

workmonitor 2022  
UK edition.

a new era in the

#howwework revolution.

  
randstad

human forward.



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# foreword.

Over the past two years, the workforce has battled down tremendous adversity. Facing existential challenges brought on by the pandemic, employees have overcome profound threats to emerge intact and renewed. As we recover from the pandemic, one thing is clear in the world of work: the dynamic between talent and employers has shifted. A heightened sense of purpose now guides people’s career choices and the work that they do. Welcome to a new era of self-determination.



Sander van 't Noordende  
CEO and Chair of the Executive  
Board Randstad N.V.

Our latest research reaffirms such sentiments. This is especially true for those under 35, with a majority saying they would quit if their job prevented them from enjoying life. Most respondents across all age groups also said their personal life is more important than their work life. Happiness at work is a priority for many people in the post-pandemic age: they want their values reflected in the mission of their company and leaders. Job flexibility is expected and most want access to training and development resources.

**It’s not surprising that Gen Z and Millennials are the ones leading the charge for a new social contract with employers, as they are often on the forefront of societal change.**

Our survey of 35,000 employees across 34 markets — one of the largest studies of its kind in the world — shows that the strongest sentiments around aligning work with personal goals are harbored by the youngest respondents. Opinions diverged across age groups on issues such as job flexibility, work life balance, personal and professional growth and corporate social responsibilities.

56%

are likely to stay  
with current  
employer



Our data revealed that not only will many younger employees not accept a job that doesn't meet their expectations, but they are also willing to walk away from one if it interferes with how they want to lead their lives.

The “Great Resignation” that began last year hasn't slowed, with three in ten (29%) saying that they have quit a job because it didn't fit within their personal lives. Among those 35 and younger, that figure was more than 40%. And in a sign of growing interest in social causes, 38% said that they wouldn't accept a job with an employer unwilling to make efforts to improve their diversity and equity record — with about half of those 18–24 feeling this way.

We undertook this survey at the beginning of the year to understand the sentiments of the workforce after two long years of life under COVID-19. But, as life gradually returns to normal, we wondered: are employees rejuvenated about their jobs and careers again?

The good news for employers is that a majority (56%) are committed to their current employers and 58% say that work is important to their lives. The stress and uncertainties of the past two years seem not to have diminished people's professional aspirations or outlook. In fact, about half say that they are confident that they would be able to find a new job quickly if they were to lose their current one. And two thirds (66%) are either applying, considering to do so, or are open to new opportunities if the right one comes along.

**We do, however, see warning signs that the “Great Resignation” may persist. Even though 81% and 72% say that flexible hours and workplace are important, respectively, a majority don't feel that they have a choice of where to work, and two in five can't control their hours.**

At a time when talent scarcity is impeding so many employers, failing to meet the expectations of an enlightened workforce can be disastrous for organisations seeking the best people. Talent scarcity is here to stay — at least for the time being. Structural deficiencies that existed in the labour



market pre-pandemic made sure of that. And with the acceleration of digital transformation during the past two years, the skills gap has only widened.

So in today's highly competitive labour market, how can companies stand out from competitors to become an employer of choice?

We believe focusing on these five areas is essential: fitting work around people's lives, aligning values, strengthening attraction strategies, offering job flexibility, and accelerating professional development.

Businesses that can deliver on all five value propositions are poised to attract the best people. Everyone else can expect longer hiring times, higher recruitment costs and losing out on exceptional talent.

Inclusive of our global dataset of 35,000 employees, we surveyed 2,000 UK workers. This report provides a deep dive into the views and opinions of the UK workforce, across the five value propositions. We explain what the numbers mean and what companies must do to attract and retain the best people. The world of work has undergone a tremendous shift during the past two years.

To stay ahead of the competition for talent, companies — now more than ever — need to adopt a people-first mentality.



# about the survey.

🕒 1 min. read





# about the survey.



The Randstad Workmonitor was launched in 2003 and now covers 34 markets around the world. The study encompasses Europe, Asia Pacific and the Americas.

Through this comprehensive study we want to hear and share the voice of working people on what they want and expect from their employers and how willing they are to ask for it. The study conceptualises and measures the gap between the reality and the wishes of the global workforce and tracks how this changes over time.

The study was conducted online between February 21st — March 13th, 2022, among 2,000 UK-based people aged 18–67, employed for at least 24 hours per week (minimum 90%) or sole trader or unemployed but considering looking for a job in the future.

# key findings.

🕒 2 min. read





# key findings.



## 1

### attitude

fitting work around people's lives

A fulfilling work experience is a priority to Gen Z (18–24 year-olds) and Millennials (25–34 year-olds) around the world, but that doesn't mean they don't take their jobs seriously. In fact, three-quarters (74%) of the youngest survey respondents say work is important to their lives, markedly higher than the oldest group surveyed (69%). Among older generations, fewer say a job that fits with their lifestyles and happiness motivates their choice of employment.

## 2

### values

aligning values

A more enlightened workforce means employees want organisational values to align with their personal ones, and this was clear in our data. A considerable number (38%) said they would not join an employer whose social and environmental values didn't align with theirs, and the same amount expressed the same sentiments if that employer didn't make efforts to promote a diverse and inclusive workplace. Growing attention to corporate Environmental, Social and Governance (ESG) issues have led organisations to use these values as a way to attract and retain loyal employees, especially younger ones who in higher proportions say they prefer employers who support the same causes as themselves.

# 3

## empowerment

strengthening attraction strategies

With talent scarcity a long-term challenge employers are grappling with, many are reconsidering their employee value proposition to create a strong attraction strategy. Over the past 12 months, just 19% (lower than global average of 22%) of respondents say they have received enhanced benefits such as paid time off, more generous healthcare provisions and better retirement plans. At the same time, over a third (35%) have received wage increases, and a quarter have received new training or development opportunities. With competition for skills intensifying, employers will need to reassess whether they are offering enough monetary and non-financial incentives to attract and retain great talent.

# 4

## flexibility

job flexibility

A key lesson employers have learned from the crisis: job flexibility is here to stay. Whether this means flexibility around remote or hybrid schedules, hours worked or work arrangements (permanent, contract, gig, freelance and others). Nearly three-quarters (72%) of those surveyed believe flexibility of work location is important, and an even higher majority (81%) want work hours that complement their lives. But only some employers are delivering on this demand, with slightly more than one-quarter of employees stating employers are offering more flexibility in both areas. This is a clear indication that expectations among the world's workforce have reset since the onset of the pandemic.

# 5

## self-improvement

accelerating professional development

Rapid digital transformation highlighted the risk of skills obsolescence. It's no surprise that an overwhelming majority (88%) say they would engage in learning and development programmes if given the opportunity. 77% would speak with a career coach if they had access to one. What kind of guidance would they like? How to earn more money (cited by 54%), achieving a better work life balance (43%) and how to advance in their career (36%). 39% would like to develop their soft skills, with the youngest generation more likely to do so. Employers who want to stay ahead of the curve will need to focus on skilling and coaching to meet the needs of their workforce.

# themes.

click on each section to explore the theme

1. attitude
2. values
3. empowerment
4. flexibility
5. self-improvement



# attitude.

🕒 5 min. read







55%

of the youngest generation said they would quit a job if it was preventing them from enjoying life

# attitude.

The events of the past two years have altered the sentiments of employees around the world, and today they have permanently shifted. The existential threats that forced millions to quarantine at home, drastically curb their social interactions and acclimate to alternative ways of working led to the "Great Resignation" and a new outlook for people. Through these changes, many realise that happiness is key to success in life and at work, and they are ready to let employers know how they feel.



# pursuit of happiness

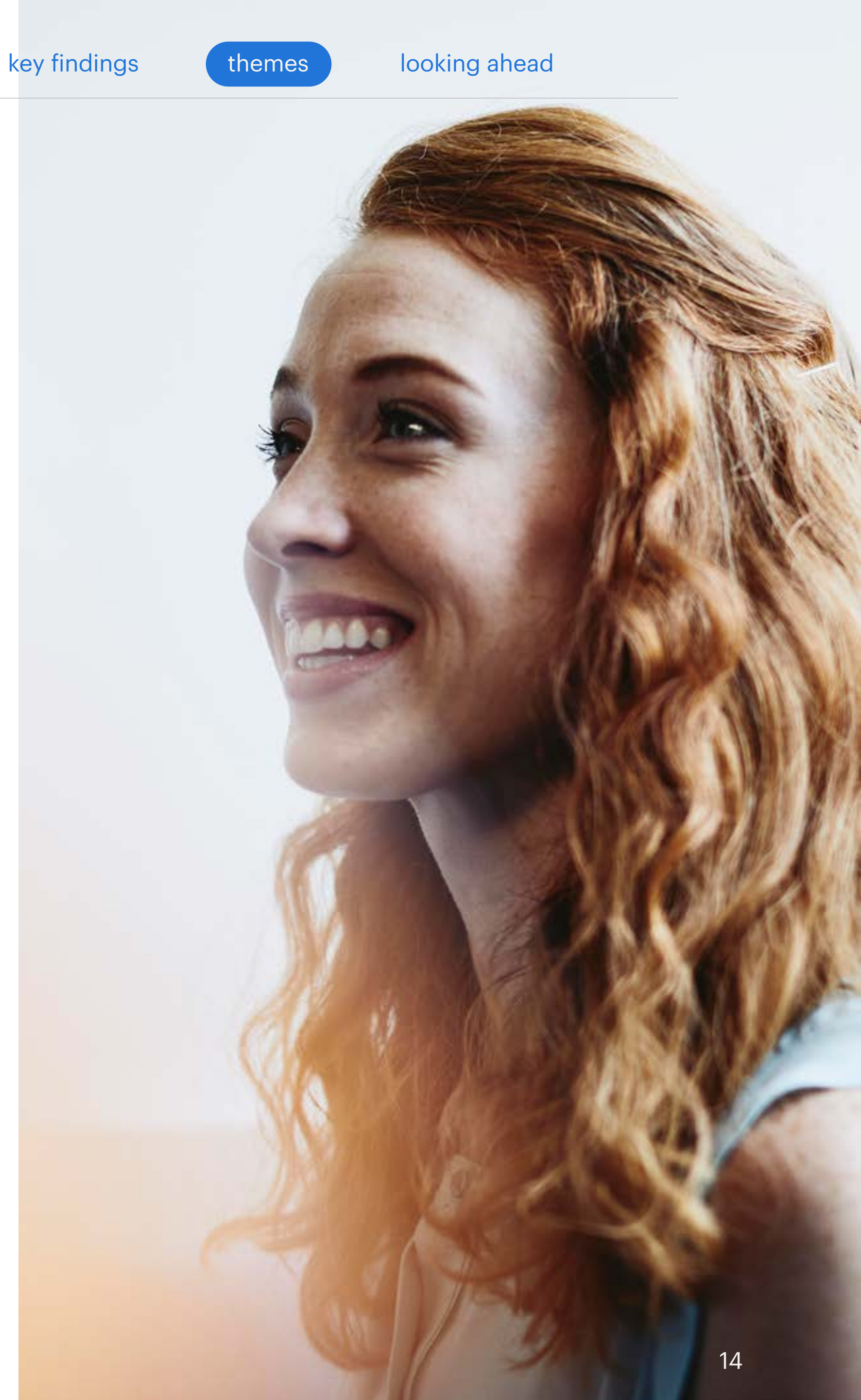
Our data shows that the pursuit of happiness is particularly important to Gen Z and Millennials — understandable as younger generations throughout history have been more keen to stick to their ideals.

Employees aged 18–24 are more insistent that their jobs allow them to lead happy lives. A majority (55%) say they would quit a job that prevented them from enjoying their lives — the highest percentage of any age group.

Conversely, a little over one-third (38%) of those 55–67 feel the same way, indicating that job security may be more important at this stage in their careers.

But beyond outlook, the age of a person also leads to actual actions taken. Two-fifths (41%) of the youngest generation say they have quit a job because it didn't fit with their personal life, while just 25% of the oldest group have done so. This reflects the fact that the least senior employees have less to risk in terms of compensation, job seniority and time investment in an employer.

Happiness is highly important to younger employees due to the isolation and restrictions imposed on them during the past two years. In March, the World Health Organisation reported that [anxiety and depression increased 25%](#) worldwide during the first year of the pandemic, and some studies show that American teens are among those experiencing a [mental health crisis](#). Younger generations are becoming more attuned with their happiness and mental health. For instance, a number of high-profile young athletes and other professionals recently announced they were taking [career breaks](#) due to stress. This is because Gen Z is [under more stress](#) from the pandemic than any other generation.





There is a clear relationship between age and the importance of work happiness. As people get older, our data shows the emphasis on satisfaction diminishes in a very linear fashion.

For instance, 40% of Gen Z respondents say they would rather be unemployed than unhappy working in a job they didn't like. For every group separated by a decade in age, the percentage who feel this way decreased, with the biggest drop reported for those 45–54 (lower by 8% compared with employees 35–44).

When it comes to opinions around happiness, the largest gaps were detected between these two groups. This is likely the result of a key milestone in most people's lives as they enter the middle ages and prioritise earnings and security over job satisfaction.

Nearly half (48%) would choose not to work at all if money was no object. However, in the UK this figure is significantly higher, at 60%. Having less stress, responsibilities and hours are worth being paid less, many believe, because they can better enjoy their lives and achieve a better work-life balance.

**In fact, most (58%) say they wouldn't accept a job if they thought it would negatively affect their work-life balance.**

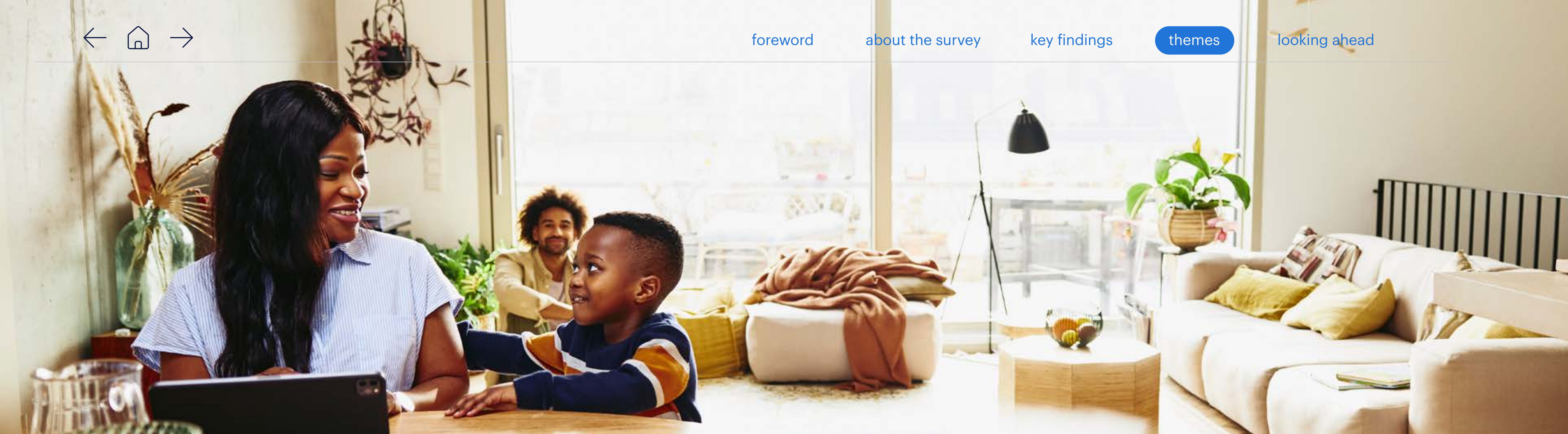
A fifth (19%) say they either have or would quit if their employer didn't take into account requests for better working conditions.

A key lesson that emerged from the events of the past two years is that employees want more meaning from their jobs, and a majority of those surveyed say they do have a sense of purpose at work. According to the Society for Human Resource Management (SHRM), [purpose is key](#) to applying the concept of New Work and raising workforce engagement. Our survey revealed that a majority (56%) feel a sense of purpose through their employment.

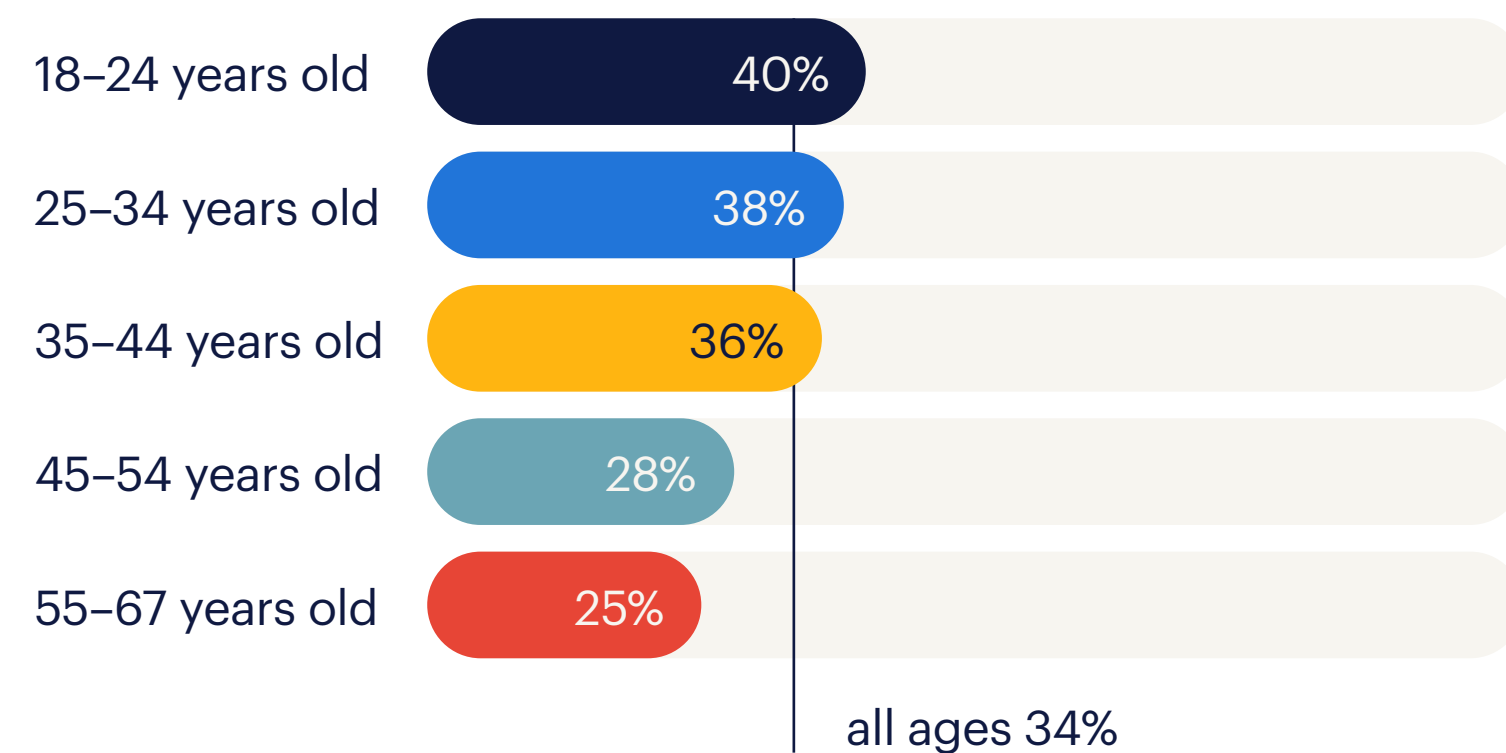
34%

would rather be unemployed than unhappy in a job

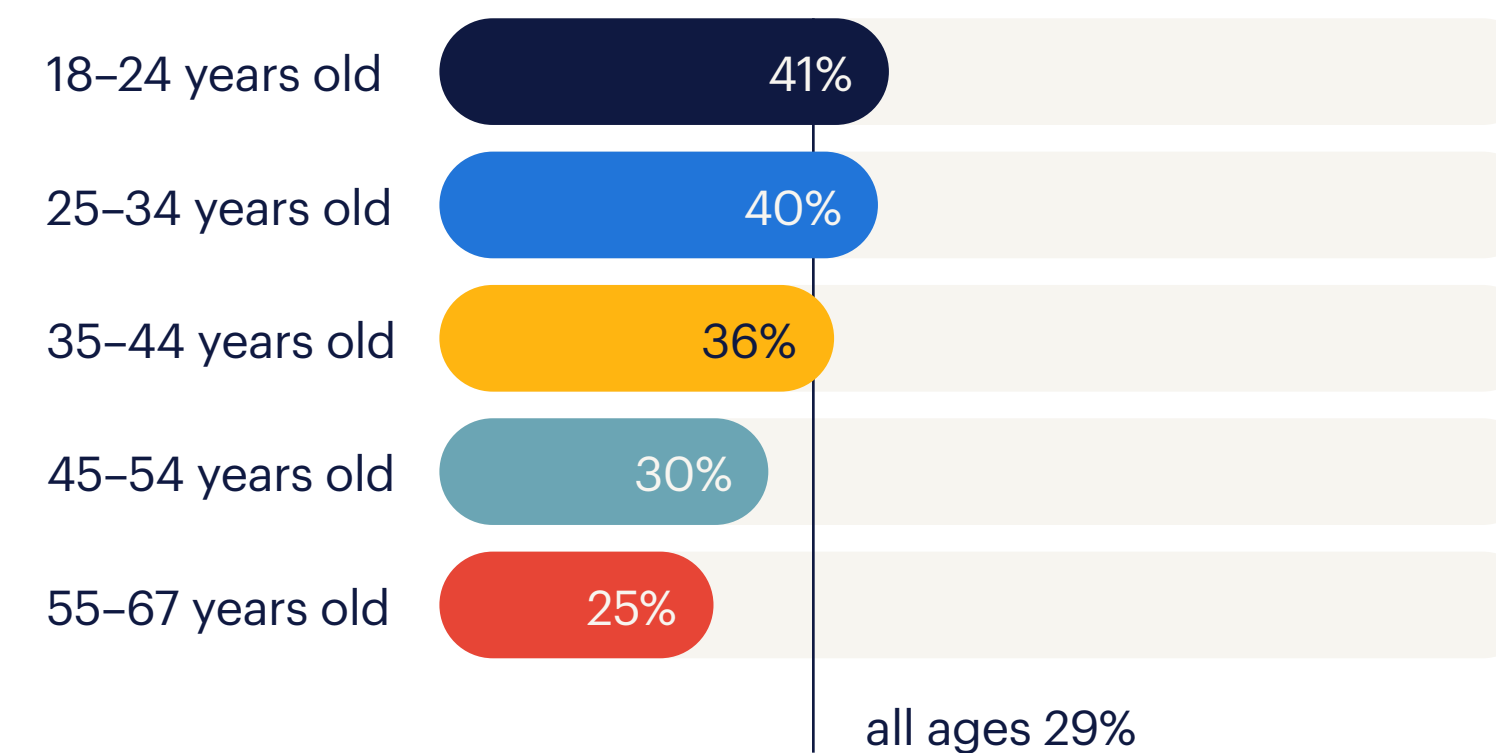




### i would rather be unemployed than unhappy in a job



### i have quit a job because it didn't fit in with my personal life





## three tips for meeting changing workforce expectations

### tip 1

Many organisations were effective during the height of the pandemic in surveying their employees on what they needed to remain productive and engaged. With many workplaces now reopened and employees returning in person, companies should continue to be vigilant about meeting the needs of returning staff and develop a plan to address new concerns.

### tip 2

Talent desire a positive experience from their jobs and a sense of purpose each day. Make sure managers and employees connect regularly to articulate the impact each person has on the organisation and how they contribute to the overall organisational mission.

### tip 3

Be sure to tailor policies to be as inclusive as possible when addressing the needs of the workforce. For instance, offer flexible schedules and job sharing opportunities for working parents, but consider remote work arrangements for younger employees who want the lifestyle of a digital nomad and work anywhere in the world.

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# values.

🕒 5 min. read





36%

wouldn't mind earning less money if the job was contributing something to society

# values.

The acceleration of the social justice movement, growing concerns about climate change, and workplace diversity and inclusion all have been top of mind for organisations in recent years, and our data reflects how important a company's values are to its workforce.



## purpose over paycheck

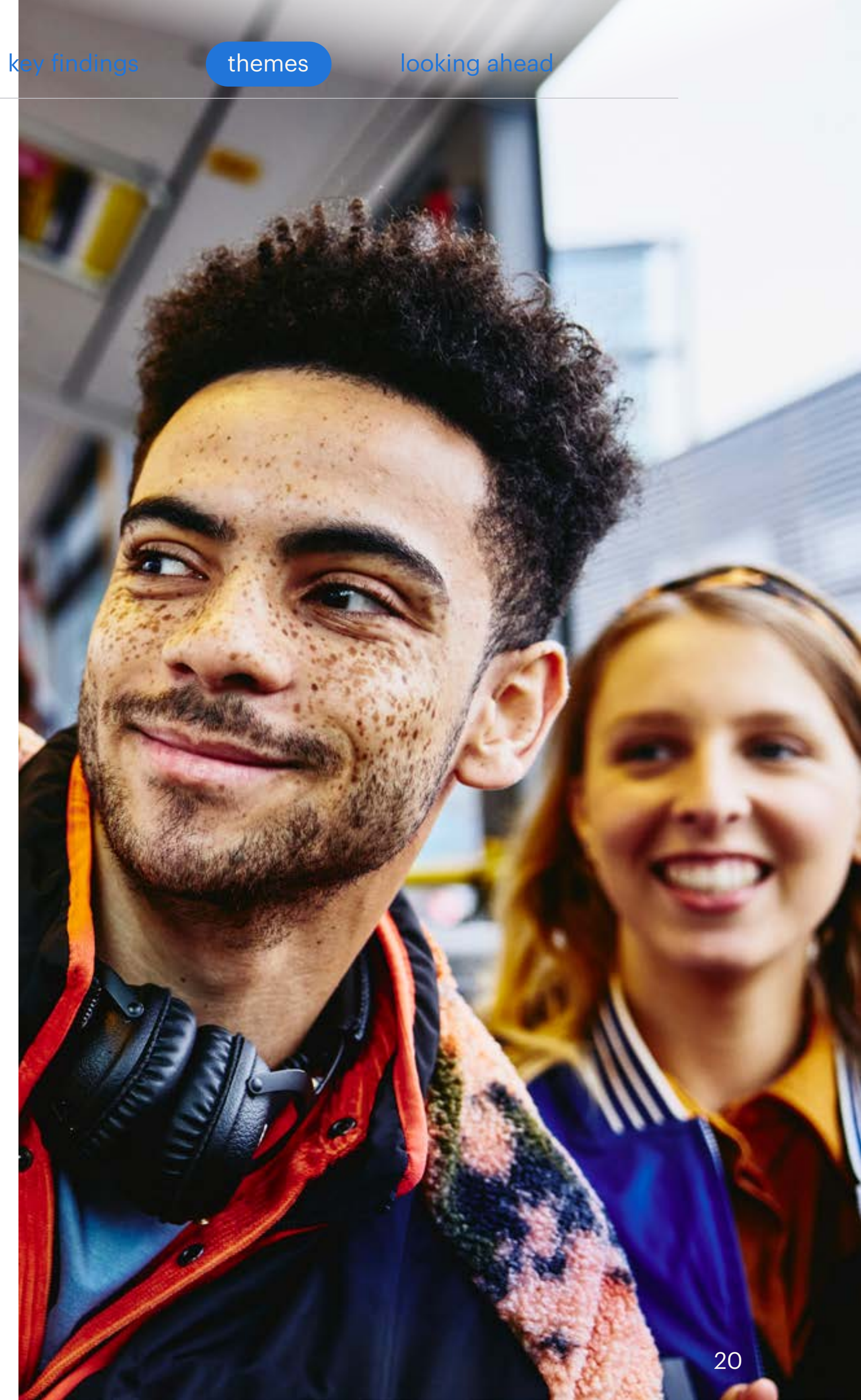
Over a third of those we surveyed said they would take a pay reduction if they felt their job contributed toward society, with the youngest generation in highest agreement (42% for those 18–24 and just 25% for those 55–67). A significant gap also existed between the most and least educated people (38% compared with 27%, respectively).

**As with questions on happiness, the percentage of those who would accept a pay cut successively declined with age.**

Increasingly, aligning corporate values with those of a company's employees has emerged as a useful fulcrum for keeping the workforce engaged and satisfied with their career choice. Companies want to be seen as socially responsible and in step with prevailing societal views and values, which are often reflected in those of their own people.

Fortunately for the business community, 76% of those we surveyed say their employers' values align with theirs.

For instance, corporate focus on Environmental, Social and Governance (ESG) issues has brought more reporting and action to combat climate change, promote social policy and heightened corporate responsibilities, which are the top issues employees care about. The clearest example to date is the response of corporate citizens to the conflict in Ukraine, with the responses enacted by the companies often receiving approval and support from their people.







Our survey showed that two-fifths would not accept a job from an organisation that did not proactively work to enhance its ED&I policies.

Younger generations, which have been the most visible during the protests of 2020 around the world, were more likely to support the social justice movement; nearly half (48%) said they would refuse offers from inactive companies. The same percentage said they wouldn't accept a job with an organisation whose values didn't align with theirs on social and environmental issues.

The oldest generations (55–67) were least supportive, with just one-third refusing to work for a company that wasn't actively promoting ED&I in the workplace and a slightly higher percentage (35%) rejecting companies whose values didn't line up with theirs. Across all age groups, the average rejection rate was 38% for companies with misaligned values and 38% for those that are inactive in promoting ED&I.

## The generational gap is especially prominent when it comes to environmental and other sustainability issues.

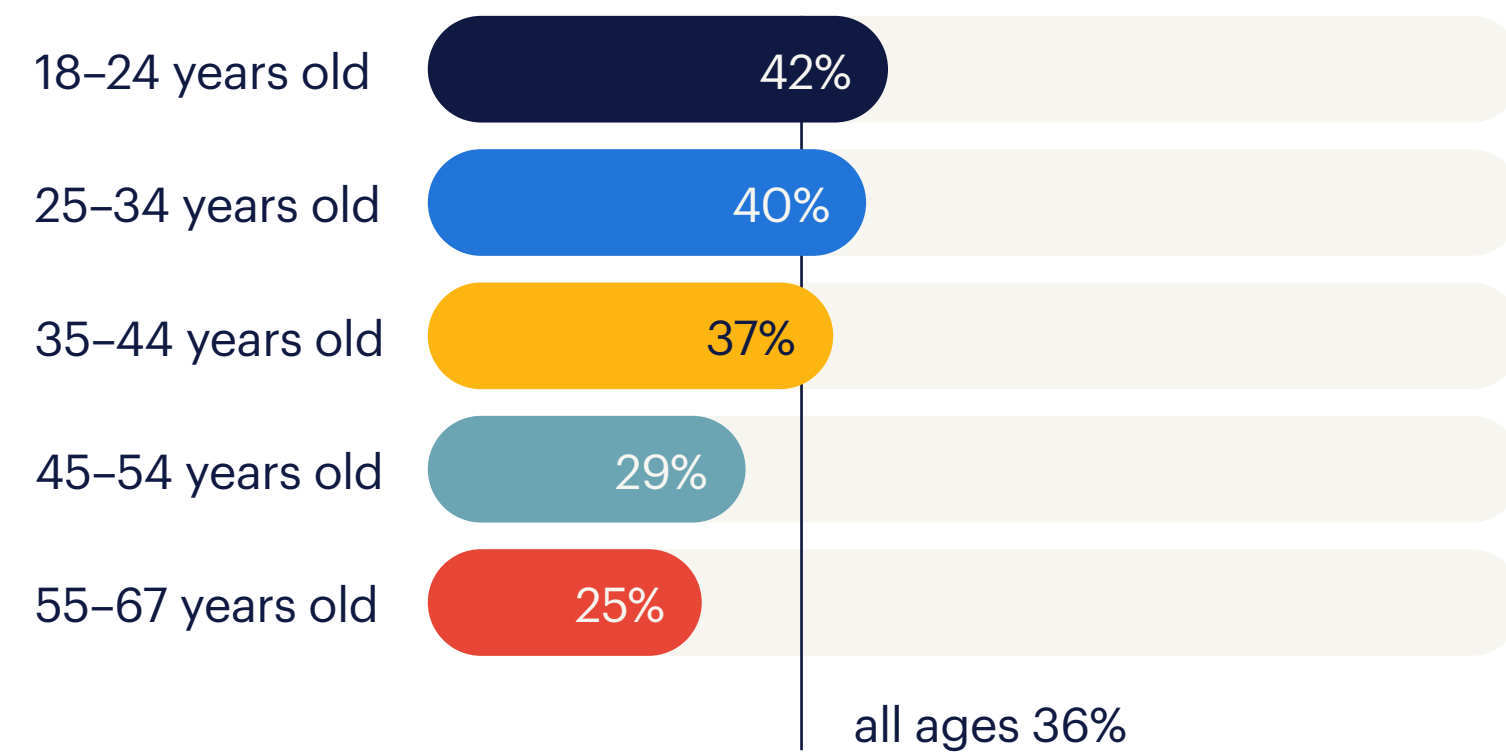
At a time when energy resources have become a critical factor in people's lives, the movement to reduce dependence on fossil fuels has heightened employees' attention to the environment and their part in protecting it. According to [the BBC](#), this is especially true for Gen Z, who actively seek roles in the green economy.

Our data shows that nearly half of this generation would not accept a job with an employer not actively becoming more sustainable (the average across all generations is 39%). Only 30% of the oldest generation felt the same way.

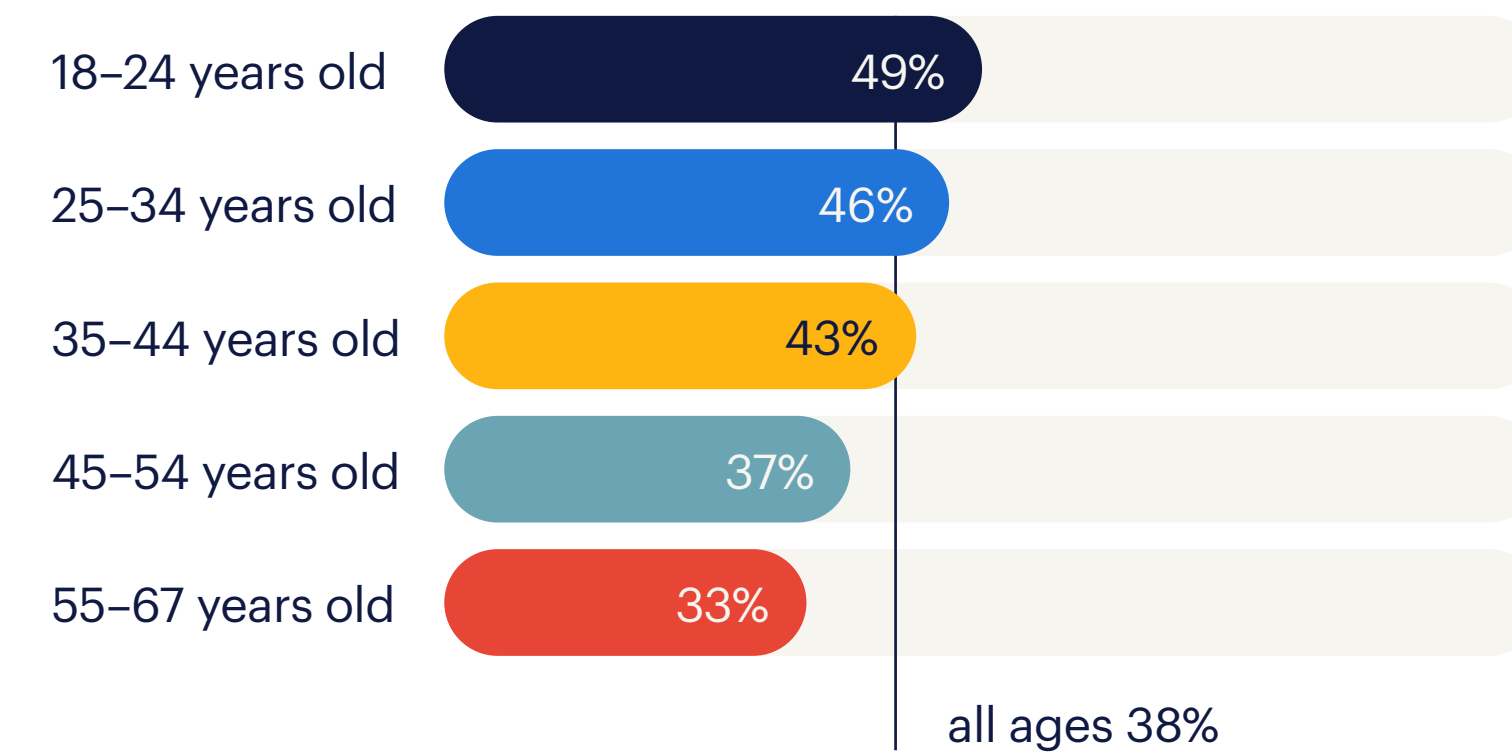




### i wouldn't mind earning less money if i felt my job was contributing something to society / the world



### i wouldn't accept a job if the organisation wasn't making a proactive effort to improve its diversity and equity



## three tips for aligning corporate values with those of the workforce

### tip 1

Companies should start with the basics by revisiting their mission, values and culture to make sure these also represent the views of their employees. On emerging environmental, social and governance issues, organisations should ensure established values are updated and reflect the prevailing thoughts of society at large.

### tip 2

Use employee resource groups as a sounding board to tap into the needs and views of the workforce. Often, these groups provide honest assessments on gaps in corporate commitments to issues such as ED&I, gender pay equity, governance and sustainability.

### tip 3

Be clear and open. Employees may develop negative perceptions of their company's positions if they don't have clarity about these views. Often organisations find themselves in complex, difficult situations and need to provide a deeper explanation of their positions and intended outcomes.

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# empowerment.

🕒 5 min. read







19%

have seen enhanced benefits in the past 12 months

# empowerment.

Talent scarcity around the world has been years in the making. The current skills gap can be attributed to a number of structural factors such as a shortfall in the number of graduates in specialty fields, insufficient training and development efforts by employers and governments, and lackluster incentives offered by some industries. The result is protracted time to hire and costly delays at some companies. But it doesn't have to be this way.





## learning vs. earning

In today's competitive labour market, understanding and leveraging the power of financial and non-monetary incentives are key to winning the loyalties of job seekers and employees alike. In the UK, 22% of those we surveyed are actively seeking new employment at any time, with 56% saying they remain committed to their current employer. Even so, most are open to opportunities and would consider a new role if the terms are attractive, with 34% saying they are not interested in changing jobs.

A key consideration employers should remember is that regardless of whether an employee is at a deskless job, is in front of a computer screen all day or remotely interacts with customers, work is essential to their sense of self.

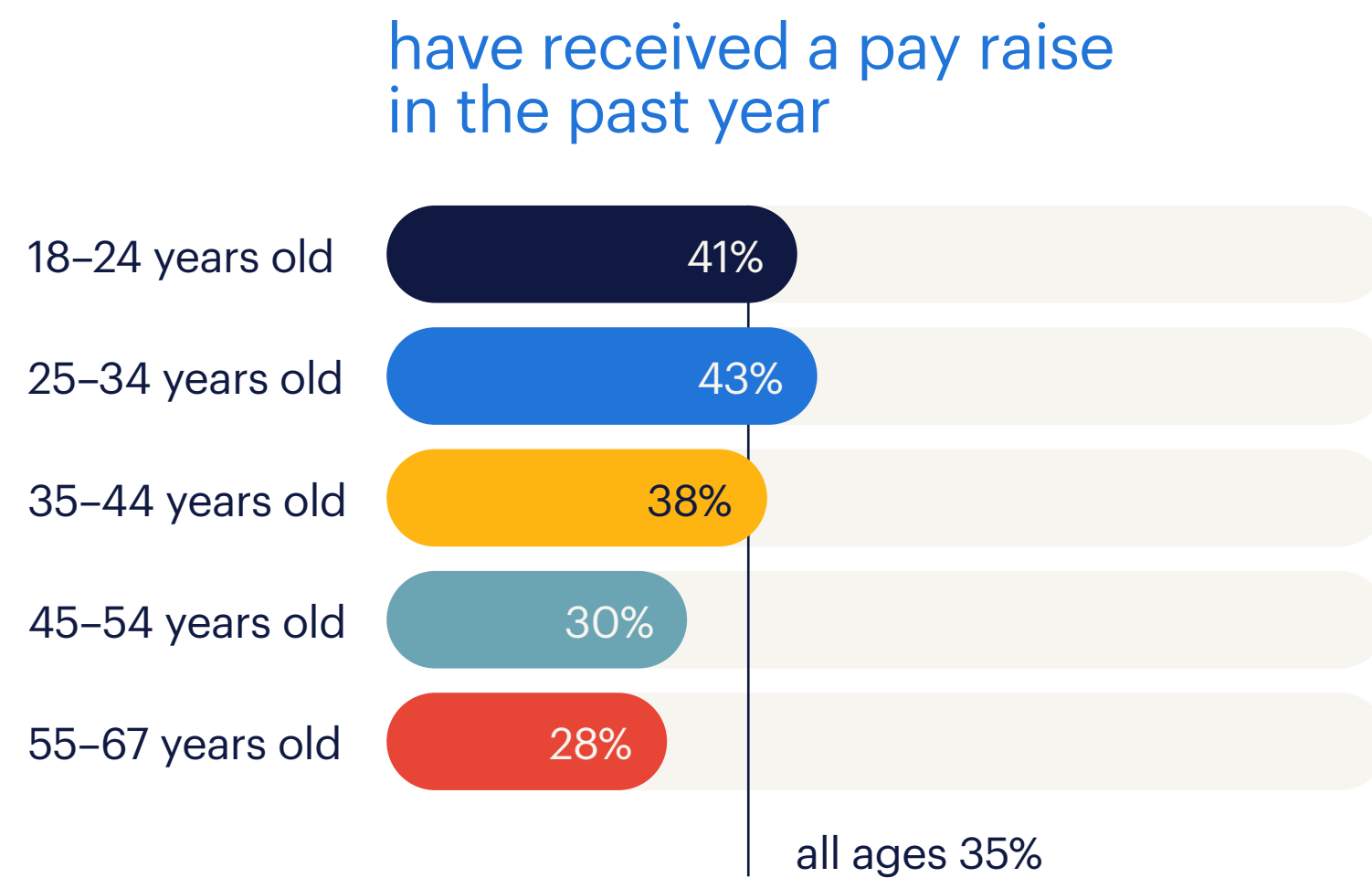
Nearly three-fourths (72%) feel this way, and younger respondents share these sentiments at the highest level, with 75% in agreement. Conversely, the group with the lowest response (68%) was also the oldest generation.

Keeping in mind that work is valued by most people will help employers develop the most effective attraction strategies.

Beyond articulating the meaning and purpose of work, employers should assess ways to leverage various types of incentives to compete for the best workers. Our data revealed that job seekers are receiving everything from pay raises to skilling opportunities to job flexibility as incentive to join or stay with companies. These overtures from employers are important because at a time when inflation is rampant and people feel besieged by rising prices, better pay and benefits are playing an important part in their career choices.



These steps are benefiting more younger than older employees, our data shows. Two-fifths of those 18–35 received a pay raise during the past 12 months, but just 28% of those 55 and older saw bigger paychecks. A higher portion of the youngest employees (36%) reported receiving a contract during that time, while just 12% of the oldest group did so.



Throughout the pandemic, job flexibility was key to enabling remote work and business continuity at many organisations.

With many companies already offering virtual roles, it's no surprise there weren't huge changes in these arrangements two years after the outbreak. A quarter of people we surveyed said they saw an increase in work hour flexibility, but the vast majority (66%) reported no change to their existing schedules.

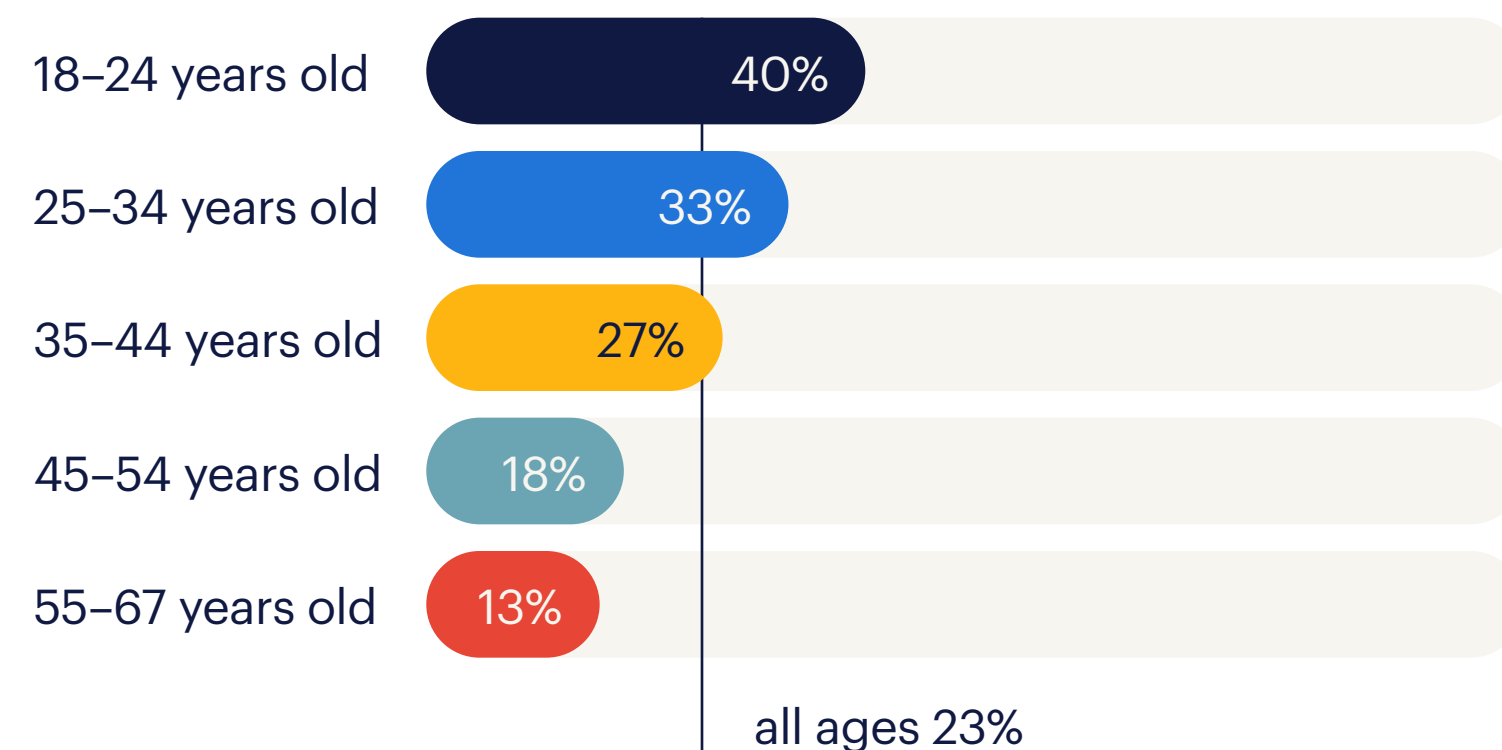
As many markets lift pandemic restrictions, few offices are restricted from reopening. While some organisations are demanding people come back to the workplace, others, especially those in the technology sector, have allowed remote work to continue either fully or with a hybrid schedule. Our research in the past showed most people want at least a few days at home, but many still want in-person interactions. Even though our current survey shows a small percentage have witnessed more flexibility in where they work, the majority reported no change. This likely indicates that companies may retain their work-from-home policy long after the end of the pandemic.

23%

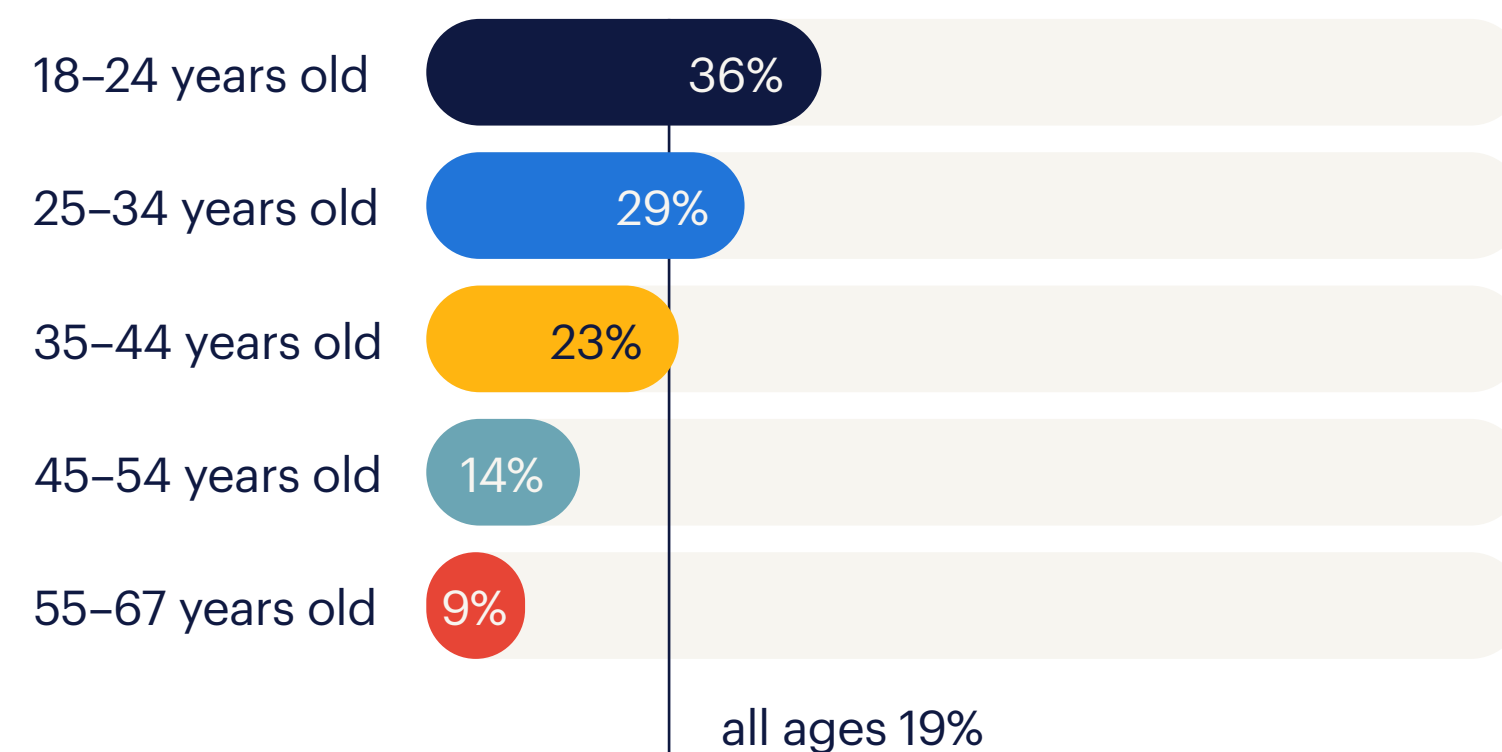
have got new training or development opportunities in the past year



### have got new training or development opportunities in the past year



### have seen enhanced benefits in the past year



While making jobs flexible has become common practice for some, employers should also consider other ways to attract talent. One-quarter (23%) of employees said they received new training and development opportunities, which enabled them to improve their employability in the changing labour market. The percentage for younger employees was significantly higher at 40% while only 13% of the oldest generation reported new learning opportunities.

Furthermore, companies offered enhanced benefits such as longer annual leaves, more generous healthcare and bigger pension to 19% of survey respondents.

There was a notable gap between generations, with 36% of the youngest group reporting better benefits and just 9% of those 55 and older saying the same.



## three tips for empowering and engaging the workforce

### tip 1

Paying competitive rates is just table stakes in this environment. Employers need to focus on articulating their value proposition that will truly endear job seekers to their company culture, values and mission. By emphasising meaningful employment, companies create greater loyalty and a more durable employer brand.

### tip 2

Make learning and development an everyday event. Microlearning allows businesses to incrementally upskill their workforce while making the process manageable to employees. This approach will also keep them engaged and feeling confident about their careers.

### tip 3

Don't forget individual recognition in the empowering process. By highlighting employees' contributions even in small ways, employers can boost morale, encourage friendly competition and stimulate innovation throughout the organisation.

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# flexibility.

🕒 5 min. read







# flexibility.

The pandemic ushered in a new way of working for millions around the world, and now that restrictions are being lifted, will people go back to the old ways of working? Our data indicates that it's unlikely the workplace will fully return to pre-2020 times.

44%

wouldn't accept a job if it didn't provide flexibility around working hours



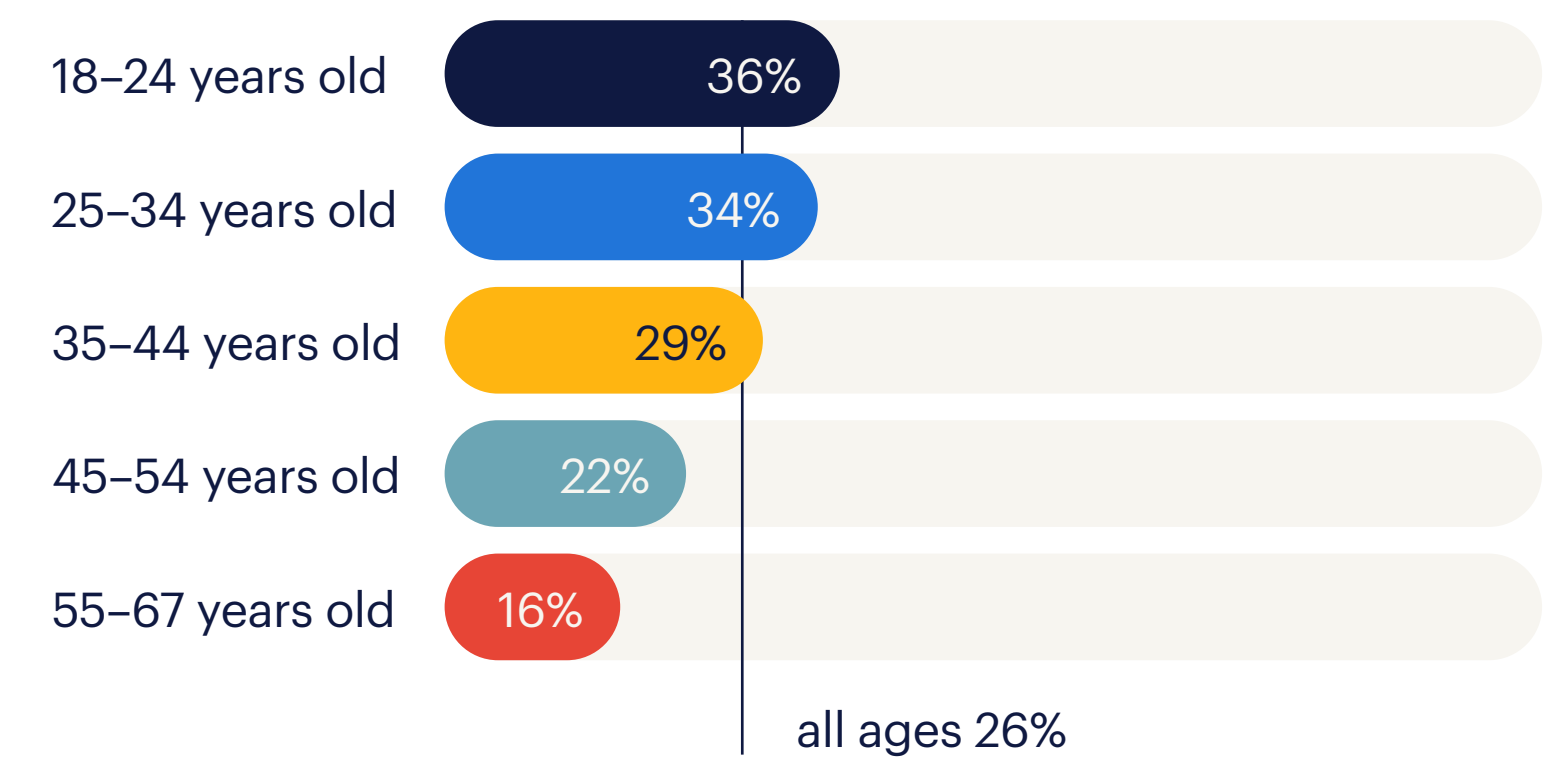
## flexibility is here to stay

An overwhelming majority of survey respondents (81%) say flexibility in the hours they work and the place where they perform their jobs is important. Notably, there is general agreement among all age groups on wanting flexible hours, with 80% of Millennials and 79% of those 55–67 sharing this view.

Where generations diverge is around remote work. About three-quarters of Millennials and Gen Z feel strongly about having a choice of where they work, but just 60% of the oldest group feel the same.

Fortunately, a majority (63%) say their employer currently allows flexible hours, and 54% of UK respondents (compared to 47% globally) have a choice of where they work. Even though companies have performed well during periods of quarantine, many believe it's essential their workforces are in the office at least part-time. Others have started to require full-time attendance, but resistance among employees is building.

### i have quit a job because it didn't provide enough flexibility







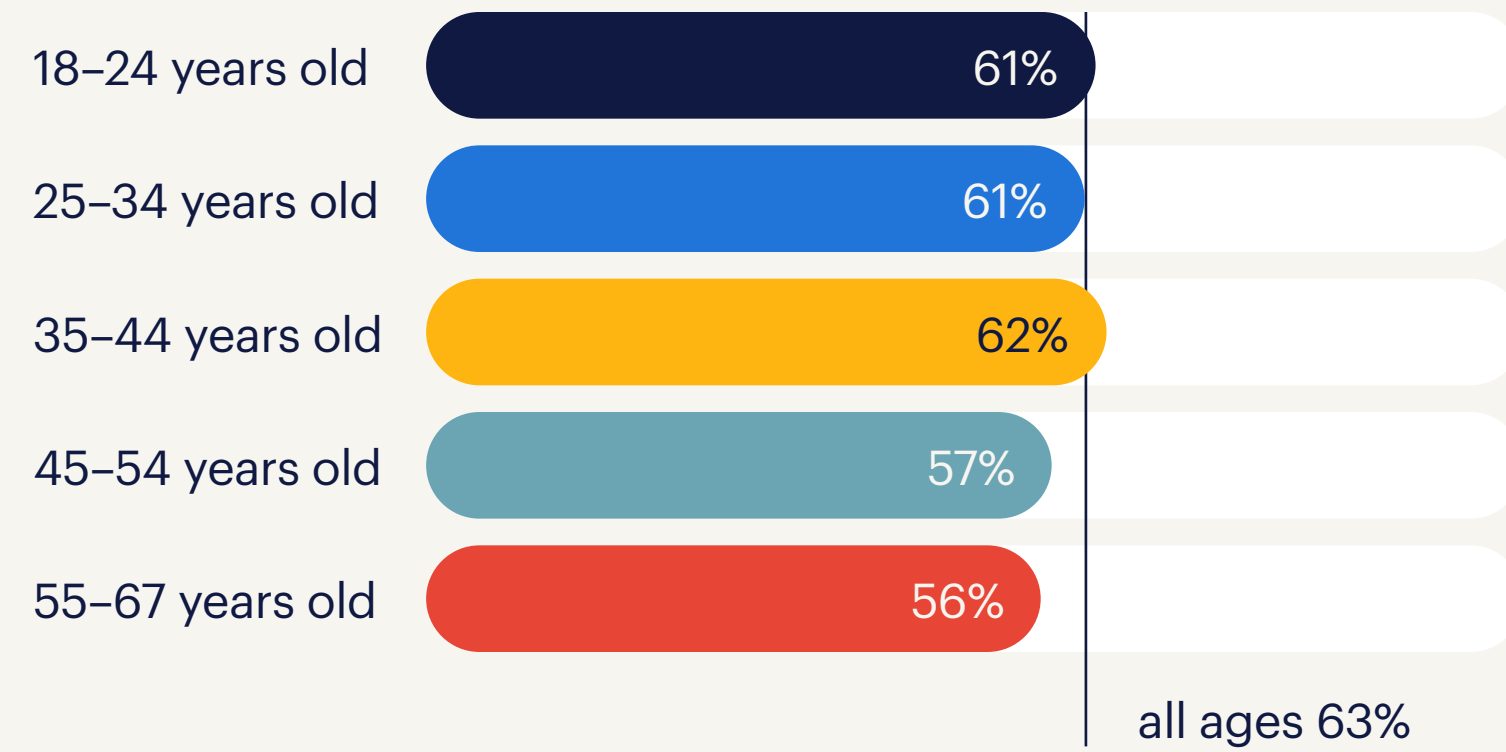
Nearly four in ten (39%) said they prefer a traditional 9–5 schedule of working Monday through Friday. The next most popular arrangement is a four-day workweek, which was favored by 35%.

Such a schedule, which has recently been gaining momentum, was more favoured by older employees than younger ones.

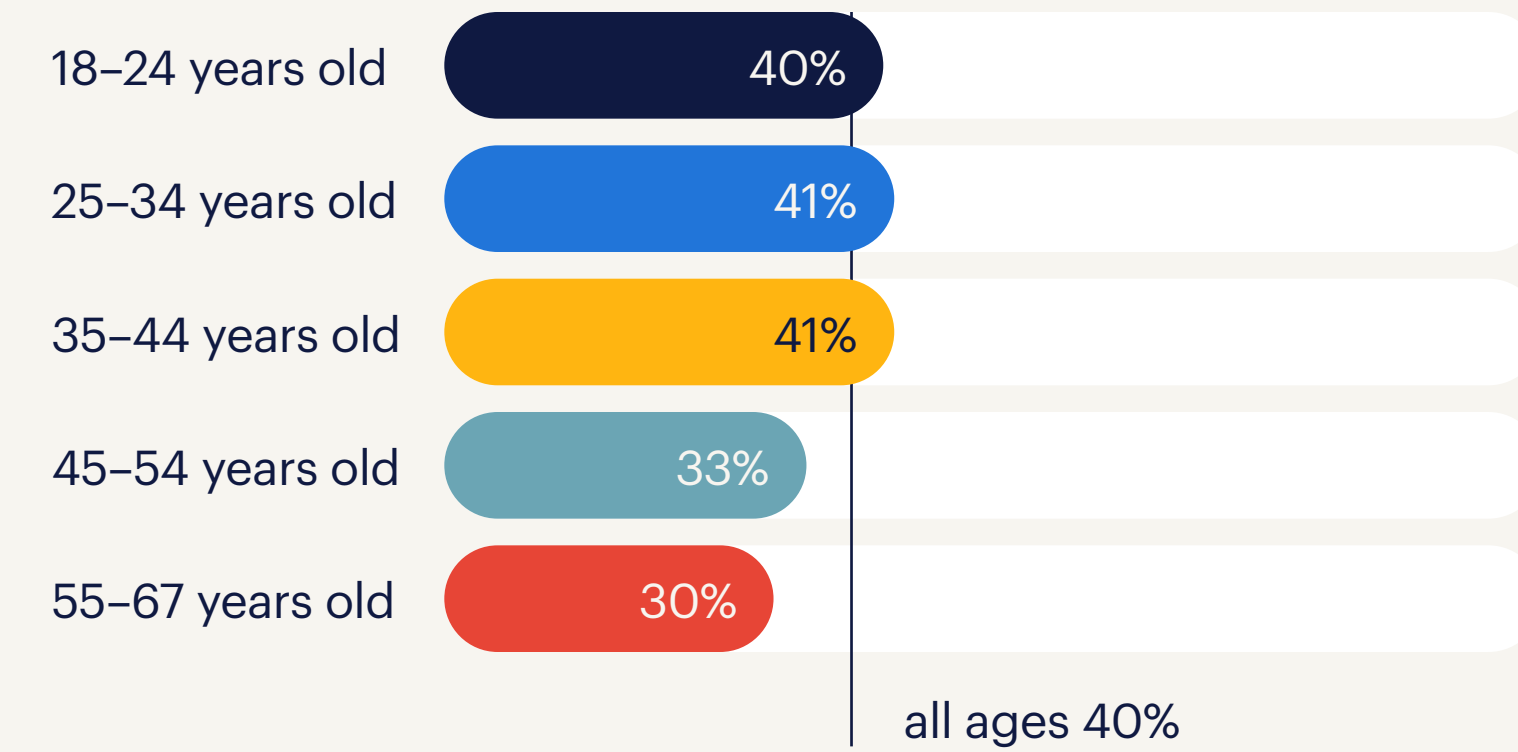
Women (37%) also preferred this option more than men (27%) as many still are the primary caregiver in the home.

Providing employees a choice of when and where to work has emerged as one of the big shifts in the labour market over the past two years. Because the adoption of remote work proved to be successful at most organisations during lockdowns, the expectations of employees have shifted as a result. One reason for the "Great Resignation" is that many employees didn't want to return to the office full-time. In addition, some continue to struggle with caring for family members including children and elderly parents.

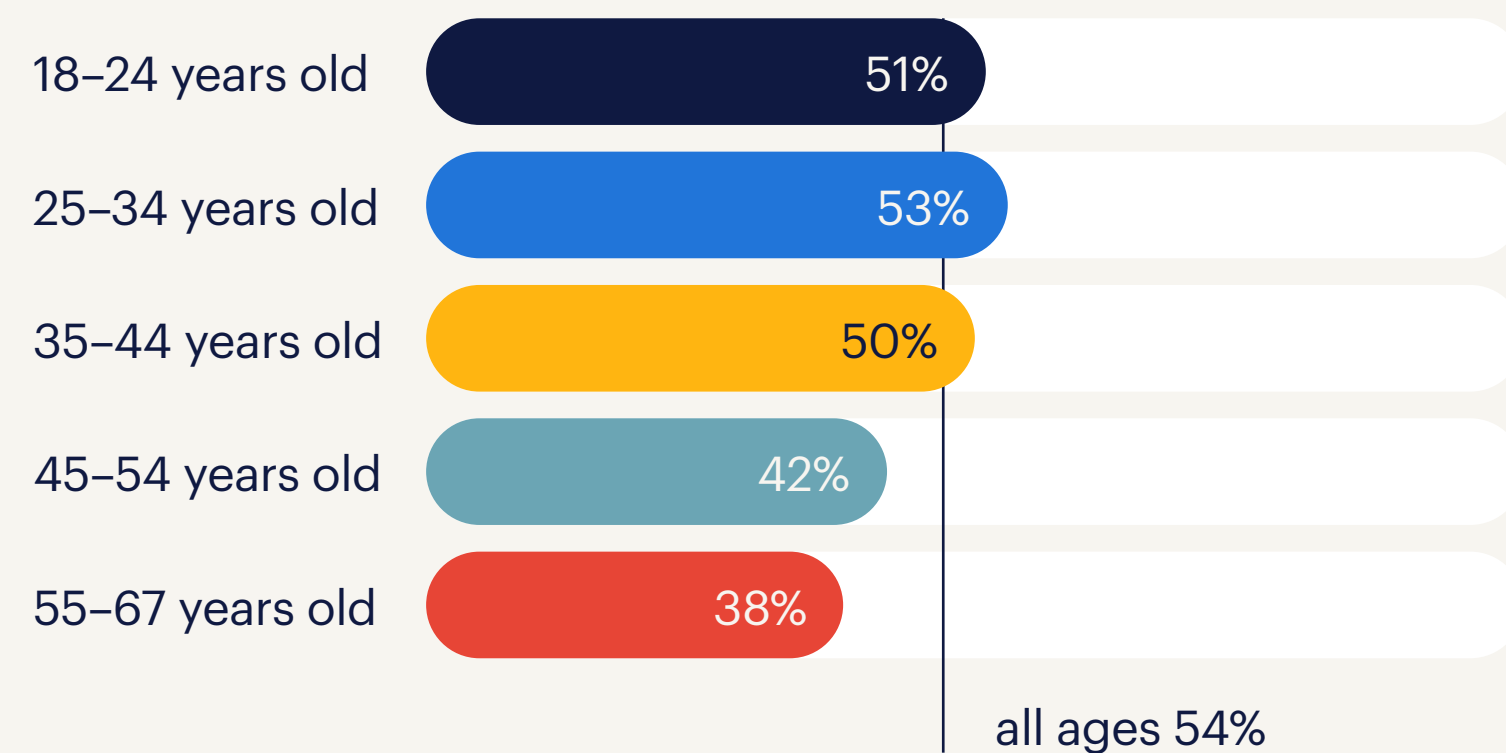
### my job provides flexibility in terms of hours



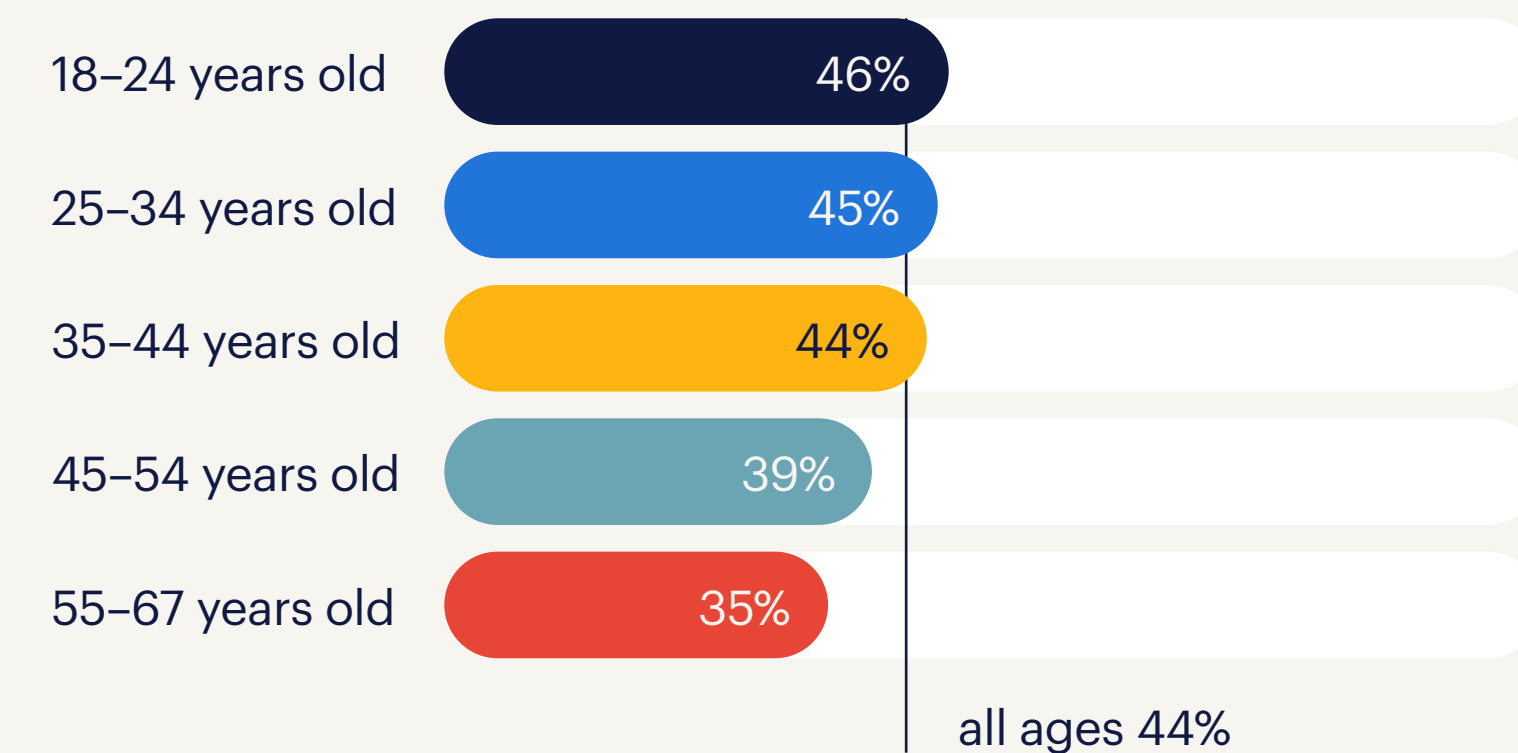
### i wouldn't accept a job if it didn't provide flexibility around where i work (e.g., working from home)



### my job provides flexibility in terms of location



### i wouldn't accept a job if it didn't provide flexibility around my working hours (e.g., controlling your schedule)





A majority said they would leverage job flexibility to spend more time with their families.

Of those with dependents under 18, 65% said a flexible work schedule would enable them to dedicate time to their families. Nearly one-fifth (14%) said a flexible schedule would allow more opportunities to improve their physical health by adhering to an exercise routine. A smaller portion (4%) said their mental health would benefit.

### But remote work is a luxury more available to white collar professionals.

During the past 12 months, 35% of workers in this group reported having more flexibility around where they work, while just 23% of blue collar workers said the same. This figure for grey collar workers was only 20%. Education levels also seemed to be a determinant of remote work, with a majority of those that are most educated stating they can decide where to work, and just 37% of those with the lowest levels of education having a choice.

Job intensity, or the number of hours worked, is something that half of survey respondents said they can control. Those 18–34 are more able to dictate their hours (cited by 55%) while the oldest generation had the least control (45%). Being able to determine how much work they take on has also become a concern to organisational leaders during the pandemic as job burnout reached critical levels. This led to many dropping out of the workforce, including a disproportionate number of women who saw their home and job demands increase during this time.





## Job flexibility is an important consideration when making career decisions.

A fifth (20%) said they wouldn't accept a job if it didn't provide flexibility around where and when they worked. Parents with minors at home were more likely to feel this way than those without. This isn't surprising as the events of the past two years have altered their way of working and expectations for job flexibility.

Even as the pandemic begins to fade, organisations will have to retain some job flexibility for their workforce. The reality is that for many who can work from home, they don't see any compelling reasons for long commutes and fixed work hours in the workplace. Hybrid schedules remain the most popular for many, both because these arrangements satisfy the need for in-person interactions and as an opportunity to escape the home office. At the same time, they don't need to endure the daily grind that comes with full-time in-person attendance.



27%

have quit a job because it didn't provide enough flexibility



## three tips for optimising flexible workplace policies

### tip 1

Use workforce data to determine whether flexible hours and remote work enhances, detracts or has little impact on productivity or innovation. Create control groups and measure metrics that indicate how non-traditional ways of working affect your organisation and its culture to better inform policy-making.

### tip 2

Make sure that flexible schedules and hybrid work days are aligned to team missions. Schedule in-office meetings to maximise collaboration and team building. Remote days should be dedicated to allowing individuals to focus on performing tasks and concentrating on problem solving.

### tip 3

Regularly assess the effectiveness of your workplace policies to ensure they evolve with your business and the requirements of health officials. The pandemic is receding, but future outbreaks are likely to occur and lead to additional restrictions. Your organisation should adopt a flexible people management approach.

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# self-improvement.

🕒 5 min. read







43%

want to speak to a coach about finding a better balance between work and personal life

# self-improvement.

The world is increasingly digital. Technology has not only changed how we live, but how we work, and the future of work will continue to be driven by technology. To keep pace with these rapid changes, employees will need to embark on a journey of continuous learning, regardless of where in the world they work, or the type of work they do. More than ever, coaching, upskilling and reskilling will take center stage for those wanting to reach their true potential.



# coaching, upskilling and reskilling

According to Randstad Sourceright's [2022 Talent Trends research](#), reskilling the workforce is a priority for employers everywhere. Nearly all (93%) of the 900 C-suite and human capital leaders surveyed said employers have a responsibility to provide reskilling opportunities to their employees. Three-quarters said training and developing their workforce is an effective way to combat the skills gap, but only 29% are investing in this area.

Through our latest Workmonitor research, a significant majority (70%) say additional training and development are important to their careers and future, with those under 35 the most concerned (cited by 80%). As with so many other sentiments, the outlook on training and development declines with age; the lowest percentage (65%) is reported by people 55 and older.

Across all ages, however, most employees (88%) would make use of additional skilling opportunities if their employer offered them, and 77% said they would speak to a career coach if given the chance. This indicates that regardless of age, workforces are willing to advance their technical and soft skills to further their careers and achieve professional and personal goals.

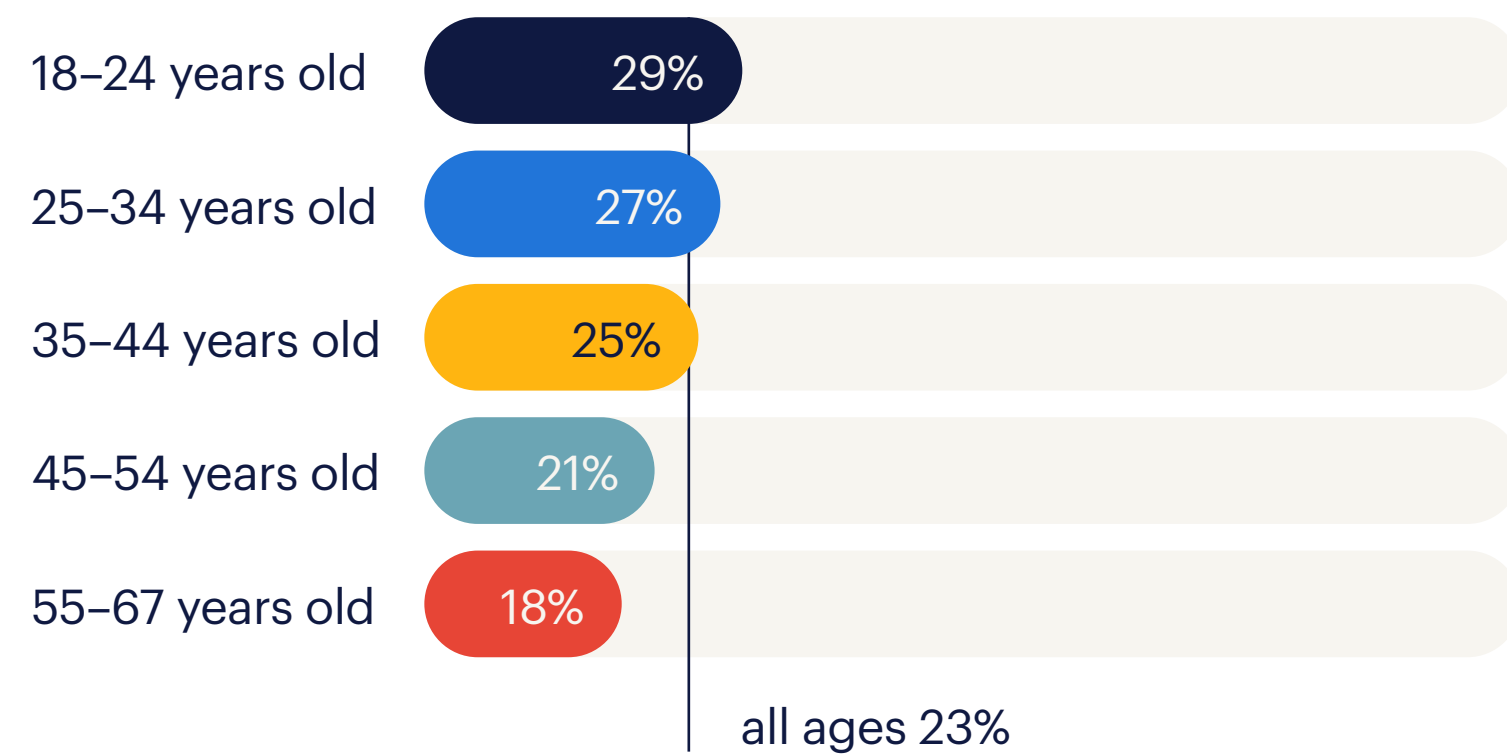
When asked what kinds of learning and development programs interest them, a majority (50%) said programmes to develop in their current roles, and nearly as many (39%) want ones that advance their technical and/or soft skills. Notably, a majority (56%) of younger employees want to hone better communications and leadership skills, but a significantly lower percentage of older employees (34%) say they are interested in doing so.

50%

want to develop in their current role



### employees who expressed interest in sustainability training



One-third also want more digital upskilling, while one-quarter (23%) are interested in sustainability training.

As an indicator of growing support for equity, diversity and inclusion in the workplace, 13% stated they want training to combat unconscious bias in the workplace. A fifth, however, expressed no interest in additional learnings.

When asked about receiving coaching support, 43% said that they would like guidance on finding a better work-life balance, as well as earning more money (54%), and advancing their career with their current employer (36%). On the other hand, 23% said they don't feel the need to speak to a career coach.

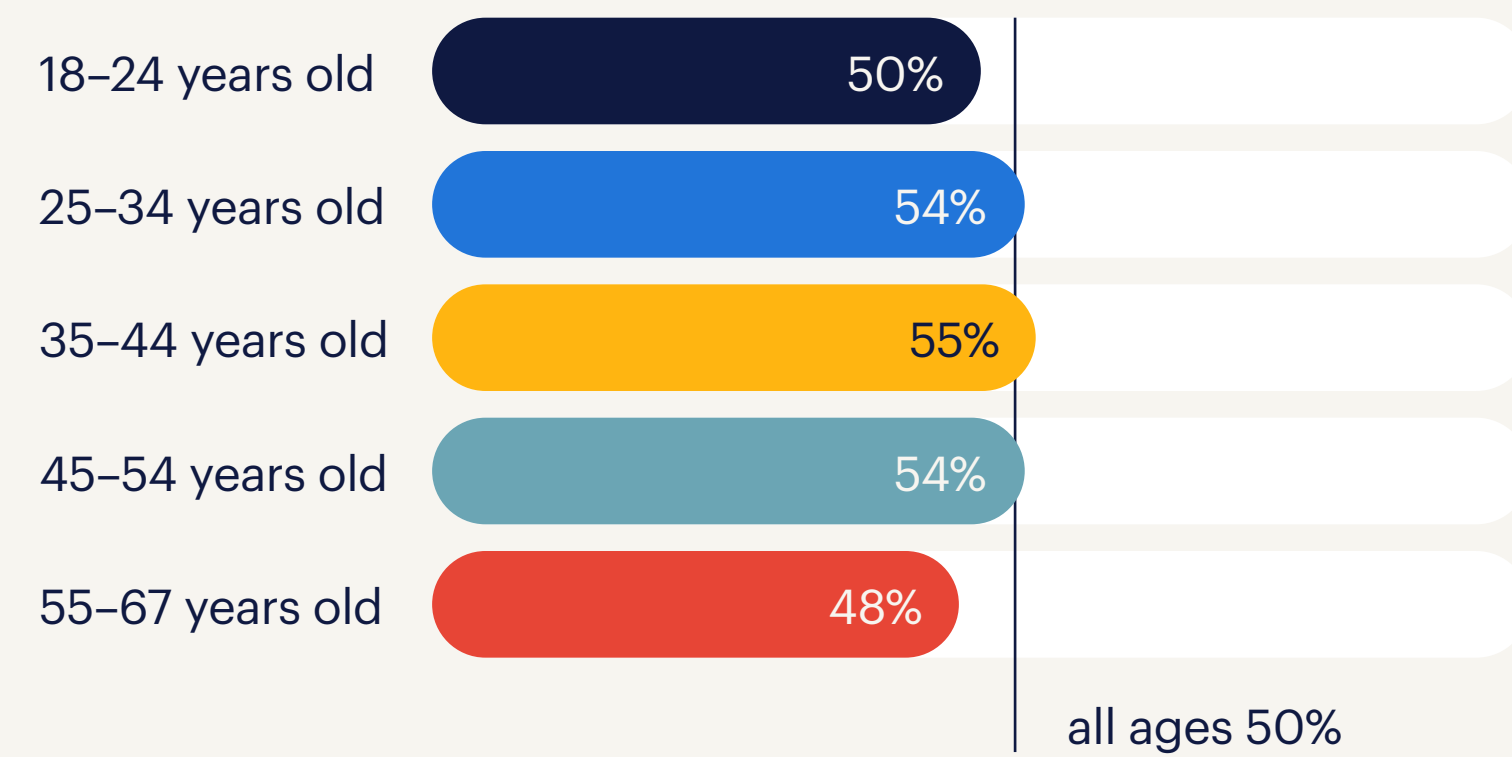
For most people, access to skilling content they need already exists. 76% of people surveyed said their job provides the right training and development opportunities. One-quarter also said their company has increased such opportunities during the past 12 months, while half as many (12%) said the number of those opportunities has declined during that time.

According to the [International Labour Organisation](#), jobs in many markets have been lost due to technology and other structural shifts, but only a small number of employees have been prepared to move into higher-skill jobs. As a result, many of those affected have had to accept lower-paying jobs and lower living standards. This concern is a priority for about one-fourth of the employees we surveyed, who said they want a career coach to help them become future-proof against the advancement of automation and other market forces.

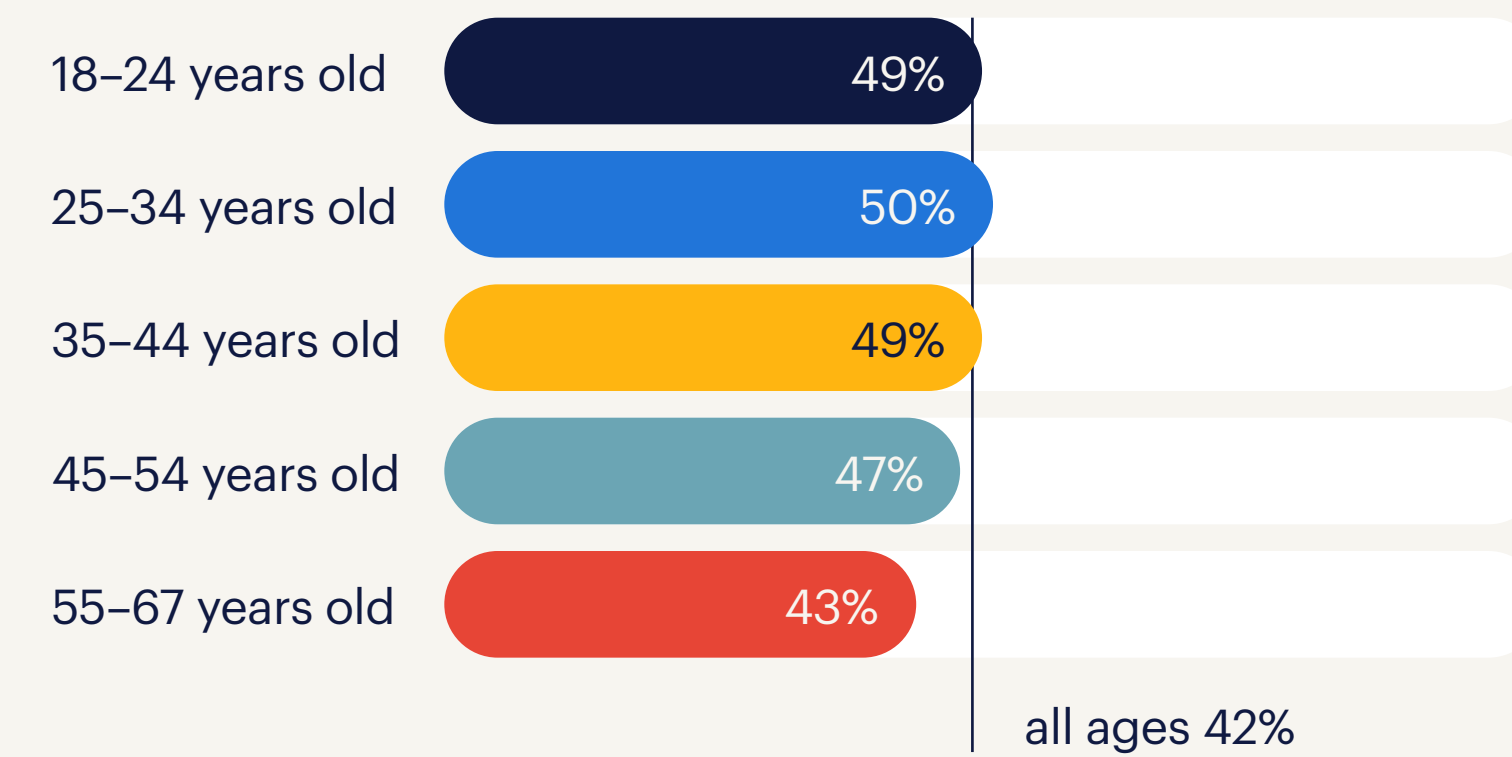
Even during these talent-scarce times, unemployment remains a concern for more than one-third of survey respondents. More younger people (41%) say they are worried, while 23% of the oldest generation share their concern. However, nearly half (45%) believe they can find a new role quickly, but these sentiments are not shared equally among different age groups. Employees 25-34 are most confident with finding a job while those 55 and older are least assured at 40%.

# which learning and development opportunities would you be interested in?

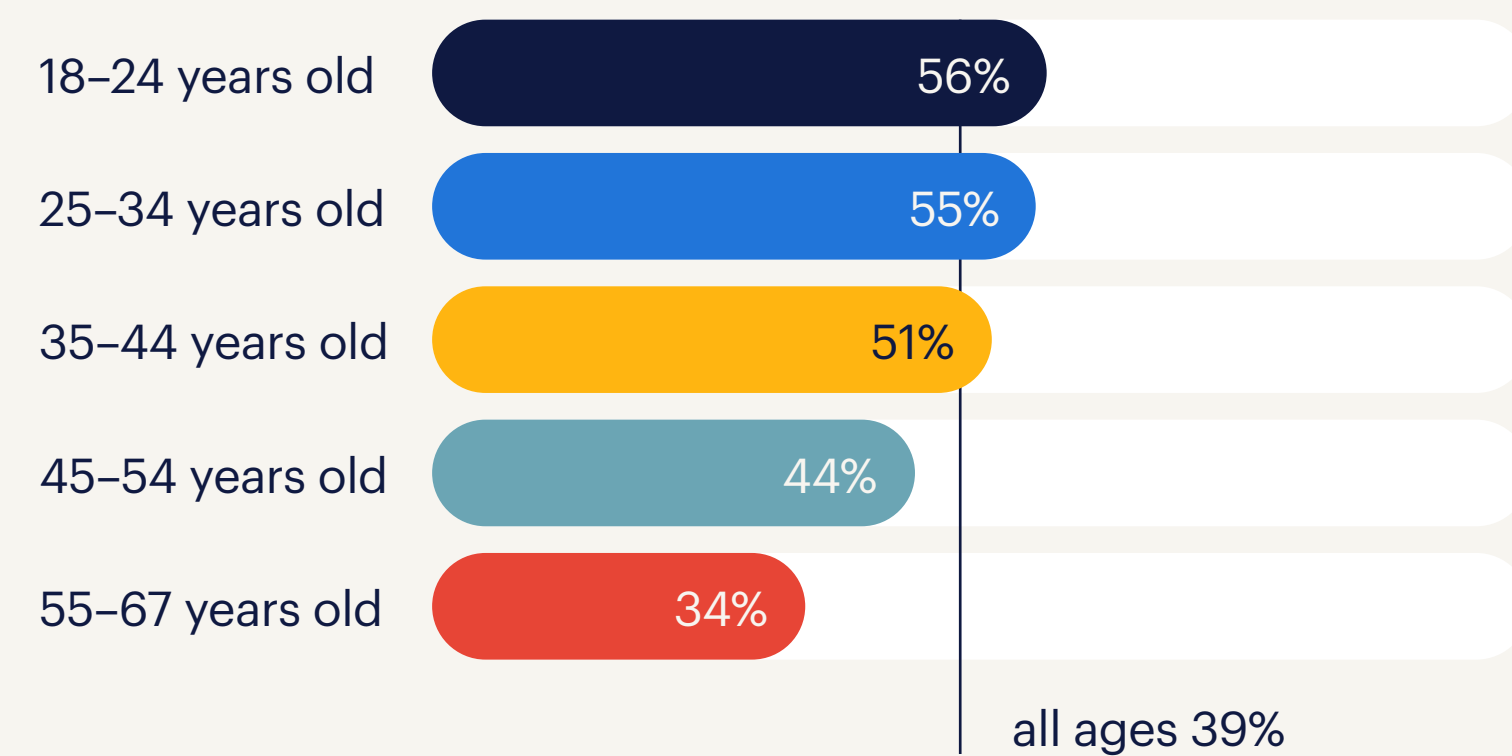
## developing in my current role



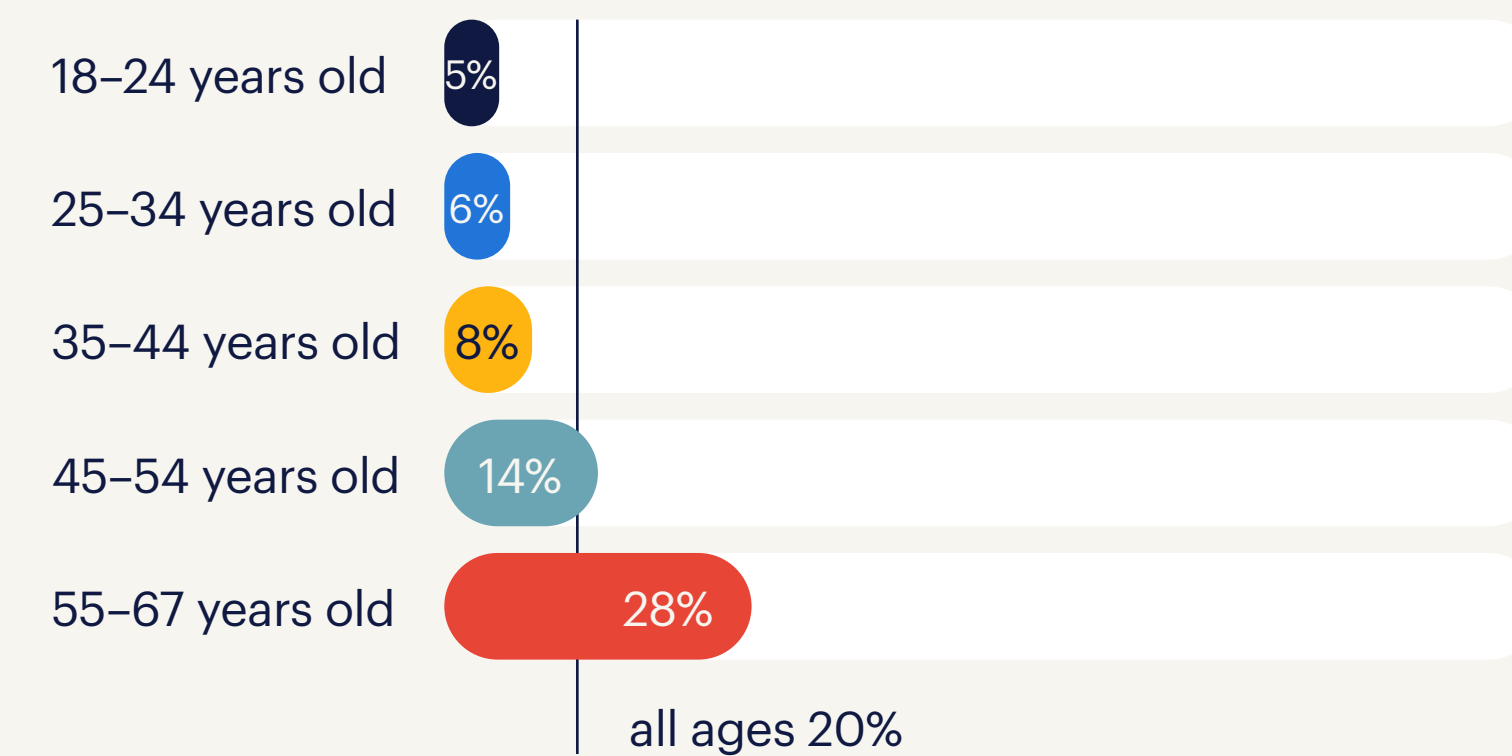
## developing the technical skills needed for my role



## developing my soft skills (e.g., communications, leadership etc.)



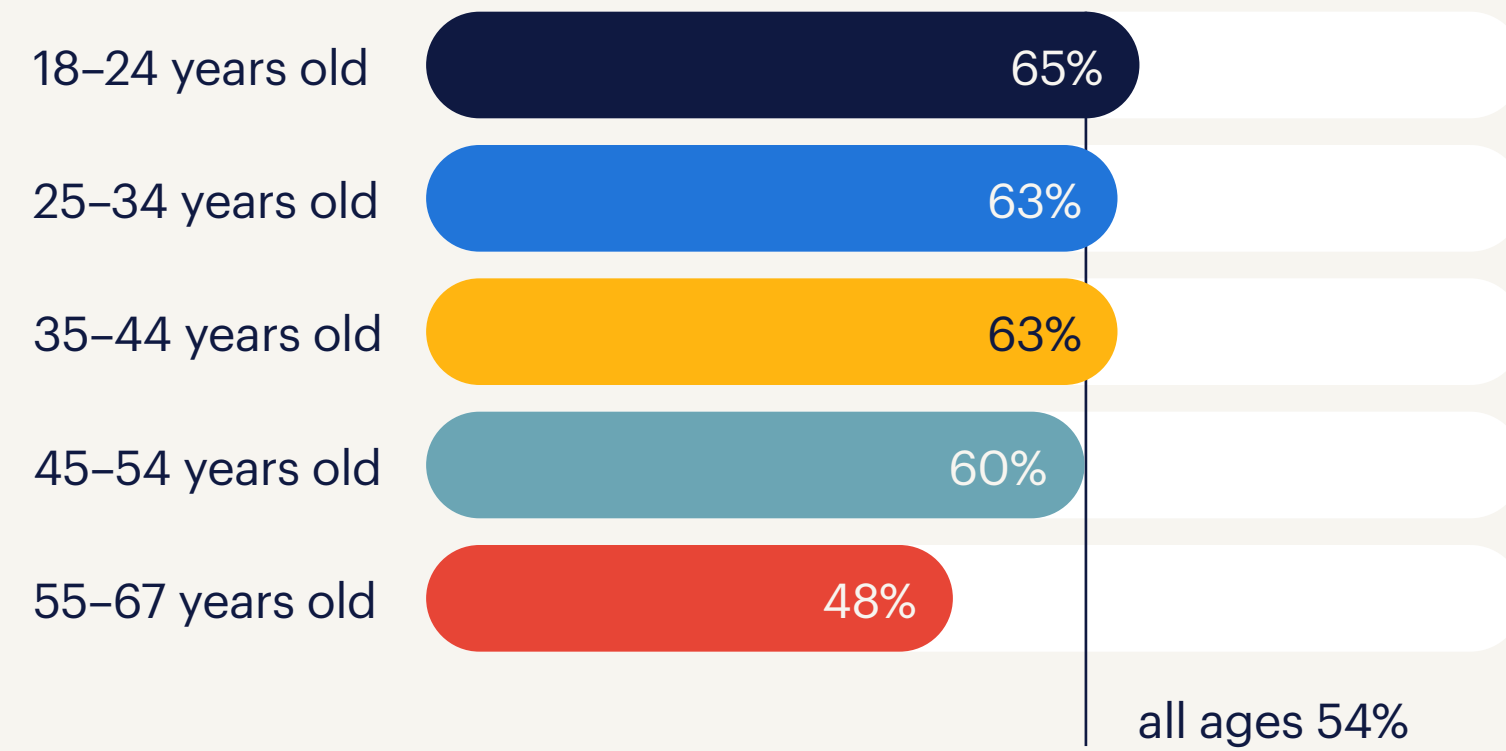
## i'm not interested in any learning and development opportunities



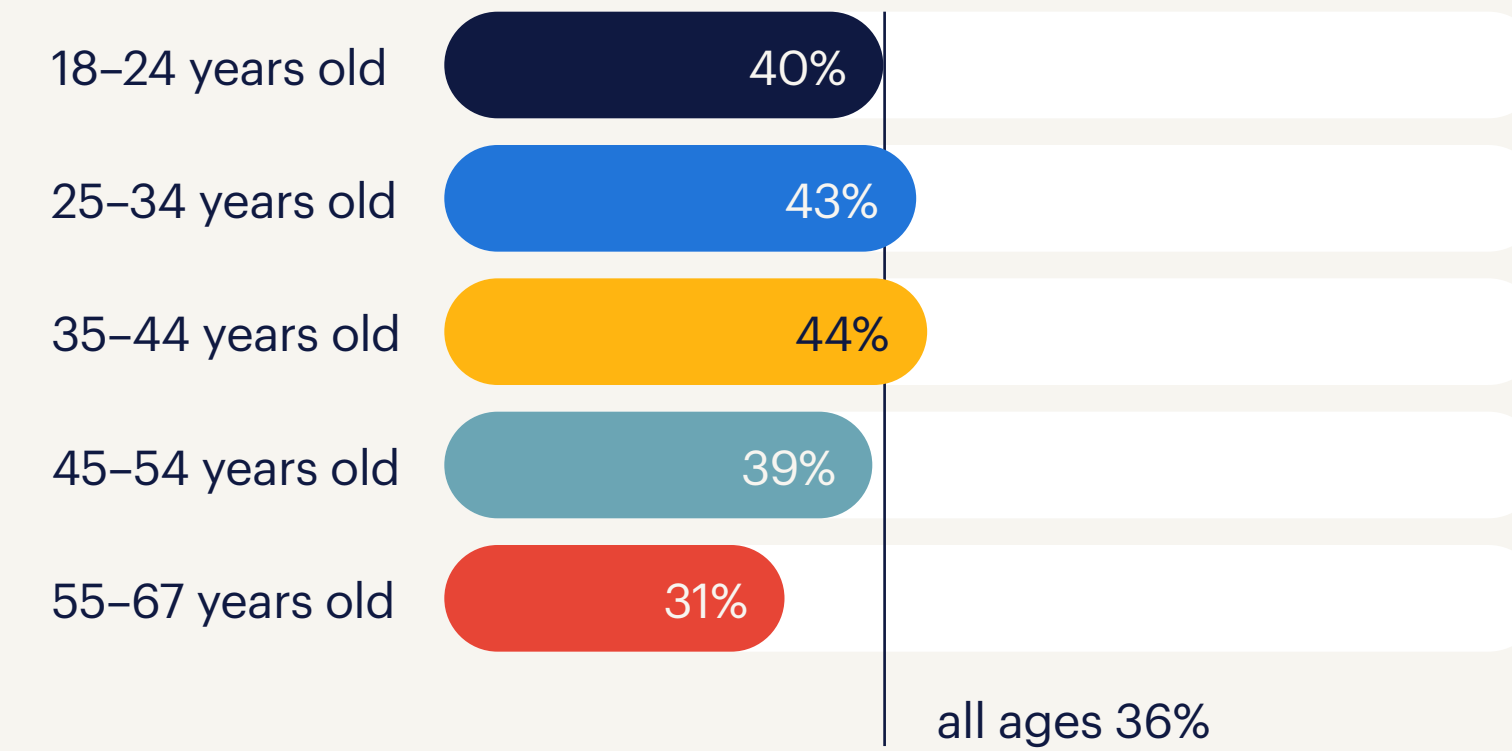


# interest in speaking to a career coach, and about

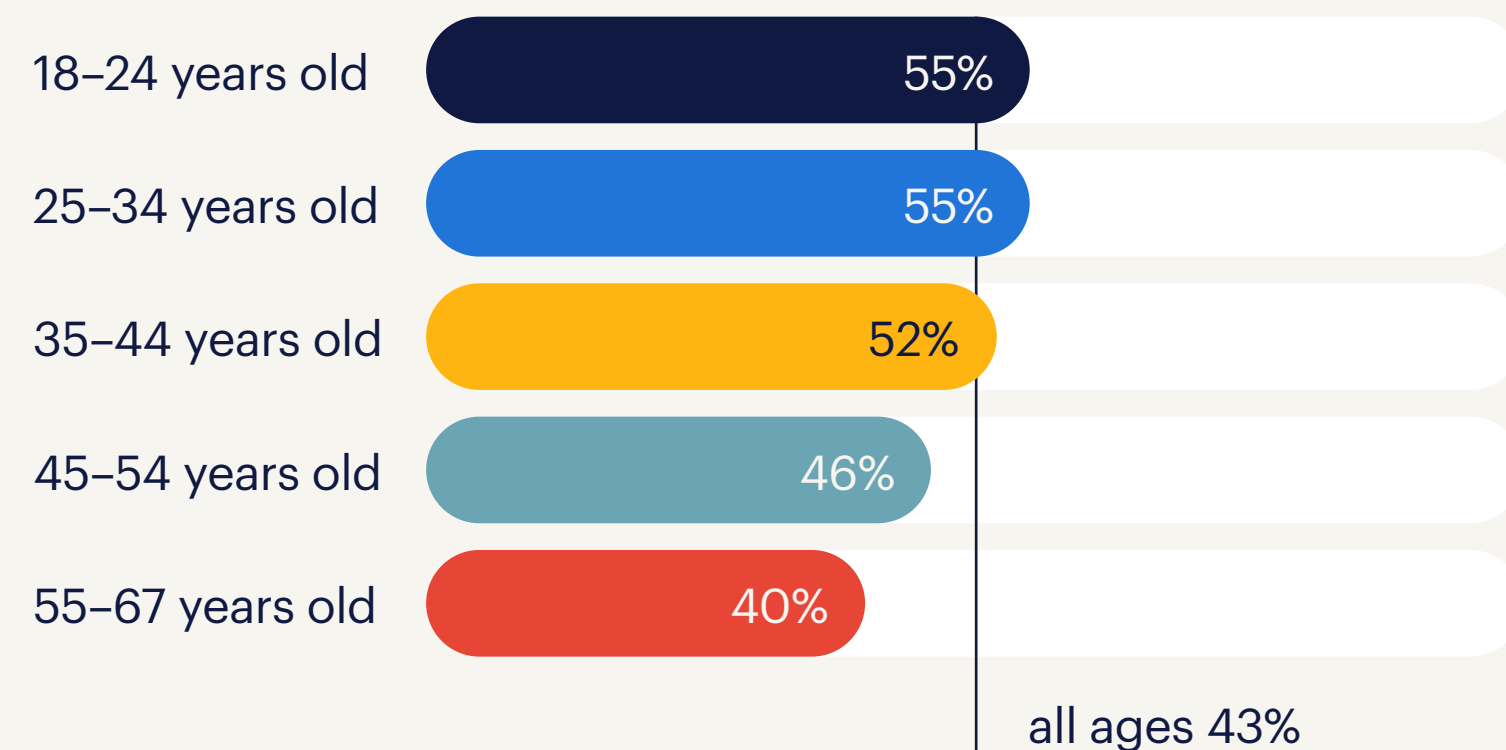
## earning more money



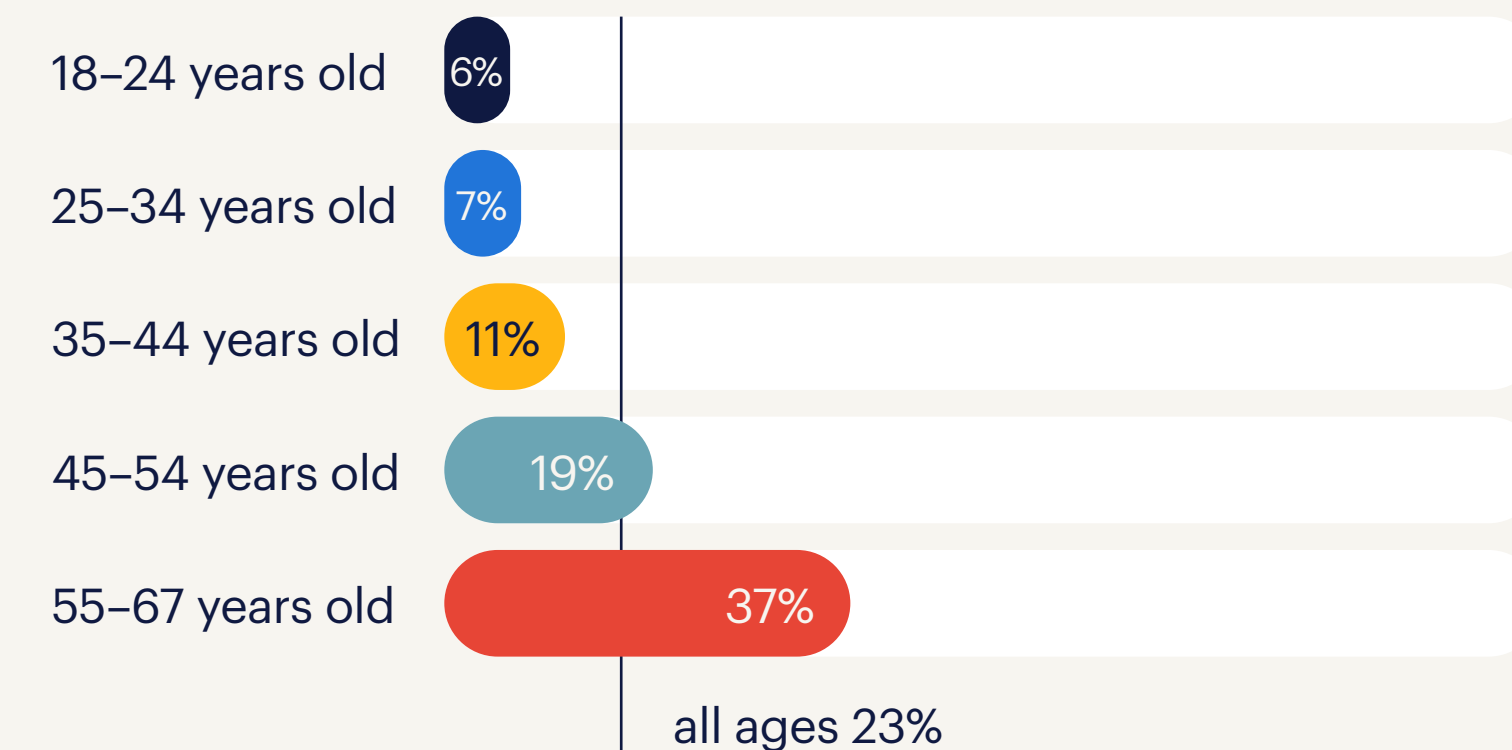
## advancing my career with my current employer



## finding a better balance between my work and my personal life



## i wouldn't want to speak to a career coach



## three tips for enhancing learning and development outcomes

tip 1

Conduct a skills audit throughout your organisation to determine what competencies are available to your business today and what you will need in the future. A coordinated effort between your company's learning and talent acquisition functions can help mitigate skills gaps that might occur due to shifting business needs.

tip 2

Ramp up the incentives offered to your workforce to undertake learning opportunities provided by your organisation or by external providers. Align these programs to how employees' roles will change in the future or to roles you hope to move them into as the next step in their career journey.

tip 3

Consider an enterprise-wide coaching offering for your business. By helping employees better determine their professional and personal goals, companies can nurture a more engaged and committed workforce, improve retention and achieve higher productivity and innovation.

[Back to the global themes overview](#)



# looking ahead.

🕒 1 min. read



# looking ahead.

Our data shows that people have emerged from the global crisis with a clear mission: prioritise happiness and purpose in their lives.

A significant number of the young and old feel this way, and employers will need to keep this in mind if they hope to attract the right talent to their business. If companies fail to deliver the most sought-after work-related benefits — flexible jobs, training and development resources, growth coaching — hiring and retaining the best people will remain a struggle in the near future.

We hope employers can use the data we have compiled and develop attraction strategies and tactics that resonate with people. Companies should be especially mindful that what draws Gen Z and

Millennials to an organisation is often unique from the things desired by older generations. Our survey results show that in some instances these differences are significant and widening. However, as long as employers make distinct appeals to each group, they are better positioned to beat out the competition for talent.

The skills gap is not closing. Quite the opposite, it is growing in many specialties. All stakeholders in the world of work — employers, talent, governments, labour unions — need to encourage studies in growing fields such as technology and life sciences while also retrain millions whose skills erode daily in today's rapidly evolving digital economy. Our data shows that a vast majority of people already know they need continuous training and development. How these resources get to them remains a frustrating challenge.

We've reached an inflection point in the global recovery efforts following the start of the pandemic. Markets are reopening around the world, restrictions are being removed in most places and employees are again starting to interact in person in the workplace. Societies are gradually going back to a time before the crisis — but one with a significant mindset shift that carefully considers how work fits into our daily lives. Companies should not cower away from this; rather, they should see this as an opportunity to evolve and develop their businesses as we navigate this exciting new world.

In this new paradigm, companies must raise their heads above the parapet and lead by example. They have to adopt a talent-first mindset and listen to what the global workforce is saying. By doing so, they ensure access to a full and sustainable talent pipeline that will only enhance their teams and company culture for the better.

