

# Improve Returns on Work–Life Balance Investments

*Workload Management Tactics Matter Much More Than Traditional Work–Life Benefits for Driving Candidate Attraction and Employee Commitment*

## EXECUTIVE SUMMARY

- ▶ Work–life balance has increased significantly in importance for candidate attraction and employee commitment. However, only 16% of employees are satisfied with the work–life practices offered by their organization, and **nearly a third of employees are reducing their effort levels to better meet personal commitments.**
- ▶ **Workload management tactics—not traditional work–life benefits—are the most powerful** elements of an effective work–life proposition.
- ▶ Organizations that effectively manage their work–life proposition can improve employee discretionary effort levels by 21% and **increase employee intent to stay by 33%.**

### Use the Council to Take Action

1. Download the full research study on the Council's Web site, [www.clc.executiveboard.com](http://www.clc.executiveboard.com).
2. Download results specific to Europe on the Council's Web site, [www.clc.executiveboard.com](http://www.clc.executiveboard.com).

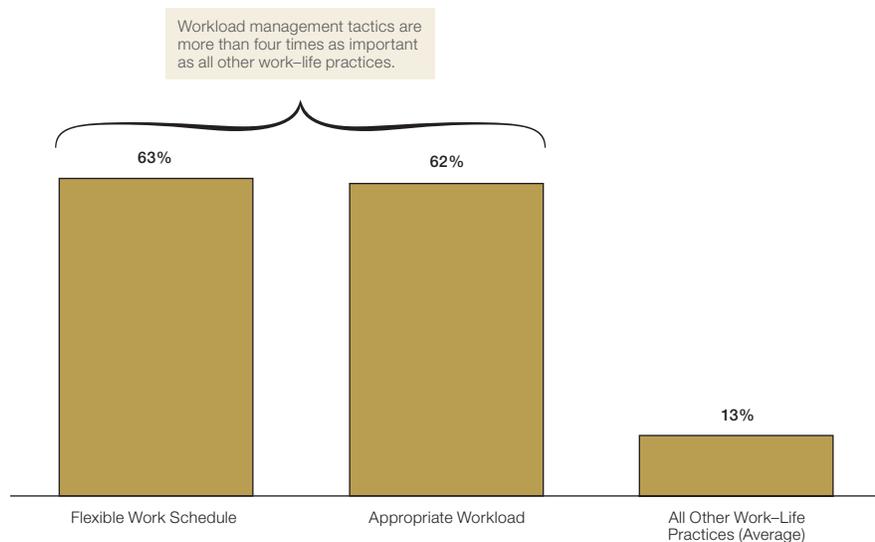
## Poor Returns From Work–Life Investments

Fewer than one-third of employees are aware of the work–life practices offered by their organizations. Of the employees that are aware, only one-quarter report that their organization offers work–life practices that match their preferences. Indeed, more than half of employees never use the work–life practices offered by their organizations.

## Prioritize Workload Management Tactics, Not Work–Life Benefits

When evaluating potential work–life offerings, employees heavily prioritize offerings that enable better workload management: a flexible work schedule, appropriate workload, and predictable working hours. Simply put, **the most powerful Work–Life Propositions will emphasize workload management, not simply benefits offerings.**

Figure 1: Importance of Workload Management Tactics for Attraction  
Percentage of Employees Rating a Practice in the Top Five for Attraction



### Contact the Council

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Contrary to conventional wisdom, CLC research also demonstrates the following:

- ▶ High-potential employees assign almost as much importance to work-life balance as other employees and have similar work-life preferences.
- ▶ The work-life preferences of men and women are remarkably similar. Customizing a work-life proposition (WLP) based on gender is unlikely to prove compelling to employees.
- ▶ Geography accounts for the vast majority of variation in the work-life preferences of candidates and employees. Workload management tactics are critical in all countries, but there are significant geographic differences in the importance placed on other work-life practices.

## Drive Commitment Through WLP Awareness and Consumption

Employees don't necessarily have to use work-life practices to generate positive returns for the organization. Awareness of the work-life proposition is, in fact, slightly more important than consumption of it.

The most powerful drivers of work-life proposition awareness and consumption are visible peer utilization of work-life practices, clear implementation guidelines, and employee control. Organizations should prioritize these drivers to increase employee awareness and consumption of targeted work-life practices.

## Action Steps

Access additional solutions from the Corporate Leadership Council:

- ▶ *What are the work-life preferences of employees globally?*



Use the Council's study—*Building and Managing a Global Work-Life Proposition*—to access data on preferences by geography.

- ▶ *What are the work-life preferences of employees in Europe?*



Use the Council's study—*Building and Managing a Global Work-Life Proposition in Europe*—to access data on preferences within Europe.

### Research Methodology

The Corporate Leadership Council surveyed more than 50,000 respondents from 35 organizations in more than 25 countries.

