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Together as the Association of International
Certified Professional Accountants



Culture Audit 2024

About the Association

The Association of International Certified Professional Accountants® (the Association) is the most influential body of professional accountants, combining the strengths of the American Institute of CPAs® (AICPA®) and The Chartered Institute of Management Accountants® (CIMA®) to power trust, opportunity and prosperity for people, businesses and economies worldwide. It represents 597,000 members and students in public and management accounting and advocates for the public interest and business sustainability on current and emerging issues. With broad reach, rigor and resources, the Association advances the reputation, employability and quality of CPAs, CGMA® designation holders and accounting and finance professionals globally.

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Message from Sue Warman

– Chief People Officer

I am pleased to present our 2024 Culture Audit Report. This document highlights the initiatives and activities undertaken since our last report was published through to Q1 2024, which have been pivotal in our submission for the Great Place to Work (GPTW) certification. Thanks to your valuable feedback from the survey, we have once again achieved GPTW certification for Malaysia, the U.K., and the United States. Additionally, we are proud to be GPTW certificated for the first time in India, Ireland, China, and South Africa.

This report is an opportunity to celebrate our collective achievements over recent years. Your dedication and active participation have been instrumental in fostering a culture of inclusion within our organization, a culture we can all take pride in.

As we continue our journey to make the Association an exemplary workplace, I hope you share in the pride of our progress and remain committed to working together to create an environment where everyone feels safe and empowered to be their authentic selves every day.



Sue Warman,
Chief People Officer

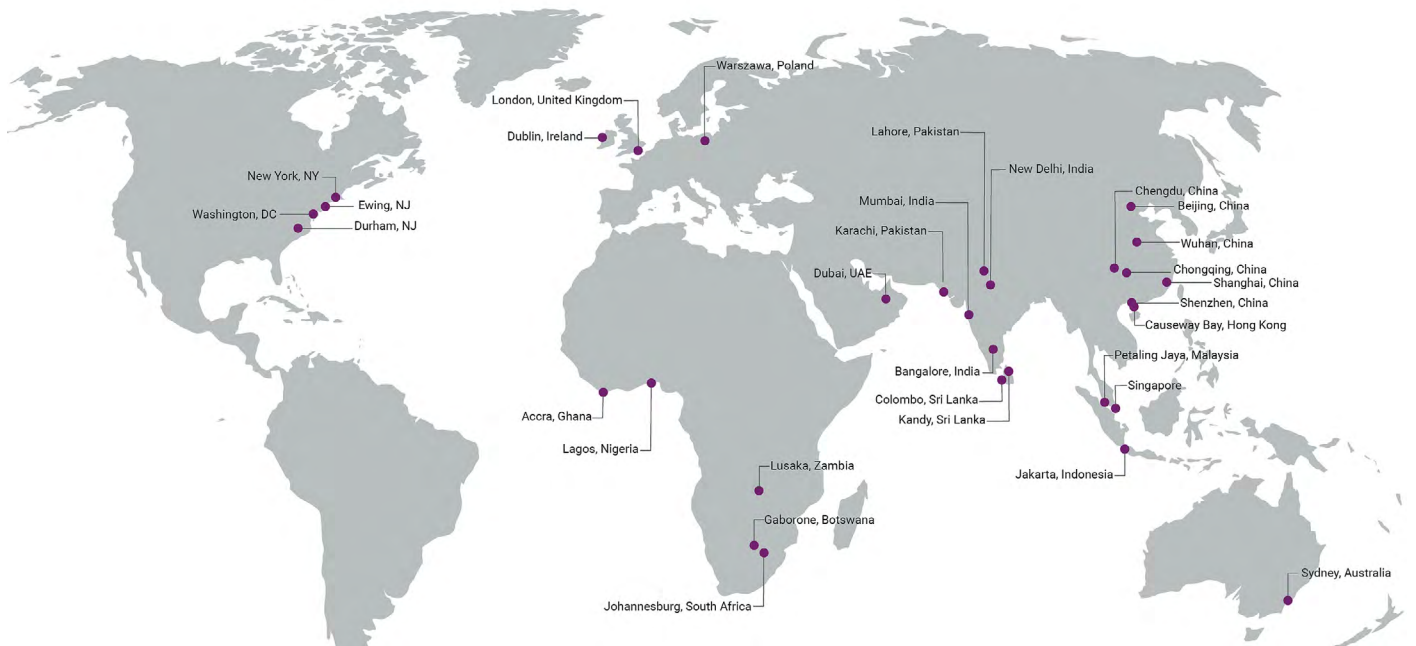
We power trust, opportunity, and prosperity.

The Association of International Certified Professional Accountants exists to power trust, opportunity, and prosperity for individuals, organizations, and economies around the globe. Our mission is to drive the accounting and finance profession into the future through support, skills, and insights to meet the demands of a constantly changing world. By providing exclusive guidance and specialized resources, including prestigious designations, certifications, and credentials, we empower accounting and finance professionals to create an even brighter tomorrow, for themselves and for the profession.

How we were formed

The American Institute of CPAs® (AICPA®) and its predecessors have served the public interest for 136 years. The Chartered Institute of Management Accountants® (CIMA®) was founded in 1919 and has helped shaped the profession for over a century. In 2017, we came together as AICPA & CIMA to forge a powerful international alliance that promotes accounting and finance in every corner of the world. Today, we serve 698,000 members, students, and engaged professionals in 188 countries and territories and employ over 1,200 team members based in 19 countries.

Image 1: Geographical map of our office locations



Our aim

Our overall aim is to be the most influential body of professional accountants. To achieve our vision and mission and stay true to our purpose, we have four strategic aims:

1. Transformation of the global profession
2. Strong brand and reputation
3. Growth in members and margin
4. Strong people, culture, and capabilities

Image 2: Summary of our strategy



We do what matters

Our organization is a blend of diverse cultures, ages, ethnicities, genders, sexual orientations, religions, socioeconomic backgrounds, and abilities. Therefore, we aim to foster an environment where everyone feels valued, empowered, and respected. At the core, serving as an anchor and guide for the way work is our Employee Value Proposition (EVP), “we do what matters,” which is made up of five pillars:

- **Empowerment: Purpose and impact**
 - This is a place where one voice can lead to big change. From impacting our teams to helping individuals build careers, our work impacts global economies and helps drive the profession forward. Each team member has the ability to proactively shape the future of the accounting and finance profession one day at a time.
- **Continual learning: Career and development**
 - Trust, opportunity, and prosperity underpin everything we do. Surrounded by diverse, driven, and passionate colleagues, we can be ourselves and each play a critical role in shaping our globally collaborative, mission-driven, and inclusive organization.
- **Community: Culture and people**
 - We are committed to maintaining a culture that promotes flexibility through our actions. Flexibility is a key factor in attracting and retaining good talent in our organization. We acknowledge that flexibility is a two-way street, where at times the business needs require employees to be flexible, and at times life demands flexibility at work.
- **Forward-thinking: Brand and reputation**
 - With a combined 230 years of experience, we're always evolving and innovating to remain relevant and resilient for members, students, and society. We have the power to help create success stories for individuals and communities, and we take pride in the impactful work we do.
- **Care: Reward and recognition**
 - A holistic approach and focus on well-being allow us to offer resources that support our employee's total wellness, beyond compensation. We prioritize health and well-being, and value and recognize people for their contributions in big ways and small.



Empowerment: Purpose and impact

Our strategy

Our strategic planning efforts lasted for approximately six months and included buy-in from all levels of the organization. In May 2023, we leveraged the existing strategic plan as the starting point with a renewed focus on simplification. We analyzed carryover activities from the 11 multi-year high-impact projects and conducted interviews to collect feedback on trends, risks, capabilities, and value propositions.

Communicating our strategy

At the start of each year, we host a webcast presented by our CEO, Barry Melancon, plus one or two members of our executive leadership team, which sets the tone and provides a high-level overview of key objectives for the year. This is followed by a strategy activation webcast, which offers team members the opportunity to gain a deeper understanding of the strategy. During webcasts, there is an opportunity for team members to give feedback and ask questions either in the open forum through the chat function or confidentially by forwarding a request to the internal communications facilitator. Anonymous feedback is sought during various webcasts through the use of feedback forms like Microsoft Forms or Menti.

Team members are also able to access information relating to our strategy on a dedicated page on our intranet – the Source. The available information includes a summary of our strategy and a toolkit for managers and team members to create their department and individual goals for the year.

Routine updates are provided each quarter through all-staff webcasts on our performance against our

Four principles shaped the 2024 strategy development process:

1. Acceleration and adoption of technology and artificial intelligence (AI) driving upskilling needs, aging membership demographics, and regulation in key areas such as environmental, social, and governance (ESG) and AI continue to be hard trends in the industry.
2. The Association's primary audiences and experiences helped define our focus on the value we provide for members, firms, and professionals.
3. An adoption curve for the Association was developed to differentiate audiences for our services; more progressive audiences like firm leaders and boards will be early adopters of new technology, whereas our core membership will be more interested in our "standard" offerings in the CPA and CGMA space.
4. The global addressable market for accounting and finance professionals is a potentially big opportunity. Although the Association has approximately 10% market penetration in the United States with AICPA members and roughly 10% in the UK with CIMA members, the global market penetration is about 2%, showing upside for growth in developing markets.

strategic objectives. The information is presented by key leads for each objective. The output from these sessions is shared through our monthly *Connections* newsletter. Within departments, quarterly all-hands meetings are hosted where guest speakers share an overview of the strategic objectives and an update on our performance.

This is further supported by routine communication referenced in our monthly *Connections* newsletter. For new team members joining the Association, our strategy is outlined on the onboarding portal, and they attend a dedicated session, “Know Our Business.” We also conduct a survey of all staff to identify where there are gaps in understanding and address them accordingly.

Connecting to the strategy

Setting the team strategy helps support our brand promise, mission, vision, purpose, and the key outcomes and helps team members define the right individual goals for the year. Team managers are expected to create a plan for their business area using the strategy toolkit and line-of-sight template. People managers are supported in January via the people manager network with a session on setting your people up for success. Team members are then enabled to set individual goals to align the output from their roles to the department’s strategy and the overall organization-wide strategic objectives. Setting goals is all about making sure employees are clear about what’s expected of them. Each employee should have between three and five goals active at any time, outlining what they

aim to achieve in the next one to three months, in line with the Association’s strategic goals and the team’s KPIs and priorities. Goals are ongoing and are reviewed at minimum once per quarter. Monthly check-ins help ensure that individual goals are still aligned to the team strategy and offer opportunities for managers to understand what support is needed from them. In 2023, 75% of the Association’s staff had goals logged in our HR system by the end of the year. We monitor on a quarterly basis whether team members and their managers are meeting regularly to track progress; these meetings should be recorded as check-in conversations. The overall engagement for this in 2023 ranged between 32% and 46%; these numbers may be due to conversations taking place but not being logged in the system. More work is being done around this throughout 2024 so that we can have a more accurate measurement.

The 2024 strategy webcast session included a roadmap of the journey of a financial professional from the point of public interest to becoming a member and a champion through a supporting firm and how the various teams in the organization play a vital role in the cycle. Taking on the feedback from our team members, the session provided an interactive element where staff were asked to share examples of how their work helps our members, firms, or the Association transform and power trust, opportunity, and prosperity.

In addition to sharing updates with colleagues in our quarterly webcast and via our dedicated page on the Source, we have hosted Q&A sessions to check for understanding of the strategic initiatives and line of sight. The following are some examples of how team members responded when asked to provide an example of how they lived our vision/purpose:

“As a copyeditor, I strive to make all public-facing materials **reader-friendly, polished, and free of errors.**”

“Co-creating learning solutions which will help organisations to **solve real time problems.**”

“**Connect ideas** across the products I work on.”

“**Connecting the needs** of our exhibitors & sponsors with the needs of attendees.”

“Continuously looking at new ways to support B2B team to support their engagement with customers ensuring **we stay aligned with brand and stay customer focused.**”

“**Creating valuable content** that informs our members and students of latest good practice.”

“**Data integrity.**”

“Delivering comprehensive OnDemand L&D libraries to Firms to **grow talent.**”

“**Empowerment** through driving a robust governance strategy.”

“**Helping staff** understand what’s taking place across the Association.”

“Helping the Association to really think through how it is **making best use of its resources** in achieving its goals.”

“Presenting to college students about the **benefits of the profession.**”

“**Publishing and maintaining aicpa-cima.com.**”

“**Supporting managers** who drive transformation across the profession.”

“Working as a Developer allows me to fix issues which in result **enable opportunities for our users.**”

We have so much to be proud of in serving our members, candidates, and profession. It is a privilege to provide our 597,000-strong community of members, candidates, and registrants with the tools, resources, and voice to transform the accounting and finance profession; help drive sustainable success for clients and organizations; champion inclusion, equity, and fairness in the profession; and support its work to serve the public interest. We also publish and share internally a copy of our integrated report, which outlines how we have delivered against our strategic initiatives. The following are some of the highlights from our integrated report:

- The Association of International Certified Professional Accountants — through its combined power of AICPA and CIMA — used its strength, influence, and resources to support members, candidates, firms, and corporate finance functions as they tackled business, economic, and geopolitical headwinds. Our voice advocating on several issues — such as auditing and assurance, financial and business reporting, ESG reporting, tax, CPA licensure, CGMA recognition, and ethics — was heard by governments, regulators, legislators, and policymakers around the world, including in Washington, D.C., Brussels, London, and Beijing.
- We continued to make good progress on our Enhancing Audit Quality (EAQ) initiative, taking a data-driven approach to identify key trends and develop relevant resources and guidance. Through the EAQ initiative, we helped practitioners deliver audit results that are robust, transparent, and trusted, aiming to improve stakeholder confidence in business and generate long-term value for society as a whole.
- We delivered practical guidelines and toolkits in key areas such as AI; finance; digital assets; transformative skills; firm business model transformation and evolution; audit quality; diversity, equality, and inclusion (DEI); and ESG. Our strength as a convener enabled the profession to address topics such as sustainability, inclusion, and innovation. Through our global program of conferences, town halls, and events, we reached thousands of accounting, finance, and business professionals around the world to keep them updated on the latest trends, insights, and practices.
- We continue to provide accounting and finance professionals with tools for growth and transformation. We updated and relaunched our Global Management Accounting Principles (GMAP) — the blueprint for management accounting theory and practice — which outline how finance professionals can enhance sustainable decision-making and drive long-term value creation for their organizations.
- Along with CPA.com, we went live with the third release of the Dynamic Audit Solution (DAS), a fully integrated, cloud-based solution designed to evolve the financial statement audit methodology, and launched the very first Generative AI Toolkit. Moreover, CPA.com's Digital CPA Conference, Technology Symposium series, and Executive Roundtables brought together thought leaders in emerging areas affecting finance and accounting such as ESG, blockchain, and AI.
- We stayed true to our commitment to develop the next generations of accounting and finance professionals, keeping both traditional and emerging practices in sight. Many baby boomers are at, or reaching, retirement age, and the numbers entering the workforce in developed economies are shrinking. The profession is feeling the results of this, with talent and skills gaps affecting businesses and accounting firms' needs. To address it, we have enhanced our efforts to grow the pipeline of new accounting and finance professionals over the past 12 months.

Proactively shaping the future of the accounting and finance profession

Our team members often have the opportunity to participate in working groups to help drive change within our organization and in the services we provide to our members and students. In May 2023, we launched a new online learning platform to help close the skills gap for accounting and finance professionals. According to a [2021 World Economic Forum report](#), more than half of all employees worldwide will need to reskill or upskill by 2025. To address this need, we launched this learning tool to help accounting and finance professionals improve and update their skills and take advantage of the accelerating digital business environment. The platform provides access to the world's largest accounting association's learning content, including our portfolio of webcasts, certificates, guides, and other continuing professional education (CPE) courses as a one-stop shop.

“The reimagining of our learning portfolio represented an opportunity for us to rethink, refresh and transform our approach. Our new system offers dynamic learning journeys, which will allow accounting and finance professionals to address the skills they need to remain relevant using consistently updated course material. The profession at large, which has been focused on traditional accounting and finance skills, has found itself needing to complement these with new competencies in emerging fields such as data and digital literacy skills.”

— Michael Grant, AICPA & CIMA, Senior Director of Learning Innovation & Assessment

Back in 2019, the Association launched its Future of Finance research. The exploration of this hot topic has continued to press forward. Keeping consideration of customers at the heart of decisions, we have continued to develop the brand and maintain a strong reputation within the global accounting profession. One of our major projects that started in 2021 has been the implementation of Redesigning the Association's Value and Experience (RAVE). RAVE is the Association's response to the changing market and the demands of members, students, and engaged professionals with AICPA and CIMA. Recent outputs of the project have included the new AICPA & CIMA member engagement platform and a change in back-end software to centralize customer data and information.

Continual learning: Career and development

Great people deserve great opportunities.

Learning is part of our DNA; therefore, we offer team members the opportunity to find, shape, and create their development path through a variety of learning resources. In a world where there is such a fast pace of change, ensuring that we focus on our own development keeps us future ready. We encourage team members to take time to plan, discuss, and reflect on their development goals whether it be through formal learning, day-to-day work, or through working with others.

Considering the Association's size, resources, and the diverse roles within the organization, we have determined that the most practical way to ensure fair learning and development (L&D) experiences for all team members is by offering a range of effective and efficient learning opportunities instead of prescribing specific learning objectives. Equipping our team members with the necessary tools allows them to discover, shape, and design their personal development journey throughout their time with the organization.

In 2019, we established our Development Charter focusing on providing guidance to development. The charter is based on the 70:20:10 model of formal, social, and experiential learning, allowing team members to expand their personal and professional growth effectively:

70% of learning is through **on-the-job experiences**, such as trying something new as part of your job and reflecting on its success.

20% is through **near-the-job or social experiences**, such as learning a new function in Excel with a colleague's help.

10% is from **formal external learning opportunities**, such as enrolling in the Power BI guided project on Coursera to sharpen your skills.

Image 3: Development Charter

Great people deserve great opportunities.

We do what matters.

"Your development starts with you. It depends on where you are in your career and what you need for your current and near-future roles. It also depends on how you take advantage of the opportunities on offer. We think it's important that our employees continue to learn and grow, and we make significant investment in learning across the organisation. We're committed to supporting learning for all our employees and hope you will seize the available opportunities to maximize your potential."

Jo Reynolds
Director, Talent and Culture

'Off the job' formal learning

External courses
We support employees attending relevant courses to their current or near-future roles, where they can apply their learning on return to work. We also reimburse educational costs (U.S. & RoW), subject to eligibility.*

Conferences
We consider funding conferences if attendance contributes to your CPE/CPD requirements for a designation that has a direct impact on your role or if there are clear learning outcomes from attending.

Internal courses
We run several courses internally. These include subjects as diverse as management skills and innovation. We also run courses in support of projects.

eLearning
We have a variety of eLearning courses available for all staff to access at any time, and from anywhere. Access our eLearning through Coursea.

Staff gratis
We offer employees free access to courses supplied to our customers via our staff gratis offering. Look out for guidance on how to access this benefit on The Source.

'Near the job' social learning

Learning support groups
We have a growing number of learning support groups where already qualified employees support those who are undertaking the qualification.

Interest groups
There are several other groups that employees have set up, which include Toastmasters, book clubs and discussion groups. Look out for information on The Source.

Coaching
Coaching opportunities include external coaches, internal coach practitioners and managers who coach. You also have access to Coaching Culture, a self-coaching tool and coaching lessons eLearning available to all staff.

Mentoring
We encourage mentoring throughout the organisation, on a voluntary and informal basis. Look out for mentoring guidance on The Source.

Webcasts
Employee champions contribute with employee-driven webcasts through organized channels focused on collaborative learning. These provide opportunities for employees to enhance their knowledge on various topics.

'On the job' experiential learning

Secondments
We encourage employees to take on temporary assignments to another role on a full- or part-time basis, where a suitable role is available. This provides an opportunity to increase your knowledge whilst using existing skills.

Stretch assignments
We support employees being assigned to a project or expanding their current role to increase their knowledge, skills or scope. This should include reassessing current responsibilities so that the new tasks are "different" and not "as well."

Business learning resources
We have a number of 'how-to' guides available on Know our Business, HR Systems and Manager Portal pages on The Source.

Other opportunities
Look for other opportunities that will increase your knowledge and skills. Discuss with your manager how to make room for these additional activities on your schedule.

*Please see relevant policies for full details of eligibility and payback clauses.

Your responsibilities

<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Look at information on The Source, LEARN and in Connections. <input checked="" type="checkbox"/> Use The Learning Page on The Source to access formal learning opportunities. <input checked="" type="checkbox"/> Take advantage of social learning opportunities. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Take ownership of your development. <input checked="" type="checkbox"/> Look for experiential learning opportunities. <input checked="" type="checkbox"/> Discuss opportunities with your manager.
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In our 2022 GPTW survey, 77% of our team members stated that they are offered training or development to further themselves professionally. Since then we frequently reminded team members of the learning opportunities available to them through our Learning & Development newsletter that directs them to the Development Charter on the intranet, which outlines a summary of what we offer. As a result, we had 507 learners making progress, averaging 6.9 hours per learner. There have been a total of 1,417 active enrollments in courses ranging from improving well-being to technical skills, including:

- Foundations of Project Management
- Emotional and Social Intelligence
- Foundations: Data, Data, Everywhere
- Teamwork Skills: Communicating Effectively in Groups
- Reports, Dashboards, and Customer Success in Salesforce
- Critical Thinking Skills for the Professional
- The Growth Mindset
- Storytelling and Influencing: Communicate with Impact
- Introduction to Artificial Intelligence (AI)
- Sales and CRM Overview
- Effective Problem-Solving and Decision-Making
- Excel Skills for Business: Essentials
- Foundations of Digital Marketing and E-commerce
- Write Professional Emails in English
- Project Management: The Basics for Success

In our 2024 GPTW survey results, we saw a slight decline (by three percentage points) in the number of respondents who said they are offered training and development to further themselves professionally, with this percentage dropping to 74%. We will continue to work with our team members to find a balance so they can make time for learning during their workday and promote learning opportunities available in line with the 70:20:10 model.

Learning opportunities available

“On the job” experiential learning

Secondments and stretch assignments

We encourage team members to take on secondments, temporary, or stretch assignments when a suitable opportunity arises. This provides team members with the chance to increase their knowledge of our organization, enhance their professional skills, and positions them for career advancement or lateral-move opportunities within the Association.

In 2023, the progress of the Association’s digital transformation saw the “CIMA release” go live in April. Part of this transformation required employees to adopt and develop new processes and policies to utilize the new digital applications. Work package owners, change champions, and trainers were assigned to different work packages. As part of this stretch in their roles, champions and trainers attended user acceptance testing (UAT) sessions related to their work packages, which helped them become familiar with the new systems and technology. Guidance and materials were provided to help them develop the resources

they needed to ensure people using the systems were able to perform tasks. Each work package owner was responsible for ensuring people had what they needed to develop skills on the job.

“Near the job” social learning

Coaching and support groups

As part of the support provided to people managers, we offer a monthly networking session and open opportunities to have confidential conversations to support managers’ development. Session attendance averaged between 50 and 60 attendees each month, and topics included the following:

- Talking careers
- Prioritization
- Setting people up for success
- Utilizing coaching culture

Coaching conversations have provided support to managers when they faced challenging situations; this resource was utilized by 10 people managers in 2023.

Certifications and learning groups

We have a growing number of learning support groups with qualified team members; for example, PMPs support those who are undertaking their qualifications. We encourage and support membership with other chartered organizations, as well as subscriptions to subject matter experts (SMEs). This extends the network of support and resources to those affiliated with them. As support, we cover subscriptions to membership bodies including CMI, CIM, and CIPD, as well as SMEs such as Gartner.

Knowledge exchange

We embrace the diverse culture and background of each of our team members and encourage the sharing of information and ideas through sessions like TED Talk Tuesdays and Conversations That Matter. These monthly sessions are facilitated by our Culture Champions and focus on team members sharing their experiences and learning from each other related to the topic of the month. Some examples of how we engage in knowledge exchange include:

- **Learning support groups:** We have a growing number of learning support groups where already-qualified team members support those who are undertaking a particular qualification.
- **Interest groups:** There are several other groups that employees have set up, which include Toastmasters, book clubs, and discussion groups.
- **Mentoring:** We encourage mentoring throughout the organization, on a voluntary and informal basis.
- **Webcasts:** Team member champions contribute with employee-driven webcasts through organized channels focused on collaborative learning. These provide opportunities for employees to enhance their knowledge on various topics. Some topics we have recently explored via TED Talk Tuesdays include “Reframing ADHD,” “The Power of Allyship,” “Moving Forward With Grief,” and “Redefining Rest – Slowing Down to Speed Up.”

“Off the job” formal learning

ChangeQuest

We continue to offer ChangeQuest courses internally, with a focus on increasing the number of people managers with exposure to the concepts and resources by offering “Guides” courses for them to attend. By the end of the year, 50% of people managers had gone through the training, giving them an understanding of how the brain responds to change initiatives and providing them with tools and resources to help people better navigate change.

CPA CPE

Our CPAs must comply with their membership requirements, which include gaining 20 CPE credits per year for completing formal learning. To support this requirement, our in-house management training courses have been approved for CPE credit. In addition, we support our CPAs’ requirement to refresh their ethics training on an annual basis by running two courses per year in partnership with the North Carolina State Society of CPAs and, for those in other states, funding ethics training through the external training fund.

Coaching courses

We provide a variety of coaching courses that are available for everyone via Coaching Culture. The application offers self-coaching mindset courses, which include self-assessment and guidance based on results. Coaching Culture also has lessons for managers and other employees to develop their coaching skill set. The Coaching Culture lessons can help people managers by enabling them to gain or refresh existing knowledge on best approaches for a coaching session.

Team members can access lessons under the “Mindset” portal on the Coaching Culture platform. The lessons fall into the following categories:

- Coaching for non-coaches: Courses include the art of listening, creating accountability, and the importance of goal setting.
- Coaching conversations: Courses include handling difficult conversations and how to have coaching conversations with remote team members.
- Coaching for mindset: Courses include coaching for well-being, change, and resilience.
- Coaching for skills: Courses include coaching for time management, delegation, and creativity.

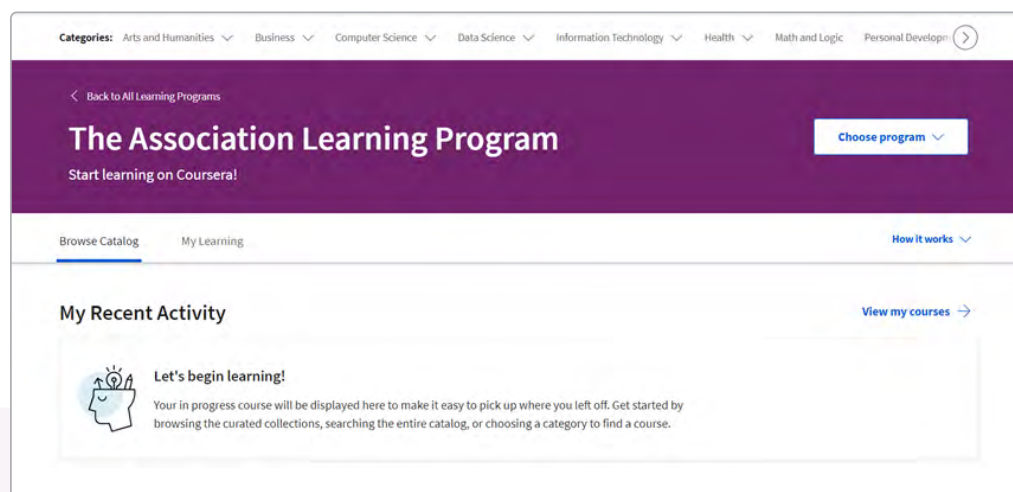
Image 4: Coaching Culture platform



Coursera e-learning platform

We encourage our team members to embrace learning through Coursera and celebrate their successes when they do. Via this platform, team members can access over 9,500 e-learning courses, projects, and specializations on a range of career and personal development topics. The top 10 team members who have engaged the most in learning each quarter are spotlighted via shout-outs in our monthly *Connections* all-staff newsletter and awarded on our recognition platform with YouEarnedIt (YEI) points.

Image 5: Coursera e-learning Platform



Compliance training

For all new hires, we provide compliance training on the code of conduct, acceptable use policies, anti-bribery, workplace harassment, cybersecurity, and more. The Code of Conduct Disclosure and Acceptable Use Policy are updated annually, and our other compliance training courses are carried out biennially.

IT learning

We offer a wide selection of IT trainings for all team members to develop or enhance skills in, for instance, Excel and PowerPoint. We also deliver company-specific training and IT induction to new starters through our internal IT team. We routinely organize training sessions hosted by our software providers like Microsoft to upskill our team members.

Finance for Non-Finance Professionals

Building an understanding of financial management for those not in a finance role can empower them to make the right decisions and have a better idea of the rationale behind the actions of management and leadership. The Association's "Finance for Non-Finance Professionals" course is available to team members via our intranet, the Source.

Learning resources

We actively review, update, and increase whenever necessary the number of how-to guides and toolkits available on the Onboarding Portal and the Manager Portal, which can be found on Learn in Fusion and our intranet, the Source.

External training and conferences

We support team members attending courses relevant to their current or near-future roles, including external training opportunities with conferences. For example, in 2021 we had 68 external training requests (12 conferences); in 2022, we approved 110 training requests (10 conference placements). External training temporarily paused in 2023 due to budget constraints but has resumed for 2024. In addition, our team members are also provided with online access to our annual ENGAGE conference sessions and can request gratis access to all the products we sell.

Learning through membership subscriptions

Professional membership subscriptions boost learning as many professional associations provide their members with access to webinars, exclusive research, resources, and local events. As part of our Total Reward package, the Association pays for up to two professional membership subscription fees per year (in addition to AICPA, CIMA, or NCACPA memberships) as long as they are relevant to the team member's current or near-future role.

Association products available on Learn and the Source

We acknowledge that it would be beneficial for team members to have access to the products we sell to our customers without needing to go through the staff gratis process. In 2023, through a cross-functional effort between HR and several Content and Corporate Communications teams, we've established a small pilot where some key courses are available for team member access. These courses include:

- "Transformative Skills Pack," the free learning suite available to AICPA and CIMA members
- "Finance for Non-Finance Professionals"
- ESG Certificate modules
- "Introduction to Data Analytics"

Leadership culture – Manager development

We are meticulous in the selection and appointment of people managers because we believe great people deserve great managers. Therefore, we developed and introduced the Management Charter, which helps set out our expectations of what it takes to be a good people manager at the Association.

Brilliant Basics

Our recently updated Brilliant Basics courses are live sessions covering important topics for current and aspiring people managers at the Association. Our US/UK courses are designed to meet CPA CPE criteria, and CPE credits can be awarded for attending these sessions. Courses include:

- "Managing at the Association"
- "How do I create a psychologically safe team?"
- "How do I run effective team meetings (team and 1 to 1)?"
- "How do I develop my team?"

At the end of 2023, we launched our first phase of micro learns for people managers. The three micro learns available include “Managing at the Association,” “Goal Setting,” and “Talking Performance.” They are targeted at new and existing people managers, providing them with the information needed to undertake specific people management tasks aligned to our Management Charter.

“Managing others is a privilege, and how committed and effective we are directly affects the performance, well-being and happiness of our people. We believe that if you manage others, it is the most important thing you do at the Association. We select, appoint and train people managers with great care. We drive a culture of accountability, and we expect managers to challenge anything in the way of them being the best people managers they can be. No excuses for ongoing poor people management. Management matters!”

— Sue Warman, Chief People Officer

For our members and students, we know that education is the foundation for excellence. Over the past year, we performed a complete reboot of our learning portfolio and integrated our learning platforms across the Association into a single learning system. In addition, *Accounting Today* named the AICPA Town Hall Series one of the top educational tools, citing it as the profession’s go-to resource for timely, impactful, and critical information. We also celebrated the AICPA Foundation centenary and awarded more than \$1 million in scholarships, grants, and fellowships to students. To encourage and ensure minority representation, we awarded close to \$500,000 to over 90 students from underrepresented groups, with \$2,500–\$7,000 scholarships each through the AICPA Minority Scholarship Program.

Community: Culture and people

Shaping the future of how we work

The 2020 pandemic made the world reconsider the way people work; our preexisting approach to flexible working was in line with this global shift. The flexibility we provide includes:

- **Where:** Flexibility of location – Many roles at the Association can be performed seamlessly from home/remotely. We are provided with tools to facilitate flexibility, including laptops, Microsoft Teams, and email. There are three types of flexibility of location:
 - Occasional remote: Working remotely on occasion when the need arises
 - Regular remote: Working remotely a set number of days a week
 - Full-time remote: Working remotely full time
- **When:** Flexibility of time – Adjustments in schedules to help meet life demands include one-off or ongoing changes to your agreed workday/hours. Flexibility of time can include:
 - Flexibility of start and finish times
 - Adjustments to your schedule during the day (e.g., making up for a longer lunch by working later)
 - Compressed workweeks
 - Part time (permanent change of weekly working hours)
- **Who and what:** Autonomy is encouraged through “Talking Performance” – People managers support autonomy by giving team members real control over various aspects of their role

– whether it’s deciding what to work on (task), when to do it (time), or how to do it (technique).

- **How much:** Team members are empowered to request differing work patterns, including reduced hours.

In 2022, we began reviewing how we would define what hybrid work means and the need for office space across our locations. To do this, we provided team members with surveys to establish their preferences in terms of work location and work schedule. We also carried out workshops at our three main hubs (London, Malaysia, and Durham), where team members were asked to brainstorm and share feedback on how they would like to utilize our offices post-pandemic. The output from the workshop sessions was shared locally as country news, globally in our *Connections* newsletter, and on our intranet, the Source. When we ran the GPTW survey near the end of 2022, 84% of our team members said that team members are encouraged to balance their work life and their personal life.

Work in this area has continued; we introduced the Association's Core Working Together Agreement, which provides a simple structure that supports equity of experience and consistency across teams. As an outcome, we developed a hybrid working model. The hybrid working model combines remote work and on-site work in a flexible and adaptable way, allowing team members to work and collaborate from different locations and at different times, with the specific balance determined by individual needs and job requirements. We believe that this model will work best in providing the flexibility the Association strives to maintain. Based on the results from the 2024 GPTW survey, flexibility has been identified as the top benefit



that employees enjoy about working here, and we rank above the GPTW benchmark for global organizations of a comparable size in this area:

- *I am able to take time off from work when I think it's necessary*
– 92% of respondents agreed (2024 GPTW)
- *People here are encouraged to balance their work life and personal life*
– 84% agreed (2024 GPTW)

Our aim is to be flexible to suit the different types of roles and team needs across the Association. Our approach focuses on three areas:

- **One human-centric Association.** We help our people feel included and manage their workload and well-being, and we encourage feedback to drive the Association forward.
- **Self and organizational effectiveness.** We provide guidance on how to apply our hybrid working principles and use objective setting to ensure that we can get the work done with the support that we need. This area also outlines our approach to working hours, taking into consideration the fact that we are a global organization working in a global capacity, respecting time zone differences, work-life balance, and employee well-being.

- **Virtual and in-person connectiveness.** We provide guidance to use the office to come together for a purpose, sustaining our social connections and supporting the onboarding of new joiners. This area outlines our flexibility with formal working agreements while reminding team members that permanent and formal changes still require agreement with management and HR. We focus on how we work together, balancing attendance at the office and remote working to best serve our members, students, clients, and colleagues, focusing on using IT-approved technology to collaborate effectively.

These principles combine remote work and on-site work, allowing team members to work and collaborate from different locations and at different times, with the specific balance determined by individual needs and job requirements. Team leaders across the organization received training and guidance in holding effective conversations about developing internal team working together agreements; between 65% and 70% of the organization have been taken through the process to date. Teams are encouraged to continue the conversation by reviewing, adapting, and sharing their updated working together agreements.



Image 6: AICPA&CIMA Core Working Together Agreement

AICPA & CIMA Core Working Together Agreement

Hybrid working combines remote work and on-site work in a flexible and adaptable way, allowing us to work and collaborate from different locations and at different times, with the specific balance determined by individual needs and job requirements.

One human-centric Association	Self and organizational effectiveness	Virtual and in-person connectedness
<p>Inclusion and belonging</p> <p>We help each other to feel included and enjoy the experience of working with the Association. We see ourselves as one global team and are proud of the diversity and heritage of our people.</p>	<p>Applying our hybrid working principles</p> <p>We will apply the spirit of our hybrid working principles and will hold ourselves and each other accountable for working in line with these.</p>	<p>Working in the office</p> <p>We come together for a purpose and use our offices when needed to collaborate, to sustain our social connection and to help new joiners to feel part of a unified team and organization.</p>
<p>Workload and well-being</p> <p>Our well-being matters, and we care for one another. We regularly review and prioritize our workloads and escalate them appropriately when we face capacity challenges. We ask for help when it is needed, communicating with each other in a timely way if we need help to succeed.</p>	<p>Objective setting</p> <p>We provide and set clear outcome-oriented objectives so that we can get on with our work with minimal interference and maximum support. We review progress on a regular basis via one-to-ones.</p>	<p>Formal working agreements</p> <p>We use our agreed-upon working arrangements to define where and when we work. While we flex as needed on a daily basis, a permanent and formal change to working location/hours is managed through our policies and requires agreement from our line manager and HR, in line with business needs.</p>
<p>Providing feedback</p> <p>We share helpful and constructive feedback with each other regularly as part of our interaction as a team. We will agree as a team on the way in which we provide feedback. When feedback is given, we will assume positive intent.</p>	<p>Work hours</p> <p>We sometimes vary our hours, including for online calls with international colleagues, to meet both business and personal needs. We respect each other's time zones, work/life balance and well-being.</p>	<p>Working together</p> <p>We balance our attendance at the office and remote working venues in ways that best serve our members, students, clients and colleagues. For relevant sites, we use technology approved by IT to collaborate effectively and consistently.</p>

We encourage individual teams to work together and utilize the available resources to develop their own team-specific working together agreement. The agreement will be the outcome of an informal discussion between team members to create consistency on how to best incorporate the hybrid and Core Working Together Agreement principles into the way their team works. To better support team members in creating their own working together agreement, there are resources and toolkits on the Source. Although individual teams may have their own working together agreements, their direction should align with the Association's Core Working Together Agreement.

Creating a diverse and inclusive environment

Since we launched our diversity, equity, and inclusion (DEI) strategy, our vision in this area has remained unchanged — we want the Association to be a place where every person’s individuality and contributions are valued and where our processes and behaviors create accessible, fair opportunities for all team members. There are many dimensions to diversity, including personal and professional characteristics such as communication and learning style, work habits, behavioral attitudes, economic status, knowledge, thought processes, beliefs or values, and life experiences; we believe that our diverse backgrounds and experiences add value to our culture, mission, and vision. We are committed to creating a diverse, equitable, and inclusive environment where everyone can confidently bring their authentic selves to work and have equity of opportunity to grow and thrive.

Our DEI principles are as follows:

- Use data to uncover and minimize the impact of conscious and unconscious bias.
- Create opportunities for conversation and listening at all levels.
- Drive behavior change through accountability at all levels of the organization.
- Commit to continuous learning and growth.

- Increase empathy and understanding through courageous conversations.
- Acknowledge, celebrate, and learn about our differences, histories, and experiences.
- Recognize and reward inclusive behavior.
- Think and act both globally and locally.

When we conducted the GPTW survey in 2021, 72% of team members said they believed we are following through on our DEI commitments; this score has since increased to 85%, which is a testament to the fact that the following activities have made a positive impact:

- We started our DEI Council in 2021 to support our DEI initiatives. The DEI Council is made up of staff volunteers from across the organization. Although a culture of inclusion is to be embodied by every team member, our DEI Council supports that culture of inclusion by providing accountability in our continuous efforts to create an equitable and inclusive environment.
- Annual activities are planned around monthly global and national awareness days. Routine items featured on our DEI calendar include: neurodiversity focus, Black History Month, Pride Month, Women’s History Month and International Women’s Day, Hispanic Heritage Month, and Asian and Pacific Islander Heritage Month.

- Self-disclosure remains a focus, and we continue to encourage team members to share their demographic data in Fusion. We added new disclosure categories in Fusion such as “prefer not to say” so that team members are able to disclose demographic data based on their level of comfort. The goal is to get a clear and accurate understanding of the demographic makeup of our organization so that we can continue with the appropriate DEI interventions using more defined, accurate metrics. We’ve made great traction in the United States and Malaysia.
- Transparency is particularly effective for DEI efforts because it illuminates areas of opportunity and aids in identification of systems and practices that challenge the creation and sustainability of a diverse, equitable, and inclusive culture. Annually, we publish a *DEI Transparency report*. This is shared via a dedicated webcast, our monthly *Connections* newsletter, and made available on the Source. Our most recent report shared some of the following highlights as it relates to gender:
 - Women in leadership: 64% of our total team member population are women; 50% of our director and VP and up roles are held by women.
 - Across the organization, the average difference in compa-ratio between women and men is 4%. Although women and men have parity at VP and specialist levels, in all other grades, men have a higher compa-ratio than women. This disparity is currently under review to identify the underlying factors and ensure that it is not due to gender bias.
- We continually monitor and seek ways to increase diversity in talent attraction and acquisition, including aligning with HR best practices for talent acquisition and partnering with organizations who can provide tools or learning to help us stay ahead of the curve in this area.
- We routinely refresh hiring managers on unconscious bias to include a review of our reasonable adjustments in line with becoming a more neurodivergent-friendly employer.
- Our staff-led discussions are critical in educating ourselves and building empathy by bringing forward lived experiences from minority or often discriminated-against groups. Monthly, we host a “DEI Conversations That Matter” webinar that features lived experiences of employees from underrepresented groups to aid in creating a culture of inclusion. We’ve hosted panels on neurodiversity, Jewish lived experiences in observance of Holocaust memorial, systemic racism, LGBTQ+ pride, and Hispanic heritage, among other topics. These discussions have provided valuable opportunities for team members to share their knowledge and



experiences so we can all be better colleagues to one another. Some 2024 sessions have included:

- **January: “Jewish Experiences”** – From this session, we gained insight on hesitation to self-disclose demographics and how Jewish identity is perceived when it comes to religion or race.
- **February: “African American Experiences”**
 - This session was hosted as part of Black History Month, where we celebrated Black contributions to the arts. From this segment, we also learned more about the CROWN Act, which prohibits discrimination based on hair style or texture.
- **March: “Muslim Experiences”** – We heard from Muslim colleagues from across the globe – Sri Lanka, South Africa, the UK, and the United States. Panelists shared details of their lived experiences, which differ by country and vary depending on whether Islam is the majority or minority religion. Individuals also shared insights into how they are treated based on their appearance and attire and educated colleagues about religious observances such as Ramadan.
- **April: “Neurodiverse Experiences”** – In this session, we heard perspectives from neurodivergent employees and team members, as well as those who have care responsibilities for a neurodivergent child.

In 2024, when asked in our GPTW survey, “Are

people here treated fairly based on their gender, sexual orientation, race/ethnicity, or age?,” an average of 89% of respondents answered favorably, whereas 3% answered unfavorably. When asked if you can be yourself here, 82% answered favorably and 6% answered unfavorably. This feedback shows that, although we have made significant progress in our DEI efforts, we need to continue to challenge ourselves to go further in creating a diverse and inclusive organization where everyone can bring their authentic self to work. Using data, intention, and insights from our people, we developed the following top five DEI initiatives for 2024:

- Drive initiatives to raise awareness of neurodiversity and provide reasonable adjustments and resources to create a safe working environment for employees who are neurodivergent.
- Explore the intersectionality between gender and race.
- Challenge potential bias and microaggressions through the hiring, pay review, and promotion processes.
- Improve disclosure of demographic data and ethnicity information of all employees.
- Continue our focus on the culture of inclusion through leadership development initiatives.



Talent attraction

Our global market expansion and adoption of radical flexibility have allowed us to broaden our talent search and appeal to top-tier professionals worldwide. To enhance our talent acquisition efforts, we shifted from traditional job descriptions to concise “job adverts” with engaging language, making them more accessible. Collaborating with DataPeople, a software provider specializing in job advertisement development, helped us create more inclusive and market-oriented recruitment content. As a result, we have successfully attracted a more diverse pool of candidates across various platforms. Additionally, we utilize LinkedIn's Diversity Nudges tool to identify gender imbalances in recruiter searches and receive tailored recommendations for achieving a more equitable selection process. Our goal is to maintain a workforce that reflects the diversity of our candidate pool and select the most qualified individuals for each role. Although we take the necessary steps to ensure that we have diverse candidate pools and a diverse group of individuals involved in our selection process, our philosophy with recruitment is that the best candidate gets the role regardless of their demographic.

Training for hiring managers

During the recruitment process, we aim to ensure that all team members involved in the hiring process are equipped with tangible and actionable tools and strategies to identify bias in our talent acquisition processes and actively mitigate it. This ensures that all candidates are treated equitably throughout our recruitment efforts. To achieve this, we provide unconscious bias training to our talent acquisition team and hiring managers. We have also implemented minor but necessary changes to the Association careers page, such as more inclusive imagery and language. In 2024, we started to introduce training on reasonable adjustments as we looked at how to create a standard recruitment and hiring process that is suitable for prospective neurodivergent team members.

Forward-thinking: Brand and reputation

Environmental, social, and governance (ESG)

Our main objectives within the corporate responsibility area are to ensure that public accountants are seen as premier providers of assurance and advisory services and that management accountants are taking a lead role in integrating sustainability in strategy operations, providing high-quality reporting, and creating value over the long run. We support these goals by providing feedback on proposed standards from regulators, both at national and international levels, in order to protect the public interest, ensuring that there are no unnecessary burdens or complexities that might drive compliance costs. Ongoing work includes creating an ESG fundamentals course for our members, students, and engaged professionals. Our aim is to position the Association as the leading voice and role model for accounting, auditing, and finance professionals in the sustainability space.

We want to equip the profession to fulfil its role by offering learning, tools, resources, and guidance. This would include incorporating corporate responsibility into competency frameworks, professional syllabuses, and exams.

“Scaling our ESG offerings is first and foremost about helping our members with the skills they need to be able to embed sustainability and ESG into their businesses. This initiative is particularly relevant and will continue to be for many years ahead as the world seeks to decarbonize and business models move to sustainable footings. In addition, there's a host of other environmental issues and social issues such as Diversity, Equity and Inclusion, which have become extremely important to the ongoing sustainability of corporate business models.

In February 2023, we announced a partnership with the University of Oxford's Saïd Business School and one of the first fruits of that partnership is a joint program which we're developing for our members on both sides of the organization, which will help senior finance professionals understand what we mean by sustainability and ESG and how it's relevant to their day-to-day jobs. Following this, we launched

our first cohort of this program in late September 2023 with the program scheduled to continue to run in January, April, June and September. This will equip finance professionals in leadership roles such as CFOs, chief accountants, financial controllers, and financial directors with the skills they need to be able to embed sustainability into the core activities that they oversee."

— Dr. Jeremy Osborn, Senior Director, ESG

Delivering on sustainability

Sustainability continues to be an integral part of the accounting and finance profession and the Association. Team members are updated on this topic through our quarterly webcasts; *Connections* newsletter; our dedicated sustainability webcast, which takes place around Earth Day; and the dedicated page on the Source. Through our annual integrated report, we were pleased to share that, in 2023, we supported the profession in building sustainable economies and business models through the following efforts:

- Launched the “ESG and Sustainable Financial Strategy Course,” our joint executive management online program with the Saïd Business School at the University of Oxford.
- Published the third edition of *State of Play in Sustainability Assurance* with IFAC and released our updated Global Management Accounting Principles (GMAP).
- Hosted the second annual CPA.com ESG Symposium and the AICPA & CIMA ESG and Sustainability Conference.
- Published our *Accounting for Climate Resilience* educational brief, the last in our series focused on sustainability and business.
- Sponsored the inaugural IFRS Sustainability Symposium in Montréal, Canada, and a forum at the New York Stock Exchange to mark the launch of the International Sustainability Standards Board’s inaugural standards, IFRS S1, *General Requirements for Disclosure of Sustainability-related Financial Information*, and IFRS S2, *Climate-related Disclosures*.

- Published “Corporate decision-making: Why choose a CPA for your ESG assurance needs?” as part of our thought leadership series exploring the topics of sustainability and assurance and the role of CPAs.
- Held ESG- and sustainability-focused webcasts addressing topics such as reporting, assurance, and carbon accounting.

The path to net-zero

In October 2021, we made a public commitment to develop a plan to reach net-zero greenhouse gas emissions as soon as possible and report annually on our progress. We also pledged to provide resources to our members, candidates, and registrants to assist them in their own journey toward a more sustainable planet.

The Association began implementing sustainability initiatives to increase energy efficiency and reduce waste long before making our 2021 commitment to achieve net-zero emissions, but we only recently began tracking and calculating our carbon emissions. In 2023, we expanded the scope of our carbon footprint calculations and tracking, marking a significant milestone in our journey.

Our reporting now includes Scope 2 greenhouse gas emissions data for our six largest offices, achieving over 80% coverage in both space and headcount, and Scope 3 emissions data for air travel for most of our staff and volunteers, as well as lodging, meals, and entertainment resulting from business travel. We also continue to focus on capital goods and professional fees under Scope 3 because those activities make up most of our emissions. We do not have Scope 1 emissions.

In 2024, we continued to track and calculate our emissions from select areas and set targets to develop a timeline and a pathway to achieve net-zero emissions. This requires a cross-departmental effort to determine how and when we can make meaningful reductions to the Association’s carbon footprint. Additionally, we will reduce our office footprint by right-sizing office space by about 50% in two of our larger offices. We will also continue to serve our members, candidates, and registrants with relevant resources and guidance on ESG and sustainability-related reporting, disclosure, and assurance requirements.

How the Association is implementing the UN sustainability goals

The United Nations Global Compact (UNGC) is a voluntary initiative where CEOs commit to implementing universal sustainability principles and collaborating on partnerships to support UN goals. In 2010, CIMA declared its support for the Ten Principles of the UNGC, in the areas of human rights, labor, environment, and anticorruption practices. The Association identified and adopted 7 of the 17 Sustainable Development Goals that align with our own environmental, social, and economic development objective. The following describes the 7 goals that have been adopted and how the Association has worked toward those goals thus far:

- **Goal No. 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.**

- Increased apprenticeships in England and introduced the CGMA apprenticeship pathway in the United States. Expanded the Leadership Academy to the Asia-Pacific region. Distributed the Transformative Skills Pack for digital transformation to all members. Provided \$1 million in AICPA scholarships for accounting students and CPAs to become professors.

- **Goal No. 5: Achieve gender equality and empower all women and girls.**

- Organized the annual Global Women's Leadership Summit and used the platform to educate accounting and finance professionals about gender equality, inclusion, and keeping the advancement of women as a major focus for the profession. Celebrated women's roles globally, including in nation-building and community development, with our 25 Most Powerful Women in Accounting Award and various events for International Women's Day.

- **Goal No. 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.**

- Expanded Business Resilience toolkit, collaborated with WBCSD on *Reimagining Performance Management* report, introduced 2022 Transformative Skills Pack for CPD with a sustainability focus, and supported finance professionals in sustainability reporting through research, insights, and the Fundamentals of ESG Certificate.

- **Goal No. 12: Ensure sustainable consumption and production patterns.**

- As an enterprise, the Association transitioned all member magazines and publications from print to digital in 2022. We began to measure our emissions in accordance with guidance from the Greenhouse Gas Protocol and appointed our first ESG reporting manager.

- **Goal No. 13: Take urgent action to combat climate change and its impacts.**

- We released the first *Accounting for Carbon* report to enhance finance professionals' understanding of climate change. The research, funded by the CIMA General Charitable Trust, involved RMIT University Melbourne and the University of Tasmania. The report focuses on how management accountants can contribute to climate-related scenarios and integrate their expertise into organizational climate change strategies.

- **Goal No.15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.**

- Signed the Global Accounting Alliance's call to action on nature for the accountancy profession. Issued the *Accounting for Nature* report to help finance professionals build their accounting-for-nature literacy.



• **Goal No. 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.**

- Played an active role in the formation and launch of the International Sustainability Standards Board (ISSB).
- Partnered with IFAC on an interim update to the *State of Play for ESG Reporting and Assurance* benchmarking study based on 2020 reporting.
- Undertook research with corporations and accounting firms to explore the future needs of the profession, including the competencies and skills needed to embrace ESG efforts.
- Continue to be an active player and supporter of the Accounting for Sustainability (A4S) Accounting Bodies Network (ABN), the Global Accounting Alliance (GAA) Sustainability Working Group, and the Green Finance Education Charter (GFEC).

Team member volunteering activities

We encourage our team members to become involved in their communities of residence and work by lending voluntary support to programs that positively affect the quality of life within these communities. At the same time, the intention is to create community engagement opportunities for team members that are meaningful and purposeful.

In 2021, the Association reviewed the paid time off allocation for volunteer days and decided to

standardize this for all team members across the globe. Team members are now entitled to two paid days to undertake voluntary work for an eligible group, organization, or school, during normal business hours (or outside normal business hours if team members so choose).

Eligible organizations include those that are community-based and provide services through the voluntary efforts of individuals in the following ways:

- Relief to physically or mentally challenged persons
- Relief to victims of natural disasters or catastrophes
- Health services, emergency relief and shelter, transportation, and preparations or delivery of meals
- Other direct health or welfare services for the economically disadvantaged
- Community services that assist residents, including child and youth development
- A public or private not-for-profit organization that is representative of a community or a significant segment of a community and is engaged in human, education, environmental, or conservation projects or meeting public safety community needs
- Helping register voters, as long as there is no involvement in a party or campaign

Volunteering stats:

- **2019:** 1,663.12 volunteer hours
- **2020:** 656.50 volunteer hours
- **2021:** 1,353.50 volunteer hours
- **2022:** 1,910.00 volunteer hours
- **2023:** 2,572.00 volunteer hours

The volunteer hours listed encompass a wide array of activities across the globe. For instance, in conjunction with Mandela Day, our team members in South Africa chose to do something meaningful to commemorate the day by visiting the Tembisa Society for the Care and Welfare of the Aged. This is a facility where 120 senior citizens receive care. Our colleagues handed out donations, interacted with the residents, cooked, shared a meal with them, and worked on their small garden. The South Africa team organized this day to give back to the community together.

Images 7–9: Our South Africa team members volunteering in conjunction with Mandela Day



The following is a sample of employee feedback about how they've utilized their paid volunteer hours:

"I did 30 hours of class to become a **court appointed special advocate** for abused and neglected children in the foster system."

"My time volunteering in 2023 has been to support the Red Cross both **donating blood and helping with blood drives**. Over the years I had helped organizations with blood drives, but I had never donated blood until 2022. I decided to donate that year because my father, who had given countless number of gallons of blood over many years was no longer able to donate. I realized that someone needed to step up and take his place."

"A team member schedules and plans our annual team volunteer activity. We started making this a priority when we realized people weren't using the hours so having her arrange and schedule was key. She does a great job and it's a **fun team event** where we all go to lunch together afterwards."

"I am a **senior mentor** with the team, working primarily with the Entrepreneurship Team, helping them to write a business plan, recruit mentors, etc. The team won the Sustainability Award at the FIRST Mid-Atlantic District Championship last April, primarily based on the work of the Entrepreneurship Team. I also have been heavily involved with Pets4SPIKE, getting new parents involved, ordering team shirts, and planning and serving lunches to the team on weekends during their 'build season' from January to March. Our son graduated in 2022, but my husband and I continue our mentoring."

"The past year it has been difficult for our neighborhood elementary school to run programs due to a lack of volunteers; last year they had to cancel the kid's Talent Show and the PTO was unsure if they would be able to run the Book Fair for the kids and families. I've been really pleased to make use of the Association's generous volunteer time to volunteer at the Book Fair, the Holiday Shop (the kid's program to let them pick out gifts for their families), and the Fall Book Character parties. I also spend time outside of the office **supporting our local effort** to launch a children's museum in our county; on Summer Fridays, I was able to spend time working on a community puzzle that my family and I were able to contribute and help publicize; I'm looking forward to future engagement in this important effort to bring learning activities right here to our local community!"

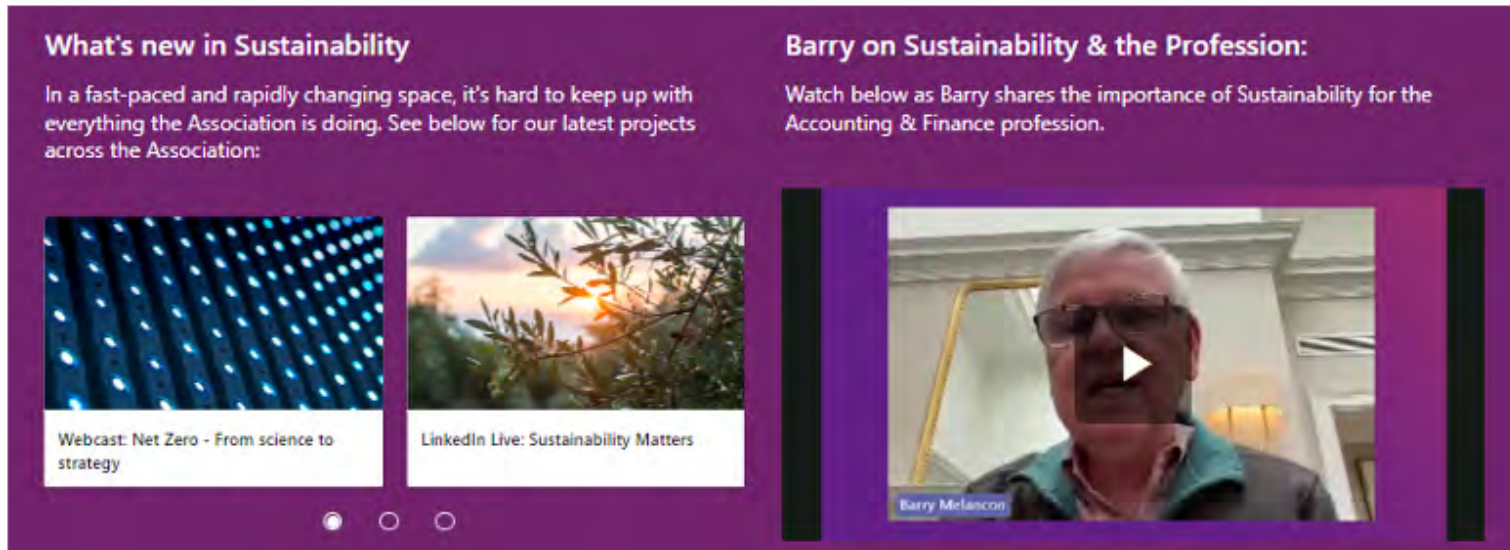
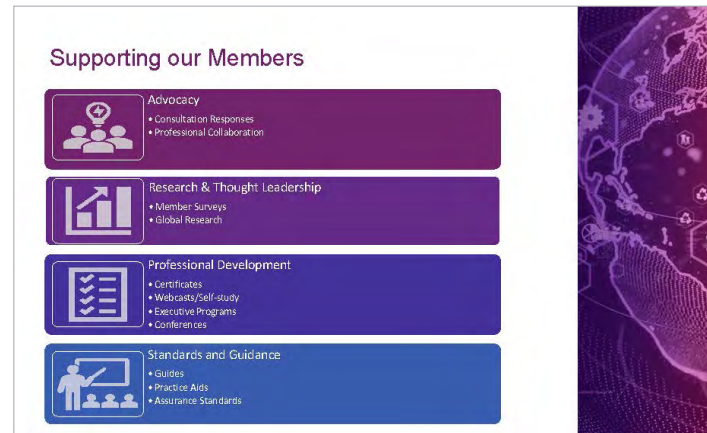
“I am on the board of advisors for this organization. We provide a **social safe space** for queer youth. On Dec 1 I will be spending the day representing RCNNJ at the Bergen County (NJ) LGBTQ+ Youth Leadership Summit. This is one of our best opportunities for outreach directly with youth that our programs are there to support.”

“Each year I help my brother with a **charity golf tournament** in honor of his daughter and my niece, Ashley Rose, who was born with Down syndrome. I create the program, assist with registration, facilitate the raffle prizes, and organize volunteers and event logistics. Over the past 11 years, we've raised more than \$184,000 in donations for the LuMind Foundation, whose mission is to stimulate biomedical research that will accelerate the development of treatments to significantly improve cognitive, including memory, learning, and speech, for individuals with Down syndrome.”

“Support Partner - Work with homeless and working families in Transitional Housing for 16 - 18 consecutive weeks. We **teach them about financial literacy**. We assist w/creating and maintaining weekly budgets. We obtain and then explain their credit reports to them, then provide them with direction on what debts should be paid while in the program that can have a negative impact on them when it is time to apply for housing. We set attainable goals each week for the family to complete which can consist of applying for medical insurance, finding a better job, providing direction on obtaining child care services that may be needed, giving direction on registering and licensing a vehicle, and even fixing car issues, providing resources for food banks which we insist they use while in the program to name a few. 2) I also am on the Selection Team, which interviews families to determine if the program would be a good fit for the family and vice versa.”

Earth Day

In 2023 and 2024, we hosted a dedicated webcast on Earth Day to update our team members on our environmental, sustainability, social, and governance efforts. Presenters included our CEO, who shared why this is important to us as an organization and as individuals. Team members received a high-level review of the activities taking place externally for our members and students, and a more in-depth review of the actions we have taken internally in line with our ESG commitments.



YEI points donated to charity

Each quarter, benefits-eligible team members are allocated 2,500 YEI points, and an additional 1,340 points per eligible employee are given to each manager to recognize colleagues. Team members can choose to redeem the accumulated points they have been awarded to purchase products or gift cards through the YEI platform, or they can donate the points as funds to their preferred charity. In 2023, team members supported a total of 58 charities via YEI donation including the ALS Association North Carolina Chapter, the Humane Society of the United States, Sussex Wildlife Trust, and World Central Kitchen.

Business ethics and professional integrity

As a membership organization serving one of the most trusted groups of professionals in the world, we strive to maintain the highest level of professional integrity in everything we do. We continue to enforce awareness and accountability among Association employees on a range of topics, including anti-bribery, workplace harassment, and conflicts of interest. In addition, CIMA is the supervisory authority for anti-money laundering purposes for more than 1,600 members in practice. We have also trained a number of internal teams on competition law to educate staff on the importance and implications of anti-trust issues. Lastly, during this past year, we represented the views of the accounting and finance profession to support the practical implementation of the anti-money laundering and Russian sanctions regimes and legislative responses by world governments in the wake of the invasion of Ukraine.

For our members, we released a new ethical decision-making tool on Global Ethics Day and held a webcast hosted by the Associate Director of the Institute of Business Ethics. Our students and members are required to comply with the CIMA Code of Ethics or AICPA Code of Professional Conduct, as well as our bylaws. AICPA members are required to complete 120 hours, or its equivalent, of continuing professional education every 3 years. In addition, if you are in public practice in the United States performing applicable accounting services, you or your firm must be enrolled in the AICPA Peer Review Program. Our Professional Ethics Division has also joined together with most of our U.S. state societies to create a Joint Ethics Enforcement Program and has prioritized investigations of potential disciplinary matters involving AICPA members and participating state CPA societies.

Supplier relations

We would not be able to deliver on our commitments without the strong and strategic partnerships we have built over the years. To that end, it is imperative to ensure that we enter into arrangements with suppliers, partners, and contractors who align with our values and ethics. We have policies in place that require third parties to affirm compliance with rules and regulations related to anti-bribery and anti-corruption and to have no instances of offense under the Modern Slavery Act. We recognize that additional steps can and should be taken to include stricter language in our arrangements and to verify compliance with these clauses. We will consider how to address this gap in the coming year, as this will further strengthen our dedication to engaging with responsible businesses.

Innovation — as it relates to team members

The results from our last GPTW survey reflected that 66% of our team members felt that their suggestions and ideas are genuinely sought after and responded to by management. We have made great strides since the survey to take onboard the feedback, suggestions, and professional expertise of our team members for some of our internal initiatives. Feedback is captured in a variety of ways to ensure that team members feel comfortable voicing their opinions.

To create an environment where team members are comfortable and assured that their feedback is heard, we have several opportunities to hear from colleagues via open and private channels. This includes:

- **Webcast and town hall session Q&As.** Before our strategy sessions, team members are invited to submit questions, which help shape the presentations. In addition to our quarterly strategy webcasts, we've hosted sessions on technology, employment benefits, well-being, and diversity. During each webcast, colleagues are encouraged to utilize the chat function to share their thoughts and questions. At the end of each session, time is allocated for an open forum. After the session concludes, each attendee is also given the opportunity to share their feedback via an anonymous feedback form or continue the conversation in the chat on Microsoft Teams.
- **Focus groups** are hosted throughout the year to gain insights on survey results, technology usage like AI tools, our workspace designs like the London office relocation project, and to help us understand how best to approach balancing time off across departments and regions.
- **Employee resource groups.** Cohorts of team members regularly gather to discuss their lived experiences and share expertise as it relates to their demographic group. For example, following a well-being TED Talk session on neurodiversity, team members created a group for neurodivergent colleagues.
- **Managers' forum.** We have created a space for our people managers to gather each month to learn and share best practices in line with our Management Charter. These sessions also provide an appropriate space for managers to discuss any challenges they might experience as leaders.
- **Culture Champions.** Taking onboard feedback from their peers, the Culture Champions meet monthly to review, create, and execute activities that help enhance our culture within their area of focus — volunteering/well-being.
- **Regular meetings with executives, executive direct reports, and their teams.** Each executive leadership team (ELT) member regularly hosts town hall sessions within their business area. Segments within these town hall sessions are often hosted by the ELT member's direct reports, presenting an opportunity for each department or team to feed up and laterally share insights, highlights, and lowlights. A successful output from these sessions has been our COO blog, which started as an interdepartmental cascade but has now grown to become a staple feature that is shared widely to all colleagues on our intranet. Team members from across the organization can engage with the content shared by commenting on the blog posts on the Source.

- **Polls/feedback forms** are regularly used at the end of webcasts like our strategy sessions, DEI Conversations That Matter, and our well-being TED Talks. Polls in Microsoft Teams and Menti are also used during meetings to capture anonymous and interactive feedback.
- **Topical, department, and pulse surveys**, like our Internal Communications survey, are routinely conducted to help us gauge employee satisfaction and end-user preferences.

We are proud to remind team members that the following initiatives have been introduced over time in response to their feedback:

People policies

In the past, we modified our U.S. parental leave and PTO policy following the feedback received from team members in our engagement survey. We also updated the U.S. maternity leave policy following team member feedback in a town hall session. More recently, we introduced time off for fertility treatment and pregnancy loss and provided menopause guidance for global team members. The feedback that drove these changes came from a number of places, including our Culture Champions and individual requests from team members who experienced fertility challenges and pregnancy loss.

Strategy communication

A pulse survey indicated that 85% of our team members understand how their role contributes to our organization's goals and strategy. To improve in this area, we continue to offer the following:

- Strategy activation sessions
- Line-of-sight planning templates
- Talking performance toolkit

- Monthly forum for managers
- Quarterly webcasts with strategy updates
- Strategy Q&A webcasts
- Pre-webcast question form
- Dedicated page on the Source for our strategy
- COO blog

Professional development

In the April 2024 GPTW survey results, 77% of our team members stated that they have access to the tools and resources to develop professionally and personally. To increase access to and awareness of professional development resources, we implemented the following:

- Talking Performance toolkit for managers and team members
- Coursera catalogue
- Coaching Culture
- Development roadshows

Pay and benefits communications

During our 2021 pulse survey, 65% of our people managers expressed that they were not confident in explaining the transparency and fairness of pay and benefits to team members. In 2022, 45% of our team members stated that they did not receive support from the Association to help them plan and manage their personal financial situation. As a result, we implemented the following:

- Pay and benefits training managers
- Transparent communication regarding pay reviews through the *Connections* newsletter
- Total Reward philosophy and portal

- Workshops with our pension providers
- Financial well-being workshops through our benefits provider
- Workshops with our pension providers
- Consistency in job descriptions and evaluations
- Routine promotion of our Employee Assistance Program (EAP)

Recognition

During our 2021 pulse survey, 37% of our team members stated that they do not receive adequate recognition for their contributions. In 2022, 67% stated that everyone has the opportunity to get special recognition. To improve and embed a culture of recognition, we continue to promote the following:

- Recognition framework
- Talking Performance
- Brilliant Basics – Recognition types
- Employee Appreciation Day letter from our CEO with YEI points to each team member
- YEI points allocation for peer-to-peer recognition
- Employee spotlights
- Team member praise in monthly *Connections*

Well-being

As part of our effort to keep employee well-being at the forefront of our business decisions, we have implemented the following:

- A dedicated group of Well-being Culture Champions who review the needs of their peers and routinely organize activities that encourage dialogue.
- A self-serve hub that references our well-being toolkit on our company intranet.
- As a result of the stress and burnout discussions, more attention has been given to allocating a time-out for team members, like our participation in Global Mental Health Day in October.
- Training offered to change designers, leads, and team members through Dr. Britt Andreatta's ChangeQuest modules.

Innovation – as it relates to our members and students

Dynamic Audit Solution

The Dynamic Audit Solution (DAS) is a transformative, tech-enabled audit methodology application that modernizes and enhances the quality, efficiency, and value of financial statement audits. It is being developed by the AICPA in collaboration with CPA.com and Caseware International, our technology platform partner. This will actively shape and enable the future of auditing and enhance the Association's brand and reputation as a global leader in driving transformation for the profession. It will also enable CPA firms to perform tech-enabled audits to better serve their clients.

Reimagining the Association's Value and Experience (RAVE)

When the AICPA and CIMA came together several years ago to form the Association, we embarked on a multi-year program with the goal of providing a unified, modern digital member and student experience, improving our technology infrastructure both internally and externally.

Research indicated that both the AICPA and CIMA were hard to conduct business with, and the online experience was not meeting expectations and was causing a lot of unnecessary friction. Members were asking for more personalized experiences, but legacy technologies and processes created barriers. Member and student data quality was poor and had a negative impact on our ability to effectively execute a precise marketing strategy. Our technology ecosystem was complicated, out of date, and fragmented. We required a rapid and significant investment to modernize our entire technology footprint.

We've had a lot of successes along the way including, but not limited to, creating a unified website for AICPA & CIMA members and students. Launching a new data platform that will allow us to better use data and insights to drive our decision-making. Retiring old technologies and moving to a cloud-focused environment. Modernizing our internal technology infrastructure. To recognize and acknowledge the work that went into this project, we continuously applauded team members for their contributions to the project through shout-outs via YEI points, our monthly *Connections*, on the Source, and during our quarterly webcasts.

Adoption of artificial intelligence tools

One of the key projects that we have been working on at the Association is looking at how AI can be incorporated into the way we work internally and within the accounting and finance profession. Generative AI (gen AI) represents a transformative shift for accounting and finance professionals by automating and enhancing data analysis, report generation, and predictive modeling tasks. It enables the creation of detailed financial forecasts, risk assessments, and personalized advice and significant productivity increases with unprecedented accuracy and speed.

Externally, we aim to address the relevancy of AI within the accounting and finance profession by informing finance professionals of the opportunities and risks of this new technology and by supporting upskilling and reskilling so that finance professionals can focus on strategic decision-making and advisory roles.

Internally, our IT team is committed to keeping staff informed on the advantages and pitfalls of AI. To that end, we've created an Artificial Intelligence Adoption Policy and updated our Acceptable Use Policy, which can be viewed on our IT SharePoint site. We have also shared regular updates with team members regarding our approach to adopting AI tools at the Association.

We recognize the potential of AI to bring meaningful advancements to our staff, members, and business processes. While we are poised to harness the benefits of AI, we must do so in a responsible manner by ensuring the accuracy and security of all tools we employ. Therefore, we formed an AI Working Group whose aim is to help us better understand the dynamic world of AI. The AI Working Group is made up of 14 people across the organisation, including directors, VPs, and those with a background in the field. This team actively monitor developments in AI, manages governance, and equips our staff and members with the appropriate AI resources and tools to enable the Association to drive member value.

We're using a two-prong strategy to address the different ways in which we adopt and use AI capabilities. The first prong is "Business process AI," which focuses on major enhancements to business processes, including things such as leveraging AI to draft customized marketing emails to members and performing predictive data analysis to set the ideal price point to increase revenue. The second prong is "Client/ad hoc AI," which revolves around one-time or short-term uses of AI, such as creating a presentation or writing an internal communication. So far, we have engaged team members in pilot testing programs and Q&A webinars as we explore this new era of technology.

Care: Reward and recognition

Maintaining the right balance

We place importance on both work and personal well-being. We appreciate and recognize our team members for their hard work through a range of initiatives, from team celebrations to excellent benefits, and genuine day-to-day flexibility.

Managing stress

In our 2022 GPTW survey, 85% of our team members said that the Association actively promotes mental and physical health among its team members; this percentage remained the same when we surveyed in 2024. In 2022, when asked if our organization prioritizes well-being, 74% of respondents answered favorably, which increased 1% when we surveyed again in 2024. In 2022, when asked if the demands of their job cause excessive stress, 17% said yes, which decreased to 14% in 2024. To help manage stress and burnout, we introduced the ChangeQuest program. The program has three key stakeholder paths:

- **Designers:** Those who design change journeys
- **Guides and trailblazers:** Those who support change journeys and set the change up for success, including people managers — So far, 50% of our people managers have taken the Guides training.
- **Travelers:** Those experiencing the journey

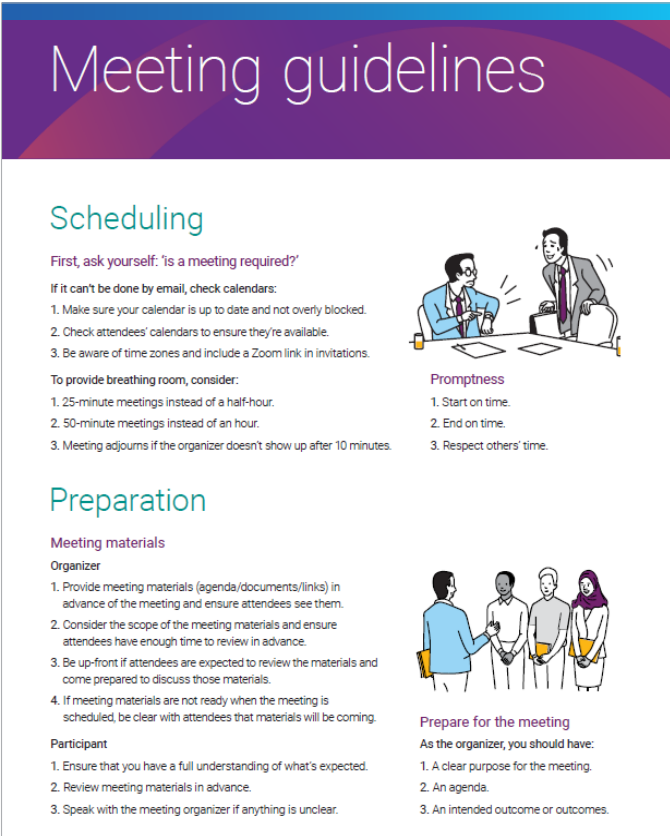
Meeting culture

Team members highlighted that they were struggling with overload as it pertained to meetings and workload. While acknowledging that meetings are a key part of the collaborative way that we work, we set an expectation that people should commit to and hold each other accountable for the following principles:

- We flex our time instead of extending it, empowering you to manage your day.
- We are each accountable for our performance and deliverables.
- We set our boundaries and are respectful of one another's.
- We talk about what works and what doesn't so we can learn and grow together.
- We are a community that cares about one another as colleagues and as people.
- Everyone feels valued and equally important regardless of their position, team, or location.

A toolkit was produced to aid managers and their teams in being able to follow these principles. We also introduced a training session as part of Brilliant Basics: "How do I run effective meetings?" Some teams have also instituted "no meetings" Fridays.

Image 10: Meeting guidelines



The infographic is titled "Meeting guidelines" in a large, white, sans-serif font against a purple and blue gradient background. It is divided into two main sections: "Scheduling" and "Preparation".

Scheduling

First, ask yourself: 'is a meeting required?'

If it can't be done by email, check calendars:

1. Make sure your calendar is up to date and not overly blocked.
2. Check attendees' calendars to ensure they're available.
3. Be aware of time zones and include a Zoom link in invitations.

To provide breathing room, consider:

1. 25-minute meetings instead of a half-hour.
2. 50-minute meetings instead of an hour.
3. Meeting adjourns if the organizer doesn't show up after 10 minutes.

Promptness

1. Start on time.
2. End on time.
3. Respect others' time.

Preparation

Meeting materials

Organizer

1. Provide meeting materials (agenda/documents/links) in advance of the meeting and ensure attendees see them.
2. Consider the scope of the meeting materials and ensure attendees have enough time to review in advance.
3. Be up-front if attendees are expected to review the materials and come prepared to discuss those materials.
4. If meeting materials are not ready when the meeting is scheduled, be clear with attendees that materials will be coming.

Participant

1. Ensure that you have a full understanding of what's expected.
2. Review meeting materials in advance.
3. Speak with the meeting organizer if anything is unclear.

Prepare for the meeting

As the organizer, you should have:

1. A clear purpose for the meeting.
2. An agenda.
3. An intended outcome or outcomes.

The infographic includes two illustrations. The first, under "Scheduling", shows two men in business suits sitting at a table with a laptop and papers, one looking at a calendar. The second, under "Preparation", shows a group of four diverse people (two men and two women) standing together, one holding a folder and pointing towards it.

Time out for mental health

Team members have expressed that they highly appreciate the office closure that takes place at the end of the year in the lead-up to the New Year holiday season. Team members shared that when taking PTO, they don't always get to fully unplug, but when the entire Association has the day (or week) off, it eliminates the feeling that they're missing something at work, and they can truly disconnect.

Since 2020, we have recognized World Mental Health Day across the Association as a global pause. The overall objective of World Mental Health Day is to raise awareness of mental health issues around the world and to mobilize efforts in support of mental health.

In conjunction with World Mental Health Day each year, we host activities to create an open platform to talk about mental health. As part of this effort, we hosted virtual fitness and meditation sessions and created an online hub for mental health resources. We also offer a training course called "Mental Health Awareness" that team members can access through Coursera. On October 10, Association offices are closed and colleagues across the globe are encouraged to take this day off as a wellness day.

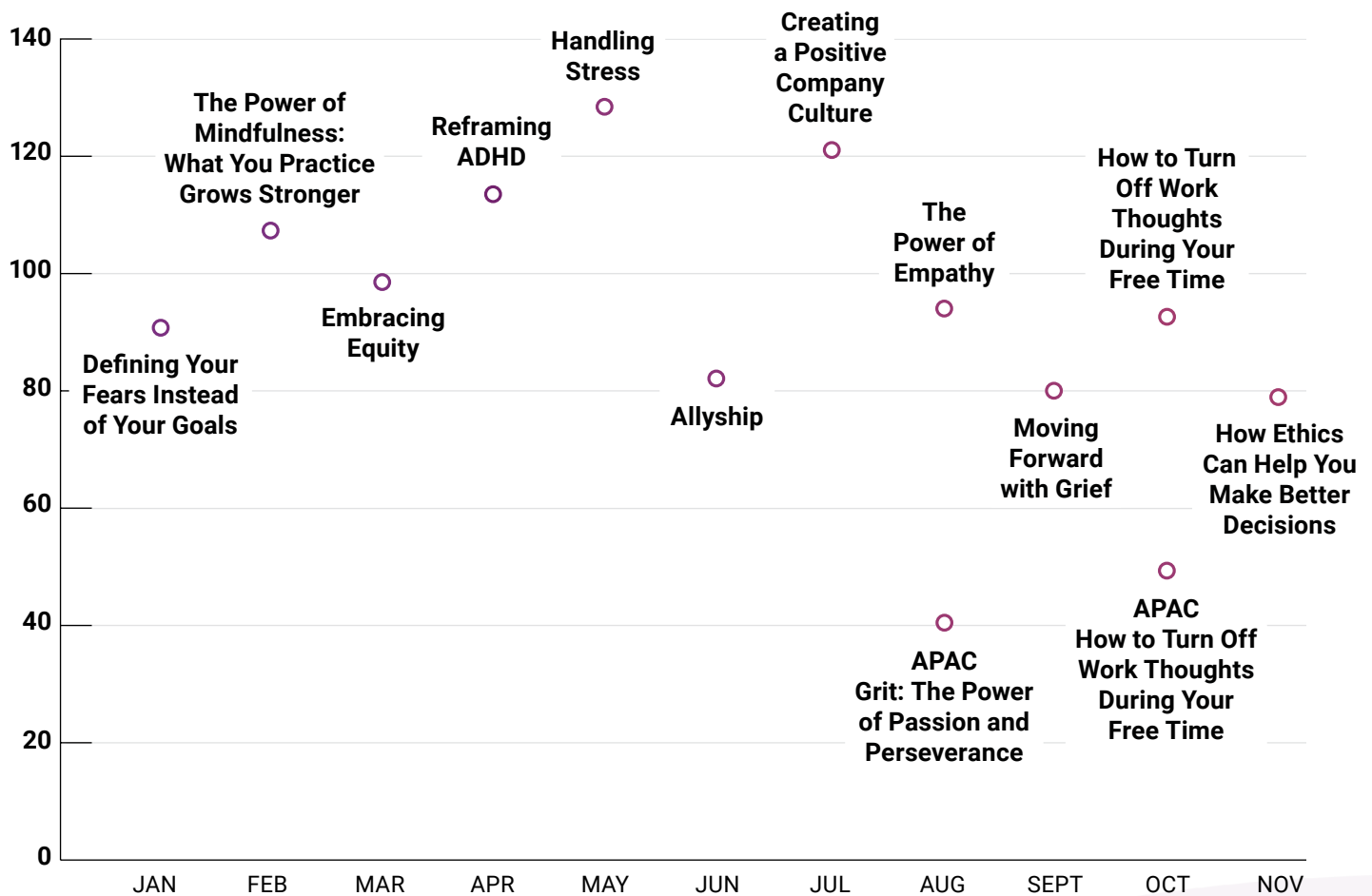
Well-being conversations

In our 2024 GPTW survey, 73% of team members stated that they were comfortable speaking to their manager about well-being issues. We continue to offer a well-being toolkit and provide communications promoting our EAP services and engagement activities hosted by our Culture Champions.

In 2023, the Culture Champions hosted an array of well-being conversations based on topics of interest suggested by team members. The Asia-Pacific (APAC) Culture Champions group was also launched in 2023 to provide relevant topics for the region during their normal working hours. Some sessions included:

January	"Defining Your Fears Instead of Your Goals"
February	"The Power of Mindfulness – What You Practice Grows Stronger"
March	"Embracing Equity"
April	"Reframing ADHD"
May	"Handling Stress"
June	"Allyship"
July	"Creating a Positive Company Culture"
August	"The Power of Empathy"
August (+APAC)	"GRIT the Power of Passion and Perseverance"
September	"Moving Forward With Grief"
October (+APAC)	"How to Turn Off Work Thoughts During Your Free Time"
November	"How Ethics Help You Make Better Decisions"
December	"Inside the Mind of a Master Procrastinator"

Figure 1: Attendance for TED Talk sessions (Jan–Nov 2023)



Benefits

We offer a comprehensive benefits package, including a variety of programs and resources that are tailored to team members to be both statutorily compliant and market-competitive in our respective global locations. Our programs have been designed to provide a variety of choices to best fit employee needs and the needs of their families. Our benefits suite differs in each region but provides flexibility for team members to select their preferred optional benefits.

Team members are informed of the benefits available during the recruitment process, their new starter induction upon joining the Association, and then again during their benefit enrollment period. Team members can access additional information regarding their benefits on the intranet, where they can view their personal benefits portfolio through Fusion or the benefit provider database for their region. In addition to this, we periodically remind team members of the benefits available through our well-being communications and promote webcasts hosted by our benefits provider on topics such as financially preparing for retirement, wellness offers, and how to utilize the services available.

Some of our benefits include the following:

• **Time off work (varies per region)**

- Annual leave
- Casual leave (applicable in some regions)
- Sick leave
- Maternity leave
- Childcare leave (applicable in some regions)
- Parental leave (applicable in some regions)
- Staff birthday leave (applicable in some regions)

• **Global leave (standard in all regions)**

- Compassionate leave
 - Employees are entitled to five days of paid compassionate leave to make arrangements and attend the funeral of an immediate family member.
- Study and exam leave
 - Employees are entitled to up to six days of study and exam leave per academic year (subject to manager's approval) when undertaking courses sponsored by the Association.
- Volunteer days
 - Employees are entitled to two days of paid leave to take part in volunteer work (subject to manager's approval) for eligible organizations.
- End of calendar year
 - All staff receive three days off between Christmas and the New Year to ensure

that the whole organization gets time to refresh over the holiday period.

- World Mental Health Day (reviewed annually)
 - All staff get one day off in October as part of the WHO's World Mental Health Day to encourage self-care and mental health.
- Summer Fridays
 - During July and August, employees enjoy half a day off each Friday to encourage work-life balance. This is time they can spend time with family or friends or to simply recharge.
- Time off for fertility treatment
 - Employees are entitled to five days of paid leave in any one year to undergo fertility treatment.

• **Insurance (varies per region)**

- Health care benefits/cash plan (applicable in some regions)
- Medical insurance
- Medical Aid Scheme (South Africa)
- Life insurance (applicable in some regions)
- Personal accident insurance
- Travel insurance
- Social insurance (Poland)

- **Other benefits (some may vary per region)**

- Employee Assistance Program
- Pension/401(k) (varies per region)
- Eye tests (applicable in some regions)
- Gym membership discount or reimbursement (applicable in some regions)
- Cycle to work scheme (applicable in some regions)

In 2023, we performed an internal review on absence types globally to ensure our team members are treated fairly regardless of their work location. As an outcome, the following absence types were introduced:

- **Global leave (standard in all regions) effective March 2023**

- Sabbatical leave
 - Eligible team members are entitled to take unpaid sabbatical leave subject to a minimum period of 6 weeks and a maximum period of 12 months. Sabbaticals may be taken for a wide variety of reasons including travel, personal development, volunteering for a charity, or caring commitments.

- **Global leave (standard in all regions) effective January 2024**

- Paternity leave
 - All relevant parents are entitled to 10 days leave to be utilized until the child's second birthday.

- **Time off work (varies per region) effective January 2024**

- Marriage leave (applicable in some regions)
- Childcare leave (applicable in some regions)

Pay fairness, transparency, and consistency

We have a consistent approach to global pay structures and continuously provide clear communications to managers and team members so that everyone understands the value of their reward package.

- **Global and competitive.** The key principles of our Total Reward offering are “globally consistent” and “locally competitive,” as we aim to provide comparable value and wealth in our benefits across all geographies. Our aim is for everyone at the Association to feel that they are being treated the same way, regardless of location.

- **Pay reviews.** In 2022, we introduced a new pay review process. The new approach takes a more consistent and fair approach to pay increases, is a more transparent process, and provides managers with the ability to give an impactful reward to those who have contributed the most to our organizational aims. Team members are able to access our Total Reward Philosophy via our dedicated Total Reward portal. New starters are trained on how to access this portal during their induction, and team members are directed to visit the site to manage their benefits during the annual enrollment period.

Celebrating our people and successes

Recognition plays an integral role in our Total Reward Philosophy. All team members are encouraged to use the Association's YEI program to give meaningful, real-time recognition to each other in alignment with the five Association Behaviors:

- Create our future.
- Stand for what's right.
- Succeed together as one.
- Create exceptional experiences.
- Embrace diversity.

Each quarter, benefits-eligible team members are allocated 2,500 YEI points, and an additional 1,340 points per eligible employee are given to each manager to recognize colleagues on the portal. In total, we have seen an increase of 70.5% since 2022 in the total recognition given out by team members via the YEI portal. Also, recognitions aligned to one or more of our behaviors have increased by 88.4% since 2022, showing that our team members have a better understanding of how our behaviors should translate into their daily activities. Team members can choose to redeem the accumulated points awarded to them for products of their liking or donate the points as funds to their preferred charity.

We encourage team members to celebrate colleagues by using the following principles:

- **Be specific** — We believe that recognition is more meaningful when it is tied to a specific accomplishment or business objective. Clearly explaining what the recognition is for helps the individual relate the recognition to their behavior and encourages continued strong performance.
- **Be timely** — We believe recognition received promptly after the action is more meaningful and authentic. It also sends the message that we make recognition a priority.
- **Be relevant** — We advocate recognizing colleagues in their preferred recognition language (words of affirmation, quality time, acts of service, tangible gifts, or physical touch, where appropriate). Resources are available on our intranet with examples of recognition activities.
- **Be observant** — Although we strive to celebrate the big wins, we believe that it is equally important to celebrate the little milestones along the way.

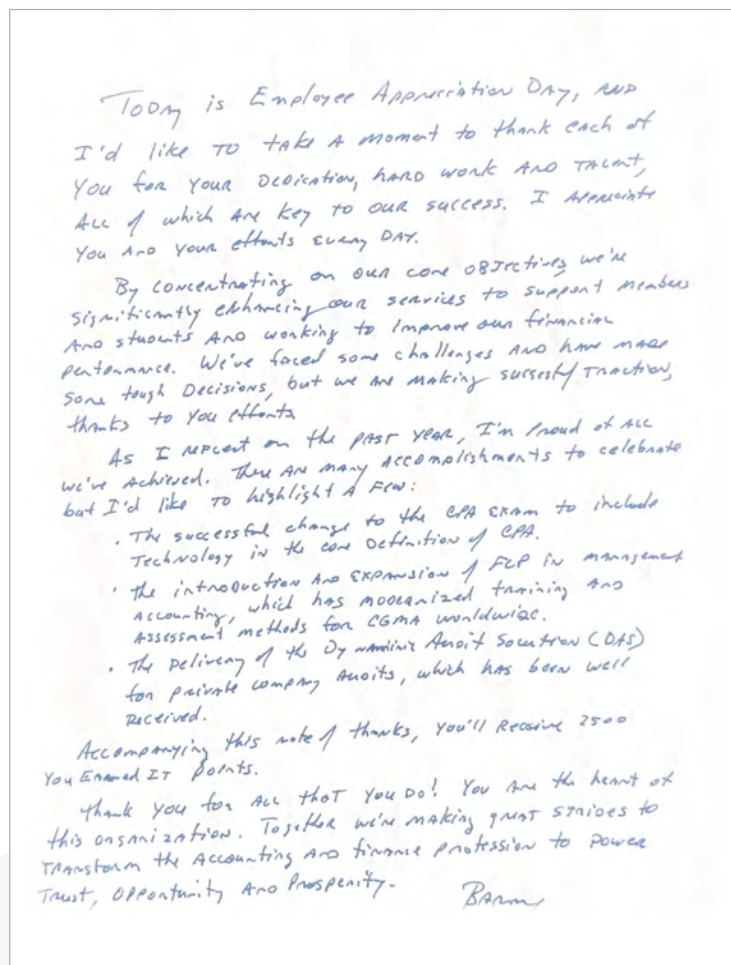
Recognition through the YEI platform allows individual and group acknowledgments, through private or public praise. When the recognition has been set to public, anyone across the organization can high-five the recognition and give additional YEI points to all participants being recognized. Recognition given on the platform is also broadcasted on a carousel on the homepage of our intranet. When someone has been recognized, the individual receiving the recognition receives a celebratory email alerting them that a team member has recognized them on the portal.

In addition to YEI recognition, colleagues can be recognized through a monthly feature in our *Connections* newsletter for their professional contributions or as a team member spotlight. These features aim to showcase the great talent within our organization.

Employee Appreciation Day

To show further support and appreciation to our team members, since 2021, we have developed a tradition at the Association for global Employee Appreciation Day in March. As this nicely follows the annual address at the start of the year from our CEO and from the ELT on our strategy, continuing to set the tone from the top, our CEO, Barry Melancon, writes a handwritten note to express his personal appreciation to all staff members. In the note, Barry shares his sentiments and appreciation for the contributions that each team member has made to the Association, and follows his expression of gratitude by announcing the allocation of YEI points to each colleague to commemorate the occasion. This heartwarming gesture has been widely received well and has become a milestone activity in our culture and engagement calendar.

Image 11: Barry's handwritten letter of appreciation to employees



Images 12–14: Infographics on recognition



Great people deserve recognition

We pulled together some example recognition activities that you can do to show your appreciation at no cost.

In-person activities

Wall of Fame
Create a board with team members' pictures to spotlight their achievements or most appreciated traits.

Public Praise
Give shout outs beyond one-to-one meetings. Explore public praise through a lunch or larger team gatherings if the employee appreciates public words of affirmation.

Team day in / out
Plan an after-work activity like a team meal or for the avid adventurers – a nature walk, or a group fun volunteering activity. Where going out is not feasible, plan a fun day in where you can have team games, or a day of learning.

Thank you cards
Whether printed or virtual, a personal written message goes a long way. Show that you have taken the time to go the extra mile to say thank you – remember to include specific examples to show your moment of praise authentic.

Milestone Celebrations
Acknowledge milestones like anniversary / birthday. This can be done based on the preference of the employee – privately or publicly.

Team lunch – bring & share
Take a pause to enjoy & bring & share lunch or a dessert table where employees can bring their favorites and showcase their culinary skills.

Virtual activities

Employee of the Month
Using the power of peer-to-peer recognition, ask staff to write a note of praise about one of their peers each month. This can be done through our VE portal or another means. Select and recognize a team from the submissions.

Host a Games Day
Turn up the heat with some friendly competition like an online trivia or bingo. You can also invite team members from different departments to join the fun and get to know each other.

Coffee & Catch Up w/ Senior Leader
Remote employees may not be seeing their senior leaders on a regular basis. An invitation to help celebrate a team member is a great way to give leaders face time to bond with employees.

MS Teams backgrounds
Use a temporary background for the day that conveys your appreciation message.

Time for Learning
One way to say that you've invested in the employee is by allocating time out for personal development. This starts with the one-to-one first to gain an understanding of the team member's goals, then coaching & supporting them through the steps to achieving their goals.

Social Shout Outs
Employee Appreciation day is a great day to go beyond and shout out from everyone your department / team. It's your posting on LinkedIn, remember to use the hashtag for this to appear on our ACMA & CMAA LinkedIn Life page – #weadvotematters @purposefulcultures

Include the family
Where employees are working from home, there's a good chance that family members are in the next room. Whether it's a special kit, or other fun-themed family members, invite them to join the celebration and hear all the good things the team has to say.

Milestone Celebrations
Acknowledge milestones like anniversary / birthday. This can be done based on the preference of the employee – privately or publicly.

It's important that everyone feels that they matter. Recognition says, "I see you, I get you, I appreciate you."

At the Association, we recognize employees for their achievements, behaviors and dedication to the organization. Acknowledging another's efforts creates a culture of appreciation.

Great people deserve recognition.

Day-to-day (from anyone to everyone)
A simple "thank you" goes a long way to show you value someone. Keep the message simple, personalized and authentic by being specific about what you are saying thank you for, and the impact it has had on you.

If cards are a great alternative to a handwritten card in our global workplace. Taking the time to select an appropriate card and write a personal message shows how much you value the recipient.

Shoutouts to our staff newsletter. Congratulations are a great opportunity to recognize an individual, group or team publicly in the Association. Send your recognition to communications@acma.org for inclusion in the next issue of Connections.

Team shout outs complement the individual and show the rest of the team what motivates. Begin team meetings with shout-outs from any member of the team to another.

You Earned It is a great way to say thank you publicly. Remember that employee gifts points each equate to recognize employees to give a shout out to those who received recognition from others.

Languages of workplace appreciation

- Words of affirmation:** Verbally affirm a person's ideas, talents, behaviors or accomplishments. Be specific.
- Quality time:** Give a person your most precious resource – time. Dedicate attention while conversing – "man-to-man" style – is valuable.
- Acts of service:** Show a person that you value them by offering support. Before you offer support, ask what kind of support they would like to receive.
- Tangible gifts:** Demonstrate that you appreciate someone by offering a small gift such as 100 points, if they are saving for something specific, or a card.
- Physical touch:** Extend your hand and say, "I appreciate what you do!" A firm handshake, once the pandemic waves, can be more meaningful than a high-five.

Informal (from managers and leaders)
Congratulations can be given by managers. It can be a done deal to the workday, an earlier from, an extended lunch or a full day off work. Importantly, unlike taking time through our Flexibility Principles, the time does not need to be made up. Managers, please ensure the recipient allows for person's time away.

Leadership shout-outs are a great way to provide wider recognition. Managers should ensure that their VP or SLM member is aware of employees who should get recognition from leaders. Be specific about what was done and why. Leadership recognition is often about big results, but focused effort should also be included.

Passion projects are projects that make an employee feel excited. While all projects should be intended to benefit the Association or our members, making an individual work on a project that excites them is a great way to recognize their efforts.

Formal (from the Association)
Service awards are how we demonstrate our gratitude to employees who have demonstrated a commitment to the Association for an extended amount of time. Our service awards are intended to recognize length of service above and beyond the norm.

As you determine what approach you'd like to take to show your appreciation, please consider the preference of the recipient in terms of the languages of workplace appreciation, and public vs. private recognition.

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Awards

We have been recognized in the following areas, which we have celebrated with team members through internal communications like our monthly *Connections* newsletter, town halls, on the Source, all-staff webcasts, and externally through our LinkedIn social media page, on our job vacancies page, and through our email signature badges. Physical awards are displayed in the office at relevant sites.

Image 15: 2024 Great Place To Work Certification



Image 16: Great Place To Work award to UK office for Best Workplace in Consulting & Professional Services





October 2022

GPTW Certification received for the United States, United Kingdom, and Malaysia

May 2023

- 2023 Malaysia Best Employer Brand Awards
- GBS Asia Awards 2022/2023
 - Team member awards included:
 - Operational Excellence in Finance and Accounting
 - Operational Excellence in HR (Runner Up)
 - Best Automation Organization of the Year (Runner Up)
 - Best Professional Agent – Information Technology: Raysen Ganesan (Winner)
 - Best Operations Director – Finance and Accounting: Saw Kim Toh (Winner)

September 2023

- 2023 Asia Best Employers Brand Awards – Malaysia
- Top Most HR Leaders – Malaysia Award: Michael Lee, Associate Director, HR, Asia & Australasia
- UK Best Workplaces in Consulting & Professional Services

December 2023

- 2023 HR Asia Best Companies to Work for in Asia Award – Malaysia

April 2024

- GPTW Certified: United States, United Kingdom, Malaysia, China, South Africa, India, Ireland

Image 17: GBS Asia Awards – group photo



Image 18: 2023 Malaysia Best Employer Brand Awards – Mr. Michael Lee collecting on behalf of the Malaysia team



Image 19: 2023 Asia Best Employers Brand Awards – Malaysia – Mr. Wilber Ng collecting on behalf of the team



Image 20: 2023 HR Asia Best Companies to Work for in Asia Award – group photo



Nine members of our executive and leadership teams ranked among the 2023 Top 100 Most Influential People in Accounting by *Accounting Today*. Our CEO, Barry Melancon, received a Lifetime Achievement Award at the 2023 International Accounting Forum and Awards (IAFA) in recognition of his contributions to the accounting and finance profession.

Living our behaviors

Our behaviors — the things we all do every day, how we treat each other, and how we approach the work we do — not only make us better human beings, but they also make us a stronger Association.

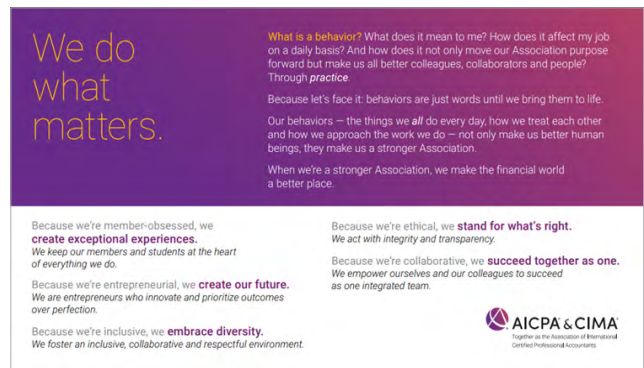
How they were developed

In 2016, we gathered a group of team members across various levels from the AICPA and CIMA to develop the behaviors we live and breathe today. Based on the feedback from this collaboration, team members preferred to have a set of behaviors that were aligned with what we do rather than a set of values that represent what we think or feel. From this group activity and feedback from the wider business, we identified two behaviors that were core to the identity of both of the founding organizations (AICPA and CIMA) and identified three aspirational behaviors to project us under our new brand, the Association. In the end, the following behaviors were formed:

- **Identified with AICPA and CIMA:**
 - Embrace diversity.
 - Stand for what's right.
- **Aspirational for new brand (the Association):**
 - Succeed together as one: Merge cultures.
 - Create our future: Stay relevant and ahead of the changing environment.
 - Create exceptional experiences: We aim to have an aspirational culture and be an organization that is easy to do business with.

Eight years on, these five behaviors continue to align with who we are as a group of professionals who are dedicated to making an impact in the world of finance.

Image 21: The Association Behaviors



Embrace diversity

We foster an inclusive, collaborative, and respectful environment.

• **Individually, we:**

- Aim to be inclusive, seeking out alternative perspectives and putting shared interests ahead of our own needs.
- Collaborate with others to achieve objectives, respecting and valuing other contributions.
- Are receptive to innovative ideas and see different viewpoints as an opportunity to challenge how things are done.
- Show respect for cultural differences and individual needs.
- Are aware of, and take into account, the work schedules of colleagues from different time zones.

• **Team managers:**

- Champion DEI and promote inclusion within the team and across the wider organization.
- Seek to understand how our various markets are interconnected.
- Respect team members' life outside of work — time for family, friends, and personal interests.
- Seek to understand what motivates team members and respond accordingly.

• **Executive leaders:**

- Take the interests of all stakeholder groups into account when implementing strategic plans.
- Ensure that global differences in compliance, regulations, and work standards are considered.
- Develop change strategies to support the transition to a more diverse organization.

- Promote a “team” rather than “us and them” culture, encouraging Association-wide thinking.

How we've demonstrated this behavior

Engagement activities in line with global and national awareness days

Since 2021, we have been conducting engagement activities in conjunction with Women's History Month and International Women's Day, such as publishing relevant articles on our intranet and inviting team members to join conversations in our topical webinars, panel series, and TED Talk discussions. Other initiatives introduced within the organization included:

- A review of our gender demographics during pay calibration discussions.
- A concerted attempt to increase diversity of candidate pools, including advertising in job boards and networking channels that specifically target women and reviewing the language used in adverts using software designed to identify non-inclusive or exclusionary language. This has resulted in a greater number of female candidates, and we have recruited more senior women.

In 2023, we saw an increase of recognitions awarded to team members for exemplifying the behavior “Embrace diversity.” A total of 354 recognitions were awarded by team members to other team members, including their managers, showing a 43.3% increase in the number of recognitions awarded in alignment with this behavior over 2021. The following are examples of shoutouts:

“Thank you for the Asian American & Pacific Islander Heritage presentation. I appreciated the information and personal experiences you all shared. The more we learn about each other the better we can **overcome barriers and stereotypes!**”

“Thank you including me and allowing me to have a voice and place in the Conversations That Matter: One Team, Many Worlds webinar. To come together globally and show up as our **authentic self** makes our team great!”

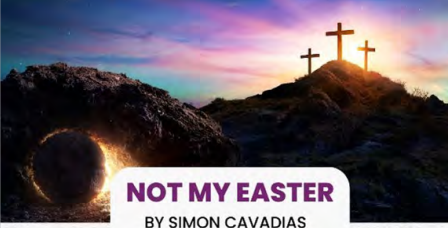
“Thank you for your **participation** in the Black History Month Trivia :) Congrats on being first winner.”

“Thank you all so much for your part in this weeks' webcast. It was really impactful. I would love to see more calls like this, **run by our people** who are passionate on an aspect of who we are as an employer. Great job!”

“Thank you for your **collaboration and partnership**. I appreciate that you give everyone space for their voice to be heard and you authentically consider their perspectives and ideas.”

In Q1 2024, we hosted our first DEI activities that spotlighted diversity based on religion. These included “Conversations That Matter” segments featuring Jewish and Muslim lived experiences. Additionally, we shared an online video and article about Easter, where one of our team members discussed their celebration of Greek Orthodox Easter, highlighting its differences from the Easter traditions observed in countries like the UK, United States, South Africa, Australia, Ghana, Poland, Ireland, and Hong Kong, where some of our team members are based.

Images 22–25: DEI lived experiences shared by Simon Cavadias



NOT MY EASTER

BY SIMON CAVADIAS

Not My Easter – I’m going to guess that you thought this article was going to explain why Easter is not religious celebration for me. On the contrary, Easter is the most important event, for me and many Christians in the calendar. So why did I start with such a provocative statement? To get your attention. 😊

I should at this point explain why I have highlighted Greek Easter – I am half Greek. I am Greek Orthodox as are my daughters. In large part, this defines our cultural heritage and ethnic identity in a way that the Anglican religion no longer defines the ethnic identity of the British.

Why is Easter on March 29 – April 1 not your Easter?

That’s because Orthodox Easter, shared by millions of Orthodox Christians across Eastern Europe, the Middle East and Africa celebrate Pascha (Easter) on May 3rd – May 6th.

Why?

The short explanation is that Orthodox Easter always falls after the Jewish celebration of Passover, while the Roman Catholic and Protestant Easter can fall, and often does, before the Jewish celebration of Passover.





My Easter schedule centres around the religious aspect although the journey home goes beyond the rituals as I mentally, physically and spiritually recharge in my happy place for 7 days, surrounded by family and friends.

Good Friday
In the evening I go to church carrying a beeswax candle, to walk around the neighbourhood with my family, friends and neighbours, behind the priest and the pallbearers who carry the holy bier topped with an icon of Christ, to remember the crucifixion of the Son of God and why he accepted it.

Easter Saturday
On Saturday night, the community gather at the local church for midnight mass. The most faithful throng inside from 10 or 11 pm. I tend to arrive with my friends closer to midnight. Everyone will be holding a white candle. Children often have special candles, called lambadas, elaborately decorated with ribbons and Easter symbols, a gift from their godparents.

As midnight approaches, all the lights in the church go out. The priest lights a candle from the eternal flame of the holy fire. Then announces “Christos Anesti” (Christ is risen). As the church bells toll, the priest passes on the light from his candle. Each person passes on the light to others, with the same words. The person receiving the flame responds: Alithos Anesti or “Verily He is Risen”. Soon, the light from a single candle is passed on to the entire congregation.

Arriving home from church with my candles still alight, I smudge the sign of the cross three times above my front door with the candle smoke to bless the house. I then go with my mum and meet my godmother at the local taverna (restaurant) to eat traditional Easter supper. For many, it’s the first meat they will have eaten since the beginning of Lent, 40 days earlier.

I must confess, to be honest which is a good Christian trait, that for me it is not. The degree to which everyone observes the strictures of Lent is emphasised as a personal choice by the Greek Orthodox Church. If I followed the strict Lent diet, I would be a vegan for 40 days. Some of my friend will give up meat but still eat fish or go vegetarian. I am not as devout as some, so I confess I don’t observe Lent. However this is not regarded as a sin by the Church although my Patera (it means Father, the name for the Priest) is very disapproving – he knows as I don’t pretend to observe). I believe my faith is shown by living a good life according to the values of God.

The main dish is magiritsa, a soup made with the innards of the next day’s lamb, spring onions, dill and rice, thickened with beaten egg and seasoned with lemon juice. It’s meant to soothe the stomach after the long fast and prepare it for the next day’s feasting. After the soup, everyone grabs a red Easter egg and challenges his neighbour to a ‘duel’, cracking tip against tip, base against base. The person whose egg refuses to crack is considered to have good luck for the rest of the year.



MAGIRITSA





RED EASTER EGGS

Easter Sunday
Easter Sunday morning is spent preparing a whole lamb on a spit. Roasted lamb is served as the main dish, to represent the symbolism of the lamb within Christianity. Hard-boiled eggs that have been dyed red (to represent the blood of Christ) are also an essential ingredient at the Orthodox Easter meal. When dinner is served, each person gets a red egg; the eggs are cracked against each other around the table and the person with the last uncracked egg is said to have good luck until the next Easter.

How is Easter celebrated in Romania?

In Romania we go to church Friday, Saturday night and Sunday. Good Friday is a sad day and again we do not eat anything the whole day this is also called black fasting which means no water no food. People break their fast during the Saturday night mass with the special Pasca bread that the priest gives and the wine. The bread is given to those who fasted and went for confession and that is the blessing and that is how the whole ritual of 40 days Lent ends. The bread and the wine are blessed during the liturgy and represent the body and the blood of Jesus who suffered for us and took all our sins on the cross.

It was not a surprise that there was little difference. The two main difference was (1) The black fasting, to the best of my knowledge, this does not occur in Greece (2) The allowance of fish on certain days which in a fully observant Lent diet is not allowed. Greece and Romania also have slightly different candle ceremonies although we share the special Pasca bread.

PASCA

Increasing representation of women and ethnic minorities in leadership roles

In 2020, we established the following aspirational benchmarks for the Association as it relates to representation in leadership roles. Through our *Transparency Report*, we continue to monitor and share how we're progressing against the following targets:

- Increase the representation of women in senior leadership positions (director level and above) to 15% at director level and 5% at vice president level. In our *2024 Transparency Report*, we shared that we have exceeded this benchmark — 50% of our employees at director level and above are women.
- Increase the representation of Black and Hispanic/Latinx professionals at the manager level and above to 15% Black professionals at manager level and 10% Hispanic/Latinx professionals at manager level. In our *2024 Transparency Report*, we shared the results for the United States based on North Carolina, where most of our U.S. staff are based. In this report we highlighted that there is a significant decrease in the representation of minority ethnic groups at higher levels, with no Black or African American employees at VP level or above. This may be due to the long tenure of many senior employees, delaying the reflection of the organization's diversity at higher levels. To mitigate this, we will continue our efforts to provide development opportunities for employees to advance to senior roles so they have the opportunity to apply when a vacancy arises. Furthermore, as we seek to review our DEI strategy, we are looking to broaden the demographic focus to be more representative of our organization globally.

Stand for what's right

We are ethical. We are transparent and boldly act with integrity.

• Individually, we:

- Take accountability for failure as well as success and focus on ensuring failure is not repeated rather than allocating blame.
- Are mindful of the impact our own behavior has on others.
- Operate with the highest level of ethics and behaviors.
- Communicate good and bad news in an open and timely way.

• Team managers:

- Communicate expectations, team priorities, and key messages on time and allow opportunity for questions to improve understanding.
- Foster an environment where the team feels able to raise concerns without fear of reprisal.
- Treat team members fairly, appreciating that "fair" does not always mean "the same."
- Take steps to address inappropriate behaviors in a timely manner.

• Executive leaders:

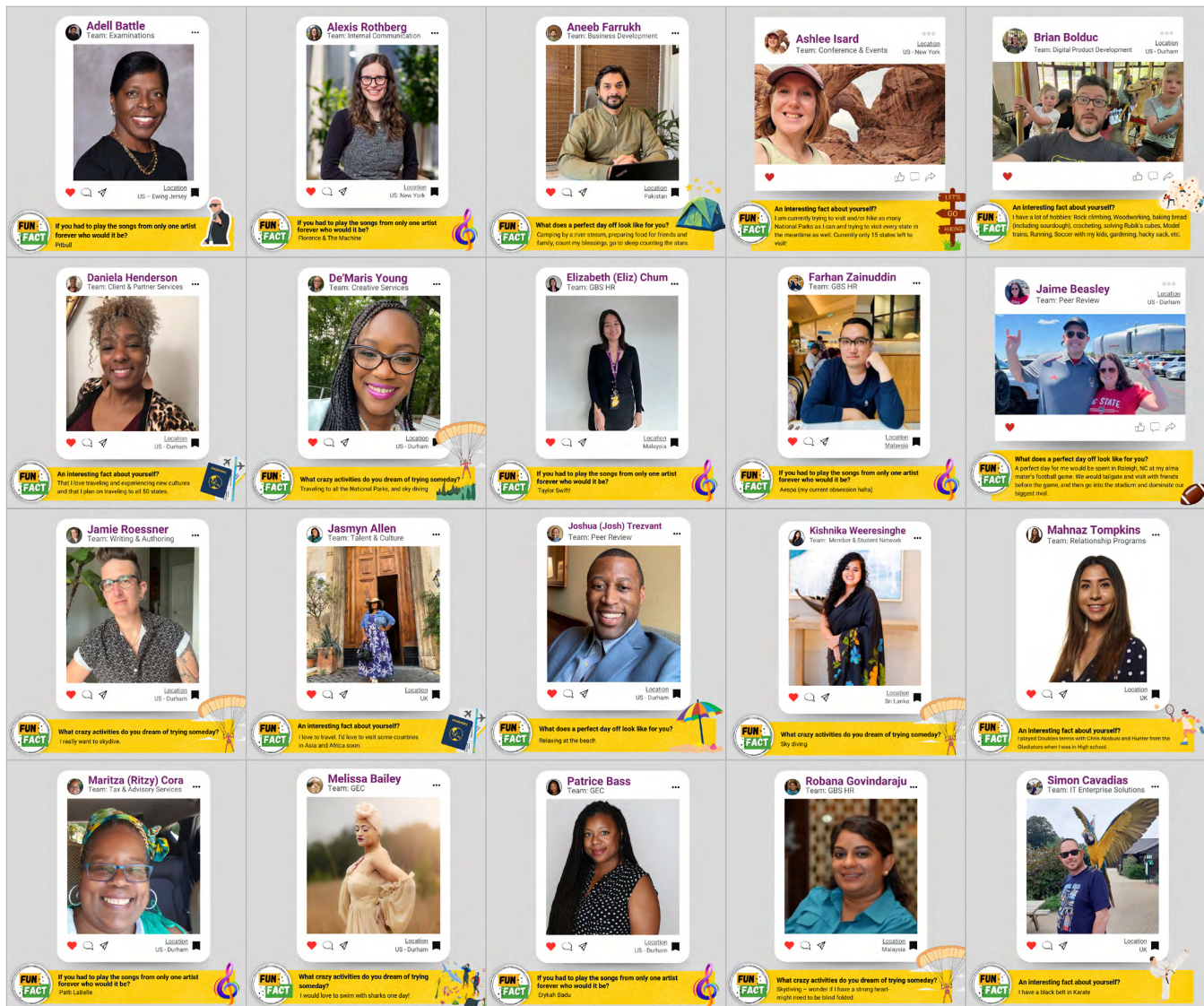
- Create an environment and organizational culture that attracts and keeps high-quality people who share our values.
- Function as the public persona of the organization, promoting an honest, positive image of the Association.

How we've demonstrated this behavior

Culture Champions

We encourage our team members to play an active role in shaping the initiatives that help define our culture at the Association. To support these efforts, we have three Culture Champion groups: well-being, volunteering, and APAC regional champions.

Meet our 2023–2024 Culture Champions:



Not appearing in photo: Zahara Ansary, Fiona Arnold, Bill Asiamah, Sondra Beeson, Sarah Burrows, Lindsey Curley, Matthew Garcia, Henry Grzes, Kacey High, Sumaira Naz, Steven Perry

Team Connection: India

Images 28–30: Team members celebrate Diwali at our Mumbai office in India.



The Culture Champion team currently host monthly TED Talk sessions and Conversations That Matter discussing various topics. The following are some of the topics that have been covered:

• TED Talks

- “The Power of Mindfulness”
- “Embracing Equity (in conjunction with International Women’s Day)”
- “Reframing ADHD”
- “How to Turn Off Work Thoughts During Your Personal Time”
- “Inside the Mind of a Master Procrastinator”

• Conversations That Matter

- “Understanding DEI Transparency at the Association”
- “Black History Month”
- “Pride Month”
- “One Team, Many Worlds” (hosted in two sessions to respect the difference in time zones globally)

In 2023, we saw an increase of recognitions awarded to team members for exemplifying the behavior of “Stand for what’s right.” A total of 524 recognitions were awarded, which is a 50.6% increase compared to the number of recognitions awarded in alignment with this behavior in 2021. Examples of shoutouts include:

“We appreciate your tireless efforts to drive the Finance work order to ensure we have reporting resources available for the CIMA release.”

“Thanks for helping put things in perspective - some things can be small or far off and that has different implications.”

“Thank you for catching that issue with the estate planning article.”

“Thank you for being such a hardworking individual, always reaching out to me for the right thing to be done.”

Succeed together as one

We love to collaborate. We empower ourselves and our colleagues to succeed as one integrated team.

• Individually, we:

- Build trust with our colleagues and partners.
- Work across boundaries to develop relationships, share information and keep others informed.
- Build relationships across the globe to proactively reach common goals through combined understanding and information.
- Take ownership individually and in teams for decisions and delivering on commitments.

• Team managers:

- Take time to recognize effort and achievement, celebrate successes, and give credit to the contribution of others.
- Contribute to the development of others through coaching and mentoring.
- Advocate for individuals in their team by communicating their capabilities and accomplishments across the Association.
- Communicate the Association's priorities and key messages, creating momentum and enthusiasm about what needs to be done.

• Executive leaders:

- Align team priorities with the Association's priorities and key messages and create objectives that enable their team to deliver on the strategy.

- Create a culture of learning, promoting opportunities for leadership, professional, and personal development at all levels of the organization.
- Develop change strategies to support the transition to a more diverse organization.
- Understand the strategic direction of the Association and make decisions that are in the best interest of the organization and profession.

How we've demonstrated this behavior

One Team

One Team is a committee formed by representatives from different teams in our Malaysia office in 2019. Different members participate in the committee every year. They share their ideas and run through their plans with the KL Hub Leadership Team before they organize various staff activities and events throughout the year to boost employee morale and engagement. The highlight in 2023 was the celebration of the GBS five-year anniversary hosted in the office. During this event, team members from the Malaysia office got together to celebrate the milestones and achievements of the GBS hub from the past five years. Many team members took this opportunity to meet team members and interact with members from other teams face to face, as well as to have fun and spend quality time together with exciting activities such as quizzes and best dress awards.

Images 31–32: Celebration of GBS 5th anniversary in the Kuala Lumpur office on 6 June 2023.



Image 33: 2023 One Team organizing committee



In 2023, we saw an increase of recognitions awarded to team members for exemplifying the behavior of “Succeed together as one.” A total of 15,279 recognitions were awarded, which is a 110% increase compared to the number of recognitions awarded in alignment with this behavior in 2021. Examples of shoutouts include:

“Thanks again for your contributions to the team and helping with all the ASB and ARSC meetings. It really adds to the quality of our meetings!”

“Thank you for stepping in and stepping up to the challenge of working with this particular squad; aiding and guiding them. I appreciate all you do!”

“I want to express my sincere gratitude for the support you have provided to me and my team throughout our time working together. Your collaboration and assistance have been invaluable, contributing significantly to our shared successes.”

“Thank you for the support/collab/brainstorming sessions in 2023. It surely has been a fruitful year-thanks to the teamwork.”

Create our future

We are entrepreneurs who innovate and prioritize outcomes over perfection.

- **Individually, we:**

- Look beyond conventional ways of thinking to find solutions.
- Stay current with relevant changes in the external environment that affect the accounting and finance profession, our members, and our organization.
- Distinguish between important and urgent tasks and prioritize effectively.

- **Team managers:**

- Coach and guide team members to develop and implement innovative solutions.
- Create an environment where team members are empowered to develop and use expertise in their field.
- Plan, prioritize, and organize workloads to ensure that deadlines are met within resource constraints.
- Use knowledge of the organization to challenge conventional thinking and develop new strategies.

- **Executive leaders:**

- Seek opportunities to develop the Association by keeping informed on the wider environment.
- Create a climate that encourages innovation and creativity.
- Define “acceptable risk.”
- Reward new ideas and practices.

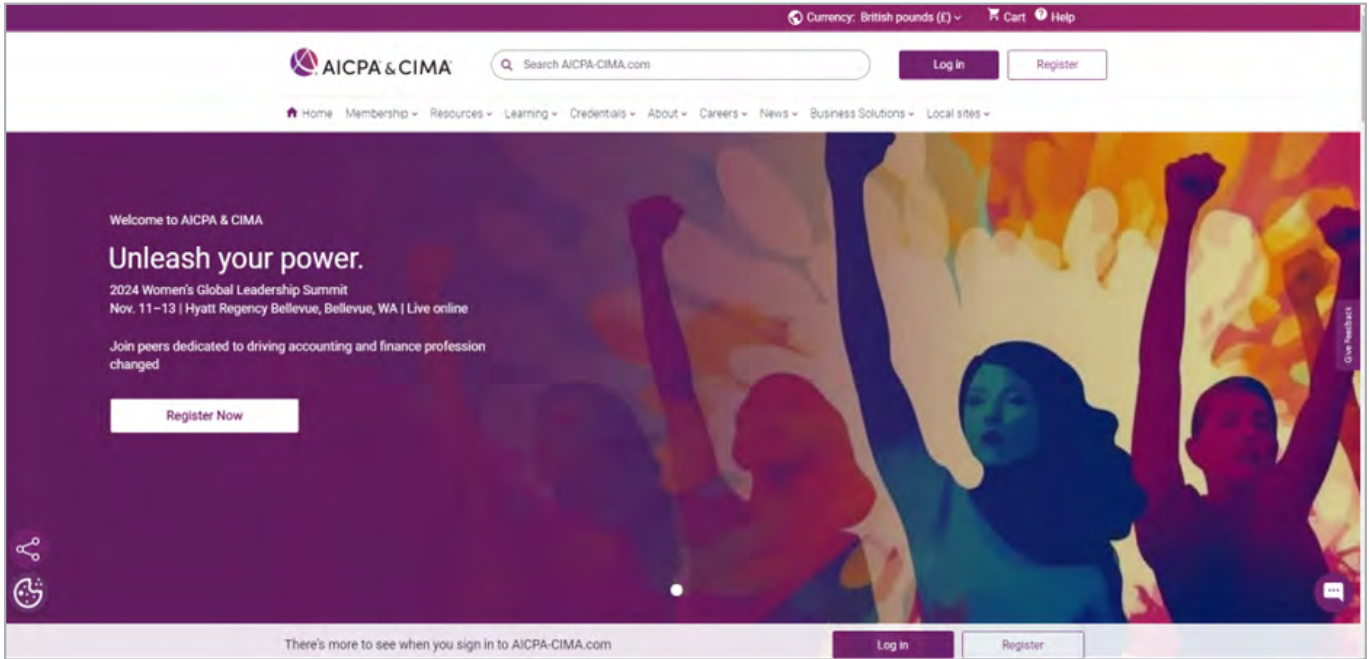
How we've demonstrated this behavior

Redesigning the Association's Value and Experience (RAVE)

Through our RAVE project, our aim is to reimagine the Association's membership proposition and deliver a new streamlined and compelling digital experience, while establishing the necessary technological foundations for moving into the future. Customer research has told us that our existing propositions, business model, and technology stack are no longer aligned with our customer expectations, consequently constraining our growth. Our new platform was released for AICPA members in May 2022 after two years of project implementation. In 2023, we celebrated several successes and milestones for the RAVE project:

- Launched our new Learning Management System for AICPA members and learners in March 2023
- Transitioned CIMA members to the RAVE platform in April 2023
- Consolidated domains including aicpa.org, cimaglobal.com, cgma.org, and aicpa-cima.com into an integrated digital property (single front door) at aicpa-cima.com, serving our members and students globally
- Launched our new Learning Management System for CIMA members and learners in May 2023

Image 34: AICPA & CIMA website



Talking careers

We are committed to being an organization where team members have the opportunity to own their own career progression and self-development. This means that team members are given the opportunity and resources to work with their managers to ensure that they develop and grow in the direction they want throughout the year. In March 2023, we delivered a “Talking Careers” manager training session where we focused on the importance of talking about career journeys and internal mobility. In 2023, 6.5% of our team members were promoted, and 13% of all hires were filled by internal candidates. In the seven

months from January 2024 to end of July 2024, 9% of our team members were promoted, and 32.5% of all hires were filled by internal candidates, indicating lateral moves as well as promotions.

In 2023, we saw an increase of recognitions awarded to team members for exemplifying the behavior of “Create our future.” A total of 1,934 recognitions were awarded, which is a 74.7% increase compared to the number of recognitions awarded in alignment with this behavior in 2021. Examples of shoutouts include:

“A big thank you to you both! Your expertise and leadership have been instrumental in our achievements and my personal development in the sales department. As we look ahead to the upcoming year, I am eager to continue learning from your insights and further contribute to our team's success. Thank you for your exemplary mentorship and leadership.”

“Thank you for everything you do. Your tax expertise and writing skills are our secret weapons, and the way you handle the TSE products? Simply amazing! You don't just lighten the load, you practically make it float away. We're super lucky to have you on our team. Thanks for being awesome!”

“Thanks for great support and buy-in for ISP project and we can't go any further without you. Cheers!”

“For the amazing job you have done growing and evolving our CAS workshops!”

Create exceptional experiences

We keep people at the heart of everything we do. That includes our members, students, and team members.

- **Individually, we:**

- Consider the perspectives of all stakeholders and promote a positive experience for all.
- Evaluate and celebrate the success of projects and share lessons learned and best practices.
- Ask for feedback and use it to improve our performance.

- **Team managers:**

- Ensure team members understand how their individual and collective contribution aligns with our organizational objectives.
- Provide regular feedback on team member performance.
- Foster a commitment to continuous improvements and create momentum and enthusiasm about what needs to be done.

- **Executive leaders:**

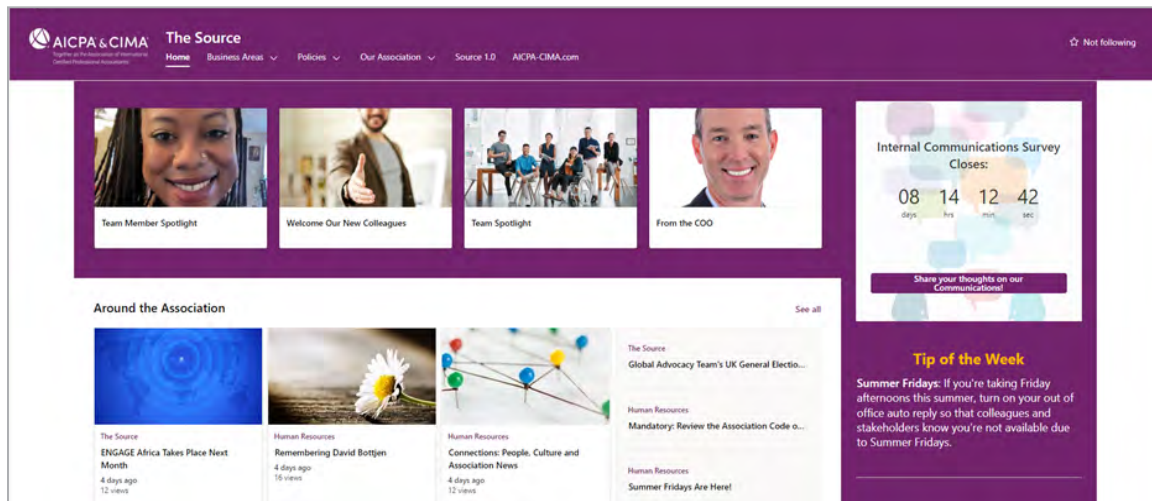
- Articulate our vision and strategic direction and modify local strategies to adapt to changes in the wider environment.
- Identify key risks that affect Association performance.
- Identify and share best practices across the Association.

How we've demonstrated this behavior

The Source 2.0

In July 2023, we introduced the Source 2.0, our new intranet platform that includes a dynamic home page, along with newly created sections for individual teams to share their content with the wider organization. The new pages are easy to navigate and filled with colorful images and updated content to keep team members informed and engaged with what's happening throughout our global organization. Key enhancements include the ability to comment on and interact with posts, a more robust search function, and a navigation layout that allows team members to easily access more popular content. The changes made were in response to the feedback received from team members of the Association, asking for a more engaging intranet that's user-friendly, provides better navigation, and has improved search functionality.

Image 35: The Source 2.0 website



In 2023, we saw an increase of recognitions awarded to team members for exemplifying the behavior of “Create exceptional experiences.” A total of 3,714 recognitions were awarded, which is a 42.8% increase compared to the number of recognitions awarded in alignment with this behavior in 2021. Examples of shoutouts include:

“Thank you for your help supporting our members through the holiday closure week!”

“Thank you for all your efforts to ensure the MFG meeting was a success. We had lots of moving parts and pieces and hotels and attendees! You kept us all informed, communicated with members and had a huge role in the event. You're amazing!”

“100% customer satisfaction for January! Thank you for all the hard work you have done to ensure our members have the best service experience.”

“Thanks for encouraging the team to get together for some fun. I really enjoyed it and am so thankful to be part of the Association.”

Team members share how they've demonstrated our behaviors

When we hosted our most recent strategy Q&A session, we asked team members to share an example of when they lived one of the Association's core values and made a difference. The following are some of the team member responses (categorized by the behavior they exemplify):

• Embrace diversity.

- “Added gender and racial diversity to ENGAGE planning committees.”
- “Embrace diversity — participated in a Conversations That Matter panel on the Jewish lived experience.”
- “Embracing diversity of thought in defining problems and solutions”

• Stand for what's right.

- “Stuck up for someone who was getting a rough time.”

• Succeed together as one.

- “Collaborating with Strategy and Brand teams in helping join the dots between strategy and goal setting”
- “Offering to help take on additional projects when colleagues do not have the capacity to work on”

• Create our future.

- “Entrepreneurship: Pitching ideas to my manager to deliver our vision”
- “The launch of our first joint course with Oxford, which received the highest NPS scores Oxford for the launch of a new online executive management program.”
- “Mentor & encourage accountants to pursue becoming CPAs”

• Create exceptional experiences.

- “Create exceptional experiences by creating engaging events at our conferences”
- “Create exceptional experiences by providing insights into what matters to younger generations”
- “Overhauled the webcast console to improve the audience experience and showcase our brand.”

Recruiting in line with our behaviors

A core part of our recruitment process is our competency interview, which is centered on our five behaviors. The purpose is to gain further insight into the candidate's overall compatibility with our Association behaviors.

We provide a bank of questions to hiring managers carrying out the competency interview to help managers measure alignment to each behavior. Hiring managers are encouraged to ask at least five out of the 20 behavior-related questions in the question bank, and then rate the candidate in terms of demonstrating our five behaviors. Ideally, candidates will be able to either share a specific experience from previous roles or provide a thoughtful answer to the question that gives a sense of how they would handle that situation and whether their actions align with our five behaviors.

Ending remarks

In conclusion, our *2024 Culture Audit Report* exemplifies how we have truly embraced our Employee Value Proposition (EVP), “We Do What Matters.” This report highlights the diverse initiatives and activities that underscore our dedication to creating an inclusive and empowering workplace.

We are committed to fostering an environment where everyone feels valued, empowered, and respected. Our EVP, which guides our efforts, is built on five fundamental pillars:

- Empowerment: Purpose and impact
- Continual learning: Career and development
- Community: Culture and people
- Forward-thinking: Brand and reputation
- Care: Reward and recognition

These pillars are the foundation of our commitment to maintaining a supportive and inclusive workplace. This report demonstrates how these principles have been integrated into our daily operations and strategic initiatives. Your dedication and engagement have been instrumental in making our EVP a vibrant and integral part of our organizational culture.

Thank you for your continued support and commitment to our shared vision. Together, we will continue to create a workplace where everyone feels safe, valued, and empowered to be their authentic selves every day.

— **Jo Reynolds** — Director, Talent and Culture



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