

Global Workforce Hopes & Fears Survey 2023

Findings for Switzerland

July 2023



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Overview

Executive summary



Mood: Employees are concerned and restless

- Cost-of-living pressures are a reality for employees in Switzerland. 58% indicate that they are struggling financially and 23% have taken on more than one job.
- Workers are concerned about the outlook. Some 3 in 10 think their company will not survive a decade on their current path; over 4 in 10 think their company is not addressing or not doing enough on climate change.
- Employees in Switzerland are looking to improve their situation. They are even more likely over the next 12 months to ask for pay rises (36%), promotions (27%) and look to change employer (28%) than in 2022.
- It is clear that employers cannot take their workforces for granted—financial and other concerns are likely to hamper productivity, and competition for talent remains strong.



Skills: Lack of readiness for disruption

- Employees in Switzerland are less prepared than their counterparts globally for disruption to skills. Just 34% expect the skills their job requires to change significantly over the next 5 years, compared with 43% globally.
- What is more, employees whose roles do not require specialist skills (half of the workforce) are much less likely to have a sense of how skills will change (14%) than those whose roles do require such skills (50%). Yet it is employees without specialist skills who are most at risk of displacement and most in need of reskilling.
- Meanwhile companies are at risk of not having a sufficient supply of the skills, especially green skills, they will need for transformation.
- Shifting to skills-based hiring from approaches that rely on educational qualifications could help companies find the talent they need. One-third of employees think their skills are not clear from their qualifications and job history.



Work environment: Culture can be a catalyst for change

- Managers are stifling innovation. Some 56% of employees in Switzerland say their managers do not typically encourage dissent and debate, and 58% say their managers do not tolerate small-scale failures.
- Less than half think their managers are fair, competent, predictable, communicative and act with integrity—worse than the results at a global level.
- Partly as a result, employees are not stepping up. Just 43% say they take on extra responsibilities (50% globally) and only 25% advocate for their company publicly (34% globally).
- This all suggests that leadership and culture need to be in focus for companies if they are to get the best out of their people.



Tech: Workers are not afraid of AI

- Anticipation and concern has been swirling about the impact of breakthroughs in generative AI on jobs. Employees in Switzerland foresee AI having mostly positive impacts on their jobs—43% selected at least one positive statement, versus 29% who chose at least one negative statement about the impact of AI. But they are more cautious than the global response (52% positive, 35% negative).
- Companies should encourage uptake of the new technologies (within clear parameters), while reassuring those who are apprehensive about the changes—and doubling down on training in the human skills people will need to work with AI.

About the survey:

In April 2023, PwC surveyed **1,070 individuals in Switzerland** who are in work or active in the labour market. This was part of a global survey of 53,912 people, one of the largest such studies of its kind. Both in Switzerland and globally, the sample was designed to reflect a range of industries, demographic characteristics and working patterns. (See appendix for full sample breakdown)

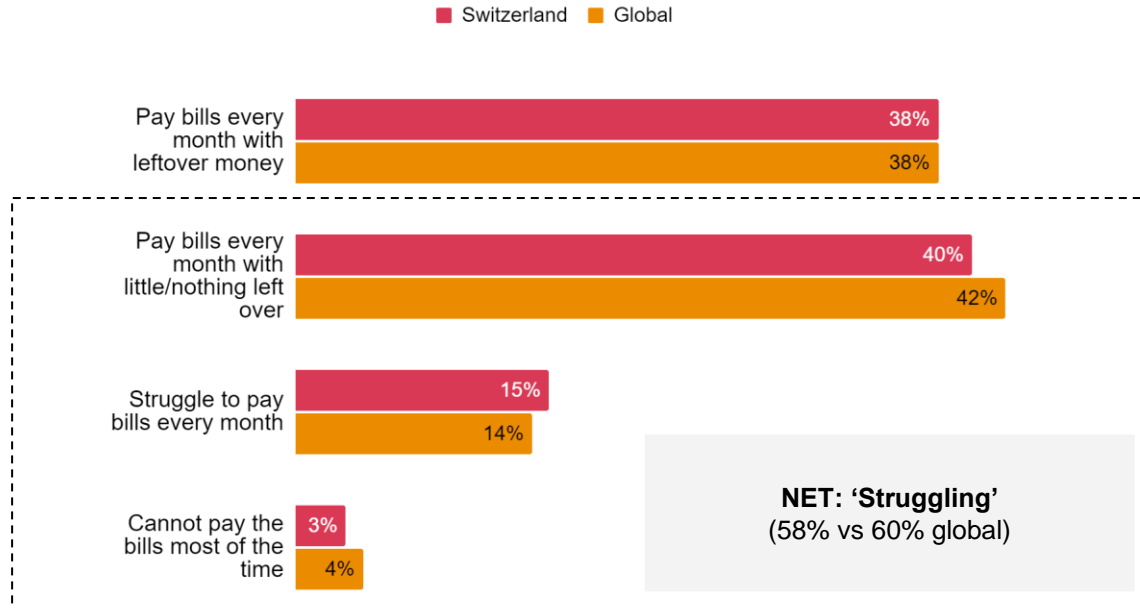
1

Mood: Employees
are concerned and
restless

Financial situation

Struggling financially: Over half of employees in Switzerland are financially stretched

Q33. Which of the following best describes your current financial situation?



Base: All Switzerland respondents

Base: All respondents (53912) (1070)

Source: Global Workforce Hopes & Fears Survey 2023

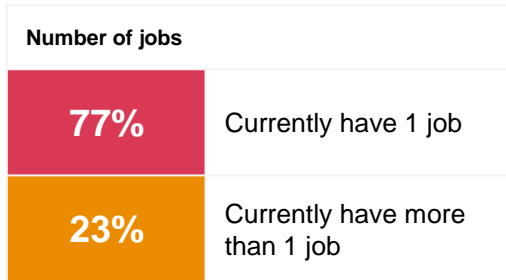
Multiple jobs

Extra jobs: Almost one quarter of employees in Switzerland have more than one job, mainly to earn more money

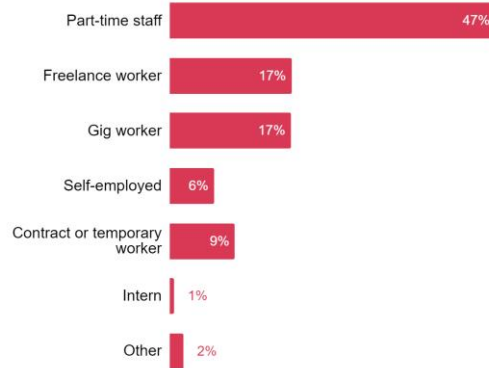
Q5. How many jobs do you currently have?

Q8. Which of the following best describes your employment status at your secondary employer?

Q9 Which of the following options describes why you have taken on more than one job?



Status at secondary employer:



Reason for taking on multiple jobs:



Base: Switzerland respondents with more than one job (245)

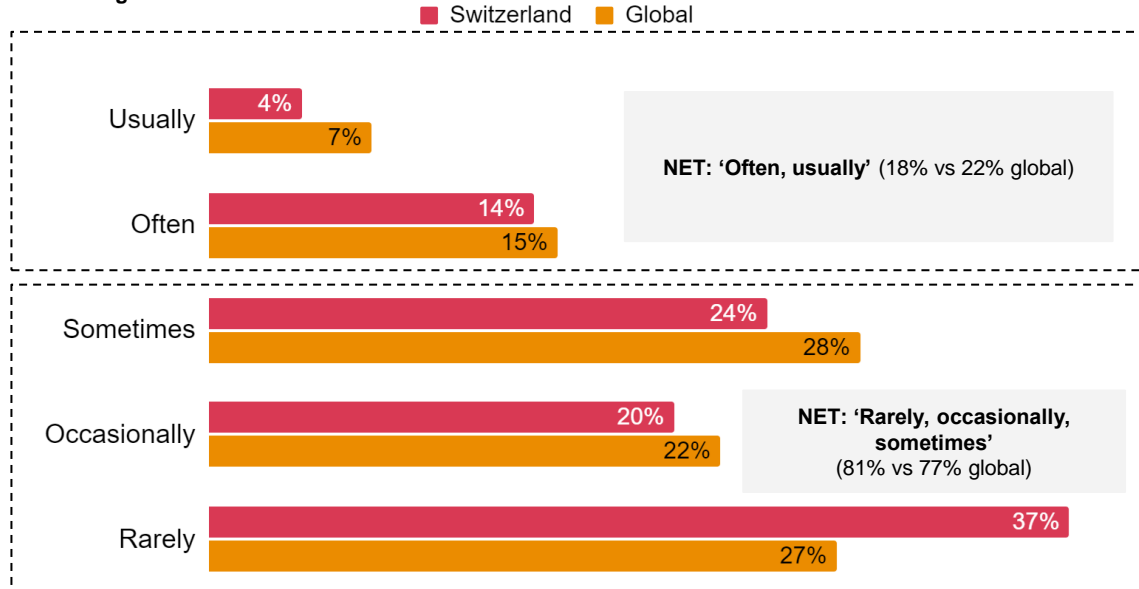
Employee workload

Overworked: Nearly one fifth of employees in Switzerland report that their workload was frequently unmanageable in the last 12 months

Q27. In the past 12 months, how often have you felt like your workload was unmanageable?

Q28. Which of the following factors have created unmanageable workloads for you in the past 12 months?

Unmanageable workloads:

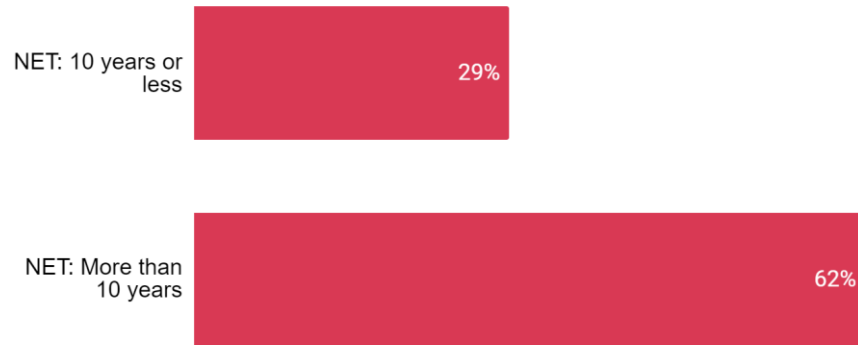


Reasons contributing to unmanageable workloads

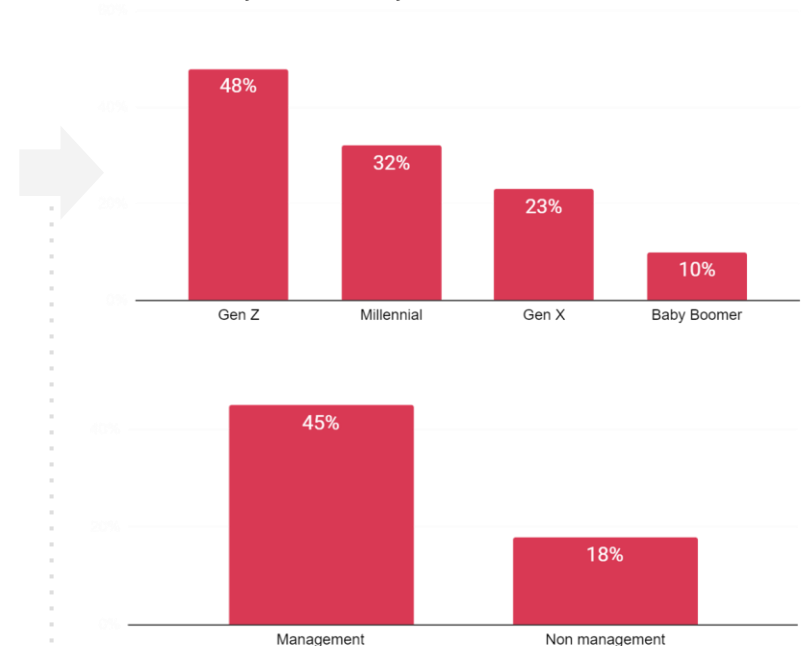
Switzerland		Global
43%	Lack of resources	41%
27%	Unreasonable targets or deadlines	31%
24%	Unrealistic client/customer demands	29%
22%	Poor teamwork	26%
20%	Lack of support from management	26%
18%	Not having the right technology or tools	21%

Worried about the future: 3 in 10 employees believe their company will not survive more than a decade on their current path

Q17. Assuming your employer continues down its current path, how long do you think the company will be in business?



10 years or less by Generation and Job Role:

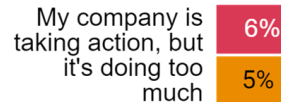


Climate change

Climate inaction: Over 4 in 10 employees think their company is not addressing or not doing enough on climate change

Q30. Which statement best describes the action your company is taking to address climate change?

■ Switzerland ■ Global

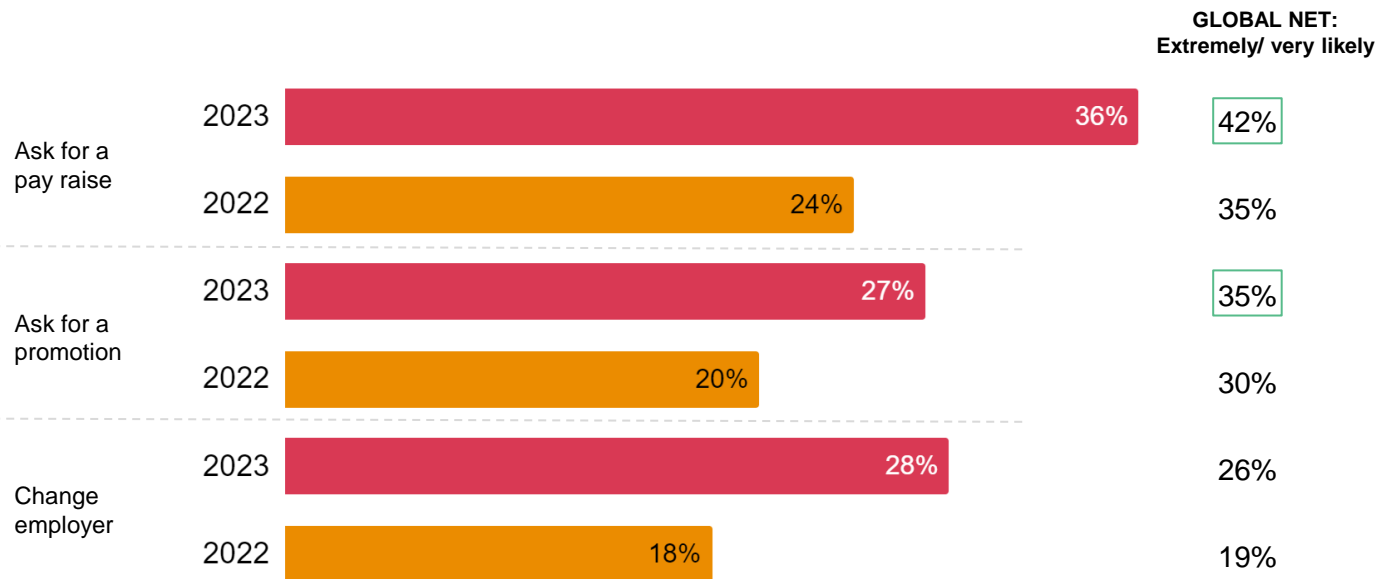


Seeking change

Restless and demanding: Employees in Switzerland are even more likely to ask for pay rises/promotions and change employer than in 2022

Q32. How likely are you to take the following actions within the next 12 months?

(Showing net 'Extremely' and 'Very likely' responses)



Significant differences amongst Switzerland employees
Those who state likely (NET: very/extremely) are more likely to be / work in...

Ask for a pay raise:

- **Generation:** Gen Z (53%) vs Baby Boomer (20%) and Gen X (30%)
- **Job role:** Management (51%) vs non-management (26%)

Ask for a promotion:

- **Generation:** Gen Z (49%) vs Baby Boomer (7%) and Gen X (19%)
- **Job role:** Management (43%) vs non-management (16%)

Change employer:

- **Generation:** Gen Z (42%) vs Gen X (22%) and Baby Boomer (10%)
- **Job role:** Management (43%) vs non-management (18%)

2023 Base: All Switzerland respondents

(1070)

2022 Base: All Switzerland respondents

(1043)

Source: Global Workforce Hopes & Fears Survey 2023

2023 Base: All respondents

(53912)

2022 Base: All respondents

(52195)

Seeking change

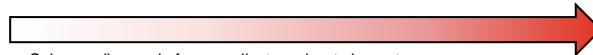
Restless and demanding: Propensity to move and make demands is highest in technology, financial services, manufacturing and energy

Q32. How likely are you to take the following actions within the next 12 months?

Switzerland

	Ask for a pay raise	Ask for a promotion	Change employer
Switzerland	36%	27%	28%
Technology, Media, Telecommunications	48%	34%	35%
Financial Services	41%	35%	32%
Industrial Manufacturing and Automation	42%	29%	33%
Energy, Utilities and Resources	44%	40%	31%
Consumer Markets	30%	25%	22%
Health	33%	25%	23%
Government /Public Services	21%	11%	19%

	Ask for a pay raise	Ask for a promotion	Change employer
Global	42%	35%	26%
Technology, Media, Telecommunications	51%	45%	31%
Financial Services	48%	44%	32%
Industrial Manufacturing and Automation	44%	37%	27%
Energy, Utilities and Resources	44%	38%	27%
Consumer Markets	40%	32%	27%
Health	36%	27%	23%
Government /Public Services	32%	27%	20%



Colour coding scale from smallest number to largest
Colour coding is illustrative only - not necessarily statistically significant

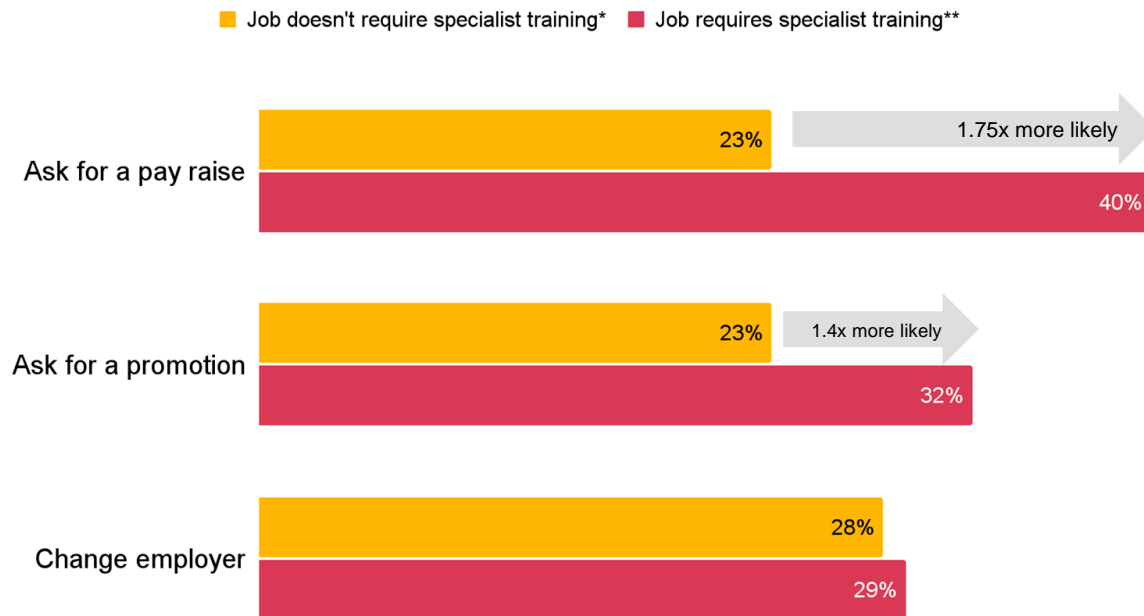
Base: All respondents (53912)

Seeking change

In demand: Those with specialist skills are more likely to ask for a pay raise or a promotion

Q32. How likely are you to take the following actions within the next 12 months?

(Showing net 'Extremely' and 'Very likely' responses)



*Based on respondents who selected 'moderately disagree' or 'strongly disagree' that their job requires specialist training (83)

**Based on respondents who selected 'moderately agree' or 'strongly agree' that their job requires specialist training (543)

Source: Global Workforce Hopes & Fears Survey 2023

1. Understand how the cost-of-living crisis is sapping your people

Do our compensation and talent strategies support one another?

The financial burdens employees are facing put pressure on companies to consider **baseline or cost-of-living salary increases**.

It's never a bad time to make sure you're offering **competitive compensation packages** to attract new candidates—and that you're not losing your best people to higher-paying competitors.

Explore benefit packages that allow employees to **customise their benefits** to **better meet their individual needs**—which can provide more value and security to employees while curbing costs for employers.

Are we addressing financial wellness at work?

Financial stress is debilitating for workers. Financially stressed employees were nearly **five times as likely** to say that personal finance issues have been a **distraction at work**.

Consider creating employee assistance programmes that offer confidential counselling, including **debt and financial coaching**.

Make sure employees know **it's OK to speak up** about financial challenges at work and to ask for help.

Inflation and other economic factors are beyond the control of any single company, but leaders can still play a role by helping employees **improve their financial literacy** and manage financial stress.

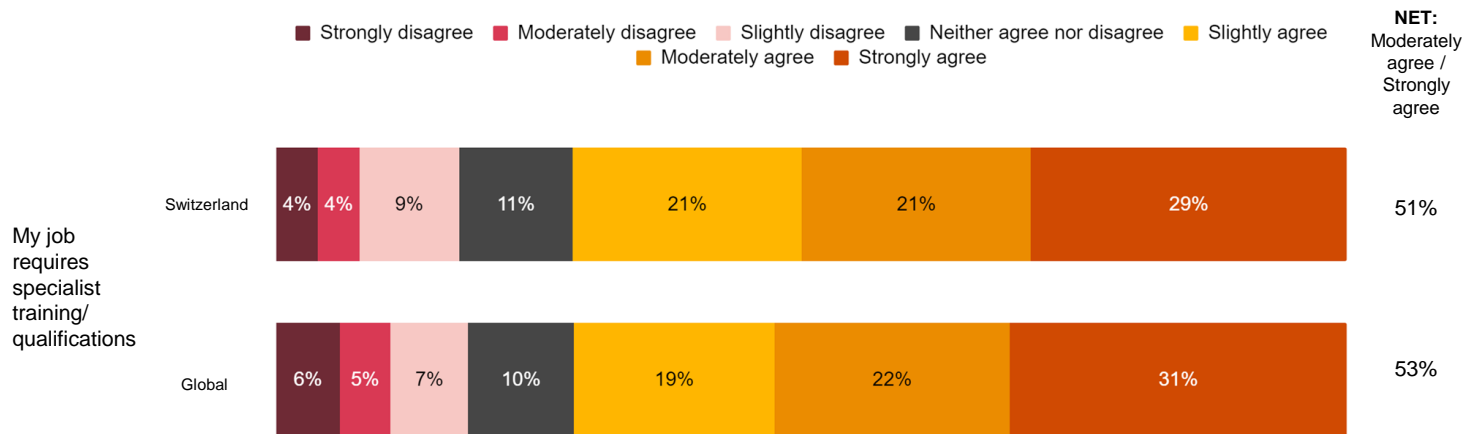
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Skills: Lack of
readiness for
disruption

Specialist skills

Two-tier workforce: Just over half of employees within Switzerland indicated that their job requires specialist training

Q18 Regarding your current role, to what extent do you agree or disagree with the following statements?



NET:
Moderately
agree /
Strongly
agree

Significant differences amongst Switzerland employees

Those who state agree (NET:
strongly/moderately) are
more likely to be / work in...:

Specialist skills

- Gender: Male (55%) vs Female (46%)
- Job role: Management (58%) vs non-management (46%)

Upskilling perspectives

Ready for change? Only a third of employees within Switzerland have a clear sense of how their skills will change in the next 5 years

Q18 Regarding your current role, to what extent do you agree or disagree with the following statements?



Significant differences amongst Switzerland employees

Those who state agree (NET: strongly/moderately) are more likely to be / work in...

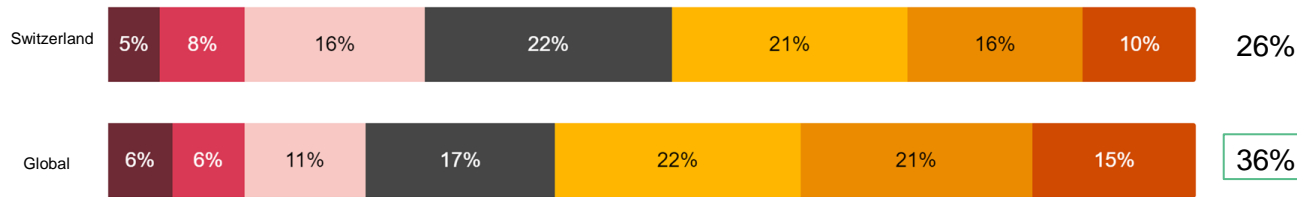
Skills will change:

- **Job role:** Management (40%) vs Non-management (17%)
- **Organisation size:** 1-9 employees (15%) vs 10-49 (21%), 50-249 (24%), 250-999 (35%), 1000-4999 (30%), 5000-9999 (27%), 10,000+ (22%)

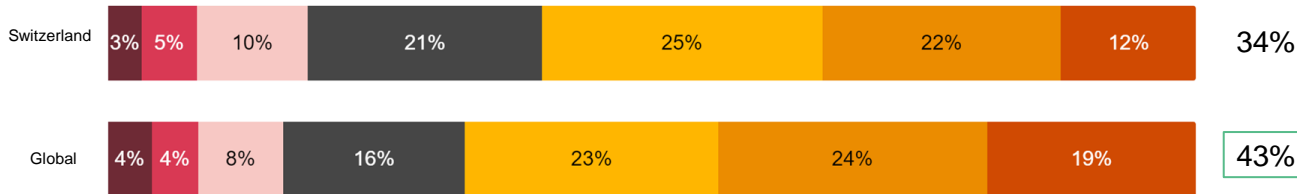
Clear sense of how skills will change:

- **Job role:** Management (44%) vs non-management (27%)

The skills my job requires will change significantly in the next five years



I have a clear sense of how the skills my job requires will change in the next five years



Base: All respondents (53912) Base: All Switzerland respondents (1070)

Source: Global Workforce Hopes & Fears Survey 2023

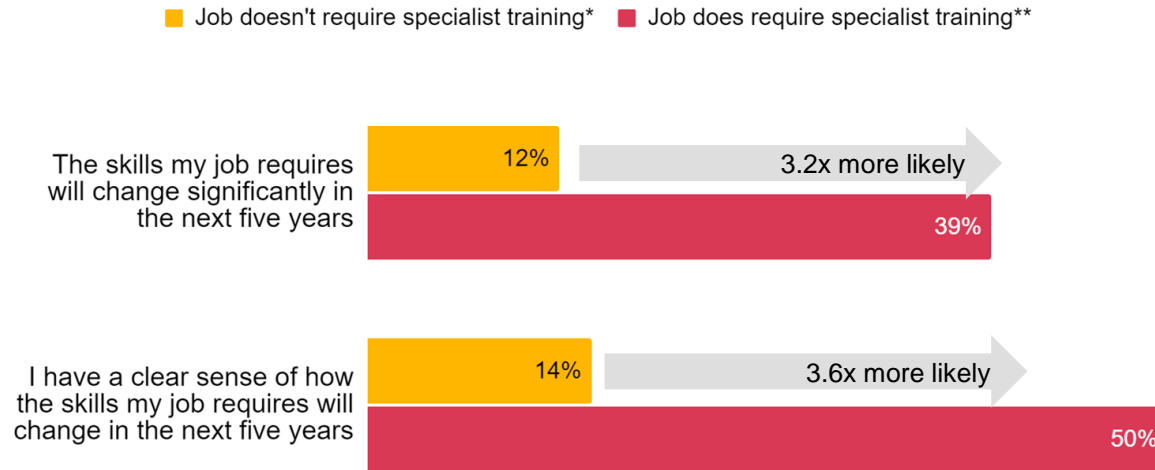
Key:

Significantly higher figure

Upskilling perspectives

Better prepared: Swiss employees with specialist skills are much more likely to have a sense of how skills will change than those without

Q18 Regarding your current role, to what extent do you agree or disagree with the following statements?



Base: All Switzerland respondents (1070)

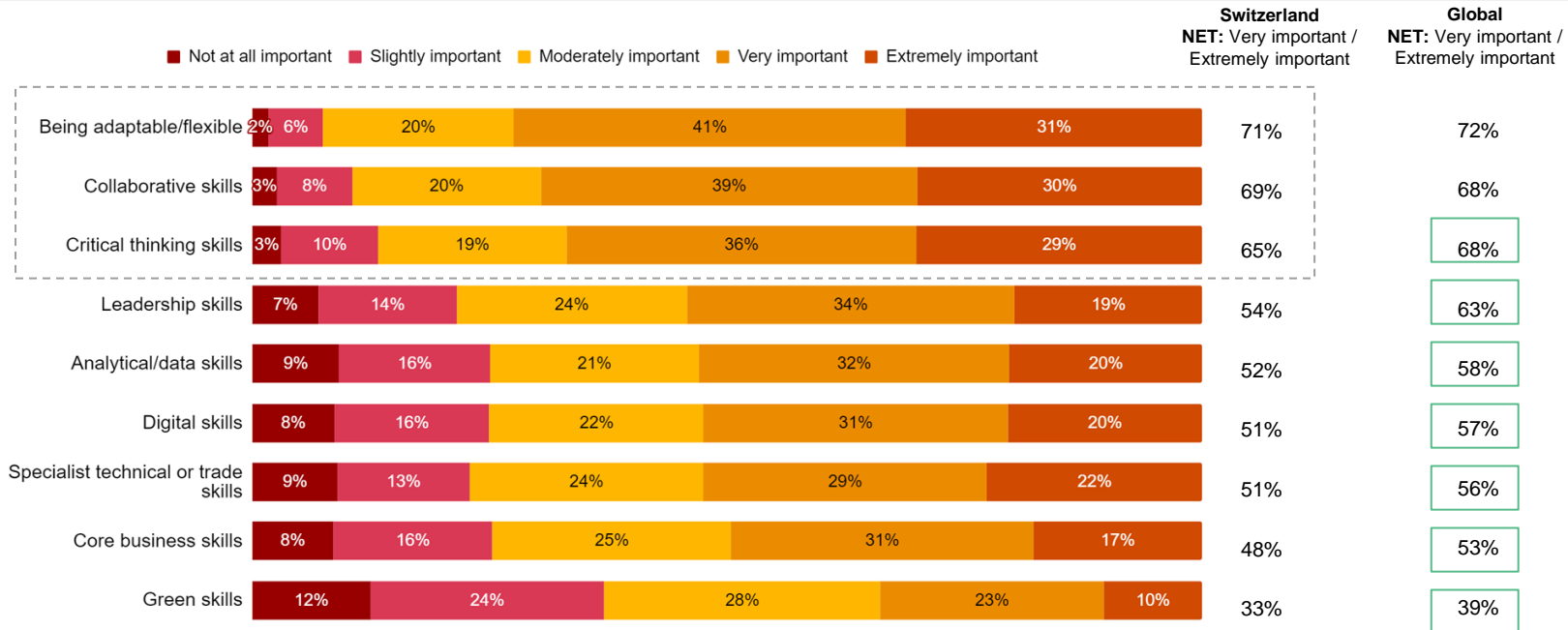
*Based on respondents who selected 'moderately disagree' or 'strongly disagree' that their job requires specialist training (83)

**Based on respondents who selected 'moderately agree' or 'strongly agree' that their job requires specialist training (543)

Future skills

Human skills: Adaptability, collaboration and critical thinking are considered the most important skills. Green skills are not yet a priority.

Q19 How important will the following skills be to your career in the next five years?

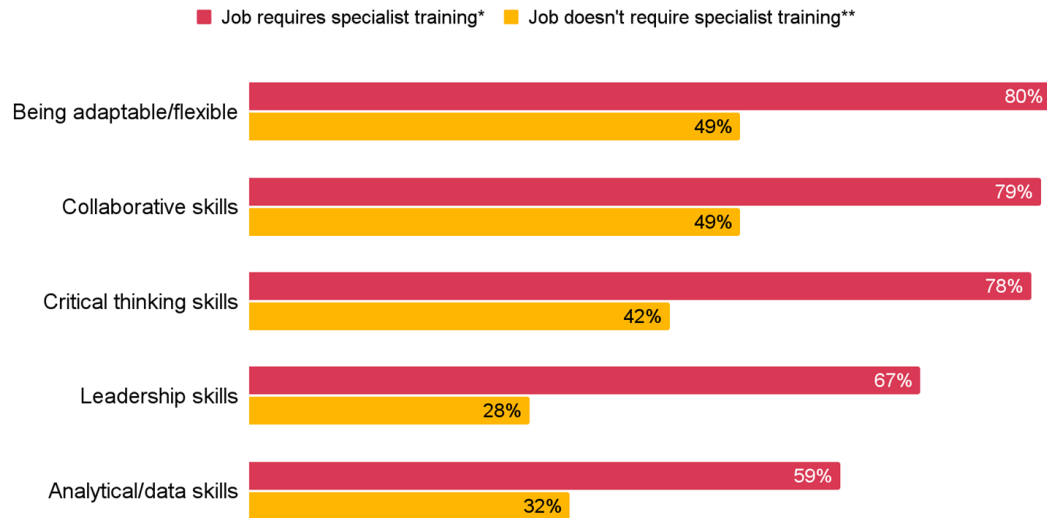


Future skills

Human skills: Those with specialist training are more likely to understand the need for critical human skills

Q19 How important will the following skills be to your career in the next five years?

(Showing only 'Extremely important' and 'Very important' responses)



*Based on respondents who selected 'moderately agree' or 'strongly agree' that their job requires specialist training (543)

**Based on respondents who selected 'moderately disagree' or 'strongly disagree' that their job requires specialist training (83)

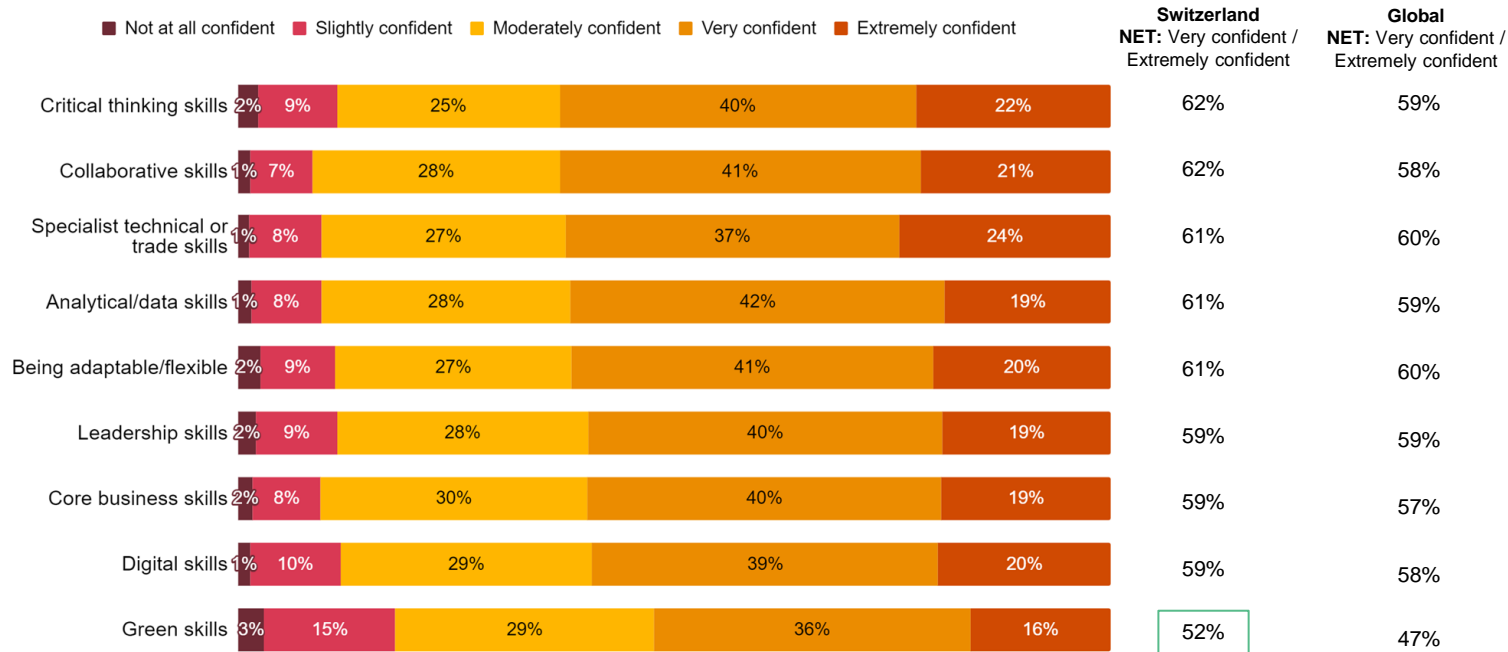
Base: All Switzerland respondents (1070)

Source: Global Workforce Hopes & Fears Survey 2023

Upskilling expectations

Looking to employers: Employees in Switzerland expect their companies to support their upskilling

Q20 How confident are you that your employer will provide the tools, resources and opportunities you need to build upon the following skills within the next five years?



Upskilling expectations

Looking to employers: Employees in consumer markets and public sector are least confident in employers supporting skills development

Q20 How confident are you that your employer will provide the tools, resources and opportunities you need to build upon the following skills within the next five years?
(Showing NET 'Extremely confident' and 'Very confident' responses only)

	Digital skills	Analytical/data skills	Critical thinking skills	Leadership skills	Being adaptable/flexible	Collaborative skills	Specialist technical or trade skills	Green skills	Core business skills
Switzerland	59%	61%	62%	59%	61%	62%	61%	52%	59%
Industrial Manufacturing and Automation	61%	62%	63%	66%	60%	61%	62%	55%	57%
Financial Services	62%	71%	64%	61%	66%	67%	63%	57%	72%
Technology, Media, Telecommunications	71%	75%	67%	59%	66%	72%	64%	61%	62%
Consumer Markets	56%	58%	63%	56%	60%	61%	58%	47%	55%
Government / Public Services	42%	49%	47%	46%	55%	55%	55%	42%	47%
Health	56%	59%	65%	63%	62%	63%	60%	46%	60%



Colour coding scale from smallest number to largest
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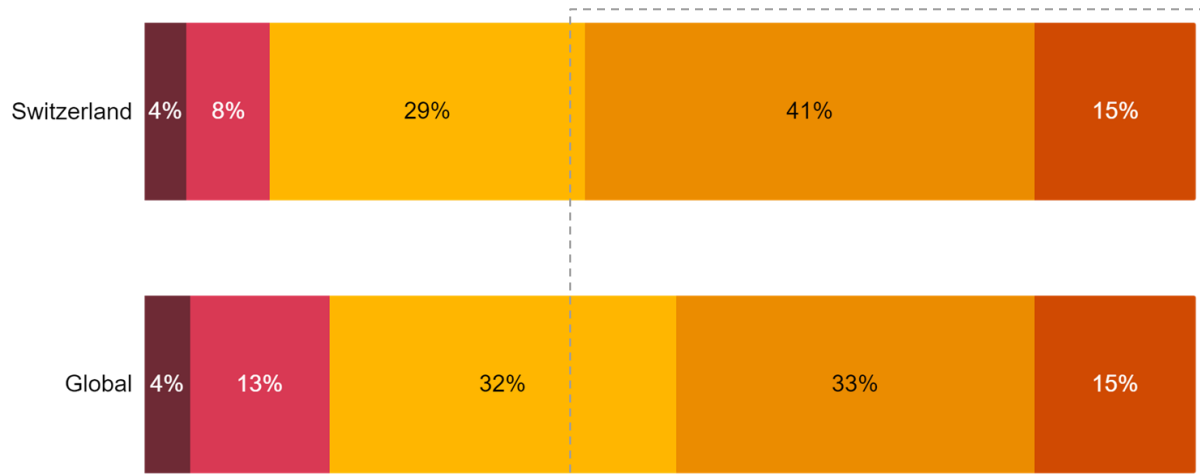
Switzerland data reflects a similar pattern to global data - with confidence in green skills low across all industries.

Applying skills

Skills development: Most Switzerland employees have good opportunities to apply skills, but less so for women

Q21 To what extent does your employer provide you with the opportunities to apply the skills that are most important to your career in the next five years?

■ Not at all ■ To a slight extent ■ To a moderate extent ■ To a large extent ■ To a very large extent



Significant differences amongst Switzerland employees

Those who state to a large/very large extent (NET) are more likely to be

- Gender: Male (60%) vs female (51%)

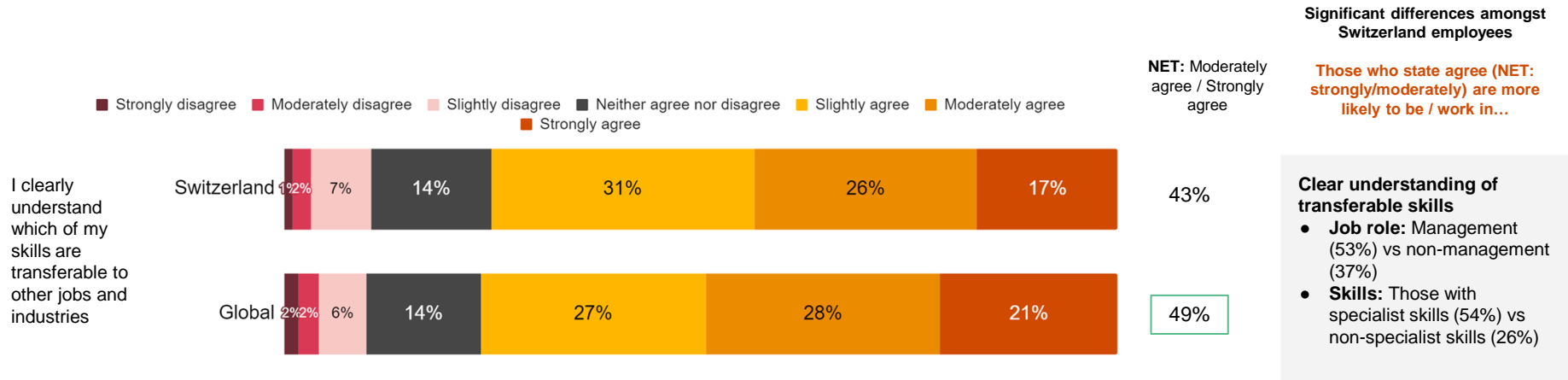
NET: Large/very large extent (56%) vs global (48%)

Transferable skills

Limited understanding: Only four in ten Switzerland employees know which of their skills are transferable (-6% vs global average)

Q22 Based on your experience, to what extent do you agree or disagree with the following statements?

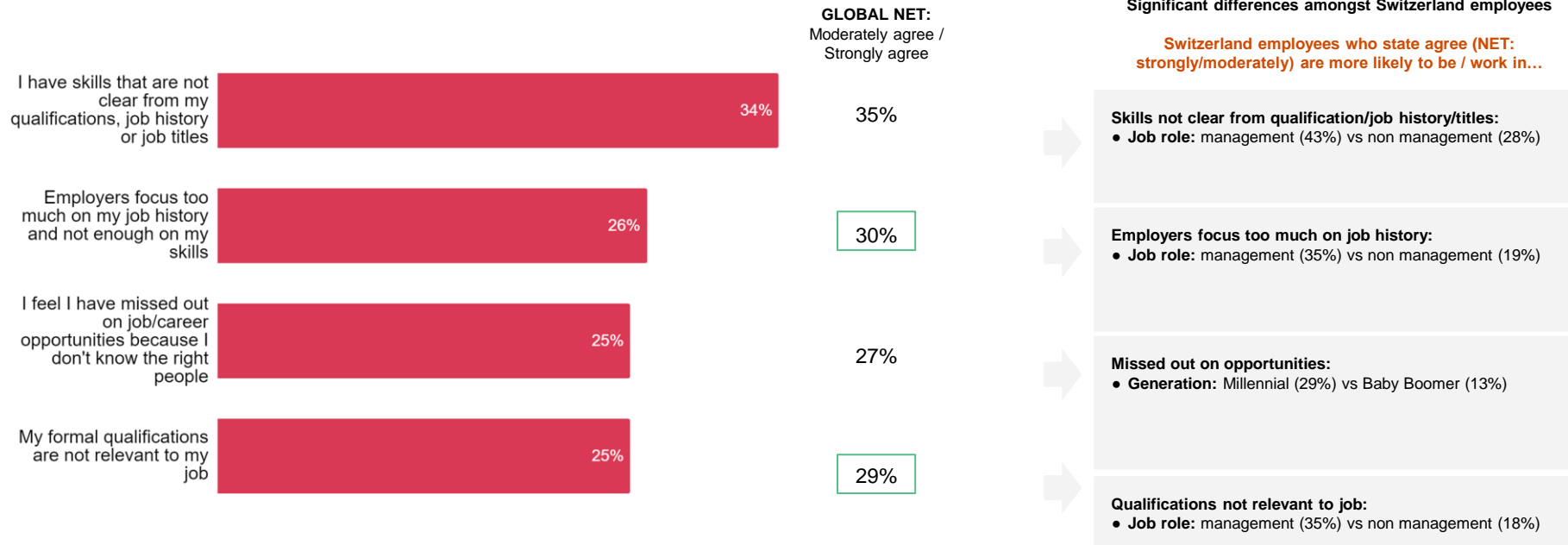
(Showing positive statements only)



Hiding in plain sight: Employers are missing skills with current hiring practices

Q22 Based on your experience, to what extent do you agree or disagree with the following statements?

(Showing negative/neutral statements only)



2. Engage and inspire your people — especially those lagging behind

Do we have the skills necessary to transform?

Every leadership team should be able to draw a direct line from **the capabilities they need to grow and innovate** to the specific business outcomes they want to achieve, including transformation.

C-suite leaders have a responsibility to help create a more equitable future by giving everyone in the organisation **equal opportunities to upskill and reskill**—and provide a clear path forward.

Moving beyond a qualifications-led approach helps workers apply their skills and contribute, while helping companies make better use of **talent hidden in plain sight** - inside or outside the organisation in nontraditional labour pools.

Scaling up **a skills-first approach** would have [societal benefits as well](#).

Are we creating an inclusive and inspiring vision?

Transformation plans depend on **employees who can translate vision into action**. But that can happen only if workers understand how the company is changing and what it means to them.

Senior executives can help create **a sense of urgency around upskilling** with better clarity and transparency. But they can't forget inspiration. When people feel excited and motivated about what lies ahead, they're far more likely to **embrace change**.

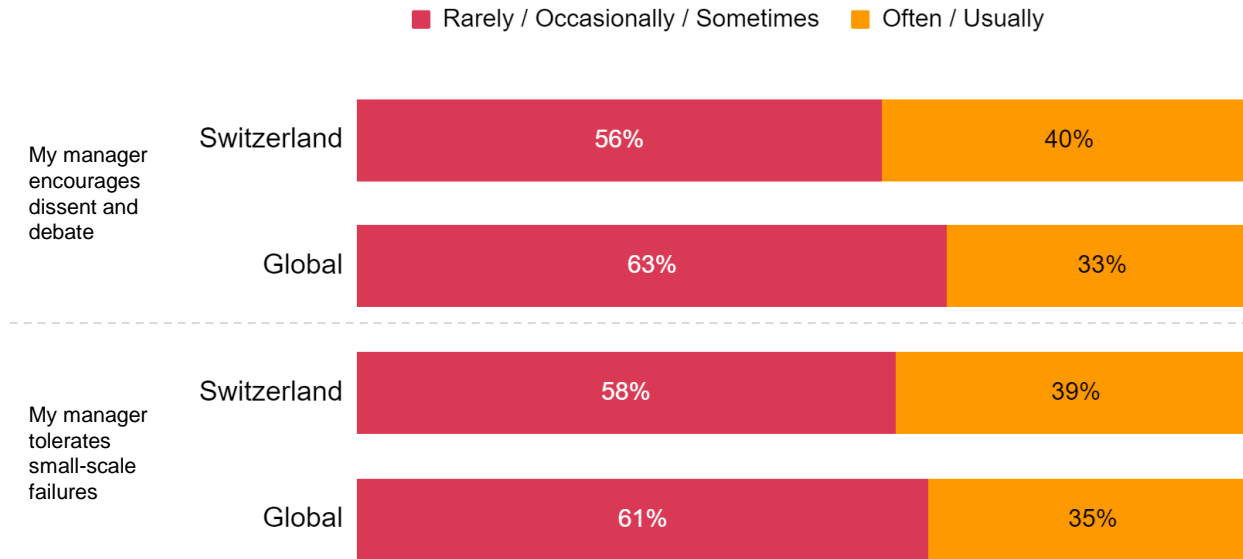
As a leader, you must create a narrative around your **vision for the future of your organisation**, and align it with the company's purpose and mission. Encourage employees to ask questions and get involved, which helps **create ownership and inclusion**.

3

Work environment:
Culture can be a
catalyst for change

Stifling innovation: Only 4 in 10 in Switzerland think their manager encourages debate, higher than globally but still worryingly low

Q24. For each of the statements below, please indicate how frequently they occur.



Base: All Switzerland respondents

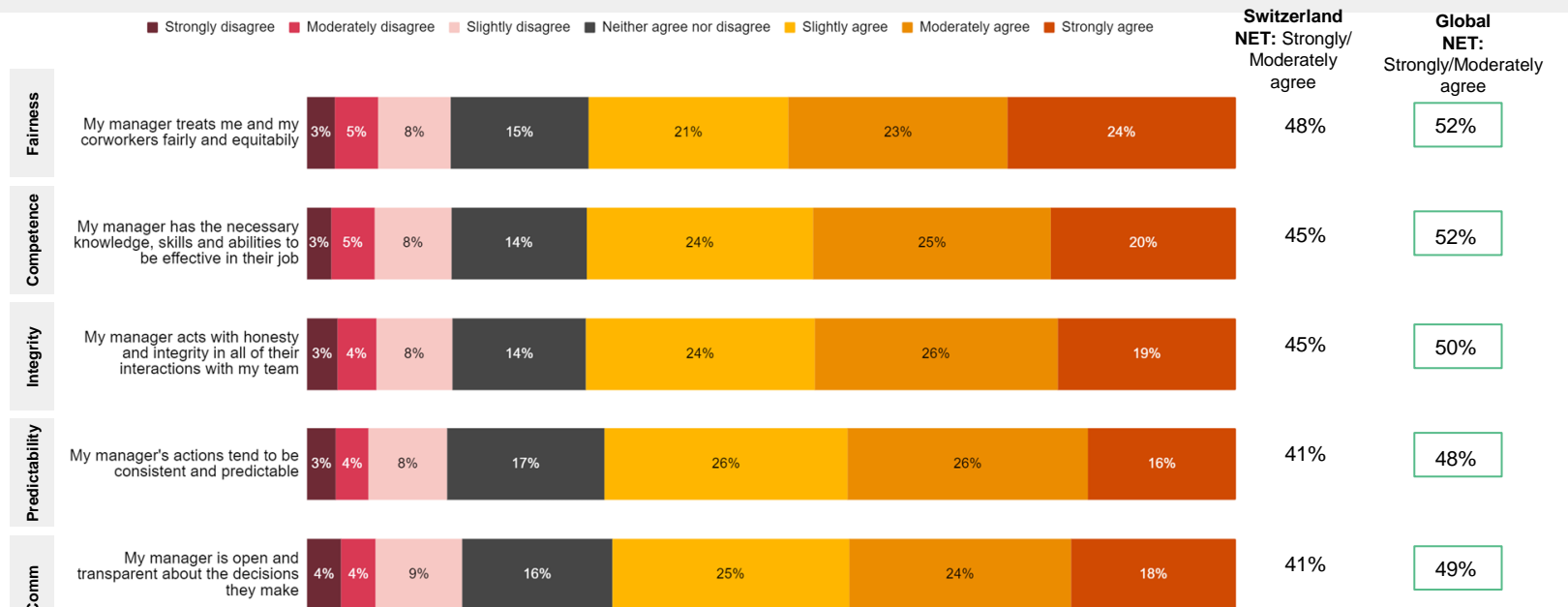
Base: All respondents (53912) (1070)

Source: Global Workforce Hopes & Fears Survey 2023

Manager trust

Falling short: Even more so than globally, managers in Switzerland are insufficiently fair, competent, predictable, communicative and honest

Q26. To what extent do you agree with the following statements about your manager?



At a global level, those in management positions are more likely to agree to all of these statements.

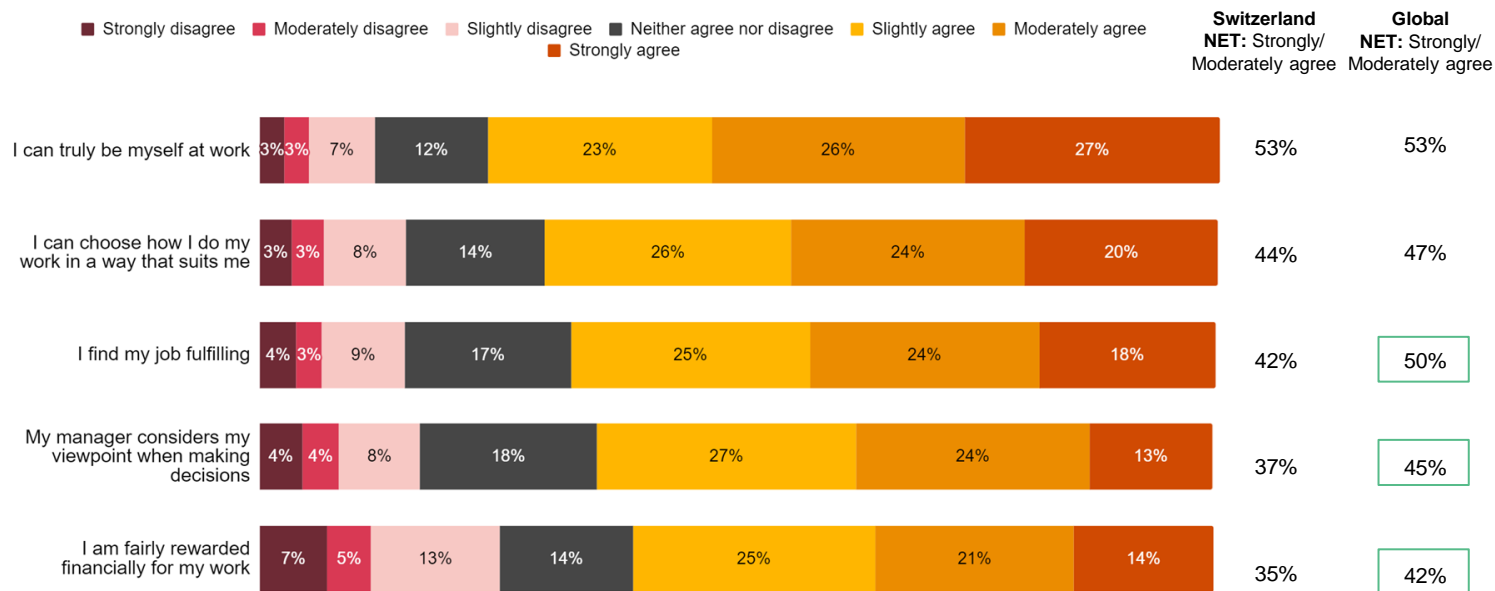
Key:

Significantly higher figure

Work environment

Room for progress: In Switzerland there is more to be done to create work environments that provide fulfillment and autonomy

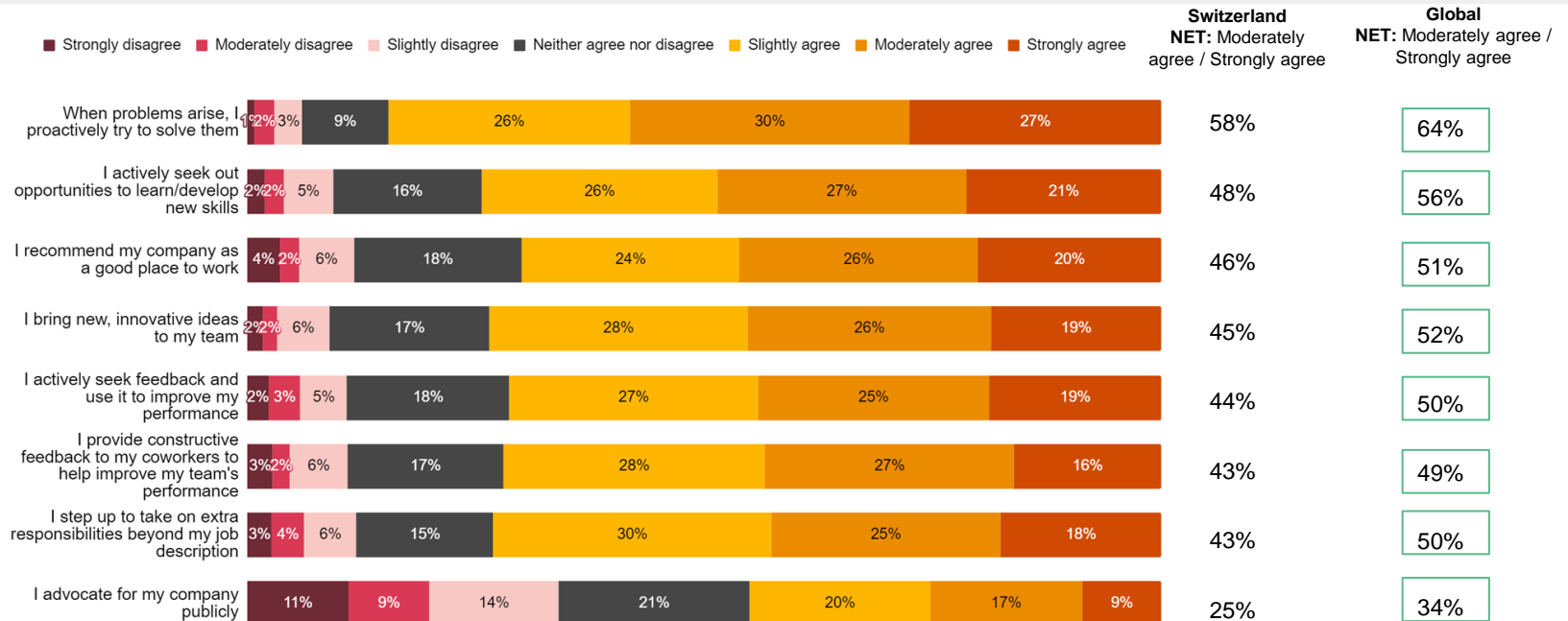
Q25. To what extent do you agree or disagree with the following statements about your current work environment?



Employee behaviours

Not stepping up: Employees in Switzerland are even less likely to take on extra responsibilities or advocate for their company than at global level

Q23. In thinking about your actions as an employee, to what extent do you agree or disagree with the following statements?



Base: All Switzerland respondents (1070)

Source: Global Workforce Hopes & Fears Survey 2023

Key:

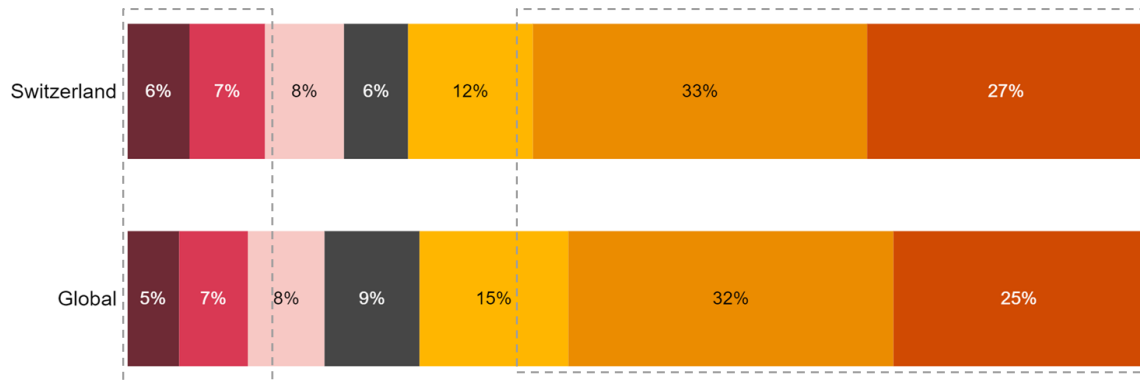
Significantly higher figure

Job satisfaction

Are you satisfied? Job satisfaction within Switzerland is slightly higher than the global average (+4%), but women are less satisfied

Q10. How satisfied are you with your job(s)?

Very dissatisfied Moderately dissatisfied Slightly dissatisfied Neither satisfied nor dissatisfied Slightly satisfied Moderately satisfied Very satisfied



Significant differences amongst Switzerland employees

Those who state satisfied (NET: very/moderately) are more likely to be

- Gender: male (64%) vs female (55%)

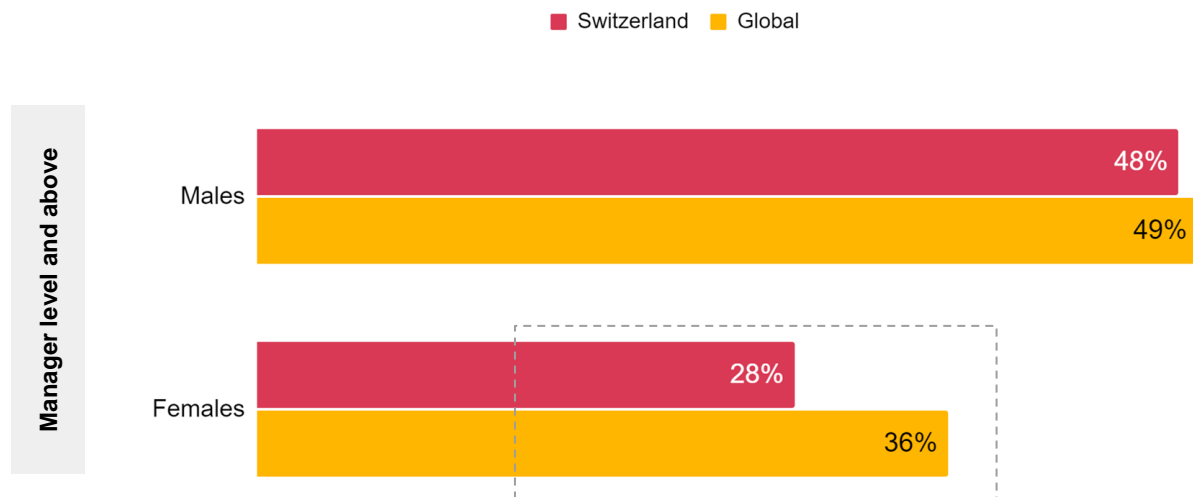
NET: Moderately / very satisfied (60% vs 56% global)

Gender parity

Unequal opportunities: Switzerland is significantly lagging the global average on the proportion of women in manager roles and above

Q7. Which best describes your current role at your primary employer?

(Showing NET 'Manager and above' only)



3. Make your culture a catalyst for change

Am I part of the problem?

If you want creativity and innovation, your employees must **feel safe to test and learn**—and even fail without fear of reprisal. Do they? Encouraging your people to take risks and attack problems in unconventional ways may not feel natural to you.

Start fostering these conditions by clarifying the line between the small failures that are part of any project and the big ones that can be avoided only if leaders **put the right guardrails in place**.

Be sure to **model the actions you want to see**. Do you provide air cover for your team? Do you try new things in your own work, and talk openly with your team when you fall short? If not—it's time to start.

Is our culture causing some employees to disconnect?

Your **company culture** may look very different from the C-suite than it does from the front line, and **you can't fix what you don't see**.

Taking an **inventory of your business culture** will help you **understand how your culture is unique**, and the behaviours people habitually follow.

Quick-hit pulse surveys can **alert you to problems**, as can focus groups with employees at all levels that help probe the pulse survey results and identify solutions.

Don't just listen inside your organisation. **Social listening** and online monitoring of employee review websites and social media platforms can highlight culture problems that employees aren't sharing directly with you.

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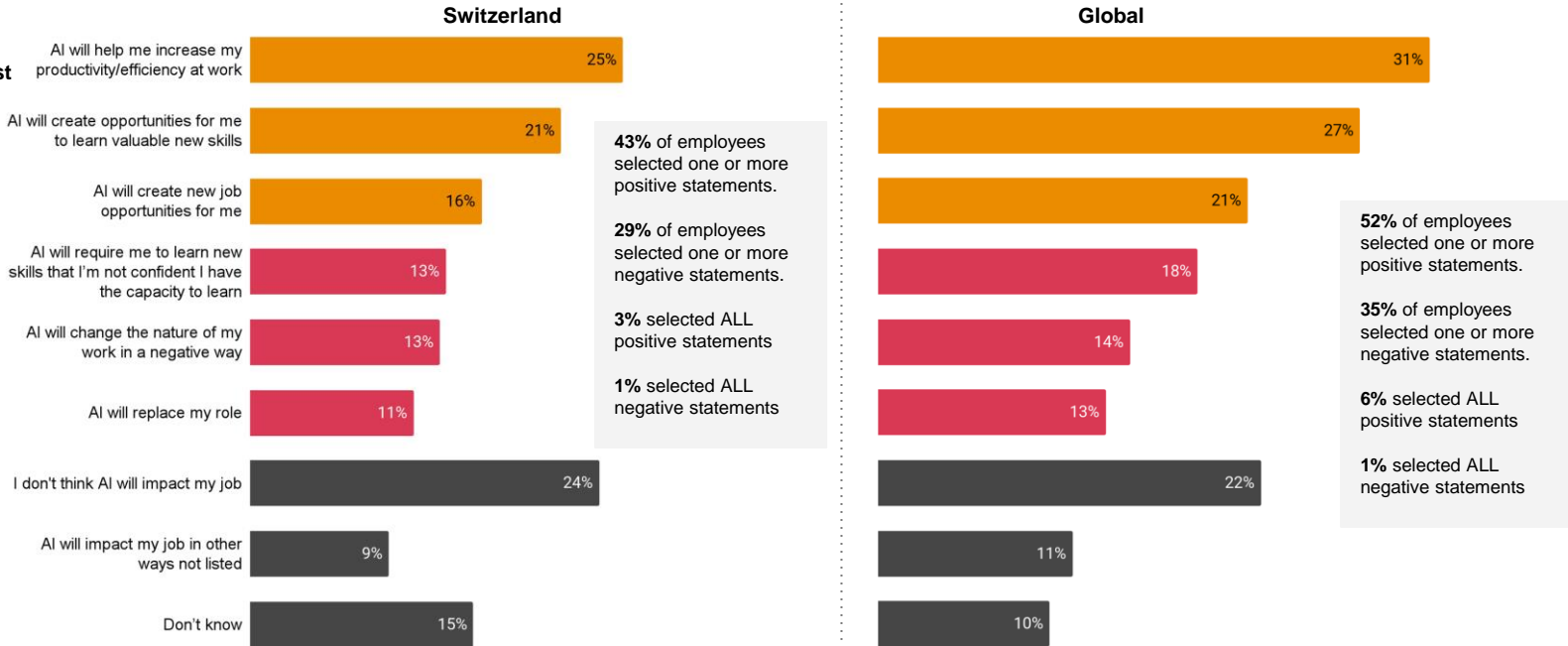
Tech: Workers are
not afraid of AI

Techno-optimists? Employees in Switzerland foresee AI being mostly positive for their jobs, but are less confident than the global response

Q31. What impact, if any, do you expect artificial intelligence (AI) to have on your career in the next five years?

Significant differences amongst Switzerland employees

- **Job role:** Management employees significantly more likely to state 'AI will create opportunities for me to learn valuable new skills' (32%) vs non management (14%). Non management significantly more likely to say AI will not impact job (30%) vs management (14%)



Techno-optimists? Switzerland employees in Gov/PS, R&C and health anticipate the least impact on their job from AI. For FS and TMT, employees foresee benefits to productivity

Q31. What impact, if any, do you expect artificial intelligence (AI) to have on your career in the next five years?

	Switzerland	Industrial Manufacturing & Automation	Financial Services	Energy, Utilities, Resources	Technology, Media, Telecommunications	Consumer Markets	Government/ Public Services	Health	
Positive statements	AI will help me increase my productivity/efficiency at work	25%	26%	37%	15%	36%	22%	18%	22%
	AI will create opportunities for me to learn valuable new skills	21%	22%	30%	24%	32%	19%	14%	13%
	AI will create new job opportunities for me	16%	15%	12%	16%	28%	15%	8%	17%
Negative statements	AI will require me to learn new skills that I'm not confident I have the capacity to learn	13%	15%	22%	10%	18%	10%	11%	10%
	AI will replace my role	11%	14%	17%	8%	15%	11%	5%	6%
	AI will change the nature of my work in a negative way	13%	14%	17%	19%	20%	12%	6%	9%
Neutral	I don't think AI will impact my job	24%	22%	10%	21%	7%	28%	40%	25%
	AI will impact my job in other ways not listed	9%	8%	15%	10%	11%	9%	7%	11%

4. Nurture employee interest in AI

Do we have a “future of work” narrative?

The C-suite should set the **organisation’s tone** in regard to AI and other disruptive technologies.

Create and communicate a strong narrative that covers **what the future of work means** for your company and people.

Being **transparent and purpose-driven** can help employees who are wary of AI, and what it may mean for their jobs, feel more comfortable experimenting with it and even adopting it into their work.

But also, double down on helping your employees **strengthen the human skills that AI can’t replicate**, such as adaptability and flexibility, collaboration, and leadership.

Are we empowering our people to influence our AI plans?

Chances are your **employees are already experimenting with AI** outside work, so channel that energy.

Gain workers’ **valuable insights** into where AI might be most effective to their day-to-day work

By seeking their input and involving them in decision-making, you’ll be **making changes with them**—not to them—making it more likely that they’ll buy into the changes and become advocates among their peers.

At the same time, create opportunities for employees to responsibly **experiment and explore with AI** in their work, with the **right guardrails** around data access and privacy, copyright protection and other sensitive areas.

5

Appendix

Background and methodology

Background

- A global research study to understand the attitudes and behaviours of employees

Methodology

- A 10-15 minute online survey conducted by an external panel provider targeted at representative global sample, by age, gender and region, across 46 territories. The external provider was responsible for sample quota design, fieldwork management and weighting of survey responses, where required
- The survey was in conducted in April 2023
- PwC Research and GMO have produced this report using data provided by the external provider

Points to note

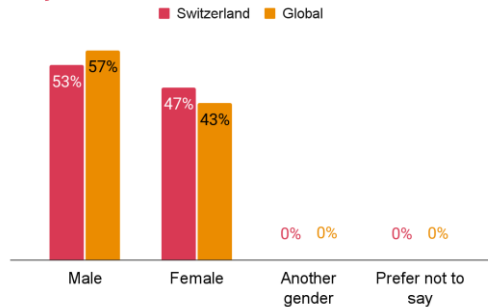
- When reporting the data by age/generation, responses from 'silent generation' (age 77+) are not shown due to small base size
- Colour coding in tables is illustrative conditional formatting only and is not linked to statistical significance
- Totals and NETS might be c.1% different due to rounding
- NETs or summaries use top and bottom 2 boxes regardless of whether its a 5 point or 7 point scale, unless otherwise stated. Specifically top 2 box is used to emphasise where organisations should be sitting - i.e. at the top end of the scale.
- In line with the GMO' approach to reporting , this report focuses on the 'Top 2' aggregate score.'
- Tables such as the example below are crosstabs and only show differences between groups but do not explain the difference i.e. do not test cause and effect or key drivers

	Digital skills	Analytical/data skills	Critical thinking skills
Switzerland	51%	52%	65%
IM	49%	55%	66%
FS	68%	65%	74%
EUR	58%	60%	78%
TMT	76%	70%	70%
R&C	42%	39%	52%
Gov/PS	44%	47%	68%
Health	45%	47%	73%

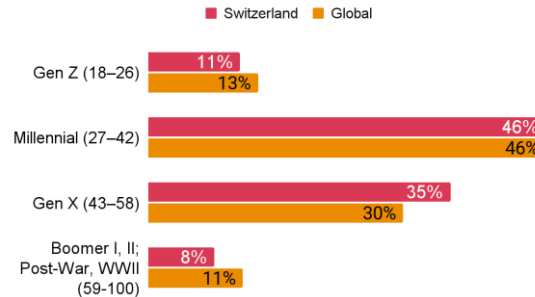
Respondent Profile

Switzerland received 1,070 responses in this year's survey

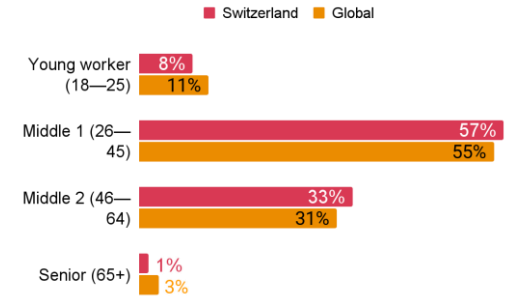
1. Are you...?



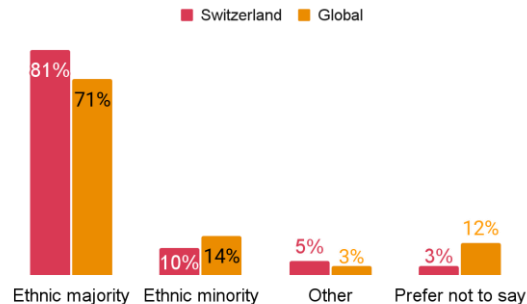
2. Generations



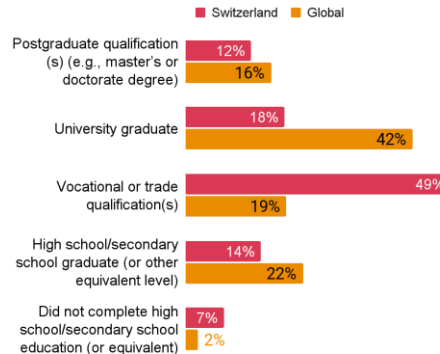
3. Worker Age



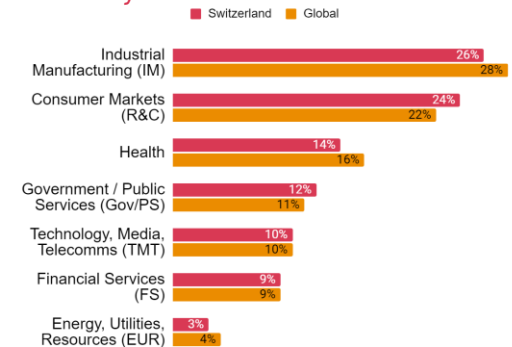
4. Ethnic groups



5. Education



6. Industry



Base: All respondents (53912) Base: All Switzerland respondents (1070)

Source: Global Workforce Hopes & Fears Survey 2023

Please see appendix for respondent breakdown by region and detailed industry breakdown

Job demographics

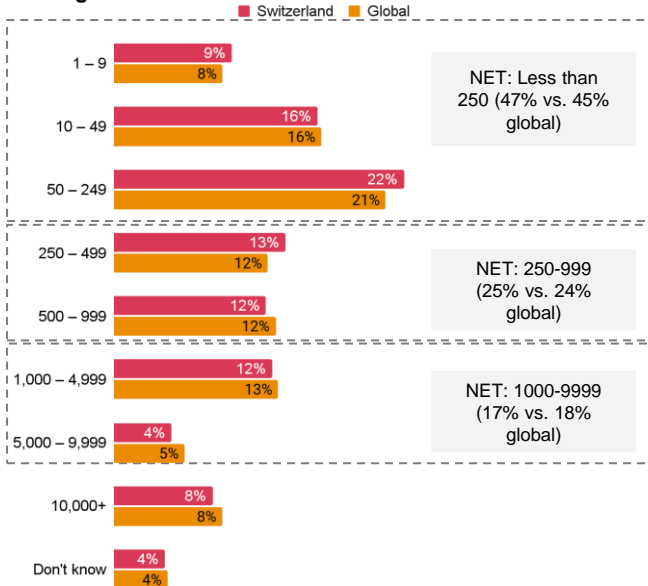
Switzerland received responses from a range of organisation sizes, job role and employment status, in line with global representation

Q14. How many workers does the organisation you work for have?

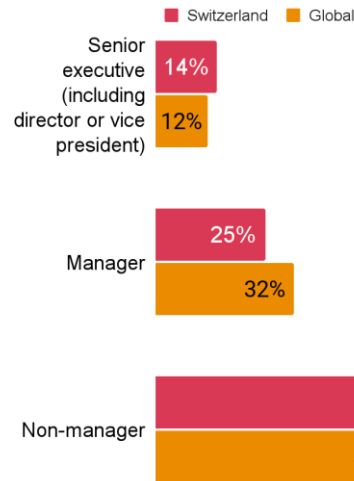
Q7. Which of the following best describes your current role at your primary employer?

Q6. Which of the following best describes your employment status at your primary employer?

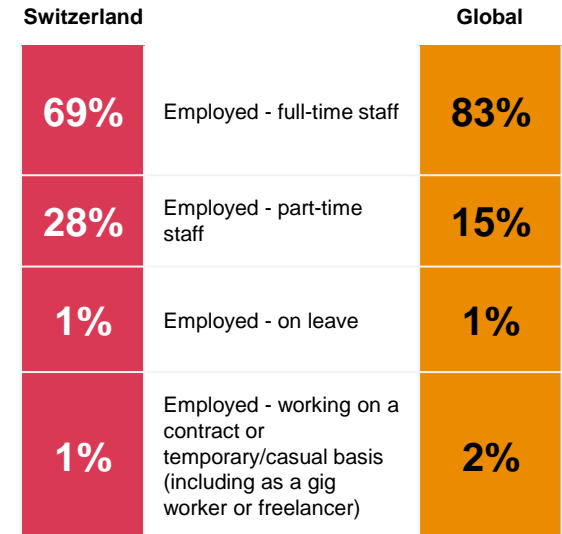
Organisation size:



Current *role at primary employer:



Job status at primary employer:



*Note: throughout this report, data has been presented to show 'Management' (senior exec and manager) vs 'Non-Management'.

Job demographics

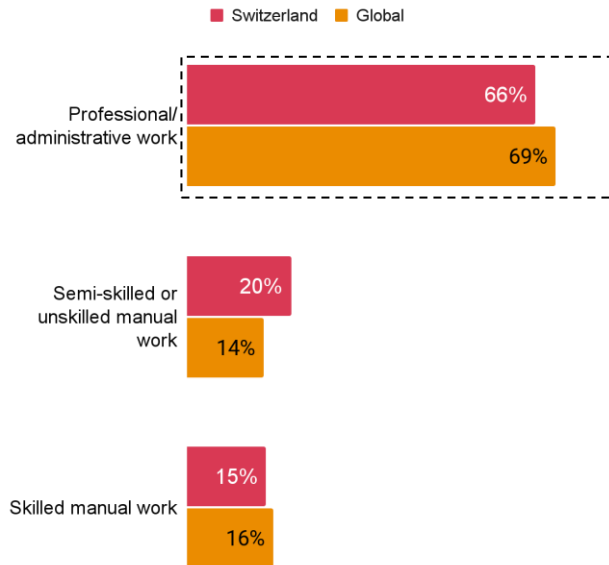
Two thirds of Switzerland responses are from those in professional/administrative roles

Q11a. Which of the following best describes your type of work?

Q11b. Do you require a license to do your job?

Q12. In your current role, do you personally work with clients/customers?

Type of work and licence requirement:



Client/customer facing:

71%

Do work in customer facing roles

(vs 70% global)

28%

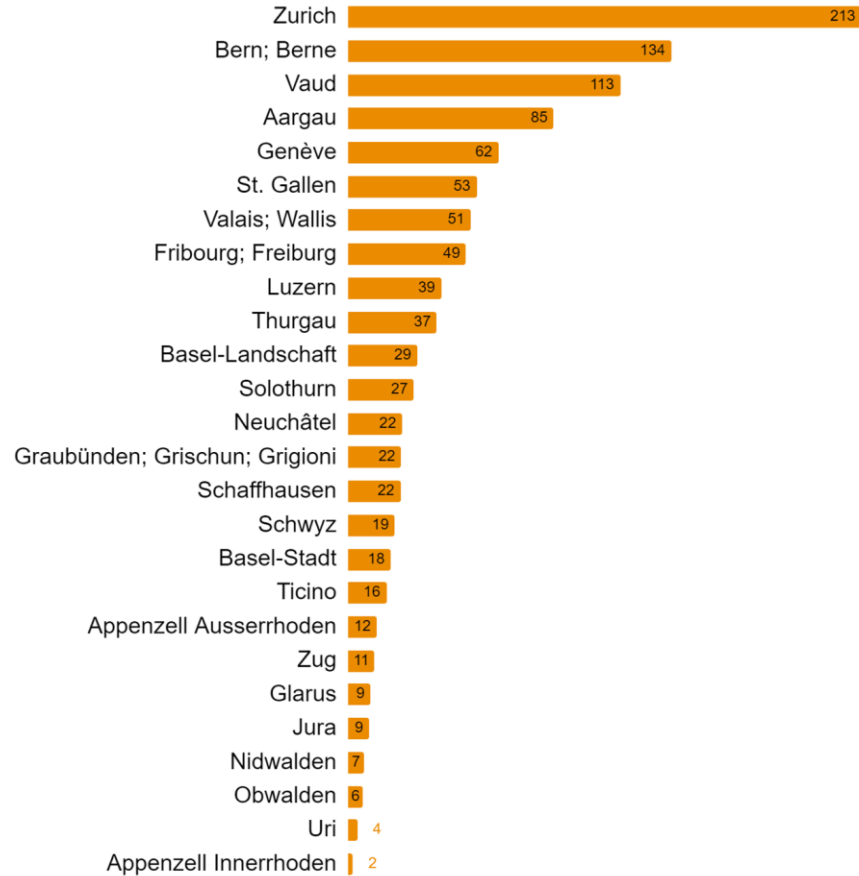
Do not work in customer facing roles

(vs 29% global)

Responses regionally

Breakdown of responses by Switzerland region

Q1. Where do you live?

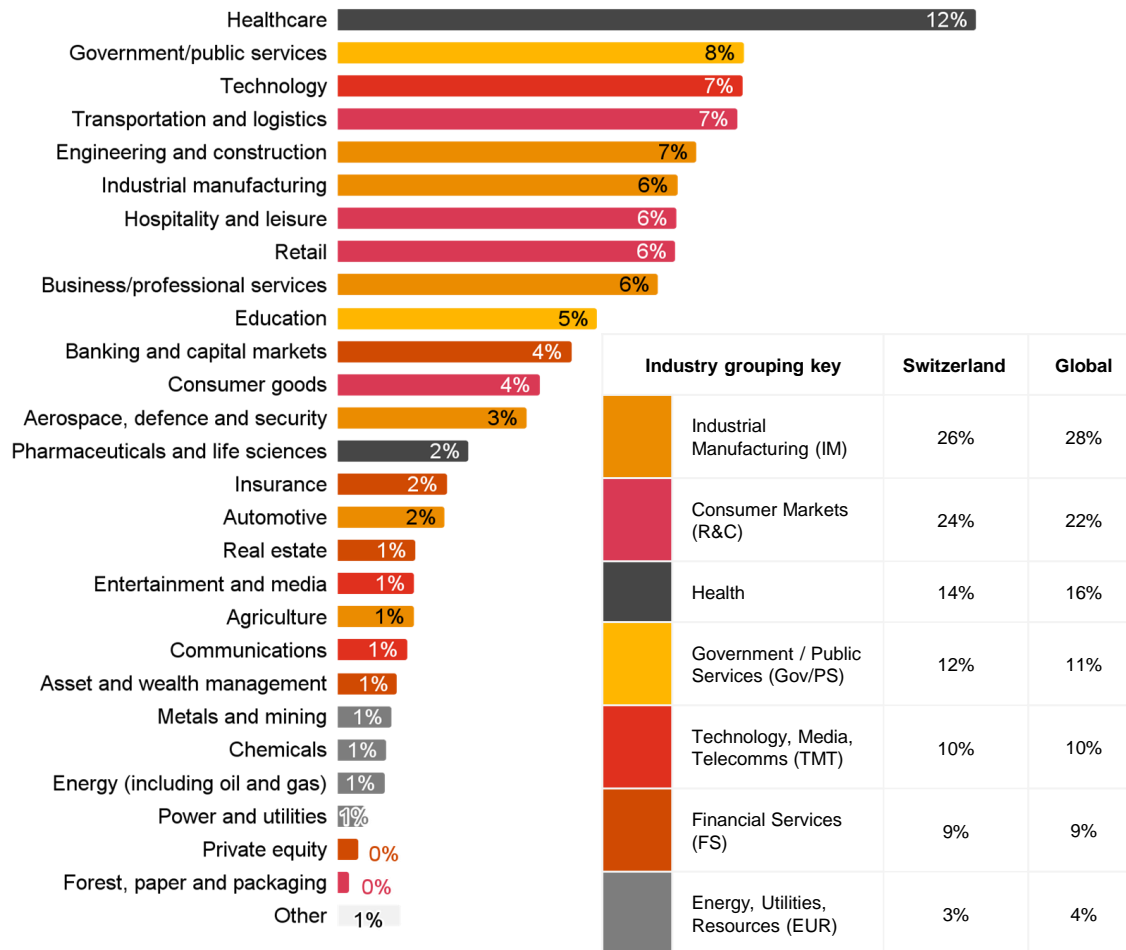


NB Chart showing count of responses per Switzerland region.

Industry responses

The study achieved broad representation across industries, with industry breakdowns broadly in line with global results

Q13. In which industry does the organisation you work for operate?



Detailed Industry breakdown at a global level can be found in the appendix [here](#)

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Thank you

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