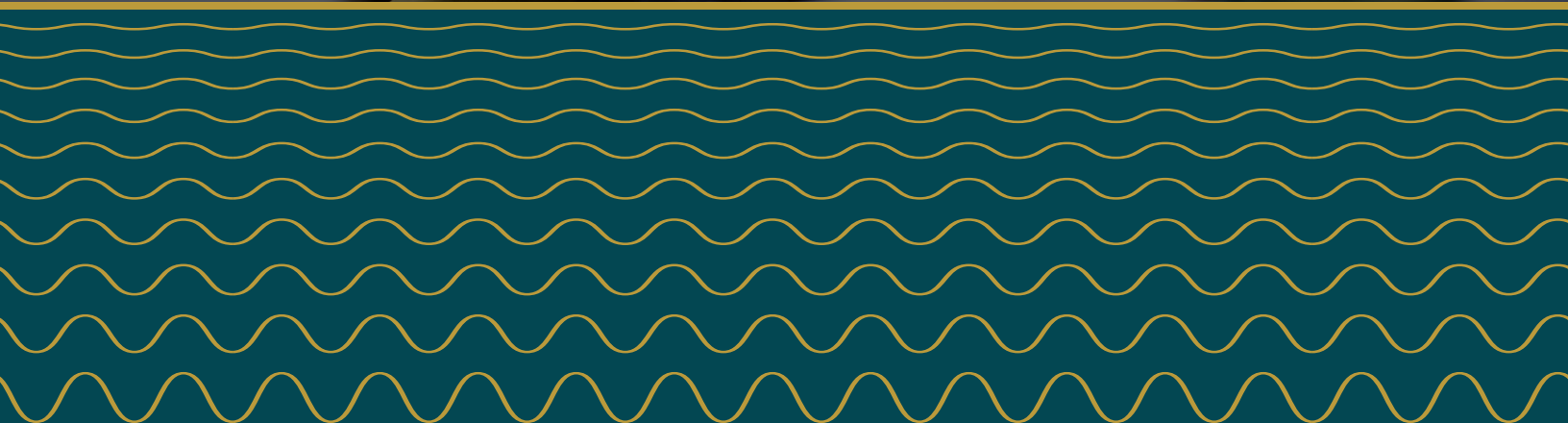


# Experience Matters: Elevating the Contingent Work Experience



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# Introduction

The allure of contingent work has risen over the last year as flexibility continues to be a non-negotiable for both professionals and organizations amidst ongoing COVID-19 pandemic considerations. According to an [Intuit report](#) 80% of large U.S. corporations plan to increase the use of a flexible workforce in coming years. As it stands, contingent workers make up 40% of the US workforce.

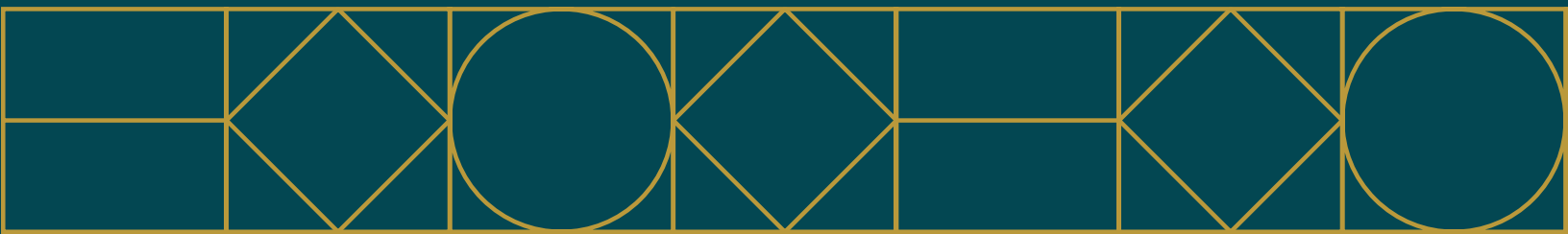
The Mom Project can attest to this uptick in contingent work; this past August, of the new jobs posted using The Mom Project platform, 80% of roles were contingent. Not only is there increased interest from organizations to hire contingent, but talent also seems more interested in pursuing project-based work. In a March 2021 survey, Werklabs, the research division of The Mom Project, found that of its talent users actively looking for new jobs.

- 76% are considering contract to permanent roles
- 74% are interested in contract roles with some benefits
- 57% would pursue contract positions with no benefits

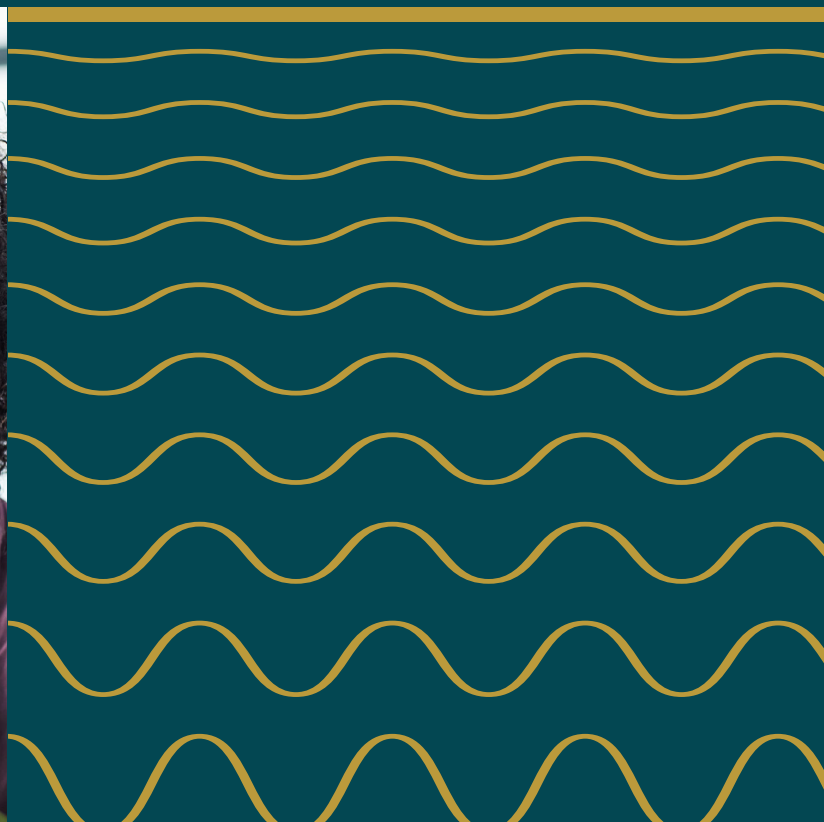
This marked interest in contract roles comes as no surprise as 45% of talent users now report that they need to be remote in the future. For jobs posted via The Mom Project, roles that are remote receive over twice as many applications.

Contingent workers make up a sizable portion of employee populations both on The Mom Project platform and for the broader US, but little is done to ensure positive, productive work experiences for this talent pool due to the temporary, flexible nature of contingent employment. To understand how organizations can leverage the talent of its contingent workforce, Werklabs interviewed professionals from a variety of industries across the US who are actively working on a contingent basis. The aim of the research is to uncover the key drivers of positive contingent work experiences.

These 1:1 interviews were transcribed verbatim, and the transcripts were analyzed using qualitative software. The analysis utilized a Grounded Theory approach, meaning that key themes from across the interviews arose from the ground up rather than being forced into predetermined categories during the analysis. From this analysis, Werklabs determined eight critical areas where organizations can take action to promote inclusivity, power productivity, and enhance the appeal of contingent work.



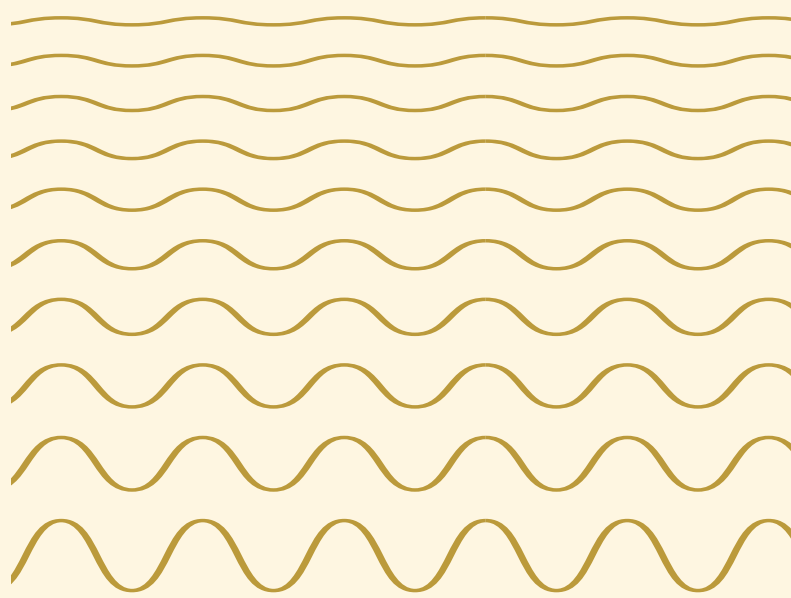
# Understanding Contingent Work



Hiring contingent workers enables organizations to quickly scale up or down addressing unexpected demand or changes in market conditions. It allows organizations to leverage the talent of highly trained specialists in a particular field to come in, diagnose a problem, identify a solution, implement the solution and then move onto a new organization to repeat again.

Some example use cases of contingent talent is hiring a freelancer to write copy for specific marketing needs, bringing in a consultant to refine internal training and onboarding processes, or it could be bringing on an employee to fill a maternity leave vacancy. Each of these examples illustrates a different “type” of contingent work: Freelancers, Independent Contractors, and Temporary Contingent Workers.

The findings in this report predominantly focus on temporary contingent workers, since these workers are typically “on site” at an organization and, therefore, are more integrated in the day-to-day operations of a team. As a result, the relative ability of an organization to impact the productivity of its contingent workers is greatest when the professional is a temporary contingent worker. This is not to say that several of our findings do not apply to freelancers and consultants, but rather with our focus being on how to advise organizations to build better more people-centric workplaces, we have chosen to focus on those employees for whom organizations can most greatly impact.

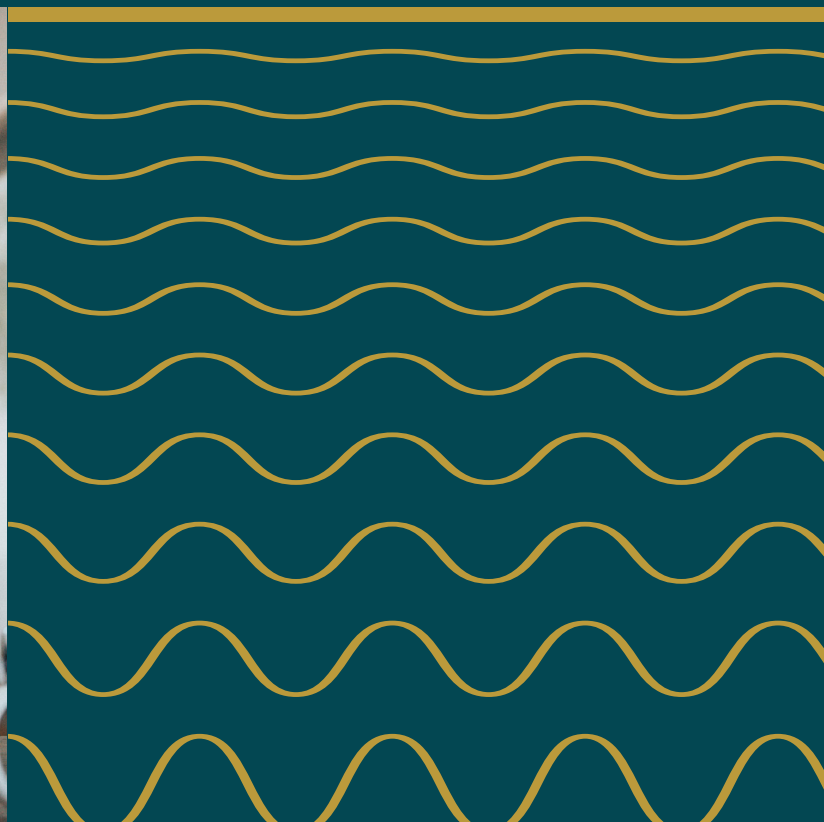


Before diving into greater depth on these eight key drivers of contingent work experiences, it is first important to understand what is driving an uptick in contingent labor and the desire for professionals to work on a contingent basis. Understanding what motivates people to work contingent is foundational to being able to best address the needs and expectations of a new contingent employee.





# The Allure of Contingent Work



Many factors- family, financial, and career- are at play when deciding whether contingent work is a fit. Making the ultimate decision to go contingent more often than not means leaving the comfort, security, and predictability that full-time employment affords. For many, this is a risk they are willing to take. However, for some, the decision to go contingent is one of necessity, rather than an eager choice. An oversaturated job market or limited full-time employee status opportunities can force the hand of some professionals, causing them to look to contract based work.

Overwhelmingly, though, professionals interviewed by Werklabs, talk about how the decision to begin working contingent was a choice that they eagerly, excitedly made. Why? Werklabs finds that the overall motivation to enter the contingent workforce can be summed up by three broad motivators: (1) Needing more flexibility, (2) being burnt out from existing full-time work, and (3) transitioning into a new career or industry.



# Flexibility

The primary factor impacting the decision to join the contingent workforce is not only a desire, but a need for more flexible work. Even before the COVID-19 pandemic, interviewed professionals talk about how they pursued contingent opportunities to gain more flexibility. Working amidst the COVID-19 pandemic only highlighted the need for flexibility that employees, especially working moms and caregivers, had already been experiencing. For many, the solution has been contingent work.

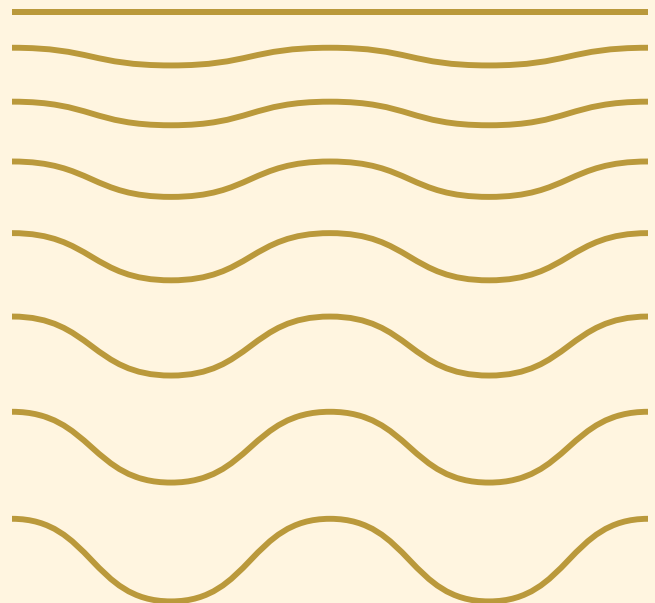
**Werklabs measures work flexibility by taking into account 3 factors: the flexibility to work (1) the number of hours needed to get the job done, (2) from a remote location, and (3) at times of day/evening that best enable productivity.**

**In a survey of over 1800 professionals, Werklabs found that contingent workers outperformed full-time employees on all three measures of flexibility, scoring on average 14% more favorably. Notably, over 86% of contingent workers report being able to work remote. We also see 2xs the percentage of contingent workers compared to full-time employees feel strongly that they can work the times of day that are good for them.**

*\*Findings from a survey fielded March 2021*

For those interviewed by Werklabs, no longer having to bear a “full-time employee status” means regaining some autonomy in their day-to-day schedule. The majority of working professionals experienced newfound flexibility, with many working from home for the first time amidst the pandemic. As organizations begin transitioning back into the office, the fear of return to office mandates has many looking to contingent.

Even if an organization promises flexibility to it’s full-time employees, flexibility is not always respected; there is still a need to be on-call, easily accessible, and tied down to your computer for a set period of time throughout the day. That is where the draw of contingent work lies: greater independence and ownership over schedules, which ultimately enables feelings of productivity, both in work and home.





## Quotes from interviewed professionals

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*"I like the flexibility and freedom. Whether you have kids or not, is just more conducive with today's environment. So I'm always encouraging people to like, do their own thing... It's the best thing ever."*

*"With [old employer], they're doing a push to return to office. And I actually was the only team member that was not currently going into the office, at least three days a week. And so that is something that I've actually been dreading is a full and permanent return to office. Just because when I'm home, I can get all my work done, and I can also continue to keep things moving on the household front, like just that flexibility is something that I have come to really value and don't want to give up."*



# Employee Burnout

Many of those interviewed acknowledged having experienced what they felt were covert forms of ageism in their interviews with employers. More specifically, they mention how momentum in their job search halted when (1) interviewers saw their physical appearance (2) hiring managers appeared significantly younger than interviewees, and (3) candidates could not answer seemingly unrelated technology based questions.

**Why consider contingent work post-burnout?**  
Contingent work is less likely to interfere with personal priorities. The percentage of contingent workers who report that that work does not (1) interfere with their ability to spend time with others or (2) require sacrifice to time on weekends or vacations is 2x greater than for those who are full-time employees.

*\*Findings from a survey fielded March 2021*

For many interviewed professionals, contingent work can be a much needed reset button, providing the space and time to regroup and reprioritize. Entering into contingent work can also provide an opportunity to test new waters, experiencing different work environments. In some situations, it can provide a “trial period” to assess fit with an organization and its culture when the possibility of going full-time is on the table.

Overwhelmingly, interviewed professionals express the desire to continue working contingent, with the caveat that they’d consider full-time for the right company, or the right existing client. Of professionals interviewed, going back to full-time is very rarely off the table, but rather contingent work provides professionals with the opportunity to be more selective in their future employer.



## Quotes from interviewed professionals

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*“It was just, I don’t know, I just hated it- to be there, eight to five. And I’ll try to rush and prepare dinner. And I was just so tired. It was making me miserable, to be honest. And I’m like, Oh, I have to get out of this.”*

*“But it [working contingent] just really was amazing and met our needs, my family’s needs. But also, for me professionally, I was at a point, when we moved overseas, like I really needed to take a step back, I was really burned out, I’ve had two kids and they were babies while I was like trying to travel and it just, it was just kind of the right time for all of the changes that we made.”*



## Transitioning Careers

For many professionals, there is a time in their life where they may start to rethink what they want a future career to look like, whether it be the company, the industry, or the day-to-day work. What triggers this introspection varies. Professionals interviewed by Werklabs indicate geographical moves, new caregiving responsibilities and employee burnout as being triggers for needing a career change.

Unsurprisingly, many also attributed recent career reflection to the COVID-19 pandemic. Furloughs and unemployment, afforded new time to think critically about what kind of work is actually enjoyable and what kind of organization is actually appealing to professionals. For those interviewed, this time of self-reflection led them to some form of contingent work. Why?

Contingent work can provide the opportunity for professionals to make career pivots. Some professionals use contingent work to change industries. Others began taking contracts for new types of work, while still maintaining existing jobs in order to establish proficiency in a new work space.



## Quotes from interviewed professionals

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*"I just decided it was time for change. I didn't feel that in my role, where they really wanted me to work in a silo, that I was going to be set up for any sort of success, or that I was going to grow in my role. So, I just wanted exposure to different disciplines and functions, and I wanted to work cross functionally a lot more."*

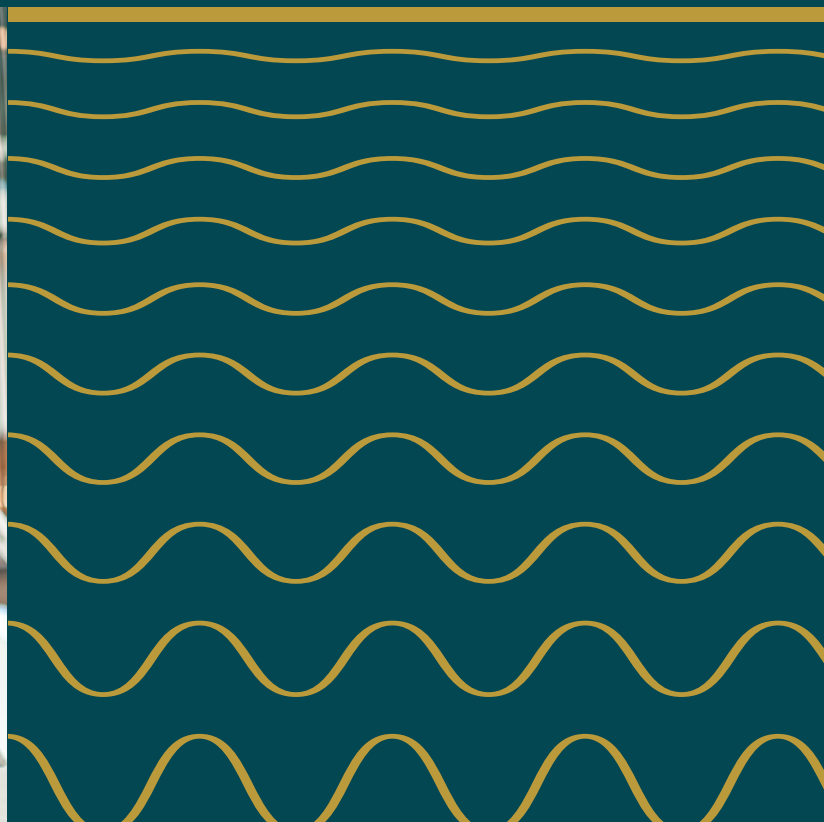
*"I'm trying to make a career transition without jeopardizing my finances. And once I'm ready, I'm going to a different ladder, and I'm going to try to climb up."*

*"When I started doing this was just to take some contracts. So I could bring in some money, so I could figure out what my niche would be in."*





# The Key Drivers of Contingent Work Experiences



Eight key drivers emerged from Werklabs qualitative analysis that are fundamentally critical to powering positive and productive contingent work experiences, not only for employees but also for organizations. Working amidst COVID-19 has highlighted the need for business leaders to make commitments to its employees and drive progress on people priorities. These eight drivers should be taken into consideration for any organization with a contingent workforce.

## Project Expectations

Although contingent workers require a less significant financial investment than full-time employees, care and attention should still be put into establishing clear job and project expectations. The professionals interviewed by Werklabs say that having clear and transparent expectations from the get-go is a strong determinant of project success.

Beginning with internal conversations related to hiring needs, there should be a clear and consistent understanding of the purpose and goal for adding a temporary contingent worker to the team. This understanding should then clearly translate to the job posting and subsequent interview conversations.

Key project details should be flushed out prior to posting the role.

Who will they be working most closely with? Who will they report to? How is success measured? What (if any) key deadlines will they be working toward? Is there an intention to hire this person full-time, following the successful completion of the project?

This last question is key. Interviewed professionals feel that organizations often use a bait and switch approach when it comes to the possibility of going full-time. To them, it feels as though organizations use the allure of having the opportunity to go full-time post-contract to attract talent that otherwise may be uninterested in the role.

When asked “what characteristics are true of a successful contract,” several of those interviewed respond that receiving a full-time offer is the greatest indicator of success. However, the opportunity for a full-time offer may not be on the table. In the opposite case, the opportunity to go full-time may indeed exist; however, this opportunity and what is warranted to achieve full-time employment may be unclear. Regardless, the possibility and intention of hiring a contract to full-time employee should be communicated at early stages of the hiring and project.



## Quotes from interviewed professionals

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*“When I had interviews with the company, they were quite clear, you know, why they were hiring me at the end of the fiscal year. They had more project projects than they could do. They had something in mind, they needed somebody with experience.”*

*“And never have they offered me full time. And I mean, just because I do good work doesn’t mean they have to offer me full time, but I feel like those are just kind of like empty promises they pull to bring you to kind of get you to start the work. I don’t know if those are ever real.”*

*“Well, for me, personally, success would be receiving that full-time offer, that’s going to be a huge metric for me. I feel personally, if I do a great job, and I can demonstrate my value, there may be an opportunity for them to either create a role or help me find a role. And so that would definitely be a metric of success in my book, the key metric.”*



# Onboarding

Onboarding ought to be thought of as universal, existing to power productivity for all employees, not just those who are full-time. Oftentimes, contract-based employees are brought on under what are deemed urgent circumstances- there is a clear gap that needs to be filled or a problem that needs to be resolved. Whether it be due to an influx in demand or an unexpected employee departure, it can often lead to the first few weeks of a new project feeling rushed, leaving the temporary worker feeling unprepared and unequipped to effectively do the job.

Interviewed professionals express this sentiment frequently. For those who experienced onboarding sessions, they note that it enabled them to get up and running at what felt like a quicker clip. For projects where onboarding was absent, professionals note having to take time away from their work in order to learn basics that could have otherwise been addressed during initial stages of their employment.

Seemingly the most critical, and often lacking, component of onboarding for temporary contingent workers is receiving information on organizational structure and being introduced to key stakeholders. Professionals note that having their manager make important introductions early on in their project helps them to not only feel more included and respected, but also enables them to more efficiently ask questions and troubleshoot any hiccups that arise.

Instituting a “buddy program” for temporary contingent workers is a quick-fix organizations could offer to support onboarding efforts. Partnering temporary workers with a full-time employee during the initial couple weeks enables temporary workers to better learn and understand unspoken norms and basic information that ultimately impacts work productivity.





## Quotes from interviewed professionals

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*"I think that there could be some kind of onboarding program for us contractors, maybe like a new hire orientation kind of situation. That would be helpful."*

*"You know, I never feel properly onboarded. It's always rushed, I always have to ask for an org chart and who the team players are and ask myself to be introduced"*

*"You know, it's interesting, I think a lot of times, you know, when I'm brought in, it's because there's little to no bandwidth. The team's running at full capacity. They're super stressed and spread too thin the whole thing. So it's like, you're almost a band aid, and you come in and it's all very rushed."*



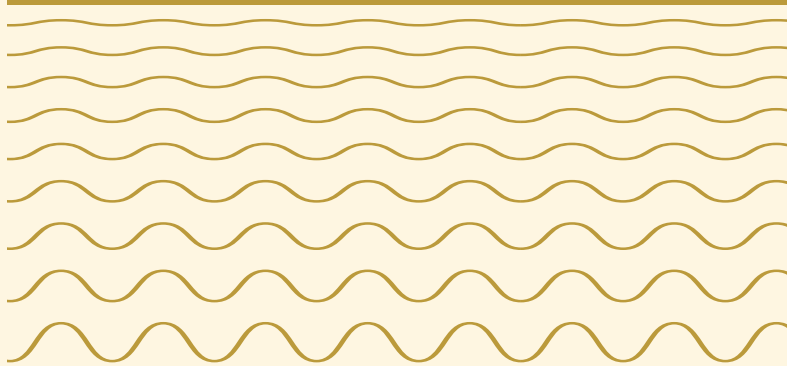


## Trust & Respect

Organizations trusting and respecting their contingent workforce is a key determinant of the contingent work experience. Professionals interviewed by Werklabs note the particular give-and-take relationship of contract-based work. Contingent workers forgo the benefits and security of full-time employment. So, when they feel respected by the organization and entrusted to do their job, it feels like an acknowledgement of the current work position they are in.

This trust and respect begins in the hiring process, when care is taken to hire a contingent worker who is not only equipped to handle the job, but also ascribes to the same organizational principles and values. Several of those interviewed express being met with trust and respect from colleagues, right from the beginning. They express how being able to contribute a particular skillset or expertise that was previously lacking seems to elevate the perception full-time employees may possess. Feelings of trust and respect also emerge more naturally when team leaders take time to properly introduce their new hire and the role they are going to fill.

Unfortunately, several of those interviewed have felt as though their temporary status means that they had to prove themselves to colleagues and key stakeholders. To some co-workers, not making the full-time investment in a new hire can instill some skepticism. Several professionals note that in some situations it felt as though co-workers were threatened by their new presence. This fear is exacerbated when the contingent worker's role and purpose are not clearly defined and introductions are not made. Without proper messaging, hiring a temporary contingent worker to "fix" something or solve a problem can leave existing employees feeling as though they may have dropped the ball, leaving them to feel less secure in their job.



To elevate the contingent work experience, establishing trust in and respect for these temporary workers is critical. Sometimes trust and respect emerge organically from strong organizational cultures, especially where the employment of contingent workers is strong. However, strategic efforts in building out project scope and onboarding can facilitate the development of trust and respect even in organizations where a contingent workforce is less prevalent.



## Quotes from interviewed professionals

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*"I think that there could be some kind of onboarding*

*"In terms of unsuccessful [contingent work experiences] they [co-workers] don't respond, or they might be rude to you, because you're a contract worker and not a full-time employee."*

*"They [the hiring organization] knows who they want, they really take the care to sort of make sure that the person is going to support not only their skills, but like, their, their personality is going to mesh, you know, with them."*

*"So they kind of put me up on a pedestal, which was awesome. Yeah. And they were like, that's your forte, we don't know this. And like, they're like, you got our back."*



# Flexibility

A primary factor in pursuing contingent work is the inherent flexibility. Therefore, when contingent workers are met by inflexible, rigid, and non-understanding work structures, employee performance and overall morale is inevitably impacted. This inflexibility does indeed tend to emerge where organizations are lacking a sense of trust in its contingent workers.

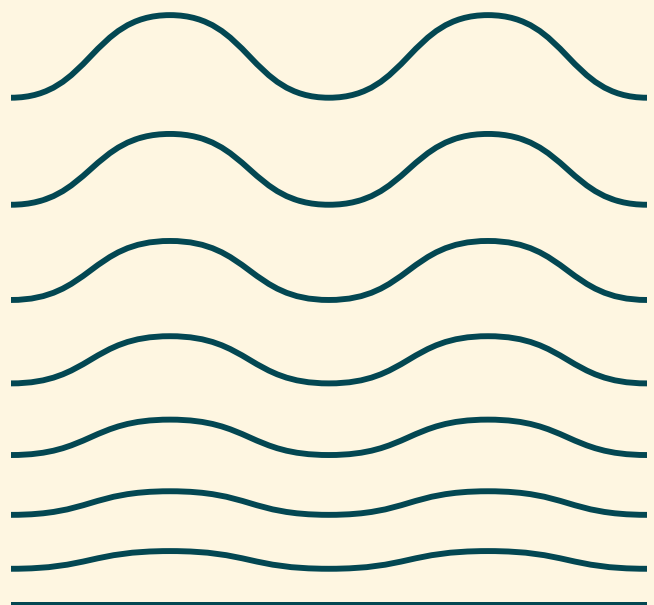
To power contingent productivity and elevate the work experience, organizations ought to trust its workers will get the job done. There should be greater focus and emphasis on the delivery and value creation of the project than being online or in-office for the sake of working. Detailing key project milestones and expectations at each touchpoint allows for greater flexibility in day-to-day work for contingent employees. These milestones provide clarity and enable contingent workers to get the job done in a way that is most effective- from both a professional and personal standpoint.

By nature, project-based work enables flexibility for when to work, how to work, and for whom to work for. Undoubtedly, freelancing allows for the greatest degree of flexibility. Professionals can choose the number of hours they work, where they work, and when they work based on the number and involvement of the projects they take on. This flexibility tends to more or less be the case with independent contractors, too. Several interviewed professionals talk about having had to educate clients on how they are not a standard employee- always on call from 9-5pm. However, temporary employees are more likely to be viewed as similar to the “standard employee”, having to go into office, or be online during set periods of time.

This inflexibility is typically understood and accepted by interviewed professionals; however, they desire for greater understanding on the part of organizations that they could be more efficient with greater flexibility. They also mention that offering the ability to work remotely significantly increases the attractiveness of a project in comparison to a competitive in-office project.

## What Makes Contingent Work More Flexible?

The lack of permanency allows for temporary career pauses following project completion. Professionals can select projects based on contract length and what length of time best aligns with other personal and professional priorities. Interviewed professionals also talk about how they have more autonomy over their day-to-day schedule with contingent work.



## Quotes from interviewed professionals

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*“But what they’re offering me is the ability to be flexible, so work remotely. And then also a little bit more autonomy over my schedule. So my schedule with [old employer] was really set by others. And in terms of their availability. You know, it felt like I was always kind of at the mercy of everyone else’s calendar. You know, an 11 month old who is home from daycare late to wake up, you know, having a little bit more control over my specific schedule is something that will only be helpful. So I’m looking forward to that as well.”*

*“So I can’t be worried about rushing to my laptop, for them to clock me in. So they can see that I’m actually doing work. And I feel like if you’re hiring me, please trust me to do the job, or don’t hire me at all.”*



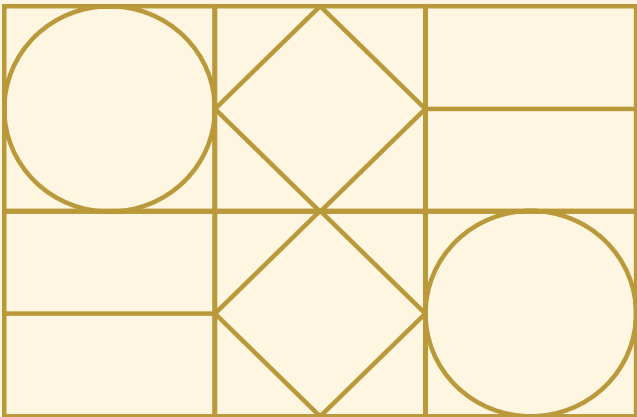
# Communications

Experiencing a lack of communication is common for contingent workers who describe this withholding of information as feeling secretive. By and large, project-based workers understand that they are hired to complete a project and are in agreement with organizations that they should not be privy to certain company meetings and information.

Overall, communications serve as the greatest barrier to contingent work success when temporary workers are not included in specific team meetings, but those meetings later down the road prove to be informative to project next-steps. When this happens, contingent workers feel as though leaders and teams are not invested in their success.

Several mention that communication seems to be lacking not due to malintent, but rather because organizational infrastructure is lacking on best practices for engaging temporary workers regarding communications. Prior to hiring temporary employees, managers should be given guidance and trained on communication best practices. Having more regular check-ins with their project manager is something temporary professionals strongly desire. Although temporary workers should be entrusted to do their jobs, this should not come at the expense of offering regular opportunities to connect and ask questions to others within the organization.

Nearly ¼ of contingent workers surveyed lack check ins with their manager regarding work priorities. .





## Quotes from interviewed professionals

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*“They are pretty open about having, you know, contingent workforce, in team meetings, so we can get a sense of the big picture. We were not invited to the discussion of earnings, which I have no issues with.”*

*“I would say, it’s a little hard to feel integrated. Because, you know, there’s a lot of things that are not available to us. There’s a lot of meetings that are kind of like team building with, like, the broader team that we are not part of. And yeah, so, you know, obviously, I understand the logic and reasoning behind that, but at the same time, you know, it does feel like being left out sometimes.”*

*“‘Hey, stop telling me about the town hall meeting, if you’re not going to pay me to attend?’ Like, it kind of feels weird.”*

*“No, there wasn’t much of an inclusion at all. When it came to team meetings and stuff like that, it was secretive.”*



# Social Connectedness & Team Dynamics

Co-workers and team dynamics play a critical role in the contingent work experience. Most frequently, interviewed professionals talk about the importance of being treated “as one of the team” despite their temporary status. Not only does this delineation promote inclusivity, but it also enables more upfront communications.

A key factor of fostering positive team dynamics is clarifying team goals and how each team member is contributing to those goals. Teams possessing a shared purpose and wide-spread understanding of how each colleague contributes to the goals are more likely to view temporary workers as new valuable assets rather than unnecessary additions or even competition. This sentiment holds true for organizations bringing on freelancers, independent contractors, or temporary workers. Clarifying the purpose and ask of the contingent worker creates greater understanding and buy-in.

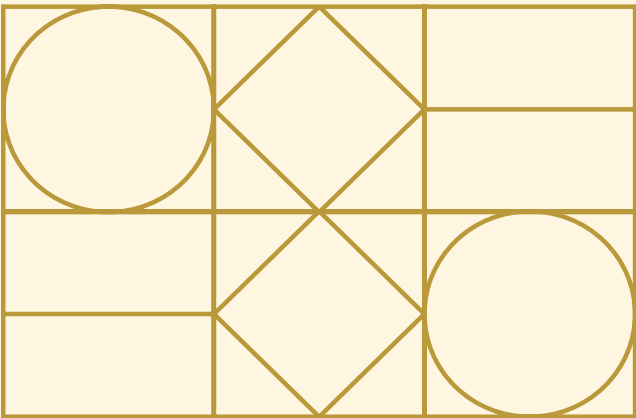
For temporary employees particularly, organizations should also consider integrating temporary workers into social activities and other potential team-building activities. Several interviewed professionals note how in a pre-pandemic world they enjoyed attending happy hours with their team after work. Interviewed professionals note that there is an automatic assumption that due to their temporary status, they will not want to attend unpaid off hour events, despite this often not being the case.

Lacking a team is one of the most frequently expressed “downsides” of entering contingent work. Temporary employees note that even though a project may have a great team, the temporary-nature makes it difficult to invest in relationships.

**When asked to rate the extent to which they feel connected to others at work, full- time employees score 25% more positively than contingent workers.**

*\*Findings from a survey fielded March 2021*

Freelancers and consultants talk about how online networking sites and other forums serve as outlets to supplement the absence of a team. Nonetheless, the flexibility associated with contingent work tends to overpower feelings of isolation that many express.



## Quotes from interviewed professionals

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*“You know, like, we don’t get paid to, like, do team retreats and to, like, even just have checking in calls and catch up calls. I’d love to do that.”*

*“So kind of as that [the world post-pandemic] opens up, it would be nice to have like, in person happy hours, maybe once a month that you could go to.”*

*“So sometimes now I don’t feel like I’m kind of included in the team and I am aware of things that are happening. I kind of feel like, you know, I’m on an island sometimes.”*

*“And so it’s very exhausting psychologically to be kind of a part of this team in a peripheral way.”*



## Benefits & Perks

In the legal sense, contingent workers are not employees, so they are not eligible to receive company-related benefits. This absence of benefits unsurprisingly, ends up being a primary consideration factor for professionals contemplating contingent work rather than full-time, salaried work. This absence of benefits is also a draw for organizations to hire contingent workers. There is undoubtedly less of a risk and less of an investment.

Interviewed professionals frequently express that the only reason they have made contingent employment work for their personal situation is because they are able to be on a spouse's or parents' benefits plan. Benefits, or lack thereof, serve as a barrier to breaking into contingent work. Unsurprisingly, for those who do ultimately work contingent, forgoing the stability and security of benefits results in stress, and this stress does not seem to lessen with time or tenure.

It is a tradeoff many choose to make because the payoff is often greater flexibility and creative freedom of working on different projects.

So why should organizations care about the topic of benefits for its contingent workers?

Contingent employees are adding value and creating work products that support the business goal. Happy, healthy employees are more productive- contingent or not. Thinking about benefits, there are ways to support and power productivity in contingent workforce without offering full benefits. Offering company holidays as paid to all employees is one way organizations can support contingent workers and also foster inclusivity. Allowing for flexible work schedules is another inexpensive work perk. Perks such as company holiday parties or virtual happy hours can be small actions to foster inclusion that have a large impact.



## Quotes from interviewed professionals

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*“I think that [a lack of benefits, particularly health insurance] adds a level of stress to people that work this way, that’s unnecessary, because you constantly have that on your back. You can’t really get settled in a role because you’re constantly kind of striving for healthcare, a basic need. You need to be healthy, mentally and physically, in order to perform at a level that the company needs you to perform at.”*

*“For example, like Memorial Day, we typically have off there—that’s a paid holiday, for all full-time employees, but then, you know, like, for contingent workers we have to take it unpaid. If there was some way that they would, you know, give us that as a pay day, just like, you know, everyone else gets, I feel like that would be like a huge kind of morale thing.”*

*“So as a contractor, I would not be invited, if they had like a Christmas party, or some kind of team building a site activity. And they didn’t want the contractors to feel like they were part of the team, but we are part of the team. And you know, that’s weird, because you work with these people every day.”*





## Project Wrap-Up

Ultimately, the goal of every contingent worker is to finish the project having made a meaningful contribution. However, a debrief period or project wrap-up is infrequently built into project timelines. There is often a rushed feeling to concluding projects with organizations eager to advance onto the subsequent organizational priorities.

Experienced freelancers and consultants mention having established processes and documents for receiving client feedback both at project completion as well as several mid-project milestones. Temporary employees crave more feedback at project completion. With new projects in queue, feedback is highly desired and appreciated for future contracts. For many, receiving a full-time offer is the measure for a successful project.

In the final stages of a project, temporary workers note how stress levels increase as they are having to search for their next source of work. Several mention how they'd appreciate additional support at the tail end of projects to have opportunities to network within the organization, do outreach, and apply for new projects.

Some organizations do build this “career development” aspect into their temporary worker experience, which they unroll at project kick-off. In doing so, professionals begin work with a heightened sense of appreciation and loyalty, manifesting into productivity.



## Quotes from interviewed professionals

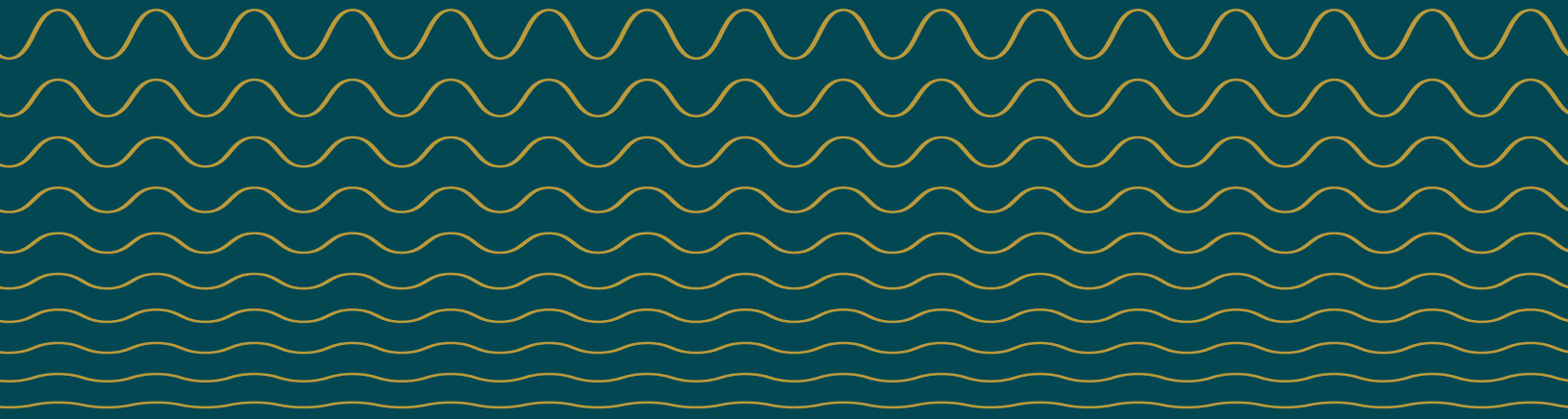
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*“We had this meeting where they talked about how, their [organization] goal is to support the contractors, and six weeks before a contract is supposed to end, they’re going to start meeting with us to talk about, what our next project could be, and if they don’t have a next project, they’re going to help us work on our resumes. It’s very supportive. I had a whole presentation and a book over it and stuff like that.”*

*“You know, a regular employee that you fire or you or that leaves in a salaried position is still going to have the two weeks, is going to have paid time off before they leave. So there’s nothing, there’s no support around the fact that you’re going to be unemployed tomorrow as a temporary worker. I would say, like offer a day or two at the tail end of paid time off to look for their next gig, make an effort to contact and do outreach. I’ve been very lucky that my boss, and my most recent gig really helped me on that front. She was really wonderful that way, but not everybody is.”*



It is our hope at Werklabs and The Mom Project that this report begins and continues the conversation on how to create more inclusive and diverse workplaces where employees feel supported and empowered to make a meaningful contribution. As we see the contingent workforce continue to grow, it is our goal to partner with organizations to not only provide them with a highly qualified contingent talent pool, but to also equip organizations with insights to create people-centric workplaces.





## About Us

Werklabs surfaces the deeper human truth to give you prescriptive insights for purpose-driven action. We provide predictive people intelligence solutions and advisory services so you can understand and improve your employees' work experience and business performance. Our integrated research methodologies yield insights from employee perspectives that map directly to key business outcomes like performance, productivity, customer experience, reduced risk, and revenue growth.

Werklabs, the research division of The Mom Project, also publishes timely and in-depth research on diversity and inclusion at work, the flexible future of work, parental leave, organizational change, and corporate social responsibility.

Learn more about how Werklabs might help you surface the deeper human truth for your organization at [www.werklabs.com](http://www.werklabs.com).

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