



# Creating a Future that Works



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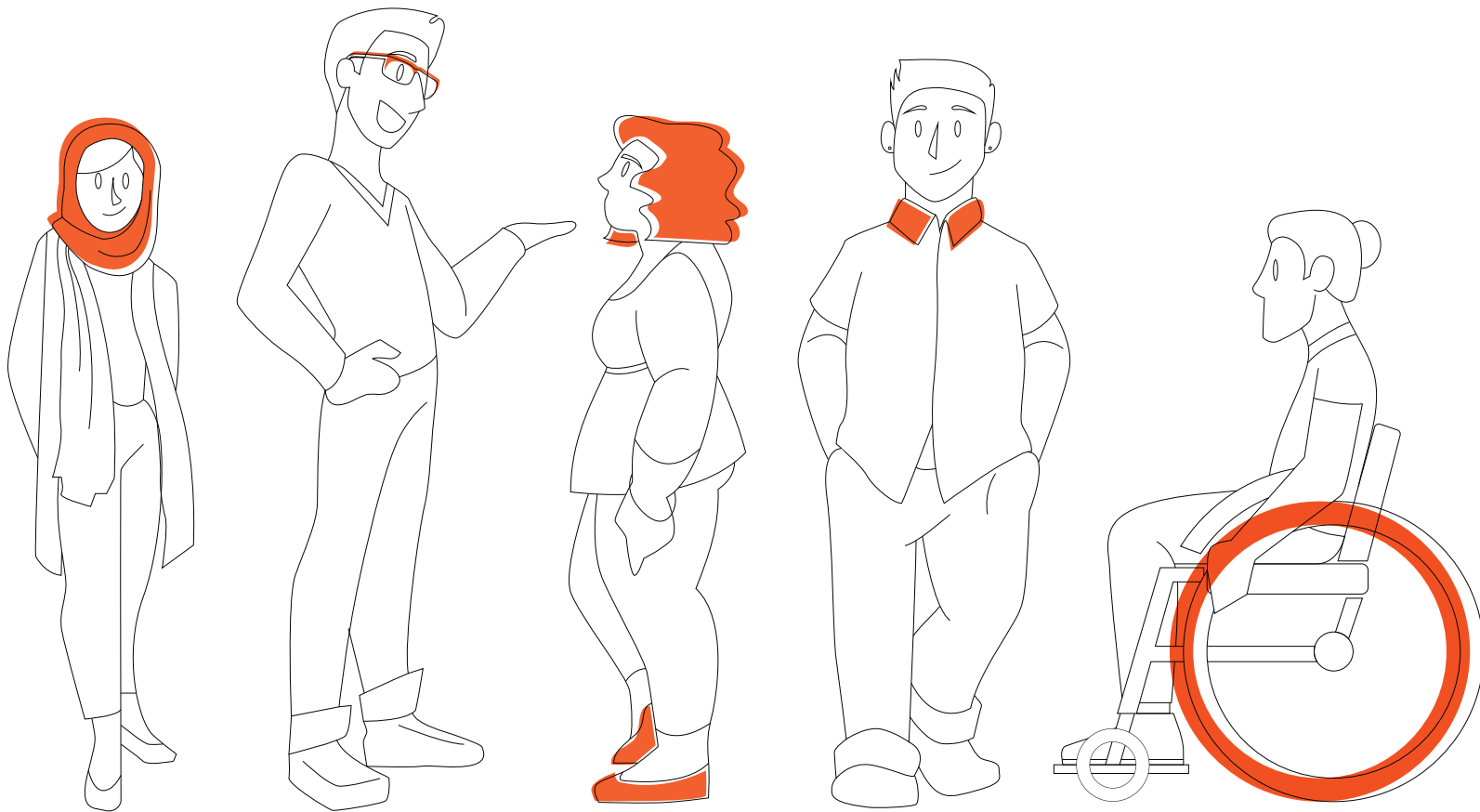
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# Introduction

Over the past two decades, technology has driven workplace changes — redefining where and how we work. These workplace changes are beginning to reshape what work means to people.

To assess the trends shaping the future of work, APCO Insight, the research team at APCO, conducted an online survey of 2,000 U.S. employees, 21+, who work full time at companies with 2 or more employees across multiple industries from September 6–24, 2019.

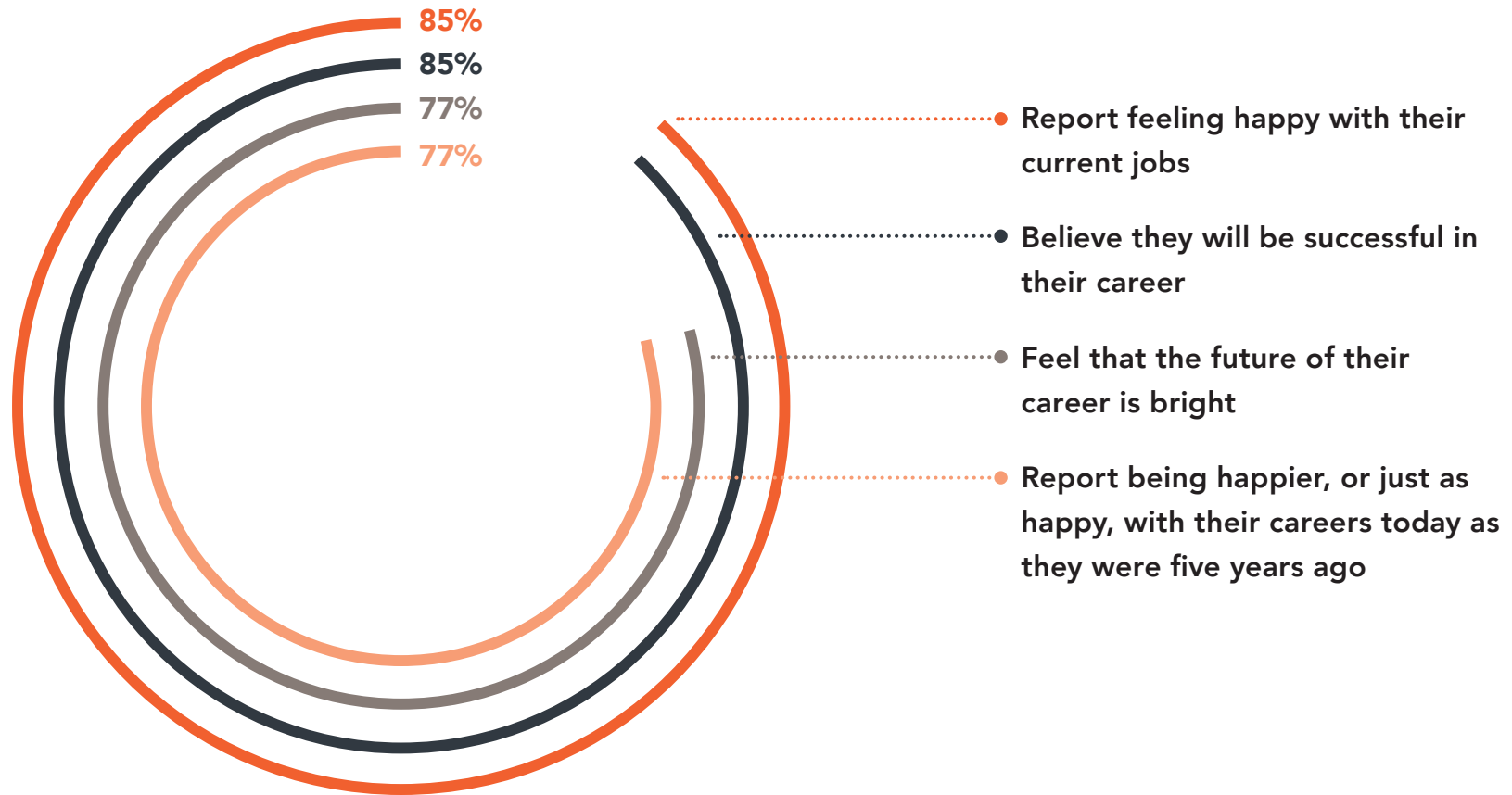
These findings highlight the challenges and opportunities that exist for organizations seeking to recruit and retain talent for the next decade.





# Employee Perceptions and Expectations

## U.S. workers are happy with their careers and future prospects.

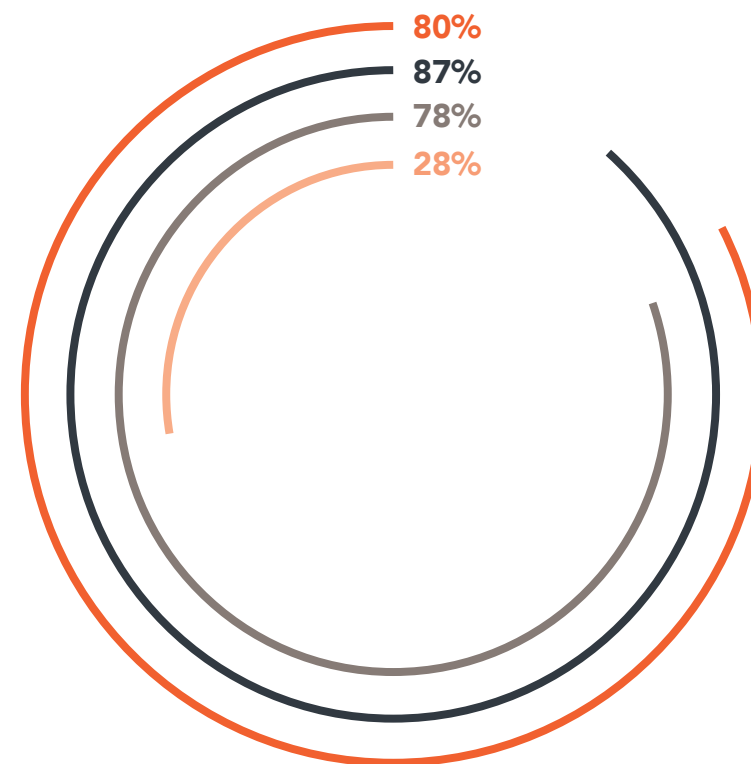


## Millennials in particular are optimistic about the future of their careers, but remain anxious that they are making the wrong career choices.

Millennials are more likely than their Gen X and boomer counterparts to say they are passionate about the future of their job or career and are less likely to report feeling pessimistic. However, millennials worry they are making the wrong career choices.

As a result, they are at higher risk of leaving their current job. Nearly three-in-ten millennials say they are actively seeking new jobs.

- Millennials are more “excited” and “passionate” about their careers than other generations in the workforce.



- Report being happier, or just as happy, with their careers today as they were five years ago
- Report feeling happy with their current jobs
- Open to considering a new job
- Actively seeking new jobs

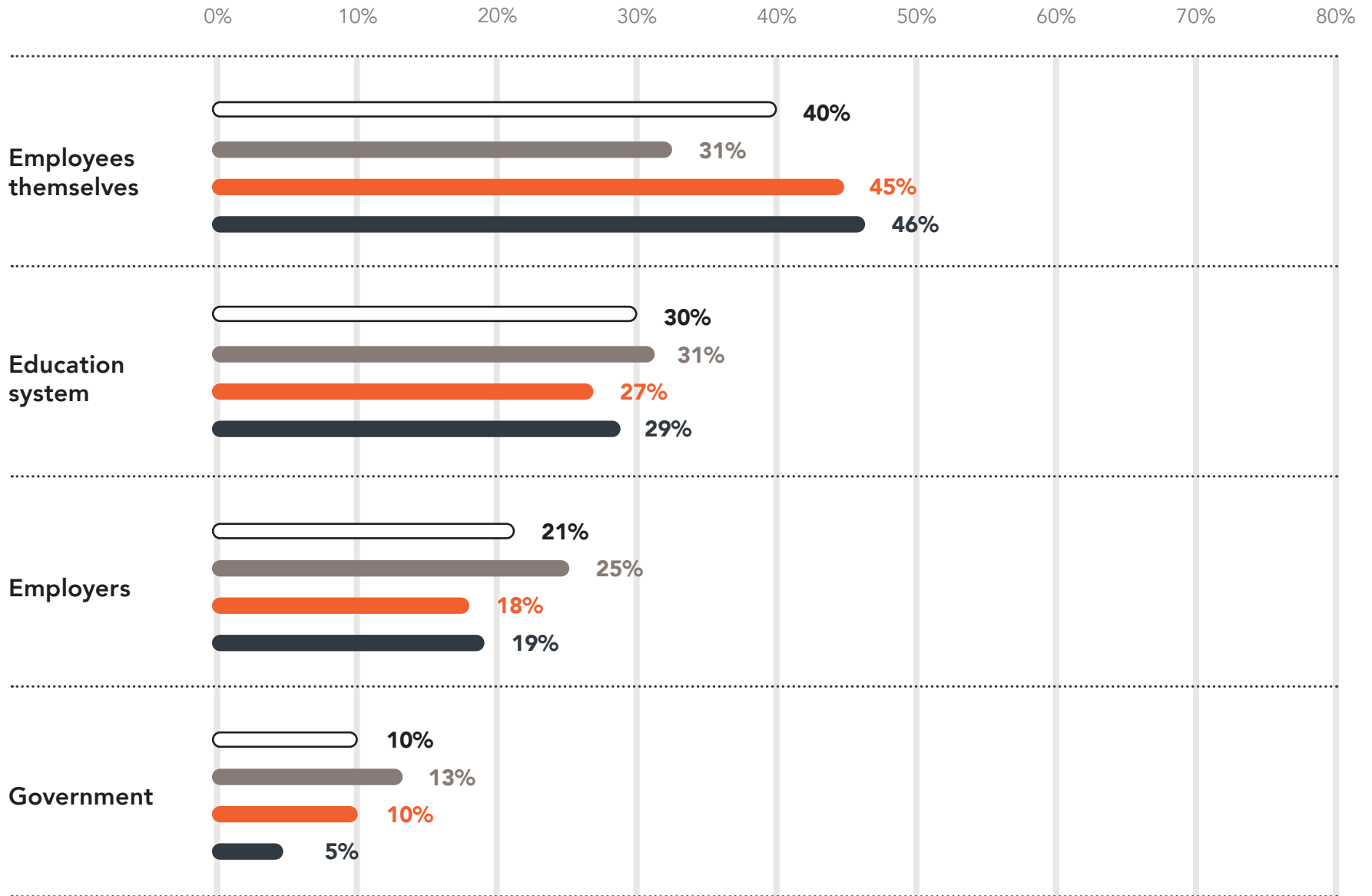
## The differences go beyond generations as well, encompassing factors like take-home pay and work setting.

Socioeconomic status may also have an effect on career outlook. A significantly higher proportion of low income workers (<\$30k) feel worried about the future of their job.

In addition, a workers' setting can affect how they view their future. People who work from home report being less passionate about their careers than those who work in offices.



**U.S. workers believe it is their responsibility to ensure that they have the right skills and training to be prepared for the future.**







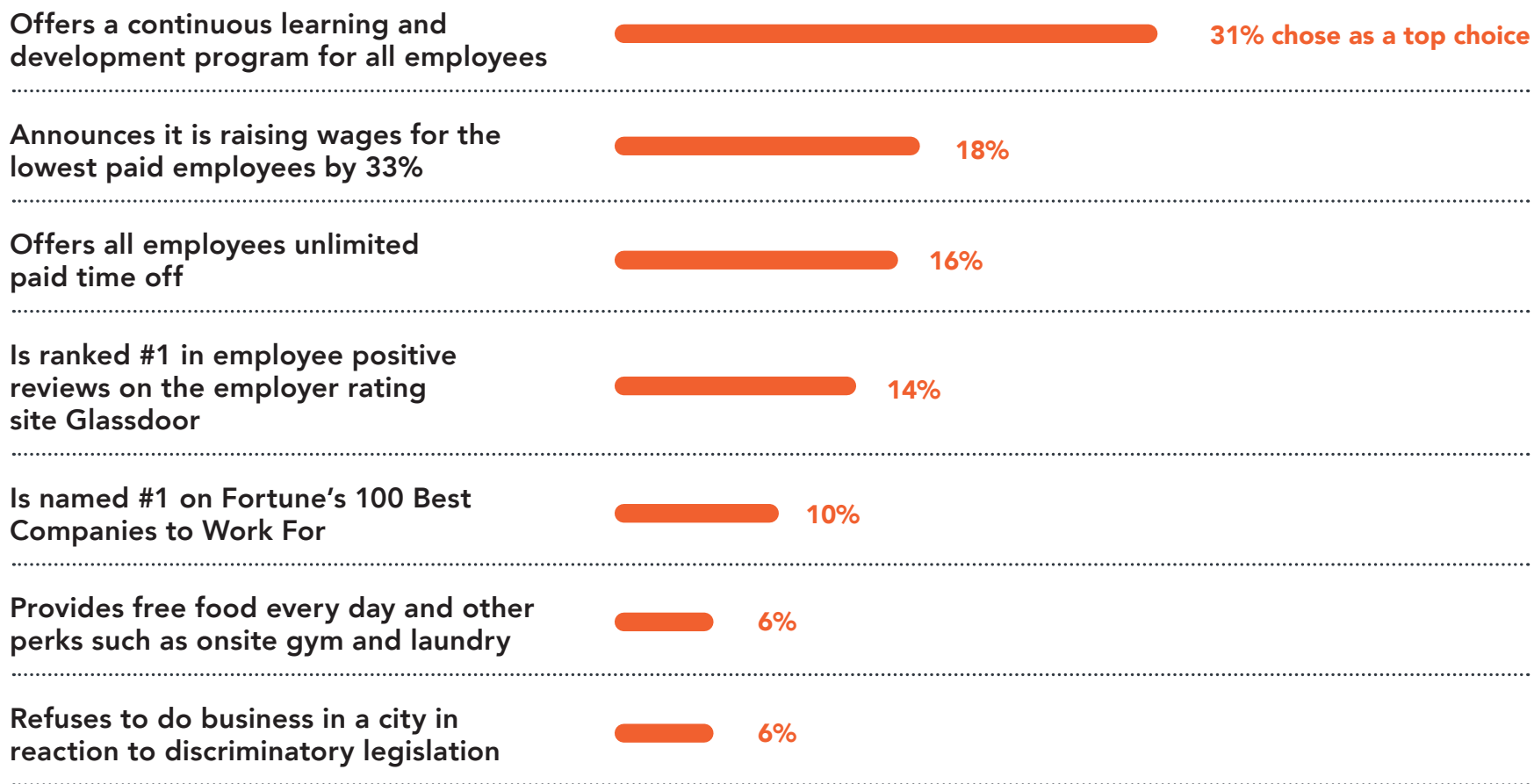
Recruiting  
Top  
Talent

## Continuous learning opportunities are a top factor when considering a company's reputation as an employer.

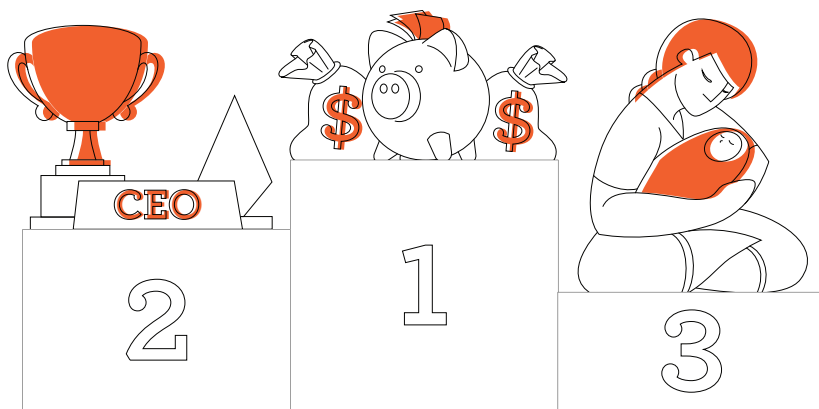
**Continuous learning** is highly sought after by employees, with 31 percent selecting it as the most influential action.

Yet, many companies may be falling short: only 27 percent of respondents feel their current employer adequately fosters a culture of learning.

### Which action would make you think a company is a great place to work?



## Employees are looking at a range of attributes when considering where to work.



### Top Ten Attributes Considered When Deciding on a New Job

- 57% Fair compensation
- 51% Trustworthy leadership
- 51% Good work/life balance
- 51% Comprehensive benefits
- 50% Job security
- 50% Good workplace environment
- 44% Positive reputation
- 43% Job satisfaction
- 43% Good culture
- 41% Career advancement

Fair compensation and benefits remain top priorities

## Attributes vary by gender and job level.

Men and women tend to prioritize different attributes when considering an employer. Women are slightly more concerned with the company's culture, work/life balance and benefits package. Men are slightly more likely to gravitate toward companies that reward risk-taking and invest in technology.

Certain attributes are more attractive to prospective employees based on job level as well. Leadership, compared with other job levels, are more likely to consider whether the company has a compelling mission, can communicate it well and encourages diverse perspectives.



## Trustworthy leadership tied second as the most important factor when looking at an employer, yet many organizations are missing the mark.



Would offer more ideas and solutions if they trusted their leaders



Would stay longer with an employer if leaders kept their promises



Would be willing to work longer hours if they trusted their leaders



Would extend their tenure if transparency was practiced at all levels

# 51%

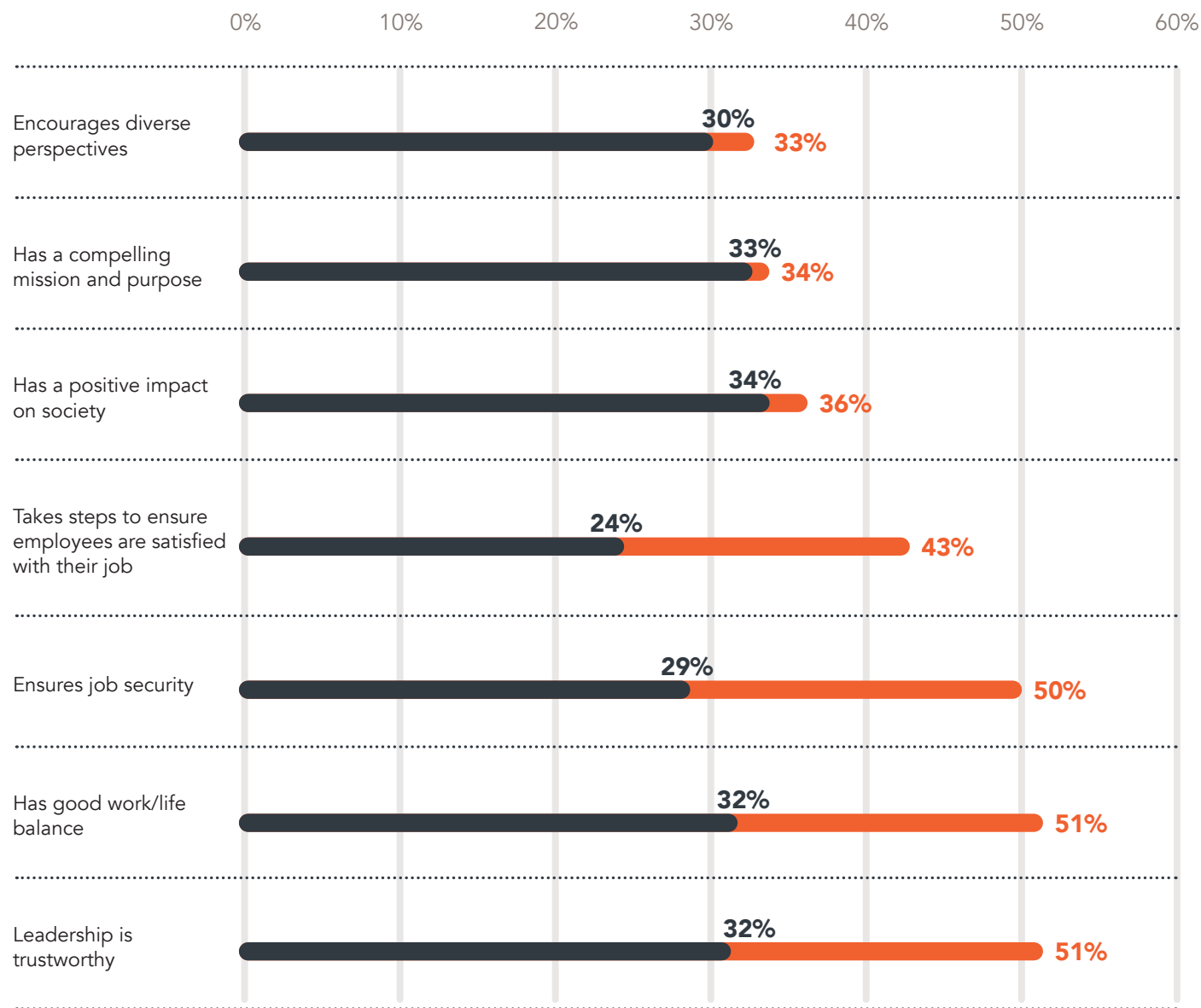
Say trustworthy leadership is important

..... but .....

# 32%

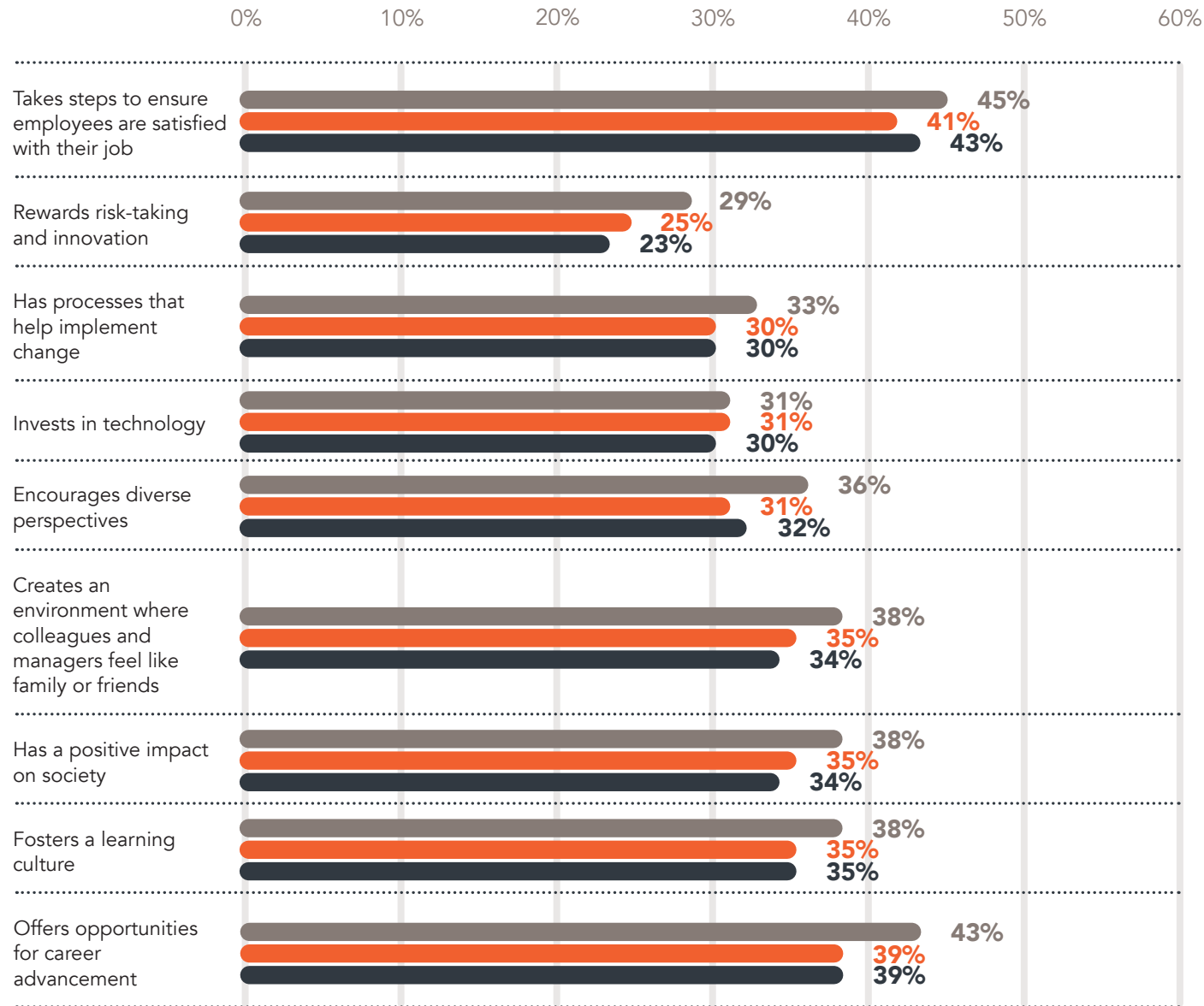
Say their leadership is trustworthy

**Employers are largely meeting expectations when it comes to encouraging diverse perspectives, mission and purpose and having a positive impact on society.**



- With regard to
- employer brand,
- organizations’
- greatest gaps lie
- with leadership
- transparency and
- trust, work-life
- integration and
- instilling a sense of
- job security.

**Millennials, in particular, have slightly higher expectations when it comes to job satisfaction, learning and development and career advancement.**



- Millennials also ranked societal impact, having friends at work, diverse perspectives, processes to implement change and rewards for risk-taking and innovation directionally higher than boomers and Gen Xers.

# Employee Advocacy





## Employees expect companies to make a positive societal impact and advocate for causes they care about.

72 percent of respondents agree that it is important for their employer to advocate or work on causes that they care about, and about four-in-ten (42 percent) would take a pay cut to work for a company that is making a positive impact on society.

While this trend persists across all generations, responses from younger employees were somewhat higher. Millennials are slightly more likely than other generations to agree that advocacy is important and more likely to take a pay cut to work for a company making a positive impact.

71%

*I expect my company to sacrifice short-term financial gains if they are incompatible with the company's values*

42%

*I would take a pay cut to work for a company that is making a positive impact on society*

72%

*It is important to me that the organization I work for advocates or works on causes that I care about*

## Employees are open to serving as ambassadors for their organization.

Senior- and mid-level managers are significantly more likely to welcome the opportunity to serve as an “ambassador” for a company’s brand. They’re more likely to have shared information about their company on their personal social media channels and to have spoken to friends and family about their company’s positive work. They’re also more likely to continue this behavior in the future.

Millennials are sharing information about their employer on social media and speaking to family members about their company at higher rates, but they’re only slightly more likely than boomers and Gen Xers to take these actions in the future.



# Maximizing Internal Communications



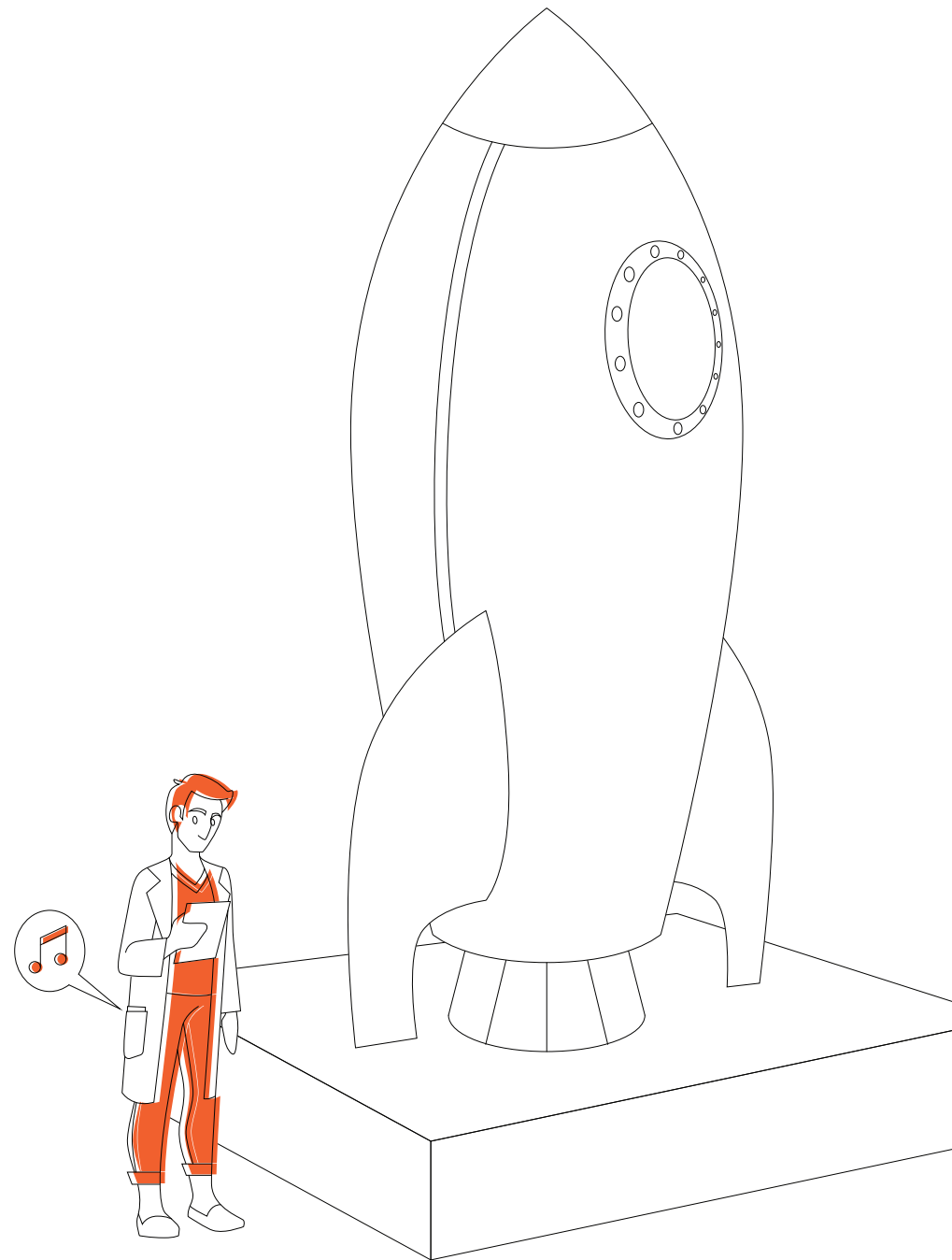
## Companies are meeting employee expectations when it comes to internal communications.

73%

*Feel their company effectively communicates with them*

85%

*Feel they have the right amount of information to do their jobs well*



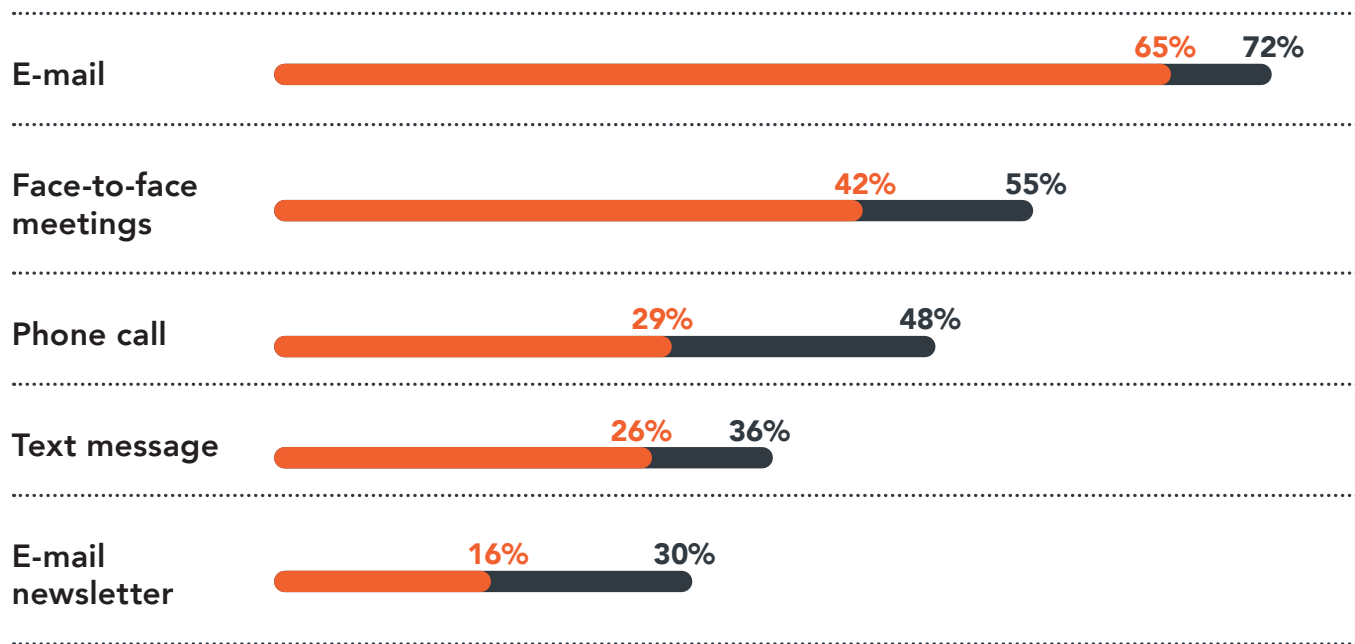
## Employees prefer traditional communication channels, although digital channels are becoming more popular with younger generations.

Employees prefer e-mail communications from employers followed by face-to-face meetings and phone calls.

There is a lower preference for emerging digital methods, such as internal/external social media, mobile apps, webcasts and blogs.

Still, digital communication methods (direct and personalized) are more popular among younger generations. Of all the generations, Gen-Z expresses a stronger preference for text messaging over other forms of communication. However, after text messaging, Gen-Z still expects to receive communication via traditional channels such as face-to-face meetings, phone calls and email.

### Top 5 Preferred Methods

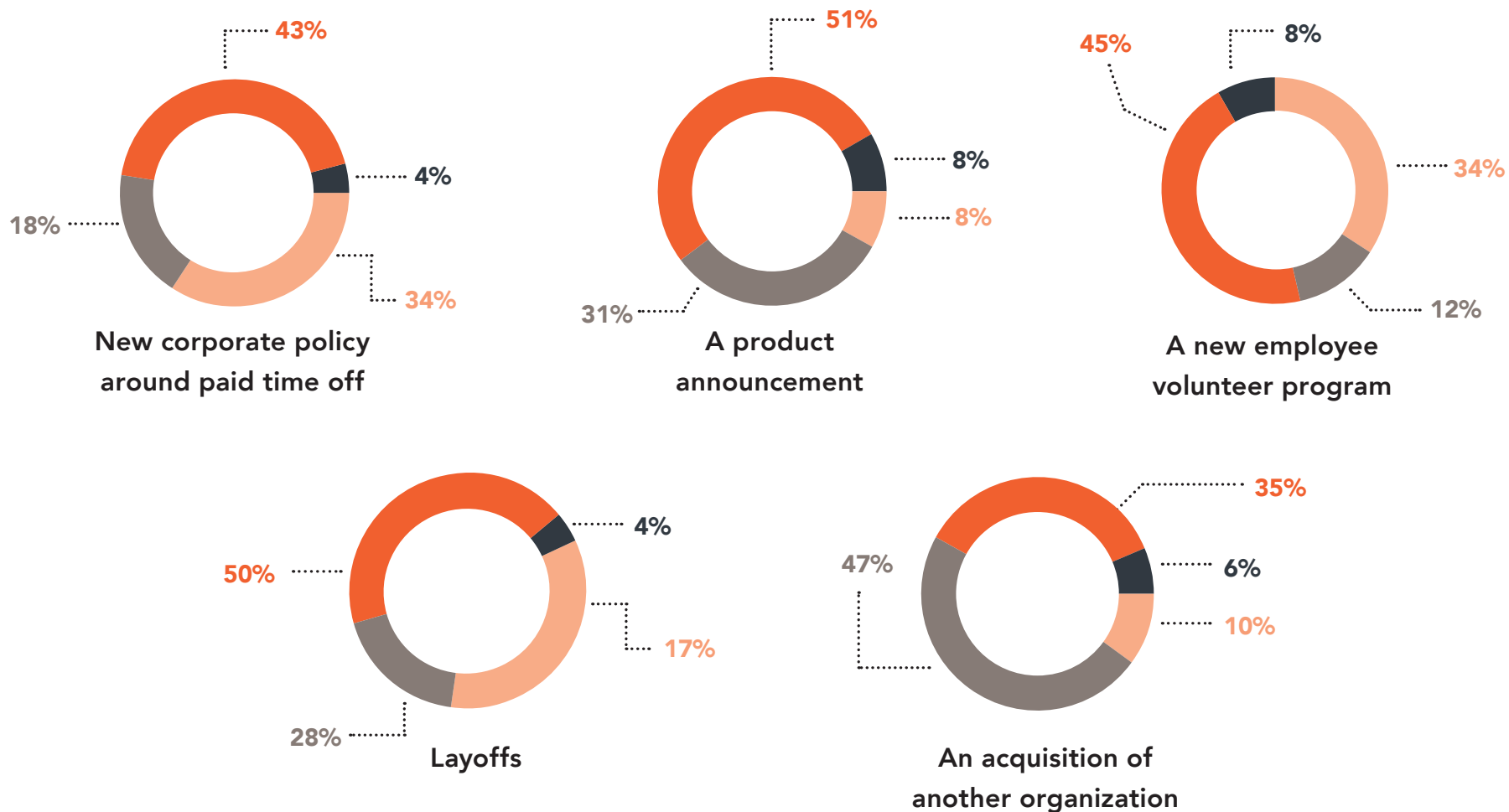


Totals add to more than 100% because respondents were allowed to choose multiple responses

## People managers are a valuable channel for communicating with employees.

Managers have the largest role to play in communicating with employees about workplace topics: corporate policies, major announcements and changes to the business.

Employees want to hear from a CEO when it comes to larger-scale announcements that impact the future of the company, such as an acquisition.







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