

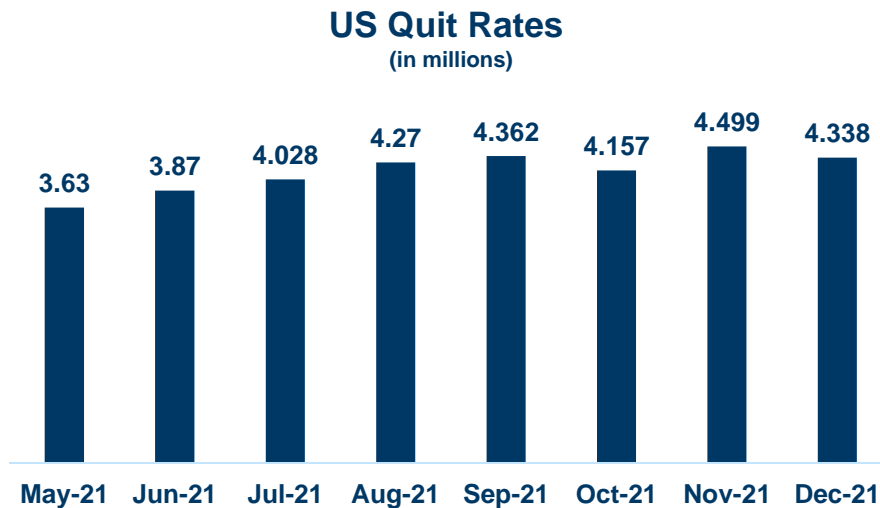
Circumventing the Great Resignation

*What's driving the Great Resignation in your organisation?
And what can you do about it?*



Employees are quitting in record numbers across the world.

In the U.S. alone, 4 million employees are leaving their jobs each month.



US Department of Labor



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At Risk Populations

- Hourly front line 19%
- Hourly factory 15%
- Entry level 11%
- Mid-career 10%
- Senior management 4%

Percentage of leaders indicating their organization is seeing much higher levels of turnover by job level

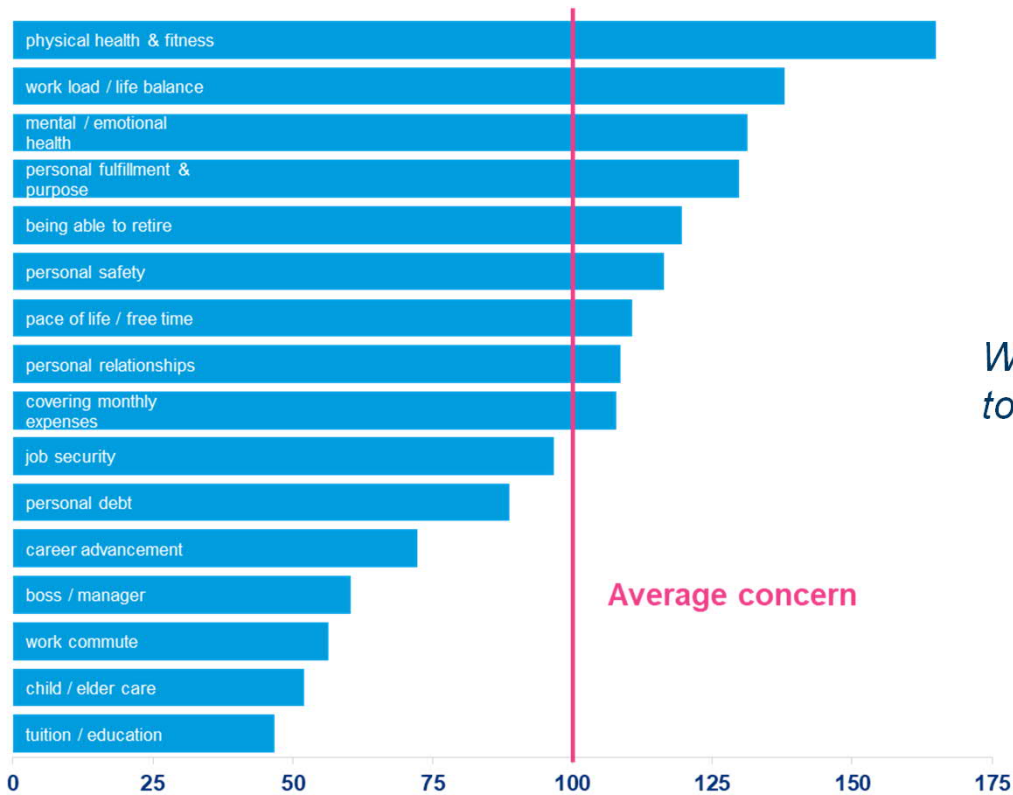
[Mercer Labor Market Survey](#)

Stress and heightened stressors are the key employee issues that have emerged from the pandemic.

- **40%** of US adults experienced mental health issues or behavioral health challenges during the pandemic. ([CDC](#))
- **+25%** increase in the global prevalence of anxiety and depression in the first year of the COVID-19 pandemic. ([WHO](#))
- **53 million:** The estimated number of new global cases of major depression that developed during the pandemic. ([The Lancet](#))



Employees are now more worried about their health than their careers.



What are your top concerns?



Low wage workers are more worried about making ends meet, physical and mental health, and financial wellness (retirement and debt).

Higher wage workers are most worried about their health, work / life balance and personal fulfillment and purpose.



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[See Mercer's Inside Employees' Minds Report](#)

So, they are quitting in search of roles that fulfil their needs – holistically.

**LOYALTY CONTRACT
(20TH CENTURY)**

Basic Needs:

Pay, Benefits, Security

Retention

Pay and benefits in exchange for commitment

**ENGAGEMENT
CONTRACT (PRE-PANDEMIC)**

Psychological Needs:

Achievement, Camaraderie, Equity

Contribution

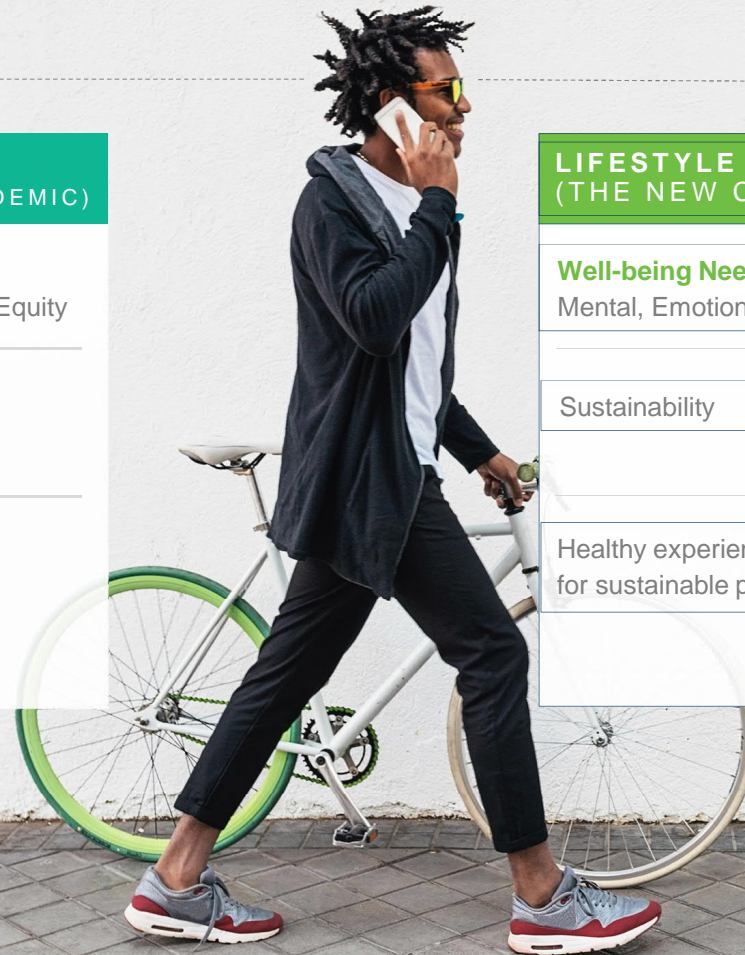
Intrinsic rewards in exchange for effort

**LIFESTYLE CONTRACT
(THE NEW CHAPTER)**

Well-being Needs: Physical, Mental, Emotional, Financial

Sustainability

Healthy experiences in exchange for sustainable performance



Actions you can take to stop employees before they resign:

Listen beyond engagement surveys and exit interviews.

What is your workforce trying to tell you?



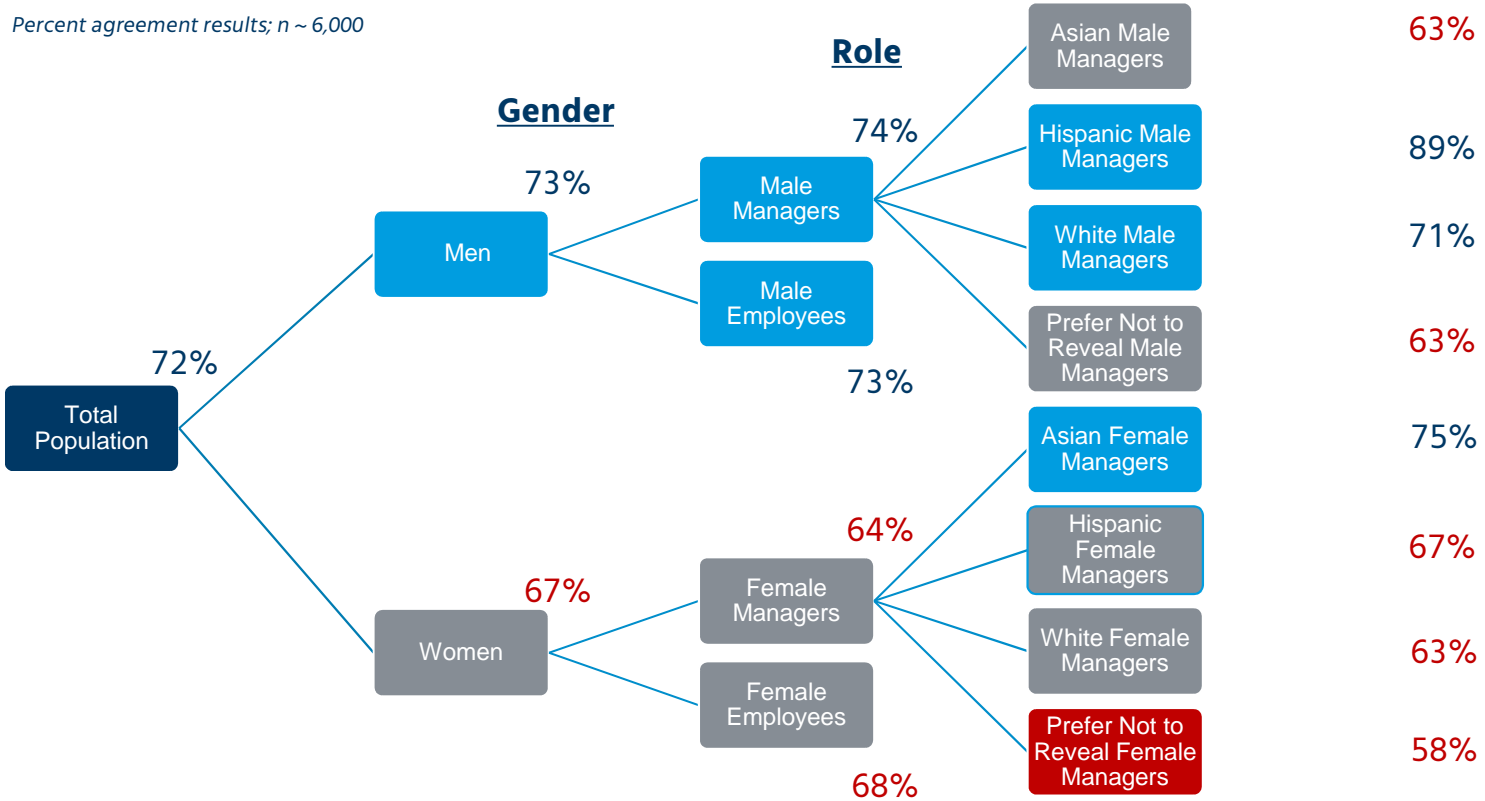
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Understand your employee experience data at a deeper level.

The amount of work expected of me is reasonable

Percent agreement results; n ~ 6,000



A Total Population statistic is not always representative of intersectional experience.

Prioritize workplace wellbeing.



Based on analysis of our normative database, we found that employees are more committed to their organizations when they believe...

- Senior leadership is committed to employee health and wellness. ($r = .607$)
- Their organization takes a genuine interest in their wellbeing ($r = .575$)
- They have the tools and resources they need to manage stress ($r = .556$)
- Their immediate manager treats them with respect and dignity ($r = .537$)
- And they feel a sense of belonging within their team ($r = .526$)



Mercer is leader in understanding employee experience and improving organizational wellbeing.

For more information on our consulting and products services available please visit our [Employee Experience website](#)