

The State of Global Finance Talent

A young woman with light brown hair tied back, wearing a white t-shirt, is looking off to the side with a thoughtful expression. She is in a library or office setting, with bookshelves and other people blurred in the background. A large red rectangular overlay is positioned on the left side of the image, containing white text.

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

The State of Finance Talent

#5 Attraction
& Retention
issues

**What are
we
seeing?**

#1 Huge
aspiration as
a talent pool

#4
Generation Y
concerns

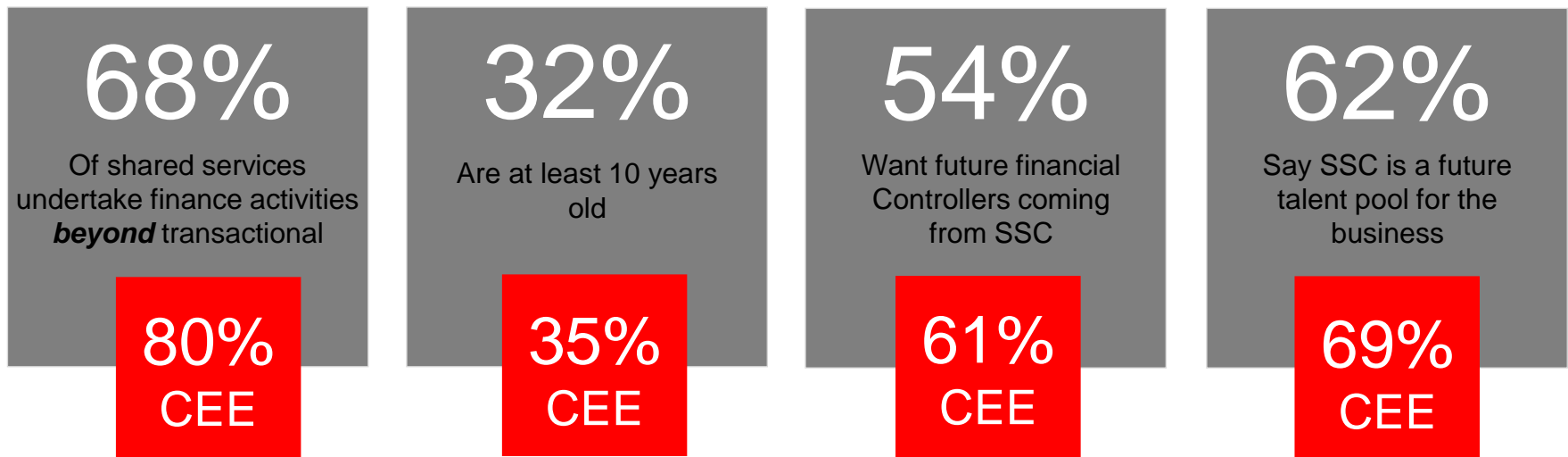
#2 CHQ
Careers
More Valued

#3 Career
Path
Challenges

Think Ahead

ACCA

#1 Huge aspiration of SSC as enterprise talent pool



#2 CHQ Careers More Valued

69%

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

72%
CEE

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

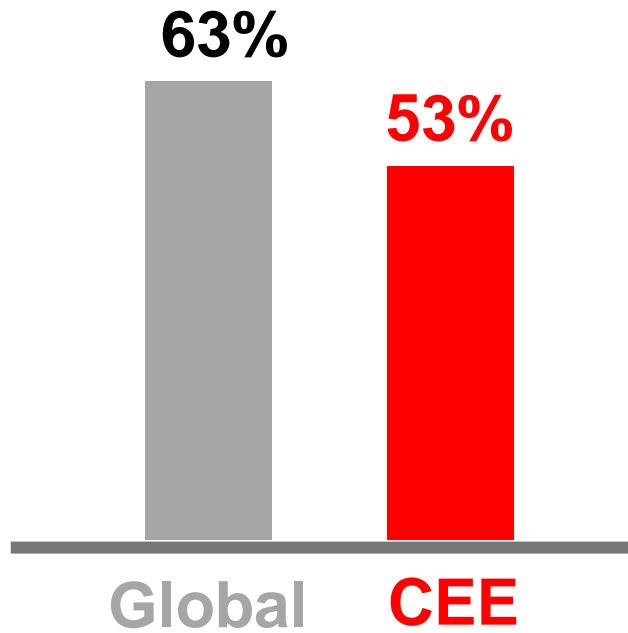
80%

HQ

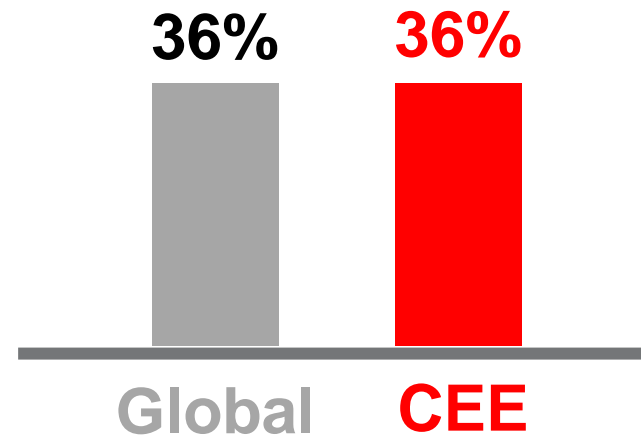
66%

Shared Services

#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

38%

CEE agree

76%

Global agree

61%

CEE agree

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

#5 Pipeline problems

Attract
52%
Say FSSC is
struggling

41%
CEE

Retain
64%
Say FSSC is
struggling

51%
CEE

Engage
54%
Say FSSC
struggling

45%
CEE

The State of Global Finance Talent

A young woman with light brown hair tied back, wearing a white t-shirt, is looking intently at a book in a library. The background is slightly blurred, showing bookshelves and another person in the distance. A large red rectangular overlay is positioned on the left side of the image, containing the text 'The next two years' in white.

**The next two
years**