

The Grand Experiment

Building the Future of Work

The following results are based on Prudential's Pulse of the American Worker Survey conducted by Morning Consult in September 2021.

More Workers Considering Changing Jobs

Fifteen percent of American workers say they've switched employers since the start of the pandemic. They might not be alone; **nearly half** of all workers say they're actively searching for or considering looking for a new job.

This percentage is even higher among millennials, with **6 in 10** saying they are actively or considering searching for a new job.

Are you considering searching for a new job?

(All Workers)



(Millennials)



Why All Workers Are Leaving

Better compensation/benefits (45%)

Lack of growth opportunities (26%)

Want to do something different (26%)

Why Millennials Are Leaving

Better compensation/benefits (45%)

Want to work remotely at least some of the time (26%)

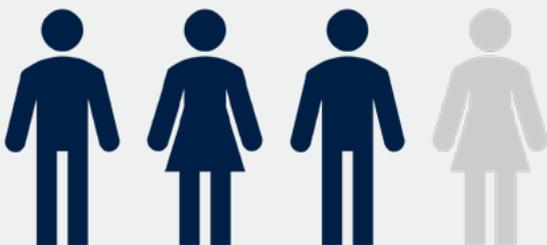
Want to do something different (25%)

What's driving workers to switch?

Workers cite the opportunity to get **better compensation/benefits**, **lack of growth opportunities** with their current employer and **wanting to do something completely different** as their top motivations for leaving or considering leaving their employer. Having the **ability to work remotely** at least some of the time also is a factor, particularly for millennials who are largest generation in the American workforce.

Workers aware of growing skills gap

Nearly **3 in 4** workers (73%) say there is a gap between the skills workers in the United States have now and the skills they will need for the future.

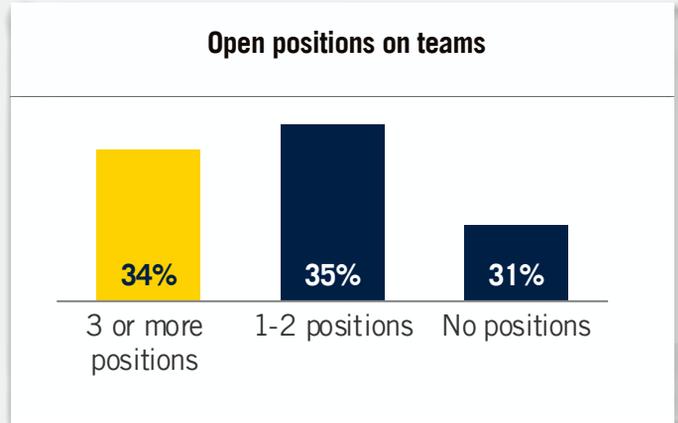




Talent Mobility Creates Challenges for Teams

Two-thirds of managers say their teams have been impacted by employees leaving during the pandemic—this includes **29%** who say their teams have been “**significantly impacted.**”

Moreover, **7 in 10** managers report having open roles to fill on their team and **one-third** have more than three positions to fill. Of the managers, nearly half (**48%**) say it’s taking them more time to fill those positions than before the pandemic.



Managers’ hiring challenges in the wake of increased talent mobility

58%	71%	82%
of managers with open positions report not receiving enough applications for their open roles.	of managers with open positions say the applications they are receiving are from workers that don’t have the right skills to fill their open positions.	of managers with open positions say they would be willing to hire a candidate that would require some initial training to do their job.

Managers weigh in on why workers are leaving—internal mobility could help

When asked what they thought was causing people to leave their organizations, managers cite factors such as **compensation, growth opportunities, burnout** and **wanting to do something entirely different.**

Interestingly, **45%** of the workers planning to look elsewhere said if their employer offered internal mobility opportunities, they would think about staying.

- #1** Better compensation (**35%**)
- #2** Limited growth opportunities (**26%**)
- #2** Burnout from increased workload (**26%**)
- #4** A desire to do something entirely different (**23%**)



The Demand for Tech Skills

8 in 10 workers say **building technology skills** will become increasingly important for jobs in the future.

3 in 4 workers say **learning how to analyze data** will become increasingly important for jobs in the future.

What workers are planning to learn

When asked about the one skill workers are looking to build in the next year, nearly **half (46%)** indicated a technology or data-related skill.



Managers play an important role in helping workers build skills

One-third of workers say their manager has **never** identified a skill they need to learn—**20%** of managers also say they've never asked a report to learn a new skill.

Of workers whose managers identified skills they need to build, **58%** said it was a technical skill, such as software or data analysis proficiency.





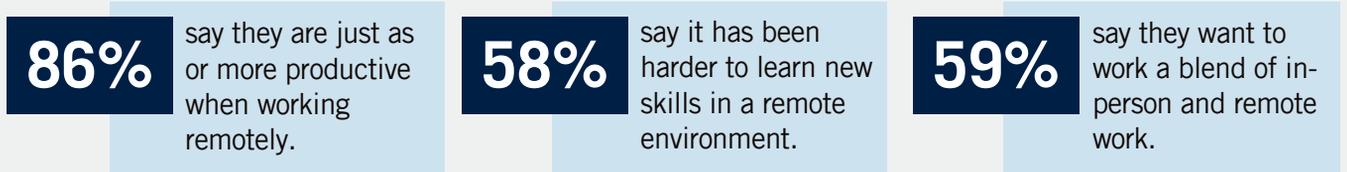
Prolonged Remote Work Takes Its Toll

The erosion of culture connectivity could be fueling workers to leave. **More than half** of remote workers are actively (**27%**) or considering (**25%**) looking for a new job and **half** report feeling less connected to their employer while working in a remote setting. **Nearly two-thirds** (**63%**) say it's easier to look for a new job in a remote environment.

A hybrid-work model may offer employers the opportunity to provide flexibility while maintaining connectivity. **Six in 10** say if they were going into a worksite at least one day a week they would feel more connected to their employers.



Remote workers continue to be productive, but struggle to skill



Mornings are the most productive hours for remote workers

More than half (**52%**) of remote workers say they find they are the most productive between 9 am and noon.

The best parts about remote work

Remote workers say they would like to continue to have **flexibility**, **informality**, and **productivity-enhancing policies** after the pandemic.

When asked what they are most looking forward to upon returning to the worksite, remote workers say **socializing with coworkers** (**35%**), **collaborating** (**33%**), and **being more productive** (**30%**).

- #1** Flexibility over my day-to-day schedule (**53%**)
- #2** Being able to be more informal at work (**36%**)
- #3** Policies to help manage workload (e.g., no meeting days) (**33%**)

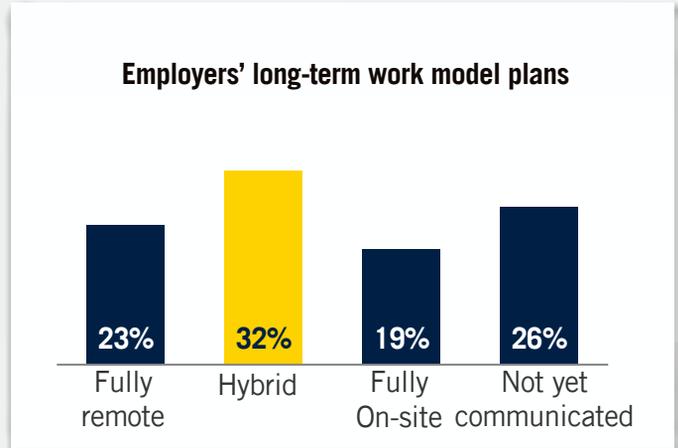


Hybrid Work: The Work Model of the Future

Two-thirds of workers that have remained remote during the pandemic are comfortable returning to the worksite. However, only **1 in 5** think they will return to their worksite before the end of the year.

Roughly **one-third** of all remote workers expect their employer will adopt a hybrid work model once the pandemic is over.

Remote workers would like to go to the worksite a **fixed number of days per week or month** but want the ability to **vary which days**.



Remote workers still have some concerns about returning

70%	have concerns about catching or spreading COVID-19.	59%	have concerns about increasing their day-to-day expenses.	56%	have concerns about how much time they'll spend commuting.
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Helping workers transition

7 in 10 remote workers say their employer is doing enough to help them transition into their longer-term work arrangements.

When asked what they would like their employer to do to help them transition, remote workers say **providing personal protective equipment, requiring vaccinations, limiting how many people can be on-site** and **offering mental health counseling**.

- #1** Provide PPE (**37%**)
- #1** Require that workers on-site are vaccinated (**37%**)
- #3** Limit the number of workers onsite (**33%**)
- #4** Provide mental health counseling (**31%**)

The Pulse of the American Worker Survey was conducted on behalf of Prudential by Morning Consult from Sept. 10 to 13, 2021, among a national sample of 2,000 self-identified employed adults (age 18 and over). This sample included 790 managers of people and 965 employed adults who worked remotely at some point during the pandemic. The interviews were conducted online, and the data was weighted to approximate a target sample of employed adults based on age, educational attainment, race/ethnicity, and gender. Results from the full survey population have a margin of error of ±2 percentage points. Percentages may not total 100 percent due to rounding. The Prudential Insurance Company of America and its affiliates, Newark, NJ. 1053044-00001-00