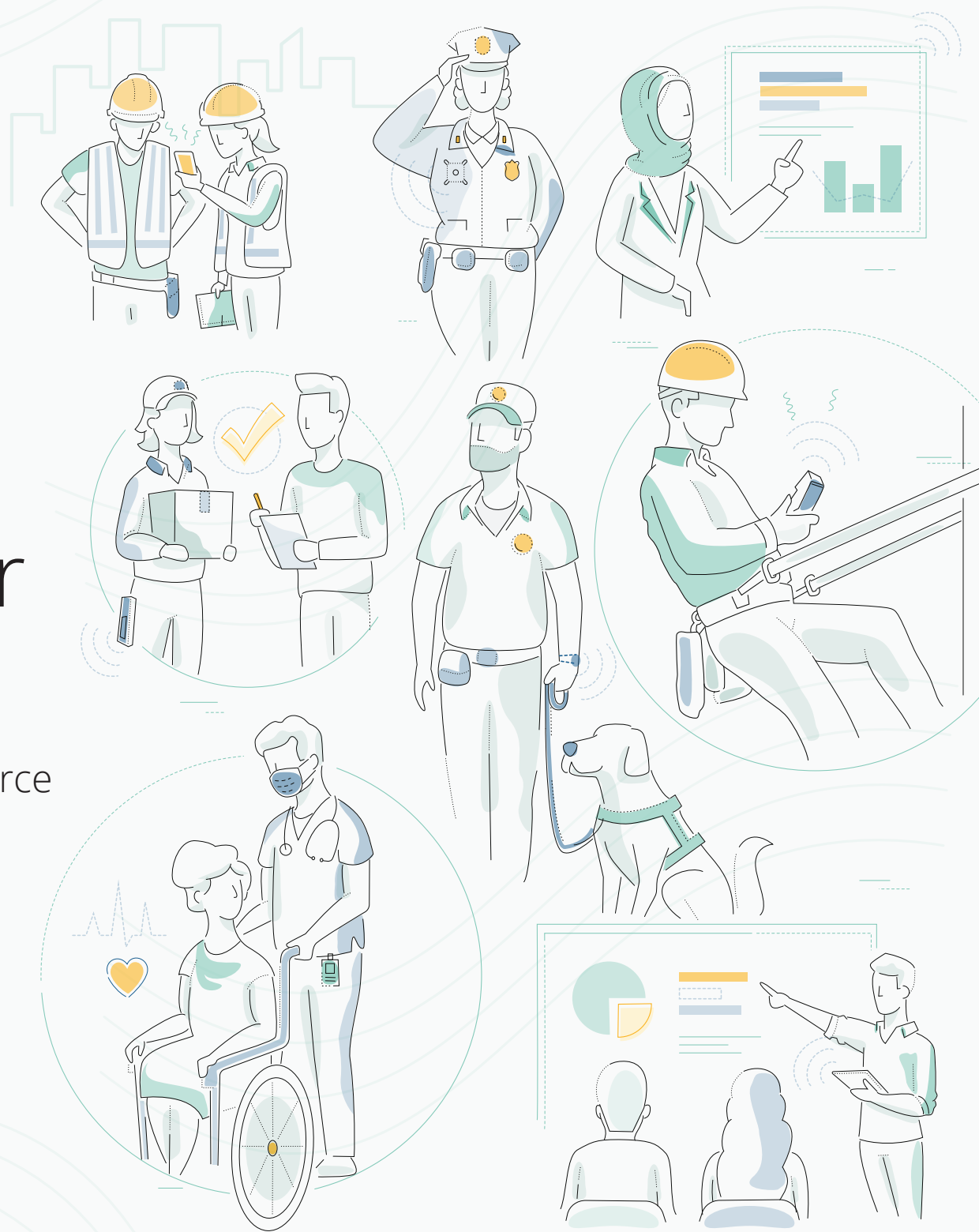


Making Every Moment Matter

Your Guide to Improve Employee
Experience for the Modern Workforce



“ In a world where money is no longer the primary motivating factor for employees, focusing on the employee experience is the most promising competitive advantage that organizations can create. ”

— Jacob Morgan, Futurist, Author, and Founder of the Future of Work University (Forbes)¹

Introduction

An organization is more than a company, a corporation, an association, or a public or private institution. It's a collection of people.

People—with personal goals, aspirations, and motivations—who unite around a shared purpose, whether that's delivering a product, providing a service, or improving the greater good, are the tapestry of an organization.

While we can't take the work out of work or make every moment amazing, it's not unreasonable for employees to expect a work environment where employers strive to make work easier to get done, improve communications, and bring more humanity into the workplace. And not just for the workers who sit behind a desk every day, but also for the majority of people—the deskless workers who comprise 80% of the global workforce.

For some, each day is filled with long and inflexible hours, a lack of interaction between co-workers and colleagues, little direction from superiors, and outdated technology that makes doing their jobs harder.

And when that happens, people grow disconnected, become less productive, and are more prone to quit.

A job is more than a paycheck.

Shaped by a global pandemic and economic uncertainties, the new working landscape has revealed that all workers—from hybrid and remote to shift-based and deskless—are rethinking the role of work in their lives. Record high employee burnout and disengagement rates have spiked turnover rates to 24% compared to 20% pre-pandemic.²

Struggling to retain and attract talent, employers are opening their eyes to operational weak spots and the impact of employee wellbeing on organizational health.

People form the backbone of any organization—without them, it wouldn't exist. Creating an engaging and respectful work environment is essential to every organization's success.

— Dr. Angelina Sun, Workforce Management Solutions
Director at WorkForce Software

With workers increasingly pursuing a better work/life balance, higher pay, more flexibility, and a greater meaning for work, organizational resilience requires that they are made to feel heard, valued, engaged, and productive.

Doing that begins with improving the employee experience—taking a more human-centric approach to balancing employer and employee needs and providing empathy at scale in a way that also drives performance at your organization.

That's where this guide comes in. Here, you'll find proven strategies, insights from industry leaders, and the supporting evidence needed to help your organization reach your business goals and engage employees wherever work takes them.

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About the Author

Dr. Angelina Sun is the Workforce Management Solutions Director at WorkForce Software. Before joining WorkForce Software, Angelina worked in various industries, including education, consulting, computing and electronics, eCommerce, and enterprise software. Throughout her career, she has been inspired by how social changes and contemporary workforce issues can serve to improve employee experiences. Passion led to her devoting her doctorate research to exploring women in leadership, work values, and employee wellbeing.

What to Know Before Your Employee Experience Journey

You must learn to walk before you run, and the same concept applies to improving employee experience at work. Here, we break down the broader elements that make up employee experience, discuss why improving it is important, and suggest where to focus your resources.

What Is Employee Experience?

Employee experience is defined as the individual moments and interactions that make up an employee's journey with an organization—from onboarding all the way up to their last day on the job—and the perception of their experiences throughout.

For employers, it also refers to the processes and systems that facilitate work and inform an employee's experience with an organization.

61% of workers
want their next job
to have better work/
life balance and a
focus on well-being
(Gallup)³



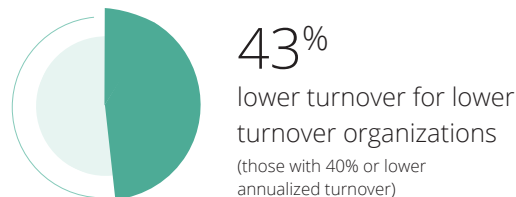
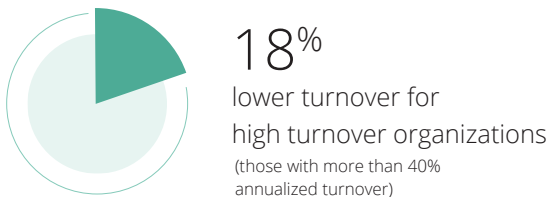
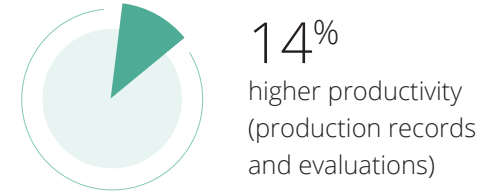
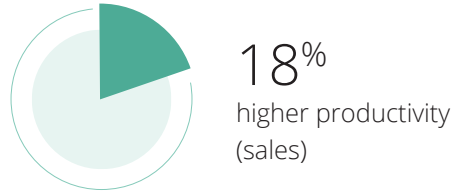
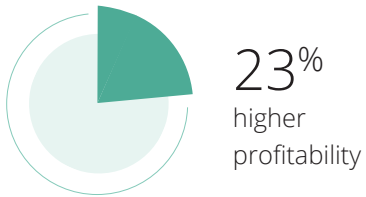
Why Is Investing in Employee Experience Important?

Employee experience initiatives produce happier, more engaged employees who can get work done more efficiently, resulting in:

- Higher productivity
- Improved talent acquisition
- Lower turnover
- Stronger workplace relationships
- Greater job satisfaction
- Improved business and operational results



A [2022 Gallup Report](#) found that compared to bottom-quartile teams, highly engaged employees yielded:



Improving employee experience requires more than a quick fix. It involves holistically altering how an organization operates by shifting mindsets, values, and workforce management processes to generate long-term sustained change that benefits not only the organization but employees as well.



The experiences we design are more than work and more than money. They're a lifetime for your employees. That's the impact that truly matters.



— Grant Show (Deloitte)⁴

The Broader Moments That Make Up an Employee's Experience with an Organization

According to Gallup, there are seven stages in an employee's journey with an organization.⁵ Understanding the experiences and interactions employees have along the way can help organizations refine their employee experience strategy and focus on the right areas of improvement.

The Seven Stages of the Employee Experience Journey

1

Attracting and Recruiting Talent

First impressions are important, and the initial interaction an employee has with an organization can set the tone for their entire experience and will last well beyond their first day on the job.

3

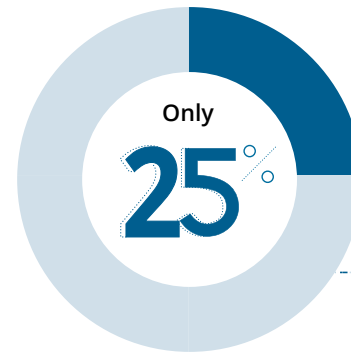
Onboarding and Training

Employers should help new hires not only learn the job, but also connect with their team, and embrace the organization's values and culture.

2

Hiring the Stars

The hiring process should be clear, engaging, fair, unbiased, and aligned with your overall values and overarching employment strategy, along with robust talent assessments.



of employees report that they feel connected to their organization's culture (Gartner)⁶

4

Ongoing Engagement and Motivation

Frequent communication and collaboration between managers, employees, and peers—whether one-on-one or by group—is essential for keeping staff focused and engaged.

5

Driving Performance

Collecting frequent employee feedback, recognizing excellent work, focusing on employees' strengths, and removing roadblocks can help set employees and organizations up for success.

6

Developing Skills and Career Growth

Training doesn't end at onboarding. Find ways to provide skills development and growth opportunities throughout the entire employee journey, especially on the job.

7

Departing from an Organization

Workplace perceptions extend beyond an employee's last day. A positive exit experience can influence future job applicants and impact your organization's brand reputation.



The Side Effects of a Negative Employee Experience

Identifying an employee experience problem at your organization can be difficult if you don't know what to look for. High turnover rates, repeated lateness, higher levels of unplanned absenteeism, lower levels of productivity (and customer satisfaction), and increased accidents or burn-outs are all clear indicators that your organization's employee experience is suffering.

The Side Effects of a Negative Employee Experience

A poor employee experience not only affects workers' day-to-day lives but can have negative consequences for organizations, such as:



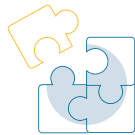
Higher Costs of Hiring and Onboarding

Experts say the cost of replacing an employee can range anywhere from tens of thousands of dollars up to twice an employee's annual salary (Gallup).⁷



Damaged Brand Reputation

A lack of job security, dysfunctional teams, and poor leadership are the biggest employee experience factors that can damage an organization's reputation and cost employers 10% more per hire (HBR.org).⁸



Inadequate Shift Coverage

When a workplace is understaffed, employees are more prone to burnout and feeling overwhelmed. But when overstaffing is an issue, employees can become bored and listless. Striking the right balance is essential.



Poor Customer Satisfaction

Employee experience and customer experience are intertwined. When employees aren't happy at work, their interactions with customers can be negative, tarnishing the customer experience and impacting a business's reputation.

Absenteeism costs
the U.S. economy

\$ **225.8**

Billion each year

and the European Union

\$ **470**

Billion each year

(Academy to Innovate HR (AHRI))⁹

Common Areas Where Employers Consistently Fall Short

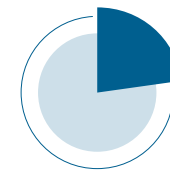
In 2023, Pollfish, on behalf of WorkForce Software, conducted a third global survey to measure disparities between employer and employee perceptions on workplace experience concerns that impact engagement, development, and retention.

Compared prior years, the 2023 results indicate many employees are not receiving the support they want in critically important areas, presenting an urgent call for employers to take action to improve.¹⁰

From Alignment to Action—Opportunities to Improve Employee Experience

Embrace Mobile Technology to Manage WorkForce

Mobile technology offers a means of communicating and training a digitally native and deskless workforce in the flow of work—making training less disruptive—based on an employee's scheduled tasks or real-time needs. The digital native workforce, familiar and comfortable with mobile tech, is ready to take advantage of these capabilities.



22%
of employee communications still occur over unsecured, non-integrated channels

Give Employees Control Over Their Schedules

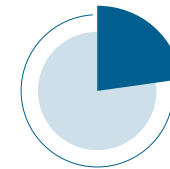
Demand forecasting and robust communications proactively schedule proper staffing levels and keep workers updated on changes. With the right scheduling flexibility, organizations can align labor to the needs of the business while offering greater work/life balance for employees.



31%
report they do not receive flexible scheduling options

Ask For Feedback—Show Employees They Are Heard

Organizations must recognize worker achievements. Listening and responding to the workforce while celebrating wins fosters a culture of transparency, employee personal growth, and high performance. Praise for a job well done is meaningful when delivered proactively, sincerely, and specifically.



23%
of employees reported providing feedback once a year or never

Where to Focus Your Employee Experience Efforts

For the first time in human history, five distinct generations make up the global workforce—Traditionalists (birth years 1928 to 1945), Baby Boomers (1946 to 1964), Gen X (1965 to 1980), Millennials (1981 to 1996), and Gen Z (1997 to 2012).¹¹ By 2030, Gen Z will make up 30% of the workforce.¹² Employees under the age of 35 experienced a four point decrease in engagement, compared to a two point decrease among their older counterparts.¹³

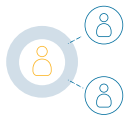
With each new generation entering the workforce comes a new set of perspectives and priorities. Each of these groups has unique personal, professional, and occupational needs along with varied technology experiences. Understanding their motivations, desires, and working styles is essential for improving employee experience.

There are seven actions employers should focus on if they want to improve employee experience for all workers, especially younger employees entering the workforce:

- 1 Enabling two-way conversations with co-workers and managers
- 2 Providing a sense of purpose and more meaningful work
- 3 Ensuring their voices are heard and taking action in a timely manner
- 4 Creating a better work/life balance and providing flexibility and control over work arrangements
- 5 Integrating modern, consumer-grade technology into their workflows
- 6 Offering ongoing job training and career development
- 7 Prioritizing the sustained health, safety, and well-being of employees

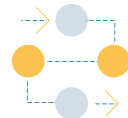
Making Each Piece of the Employee Experience Puzzle Fit

In addition to understanding the ramifications and signs of a negative employee experience, the importance of investing in employee experience, areas of focus, and who at your organization would benefit most from an improved employee experience, employers must also understand the individual components that work together to inform employee experience.



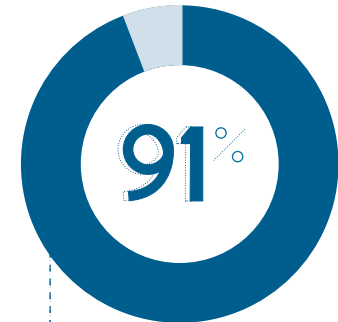
Workplace Culture

An organization's culture is defined by the tangible and intangible elements—such as the values, attitudes, practices, and overarching goals—that make up the feeling one gets at an organization. Culture has one of the biggest impacts on employee experience and can be the differentiator between a positive and negative experience.



Processes and Technology

The tools employees use ultimately impact the employee experience. By adding in-the-moment communication, real-time sentiment capture, and additional performance management capabilities to their existing workforce management tools, employers can create a more engaging employee experience.



of employees report feeling frustrated due to inadequate workplace technology. (Freshworks)¹⁴



People

Everyone from the CEO to co-workers can influence an employee's experience. While HR professionals aim to hire the right people and ensure there's a good cultural fit, organizational leaders should strive to instill an ongoing sense of camaraderie and respect at work, regardless of position or tenure at an organization.



Work Environments

We are all products of our surroundings and the experience contained within them. Everything from a floor plan to the temperature on a job site can influence the actions of an employee and whether they have a good work experience or not. Strive to offer one that makes work easy.

Employee Experience Success Stories We've Witnessed

Getting buy-in from all key stakeholders, selecting the right solution for the right purpose, and rolling out your employee experience initiatives can be hard without proof that these processes work. But the following organizations successfully transformed their workforce management, employee engagement, and communication practices and experienced significant benefits that went beyond employee experience by investing in a modern workforce management solution, achieving both business performance goals and desired employee experience outcomes.

- ✔ **Autoliv** experienced a 75% reduction in timekeeping, data collection, pay rule interpretation, and hourly calculation determination processes through a time and attendance solution.
- ✔ **Attic Salt** increased their sale of in-window products by 25% while realizing a time savings of 50% in their merchandising process through the implementation of a communication and task management solution.
- ✔ **Ritchies** simplified their scheduling processes and reduced wage costs by implementing data-driven solutions that allowed real-time communication and engaged management.
- ✔ **ATB Financial** implemented a solution that empowers workers to take control of their information, resulting in happier workers, accurate reporting, improved company culture, and faster goal achievement.
- ✔ **Red Badge** reduced manual processes and increased employee engagement by providing self-service capabilities for viewing and amending shifts.
- ✔ **Converse** gained visibility into global operations and increased communication and brand compliance with employees by adopting a single integrated communication, document, and task management solution.

“There’s more of a connection between stores and the head office than there ever was before. People working in the stores feel like they have a voice and a platform to share their thoughts and be heard.”

— Alice Millichamp, Retail Operations
at Kurt Geiger

Tried-and-True Employee Experience Strategies and Tips

Now that you understand what makes up an employee experience, let's discuss some modern workforce management best practices that can help your organization make the most of every moment in an employee's day.

Enable a Better Work/Life Balance

Our personal and professional lives are growing increasingly fluid as remote work becomes a new standard. Deskbound workers and deskless workers face increased pressure and responsibilities, long hours, and frequent scheduling changes as economies continue to evolve and organizations try to keep up.

The percentage of employees who believe their employers care for their wellbeing has rapidly declined since 2020, landing at 24% in 2022.¹⁵

Compared to employees who feel their wellbeing is neglected in the workplace, employees who feel they are cared for are:

69%

less likely to search for a new job

71%

less likely to report experiencing burnout

3x

more likely to be engaged at work

5x

more likely to strongly advocate for their organization

36%

more likely to be thriving in their overall lives



Enable a Better Work/Life Balance (continued)

To enable a better work/life balance and provide a flexible framework for employees to manage their schedules, employers should:

Improve Labor Planning Processes (Through Fair and Predictive Scheduling)

Use software to forecast labor demand, identify staffing shortages or gaps in schedules, and generate, fill, and publish schedules in advance so that employees can plan their personal lives around work commitments accordingly.

Give Employees a Voice in Their Schedules

Provide employees with flexibility and control over their own work. Enable employees to easily communicate their scheduling availability or swap shifts with minimal intervention from superiors by facilitating one-on-one conversations with managers or colleagues during the scheduling process.

Use Self-Service Technology for Time-Off Requests

Not every time-off request needs to be verbalized directly with superiors before submitting. Streamline time-off requests by providing employees and managers greater visibility into projected balances during the request process and simplify approvals with software that makes it easier to process absence and leave.

“Scheduling can legitimately be viewed as one of the few HCM workforce activities that cuts horizontally across the most important HCM themes of the day, including delivering a great employee experience, employee health and well-being, fairness and equity, re-skilling and up-skilling, and organizational agility.”

(Ventana Research's Scheduling New Mindset Report)¹⁶

Benefits

- ✓ Fewer unplanned absences
- ✓ Reduced time required to validate time-off requests
- ✓ Reduced over- and under-staffing
- ✓ Improved schedule and time-off visibility
- ✓ Lower administrative overhead
- ✓ Increased schedule stability

Set Employees Up for Success

Everything from setting clear expectations, providing the relevant tools and information, and offering ongoing support and feedback are integral to getting work done each day. Otherwise, even the most straightforward tasks can be hard to complete or seem confusing, affecting workers' overall employee experience. To set employees up for success wherever they work, employers should:

Provide Clear Expectations and Guidance

Set the right expectations before work starts each day by assigning and prioritizing tasks with clear deadlines and instructions, and ensure they're aligned with the roles employees are scheduled to perform. Consider providing checklists so employees can stay on task. Indicate when breaks can be taken, so employees don't get overworked and can manage their day accordingly.

Enable Employees to Perform Their Best Work

Build employee confidence by giving employees easy access to reference documents, best practices, and contextual training materials relevant to their roles. Break down content into easy-to-consume micro-trainings for ongoing skills building. Consider scheduling less-experienced employees to work alongside more senior team members to facilitate knowledge sharing and mentorship.

Foster a More Connected Employee Experience

Centralize communications through an internal communications tool so employees can share information, solicit feedback, and ask for advice from peers and managers, as well as strengthen workplace bonds and grow their internal support networks. Consistently share company-wide announcements and messaging to keep all stakeholders on the same page about company updates, decisions, and other critical information.



Organizations with the most mature employee experience programs support employees who are **12 times more likely** to feel committed with a deep sense of connection to their work. (IDC)¹⁷

Benefits

- ✓ Improved employee engagement
- ✓ Reduced employee turnover
- ✓ Team collaboration efficiency
- ✓ Becoming the employer of choice

Create and Capitalize on Moments That Matter

Each day is filled with moments and interactions that shape an employee's overall experience at an organization. Understanding what matters to employees can help employers build a culture of caring and loyalty that results in higher levels of productivity and job satisfaction. Employers can foster higher engagement and help managers capitalize on the moments that matter by:

Surveying Employees to Get Timely Feedback on Their Day-to-Day Experiences

Although once reserved for quarterly and annual performance reviews, surveys are increasingly being used by modern employers to surface timely, contextually relevant, and personal responses from employees about their day-to-day experiences. By leveraging tools for sentiment capture, employers and managers can gain immediate insights into the individual moments that have a lasting impact and affect each employee's unique experience at an organization and identify ways to improve it.

Identifying When Employees Are Prone to Burnout or Churn

Examine attendance patterns, hours and consecutive days worked, the amount of overtime, and survey responses from employees to gauge whether there is risk of fatigue or burnout. Modern workforce management software with fatigue management capabilities—which monitor hours worked, tasks performed, breaks taken, and time off scheduled—can help managers identify any issues before they occur or get worse. When in doubt, managers can speak directly with employees to see how they're doing to actively safeguard their well-being.

Ensuring Employees Have the Necessary Equipment

To achieve operational excellence, ensuring employees have the necessary tools and equipment to do their jobs and remain safe is paramount in the workplace. Consider deploying automated pre-shift surveys prior to each employee's workday so managers can ensure they have all necessary equipment—personal or otherwise—to do their work efficiently and safely, so your organization doesn't risk violating any standards or endangering the health and safety of other employees.



Benefits

- ✓ Reduced compliance risk
- ✓ Higher retention
- ✓ Powered feedback loops
- ✓ Improved workforce productivity
- ✓ Enhanced visibility and predictability
- ✓ Increased adoption of operational standards

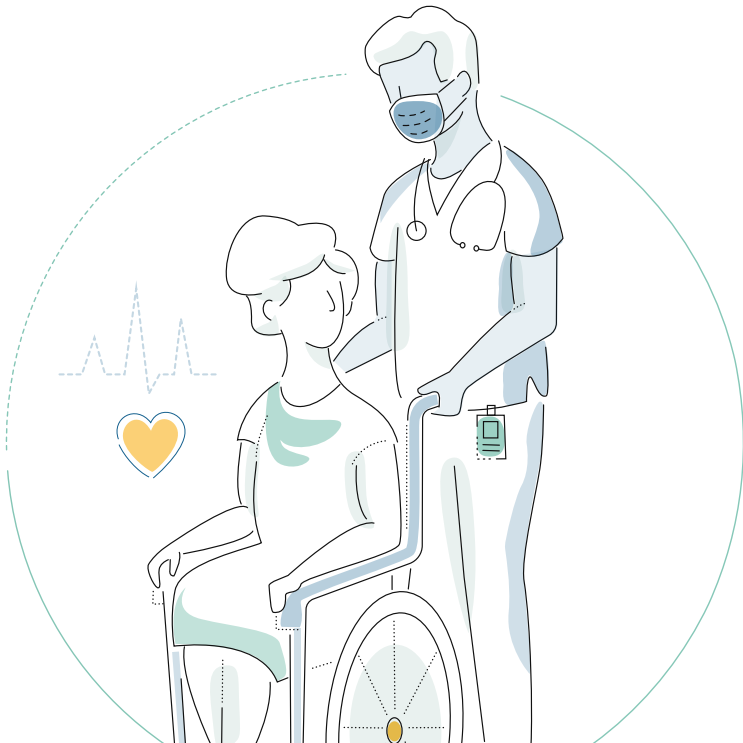
Selecting the Right Tools for Improving Employee Experience

Improving employee experience requires more than just human effort. Software can help close the gap. Here's what to consider when finding the best fit for your organization.

Pros and Cons of Different Employee Experience Software Solutions

Technology can play an important role in improving employee experience at your organization. But selecting the right solutions can seem daunting if you don't know what to look for and what's most beneficial for your team.

Here's a breakdown of the different solutions out there that can help improve employee experience, with the benefits and drawbacks of each:



Core HR Suite

Oriented around a central human resource information system (HRIS) and providing HR and people management tools, core HR suites offer a wide breadth of functionality, analytics, and insights, but lack the depth of best-of-breed providers and are not always easily accessible to deskless workers.

Standalone Employee Experience Solution

These providers specifically designed solutions to support employee experience management. While providing functional value and acting as a good entry point, the biggest challenge lies in poor adoption, in particular for the majority of an organization's workforce—deskless workers—due to their limited tech access and nature of their jobs.

Modern Workforce Management with Employee Experience

Modern workforce management solutions have deep expertise in multiple areas of managing the employee life cycle and moments that matter. These provide a dedicated set of employee experience capabilities fully embedded in the core workforce management solutions, through smart communications powered by rules and data, thus forming a truly integrated, robust, scalable SaaS platform, optimized for the deskless workforce.

Getting Cross-Departmental Collaboration and Buy-In When Selecting a Vendor

It's in every stakeholder's best interest—whether it's human resources, finance, operations, or IT—to collaborate and make persuasive justifications for improving employee experience (and using software to facilitate it).

Here's what each team brings to the table and why they should be part of the process:



Human resources teams are not only concerned with people and performance management but all the different activities—like capturing employee time and attendance, tracking leaves and absences, and ensuring compliance with labor laws—that help an organization run smoothly. HR also sees to it that the entire workforce is covered including deskless workers in their consideration.

As the point person for any employee experience initiative, HR can set the tone by determining specific needs and requirements, taking note of current HR software that could be consolidated, and getting employee feedback on proposed solutions.



Investing in modern workforce management can deliver strong ROI relative to any other human capital management initiative. CFOs and finance teams can confirm quantifiable cost savings and business benefits from workforce management investments across financial, operations, and risk metrics.

ROI supported by KPIs, including labor cost optimization, reduced turnover costs, and costs avoidance associated with noncompliance, can be used to gain support from finance leaders for a workforce management technology investment.



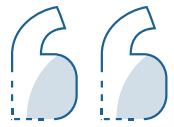
Teams that oversee the day-to-day operations of an organization and interact directly with employees are often the closest to any pain points and inherently understand the effect improving employee experience has on streamlining processes, mitigating workplace challenges, and increasing workforce productivity.

Operations teams can be your champion to help highlight the best ways to balance employer and employee needs, identify critical pain points and challenges (such as time-consuming processes and internal workflows), and pinpoint ways to improve with self-service and communication technologies.



The IT department will be a key partner in executing your employee experience strategy, ensuring any technology you choose meets corporate standards and monitoring its adoption (and success rates) once rolled out.

IT can provide documentation and proof points on key IT-focused areas to advance your implementation, such as customer support plans and processes, capabilities for integrating with other business-critical systems, and the required effort to maintain and support the solution in house.



Everyone, from IT to operations to finance, needs to get involved and recognize how important (employee experience initiatives) are to sustained business success.



— Dr. Angelina Sun, Workforce Management Solutions Director, WorkForce Software
(Workplace Technology Report)¹⁹

Better Employee Experience Starts and Ends with You

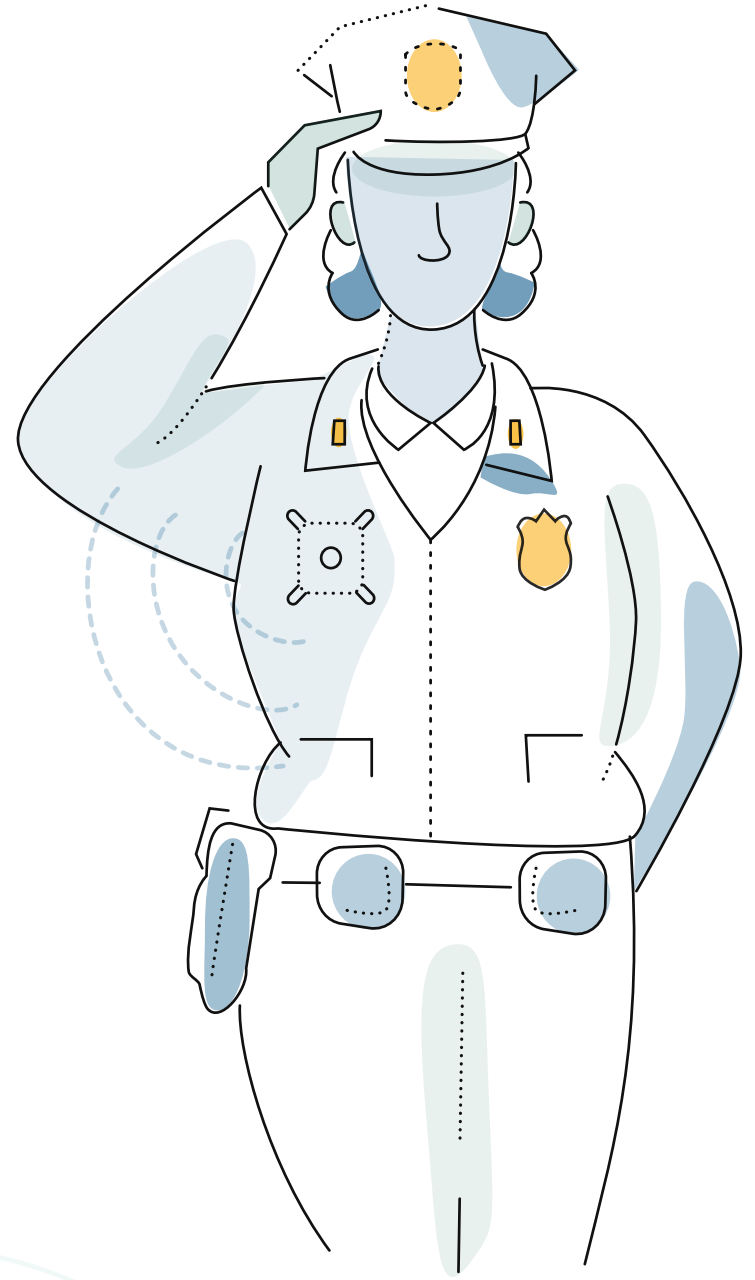
The relationship between employees, managers, and employers has evolved from a purely transactional one to something more complex and nuanced. These days, flexible work schedules, support from superiors, opportunities for career growth, and modern, consumer-grade technology are as important to each employee's experience and retention as the pay they receive.

Employee experience isn't about "free sushi for lunch" but rather all the elements, both big and small, that shape an employee's experience, day in and day out.²⁰

When employers focus on it, work can become more than a job or even a calling—it can become a beautiful place to be.

To create moments that matter at work every day, remember to:

- 1** Enable better work/life balance with flexible schedules, streamlined time-off requests and approval processes, and making sure employees' voices are heard
- 2** Set employees up for success with streamlined communication, knowledge sharing, and clear expectations before they show up for work each day
- 3** Create consistently meaningful moments at work by getting employee feedback, ensuring they have all the tools to do their jobs, and recognizing when they're burnt out and need a break



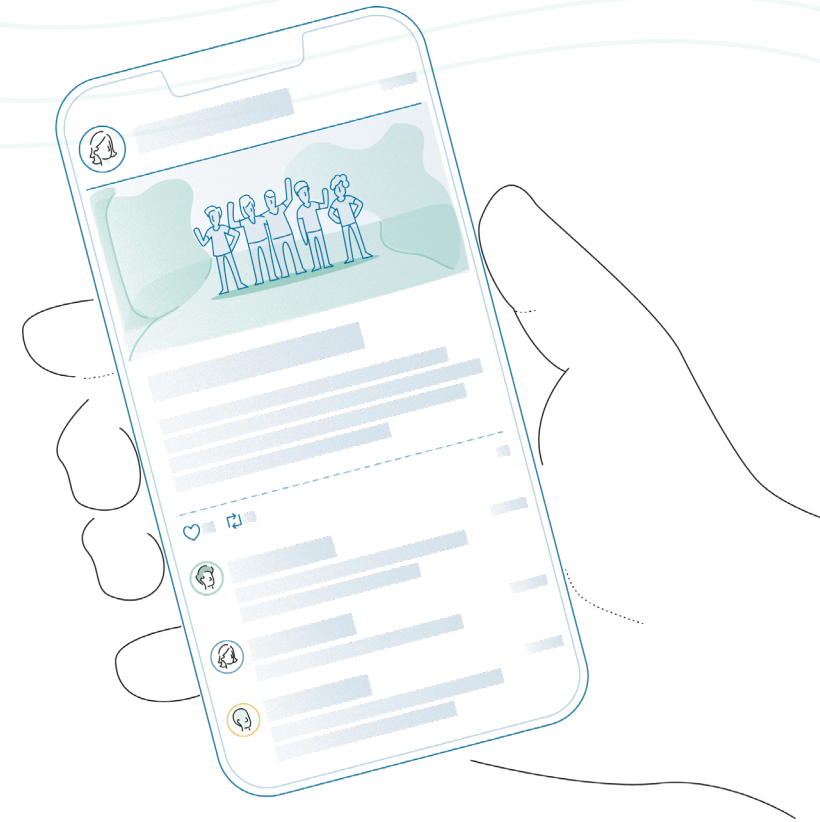
Meet WorkForce Experience

Connect your whole organization — every employee, every day, and everywhere work happens. WorkForce Software is the first global provider of workforce management solutions with integrated employee experience capabilities.

The WorkForce Suite adapts to each organization's needs — no matter how unique their pay rules, labor regulations, and scheduling — while delivering a breakthrough employee experience at the time and place work happens.

Enterprise-grade and future-ready, WorkForce Software is helping some of the world's most innovative organizations optimize their workforce, protect against compliance risks, and increase employee engagement to unlock new potential for resiliency and optimal performance.

Whether your employees are deskless or office workers, unionized, full-time, part-time, or seasonal, WorkForce Software makes managing your global workforce easy, less costly, and more rewarding for everyone.



Transform Internal Communications

Broadcast important announcements, share news, and enable two-way communications through a single, HQ-approved system.

Provide Access to Essential Information

Easily store and share files — like SOPs, reference materials, and best practices — so your employees have the information they need to do their best work.

Act on the Moments That Matter

Capture employee sentiment through surveys, and leverage real-time data about scheduling preferences, role-specific changes, or any issues affecting their work.

Enhance Skills and Employee Knowledge

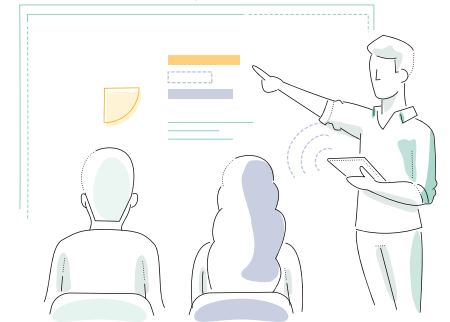
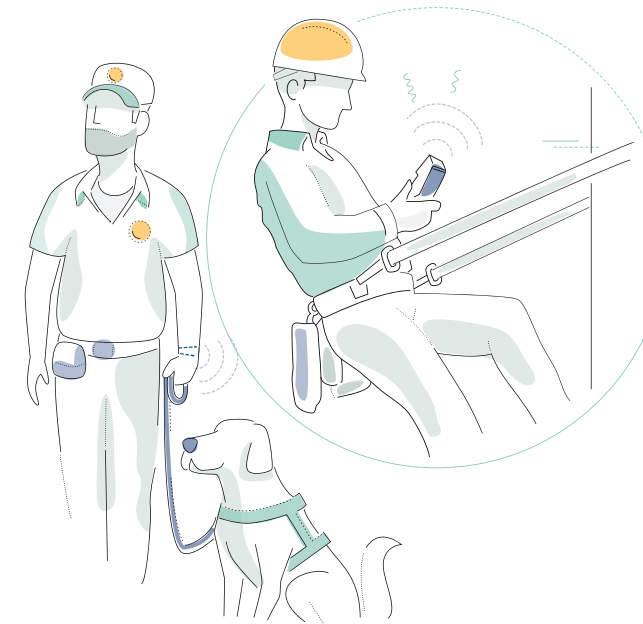
Deliver training to provide information when and where work happens, so employees get their work done and expand their knowledge on the job.

See how we can help you build long-lasting, positive, and productive experiences for your employees.

workforcesoftware.com | workforcesoftware.com/uk | wfsaustralia.com

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Global Headquarters

workforcesoftware.com
info@workforcesoftware.com
877-4-WFORCE

EMEA Regional HQ

workforcesoftware.com/uk
info@workforcesoftware.com
+44-1908-242-042

APJ Regional HQ

wfsaustralia.com
info@wfsaustralia.com
AU: 1300 766 365
NZ: +64 9884 4111

