

Innovating in employee upskilling

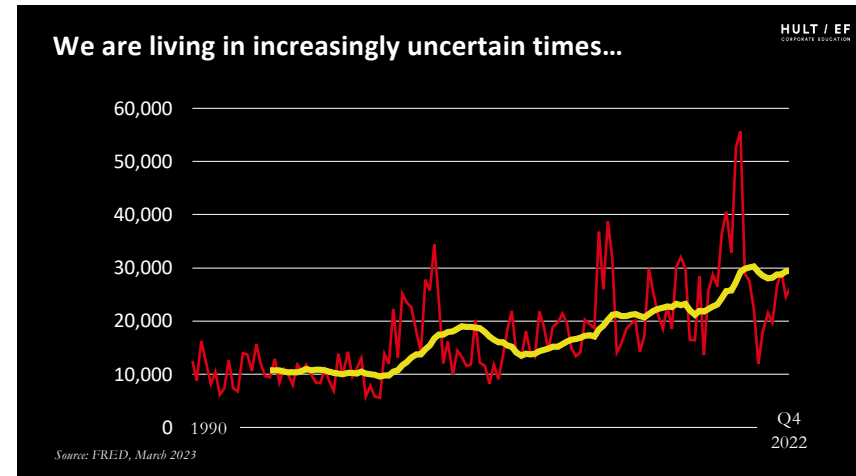
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Hult International Business School

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Our world is increasingly uncertain...

GEOPLITICS

ECONOMIC UNCERTAINTY

GLOBALISATION

SUSTAINABILITY

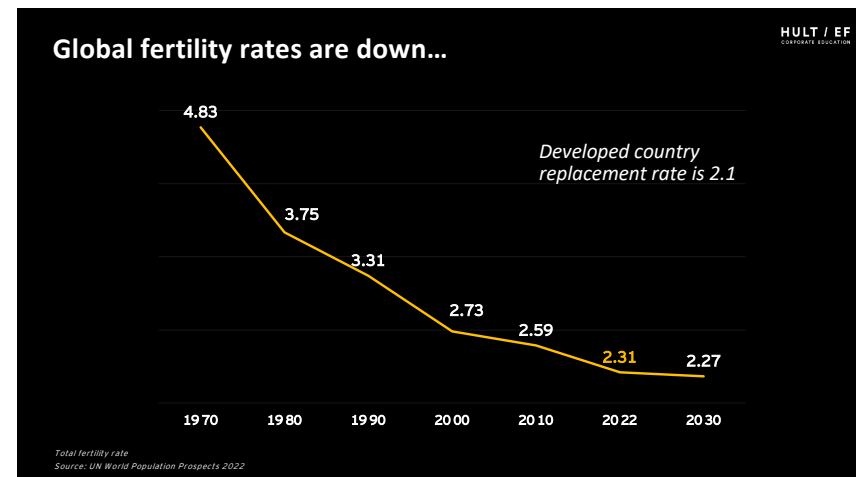
DEMOGRAPHICS

TECH DISRUPTION

CHANGING CONSUMERS

PANDEMIC(S)

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World total fertility rates for larger countries

	Fertility	Population		Fertility	Population
World	2.3	7.8bn			
▶ DR Congo	6.1	90m	▶ Vietnam	2.0	97m
▶ Nigeria	5.2	213m	▶ Turkey	2.0	85m
▶ Tanzania	4.7	64m	▶ Bangladesh	1.9	169m
▶ Ethiopia	4.0	120m	▶ France	1.8	65m
▶ Pakistan	3.4	225m	▶ Colombia	1.8	52m
▶ Kenya	3.4	53m	▶ Russia	1.8	145m
▶ Egypt	3.2	110m	▶ USA	1.7	337m
			▶ China	1.7	1,411m
▶ Philippines	2.5	111m	▶ Brazil	1.7	214m
▶ South Africa	2.3	60m	▶ UK	1.6	67m
▶ Indonesia	2.2	276m	▶ Germany	1.6	83m
▶ India	2.2	1,515m	▶ Thailand	1.5	71m
▶ Myanmar	2.1	54m	▶ Japan	1.3	125m
▶ Iran	2.1	88m	▶ Italy	1.3	59m
▶ Mexico	2.1	127m	▶ South Korea	0.8	51m

Median age 2022

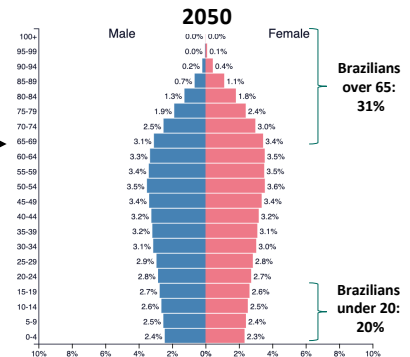
Japan	49
Germany	46
France	42
UK	41
US	38
China	38
Brazil	33
Indonesia	30
Mexico	29
India	29
Philippines	24
Nigeria	18

Total population for countries with >50m people: 76% of the world total
Source: UN World Population Prospects 2022 and macrorends.com

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Brazil's population pyramid

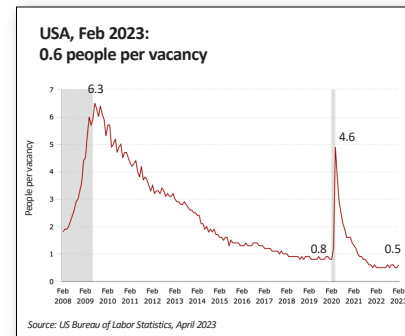
WORLD CRUNCH
Aging At Record Pace, Brazil Faces Demographic Emergency
By 2050, Brazil will have 66m people over 60, three times more than the 24 million today.



Source: populationpyramid.net based on UN data from October 2022
Peak population of 290m in 2040 (213m today)

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We're all suffering from skills shortages



Evening Standard 13 February 2023
Skills crisis sees 65% of London firms struggle to fill vacant posts
500k fewer people in work in the UK than 2019

REUTERS 12 January 2023
Germany struggles with growing worker shortage across the entire job market

Bloomberg 11 Aug 2022
Aging Spain Issues Rallying Call for Workers From Latin America

South China Morning Post 13 Jan 2022
China Government: by 2025, there will be a shortage of 30m manufacturing workers

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Brazil also has a skills shortage...



PODER 360
Empresas de tecnologia sofrem "apagão de mão obra" no Brasil
Setor tem 100.000 vagas abertas, mas faltam profissionais qualificados, segundo a Assespro

Top Five In-Demand Roles
Whoever holds the talent holds the future. These are the most sought-after professions by employers globally.

- 1 IT
- 2 CUSTOMER FACING & FRONT OFFICE
- 3 OPERATIONS & LOGISTICS
- 4 SALES & MARKETING
- 5 ADMINISTRATION & OFFICE SUPPORT

Source: Manpower Group, 2022

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Employees want flexibility

54% of employees say they're likely to quit if they're not offered the flexibility they want*

Where I work

What work I do

When I work

Who I work with

Why I work

How I work

The more of these an employer offers, the more engaged people will be

* EY Work Reimagined Survey, April 2022 (17,000 people in 22 countries)

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New sources of talent

Think tasks, not jobs

You can now engage talent from anywhere in the world.

A job unbundled into tasks

Automation Offshoring Older workers Parent returners Part-timers Disabled workers Carers Gig workers

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Technology is changing everything

AUTOMATED WAREHOUSES

CASHIERLESS STORES

BIOTECH

AUTONOMOUS VEHICLES

ADDITIVE MANUFACTURING

ENERGY TRANSITION

PLUS METAVERSE, QUANTUM, 5G/IOT, BLOCKCHAIN, ETC

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The most common jobs in the USA

Representing 25% of all US jobs

Personal care aide	4.3 m
Retail salesperson	3.7 m
Drivers	3.7 m
Fast-food worker	3.5 m
Cashier	3.2 m
Cleaners	3.1 m
Registered nurse	3.0 m
Manual laborers	2.8 m
Office clerk	2.8 m
Customer service rep	2.8 m
Secretarial and admin	2.4 m
Waiters	2.5 m
Stockers	2.2 m

Source: US BLS data sourced March 2021

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Generative AI: art

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Generative AI: voice

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Riaz

This is not my voice.

I did not speak this sentence.

This is a copy of my voice.

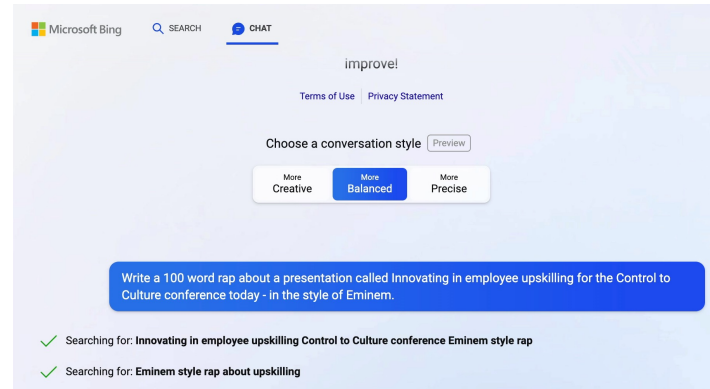
Maybe this is not a good thing.



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ChatGPT: a rap about ctrl>cltr

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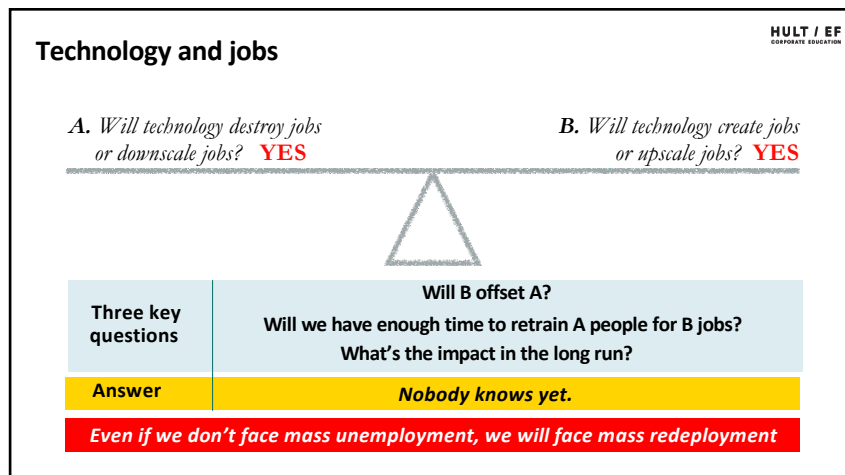
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- 400,000 people
- 140 countries, 750 offices
- Assurance, Tax, Strategy & Consulting

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Rethinking corporate education

How can we prepare our 400,000 people for the future?



We designed EY Badges as a **global program** to meet the need to **upskill our people**.



The EY Badge domains cover not only the technology **skillset** needed for the future, but also the leadership **mindset** needed to succeed.

We designed **5 levels of EY badges**: Learning, Bronze, Silver, Gold and Platinum.

EY Badges are earned through **learning** and applying that learning through **experiences**.

EY Badges has helped us to better recognize and **retain people, brand ourselves** better with potential recruits and more easily find **highly skilled people** quickly to deliver to clients.

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EY Badges develop future focused skills

TECHNOLOGY	LEADERSHIP	BUSINESS
<ul style="list-style-type: none"> • Digital • Analytics • Data Strategy • Artificial Intelligence • Blockchain • Cloud • Intelligent Automation • Cybersecurity • Quantum Computing • IT Architecture • Microsoft • IBM • SAP • ServiceNow 	<ul style="list-style-type: none"> • My Purpose • Better Me <ul style="list-style-type: none"> ◦ Agility ◦ Curiosity ◦ Wellbeing • Better Us <ul style="list-style-type: none"> ◦ Inclusion & Belonging ◦ Inspiring ◦ Teaming • Transformation • Innovation • Sustainability • Responsible Business 	<ul style="list-style-type: none"> • Business • Strategy • Finance • Marketing • Supply Chain & Ops • Sectors: (26)

Impact of EY Badges
(n=56,547 unique Badge earners)

+11pp

Advance to high performance

+1pp to 20pp

Utilization

+2pp

Retention

>370k

Badges earned

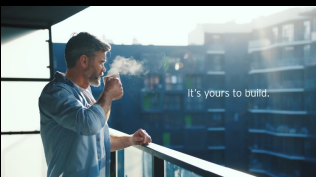
>310k

Badges in progress

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The EY Tech MBA by Hult



EY Tech MBA on Youtube
<https://www.youtube.com/watch?v=xoUy8dl1Xe4>

The EY Tech MBA is an online masters degree designed by EY and awarded by Hult International Business School, a triple-accredited university.



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EY Tech MBA by Hult: why is it a world first?

1. Future-focused
EY sets the constantly updated curriculum, based on EY Badges, which involve learning *and* practical application.

2. Flexible
Available to anyone at EY, anytime (it's virtual) and over any duration.

3. Free
No charge.

We now have 250 graduates of the EY Tech MBA by Hult

The exceptional EY Experience. It's yours to build.

The transformative leaders the world needs - empowered by a world-class Tech MBA.

Find out more #BetterWorkingWorld

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EY's Three Degrees

Impact of EY Tech MBA (n=97 graduates)

- +7% Intent to stay
- 2X Value of sales
- 6X Promotion

Graduates by June 2023

Program	Graduates	Cohorts
EY Tech MBA	250	(7 cohorts)
EY Masters in Business Analytics	10	(1 cohort)
EY Masters in Sustainability	19	(1 cohort)

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No child dreams of doing dull work...

82,000 hours

Globally, only 15% of employees feel actively engaged at work (Gallup 2021)

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The new era demands **bolder ideas**

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BENEFITS OF A FOUR-DAY WORK WEEK



Higher
Productivity



Improved
Efficiency



Better Work-Life
Balance



More
Teamwork



20% Lower
Overheads

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The largest ever trial of the four-day week

- UK, June – Dec 2022
- 61 companies, 3,000 workers
- 100-80-100 model

92%

of firms
continuing the
4-day week

57%


reduction in
staff leaving

37%

saw health
improvements


- Companies rating: 8.3/10
- 15% said that no amount of money would make them accept a five-day job.

Source: 4 Day Week Global Report, February 2023




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Our three stage lives



0-21 years





22-65 years

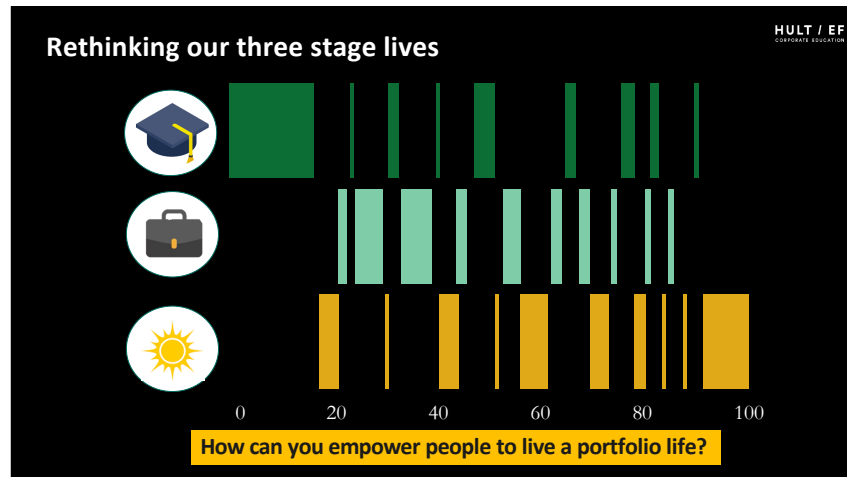




65+ years



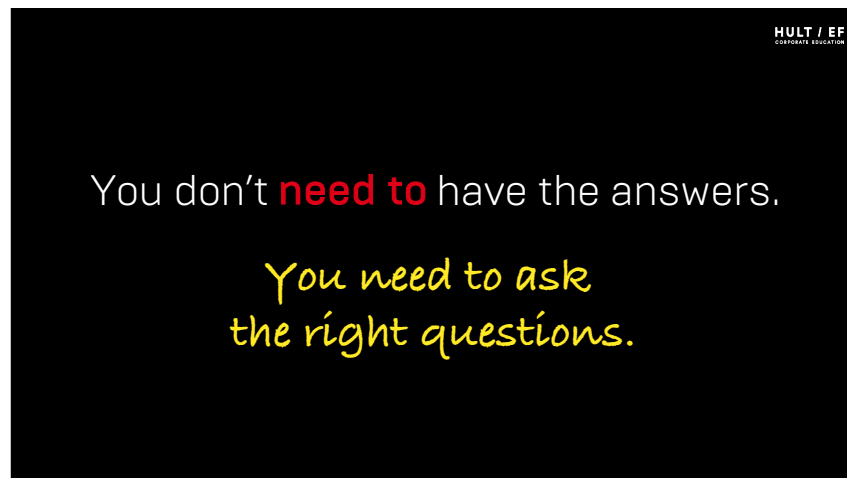
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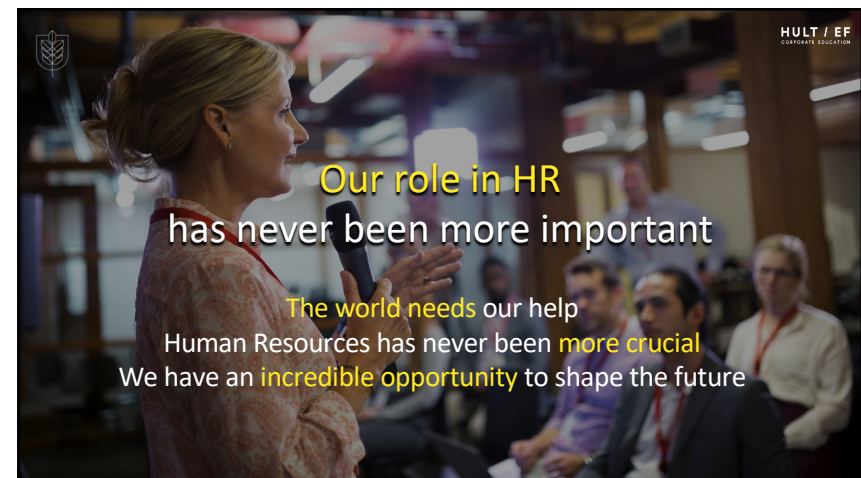
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"Crisis" in Chinese

危機

Danger and **Opportunity**

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FESTIVAL



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