

David Hand, Director of Global Business Services

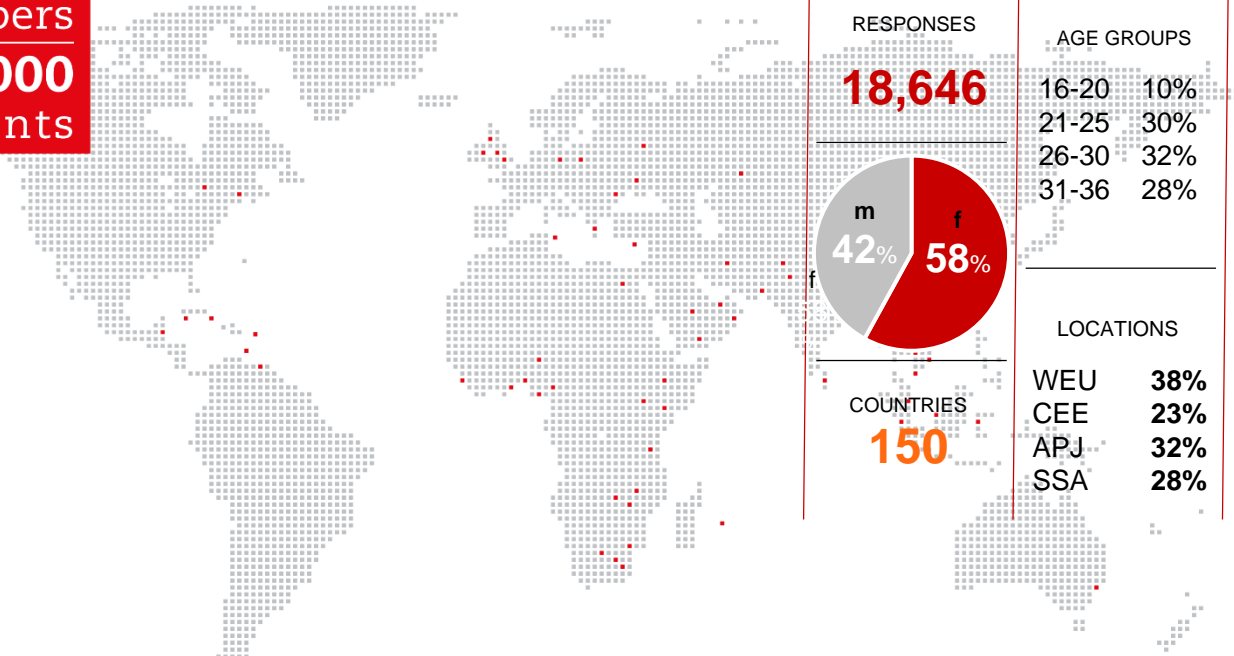
Winning the War on Talent



Think Ahead

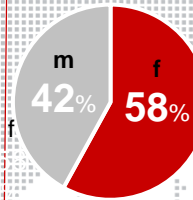
Introduction

188,000
members
480,000
students



RESPONSES

18,646



COUNTRIES

150

AGE GROUPS

16-20	10%
21-25	30%
26-30	32%
31-36	28%

LOCATIONS

WEU	38%
CEE	23%
APJ	32%
SSA	28%

100 offices
and centres
in **53**
countries

7,400
approved
employers

466
exam centres
in **149**
countries

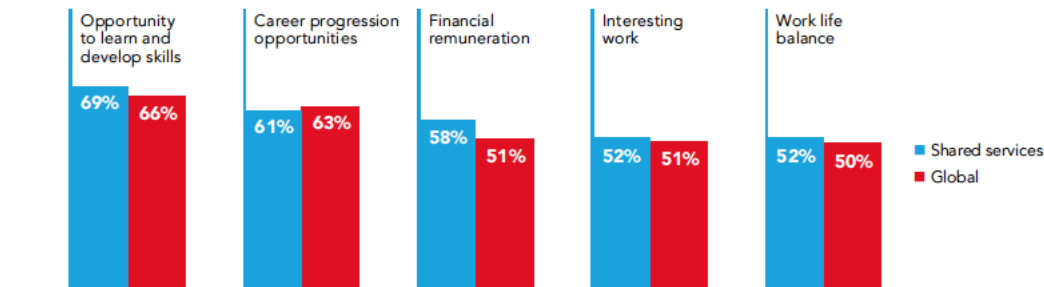
299
quality-checked
tuition providers

1,419
exemption-accredited
programmes from
666
universities

154
strategic
partnerships

Stable expectations

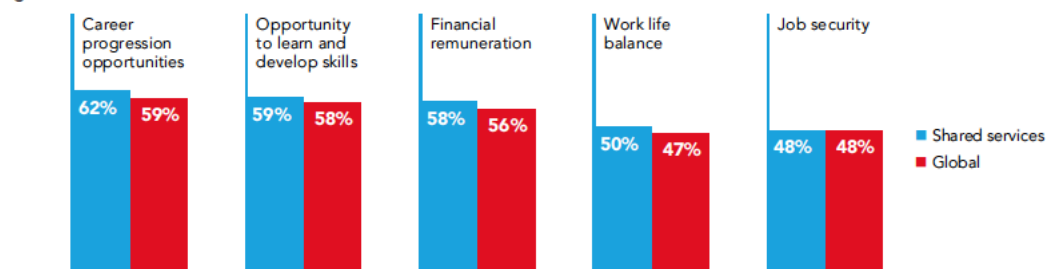
FIGURE 2.5.1: The top 5 factors attracting shared services respondents to an employer, compared with the global results



Young professionals in finance and accounting are focused on developing their careers and attaining new capabilities, regardless of their age, location or sector of activity..

The top two factors in their decision about going or staying in a company are the existing prospects for career progression and the opportunities for developing and learning new skills.

FIGURE 2.5.2: The top 5 factors in shared services respondents' decision to remain with an employer, compared with the global results



Transient workforce

FIGURE 2.3.1: How long have you been in your current role?

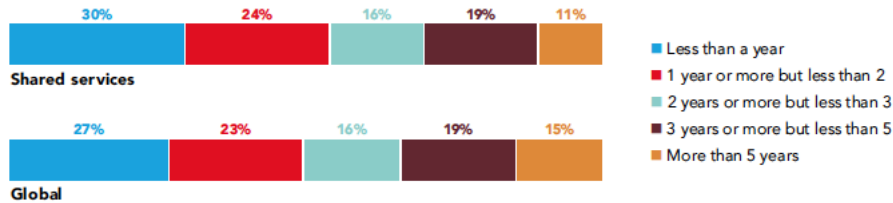


FIGURE 2.3.2: How many organisations have you worked for since entering the profession, including your current organisation?

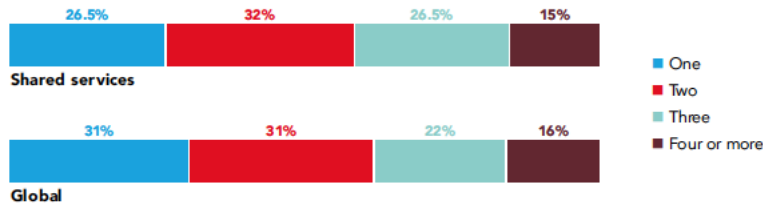
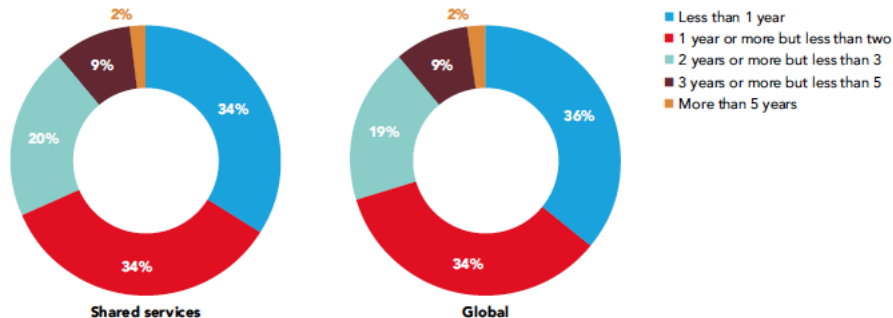


FIGURE 2.3.3: How quickly would you like to move to your next role?



The workforce of the 21st century is inherently more mobile and more global. Globally, the survey found that nearly 50% of respondents have been in their current role for less than two years, yet the data also revealed that, across age cohort, location and sector, over one third of young finance professionals would like to change job within a year, rising to 70% within two years

Overly ambitious?

FIGURE 2.3.4: Would you like your next move to be a promotion or a lateral move?



FIGURE 2.3.5: Do you expect your next move to be internal or external to your current organisation?



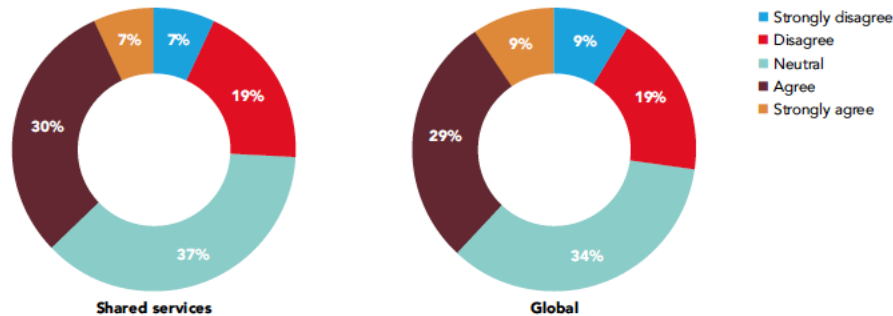
Finance shared services professionals have ambitions to move up the ladder quickly and are prepared to move externally and change employer to achieve their career goals.

In comparison with global respondents, it seems that even more respondents in shared services are looking for a promotion in their next move, rather than a lateral move, but possibly fewer of them are considering moving externally to achieve this.

This could suggest that respondents see opportunities for progression within their current shared services organisation or are keen to gain the necessary experience in a short time frame to achieve their longer-term ambition.

Are companies delivering?

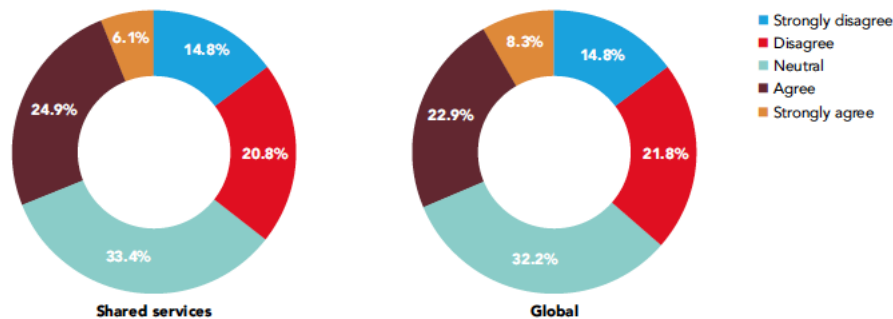
FIGURE 2.5.5: My current organisation offers sufficient opportunities for achieving my career goals



When respondents were asked whether they found that opportunities for both progression and learning were available in their current organisation, many were fairly positive about the opportunities to learn and develop their skills.

Nonetheless, for more than 40% of respondents, access to career progression appeared worse or much worse than expected, probably because market factors limit such developmental opportunities.

FIGURE 2.5.6: Career paths in my organisation are transparent



Employers' call to action

Attraction	Development	Retention
Develop forward-thinking CAREER PATHS	Formalise ongoing JOB ROTATIONS	Prioritise INTERNAL PROMOTION
Develop and promotion your Shared Services BRAND	Implement effective MENTORING schemes	Encourage INTRAPRENEURSHIP
Adopt and promote the use of new TECHNOLOGY	Provide quality LEARNING opportunities	Create an attractive ENVIRONMENT

ACCA GBS Qualifications

- From entry level to senior management
- Technical, non-technical and strategic
- Employer-led
- Knowledge, performance and talent management

150 employers

300,000
staff

15 countries

