

THE UNTAPPED TALENT POOL

ARE RETURNSHIP PROGRAMS THE ANSWER TO THE FUTURE OF WORK?
LEARN HOW COMPANIES ARE IMPLEMENTING THESE PROGRAMS.



Returnships are structured, company-sponsored programs to guide cohorts of returning workers, often women, back into the workforce.



Workers can adapt their skill sets, orient around new technology, and more quickly return to a paused career.



Companies often use returnships as recruitment and onboarding programs—hiring many of the returners after their program is complete.

WE RECENTLY ASKED COMPANIES HOW THEY ARE
STRUCTURING THEIR RETURNSHIP PROGRAMS.

HERE'S WHAT THEY TOLD US.

Who is sponsoring returnships?

41%

Have not evaluated
a returnship program

23%

Are currently considering
a returnship program

18%

Have a program
in place

18%

Have made a
decision to implement
a program but have
not yet launched



Why have they launched a program?

1. Part of a diversity strategy
2. Part of a people strategy
3. To remain competitive on recruiting talent

50% OF COMPANIES LEVERAGE OUTSIDE PARTNERSHIPS TO HELP RUN THEIR RETURNSHIP PROGRAMS.

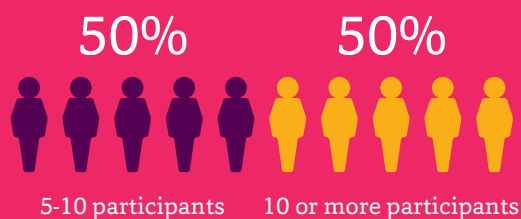
75% OF RETURNSHIP PROGRAMS ARE MORE THAN 2 YEARS OLD.



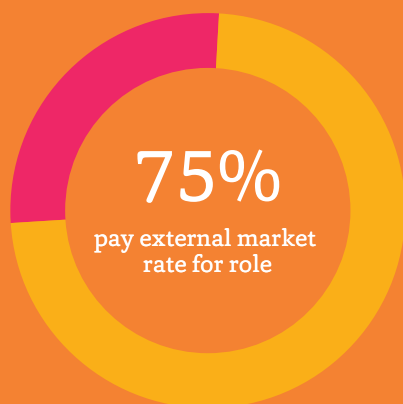
Where have programs been rolled out?

100% in North America
50% in Europe
25% in Middle East or Africa

How many returners are in a cohort?



What are returners paid?



75%
pay external market
rate for role



25% pay based on
internal peer group

Where are companies finding returners?



50%
use a third party



25% recruit from
alumni base

How are candidates evaluated?



1 Length of career break



2 Technical skills

Industry breakdown



Financial/Insurance

32%

STEM

27%

Pharma

14%

Consumer Goods

9%

Healthcare

9%

Manufacturing

9%

Organization sizes



23%

5,000 or fewer
employees



32%

6,000 - 20,000
employees



18%

21,000 - 50,000
employees

18%

50,000 - 99,000
employees

9%

100,000+
employees

Top departments included in programs



FIRST

STEM roles
Operations
Finance



SECOND

HR
Legal
Accounting



THIRD

Marketing & Sales



How often are they hired?

75% OR MORE OF PARTICIPANTS ARE
OFFERED JOBS AT THE END OF THE PROGRAM.



LEARN MORE ABOUT RETURNSHIPS AT
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