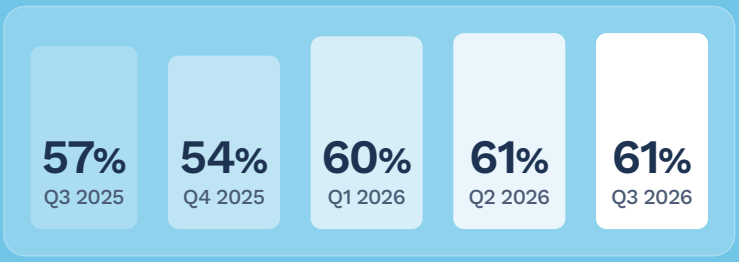
Q3 2026 PULSE SURVEY

WORKERS ARE STILL LOOKING, AND THE REASONS ARE GETTING CLEARER

61% of employed respondents plan to seek a new role in the next three months, unchanged from Q2 and up from 57% a year ago (Q3 2025). But the reasons behind that movement are becoming more defined: **workers are increasingly evaluating whether their current employer can provide the growth, compensation and work experience they want.**



GROWTH AND PAY ARE DRIVING THE DECISION TO MOVE

Employees are increasingly looking for three things: career growth, better pay and improved work/life balance. Growth and compensation remain the strongest drivers, while work/life balance saw the biggest increase from last quarter.

Top Reasons for Seeking a New Role

1	Career Growth	47%
2	Unhappy with Wage	43%
3	Poor Work/Life Balance	20%
4	Dissatisfaction with Management	19%
5	Issue with Company Culture	15%
6	Inadequate Recognition/Promotion	14%
7	My Commute Time	14%

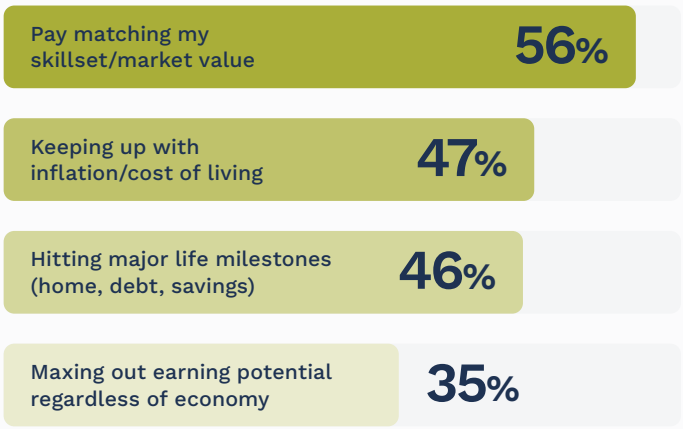
PAY EXPECTATIONS ARE BEING SHAPED BY VALUE AND FINANCIAL PRESSURE

Compensation is the second-leading reason employees are looking, but the data shows that the issue is broader than simply wanting a bigger paycheck.

Employees are thinking about compensation in broader terms, including market value, cost of living, financial milestones and long-term earning potential.

Pay is not just about earning more; **employees want compensation that feels fair, competitive and aligned with their financial reality.**

What's Driving Compensation Goals Right Now



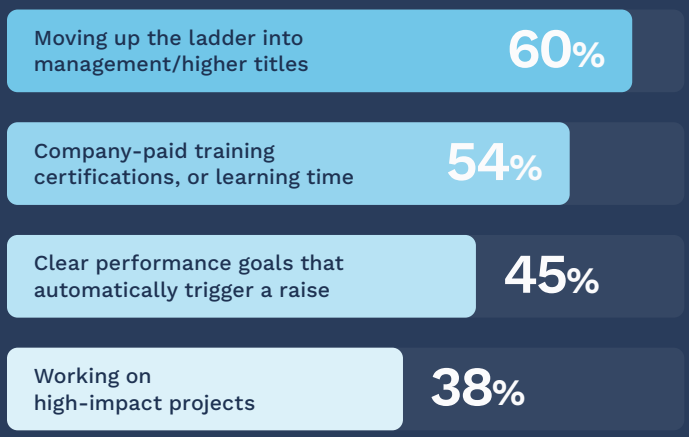
CAREER GROWTH MEANS MORE THAN A PROMOTION

Q3 also looked at what career growth actually means to today's workforce.

Employees want a clear path forward through advancement, development, stronger earning potential and meaningful work.

Career growth is not defined by promotion alone. **Employees are looking for multiple ways to progress within their organization.**

What "Career Advancement" Means

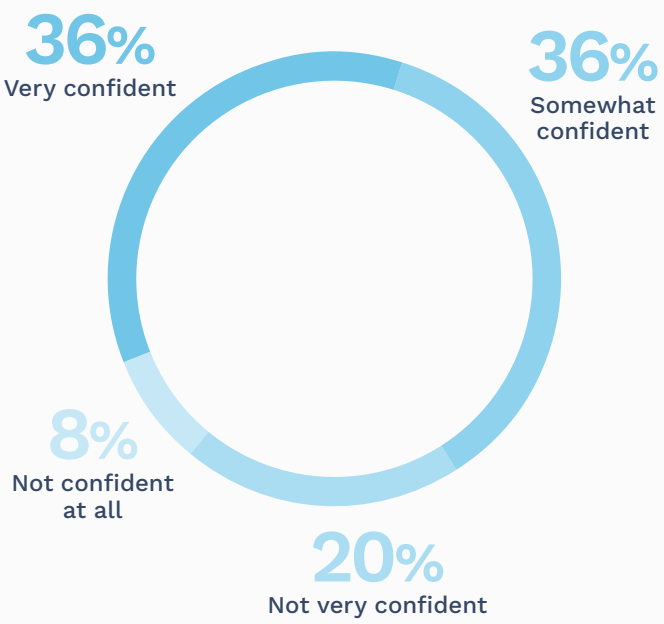


CONFIDENCE IN LEADERSHIP DOES NOT ELIMINATE RETENTION RISK

Employees can trust the direction of the organization and still be open to a better opportunity elsewhere.

The takeaway: Confidence is not the same as commitment. Employees still need compelling reasons to stay, especially around growth and compensation.

Confidence in Company Leaders' Economic Plan



WORKLOAD IS EXPANDING FASTER THAN AI IS RELIEVING IT

Q3 also explored how work itself is changing.

Role expansion is common, with **65% of respondents saying they are constantly or occasionally asked to perform work outside their formal job description.**

Yet AI is not universally offsetting that additional workload.

The takeaway: Employees are being asked to do more, while the productivity benefits of AI are not being seen consistently.

AI Tools at Work



WHAT THIS MEANS FOR EMPLOYERS

Q3 suggests **the retention challenge is shifting from fixing dissatisfaction to competing with possibility.** Employees may feel confident in leadership and still look elsewhere if another employer offers a clearer path to grow, stronger pay alignment, more development and meaningful work, or a more sustainable day-to-day experience.

That puts more pressure on employers to understand where employees may be vulnerable before they enter the market. **Employers need to make staying feel like the better long-term choice.**

TRC helps employers identify where talent risk is building, prepare for the roles most likely to become difficult to replace, and strengthen both recruiting and retention before workforce gaps begin affecting the business.





GET IN TOUCH

With over half of employees actively exploring new opportunities, even those who feel secure and satisfied, every organization must plan for churn before it happens. Are you prepared when your workforce leaves?

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