



ZEDRA

DO MORE. ACHIEVE MORE.

The Successful Global Employer

**Appealing to the Best
and the Brightest**

September
2022

Contents

| | |
|---------------------------------------|----|
| Introduction | 4 |
| Key Takeaways | 5 |
| People Trends | 6 |
| New Ways of Working | 10 |
| Attracting the Best and the Brightest | 16 |
| Conclusion | 19 |



Introduction

Across the world, the fallout from two years of restricted movement, the rapid pace of technological change and a growing global sense of purpose is currently forcing a monumental reconsideration of how, when, where and why we work.

For businesses wanting to achieve global growth, that can create opportunity as well as challenge. Employees everywhere have more choice and more freedom than ever. Many are opting to work for themselves, taking sabbaticals, early retirement or leaving the workforce to focus on their caring responsibilities. But plenty more are seeking out better pay, better benefits and a better working environment elsewhere. As employers welcome their people back to the office, many employees are seeking more agile working styles elsewhere if their expectations are not being met.

Employers must step up and realise that their teams want more than just flexibility and can quickly see through wellbeing washing. Rather, it is authentic organisations focused on environmental, social and governance (ESG) issues that will be the winners in the tussle for talent and those that genuinely engage with their people with trust, empathy and compassion. No longer is a commitment to ESG simply about prioritising the environment; employees are demanding stronger commitments and greater transparency around corporate social responsibility, putting the spotlight on the S of ESG.

We are witnessing an exciting wave of employer innovation unlike anything that has gone before, as businesses explore four-day working weeks, universal days off, unlimited paid leave and cross-border remote working models. Many of these themes are global, with 'work from anywhere' programmes gaining traction. As remote working frees up professionals to seek employment with companies far away from their home location, businesses can now benefit from a much wider talent pool but must compete in a far more sophisticated hiring landscape.

Engaging workers in today's global market requires creativity and flex, as benefits and culture become the key battlegrounds. The solution is different for every organisation and must be tailored to every employee. Incentive packages need to be personalised to meet the demands of individuals, whether they are looking for childcare funding, wellness packages, mental health services, free time for a side hustle or more weeks off to travel.

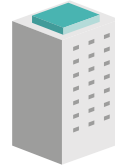
Only by thinking laterally and being willing to embrace a new era of change can employers truly reap the rewards of the exciting upheaval taking place in the world of work.



Key Takeaways



Nearly **50 million** Americans voluntarily left their roles in 2021



In 2022, PwC announced the **closing of its offices** in the US and Mexico for two weeks each year



Four out of 10 workers worldwide are thinking about leaving their current job



Seven out of 10 employers plan to personalise their benefits offering in the next two years



Thomson Reuters changed the default period for scheduled meetings from increments of **30 or 60 minutes to 25 or 45 minutes** to tackle meeting fatigue



In 2022, more than **3,000 British workers** at **60 companies** will take part in the biggest global four-day working week pilot programme



59% of jobseekers are looking for an occupation that sits better with their values; only **31%** want better status and compensation



In 2021, Unilever New Zealand ran a year-long trial of a **four-day working week, with full pay**



LinkedIn's Learning Hub helps empower workers to build their skills in everything from **cloud computing to graphic design**, boosting the tenability of a career shift



Fidelity now offers its professionals **six hybrid work templates** to choose from



LinkedIn and Nike have carved out **several days a year for universal time off**, when the whole company takes time to focus on health and wellbeing

People Trends

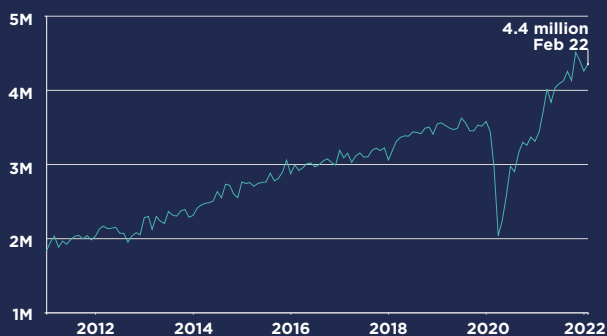
Everything has changed for everyone and employees are now questioning every element of how they wish to engage with work going forward.

We may have opened our minds to the immense possibilities of technological advances and agile working arrangements, so those new options have driven many to refuse to carry on accepting mediocre working conditions, uninspiring jobs and bad bosses. Whether this current phenomenon represents a Great Resignation or a Great Reshuffle, millions of people are turning their backs on their present employment and opting to either leave the workforce or reconfigure their careers.

Tomorrow's workplace will be different, but how it will look is still in a state of flux. The call is for flexibility in the broadest sense: management should not be designing the solution, but listening to every single worker and creating an arrangement to suit the young and the old, the apprentice and the sage, the extrovert and the introvert, the caregiver and the portfolio careerist.

The Great Resignation

Job quits in the US stood at 4.4 million in February 2022, near their all-time high in November 2021



Source: US Bureau of Labor Statistics - <https://edition.cnn.com/2022/03/30/economy/great-resignation-uk-australia-europe/index.html>

Workers of the world take flight

Nearly 50 million Americans voluntarily left their roles in 2021, according to the US Bureau of Labor Statistics, in a historic year for US employment that saw record numbers quitting their jobs. Many of those resignations saw people taking sabbaticals, early retirement or dropping out of the workforce to focus on caring responsibilities, but plenty more sought out cash incentives, better pay or better benefits elsewhere. Some simply decided to go it alone, with the number of self-employed workers in the US rising by 500,000 since the start of the pandemic.

And while the Great Resignation first took hold in the US, the latest figures now show that resignations have jumped across Europe and Australia too. A similar wave of job exits has not yet materialised in some major economies like Germany and Singapore, but surveys indicate more quitting to come there too. In a study of workers commissioned by messaging company Slack, covering Australia, the United Kingdom, the United States, Germany, Japan and France, openness to looking for a new job has risen every quarter since June 2021.

Time for change

At a time when companies should be throwing open their office doors, revving up their coffee machines and eagerly welcoming employees back to their desks, employees have realised they have other options, creating an unprecedented demand for talent. The great work from home experiment triggered in 2020 has motivated talented individuals tired of the daily grind to speak up and ask for something different, many of them opting for more agile working styles. A recent Microsoft study showed that 41% of employees worldwide are thinking about leaving their current job, with 46% of those open to the idea of leaving because of the remote opportunities being offered by other companies.

The culture conversation

But the Great Resignation is also about much more than simply walking away from commuting in favour of being able to do the school run. LinkedIn's 2022 Global Talent Trends Report talks about work-life balance trumping the bank balance for job seekers, finding professionals prioritising company culture and looking for their employers to invest in development opportunities, flexible work support, mental health and wellness, better training for managers and diversity and inclusion.

The pandemic came as a new generation was entering the workforce and a tech start-up culture was starting to take hold, hypercharging an already emerging shift towards employees seeking companies that care about them as human beings rather than workers. Throw into the mix the way our work and home lives clashed in 2020, as homeschooling was combined with work stress and health fears against the need to stay connected and it is little wonder the more considerate employers won out.

Work-life balance trumps bank balance for job seekers

Increase in job posts that talk about flexibility **83%**

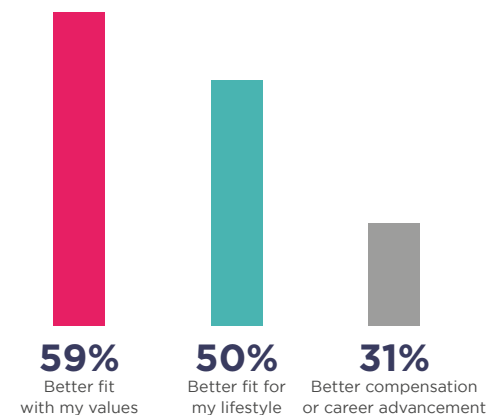
Increase in job posts that mention wellbeing since 2019 **147%**

Source: LinkedIn Global Talent Trends 2022 p6 - <https://business.linkedin.com/talent-solutions/global-talent-trends>

Trust takes centre stage

Rethinking where and when people work also has massive implications: beyond giving everyone a laptop and saving on the office heating bill, it requires employers to trust their people, create level playing fields, reinforce team bonding and collaboration and role model the corporate behaviours they want to encourage. While there are many good reasons to bring people together – to learn by osmosis and embolden decision-making and collaboration – the office must become a more attractive place to be. Crucially, LinkedIn's report points to a new need for a focus on results rather than work hours, helping employees set boundaries and saying goodbye to obligatory live meetings.

Those leaving want shared values and better lifestyle fit



Source: Edelman Belief Drive Employee p12 - https://www.edelman.com/sites/g/files/aatuss191/files/2021-08/2021EdelmanTrustBarometerSpecialReport_TheBelief-DrivenEmployee.pdf



The empathetic employer

What started as a communal shout-out for flexibility has quickly become a global movement for companies to show care and compassion. The companies that look attractive in this context have purpose, heart and empathy.

More and more businesses are trialling meeting-free weeks, where all non-urgent meetings are put on hold to maximise employees' deep-focus time and offering mental health days, four-day weeks, weeks off to fight burnout and unlimited leave policies.

At the same time, employer ethics matter more than in the past, with the belief-driven employee bringing new priorities to work and much more focus on social engagement and inclusive cultures. Workers want to be proud of the names on their CV and enjoy spending time with colleagues. Social movements including Black Lives Matter, #MeToo and the push for gender and ethnicity pay gap disclosures have all made space for people to demand more of their employers and made ESG a central theme.

Morals matter

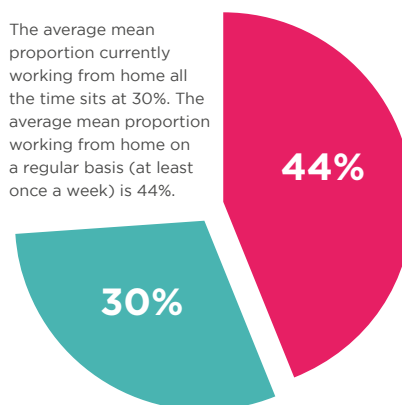
The need for a corporate conscience and a clear moral compass to guide a business through the more nuanced elements of these debates (such as what constitutes an 'unacceptable' client) is becoming paramount. ESG, like everything else, requires genuine commitment and a different approach for every business tailored to their own ethos: one company may focus on tackling water pollution just as another devotes attention to empowering female entrepreneurs.

Employers are being called upon to up their game and reinvent the ways they operate in response to the workforce of today. The mindset shift required at C-suite level is increasingly apparent, as leaders are expected to demonstrate empathy and 71% of global business heads recognise the need to change current working structures to attract and keep their workers.

We are witnessing a wave of employer innovation as companies emerge from the pandemic seeking to establish new ways of working that strike the right balance between remote working and office-based collaboration and between trust and accountability.

Companies are investing to support hybrid and homeworking

The average mean proportion currently working from home all the time sits at 30%. The average mean proportion working from home on a regular basis (at least once a week) is 44%.



Source: CIPD survey on flexible and hybrid working, chart on p8 - https://www.cipd.co.uk/Images/flexible-hybrid-working-practices-report_tcm18-108941.pdf



Moves towards a four-day week, on full pay, are gathering momentum in forward thinking businesses and a number of governments, including Belgium, Iceland, Ireland, India, Japan, Spain and Scotland, are working on legislation for shorter working weeks.

Consumer healthcare company Reckitt crafted its Future of Work manifesto in consultation with employees, allowing them to formulate their own hybrid working framework from April 2021. Investment brand Fidelity International similarly announced six new hybrid work templates for its people to choose from when it revamped its frameworks.

Getting creative

To help workers achieve better work-life balance, companies are developing creative ways to give people more time in their day. To battle meeting fatigue, Thomson Reuters has changed the default periods for scheduled meetings from increments of 30 or 60 minutes to 25 or 45 minutes. Companies like LinkedIn and Nike have also carved out several days a year for universal time off, when the whole company is able to shut down and take time to focus on health and wellbeing, tackling the propensity for some employees to fail to take holiday.

Achieving global growth without putting flexibility and worker wellbeing at the heart of a talent strategy looks increasingly unsustainable.

“Not since the industrial revolution have companies really had to think about work design, about what tasks get done and where do those tasks get done and when and how do you deconstruct work so that it’s done in an optimal manner.”

Nickle LaMoreaux, Chief Human Resources Officer, IBM

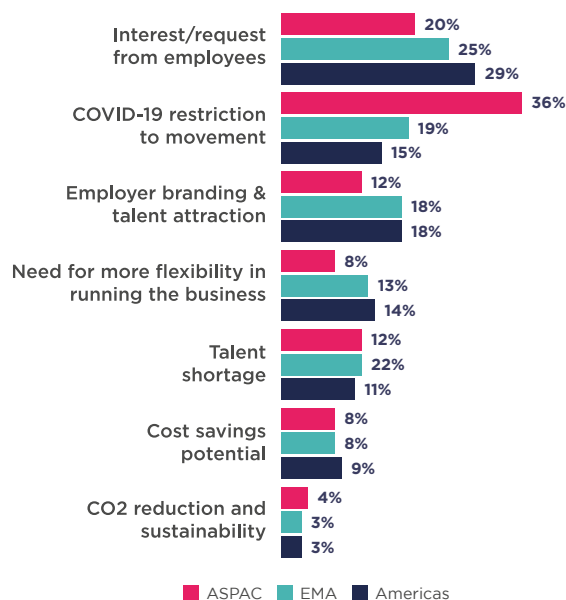
New Ways of Working

New ways of working will look different for everyone, everywhere. While there is a universal acceptance that today's workforce wants radical flexibility, what that looks like for each organisation will vary significantly. Striking the right balance between remote working and the collaborative experience will be a challenge for all.

A recent McKinsey blog spotlighted the three types of modern flexibility that workers are demanding: not just on where they work, but also on when, how and even why. McKinsey data shows that, among employees that left the workforce and later returned, nine out of 10 said that having control over where they worked was an important factor and leaders need to give those teams a sense of control over that. Hybrid models with set days in the office might be 'falsely flexible' if they don't actually afford any choice or autonomy.

But McKinsey argues employers have been too focused on addressing changes to where work can be done and have overlooked calls for flexibility on when and how employees work. Employees might want to set their own work days and hours: three out of four employees said that having control over when they work was a key factor impacting their decision to accept their current job.

Key Drivers of Remote Working by Region



And then comes the how, which means putting employees in charge of their daily work activities, including how they accomplish tasks. Three out of five in-person employees and four out of five hybrid or remote employees reported to McKinsey that having control over how work is completed was an important reason for taking their current job. One technology, media and telecoms company rewarded employees for improving efficiency, allowing employees that were able to automate time-intensive tasks to choose how to spend that recuperated time.

A global shift

What new ways of working look like for each employee in each organisation depends on the motivations of those involved. A KPMG report, Current Trends in Remote Working, identified different drivers of remote working across regions, with travel restrictions the main reason for remote working in Asia Pacific and employee requests driving new work patterns in EMEA and the Americas.

Globally, one quarter of companies said they were responding to their employees when introducing remote working, with a further 18% saying remote working is brand-defining in the talent market and another 12% viewing flexibility as a means to address the talent shortage. Focusing on the employer brand and the employee value proposition will become more important over time.

Office benefits

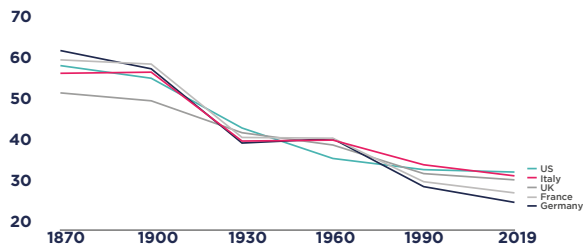
At the other end of the scale, a growing number of organisations are championing the office and its many benefits. One example is software development testing company Antithesis who argue that in-person teams have more ideas and those ideas are more creative, people share visual cues that can increase innovation and working together in-person also means we move more. Antithesis's Director of Operations, Megumi Suzuki, commented that "we're seeing our engineers volunteering to be in the office environment as much as possible. They want that collaborative, creative atmosphere you just can't get working alone."

Source: "Work from Anywhere: Insights from the research and government perspective", Global Webcast Participant Survey, KPMG International, 28 September 2021

The four-day-week club

The advancing conversation about when people would like to work includes a growing global movement towards a four-day working week. The movement comes as part of efforts to improve employee wellbeing, reduce stress and boost productivity.

Average Weekly Hours



Sources: Huberman & Minns, 2007; Penn World Tables; Bain analysis

A Bain & Company report, *The Working Future*, published in January 2022 identified changing motivations among employees whereby gains in living standards over the last 150 years are allowing people to spend less time working. The report cites one study of time use in the UK that found that the average weekly leisure time increased by seven hours for men and five hours for women between 1961 and 2000, while the average time spent caring for children also increased, by four hours a week for both men and women.

In general, as countries grow their GDP, workers gain greater economic freedom to spend time on other pursuits and the importance of work relative to other life factors declines.

Is four better than five?

It is this shift, along with a growing focus on worker wellbeing and reducing stress in order to increase productivity, that has driven a number of employers – and governments – to explore a transition to a four-day week. In April 2022 it was announced that more than 3,000 workers at 60 companies across Britain will trial a four-day working week in 2022, in what is believed to be the biggest pilot scheme to take place globally.

At the start of 2022, the United Arab Emirates became the first country in the world to adopt a national four-and-a-half day working week, making it mandatory for public sector employers to down tools at midday on Friday until Monday morning. Not only is the intention to improve work-life balance, but also to enhance the country's economic competitiveness.

In February, Belgium announced its employees will be entitled to a four-day working week, as well as the right to disconnect and ignore work messages outside business hours, if they opt into a new scheme. Unlike other countries introducing similar programmes though – including Iceland, Japan, Spain and Scotland – Belgium will still expect employees to do the same number of work hours in a week, just over fewer days.

The advantages of such initiatives include happier employees with fewer health issues taking fewer sick days, increases in productivity, better recruitment and retention and a smaller carbon footprint.



Making people happy

“Maintaining good mental health is good for business,” says Amie Crowther-Bali, Consultant at ZEDRA. “Whether learning a new skill, enjoying a hobby, spending time with their loved ones or taking better care of elderly relatives or young dependents, employees tend to be happier working a four-day week and happier employees are often more loyal employees.”

She says four-day weeks can also help promote equality: “Research on the gender pay gap from the UK Government Equalities Office shows that roughly two million British people are not currently in employment due to childcare responsibilities and 89% of these people are women. A four-day working week could help more people to better juggle family and work commitments and thereby open up employment to a greater and more diverse demographic.”

But such an approach will not work for every business and can mean adapting the entire operation if companies need to operate around the clock. And there is a risk that employees are required to work additional hours on the four days they are working in order to free up one day of time, which could counteract the productivity and wellbeing benefit.

“Today, the idea of kidnapping employees and bringing them together in an office from 9am to 5pm every day seems obsolete, the future is flexibility.”

**Paddy Hull, Vice President of
The Future Of Work at Unilever**

Where to work

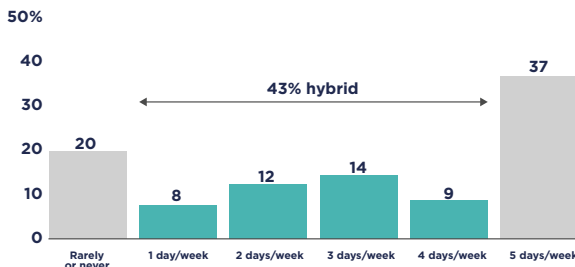
According to projections from data scientists at Ladders, remote work is here to stay and is set to increase over time. Their researchers predict 25% of all professional jobs in North America will be remote by the end of 2022, up from 4% before the pandemic and remote opportunities will increase through 2023.

But one size of remote work does not fit all. While working from home saves employees commuting time and money, frees up time for families and offers more flexibility, there are also downsides. Bain's Future of Work report points out that people can feel cut off from the workplace social life, lack apprenticeship and struggle to manage the boundary between work and personal time.

Supporting individuals

The net balance of these factors varies across the population, with 37% of US remote workers wanting to continue to work entirely from home, 43% preferring some kind of hybrid model and 20% wanting to work remotely rarely or never again. Bain found it is not demographic factors, like age or household situation, that meaningfully influence this variation, but rather personality types and attitudes to work. Furthermore, US workers tend to be more inclined towards working remotely than their counterparts in most other countries, with only 15% of workers in China and 16% of workers in France keen to work entirely from home post pandemic.

Bain chart on US worker preferences



Source: The Survey of Working Arrangements and Attitudes, May 2020–October 2021 (n=24,000)

A KPMG report on Current Trends in Remote Working includes a deep-dive into the different types of remote working and how appetite for various models varies globally. Domestic remote working, most typically involving a hybrid model with some days spent in the office and some at home, is the most popular remote working pattern and dominates in Europe and the Americas. Cross-border short-term remote working, with durations of typically less than 90 days, is also favoured in the Americas, while the Asia Pacific region has a greater focus on virtual assignments and hiring employees abroad, with the percentage of companies considering such patterns more than double the global norm. Temporary cross-border work assignments of more than 90 days remain uncommon, likely as a result of the compliance risks around taxation and creating a permanent establishment.

KPMG notes that it remains to be seen how these patterns will evolve as travel and entry restrictions continue to ease, but it is clear that regional trends and variations will play a key role as companies develop global 'work from anywhere' models.

Changing recruitment

We are witnessing a complete reimagining of the geography of work, which has significant implications for recruitment. Remote work materially expands the reach of a company's hiring efforts, with research by The Conference Board published by Economic Modelling showing that over 40% of jobs posted by West Coast American tech companies are now being posted outside the West Coast. Furthermore, employees have more freedom to separate home from work, doing big city work in small town locations. As more remote workers wash over from California, the median home price in Boise, Idaho, has jumped to ten times the median income, according to Economic Modelling.

For employers the result is twofold: more competition, because talent is being targeted by suitors from much farther afield; but also more opportunities, because hiring efforts can quite literally go global.

Future proofing compliance

While cross-border remote working was less common in the earlier part of this decade, calls for broader 'work from anywhere' policies have gathered pace as borders have opened up.

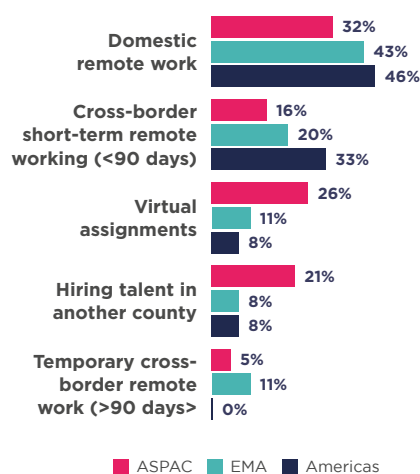
If employees choose to spend some or all of their time in a jurisdiction where the company does not typically operate, that creates significant legal and tax risks for the business. A US employee working from home in another state effectively means the employer has an office in the state, creating corporate tax obligations as well as the need to observe local labour laws, income tax laws and benefits rules. Some states dictate that employers must offer retirement plans, so those issues must be considered too; the issues being even further compounded where workers are in different countries.

Tax issues

The tax risks of cross-border working can also be considerable, as a report by law firm Baker McKenzie sets out. If an executive is taking key management decisions or an employee is required to work remotely from a jurisdiction where the employer is not tax resident, that can impact the tax residence of the employer and create transfer pricing issues, permanent establishment exposure and wage tax or social security withholding obligations.

Keeley Stock, Director at ZEDRA, says: "If someone that was based in the UK now wants to work from their gîte in the south of France, that raises questions about moving them onto French payroll, making sure the company is registered in France and paying French social security. Social security is higher in France than it is in the UK, so that is an additional liability that the employer had not budgeted for. Then there is withholding tax to consider and benefits like private healthcare that will no longer cover unless a new policy is taken out. There are a huge number of issues that employees do not think about."

KPMG chart on remote working patterns by region



Source: "Work from Anywhere: Insights from the research and government perspective", Global Webcast Participant Survey, KPMG International, 28 September 2021.

Cross-border considerations

If the employee actively creates value in the new jurisdiction, that country will want to tax that value, giving rise to a swathe of tax exposures. For this reason, many businesses opt to employ foreign workers under PEO arrangements, though these do not address all exposures and can still leave the company open to tax and reputational risk.

Keeley Stock says: "Each time an employee makes a request to work from a different jurisdiction, somebody has to assess that risk and consider all the legal, HR, financial, tax and PR elements to granting that request. Those decisions leave a legacy and there is a risk of building up exposure within the business if those processes are not handled expertly."

Companies are advised to monitor employees' remote place of work carefully, assess the tax and other legal risks in respective jurisdictions and design a remote working policy that takes these things into account. ZEDRA recommends employees are kept informed and trained about the tax and legal consequences of cross-border remote working and says companies should register with relevant tax and social security authorities and consider setting up branches in host countries if necessary.



The need for genuine flex

Blanket 'work from anywhere' policies are often troublesome, because for many reasons it may be okay for one employee in a certain role to work from a certain country but not for someone else to decamp elsewhere. Instead, the solution lays in sophisticated flexibility that takes account of different circumstances and delivers a fair and accountable solution to each situation.

There is no escaping the fact that employers will continue to look internationally to recruit the best technical expertise for their businesses, or that employees will continue to seek greater flexibility in working arrangements. Companies will have to take a new approach to managing, training and developing people as the working from anywhere trend continues to challenge the old ways.

“Corporate culture is changing rapidly: to keep up, companies need to innovate and look ahead. It is a unique opportunity to lay the foundations of a culture that allows everyone to give their best at work and live a more rewarding life.”

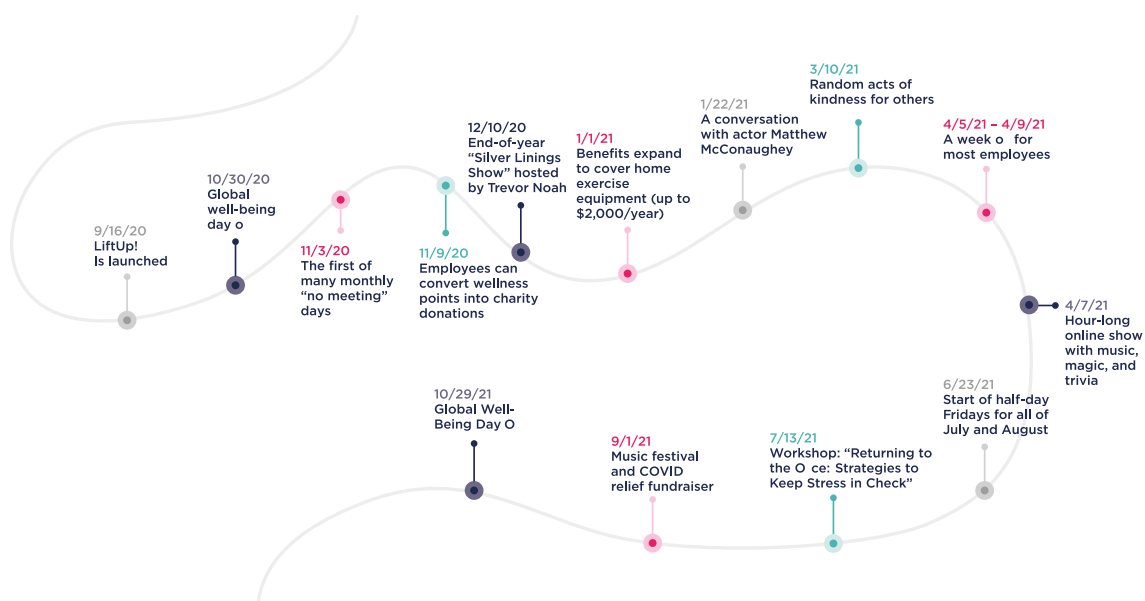
Teulia Hanson, Chief People Officer at LinkedIn

Attracting the Best and the Brightest

As if four-day weeks and work from anywhere were not enough, the array of benefits, incentives and entitlements on offer to employees around the world continues to expand. LinkedIn's 2022 Global Talent Trends report found 60% of job seekers prioritise compensation and benefits when choosing a new role, with the rise of millennials in the workforce escalating things like mental health services to the forefront of employee benefits.

In a tight global job market, employers have had to get creative in order to inspire talent to engage and ramping up benefits, incentives and entitlements has proved a key battleground. LinkedIn's own LiftUp initiative – a resource hub and a series of engaging events – has focused on improving the employee experience with the gift of time. Perks include global wellbeing days off, monthly 'no meeting' days, up to US\$2,000 a year for home exercise equipment, half-day Fridays in July and August and a company shutdown week in April 2021.

LinkedIn's LiftUp programme for employee wellbeing



Source: https://business.linkedin.com/content/dam/me/business/en-us/talent-solutions-lodestone/body/pdf/global_talent_trends_emea_2022.pdf

Make it personal

Research by Willis Towers Watson in 2021 found 72% of businesses are planning to personalise their benefits to employee needs within the next two years. Such an approach mirrors the success of platforms like Juno, the UK based service provider that raised £10 million this year and allows workers to spend their benefits allowances however suits them best, with options ranging from cleaning to childcare and wellness packages to cultural experiences.

Companies that take a total rewards approach with personalisation at the heart will have a clear recruiting and retention advantage. Data analytics and workforce insights can play a key role in helping employers dig deep into benefits usage, helping to highlight gaps and refine packages to be relevant and cost-effective.

Reap the rewards

A Forbes article recently highlighted four out-of-the-box incentives gathering steam with employers fighting for talent: reimbursement for work-from-home expenses like internet supplies and electronic devices, financial wellness support programmes, student loan relief for workers and sick time and personal leave for remote workers.

Entitlements around the world

Companies that operate across borders must address the added complexity of global differences in workforce benefits. While the average full-time working week varies across Europe from 42.3 hours in Greece to 26.4 hours in Germany, paid annual leave is also an increasingly divisive subject between countries.

When Richard Branson scrapped Virgin's annual leave policy in 2014 in favour of allowing head office employees to take as much holiday as they liked, he started an unlimited leave trend that has since been taken up by corporate behemoths including Netflix and LinkedIn. Most full-time workers in the United Kingdom benefit from 37 days off a year when combining statutory minimum paid leave and public holidays, according to statistics from the OECD. In France the statutory minimum entitlement excluding public holidays is 30 days, in Spain 22 days and the average vacation days in the US are 10.

In recent years, government interventions to address work-life balance have become more common, with France introducing a law giving workers the right to disconnect, meaning that anyone working for a company with over 50 employees does not have to check, send or reply to emails out of hours. Several other countries, including Italy, Spain and Ireland, have followed suit.

UK considerations

The employee benefits landscape in the UK, for example, is very different to that offered in other jurisdictions, with key considerations for those establishing a presence including (i) the need to take out employers' liability insurance on day one; (ii) workplace pension plan auto-enrolment; (iii) the system of statutory sick leave; and (iv) the legal requirement to allow full-time employees to take at least 28 days' leave. Other employee benefits typical in the UK include life assurance, disability insurance, private medical insurance, stock options, critical illness cover, dental and vision, travel insurance, gym membership and commuter loans.

Statutory minimum paid leave and public holiday allowance



Source: <https://www.statista.com/chart/15005/statutory-minimum-paid-leave-and-public-holidays/>



What next for benefits

With employees increasingly clear that it is not just about money and many more of them on the lookout for new roles, less standard benefits like childcare, mental health services and learning hubs will come to the fore in 2023 and beyond. Workers now more focused on remote working and flexibility are putting more of an onus on better leave policies, wellness programmes and tailored benefits packages that meet their personal circumstances.

Keeley Stock, Director at ZEDRA, says: “Nothing is straightforward or one-size-fits-all anymore, so employers looking to recruit internationally will continue to develop bespoke personalised benefits and incentives in order to recruit the best talent for their businesses.

They will need to demonstrate commitment to diversity and inclusion if they are to be employers of choice, while employees will continue to seek greater flexibility and engagement while looking to retain benefits, employment rights and career progression.”

According to LinkedIn data, employees are becoming choosier, viewing nearly twice as many job posts before applying in 2021 compared to 2019. With the focus shifting squarely to culture, companies will do well to embrace their messaging on flexibility and inclusive benefits if they want to stand out.

“In the workplace, we shouldn’t value and celebrate the people who stay up all night and burn the midnight oil, because that doesn’t really produce great results for the person or the organization. It’s not a sustainable model.”

**Jen Fisher, Chief Wellbeing
Officer, Deloitte**

Conclusion

At a time of rapid evolution and transformation, some common themes emerge for global employers looking to engage and inspire employees around the world:

| Find your own way:

The working environment of tomorrow is still under construction, with hybrid arrangements evolving to suit the needs of employers and employees alike. Everyone is looking for answers, but the solution will look different for every business.

| Engage and inspire:

Employees are looking to work with values-driven organisations that share their ethics and walk the talk on ESG. Businesses need their own highly developed social conscience, led from the top, as workers look for employers to connect with and take pride in.

| Reward with authenticity:

Pay cheques matter less than wellbeing, work-life balance and empathy. Companies should focus on building employee benefits schemes that are tailored to the needs of every individual and make every team member feel supported and valued.

| Flex, flex, flex:

Flexible working means different things to different people and works differently from team to team and country to country. Enlightened employers are creating multiple options, letting individuals design their own working models, putting trust in their people, measuring outputs and not inputs and, above all, constantly flexing when, where, why and how they work.

| Agility requires accountability:

Remember that with agility must come accountability and corporate compliance must step up to make this work. Embedding fairness, systems and controls into decision-making will be fundamental to monitoring and mitigating risks associated with new ways of working.



About Us



100 years of heritage



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