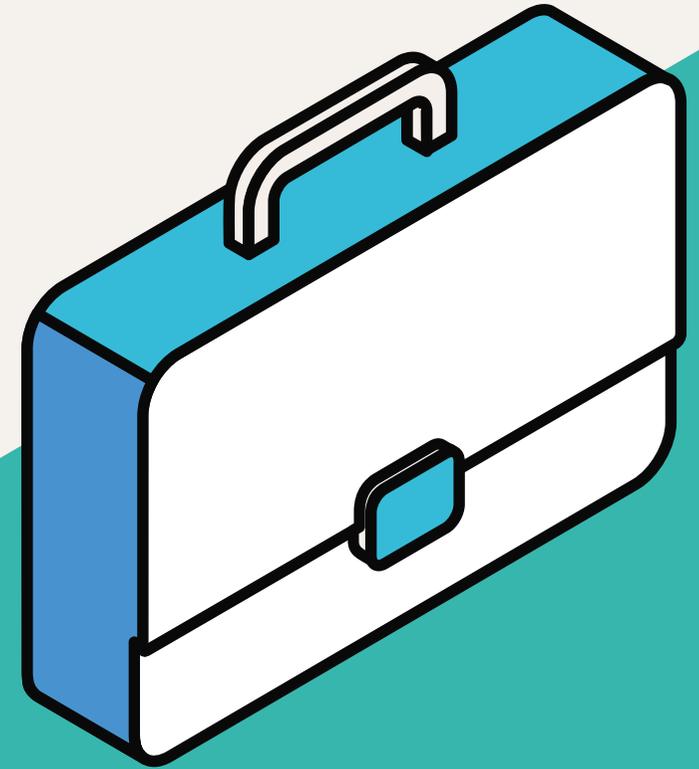


WHAT
WORKERS
WANT
2022



INTRODUCTION

The past few years have shown us many ups and down: a pandemic, massive lay-offs, record-low unemployment rates, war in Europe and inflation rates not seen in decades. The uncertainty and turmoil have been massive, but still we see a world of work which is characterised by labour shortages across sectors and a war for talent. This has a major impact on both employees and employers alike.

Denmark has in the past few years experienced fluctuating expectations both for the labour market and the economy, but despite the uncertainty, the unemployment rates are still low and we are still experiencing a slight economic growth, according to the latest quarterly report from Statistics Denmark. Similar notions can be found with the workforce, who are still optimistic about their future and job security. In fact, only 17% rate their job security as poor, despite reports of an all-time low consumer confidence. This trend will also be apparent throughout this report, as the survey clearly indicates that employee expectations are changing – something which most employers are likely already feeling, as employee retention is more difficult than ever.

The need for change is not limited to just one sector – it's a necessity across industries and trades. If organisations won't take demands by employees seriously, they will see themselves falling behind. We are in a war for talent, and the ability to attract and retain top talent will be a major competitive advantage in the years to come.

With our 'What Workers Want 2022' report, we wanted to explore these employee expectations and understand why they leave their jobs. This is information which is crucial for any organisation's HR policy, and for us to effectively guide and support both our clients and candidates. The results of our survey clearly show us that making your

company attractive and retaining top talent takes more than just offering an attractive salary and benefit package. Following years where the boundaries of work and private life have become increasingly blurred, workers want a better work-life balance and employer support for their health. It does not matter as much which organisation they work for, but rather the implications for their personal career development and whether they find their role or projects challenging.

In this report we have not only included interesting figures and charts, but also recommendations and concrete tips for companies to improve their HR policies and help them meet employee expectations. Conversely, workers can use these figures and recommendations to help navigate the labour market and ever-changing world of work.

We hope that you find the report insightful, and we are excited to discuss the findings with you in person.



Vibe Puggaard
Managing Director
Hays Denmark



ABOUT THE **SURVEY**

This survey has examined how workers in Denmark feel about their current job, what matters to them and the reasons they may change jobs. We have examined factors ranging from salary and job security, to work-life balance and employer support. We examined not only the employees' current situation, but also what may prompt them to look for new challenges, and whether their priorities have changed since the pandemic. Based on the survey and our expert knowledge, we have provided a range of recommendations, to help guide and gear you for the future.

Methodology

The survey on which this report is based ran in June and July 2022, and we received answers from more than 500 respondents. We have shared the survey with our Danish databases and professional networks. We have received answers from employees in both the public and private sectors, from different generations and seniority levels, and across industries

Themes of the survey

- Work-life balance & well-being
- Job change & employee retention
- Leadership
- Future workforce



We would like to thank all the respondents who took the time to complete our survey. Without your participation, we would not be able to provide these insights and improve future learning opportunities for organisations and candidates alike.

DEMOGRAPHICS

Our What Workers Want survey sample was comprised of the following:

Top 8

sectors our survey participants work in:

Defence:

8%

Manufacturing:

8%

IT:

7%

Automotive:

5%

Consulting:

5%

HR & Recruitment:

5%

Legal:

5%

Politics:

5%

Age range of survey participants:



5% 16% 38% 41%

● Baby Boomers ● Generation Z ● Generation X ● Generation Y

Seniority of survey participants:



2% 7% 22% 26% 43%

● C-suite ● Entry-level/Junior ● Specialist ● Director
● Management

Gender of survey participants:



1% 43% 56%

● Other/prefer not to say ● Female ● Male

THE SURVEY IN **NUMBERS**



In the infographic below and on the next page, we present some striking and important results which we want to highlight from the survey. We have broken them into themes which should be relevant to any business: changing jobs, well-being, the future workforce, and gender. Our hope is that this, together with the insights and recommendations we'll dive into in the following pages, can be a catalyst for internal discussions about recruitment, retention, and diversity policies.

Changing jobs

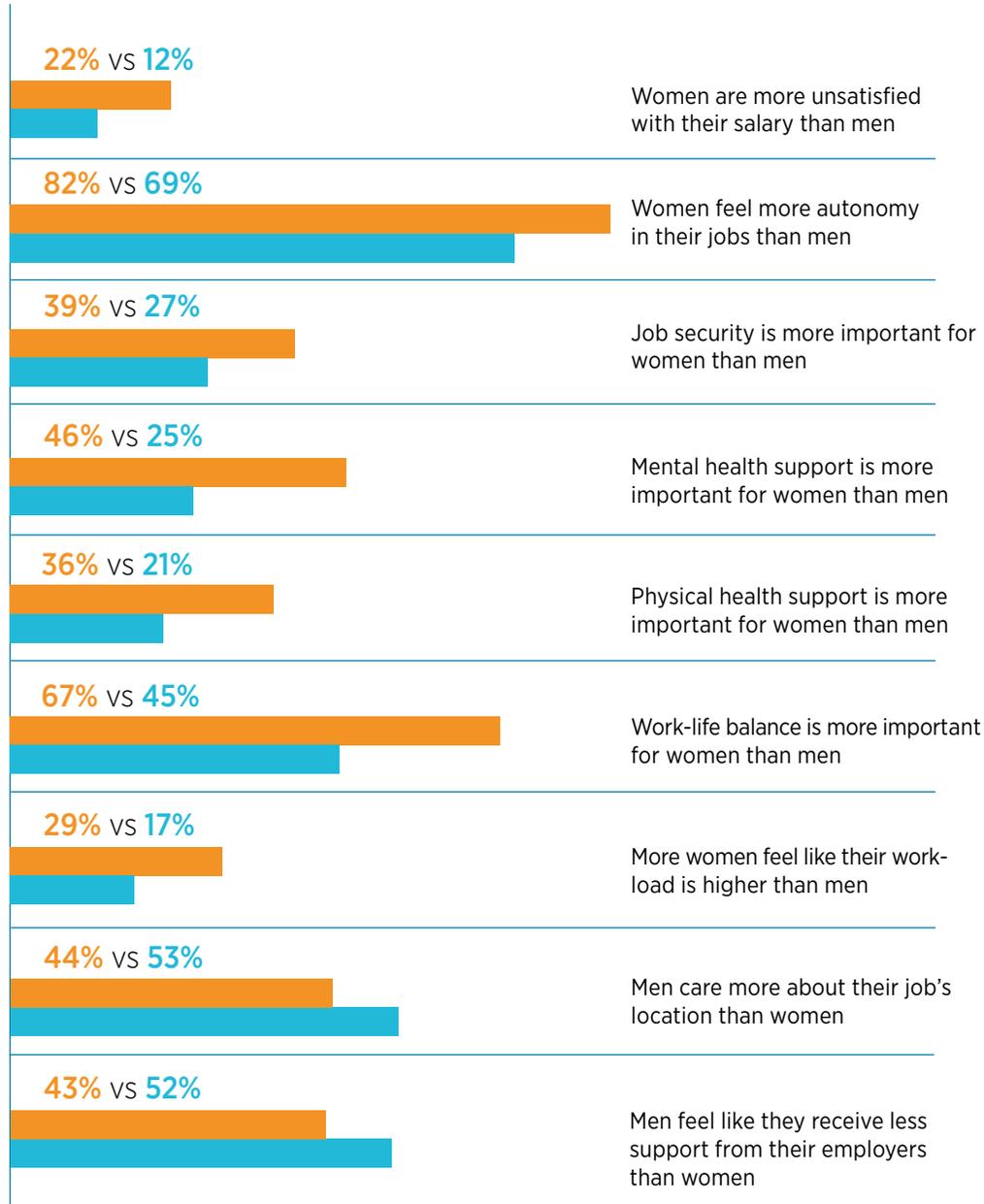
- 27% are **not** currently anticipating a job change
- 25% are anticipating a job change within the **next three months**
- 42% of those actively looking for a new job are satisfied in their current job
- 70% of those actively looking for a new job say they have received **no employer support** for their well-being
- 40% of those actively looking for a new job say they have become more distant from their colleagues since lockdown

Well-being

- 48% feel they receive **no employer support** for their well-being
- 50% say communication is the best way for employers to provide support for their well-being
- 22% say that **an increased workload** is the greatest challenge to their well-being
- 54% say that work-life balance has become increasingly important to them
- 65% are satisfied with their current work-life balance

THE SURVEY IN NUMBERS

Female & Male



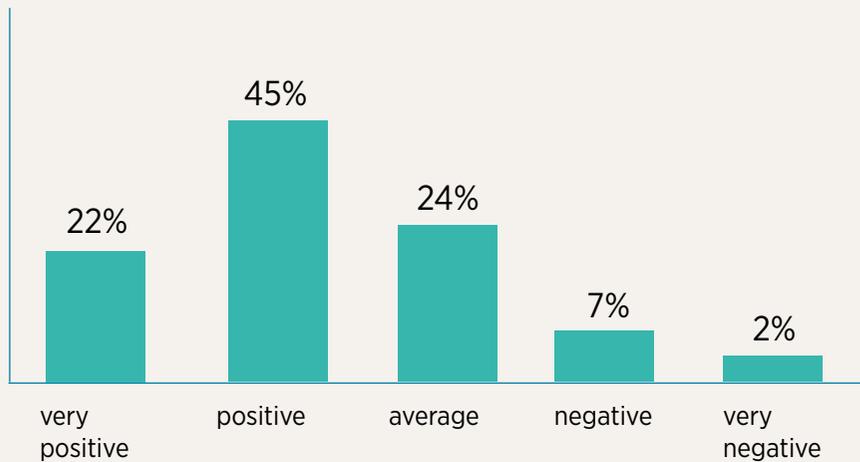
Future workforce (Generation Z)



CURRENT SENTIMENT IN THE WORKPLACE

In an ever-changing world of work, it is crucial that employers understand what employees want and how to care for their well-being. This enables companies to be an attractive workplace for both new employees and old. In the following infographic, you can see how workers generally feel about their jobs and what they like the most about it.

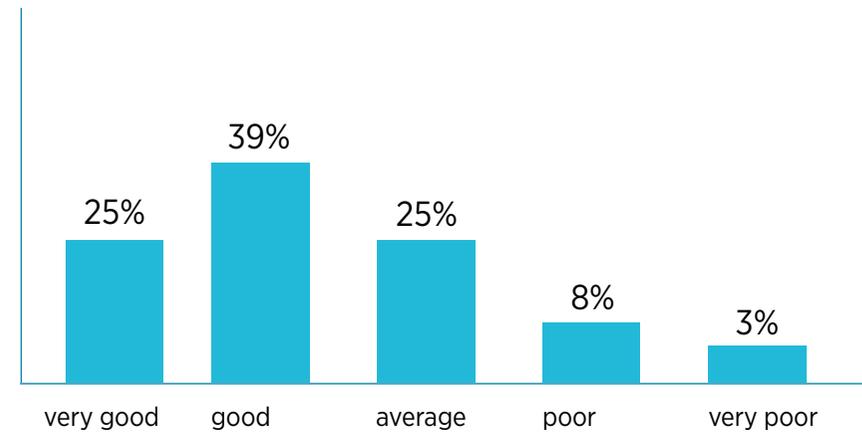
How workers are feeling about their current job:



What workers are most satisfied with in their current job:



How workers rate their current work-life balance:



HIGHLIGHT 1: WORK-LIFE BALANCE & WELL-BEING

The last couple of years have seemingly shifted our understanding of work-life balance and who is responsible for it. Today, we better than ever understand the importance it has for our well-being, and in turn what role our well-being has for our work life. In fact, **54% of employees say that work-life balance has become increasingly important to them since the pandemic.** This hardly comes as a surprise, as the pandemic blurred the lines between work and personal life – employees had to learn how to

perform their work tasks in new settings while battling uncertainty, concerns about job security, health fears, isolation, and additional domestic responsibilities.

Despite **35% of workers** pointing directly to **work-related issues being the greatest challenge to their well-being**, still **48% of employees** report that they receive **no employer support for their well-being.** This concerns anything from training or social activities, to physical exercise

or counselling. In fact, 50% of workers name communication as the one thing which they would like their managers to focus on, to improve their well-being. And our research shows that those who are satisfied with their work life, have a 23% better work-life balance – emphasising how interrelated our well-being is to our work life. And the importance which organisations need to attribute to their employees' well-being.

Top 6 challenges to well-being:



Increase in workload



Lack of social interaction



Less time available



Working environment



Boredom

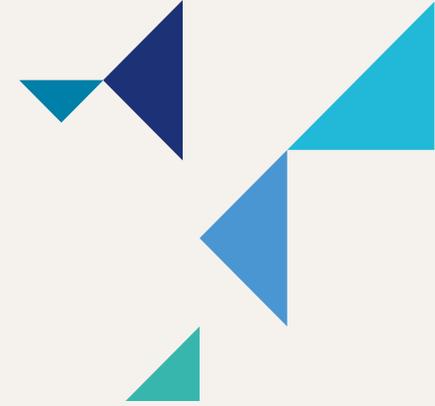


Isolation/loneliness

HIGHLIGHT 1: WORK-LIFE BALANCE & WELL-BEING

In short, the boundaries of work and private life have shifted. This is why work-life balance has become such a hot topic. Employees no longer leave their job at the premises of their workplace. They bring it into their homes and they often work more flexibly. Employers trust them to fulfil their duties and manage this new reality, but in turn the

employees also expect more from their employer. In fact, **work-life balance has become the single most important thing for 64% of workers when they consider a new role**, far ahead of factors such as benefit packages or job security. Similarly, **salary has only become more important to 23% of workers** in the past few years.



Top 6

aspects which have become more important to employees



1 Work-life balance



2 Mental health support



3 Job security



4 Job autonomy



5 Physical health support



6 Mindset towards job

HIGHLIGHT 2: JOB CHANGE

54% of workers are anticipating a job change within the next year.

Workers are changing jobs like never before. The average job tenure is becoming shorter and motivations for changing jobs are not necessarily the same as they used to be. In fact, our survey shows that **42% of employees actively looking for a new job, are satisfied in their current one.**

What makes so many employees want to change jobs? And what makes employees who are happy in their jobs want to move? Unfortunately, there is no easy answer, as the motivation for each employee will be different. However, there are some clear tendencies. For example, **those unsatisfied with their salary will be 28% more likely to**

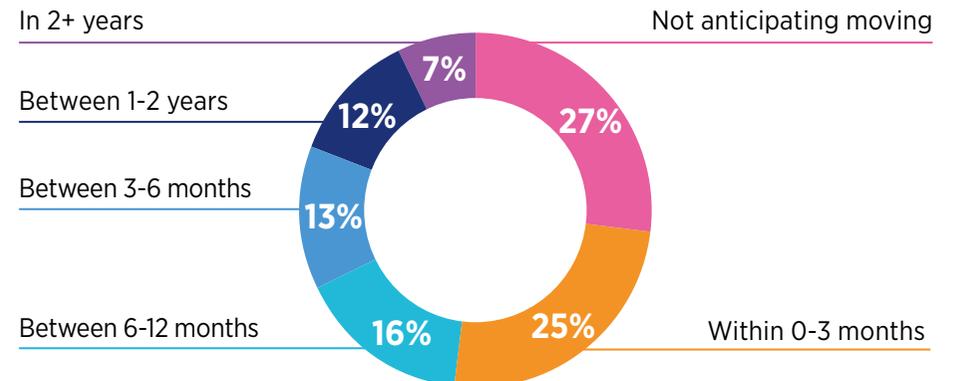
look for a new job within the next year. But as previously highlighted, work-life balance and well-being has increased more in importance than salary – and 70% of employees anticipating a job change within the next three months, say that they **have received no employer support for their well-being.**

Top 6

factors when considering a new job (excluding salary):

-  1 Work-life balance
-  2 Career development
-  3 Work environment
-  4 Challenging roles/projects
-  5 Location
-  6 Benefits package

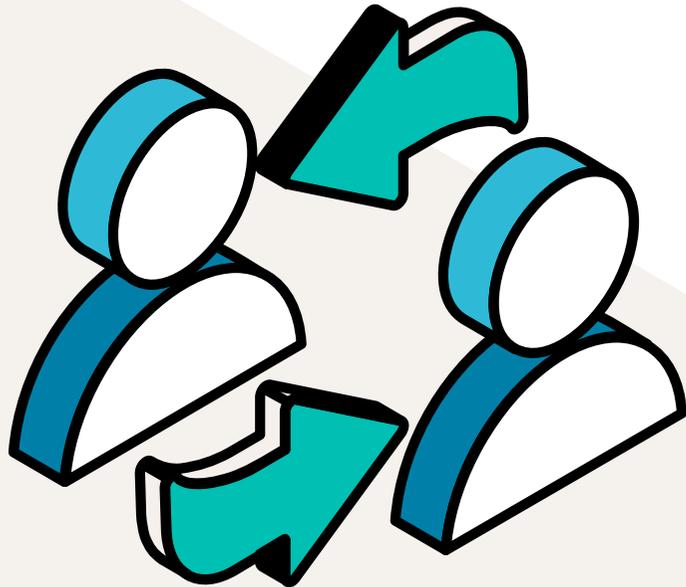
Workers anticipating a job change



HIGHLIGHT 2: JOB CHANGE

While those who are satisfied with their salary are 25% less likely to plan a job change, it seems it is not the deciding factor when it comes to a job change. Instead, **those who are actively looking for a new job right now**, are 32% more unhappy with the mental health support in their current job and feel 39% less secure in their current job. Likewise, they report having a **21% worse work-life balance**. And, **46% of workers** who are planning a job change within the next three months, **point to work-related issues as being the greatest challenge to their well-being**.

These numbers may confuse more than they provide an answer. Because they truly do show that there is not one single reason why employees are planning a job change; it is not only a question of compensation or work-life balance. This also means that there is not an easy answer for how to increase employee well-being and retention. Some want a higher salary; some prioritise career development; some are unhappy with their work environment or their relationships with their colleagues; and some need their job to fit neatly together with their private life. Lastly, the reason an employee changes their job, may not be the same reason they stay – or what will keep them from leaving.



HIGHLIGHT 3: LEADERSHIP

We're situated in a constantly changing world of work, where our understanding of what a workplace should be is evolving. And as it has been established in the previous highlights on employee well-being and job change, it is becoming increasingly difficult to manage employees, as no two people want the same thing or can be lead the same way. Each employee has different needs, ambitions, and skill-sets – and this needs to be reflected in their leadership.

An employee-employer relationship is no longer mainly transactional – both parties' expectations are changing, and employees want different things from their job than previously. Workers are prioritising their career development and challenging roles higher than ever. Furthermore, they want a better balance between their work-life and their private life. And they expect their employers to support and care about these things. If employers don't, workers are not scared to look for a new job. They feel a higher job security than ever, and the demand for their labour is higher than ever.



Top 3

areas for leadership to improve in:

- 1  Communication
- 2  Strategy & planning
- 3  Training

ways employers support well-being:

- 1  Social activities
- 2  Counselling
- 3  Physical exercise

ways for how workers want leadership to support well-being:

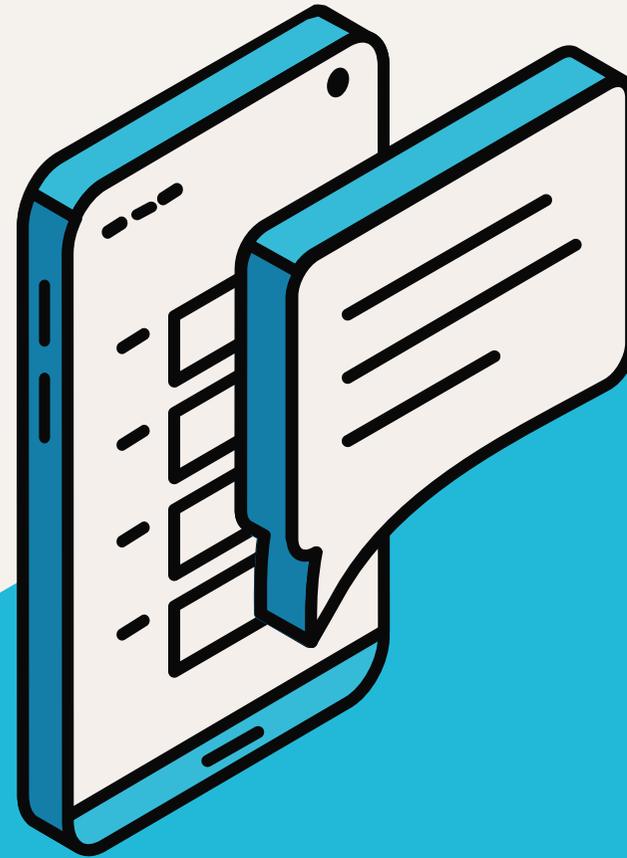
- 1  Communication
- 2  Access to training/education
- 3  Technology

RECOMMENDATIONS FOR EMPLOYERS

There's a gap between what workers want, and what employers are offering. Our What Workers Want survey shows that employees' needs are changing, and they understand that in this war for talent, they have the leverage for their demands. However, the results should be an opportunity for employers to listen and offer the appropriate support – for the benefit of both their employees and their bottom line.

What many organisations currently offer are baseline expectations rather than a differentiator or competitive advantage. Employees expect their employers to care about both their mental and physical well-being, to offer the appropriate surroundings and technology to enable their day-to-day work, and they expect to be compensated fairly. To attract and retain talent in today's climate, employers need to find a balance of tangible and intangible benefits which go beyond the bare minimum. It's a complex practice, and there is no one-size-fits-all model; some employees prioritise being compensated fairly, having a sensible workload and being able to leave early on Fridays to spend time with their family. Others seek good training opportunities and a clear career path, along with great social activities.

The following pages will provide recommendations which can help you as an employer to accommodate different employees' needs, build your employer brand, and develop an HR policy that can be a competitive advantage to your organisation.



EMPLOYER RECOMMENDATIONS

Implement flexible and adjustable policies

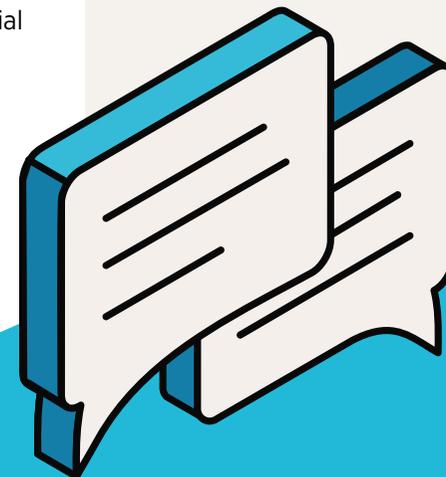
A one-size-fits-all policy simply does not work, if you want to attract and retain top talent. Conversely, it is also difficult to meet everyone's needs and wishes, especially if your organisation is large. This is why it is crucial to implement flexible and adaptable policies, which leaders can work with on a team-level.

Each team or department works differently, and within them are individuals who also work differently – for example, a young team may prefer more social activities whereas a team with many parents may prefer more remote work. But a team consisting of both groups will have to find a way to conform to both. Team leaders should communicate with both their team and the individuals within, to learn what their needs are and how to find compromises that both increase team effectiveness and satisfy each individual. In fact, the survey shows that **36% of employees believe that the main area for leadership to improve is communication**. Starting a conversation with employees will likely reveal where improvements can be made.

When creating a flexible and adaptable policy, it is important to:

- **Listen to and communicate with your employees.** Discover what is important to both the individual and the team.
- **Understand and respect that different groups of employees have different needs** – there is no right or wrong way.
- **Provide options.** One size does not fit all, but it's not sustainable to have no systems or guidelines in place either.
- **Make clear agreements and match expectations** with employees to ensure your system of flexibility has support and that all parties can function optimally.
- **Appreciate that remote work is here to stay.** But work hard on finding a good balance and ways to make employees want to come into the office too. It's important for new starters to have easy access to support and training, and the younger generations prioritise social activities and learning from leaders and colleagues.

Finally, your employees' health and well-being should be a top priority in all decisions you make and policies you implement. You may already have invested in great initiatives to support their physical and mental health, such as providing gym memberships or additional health insurance. But with **35% of all workers reporting work-related issues as being the biggest challenges to their well-being**, it is evident that investing in employee well-being will pay off in the long run.

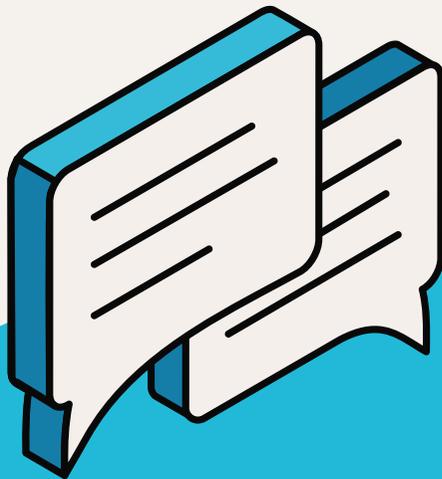


EMPLOYER RECOMMENDATIONS

Be adaptable and prepared

No matter what you do to increase employee retention, you will lose people. Or you may experience capacity issues due to an increase in demand. But it's important that you have good processes in place for what to do when it happens.

There is a good chance you will find it difficult to replace the employee which you have lost, and you may not be able to do so in the expected timeframe – meaning the employee who is leaving may not be able to participate in the training of their replacement. This may result in a significant loss of knowledge, if there is no process or plan in place.



How to be able to quickly adapt to employees resigning and an increased workload

- **Offboarding is as important as onboarding.** Especially employees who have been with you for a long time will have a lot of important knowledge – and you won't realise just how much before they're gone.
- **Emphasise the importance of documentation.** While it may slow work down slightly and seem redundant, it is crucial that important information is not only stored in the minds or computers of a few employees.
- **Provide the technology and processes to make documentation easy.** But also listen to the employees' feedback, as they're the ones to use it on a daily basis. And they're more likely to follow the processes if they're easy to understand and embed into their daily work.
- **Succession planning and career paths are important.** Have a plan in place or replacement in mind for when an employee leaves or is promoted to a new position.
- **Review your recruitment process.** How long does it usually take from when you establish the need for a new hire to their starting date? Do hiring managers take too long to provide feedback to Talent Acquisition or external recruiters? How many interviews are actually necessary for an entry-level position?
- **Review your training programmes.** You may be able to improve knowledge sharing and decrease workload for particularly busy teams, but also provide better career development for your employees – something which will benefit both your succession planning and employee retention, as 56% point to career development being one of the most important factors when considering a new role.

ABOUT HAYS

Hays Group

At Hays, we invest in lifelong partnerships that empower people and businesses to succeed. With over 50 years' success under our belts and a workforce of 10,000+ people across 33 countries, we've evolved to put our customers at the heart of everything we do. So much more than a specialist recruitment business, what really sets us apart is our knowledge through scale, deep understanding and our ability to meaningfully innovate for our customers. Whether you're looking for what's next in your career, or have a gap to fill, you can rely on us to deliver today and help you plan for tomorrow.

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Hays Denmark

Hays is your local expert in the recruitment of specialists and leaders across a range of different sectors and specialist areas. We are more than 40 employees in our office located in the heart of Copenhagen. We help clients across all of Denmark with their recruitment needs and workforce planning. We combine a regional focus, individual expertise and an international network to enable us to collaborate with both local and international companies.

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