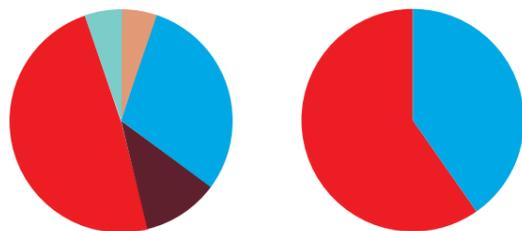
Anthony Harbinson, president (Ireland),
Council member since 2007

Datin Alexandra Chin, deputy president (Malaysia), 2005
 Brian McEnery, vice president (Ireland), 2006
 Steve Bailey (UK), 2011
 Rosanna Choi (Hong Kong), 2011
 Orla Collins (Ireland), 2012
 Matilda Crossman (UK), 2010
 John Cullen (UK), 2013
 Gustaw Duda (Poland), 2009
 Jenny Gu (China), 2009
 Kenneth Henry (USA), 2010
 Pauline Hobson (UK), 2008
 Julie Holderness (UK), 2006
 Lorraine Holleway (Qatar), 2013
 Hemraz Hoolash (Mauritius), 2007
 Lynne Hunt (UK), 2007
 Nur Jazlan Mohamed (Malaysia), 2014
 Raphael Joseph (Canada), 2006
 Japheth Katto (Uganda), 2012
 Dean Lee (China), 2013

James Lee (Shanghai), 2009
 Leo Lee (Hong Kong), 2006
 Ayla Majid (Pakistan), 2014
 Mark Millar (UK), 2010
 Tom Murray (Ireland), 2013
 Kholeka Mzondeki (South Africa), 2010
 Mohd Nasir Ahmad (Malaysia), 2013
 Taiwo Oyedele (Nigeria), 2011
 Ronnie Patton (Ireland), 2014
 Laura Perrin (Romania), 2008
 Melanie Proffitt (UK), 2014
 Brendan Sheehan (Australia), 2014
 Katerina Sipkova (Czech Republic), 2013
 Marcin Sojda (Poland), 2014
 Robert Stenhouse (UK), 2009
 Fergus Wong (Hong Kong), 2013
 Belinda Young (Singapore), 2009.

Francis Chittenden (UK), Coutts Otolo (Kenya), Anthony Tyen (Hong Kong) and Dean Westcott (UK), left Council in September 2014 having served for 6 months of the performance year.

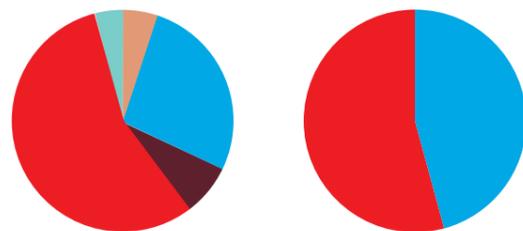
Council diversity



Americas
 Asia Pac
 SSA
 Europe
 MENASA

Female
 Male

Member diversity



Americas
 Asia Pac
 SSA
 Europe
 MENASA

Female
 Male



The Chief Executive



While the Executive Team is responsible for day-to-day management and decision-making, the chief executive has specific responsibility for leading ACCA

In addition to leading on the delivery of strategy, her specific responsibilities also include maintaining and enhancing ACCA's status on the global stage through developing relationships with leading organisations

Helen Brand OBE chief executive

Helen has built her career within professional bodies, initially at CIMA where she rose to the position of director of international affairs, before joining ACCA in 1996 and becoming chief executive in 2008. She has considerable experience and knowledge of the 181 markets in which ACCA currently operates and has worked closely with the IFAC (International Federation of Accountants) in an advisory capacity over many years. A founding member of the International Integrated Reporting Council (IIRC), she was awarded an OBE in 2011 for services to accountancy.

Rewarding strategic achievement

In addition to base salaries, a portion of the Executive Team's remuneration can be made up from a bonus pool which is released subject to the achievement of specific KPIs.

More details on how this is calculated and executive remuneration for 2014-15 can be found in our detailed corporate governance statement at www.accaglobal.com/fscsg where you can also read more on how we meet our corporate governance responsibilities.

Non-executive advisers

Two non-executive advisers provide expert guidance and counsel to the chief executive, based on their extensive experience in the international corporate environment, providing useful challenge and input into how ACCA is led and managed:

Julia Bond

Julia has spent most of her career at Credit Suisse rising through the ranks to managing director, a post she held from 1997 to 2009.

She has experience of operating in Europe, Asia and the US and has also led on issues such as diversity, talent management and change management.

She also holds non-executive director positions for the Central London Community Healthcare Trust, the European Assets Trust, and the UK Foreign and Commonwealth Office and is a trustee of the Royal Academy of Dance.

Barrie Jackson

The former CEO of a major international drinks group, Barrie has a background in premium consumer brands and leading major strategic developments, including the acquisition and integration of businesses in Asia, Europe and North America.

He also holds non-executive director positions for Tullis Russell and the Scottish Football Association and is chairman of Dog Digital and Odysseus Capital Management.

Our Executive Directors



Peter Large
executive director -
governance

Peter has spent the majority of his career at ACCA. His current role as executive director-governance, which he has held since 2008, spans responsibility for both ACCA's corporate governance arrangements and the governance of ACCA's members and students. The former comprises the internal audit, risk, information security, legal counsel and secretariat functions, and the latter includes regulation, licensing, monitoring and investigations/discipline. His previous roles at ACCA include responsibility for professional standards and members affairs. Peter holds a BA (Hons) in Politics, an MBA and a postgraduate certificate in behavioural change.



Raymond Jack
executive director –
finance and operations

Raymond joined ACCA as executive director - finance & operations in January 2013. He qualified as a chartered accountant at Coopers & Lybrand (now PwC) where he worked for 12 years largely in corporate finance, recovery and consulting. He joined the retail arm of Scottish Power in 1997 and held posts including sales & marketing director, business transformation director and latterly was executive director of Scottish Power, Energy Retail. He holds a degree in accountancy and a master's degree from the University of Cambridge.



Stephen Heathcote
executive director – markets

Steve is responsible for ACCA's global growth strategy, overseeing market development, sales and marketing activity, and leading market-facing teams across ACCA's network of 95 offices and centres.

Prior to joining ACCA in his previous role as executive director – finance and operations, he was the Director of Planning and Resources at the UK Financial Reporting Council, where he was responsible for planning major activities, associated reporting, and operation leadership, which included the chief operating officer role. Steve is also secretary to the Edinburgh Group, a coalition of 14 accountancy bodies from across the world representing over 900,000 professional accountants.



**Alan Hatfield
and Clare Minchington**
executive directors –
strategy and development

Alan Hatfield succeeded Clare Minchington as executive director – strategy and development in April 2015, with responsibility for the full range of ACCA's intellectual capital from the overall strategy to talent, brand, policy and qualifications. Immediately prior to this, Alan led ACCA's learning directorate for four years, with overall responsibility for developing and maintaining ACCA's qualifications and continuing professional development requirements.

He has over 20 years' experience in professional education, progressing through a range of ACCA roles including education manager and head of learning partnerships. A graduate of Glasgow University and a member of the Institute of Chartered Secretaries and Administrators, Alan also holds an MBA with distinction from Oxford Brookes University.

Clare was executive director of strategy and development until 26 March 2015. After graduating from Oxford University with a degree in chemistry, Clare qualified as an accountant with Price Waterhouse. Prior to joining ACCA, she was chair of the MBA Financial Strategy course at the Open University Business School. Clare joined ACCA in 2000 as head of education and served as a member of the executive team for the past ten years.