



Survey Homepage

Welcome to **Aon's eighth global HR pulse survey**, designed for senior HR leaders and professionals. In this edition, we focus on how organizations are evolving their business and people strategies in response to a talent market in flux, including talent acquisition and retention philosophies.

For most participants, this survey will take approximately **15-20 minutes** to complete. However, actual completion times will vary based on your responses to certain questions.

As you work on this survey, your answers will automatically save each time you advance to a new page or return to a previous page using the buttons provided in the questionnaire. While you can step away from the survey and complete it later, we recommend finishing the survey in one session, if possible. Also, please ensure your browser cookies are not checked for auto-deletion. For the most effective browser experience, we suggest using Chrome or Firefox.

By completing this survey, you acknowledge your acceptance of Aon's legal and privacy terms. You also acknowledge and agree that Aon may use any information provided by you in connection with this survey to produce summary benchmark reports using anonymized and aggregated results, and then distribute such reports to other organizations.

Please note, the collection of your personal data in this survey is solely for the purposes of facilitating the delivery of survey results back to you and your organization. For further information on Aon's commitment to ensuring the privacy and security of your personal data, please visit our [Privacy Statement](#) website.

Thank you for your time. We look forward to your contributions to this important survey.

Demographics

Demographics

Please tell us more about yourself and your organization. We will use this information to provide you with survey results and to support the creation of summary statistics by region, industry and other demographic factors. All questions below are mandatory, and all information provided will be kept confidential.

Please provide the name of your organization:

Please provide your full name (first and last name):

Please provide your job title:

Please provide your corporate email address:

In what country / region are you personally based?

In what country is your organization headquartered?

Is your role global, regional or local (country)?

Using the drop-down menu below, please tell us the ownership status of your organization.

Using the options listed below, please select the industry classification that best reflects your overall organization.

- | | | |
|---|--|--|
| <input type="radio"/> Building Construction & Real Estate | <input type="radio"/> Healthcare (including Hospitals) | <input type="radio"/> Retail & E-Commerce (including Hospitality, Restaurants and Wholesale) |
| <input type="radio"/> Community Services & Government (including Public Sector and Education) | <input type="radio"/> Life Sciences (including Biotechnology, Medical Devices and Pharmaceuticals) | <input type="radio"/> Technology (including Telecommunications) |
| <input type="radio"/> Energy (including Mining, Oil & Gas, Renewables and Utilities) | <input type="radio"/> Manufacturing (including Distribution and Consumer Goods) | <input type="radio"/> Transportation & Mobility |
| <input type="radio"/> Financial Services (including Asset | <input type="radio"/> Professional Services | <input type="radio"/> Other Industries (please specify) |

Management, Banks, FinTech,
Insurance and Wealth
Management)

Sub-Industry:

Sub-Industry:

Sub-Industry:

Sub-Industry:

Sub-Industry:

Sub-Industry:

Sub-Industry:

Sub-Industry:

Sub-Industry:

Sub-Industry:

Using the drop-down menu below, please tell us how many employees your organization has globally.

Using the drop-down menu below, please tell us the global annual revenues for your organization.

Using the options listed below, please tell us the regions and countries your responses are applicable to. (Select all that apply). If your answers vary by region or country, you can submit multiple responses.

Asia Pacific

Europe

Latin America

Middle East and Africa

North America

Other (please specify)

Asia Pacific:

Australia

China

Hong Kong

India

Indonesia

Japan

Malaysia

New Zealand

Other Asia Pacific locations:

Pakistan

Philippines

Singapore

South Korea

Taiwan

Thailand

Vietnam

Europe:

Austria

Belgium

Czech Republic

Denmark

Norway

Poland

Portugal

Russia

- Finland
- France
- Germany
- Greece
- Ireland
- Italy
- Luxembourg

- Spain
- Sweden
- Switzerland
- The Netherlands
- Turkey
- United Kingdom
- Other European locations:

Latin America:

- Argentina
- Brazil
- Chile
- Colombia

- Mexico
- Peru
- Puerto Rico
- Other Latin America locations:

- Ecuador

Middle East and Africa

- United Arab Emirates
- Saudi Arabia
- Qatar
- Bahrain
- Kuwait

- Lebanon
- Israel
- Jordan
- Egypt
- Oman

- Other Middle East and Africa locations:

North America:

- United States

- Canada

- Other North America locations:

Managing Accelerated Workforce Changes Amidst the Great Resignation

Managing Accelerated Workforce Changes Amidst the Great Resignation

The talent market remains in flux. The following questions were designed to quantify the impact of changes to the workforce over the past few months, and to understand how organizations are responding to a competitive talent market -- both in the short as well as long term.

Aon's COVID-19 Response Framework is divided into the three stages listed below. While we recognize the impact of the pandemic varies by location, and that some parts of your organization may be dealing with different challenges at different times, in your opinion, which of the following stages best reflects your overall organization at this time? (Select a best-fit response)

- Stage 1 - React & Respond (e.g., focusing on crisis management and business continuity)
- Stage 2 - Recover (e.g., focusing on returning to the workplace, updating business goals and adjusting operating plans)
- Stage 3 - Reshape (e.g., focusing on restructuring, creating or pivoting to new product and service offerings, and deploying new talent strategies)

How would you describe the business impact of the Great Resignation at your organization?

	Negative	Slightly negative	Neutral/no impact	Slightly positive	Positive	Not applicable
Asia Pacific	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Europe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Latin America	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle East and Africa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
North America	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe the turnover at your company for the following time periods:

	Last 90 days	Last 180 days	2020	2019
Voluntary turnover (%)	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %
Total turnover (%) (voluntary + involuntary)	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %

With the overall average as a baseline, how does turnover compare for the following demographics?

	Less	Same	More	Not applicable
Women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Men	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minority or diverse employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Baby Boomers - older than 56 years old	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Less	Same	More	Not applicable
Generation X - 41-55 years old	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Millennials - 26-40 years old	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gen Z - Under 26 years old	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

With the overall average as a baseline, how does turnover compare for the following groups?

	Less	Same	More	Not applicable
General & administrative (i.e. HR, finance, legal)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product development (i.e. R&D, engineering)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology (i.e. IT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial services - front-office revenue-generating roles (i.e. relationship managers, portfolio managers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial services - sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

With the overall average as a baseline, how does turnover compare for the following levels of workers?

	Less	Same	More	Not applicable
Executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced professional - technical/scientific	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced professional - all others (non-technical/scientific)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entry-level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other hot jobs (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>				

If your organization has experienced an increase in turnover, what are the primary causes? (check all that apply)

- Employees are disengaged with their jobs, management or both
- Employees do not feel safe in the workplace
- Lack of career progression
- Employees found better career opportunities

- Employees found jobs with better pay
 - Challenges with managers
 - Personal wellbeing challenges (for employee or dependent)
 - Employees have to take care of dependent and have insufficient support
 - Employees are overworked
 - Other (please specify)
 - Not applicable
-

Which critical skillsets is your company in danger of losing as a result of turnover?

- Agility and adaptability skills
 - Key digital/technology skills
 - Leadership and management
 - Other (please specify)
 - Unsure/not applicable
-

What is your organization's approach to counter offers?

- Yes, have always had the practice in place
 - Yes, in response to the current talent market
 - No, but we are actively considering it
 - No
-

Are counter offers becoming more frequent at your company?

- Yes, for all/most roles
 - Yes, for key roles only
 - About the same
 - No
-

Does your company collect exit interview data?

- Yes, for all/most roles
- Yes, for key roles only
- No, but we are actively considering it
- No
- Unsure

Does exit interview data inform any of the following programs and practices?

	Yes	No	Unsure
Hiring practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talent development programs (including manager training)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compensation programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefit programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Enhancing Evolving Talent Acquisition Strategies in a Competitive Market

Enhancing Evolving Talent Acquisition Strategies in a Competitive Market

The following questions were designed to explore how organizations are adjusting their talent acquisition practices -- including adjustments to the hiring process as well as rewards packages -- in response to a challenging talent market that shows no signs of slowing down.

On average, how many days does it take for you to fill an open position in the following categories?

	Today	Pre-COVID-19
Hourly roles	<input type="text"/>	<input type="text"/>
Entry professional	<input type="text"/>	<input type="text"/>
Experienced professional - technical/scientific	<input type="text"/>	<input type="text"/>
Experienced professional - all others (non-technical/scientific)	<input type="text"/>	<input type="text"/>
Manager	<input type="text"/>	<input type="text"/>
Executive	<input type="text"/>	<input type="text"/>
Hot jobs (please specify) <input type="text"/>	<input type="text"/>	<input type="text"/>

On average, how many applicants do you have for each open position in the following categories?

	Today	Pre-COVID-19
Hourly roles	<input type="text"/>	<input type="text"/>

	Today	Pre-COVID-19
Entry professional	<input type="text"/>	<input type="text"/>
Experienced professional - technical/scientific	<input type="text"/>	<input type="text"/>
Experienced professional - all others (non-technical/scientific)	<input type="text"/>	<input type="text"/>
Manager	<input type="text"/>	<input type="text"/>
Executive	<input type="text"/>	<input type="text"/>
Hot jobs (please specify)	<input type="text"/>	<input type="text"/>

Among which of the following groups are you noticing the greatest hiring/talent acquisition challenges? (Select all that apply)

- General & administrative (i.e. HR, finance, legal)
- Hourly workers
- Product development (i.e. R&D, engineering)
- Technology (i.e. IT)
- Financial services - front-office revenue-generating roles (i.e. relationship managers, portfolio managers)
- Financial services - sales
- Executives
- Managers
- Experienced professional - technical/scientific
- Experienced professional - all others (non-technical/scientific)
- Entry-level
- Other hot jobs (please specify)

Is your organization adjusting or accelerating normal hiring processes in any of the following ways?

	Yes	No, but we are actively considering	No	Unsure
We are removing candidate/hiring assessments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are introducing video interviews (i.e., pre-recorded questions/answers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are improving candidates' understanding of the role (i.e. with realistic job previews)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are integrating technology tools to streamline the candidate experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No, but we are actively considering	No	Unsure
We are training hiring managers on best practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Has your organization considered any of the following practices to refine the ideal candidate profile of potential hires?

	Yes	No, but we are actively considering	No	Unsure
Assessing for cultural fit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessing for agility and adaptability skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessing for key digital/technology skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is your organization making adjustments to one or more of the following areas in order to address mounting talent acquisition challenges? (Select all that apply)

- Culture/diversity (i.e. EVP, vaccine requirement, DEI objectives)
 - Skills/development (i.e., upskilling, promotions)
 - Workforce agility (i.e. gig workers, acquisitions)
 - Total rewards (compensation and benefits)
 - No actions being taken
-

Which actions related to culture and diversity have you taken to address talent acquisition challenges? (Select all that apply)

- Articulating the holistic employee value proposition (including culture, recognition, career development, etc.)
 - Communicating clear DEI objectives and commitments
 - Specifically targeting diverse talent (i.e. women, minorities)
 - Creating outside apprentice or mentorship programs
 - Using data analytics to measure demographics and talent mobility
 - No vaccine requirement
 - Other (please specify)
-

Which actions related to skills and development have you taken to address talent acquisition challenges? (Select all that apply)

- Removing university/degree requirements
 - Targeting upskilling or reskilling programs for current employees to move internally
 - Assessing current employees to identify strengths and gaps
 - Providing development plans to current or new employees
 - Increased or accelerated promotions to current employees
 - Other (please specify)
-

Which actions related to workforce strategy have you taken to address talent acquisition challenges? (Select all that apply)

- Using more gig or contract workers
 - Using acquisitions to bolster talent
 - Other (please specify)
-

Which actions related to total rewards have you taken to address talent acquisition challenges? (Select all that apply)

- Increasing/adding referral bonuses programs
 - Adjusting new hire compensation
 - Adjusting benefits for all employees
 - Other (please specify)
-

To better attract new hires, what compensation elements has your organization considered adjusting?

	Yes	No, but we are actively considering it	No	Unsure
Base salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sign-on bonus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sign-on long-term incentives (including equity)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How has your organization adjusted starting base salary offers for new hires? Please indicate the % increase.

	Increased up to 5%	Increased 5-10%	Increased 11-15%	Increased greater than 15%	Other
All candidates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Targeted roles only	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Targeted levels only (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>					

Other (please specify):

Which candidates are eligible for a **sign-on bonus**?

	Less	Same	More
General & administrative (i.e. HR, finance, legal)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product development (i.e. R&D, engineering)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology (i.e. IT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial services - front-office revenue-generating roles (i.e. relationship managers, portfolio managers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial services - sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced professional - technical/scientific	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced professional - all others (non-technical/scientific)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entry-level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other hot jobs (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>			

On average, by what percentage is your organization currently increasing sign-on bonuses?

- Below 5%
- 5-10%
- 11-15%
- Greater than 15%

Varied/unsure

Which candidates are eligible for sign-on long-term incentives (including equity)?

	Less	Same	More
General & administrative (i.e. HR, finance, legal)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product development (i.e. R&D, engineering)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology (i.e. IT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial services - front-office revenue-generating roles (i.e. relationship managers, portfolio managers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial services - sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced professional - technical/scientific	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced professional - all others (non-technical/scientific)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entry-level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other hot jobs (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On average, by what percentage is your organization increasing sign-on long-term incentives (including equity)?

- Below 10%
 - 10-20%
 - 20-30%
 - Greater than 30%
 - Varied/unsure
-

Have adjustments to new hire compensation led your organization to consider examining internal equity or compensation for current employees?

- Yes
- No, but we are actively considering it
- No
- Not applicable

How is your organization managing internal equity, with new hires coming in at a higher rate or creating compression?
(Select all that apply)

- Wholesale increases across the board
 - Select increases based on higher performers/those in critical skills
 - Planned larger increase in upcoming annual cycle
 - Other (please specify)
-

Is your organization considering one or more of the following benefits plan adjustments to better attract talent?

- Family care
 - Women's health
 - Benefits to adapt to diverse talent needs (balancing coverage for multiple colleague situations)
 - Mental health benefits
 - Other (please specify)
 - None of the above
-

Are you evaluating any of the following aspects of your benefits plan in the context of the current talent market?

	Yes, already adjusted	No, but we are considering	No	Unsure
Insured plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perks (i.e., onsite food)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Virtual care plan for uninsured population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wellbeing-related benefits (including apps like Headspace)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leave policy (PTO) review	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What would help you make better decisions related to benefits program adjustments?

- Employee survey
- Information from the market or peers
- Latest insurance policies

	Yes, we already had	Yes, we have implemented or improved existing	No, but we are actively considering	No, we considered and will not do	No	Unsure
Offering more hybrid (virtual and office) working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering flexible hours (i.e. when employees begin or end their day)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering employee shift selection (with or without manager approval)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering flexibility in days worked (such as 9/80 where employees work 9 hours/day and have one day off every 2 weeks, or 10/4 ten hours/day for four days per week)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing part-time eligibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As we move to additional talent retention considerations, does your organization track and/or facilitate internal mobility?

	Yes, we already had	Yes, we have implemented or improved existing	No, but we are actively considering	No, we considered and will not do	No	Unsure
We track internal mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We offer rotational opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We provide upskilling opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As we shift focus to compensation adjustments to retain current employees, please describe what changes your organization has considered or made to your merit budget and cycle. (Select all that apply)

- Increasing value of the pool
- Increasing frequency of payouts
- Enabling off cycle increases from **budgeted** hold back pool
- Enabling off cycle increases from **non-budgeted** hold back pool, but through profit
- Other (please specify)

In an effort to better retain current employees, which of the following compensation elements is your company considering making adjustments to?

	Yes	No, but we are actively considering it	No	Unsure
Base salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annual bonus payout for most recent fiscal year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annual bonus targets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annual long-term incentives (including equity)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special retention bonus or long-term incentives (including equity)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Because of the extremely competitive talent market, which of the following groups of employees are eligible for an additional base salary adjustment? (Indicate the % increase for the applicable employee group)

	Below 5%	5-10%	11-15%	Greater than 15%	Unsure
High potentials/high performers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Targeted roles only	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Targeted levels only (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What payout level as a percentage of target are you funding your annual bonus pool?

- Below 80%
- 80-89%
- 90-99%
- 100%
- 101-110%
- 110-124%
- 125%-149%
- 150% or above

What adjustments has your organization made to its annual equity strategy in response to market conditions created by the current talent market?

	Yes, temporary change	Yes, permanent change	Actively Considering	No
Adjusted the overall equity pool size	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Created a separate pool for high performers/high potentials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adjusted the grant sizes or ranges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased the percentage of employees that receive grants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much has the overall equity pool size changed?

- Decreased 30% or more
- Decreased 15 to 29%
- Decreased 1 to 14%
- Increased 1 to 14%
- Increased 15 to 29%
- Increased 30% or more

How are you delivering the **special retention bonus** or long-term incentive (including equity) award?

- Cash
- Equity
- Mix of cash and equity

Is there vesting associated with the **special retention bonus or long-term incentive** (including equity) award?

- Yes (please explain)
- No
- Unsure

Which group(s) of employees are eligible for a special retention bonus or long-term incentive (including equity) award?

	Yes	No
General & administrative (i.e. HR, finance, legal)	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>
Product development (i.e. R&D, engineering)	<input type="radio"/>	<input type="radio"/>
Technology (i.e. IT)	<input type="radio"/>	<input type="radio"/>

	Yes	No
Financial services - front-office revenue-generating roles (i.e. relationship managers, portfolio managers)	<input type="radio"/>	<input type="radio"/>
Financial services - sales	<input type="radio"/>	<input type="radio"/>
Executives	<input type="radio"/>	<input type="radio"/>
Managers	<input type="radio"/>	<input type="radio"/>
Experienced professional - technical/scientific	<input type="radio"/>	<input type="radio"/>
Experienced professional - all others (non-technical/scientific)	<input type="radio"/>	<input type="radio"/>
Entry-level	<input type="radio"/>	<input type="radio"/>
Other hot jobs (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>

How are you adjusting or enhancing your retirement programs and practices to accelerate talent retention efforts?

	Yes, we have implemented or improved existing	No, but we are actively considering	No, we considered and will not do	No	Unsure
We are making minor plan design changes (such as modification to vesting schedules)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are making ongoing plan changes to reward longer service (e.g. a service-based match or other employer contribution)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are adding special one-time contributions (e.g. providing an additional contribution for employees who stay to a certain date)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are improving our retirement program for all employees (regardless of service)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are enhancing our retirement program and/or retirement practices to increase flexibility to allow for a more gradual transition (or phased approach) to retirement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Looking Ahead to Key HR Priorities in 2022

Looking Ahead to Key HR Priorities in 2022

As we quickly approach year-end, the following questions were designed to identify key areas of focus for HR leaders in 2022 and beyond.

Based on your organization's current plan, when do you anticipate workforce churn will stabilize?

- It has already normalized
- Within a quarter
- Within six months
- Within a year
- Longer than a year
- Depends on global supply chain
- Depends on global vaccine rollout

In your estimation, how effective have improvements to the following programs been to attracting and retaining talent?

	Extremely effective	Moderately effective	Slightly effective	Not effective	Not applicable
Annual compensation adjustments (i.e. base salary, target bonus, annual equity)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special one-time compensation (i.e. sign-on bonus, retention bonus)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wellbeing benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perks (i.e. onsite food, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leave policy (including PTO)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generous / flexible benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training (i.e. reskilling, manager training)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developmental tools (i.e. clarified career path, employee development plan)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased flexibility (i.e. remote/hybrid working, scheduling)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Given what you know about what employees value most, which of the following benefits will your organization prioritize in 2022?

	Yes with budget approved	Yes but budget not yet approved	No, but we are actively considering	No
Wellbeing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical plan design improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preventative care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DEI focused strategies (i.e. culturally relevant holidays or flexible benefits)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefit strategy redesign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes with budget approved	Yes but budget not yet approved	No, but we are actively considering	No
Other (please specify) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As we head into 2022, which of the following challenges keeps you up at night? (Rank the following)

- Talent shortages
 - Increasing turnover
 - Increased regulation
 - Government/policy implications
 - Supply chain disruption
 - Vaccine mandates
 - COVID-19 resurgence
 - Effectively innovating
-

Submit Your Responses

Almost done! Click SUBMIT to finalize and submit your responses

Thank you for participating in our eighth global COVID-19 pulse survey for senior human resources leaders and professionals.

If you are happy with your responses and are ready to submit the survey, please click on the "Submit" button.