

2024 Global Talent Trends Study

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C-SUITE BUSINESS EXECUTIVES

C-SUITE INTRO TEXT

Every year, the Mercer study examines the emerging trends that are shaping the world of work. Through this survey, we look forward to learning about the opportunities and challenges facing your organization, and how these will impact your plans for 2024.

C-SUITE DEMOGRAPHICS

D1. Which of the following most closely describes the type of organization you work for?

- a. For-profit [single country]
- b. For-profit [multinational]
- c. State owned enterprise (corporations owned or in partnership with the government)
- d. Nonprofit, NGO (non-governmental organization or academic institution)
- e. Government agency

D2. In what country is your organization headquartered?

[Standard country list drop-down options]

D3. In what country are you located?

[Standard country list drop-down options]

D4. How many full-time employees does your organization employ in all locations?

- a. Fewer than 500 employees
- b. 500 to 999 employees
- c. 1,000 to 3,500 employees
- d. 3,501 to 5,000 employees
- e. 5,001 to 9,999 employees
- f. 10,000 to 19,999 employees
- g. 20,000 or more employees

D5. Which of the following best describes your organization's industry?

[Refer to list in Appendix]

D6. What growth rate are you forecasting for 2023, and what do you anticipate for 2024?

- a. Forecasted year-over-year revenue growth for 2023: [Enter %]
- b. Target year-over-year revenue growth for 2024: [Enter %]

D7. Which of the following most closely matches your current job title?

- a. Chairman/Board Member
- b. Owner/Founder/Principal
- c. President
- d. CEO
- e. COO
- f. CFO
- g. Chief Information/Technology/Digital Officer
- h. Chief Investment Officer
- i. Chief Marketing Officer
- j. General Counsel/CLO
- k. Other C-Level Executive/Partner
- l. Managing Director
- m. Executive Vice President

D8. What is your gender?

- a. Male
- b. Female
- c. Non-binary
- d. Other
- e. Prefer not to say

D9. Which generation do you identify with?

- a. Baby Boomers (born 1946-1964)
- b. Generation X (born 1965-1980)
- c. Millennials (born 1981-1996)
- d. Generation Z (born 1997-2012)

D10. How long have you worked at your current organization?

- a. Less than one year
- b. 1 to 2 years
- c. 3 to 5 years
- d. 6-10 years
- e. 10+ years

C-SUITE SURVEY QUESTIONS

1. At a business enterprise level, which of the following social and economic forces are influencing your 3-year plans? (Select up to 5)

- a. Shifting economic interests (e.g., de-globalization, tariffs, etc)
- b. Inflation, currency, and capital concerns (e.g., destabilized currencies, stagnant/slowing economies, increased/increasing inflation, reduced access to loans/insurance, etc)
- c. Stakeholder capitalism (i.e., sharing risks and rewards with all stakeholders)
- d. Role of organizations in driving social impact/equity
- e. Digital acceleration (including AI)
- f. New business entrants (e.g., digital-first disruptors)
- g. Rising healthcare costs
- h. Rise of alternative flexible or distributive work models (e.g., remote, hybrid, gig working, etc)
- i. Net zero and environmental goals
- j. Health and wealth protection gap
- k. Cyber risk
- l. Extreme weather / natural disasters accelerated by climate change
- m. Supply chain interruptions/challenges
- n. Political unrest/war
- o. Business resilience as a result of another health crisis
- p. Overall heightened risk environment

2. Which one of the following poses the biggest short-term threat to your business?

- a. **Leadership and Workforce Practices** (e.g., inability to attract/retain, detrimental culture, ineffective leadership, etc)
- b. **Environment, Sustainability, and Protection** (e.g., individual risk protection gaps, impact of climate events on workforce, lack of diversity/equity/inclusion, etc)
- c. **Technological Change and Disruption** (e.g., lack of cybersecurity knowledge, mismanagement of or inability to leverage AI, technology obsolescence, etc)
- d. **Health, Well-being, and Safety** (e.g., unsafe working conditions, illness and injury, mental health deterioration, health system deterioration, etc)
- e. **Governance, Compliance, and Financial** (e.g., improper benefit/policy/rewards decision making, increasing health and benefit costs, failure to fulfill fiduciary responsibilities, compliance with regulations, etc)
- f. **Business Continuity** (e.g., supply chain issues, equipment failures, etc)
- g. **Reputational Risks** (e.g., negative publicity, public backlash, stakeholder/shareholder activism, etc)

3. Expanding on those categories a bit further, which of the following People initiatives will impact your business the most in 2024? (Select all that apply in each column)

[Columns: Investing will deliver a measurable return, Not addressing will expose us to considerable risk]

Leadership and Workforce Practices

- a. Improving our workforce planning to better inform buy/build/borrow talent strategies
- b. Designing talent processes around skills (e.g., hiring, learning, succession, etc)
- c. Investing in talent assessment and employee skills development
- d. Improving our HR/People analytics capabilities
- e. Improving people managers' skills (e.g., performance management, feedback, etc)
- f. Enhancing or modernizing our pay practices
- g. Redesigning our work operating model for increased flexibility (e.g., gig, talent marketplace, agile teaming, etc)
- h. Enhancing the employee experience / EVP to attract and retain top talent

Environment, Sustainability, and Protection

- i. Putting sustainability/ESG at the heart of our business agenda
- j. Delivering on WEF Good Work standards (e.g., living wage, gig/supply chain worker protection, etc)
- k. Delivering on our DEI goals (e.g., addressing gender and other equity gaps in rewards, career, and health)
- l. Improving our sustainability accountability, metrics, and reporting (e.g., ESG, human capital disclosures, pay transparency, etc)

Technological Change and Disruption

- m. Cultivating a digital-first culture
- n. Investing in artificial intelligence (AI) tools and adoption
- o. Redesigning work to incorporate AI and automation
- p. Rolling out new HR technology or optimizing our existing platforms
- q. Mitigating the human elements of cyber risk (especially with the rise of remote/gig working)

Health, Well-being, and Safety

- r. Preventing work-related injuries
- s. Ensuring psychological safety and workforce security
- t. Reducing stress-related illnesses and employee burnout
- u. Investing more in preventive health benefits
- v. Investing more in benefits to prevent/treat chronic illnesses (e.g., cancer, heart disease, diabetes, etc)
- w. Investing more in benefits related to retirement savings and financial well-being

Governance, Compliance, and Financial

- x. Restructuring, downsizing, and/or significant M&A activity
- y. Optimizing the HR operating model
- z. Combating increased health and benefit costs
- aa. Strengthening administration of benefit programs/investment funds to fulfill fiduciary responsibilities
- bb. Improving benefit plan design, vendor selection, and benefit communications
- cc. Managing financial exposure to long-term benefits
- dd. Outsourcing our fiduciary responsibilities

4. Thinking about your organization's approach to sustainability, to what extent do you agree with the following statements?

[Strongly disagree, Somewhat disagree, Neutral, Somewhat agree, Strongly agree, Not applicable]

- a. I am confident that we will deliver on our environmental commitments
- b. I am confident that we will deliver on our DEI commitments
- c. I am confident that we can achieve a narrow pay equity gap
- d. I am confident that we will deliver on our social responsibility commitments
- e. I am confident that we will deliver on our net-zero commitments
- f. I believe climate change will decrease worker productivity
- g. We have pulled back on ESG commitments due to societal and/or customer pushback
- h. We are more committed than ever before to delivering on our ESG commitments
- i. ESG is part of our business strategy and baked into our operational budgets
- j. We have made commitments relating to WEF Good Work standards (flexibility for all, living wage, etc)
- k. Our Board is focused on ensuring we deliver on our ESG/SDG commitments
- l. None of the above, we have not explicitly made any sustainability commitments [anchor, exclusive]

5. Which of the following social and sustainability best practices are in focus for your organization?

[Have in place today, Planned / fully funded for 2024, On our 3-year agenda, Not a focus at this time]

*Can select more than one, except "Not a focus"

- a. Setting and publicizing our sustainability goals
- b. Holding leaders/managers accountable for sustainability outcomes
- c. Supporting employees in driving social change and advocacy (e.g., paid volunteer time, matching contributions, pro bono work, etc)
- d. Minimizing the environmental impact of our operations
- e. Offering a living wage for all our workers
- f. Only working with suppliers, vendors, and partners who share our principles on sustainability, DEI, and Good Work
- g. Implementing minimum standards for health and well-being offerings for all workers
- h. Offering socially-responsible and environmentally-friendly investment options in employee retirement plans
- i. Balancing the interests of all stakeholders, not only investors

6. How would you rate your organization's agility today?

[High, Moderate, Limited]

- a. **Worker Agility:** Our workforce is highly adaptable
- b. **Team Agility:** We use a skills-based approach to flow talent to work
- c. **HR Agility:** Our HR team can flow to organizational needs
- d. **Thought Agility:** We have diversity in teams and decision making
- e. **Decision Agility:** we trust decisions to be made locally
- f. **Skill Agility:** We have a growth mindset and can learn new skills quickly
- g. **Digital Agility:** We can quickly adopt new technologies such as generative AI
- h. **Product Agility:** We foster an innovation culture that supports experimentation
- i. **Business Agility:** We can quickly adapt our business to respond to market signals
- j. **Overall Agility**

7. Thinking about your organization's workforce, to what extent do you agree with the following statements?

[Strongly disagree, Somewhat disagree, Neutral, Somewhat agree, Strongly agree]

- a. Our business performance is stronger when we outsource/delegate non-core responsibilities (e.g., investment management, benefit management, etc)
- b. Knowing what skills we have in our workforce significantly improves our agility
- c. We have a sustainable, skills-ready, and adaptable pipeline of talent today
- d. Jobs should be made redundant, not people (i.e., organizations have a responsibility to protect their employees from being replaced by technology/AI)
- e. More actively measuring human capital risks (e.g., skills gaps, early warning signs of burnout, health outcomes, etc) will have a significant positive impact on our business performance
- f. We will struggle to meet customer demand with our current talent model
- g. Our workforce models are sufficiently agile to pivot talent from one area to another
- h. Our workforce models are sufficiently agile to quickly scale talent needs up and down
- i. Women will be more adversely impacted by AI, as they hold more of the jobs expected to be disrupted

8. Which of the following statements are true of productivity at your organization? (Select all that apply)

- a. We focus on worker's outputs (e.g., sales, goods produced) when measuring productivity
- b. We focus on worker's inputs (e.g., hours worked) when measuring productivity
- c. We are more focused on team or department productivity than individual productivity
- d. Process improvement and efficiency gains are highly rewarded at the individual level
- e. Efforts to increase productivity take into account employee well-being and mental health
- f. We evaluate productivity drains such as meeting time versus focus/creative time
- g. Increased use of AI and new ways of working is causing us to rethink how we measure productivity
- h. I am concerned that the way we measure productivity does not capture workers' true contribution/value to our business
- i. Lack of workforce agility will dampen our performance next year

9. Investment in which of the following areas would give the biggest boost to productivity in your organization? (Select all that apply)

- a. Employee training and up/reskilling
- b. Process optimization and workflow management systems
- c. Self-service solutions for routine information/ typical asks
- d. Cybersecurity measures to prevent disruptions
- e. Employee physical and mental well-being initiatives
- f. Workforce monitoring and feedback
- g. Outsourcing of non-core activities
- h. Simplified organizational structure
- i. Work redesign efforts
- j. Workforce deployment / internal talent marketplace platforms
- k. Process automation and robotics
- l. Generative AI and large language models

10. What most depletes productivity in your organization today? (Select all that apply)

- a. Poor leadership/direction
- b. Ineffective organizational structure (e.g., multiple reporting lines, silos, too many stakeholders, etc)
- c. People not having the skills to do their job
- d. Stress
- e. Too many meetings
- f. Too much "busy work" (tasks that don't add value)
- g. Too many interruptions / not enough "thinking" time
- h. Difficulty finding the right information, resources, experts
- i. Workload that is too high/unsustainable
- j. Micromanagement / lack of trust between managers and workers
- k. People not being able to work when and where they work best
- l. Lack of access to Generative AI and similar advanced technologies
- m. Change fatigue

11. How will AI add the most value to your organization in the next two years? [Select one]

- a. Automation of tasks to reduce headcount costs
- b. Augmentation of workforce efficiency to increase productivity
- c. Amplification of human intelligence to enable higher quality output
- d. None of the above – AI will not be used in our organization over the next 2 years

12. [If Q11 does not equal D] What actions has your organization taken to mitigate the risks associated with AI adoption?

[Mitigation fully in place, Mitigation partially in place, Mitigation not taken]

- a. Mitigating the leak of our own IP/proprietary information
- b. Mitigating the breach of customers' personal data
- c. Mitigating job displacement and workforce disruption
- d. Mitigating brand risk due to incorrect findings or misinformation
- e. Business interruption brought about by increased AI dependency
- f. Engaging with a third party for risk assessments / legal reviews
- g. Assessing third-party liabilities associated with use of AI
- h. Establishing governance to uphold ethical use of AI
- i. Preparing for upcoming regulatory frameworks
- j. Preparing IT infrastructure for AI integration
- k. Training employees on the appropriate use of AI tools

13. [If Q11 does not equal D] How much workforce productivity do you expect to gain from AI and automation over the next 3 years? [Select one]

- a. 1% to 10%
- b. 11% to 20%
- c. 21% to 30%
- d. 31% to 50%
- e. More than 50%
- f. I'm not sure
- g. Not applicable, we are not targeting productivity growth with AI or automation
- h. Not applicable, we expect any productivity growth from AI or automation to take longer than 3 years

14. In our organization, I believe Generative AI will lead to: [4-pt slider]

- a. Job loss → Job creation
- b. Higher workload → Lower workload
- c. Lower wages → Higher wages
- d. Decreased efficiency → Increased efficiency
- e. Less innovation → More innovation
- f. Lower job satisfaction → Higher job satisfaction
- g. Power shift towards employers → Power shift towards employees
- h. Increase in bias → Decrease in bias
- i. More risk exposure → Mitigation/decrease in our risk exposure
- j. More disparities across socioeconomic groups → A more level playing field
- k. Increased need for continuous reskilling → Less need for continuous reskilling
- l. No substantial changes to our business model → Fundamental changes to our business model
- m. Not applicable – We have no plans to use generative AI [anchor, exclusive]

15. What percentage of your workforce do you believe is ready to adapt to the new world of work, if their jobs were fundamentally changed or eliminated by AI & automation today?

Enter %

16. How confident are you in the following aspects of your organization's cyber-risk program?

[Not at all confident, Somewhat confident, Very confident, N/A - We do not have this element in place]

- a. We have identified the possible sources of cyber threats
- b. We continually identify and patch the vulnerabilities / entry points of our systems
- c. We take into account cyber-risk as part of vendor selection and new technology roll-outs
- d. We have assessed the value of our data and digital assets
- e. Our cyber-risk program meets all regulatory compliance standards
- f. We understand all of the options for risk mitigation and risk transfer available to us
- g. We have effectively trained our employees to be aware of cyber risks, including those associated with remote/gig workingWe have cyber insurance to minimize the financial impact of a cyber incident
- h. We are constantly reviewing new information and updating our cyber-risk program accordingly
- i. HR is an active partner in helping to mitigate cyber risk

17. Thinking about your organization's digital strategy, to what extent do you agree with the following statements?

[Strongly disagree, Somewhat disagree, Neutral, Somewhat agree, Strongly agree]

- a. To compete, we need to be more digital than we are today
- b. Without AI technologies, our organization will not survive beyond 2030
- c. When we adopt new technology, we are often transitioning from one solution to another without transforming the way we work
- d. Our digital strategy is designed to increase cross-department/function collaboration
- e. "Radical simplicity" is a core tenet of our digital strategy
- f. We have clearly defined ROI/success measures for our digital strategy
- g. I worry we are not doing enough to inspire workers to adopt new technologies/tools
- h. The technology we use internally is as leading-edge as the technology we use with our clients/customers
- i. Our organization is well prepared to succeed in the human-machine teaming era
- j. We are doing enough to cultivate a digital-first culture
- k. I am concerned about the consequences of replacing too many humans with technology/AI/automation in our organization
- l. The rapid pace of technology innovation will surpass our ability to retrain/redeploy our workers
- m. Not applicable – We do not have a comprehensive digital strategy in place today [anchor, exclusive]

18. In what areas did you prioritize your technology spend/efforts in the past three years? And where will you invest in 2024?

[Invested in the past 3 years, Plan to invest in 2024, Not on our agenda **[exclusive]**]

- a. Technologies for efficient and cost-effective HR operations
- b. Enhanced employee communication tools
- c. Technologies to improve employee health and well-being
- d. Collaboration tools (e.g., Zoom, Slack, Microsoft Teams, etc)
- e. Tools to monitor employee productivity
- f. AI-driven insights for talent decisions and strategic workforce planning
- g. AI-powered skill insights/internal talent marketplace technologies
- h. Modern listening tools (e.g., digital focus groups, pulse surveys, etc)
- i. Technologies to support governance and regulatory compliance
- j. Cybersecurity tools

19. Which aspects of your organizational design are you expecting to change over the next two years? (Select all that apply)

Streamlining the current organization

- a. Centralizing governance
- b. Increasing local control
- c. Flattening the organization (reducing hierarchies)
- d. Simplifying reporting lines (e.g., moving away from matrix structures)
- e. Moving support functions to shared services

Adopting a new structure

- f. Moving to a functional design (e.g., manufacturing, IT, marketing)
- g. Moving to a divisional design (e.g., products or geographies)
- h. Moving to a customer design (e.g., corporates, consumers, educators)
- i. Moving to modular design (e.g., business units focus on a process)
- j. Moving to a matrix design (e.g., dual or multiple reporting)
- k. Moving to network design (e.g., links internal and external relationships)

Adopting agile

- l. Creating self-organized teams
- m. Using new ecosystems and platforms
- n. Creating flow-to-work teams
- o. Creating end-to-end (cross-functional) agile teams

None of the above – No changes planned **[anchor]** **[Exclusive]**

20. What is the plan for your HR department budget in 2024? [Select one]

- a. We are maintaining our current HR department budget in 2024
- b. We are decreasing our overall HR department budget in 2024
- c. We are increasing our overall HR department budget in 2024

21. Do you expect your HR department headcount to grow in the next three years? [Select one]

- a. Yes, we expect our HR headcount will grow in line with business growth
- b. No, we expect our HR headcount to remain the same in the next 3 years
- c. No, we expect our HR headcount will shrink by less than 10% in the next 3 years
- d. No, we expect our HR headcount to shrink by 10-30% in the next 3 years
- e. No, we expect our HR headcount to shrink by more than 30% in the next 3 years

22. Which insights would be most useful in helping you to understand your workforce? (Select up to five)

Uphold sustainability & resilience

- a. What headcount and skills do we need to meet market/customer demands?
- b. How do work design changes (including AI and automation) impact job satisfaction and employee well-being?
- c. What productivity gains can be achieved by implementing AI/automation?
- d. How productive is each individual, team, department?

Design for flexibility & inclusion

- e. What helps different employee groups/personas thrive at work?
- f. How do work-style choices (remote, hybrid, part-time, etc.) impact productivity?
- g. How can we optimize total rewards costs?

Foster employability & a learning culture

- h. What progress is being made in closing skill gaps for critical roles?
- i. What is the impact of different pay strategies on retention?
- j. When is our critical talent likely to retire?
- k. What is the take-up of newly implemented technologies?

Nurture human-centric leadership

- l. Which leadership behaviors contribute to the most thriving/engaged teams?
- m. Which employees are at risk of burnout?
- n. Which groups have unmet needs related to pay, benefits, or retirement?

Deliver on safety & total well-being

- o. What health risks/issues are most prevalent in our workforce?
- p. Which interventions are most effective in reducing workplace safety/security risks?
- q. What is the retirement adequacy of different groups of workers?

Cultivate diversity, equity & purpose

- r. To what extent are there pay inequities by gender and/or race/ethnicity?
- s. What work factors inhibit a psychologically safe workplace?
- t. What are the underlying causes of pay inequities in the organization?

23. Which of the following Human Capital metrics impact your own performance ratings and compensation? (Select all that apply)

- a. Workforce productivity
- b. Total labor cost
- c. Employee engagement
- d. Employee retention/turnover
- e. Internal/external fill ratio
- f. Diversity, equity and inclusion
- g. Meeting ESG goals
- h. Employee health and well-being (e.g., healthcare costs, medical leaves, burnout rates, etc.)
- i. Learning/reskilling completion
- j. Delivering on Good Work Standards targets (e.g., living wage, “flexibility for all”, etc.)
- k. None of the above [anchor, exclusive]

24. What do you foresee will be your organization's biggest challenges in driving transformation in 2024? (Select all that apply) *By transformation, we mean a significant change in the customer or employee experience (how the business works and how work is experienced).*

- a. Insufficient budget
- b. Change fatigue
- c. Decision paralysis/inertia
- d. Employee exhaustion or burn-out
- e. High levels of turnover / lack of continuity
- f. Lack of workforce capability and skills needed
- g. Decline in employee trust
- h. Inadequate deployment of new technologies (including generative AI and robotics)
- i. HR exhaustion or burn-out
- j. Executive/leadership exhaustion or burn out
- k. Lack of vision or clear direction from leadership
- l. Balancing transformation plans with an environment of cost-containment
- m. Difficulty changing mindsets to be human-centric rather than process-driven
- n. Not applicable, we are not planning any enterprise-wide transformation in 2024 [anchor, exclusive]

25. [If previous question not N/A] Our 2024 transformation plans are driven by the need to... (Select up to three)

- a. Improve our customer experience
- b. Improve the employee experience
- c. Increase innovation
- d. Ensure our workforce can meet future business needs
- e. Improve talent attraction and retention
- f. Digitalize how we work
- g. Improve our organizational resilience
- h. Cut costs / improve profitability
- i. Increase collaboration
- j. Focus more on ESG/sustainability
- k. Increase productivity
- l. Improve our DEI outcomes

26. To what extent do you agree with the following statements about your business, culture, and HR team?

[Strongly disagree, Somewhat disagree, Neutral, Somewhat agree, Strongly agree]

About our business

- a. Our business is resilient and can withstand unforeseen challenges
- b. Our organization makes important business decisions at the local level
- c. We know what enhances and drains productivity in our organization
- d. Investors are no longer interested in corporate promises, only demonstrable action

About our culture

- e. Our organization typically places the right amount of trust in its employees
- f. Our managers effectively balance empathy and economics when making decisions
- g. In today's business environment, resilience, agility, and flexibility are more important than efficiency and effectiveness
- h. Our investment in employee health and well-being has delivered a measurable return
- i. Diversity fuels creativity and innovation, which will become an even more important differentiator as AI levels the playing field

About our HR team

- j. Our HR department has successfully transformed its own functional model in the last 2 years
- k. AI and automation are dramatically changing the profile of a successful HR professional here
- l. Our HR team effectively advises our executive team on human capital risks and opportunities

27. Thinking about your organization's recent M&A activities, what prevented you from realizing the full deal value? (Select all that apply)

- a. Capital constraints
- b. Financial reporting issues
- c. IT systems issues
- d. Lack of a digital-first mindset
- e. Loss of customers
- f. Litigation
- g. Loss of key talent
- h. Overall employee turnover
- i. Declining workforce productivity
- j. Leadership alignment issues
- k. Difficulties in organizational culture alignment
- l. Diversity, equity & inclusion issues
- m. None of the above – No major issues have prevented us from realizing the full deal value [anchor, exclusive]
- n. Not applicable– We have not engaged in M&A activity recently [anchor, exclusive]

28. If faced with economic pressures, how would you reallocate spend?

[Columns: Increase investment, Reduce spend, Maintain budget but reallocate/remix, No change]

- a. AI and automation
- b. Digital transformation
- c. M&A activity
- d. Reskilling / learning
- e. Hiring
- f. Gig/freelance workforce
- g. Bonus pools
- h. Employee benefits
- i. Well-being initiatives
- j. Travel & expenses
- k. ESG commitments/activities
- l. Total headcount
- m. Salary budget
- n. HR headcount

29. Are you planning to leaving your current organization? [Select one]

- a. No plans to leave
- b. Planning to leave in the next 12-18 months
- c. I may be let go or my role might be eliminated in the next 2 years
- d. Prefer not to say

30. [If planning to leave] Why are you considering leaving your organization? (Choose up to five)

- a. My organization's brand/reputation has recently been damaged
- b. I have lost trust in my organization
- c. I am not getting enough opportunities to learn and develop
- d. I am not compensated fairly for the work I do / I can get higher pay elsewhere
- e. I do not feel supported by my boss / the Board
- f. My organization is not keeping up with the latest technology advancements
- g. I need better health insurance
- h. I do not feel socially connected
- i. My organization is not committed enough to innovation
- j. My organization is not focused enough on making a positive impact
- k. I do not feel well-represented or respected from a diversity standpoint
- l. Lack of (or reduced) flexible working options
- m. Career advancement is not available / takes too long
- n. I have lost confidence in the organization's strategy/future vision
- o. I need better pension/retirement options
- p. My workload has become unsustainable
- q. I do not feel physically safe at work
- r. I do not feel psychologically safe at work
- s. I think I am going to lose my job soon
- t. I am leaving the workforce altogether

31. What Future of Work trend or innovation most excites you? (optional) [Open-ended]

C-SUITE THANK YOU TEXT

We greatly appreciate your participation. To explore the findings from the 2022-2023 Global Talent Trends Study, please visit www.mercer.com/global-talent-trends. Please bookmark this page to see the results of the 2024 Study early next year!

HR LEADERS

HR INTRO TEXT

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D7. Which of the following most closely matches your current job title?

- a. CHRO, Head of Human Resources
- b. Chief People Officer (CPO)
- c. Human Resource Executive
- d. Human Resource Vice President/Senior Vice President
- e. Human Resource Director/Associate or Assistant Human Resource Director
- f. Human Resource Manager or Senior Human Resource Manager
- g. Benefits Director
- h. Other Human Resource Manager/Executive (please specify) [open-ended]

HR SURVEY QUESTIONS

1. Which of the following workforce challenges will most impact your business in 2024? (Select all that apply)

- a. Knowledge loss as experienced workers leave
- b. Loss of executive talent
- c. Risk of workplace violence
- d. Aging workforce
- e. Increased worker organization (union activities, labor disputes, etc)
- f. Lower than desired engagement levels (e.g., stagnation, coasting, quiet quitting)
- g. Managing a more remote cross-border workforce (given increase in remote working)
- h. High employee sick/absence rates
- i. Decreased productivity
- j. Insufficient productivity gains from investments in AI, automation and/or work redesign
- k. Rising labor costs
- l. Equity issues stemming from increased transparency and disclosures
- m. Loss of talent due to burnout and/or long-term sick leave
- n. Slow adoption of new technologies
- o. Insufficient integration of technology negatively impacting the work experience
- p. Skills shortages
- q. Difficulty in attracting talent with vital digital skills
- r. Employee change fatigue
- s. Misalignment of work preferences between the organization and our employees
- t. Difficulty in scaling our re/upskilling efforts

2. Which of the following are priorities for your 2024 People agenda? (Select all that apply)

Future of Work

- a. Improving our workforce planning to better inform buy/build/borrow talent strategies
- b. Designing talent processes around skills (e.g., hiring, learning, succession, etc)
- c. Investing in talent assessment and employee skills development
- d. Improving our HR/People analytics capabilities
- e. Redesigning our work operating model for increased flexibility (e.g., gig, talent marketplace, agile teaming, etc)
- f. Delivering on WEF Good Work standards (e.g., living wage, gig/supply chain worker protection, etc)
- g. Redesigning work to incorporate AI and automation
- h. Restructuring, downsizing, and/or significant M&A activity

Total Rewards

- i. Enhancing or modernizing our pay practices
- j. Combating increased health and benefit costs
- k. Investing more in benefits to improve physical/mental health
- l. Investing more in benefits related to retirement savings and financial well-being

Culture and Experience

- m. Enhancing the employee experience / EVP to attract and retain top talent
- n. Putting sustainability/ESG at the heart of our business agenda
- o. Improving people managers' skills (e.g., performance management, feedback, etc)
- p. Optimizing the HR operating / service delivery model
- q. Rolling out new HR technology or optimizing our existing platforms
- r. Improving our sustainability accountability, metrics, and reporting (e.g., ESG, human capital disclosures, pay transparency, etc)
- s. Delivering on our DEI goals (e.g., addressing gender and other equity gaps in rewards, career, and health)
- t. Cultivating a digital-first culture
- u. Outsourcing our fiduciary responsibilities

3. Please rate your organization's culture on the following dimensions:

[Strong, Average, Limited]

- a. **Simplicity:** Programs, processes and procedures are intuitive for all workers
- b. **Empowerment:** Distributed authority allows transactional decisions to be made locally
- c. **Changefulness:** Skill at facilitating change to minimize negative disruption and maximize benefits
- d. **Data Fitness:** Discipline in managing data as a critical asset and building data integrity
- e. **Digital Competence:** Satisfactory skills in acquiring, deploying and maintaining digital solutions
- f. **Outcome Thinking:** Evaluating performance and value in terms of outcomes, not just activities
- g. **Network Centricity:** Enabling results to be achieved across the organization, avoiding reinforcement of silos

4. Which of the following are part of your organization's approach to maintaining a winning employee experience? (Select all that apply)

- a. Using employee personas to segment the workforce
- b. Journey mapping critical experiences for employees
- c. Conducting design workshops with employees to rethink the employee experience
- d. Implementing continuous listening/feedback platforms
- e. Deploying new technologies to streamline work processes
- f. Focusing on redesigning "moments that matter"
- g. Redesigning our total rewards package for different groups
- h. Ensuring congruence between our customer brand and employee value proposition
- i. Investing in employee portals and/ or chat bots to create a seamless experience
- j. None of the above – Employee experience is not a focus for us [anchor, exclusive]

5. If you had unlimited budget, which areas of investment would make the biggest difference to your workers' day-to-day experience in 2024? (Select all that apply)

- a. **Work design, processes, technologies:** people feel efficient and have equitable digital access
- b. **Empowerment:** people are enabled to make decisions and encouraged to innovate/experiment
- c. **Career clarity:** people feel they have opportunities to advance
- d. **Personal growth:** people feel they have abundant opportunities to learn new skills
- e. **Flexibility:** people feel they can choose when and where they work
- f. **Workload:** people feel they can contribute without sacrificing work-life balance
- g. **Connections:** people feel like they belong and can have fun at work
- h. **Values alignment:** people feel fulfilled and proud of their work
- i. **Fair and equitable pay:** people feel appropriately rewarded for their time and effort
- j. **Well-being:** people feel cared for
- k. **Financial stability:** people feel they are building wealth for the future
- l. **Technology:** People feel technology makes their job easier and less mundane
- m. **Trust:** people feel that their manager trusts them and has their back
- n. **Advocacy:** people feel listened to and represented

6. Why do people stay at your organization? (Choose top 5)

- a. Organization's brand and reputation
- b. Inspiring and trustworthy leadership
- c. Opportunity to continuously develop and learn
- d. Fair pay
- e. Competitiveness of pay/rewards
- f. Our managers
- g. Our people
- h. Medical insurance
- i. Commitment to innovation
- j. Organization's focus on making a positive impact
- k. Inclusive work environment / commitment to DEI
- l. Employee well-being programs
- m. Flexible working policy
- n. Generous vacation/time-off policies
- o. Opportunity for rapid career advancement
- p. Manageable workload

- q. Confidence in our strategy/future vision
- r. Job security
- s. Pension/retirement options
- t. Positive work culture

7. Why do people leave your organization? (Choose top 5)

- a. Our brand/reputation has recently been damaged
- b. They have lost trust in the organization
- c. They are not getting enough opportunities to learn and develop
- d. They feel they are not compensated fairly for the work they do / can get higher pay elsewhere
- e. They do not feel supported by their manager
- f. Our organization is not keeping up with the latest technology advancements
- g. They want better health insurance
- h. They do not feel socially connected
- i. We are not committed enough to innovation
- j. We are not focused enough on making a positive impact
- k. They do not feel well-represented or respected from a diversity standpoint
- l. Lack of (or reduced) flexible working options
- m. Career advancement is not available / takes too long
- n. They have lost confidence in the organization's strategy/future vision
- o. They want better pension/retirement options
- p. Their workload has become unsustainable
- q. They do not feel physically safe at work
- r. They do not feel psychologically safe at work
- s. They are afraid they will lose their job soon
- t. They are leaving the workforce altogether

8. In each pair of statements below, choose the one that best describes your organization's culture.

- a. Fear of failure ---- Fail fast and learn from mistakes
- b. Know-it-all (expertise driven) ----- Learn-it-all (experimentation driven)
- c. Short-term results ---- Longer-term focus
- d. Investing for today ---- Investing for tomorrow
- e. Unidirectional feedback (manager to worker) ---- Multidirectional feedback (360-degree)
- f. Siloed working ---- Cross-department/geography collaboration
- g. Lip service ---- Genuine caring
- h. Top-down mandates ---- Co-creation with employees
- i. Low trust culture ---- High trust culture
- j. Centralized decision making ---- Decentralized/democratized decision making
- k. Traditional ---- Willing to try new things
- l. Economics rule ---- Empathy rules
- m. Toxic work culture ---- Healthy work culture
- n. Rigid ---- Agile

9. Which activities have been most impactful in driving progress on your Environment, Social, and Governance (ESG) goals?

[Very impactful, Somewhat impactful, Not impactful, Not applicable – we have not done this]

- a. Embedding ESG metrics/targets into executive scorecards
- b. Clarifying the Board's ESG roles and responsibilities
- c. Offering a sustainable investment option in our retirement plans
- d. Building ESG goals into our wider transformation agenda
- e. Tying ESG goals to our purpose and keeping this purpose visible to employees
- f. Obtaining external recognition for progress on sustainability goals
- g. Establishing and communicating plans for delivering a greener future
- h. Funding ESG initiatives from the core / in our P&Ls
- i. Engaging the workforce in sustainability efforts

10. How does your organization demonstrate its commitment to enhancing diversity, equity, and inclusion (DEI)?

[Have in place today, Plan to start in 2024, Not on our roadmap]

- a. Maintain and publish a multi-year DEI strategy with targets for internal and external use
- b. Set targets for DEI outcomes at the Board and/or C-Suite level
- c. Provide clear KPIs around DEI goals for every manager
- d. Employ a global leader with clear responsibility for DEI
- e. Publicly disclose and take steps to address pay equity gaps
- f. Deliver on pay transparency in job postings/career information
- g. Measure and address age discrimination/bias in talent decisions
- h. Offer customized health benefits for different populations
- i. Consider diversity measures when working with external providers, suppliers, and partners

11. Our organization's DEI initiatives have resulted in: (Select all that apply)

- a. Strong awareness of DEI across our workforce
- b. Workforce diversity that reflects our customers and the communities in which we operate
- c. Women and minority groups being well-represented on our leadership teams
- d. Our leaders feeling accountable for DEI progress
- e. DEI as an explicit part of our workplace identity/culture
- f. DEI as a visible part of our external brand (including disclosures)
- g. Accessibility across virtual and physical workspaces
- h. An inclusive, fair, secure work deal for all workers, including gig/freelance
- i. Increased engagement scores
- j. Increased retention of diverse populations
- k. Significant progress on pay equity gaps

12. Has your organization recently changed its flexible working philosophy/approach, or does it plan to make plan changes in 2024? [Select one]

- a. No, we continue to embrace a "flexible working for all" philosophy
- b. No, we continue to offer flexible working options for some people/levels/roles
- c. No, we continue to offer little/no flexible working options (by choice)
- d. No, we continue to offer little/no flexible working options (due to the nature of the work)
- e. Yes, we are more fully embracing a "flexible working for all" philosophy
- f. Yes, we are encouraging more onsite attendance

13a. [If Q12 = F] You indicated that your organization is encouraging more onsite attendance. What is driving that decision? (Select all that apply)

- a. Decrease in employee engagement
- b. Decrease in productivity
- c. Increase in employee mental/emotional health issues
- d. Complexity of HR having to manage different contracts/locations
- e. Difficulty of managers in managing remote/hybrid teams
- f. Erosion of organizational culture
- g. Difficulty onboarding/training new joiners remotely
- h. Difficulty up/reskilling existing workers remotely
- i. Increase in data breaches and other cyber risks associated with remote work
- j. Pressure to cut costs
- k. More opportunities to learn corporate behaviors
- l. Increase in turnover
- m. Decrease in innovation

13b. [If Q12 = A, B, E] You indicated that your organization is embracing flexible work options. What is driving that decision? (Select all that apply)

- a. Increase in employee engagement
- b. Increase in productivity
- c. Decrease in employee mental/emotional health issues
- d. Decrease in absences / increase in employee physical health
- e. Improvement in organizational culture (better place to work)
- f. Easier onboarding/training of new joiners
- g. Easier up/reskilling of existing workers
- h. Better flow of people to work
- i. Cost savings (e.g., real estate, labor costs, etc)
- j. Improved environmental footprint (due to reduced commute & office space)
- k. Decrease in overall turnover
- l. Access to a wider talent pool (e.g., more locations, parents/caregivers, older workers, etc)
- m. More competitive EVP to attract top talent
- n. Better long-term protection for future health crises
- o. Introduction of better technology for remote/onsite collaboration

14. Which of the following do you currently offer to support employee health and well-being?

[Have in place now, Have funded for the future, No on our roadmap]

- a. AI-powered mental health resources
- b. Apps/classes to build skills like mindfulness and resilience
- c. Apps/classes to support employees' physical well-being / healthy lifestyle
- d. Health screenings to give employees early indicators of potential health risks
- e. Training to recognize and address own and others' mental health challenges
- f. Genetic/genomic testing
- g. Individual spending account for each employee to spend as they see fit
- h. Work is designed for employee well-being (e.g., realistic workloads, no-meeting days, reduced complexity, clear reporting lines, etc.)
- i. Expanded eligibility of benefits to more of the workforce (e.g., gig/freelancer workers, part-time, etc)
- j. Awareness programs that help people talk about difficult topics (e.g., mental health, addiction, menopause, etc)
- k. Training on creating an environment of psychological safety
- l. Training on how to handle workplace safety issues (e.g., customer abuse, colleague violence, etc)
- m. None of the above **[anchor, exclusive]**

15. Which of the following work design changes have you recently made or are planning for 2024?

[Recently implemented, Planning for 2024, Not on our roadmap]

- a. Defining which roles are most suitable to agile working arrangements (e.g., hub, flow to work, etc)
- b. Identifying roles most suitable for job sharing and/or compressed schedules
- c. Identifying roles most suitable for hybrid/remote working
- d. Identifying skills/roles best served by gig/freelance workers
- e. Deconstructing jobs into tasks for reconfiguration
- f. Transitioning some employees to gig/freelancer status
- g. Outsourcing a significant portion of the workforce
- h. Redesigning career models/pathways
- i. Engaging in co-opetition (i.e., collaborating with competitor organizations)
- j. Participating in a talent consortium to share talent with other organizations
- k. Moving more roles offshore
- l. Bringing more roles back into the organization (in-sourced)
- m. Quantifying the ROI of work design and/or technology investments to make the business case

16. [If previous does not equal "Not on roadmap" to all items] What are the key outcomes you expect from these recent work design changes? (Select top 3)

- a. Increased productivity
- b. Greater speed of decision making
- c. Lower costs/greater time efficiencies
- d. Innovation gained from diverse perspectives
- e. Addition of critical expertise/skills not present in prior workforce
- f. More flexibility to add or redeploy resources as needed
- g. Ability to focus scarce talent on the most pivotal work
- h. Ability to gain insights into the changing skill demands for work
- i. To better manage workforce costs given fluctuations in demand

17. How will AI add the most value to your organization in the next two years? [Select one]

- a. Automation of tasks to reduce headcount costs
- b. Augmentation of workforce efficiency to increase productivity
- c. Amplification of human intelligence to enable higher quality output
- d. None of the above – AI will not be used in our organization over the next 2 years

18. [If Q17 does not equal D] Does your organization currently use, or plan to use in 2024, artificial intelligence (AI) in the following HR processes/outcomes?

[Using today, Not using today but plan to in 2024, We do not use today nor do we plan to]

- a. Back-office automation of benefits enrollment processes
- b. Predictions of when older workers with critical skills are likely to retire
- c. Evaluating the changing demand and value of different skillsets
- d. Predictive dynamic models to project healthcare costs
- e. Predictive models to project absences
- f. Talent intelligence for external hiring
- g. Talent intelligence for internal talent management
- h. Talent deployment / marketplaces (matching people to jobs/projects)

19. [If Q17 does not equal D] Does your organization currently use, or plan to use in 2024, artificial intelligence (AI) in the following employee processes/outcomes?

[Using today, Not using today but plan to in 2024, We do not use today nor do we plan to]

- a. Recommendations to help employees select the right benefits
- b. Helping employees advance their physical health and well-being
- c. Helping employees improve their mental/emotional well-being
- d. Helping employees advance their financial well-being
- e. "Nudges" to help employees to navigate their career
- f. "Nudges" to managers to reach out to employees who are disengaged / at risk of leaving
- g. Improving the safety & security of our people
- h. Mitigating employee burnout
- i. Performance management
- j. Learning and up/reskilling
- k. Internal communications
- l. Skills assessment
- m. Work redesign

20. To what extent does your organization's workforce have the following digital skills?

[Columns: Sufficient to meet current/future needs, Significant skills gap, Not relevant to our business]

- a. Cloud Computing (architecture, deployment, management)
- b. Blockchain (distributed ledger technology, transactions, assets, etc)
- c. Cyber and Information Security (network and system administration, cloud and OS security)
- d. Artificial Intelligence (neural networks, architecture, signal processing techniques)
- e. UX/UI Design (visual design, agile and application development, etc)
- f. Augmented/Virtual Reality (3D animation and modeling, etc)
- g. DevOps/Agile Methodologies (automation and security, coding, scripting, etc)
- h. Data Science (data visualization, statistics, deep learning, machine learning)
- i. Robotic Process Automation (business process management, workflow, debugging, testing, etc)
- j. Internet of Things (Node.js development, API automation/testing, etc)
- k. Digital Literacy (comfort with emerging technologies)

21. Which recent investments have contributed the most to improved workforce productivity?

[Significantly increased productivity, Somewhat increased productivity, Had no impact on productivity, Decreased productivity, Have not invested in this recently]

- a. Employee training and up/reskilling
- b. Process optimization and workflow management systems
- c. Self-service solutions for routine information/ typical asks
- d. Cybersecurity measures to prevent disruptions
- e. Employee physical and mental well-being initiatives
- f. Workforce monitoring and feedback
- g. Outsourcing of non-core activities
- h. Simplified organizational structure
- i. Work redesign efforts
- j. Workforce deployment / internal talent marketplace platforms
- k. Process automation and robotics
- l. Generative AI and large language models

22. [If Generative AI does not equal "Have not invested"] How is your organization using Generative AI to improve productivity? (Select all that apply)

- a. Increasing the speed of decision making
- b. Improving the accuracy of decision making
- c. Analyzing large amounts of data
- d. Synthesizing and summarizing data
- e. Forecasting future trends and outcomes
- f. Facilitating customer self-service experiences
- g. Automating routine tasks
- h. Innovating and developing new products and services

23. In our organization, I believe Generative AI will lead to: [4-pt slider]

- a. Job loss → Job creation
- b. Higher workload → Lower workload
- c. Lower wages → Higher wages
- d. Decreased efficiency → Increased efficiency
- e. Less innovation → More innovation
- f. Lower job satisfaction → Higher job satisfaction
- g. Power shift towards employers → Power shift towards employees
- h. Increase in bias → Decrease in bias
- i. More risk exposure → Mitigation/decrease in our risk exposure
- j. More disparities across socioeconomic groups → A more level playing field
- k. Increased need for continuous reskilling → Less need for continuous reskilling
- l. No substantial changes to our business model → Fundamental changes to our business model
- m. Not applicable – We have no plans to use generative AI [anchor, exclusive]

24. How are you adapting organization's total rewards practices to attract and retain future-fit talent? (Select all that apply in each column)

[Columns: Recently implemented / Critical for tomorrow]

- a. Proactively adjusted pay structures to keep up with the market and compete for talent
- b. Redesign benefits programs to manage costs
- c. Gotten hyper-personalized to target benefits that people value most
- d. Offered more types of rewards (e.g., spot bonuses, gift cards, time off, etc) and allowed employees to personalize their rewards package (e.g., short-term versus long-term incentives, base pay versus bonus, pay versus benefits, etc)
- e. Added a skills-based pay component
- f. Crafted a rewards strategy for gig/freelance workers
- g. Increased frequency of pay delivery to a weekly/daily or activity-based cadence
- h. Incorporated more team-based pay
- i. Emphasized individual pay-for-performance to recognize top talent
- j. Transparently shared pay/ranges for all roles
- k. Implemented total rewards technology to simplify administration and improve the employee experience
- l. Addressed pay equity gaps between recent hires and longer tenured employees
- m. Provided opportunities for workers to earn more (work more hours, take on extra projects, etc)
- n. Lowered benefits costs for employees to increase their take-home pay
- o. Provided a cost-of-living adjustment

25. What plans are in place to redesign the HR function to have greater impact in 2024? (Select all that apply)

- a. Increase self-service solutions
- b. Restructure services around talent populations rather than technical disciplines
- c. Centralize / further centralize administrative services/shared services
- d. Use/expand the use of global benefits management tools
- e. Use distributed hubs for service delivery (regional or global expertise groups)
- f. Use agile/flexible HR resources to flow to evolving HR project/enterprise needs
- g. Implement new technology to re-design how we administer and deliver services
- h. Move to high-touch personalized interactions for key groups (e.g., concierge service)
- i. Outsource or co-source parts of the HR function
- j. Create a new role/team focused on new technologies such as generative AI
- k. We do not intend to make design changes to the HR function in 2024 [anchor, exclusive]

26. What are the biggest challenges with your current HR operating model? (Select all that apply)

- a. Implementing or upgrading new HR technologies
- b. Attracting and retaining HR talent with digital skills
- c. Navigating changing HR regulations and compliance
- d. Delivering the right balance of self-service and human support
- e. Fostering a culture of continuous learning and development in HR
- f. Balancing the need for workforce insights with data security and privacy guidelines
- g. Streamlining HR processes and workflows
- h. Leveraging HR analytics and data for decision making
- i. Redefining HR policies and practices for skills-based talent practices
- j. Fostering a digital-first mindset across our HR population
- k. Interaction/coordination between HR functional silos (or between COEs, HR shared services and HRBPs)
- l. None of the above, we do not experience any major challenges with our current model [anchor, exclusive]

27. To what extent have digital transformation initiatives been successful at addressing the following areas of HR efficiency and effectiveness?

[Very successful, Somewhat successful, Not successful, No recent digital initiatives in this area]

- a. Reducing transactional work in order to optimize the team (reduce headcount)
- b. Reducing transactional work so that time can be redistributed to more strategic activity
- c. Improving the employee experience through 24/7 access to information and tools
- d. Enabling better/faster analytics and decision making
- e. Automating the process of entering/editing/correcting data
- f. Automating the compilation, generation, and distribution of reports
- g. Responding to routine employee inquiries
- h. Creating/reviewing administrative documents, such as job descriptions, offer letters, performance plans, etc
- i. Automating data feeds to HR program service providers
- j. Reducing cyber risks (including data breaches)

28. Which of the following data-driven insights do you make available today?

[Have today, Will offer in 2024, We do not offer these insights nor do we plan to]

Uphold sustainability & resilience

- a. What headcount and skills do we need to meet market/customer demands?
- b. How do work design changes (including AI and automation) impact job satisfaction?
- c. What productivity gains can be achieved by implementing AI/automation?
- d. How productive is each individual, team and department?

Design for flexibility & inclusion

- e. What helps different employee groups/personas thrive at work?
- f. How do work-style choices (remote, hybrid, part-time, etc.) impact productivity?
- g. How can we optimize total rewards costs?

Foster employability & a learning culture

- h. What progress is being made in closing skill gaps for critical roles?
- i. What is the impact of different pay strategies on retention?
- j. When is our critical talent likely to retire?
- k. What is the take-up of newly implemented technologies?

Nurture human-centric leadership

- l. Which leadership behaviors contribute to the most thriving/engaged teams?
- m. Which employees are at risk of burnout?
- n. Which groups have unmet needs related to pay, benefits, or retirement?

Deliver on safety & total well-being

- o. What health risks/issues are most prevalent in our workforce?
- p. Which interventions are most effective in reducing workplace safety/security risks?
- q. What is the retirement adequacy of different groups of workers?

Cultivate diversity, equity & purpose

- r. To what extent are there pay inequities by gender and/or race/ethnicity?
- s. What work factors inhibit a psychologically safe workplace?
- t. What are the underlying causes of pay inequities in the organization?

29. Which of the following describe your Career Framework? (Select all that apply)

- a. Our Career Framework links Job Architecture (grades, job families, career streams) to Skills Architecture (managerial, technical, core)
- b. Our Career Framework is embedded in our HRIS/HCM
- c. Our Career Framework is linked to our LMS with prescribed learning pathways
- d. Our Career Framework effectively meets the needs of all HR COE experts (compensation & benefits, job grading, talent acquisition, talent/development, business partners, etc)
- e. Our Career Framework is owned and used by the business (not just HR)
- f. Our career management platform is engaging and well used by employees
- g. We are able to dynamically update our Career Framework based on actual skills and jobs as they emerge
- h. None of the above – we do not have a Career Framework in place

30. As it pertains to safeguarding the future employability of your workforce, which of the following are true at your organization? (Select all that apply)

- a. We have a clear understanding of the talent development needs across our organization
- b. Our upskilling and reskilling programs are effective at preparing talent to move into new areas
- c. We use an internal talent marketplace platform to facilitate enterprise-wide talent sharing
- d. Our talent mobility opportunities include short-term projects, in addition to expat assignments
- e. We have dedicated return-to-work programs for key populations (e.g., parents)
- f. We proactively offer flexible work and retirement options for older workers
- g. We make information about jobs and their associated pay bands available to all
- h. We nudge people to take courses and training based on their job/skill aspirations
- i. We have learning pathways mapped to skill acquisition/jobs in our organization
- j. We have technology that flags when people are stagnating (not learning or moving)
- k. Not applicable, workforce employability is not a current priority [anchor, exclusive]

31. What approaches have been most successful in ensuring you have the skills you need in your organization? (Select all that apply)

- a. Building via internal training
- b. Building via experiential learning (internal rotations, short-term projects, internal gigs)
- c. Borrowing skilled workers / leveraging the gig economy
- d. Buying / hiring new talent with the required skills and/or experience
- e. Acquiring skills via an acquisition or merger
- f. Transferring by resourcing work with multidisciplinary teams
- g. Paying for outside learning (e.g., tuition reimbursement)
- h. Rewarding skill acquisition (e.g., course completion, certification)
- i. Rewarding skill deployment (e.g., paying a premium for skills used)
- j. None of the above – we do not have significant skill gaps [anchor, exclusive]

32. For what purpose does your organization use the following types of assessments? (Select all that apply)

[Purposes: External selection, Internal promotion/succession, Internal talent deployment/marketplace, Compensation, Performance management, Learning and development, Identifying high potentials, Career pathing]

- a. Psychometric (personality & cognitive)
- b. Simulation-based assessments (e.g., hackathons, day-in-the-life, roleplays, etc)
- c. Situational judgment tests
- d. Technical skills assessments
- e. 360 feedback surveys
- f. Self-reported skills
- g. Employee skills list scraped/inferred by AI
- h. Manager or peer-validated skill lists

33. Which of the following areas do you take into account during M&A deals? (Select all that apply in each column)

[Two columns: Included in deal thesis, Measured post-close]

- a. Retention of key talent
- b. Recruitment needs
- c. Organizational culture and workforce behaviors
- d. Diversity, equity, and inclusion metrics
- e. Costs to maintain skills and/or technology
- f. Labor costs
- g. Benefits costs/reconciliation
- h. Digital maturity
- i. Workforce technology adoption

N/A – We have not recently completed a merger or acquisition [anchor, exclusive]

34. Please provide your best estimates for 2024: [Add “Don’t know / not sure” answer for each]

- a. Average turnover rate [Enter %]
- b. Positions filled with internal talent [Enter %]
- c. Percent of workforce impacted by reductions-in-force [Enter %]
- d. Percent of workforce made up of gig/freelance workers [Enter %]
- e. Percent of workforce made up of new hires (please put zero if you plan no headcount growth) [Enter %]

35. Which skills will become more important for HR professionals in the next three years?

(optional) [Open-ended]

HR THANK YOU TEXT

We greatly appreciate your participation. To explore the findings from the 2022-2023 Global Talent Trends Study, please visit www.mercer.com/global-talent-trends. And bookmark this page to see the results of the 2024 Study early next year!

EMPLOYEES

EMPLOYEE INTRO TEXT

Every year, Mercer conducts a study about Talent Trends. We ask employees around the world about their views and preferences – what’s working and what’s not in the workplace. We’re thrilled that you’ve decided to share your thoughts and experiences with us!

EMPLOYEE DEMOGRAPHICS

D1. Which of the following most closely describes the type of organization you work for?

- a. For-profit [single country]
- b. For-profit [multinational]
- c. State owned enterprise (corporations owned or in partnership with the government)
- d. Nonprofit, NGO (non-governmental organization or academic institution)
- e. Government agency

D2. In what country is your organization headquartered?

[Standard country list drop-down options]

D3. In what country are you located?

[Standard country list drop-down options]

D4. How many full-time employees does your organization have in all locations?

- a. Fewer than 500 employees
- b. 500 to 999 employees
- c. 1,000 to 3,500 employees
- d. 3,501 to 5,000 employees
- e. 5,001 to 9,999 employees
- f. 10,000 to 19,999 employees
- g. 20,000 or more employees

D5. Which of the following best describes your organization’s industry?

[Refer to list in Appendix]

D6. What growth rate is your organization forecasting for 2023? Anticipating in 2024?

- a. Forecasted year-over-year revenue growth for 2023: [Enter %]
- b. Target year-over-year revenue growth for 2024: [Enter %]

D7. How long have you worked at your current organization?

- a. Less than one year
- b. 1 to 2 years
- c. 3 to 5 years
- d. 6-10 years
- e. 10+ years

D8. What is your gender?

- a. Male
- b. Female
- c. Non-binary
- d. Other
- e. Prefer not to say

D9. Which generation do you identify with?

- a. Baby Boomers (born 1946-1964)
- b. Generation X (born 1965-1980)
- c. Millennials (born 1981-1996)
- d. Generation Z (born 1997-2012)

D10. Are you currently working remotely?

- a. Yes – remote full- time (started before the pandemic)
- b. Yes – remote full-time (started because of the pandemic)
- c. Yes – remote most of the time (onsite 1-3 days per month)
- d. Yes - remote only occasionally (remote 1-3 days per month)
- e. No – I am onsite full-time (but my job could be done remotely)
- f. No – my job cannot be done remotely and I work onsite

D11. Where would you prefer to work?

- a. Onsite full-time
- b. Onsite most of the time (remote 1-3 days per month)
- c. Hybrid (50/50 onsite/remote)
- d. Remote most of the time (onsite 1-3 days per month)
- e. Remote full-time (local)
- f. Remote full-time (lower tax/lifestyle location)

D12. Which of the following currently describes your work status?

- a. I am employed full time
- b. I am employed part-time
- c. I am a freelancer or project-based worker for one organization
- d. I am a freelancer or project-based worker for more than one organization [TERMINATE]
- e. I am not employed [TERMINATE]

D13. Which of the following most closely matches your job level?

- a. Individual contributor/Employee
- b. Manager of others
- c. Manager of managers
- d. Manager of departments or functions
- e. Executive / Business unit or geography leader

D14. Which of the following most closely matches the work that you do?

- a. My job mostly involves manual or physical work, such as a trade or manufacturing
- b. My job is considered "office work" (even if I work virtually/remotely), such as professional, managerial, or administrative work
- c. My job is customer-facing in a retail, education, or healthcare setting
- d. My job is performed in a call center/contact center environment

D15. In your current role, do you belong to a union?

- a. Yes
- b. No
- c. No, but I would be interested in joining

D16. What is your current life stage? (Select all that apply)

- a. Single, No dependents
- b. Recently married
- c. Parent of child(ren) under 5
- d. Parent of school-aged child(ren)
- e. Parent of teenager
- f. Empty nester
- g. Caregiver
- h. Semi-retired

D17. [USA only] How do you identify your race/ethnicity?

- a. White
- b. Black or African American
- c. Middle Eastern
- d. Native (Indigenous) American/Alaskan
- e. Native Hawaiian or Pacific Islander
- f. Hispanic or Latino
- g. Asian
- h. Other, please specify:
- i. Don't know
- j. Prefer not to answer

D17. [UK only] How do you identify your race/ethnicity/origin?

- a. White
- b. Asian or Asian British (e.g., Bangladeshi, Chinese, Indian, Pakistani, etc)
- c. Black, African, Black British or Caribbean
- d. Mixed or multiple ethnic groups
- e. Another ethnic group (e.g., Arab)
- f. Don't know
- g. Prefer not to answer

D17. [Canada only] Do you identify as Indigenous?

- a. Yes, First Nations
- b. Yes, Inuit
- c. Yes, Métis
- d. No
- e. Prefer not to answer

D18a. [If not Indigenous or Did not answer] Do you identify as a member of a visible minority in Canada? (As defined by the Employment Equity Act: “persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in color.”)

- a. Yes
- b. No
- c. Prefer not to answer

D18b. [If yes to visible minority] Please select the option you identify with.

- a. Black
- b. Chinese
- c. Filipino
- d. Japanese
- e. Korean
- f. Non-White Latin American (including indigenous persons from Central/South America)
- g. South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc)
- h. Southeast Asian (e.g., Vietnamese, Cambodian, Laotian, Thai, etc)
- i. Non-White West Asian, North African or Arab (e.g., Egyptian, Libyan, Lebanese, Iranian, Afghan, etc)
- j. Other visible minority group, please specify:
- k. Prefer not to answer

D19. Do you identify as a person with a disability? (Select all that apply)

- a. Physical/mobility disability
- b. Neurological disability
- c. Cognitive/learning disability
- d. Mental health disability
- e. No, I do not identify as a person with a disability
- f. Prefer not to say

EMPLOYEE SURVEY QUESTIONS

1. On a normal day, how energized do you feel at work? [0 Not at all energized → 10 Extremely energized]

2. Thinking about your career, which of the following are true at your organization? (Select all that apply)

- a. People are promoted quickly enough
- b. It is easier to be paid more if you leave the organization and come back
- c. New hires are often paid more than current employees for the same job
- d. When promotion opportunities arise, they mostly go to current employees rather than outside hires
- e. Career progression here tends to be based on tenure, not skills
- f. My organization is transparent about the pay/range associated with each job
- g. My organization provides tools to help me self-navigate my career
- h. Job openings and project opportunities are made visible to everyone
- i. My manager understands my current skills, interests, and skill gaps
- j. Horizontal and lateral career moves are prevalent in my organization, and my organization is supportive of employees who want a change "mid-career"
- k. I get regular feedback on how my performance and skills impact my career prospects
- l. None of the above **[anchor, exclusive]**

3. Thinking about the culture of your workplace, to what extent do you agree with the following statements?

[Strongly Agree, Somewhat agree, Somewhat disagree, Strongly disagree]

- a. I believe my work contributes to a worthwhile mission
- b. I feel psychologically safe and have not witnessed or been subjected to bullying or intimidation
- c. I trust my manager to have my back / treat me fairly
- d. I would recommend my employer to a friend
- e. People trust one another here
- f. We have a digital-first culture (we look to do things digitally wherever possible)
- g. When someone makes a mistake, it is easy for them to recover
- h. I can voice my opinion openly without fear of repercussion
- i. Managers at my organization effectively balance "economics" (financial results) and "empathy" (impact on people)
- j. It is acceptable to say "no" to unreasonable work requests
- k. Within my team, I feel a sense of belonging
- l. I trust my organization to keep my personal information safe
- m. Our work and work practices promote autonomy and dignity

4. Thinking about the importance of skills in your organization, which of the following are true? (Select all that apply)

- a. My unique skills, experience and background are valued
- b. My current role aligns with my motivations and makes the best use of my skills
- c. We are encouraged to spend time learning new skills during work hours
- d. When building teams and/or assigning work, my manager always considers opportunities for us to learn new skills
- e. It is easy to find a peer to coach me on specific skills
- f. I know what skills I will need for future roles
- g. My manager understands my current skills/gaps, interests, and career aspirations
- h. I will be compensated if I upskill/reskill in job-related areas
- i. All employees are required to regularly add/update their skills in a centralized database
- j. All employees have access to a centralized database of everyone else's skills (to help facilitate knowledge sharing, resourcing/staffing, etc)
- k. My organization pays a premium for critical skills, and I know which ones are most valued
- l. I worry about my skills staying market relevant
- m. I know which skills I need to develop
- n. I am encouraged to sign up for short-term projects/assignments ("internal gigs") to build my skills
- o. The skills I need to develop will change given the impact of AI and Automation on my role
- p. None of the above [anchor, exclusive]

5. What is your experience with skills assessment at your current organization? (Select all that apply)

- a. I completed assessments as part of the hiring process
- b. I completed assessments as part of an internal development program
- c. I have recently gone through a formal skills assessment (e.g., psychometrics, 360, etc)
- d. My skills have been validated by my manager
- e. My skills are regularly validated/endorsed by my peers
- f. We have AI-powered tools that help us identify and assess our skills
- g. My skills are evaluated / updated every time I complete a project/gig
- h. None of the above – I have never completed a skills assessment or been asked to assess my own skills [anchor, exclusive]

6. Which of the following statements are true about artificial intelligence (AI) and automation at your organization? (Select all that apply)

- a. I trust that my organization will teach me the skills I will need if my job changes as a result of AI or automation
- b. My organization is good at communicating how AI or automation will improve the way I work
- c. I expect (or have already seen) positive changes in my workload due to AI or automation
- d. I am concerned that I will be asked to do/deliver more due to advances in AI
- e. I am hopeful AI advancements will free up more time for me to think
- f. I use (or plan to use) AI to amplify my intelligence
- g. AI and/or automation is helping me to understand the skills I have and jobs I could do
- h. My work has already been redesigned to take advantage of AI or automation
- i. I expect AI and/or automation will improve how my job is done in the next three years
- j. I expect AI and/or automation will replace my job within the next three years
- k. I expect AI and/or automation will replace more than one-third of the jobs at my organization within the next three years
- l. I am concerned about AI being used for surveillance (tracking my activities at work)
- m. My job does not involve working with AI, and I am concerned about being left behind
- n. My organization's leaders are embracing AI and automation
- o. Without AI technologies, my organization will not survive beyond 2030

7. To what extent do you trust your organization to deliver on the following?

[1 Do not trust my organization at all → 5 Completely trust my organization]

- a. Empower me to make decisions independently and work with minimal oversight
- b. Design work experiences that bring out the best in me
- c. Find me a job if my current role is eliminated
- d. Provide a safe working environment
- e. Help me prepare for retirement
- f. Help me afford medical care
- g. Provide me with the latest technologies (such as generative AI) to do my job
- h. Keep my skills up to date
- i. Provide a career for me even if my job is eliminated
- j. Do the right thing for society
- k. Do the right thing for its employees
- l. Do the right thing for the organization

8. Organizations are not perfect, but some behaviors have a more significant impact on the psychological contract between workers and their managers/leaders. Which of the following, if they were to occur, would lead you to lose trust in your organization and its leadership? (Choose the top three)

- a. Frequent changes to the organization design (restructuring, new leadership, M&A, etc)
- b. Broken promises (not delivering on promotions, raises, career opportunities, etc)
- c. Unfulfilled sustainability commitments (not delivering on environmental, social, or societal commitments or concerns over greenwashing)
- d. Unfair/unequal treatment (perceived favoritism, bias, discrimination, equity gaps, etc)
- e. Lack of recognition (not appreciating employees' contributions)
- f. Change mismanagement (failure to communicate changes, rationale, implications, etc)
- g. Disruptive technology (rolling out new tech without accounting for employee impact)
- h. Micromanagement (not enough autonomy to do my job)
- i. Ethical concerns (lack of integrity, suspicion of fraud, etc)
- j. Reduced flexibility (pulling back on flexible working arrangements)

9. How satisfied are you with your organization right now? Please select the answer that most closely matches how you feel. [Select one]

- a. I am very satisfied and do not plan to leave my organization
- b. I am satisfied right now, but still plan to leave in the next 12 months
- c. I am unsatisfied, but I do not have a choice at this point so I will be staying for the next 12 months
- d. I am very unsatisfied and plan to leave my organization as soon as I can

10a. [If Satisfaction question = A or C] You indicated that you are not planning to leave your organization. What keeps you here? (Choose up to five)

- a. Organization's brand/reputation
- b. Inspiring and trustworthy leadership
- c. Opportunity to continuously develop and learn
- d. Fair pay
- e. Competitive pay/rewards
- f. My manager
- g. My coworkers
- h. Medical insurance
- i. Commitment to innovation
- j. Organization's focus on making a positive impact
- k. Inclusive work environment / commitment to DEI
- l. Employee well-being programs
- m. Flexible working policy
- n. Generous vacation/time-off policies
- o. Opportunity for rapid career advancement
- p. Manageable workload
- q. Confidence in the organization's strategy/future vision
- r. Job security
- s. Pension/retirement options
- t. Positive work culture

10b. [If Satisfaction question = B or D] Why are you considering leaving your organization? (Choose up to five)

- a. My organization's brand/reputation has recently been damaged
- b. I have lost trust in my organization
- c. I am not getting enough opportunities to learn and develop
- d. I am not compensated fairly for the work I do / I can get higher pay elsewhere
- e. I do not feel supported by my manager
- f. My organization is not keeping up with the latest technology advancements
- g. I need better health insurance
- h. I do not feel socially connected
- i. My organization is not committed enough to innovation
- j. My organization is not focused enough on making a positive impact
- k. I do not feel well-represented or respected from a diversity standpoint
- l. Lack of (or reduced) flexible working options
- m. Career advancement is not available / takes too long
- n. I have lost confidence in the organization's strategy/future vision
- o. I need better pension/retirement options
- p. My workload has become unsustainable
- q. I do not feel physically safe at work
- r. I do not feel psychologically safe at work
- s. I think I am going to lose my job soon
- t. I am leaving the workforce altogether

11. A sustainable business is one where decisions take into consideration not only financial results, but also social issues, diversity/equity, and environmental impact. What do you expect from your employer on sustainability? (Select all that apply)

- a. I expect my organization to only work with suppliers, vendors, and partners who share our principles around sustainability
- b. I expect my organization to ensure a living wage for all its workers
- c. I expect my organization to implement minimum standards for health and well-being offerings for all workers
- d. I expect my organization to offer socially-responsible and environmentally-friendly investing options in our retirement plans
- e. I expect my organization to balance the interests of all stakeholders, not only investors
- f. I expect my organization to publicly set sustainability goals
- g. I expect my organization not just to have sustainability goals, but also to deliver results
- h. I expect leaders/managers to be held accountable for our organization's sustainability outcomes
- i. I expect my organization to support me in social change or advocacy (e.g., paid volunteer time, matching contributions, pro bono work, etc)
- j. I expect my organization to minimize the environmental impact of its operations
- k. None of the above, I do not expect my employer to pursue a sustainability agenda [anchor, exclusive]

12. Thinking about diversity in your workplace, which of the following are true at your organization? (Select all that apply)

- a. My organization has a clear diversity, equity, and inclusion strategy
- b. My workplace has a diverse and inclusive culture where different opinions/ideas are valued
- c. Women and minority groups are well-represented in higher leadership
- d. Diversity is considered when forming teams and making decisions about hiring, promotion, pay, etc
- e. I have not witnessed discrimination based on age (e.g., in hiring, dismissals, etc)
- f. Pay/promotion decisions are made fairly, equitably, and without bias
- g. Our workforce diversity reflects the diversity of our customers and of the communities in which we operate
- h. My organization refrains from practices that deepen inequality
- i. None of the above – my organization’s diversity, equity, and inclusion practices leave much to be desired [anchor, exclusive]

13. How often do you feel like you can bring your authentic self to work (be yourself at work)? [Select one]

- a. Always
- b. Most of the time
- c. Sometimes
- d. Hardly ever
- e. Never

14. In each pair of statements below, choose the one that best represents your experience with flexible working.

[include N/A option for each]

- a. Remote working has made it more difficult to achieve work/life balance ---- Remote working has improved my work/life balance
- b. I feel more stress when working remotely ---- I feel less stress when working remotely
- c. I feel less connected to my coworkers when working remotely ---- I feel more connected to my coworkers when working remotely
- d. Working remotely has decreased my sense of belonging to my organization ---- Working remotely makes me feel a stronger sense of belonging to my organization
- e. Remote working will have a negative impact on my career prospects ---- Remote working will have a positive impact on my career prospects
- f. It is easier to concentrate when working onsite ---- I get less distracted when working remotely
- g. I am less productive when working remotely ---- I am more productive when working remotely
- h. The way my organization measures productivity of remote workers is very subjective ---- My organization has an objective way of measuring productivity of remote workers
- i. Senior leaders are not supportive of flexible working ---- Senior leaders are genuinely supportive of flexible working
- j. My organization has recently pulled back on flexible working ---- My organization continues to be committed to flexible working
- k. It is more difficult to be creative/co-create when not onsite --- It is just as easy to be creative/co-create when onsite or remote
- l. I feel safer when working remotely ---- I feel as safe working onsite as I do at home
- m. I will only join or stay with an organization if I can work remotely/hybrid ---- I would be okay to join or stay with an organization that required me to be 100% onsite
- n. I fundamentally believe that work gets done onsite, not remotely ---- I fundamentally believe that work can be done from anywhere

15a. [For those who currently work as freelancers] What attracted you to work on a freelance basis? (Select all that apply)

- a. I am guaranteed a certain base income
- b. I have other income sources to even out the variability in freelance pay
- c. I have greater control over my time
- d. I increased my earning potential / income sources
- e. I got to do more varied/interesting work
- f. I am getting new skills/experiences
- g. I gained the opportunity to work remotely
- h. I was able to get/keep health benefits
- i. Other (please specify):
- j. None of the above – I only started freelancing because I lost my job [anchor, exclusive]

15b. [For those who do not currently work as freelancers] What would attract you to work on a freelance basis? (Select all that apply)

- a. If I could do it as a second job
- b. If I had other income sources
- c. For greater control over my time
- d. To increase my earning potential / income sources
- e. For more varied/interesting work
- f. To gain new skills/experiences
- g. For the opportunity to work remotely
- h. If I could keep my health benefits
- i. If I could be guaranteed a certain base income
- j. None of the above – I would only consider freelancing if I lost my job [anchor, exclusive]
- k. None of the above – I would not consider working on a freelance basis [anchor, exclusive]

16. When you reach retirement age, what are your plans? [Select one]

- a. I do not ever expect to retire (i.e., stop working)
- b. I intend to work up to 5 years past the designated retirement age and then retire
- c. I intend to work 6+ years past the designated retirement age and then retire
- d. I intend to continue to work the same amount and see how things go
- e. I plan to work, but fewer hours than before
- f. I plan to enter into phased retirement (a gradual move from full-time work to full-time retirement over a period of years)
- g. I intend to stop working completely at retirement age

17. [If not retiring] What is the primary reason you will not retire/continue to work after retirement? (Select all that apply)

- a. Financial necessity – I know I cannot afford to retire at retirement age
- b. For extra money
- c. To help afford medical care for me and/or my family
- d. To stay mentally sharp
- e. To occupy my time / give me a sense of purpose
- f. For social interactions/sense of community
- g. To transfer my knowledge to younger colleagues
- h. Other (please specify):

18. To what extent are you thriving in your current role/organization? Thriving is defined as prospering in terms of health, wealth and career.

[1 - Not at all → 5 - To a great extent]

19. What helps you to thrive at work? (Select all that apply)

- a. Working for an organization with a purpose I am proud of
- b. Feeling a sense of belonging
- c. Working with the best and brightest
- d. Abundant opportunities to learn new skills
- e. Being able to innovate/experiment
- f. Feeling valued for my contributions
- g. Having leaders who set a clear direction
- h. Being empowered/having autonomy to make decisions
- i. Having fun at work
- j. Knowing I am building wealth for the future
- k. Having a manager whom I trust/who advocates for me
- l. Being able to integrate my life with my work
- m. Working for an organization that supports a healthy lifestyle
- n. Having access to technology that makes my job easier and less mundane
- o. Great work design (e.g., not doing work that could be automated, streamlined approval processes, etc)
- p. Being able to choose when I work
- q. Being able to choose where I work

20. Do you feel at risk of burnout at work in the next 12 months, and if so, why? (Select all that apply)

- a. Workload (I feel overloaded)
- b. Control (I do not have autonomy to make choices/decisions)
- c. Rewards (the reward isn't enough for the amount of time/effort I put in)
- d. Community (I don't have a support network or trusted relationships at work)
- e. Fairness (I am not treated fairly relative to my peers)
- f. Values (my employer and I have different values)
- g. Clarity (my role and/or responsibilities are not clear)
- h. Uncertainty (changes are not being adequately managed or communicated)
- i. Health (I have issues with my physical health)
- j. Exhaustion (the mental and emotional demands of my work are too high)
- k. Artificial intelligence (new technologies such as AI mean that I am expected to deliver more)
- l. Well-being (my work/life balance has significantly deteriorated)
- m. Financial strain (the rising cost of living is putting pressure on my personal finances)
- n. Technology (I am feeling overwhelmed by too many tools and platforms)
- o. No – I don't expect to experience burnout at work in the next 12 months [anchor, exclusive]

21. What keeps you from being most productive at work? (Select all that apply)

- a. Lack of direction and feedback
- b. Ineffective organizational structure (e.g., multiple reporting lines, silos, too many stakeholders, etc)
- c. Not having the skills I need to do my job
- d. Stress
- e. Too many meetings
- f. Too much "busy work" (tasks that don't add value)
- g. Too many interruptions / not enough "thinking" time
- h. Difficulty finding the right information, resources, experts
- i. Workload that is too high/unsustainable
- j. Lack of trust/autonomy to do my job
- k. Inability to work when and where I work best
- l. Lack of access to Generative AI and similar advanced technologies
- m. Being asked to learn/use new technologies
- n. Too much change
- o. Not applicable – I cannot be more productive than I am today [anchor, exclusive]

22. What percentage of your work time is spent on:

- a. Mundane/repetitive tasks [Enter %]
- b. Challenging/creative tasks [Enter %]
- c. Learning new skills for your current job or a future role [Enter %]
- d. Special projects or internal gigs (tasks outside of your job description) [Enter %]

23. What is the most important thing your organization could do today to improve your compensation? (Choose up to five)

- a. Give me opportunities to earn more (work more hours, take on extra projects, etc)
- b. Pay more for my unique / in-demand skills
- c. Ensure that I am paid at least the same as other people who do the same work
- d. Offer more types of rewards (e.g., spot bonuses, gift cards, time off, etc) and give me the opportunity to personalize my package (e.g., short-term versus long-term incentives, base pay versus bonus, more pay versus more benefits, etc)
- e. Reward me for team successes rather than just individual results
- f. Provide increased bonuses based on my individual contributions and results
- g. Make my benefits more affordable so I have more take-home pay
- h. Pay me weekly or even daily so I can better manage my finances
- i. Publish compensation/ranges, so I can see if I am paid fairly and what the opportunities are for future pay growth
- j. Offer a digital platform where I can view and manage all of my compensation and benefits in one place
- k. Provide a cost-of-living adjustment
- l. None of the above, I am satisfied with my current compensation [anchor, exclusive]

24. I would give up a 10% pay increase in return for: (Select all that apply)

- a. Ability to work from anywhere
- b. Ability to work a fully flexible or compressed work schedule (e.g., 5 days in 4)
- c. Ability to reduce my hours (with a corresponding reduction in pay)
- d. Unlimited paid vacation/leave
- e. Time during working hours to further my education/qualifications
- f. Time to contribute to society (CSR or environmental activities)
- g. Additional well-being benefits for me or my family
- h. Higher quality medical care and coverage
- i. Increased employer contributions to retirement / savings programs
- j. Access to free financial planning and retirement advice
- k. Working for a manager who truly inspires me
- l. None of the above – I would not trade a pay increase for any of the above [anchor, exclusive]

25. Which of the following well-being offerings are most important to you? (Select all that apply)

- a. AI-powered mental health resources
- b. Apps/classes to build skills like mindfulness and resilience
- c. Apps/classes to support your physical well-being / healthy lifestyle
- d. Health screenings to give you early indicators of potential health risks
- e. Training to recognize and address own and others' mental health challenges
- f. Genetic/genomic testing
- g. Apps/classes to support your physical well-being / healthy lifestyle
- h. Employer-funded spending account for well-being purchases
- i. Work is designed for employee well-being (e.g., realistic workloads, no-meeting days, reduced complexity, clear reporting lines, etc.)
- j. Benefits for part-time workers, gig/freelance workers, etc
- k. Awareness programs that help people talk about difficult topics (e.g., mental health, addiction, menopause, etc)
- l. Training on creating an environment of psychological safety
- m. Training on how to handle workplace safety issues (e.g., customer abuse, coworker violence, etc)
- n. None of the above [anchor, exclusive]

26. How much time per month do you spend worrying about financial matters during work hours?

[Enter number, in hours] [max 99]

27. How does your organization help to alleviate your financial worries? (Select all that apply)

- a. Keeping my pay market competitive
- b. Providing financial wellness advice
- c. Providing financial education targeted to my specific demographic/group (e.g., young professionals, workers nearing retirement, etc)
- d. Providing information for long-term financial planning (e.g., retirement path, earnings at retirement)
- e. Offering flexible options to help me save and make investments
- f. Recently increased the employer contribution to my retirement plan
- g. Giving the option to move to a flexible contract and/or reduced hours at retirement age
- h. Providing tools for a check-up on my future financial security
- i. Providing loan assistance
- j. Providing insurance protections against death, disability or other catastrophic events
- k. None of the above [anchor, exclusive]
- l. Not applicable, I do not have any concerns about my financial security [anchor, exclusive]

28. Please select the statement that best describes the HR processes at your organization. [Select one]

- a. HR processes are complex and need to be simplified
- b. HR processes have been simplified, but have a long way to go
- c. HR processes have gone digital/online, but some necessary human interactions have been lost
- d. HR processes work pretty well, with a good balance between digital and human interaction
- e. HR processes are excellent and seem "state of the art"

29. The events of the past few years have caused many people to rethink their priorities. In each pair of statements below, choose the one that best represents your view of work.

- a. Work has gotten more complex ---- Work has been simplified
- b. I'm working longer hours ---- I'm working fewer hours
- c. I have less time/energy for things I enjoy outside of work ---- I have more time/energy for things I enjoy outside of work
- d. I no longer want to work at all ---- Working is an important part of my life
- e. I work primarily for the paycheck ---- I work for a purpose
- f. My employer is not meeting all of my needs ---- My employer is meeting all of my needs
- g. I feel more replaceable (less valued) at work ---- I feel more valued (less replaceable) at work
- h. My current workload is manageable/sustainable ---- My current workload is overwhelming/unsustainable
- i. I believe work is being redesigned around humans ---- I believe AI and robots are dictating how we work
- j. I think the world of work is fundamentally broken ---- I think the world of work is meeting people's needs

30. What is your biggest concern about the future of work? (Select all that apply)

- a. The rising cost of living
- b. Job uncertainty due to the economic climate / job market
- c. Job uncertainty due to AI/technology
- d. A continuous landscape of unknowns and uncertainties
- e. Another major event that causes an extended lockdown
- f. Cost cutting that takes away rewards/benefits that I value
- g. Not having the right skills to do the jobs available in the future
- h. The rise of AI and its impact on humanity
- i. Other, please specify:

EMPLOYEE THANK YOU TEXT

We greatly appreciate your participation. To explore the findings from the 2022-2023 Global Talent Trends Study, please visit www.mercer.com/global-talent-trends. Please bookmark this page to see the results of the 2024 Study early next year!

APPENDIX

Industry List

- a. Agriculture, Forestry, Fishing, Hunting
- b. Arts, Sports, and Recreation
- c. Automotive (excludes general manufacturing)
 - i. Automotive OEMs
 - ii. Automotive suppliers
 - iii. Automotive Other
- d. Chemicals (excludes consumer products, pharma)
 - i. Basic/commodity including petrochemicals
 - ii. Specialty
 - iii. Chemicals Other
- e. Communications and Media
 - i. Radio
 - ii. TV and cable broadcasting
 - iii. Digital and print media
 - iv. Advertising
 - v. Public relations
 - vi. Entertainment
 - vii. Telecommunications
 - viii. Publishing
 - ix. Online databases
 - x. Social networks
 - xi. Communications and Media, Other
- f. Construction
 - i. Residential construction
 - ii. Commercial construction
 - iii. Infrastructure development
 - iv. Heavy construction
 - v. Building services
 - vi. Real estate development
 - vii. Construction management
 - viii. Construction materials
 - ix. Construction Other
- g. Consumer Goods (excludes retail)
 - i. Food, beverages & tobacco
 - ii. Apparel
 - iii. Personal & household
 - iv. Sporting & recreational
 - v. Consumer Goods, Other
- h. Education (K-12 elementary/secondary schools; high schools, online & distance learning; excludes higher education)
- j. Energy (excludes Chemicals)
 - i. Oil & gas (Upstream E&P, Midstream, Downstream, Oilfield Services/Equipment/Drillers)
 - ii. Power & renewables (Utilities & Renewable energy producers and suppliers)
 - iii. Mining & metals
 - iv. Energy Other
- k. Financial Services (excludes Insurance)
 - i. Banking

- ii. Investments
 - iii. Asset Management
 - iv. FinTech
 - v. Private equity
 - vi. Financial Services Other
- I. Government
- m. Healthcare (excludes health insurers/payers, pharma, and medical devices)
 - i. Hospitals
 - ii. Health Systems
 - iii. AMCs
 - iv. Children's
 - v. Post-acute/senior care and senior living
 - vi. Healthcare Other
- n. Higher Education (excludes K-12 elementary/secondary schools, high schools, online & distance learning)
 - i. Colleges/Universities (including state university systems and community colleges)
 - ii. Technical institutions
 - iii. Academic medical centers
 - iv. Higher Education, Other
- o. Hospitality
- p. Insurance
 - i. Health
 - ii. Life
 - iii. P&C
 - iv. Reinsurance
 - v. InsurTech
 - vi. Insurance Other
- q. Life Sciences
 - i. Biotech & pharma
 - ii. Medical devices & equipment
 - iii. Research & lab services
 - iv. Animal health
 - v. Life Sciences, Other
- r. Manufacturing (excludes Automotive, Chemicals, Food)
 - i. Industrial production
 - ii. Fabrication
 - iii. Machinery manufacturing
 - iv. Electronics manufacturing
 - v. Aircraft manufacturing
 - vi. Textile production
 - vii. Manufacturing Other
- s. Professional Services (excludes those associated with Communications & Media, Financial Services, Insurance, Healthcare, and Technology)
 - i. Accounting
 - ii. Architectural/Engineering
 - iii. Legal
 - iv. Management consulting
 - v. Professional Services, Other
- t. Retail (excludes Consumer Goods)
 - i. Grocery/Pharmacy
 - ii. Apparel

- iii. Wholesale/Distribution
 - iv. Restaurants
 - v. Convenience Retail
 - vi. Specialty
 - vii. General retail
 - viii. Retail Other
- u. Technology
 - i. Software (includes software design for business or consumer use, enterprise software and systems, video games, cloud-based computing, search engines, streaming Services // excludes InsurTech)
 - ii. IT Services (includes IT consulting, data processing services, business process outsourcing)
 - iii. Technology Hardware & Equipment (includes manufacturing of hardware, storage peripherals and equipment)
 - iv. Semiconductor & Semiconductor Equipment (includes manufacturers of semiconductors and peripheral equipment for semiconductors)
- v. Transportation & Logistics
 - i. Transportation (includes railroads, rail tracks, highways, trucking)
 - ii. Aviation (includes airlines, other aircraft owners/operators, airports/heliports, ground handlers // excludes aircraft manufacturers)
 - iii. Maritime (includes ports & terminals, shipyards, shippers, dry bulk, tankers, container shipping, breakbulk, shortsea // excludes shipping manufacturers, military, bunker providers)
 - iv. Logistics (includes supply chain, outbound, inbound, reverse, warehousing and 3PLs, freight forwarders)
- w. Other, please specify: