

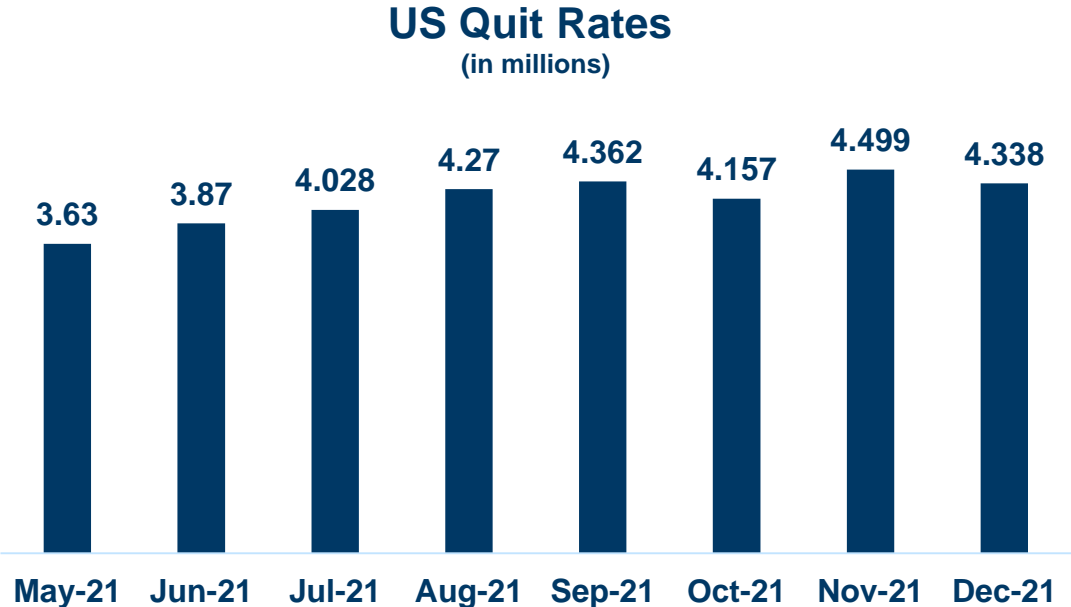
# Circumventing the Great Resignation

*What's driving the Great Resignation in your organization?  
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

## At Risk Populations

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

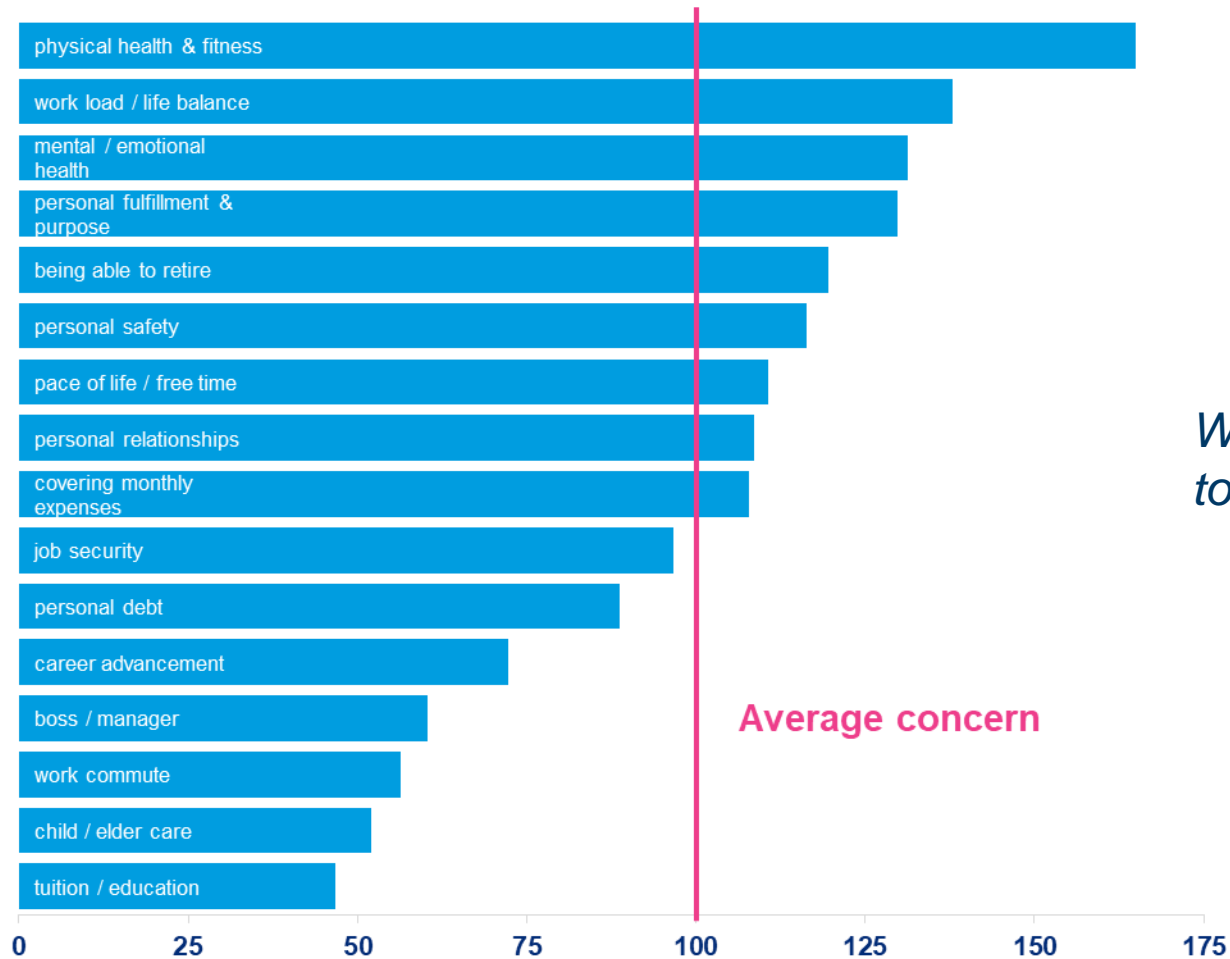
Percentage of leaders indicating their organization is seeing much higher levels of turnover by job level

## 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.



# 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

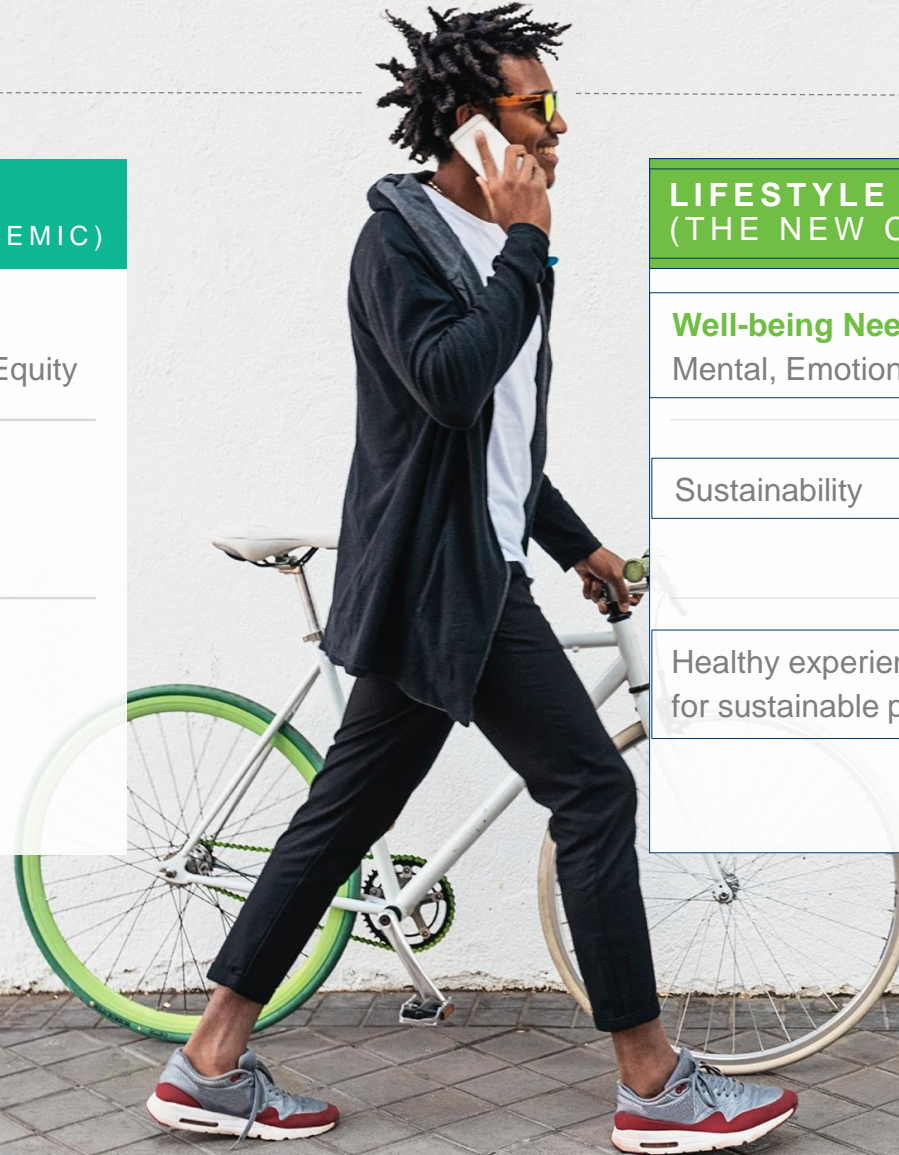
Intrinsic rewards in exchange for effort

## 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?*



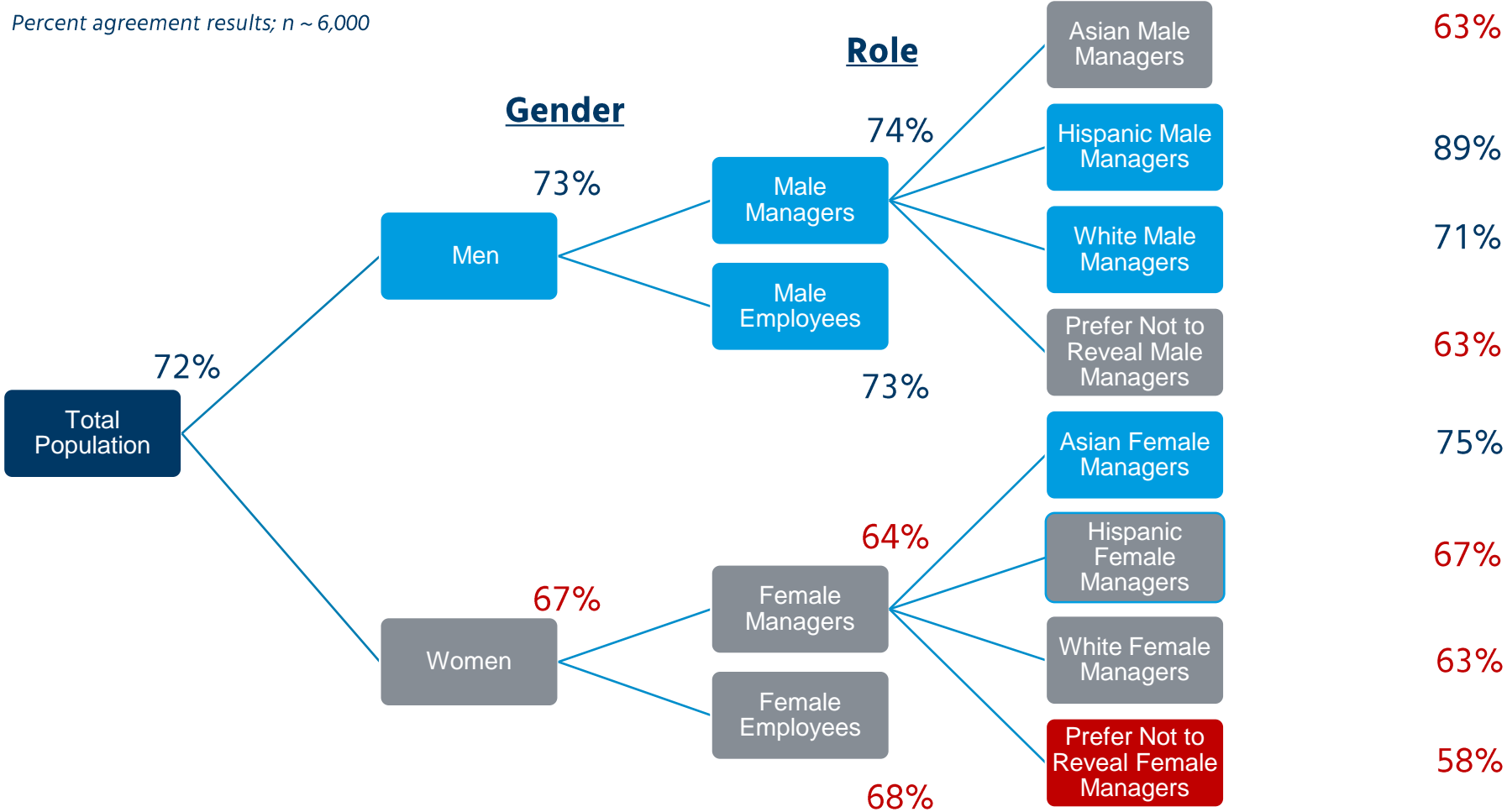
[See Mercer's Inside Employees' Minds Report](#)



# 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](#)