

meQ | RESILIENCE 2023

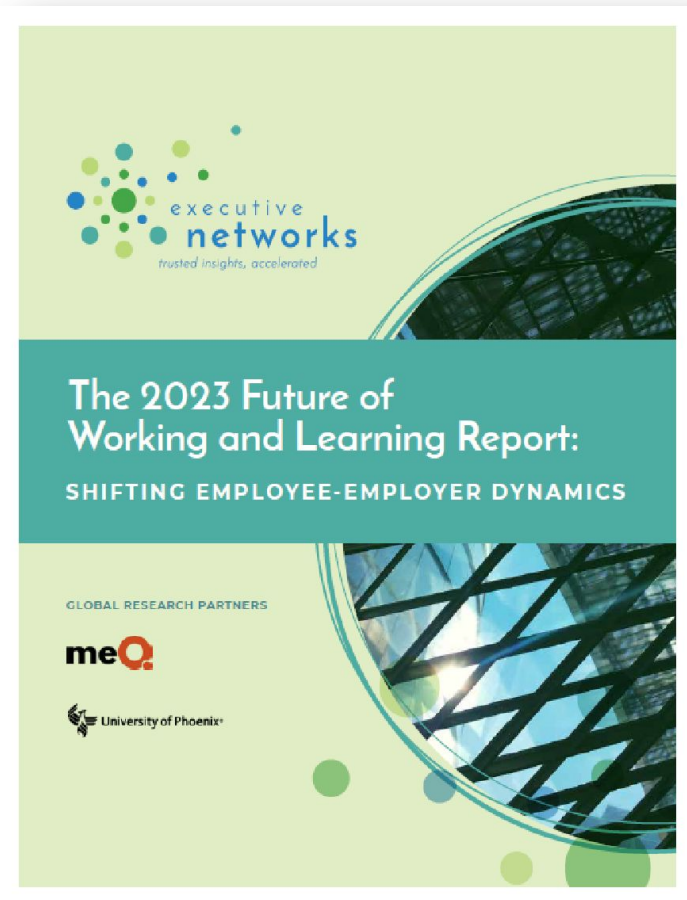
The Future of Working and Learning: Key Workplace Tensions and What to Do about Them

FEATURING:

PAM BOIROS, Chief Marketing Officer, meQuilibrium (meQ) +
JEANNE MEISTER, Founder, Future Workplace, and Executive Vice
President, Executive Networks



1,301 People Participated In Our Global Survey



**Employees and Leaders Are
Managing Multiple Workplace
Tensions In New Ways Of Working.**

Our Agenda: Research Findings

1

- Preparing for Changes in Work, the Worker, the Workforce and The Workplace

2

- Three Key Findings From The 2023 Future of Working and Learning

3

- Five Questions to Ask In Navigating the New Normal of Working?

Navigating the Changes in Work, Worker, Workforce, and Workplace



Work

How are companies supporting a flexible work environment?



Worker

What is the 'New Deal' workers expect and how is this impacting productivity and engagement?



Workforce

What are the shifting needs of the workforce and how are companies meeting these needs?

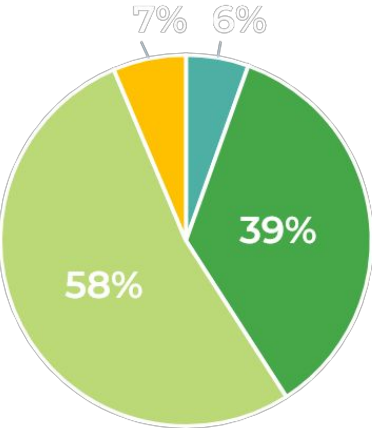


Workplace

What is the new role of the office today and how are companies making the office commute worthy?

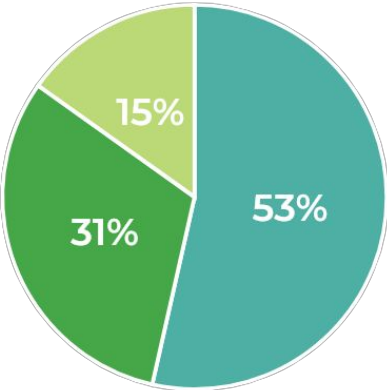
Demographics of Research Sample

Generation



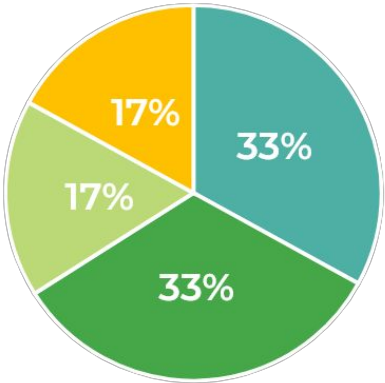
- Boomers (57-75)
- Gen X (41-56)
- Millennial (25-40)
- Gen Z (18-24)

Geography



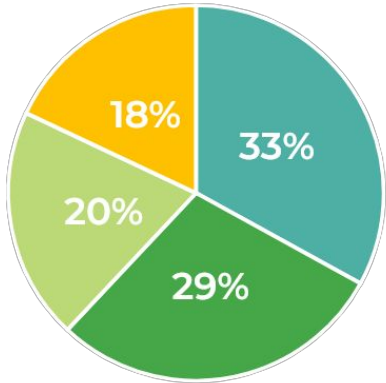
- North America
- Europe
- India

Role



- Sr. HR Leaders
- Sr. Biz Leaders
- Knowledge Workers
- Frontline Workers

Size of Org.



- Under 999
- 1,000-4,999
- 5,000-9,999
- Over 10,000

Three Key Findings From Future of Working & Learning Research

1

Investing in Employee Wellbeing is a Human Imperative

2

Flexibility in Work Practices is Demanded by All Workers

3

The Office Needs to Be Commute Worthy

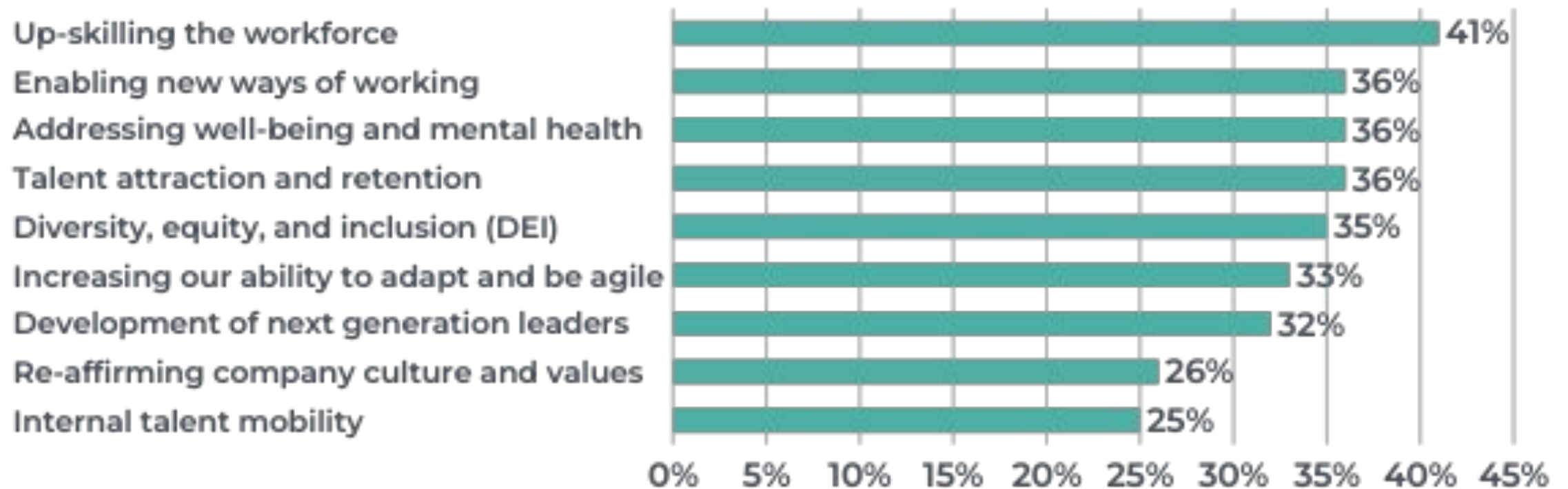
Poll 1: What is your job function at your company?

What is your job function at your company?

- Total Rewards
- HR Generalist
- HR Tech
- Learning & Development
- Other

Finding 1: Employee Well-Being Is A Human Imperative

Up-skilling, New Ways of Working, and Well-being: Top Three Areas Critical To Organizational Success



Q1. Which of the following areas will be most critical for your organization's success in 2023?

Finding 2: The Future Of Work Is Flexibility For All Employees

Flexible Working is Here to Stay



McKinsey predicts nine out of ten organizations will be combining remote and on-site working in the coming years.

A survey conducted by ZipRecruiter finds job seekers said they would take a 14 % pay cut to work remotely.

Organizations need to define Principles for Success rather than mandate days to return to the office

Poll 2: Thinking about your **knowledge workers**, how much choice do your employees have regarding **WHEN** they work?

Thinking about your **knowledge workers**, how much choice do your employees have regarding **WHEN** they work?

- Considerable choice
- Some choice
- No choice
- Do not know

Poll 3: Thinking about your **frontline workers**, how much choice do your employees have regarding **WHEN** they work?

Thinking about your **frontline workers**, how much choice do your employees have regarding WHEN they work?

- Considerable choice
- Some choice
- No choice
- Do not know

Executive Networks Research Among 1,301 Workers: Flexibility is NOT JUST For Knowledge Workers.

The most desired flexibility option is access to a 4-day or 32-hour work week with no pay reduction. This is desired by 69% of Knowledge Workers and 56% of Frontline Workers.

Options	Knowledge Workers		Frontline Workers	
	Currently offered	Want to see offered	Currently offered	Want to see offered
Ability to take paid time off for caregiver responsibilities	53%	28%	46%	43%
Flexibility in where I work	46%	30%	42%	39%
Flexibility in when I work	43%	41%	42%	41%
Ability to work in a hybrid fashion if the job does not require being in-person	51%	27%	24%	51%
Ability to swap shifts with a coworker	34%	29%	61%	25%
Ability to work part-time	37%	32%	47%	32%
Ability to work fully remote if the job does not require being in-person	40%	39%	23%	50%
Ability to choose your own shifts	28%	43%	37%	50%
Ability to opt for a 4-day work week or 32-hour work week with some pay reduction	20%	47%	33%	46%
Ability to opt for a 4-day work week or 32-hour work week with no pay reduction	16%	69%	29%	56%

Base: Knowledge Workers (N=217), Frontline Workers (N=218)

Q2. What types of flexibility options does your organization currently offer? Which options would you like to see offered that currently are not?

Finding 3: The Office Needs to Be Commute Worthy

Poll 4: Does Your Company Have Guidelines in How to Work Successfully in Remote and Hybrid Work Environments?

Does Your Company Have Guidelines in How to Work Successfully in Remote and Hybrid Work Environments?

- Yes we have them
- Yes we have them, but I do not know how to access them
- Yes we have them, but they are not clear
- No we do not have them
- I have no idea if we have them or not

Company Guidelines on How To Work Successfully in Remote/Hybrid Environments

Question: Does your company offer clear guidelines for working in different work environments? (on-site, remote, hybrid)

HR Leaders

- 71% of HR leaders say their company has clear guidelines for working in different working environments

Knowledge Workers

- 26% of workers say their company has clear guidelines for working in different work environments
- 19% weren't sure if guidelines existed or thought they were unclear

Source: Future of Working and Learning Research among 1,301 Leaders and Workers

How Can The Office Be Commute Worthy?

We asked: “What can organizations do to make coming to the office ‘commute worthy’?”

Here’s what we heard: Workers want to optimize their flexibility and their performance on the job.

“Improve my Performance”	“Increase Flexibility”
“Expanding training, coaching and mentoring for those who come to the office.”	“Allow employees choose both when and where they work, with manager approvals.”
“Having access to better technology in the office.”	“Having shorter shifts or workdays for those doing the commute.”
“Engaging in daily team and team leader check-ins in the office”	“Allow to swap shifts or choose shifts, with manager approvals
“Be intentional about opportunities for team networking and collaboration in the office”	“Offer clear guidelines on how to work remotely or in hybrid fashion”
“Take advantage of emotional support in person.”	“Allow workers to be fully remote if their job roles does not require them to be in the office.”

Research Points to Three Workplace Tensions

Upskilling

Upskilling is leaders' #1 investment...

Wellbeing

...Stress and burnout are the #1 reason employees leave

Flexible Work

Flexibility is demanded by all workers...

Performance On The Job

...but leaders admit to proximity bias

Return to Office As Choice

Workers see coming to the office as a choice...

Return to Office as Challenge

...but leaders see coming to the office as a challenge to overcome

Summary: Five Questions to Ask in Navigating the Future of Work

- ☐ How can your organization focus on nurturing the human experience, not just employee experience?
- ☐ Is your organization equitable in offering flexible work practices to all segments of workers?
- ☐ Is your organization communicating how to be successful in new work environments?
- ☐ Are you aware of proximity bias?
- ☐ How can you apply a “test and learn” approach to navigating the new world of work?

This is Our Time as HR Leaders

“We have a
once-in-a-lifetime
opportunity to
re-define when,
where and how
people work”



ABOUT meQ



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

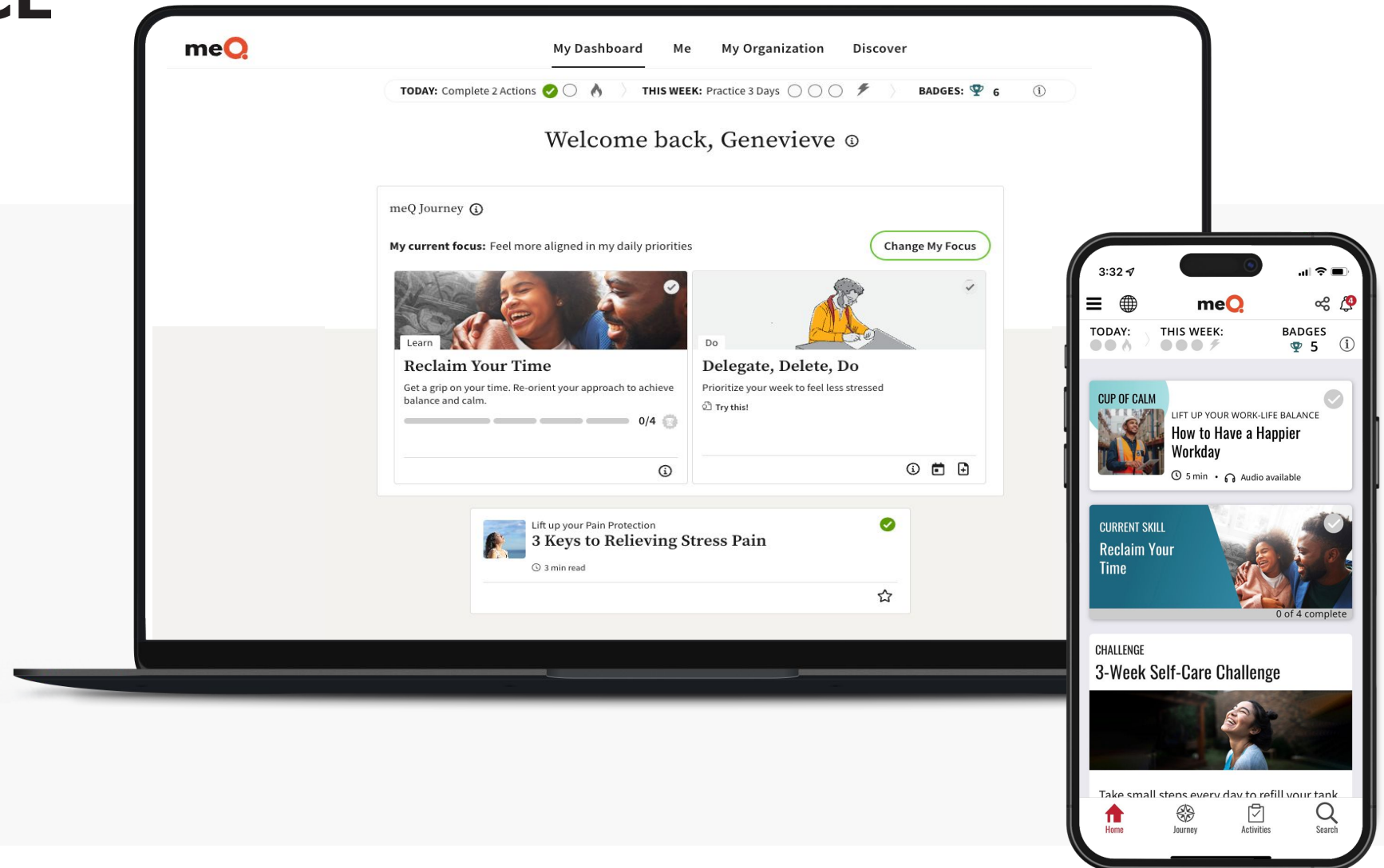
25+ years of research, data and proprietary science

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



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%

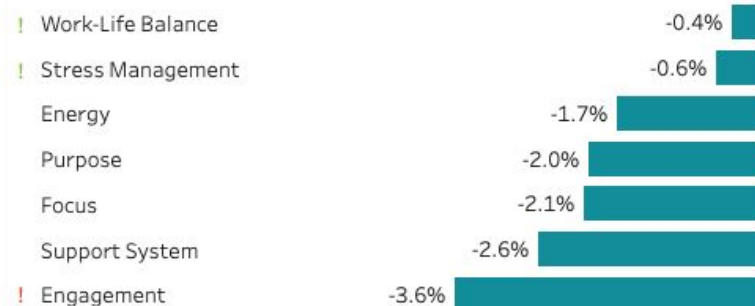
PRIMARY FACTORS

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.



OUR NEXT TWO WEBINARS:

meQ | RESILIENCE 2023



Tuesday, June 20, 2023 1:00 PM - 2:00 PM ET

Understanding ESG for HR Leaders

FEATURING:

WENDY LYNCH, PH.D., Founder, Lynch Consulting, LTD
JENNIE R. WHEELER, Associate VP of Integrated Analytics, WorkPartners



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meQ | RESILIENCE 2023



Thursday, June 29, 2023 1:00 PM - 2:00 PM ET

Leveraging Integrated Analytics for Sustainability and Growth

FEATURING:

WENDY LYNCH, PH.D., Founder, Lynch Consulting, LTD
JENNIE R. WHEELER, Associate VP of Integrated Analytics, WorkPartners



REGISTER NOW ▶

