



HENLEY BUSINESS SCHOOL

THE OMNIPLOYMENT ERA

The days of taking a one-size-fits-all
approach to employees are over



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FOREWORD FROM HENLEY BUSINESS SCHOOL

FOREWORD

Attitudes to how, when and where work happens are shifting. Following COVID, the employee-employer power balance shift has occurred, with workers feeling more empowered than ever to ask for what they want and consider other job options if their needs aren't met. To retain and attract talent, business leaders must wake up to this change; the old one-size-fits-all approach to jobs won't cut it anymore.

We've landed in what we've termed the Omniployment Era. Let's break down what this means: the prefix "omni-" derives from Latin, meaning "all" or "of every kind". Omniployment then encapsulates a broader, tailored approach to employment that is no longer one-size-fits-all. To respond to employees' differing attitudes to work, we're encouraging a model of employment where all aspects of an individual's life and values are considered and respected, leading to work practices that are adaptable, and recognise the importance of flexibility and diversity in the workplace.

This white paper demonstrates how employees are now pulling strongly in different directions. Through our research, we found six distinct worker segments that most employees fall into, each with their own tipping points, desires and attitudes to work. Providing insight and guidance on how a strong workforce is built, we propose that employers and business leaders adopt Demand Resourcing - a flexible approach to attracting, recruiting and training employees based on tailored requirements.

OMNIPLOYMENT *(noun)*

The divergence of the workforce from a traditional "one-size-fits-all" view of work.

DEMAND RESOURCING *(noun)*

The flexible response of employers to a segmented workforce through tailored offerings.



Professor James Walker

Director

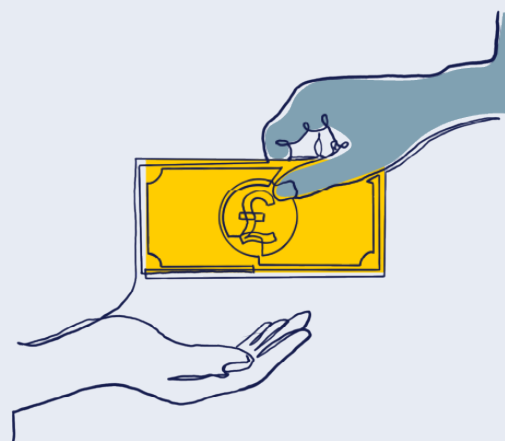
World of Work Institute



Dr Rita Fontinha

Director of Flexible Work

World of Work Institute

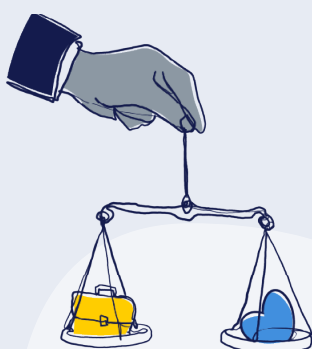


WELCOME TO THE OMNIEMPLOYMENT ERA

Omniployment might be a new term but the idea is not - heterogeneity in the labour market existed far beyond the pandemic. However, our data-driven focus offers a fresh perspective, allowing us to characterise the shift, post-COVID, by quantifying it to detail what's happening now between different and diverse groups in the workforce.

Following the pandemic, the UK experienced a seismic shift in the employer-employee power balance. Cue the 'Great Resignation' as - up and down the country - scores of employees quit their jobs in pursuit of more flexible working patterns while actively exploring side hustles and four-day workweeks.

Meanwhile, we also saw the rise of 'Soft Living' as many professionals refused to endure stressful jobs, recognising that work needed to better fit their lives. As such, business leaders were forced to act decisively to retain their workforce.



30%

of the UK workforce are currently looking for a new job

And the workforce is still in motion. For example, 30% of the UK workforce are currently looking for a new job - 46% of people who moved jobs in the last year are included in this number. But what are they after from work? Recognising the impact of the shift in play for both employers and employees, we set out to identify what a post-Covid, post-Great Resignation workforce looks like, and what it needs now. The goal? To help businesses understand how to attract and retain the right talent.

We surveyed 3,000 full-time UK employees, identifying what makes a workforce tick, and what are the working parts - the findings of which are laid out in this white paper.

From the results, there is a prevailing sense that work needs to fit around life, as three-quarters (72%) of UK employees say that they need a career that provides sufficient free time for interests and hobbies with only 19% of us willing to work longer hours to progress.

Other tipping points that cause employees to look for employment elsewhere were pinpointed. And we also looked at what attracts and puts people off organisations when job hunting - asking those surveyed to highlight their 'red flags' and 'green flags' when reviewing job adverts.

On one level, our research confirmed what many employers already know. People go to work for a competitive salary, preferably in a job they enjoy that offers stability. But beyond this, what the workforce wants isn't one-dimensional and people have varied preferences.

Welcome to the Omniployment Era.

MEET THE WORKFORCE

How employees think about work shifted hugely during the pandemic with different parts of the workforce moving in different directions. Take generational preferences for instance: younger generations now want greater flexibility and progression, while older workers look for security and a job they find more rewarding. People moved more strongly towards a variety of work preferences, and we found these nuances led to the emergence of six workforce segments.

So where are different employees leaning to when it comes to work? We analysed what motivates people to apply for a certain role (or not), depending on what's in the job advertisement. The upcoming segments reveal six types of workers based on the common elements that either grab their interest or make them back away from a role.

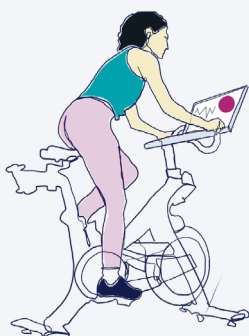
SOCIALLY CONSCIOUS WORKERS



EMPLOYEE ADVOCATES



WORK-LIFE BALANCE ADVOCATES



SALARY-DRIVEN WEEKEND WORKERS



EMPLOYEE SATISFACTION ENTHUSIASTS



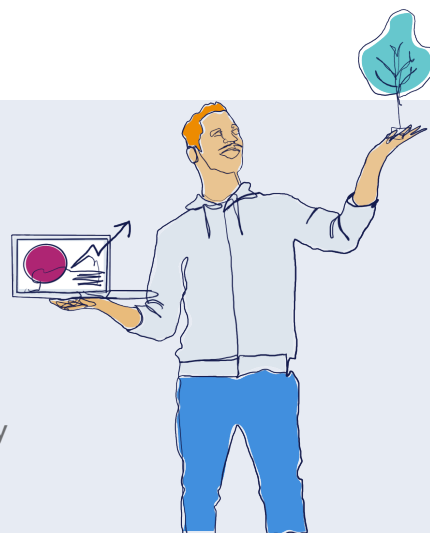
LONE RANGERS



SOCIALLY CONSCIOUS WORKERS

...value a company's record and stance on social issues and diversity in the workplace. They shun companies with a poor record on environmental and social justice issues.

This segment makes up 15% of the workforce. It's pretty evenly split across the age demographics, although a big percentage (50%) are in junior roles and just over half (52%) are male.



Top three green flags when applying to a job

- › Good employee reviews
- › A 4-day work week
- › Good business practices

Top three red flags when applying to a job

- › Poor employee reviews
- › Poor social record
- › Poor business practices

Top three things that would cause them to leave a job

- › Poor or toxic workplace culture (e.g. bullying, harassment, microaggressions)
- › Uncompetitive remuneration
- › Poor support for employee wellbeing/mental health

EMPLOYEE ADVOCATES

...expect companies to display high social standards and good business practices that treat their workers well. These workers highly value employee benefits.

Making up 10% of the workforce, this segment is mostly women (52%) aged between 18-34 (29%), who often work in IT and telecoms.



Top three green flags when applying to a job

- › Good employee reviews
- › Good business practices
- › Good environmental record

Top three red flags when applying to a job

- › Poor business practices
- › Poor social record
- › Poor employee reviews

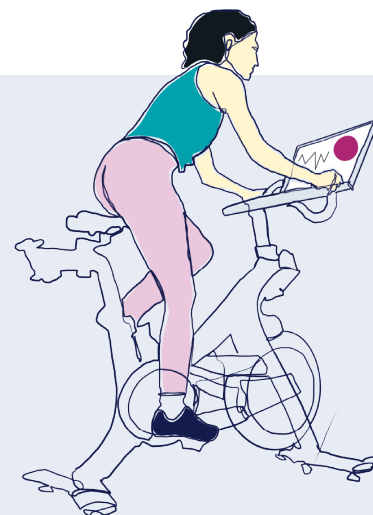
Top three things that would cause them to leave a job

- › Not providing a safe working environment
- › Poor/toxic workplace culture
- › Uncompetitive remuneration

WORK-LIFE BALANCE ADVOCATES

...value their ability to balance work and out-of-work commitments. The ability to work flexibly from home, perhaps with a four-day workweek or unlimited leave, is important to them.

This is the largest share of the workforce at 39% and has a male majority (55%) and is mostly aged between 18-34 years (38%).



Top three green flags when applying to a job

- › A four-day work week
- › Good business practices
- › Good employee reviews

Top three red flags when applying to a job

- › Poor employee reviews
- › Poor social record
- › Only office-based work

Top three things that would cause them to leave a job

- › Poor/toxic workplace culture
- › Uncompetitive remuneration
- › Poor work-life balance

SALARY-DRIVEN WEEKEND WORKERS

...are motivated by the salary range on offer and show a willingness to work long hours including weekends to achieve a high salary. They're not concerned about employee benefits, ethical or social issues, or location.

This is the fourth largest segment at 13%. It's mostly made up of men (69%). Transport and logistics is a common industry in this segment.



Top three green flags when applying to a job

- › A four-day work week
- › Team and company events
- › Good employee reviews

Top three red flags when applying to a job

- › Can only work from home once a week
- › Flexible working
- › Only office-based work

Top three things that would cause them to leave a job

- › Uncompetitive remuneration
- › Poor work-life balance
- › Poor or toxic workplace culture

EMPLOYEE SATISFACTION ENTHUSIASTS

...are highly sensitive to employee reviews. They're also motivated by benefits packages and companies that treat their employees right.

This segment makes up the joint-lowest portion of the workforce (10%), comprising mostly the 35-54 age group (38%). It has a slightly higher number of female workers, with over a third (35%) in mid-level roles.



Top three green flags when applying to a job

- › Good employee reviews
- › Good environmental record
- › 4 weeks paternity/12 weeks maternity with 90% pay/ SMP for 27 weeks

Top three red flags when applying to a job

- › Poor employee reviews
- › Poor social record
- › Poor business practices

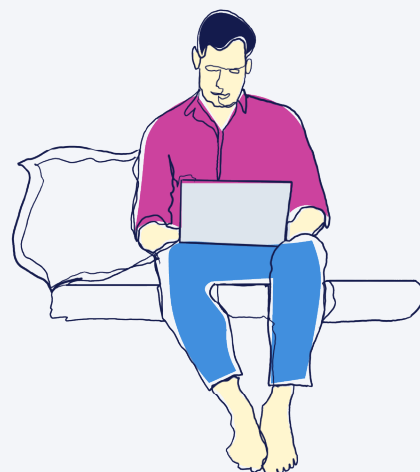
Top three things that would cause them to leave a job

- › Not providing a safe working environment
- › Poor/ toxic workplace culture (e.g. bullying, harassment, micro-aggressions)
- › Uncompetitive remuneration (e.g., salary, bonus)

LONE RANGERS

... are focused on salary and location. They are motivated by high salaries and the opportunity to work remotely.

This segment represents 14% of the overall workforce and has a male majority (57%), with a substantial amount (17%) working in manufacturing.



Top three green flags when applying to a job

- › Good employee reviews
- › Remote working
- › A four-day work week

Top three red flags when applying to a job

- › Poor employee reviews
- › Two weeks paternity/ 39 weeks SMP
- › Four weeks paternity/12 weeks maternity with 90% pay/SMP for 27 weeks

Top three things that would cause them to leave a job

- › Poor or toxic workplace culture
- › Not providing a safe working environment
- › Uncompetitive remuneration

THEIR RED AND GREEN FLAGS AND HOW TO MANAGE THEM

By putting audience segmentation at the core of our research, it's become obvious that something fundamentally needs to change. A job tailored to attract one segment of the workforce will not tick the boxes of another, which makes listening to employees so important. Rigid HR structures that restrict what can be offered to employees (*e.g. benefits, career progression, flexible working*) are no longer effective. If organisations want to attract and retain skilled workers, they must recognise their bespoke needs, and back this up with Demand Resourcing policies that reflect the segmented workforce.

THE BIGGER PICTURE: THE UK WORKFORCE OVERALL

The top tipping points most likely to cause someone to leave their current job

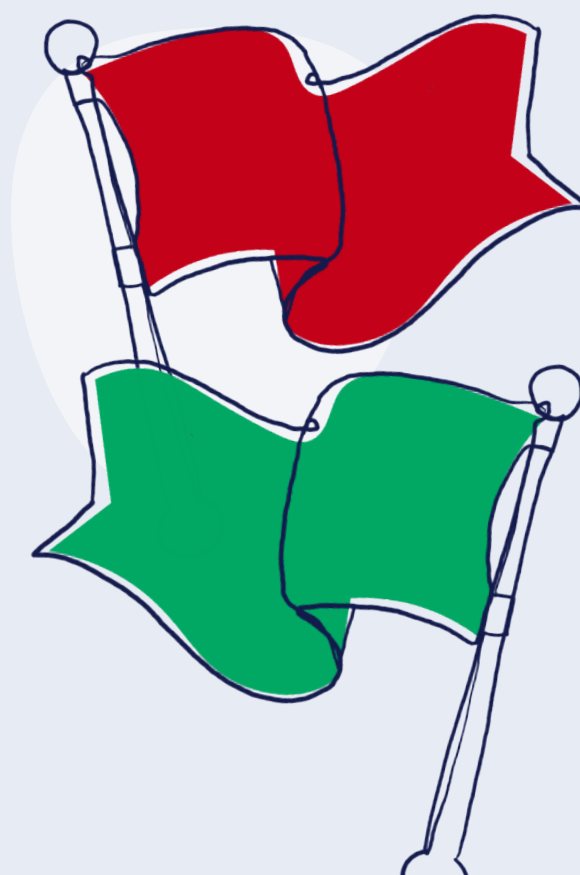
- › **For 68%**, it is a toxic workplace with bullying, harassment or micro-aggressions
- › **For 65%**, it is uncompetitive salary/bonus
- › **For 61%**, it is poor work-life balance
- › **For 60%**, it is an unsafe working environment
- › **For 58%**, it is being overworked

The top green flags when looking for a job

- › **For 68%**, it is being well paid
- › **For 65%**, it is job satisfaction
- › **For 55%**, it is job security
- › **For 50%**, it is a job that's rewarding
- › **For 45%**, it is working in a supportive and nurturing environment

The top red flags when applying to a job

- › Poor employee reviews
- › Poor social record
- › Poor business practices
- › To work at home for only one day a week
- › Office based



WHY EMPLOYEES APPLY FOR, STAY IN OR LEAVE THEIR JOB

Yes, we need to move away from generalisations when talking about the workforce, but there is a *big three* when it comes to retaining and attracting staff:

- › The reputation of a business
- › Flexible working provision
- › Benefits and wellbeing considerations

As you'd expect, the different workforce segments demand different things. We've taken a deep dive into our research findings to uncover what makes employees stay in or leave their roles so organisations can understand how to hold on to talent in the future.

BUSINESS REPUTATION

The exceptional weight of employee reviews



If a job has good employee reviews, the likelihood each segment will apply is:

70% for Employees Satisfaction Enthusiasts

56% for Employee Advocates

53% for Socially Conscious Workers

42% for Work-life Balance Advocates

41% for Lone Rangers

22% for Salary-driven Weekend Workers

Reputation is crucial. Good employee reviews make people 10% more likely to apply for a job, when compared to a base case of no employee reviews (see Figure 1). In line with this, poor/toxic workplace culture is a top-three red flag for five out of six of the employee segments, so it is no surprise employee reviews are vital for job seekers in determining the workplace culture. The only group tolerating this culture is the Salary-Driven Weekend Worker.

In fact, as shown in the next page, the only green flag that could outweigh poor reviews when applying for jobs is a broad salary range, and when you take the Weekend Workers out of the equation - we found there are no other single green flags or combinations of two green flags that would cause someone to overlook poor employee reviews when applying. In short, what your current employees are saying to your future employees matters.

Figure 1
Graph showing the importance of employee reviews in causing someone to apply to a job (the higher the score, the more likely to...)

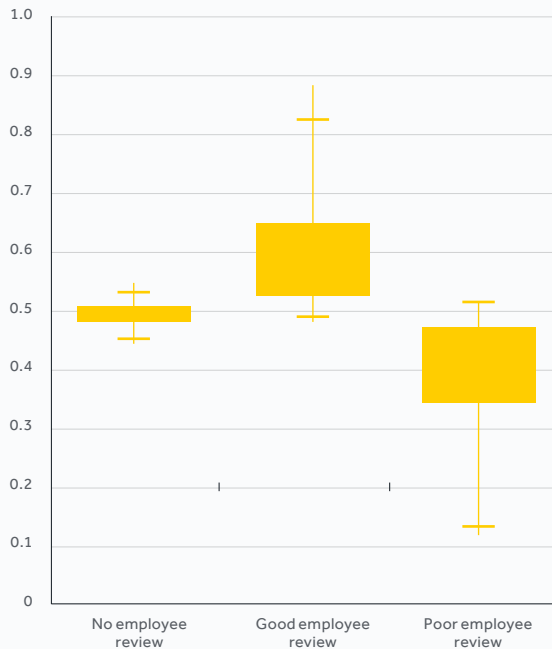
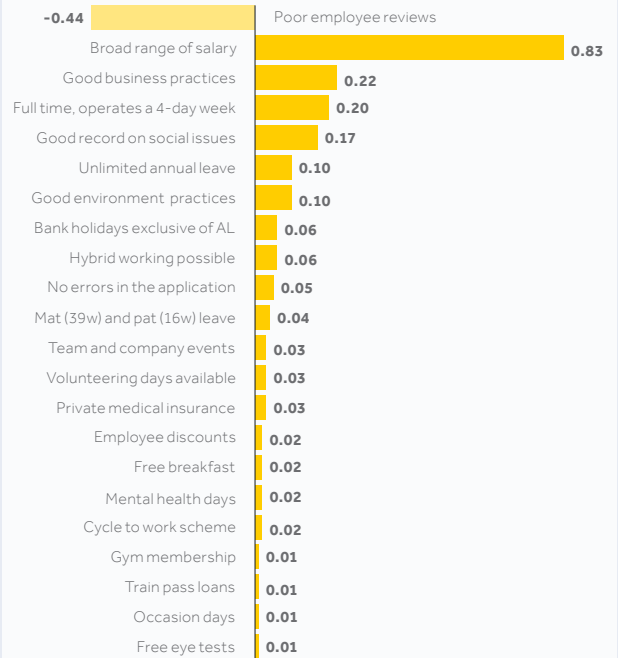
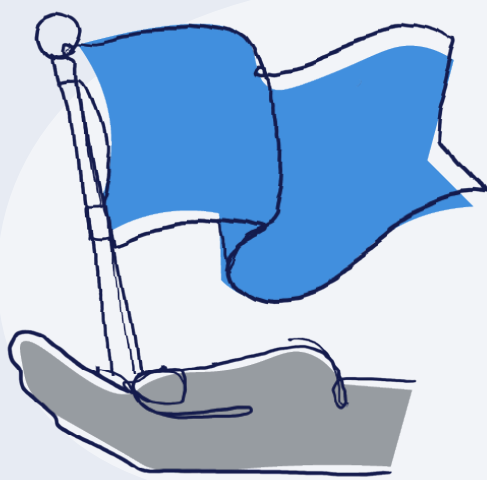


Figure 2
Graph showing factors in job adverts that reverse the negative impact of poor employee reviews (the higher the score, the more likely to...)



When split by segments, good employee reviews are shown to be the most influential factor for Employee Satisfaction Enthusiasts (70%), followed by Employee Advocates (56%) and Socially Conscious Workers (52%).

GOOD PRACTICES, MORE APPLICATIONS



If a job has good business practices, the likelihood each segment will apply is:

50% for Employee Advocates

47% for Socially Conscious Workers

42% for Work-life Balance Advocates

37% for Employees Satisfaction Enthusiasts

35% for Lone Rangers

20% for Salary-driven Weekend Workers
prefers no mention of business practices

Businesses that care about the environment, employees and social causes are not just ticking boxes - they are wooing talent. Looking at the other factors tested, the mention of good practices such as those toward employees, the environment and a record of supporting social causes, ensure candidates are more likely to apply for a job by 4.7%, 3.5% and 2.6% respectively.

Perhaps surprisingly, the only factor not found to have any significant impact on the likelihood of applying for a job is if the advert includes a statement on a company's dedication to diversity and inclusion. This is seen across all of the segments identified, including Socially Conscious Workers and Employee Advocates. Since an employer's statements on diversity seem to have no impact on either those concerned about social issues or those who aren't - with their inclusion not impacting the likelihood of application - it could be that the statements are perceived as hollow by job seekers, or that it's now just an expectation.

However, we found that this shifts when people are already in jobs: the top three tipping points causing people to leave - across half of the employee segments - are related to a lack of diversity, equality and inclusion in the workplace. This is likely down to the assumption upon applying that the business in question will be equitable to staff regardless of race, gender or other protected characteristics, and once this is not demonstrated at the place of work, an employee will look elsewhere.

MODES OF WORKING

Hybrid is not the be-all and end-all



The likelihood each segment will apply to a job if it offers their preferred mode of working is:

- 40%** for Employee Advocates who prefer office based work
- 39%** for Socially Conscious Workers who prefer flexible working
- 39%** for Work-life Balance Advocates who prefer hybrid working
- 39%** for Lone Ranger who prefer remote working
- 34%** for Employees Satisfaction Enthusiasts who prefer flexible working
- 17%** for Salary-driven Weekend Workers who prefer remote working

Businesses that offer hybrid working may think this, and this alone, is enough to keep their employees happy. It is true that in jobs where work can be completed flexibly from either an office or a remote location, people are most drawn to opportunities that offer hybrid working (see Figure 3).

FLEXIBLE WORKING

Employees can adapt working hours and/or location.

HYBRID WORKING

Combines in-person collaboration and off-site work.

REMOTE WORKING

Relies on digital tools for entirely off-site work, for maximum location independence.

Figure 3
Graph showing the respective importance of flexible working practices when applying for a job (the higher the score, the more likely to...)

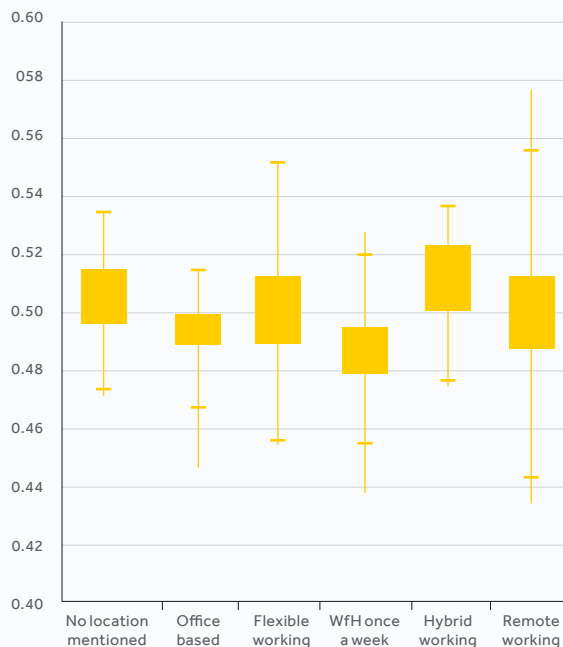
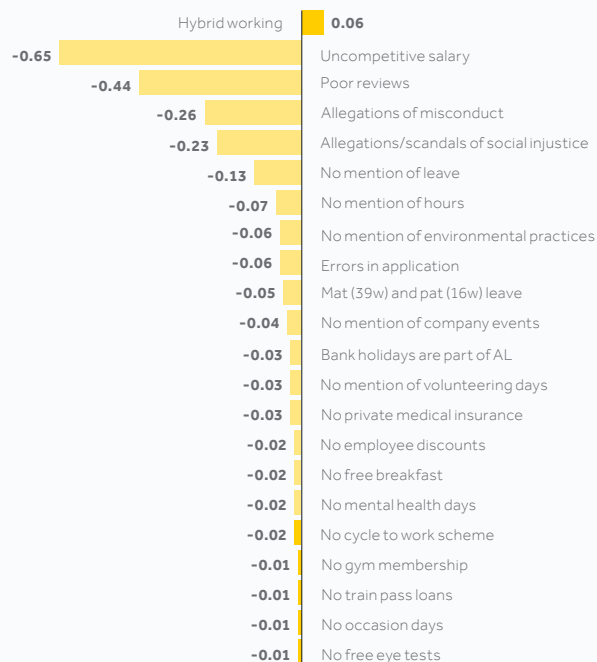


Figure 4
Graph showing the factors included in a job advert that negate the positive impact of hybrid working (the higher the score, the more likely to...)



People are 2.4% more likely to apply for a job that offers hybrid working than one that offers one day at home. This flexibility is also echoed by people's expectations around hours. People are 5.4% more likely to apply to a job that offers a four-day working week than a job that offers the statutory working week of 9am – 5.30pm with a 30-minute lunch break. The boxplot (see Figure 3) shows significant ranges across the attributes, particularly for remote working.

Yet, when faced with a variety of red and green flags during the job application process, our findings suggest that flexibility of working location or hours reduces in importance. While hybrid working is the most appealing mode of working, if a job advert fails to satisfy numerous other conditions, people are less likely to apply. As shown above, the top seven red flags outweigh the positive impact of hybrid working.

Location, location, location

Recently, we've seen a growing divide between employers and employees around remote working and what the "return to the office" should look like. Research suggests that CEOs tend to be more optimistic about the benefits of returning to a physical place of work - believing it to be the best place for collaboration, innovation and culture-building. On the other hand, workers value the flexibility and increased quality of life that remote work brings. Yet while flexible work might mean working from home for one group, for another it means a mix of remote and office work.

Different models of flexible work are reflected in the preferences of different worker segments. Location is considerably less important for Salary-driven Weekend Workers, whereas other segments are twice as likely to consider a job because of its location or expected work hours. Socially Conscious Workers and Employee Satisfaction Enthusiasts prefer flexible working at 43% and 32%, respectively, Work-life Balance Advocates prefer hybrid working (38.9%), and Lone Rangers prefer remote working (38%). Clarifying definitions and setting expectations around flexible working policies has never been more important. Do your workers want flexibility around their hours or their location? What makes most sense for your organisation?

Work-life balance

The importance of work-life balance also varies across segments. As with working location, work-life balance matters considerably less to Salary-driven Weekend Workers. Although Salary-driven Weekend Workers are still more attracted to jobs that offer a four-day working week (25%) instead of five days, this is less of a draw to them than for the other workforce segments.

For example, Socially Conscious Workers and Work-life Balance Advocates are (24% and 19%, respectively) more likely to apply for a job if it offers a four-day working week than a Salary-Driven Weekend Worker.

BENEFITS AND WELLBEING

Different strokes, different folks



If a job advert indicates team and company events, the likelihood each segment will apply is:

45% for Socially Conscious Workers

39% for Work-life Balance Advocates

30% for Employees Satisfaction Enthusiasts

22% for of Salary-driven Weekend Worker

If a job has a dedicated monthly budget, the likelihood each segment will apply is:

44% for Employee Advocates

34% for Lone Rangers

While hybrid and flexible working have become popular, they have not overtaken the importance of traditional benefits that focus around staff wellbeing. These include pretty simple things like team building and company events (36%), full pay for extended paternity or maternity leave (16 weeks and 39 weeks respectively, at 36%) (see next page), and private medical insurance (36%) (see next page).

There are certainly standout benefits that can help boost a company's appeal to job applicants. These include pretty simple things like team building and company events (36%), full pay for extended paternity or maternity leave (16 weeks and 39 weeks respectively, at 36%), and private medical insurance (36%)

However different segments care about these benefits to varying degrees. For example, Socially Conscious Workers are nearly 10% more likely to apply for a job that offers team and company events compared to general job applicants (45% vs 36%).

Figure 5
Graph showing the importance of maternity/ paternity leave when applying for a job (the higher the score, the more likely to...)

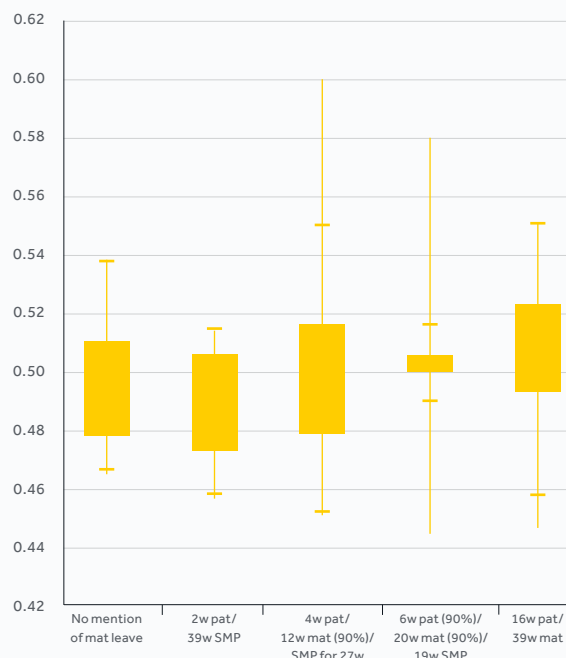
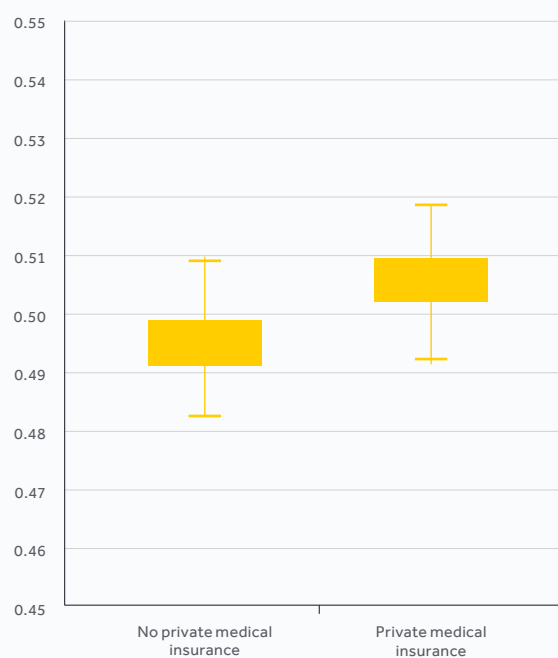


Figure 6
Graph showing the importance of private medical insurance when applying for a job (the higher the score, the more likely to...)



NO MAT LEAVE: A TOP PET PEEVE

If a job offers the following mat/pat leave packages, the likelihood each segment will apply is:

45% for Socially Conscious Workers who expect full pay for their mat/pat leave

44% for Employee Advocates who expect 90% pay while on mat/pat leave

39% for Work-life Balance Advocates who expect 1-month paid mat/pat leave

37% for Employees Satisfaction Enthusiasts who expect 1-month paid mat/pat leave

34% for Lone Rangers who expect fully paid mat/pat

20% for Salary-driven Weekend Worker who expect 1-month paid mat/pat leave



Offering full pay for extended paternity (16 weeks) or maternity leave (39 weeks) is a significant driver for Socially Conscious Workers. The likelihood they will apply to a job that offers full pay is almost 10% higher than any other segment at 45% compared to 36% for the general worker.

The Lone Rangers - although less motivated by this provision of maternity/paternity leave - are still more likely to apply to a job with this benefit compared to a package that provides less time off.

GOING PRIVATE



If a job has PMI, the likelihood each segment will apply is:

42% for Employee Advocates

39% for Work-life Balance Advocates

34% for Lone Rangers

32% for Employees Satisfaction Enthusiasts

20% for Salary-driven Weekend Workers

NB: Socially Conscious Workers are more likely to apply to a job without PMI.

The Employee Advocates segment seems to be the most motivated by jobs that offer private medical insurance, with people in this segment more likely to apply for these roles than all the participants in our research study. These are closely followed by Socially Conscious Workers (40%) and Work-life Balance Advocates (39%).

It's also worth noting that Salary-driven Weekend Workers (20%) are the least interested in medical insurance compared to other segments, consistent with their lack of interest in other benefits.

THE FUTURE OF WORK

Our study demonstrates that employers risk reducing their talent pool by adopting a one-size-fits-all approach in the Omniployment Era. Employees should not be viewed as a homogenous mass, instead employers must pay careful attention to the motivations of each employee segment and tailor offerings accordingly if they want to continue to attract and retain talent.

Here is our key advice for those employers serious about doing better by their employees and responding effectively to demands:

1

Embrace a workplace culture built around homogeneity

Businesses must make sure that packages and perks are tailored to the different needs of their diverse workforce, allowing employees to opt-in to benefits that best work for them. Encourage and normalise working and benefits that look different from employee to employee.

2

Make working flexible

Employers need to resist the temptation to move back to pre-pandemic ways of working. Covid marked a fundamental shift for everyone and so we believe greater investment needs to be made into understanding how businesses can maintain a workplace culture and spirit of development while also allowing for flexible working for those that want it. Organisations that don't develop their thinking will be last.

3

Be transparent

Employees want to know they are working for a human company, and - in turn - the company needs to show transparency in its communications. Employees appreciate that businesses aren't always perfect but being honest and open about plans and how its leaders respond to adversity is key to making its staff feel like they work for a company that cares.



ABOUT THE STUDY

To bring this study to life, our research involved a mixed-methods approach. First, it delved into the subject through interviews to understand the details (qualitative exploratory phase). Then, it expanded to a large survey (wide-scale quantitative phase) to collect data for statistical analysis, ensuring both depth and breadth of research.

The qualitative phase comprised eight interviews with full-time employees from a variety of sectors and seniorities to understand the red and green flags they face when looking for work. The red flags identified represent a series of factors that might appear off-putting during the job application phase to help explain what attracts workers to jobs. Similarly, a number of factors that make up negative experiences for workers were also looked at to find out what contributes to employees looking for employment elsewhere or - alternatively - helps in the retention of employees.

The survey was designed based on the themes identified in the interviews and desk-based research, also to understand what causes people to apply for jobs and what causes them to leave. We surveyed 3,000 full-time employed respondents from the private sector across the UK, representing diverse company sizes, sectors and positions.

Survey participants were selected from online consumer panels and then invited to complete the online survey by mobile or computer. The margin of error for the sample was +/-5% and at the 95% confidence level.

A conjoint - the survey-based market research method used to understand how people make complex choices - was included in the survey design to robustly identify the trade-offs individuals make in job applications. Respondents were asked to choose between a series of job adverts which showed variations on elements such as salary, benefits and location.

The on-screen design of the conjoint was made to replicate the style of an online job advert. An imaginary company name was used and the job role was based on the industry the respondent indicated that they worked in. Two job adverts were displayed on participants' screens at a time, the design of which was built using a balanced overlap method so that some elements would be the same to gain a better understanding of where trade-offs were made in selection. Based on respondents' selections, the conjoint ultimately enabled us to predict respondent preferences when applying to jobs.



3000

full-time employed
resondents from
the private sector
across the UK were
surveyed.



FOR MORE INFORMATION, PLEASE CONTACT

pr@henley.ac.uk
+44 (0)118 378 8676
Henley Business School
Whiteknights Campus
Reading
RG6 6UD

**WORLD OF WORK
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