

# The Reinvention of Company Culture



# Agenda

01 A watershed moment in  
company culture

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02 Flexibility

03 Well-being

04 The Great Reshuffle

05 Conclusion

Section 01

# A watershed moment in company culture

“

Culture is very important because people know that they have choices and their choices are beyond the name of the company or the salary that they make. Their choices are around enrichment, their choices are around who am I learning from. How is my soul being fed? And they are willing to exchange money and location for feeling fulfilled.

”



**Judy Jackson**  
Global Head of Culture and Engagement, WPP

# The characteristics of human-centered company culture

1

Flexibility

2

Asynchrony

3

Trust

4

Belonging

5

Well-being



# The evolution of company culture

**1950s**

Rigid hierarchies and smoking in the office

**1990s**

Relationships between workers and bosses fray

**2020s**

The era of human-focused company culture begins

1980s

1960s

**1970s**

Women on the rise and dress codes loosen up

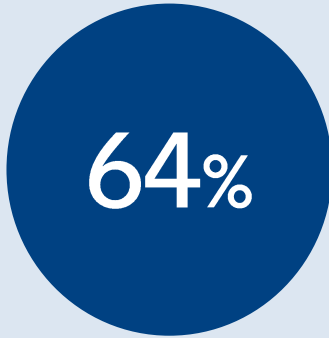
2010s

**2000s**

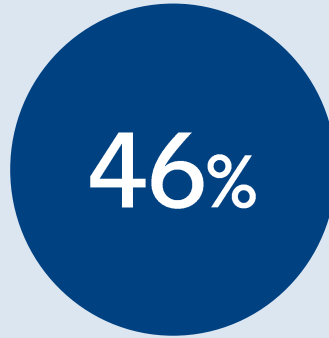
Tech start-up culture revolutionises the workplace

# Top priorities for job seekers in the UK

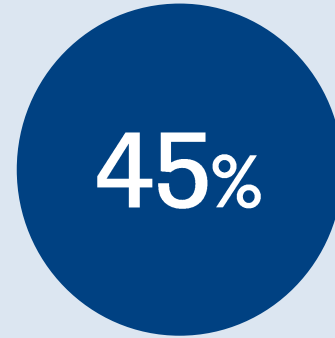
Priorities when picking a new job:



Good work-life balance



Excellent compensation  
and benefits



Colleagues and  
culture that inspire  
employees to do their best



# How the UK compares globally

**United nations:** Candidates are looking for stronger company culture

40%

of **global candidates** consider company culture a top priority when picking a job

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45%

of **UK candidates** consider company culture a top priority when picking a job



## Section 02

# Flexibility

Rethinking when and where we work



# The old way of working is over

“

Having everyone in one office space, 9 to 5, seems out of date now. Flexibility is the way forward.

”



**Paddy Hull**

VP of the future of work, Unilever

# Finding an employee's happy place

Global data shows when employees are satisfied with their companies' time and location flexibility, they are:



2.6x

more likely to report  
being happy



2.1x

more likely to recommend  
working for the company

# Consider your message when talking about flexibility

This year saw fluctuating levels of engagement across markets worldwide when it came to job posts which mention flexibility versus regular posts.

In every market, more job posts and general company posts talked about flexibility. However, engagement with these posts wasn't universal across different markets.

In **the UK** we saw:

## +30%

increase in job posts mentioning **flexibility** since 2019

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## +269%

more mentions of **flexibility** in company posts since 2019

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## -24%

engagements when a company post mentions flexibility

Sept 2019 vs. Sept 2021

# Consider your message when talking about flexibility

This varied across different age groups within the workplace.

Engagement with company posts mentioning 'flexibility'	UK	Globally
Gen Z	-24%	+77%
Millennials	-16%	+30%
Gen X	-25%	-5%
Baby boomers	-40%	-31%

*In comparison to average company post*

# How to make flexibility work

1

Establish guidelines for how to treat remote workers

2

Create a level playing field for all employees

3

Reinforce employee bonds with virtual events

4

Focus on results, not work hours

5

Help employees set boundaries

6

Say goodbye to live meetings



## Case study

# Unilever

- Unilever launched a pilot program called U-Work offering the flexibility of being a contract worker with some of the security and benefits of a full-time worker.
- U-Work employees work on assignments of their choosing, and are paid per assignment as well as receiving a monthly retainer and benefits.
- The program is live in Malaysia, South Africa, Argentina, Mexico, India, the Philippines, and the United Arab Emirates.
- In the UK, it has attracted 57 employees (1% of the U.K. workforce) within its first year.
- Unilever is now rolling out U-Work in Spain, Russia, Turkey, Australia, and New Zealand.





# Unilever

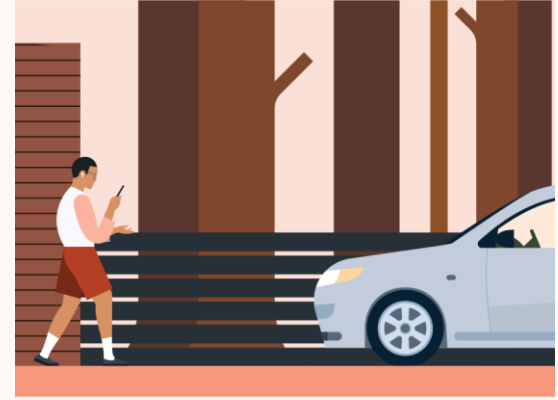
This gives employees at different life stages a new way to work. Among those who have signed up for U-Work are:



A factory manager nearing retirement who wants to coach younger workers



A parent who wants to balance caregiver responsibilities and work



A recent graduate who wants to set up a side business and travel



## Section 03

# Well-being

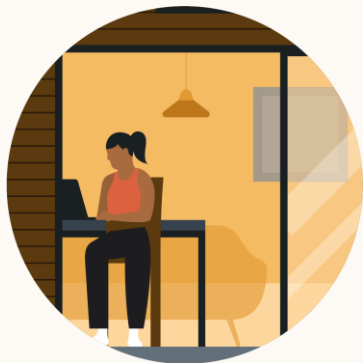
How companies can nurture healthy cultures



# Empathy must be a pillar of every culture

Companies are learning that their own well-being is linked to their employees' well-being, and are finding ways to show that they care.

Global data shows when employees feel cared for at work, they are:



3.2x

more likely to be  
happy at work



3.7x

more likely to recommend  
working for the company

“

In the workplace, we shouldn't value and celebrate the people who stay up all night and burn the midnight oil, because that doesn't really produce great results for the person or the organization. It's not a sustainable model.

”



**Jen Fisher**  
Chief Well-Being Officer, Deloitte

# How well-being content is performing

## How well-being content is performing in the UK versus globally

	UK	Globally
Increase in the share of job posts that mention “well-being” (Sept 2019 vs. Sept 2021)	+84%	+147%
Increase in company posts about “well-being” (Sept 2019 vs. Sept 2021)	+65%	+73%
Engagement with company posts that mention “well-being”, compared to the average post (Sept 2021)	-10%	+5%
Likelihood of women to engage with “well-being” company posts, compared to the average post (Sept 2021)	+19%	+41%

# How to help employees achieve better work-life balance

1

Give workers more time in their day

2

Carve out some time for a company shutdown

3

Train managers to be empathetic leaders

4

Make mental health services accessible

5

Use people analytics to identify problems

6

Consider a four-day work week



## Case study

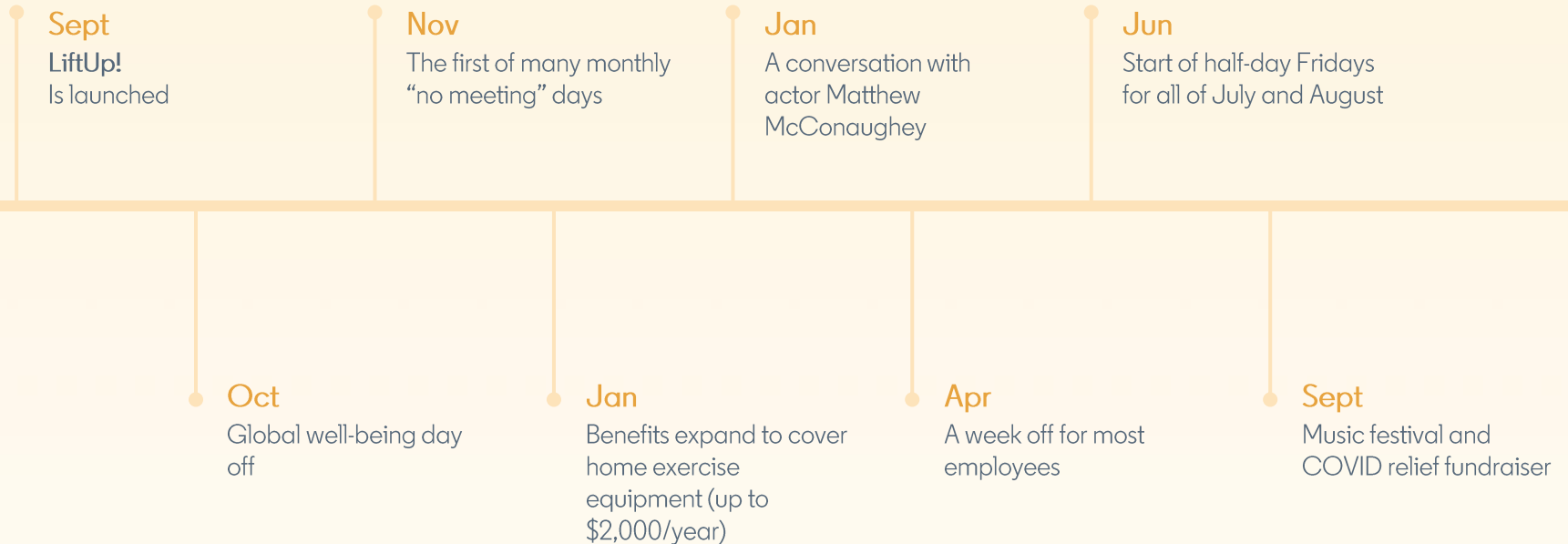


- LinkedIn's own program – **LiftUp!** – was put in place to elevate employees' well-being and to surprise and delight them, to help put a spark into their workday.
- The program addresses employee burnout, anxiety, and social disconnection that company leaders had begun noting.
- LiftUp! features an always-on resource hub, fun events, and the gift of time, including a company-wide shutdown week in April 2021.
- The program is as inclusive as possible, ensuring its offerings are available to employees worldwide, not just those near the company's Silicon Valley headquarters.





# Highlights of LiftUp!



## Section 04

# The Great Reshuffle

How employees' expectations have shifted





“ Company culture is swiftly evolving, and to keep up, organisations must innovate and think progressively. We have this singular opportunity to create the culture and circumstances that will allow each employee to do their best work and to lead their best life.

”

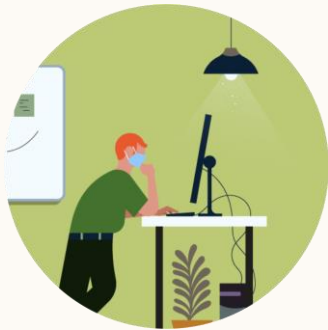


**Teuila Hanson**  
Chief People Officer, LinkedIn

# “It's a time when everyone is rethinking everything”



Candidates are prioritising well-being and agency over where and when they work. We're calling this the Great Reshuffle, or the Great Resignation.



41%

of global employees are considering leaving their jobs within 12 months

Microsoft 2021 Work Trend Index



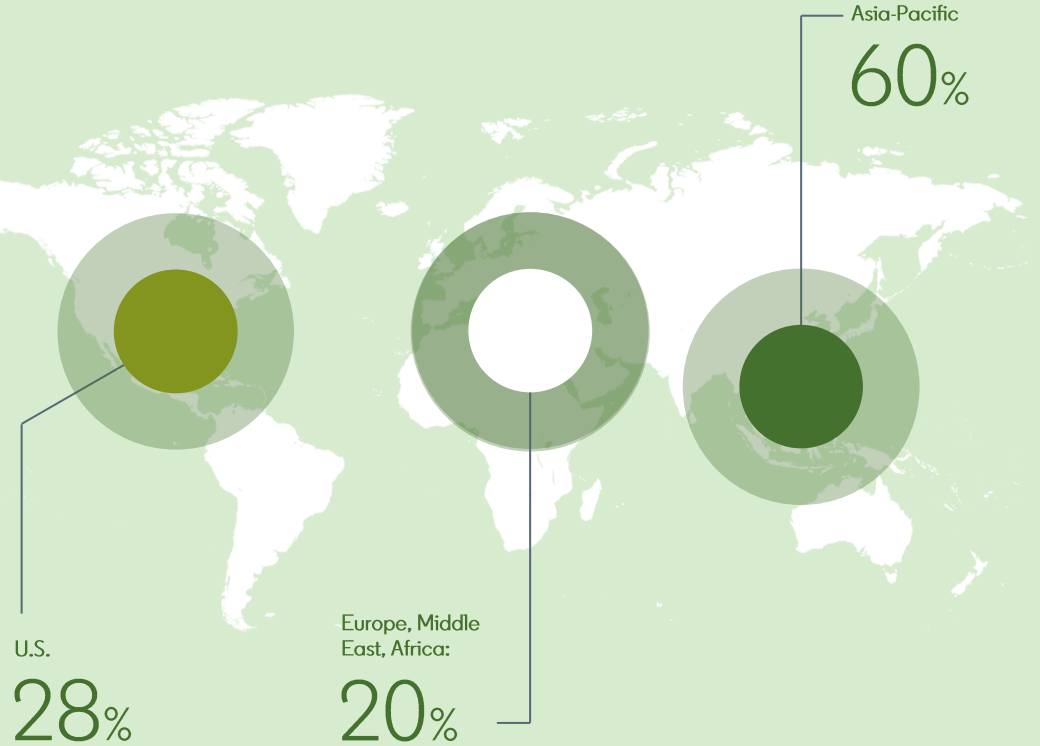
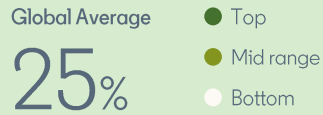
1.5x

UK job seekers view 1.5X as many job posts before applying

Sept 2019 vs Sept 2021

# A global wave of job changes

The share of LinkedIn members changing jobs between August and October 2021 compared with the same period in 2019:



# How is company culture content performing in the UK?

Candidates are more engaged when companies talk about culture

**+22%** engagement boost when company posts mention culture

Sept 2021

LinkedIn members are posting more about these key topics\*

Flexible work

**+226%**

Well-being

**+26%**

Company culture

**+43%**

\* As a share of all member posts, relative growth from 2019 to 2021

# How to boost your employer brand

1

Listen to your people

2

Be willing to change your message if that's what your audience wants

3

Get leaders talking about your culture

4

Pressure test your EVP

5

Be authentic



## Case study

# Instacart

- Instacart’s well-being program, **Self-Checkout**, aimed to support employee wellness - while ensuring job seekers got the message too.
  - Self-Checkout helped employees unplug, with a company-wide shutdown, offering extra days off around Labor Day 2021. They even put interviews on hold, letting candidates know the importance they place on downtime.
- Instacart gave employees “toolkits” to help them write OOO messages, explaining to external partners why they will be unreachable and what the purpose of Self-Checkout is.
- Instacart compiled employees’ LinkedIn stories about their time off into a company blog.
- As a result they saw more 4,000+ engagements with LinkedIn Self-Checkout content in the first two days after employees returned to work.



# Conclusion

# Company culture is undergoing a watershed moment

Now is the time to re-evaluate your corporate culture and respond to what candidates really want – a focus on flexibility and well-being.

This can help you to strengthen your employer brand and attract and retain top talent.



# BONUS:

We've unlocked some LinkedIn Learning courses to help you on your journey to reinventing company culture

1.

[Be an Inclusive Organisation  
People Won't Leave](#)

2.

[Creating a Culture that Inspires  
your Employees](#)

3.

[HR: Providing Flexible Work Options](#)

4.

[How to Set Boundaries and  
Protect Your Time](#)

5.

[Managing your Well-Being as a  
Leader While Leading Others](#)

# Thank you

LinkedIn Talent Solutions

# Methodology

## Survey

Insights about job seeker priorities when considering a new job are based on LinkedIn's Talent Drivers survey conducted in June 2021, with nearly 20,000 respondents across the globe. Respondents were asked to select up to five of the most important factors when considering a new job from a list of 15 employee value propositions.

Insights on employee happiness and feelings of care are derived from millions of Glint survey responses from more than 900 organizations; more details can be found in the Glint Employee Well-Being Reports from September 2021 and December 2021.

The survey data on C-level executives is based on a LinkedIn-commissioned YouGov survey of over 500 C-level executives from U.S. and U.K. organizations with 1,000+ employees and US\$350+ million (£250+ million) annual revenue, from August 4 to 24, 2021, to understand how they are considering the future of work. The survey was conducted online.

The survey data on top areas to invest in to improve company culture was gathered from a LinkedIn Omnibus survey conducted in September 2021 among English-speaking, active LinkedIn members across the following countries and regions: US, UK, Canada, BeNeLux, Australia, India, Southeast Asia, Brazil, Germany, Middle-East and North Africa (MENA), Nordics, and Spain.

# Methodology

## Behavioural insights

Behavioural insights for this report were generated from the billions of data points created by nearly 800 million members in more than 200 countries on LinkedIn today. These analyses include data from September 2019 to September 2021. Insights about job posts, company posts, member posts, and job titles are based on a keyword analysis using three categories of keywords: company culture, flexibility, and wellness. Categories included similar terms (e.g., flexibility included “remote work” and “work from home” as keywords) and were translated into Spanish, French, Japanese, Dutch, Italian, German, Portuguese, Turkish, and Chinese. Keywords were then used to classify content for comparative analyses. For comparisons between 2019, 2020, and 2021, the analysis considered all job posts, company posts, and member posts in the month of September of each year. If not otherwise stated, keyword analyses are based on all posts made in September 2021.

Gender identity isn't binary and we recognize that some LinkedIn members identify beyond the traditional gender constructs of “male” and “female.” If not explicitly self-identified, we have inferred the gender of members included in this analysis by classifying their first names as either male or female or by pronouns used on their LinkedIn profiles. Members whose gender could not be inferred as either male or female were excluded from this analysis.

Member generation is inferred based on education information and other self-reported data on public LinkedIn profiles. Members whose age we could not confidently infer based on complete profile information were excluded from generational analyses. Definitions of generations follow those of Pew Research, with Gen Z born after 1996, millennials born between 1981 and 1996, Generation X born between 1965 and 1980, and baby boomers born between 1946 and 1964.

Job transitions are calculated from updates to LinkedIn profiles when a new job at a different company is created after a previous job has ended. This is divided by LinkedIn membership to account for membership growth. This share is compared to the equivalent time in 2019, before COVID, to benchmark the job transition rate against a more “typical” economic year. Student jobs, side jobs, and internships are not included.

**LinkedIn** Talent Solutions