

Workforce Experience Research Study

2022 Annual Report





CONTENTS

01	Executive Summary	24	WX Across Life Stages
04	Research Background	28	2022 WX Themes
07	Nine Factors of WX	30	Path Forward
10	WX Factor Deep-Dives		

Executive Summary

In 2022, Deloitte surveyed **4,000+ US-based workers across industries and roles** to determine which factors most impact the Workforce Experience (WX).

Workers' needs and desires continue to evolve, with nearly **25% of surveyed workers indicating that they plan to leave their current organization within the year.**

Through our research, we developed the **Nine Factors of WX** to help organizations keep pace with their workers and achieve the *WX North Star* – a composite of employee experience, job satisfaction, employer satisfaction, retention, and eNPS (employee net promoter score).

GROWTH, WELL-BEING, AND LEADERSHIP GO A LONG WAY FOR WX

An elevated WX cannot be fully realized without these three WX factors. Workers are motivated to stay, engage, and promote their organization if they see opportunities for growth and advancement, an organizational focus on well-being, and leaders that listen to them and take action accordingly.

TECHNOLOGY IS THE CORE ENABLER OF AN ELEVATED WX

Technology is table stakes and important to "get right" before or in parallel with the other WX Factors. It is crucial that organizations make thoughtful technology investments that align to their workers' evolving needs and desires and tie together all other elements of worker experience.

CX AND WX ARE MORE CONNECTED THAN EVER

Elevating the Workforce Experience in turn elevates the Customer Experience. Our research made the connection abundantly clear – workers with an excellent Employee Experience were 3X more likely to say their organization is customer-focused, and 1.5X more likely to enjoy working directly with their organization's customers and clients.

WX IS NOT ONE-SIZE-FITS-ALL

The Nine Factors of WX serve as an entry point for organizations to formulate a more comprehensive WX strategy, but WX is not static, and it's important to consider the unique needs and desires of the humans that make up a workforce (e.g., stage of life, career ambitions).





Amidst an evolving workplace, leaders and companies have struggled to meet workers in the moment.

With the sustained job surplus and slowing labor force growth, employer-worker power dynamics continue to shift. A positive overall experience with an organization alone is not sufficient to retain workers or motivate them as employment brand promoters.

In a dynamic and uncertain labor market, workers gravitate toward modern employers offering an elevated workforce experience.

To keep up, organizations must first address the foundational table stakes (technology, compensation and benefits, team and colleagues) and then identify ways to foster connection, growth, and the well-being of their workers, customers, and partners to retain and attract top talent.



In 2022, we conducted our inaugural Workforce Experience Study...

In our first Workforce Experience study, we sought to capture worker needs, desires, and sentiments across sectors, roles, and organizations.



73 Questions

4,182
Respondents



Across the U.S.



16 Sectors¹



Org Size: 500+

We developed a Workforce Experience North Star – a composite score based on five key WX metrics.



Employee Experience

Quantify how workers rank their overall current experience at their organization.



Job Satisfaction

Identify worker sentiment with their specific role at their organization.



Employer Satisfaction

Recognize worker sentiment with their employer.



Retention

Detect how likely a worker is to leave their current organization for another organization in the next 12 months.



eNPS

Understand how likely a worker is to recommend their organization as a place of work.

We established a baseline for how the overall worker population is performing against the components of the WX North Star.



**Employee
Experience**



**Job
Satisfaction**



**Employer
Satisfaction**



Retention



eNPS

72%

of workers are having
a **positive¹ overall
experience** with their
organization

70%

of workers are
**satisfied with their
job**

68%

of workers are
**satisfied with their
employer**

23%

of workers are likely to
**quit in the next 12
months**

43%

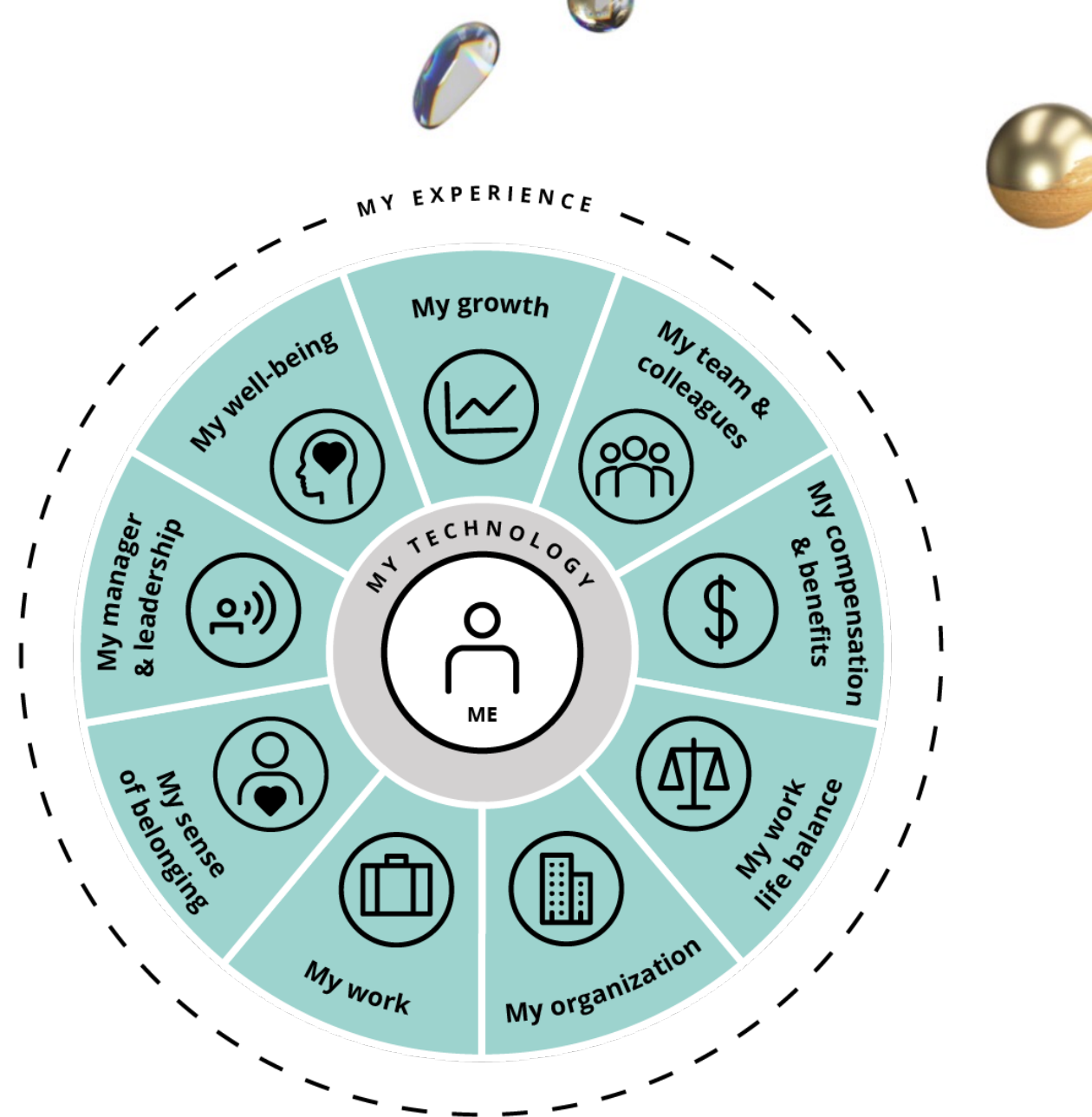
of workers would
**recommend² their
organization** as a
place of work

¹Workers who responded with "good" or "excellent", to the following question "Overall, how would you rate your experience as an worker at your organization?"

²Workers who responded with a "9" or "10", to the following question "How likely are you to recommend your organization as a place to work?"

We then determined which factors have the **greatest impact on the WX North Star.**

Our **Nine Factors of WX** were defined through factor analysis, followed by correlational analysis to assess the **correlation strength of each factor on the WX North Star.**



The **Nine Factors of WX** should be viewed as **escalating tiers of impact** on the WX.

While **foundational factors** are **important to 'get right,'** each subsequent factor (going **clockwise**) has an **incrementally greater impact on the WX North Star**, all of which are enabled by technology.

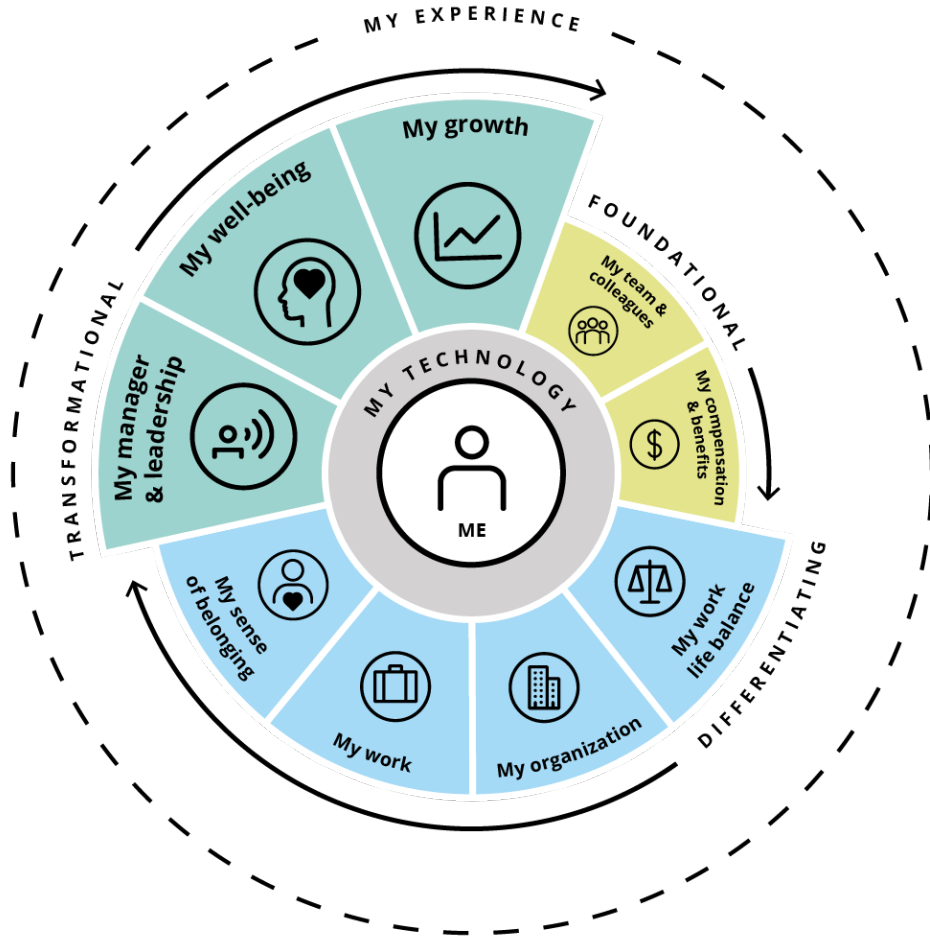


Each workforce factor serves as an important component in realizing a compelling workforce experience.

However, ***Growth, Well-Being,*** and ***Manager & Leadership*** were shown to have the greatest impact on WX.

Transformational Factors

Factors most strongly correlated with an elevated Workforce Experience (WX)



Now more than ever, **workers are placing a greater emphasis on well-being and stability** within their workforce experience. This includes feeling that they are growing their career and have a future with their organization, are cared for by people at work, and work for leaders who have earned their trust. Not surprisingly, **workers who felt their organization fell short within these WX factors reported a higher likelihood to leave**, lower employer and job satisfaction, and lower eNPS.

TRANSFORMATIONAL

Growth

The education, experiences, and exposure I receive support my ability to upskill and grow.

What Matters Most to Workers:



How Organizations are Performing Today:

- 65%** of workers feel they have a future with their organization
- 62%** are confident that they are growing their career with their current organization
- 66%** get opportunities to learn the skills needed to transition to different roles AND can learn the skills they need for the future



Why you need to get this right...

Workers who do not feel they are growing their career with their current organization are **2.5x more likely to leave for another organization in the next 12 months**. However, if workers feel they can learn the skills needed to transition to different roles and the skills they need for the future, then they are **2.7x less likely to leave their organization in the next 12 months**.

Why it matters...

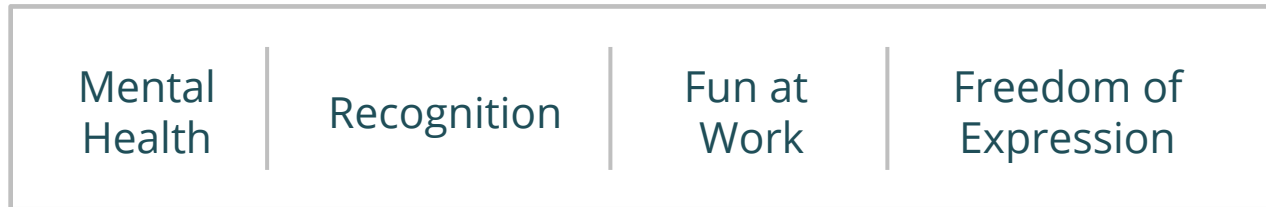
Worker growth, including the ability to upskill and transition to modern roles, exhibited the strongest influence impacting key workforce experience metrics including employer net promotor score ("eNPS"), employer and job satisfaction, and likelihood to stay. **Workers who believe they have a future with the organization have the highest impact on eNPS compared to any other growth variable.**

TRANSFORMATIONAL

Well-being

The feeling that my organization cares for my overall mental and physical health along with how I am recognized for my contributions

What Matters Most to Workers:



How Organizations are Performing Today:

55% *agree their work has a positive effect on their physical health and on their mental health*

58% *are regularly recognized for their work contributions*

61% *have fun at work*

63% *feel free to express opinions and ideas at work*



Why you need to get this right...

For workers who are regularly recognized for their contributions, **85%** agree that their organization cares about their well-being. Additionally, workers who disagree that their organization cares about their well-being say they are **2x more likely to quit in the next 12 months.**

Why it matters...

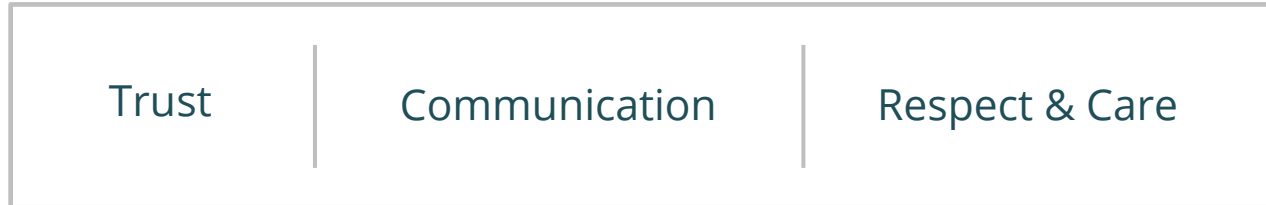
Care for well-being, along with recognition and having fun at work, exhibit the strongest influence on key workforce experience metrics like eNPS and worker experience. Workers who feel their organization care for their well-being tend to rate them higher on key workforce experience metrics.

TRANSFORMATIONAL

Manager

The trust I have in my managers and leaders, how they communicate and respond to feedback, and the respect they show towards me

What Matters Most to Workers:



How Organizations are Performing Today:

59% *trust their organization's senior leadership team*

66% *are satisfied with how their manager communicates with them*

58% *are satisfied with how senior leadership communicates with workers*

74% *are treated with respect by their managers*



Why you need to get this right...

Only 59% agree that they trust their senior leaders; this increases to **77%** if they agree their manager is invested in their success. Additionally, if workers are satisfied with communication from managers AND senior leadership, they are **4.3x more likely to have a positive overall experience.**

Why it matters...

Trust and effective communication with leadership exhibit the strongest positive influence on workforce experience metrics. Trust in management and leadership promotes positive sentiment among workers, however **trust is largely fractured among workers and their senior leaders.**

Differentiating Factors



Secondarily, workers are looking for their organization to create a **supportive culture** and community that helps each worker feel a **sense of belonging** and connection to their organization.

DIFFERENTIATING

Sense of Belonging

The fair and equitable opportunities along with fostering a culture of diversity and inclusion my organization provides

What Matters Most to Workers:



How Organizations are Performing Today:

63% *agree their organization offers fair access to opportunities they are interested in*

71% *agree their organization consistently supports diversity and inclusion*

66% *feel a sense of belonging at work*



Why you need to get this right...

For workers who believe they have fair access to opportunities that they are interested in, 85% feel they have a future with their current organization. Additionally, these workers are **3x less likely to leave their current organization in the next 12 months.**

Why it matters...

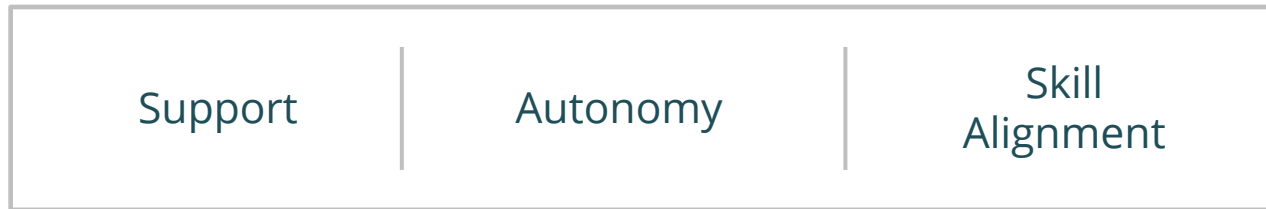
Providing fair and equitable opportunities along with fostering a culture of diversity and inclusion goes a long way to improve the workforce experience. **Fair access to developmental opportunities and DE&I initiatives** positively impact the different workforce experience metrics such as eNPS, employer satisfaction, worker satisfaction, and employee experience.

DIFFERENTIATING

Work

The support I need to perform my job, the right level of autonomy and empowerment that maximizes my efficiency and ability to make an impact, and how my impact inspires me to go above and beyond

What Matters Most to Workers:



How Organizations are Performing Today:

64% *get the support needed to perform well at work*

62% *agree that they have a voice in their work assignments*

75% *agree their work is aligned with their capabilities and skillset*



Why you need to get this right...

For workers who believe they get the support needed to perform well at work, **82%** feel they have a future with their current organization and **77%** agree that staying at their current organization is the best way to **advance their career**.

Additionally, these workers are 1.5x less likely to leave their current organization in the next 12 months.

Why it matters...

Support and autonomy exhibit the strongest influence impacting key workforce experience metrics

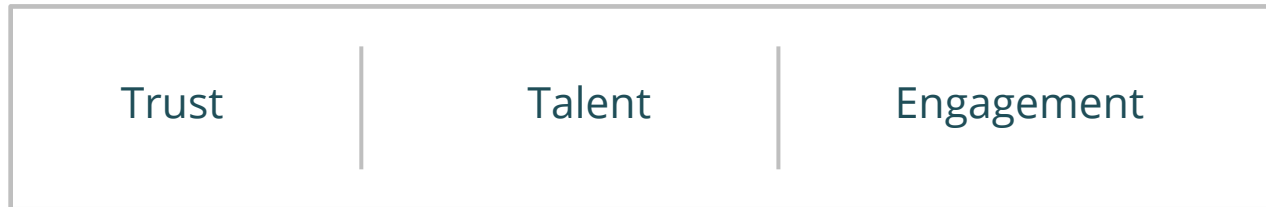
including eNPS, worker satisfaction, and likelihood to stay. Organizations are generally doing a good job aligning their workers to roles that fit with their capability and skillset; however, workers are not always supported to take innovative risks outside of that skillset, as only 55% of workers agreed.

DIFFERENTIATING

Organization

The promises my organization delivers on and the ability for my organization to attract top talent

What Matters Most to Workers:



How Organizations are Performing Today:

60% *agree that their organization delivers on its promises to workers*

62% *agree that their organization attracts talented workers*

65% *agree that they feel connected, committed and invested in their organization's success*



Why you need to get this right...

Workers that trust their senior leadership are **6.6x more likely to agree that they feel connected, committed, and invested** in their organization's success and are **2.7x more likely to stay at their current organization for the next 12 months.**

Why it matters...

Trust in the organization and the **ability to attract talent** exhibited the strongest influence impacting key workforce experience metrics. Organizations that successfully foster a sense of trust between its workers and its senior leaders see the strongest retention rates, however only 59% of workers actually trust their senior leaders.

DIFFERENTIATING

Work-life Balance

The ability to balance personal and professional commitments

What Matters Most to Workers:

Impact on Life	Work-life Balance	Family Benefit
----------------	-------------------	----------------

How Organizations are Performing Today:

- 57%** *agree that their organization takes into account how work impacts their personal life*
- 65%** *agree that they are reasonably able to balance work demands with family and/or personal needs*
- 56%** *agree that their organization provides the right level of family-friendly benefits (childcare, eldercare, and family leave)*



Why you need to get this right...

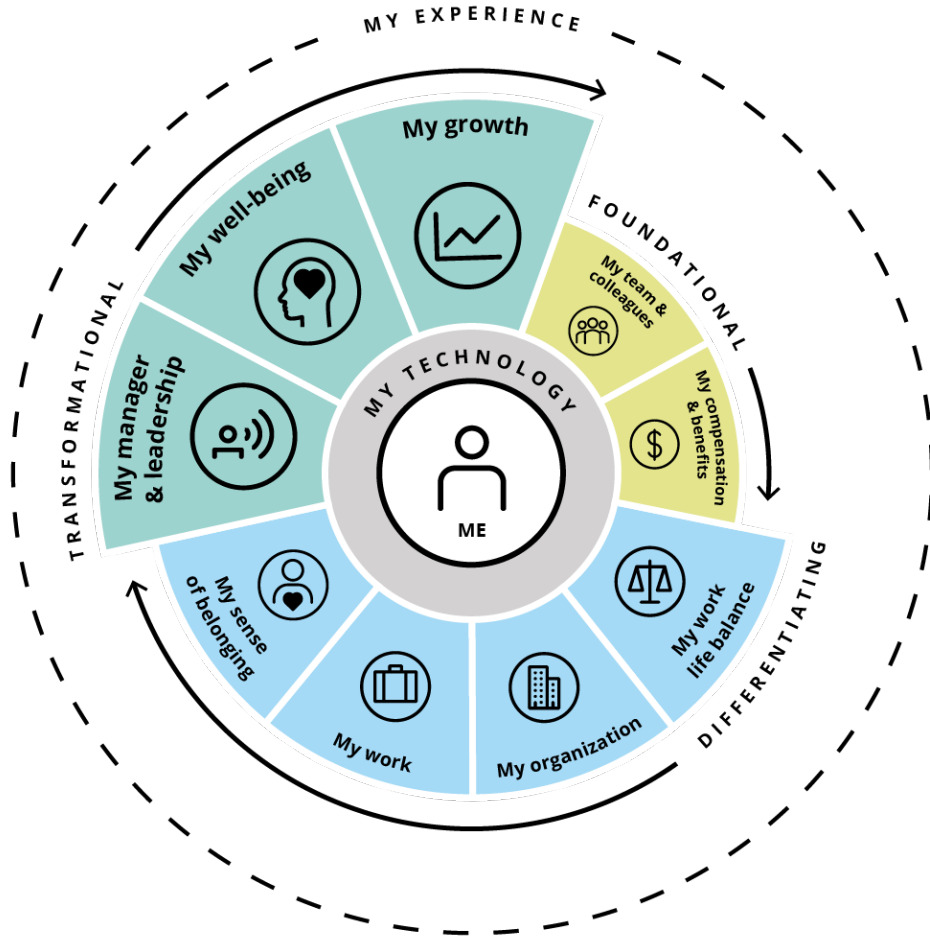
Workers who agree that their organization considers how work impacts their personal life are **2.8x** more likely to have a positive experience. Additionally, workers who disagree that they can reasonably balance work demands with personal needs are **2x more likely to leave in the next 12 months.**

Why it matters...

A sense of understanding of the **impact work has on personal life along with reasonably helping to balance personal needs** are the primary factors of workforce experience metrics for work-life balance. While most workers agree their organization allows for a reasonable balance between work and personal needs, **proper family-friendly benefits and a sense of compassion and understanding for how work impacts personal life are growth areas.**

Foundational Factors

Factors that are crucial to subsequent tiers, despite a (relatively) lower correlation with an elevated Workforce Experience (WX)



Foundationally, **employers should validate they are first delivering satisfactory workforce experiences in factors such as Compensation & Benefits and Teams & Colleagues** before they prioritize investment in modern workforce factors that drive an exceptional experience in the workplace.



FOUNDATIONAL

Compensation & Benefits

The compensation and benefits I receive to support myself and my family

What Matters Most to Workers:



How Organizations are Performing Today:

- 60%** *are satisfied with their financial compensation (salary/wages, bonuses, etc.)*
- 67%** *are satisfied with their benefits package (health care, retirement, life insurance, LTD, PTO, family leave, etc.)*
- 50%** *are satisfied with their organization's available programs or partnerships designed to support overall financial health*



Why you need to get this right...

Workers who are not satisfied with compensation are **1.7x more likely to leave in the next 12 months**. Additionally, workers who are not satisfied with their benefits package are **1.9x more likely to leave in the next 12 months**.

Why it matters...

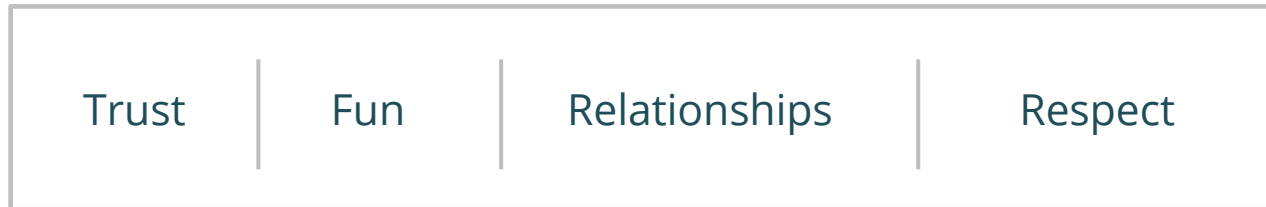
Compensation and benefits as traditional retention levers are table stakes. The majority (**60%+**) of workers who responded to the survey were satisfied with traditional benefits. While increased satisfaction in these areas led to a slight increase in likelihood to stay, this area was not the main factor, but rather an area organizations must get right in order to enable differentiators such as growth, well-being, and manager and leadership to retain workers.

FOUNDATIONAL

My Team & Colleagues

The teams I collaborate with and engage with and the friends I have at work

What Matters Most to Workers:



How Organizations are Performing Today:

64% *agree people can trust each other at their organization*

74% *enjoy working with members of their team or group*

69% *have friends at work*

76% *agree the people they work with treat them with respect*



Why you need to get this right...

If a sense of trust is fostered at the senior leadership level, workers are **4.7x more likely to agree that people trust each other at their organization**. Additionally, if workers agree they have friends at work, they are **1.6x less likely to leave their organization in the next 12 months**.

Key Takeaway...

Having **trust and fun with team members at work exhibited the strongest influence impacting key workforce experience metrics**. The average person **spends more than 90,000 hours at work over their lifetime**. Workers want more of this time to be spent enjoying themselves and building meaningful relationships with their co-workers.

TECHNOLOGY AS A KEY ENABLER

Technology is a key WX enabler, upon which all other WX Factors are built.

An organization's workflow and the ability to personalize technology has the strongest influence on the WX North Star. Having proper technology is table stakes; however, organizations can better meet their people where they are by enabling them to better customize their technology to meet their needs.

57%

are able to personalize workplace technology to fit their needs

Workers who do not feel that their organization's workflow processes help them do work efficiently are 2x more likely to leave in the next 12 months.

62%

agree that their organization's workflow processes help them do work efficiently

Workers who can personalize their workplace technology to fit their needs are 2.6x more likely to have a positive work experience.

64%

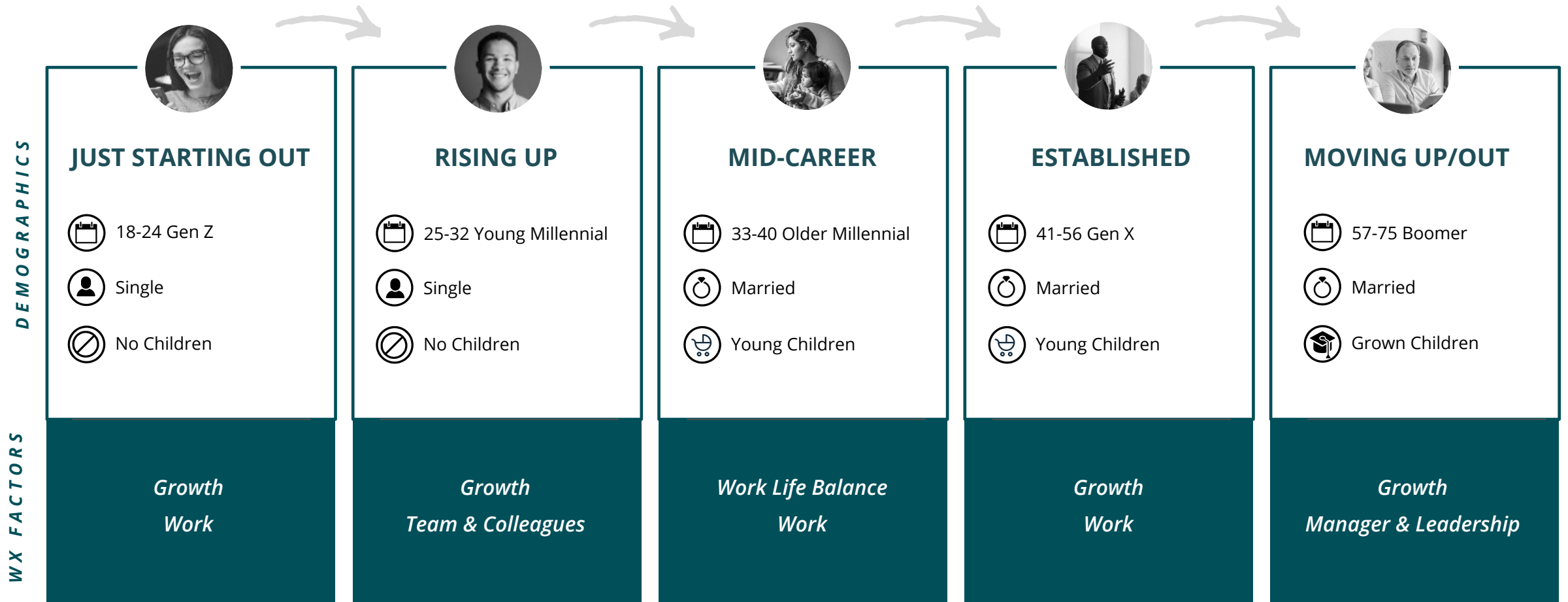
agree that it is easy to access internal services, information, and data required for their job

The ***Nine Factors of WX*** serve as an entry point for organizations to formulate a more comprehensive WX strategy...

...but ***WX is not static***, and it's important to ***consider the unique needs and desires*** of the humans that make up a workforce.

Taking a Life Stage Lens to the Workforce Experience

So, how might the Nine Factors of WX shift based on workers' life stages? While the factors still hold, our research showed how worker needs and desires evolve across different stages of life – represented by five initial archetypes below. While every organization will need to consider its own worker population(s), it is clear that WX is not static and requires a human-centric lens.



WX Insights through Different Stages of Life

As workers move through different stages of life, their needs, desires, and expectations of their employer evolve...

WX INSIGHTS



JUST STARTING OUT

GROWTH

Workers receiving training and development **opportunities that will help them grow** their career have a **higher desire to come in to work** (+ 20%).

WORK

Those who say their **skills are matched well** to their job assignment reported a **higher desire to come in to work** (+ 13%) and **better employee experience** (+10%).

This group has the **least flexibility in where they work** with **less than half** (46%) reporting they **have a voice in their working environment**.



RISING UP

GROWTH

Workers in this group are **35% more likely** to report a **positive employee experience if they feel they are growing** their career, yet **only half** (58%) say **they are growing**.

A staggering **81% say they are having a positive workplace experience** if they can learn the **skills they need for the future**.

TEAM & COLLEAGUES

Those rising in their careers want **mutual respect** in their work experience. We identified a **20% increase in their desire to come in to work** when they felt they were **respected in the workplace**.



MID-CAREER

WORK LIFE BALANCE

An incredible **93% of those able to balance** commitments with their **work and home** life say they have a **great employee experience**.

Unfortunately, **only 2 out of 3** (65%) **of workers** report they **can accomplish this** with their current employer.

WORK

The **majority** (68%) of this group agree that the **ability to work remotely or hybrid is important** to them.

We see a **15% increase in their desire to come in to work** when they have a choice in the place they physically work.



ESTABLISHED

GROWTH

When asked about **taking innovative risks** in the workplace, established workers ranked highest with **61% reporting they were supported by their employers** to do so.

WORK

Established workers ranked their **skillset and capability alignment** with work assignments **highest amongst other groups, at 77%**.

Only 22% of established workers said they **expect to leave** their current organization in the **next 12 months**, the **lowest amongst worker groups**.



MOVING UP/OUT

GROWTH

Career **growth is still top-of-mind** for this group of workers yet **only half** (55%) say **they are doing that** at their current employer.

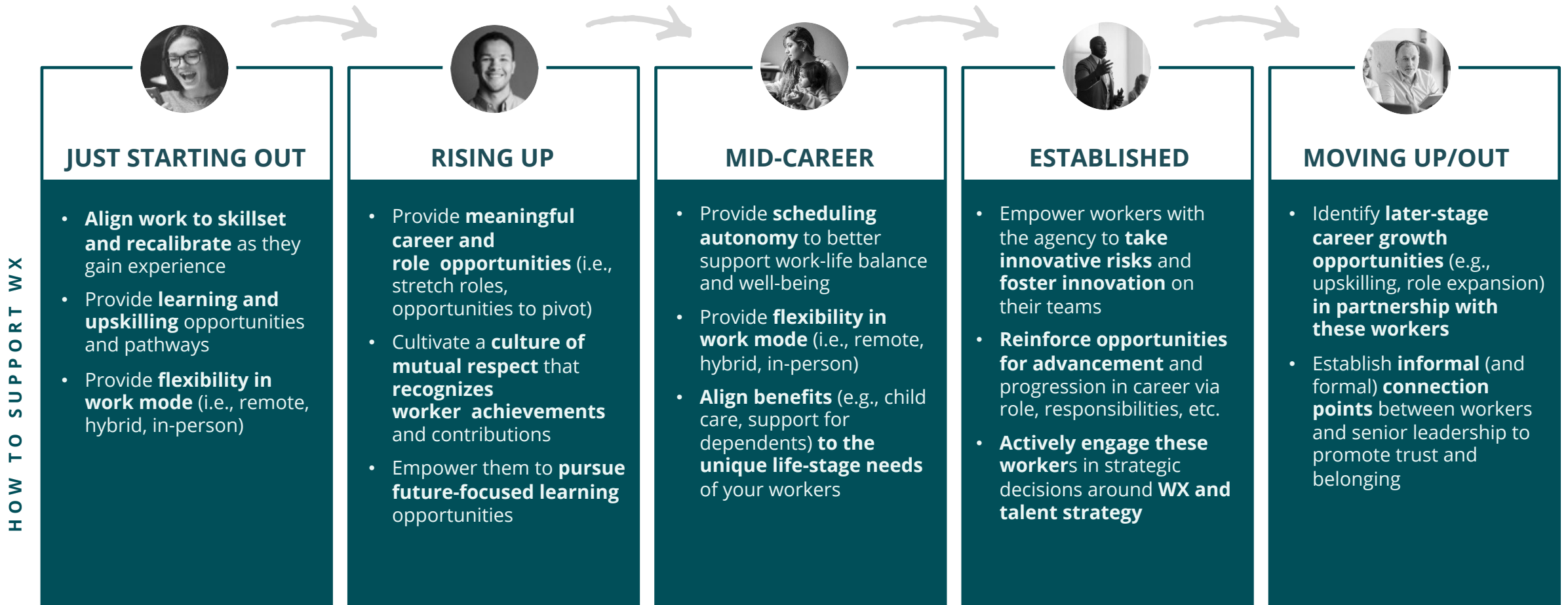
MANAGER & LEADERSHIP

When evaluating their senior leadership team, **only 1 in 2 say they trust those leading** their organization.

1 out of 3 (32%) **of these workers** said they are **likely to leave** their current organization for a different one in the **next 12 months**, a **10% increase** over the general population

Activating WX Across Life Stages

Organizations are better equipped to design the 'right' Workforce Experience when they understand the unique needs and desires of their workers across different stages of life.



Deloitte's Workforce Experience Research 2022 Key Takeaways

Key Takeaways to Improve Your Workforce Experience:

KEY METRIC

WORKERS that trust their senior leadership are 6.6x more likely to agree that they feel connected, committed, and invested in their organization's success and are 2.7x more likely to stay at their current organization in the next 12 months.

KEY METRIC

WORKERS who can personalize their workplace technology to fit their needs are 2.6x more likely to have a positive work experience.

KEY METRIC

80% of WORKERS feel that their job is good for their mental health if they believe their employer cares for their well-being.

KEY METRIC

WORKERS with an excellent employee experience were 3X more likely to say their organization is customer-focused, and 1.5X more likely to enjoy working directly with their organization's customers and clients.

Focus on Growth, Trust, and Well-being

An elevated WX cannot be fully realized without these three WX factors. Workers are motivated to stay, engage, and promote their organization if they see opportunities for growth and advancement, an organizational focus on well-being, and leaders that listen to them and take action accordingly.

Personalize Technology

Technology is table stakes and important to 'get right' before or in parallel with the other WX Factors. It is crucial that organizations make thoughtful technology investments that align to their workers' evolving needs & desires and tie together all other elements of the WX.

Workers value technology that increases efficiency and allows them to customize their experience to work with their personal habits and working style.

Honor Different Stages

The Nine Factors of WX serve as an entry point for organizations to formulate a more comprehensive WX strategy, but WX is not static, and it's important to consider the unique needs and desires of the humans that make up a workforce (e.g., stage of life, career ambitions).

Different life stages have different needs for schedules, technology, benefits, and training. Customizing a path for each segment will lead to wholistic gains in worker satisfaction.

Combine WX + CX to Win

Elevating the Workforce Experience in turn elevates the Customer Experience. By investing in WX and workers' growth, organizations create teams that feel empowered to support customers, driving future innovation and customer centricity.

Where should organizations go from here?

Our research suggests that a **positive overall experience with an organization alone is not sufficient to retain workers**, much less motivate them to be employer brand promoters...

1 Build trust by **listening to your workforce** and developing **sensing capabilities** to keep your WX priorities in step with your **workers' evolving needs and desires**.

2 Ensure your organization is **delivering on foundational* WX factors first** – it is important to get these 'right' before or in tandem with higher tiers / factors.

3 Identify/develop clear **growth opportunities** and ensure adequate **recognition and mental health support** – key components of well-being – for your workers.

4 Develop an iterative WX approach through the **co-creation and piloting** of WX initiatives with **different segments of your workforce**.

5 Ensure you have made the necessary investment(s) in **technology** to support your **WX ambitions** and **empower your workers** to do their jobs.

*...so, what can organizations do to **differentiate themselves**, retain engaged, top talent, and ensure their **WX factors are aligned** to the unique needs of their workers?*

Thank You.

This publication contains general information only, and none of the member firms of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collective, the “Deloitte Network”) is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

As used in this document, “Deloitte” means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte USA LLP, Deloitte LLP and their respective subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2023 Deloitte Development LLC.
All rights reserved. Member of Deloitte Touche Tohmatsu Limited