

# Re:work Report

## The Three Pillars of Workforce Resilience

### POWER UP and strengthen your workforce resilience

Our 2023 survey found that organizations are failing to meet the needs of talent which is weakening workforce resilience. In order to meet the needs of talent, organizations must focus on three critical areas – workforce agility, diversity, equity and inclusion, and workforce capability.

This report draws on two new global surveys – one of executives; the other of talent – to reveal a disconnect between these two groups’ perspectives on working life. We continue to examine how the Resilience Leaders – the most successful organizations – are leading the way in workforce resilience. We explore how organizations with high levels of talent agility, inclusive cultures and a focus on developing talent’s capabilities are sharpening their competitive edge – and seeing exceptional business performance.

33%

Of talent surveyed say they are ‘very likely’ to leave their employer in the next year.

47%

Of executives say they are doing more to support the wellbeing of employees compared to a year ago.

24%

Of executives report that employee wellbeing (24%) and satisfaction (23%) have decreased in the last year.

**Success of Resilience Leaders:** Resilience leaders are far more likely to report improvement in business performance over the past 12 months.

- 68% of the leaders report that employee productivity has improved over the past 12 months vs. 52% of firms overall;
- 61% report increased profitability vs. 53% of firms overall;
- and 57% report increased customer satisfaction vs. 51% of firms overall.



# Meet the Resilience Leaders

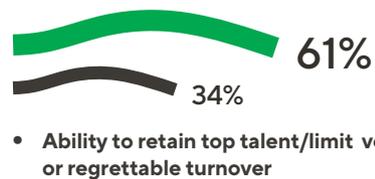
The Resilience Leaders – a group of leading companies who reported an increase in employee wellbeing, productivity, and revenue – continue to power ahead. These are the three key dynamics where Resilience Leaders are leading the way:

## #1 Workforce Fluidity

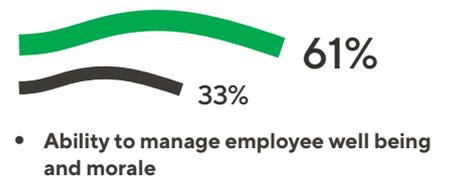
Resilience leaders are far more likely to report improvement in workforce fluidity: the ability to scale and align the workforce in response to business change, for example by rapidly recruiting specific skills or reassigning employees to where they are most needed.



- Ability to recruit talent



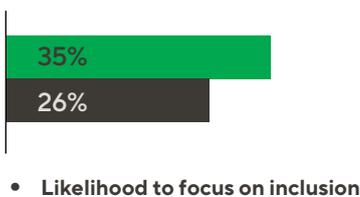
- Ability to retain top talent/limit voluntary or regrettable turnover



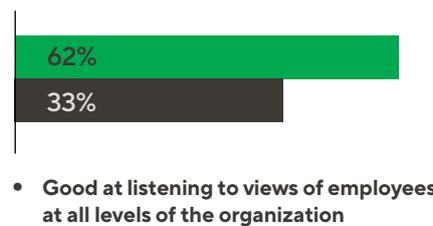
- Ability to manage employee well being and morale

## #2 Diversity, Equity and Inclusion

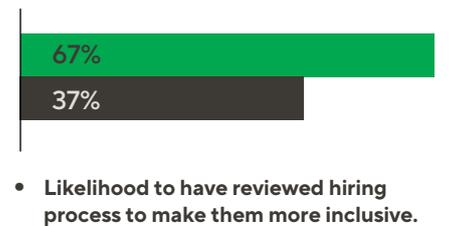
Resilience leaders are prioritizing and are actively impacting employee and organizational culture in a positive way through DEI.



- Likelihood to focus on inclusion



- Good at listening to views of employees at all levels of the organization



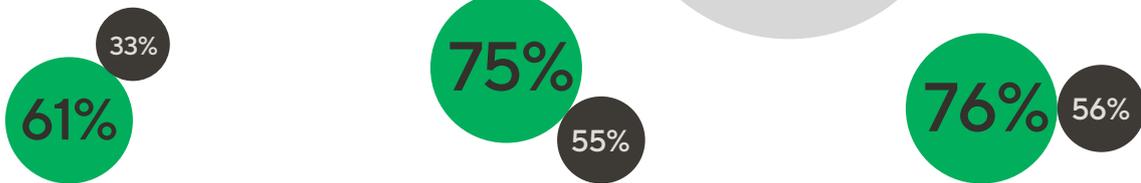
- Likelihood to have reviewed hiring process to make them more inclusive.



“When we’re competing for talent, our strongest competition lever isn’t salary – it’s our benefits, our company culture and flexibility,” says Megan Henry of Cummins Inc. “Our employee value proposition focuses on respect in the workplace: how we can develop you and give you as much flexibility as possible.”

## #3 Workforce Capability

Resilience leaders stand out in efforts to develop the workforce to have the right skills and equipped them with the right digital and automation strategies and tools, to achieve the organization's current and future strategic goals.



- Successfully automated aspects of their business in order to improve workforce resilience
- Implemented accelerated training programs to quickly upskill talent
- Offer secondment programs to enable employees to gain experience in other areas of the business



“The talent crisis has impacted our organization in a number of ways. Five years ago, it was challenging to find highly skilled candidates but today the pool is even smaller. This situation has opened our eyes to how we can do things differently – we need to be more flexible and creative in how we define roles and the experience we seek.”

JJ Girt, HR Leader, Evoqua Water Technologies



Explore successful case studies and actionable recommendations to strengthen your workforce resilience.

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