

Navigating the new world at work

A guide to employees' most pressing needs and how your organization can meet them, based on Mercer's 2023 Canada Inside Employees' Minds™ study.



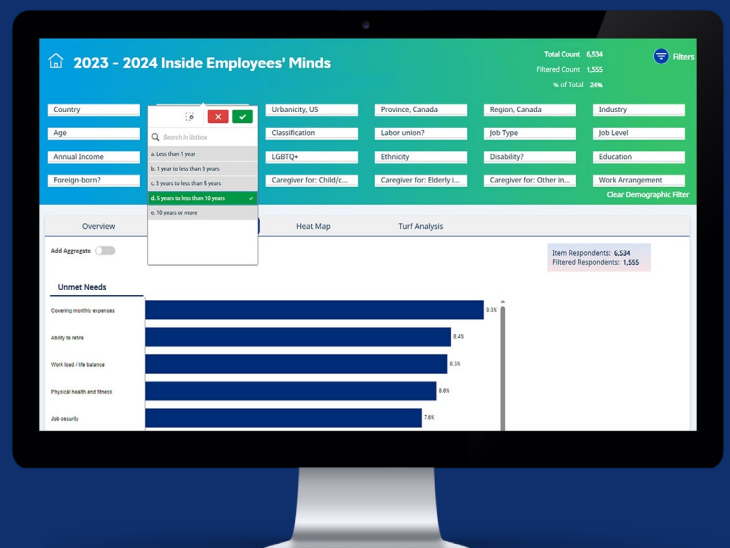
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Interested in gaining access to all aggregated data from this year's study?

Visit our 2023-2024 Inside Employees' Minds Interactive Dashboard on [Mercer's Products and Solutions Shop](#) to learn more.

Understand the needs and experiences of your own employees, and take action to improve the health, wealth and careers of your workforce,



About this study

This study includes 2,029 full-time employees in Canada, working for organizations with more than 250 employees.

The study was fielded in Q3 2023.

Demographic highlights

Top industries



High tech, telecom,
and IT



Government,
public sector, and
not for profit



Manufacturing

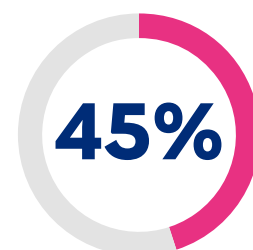
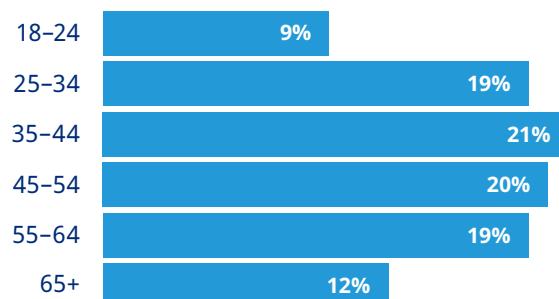


Healthcare



Retail, hospitality,
and food

Age



Members of a
labour union

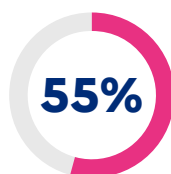


44%
Hourly employees

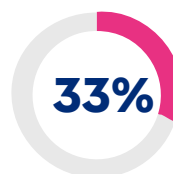


56%
Salaried employees

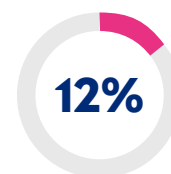
Work Arrangements



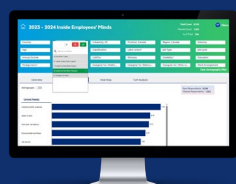
Full-Time
On-Site



Hybrid



Full-Time
Remote



[Get access to all the data](#)

Dig into the aggregated data, filter based on job type, demographic & industry and explore different types of topics with the [Inside Employees' Minds Interactive Dashboard](#).

Executive summary

2023 brought a mixed sense of optimism to Canadian employees.

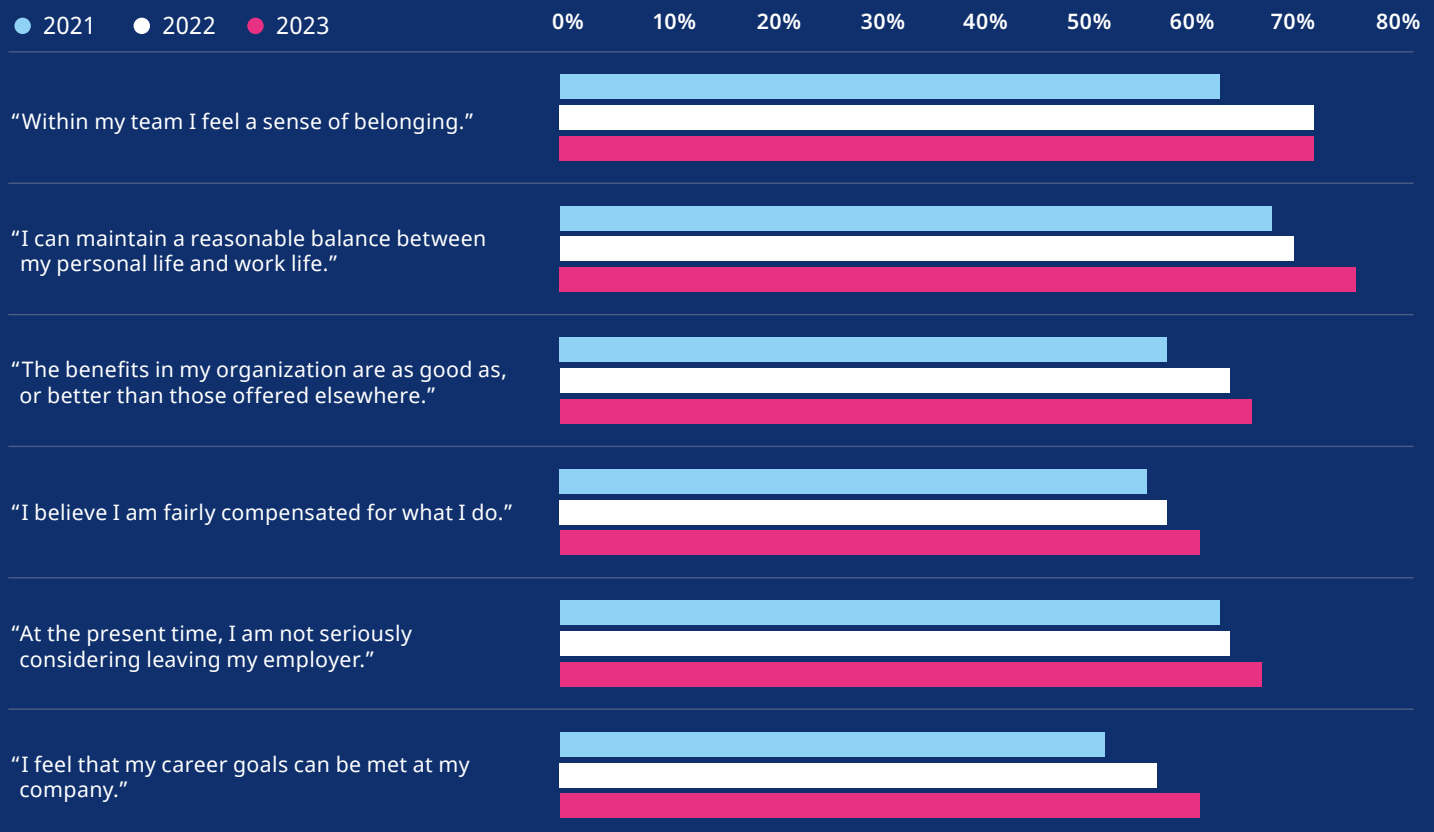
Employees are feeling more positive overall than last year. Engagement is up across the board, and so is satisfaction. Since last year, employees have at least a 2% greater sense of balance, adequate compensation, benefits, and career opportunities — and they are less likely to consider leaving their employers.

Employers have also made significant investments in their workforce, leading to happier employees. They delivered the largest pay increases since before the 2008 financial crisis, while also making significant investments in Total Rewards — all of which increased employee engagement, commitment, and feelings of being compensated fairly. This is evidenced by the end of the ‘Great Resignation’ and quit rates settling back to pre-pandemic levels.

Considering how important pay is for both attraction and retention, pay transparency is unsurprisingly a hot theme for Canadian employees this year. New pay transparency legislation is already in effect in British Columbia and legislation is pending in Ontario. And employees are already talking about pay whether companies share it or not.

The top five worries keeping Canadians up at night were mostly consistent from 2022 — covering monthly expenses, workload and life balance, the ability to retire, physical health and fitness, and mental and emotional health — but there were changes further down the list. Canadians felt slightly more concerned about ability to retire, job security and career advancement this year, while they worried less about personal fulfillment/purpose.

Employees continue to be more engaged, satisfied and committed



But things are not all rosy. Labour shortages are still a concern in key sectors. One in three employees are still considering leaving their employer. Financial stressors including inflation and the cost of living, particularly housing and groceries, remain high and employees continue to struggle to make ends meet. In many cases, they can't even think about saving for retirement.

Concerns over the economy started to grow — and generative AI applications such as Chat GPT exploded onto the scene. These pressures have created new anxieties over finances and job security for employees, and stressed employers, who are trying to figure out how to rapidly leverage new technologies. In addition, employees younger than 44 now make up half the workforce and employers need to understand their expectations and adapt to shifting needs and priorities.

Last year's *Inside Employees' Minds™* report encouraged employers to embrace a new contract with employees: the lifestyle contract, where employers help people find sustainable, healthy experiences at work. This year has proved that employers who embrace the lifestyle contract see better engagement and satisfaction results. It pays off to be transparent and collaborative with employees when making decisions about the policies and rewards that will deeply impact them.



Employees continue to look for something different from their employers





To succeed in today's environment, employers must rethink long-held views of work, from how we work, where we work, what we do, and what we share.

The five key findings from this year's *Inside Employees' Minds*® study reveal where employers should focus to adapt to changing employee expectations:

1 Focus on financial security.

Concerns over financial security continue to reign supreme, as employees struggle to recover from inflation stressors. Lower-income employees continue to struggle to make ends meet.

2 Re-engineer work for wellness.

Mental health concerns persist despite significant employer investments. The employee experience is still overwhelming and exhausting for many — and employees say that rethinking work is the key to improving their well-being.

3 Build trust through transparency.

Pay transparency is the new reality in Canada. And employees are researching and discovering information about pay ranges and career opportunities regardless of whether their employers share that information. But when employers do share, employees are more engaged and committed.

4 Unlock potential through AI.

Concerns over job security have increased, both in response to declining economic confidence and technological advances. But employees overall are optimistic about the ways technology could improve their experience of work, helping them be more efficient and effective.

5 Embrace values for impact.

Employees increasingly say that ESG issues are important to them — and that they want employer support, not just through statements but actions. These shifting expectations are being shaped heavily by younger generations in the workforce.

Focus on financial security

01



Canadian employees continue to be under serious financial stress due to inflation, high cost of living, and an uncertain economic environment; 75% of employees feel that inflation and market volatility have increased their financial stress. These scores have gone up year-over-year across all income levels, except for the highest earners (>\$200K CAD).

For most workers, high inflation and market volatility has significantly increased their financial stress in 2023

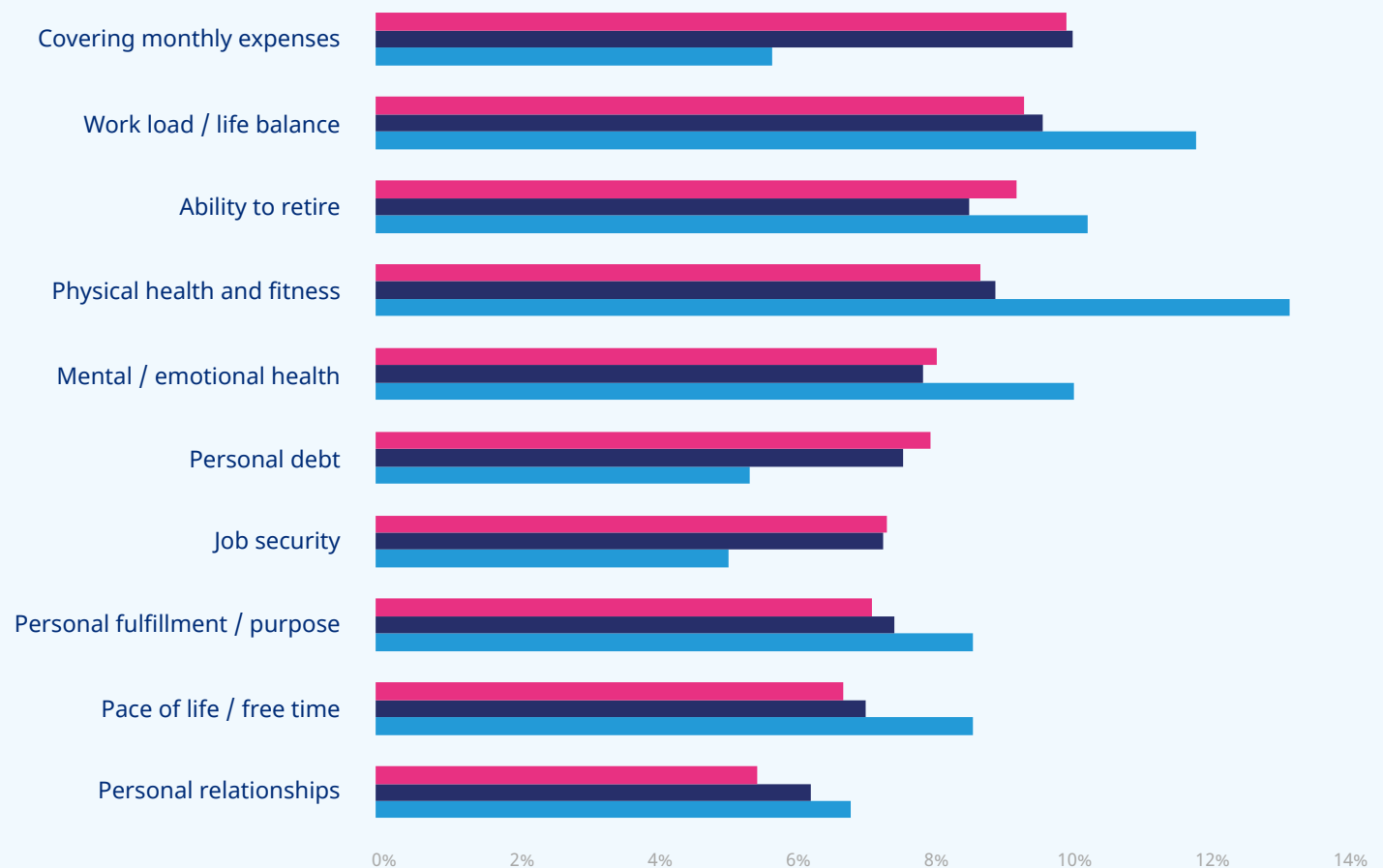
“High inflation and market volatility has significantly increased my financial stress.”



Concerns over short-term financial security, such as covering monthly expenses, remain the top concern of all employees, though concerns have slightly declined since last year. Long-term financial security, focused on the ability to retire, is in the top three — and the #2 concern of employees earning between 30k and 100k .



Canadian Employees' top 10 unmet needs have evolved since 2021



Unsurprisingly, there is a generational divide when it comes to financial concerns: younger employees have high concerns over expenses and debt, while retirement concerns were more pressing for older employees. And personal debt emerged in the top five concerns for all employees younger than 65.



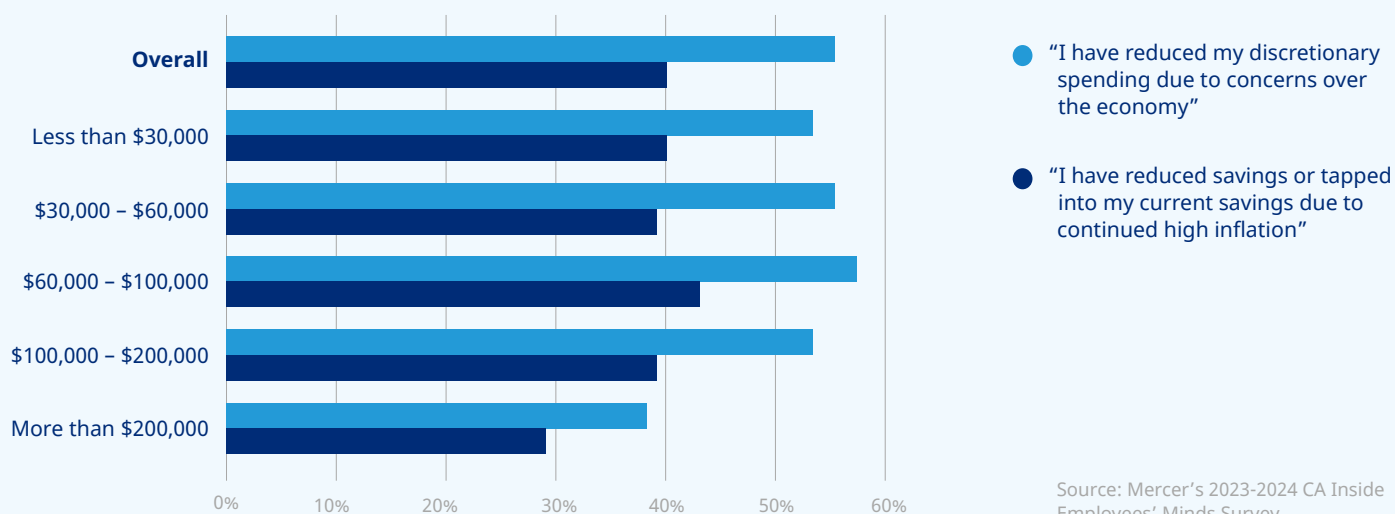
Unmet needs of Canadian employees vary by age

18–24	25–34	35–44	45–54	55–64	65+
Covering monthly expenses	Covering monthly expenses	Covering monthly expenses	Ability to retire	Ability to retire	Ability to retire
Mental / emotional health	Mental / emotional health	Workload / life balance	Covering monthly expenses	Physical health and fitness	Workload / life balance
Workload / life balance	Workload / life balance	Mental / emotional health	Workload / life balance	Workload / life balance	Job security
Physical health and fitness	Personal debt	Personal debt	Physical health and fitness	Covering monthly expenses	Physical health and fitness
Career advancement	Personal fulfillment and purpose	Physical health and fitness	Personal debt	Personal debt	Mental / emotional health
Personal debt					
Personal fulfillment and purpose					

Source: Mercer's 2023–2024 CA Inside Employees' Minds Survey



Most employees continue to make changes to spending and saving patterns to cope with inflation and economic concerns



The top two strategies for dealing with financial stress have stayed the same year over year: spending less and tapping into savings. Slightly fewer employees than last year have reduced spending and slightly more have used their savings, suggesting that some employees may have cut back on spending as much as possible already. Middle earners (those earning between \$60k and \$100k CAD) are feeling particularly pinched; they reduced spending and tapped into savings at higher rates than employees overall. Employers may want to consider providing additional financial support to this employee group — which is sometimes overlooked in favour of hourly and low-income employees.

Actions you can take

Develop a holistic financial well-being strategy that can support employees across a wide spectrum of financial priorities, such as managing everyday finances, preparing for the unexpected, or preparing for financial goals such as retirement.

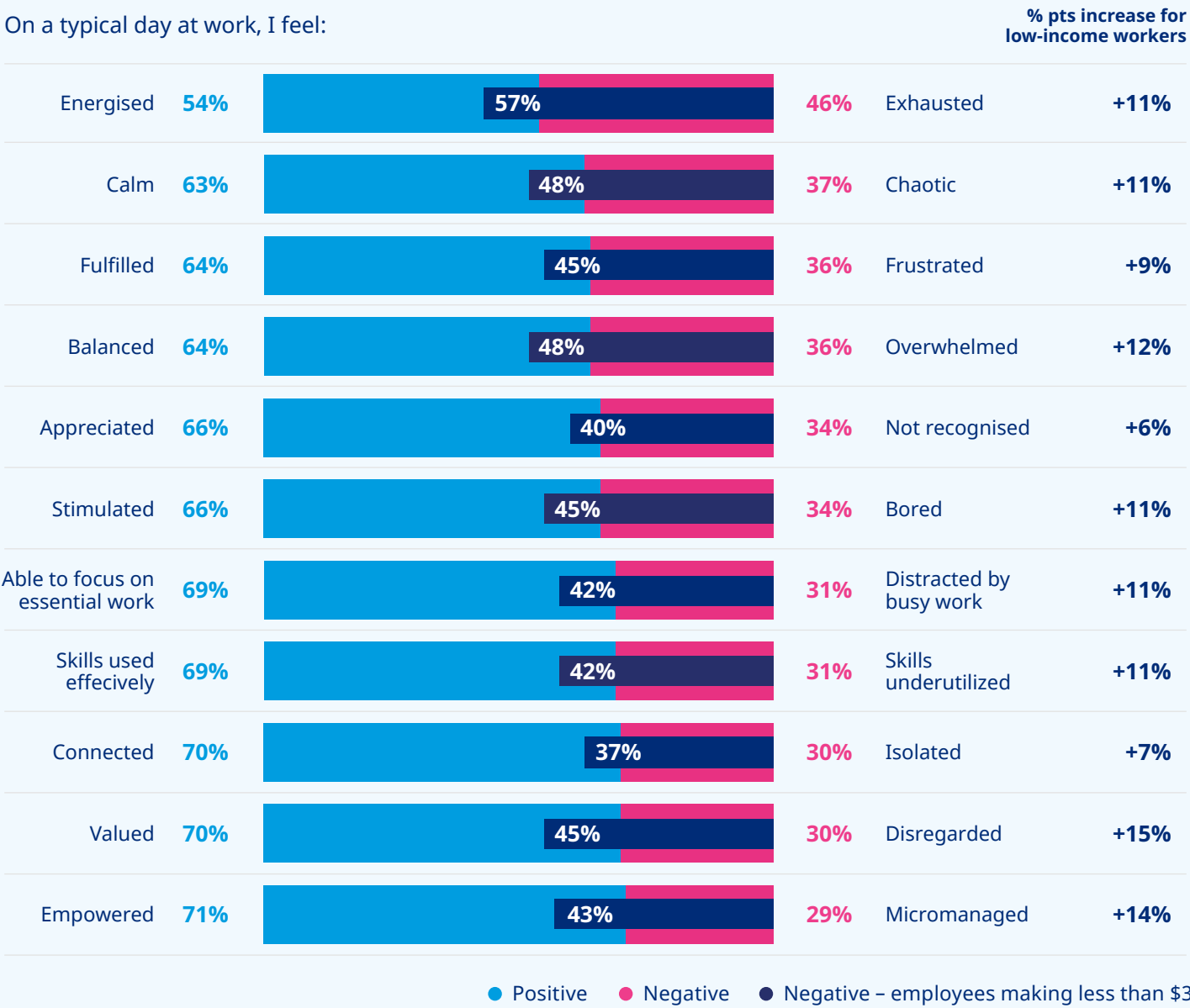
Consider programs that can drive both short- and long-term financial security. Support employees where financial stress is high, especially young employees and middle-income earners. Such programs can support employees with their short-term financial needs while also building their retirement readiness over the long term.

Re-engineer work for wellness

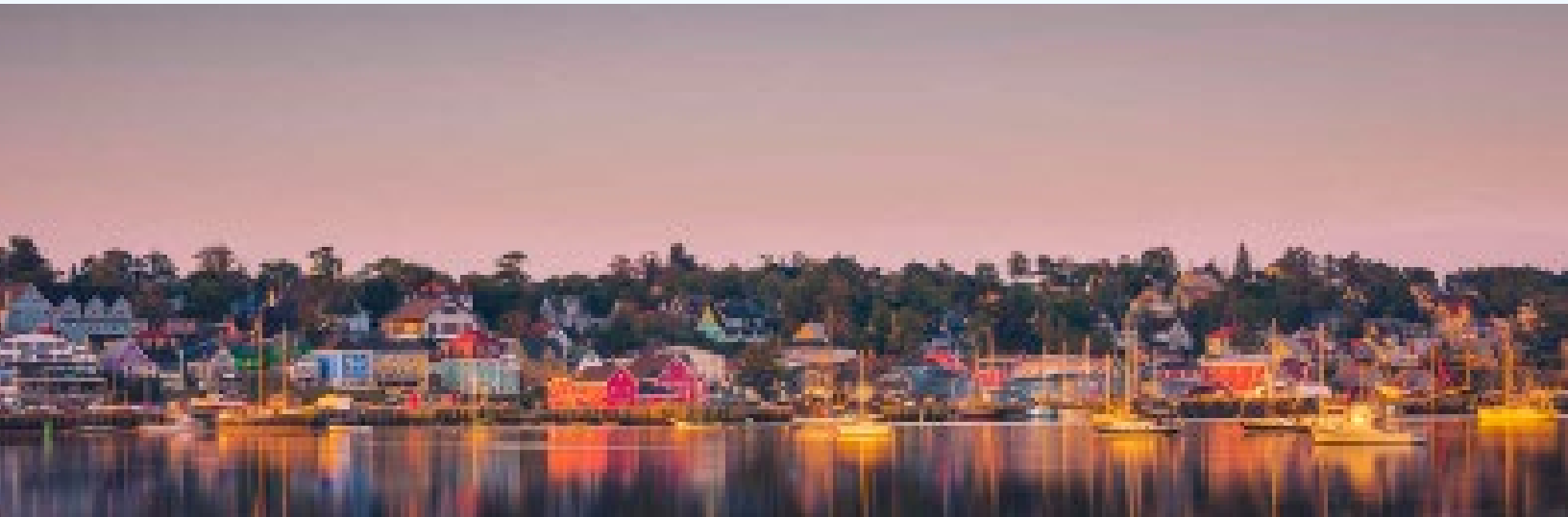
Overall, mental health at work has improved notably since 2022; far fewer employees report feeling chaotic, overwhelmed, exhausted, micromanaged, disregarded, isolated, bored, or frustrated at work than last year. But concerns about well-being — financial, emotional, and physical — still top the list of employees' unmet needs in 2023.



Work is still chaotic, overwhelming, exhausting and frustrating for many – but most acute for low-income workers



Source: Mercer’s 2023-2024 CA Inside Employees’ Minds Survey



Wellness remains a top priority

Employees continue to say that mental health support from their employers is a critical priority. The top benefits employees say will help them cope are paid time off and reduced workload, the same as last year. And they're related; it's hard to enjoy time off with an unmanageable workload.

Concerns over mental health continue to claim a top spot overall

Who is most concerned about mental health?

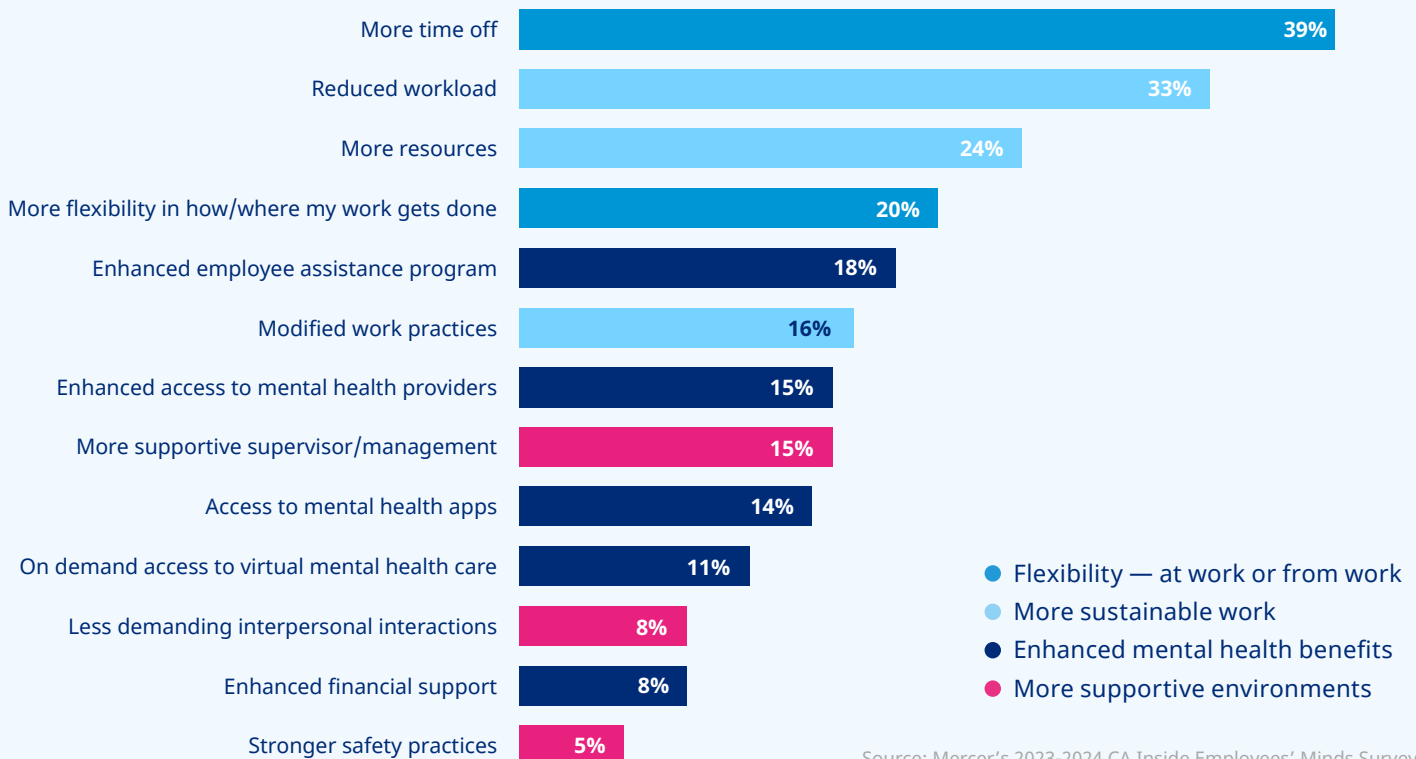
Ranking of mental health, amongst other concerns



Slightly over half of employees (58%) feel that they have adequate paid time off to support their mental health, and 31% of employees want their employer to provide more. Of the employees who asked for time off and reduced workload, over half feel exhausted on a typical day at work.

Employees say more flexible and sustainable work will help the most with their mental health

What are the top 3 benefits or actions that would most support your mental health and ease burnout?



Source: Mercer's 2023-2024 CA Inside Employees' Minds Survey

Employers should prioritize time off

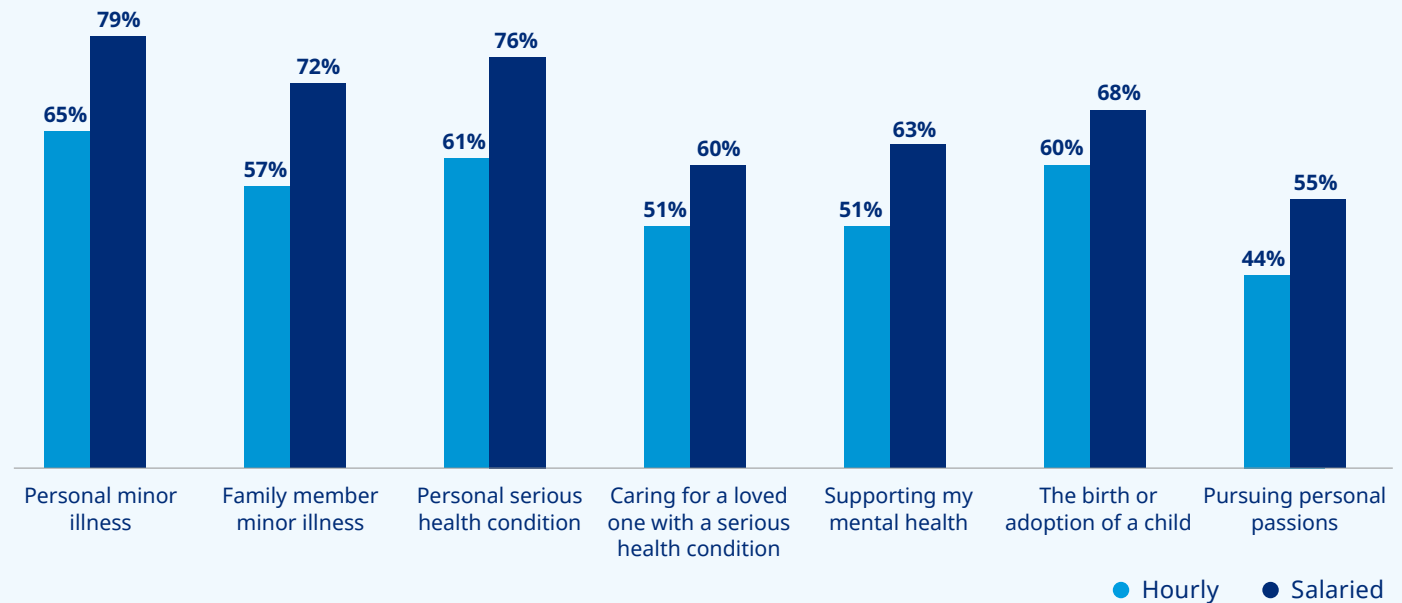
Mental health isn't the only reason employees need time off. Overall, most employees feel their paid time off is adequate for personal illness, either minor or serious. But fewer feel that their paid time off is adequate to care for a family member, either one with an illness or the birth or adoption of a child.

Only half of employees feel they have adequate paid time off for personal pursuits including vacations and another 35% want more time off for relaxing and passion projects.

In Canada, there's a divide between hourly and salaried employees' sense of adequate paid time off. Hourly employees are less likely than salaried to feel that their paid time off is adequate across the board.

Salaried Canadian employees are more likely to report that their paid time off meets their needs

Is the amount of paid time-off provided, and/or your ability to take unpaid time off, adequate to meet your needs in the following situations? (% Yes)



Source: Mercer's 2023-2024 CA Inside Employees' Minds Survey



Hybrid work arrangements pay off

2022 was the year of flexible work experiments, when many employers figured out the right number of days in the office for their organization. Overall, employees are pleased with the results: employee satisfaction with flexibility has gone up in 2023.

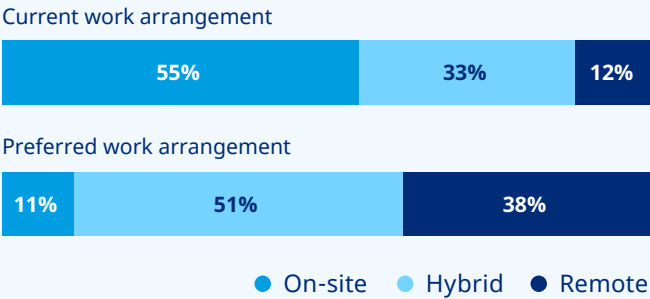
When given the choice, 51% of people would choose a hybrid work arrangement, suggesting employees increasingly see the benefits of hybrid work and want to come to the office more than last year.

Employees who work remote full-time are the happiest with their work arrangement, but employees who spend at least some of their time onsite are more engaged, feel the greatest sense of belonging, and are more likely to recommend their employers as a good place to work. In-person work is good for both employers and employees — and it’s possible to achieve those benefits while balancing employees’ desire for flexibility and remote work.



While employees prefer more remote work than what employers are offering, on-site and hybrid workers are more engaged.

Despite the gap in remote work preferences, **75% of employees say they are satisfied** with remote work arrangements.



Source: Mercer’s 2023-2024 CA Inside Employees’ Minds Survey; excludes employees who say they cannot work remotely

Employees who spend full time or at least some time on-site are more engaged, satisfied and fulfilled — with on-site employees being the most engaged.

“Within my team I feel a sense of belonging”



“I am motivated to go above and beyond.”



“I would recommend my company as a good place to work.”



“I feel that my career goals can be met at my company.”



Source: Mercer’s 2023-2024 CA Inside Employees’ Minds Survey

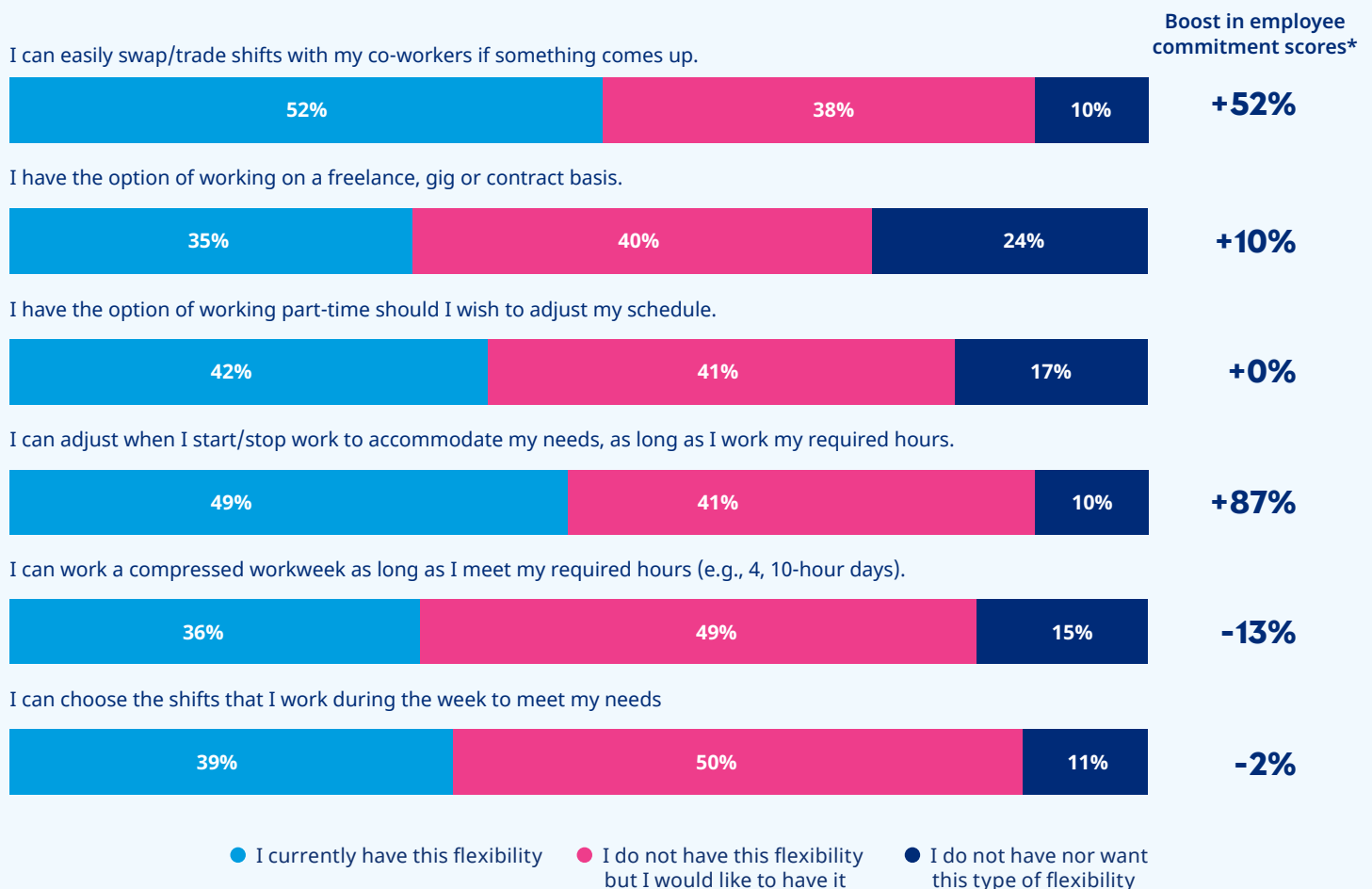
● On-site ● Hybrid ● Remote

Flexibility for hourly employees is an opportunity

Flexible work programs tend to provide greater benefit to higher-income, office-based employees — versus those who are struggling the most. Lower-income employees making between \$30k and \$60k are notably less satisfied with their employer's flexible working arrangements. Half of hourly and front-line employees cannot but would like to choose the shifts they work or rearrange their hours for a compressed work week if they meet their required hours.

Despite the tight labour market for hourly talent, only 22% of employers say they are considering expanding flexibility for employees who can't work remote. There's a major opportunity for employers to drive engagement and retention of this workforce, where labour shortages are most extreme — employees who have time-based flexibility report significantly higher levels of commitment.

Hourly workers have largely been left out of the equation – despite the opportunity to boost commitment



Source: Mercer's 2023-2024 CA Inside Employees' Minds Survey

*Percent change in employee commitment for those who say they have this flexibility, versus those who say they want it (e.g., 87% of employees who say they can adjust start/end times intend to stay with their employer, versus only 41% of those who want it)

Actions you can take

Assess employees' unmet needs. Seek to understand the unique needs of your employee population through employee listening exercises; redesign to ensure total rewards alignment and create more efficient and flexible work systems.

Evaluate the true impact of location flexibility on productivity and collaboration. Ensure that the business case for adjusting remote and hybrid work policies is rooted in real data; show the impact these work models have on business outcomes when justifying changes to employees who place high value on remote and hybrid work.

Find ways to offer flexibility to hourly employees. Listen to employees about the type of flexibility that would most benefit them and explore time-based flexible working arrangements, including paid time off, to address their concerns and boost retention.

Review your healthcare benefits for hourly employees. Labour markets are still tight in this demographic, and healthcare benefits can create a competitive advantage.

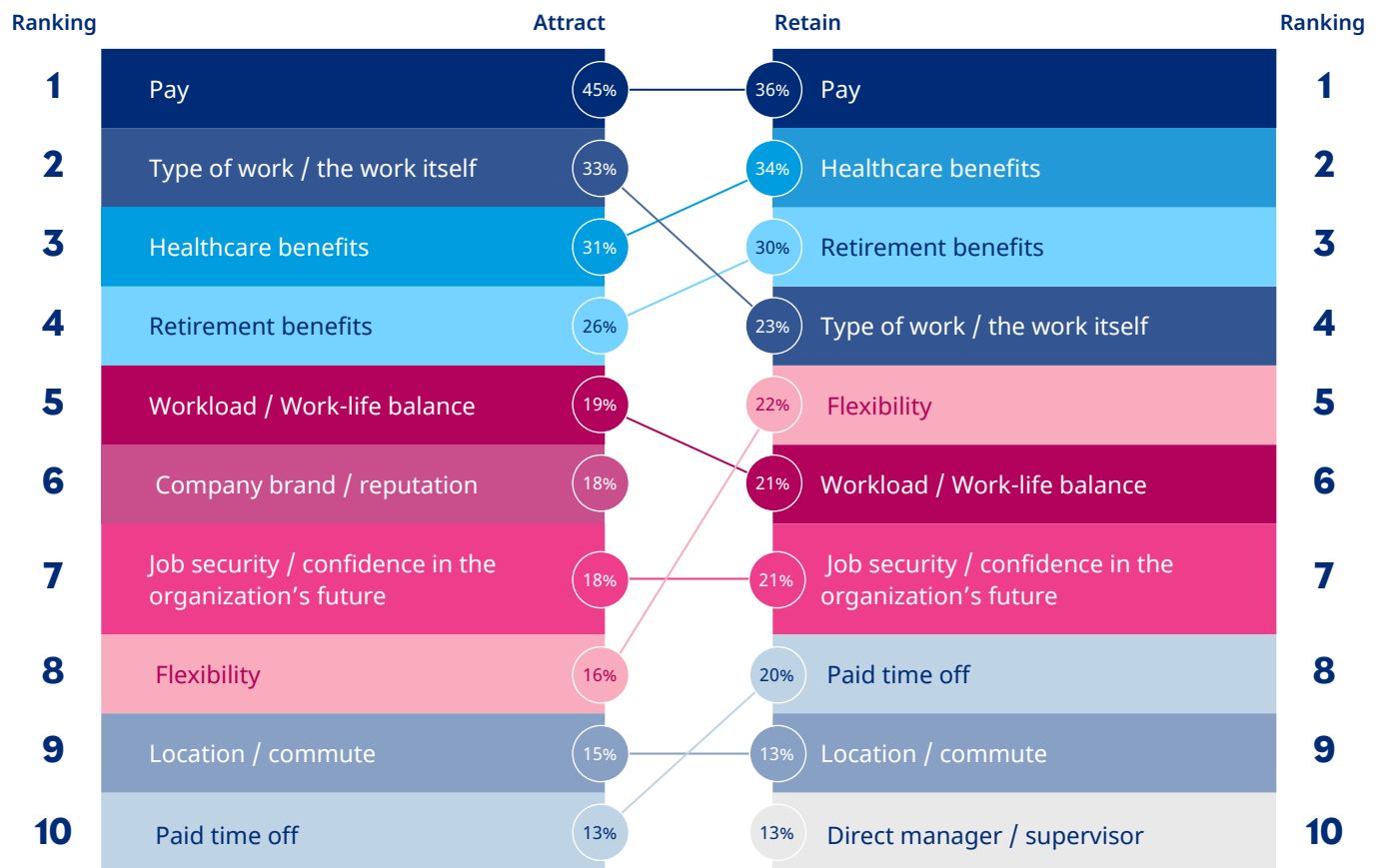


Build trust through transparency

Pay continues to be the top reason employees are attracted to a company — and the top reason they stay.

The good news for employers is that satisfaction with pay this year has rebounded after last year's sharp decline. Cooling inflation and higher wage increases have boosted pay satisfaction to 61%, up from 58% in 2022. However, pay satisfaction remains low for low-income employees, at 49%.

Pay continues to be the top reason employees join and stay with their organization



Pay transparency goes mainstream

Canadian employees have gained greater visibility into pay data. Pay transparency legislation requiring employers to publicly disclose pay ranges on job postings took effect in British Columbia and similar legislation is pending in Ontario, with greater transparency likely to become the Canadian norm. Though this legislation requires major adjustments for employers, the measures are popular among employees.

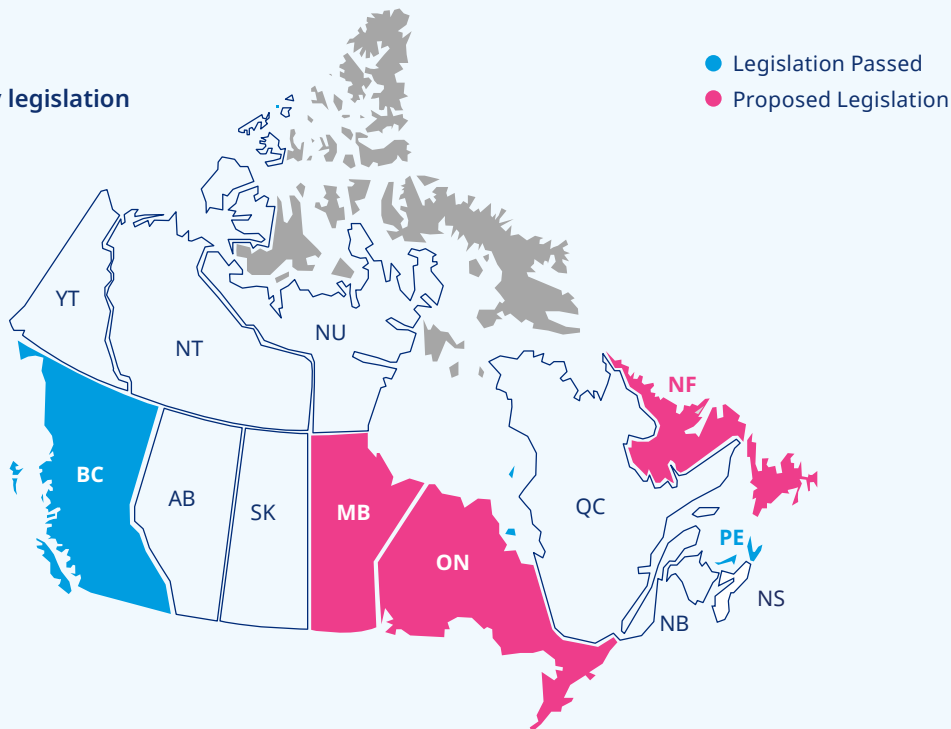
Just shy of half of employees say they would not apply for a job without compensation data being available,

and more employees are researching their pay online and sharing information with colleagues. So, employers who don't share this information may be cutting their candidate pool in half.

In the absence of data from employers, employees are forming their own stories around compensation — and becoming increasingly savvy about gathering the intel to do so. Well over half of employees younger than 35 share compensation information with their colleagues and/or research pay ranges online. Hourly employees are more likely to share compensation information with colleagues than salaried employees.

2023 brought employees more access to pay information than ever before


Provinces with
pay transparency legislation





Source: HR Insider – Pay Transparency – Know The Laws Of Your Province; Please note that while Mercer consultants are generally familiar with pay practices and the laws governing those practices, Mercer is not a law firm; any recommendation, advice, opinion, including any work product, is not intended to be, nor should it be construed as, legal advice.


However, the stories employees are forming is based on imperfect and incomplete sets of data they are piecing together — without the broader context of the organization's pay philosophy. While the transparency needle has moved over the last 18 months, many organizations remain silent (40% of companies do not communicate any information regarding pay ranges to employees).

Employees are savvier than ever about compensation – even though employers have been reluctant to share

- 

69% of employees say they **know their pay range** – despite few employers openly communicating that information
- 

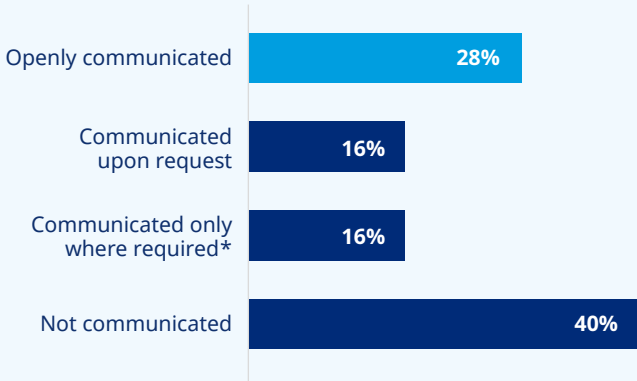
59% of employees say they have **researched their pay** ranges through employer job postings – **7 out of 10 for employees below age 35**
- 

Slightly over than half of Gen Z employees (53%) say they **share their compensation information with colleagues** – compared to 2 out of 5 over age 35
- 

Just shy of half of employees (40%) say they are **unlikely to apply for a job** without compensation information in the job postings

Source: Mercer’s 2023-2024 CA Inside Employees’ Minds Survey; August Mercer Compensation Planning Survey

% of Employers communicating pay ranges to employees

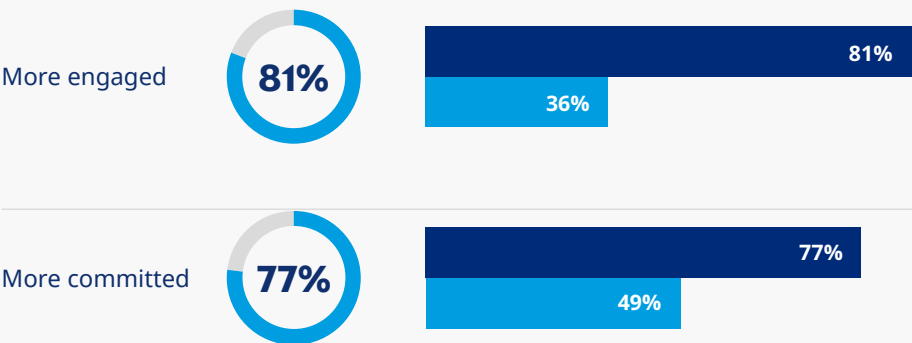


Source: Mercer’s 2023 CA Compensation Planning Survey – August 2023 edition
*Certain jurisdictions (such as British Columbia) have requirements for communicating pay ranges to employees.

Today, only 3 in 10 employers say they’ve embedded transparency into their talent philosophies. This is a missed opportunity for many employers, as without it, employees are likely to remain dissatisfied with their pay.

While employers have been reluctant to share, the benefits are clear

Employees who believe they are paid fairly are:



● Employees who feel they are paid fairly ● Employees who feel they are paid unfairly

Source: Mercer’s 2023-2024 CA Inside Employees’ Minds Survey; August Mercer Compensation Planning Survey

Move beyond pay transparency to career transparency

Transparency shouldn't be about pay alone but complemented with career transparency. This allows employers to create a more compelling story around pay — which is that beyond the pay in their current role, employees can grow their pay by growing their career.

Most employees (85%) feel that they know the skills they need to progress at their organization, but fewer (49%) agree that they will be compensated for learning new skills. In addition, two in five employees don't feel confident that they can meet their career goals at their organization, rising to half of employees with a disability — visible or invisible.

Improving career transparency starts with skills-based talent models. These models create transparency around careers by providing employees with information on the skills they need to succeed in their current and future roles. When designed well, these models can also link employees with the resources they need to gain new skills and advance their careers.

Employees who report that their organization provides them with the skills they need to succeed are nearly 50% more committed to their organization than employees overall, and those who report they can meet their career goals at their organization report nearly twice the level of commitment.

Key to pay transparency is the ability to talk about how to grow pay through careers – yet many employees don't feel positive



2 out of 5

employees don't feel their career goals can be met at their organization



.... increasing to

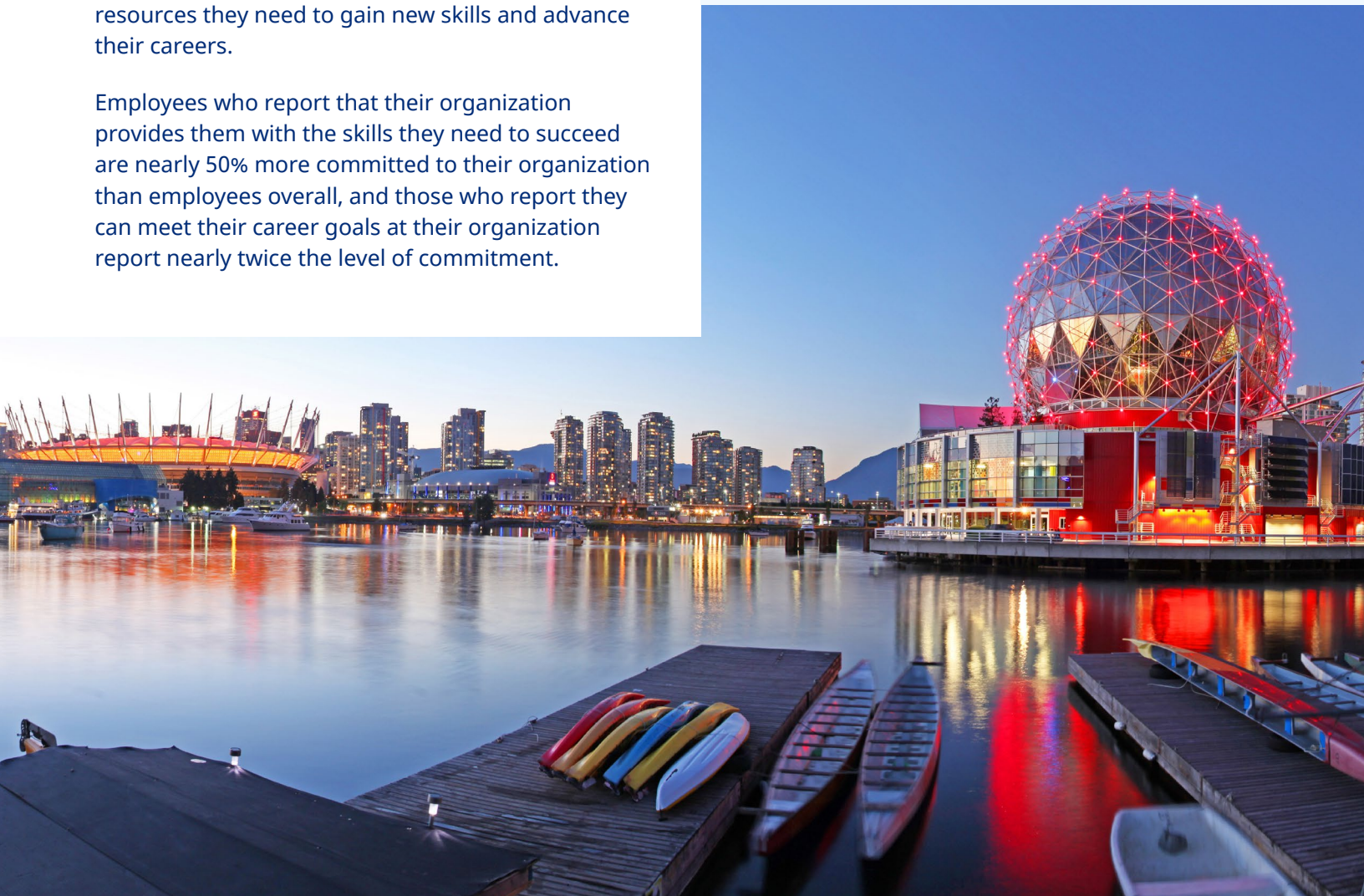
1 out of 2

for workers with a disability (both visible and invisible)

3x

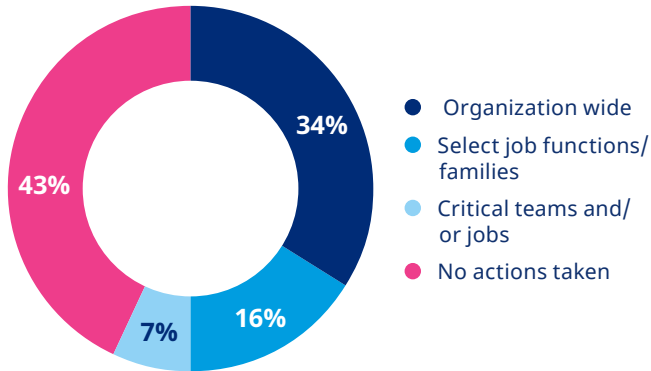
employees who feel they can meet their career goals are nearly three times as committed than those who don't

Source: Mercer's 2023-2024 CA Inside Employees' Minds Survey



Skills-based talent models are the key to career transparency, but few employers have yet to embed skills at scale

% of employers who say they've linked relevant and required skills to jobs



Source: 2023 Inside Employer's Minds Quick Pulse;
Mercer's 2023-2024 CA Inside Employees' Minds Survey

Employers, however, are just getting started when it comes to skills-based talent models. While one in three employers say they've linked relevant and required skills to jobs organization-wide and another 16% have done so for select job functions or critical teams/roles, 43% have taken no action.

Actions you can take

Embed transparency into your talent philosophy for both pay and careers, to maximize employee satisfaction, engagement, and commitment.

Assess readiness for pay transparency, considering things like the strength of your job architecture and the competitiveness of your pay ranges.

Define your narrative around compensation strategies, because if you don't tell the story, someone else will — and it may not be the right one.

Educate, educate, educate. Most managers and employees don't understand current compensation practices, creating more confusion. Start now to bridge the gap and build awareness around your organization's compensation programs.

Empower career navigation through skills. Identify the skills you need and activate skills-based talent models to drive greater engagement and commitment.

The journey towards greater transparency



Unlock potential through AI

Generative AI (GenAI) exploded this year with the launch of [Open AI's GPT-3 generative AI model](#). Unlike previous iterations of automation that largely impacted repetitive, rules-based work, GenAI will also affect low-volume, highly variable work, leading to what some have termed the [“democratization of creativity”](#).

With this explosion, nearly all employers are looking for ways to increase productivity and efficiency of their workforce with GenAI. However, few employers feel prepared to succeed in the human-machine teaming era, as only [10% of North American employers](#) say they are at least moderately prepared.

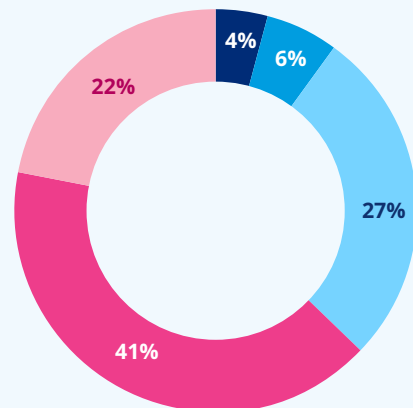
While the true strength of AI is augmenting — rather than replacing — employees, employees’ feelings are mixed.

Overall, employees are more optimistic than pessimistic about new technologies. Nearly half (47%) of employees say that new technologies will help them do their jobs more efficiently and effectively.

68% of employees overall say their organization provides them with technology that is helpful to complete their work more efficiently. Of those, 71% disagreed that new technologies will make their jobs more frustrating or difficult - and two-thirds did not believe that new technologies would impact their short-term or long-term job security.

Most companies feel they are not yet prepared to succeed in the human-machine teaming era

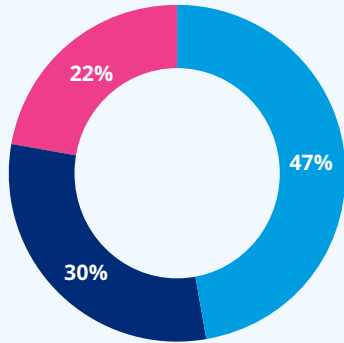
In your opinion, how prepared is your company to succeed in the human-machine teaming era (e.g., generative AI, automation, chatbots, etc.)



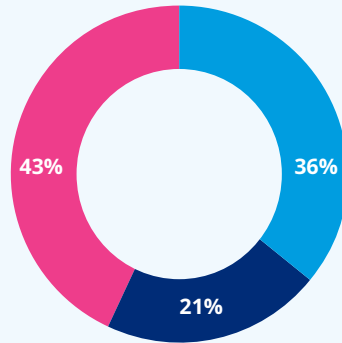
● Very prepared ● Not prepared
● Moderately prepared ● Unsure
● Somewhat prepared

Source: 2023 US and Canada results: Real-time Insights Survey: Shaping the Future of Work

Canadians have a balanced perspective on the impact of technology on their jobs



"New technologies will help me do my job more efficiently and effectively."



"I am concerned that new technologies will impact my job security in the next 5 years."

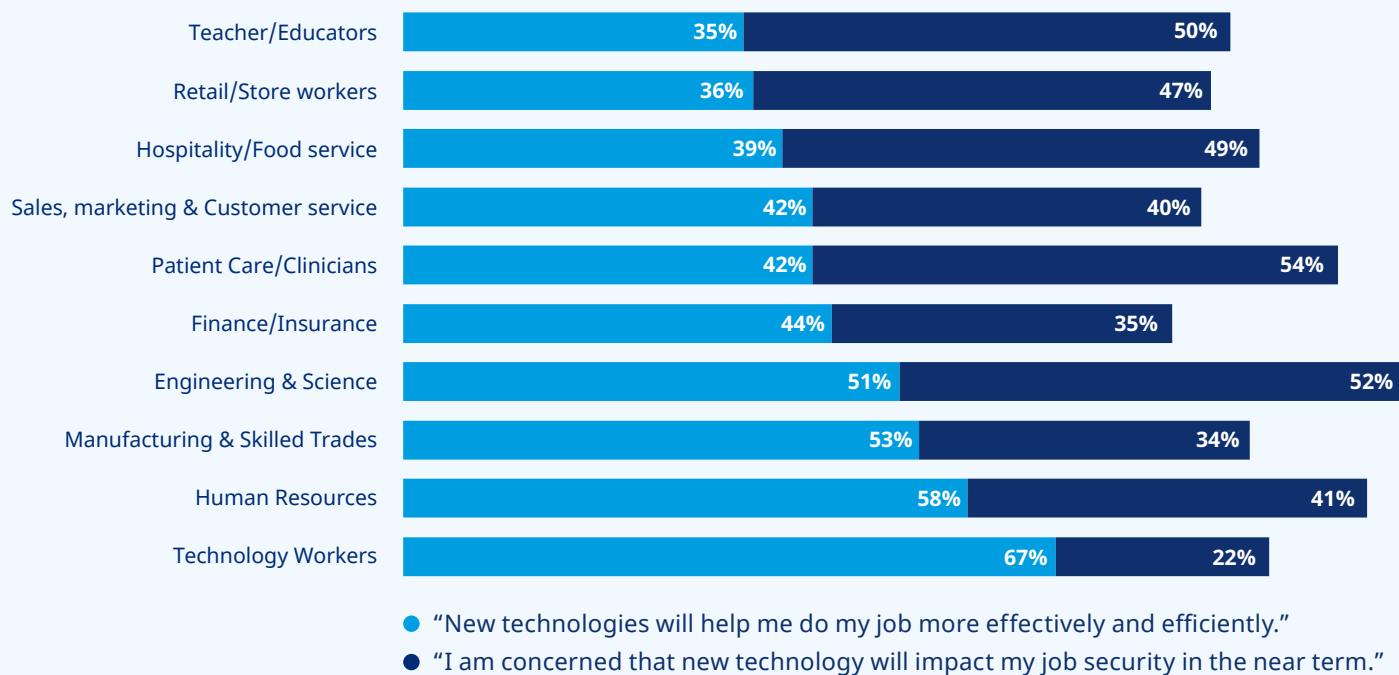
- Favourable
- Neutral
- Unfavourable

Source: Mercer's 2023-2024 CA Inside Employees' Minds Survey



Employees working in the technology industry are more likely to feel that technology will help them do their jobs more effectively — and less likely to be concerned about job security in the short or long term — while employees working in education, the public sector, or non-profits have the reverse sentiment. Employees working in IT, telecom, and data analytics are less concerned about job security, but employees in science and engineering are more concerned.

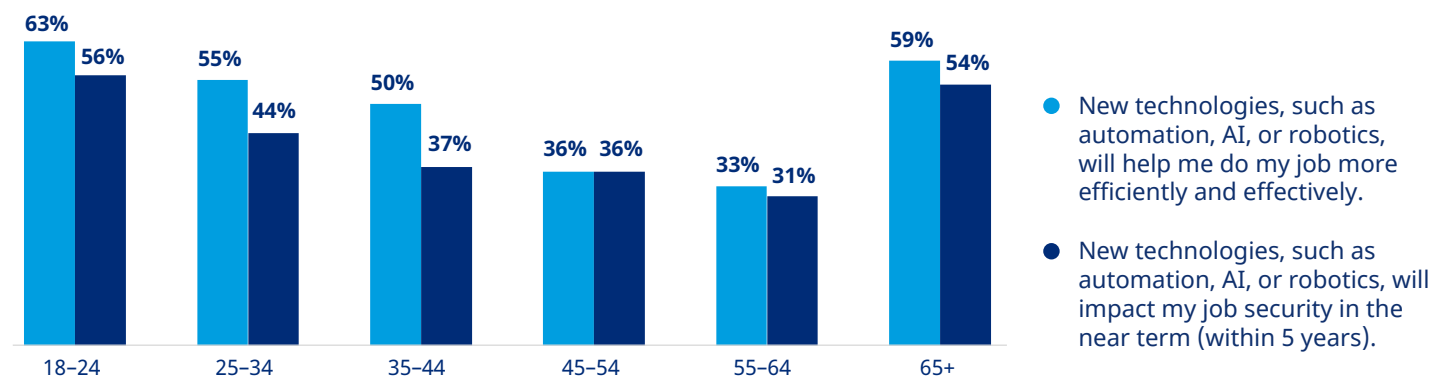
Front-line workers are less optimistic about technology - and somewhat concerned with job security



Source: Mercer’s 2023-2024 CA Inside Employees’ Minds Survey

Employees younger than 34 and older than 65 are more likely to feel that technology will help them do their jobs more effectively, and the 65+ age group is less likely to feel that technology will impact their job security or make their job more difficult. One possibility is that this group doesn’t believe new technologies will affect them before retirement — but as many people extend their retirement age, there could be challenging implications.

Both the youngest and oldest workers are more optimistic and less concerned about job security



Source: Mercer’s 2023-2024 CA Inside Employees’ Minds Survey



While employers have been using technology and AI to reinvent work for years, generative AI unlocks new types of work that can be automated: moving from repetitive, rules-based work to include highly variable and more creative work. Employers are optimistic that GenAI will create more efficient and sustainable work.

To be successful in this, employers will need to break down jobs into the tasks and skills required to be done, and

then determine areas for optimization — whether that be automation, centres of excellence, or non-traditional talent models (gig/contract workers, talent marketplaces).

In prioritizing areas to get started, employers should consider critical talent areas where they are struggling to attract and retain employees — which is likely to include front-line workforces where employees are struggling the most.

Actions you can take

Be transparent in change management, recognizing and addressing employees' fears and sharing your vision about how technology will shape the future of work.

Engage employees in the process of redesigning work. Ensure employees have a voice in how AI is introduced into their work so you can optimize its impact, while upskilling and reskilling so people can engage in new productive work.

Reimagine ways of working and explore ways technology can make work more efficient, interesting, fulfilling, and flexible. Keep in mind that the nature of work was the #2 reason employees overall are attracted to a new employer.

Deconstruct critical and hard to fill roles by breaking the jobs into the tasks and skills required. Then, identify ways to optimize talent for the future.

Embrace values for impact

Employees are thinking about environmental and social governance (ESG) — because it really matters to them. Most employees said that that it was important their employer clearly support the following:



Living wages



Diversity, equity, and inclusion



Environmental sustainability

The strongest support, which was evident across demographics including age, ethnicity, gender, and income was for living wages (83%). But only 21% of Canadian employers have aligned their compensation strategies to living wages.

Most employees say it's important their employer acts on social issues - with living wages taking centre stage

“How important is it to you that your employer clearly and strongly supports, through internal/external statements and tangible actions, any of the following?”

Living wages (providing a minimum wage that allows workers to meet basic needs)



Diversity, equity and inclusion (hiring, promoting and supporting diverse workforce)



Environmental sustainability (reducing waste, limiting carbon emissions, supporting clean energy)



● Important ● Neutral ● Not important

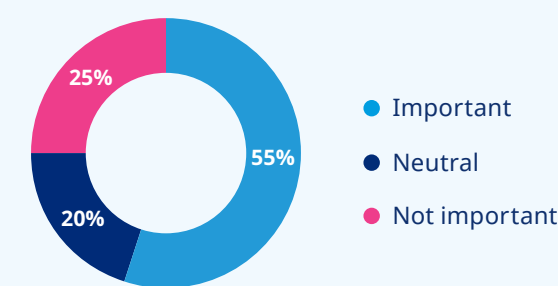
Many employees (55%) said it was important that their defined contribution retirement plans allow them to choose funds that are focused on investing in ESG companies. Support was highest among employees over age 65, employees working in technology, and executives.

Canada relies on immigration to fuel much of its economic growth, but throughout the pandemic, immigration to Canada slowed. New Canadians bring a different perspective to the workplace; they are equally as committed to their employers as their domestic born colleagues, but 4% less likely to feel that their career goals can be met at the company.

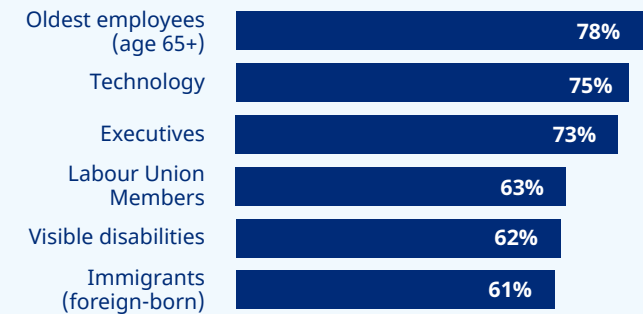
They are also less engaged and have different needs. New Canadians are most concerned about finances and job security, and less concerned about work-

Most employees say having investment options in ESG organizations is important to them

“How important is it to you that your company’s defined contribution plan allows you to choose funds that are focused on investing in ESG companies?”



Which employees say this is most important?

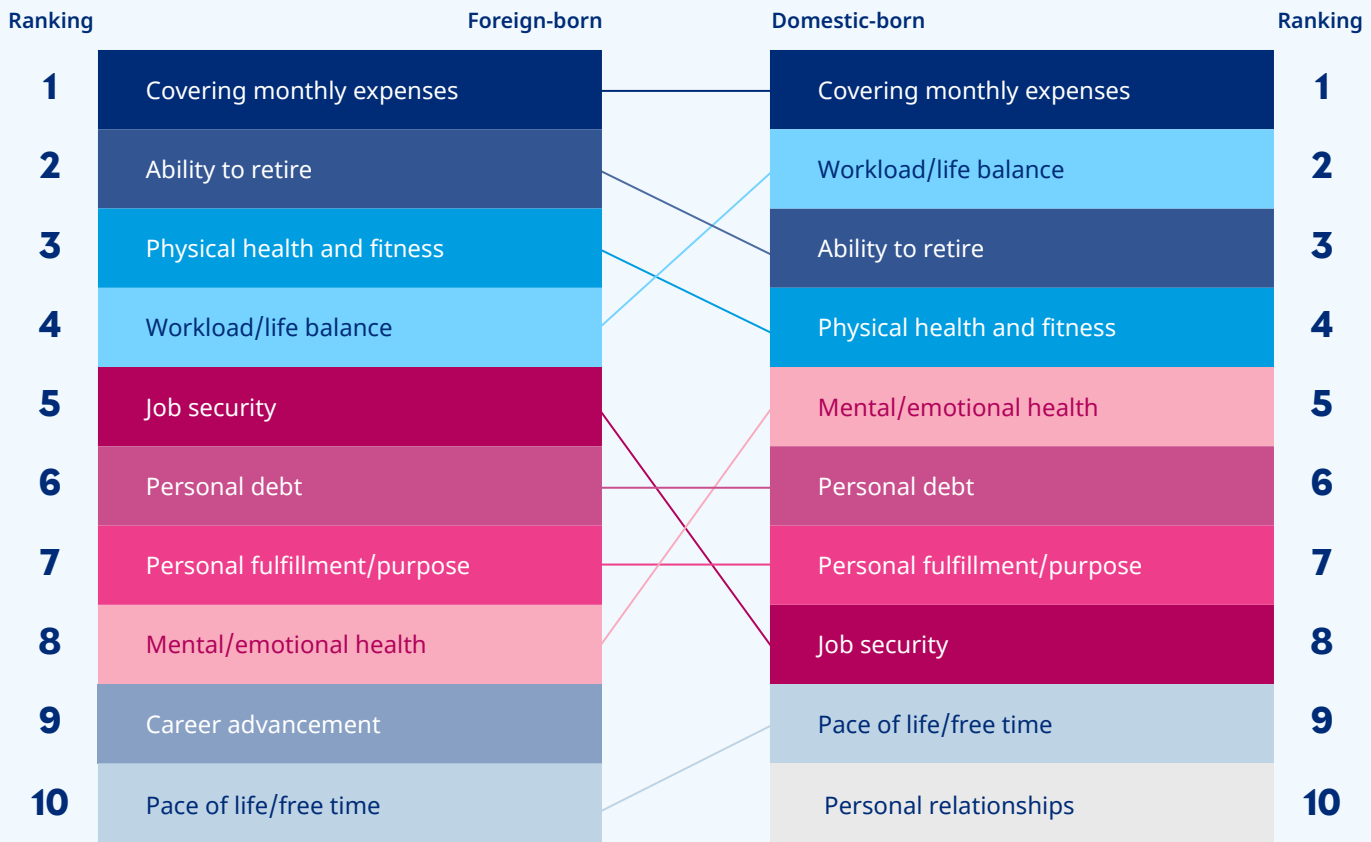


Although foreign-born employees are less satisfied, they are equally committed to their organizations as domestic-born employees



life balance and mental and emotional health. In contrast to domestic-born employees, career advancement is in their top 10 unmet needs, ahead of pace of life and personal relationships.

Financial and work/life balance are top needs for both groups, yet foreign-born workers are more worried about job security



Source: Mercer's 2023-2024 CA Inside Employees' Minds Survey

Actions you can take

Lead with your values. Employees want to know what the organization stands for, so find your voice and use your voice for good — stepping up as an ally in human rights and reflecting the values of all your stakeholders.

Support living wages by embracing new hourly pay strategies. Incorporate cost of living as a component in hourly pay strategies and create and communicate career paths that show how employees can advance their pay — and their careers.

Provide sustainable investment options. Employees increasingly seeking these options in their defined contribution plans and expanding offerings can increase satisfaction with retirement options.

Consider the diverse needs of New Canadians. Immigrants can bring innovation and growth to your organization. Support this part of the workforce by addressing their unique needs, such as career advancement opportunities.

Reinvent ways of working

We are living in a new reality.

While engagement and commitment are up, Canadian employees are struggling on multiple important levels of well-being in 2023: mental, emotional, physical, and financial. Employers have an opportunity to buck long-held norms to build new ways of working that align with employees' values and needs. This year's results confirm that employers need to continue investing in the lifestyle contract, ensuring that they support employees' well-being needs in exchange for sustainable performance.

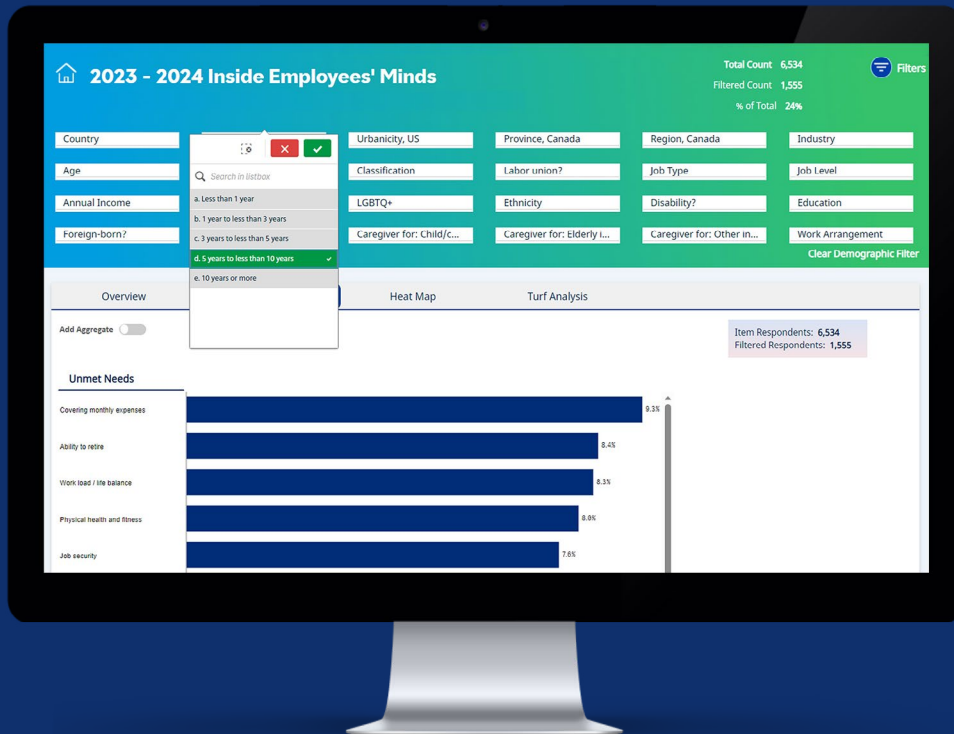
Many strategies from the past no longer resonate with today's workforce, such as mandates that reduce flexibility or obscure pay rates. Employers should be proactive about pay transparency and mindful of mitigating the elements of work that cause employees the most pain — while balancing the need to build their culture and reach business goals.

Employees are looking for an employer who understands their priorities and meets their needs — especially lower-income employees who are under the most strain and who work in sectors with the greatest labour shortages.

Companies that embrace the full humanity of the people working at the organization — and use new technologies to honour that humanity, not erase it — will be poised to become an employer of choice today and in the future.



Contact us



Interested in gaining access to all aggregated data from this year's study? Visit our 2023-2024 Inside Employees' Minds Interactive Dashboard on [Mercer's Products and Solutions Shop](#) to learn more.

Whether you need support understanding the needs and experiences of your own employees, or taking action to improve the health, wealth and careers of your workforce, Mercer has an expert who can help.

[Contact us](#) or speak with your local Mercer consultant.

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