

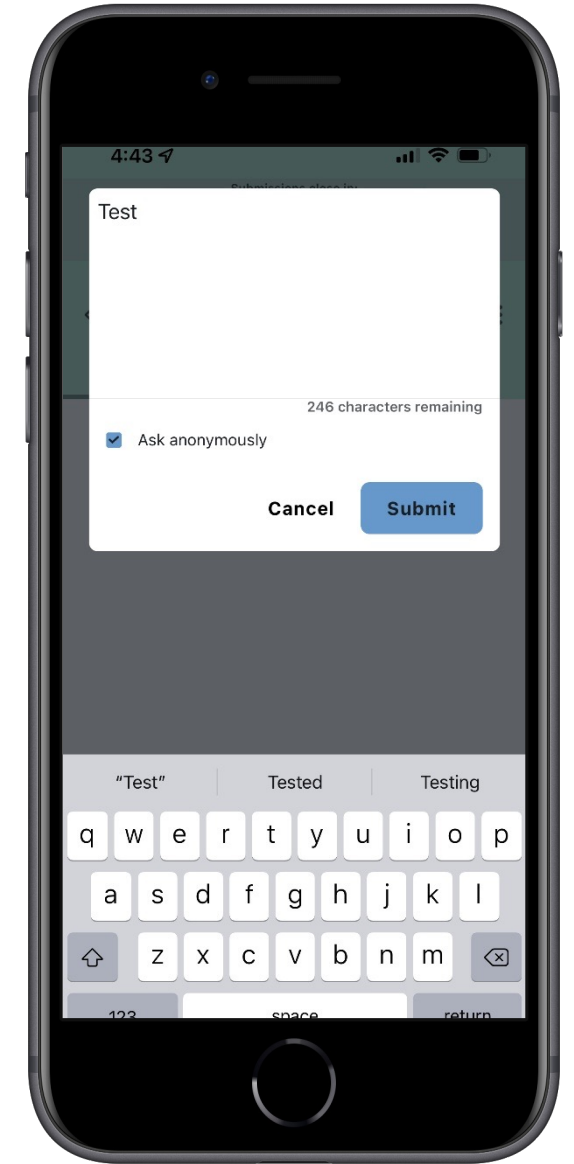
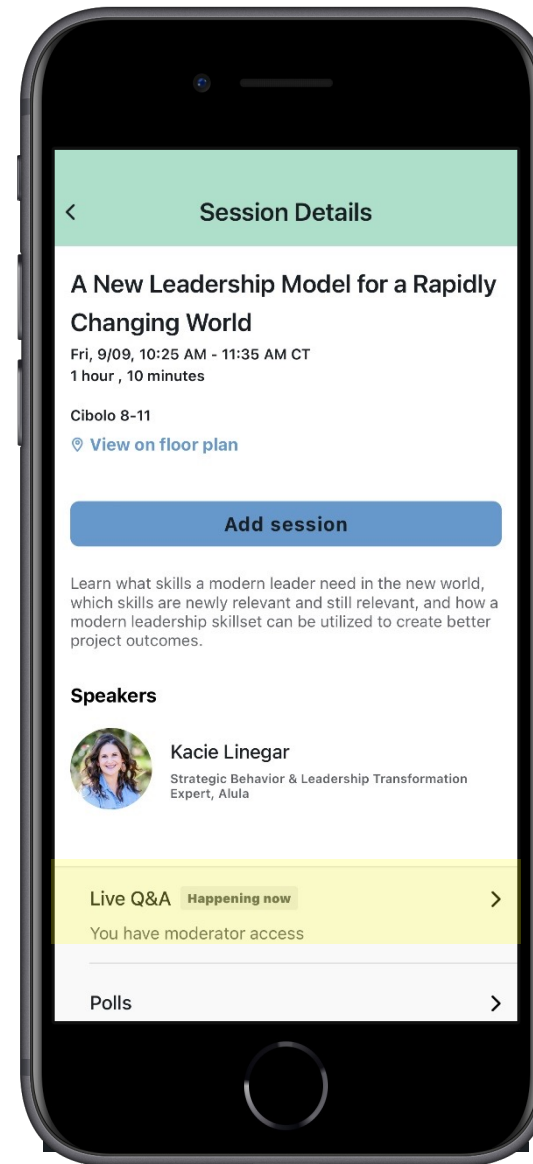
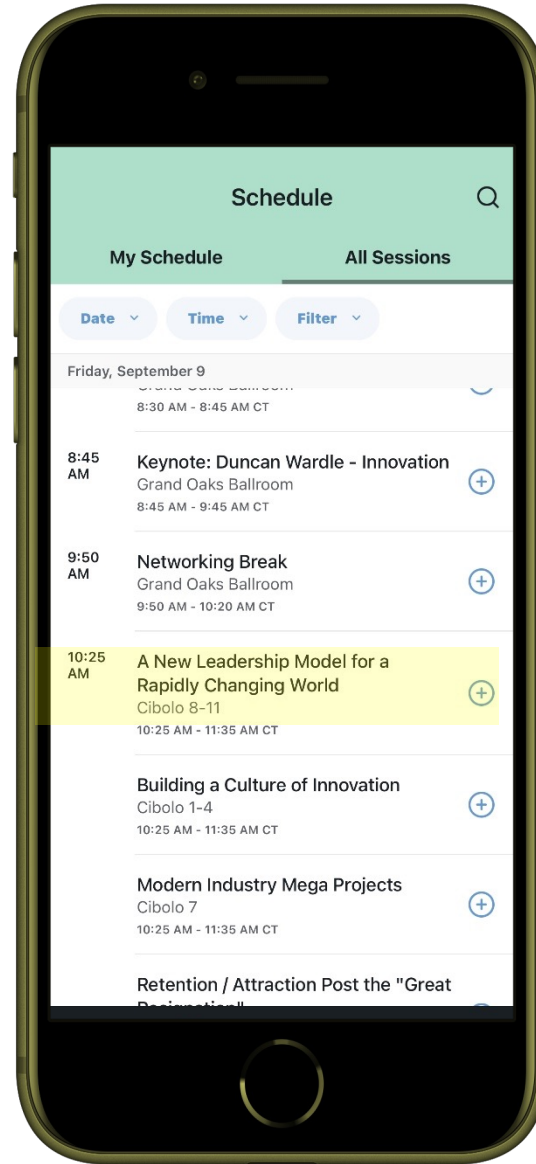
Live Q&A

Open the Conference App (CVENT)

1 Navigate. Go to the **session** you are attending.

2 Click for Q&A. Click “Live Q&A”

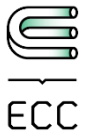
3 Type. Type your question in the text box and click “submit”



54th Annual ECC Conference

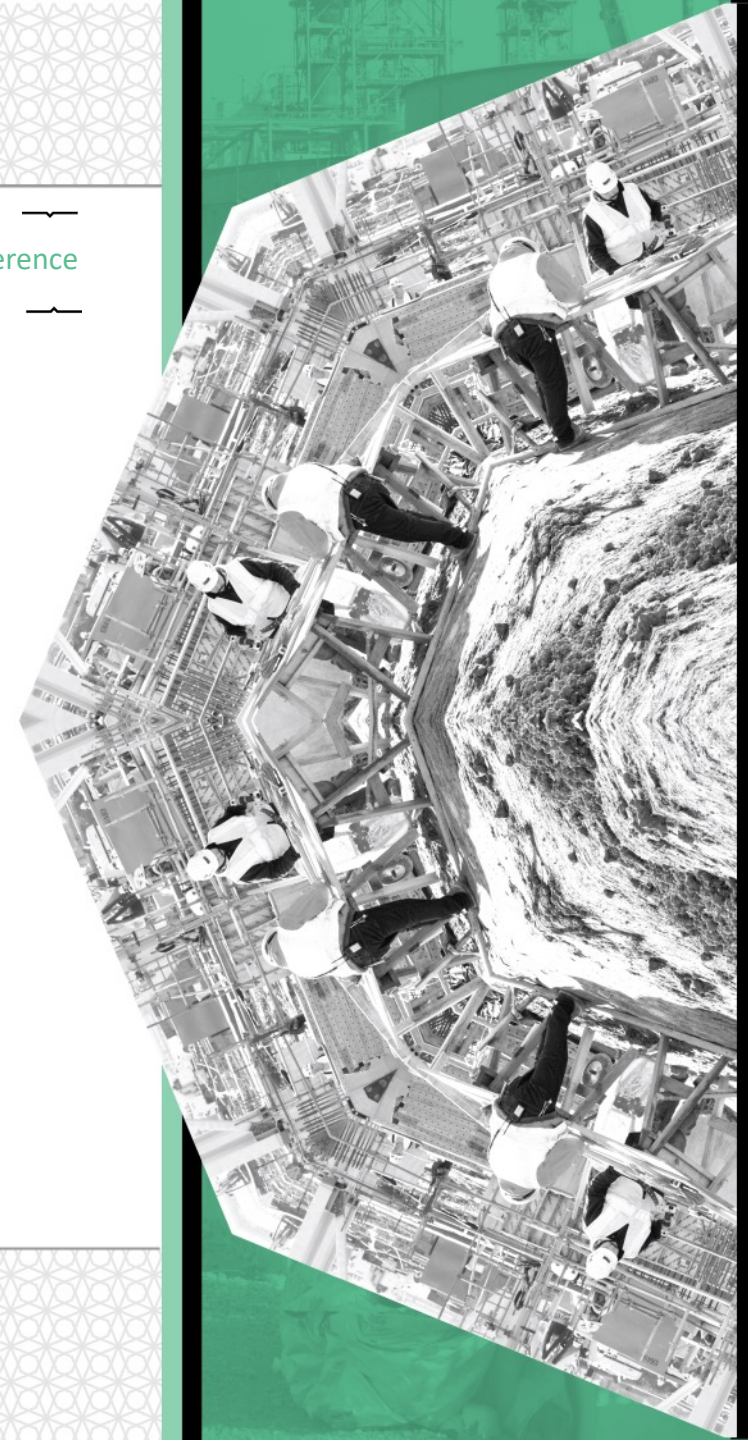
Retention / Attraction Post the “Great Resignation”

Where do we go from here?



Team Members:

Shana Bortka – Future Leaders Committee Co-Lead
Josh Johnson – Future Leaders Committee Co-Lead
Future Leaders Forum Committee
Presented: September 8 and 9, 2022



Our Moderator



Jonathan Rennie, PE, MBA is a careers, leadership, and personal finance **coach**. He is the owner of **Honeycomb Anthems LLC** where he focuses on his passion of advancing people towards their potential. In achieving this he works directly with individuals as well as with corporate teams in profit and not-for-profit settings.

Prior to launching this business in 2022, Jonathan was the President of a US operational division of an energy industry project delivery firm where he led teams of over 6,000 people and was responsible for annual revenues of \$750m to \$1b. He has a successful corporate track record with multiple team accomplishments underpinned by his ambition to inspire people to perform at a high level. This passion continues to drive him in his coaching work.

Jonathan was the Vice Chair for the 2020 ECC Association, was an ECC Future Leader Board Liaison in 2015, and is an ongoing member of the Executive Advisory Committee. Jonathan is a member of the John Maxwell Team as a Certified Coach, Teacher, Speaker, and Behavioral Analyst, and also holds a Master Financial Coach certificate from Ramsey Solutions. He has an MBA from the University of Houston Executive MBA program with a focus on Leadership.

Our Panel Members



Melynda McConnell is the **Head of Human Resources for the USA and Mexico for Mammoet** based in Rosharon, Texas. Melynda is also part of Mammoet's local senior management team. Mammoet is the global leader in engineered heavy lifting and transport. Measuring progress and adjusting processes, Melynda helps keep the organization on track. With a career that began 17 years ago, Melynda has worked in various positions throughout her career as a Human Resources Manager, Talent Manager, and Vice President of Operations, as well as in recruitment.



Katie Schuckman serves as the **Sr. Director, Talent Outreach and Engagement for Koch Industries**. Katie and her team support recruitment programs and outreach strategies for the enterprise of Koch companies to help attract, select and retain the best talent for Koch. Katie joined Koch in 2010 and has served in a number of roles within Recruitment and Human Resources Leadership globally.



Diane Youden is **PwC's US HR Transformation Leader**, with over 30 years of consulting experience, helping organizations modernize their HR function to support changing business and workforce needs and expectations. With tenacious curiosity, Diane explores the art of the possible with organizations to shape HR's contributions to culture, careers, collaboration, and community. Working across multiple industry segments, she is passionate about helping organizations rethink and reimagine HR's role through new services and modern technologies, inspiring new ways to engage and deliver services to leaders, managers, and employees.

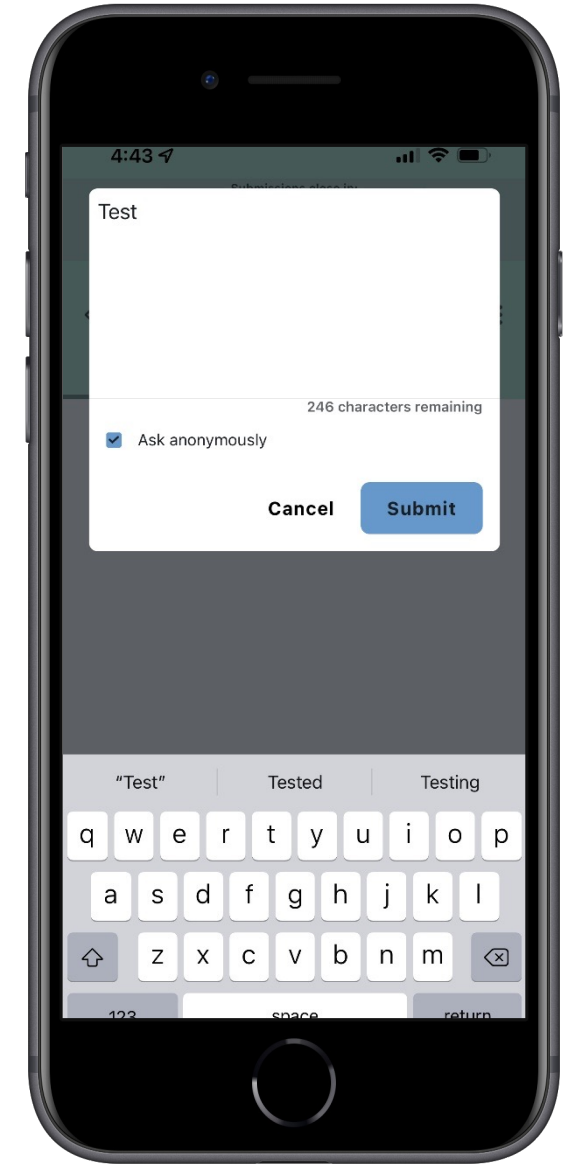
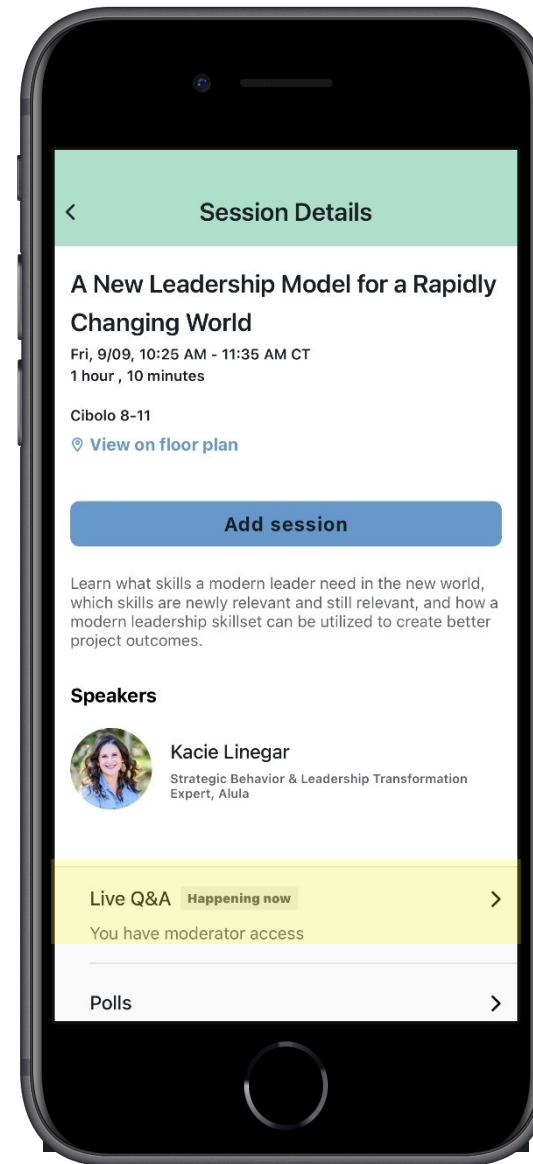
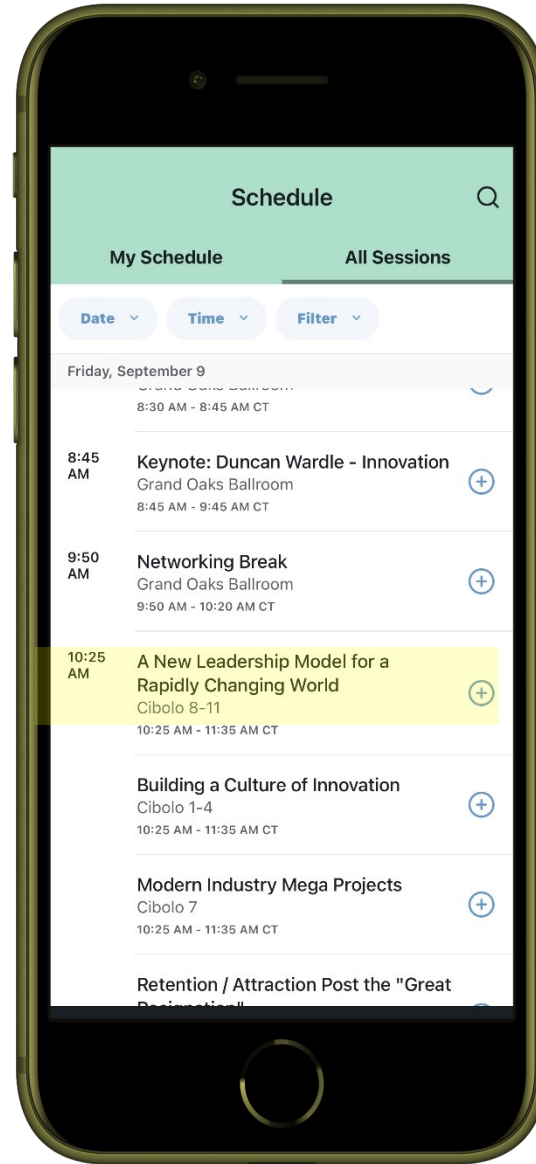
Live Q&A


Open the Conference App (CVENT)

1 Navigate. Go to the **session** you are attending.

2 Click for Q&A. Click “Live Q&A”

3 Type. Type your question in the text box and click “submit”





In one word, what do you think was the driving force behind the “Great Resignation?”

[type your responses into the Live Q&A section of the CVENT app]

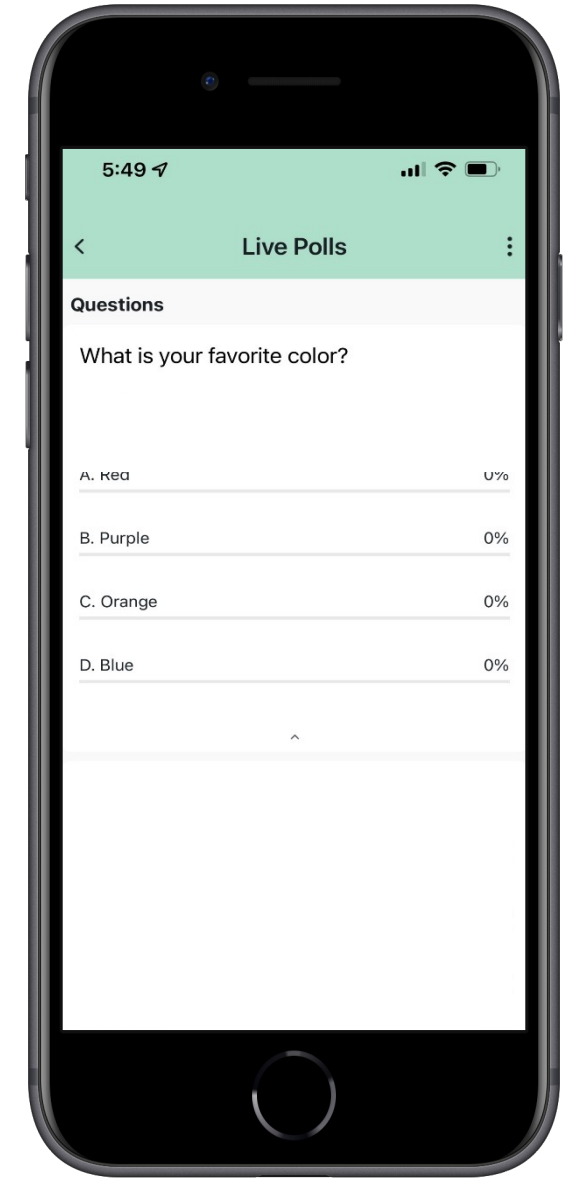
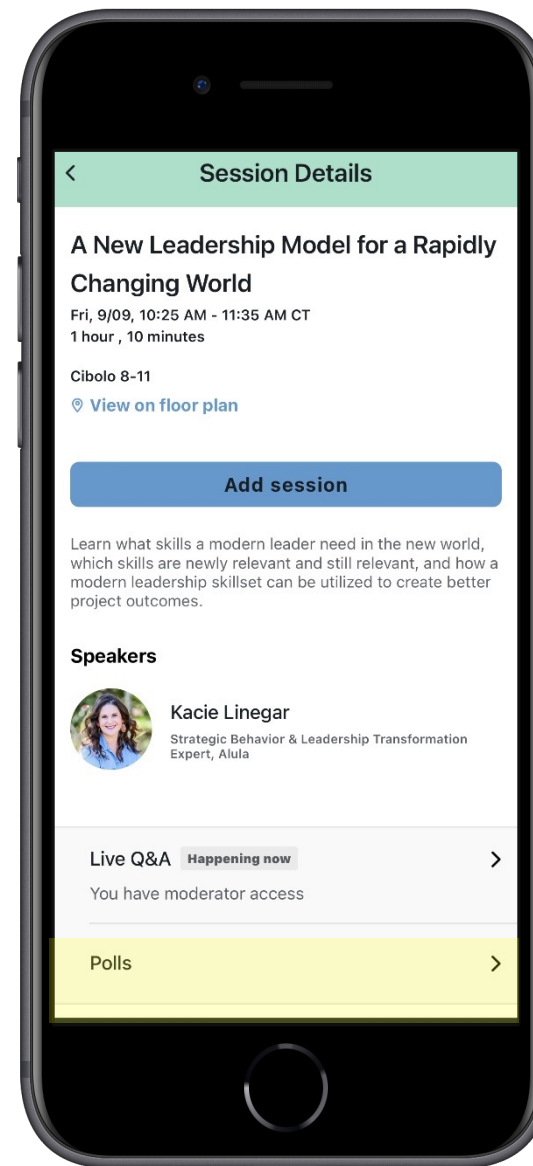
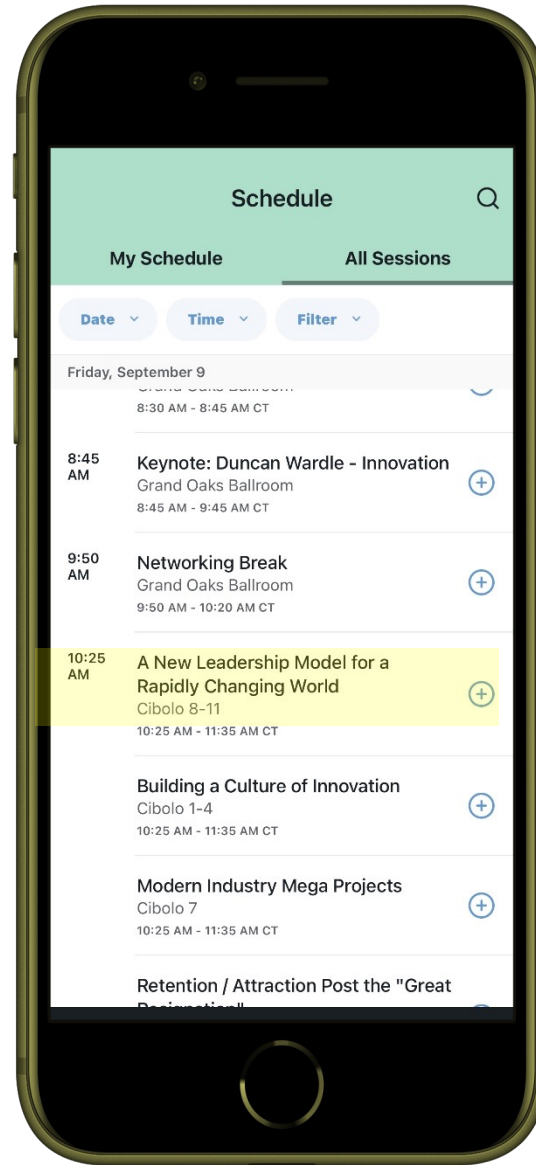
Live Polling

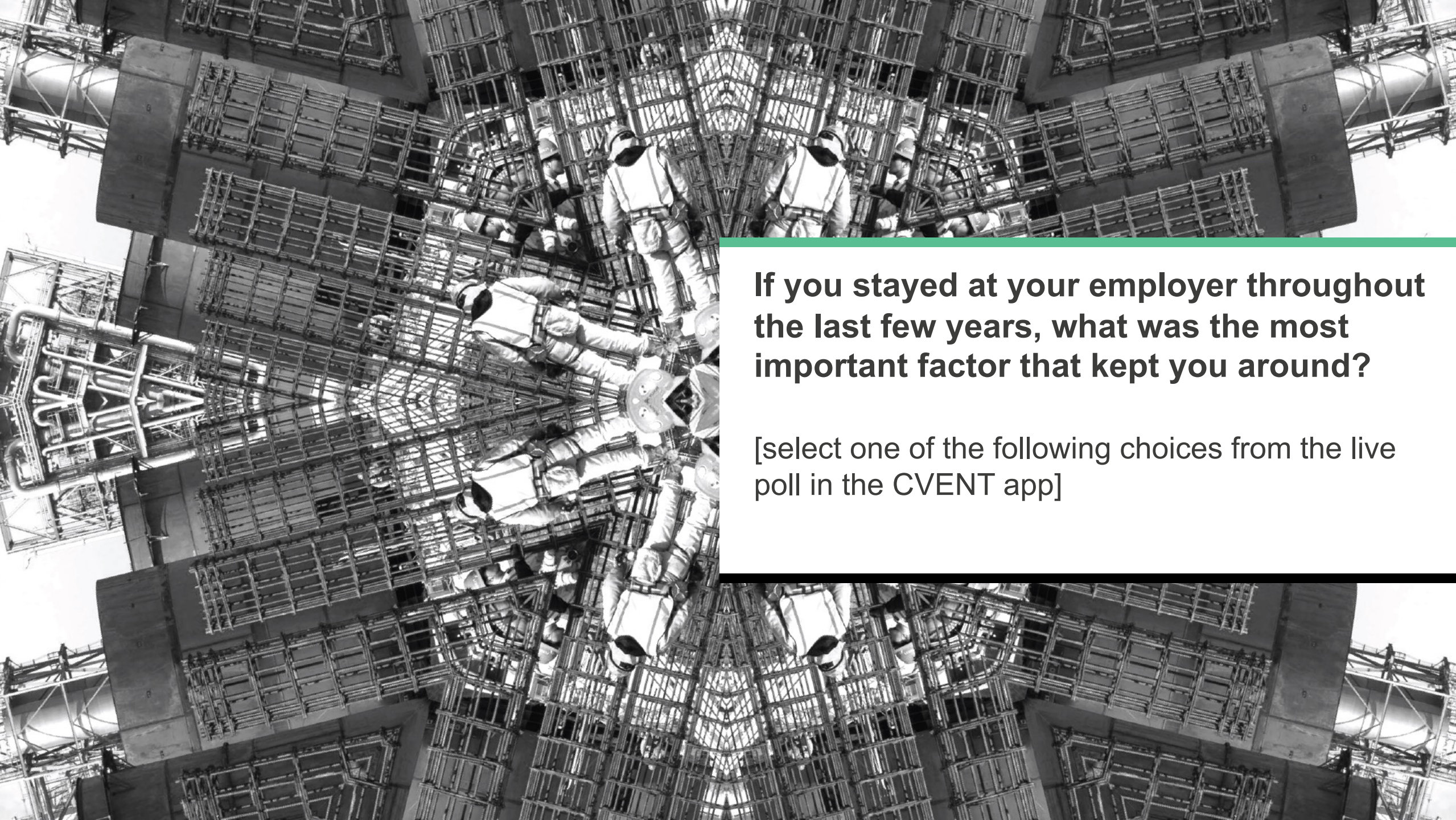
Open the Conference App (CVENT)

1 Navigate Go to the **session** you are attending.

2 Click Polls Click “Polls” option which will open up the questions for that session

3 Answer. One question will be available to answer at a time * a moderator or AV tech will open and close questions during the session as needed for sessions with more than one live poll question.





If you stayed at your employer throughout the last few years, what was the most important factor that kept you around?

[select one of the following choices from the live poll in the CVENT app]

Polling Question

- A. I can exceed what is expected of me in my current and future job roles
- B. I can choose where I work
- C. I can choose when I work
- D. I can truly be myself
- E. My team/manager/company cares about my well-being
- F. I am fairly rewarded financially for my work
- G. I find my job and work relationships fulfilling
- H. I can be creative/innovative in my job

While pay is a main factor, purpose and authenticity round out the top three characteristics employees are looking for at work

Meaning matters to employees

Most important factors when considering a change in work environment, % of respondents¹

■ Compensation ■ Meaning ■ Confidence/competence ■ Autonomy

I am fairly rewarded financially for my work

71%

I find my job fulfilling

69%

I can truly be myself

66%

My team cares about my well-being

60%

I can be creative/innovative in my job

60%

I can exceed what is expected of me in my job role

58%

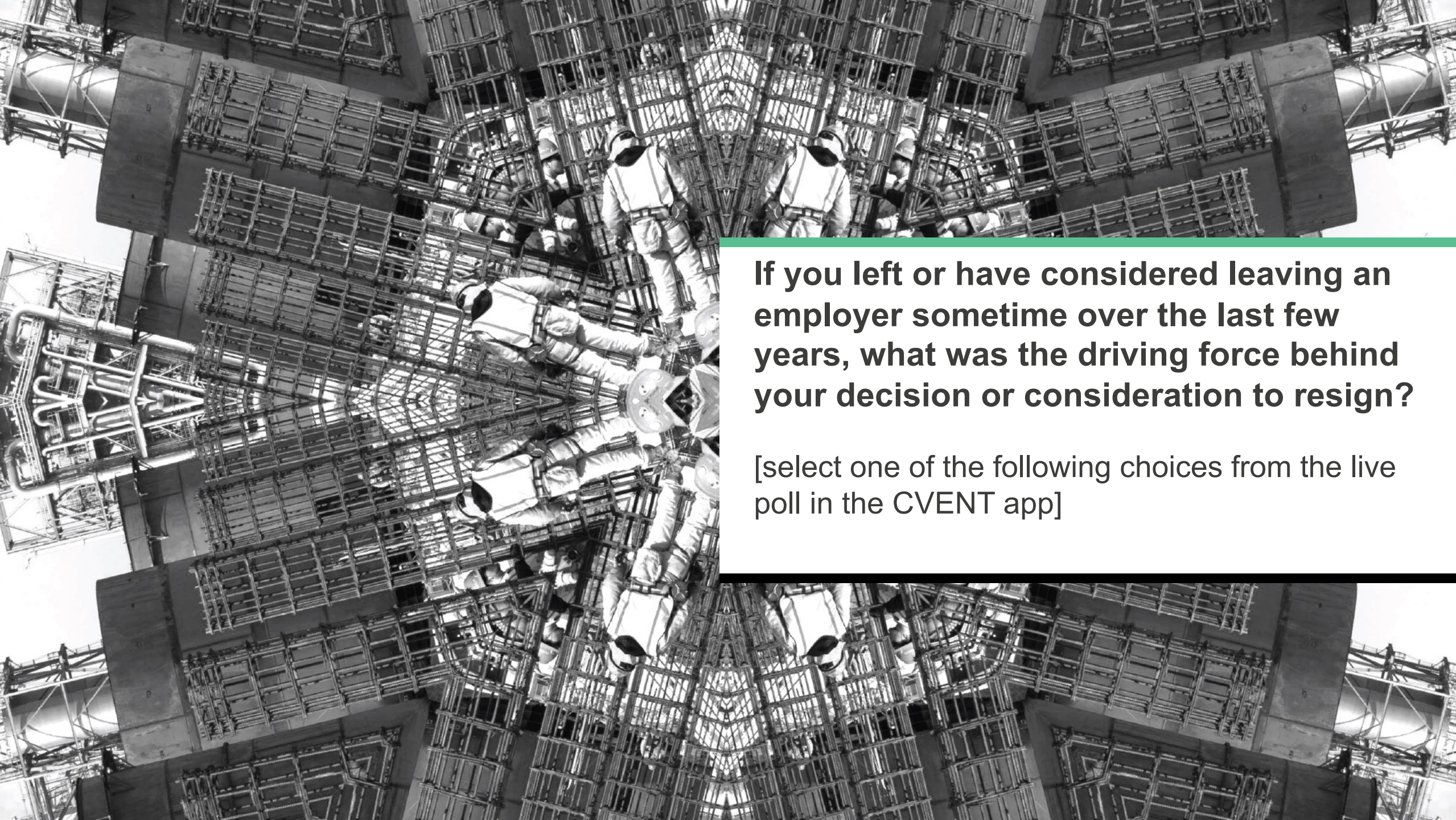
I can choose when I work

50%

I can choose where I work

47%

¹ Respondents who selected extremely or very important.



If you left or have considered leaving an employer sometime over the last few years, what was the driving force behind your decision or consideration to resign?

[select one of the following choices from the live poll in the CVENT app]

Polling Question

- A. Did not find my job to be fulfilling or did not envision potential growth opportunity
- B. Could not be my true self at work
- C. Not fairly rewarded financially now or did not see financial growth opportunity
- D. Did not feel my team/manager/company cared about me
- E. Did not feel listened to by my manager

The Great Resignation and the pressure on pay

Five predictors make up a 'Resignation Equation' for employee turnover

Base: Likely to resign (very likely and extremely likely)=9,884

Base: Unlikely to resign (not likely and slightly likely)=30,495

Global Workforce Hopes and Fears Survey 2022
PwC

Workers who are likely to look for a new employer in the next 12 months are less likely to feel satisfied with their current employer.

% of respondents

■ Likely to resign ■ Unlikely to resign



14 percentage points (p.p.) less likely to find their job fulfilling



11 p.p. less likely to feel they can be their true self at work



9 p.p. less likely to feel fairly rewarded financially



9 p.p. less likely to feel their team cares about them



7 p.p. less likely to feel listened to by their manager

Source: PwC's 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories

Some Key Findings from PwC Hopes and Fears Survey, 2022

Conversations about societal issues are a net positive at work

65%

of workers said they discuss social and/or political issues at work

Specialisation and scarce skills lead to worker empowerment

41%

of workers with specialised training are likely to ask for a raise

Upskilling and pay most used to tackle worker shortages

40%

of employees said their company is upskilling workers in order to address labour shortages

Money matters, but it's not everything

69%

of workers said job fulfillment was important when considering a job change

Hybrid working in demand - but not everyone has the option

63%

of employees said they expect their company to offer a hybrid model in the next 12 months

In societal goals, transparency is everything

23%

of workers said their company helps them minimise the environmental impact of their job

The Great Resignation ... Reflection? ... Acceleration?

Retirement

Older workers left their jobs at an accelerated rate ... at younger ages
This is opposite than the Great Recession in 2007-2009

Relocation

“Work anywhere” has caused some migration from big cities to rural or scenic geographies

Reconsideration

Work-life balance and burnout
Culture and leadership
Personal purpose and drivers
Opportunity for growth

Reshuffling

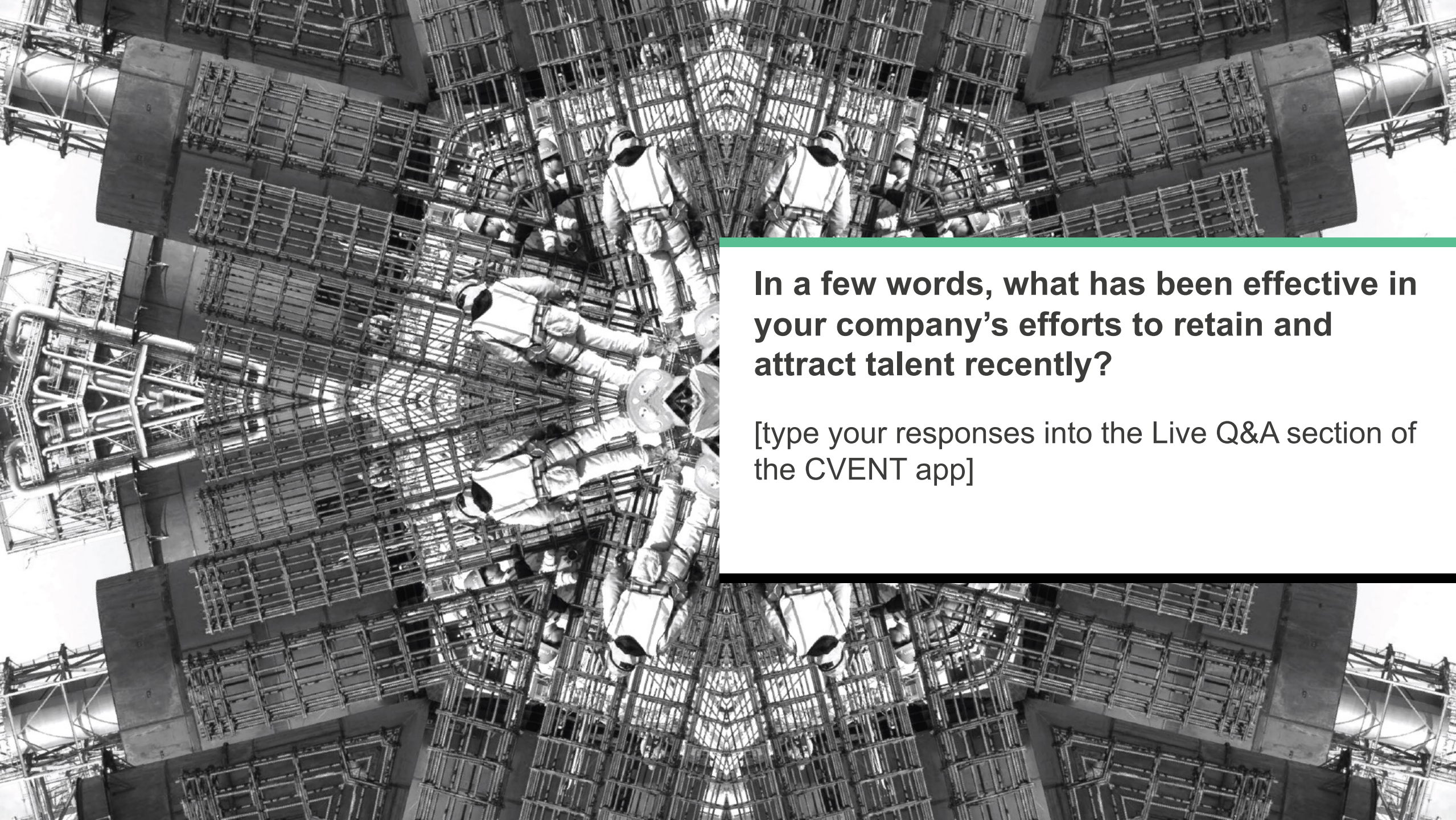
Wage and benefit impacts
In and out of sector

Reluctance

Fear of contracting COVID-19
Misaligned preferences of new ways of working

Rivals

Changing competitive landscape in the chase for great talent



In a few words, what has been effective in your company's efforts to retain and attract talent recently?

[type your responses into the Live Q&A section of the CVENT app]



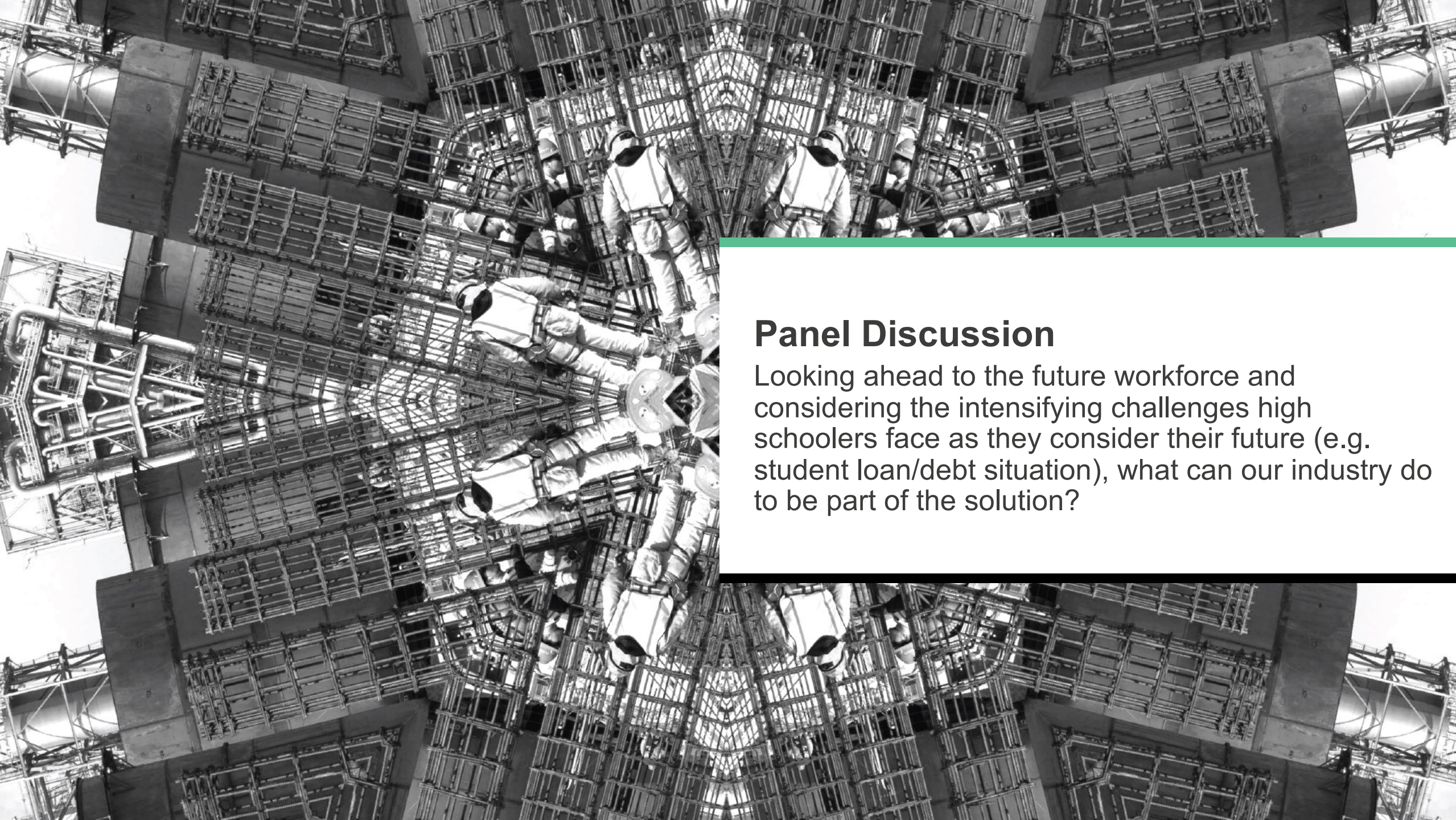
Panel Discussion

What are some solutions that your organizations are implementing to help tackle these issues with regards to retention?



Panel Discussion

With the accelerating landscape of the factors we have discussed, what are your thoughts on how we successfully attract the talent we need?



Panel Discussion

Looking ahead to the future workforce and considering the intensifying challenges high schoolers face as they consider their future (e.g. student loan/debt situation), what can our industry do to be part of the solution?



Do you think the “Great Resignation” is over?

[select one of the following choices from the live poll in the CVENT app]

Polling Question

- A. Yes
- B. No
- C. Not sure

A reflection about Gus

Good morning!

It is my job to provide you with excellent service today and ensure that we do our part to help ensure your stay with us and your overall trip is a success.

Can you tell me why you are here with us so I can understand how to best help you?



A reflection about Gus

I would be happy to help secure what resource I can to help you make that happen.



He changed the outcome

A reflection about Gus

A strength of our industry is that we know how to build relationships and work with people to understand their factors and aspirations that drive success.

We love to serve and to be part of inspiring big ideas and making them reality...



Reflect:

1. What can we learn from how we manage our “customers”?
2. Are you more concerned with the stay or the journey?
3. How can you connect with their vision, so they will connect with yours?

The Great Resignation ... Reflection? ... Acceleration?

Retirement

Older workers left their jobs at an accelerated rate ... at younger ages
This is opposite than the Great Recession in 2007-2009

Relocation

“Work anywhere” has caused some migration from big cities to rural or scenic geographies

Reconsideration

Work-life balance and burnout
Culture and leadership
Personal purpose and drivers
Opportunity for growth

Reshuffling

Wage and benefit impacts
In and out of sector

Reluctance

Fear of contracting COVID-19
Misaligned preferences of new ways of working

Rivals

Changing competitive landscape in the chase for great talent



Questions from the audience

Final remarks

Special thanks to our moderator and panel members!