



State of the Sector 2023/24



Internal Communication and Employee Experience

Findings from the 2023/24 survey

— 2024 —
WORKFORCE
TRENDS
REPORT
SERIES

A definitive report on defining times

Now in its sixteenth year, Gallagher’s State of the Sector has truly become the definitive trends report for the internal communication industry — with a record 2,300 respondents taking part in our 2023/24 survey. As always, we thank all those who contributed. We’re humbled by how large the response group has become, and we’re excited about what this data allows us to understand about our profession: employee communication.

Last year’s State of the Sector saw internal comms undergoing a recalibration post-Covid, sorting itself out somewhere between communication and employee experience in a new hybrid world; something which continues into 2024.

Artificial Intelligence hit the headlines soon after the survey closed for our 2023 report, and has dominated them ever since with many communicators questioning its relevance and / or threat to their roles. AI wasn’t the only technology we heard about in 2023, with the industry being flooded with more digital apps and platforms than ever before. As we continue to grapple with technology and new rhythms of hybrid work, the overarching sentiment we heard at conferences, events and from clients was more so a fear of creating an experience for employees that doesn’t lose authenticity and empathy rather than losing our jobs to ChatGPT.

We also heard industry chatter around internal communication continuing to have influence with executives, having earned its ‘seat at the table’. Yet as the year wore on, anecdotal evidence began to suggest that organizational influence and good will was waning — not helped by the persistent challenges around the ‘basics’, namely the perceived failings of people managers (particularly in the hybrid environment) and the where and how of communications through channel management.

All of this was set against the backdrop of a tumultuous economic environment, meaning that more nuance and heightened emotional intelligence was required from communicators — and all the more so as internal communications were frequently leaked externally, into the public domain.

In pulling together the 2024 report, we wanted to tackle the big questions with hard data that would put our queries to rest once and for all:

- As communicators, how much influence do (and can) we really have?
- How are communicators using and feeling about AI?
- Channels: what’s changing and why?
- Who is actually responsible for the people manager ‘problem’?

We’ve analyzed survey responses in a way that sheds light on what really makes a difference to improving the effectiveness of communication in enhancing employee understanding — and ultimately improving the employee experience.

Communicators are also a passionate bunch who want to improve. So it’s our hope that this year’s report not only offers benchmarks, but guidance as to what changes can make a (statistically significant) difference — both as a business function and as humans, standing in front of an organization asking for appreciation.



Ben Reynolds

Global Managing Director,
Gallagher’s Communication Consulting Practice

Lead partners:

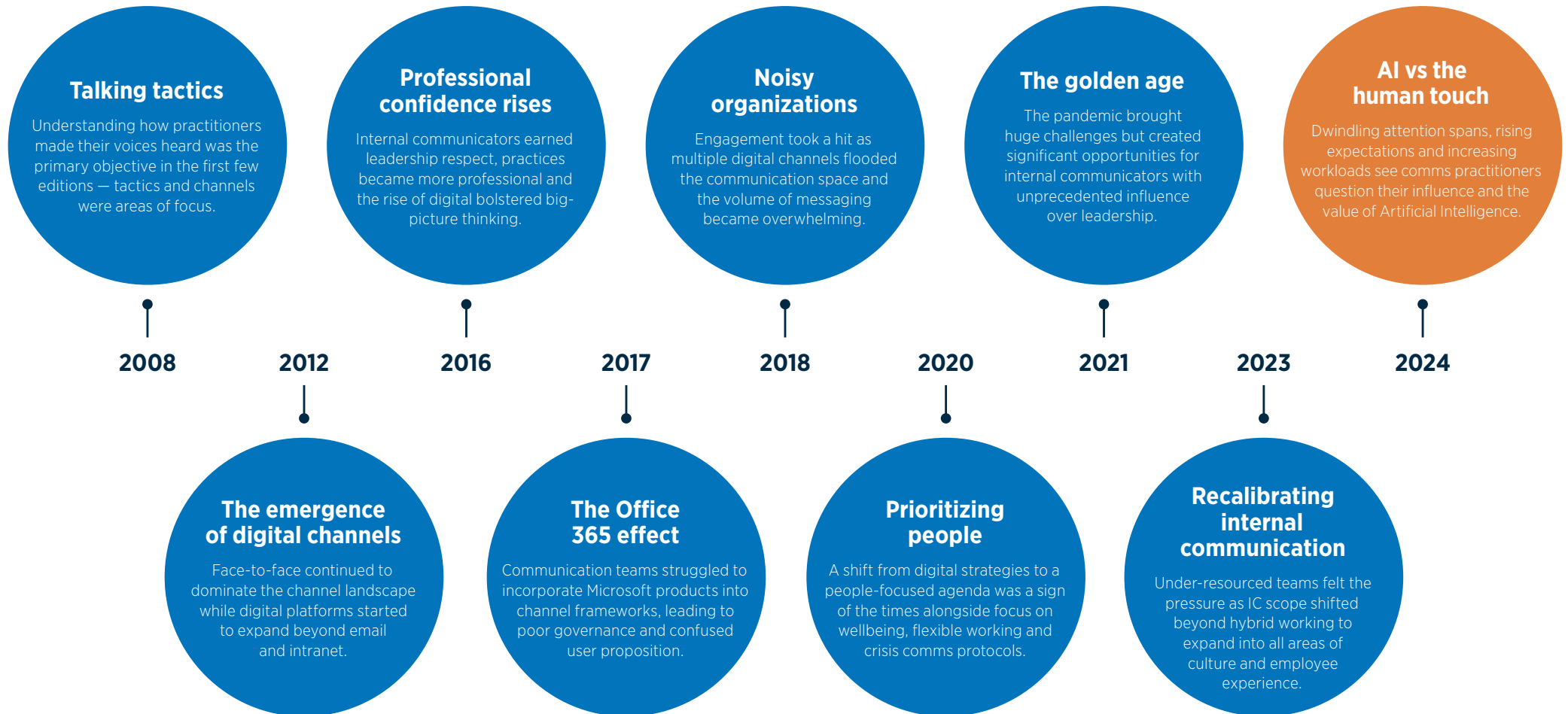


Supporting partners:



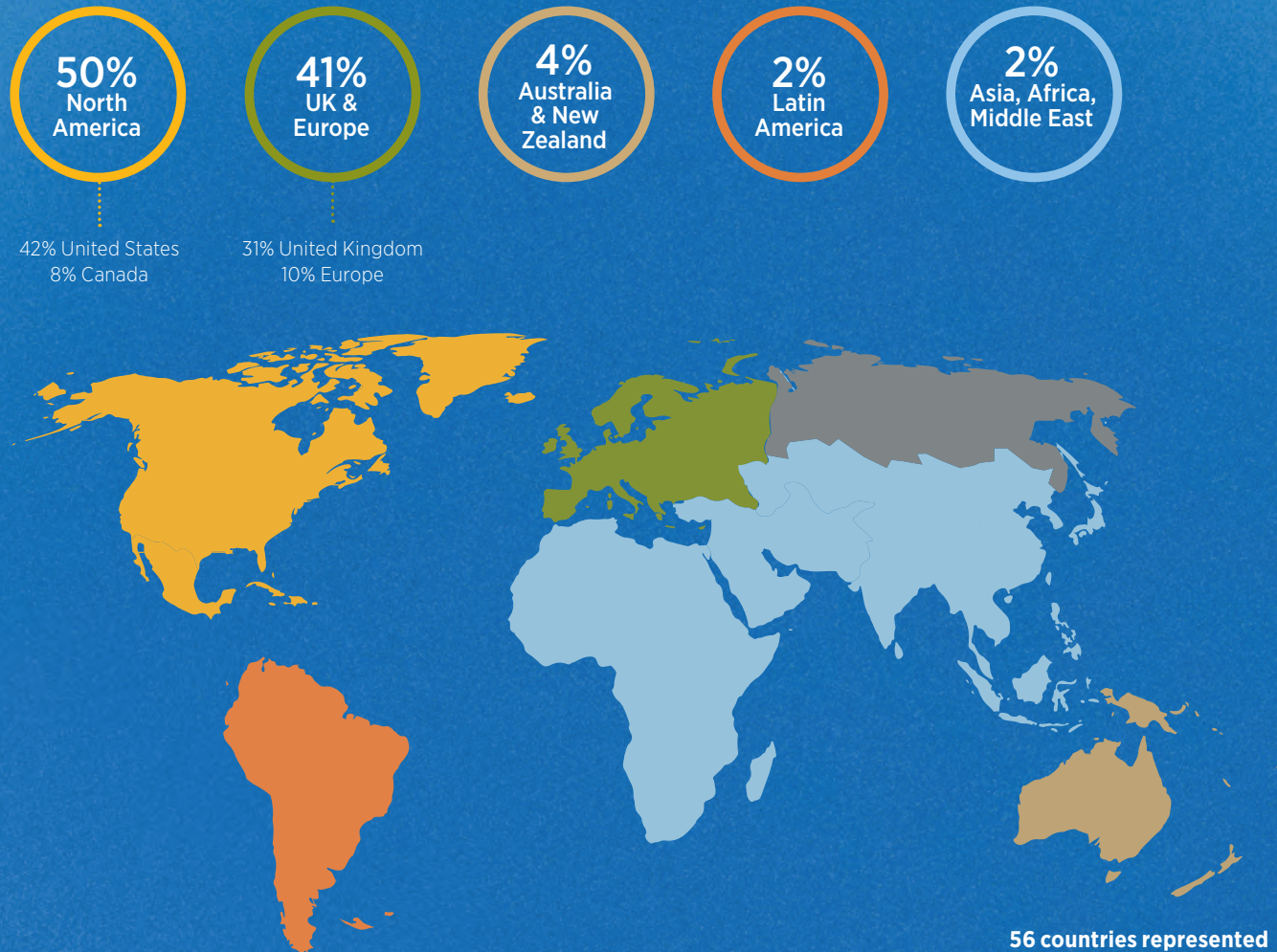
16 years of insights

Since 2008, State of the Sector has painted a fascinating picture of the evolution of the internal communication and employee experience landscape.



Who responded?

We ran the survey from October to November, 2023.
More than 2,300 respondents from all over the world took part.



Role type

- 49% Internal comms
- 23% HR
- 8% Leadership and management
- 8% Corporate comms and PR
- 3% Marketing
- 2% Employee experience

Industries represented

- 9% Healthcare
- 8% Public entity / local and central government
- 8% Technology (excluding hardware)
- 7% Education
- 7% Charity / not for profit
- 6% Banking and Finance (excluding insurance)
- 5% Professional Services and Consulting

Organization size

- 29% <500 employees (small)
- 16% 500-1,499 employees (medium)
- 18% 1,500-4,999 employees (large)
- 10% 5,000-9,999 employees (very large)
- 27% 10,000+ employees (enterprise)

Methodology

Welcome to our new look report. This year, we wanted to make your data work harder. Using multivariate analysis, we sought to uncover patterns and relationships between your answers, rather than sharing benchmarking data alone. Our aim was to combine your 2,300 survey responses with our industry knowledge to deliver actionable market intelligence.

As part of our analysis, we created a variety of calculated scores by coding responses to specific sets of answers. These scores then allowed us to order responses using summated rating scales, creating several different lenses through which to look at the data and perform statistical analysis.

Our goal with this approach is twofold. Firstly, it helps test certain hypotheses on current, relevant industry-held views or emerging patterns. Secondly, it provides the ability to create interesting combinations and cross-compare responses. This allows us to draw insight and meaning from the data — for example, what we can learn from groups doing certain things well and how we can apply this learning when planning future activities.

Where appropriate, any statements made in this report or analysis that suggests relationships or a specific pattern, are verified through statistical analysis. These statements will be accompanied by a statistical significance (P value) and the number of observations (respondents) in order to explain the relationship further and stimulate informed conversation. Where data is visualized, some numbers have been rounded to the nearest whole number for clarity.

We will continue to share data and insights over the course of this year through a variety of blogs, posts and events. If you've noticed the absence of any statistics from prior years that you'd like to see, please get in touch — we'd love to delve into the data with you.

Join the conversation

Share your insights on this year's results by tagging us on [LinkedIn](#) and using the hashtag **#StateOfTheSector2024**

In this year's report

Setting the scene

What is the purpose of comms, and what are this year's priorities, barriers and success indicators?

8

Purpose and accountability

Communication touches everyone, so how do we define our purpose and hold comms accountable?

9

Priorities and barriers

Improving communication across the 'strategy to execution gap' is within our grasp, but what gets in the way?

10



Delivering business outcomes ①

How much strategic influence do communicators have — or rather — how much will businesses allow?

12

Topics and understanding

Is it time for communicators to get savvy when it comes to the bottom line?

13

Strategic, supporting or advisory

Are communicators thinking strategically as business leaders?

14

The business case for communication

What do strategic communicators do differently?

16

Managing change

How much foresight do communicators have when it comes to managing change?

18



Measuring comms impact ②

Can communicators balance employee voice with the business' demand for hard metrics?

19

Impact measurement

Communicators are getting better at measuring their impact.

20

Employee listening

How are communicators balancing quantitative and qualitative feedback?

22

In this year's report



Leveraging technology

3

Is technology helping or harming the communicator's cause? **23**

Artificial Intelligence usage

How are communicators using AI, and what impact will it have? **24**

AI: Attitudes and perceptions

How do communicators currently feel about AI? **26**

Channel usage and effectiveness

What's trending in channels? **27**

Channel change and satisfaction

With more channels available than ever before, what's driving channel change? **28**



Inspiring comms leaders

4

Should communicators take responsibility for the people manager 'problem'? **29**

Reliance on managers

Do people managers still have a role to play in communication? **30**

Manager accountability

How can communicators inspire people manager performance? **32**

Conclusion

Are communicators truly happy and fulfilled in their roles? **34**

Key takeaways

Your 2024 action list **35**

Wellbeing and the 2024 outlook

The outlook for communicators in 2024 **36**

Budget / team size

What sort of investment are businesses making in communications resourcing? **38**

Meet our experts

39



Setting the scene

Redefining the role of the communicator

As we reflect on the challenges of 2023 and priorities for 2024, it seems that communicators are becoming savvier about the business bottom line — while the same old organizational barriers persist.

With strategic alignment increasing in the purpose stakes, and change and financial outlook debuting in the top three communicated topics, communicators are more cognizant than ever of the strategic influence they should have. But with budget stagnation and the recurring barriers of time and tech demonstrating a lack of investment from businesses, just how seriously are leaders taking communicators?

In chapters one and two, we delve into the data to determine how strategic communicators are delivering business outcomes, including how well they're monitoring and measuring their progress.

With advances in technology, we also wanted to determine how Artificial Intelligence is being used and what channels are being leveraged to drive business impact — this is covered in chapter three.

Given that poor people manager skills present as a challenge, chapter four investigates whether communicators are responsible for inspiring comms leaders, and if fixing the people manager 'problem' is part of their role.

Finally, we look at how communicators are feeling about their roles, how that affects wellbeing and, in turn, the potential business risk of neglecting communicators' needs.

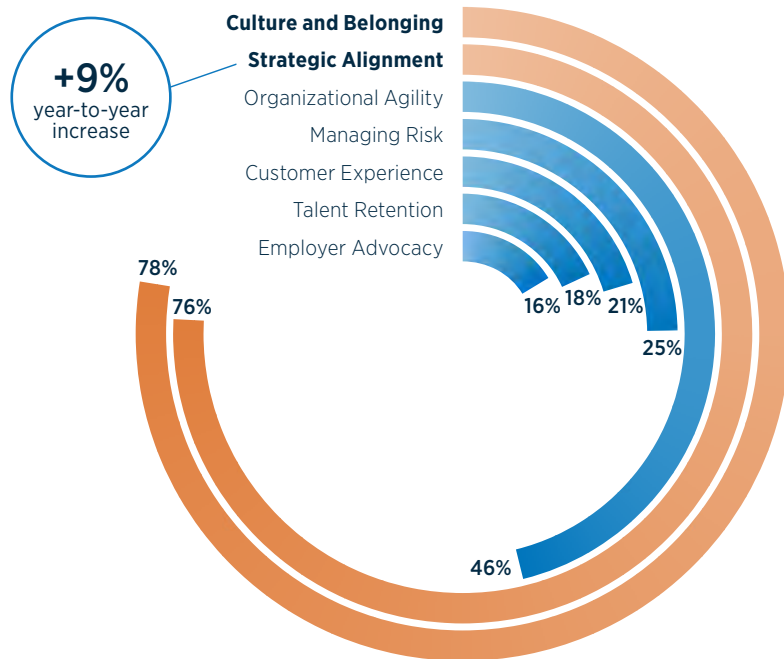
Setting the scene

Purpose and accountability

What is the purpose of internal communication?

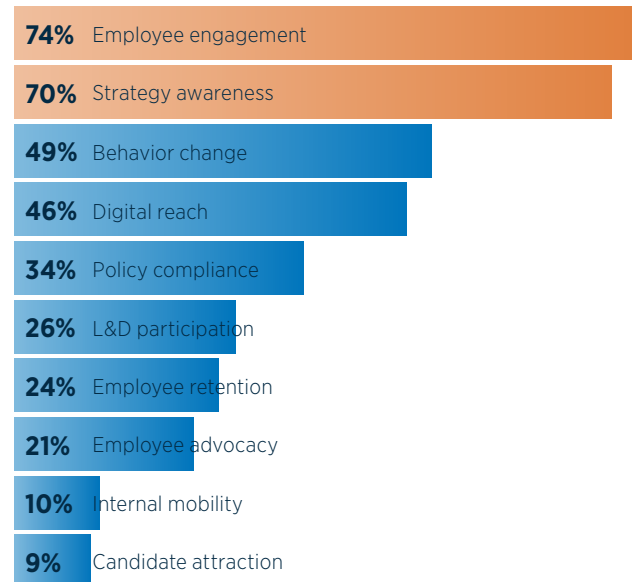
Strategic alignment rose in the ranks since last year, putting it neck and neck with culture and belonging, which has nabbed the top spot once again. Culture and belonging surprised us all last year by ranking number one in the purpose stakes, but it's important to note that respondents could choose three (unranked) options, so it might not have been everyone's top choice.

This year, **82%** of respondents who report into an internal communication department chose culture and belonging as their purpose, while **86%** chose strategic alignment. Respondents who stated they report into HR, however, were more evenly split with twice as many selecting 'managing risk'.



What is the purpose of internal communication in your organization? (Multi-select n = 1,646)

Which success indicators are communicators held accountable for?



What success indicator(s) are your internal communication function accountable for? (Multi-select n = 1,646)

Internal communication success is ordinarily judged on levels of employee engagement measured in an annual survey. It makes sense that **74%** of respondents named employee engagement as a success indicator, because this is around the same percentage who ran an engagement survey in the last year. The engagement survey is also the most-used listening channel.

A deeper dive into the data revealed corroborating responses from communicators reporting into internal comms, yet HR-reporting respondents were more likely to be held to account for compliance than reach — which makes sense if their purpose is to manage risk.

Gallagher view



Pepper Krach,
Area VP

When we consider employee engagement as the most popular success indicator for communicators, coupled with around one third of respondents that say disengaged employees present a barrier to success in 2024, is it an impossible task for communicators to be responsible for all engagement? Perhaps it's just an easy metric to assign, but with so many factors contributing to the employee experience, from leadership to digital tools to ways of working, shouldn't engagement be more of an organizational goal, supported by communicators?

Setting the scene

Priorities

2024 priorities

We asked respondents to identify their top three priorities for 2024. Engaging teams around purpose, strategy and values has held the top spot — with an increase of **12%** from last year. There was also a jump in the importance of enhancing leadership visibility, which trumped enhancing people manager communication skills — last year’s third-ranked priority.

Rank	Top internal comms priorities for 2024	Percentage of respondents	Year-to-year index
1	Engaging teams on purpose, strategy, values	63%	— no change
2	Developing and refreshing our internal comms strategy	39%	— no change
3	Enhancing leadership visibility	30%	▲ 2
4	Enhancing people manager communication	30%	▼ 1
5	Improving impact measurement and evaluation	24%	▼ 1
6	Building or restructuring our internal comms function	22%	▲ 1
7	Developing or refreshing our employee value proposition (EVP)	19%	▼ 1
8	Introducing new digital channels	13%	▲ 1
9	Adapting our channel strategy to hybrid working and future of work trends	13%	▼ 1
10	Mitigating the impact of external events or crises	7%	▲ 2
11	Personal development for self and team	7%	▼ 1
12	Developing a business case for more resources	5%	▼ 1

What are the internal communication priorities for 2024 in your organization? (Multi-select n = 1,517)



Gallagher view

Jill Spielberger, Principal Market Leader

It’s not surprising to see ‘enhancing leadership visibility’ as a priority for 2024. Leaders create the vision that can ultimately inspire and connect with employees. With ‘engaging teams around purpose, strategy and values’ the top priority for communicators in the year ahead — and the most-communicated topic in 2023 — the role leaders play in modeling organizational values while showing up for their employees authentically has never been more important. It’s crucial that leaders are seen as real, empathetic, and responsive in order to drive trust, and in turn, increase employee engagement and retention.

Communicator view



Maintaining — or rebuilding — trust in leadership, in-person or physical communication channels, and employee engagement [are challenges] as employees are required to return to the office full-time or in hybrid roles. We will need to combat resistance, grumpy attitudes, sabotage, awkwardness, and a host of other issues that will arise from the change in flexibility, work-life balance, and in-office people dynamics.

Setting the scene

Barriers

2024 barriers to success

We asked respondents what they thought would stand in their way in 2024 — they could choose three (unranked) barriers.

Rank	Barriers to success for 2024	Percentage of respondents	Year-to-year index
1	Lack of time / capacity in my team	35%	— no change
2	Disengaged employees	32%	— no change
3	Lack of budget / financial resources	25%	— no change
4	Internal technology / channels not fit for purpose	24%	— no change
5	Lack of analytics / measurement	19%	— no change
6	Volume of communication too high	19%	▲ 2
7	Poor people manager communication skills	18%	▼ 1
8	Lack of clear direction from the top	17%	— no change
9	Non-wired / deskless employees	14%	▲ 3
10	Lack of advance notice given for organizational announcements	13%	▼ 1
11	Lack of support from senior leaders	13%	▼ 1
12	Hybrid working / remote employees	10%	▼ 1
13	Lack of involvement in decision-making	10%	— no change
14	Too many internal communication channels	7%	— no change
15	Lack of structure / organization in my team	5%	▲ 2
16	Lack of distinct internal brand	5%	— no change
17	Lack of skills / experience in my team	5%	▼ 2

What are the barriers to success for 2024? (Multi-select n = 1,517)



Communicator view



Staff are disengaged, burnt out and have no capacity for information, so it is really hard to get your message across and absorbed.



Chapter 1: Delivering business outcomes

How much strategic influence do communicators have — or rather — how much will businesses allow?

To offer value for businesses, communicators need to think strategically. But are their organizations allowing it? We look at the topics being communicated, how communicators are being involved in change, and the difference that a strategic approach can make to employees.

Three years on from the worst of the pandemic and communicators are questioning their 'seat at the table'. Many told us they lack buy-in and recognition from senior leadership, and are not granted the foresight to plan properly for change. We set out to determine, topic-by-topic, just what strategic power communicators have with which to influence within their business. Our analysis identified possible links between having a strategic approach and better employee understanding — which can only benefit the business' bottom line.

Delivering business outcomes

Topics and understanding

Most-communicated topics

We asked communicators to share the three topics they'd communicated about most in 2023.

Strategy, vision and purpose took the top spot again, closely followed by two new entries. Change, integration and M&A activity debuted in second place followed by business performance. Despite these results, only **36%** of respondents said employees had a good or excellent understanding of the former, while **47%** cited the same for business performance.

Diversity, equity and inclusion dropped from second to fifth compared to last year — yet with two new entries to the index, we can hold off drawing firm conclusions.

Finally, health and safety was cited as the best understood topic (**75%**) in 2023.

Rank	Most-communicated topics	Percentage of respondents	Year-to-year index	Employee understanding
1	Strategy, vision, purpose	40%	— no change	55%
2	Change activity	27%	* new entry	36%
3	Business performance	26%	* new entry	47%
4	Values, behaviors, culture	25%	▼ 1	63%
5	DE&I	24%	▼ 3	65%
6	Employee recognition	22%	— no change	66%
7	Reward & benefits	21%	▼ 2	49%
8	Ways of working	18%	▲ 1	40%
9	Wellbeing	17%	▼ 5	64%
10	Health & safety	13%	▼ 3	75%
11	Customer experience	11%	▼ 3	59%
12	Sustainability	11%	— no change	52%
13	External news	8%	* new entry	60%
14	New technology	8%	▼ 4	35%
15	Career development	7%	▼ 2	54%
16	Regulations & compliance	6%	▼ 5	42%

'What has your organization communicated about most this year?' compared to 'Employee understanding (good/excellent)' of the same topics (Multi-select n = 1,480)

Communicator view



[My biggest current challenge is] expectation versus capacity. Everyone wants to communicate, and their 'thing' is the most important. Employees only have a certain amount of headspace to take things in — so balancing what we have to say and what we think people will take in is difficult.

Communicator view



[Currently my biggest challenge is] communicating about world events. There is a lot of tension in the world right now, and I don't feel great about addressing it — but also don't feel great about not addressing it.

Delivering business outcomes

Strategic, supporting or advisory

There has been much talk of internal communicators gaining a 'seat at the table' since the pandemic — but to what extent is this true?

This year's State of the Sector set out to discover whether comms professionals are **'strategic'**, **'advisory'** or **'supporting'** when it comes to deciding how to communicate, their contribution to content creation, and their influence in where communications are shared — topic by topic.

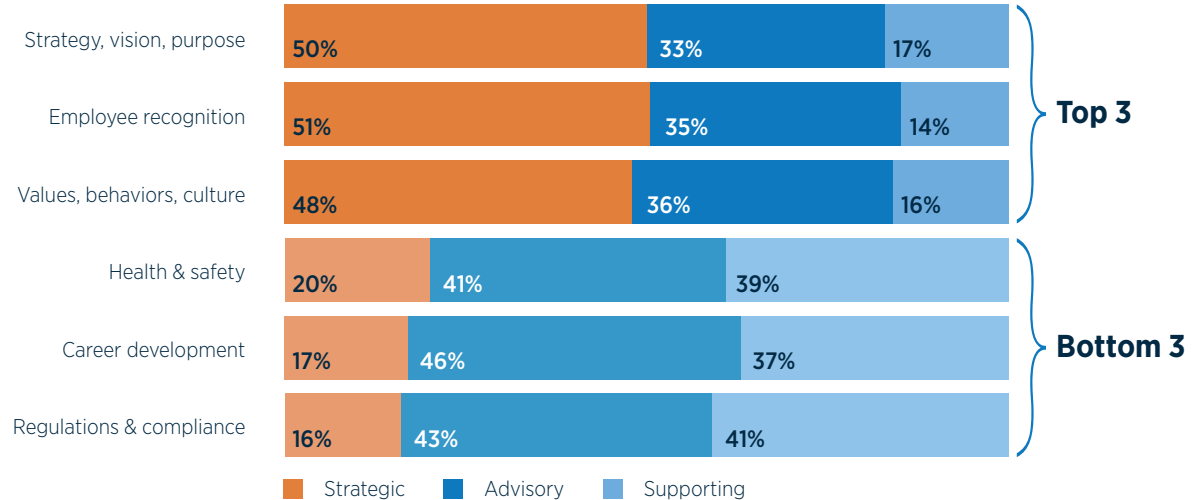
The following charts illustrate how communication teams **operate**, **contribute**, and **influence** across each of the topics communicated in 2023.

We asked communicators to share their greatest current challenges in their own words.

In addition to asking respondents about their strategic, supporting or advisory approach for each topic, we looked at supporting anecdotal evidence in their open text responses.

Around **27%** of comments spoke to lack of leadership buy-in, businesses not recognizing the value and importance of communications, being left out of decision making and not being seen as strategic.

Lack of perceived value was evidenced by **23%** of commenters who cited lack of business investment needed in time, resources and headcount.



At what level (strategic vs advisory vs supporting) do you **operate** when it comes to choosing how to communicate across topics? (n = 1,324)

Gallagher view



Chris Andrew, Consulting Lead

The employee value proposition (EVP) is shorthand for the deal — what employees get and what's expected of them. Think all things experience-related, such as behavioral norms, culture, pay and benefits, development opportunities and ways of working. While communicators are doing reasonably well in helping employees understand values, behaviors and culture, a cause for concern arises around areas such as benefits, rewards and compensation — with less than half of employees cited as having a decent understanding of these topics.

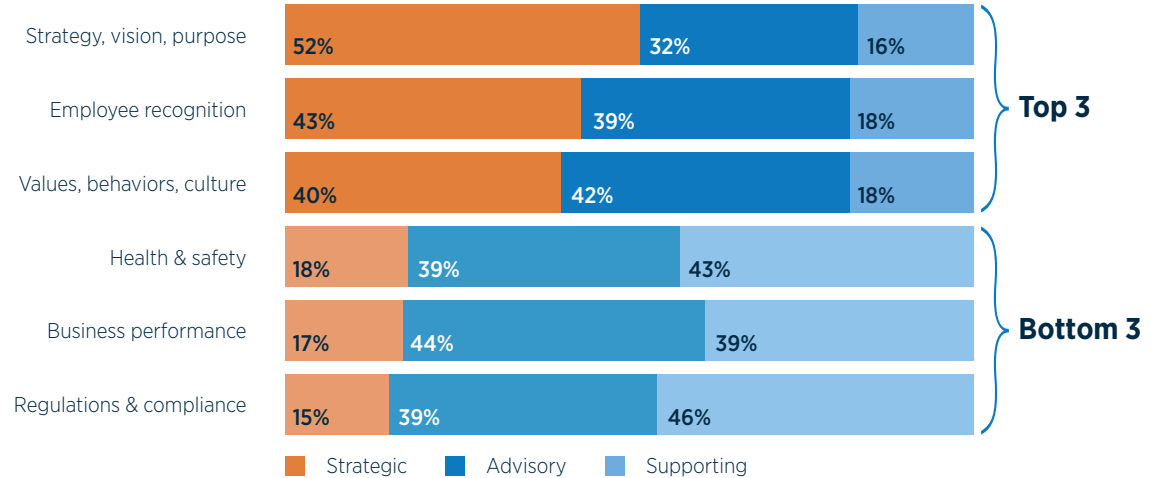
Ownership of the EVP often sits with HR, yet embedding it within many organizations sits firmly within the communicator's responsibility. With only 31% of respondents saying their EVP is documented, we have to ask, is it time for greater collaboration between HR and internal comms? After all, employees don't differentiate between these different aspects; they all form part of their overall employee experience.

Strategic, supporting or advisory

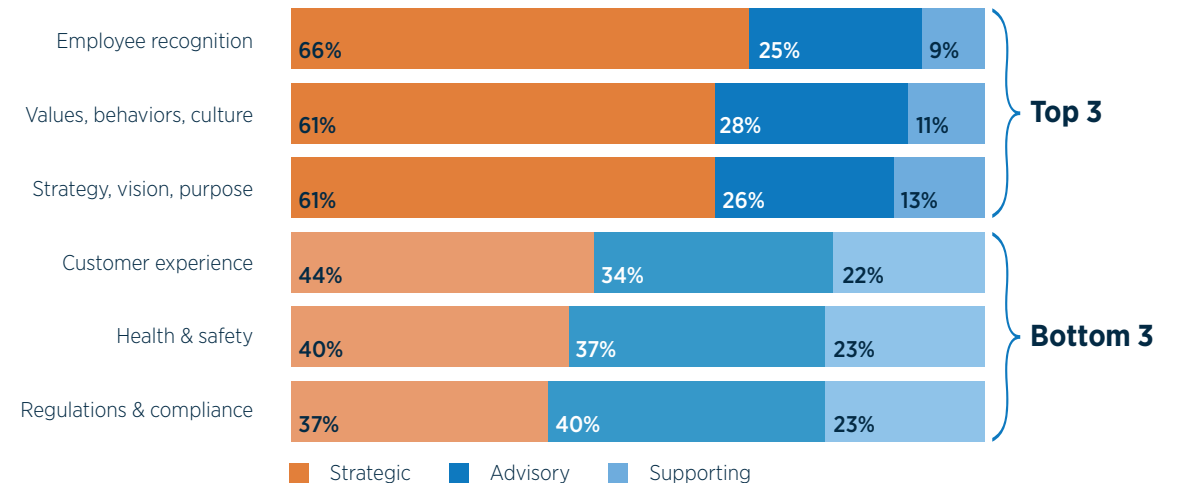
Are communicators thinking like business leaders?

The results are mixed. When it comes to values, strategic vision and employee recognition, communicators clearly play a pivotal role in fostering and maintaining a cohesive organizational culture. Yet there is less strategic involvement from communicators when it comes to HR and operational areas, such as embedding new regulations, career paths and ways of working.

Crucially, strategic communicators are more likely to use measurement data to support their campaigns than those in advisory or supporting roles. So what are the benefits? The results indicate that employee and broader organizational understanding improves when communicators take a more strategic approach.



At what level (strategic vs advisory vs supporting) do you **contribute** when it comes to creating content about different topics? (n = 1,230)



What **influence** (strategic vs advisory vs supporting) do you have when it comes to deciding where to communicate about different topics? (n = 1,135)

Communicator view



[There are] two worlds of internal comms staff — those very basic in skills who focus on content and deteriorate the understanding and respect for the IC position in the company, and those very strategic thinking experts who focus on high level topics.

Communicator view



Having a small team [means] always needing to advise others rather than being strategic and creating the messages.

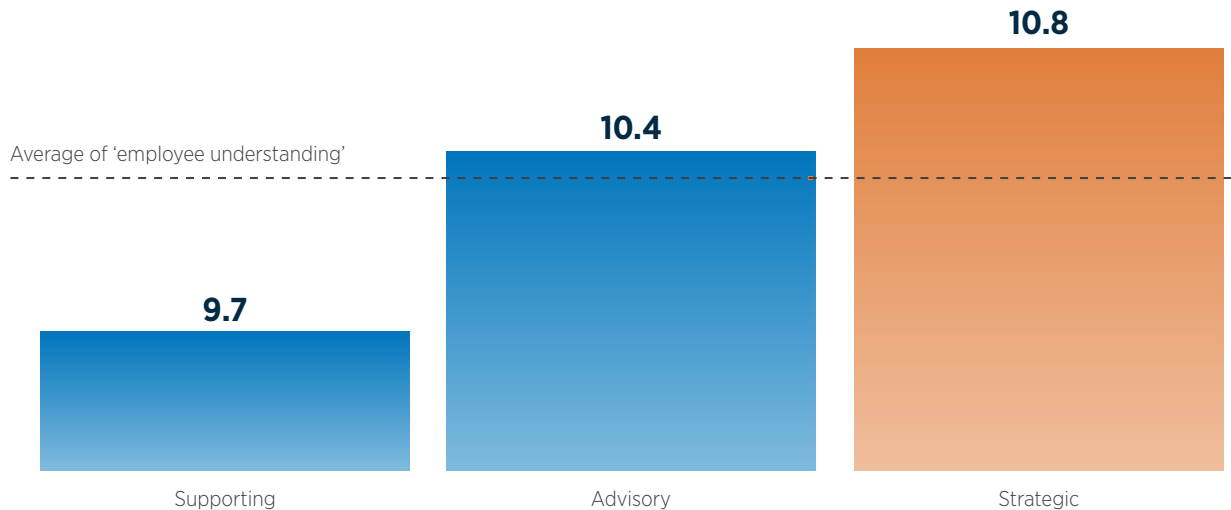
Delivering business outcomes

The business case for strategic communication

We wanted to find out what difference it makes to an organization and its employees when communicators achieve leadership buy-in. Just what do strategic communicators do differently toward delivering business outcomes?

Influencing employee understanding

We found that when communicators are **strategic**, employee understanding improves. The topics where communicators stated they had a 'strategic' role were more likely to be understood by employees at a 'good' or 'excellent' level when compared to topics communicated at an advisory or supporting level.



Relationship between being strategic and employee understanding (maximum understanding rating: 15, n = 1,269 P = .012)

Having strategic communication documents in place also improved employee understanding

Gallagher view



Sharn Kleiss, Strategy Partner: Employee Experience & Insights

Strategic communicators align their actions with the bigger picture and understand the impact of communications on the wider business. They see beyond the day-to-day and connect the dots between initiatives, departments and targets — taking opportunities to leverage those connections.

Strategic communicators set objectives, plan ahead and reflect on their progress along the way. They're careful not to focus purely on quantitative data, understanding instead the nuance gleaned from speaking to people.

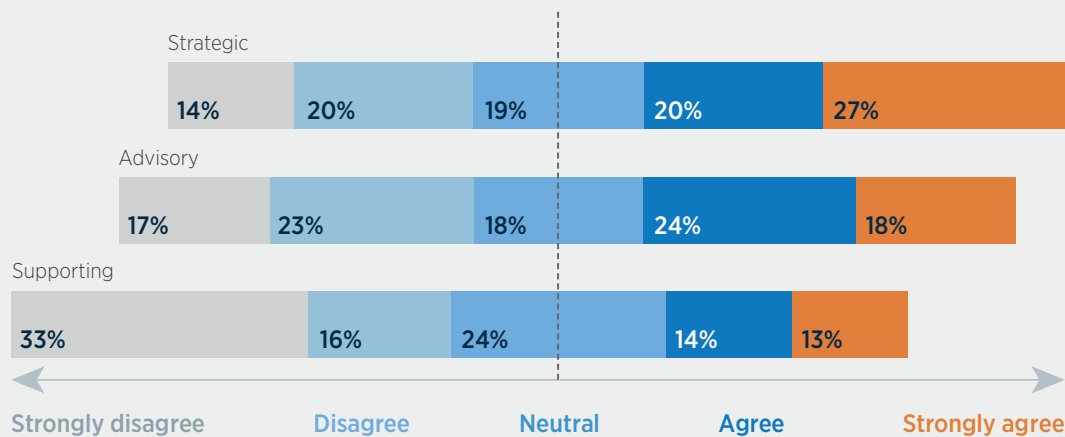
Most of all, strategic communicators remain flexible enough to pivot when their plans take an unexpected turn.

Delivering business outcomes

The business case for strategic communication

Appropriate measurement data influences leadership and builds trust

Communicators are more likely to use their measurement data effectively when they're strategic. Communicators who used measurement insights as evidence of value, or to prove ROI to leaders were much more influential.



Relationship between being strategic, and influencing leadership when using measurement. Responses to 'Using measurement to provide evidence of value or show ROI.' (n = 938 P<.001)

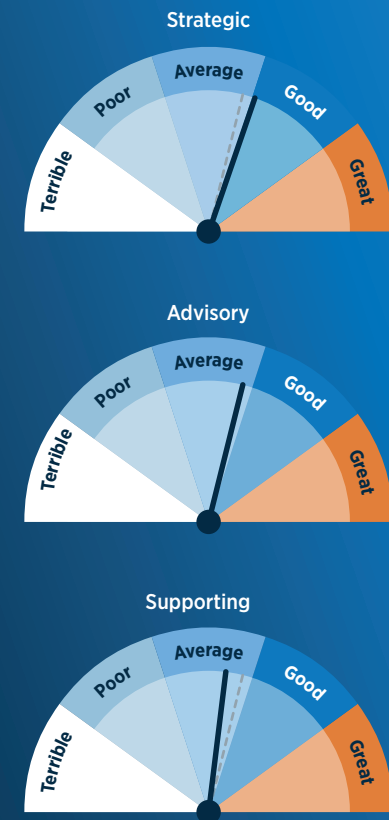
- 47%** of strategic communicators are using measurement to influence leadership
- Manager performance ratings were higher when communicators were 'strategic'
- Communicators within smaller organizations were most strategic

Good for business, good for communicators

Our data suggested that being more strategic leads to a stronger sense of purpose, fulfillment and control — all of which contribute to a higher sense of wellbeing.

- Strategic communicators reported higher wellbeing than their advisory and supporting peers.
- Those respondents in more supporting or advisory roles cited lower than average wellbeing (3.01).

Wellbeing by comms role type



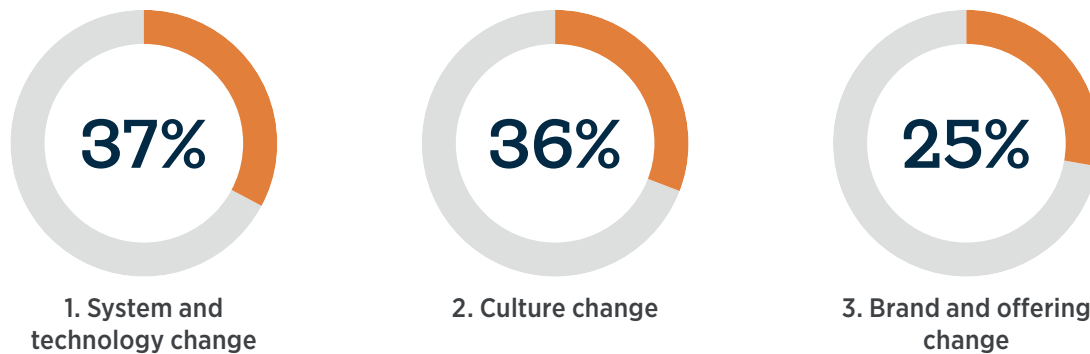
--- Overall average wellbeing across all respondents

Delivering business outcomes

Managing change

The ability to be strategic is often predicated on planning ahead. We asked communicators what changes their organizations had planned for 2024, and what their role had been in deciding and managing it. With limited foresight, how are communicators navigating change?

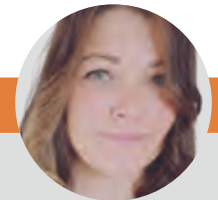
Top planned changes for 2024



What change programs does your organization have planned for 2024? (Multi-select, n = 1,096)

The top three changes expected for 2024 echoed last year's results. Despite being the second-most communicated topic in 2023, M&A activity was reportedly expected by only **13%** of communicators for 2024. That said, only **25%** of respondents were part of the team making decisions around change. Results told us that just over half of communicators (**51%**) are consulted about change after it's been decided, and then tasked with creating a strategy or plan to communicate it.

Communicators who report into Employee Experience and HR told us they have more say in change (**+10%**) than their internal and corporate comms-reporting colleagues (**-8%**). Those reporting into the C-suite were most likely to be a part of the decision-making process (**60%**).



Gallagher view

Gemma O'Hara, Director, Change Communication

Nine percent of respondents optimistically said they had no changes planned for 2024 — meaning nine out of ten communicators are expecting change, but only a quarter are involved with leadership in a planning capacity. It's perhaps no wonder then that only 42% of respondents have an overarching strategic plan for the year.

How can communicators plan for success if they can't see what's coming? With decreasing budgets and shrinking teams, maybe internal comms professionals are spread too thin to get ahead of change? As the comms function is ultimately responsible for engaging employees with transformation, perhaps it's time that senior leaders recognize the importance of involving communicators in change early in the process — particularly when it could make or break the business' transformation strategy.

Communicator view



Internal comms is not embedded in the decision-making process. We receive comms to push out after a decision is already made.



Chapter 2: Measuring comms impact

Can communicators balance employee voice with the business' demand for hard metrics?

To be truly accountable, communicators must measure the impact of their efforts. Beyond opens and clicks, how are communicators balancing hard data with employee listening to deliver a balanced picture to leadership?

This year's results uncovered a symbiotic relationship between strategic thinking and measuring impact. Strategic success seems to be supported by measurement, which we found to be more robust in frequency, type of metrics gathered and use of findings this year. In addition to this improvement, a huge majority of respondents still wanted to measure more frequently and comprehensively, but time and technology were holding them back.

Measuring comms impact

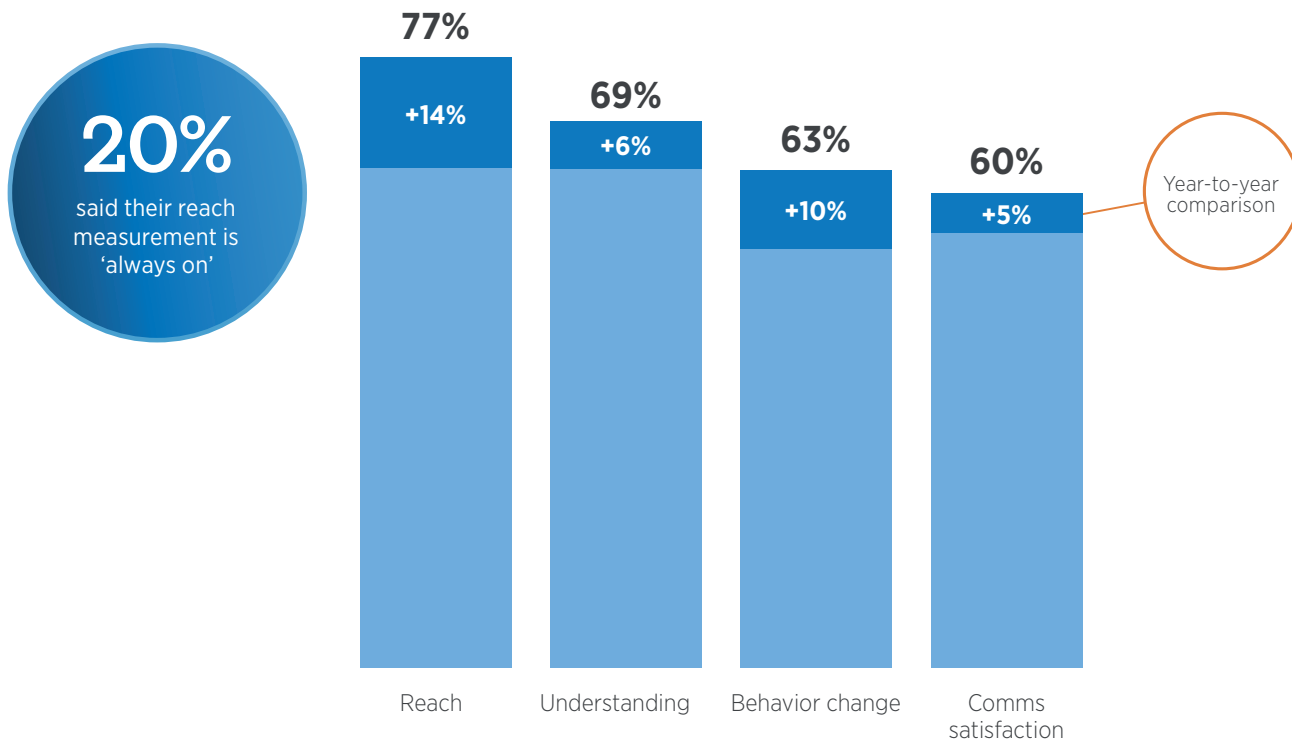
Impact measurement

Communicators are getting better at measuring their impact

We're pleased to see that data collection has increased across all metrics in the past year — from reach to understanding, outcomes and satisfaction. Communicators are also measuring more often. This bodes well as we see robust measurement go hand-in-hand with a strategic approach, helping to deliver on business outcomes.

Year-to-year we've seen an increase of more than **20%** in respondents using measurement data to tailor content and build the business case for additional investment.

Furthermore, this year's data has confirmed that 'strategic' communicators are better at measuring — focusing more on outcome metrics like behavior change, instead of outputs, such as reach metrics.



Respondents who selected "Always" for how often they measure across aspects of communications. (n = 979)



Gallagher view

Vinny Foreman, Strategy Partner: Behavior & Insights

When it comes to measurement, forget benchmarking — baselining is the way forward. No two organizations are the same when you start to consider culture, size, and deskless population. Our best advice is to measure what you can, and what's relevant. Be specific and intentional identifying progress and improvement against prior performance. While State of the Sector is full of data that can be benchmarked, no one knows your organization better than you do.

With three quarters of respondents indicating that employee engagement is a metric for success, it can be challenging to set practical measures that ultimately drive overall engagement — especially when we know there are so many factors beyond the grasp of the communication team's responsibility.

A clear line of sight from strategic direction to individual tactics is crucial. The strategy-to-execution gap is very real, hitting the bottom line through direct costs and performance. The more specific and discrete we are with outlining intended behavior and outcomes, the more straight forward our measurement becomes.

With simplicity comes regular, better-informed data points that confidently impact decisions and wider initiatives.

Measuring comms impact

Impact measurement

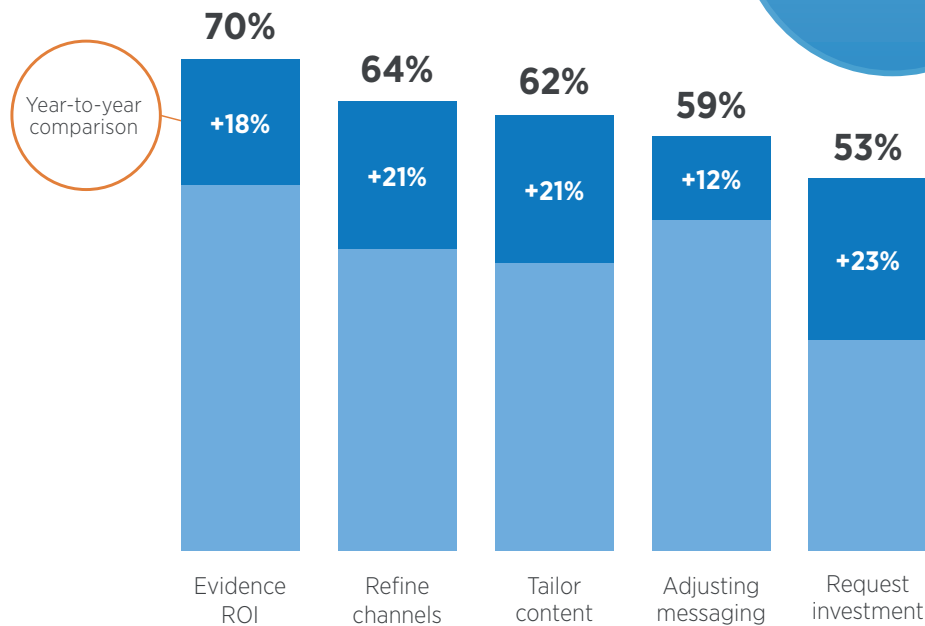
How communicators use measurement data

A growing eagerness to prove ROI is driving demand for measurement, with **84%** of respondents wanting to measure more despite lack of time and resources (the number one barrier to measurement).

While the top five challenges to measurement remained the same as last year, benchmarking data dropped two spots — with technology frustrations climbing. Lack of metrics came in second and lack of tools to collate and analyze came in third.

With the proliferation of new communication tools and platforms featuring sophisticated measurement capabilities, we would hope to see these resolve and drop off over the next few years as new technology is adopted.

84%
said they want to measure more often or comprehensively



Within your organization what do you use measurement data for? (n = 976)

Top 5 measurement challenges

- 1 58%** Lack of time and resources
- 2 41%** Technology: Lack of metrics
- 3 38%** Technology: Lack of collation and analysis tools
- 4 37%** Lack of benchmarking data
- 5 35%** Lack of clear communication objectives and business targets

What are the main challenges you face in measuring your impact? (n = 979)

Communicator view

Data at our organization is centralized, so obtaining any data or analytics is difficult — making it hard to be effective as well as to make the case for the value we deliver.

Measuring comms impact

Employee listening

How are communicators balancing quantitative and qualitative feedback?

We asked respondents about employee feedback — which channels they were using to capture it, how easy their organization made it for employees to give feedback and how willing employees were to share it.

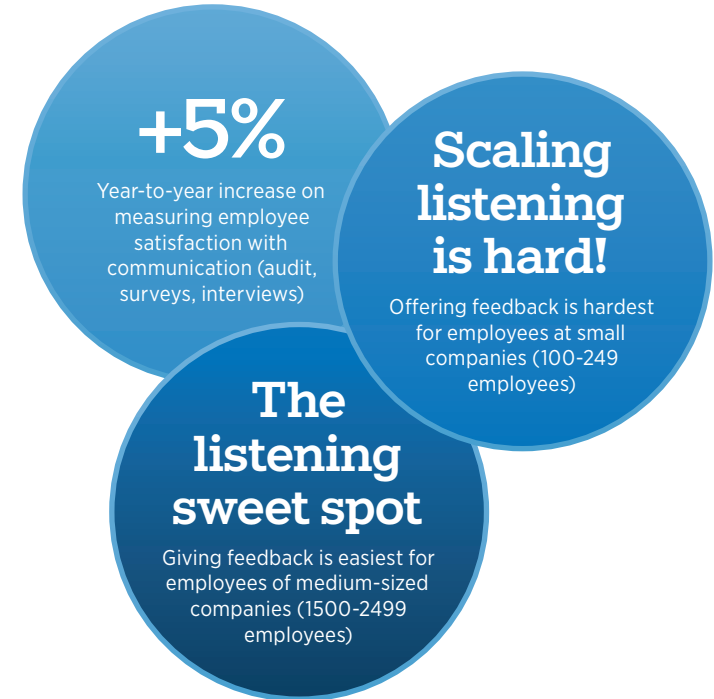
'Unofficial' listening channels took a drop this year, with people manager feedback and interviews decreasing despite being reasonably effective. Email has also dropped down the ranks with only half of communicators feeling it to be effective.

Listening sessions, focus groups, champion networks and employee resource groups have picked up the deficit a little, which suggests the nuance of qualitative data has not been lost in favor of hard metrics.

In particular, there was a large jump in live Q&A sessions (+10%) and post-event feedback (+15%). While the former suggests a move towards leader authenticity (and prioritizing leadership visibility), the latter could indicate increased formalization of events as a measurable communications channel.

Rank	Listening Channel	Usage	Year-to-year change	Perceived effectiveness
1	Engagement survey	75%	+6%	79%
2	Post-event feedback	54%	+15%	63%
3	Live Q&A	52%	+10%	79%
4	Email	48%	-7%	52%
5	Pulse surveys	47%	+4%	75%
6	People manager feedback	45%	-6%	72%
7	Individual interviews	41%	-5%	72%
8	Listening sessions	40%	+3%	85%
9	Leader sessions	34%	-2%	82%
10	Employee resource groups	26%	+3%	70%
11	Champion network	22%	+4%	67%
12	Social channels	22%	— no change	53%
13	Employee councils / trade unions	16%	-3%	70%
14	Employee Assistance Programs	9%	-7%	45%
15	Suggestions schemes	8%	+1%	55%
16	Independent audit	8%	* new entry	81%

Effectiveness (“highly effective” / “effective”) vs Usage of employee listening channels (n = 980)



Gallagher view



Gary Moss, Director, Internal Communication

External audits are new to this year's listening list. Deemed the most effective listening channel, they were actually the least used methodology. Years of conducting audits have shown us how invaluable they can be — one client even described their audit as 'gold dust' in resetting their internal comms approach. It allowed them to have a completely different conversation with leadership — one that furthered their internal comms transformation strategy.



Chapter 3: Leveraging technology

Is technology helping or harming the communicator's cause?

Platforms and apps; channels and Artificial Intelligence — with so much tech available, how are communicators cutting through the digital noise to ensure they're reaching employees effectively? We look at what they're using and what's driving change in this space.

With an ever-increasing number of tools and platforms, you might think communicators are spoiled for choice. But leveraging technology is still a challenge, with many crippling under the sheer volume of communication. There's hope that personalization and automation will be tech game-changers, while one in three respondents expressed dissatisfaction with their channel mix, and a similar proportion added a channel this past year. With the addition of generative AI as a resource, it's up to communicators to decide whether it comes as an asset or a threat.

Leveraging technology

Artificial Intelligence usage

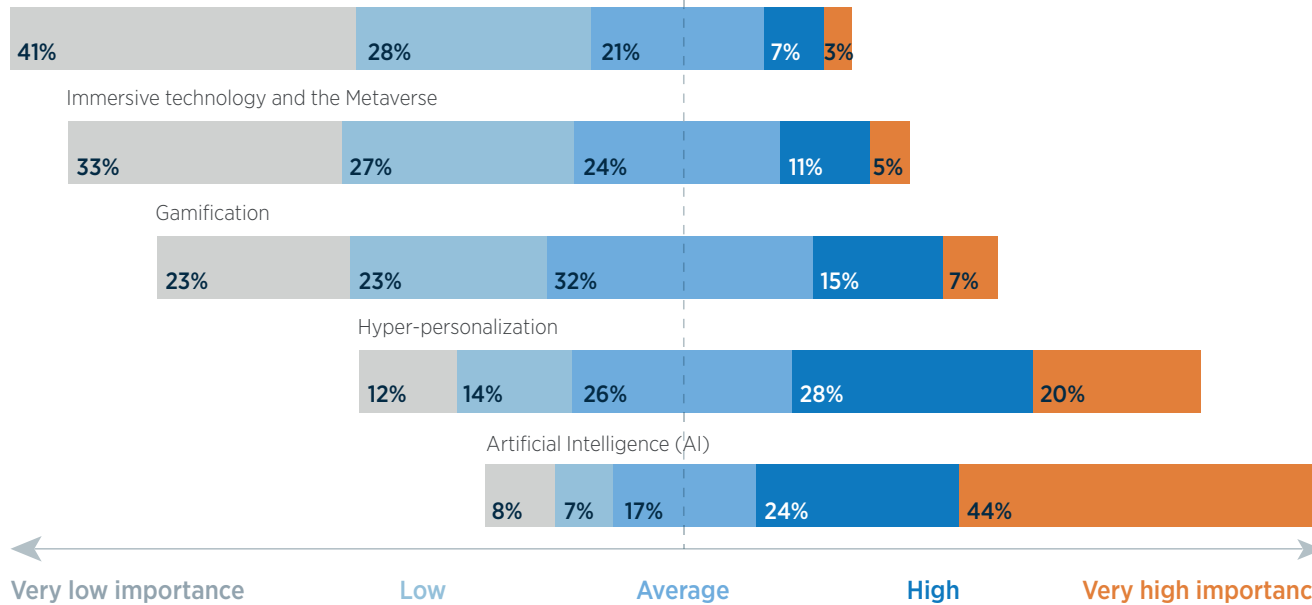
Generative AI hit the headlines with the launch of ChatGPT soon after the 2022/23 survey closed. We wanted to find out how communicators are using AI, and what impact they believe it will have on their role and the field of communication.

Shift in focus

We've since seen a sweeping change in what digital activities respondents view as impactful. Last year, hyper-personalization rose to prominence at 55% while only 40% of respondents said AI would be impactful. Now, 68% believe AI will have an impact in the next five years, which is a very different story from last year.

5-year outlook: Impact of technology

Augmented Reality (AR)



How impactful do you believe technology will be for internal communication over the next five years? (n = 1,069)

Communicator view



I expect generative AI to become a robust tool in internal communications in ways we can't even see yet. The shift is already happening from, 'I'm afraid it will take my job,' to, 'how can this make my job easier and better?' Internal communications people have so little time and so few resources, I expect they will bend AI to their will.

Leveraging technology

Artificial Intelligence usage

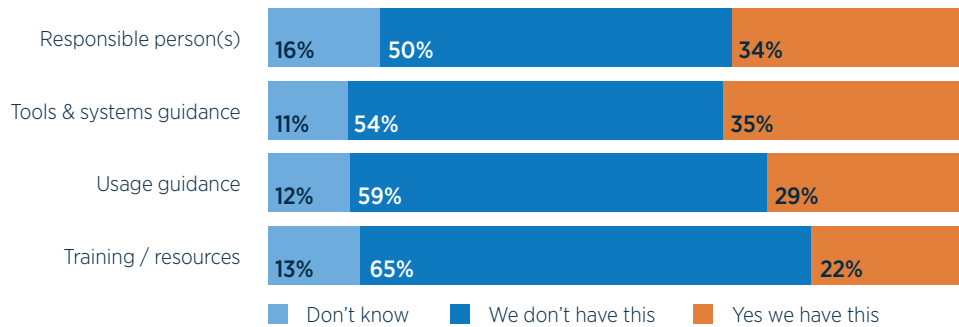
Organizational preparedness

Only **29%** of respondents told us their organizations have guidance on when, where and / or how to use Artificial Intelligence. Around **one in five** said their organization provided AI training or resources.

It's more concerning to see that **13%** of respondents didn't even know if their organization was using AI, while **16%** didn't know if there was a dedicated group or individual with responsibility for AI within their business — and **half** told us they didn't have anyone in charge of AI at all.

Some organizations are developing their own AI solutions, and those companies tend to have better governance and oversight than others.

What do organizations have in place to equip them for AI?



Concerning AI, which of the following are in place more generally in your organization? (n = 1,069)

Who's using Artificial Intelligence and how?

Across the board, **60%** of respondents indicate they are using AI whether experimenting or developing their own solutions.

Creators: those in Marketing functions were using it to create communications (**40%** vs **22%** average).

Pioneers: respondents outside of HR were five times more likely to be 'developing their own solutions'.

Leaders: technology and healthcare industries were experimenting with and using AI the most.

In the dark: one in three respondents from HR, Operations, and Employee Experience functions reported not knowing any plans for AI.

Experimentation seems key to unlocking the benefits of AI, but communicators still tend to be unsure of how to make the most of the new technology. Combined with a lack of oversight and direction, this can make for a dangerous situation where new tools are implemented in ways that could negatively impact the safety, quality, and accuracy of communications.

1 in 3

are experimenting with AI

1 in 5

are using AI to create communications

4 in 10

don't use generative AI

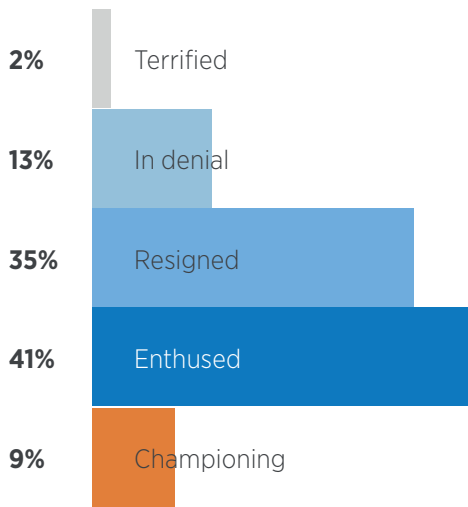
1 in 10

are unsure of plans for AI

Leveraging technology

AI: Attitudes and perceptions

How do communicators currently feel about Artificial Intelligence?



Negative sentiment

- Those not using or unsure if their organization is using AI demonstrate a negative outlook towards its impact and potential.
- Of those not using or planning to use AI, **92%** cited feelings of resignation, terror and denial — **26%** more than the average.
- Companies and senior leaders are perceived to have a less positive outlook than comms teams or individuals — **11%** more reported denial and **+6%** fear.

Positive sentiment

- Those using AI are the most positive about its potential — neutrality (uncertainty) reduces with usage or plans for usage.
- Those already experimenting with AI demonstrate marginally increased positivity at **55%** vs **45%**.
- When it comes to seeing the potential for reducing workloads, people using AI are ahead of those experimenting or developing their own.

As a function that's cited 'lack of resources' as a top challenge year-to-year, this year's survey responses suggested that communicators are excited about the efficiencies they can build into their roles with the help of generative AI and tools like ChatGPT. However, without resources to enable proper oversight, generative AI could easily create more work than it removes. Then again, those who are using or experimenting with AI are seeing the benefits and are more positive overall about the value it can bring. That's not to say AI will assume the role of communicating to employees, more that it can take on the high-effort, low-reward tasks.

Amongst respondents using AI, there remains a large group who aren't enthused. This could be because AI has become something of a buzzword for selling a variety of (questionably effective) tools — meaning this negative sentiment may increase. While AI will drive efficiencies and unlock innovative ways to communicate, the focus needs to be on getting the basics right. Respondents foresee personalization and automation serving the right information to the right people at the right time in the next five years with advances in technology supporting this.

How is your business using Generative AI? (n = 1,069)

13%

of respondents don't know if their company is using generative AI

5%

are developing their own AI solutions

3x

more likely for communicators that are currently using AI to believe it will reduce workloads compared to the average



Gallagher view

Drew Munn, Strategy Partner: Future of Work

Want to be less afraid of AI? Experiment! Communicators who use AI are more positive about its potential. Respondents tend to agree that AI is going to change comms — yet only a few are reaping rewards and recognizing its true value. The key to successful experimentation is knowledge, so seek out training opportunities to learn more about how AI might work for you, and what you can do to get the most out of it. Make sure you implement feedback mechanisms to see how well your experiments work, and don't be afraid to go back to a more manual process if it produces better results.

Leveraging technology

Channel usage and effectiveness

What's trending in channels?

As the number of available platforms and mediums proliferates, each year we benchmark channel usage and effectiveness to determine how communicators are making the most of technology to broadcast, collaborate and offer employees self-service options.

Trends

- Face-to-face and web calls dominated in the effectiveness stakes — which suggests that using real-time delivery channels is the best way to broadcast.
- A large proportion of respondents didn't know if chatbots (**26%**) or podcasts (**19%**) were effective as self-service channels — despite increased usage year-to-year.
- Informal collaboration tools were rated the best — from chat tools to text messages, one-to-ones, informal get-togethers and brown bag sessions.

Significant usage changes in 2023

- **Broadcast:** video went up (**+7%**) where letters / posted materials went down (**-7%**).
- **Collaboration and interpersonal channels:** an **8%** increase in usage of employee resource groups.
- **Self-service:** a **9%** surge in intranet usage.
- **Self-service:** we saw a huge swing from portals (**-46%**) to apps (**+48%**). Are portals on their way out or are they now just available on mobile?



Gallagher view

Samantha Healey, Consulting Lead

A channel framework is a must. It allows you to establish the purpose and audience of each of your channels so you can utilize them accordingly and increase efficiency across the board — evidenced by the fact that emails are 8% more effective for respondents who have a channel framework. What's more, respondents with a channel framework cited 10% higher channel satisfaction than the average, plus they measured their impact more comprehensively.

Are we taking advantage of effective channels?

Broadcast channels	Effectiveness	Usage	Difference
Digital signage	72%	48%	
Email	89%	92%	
E-newsletter	87%	71%	
Employee magazine	87%	15%	
Posters & banners	77%	44%	
All-employee live event	97%	78%	
Leader live event	98%	63%	
Letters	81%	15%	
Text message	92%	15%	
Video	85%	59%	
All-employee conference call	96%	53%	
Leader conference call	97%	50%	

Collaboration channels	Effectiveness	Usage	Difference
Comms champions	82%	30%	
Employee forum	88%	34%	
Employee resource groups	88%	51%	
Enterprise chat tools	95%	70%	
Enterprise social networks	71%	36%	
Social events	97%	63%	
Lunch & Learns	71%	52%	
Messaging apps	97%	18%	
Manager one-to-ones	97%	65%	
Recognition platforms	87%	32%	
Manager team meetings	97%	81%	

Self-service channels	Effectiveness	Usage	Difference
Chatbot	71%	10%	
Portal	83%	24%	
App	86%	73%	
Extranet	83%	5%	
Intranet	69%	84%	
Podcast	58%	15%	

Comparing effectiveness with usage of channels across three areas: Broadcast (n = 1,006), Self-service (n = 1,000), and Collaboration (n = 990).

Leveraging technology

Channel change and satisfaction

With more channels available than ever before, what's driving channel change?

Channels are always a hot topic for State of the Sector. For communicators, getting the channel mix right enables them to reach all employees and ultimately makes the job easier. We looked at what's influencing decision-making when it comes to the channel mix — whether that's adding, removing or replacing channels. We also asked respondents to rank their satisfaction drivers and crunched the numbers to determine what other factors have an influence on satisfaction.

- One third of those who added a channel did so to better meet business needs while fewer (one quarter) did so because of employee feedback.
- System change was the top reason to replace a channel (**30%**).
- While only **6%** of respondents had removed a channel, they cited employee feedback as the top reason for change.
- Cost was the lowest driver of satisfaction; **12%** of those removing channels did so due to cost reduction (**9%** above the average).

Increasing channel effectiveness and satisfaction

We've crunched the numbers to determine what makes a difference to your channel mix.

- Having a strategic role in the business increases effectiveness.
- Fewer deskless workers leads to higher effectiveness.
- Those with a channel framework were three times more satisfied with their channels (compared to those with no strategy documents).
- Those who asked employees about their preferences reported higher channel effectiveness (quarterly or more frequently saw the most increase).
- Utilizing audience profiles or personas increases effectiveness.

The four documents that increase channel satisfaction

- 1 Channel Framework** 52% (+12%)
- 2 EVP** 52% (+12%)
- 3 Comms Master Plan** 53% (+13%)
- 4 Overarching Comms Strategy** 52% (+12%)

What communication documents do you have in place?
Compared to satisfaction rating of "Very satisfied" / "Satisfied" (n=1,014)

1 in 3

are dissatisfied with their channel mix

1 in 3

added a channel this year

#1

driver of channel satisfaction was the **ability to meet employee needs**



Gallagher view

Howard Fry, Global Experience Director

While meeting employee needs was the top driver of channel satisfaction, meeting business needs was the top reason for a channel mix change. Communicators seem to be at the mercy of businesses with more than one in three respondents adding a channel this year, despite one in five citing 'volume of communication' as a top challenge. If, like the 7% who said they had 'too many internal channels', you want to remove a channel, the good news is that measurement is key. Those removing channels are more likely to be measuring their impact, and we've already established the correlation between measurement and strategic influence. And note that you're more likely to measure if you have a channel framework.



Chapter 4: Inspiring comms leaders

Should communicators take responsibility for the people manager ‘problem’?

As many businesses are still defining hybrid work and struggling to connect with deskless employees, we look at the role that people managers play in the communications mix. Just how responsible are communicators when it comes to inspiring communication leaders?

At a time when a growing population of deskless workers need well-resourced, capable and accountable managers more than ever, the majority of communicators were disappointed in their people managers’ communication skills. Where we found higher manager performance, we found evidence of increased employee understanding — so we ventured further to determine who within the organization was responsible for supporting managers, and if managers were held responsible for their communication skills. Our findings were twofold. Managers accountable for their own communications skills performed better in the eyes of communicators, and communicators were best positioned to supply managers with resources.

Inspiring comms leaders

Reliance on managers

Do people managers still have a role to play in communication?

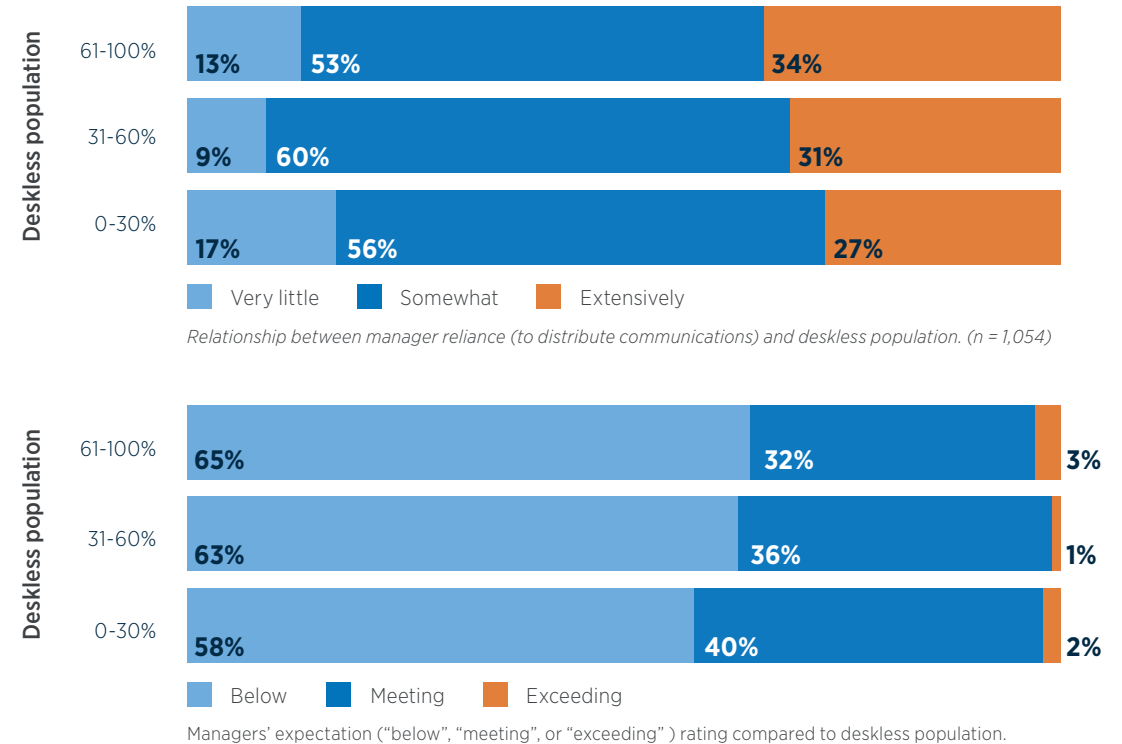
Last year, we asked to what extent communicators relied on people managers to support comms. This year we took it a step further to investigate which topics managers were relied upon most to communicate, and how well managers were meeting expectations. If people managers aren't acting as inspiring communicators for their teams, is there still a place for them as a communication conduit?

Survey data shows that as the proportion of deskless employees increases, we see correlating reliance on managers also increasing — but with managers less likely to meet expectations. With three in five respondents indicating that people managers are below expectations when it comes to communicating, does 2024 signal the start of a shift away from communicating through people managers?

The number of respondents who rely 'extensively' on people managers dropped by **5%** from last year. Reliance on managers as a listening channel has also dropped. What's more, this year's results showed a slight decline in those rating 'poor people manager skills' as a priority (**-2%**) and a barrier (**-2%**).

Then again, there is much to be gained from investing time and effort in people manager communications skills — especially if internal communication is held accountable for employee understanding rather than just reach. Data from the report revealed a positive correlation between manager effectiveness and employee understanding.

With hybrid working still a challenge for communicators, and organizations with higher numbers of deskless workers seeing higher reliance on managers for communications, it's all the more important for communicators to support people managers.



84%
say they rely on managers for communication to some degree

3 in 5
say manager communication is below expectations

When managers are better communicators, employees have better understanding

Reliance on managers

Topics where managers are most relied upon for communicating

- 1 **Strategy, vision and purpose**
- 2 **Values, behaviors and culture**
- 3 **Organizational change, integration or M&A activity***

*Area for concern: high manager reliance and low understanding. Only 36% of respondents said employees had excellent or good understanding of this topic — the second most-communicated topic this year.

Combining 'extensively relied upon' and / or 'relied on a little'

Topics where managers are most likely to be bypassed

- 1 **Employee recognition stories and awards**
- 2 **Business performance, finances and industry outlook**
- 3 **Diversity, equity and inclusion**
- 4 **Strategy, vision and purpose***
- 5 **Benefits and rewards**

*Strategy, vision and purpose as a communication topic was divisive. It topped the list for which managers are extensively relied upon, but also ranked in the top five where they're relied on the least, in favor of avoiding an intermediary.

Where managers are relied upon 'very little'.

Gallagher view



Chris Lee, VP

Are communicators finally taking the pressure off the long-beleaguered manager? Or are they giving up on people managers entirely? The rise in digital communication platforms may be the cause of this year's drop in manager reliance and prioritization — but when it comes to deskless workers, people managers have an important role to play. Especially when we consider that better manager communication means better employee understanding.

Communicator view



People managers lack accountability for being strong communicators, placing too much responsibility on central functions like communications, marketing or HR to 'do it for them', not realizing how much more effective they will be if they drive the dialogue with their teams more directly, and in a transparent and confident way.

Manager accountability

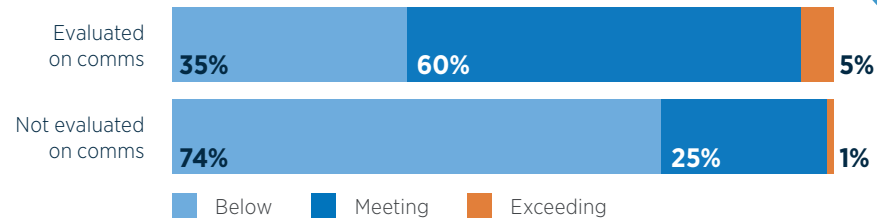
How can communicators inspire people manager performance?

Over the past few years, 'poor people manager communication skills' has consistently ranked as a challenge for survey respondents. With communicators also reporting a lack of time and resources, is improving people manager communication truly their responsibility? If so, what can they do to inspire managers to become communication leaders? More than that, do businesses value or expect these skills in managers?

What tools and resources are managers receiving?

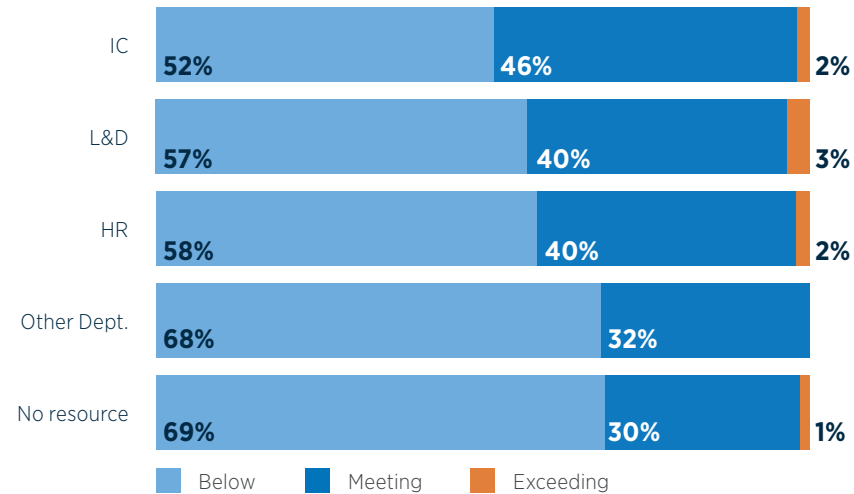
- 1 82% On-demand learning
- 2 74% Written / downloadable resources
- 3 67% Managers-only forum / channel
- 4 65% Communication training
- 5 63% One-to-one comms coaching / mentoring

What communication resources does your company provide to managers, and who is responsible for them? (n = 1,030)



Relationship on manager performance ("below", "meeting", or "exceeding" expectations) where they are evaluated on comms compared to not evaluated. (n = 823, P<.001)

Managers evaluated on communication are **2x more likely** to meet and exceed communicator expectations



Relationship between manager performance ("below", "meeting", or "exceeding" expectations) and from where resources are supplied. (n = 1,034, P = .042)

Managers were **more likely** to meet expectations when internal comms supplied them with resources (over HR, L&D or other departments)

Manager accountability

What does it take to get the best out of people managers?

Accountability

Managers who are evaluated on their ability to communicate — for example, as part of a performance management process — are more than twice as likely to meet and exceed communicator expectations.

But when more than half aren't evaluated in this arena, what can communicators do?

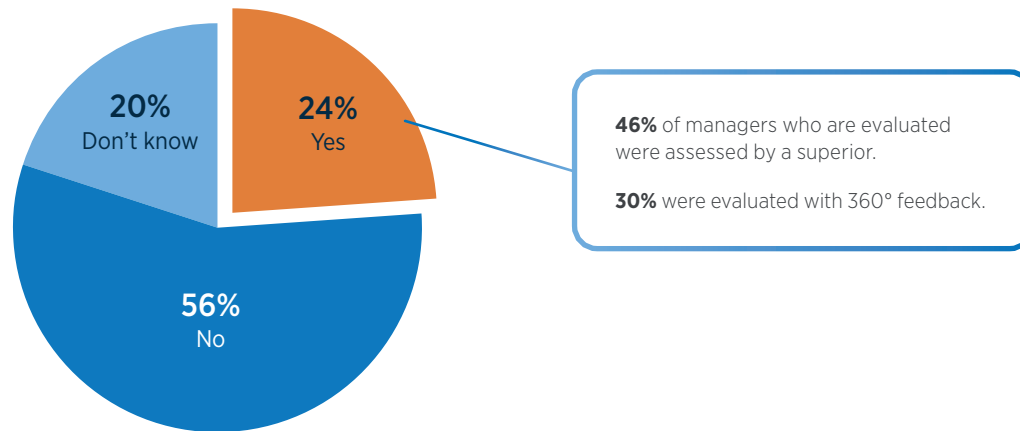
Provide resources

Managers were **5%** more likely to meet expectations when internal communication teams took responsibility for providing resources rather than HR or L&D — and **15%** more likely when compared to those not receiving any resources.

What's more, if the resource provided by internal comms comes in the form of on-demand learning, we see a **35%** increase in ability to meet expectations when compared to those managers receiving no resources at all.

Surprisingly, managers were more likely to be provided with resources if they were not evaluated on communications — perhaps compensating them for their lack of formal accountability?

Are managers accountable for communicating?



Are people managers evaluated on their ability to communicate as part of their job? (n = 1,054)



Gallagher view

Jan Burnham, Area VP

By providing managers with specific communications tools — such as how to have conversations about performance and pay, or talking points about organizational direction — we can improve managers' communications performance. However, evaluating managers on communications skills is not always fair — as employees often conflate the message with the messenger. Focusing on a communications solution is far more practical than overhauling a performance management system — and is within the reach of the comms function.

Communicator view



For us, [our biggest challenge] is the people manager piece. Getting the organization to understand the importance of investing in communications training for the layer below executives is hard.



Conclusion

Are communicators truly happy and fulfilled in their roles?

Reflecting on this year's findings, we've pulled together a list of key takeaways that — if applied — will make a real difference for communicators, their organizations and employee audiences. But beyond the action list, what's next for the people who represent the internal comms profession? With many communicators reporting stagnating or deteriorating wellbeing over the past year, we asked respondents what their jobs meant to them. While many are passionate about their role in comms, there was a large proportion who could see themselves happy elsewhere — which presents a risk to business if their needs are not met.

Conclusion

Key takeaways

Data from this year's report indicates that it's time to reconsider the role of the communicator — yet it can be hard to know what to prioritize. That's why we've done the preliminary work for you, leveraging the analysis and insight in this report to provide an actionable list for the year ahead.

Your 2024 action list:

01

Get clear on your function's purpose and success metrics

- Implement a measurement dashboard
- Stay on track by demonstrating ROI with leaders

02

Articulate your EVP

- Be consistent in communicating it

03

Develop an overarching comms strategy

- Create a master comms plan for the year
- Refine your channel framework

04

Understand employee communication preferences

- Run a communications audit
- Be sure to include focus groups and listening sessions

05

Push to be part of the change committee

- Collaborate with HR and exec teams to get ahead of the curve
- Get clear on what employees need to understand about change

06

Support and utilize managers

- Provide managers with on-demand tools and resources

07

Find out where your company stands on AI

- Start experimenting with AI tools (safely and with purpose!)

08

Look after your own wellbeing!

Conclusion

The outlook for communicators in 2024

Communicator job attitudes

Almost four years on from the start of the pandemic, the internal communications glow has well and truly faded — plus there's a growing divide between communicators who are seen as strategic and those who aren't.

As we reflected on the current state of play, we listened to communicators tell us about their challenges with dwindling employee attention spans (12%), lack of leadership buy-in and understanding of the profession (27%), and growing expectation across the business that internal comms be all things to all people — all while doing more with less (23%).

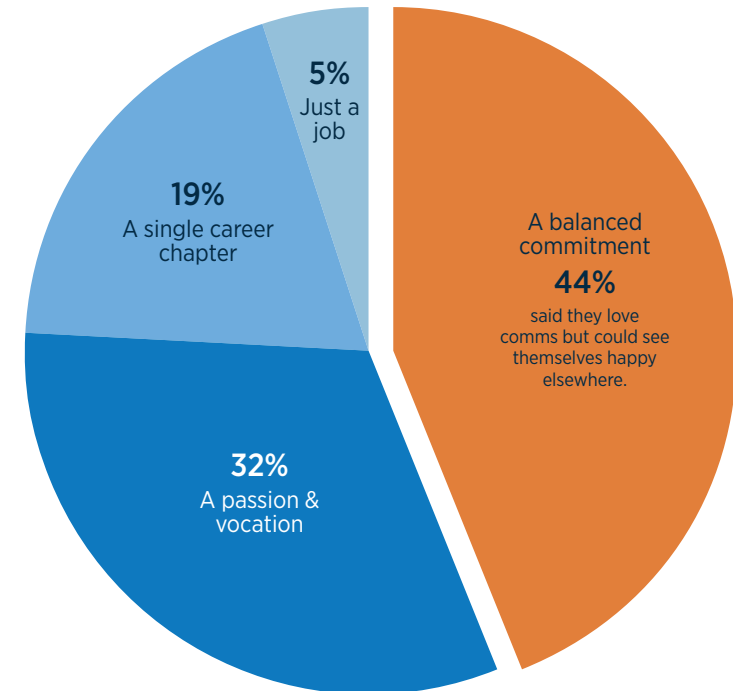
Right now, communicators are running on fumes while businesses are taking for granted the intrinsic motivation that propels the profession. One third of respondents said they were passionate about internal comms as a vocation and fulfilled by their role. They are engaged and persistent — and seemingly never tire.

Communicator view

We're at an inflection point. Either we'll start to catch up and enter the real world or we'll continue to wallow and keep carving messages in caves.



For me, working in internal communication is:



Current attitudes to working in internal communication. (n = 1,118)

Conclusion

Communicator wellbeing in 2023

Understandably, the wellbeing of respondents deteriorated more than improved against this backdrop — the majority saw their wellbeing hold steady, but is this sustainable?

The passionate percentage were slightly better off than their peers, reporting a small uptick in wellbeing from last year. Yet the flip side to this is burnout. Communicators who actively demonstrate their value see expectations and workload increase, making it more of a challenge to deliver consistent quality.

This year's data revealed that strategic communicators demonstrate better wellbeing than those with advisory or supporting roles. It also proved that freelancers and agency employees (in that order) saw higher wellbeing than in-house communicators.

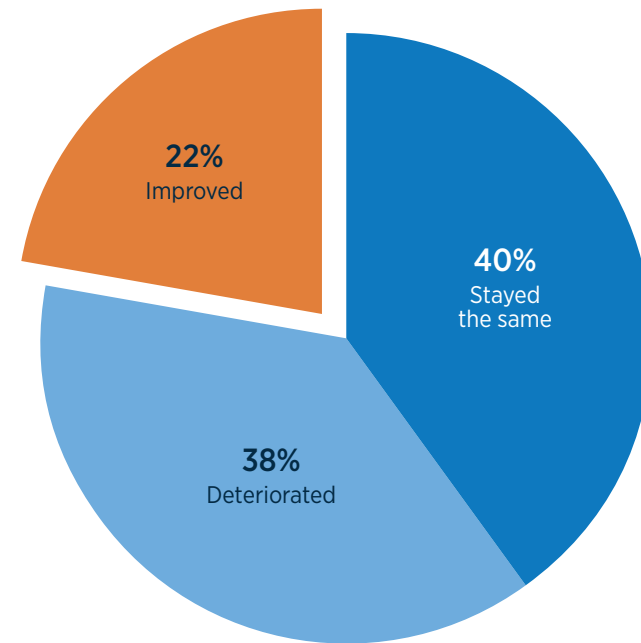


Gallagher view

Jon Hale, Global Client Director

Respondents told us their organizations didn't value communications as much as they'd hope. This was supported by data suggesting a lack of business investment in the function, with two thirds expecting a real-terms reduction in budget in 2024 (47% staying the same and 17% decreasing), and average team sizes stagnating or decreasing across the past year. But businesses be warned: the majority of respondents (44%) said they could see themselves happy in a role outside of communications. It's fair to say that communicators are a valuable asset given the skills they will have developed in everything from DEI to graphic design, social media, CSR and stakeholder management.

Over the last year, has your wellbeing at work improved or deteriorated?



Over the last year, has your wellbeing at work improved or deteriorated? (n = 1,155)

Communicator view

Every comms person I know is exhausted... and worried they will be swapped out for a cheaper resource because the value of our work is not recognized.



Conclusion

Budgets and team size

Canada CA\$	<20k	20-100k	100-300k	300-500k	500k+
Small	59%	35%	6%	0%	0%
Medium	57%	29%	14%	0%	0%
Large	33%	33%	17%	0%	17%
Very Large	100%	0%	0%	0%	0%
Enterprise	43%	29%	0%	14%	14%

USA US\$	<20k	20-100k	100-300k	300-500k	500k+
Small	67%	26%	6%	2%	0%
Medium	44%	28%	13%	13%	3%
Large	37%	26%	26%	5%	5%
Very Large	20%	20%	30%	10%	20%
Enterprise	34%	34%	17%	6%	9%

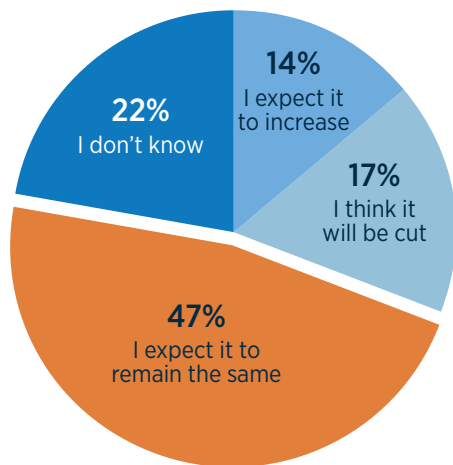
United Kingdom GBPE	<20k	20-100k	100-300k	300-500k	500k+
Small	47%	44%	9%	0%	0%
Medium	53%	44%	3%	0%	0%
Large	13%	45%	37%	3%	3%
Very Large	21%	25%	36%	7%	11%
Enterprise	26%	24%	30%	7%	13%

Europe EUR€	<20k	20-100k	100-300k	300-500k	500k+
Small	60%	20%	20%	0%	0%
Medium	33%	33%	22%	0%	11%
Large	45%	27%	18%	0%	9%
Very Large	0%	67%	33%	0%	0%
Enterprise	18%	41%	23%	5%	14%

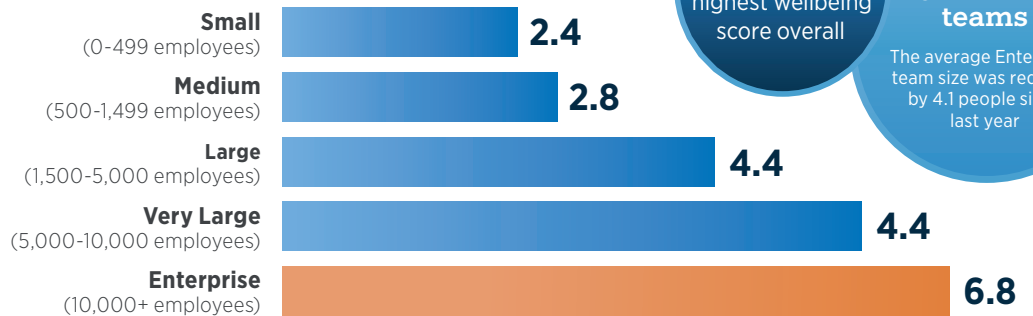
Top 3

Top 5

2024 Budget Outlook: Majority see stagnation



Team Size: Average dedicated communicators by organization size



The smallest teams have the highest wellbeing score overall

Shrinking teams
The average Enterprise team size was reduced by 4.1 people since last year



Conclusion

Meet our experts



Ben Reynolds

Global Managing Director, Communication Consulting Practice



Gary Moss

Director, Internal Communication, Communication Consulting Practice (UK)



Pepper Krach

Area VP, Communication Consulting Practice (US)



Drew Munn

Strategy Partner, Future of Work, Communication Consulting Practice (UK)



Jill Spielberger

Principal Market Leader, Communication Consulting Practice (US)



Samantha Healey

Consulting Lead, Communication Consulting Practice (UK)



Chris Andrew

Consulting Lead, Communication Consulting Practice (UK)



Howard Fry

Global Experience Director, Communication Consulting Practice



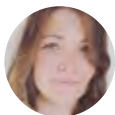
Sharn Kleiss

Strategy Partner, Employee Experience & Insights, Communication Consulting Practice (UK)



Chris Lee

VP, Communication Consulting Practice, (Canada)



Gemma O'Hara

Director, Change Communication, Communication Consulting Practice (UK)



Janice Burnham

Area VP, Employee Communication Consulting Practice (US)



Vinny Foreman

Strategy Partner, Behavior & Insights, Communication Consulting Practice (UK)



Jon Hale

Global Client Director, Communication Consulting Practice

Better. It's something many companies strive for.

Your people are your organization's greatest asset.

But daily hardships — like economic uncertainty, personal and family health concerns, and insufficient resources or staffing at work — can take a toll on your people and leave your business struggling with hindered productivity, heightened disengagement and strained retention.

That's why every aspect of your benefits and compensation program needs to work in concert to promote overall employee wellbeing. Offering robust medical coverage and a competitive retirement plan isn't enough in today's hyper-competitive labor market.

As employees across all geographies, industries and employer types navigate the ever-changing world, organizations must critically evaluate their people's experience in the workplace — finding unique ways to engage teams, establish authentic connections and support employee wellbeing overall.

Doing so can help your business attract top talent, motivate employees and shift the organizational culture so employees feel differently about their work. When organizations find ways to reduce burnout and increase productivity among their people, business performance can soar.

This is why employee wellbeing is at the center of Gallagher Better WorksSM — a comprehensive approach for strategically investing in benefits, compensation, retirement, employee communication and workplace culture so you can support your people's physical and emotional health, financial confidence and career growth at the right cost structures.

From evaluating the demographics of your workforce, to surveying and analyzing competitor trends, Gallagher offers you data-driven insights — allowing you to make the most of your investment in talent, deliver a better people experience and reduce organizational risk.

Even in times of uncertainty, Gallagher's consultants are here to help you optimize your profitability with a strategy rooted in the wellbeing of your people — so you can face the future with confidence.

Arthur J. Gallagher & Co. (NYSE: AJG), an international insurance brokerage and risk management services firm, is headquartered in Rolling Meadows, Illinois; has operations in 68 countries; and offers client-service capabilities in more than 130 countries around the world through a network of correspondent brokers and consultants.



Gallagher is a trading name of Gallagher Communication Limited. Registered in England and Wales with company number: 03688114 and with its registered office at: The Walbrook Building, 25 Walbrook, London, EC4N 8AW.

www.ajg.com/employeeexperience

© 2024 Arthur J. Gallagher & Co.

We help people feel different about work.

From auditing your channels to articulating your EVP. Whether it's engaging your employees with rewards and benefits or communicating change, everything we do is designed to elevate your employee experience and deliver business outcomes.

United States

- Atlanta, GA
- Rolling Meadows, IL
- Portland, OR

United Kingdom

- Liphook
- London
- Wakefield

Canada

- Toronto, Ontario



www.ajg.com/employeeexperience