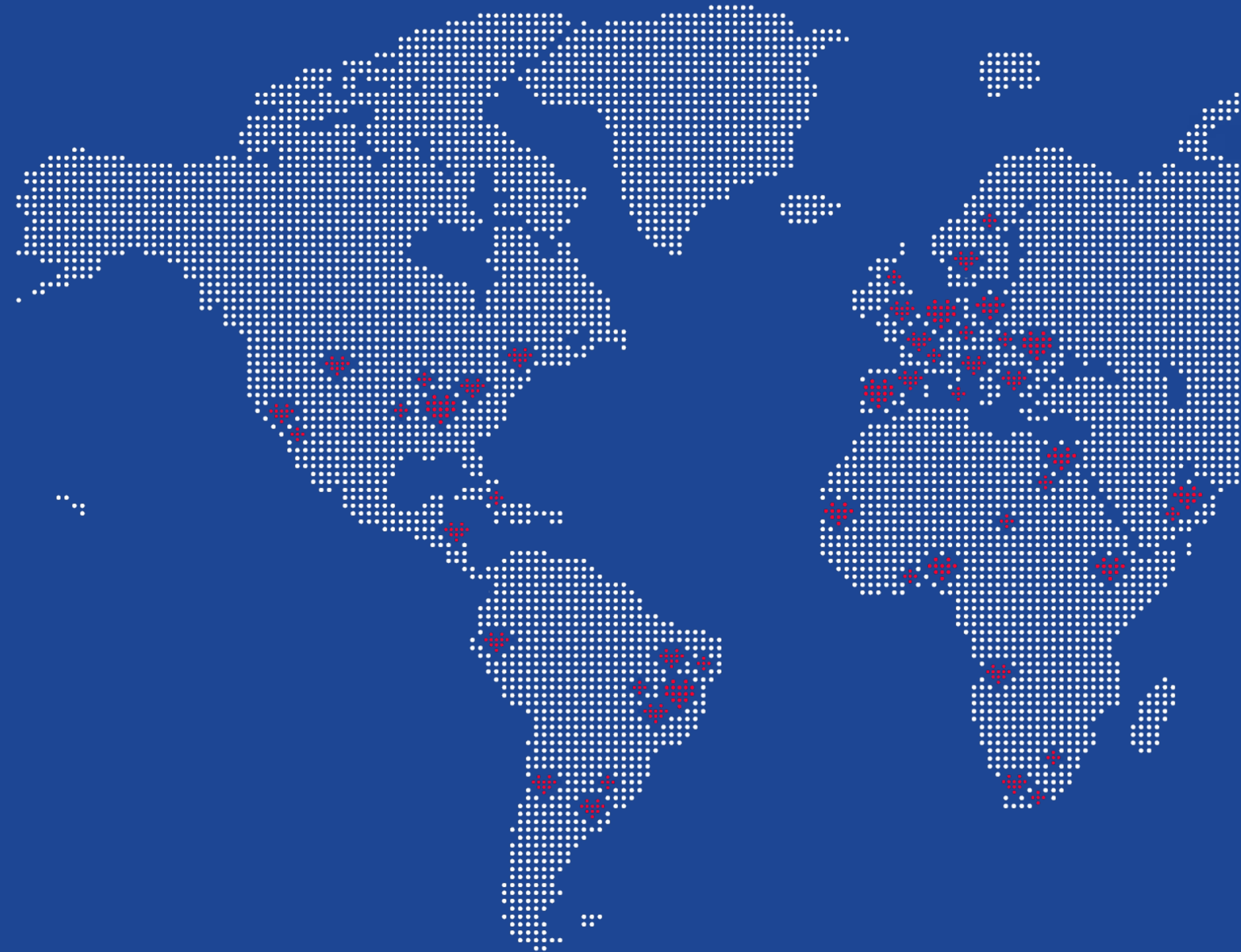




**WORLD OF WORK
TRENDS REPORT
2023**

 **For a Better World of Work**

Contents



Introduction

The World of Work Trends Report 2023 presents the latest trends in people strategies and practices emerging from leading organisations worldwide.

Now in its sixth edition, it gives business leaders a broader insight into how global developments will impact their people strategy in the year ahead. Every year, we face questions about the biggest challenges facing organisations in the development of their people. These questions relate to attraction, engagement and development of people, what is important to employees today, and the likely people management trends that leaders and their HR teams will be facing in 2023.

Our latest research, conducted among our 2 053 Certified Top Employers worldwide, shows that the top three people priorities for these organisations in 2023 will be to create a high-performance culture, develop new leadership capabilities and align purpose, vision, and values.

These three priorities are, in essence, a reflection the following three key trends we have identified within this report.

1 Firstly, we will see an **unprecedented level of personalisation in the everyday employee experience**. The personalisation of consumer needs has been a challenge for organisations and now employees expect to be treated as “internal” customers. The rise of individual employee needs will have much further to run in 2023 – **what has been “people centric” will become “person centric”**. Only those businesses that can go the extra mile in providing a genuine and heartfelt commitment to their people in this way will generate the emotional reaction necessary to enable a high-performance culture.

2 Secondly, **leaders will develop new strategic skills, particularly that of “listening to the heartbeat”** of the organisation. Leaders are effectively having to “double-screen” their working world. They need to simultaneously think about long term horizons while acting decisively in the short term to survive, not only to thrive. They, and the next generation of leaders they nurture, will need to place a more committed listening strategy front and centre to win the emotional commitment of their teams for in preparation disruptive challenges.

3 Finally, a **clear commitment to “positive impact” will be the new North Star** for everything enlightened businesses do in 2023. Positive impact among Top Employer organisations can be defined and achieved in three ways.

- 🎯 Firstly, a **“lived”** purpose that works best when it comes straight from the heart of all employees after all - and remains a constant in their everyday decisions.
- 🎯 Secondly, the positive impact made by an organisation can only ever be as good as the views that it allows itself to hear. So enlightened attitudes regarding **diversity and inclusion** are not only important in their own right, but also for the forward momentum they create in all organisations.
- 🎯 Finally, **sustainability** is key, both in the way an organisation ensures its own continuity through a positive wider impact - and in the way it is perceived and behaves as a good employer.

2023 will be all about these three trends. They will show a powerful human shift towards respecting individuality and valuing difference. It is vital that we attend to these needs because old management models are no longer useful. The best companies listen - truly listen - to their employees, invest in the individual experience, and create a shared purpose that gives meaning to the everyday employee experience. For organisations that achieve this, the future, despite the uncertainty we see all around us, will be very bright.



Do you have what it takes to become a Top Employer?

Get certified and grow as an employer of choice.

Do you want to attract and retain the best talent with your exceptional employee conditions? We're dedicated to recognising Top Employers around the world. Together, we accelerate the impact of people strategies to enrich the world of work. Get certified and grow as an employer of choice.

TREND 1

The Employee Experience becomes super-personalised

In 2023, we will see a strong trend towards new levels of personalisation in the everyday employee experience. The personalisation of consumer needs has been a challenge for organisations for some years - and now employees expect to be treated as “internal” customers. The rise of individual employee needs will have much further to run in 2023 – what has been until now been “people centric” will become “person centric”.

In the post-pandemic world, employees have had a chance to reflect on what truly matters to them. And their employers have had to become increasingly inventive to get, grow and keep their very best people. Only businesses that work hard to provide a genuine and heartfelt commitment to a personalised experience will generate the emotional reaction necessary to create a high-performance culture, align purpose, vision and values and develop new leadership capabilities.

What makes for a great personalised experience for employees?

If we look at how Top Employers personalise the employee experience the answer is clear. They embrace conversations with employees and allow them to choose and shape their experiences. Personalisation is used most prominently in the evolution of flexible working practices, including remote and hybrid working, in Top Employers' offerings in wellbeing, compensation & benefits initiatives. And in the development processes, especially careers, onboarding, and leadership development. These are reflected in the sub-trends set out in the following text.

The growing availability of a highly digital employee experience creates the opportunity for a far greater degree of personalisation. The widespread use of technology is being put at the service of employees, with the data it provides used to act and improve each employee's experience. IT systems used must be designed around the needs of employees if it is to contribute positively to their experience. There should be regular assessments of HR technology to make sure that any features that remain unused or do not contribute to the user experience are removed, with employees given the power to self-manage, control and edit their environment based on their preferences.

Statement	2021 (% consistently offering this)	2023 (% consistently offering this)	% change
Vision on role of digital HR in the overall employee experience	69	78	+10
Periodic assessment of HR technology	72	83	+11
Personalisation of our HR technology platform	70	78	+8
Employee journey mapping	33	44	+11

Select statements from the Top Employers Survey.

While the presence of digital HR is a key driver of personalisation, it provides no guarantee on its own of a great personalised employee experience. Businesses will still need to define a clear vision for the role of digital HR for the whole organisation.

When the vision and direction is clear, the hard work on the employee experience begins. Organisations will need to go through the employee's entire journey map, from the latter's perspective. As our data shows, this year we will see a commitment to detailed employee journey mapping, in order to leverage the employee experience.

Employee journey mapping is a valuable tool for continuous improvement. It highlights all the touchpoints and experiences an employee will go through, designed from their subjective experience, alongside the information the organisation collects from various channels. The aim is to trigger a process of continuous improvement at every stage and across an employee's digital and non-digital experience.

According to our research among Top Employers worldwide shows that the Asia Pacific and Middle East regions are leading the way in digital personalisation, with significantly wider implementation of practices, compared to the rest of the world. This fits with other more widely available data showing an accelerated investment in digitalisation when compared globally. There have been two factors at work here. Firstly, in the drive to mitigate the adverse impacts of the pandemic, many businesses adopted digital technologies rapidly, effectively creating a digital “Big Bang”. And secondly, for a young and tech-savvy workforce, the expectation of a flexible and personalised digital experience has become a priority for their everyday employee experience.

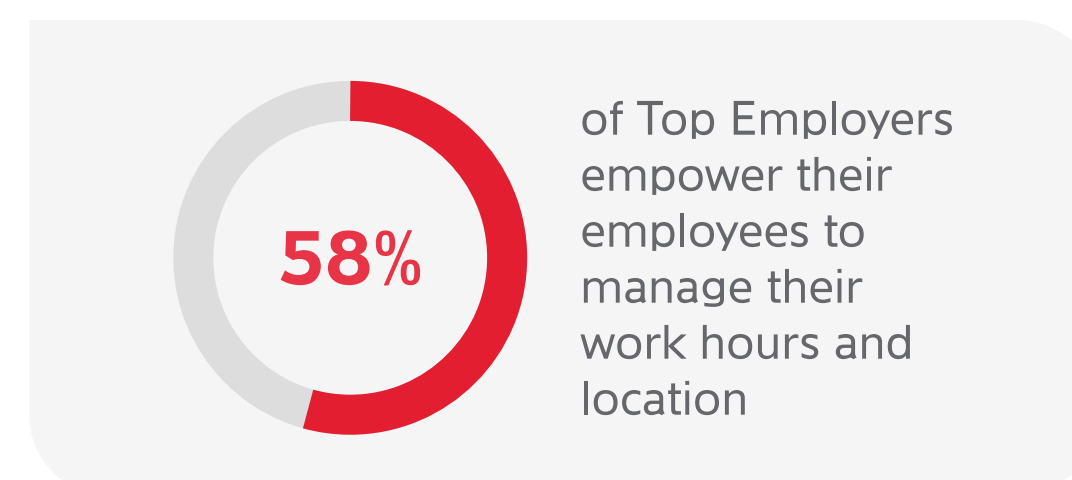
Let’s look at what “super-personalisation” means in the following three ways.

1 A personal approach to flexible, remote and hybrid working

Workplace flexibility, in all its forms, has become a major driver of personalisation in Top Employer organisations, largely because employee expectations have greatly increased since the Covid-19 pandemic.

Our research shows a significant increase of formalised remote or hybrid work, as well as an optimisation of the employee journey for remote work, in order to ensure a positive impact on employee experience.

The challenge of making remote and hybrid work experiences personalised is a big one. Although nine of ten Top Employers offer some type of flexibility, only 58% of Top Employers organisations are empowering their employees to manage their working hours and location, through which they could reinforce a culture of trust and accountability.



Statement	2022 (% consistently offering this)	2023 (% consistently offering this)	% change
Employee journey optimised for remote work	68	74	+7
Periodic assessment of HR technology	81	88	+7

Select statements from the Top Employers Survey.

Best Practice

Athora Netherlands makes a smart PASS at hybrid working



Athora Netherlands is a leading life and pension insurer in the Dutch market. It seized the opportunity for significant work-life changes brought about by Covid-19 by taking an existing flexible workplace policy to the next level with a smart hybrid strategy called “PASS” that makes work more efficient and fun for everyone.

There are no fixed days for working at the office or at home and the hybrid model is founded on four principles rather than being directed by rules. Together with their team, the employee chooses the right work environment for specific activities (home, office, or elsewhere). Once at the office, specific locations have been re-designed to facilitate distinct activities of concentrating, collaborating, or connecting. The higher one goes into the building, the quieter the areas become. And for meetings and consultations, rooms are equipped with appropriate resources (such as regular or high-tech hybrid meetings, brainstorming, and software tools).

In June 2022, Athora conducted a Pulse Survey among all its employees which included questions about hybrid working and whether the ‘PASS’ concept met their needs. The results showed a score of 8.3, showing that Athora’s people were happy with the team arrangements and the increased connection they now experience with their colleagues.

2 Super-personalising wellbeing and benefits

Wellbeing has taken on far greater significance for businesses since the Covid-19 pandemic. As a subjective feeling in itself, personalisation is essential for wellbeing. Individual needs require individual solutions.

Wellbeing and work-life benefits tailored to genuine employee needs are possible only when the employer can assess effectively what these needs are. When they can, organisations not only extend their range of personalised offerings, but wellbeing also becomes more prominent in individual conversations, in work design, and in tailored technology support for wellbeing offerings, work-life balance and health benefits. Our research shows that the use of wellbeing apps for employees has increased significantly, by 6% from the previous year.

In 2023, organisations will address an individual’s wellbeing in regular conversations between managers and employees. And with the breakdown of the traditional workplace in many sectors, the active listening by these managers will be a key skill also to identify and solve wellbeing challenges before they become bigger problems.

Statement	2022 (% consistently offering this)	2023 (% consistently offering this)	% change
Wellbeing embedded in work design	89	92	+4
Wellbeing addressed in performance conversations	52	58	+6
Wellbeing app	56	62	+6

Select statements from the Top Employers Survey.

Personalisation also requires creating time and better ways for employees to choose benefits, such as flexible work-life balance and health benefit offerings, that best suit their current needs. In this sense, 56% of Top Employers offer a benefits portal to employees to handle their benefits. And the most advanced practice, in 39% of Top Employers, is offering flex benefits (or cafeteria plans), enabling employees to choose the benefits that best match their needs.

Our research shows a more widespread implementation of these practices in North American Top Employers. Flex benefits plans are offered in 52% of North American Top Employers, and 88% have a personalised benefits portal for employees.

3 Personalising learning and career development

Many Top Employer organisations are offering a wide range of resources to enable employees to develop the competencies and skills they need and want for the future. But the most advanced organisations have done so through the use of digital and personal resources to reinforce their successful delivery.

For example, the interactive career portal, which over half (52%) of Top Employers already have, is a platform that allows employees to evaluate themselves and discover their growth opportunities with associated learning content in an intuitive and motivating way. It is a highly effective tool, as it allows employees to draw a career path between the roles to which they aspire and the related development areas, taking into account their personal and professional backgrounds.

It is not just about offering online self-managed resources, but also in-person support. The balance between both types of resources is proving to be the most effective and it is the one that generates the best experiences.

According to our most recent survey, 61% of Top Employers offer resources such as mentoring or coaching to the employee for career development, while 43% of Top Employers offer a career counsellor so that all employees can receive personalised advice on their next career steps. By offering this to every employee, the most enlightened organisations are showing that they don't want to waste any chance to help empower and develop talent throughout their organisation.

Statement	2021 (% consistently offering this)	2023 (% consistently offering this)	% change
Personalised learning portals	84	90	+6
Specific support for career Development questions	35	43	+8
Workshops and training to Support career development	69	77	+8
Microlearning content integrated into everyday activities	67	79	+13
Mentoring/coaching for career development	52	62	+10

Select statements from the Top Employers Survey.

To make the employee experience of learning even more individualised, organisations are also fostering easily accessible and on-demand micro-learning tools. This allows employees to learn "just in time" when needed and integrated into everyday activities. Additionally, leading companies are encouraging employees to speak up about their learning preferences when designing personal development programmes. Many Top Employers are now able to use AI to prompt and suggest employee learning opportunities that may be useful and interesting in career development.

The personalisation of employee career and learning opportunities is spreading across the digital and non-digital world. On the latter, some even better news is that the creation of a coaching culture - an expected role for leaders to undertake - is growing and is already ingrained within 62% of Top Employers.

TREND 2

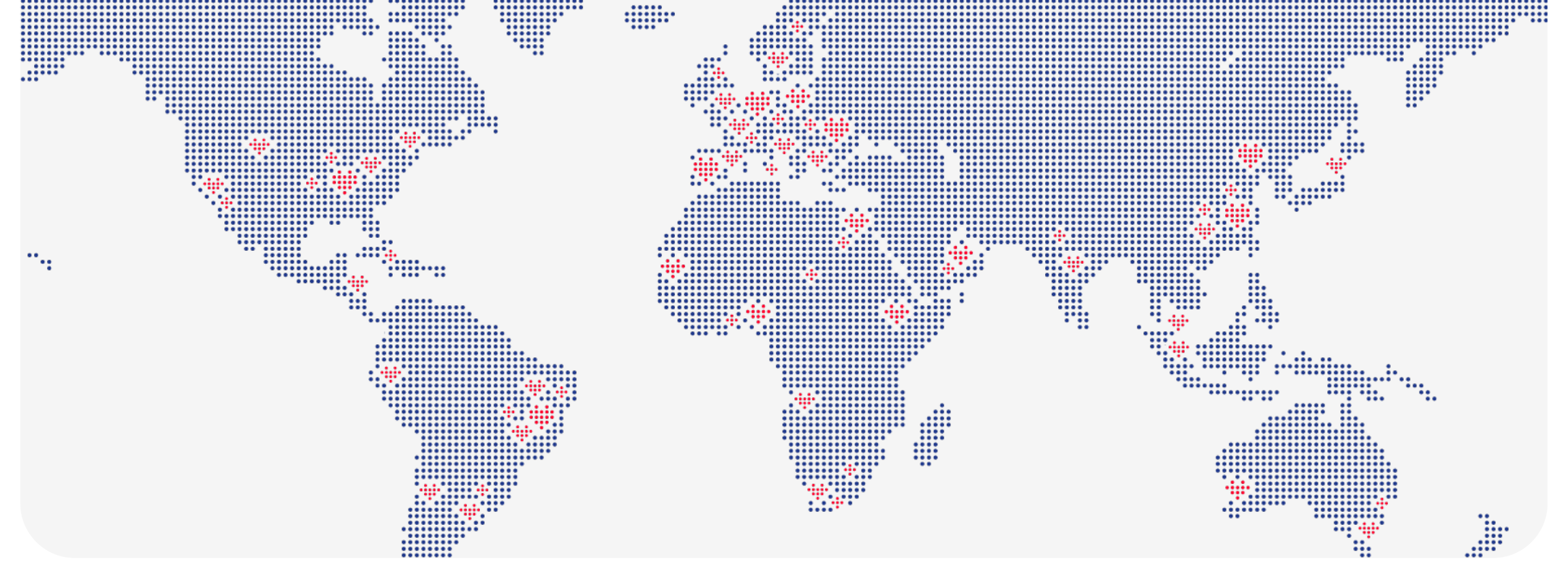
Leaders - listening to the heartbeat

In 2023, leaders will need to invest in developing their capabilities to listen and care continuously for their organisation's heartbeat. In a world where "double screen" leadership thinking is becoming the norm - thinking simultaneously about long-term horizons while also analysing information and acting decisively in the short-term to thrive – leaders need to listen in two main ways.

On the one hand, senior managers must listen carefully to the signals of a changing environment, to be able to plan - strategically and flexibly - the organisation's talent needs and the focus of the leadership culture. On the other hand, organisations need to implement policies dedicated to continuous and intentional employee listening.

To connect leaders closely with their teams in this way prepares the internal environment to be able to react successfully to challenges. It paves the way to the emotional engagement of employees needed to develop business strategies in times of change.

This way they ensure both the short-term adaptation of the organisation and its long-term prosperity. In short, "Leadership that listens to the heartbeat" of the organisation will be a major trend in 2023.



1 Listening organisations

An organisation's ability to listen depends on an effective employee listening strategy, in addition to the skills of its individual leaders. With significant differences between industry sectors many Top Employers have already consistently implemented listening strategies, showing that it is essential to engage people and help to make the difference between noise and melody.

Question – does your business consistently have the following?	TE23 (global - %)	Consumer (%)	IT (%)	Manufacturing (%)	Transport / Logistics (%)	Pharma (%)
Employee listening strategy	44	55	52	36	23	48
Integrated approach to listening techniques	55	69	62	40	58	54

Select statements from the Top Employers Survey.

A listening organisation will create a closer connection with employees. And this will foster the engagement needed to act quickly and effectively on the challenges that the organisation will undoubtedly face.

2 Listening to the present and the future

Organisations need to continuously listen to the internal and external environment to detect present and future skills needed from a strategic perspective.

Statement	2023 (% consistently offering this)
Leadership strategy	63
Leadership competency model is up-to-date	86
Personalised/contextualised leadership development	59

Select statements from the Top Employers Survey.

Active listening by organisations also makes it possible to define a leadership strategy that links both the leadership model and development programmes to the business strategy to ensure that the organisation has the right leadership capabilities both now and in the future. As a result, organisations can update their leadership model to include emerging knowledge and skills (e.g. digital, hybrid working etc.).

Thinking about the future by acting in the present strengthens trust in the organisation, gives meaning to talent management - training, performance management, competency modelling - and targets resources to develop the necessary skills. Active and continuous listening gives the organisation the confidence that it is on the right track and gives employees a clear direction to drive their professional development.

This commitment to listening leadership extends to the leaders of tomorrow in organisations. They too must receive personalised and contextualised leadership development they need, to have the right leadership capabilities for tomorrow.



3 All leaders open to listen

A leadership culture based on soliciting receiving and building on feedback is being reinforced. Organisations encourage leaders to receive feedback from their teams on their performance as a leader and provide resources and guidance to help leaders to build confidence and enable them to grow as a leader.

Statement	2023 (% consistently offering this)
Feedback on leadership skills	76
Follow up guidance for leadership feedback	76

Select statements from the Top Employers Survey.

Best Practice

Roche China's Listening Strategy



Roche China is a great example of an organisation with a highly developed employee listening strategy. It created both a people-centric and data-centric survey approach through what the organisation calls its OneRoche Survey Architecture, an initiative of Roche People & Culture.

Roche's vision was to use survey data in the best possible way, to generate robust insights and actions that would make an impact on its people and the business. So, Roche China created a dedicated team "People Insights" for centralising survey design, along with a platform to streamline survey practices. The business was able to create a highly integrated approach to listening techniques. A global sprint team was established and consisted of the GEOS members (Global Employee Opinion Survey), Organisational Scientists, Data Engineers, Data Governance experts, and Information Technology experts.

Visions and goals of the employee listening strategy have since been defined together. Surveys have been grouped together by employee lifecycle and organisational timeline. Current surveys are refined and connected to one another, while new and potential surveys are identified and mapped out over the next few years.

TREND 3

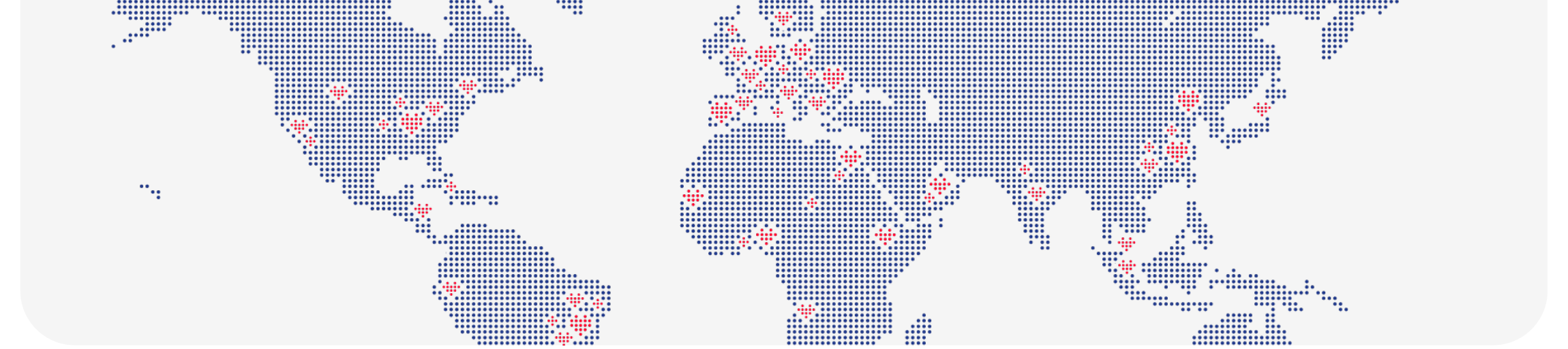
Positive Impact – the new North Star

Finally, a clear commitment to “positive impact” on the world will be the new North Star for everything that enlightened businesses do in 2023.

Positive impact among our Top Employer organisations can be defined and achieved in three ways.

- 🕒 Firstly, a **“lived” purpose** works best when it comes straight from the heart of all those who work there - and remains a constant in their everyday decisions.
- 🕒 Secondly, the purpose for any organisation can only ever be as good as the views that it allows itself to hear. So enlightened attitudes to diversity and inclusion are not only imperative in their own right, but for the positive impact and momentum they create in all organisations.
- 🕒 Finally, sustainability is key, both in the way an organisation ensures its own continuity through a positive wider impact and in the way it behaves as a good employer.

The combination of our first two trends – a super-personalised employee experience and leaders listening to the “heartbeat” of the teams working for them, can form a virtuous circle with our third trend. And our research shows that Top Employers are showing real commitment to deliver a lasting positive impact, within and sometimes beyond their organisational boundaries.



In search of the “North Star”

1 Positive Impact and lived purpose

Purpose is inspiring. It moves hearts and explains *why* the organisation exists and *how* it positively impacts the world. According to our survey, 91% of the world’s Top Employers have a defined purpose. We asked them not only how they have defined their organisational purpose but how they make it live in their day-to-day work.

Statement	2023 (% consistently offering this)
Purpose-led decision making	91
Purpose is integrated into HR practices	81
Purpose success stories	84
Employee journey mapping	63

Select statements from the Top Employers Survey.

A real commitment to purpose means that it is at the heart of an organisation’s strategy and is the deciding factor when making decisions. A “lived” purpose requires involving employees sharing real purpose success stories and giving them the opportunity to explore what purpose means for each of them as an individual.

63% of Top Employers ensure that employees identify with the company purpose, encouraging employees to reflect on their own sense of purpose and combine it with the company’s purpose, for example, through workshops, storytelling sessions or by providing employees with an app that helps them explore what is important to them.

Best Practice

Purpose-led decision making at ISS Italy



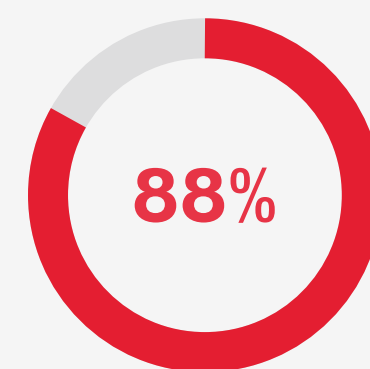
ISS is a facility management services company founded in Denmark. Its Italian business decided to embrace a complex cultural change, with changes to its vision, business strategy and Employee Value Proposition (EVP). This scheme was presented as a cultural blueprint to make its employees understand that this change is not only about the structure but also about culture, with people at the centre of the business.

The business built the cultural blueprint with its corporate colleagues and then shared it first with the country leadership team and then cascaded it to all people managers and their reports. In this way, the change started from the top with all management fully engaged and aware of the change before it was communicated to the rest of the employees. With this approach, its leaders were able to guide people in the way people work for their customers helps define the company's culture and business strategy: the One ISS strategy.

The strength of the changes are in a clear alignment between the company purpose and the decision-making process. "Connecting People and Places to Make The World Work Better" is the company purpose that lies under the culture blueprint. At the same time, the company purpose acts as an enabler, from leadership to values, from culture to business strategy.

A "lived" purpose, at its best, is shown in the hundreds of decisions that all employees make every day. So, employees want to make sure that the culture - the how - and the purpose of their organisation - "why" it exists - are aligned with their own goals, priorities and values. These are key elements that are captured in the EVP of the best employers. 88% of Top Employers include their organisational purpose in their EVP, and seven out of ten make it explicit in their social and environmental objectives and demonstrate their equal and inclusive culture, both significantly up on last year.

The key is that Top Employers organisations ensure that the EVP is made real on a day-to-day basis, involving employees in defining it (82%) and working to align the actual employee experience with the EVP (81%).



88% of Top Employers include their organisational purpose in the EVP

Statement	2022 (% consistently offering this)	2023 (% consistently offering this)	% change
Social and Environmental Goals	60	72	+11
Equal and Inclusive Culture	65	78	+13

Select statements from the Top Employers Survey.

2 Positive impact and D&I

Diversity and Inclusion are imperative in business, with the best organisations acting decisively to achieve both on a day-to-day basis. In 2023, we see a significant growth of initiatives to ensure diverse representation at all levels of the organisation for three-quarters of our Top Employers, and a similar increase in dedicated empowerment programmes for leadership development among women.

There is also a rapid growth in identifying areas for improvement through D&I assessments, with insights from the perspective of all stakeholders (including employees) around the journey towards diversity, equity and inclusion in the organisation.

Statement	2022 (% consistently offering this)	2023 (% consistently offering this)	% change
Ensure diverse representation through multiple levels of the organisation (not just executive management)	61	76	+15
Periodic assessment of HR technology	63	77	+14
Personalisation of our HR technology platform	44	54	+10

Select statements from the Top Employers Survey.

Regional Analysis: North America

D&I initiatives are significantly more advanced in North America versus the rest of the world, with programmes to empower women (+13.5% higher in North America, than elsewhere), LGBT networks (+22.2%) and disability disclosure programmes (+23.1%).



3 Positive Impact and sustainability

Sustainability is clearly at the heart of organisations that want to have a positive impact on the world. Those that do, are increasingly including social and environmental performance indicators in their internal management reporting. They track real-time data to ensure that the social and environmental measures taken are effective and efficient, and to act quickly when a risk is identified.

Remuneration and incentives increasingly reflect the sustainable approach adopted by more enlightened organisations. To link executive pay to social and environmental performance makes clear the company's commitment to sustainability objectives. And employees are rewarded/incentivised to support environmental goals: organisations combine a performance-oriented culture with social responsibility in day-to-day management.

As an example, a significantly higher number of leading organisations have implemented employee volunteering programmes, linked to social and environmental goals. Investing business resources, including time and support, to contribute to what promotes sustainability undoubtedly sends a very strong message of organisational commitment.

Statement	2022 (% consistently offering this)	2023 (% consistently offering this)	% change
Employee volunteer programmes linked to social and environmental goals	36	47	+11
Dashboard consistently showing social and environmental performance	53	62	+9
Executive compensation consistently linked to sustainability	38	46	+9
Employees incentivised to support environmental goals	58	64	+6

Select statements from the Top Employers Survey.

Our research among Top Employers also reveals that Asian Pacific organisations were significantly ahead of the rest of the world regarding some relevant practices that demonstrate and impulse sustainability commitment. Their use of executive compensation linked to sustainability is 14.6% above levels in the rest of the world, and 13.2% higher in its use of dashboards to measure social and environmental performance.



Conclusion and next steps

The World of Work Trends Report 2023 gives business leaders the three key forces that will set the agenda for leading organisations to engage people and develop high-performance cultures for success.

There has been no respite from uncertainty for organisations and their people and neither will there be in 2023. Yet there are some things that we feel we can say with clarity – and those are the three key trends that we have identified in this report.

- 1** Enlightened organisations are moving towards an **unprecedented level of personalisation in the everyday employee experience.**
- 2** Leaders will develop new strategic skills, particularly that of “listening to the heartbeat” of the organisation.
- 3** Finally, a **clear commitment to “positive impact” will be the new North Star** for everything that the best businesses do in 2023..

A strong sense of humanity lies at the heart of all three trends. And therefore, all businesses will need to understand and harness this to continue to prosper in the year ahead.

In 2023, all organisations will need to ask themselves three questions...

- 1** How far have you taken personalisation in the everyday employee experience? You may be “people-centric” but are you “person-centric”? For example, how are you showing this through flexible working, wellbeing and career development?
- 2** **Are your leaders (and future leaders) truly listening for the “heartbeat” of your business?** What else could they be doing? Do you have a listening strategy? And are you developing your future leaders with active listening in mind?
- 3** **Is the North Star of “positive impact” really central to all your business decisions?** “Lived purpose”, inclusion and sustainability are growing ever larger in the minds of your employees. Are you, as a current or future Top Employer, truly committed to delivering a lasting positive impact, beyond organisational boundaries, through the purpose that you have?

Methodology

Discover what makes the annual Top Employers Institute World of Work Trends Report 2023 unique.

All of the data shown in this report has been extracted from the anonymised responses of 2052 global participants of the Top Employers Institute's HR Best Practices Survey for 2023, 1857 participants from our 2022 survey and 1691 organisations for our 2021 edition. Relying on internally and externally audited data covering six key domains of HR ensures that our analysis is objective and fact-based. Therefore, our data stands the test of time.

Objective

Before an organisation can be certified as a Top Employer, HR auditors validate the answers provided by the organisation in the HR Best Practices Survey. This validation is a necessary step to ensure that the data is accurate, reflects the standards required by Top Employers Institute, and provides additional clarity to the participating organisation.

Fact-based

We measure many of the same variables every year so our data analysts can identify and benchmark emerging trends and see which practices are losing popularity. The best practices that we collect create a natural continuous improvement process to update and maintain the relevance of the Top Employers Institute HR Best Practices Survey.

Global

Our research has a global scope: the data covers leading employers across Europe, Middle East, Latin America, APAC and Africa. Our digital survey, allow us to identify not only growth per practice but also to define trends based on imperatives such as transparency, agility, ownership and others, as shared in this report.

The six survey domains

STEER



1. Business Strategy
2. People Strategy
3. Leadership

SHAPE



1. Organisation & Change
2. Digital HR
3. Work Environment

ATTRACT



1. Employer Branding
2. Talent Acquisition
3. On-boarding

DEVELOP



1. Performance
2. Career
3. Learning

ENGAGE



1. Well-being
2. Engagement
3. Rewards & Recognition
4. Off-boarding

UNITE



1. Purpose & Values
2. Ethics & Integrity
3. Diversity & Inclusion
4. Sustainability

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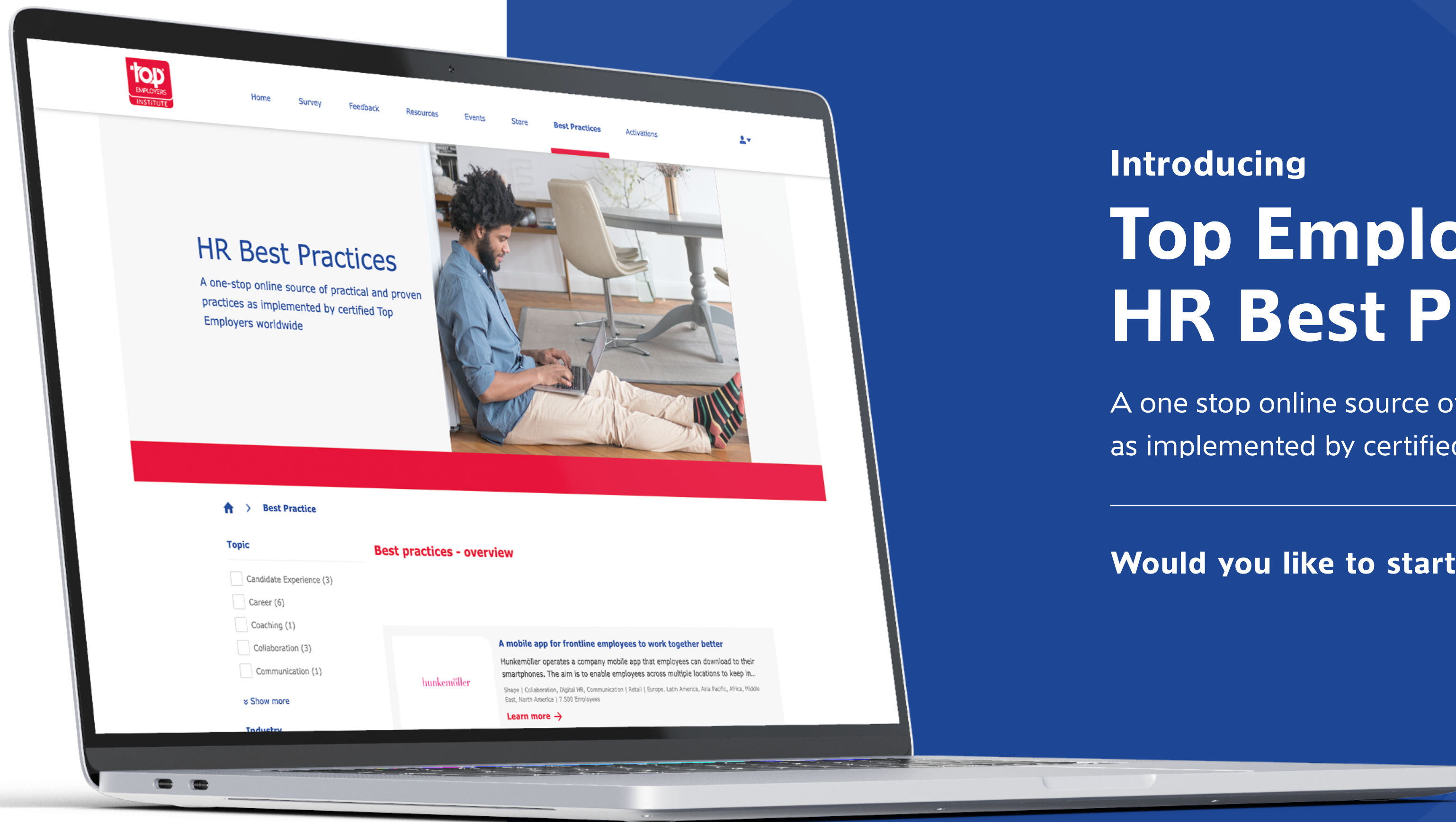
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