

Reinventing for the new shape of work

The COVID-19 pandemic has changed the way we work and live. Organizations are applying lessons from the pandemic to their plans as they see a **new shape of work** emerging — one that has profound implications for people, employers and investors.

In embracing stakeholder capitalism, companies are also changing the way they seek and measure success. But as businesses seek to transform, they face increasing people risk. High turnover is one clear indicator of the need to stay on top of human capital risks today: Two in five organizations globally say **voluntary attrition rates are higher than usual** among mid-career and entry-level professionals.

Why the desire for change? **Workforce exhaustion** and new life stressors, heightened awareness of matters of equity and justice, and urgency to secure future employability through reskilling are determining what people want from work and their relationship with their employer. That's why leading companies are being bold and setting challenging

new work standards to hold themselves accountable, recognizing the depth and sophistication of the challenges ahead to ensure sustainability for all.

As a result, a common thread as organizations design their desired future state is the need to build unprecedented adaptability, resilience and humanity. They do so by exploring three interconnected avenues: **Reinvent for Value, Reinvent for Flexibility** and **Reinvent for Sustainability**. Each area addresses distinct challenges and uncovers different opportunities. Success means embracing the changes required to guarantee people sustainability, ensuring measurable progress against clear values, and evolving governance structures and people strategies to fit a new era.



Reinvent for value

What people value is shifting, as is how organizations create value. Companies must rethink the benefits that inspire and how their total value proposition needs to evolve for a more diverse, inclusive work model.



Reinvent for flexibility

COVID-19 has tested our ability to flex how and where we work, adjust capacity rapidly, and speed up digital transformation. The new shape of work is flexible and skills based.



Reinvent for sustainability

How companies and investors behave is in sharp focus as they reset priorities and take collective responsibility for the futures of multiple stakeholders.

Contact [Mercer](#) to learn more about how companies are **reinventing the new shape of work**.