

THE PEOPLE EXPERIENCE ADVANTAGE

HOW COMPANIES CAN MAKE LIFE BETTER FOR THEIR MOST IMPORTANT ASSETS

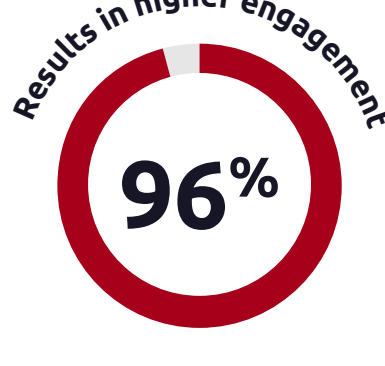
People experience matters – Now more than ever

This research defines the "people experience" as the nature of the relationship and the cumulative interaction and professional journey that an employee has with their employer. This encompasses interactions with other people, organizational culture, operational systems, policies, and the physical and virtual workspace. The people experience involves day-to-day work, interactions with other departments or functions, and occasional events employees might be requested to attend. It is the overall impact of the job and the organization on the individual: how this makes the employee feel over time, how they perceive their potential and abilities, and the effect on their engagement and well-being.

A positive people experience...



of employees with a positive experience intend to stay with their company for the next year, compared to 49% of other employees



of employees with a positive experience feel engaged at work, versus 25% of other employees

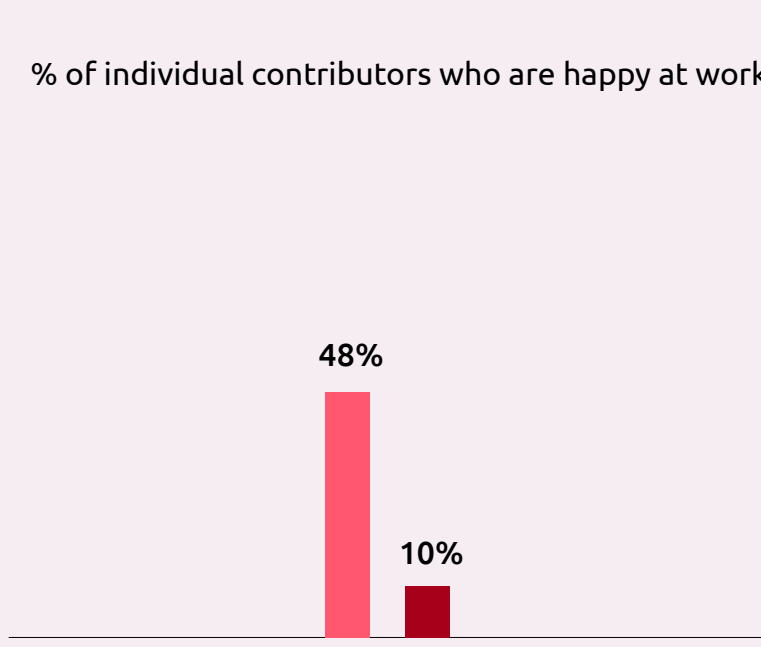


of employees with a positive experience are likely to recommend their organizations as a place to work, compared to 17% of other employees

Additionally, **48%** of leaders from organizations where managers report positive experiences say they have realized improved customer satisfaction, versus 30% of leaders from companies whose managers have an inferior experience.

Satisfaction with remote work contributes to employee happiness

% of individual contributors who are happy at work



% of managers who are happy at work

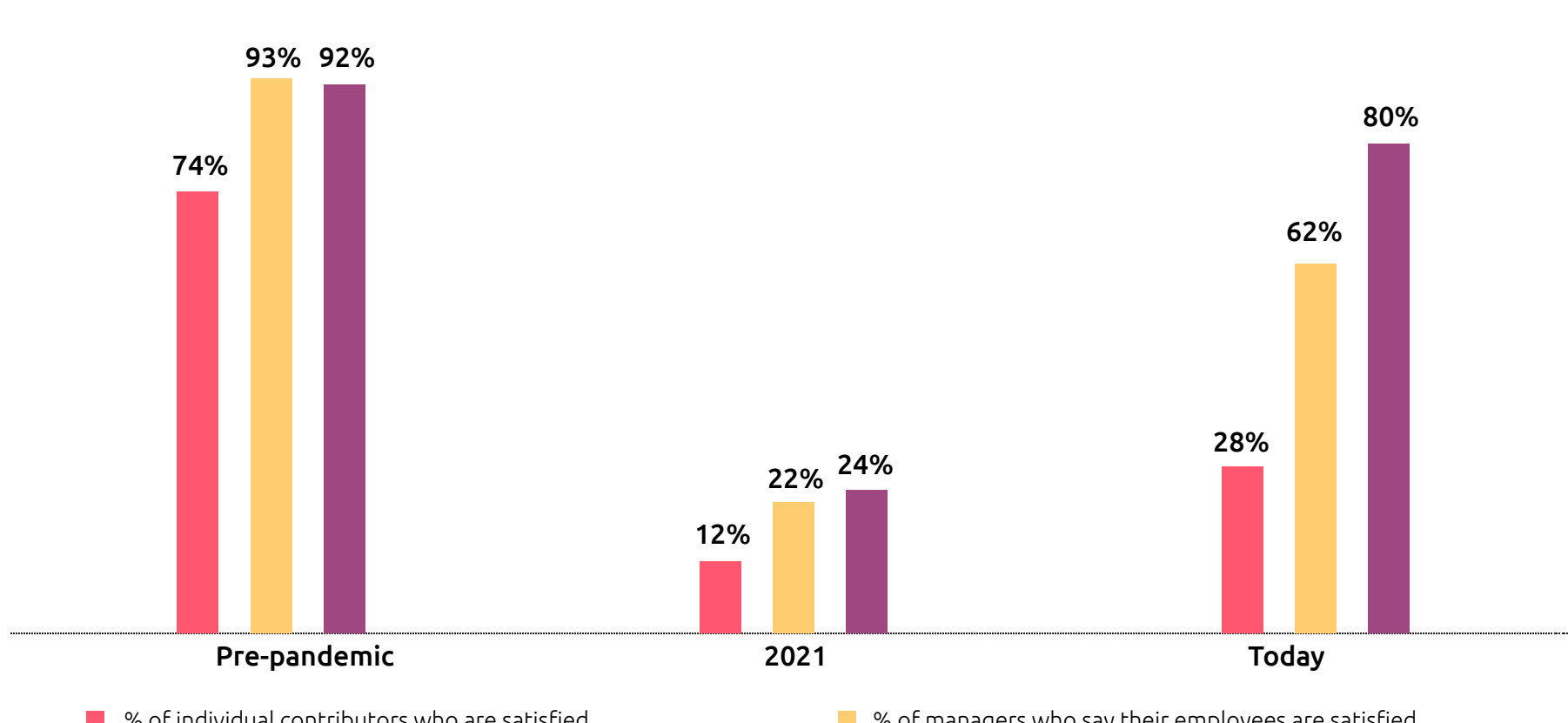


Source: Capgemini Research Institute, Employee Experience Survey, April–May 2022, N = 126 individual contributors satisfied with remote working, N = 200 individual contributors not satisfied with remote working; N = 218 managers satisfied with remote working, N = 82 managers not satisfied with remote working.

The perception gap in employee satisfaction

Employee satisfaction plummeted during the pandemic – and is yet to recover

Overall satisfaction with the experience at their current organizations



Source: Capgemini Research Institute, Employee Experience Survey, April–May 2022, N = 989 individual contributors, N = 511 managers, N = 750 leaders.

Leaders are overly optimistic about their employees' happiness

30%

of individual contributors say they are happy at work

65%

of managers say they are happy at work

92%

of leaders say their employees are happy at work

Source: Capgemini Research Institute, Employee Experience Survey, April–May 2022, N = 989 individual contributors, N = 511 managers, N = 750 leaders.

34% of all employees say they have plans to leave their current company within a year

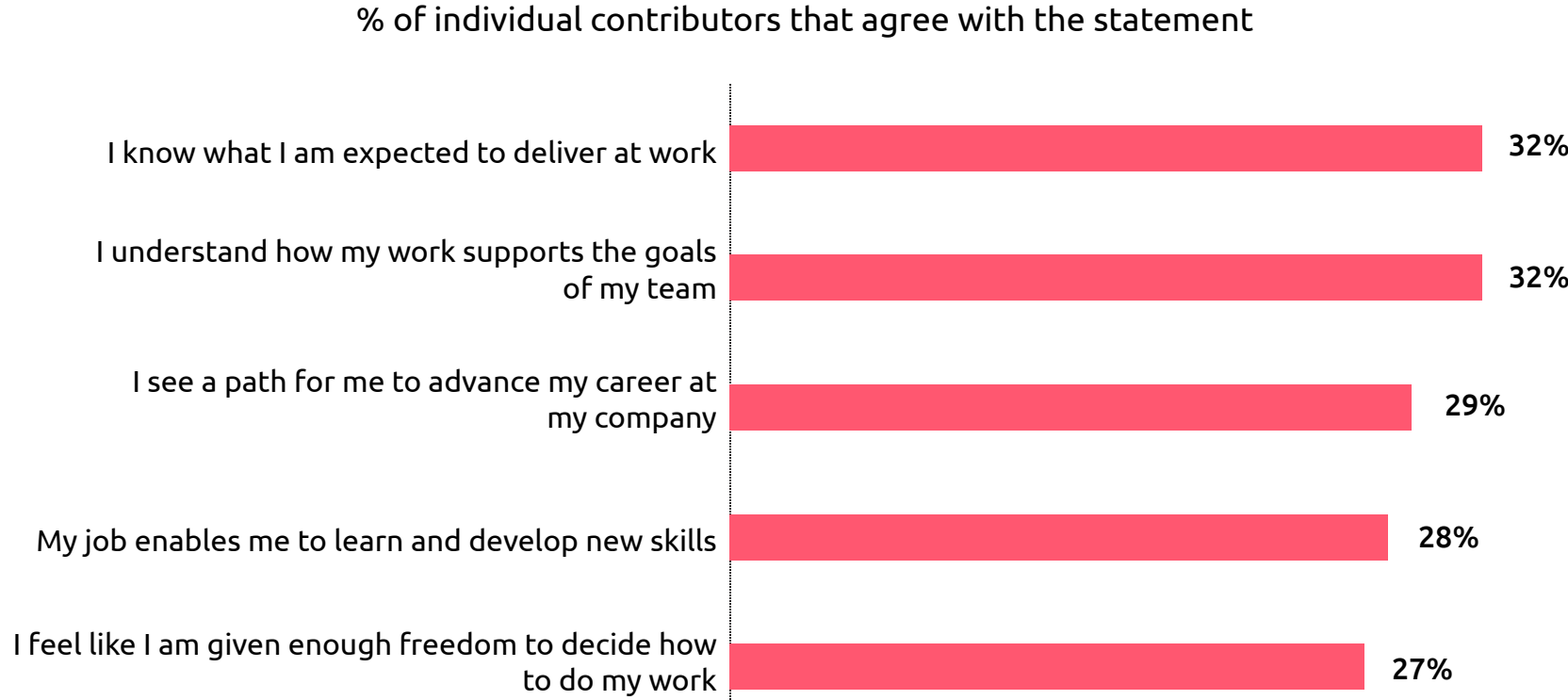
● **49%** of Gen Z employees – those aged 18 to 24 – say they have plans to leave

● Of all employees who intend to leave, **66%** plan to do so within the next 3-9 months

What is lacking in the current people experience?

Many employees fail to see how they are contributing to the team effort, feel they are not being offered the necessary skill development, or feel they lack autonomy in their roles

% of individual contributors that agree with the statement



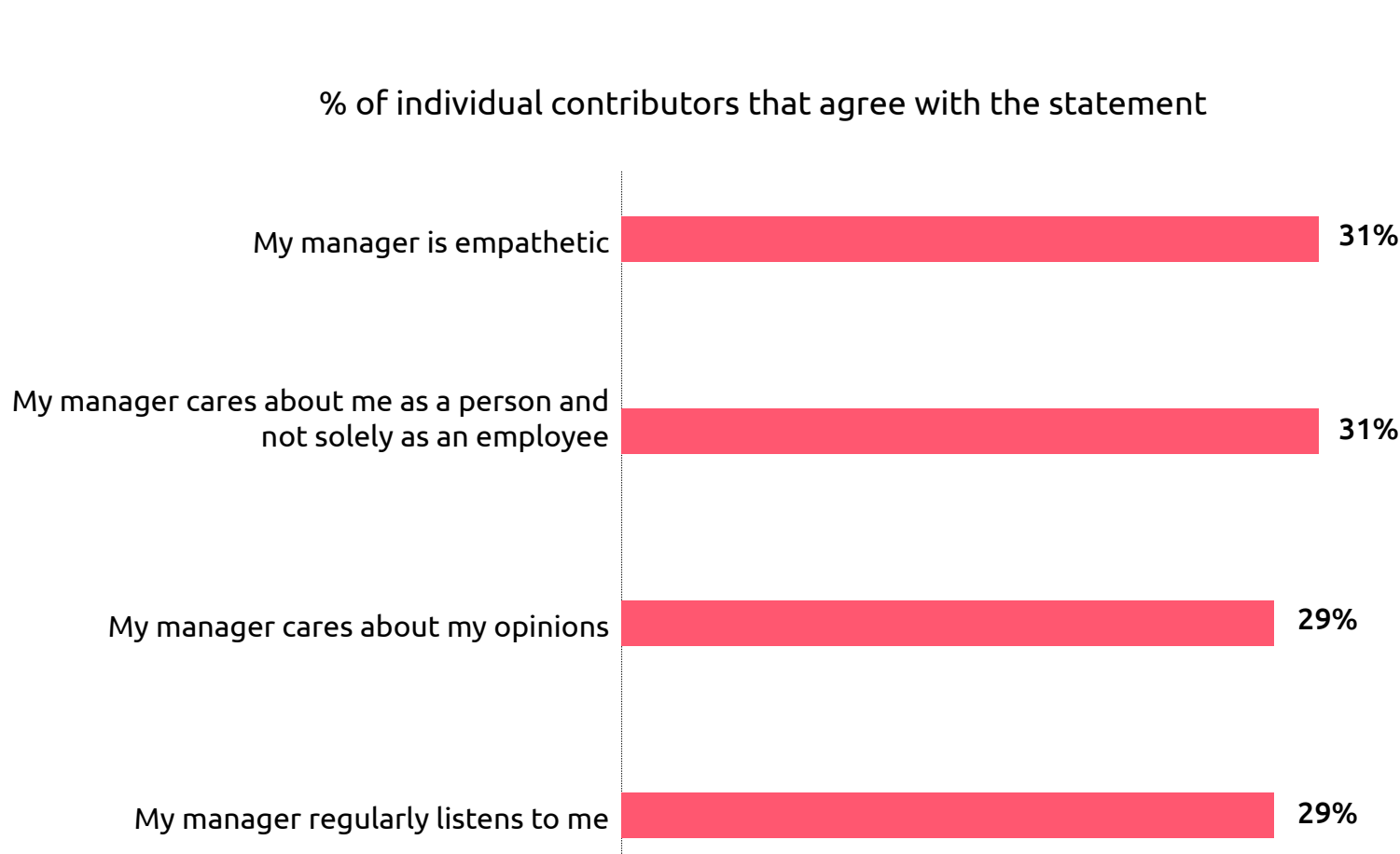
Source: Capgemini Research Institute, Employee Experience Survey, April–May 2022, N = 989 individual contributors.

Employees are not satisfied with their workload and flexibility

29% of employees find their workload manageable and feel they can take time off when they want

Managers are failing to demonstrate empathetic behavior

% of individual contributors that agree with the statement



Source: Capgemini Research Institute, Employee Experience Survey, April–May 2022, N = 989 individual contributors.

Pay is an issue

30% of employees believe they are adequately paid

Employees feel they lack the necessary technology and data to carry out their work

29% of employees are happy with the selection of tools to collaborate with their manager or team

How can companies improve their people experience?

10 key actions for companies to improve their people experiences

ORGANIZATION

- Develop a centralized people strategy that offers an inclusive people experience
- Ensure employees feel that their views are heard and considered
- Offer a balance of monetary and non-monetary recognition and benefits

CULTURE

- Foster a culture of emotional well-being and accessibility that meets the needs of all employees
- Encourage continuous learning
- Ensure the onboarding experience is effective in making employees feel welcome and equipped and ready to start work

PEOPLE

- Develop an "employer promise" that links job roles to outcomes and articulates career growth potential
- Coach leaders to be genuinely empathetic and to listen to employees

TECHNOLOGY

- Use technology as an empowering element and provide employees with the correct tools with which to work efficiently
- Harness technology to nurture a collaborative culture

Source: Capgemini Research Institute analysis.

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