



The Power of Purpose in the Workplace

How helping employees find deeper meaning in their work drives better outcomes for people and for business.

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The rapid transformation of the workplace in the wake of the COVID-19 pandemic has flummoxed many business leaders.

They struggle with how to retain and attract new workers amid a massive shift in what workers expect from their employer. Employees have reevaluated their lives, quitting to find more rewarding jobs, start their own businesses, or take a break altogether.

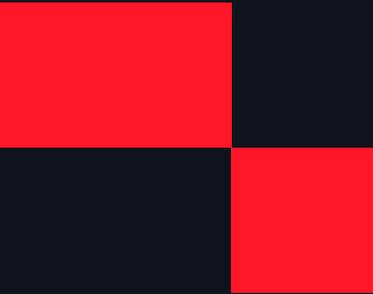
For great workplaces, the way to inspire, engage, and retain their people lies in purpose: providing employees with work that is more than “just a job.”

In research from Great Place To Work, companies where employees feel they make a difference are less likely to lose top talent, more likely to have employees recommend

their organization to others, and more likely to outperform their competitors.

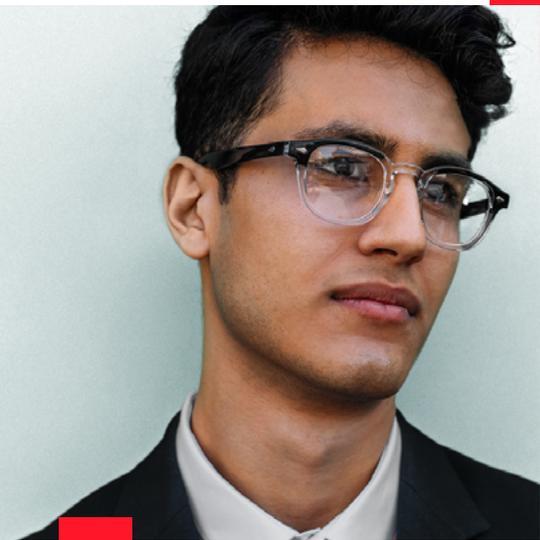
The power of purpose is felt across geographies and industries, driving top outcomes in markets from San Francisco to New York City. And it’s an essential element for connecting with younger workers. In short, it’s a must-have for businesses in today’s marketplace.

Read on to learn how purpose is a top indicator for employee attrition and how purpose is effectively communicated in some of today’s great workplaces.



Purpose at Work Predicts if Employees Will Stay or Quit Their Jobs





Help employees connect their work to your company's purpose and watch retention, employee well-being, and stock market returns improve.

Senior leaders struggling with retention issues and employees walking out the door have more in common than one might think. They're both in search of answers.

Employees are reevaluating the meaning their jobs give them:

- "How does what I do here matter?"
- "What is my purpose?"
- "Why am I doing the work I'm doing?"

And CEOs are trying to figure out how to stop their people from leaving.

Leaders often look to money or extra vacation days as solutions when they should prioritize giving workers what they need and want – a sense of purpose at work.

When employees understand that their work matters and their purpose is aligned with that of their company, good things happen. They're loyal, engaged, and proud of their company – all signs of a great workplace.

"It's the reason why we spend so much time away from our families to do this thing called 'work.'"

If you want to know your employees' commitment to their jobs, don't ask them if their salaries are fair. Ask about purpose and connection.

Research from Great Place To Work indicates **the following three questions** will predict workplace turnover, regardless of generation or job type:

- Are you proud of where you work?
- Do you find meaning in your work?
- Do you have fun at work?

If an employee answers "no" to any of those questions, they're probably going to leave their company. Why?

People want to spend their time in meaningful ways. Purpose is the way you make a difference in the world. It's why you matter. All humans seek purpose, and employees are emboldened more than ever to go find it.

"For me, purpose transcends P&L's, balance sheets and EBITDA calculations," says Michael C. Bush, CEO of Great Place To Work.

"It's the reason why we spend so much time away from our families to do this thing called 'work.' It's the reason why we are late for soccer games, family dinners, birthday parties, parental visits, daycare pick-ups, vet appointments, and so on. Purpose is also the reason why we sometimes question our priorities and life choices."

3 Questions that Predict if Employees Will Stay or Go

- 01 Are you proud of where you work?
- 02 Do you find meaning in your work?
- 03 Do you have fun doing that work?



Purpose-driven cultures outperform others

You'll be hard pressed to find a leader who says purpose doesn't matter. But you'll be equally hard pressed to find leaders who treat purpose as a business imperative – unless you're one of the *Fortune* 100 Best Companies to Work For® in 2022, where purpose is prioritized.

Leaders at great workplaces understand that purpose is not found in a mission statement buried in an employee handbook. Rather, they actively help employees connect what they do with the company's purpose.

And when purpose at work also aligns with an employee's personal purpose – which is to do much more

than just work, but grow, learn, take care of their family and community – they will be more engaged and motivated. That's the sweet spot you want all employees to achieve.

Purpose is also a key driver of **employee well-being**, which currently is in short supply. Respondents to a survey of more than 14,000 people from 37 countries from Great Place To Work and Johns Hopkins University's Carey Business School **consistently experienced significant gaps in purpose and connection** – two areas needed to flourish at work.

Only 16% of U.S. employees are in a high state of well-being compared

with 58% at the 100 best companies to work for. More employees at best workplaces believe they can make a difference and find meaning in their jobs – signs of purposeful cultures – compared with average workplaces.

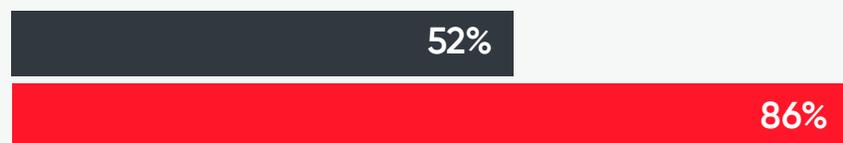
Workplace expectations have changed. People want meaning in their jobs, and a lack of it will send them out the door. Don't waste your time trying to match your competitor's benefits package to attract new talent.

Spend time purposely connecting your mission with employees' jobs and you'll create a culture employees will not want to leave.

Great Experiences Lead to Great Outcomes: 100 Best Companies vs. Average U.S. Workplace

- Average Workplaces
- 100 Best Companies

Plan to stay at their job



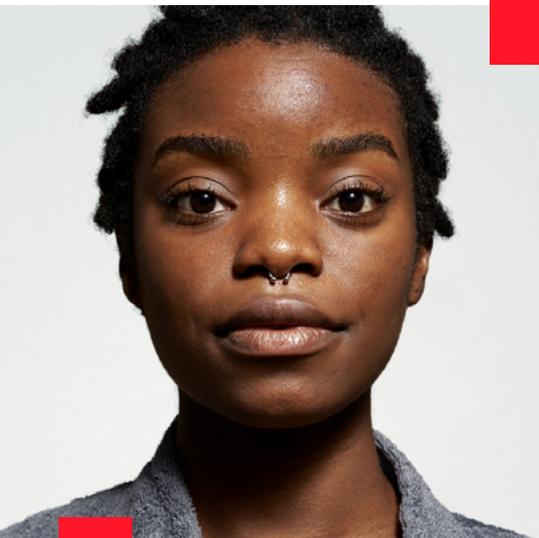
Would recommend their employer



Source: Average U.S. Workplace is based on a Great Place To Work® June 2021 survey of over 14,000 global employees from 37 countries.

Fortune's 100 Best Companies To Work For® is based on employee feedback collected through America's largest ongoing annual workforce study of over 870,000 employee survey responses and data from Great Place to Work Certified™ companies representing more than 6.1 million U.S. employees.

Purpose at Work is Only Profitable if You Do This One Thing



When it comes to business performance, purpose in the workplace matters – but only if it comes with clarity.

Purpose over profit.

It's a phrase that's become the rallying cry of so many businesses in recent years, as consumers demand better of the brands they buy from, and employees and job seekers demand better of their workplaces.

This has especially been the case since the pandemic started. Two-plus years of uncertainty, anxiety, fear, and isolation have put purpose and company culture even more top of mind. People want to buy from, and work with, companies that reflect their personal values.

And brands are certainly responding – companies like Patagonia, Lego, and Ben & Jerry's have marketed themselves as synonymous with corporate responsibility. But the question remains: Does purpose at work really lead to better business results?

Answer: It depends.



The data behind purpose at work

To find out, Harvard Business School (HBS) used Great Place To Work's extensive **database on employee engagement**, to determine if all the resources companies put towards purpose are, in fact, driving better business results.

HBS used Great Place To Work's sample of 429 U.S. companies, and more than 450,000 employee survey responses, **to create a measure of corporate purpose**.

Employees were asked to agree or disagree with statements such as:

- "I find my work is meaningful."
- "I feel good about the ways my company gives back to the community."

- "I'm proud to tell others I work here."

These employee surveys did not go into the type of purpose the company was pursuing (i.e., environmental, social justice, etc.), but merely whether the goal resonated with employees.

What they found might surprise those on the purpose bandwagon: A sense of purpose at work alone isn't correlated with firm financial performance.

What is correlated, and is the key to unlocking purpose's potential, is clarity.

The clarity factor

From the initial data set, HBS performed a factor analysis and identified two types of companies with purpose:

High purpose-camaraderie organizations. These included high scores on statements such as “We are all in this together.”

High purpose-clarity organizations. These included high scores on statements such as “Management makes its expectations clear.”

When it came to better business performance, only one group stood out: high purpose-clarity.

In fact, the study found that when employees experienced a sense of purpose at work and believed their leaders set a clear direction and expectations (purpose + clarity), those companies outperformed the stock market, achieving returns 6.9% higher than the market.

Middle management makes the difference

The research also revealed that it wasn't top executives playing the largest role here, but rather middle managers and professional workers. When those two groups experienced purpose and clarity, companies' financial performance jumped even higher.

The report explains, “This last finding underscores the absolute importance of fostering an effective middle manager layer within firms: managers who buy into the vision of the company and can make daily decisions that guide the firm in the right direction.”

Purpose at work: making it matter

Purpose does matter. Employees want to believe they're making a difference in some way and will work harder when they believe in the purpose of the company.

But a company's purpose needs to be carefully implemented to ensure that middle managers within the

organization are clear on it. They need to be fully bought-in and on board.

Otherwise, financial results won't be impacted, and time will be wasted coming up with words that just don't matter.



Purpose Offers Opportunity for High Attrition Industries



With workers leaving behind unfulfilling roles, employers that commit to meaning at work will dominate the market.

In the extraordinary employment reshuffle in the wake of COVID-19, people aren't just leaving jobs. They are leaving industries.

In data from [McKinsey](#), 48% of sampled workers said they would leave their job, not for an industry competitor, but for an entirely different opportunity. The news is sobering for business leaders, even if the economy is heading toward a recession.

No business can succeed if all the best talent walks out the door.

Despite increased economic headwinds, workers still think they might quit their current role. In a July 2022 survey from Great Place To Work® of nearly 4,200 U.S. workers, 55% of workers across seven industries said they are open to leaving their jobs in six months.

What industries are at the highest risk for hemorrhaging talent?

industries, and meaningful work was a key driver of employee retention in every industry.

The outcome of finding purpose at work? Employees who say their work is more than “just a job” are two to six times more likely to stay with their company long-term.

Employees at typical health care organizations experience the strongest sense of purpose out of the seven industries measured in our July market study, with 62% reporting meaningful work. The typical retail employee has the weakest connection to purpose, with only 38% reporting meaningful work.

Yet, meaningful work isn't solely dictated by industry.

For employees at the average company on the *Fortune Best Workplaces in Retail™* list, 108% more workers report meaningful work than the typical retail workplace, a difference of 41 percentage points. Even compared to the purpose-driven typical workplace in health care, 23% more employees at the Best Workplaces in Retail report meaningful work (17 points more).

“What keeps highly valued employees from leaving the organization? In a word, purpose.”

According to the same survey, retail and hospitality industries have higher percentages of employees open to leaving their current job (64% and 62% of employees, respectively).

What keeps highly valued employees from leaving the organization? In a word, purpose.

Great Place To Work analyzed **the best workplaces** across 11 different

Purpose Drives Talent Retention in All Industries

Regardless of industry, when people feel their work is “more than just a job,” their commitment to staying in their job increases by a factor of two or more.

INDUSTRY	FACTOR INCREASE
Construction	3–6x
Manufacturing	2–4x
Retail	3–5x
Health Care	2–3x
Advertising & Marketing	4–5x
Technology	3x
Aging Services	2–3x
BioPharma	2x
Financial Services	3–4x
Professional Services	3–4x
Real Estate	4–5x

Great Place To Work® analyzed data from nearly 1 million employees at qualifying Great Place To Work Certified™ companies across these 11 industries, obtained via its proprietary analytical survey platform: Manufacturing & Production, Health Care, Consulting & Professional Services, Financial Services & Insurance, Advertising & Marketing, Retail, Aging Services, Real Estate, Construction, BioPharma, and Technology.

Typical U.S. Workplace data is based on a Great Place To Work July 2022 survey of nearly 4,200 part-and full-time U.S. employees aged 18 or older.



What purpose looks like

Purpose has been shown to be a crucial element for retention across geographic areas and age demographics, too. So, what does it look like in practice?

For [AbbVie](#), No. 2 on the [Fortune Best Workplaces in BioPharma™](#) list for large companies, it isn't any one thing.

"There are many small factors that lead to engaged employees who are passionate about their jobs," says Tim Richmond, EVP and CHRO at AbbVie. "But there's one element that should remain constant – staying true to your convictions."

For AbbVie, those convictions

include "supporting well-being, operating with integrity, driving innovation, transforming lives, serving our community, and embracing diversity and inclusion," Richmond says.

At [Wegmans Food Markets](#), the No. 1 large company on the Best Workplaces in Retail list in 2022, connecting employees with purpose starts with a mission board – what Wegmans calls its W board – which is on display at every workplace. The board communicates the company's values, explaining what employees can do to contribute to the grocery chain's overall mission, and the measures every employee can help impact.

“There are many small factors that lead engaged employees who are passionate about their jobs.”

“It’s truly lived every day,” says Peggy Riley, vice president of employee communications and engagement.

Brand values such as “Always help others” are constantly reinforced during an employee’s tenure.

“We talk about everything on the W board very frequently and specifically, and we integrate it into training, into their performance plans, into everything,” Riley says.

It takes effort to ensure the brand’s mission is accessible to every

employee. Language must be chosen carefully.

“We work very hard to ensure the W board is relatable to every employee at all levels,” says Riley. “We don’t have big, fancy, complicated words, or equations. Every single employee contributes to our success.”

Meaningful work is vital in every industry, but the benefits are particularly acute in the fields where McKinsey has identified high rates of employee departures, such as retail and manufacturing.

what we believe

At Wegmans, we believe that good people, working toward a common goal, can accomplish anything they set out to do.

In this spirit, we set our goal to be the very best at serving the needs of our customers. Every action we take should be made with our customers in mind.

We also believe that we can achieve our goal only if we fulfill the needs of our own people.

To our *CUSTOMERS* and our *PEOPLE* we pledge continuous improvement, and we make the commitment: “Every Day You Get Our Best”

what we are merchants

To do something that no one else is doing, and to be able to offer customers a choice they don’t have at the moment.

what we measure

- Sales
- Contribution
- Retention
- Diversity
- Development

what we do

Our target customers are looking for great food, incredible service, and a one-of-a-kind shopping experience.

Our mission is to help make great meals easy so our customers can live healthier, better lives through food.

Why customers choose us:

Our Commitment to Health, Help, Value, and Doing The Right Thing

- Incredible service
- The best ingredients
- Great-tasting, healthy meals and help preparing them
- Great-tasting restaurant foods
- Consistent low prices

We accomplish this through:

- Our caring, diverse, and knowledgeable people who are passionate about food and serving our customers and communities.
- Our collaborative partnerships with the world’s top suppliers, which allow us to continually improve our products and services, with sustainability in mind.
- Our culinary expertise that enables us to develop unique, timesaving products to help prepare, serve, and complement meals.
- Our ongoing simplification of business processes for our suppliers and our people.
- Our innovative, vibrant, high-volume stores that balance customer impact and cost.
- Our positive leaders who live our values, develop people, build trusted relationships and achieve results.
- Our commitment as a family company to take a long-range view of the business, to think forward and grow with a commitment to excellence.

Wegmans

Purpose matters in every industry

In Great Place To Work research, only 38% of employees at an average retail company say their work has meaning. For companies that made the list of Best Workplaces in Retail for 2022, 79% of employees on average said their work was meaningful.

The gap between average and great is large for manufacturing firms, too, with 48% of employees at average companies saying they have meaning at work. For the best? Eighty-three percent.

Yet, no industry can rest easy when it comes to purpose.

Even organizations in health care – an industry with a visible and potent purpose – the average is far outstripped by great organizations. Only 62% of workers at average health care organizations reported meaningful work, compared to 90% at the best.

At *KSLD Laser*, No. 17 on the *Fortune Best Workplaces in Manufacturing & Production*™ list for small and medium-sized businesses, demo days offer a chance to show employees the impact of their work.

“Employees can see our products, and hold them, touch them, experience them,” says Amy Hilvers,

director of HR for semiconductor laser producer.

The company also connects employees to purpose through its corporate social responsibility program.

“One of our products is a laser flashlight that has a very long beam – very useful to rescue and firefighters,” says Hilvers. “We donated some of our flashlights to firefighters and then received feedback and photos of them using the flashlights in actual rescues.”

Sharing those stories helped workers see how their work was helping to save lives.





Purpose requires context

On its own, purpose is not enough to prevent employee turnover. If an employee loves the mission, but feels under appreciated or even mistreated, they're still likely to find the nearest exit.

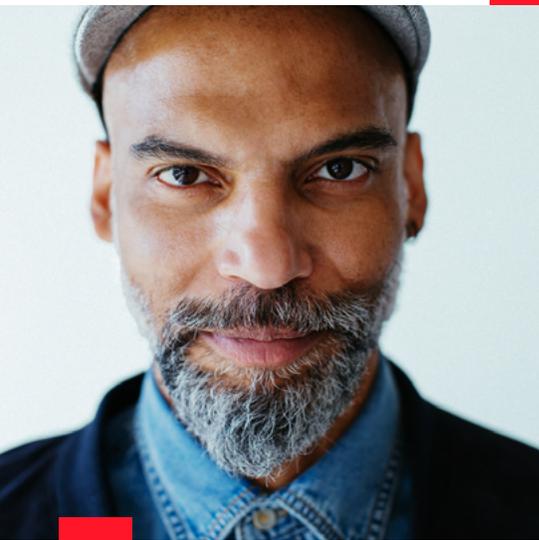
Mission-driven industries like health care have more employees who report meaningful work, but struggle in other areas of workplace culture – such as fair pay and promotions. In health care, only 42% of employees at typical organizations report receiving fair pay for their work. Only 41% report fair promotion practices. At companies on the *Fortune Best Workplaces in Health Care™* list, those numbers rise to 78% and 81%, respectively.

Fairness is a point of emphasis for companies like AbbVie.

“We know that there is always more to be done around pay equity,” says Richmond. “As stated in our [2021 ESG report](#), we conduct an annual pay equity analysis to ensure pay is equitable across genders and ethnicities among United States employees.”

The bottom line is that great workplaces can recruit from any industry. They beat out any average employee experience. For leaders worried about talent flocking to more enticing industries, the data shows that their worry is not misplaced – a great workplace culture can compete with anyone.

The Crucial Role of Purpose in Innovative Companies



Research reveals how a culture of innovation is intrinsically linked to employees' experience of meaning in their work.

In recent years, researchers and companies have proved that a sense of purpose affects performance. It feeds employees' desire to be part of something bigger than themselves, and inspires innovation and better ways of doing things.

Yet, creating purpose that connects with everyone across an entire organization is easier said than done.

Great Place To Work research discovered one barrier to innovation that trips up even well-meaning organizations: frontline folks being much less connected to purpose than others higher up in the company.

“If employees feel they’re not sharing in the company’s mission and excitement, they quickly feel excluded from innovation as well.”

If employees feel they’re not sharing in the company’s mission and excitement, they quickly feel excluded from innovation as well.

We see this all the time in employee comment data. Employees are much more likely to innovate if they feel they are part of something incredible.

Highly engaged employees use phrases like “incredibly hardworking environment,” “incredible energy that is motivating” and “incredible company journey.” Unfortunately, those on the front line often don’t see their experiences so positively.

Employees in roles like sales associate, customer service representative and field service technician can feel left out. They feel excluded due to their personal background, their position, or based on day-to-day negative experiences.

Unfair rewards can particularly undermine purpose and inspiration

on the front lines. Consider this employee comment:

“When the rate of pay goes up and someone has been here for eight years and a new person who has been here a year is then getting almost the same rate of pay as the person who has been working here for eight years. That is not right.

The people who have been here much longer should also get a substantial increase to make it fair. It really burns the people who have been here a long time to know that someone brand new with not a lot of experience is making almost the same pay.”

The picture painted is of a culture where employees’ energy is going toward anger and resentment, rather than producing flashes of insight for how to move the organization forward. In this way, perceived inequities in pay or perks can prevent people in the trenches from tapping into the deeper purpose of the organization, and

therefore dampen their creativity and commitment.

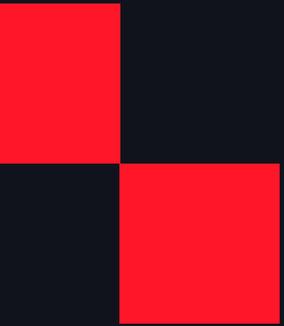
We also found that employees with certain characteristics and roles are at risk of feeling marginalized. These include long-tenured employees and remote workers. Employees with 16-20 years of tenure are 20% less likely to have meaningful opportunities for innovation than employees at the organization for less than two years.

Per the data, it’s easy for leaders to take their long-standing staffers for granted, or to give up on keeping those folks fired up.

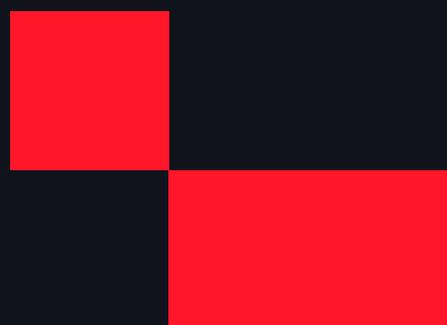
It’s also easy to lose sight of employees who are physically out of sight. People that mention being remote or in the field are 56% more likely to feel excluded from innovation. You can hear the sense of being neglected in this employee’s comment:

“The company is growing and changing very rapidly ... My hope is that management doesn’t forget the fact that the field personnel that work here have a large combined amount of years of knowledge that needs to be called upon when making decisions that affect matters in the field.”

The most successful organizations overcome leaders’ blind spots and connect everyone to the mission. And, as a result, they see innovation levels take off.



Purpose Triples Retention at Best Regional Workplaces





The Best Workplaces in Chicago, Texas, New York, and the Bay Area reap strong productivity, retention, and recruitment benefits by prioritizing meaning.

Healthy rivalries between U.S. regions are as old as time. Which coast has the nicest people? The best quality of life?

Depends on who you ask.

But the debate around the best place to work can be settled. The results are in and they're definitive: **All regions.**

The analysis of the **Best Workplaces in Chicago™**, **Texas, New York**, and the **Bay Area** for 2022 revealed that great workplaces are great no matter where they're located. It's not about where you work, it's who you work for and what they offer.

"Great companies are great regardless of where they are," says Michael C. Bush, CEO of Great Place To Work. "Stop asking about the 'where' and start looking at the 'what.' What these winning

"Great companies are great regardless of where they are."

companies are doing has nothing to do with where they're located and everything to do with their values and how they support their people. They offer them meaning, purpose, pride, and fairness. Zip code isn't the differentiator, cultures are."

Great Place To Work determined the Best Regional Workplaces using over 1 million employee survey responses and data from companies that predict the experiences of more than 6.1 million employees.

These 330 winning companies of all sizes (small, medium, and large) outperform the average U.S. workplace across productivity, retention, and recruitment measures. Employees from winning workplaces are:

- More than twice as likely to give extra to get the job done
- Nearly twice as likely to recommend their workplace to friends and family
- Almost half as likely to leave their company as their peers

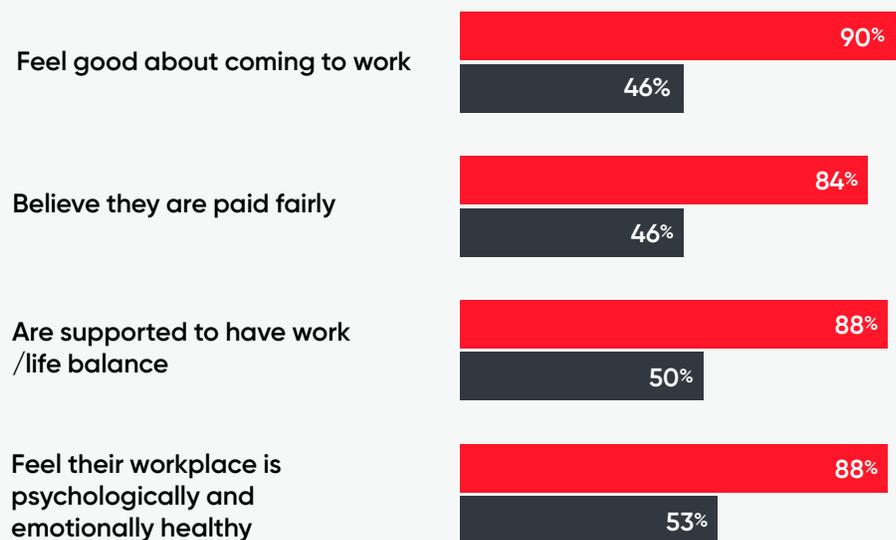
They also feel cared for. Employees at winning companies are twice as likely to look forward to coming to work and nearly 90% describe their organization as psychologically and emotionally healthy compared with 53% at an average workplace.

Regional Winners Offer More Supportive Workplaces

- Regional Winners
- Average Workplace

Source: Average U.S. Workplace is based on a Great Place to Work® June 2021 survey. Regional winners are the Best Workplaces in the Bay Area, Texas, New York, and Chicago based on more than 1 million employee survey responses and data from Great Place to Work-Certified™ companies collected through the Great Place to Work platform that represent more than 6.1 million U.S. employees.

Employees at the Best Workplaces in Chicago, Bay Area, New York and Texas said they:



Top retention drivers

Regional winners have created cultures that elicit great business results and supportive environments. But what, exactly, drives the loyalty that every CEO craves?

Topping the list: purpose.

“No one should be surprised by this,” Bush says. “‘Purpose’ might be the word of 2022. What do employees want? That. It’s on every leader to make sure every worker, regardless of role and location, understands how what they do affects your organization’s greater purpose. They need to know their work has meaning and matters—that they matter. You better make that crystal clear if you want to earn their trust and keep them on board, and these great workplaces get it and do it.”

Across all regions, if employees at winning companies feel their work

has special meaning and is more than “just a job,” their intent to stay triples.

The three other indicators that drive retention across all regions are if employees are willing to endorse their company, feel proud of their organization, and say their company is a great workplace.

The fifth aspect of the employee experience that drives retention varies between regions. Employers will double the odds their employees will stay if those employees:

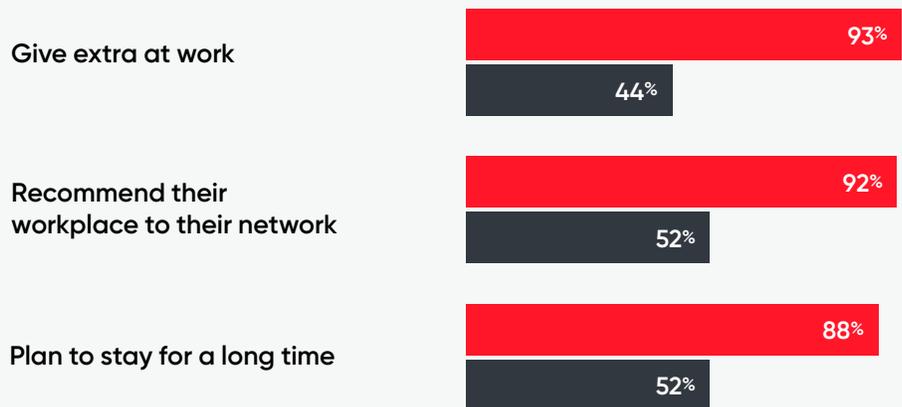
- Feel they make a difference (Bay Area)
- Say it’s a fun place to work (Chicago & New York)
- Are treated like a full member of the organization, regardless of role (Texas)

Regional Winners Outperform Average U.S. Workplace

- Regional Winners
- Average Workplace

Source: Average U.S. Workplace is based on a Great Place to Work June 2021 survey. Regional winners are the Best Workplaces in the Bay Area™, Texas, New York, and Chicago based on more than 1 million employee survey responses and data from Great Place to Work-Certified™ companies collected through the Great Place to Work platform that represent more than 6.1 million U.S. employees.

Employees at the Best Workplaces in Chicago, Bay Area, New York and Texas reap strong productivity, retention and recruitment benefits compared to an average U.S. company. Employees from winning companies said they:



The Top 5 Things Millennials Want in the Workplace



How to increase the odds Gen Y will stay – and thrive – at your organization.

Organizations on the [Best Workplaces for Millennials™](#) list understand the critical role purpose plays for Gen Y – the largest generation currently in the workforce.

These winning workplaces, in both the large company and small and medium-sized company categories, make an effort to give their younger workforce a sense of purpose and, in return, experience higher retention, pride, and endorsement.

Why purpose in particular?

It's the biggest gap in the employee experience among millennials compared with their older colleagues, according to research from Great Place To Work.

Only 79% of millennials say their work has special meaning, compared with 90% of baby boomers. For millennials (and their younger Gen Z brethren), purpose affects how they see their future. They're willing to walk away from jobs that lack meaning.

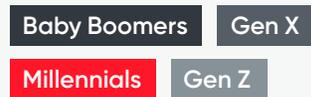
"There's a lot millennials can teach companies about work," says Michael C. Bush, CEO of Great Place To Work. "How they spend their time and who they spend it with matters to them, as it should to all of us. Help them find meaning in their work. Give them a reason, many reasons,

to be proud to work for you – and they'll stay working for you."

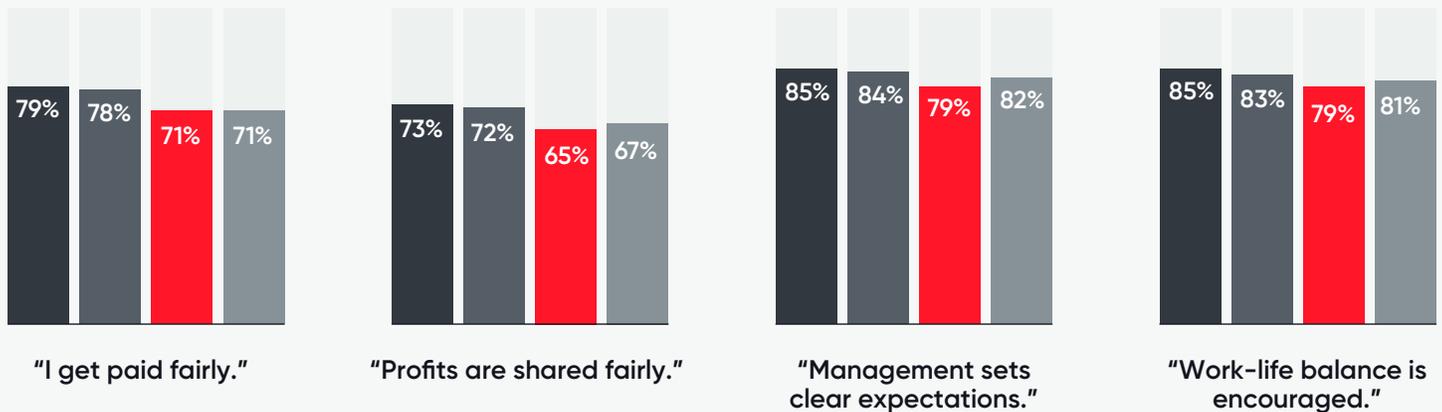
When millennials believe their work has meaning – that it's more than "just a job" – they are three times more likely to stay. And they're nearly two times more likely to stay if they feel their voice is valued, regardless of their position. (Yet another reason to create Employee Resource Groups to facilitate a sense of belonging for this generation, as winners Baird and PeopleTec offer.)

Millennials aren't unique in wanting meaning in their work. Purpose is a key driver of what keeps people of all generations at work, which only underscores the importance of closing the gap between generations.

Millennials' experience lags behind other generations.



Percentage of each generation who agreed with these statements.





What millennials want

There's a lot on employers' plates, with all four generations currently in the workforce (Gen Z, millennials, Gen X and baby boomers). Companies that recognize this will ensure one generation doesn't get lost in the mix.

Part of leadership training at David Weekly Homes (the fourth best large workplace for millennials) includes training on how to communicate with different generations. Similarly, a popular course at fifth-ranked Slalom Consulting's crowd-sourced learning system is "Navigating our Multi-Generational Workforce."

That said, out of all the generations, millennials and Gen Z are least likely to stay at their jobs. Even at great workplaces, only 81% of millennials and 77% of Gen Z say they intend to work at their jobs for a long time, compared with 90% of

baby boomers. At an average U.S. workplace, regardless of generation, only 52% plan to stay.

While purpose might be the biggest gap in employee experience for younger workers, it's not the only area that needs work. Giving workers a sense of purpose is good, but what's great is to close all the gaps and create a great workplace for all. There will be quite the payoff for companies who do.

Millennials who say they work at a great workplace are five times more likely to endorse their company and two times more likely to stay with their organization. They are four times more likely to endorse their company when they are proud to tell others they work there, and nearly four times more likely to recommend their employer if they intend to work at their company a long time.

Millennials want these 5 things in the workplace

Best Workplaces for Millennials™ 2022
Source: Great Place To Work®

- 01 Purpose
- 02 Clear expectations from management
- 03 Fair pay
- 04 Profit sharing
- 05 Work-life balance

Organizations that don't connect employees to purpose will face increasingly difficult challenges in the months and years ahead.

Employees are looking for organizations where their contribution can make a difference. Great Place To Work research shows purpose is accessible to any company in any industry. Leaders must effectively communicate why the individual matters – how every employee is a part of something greater, something powerful that has lasting significance.

When workers don't feel that connection to purpose, they are likely to look for an exit. And companies without a clearly defined purpose will struggle to recruit young talent to replace those who are headed out the door.

The task ahead isn't insurmountable. Companies that take the time to listen to employees – through surveys, focus groups, and companywide townhalls, for example – are primed to lead in the post-COVID economy.

And if you still have questions, we're here to help. Stay connected to the Great Place To Work community by following us on social media and [subscribing to our newsletter](#) for more insights and guidance.

This is just the beginning, and we can't wait to see the workplace you create for yourself and your community in the years ahead.

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- Certification recognizes employers who create an outstanding employee experience
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