



American worker survey pulse | Summer 2022

Executive slide share

August 17, 2022



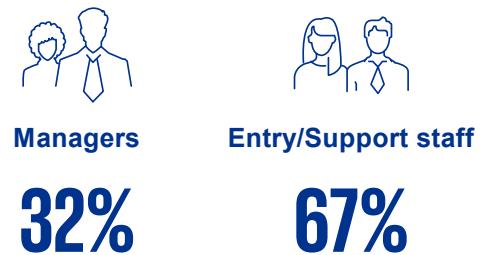
Summary of respondents from the American worker survey

We surveyed more than **2,250** employees across sector, role, age, gender, and race. **73%** of respondents were employed by companies with more than **5,000** employees.

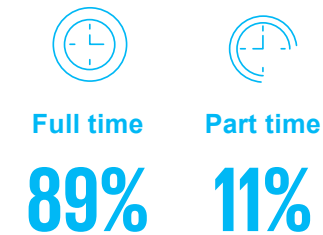
Top six industries represented



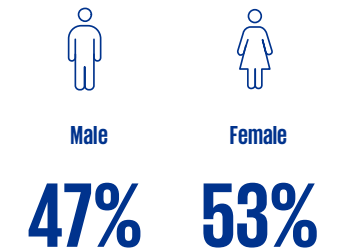
Role in company¹



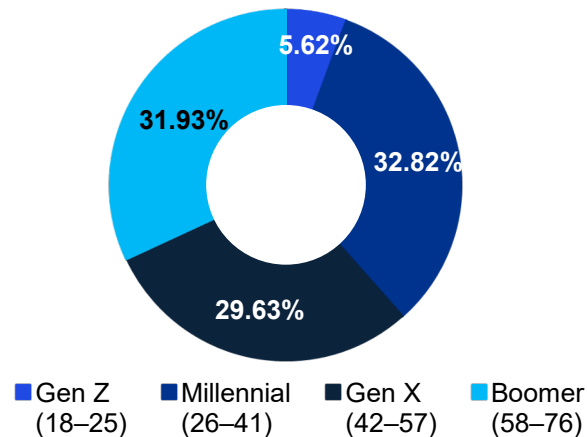
Employment status



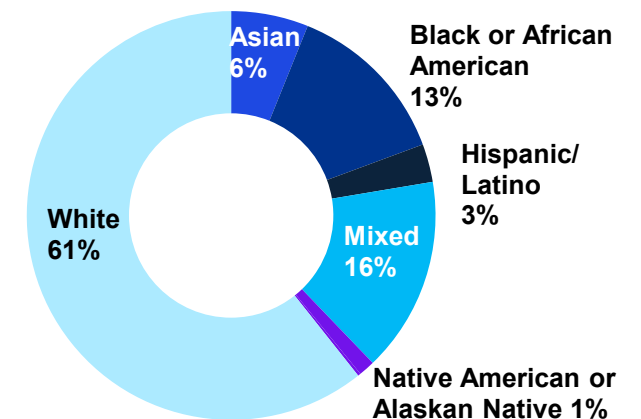
Gender²



Generational breakdown



Employee race



¹ Other roles have been excluded as they make up 1% of the total.

² Other genders have been excluded due to small count (7 participants).

Source: American worker survey | Summer 2022

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Remote work is important, but not the panacea

It is clear that remote work is here to stay as both organizations and employees have realized—and now demand—flexible ways of working. However, our survey found that the majority of **American workers seek some degree of in-office/on-premise experience**, rather than a fully remote workplace. Though the urgency for remote work may decrease as we move past the COVID-19 pandemic, it is clear that having **hybrid work options will become expected**.

Key actions

Survey your workforce to understand specific attitudes and needs relating to the ways of working. A hybrid approach tailored to your workforce—or segments of your workforce—is key to meeting your employees' expectations.

It's (almost) a tie

45% of respondents are currently working **fully/partially remote**

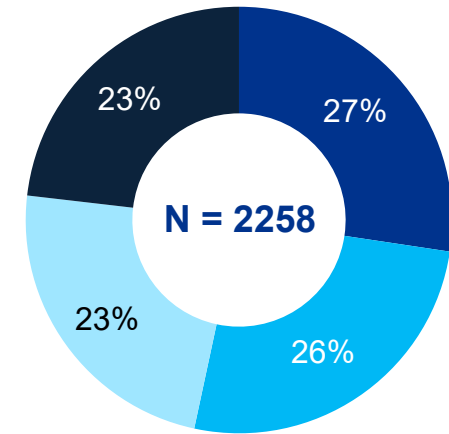
55% survey respondents work **fully or mostly in office/on premise**

Competing priorities show hybrid is key

26% of the total managers want to work **mostly remote**, with some days in the office or at another physical location

24% of the total respondents having 0–5 years tenure want to work **mostly in the office** or other physical location, with some remote days.

Work modality preferences



- I want to work fully at an office or other physical location and not remote.
- I want to work fully remote.
- I want to work mostly in the office or other physical location, with some remote days.
- I want to work mostly remote, with some days in the office or at another physical location.

Source: American worker survey | Summer 2022

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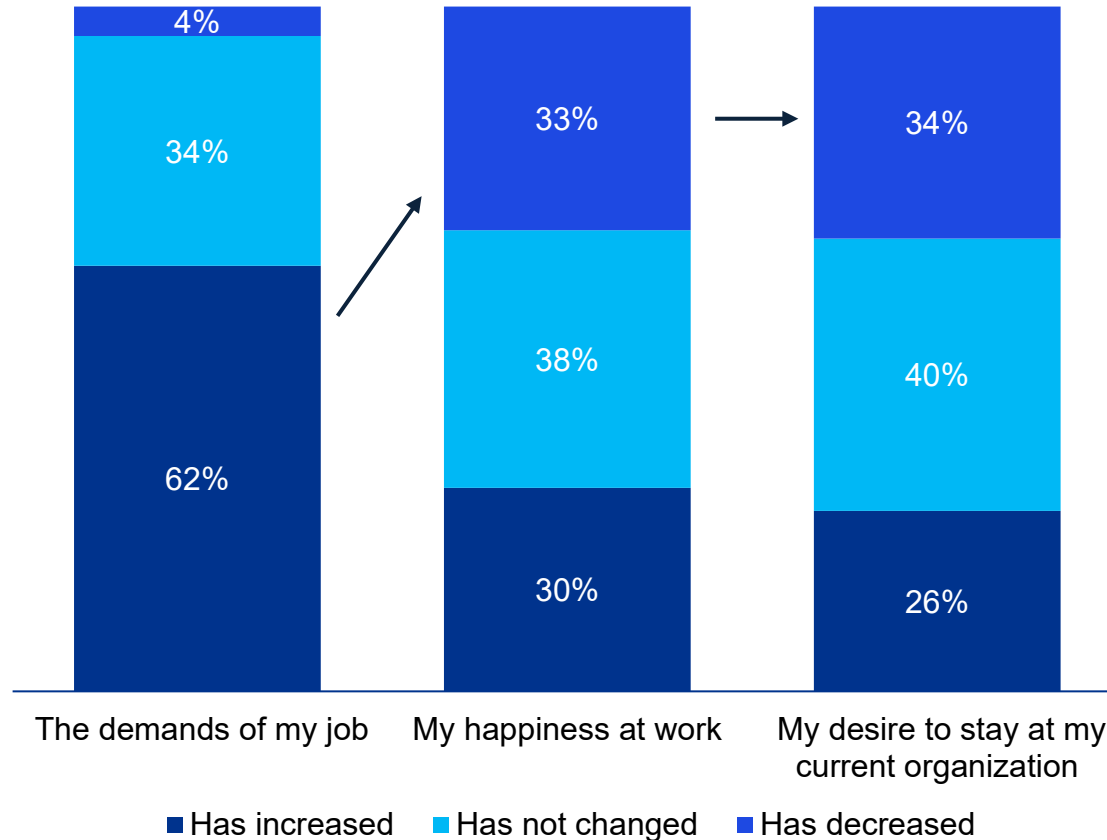
The “Great Reconsideration” is underway

Remote work and 24-hour connectivity has minimized the delineation between work and home life. **Demands and unhappiness** may have something to do with the fact that for 34 percent, **their desire to stay at their current organization has decreased**. Now more than ever, employees are reconsidering **what matters** when it comes to their career.

Key actions

Identify employees’ concerns with your organization’s culture or customer demands, and work toward meeting their expectations. Consider the work your employees are doing—is it essential? Where can resourcing support be provided via technology or automation?

Employees are having to weigh the demands of the job versus their happiness...



57%
Of respondents who say their happiness has decreased are **actively thinking about or looking to leave their employer**.

Source: American worker survey | Summer 2022

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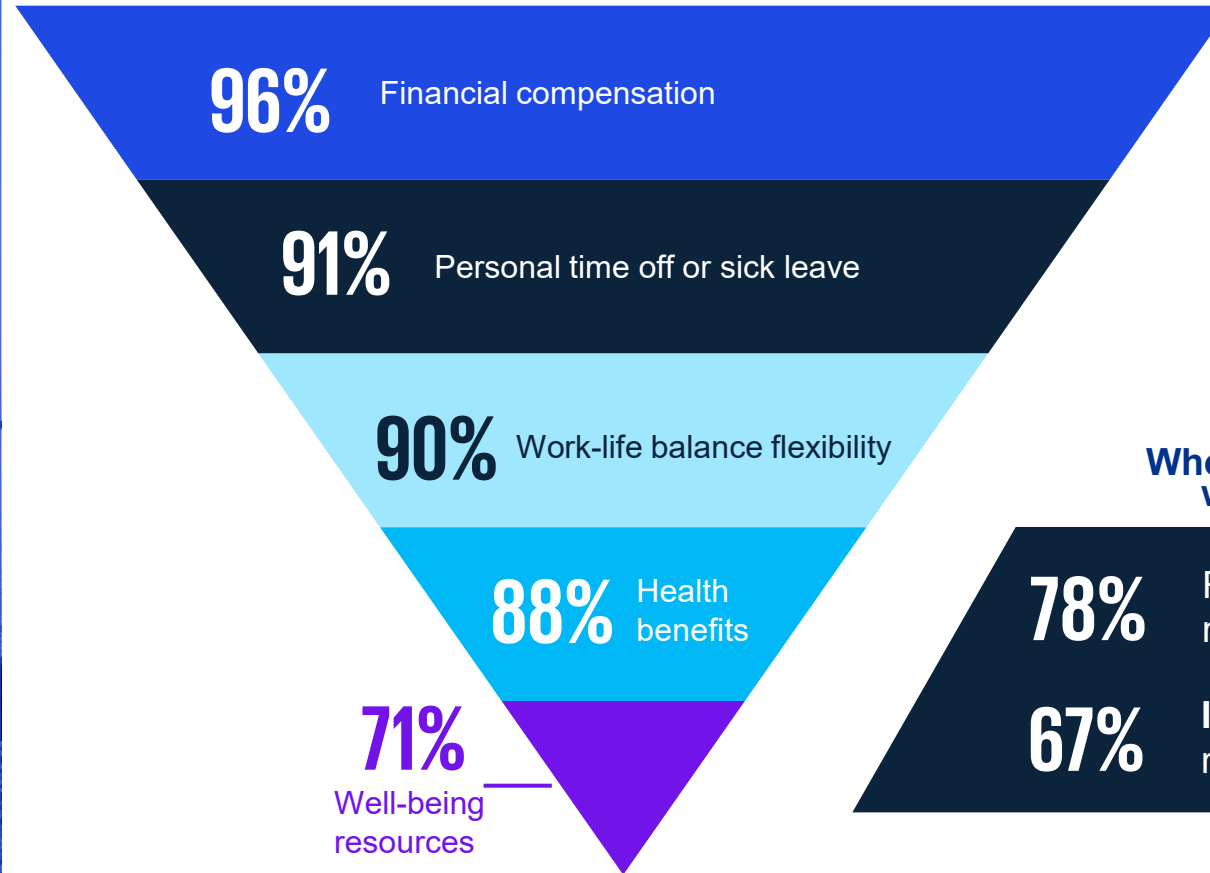
Balance and benefits help

As boundaries between work and life continue to blur, American workers identify **work-life balance as a chief reason to stay—or leave—their employer**. The future of compensation will be holistic as organizations shift to addressing the needs of the “whole human” employee. Addressing wellness and balance as a **benefit** is more than just a favorable consideration, it is a business imperative for retaining talent.

Key actions

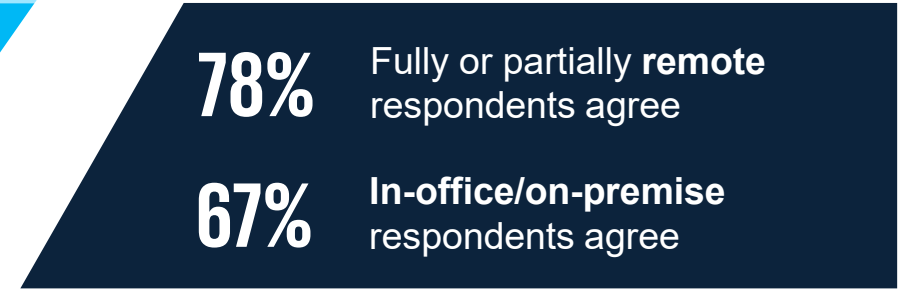
Organizations should reexamine their benefit offerings to reflect the value workers place on work-life balance. Be sure the **benefits** offered to your workforce are diverse and tailored, while also aligned to business needs and practicalities.

What employees find most attractive when looking for a new employment opportunity...



36% say the **inability to maintain a healthy work-life balance** is a chief reason to **leave their current employer**.

Who's able to maintain a work-life balance?



Source: American worker survey | Summer 2022

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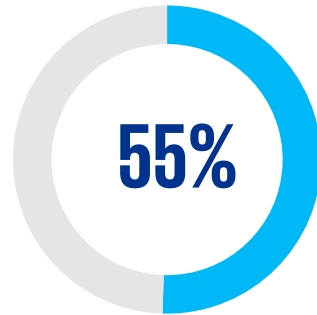
Employees want clear pathways

As the “Great Reconsideration” continues and the talent marketplace becomes more and more competitive, employees **want to know** that they have **diverse career opportunities** within their current organizations—as well as the **chance to learn and grow** into potential alternative career paths within the company.

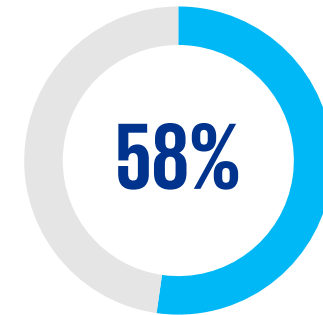
Key actions

There is an opportunity for organizations to further engage employees with regard to career pathing opportunities. Organizations should rethink existing roles and career pathways to help build excitement surrounding career opportunities and retain talent.

Employees want to know they can grow in their current organization...



Of American workers say they are **provided adequate, diverse career path opportunities into lateral and upward job roles**



Of American workers say they have **open access to learning paths for alternative career paths within their organization**

Interestingly, **remote workers** say they have **open access to learning paths for alternative career paths within their organization at an almost 10 percent higher rate (63 percent)** compared to those working in the office (54 percent). Additionally, **72 percent** say that if they were looking for a new employer, then **career development opportunities would be one of the more important reasons why.**

Source: American worker survey | Summer 2022

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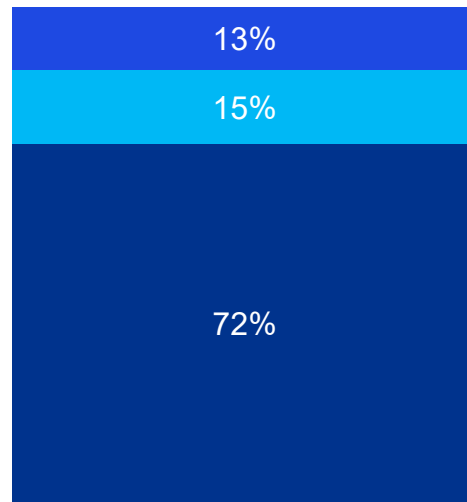
Digital yet to deliver

Digitization has rapidly swept through the workforce the last two years due to the urgent facilitation of remote working and the need to enhance functions to be data driven, automated, and more efficient. While survey respondents say their organization provided easy-to-use modern tools that enable them to be productive, 58 percent of respondents said their personal productivity had not changed or worsened.

Key actions

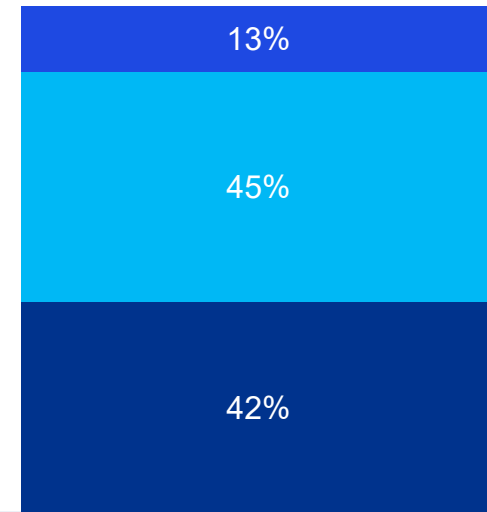
Organizations should think differently about the digital tools needed and what can versus what should be automated. Be sure your technology is aligned to business needs, while training your employees to engage the tools effectively.

Employees have not yet gained the benefits from modern digital tools



My organization provides modern digital tools and other technology that are easy to use and enable me to be more productive.

■ Agree ■ Neutral ■ Disagree



My personal productivity

■ Has increased ■ Has not changed ■ Has decreased

58%
say their productivity has not changed or has become worse

72%

say their organizations provide modern digital tools to enable productivity

...however, only

42%

say their personal productivity has increased

Source: American worker survey | Summer 2022

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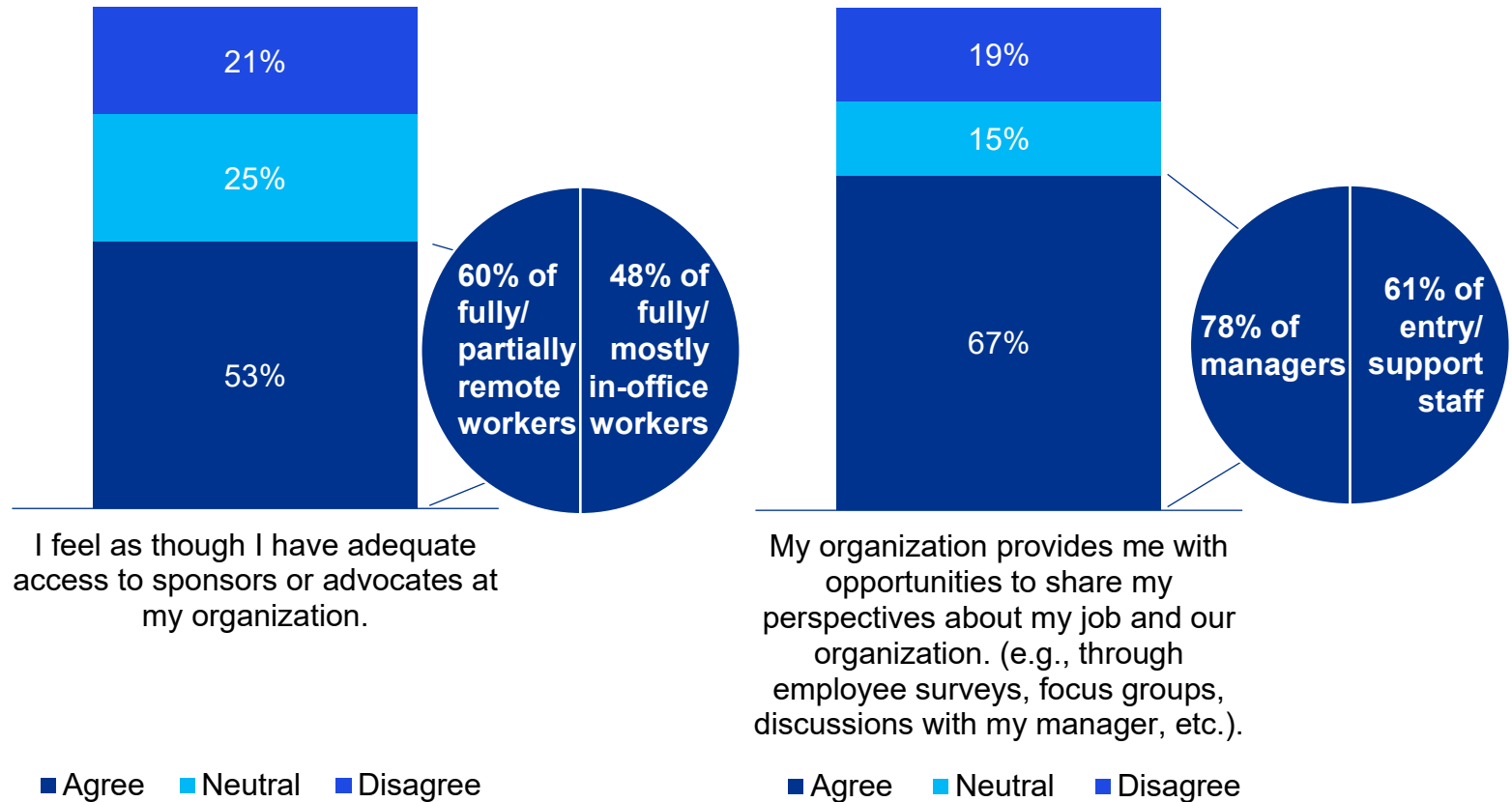
Purpose is clear, connection is weaker

Even though the work environment has changed, organizations are doing a good job of **communicating their overall purpose and the role the employee plays** as well as providing supporting information. However, it has been **more difficult** to make sure that employees **perceive the same level of access to key members of the organization**.

Key actions

Increase employee engagement by driving clarity on the vision of the organization and the employee's role in reaching it, coupled with access to sponsors/advocates. Increase access to these connection opportunities across all demographics to amplify.

Connection is valued but varies across key demographics...



Source: American worker survey | Summer 2022

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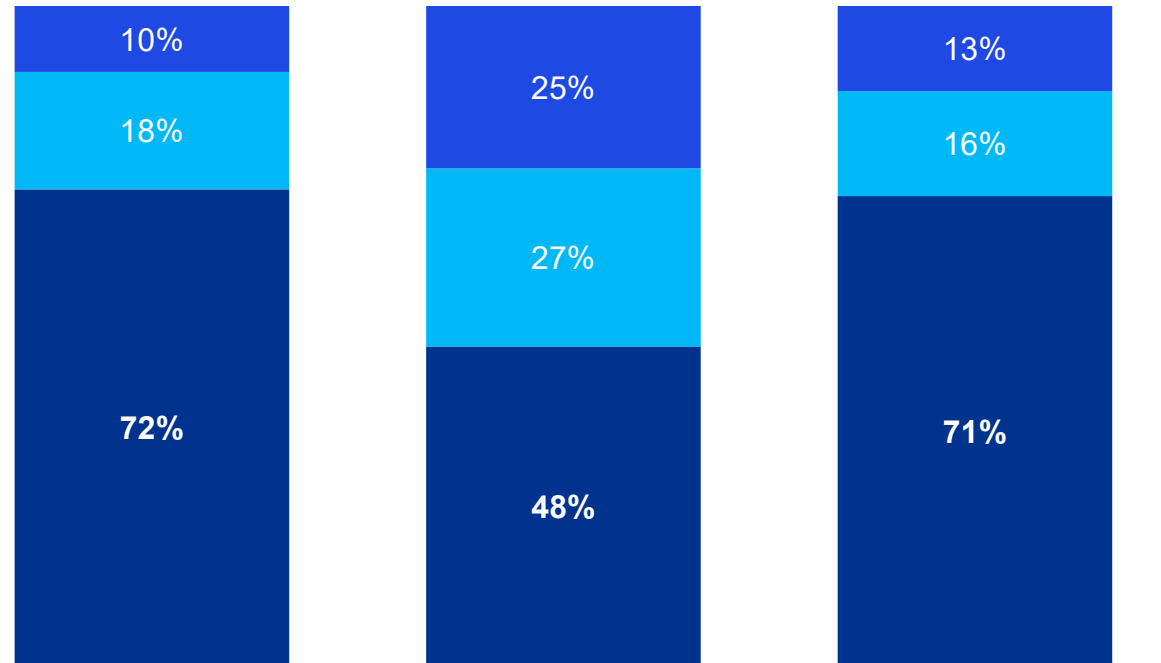
More can be done on ESG

Now more than ever, employees are interested in and motivated by their organization’s demonstrated involvement with environmental, social, and governance (ESG) topics as they consider their overall employment deal and potential future career opportunities.

Key actions

Organizations looking to enhance ESG investments should set clear key performance indicators, communicate success frequently, and identify opportunities to expand participation across the workforce. Reevaluate your employee expectations and realign ESG efforts accordingly to strengthen your ESG impact.

ESG is important to employees, but they are looking for greater impact...



58% of survey respondents believe that the effort their organization is making on ESG issues is making an impact on society.

It is important for my organization to respond to environmental, social, and governance issues.

I personally benefit from the diversity, equity, and inclusion initiatives that have been established at my organization.

The mission and purpose of my organization make me feel my job is important.

■ Agree ■ Neutral ■ Disagree

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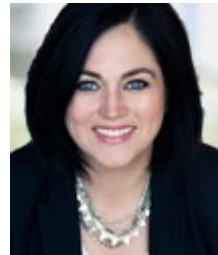
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