

How can a rebalance of
power help re-energize
your workforce?

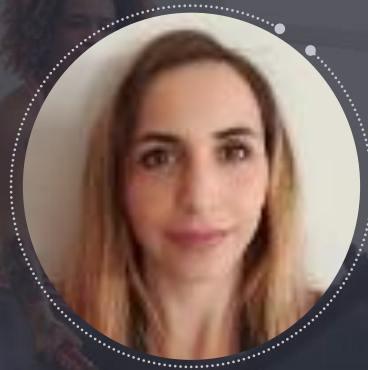
EY 2023 Work Reimagined Survey

Panelists



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Key themes



Key themes: How can a rebalance of power help re-energize your workforce?

1. What Drives **Employee Turnover**?
2. How Significant Is Workplace **Flexibility**?
3. How **Reskilling, Investing** In People And **Generative AI** Reshape Workplace?
4. Why Do **Trusted And Empathetic Leaders** Remain The Best “Weapon” For Achieving Business Objectives?

Cyprus Results



Malta Results



Global Results





Demographics Overview



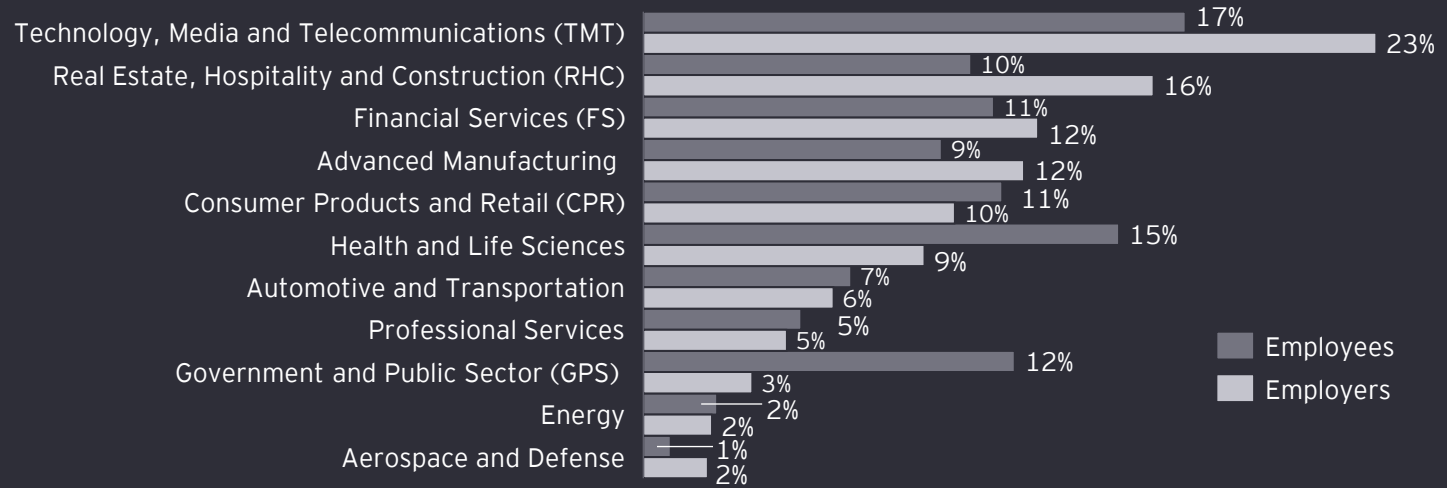
Global EY 2023 Work Reimagined Survey demographics overview



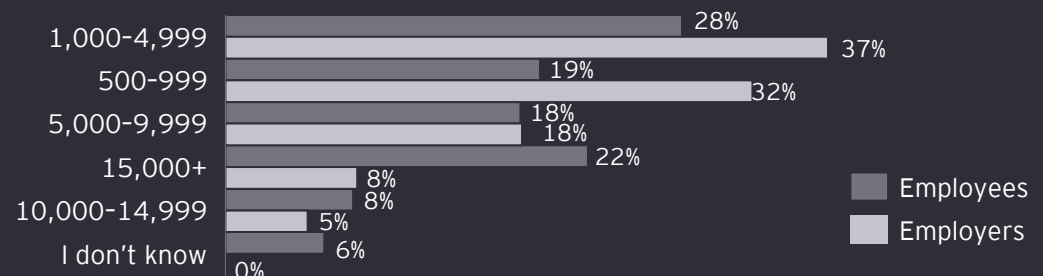
17,050 employee and 1,575 employer respondents across 22 countries/ regions

Country	Employee	Employer
Argentina	250	25
Australia	800	50
Brazil	300	100
Canada	1,000	50
Chile	250	25
China	0	50
Colombia	300	0
France	500	50
Germany	1,000	100
India	500	100
Indonesia	250	50
Japan	1,000	30
Malaysia	250	50
Mexico	300	50
Middle East	250	25
New Zealand	200	20
Nordics	250	50
Philippines	300	50
Singapore	250	50
South Africa	100	50
United Kingdom	1,000	100
United States	8,000	500

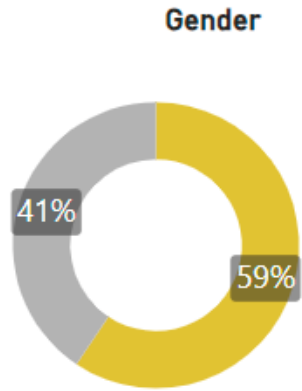
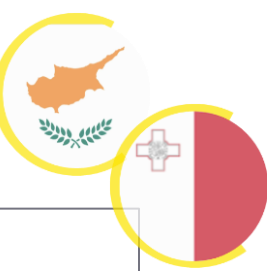
25 industries represented a range of sectors



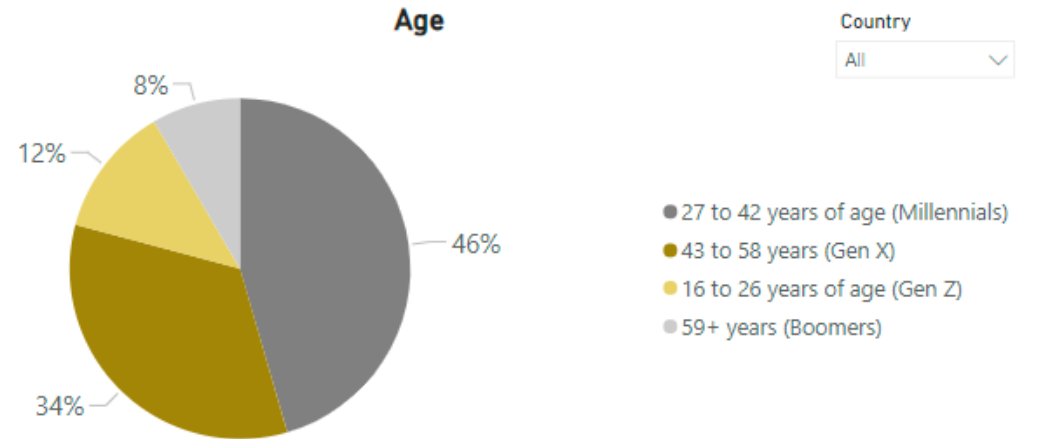
Range of company sizes reflected from **1,000 to 15,000+**



Cyprus & Malta EY 2023 Work Reimagined Survey Demographics Overview

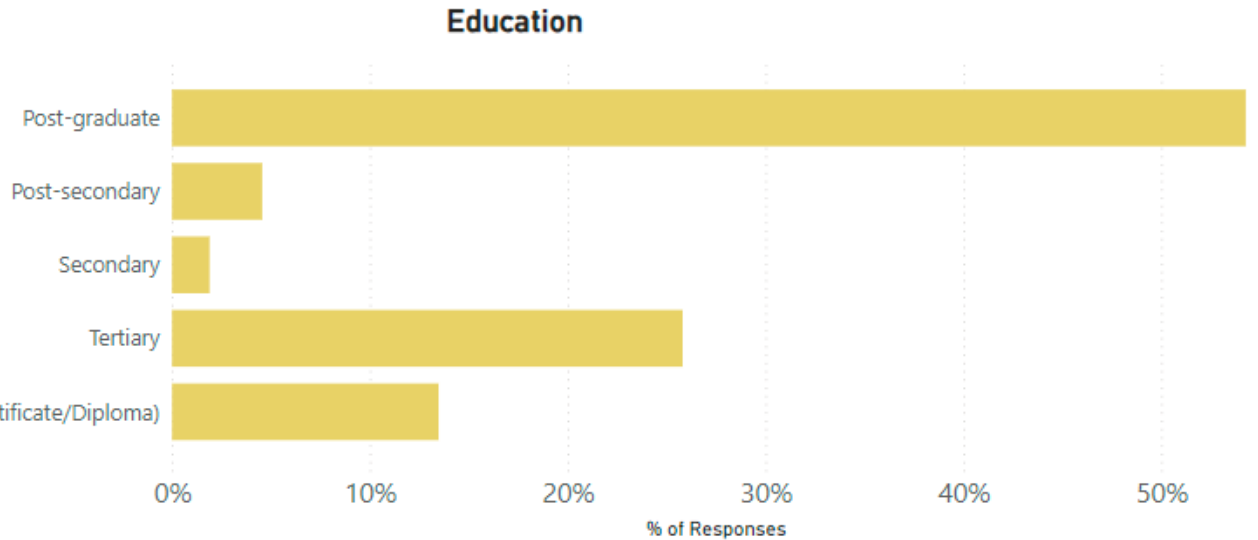


● Female
● Male



● 27 to 42 years of age (Millennials)
● 43 to 58 years (Gen X)
● 16 to 26 years of age (Gen Z)
● 59+ years (Boomers)

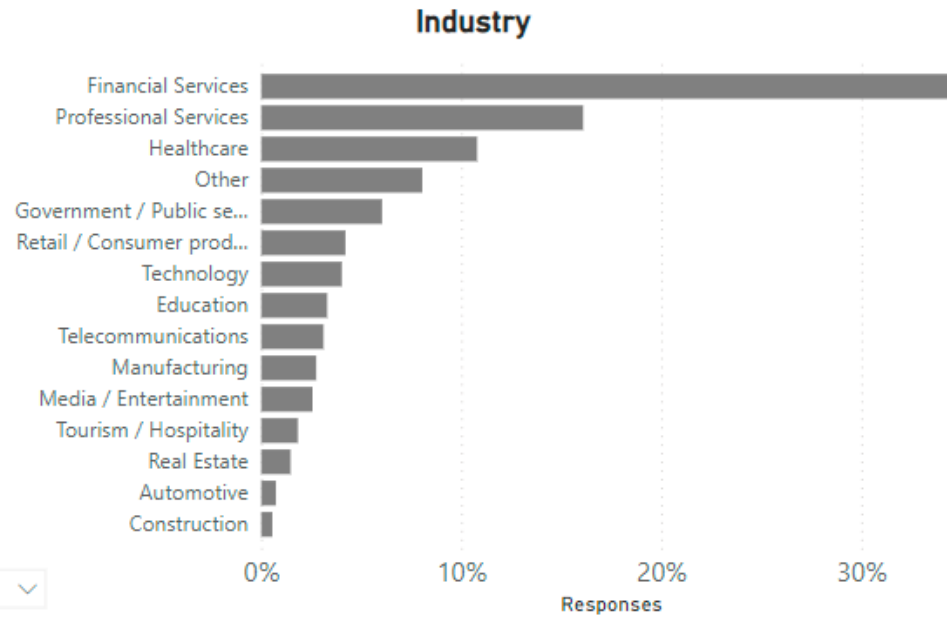
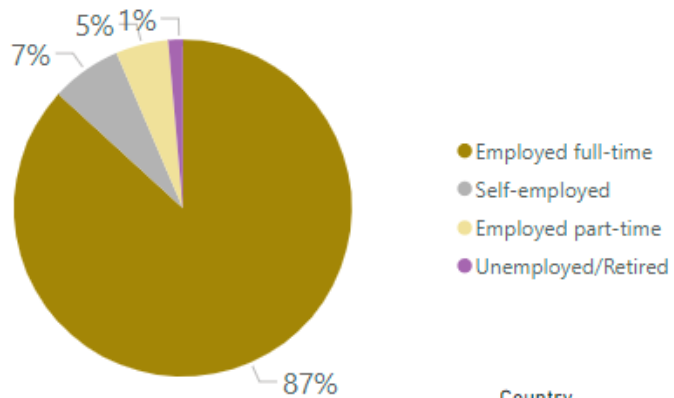
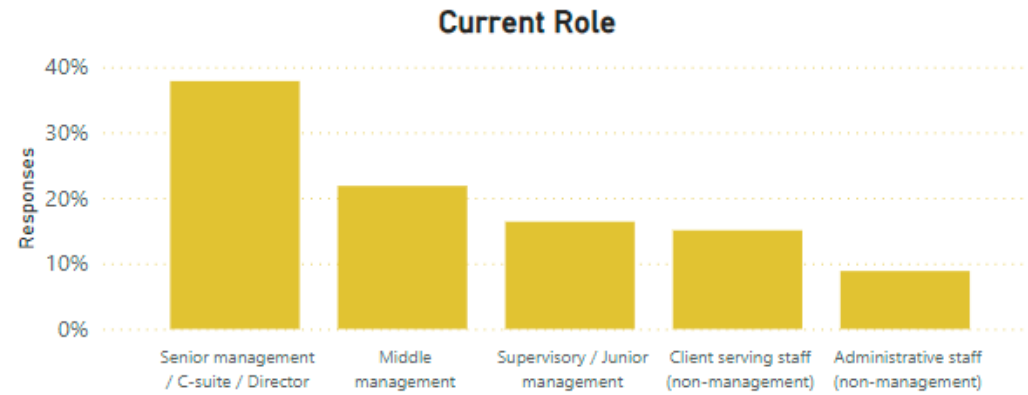
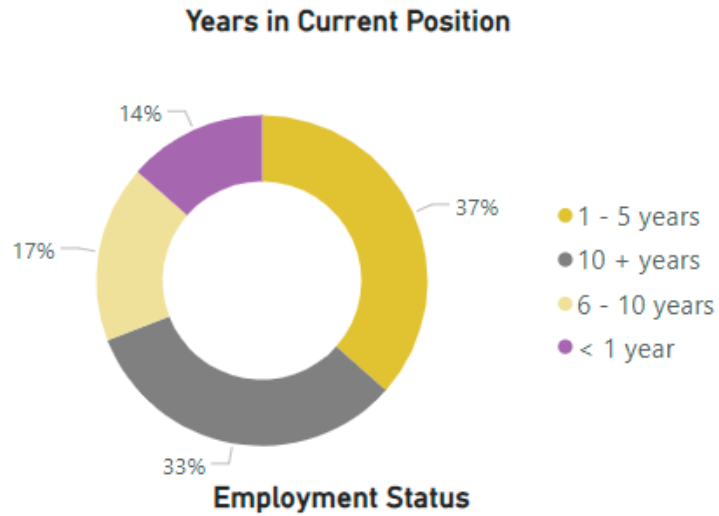
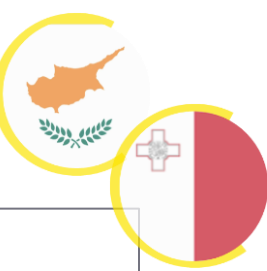
Country
All



- Total number of responses:
c. 600

- Survey Duration:
July - August
2023

Cyprus & Malta EY 2023 Work Reimagined Survey Demographics Overview



Country
All



What Drives **Employee Turnover**?

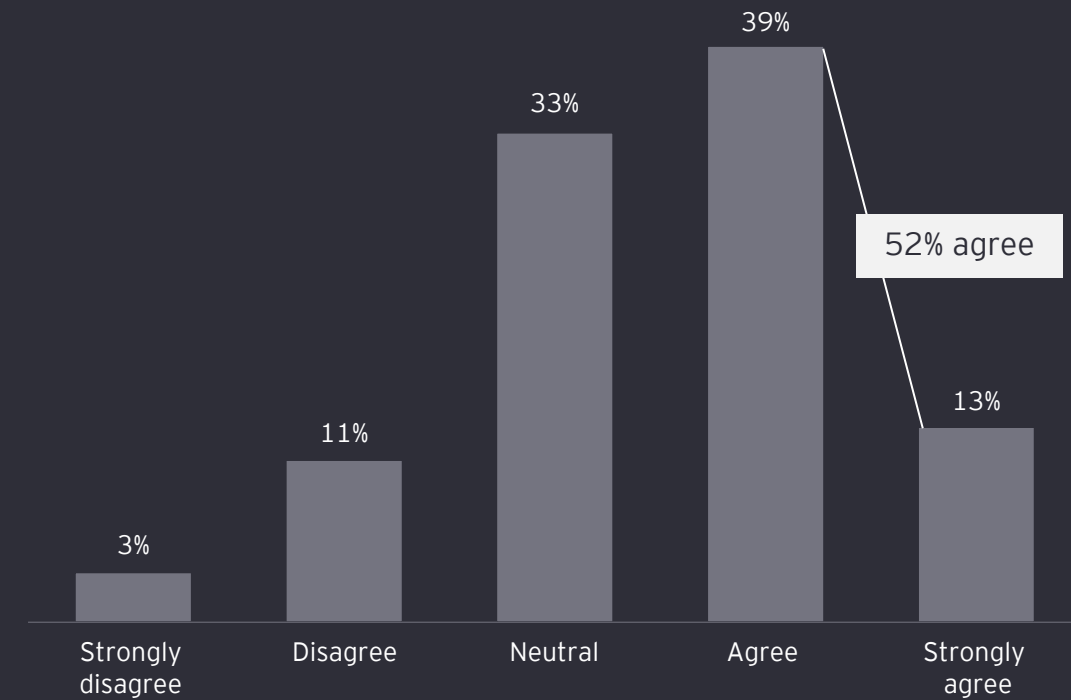


A majority of employers agree employee turnover has increased over the past year

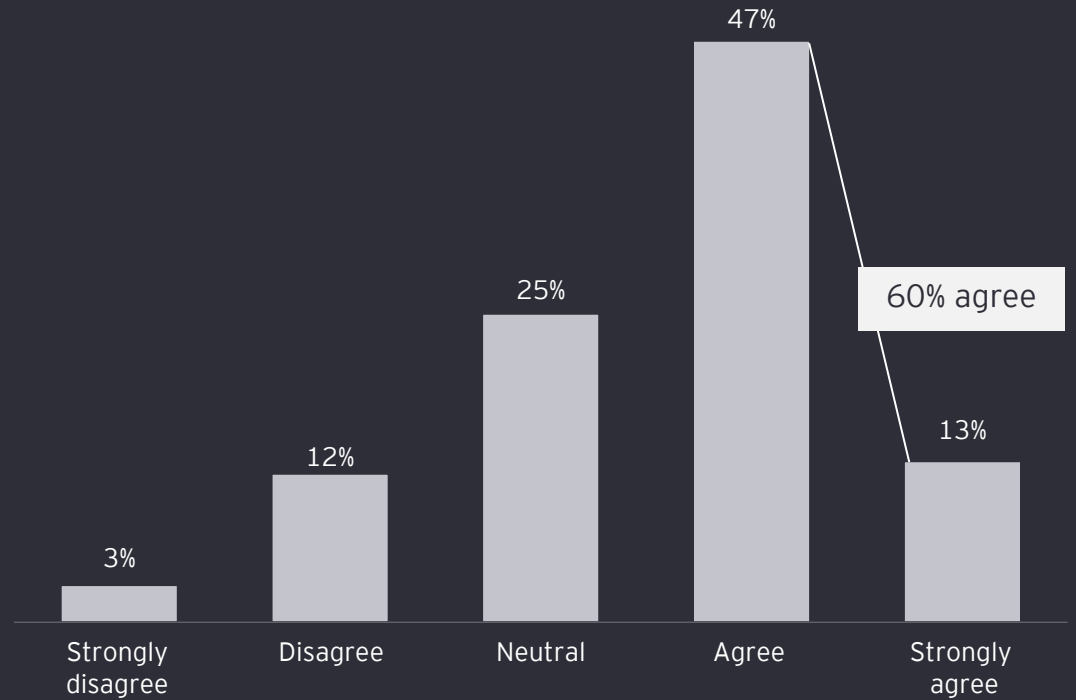
Employee turnover has significantly increased over the last 12 months and 76% of employers say that their employees find another job as quickly as within six months.

To what extent do you agree with the following: Over the last 12 months, employee turnover has significantly increased.

Employees



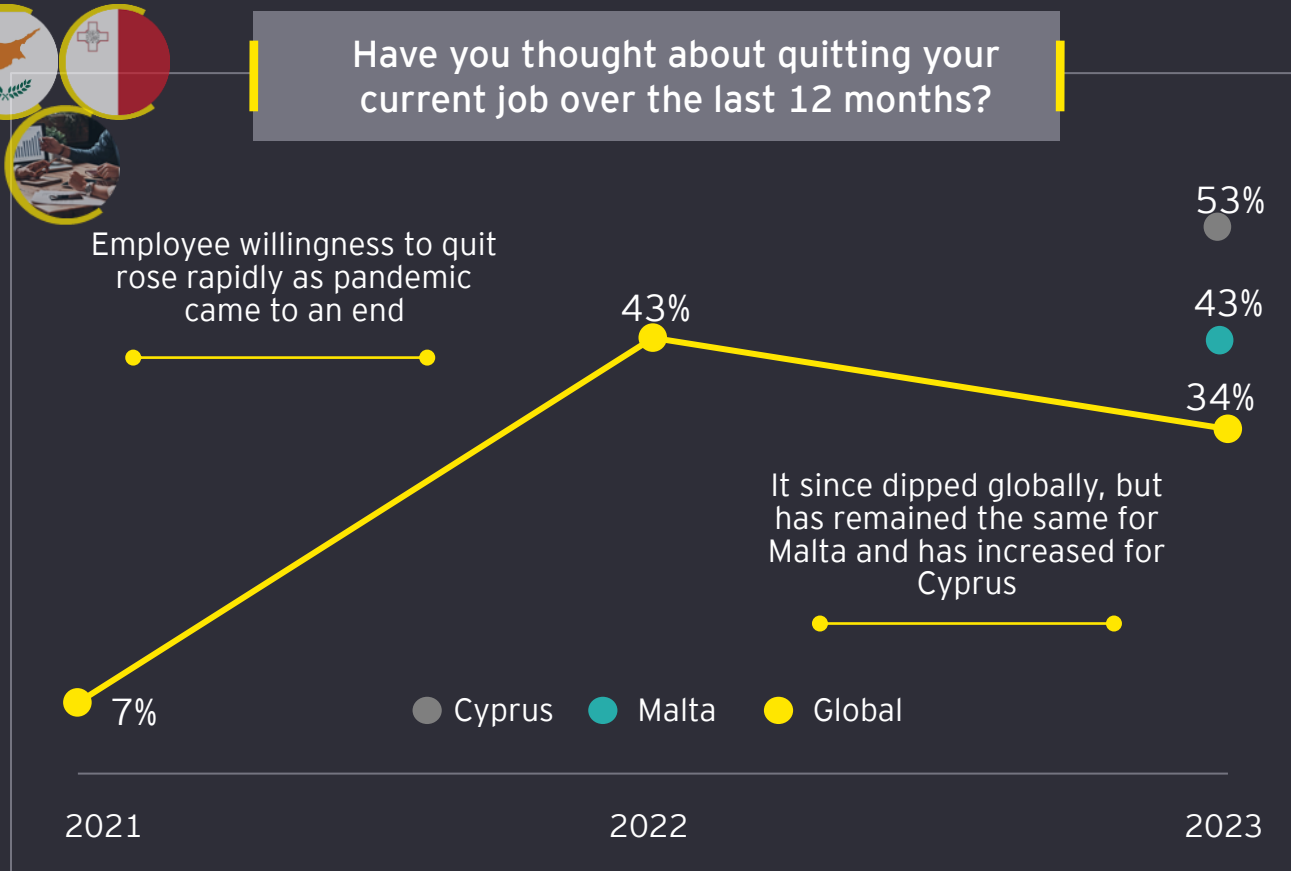
Employers



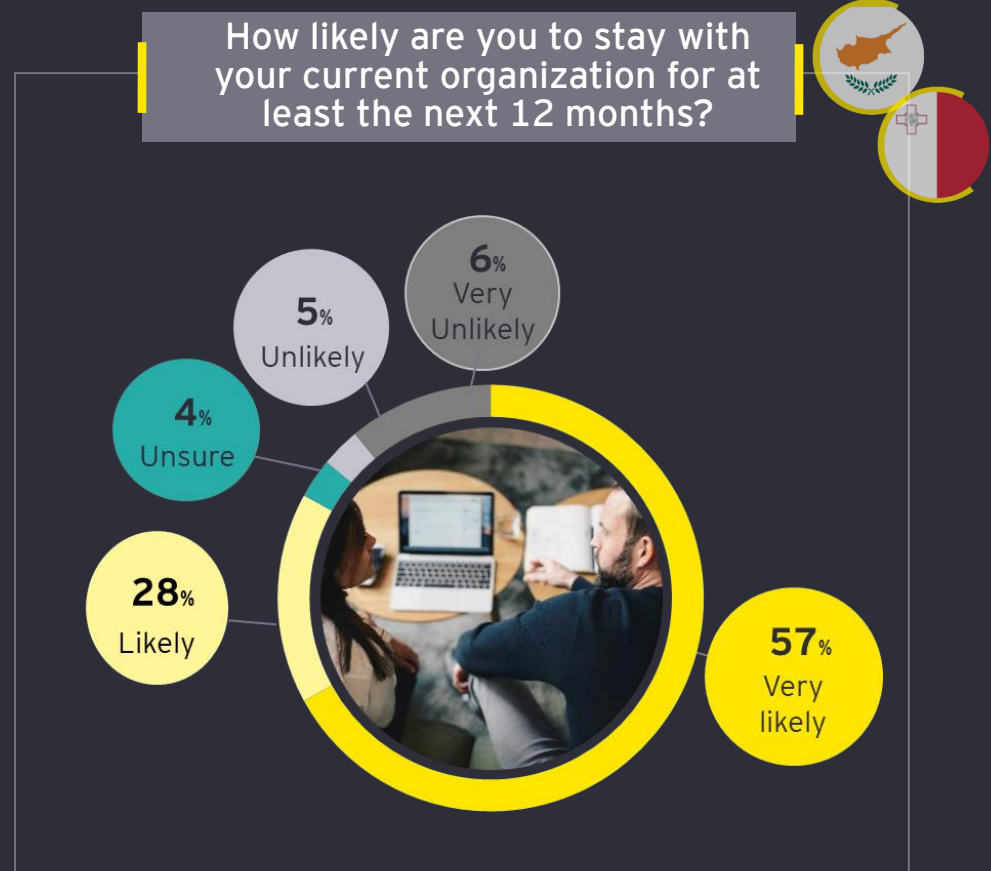
Do not take your workforce for granted

While slowing economic growth is reducing employee likelihood to quit.

Have you thought about quitting your current job over the last 12 months?



How likely are you to stay with your current organization for at least the next 12 months?



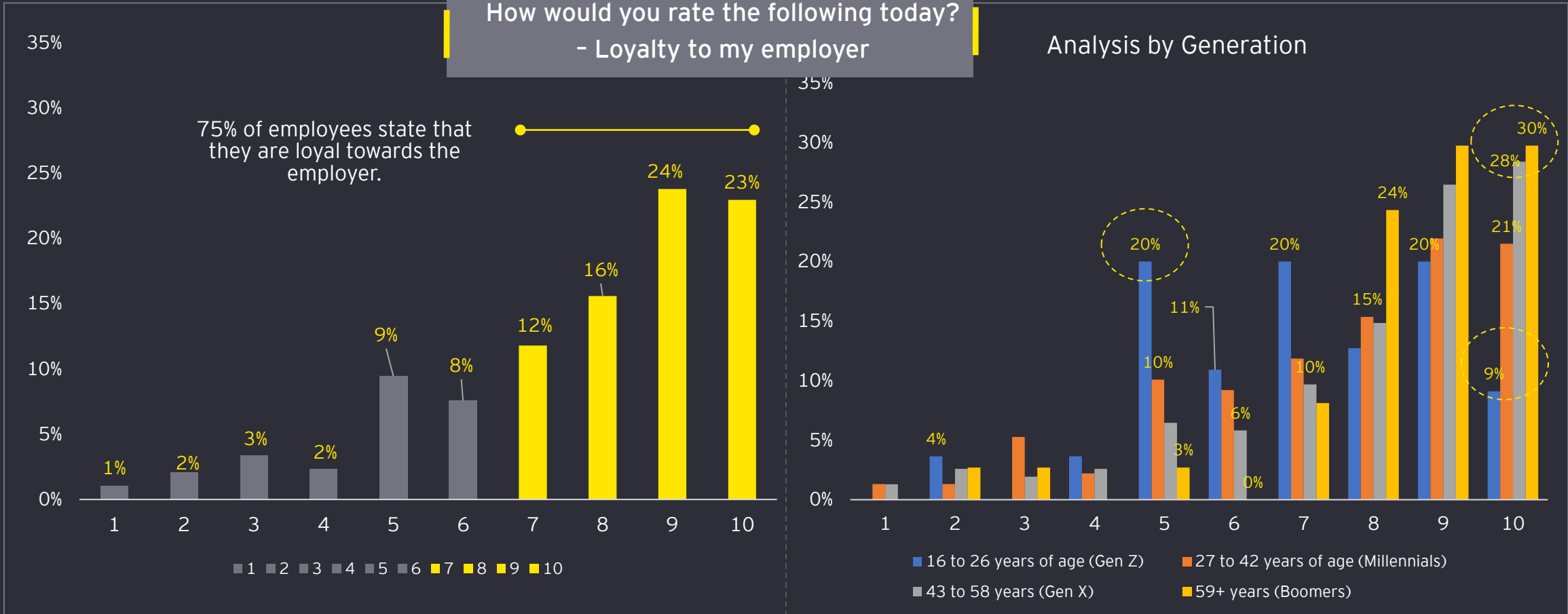
Employee Loyalty



Gen Z and younger Millennials take a different view on how to approach and manage their careers impacting their loyalty towards their employer.

How would you rate the following today?
- Loyalty to my employer

Analysis by Generation



Business risks and factors that would encourage employees to leave their current employer

Employers and employees align, as pay remains on the top of the list as a business risk and a reason to quit respectively.

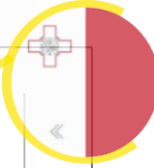
Top three risks for companies, during inflationary pressures.



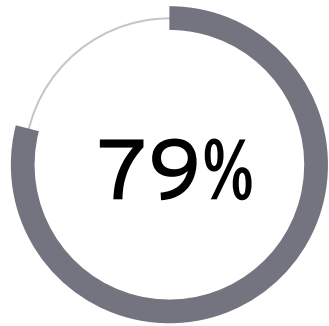
What would encourage you to QUIT and move to a different employer?



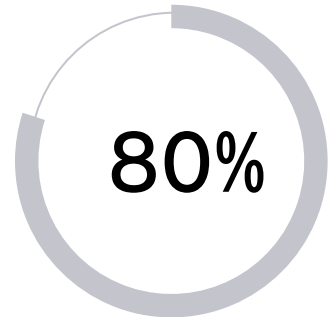
Deep Dive - Pay



% who want moderate or extensive **changes** to rewards (given the mix of talent and business pressures)

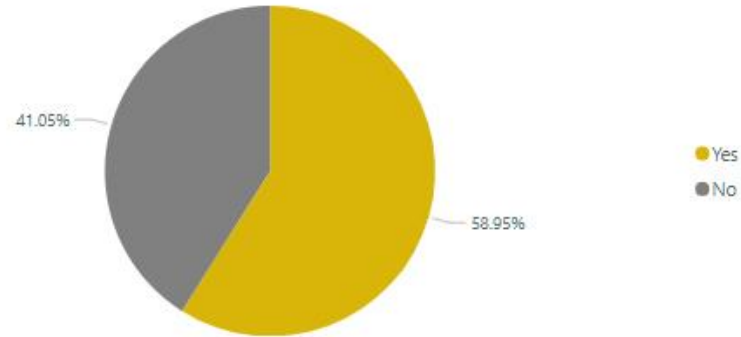


Employees want moderate to extensive change in rewards.

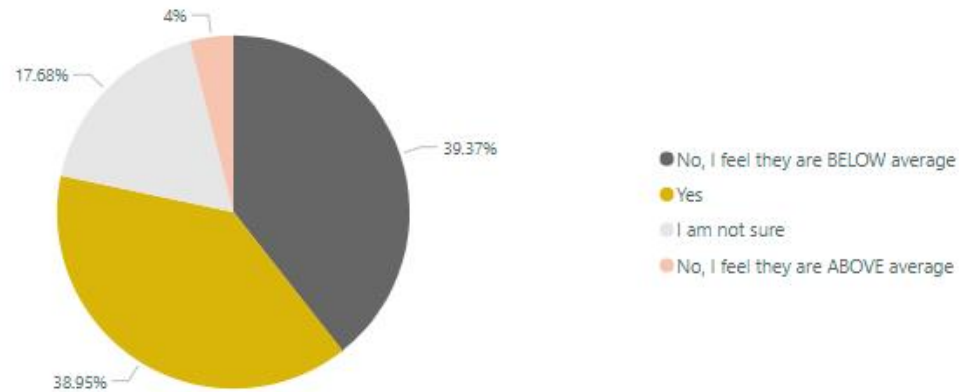


Employers agree there should be moderate to extensive change

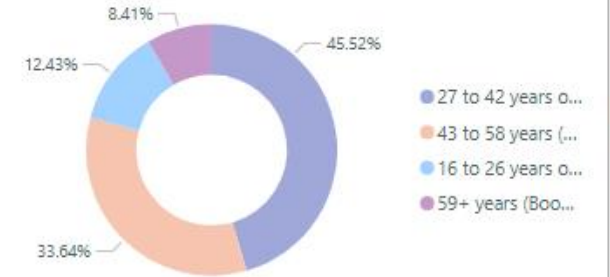
Are you satisfied with your current salary package and working conditions?



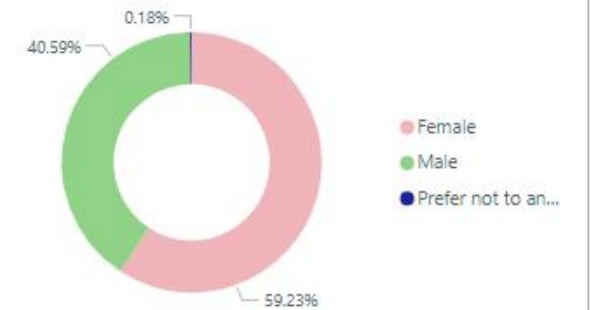
Do you feel your current salary package and working conditions compare well to the rest of the market?



Age



Gender



Country: All | How long have you been working ...: All | What is your current role?: All

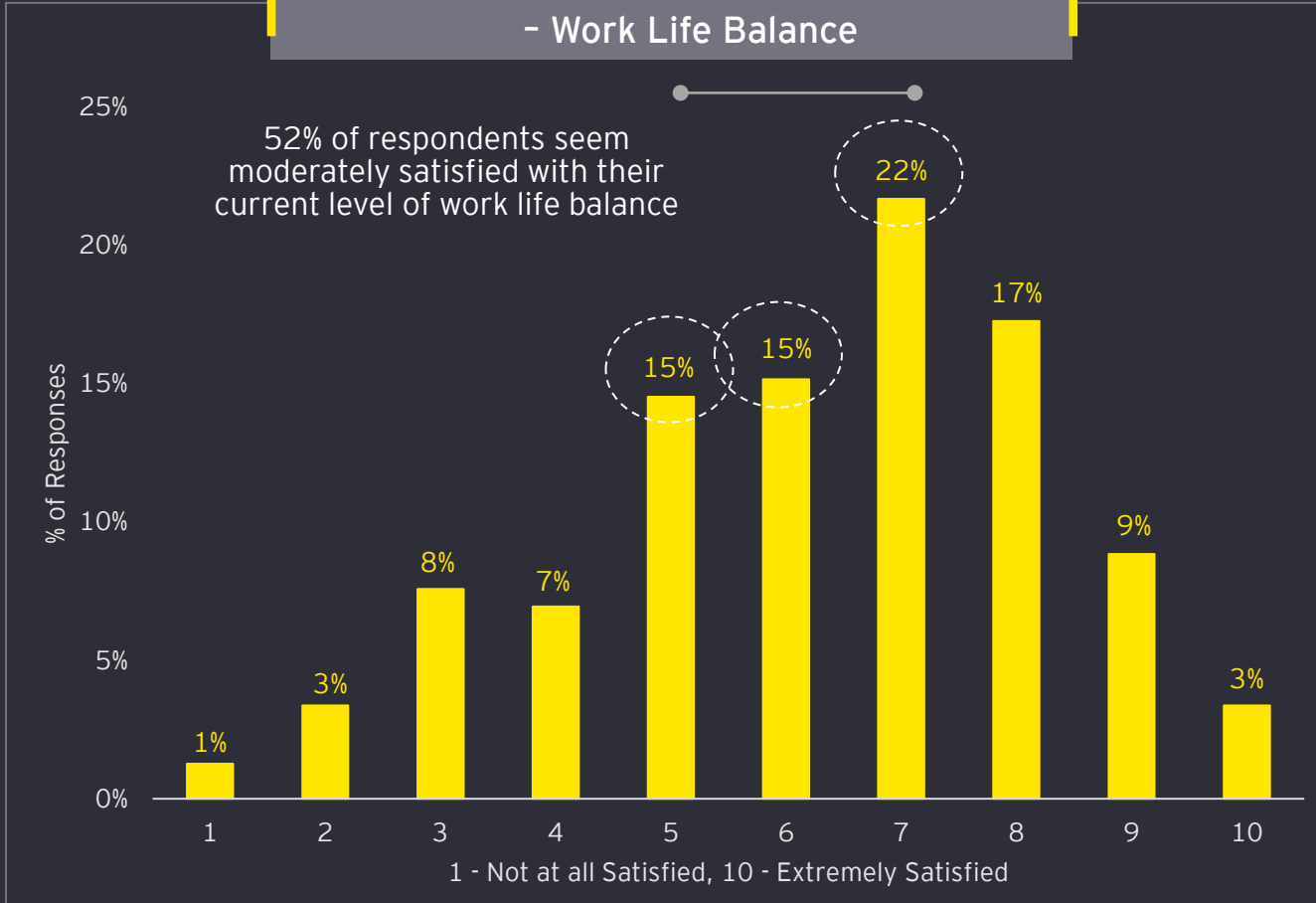
Filters

Work Life Balance

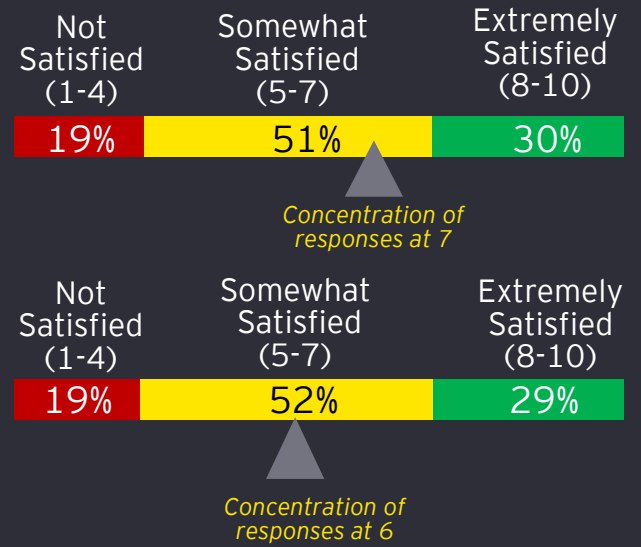


Over 80% of respondents are at least somewhat satisfied with their work life balance, where both genders align to the general trend.

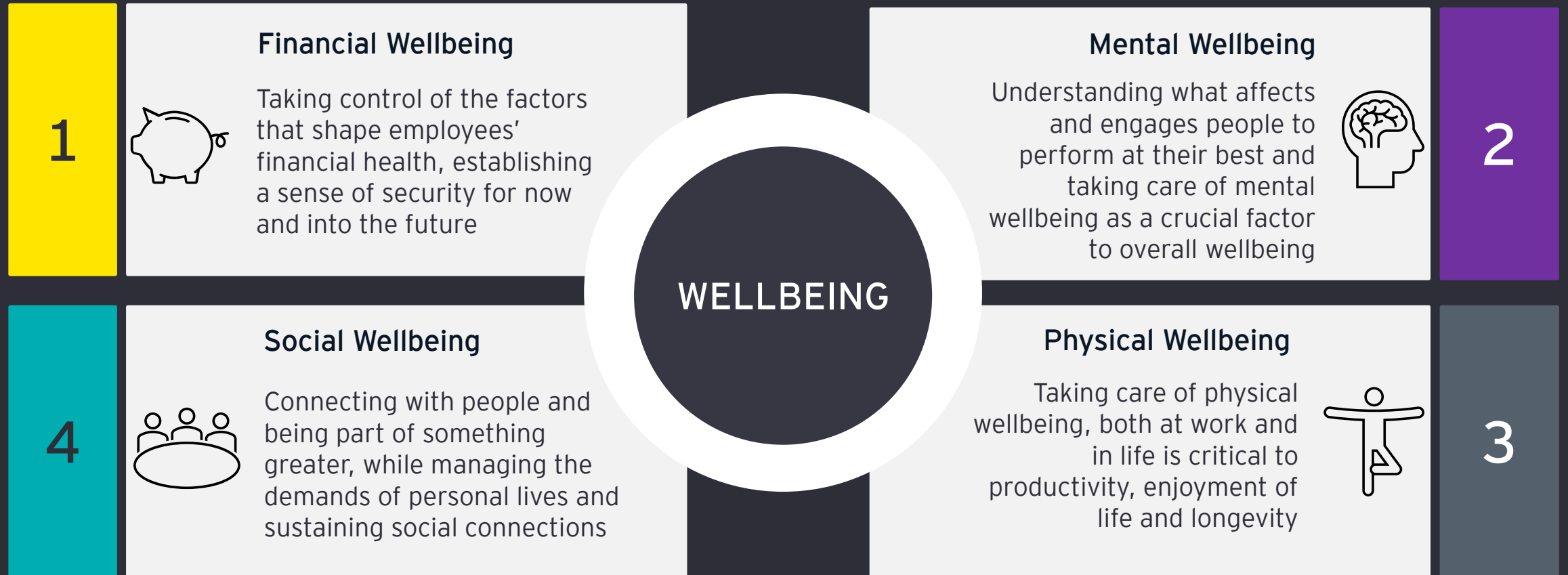
How would you rate the following today?
- Work Life Balance



Examining Factor: Gender



EY's 4 Wellbeing Pillars

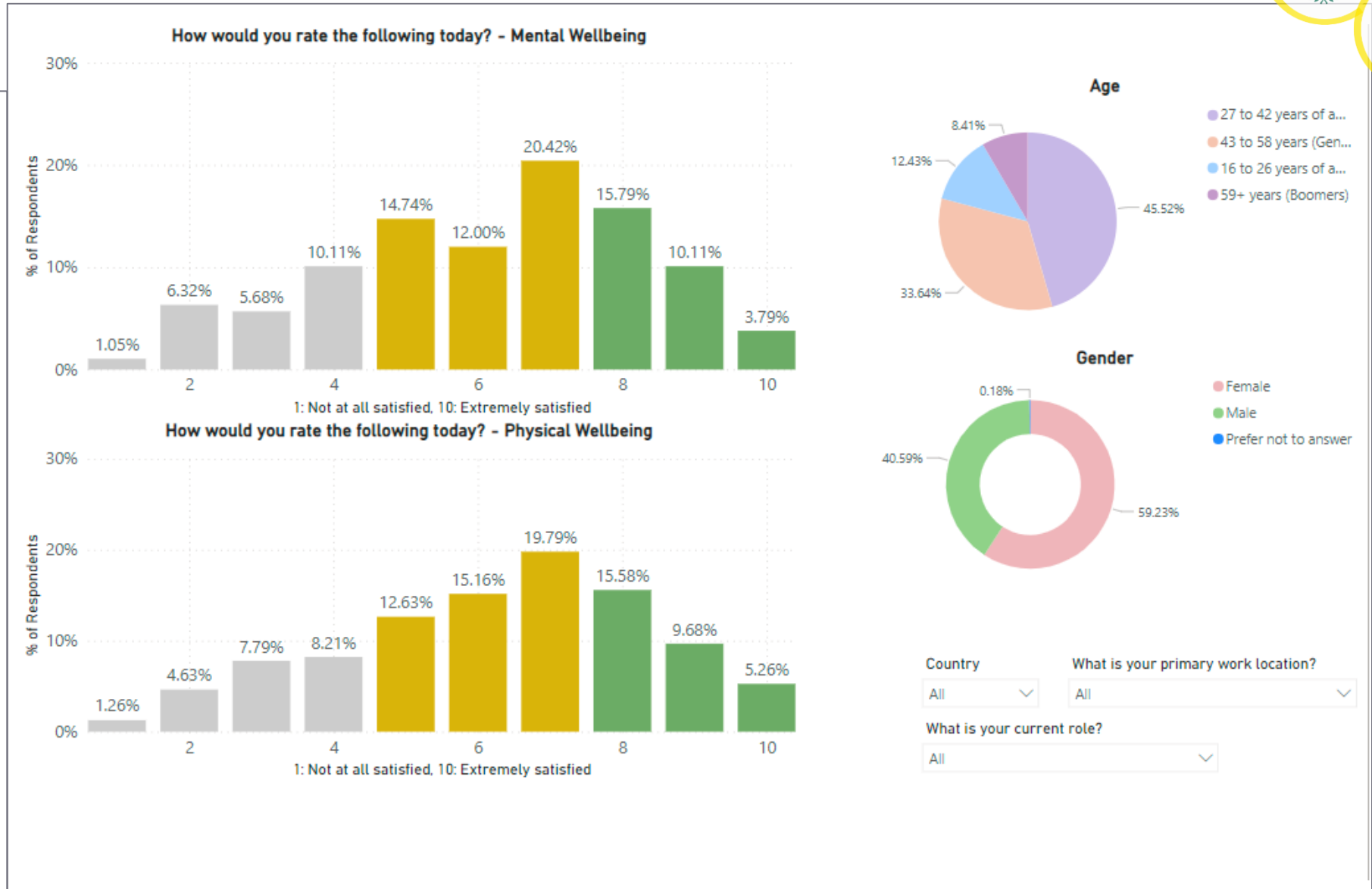
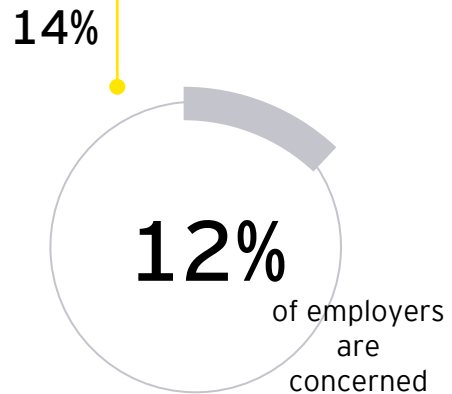
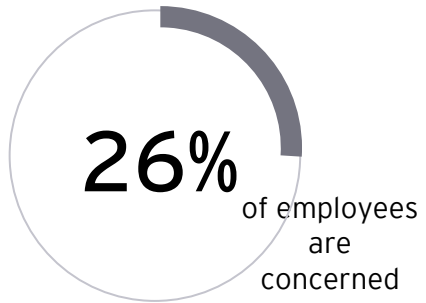


Deep Dive - Physical and Mental Wellbeing



Filters

% of employees consider burnout as one of the key workplace concerns





How Significant Is Workplace **Flexibility**?



Flexible working is here to stay, and a majority of employees and employers believe their organization is committed to providing appropriate levels of flexibility

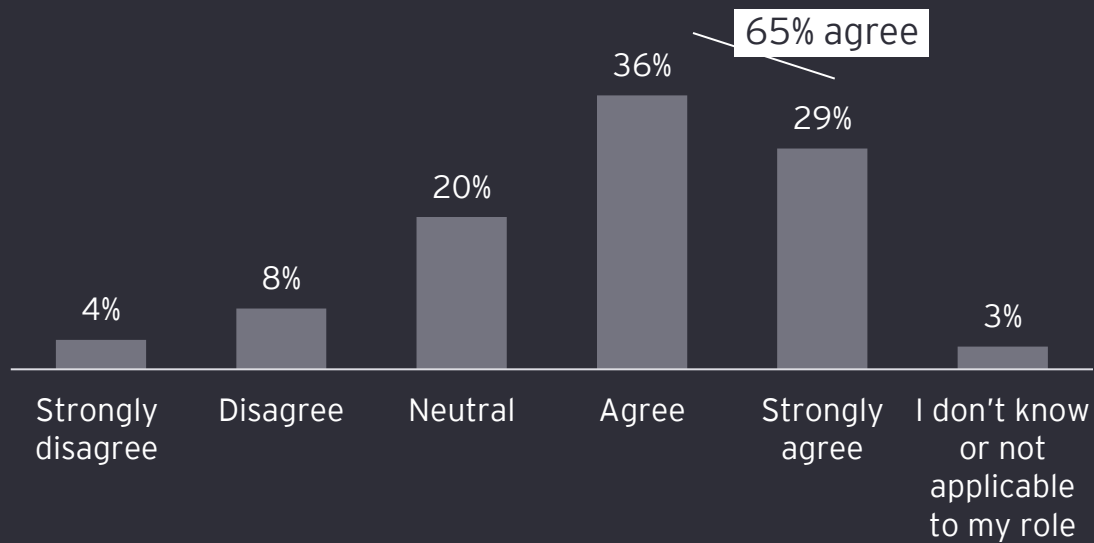


Employers appear more optimistic about their company committing to flexible working, with 82% agreeing vs. 65% of employees who agree.

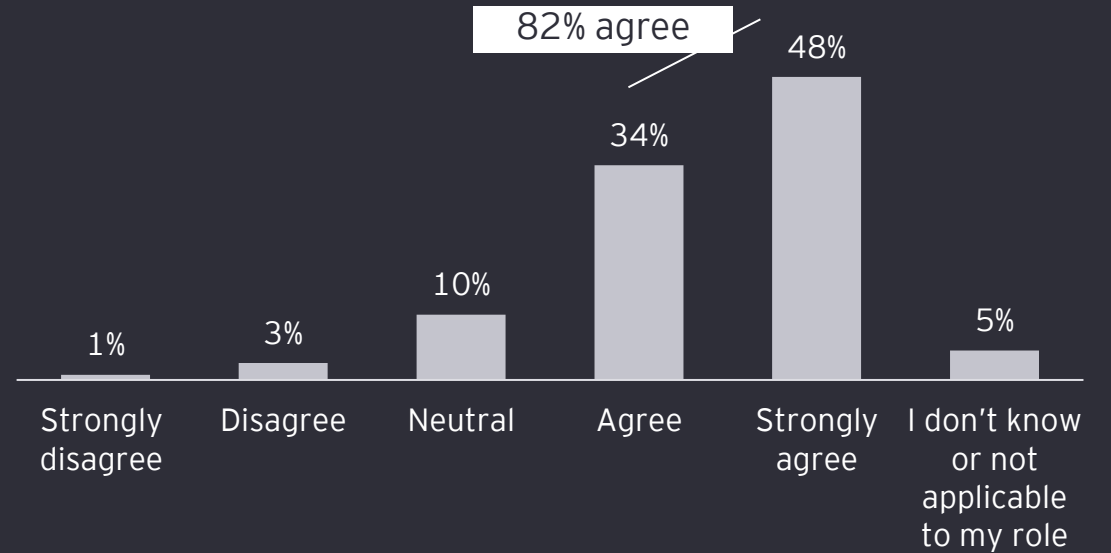
My organization is committed to providing appropriate levels of flexibility on an ongoing and lasting basis in where employees work if it is feasible for their job roles.



Employees



Employers

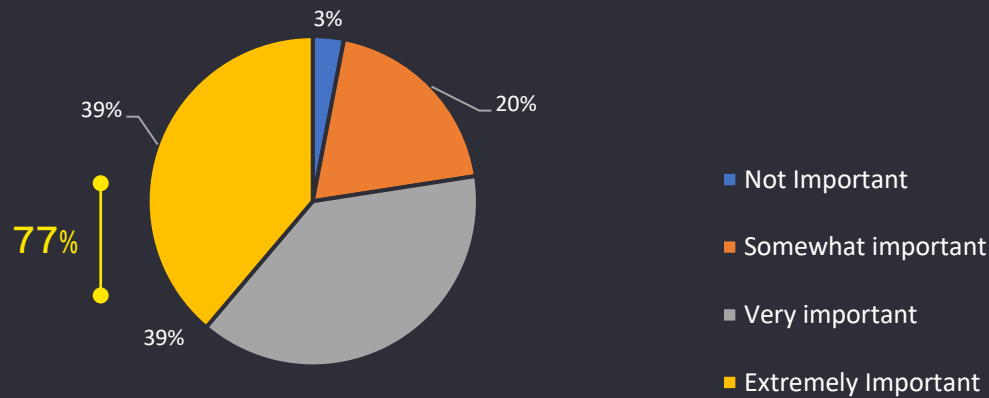


Flexibility in relation to where people work

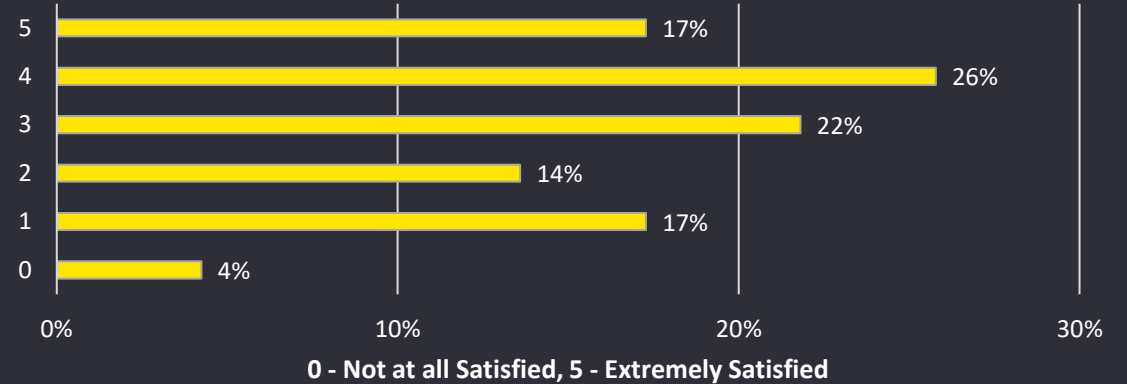


More than 20% do not believe that it is crucial to have flexibility in **where** they work.

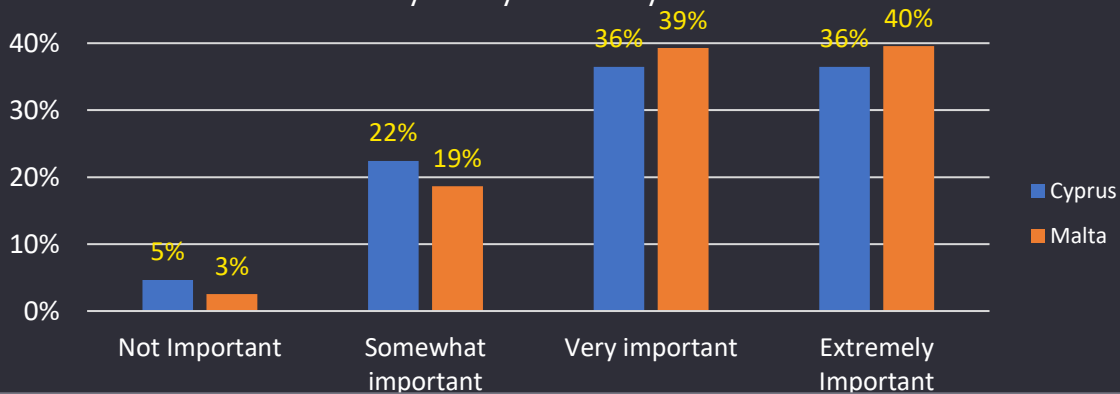
How important is it to you to have flexibility in **WHERE** you work?



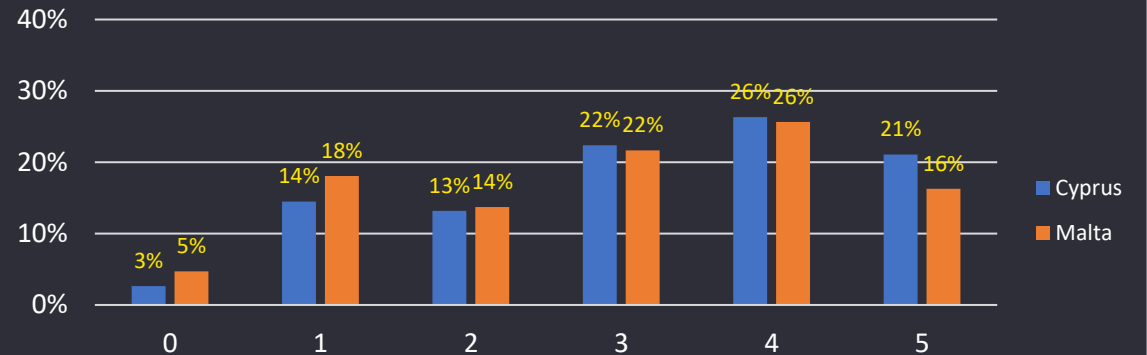
I am currently given the option to decide **WHERE** I work from



Analysis by Country



Analysis by Country

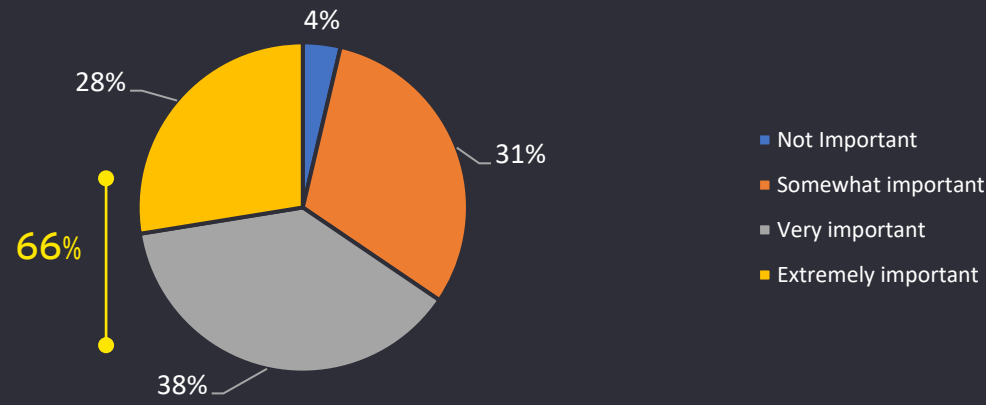


Flexibility in relation to when people work

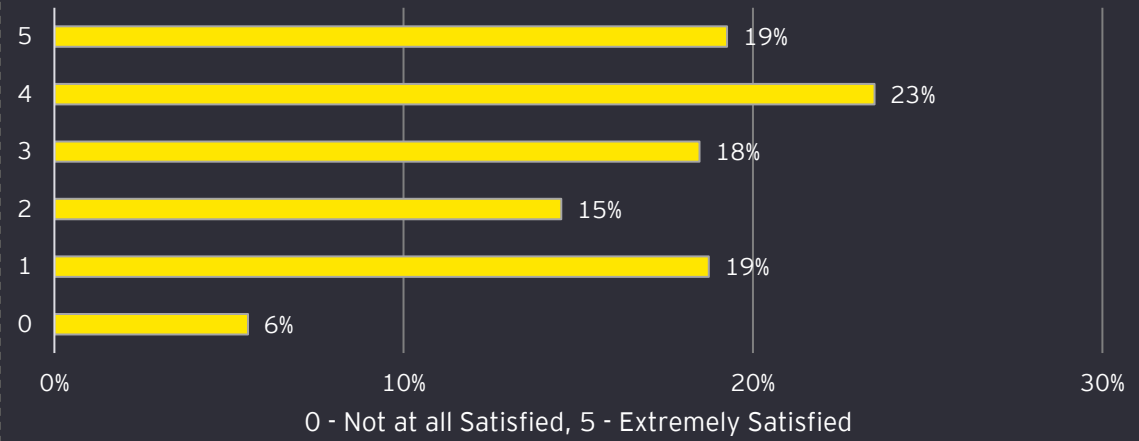


More than 30% do not believe that it is crucial to have flexibility in **when** they work.

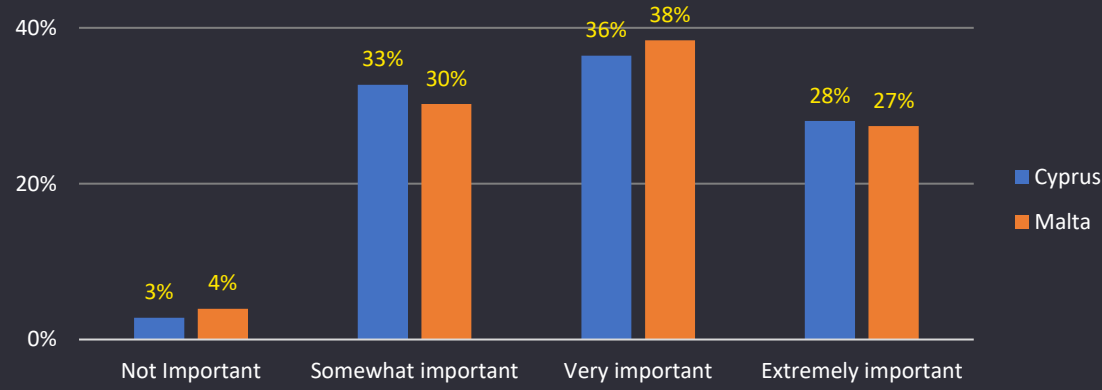
How important is it to you to have flexibility in **WHEN** you work?



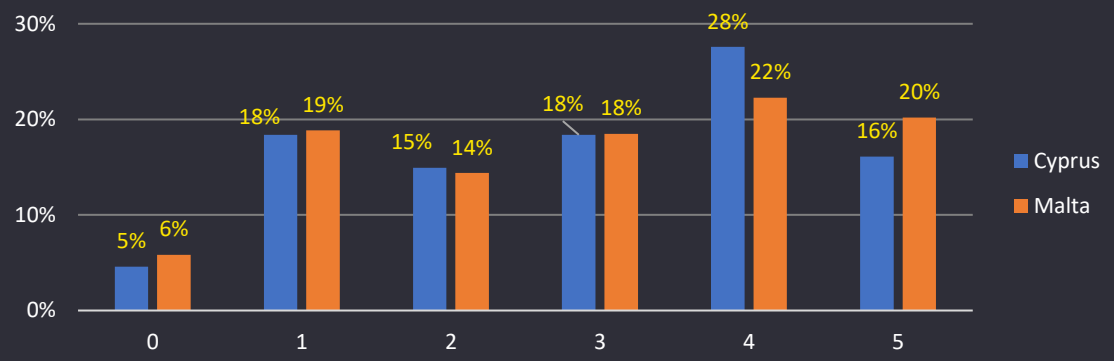
I am currently given the option to decide **WHEN** I work from



Analysis by Country



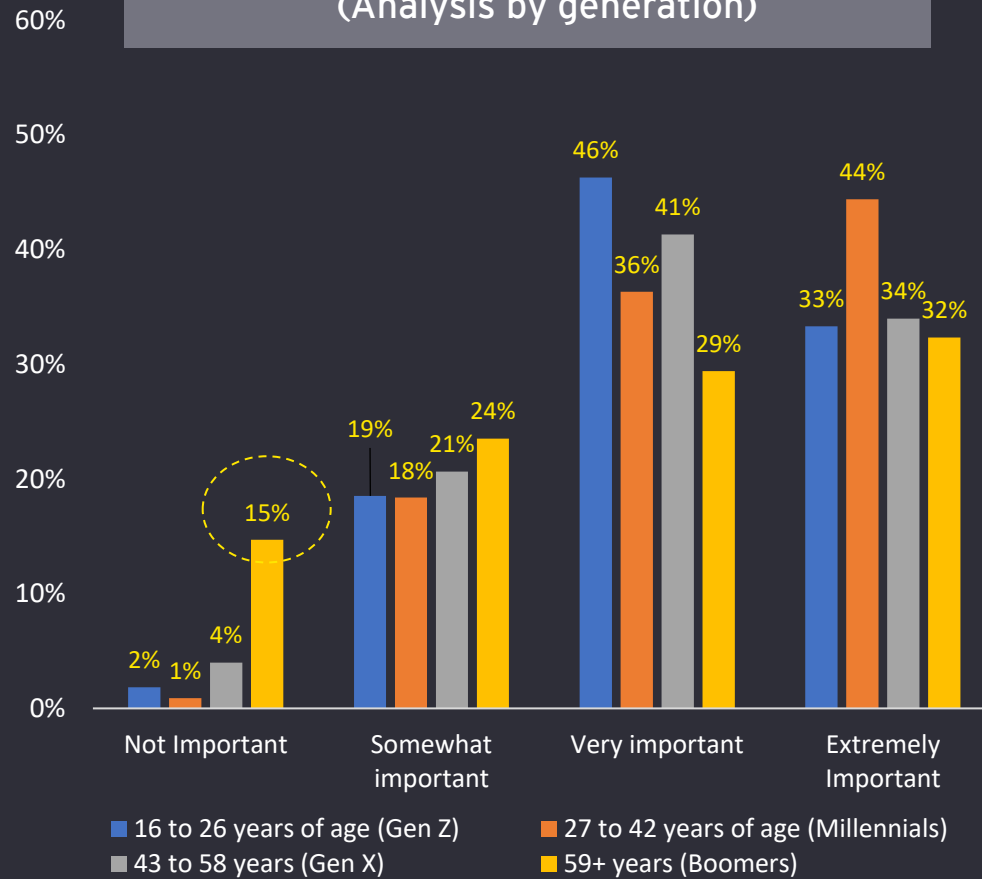
Analysis by Country



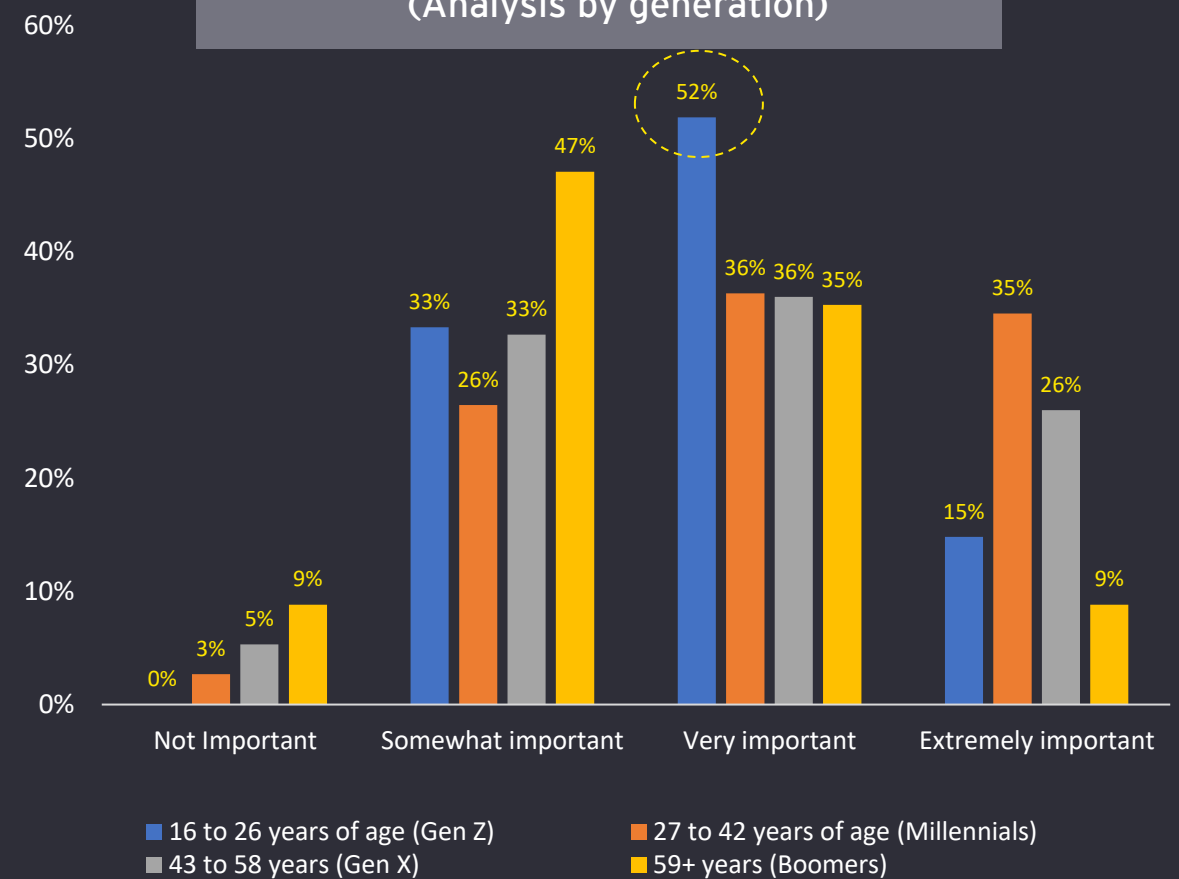
Deep dive - Flexibility based on generation



How important is it to you to have flexibility in **WHERE** you work?
(Analysis by generation)



How important is it to you to have flexibility in **WHEN** you work?
(Analysis by generation)

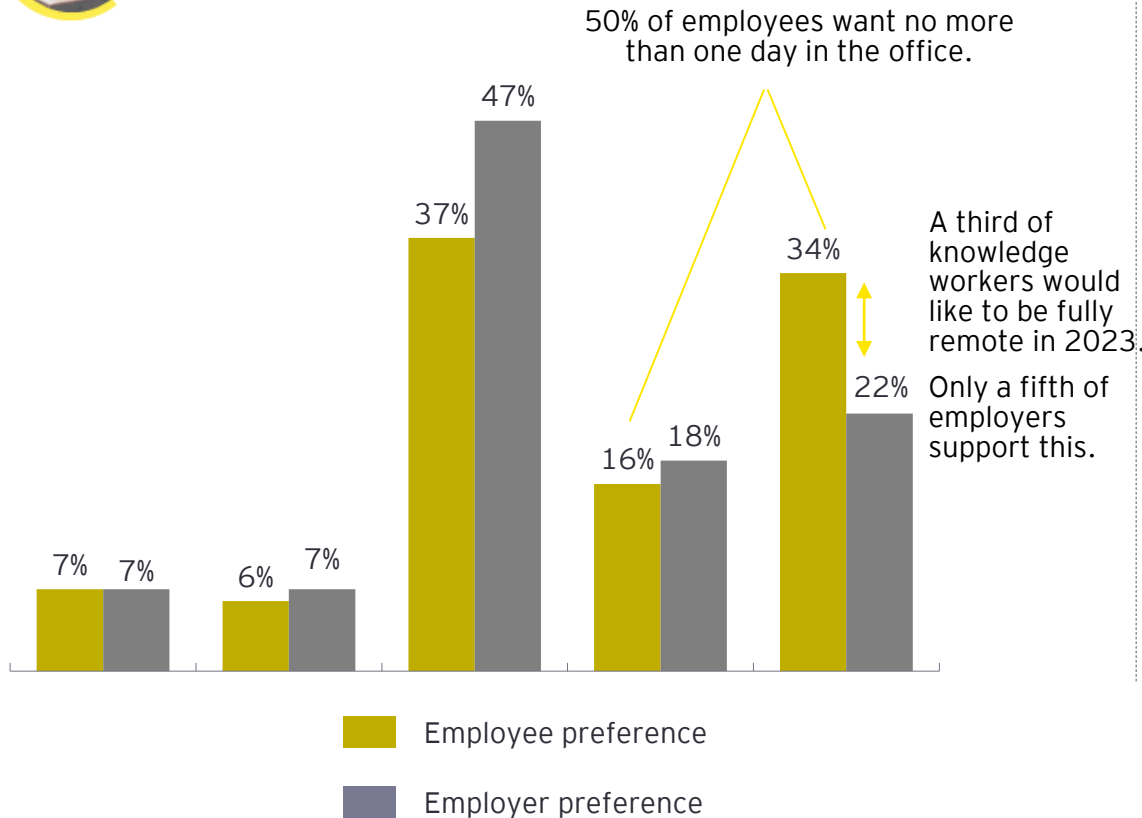


Are employers still underestimating the importance of flexibility?

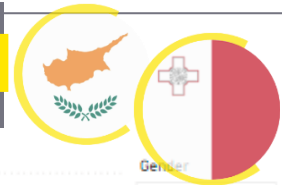
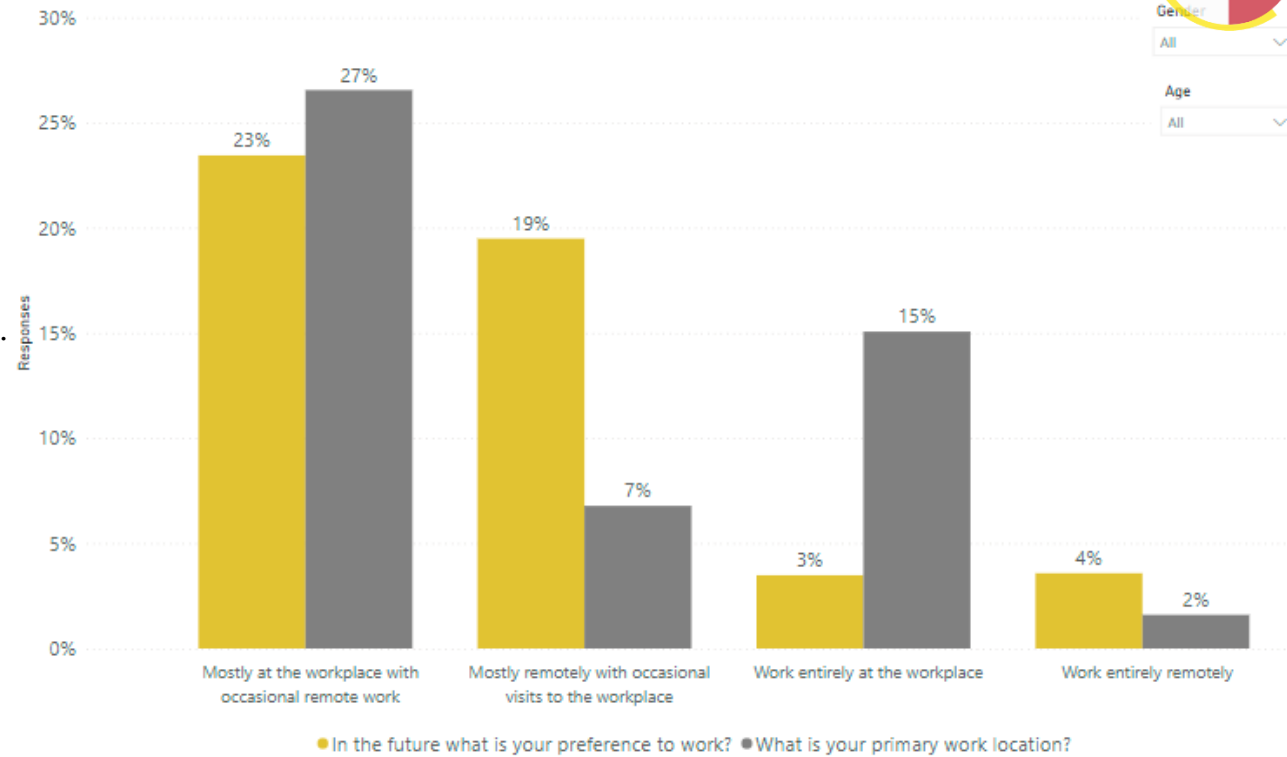
Employers are much more likely to want employees to work two to three days remotely, whereas employees are more likely to want five days remote.



Preferred remote for knowledge workers in 2023

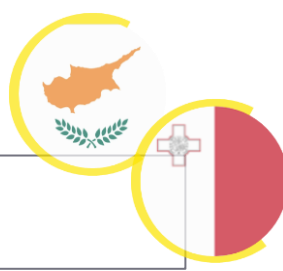


What is your primary work location and what is your future work location preference?

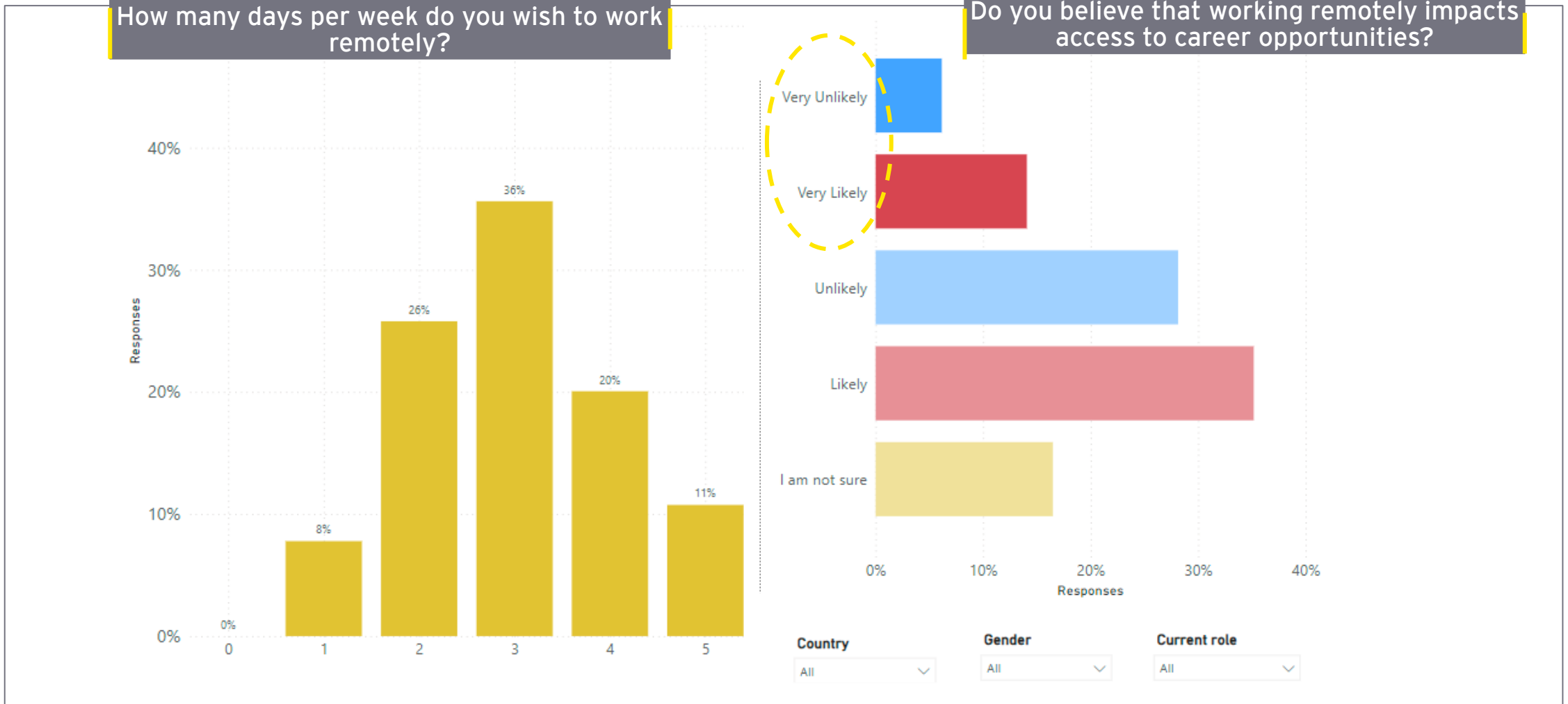


Gender: All
 Age: All

Deep Dive - Preferences on flexible work and their impact



67% of employees prefer to work remotely for more than half of the working week, whilst 49% believe that working from home affects career opportunities.

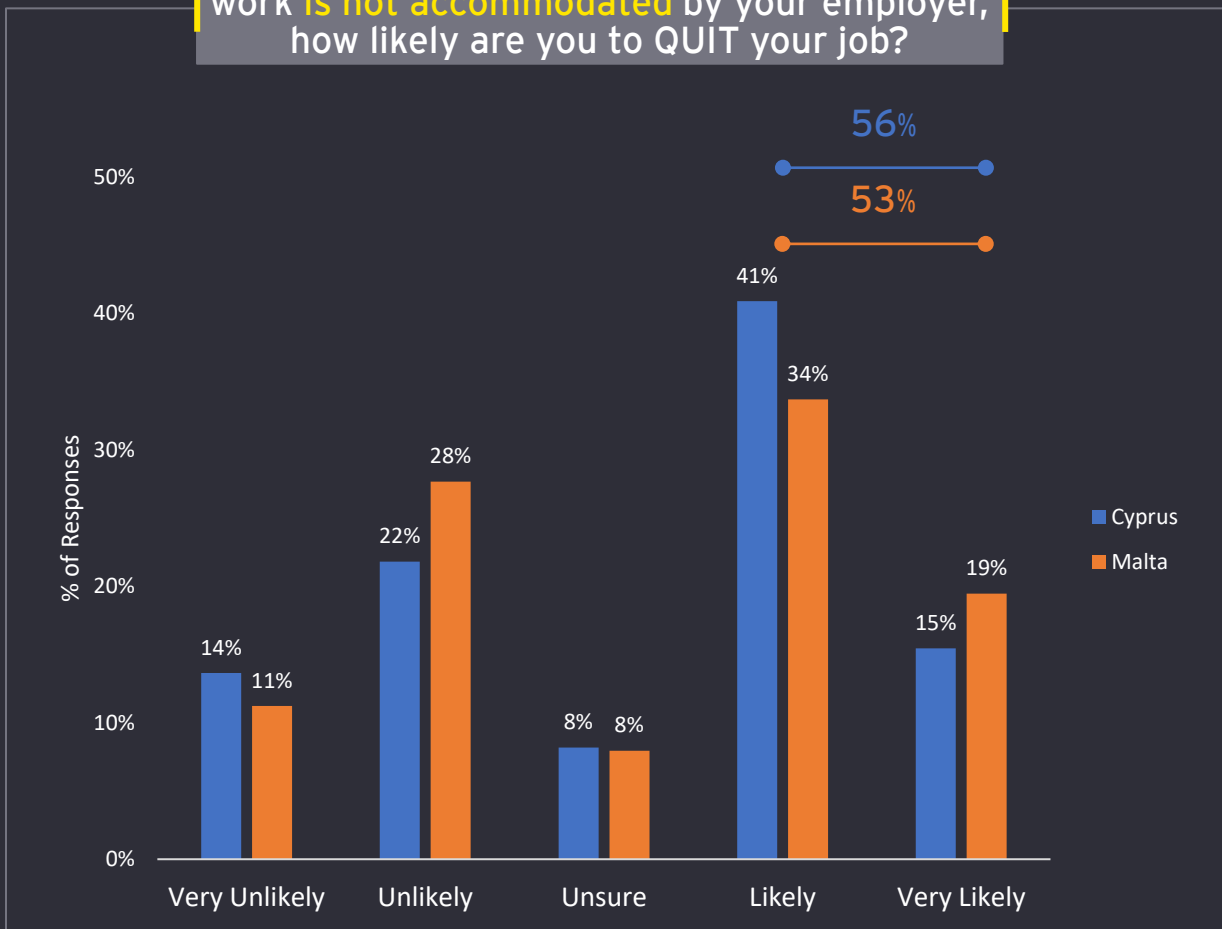


Preferences on flexible work and their impact

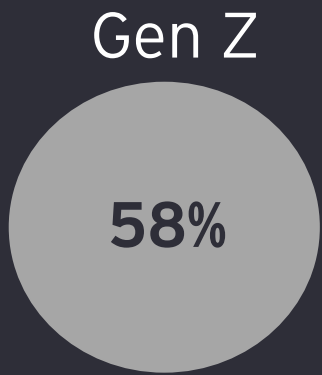
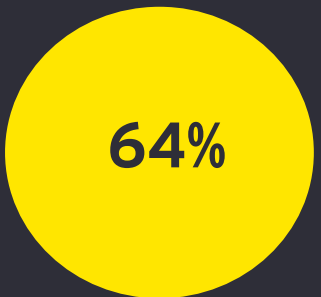


More than 50% of Employees aged from Gen Z and Millennials, are likely to quit if their preferences are not met.

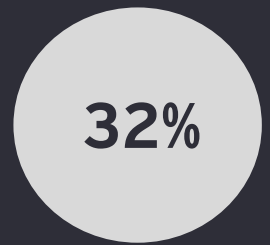
If your preference for when and where you work is not accommodated by your employer, how likely are you to QUIT your job?



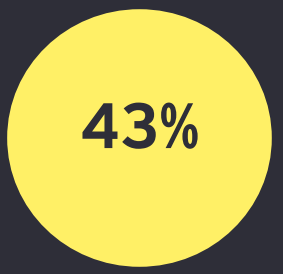
Millennials



Boomers



Gen X



Desired options for flexibility in work



Employees have expressed the significance of individual flexibility, and 41% indicated a desire to have the option to choose their working hours.

What choices would you want your employer to provide related to **WHERE** you must work?



- | | | |
|---|---|-----|
| 1 | Prescribed by the company allowing for individual flexibility | 36% |
| 2 | Based on individual preference | 34% |
| 3 | Prescribed by the company allowing for team flexibility | 17% |
| 4 | Based on team preference | 11% |
| 5 | Company prescribed rotation | 2% |

What choices would you want your employer to provide related to **WHEN** you have to work?



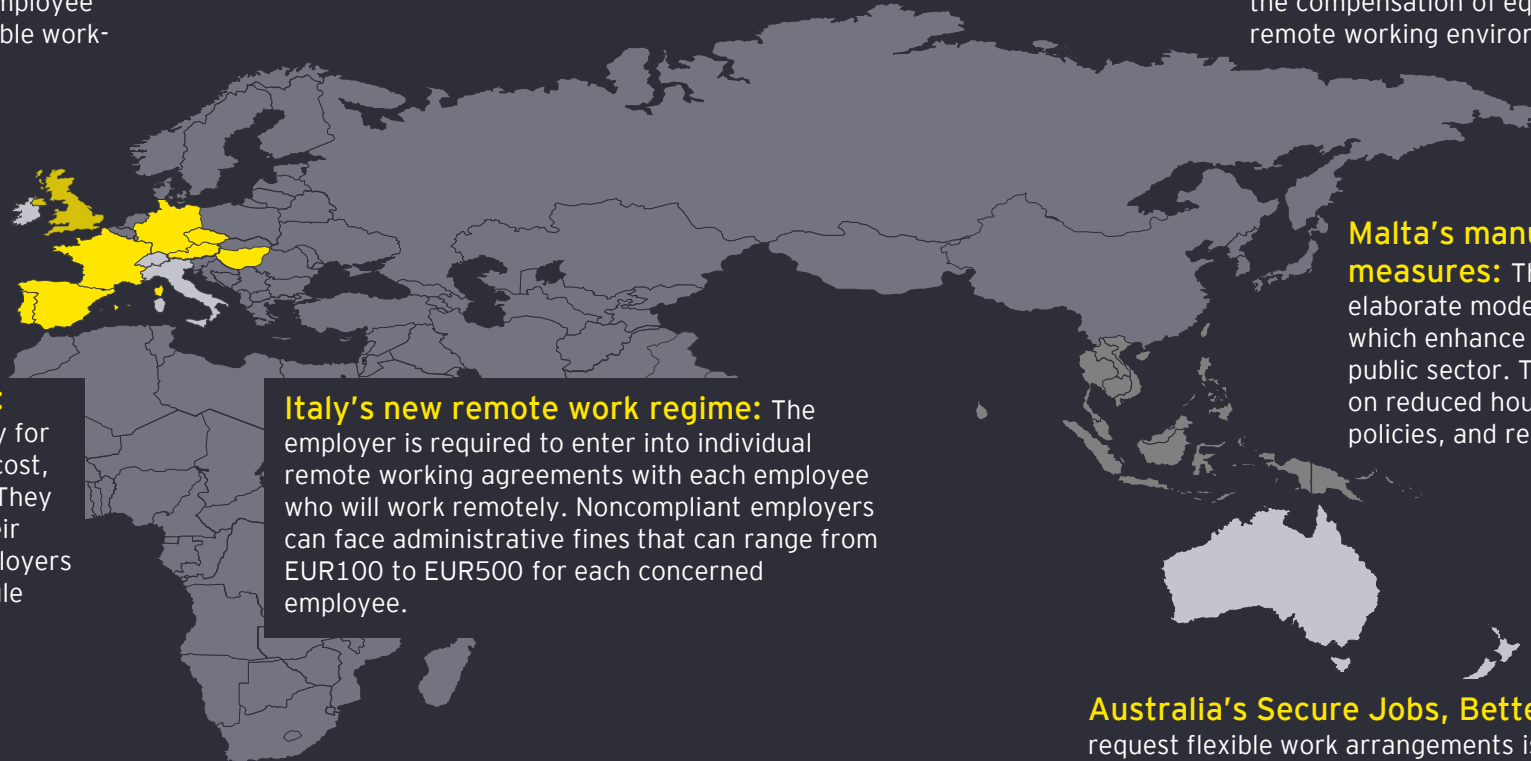
- | | | |
|---|--|-----|
| 1 | Flexible start & finish times | 41% |
| 2 | Option for compressed/4-day working week | 34% |
| 3 | Outcome based | 20% |
| 4 | Fixed Hours | 3% |
| 5 | Other | 2% |

Tensions over new ways of working may be heightened by regulatory action, which legally enshrines even greater employee power over flexible work

UK's Flexible Working Bill: Under the new legislation, employees will be able to request changes to their working hours, times or location from day one of employment. Managers will also have to provide proper reasoning for an employee before rejecting a request for flexible work-

EU's Framework Agreement for cross-border teleworking: Frontier workers can work flexibly from their state of residence up to 50% of their total working time without any change in the applicable social security legislation.

Cyprus's new legislation on remote working: The legislation allows the promotion of voluntary remote working, and even the compulsory remote working for cases regarding health risks. Employers will be also obligated for the compensation of equipment for the setting of remote working environment.



Portugal's remote work law: Employers are now required to pay for any appropriate telework-related cost, including electricity and internet. They are prohibited from contacting their employees after office hours. Employers that fail to comply with this new rule would face penalties.

Italy's new remote work regime: The employer is required to enter into individual remote working agreements with each employee who will work remotely. Noncompliant employers can face administrative fines that can range from EUR100 to EUR500 for each concerned employee.

Malta's manual on work-life balance measures: This manual provides a section of elaborate modern practises, including measures which enhance the flexibility in the work in the public sector. These measures include: working on reduced hours, flexi-time and flexi-week policies, and remote working arrangements.

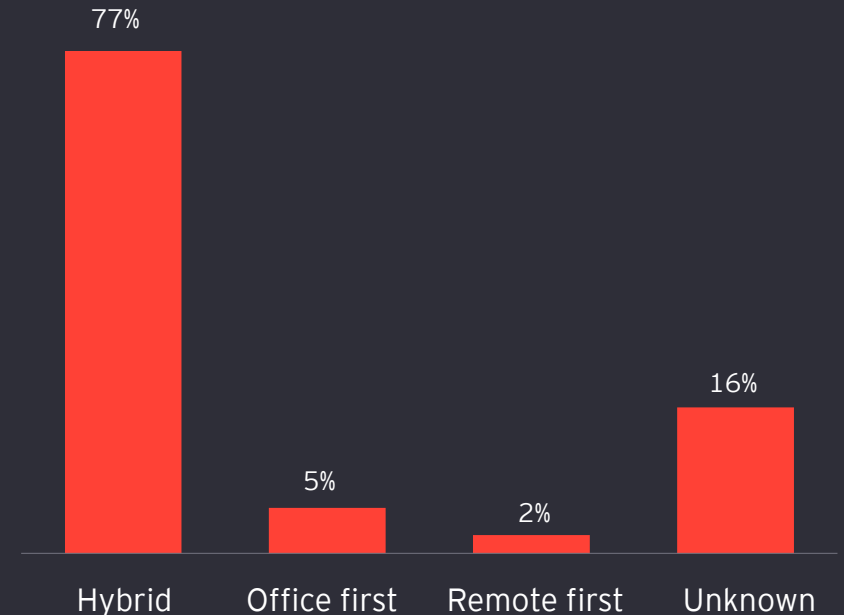
Australia's Secure Jobs, Better Pay Act: The right to request flexible work arrangements is extended to employees who are pregnant and employees who have experienced family and domestic violence. Employers will be required to meet with employees to discuss their flexible work arrangement requests.

"New remote working legislation around the world [Updated]," *Lockton Global Compliance News website*, <https://globalnews.lockton.com/new-remote-working-legislation-around-the-world/>, accessed August 2023.

From public announcements, Fortune 100 companies remain on a hybrid work schedule (June 2023)

- ▶ 77% of the Fortune 100 operate on a hybrid work schedule.*
- ▶ 13% of the Fortune 100 have declared they do not require any office visits per week and 21% require three office visits per week (these are tied for the most common policy).*
- ▶ 4 times as many Fortune 100 companies (27%) require 1 to 3 visits to the office per week than companies that require full-time, in-office work (7%).*
- ▶ 5 Fortune 100 companies declared no return to office date and don't require attendance.*

Fortune 100's Return to Office Remote policies



* O'Loughlin, Henry, "Return to Office Policies For Every Fortune 100 [Aug 2023]," *Buildremote website*, <https://buildremote.co/companies/return-to-office/>, August 2023.
* O'Loughlin, Henry, "14 Hybrid Work Schedules Being Tested Now [2023]," *Buildremote website*, <https://buildremote.co/hybrid-work/schedules/>, accessed August 2023.

Social connections are the No. 1 driver of workers' desire for being at the workplace



Building and maintaining relationships are the No. 3 reason (with work requirements at No. 2), highlighting the importance of social and personal factors to workers.

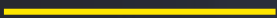
What most drives your desire or your employees' desire to be in the office or worksite? (Select up to three.)



Is the space social?

The desire to stay connected, build relationships and collaborate with colleagues are key drivers of being in the office or worksite.

■ Employees
■ Employers



How **Reskilling, Investing In People And Generative AI** Reshapes Workplace?



With attracting and retaining talent still a challenge for employers, upskilling and training existing workers are top focuses



➤ Maintaining a focus on learning and skills will also help alleviate persistent skills and talent gap issues.

Top three factors to ensure employees thrive in new ways of working

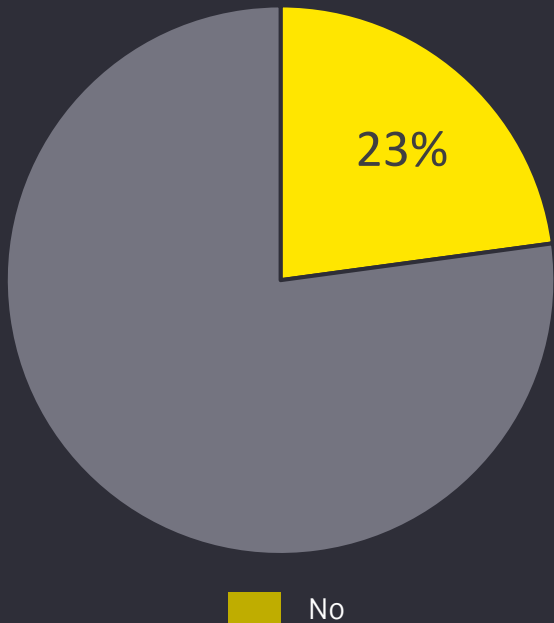


Areas of Development/ Training



Digital skills are leading the way, as technology expands to affect more and more professions.

Have you followed any learning programs during the past 12 months?



In which of the following areas do you wish to receive training?



But are employees and employers underestimating the need to invest in generative AI training?



AI skills is slowly entering into the ever-expanding Learning and Development learning curriculum.

What action would you like your employer to take in 2023+ to enhance learning and skill development?

	Employee
Training to build remote facilitation, meeting skills or collaboration tools	41%
Enhancing the approach to online or virtual learning approaches	36%
Amending competency frameworks and developing leader and manager capability	32%
Enhancing skills on design thinking	29%
Expanding change and resilience skill set	27%
Changing approach to career fairs and onboarding	26%
Enhancing skills on social responsibility and long-term value	26%
Ensuring DE&I is enhanced in a remote world	23%
Developing opportunity marketplace to advertise career opportunities	22%
Investigating ways to overcome loss of on-site experiential learning	21%
Training in generative AI-related skills	17%

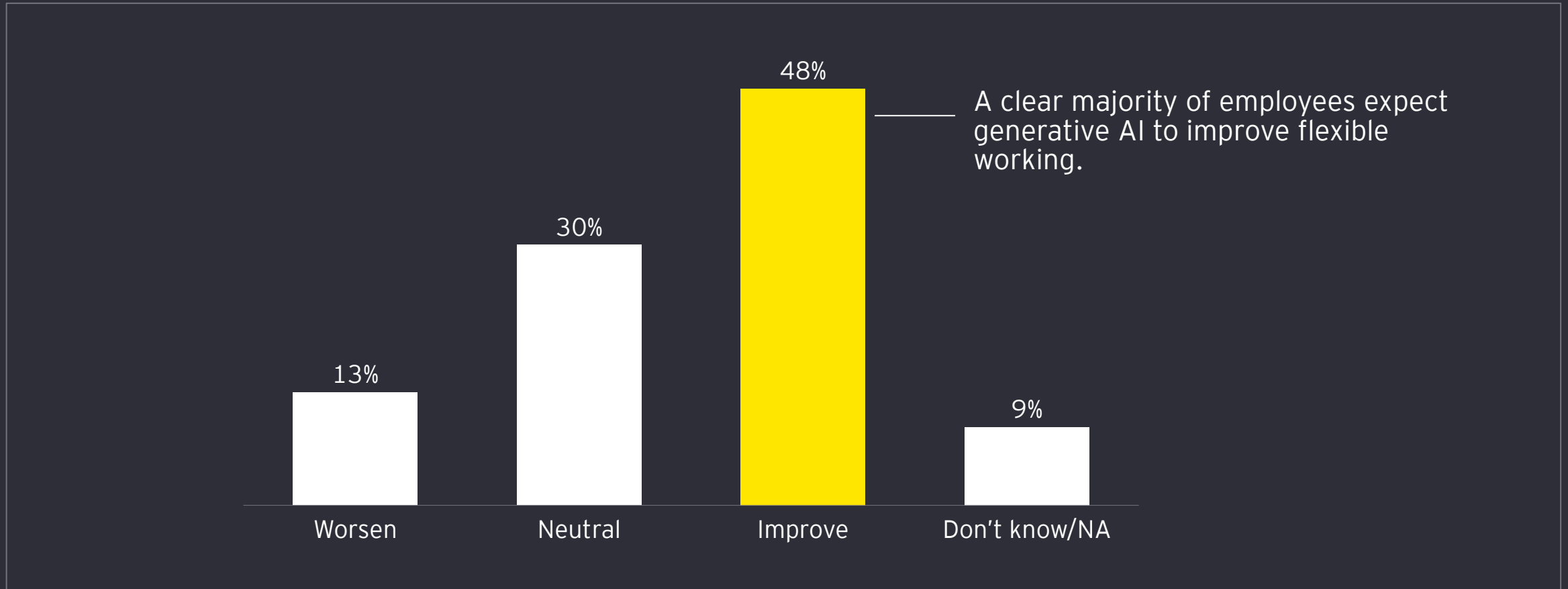
Which actions is your company taking in 2023+ to enhance learning and skill development?

	Employer
Training to build remote facilitation, meeting skills or collaboration tools	52%
Enhancing the approach to online or virtual learning approaches	36%
Amending competency frameworks and developing leader and manager capability	33%
Enhancing skills on design thinking	30%
Changing approach to career fairs and onboarding	28%
Expanding change and resilience skill set	25%
Ensuring DE&I is enhanced in a remote world	23%
Enhancing skills on social responsibility and long-term value	22%
Training in generative AI-related skills	22%
Developing opportunity marketplace to advertise career opportunities	18%
Investigating ways to overcome loss of on-site experiential learning	10%

Could generative AI provide another unexpected shock to ways of working and therefore further stress for workplaces?



A small group of employers and employees (13%) believes that AI will not improve flexible working, whilst a large percentage (30%) remains sceptic with opting to remain Neutral.

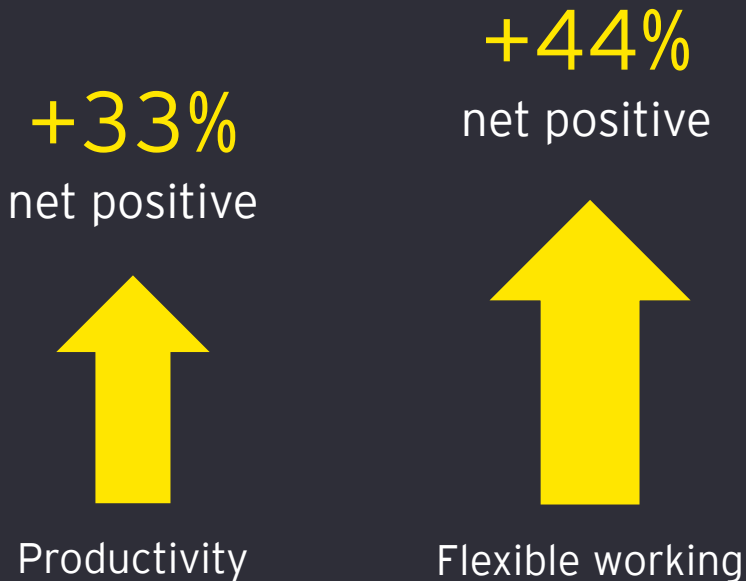


There is broad optimism from employees and employers about the potential impact of generative AI

There is broad optimism about the potential of generative AI to enhance outcomes at work through:

1. Boosting productivity
2. Enabling greater flexibility

Employee and employer net positive ratings*



Gender differences in optimism

On average, **male** employees are more optimistic than **female** employees on generative AI's potential impact on flexible working (+41% net positive vs. +31% net positive).

* Net positive is the difference between responses for significantly/somewhat better and significantly/somewhat worse.



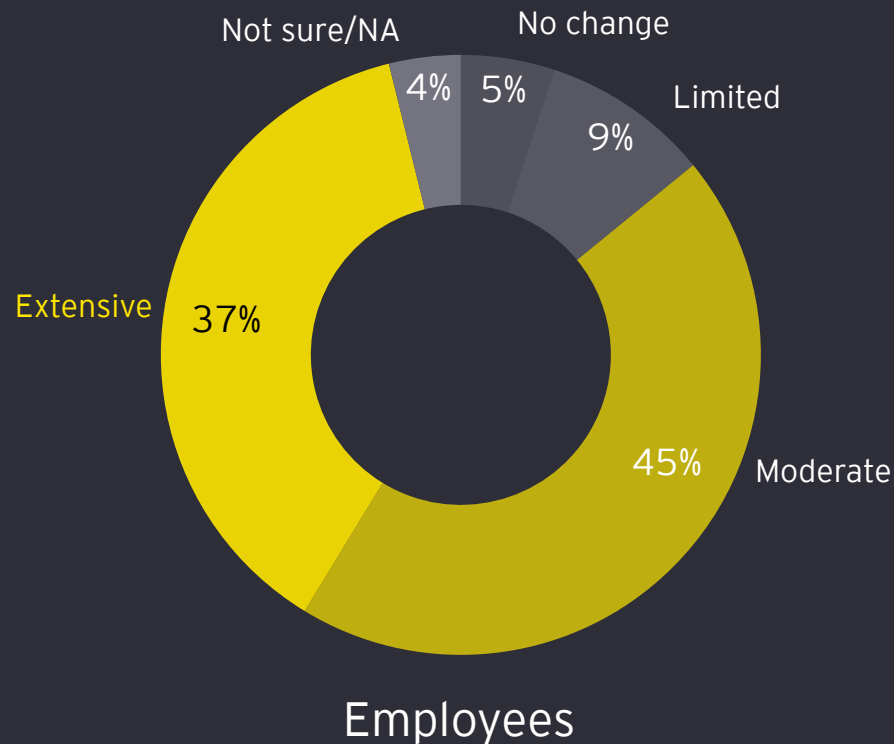
Employees and employers agree that there needs to be substantial investment in order to achieve leading technology



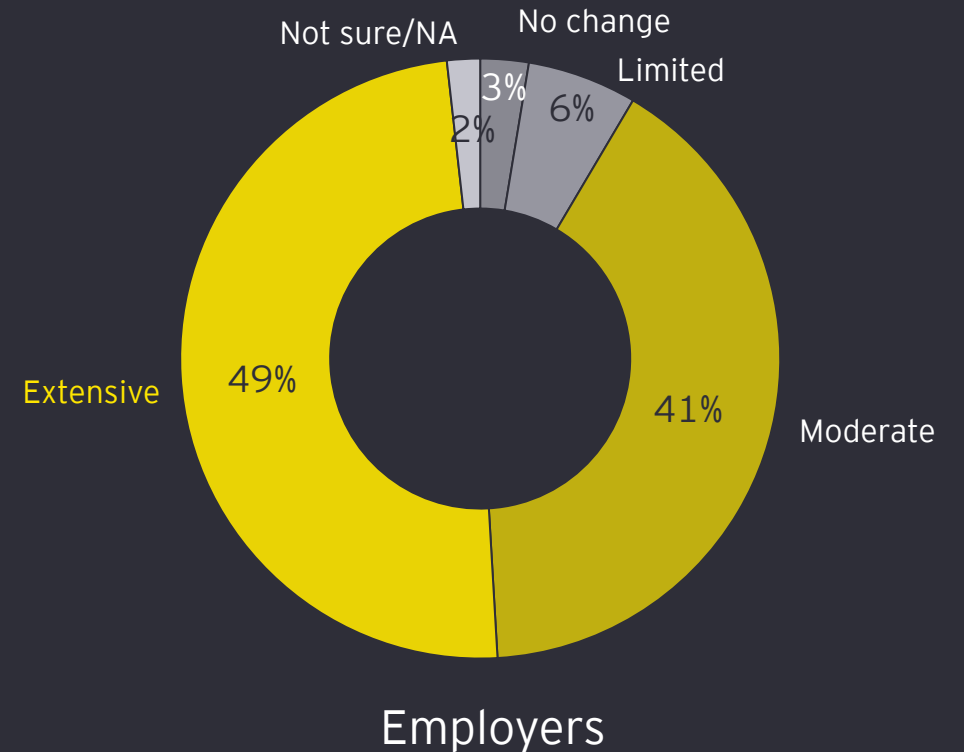
Employers are more likely to see the need for change, with 90% agreeing in moderate/extensive change vs. 82% of employees.

How much change do you think your company needs to undergo to have leading technology and tools in the future?

82% report extensive/moderate changes



90% report extensive/moderate changes



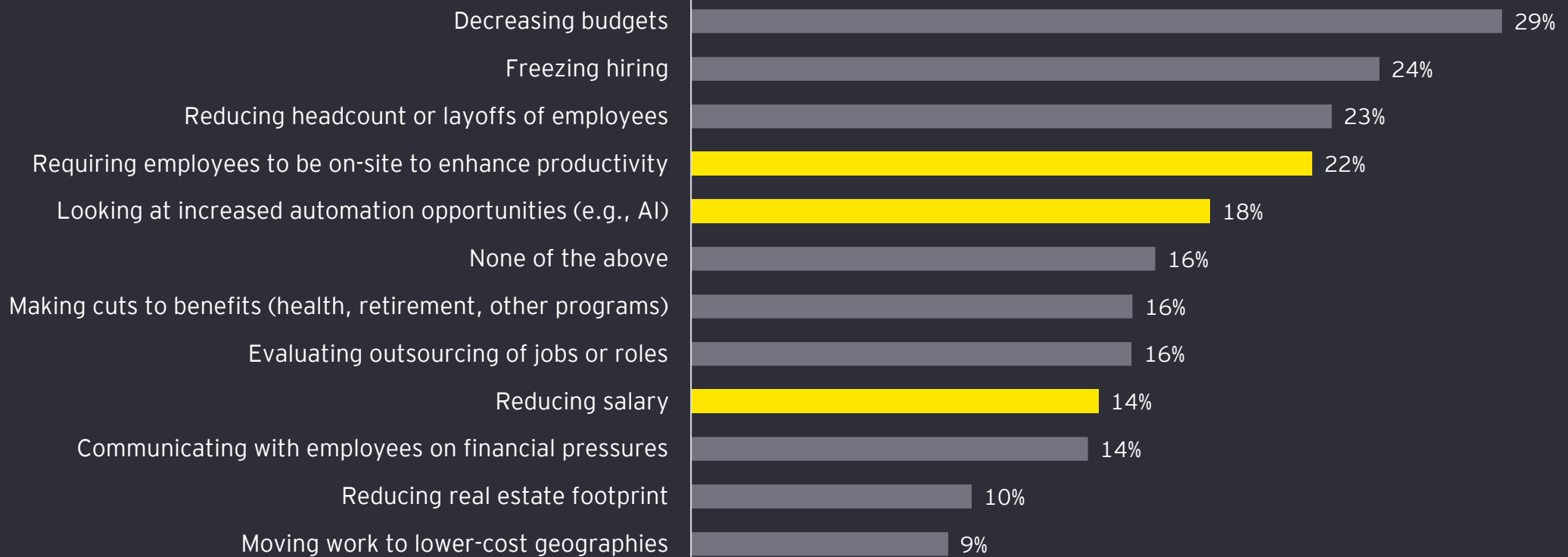
Figures may not sum up to 100% due to rounding

Employees say that their company is looking at decreasing budgets, freezing hiring and reducing headcount to optimize costs



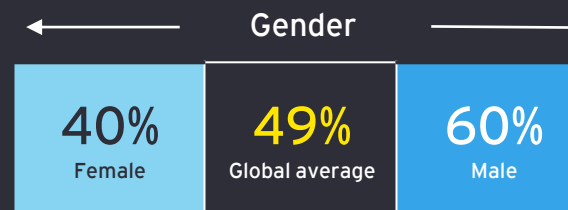
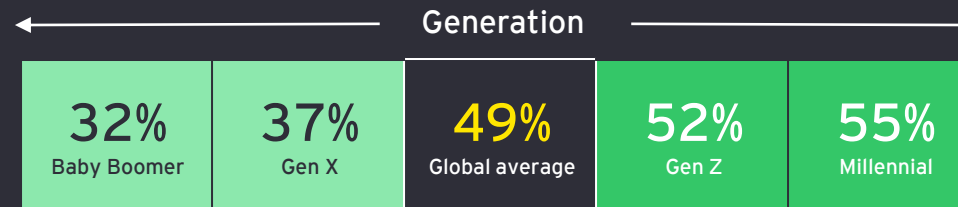
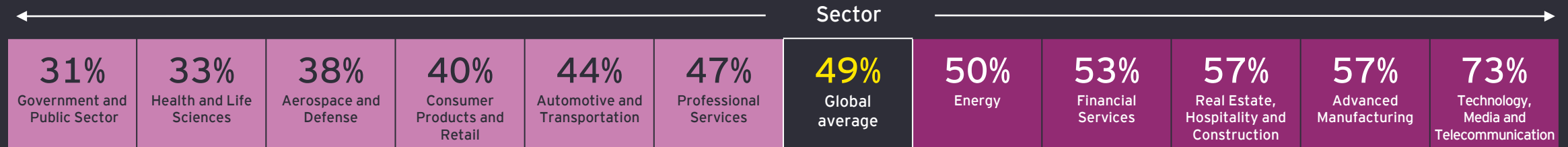
Nearly a quarter of employees say that their company is decreasing budgets and freezing hiring to address the financial headwinds, let alone invest in leading technology.

Our company is taking the following actions to address financial pressures and cut costs (choose top three):



Employees across Technology and Media and Telecommunication industry are more likely to currently use or plan to use generative AI in next 12 months

Currently use or likely to use generative AI in next 12 months.





Why Do Trusted And
Empathetic Leaders Remain
The Best “Weapon” For
Achieving Business Objectives?



In this complex work environment, what does success look like?



Segmentation* to identify thriving workers and organizations

We identified seven organizational enablers of a thriving work state from academic research and paired these with Work Reimagined questions.

Indicators of success

- ✓ Employees trust leaders + feel trusted and empowered
- ✓ Leadership cares about employees as people
- ✓ Employees feel connected to their teams
- ✓ Employees feel well informed
- ✓ Organizations have a diverse workforce
- ✓ Organizations are building skills for the future
- ✓ Leadership team aligned on new ways of working

Leadership
and teaming

DE&I

Skills

Ways of
working

Outputs of employer and employee responses using the same model

There is a group of thriving employees and employers who report their company has been successful across key areas.

	Thrivers	Strivers	Survivors	Strugglers
Employees	14%	44%	26%	15%
Employers	20%	52%	17%	11%



*This segmentation uses modelling to find groups in the employer and employee responses. Groupings are based on patterns of answers to the above variables.

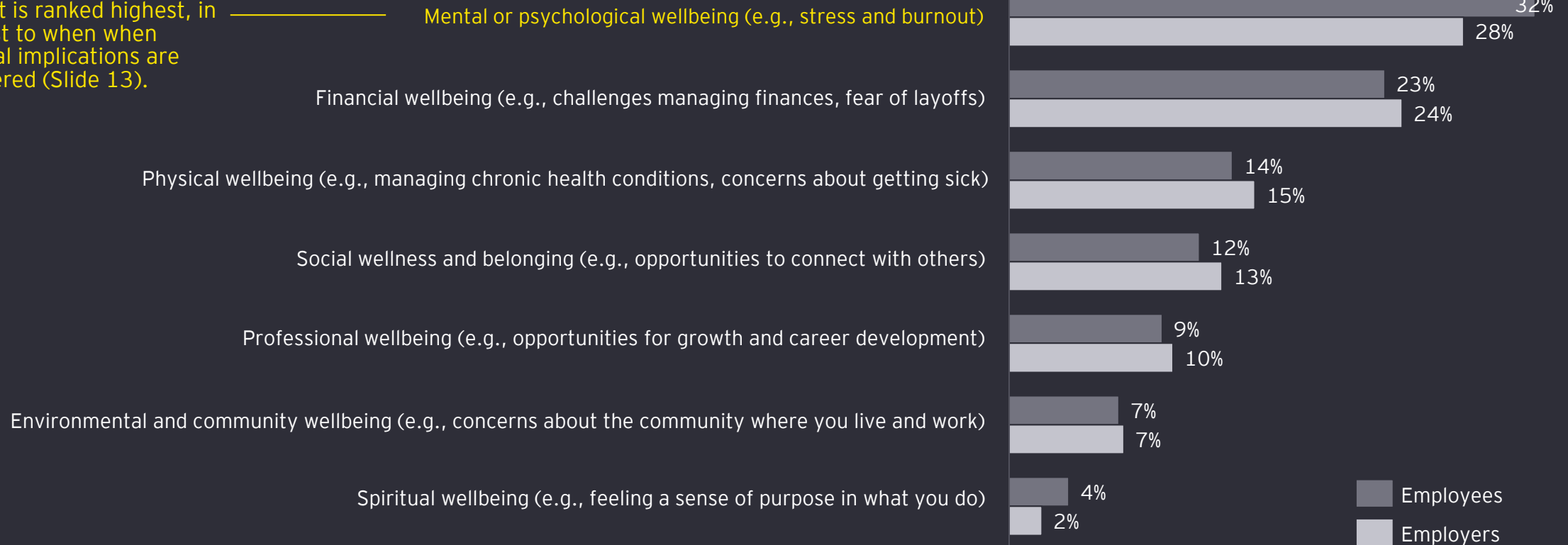
Employees and employers are aligned in recognizing the importance of investing in the mental or psychological wellbeing of workers



Investment in mental or psychological wellbeing is the No. 1 priority for both employees and employers, followed by financial and physical wellbeing.

Which single area of Wellbeing do you believe is most critical for further investment by your company?

Investing in employee burnout is ranked highest, in contrast to when financial implications are considered (Slide 13).





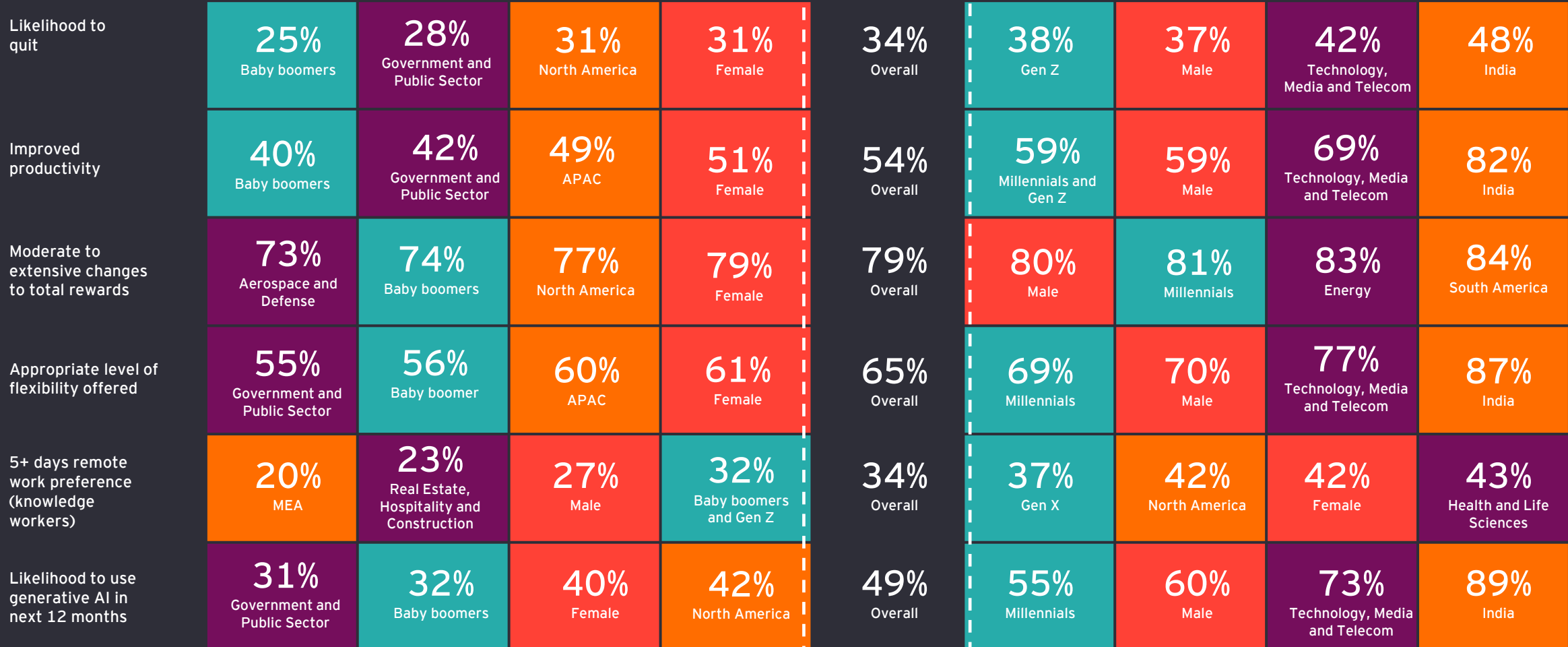
Concluding Remarks



How are different segments responding to Work Reimagined trends?



Notable differences below average ← Mid-point → Notable differences above average



● Sector
 ● Geography
 ● Generation
 ● Gender

Taking action based on the evolving Work Reimagined themes



2023 Work Reimagined Survey themes

Financial vs. labor market pressures with mixed recognition

Employers continue to underestimate employee desire to quit

Pay remains No. 1 for employees

Tension continues between hybrid and fully remote

Commercial real estate in a state of imbalance

Generative AI optimism but with upskilling needed

Trusted and empathetic leaders drive better business outcomes

Call to action

Equalize the internal and external labor markets with employee value proposition (EVP), rewards value proposition (RVP) and skills

Define and cultivate a people-first culture (humans@center) with an emphasis on trust

Elevate the “destination office” and workplace experience

Reinvent work locations and schedules with intent for the Great Rebalance

Prioritize people and upskilling amid generative technology and workplace transformation

Would you like to learn how to reimagine work?



Q&A



Visit ey.com/workreimagined

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