

THE GREAT REENTRY HR ISSUES IN THE BATTLE FOR TALENT

July 2021

Challenger Gray & Christmas, Inc.
Guiding Change ... Getting Results

EXIT

Highlights

68% of respondents are concerned about a company talent exodus

85% of respondents are having trouble filling open positions



Nearly 75% believe workers want more flexibility in their current position



Worker push back on working in-person

52% see a generational divide | 56% see a gender divide

Respondents are split if there is a generational or gender divide among those pushing back to work in-person



3 days in the office is the consensus for a "hybrid" work schedule

Respondent Demographics

n = 172

Top Respondent Industries



21% Professional Services/Consulting



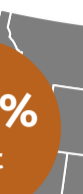
18% Healthcare & Pharmaceuticals



15% Finance & Financial Services



9% Utilities, Energy, and Extraction



6% Entertainment & Leisure
Food & Beverages
Manufacturing
Nonprofit
Technology

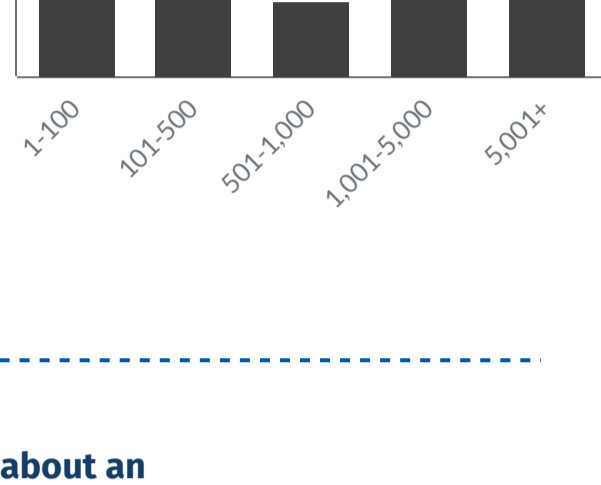


3% Automotive
Retail & Consumer Durables
Transportation & Delivery

Respondent Location



Respondent Organization Size



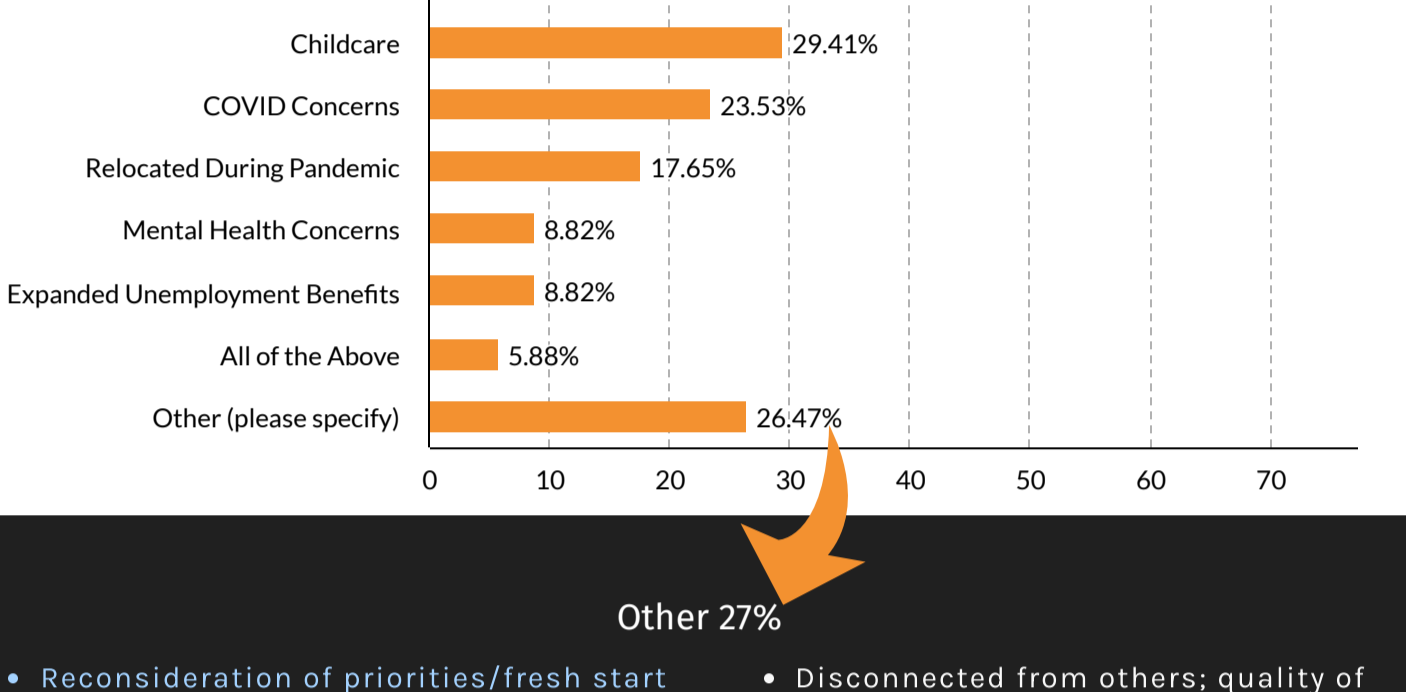
Workplace Talent

32% NO Are you concerned about an exodus of talent at your company?

68% YES

What do you think is fueling workers' desire to leave their current positions?

Select all that apply



Other 27%

- Reconsideration of priorities/fresh start after COVID
- Growth opportunities; hot job market; jump in salary
- Being forced to come back to the office, vaccine requirements, and/or mask obligations
- Disconnected from others; quality of work experience
- Not treated well by leaders during COVID
- Accelerated retirement decision

Incentives to Stay

63% are offering new incentives to entice talent to stay with the company

37%

Of those offering new incentives

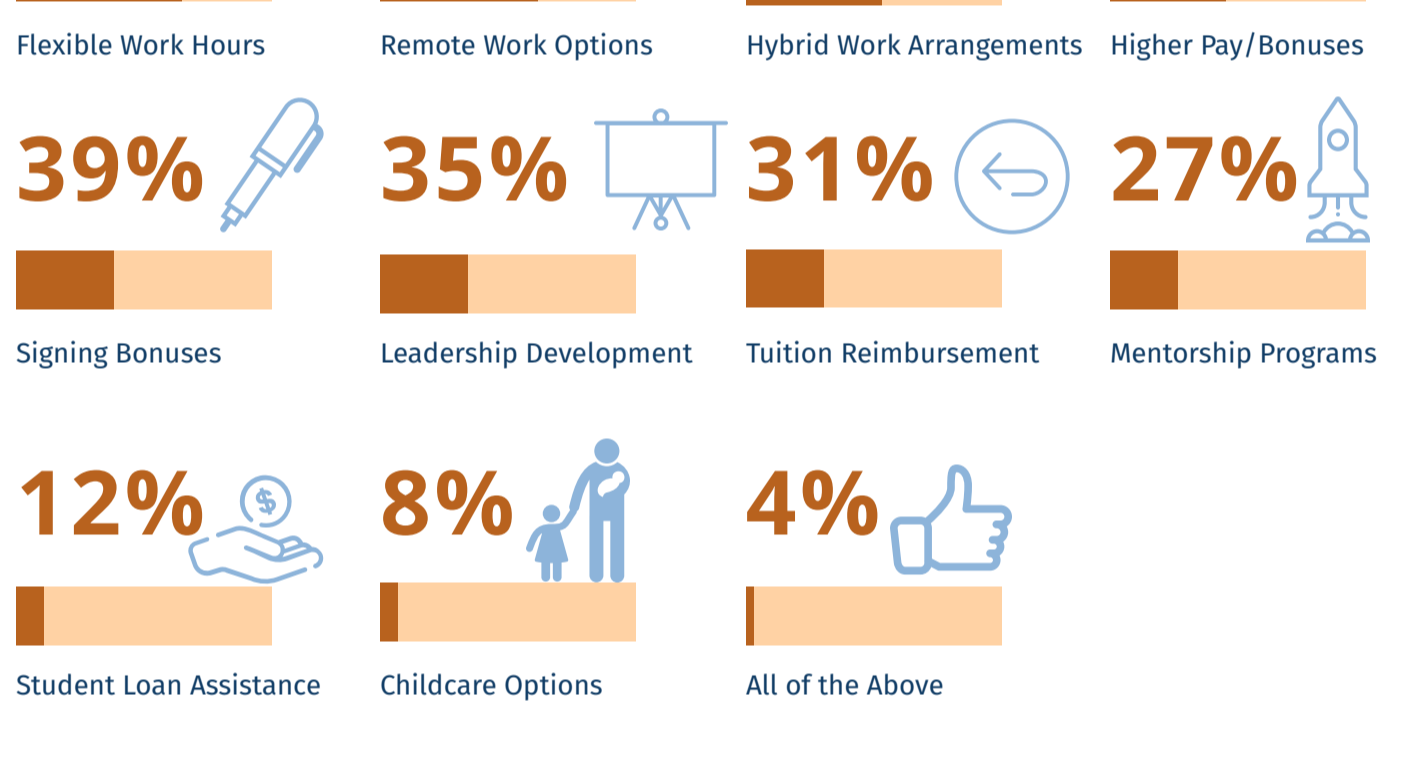
46% are offering to certain levels/positions

31% are taking it on a person-by-person basis

23% are providing new incentives to the entire workforce

What are you offering?

Select all that apply



Labor Shortage

Are you having trouble filling open positions?



85% YES, we are having trouble filling

39% in-person roles, 5% remote roles, 31% all roles, 41% our lower-wage positions, 31% our skilled labor positions.

10%

No, we are not experiencing a labor shortage.

5%

We are not currently hiring.

Employee Pushback

How have you dealt with pushback from your workforce about going back to in-person work?

81.48% YES | **18.52% NO**



YES

- Incentivized the return to in-person. (Flex schedules, Hybrid work, Cash incentives, etc.)
- Surveyed and pushed back in-person date.
- Worked with each individual giving pushback.
- We have not done anything systematic.

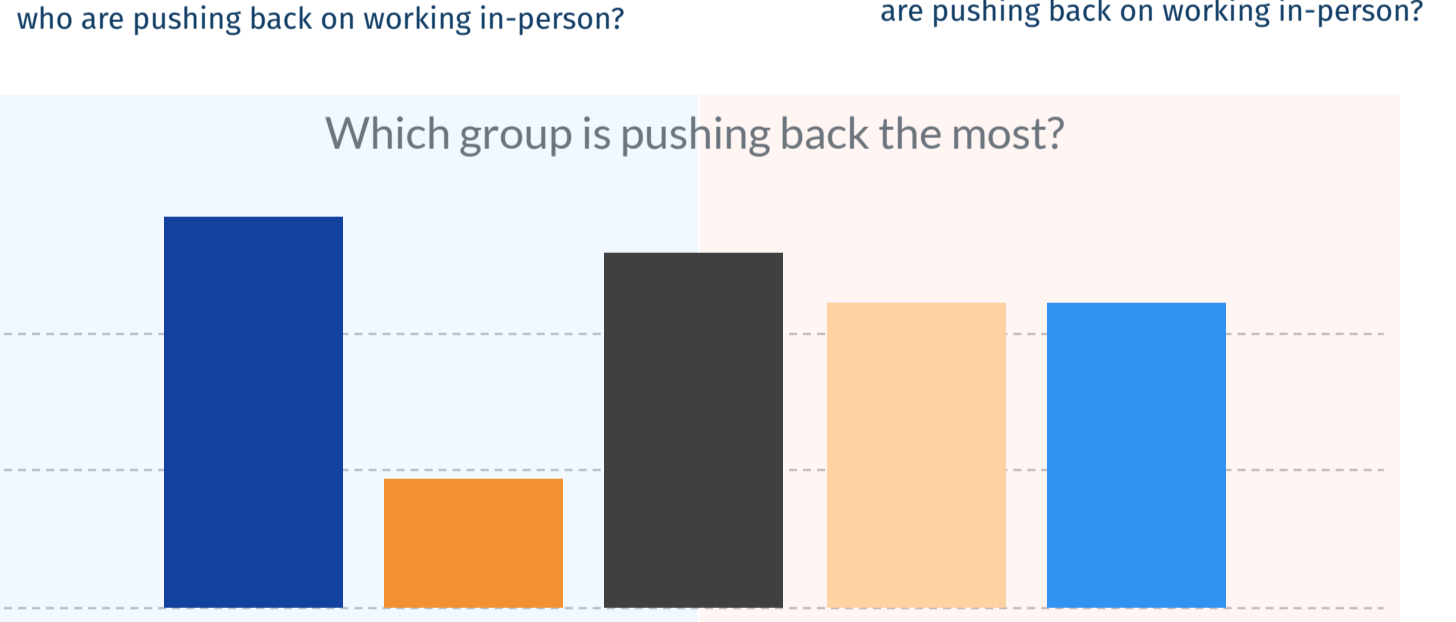
Do you see a **generational divide** among those who are pushing back on working in-person?

52% YES | **48% NO**

Do you see a **gender divide** among those who are pushing back on working in-person?

56% YES | **44% NO**

Which group is pushing back the most?



Males
• No one reported any push back from working fathers or male workers.

Younger workers
• Want more flex features

Remote requests from
• Older workers with small kids
• Those with a long commute

In-office requests from
• Older workers with no kids

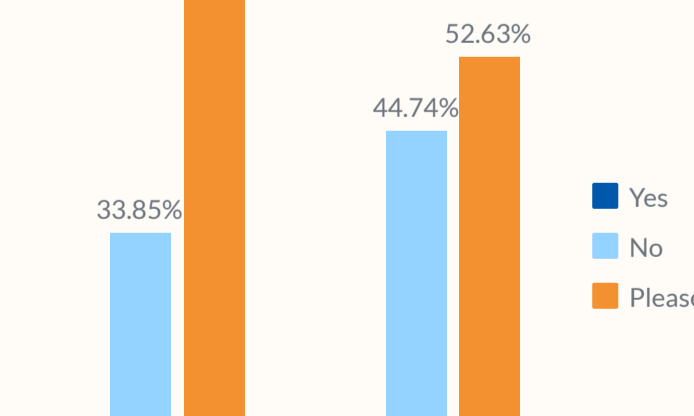
Comparing Data

Are you mandating the vaccine?

14% decrease from companies who will mandate the vaccine

32% increase from companies who will not mandate the vaccine

11.72% decrease from companies who will strongly encourage team members to get vaccinated



Would your organization consider giving incentives to encourage workers to get the vaccine?

MAY 2021 | JULY 2021

No. **45%** | **68%**

Yes, we are offering incentives. **11%** | **24%**

Yes, we would consider this. **28%** | **8%**

Other (please specify). **9%** | **0%**

Unsure. **7%** | **0%**

Do you have a date on which you will return to the office?

33% are already back.

28% Yes, after Labor Day.

18% Yes, this summer, after the 4th of July.

94% increase from May

100% decrease from May

100% increase from May

83% decrease from May

100% decrease from May

NA no change from May

10% No, we do not have a date we will return.

0% Yes, late fall/winter.

0% Yes, after the New Year.

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