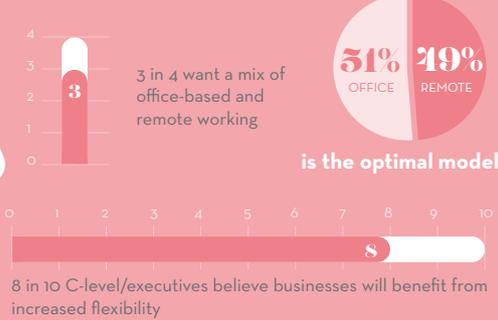


Resetting normal: Defining the new era of work

We surveyed thousands of workers around the world on how the pandemic has reshaped their attitudes to work. Here are the 5 biggest shifts employers need to make to attract the best talent in the new era of work. Is it time to #ResetNormal?

1. The world is ready for 'hybrid working'

Employees call for greater workplace flexibility in wake of COVID-19.



77% want more flexibility in how and where they work

2. The end of the 9-5?

Tracking results, not hours, emerges as a more effective way to measure productivity

69% of employees believe contracts should be based on results rather than hours worked

75% say it is important to maintain flexibility in work schedule

74% of executives believe it's important to revisit the length of the working week

3. The high EQ leader

Empathy, trust and a new focus on wellbeing and culture building are the most important leadership skills in the new era of work

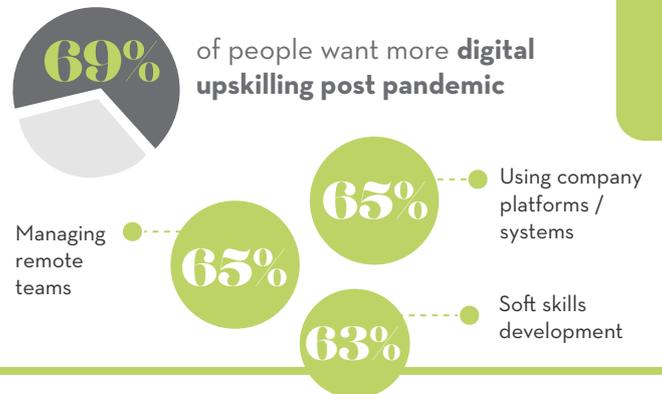


4. Universal appetite for mass upskilling



1 in 3 would **change jobs** within the same sector if there was an opportunity to **learn new skills**.

The upskilling that employees want:



5. Employers most trusted to "reset normal"

Employers have gained the trust of their employees during the pandemic - 88% say managers met or exceeded their expectations during this time. Companies are now the most trusted to "reset normal" - more than any other institution

