



Global Workforce

Hopes and Fears

Survey 2022

A survey of 52,195 individuals who are
in work or active in the labour market

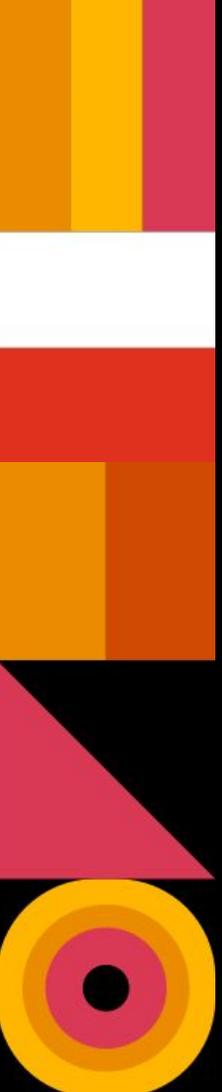


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About the survey

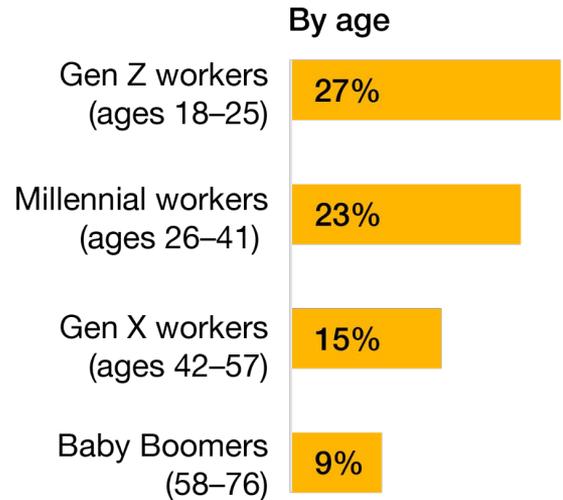
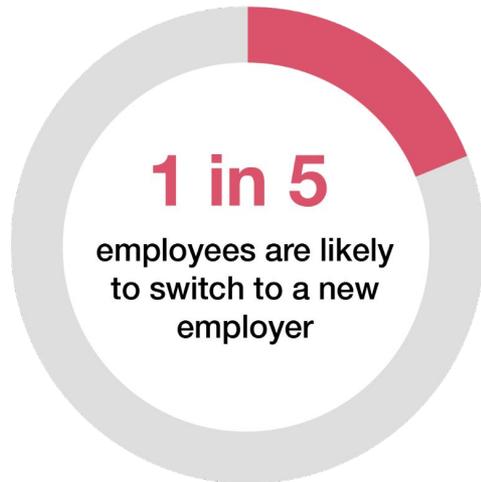
- In March 2022, PwC surveyed 52,195 individuals who are in work or active in the labour market.
- The sample was designed to reflect a range of industries, demographic characteristics and working patterns.
- The sample was structured across 44 countries and territories. Samples range from 5,000 to 250 with an average sample size per territory of around 1,200.



The Great Resignation and the pressure on pay

The Great Resignation is showing no signs of slowing down

% of employees extremely or very likely to find a new employer in the next 12 months

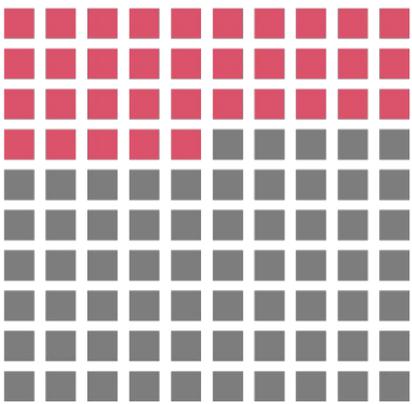


Base: Gen Z workers=5,506
Base: Millennial workers=23,962
Base: Gen X workers=15,711
Base: Baby Boomers=6,951

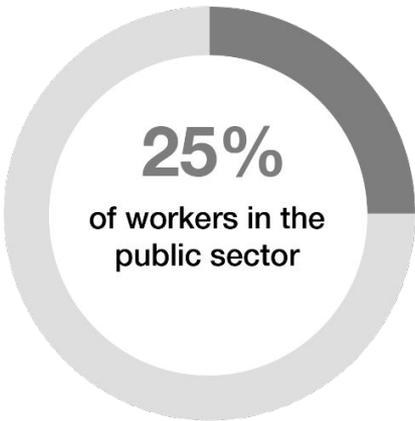
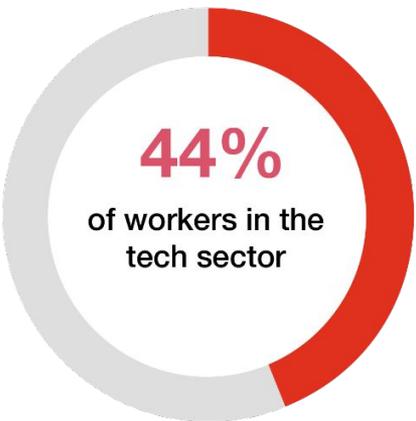
Pressure to increase pay will be intense over the next 12 months

Share of workers planning to ask their employers for a raise in the next 12 months

35% of all workers



Pressure on pay is highest in the tech sector and lowest in the public sector



Base: Tech sector workers=6,243
Base: Public sector workers=8,008
Global Workforce Hopes & Fears Survey 2022
PwC

Five predictors make up a 'Resignation Equation' for employee turnover

Base: Likely to resign (very likely and extremely likely)=9,884

Base: Unlikely to resign (not likely and slightly likely)=30,495

Workers who are likely to look for a new employer in the next 12 months are less likely to feel satisfied with their current employer.

% of respondents
Likely to resign (orange) Unlikely to resign (yellow)



14 percentage points (p.p.) less likely to **find their job fulfilling**



11 p.p. less likely to feel **they can be their true self at work**



9 p.p. less likely to feel **fairly rewarded financially**



9 p.p. less likely to feel **their team cares about them**



7 p.p. less likely to feel **listened to by their manager**

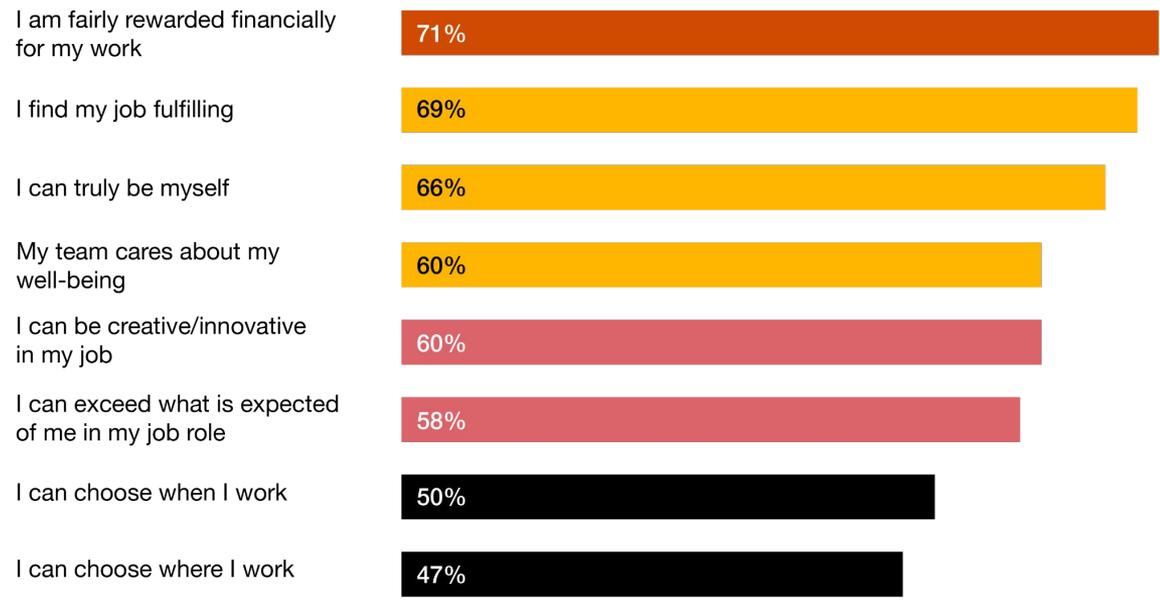
While pay is a main factor, purpose and authenticity round out the top three characteristics employees are looking for at work

Q. How important are the following factors to you when considering making a change in your work environment? (Showing only "extremely important" and "very important" responses)

Meaning matters to employees

Most important factors when considering a change in work environment, % of respondents¹

■ Compensation ■ Meaning ■ Confidence/competence ■ Autonomy



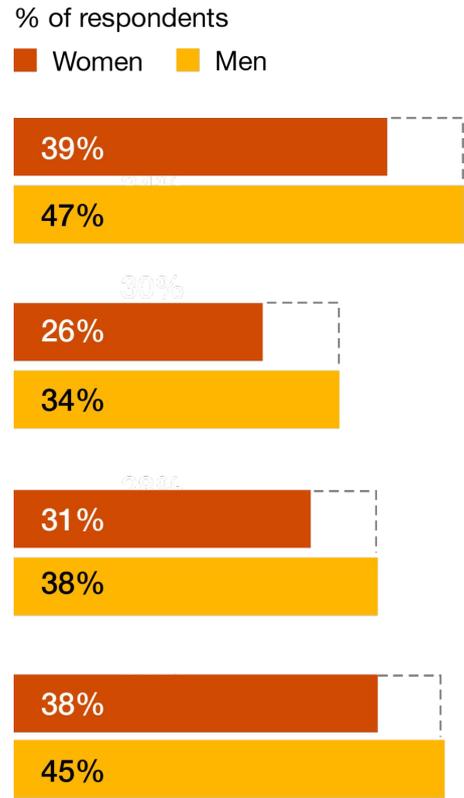
¹ Respondents who selected extremely or very important.

The Great Resignation and the pressure on pay

Women are less likely than men to feel satisfied with pay, less likely to ask for a raise or promotion and less likely to feel listened to by their managers

Base: Women=21,990

Base: Men=29,623

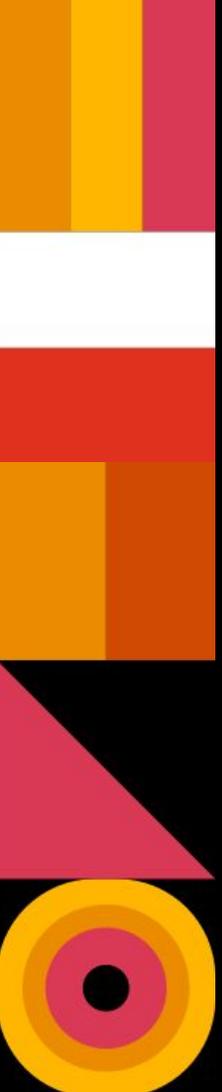


8 percentage points (p.p.) less likely to feel **their manager listens to them**

8 p.p. less likely to **ask for a promotion**

7 p.p. less likely to **ask for a raise**

7 p.p. less likely to feel **fairly rewarded financially**



Empowerment and skills

29% of workers said their country 'lacks people with the skills to do my kind of work'

This group is more empowered on every dimension surveyed

Base: Workers with scarce skills in their country (strongly agree and moderately agree)=15,029

Base: Workers without scarce skills in their country (strongly disagree and moderately disagree)=10,582

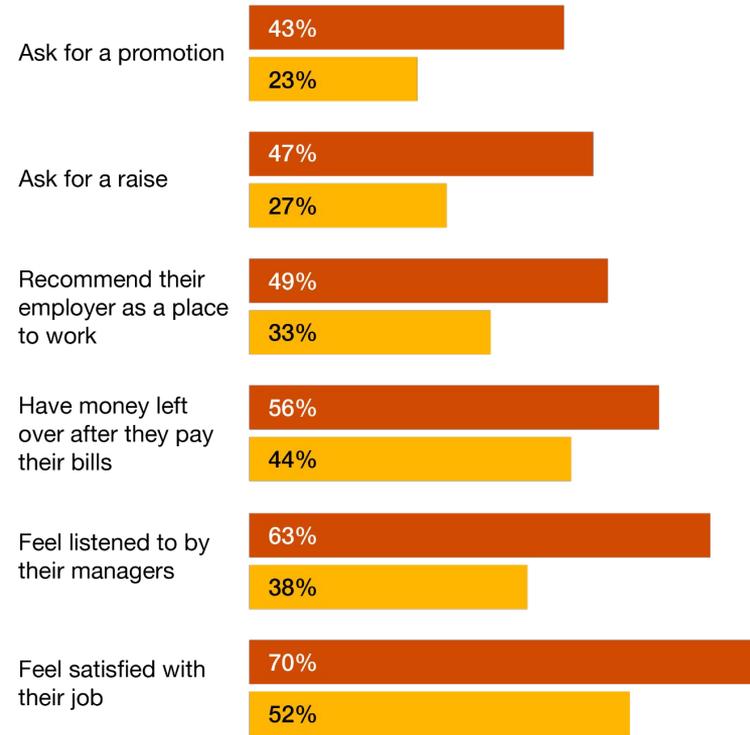
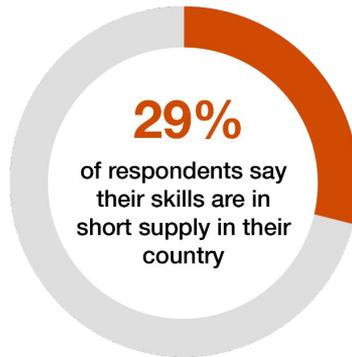
Workers with scarce skills within their countries feel more empowered

% likely to take the following actions with their employers in the next 12 months¹

Workers with scarce skills in their country

Workers without scarce skills in their country

78%



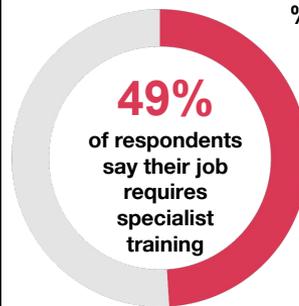
¹Based on respondents who selected strongly or moderately agree or disagree.

There are also large differences in empowerment between workers who have ‘specialised’ skills and those who do not

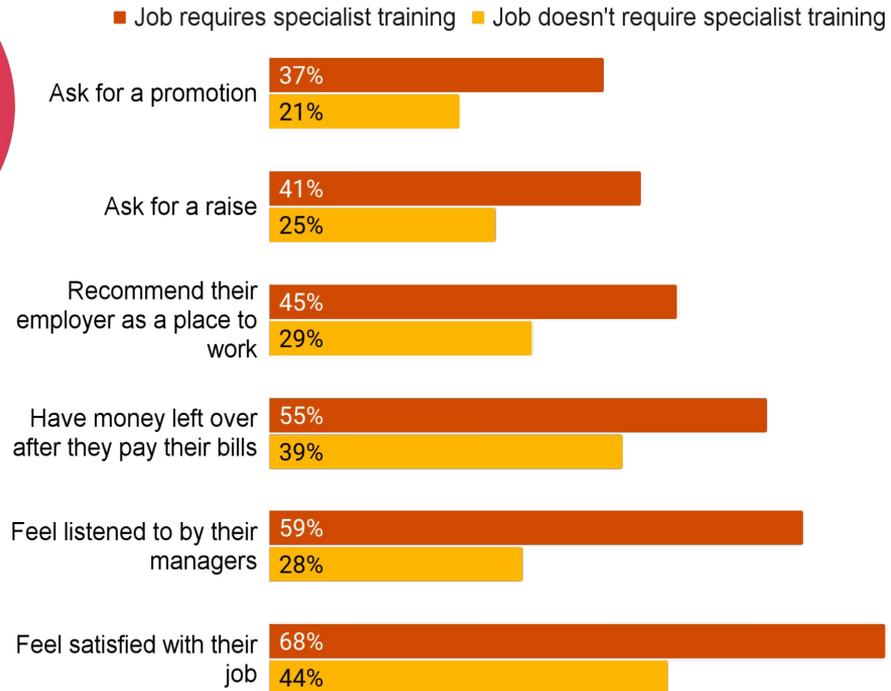
Base: Job does require specialist training (strongly agree and moderately agree)=25,373

Base: Job doesn't require specialist training (strongly disagree and moderately disagree)=6,137

Workers with specialised skills also feel more empowered

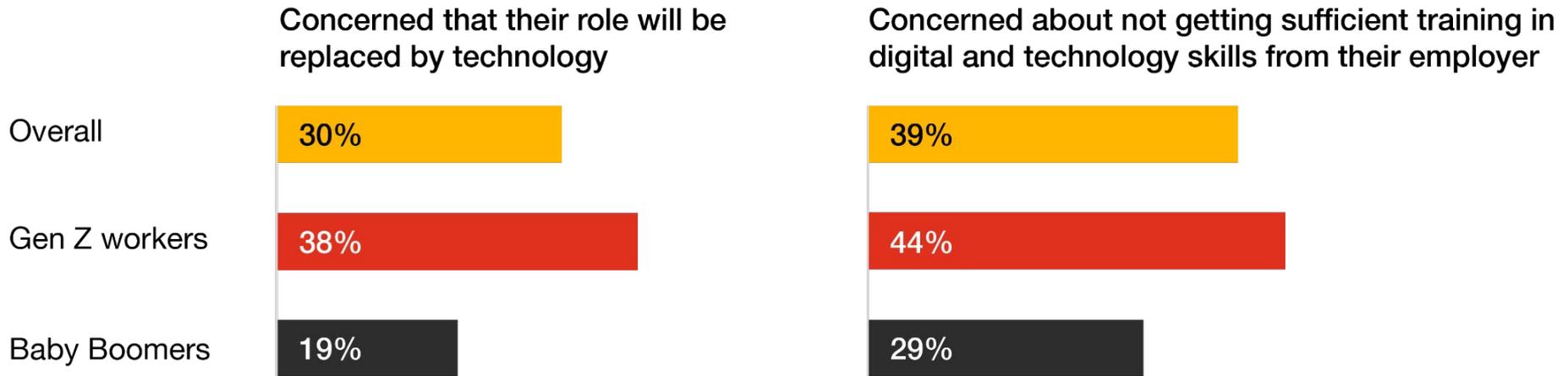


% likely to take the following actions with their employers in the next 12 months

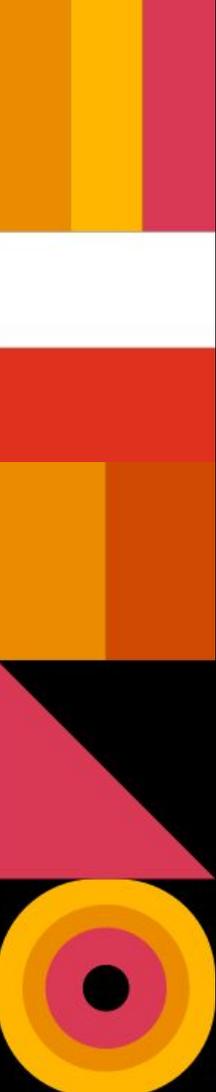


Younger workers are more concerned that technology will replace their roles

Technology's job impact over the next three years, % of respondents



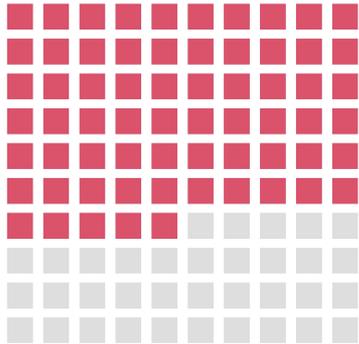
Base: Gen Z=5,506
Base: Baby Boomers=6,951



Political and social issues in the workplace

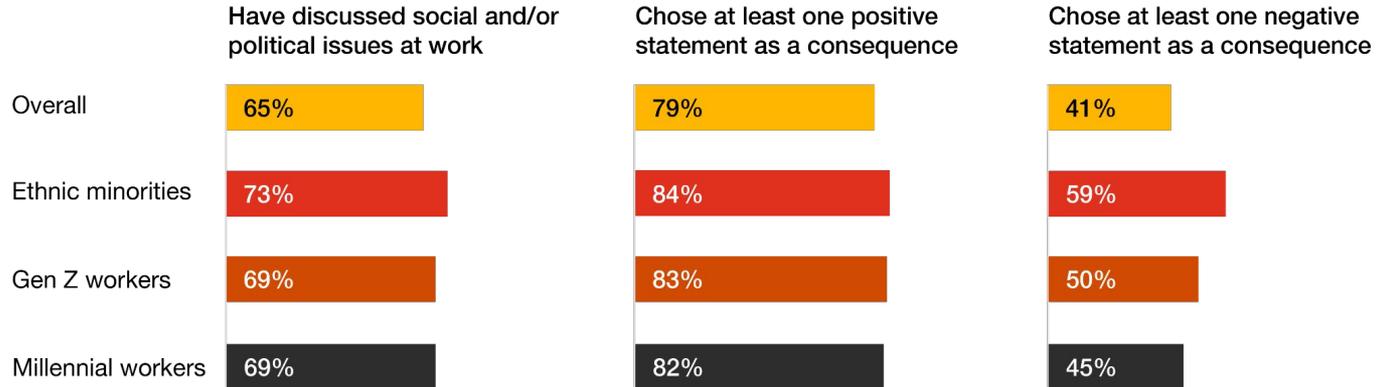
Discussions about political and social issues are an everyday feature of the workplace, with positive impacts outweighing negative

65% of employees have discussed social and/or political issues¹



The impact of political conversations varies between different groups of workers

% of employees who reported having discussions of social and/or political issues at work, frequently or sometimes



¹All respondents who stated “sometimes” or “frequently”

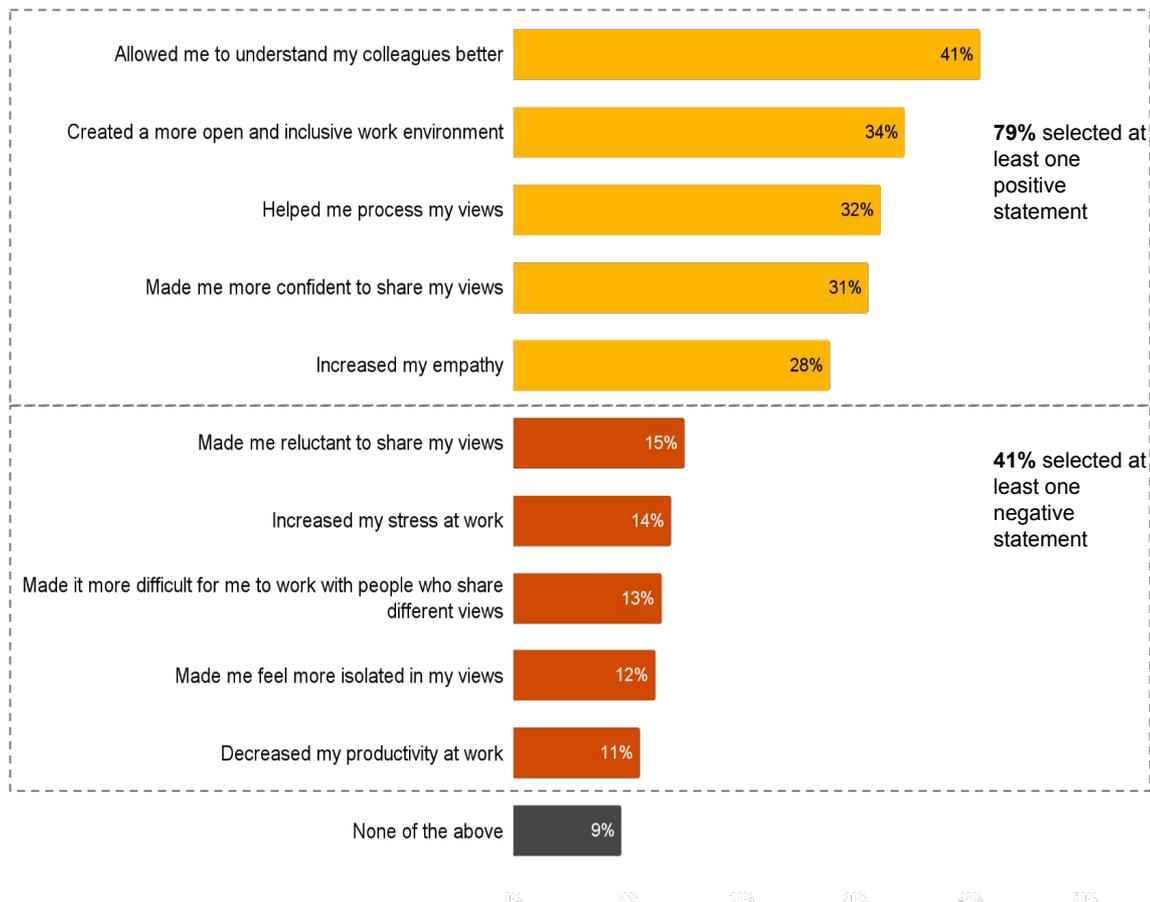
Base: Respondents who have “frequently” or “sometimes” discussed social and/or political issues at work:

- Overall=33,733
- Ethnic minorities=8,749
- Gen Z workers=3,798
- Millennial workers=16,514

These conversations help employees understand each other, though employers need strategies to avoid negative impacts

Q. What impact have conversations with colleagues about social and/or political issues had on your work environment?

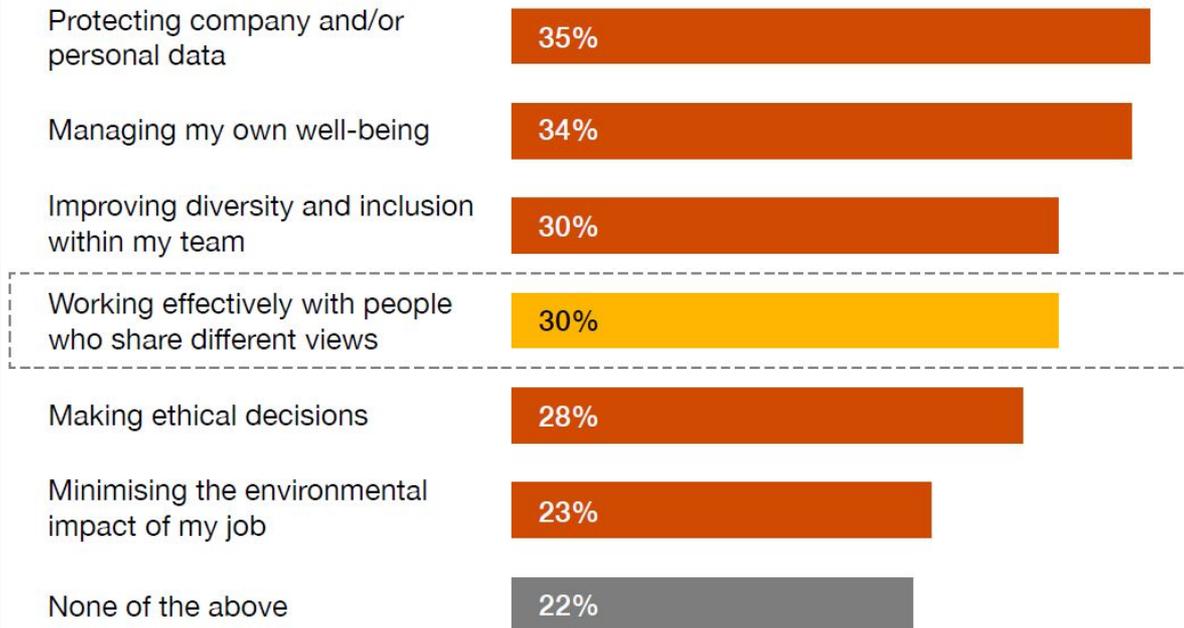
Base: Respondents who are "frequently" or "sometimes" involved in conversations with colleagues about social or political issues = 33,733

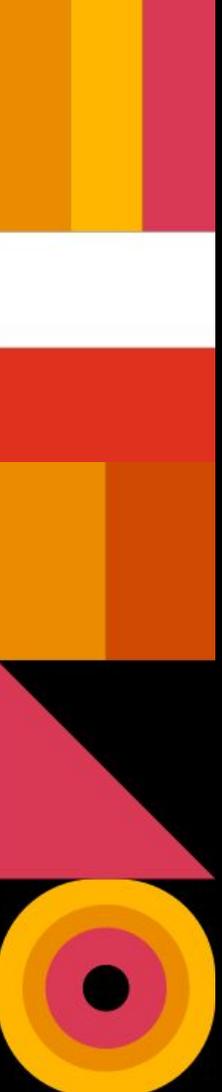


These discussions are happening despite little active effort on the part of organisations to help secure positive outcomes

Q. Has your employer provided support and resources to help you with any of the following?

A lower share of employees say that their companies provide support to work effectively with people who share different views





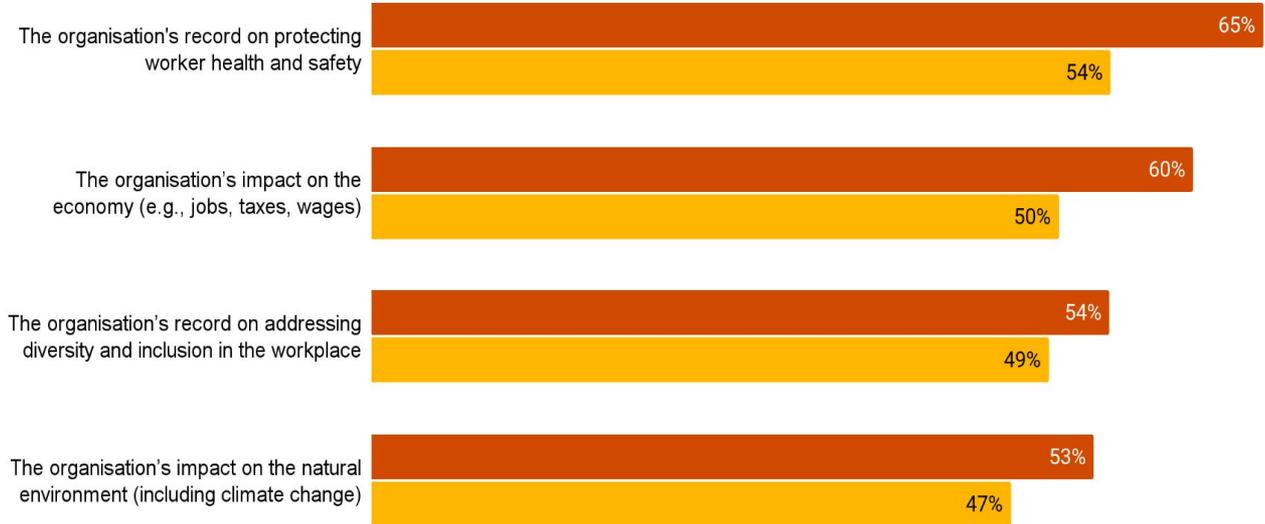
The demand for transparency

More than half of workers say their employers' transparency on societal issues is very important to them, with safety and social issues topping the list

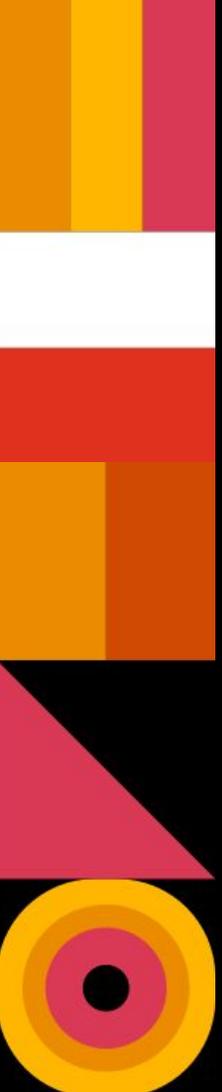
Q. How important is it to you that your employer is transparent about each of the following areas? (Showing only “extremely important” and “very important” responses)

Q. How confident are you that your employer is transparent about the following areas? (Showing only “extremely confident” and “very confident” responses)

■ % of respondents saying that transparency is important in this area ■ % of respondents that are confident their employer is transparent in this area



Base: All respondents=52,195

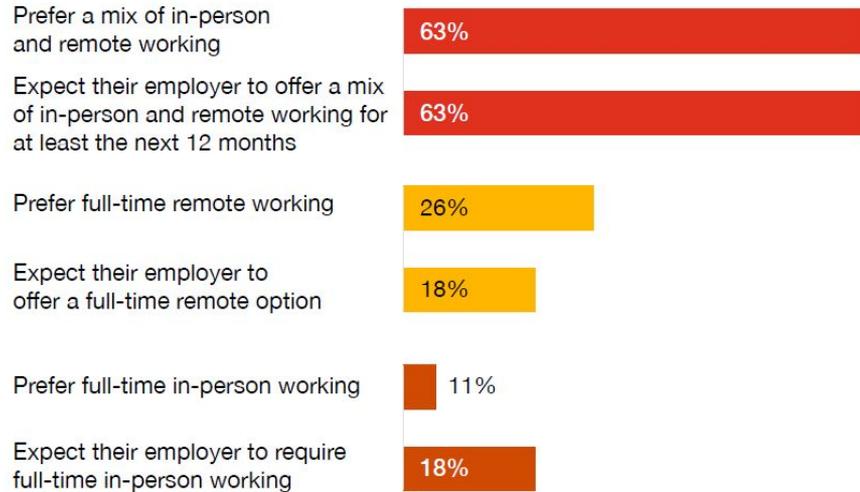
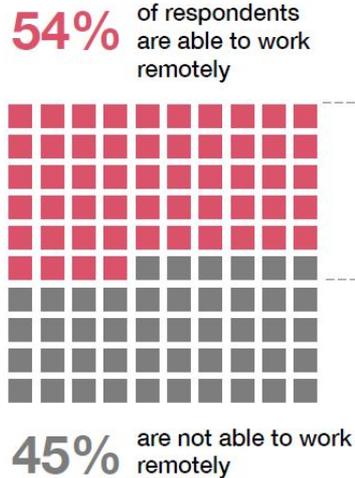


The future of hybrid working

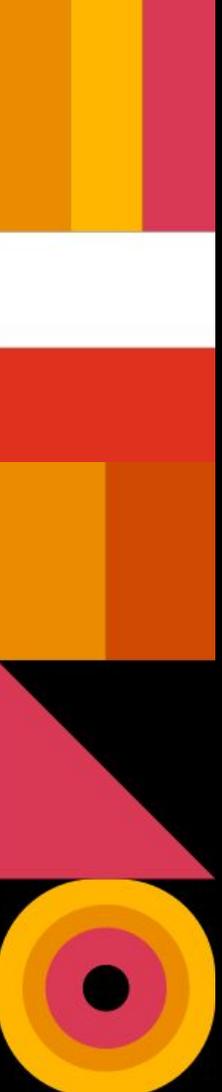
Employees largely believe that their employers will provide the work options they prefer in the coming year

Q. Regarding your current job role: How would you prefer to work 12 months from now?

Q. How will your employer likely expect you to work 12 months from now?



Base: Respondents who state that their job can be done remotely/from home (28,114)



Appendix: Methodology

Regional and territory composition

52,195 total responses across 44 countries and territories in an online survey

Europe (18,558)

Belgium (1,095), Czech Republic (1,041), Denmark (522), France (2,138), Germany (2,138), Hungary (521), Ireland (521), Italy (2,086), Luxembourg (156), Netherlands (1,043), Poland (1,041), Romania (521), Spain (1,043), Sweden (1,041), Switzerland (1,043), Turkey (521), UK (2,086)

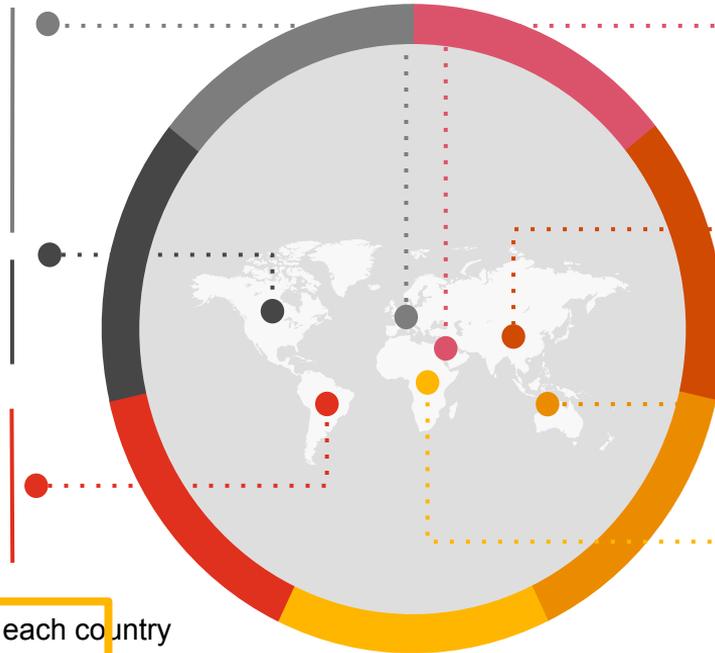
North America (7,301)

United States (5,215)
Canada (2,086)

Latin America (4,694)

Brazil (2,086)
Chile (522)
Colombia (1,043)
Mexico (1,043)

Sample sizes were guided to reflect each country or territory's share of global GDP.



Middle East (1,565)

Kingdom of Saudi Arabia (522)
Kuwait (261)
Qatar (261)
UAE (522)

Asia (15,906)

China (3,129), Hong Kong SAR (1,043), India (2,608), Indonesia (1,043), Japan (2,608), Malaysia (2,086), Singapore (1,043), South Korea (1,043), Taiwan (261), Thailand (1,043)

Oceania (2,086)

Australia (1,043)
New Zealand (1,043)

Africa (2,086)

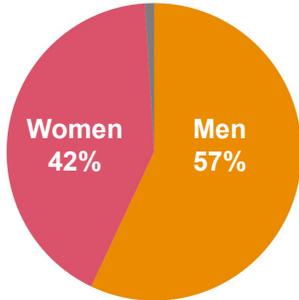
Algeria (261)
Kenya (261)
Morocco (261)
Nigeria (261)
South Africa (1,043)

Demographic profile

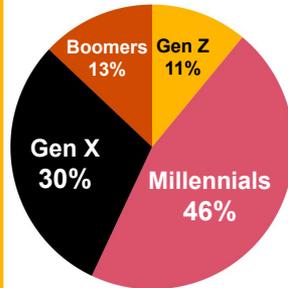
1,200

Average sample size per territory

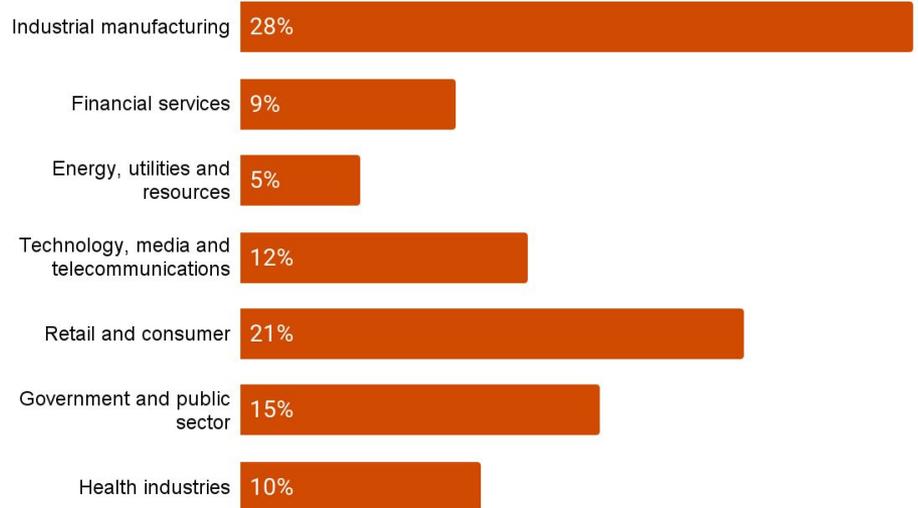
Gender



Age¹



Industry

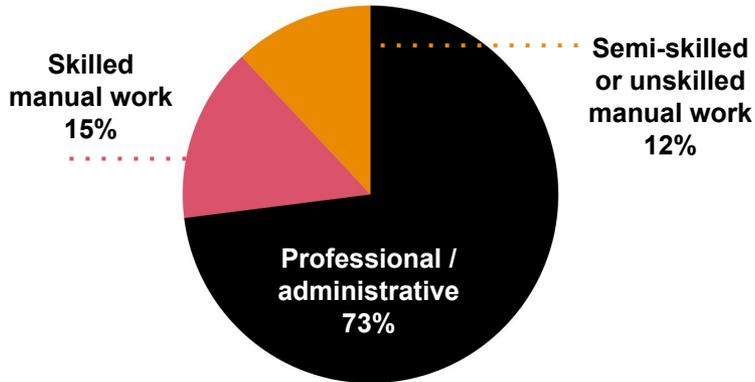


Demographic profile (continued)

84%

Work full time

Type of work



Organisation size



All respondents were employed (full-time, part time or on a contract/temporary basis) or temporarily out of work. The sample did not include the self-employed unless they are gig-economy workers, nor people outside of the labour market.

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