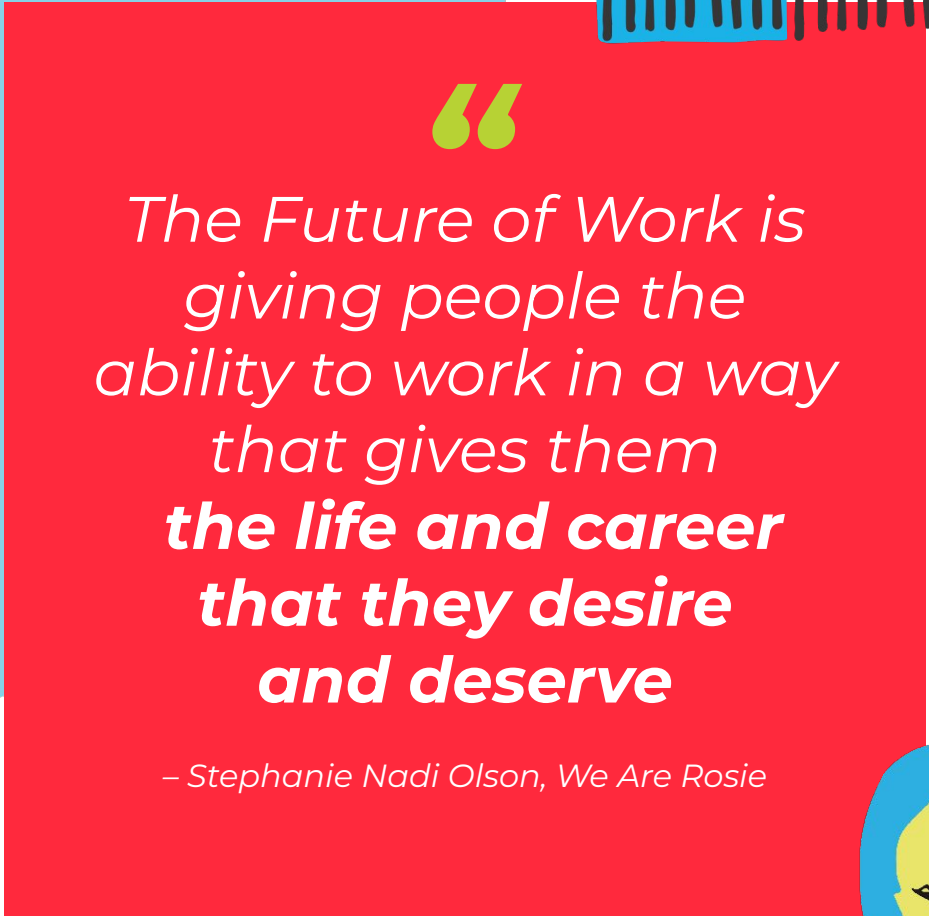
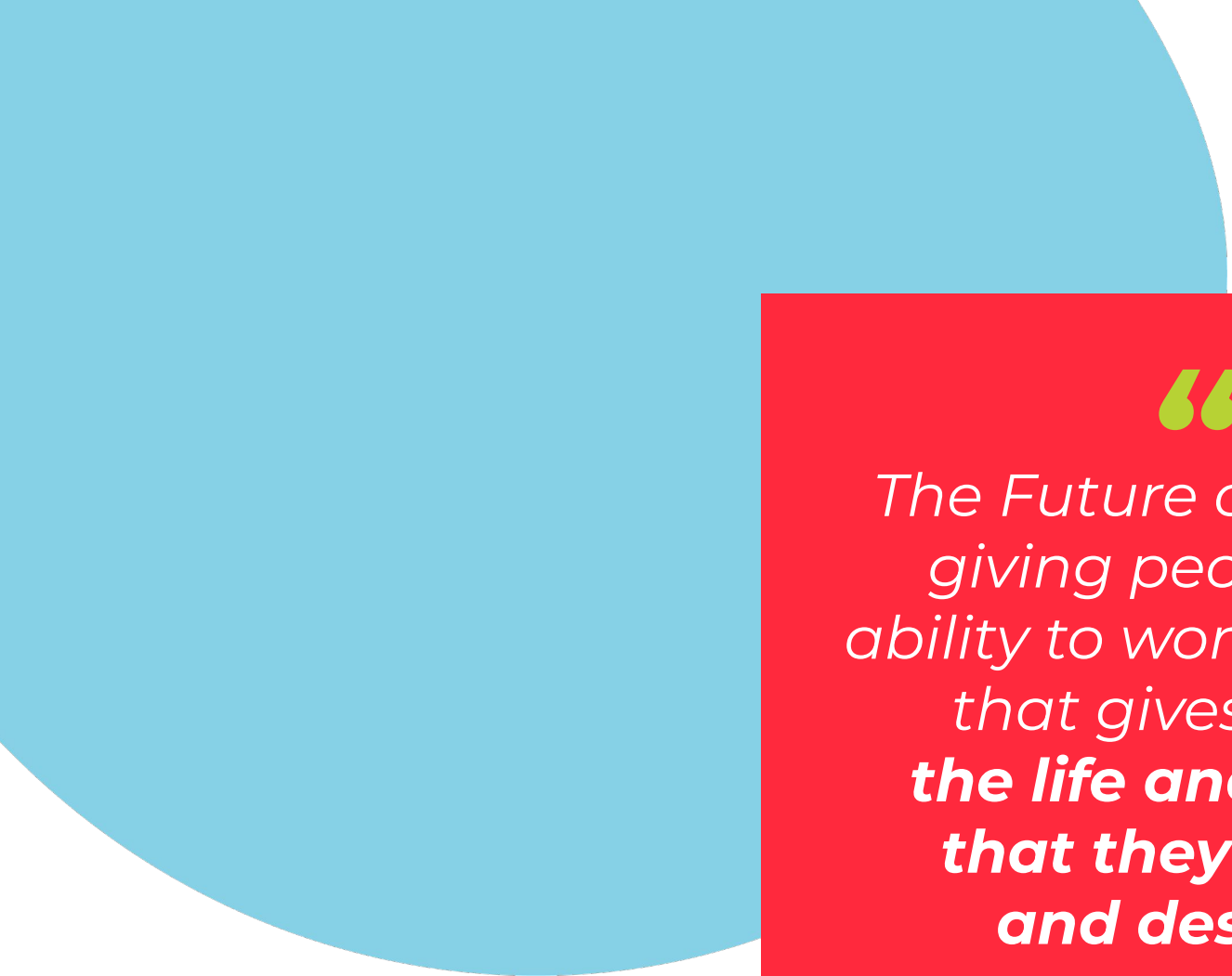


The background of the slide is a stylized illustration of a notebook. A large, red, rounded rectangle represents the notebook's cover, which has a black spiral binding on the left side. To the right of the red rectangle is a light green rounded shape, and to the left is a light blue rounded shape. In the bottom left corner, there are several concentric black circles. On the right side of the red rectangle, there are several black, irregular, dot-like shapes arranged in a grid-like pattern.

The 3rd Annual Rosie Report
June 2022



“

*The Future of Work is
giving people the
ability to work in a way
that gives them
**the life and career
that they desire
and deserve***

– Stephanie Nadi Olson, We Are Rosie



Who is We Are Rosie?

We are a **flexible career platform** for marketers in all seasons of their professional journey.

Our **diverse and inclusive marketing community** augments, complements, backfills, or accelerates brand and agency teams with a **flexible layer of highly skilled talent**.

We partner with the **largest brands in the world** to shapeshift talent based on organizational needs.

WE ARE FLEX WORK FUTURISTS....





We Are Rosie is an expert in the evolution of marketing and advertising work

Created for a new era of marketing

- A **community-first**, flexible career platform built for inclusion
- **14,000+ marketers** spanning all areas of expertise
- **True-fit talent matching** through unbiased proprietary tech combined with marketer-to-marketer vetting
- Trusted by the world's largest brands with **100% renewal rate**
- Driven by a mission to create a **better way to work** through pay parity, weekly pay, mentorship, upskilling and connection to the best opportunities in the industry
- We are **thought leaders** in the industry and **flex work futurists** with 3 studies on the future of work

Why We Began The Rosie Report: We saw the **TALENT REVOLUTION** accelerating

Marketing
moving and shifting
at the **SPEED**
of projects.

TALENT
seeking flexibility
and independent
work.

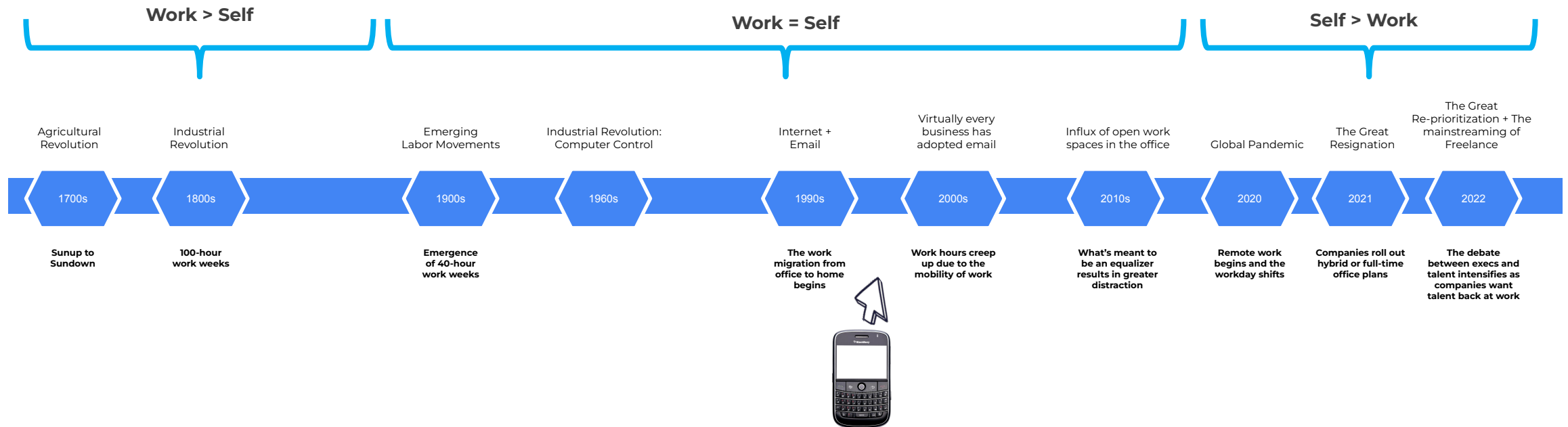
DIVERSE
experts paving
the way for a new
system for work.

The evolution of work

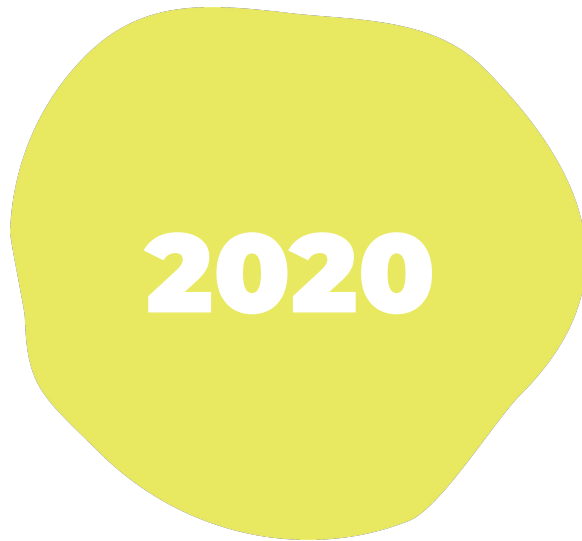
FROM SUN UP TO SUN DOWN... TO... FREELANCE IS MAINSTREAM!

53%

of employees
are more likely
to prioritize health
and wellbeing
over work than
before the
pandemic.



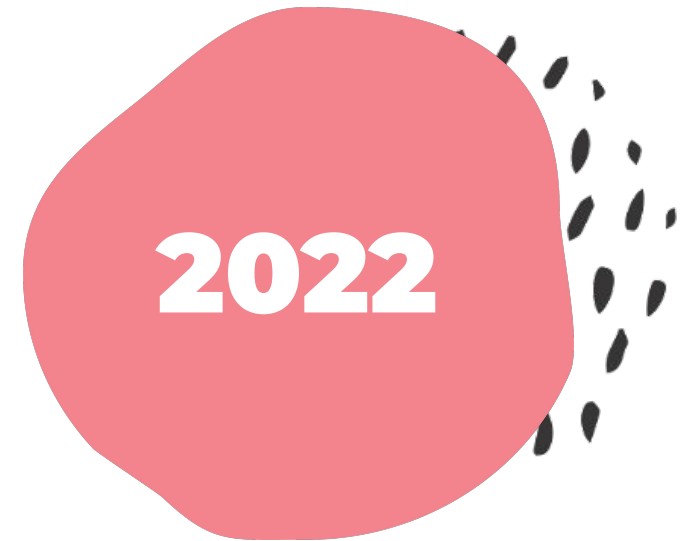
The Rosie Report **through the years** forecasted the surge of freelance in marketing



In the thrust of a global pandemic, remote work was in full-force, leading to misconceptions around “real work” **and so the great talent migration began.**



This is a moment to seize **a future of work that is flexible, inclusive, and wholly human.**



The future is freelance. As The Great Disconnect further divides talent and executives, the growth of freelance continues and becomes mainstream.



Methodology

A collection of over **1,000 viewpoints** across marketers, consultants, current Rosies, brand and agency clients and futurists

Conducted by an independent research firm to ensure no bias.



Quantitative Survey

- 100% work in US-based professional services
- Majority work in marketing and marketing adjacent roles

1-on-1 Interviews:

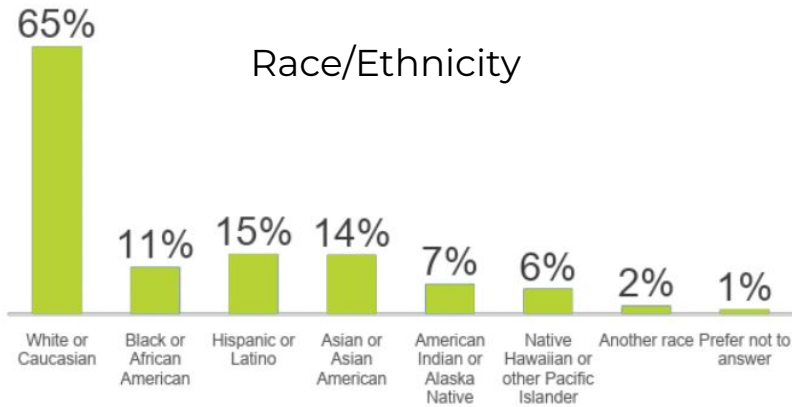
- Current Rosies
- Marketers
- Futurists
- WRR Clients
- Brand and Agency executives



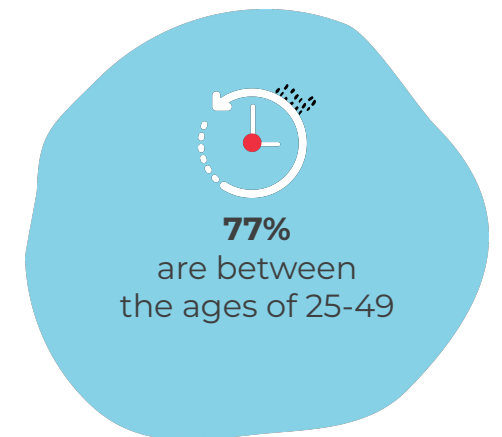
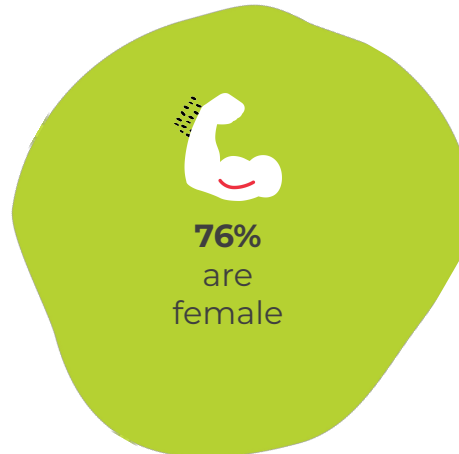
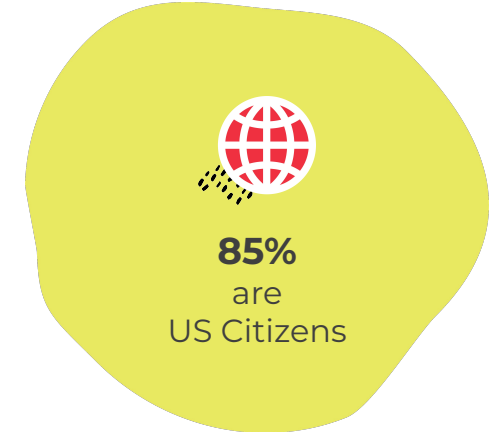
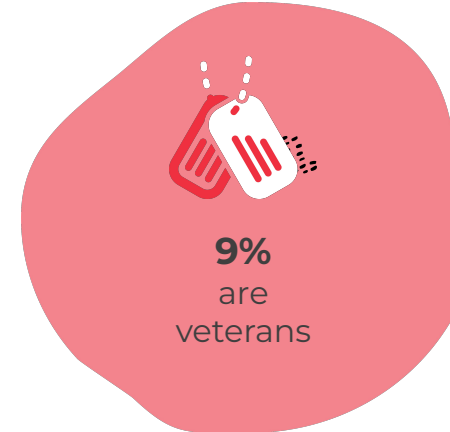
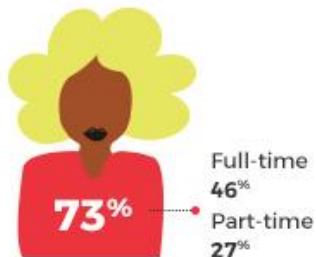
The findings of this study are limited to US-based professional services, with an emphasis on marketing and marketing adjacent roles

Survey respondents

Who work in marketing or marketing adjacent field



Two-thirds of survey respondents freelance either full or part time.





2022 Emerging Trends

2022 Emerging Trends

#1

**The
Great
Disconnect**

Post The Great
Resignation, Executives
Are Unaligned With the
Talent Expectations

#2

**Flex Work Is No
Longer An
Emerging Trend**

It's Mainstream:
Freelance is here and
has a subculture

#3

**Flex Talent = Diverse
Perspectives,
But Is It The Total
Solution?**

The equity of
remote work + the
bandaid effect

#4

**Global issues impact
brands
and talent**

Brands adjust to reactive
planning while talent
desires value alignment



#1:

The Great Disconnect

After The Great Resignation,
executives are unaligned with
talent expectations



The Great Resignation continues...

In April 2022, **4.4 million Americans** put in their resignation letters.

In part, because of The Great Disconnect: executives are unaligned with talent expectations around return-to-office plans.

Most executives (66%) are designing post-pandemic workforce policies with little to no direct input from employees.

44% of executives want to work from the office every day, compared to **17% of employees.**

75% of executives want to work from the office 3-5 days a week, versus only **34% of employees.**

In-office vs Hybrid vs Remote is all over the news

CNN BUSINESS Audio Live TV Log In

Elon Musk tells Tesla employees: Return to the office, or else

By [Chris Isidore](#), CNN Business
Updated 11:35 AM ET, Thu June 2, 2022

make it SHARE f t in e

50% of companies want workers back in office 5 days a week—why experts say this strategy could fail

Published Fri, Mar 18 2022·9:58 AM EDT

 Morgan Smith
[@THEWORDSMITHM](#)

SHARE f t in e

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SUCCESS • RETURN TO WORK

Good riddance to work from home, Google's former CEO says

BY **COLIN LODIEWICK**
April 5, 2022 2:35 PM EDT

npr **GPB** **DONATE**

BUSINESS

The idea of working in the office, all day, every day? No thanks, say workers

June 5, 2022 · 9:32 AM ET

The Great Disconnect...

The 'back to the office' argument:

- Loss of Institutional knowledge / company culture
- Innovation and 'spontaneous idea generation' suffers
- Hybrid work models could result in a new form of workplace inequality

VS

The flexible work argument:

- Flexibility and better work/life balance
- Less 'group-think'... more independence lends itself to creative inspiration
- Remote work levels the playing field and promotes DEI





Companies are fixated on what “return to the office” looks like, what needs to be emphasized is that they need to spend more time thinking about what their hybrid work plan is because **hybrid work is going to be here to stay.**”

- Scot Safon, Executive Marketing Consultant



#2:

Flex Work Is No Longer An Emerging Trend; It's Mainstream

It's here to stay and
has a subculture

Freelance allows talent to prioritize their values



Best decision ever – quit in fall 2019.

Has helped me realign with my values, grow and stretch myself in a more entrepreneurial way, have more agency around my life and work, and be able to have better boundaries. Plus, have met lots of people, been choosy, and gotten paid MORE.

- Woman, 25-34

Freelance is Mainstream:

The workplace debate is fueling freelance



73% say that they find that companies are hiring more freelance workers

“ I think that talented marketers need to understand their value and overcome the false feeling of stability within the corporate confines. By being a freelancer, much of your fate is in your own hands. ”

- Woman, 35-49

The stigma around freelance is disappearing

“ I feel like several years ago, there was a stigma around freelancing, but now [freelancing] seems to be opening doors. ”

- Woman, 35-49

There is an increase in instability and uncertainty of full-time work

“ There may not be many, if any, recession-proof jobs, but freelancers who have several long-term clients fare much better than full-time employees who are vulnerable to layoffs. ”

- Fast Company,
Why Are So Many People Freelancing?

“

I was overworked, underpaid and undervalued in my full-time position. I had no time to spend with my kids, and realized I'd regret losing that time for the rest of my life. **I make more money as a freelancer and I have more time to spend taking care of my kids** (who are teens now). I was even able to finally start taking flying lessons, a lifelong dream. There is absolutely nothing to regret.

- Woman, 35-49

The majority
of those who quit
their jobs to
freelance have
no regrets.

67% - No
33% - Yes

Most of the
independent
marketers surveyed
would recommend
freelancing
to a friend.

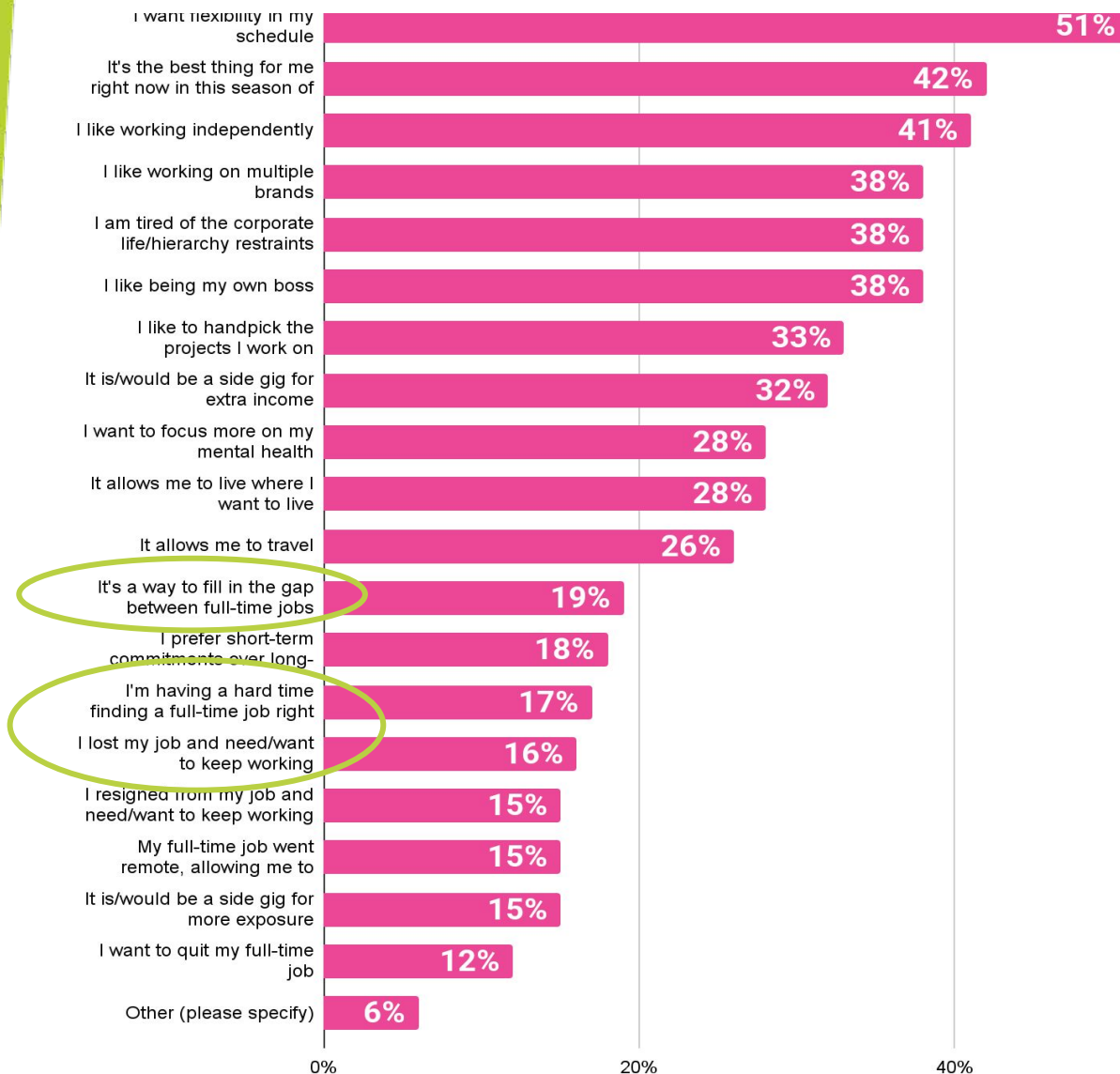
44% - Absolutely
37% - More than likely





Freelance isn't just a stopgap between jobs, it's a career and lifestyle choice.

Our survey respondents aren't freelancing because they *have* to. They're doing it because they want to.





When is the right time to freelance?

The right time is NOW.

Gen Zs and **Young Millennials** are honing in on their specialized talents to be profitable.

Older Millennials, GenXers and **Baby Boomers** rely on their reputation from years of experience and established networks.

What we heard is that you can never be too young or too old to jump into freelance.

70%

of Gen Zs are considering **earning additional income outside their current employer** via a side project or business in the year ahead versus 59% overall.

71%

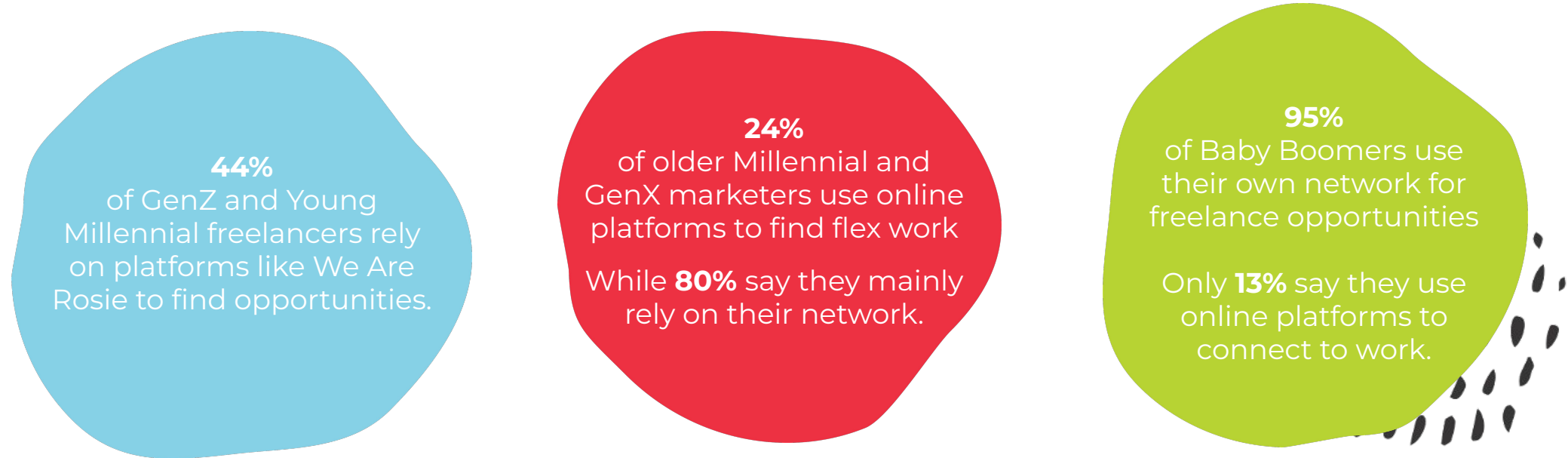
of talent would **pass on a promotion to preserve the ability to work from anywhere, anytime.** That is, they would protect their own happiness and choose not to climb the ladder.

The peak of a career is not always at the top.

“ At IHG we have a lot of Rosies, and we need people at different levels. From a budget perspective, they don't need to be all creative directors like me. There are levels of work. Rosie does a great job of screening people and is really quite honest about their experience level. ”

- Jane Chance, IHG Freelancer

Connection to flex work varies by generation and experience level.



“ People may have started doing this too soon. My question to them is: do you know what your specialty is? Eventually, they realize, 'Oh My God, now I have to market myself because I don't have a network of people waiting to hire me for projects.’ ”

- Scot Safon, Executive Marketing Consultant

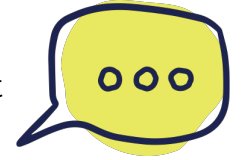
Freelance subculture

power together to
take the bias out
of freelance

85%

of the most successful freelancers are part
of online communities and meetups.

– Harvard Business Review



Freelancers with
similar experiences
share a deeper, more
authentic connection

Freelancers are
more likely to have
specialized skills and
want to help round out a
project by teaming up
with each other.

There is still a desire to
connect. Freelancers
want inexpensive
spaces/places that are
just for the
freelancer community.

Mentorship goes
both ways

Younger/Inexperienced
Older/More
Work Experience



#3:

**Flex Talent = Diverse
Perspectives, But Is It
The Total Solution?**

The equity of remote work +
the band-aid effect

What is **DEI?**

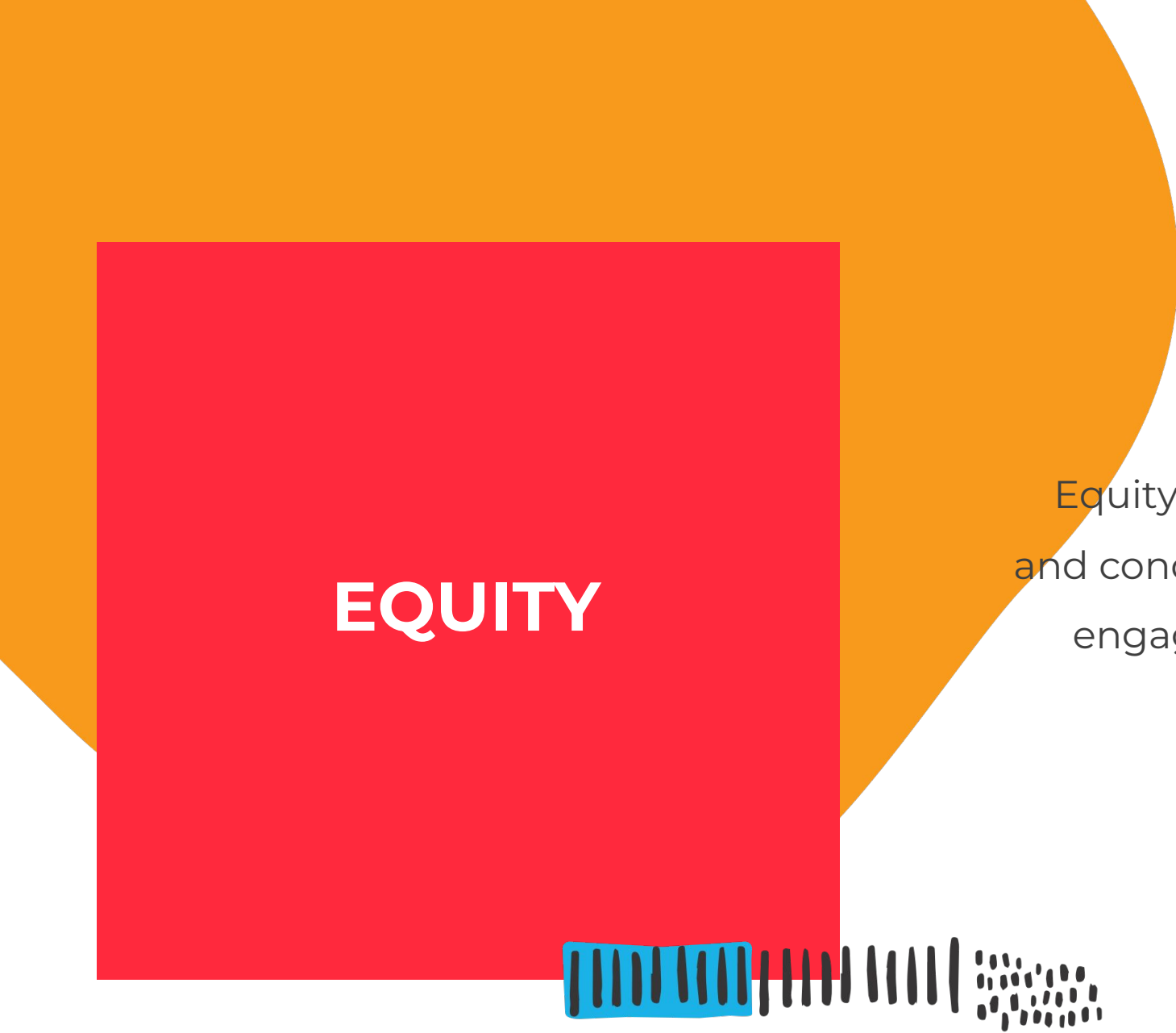
A conceptual framework that promotes the fair treatment and full participation of all people, especially in the workplace, including populations who have historically been underrepresented or subject to discrimination because of their background, identity, disability, etc.



DIVERSITY

Diversity is the involvement of individuals with many different identities and backgrounds. This includes all the ways people's identities can be different, including gender, age, skin color, ethnicity, sexuality, religion, national origin, disability, and neurodivergence, among other things.





EQUITY

Equity refers to the equitable treatment and conditions — those that allow people to engage and participate in equal ways.



What does it mean for people who have a disability if we insist that everybody work in a physical office? What does it mean for Black people or people of color if we tell them that the only way to work on this big brand is to move to a market where **they don't feel a sense of community?**

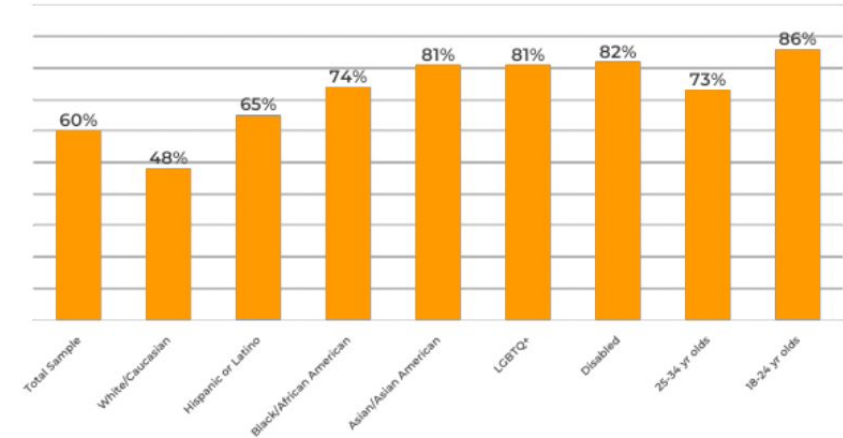
- Stephanie Nadi Olson, Founder, We Are Rosie



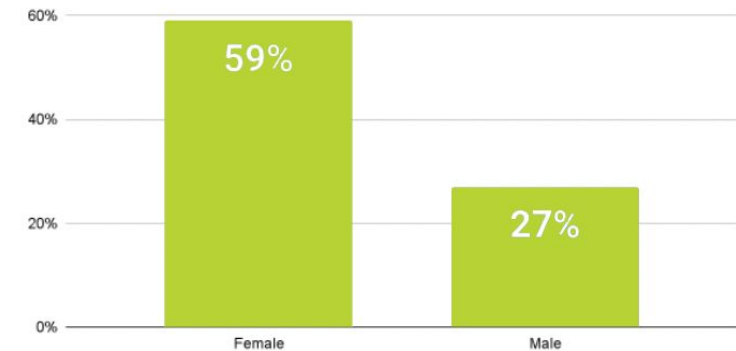
Diverse communities like freelance work

There's more opportunity and flexibility, among other things...

Did the pandemic motivate your interest in or decision to pursue freelance work (Yes)



Why are you most interested in freelance work?
"I want flexibility in my schedule"





Add in the option
of hybrid/remote
work... and it feels
more equitable

**Black workers face a more negative
in-person workplace environment.**

When working from home:

64% reported being better able to manage stress

50% reported an increase in feelings of belonging
to their organization

For parents/guardians, short return to work on
short notice = no time to arrange for childcare.

Pre-pandemic, most people in the US lived in
childcare deserts (with only one childcare spot
available for every three or more children).

Even if parents can find childcare, they may not
be able to afford it: **costs have risen 40%** since
the beginning of the pandemic.



Historically marginalized employees are willing to LEAVE if hybrid isn't an option

These were among the groups that prefer hybrid work and said they were likely to leave if it wasn't available:

- Younger employees (18–34 years old) were 59% more likely to leave than older ones (55–64 years old).
- Black employees were 14% more likely than their White peers.
- LGBTQ+ employees were 24% more likely to leave than heterosexual ones.
- Women were approximately 10% more likely than men, and employees who identify as nonbinary were 18% more likely than men and women.
- Employees with disabilities were 14% more likely to leave than employees without them.



We've really **embraced Hybrid Work to increase diversity** for us. We currently have employees in 16 states, and it's opened up the geography and the demographic, expanding our talent roster. The second piece is where We Are Rosie comes in and why I love working with them. They provide **access to talent pools and specialized roles that can be difficult to source locally**, and it makes us stronger as a result.

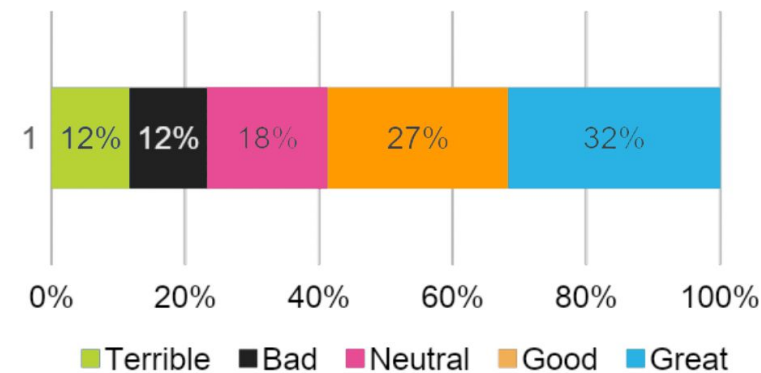
- Mike Della Porta, COO + CIO, Butler/Till



...but is it all just a band-aid?

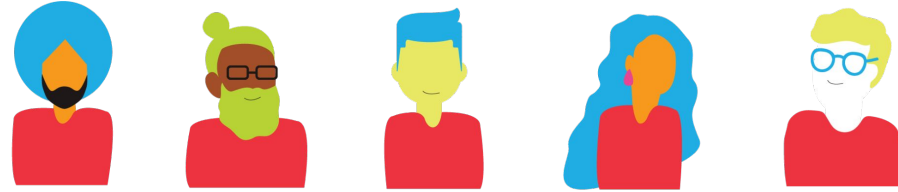
In the world of freelance, hiring diverse voices for specific projects is seen as a net positive, but there are concerns that it's just a temporary solution.

How do you feel about companies contracting diverse voices for their point of view on specific projects?



“ You definitely had to be a certain skin color, gender, and religious affiliation, or have ties to that. And if you didn't, you just weren't getting promoted and your raises would not happen. ”

- Allyn Woodward, Rosie



Hiring diverse talent to lend their unique viewpoints to specific projects is good. Hiring diverse talent for all projects and roles based on their skills and experience is better.

What is **INCLUSION?**

Inclusion refers to the practice of including all members of a group or organization in the activities of that group or organization, and maintaining an environment and culture that makes them feel welcome.





Diversity is **being invited**
to the dance.
Inclusion is **being asked to dance.**[®]

-Verna Myers, renowned inclusion strategist and thought leader

If not done correctly, hybrid/remote work can breed **exclusion**

43%

of remote workers say they do not feel included in meetings, yet only

27%

of companies have created a new hybrid meeting etiquette to ensure all feel included and engaged.

“Now, as we're exiting the pandemic and we're getting into this hybrid work trend, we're seeing that the pace isn't slowing down, in fact, what we're finding in our research, that it's much easier to do either 100% remote or 100% in person. What's really hard is trying to do hybrid because you have to be inclusive of the people in the room and you have to be especially inclusive of the people on the phone.”

- Maryleen Emeric, Chief of Staff, Microsoft

INCLUSION is KEY

“Some of these DEI initiatives feel more for show than they do for authentic engagement. I often say, 'Show me the receipts'. How do you make people feel comfortable in an environment? How do you respect the innovation that lives within them because of what society has dealt them? You have to look for the people with the learning disabilities, look for the people with the typos in the emails, but also look for the person of color.”

- Kenzie Biggins, Owner, Worxbee

40% of people say that they feel isolated at work, and the result has been lower organizational commitment and engagement.

1 in 4 employees say they don't feel a sense of belonging at their organization, and only **31% say their leaders are inclusive.**



Most business leaders understand the diversity part of diversity and inclusion. They get that **having a diverse workforce is important** to customers and critical to succeeding in a global market. It's the inclusion part that eludes them — creating an environment where people can be who they are, that values their unique talents and perspectives, and makes them want to stay.

- Karen Brown, Bridge Arrow



#4:

Global issues impact brands and talent

Brands adjust to reactive planning while talent desires value alignment



Ongoing global and local issues impact brands and marketing talent

Brands struggle to commit to long-term marketing and talent budgets

Marketing talent prefer employers who align to their personal values



Uncertainty amid global issues forces brands to rethink planning and hiring practices.

Global issues are forcing shorter-term marketing planning

“ While we are still given annual marketing budget expectations, the budget discussions are more fluid where we now plan out quarterly in order to be more dynamic. ”

- Anonymous, Marketing Leader

Market volatility drives the hiring of freelance talent and agencies vs. FTEs

“ My freelance work has flourished with the instability of the media industry right now. ”

- Rachelle Gregory, StreamView Consulting

Burst capacity needs increase with rise in project work vs. always-on campaigns

“ As budgets go up and down so does what we're able to put out there. Surge capacity is key. You need to be able to scale up when half your product launches are in one quarter and bring in additional talent on demand, and then not be on the hook long term as an expense. ”

- Anonymous, Marketing Leader

Freelancers thrive during economic uncertainty

There is still work to get done with or without FTEs

“ Hiring in a recession can be shaky, so hiring freelancers can be a strategic approach in an economic slowdown as it saves a lot of costs. ”



– Brity Alisha, Truelancer

3 in 4 CMOs say budgets increased year over year to **9.5% of company revenue**, but have not recovered to **2018 levels of 10.9%**
- Gartner

65% of TRR respondents say they are hired as or hire for freelancers specifically for burst capacity project work

58% of CMOs say they lack capabilities to execute their strategy, yet little has changed with their year over year labor budgets
-Gartner

12% increase in working freelancers during the last recession (**from 1.39 million to 1.56 million**)
- ipse

In a more polarized world, talent often expects corporations to take a stand

Now more than ever, talent is questioning where they work and who they work for. Freelancers often “won’t even apply” to companies whose cultures/values don’t align with their personal values.

“ I would say during heightened times, like the midterm elections, even a little bit of COVID response, the sort of vaccine hesitancy or competency, and the misinformation piece, in general... Those moments are when people’s values [don’t align], and they leave [their job]. ”

- Anonymous, Marketing Leader

“ I really wanted to find jobs that are not only suitable for my career growth, but also find job opportunities that are aligned with the values that I have. Which at that point, I decided I wanted to see how freelancing worked for me. ”

- Ashley Chen, Freelancer

47% of people (and **51%** of Gen Z) associate the **social, environmental** and **political** views of CEOs with those of the businesses they lead.

43% favor companies that take a stance on social, environmental and political issues in particular.

**To attract top talent,
companies cannot be
misaligned with their values.**

Flex talent look for **authentic
value alignment** from brands
across their internal policies,
historical practices, public
messaging and marketing.

Issues top of mind during conversations:

- ✓ Political polarization
- ✓ Foreign relations
- ✓ Women's rights
- ✓ Safety issues
- ✓ Mental health
- ✓ Clean tech
- ✓ Social/corporate responsibility
- ✓ Climate change
- ✓ Hybrid work
- ✓ 4-day work week



So what does this mean?

#1: The Great Disconnect

Brands and Agencies:

- One-size working environment doesn't fit all. Provide hybrid/remote work OPTIONS to allow employees to be their best and give their best, how and when they can.
- Your access to more diverse and speciality talent will grow with a flexible work option.

Independent Marketers:

- Work/life harmony doesn't have to be a myth
- You have strength in numbers amongst the marketing community – ask for what you need and want.

#2: Flex Work Is No Longer An Emerging Trend; It's Mainstream

Brands and Agencies:

- To remain competitive, employers need to evolve to a hybrid hiring model that includes a flex workforce.
- Freelancers are building careers as independent contractors busting myths that they are not as ambitious as FTEs: keep this in mind when reviewing their resumes as they look different.

Independent Marketers:

- Careers can be extended and built in a freelance capacity and consulting is for marketers in all seasons; however, consider if you have enough experience and the skills to be a specialist.
- As a independent marketer, you can and should find community to help with networking, upskilling and camaraderie.

So what does this mean?

#3: Flex Talent = Diverse Perspectives, But Is It The Total Solution?

Brands and Agencies:

- Audit your company's diversity. What voices are missing? Why? What is your plan to fix it? And if you SAID you were putting DEI practices into place, then SHOW it.
- INCLUSION is IMPORTANT. Don't stop at the D and E of DEI. Treat Flex talent like part of the team, create best practices so everyone knows to make them feel included

Independent Marketers:

- Inquire about a company's inclusive practices, leadership and mission. Does it feel like a place you'd want to work? Know what you're getting into.
- Use the opportunity of flex work to test out a company's culture

#4: Global and environmental issues affect brands and talent

Brands and Agencies:

- Ensure responses / campaigns on issues are sincere, meaningful and even appropriate for your brand: An internal policy that truly affects employees is more important than an outward stance.
- Include diverse voices at the table as well as the pulse of your staff and customers when considering internal and external policies and communications.

Independent Marketers:

- Review internal policies and track records when thinking about value alignment: A stance in public (or a lack of one) does not equate to internal policy.
- With marketing budget and planning uncertainty, there is a freelance opportunity for burst capacity; Consider short term opportunities that could be bridged together.

Acknowledgements

We would like to recognize everyone across our community and beyond who contributed to this edition of The Rosie Report.

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Thank
You

