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

1 in 5 employees are likely to switch to a new employer

By age

- Gen Z workers (ages 18–25): 27%
- Millennial workers (ages 26–41): 23%
- Gen X workers (ages 42–57): 15%
- Baby Boomers (58–76): 9%

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

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories
The Great Resignation and the pressure on pay

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

44% of workers in the tech sector

25% of workers in the public sector

Base: Tech sector workers=6,243
Base: Public sector workers=8,008

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories
# The Great Resignation and the pressure on pay

## Five predictors make up a ‘Resignation Equation’ for employee turnover

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.

<table>
<thead>
<tr>
<th>% of respondents</th>
<th>Likely to resign</th>
<th>Unlikely to resign</th>
</tr>
</thead>
<tbody>
<tr>
<td>44%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>58%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 percentage points (p.p.) less likely to <strong>find their job fulfilling</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>47%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>58%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 p.p. less likely to feel <strong>they can be their true self at work</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>47%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 p.p less likely to feel <strong>fairly rewarded financially</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>52%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 p.p less likely to feel <strong>their team cares about them</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 p.p less likely to feel <strong>listened to by their manager</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories
The Great Resignation and the pressure on pay

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)

- **I am fairly rewarded financially for my work**: 71%
- **I find my job fulfilling**: 69%
- **I can truly be myself**: 66%
- **My team cares about my well-being**: 60%
- **I can be creative/innovative in my job**: 60%
- **I can exceed what is expected of me in my job role**: 58%
- **I can choose when I work**: 50%
- **I can choose where I work**: 47%

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories

1Respondents who selected extremely or very important.
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.

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

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories

Base: Women=21,990
Base: Men=29,623
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

<table>
<thead>
<tr>
<th>Action</th>
<th>Workers with scarce skills in their country</th>
<th>Workers without scarce skills in their country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask for a promotion</td>
<td>43%</td>
<td>23%</td>
</tr>
<tr>
<td>Ask for a raise</td>
<td>47%</td>
<td>27%</td>
</tr>
<tr>
<td>Recommend their employer as a place to work</td>
<td>49%</td>
<td>33%</td>
</tr>
<tr>
<td>Have money left over after they pay their bills</td>
<td>56%</td>
<td>44%</td>
</tr>
<tr>
<td>Feel listened to by their managers</td>
<td>63%</td>
<td>38%</td>
</tr>
<tr>
<td>Feel satisfied with their job</td>
<td>70%</td>
<td>52%</td>
</tr>
</tbody>
</table>

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

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories
There are also large differences in empowerment between workers who have ‘specialised’ skills and those who do not.

Workers with specialised skills also feel more empowered

- **Job requires specialist training**
  - Ask for a promotion: 37%
  - Ask for a raise: 41%
  - Recommend their employer as a place to work: 45%
  - Have money left over after they pay their bills: 55%
  - Feel listened to by their managers: 59%
  - Feel satisfied with their job: 68%

- **Job doesn't require specialist training**
  - Ask for a promotion: 21%
  - Ask for a raise: 25%
  - Recommend their employer as a place to work: 29%
  - Have money left over after they pay their bills: 39%
  - Feel listened to by their managers: 28%
  - Feel satisfied with their job: 44%

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories
Younger workers are more concerned that technology will replace their roles

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

<table>
<thead>
<tr>
<th></th>
<th>Concerned that their role will be replaced by technology</th>
<th>Concerned about not getting sufficient training in digital and technology skills from their employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>30%</td>
<td>39%</td>
</tr>
<tr>
<td>Gen Z workers</td>
<td>38%</td>
<td>44%</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>19%</td>
<td>29%</td>
</tr>
</tbody>
</table>

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

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories
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 impacts.

65% of employees have discussed social and/or political issues.

The impact of political conversations varies between different groups of workers:

<table>
<thead>
<tr>
<th>Group</th>
<th>Have discussed social and/or political issues at work</th>
<th>Chose at least one positive statement as a consequence</th>
<th>Chose at least one negative statement as a consequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>65%</td>
<td>79%</td>
<td>41%</td>
</tr>
<tr>
<td>Ethnic minorities</td>
<td>73%</td>
<td>84%</td>
<td>59%</td>
</tr>
<tr>
<td>Gen Z workers</td>
<td>69%</td>
<td>83%</td>
<td>50%</td>
</tr>
<tr>
<td>Millennial workers</td>
<td>69%</td>
<td>82%</td>
<td>45%</td>
</tr>
</tbody>
</table>

1. All 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

Source: PwC's 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories.
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?

<table>
<thead>
<tr>
<th>Impact</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allowed me to understand my colleagues better</td>
<td>41%</td>
</tr>
<tr>
<td>Created a more open and inclusive work environment</td>
<td>34%</td>
</tr>
<tr>
<td>Helped me process my views</td>
<td>32%</td>
</tr>
<tr>
<td>Made me more confident to share my views</td>
<td>31%</td>
</tr>
<tr>
<td>Increased my empathy</td>
<td>28%</td>
</tr>
<tr>
<td>Made me reluctant to share my views</td>
<td>15%</td>
</tr>
<tr>
<td>Increased my stress at work</td>
<td>14%</td>
</tr>
<tr>
<td>Made it more difficult for me to work with people who share different views</td>
<td>13%</td>
</tr>
<tr>
<td>Made me feel more isolated in my views</td>
<td>12%</td>
</tr>
<tr>
<td>Decreased my productivity at work</td>
<td>11%</td>
</tr>
<tr>
<td>None of the above</td>
<td>9%</td>
</tr>
</tbody>
</table>

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

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories
Global Workforce Hopes & Fears Survey 2022

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?

- Protecting company and/or personal data: 35%
- Managing my own well-being: 34%
- Improving diversity and inclusion within my team: 30%
- Working effectively with people who share different views: 30%
- Making ethical decisions: 28%
- Minimising the environmental impact of my job: 23%
- None of the above: 22%

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories
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)

Base: All respondents = 52,195

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories
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?

54% of respondents are able to work remotely.

- Prefer a mix of in-person and remote working: 63%
- Expect their employer to offer a mix of in-person and remote working for at least the next 12 months: 63%
- Prefer full-time remote working: 26%
- Expect their employer to offer a full-time remote option: 18%
- Prefer full-time in-person working: 11%
- Expect their employer to require full-time in-person working: 18%

45% are not able to work remotely.

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

Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories.
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)
- 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)
- North America (7,301)
  - United States (5,215), Canada (2,086)
- Oceania (2,086)
  - Australia (1,043), New Zealand (1,043)
- Latin America (4,694)
  - Brazil (2,086), Chile (522), Colombia (1,043), Mexico (1,043)
- Africa (2,086)
  - Algeria (261), Kenya (261), Morocco (261), Nigeria (261), South Africa (1,043)

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

1,200

Average sample size per territory

Gender

Women 42%
Men 57%

Age

Gen Z 11%
Gen X 30%
Millennials 46%
Boomers 13%

Industry

Industrial manufacturing 28%
Financial services 9%
Energy, utilities and resources 5%
Technology, media and telecommunications 12%
Retail and consumer 21%
Government and public sector 15%
Health industries 10%

1 Age groups: Gen Z (ages 18-25), Millennials (ages 26-41), Gen X (ages 42-57), and Baby Boomers (ages 58-76)
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.
Contact us

Bhushan Sethi  
Joint Global Leader, People & Organisation  
Principal, PwC United States  
Tel: +1 (917) 863 9369

Peter Brown  
Joint Global Leader, People & Organisation  
Partner, PwC United Kingdom  
Tel: +44 (0)7789 003712

Carol Stubbings  
Global Tax and Legal Services Leader  
Partner, PwC United Kingdom

Chaitali Mukherjee  
Partner, HR transformation, PwC India  
Tel: +91 124 626 6620