



TOOLKIT

# How Company Culture Drives Employee Retention

Top Five Contributors to Rising Attrition Rates

# The Culture Imperative: Inspiring Employees to Stay

## Address the Top 5 Factors Contributing to Rising Attrition Rates

Our team of experts conducted Employee Voice Sessions with more than 3,000 participants from organizations in the Technology, Pharmaceutical, Legal, and Finance Service industries.

In these facilitated virtual sessions where employees anonymously share their workplace experiences and beliefs with each other, our experts specifically addressed the ways **employee networks, sponsors, and managers can affect a company's efforts to engage and retain talent.**

Our findings highlight five workplace inclusion and culture factors organizations can address to compete in this era of disengagement and decrease attrition.

### How to Use This Toolkit

HR and Talent leaders can use this toolkit to reflect on their organization's retention efforts related to the top five attrition factors identified in our research. Keep in mind that your employees' needs may differ from those who participated in our study, but proactively addressing the retention drivers in this toolkit can significantly impact workplace culture and attrition goals better than routine exit or stay interviews.

To learn more about how Seramount can help you listen to your employees' needs differently, visit [seramount.com/assess360](https://seramount.com/assess360) to schedule time with an expert.

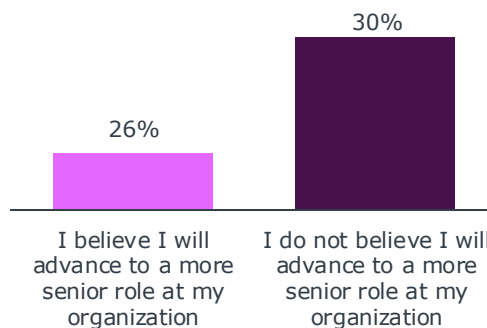
### Finding #1: Belief in Advancement Doesn't Reduce Flight Risk

Participants who believe they will advance to a more senior role at their organization are just as likely to leave as those who do not.

“It is difficult to build relationships and find networking opportunities with higher levels. It's not clear how to build advocates other than showing good work on projects and initiatives. Mentoring should be a DEI initiative to retain talent and help people succeed.”

-Employee Voice Session Participant

Employee Participants Who Report They Will Stay at Their Company 3 Years or Fewer



# Interpersonal Dynamics Drive Internal Mobility

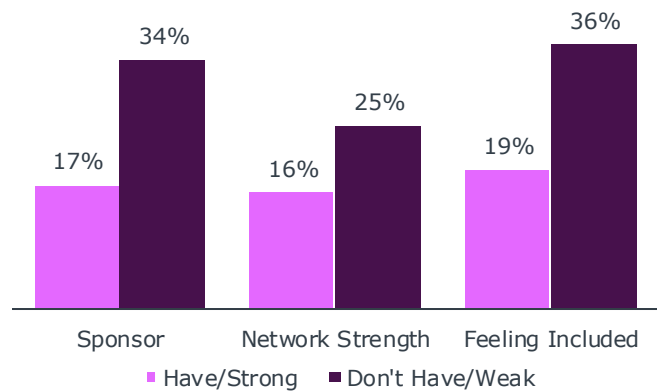
## Finding #2: Relationship Building Is Key to Retention

Our data shows that sponsorship opportunities, manager behavior, and peer support all play a role in how confident an employee feels at work.

“ This is absolutely a who-you-know company. If no one wants to help you, then unfortunately you are stuck. Members of the leadership team are not interested in helping people build relationships. That would go a long way in people really believing that there is a good culture here, which for some reason the leadership seems to believe there is.”

-Employee Voice Session Participant

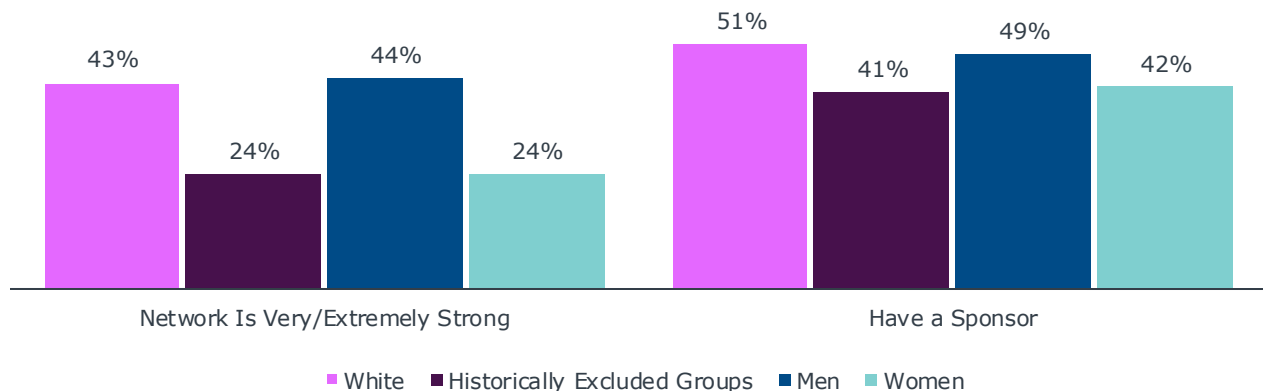
Reflections About Professional Networks from Employees at Risk of Leaving



## Finding #3: Relationship Capital Is Uneven Across Groups

The desire to advance is consistent across all demographics. However, relationship capital is less robust for women and historically excluded talent, which may diminish their chances of advancing.

Relationship Capital for Employee Participants Who Want to Advance



“ Honestly, I have great relationships with many senior leaders, but I had to be the one to reach out and establish a connection. It would be nice if senior leaders extended their hand to mentor others. Especially considering most of them are white and constantly talk about promoting diversity. A great way to do that is to connect with your diverse team.”

-Employee Voice Session Participant

# Daily Interactions Shape Perceptions of Who Belongs

## Finding #4: Exclusion Decreases Intent to Stay

Leaders need to put in extra effort to make early and mid-career employees feel included. More frequent communication from top management is often seen as a sign of inclusion.

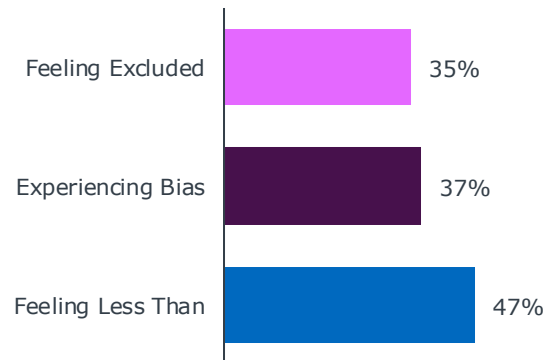
### Exclusion Increases Flight Risk

**28%** of participants who feel “less than” intend to leave their company within three years, compared to 12% who do not feel “less than”

### Exclusion Encourages Inauthenticity

**75%** of employees who experience some form of bias compromise themselves in some way at work, compared with only 25% of those who do not experience bias

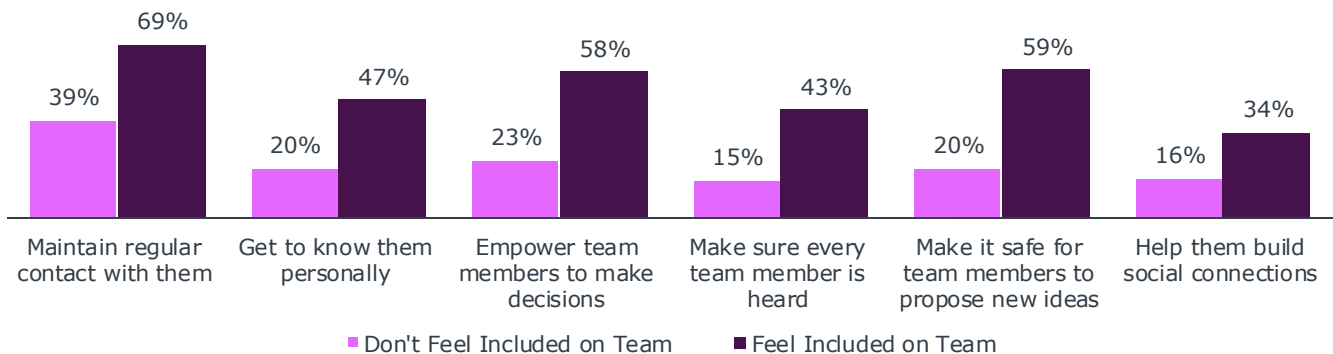
Employee Participants Who Report Feeling Excluded at Their Workplaces



## Finding #5: Managers' Inclusivity Habits Make a Difference

Approximately twice as many employees who feel included report that their manager engages in six specific inclusive manager behaviors, compared with employees who do not feel included on their teams.

Employee Participants Who Have Managers That Exhibit the Most Powerful Inclusive Behaviors



“ I never receive feedback. I will receive negative comments if I make mistakes, but never receive coaching to improve in my weaker areas.”

-Employee Voice Session Participant

Areas where managers can make the greatest impact include:

- Check-ins and feedback
- Opportunities to innovate and contribute
- Building or expanding professional networks
- Decision-making and delegation

# Key Takeaways

You might know that your employees feel stalled and dissatisfied with their rate of advancement, but do you know what influences their perception of a sustainable career path at your company? **What do they need to see and feel to believe they can succeed in your organization?**

## Top Five Factors Impacting Employee Retention:



Belief in advancement doesn't reduce flight risk



Relationship capital is uneven across groups



Relationship building is key to retention



Managers' inclusivity habits make a difference



Exclusion decreases intent to stay

Organizations must set a strong foundation, build actionable roadmaps, and **create a culture that embraces opportunities to advance talent.**



### Listen Differently

to accurately diagnose pockets of disengagement

#### What Does Great Corporate Listening Look Like?

- ✓ **Create safe, anonymous spaces to ask detailed follow-up questions**, and do further diagnostics with specific populations
- ✓ Utilize appropriate sample sizes and **"radically candid" employee feedback** to know you've reached the heart of an issue



### Act Intentionally

to deploy proven practices that reengage employees

#### How Do You Act with Speed and Intention?

- ✓ **Align KPIs and objectives with stakeholders** before starting new initiatives or making sweeping changes
- ✓ **Get expert guidance** on order of operations to implement the most relevant, **proven practices**



### Monitor Regularly

to capture changes in employee sentiments

#### How Do You Catch New Pockets of Disengagement?

- ✓ **Determine leading and lagging indicators** and track progress over time using data and dashboards
- ✓ Prioritize actions with the greatest impact then **constantly test, measure, and iterate** to ensure they deliver the right outcomes

# How Seramount Can Help

Solutions to Help You Create an Inclusive and Engaging Employee Experience

Capture unparalleled and **unfiltered employee insights** to **build a culture of trust** and transparency.

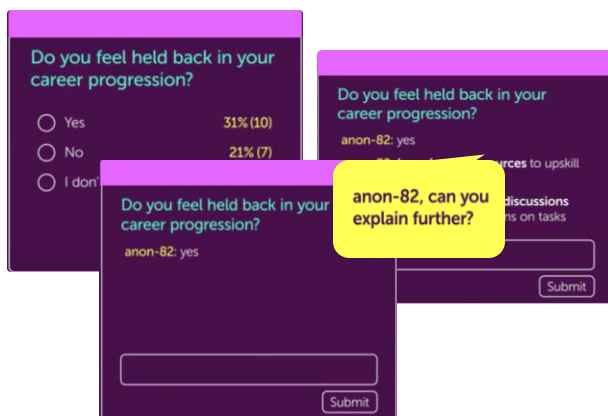
## Translating Employee Data into an action Plan

Assess360 is a three-part solution to sustain culture change. Our expert consultants focus on tactical logistics and data analysis, extending the capabilities of HR and Talent teams throughout a multiyear journey.



## What Are Employee Voice Sessions?

To Uncover Frequently Missed Talent Intelligence—Listen Differently



60–90-minute anonymous, online focus groups



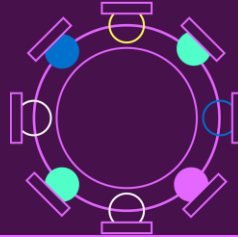
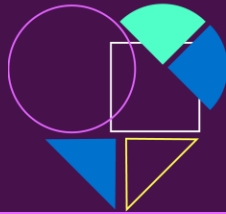
Gather rich data in an engaging, safe, and solutions-oriented forum



Deliver an authentic portrait of employees' experiences

"Holding one Employee Voice Session is **like conducting sixty one-on-one interviews at once**. I've never seen another tool that can gather employee insights in such an engaging way."

-Chief Culture Officer, Global Insurance Company



## Insight-Powered Solutions Trusted by Talent and HR Leaders

### TALENT SOURCING

**Identify, Engage,  
and Hire Top  
Early Career  
Talent**

Branding and recruiting platform that surfaces engaged, prepared candidates more efficiently, effectively, and at scale

### ASSESSMENT AND STRATEGY

**Uncover the Real  
Levers to Unlock  
Enduring Employee  
Engagement**

Actionable intelligence into the employee experience powered by innovative technology and over 40 years of workforce data and insights

### RESEARCH AND ADVISORY SERVICES

**Set Strong DEI  
Foundations and  
Build Adaptable  
Roadmaps**

Expert guidance rooted in research and experience to support and advance your strategic talent and DEI priorities in every environment

### LEARNING AND DEVELOPMENT

**Create a  
More Resilient,  
Connected  
Workforce**

Impactful content designed and delivered to deflect productivity and positive behavior change at every level

We partner with **600+** corporations,  
government entities,  
and nonprofits **globally**.

Including **~50%** of the  
Fortune 100 and  
**~25%** of the Fortune 500.

## Learn more

about how Seramount can help your organization

[assess360@seramount.com](mailto:assess360@seramount.com)

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## About Seramount

Seramount is a strategic professional services and research firm dedicated to supporting high-performing, inclusive workplaces. Over four decades, we've established a strong, data-driven understanding of the employee experience, which lays the groundwork for everything we do. Seramount partners with over 450 of the world's most influential companies, large and small, to offer pragmatic solutions including best practice DEI research, workplace assessment, employee learning and development, and talent sourcing. These offerings empower organizations to navigate a dynamic corporate environment and to cultivate a resilient, connected workforce that achieves extraordinary outcomes.

