Creating People Advantage 2023

Presentation to the Cypriot HR Management Association

JUNE 2024

Provide an overview of the "Creating People Advantage" 2023 survey **results at a global level**

This presentation focuses on 4 topics

Review the country-specific results for Cyprus on both current capabilities and future priorities

Compare the Cypriot responses to global results and highlight the key divergences

Contextualize Cypriot responses **within the challenges and business characteristics** of the local market
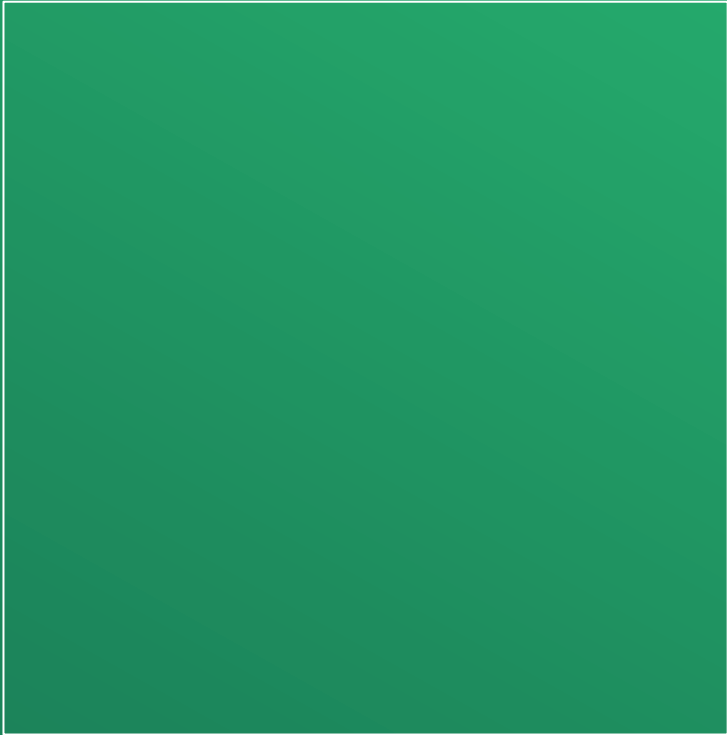
Survey identity & statistics
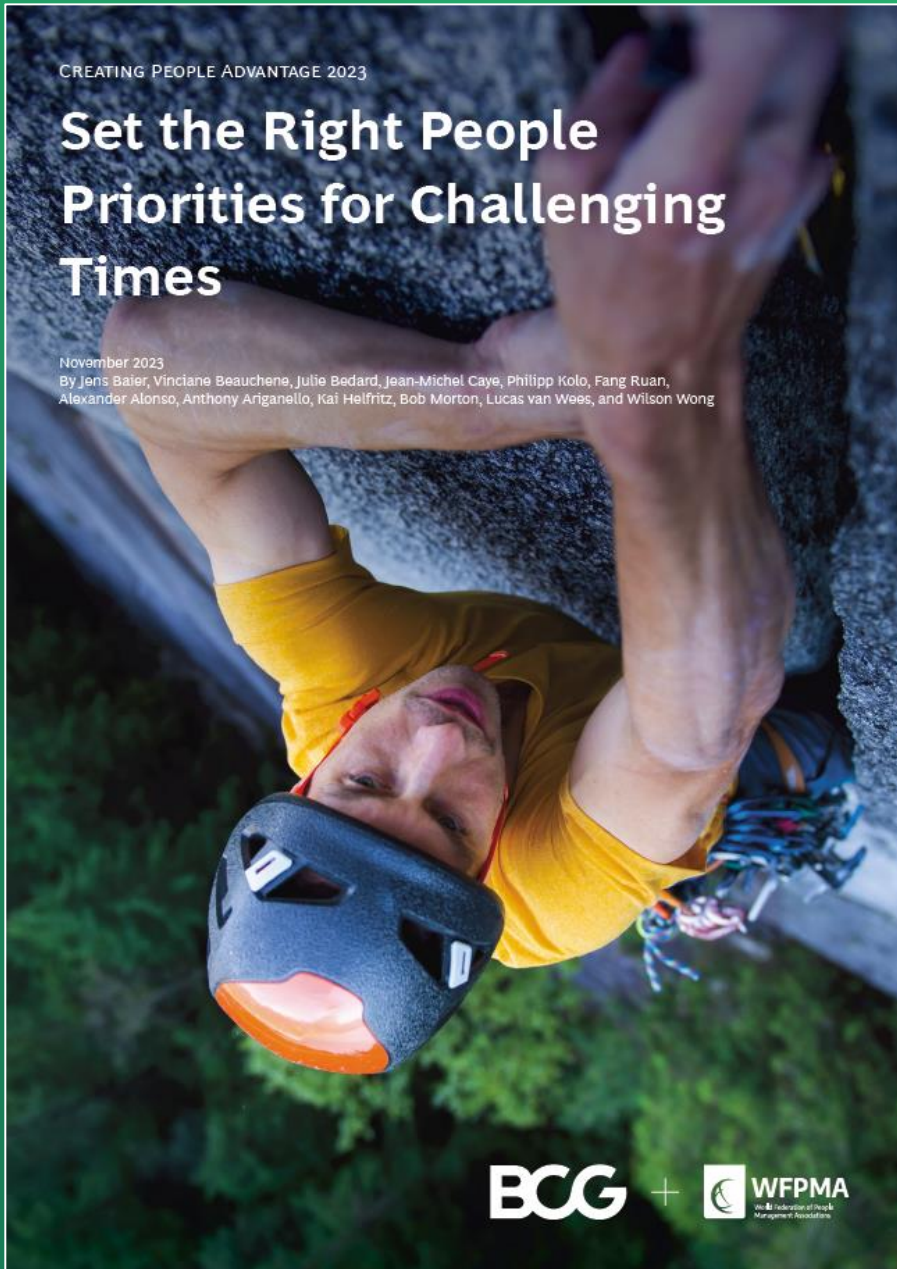
Global results - Overview

Country results - Cyprus

CREATING PEOPLE ADVANTAGE 2023

Set the Right People Priorities for Challenging Times

November 2023
By Jens Baier, Vinciane Beauchene, Julie Bedard, Jean-Michel Caye, Philipp Kolo, Fang Ruan, Alexander Alonso, Anthony Ariganello, Kai Helfritz, Bob Morton, Lucas van Wees, and Wilson Wong

BCG + WFPMA
World Federation of People Management Associations

Since 2008, BCG and the World Federation of People Management Associations (WFPMA) have partnered on a series of comprehensive global surveys of people leaders

The latest "Creating People Advantage" report from 2023 provides an updated picture on the state of capabilities and the evolving priorities of companies on people topics
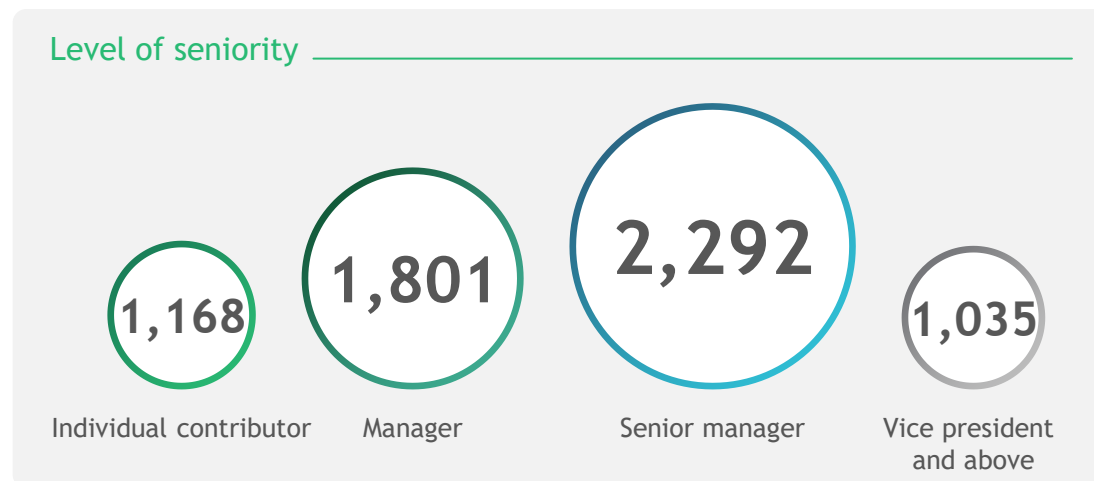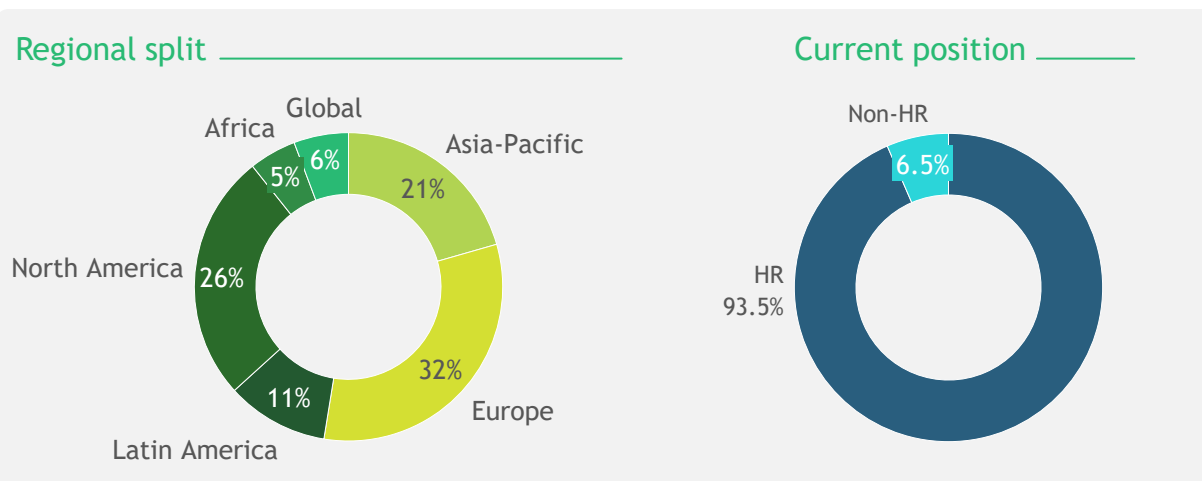
The goal is to help people management leaders identify and act on the most urgent priorities

Download the full report:

Our survey drew responses from almost 6,900 participants in 102 markets across various industries and seniority levels

6,893 respondents

102 Markets

Number of responses | None | < 50 | 51-100 | 100-200 | > 200

Industry split

Manufacturing	Technology	Professional	Public	Consumer	Retail	Health	Finance	Travel	Energy	Nonprofit	Telecomms	Insurance	Pharma	Chemicals	Media	Legal	Mining
809	590	560	550	445	434	407	347	264	240	212	206	175	120	88	79	58	40

Regional split

- Global 6%
- Africa 5%
- Asia-Pacific 21%
- Europe 32%
- Latin America 11%
- North America 26%

Current position

- Non-HR 6.5%
- HR 93.5%

Level of seniority

1,168 Individual contributor

1,801 Manager

2,292 Senior manager

1,035 Vice president and above

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,893).
Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.

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Our survey drew 99 responses from Cyprus

99 respondents

Industry split

Retail	21
Professional	17
Financial inst.	16
Telecomm.	7
Travel	5
Non-profit	4
Health care	4
Public	3
Insurance	3
Technology	2
Manufacturing	2
Consumer	2
Pharma	1
Legal	1
Media	0
Mining	0
Energy	0
Chemicals	0

Current position

Non-HR 13%
HR 87%

Level of seniority

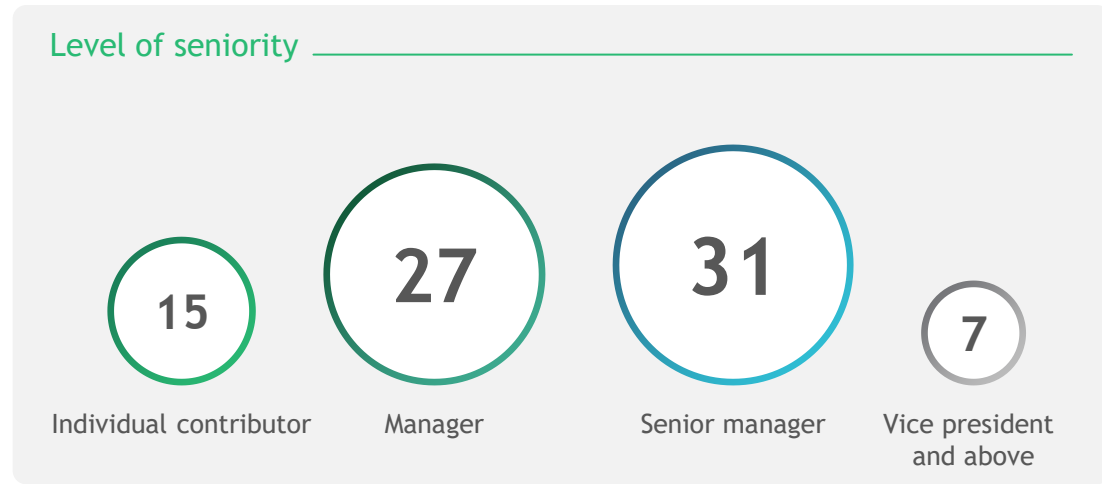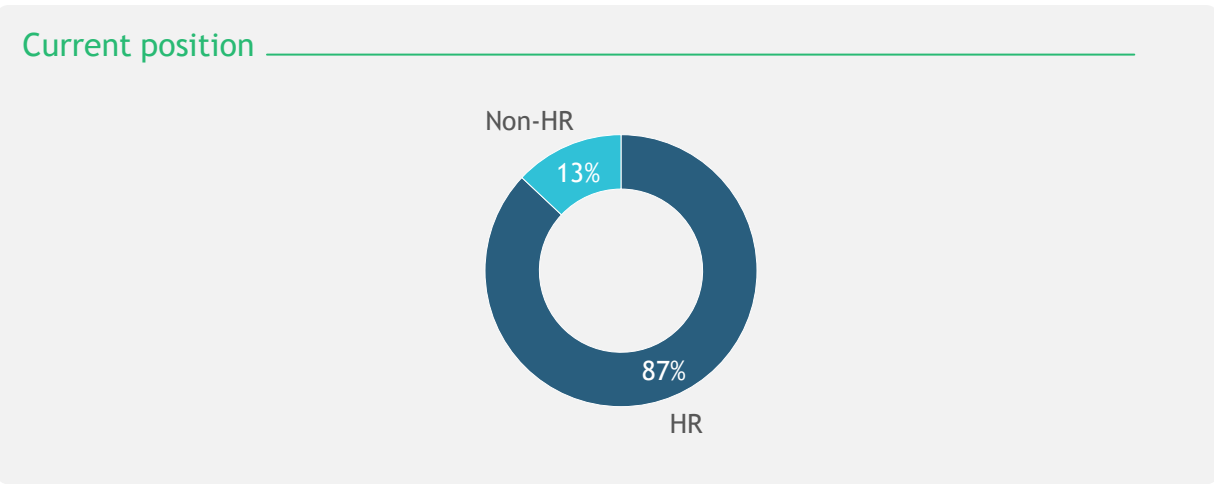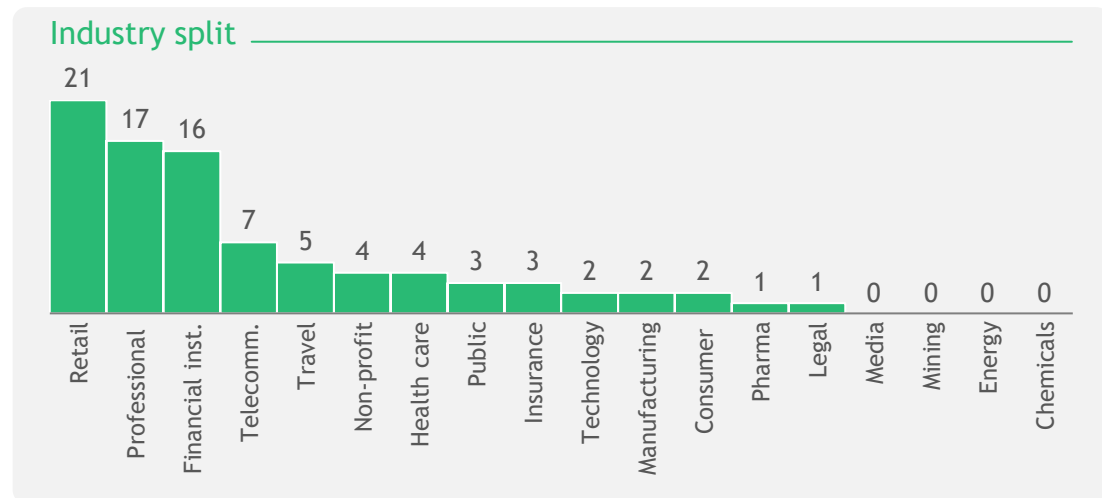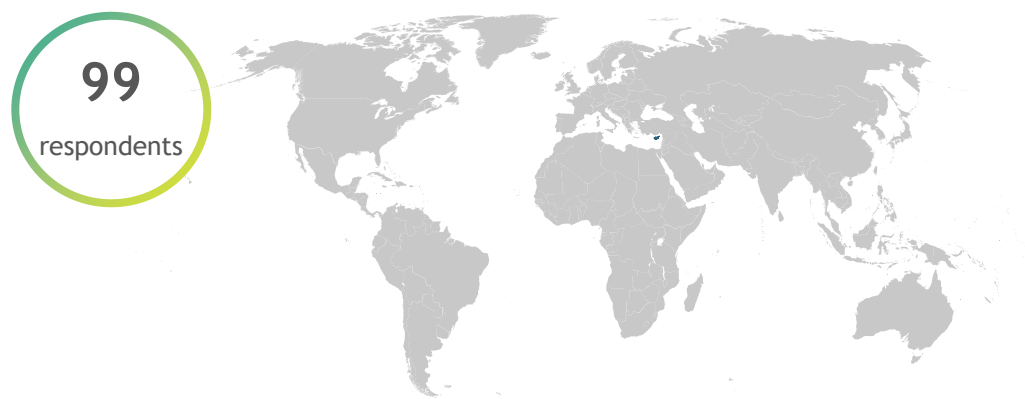| Individual contributor	Manager	Senior manager	Vice president and above
15	27	31	7

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,893).
Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.

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32 HR and People Management topics were assessed along nine clusters on current internal capabilities and future importance

Clusters	HR and People Management Topics			
People and HR Strategy, Planning and Analytics	People and HR Strategy	Strategic Workforce Planning (incl. job architecture & skills taxonomy)	People Analytics and Reporting	
Talent Acquisition	Employer Branding	Talent Sourcing Ecosystem	Recruiting Strategy and Process	Onboarding
People Development	Upskilling and Reskilling at Scale	Career Pathing	Top Talent Management	Staffing and Mobility Management
Performance, Rewards and Engagement	Performance Management	Rewards And Recognition	Employee Engagement and Well-being	
Purpose, Behavior, Leadership and Culture Change	Purpose and Culture Activation	Change Management Capabilities	Leadership Behaviors and Development	Diversity, Equality and Inclusion Management	Sustainability and ESG Standards
Labor and Employee Relations	Policy Management	Employee Relations	Health and Safety	
Organizational Transformation	Agile Principles	Organizational Development & Design	Flexible Work Schemes	Restructuring Management	Employee Journey Management
HR Tech Stack	HR IT Architecture, Operation and Cloud Software	HR Digital Solutions (e.g., HR Robotics)		
HR Operating Model	HR Organization and Governance	HR Shared Services	HR Staff Capabilities	
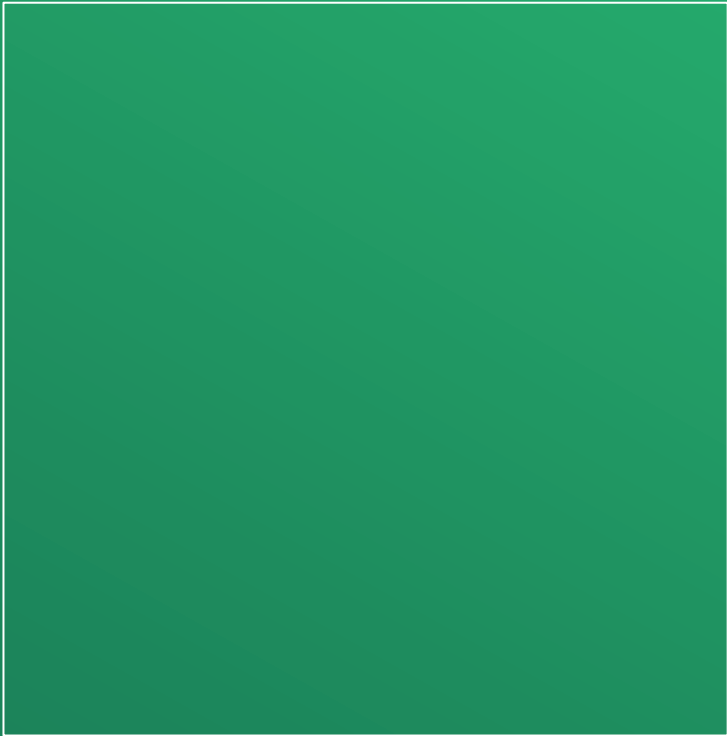
Survey identity & statistics

Global results - Overview

Country results - Cyprus

Globally, labor & employee relations is considered top strength, while org transformation, people development, and tech are less mature areas

Current capability ranking:

Top and bottom 5 individual topics in terms of **current capability**

1 Labor and Employee Relations	Policy Management [3]	Employee Relations [2]	Health and Safety [1]
2 Performance, Rewards and Engagement	Performance Management	Rewards And Recognition	Employee Engagement and Well-being
3 Talent Acquisition	Employer Branding [5] / Talent Sourcing Ecosystem	Recruiting Strategy and Process	Onboarding
4 HR Operating Model	HR Organization and Governance	HR Shared Services	HR Staff Capabilities
5 People and HR Strategy, Planning and Analytics	People and HR Strategy [4]	Strategic Workforce Planning (incl. job architecture & skills taxonomy)	People Analytics and Reporting
6 Purpose, Behavior, Leadership and Culture Change	Purpose and Culture Activation / Change Management Capabilities	Leadership Behaviors and Development	Diversity, Equality and Inclusion Management / Sustainability and ESG Standards
7 Organizational Transformation	Agile Principles / Organizational Development & Design	Flexible Work Schemes	Restructuring Management [28] / Employee Journey Management [31]
8 People Development	Upskilling and Reskilling at Scale	Career Pathing [29] / Top Talent Management	Staffing and Mobility Management [30]
9 HR Tech Stack	HR IT Architecture, Operation and Cloud Software	HR Digital Solutions (e.g., HR Robotics) [32]	

Color code for global ranking

Low focus needed ← → High focus needed

Current Capabilities | Ranking of nine clusters across economies

Order by global ranking	Global	Americas					Europe													Africa			Asia Pacific					
		Canada	USA	Mexico	Venezuela	Brazil	Belgium	France	Germany	Switzer-land	Denmark	Sweden	Norway	Lithuania	Bulgaria	Portugal	Italy	Greece	Turkey	Nigeria	Kenya	South Africa	India	Singapore	China	Hong Kong[1]	Thailand	Japan
Labor and Employee Relations	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	1	2	8	3	1	1
Performance, Rewards and Engagement	2	3	3	2	4	4	2	2	2	4	3	3	2	2	3	3	2	3	6	6	4	1	3	1	7	2	2	2
Talent Acquisition	3	2	2	5	6	3	3	5	3	5	5	2	3	3	2	2	3	2	3	2	1	5	2	5	1	4	7	3
HR Operating Model	4	4	5	6	5	6	4	3	7	2	4	6	5	5	8	6	8	5	2	4	5	8	4	3	5	1	8	7
People and HR Strategy, Planning and Analytics	5	5	4	4	2	1	7	6	8	7	7	5	6	6	4	5	5	4	4	3	3	6	5	8	2	7	4	6
Purpose, Behavior, Leadership and Culture Change	6	6	6	3	3	4	5	4	4	3	2	4	4	7	5	4	4	6	5	7	7	3	6	4	4	6	3	5
Organizational Transformation	7	7	7	8	8	8	6	7	5	6	6	7	7	4	7	8	7	7	8	8	8	7	7	6	9	8	5	4
People Development	8	8	8	7	7	7	8	9	6	9	8	8	8	8	6	7	6	8	7	5	6	4	8	7	3	9	6	8
HR Tech Stack	9	9	9	9	9	9	9	8	9	8	9	9	9	9	9	9	9	9	9	9	9	9	9	9	6	7	9	9
Number of responses	6,842	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144

1. Hong Kong is a special administrative region of The People's Republic of China
Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Color code for global ranking
Low focus needed ——— High focus needed

9

Current Capabilities | Top & bottom five topics across economies

Order by global ranking	Global	Americas					Europe														Africa			Asia Pacific				
		Canada	USA	Mexico	Venezuela	Brazil	Belgium	France	Germany	Switzer-land	Denmark	Sweden	Norway	Lithuania	Bulgaria	Portugal	Italy	Greece	Turkey	Nigeria	Kenya	South Africa	India	Singapore	China	Hong Kong[1]	Thailand	Japan
Health & safety	1	2	2	1	2	3	1	3	3	1	1	1	1	2	1	1	1	1	1	1	5	8	1	2	17	26	1	4
Employee relations	2	1	1	4	1	5	3	2	4	4	4	5	2	3	2	2	2	2	2	5	3	4	2	10	30	16	4	8
Policy management	3	3	3	2	4	12	5	1	1	2	2	14	4	8	8	5	6	3	3	2	8	10	2	4	24	6	8	2
People & HR strategy	4	5	5	6	7	1	9	11	23	18	7	6	7	7	4	6	8	7	5	6	9	4	5	15	16	10	9	11
Employer branding	5	6	6	4	13	11	12	22	9	12	9	8	14	16	11	9	10	18	6	7	4	13	17	20	1	3	12	7
Restructuring management	28	22	29	27	16	30	21	21	14	23	21	20	21	21	24	31	24	26	27	27	27	16	26	25	31	23	20	23
Career pathing	29	29	24	26	29	26	29	25	27	29	31	27	32	30	29	28	28	31	29	25	28	23	31	30	21	17	25	28
Staffing & mobility mgmt	30	28	27	24	23	31	19	23	25	30	27	29	25	17	25	21	25	25	25	17	29	28	29	28	11	30	25	24
Employee journey management	31	31	31	32	30	24	25	27	26	24	29	30	30	24	26	30	29	20	30	31	31	22	30	26	32	32	31	30
HR digital solutions (e.g., HR robotics)	32	32	32	31	32	29	32	27	31	27	32	32	31	32	32	32	32	32	32	32	32	32	32	31	26	21	32	32
Number of responses	6,842	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144

Color code for global ranking — Low focus needed ————— High focus needed

1. Hong Kong is a special administrative region of The People's Republic of China
Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

10

People & HR strategy, Strategic Workforce Planning, employee engagement, are among the top priorities for HR across the world

Future importance ranking:

1	**People and HR Strategy, Planning and Analytics**
2	**Performance, Rewards and Engagement**
3	**Talent Acquisition**
4	**Purpose, Behavior, Leadership and Culture Change**
5	**People Development**
6	**Labor and Employee Relations**
7	**HR Tech Stack**
8	**Organizational Transformation**
9	**HR Operating Model**

Top and bottom 5 individual topics in terms of future importance

People and HR Strategy **[1]**	Strategic Workforce Planning (incl. job architecture & skills taxonomy) **[5]**	People Analytics and Reporting
Performance Management	Rewards And Recognition	Employee Engagement and Well-being **[3]**
Employer Branding **[4]**	Talent Sourcing Ecosystem / Recruiting Strategy and Process	Onboarding
Purpose and Culture Activation / Change Management Capabilities	Leadership Behaviors and Development **[2]** / Diversity, Equality and Inclusion Management	Sustainability and ESG Standards
Upskilling and Reskilling at Scale / Career Pathing	Top Talent Management	Staffing and Mobility Management **[29]**
Policy Management	Employee Relations	Health and Safety
HR IT Architecture, Operation and Cloud Software	HR Digital Solutions (e.g., HR Robotics) **[30]**	
Agile Principles / Organizational Development & Design / Flexible Work Schemes	Restructuring Management **[31]**	Employee Journey Management **[28]**
HR Organization and Governance	HR Shared Services **[32]**	HR Staff Capabilities

Color code for global ranking

Lower Importance — Higher Importance

11

Future Importance | Ranking of nine clusters across economies

Order by global ranking	Global	Canada	USA	Mexico	Venezuela	Brazil	Belgium	France	Germany	Switzer-land	Denmark	Sweden	Norway	Lithuania	Bulgaria	Portugal	Italy	Greece	Turkey	Nigeria	Kenya	South Africa	India	Singapore	China	Hong Kong[1]	Thailand	Japan
People and HR Strategy, Planning and Analytics	1	2	3	4	3	1	3	3	1	2	2	1	2	3	2	2	4	3	1	4	7	1	1	1	1	4	1	1
Performance, Rewards and Engagement	2	3	1	3	2	2	5	2	5	4	7	3	5	2	1	1	1	2	4	2	1	2	4	3	3	5	2	3
Talent Acquisition	3	1	2	6	7	4	2	1	4	1	3	4	3	1	5	4	3	1	2	5	5	5	2	2	9	9	5	5
Purpose, Behavior, Leadership and Culture Change	4	4	6	2	6	3	1	4	3	3	1	2	1	4	6	3	2	4	3	6	3	3	6	4	4	8	3	4
People Development	5	6	5	7	8	8	4	6	7	7	6	6	8	5	4	5	5	6	5	3	8	4	5	5	2	6	4	2
Labor and Employee Relations	6	5	4	1	1	5	9	7	9	8	9	8	7	8	3	6	8	5	9	1	2	8	3	6	8	3	8	9
HR Tech Stack	7	9	9	5	9	6	6	5	2	5	4	5	4	7	8	8	7	7	6	9	9	7	8	7	7	1	7	6
Organizational Transformation	8	8	8	8	5	9	7	9	6	6	5	7	6	6	7	7	6	8	8	7	4	6	9	7	5	7	6	7
HR Operating Model	9	7	7	9	4	7	8	8	8	9	8	9	9	9	9	9	9	9	7	8	6	9	7	9	6	2	9	8
Number of responses	6,842	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144

Region groupings: **Global** | **Americas** (Canada, USA, Mexico, Venezuela, Brazil) | **Europe** (Belgium, France, Germany, Switzerland, Denmark, Sweden, Norway, Lithuania, Bulgaria, Portugal, Italy, Greece, Turkey) | **Africa** (Nigeria, Kenya, South Africa) | **Asia Pacific** (India, Singapore, China, Hong Kong, Thailand, Japan)

1. Hong Kong is a special administrative region of The People's Republic of China
Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Color code for global ranking
Low Importance — High Importance

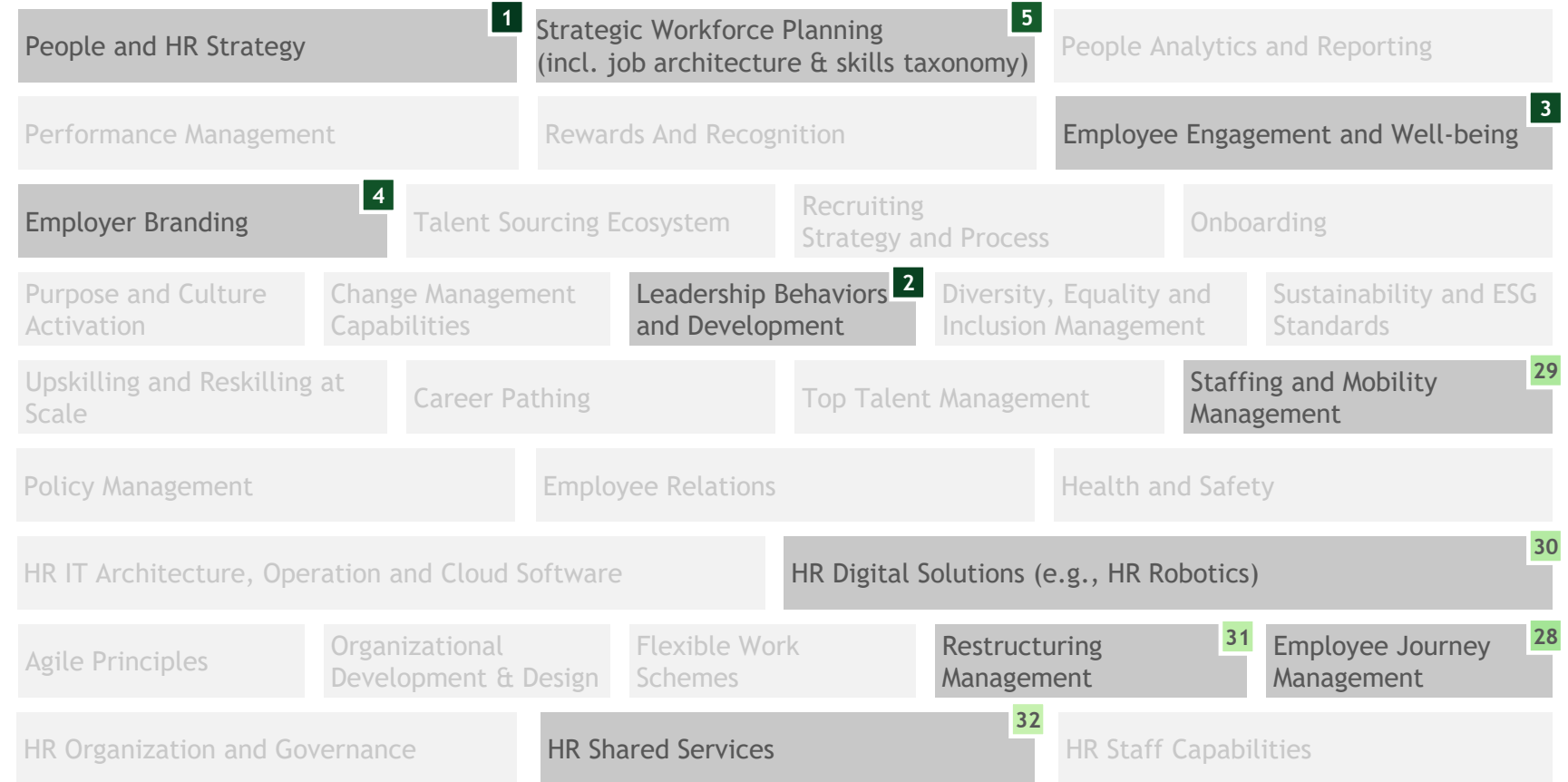# Future Importance | Top & bottom five topics across economies

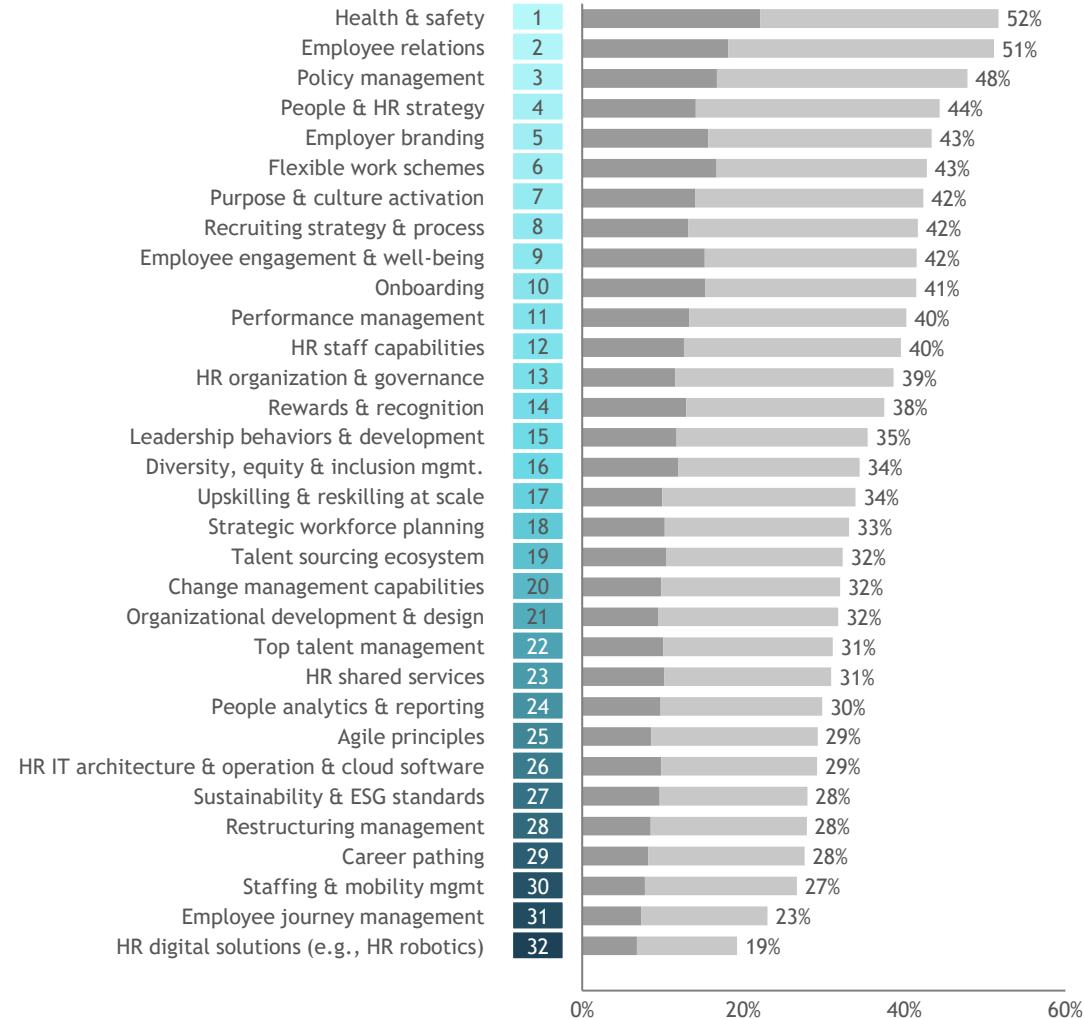| Order by global ranking	Global	Americas					Europe													Africa			Asia Pacific					
		Canada	USA	Mexico	Venezuela	Brazil	Belgium	France	Germany	Switzer-land	Denmark	Sweden	Norway	Lithuania	Bulgaria	Portugal	Italy	Greece	Turkey	Nigeria	Kenya	South Africa	India	Singapore	China	Hong Kong[1]	Thailand	Japan
People & HR strategy	1	1	1	1	1	1	2	8	3	2	3	3	3	1	3	1	1	1	2	3	15	1	1	1	2	10	1	1
Leadership behaviors & development	2	4	4	3	5	2	1	6	2	5	2	1	2	6	7	4	3	4	7	6	6	3	4	4	6	18	2	4
Employee engagement & well-being	3	2	2	5	7	4	3	7	1	1	1	2	1	2	1	3	2	6	10	20	5	1	6	13	11	28	4	3
Employer branding	4	5	6	7	24	8	5	1	9	3	4	4	8	5	18	6	5	2	2	11	22	13	5	3	10	14	11	5
Strategic workforce planning	5	10	10	12	19	5	11	9	5	10	12	6	6	10	10	10	14	15	4	15	27	10	2	2	1	12	8	2
Employee journey management	28	26	28	27	26	29	22	12	23	27	25	15	25	15	29	27	21	24	29	25	18	28	27	21	31	31	26	25
Staffing & mobility mgmt	29	27	25	29	27	32	17	26	30	29	22	28	31	26	31	30	30	29	27	31	31	21	25	30	20	29	29	10
HR digital solutions (e.g., HR robotics)	30	31	32	23	32	23	27	28	11	24	13	21	20	22	30	27	28	30	17	32	32	29	30	20	22	8	28	26
Restructuring management	31	32	29	31	20	31	30	31	28	31	29	29	28	23	27	31	29	31	28	28	29	30	29	29	15	25	24	28
HR shared services	32	30	31	32	23	28	32	32	31	32	30	31	32	32	32	32	32	31	29	30	32	32	32	17	6	31	31	
Number of responses	6,842	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144

1. Hong Kong is a special administrative region of The People's Republic of China
Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Color code for global ranking
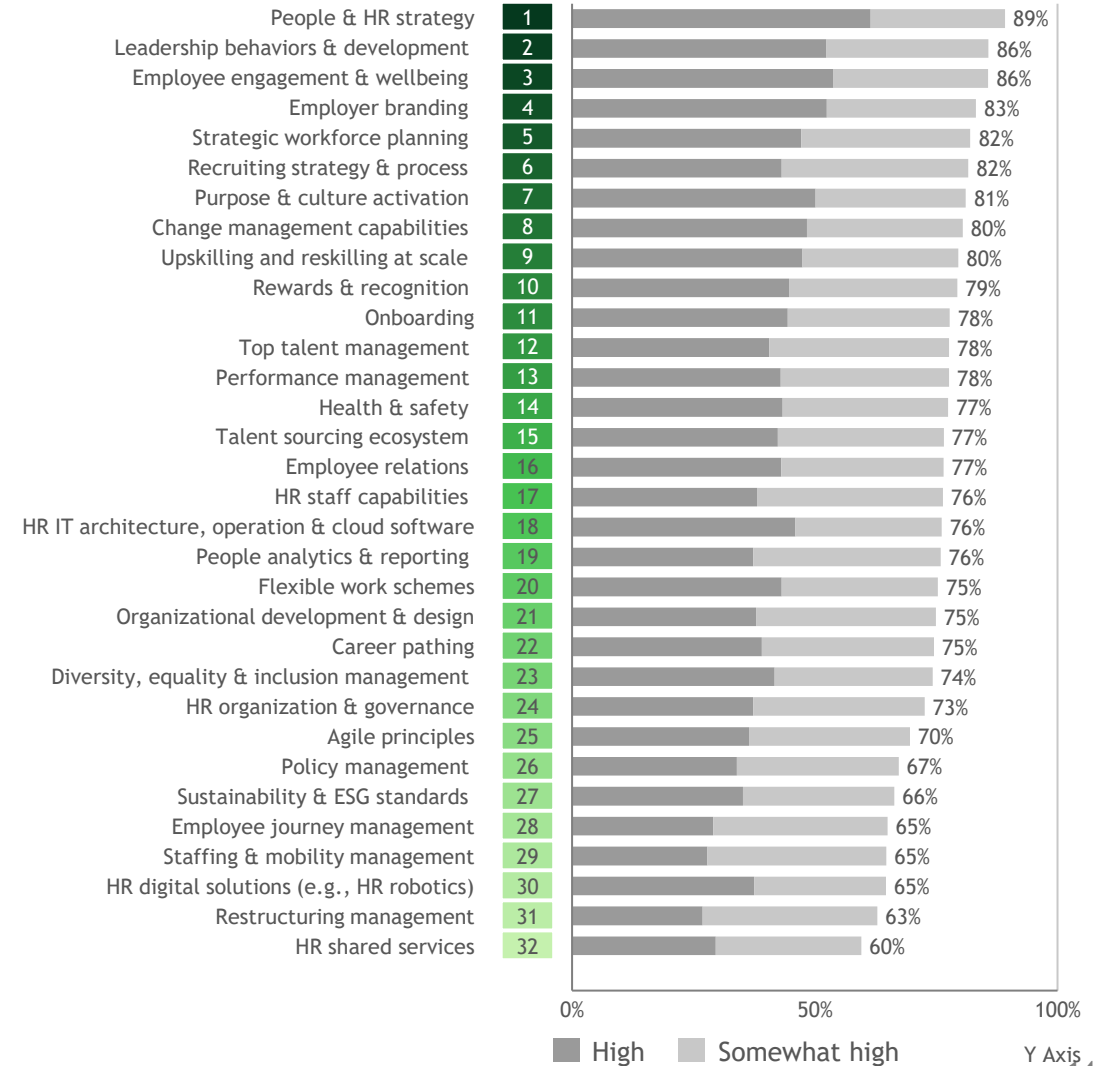
Low Capability — High Capability

13

Ranking of 32 topics for Current Capabilities and Future Importance

Ranking Current Capabilities

Rank	Topic	Value
1	Health & safety	52%
2	Employee relations	51%
3	Policy management	48%
4	People & HR strategy	44%
5	Employer branding	43%
6	Flexible work schemes	43%
7	Purpose & culture activation	42%
8	Recruiting strategy & process	42%
9	Employee engagement & well-being	42%
10	Onboarding	41%
11	Performance management	40%
12	HR staff capabilities	40%
13	HR organization & governance	39%
14	Rewards & recognition	38%
15	Leadership behaviors & development	35%
16	Diversity, equity & inclusion mgmt.	34%
17	Upskilling & reskilling at scale	34%
18	Strategic workforce planning	33%
19	Talent sourcing ecosystem	32%
20	Change management capabilities	32%
21	Organizational development & design	32%
22	Top talent management	31%
23	HR shared services	31%
24	People analytics & reporting	30%
25	Agile principles	29%
26	HR IT architecture & operation & cloud software	29%
27	Sustainability & ESG standards	28%
28	Restructuring management	28%
29	Career pathing	28%
30	Staffing & mobility mgmt	27%
31	Employee journey management	23%
32	HR digital solutions (e.g., HR robotics)	19%

Ranking Future Importance

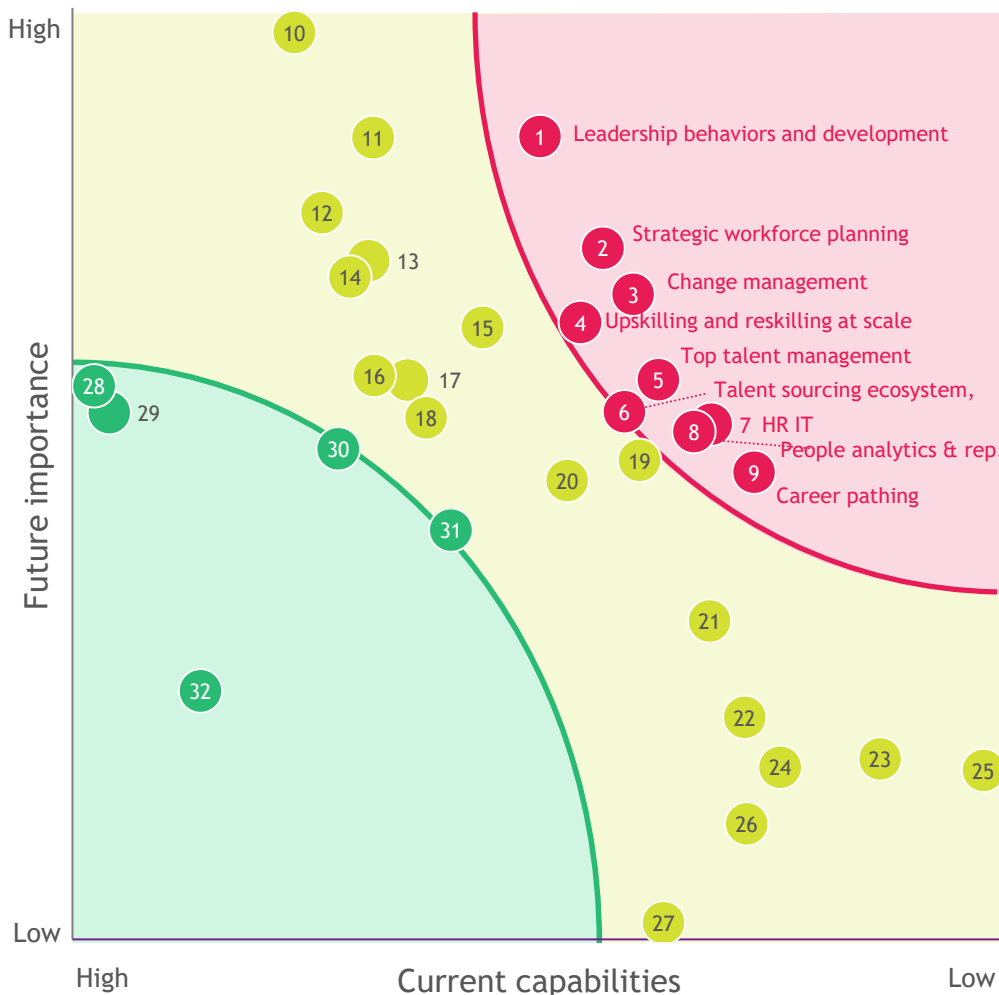| Rank	Topic	Value
1	People & HR strategy	89%
2	Leadership behaviors & development	86%
3	Employee engagement & wellbeing	86%
4	Employer branding	83%
5	Strategic workforce planning	82%
6	Recruiting strategy & process	82%
7	Purpose & culture activation	81%
8	Change management capabilities	80%
9	Upskilling and reskilling at scale	80%
10	Rewards & recognition	79%
11	Onboarding	78%
12	Top talent management	78%
13	Performance management	78%
14	Health & safety	77%
15	Talent sourcing ecosystem	77%
16	Employee relations	77%
17	HR staff capabilities	76%
18	HR IT architecture, operation & cloud software	76%
19	People analytics & reporting	76%
20	Flexible work schemes	75%
21	Organizational development & design	75%
22	Career pathing	75%
23	Diversity, equality & inclusion management	74%
24	HR organization & governance	73%
25	Agile principles	70%
26	Policy management	67%
27	Sustainability & ESG standards	66%
28	Employee journey management	65%
29	Staffing & mobility management	65%
30	HR digital solutions (e.g., HR robotics)	65%
31	Restructuring management	63%
32	HR shared services	60%

■ High   ■ Somewhat high   Y Axis

Advanced AI HR solutions have not been ranked in 2023.
Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

14

Nine topics emerge as critical priorities to build capabilities in the next years

Future importance (High → Low) vs Current capabilities (High → Low)

Strong need to act
Nine critical priorities

1 Leadership behaviors & devel.
2 Strategic workforce planning
3 Change management capabilities
4 Upskilling & reskilling at scale
5 Top talent management
6 Talent sourcing ecosystem
7 HR IT arch. ops & cloud software
8 People analytics & reporting
9 Career pathing

Medium need to act

10 People & HR strategy
11 Empl. engagement & wellbeing
12 Employer branding
13 Recruiting strategy & process
14 Purpose & culture activation
15 Rewards & recognition
16 Onboarding
17 Performance management
18 HR staff capabilities
19 Org. development and design
20 Div. equality & inclusion mgmt.
21 Agile principles
22 Sustainability & ESG standards
23 Employee journey management
24 Staffing & mobility management
25 HR digital solutions
26 Restructuring management
27 HR Shared services

Low need to act

28 Health & safety
29 Employee relations
30 Flexible work schemes
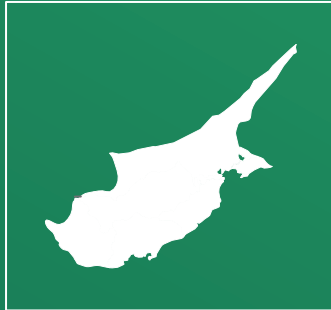31 HR organization & governance
32 Policy management

15

Survey identity & statistics

Global results - Overview

Country results - Cyprus

Current Capabilities | 10 topics with notable divergence between Cyprus and global outlook

Top & bottom 5 topics in terms of
current capability in Cyprus

1	Health & Safety
2	Flexible work schemes
3	Employee engagement & well-being
4	Recruiting strategy & process
5	Employee relations

28	HR shared services
29	Staffing & mobility management
30	Employee journey management
31	People analytics & reporting
32	HR digital solutions

Topics ranking **higher** in Cyprus than the global average

Significantly (≥10 positions):

Diversity, equity & inclusion mgmt.	**+11**

Notably (≥5 positions):

Recruiting strategy & process	**+7**
Upskilling & reskilling at scale	**+7**
Leadership behaviors & development	**+6**
Employee engagement & well-being	**+5**

Topics ranking **lower** in Cyprus than the global average

Significantly (≥10 positions):

Change management capabilities	**-12**

Notably (≥5 positions):

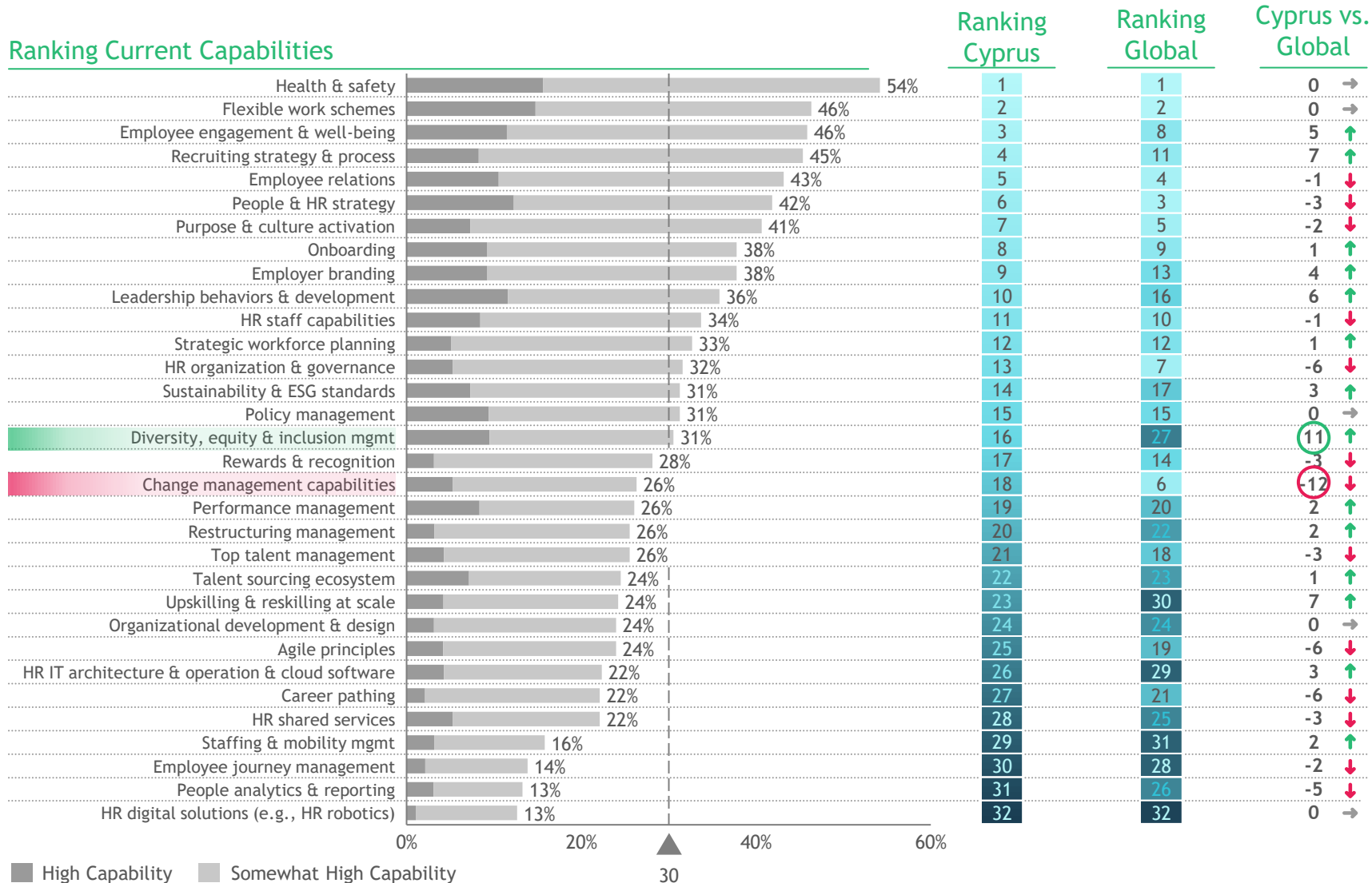| HR organization & governance	**-6**
Agile principles	**-6**
Career pathing	**-6**
People analytics & reporting	**-5**

Ranking of 32 topics for Current Capabilities global vs Cyprus; significant differences in 2 topics

Cyprus vs. Global comparison

Ranking Current Capabilities		Ranking Cyprus	Ranking Global	Cyprus vs. Global
Health & safety	54%	1	1	0 →
Flexible work schemes	46%	2	2	0 →
Employee engagement & well-being	46%	3	8	5 ↑
Recruiting strategy & process	45%	4	11	7 ↑
Employee relations	43%	5	4	-1 ↓
People & HR strategy	42%	6	3	-3 ↓
Purpose & culture activation	41%	7	5	-2 ↓
Onboarding	38%	8	9	1 ↑
Employer branding	38%	9	13	4 ↑
Leadership behaviors & development	36%	10	16	6 ↑
HR staff capabilities	34%	11	10	-1 ↓
Strategic workforce planning	33%	12	12	1 ↑
HR organization & governance	32%	13	7	-6 ↓
Sustainability & ESG standards	31%	14	17	3 ↑
Policy management	31%	15	15	0 →
Diversity, equity & inclusion mgmt	31%	16	27	(11) ↑
Rewards & recognition	28%	17	14	-3 ↓
Change management capabilities	26%	18	6	(-12) ↓
Performance management	26%	19	20	2 ↑
Restructuring management	26%	20	22	2 ↑
Top talent management	26%	21	18	-3 ↓
Talent sourcing ecosystem	24%	22	23	1 ↑
Upskilling & reskilling at scale	24%	23	30	7 ↑
Organizational development & design	24%	24	24	0 →
Agile principles	24%	25	19	-6 ↓
HR IT architecture & operation & cloud software	22%	26	29	3 ↑
Career pathing	22%	27	21	-6 ↓
HR shared services	22%	28	25	-3 ↓
Staffing & mobility mgmt	16%	29	31	2 ↑
Employee journey management	14%	30	28	-2 ↓
People analytics & reporting	13%	31	26	-5 ↓
HR digital solutions (e.g., HR robotics)	13%	32	32	0 →

■ High Capability   ■ Somewhat High Capability

0%   20%   30   40%   60%

↑ Current **capabilities of sustainability and ESG standards** ranked significantly **higher**

↓ Current **capabilities of change management capabilities** ranked significantly **lower**

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,842, Cyprus total n = 99).

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Future Importance| 10 topics with notable divergence between Cyprus and global outlook

Top & bottom 5 topics in terms of
future importance in Cyprus

1	Employer branding
2	Upskilling & reskilling at scale
3	People & HR strategy
4	Change management capabilities
5	Employee engagement & well-being
28	Staffing & mobility management
29	Restructuring management
30	Policy management
31	HR digital solutions
32	HR shared services

Topics ranking **higher** in Cyprus than the global average

Significantly (≥10 positions): -

Notably (≥5 positions):

Sustainability & ESG standards	**+8**
Upskilling & reskilling at scale	**+7**
Rewards & recognition	**+6**
People analytics & reporting	**+6**
Career pathing	**+6**

Topics ranking **lower** in Cyprus than the global average
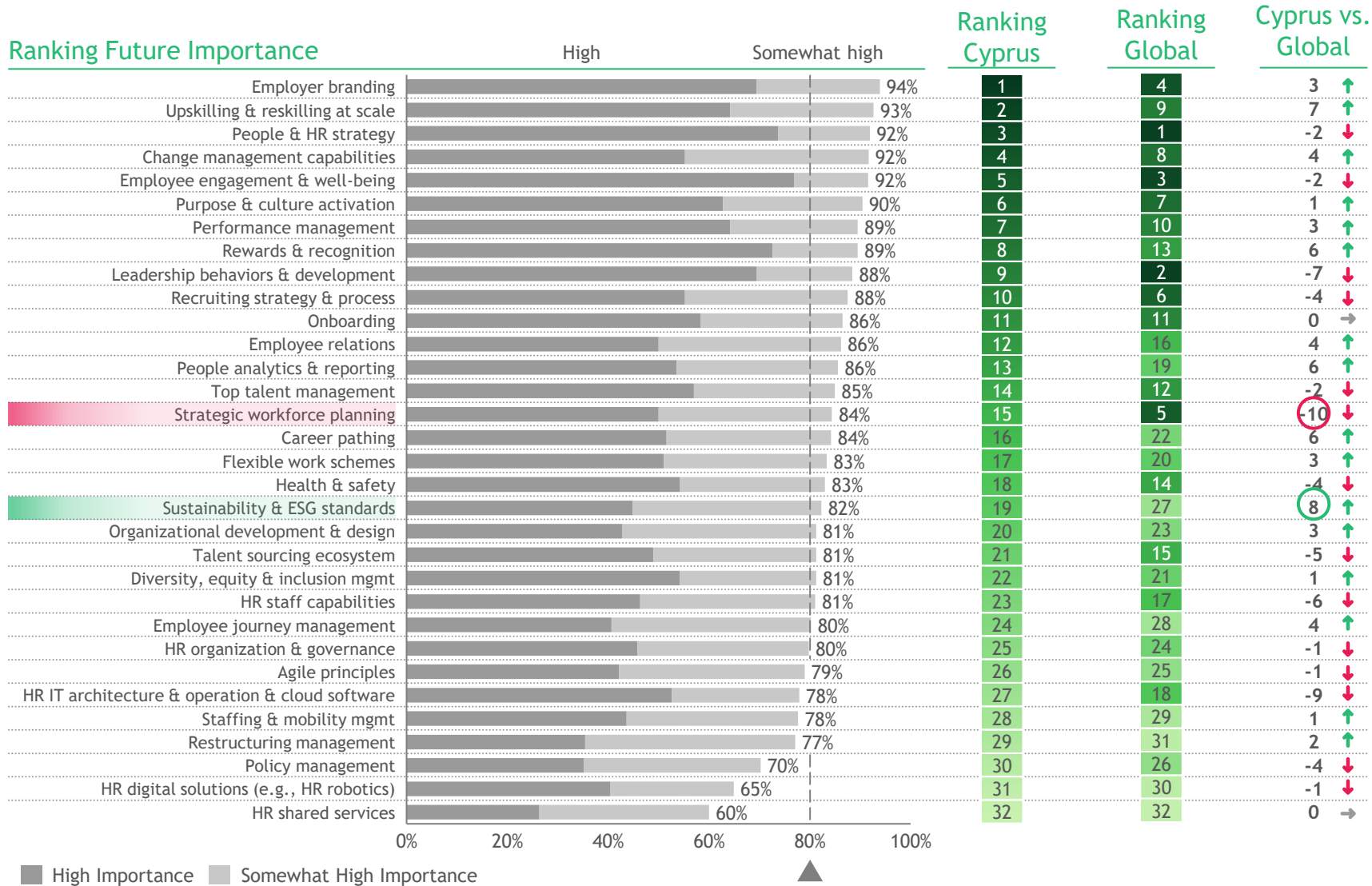
Significantly (≥10 positions):

Change management capabilities	**-10**

Notably (≥5 positions):

HR IT archit. & ops & cloud software	**-9**
Leadership behaviors & development	**-7**
HR staff capabilities	**-6**
Talent sourcing ecosystem	**-5**

Cyprus results

Ranking of 32 topics for Future Importance global vs Cyprus; significant differences in 2 topics

Ranking Future Importance

Ranking Future Importance	High / Somewhat high	Ranking Cyprus	Ranking Global	Cyprus vs. Global	
Employer branding	94%	1	4	3	↑
Upskilling & reskilling at scale	93%	2	9	7	↑
People & HR strategy	92%	3	1	-2	↓
Change management capabilities	92%	4	8	4	↑
Employee engagement & well-being	92%	5	3	-2	↓
Purpose & culture activation	90%	6	7	1	↑
Performance management	89%	7	10	3	↑
Rewards & recognition	89%	8	13	6	↑
Leadership behaviors & development	88%	9	2	-7	↓
Recruiting strategy & process	88%	10	6	-4	↓
Onboarding	86%	11	11	0	→
Employee relations	86%	12	16	4	↑
People analytics & reporting	86%	13	19	6	↑
Top talent management	85%	14	12	-2	↓
Strategic workforce planning	84%	15	5	-10	↓
Career pathing	84%	16	22	6	↑
Flexible work schemes	83%	17	20	3	↑
Health & safety	83%	18	14	-4	↓
Sustainability & ESG standards	82%	19	27	8	↑
Organizational development & design	81%	20	23	3	↑
Talent sourcing ecosystem	81%	21	15	-5	↓
Diversity, equity & inclusion mgmt	81%	22	21	1	↑
HR staff capabilities	81%	23	17	-6	↓
Employee journey management	80%	24	28	4	↑
HR organization & governance	80%	25	24	-1	↓
Agile principles	79%	26	25	-1	↓
HR IT architecture & operation & cloud software	78%	27	18	-9	↓
Staffing & mobility mgmt	78%	28	29	1	↑
Restructuring management	77%	29	31	2	↑
Policy management	70%	30	26	-4	↓
HR digital solutions (e.g., HR robotics)	65%	31	30	-1	↓
HR shared services	60%	32	32	0	→

■ High Importance ■ Somewhat High Importance

0% 20% 40% 60% 80% 100%

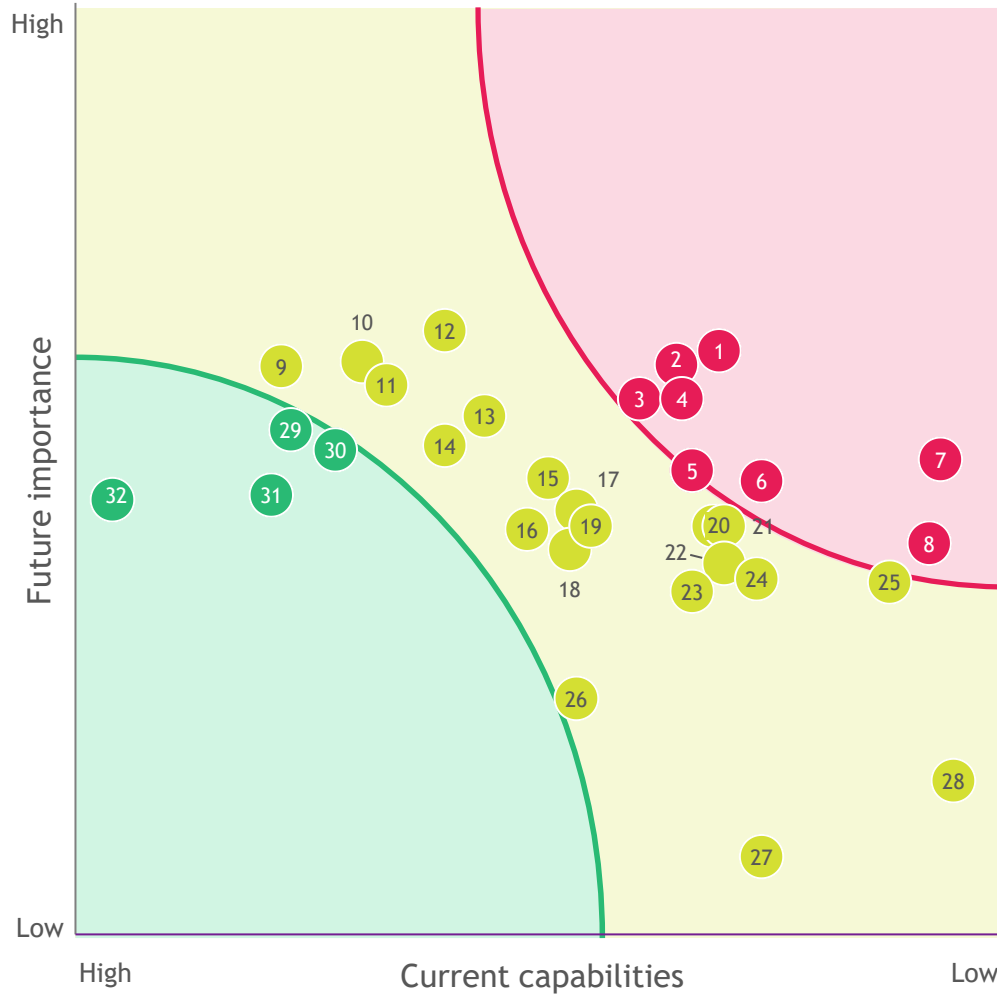▲ 80

Cyprus vs. Global comparison

↑ Future importance of **sustainability and ESG standards** ranked relatively much <u>higher</u>

↓ Future importance of **strategic workforce planning** ranked relatively much <u>lower</u>

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,842, Cyprus total n = 99).

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Eight topics emerge as critical priorities in the local context

● Strong need to act

☆	1	Upskilling & reskilling at scale
☆	2	Change management capabilities
	3	Rewards & recognition
	4	Performance management
☆	5	Top talent management
☆	6	Career pathing
☆	7	People analytics & reporting
	8	Employee journey management

Eight critical priorities

● Medium need to act

	9	Empl. engagement & well-being
	10	People & HR strategy
	11	Purpose & culture activation
	12	Employer branding
☆	13	Leadership behaviors & devel.
	14	Onboarding
☆	15	Strategic workforce planning
	16	HR staff capabilities
	17	Sustainability & ESG standards
	18	HR organization & governance
	19	Divers. equity & inclusion mgmt
☆	20	Talent sourcing ecosystem
	21	Org. development & design
	22	Agile principles
	23	Restructuring management
☆	24	HR IT arch ops & cloud software
	25	Staffing & mobility mgmt.
	26	Policy management
	27	HR shared services
	28	HR digital solutions

● Low need to act

29	Recruiting strategy & process
30	Employee relations
31	Flexible work schemes
32	Health & safety

☆ = Global critical priorities

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).
Note: Based on answers "high" and "somewhat high"

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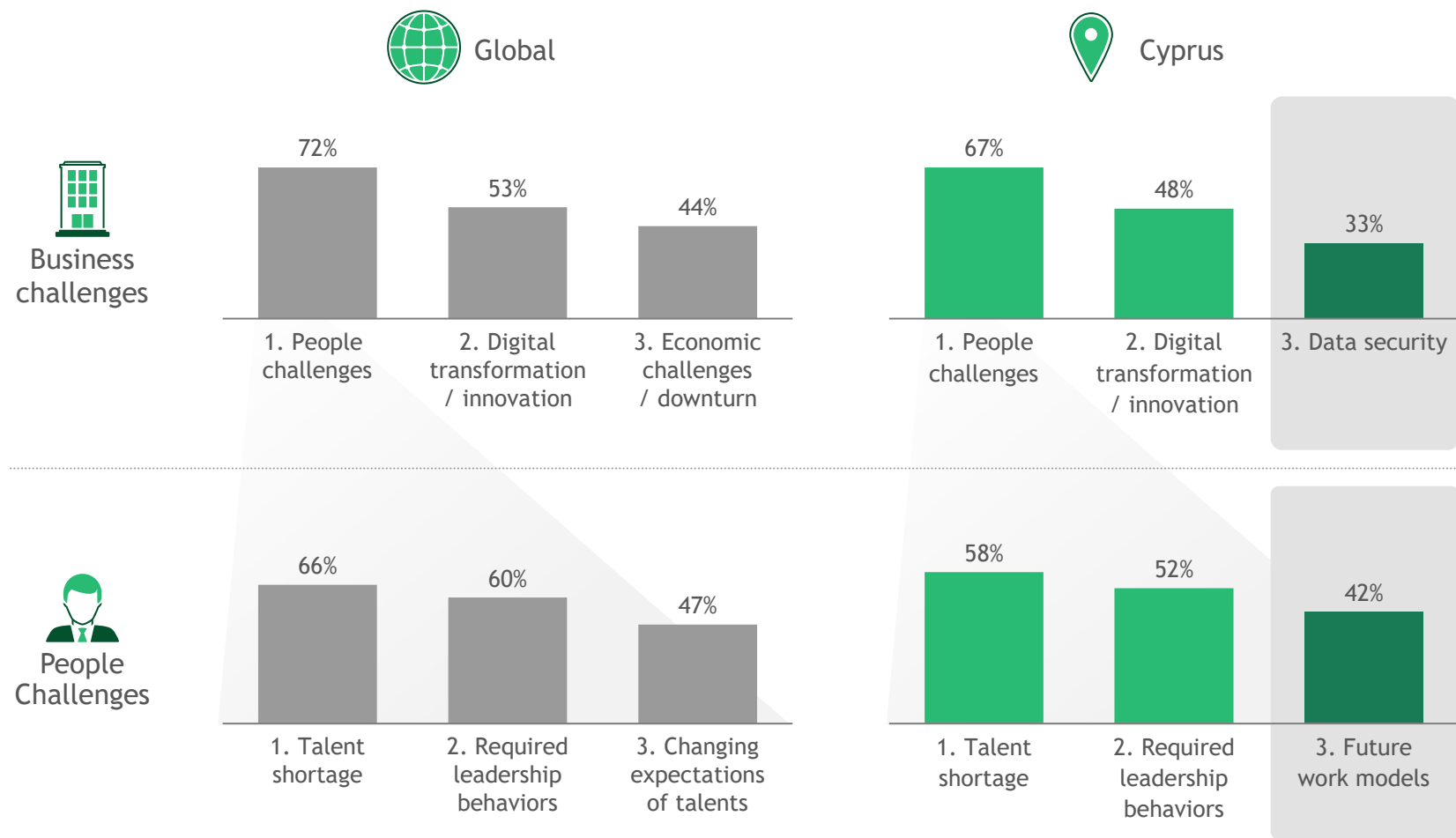# Top challenges in Cyprus overall align with global outlook, with only 2 differences

Cyprus vs. Global comparison

Global

Cyprus

Business challenges

Global

- 72% — 1. People challenges
- 53% — 2. Digital transformation / innovation
- 44% — 3. Economic challenges / downturn

Cyprus

- 67% — 1. People challenges
- 48% — 2. Digital transformation / innovation
- 33% — 3. Data security

People Challenges

Global

- 66% — 1. Talent shortage
- 60% — 2. Required leadership behaviors
- 47% — 3. Changing expectations of talents

Cyprus

- 58% — 1. Talent shortage
- 52% — 2. Required leadership behaviors
- 42% — 3. Future work models

❯ Respondents from Cyprus see less issue with **Economic challenges** and more with **Data Security**

❯ Respondents from Cyprus see less issue with **changing expectations of talents** and more with **future work models**

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,169, Cyprus total n = 99).

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Core business characteristics | Business context in Cyprus correlates strongly with global averages
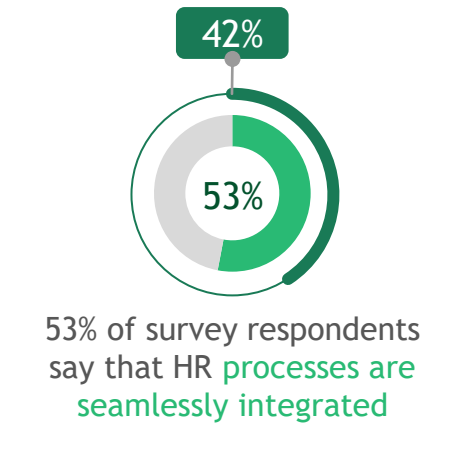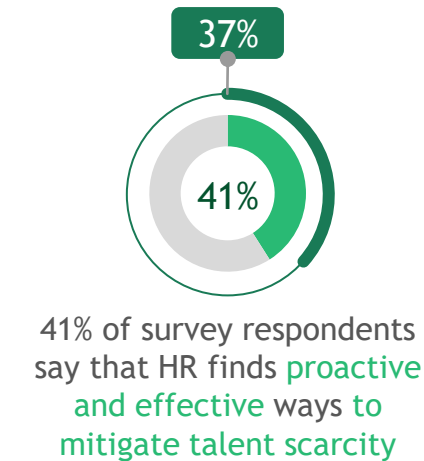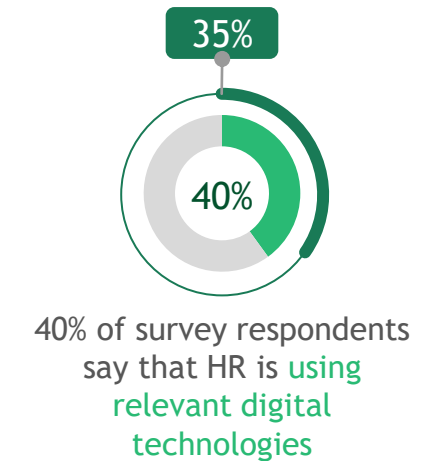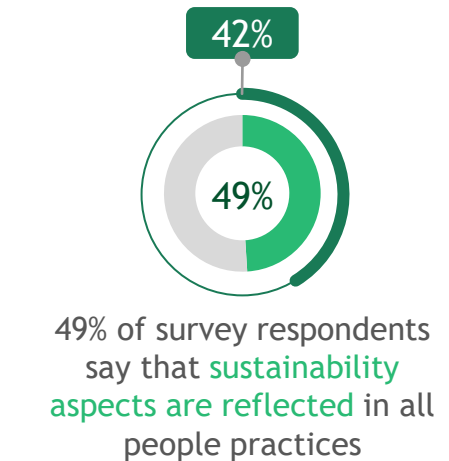
Cyprus vs. Global comparison

› Business characteristics in Cyprus are very comparable to global results

Business Characteristics I.	Agreement on a 1-5 scale	Business Characteristics II.
Fixed work structures and processes		Flexible work structures and processes
Growth reasoned from external factors		Growth reasoned from internal factors
Most of the time spent on planning ideas		Most of the time spent on implementing ideas
Employees use a diplomatic communication style at work		Employees use direct communication style at work
The leadership follows a hierarchical top-down approach		The leadership follows a bottom-up approach
The leadership closely monitors employees' work		The leadership trusts employees' work
Instructs on minimizing risks and mistakes		Instructs on risk-taking actions & to learn from them
Valuing collective performance		Valuing individual performance
Creating value only for business shareholders		Creating value for society, environment and shareholders,
Promoting traditional ways of working	1 5	Promoting new ways of working

● Cyprus   ● Global

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,169, Cyprus total n = 99).

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Strongly supported & defined people perspective seems to be the biggest HR challenge in Cyprus

77%

73%

73% of survey respondents say that HR is in constant dialogue with the business and its needs

66%

57%

57% of survey respondents say that within the organization, the People Perspective is strongly supported and defended

66%

61%

61% of survey respondents say that HR is proactively shaping the strategic agenda with regards to people & organization topics

68%

72%

72% of survey respondents say that HR is an important part of the corporate strategic decision-making process

48%

57%

57% of survey respondents say that diversity is engrained on all processes and ways to benefit from the positive impacts are in place

30%

33%

33% of survey respondents say that HR is using data and analytics to anticipate people challenges

42%

49%

49% of survey respondents say that sustainability aspects are reflected in all people practices

35%

40%

40% of survey respondents say that HR is using relevant digital technologies

37%

41%

41% of survey respondents say that HR finds proactive and effective ways to mitigate talent scarcity

42%

53%

53% of survey respondents say that HR processes are seamlessly integrated

Note: Percentage agreement by answers "agree" or "tend to agree" to the listed hypotheses
Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 5,875, Cyprus total n = 99)

Global   Overall agreement

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