



OPERATIONAL TECHNOLOGY CYBERSECURITY EXPERT PANEL FORUM 2023

22 – 23 AUGUST 2023

Debunking talent attraction and retention myths:
Understand what truly matters to your employees



OTCEP
2023

OPERATIONAL TECHNOLOGY
CYBERSECURITY EXPERT PANEL FORUM 2023



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1

The growing demand for Cybersecurity talent across the globe

A snapshot of today and tomorrow

2

What truly matters – a look into employees' sentiments

Insights from EY 2022 Work Reimagined Survey

3

Rethinking talent attraction and retention strategies

Enabling stronger talent attraction and retention



**The growing demand for Cybersecurity
talent across the globe**

A snapshot of today and tomorrow

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The cybersecurity talent shortage has no end in sight ...

SecurityIntelligence

Asia Pacific Faces a Severe
Cybersecurity Worker
Shortage

FORTUNE

The cybersecurity industry is short
3.4 million workers – that's good
news for cyber wages

SECURITY

Why the cybersecurity talent
gap exists and how to solve
it

Why Overcoming The Cybersecurity
Labor Shortage Matters To
Company Success

Forbes

ICM

How to face the industrial
cybersecurity talent shortage
head-on

Hiring and Retention in the Cybersecurity
Workforce remain Difficult

SecurityIntelligence

**BREAKING
DEFENSE**

In new cyber workforce strategy, DoD
hopes 'hold' retention initiatives keep
talent coming back

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... and the balance of power has shifted to favor employees, but do organizations know what they want?





What truly matters – a look into employees' sentiments

Insights from EY 2022 Work Reimagined Survey

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The workforce today comprises of 5 GENERATIONS with differing priorities and would require varied strategies to manage talent

BABY BOOMERS



- Value job security and stability.
- Prefer traditional work structures and may be more resistant to changes.

GEN X



- Prioritize career advancement.
- Prioritize professional development and growth opportunities.

GEN Y



- Emphasize a purpose-driven career.
- Prioritize professional development and workplace flexibility.

GEN Z



- Value workplace diversity and inclusion.
- Prioritize work-life integration, career advancement and personal fulfilment.

Upcoming: GEN α

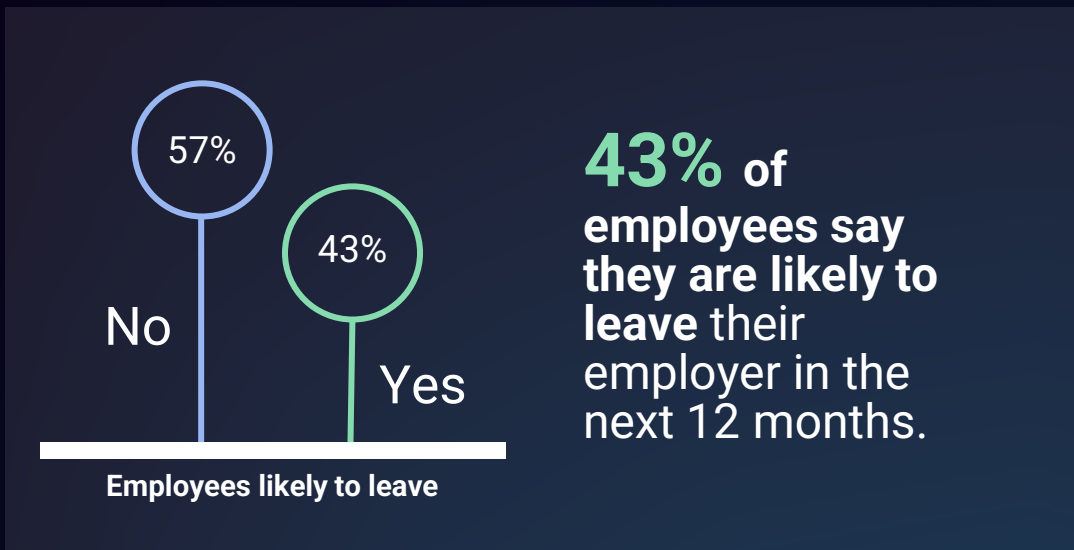


- Value technological fluency and integration.
- Drive change, innovation and creativity.

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A deep dive into what employees today are feeling and thinking revealed that they feel more **EMPOWERED**, and expectations are being driven by a mix of **PAY, GROWTH** and **JOB FLEXIBILITY**

Employees (especially the next generation) feel empowered

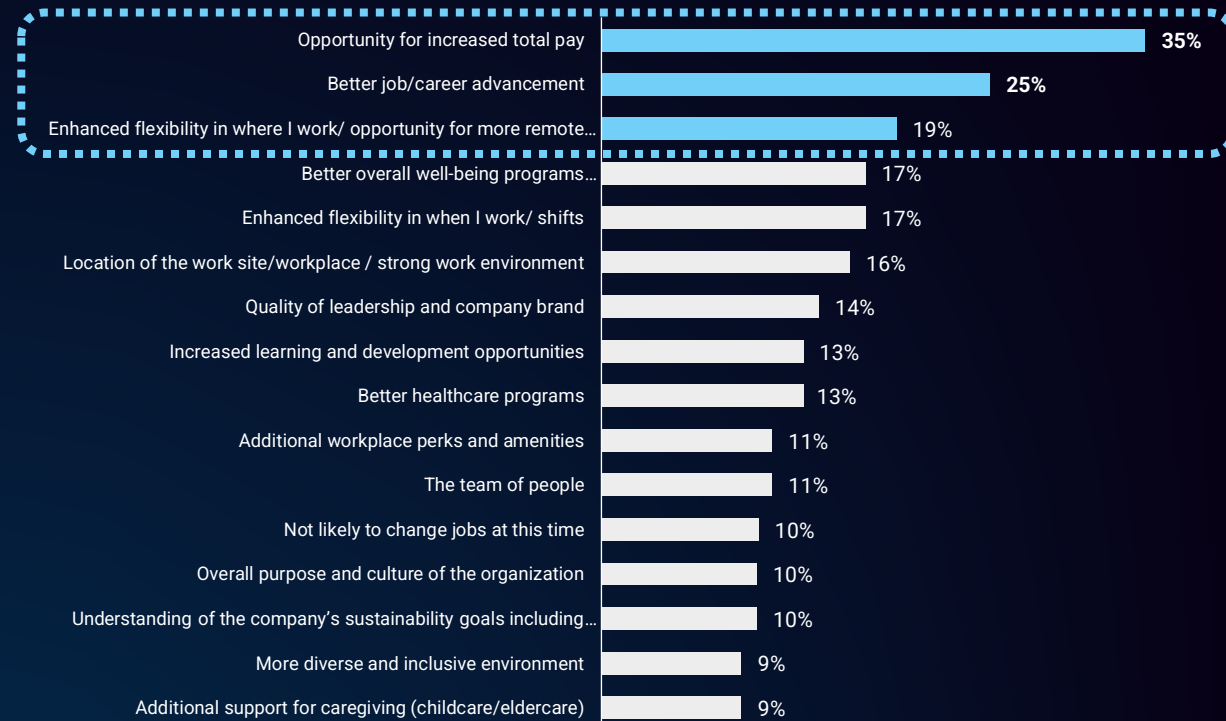


This represents a **significant rise from 2021**, when just 7% said they'd be unlikely to stay.

Source: EY analysis

Employees are focused on **pay, career growth and flexibility** as primary drivers

If you would consider another offer, what are the primary reasons you would change jobs?





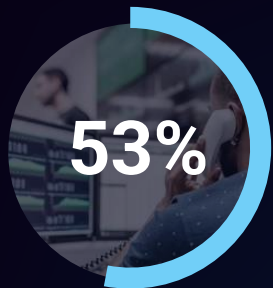
Rethinking talent attraction and retention strategies

Enabling stronger talent attraction and retention

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New ways of working have set a new normal and thus spotlight questions on career opportunities, flexibility and compensation

With tight labor markets and fewer geographic barriers to entry, employees in Tech, feel empowered



53% of employees in Tech say they are likely to leave their employer in the next 12 months

Much higher than the overall average of 43%

Primary drivers of career changes

If you would consider another offer, what are the primary reasons you would change jobs?

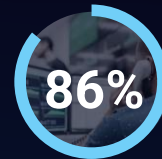
Increased total pay
(29%)

Better job/career advancement
(24%)

Better overall well-being programs
(18%)

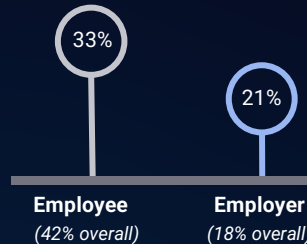
For the overall sample, the primary drivers are increased total pay (35%), better job/career advancement (25%), and enhanced flexibility in where I work (19%).

Pandemic stress, labor market trends and hybrid work have broken the pay and career equation



of employees in Tech believe changes should be made to total rewards, given the impacts from the pandemic; **86%** of employers in Tech agree (79% and 83% overall respectively).

% in Tech who agree pay increases/reviews are needed to address staff turnover



Despite facing high levels of turnover, employers are struggling to address the “pay equity” issues between the internal and external markets.

Hybrid working and flexibility needs are here to stay

91% of employees in Tech want to work at least 2+ days remotely per week (79% overall)

On average employees in Tech want to work **3.3** days remotely (2.9 days overall)

10% of employees in Tech are reluctant to work remotely, (fell from 20% in 2021. 20% overall, fell from 34%)

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Beyond pay, employers need to focus on building trust and creating a sustainable people experience to attract and retain talent

Trust

69%

- ▶ TMT employees trust their employer and feel supported by them. This is notably higher than for the overall sample (57% overall) but indicates there is still some work to be done, as research has consistently shown **trust to be the ultimate currency in business**, and is likely to bring employee advocacy.
- ▶ Employers need to make sure their approach around health and safety or why employees need to be in the office or how rewards are structured is well-understood.



People experience

66%

- ▶ Two-thirds of TMT employees believe that their company has a sustainable employee experience that is allowing employees to thrive with new ways of working – again, higher than for the overall sample (53% overall).
- ▶ It is vital for employers to build this into **transformative talent, workplace and technology plans** to enable them to be sustainable in the future.



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Employers can start building trust and managing employees' experiences better with a well-defined Career Value Proposition...

Why is a Career Value Proposition (CVP) important?

A CVP can enable an organisation to attract, secure, and retain talent, helping the organisation grow.

Purpose of having a CVP

Attract

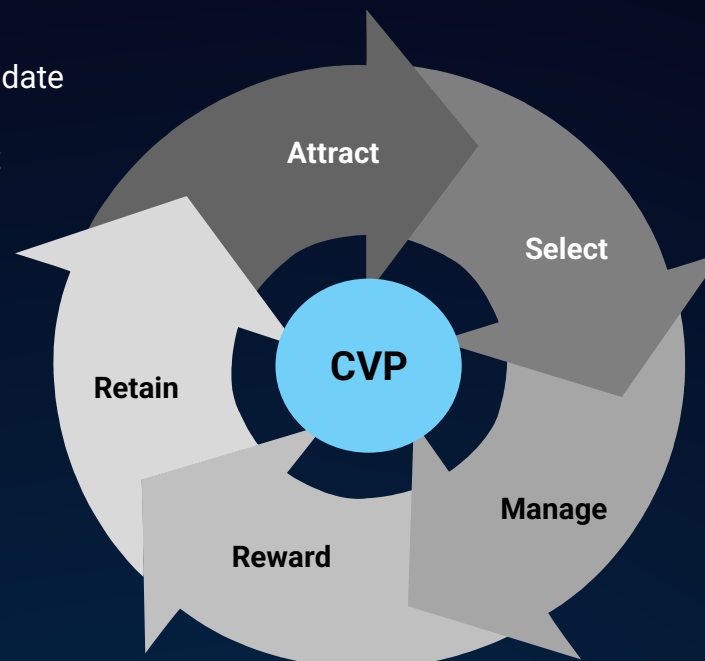
- ▶ Communicate desired attributes by candidate profile.
- ▶ Engage candidate in broad value, not just remuneration.
- ▶ Establish employment expectations.

Retain

- ▶ Reduce turnover by differentiating the organization's offer against competing external offers.

Reward

- ▶ Deliver on the tangible and intangible component of the employment offer, driving engagement and commitment.
- ▶ Reinforce broad based value of company employment.



Select

- ▶ Refine selection criteria to target applicants who are culturally aligned.

Manage

- ▶ Align organizational strategies and processes to the overarching value proposition.
- ▶ Perpetuate the desired culture through aligned and consistent CVP messaging.

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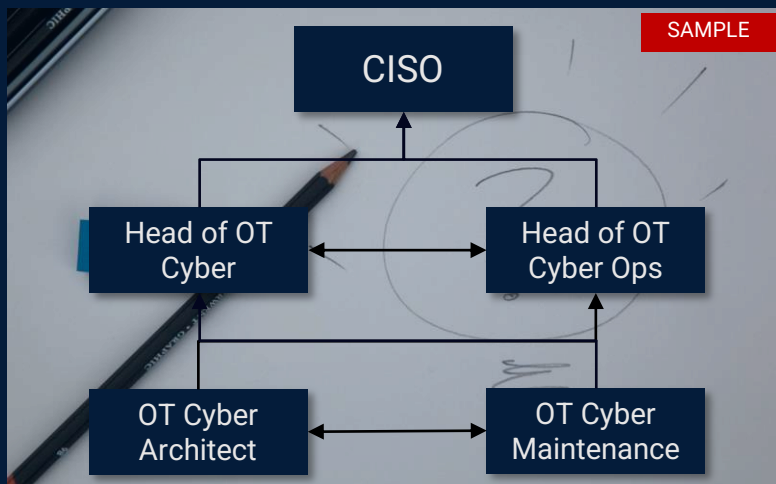
... and take active steps to continually invest and build a structured approach to unlock career longevity for your employees

Employees don't just apply for jobs – they apply for **careers and experiences**. Your investment in their careers is key to attracting and retaining talent.

Equip employees for their future roles through...

CAREER PROGRESSION

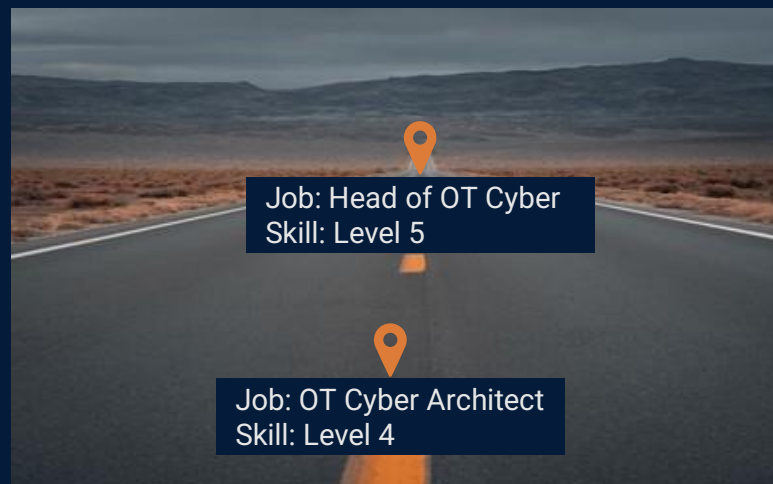
- 1 Chart out **career progression pathways** with reference to the **OTCCF**.



- 2 **Define responsibilities** beyond the current role.
- 3 Identify **new skills & competencies** required via the **OTCCF** to shape one's career in OT Cyber.

TRAINING AND DEVELOPMENT

- 1 Develop **training roadmaps** to prepare employees to take on their future roles.



- 2 Enhance upskilling efforts by leveraging **government funding** for training.
- 3 Increase in skills and proficiencies should be **measured and rewarded fairly**.

SUPPORTING HR STRUCTURES

- 1 Compensation and **wage ladders**.



- 2 Incentivize performance through **performance-based rewards**.
- 3 Establish a **CVP** that demonstrates your investment in your employees' careers.

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Career Progression and Training & Development: Leverage the OTCCF in shaping your employees' careers and equipping them with the necessary skills to be future-ready

A view of how to reference the OTCCF resources to help your employees identify and build their capabilities in OT Cybersecurity

The Skills Map outlines the job roles, critical work functions, key tasks, and skills & competencies.

- Enable employers to incorporate information into **key HR processes and resources**.
- Enable employees to embark on **upskilling** based on the skills & competencies listed.

CAREER MAP

The Career Map outlines the possible vertical and lateral career pathways within the sector.

- Enable employers to refine their **internal career maps** and improve **organizational mobility** for strategic workforce planning.
- Enable employees to **plan their own career progression and development**.

Leveraging the OTCCF

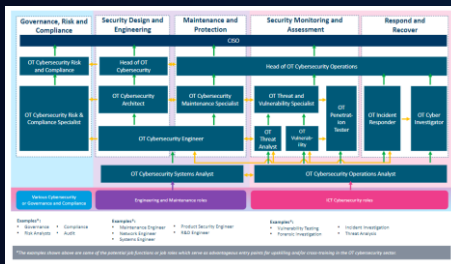
SKILLS MAP

SKILLS & COMPETENCIES

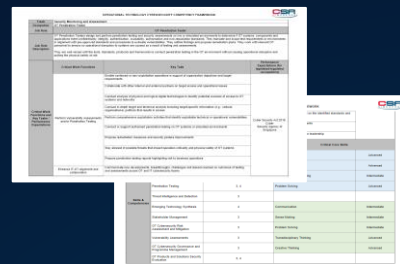
All skills and competencies identified for the OT cybersecurity job roles are listed.

- Enable employers to reference them to perform **job redesign**, create **new roles**, and curate **training programs**.
- Enable employees to pick up other **good-to-have skills and competencies** and/or **know more** about a particular skill or competency.

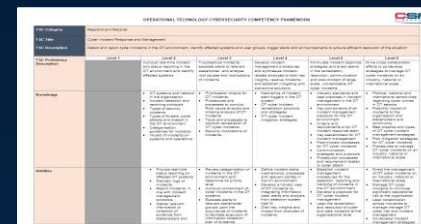
Illustrations from the OTCCF



Career Map



Skills Map

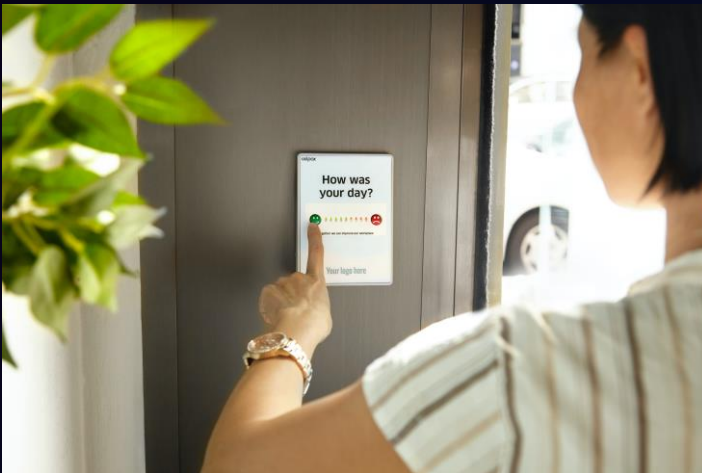


Skills & Competencies

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In a nutshell...

Specific wants and needs from the Cybersecurity workforce



Employers need to understand **WHAT MATTERS TO THE EMPLOYEES** to retain talent.

Multi-generation workforce with differing needs



VARYING TALENT STRATEGIES should be employed to effectively manage these diverse groups of talent.

A holistic approach to build a Career Value Proposition



BUILDING TRUST and creating a **SUSTAINABLE PEOPLE EXPERIENCE** is key in shaping a well-rounded Career Value Proposition.