



CERIDIAN

2022 Pulse of Talent

Competing for talent takes more than pay

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Methodology

Hanover Research conducted Ceridian’s *Pulse of Talent* research study online from October 5 to 19, 2021. The study included 6,898 respondents aged 18+ who work at companies with at least 100 employees across Australia, Canada, Germany, New Zealand, Singapore, the United Kingdom, and the United States.



Outsmarting the competition for top talent today

The competition for talent is more intense than ever. We're now seeing "Help wanted" signs stay posted on business doors for months. Mid-level professionals are securing once unthinkable salaries. Talented and experienced workers are leaving long-held positions and employers aren't replacing them because they can't. According to a fall 2021 [Manpower Group](#) global survey, nearly 70% of employers are having difficulty filling their open positions – a 15-year high.

According to [SHRM](#), 84% of executives state that openings are going unfilled for longer periods than pre-pandemic. With the addition of skills shortages and media coverage of the Great Resignation, many organizations are realizing their employees are in the driver's seat. The days of assuming employees feel lucky to hold a job with a good company are behind us.

In our 2022 *Pulse of Talent* survey, Ceridian asked more than 6,800 workers from around the world about their experiences at work during the pandemic. We also asked what they value from employers, and what would keep them from leaving their current jobs. Perhaps unsurprisingly, 61% of employees are a flight risk, with 38% open to the right opportunity and 23% actively looking. Pay continues to be a top motivator to leave.

The focus on pay might seem like bad news for organizations competing with large brands that are able to offer the highest salaries and the best perks. However, our survey also revealed that a good salary is not a silver bullet for retention.

Our findings showed a complex set of drivers influence employee career decisions and performance – and that's a big opportunity for companies that can't compete on pay alone.

Keeping your best employees is solvable if you're willing to change the way you think about human capital management. Good compensation, flexibility, and opportunities for growth are critical but they aren't enough to retain people long-term.

61%

of employees are a flight risk

Many companies are accustomed to optimizing the customer experience to drive sales and loyalty. Customer-centric organizations embed value into every interaction to keep their customers happy. It's time to do the same for the employee experience. When you continuously empower employees to reach their full potential, they may be less likely to be lured away, even for a bigger paycheck.

In this report, we'll explore what our data revealed about the state of the employee experience today and discuss strategies for competing with higher paying competitors.

Why are you currently seeking a new job?

(Select all that apply.)



“The relationship between employer and employee has fundamentally changed over the course of the pandemic, creating a reset in expectations as employee needs rapidly evolve on all fronts.”

STEVE KNOX, VP OF GLOBAL TALENT ACQUISITION, CERIDIAN

Support employee wellness and mental health

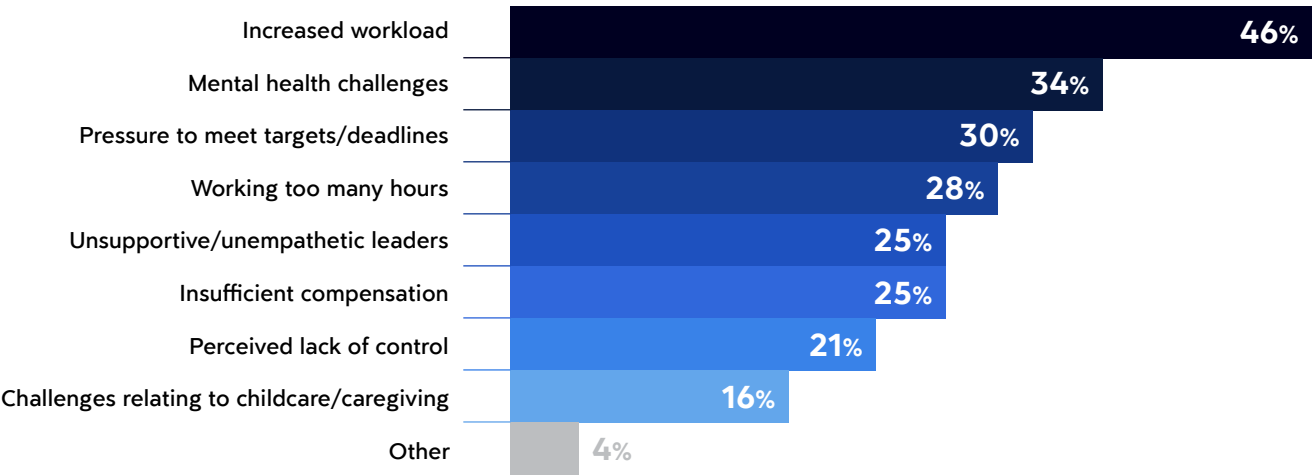
As they continue to endure the impact of the COVID-19 pandemic, employees are tired. Eighty-one percent of our *Pulse of Talent* respondents reported experiencing burnout, while 35% indicated very serious or extreme burnout symptoms.

Much has been made about the impact of prolonged homeschooling on working parents. Yet, interestingly, only 16% of respondents attributed their burnout to “challenges related to childcare/caregiving.”

Rather, many factors causing burnout are in the employer’s control, including increased workload (46%), pressure to meet targets/deadlines (30%), and working too many hours (28%).

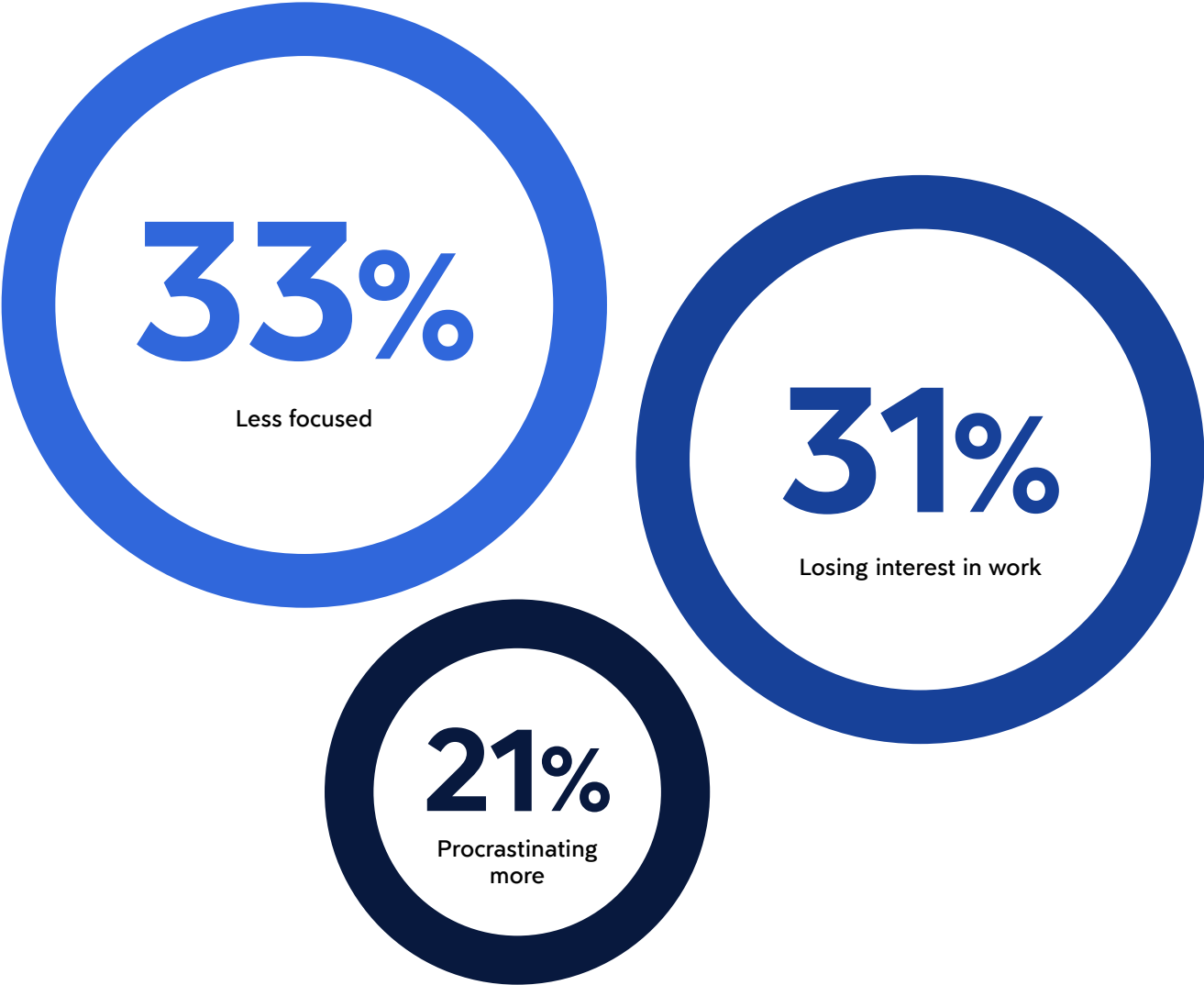
81%
of workers reported experiencing burnout

Which of the following contributes most to your burnout? (Select all that apply.)



Escalating workloads and hours are not resulting in higher productivity. About a third (33%) of survey respondents who reported experiencing burnout said they are less focused, while 31% said they have been losing interest in work. Only 14% claimed burnout hasn't impacted their productivity at all.

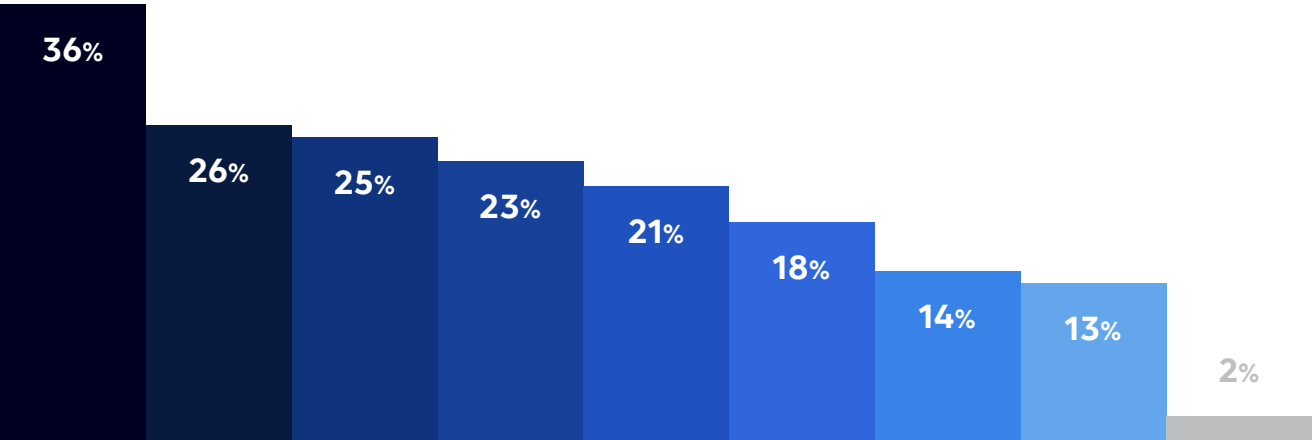
In which of the following ways is your productivity affected from being burned out?
(Select up to three. Top three responses shown.)



Naturally, employee burnout has a significant impact on employers and their ability to staff appropriately. For instance, 26% of respondents who reported burnout symptoms said they have taken or are planning to take sick leave or a leave of absence. Twenty-five percent are requesting accommodations from their managers and 13% are leaving the workforce altogether.

There are regional differences associated with how employees are coping with burnout. For instance, only 30% of our Singaporean respondents are considering changing jobs due to burnout, but this number is significantly lower in most other countries. U.S. respondents (28%) are most likely to access mental health services, while doing so is least common in New Zealand (18%).

Which of the following actions are you taking or planning to take to address burnout?
(Select all that apply.)

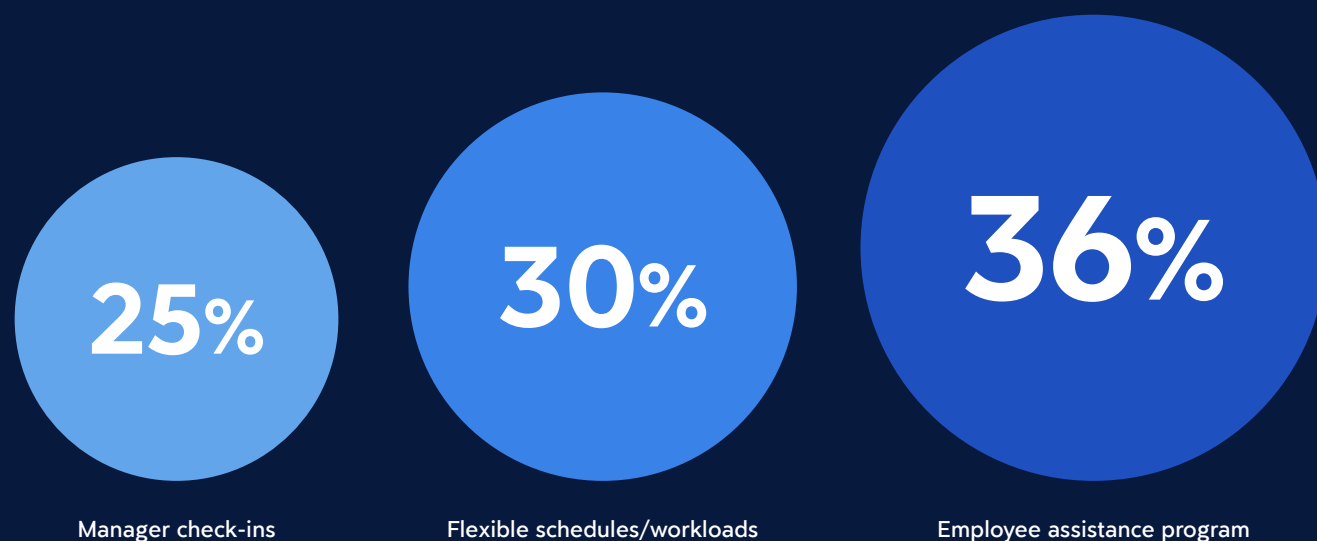


Results by region

	AUS	CA	GER	NZ	SGP	UKI	U.S.
Engaging in wellness activities	35%	36%	38%	28%	38%	33%	41%
Taking sick leave/leave of absence	31%	25%	28%	31%	29%	18%	27%
Requesting accommodations	25%	22%	23%	19%	29%	27%	28%
Accessing mental health services	25%	23%	22%	18%	20%	20%	28%
Changing jobs	20%	18%	19%	18%	30%	19%	25%
I have not taken any such action	16%	21%	19%	21%	13%	21%	15%
Requesting transfer to other department	14%	10%	15%	10%	20%	13%	16%
Exiting the workforce	14%	12%	11%	12%	16%	15%	13%
Other	2%	3%	2%	1%	1%	2%	2%

There is a clear opportunity for employers to better support mental health and wellness. According to the survey, the top three things workers say their employers offer are employee assistance programs (36%), flexibility (30%), and manager check-ins (25%). Of note, 19% of employees say their employers aren't doing anything to support health and wellness.

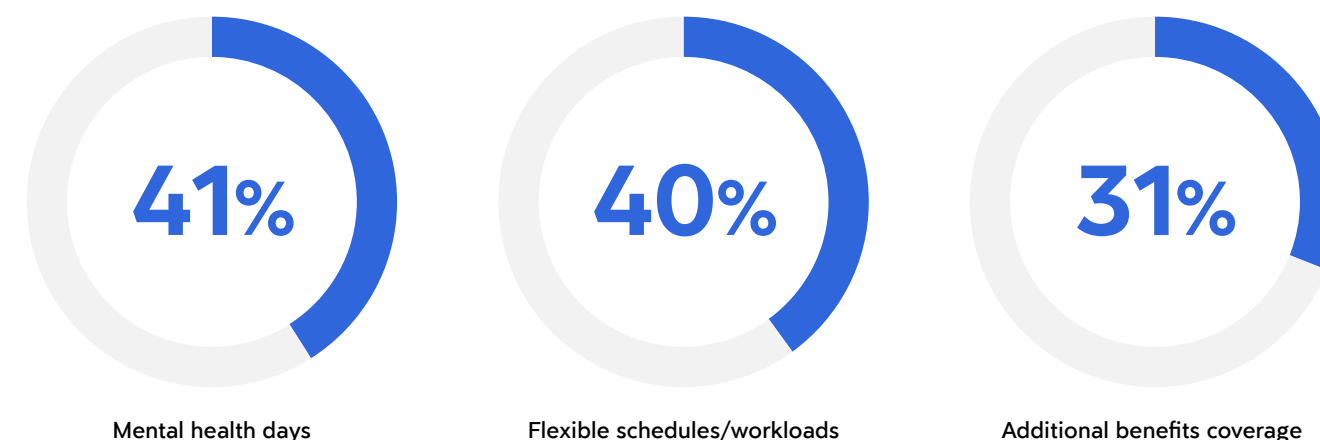
What is your organization currently doing to support mental health and wellness?
(Select up to three. Top three responses shown.)



When it comes to burnout, wellness, and mental health support, we observed a discrepancy between what employees want and what organizations are providing. Employees want more mental health days (41%), more flexibility over their time (40%), and higher benefits coverage (31%).

In Ceridian's [2021 Executive Survey](#), a research study of 2,000 leaders conducted in April and May of 2021, only 38% of employers were implementing more flexible schedules and time-off policies, and only 39% were reconsidering their benefits offerings post-pandemic.

What would you like your organization to do to support mental health and wellness?
(Select up to three. Top three responses shown.)



19%
of employees say their employers aren't doing anything to support health and wellness

Employees can't reach their full potential if they're not at their best. Employers can add value to their employees' lives by actively addressing the factors that cause burnout.

This starts by asking individuals or groups about their wellness challenges and what they feel the company could do to help. The right technology can also help leaders identify what work is contributing to company goals, as well as how to create fair schedules and improve work-life balance.



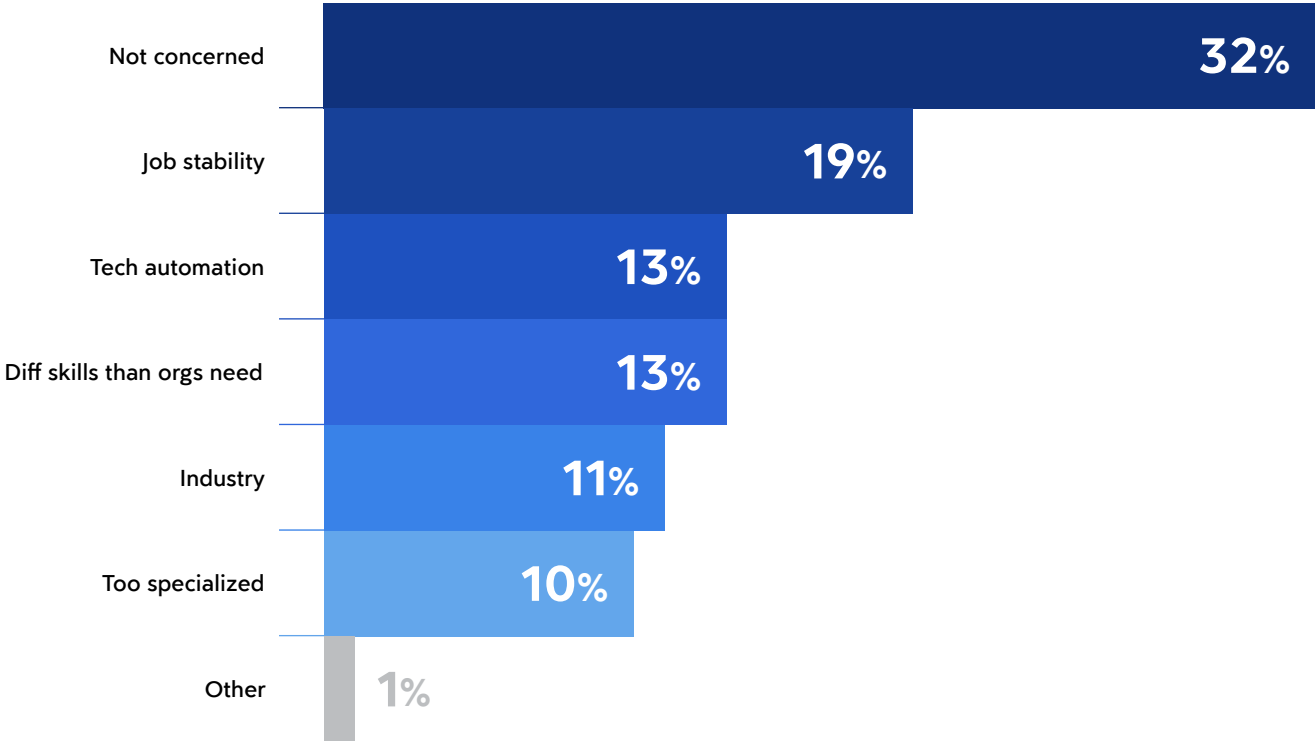
Help employees prepare for the future of work

For several years prior to the COVID-19 pandemic, there was a significant concern that automation and artificial intelligence would leave millions of people out of work. Although human workers are still essential, the roles and skills needed are changing.

It was therefore surprising to find that 32% of *Pulse of Talent* respondents aren't at all concerned about the future of work. This was especially apparent in Germany, where nearly half of respondents (47%) said they weren't concerned.

Of those globally who are concerned, the top worry is a lack of job stability (19%), followed by not having the right skills (13%), and losing jobs due to automation (13%). These numbers may suggest that, without guidance from their employers, employees lack the drive and awareness to proactively plan for the workforce of the future.

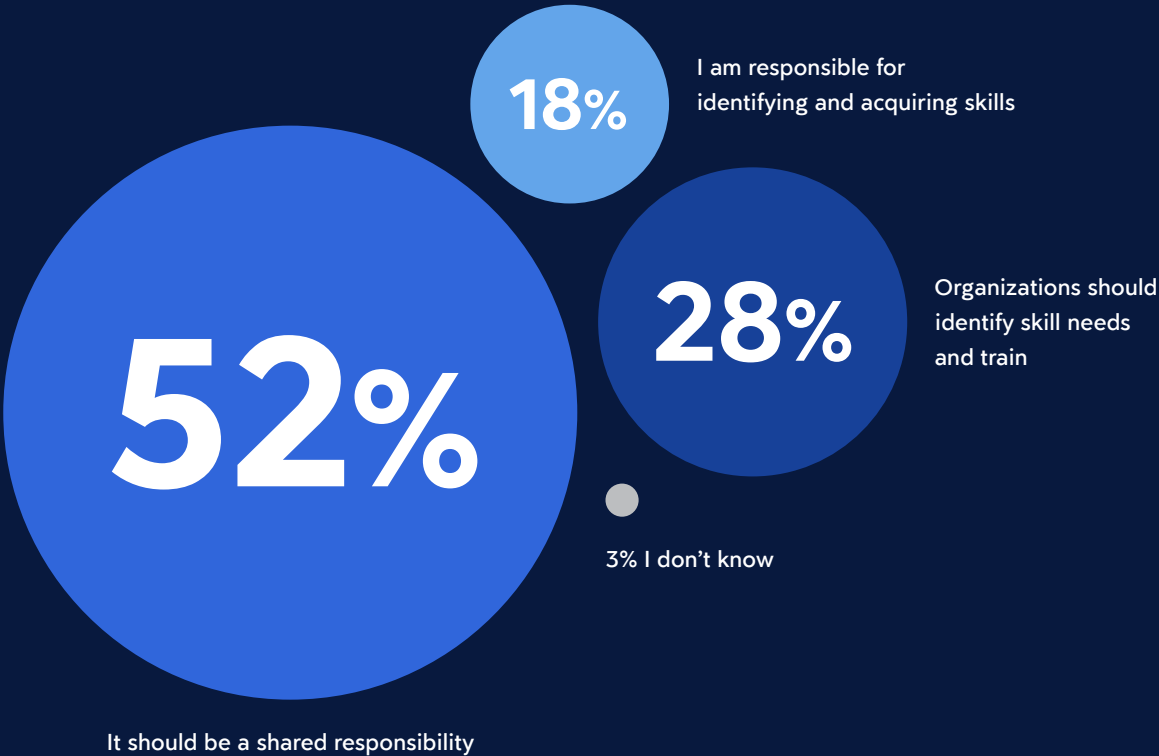
What is your biggest concern about the future of work?



Results by region

	AUS	CA	GER	NZ	SGP	UKI	U.S.
Not concerned	30%	33%	47%	31%	6%	32%	31%
Job stability	21%	20%	12%	22%	26%	21%	17%
Tech automation	13%	13%	13%	12%	22%	12%	13%
Diff skills than orgs need	11%	13%	9%	12%	21%	12%	14%
Industry	14%	11%	9%	10%	11%	12%	13%
Too specialized	11%	9%	8%	11%	13%	10%	10%
Other	1%	2%	1%	1%	0%	1%	1%

In your opinion, who is responsible for employee skill development?



Results by region

It should be a shared responsibility						
AUS	CA	GER	NZ	SGP	UKI	U.S.
52%	57%	41%	62%	54%	54%	50%
Organizations should identify skill needs and train						
AUS	CA	GER	NZ	SGP	UKI	U.S.
27%	25%	37%	22%	26%	27%	25%
I am responsible for identifying and acquiring skills						
AUS	CA	GER	NZ	SGP	UKI	U.S.
19%	15%	15%	15%	19%	16%	23%
I don't know						
AUS	CA	GER	NZ	SGP	UKI	U.S.
2%	3%	6%	1%	1%	3%	2%

This inertia is partially due to the responsibility factor. Only 18% of global employees believe they are solely responsible for identifying and acquiring the skills they'll need for the future of work. In other words, a majority believe the onus is at least partly on the employer to train individuals for future careers.

U.S.-based employees are most likely to say they alone are responsible for their skill development (23%). By contrast, Germans (37%) were by far the likeliest to place responsibility on the employer.

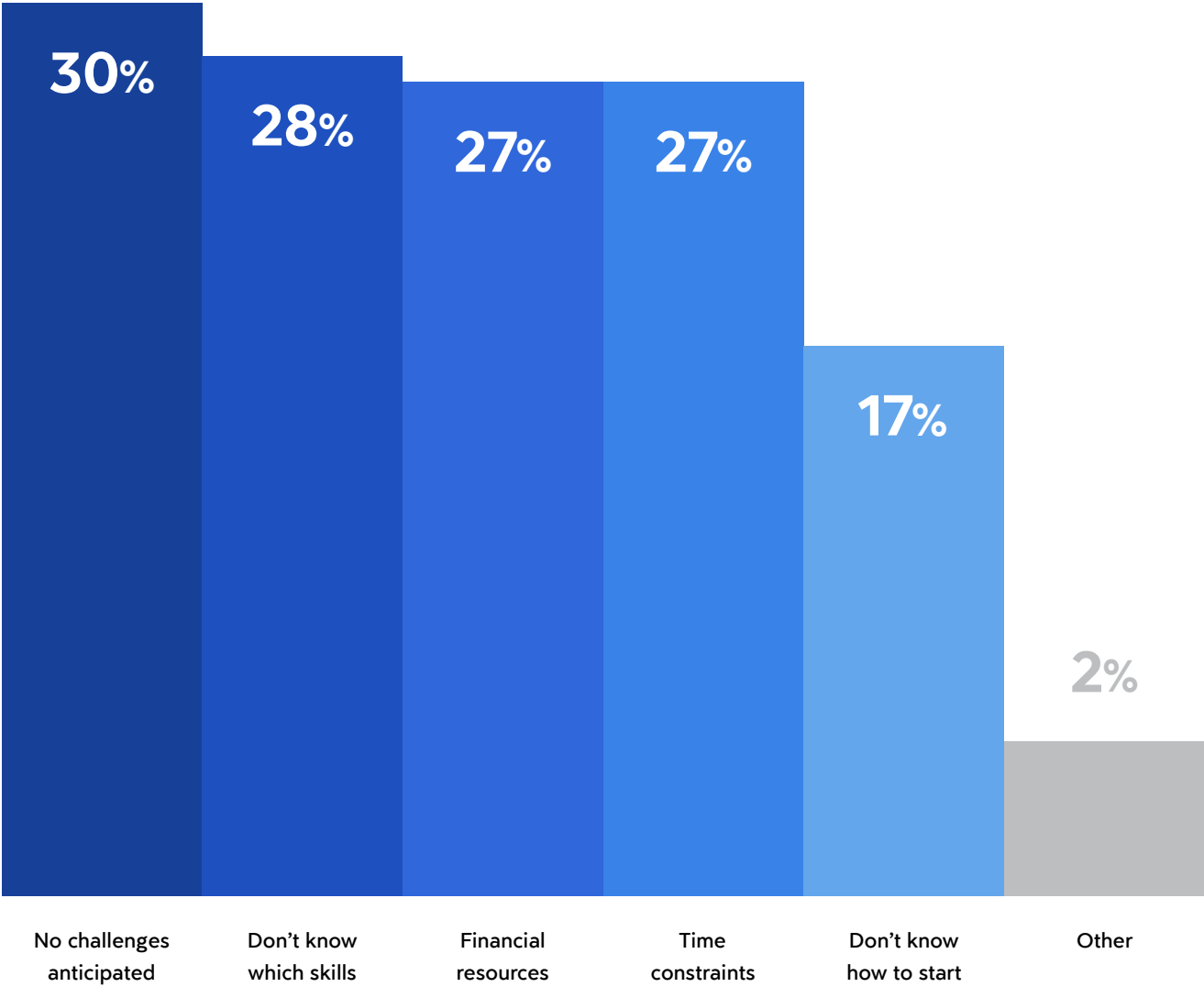
“When it comes to the skills they need for the future of work, employees don’t know what they don’t know. Organizations must take the lead.”

ALEXANDRA LEVIT, FUTURIST AND AUTHOR



Even when employees are motivated to own their skill development, there are obstacles. Twenty-eight percent of all global respondents claimed not to understand the skills they need, 27% feel they don't have the financial resources to retrain, and 27% feel they don't have the time to retrain.

What challenges do you face in acquiring new skills? (Select all that apply.)



When we asked respondents how their organizations are currently preparing people for the future, they said one-quarter (26%) of employers aren't engaging at all. This finding aligns with our [2021 Executive Survey](#) where we found that “investing in future learning and workforce reskilling” was not high priority or essential for 26% of survey respondents.

Employers can take the reins in informing employees about how the work world is changing, identifying the most critical skills to hone, redesigning jobs accordingly, and providing free and time-efficient training and development opportunities. This could help provide the job stability and growth opportunities that are driving employees to seek new jobs.

Focus on DEI and belonging

It’s not enough to have employees of different ethnicities, races, and sexual orientations represented at your organization. These individuals must also feel supported, listened to, and valued for their unique ideas – regardless of their age or position.

Our own data has illustrated that more organizations are recognizing the importance of better diversity, equity, and inclusion (DEI) strategies. For instance, the [2021 Ceridian Executive Survey](#) found that 86% of employer respondents are using or planning to use analytics and artificial intelligence (AI) tools to inform DEI initiatives.

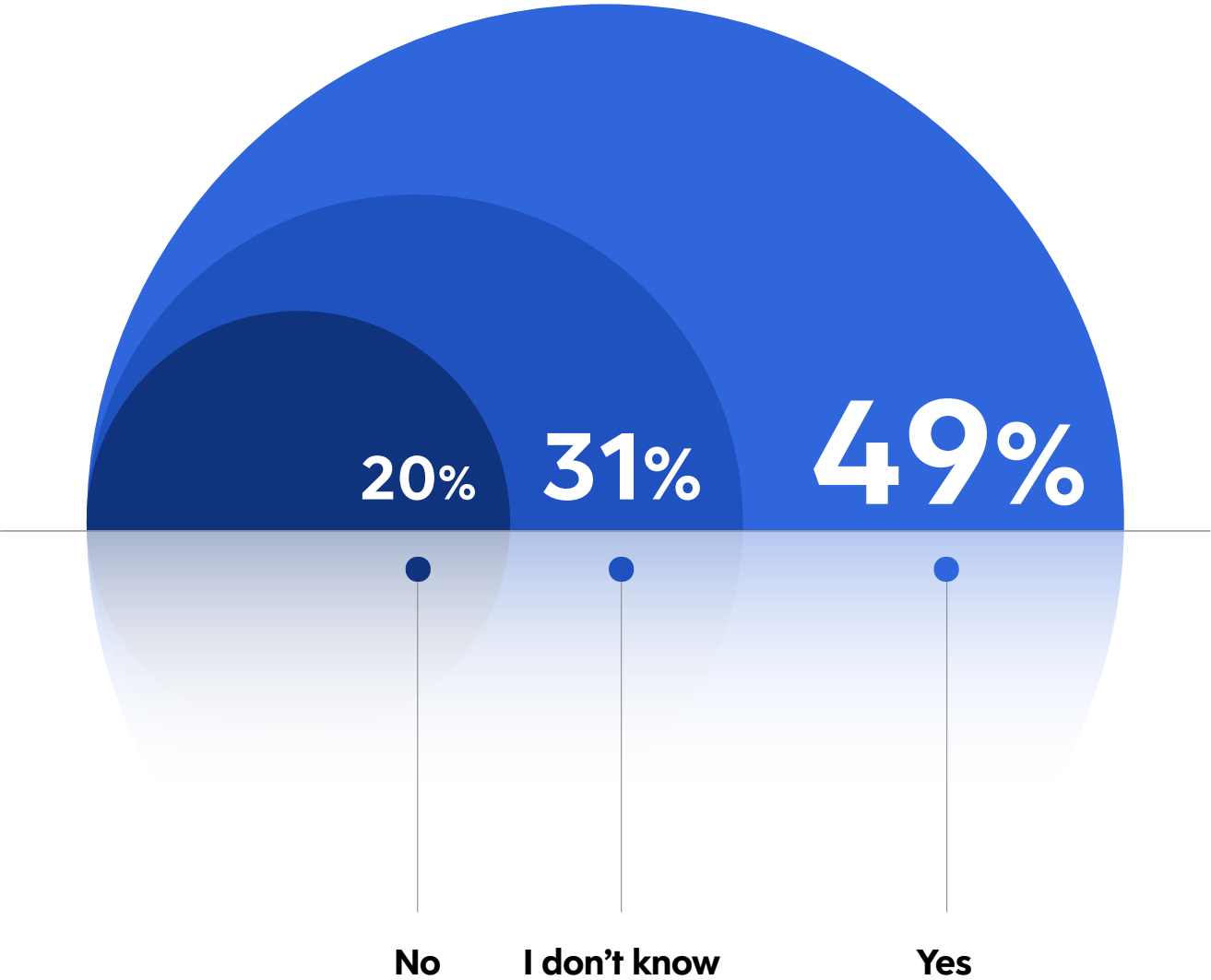
Fifty-four percent of *Pulse of Talent* respondents labeled their organizations as very or extremely diverse, and 68% said their organizations are “good” or “excellent” at fostering a culture of belonging.

However, there is still room for improvement. An overall lack of alignment between employer and employee values – which may include DEI – is driving some turnover, with 20% of global new-job-seekers citing it as a reason they’re leaving.

Just over half of *Pulse of Talent* respondents (53%) said their organizations are committed to addressing inequities in the workforce, and less than half (49%) reported knowing that their employer has a DEI strategy. According to our respondents, German companies are least likely to have recognizable DEI strategies in place (29%), while U.S. companies are the most likely (59%).

Overall, this data may indicate that initiatives are occurring behind the scenes but aren’t impacting the employee experience.

Does your organization currently have a strategy to improve diversity, equity, and inclusion?



Results by region

	AUS	CA	GER	NZ	SGP	UKI	U.S.
Yes	55%	50%	28%	48%	46%	54%	59%
No	17%	17%	37%	17%	25%	16%	14%
I don't know	28%	33%	34%	36%	29%	30%	26%

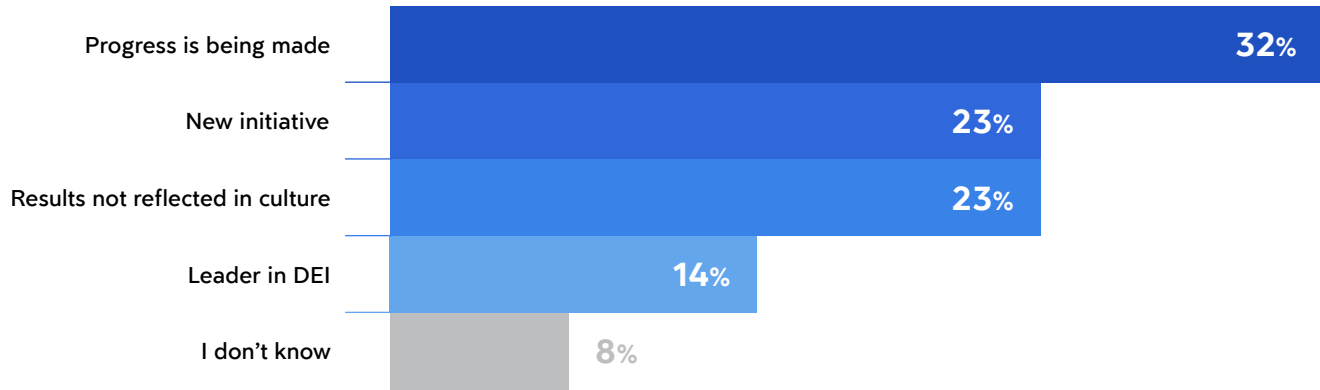
Of those respondents who said their organizations have a DEI strategy, less than one-third (32%) felt they are making progress toward goals, and only 14% said their employers are leaders in DEI. Canadian respondents were the most likely to cite positive progress (36%) and were also the most likely to say their employers are leaders in DEI (18%).

By comparison, U.S. respondents were the least likely to cite positive progress (26%) and Singaporean respondents were the least likely to say their employers are leaders in DEI (6%).

Employee listening vehicles, such as surveys, internal social media, and focus groups, as well as employee resource groups, are excellent tools for encouraging employees to speak up. These vehicles have powerful potential, given that 40% of our *Pulse of Talent* respondents said they're comfortable expressing their opinions to their employers.

40%
of respondents said they're comfortable expressing their opinions to their employers

How would you describe the implementation of your organization's DEI program?

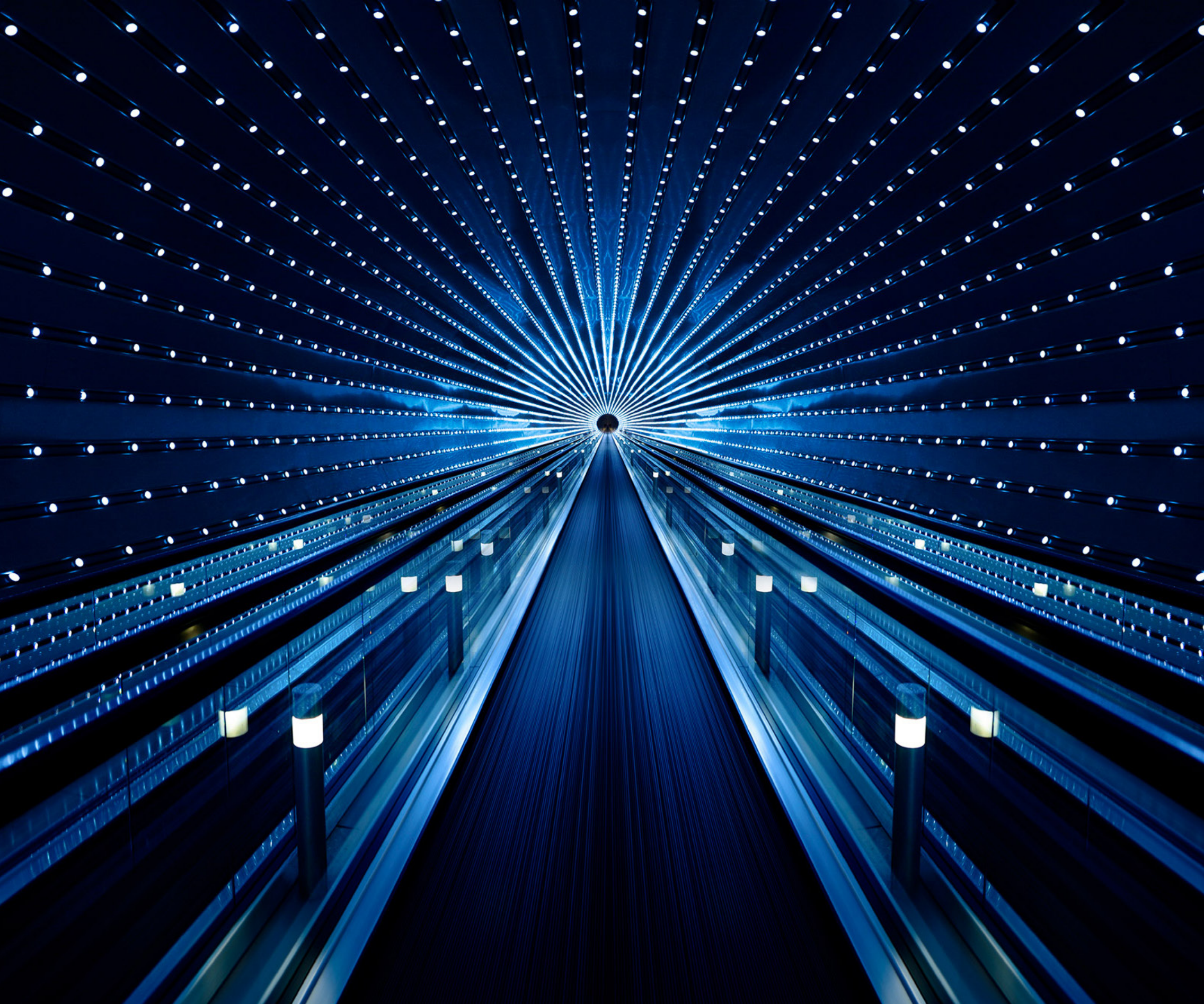


Results by region

	AUS	CA	GER	NZ	SGP	UKI	U.S.
Progress is being made	30%	36%	34%	34%	31%	34%	26%
New initiative	20%	17%	25%	15%	21%	21%	34%
Results not reflected in culture	30%	22%	23%	27%	36%	23%	14%
Leader in DEI	13%	18%	15%	13%	6%	13%	16%
I don't know	6%	8%	4%	10%	5%	10%	9%

No organization can claim 100% success at getting DEI “right,” but companies that place DEI at the heart of the everyday work experience may keep employees who could be earning more elsewhere. People will no longer stay at organizations where they don’t feel like they belong, or where they don’t feel supported or represented.





The path forward

In today's competitive talent market, solving for retention is imperative. Our *Pulse of Talent* data shows that employees still value pay, stability, and flexibility.

But even something concrete like pay isn't simple when you dig into it. A good salary might not be enough when an employee is working so much overtime that they don't have a good quality of life.

If you can't compete on pay, there is another – and arguably better – path forward. You can empower your people by embedding value everywhere and using technology to continuously optimize your employee experience.



Equip your managers and leaders

- 1 Give your leaders access to the data to make business decisions that support employee well-being.
- 2 Train your managers to be fully engaged in an employee experience that continuously adds value.
- 3 Focus on succession planning to ensure you have the right people ready to step into open leadership and mission-critical roles.



Solve your burnout problem

- 1 Leverage technologies that help you create fair schedules and better match staff to demand.
- 2 Increase flexibility for employees in terms of when, how, and where they do their jobs.
- 3 Leverage AI to better align your benefits offerings with what employees value.

Improve your hiring and staffing decisions

- 1 Invest in technologies that help you hire the right people for open roles and reduce hiring mismatches.
- 2 Track existing employees' skills and preferences and match people to new roles they'll enjoy, so they don't find a role elsewhere.
- 3 Use benchmarking tools to ensure new hire and existing employee pay is at competitive market levels.

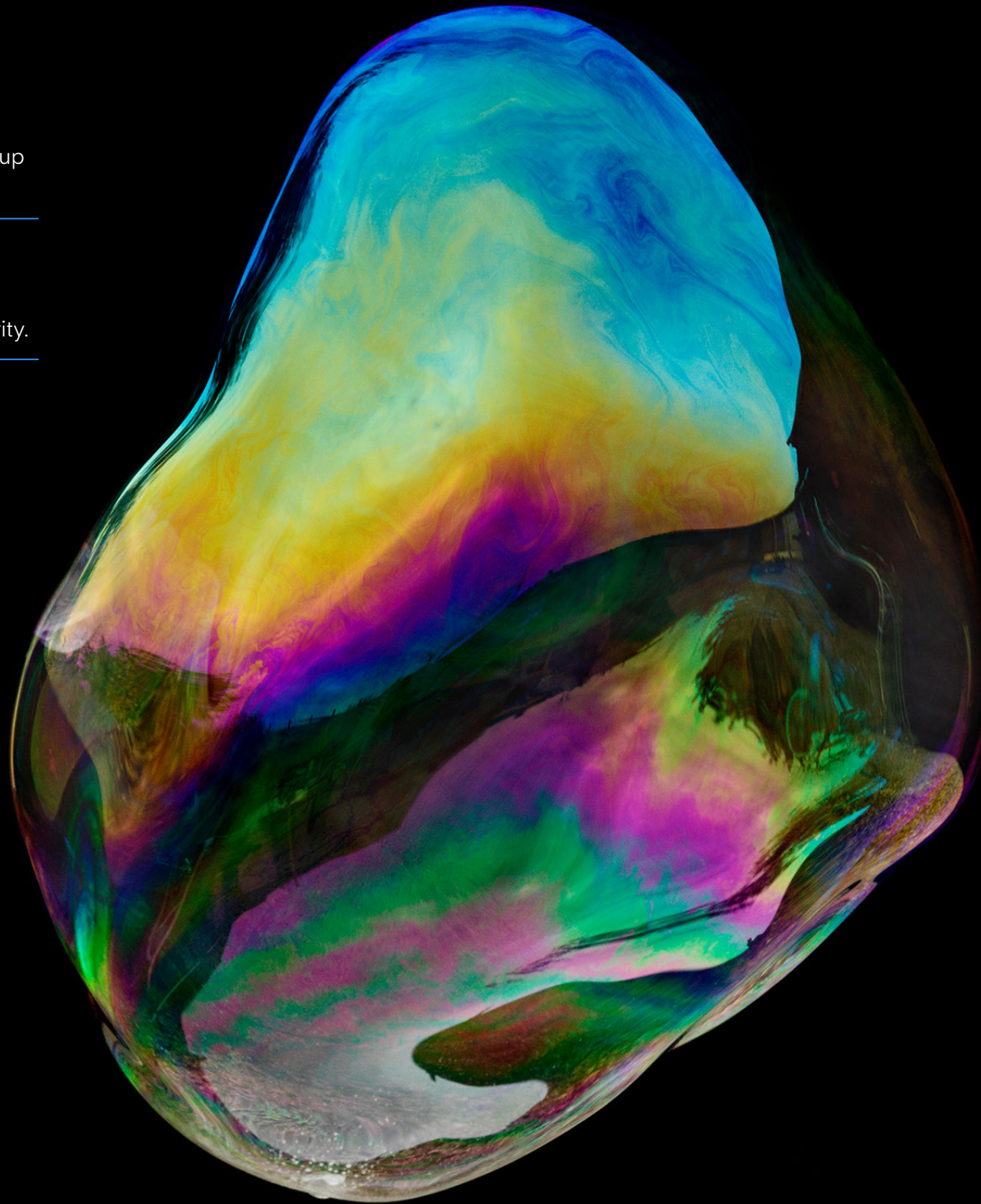


Prepare your people for the future of work

- 1 Help your employees understand how the world of work is changing, what it means for their jobs, and what skills they need to remain competitive.
- 2 Deconstruct jobs into component skills and teach your employees how to effectively oversee and work with machine partners, when applicable.
- 3 Provide innovative training methods so employees can overcome barriers to learning such as cost and time commitment.

Build a culture of belonging and transparency

- 1 Integrate new hires through personalized onboarding experiences that help them get up to speed quickly.
- 2 Encourage your people to build strong colleague and mentor relationships as distributed work models increase in popularity.
- 3 Build a clear strategy to support DEI by listening to your employees and measuring progress toward your goals.



Attracting and retaining talent in today's world requires a mindset shift by employers to understand where they can truly add value to employees' lives.

Higher pay will always be appealing to candidates. It's equally or more important to provide great leadership, address burnout, equip employees for the future, and show sustainable progress toward becoming a fair and equitable organization. In short: even if you can't compete on pay, you can still win top talent.

CERIDIAN

At Ceridian, we create innovative technology that organizations around the world use to attract, develop, manage, and pay their people. Our award-winning Dayforce solution helps our customers manage compliance, make better decisions, build great teams, and drive engagement with their employees. Ceridian has solutions for organizations of all sizes.

Ceridian. Intelligence at work

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