



Turning Workforce Aspirations Into Company Policy:

Why employee fulfillment matters more than ever

Rob Williams

Director Employer Insights — Indeed

A futuristic, curved tunnel with glowing lines and a central text overlay. The tunnel is illuminated with blue and orange lights, creating a sense of depth and movement. The text "The world of work is in a constant state of flux" is centered in the middle of the image.

The world of work is in a constant state of flux









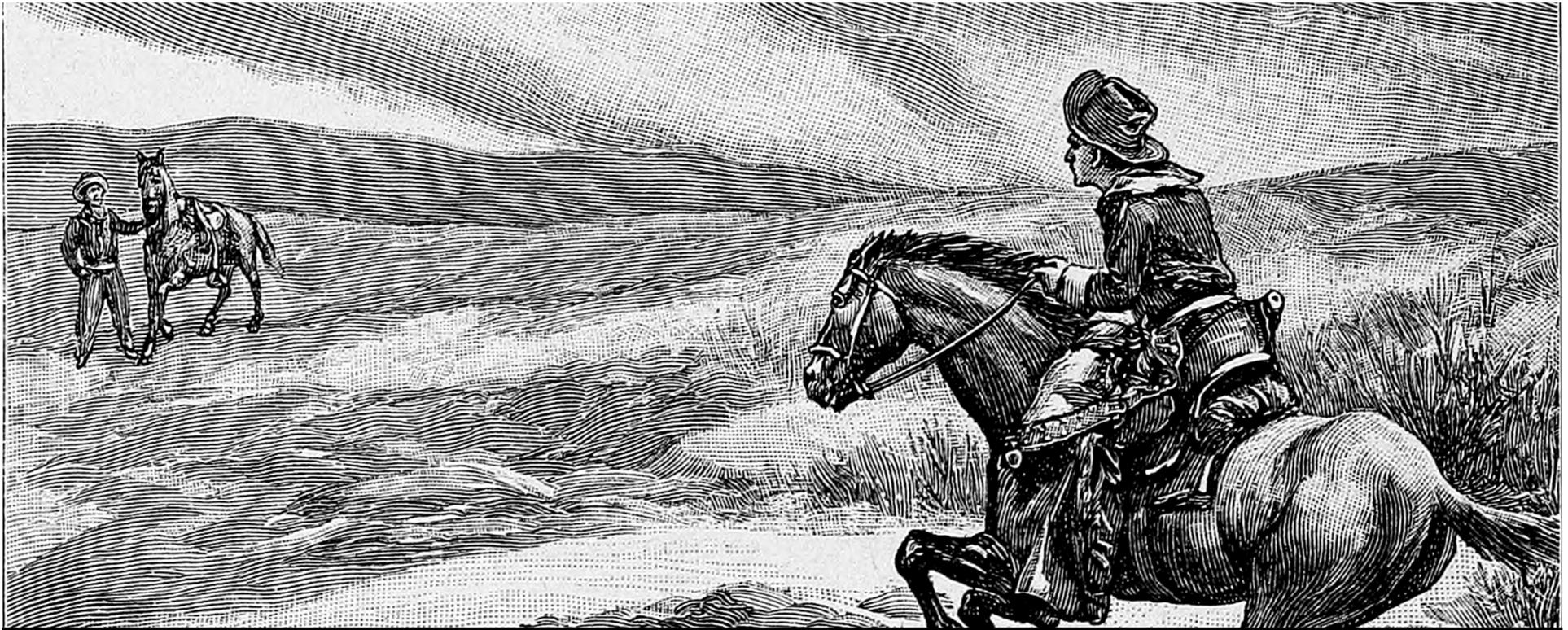
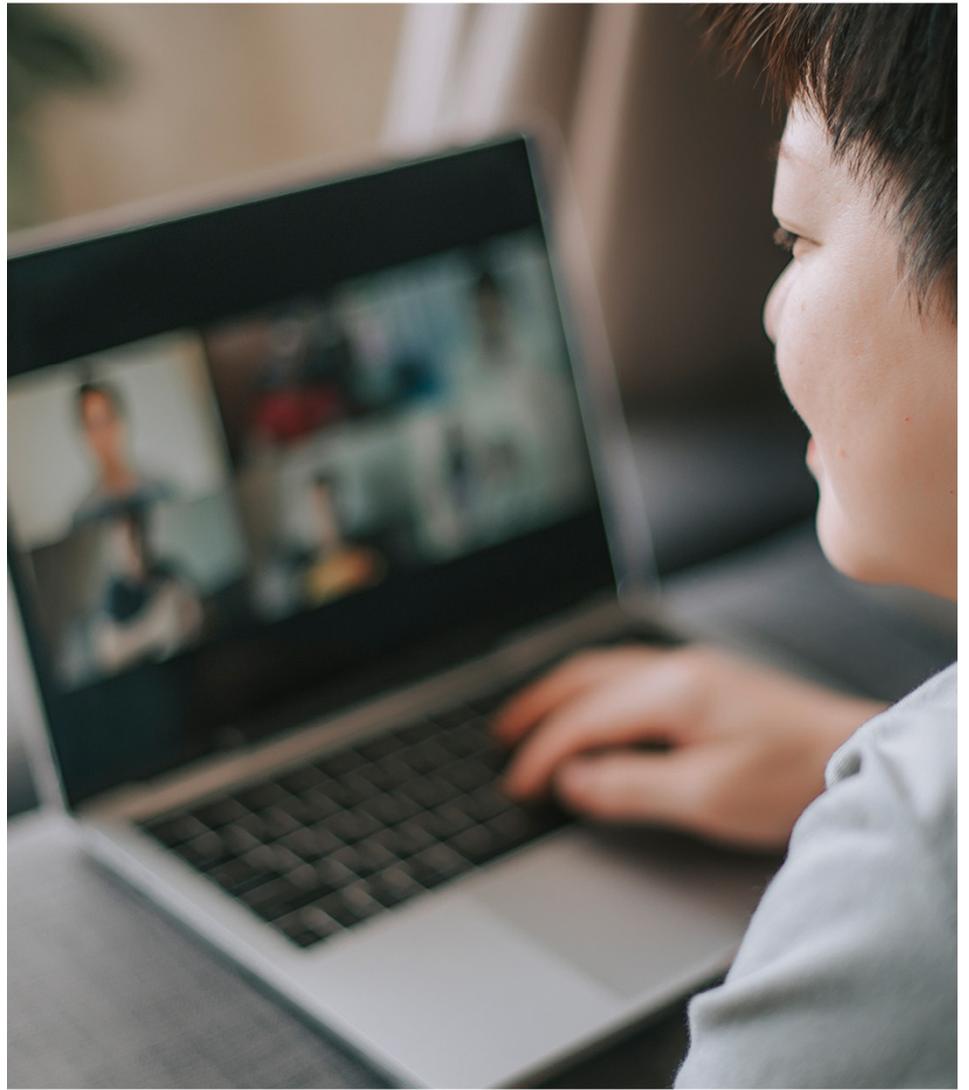


Photo source: Wikipedia Commons



Photo source: Wikipedia Commons





A woman with dark hair tied back, wearing a white button-down shirt, is seated at a desk. She is looking off to the right with a thoughtful expression. In front of her is a laptop and a dark-colored cup. The scene is dimly lit, with a warm light source from the left creating a soft glow on her face and shirt. The background is dark and out of focus.

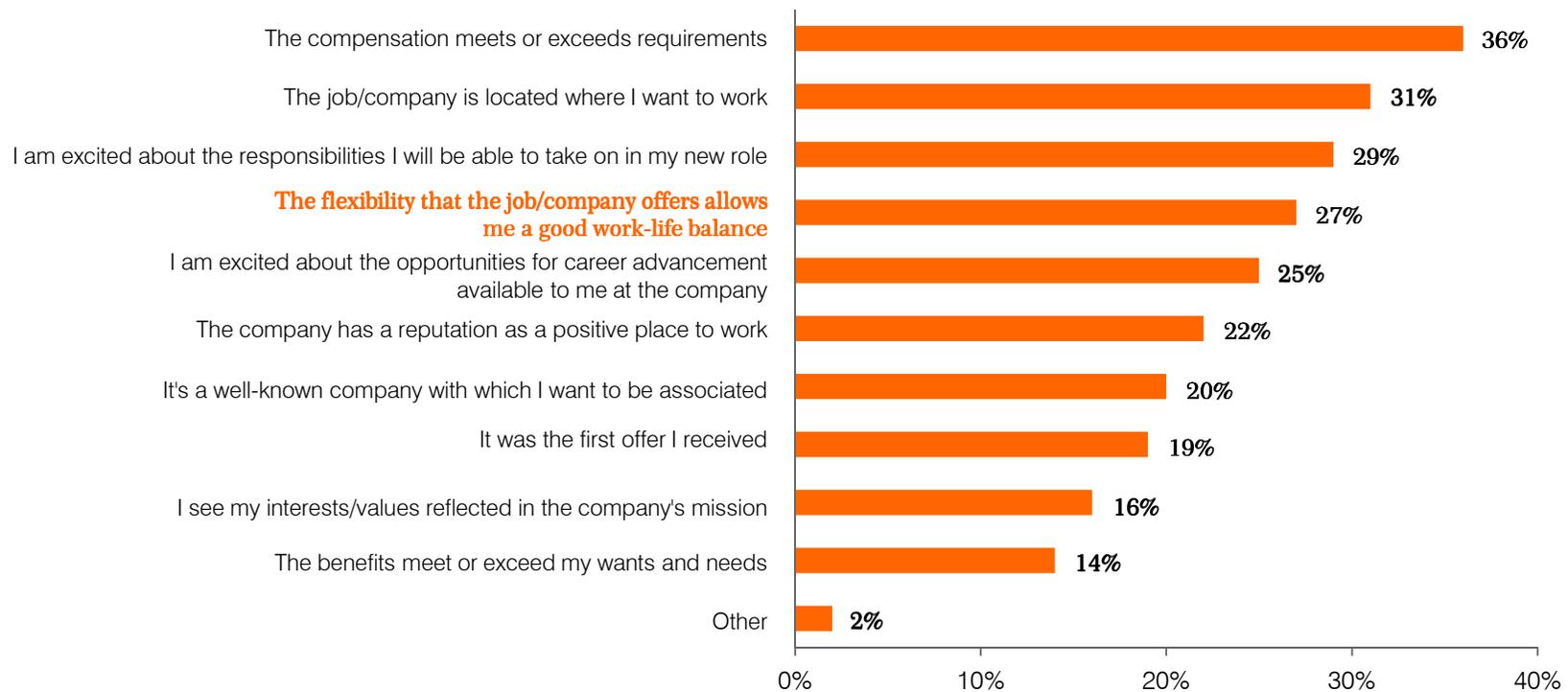
As the world of work changes, so do
workforce expectations

“How can I attract and retain the talent
my company **needs to thrive?**”

What are key attractions for today's workforce?

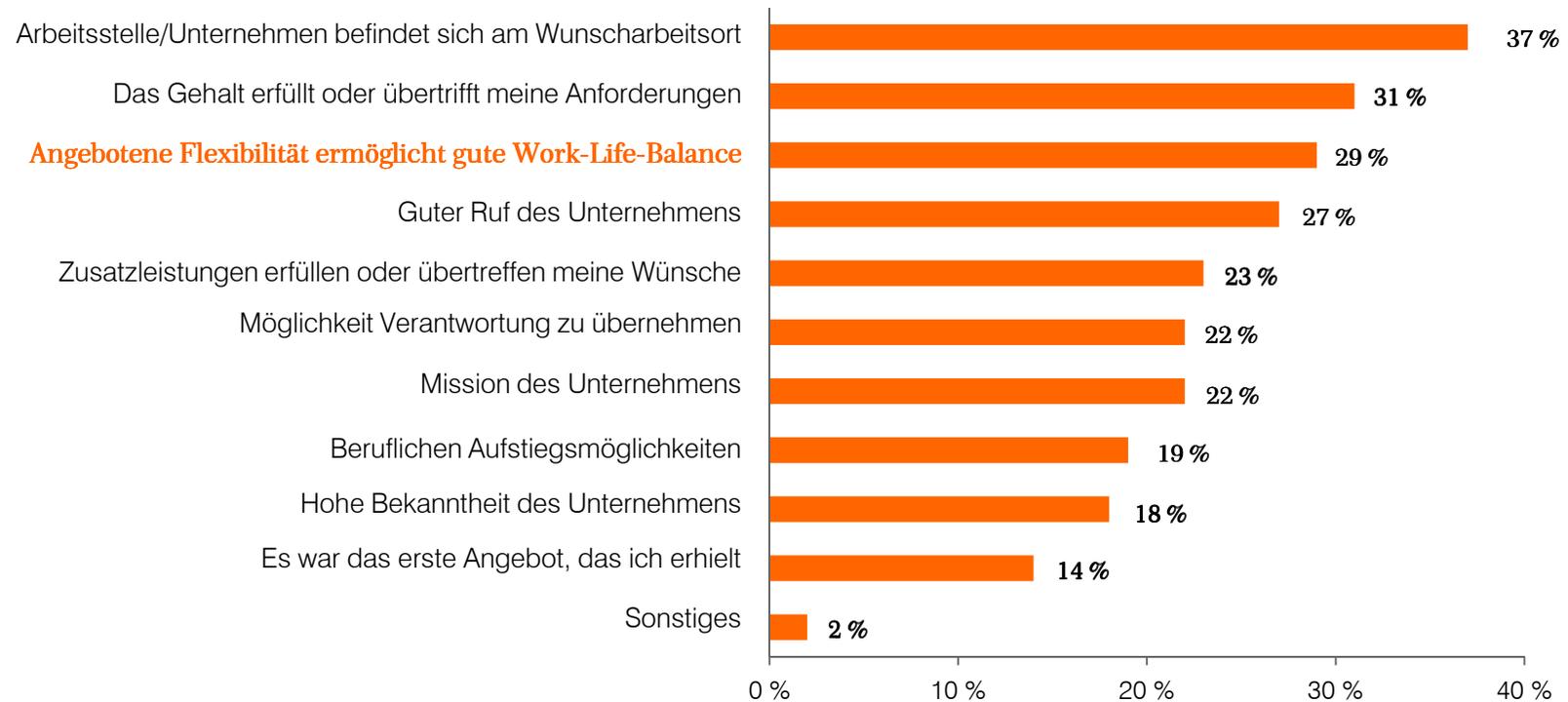
What are key attractions for today's workforce?

For which of the following reasons did you decide to accept the offer for your current job?



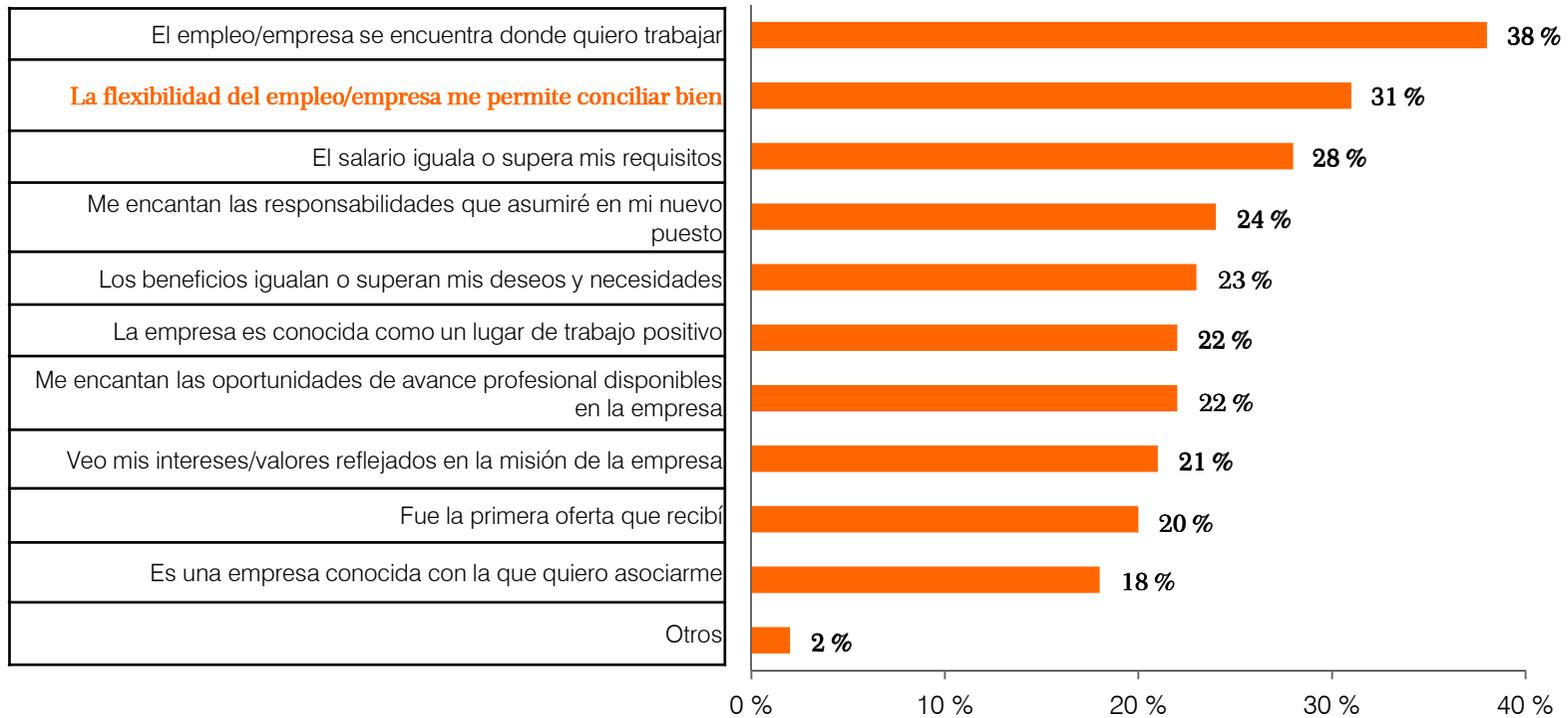
Source: Indeed survey, n=338 (Netherlands)

Warum haben Sie sich dazu entschieden, das Angebot für Ihre derzeitige Stelle anzunehmen?



Quelle: Indeed-Umfrage, n = 723 (Deutschland)

¿Por cuáles de las siguientes razones decidió aceptar la oferta de su empleo actual?



Fuente: Investigación de Indeed, n=5970 (globales)

Flexibility:

Varied arrival and departure times

Location independence

Work from home

Choice and control in work shifts

Caregiving leave

Compressed shifts or workweek

Sabbaticals or career breaks

Unlimited paid time off

Part-time work from home

Source: Business News Daily, "Want Top Talent? Give Employees the Flexibility They Seek," 10/31/19

Work-life integration



Work



Home/Family



Community



**Personal
wellbeing**



Health

Source: Inc.com, "Work-Life Balance vs. Work-Life Integration," 2018

Work-life integration



Work



Home/Family



Community



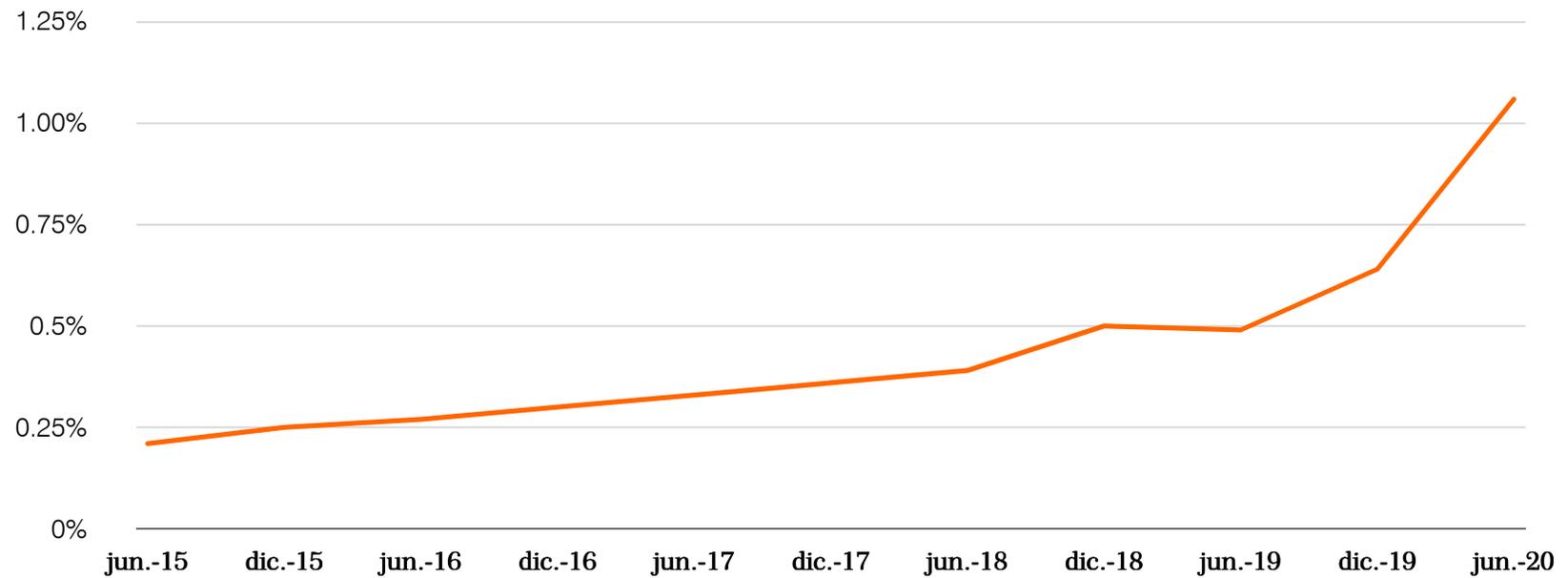
**Personal
wellbeing**



Health

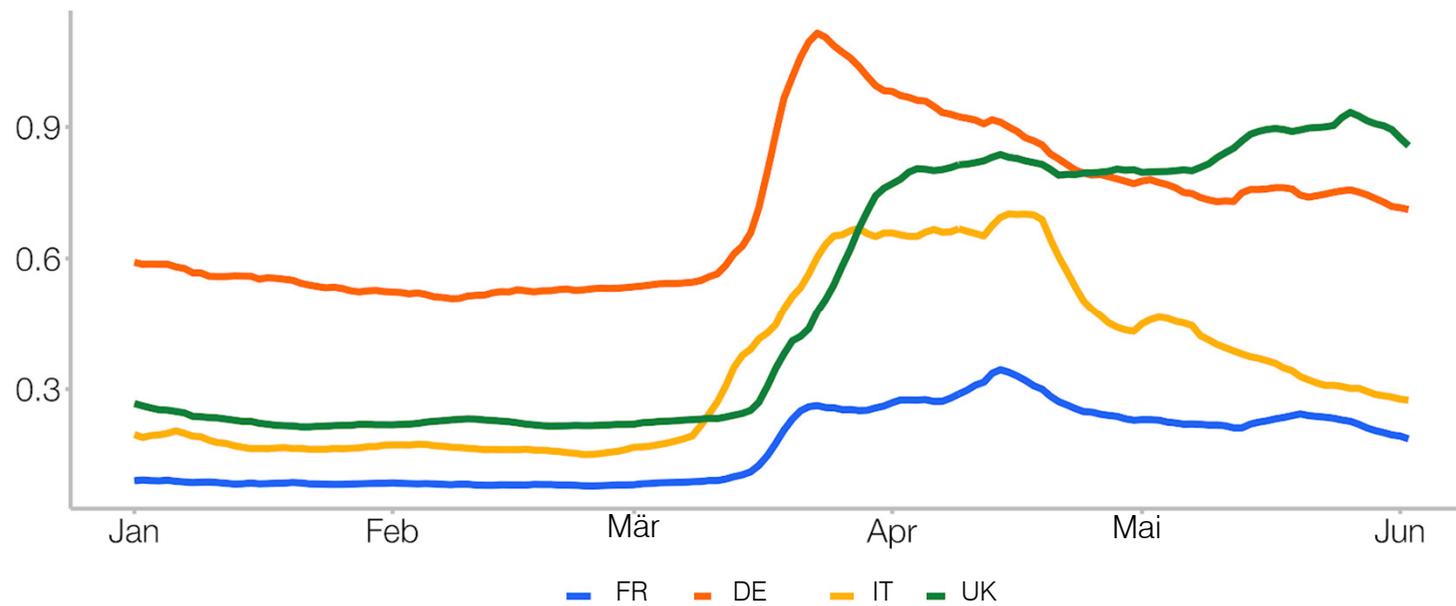
Source: Inc.com, "Work-Life Balance vs. Work-Life Integration," 2018

Global remote work searches (%) on Indeed



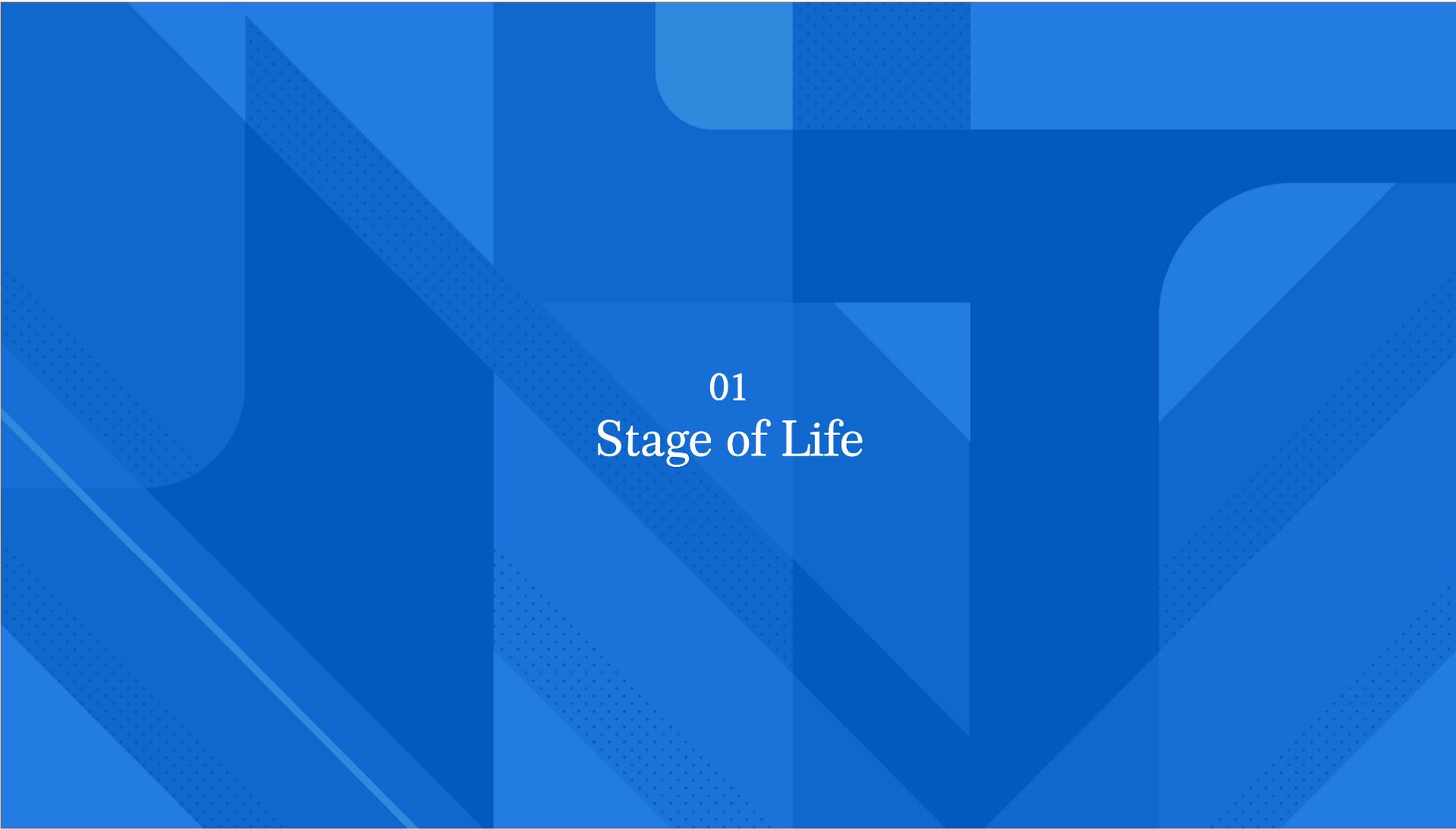
Source: Indeed data (Worldwide)

Search queries for “home office” increased across Europe

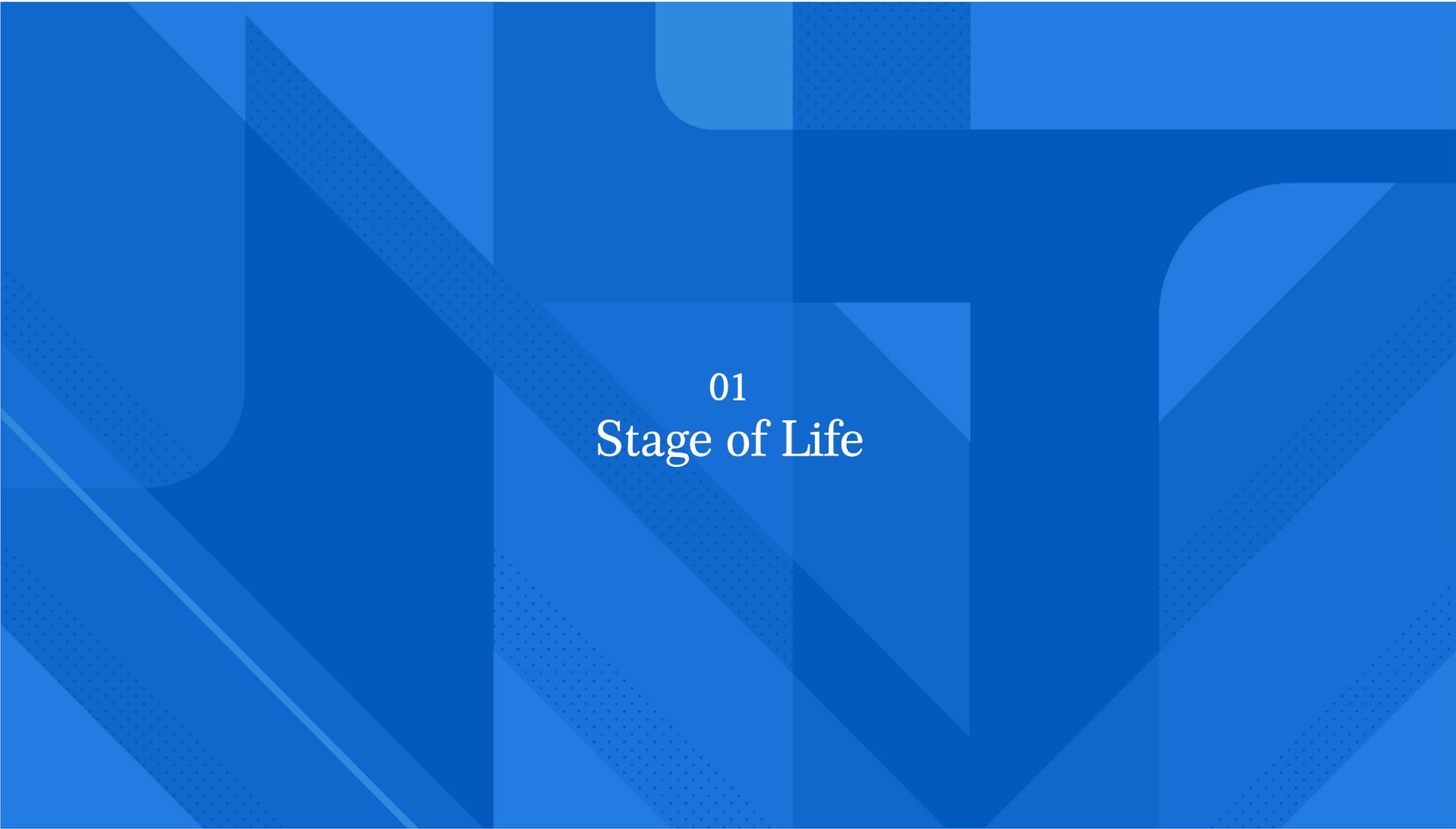


Quelle: Indeed, Veränderung als gleitender Durchschnitt (7 Tage), Daten bis zum 2. Juni 2020





01
Stage of Life



01
Stage of Life



Otto von Bismarck
Germany's "Iron Chancellor"

Photo source: Wikipedia Commons



76

**Average life expectancy for men
in developed countries**

82

**Average life expectancy for women
in developed countries**

Source: Statista, 2018

Reasons for remaining on the job

- + **Financial**
- + **Health**
- + **Work characteristics**
- + **Skills and knowledge**
- + **Social influences**
- + **Purpose**

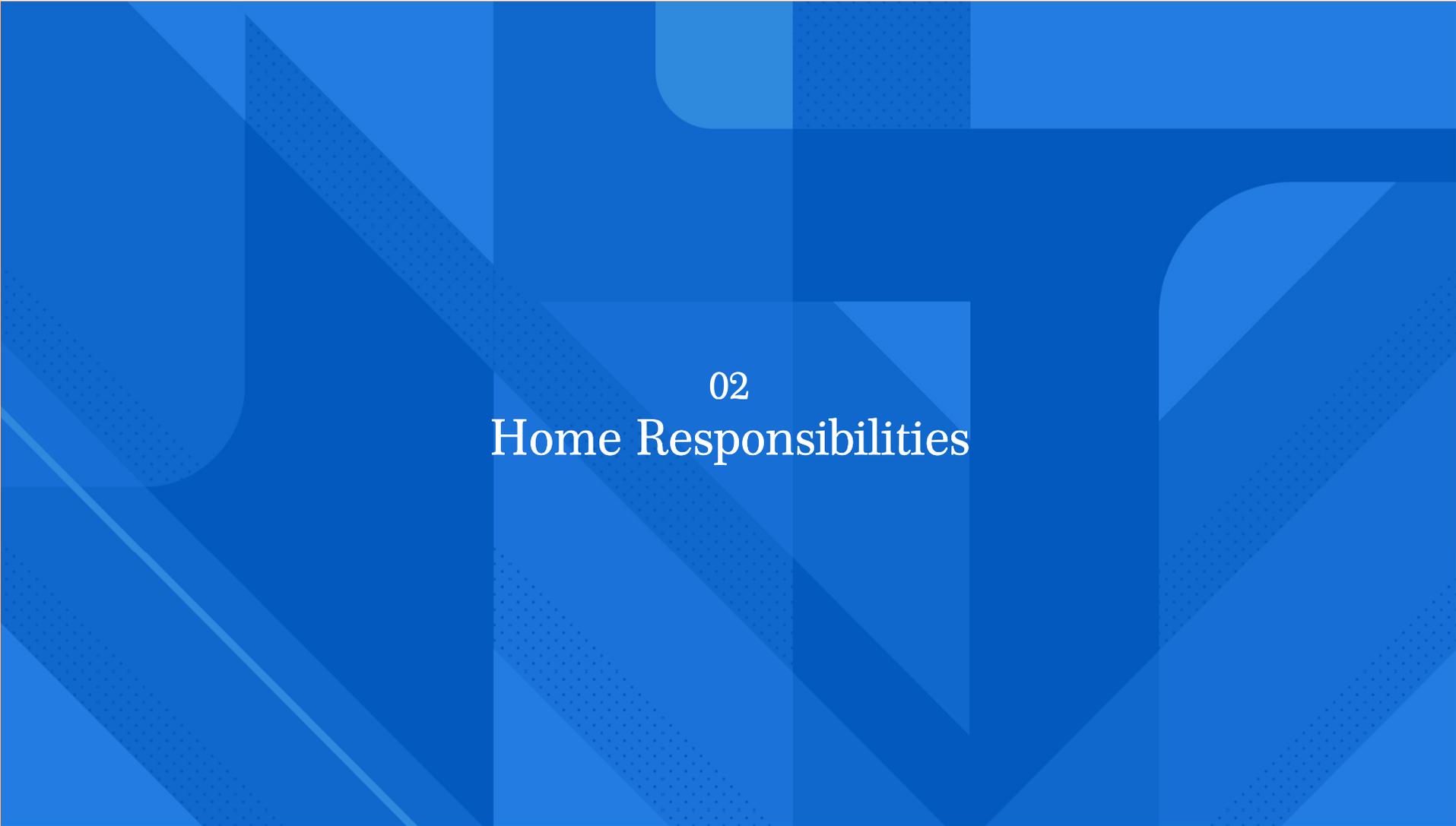
Source: BMC Public Health, "Why older workers work beyond the retirement age: a qualitative study," 2017

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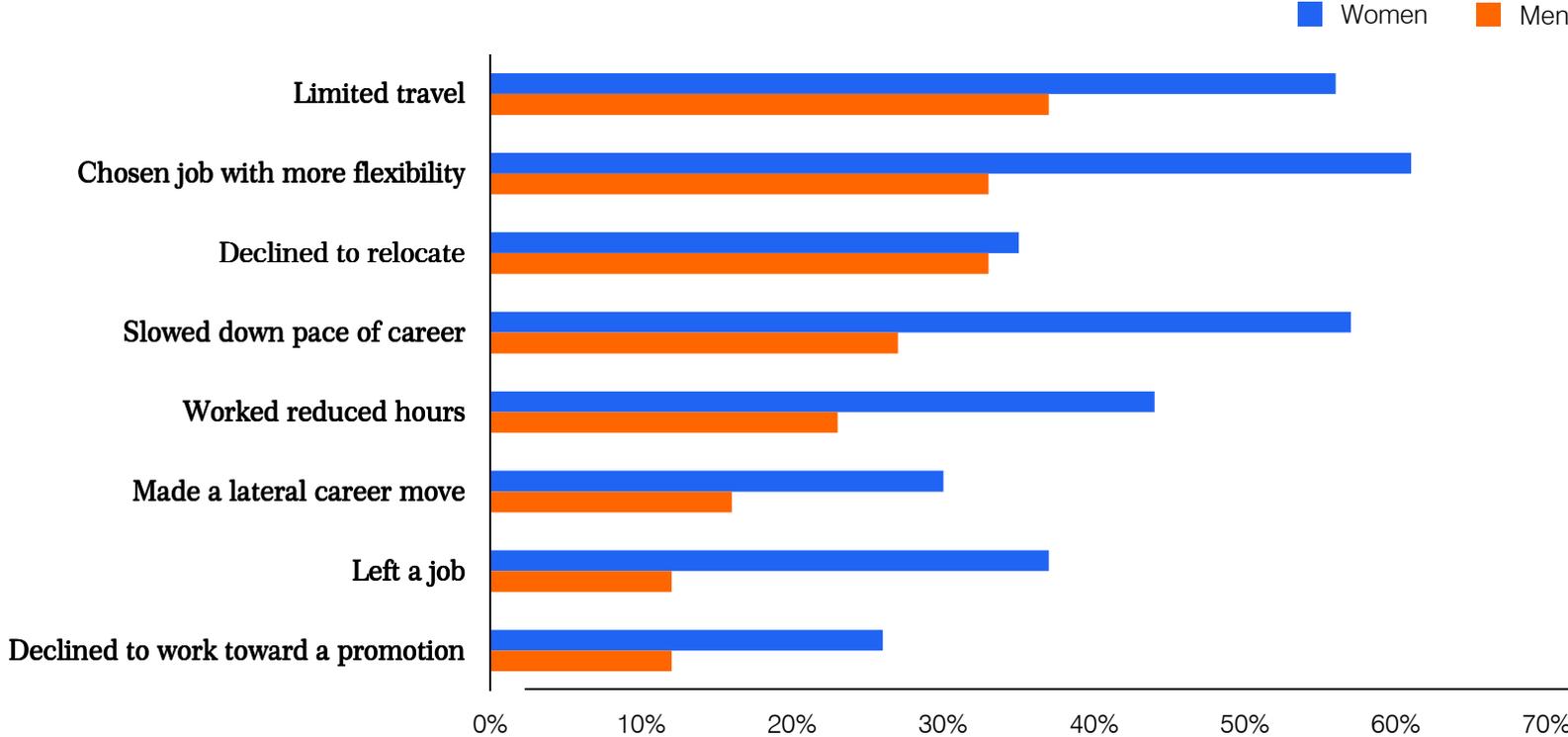
There's often one precondition to
prolonging or returning to work:
greater flexibility



02

Home Responsibilities

Career accommodations by gender



Source: Harvard Business School, "Life & leadership after HBS," 2015

A high-angle photograph of a man and a young child in a room with light-colored wooden floors. The man, wearing a grey t-shirt and light-colored trousers, is sitting on the floor. He has a laptop open on his lap and is looking at it. To his left, there is a white coffee cup and a tablet with a pen. In front of him are several sheets of paper and a spiral notebook. To his right, a young child with blonde hair is sitting on the floor, playing with colorful wooden toys, including blocks and a stacking ring. The background shows a bed with a green and white plaid blanket and a white crib. The overall scene suggests a man balancing work and family life at home.

Increasingly, men are trying to navigate how they can be more present at home while also being career-oriented

“Daddy Bonus”

Fathers reap financial reward because they're perceived to have positive traits, such as loyalty and responsibility



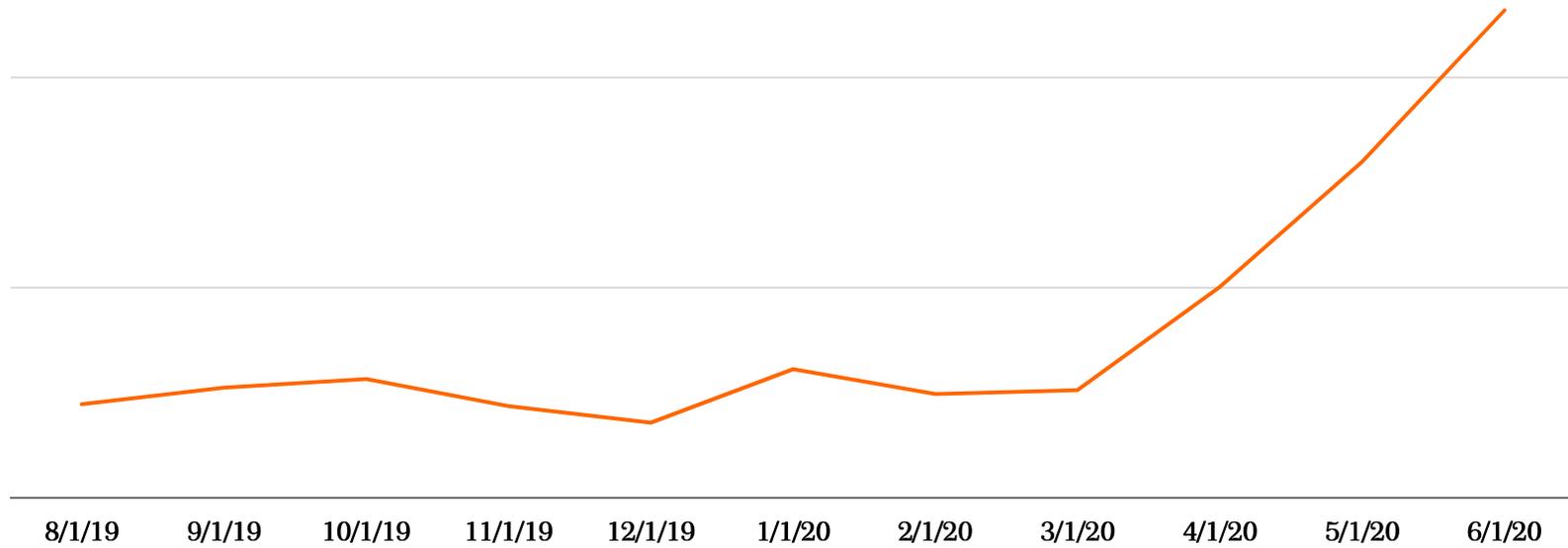
“Motherhood Penalty”

Women lose out on promotion and salaries once they become mothers

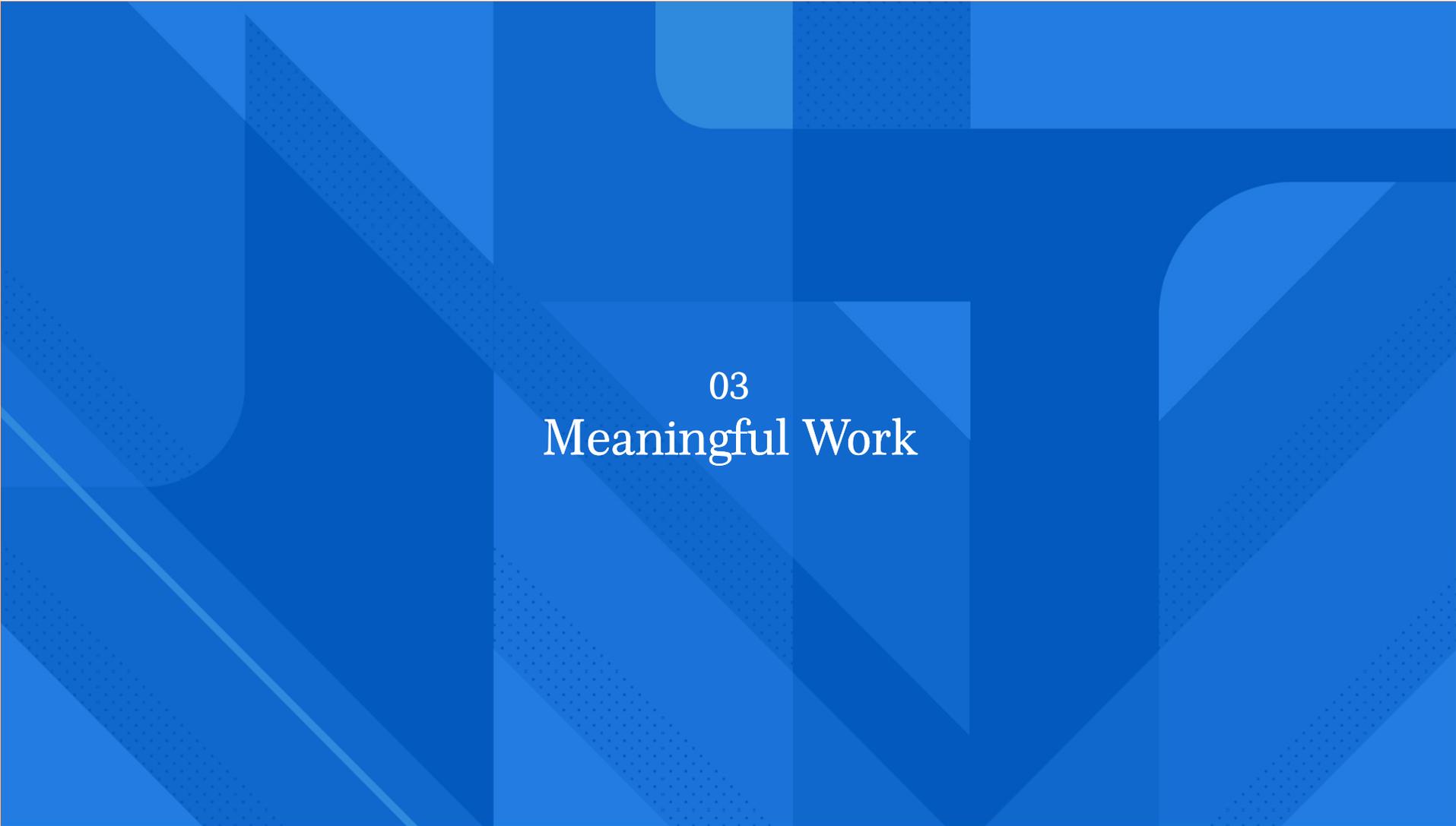


Source: “State of the World’s Fathers Report: Unlocking the power of men’s care,” 2019

“Family-friendly” searches on Indeed in the U.K



Source: Indeed data (U.K)



03
Meaningful Work

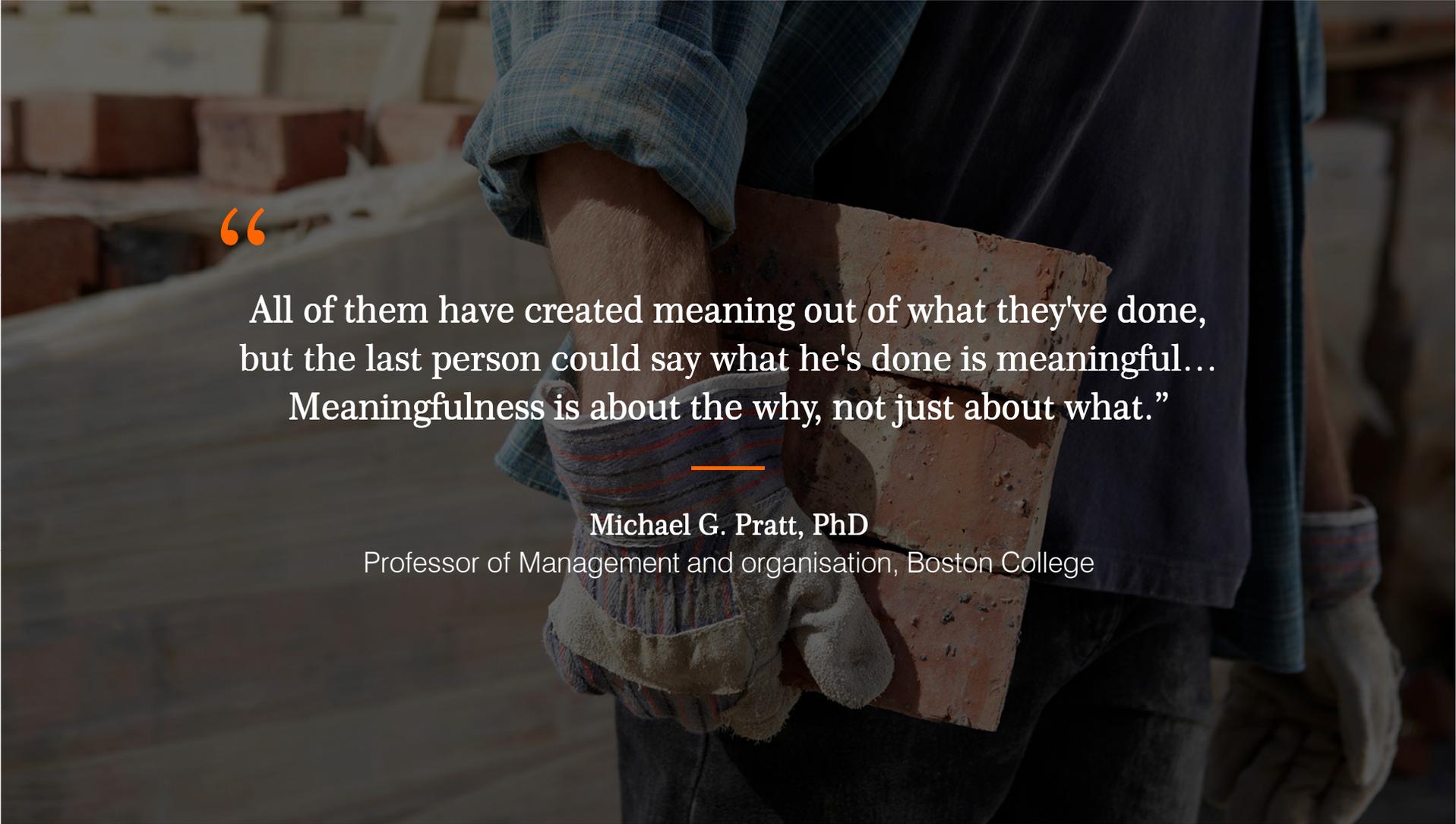
“

In the new way of working, work isn't a place you go,
it's a thing you do. It is you.”



Stowe Boyd

Digital Economy Observer

A person wearing a blue plaid shirt and work gloves is holding a brick. The background shows a brickyard with stacks of bricks.

“

All of them have created meaning out of what they've done,
but the last person could say what he's done is meaningful...
Meaningfulness is about the why, not just about what.”

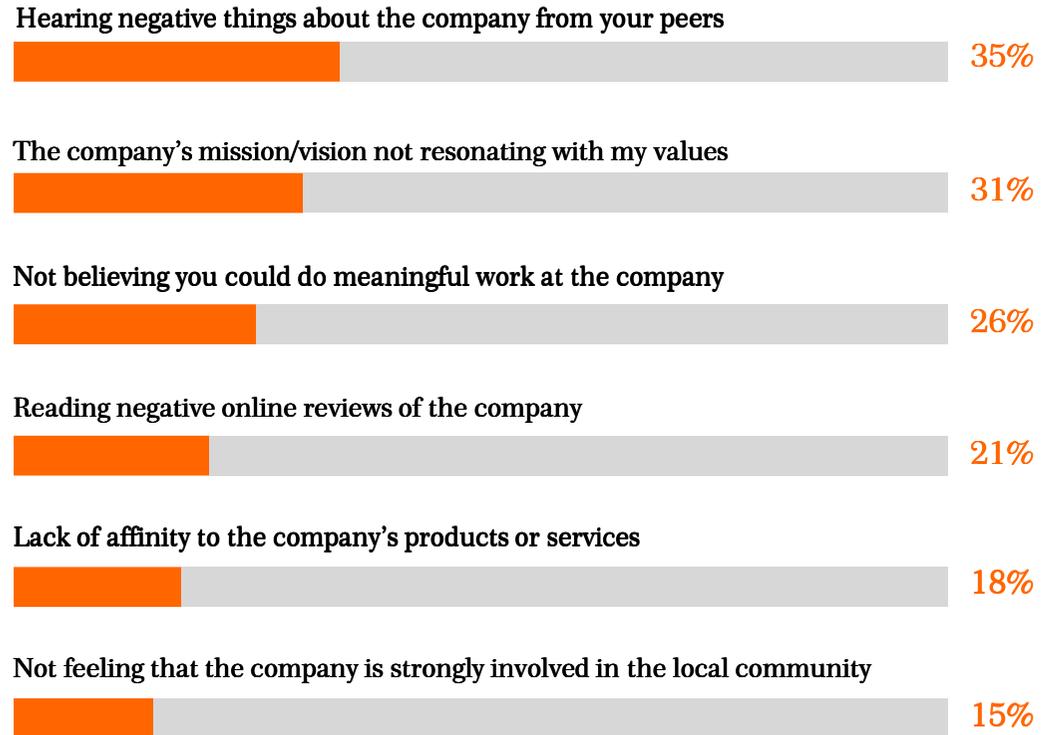
Michael G. Pratt, PhD

Professor of Management and organisation, Boston College

People in the Netherlands would take a **20% pay cut** in exchange for a meaningful job.

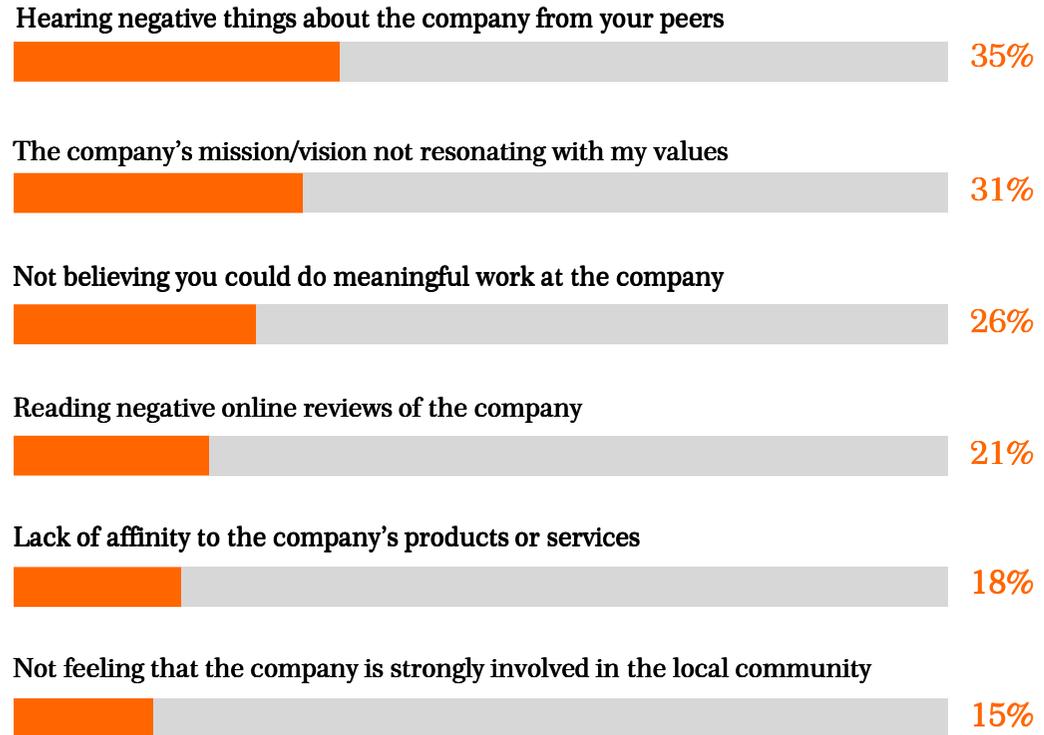
Source: Indeed survey, n=1077 (Netherlands)

“Which of the following factors would make you reconsider accepting an offer from that company?”



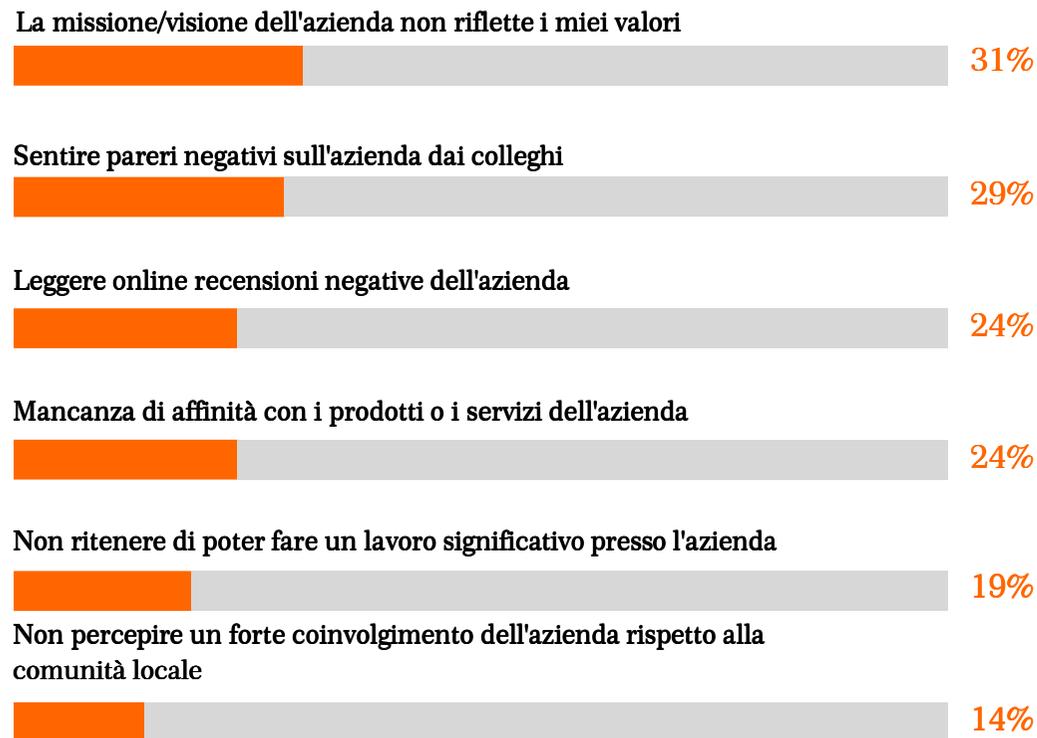
Source: Indeed survey, n=500 (Netherlands)

“Which of the following factors would make you reconsider accepting an offer from that company?”

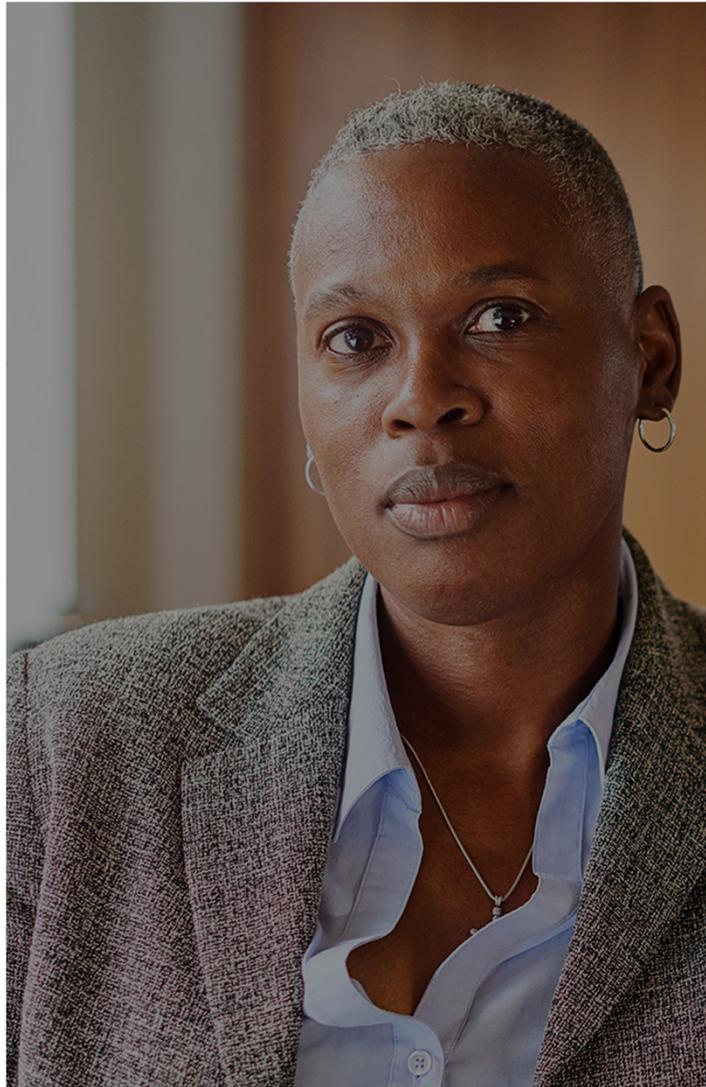


Source: Indeed survey, n=500 (Netherlands)

"Per quale dei
seguenti fattori
potresti
riconsiderare
l'accettazione
di un'offerta da
quell'azienda?"



Fonte: Sondaggio di Indeed, n= 750 (Italia)



With these points in mind,
how do your company policies
keep **employee fulfillment** at the
forefront?

01

Do your policies enable flexibility?



On March 3, all 10,000 Indeed employees started working from home. This had little bearing on productivity.

According to an internal survey, 84% of Indeedians reported staying productive and the company was still able to launch new products and host dozens of virtual events.



From this year on, employees of training and consultancy firm UPD can take unlimited vacation days, with a mandatory minimum of twenty days.

That free feeling that you have as an entrepreneur, to be your own boss about your planning: we also wanted to give this to our employees.



Manchester-based firm Gradtouch gave staff unlimited holiday as part of their drive to have a truly flexible working policy.

"We see increased productivity, we see people progressing more quickly than they would typically because everyone has so much trust and so much responsibility. People buy into the goals we set because they have that flexibility and because we place that trust in them."

02

Do your policies welcome returnship programs
for people of all ages and stages of life?



Are You Ready?

If you're looking to restart your career after an extended absence, Ready to Return may be right for you. Sometimes career breaks are necessary to balance priorities in life—we get that. We also see great value in the experiences of professionals who have taken time away to manage other responsibilities. The perspective you've gained outside of work adds a lot of value to our business.

 PepsiCo's Ready to Return Program

Ready to
Return



RE-IGNITE YOUR CAREER

Ready to Return is a 10-week paid program designed to kick-start your career if you've taken a break for more than two years. We offer a variety of internship-inspired roles across many different areas of focus to help you re-acclimate to the workforce while developing strong business partnerships.

LOOPBAANGEBIEDEN

ONTWIKKELINGSPROGRAMMA VOOR HERINTREDERS

Caterpillar neemt toptalent aan - en ons ontwikkelingsprogramma voor herintreders (RPDP) staat helemaal in het teken van werken met getalenteerde professionals die hun carrière na een werkonderbrekingsperiode weer willen oppakken. RPDP biedt mensen een mogelijkheid om hun vaardigheden bij te werken in een werkomgeving die wellicht is veranderd sinds hun laatste ervaring als werknemer.

Tijdens het zes maanden durende programma zullen deelnemers:

- Deelnemen aan inwerk- en ontwikkelingsactiviteiten
- Professionele vaardigheden ontwikkelen en verfijnen
- Te maken krijgen met verschillende projectverantwoordelijkheden
- Betrokken worden bij een wereldwijd team
- Multifunctionele werkervaringen ondervinden
- Deelnemen aan professionele netwerkmogelijkheden

Bij Caterpillar hebben we waardering voor wij uiteenlopende ervaringen en zetten we ons in om u te helpen bij uw terugkeer naar een werkplek. RPDP zorgt ervoor dat de deelnemers aan dit programma de volgende stap in hun carrière kunnen zetten. Om te zoeken naar beschikbare RPDP-functies en voor sollicitaties klik [HIER](#) en typ "Ontwikkelingsprogramma voor herintreders" in het trefwoordenveld, klik vervolgens op [banen zoeken](#).

Caterpillar is één van de zeven bedrijven van de Society of Women Engineers Corporate Partnership Council, een samenwerkingsverband dat de kansen voor vrouwen in engineering en technologie wil bevorderen, die deelneemt aan de STEM Re-entry Task Force, een taakgroep die herintredingsstages verzorgt voor werkzoekenden met technische diploma's. Voor meer informatie over de STEM Re-entry Task Force klik [HIER](#).



CARRIÈREGEBIEDEN



WAAROM CATERPILLAR?

AANSLUITEN BIJ ONZE
TALENTGEMEENSCHAP

BANEN ZOEKEN



03

Are your policies family-friendly?

03

Are your policies family-friendly?



TONY'S
CHOCOLONELY



Dove[®]
MEN 
+CARE

04

Do your policies promote meaningful work?

WERKEN AAN VREDE & VEILIGHEID

Sneller naar jouw plek binnen Defensie

 [Start je Keuzekompas](#)

[Alle vacatures](#)



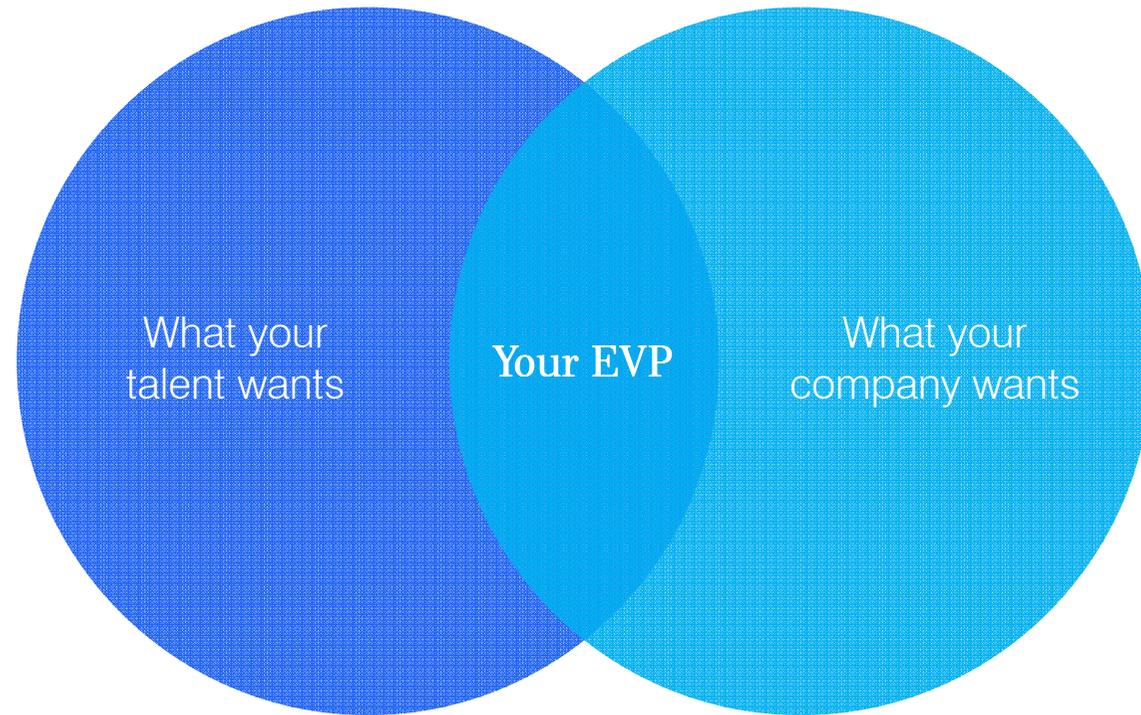
**We help
people
get
jobs.**



Starbucks is making efforts to reduce its carbon footprint by 2030 by moving away from single-use packaging, investing in regenerative agriculture and reforestation and better food waste management.



Hewlett-Packard measured the cost of a social responsibility program against employee attraction and retention and found there were benefits in allowing employees to allocate four hours a month to volunteering.



Source: Workology



“

Our quirks, aspirations, and motivations shape how we like to work, and should take centre stage as companies build their workforce for the future.”

Ilya Bonic

Global President, Mercer



4 takeaways for employee fulfillment



Enable flexible work policies



Welcome employees from all ages and stages of life



Ensure your policies are family-friendly



Promote work that is meaningful

The background is a complex, abstract composition of various shades of blue. It features overlapping geometric shapes, including rectangles, triangles, and rounded corners. Some areas have a fine, dotted pattern, while others are solid or have a slight gradient. The overall effect is a modern, layered, and textured blue background.

Thank you!



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