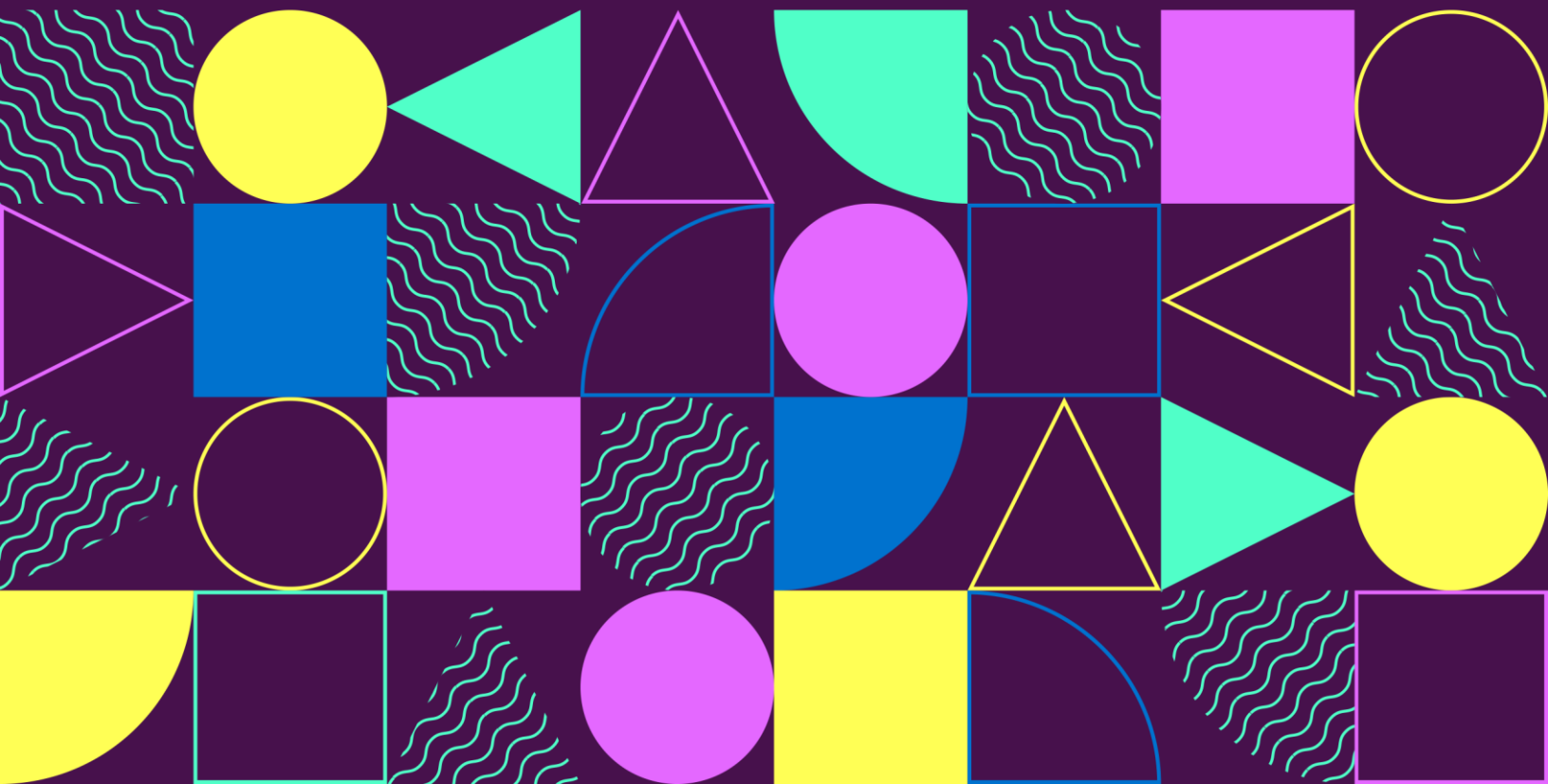


EXECUTIVE SUMMARY

5 Talent Truths Engagement Surveys Won't Tell You

Findings from Seramount's Employee Voice Sessions



Employees Reevaluating Effort They Devote to Work

Disengagement Trends Are Permeating Public Discourse

Engagement can be interpreted as a broad indicator of how motivated an employee is at work, and according to global estimates, **only 13 percent of people are engaged** at their current jobs. This contributes to a massive productivity loss. In the United States alone, **disengagement costs the economy around \$500 billion every year.**

While companies are relatively good at hiring for talent, especially when talent can be equated to hard skills or experience, they have been generally less apt at fostering a culture that ensures a sense of belonging and maintains engagement. This, coupled with the changes that the workplace has undergone over the past few years, has left employees reevaluating the amount of effort they are willing to devote to work. **Trends such as “quiet quitting” and “working your wage” became more popular**, leaving organizations to fill the gap that results from disengagement.

Employee Engagement and Satisfaction Are Deeply Tied to Inclusion

53%

of Gen Z expect to see more diversity in leadership positions

This influential group has made it clear that they will not stay at a company where leadership doesn't reflect the larger workforce (and currently, less than 8 percent of the F500 has a diversified C-suite).

47%

of turnover is due to an unhealthy company culture

Employers need to understand what their employees truly want from their workplace and invest in these imperatives to continue to retain and attract the right talent.

1.5–2x

of an employee's salary is required to replace lost talent

There is risk to waiting until you start losing top talent to discover vulnerabilities in your culture. Now more than ever, fostering inclusivity and trust between leadership and workforce is crucial to culture health.

Successful Organizations Will Need to:



Mitigate the “disengagement tax” and “quiet quitting”



Measure and clearly communicate progress on DEI goals



Be quick and thoughtful in their response to social justice events and societal crisis



Follow through on commitments to building an inclusive talent strategy



Support and train overstretched and burned-out staff



Align goals and build partnerships between ERGs and larger business

The Trouble With Engagement Surveys

This 'Check-the-Box' Exercise Rarely Leads to Sustainable Change Outcomes

In today's data-driven workforce, employee engagement surveys have become one of the primary sources of data on staff satisfaction, but the insights they provide are often superficial, and the data that comes from them tends to be insufficient to drive meaningful change. Many organizations are identifying talent challenges within survey data but don't have the information needed to solve them.

Employee Engagement Survey Data Alone Isn't Enough to Drive Meaningful Change:

1

Focused on Quantitative Data

Without the in-depth, qualitative responses that you would get from a live interaction to contextualize the data points, leaders are often left asking, "But why?"

2

Uncertain Anonymity

Employee participants often do not trust that their answers will be truly anonymous, leading them to respond untruthfully

3

Inability to Conduct Follow-Up

When problems present within the data, leaders are unable to follow up to dig deeper and get more information

4

Lack of Facilitation

Employee participants are unable to ask clarifying questions about what they are being asked

5

Impersonal

Employee participants are unable to speak to their own personal experiences and perceptions in specific detail

6

Surface-Level Questions

Leaders at the organization only get data responses to questions that they had the foresight to ask

7

Passive Responses

When replying to static surveys, employees typically feel like their input is going into a 'black box' that may or may not ever be directly addressed

8

Survey Fatigue

Surveys, especially ones that require detailed thinking, can inevitably cause what is known as 'survey fatigue,' which reduces the quality of the responses given

5 Truths Your Engagement Surveys Won't Tell You

Did You Know This About Your Talent?

Seramount's Employee Voice Sessions (EVS) enable proactive listening that delves beyond a survey to probe into talent challenges and collect meaningful data to set goals and drive measurable progress. Drawing from EVS data, we've discovered five employee truths that many organizations may be overlooking if relying exclusively on engagement or inclusion surveys to understand the employee experience.

Seramount's Employee Voice Sessions Uncovered These Five Truths:



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.



Exclusion Increases Flight Risk and Encourages Inauthenticity

- When employees feel "less than," they are likely to leave within three years
- Employees who experience some form of bias often compromise themselves at work



Relationship Capital is Uneven Across Groups

- Among participants who want to advance, 49 percent of men state they have a sponsor, compared with 42 percent of women.
- Similarly, 51 percent of White employees state they have a sponsor, compared with only 41 percent of people of color.



Many Factors Affect Employee Confidence

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



The Level of Inclusivity a Manager Exhibits Makes 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.

How Seramount Can Help

Solutions to Help You Create an Inclusive and Engaging Employee Experience

Capture unparalleled and unfiltered insight into the perceptions of your workforce to identify levers for building a culture of trust and transparency.

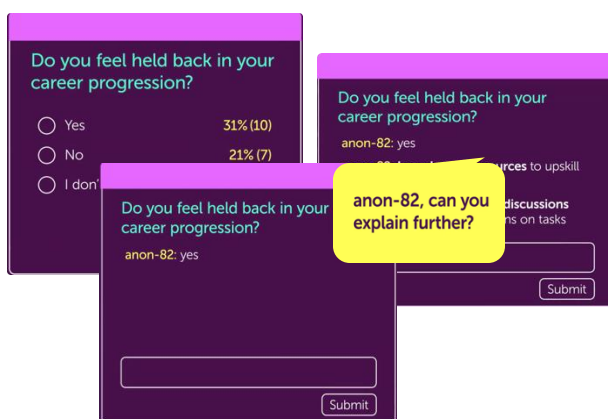
Translating Employee Data Into An Action Plan

Assess360 is a three-part solution to sustain culture change. An expert consultant focuses on tactical logistics and data analysis, extending the capabilities of HR and Talent teams throughout a multi-year journey.



What are Employee Voice Sessions?

To Uncover Frequently Missed Talent Intelligence—Listen Differently



60–90-minute anonymous, online focus groups



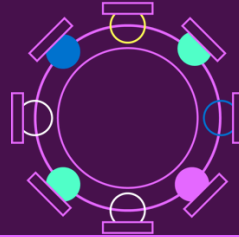
Gather rich data in an engaging, safe, and solutions-oriented forum



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

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.

