



**PARTNER
COMM**

THE CONFERENCE BOARD 

**2022
HR Communication
Trends Survey
Results**



HELLO CONFERENCE BOARD PARTICIPANTS!

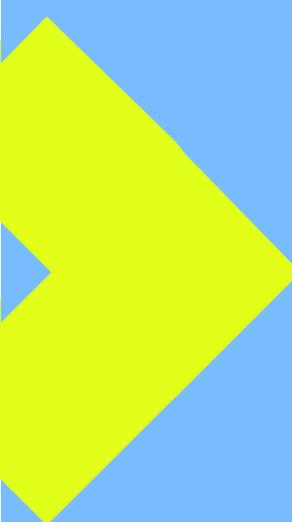
We've put together the results of the HR Communication Trends Survey, and here's a look at what we found.



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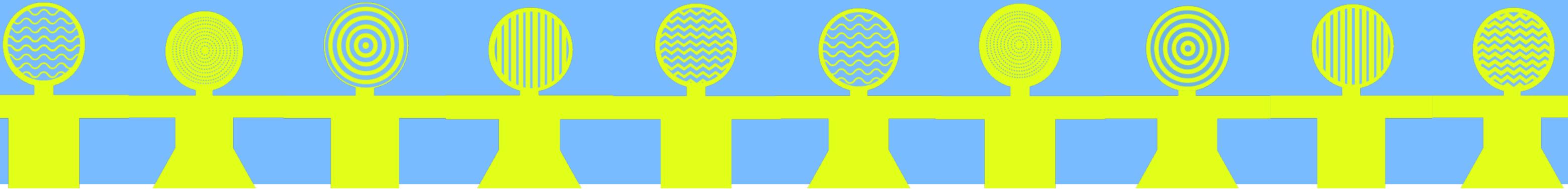
- SAMPLE CHARACTERISTICS
- TRENDS
- CHALLENGES
- VEHICLES
- PERSONALIZATION
- TOPICS WORD CLOUD
- TAKEAWAY





First, let's take a look at the

**descriptive
data.**



Sample characteristics

TOTAL SAMPLE

N=77

Industry

- 26% healthcare/pharmaceuticals
- 16% manufacturing

Size

- 35% less than 5,000 employees
- 30% 5,000 – 25,000
- 35% greater than 25,000

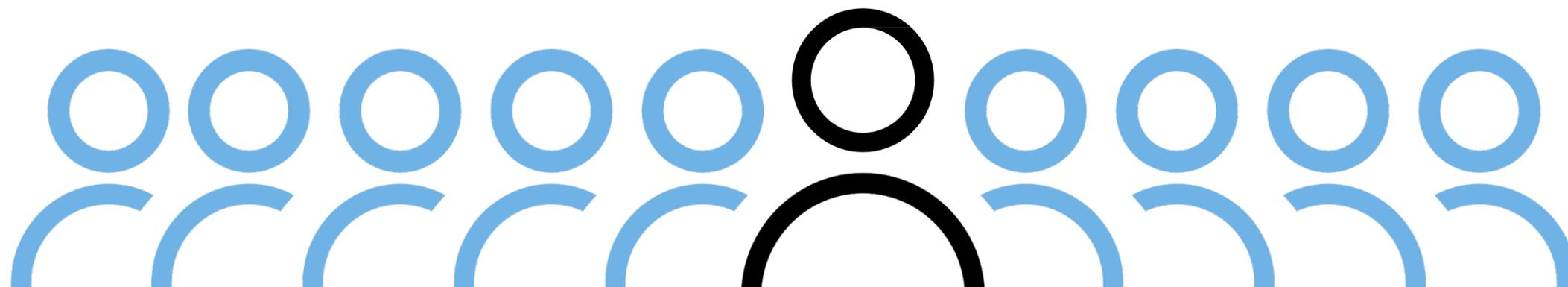
Audience

- 52% communicate to a global audience

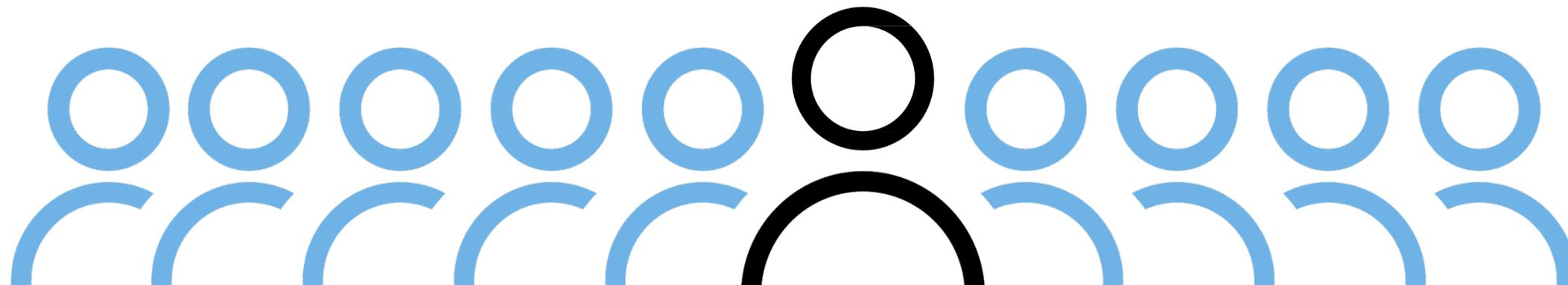
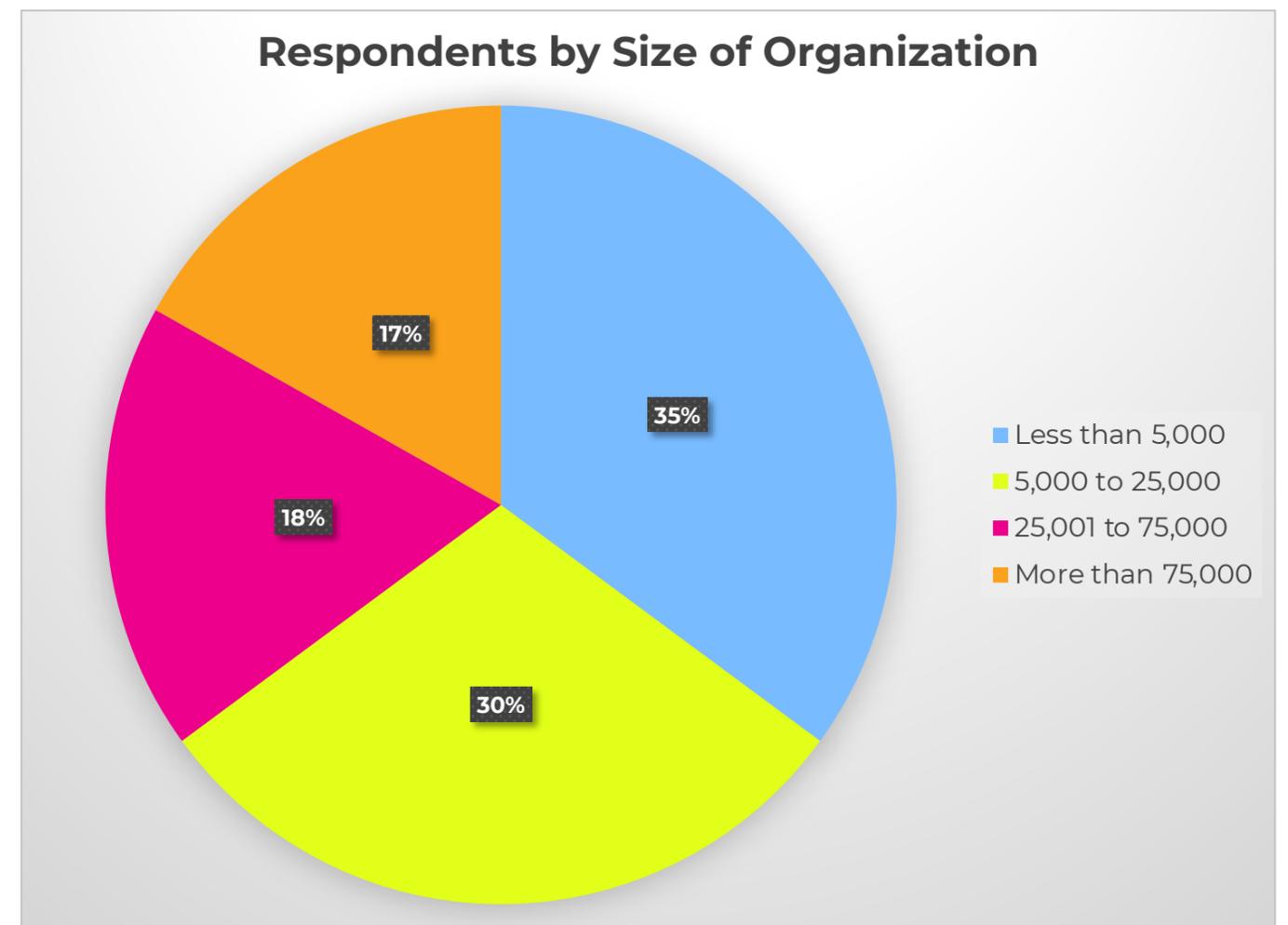
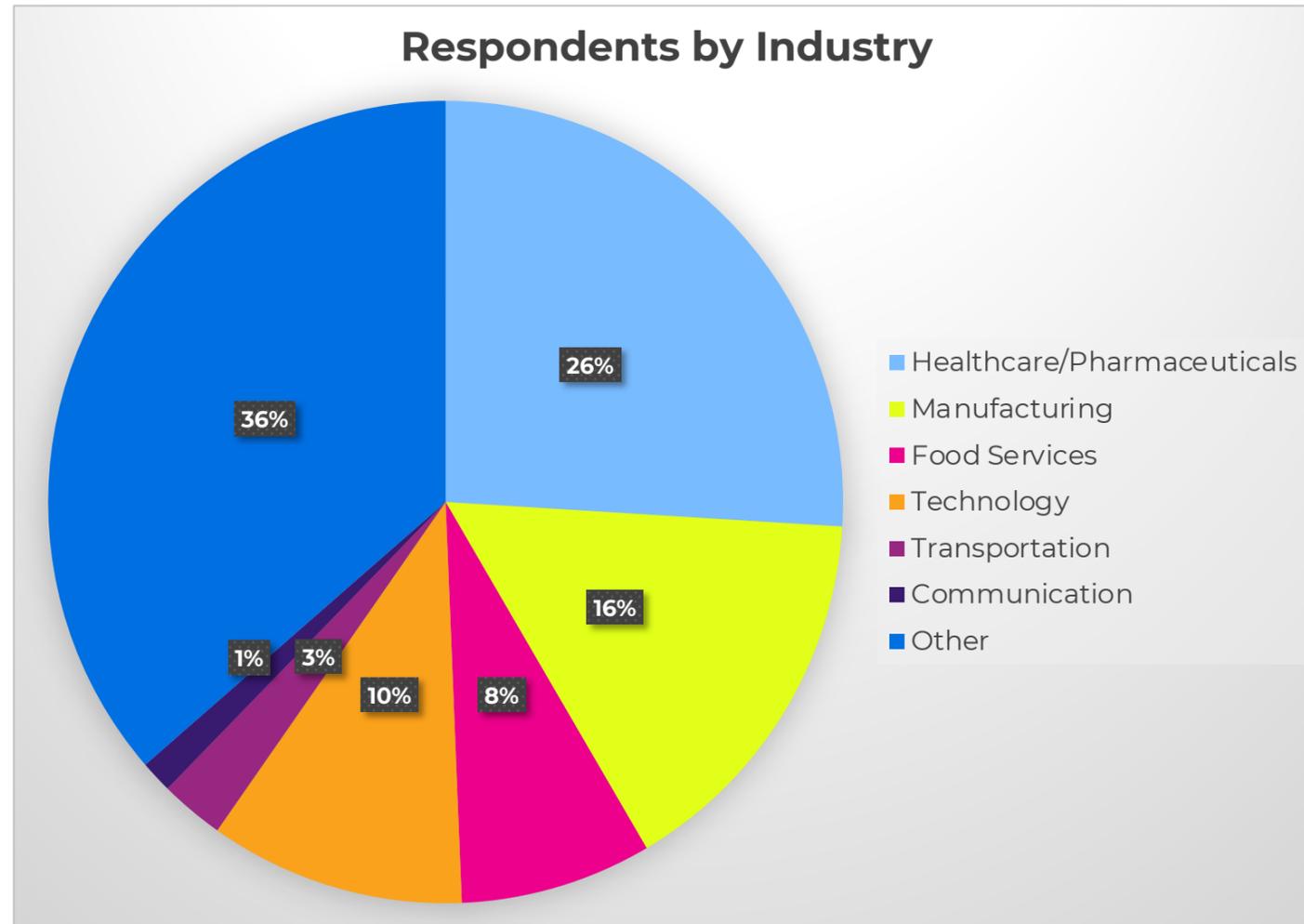
HR Comms Budget

- 64% less than \$100,000
- 30% greater than \$250,000

- **60% of respondents** were from an organization in the manufacturing, healthcare/pharmaceutical, food services and technology industries.
- The majority of respondents were part of an organization with **less than 25,000 employees**; 17% came from a large organization with over 75,000 employees.
- The majority of respondents had an annual communication budget **less than \$100,000**; however, 26% had a budget **between \$250,000 – \$1 million**.

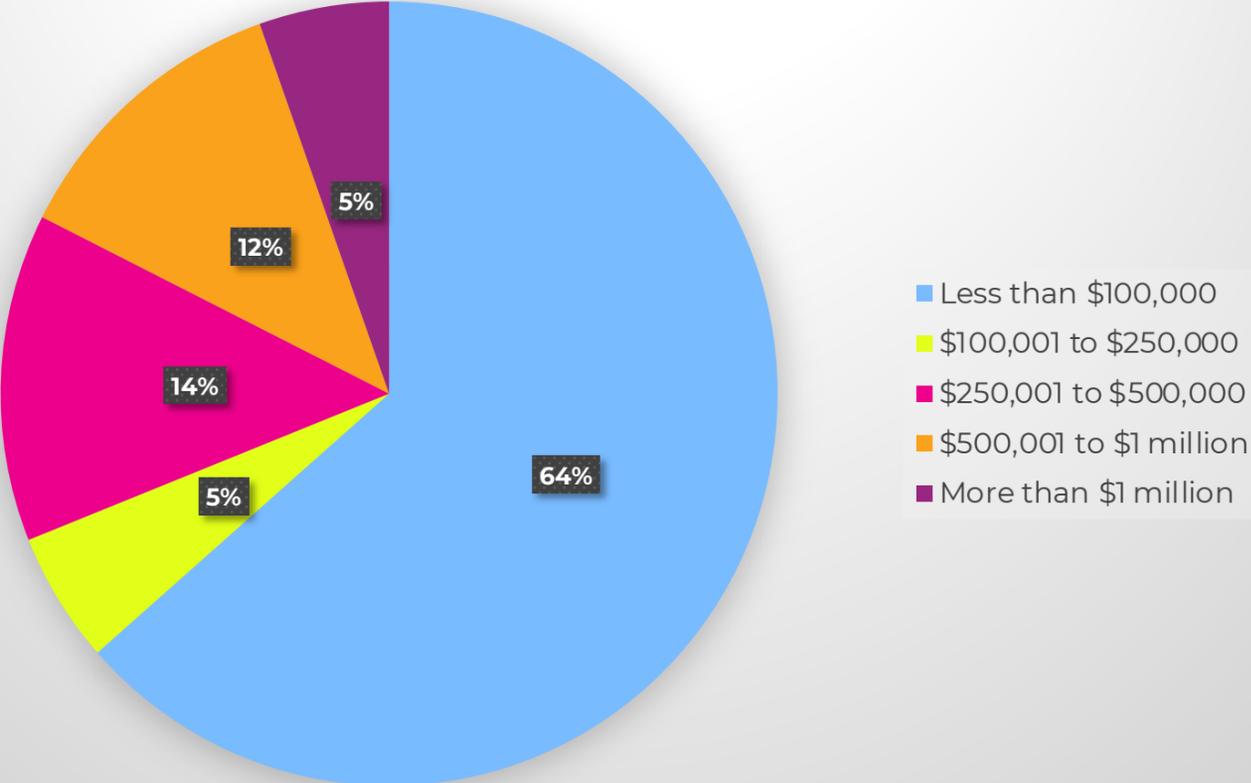


Sample composition

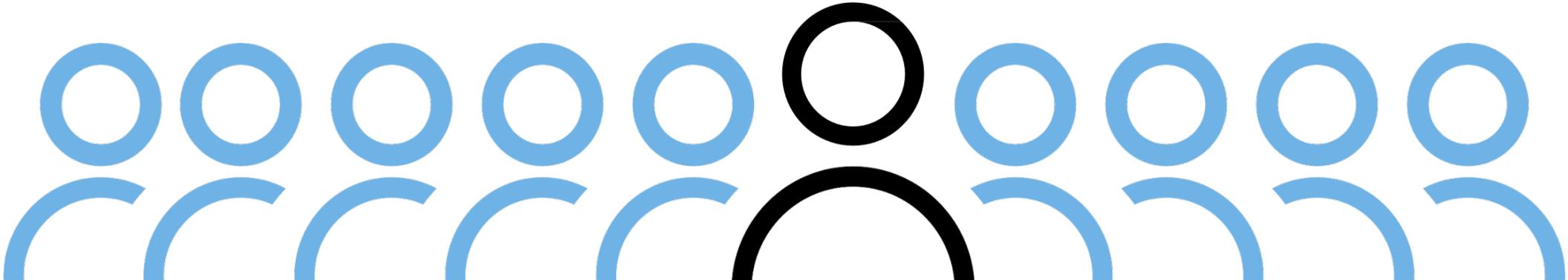
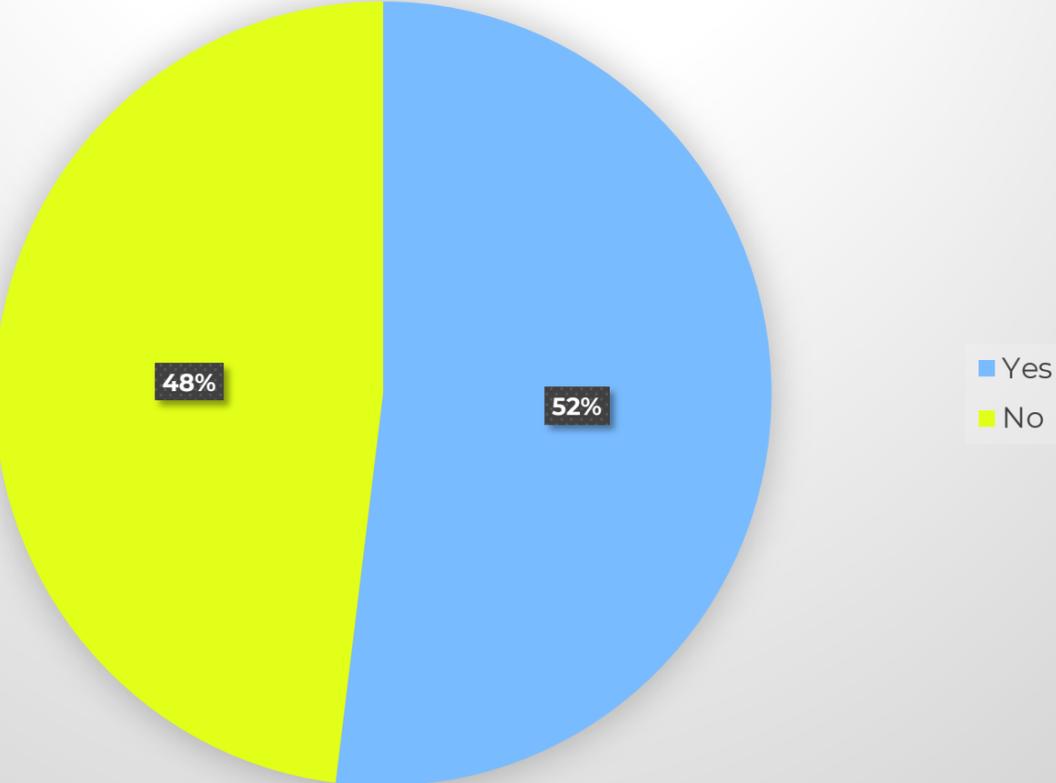


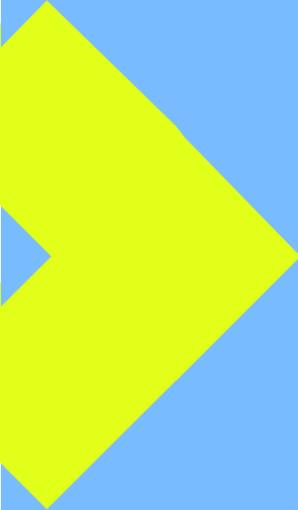
Sample composition

Respondents by HR Communication Budget



Respondents with Global Audience



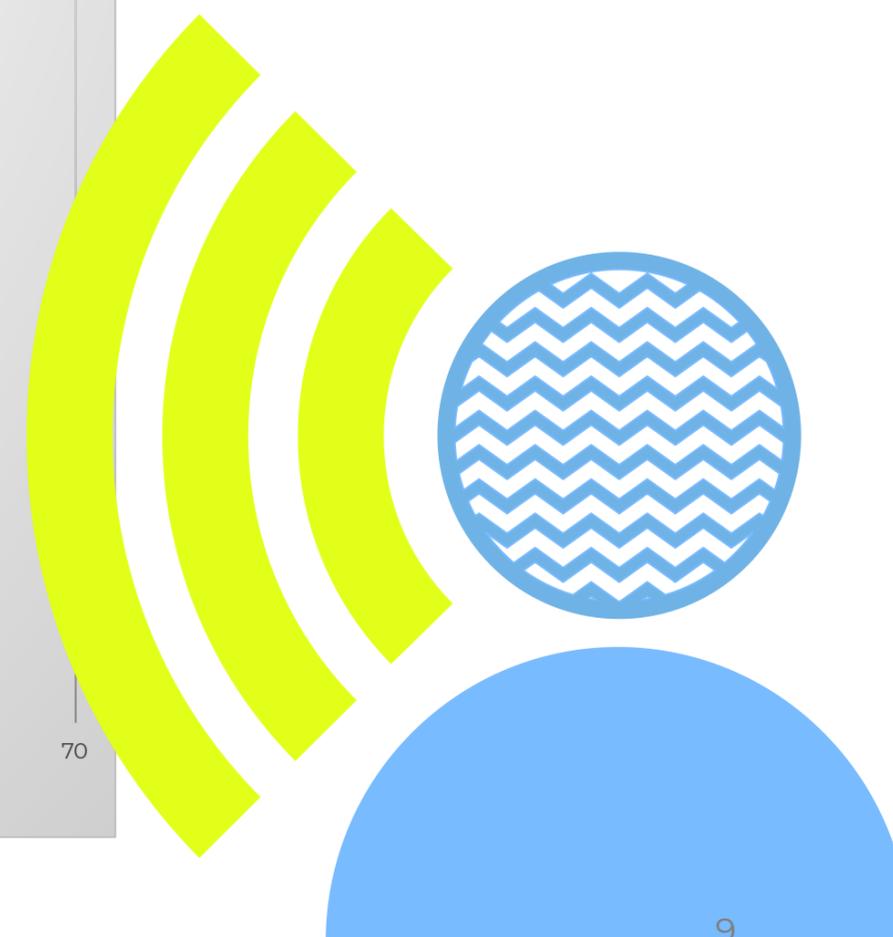
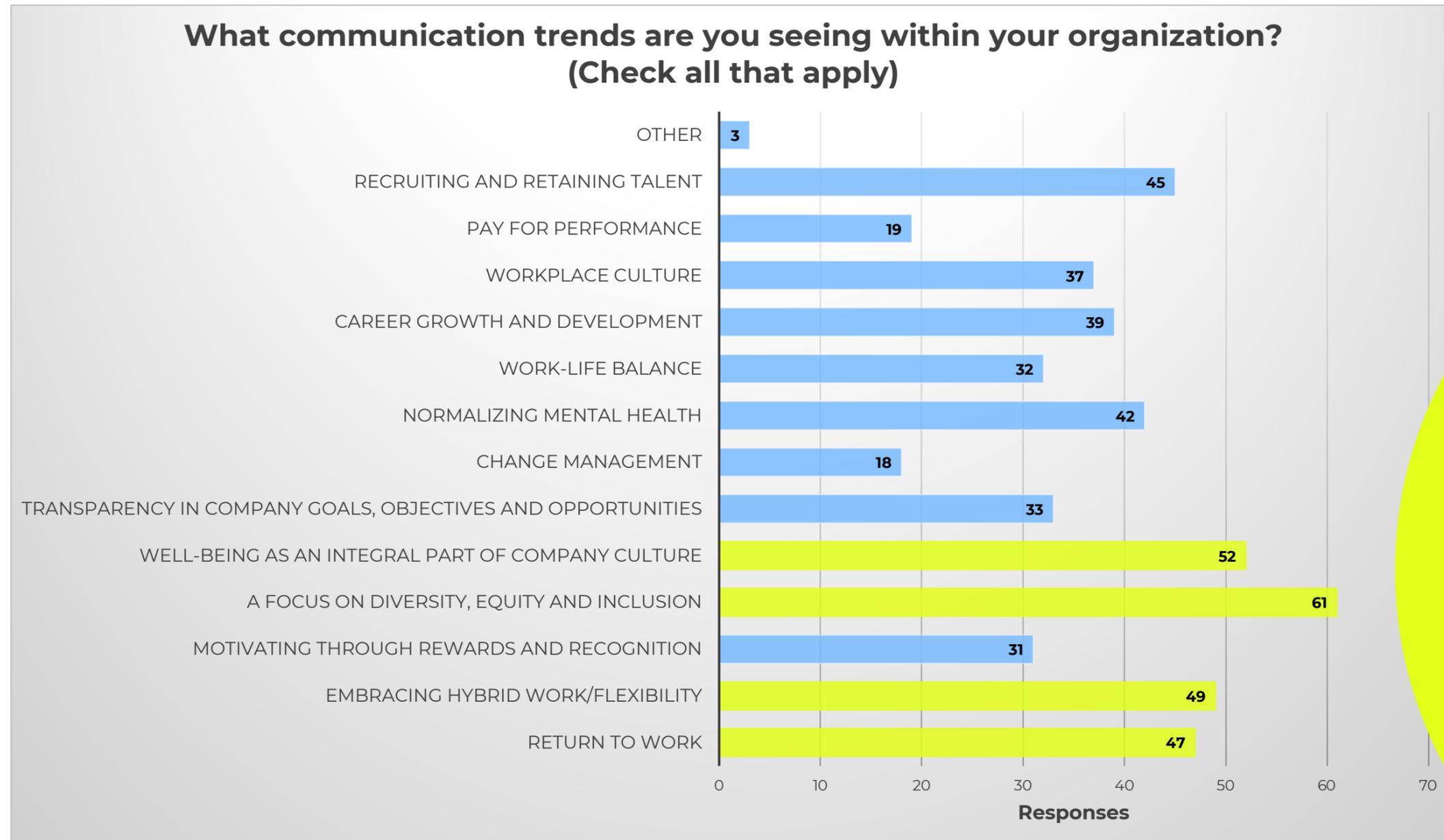


Next, let's study the

**summary
data by
question.**

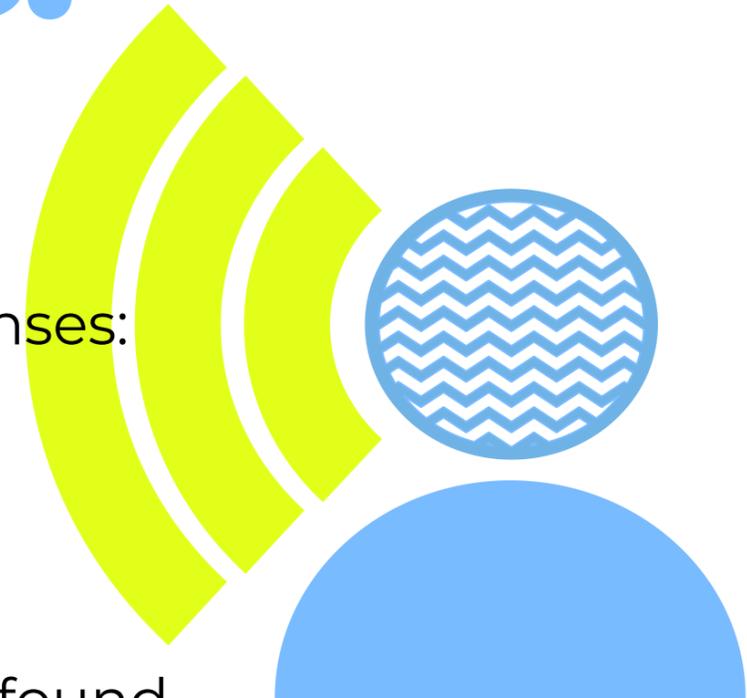


Communication trends



Communication trends: interpretation

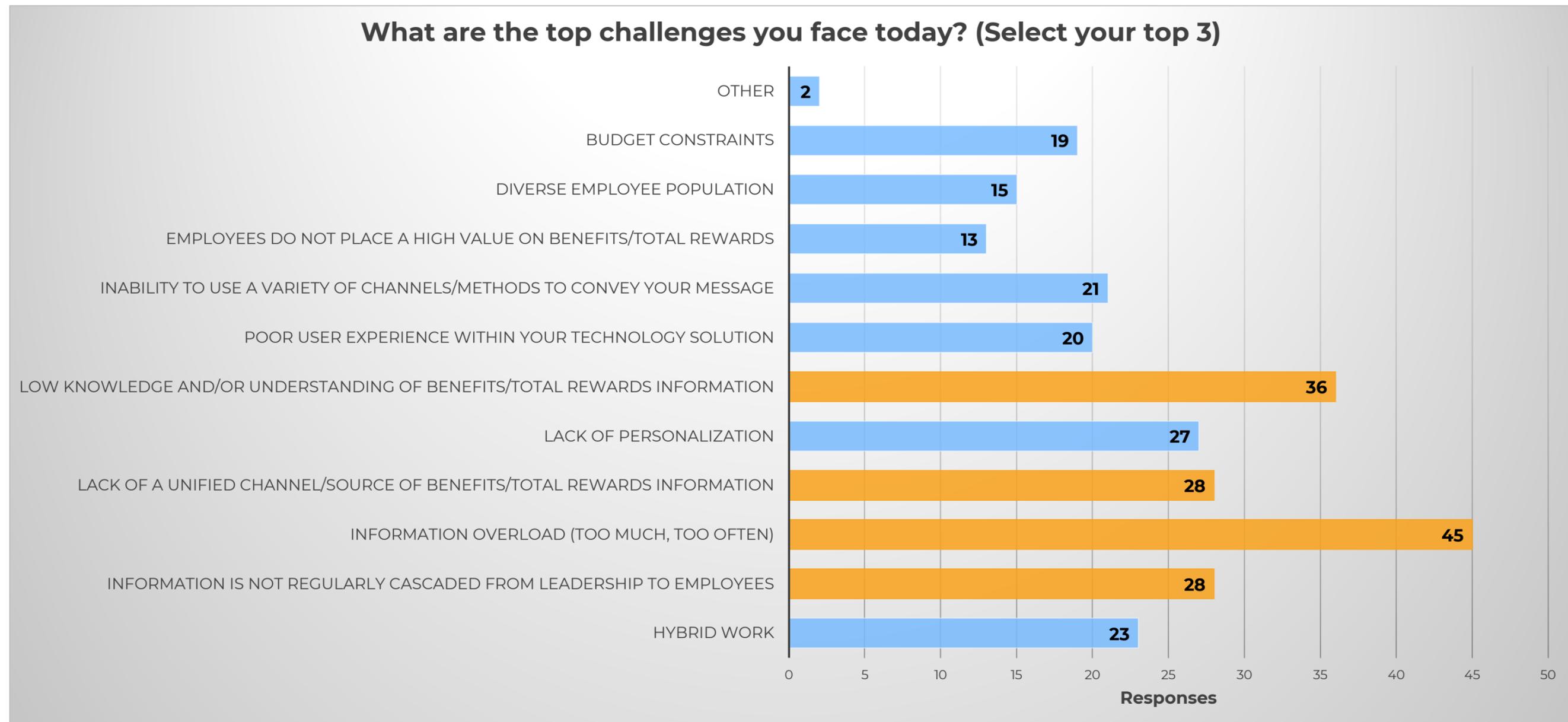
- Four trends were in the top quartile of the data, based on number of responses:
 - A focus on diversity, equity and inclusion
 - Well-being as an integral part of company culture
 - Embracing hybrid work/flexibility
 - Return to work
- This is congruent with a workplace survey conducted by Korn Ferry, which found that 75% of respondents said their organizations had enhanced DE&I efforts over the last year.
- Mature organizations are focused on advancing their underrepresented talent and nurturing diverse potential leaders early — going beyond just DE&I awareness training and developing a strong, diverse talent pipeline.
- Similarly, organizations are increasingly focused on holistic well-being to increase the likelihood of a lasting impact — moving away from the traditional wellness incentive program and implementing wellness experiences and opportunities for connection.



[LEARN MORE ABOUT THE BUILDING
BLOCKS OF A DE&I STRATEGY](#)



Communication challenges



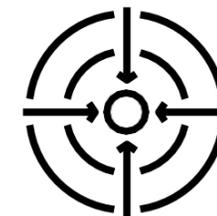
Communication challenges: interpretation

- Four challenges were in the top quartile of the data, based on number of responses:
 - Information overload (too much, too often)
 - Low knowledge and/or understanding of benefits/total rewards information
 - Lack of a unified channel/source of benefits/total rewards information
 - Information is not regularly cascaded from leadership to employees.
- Cutting through the clutter can be difficult and is often cited as a reason for low engagement. To combat the constant noise of the 21st century, we recommend finding the right balance of frequency and quality in your communication tactics.



Frequency matters

- ✓ Start with your key areas of focus
- ✓ Determine inputs and priority outcomes
- ✓ Consider audience and other “noise”
- ✓ Monitor and adjust cadence as needed (smaller vs. bigger events)



Quality makes a difference

- ✓ Make it easy
- ✓ Make it valuable
- ✓ Make it relevant
- ✓ Evoke emotion
- ✓ Offer incentives when appropriate

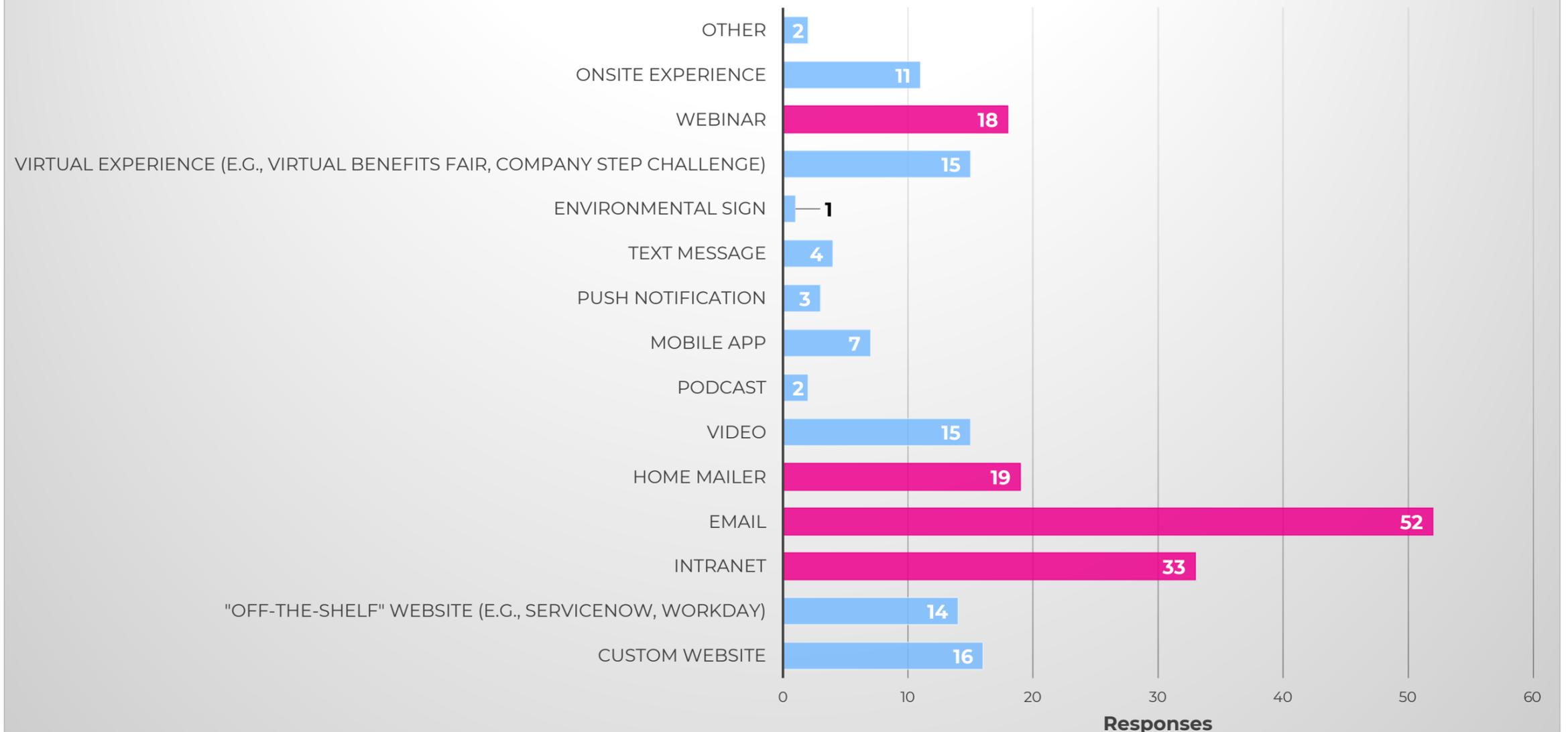


**GIVE YOUR COMMUNICATION
THE IT-FACTOR**

Communication vehicles



Within your organizational environment, which communication vehicles have been most effective for driving employee engagement? (Select your top 3)



Communication vehicles: interpretation

- Four vehicles were in the top quartile of the data, based on number of responses:
 - Email, intranet, home mailer, webinar
- **Email was rated as the most effective channel by a significant margin**, which probably isn't surprising to most. The ability of an email to drive a target behavior depends on several factors:
 - How relevant is the message for your target audience?
 - Does the design of the email make it easy for the reader to complete the call to action?
 - Is email used in conjunction with other channels, creating surround sound?
 - Is email an appropriate medium for your workforce?



3 THINGS TO CONSIDER WHEN CHOOSING EMPLOYEE COMMUNICATION CHANNELS

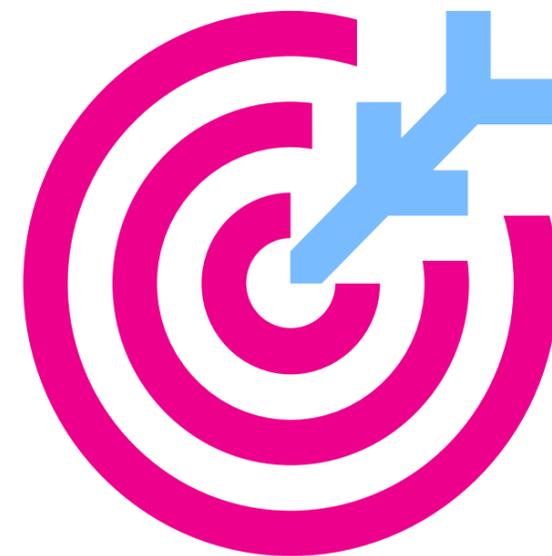
- Websites (custom and “off-the-shelf”) received a number of votes. When combined with the intranet results, this suggests that **a digital platform is an important vehicle for engaging employees.**
- However, as noted previously, having a unified source of benefits information (e.g., information is not split between the intranet and other websites) is more likely to drive behavior.
 - If you find that your current website solution isn't driving target actions, it may be because you aren't delivering a [consumer-grade website experience](#). **In order to be effective, your technology solution needs to make it easy for your employees to find the information they need in the moment they need it.**



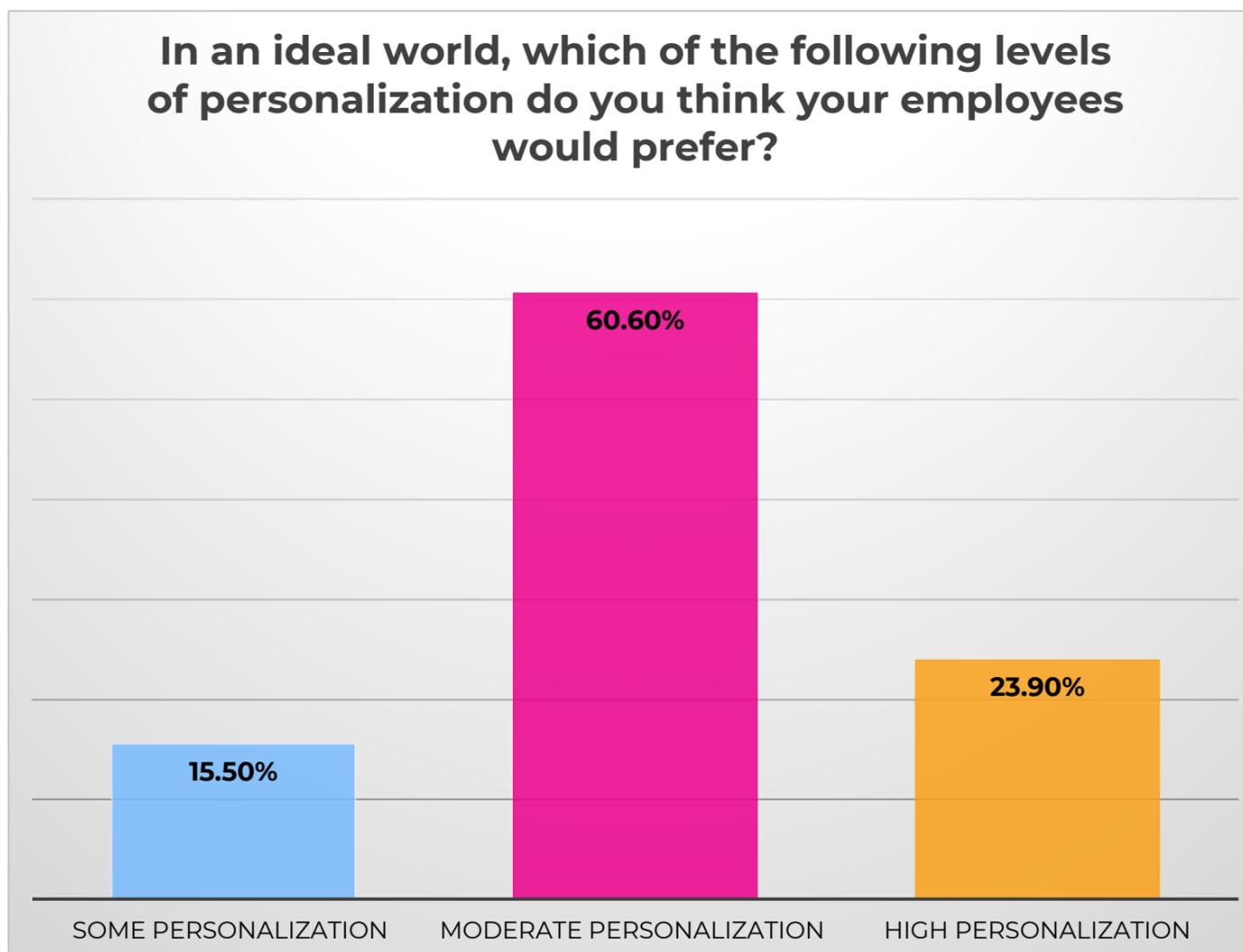
KNOW WHAT WE KNOW ABOUT EMAILS!



Personalization



In an ideal world, which of the following levels of personalization do you think your employees would prefer?



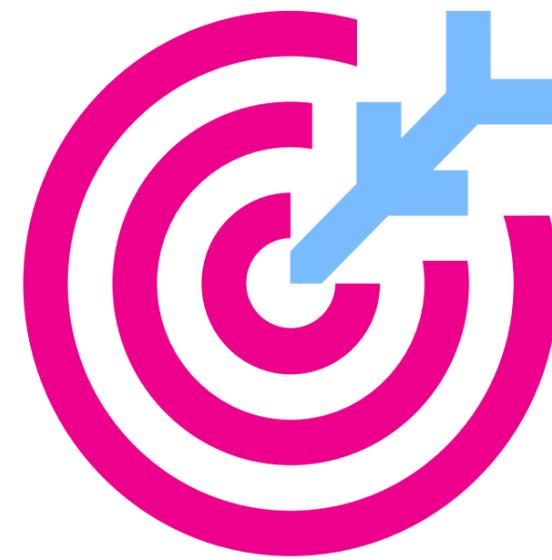
Some personalization: Based on high-level variables like location or level in the organization

Moderate personalization: Based on user demographics (e.g., years of service), self-selected preferences, the type of medical plan the user is enrolled in or whether or not the user participates in the company's wellness program

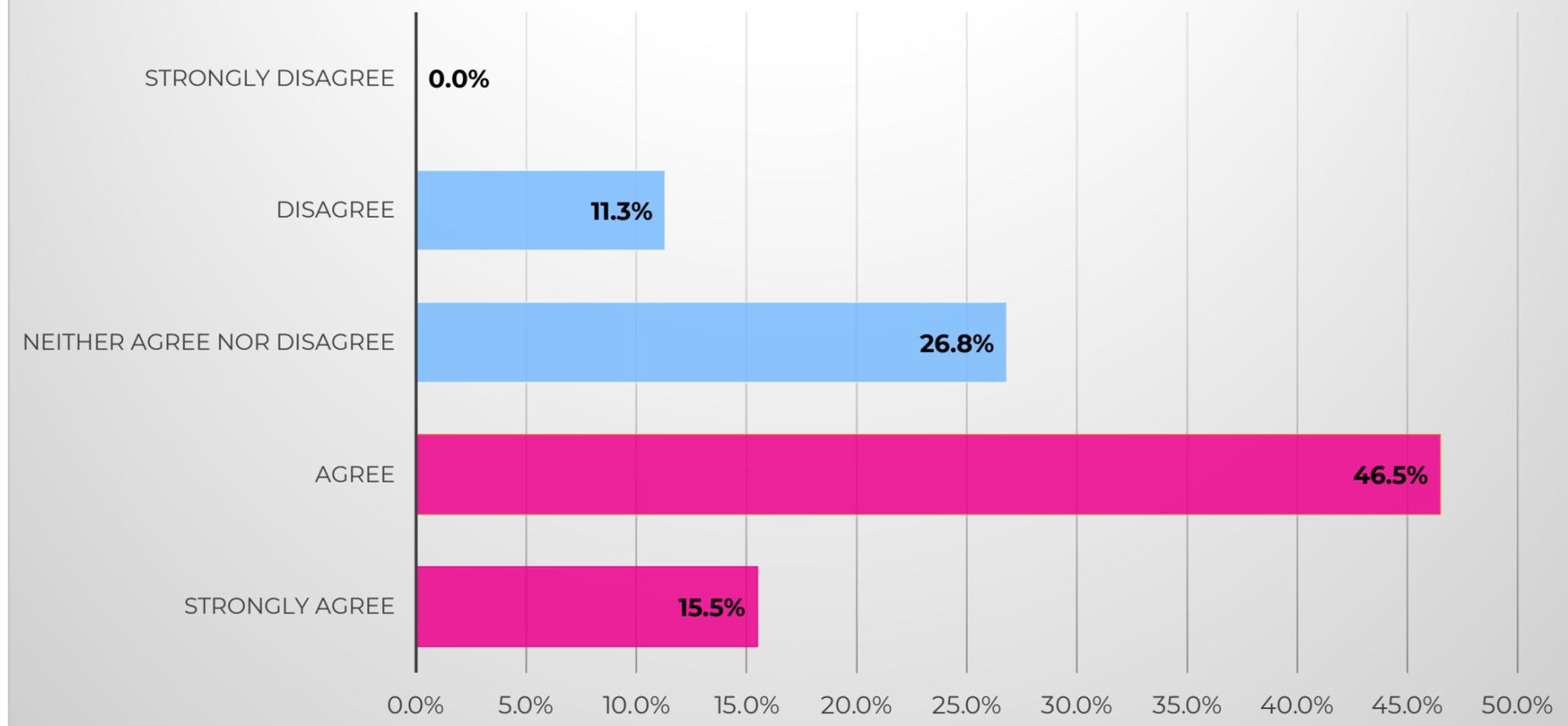
High personalization: Based on user demographics, claims data, other data feeds or ongoing program participation



Personalization



Using the definition of high personalization, employees will think having this type of information on a website is too intrusive when coming from an employer.



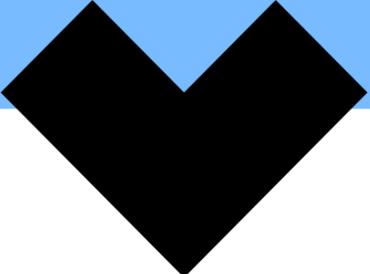
Personalization: interpretation

- Over 60% of respondents felt that a **moderate amount of personalization** applied to communication tactics would **provide an ideal experience for employees**.
- Personalization can help drive engagement because the **communication feels highly relevant** and is more likely to capture attention.
- However, as respondents indicated, **personalization from an employer that goes too deep can come across as intrusive** to employees and end up driving them away.
 - Over 62% of survey participants felt that high personalization on a website (e.g., messaging driven by claims data) would come across as intrusive.
- What does a moderate amount of personalization look like?
 - Targeting based on **demographic information** (like age and job role)
 - Targeting based on **personal data** (like HSA and 401(k) balances)
 - Targeting based on **self-selected interests** (like elder care, child care, tax savings and discounts) — assuming you can collect them



[LEARN MORE ABOUT HITTING
THE PERSONALIZATION
SWEET SPOT!](#)





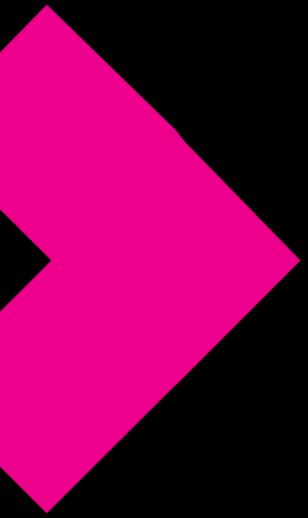
What 1–2 topics are your employees most interested in getting information about?

leave wellness programs Wellness retirement wellbeing development
mental health career **benefits** compensation work
process health total rewards Pay resources



Validating previous findings, respondents believe mental health, well-being, benefits and work are some of the most [important communication topics in 2022](#).





So,

here's the takeaway.

DE&I, well-being and return to work continue to be some of the most important topics for companies to communicate today.

To communicate these topics effectively and drive results, you need to cut through the noise with the right tactics for your audience at the right cadence. And remember the personalization sweet spot!



THANK YOU!

[Reach out at partnercomm.net](https://partnercomm.net)

