



India Workforce  
Hopes and Fears  
Survey 2022





# Table of contents

**01**

Foreword

**02**

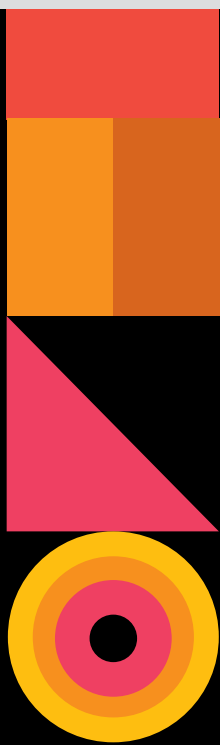
Executive summary

**03**

Through the  
employee lens

**04**

Call to action



# Foreword

The past couple of years have brought about a significant change in the workplace with the changing dynamics between the employee and employer. There has been a shift in mindset on both sides of the table. Employers are more focused on building a resilient workforce strategy that balances alignment to act with speed and adaptability to position for scale. Employees, on their part, place a premium on organisational trust, innovation and hybrid ways of working. For them, financial reward and personal fulfilment are priorities when they consider making a change in their work environment. It is therefore important to factor in these shifts as employers attempt to understand what drives employee experience in the current context of a persisting wave of resignations, and use these insights to recalibrate their workforce strategy.

The India Workforce Hopes and Fears Survey 2022 report underlines the principal themes in the workforce sentiment through the lived experiences of employees. The report is based on the findings of **PwC's Global Workforce Hopes and Fears Survey 2022**.<sup>1</sup> The survey included 2,608 participants from India, and 93% of them were full-time employees. Of the total number of employees surveyed, 78% were men, 16% were women and 5% were others, while 1% did not answer the question on gender. Further, 85% were employed in professional or administrative jobs, 10% did skilled manual work, and the remaining 5% did semi-skilled or unskilled manual work. The survey covered people across generations: 54% of those surveyed were millennials (26–41 years), 26% were Gen X (42–57 years), 15% were Gen Z (18–25 years of age) and 5% were baby boomers (58–76 years).

The emerging themes throw light on how organisational strategy is experienced at the grass-roots level and can help define tangible measures to bring about greater alignment between organisational and individual perspectives.

Our recent report, **People and culture first: Transformation journey in the future of work**,<sup>2</sup> provided insights into the challenges and impediments that often prevent organisations from becoming future ready, but perceived from the business leader's lens. India Workforce Hopes and Fears underlines the employees' perspective on accelerating the transformation journey at the workplace.

The report highlights the key insights emerging from employees, focuses on understanding the alignment between employee and employer perspectives, and analyses the consistency in perspectives across different employee characteristics and personas. At a broader level, it underlines how understanding the hopes and aspirations of the workforce can help outline action-oriented themes for a better future.

---

1 PwC's Global Workforce Hopes and Fears Survey 2022

2 People and culture first: Transformation journey in the future of work

# Executive summary

The world of work is rapidly being reshaped – not only through digital transformation, but also because of the blurring boundaries across industries and palpable urgency to balance current needs with future sustainability. Organisations, it is observed, need to be deeply attuned to the workforce sentiment to continuously guide and recalibrate organisational strategy.

Our earlier report **People and culture first: Transformation journey in the future of work** underlined the following six ‘no-regrets moves’ identified by leaders as being important to their workforce strategy; for each of these no-regrets moves, we recommended the following corresponding business imperatives to future-proof organisations:

| Six no-regrets moves                                   | PwC’s recommended imperative/what organisations need to do  |
|--|---|
| Anticipate and plan for the future.                    | Recognise ‘prioritising and sense making’ as an organisational capability that is critical to drive investment decisions. |
| Build trust in the organisation.                       | Democratise the workplace concept to focus on a ‘workplace of the people’ as against a ‘workplace for the people’.        |
| Optimise workforce productivity and performance.       | Use technology to enable productivity and performance, while management enables culture.                                  |
| Enable the skills of the future.                       | Prioritise culture as a competitive advantage.  |
| Prepare for and deploy technology with humans in mind. | Focus on human-led, tech-enabled ways of working.   |
| Build ability to rapidly access and deploy talent.     | View the organisation in the ‘skills and capability age’.   |

While these no-regrets moves outline the leaders’ perspective on transformation, **India Workforce Hopes and Fears Survey 2022** provides important insights into employee drivers, aspirations and specific outcomes employees expect in the next 12 months, and employee perspectives on transparency and implications of technology. It also shows ways and means of navigating the twin challenges of specialisation and scarcity of talent. These insights could help organisations understand

the effectiveness of their workforce strategy and actionable input to recalibrate it.

Our findings reveal that beyond financial reward, employees are driven by the opportunity for fulfilment, creativity and innovation, and being one’s true self at work. The shift to hybrid work is expected to continue with 81% of employees in India believing that their jobs can be done remotely and with 31% of those who can work remotely already working in a hybrid way.

Flexibility is no longer a benefit, but a necessity. While there is broad alignment between employer and employee perspectives on the extent of flexibility, the experience is inconsistent across levels, with managers and senior executives reporting higher flexibility to define where, when and how they work as compared to non-management.

An important finding is that a significantly higher proportion of Indian employees (71%) are concerned about being overlooked for career advancement as compared to their global peers (21%). This points to the need for deploying more transparent and data-driven processes to define career pathways.

Another interesting highlight centres around sensitive conversations in the workplace. Sensitive social and political topics are occupying an increasingly important place in workplace conversations, with 75% of employees having had conversations of this nature. Employers, therefore, need to actively create safe spaces for such conversations.

India is one of the countries with a huge perceived gap in skills, with 54% of employees strongly/moderately agreeing that India faces a shortage

of their skill sets and 67% believing that their job requires specialist training. At present, employers are seen as addressing skill shortages through wage increases, recruitment and automation, with fewer using upskilling as a strategic lever.

More than half of the respondents are concerned about the lack of opportunities to work with or learn technological skills from their colleagues. Moreover, this learning gap begins at the top, with more than 50% of CEOs perceiving a lack of opportunities for learning technological skills. Retention risk is likely to continue as employees are seeking tangible outcomes from organisations in the near future: 59% of India employees (as compared to 30% globally) are likely to ask for a promotion and 53% for a raise in the next 12 months.

Another fallout of the Great Resignation is that 34% of respondents in India say they are extremely/very likely to switch to a new employer as compared to 19% globally. Further, 32% say they plan to leave the workforce. This is an important insight that organisations need to pay heed to by taking proactive steps to reconnect with their employees and increase internal mobility and redeployment.

# Through the employee lens

For an organisation to be future fit, it is imperative that individual purpose be aligned with organisational purpose. That is pivotal in driving organisational and individual career growth in a hybrid world. This mindset shift, as is evident in this section, entails that the employee perspective dovetails with the employer's perspective to accelerate transformation keeping in mind the workforce dynamics.

## 1. Broaden the understanding of employee drivers for a data- and scenario-based workforce strategy

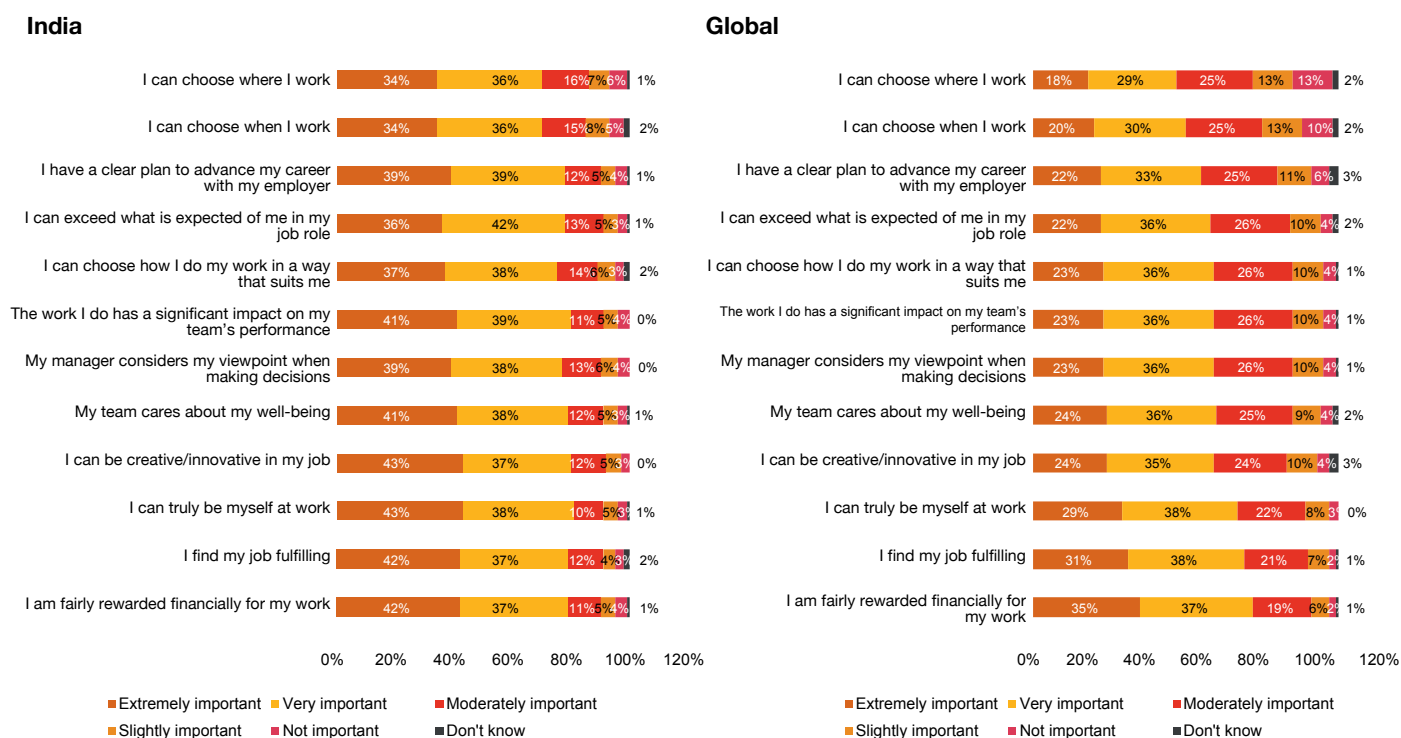
In our past research, leaders voiced the need to anticipate and devise plans for the future using a scenario-based approach to enterprise planning.

The Global Workforce Hopes and Fears Survey 2022 sheds light on the current and future working behaviours of employees, thus providing employers with the following specific scenarios that they need to anticipate and plan for.

### 1.1 Personal fulfilment is as important as financial reward

**The findings reveal that compensation alone will not be sufficient to attract and retain talent. Financial reward and personal fulfilment are most important when employees are considering making a change in their work environment.**

How important are the following factors to you when considering making a change in your work environment?



Source: PwC's Global Workforce Hopes and Fears Survey 2022

The opportunity for creativity and innovation on the job and being one's true self at work are as important as financial reward. This reinforces the need for employers to craft organisational purpose as a driver of the employee value proposition.

In India, 54% of leaders find it important to communicate a clearly defined purpose. This is in

sync with the employee's need to seek creativity and innovation in their work environment. However, it is equally important that leaders focus on aligning individual purpose with organisational purpose, thereby creating opportunities for employees to be their 'true selves' at work, a theme that 43% of employees surveyed find extremely important.

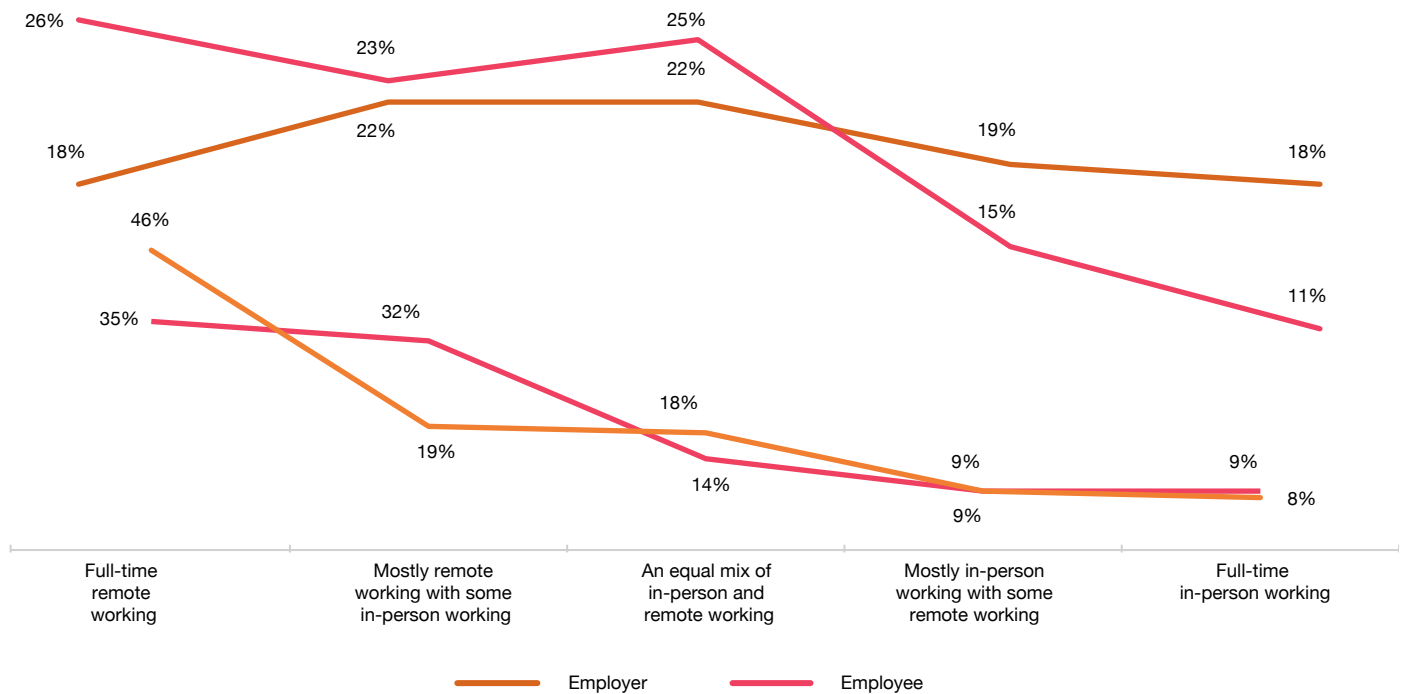
## 1.2 Flexibility in defining where, when and how employees work is a necessity rather than a benefit

The pandemic prompted organisations to adopt flexible work models. Our survey reveals that 31% of employees in India who can work remotely are currently working in a hybrid way. This trend is expected to increase. In the future, organisations will need to become more innovative with their talent models and make room for different talent needs.

**There is alignment between employee preference and perceived employer expectation for future hybrid working, but a gap exists in case of 'mostly remote working with some in-person working' for India.**

Regarding your current job role: How your employer will expect you to work 12 months from now? (employer expectations)

Regarding your current job role: How would you prefer to work 12 months from now? (employee expectations)



Base: Those who state that their job can be done remotely/from home (Global - 28,114, India - 2,121)

Source: PwC's Global Workforce Hopes and Fears Survey 2022

Overall, there is alignment between employee preference and perceived employer expectations regarding hybrid working in the future, but there is a variation in the percentage of employers versus that of employees expecting almost full-time remote working in the near term. In India, 35% of employers, as against 46% of employees, expect almost full-time remote working 12 months from now. This clearly reflects the need for employers to better appreciate the variations in the content and context of work while defining flexibility guidelines and exceptions.

### 1.3 Concerns around being overlooked for career advancement underscore the need for data-driven talent identification

An overwhelming 71% of employees in India are extremely or very concerned about being overlooked for career advancement opportunities as against 21% globally. This underscores the need to plan for robust and transparent talent recognition processes. The People and Culture First report revealed that only 33% of leaders in India find it important to look at data and advanced analytics for workforce decision making. Therefore, this insight pertaining to employees serves as an important recalibration for data-driven decision making.

Gender-focused analysis of this data also reveals that women are slightly more concerned about being overlooked for career advancement as opposed to men. Amongst female respondents in India, 75% are extremely or very concerned

about being overlooked for career advancement, as compared to 70% of male respondents. Furthermore, 89% of those who identify as ‘other’ are significantly more concerned about being overlooked for career advancement.

Overall, our insights into employee perspectives, such as their concerns around career advancement, provide evidence that workforce alignment should be a key element of both scenario-based and dynamic enterprise planning.

**Takeaway:** A broader understanding of employee drivers is critical to integrate scenario-based planning into the talent strategy, and help organisations align their workforce with their overall vision and purpose.



## 2. Build trust by embracing debate and dissent

In the past, our research has demonstrated that people want to work for employers who show they care.<sup>3</sup> Moreover, they want to work for organisations that live up to their purpose and values. With an increase in virtual and hybrid work, organisations

are facing the challenge of building commitment and driving joint success with limited in-person connection. This increases the onus on employers to drive transparent and consistent communication.

<sup>3</sup> Building tomorrow's workforce: Six no-regrets plays to make today



## 2.1 Employers need to signal openness to discussions on social and political issues at the workplace

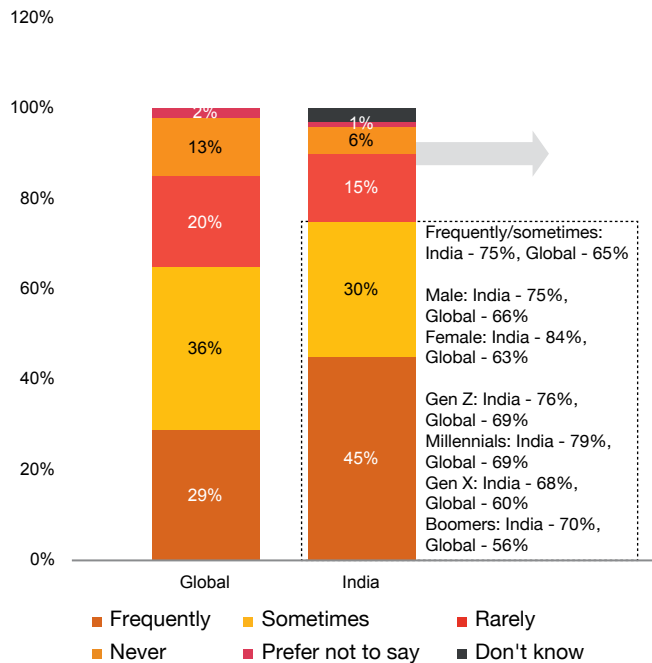
In today's increasingly polarised world, the workplace has emerged as a place where sensitive political and social discussions are taking place. Blurring of the personal and professional spheres makes it increasingly important for employers to acknowledge this shift. The survey reveals that 75% of employees have had conversations with their colleagues about social or political issues (frequently or sometimes).

Among employees who had never had social/political conversations, 32% said their organisations discourage such conversations as compared to 12% globally.

These findings suggest that employers are primed for caution and restraint in discussing topics of social and political significance at the workplace.

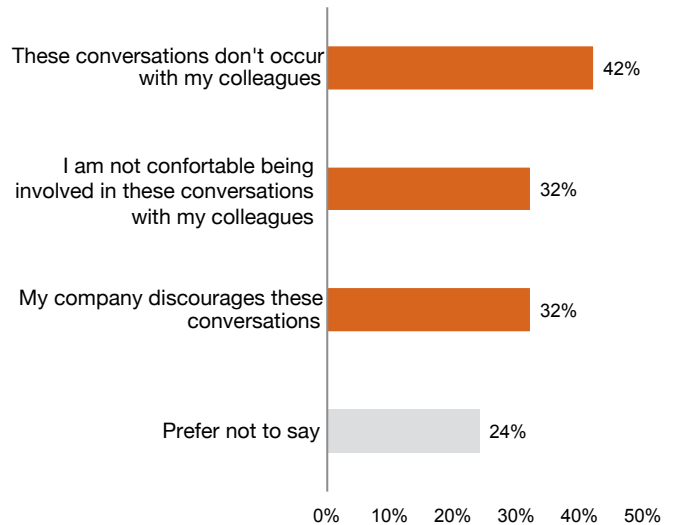
### Almost three-fourths (75%) of employees have had conversations with colleagues about social or political issues (frequently or sometimes).

Over the last year, how often have you been involved in conversations with colleagues about social issues or political issues?



Why do you think you haven't been involved in conversations with colleagues about social and/or political issues?

Of those who never have these conversations (India respondents) :



Base: All respondents (Global- 52,195, India - 2,608)

All respondents who stated 'never' in the question in right (Global - 6,536, India - 144)

Source: PwC's Global Workforce Hopes and Fears Survey 2022

It is interesting to note that a higher proportion of employees believe that these conversations have led to positive consequences such as driving inclusion at the workplace.

## 2.2 Employees expect more transparency and support in incorporating environmental, social, and governance (ESG) considerations into their work

Since the start of the pandemic, there has been a significant increase in emphasis on mental health and well-being. Overall, issues of worker health and safety have become important. In India, 44% of employees feel it is extremely important for their employers to be transparent around the efforts they are making to protect worker health and safety. This area clearly requires greater alignment between employer initiative and employee experience.

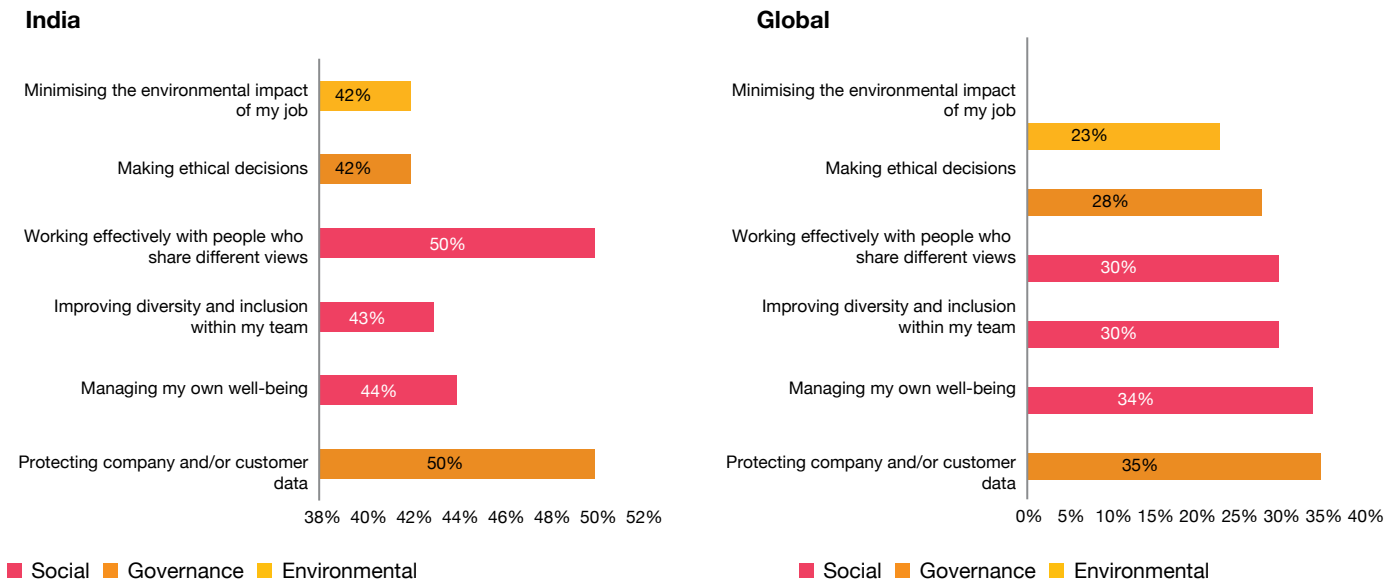
The areas in which employers have been seen to extend more support are data protection and working effectively with those who have different views. However, employees expect greater support in understanding environmental impact and ethical decision making.

Importantly, it was also observed that the confidence employees have in employer transparency is consistently lower than the importance they place on it. This is most evident in addressing diversity and inclusiveness and protecting worker health and safety.

Among female employees, 60% in India (as opposed to 30% female employees globally) state they receive support to work effectively with people who share different views. This signals progress on diversity, equity and inclusion efforts adopted by organisations in India.

**Data protection and support in working effectively are the two main areas where employers have provided support. They are less likely to provide support on environmental impact and making ethical decisions.**

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



Base: All respondents (52,195), India (2,608)

Source: PwC's Global Workforce Hopes and Fears Survey 2022

**Takeaway:** It is important for leaders to empathise and simultaneously embrace debate and dissent to build a culture of trust.

### 3. Drive empowerment with equity

With stress and burnout being recognised as epidemics of the future, companies today are at an increased risk of losing their best talent.

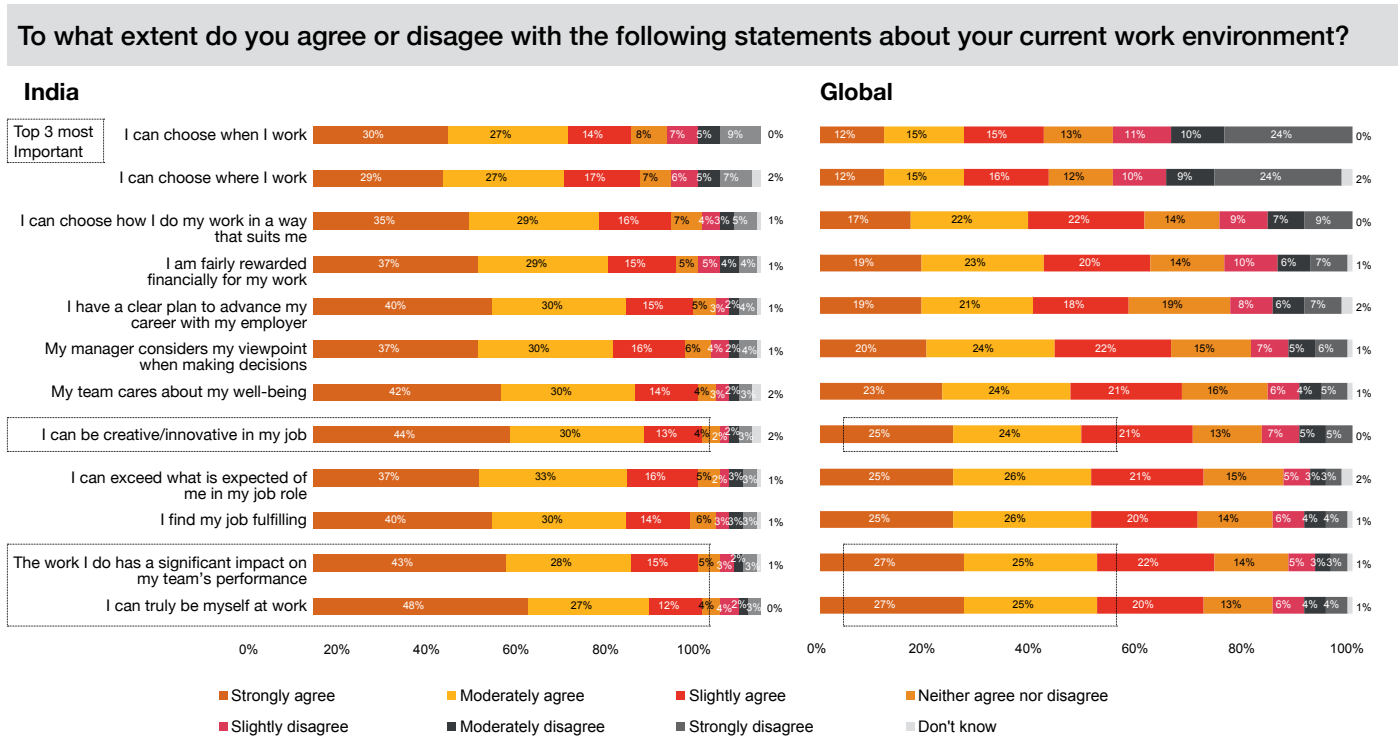
The Great Resignation has clearly demonstrated that employees seek personal fulfilment and meaning at work. They expect their jobs to be an extension of themselves. Our insights demonstrate that leaders need to build a work environment that supports consistent productivity which is sustainable in the future.

#### 3.1 Organisations are recognising that higher productivity requires the space for creativity, flexibility and being one's true self at work

Nearly 75% of employees surveyed say they can be themselves at work, and 71% say the work they do has a significant impact on their team's performance. Moreover, 74% of employees in India underline they can be creative and/or innovative in their jobs.

Almost 67% of India respondents are satisfied with their job. From an industry segment standpoint, in the healthcare sector, 78% of employees say they find their job fulfilling. The comparable percentages were 66% for industrial manufacturing and 67% for energy, power, metals, mining and utilities. As healthcare gains increasing priority in the current context, this could indicate that a clearer sense of contribution to societal purpose enhances meaning and personal fulfilment.

#### Employees are most likely to agree that they can be themselves at work, impact their team's performance and be creative/innovative.



Base: All respondents (Global - 52,195, India - 2,608)

Source: PwC's Global Workforce Hopes and Fears Survey 2022



### 3.2 Despite a higher focus on flexibility, the experience of flexibility is inconsistent across management levels

Hybrid working is expected to increase – 31% of India employees (as opposed to 55% of global) who can work remotely are currently working in a hybrid way. As compared to the global results (54%), a higher proportion of employees in India (81%) think that their jobs can be performed remotely.

Organisations have the opportunity to position themselves as employers of choice with a sharp focus on flexible working wherein employees have the power to decide where, when and how to work, which leads to an improved organisational culture. However, the findings reveal a gap in

the experience of flexibility based on seniority, with more perceived flexibility for senior roles. As compared to non-management, managers, senior executives and CEOs perceive significantly higher flexibility in when they work, where they work and how they work.

**Takeaway:** Leaders need to enhance empowerment with equity by ensuring that different segments of the workforce have equal access to information, guidelines and resources to empower themselves.

## 4. A comprehensive upskilling strategy is needed to address the twin needs of specialisation and overcoming skill scarcity

Creating systems that focus on skill development and maintaining an inventory of current and future skills are ways in which organisations can leverage learning and development as a competitive advantage.

**Almost 54% of the respondents agree India lacks their skillset, while 67% of the respondents agree that their job requires specialist training.\***

Regarding your current job role, how accurate are the following statements?

### India



### Global



Strongly agree Moderately agree Slightly agree  
Neither agree nor disagree Slightly disagree Moderately disagree  
Strongly disagree Don't know

Strongly agree Moderately agree Slightly agree  
Neither agree nor disagree Slightly disagree Moderately disagree  
Strongly disagree Don't know

\*Employees in the health (healthcare, pharma, life sciences) and TMT (tech, comms, entertainment and media) sectors have the highest levels of agreement with the statements that their job requires specialist training (health: 58% [global], 79% [India]; TMT: 56% [global], 71% [India]), and that their country lacks people with the skills to do their work (TMT: 36% [global], 55% [India]; health: 35% [global], 73% [India]).

Source: PwC's Global Workforce Hopes and Fears Survey 2022

### 4.1 India is perceived to have a lack of high skill sets and insufficient opportunities for upskilling

Our findings revealed that India is one of the countries with the biggest perceived gap in skills, with over half of the respondents agreeing that India lacks their skill sets. Moreover, 67% of the respondents in India believe that their jobs require specialist training as compared to 49% globally. This further accentuates the problem as it indicates that while employees in India perceive the need for

specialist training, they lack opportunities to receive it. Employees in the healthcare (including pharma and life sciences), technology, communications, entertainment and media sectors, in particular, are more likely to believe that their jobs require specialist training, and that India lacks people with the requisite skills to provide such training.

## 4.2 Employers in India are addressing talent shortages through wage increases and automation, with less focus on proactive upskilling

Our insights reveal that employers are addressing skill and labour shortages through wage increases and automation, with fewer using upskilling, recruitment or outsourcing to manage shortages. Organisations clearly need to invest strategically and holistically in upskilling to proactively plan for capability shifts.

We find differences across industry segments in their strategies to address skill and labour shortages. There is a greater focus on automation

in the industrial manufacturing (IM) sector, while the retail and consumer goods (R&C), technology, communications, and entertainment and media (TMT) sectors are seen to use a mix of well-being and recruitment as well as wage increases as ways to address talent shortages. Wage increases form the predominant strategy in the government/public services and financial services sectors (Gov/PS), while the healthcare sector is focusing primarily on recruitment.

**IM employers are seen to be addressing skills/labour shortages through automation, R&C through well-being and recruitment, Gov/PS through increasing wages, TMT through increasing wages, well-being and recruitment, health through recruitment and FS through increasing wages.**

| What, if anything, is your employer doing to address shortages in skills/labour?  |          |          |              |           |              |          |           |        |
|---|----------|----------|--------------|-----------|--------------|----------|-----------|--------|
|   | India    |          |              |           |              |          |           | Global |
|   | IM (301) | R&C(236) | Gov/PS (138) | TMT (491) | Health (441) | FS (160) | IEUR (41) |        |
| Upskilling workers  | 38%      | 36%      | 36%          | 36%       | 37%          | 39%      | 40%       | 40%    |
| Increasing wages  | 43%      | 33%      | 45%          | 44%       | 38%          | 51%      | 33%       | 33%    |
| Support workers with physical and mental well-being   | 40%      | 42%      | 38%          | 44%       | 41%          | 43%      | 35%       | 29%    |
| Automating and/or enhancing work via technology   | 46%      | 39%      | 30%          | 43%       | 45%          | 41%      | 43%       | 26%    |
| Widening recruitment to include more diverse workforce (i.e. offering returnships, hiring formerly incarcerated people) | 38%      | 42%      | 30%          | 44%       | 48%          | 35%      | 37%       | 25%    |
| Recruiting workers with lower qualifications or less experience   | 33%      | 41%      | 33%          | 36%       | 30%          | 32%      | 32%       | 24%    |
| Outsourcing work to third parties (e.g. consultancies, suppliers)   | 37%      | 37%      | 26%          | 39%       | 39%          | 33%      | 44%       | 20%    |
| Hiring qualified workers from overseas  | 37%      | 36%      | 29%          | 40%       | 40%          | 28%      | 34%       | 20%    |

Source: PwC's Global Workforce Hopes and Fears Survey 2022

**Takeaway:** Employers in India need to critically assess skill gaps from both the organisational and individual perspectives, move beyond short-term measures such as wage increases, and plan for a proactive and long-term upskilling strategy for future readiness.

## 5. Leverage technology to augment human potential

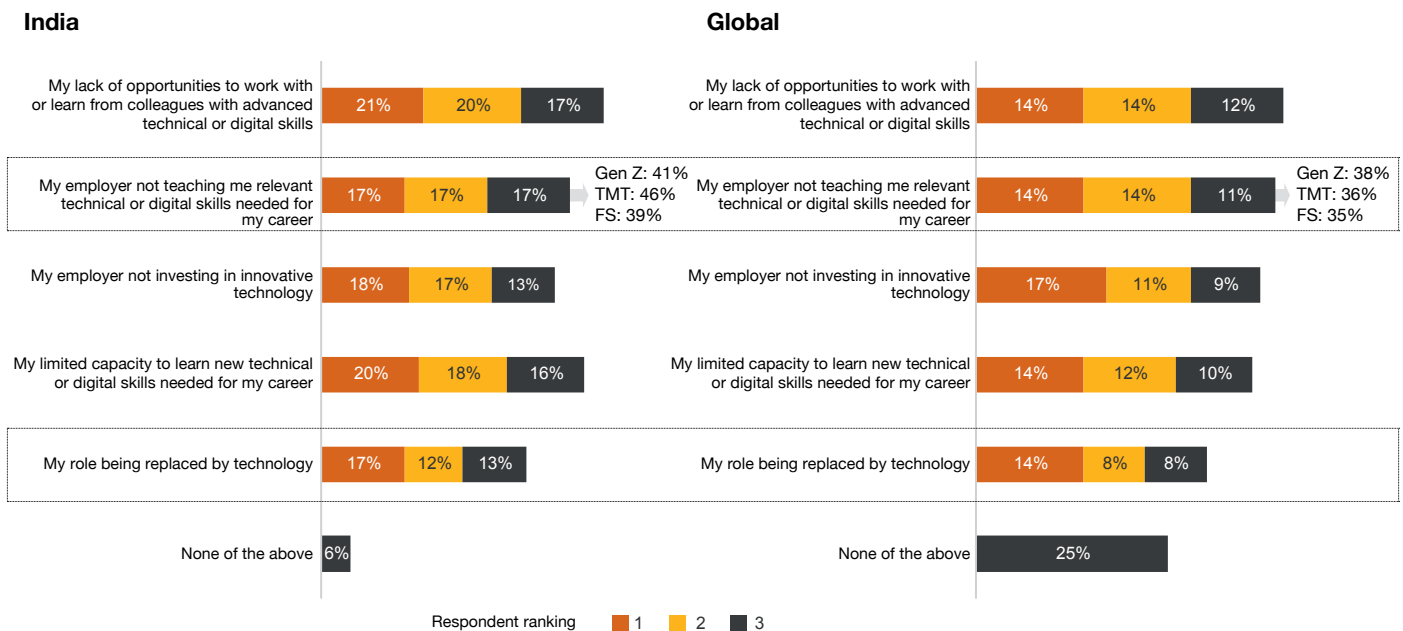
Investment in technology stands out as an integral aspect of transformation from an employer perspective. However, the results of the survey indicate that employees are not experiencing the benefits of this investment in the form of broader opportunities for exposure and learning. Our findings indicate that employers need to keep employee concerns in mind while deploying new technology.

### 5.1 Despite employer commitment to investing in technology, employees are not experiencing it either as an enabler or as an opportunity

More than half of the respondents (a significantly higher number compared to their global peers) are concerned about the lack of opportunities to work with or learn technological skills from colleagues, and an equal number of them also voiced concerns about not being able to receive training on digital skills from their organisation. Moreover, 48% of the respondents from India say that they are concerned about their employers not investing in innovative technology. Interestingly, the results also show that employees in India are more concerned about their role being replaced by technology — 42% of the respondents in India expressed this concern compared to 30% globally.

**51% of the employees in India stated that their employer is not imparting relevant technical or digital skills training needed for their career as compared to 39% globally.**

When you think about technology's impact on your job over the next three years, what are you most concerned about? (rank 1–3)



Base: All respondents (Global: 52,195, India: 2,608)

Source: PwC's Global Workforce Hopes and Fears Survey 2022

## Gen Z and millennials are more concerned about the impact of technology on their jobs over the next three years than Gen X and boomers.

When you think about technology's impact on your job over the next three years, what are you most concerned about? (rank 1–3)

|  | India |             |       |         | Global |             |       |         |
|--|-------|-------------|-------|---------|--------|-------------|-------|---------|
|  | Gen Z | Millennials | Gen X | Boomers | Gen Z  | Millennials | Gen X | Boomers |
| My lack of opportunities to work with or learn from colleagues with advanced technical or digital skills | 56%   | 61%         | 52%   | 51%     | 46%    | 44%         | 37%   | 29%     |
| My employer not teaching me relevant technical or digital skills needed for my career                    | 48%   | 52%         | 53%   | 47%     | 44%    | 43%         | 36%   | 29%     |
| My employer not investing in innovative technology   | 42%   | 49%         | 51%   | 41%     | 40%    | 41%         | 34%   | 28%     |
| My limited capacity to learn new technical or digital skills needed for my career                        | 52%   | 56%         | 53%   | 53%     | 42%    | 40%         | 33%   | 28%     |
| My role being replaced by technology   | 41%   | 43%         | 40%   | 32%     | 38%    | 34%         | 26%   | 19%     |
| Gen Z  | 7%    | 5%          | 7%    | 17%     | 14%    | 19%         | 31%   | 42%     |

Base: All respondents (52,195), Gen Z (5,506), millennials (23,962), Gen X (15,711), boomers (6,951)  
 India respondents (2,608), Gen Z (390), millennials (1,412), Gen X (670), boomers (128)

Source: PwC's Global Workforce Hopes and Fears Survey 2022

### 5.2 Learning gaps begin at the top

More than 50% of CEOs/senior executives perceive a lack of opportunities to work with or learn technology skills from colleagues and to receive training on digital skills from their organisations.

This learning gap at the top needs to be addressed urgently so that leaders are equipped to drive upskilling for the larger workforce. In summary, transformation in the future of work will necessitate human-led and technology-enabled ways of working.

**Takeaway:** It is critical for leaders to first adopt a technology and digital mindset, and clearly articulate the benefits that it presents for employees in terms of the opportunity of an enhanced experience and an even greater opportunity for learning and productivity.





## 6. Think creatively about employee outcomes within organisational constraints

Building the ability to rapidly access and deploy talent is emerging as one of the key differentiators for organisations across industry segments. Driving a dynamic workforce strategy requires leaders to demonstrate a sound understanding of the outcomes that employees are seeking. The Global Workforce Hopes and Fears Survey 2022 indicates specific outcomes that employees are expecting or likely to ask for in the next 12 months, thereby providing important insights to recalibrate the workforce strategy.

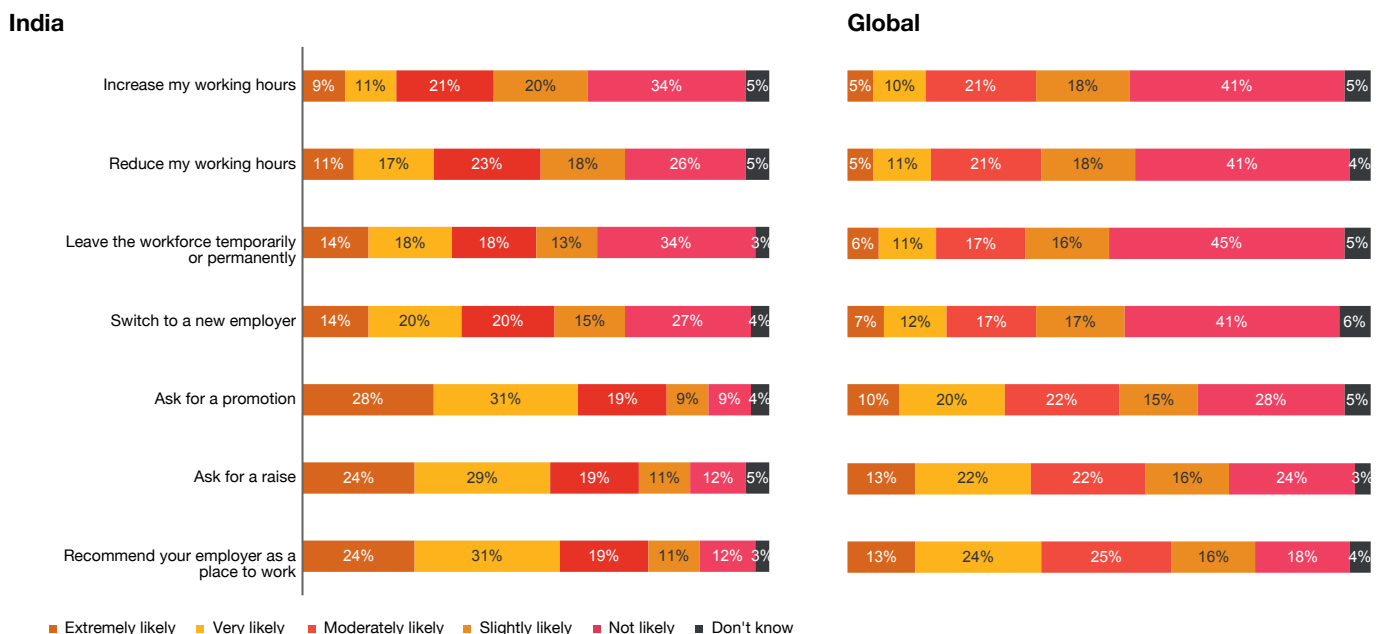
### 6.1 More employees in India are likely to ask for a raise or promotion in the next 12 months, with millennials expressing the highest inclination to do so

In India, a far greater proportion of respondents aspire for a promotion in the coming year – 59% of the respondents from India say they are extremely/very likely to ask for a promotion in the next 12 months as compared to 30% globally.

Similarly, a higher percentage of respondents say they plan to ask for a raise – 53% of the respondents from India say they are extremely/very likely to ask for a raise in the next 12 months as compared to 35% globally.

### 59% of the respondents from India are likely to ask for a promotion in the next 12 months.

How likely are you to take the following actions with your employer within the next 12 months? (showing only 'extremely likely' and 'very likely' responses)



Note: The option 'Ask for a promotion' was not presented to those respondents who selected CEO as their role. (Respondents: India - 1,970, Global - 47,145)

Source: PwC's Global Workforce Hopes and Fears Survey 2022

## 6.2 While employees value their work environment, attrition is expected to continue with millennials more likely to shift to other organisations

The survey revealed that 55% of the respondents from India are extremely or very likely to recommend their employer as a place to work as compared to 37% globally.

While this is a huge positive for Indian organisations, over a third of the respondents also state that they are extremely or very likely to switch to a new employer as compared to 19% globally.

Millennials are the most likely to seek new employment, with 37% indicating that they are likely to switch employers in the next 12 months. While Gen Z employees are less likely to quit, 33% of them are extremely or very likely to ask for a reduction in work hours. While balancing business considerations with employee aspirations, companies could therefore look to leverage flexibility as a retention strategy for Gen Z.

### Gen Z, Gen X and millennials are more likely to ask for a raise or promotion within the next 12 months, compared to boomers.

How likely are you to take the following actions with your employer within the next 12 months? (showing only 'extremely likely' and 'very likely' responses)

|  | India |             |       |         | Global |             |       |         |
|--|-------|-------------|-------|---------|--------|-------------|-------|---------|
|  | Gen Z | Millennials | Gen X | Boomers | Gen Z  | Millennials | Gen X | Boomers |
| Recommend your employer as a place to work     | 50%   | 59%         | 50%   | 49%     | 41%    | 42%         | 33%   | 29%     |
| Ask for a raise                                | 50%   | 59%         | 48%   | 42%     | 41%    | 41%         | 29%   | 20%     |
| Ask for a promotion                            | 58%   | 61%         | 58%   | 49%     | 38%    | 37%         | 25%   | 16%     |
| Switch to a new employer                       | 33%   | 37%         | 29%   | 27%     | 27%    | 23%         | 15%   | 9%      |
| Leave the workforce temporarily or permanently | 31%   | 35%         | 27%   | 13%     | 23%    | 19%         | 13%   | 12%     |
| Reduce my working hours                        | 33%   | 30%         | 21%   | 13%     | 21%    | 18%         | 12%   | 11%     |
| Increase my working hours                      | 20%   | 19%         | 22%   | 13%     | 21%    | 17%         | 12%   | 7%      |

Base: All respondents (52,195), Gen Z (5,506), millennials (23,962), Gen X (15,711), boomers (6,951)  
India respondents (2,608), Gen Z (390), millennials (1,412), Gen X (670), boomers (128)

Source: PwC's Global Workforce Hopes and Fears Survey 2022

**Takeaway:** : It is imperative for organisations to think creatively about career paths that provide new advancement opportunities for employees within organisational constraints.

# Call to action

The disruptive landscape of social, environmental, economic and geopolitical changes has had profound consequences on organisations and their workforce strategies. Leaders need to consider these disruptions while drawing up their short- and long-term plans for the organisation as well as their people.

Our findings indicate that employers need to think in a holistic and integrated manner while developing the employee value proposition. They need to focus on opportunities for creativity and innovation, and authenticity and meaning beyond financial reward. As the professional and personal spheres have become blurred, flexible approaches to work resonate with the workforce. Transparency and empowerment also assume greater significance, particularly in a hybrid working environment, although it is important to address asymmetries in employee experience and actively create spaces for self-expression on a range of topics.

## Going forward, it may help organisations to consider the following calls to action:

1. Question assumptions through a data-driven approach to broaden the understanding of what drives employees.
2. Step up to create safe spaces for self-expression even on potentially sensitive topics.
3. Enable the shift to hybrid working through empowerment with equity by developing clarity in criteria and guardrails.
4. Invest in upskilling as a strategic lever to proactively address talent shortage.
5. Use technology to augment human potential and reinvent the employee value proposition.
6. Think creatively to navigate constraints and balance business considerations with individual aspirations.

Balancing business considerations with employee aspirations is easier said than done. However, given the fact that the future of work is undergoing a massive overhaul, it is important to prioritise leadership and employee capabilities to drive change and move the needle in business.

# About PwC

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 155 countries with over 327,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at [www.pwc.com](http://www.pwc.com).

PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see [www.pwc.com/structure](http://www.pwc.com/structure) for further details.

© 2022 PwC. All rights reserved.

## Contact us

### Chaitali Mukherjee

Partner and Leader, People and Organisation  
[chaitali.mukherjee@pwc.com](mailto:chaitali.mukherjee@pwc.com)

### Core team

Chaitali Mukherjee

Vishnupriya Sengupta

Soniya Dabak

Shikhi Mehrotra

### Editorial

Dion D'Souza

### Design

Shipra Gupta

### Marketing and communications

Pulkit Tanwar

Tanvir Biswas

Tonella Coutinho

Mamata Borthakur

# pwc.in

Data Classification: DC0 (Public)

In this document, PwC refers to PricewaterhouseCoopers Private Limited (a limited liability company in India having Corporate Identity Number or CIN : U74140WB1983PTC036093), which is a member firm of PricewaterhouseCoopers International Limited (PwCIL), each member firm of which is a separate legal entity.

This document does not constitute professional advice. The information in this document has been obtained or derived from sources believed by PricewaterhouseCoopers Private Limited (PwCPL) to be reliable but PwCPL does not represent that this information is accurate or complete. Any opinions or estimates contained in this document represent the judgment of PwCPL at this time and are subject to change without notice. Readers of this publication are advised to seek their own professional advice before taking any course of action or decision, for which they are entirely responsible, based on the contents of this publication. PwCPL neither accepts or assumes any responsibility or liability to any reader of this publication in respect of the information contained within it or for any decisions readers may take or decide not to or fail to take.

© 2022 PricewaterhouseCoopers Private Limited. All rights reserved.

SG/August 2022 - M&C 21438