

RESILIENCE 2023

Getting to the Root Cause of Attrition

FEATURING:

- **ANDREW SHATTÉ, PH.D.**, Chief Knowledge Officer + Co-founder, meQ
- **BRAD SMITH, PH.D.**, Chief Science Officer, meQ
- **JOSH FREUND**, Senior Benefits Manager, US Roche Genentech



WEBINAR



Thursday, May 4, 2023 1:00 PM - 2:00 PM ET

meQ

**POLL: How much of a concern
is employee retention in your
industry/region?**

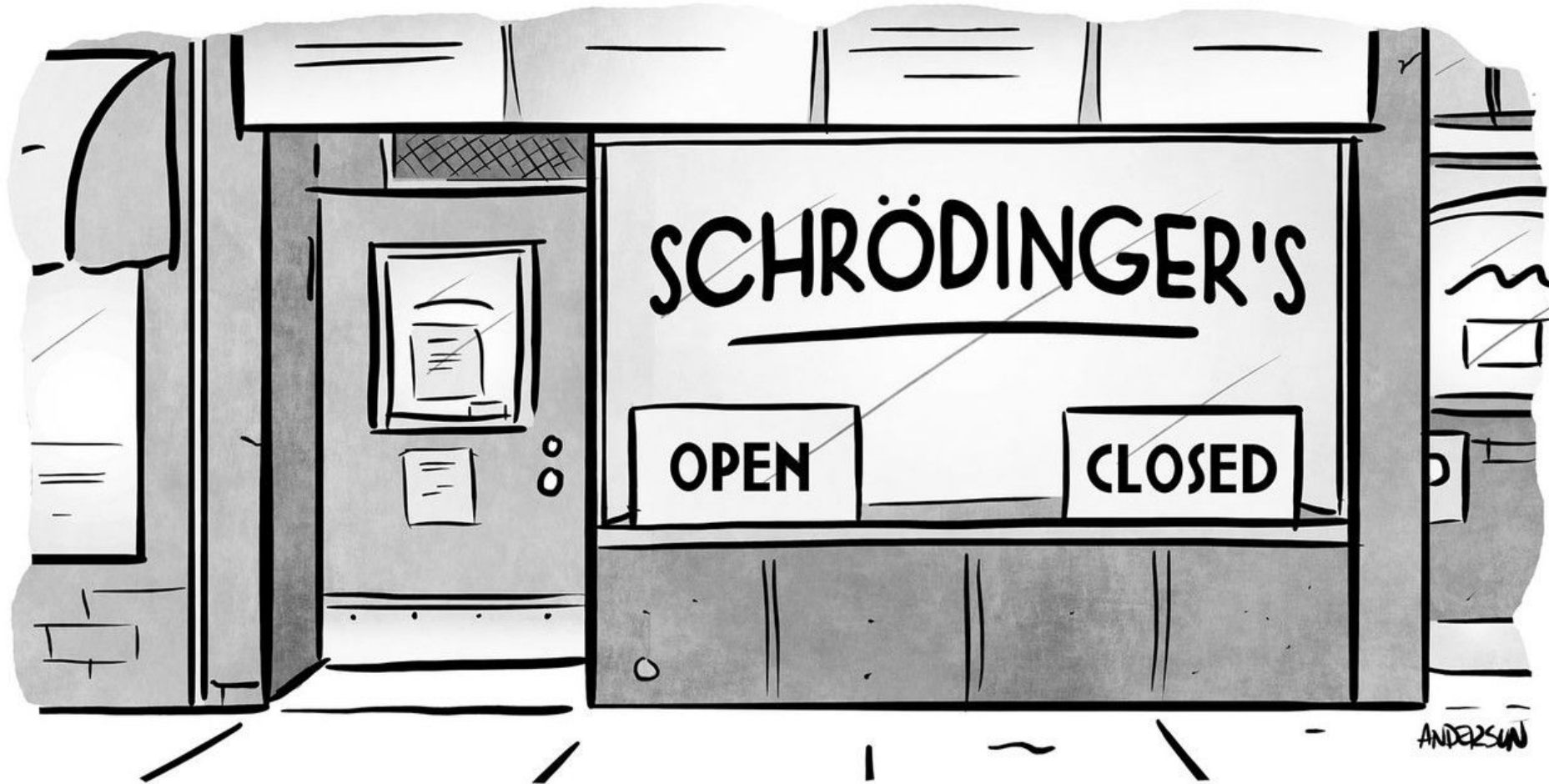


AGENDA

- What's Impacting Retention Today?
 - Labor Market Paradox
 - Rise of Incivility
 - Critical Role of Managers
- What's the Solution?
- Case Study: U.S. Roche Genentech
- How meQ can help

The Labor Market Paradox





The 2023 Labor Market Paradox

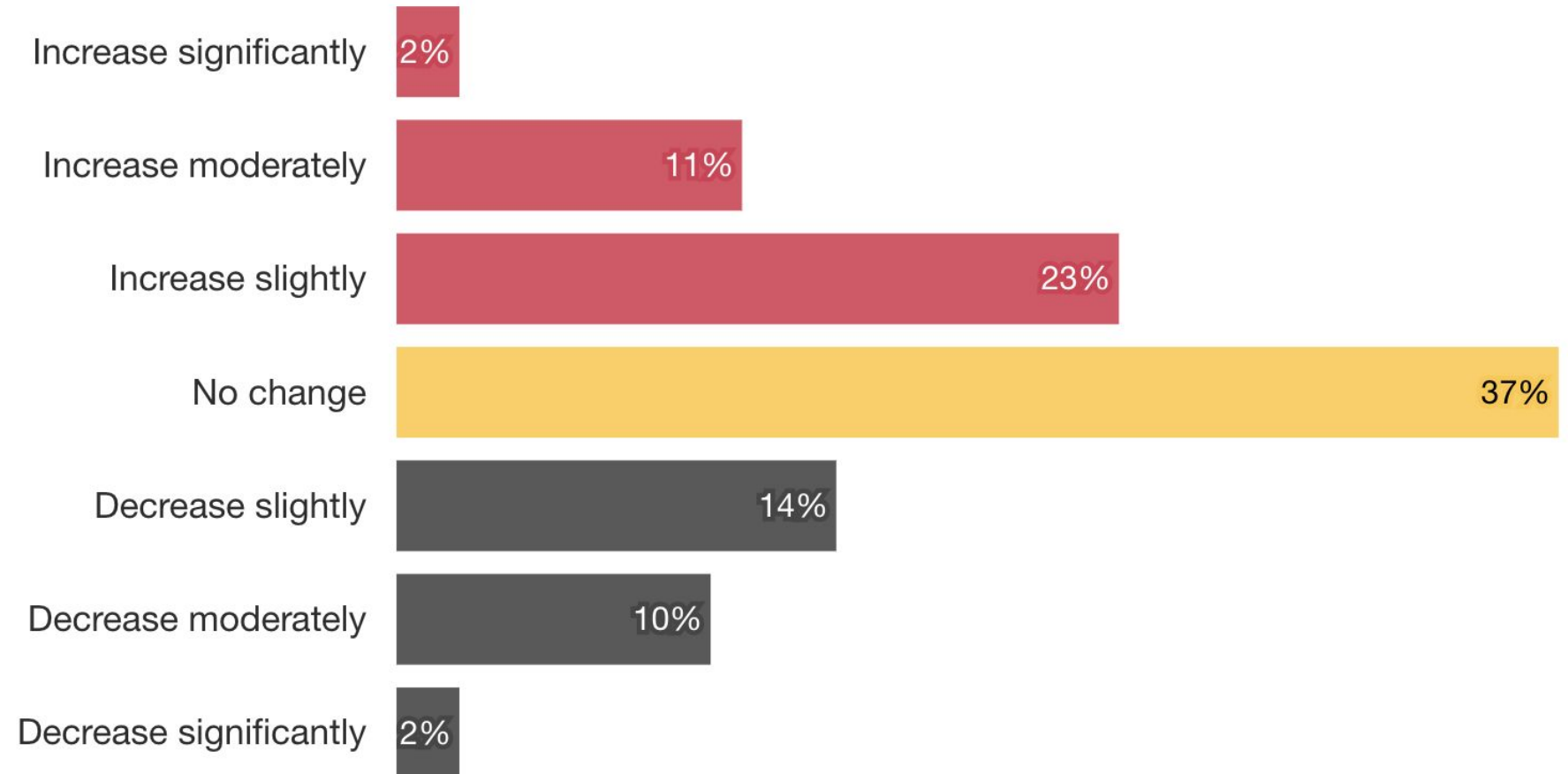
Are there too many workers?

Or not enough?



CEOs Expect the War For Top Talent to Remain Fierce

CEOs were asked: How do you believe employee resignation/retirement rates in your company will change in the next 12 months?



Note: Percentages may not total 100 due to rounding.
Source: PwC's 26th Annual Global CEO Survey

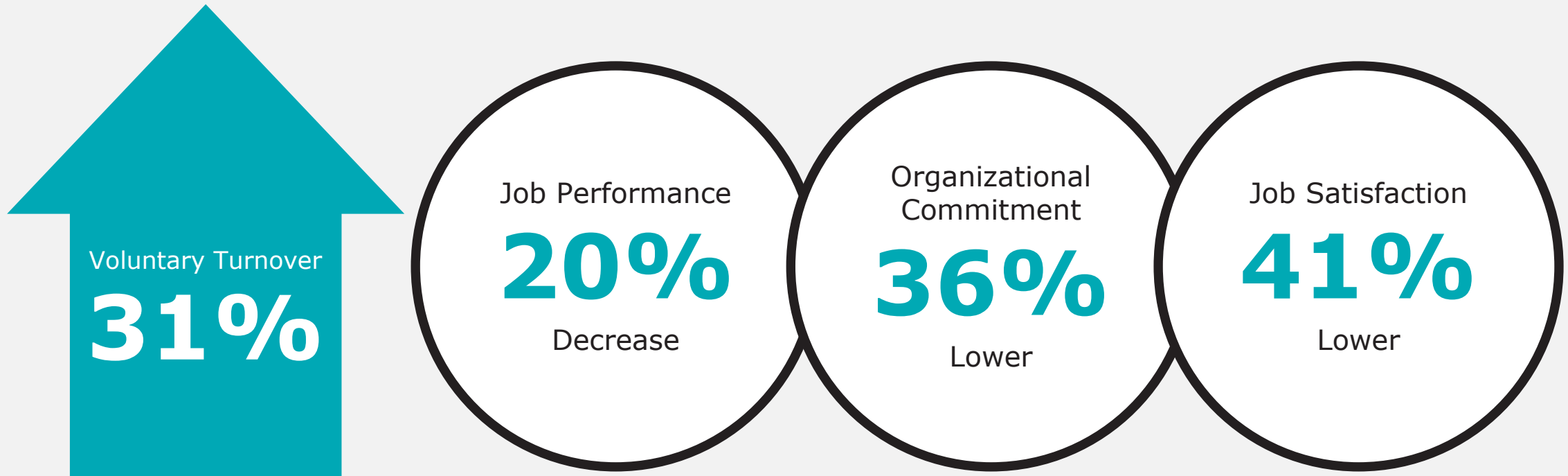
The Hybrid Dilemma

Remaining Flexible on Flexibility

- **44%** would like employees back into the office but don't feel they can mandate it due to the tight labor market
- **80%** plan to develop new tools to drive engagement and loyalty that don't depend on co-location.
- At the same time **54%** believe hybrid workplace models lead to lower employee engagement and loyalty vs on-site model.

The Long Tail of Workforce Reduction

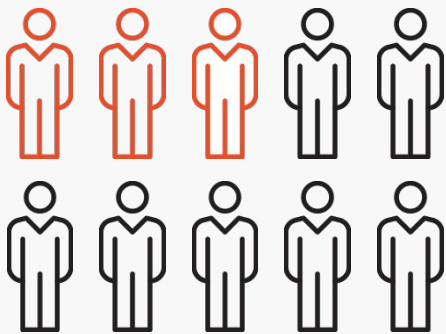
Employers see significant declines in workforce engagement among retained employees



The Rise of Incivility



Harm in the Form of Harassment, Verbal Abuse, or Physical Violence in the Workplace



3 in 10
Workers have
Experienced
Abuse



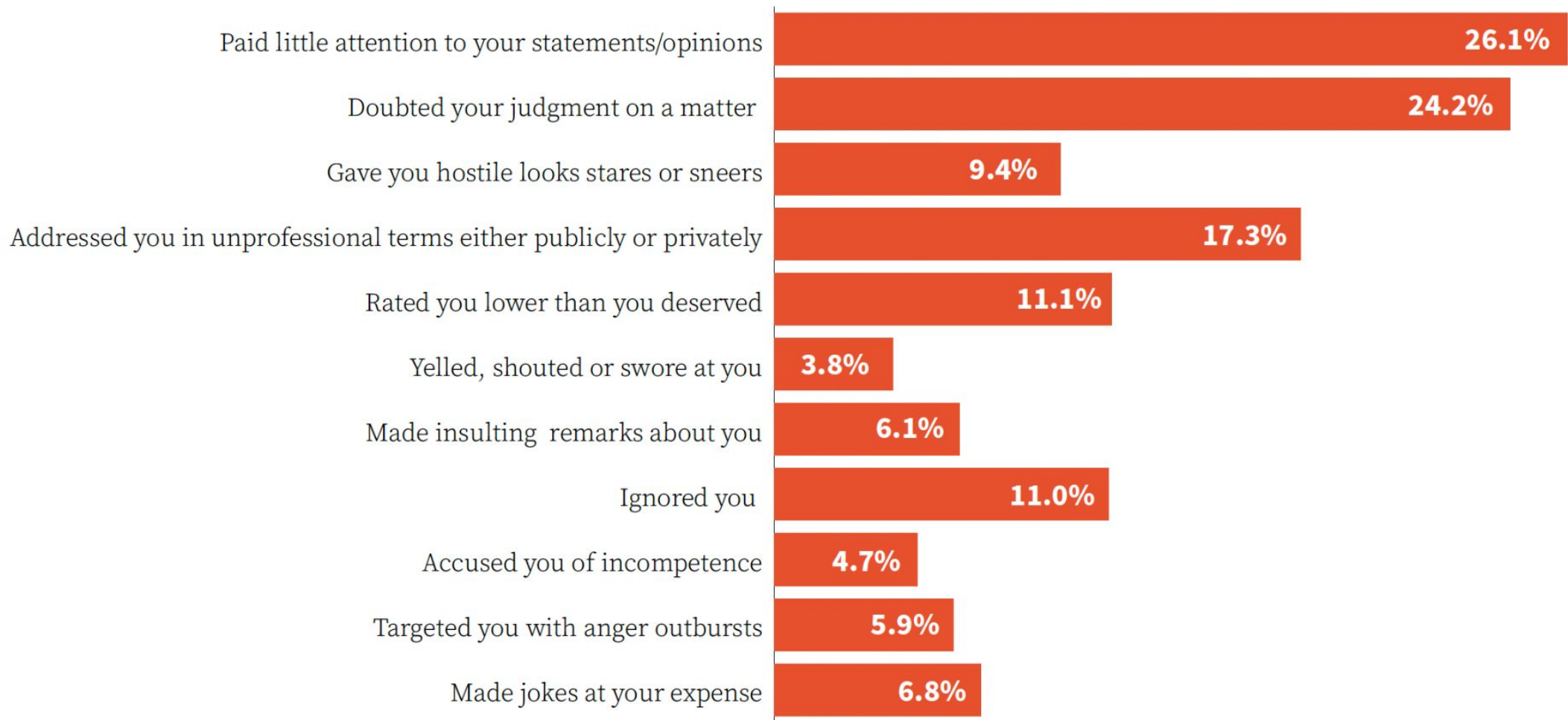
1 in 5 from a
Co-worker



Mild to Moderate Incivility is Common

EVER EXPERIENCED UNCIVIL BEHAVIOR IN THE PAST YEAR: JANUARY 2023

N=2,911



Source: meQ January 2023 Self-Check

**POLL: What has been your
experience with workplace
incivility?**



Employees in High Incivility Environments have 5X Greater Retention Risk

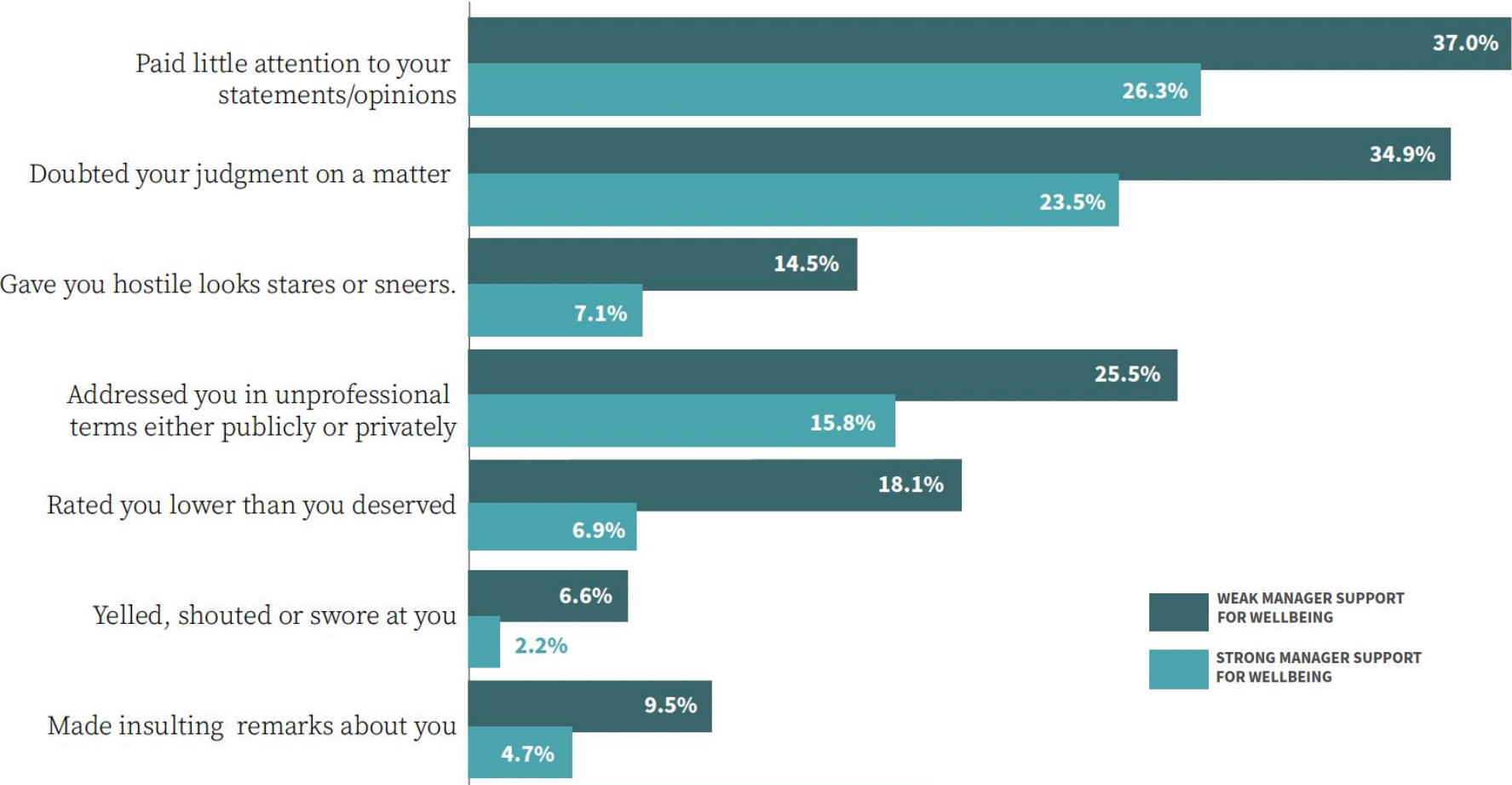


Incivility at work exponentially increases retention risk

Employees Who Enjoy Strong Manager Support for Mental Wellbeing have Lower Risk of Experiencing Incivility

INCIDENCE OF UNCIVIL BEHAVIOR BY STRENGTH OF MANAGER SUPPORT FOR MENTAL WELL-BEING

% respondents experiencing ever in past 12m, N=2,911



Source: meQ January 2023 Self-Check

The Critical Role of Leaders



Managers Impact Mental Health More Than Doctors, Therapists — and Same as Spouses

A RECENT UKG WORKFORCE INSTITUTE STUDY FOUND:

- Two-thirds of employees would take a pay cut for a job that better supports their mental wellness — and 70% of managers would, too.
- Work stress negatively impacts employees' home life (71%), wellbeing (64%), and relationships (62%).
- **Managers impact employees' mental health (69%) more than doctors (51%) or therapists (41%) — and even the same as a spouse or partner (69%).**



Only 1 In 3 HR Leaders Believe They Are Providing Managers With the Necessary Skills for:

- Change Management
- Flexible Work
- Psychological Safety
- Retention

Many organizations still have blind spots



Source: ¹2022 Mercer Flexible Work Policies and Practices Survey – Employers with more than 500 employees; ²2022 Mercer Inside Employees Minds Survey of 4,000 employees



HR's TOP PRIORITIES

Leader and Manager Effectiveness in Change Management

But **1/4** don't
believe their
approach prepares
leaders for the
future of work

and **45%** believe
that change fatigue is
a key element in
attrition

Leader and Manager Effectiveness

A top priority for **60%** of HR leaders

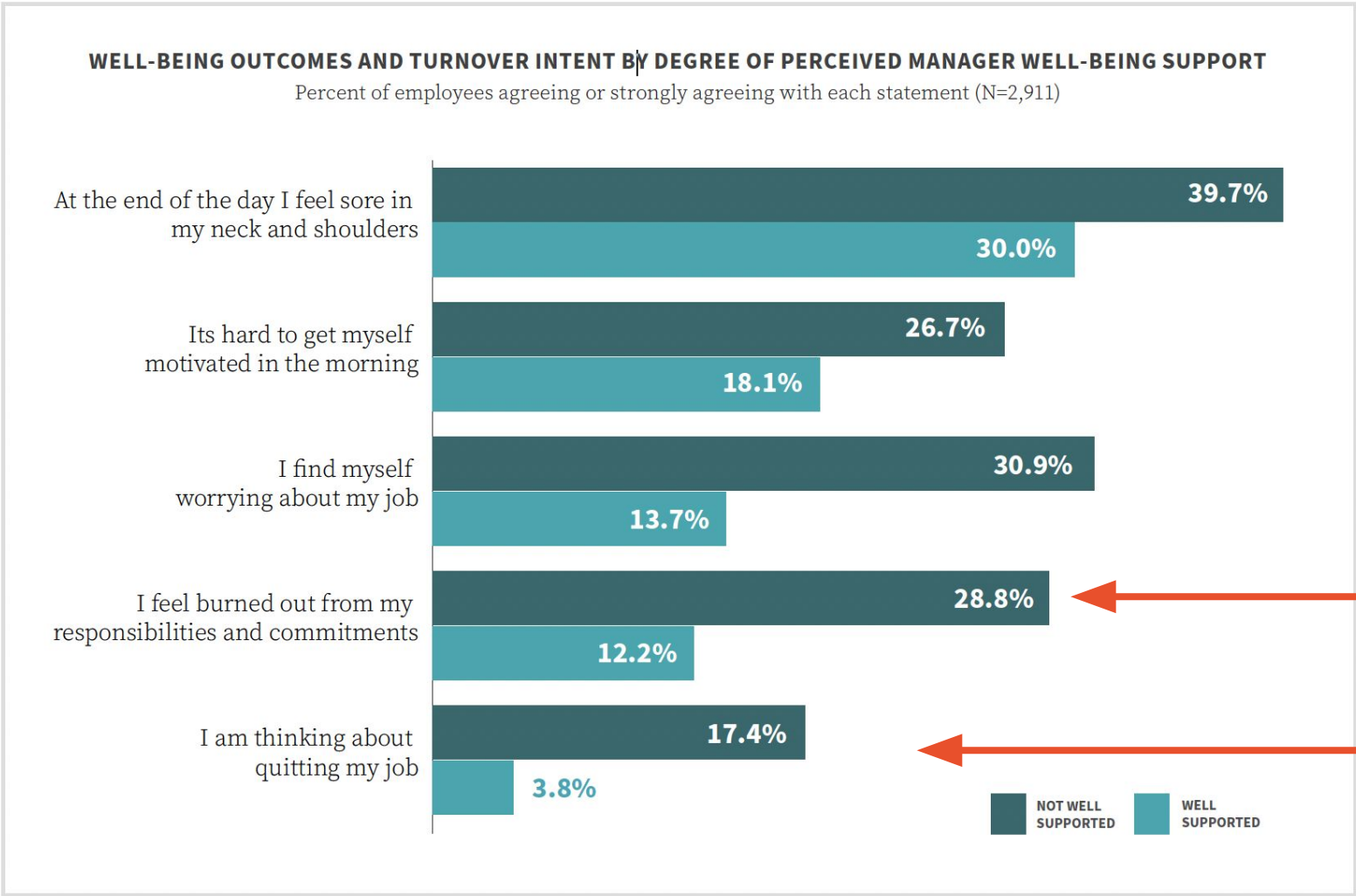
Common challenge

24% of HR leaders say their leadership
development approach does not prepare
leaders for the future of work.

n = 515 HR leaders
Source: Gartner

Gartner

Employees Who Enjoy High Manager Support Consistently Fare Better



58% lower risk of burnout

79% lower risk of turnover

Source: meQ January 2023 Self-Check

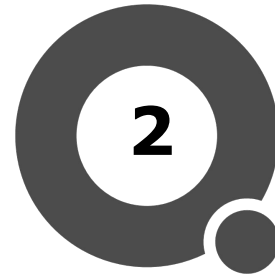
What's the Solution?



3 STEPS TO A CULTURE OF MENTAL WELL-BEING



KNOW the Signs



BREAK the Stigma and
Offer **SUPPORT**



BUILD Resilience

RESILIENCE



The ability to deal with adversity and continuously adapt and **accelerate** as disruptions arise.

Can be learned

Can be measured

- Impacts business outcomes



PSYCHOLOGICAL SAFETY **IS...**

the belief, shared by team members, that they are safe to take risks, make mistakes, and express themselves openly (but respectfully) without jeopardizing their feelings, jobs, reputations, or positions.

THOUGHTS **DRIVE**
EMOTIONS
AND
BEHAVIOR



SELF CARE: Work-Life ICEBERGS

ACHIEVEMENT ICEBERGS:

Push us to work harder

"Being successful is what matters most."

SOCIAL ICEBERGS:

Pull us home

"I should always be there for the people I love."

CONTROL ICEBERGS:

Push at our "shortcomings"

"I should be able to do it all."



The Upward Spiral of Positivity

Joy • Empowerment • Love • Appreciation

Positive Expectations

● Passion

Hopefulness

● Enthusiasm

Contentment

● Optimism

PURPOSE MEANS IDENTIFYING
YOUR “WHY,” OR WHY YOU DO
WHAT YOU DO.

IT IS THE FOUNDATION OF RESILIENCE.

Resilience Builds Stronger People...

300%

More likely to have
**HIGH JOB
SATISFACTION**

50%

Less likely to **QUIT**

...and Better Workforces

60%

Less likely to
SUFFER BURNOUT

47%

Less likely to miss at least 1
day of work per month

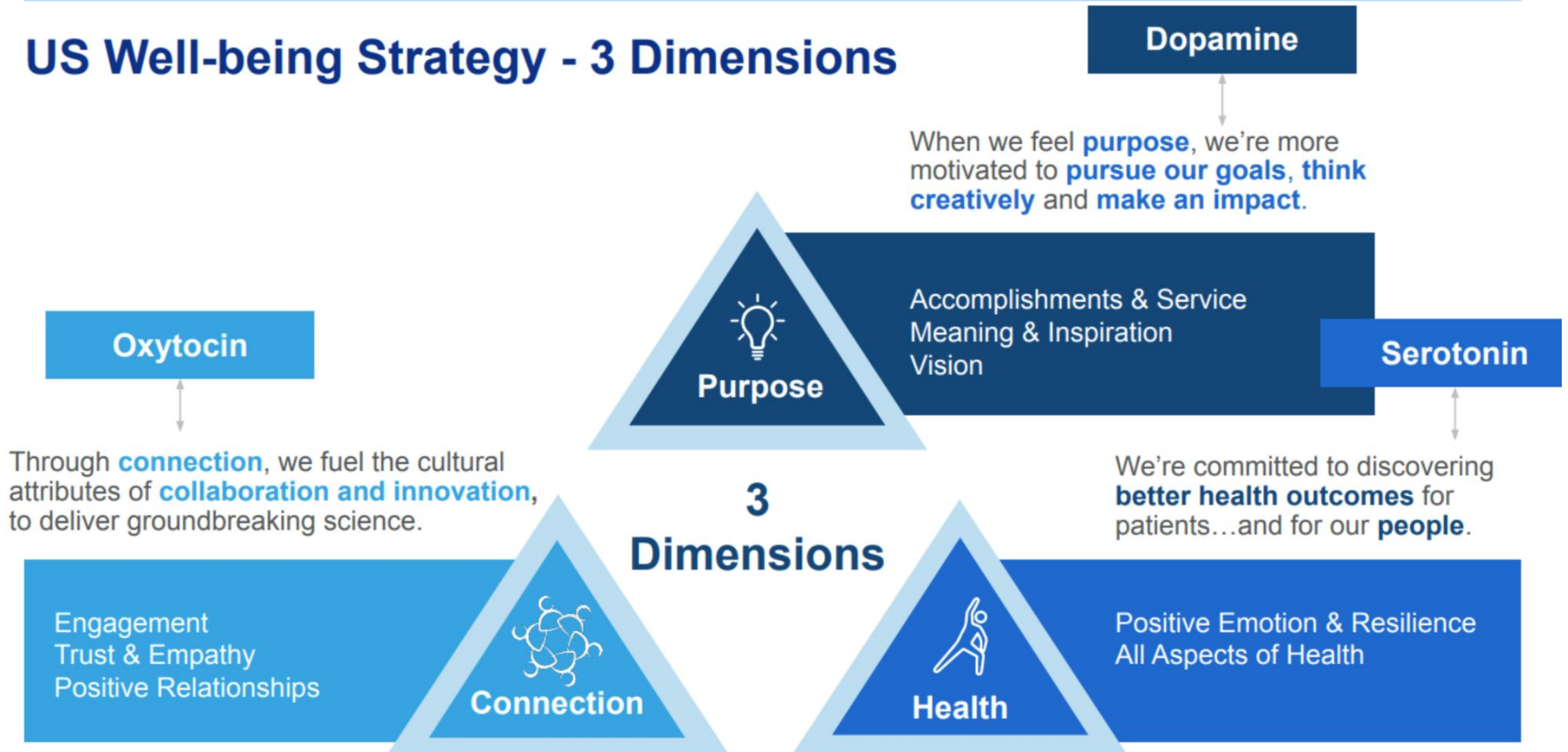


Case Study: U.S. Roche Genentech



Genentech's Wellbeing Strategy

US Well-being Strategy - 3 Dimensions



Burnout Risk Varies Across the Workforce

BASELINE INSIGHTS

Percentage of Your Population at Risk

Note: Insights do not display when the numerator is less than 7.

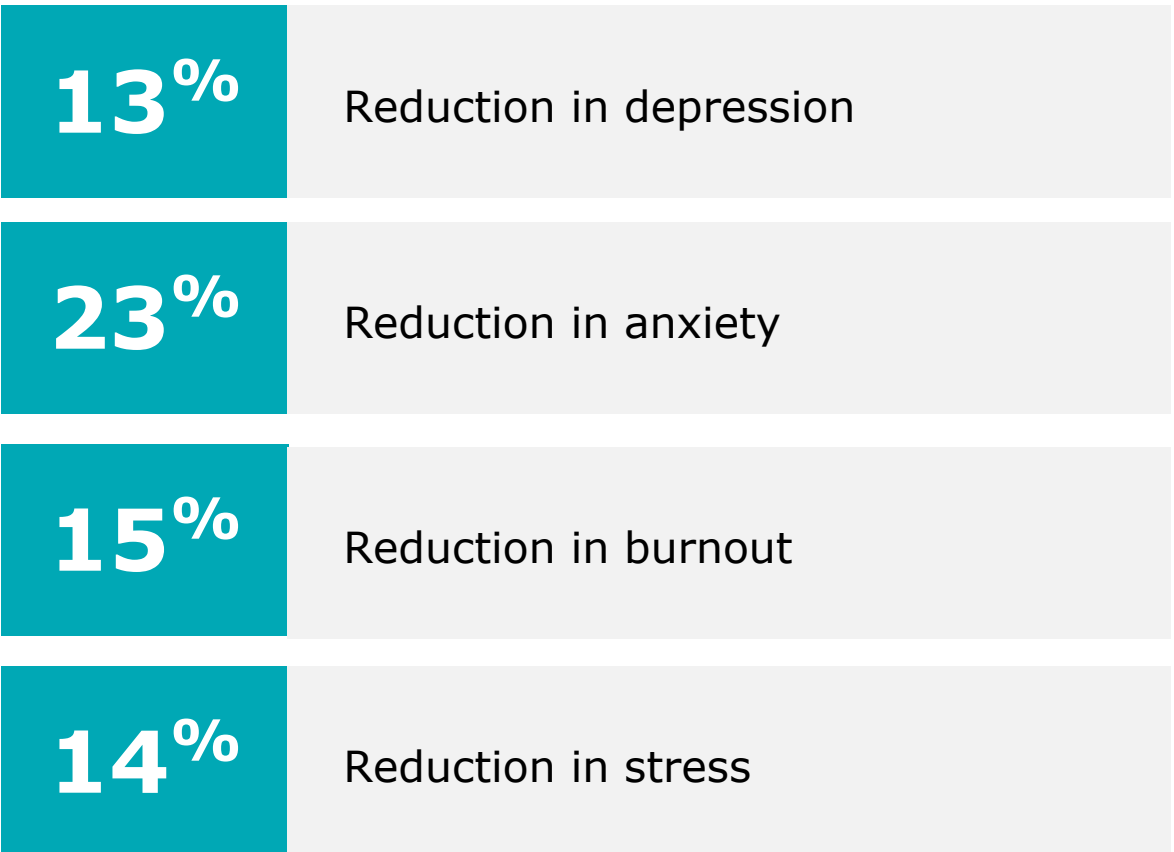
			Anxiety Risk Norm: 16%	Burnout Risk Norm: 11%	Depression Risk Norm: 17%	Productivity Risk Norm: 11%	Resilience Risk Norm: 12%	Sleep Risk Norm: 10%	Stress Risk Norm: 8%
Job Family Group	Access	n = 677	9%	6%	11%	6%	7%	7%	5%
	Audit & Compliance	n = 57	19%	21%	16%	12%			
	Business Development	n = 167	8%	5%	8%	5%	7%	5%	4%
	Business Services & ..	n = 768	11%	9%	12%	7%	6%	8%	5%
	Communica..	n = 60	18%	15%	13%				
	Customer Support	n = 1,027	9%	7%	12%	6%	7%	8%	4%
	Engineering	n = 236	10%	7%	14%	8%	13%	6%	5%
	Finance	n = 215	7%	5%	8%	6%	8%	7%	4%
	Information Technology	n = 928	9%	5%	10%	5%	7%	6%	3%
	Legal	n = 177	16%	7%	13%	9%	11%	7%	6%

i Baseline scores are calculated from the initial assessment only.

Improvements in Well-Being @ USRG

meQ's sustainable
digital resilience
coaching solution
produces positive
outcomes

Across the 70% of USRG Employees
Participating in meQ, we see:

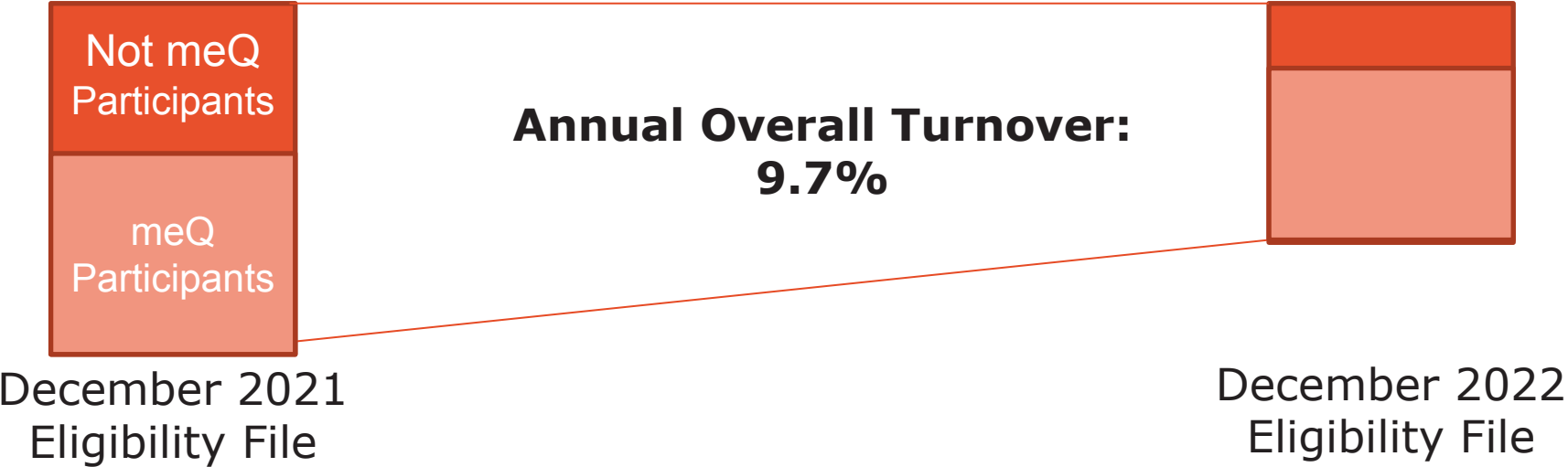


HOW DO THESE IMPROVEMENTS IMPACT RETENTION?

APPROACH

Matched participants
and non-participants on

- Gender (M/F)
- Age
- Tenure with USRG
- Performance rating category
- Employee location (work site)
- Employee Type (regular, temporary)
- Job family



TURNOVER IS LOWER AMONG MEQ PARTICIPANTS AT USRG

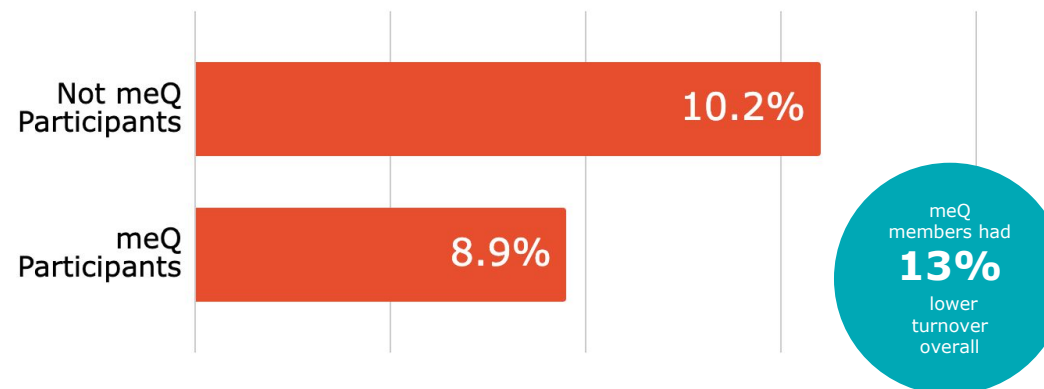
OBJECTIVE: Compare turnover rates over a 12 month period between USRG employees who were and were not meQuilibrium participants.

APPROACH: Matched case-control design where meQ participants and non-participants were matched on gender, age, tenure, performance rating category, employee location, employee type, and job family

POPULATION: 22,073 total employees who were eligible for meQ as of December 2021. Of this population 12,723 were meQuilibrium participants.

12 Month Turnover Rate by meQ Participant Status:

December 2021 – December 2022



Estimated Value: \$3,300,000

There were 165 employees that did not turn over in the meQ group that might have turned over otherwise. Assumes cost to replace is 40% of a \$50K average salary

Key Takeaways



Questions?

meQ.

Building Resilience at Scale



Make Every Workforce a Force for Growth



We make **RESILIENCE** **scalable** and engaging with an **evidence-based** SaaS coaching solution, for your entire workforce, that drives **measurable performance results**.

We prepare people for the challenges of work and life.

THE #1 RESILIENCE BUILDING SYSTEM

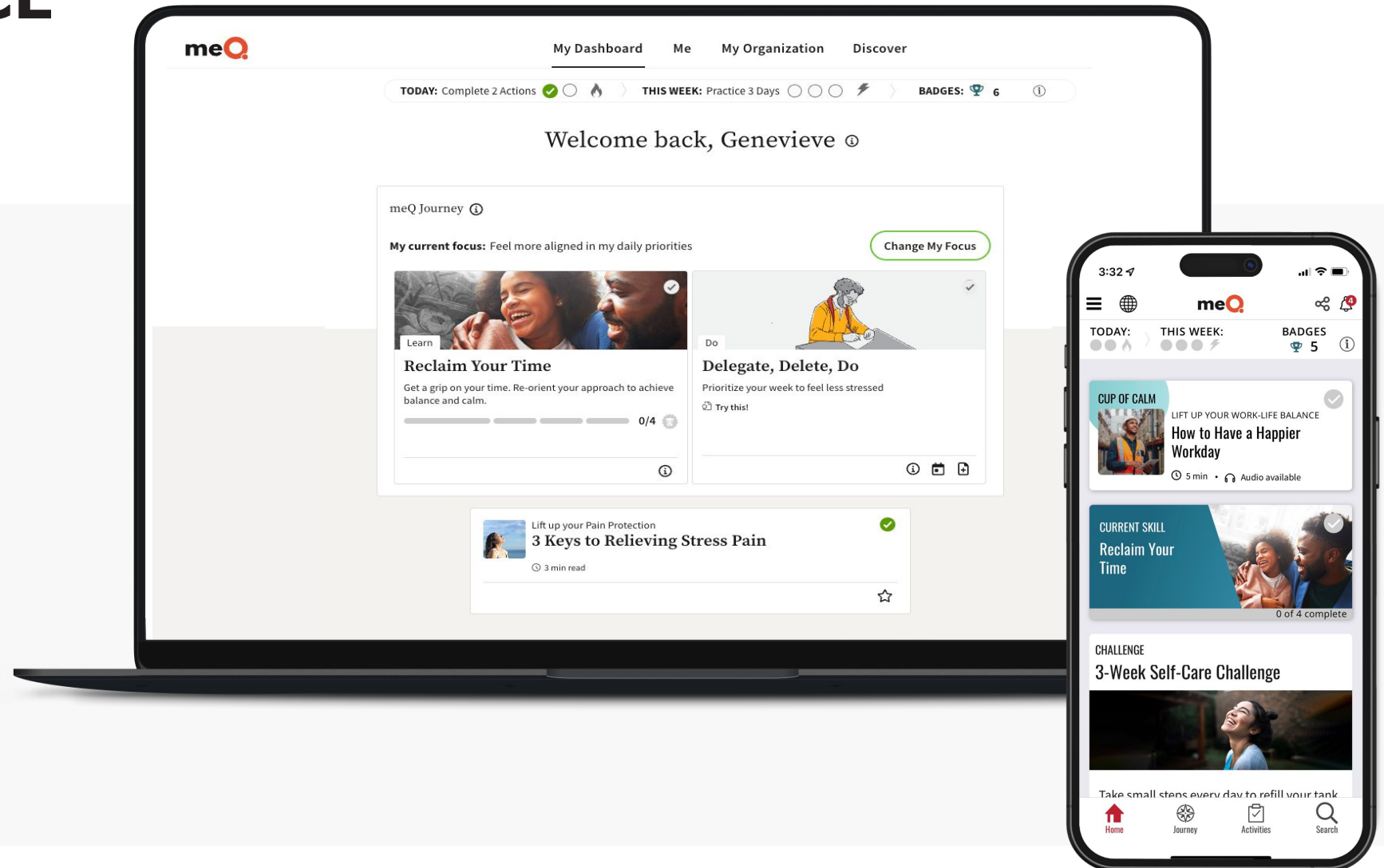
25+ years of research, data and proprietary science

Expert at addressing **100% of population**; across job roles

Focused on **prevention** by addressing root cause

Predictive and actionable **population insights**

Enterprise-grade, private and secure, globally scalable



RESILIENCE PROFILE

Show: BaselineCompared to: Book of Business

All Filters

meQ SCORE

Population resilience level out of 100



62

Norm: 63

2% below Book of Business

SOURCES OF STRESS

Leading stressors for your population



ANXIETY



18%

Total 1,191 people

Show high risk of anxiety

Norm: 15%

BURNOUT



12%

Total 823 people

Show evidence of burnout

Norm: 10%

DEPRESSION



19%

Total 1,267 people

Have symptoms of clinical depression

Norm: 17%

PRODUCTIVITY



12%

Total 840 people

Show signs of productivity impairment

Norm: 10%

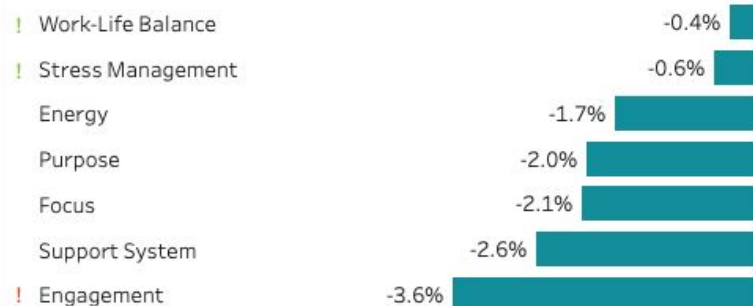
PRIMARY FACTORS

Primary Factors address thinking styles and core skills for healthy, resilient thinking.



SUPPORTING FACTORS

Supporting Factors measure thinking patterns which reflect and amplify core resilience levels.



SOMATIC FACTORS

Somatic Factors are manifestations of resilience level in physical symptoms and health behaviors.



meQ WORKFORCE INTELLIGENCE INSIGHT: TURNOVER

WORKFORCE INTELLIGENCE PRO

BURNOUTTURNOVERGROWTH ORIENTATIONVALUES MATCH

All Filters

BASELINE TURNOVER RISK

Compared to Book of Business

			Components of Turnover Risk			
			Overall	Emotional Unawareness	Helplessness	Worry
Age Group	18-29	n = 592	8%	7%	30%	15%
	30-39	n = 1,482	8%	8%	16%	9%
	40-49	n = 1,645	1%	1%	2%	1%
	50-59	n = 1,561	-5%	2%	-5%	-5%
	60+	n = 881	-19%	3%	-10%	-18%
All	All	n = 6,651	-1%	4%	4%	0%
Business Unit	Accounting	n = 2,507	-2%	5%	5%	-2%
	Customer Service	n = 1,125	6%	7%	15%	10%
	Finance	n = 1,188	-2%	2%	2%	1%
	Operations	n = 1,831	5%	8%	8%	5%

Show:

Baseline

Compared to:

Book of Business

For:

(All)

(All)

ABOUT TURNOVER RISK

meQuilibrium's turnover risk score assesses the likelihood of an employee leaving the company. The predictions are generated using data on self-reported turnover intent from our validation studies. In addition to an overall risk, scores include three components which contribute to turnover.

In the case of turnover, higher numbers are less desirable.



RESILIENCE IS PROVEN TO **REDUCE TURNOVER**

Highly resilient
people are

1/2

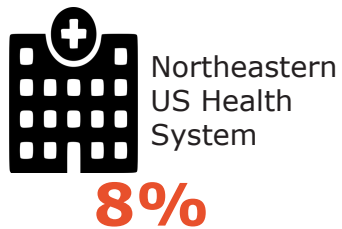
As likely to quit

meQ customers
see up to:

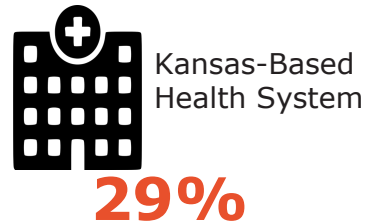
29%

Reduction in turnover

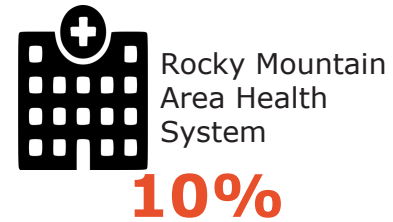
Turnover reductions associated with meQ participation span across multiple industries



Lower turnover with meQ



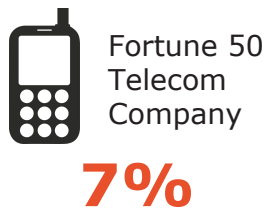
Lower turnover with meQ



Lower turnover with meQ



Lower turnover with meQ



Lower turnover with meQ



Lower turnover with meQ



Lower turnover with meQ



Lower turnover with meQ

OUR NEXT TWO EVENTS:

RESILIENCE 2023

Leading in a Paradoxical World: Re-Inventing Our Relationship with Change



FEATURING:

JAN BRUCE, CEO & Co-founder, meQuilibrium (meQ) +
ANDREW SHATTÉ, PH.D., Chief Knowledge Officer & Co-founder,
meQuilibrium (meQ)



REGISTER NOW!

Wednesday, May 24, 2023 1:00 PM - 2:00PM ET

RESILIENCE 2023

The Future of Working and Learning: Key Workplace Tensions and What to Do about Them



FEATURING:

JAN BRUCE, CEO & Co-founder, meQuilibrium (meQ) +
JEANNE MEISTER, Founder, Future Workplace, and Executive Vice President, Executive Networks



REGISTER NOW!

Thursday June 1, 2023, 1pm ET