



Skills, Infrastructure and Energy

Business Perspective: Batten down the hatches

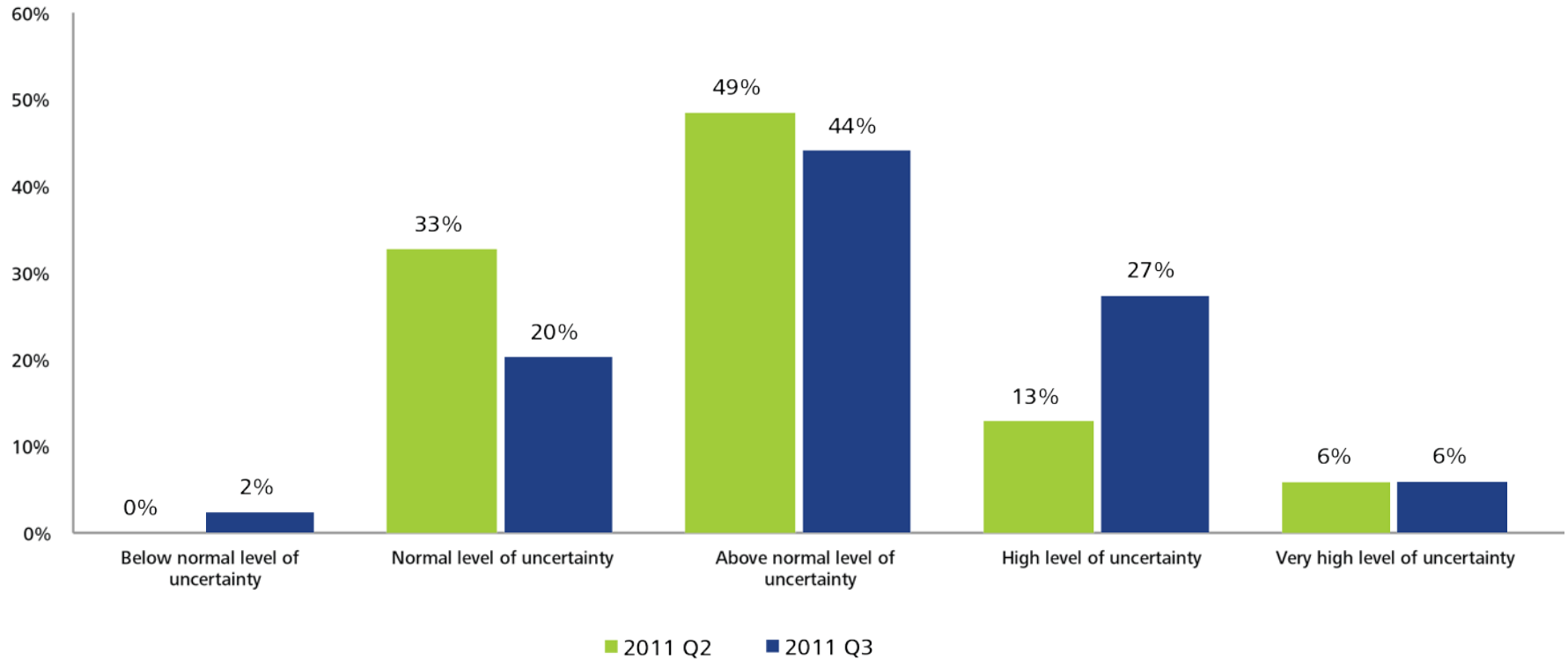
CFO Survey - Themes for Q3 (July – Sept 2011)

- Uncertainty rises
- Glimmers of hope
- Facing the skills shortage



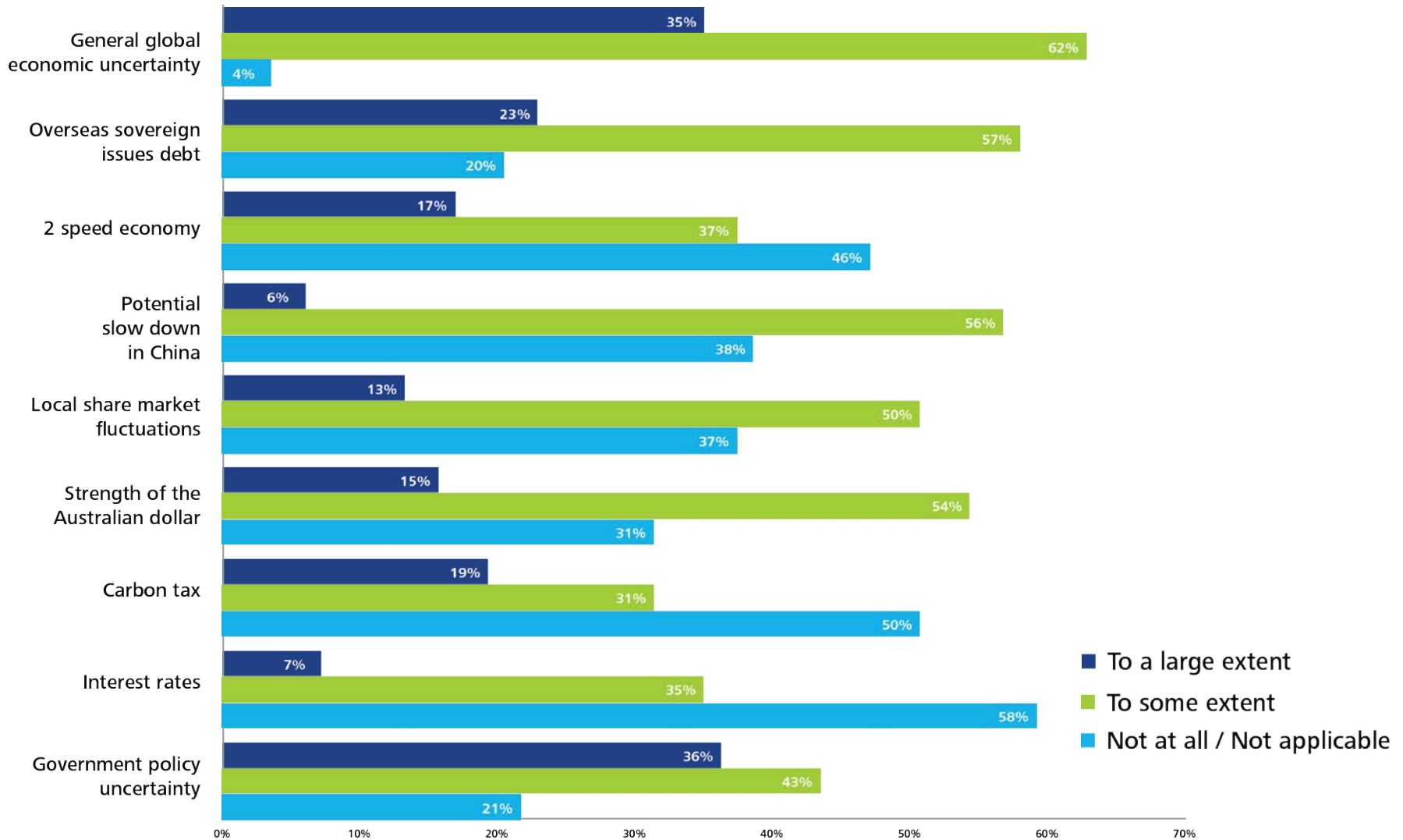
Uncertainty rises

CFOs' views on the general level of external financial and economic uncertainty facing businesses



Uncertainty rises

Extent to which CFOs' levels of optimism about the financial prospects of their company have been negatively impacted by the factors listed



Glimmers of hope

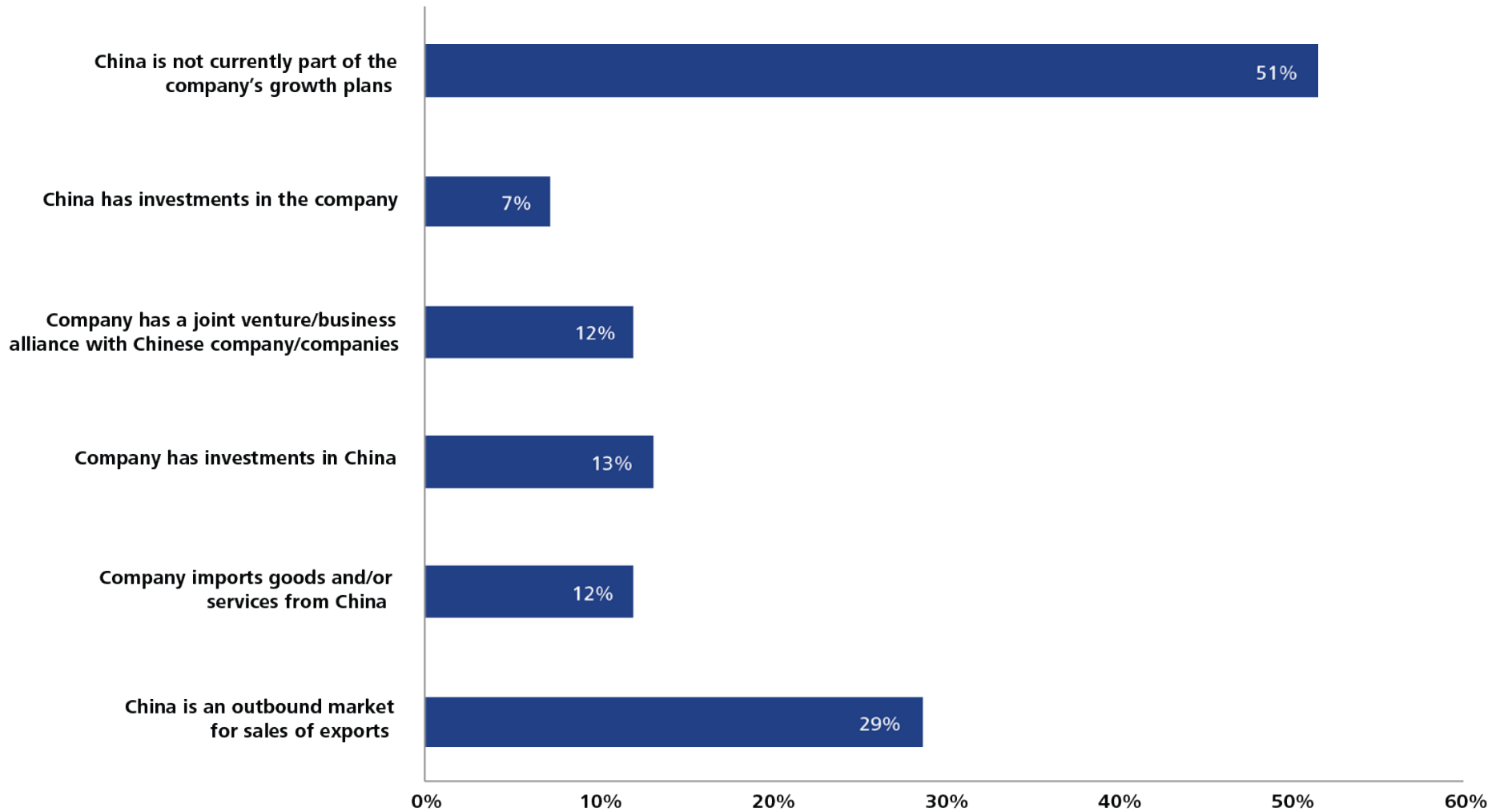


Reliance on China



Reliance on China

CFOs' responses on the role of China in their company's growth plans

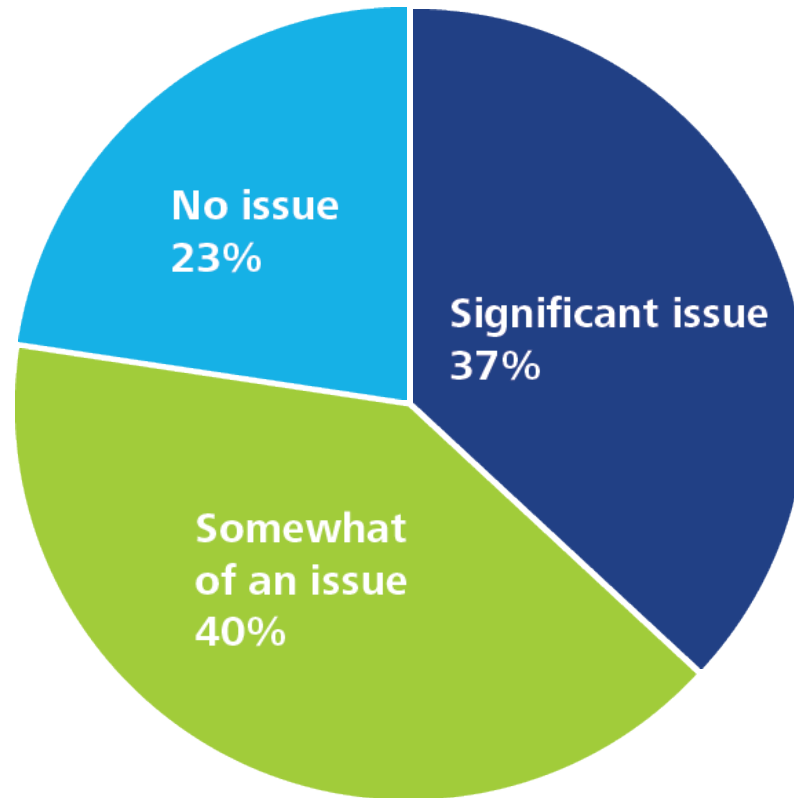


Facing the skills shortage



Facing the skills shortage

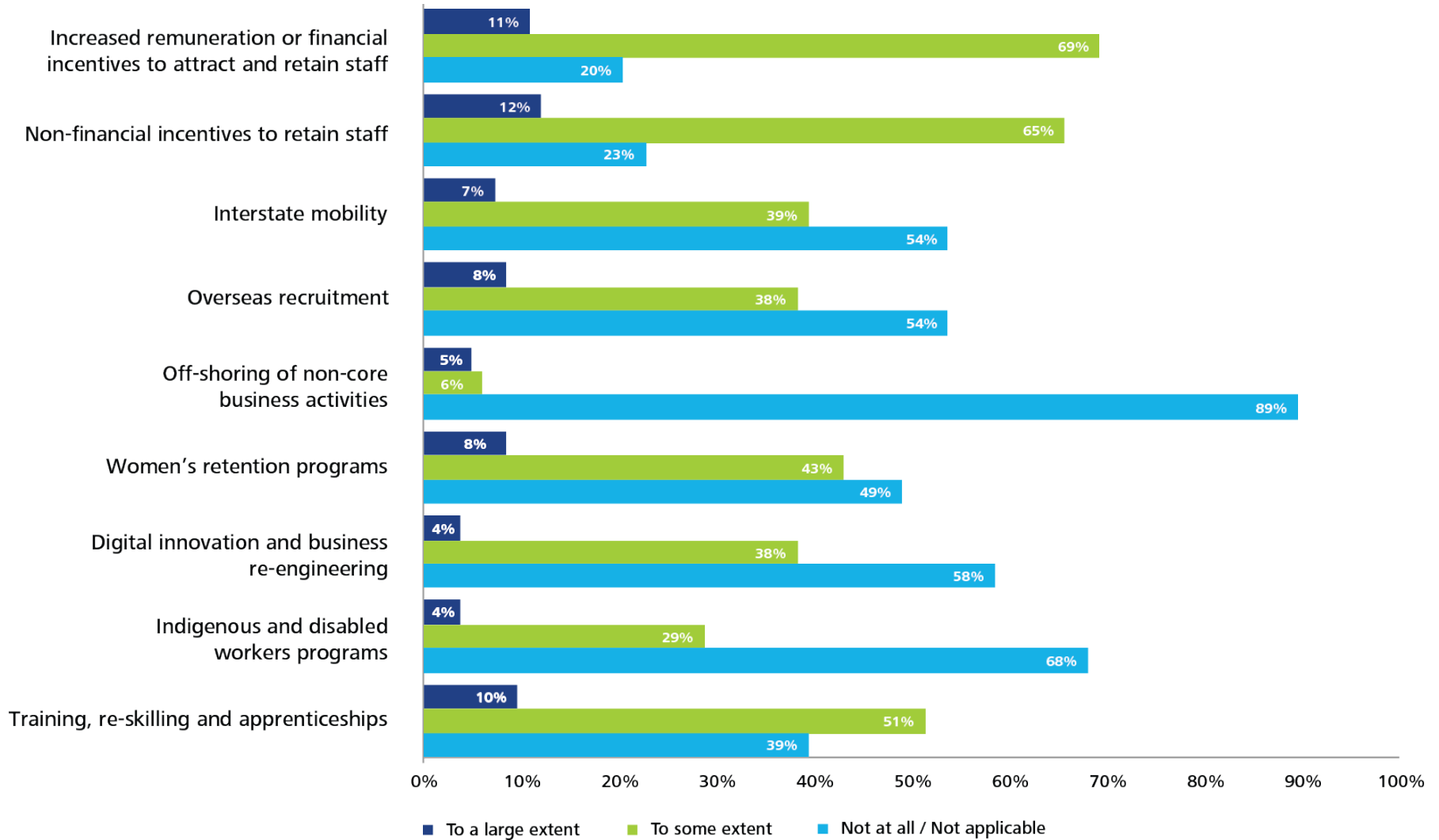
CFOs' views on the significance of the skills shortage to their business over the next 12 months



The extent to which companies will undertake the following actions in the next 12 months in response to the skills shortage

Facing the skills shortage

The extent to which companies will undertake the following actions in the next 12 months in response to the skills shortage



Some practical insights to addressing the skills shortage

Facing the skills shortage – Offshoring

- Working age population next decade¹:
 - Europe ↓ 20 million
 - Australia ↑ 1.2 million
 - India ↑ 133 million
- For every additional worker available in Australia over the next decade, there will be 110 new workers in India
- Traditional barriers are breaking down



¹ United Nations Department of Economic and Social Affairs (2010), "World Population Prospects: The 2010 revision"

Facing the skills shortage – skilled migrants

- Skilled migrants represented 0.75% of Australia's population in 2009/10
- Contributed \$880 million to the Federal Budget bottom line in first year after arrival²

Myth: “Migrants steal Australian jobs”

Q. What is your business doing:

- to tap into depressed markets (Ireland, UK, US)?
- to keep skilled migrants for the longer term?
(eg community networks for extended family)



² “Migrant Economic Outcomes and Contributions”(April 2011) Department of Immigration and Citizenship, Australian Government.

Facing the skills shortage – interstate mobility

- Move jobs to the people – Rio Tinto's Mine of the Future program
- Or
- Move the people to the jobs
-
- Key social infrastructure and community considerations
 - Relocation services – school placements, lifestyle pursuits
 - Financial planning services, updating wills/estate plans



Facing the skills shortage – crowd sourcing

Crowd sourcing – “the act of sourcing tasks traditionally performed by specific individuals to an undefined large group of people through an open call”³

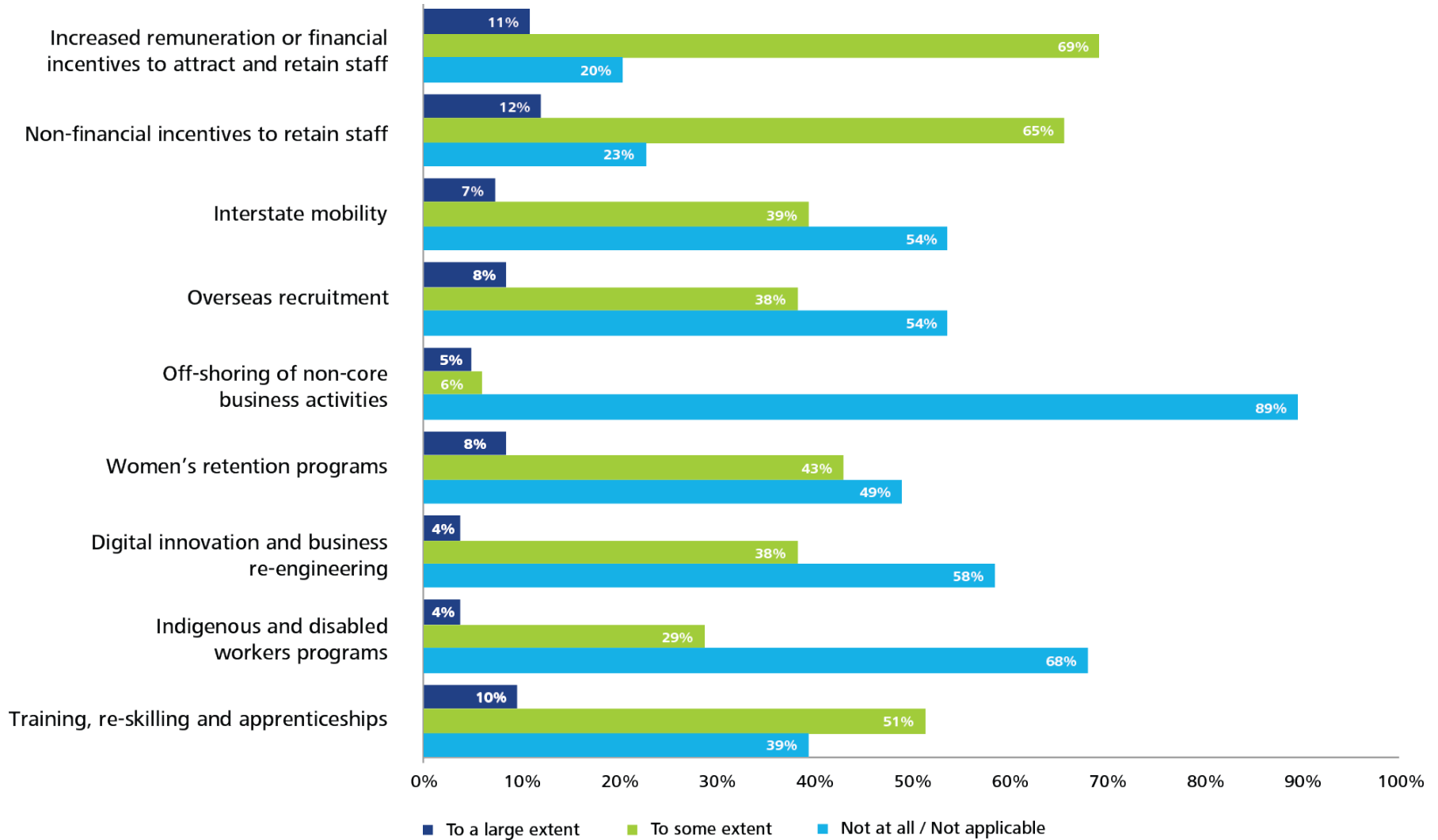
- Your next worker is in the crowd



³ Wikipedia

Facing the skills shortage

- What's your next move?





General information only

This presentation contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively the "Deloitte Network") is, by means of this presentation, rendering professional advice or services.

Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this presentation.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/au/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and deep local expertise to help clients succeed wherever they operate. Deloitte's approximately 170,000 professionals are committed to becoming the standard of excellence.

About Deloitte Australia

In Australia, the member firm is the Australian partnership of Deloitte Touche Tohmatsu. As one of Australia's leading professional services firms, Deloitte Touche Tohmatsu and its affiliates provide audit, tax, consulting, and financial advisory services through approximately 5,400 people across the country. Focused on the creation of value and growth, and known as an employer of choice for innovative human resources programs, we are dedicated to helping our clients and our people excel. For more information, please visit our web site at www.deloitte.com.au.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Touche Tohmatsu Limited

© 2011 Deloitte Touche Tohmatsu