



## An Assessment of Practices in Managing Early-Talent Development Programs in Finance & Accounting



## LDP SURVEY FOURTH EDITION

2022

FINANCE & ACCOUNTING PROGRAMS  
COMPENSATION, RETENTION &  
BUDGETING REPORT

With the support of





## WELCOME!

The LDP Survey is a unique, biennial assessment of practices related to the management of structured development programs for early-career talent. Run since 2015, the survey is conducted by LDP Connect in consultation with early talent developers and leaders from the world's marquis employers. The aggregated data offers organizations an opportunity to benchmark their program management practices against the "market." Overall, this fourth edition of the study contains data from 84 organizations on 183 development programs across many functions.

## FINANCE & ACCOUNTING - COMPENSATION, RETENTION & BUDGETING REPORT

This report contains a summary of **31 early talent development programs focused on Finance & Accounting** from the **30 organizations** listed on the following page.

Custom reports and additional data analysis services are available. For more information, please contact [Dan.Beaudry@LDPconnect.com](mailto:Dan.Beaudry@LDPconnect.com).

LDP Connect would like to thank all who participated in this survey, and all who contributed to the creation of its content.



# CONTRIBUTING ORGANIZATIONS

ABBOTT  
ABBVIE  
AT&T  
BOEING (X2 PROGRAMS)  
BOSE  
BOSTON SCIENTIFIC  
CARDINAL HEALTH  
CARGILL  
CROWN CASTLE  
CVS HEALTH  
DELL TECHNOLOGIES  
DISCOVER  
EBAY  
FIFTH THIRD BANK  
GE GAS POWER  
HONEYWELL  
JOHNSON & JOHNSON  
LIBERTY MUTUAL  
MEDTRONIC  
PRUDENTIAL  
REGIONS FINANCIAL  
ROCKWELL AUTOMATION  
SENNECA HOLDINGS  
STRYKER  
THE HARTFORD  
THERMO FISHER  
TRAVELERS  
VANGUARD  
WHIRLPOOL (X2 PROGRAMS)



# Retention Data

**What percent of your participants complete the first year of the development program? (N=28)**

25th percentile	95%
Median	100%
75th percentile	100%
Average	98%

**What percent of your participants complete the full program? (N=28)**

25th percentile	80%
Median	90%
75th percentile	99%
Average	87%

**What is your 1-year post-program retention rate? (N=27)**

25th percentile	80%
Median	90%
75th percentile	98%
Average	87%



# Retention Data

**What is your 5-year post-program retention rate? (N=22)**

25th percentile	50%
Median	65%
75th percentile	68%
Average	59%

**What are your official post-program retention GOALS?**

Component	1-year	3-year	5-year
25th percentile	95%	80%	60%
Median	100%	85%	75%
75th percentile	100%	100%	85%
Average	95%	86%	75%
N=	19	17	16



# Budgeting Data

**What is the overall operating budget of your program (not including salaries or bonuses)? (N=15)**

25th percentile	\$10,250
Median	\$195,000
75th percentile	\$907,500
Average	\$783,507

**What is your average operating dollar investment PER PARTICIPANT (not including salaries or bonuses)? (N=14)**

25th percentile	\$1,775
Median	\$5,000
75th percentile	\$11,925
Average	\$20,792

**What percentage of your program budget is NOT allocated for salary/benefits? (N=15)**

25th percentile	4%
Median	16%
75th percentile	28%
Average	28%





# Compensation Data

Which of the following components are part of the total compensation that associates receive **UPON STARTING** your development program?

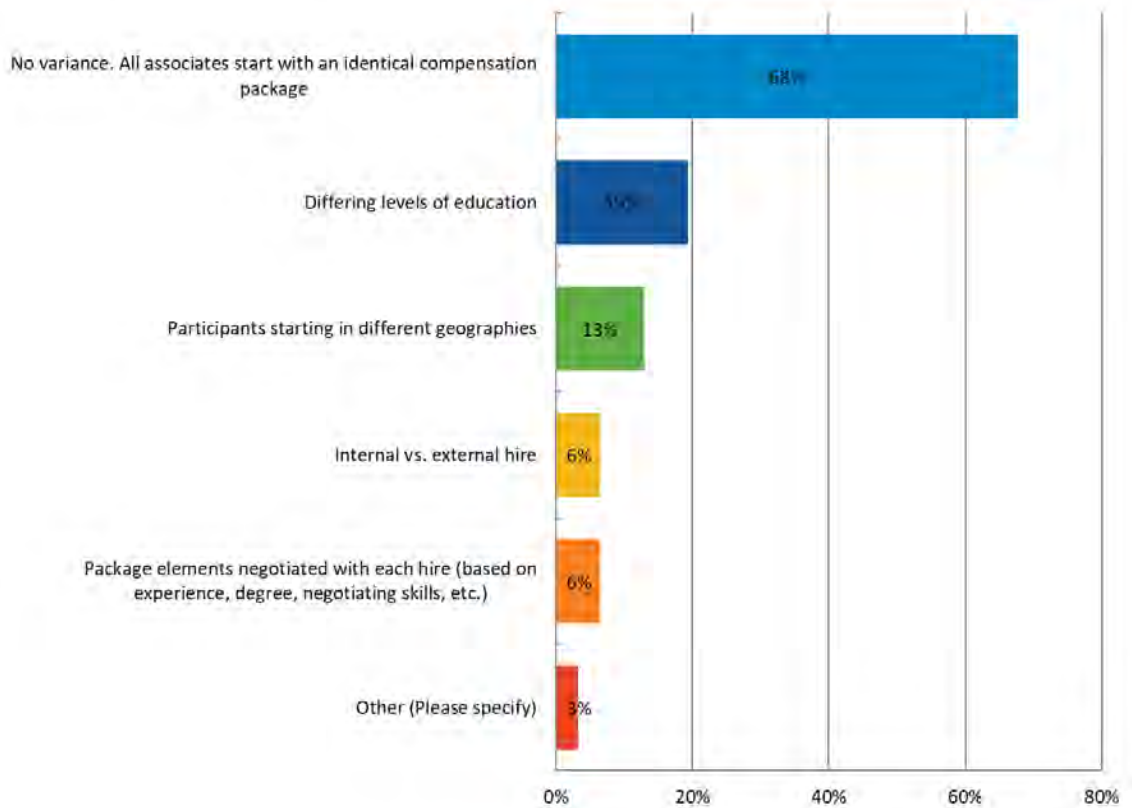
	Offering	Reporting	25th %ile	Median	75th %ile	Fixed	Negotiable	NR
<b>Base Salary</b>	24	22	\$60,750	\$63,750	\$68,375	23	1	0
Bachelors	22	21	\$60,500	\$62,500	\$68,000	21	1	0
Graduate	2	1	NA	NA	NA	2	0	0
<b>Sign on bonus</b>	20	17	\$5000	\$6000	\$7500	17	2	1
Bachelors	18	16	\$5000	\$5750	\$6750	16	1	1
Graduate	2	1	NA	NA	NA	1	1	0
<b>Relocation Package</b>	19	14	\$4000	\$5500	\$12,750	13	2	4
Bachelors	17	13	\$4000	\$5000	\$9000	12	1	4
Graduate	2	1	NA	NA	NA	1	1	0
<b>Annualized bonus target</b>	16	14	5.5%	7.3%	9.1%	15	1	0
Bachelors	14	13	5.0%	7.0%	8.0%	13	1	0
Graduate	2	1	NA	NA	NA	2	0	0
<b>Equity grant</b>	0	0	NA	NA	NA	NA	NA	NA
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	0	0	NA	NA	NA	NA	NA	NA
<b>Other</b>	2							

Notes:

- "Offering" represents the number of respondents who offer the compensation element.
- "Reporting" represents the number of respondents providing numerical data for the compensation element.
- Compensation figures provided only where a minimum of four responses were collected.
- "NR" indicates respondents who offer the compensation element, but have not indicated whether the element is fixed or negotiable.

# Compensation Data

Why might there be variance in STARTING compensation between associates in your development program? (Check all that apply) (N=31)



Because multiple answers per participant are possible, the total percentage may exceed 100%.

Other: We are considering differentiating Masters versus Bachelors with a higher sign-on for no- experience hires





# Compensation Data

Which of the following components are offered as part of the total compensation package for associates **DURING** your development program?

	Offering	Reporting	25th %ile	Median	75th %ile	Fixed	Negotiable	NR
<b>Merit increase</b>	25	18	2.3%	3.0%	3.0%	7	16	2
Bachelors	23	17	3.0%	3.0%	3.0%	5	16	2
Graduate	2	1	NA	NA	NA	2	0	0
<b>Cost of living adjustment</b>	5	3	NA	NA	NA	1	4	0
Bachelors	5	3	NA	NA	NA	1	4	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
<b>Individual target bonus</b>	11	5	7.5%	8.0%	8.0%	4	5	2
Bachelors	11	5	7.5%	8.0%	8.0%	4	5	2
Graduate	0	0	NA	NA	NA	NA	NA	NA
<b>Team target bonus</b>	1	0	NA	NA	NA	1	0	0
Bachelors	1	0	NA	NA	NA	1	0	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
<b>Profit sharing bonus</b>	4	3	NA	NA	NA	1	2	1
Bachelors	4	3	NA	NA	NA	1	2	1
Graduate	0	0	NA	NA	NA	NA	NA	NA
<b>Spot bonus</b>	5	2	NA	NA	NA	0	5	0
Bachelors	4	1	NA	NA	NA	0	4	0
Graduate	1	1	NA	NA	NA	0	1	0
<b>Retention bonus</b>	0	0	NA	NA	NA	NA	NA	NA
	0	0	NA	NA	NA	NA	NA	NA
	0	0	NA	NA	NA	NA	NA	NA
<b>Equity grant</b>	0	0	NA	NA	NA	NA	NA	NA
	0	0	NA	NA	NA	NA	NA	NA
	0	0	NA	NA	NA	NA	NA	NA
<b>In-program relocation</b>	13	6	\$3250	\$4500	\$8750	4	6	3
	12	6	\$3250	\$4500	\$8750	3	6	3
	1	0	NA	NA	NA	1	0	0
<b>Other</b>	3							



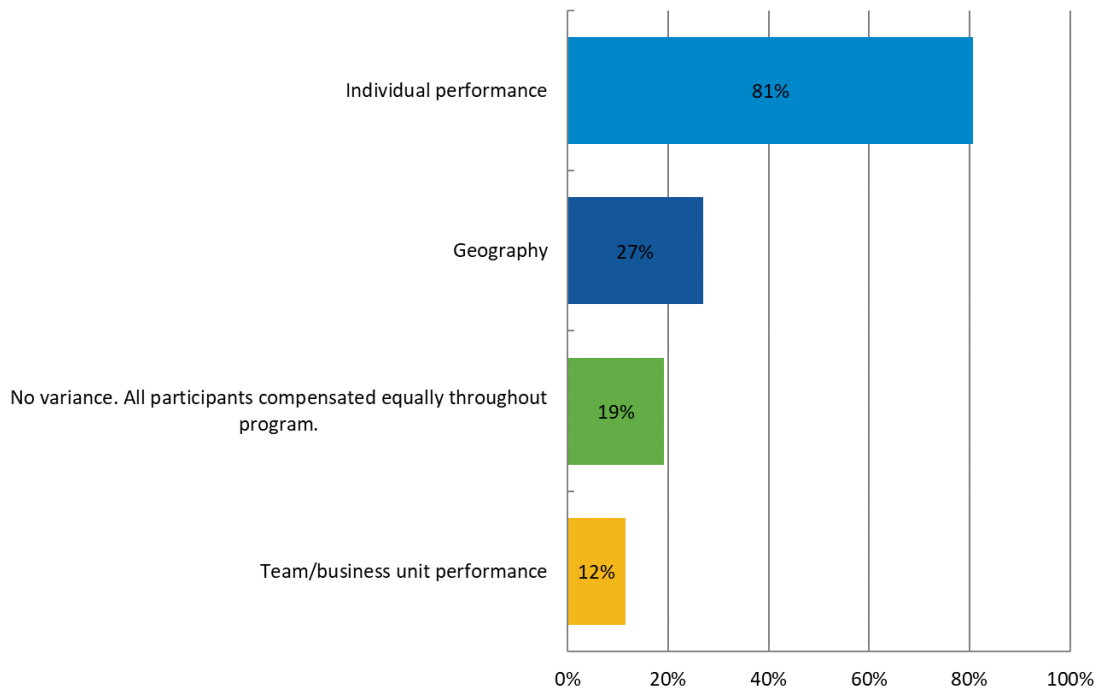
# Compensation Data

**Notes:**

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# Compensation Data

Overall, why might there be variance in IN-PROGRAM compensation between associates in your development program? (Check all that apply) (N=26)



Because multiple answers per participant are possible, the total percentage may exceed 100%.



# Compensation Data

Which of the following components are offered as part of the total compensation that associates receive **UPON COMPLETION** of your development program?

	Offering	Reporting	25th %ile	Median	75th %ile	Fixed	Negotiable	NR
<b>Salary</b>	24	18	\$72,125	\$80,000	\$84,750	3	18	3
Bachelors	22	17	\$72,000	\$80,000	\$84,000	3	17	2
Graduate	2	1	NA	NA	NA	0	1	1
<b>Individual target bonus</b>	11	7	\$5050	\$7500	\$7530	6	3	2
Bachelors	10	7	\$5050	\$7500	\$7530	6	3	1
Graduate	1	0	NA	NA	NA	0	0	1
<b>Team target bonus</b>	1	0	NA	NA	NA	1	0	0
Bachelors	1	0	NA	NA	NA	1	0	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
<b>Profit sharing bonus</b>	1	0	NA	NA	NA	0	0	1
Bachelors	1	0	NA	NA	NA	0	0	1
Graduate	0	0	NA	NA	NA	NA	NA	NA
<b>Retention bonus</b>	1	0	NA	NA	NA	1	0	0
Bachelors	1	0	NA	NA	NA	1	0	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
<b>Equity grant</b>	0	0	NA	NA	NA	NA	NA	NA
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	0	0	NA	NA	NA	NA	NA	NA
<b>Relocation package</b>	10	3	NA	NA	NA	4	3	3
Bachelors	9	3	NA	NA	NA	4	3	2
Graduate	1	0	NA	NA	NA	0	0	1
<b>Other</b>	1							

Notes:

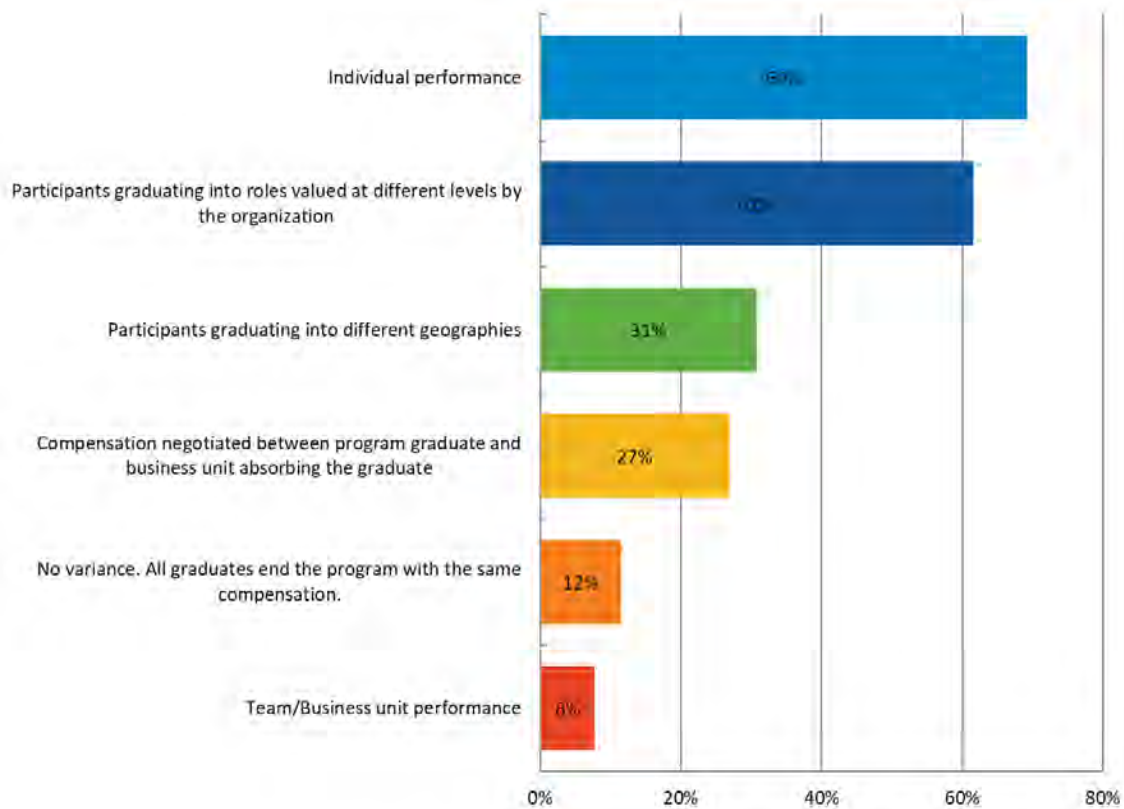
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# Compensation Data

Why might there be variance in compensation among graduates of your development program? (Check all that apply) (N=26)



Because multiple answers per participant are possible, the total percentage may exceed 100%.





### **LDP SURVEY** [LDPsurvey.com](https://ldpsurvey.com)

The 2022 Survey of Practices for Early Career Development Programs: Fourth Edition ("LDP Survey") is an assessment of how organizations build, manage and evaluate their talent development programs. The survey has been run since 2015, and offers organizations an opportunity to benchmark their practices, compensation levels and retention rates against peers. Custom reports and additional data analysis services are available. Contact [Dan.Beaudry@LDPconnect.com](mailto:Dan.Beaudry@LDPconnect.com) for more information.

### **LDP CONNECT** [ldpconnect.com](https://ldpconnect.com)

LDP Connect is a membership organization serving the community of professionals who manage, lead or support structured development programs for early career talent. We provide research, events, tools and support to several hundred professionals from the world's marquis employers. Since 2012, LDP Connect has hosted the annual LDP Summit® – a best practices conference featuring case studies of innovations, group brainstorming sessions, bench-marking data on program practices, and networking & idea sharing. For more information on joining the community, visit [www.LDPconnect.com](https://www.LDPconnect.com).

### **R.J. WRONSKI ASSOCIATES, INC.** [wronskitraining.com](https://wronskitraining.com)

R.J. Wronski Associates Inc. is an award-winning learning and leadership development organization with global reach. We are the trusted partner for organizations that take a strategic approach to their talent development. We offer extensive experience in the creation and implementation of both early career and experienced pipeline programs that attract, develop and retain high potential employees. We distinguish ourselves through engaging design, exceptional service and an unparalleled commitment to exceeding expectations with each solution we deliver. For more information, contact [Steve.Wronski@wronskitraining.com](mailto:Steve.Wronski@wronskitraining.com).