



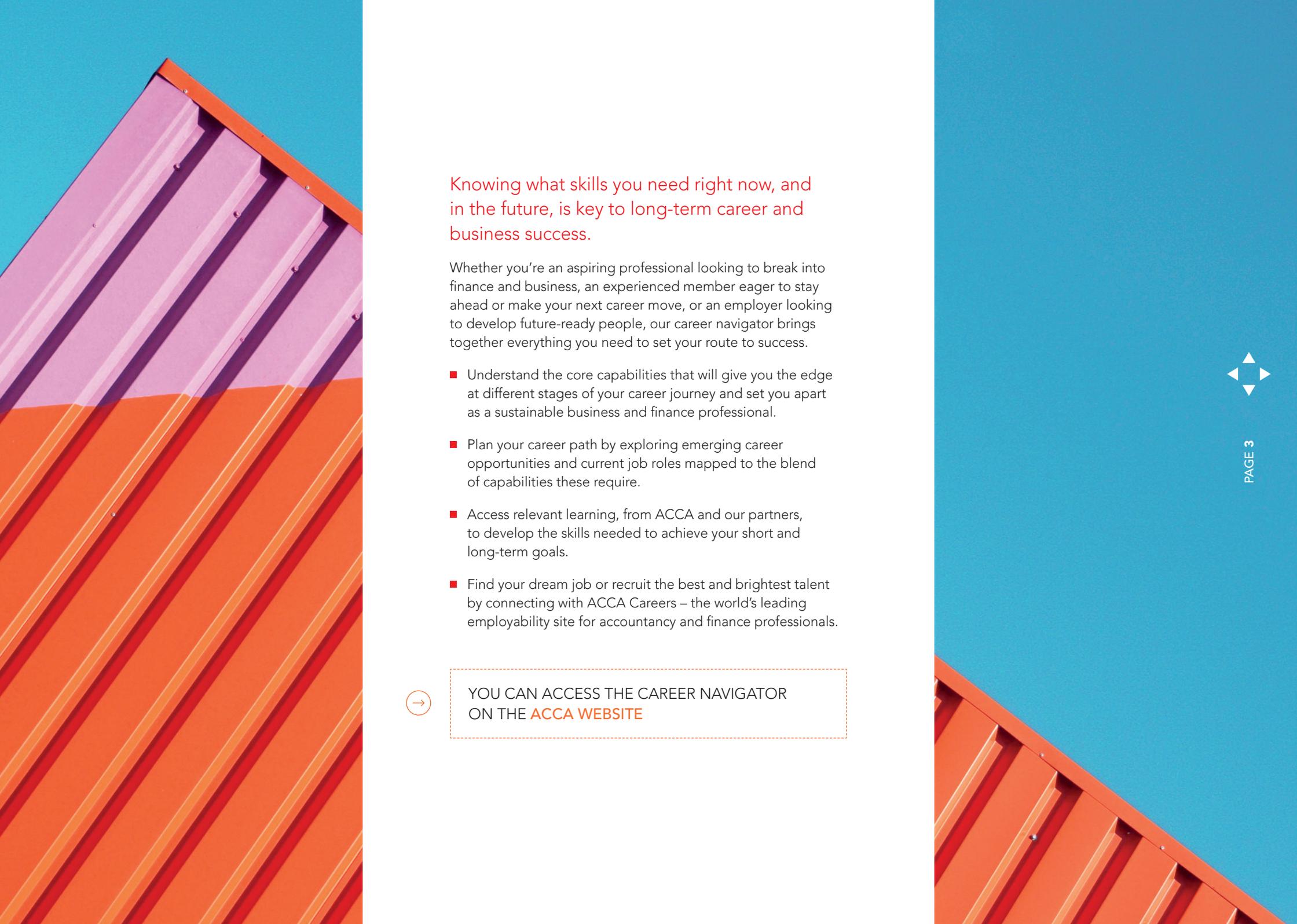
CAREER NAVIGATOR

Think Ahead

For the journey ahead...

Wherever you are on your journey, our **career navigator** guides your route – explore potential career destinations, acquire new skills, connect with the latest jobs and talent, and grow your people.





Knowing what skills you need right now, and in the future, is key to long-term career and business success.

Whether you're an aspiring professional looking to break into finance and business, an experienced member eager to stay ahead or make your next career move, or an employer looking to develop future-ready people, our career navigator brings together everything you need to set your route to success.

- Understand the core capabilities that will give you the edge at different stages of your career journey and set you apart as a sustainable business and finance professional.
- Plan your career path by exploring emerging career opportunities and current job roles mapped to the blend of capabilities these require.
- Access relevant learning, from ACCA and our partners, to develop the skills needed to achieve your short and long-term goals.
- Find your dream job or recruit the best and brightest talent by connecting with ACCA Careers – the world's leading employability site for accountancy and finance professionals.



YOU CAN ACCESS THE CAREER NAVIGATOR
ON THE **ACCA WEBSITE**



YOUR CAREER

Helping you to make a difference



Mark Millar
ACCA president



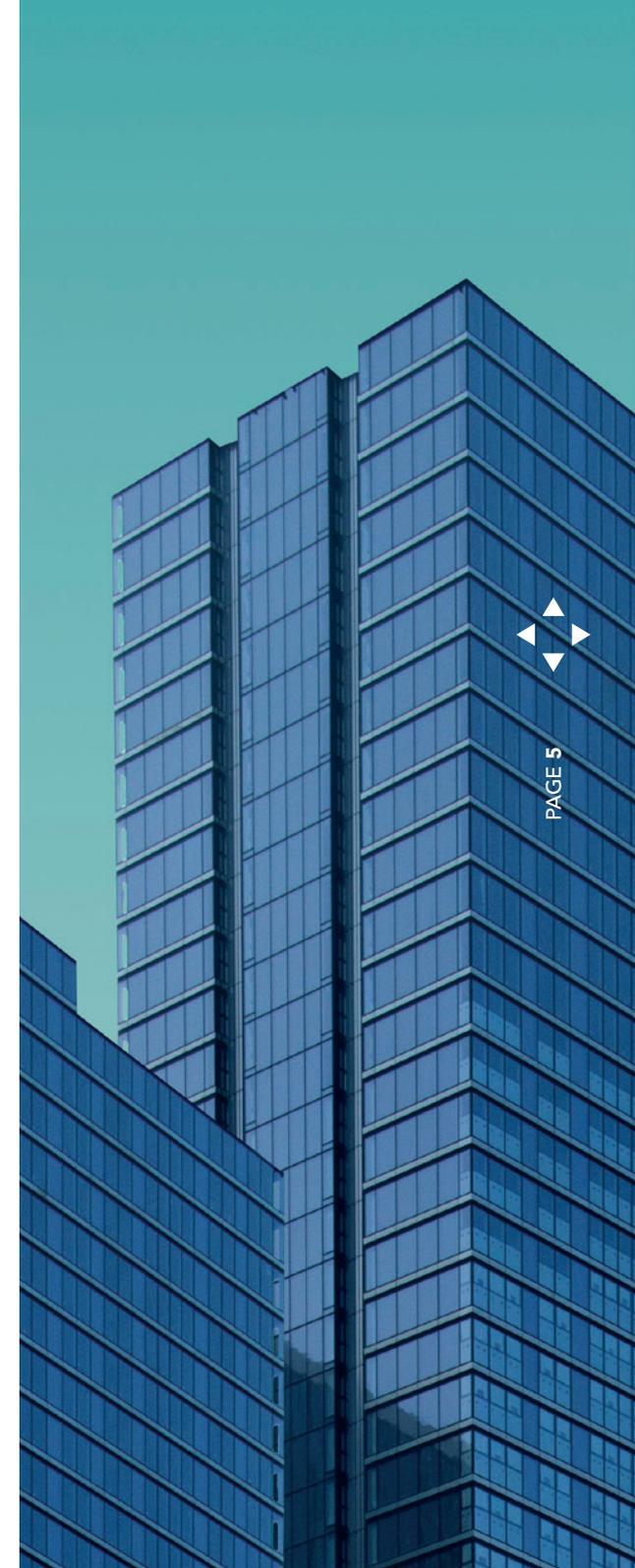
The accountancy profession offers a huge array of career options and fulfilling opportunities to make a real difference not only in business and the public sector, but to wider society.

Business is taking a leading role in recovery and change in the wake of the pandemic, addressing critical social, environmental and economic challenges.

Professional accountants will play a leading role in driving forward sustainable businesses and organisations in the coming decade – by creating value, protecting value, and reporting value. But the route isn't always clear. Where could you make the maximum impact? What options and opportunities are out there? Where will your skills be best suited? And what else do you need to learn? Our career navigator can help you find the answers.

To keep ahead of the times, ACCA has carried out extensive global research into the skills that businesses and organisations need not only today, but in the future, and has used this to create the career navigator.

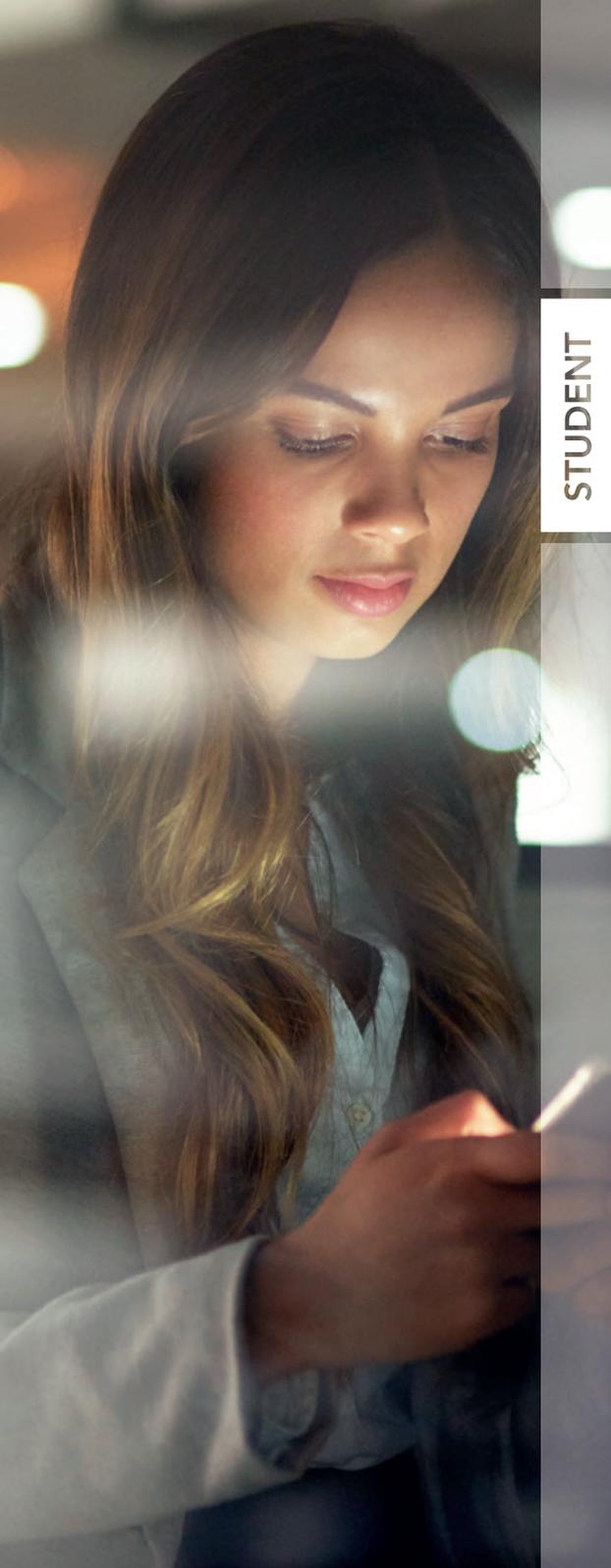
The resulting report, *Professional accountants at the heart of sustainable organisations*, explores the drivers of change that are shaping sustainable organisations (see more below). It also identifies the skills that will be most prized in the coming decade – the must-have capabilities that professional accountants will need to play a leading role in sustainable businesses and forge a successful and fulfilling career.



HELPING YOU NAVIGATE

Knowing what skills you need right now, and in the future, is key to long-term career and business success. Our career navigator brings together everything you need to set your route to success.





Already an ACCA student, or thinking about training with us?

The ACCA Qualification opens doors to an exciting range of career opportunities in business and finance across all sectors worldwide. Accountancy is a flexible and rewarding career with sustainability at its heart.

The career navigator can help:

- Plan your journey by exploring the multiple career paths and roles open to you using the skills you'll acquire from the ACCA Qualification
- Once you know where you want to go, get your career off to a flying start by finding the language to impress employers with the skills and value you offer, and connecting to live job opportunities and careers advice
- As your career progresses, keep on track, ready for the next opportunity, by exploring the latest relevant professional development to boost your career ambitions.

'For anyone at the start of their accountancy journey, the ACCA career navigator is a great way to explore the multiple career opportunities that they can pursue with the skills they'll gain from the ACCA Qualification.'

Ciara Phillips, ACCA student, UK



A member moving ahead with your career and wanting to ensure success?

Accountancy is constantly evolving and the demand for forward-thinking sustainable business and finance professionals will continue to grow. But how can you be sure your skills will be relevant? How will you know when you face a skills gap that could hold you back? How can you develop your capabilities and career path to guide you towards a fulfilling, rewarding role?

The career navigator can help:

- Visualise your future journey. See what capabilities you need to stay ahead in your current role – and the many paths that could open up to you in the future
- Once you know where you want to be, keep on track, ready for the next opportunity, by finding relevant CPD to boost your career ambitions and connect to live job opportunities and careers advice on ACCA Careers

'As professionals, knowing what capabilities we need today, and in the future, is essential to ensuring we're prepared and ready to respond to whatever challenges or opportunities lie ahead.'

Sanjay Rughani, CEO of Standard Chartered Tanzania, chair of IFAC's Professional Accountants in Business Committee, chairman of the CEO roundtable Tanzania





EMPLOYER

An employer developing the right team with the right capabilities?

Access to the talent and skills you need will be even more critical to success in the coming years. But competition is intense, and it's not always easy keeping up with the future skills that your existing team will need.

The career navigator can help:

- Plan your team's finance talent journey – see what core capabilities your people need to keep you ahead and explore career paths and roles to grow and retain your best talent
- Once you understand the capabilities your team needs, benchmark performance and skill levels, upskill by linking to relevant CPD, and connect to the best and brightest talent on ACCA Careers. You can also use it to support your own organisational competency framework.
- Get the best out of your trainees by mapping their qualification progress to ACCA's capabilities so you can utilise their new skills and effectively plan their practical experience.

'The career navigator will be a great resource for benchmarking the capabilities of finance professionals, and for them to access relevant learning and development to stay ahead.'

Sinead M Gogan, chief HR officer, Deloitte, Ireland





EDUCATOR

An educator inspiring and equipping your students for career success?

You are preparing the finance professionals of the future. Employability is a critical measure of success – but students don't always see the value and importance of professional skills in increasing their attractiveness to employers.

The career navigator can help:

- Support the attraction of new students by showcasing the exciting career opportunities they can achieve with the skills you'll help them develop
- Support skills development conversations with employers, demonstrating how your courses deliver the capabilities they need
- Keep your students motivated, by allowing them explore multiple career paths and opportunities, and give them the language to get their career off to a flying start.

'The employability of our students is a key focus for us, having a tool that directly shows how the skills they're developing during their studies map to the capabilities needed of different roles will be very motivating.'

Dinesh Ramadas, Sunway TES, Malaysia



OUR LANDMARK RESEARCH

Professional accountants at the heart of sustainable organisations

Our landmark new research report explores the drivers of change shaping the future and the must-have capabilities that professional accountants will need to play a leading role in sustainable businesses and forge a successful and fulfilling career.

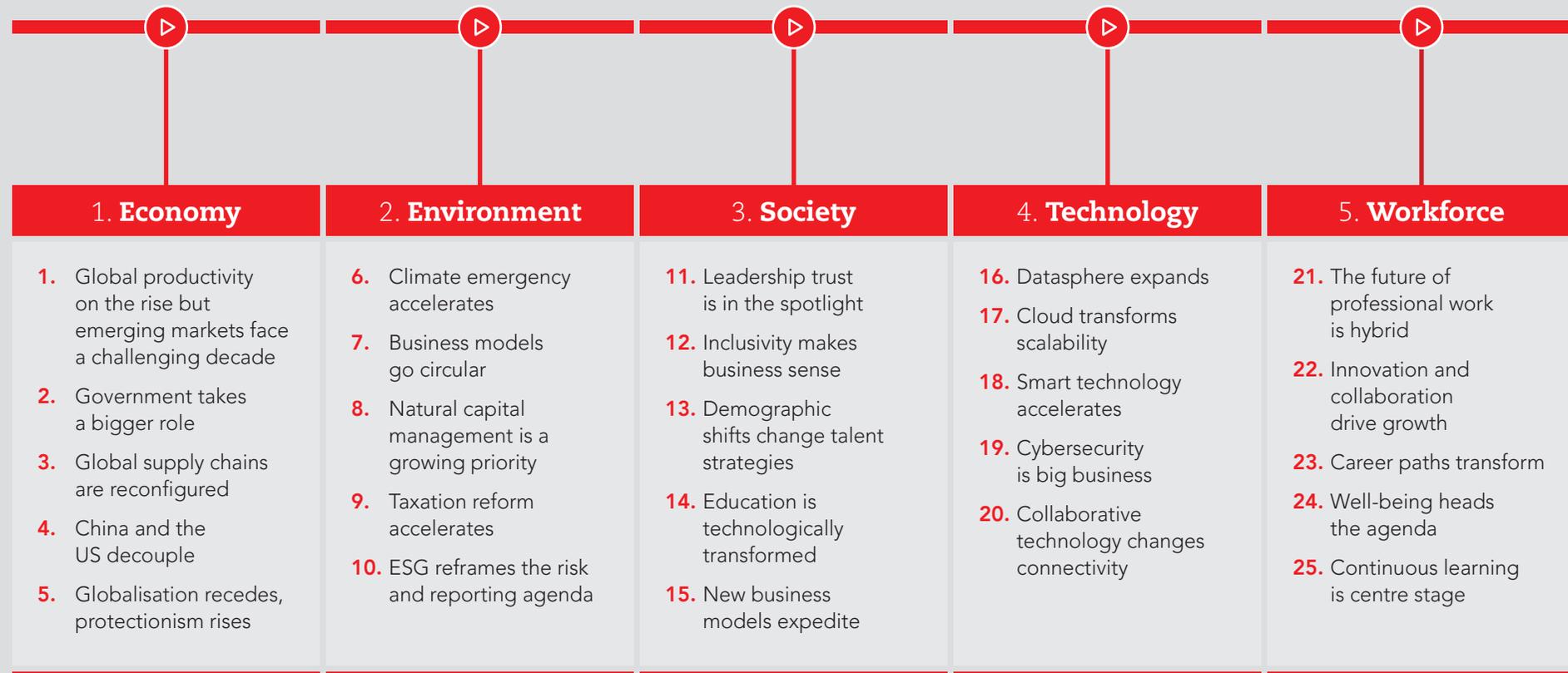


The drivers of change

Our research report explores the future of the accountancy profession – the complex and numerous factors that are shaping sustainable organisations, and what that means for business and financial professionals, their current and future skills and their career.



Our research identified **25 drivers** of change shaping sustainable organisations of the future across five broad areas.



Over the coming decade, the accountancy profession will be integral to building sustainable organisations that generate both financial returns and long-term value for society.

Professional accountants contribute to sustainable organisations in three distinct ways: They **create value**; they **protect value**; and they **report value**. Their role will be essential to driving positive business change and supporting economies and organisations across the world to build back better.

From ensuring strong governance and sustainable financial development of organisations through to taking a leading role in critical business challenges, professional accountants will use their skills, ethics and professional judgment, acting in the public interest to create new value opportunities for organisations. This presents brilliant emerging opportunities for the sustainable business and finance professional.



Future opportunities: The four career zones

As the world changes, so too will the role of professional accountants in business. We have identified four emerging career zones of opportunity for finance professionals in the coming decade, spanning all sectors and industries across the globe, where they will make vital contributions to businesses and other organisations.

The job opportunities within each zone are more multidisciplinary and draw on a broader skills set than 'traditional' accountancy roles we've seen in the past. They are more data and technology driven, offering finance professionals purposeful jobs and exciting and varied career options.





CAREER ZONE 1:

THE TRANSFORMATION DRIVERS

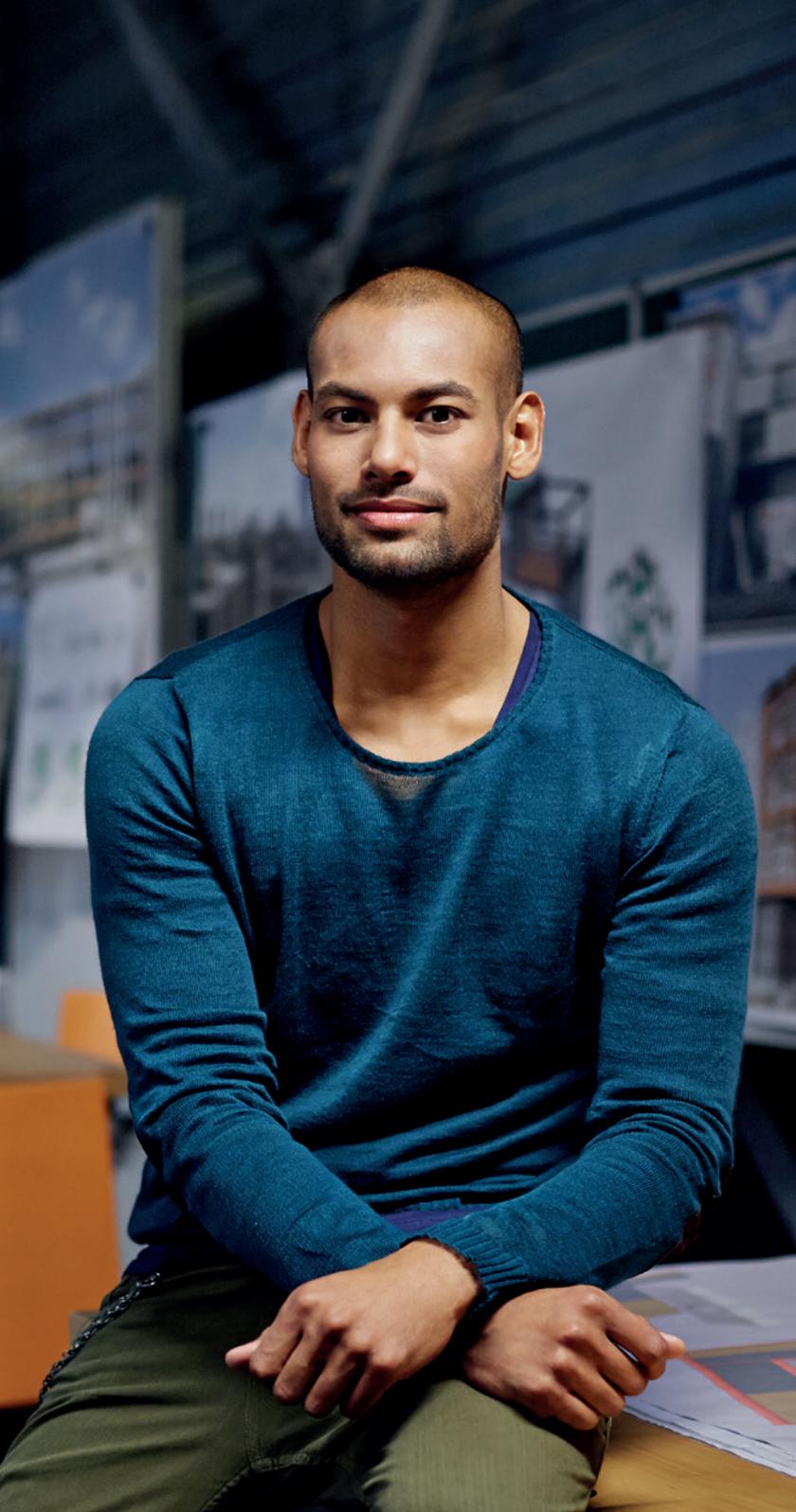
These roles are essential to delivering organisational change to create long term sustainable value.

Business and finance professionals will bring vision and transformational capabilities to organisations, helping them build back better, explore new opportunities and meet growing ESG commitments.

Future opportunities are developing in six areas:

- **Advisers.** The adviser of the future will use enhanced data capabilities and analytics skills to create client insight, help organisations transform their business, drive process efficiencies, and meet regulatory requirements.
- **Educators.** Educational roles will be critical to developing the next generation of talent and making sure the pipeline is equipped with the necessary skills to drive value in sustainable organisations.
- **Entrepreneurs.** As start-ups and smaller enterprises thrive, more finance professionals will be attracted to the entrepreneurial career, combining their financial and management expertise with a passion for running a business.
- **Global business services professionals.** A strong shift towards the global business service model – cross functional entities that deliver and manage end-to-end processes across the value chain – will offer significant career opportunities.
- **Technology and data leaders.** Demand for professionals with specific data and technological knowledge will increase as technology evolves, helping to build the business case for software investment, highlight where tools will bring the most value, and support programming, testing and integration of new software.
- **CFO/C-suite.** The CFO role will continue to expand well beyond its traditional finance remit, providing strategic support and insight and ensuring that the business creates and sustains long-term value for all.





CAREER ZONE 2:

THE ENTERPRISE ANALYST

The enterprise analyst brings data to life.

Sustainable business and finance professionals will use their data and future insight skills to help organisations create and protect value, always thinking ahead to improve the organisation's understanding of the future.

Future opportunities include:

- **Finance business partners.** Finance business partners present the financial implications and commercial trade-offs inherent in business decisions and give commercial colleagues confidence in the decisions being made.
- **Performance managers/analysts.** Performance managers and analysts are essential to managing sustainable performance in the organisation – preparing budgets, financial plans and variance analysis to support sound decision making – with a focus on understanding the future through predictive analytics and scenario analysis.
- **Project/programme accountants.** Project and programme accountants support innovation, develop the business case for new ideas, and support organisations when they change products or services by monitoring costs, building forecasts performing critical path analysis.
- **Treasury professionals.** Treasury operations are transforming dramatically as business models change and technology impacts the management of financial risk.
- **Corporate finance experts.** As deals activity continues to grow, so too will opportunities for corporate finance experts to support their organisations.





CAREER ZONE 3:

THE ASSURANCE PROVIDER

The assurance provider injects integrity into the business by helping to protect and report on value in a variety of roles.

Assurers play a critical role in providing confidence to capital markets, and assurance to investors and wider stakeholder groups.

Future opportunities include:

- **External auditors.** Auditing is becoming more forward-looking and risk-based, using emerging technology to add value to the audit process and produce insights on a continuous basis.
- **ESG assurers.** As ESG issues become an increasingly material risk for businesses, the growing demand for assurance in this area presents a strong opportunity for finance professionals.
- **Public sector auditors.** As local and national governments face significant debts and increasing demands from society, public sector auditors will bring greater transparency, credibility and accountability to financial management.
- **Internal auditors and risk managers.** The pandemic emphasised the need for risk management to shift from a compliance-centric role to one that is integrated into organisational strategy.





CAREER ZONE 4:

THE STAKEHOLDER REPORTER

The stakeholder reporter will report on performance externally in increasingly meaningful ways as stakeholder demands grow.

Future opportunities are developing in five areas:

- **Corporate reporters.** Corporate reporters will tell a more complete story about how the business model and financial strategy are sustainable for the longer term.
- **Controllers.** Strong control and governance over accounting operations are essential to an organisation's financial sustainability, in both the public and private sector.
- **Tax experts.** As digitisation marches on, tax professionals will move still closer to advisory roles in areas such as supply chain restructuring and sustainability, and shift towards higher value tax work.
- **Investor relations.** Investor relations teams will explain how the value drivers of an organisation and its activities create value for all stakeholders, as well as shareholders, using digital channels to connect with their audience.
- **Public sector performance reporters.** The role of performance reporters in the public sector is extending beyond the purely financial to report on a wider range of social, natural, human and financial capitals that reflect the reality and trade-offs of decision making.



The core capabilities of the future

As the profession and the careers within it evolve, so too will the skills that professional accountants need. We've identified seven core capabilities that underpin all these future roles, reflecting the skills, knowledge and behaviours required for an ACCA-qualified accountant to meet the future needs and demands of the profession. Each capability is a direct response to the changing organisational needs as businesses and organisations react to the drivers of change and seek to create sustainable long-term value. Individuals will need to balance these core capabilities to fit their role and stage of career.





Collaboration

What is it? The way in which you interact with others, engaging and communicating clearly with internal and external stakeholders, being inclusive and influencing impactfully.

Why is it a core capability?

Collaboration is manifesting in many different forms as economies evolve – in the transition to hybrid work, in emerging business models and public-private partnerships, cross-functional project-based teams and new digital tools and technologies.

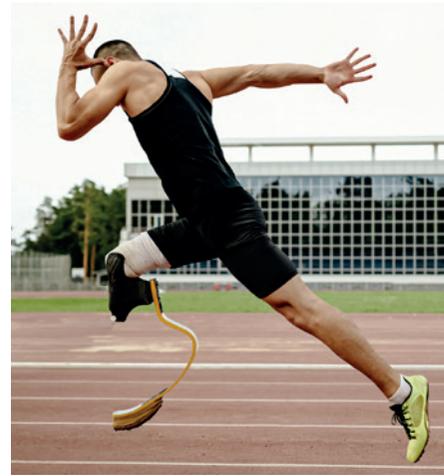


Insight

What is it? How you think and operate on an individual level: accurately analysing information, generating new ideas, making clear decisions, organising work, focusing on priorities and achieving timely results.

Why is it a core capability?

Organisational insight drives competitive advantage, improves service delivery and drives innovation. The changes underway require insight and knowledge across the organisation's processes, using data to enable deeper analysis and understanding.



Drive

What is it? Your attitude and motivation: being determined and curious, motivating and developing yourself and others to achieve stretching goals, and acting with integrity.

Why is it a core capability?

Organisations are facing wide-ranging disruptive challenges, while individuals are navigating changing workplaces, job descriptions, and career paths. Getting things done will need personal drive and individual resilience.



Ethics

What is it? Acting in accordance with fundamental principles of professional and personal ethical behaviour, ensuring the use of appropriate ethical frameworks and compliance with laws and regulations.

Why is it a core capability?

Ethics is the cornerstone of long-term value creation in a world where stakeholders are demanding increasing levels of transparency. Sustainable business and finance professionals play a critical role in bringing integrity to organisations, rebuilding market confidence and protecting the public interest.





Expertise

What is it? The functional responsibilities of your role; applying your technical expertise in order to benefit the organisation.

Why is it a core capability?

The expertise of professional accountants in their own particular field – from audit and assurance through to tax, corporate and business reporting and risk management – will ensure sustainable businesses are efficient, transparent, compliant, agile and responsive.



Digital

What is it? The proficient and ethical use of existing and emerging data technologies, capabilities, practices and strategies.

Why is a core capability?

Technology is offering new opportunities to add value while transforming jobs, processes, collaboration, decision-making, and risk management. Digital skills are a cornerstone capability for the future.



Sustainability

What is it? Applying integrated thinking and action to create, protect and communicate long-term value for the organisation, environment and society.

What is it a core capability?

Sustainability capabilities will be essential to help organisations take longer-term decisions that take into consideration the inherent trade-offs. Sustainable business and finance professionals will drive more effective environmental, social and governance practices and make sure they are accounted for in more transparent and meaningful ways.



You can see the full *Professional accountants at the heart of sustainable organisations* report at accaglobal.com



Drivers of change

Trends that are impacting the sustainable organisation of the future and the role of sustainable business and finance professionals:

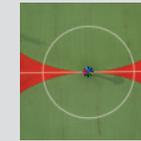
1. **Economy**
2. **Environment**
3. **Society**
4. **Technology**
5. **Workforce**

Core capabilities

The must have skills needed in all future roles:



Collaboration



Insight



Drive



Ethics



Expertise



Digital



Sustainability



Future career opportunities

The contribution sustainable business and finance professionals will make to sustainable organisations of the future:

CAREER ZONE 1:

TRANSFORMATION DRIVERS

CAREER ZONE 2:

ENTERPRISE ANALYSTS



CAREER ZONE 3:

ASSURANCE PROVIDERS

CAREER ZONE 4:

STAKEHOLDER REPORTERS



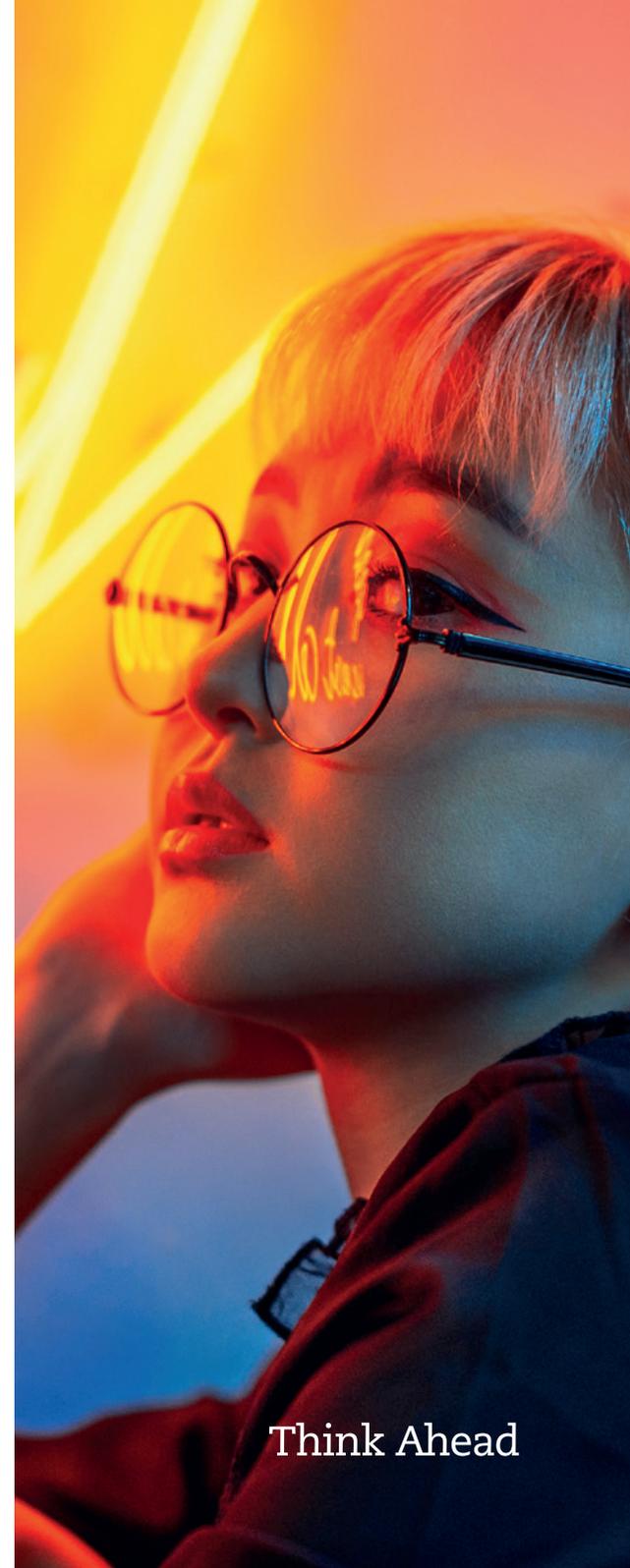
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