



Meet the W+E workforce:

Empowering the modern jobseeker

JANUARY 2023



What workers + employers want



Executive summary

*About the report:

- Nationally representative sample
- Mix of jobseekers and those who recently moved job

Industries:

- B2B Finance (Canada only)
- Government (Canada only)
- Healthcare
- Hospitality & retail
- Logistics

Markets:



*Source: Indeed & Curious Industry, 'Welcome to the Revolution: The new jobseeker mindset in the USA, Canada and the UK', August 2022.

In our latest jobseeker research*, we took a deep dive into the seismic shifts we are seeing in several industries across the USA, Canada, the UK, France and Germany in the post-pandemic labour market. And what did we find? The fundamental concepts around work, career, and life priorities are shifting, and we've never seen anything like it before.

It's frustrating to both workers and employers. But take a step back and it's clear that both sides are closer together than they think. Now it's time to recognise and come together over these and other shared values and expectations, to shake off the frustration and move forward, together.

We call this the W+E: worker and employer movement, as both sides work collaboratively to find a shared middle ground. Because, at the end of the day, our collective goals and objectives are still the same. W+E want to be successful, productive and valued. And that will never change.

In this report, we unpack global findings and actionable insights surrounding key industries; exactly what employers, recruiters, and HR leaders need to make the most of the talent market today and tomorrow.

**A lot is motivating finding your next great recruit.
But there's a good chance wage, prestige and a shot
at the coveted corner office aren't top of the list.**

Welcome to the W+E movement: workers *plus* employers coming together to redefine recruiting and retention. Because while today's workers look, act and seem very different from previous generations, they are more than ready and willing to roll up their sleeves and get the job done, provided employers meet them where they are.

Starting a two-way conversation: workers and employers unite

Traditionally, recruiting and retention have been driven by HR leaders and organisations. As they strategise talent engagement, the focus typically centred on what workers want: higher pay, senior-level titles, increased decision-making responsibility and other marks of prestige.

More recently, though, worker priorities and values have shifted, requiring a complete reimagination of how employers engage, attract and retain workers, and that's requiring the two-way conversation underscoring the W+E movement. Not only are people seeking out higher wages, better benefits and less risk in their future workplaces, many are taking things a step further and leaving their industry entirely. According to the study, globally, 31% of respondents say they are likely to switch verticals, with government and hospitality & retail workers leading the trend (34% and 36%, respectively).

Given the diverse reasons motivating moves, and the fact that many industries are losing talent en masse, workers and employers need to come together sooner rather than later, diving into an ongoing conversation to ensure both sides can share their points-of-views and, from there, align on next steps. Workers, specifically, need to shed light on what's driving their professional journey and employers need to offer clear, transparent views of life inside their organisations. When this happens, both sides can maximise their workplace experiences, and that's a win for everyone.



Svenja Gudell
Chief Economist, Indeed

'In a tight labour market, it's especially critical for employers to put their best foot forward', says Svenja Gudell, Indeed's Chief Economist.

'Showcasing benefits in job postings does just that, potentially enticing jobseekers. Indeed postings in low-wage sectors that are more likely to be in person have seen the fastest growth in advertisement of health insurance, paid time off and retirement plans over the past three years.'



Redefining the modern workforce

The last three years of unparalleled disruptions have pushed employees and employers to reimagine the fundamental ways we work and the why, when and how that work happens.

Powered by the pandemic, employees were pushed to do it all, to maintain professional productivity while, often, working remotely, and simultaneously managing emerging personal demands, from overseeing remote schooling to caring for sick and ageing loved ones. Lines blurred, stress skyrocketed, and technology helped bridge countless gaps, and, in the end, new workers, and workplace expectations, emerged. And as things normalised, workers started to push back on the status quo, recognising lessons learned in a distributed workforce, including strategies for boosting flexibility while ensuring productivity.

Enter the **Great Realisation** as workers sought to reimagine the traditional 9-to-5 favouring flexibility, autonomy, and balance over reverting to pre-COVID best practices. In 2021, nearly **48 million Americans quit their jobs**, led by the ongoing pandemic, vaccine mandates, a strong candidate market and a desire to carve out a new, unique career path.

What's driving new worker expectations?

Across industries and markets, workers are motivated by change, to move away from the challenges the pandemic period represented and towards greater satisfaction, happiness and balance. **So what does that look like?**

- Globally, people with the longest tenures are most likely to leave. In Germany, 61% of jobseekers have been in their current jobs for seven-plus years. Likewise, 56% of UK jobseekers and 55% in the US have been in their jobs for at least seven years.

- Of the industries assessed, healthcare workers are most likely to be looking for a new job (60% globally), many citing COVID-19 risks, burnout and low wages as their key motivators for making a move.

- Wages are the number one reason workers are making moves (52% globally). In countries hardest hit by the Great Realisation, those numbers skew even higher. Sixty-one percent of US jobseekers and 59% in the UK, for example, are motivated by higher salary, versus 44% in Germany.

- Financial services workers are most likely to stay in their industry (78%) while retail & hospitality, government, and healthcare workers are most likely to leave.

Source: Indeed survey, n = 7,710

Put it all together, and the landscape, again, looks a lot different than it did years and even months earlier. The mass exodus from the Great Realisation, paired with **record-breaking retirement numbers** and continued attrition, leaves significant recruitment gaps to fill. At the same time, **competition for talent is fierce** and jobseekers' motivations are changing.

For many employers, it feels like the perfect storm, and they're frustrated. Despite increased investments in wages, perks and benefit, and for many, lowering mandatory qualifications, employers across countless industries are struggling to backfill open headcounts and keep pace with heavy attrition.

What today's workers want

These are the markers of the W+E movement. While no two workers or employers are the same, by getting aligned on unique and shared wants, needs and values, employers can best engage, recruit and retain talent. Equally importantly, with their priorities recognised and delivered on, workers are more likely to step up and harness their deep commitment and experience to drive organisational success.

That process starts by taking a broad view of the W+E workforce and their changing values. No longer straight and narrow, employees and jobseekers are now focused on a host of values that lean into their desire for happiness, balance and life outside the office.

Values of the modern worker based on Indeed's latest jobseeker research:

- Income streams of all shapes and sizes
- Flexibility and freedom
- Self and family
- What they have, with a focus on what 'working' means
- Passion projects
- Nice places to work

In exchange for these perks, employees are willing to trade common markers of security and success, including:

- Tenure
- Job security
- Added responsibilities
- Wealth
- More, more, more: greater wages, benefits, stature and job titles, etc.

'One of the other things we've noticed is that it's not just the base compensation but also the number of benefits being offered that is increasing', says Gudell. 'We've seen a strong pickup in advertised benefits in job postings and also the mix of benefits being offered. You are starting to see a good portfolio of benefits in industries that used to not have these benefits. Particularly for PTO, health care and retirement funds, you'll see a strong pickup.'



Reaping the benefits of empowered employees

Again, two-way conversations are critical to W+E success. Without conversation, these heightened employee expectations may seem insurmountable to employers, especially if your organisation can't deliver the wages or flexibility the modern workforce demands.

But, in reality, there are solutions, because the **workers haven't left the marketplace**. They just look, and in many cases, behave differently than previous generations. By understanding, adapting, and responding to their mindset shifts, organisations can better package and present job and career opportunities that satisfy both sides, that meet worker values. At the same time, ensuring companies have the talent, capabilities and resources to get ahead.

That said, **there is no expectation that an employer can meet every jobseeker's priority**. Many organisations, for example, simply can't offer radical flexibility to all workers, healthcare and food services spring to mind. But flexibility within your framework, job sharing, compressed hours, or various scheduling options could satisfy candidates and employees. The key here is transparency. Workers crave honest, transparent professional relationships. Let them know what's doable and what's off the table, and be open to keeping the conversation going. The same goes for salary and other perks, according to Gudell.

'Workers still have the upper hand. It's a tight market and employers are having a hard time recruiting', Gudell says. 'But there are signs that workers may be beginning to, only slightly, lose their advantage. Wages rose for the last two or so years, but more recently the increase in inflation has cut into the gains. We don't see a lot of people actually getting a real increase in their pay at this point.'

Above all, it is critical employers meet jobseekers where they are. Given the nature of the industry right now, that means being flexible in your approach to engagement, recruitment and retention. While some jobseekers may place a higher value on autonomy, others may value more robust benefit packages. The key to winning over talent is to be flexible and recognise that the same compensation package won't work for everyone.

Preparing for the future of work



With no clear-cut career path driving worker performance and engagement, there are endless possibilities when it comes to the future of work. Workers are taking countless paths to chart their professional journeys, and they expect their employers to take note and create the right environments to maximise workplace satisfaction and success.

To get here, you as an employer need to drop long-held beliefs of what makes a 'good' employee. Because today's talent has a lot of strategically-placed balls in the air, from passion projects and side hustles to family commitments and more. And they need your support in ensuring none hit the ground.

Your job, then, is to empower your employees and active jobseekers. While today's talent might not move through their workdays or careers in the most traditional ways, they are also one of the most dynamic workforces ever. These hard-working, self-reliant, and ambitious doers and dreamers crave purpose, belonging, and big, bold challenges they can help navigate. Today's workforce is fearless, transparent and ready to dig in, and companies lucky enough to employ and retain them will no doubt reap the benefits for years and even decades to come.

Key takeaways

Employees are frustrated, so frustrated that, globally, 40% are considering leaving their jobs. And *employers* are frustrated because, despite increased investments in recruitment, wages, and benefits, they can't find and retain fast enough to overcome attrition.

These were the key themes rising to the top in our latest research. More importantly, though, the takeaways from this are suggesting ways workers and employers can come together over shared goals and values, including:

- Starting ongoing, two-way conversations with workers, to understand what they actually value, because it might not be what you think
- Making concessions where you can, but being transparent about what you can't reasonably deliver. No one expects healthcare workers to be fully remote, but offering job shares or flexibility in choosing schedule flexibility makes a great impact.
- Being mindful of workers' commitments and priorities outside of the office, whether it's family needs, passion projects or something else.
- Understanding no two workers are the same, and being open to customising workflows, schedules and compensation packages to meet the needs of the individual. Not everyone needs a raise and not everyone needs days working from home.

This dynamic coming together of workers and employers is changing the way we all do business. We are calling this the **W+E: workers and employers movement**. And it's quickly shaping up to represent the future of work.

Source: Indeed survey, n = 7,710

For more information, see the Appendix.

Appendix

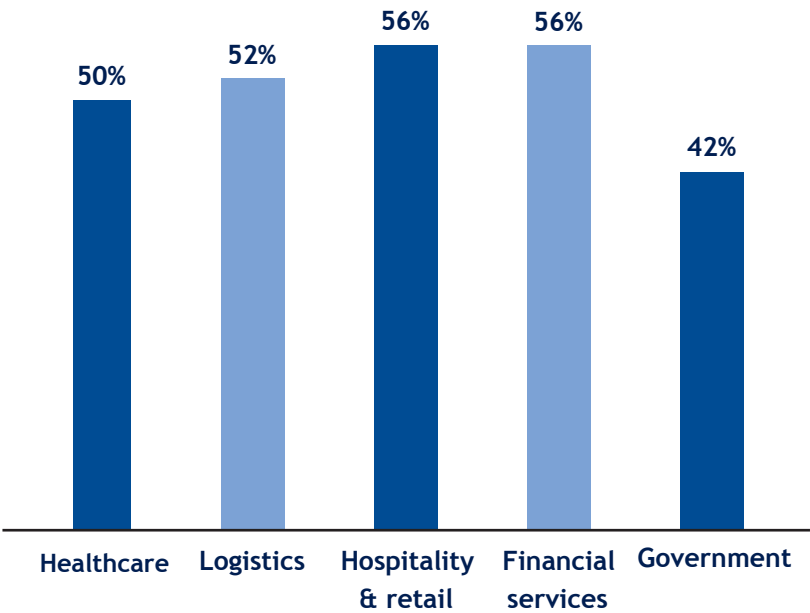
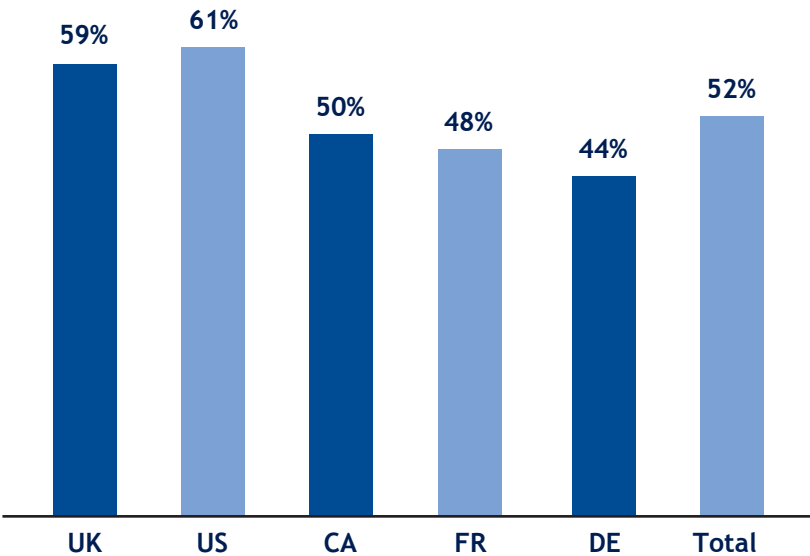
Additional information and insights

Appendix

Globally, wages are driving workers and jobseekers, especially in higher-cost markets impacted by unparalleled post-pandemic inflation.

Most people are moving for a better salary/wage

Unparalleled inflation and cost of living Crisis

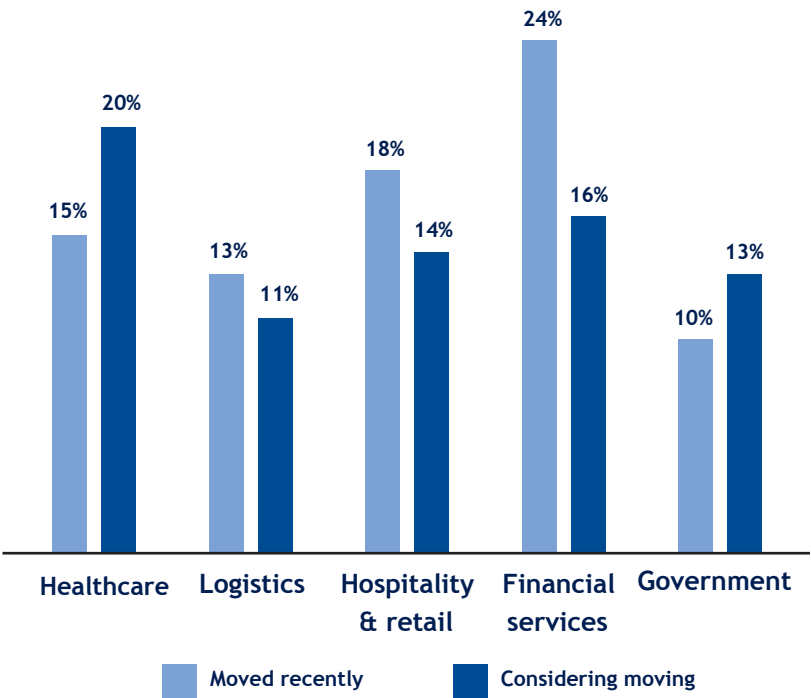
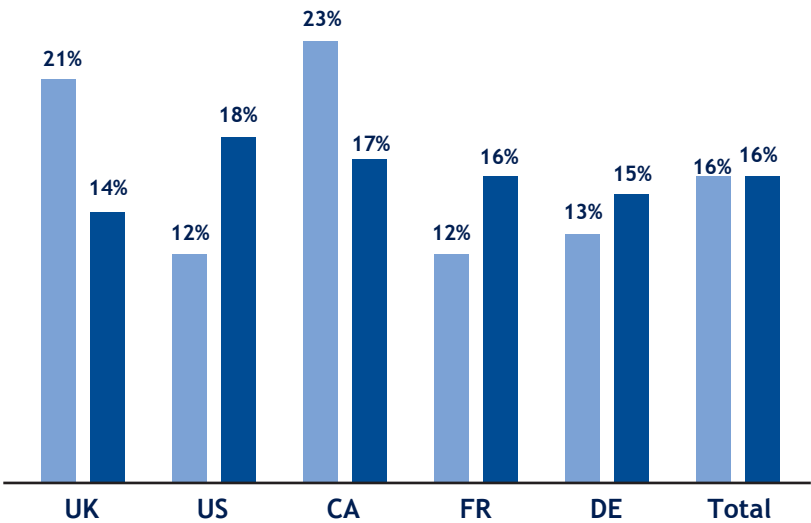


Base: All Respondents (7552)

Appendix

And while COVID-related risk drove many healthcare workers to look for other employment, either lower-risk jobs within the industry or positions in other verticals, now, other priorities are driving the majority of moves.

COVID-related changes have been a factor to move jobs, but not a major driver



Base: All Respondents (7552)

Appendix



UK AT A GLANCE

Across all industries, higher income and better benefits were central to what workers want, and why people across all verticals are leaving their respective industries.

- In healthcare and logistics, more opportunities are also top-of-mind for talent while in the retail & hospitality industry, more favourable working patterns are central to securing and retaining staff members. 'Boredom' was a prominent factor for these workers.

Paid holidays and training are significant retention drivers in the UK.

- **Healthcare:** paid holidays (42%) / training (38%) + remote working (37%)
- **Logistics:** paid holidays (47%) / training (32%)
- **Retail & hospitality:** paid holidays (44%) / training (29%)
+ partly subsidized private health insurance (31%)

Online methods including jobsites, uploadings CVs, and updating profiles are highly prevalent among jobseekers, higher than jobseekers in the US, Canada and France.



US AT A GLANCE

US workers want more paid time off, full stop. And while more paid holidays leads the trends, 'runner-up' priorities tend to tie back to unique industry considerations.

- **Healthcare:** paid holidays (54%) + remote working (43%)
- **Logistics:** paid holidays (58%) + partly subsidised private health insurance (33%)
- **Retail & hospitality:** paid holidays (55%) + partly subsidised private health insurance (39%)

Among US healthcare workers who recently changed employers, **challenging hours** and a **desire for a shorter commute** were top reasons for having made these moves.

Professional training is also a critical benefit that can help recruit and retain talent, especially if it can help workers uplevel, earn higher wages or shift into less-risky roles.

- Within the logistics industry, **46% of workers want to change direction and/or pursue new opportunities**. Much of this is linked to a general dissatisfaction with long working hours and the physical demands of the job.
- **28% of retail & hospitality workers say training to help them progress would make them more likely to stay in their current roles.**

Appendix



CANADA AT A GLANCE

When it comes to finding a new employer, better salary and benefits topped Canadian workers' must-have lists. No matter the industry, wages and benefits were the top reasons workers sought out new opportunities.

- **Healthcare:** better salary (50%) / better benefits (31%)
 - **Logistics:** better salary (49%) / better benefits (38%)
 - **Retail & hospitality:** better salary (60%) / better benefits (37%)
 - **Financial services:** better salary (55%) / better benefits (30%)
 - **Government:** better salary (40%) / better benefits (20%)
-

That said, each industry has its own unique motivating factors and reasons beyond wages and benefits driving workers to look for new jobs.

- **Healthcare:** desire to lessen COVID-related risks in their immediate workplace
 - **Logistics:** focus on joining a 'quality' employer (36%) plus need for a less risky or demanding role
 - **Retail & hospitality:** desire for a general change of direction, more flexibility, and desire to join a 'quality' employer
 - **Financial Services:** pay equity, significantly more male employees in the high-income band (CAD 80,000)
 - **Government:** strong desire for a complete change of career direction, especially among younger employees (age 18-44)
-

Beyond just recruitment, it's critical to retain healthcare workers and, for the majority, increasing time off, plus...

- **Healthcare:** paid holidays (52%) + remote working (37%)
- **Logistics:** paid holidays (45%) + partly subsidised private health insurance (30%)
- **Retail & hospitality:** paid holidays (44%) + partly subsidised private health insurance (31%)

Appendix



FRANCE AT A GLANCE

French workers are focused on increasing their wages and securing better benefits from their future employers.

- **Healthcare:** better salary (45%) / better benefits (32%)
- **Logistics:** better salary (49%) / better benefits (33%)
- **Retail & hospitality:** better salary (51%) / better benefits (35%)

While employees across all verticals say more paid holidays would encourage them to stay with their current employer, other factors were also central to their decision.

- **40%** of French healthcare workers want more flexible schedules, and a job that's better for their health (40%: significantly higher than healthcare workers in the US and the UK)
- **33%** of logistics workers want paid training to support their career progression
- **33%** of retail & hospitality workers say family vouchers would influence their decision to stay with their current employer, followed by paid career training.



GERMANY AT A GLANCE

A desire for better wages and benefits are driving German workers to look for new roles.

- **Healthcare:** better salary (43%) / better benefits (40%)
- **Logistics:** better salary (45%) / better benefits (41%)

In retail & hospitality, better salary and benefits are also prompting change, especially among younger workers (age 25-44). German retail & hospitality workers are also seeking:

- flexible work
- work that is better for their health
- general change of direction/pursuit of new opportunities

To help retain current talent, consider their priorities, and what would inspire them to stay.

- **Healthcare:** paid holidays (51%) / family treat vouchers (33%)
- **Logistics:** paid holidays (51%) / family treat vouchers (33%)
- **Retail & hospitality:** paid holidays (43%) / family treat vouchers (26%)

Training is also important. Many German logistics and retail & hospitality workers appear to have a longer-term view than other countries. They see qualifications as a route to better job prospects and that's very important to them.

Resources

Indeed, '**Indeed Work Happiness Report**', based on a commissioned survey conducted by Forrester Consulting, 2022.

Indeed & Curious Industry, '**Welcome to the Revolution: The new jobseeker mindset in the USA, Canada and the UK**', August 2022.

Indeed & Curious Industry, '**Jobseeker Report, Understanding job seeking behaviour in UK, US, Canada, France & Germany**', September 2022.

Indeed & Glassdoor, '**Hiring and Workplace Trends Report 2023**', 2022.