In today’s testing business environment, with organizational transformation and regulatory change constant features, a flexible and cost-effective workforce is critical. High-quality training is a crucial element of innovative talent management, to improve performance and ensure your teams can respond to today’s challenges, and are equipped for career success.

The war for talent doesn’t stop during a downturn - it gets worse. Forward-thinking organizations use innovative talent-management approaches to gain a competitive advantage, to help them ride out the downturn and create a strong platform for recovery and growth. So while looking to cut employee costs, companies need to find ways of retaining and developing their top talent.
Working with you to improve the performance of your professional team

EY provides a range of IFRS and related training solutions for our clients and business communities throughout Europe, the Middle East, India and Africa, based on the rigorous training our own people experience from the moment they join.

As a global organization, we bring multidisciplinary insights across geographies into our training programs. We keep all our training courses constantly updated, so they reflect changing trends and guidance. Our courses are delivered by high-caliber trainers with first-hand knowledge of the subject matter. They are practical, relevant and stimulating.

We recognize that an organization’s history, size, location and industry sector can affect its people training needs; we can tailor our programs as necessary.

Open courses

We review our curriculum every year and offer courses based on market demand. Open courses are more generic and cater to the basic-to-intermediate needs of our clients. They include both technical and management development content.

Technical courses include:
› International Financial Reporting Standards
› Finance- and accounting-related courses
› Specialist programs on business process improvement
› Business valuations
› Financial and business modeling
› Risk
› Anti-money laundering and other regulations

Our special human resource (HR) courses include competency-based HR and people development programs.

Tailored training programs

Top-tier organizations usually prefer bespoke training, as no two businesses are the same. They will share many broad concerns – such as retaining staff, adapting to change and identifying and implementing best practice – but they will have their own priorities. These are influenced by factors such as the company’s competitive situation, the products and services it offers, its go-to-market strategies, and its business and management culture.

We provide solutions that go beyond the boundaries of conventional training. By working closely with our clients, we identify the skills, knowledge and behaviors needed for optimum performance. Our framework for analyzing a business and its training needs allows us to get to the core of your staff and executive development requirements. We then assemble our training solutions around your desired business outcomes.
Four key components combine to help ensure effective, customized learning.

They are:

1. **Consultation**
   During this phase, we can work with you to identify your organization’s key business objectives and define the outcomes required to help you achieve your goals. Our training-needs analysis will help identify your key business issues in a training context, enabling us to create a tailored solution.

2. **Developing customized solutions**
   Together with our expert trainers, we use a range of assessment tools to identify skills gaps. The program we develop to suit your organization will have a measurable and noticeable impact on operational performance, and will help your workforce to dramatically increase their effectiveness in the areas you’ve identified as central to your business.

3. **Implementation and delivery**
   Finding the right format for the delivery of your course is an essential part of its success. We can use a combination of case studies, syndicate exercise groups, discussions and/or role-plays to help ensure that the course is effective on every level.

4. **Post-training support**
   We offer continuous support, coaching and feedback to help ensure your people apply their new skills to their working environment. Our follow-up sessions focus on continuing improvement, helping ensure that the skills participants learn are consistently enhanced.
We can adapt our in-house training, learning and development solutions to your specific needs, helping you to secure high returns from your training and development investment.

**Relevance**
We incorporate case studies and learning methods that are immediately relevant to your people. This means that they can put their learning into practice straight away and make an immediate impact.

**Convenience and minimal disruption**
We can schedule learning to fit your day-to-day business activities. Because sessions are held at your premises - or premises of your choice - your people do not incur the expense and loss of time from travel.

**Cost-effectiveness**
Our economies of scale and global reach give you excellent value for money.

**Time-effectiveness**
You don’t need to design a course, train a trainer or worry about administration and logistics.

**Flexibility**
We deliver learning in a variety of different formats to suit your particular requirements: master classes, bite-size sessions, blended learning, and e-learning tools.
We can use a variety of training and facilitation methods to enhance individual and group interaction and encourage learning.

Some of these methods are:

- Brief presentations by our subject-matter experts and trainers
- Group debriefs
- Individual and team exercises
- One-to-one and group discussions
- Case studies, simulations and small projects
- Videos, video-recording and playback
- Self-analysis questionnaires and learning instruments
- Individual action plans (to follow up and evaluate training results)
- Customized e-learning solutions

Our comprehensive approach to training helps you to optimize the performance and skills of your team, quickly and cost-effectively.

We can offer:

Personal attention
Our teams are committed to helping learners benefit from Ernst & Young's knowledge and resources and to providing a rewarding experience, helping participants achieve their development goals.

Skilled trainers
Our trainers have personal drive and practical experience, and undergo continuous training and evaluation to maintain the skills needed to deliver inspiring sessions.

Market knowledge and footprint
Our training programs are designed to reflect local business, cultural and socio-economic conditions. Presenters share their deep knowledge and the insights Ernst & Young has developed by working with thousands of clients around the world.

Technical expertise
All our trainers are specialists in their respective subject matter. Our IFRS Centers of Excellence specializes in training and works with individuals, companies and public bodies.

Materials
We can develop bespoke materials and case studies, to help ensure participants have a full range of reference support.
IFRS Centers of Excellence training programs

- IFRS annual update seminar
  (includes new standards and changes to existing standards)
- IFRS for executives
- The EY Diploma in IFRS
- Accounting for financial instruments under IFRS
- IFRS for banks and other financial institutions
- IFRS for investment funds
- Group reporting issues under IFRS
- IFRS for listed companies
- Accounting in the oil and gas industry (including IFRS and US GAAP)
- IFRS for the real estate industry
- IFRS for retail and automotive companies
- IFRS for the construction industry
- Introduction to the IFRS for small and medium enterprises (SMEs)
- IFRS for SMEs - comprehensive program
- FRS vs. local GAAP
- IFRS i-learning
1. Preparation for professional qualifications, including:
   - CPA (Certified public accountant)
   - ACCA (The Association of Chartered Certified Accountants)
   - PMP (Project management professional)

2. Financial- and accounting-related courses, including:
   - Financial Modeling
   - Strategic Business Planning and Budgeting
   - Financial Statement Analysis
   - Introduction to Risk Management
   - Excellence in MS Excel for finance professionals

3. General business courses, including:
   - Business Process Improvement
   - Valuations
   - Anti-Money Laundering and Combating Financing Terrorism Seminar
   - Advanced Planning Skills
   - Projects for Non-Project Managers
   - Introduction to Business Continuity Management

4. Management development and soft skills courses, including:
   - Coaching for High Performance
   - Global Leadership Development – Managing Cross-Cultural Teams

5. Human resource management courses, including:
   - Competency-based Human Resource Management
   - Competency-based People Development Workshop

6. Oil and gas industry-related courses, including:
   - Industry-specific training on finance, risk, planning, budgeting and accountability; upstream, downstream and joint ventures
About EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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About Financial Accounting Advisory Services
The changing accounting and reporting landscape provides challenges for multi-national companies as they seek to respond to global market conditions and report on their financial results while facing increased scrutiny from a range of stakeholders.

EY’s accounting, regulatory, compliance and IT professionals combine technical expertise with business and industry insights to help clients navigate complexity. Whether your focus is on managing highly technical accounting requirements or addressing governance and regulatory issues, having the right advisors on your side can make all the difference.

Our team uses proven and integrated methodologies to help you solve your challenging business problems, deliver accurate financial reports in complex market conditions and make improvements sustainable for the longer term. We understand that you need services that are adapted to your specific industry issues, so we bring our broad sector experience and deep subject matter knowledge to your projects in a proactive and objective way.

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