



How are Middle East and Turkey employers responding to sweeping changes in the workplace?

Insights from the Reimagining Work and Rewards Survey – Middle East & Turkey findings

Rapid change in the workplace has created significant pressure points for organisations

To what extent has your organisation changed in each of the following areas in the past 3 years?

70%



Our organisational culture

70% and 62%



Our technology strategy and data strategy

68%



Competencies required in HR

65%



Competencies required of leaders and managers

62%



Our ways of working (including increased flexibility)

Note: Percentages indicate "To a great or very great extent"

AI and technology is a driving force of change



Factors expected to drive change in the ways of working over the next three years

The amount and type of work we do using automation, AI and digitalisation **65%**

How we source talent (e.g., contracting, offshoring) **59%**

Our use of skills-based placement of work **59%**



However, **less than a third** said they are effective at using technology or analytics to track and measure existing skills, or skills required to get work done.

Note: Percentages indicate "To a great or very great extent"

Employers look to take action in three strategic areas: work, Total Rewards and careers

Increase in percentage of employers expecting extensive changes globally

50%
Optimising work and job design

80%
Total Rewards philosophy

90%
How they define careers

Note: Numbers represent percentage of organisations who identify these as important HR capabilities over the next 3 years

Employers face a jump in talent attraction and retention challenges

2020 vs 2022

Attracting

+145%



Retaining

+107%



...and this is most evident in the digital talent sector



68%
Digital talent



60%
Positions engaged in people analytics

Note: Percentages indicate those who are experiencing challenges "To a great or a very great extent"

Key actions for employers



Reset your Total Rewards philosophy and strategy for the new hybrid work environment



Set an overarching career enablement strategy



Identify new sources of talent based on more flexible approaches to work



Redesign jobs taking into account new skills, work value and changing employee preferences

About the survey: Middle East and Turkey findings are based on responses from 34 employers representing 35,000 employees across a range of industries. The survey was conducted October 28 through December 10, 2021.

Copyright © 2022 Willis Towers Watson. All rights reserved.

wtwco.com

