



Shaping the Future of Work: Insights and Actions for HR Leaders



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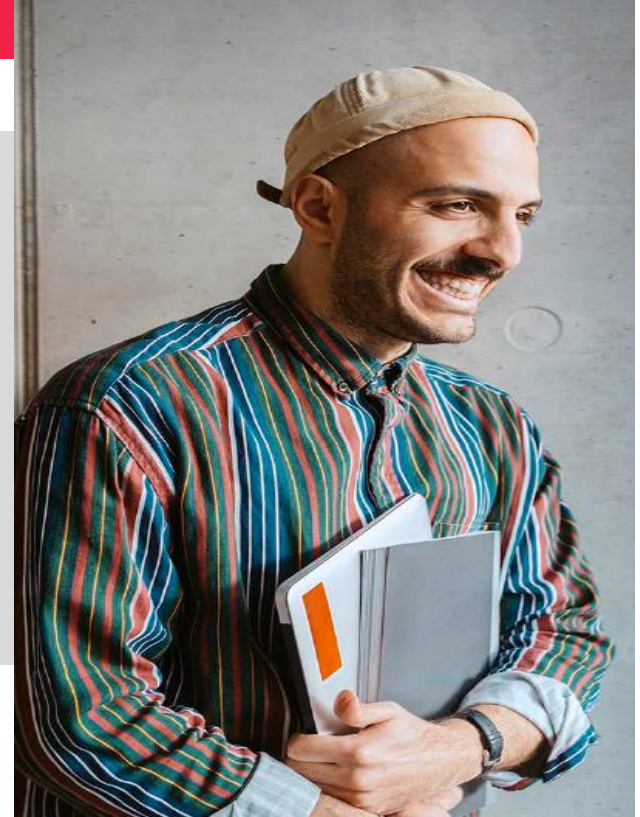
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Agenda

- The workplace is evolving - HR leaders are at the forefront of driving change, inclusion, and resilience.
- Insights from ACCA's Global Talent Trends: What do employees want, and how can HR respond?
- Why gender responsive budgeting is a powerful tool for HR to advance equity and maximize impact.
- Today, we'll explore actionable trends and practical strategies for HR professionals to shape the future of work.



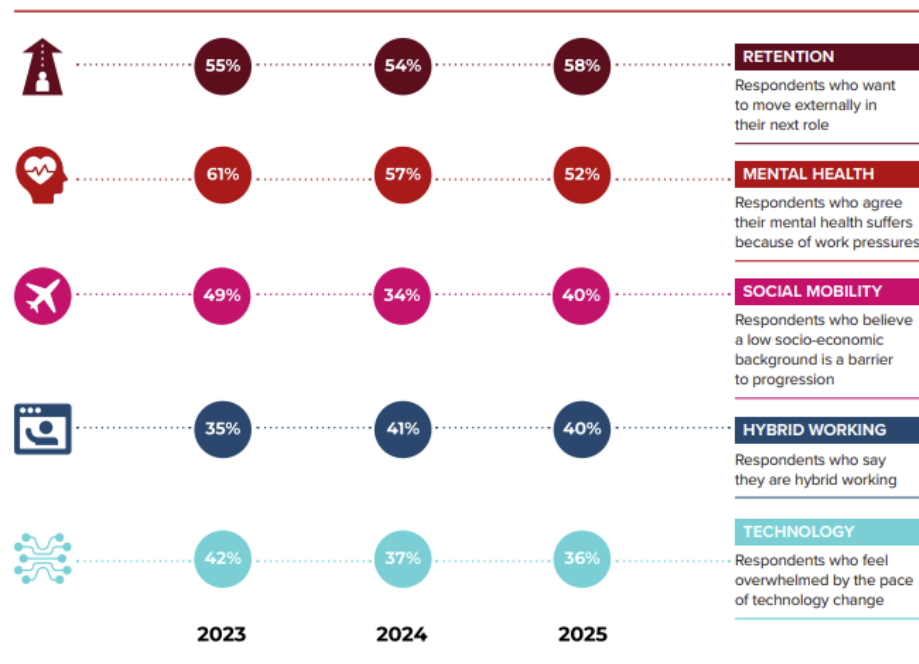
global

talent trends.

2025

Key work metrics tracked.

Every year we track key metrics to better understand trends across different aspects of work in accountancy and finance.

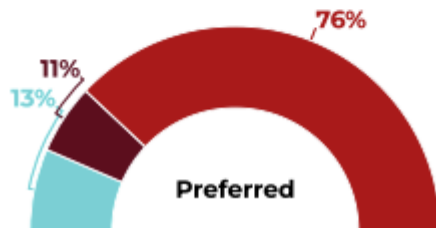
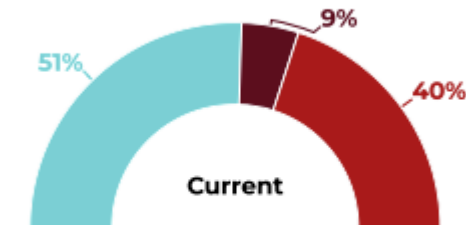


Hybrid work remains
the preference.

Hybrid work preferences remain elusive for many

Current vs preferred working pattern, 2025

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



Hybrid and remote workers are more satisfied at work than respondents that are fully office based

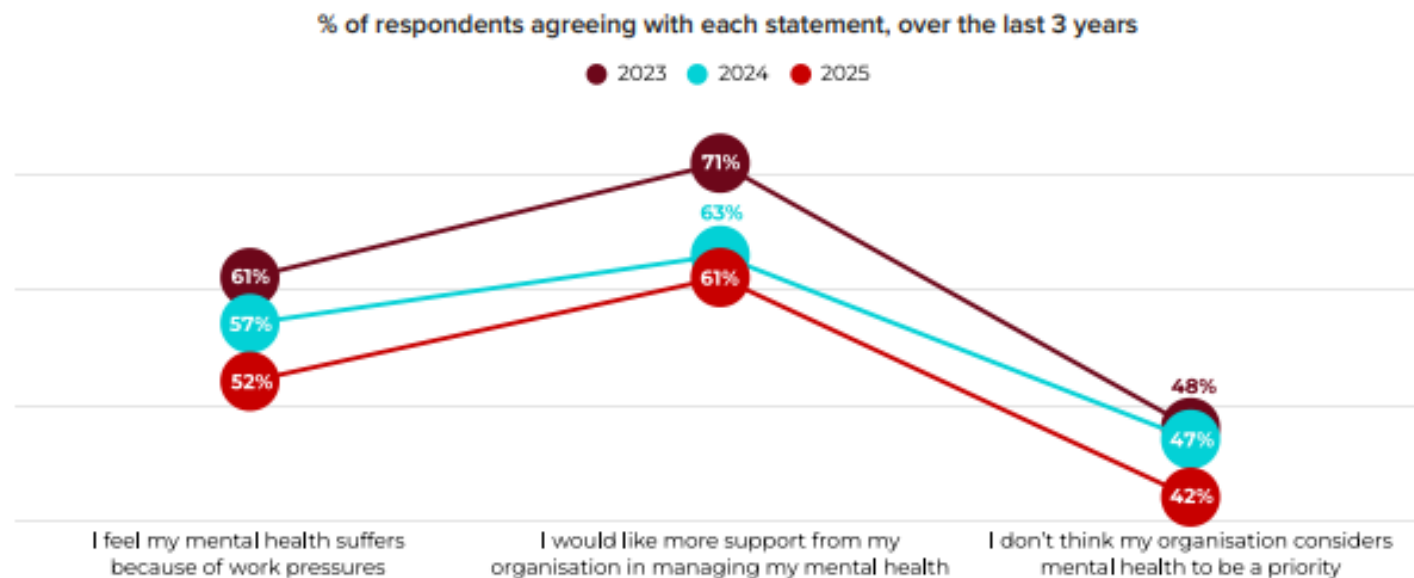
% indicating they are satisfied at work



‘Hybrid working is definitely the future.’

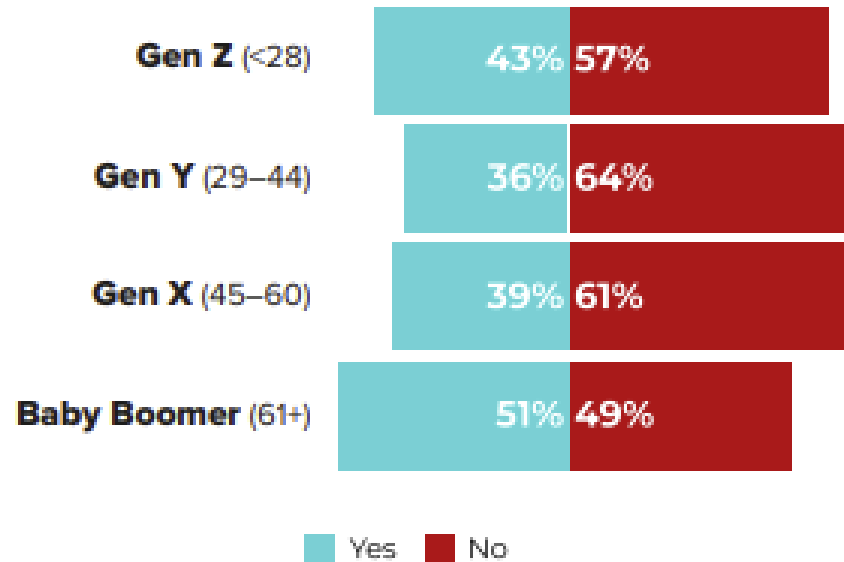
Mental health indicators
improve but remain
challenging.

Slightly better news in our mental health indicators?



Side hustles are on
the rise for Gen Z.

Respondents who are currently undertaking another role – by generation



The case for gender-responsive budgeting across Eastern Europe, Eurasia and the Middle East.



Country-specific labour force participation rate, by gender (% of female and male population ages 15+)
(modelled ILO estimate)

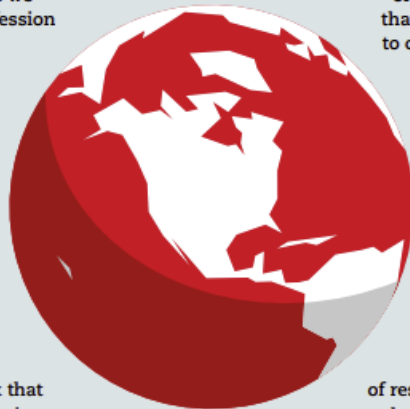
Country	Female	Difference from male counterpart
Czechia	52%	−16%
United Arab Emirates	55%	−34%
Austria	56%	−10%
United Kingdom	58%	−8%
United States	57%	−11%

73%

of respondents think we
are an inclusive profession

65%

of respondents consider
that there is a strong link
to organisational success



63%

of respondents think that
the profession has an issue
to deal with (yes and maybe)

54%

of respondents don't know
what to do to promote the
agenda, or are uncertain

Integrating GRB into Workforce & HR Strategy

- GRB helps close gender gaps in pay, promotion, and access to opportunities.
- It supports talent attraction and retention by demonstrating a commitment to fairness.
- GRB aligns with global best practices and regulatory expectations for DEI.

UN Sustainable Development Goals (UNSDGs)

SDG 5:

Gender equality

Achieve gender equality and empower all women and girls



SDG 10:

Reduced inequalities

Reduce inequality within and among countries



Making Gender Responsive Budgeting Work—From Policy to Practice

- **GRB must move from policy to everyday practice.**
- **Leadership commitment drives real change.**
- **Transparency and measurement are essential for success.**
- **HR integrates GRB into recruitment, promotion, training, and benefits.**
- **Cross-department collaboration sustains progress.**
- **Sharing results builds momentum and accountability.**

Shaping the Future of Work: Key Questions

- **Can HR functions apply the principles of gender-responsive budgeting when allocating L&D or wellbeing budgets?**
- **What metrics or data would HR leaders need to track to ensure gender equity in workforce spending?**
- **How can GRB thinking support broader diversity, equity, and inclusion (DEI) strategies beyond gender, such as age, socio-economic background, or neurodiversity?**



Turning Insight into Action: How ACCA Can Support You



- **ACCA Careers:** Global job board and career advice.
- **Career Navigator:** Personalized career planning and skills assessment.
- **ACCA Learning:** Micro-credentials and upskilling for all professionals.
- **Policy & Insights:** Research and guidance on talent trends and gender budgeting.

Thank you.