

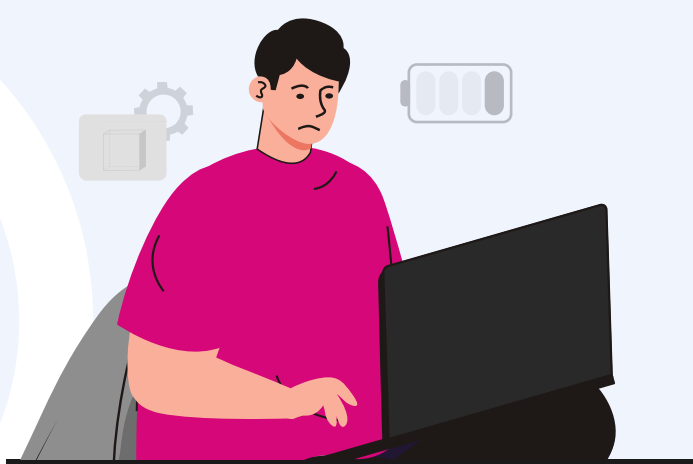
# Employee Trends 2022: The Future of Work

2022 will be another year of evolution for the modern workplace, driven by the pandemic response, technology enhancements, and cultural changes along with a continuing shift in employees' work-related perspectives and priorities.



## EMPLOYEE WELLBEING AND MENTAL HEALTH

This is a continuing trend, with even more focus on all aspects of employee wellbeing and the stigma associated with mental health issues fading considerably.



## LIFE/WORK BALANCE

Employees are less willing to compromise when work requirements conflict with other life priorities such as family time, social engagements and personal fulfillment.

## THE WORK/REWARD CONTRACT

Employees are willing to work hard and create value but will demand a bigger, "fairer" payoff in terms of tangible rewards as well as career growth and job satisfaction.

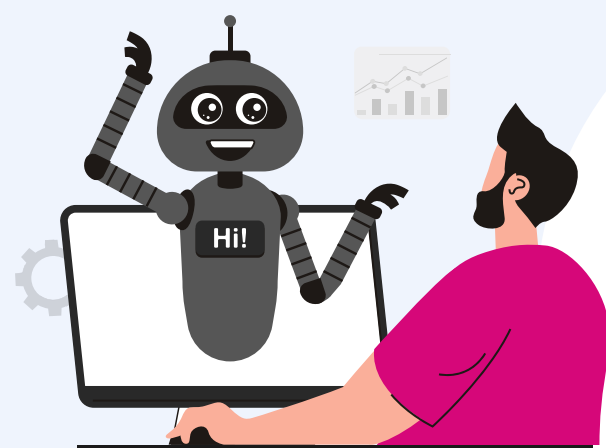


## LEADERSHIP EMPATHY AND TRANSPARENCY

Leaders will be expected to recognize/respect employees' full humanity, see them as more than just "cogs" in a work system, and operate with openness/authenticity.

## VALUES ALIGNMENT IS NON-NEGOTIABLE

Employees increasingly want to feel confident that the mission and behavior of their employer are consistent with, and aligned with, their values.



## ROBOTS AND AI JOB REPLACEMENT WILL ACCELERATE

The drive to replace humans with machinery will accelerate as companies leverage technology to avoid workplace infections of COVID-9 and keep operating costs low.

## THE GREAT RESIGNATION WILL EVOLVE TO THE GREAT TRANSITION

Large numbers of employees of every age are making career transitions, driven by necessity or desire for greater reward/fulfillment. They are not dropping out; they are taking new directions.



## EMPLOYEES EXPECT EVERY JOB TO PROVIDE CAREER GROWTH OPPORTUNITIES

Employees at every level – even new employees – will expect that their job provides (in addition to adequate compensation and benefits) significant development of new skills or competencies to drive their career growth.

## RETHINKING THE STRUCTURE OF WORK

Companies will continue to experiment with new work models such as 4-day work weeks, permanent remote and hybrid work models, job sharing, and restructuring job tasks.



## REJECTION OF MENIAL AND MUNDANE WORK

The vast majority of employees see no virtue in holding jobs that they consider menial or unpleasant. More and more reject such work, even if they can get no other jobs.