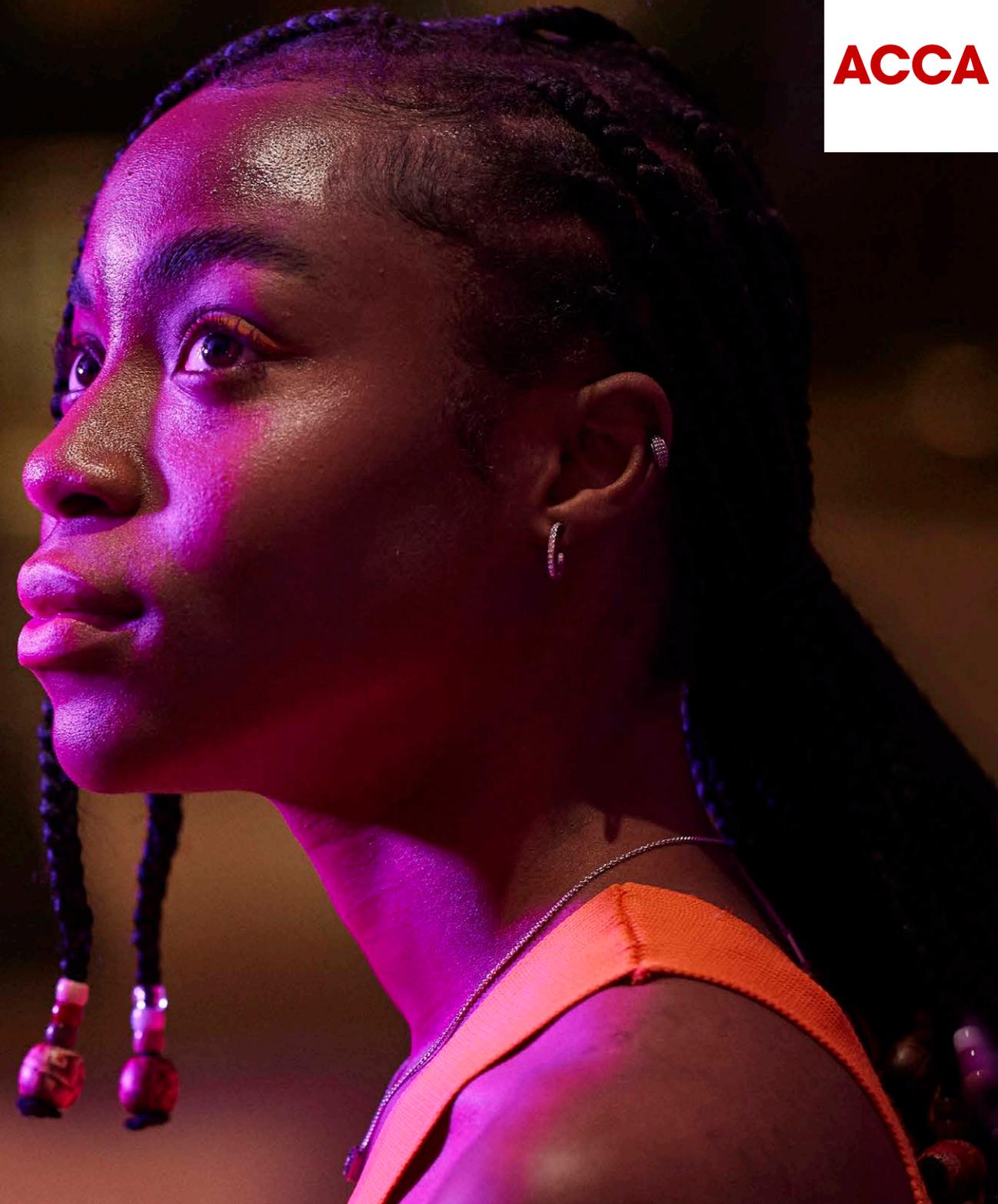


Africa

talent  
trends.

2025



## About ACCA.

We are ACCA (the Association of Chartered Certified Accountants), a globally recognised professional accountancy body providing qualifications and advancing standards in accountancy worldwide.

Founded in 1904 to widen access to the accountancy profession, we've long championed inclusion and today proudly support a diverse community of over **252,500** members and **526,000** future members in **180** countries.

Our forward-looking qualifications, continuous learning and insights are respected and valued by employers in every sector. They equip individuals with the business and finance expertise and ethical judgment to create, protect, and report the sustainable value delivered by organisations and economies.

Guided by our purpose and values, our vision is to develop the accountancy profession the world needs. Partnering with policymakers, standard setters, the donor community, educators and other accountancy bodies, we're strengthening and building a profession that drives a sustainable future for all.

Find out more at [accaglobal.com](https://accaglobal.com)



# Africa talent trends 2025.

**Global Talent Trends 2025 is the largest annual talent survey of accountancy and finance professionals across the world.**

Our third edition identifies the key issues facing finance professionals this year. We collected compelling data, insights and perspectives – shared by over **10,000** respondents from **175** countries – on **the transforming world of work** and **emerging career aspirations**.

With around **30%** of all countries taking part in our global survey being from the continent – respondents in Africa helped provide defining views on workplace patterns, skills, fears and perspectives affecting career ambitions in our ever-changing profession.

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# Foreword.

**Our Africa Talent Trends report provides ACCA with a platform to share insights on how the accountancy and finance profession is evolving amid a rapidly transforming work and business landscape across the world.**

Through our annual survey of over 10,000 professionals worldwide – with more than 30% of all countries who participated being from Africa – we offer employers, professionals and policymakers a forward-looking perspective on how skills and business practices must adapt to navigate emerging risks and opportunities.

Our 2025 regional survey highlights the dynamic nature of the profession in Africa, particularly the growing entrepreneurial spirit among younger generations of accountants. This not only represents an opportunity for economic growth but, more importantly, career innovation for professionals in the region. With the rising confidence in technology shaping professionals' approach to innovation, there is a need to address growing concerns and aspirations associated with the trend.

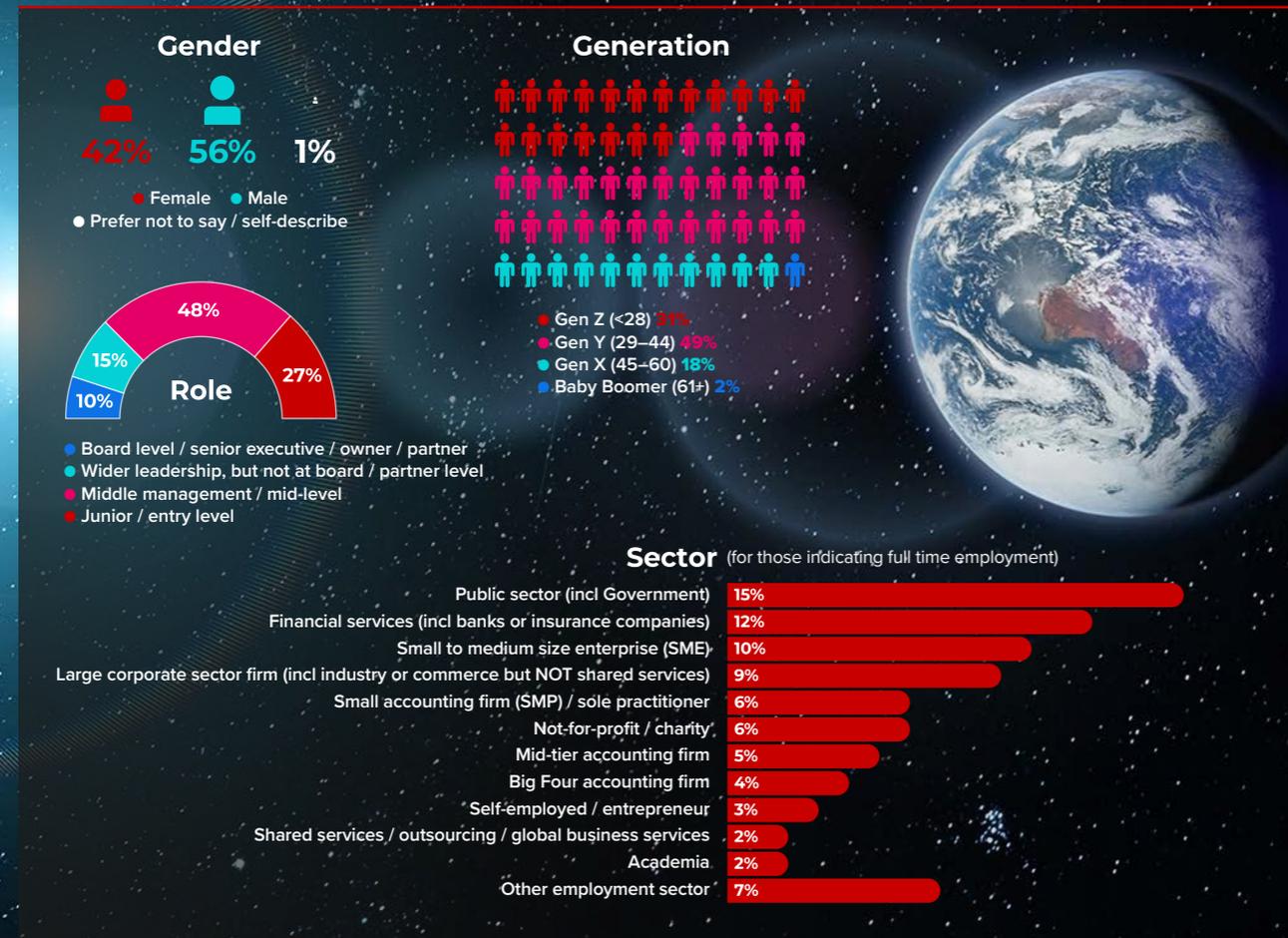
We are pleased to share these valuable insights with our stakeholders across sectors – fostering meaningful discussions that drive policy actions across the profession, businesses, academia, and in government.



**Jamil Ampomah**  
ACCA Director for Africa

# Demographics.

A total of 1,349 accountancy and finance professionals from 45 African countries participated in our annual Global Talent Trends survey – comprising 30% ACCA members, 63% future ACCA members, and 8% other finance professionals.



# Methodology.

With 83% of the respondents employed across 11 sectors in the industry, our survey obtained views on workplace fears, work patterns, well-being perspectives, workplace skills, and career ambitions.

Further to the quantitative feedback from our survey, qualitative responses were obtained from an African roundtable of accounting and finance professionals, talent experts, and employers across sectors. Additional insights were contributed by experts through interviews across Anglophone and Francophone Africa.

Country-specific analyses were also carried out for those locations with at least 70 respondents, including Ghana, Zimbabwe, Kenya, Mauritius, Zambia, Nigeria, South Africa and Uganda. These responses, alongside relevant literature reviews from ACCA and non-ACCA sources, informed country-specific deep dives in this report.

SECTOR		Big Four accounting firm	Mid-tier accounting firm	SMP	Public sector	Financial services	Not-for-profit	Large corporate sector firm	Shared services	SME	Academia	Self-employed / Entrepreneur	NET: Accounting firms	NET: Large corporates / Financial services	NET: Employed
(for those indicating full time employment)															
<b>TOTAL</b>		4%	5%	6%	15%	12%	6%	9%	2%	10%	2%	3%	15%	21%	80%
<b>Generation classification</b>	Gen Z (<28)	6%	6%	4%	5%	7%	2%	4%	3%	9%	3%	4%	16%	11%	58%
	Gen Y (29–44)	4%	6%	6%	17%	15%	8%	11%	3%	11%	2%	3%	16%	26%	91%
	Gen X (45–60)	2%	1%	6%	28%	12%	7%	12%		10%	2%	4%	10%	23%	91%
	Baby Boomer (61+)		5%	9%	14%				5%		5%	14%	14%	5%	59%
<b>Current working pattern</b>	Fully office based	3%	7%	7%	23%	16%	7%	12%	2%	13%	3%	1%	16%	28%	100%
	Fully remote/home based		2%	11%	7%	3%	7%	2%		13%	7%	33%	13%	5%	100%
	Hybrid working	12%	6%	7%	9%	12%	9%	0%	7%	12%	3%	8%	25%	22%	100%
<b>Gender</b>	Female	4%	4%	5%	13%	9%	7%	8%	2%	11%	2%	3%	13%	17%	76%
	Male	4%	6%	6%	17%	14%	5%	10%	2%	9%	3%	4%	15%	24%	84%
	NET: Prefer not to say / self-describe	17%	6%	17%	6%	6%		6%	6%	6%		6%	39%	11%	72%



# 7 key findings for Africa.

- |   |  |
|---|--|
|    | 1. Most accountants have entrepreneurial ambitions   |
|    | 2. 'Side hustles' are increasingly the norm          |
|    | 3. Hybrid work preferences remain an issue           |
|    | 4. AI skills are a focus and priority                |
|    | 5. Concerns on ageism and social mobility            |
|  | 6. Rising cost of living impacting retention         |
|  | 7. Demand for sustainability related careers is high |

### 1. Most accountants have entrepreneurial ambitions

Growing economic pressures are driving more accountants in Africa toward entrepreneurship. The financial literacy skills gained from the accountancy profession provides aspiring entrepreneurs with essential tools for running a successful business. As intending entrepreneurs overcome institutional challenges, such as access to capital and infrastructure concerns, personal qualities like drive and dynamism will be crucial for success.

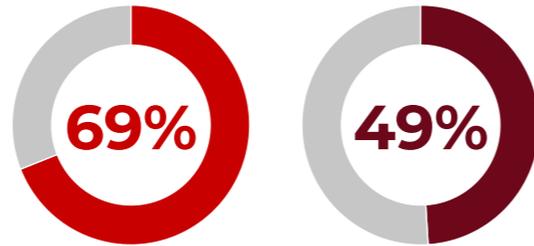


Respondents who have career ambitions to be an entrepreneur, compared with 52% globally

**‘The financial literacy skills gained from the accountancy profession provides aspiring entrepreneurs with essential tools for running a successful business.’**

### 2. ‘Side hustles’ are increasingly the norm

Enabled by the transforming work environment, accountants in Africa are more likely than their global counterparts to increasingly undertake more than one job. This is especially evident among the older generation – with the major reason for additional employment cited by them being altruistic, such as giving back to society.



69% of Baby boomers in work and 49% across all generations suggest they are now engaged in additional employment to their main jobs

**‘This is especially evident among the older generation – with the major reason for additional employment cited by them being altruistic.’**

### 3. Hybrid work preferences remain an issue

Africa has the largest percentage of respondents who prefer a hybrid working arrangement – as it offers better work-life balance, greater flexibility, and reduced commuting time. However, organisations may consider additional factors when assessing the feasibility of hybrid working.



80% of Africa respondents would prefer hybrid working arrangements, yet 69% are still working in the office full time

**‘Africa has the largest percentage of respondents who prefer a hybrid working arrangement – as it offers better work-life balance, greater flexibility, and reduced commuting time.’**



#### 4. AI skills are a focus and priority

Compared to previous years, finance professionals in Africa are increasingly confident that AI will not replace their roles. However, concerns over the rapid pace of technological change and its impact on jobs have grown significantly. Additionally, junior staff express greater concern than senior executives over developing future skills – with AI proficiency and data analytics viewed as essential. As hybrid working becomes the norm, the evolution of skills that prioritise human interaction may also become increasingly important.

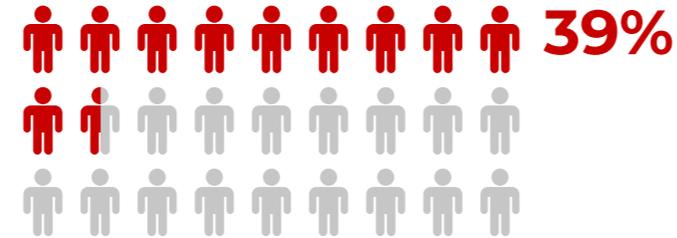


39% of Africa respondents are concerned about developing the necessary future skills, while only 27% are satisfied with the AI training opportunities being provided by their organisations

**‘Concerns over the rapid pace of technological change and its impact on jobs have grown significantly.’**

#### 5. Concerns on ageism and social mobility

More than one-third of respondents in Africa (39%, compared to almost half globally (45%)) feel their organisation prioritises certain aspects of diversity. Key areas where African respondents seek greater progress include socioeconomic and social mobility factors, recognition of older employees' value, and gender representation. Initiatives that support older employees can enhance organisational culture and promote inclusivity – while addressing social mobility challenges can help reduce systemic inequalities.



More than one-third of Africa respondents suggest their organisation continues to focus more on certain aspects of diversity than others (compared to 45% globally)

**‘More than one-third (39%) of respondents in Africa feel their organisation prioritises certain aspects of diversity.’**

#### 6. Rising cost of living impacting retention

While organisations cannot control the macroeconomic forces driving inflation, their response plays a vital role in maintaining staff satisfaction – especially in Africa, where the average inflation rate is generally higher. Employees expect salary increases to keep pace with inflation, although organisations are also discovering that non-salary benefits can enhance employee retention and loyalty.



Africa respondents planning to relocate to another country/location in the future

**‘Employees expect salary increases to keep pace with inflation, although organisations are also discovering that non-salary benefits can enhance employee retention and loyalty.’**

#### 7. Demand for sustainability-related careers is high

Africa shows a stronger demand for sustainability-focused careers – with 75% of respondents expressing interest, higher than in other regions – despite opportunities to take on such roles being limited within the continent. While there's significant demand for environmentally-related careers in Africa, the interest is notably stronger among respondents from older generations (ie Gen X and Gen Y). These individuals, often occupying senior roles where their current responsibilities help their organisations or clients respond to climate change issues, are the most eager to pursue such careers.



Three quarters of Africa respondents suggest they are interested in pursuing accountancy and finance roles focused on environmental issues

**‘Africa shows a stronger demand for sustainability-focused careers – higher than in other regions – despite opportunities to take on such roles being limited within the continent.’**



# 2025 findings in detail.

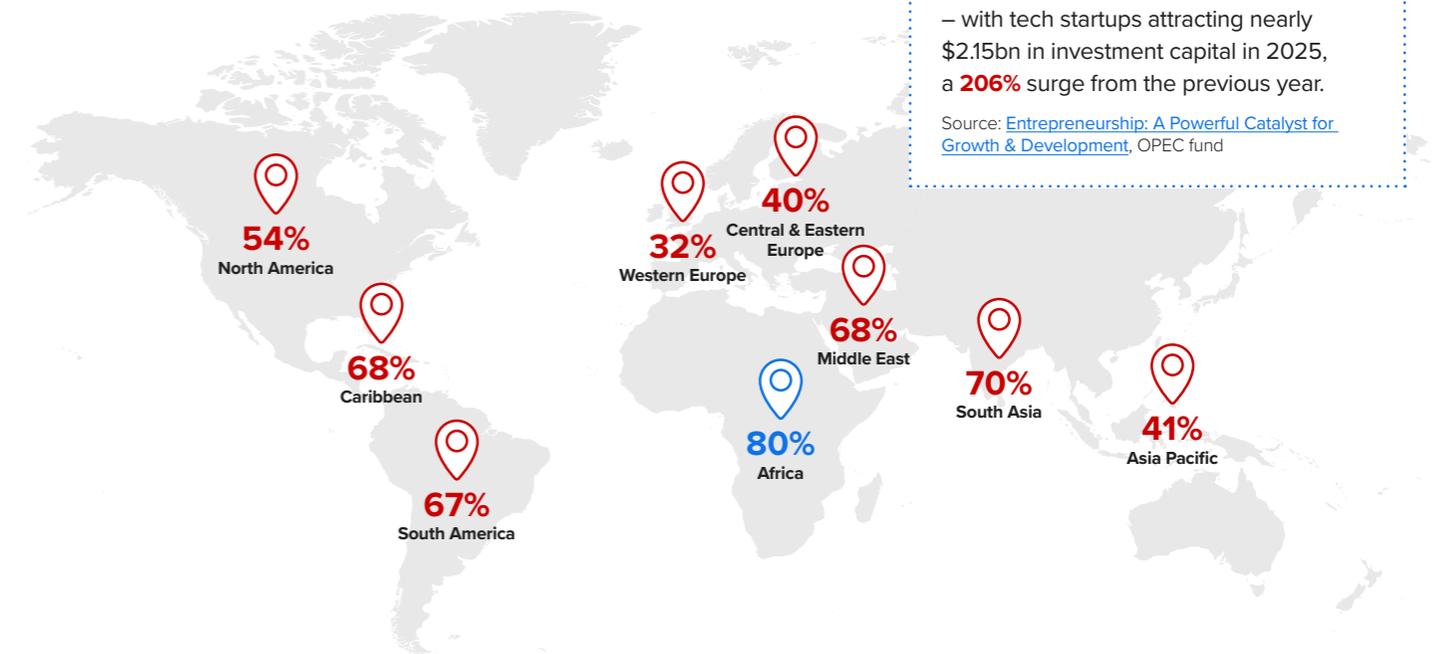


# 1. Most accountants have entrepreneurial ambitions

Africa is not immune to global pressures, and may be even more prone to worldwide shocks. However, the continent's rapidly growing population and pace of economic development make the region well-placed for entrepreneurship activities.

Findings from our Global Talent Trends 2025 survey show that while **52%** of global respondents have entrepreneurial ambitions, the figure is much higher in Africa – with **80%** of professionals having plans to be entrepreneurs.

## Entrepreneurship ambitions – by regions



Over the past five years, Africa has seen a **20%** increase in businesses and startups – with tech startups attracting nearly \$2.15bn in investment capital in 2025, a **206%** surge from the previous year.

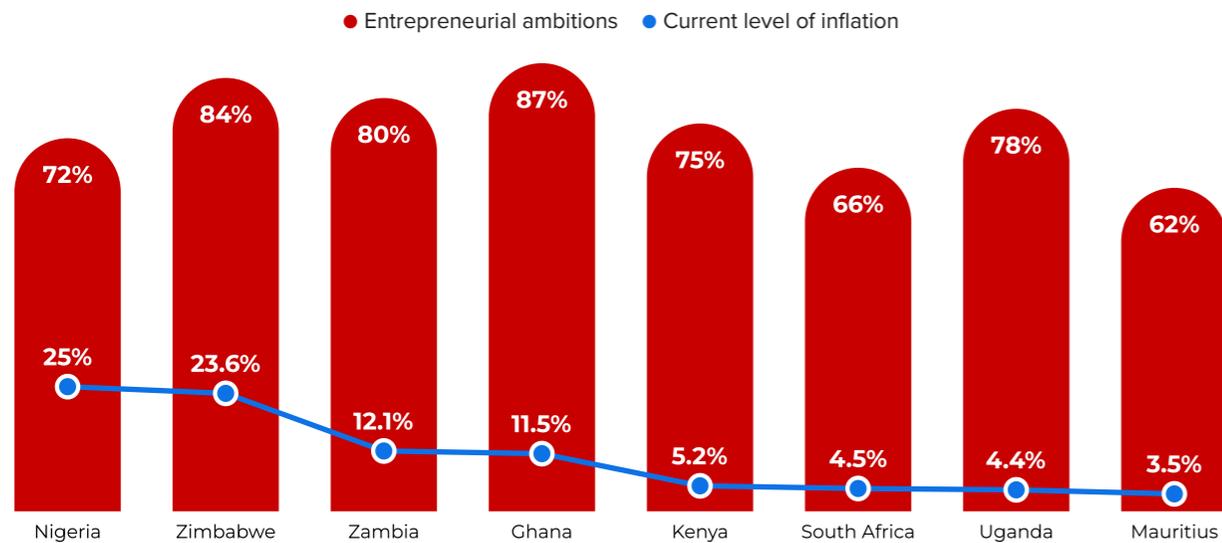
Source: [Entrepreneurship: A Powerful Catalyst for Growth & Development](#), OPEC fund

It appears that most countries with higher inflation figures are more likely to have entrepreneurial ambitions. It's not surprising, therefore, that systemic economic pressures are contributing to a larger percentage of accountants in Africa considering alternative ways of earning an income.

The rationale for this is reasonable. Generally, the financial literacy skills gained from the accountancy profession equips aspiring entrepreneurs with the tools needed to excel in key aspects of running a successful business, particularly within complex environments.

Nonetheless, intending entrepreneurs would need to overcome peculiar challenges in Africa, such as limited access to capital, poor infrastructure needed to establish a business, regulatory and bureaucratic challenges as well as possible political and economic instability. Although inexhaustive, personal traits like drive, attitude, and dynamism are key for all kinds of entrepreneurs – cultivating a mindset of continuous growth and development would also help such aspiring entrepreneurs.

Impact of inflation on entrepreneurial ambitions<sup>1</sup> – by countries



<sup>1</sup> [Inflation rate, average consumer prices.](#)

6 **Accountancy is an excellent platform for entrepreneurship because it equips individuals with the necessary financial literacy, budgeting skills... when these elements are necessary for the success of a business.**

Tahir Wahab, Director and Head of Shared Services, JTC Group, Mauritius

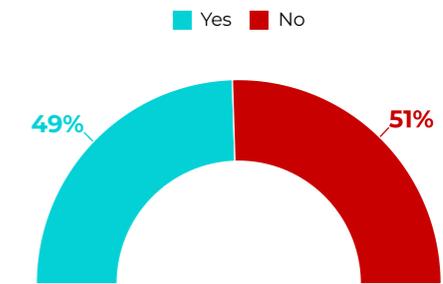




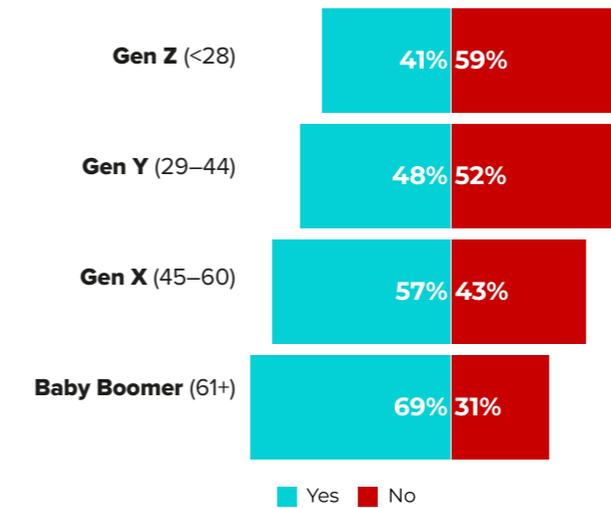
## 2. ‘Side hustles’ are increasingly the norm

A changing work environment that calls for more flexibility and resilience gives accountants and finance professionals the opportunity to undertake more than one job. Unsurprisingly, while about half (49%) of our respondents have an additional job, it’s the older generation who are most likely to have a ‘side hustle’ – with almost 70% of Baby Boomer respondents having a second job.

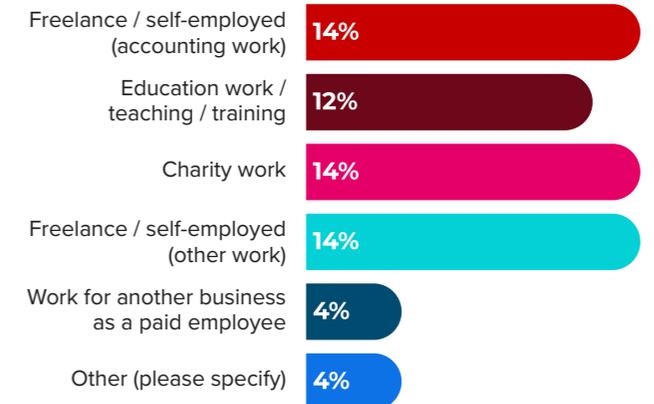
Africa respondents who are currently undertaking another role – overall



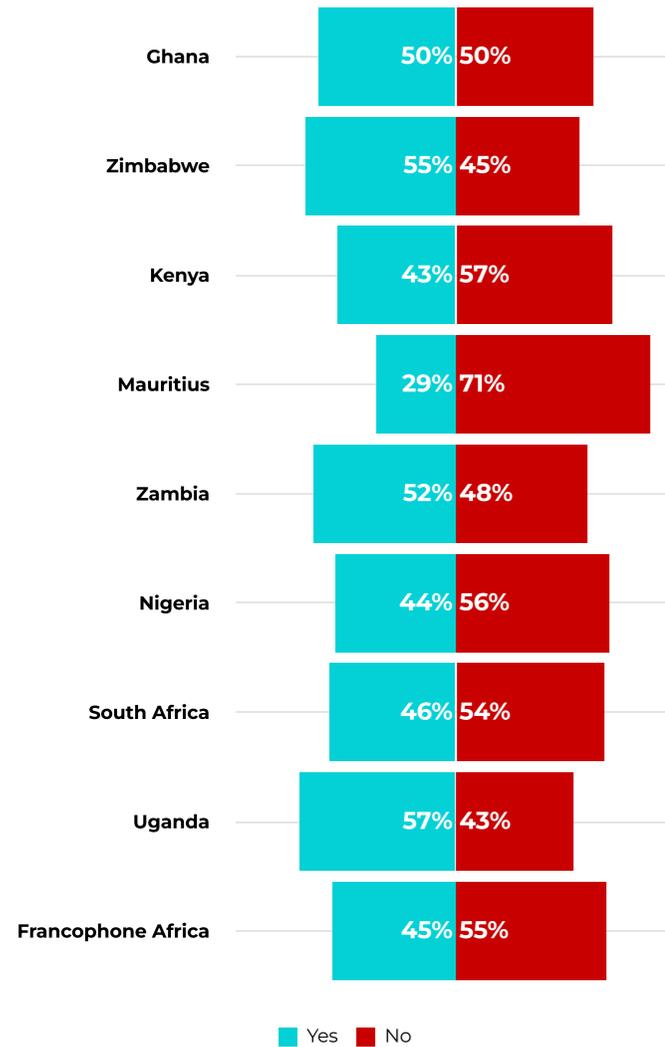
Africa respondents who are currently undertaking another role – by generation



The types of additional employment pursued



Africa respondents who are currently undertaking another role – by country/region

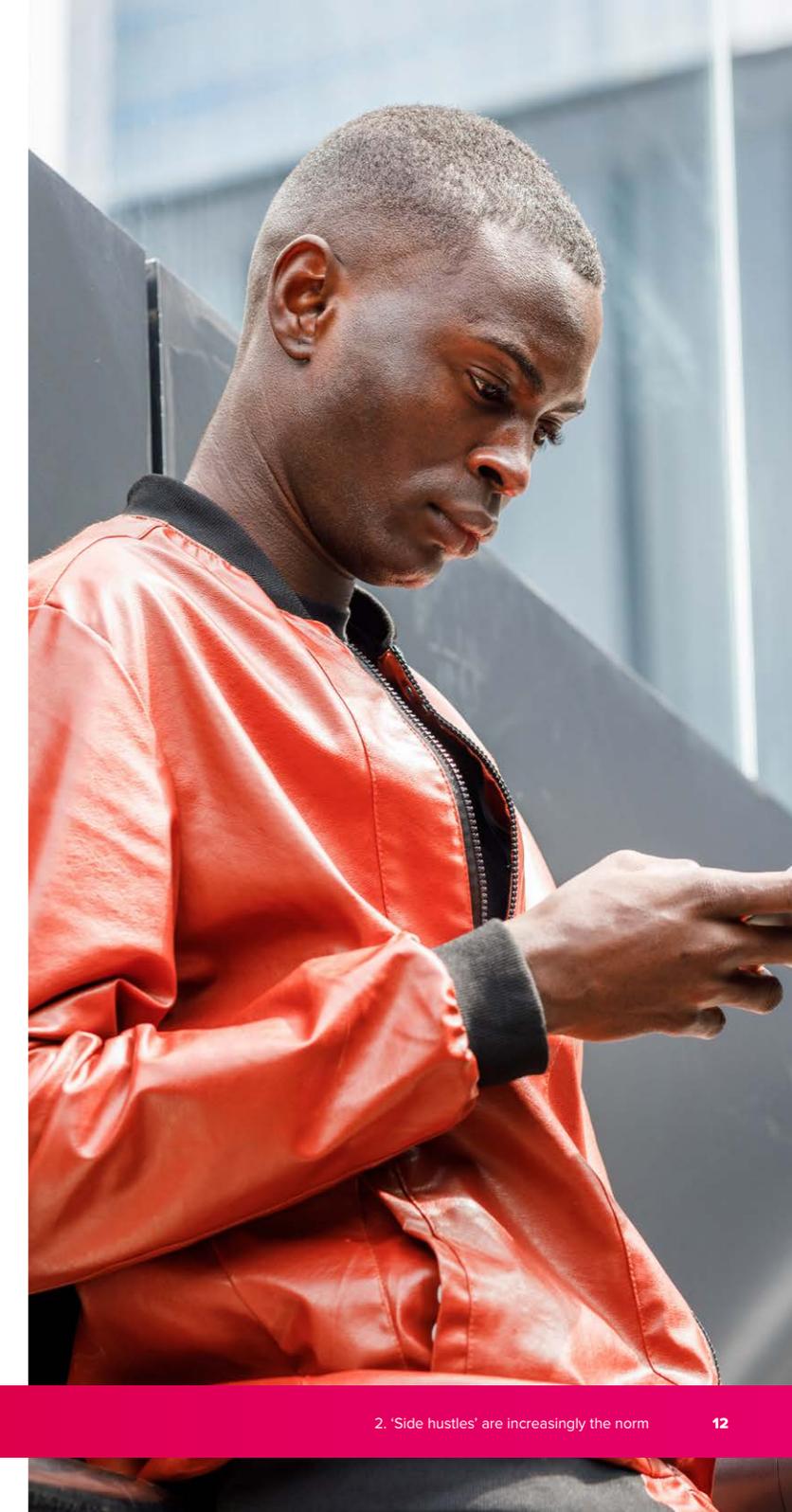
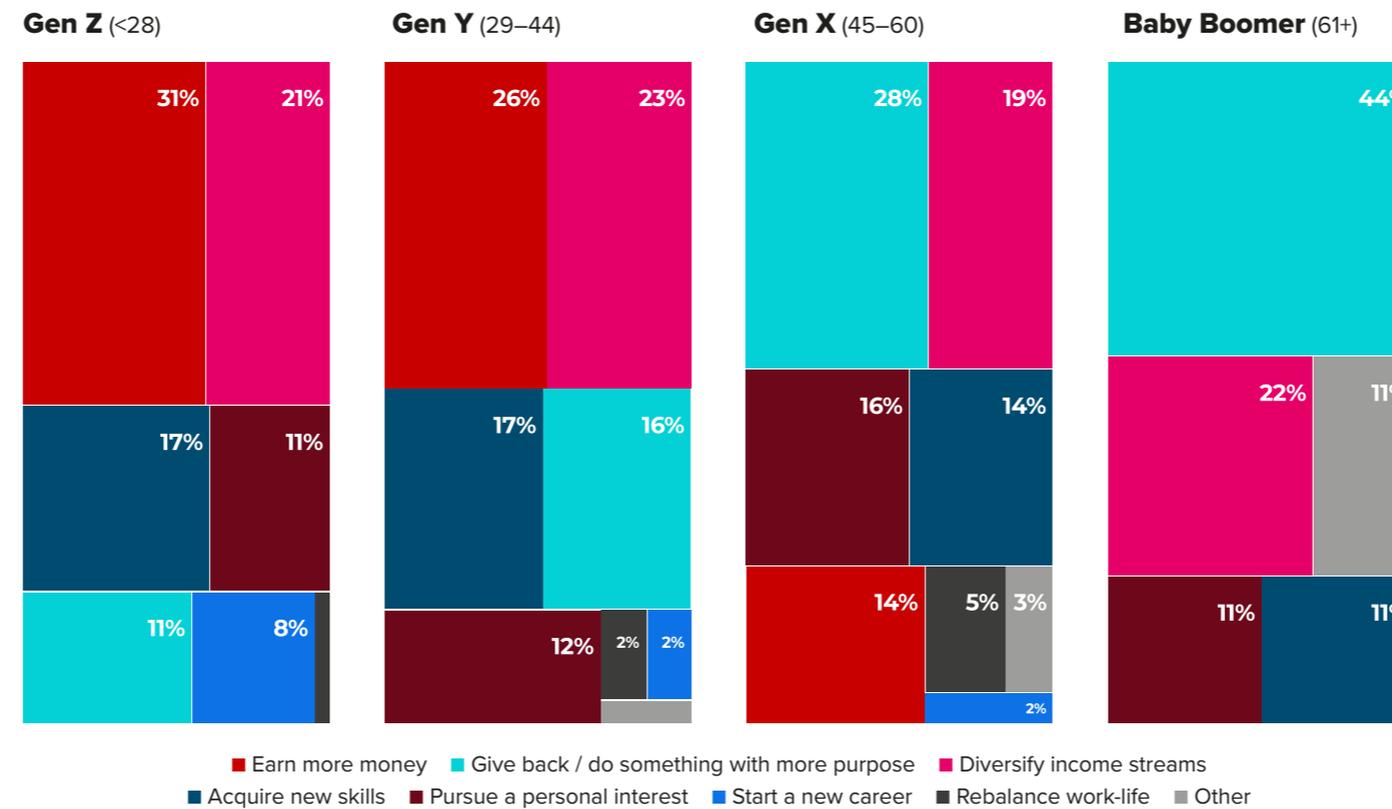


The top reasons for Baby Boomer respondents to undertake additional work are more altruistic – a chance to give back to society, and/or do something with purpose. For Gen Z and Gen Y professionals, on the other hand, the key reasons for having a second job are primarily economic – a means to earn more money, diversify income streams, and acquire new skills.

According to data from the World Bank, **45%** of the workforce in Sub-Saharan Africa who are part of the online gig economy are from Gen Z.

Source: [Working without borders](#), World Bank

Different generations undertake the 'side hustle' or additional jobs for different reasons



From our Africa survey, the largest sector where most accountants have additional jobs is in the freelance/self-employed category (either accounting or non-accounting work) – with over a quarter of the respondents (26%) being freelancers. The growth of online gigs and internet penetration in Africa have been a catalyst for accountants exploring additional jobs.

While technology has made freelancing in Africa more accessible, flexible and profitable, employers whose employees have a ‘side-hustle’ may be hesitant to allow hybrid or remote working as a policy. This is primarily due to concerns over divided attention – leading to decreased productivity, and even possible conflict of interest.

### Box 1:

#### How employers can navigate employee ‘side hustles’

- **Have a clear policy and guidelines**

A clear policy sets the parameters (where permissible) and can also help address possible conflict of interest.

- **Prioritise outputs over hours worked**

Setting timelines and clear deliverables with systems to track productivity will encourage transparency.

As Ghanaian roundtable participant, Hayfron Aboagye, HR Partner, PwC, explains:

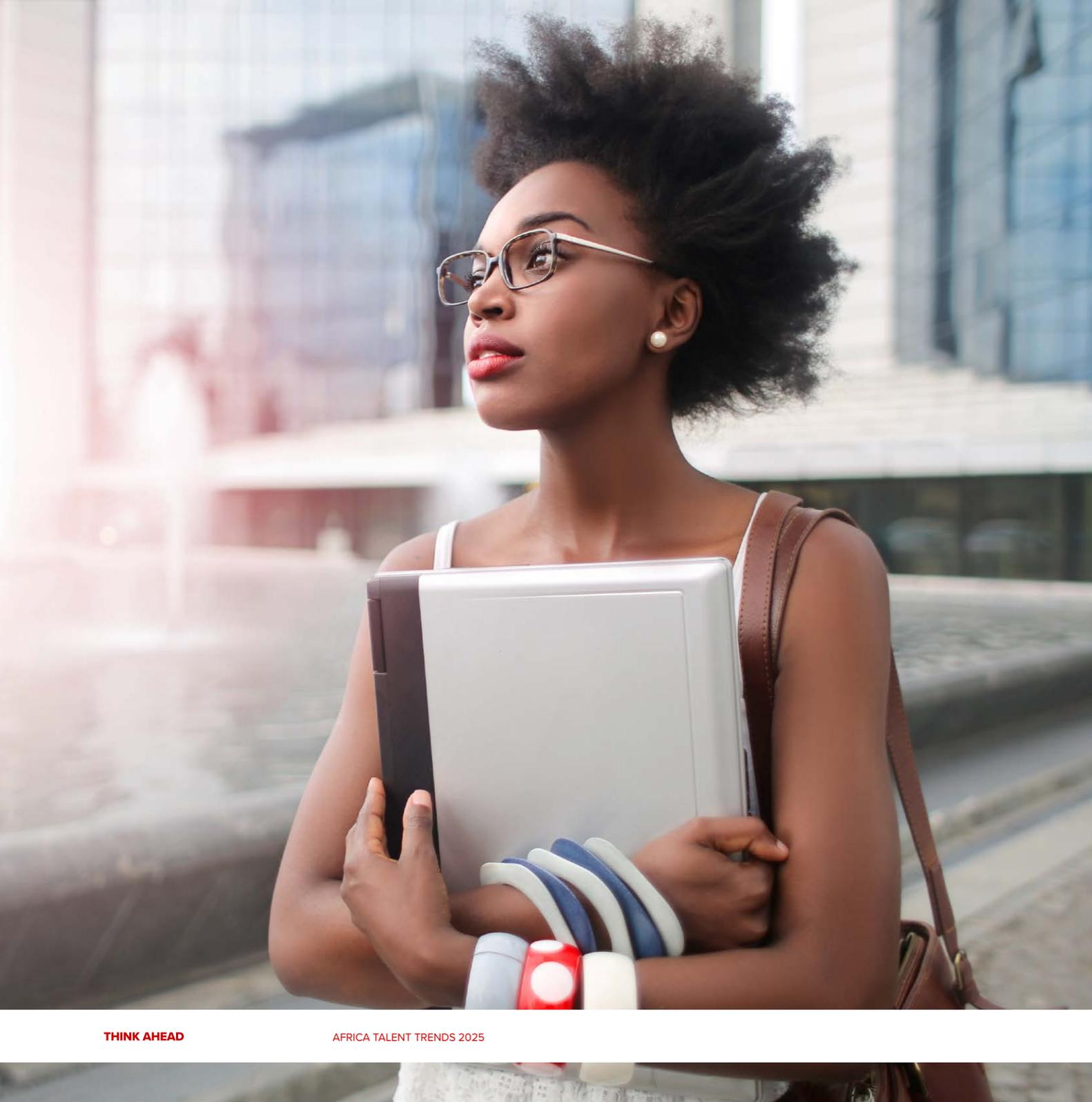
**‘Organisations should have the needed collaborative platforms to ensure that people who work remotely have the technology to track productivity.’**

Hayfron Aboagye, HR Partner, PwC, Ghana

- **Improved remuneration**

This is the major reason that employees have ‘side hustles’ – improved remuneration helps employees feel secure financially.

6 The growth of online gigs and internet penetration in Africa have been a catalyst for accountants exploring additional jobs. 9



### 3. Hybrid working preferences remain an issue

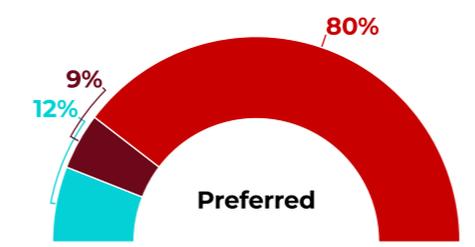
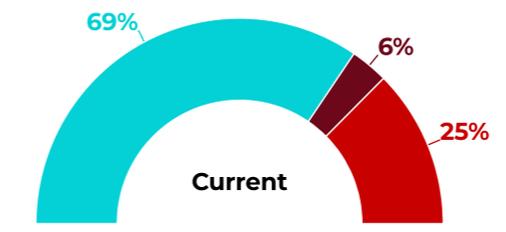
While most professionals in Africa (**80%**) would prefer a hybrid working arrangement, their present reality is far different from our survey findings – with a majority of the respondents (**69%**) remaining physically present in the office.

The top three reasons why professionals prefer working from home are:

1. Better work-life balance (**31%**)
2. Greater flexibility (**23%**)
3. Save time on commuting (**14%**)

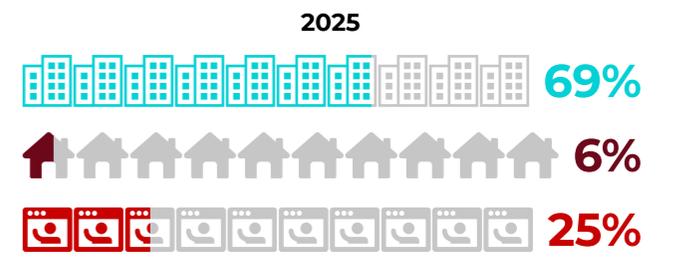
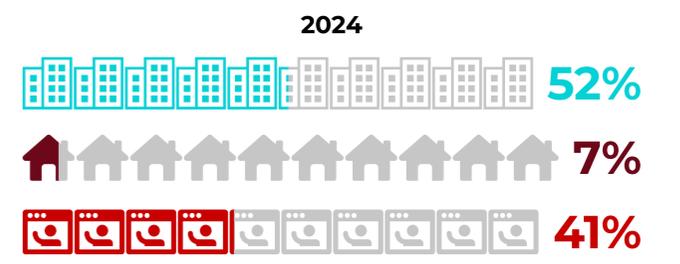
Current vs preferred working pattern, 2025

■ Fully office based   
 ■ Fully remote / home based  
■ Hybrid working (ie mix of office and home-based working)



Current work patterns, compared with 2024

■ Fully office based   
 ■ Fully remote / home based  
■ Hybrid working (ie mix of office and home-based working)



Globally, **51%** of respondents currently work from the office, while **40%** have hybrid working arrangements. In Africa, **69%** of professionals are fully office-based – making it the second-highest region after the Middle East (**78%**).

On preferred work patterns, hybrid working is the clear favourite – with over **70%** of respondents in every region choosing this arrangement. Africa leads with the highest preference, as **80%** of respondents favour hybrid working.

Despite respondents' preference for hybrid working arrangements, participants in our roundtable provided the following criteria for organisations to use in determining if hybrid working is feasible:

- **Level of staff** – Early joiners/junior staff require guidance to be able to work compared to senior employees who can work independently.
- **Complexity of tasks** – Simple tasks can be completed remotely while complex tasks that require frequent communication may need physical presence.

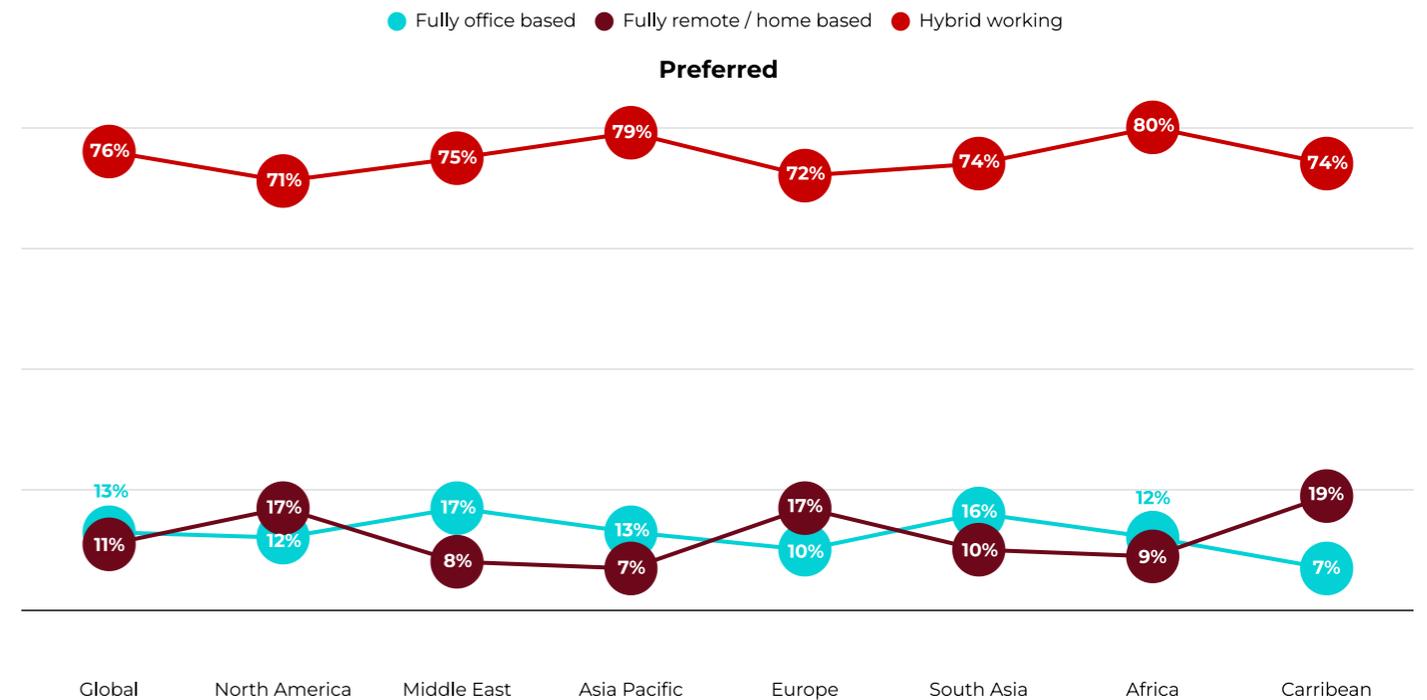
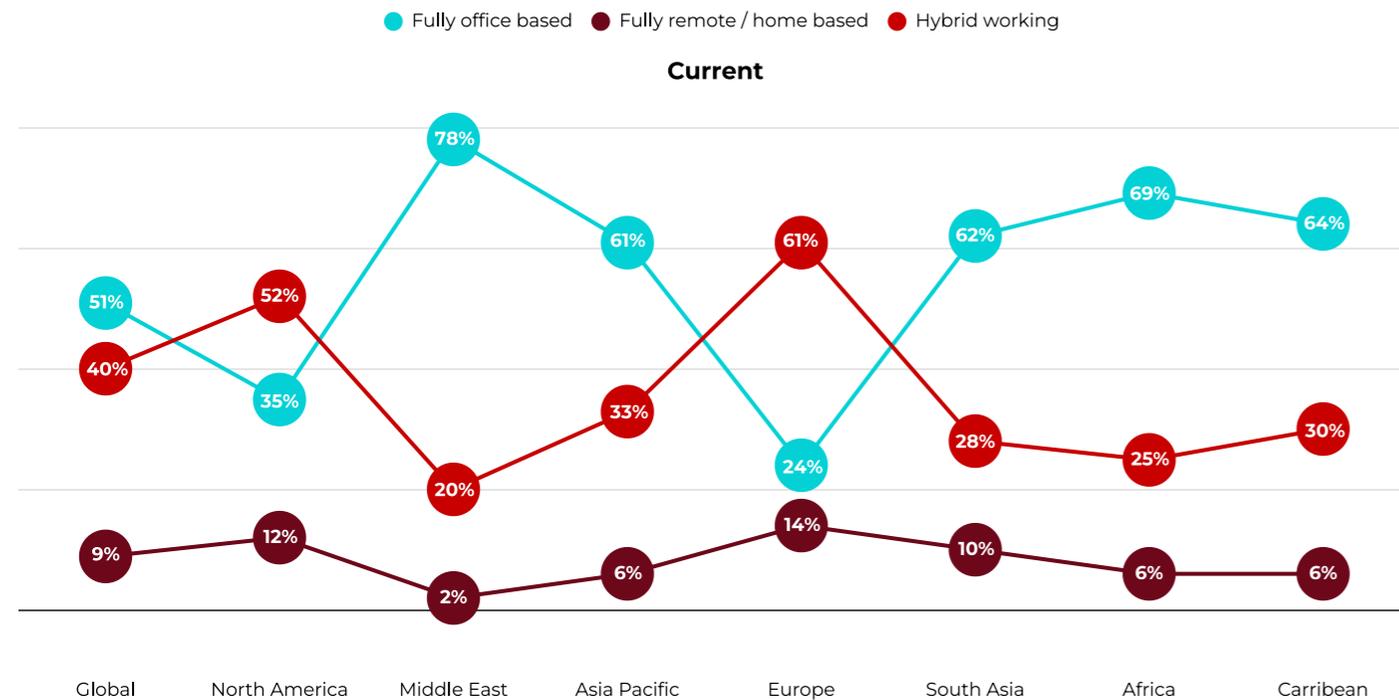
- **Expected target/output** – Urgent targets that require input from numerous individuals may be achieved quicker in a physical environment than a remote one.
- **Regulatory requirements** – Certain sectors (eg banking) may have regulatory restrictions that make hybrid or remote working impossible for certain employees.

From an organisational perspective, employee productivity can be a major determinant for hybrid working. Nigerian roundtable participant, Taiwo Fowowe, CFO, Access Bank PLC, emphasises:

**‘Remote work is possible and sustainable. However, productivity is a general concern where the facilities are not up to standard (such as internet and power) to encourage remote work.’**

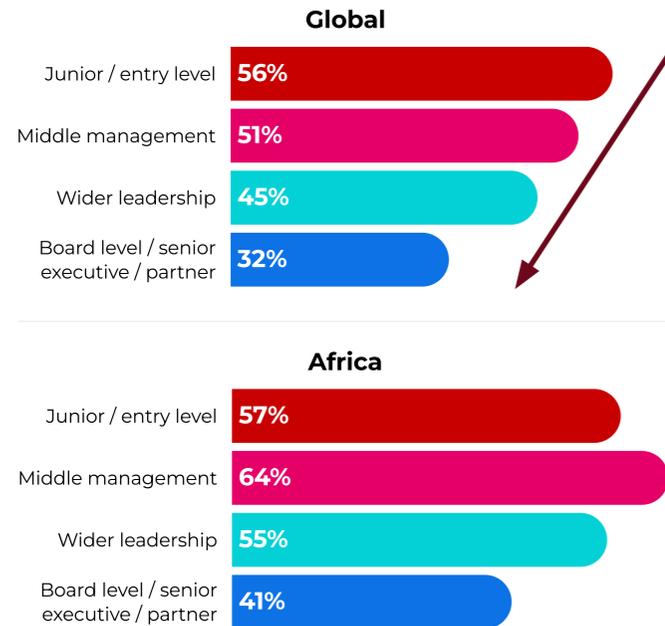
Taiwo Fowowe, CFO, Access Bank PLC, Nigeria

### Current and preferred work patterns – by regions



## Are flexible work policies being equally applied?

% of respondents saying policies on minimum number of office days per week are strictly enforced



As with any working arrangement, establishing clear key performance indicators (KPIs) is essential for both employees and employers to effectively measure success in a hybrid role. Additionally, determining the optimal working arrangement requires consideration of Africa's unique infrastructural challenges, such as power and internet access.

Across all global respondents, junior-level staff are typically the largest group required to be physically present in the office. In Africa, it's middle management that forms the largest demographic required to be in the office. Ordinarily, having more junior-level staff than mid to senior management on site may lead to worker disengagement among juniors, and reduced management visibility at lower levels. However, this higher physical presence of senior staff in the office in Africa could help address employee concerns regarding the quality of in-person and on-the-job training.

Small organisations also face unique challenges in implementing hybrid working compared to their larger counterparts. Uganda's Moses Kargbo, Group Head of Finance, Tugende Microfinance, elaborates:

**'In Africa, it's middle management that forms the largest demographic required to be in the office. This higher physical presence of senior staff in the office could help address employee concerns regarding the quality of in-person and on-the-job training.'**

**'Small organisations find it difficult to implement work from home due to additional set-up costs which may be expensive for them. Also, collaborative working and team cohesion in such small teams may be significantly impacted. Virtual team bonding is often less effective because employee engagement tends to feel distant.'**

Moses Kargbo, Group Head of Finance, Tugende Microfinance, Uganda

Regardless of organisational size, however, hybrid working arrangements have affected organisational culture – prompting many companies to explore innovative methods to foster team bonding.





## 4. AI skills are a focus and priority

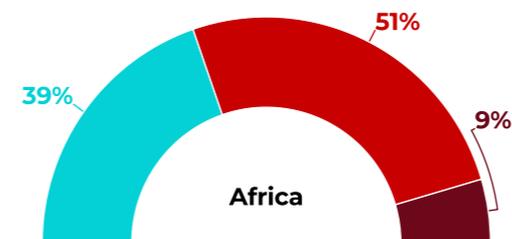
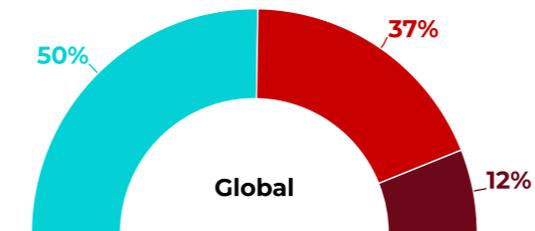
Insights from our regional survey show that over one-third of Africa respondents (**39%**) are concerned about developing the necessary future skills. Like their global counterparts, junior/entry-level employees in

Africa (**43%**) are more concerned with developing the necessary skills than board members/senior executives (**35%**). AI proficiency ranks as the top skill most professionals are concerned about for the future.

Significant concerns are identified in terms of a possible skills gap for the future, particularly from more junior respondents

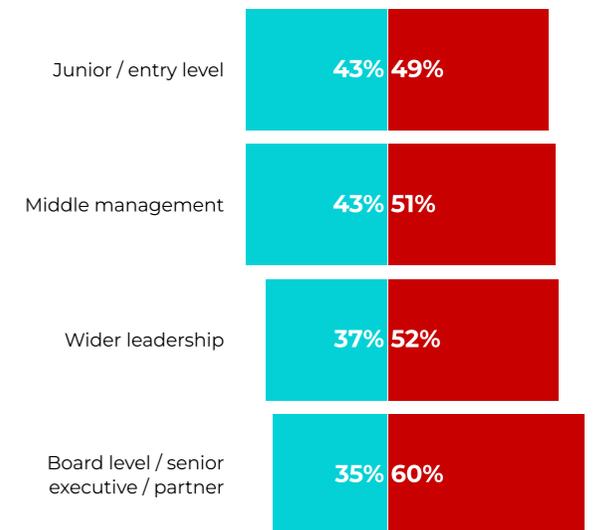
% concerned they are not developing the skills they need for the future, Global vs Africa

■ Agree ■ Disagree ■ Don't know



% concerned they are not developing the skills they need for the future, by level of role

■ Agree ■ Disagree



(\*Don't knows' remain the balancing figure for each response)

Interestingly, junior employees rate their top three valuable future skills as data analytical skills (18%), AI proficiency (14%), and leadership skills (13%). Across the board, we see leadership skills being highly coveted in Africa – as shown in our survey results for countries such as Mauritius, Zambia, Nigeria and Uganda.

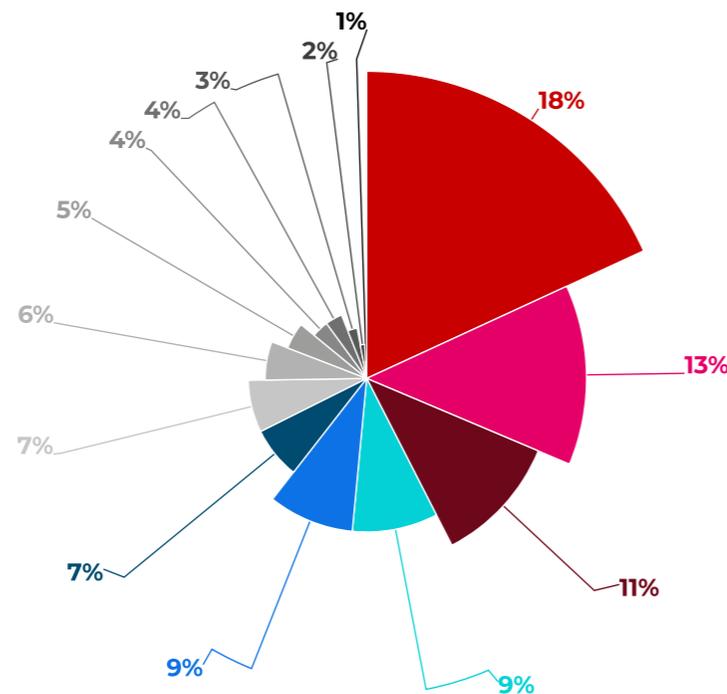
While finance professionals are more confident that AI will not replace them in their roles in 2025, they seem increasingly overwhelmed by the rapid pace of change over the last year. Respondents, therefore,

believe that having more AI learning opportunities, as well as trustworthy AI information, would help address this concern.

With the growing role of technology and AI in the accountancy and finance profession, soft skills are also becoming increasingly valuable – as human interaction in the workplace remains key. With the general preference for hybrid working arrangements, there may be a need for skills that usually require more human interaction evolving to meet changing work patterns.

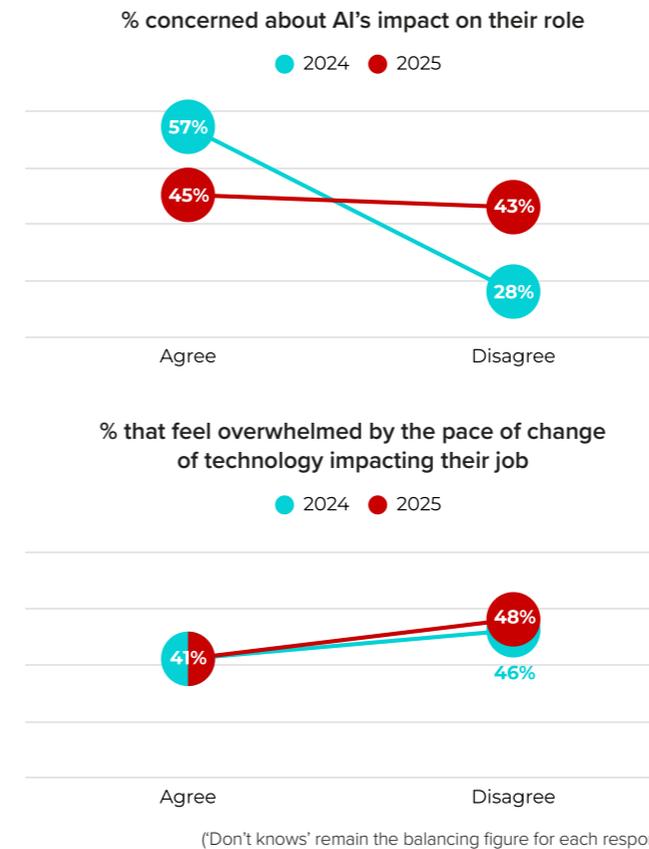
### Top 10 identified most valuable skills for the future

- Artificial intelligence (AI) proficiency
- Data analytical skills
- Leadership skills
- Strategy and big picture thinking
- Technology / systems understanding
- Problem solving skills
- Entrepreneurial skills
- Adaptability and change orientation
- Emotional intelligence
- Relationship building and team skills
- Creativity and ideation
- Resilience and stress management
- Communication and story telling
- Working across different cultures



Considering Africa’s young demography, this creates an opportunity for educational institutions and knowledge-based organisations to develop and deliver the requisite learning and development solutions to accommodate the region’s need. Their curriculum must also be expanded to include practical content/ requirements and soft skills development.

### Concerns on AI and the pace of technology change



South Africa’s Boitumelo Kuzwayo, Head of Department (Commercial Accounting), University of Johannesburg, expands:

**‘Academics must also upskill themselves. There should be research in scholarship and learning to ensure that the curriculum is up to date. Receiving feedback from employers and professional accountants on the usefulness of the curriculum would help academics to remain relevant.’**

Boitumelo Kuzwayo, Head of Department (Commercial Accounting), University of Johannesburg, South Africa



According to participants in our roundtable, organisations may value certain skills more than others and would often provide training opportunities for these prioritised skills. When training costs are a significant management concern, initiatives like ‘train the trainer’ can be explored. To encourage and develop these essential skills among employees, organisations can integrate them into individual performance appraisals and offer reimbursement for training expenses.

While only **27%** of respondents in Africa are satisfied with the AI training opportunities being provided by their organisations – developing future skills should, firstly, be the responsibility of individuals.

Lesotho’s Ramothamo Nyane, Audit Partner, Moores Rowland, explains:

**‘Individuals who can develop relevant analytical skills, soft skills, and have strong ethical character and integrity would be in high demand. A personal culture of lifelong learning would also stand out.’**

Ramothamo Nyane, Audit Partner, Moores Rowland, Lesotho



## Box 2:

### Advice for talent.

#### ■ Be aware of current trends

**‘Traditional finance roles is fast evolving so even as we pursue a career in finance and accounting, be aware of the changing trends and plan your professional development and stay relevant.’**

Mwendabai Kalaluka, Member Board of Directors, Institute of Business Advisors, Southern Africa

#### ■ Be agile and be able to adapt to change

**‘Don’t resist change. Whether it is AI or blockchain, you need to be flexible to change.’**

**The biggest asset for an accountant is change management.’**

Tahir Wahab, Director and Head of Shared Services, JTC Group, Mauritius

#### ■ Build expertise in a specialised area

**‘Start small and begin building your brand. Start building competence in a specialised area beyond traditional accountancy. For example, with the rise of AI and digital transformation, cybersecurity in finance would also be needed.’**

Hayfron Aboagye, HR Partner, PwC, Ghana

#### ■ Be willing to learn

**‘Young accountants should be open to learning beyond their qualifications. The accounting and finance profession is no longer just about keeping records and producing reports – it is about making a valuable contribution to an organisation’s growth and survival. Having a deep understanding of the organisation would help. Core skills to acquire would include problem-solving, effective communication, analysis and interpretation, awareness, and being a team player.’**

Collins Mazu FCCA, Financial Consultant, Congo DRC

#### ■ Be ethical

**‘With accounting facing an increasing number of scandals, ethical skills and integrity will be in high demand. It is essential to uphold strong ethical standards in the profession.’**

Ramothamo Nyane, Audit Partner, Moores Rowland, Lesotho



## 5. Concerns on ageism and social mobility

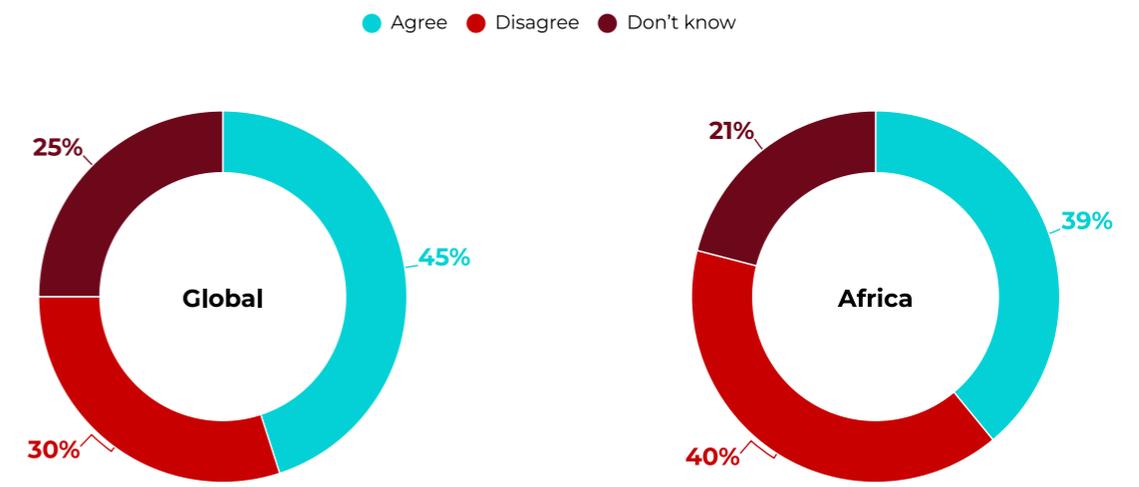
With **39%** of respondents in Africa stating that organisations prioritise certain aspects of diversity over others (compared to **45%** globally), the key areas where greater progress is needed include:

- socioeconomic and social mobility (**19%**)
- recognition of the value of older employees (**14%**)
- gender representation (**12%**).

Our diversity data offers some positive insights, with a general agreement that organisations are inclusive. Additionally, **68%** agree that leaders demonstrate integrity, and **77%** also find them accessible.

The Cambridge Online dictionary defines social mobility as *'the ability to move from one level of society to another'*. While social mobility continues to be one of

Do organisations prioritise certain aspects of diversity over others?



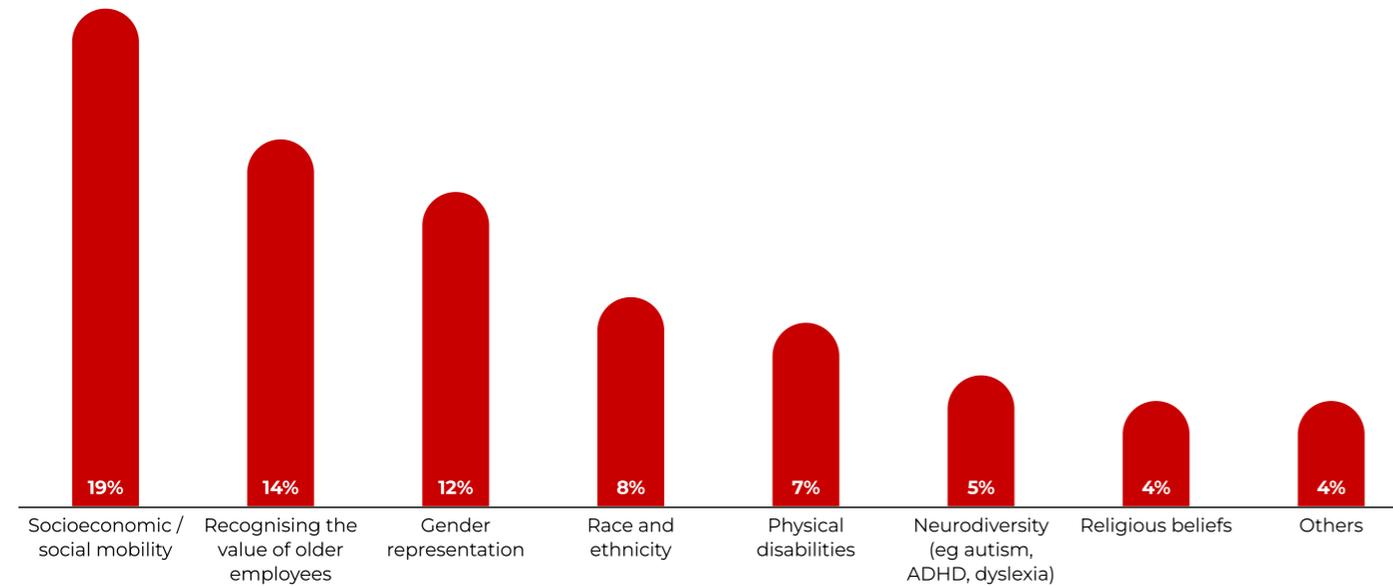
the greatest diversity-related concerns, it's surprisingly not just an issue for young employees. Our regional survey findings show that **33%** of Baby Boomer respondents agree that social mobility is their biggest concern – with **22%** of Gen Y and **16%** of Gen Z also rating this as their top concern due to systemic inequalities, access to education, and economic disparities.

Recognising the value of older employees is also a leading concern, especially among the Gen X age group. As workplace dynamics shift and career trajectories change, there may be skills shortages across certain industries. Implementing initiatives that recognise the value of older employees can strengthen organisational

culture while fostering an inclusive environment; where all employees feel equally valued and supported. Additionally, such initiatives can encourage knowledge transfer – allowing older employees to share their expertise with younger colleagues.

To promote gender representation in organisations, management must implement a deliberate and structured policy. For organisations that are conscious of the gender gap, there's been a noticeable shift in gender representation. This progress is driven by a deliberate effort to support female teams within the organisation – with women empowerment programmes playing a significant role in fostering this change.

Where does greater progress need to be made on diversity?



According to Aboagye:

**‘Organisations should be intentional in supporting women in the accounting and finance profession, from recruitment to training and promotion phases.’**

Hayfron Aboagye, HR Partner, PwC, Ghana

Speaking further from a female perspective on the need for more diversity initiatives in the workplace, South Africa's Kuzwayo states:

**‘A high percentage of households are run by females who have to deal with children and other household concerns. Organisations that have a flexible work arrangement can help such employees cater to their family. Some working mothers would be willing to take a pay cut for a flexible working arrangement.’**

Boitumelo Kuzwayo, Head of Department (Commercial Accounting), University of Johannesburg, South Africa



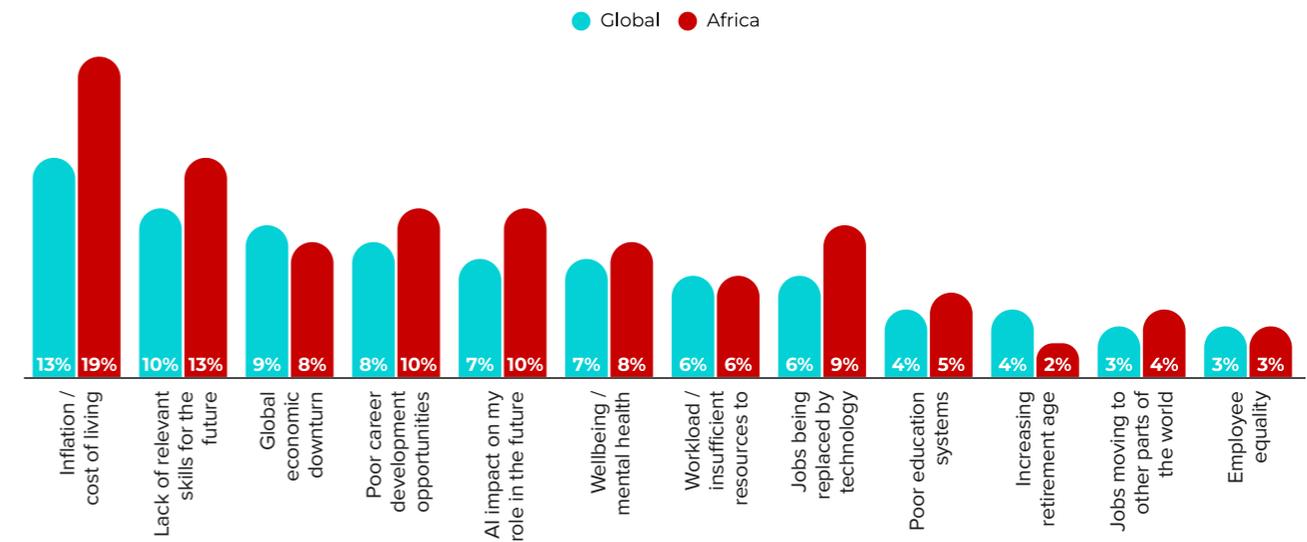


## 6. Rising cost of living impacting staff retention

Over the past three years, our global survey shows that inflation and its impact on wages has been the biggest work-related concern for all respondents. Africa's high inflationary environment puts even more pressure on employers and employees to stay ahead of the curve. While organisations cannot control the macroeconomic factors driving inflation – their response plays a crucial role in ensuring staff satisfaction.

Ensuring that salaries are competitive in the industry is necessary. Employees expect salary increases to be at least in line with inflation. Insights from our survey reveal a **9%** increase in salary dissatisfaction compared to the previous year. Surprisingly, despite rising dissatisfaction, a slightly lower percentage of respondents compared to 2024 are requesting a pay rise, with more choosing instead to leave their current organisations.

### The biggest work-related work concerns for the future



For finance leaders, this raises the critical question on whether dissatisfied employees are transitioning to other industries despite considering their current salaries competitive, or whether employees are fully committed and choose to stay because the salary is competitive.

Organisations are seeing that other non-salary benefits can help with employee retention and improve loyalty, such as transport subsidies and office day-care services.

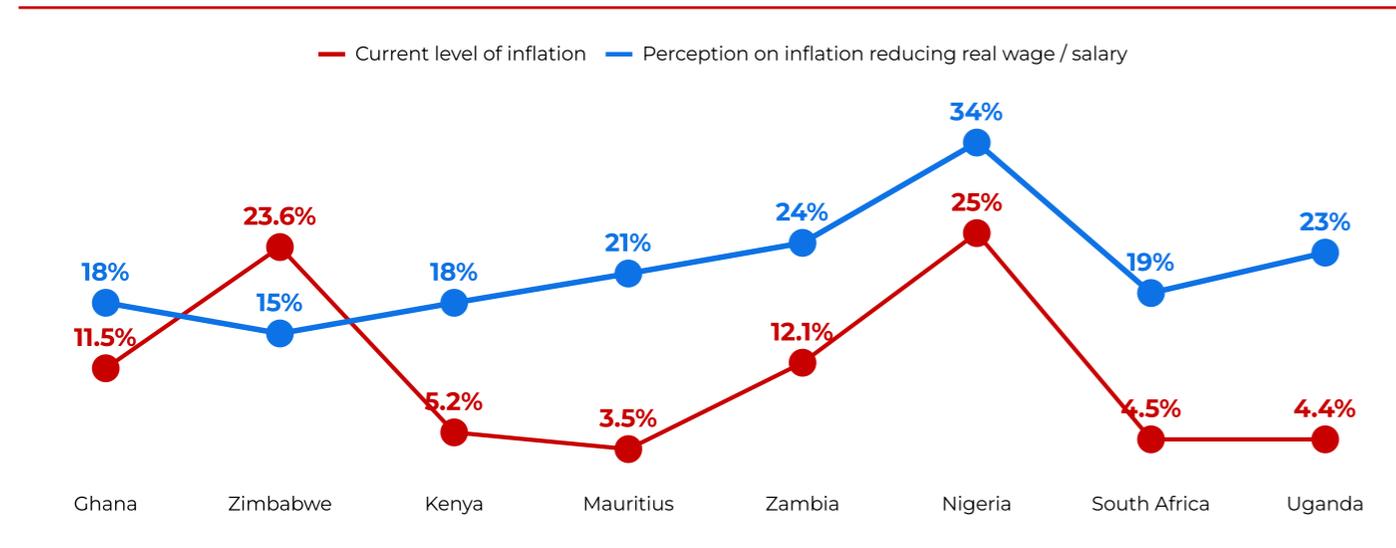
There are other perspectives – at more advanced levels, salary satisfaction tends to be less of a concern, as individuals with enhanced skills can negotiate higher compensation. Therefore, while junior-level accountants may earn less than their peers in other fields, senior finance professionals often surpass them in earnings.

As South Africa’s Mwendabai Kalaluka, Member Board of Directors, Institute of Business Advisors, states:

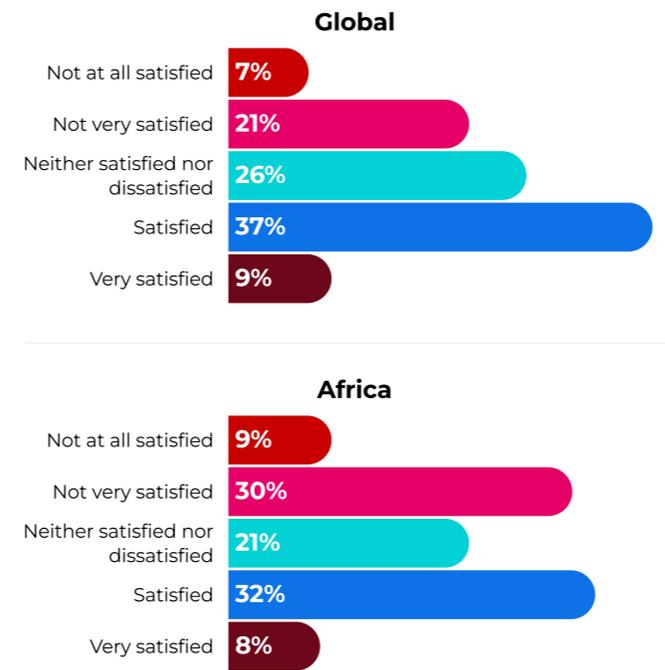
**‘Salary conversations have to be viewed in context. Generally, the salaries of accountants – especially at the entry level stage – are not always the most attractive as there is a lot of saturation on the availability of skill and the importance placed on such junior roles. However, once an accountant is able to demonstrate ‘value-add’ ie moving away from the typical number crunching to more strategic insight and demonstrating entrepreneurial spirit, automatically the value placed on such accountants increases and organisations are able to offer more in terms of remuneration.’**

Mwendabai Kalaluka, Member Board of Directors, Institute of Business Advisors, South Africa

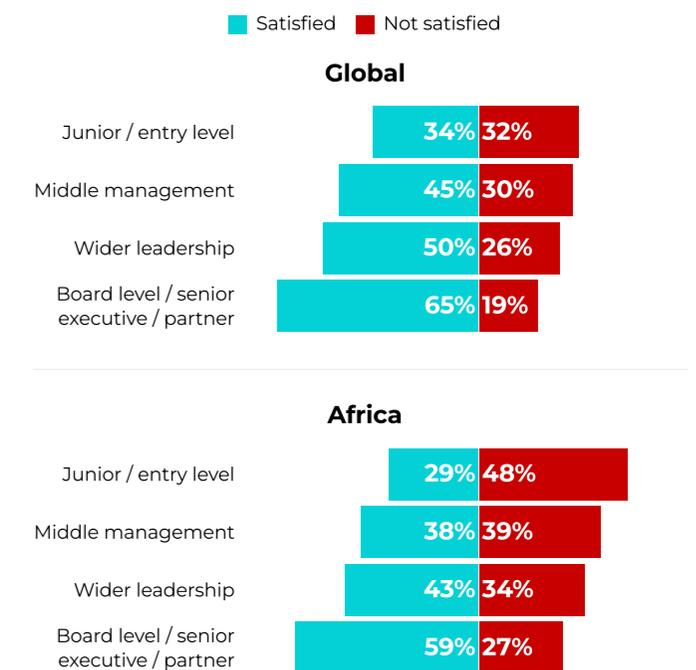
### Perception on inflation reducing real wages / salaries



### Workplace satisfaction – Global vs Africa

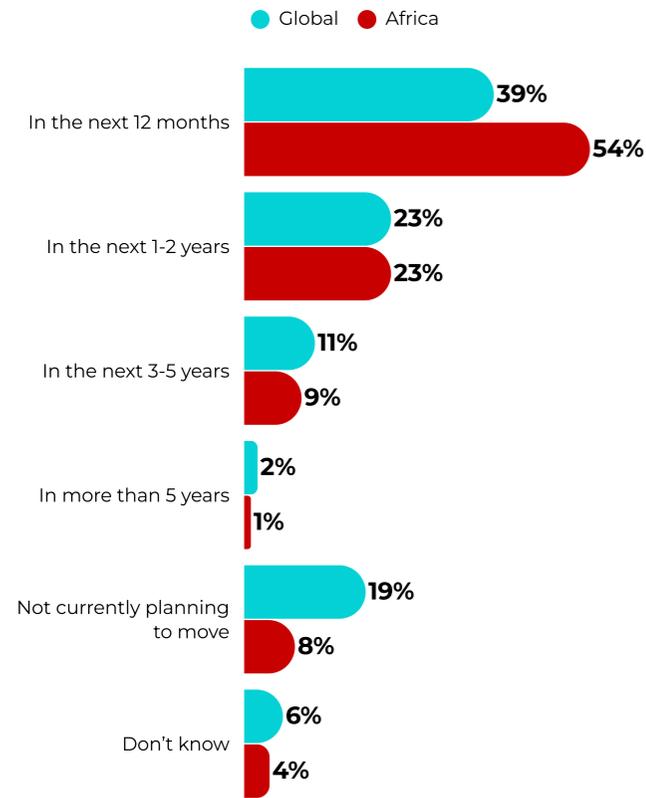


### Workplace satisfaction – by level of role



As leaders consider the overall well-being of the organisation, employee compensation is only one aspect of the business that (although important) would need to be balanced vis-à-vis the sustainability of the business – proper communication with employees is important. Ultimately, organisations that communicate and have proper career development plans in place for their employees are more likely to have high staff retention.

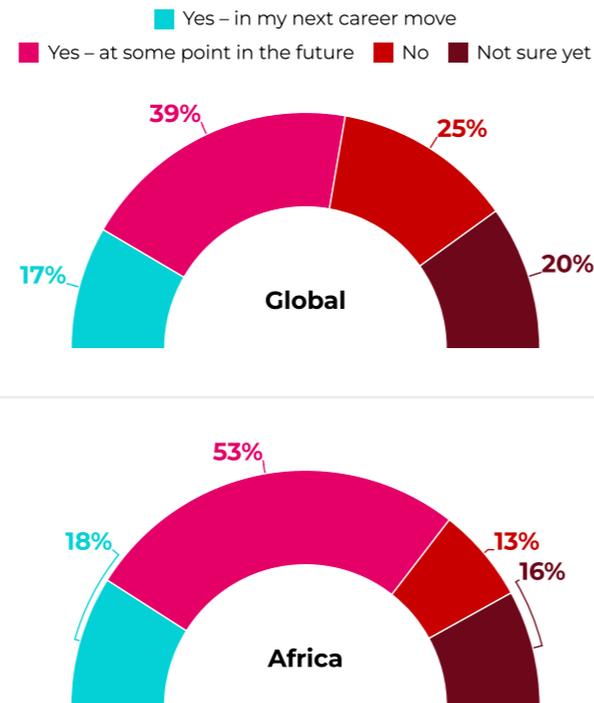
### How soon would you like to move to your next role?



Employee retention is a significant challenge for organisations across the continent. Our survey reveals that over **70%** of Africa professionals plan to relocate to another country/location in the future. Unsurprisingly, the major reasons for relocation are driven by economic factors.

In response to these considerations, large organisations in Africa are adopting innovative strategies to retain talent, such as offering secondment opportunities and maintaining continuous staff engagement.

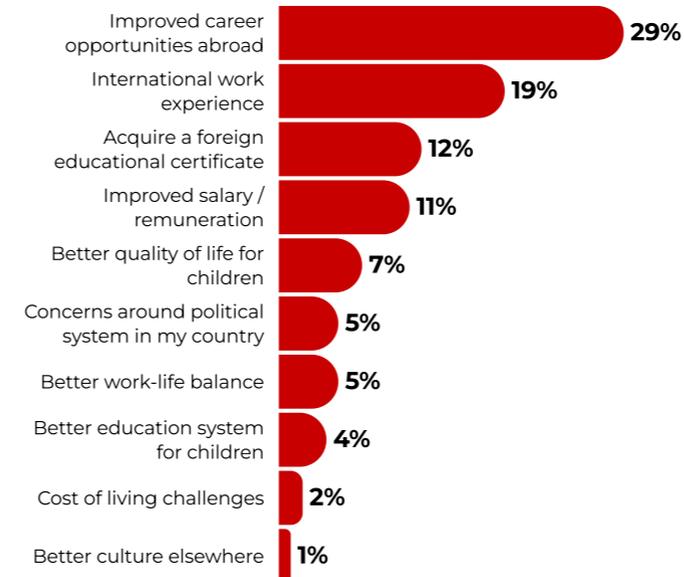
### Do you expect to move to a different country / location in your career?



**‘One strategy we have implemented is offering our people the flexibility of working across different regions and on varied assignments. This cross-border movement of staff, flexible working arrangements and secondment opportunities, make our organisation more attractive and reduce the desire to exit the organisation. Our global people survey, which asks staff about their intent to stay with our organisation for the next 12 months has been a valuable tool for gathering feedback and encouraging retention.’**

Hayfron Aboagye, HR Partner, PwC, Ghana

### The main reason for moving to a different country?





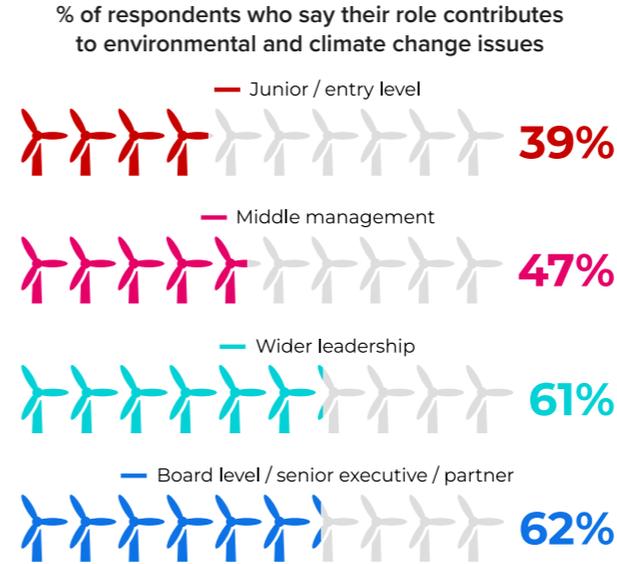
# 7. Demand for sustainability-related careers is high

Our survey reveals that positions involving environmental or sustainability-related roles are generally held by more senior professionals. In Africa, **62%** of senior executives believe their current roles contribute positively to environmental and climate change efforts – compared to just **39%** of junior or entry-level employees. This disparity may be partly attributed to the significant regulatory

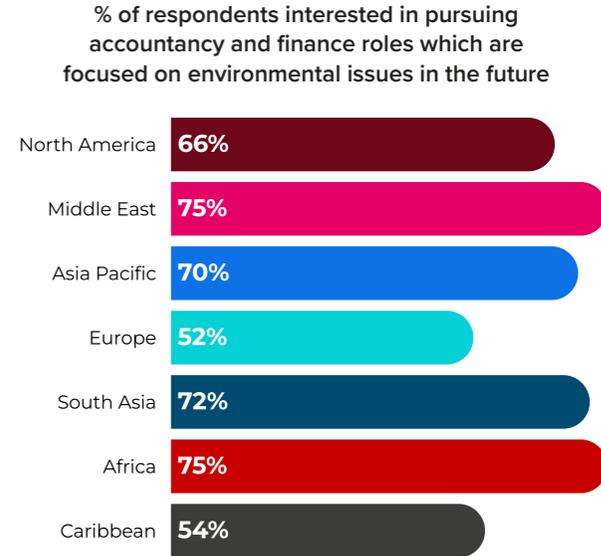
demands on current accounting and finance roles, as well as the strategic nature of certain senior positions.

Africa shows a stronger demand for sustainability-focused careers – with **75%** expressing interest, higher than in other regions – but opportunities take on such roles are limited within the continent.

## Contribution to environmental and climate change issues varies by role level



## Africa shows a stronger demand for sustainability-focused careers

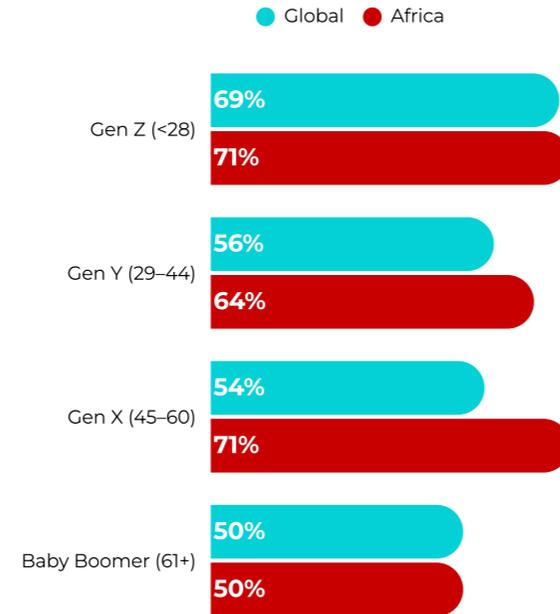


Globally, Gen Z (most of whom are still entering the workforce) represents the largest group (72%) interested in sustainability-related careers. By contrast in Africa, while Gen Z respondents (67%) share this interest, it's Gen X (84%) and Gen Y (79%) professionals who demonstrate even greater enthusiasm for pursuing roles that address environmental issues.

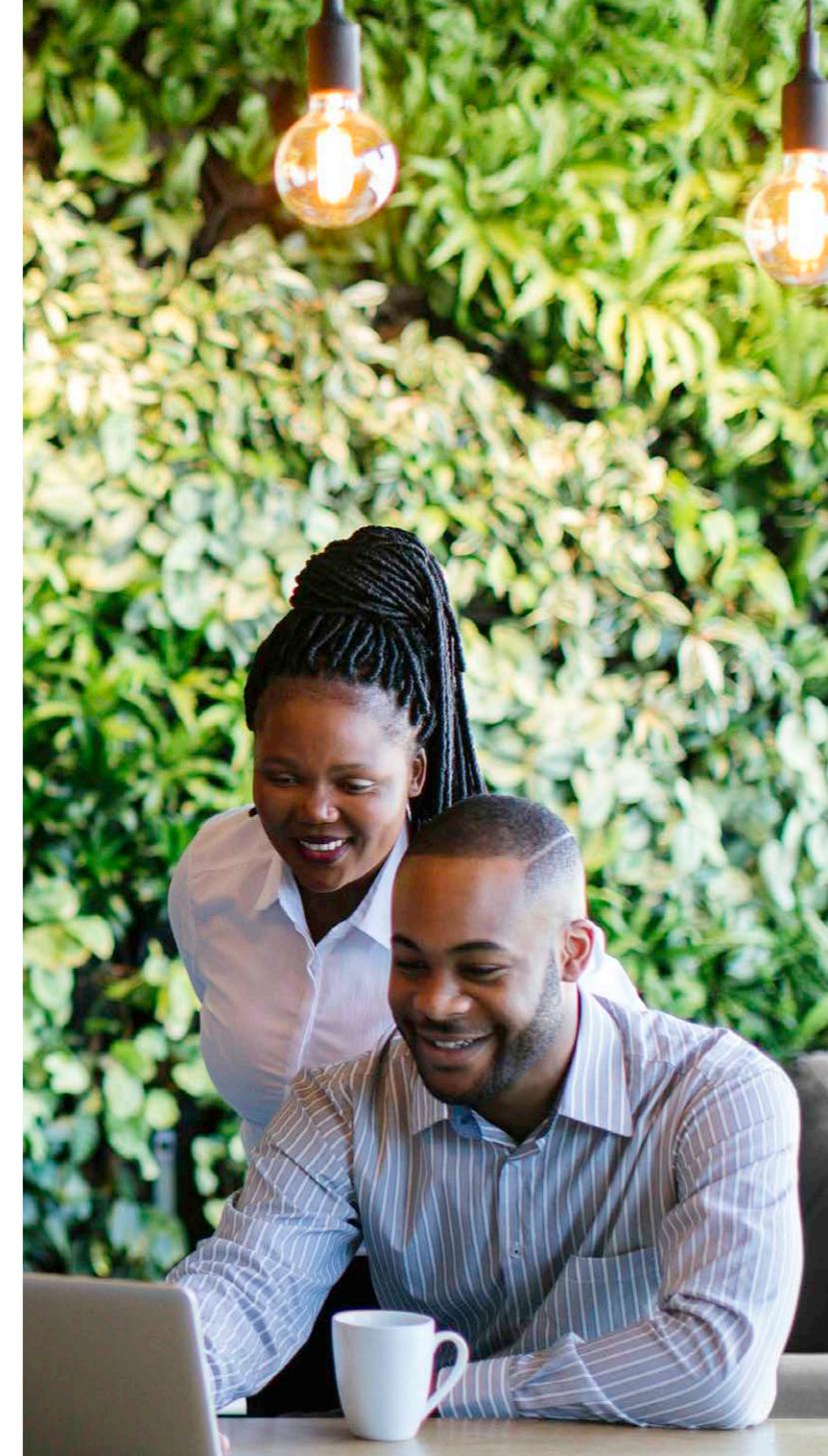
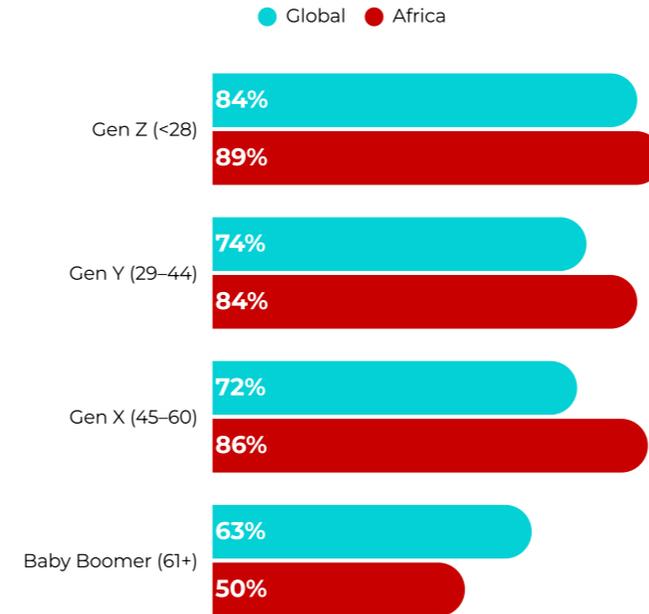
However, an organisations' record on social and human rights issues overrides its stance on environmental issues when it comes to attraction across all generations in Africa, except for Baby Boomer respondents.

**'An organisations' record on social and human rights issues overrides its stance on environmental issues when it comes to attraction across all generations in Africa, except for Baby Boomer respondents.'**

**An organisation's stance on environmental issues would be a key factor in deciding to work there or not**



**An organisation's reputation on social and human rights issues would a key factor in deciding to work there or not**



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