



**Talent Equation:
First Insights
April 2016**

**Where will future enterprise
talent come from?**

Talent Equation

- ACCA has recently launched one of the largest global programmes of research on talent practices in finance.
- Over the next two years we will be exploring the aspirations of the younger generation, emerging leadership skills, changing career paths and other components of the talent equation
- See accaglobal.com/talent

First insights

#5 Attraction & Retention issues

What are we seeing?

#1 Huge aspiration as a talent pool

#4 Generation Y concerns

#3 Career Path Challenges

#2 CHQ Careers More Valued

#1 Huge aspiration of SSC as enterprise talent pool

68%

Of shared services undertake finance activities **beyond** transactional

32%

Are at least 10 years old

54%

Want future financial Controllers coming from SSC

62%

Say SSC is a future talent pool for the business

#2 CHQ Careers More Valued

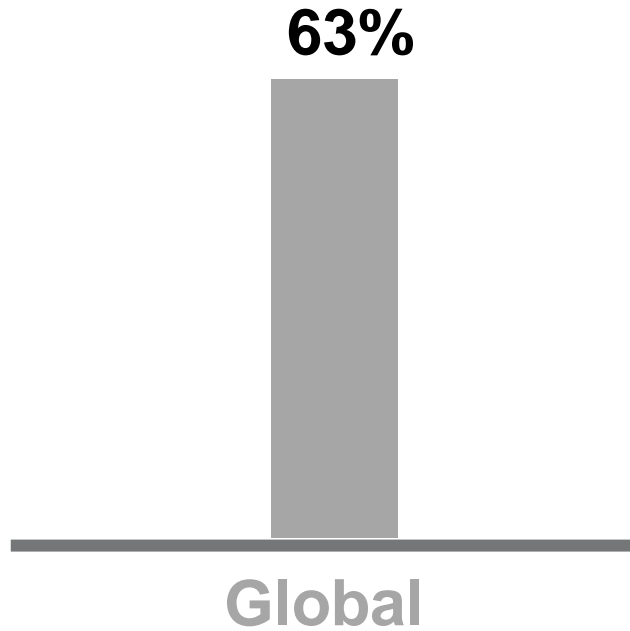
69%

say that finance shared service leaders are not perceived as equal to corporate finance leaders

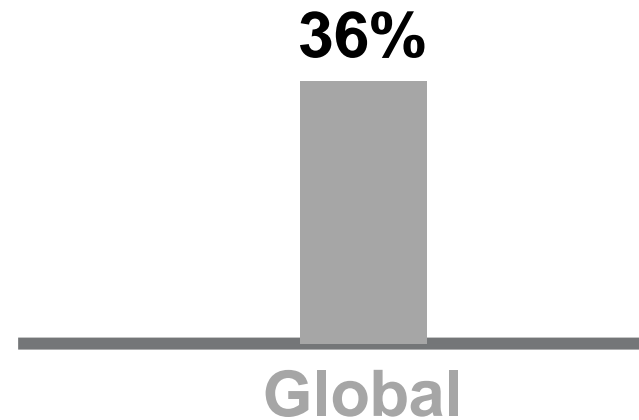
How valuable is the experience gained in different parts of the business for promotion to a role in the global leadership team?



#3 Career path challenges



Respondents who agree there is little evidence of mobility or rotation of staff from SSC to CHQ



Respondents who agree career paths are visible / documented from SSC to CHQ

#4 Do Generation Y SSC want different careers?

“They expect to pursue a career outside of the finance function” ...

59%

Global agree

76%

Global agree

“The Finance SSC is not able to meet their career aspirations” ...

#5 Pipeline problems

Attract

52%

Say FSSC is
struggling

Retain

64%

Say FSSC is
struggling

Engage

54%

Say FSSC
struggling



Thank you