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CAREER BENCHMARKING SURVEY 2011

BUSINESS



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FOREWORD

We present you with the results of the fifth ICAEW/Robert Half *Career Benchmarking Survey*.

As we moved into 2011, there was still uncertainty about what the New Year – and indeed the new decade – might hold for the economy. There was, however, agreement that life would continue to be tough for some considerable time to come. Hard decisions by government have led to uncertainties over job security in some sectors, and the accountancy profession itself has seen firms and members struggling to adjust to changing circumstances.

However, it is not all doom and gloom. There are many positive opportunities on the horizon, and I believe the profession must now take the initiative. The economic downturn has reinforced the importance of qualified finance professionals working in and advising organisations. Experience tells us that it is their skills and experience in managing the challenges of day-to-day operations that will once again prove critical as the finance sector comes under political and regulatory scrutiny over the next few months.

It is central to both personal and corporate success that ICAEW chartered accountants continually seek to develop and enhance their technical and business skills to build the firm foundations that the global economy requires in these still difficult times. In turn, as world leaders of the accountancy and finance profession, ICAEW will continue to provide leadership and practical support to its members, working with government, regulators and industry to ensure the highest standards are maintained.



Michael D M Izza
Chief Executive
ICAEW

INTRODUCTION

Growing economic and job security will keep organisations on their toes as they recruit, re-recruit and retain top talent.

Following a challenging couple of years, the 2011 ICAEW/Robert Half *Career Benchmarking Survey* reveals that the accountancy profession is showing promising signs of recovery. While ACAs were not immune to the impact of the global recession, in some cases there is increased confidence in career development prospects and a return of salaries to pre-recessionary levels. ACAs are progressively becoming more optimistic and a proportion plan on seeking promotions or new career opportunities as the recovery takes hold.

With ACAs focused on getting their careers back on an upward trajectory, our survey explores key motivators at work and how they differ by career stage. Opportunity for promotion ranks high amongst more recently qualified professionals, while being involved in a range of interesting work, achieving higher levels of responsibility and organisational culture rise in importance as their career progresses.

In comparison, we also examine the steps that many organisations are taking to motivate employees. With companies concerned about losing business-critical individuals to other opportunities, some are investing in increased compensation, whereas others are considering non-monetary rewards such as additional training and level of responsibility. Growing economic and job security will keep organisations on their toes as they recruit, re-recruit and retain top talent.

As we look to the future, a common theme persists: the finance function will remain focused on commerciality and initiatives to help organisations leverage growth opportunities. I hope you will find the 2011 ICAEW/Robert Half *Career Benchmarking Survey* a valuable resource and one that will provide ongoing insight whether you are considering new career opportunities or hiring additional employees. Either way, what is certain is that ACAs will remain firmly planted at the decision-making table throughout 2011 and beyond.



Phil Sheridan
Managing Director
United Kingdom
Robert Half International

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SUMMARY OF KEY FINDINGS

This industry survey shows the impact that a period of global economic downturn has had on the demands on ICAEW's ACA¹ qualified members working in business, not just in the UK but in business centres across the globe. As confidence starts to return to world markets, they will undoubtedly play an increasingly strategic and central role in controlling and steering their organisations into recovery.

SALARY AND REMUNERATION

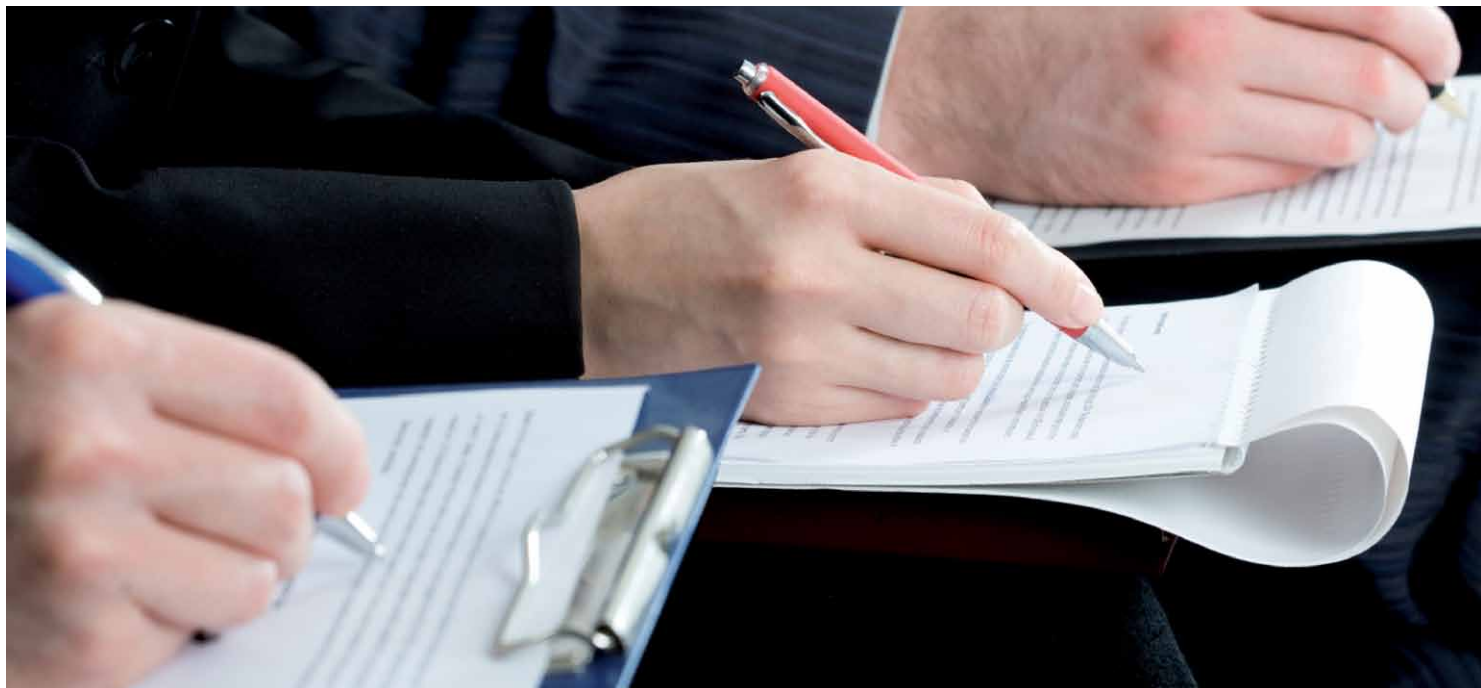
- This year's survey² shows that salaries and bonuses have recovered since 2010 and are now back to 2009 levels, although this is not experienced evenly throughout the business community.
- More than half of ACAs had a positive salary review during the previous 12 months (53%, up from 39% in the 2010 survey). The average annual basic salary is £82,400, a 4% increase since the 2010 survey and 2% higher than in 2009.
- Across all ACAs, the average bonus is £17,400, a 32% increase since the 2010 survey.
- Average salary figures are inflated by a small number of high earners. The median salary for all ACAs, perhaps a better indicator of majority earnings, is £70,700, showing little change from the 2010 survey. The median bonus is £2,100.
- Earnings vary considerably by sector. Those in the banking and capital markets sector remain the highest earners, with an average basic salary of £106,700 (up by 9% on 2010) and bonus of £44,900 (up by 28%).
- Within the UK, the highest average salaries (£92,500) and bonuses (£28,900) are received by ACAs based in London.
- Average earnings of ACAs working outside the UK are substantially higher than those in the UK, with an average salary of £114,700 and bonus of £27,600.

CHANGING TRENDS FOR THE FINANCE FUNCTION

- More than half of managers say that their recruitment plans for the next 12 months have been unaffected by the economic downturn. Those that have been affected are most likely to report a recruitment freeze and reduction in the number of full-time positions.
- One in four managers is currently recruiting or planning to recruit for the finance team.
- Negative or mixed effects on recruitment as a result of the downturn are most likely to have been felt in the public sector. In the UK, this is likely to be related to the impact of the government's 2010 spending review.
- Managers who are recruiting are most commonly looking for skills in financial, management and regulatory reporting and core accounting, bookkeeping and transaction processing.
- ACAs in their first four years after qualification are particularly in demand, especially within larger businesses. At this level managers are particularly likely to be looking for candidates to demonstrate analytical skills and presentation and communication skills.

1. Throughout the report, the term ACA refers to all qualified members whether they are ACAs or FCAs.

2. Data collection for this survey was carried out during the period 6 October to 2 November 2010.



LIFE CYCLE OF AN ACA

- Pay and promotion are particularly important to ACAs in the early stages of their career. Being involved in a range of interesting work and achieving higher levels of responsibility rise in importance as their career progresses.
- There is some disconnect between the skills that ACAs qualified for 9+ years perceive that they need (with these ACAs placing particular importance on influencing skills) and those sought by hiring managers (who place greater emphasis on broader based leadership skills).
- Regardless of career stage, approximately half of ACAs feel that the economic downturn has had an impact on their career development, although for 1 in 10, this has been a positive impact.
- A majority of ACAs in the early stage of their career are likely to look for promotion in the next two years.
- Around one in three ACAs will consider moving employers in the next two years, rising to 50% of those who feel that the economic downturn has negatively affected their career development.

SALARY AND REMUNERATION

There is some recovery in salaries and bonuses after the negative impact of the economic downturn, but this is not experienced evenly throughout the business community.

There has been a year-on-year increase in the proportion benefiting from a positive salary review in the previous 12 months (53% v 39% in the 2010 survey). The average basic gross salary of ACAs in business¹ is £82,400, a 4% increase on the £79,100 reported in the 2010 survey and 2% up on 2009 (Fig 1).

However, average salary figures are inflated by a small number of high earners (25% earning £100,000+, 4% earning £175,000+). The median salary (ie, the mid-point when all salaries are arranged in order) may be a better indicator of majority earnings. The median salary of £70,700 has not changed significantly since last year.

The proportion of all ACAs receiving a bonus in the previous 12 months has increased year on year (55%, up from 50%) and is now comparable to the level seen in the 2009 survey (56%).

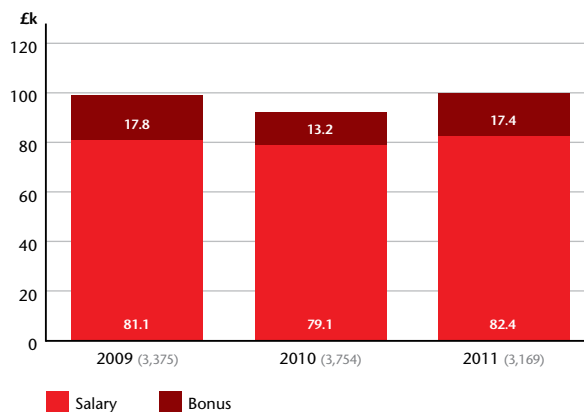
Among those that received one, the average bonus is £31,800 (up 22%). However, the average across all ACAs is up by 32% to £17,400², equating to just over one-fifth of basic salary (21%, up from 17% last year and back to the 2009 level). The average continues to be influenced by some high bonuses, particularly in the banking and capital markets and insurance sectors. Outside of those two sectors, the average bonus is £12,900. The median bonus is £2,100, and is now four times higher than the £500 reported in 2010.

The recovery in bonuses is reflected in the fact that those receiving a bonus in the previous 12 months were more likely to have seen an increase than a decrease (49% v 22%). This is an improvement over the 2010 survey (32% increase v 37% decrease). This general recovery is shown across most regions, sectors and job levels.

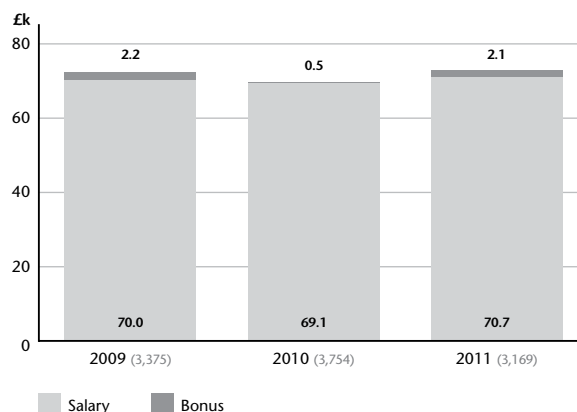
KEY FINDINGS

- Salaries and bonuses have recovered since 2010 and are now back to 2009 levels
- ACAs' average basic annual salary is £82,400 (median £70,700)
- The average bonus of £17,400 is up by 32% compared to the 2010 survey

FIG 1 (a) Average basic salary and bonus



(b) Median basic salary and bonus



Average (£k) (rounded to the nearest £00)
Base: All (as shown)

1. ACAs in business are those chartered accountants working within a non-accountancy organisation rather than in accountancy practice. Throughout the report, the term ACAs refers to all ICAEW-qualified members, whether they are ACAs or FCAs.

2. The average and median bonus figures represent the average across those receiving a bonus, those eligible but not receiving a bonus and those not in a scheme or not eligible (only refusals have been excluded).

ACAs in the first two years of their post-qualification career earn an average gross salary of £45,200 (median £45,000) (Fig 2). This increases steadily through the years, reaching over £87,500 for those qualified for 9–19 years plus.

While bonuses largely follow a similar pattern, this is accentuated this year. The average bonus of £1,600 (4% of average salary) for those in the first two years of their post-qualification career shows little change from 2010. Bonuses for ACAs who have been qualified 9–19 years are the highest at £22,000 (25% of average salary), a marked improvement on 2010.

There continues to be a wide variation in salaries earned according to business sector (Fig 4) and region (Fig 6). For a full sectoral analysis, see pages 20–29.

ACAs working in banking and capital markets remain the highest earners in terms of average salary (£106,700, up 9% on the previous survey) and by far the highest in terms of bonus (£44,900, up 28%). ACAs in this sector are the most likely to be eligible for a bonus scheme (94% v 70% overall) and the large majority received a bonus in the past 12 months (79%, up from 68% in the 2010 survey). The banking and capital markets sector was among the most likely to have seen an increase in the incidence of bonuses since 2009.

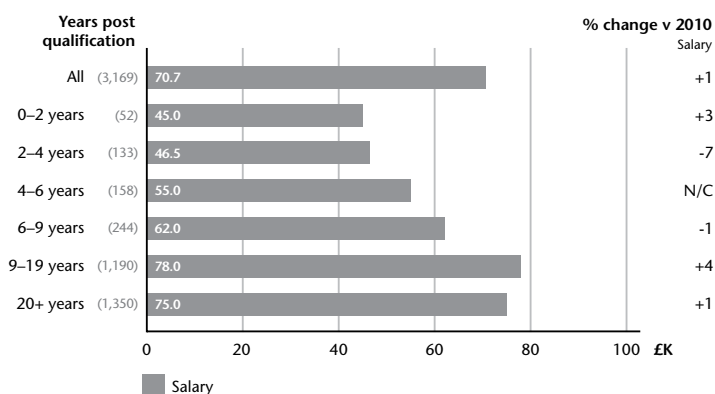
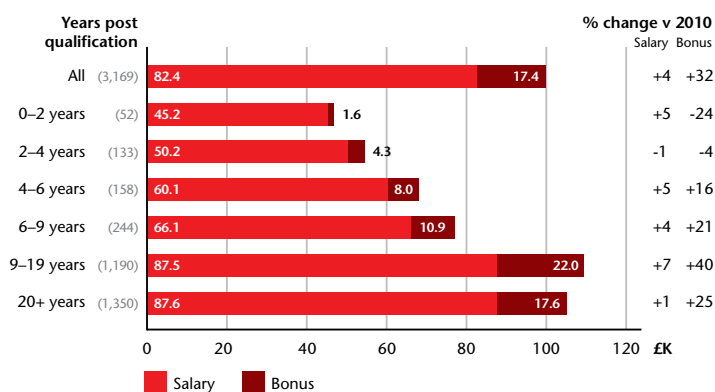
Next highest earners are those in the insurance sector and the energy, water, mining and utilities sector. Average salaries in these two sectors were above £95,000 and average bonuses above £20,000. In both cases, around 70% of ACAs received a bonus (Fig 5).

By contrast, those in the government and agencies sector and the charity and not-for-profit sector receive the lowest salaries (£65,600 and £58,600 respectively), are least likely to have received a bonus (23% and 14%) and received the lowest average bonuses (£1,400 and £800). Typically, those working in these two sectors are more likely to be female (37% and 36% v 26% overall), older (average age 48 and 50 v 45 overall) and those who work full time work fewer hours per week than average (42 and 43 v 46 overall).

KEY FINDINGS

- Average salary increases from £45,200 in the first two years to £87,500 for those qualified 9–19 years plus
- ACAs in banking and capital markets are the highest earners – average salary £106,700 and bonus £44,900

FIG 2 Average basic salary and bonus by career stage (also showing median salary)³



Average (£K) (rounded to the nearest £00)
Base: All (3,169) N/C = no change

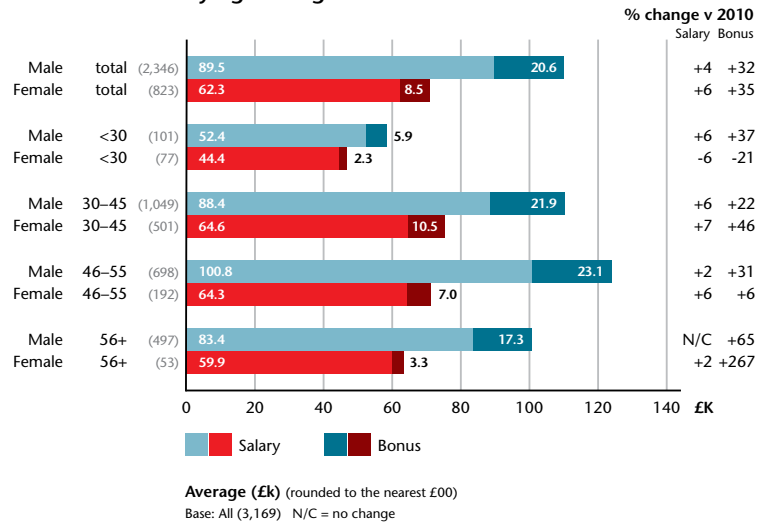
£99,800
the average income of an ACA
(£82.4k salary + £17.4k bonus)

3. Median bonus has not been shown. With the method of calculating bonuses (footnote 2), since little more than half received a bonus, the median (mid-point) is zero for many sub-groups.

Male ACAs continue to be better remunerated than females (Fig 3). An average basic salary of £62,300 (median £55,000) for females is around 70% of their male colleagues' £89,500 (median £76,500). The average male salary is up by 4% on last year, and the average female salary is up by 6%. The earnings gap appears to be widening in the earlier career stages, with a wider differential between females and males aged under 30 than in 2010.

Overall, the average bonus of £20,600 for males is nearly two-and-a-half times that of their female colleagues (£8,500). Both have increased by around one-third since last year's survey and are close to the levels seen in 2009. Male ACAs' average bonus represents 23% of average basic salary, while female ACAs receive only 14%.

FIG 3 Average basic salary and bonus by age and gender



The differential in overall average earnings reflects, in part at least, that male ACAs in the sample are typically older (46 compared to 41 for females).

However, earnings for males are higher within each age range, reflecting the influence of other factors that contribute to lower female earnings.

- Female ACAs are more likely to be working part time (24% v 9% of males). The gap between male and female salaries is larger for those working part time (£44,400 v £75,900 for males) compared with those working full time (£68,400 v £90,800 for males).
- The other main factor that affects overall average female salary levels is the sector in which they work: a quarter of female ACAs are employed in the lower paid government, charity and not-for-profit sectors (24% v 15% of males).

FIG 4 Average basic salary and bonus by sector

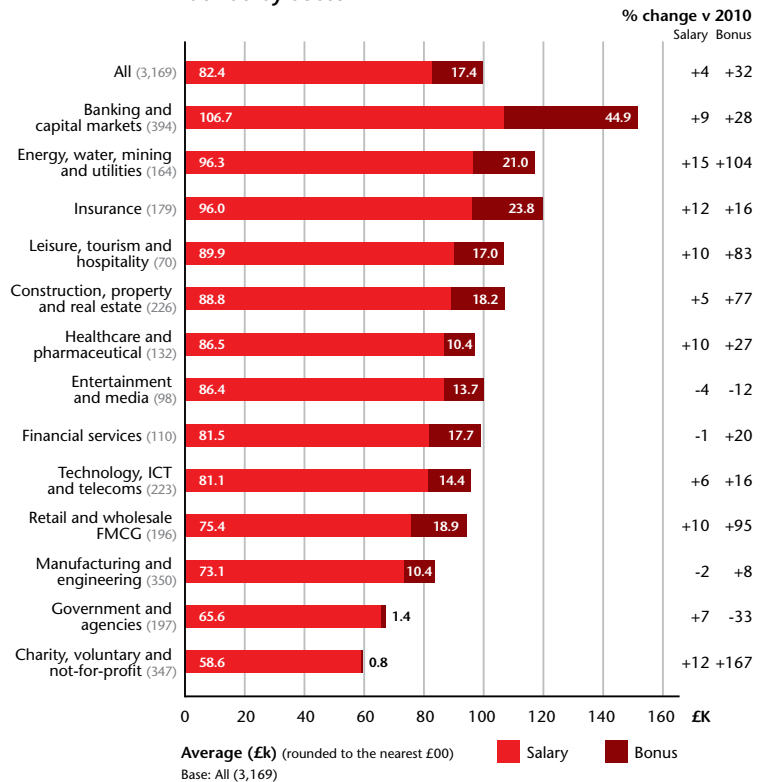
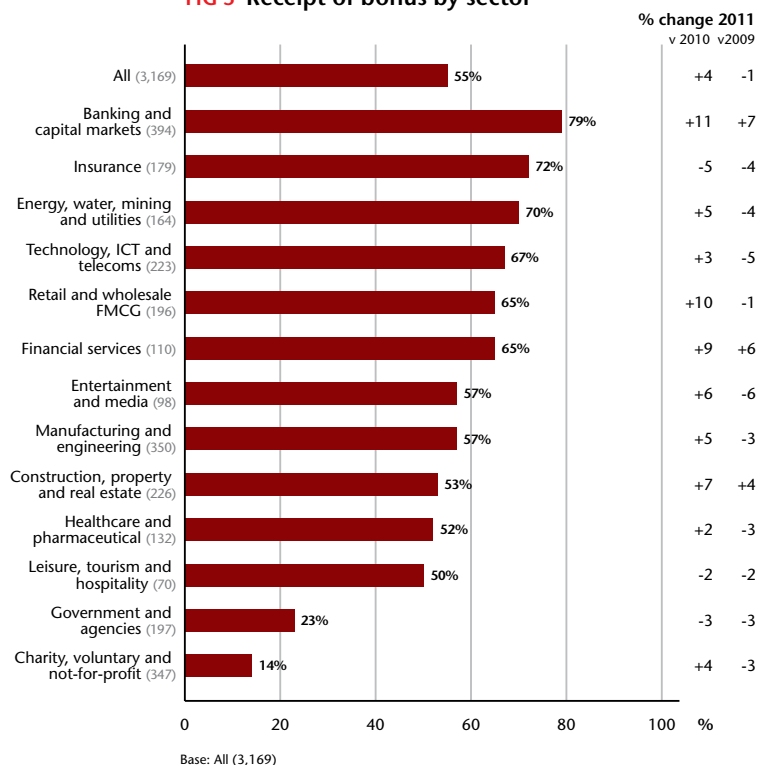


FIG 5 Receipt of bonus by sector



London salaries (average £92,500) and bonuses (average £28,900) continue to outstrip those in the rest of the country (Fig 6). This largely reflects the business mix in the region – in particular, a high incidence of those in the high-earning banking and capital markets and insurance sectors (together 34% v 16% nationally) and below average representation of the lower earning manufacturing, retail and government sectors (together 10% v 24% nationally). ACAs in London are most likely to be eligible for a bonus scheme (79%) and a majority did receive one (65%).

Elsewhere in the UK, average basic salaries are highest in East England and Scotland, topping £73,000.

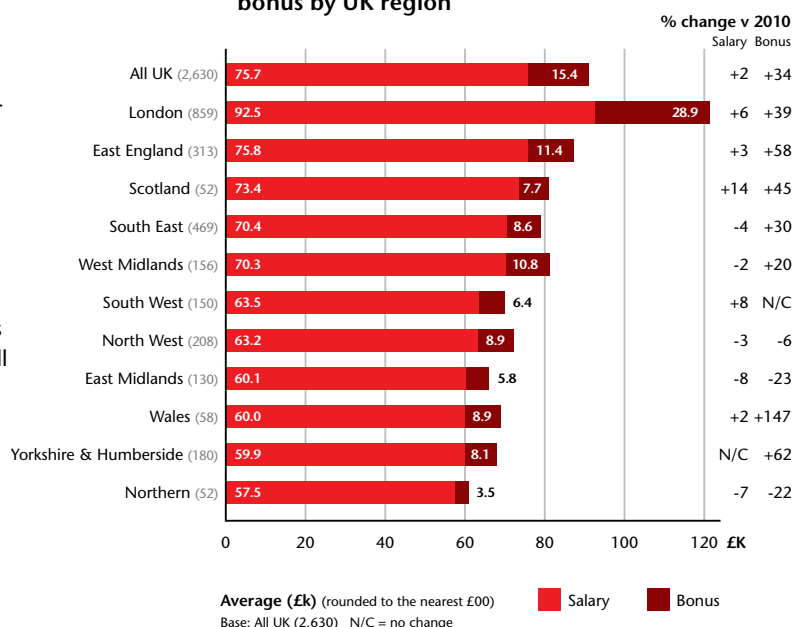
The lowest earnings are in the Northern region, where both average salary and average bonus are lower this year, giving average overall earnings of £61,000. Fewer in this region received a salary review or a bonus than in the 2010 survey. Organisations in this region are typically smaller than average, with a higher incidence of private companies and those in the manufacturing and engineering sector.

The North West, East Midlands and Yorkshire & Humberside appear to be continuing to feel the effects of the downturn, with average salaries and bonuses still short of 2009 levels.

KEY FINDINGS

- In the UK, the highest average salaries and bonuses are in London
- ACAs based outside the UK receive higher average salaries (£114,700) and bonuses (£27,600)

FIG 6 Average basic salary and bonus by UK region



Salary and bonus are only a part of the picture; the majority of ACAs based in the UK also receive pension and healthcare contributions (Fig 7).

Average salaries and bonuses are much higher for ACAs working outside the UK than for those within the UK (Fig 8).

However, there is a lot of variation by international region and year-on-year international sterling comparisons have to be treated with some caution because of fluctuation in exchange rates.

The highest average salaries continue to be found in the Middle East (£137,900), although these are likely to include living and other allowances. In spite of the financing problems in Dubai earlier in the year, average salaries and bonuses appear to have increased more strongly than in many other regions⁴. The highest average bonuses are paid to ACAs in the Middle East and Asia/Asia-Pacific⁵.

As seen in 2010, the lowest average salary outside the UK is in Australasia (£103,500), but this is still 37% higher than in the UK.

FIG 7 Main additional benefits received by UK ACAs

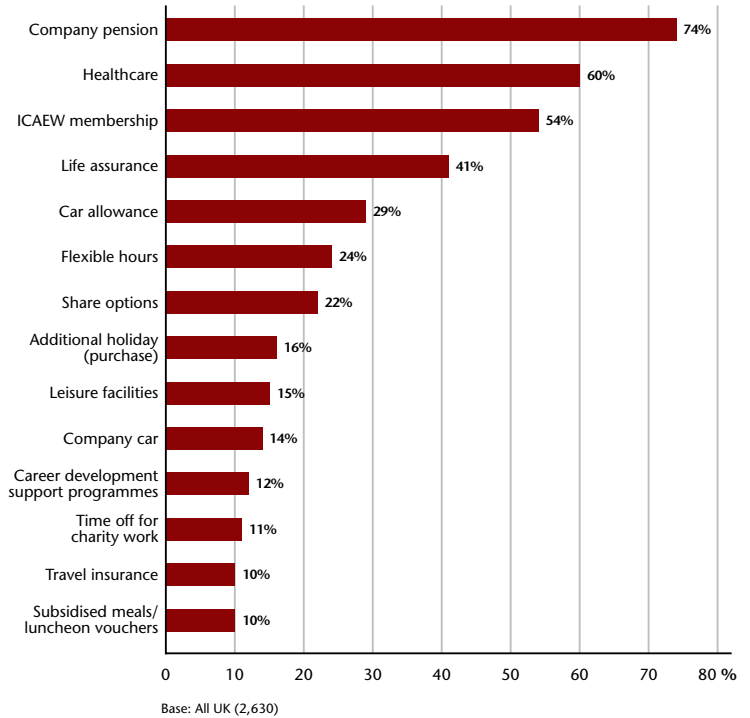
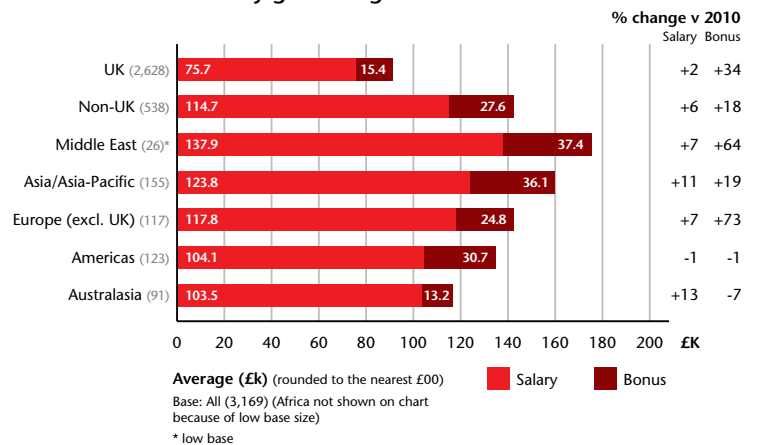


FIG 8 Average basic salary and bonus by global region



£142,300
 the average income of an ACA
 working outside the UK
 (£114.7k salary + £27.6k bonus)

4. Figures for the Middle East should be treated with some caution because of low base size: weighted base 26, but based on 58 interviews.

5. Asia/Asia-Pacific, for the purposes of this report, excludes Australasia, which is shown as a separate region.

ACAs in listed companies typically have the highest average earnings, especially those in companies listed outside the UK (Fig 9). Those in listed companies appear to have recovered rather faster from the economic downturn, with average salaries and bonuses now back above the level seen in 2009. In contrast, average salaries and bonuses in private companies, while up on 2010, remain below 2009 levels.

The 2011 survey shows again that basic salaries and average bonuses do increase with company size (Fig 10). However, it is those in the smallest and largest companies who are most likely to have seen an increase in salary. On average, those in the largest companies, with over 1,000 employees, earn the highest salaries (£88,900) and bonuses (£22,400).

Inevitably, salaries and bonuses also reflect ACAs' job roles (Fig 11). Chief executive officers, managing directors and chairmen earn substantially more than those in other roles. An average salary of £135,600 (median £105,000) is broadly in line with the 2010 survey, but their average bonus of £60,700 is well over double that of the previous year. One in three (32%) of those at this level are based outside the UK.

FIG 9 Average basic salary and bonus by organisation type

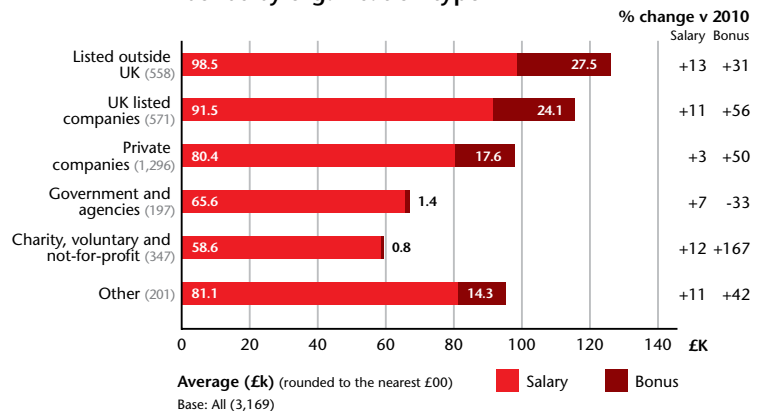


FIG 10 Average basic salary and bonus by company size

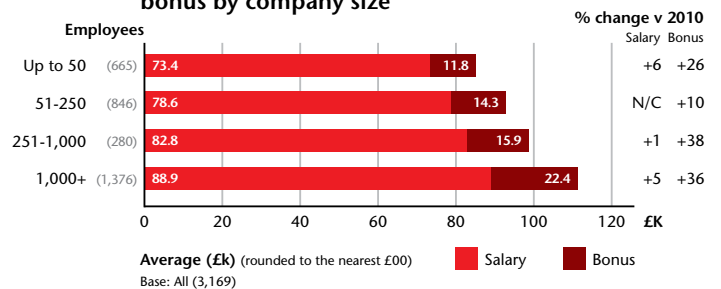
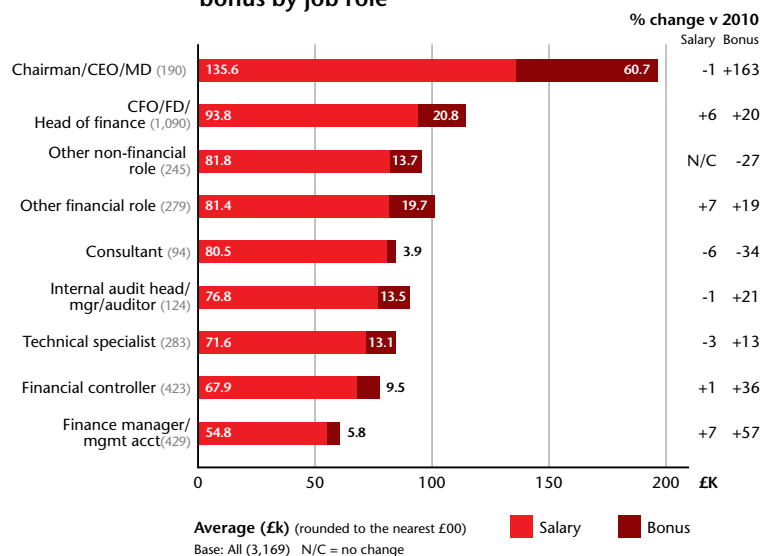


FIG 11 Average basic salary and bonus by job role



CHANGING TRENDS FOR THE FINANCE FUNCTION

RECRUITMENT FOR THE FINANCE TEAM

More than half of managers say that the economic downturn has not affected their recruitment plans (Fig 12), a picture largely unchanged since the last survey.

Negative or mixed effects have been especially felt in the government and agencies sector (64%). In the UK, this is likely to be related to the government’s 2010 spending review⁶.

Among those that have had their recruitment plans affected by the downturn we found the following:

- The most commonly cited impacts are a recruitment freeze and a reduction in the number of full-time positions (Fig 13). The reduction in full-time positions is more prevalent in the UK (54%) than overseas (27%), and particularly compared with those in Asia/Asia-Pacific (16%).
- The banking and capital markets sector is bucking this trend, with 23% of those impacted claiming they are increasing the number of full-time positions. In addition, they are more likely than others to be making greater use of contract and interim staff (28%).

KEY FINDINGS

- Recruitment has been unaffected by the downturn for over half of managers
- Negative or mixed effects especially felt in the government and agencies sector

FIG 12 Impact of economic environment on recruitment plans for next 12 months

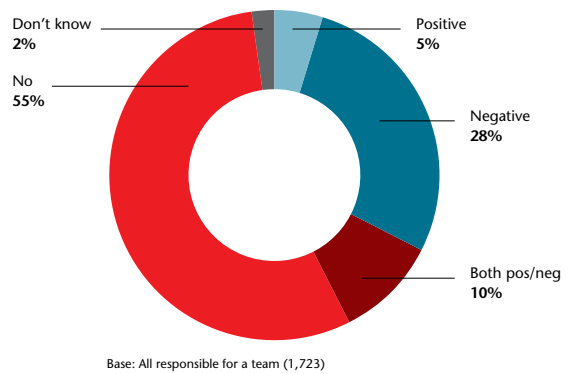
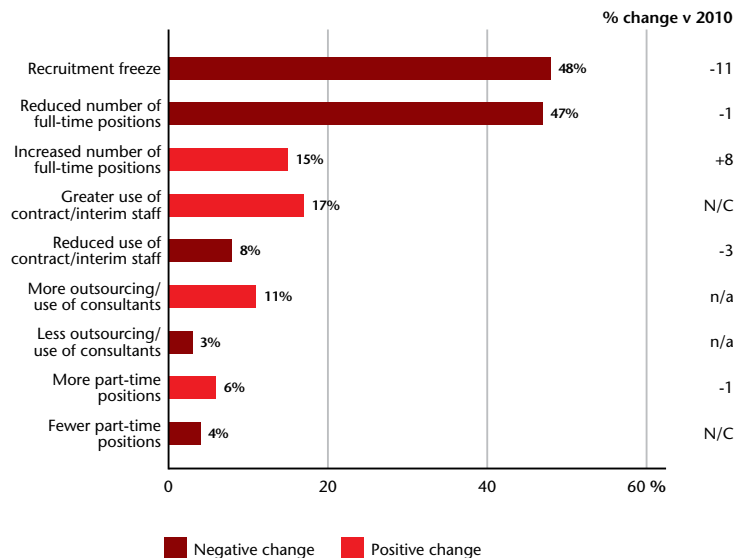


FIG 13 How the economic environment has affected recruitment plans



Base: All managers with recruitment plans impacted by the economic environment: 723
N/C = no change n/a = not asked

6. The government’s 2010 spending review was taking place while the survey was in field.

While many continue to face constraints on recruitment, one in four managers (25%) are currently recruiting or planning to recruit for the finance team, but this does vary by type of organisation.

The types of business that are more likely to be recruiting are larger organisations and those based in the Middle East and Europe (Fig 14). It is also more likely to be those in the energy, water, mining and utilities sector (which tend to be larger and less UK-focused), and in the insurance and the leisure, tourism and hospitality sectors.

Managers who are recruiting are most commonly looking for skills in financial, management and regulatory reporting (51%) and core accounting, bookkeeping and transaction processing (51%) (Fig 15).

Although these were the skills that managers also said they were looking to supplement in the last survey, there has been a notable increase in demand for core accounting and bookkeeping skills this year. These skills are particularly likely to be in demand in smaller organisations, which generally have smaller finance teams. Larger organisations are less likely to be looking to supplement these skills, but are more likely than average to be looking for skills in decision support and performance management (38%).

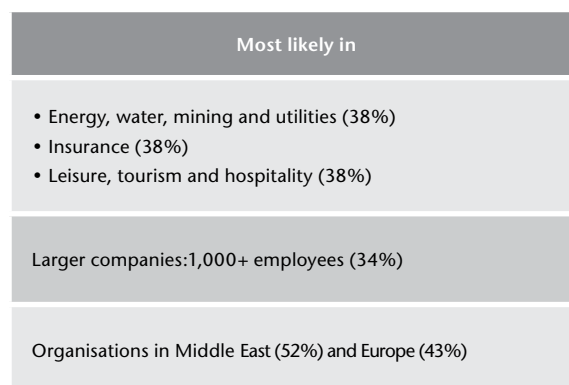
Future needs also vary by sector. There is higher demand for core accounting and bookkeeping skills and internal financial controls in banking and capital markets. Planning, forecasting and budgeting, and risk management skills are in greater demand in the energy, water, mining and utilities sector.

25%
of managers are currently recruiting or planning to recruit

KEY FINDINGS

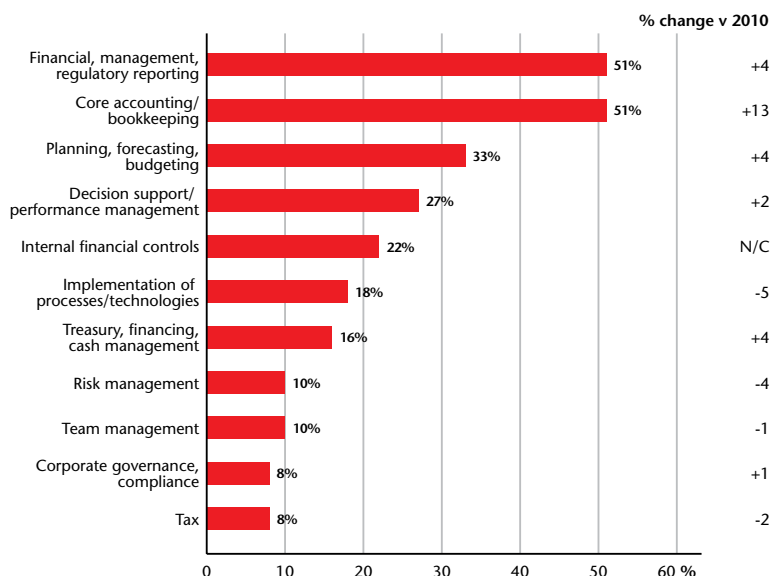
- One in four managers is currently recruiting or planning to recruit
- 2011 sees an increased demand for core accounting and bookkeeping skills, especially in the banking and capital markets sector
- Those in the first four years post-qualification are particularly in demand

FIG 14 Who is recruiting?



Base: All responsible for a team (1,723)

FIG 15 Greatest skills/role needs in department



Base: All team leaders looking to recruit: 436 (2010:411)
N/A = no change

Those in their first four years after qualification are especially in demand, particularly for very large businesses (50%) and in the banking and capital markets sector (53%), where businesses are above average in size (Fig 16). The energy, water, mining and utilities sector is more likely than most to be recruiting more experienced qualified accountants (over four years).

The skills or competencies that managers particularly focus on if recruiting a qualified accountant naturally evolve with the level of experience. If recruiting an accountant qualified for up to four years, analytical skills and presentation and communication skills are key competencies that are sought (Fig 17).

If recruiting more experienced accountants, evidence of leadership skills is most likely to be mentioned.

Relatively few managers (13%) plan to outsource technical capabilities in the next 12 months, the most commonly cited area being tax (6%).

Those most likely to outsource any technical capabilities are:

- financial services (24%) and healthcare and pharmaceutical (23%) sectors
- outside the UK (18%, v 12% in UK), and especially in Australasia (23%).

FIG 16 Levels at which managers may look to recruit

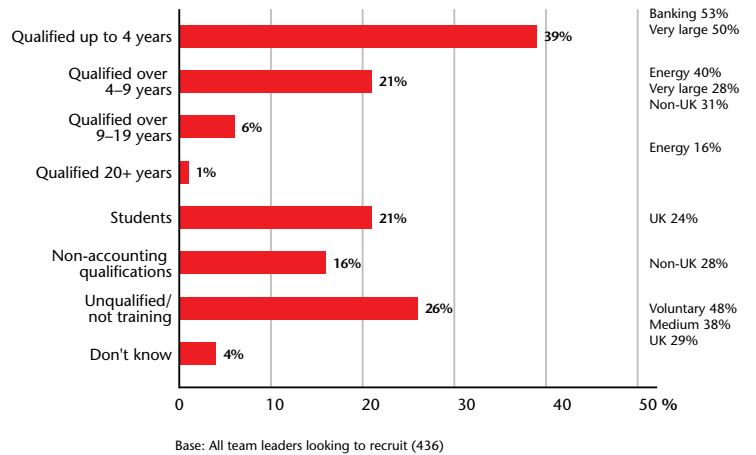
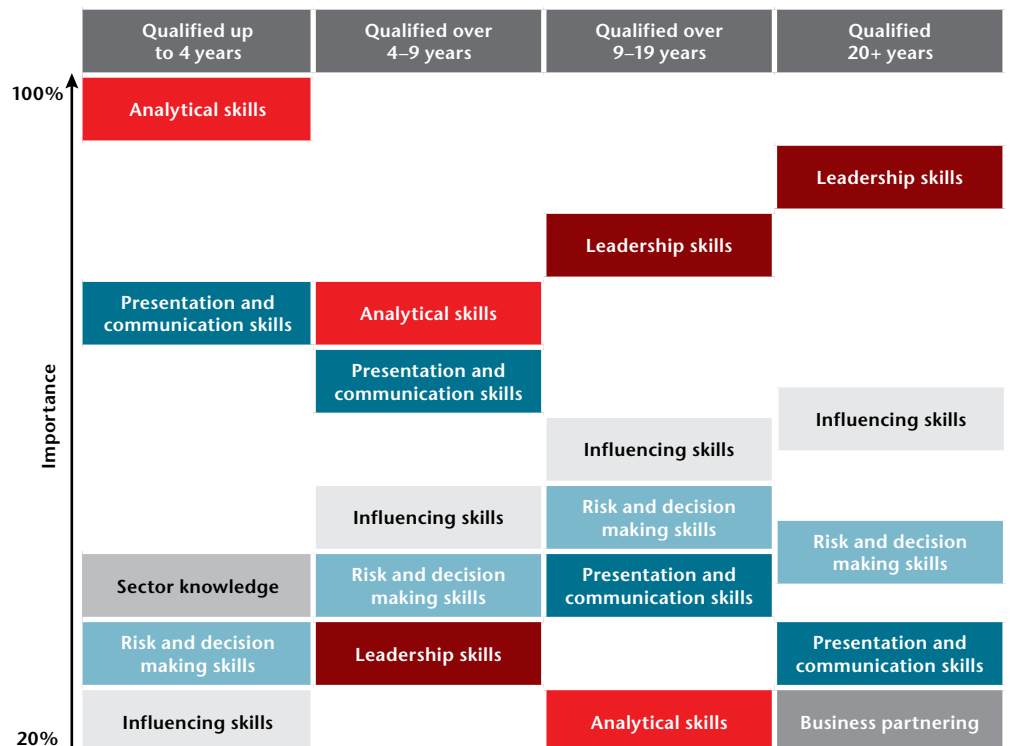


FIG 17 Key skills/competencies that would be looked for when recruiting at different career stages



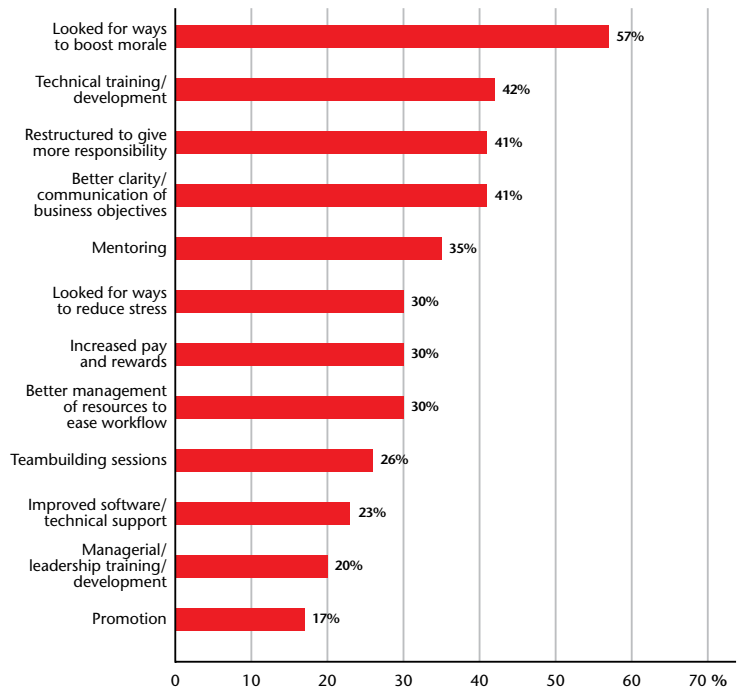
Base: All responsible for a team (1,723)

RETENTION STRATEGIES

Most managers say that, over the past year, they have continued to look for ways to boost morale (Fig 18). The most common specific actions undertaken are:

- technical training and development
- restructuring the team to give key people more responsibility
- improving communication of business objectives.

FIG 18 Actions taken in the past 12 months to motivate, retain and develop key people



Base: All responsible for a team (1,723)

LIFE CYCLE OF AN ACA

MOTIVATION OF ACAs

The ACAs in this survey were asked about the main factors that motivate them in their work.

Those in the early stages of their career – the first four years after qualification – are most likely to cite level of pay and their promotion prospects (Fig 19).

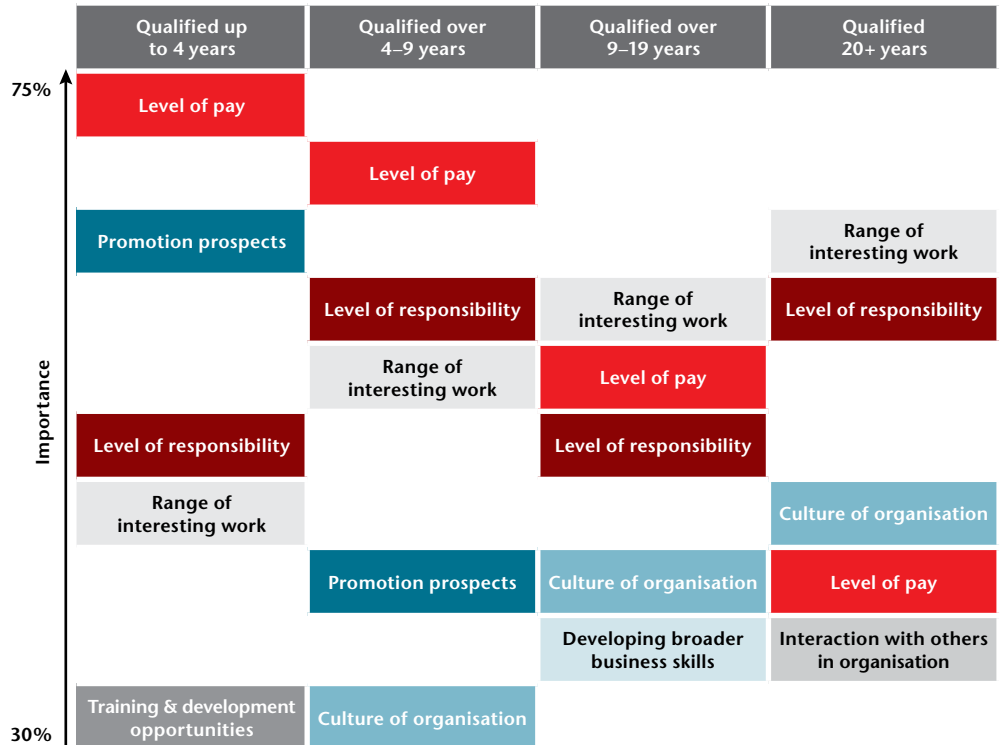
As their career progresses, pay and promotion are less prominent motivations. Being involved in a range of interesting work, achieving higher levels of responsibility and the culture of the organisation rise in importance.

Key motivations may well be influenced by other factors. Unsurprisingly, female ACAs who qualified 9–19 years ago (typically in the 30–45 age range) and who have children place particular emphasis on flexible working. Conversely, male ACAs at the same stage and who have children place greater than average emphasis on pay and responsibility.

KEY FINDINGS

- Pay and promotion are particularly important to ACAs in the earlier years of their career
- Having a range of interesting work and responsibility become more important in later career stages

FIG 19 Main factors motivating ACAs at work – by career stage



Attitudinal sample: Bases for four career stages (176 378 1,112 1,274)

SKILL NEEDS OF ACAs

ACAs at different career stages place different emphasis on the importance of the various skills and competencies required to do their job well (Fig 20).

Early in their career, analytical skills are thought by ACAs to be key to doing their job well, much in line with the key competencies sought by managers when recruiting ACAs at this level.

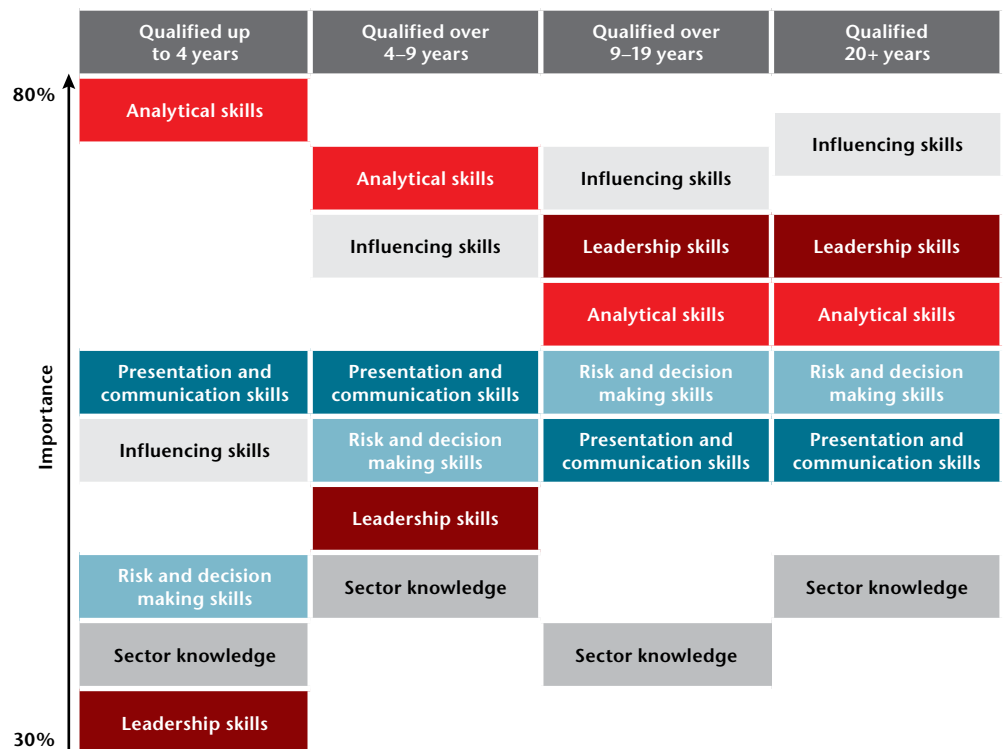
As their career progresses, ACAs place less importance on analytical skills, and influencing and leadership skills gain prominence as key skills they feel that they need to demonstrate.

However, among those in later career stages – qualified 9+ years – there is some disconnect between the skills ACAs perceive they need and those sought by hiring managers when recruiting at these levels. Hiring managers place greater emphasis on evidence of broader based leadership skills (Fig 17), while ACAs at this level place more importance specifically on influencing skills.

KEY FINDINGS

- Among those in the later career stages, there is some disconnect between the skills ACAs perceive they need and those sought by hiring managers
- The skills that ACAs feel that they need to do their job well differs by career stage

FIG 20 Skills/competencies considered very important to job – by career stage



Attitudinal sample: Bases for four career stages (176 378 1,112 1,274)

CAREER DEVELOPMENT

Regardless of career stage, approximately half of ACAs feel that the economic downturn has had an impact on their career development – but, for one in ten, this has been a positive impact (Fig 21).

ACAs in mid-career – those qualified for 9–19 years, and particularly male ACAs at this stage – are more likely to believe that their career development has been negatively impacted by the downturn than those at other stages of their career. Consultants are also more likely to believe that their development has been negatively affected (63%).

While the impact has been felt across all sectors of business, ACAs in the construction, property and real estate sector are particularly likely to feel that the downturn has impacted negatively on their career development (51%), reflecting a general low level of business confidence seen in these sectors.

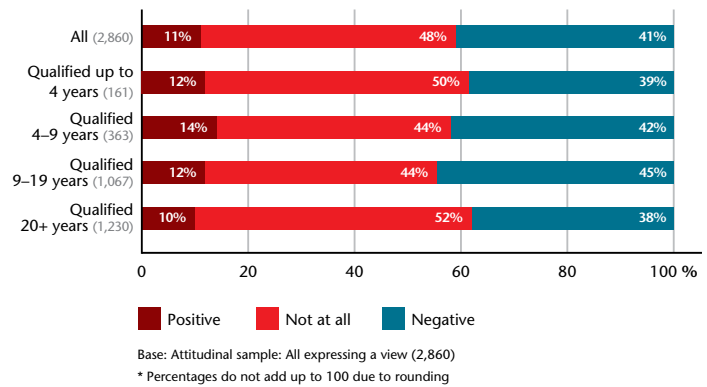
In the banking and capital markets sector there is a mixed picture: a relatively higher proportion of ACAs in this sector have been affected positively, but also a relatively higher proportion have been affected negatively.

ACAs based outside the UK are less likely to feel that their career development has been negatively affected, particularly those based in Asia/Asia-Pacific.

KEY FINDINGS

- Around half feel that the downturn has had an impact on their career development
- 10% reported a positive impact
- ACAs' views are mixed on the future prospects for their career development

FIG 21 Impact of economic downturn on own career development*



ACAs' views are mixed on the future prospects for their career development over the next 12 months, with more mature ACAs being less confident.

This pattern is evident among both male and female ACAs, but, overall, male ACAs tend to be more positive than their female counterparts at comparable career stages (Fig 22).

There are clear sectoral differences, with those in entertainment and media, and banking and capital markets most likely to be positive (Fig 23).

Those in the government and agencies sector are the least positive, with more than half feeling less confident than they did 12 months ago. In the UK, this is perhaps unsurprising given the anticipated impact of the government's 2010 spending review. This pessimism is evident for both men and women employed in the sector, but it appears to be more prevalent among women (67% less confident now) than men (46%).

FIG 22 Changing confidence in career development prospects compared to a year ago*

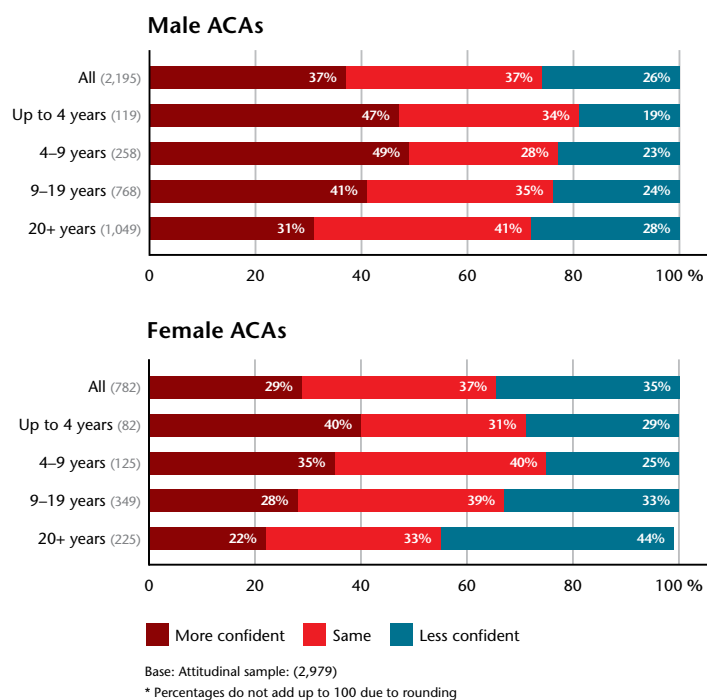
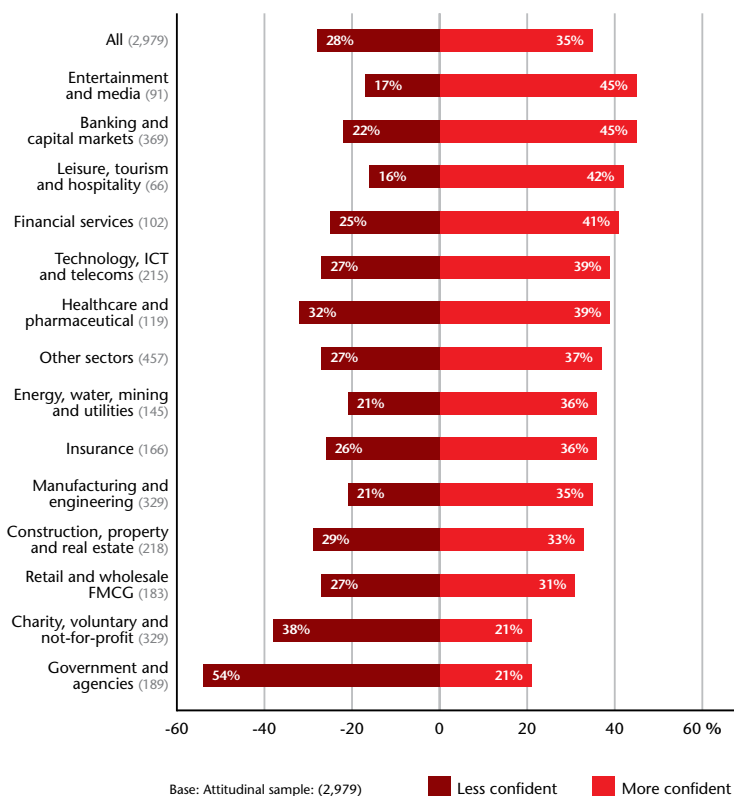


FIG 23 Changing confidence in career development prospects compared to a year ago – by sector



CHANGING EMPLOYMENT AND WORK PATTERNS

Considering their plans for the next two years, most ACAs (68%) expect to remain with their existing employer in their current role (Fig 24). Perhaps not surprisingly, this is particularly the case for those already in senior positions: chairman/CEO/MD (80%), CFO/FD (72%).

As in 2010, overall, just over one in three ACAs (35%) say that they are very or fairly likely to seek promotion with their existing employer within the next two years.

Propensity to seek promotion is highest among ACAs who have qualified in the past four years (68%), reflecting the high emphasis they place on this and pay as key motivators at work. This is especially the case for male ACAs at this career stage (71%, compared with 57% of females).

Around one in three (35%) express some likelihood of moving to a different employer in the next two years (Fig 24), rising to 50% of those who feel that the economic downturn has negatively impacted on their career development.

Those most likely to anticipate a change of employer are more likely to be:

- in the earlier stages of their career; or
- in middle management; or
- working in the leisure, tourism and hospitality sector.

Most of those who say that they are likely to move to a different employer would choose to stay in the same broad sector (Fig 25).

Those currently in the government and agencies sector are least likely to say that they would consider other jobs in the same sector (61%). This is not surprising given their lower confidence in their career development prospects and, for those in the UK, the government's spending review. Their most popular alternative would be the charity, voluntary and not-for-profit sector.

For those considering a change of employer, banking and capital markets remains the most attractive sector, although the proportion mentioning it has decreased from 34% last year to 27% now – largely reflecting a reduction in those currently in this sector who are expecting to move employer (from 41% to 35%).

35%

of ACAs will consider moving employer in the next two years

KEY FINDINGS

- A majority of recently qualified ACAs are likely to look for promotion with their present employer
- One in three ACAs will consider moving employer in the next two years

FIG 24 Likely actions in the next two years*

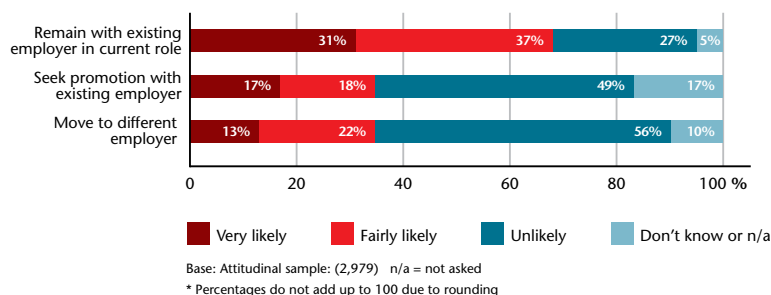
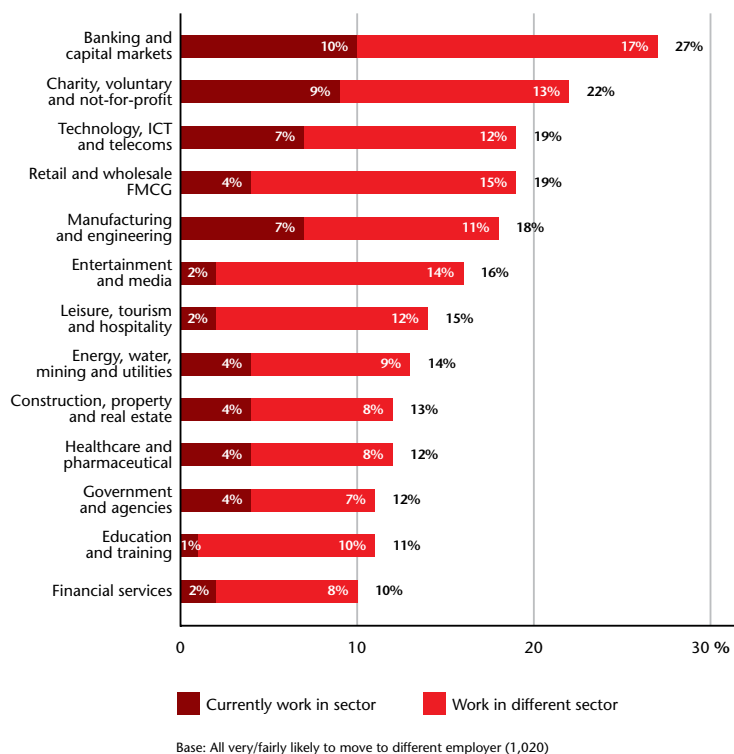


FIG 25 Sectors most likely to consider if moving employer



INDIVIDUAL SECTORS – KEY FINDINGS

BANKING AND CAPITAL MARKETS⁶

Salary and remuneration

ACAs in this sector continue to have a higher than average basic salary (£106,700, see Fig 26). The average bonus of £44,900 in this sector is two-and-a-half times higher than the overall average.

The number of ACAs having a salary review has increased notably compared to last year (71% compared to 56%) and is now above the average (62%).

More ACAs in this sector were awarded bonuses compared with last year (79% v 68%), and compared with the overall average of 55%.

PROFILE

Age

Younger, with 31% aged 35 or under (v 20% overall).

Gender

More males (78% v 74% overall).

Company profile

Larger companies with an average of 3,100 employees (compared with 2,300 overall).

Employment status

More likely to be working full time (94% v 87% overall).

Location

More likely to work outside the UK (27% v 17% overall). Outside the UK, most likely to be in Asia/Asia-Pacific (46% v 29% overall). Within the UK, most likely to be in London (77%, compared to an average of 33%).

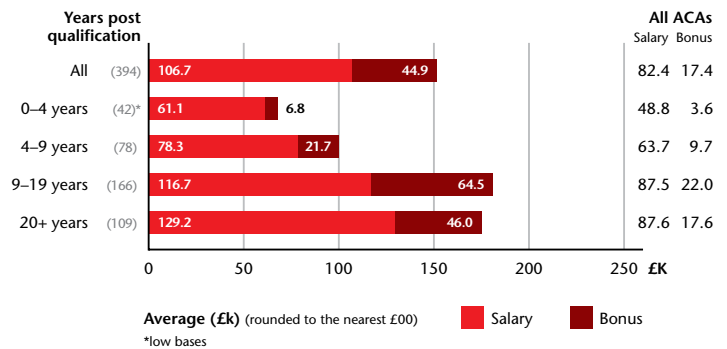
SECTOR TRENDS

Broadly in line with the overall average, 30% of managers are currently recruiting or planning to recruit. They are more likely than average to be focused on:

- hiring ACAs qualified four years or less (53% v 39% overall) or
- adding skills or roles in core accounting, bookkeeping and transaction processing (66% v 51%) and internal financial controls (40% v 22%).

The economic downturn has impacted recruitment plans in this sector in much the same way as businesses overall. Managers whose recruitment plans have been affected by the economic downturn are more likely than average to say that they are increasing the number of full-time positions (23% v 15% overall) and making greater use of contract and interim staff (28% v 17%) as a result of the downturn.

FIG 26 Average salary and bonus by career stage



12%

of ACAs work in the banking and capital markets sector

£107k

average basic salary for the sector

£45k

average bonus for the sector

6. (Including corporate finance, investment, investment management, private equity and venture capital and asset management).

NB Career stage figures within sector should be treated with caution because of low base sizes.

CONSTRUCTION, PROPERTY AND REAL ESTATE

Salary and remuneration

Average basic salary (£88,800) and average bonus (£18,200) are broadly in line with the overall average (see Fig 27).

In a noticeable increase on last year, 60% (compared with 43% last year) had a salary review in the last 12 months. Of these, 81% reported an increase in salary, up from 62% last year.

PROFILE

The demographic profile of ACAs in the construction, property and real estate sector is in line with the average for all ACAs.

Company profile

Companies are on average smaller (1,100 people compared with 2,300 overall). More likely to be private companies (68% v 41%).

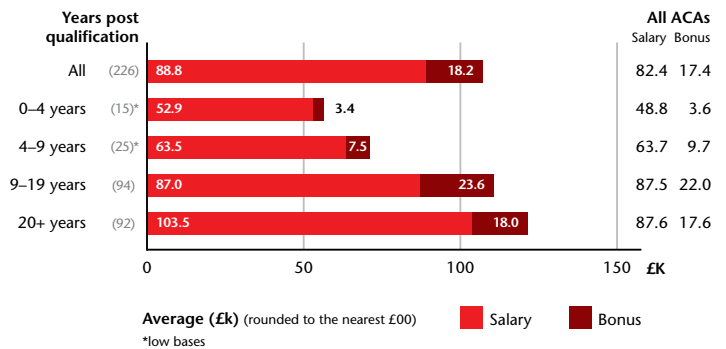
Employment status

More likely than average to be at CFO/FD/head of finance (42% v average 34%) or financial controller level (22% v 13%).

SECTOR TRENDS

The economic downturn has impacted recruitment plans in the sector in much the same way as businesses overall. Although the proportion of managers looking to recruit (28%) is in line with the average, they are more likely than others to be recruiting staff who are unqualified and not training (41% v 26% average), rather than recently-qualified ACAs (up to four years, 23% v 39%).

FIG 27 Average salary and bonus by career stage



7%

of ACAs work in the construction, property and real estate sector

£89k

average basic salary for the sector

£18k

average bonus for the sector

ENERGY, WATER, MINING AND UTILITIES

Salary and remuneration

The basic salary for ACAs in this sector is above average (£96,300, see Fig 28), driven by the salaries of those qualified 9+ years (where average salaries exceed £100,000 compared with less than £90,000 overall).

An above average number of ACAs received a bonus in the previous 12 months (70% v 55% overall).

PROFILE

Age

Younger, average age 43 years compared to 45 years overall.

Gender

More male ACAs than average in this sector (84% v 74% overall).

Employment status

More likely to be working full time (93% v 87% overall).

Company profile

The largest companies with an average of 3,500 people (compared with 2,300 overall). 68% work in listed companies (v 36%).

Location

More likely to work outside the UK (33% v 17%). Within the UK, 9% are based in Scotland (v an average of 2%).

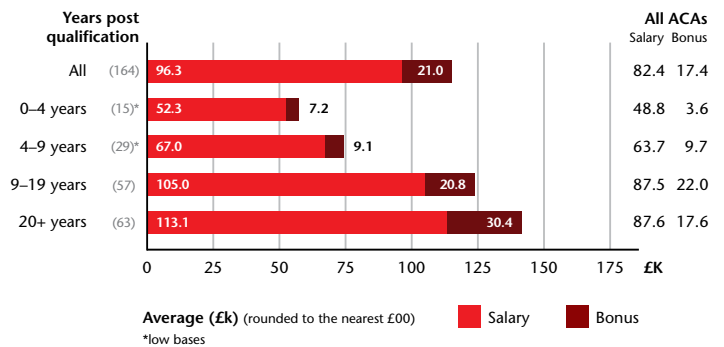
SECTOR TRENDS

Although the economic downturn has impacted on recruitment plans, much as in other sectors, more managers in this sector say that they are currently recruiting or planning to recruit (38% v 25% overall). They are focused on recruiting more experienced ACAs (qualified 4–9 years, 40% v 21% overall), and adding skills or roles in:

- planning, forecasting and budgeting (52% v 33%)
- risk management (22% v 10%)
- tax (19% v 8%)
- mergers, acquisitions and divestments (17% v 4%).

In order to motivate, develop and retain key people, managers in this sector are more likely to have made more effort to optimise communication of business objectives (55% v 41%), to find ways to reduce stress (40% v 30%) and to promote key staff (32% v 17%).

FIG 28 Average salary and bonus by career stage



5%

of ACAs work in the energy, water, mining and utilities sector

£96k

average basic salary for the sector

£21k

average bonus for the sector

ENTERTAINMENT AND MEDIA

Salary and remuneration

Average basic salary (£86,400) and average bonus (£13,700) are broadly in line with the overall average (see Fig 29) and this is consistent across all lifestages.

The proportion of ACAs that received a salary review (62%) was broadly in line with the average, as was the proportion that received a bonus (57%).

PROFILE

Age

Younger, 33% aged 35 or under (v 20% overall). Average age 39 (v 45 years overall).

Gender

Higher proportion of female ACAs (34% v 26%).

Location

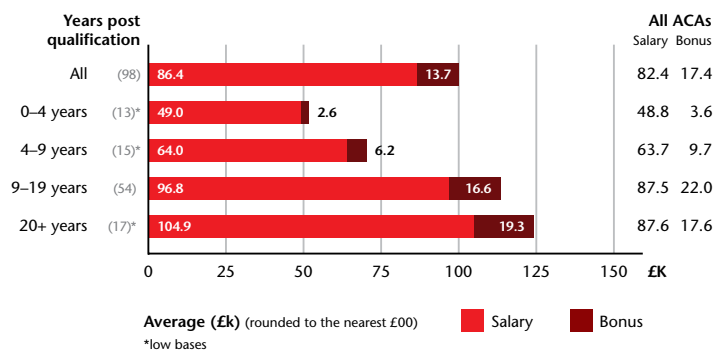
More likely to work in the UK (90%, v 83% overall). Within the UK, most are based in London (61% v an average of 33%).

SECTOR TRENDS

Broadly in line with the overall average, 22% of managers are currently recruiting or planning to recruit. The economic downturn has impacted recruitment plans in this sector in much the same way as businesses overall. Nearly half of managers say that their plans have been impacted and 42% say their plans have been impacted in either a mixed or negative way.

In motivating, retaining and developing key people in their team, managers are particularly likely to have looked for ways to boost morale (78% v 57% overall).

FIG 29 Average salary and bonus by career stage



3%

of ACAs work in the entertainment and media sector

£86k

average basic salary for the sector

£14k

average bonus for the sector

HEALTHCARE AND PHARMACEUTICAL

Salary and remuneration

Average basic salary (£86,500) and average bonus (£10,400) are broadly in line with the overall average and this is consistent across all lifestages.

The proportion of ACAs that received a salary review (64%) was broadly in line with the average, as was the proportion that received a bonus (52%).

PROFILE

The demographic profile of ACAs in the healthcare and pharmaceutical sector is in line with the average for all ACAs.

Job role

ACAs in this sector are more likely to have a CFO/FD/head of finance role (43% v 34% overall).

Location

Those based in the UK are particularly likely to be in East England (29% v 12%), and less likely to be in London (16% v 33%).

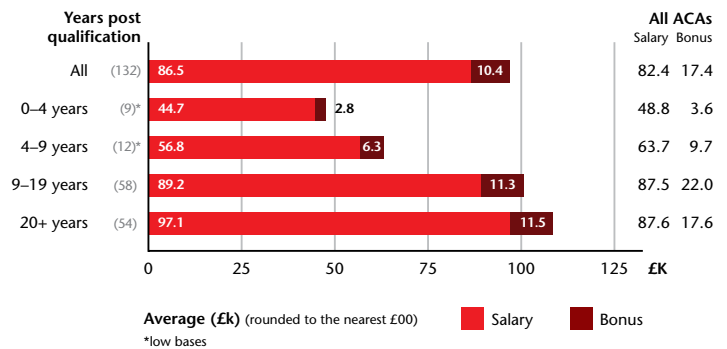
SECTOR TRENDS

Broadly in line with the overall average, 35% of managers are currently recruiting or planning to recruit.

Managers in this sector are more likely than average to say that they will be outsourcing technical capabilities in the next 12 months (23% v 13% average).

Although ACAs' confidence in their career development prospects is broadly in line with the average, more say that they are unlikely to remain with their current employers in their current role over the next two years (41% v 27% overall) and that they are very likely to move to another employer (21% v 13%).

FIG 30 Average salary and bonus by career stage



4%

of ACAs work in the healthcare and pharmaceutical sector

£87k

average basic salary for the sector

£10k

average bonus for the sector

INSURANCE

Salary and remuneration

The average basic salary (£96,000) in this sector is above the average, and bonus (£23,800) is in line with the average for ACAs as a whole (see Fig 31).

ACAs in this sector are more likely than average to have had a salary review in the past 12 months (69% v 62%) and to have received a bonus (72% v 55%).

PROFILE

The demographic profile of ACAs in the insurance sector is in line with the average for all ACAs.

Company profile

Larger companies with an average of 2,800 people (compared with 2,300 overall). More likely to be listed companies (61% v 36% overall).

Location

Within the UK, ACAs in this sector are more likely to be London based (51%, compared to the average of 33%).

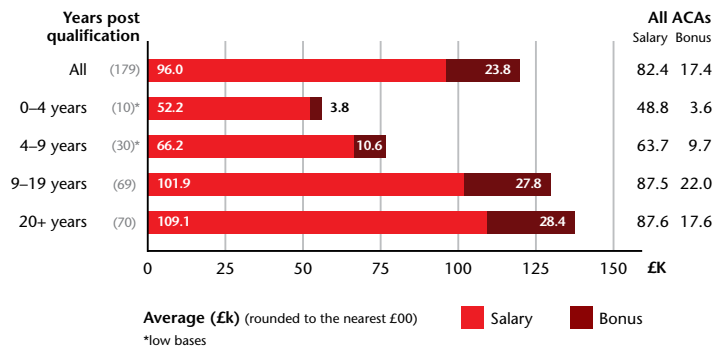
SECTOR TRENDS

Managers in this sector are more likely to be currently recruiting or planning to recruit for the finance team (38% v 25% overall). The economic environment is more likely to have affected the recruitment plans of managers in this sector (55% v 42% overall), but the nature of this impact is more likely to have been mixed (21% v 10% overall).

ACAs in the sector are also less likely than others to believe that their career development has been negatively impacted by the economic downturn (32% v 41% overall).

Managers in this sector are particularly likely to have tried to restructure to give key staff more responsibility (55% v 41%) in order to motivate, retain and develop key staff over the past 12 months.

FIG 31 Average salary and bonus by career stage



6%

of ACAs work in the insurance sector

£96k

average basic salary for the sector

£24k

average bonus for the sector

MANUFACTURING AND ENGINEERING

Salary and remuneration

The average basic salary (£73,100) and average bonus (£10,400) in manufacturing and engineering are below average (see Fig 32), as seen last year.

The proportion of ACAs who are eligible for a bonus is above average (79% v 70% overall), but one in four of those that were eligible did not receive a bonus in the previous 12 months (25% v 17% overall).

PROFILE

Gender

More males (81% v 74% overall).

Employment status

More likely to be in the role of CFO/FD/head of finance (46% v 34%) or financial controller (17% v 13%).

Company profile

More likely to be in private companies (59% v 41% overall).

Location

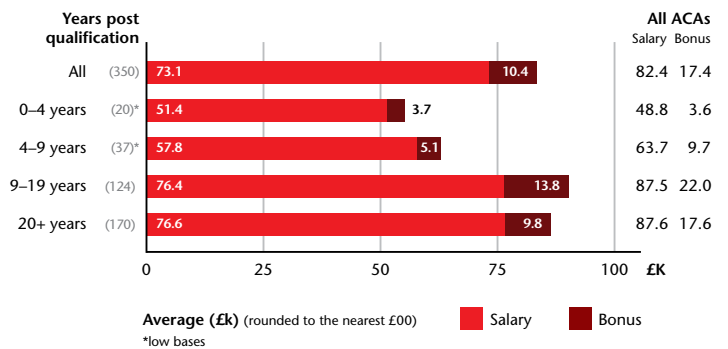
Within the UK, much less likely than average to be based in London (6% v 33%).

SECTOR TRENDS

Although recruitment plans in the sector are less likely than average to have been affected by the downturn (34% v 42% overall), fewer managers are currently recruiting or planning to recruit (19% v 25%).

As in other sectors, most managers in this sector have looked for ways to boost morale over the past 12 months to motivate key people (56%), although they are less likely than average to say that they have held team-building sessions (12% v 26%) or to have used technical training and development (34% v 42%) to try to motivate, retain and develop key people.

FIG 32 Average salary and bonus by career stage



11%

of ACAs work in the manufacturing and engineering sector

£73k

average basic salary for the sector

£10k

average bonus for the sector

PUBLIC SECTOR

(Central or local government or agencies)

Salary and remuneration

The average basic salary (£65,600) and bonus (£1,400) in this sector are significantly below the overall average (see Fig 33).

If they had a salary review in the past year, fewer than average received a pay increase (78% v 86% overall). Only 17% of ACAs in this sector received an annual bonus in the past year (v 55% overall).

PROFILE

Age

Older, 59% aged over 45 (v 46% overall).

Gender

More female ACAs working in the sector (37% v 26% overall).

Employment status

Less likely to be at CFO/FD/head of finance level (23% v 34%). More likely to be working part time (17% v 13%).

Location

82% are based in the UK. In the UK, less likely to be in London (22% v 33%). Outside the UK, more likely to be in Australasia (28% v 17%) or Middle East (12% v 5%), less likely to be in Asia/Asia-Pacific (13% v 29%).

SECTOR TRENDS

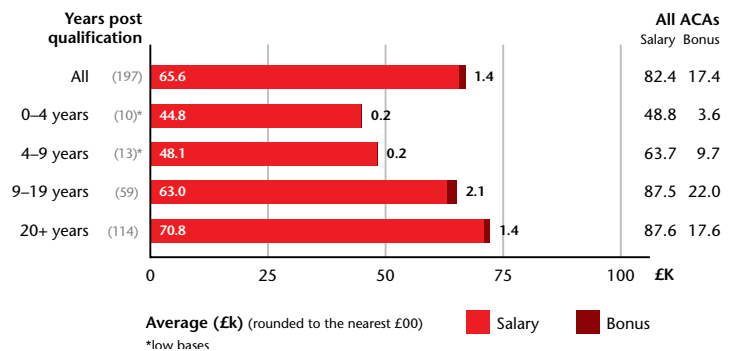
Recruitment plans for the next 12 months in the public sector have been impacted negatively; in the UK this is likely to be related to the government's 2010 spending review. Those affected are particularly likely to report a recruitment freeze (80% v 48%), reduced use of contract and interim staff (25% v 8%) and less outsourcing of finance roles (11% v 3%).

Managers are relatively unlikely to have been able to use increased pay and rewards to motivate, retain and develop key people over the past 12 months (17% v 30% overall), but have relied more on:

- technical training and development (54% v 42%)
- team-building sessions (44% v 26%)
- managerial/leadership training and development (32% v 20%).

Confidence in career development prospects over the next 12 months is low in the public sector. In the UK, this is perhaps unsurprising given the anticipated impact of the government's 2010 spending review. Over half feel less confident than a year ago (54% v 28%).

FIG 33 Average salary and bonus by career stage



6%

of ACAs work in government and agencies

£66k

average basic salary for the sector

£1k

average bonus for the sector

RETAIL AND WHOLESALE FMCG

Salary and remuneration

Average basic salary (£75,400) and average bonus (£19,000) are broadly in line with the overall average (see Fig 34).

An above average number of ACAs received a bonus (65% v 55% overall).

PROFILE

Age

Younger (average age 42 years v 45 overall).

Employment status

More likely to have a CFO/FD/head of finance role (41% v 34%) or work as financial controller (19% v 13%).

Company profile

More likely to be in private companies (58% v 41%).

Location

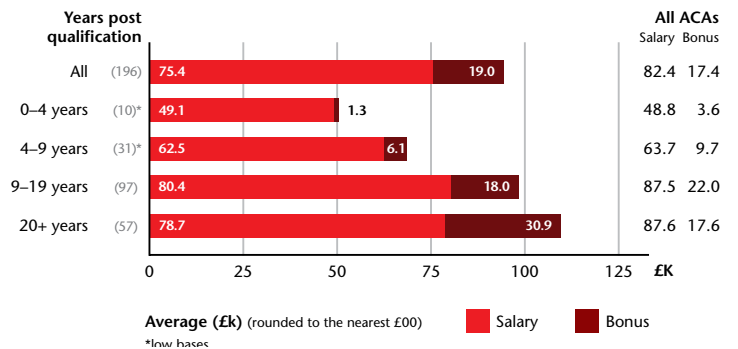
More work in the UK (89% v 83% overall). Of those in the UK, less likely to work in London (20% v 33%).

SECTOR TRENDS

Broadly in line with the overall average, 23% of managers are currently recruiting or planning to recruit. The economic downturn has impacted recruitment plans in the sector in much the same way as businesses overall, with 38% of managers saying that their plans have been impacted.

To motivate, retain and develop key members of the team, more managers in this sector have restructured to increase individuals' responsibility (51% v 41% overall). ACAs in the sector are more likely to expect to remain with their existing employer in their current role over the next two years (38% very likely v 31% overall).

FIG 34 Average salary and bonus by career stage



6%

of ACAs work in the retail and wholesale FMCG sector

£75k

average basic salary for the sector

£19k

average bonus for the sector

TECHNOLOGY, ICT AND TELECOMS

Salary and remuneration

Average basic salary (£81,100) and average bonus (£14,400) are broadly in line with the overall average (see Fig 35).

More ACAs in technology, ICT and telecoms are eligible for a bonus scheme and more received a bonus in the past 12 months (67% v 55% overall).

PROFILE

Age

Younger, 70% aged 45 years or under (v 54% overall).

Company profile

Larger companies, an average of 2,900 employees (v 2,300). One in three are in companies listed outside the UK (32% v 18%).

Employment status

ACAs in this sector work longer hours (46 v 43 overall). More likely than average to work as consultants (9% v 3% overall).

Location

Within the UK, particularly likely to work in the South East (38% v 18%), less likely to work in London (20% v 33%). Outside the UK, more likely to be in Australasia (31% v 17%).

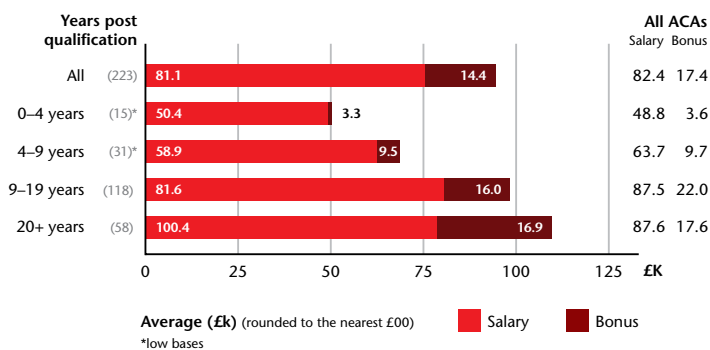
SECTOR TRENDS

Although the impact of the economic downturn on recruitment plans for the next 12 months is broadly in line with the average, managers in this sector that have been affected by the downturn are more likely to be outsourcing finance roles or using consultants (20% v 11% overall).

If recruiting ACAs, leadership skills are significantly more important to managers in this sector for recruits qualified 20 years or more (74% v 62% overall).

In motivating, retaining and developing key people in their team, managers are particularly likely to have looked for ways to boost morale (68% v 57% overall). They are also more likely than average to have carried out managerial and leadership training and development (28% v 20% overall).

FIG 35 Average salary and bonus by career stage



7%

of ACAs work in the technology, ICT and telecoms sector

£81k

average basic salary for the sector

£14k

average bonus for the sector

TECHNICAL APPENDIX

ICAEW/Robert Half Career Benchmarking Survey 2011

Data collection for the ICAEW/Robert Half *Career Benchmarking Survey* was carried out online by an independent market research company during the period 6 October to 2 November 2010.

All ICAEW members in businesses other than accountancy practices – a total of 57,595 members – were invited to complete the survey.

In total 3,169 completed survey responses from those currently working in business were processed and form the principal data analysed in the ICAEW/Robert Half *Career Benchmarking Survey* report. (3,169 completed the main salary and remuneration section of the survey, 2,979 went on to complete the remaining attitudinal section of the survey.)

Data has been weighted to ensure the profile of the survey sample accurately represents all ICAEW members working in business.

Data is weighted according to the regional distribution of members in business within the UK and outside the UK. Of these members, 17% are currently based outside the UK. The regional distribution is as follows:

UK regions*	%	Non-UK regions*	%
Scotland	2%	Rest of Europe	22%
Northern	2%	Americas	23%
North West	8%	Asia/Asia-Pacific	29%
Yorkshire & Humberside	7%	Australasia	17%
Wales	2%	Middle East	5%
East England	12%	Africa	5%
East Midlands	5%		
West Midlands	6%		
London	33%		
South East	18%		
South West	6%		

Bases: All in UK (2,630), All outside UK (539)
* Percentages do not add up to 100 due to rounding

The survey data is also weighted to be representative by age, gender and size of company separately for those within and outside the UK. The weighted sample profiles are as follows:

AGE	UK	Non-UK
Under 35	21%	14%
36–45	35%	36%
46–55	28%	30%
56+	17%	20%

GENDER	UK	Non-UK
Female	27%	21%
Male	73%	79%

COMPANY SIZE (No. of employees)	UK	Non-UK
Up to 250	48%	46%
251–1,000	9%	8%
1,000+	43%	46%

Additional profile information derived from weighted survey data:

Job role	%
CFO/FD/head of finance/group accountant	34%
Financial manager/management accountant	14%
Financial controller	13%
Technical specialist	9%
Chairman/CEO/MD/COO	6%
Internal audit head/manager/auditor	4%
Consultant	3%
Non-executive director	<1%
Other financial role	9%
Other non-financial role	8%

Bases: All (3,169)

Business sector	%
Banking and capital markets	12%
Manufacturing and engineering	11%
Charity, voluntary and not-for-profit	11%
Technology, ICT and telecoms	7%
Construction, property and real estate	7%
Central or local government or agencies	6%
Retail and wholesale FMCG	6%
Insurance	6%
Energy, water, mining and utilities	5%
Healthcare and pharmaceutical	4%
Financial services	3%
Entertainment and media	3%
Leisure, tourism and hospitality	2%
Other sectors	15%

Bases: All (3,169)

FURTHER INFORMATION

For further information on technical matters relating to this survey, contact

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Details of this survey can also be found at
icaew.com/careersurvey

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