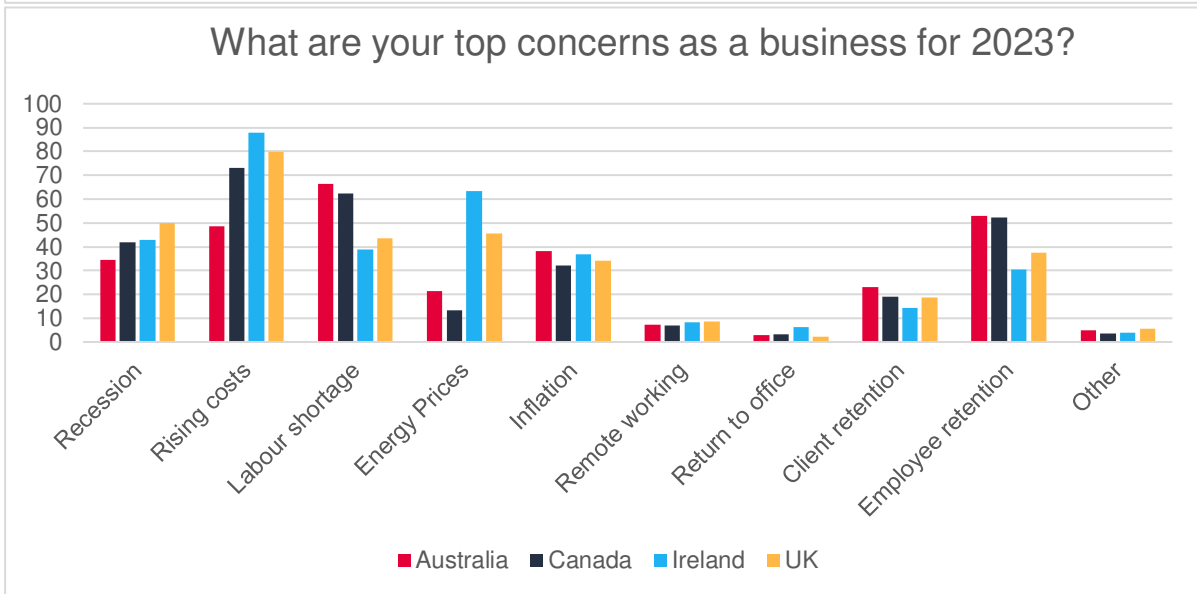
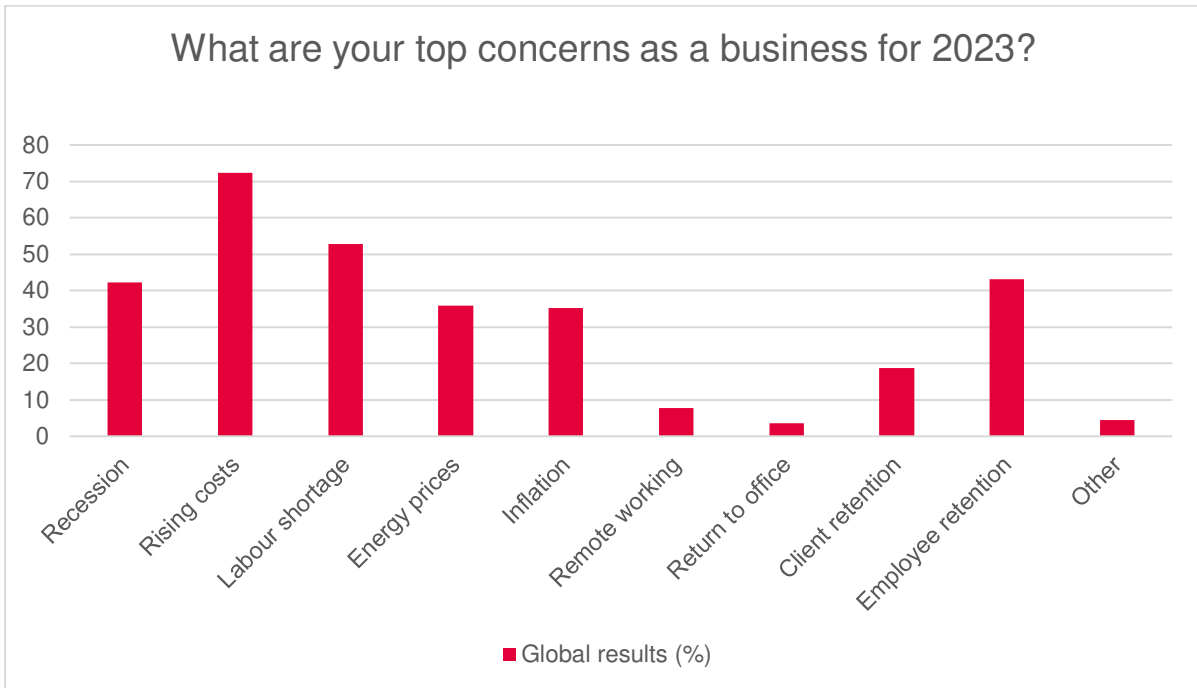




Question 1

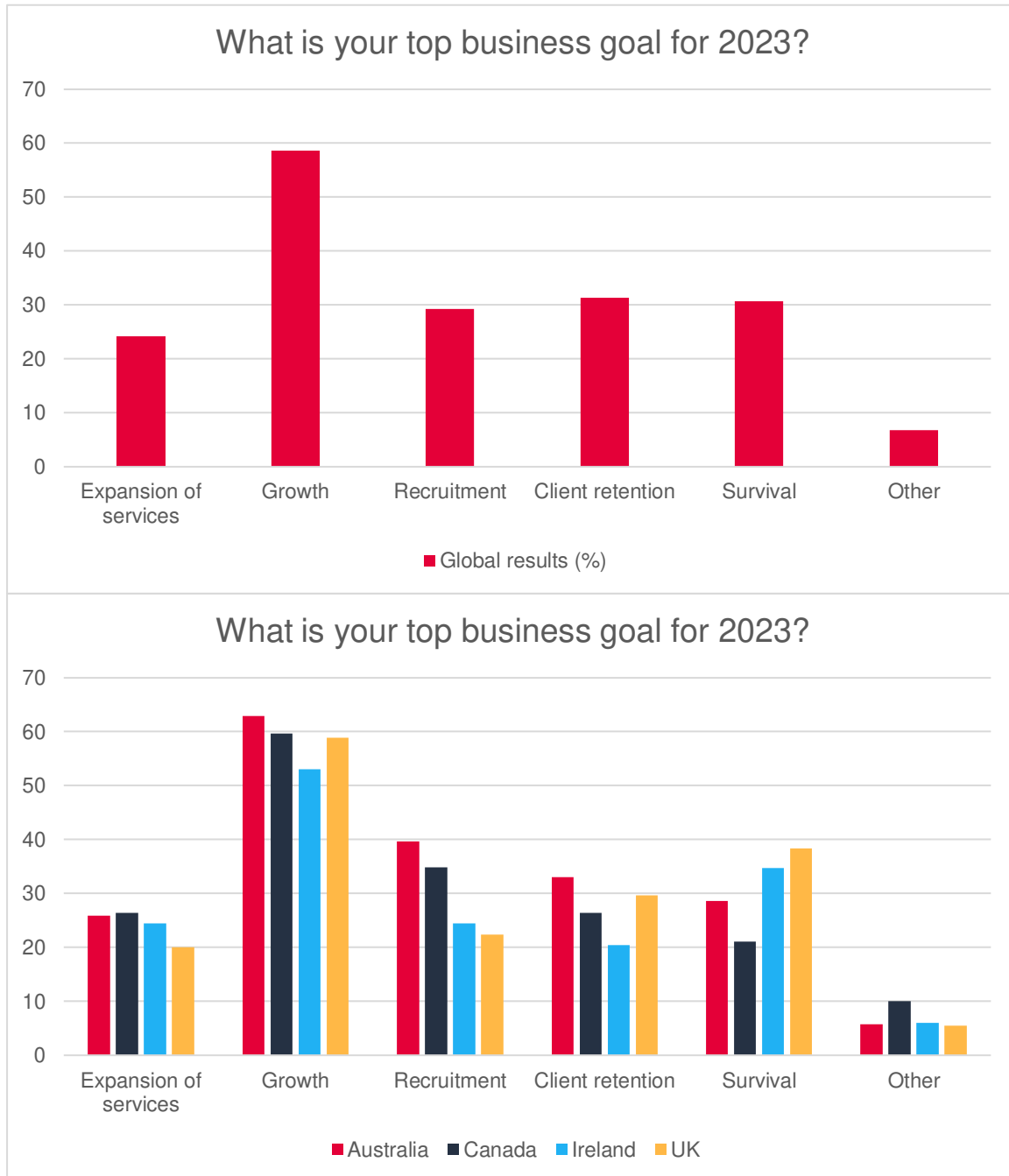


Top 3 concerns by country:

Australia	Canada	Ireland	UK
Labour shortage (66.2%)	Rising costs (73%)	Rising costs (87.8%)	Rising costs (79.9%)
Employee retention (52.8%)	Labour shortage (62.4%)	Energy prices (63.3%)	Recession (49.8%)
Rising costs (48.5%)	Employee retention (52.3%)	Recession (42.9%)	Energy prices (45.7%)



Question 2 – What is your top business goal for 2023?

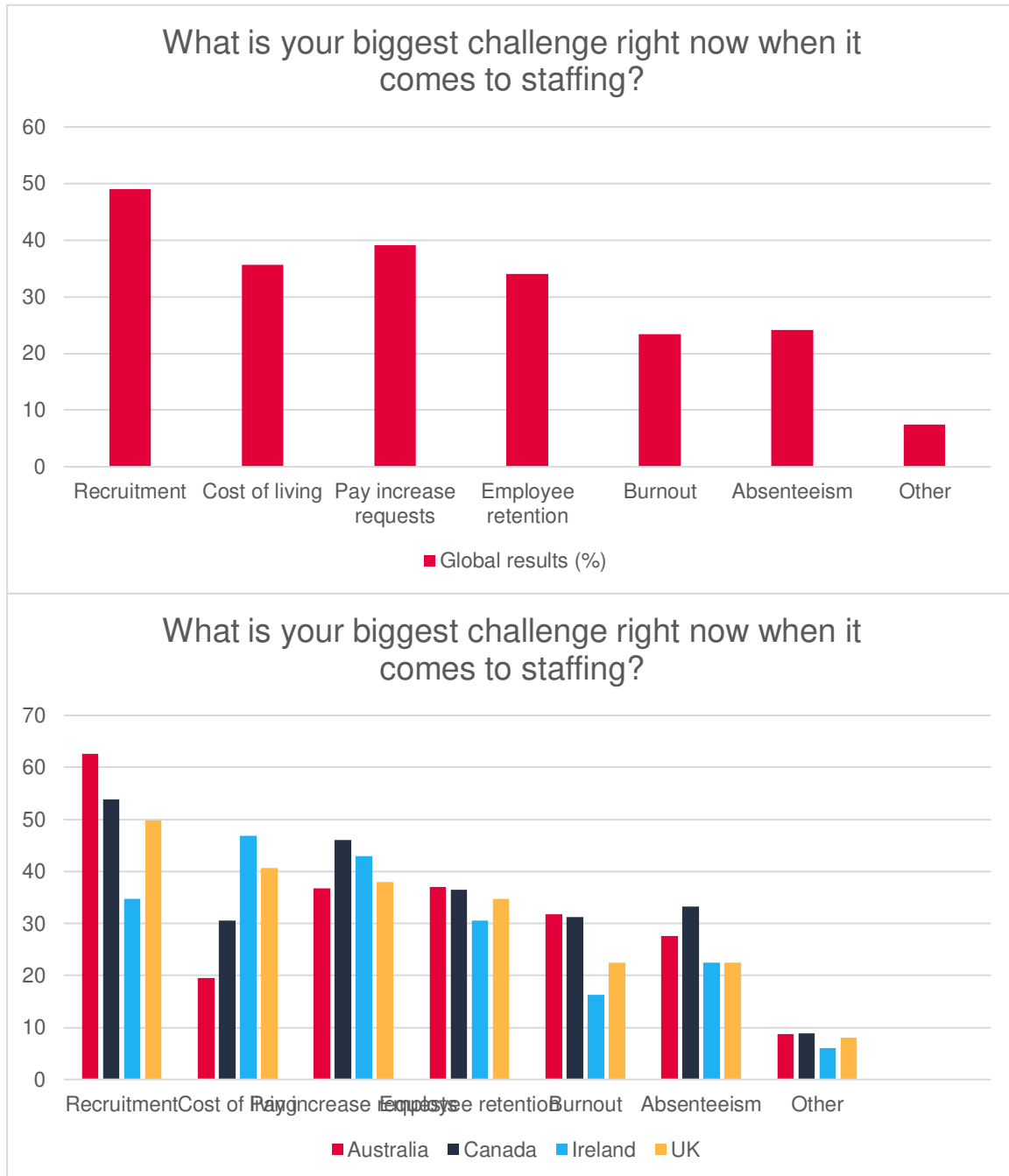


Top 3 goals by country:

Australia	Canada	Ireland	UK
Growth (62.9%)	Growth (59.7%)	Growth (53.1%)	Growth (58.9%)
Recruitment (39.6%)	Recruitment (34.9%)	Client retention (36.7%)	Survival (38.4%)
Client retention (33.1%)	Expansion of services / Client retention (26.4%)	Survival (34.7%)	Client retention (29.7%)



Question 3

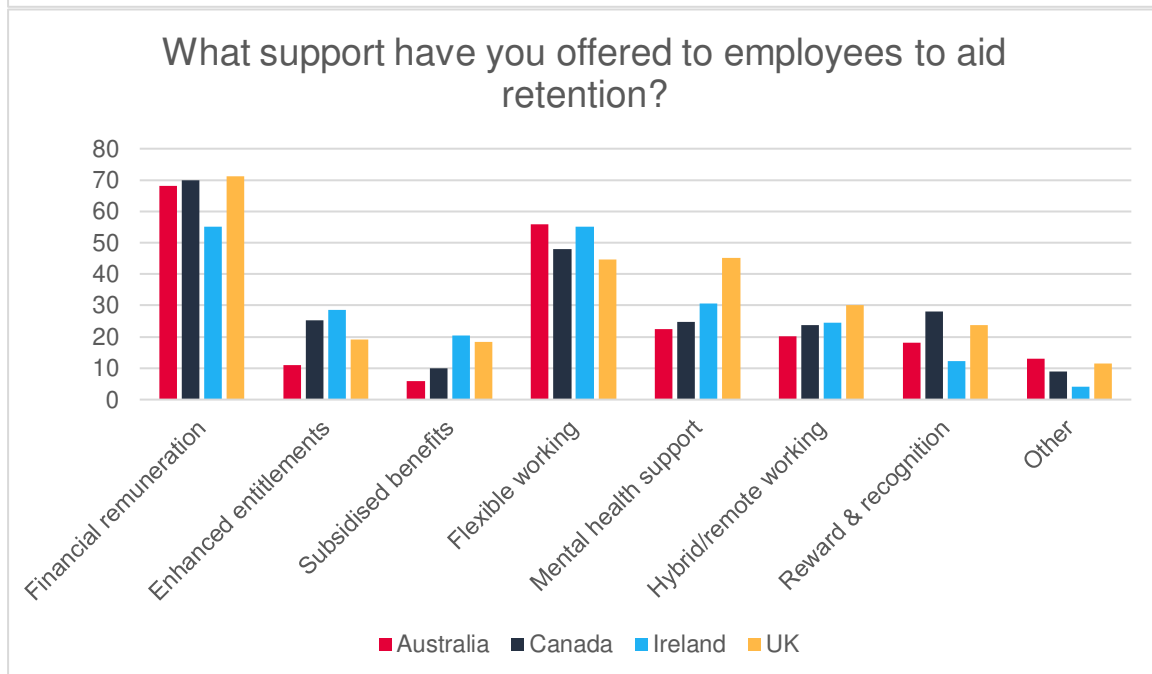


Top 3 challenges by country:

Australia	Canada	Ireland	UK
Recruitment (62.6%)	Recruitment (53.9%)	Cost of living (46.9%)	Recruitment (49.8%)
Employee retention (37%)	Pay increase requests (46%)	Pay increase requests (42.9%)	Cost of living (40.6%)
Pay increase requests (36.7%)	Employee retention (36.5%)	Recruitment (34.7%)	Pay increase requests (37.9%)



Question 4

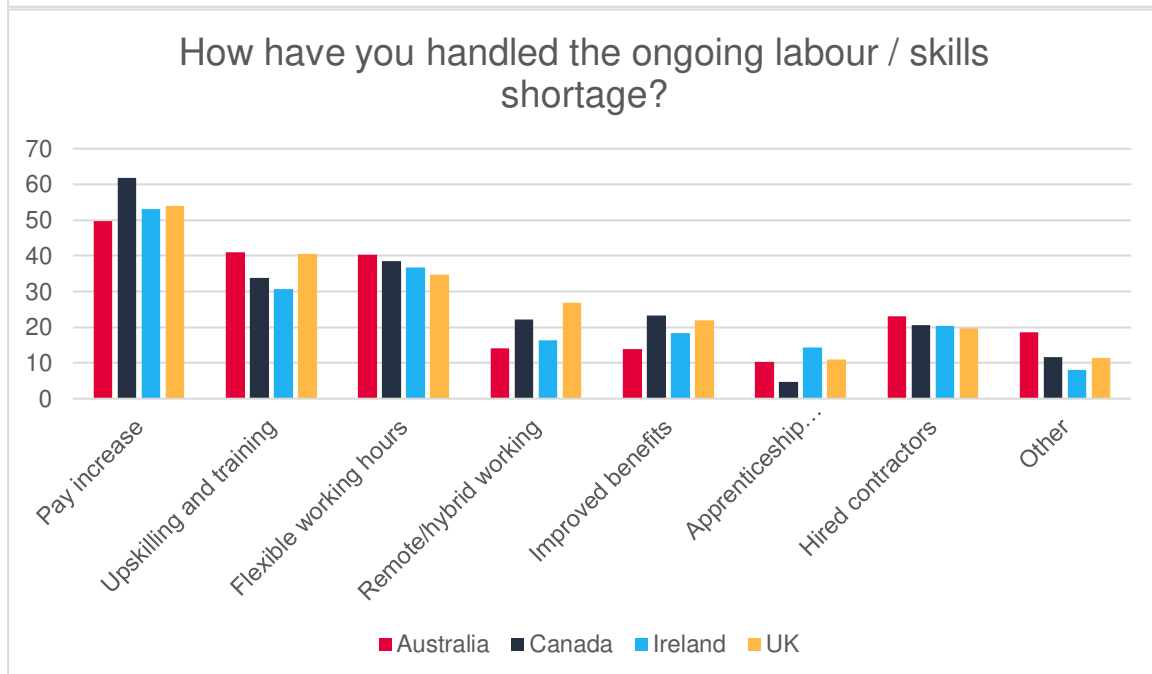
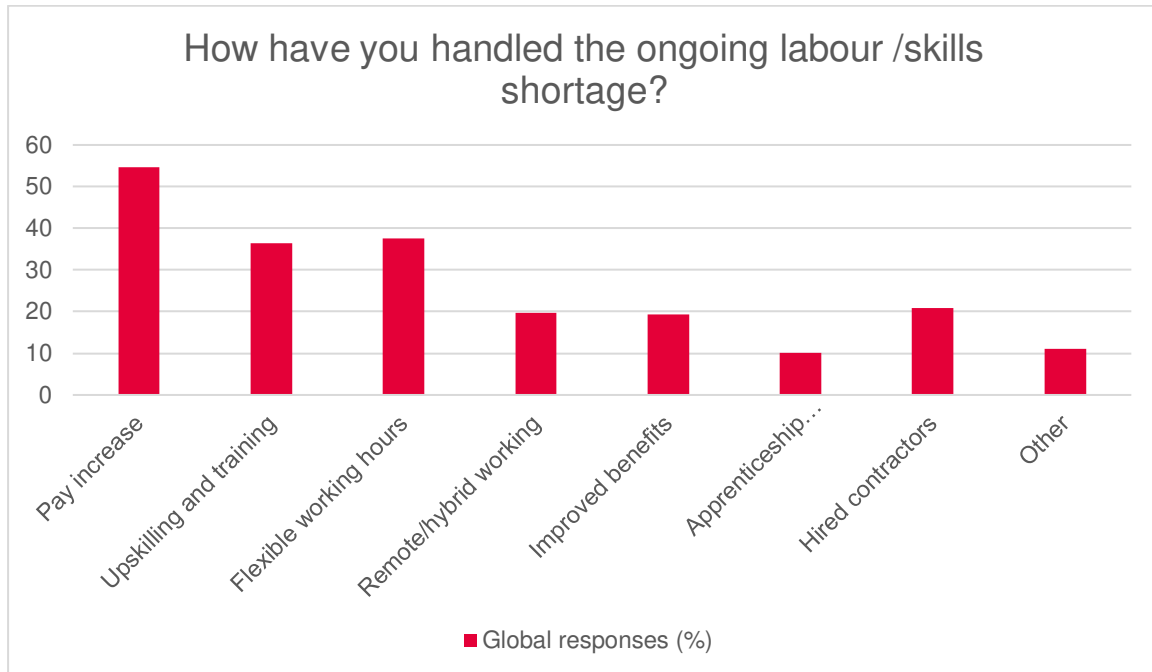


Top 3 offers by country:

Australia	Canada	Ireland	UK
Financial remuneration (68.2%)	Financial remuneration (69.8%)	Financial remuneration (55.1%)	Financial remuneration (71.2%)
Flexible working hours (56%)	Flexible working hours (48.1%)	Flexible working hours (55.1%)	Mental health support (45.2%)
Mental health support (22.4%)	Reward & recognition programmes (28%)	Mental health support (30.6%)	Flexible working hours (44.7%)



Question 5

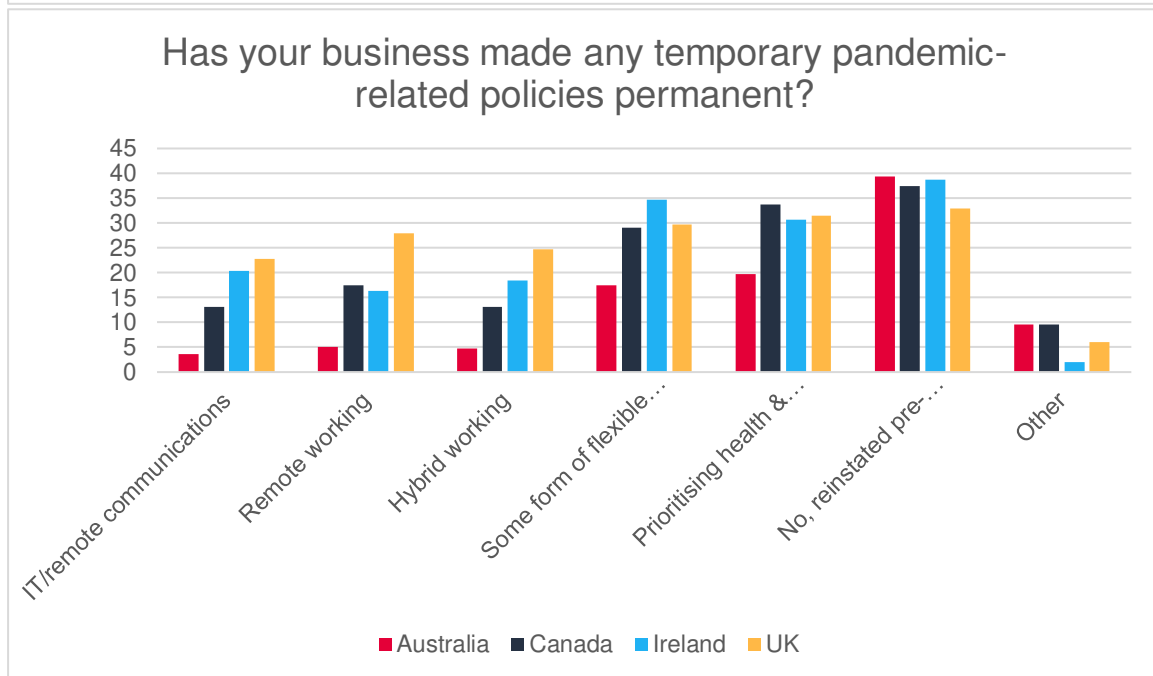
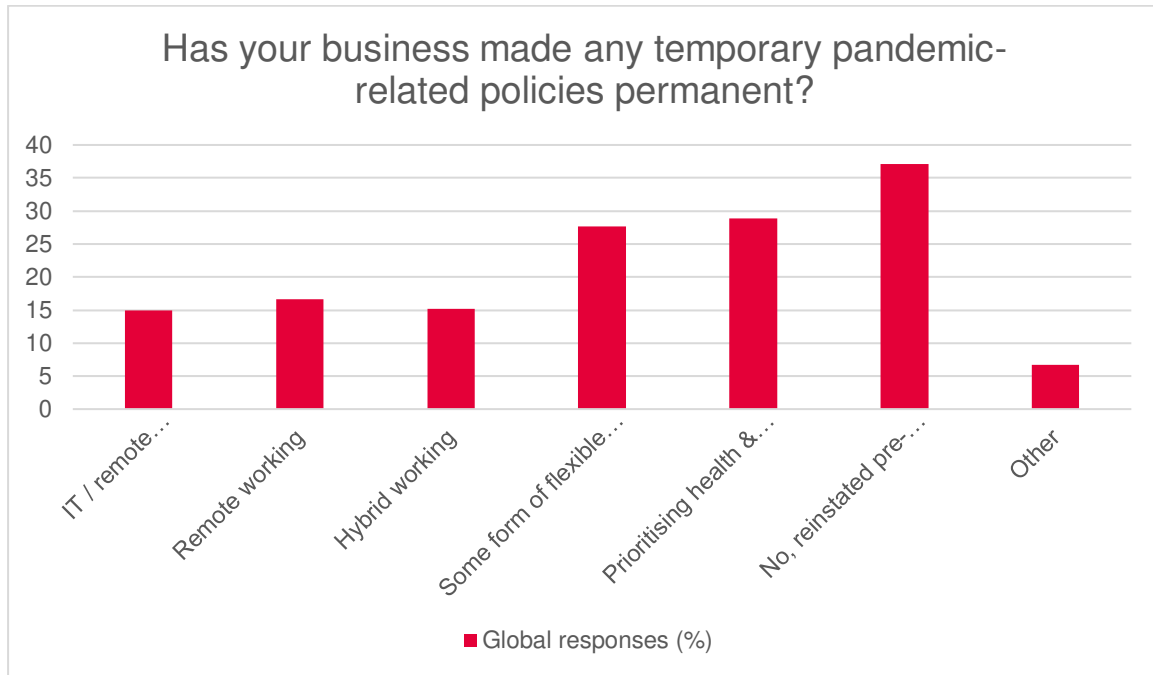


Top 3 by country:

Australia	Canada	Ireland	UK
Pay increases (49.7%)	Pay increases (61.9%)	Pay increases (53.1%)	Pay increases (53.9%)
Upskilling and training (40.9%)	Flexible working hours (38.6%)	Flexible working hours (36.7%)	Upskilling and training (40.6%)
Flexible working hours (40.3%)	Upskilling and training (33.8%)	Upskilling and training (30.6%)	Flexible working hours (34.7%)



Question 6



Top 3 actions by country:

Australia	Canada	Ireland	UK
No, I have reinstated pre-pandemic work models in full (39.4%)	No, I have reinstated pre-pandemic models in full (37.5%)	No, I have reinstated pre-pandemic work models in full (38.8%)	No, I have reinstated pre-pandemic work models in full (32.9%)
Prioritisation of health and wellbeing (19.8%)	Prioritisation of health and wellbeing (33.8%)	Some form of flexible working (34.7%)	Prioritisation of health and wellbeing (31.5%)
Some form of flexible working (17.4%)	Some form of flexible working (29.1%)	Prioritisation of health and wellbeing (30.6%)	Some form of flexible working (29.7%)