

The Fidelity Global Employer Survey

Understanding key priorities,
challenges and opportunities
for multinational employers



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Executive Summary

The annual Fidelity Global Employer Survey aims to provide an understanding and benchmark priorities, challenges and opportunities for multinational employers, as well as track the impact of employer actions on business outcomes.

We asked senior leaders at more than 1,000 multinational companies around the world detailed questions on how they are viewing their current and future (1-2 years from today) priorities. Their answers highlighted a connection between 23 different priorities, which we have grouped into four key themes: work environment, culture/diversity & inclusion, talent, and compensation & benefits.

Key watch-out areas for employers

1 Cultivating a diversity mindset – an integral shift beyond infrastructure

While employers identify and rank diversity as a key current priority, diversity fell in priority in both talent and culture/diversity & inclusion for future priorities.

However, employers who have more priorities on diversity and have taken more diversity actions have better attraction and retention outcomes. This suggests that a shift away from a 'one-and-done' approach to a more strategic mindset may be beneficial.

2 Focusing on talent retention – North America sounding the alarm

Aspects of talent featured heavily in current and future priorities. Employers that are headquartered in the US are sounding the alarm and ranking talent as a higher priority than employers who are headquartered elsewhere.

Employers have a variety of compensation and benefits options they could consider implementing to improve attraction and retention, and may benefit from assessing talent actions, and their potential impact, through an evidenced-based lens.

3 Understanding employee wellness – a key indicator of satisfaction and retention

Employee well-being is a declining priority and despite the link between this and positive employer outcomes, one in three companies feel minimally responsible for the wellness of their employees.

Employers may have an opportunity to see improvements in talent-related priorities by shifting their mindset and role in employees' well-being and could benefit from expanding their view of financial wellness. Employers with a broader view, specifically those that consider seven or more elements of financial wellness, had higher attraction rates.

4 Reviewing remote working – despite rapid adaptation some challenges remain

Remote and hybrid working arrangements feature as a current priority for employers, but fell in importance for future priorities, despite employee desire for support on flexibility.

While employers continue to manage implementation issues and cultural challenges, those employers who have taken actions on flexibility have seen a positive impact on retention rates.

Key themes that show better trending outcomes

Our research underscores that employers who invest in certain key themes experience positive outcomes.

Themes	Impact	Why?
Culture/Diversity & Inclusion	Positive impact on attraction	These priorities may serve as signals to potential employees, particularly those who are seeking an alignment in values
Talent	Positive impact on retention	These priorities are an investment in employees and may foster trust in employers

Key actions for successful recruiting & retention

Employers may be able to curb employee turnover with specific actions that align with employee values.

Value	Employers with success recruiting do the following:	Employers with success retaining do the following:
Fostering a sense of Diversity & Inclusion	Have a diversity & inclusion office and/or head of diversity & inclusion	Have a diversity & inclusion office and/or head of diversity & inclusion
Offering benefits that matter to employees	Enhance compensation (for employees in the US)	Enhance benefits in evidenced based ways – flexibility, time away, healthcare (for employees in the US) and insurance (globally)
Bolstering employee well-being	Have a broader definition of what it means to be ‘financially well’	Feel more responsible for their employees’ mental health

Navigating complexity

Multinational corporations are operating in a fast-moving and increasingly complex environment. In spite of the ongoing COVID-19 pandemic and the increasing number of social issues that the world is collectively facing, the demands and pace of transformation for these companies hasn't decreased. Many employers face an increasing, and potentially competing, number of business priorities. These priorities are complicated by a multitude of factors including headquarters location, region presence & footprint size, technological infrastructure and workforce composition.

Against this backdrop, we've examined anticipated priorities and needs of global multinationals to identify important global trends, areas of challenge and potential opportunity for employers.

We asked senior leaders at US-headquartered and non-US headquartered multinational companies, with at least 1,000 employees globally and a presence in at least two countries/regions and two continents, detailed questions related to the current and near future (1-2 year) priorities for their businesses.

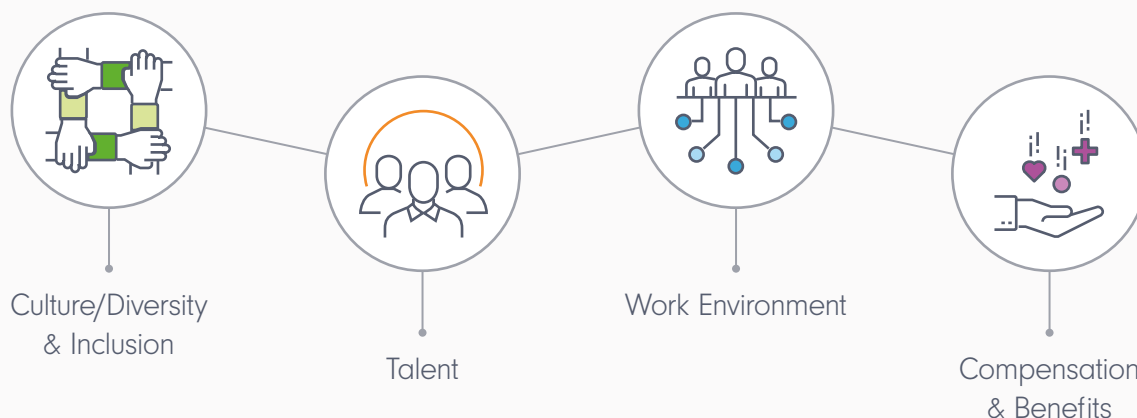
Their answers highlighted 23 interconnected priorities that we measured across **four key themes** to identify the relative importance and impact of these priorities.

Based on this analysis, we offer a perspective on some of the key challenges facing multinational employers. We identify associated opportunities, where employer action may positively influence employer outcomes and the employee experience at headquarters and local offices around the world.

This survey is an opportunity for us to benchmark employer priorities, and track the impact of action on outcomes.

Data collection for the survey was completed in partnership with Dynata, a third-party market research company using their global research panel in conjunction with their partner vendors. Data collection took place between 14 December 2021 and 12 January 2022.

Priorities across four key themes



Understanding current priorities

A holistic framework

Employers around the world are facing a complex landscape in terms of the breadth of their current and near future (1-2 year) priorities. To understand this breadth and trends of these priorities, we identified 23 interconnected topics, which we measured across four key themes.

Full list of priorities under each key theme



Culture/Diversity & Inclusion

- Company culture
- Employee engagement
- Employee financial wellness
- Employee physical & mental well-being
- Environmental sustainability
- Integrating diversity & inclusion into benefits and workplace culture.

Talent

- Corporate action
- Employee geographic mobility & related challenges
- Independent/contract workers
- Talent acquisition
- Talent development
- Talent retention
- Workforce diversity.

Work Environment

- Crisis management/ navigating COVID-19
- Implementing new technologies
- Managing risk within the company
- Political & regulatory issues
- Remote & hybrid working arrangements
- Translating global strategy into practice regionally.

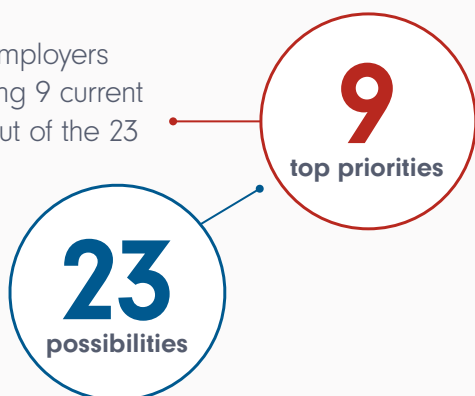
Compensation & Benefits

- Competitive compensation & benefits
- Employee benefits usage
- Employee retirement readiness
- Mitigating benefit cost increases.

Average number of priorities

Despite responses from a wide range of employers from a variety of industries, we found that, on average, employers identified having nine current top priorities out of the 23 possibilities. The average number of priorities demonstrates the breadth of complexity employers are facing.

On average employers identified having 9 current top priorities out of the 23 possibilities



Those that had a higher number of reported priorities were related to these company characteristics:

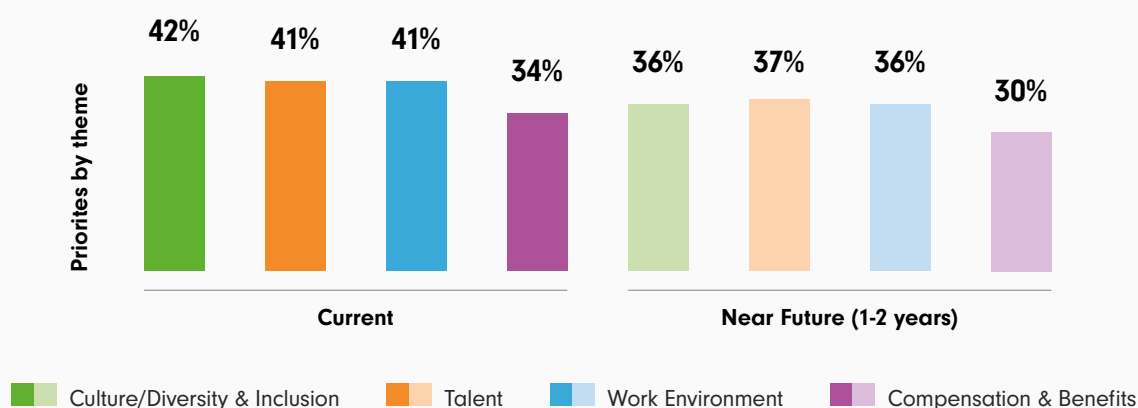
- Companies headquartered outside the US
- Companies with a larger footprint (more than 7 regions)
- Companies with a presence in North America, Europe & Australia
- Companies with smaller revenues (less than US\$5bn).

Proportion of priorities by theme

We examined aggregated priorities, and found that the current priorities are relatively evenly split across the four key themes (with slightly less priorities in compensation & benefits). As indicated

in the chart below, employers don't anticipate their priorities to change, and a similar distribution of priorities is expected in the near future.

Current and near future priorities



Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: Which of the following are currently top of mind for your company globally? Base: Total Respondents (1000). Data are estimated marginal means controlling for headquarter location, footprint size, annual revenue, number of employees and % of workforce working remote.

Top global priorities by topic

1. Crisis management/navigating COVID-19

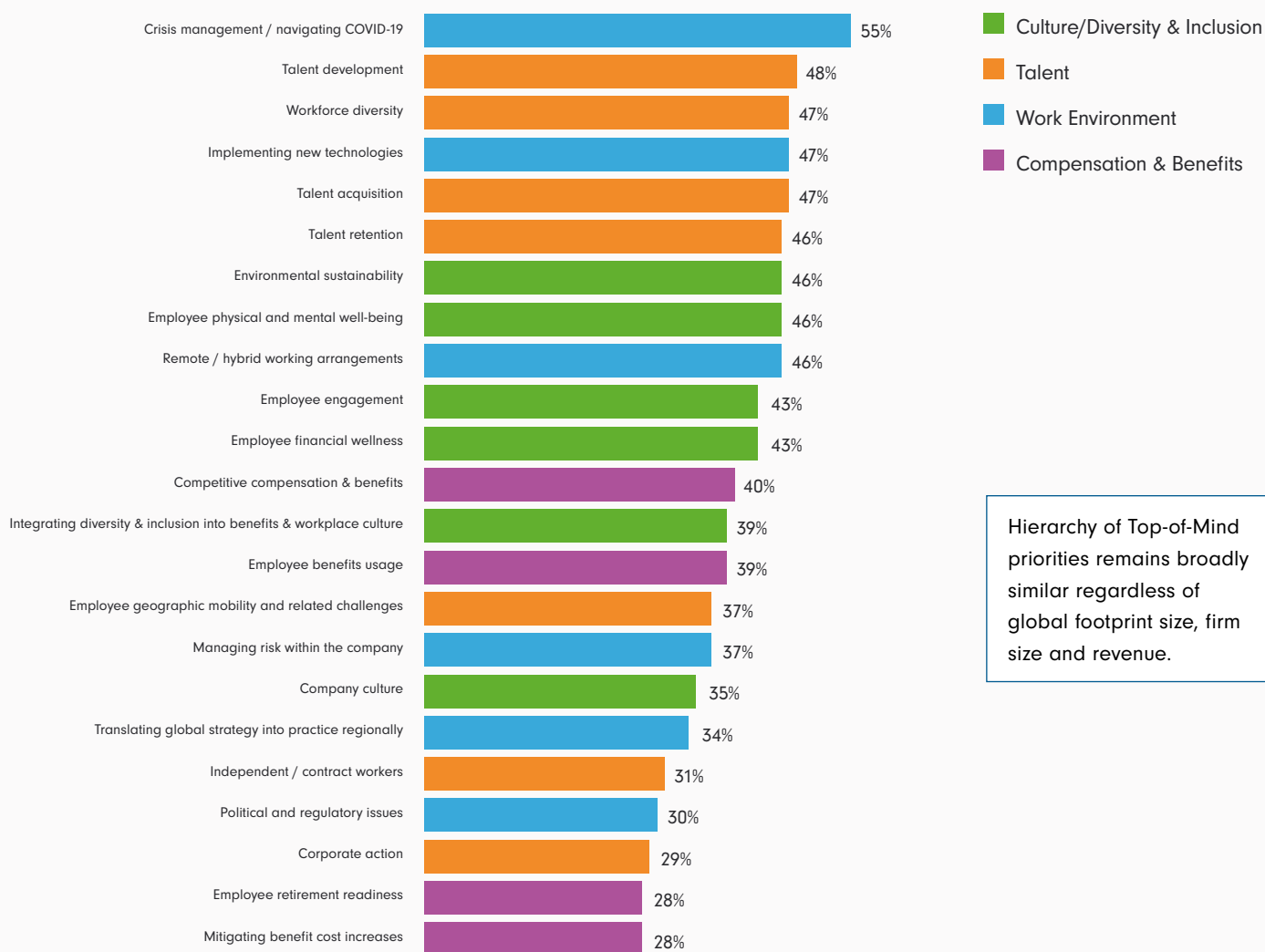
When ranking priorities by topic, unsurprisingly, the most common priority among multinational employers around the globe continues to be crisis management and navigating the COVID-19 pandemic. We asked employers to think about all of their company's priorities and then asked what the biggest pain point is in their own words; 15% said that COVID-19 and related restrictions and mandates were their biggest worry.

2. Talent

Talent-related priorities, specifically talent development, workforce diversity, talent retention and talent acquisition, also rank top of mind for many employers, as displayed in the chart below. Some aspects of talent were less common priorities (corporate action, independent & contract workers and employee geographic mobility and related challenges).

Current global priorities (% selected)

More than half of employers surveyed are still focusing on crisis management and navigating COVID-19.



Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: Which of the following are currently top of mind for your company globally? Base: Total Respondents (1000).

Forecasting future priorities

A data-driven approach

In addition to looking at priorities by key themes, we considered several different inputs to categorise priorities into more common (emerging or evergreen) and less common (declining or holding). This enables us to identify what employers are, and are not, considering to be key priorities. Importantly, our analysis also enables us to identify which critical priorities employers may be overlooking, which we have identified as key watch-out areas.

Objective and subjective measures

	More common priorities		Less common priorities	
	Emerging	Evergreen	Declining	Holding
Description	Priorities have grown in importance, they are common now and forecast to remain a common priority in the near future	Priorities are steady, they are common now and in the near future and also very popular	Priorities are common now but less common in the near term	Priorities are not that common now and not expected to be common in the near future either
Change in importance since 2019	Increased	Stable	Stable or Increased	Stable or Decreased
Common current priority & ranking	Yes	Yes	Yes	No
Common future priority & ranking	Yes	Yes	No	No

Source: The Fidelity Global Employer Survey, 2022. The inputs we used to categorise priorities into these segments were: the change in importance since 2019, the proportion of employers who selected a priority as important now, the proportion of employers who selected a priority as important in the near future (1-2 years) and the ranking of priority relative to each other to show the most popular priority and, within an employer, which priorities are rising to the top.

Identifying trends

Given the complexity, a data-driven approach can help us make sense of the landscape that global multinationals face and identify areas of greatest opportunity as priorities are anticipated to change in the future. The data also identified watch-out areas where employers might not necessarily be focusing their attention, but our research suggests they may benefit from considering prioritising these areas.

The first main watch-out area is around the talent theme, where workforce diversity falls into the less common 'declining' priority category. The second area to call out is the culture/diversity & inclusion theme where employee wellness (financial, physical and mental) fell into the declining category and company culture and integrating diversity & inclusion into benefits and workplace culture were also a less common 'holding' priorities. The importance of these areas and potential implications for employer outcomes are discussed in further detail in the following section of this report.

Segmented global priorities

More common	Emerging		<ul style="list-style-type: none"> Crisis management/navigating COVID-19 Implementing new technologies Environmental sustainability
	Evergreen		<ul style="list-style-type: none"> Talent acquisition Talent development Talent retention
Less common	Declining		<ul style="list-style-type: none"> Workforce diversity Employee financial wellness Employee physical & mental well-being Employee engagement Remote & hybrid working arrangements Competitive compensation & benefits
	Holding		<ul style="list-style-type: none"> Company culture Integrating diversity & inclusion into benefits and workplace culture Employee geographic mobility & related challenges Independent / contract workers Corporate action Political and regulatory issues Managing risk within the company Translating global strategy into practice regionally Employee benefits usage Mitigating benefit cost increases Employee retirement readiness

Culture/Diversity & Inclusion
 Talent
 Work Environment
 Compensation & Benefits

Watch-Out Areas
 Higher priority in US headquartered companies vs. non-US

Source: The Fidelity Global Employer Survey, 2022.

Emerging = more than 50% say much more important since 2019 and a current priority for at least 40% and a future priority for at least 40%.

Evergreen = stable prior to 2019 and a current priority for at least 40% and a future priority for at least 40%.

Declining = grew in importance since 2019 and a current priority for at least 40% but future priority for less than 40%.

Holding = not a common current or future priority, i.e. a current priority for less than 40% and a future priority for less than 40%.

How priorities compare for US and Non-US based companies

We looked at the near-future priorities for companies headquartered in and outside the US to examine trends across the most commonly selected priorities and, when selected, the ranking of those priorities by importance. This provides an understanding of where employers are focusing their resources and where they potentially may need more targeted support.

How they are similar

In the US, we found that evergreen topics around talent continued to be a commonly selected priority and ranked fourth overall when it pertains to importance (when selected). Compensation and benefits-related priorities (like employee benefit usage and competitive compensation and benefits, which fall into the holding priority category) are featured for all companies, regardless of headquarter location.

Similarly, the emerging priorities of implementing new technologies and crisis management were also commonly selected regardless of location, rising to the first and second position in order of importance once selected.

Most commonly selected priorities

US-based companies		Non-US based companies	
1	Talent retention	1	Implementing new technologies
2	Talent development	2	Environmental sustainability
3	Talent attraction	3	Crisis management
4	Employee physical & mental well-being	4	Talent acquisition
5	Employee benefit usage	5	Talent retention
6	Implementing new technologies	6	Talent development
7	Workforce diversity	7	Employee physical & mental well-being
8	Competitive compensation & benefits	8	Workforce diversity
9	Crisis management	9	Remote / hybrid working arrangements
10	Remote / hybrid working arrangements	10	Competitive compensation & benefits

■ Culture/Diversity & Inclusion ■ Talent ■ Work Environment ■ Compensation & Benefits

Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: You said the following topics will be top of mind for your company. Which would you say are the most pressing? Please rank them, with 1 being the most pressing, 2 being the 2nd most pressing, and 3 being the 3rd most pressing.

Although some priorities have a relative position that is higher/lower for firms outside the US vs. US-based, there were no priorities where a greater % ranked as important.

How they are different

While the global emerging priority of environmental sustainability was not a commonly selected priority in the US, it was ranked as the fifth most important priority when selected by employers. In contrast, for those companies based outside the US, our research indicates environmental sustainability was a more pressing priority. **Environmental sustainability was selected as the second most common priority, and ranked third in the order of importance for those employers who did select it. This is a potential watch-out area for US employers as employees, particularly the younger cohort, continue to focus on sustainability issues.**

While the evergreen topics of talent were a priority for both US and non-US-based firms, competitive compensation and benefits was featured in most commonly selected priorities, but not most important for non-US based firms. **Talent retention is still a high priority for companies headquartered outside the US, but is even higher for companies headquartered in the US.**

Additionally, employee benefit usage did not appear in either list for non-US based employers, which is a noticeable difference from American employers.

Most important priorities (when selected)

US-based companies	
1	■ Implementing new technologies
2	■ Crisis management
3	■ Employee benefit usage
4	■ Talent retention
5	■ Environmental sustainability
6	■ Competitive compensation & benefits
7	■ Remote / hybrid working arrangements
8	■ Talent development
9	■ Managing risk within the company
10	■ Employee geographic mobility & related challenges

Non-US based companies	
1	■ Crisis management
2	■ Implementing new technologies
3	■ Environmental sustainability
4	■ Remote / hybrid working arrangements
5	■ Talent development
6	■ Translating global strategy into practice locally
7	■ Talent retention
8	■ Employee physical & mental well-being
9	■ Employee engagement
10	■ Talent acquisition

■ Culture/Diversity & Inclusion ■ Talent ■ Work Environment ■ Compensation & Benefits

Source: The Fidelity Global Employer Survey, 2022. Q2. Respondents were asked: You said the following topics will be top of mind for your company. Which would you say are the most pressing? Please rank them, with 1 being the most pressing, 2 being the 2nd most pressing, and 3 being the 3rd most pressing.

Although some priorities have a relative position that is higher/lower for firms outside the US vs. US-based, there were no priorities where a greater % ranked as important.

Anticipated changes to global priorities

To understand how priorities may shift for multinational companies, we plotted the relative changes in priorities, and found a number of notable trends. Some were expected, and some were more surprising.

Expected - increase in common priority



New technologies

As companies work to keep pace with rapidly changing technology demands, it was unsurprising to see that implementing new technologies is a commonly selected future priority for both US-based and non-US based companies. It was the number one most important priority for US-based companies that selected it, and second most important priority for those outside.



Environmental sustainability

Environmental sustainability was another area that we were unsurprised to see move into sharper focus as expectations around corporate responsibility and action, as well as transparency, continues to increase. For US-based companies, it ranked as the fifth most important priority for those who selected it, and it was the third most important for companies headquartered outside of the US.

Unexpected - decrease in common priority



Workforce diversity

The decrease in focus on workforce diversity was a more surprising trend. Workforce diversity was selected as the seventh most common priority for US-based companies and eighth for those based outside. However, when reviewing selected priorities by order of importance, it did not feature in the top ten for either US or non-US based companies.



Integrating diversity and inclusion

Similarly the reduced focus on integrating diversity and inclusion into workplace benefits and culture was also a surprise. This fell on a relative basis compared to current priorities, and did not appear in the top ten most commonly selected priorities for either US or non-US based multinational companies.

Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: Which of the following are currently top of mind for your company globally? Which of the following will be top of mind for your company in the next 1-2 years? Base: Total Respondents (1000).

Key watch-out areas for multinational employers

Important trends that may impact employer outcomes

Based on what we've learned from our survey, and acknowledging the increasingly complex and dynamic business environment, we've identified key watch-out areas for multinational employers' consideration. These watch-outs are important trends in key areas, where the impact of action/inaction may have potential to impact employer outcomes and their positioning within the competitive landscape.

1. Cultivating a diversity mindset - an integral cultural shift beyond infrastructure is needed

Increasing globalisation and connection in all aspects of life, including work, has pushed diversity & inclusion towards the top of the social change agenda. Many multinational employers ranked diversity as a key current top-of-mind priority.

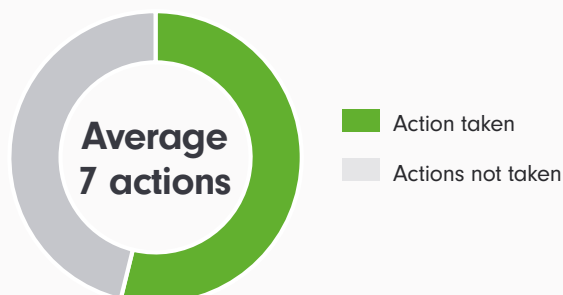
Against this backdrop of ongoing social change, an increasing corporate knowledge of diversity, equity and inclusion best practices and scrutiny of such practices, the relative downgrade of diversity as a priority in the future is surprising. Diversity fell in priority in both talent and culture/diversity & inclusion, with workforce diversity moving into the declining priority segment and integrating diversity and inclusion into other business strategies moving into the holding priority segment.

36% — of employers acknowledged that creating an inclusive environment where all employees feel they belong is a key challenge.

We found that 36% of employers acknowledged that creating an inclusive environment where all employees feel they belong is a key challenge. While workforce diversity is ranked as an important priority for global companies, our research indicates employers continue to navigate challenges in embedding inclusive strategies into workplace culture. Additional Fidelity research suggests that individual company structure, risk scope and the role of human resources as an operational versus strategic function, can potentially be additional barriers to successfully integrating diversity strategies into workplace culture.

In addition to difficulties in execution, the move to the less common segments for the future may suggest that many employers may see diversity as a one-off infrastructure problem to solve, through actions like hiring a Head of Diversity & Inclusion and rolling out training for leaders, rather than mindset shift to embed diversity, equity & inclusion into company culture. From a research perspective, based on the actions that are drivers of employer outcomes, it appears that actions involving ongoing change, like changing policies and practices and tracking data on an ongoing basis, may have the potential to be most impactful.

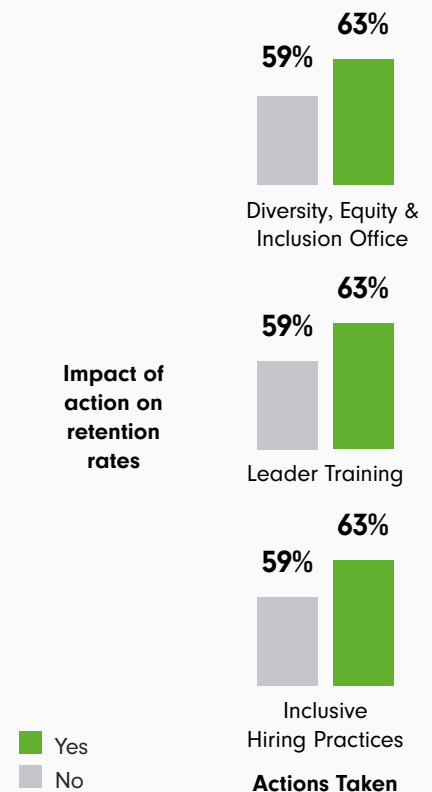
On average, employers reported taking about half of the 13 actions we asked about



Common diversity, equity & inclusion actions

	Action	Done this
Culture related	Require diversity and inclusion training for leaders	58%
	Embed diversity and inclusion goals into company's core values / leadership principles	56%
	Have a diversity & inclusion office and/or head of diversity & inclusion	53%
	Stand up employee resource groups	48%
Talent related	Adopt new inclusive hiring practices	54%
	Institute policies to ensure equitable advancement across segments of the workforce (e.g. women, ethnic minorities)	53%
	Track attraction rates of underrepresented groups	51%
	Track promotion rates of underrepresented groups	50%
	Track retention rates of underrepresented groups	48%
Compensation & Benefits related	Evaluate benefit usage across segments of the workforce (e.g. age groups, women)	56%
	Evaluate goals / unmet needs across segments of the workforce to identify areas of opportunity for benefits	50%
	Evaluate vendors / suppliers for their diversity and inclusion practices	48%
	Conduct a pay gap audit	47%

Companies in the United States who took these actions focused on DEI (vs did not) reported higher retention rates



Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: Which diversity, equity & inclusion actions (from a list of 13 potential actions) has your company done? Base: Total Respondents (1,000). No differences in total number of actions taken based on headquarter location, other regions, footprint size, revenue or % women in workforce.

Source: The Fidelity Global Employer Survey, 2022. Yes = Companies who have done this; No = Companies who have not done this.

Impact of actions -

more actions and a strategic mindset may benefit talent goals

Employers who do have more priorities on diversity and have taken more of those actions, specifically hiring a Head of Diversity & Inclusion, setting up a diversity and inclusion office, requiring diversity & inclusion training for leaders and adopting inclusive hiring practices, do have better outcomes in terms of attracting and retaining talent. Indicating that employers could benefit from a shift away from a 'one-and-done' approach to a more strategic mindset.

2. Focusing on talent retention - North America sounding the alarm

Against a backdrop of workforce change, aspects of talent featured heavily in current and future (evergreen) priorities.

47% → say talent recruitment
46% → say talent retention
are key current priorities

While talent is a priority, companies face multiple internal and external challenges in both attracting new and keeping existing employees. Some companies cited **“no skilled or qualified workers are available in the market”** or **“Salary/wages are not competitive”** as the main causes of difficulties in attracting and retaining talent.

48% → say talent development
is currently top of mind
35% → find training managers
to be difficult

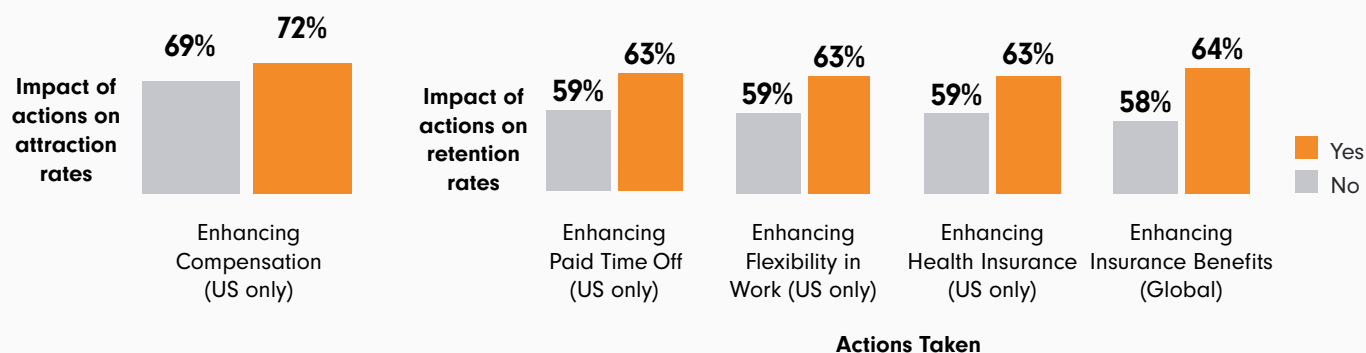


Talent retention is something that's been high on the agenda in the US. Monikers like the Great Resignation, the Great Reshuffle, the Great Renegotiation all demonstrate a significant trend in workforce participation and represent a common trend.

At the time of this survey, companies that are headquartered in the US are sounding the alarm here and ranking talent as a higher priority than employers who are headquartered elsewhere.

Further data suggests that employers with a North American presence report higher attraction rates paired with lower retention rates than other regions. While it is difficult, without historical data, to identify if this is a new pattern or persistent trend, we will see if similar changes unfold in regions outside the US as the situation continues to develop globally.

Companies that took these actions (vs did not) reported higher attraction rates and retention rates



Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: Which actions has your company done? Base: Total Respondents (1,000). Yes = Companies who have taken this action. No = Companies who have not taken this action.

Impact of actions -

look beyond compensation & benefits to the broader impact of actions on talent

When it comes to attracting talent and stemming employee turnover, employers have a variety of compensation and benefits options they could consider implementing. Given the breadth of options, it may be valuable to assess actions and their potential impact through an evidenced-based lens.

From a compensation perspective, our research suggests that few actions taken specifically to improve attraction and retention seem to be effective globally. But we found that compensation measures are most effective in the United States where employers who have enhanced employee compensation report higher attraction rates.

When it comes to benefits, select options may help talent issues for both US and non-US employers. Our research suggests that employers in the United States who have enhanced health insurance, paid time off and flexibility in terms of when and where employees work report higher retention rates. While globally, enhancing insurance benefits was the key action that had a material impact on retention rates.

3. Understanding employee wellness - a key indicator of satisfaction & retention

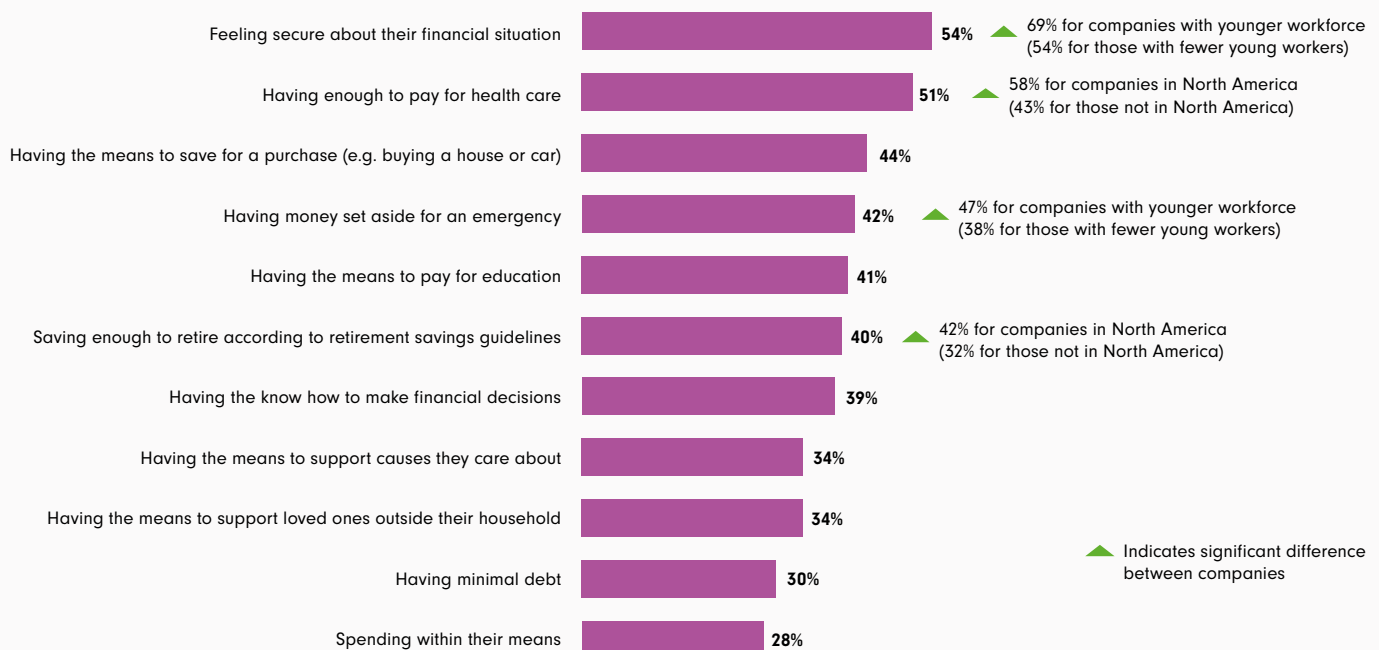
Our research indicates employers who feel more responsible for employees' well-being fare better themselves; we also found that employers who feel very/extremely responsible for the financial wellness and mental health of their workforces report their employees are more satisfied on average than their peers. In addition, employers who feel very/extremely responsible for the mental health of their workforce report higher retention rates compared to their peers.

Despite these outcomes, one in three companies globally feel minimally responsible for the wellness of their employees, which highlights a missing connection between emphasising employee well-being and employer responsibility for many

companies and also may underscore an opportunity for employers to see improvements in talent-related priorities by shifting their mindset and role in employees' well-being.

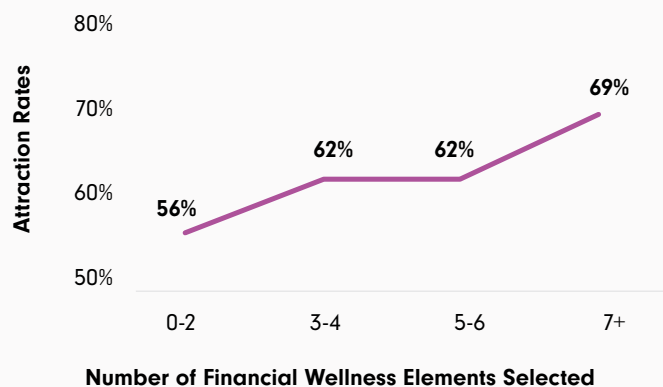
To further explore this missing connection, we wanted to understand employers' perception of financial wellness and the impact of this definition on employee outcomes. It was interesting to discover that the most common perception of financial wellness was the more subjective view of employees 'feeling secure about their financial situation', while some of the more objective measures (spending within their means, having minimal debt) were further down the list.

Employers with broadest definitions of financial wellness report higher attraction rates



Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: In your company's view, what does it mean for employees to be "financially well"? Select all that apply. Base: Total Respondents (1000). Arrows indicate significant differences between companies. No significant differences based on headquarter locations, other regions, global footprint, firm size, or revenue. Breadth of definition does not predict retention rates.

Attraction rates by breadth of financial wellness definition



Globally, financial wellness is an important and large-scale challenge for employers, requiring an empirically sound and operational approach to defining and measuring financial wellness. Learn more about [Fidelity's approach to financial wellness globally](#).

Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: In your company's view, what does it mean for employees to be "financially well"? Select all that apply. Base: Total Respondents (1000). No significant differences based on headquarter locations, other regions, global footprint, firm size, or revenue. Line chart shows estimated marginal means controlling for firm characteristics.

Impact of actions -

broadening financial wellness definition could impact attraction

Of further interest was the connection between the breadth of employers' perception of financial wellness and their attraction rates. A narrow view of financial wellness was negatively associated with attraction rates, especially true of those with a North American presence.

In contrast, employers with a broader view of financial wellness, specifically those that consider seven or more elements of financial wellness, had attraction rates of 69% – much higher than for those companies who only considered two or less elements of financial wellness and whose attraction rates were 56%.

This suggests that employers who integrate employee financial wellness into culture, through a broader definition of financial wellness and potentially more employee benefits related to wellness, may positively impact a prospective employee's view of the company.

4. Reviewing remote working - despite rapid adaptation, challenges remain

With lessons learned during more than two years of the global pandemic, employers are still facing related challenges when it comes to the work environment.

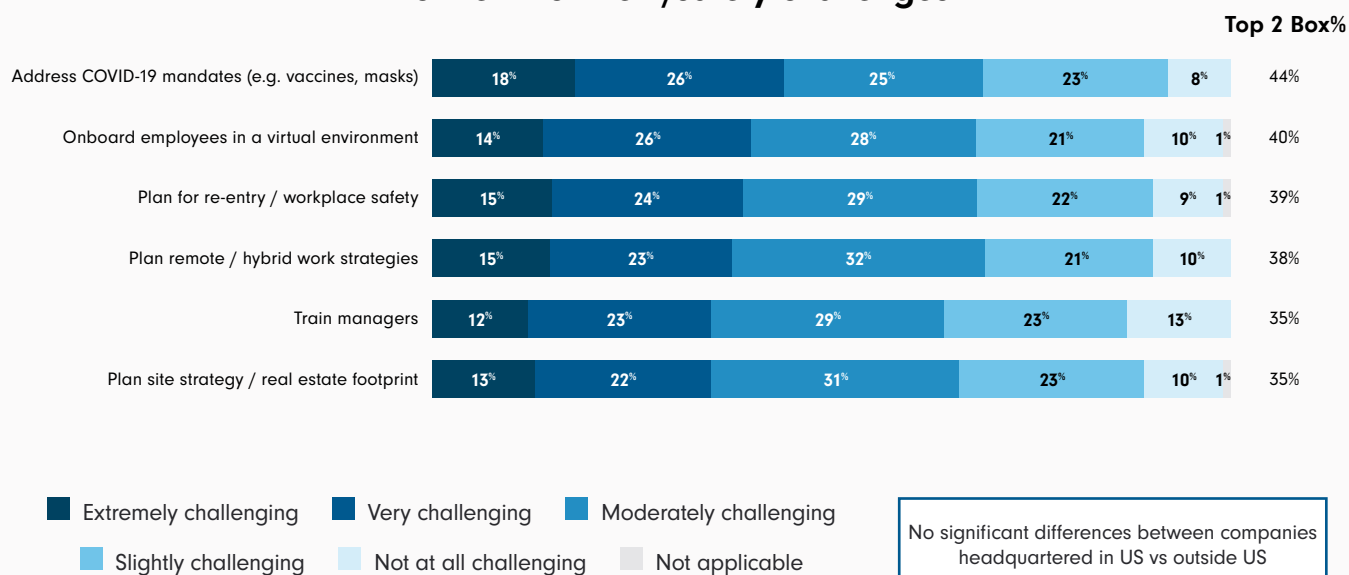
Remote and hybrid working arrangements feature as a top priority for employers, with 46% of employers selecting this as a key priority. Nonetheless, remote working moves into the declining segment when considering near-future priorities.

40% — of employers say onboarding employees in a virtual environment is one of their biggest challenges

39% — of employers say future planning of working and safety strategies is extremely challenging

Employers may see the remote working issue moving into the declining stage for a significant reason; fostering a virtual environment is incredibly challenging. For example, employers are finding onboarding employees in a virtual environment to be one of their biggest challenges, with 40% of employers saying this is currently extremely or very challenging. Employers are also finding future planning for re-entry and workplace safety and planning remote and hybrid working strategies challenging, with 39% and 37% selecting these as extremely/very challenging.

Work environment/safety challenges

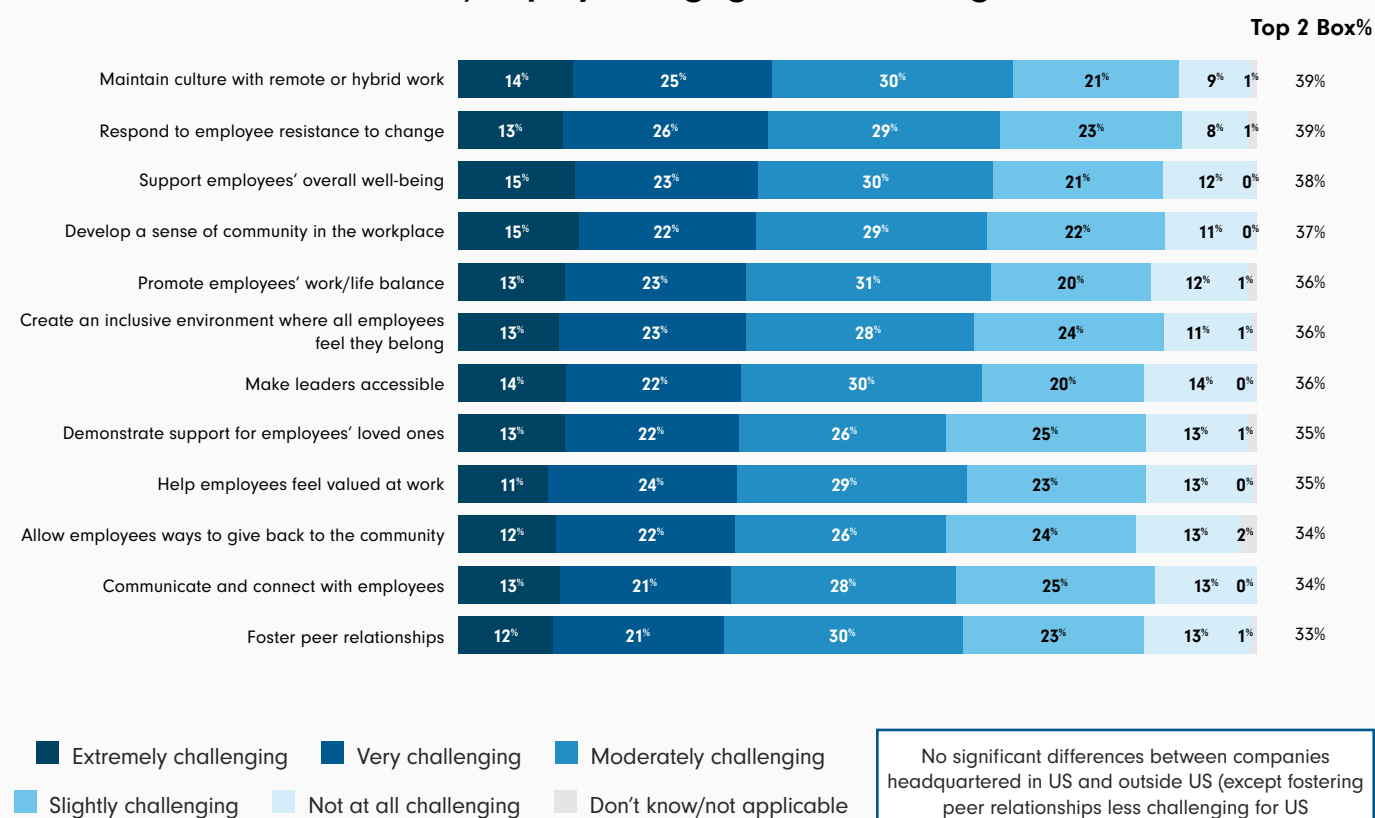


Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: When it comes to the current working environment, to what degree has your company found it challenging to do each of the following? Base: Total Respondents (1000). NOTE: The total percentages shown may not equal 100% due to rounding.

Remote working is a key challenge to workplace culture

Additionally, another challenge of a virtual environment, employers are finding maintaining culture with remote work and responding to employee resistance to be the most challenging areas. This was consistent globally, with no material difference between those companies based in the US and those based elsewhere.

Culture/employee engagement challenges



Source: The Fidelity Global Employer Survey, 2022. Respondents were asked: When it comes to workplace culture, to what degree has your company found it challenging to do each of the following? Base: Total Respondents (1000). NOTE: The total percentages shown may not equal 100% due to rounding

Impact of actions - flexibility may help retention

When looking at actions that impacted retention, we found that 41% of US-based companies and 44% of non-US companies said that they had taken action on flexibility to improve retention. In the US, this effort had an impact on retention with 63% saying this action has positively impacted retention.

To compare with the 2021 [Fidelity Global Sentiment Survey](#) our research indicated 33% of employees want support on flexible working from their employer and 33% want support on work/life balance. Such flexibility may include remote working as well as other aspects of flexibility such as working arrangements, flexibility of reward programmes etc.

Conclusion

The impact of priorities and actions on outcomes

The business landscape continues to evolve, and multinational firms must re-evaluate where they focus their efforts. Our research shows that employers place relatively low priority in some areas – workplace culture, employee financial wellness and well-being, and workforce diversity – compared to others, thinking they will find better outcomes if they focus on more short-term efforts. Yet, investing in foundational topics in workplace culture and talent and identifying the most impactful actions to deliver results in the short, medium and long-term, is important to employer outcomes.

Key themes that show better trending outcomes

Our research underscores that employers who invest in certain key themes experience positive outcomes.

Themes	Impact	Why?
Culture/Diversity & Inclusion	Positive impact on attraction	These priorities may serve as signals to potential employees particularly those who are seeking and alignment in values
Talent	Positive impact on retention	These priorities are an investment in employees and may foster trust in employers

Actions for successful attraction and retention

Employers may be able to curb turnover through an enhanced employee value proposition that signals their values.

Employers with higher attraction rates than their peers enhance their benefits in specific evidence-based ways, take particular

actions to create more equitable and inclusive cultures and opportunities, and have a broader understanding of financial wellness and responsibility for employee mental health.

Key actions for successful recruiting & retention

Employers may be able to curb employee turnover with specific actions that align with employee values.

Value	Employers with success in recruiting do the following:	Employers with success in retaining do the following:
Fostering a sense of diversity & inclusion	Have a diversity & inclusion office and/or head of diversity & inclusion	Have a diversity & inclusion office and/or head of diversity & inclusion
Offering benefits that matter to employees	Enhanced compensation (for employees in the US)	Enhanced benefits in evidenced based ways – flexibility, time away, health (for employees in the US) and insurance (globally)
Bolstering employee well-being	Have a broader definition of what it means to be ‘financially well’	Feel more responsible for their employees’ mental health

Each organisation will have specific obstacles based on factors such as headquarters location, regional presence, footprint size, infrastructure and workforce composition. A common framework can help employers to understand this complexity and identify actions to consider depending on corporate goals.

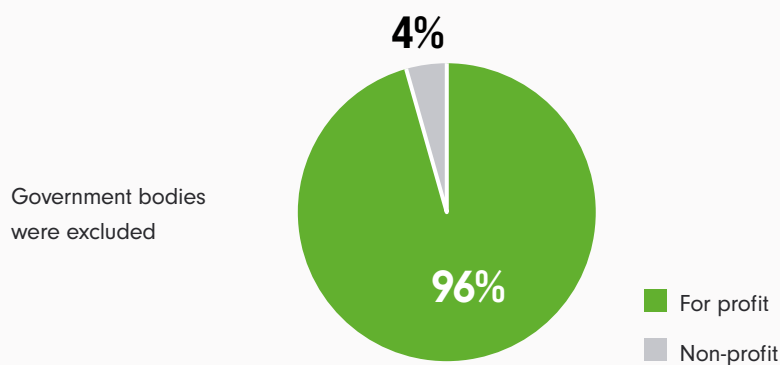
Fidelity encourages employers to consider this framework as a contextual structure to assess their goals and priorities across

the themes of culture/diversity & inclusion, talent, work environment and compensation & benefits, to consider the holistic and interdependent nature of key priorities within these themes, and to consider the broad impact of actions on both employer outcomes and the employee experience.

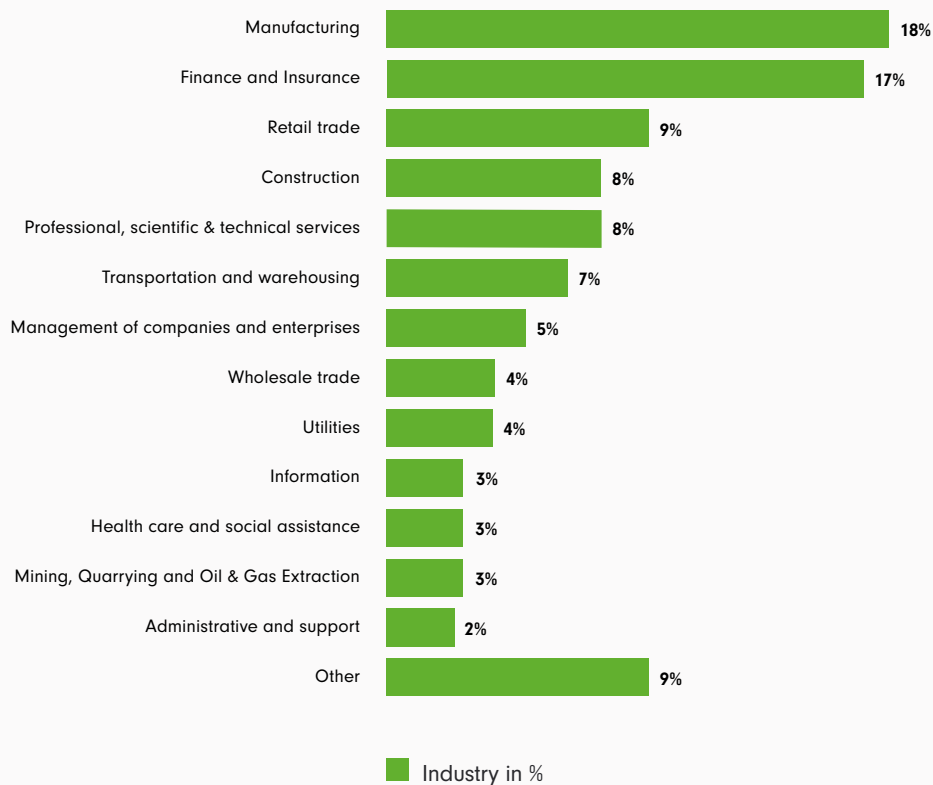
Read more global insights on employee sentiment, financial wellness and retirement readiness on the Fidelity [Global Thought Leadership Research Site](#)

Company Characteristics

Company Type

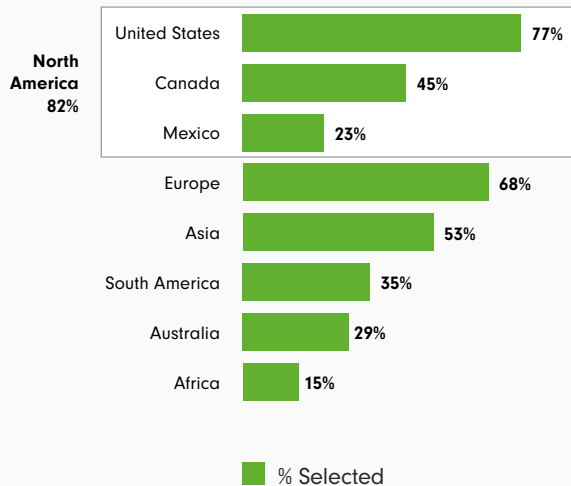


Industry

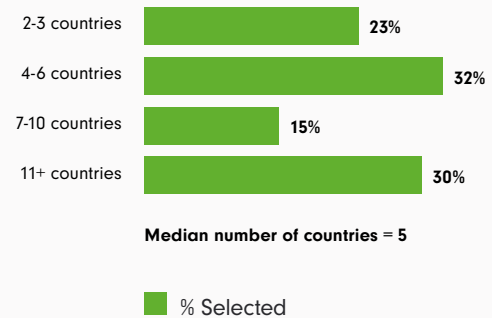


Regional Characteristics

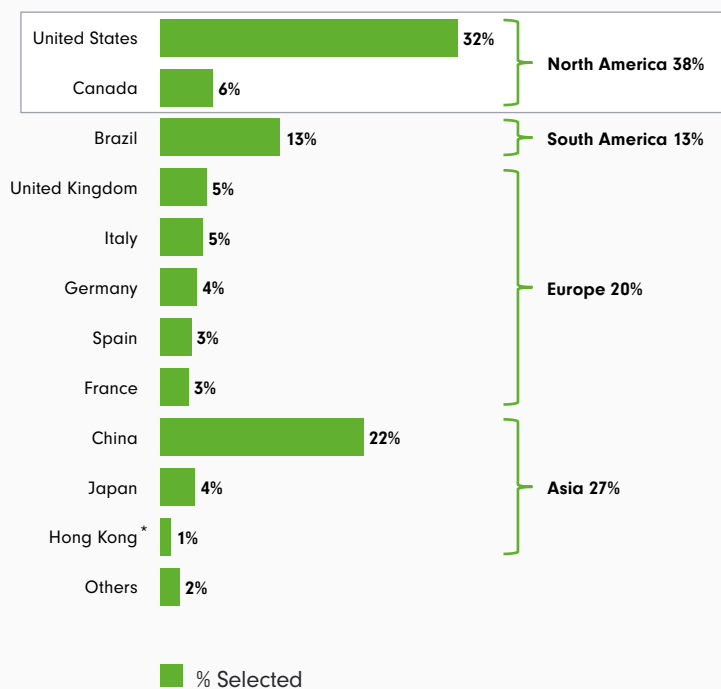
Regional presence



Number of countries



Headquarters country / region

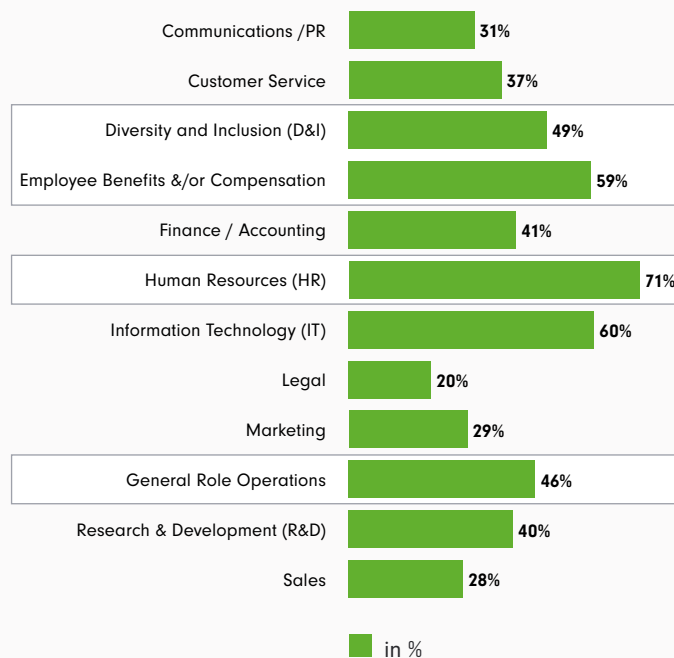


* The Hong Kong Special Administrative Region (HKSAR), as a part of China, is referred to as Hong Kong (HK) in this chart.

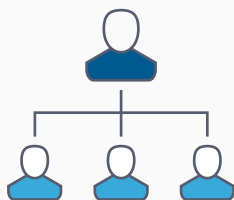
Respondent Characteristics

Roles/Responsibilities

While respondents may have multiple roles/responsibilities, they needed to be responsible for either diversity & inclusion, benefits & compensation, human resources or general operations in order to qualify



Company Role



Senior management / Executive (e.g. CEO) – **77%**
 Mid-level management – **20%**
 Operational / Specialist – **3%**

Decision Making



Sole decision makers/lead function – **73%**
 Joint decision makers – **27%**

Scope of Responsibilities



Oversee programs in several countries – **48%**
 Oversee programs in all or nearly all countries – **52%**

Important information

This information is intended to be educational and is not tailored to the needs of any specific company.

Goals of the survey

Fidelity conducted its first ever Global Employer Sentiment survey to explore the following objectives:

- Determine the current sentiment and anticipated needs of multinational (MNC) corporations
- Understand how actions in the four focus areas (culture/diversity & inclusion, talent, work environment and compensation & benefits) are impacting the employee experience at MNC headquarters offices and regional offices around the world
- Benchmark best practices in these four focus areas in different regions

Sample design

Surveyed 1,000 senior leaders at US and non-US based MNCs where the company:

- Employs at least 1,000 employees globally
- Has a presence in at least two countries/regions AND at least two continents
- Is for-profit or non-profit (government bodies excluded)

Respondents:

- Were decision makers with responsibilities for at least one of the following: human resources, diversity & inclusion, compensation & benefits, general operations
- Were located in US, Canada, Brazil, France, Germany, Italy, Spain, the UK, China, Hong Kong, or Japan
- Held titles such as President, CEO, Global Head of Diversity & Inclusion, Global Head of Compensation & Benefits etc.

Survey process

Conducted by Dynata – a third-party market research company using their global research panel in conjunction with their partner vendors.

- Survey field dates: 14 December 2021 to 12 January 2022
- Online methodology with ability to complete via desktop, tablet or mobile device

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