



DATA SNAPSHOT

Global Study: HR Executives and XM

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Executive Summary

KEY FINDINGS IN THIS REPORT

To understand the current state of experience management (XM) in HR, Qualtrics XM Institute surveyed 911 senior leaders in HR/People Operations at companies with 1,000 or more employees about their companies' XM efforts. Highlights from the research include:

- + **HR is growing in importance around the world.** Not only are HR organizations growing, with 70% of HR leaders reporting budget increases and 63% reporting headcount increases for the year, but they are also growing their strategic importance. 74% of HR leaders said HR is more involved in their company's strategic initiatives compared to before the COVID-19 pandemic.
- + **HR leaders reported strong EX management capabilities, but there's room for improvement.** HR leaders rated their employee experience management capabilities as strong across the three elements of technology (71%), culture (69%), and skills and capabilities (73%). They still see the importance of improving their employee experience capabilities; 84% said this is important for their organization to do over the next three years.
- + **'Lack of clear strategy' is the top obstacle to EX success.** Thirty percent of HR leaders cited 'lack of clear strategy' as an obstacle. Organizations with fewer than 10,000 employees were more likely to report this as an obstacle (32%) compared to larger companies (23%). Globally, HR leaders cited 'misaligned incentives and rewards' and 'lack of critical skills' as obstacles next most frequently.
- + **There's high perceived value in connecting employee and customer experience.** Over four in five HR leaders said it would be 'valuable' or 'extremely valuable' for their organization to better understand the elements of employee experience that have the strongest impact on customer experience. Meanwhile, just 31% of respondents said their organization is 'very effective' at identifying these elements.
- + **Data privacy and quality are the top concerns for disparate employee data storage.** More than fifty percent of respondents cited each of these items as a risk of disparate data storage. Meanwhile, these HR leaders reported their organizations using, on average, 2.3 experience management platforms.

STUDY KEY FACTS

- 911 Senior leaders in HR/People Operations
- Companies with 1,000 or more employees
- Conducted in Q4 2022/Q1 2023
- 9 countries

Global Study: HR Executives and XM

STUDY OVERVIEW

The data for this report comes from a study of senior leaders in HR/People Operations that Qualtrics XM Institute conducted in Q4 of 2022 and Q1 of 2023. Using an online survey, XM Institute collected data from 911 senior leaders in HR/People Operations working at companies with more than 1,000 employees headquartered in Australia, Brazil, France, Germany, Japan, Mexico, Singapore, the United Kingdom, and the United States.

FIGURES IN THE REPORT

1. Study Demographics
2. Changes to HR Budgets and Headcount
3. HR Involvement in Strategic Initiatives After COVID
4. Focus on Employee Experience After COVID
5. Future Need to Respond to Unexpected Events
6. Future EX Improvement
7. EX Management Technological Capabilities
8. EX Management Culture Capabilities
9. EX Management Skills and Capabilities
10. EX Management Agility
11. Future HR Involvement in XM Capabilities
12. XM Importance
13. 2023 Areas of Focus
14. Areas of Focus by Country
15. 2023 Obstacles to EX Efforts
16. Obstacles to EX Success by Country
17. Value of Connecting Employee and Customer Experience
18. Effectiveness at Connecting Employee and Customer Experience
19. Executive Use of EX Feedback
20. Employee Listening Frequency
21. Employee Experience Metrics
22. Employee Experience Metrics Frequency
23. Employee and Candidate Feedback Posts
24. Risks of Disparate Data Storage
25. EX Listening Frequency: by Company Size
26. EX Capabilities: by Company Size
27. 2023 Areas of Focus: by Company Size
28. EX Improvement Importance: by Company Size
29. Future XM Importance for HR: by Company Size
30. EX Obstacles: by Company Size
31. Executive Use of EX Feedback: by Company Size
32. Employee Experience Metrics: by Company Size
33. Feedback Mechanisms: by Company Size
34. Data Privacy Risks: by Company Size

Methodology

Study Demographics

KEY TAKEAWAYS

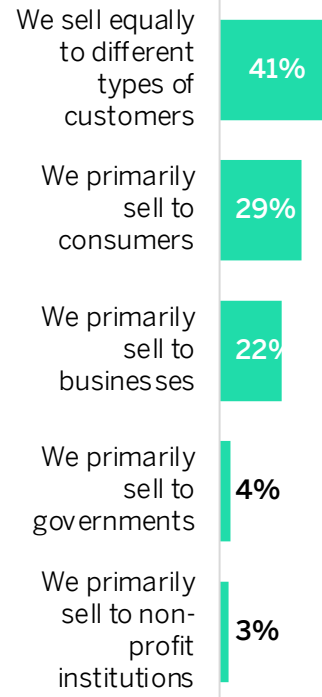
- + More than half of respondents work at organizations with more than 500 employees in their overall HR/People Operations organization.
- + There are at least 100 respondents from organizations with headquarters in each country.

ABOUT

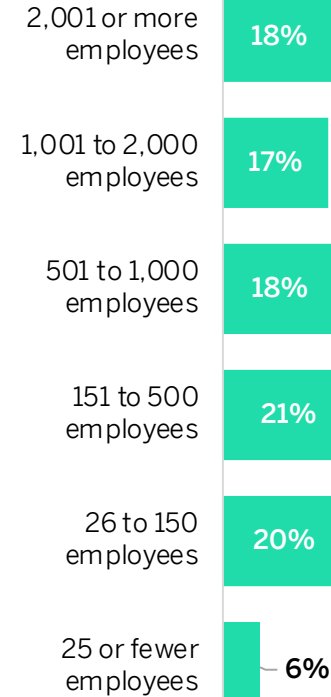
These charts show respondents' primary customers, the number of full-time employees in their HR organization, and the country within which their organization is headquartered.

Details About Respondents

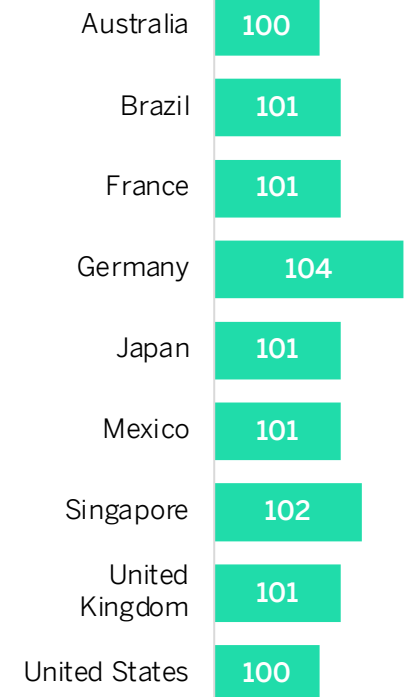
Who are the primary customers of your company?



What number of full-time employees are there in your overall HR/People Operations organization?



What is the location of your organization's headquarters?



Changes to HR Budgets and Headcount

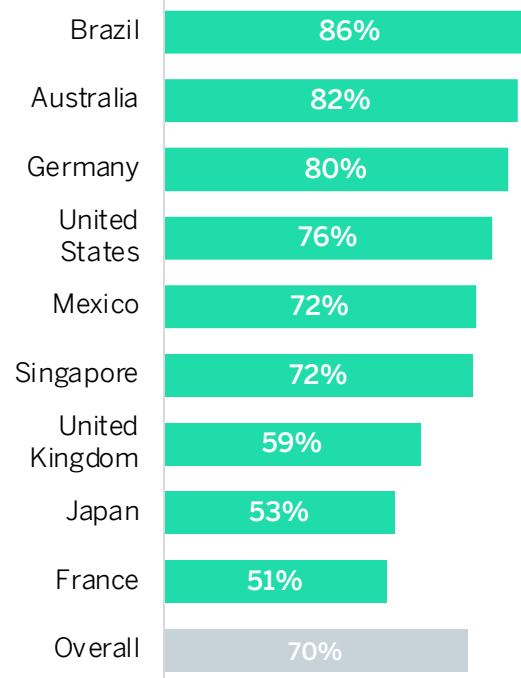
KEY TAKEAWAYS

- + Seventy percent of respondents said they expect their HR budget to increase over the next 12 months compared to last year.
- + Just under two-thirds of respondents expect their HR headcount to increase this year compared to last year.

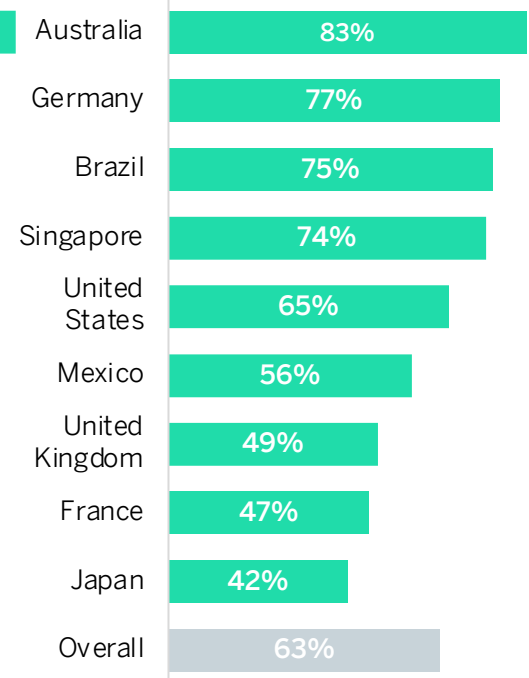
ABOUT

These charts show the percentage of respondents that expect their HR budget and headcount to increase over the next 12 months compared to the previous year.

Over the next 12 months, how do you expect your HR budget to change compared with the previous 12 months?
(% increase)



Over the next 12 months, how do you expect your HR headcount to change compared with the previous 12 months?
(% increase)



HR Involvement in Strategic Initiatives After COVID

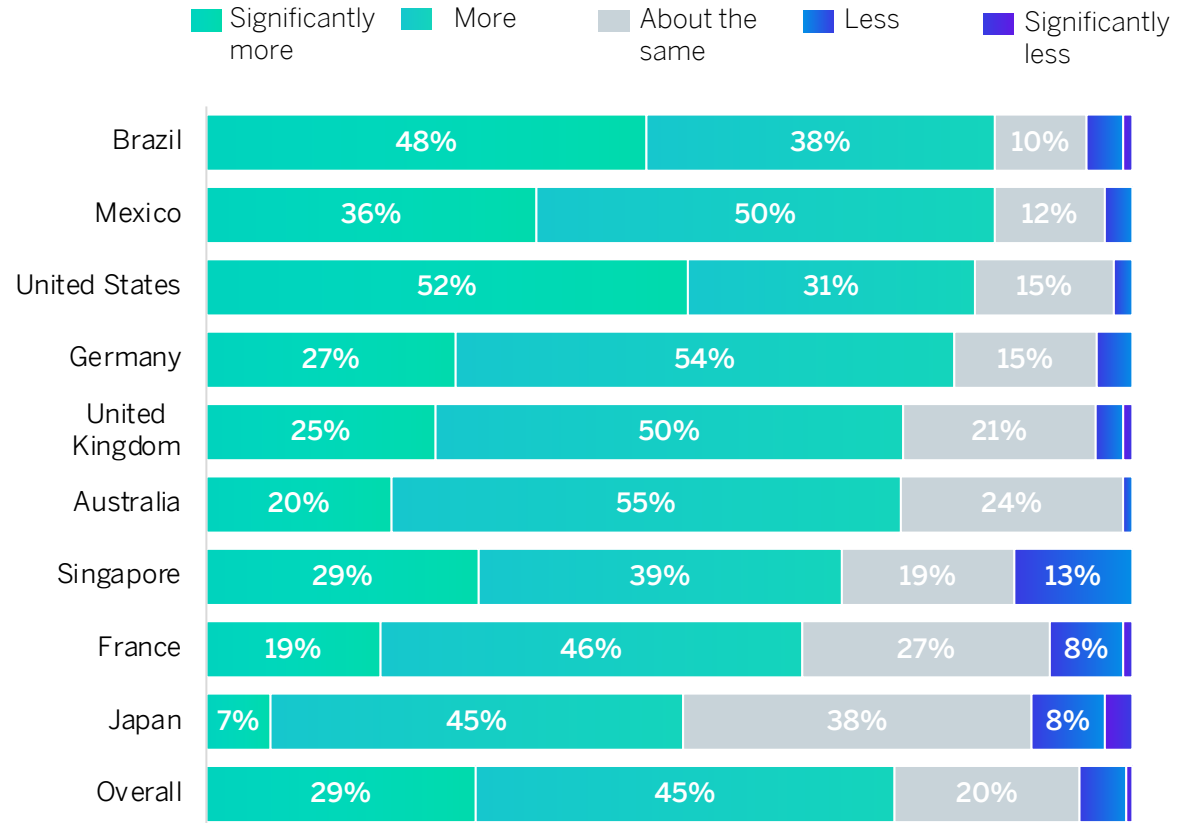
KEY TAKEAWAYS

- + Across all countries, 74% of senior leaders in HR said that their HR organization is more involved in their company's strategic initiatives compared to before the COVID-19 pandemic.
- + Brazilian HR leaders most frequently said that they are more involved in their company's strategic initiatives compared to before COVID-19, at 86%.
- + Singaporean HR leaders most frequently reported a decrease in their HR organization's involvement in their company's strategic initiatives, at 13%.

ABOUT

This chart shows the percentage of respondents that said their HR organization is more, less, or similarly involved in their company's strategic initiatives compared to before the COVID-19 pandemic.

Compared with before the COVID-19 pandemic, to what degree is the HR / People Operations organization involved in the company's strategic initiatives?

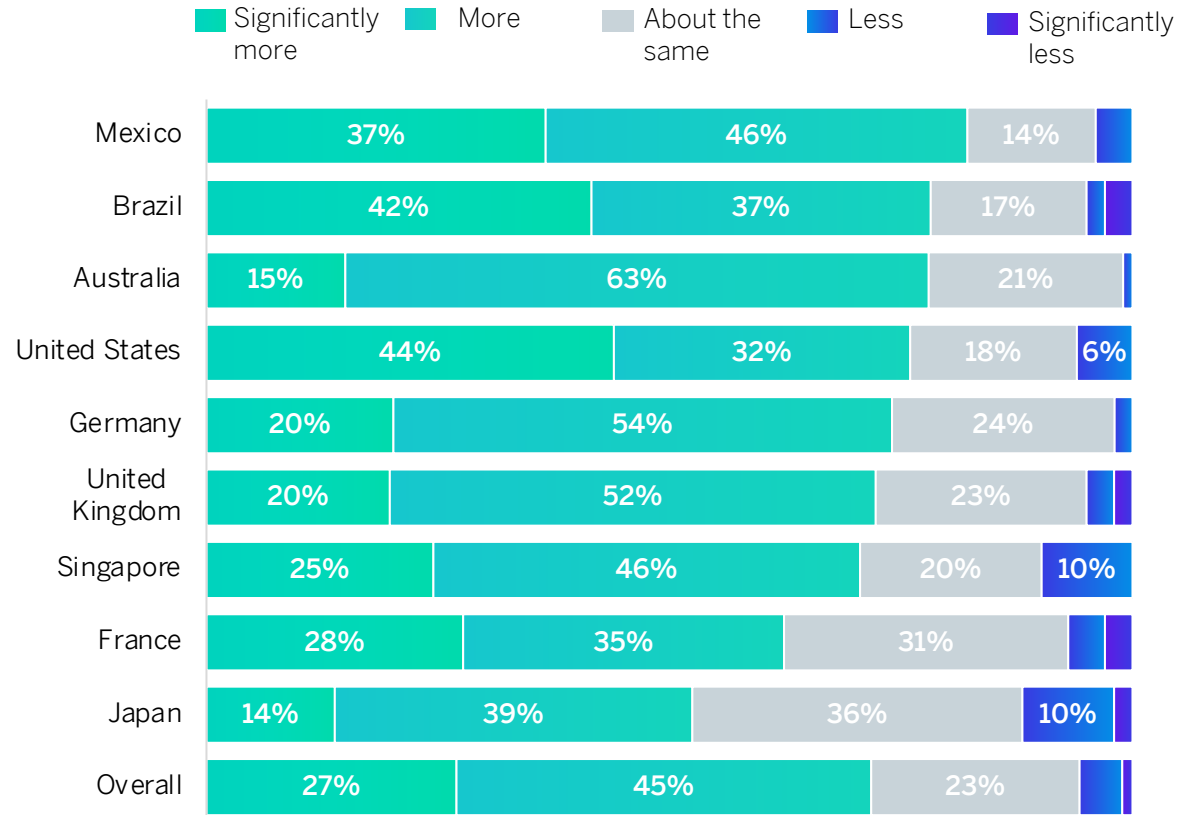


Focus on Employee Experience After COVID

KEY TAKEAWAYS

- + Mexican respondents (83%) were most likely to report an increase in their senior executive team's focus on employee experience (EX) compared with before COVID.
- + Across all countries, 72% of respondents reported more focus on EX from their company's senior executive team compared with before COVID-19.

Compared with before the COVID-19 pandemic, to what degree does your company's senior executive team focus on employee experience?



ABOUT

This chart shows how respondents consider their company's senior executive team's focus on EX compared to before the COVID-19 pandemic.

Future Need to Respond to Unexpected Events

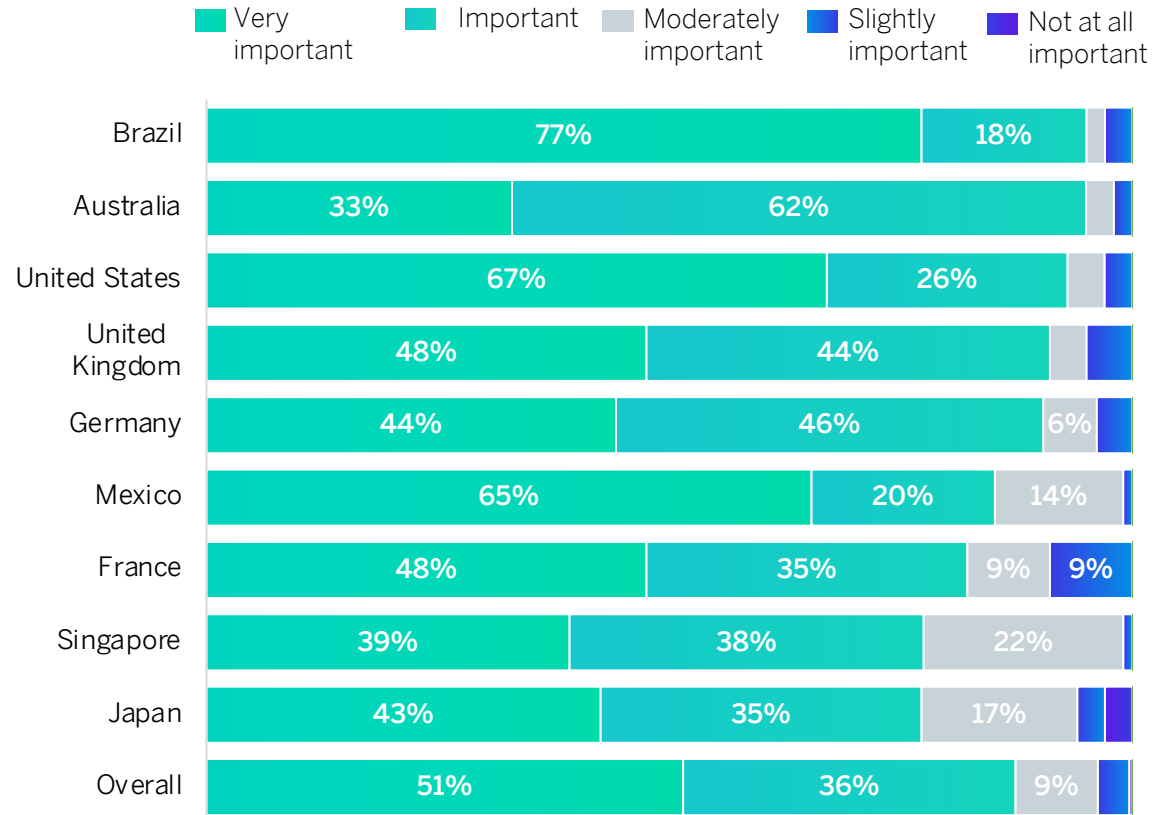
KEY TAKEAWAYS

- + Eighty-seven percent of HR leaders across all countries believe it's at least 'important' for their organization to improve its ability to adapt to unexpected events.
- + French respondents most frequently said that it is only 'slightly' or 'not at all' important for their organization to improve its ability to adapt to unexpected events, at 9%.

ABOUT

This chart shows the percentage of respondents from each country that think it is important for their company to improve its ability to respond to unexpected events.

Thinking ahead to the next three years, how important is it for your overall organization to improve its ability to adapt to unexpected events?



Future EX Improvement

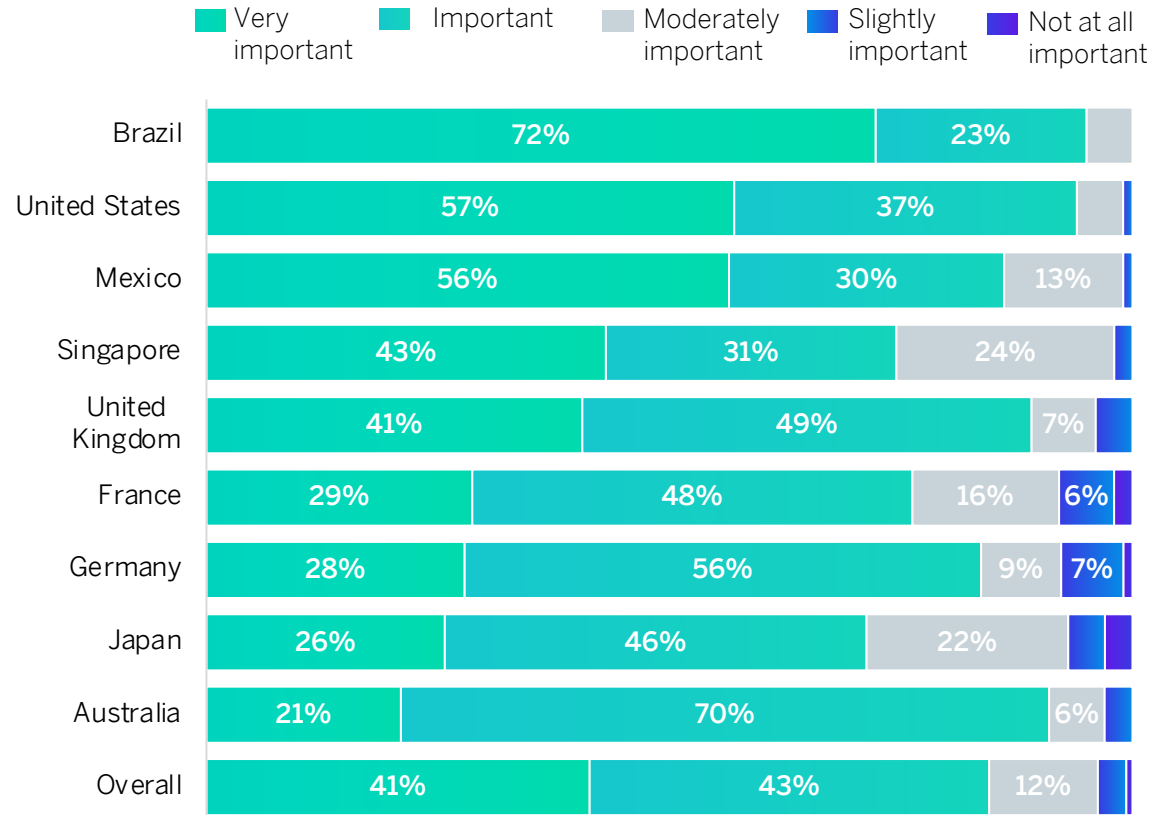
KEY TAKEAWAYS

- + Nearly three-quarters of senior leaders in HR in Brazil said that it is 'very important' for their organization to improve its employee experience (EX) capabilities.
- + Twenty-one percent of Australian respondents said that it is 'very important' for their organization to improve its EX capabilities, the lowest percentage across all countries.
- + Overall, 41% of respondents think it is 'very important' for their organization to improve its EX capabilities.

ABOUT

This chart shows how important respondents think it is for their organization to improve its employee experience capabilities.

Over the next three years, how important do you think it is for your organization to improve its employee experience capabilities?



EX Management Technological Capabilities

KEY TAKEAWAYS

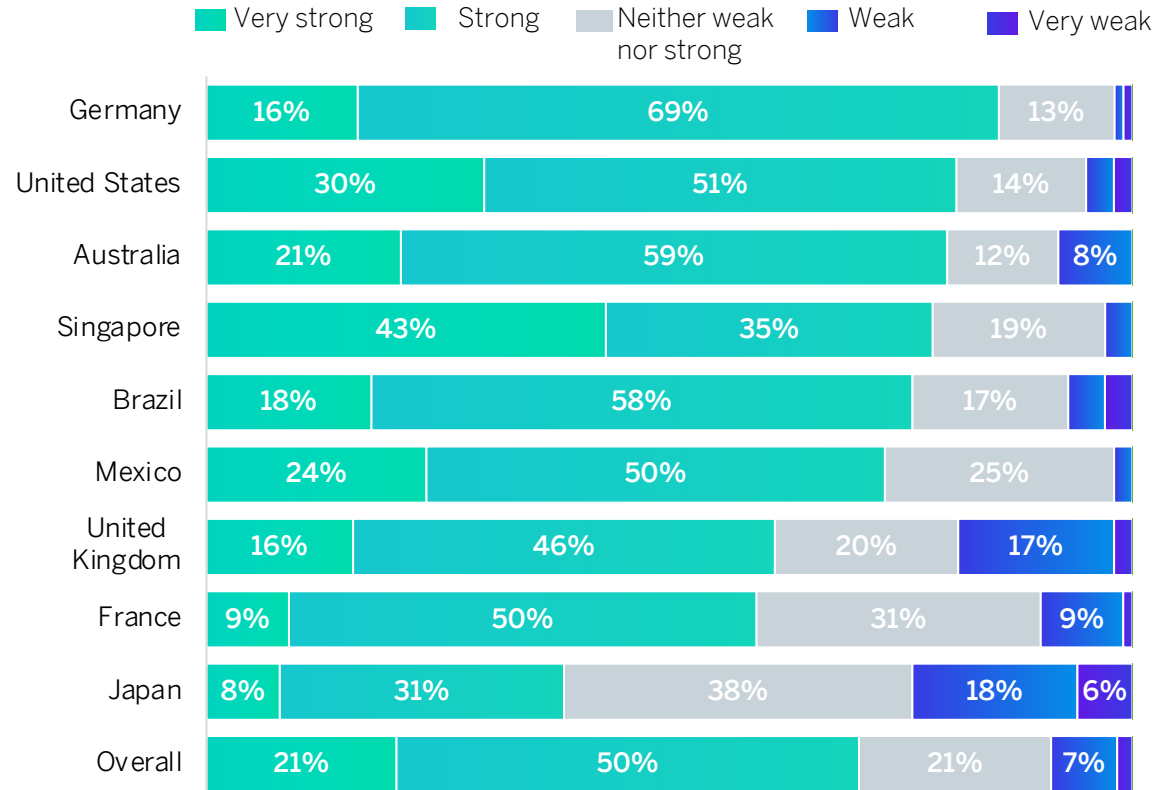
- + German respondents most frequently rated their experience management technology capabilities as 'strong' or 'very strong', at 85%.
- + Japanese respondents were least likely to rate their technology capabilities as strong, at 39%.
- + Across all countries, 71% of senior leaders in HR said that their XM technology capabilities are strong.

ABOUT

This chart shows how senior leaders in HR rate their organization's employee experience management capabilities with technology that enables good employee experience management practices to scale across their organization.

Technology that enables good employee experience management practices to scale across your organization

(How would you rate your organization's employee experience management capabilities in the following area?)



EX Management Culture Capabilities

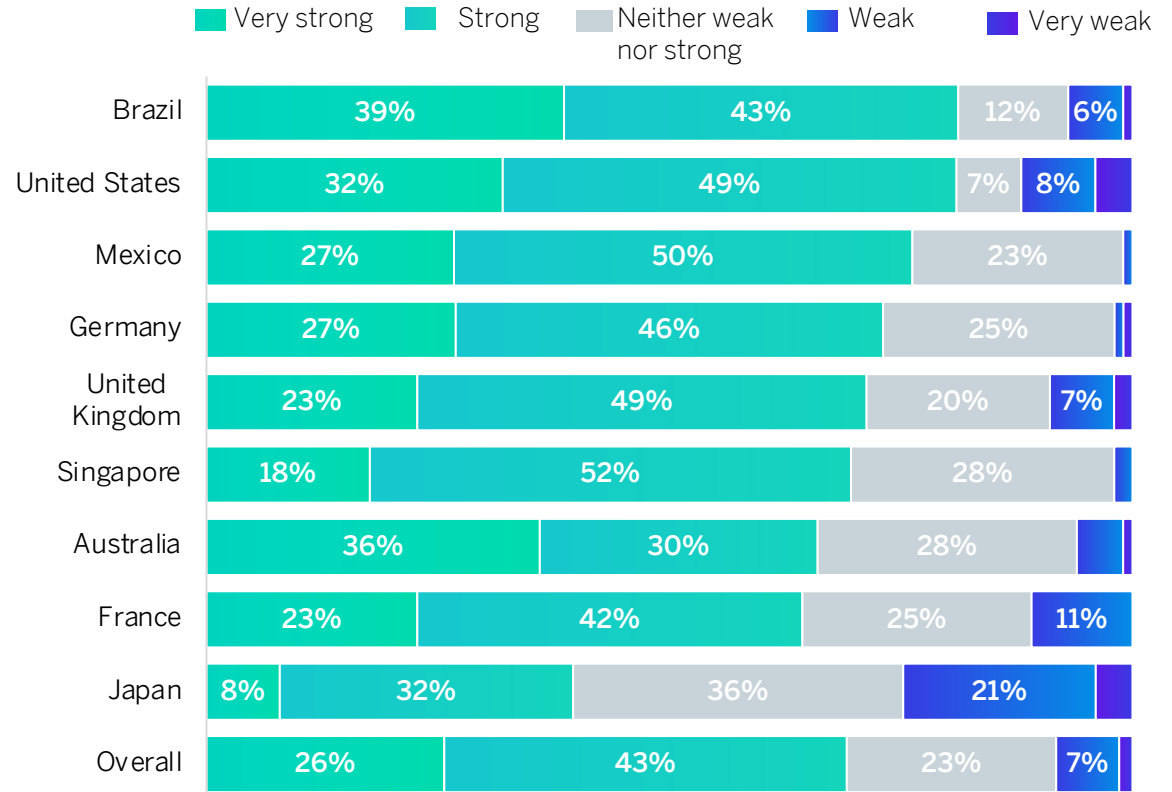
KEY TAKEAWAYS

- + Brazilian respondents most frequently rated their organization's XM culture as strong (82%).
- + One-quarter of Japanese HR leaders said that their organization's XM culture is weak.
- + Across all countries, 69% of respondents said that their XM culture capabilities are strong.

ABOUT

This chart shows how senior leaders in HR rate their organization's employee experience management capabilities with organizational culture that encourages good experience management practices to flourish across their organization.

Organizational culture that encourages good experience management practices to flourish across their organization
(How would you rate your organization's employee experience management capabilities in the following area?)



EX Management Skills and Capabilities

KEY TAKEAWAYS

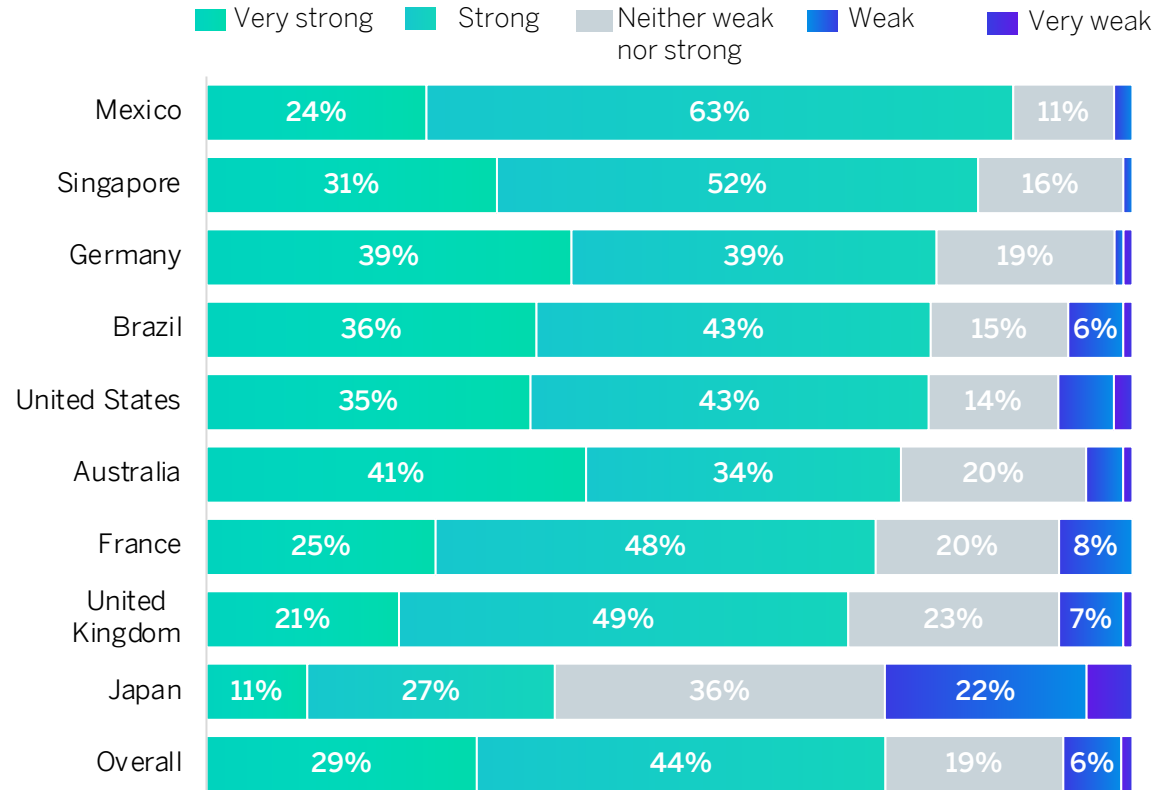
- + Nearly three-quarters of HR leaders across all countries reported strong XM skills and capabilities.
- + Mexican HR leaders were most likely to say that their organization has strong skills and capabilities to propel good XM throughout their organization, at 87%.
- + Japanese respondents least frequently reported strong skills and capabilities, at 38%.

ABOUT

This chart shows how senior leaders in HR rate their organization's employee experience management capabilities with skills and capabilities that propel good XM throughout their organization.

Skills and capabilities to propel good experience management throughout your organization

(How would you rate your organization's employee experience management capabilities in the following area?)



EX Management Agility

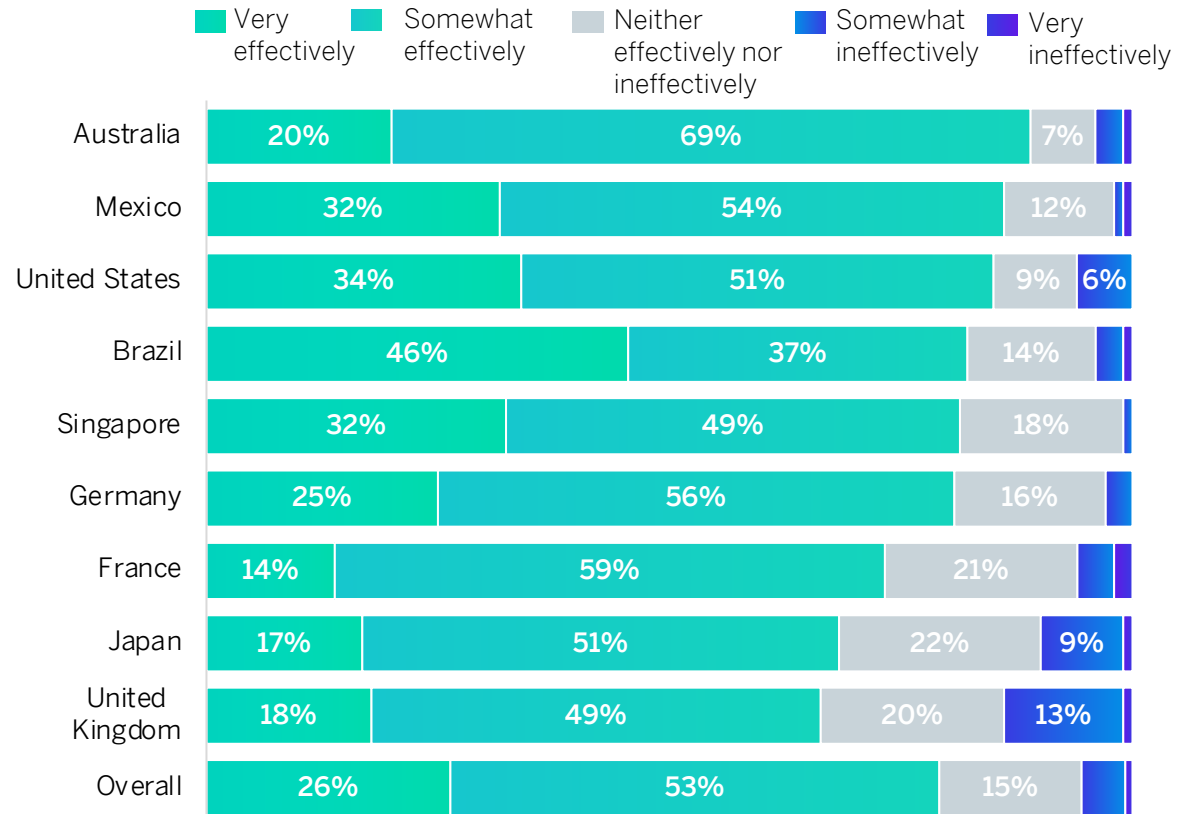
KEY TAKEAWAYS

- + Australian HR leaders most frequently said that their organization effectively addresses employees evolving needs by creating differentiated experiences, at 89%.
- + French employees least frequently said their organization 'very effectively' addresses employees' evolving needs by creating new experiences, at 14%.
- + Across all countries, 79% of respondents said their organization 'effectively' addresses employees evolving needs through new experiences.

ABOUT

This chart shows how effective respondents say their organization is at addressing employees' evolving needs by creating new, differentiated experiences.

How effectively does your organization address employees' evolving needs by creating new, differentiated experiences?



Future HR Involvement in XM Capabilities Improvement

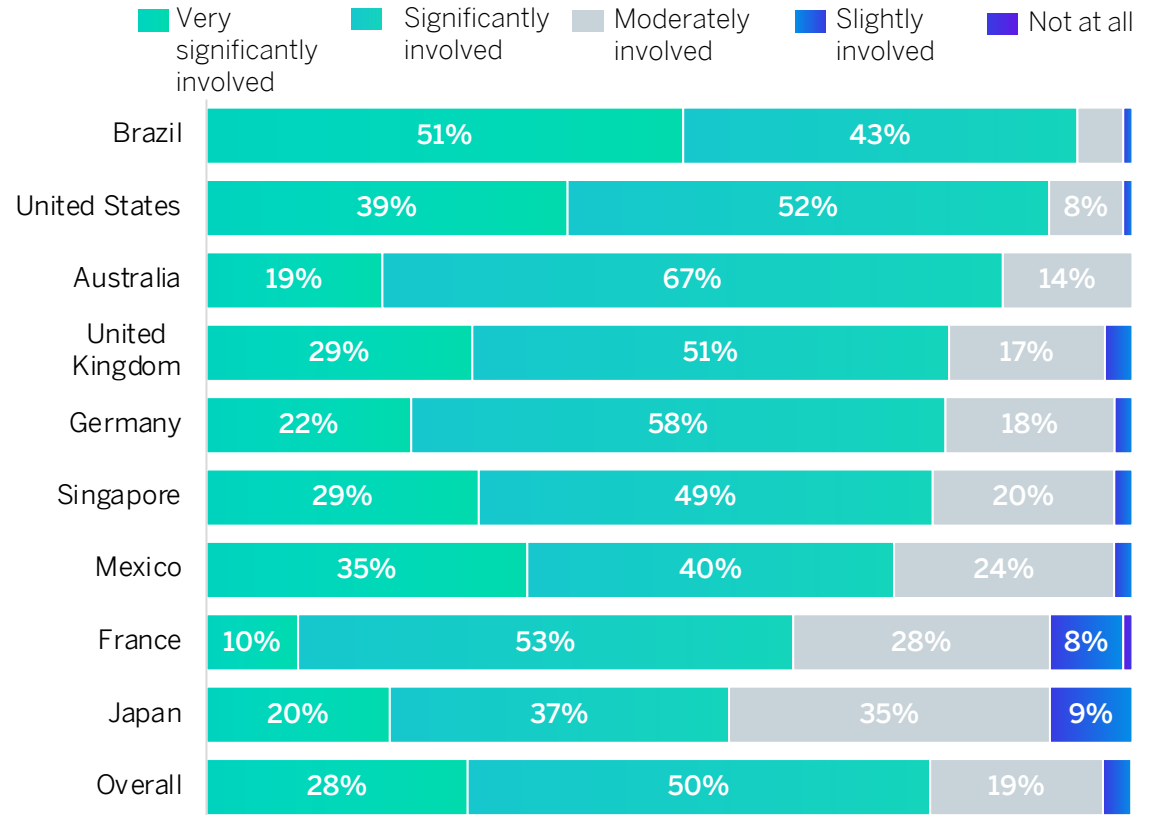
KEY TAKEAWAYS

- + Ninety-four percent of Brazilian HR leaders think that HR will be 'significantly' involved in helping their overall organization improve its experience management (XM) capabilities over the next few years.
- + Japanese respondents were least likely to say that they think their HR function will be significantly involved in helping their organization improve its XM capabilities (57%), followed by French respondents (63%).
- + Across all countries, 78% of respondents think HR will be significantly involved in improving XM capabilities.

ABOUT

This chart shows how involved HR leaders think the HR function will be involved in helping their overall organization improve its XM capabilities over the next few years.

To what degree do you think the HR function will be involved in helping your overall organization improve its Experience Management capabilities over the next few years?



XM Importance

KEY TAKEAWAYS

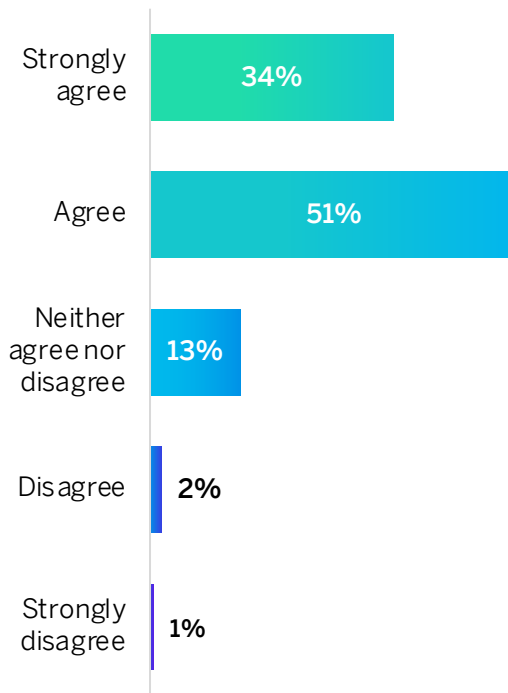
- + Thirty-four percent of HR leaders strongly agreed that experience management will be an important capability for HR organizations in the future.
- + Forty-three percent of HR leaders strongly agreed that experience management will play an important role in their professional success, while just 2% disagree.

ABOUT

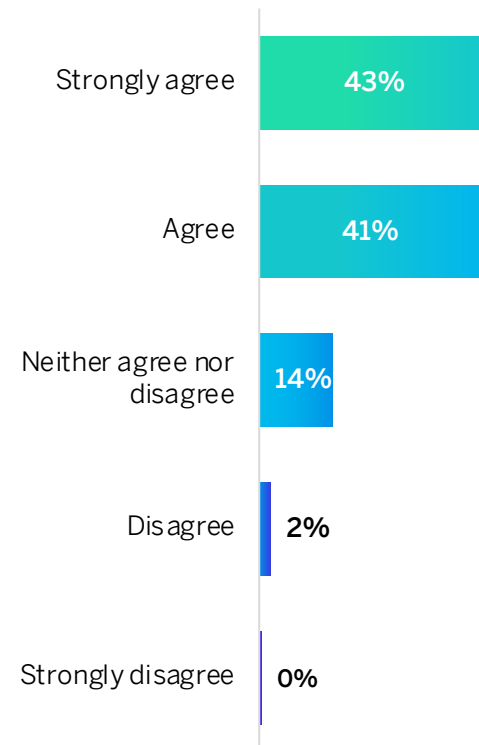
These charts show how much HR leaders agree or disagree about the importance of XM for their career and for HR organizations in general.

To what degree do you agree with the following statements:

Experience Management will be an important capability for HR organizations in the future.



Experience Management will play an important role in my professional success.



2023 Areas of Focus

KEY TAKEAWAYS

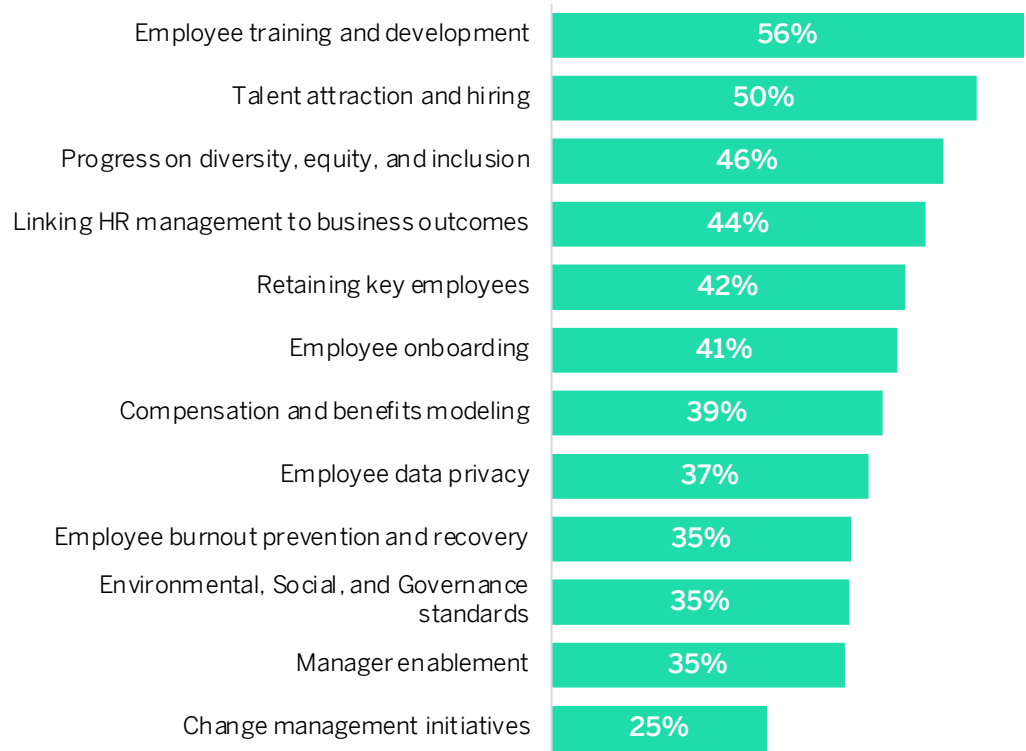
- + HR leaders reported that 'employee training and development' is a very important area of focus most frequently, at 56%, followed by 'talent attraction and hiring' (50%).
- + Respondents were least likely to say that 'change management initiatives' (25%) is a very important area of focus for their organization in 2023.

ABOUT

This chart shows which areas of focus respondents consider to be very important for their organization in 2023.

Which of the following areas of focus do you consider to be very important for your organization in 2023?

(Select all that apply)



Areas of Focus by Country

KEY TAKEAWAYS

- + 'Employee training and development' is one of the top three most important focus areas for all eight countries, ranging from 38% citing this in Singapore to 68% in the United States.
- + 'Talent attraction and hiring' is one of the top 3 most important focus areas for respondents in six of eight countries. It is most critical in the United States, with 75% of US respondents citing this area.
- + Three countries included 'progress on diversity, equity, and inclusion' in their top three areas of focus: Germany, Mexico, and Singapore.

ABOUT

This table shows the top three most frequently cited areas of focus respondents consider to be very important for their organization in 2023 by country.

Which of the following areas of focus do you consider to be very important for your organization in 2023?

(Select all that apply)

	Most Critical Area	Second Most Critical Area	Third Most Critical Area
Australia	Talent attraction and hiring: 70%	Linking HR management to business outcomes: 70%	Employee training and development: 65%
Brazil	Linking HR management to business outcomes: 58%	Employee training and development: 57%	Employee onboarding: 52%
France	Employee training and development: 57%	Talent attraction and hiring: 42%	Employee onboarding: 38%
Germany	Employee training and development: 50%	Talent attraction and hiring: 43%	Progress on diversity, equity, and inclusion: 40%
Japan	Talent attraction and hiring: 50%	Manager enablement: 48%	Employee training and development: 44%
Mexico	Employee training and development: 63%	Progress on diversity, equity, and inclusion: 56%	Linking HR management to business outcomes: 49%
Singapore	Employee training and development: 38%	Progress on diversity, equity, and inclusion: 35%	Employee burnout prevention and recovery: 35%
United Kingdom	Retaining key employees: 60%	Employee training and development: 58%	Talent attraction and hiring: 56%
United States	Talent attraction and hiring: 75%	Employee training and development: 68%	Compensation and benefits modeling: 64%

2023 Obstacles to EX Efforts

KEY TAKEAWAYS

- + 'Lack of clear strategy' was the most frequently cited obstacle to EX management efforts, at 30%, followed by 'misaligned incentives and rewards' (27%).
- + 6% of respondents did not consider any of these items as obstacles to their EX management efforts.
- + HR leaders cited 'other competing priorities' as an obstacle to EX management the least, at 20%.

ABOUT

This chart shows the percentage of respondents that consider each item an obstacle to their organization's employee experience management efforts.

Which of these do you consider to be significant obstacles for your organization's employee experience management efforts?

(Select all that apply)



Obstacles to EX Success by Country

KEY TAKEAWAYS

- + Respondents from six of eight countries cited 'lack of clear strategy' as an obstacle to their organization's EX management efforts most frequently.
- + Half of these countries cited 'lack of dedicated team for these efforts' as one of their top three obstacles, along with 'misaligned incentives and rewards'.

ABOUT

This table shows the top three most frequently cited obstacles to employee experience management cited by HR leaders in each country.

Which of these do you consider to be significant obstacles for your organization's employee experience management efforts?

(Select all that apply)

	Most Frequent Obstacle	Second Most Most Frequent Obstacle	Third Most Most Frequent Obstacle
Australia	Lack of clear strategy: 44%	Lack of funding: 42%	Lack of critical skills: 42%
Brazil	Lack of clear strategy: 38%	Lack of dedicated team for these efforts: 36%	Misaligned incentives and rewards: 35%
France	Lack of clear strategy: 30%	Lack of funding: 24%	Lack of dedicated team for these efforts: 23%
Germany	Lack of clear strategy: 27%	Data privacy considerations: 27%	Misaligned incentives and rewards: 24%
Japan	Lack of critical skills: 29%	Lack of dedicated team for these efforts: 25%	Poor data quality: 25%
Mexico	Lack of clear strategy: 37%	Misaligned incentives and rewards: 36%	Poor data quality: 30%
Singapore	Poor data quality: 33%	Misaligned incentives and rewards: 30%	Poor integration across systems: 30%
United Kingdom	Other competing priorities: 29%	Lack of funding: 29%	Lack of dedicated team for these efforts: 28%
United States	Lack of clear strategy: 31%	Poor integration across systems: 29%	Conflict across internal organizations: 26%

Value of Connecting Employee and Customer Experience

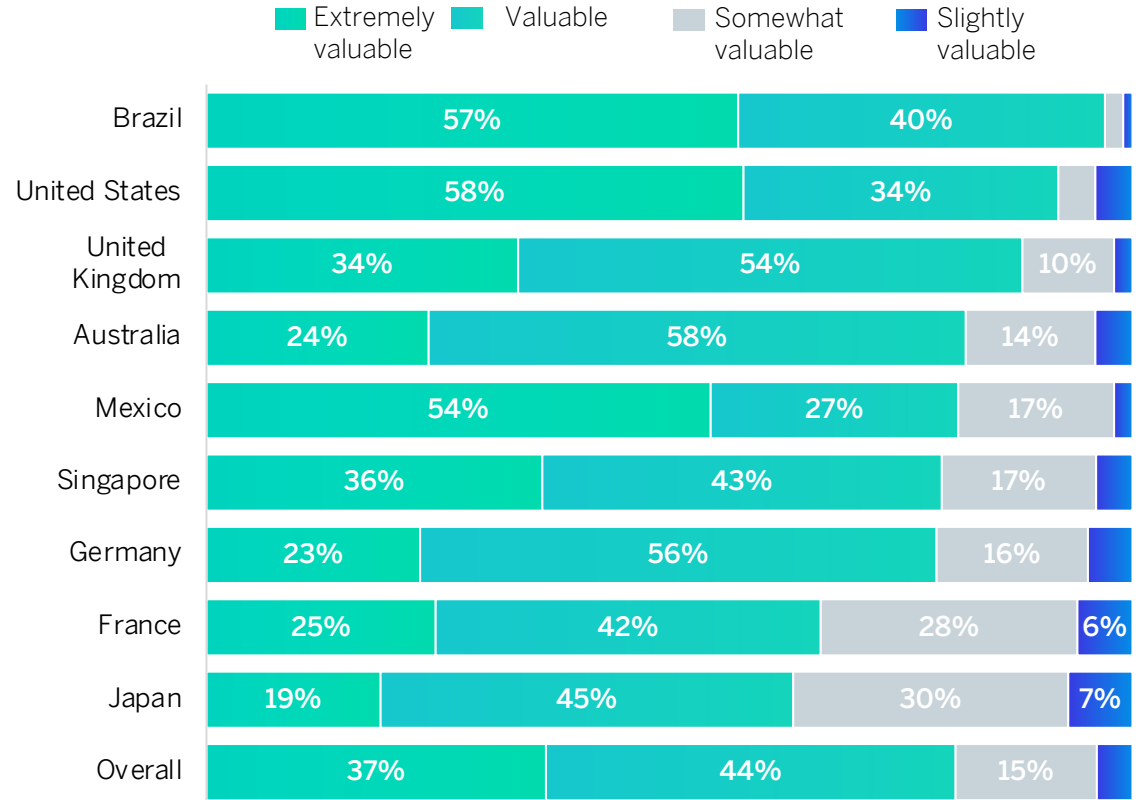
KEY TAKEAWAYS

- + 81% of HR leaders across all countries think that it would be 'valuable' or 'extremely valuable' for their organization to better understand the elements of employee experience that have the strongest impact on their organization's customer experience.
- + Brazilian HR leaders most frequently see the ability to better understand the elements of employee experience with an impact on customer experience as 'valuable', at 97%, followed by HR leaders in the United States (92%).

ABOUT

This chart shows how valuable HR leaders think it would be for their organization to better understand the elements of employee experience that have the strongest impact on their organization's customer experience.

How valuable do you think it would be for your organization to better understand the elements of employee experience that have the strongest impact on your organization's customer experience?



Effectiveness at Connecting Employee and Customer Experience

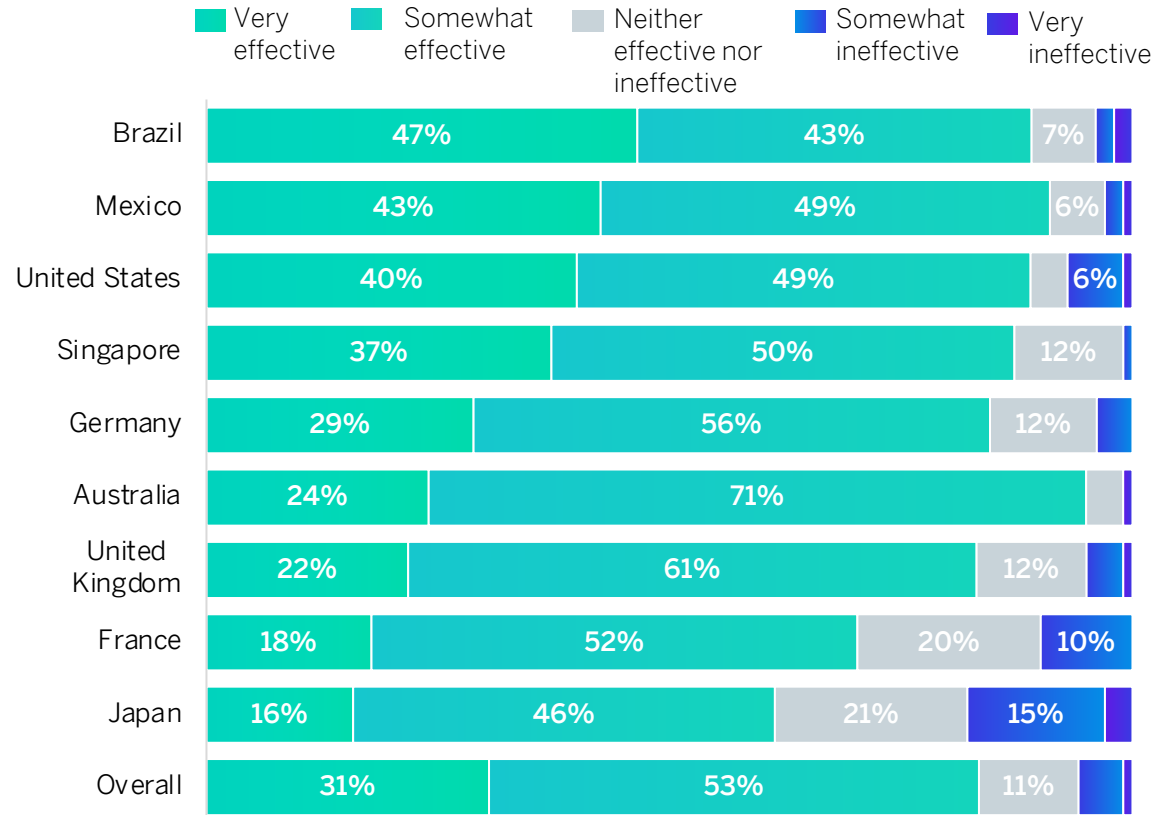
KEY TAKEAWAYS

- + Brazilian HR leaders were most likely to say their organization is 'very' effective at identifying the elements of employee experience (EX) that have the strongest impact on their organization's customer experience (CX), at 47%.
- + Across all countries, 31% of HR leaders said that their organization is effective at identifying the elements of EX that have the strongest impact on their organization's CX.

ABOUT

This chart shows how effective HR leaders think their organization is at identifying the elements of employee experience that have the strongest impact on their organization's customer experience.

How effective is your organization at identifying the elements of employee experience that have the strongest impact on your organization's customer experience?



Executive Use of EX Feedback

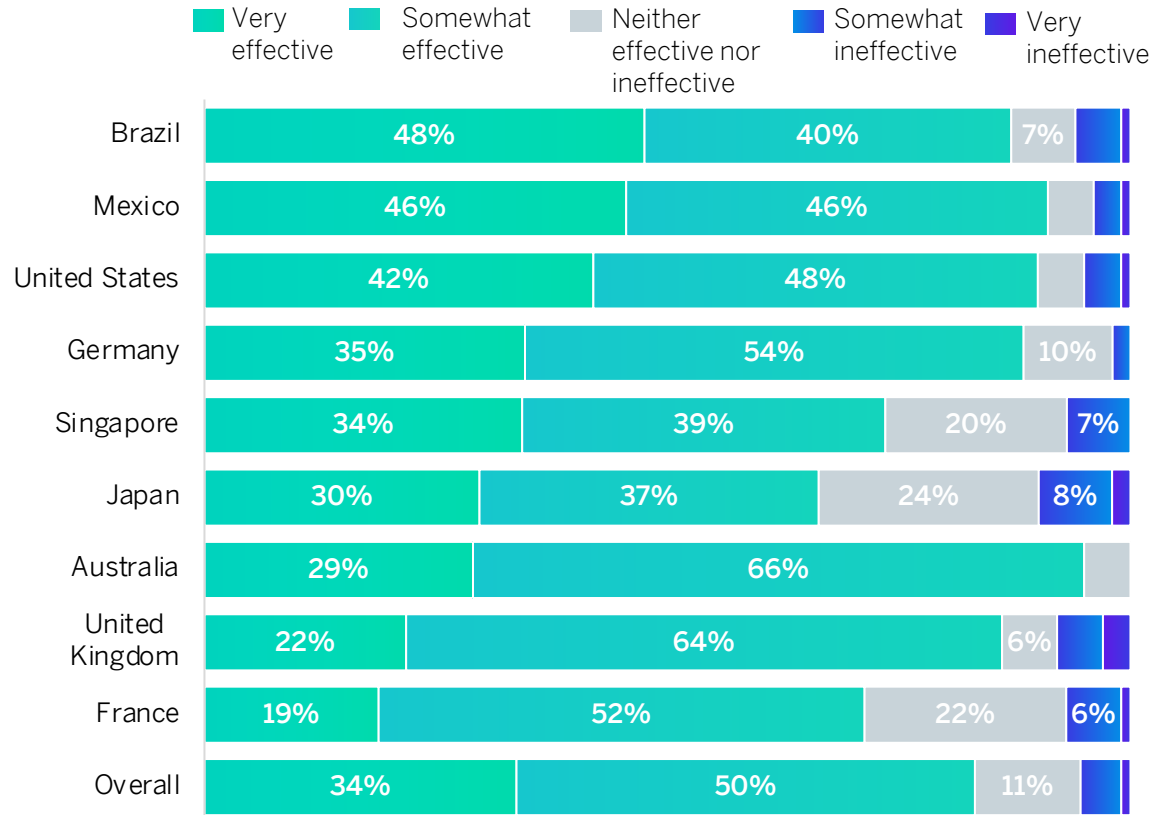
KEY TAKEAWAYS

- + Across all countries, 34% of respondents said their organization's executives are 'very' effective at using insights from employee feedback to improve employee experiences.
- + Brazilian HR leaders report the highest rate of effectiveness for their organization's executives' use of insights to improve employee experiences, at 48%.
- + French HR leaders were least likely to say their executives are 'very effective' at using employee feedback to improve experiences (19%), followed by HR leaders in the United Kingdom (22%).

ABOUT

This chart shows how effective HR leaders believe their organization's executives are at using insights from employee feedback to improve employee experiences.

How effective are your organization's executives at using insights from employee feedback to improve employee experiences?



Employee Listening Frequency

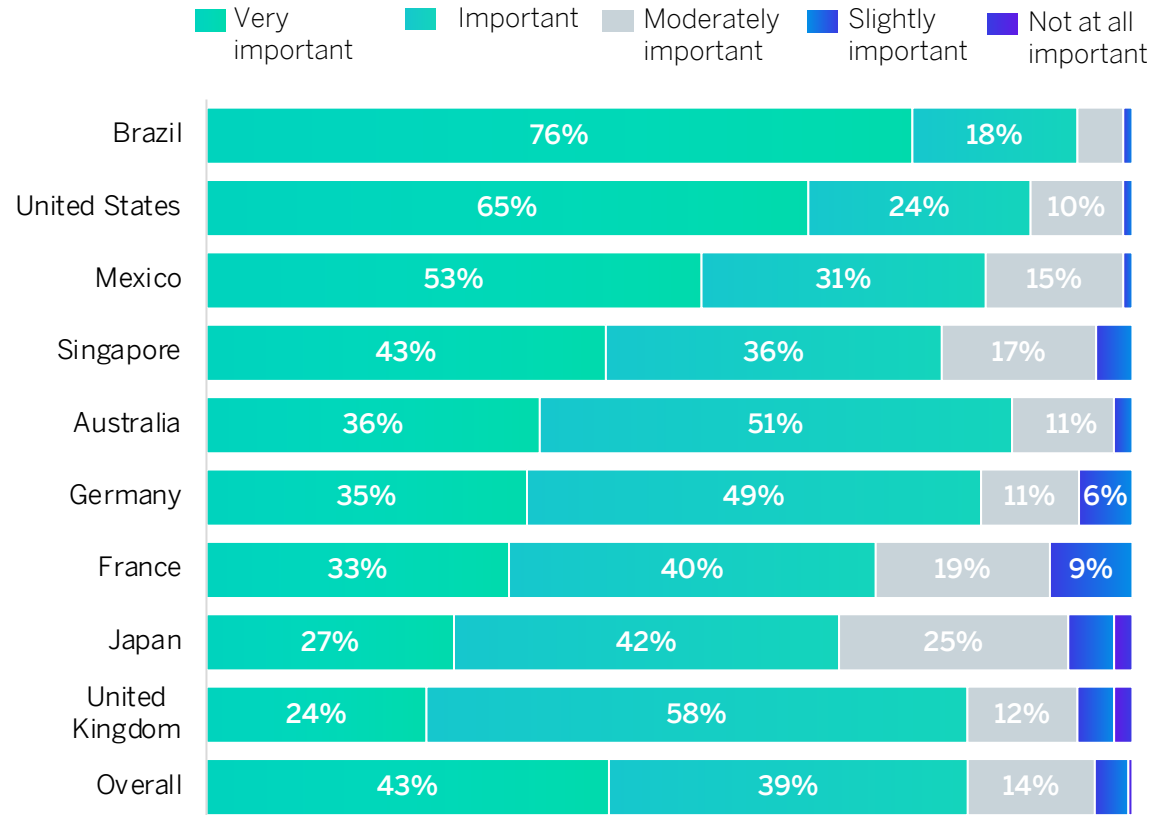
KEY TAKEAWAYS

- + Forty-three percent of HR leaders think it is 'very important' for their organization to increase its employee listening frequency.
- + Japanese respondents were least likely to think that increasing listening frequency is at least 'important' for their organization, at 69%.

ABOUT

This chart shows how important HR leaders think it is for their organization to increase the frequency of employee listening.

Over the next three years, how important do you think it is for your organization to increase the frequency of employee listening?



Employee Experience Metrics

KEY TAKEAWAYS

- + Well-Being is the most popular employee experience metric among respondents, with 66% saying their organization measures this.
- + Engagement is the least frequently measured, at 47%.
- + Just 5% of respondents said their organization measures none of these five employee experience metrics.

ABOUT

This chart shows the percentage of HR leaders that report their organization using each employee experience metric.

Does your organization measure any of the following employee experience metrics?
(Select all that apply)



Employee Experience Metrics Frequency

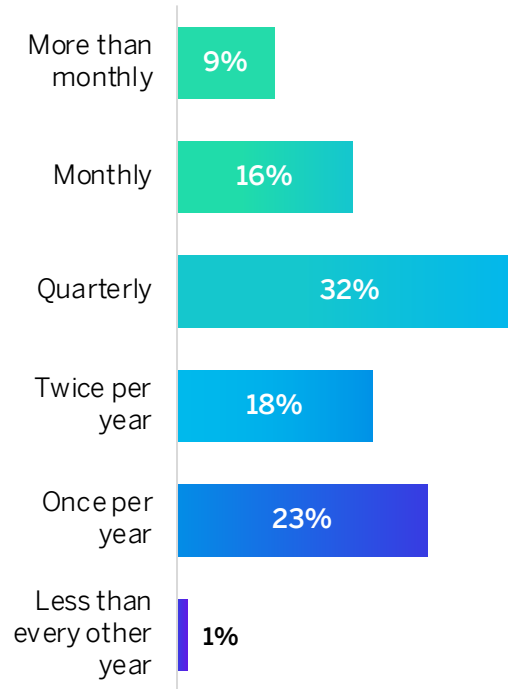
KEY TAKEAWAYS

- + More than half of respondents reported that their organization measures employee engagement at least quarterly, and 25% said their organization measures engagement at least monthly.
- + Sixty-eight percent of HR leaders said leaders at their company review employee feedback data from their teams at least quarterly.
- + Just 1% of leaders review employee feedback data less than every other year, according to respondents.

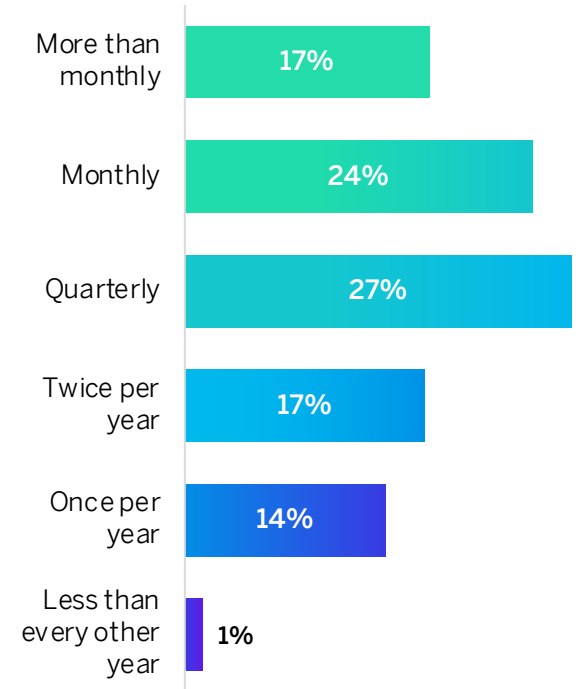
ABOUT

These charts show the frequency with which respondents that measure employee engagement say their organizations measure employee engagement and how frequently leaders review employee feedback data.

How frequently does your organization measure employee engagement?



How frequently do leaders across the company typically review employee feedback data from their teams?



Employee and Candidate Feedback Posts

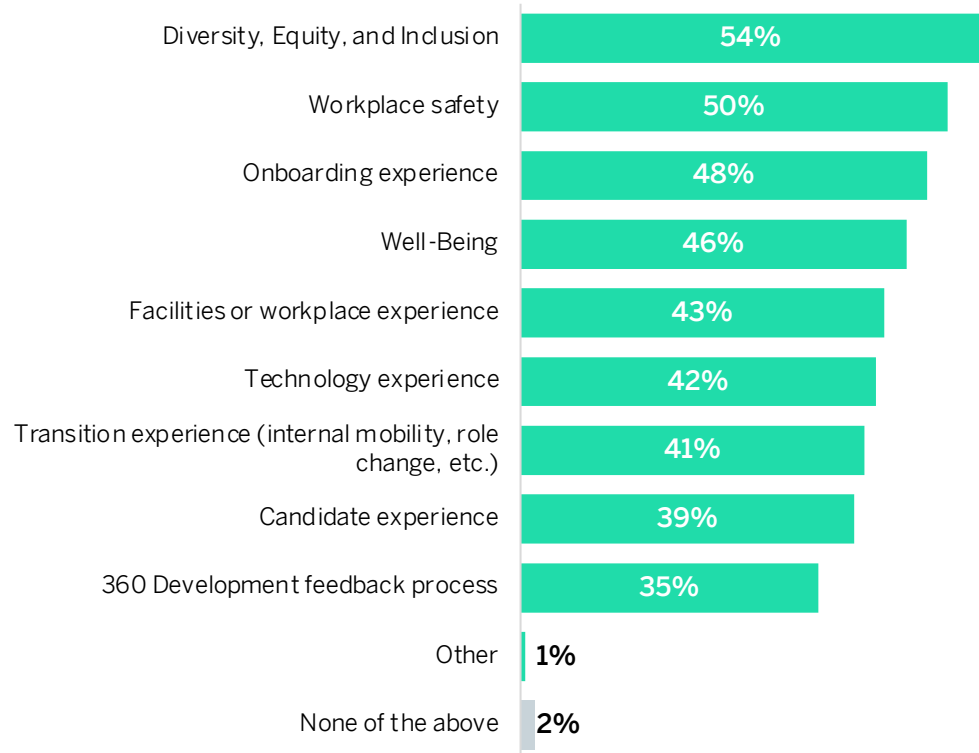
KEY TAKEAWAYS

- + More than one-third of HR leaders reported that their company has a formal mechanism for soliciting feedback from employees in each of these areas.
- + HR leaders most frequently reported that their company has a formal mechanism for soliciting 'diversity, equity, and inclusion' feedback, at 54%, followed by 'workplace safety' (50%).

ABOUT

This chart shows the percentage of respondents that report their company having a formal feedback mechanism from employees and candidates in each of these areas.

In which of the following areas does your company have a formal mechanism for soliciting feedback from employees and candidates?
(Select all that apply)



Risks of Disparate Data Storage

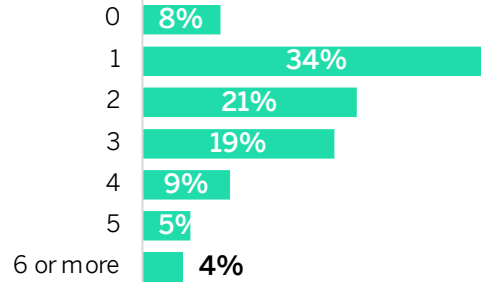
KEY TAKEAWAYS

- + On average, respondents reported their organizations having 2.3 experience management platforms. Australian HR leaders reported their organizations using the highest average number of platforms, at 3.6.
- + Data privacy was the most frequently cited risk for storing employee data in disparate applications, at 54%, followed by data quality (52%).
- + Just 3% of respondents viewed none of these items as potential risks of disparate data storage.

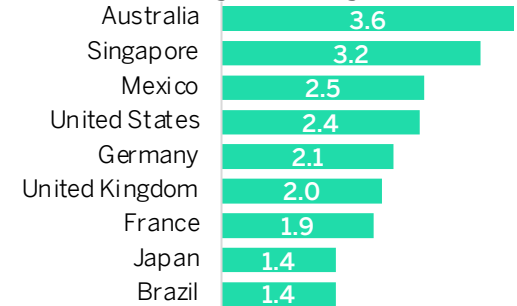
ABOUT

This chart shows the percentage of HR leaders that view each item as a potential risk for having employee data stored in disparate locations.

Number of experience management platforms used

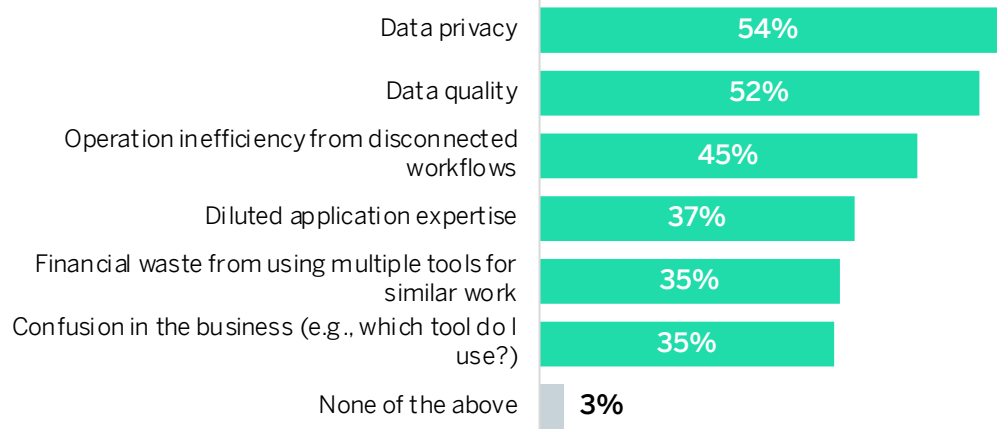


Average number of platforms used by country



Which of the following do you view as potential risks for having [employee] data stored in disparate applications?

(Select all that apply)

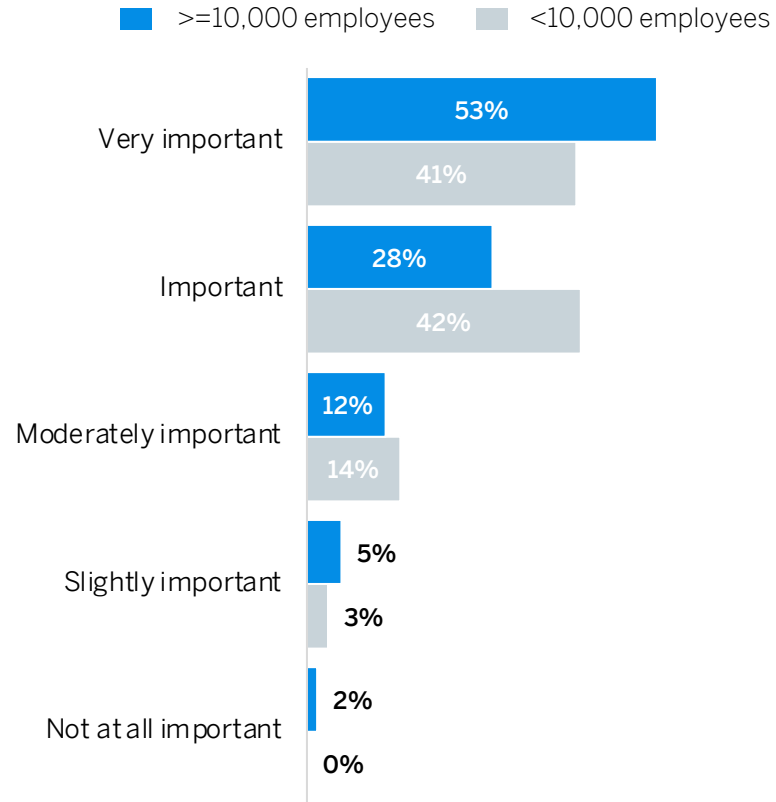


EX Listening Frequency: by Company Size

KEY TAKEAWAYS

- + Fifty-three percent of HR leaders at companies of 10,000+ employees think it is 'very important' for their organization to increase the frequency of employee listening, compared to 41% of HR leaders at smaller companies.

Over the next three years, how important do you think it is for your organization to increase the frequency of employee listening?



ABOUT

This chart shows how important HR leaders from companies with more than versus those with less than 10,000 employees think it is for their organization to increase their employee listening frequency.

EX Capabilities: by Company Size

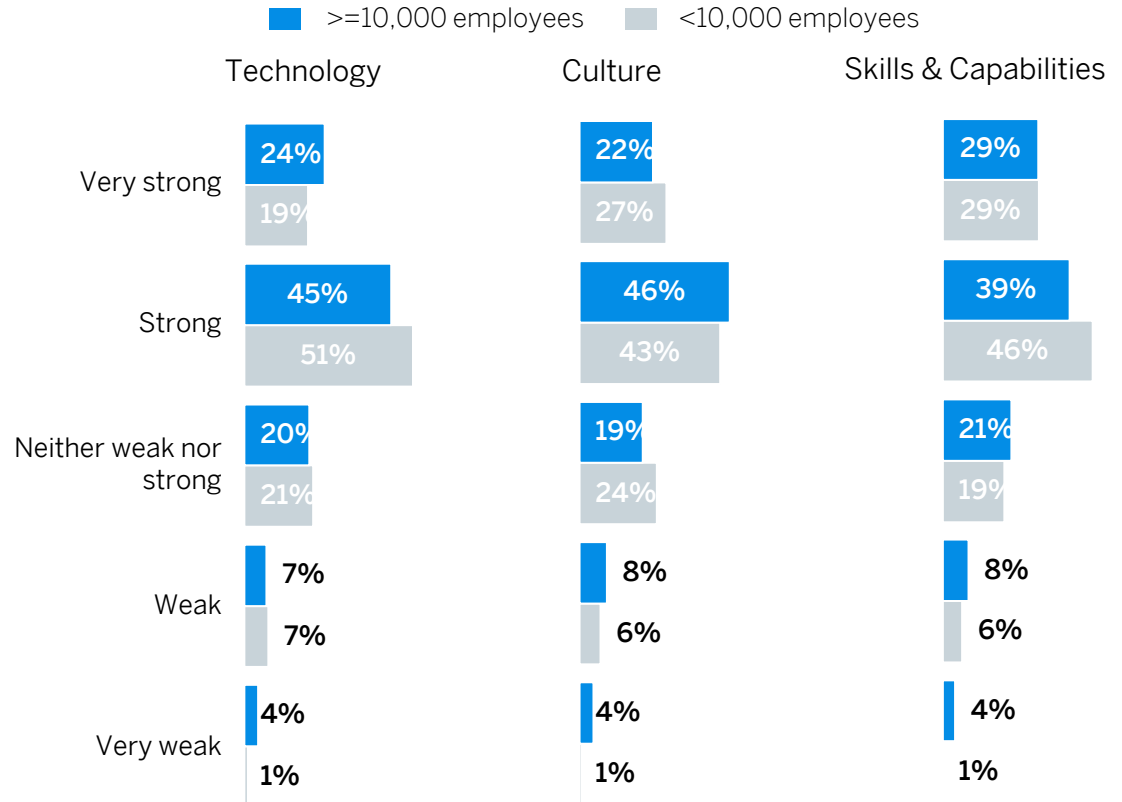
KEY TAKEAWAYS

- + HR leaders at larger companies rated their technology capabilities as 'very strong' more frequently than HR leaders at small companies.
- + HR leaders at large companies reported 'very weak' capabilities across all areas 3 percentage-points more frequently than HR leaders at smaller companies.

ABOUT

These charts show how HR leaders from companies with more than 10,000 employees versus those at companies with less than 10,000 employees rate their organization's employee experience management capabilities.

How would you rate your organization's employee experience management capabilities in the following areas?



2023 Areas of Focus: by Company Size

KEY TAKEAWAYS

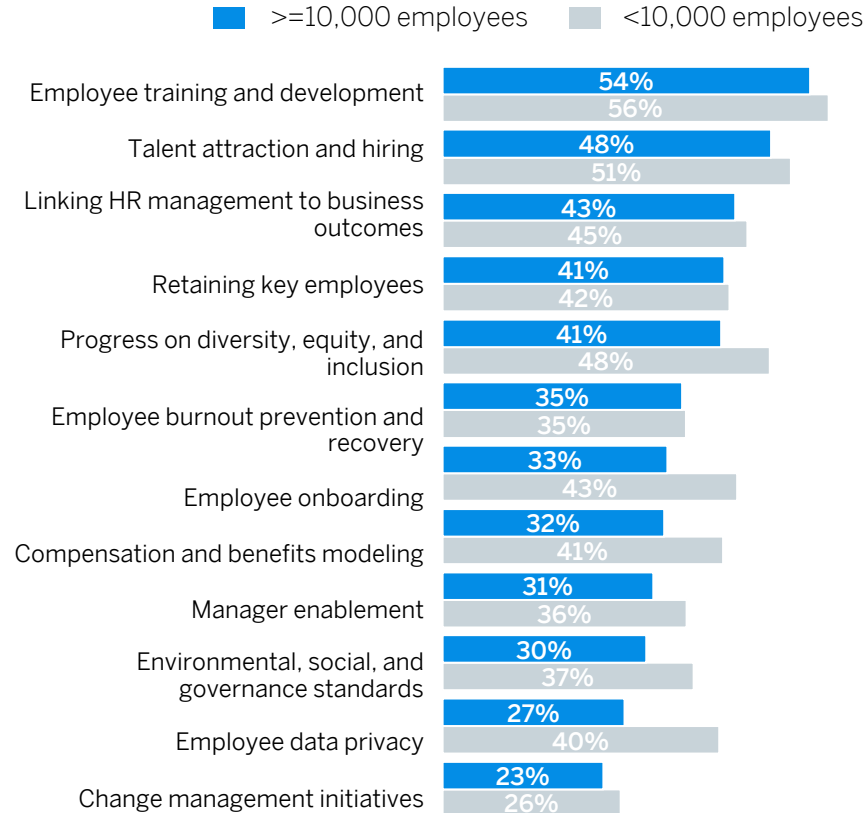
- + HR leaders from smaller companies were more likely to cite each of these items as an area of focus for 2023 than HR leaders from larger companies.
- + The largest focus gap was for 'employee data privacy', which 40% of HR leaders at smaller companies cited as an area of focus compared to 27% of larger companies, a gap of 13 percentage-points.

ABOUT

These charts show the percentage of HR leaders from companies with more than 10,000 employees versus those at companies with less than 10,000 employees that cite each item as an area of focus for 2023.

Areas of Focus of 2023

(Select all that apply)



EX Improvement Importance: by Company Size

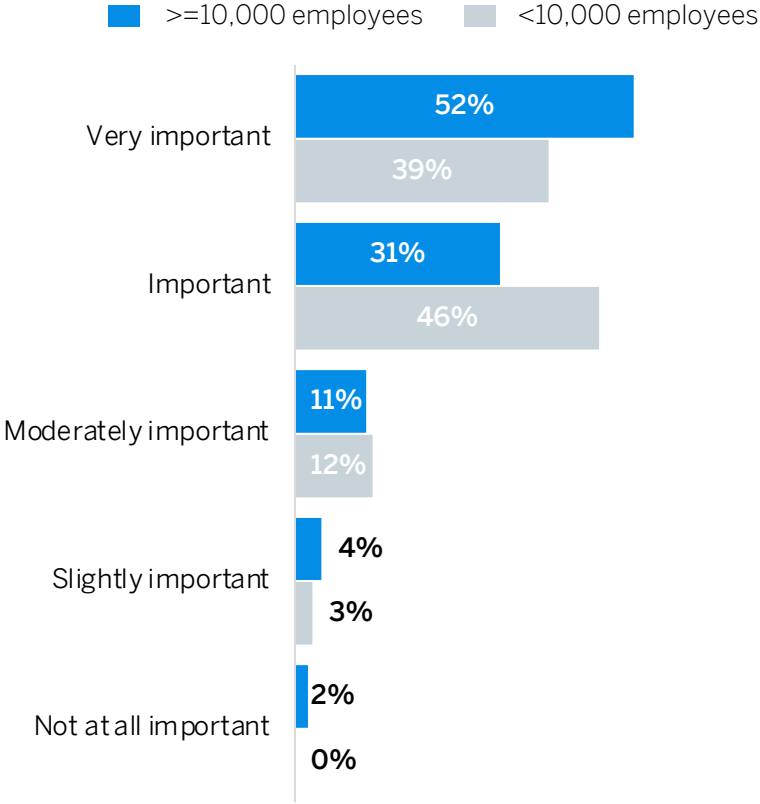
KEY TAKEAWAYS

+ Fifty-two percent of HR leaders at larger companies said it is 'very important' for their organization to improve its employee experience capabilities compared to 39% at smaller companies – a gap of 13 percentage points.

ABOUT

This chart shows how important HR leaders from companies with more than 10,000 employees versus those at companies with less than 10,000 employees think it is for their organization to improve its employee experience capabilities.

Over the next three years, how important do you think it is for your organization to improve its employee experience capabilities?



Base: 911 senior leaders in HR from companies with 1,000+ employees
 Source: Qualtrics XM Institute 2023 Q1 Global HR Executives Study

Future XM Importance for HR: by Company Size

KEY TAKEAWAYS

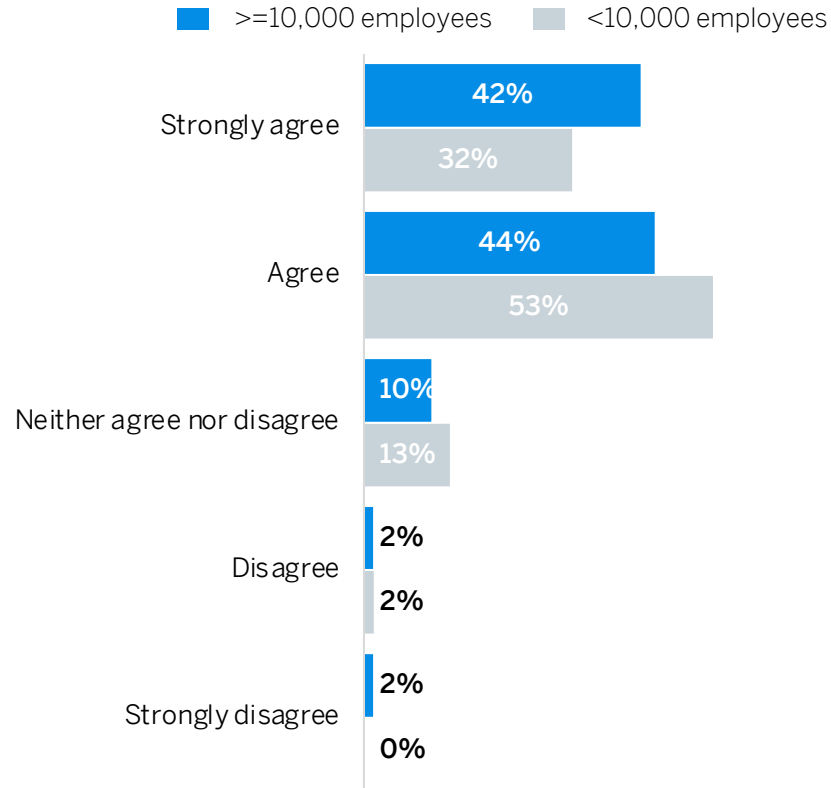
- + Forty-two percent of HR leaders at large companies 'strongly agreed' that experience management will be an important capability for HR organizations in the future, while 32% of HR leaders at smaller companies say the same.

ABOUT

This chart shows the percentage of HR leaders from companies with more than 10,000 employees versus those at companies with less than 10,000 employees that agree or disagree that experience management will be an important capability for HR organizations in the future.

Experience Management will be an important capability for HR organizations in the future.

(to what degree do you agree with this statement)



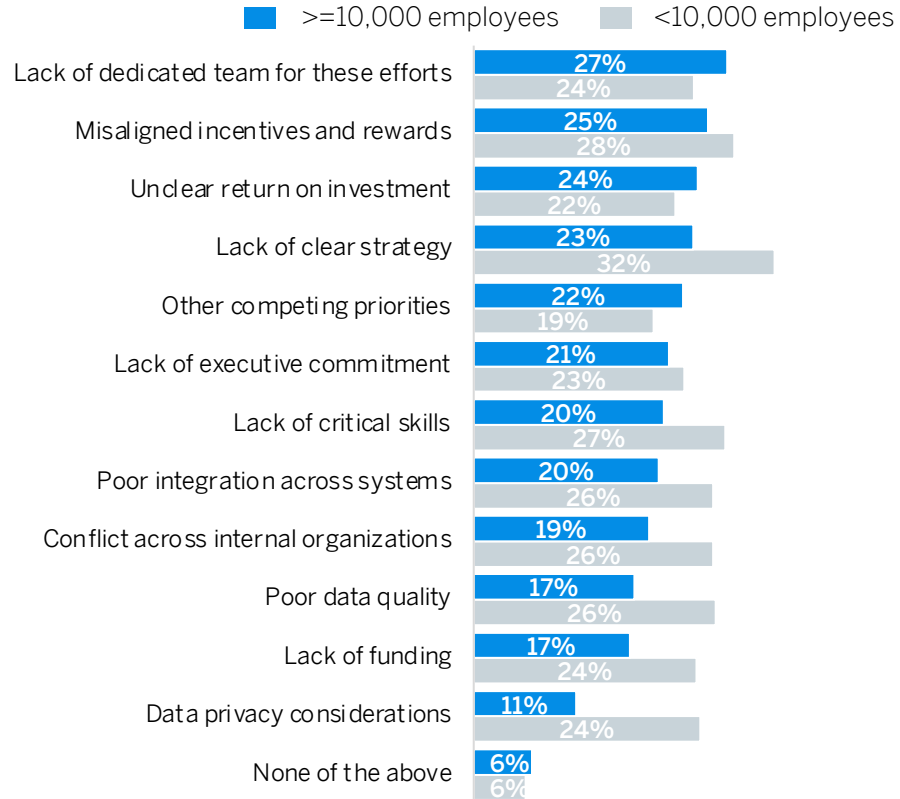
EX Obstacles: by Company Size

KEY TAKEAWAYS

- + HR leaders at large companies most frequently cited 'lack of dedicated team for these efforts' as a significant obstacle for your organization's employee experience efforts, at 27%, while HR leaders at small companies most frequently cited 'lack of clear strategy' (32%).
- + The largest gap between cited obstacles for HR leaders at small versus large companies was for 'data privacy considerations', with a gap of 13 percentage-points.

Which of these do you consider to be significant obstacles for your organization's employee experience management efforts?

(Select all that apply)



ABOUT

This chart shows the percentage of HR leaders from companies with more than 10,000 employees versus those at companies with less than 10,000 employees that consider each item to be a significant obstacle to their organization's employee experience management efforts.

Executive Use of EX Feedback: by Company Size

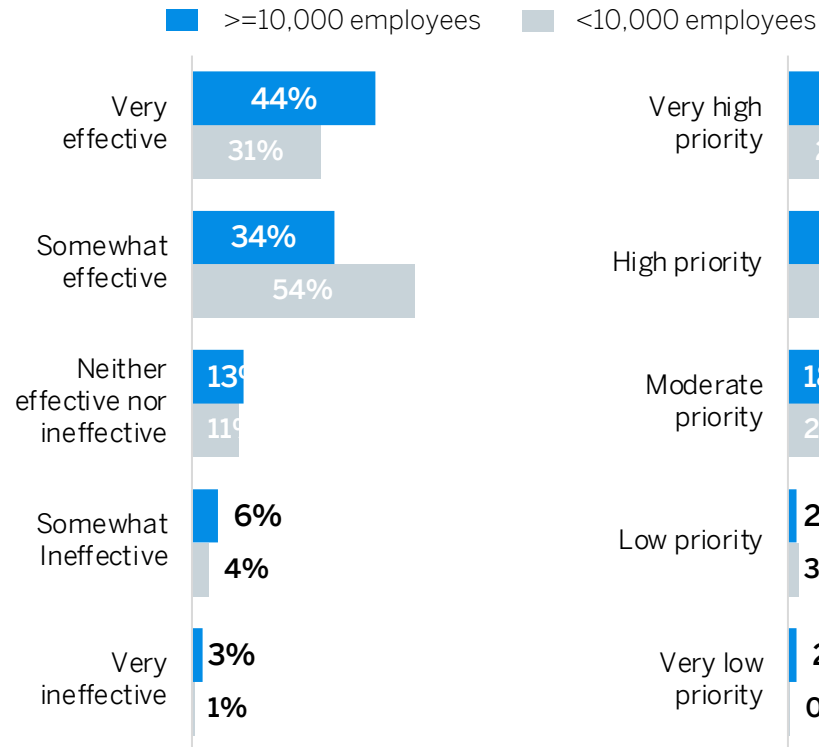
KEY TAKEAWAYS

- + Forty-four percent of HR leaders at large companies said their executives are 'very effective' at using employee feedback insights to improve employee experiences, compared to 31% of HR leaders at smaller companies.
- + Seventy-six percent of HR leaders from smaller companies said their organization's executives place at least a 'high' priority on taking action based on employee feedback, while 78% at larger companies said the same.

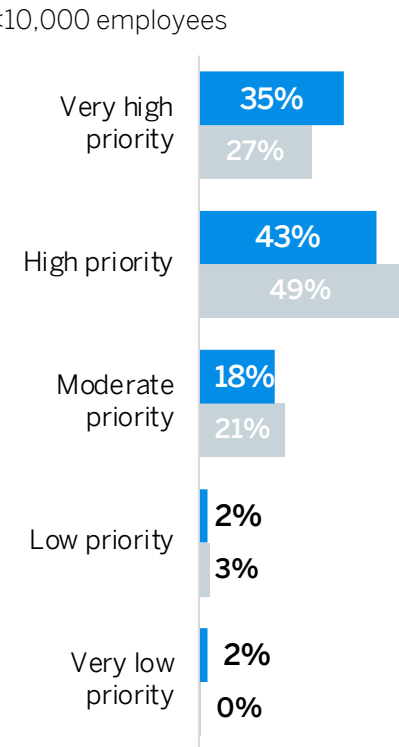
ABOUT

These charts show how HR leaders from companies with more than 10,000 employees versus those at companies with less than 10,000 employees say their organization's executives use employee feedback.

How effective are your organization's executives at using insights from employee feedback to improve employee experiences?



To what degree do your company's executives prioritize taking action based on employee feedback?



Employee Experience Metrics: by Company Size

KEY TAKEAWAYS

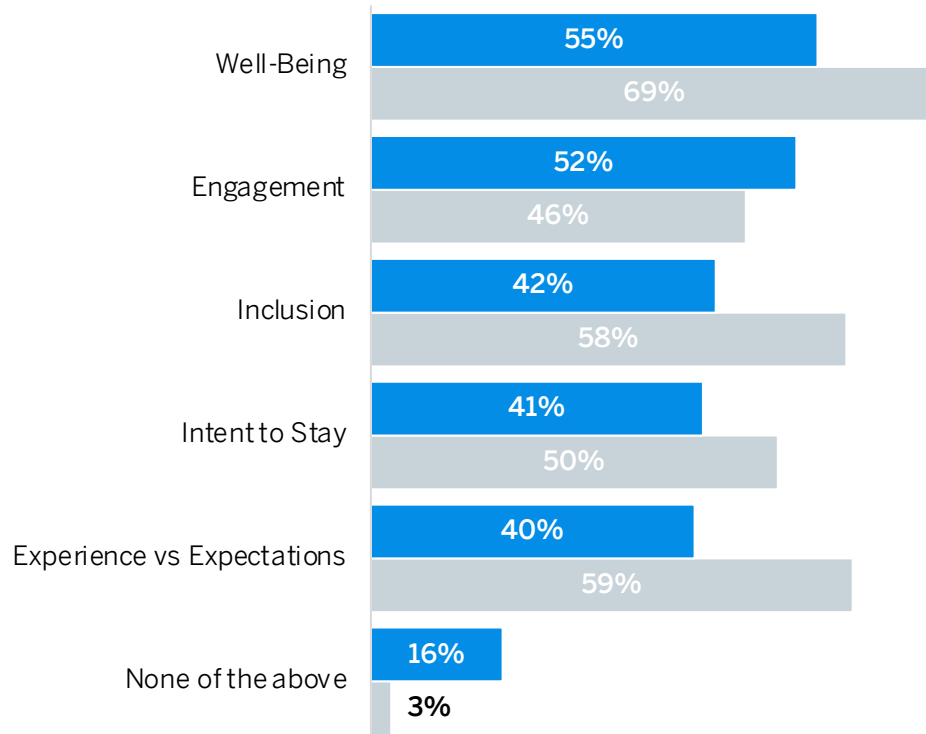
- + HR leaders at smaller organizations reported using four of these five employee experience metrics more frequently than HR leaders at larger companies.
- + HR leaders at larger organizations reported their organizations using Engagement as a metric 6 percentage-points more frequently than HR leaders at smaller companies.
- + Sixteen percent of HR leaders at larger organizations reported using none of these five employee experience metrics.

ABOUT

This chart shows which metrics HR leaders from companies with more than 10,000 employees versus those at companies with less than 10,000 employees say their organization measures.

Does your organization measure any of the following employee experience metrics? (Select all that apply)

■ **>=10,000 employees** ■ **<10,000 employees**



Feedback Mechanisms: by Company Size

KEY TAKEAWAYS

- + HR leaders at larger companies more frequently reported that they have a formal feedback mechanism to measure onboarding and candidate experience than HR leaders at small companies.
- + The largest gap in the usage of formal feedback mechanisms was 19 percentage-points, in technology experience. 46% of HR leaders at small companies said they measure this, while 27% of HR leaders at large companies reported doing the same.

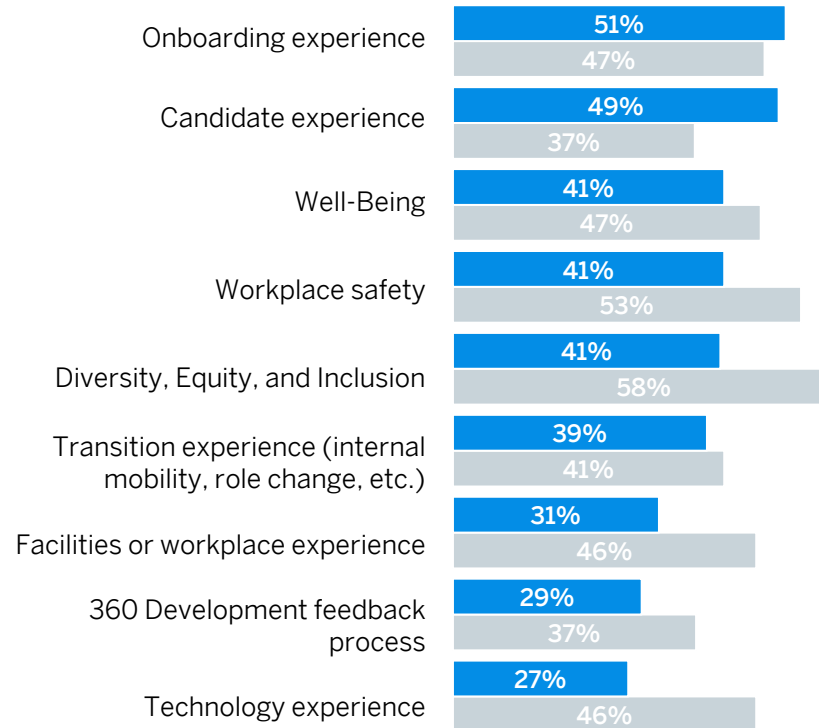
ABOUT

This chart shows which feedback mechanisms HR leaders from companies with more than 10,000 employees versus those at companies with less than 10,000 employees say their organization uses.

In which of the following areas does your company have a formal mechanism for soliciting feedback from employees and candidates?

(Select all that apply)

■ $\geq 10,000$ employees ■ $< 10,000$ employees



Data Privacy Risks: by Company Size

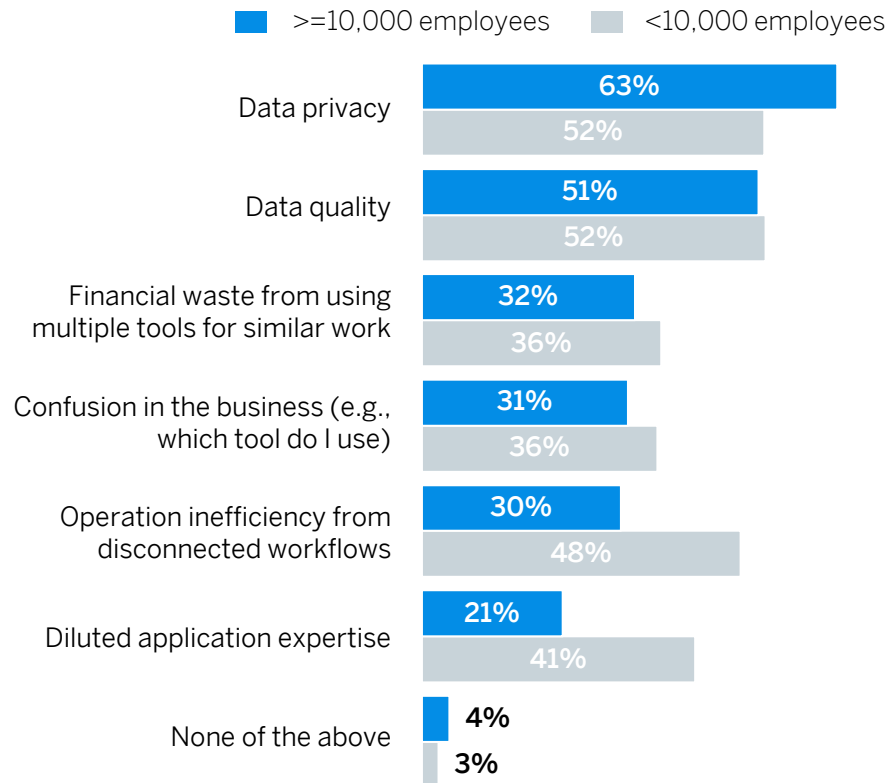
KEY TAKEAWAYS

- + HR leaders at large companies most frequently cited 'data privacy' as a risk of disparate data storage (63%). HR leaders at large companies cited both 'data privacy' and 'data quality' most frequently (52%).
- + The largest difference in HR leaders' risk perception was for 'diluted application expertise', which 41% of HR leaders at smaller companies viewed as a risk of disparate data storage, compared to just 21% of HR leaders at larger companies.
- + HR leaders at smaller companies saw all items as a risk of disparate data storage more frequently than HR leaders at large companies, except for 'data privacy'.

ABOUT

This chart shows the potential risks HR leaders from companies with more than 10,000 employees versus those at companies with less than 10,000 employees see as a result of having data stored in disparate applications.

Which of the following do you view as potential risks for having [employee] data stored in disparate applications?
(Select all that apply)



DATA CALCULATION

In **Figures 24 – 33**, we segmented the analysis based on respondents that identified their company size as below 10,000 employees versus those at companies of 10,000 employees or more.

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