



**el/** *Very* engaging  
onboarding

# Experience-led onboarding

A 2023 Report

# Contents

Introduction .....	3
State of onboarding 2023 .....	4
Data and technology – the enablers .....	6
What best-in-class onboarding looks like in 2023? .....	8
Why invest? .....	22
Eli Onboarding .....	25



# Introduction

Since the pandemic the challenges that organisations face to attract, onboard and retain people continue to grow, with businesses, and their teams, having to manage remote, hybrid and site-based workforces, spread out over increasingly wide geographic locations. Because of this, and many other factors, employee onboarding has emerged as a pivotal driver in organisational success. Once seen as a mere administrative formality, an experience-led approach to onboarding improves an employee's transition, performance, and overall engagement.

This report delves into the state of onboarding in 2023 and highlights the potential returns on investment organisations can expect by investing time and resources in creating a personalised onboarding experience. It explores what best-in-class onboarding looks like in 2023 and provides insights into building an inclusive journey that places the employee at the heart of the experience – enjoy!

# State of onboarding 2023

By 2025, the value of the onboarding software market is expected to reach \$1.35 billion<sup>1</sup>. Meanwhile, the UK economy loses £340 billion<sup>2</sup> through disengaged employees every year, with 31% of new hires leaving their new employer within the first six months<sup>5</sup>.

This shows a huge disparity between how employees view onboarding and the work that's being put in to improve onboarding processes. After all, an effective onboarding process is essential to the success of an organisation, and to that of the employee. So, it's no surprise that onboarding is a growing priority for HR leaders, with a big focus on engagement and experience.

But, while 93% of employers believe that onboarding plays a critical role in deciding whether a new employee decides to stay or leave a company over the first 12 months<sup>3</sup>, only 12% of HR professionals feel their company has a good onboarding experience<sup>4</sup>.

Recent research by Eli certainly reinforces these statistics. In a survey (Feb 2023) with over 100 different organisations ranging from large multi-nationals to SMEs, we asked HR professionals which option best described their overall onboarding experience.

- **12% – We have nothing in place, it's a real mess.**
- **28% – 100% compliance and paperwork, 0% experience.**
- **51% – Compliance-led, but with an inconsistent experience.**
- **9% – A consistent process that perfectly balances compliance and experience.**

Most felt the compliance elements of their onboarding were being managed adequately, though many felt the process was overly complex. An inconsistent experience company-wide, if not line manager-wise, was clearly the biggest challenge facing the organisations we spoke to.

The majority of companies we spoke to utilised some form of technology to automate and streamline certain elements of their onboarding process; ATS, HRIS and digital forms/e-signature being the most common. But only 7% work with an experience-led onboarding technology partner, like Eli. Perhaps unsurprisingly, that small percentage all felt their onboarding experience perfectly balanced compliance and experience.

Feedback also highlighted a disparity between what HR and IT believe to be a good onboarding experience. This is not particularly surprising given the nature of their roles, but does highlight the need for better collaboration and understanding between the two areas, IT being a crucial partner in the implementation and roll out of any new company-wide technology or system.

<sup>1</sup> IndustryArc

<sup>2</sup> People Management

<sup>3</sup> UKG

<sup>4</sup> Gallup

<sup>5</sup> BambooHR

# State of onboarding 2023

2023 also saw a rise in the number of organisations launching onboarding experiences in the Metaverse. Standard Chartered Bank were of particular note, with their immersive and gamified experience for new hires in India being created fully in-house.

And, of course, AI finally arrived. As a technology leader, it's been interesting to see how quickly organisations have adopted AI into certain areas of their business to streamline and automate processes and, in some cases, replace people. We're yet to see any real shining examples of AI's use in onboarding,

beyond rudimentary chatbots and what used to be called computer learning (in the old day), but it's clear that AI will have a place.

Onboarding chatbots will probably be one of the first areas to benefit from AI support, reducing admin for HR and line managers during onboarding. Indeed, automating manual tasks and reducing admin for everyone involved will have big benefits, and allow organisations to focus more on engagement and experience. As AI becomes more accessible (legislation allowing), it will help businesses deliver better, more

personalised, experiences, and monitor and analyse onboarding data too – for instance, Eli's currently exploring how AI can analyse our engagement data to help clients predict flight risks.

While AI, the Metaverse and other exciting innovations like these push the boundaries of what is possible from a technology perspective, it's clear that they should only form one small part of the human-centric onboarding journey a new hire needs to go through to become a productive and valued member of the team.

# Data and technology – the enablers

It would be impossible to write this report without briefly exploring the two great enablers of a great onboarding experience – data and technology – and the pivotal role they play in defining and delivering organisational excellence. We recently ran a whole [webinar dedicated to this subject](#), which is recommended viewing if you're planning on implementing a new experience for your organisation.

## Data

Any transformation project should be underpinned by real and authentic data, so before you start it's imperative to get the foundations of your onboarding data in place. Qualitative and quantitative data sources that allow you to build a rich understanding of where you are now as an organisation from an onboarding perspective. This MI can underpin your business case and help you shape and define an inspiring vision for your new onboarding experience – one with clear business objectives.

Post-launch, that same data will create a benchmark for you to track success, and gives you the ongoing insight your organisation needs to create an environment of continuous improvement, ensuring a consistently great experience now and in the future.

---

***“Eli regularly wins awards for experience, but it’s the MI it tracks (over 30 different filterable, engagement data points, as well as direct feedback from new hires and their line managers via pulse surveys) that really enables our clients to deliver onboarding success.”***

Tim Woodward, CTO

---

# Data and technology – the enablers

## Technology

The larger the organisation, the harder it is to manage your onboarding experience manually. There's a huge amount of complexity to any onboarding experience. The margin for error increases exponentially, and it becomes almost impossible to deliver a consistent experience. Technology enables you to tailor and personalise your onboarding experience, automate and streamline processes such as data capture, signing of contracts, and IT requisition. And, the right technology can provide you with greater insight through improved data and analytics, allowing you to better track success and understand your challenges on a macro and micro scale in real time.

It's important to understand though that technology can also be a hindrance to a great experience too. A great onboarding experience should be human-centric, so automating your whole experience and replacing the human elements of your experience with an AI chatbot would be unwise.

Onboarding often involves numerous systems too, many of which aren't designed for experience or engagement. Review what you have in place, define their role in your new onboarding initiative (if they have one or if you need something new and improved), and always ensure you place the new hire at the heart of the experience – after all, this should be all about them.

---

***“People are not machines. If you treat them like such, you’re likely to end up onboarding robots.”***

Tim Salmon, Director

---

## Best-in-class in 2023

---

***“The ultimate onboarding experience should be human centred, inspiring, engaging, informative, inclusive, and powered by data and technology, ultimately giving all new hires the tools and support they need to succeed.”***

Sonia Mooney, Global HR & Onboarding Consultant

---

It sounds simple when you write it down, but onboarding is a complex process, touching many different parts of an organisation. Delivering best-in-class onboarding – especially on a global scale – requires real organisational commitment. But, businesses that invest in developing an exceptional experience can expect to see some very powerful business benefits in return.

So, what does good look like in 2023? Over the next few pages, we'll explore the principles behind a great experience. Discuss the key elements that help you perfectly balance the organisational, technical and social aspects of employee onboarding, and bring those elements to life, through client case studies.

It's important to clarify though, that a truly innovative onboarding experience will bring all the following elements, plus rich content, together in one engaging experience, all designed to set your new hires up for success.



### **A consistent experience**

As our research has already demonstrated, inconsistency of experience is a big challenge for many organisations, so defining and delivering a consistent onboarding experience for every new hire is one of the key foundations of a great experience. But how do you achieve consistency, particularly on a global scale?

Technology is the enabler here, helping new hires understand the onboarding journey they're about to undertake, then guiding them through it stage by stage. And, at each stage, that same technology will also ensure they have the information, tools and support they need to thrive. It will nudge them when required, so key tasks or touch points aren't missed, and track their progress and engagement so HR and their line manager can ensure the experience remains consistently great.

Line managers are obviously pivotal to a great onboarding experience, so ensuring they understand the importance of their role and what's expected of them at each stage in the process is just as important. The right technology will again support you here, guiding them through the process for every new hire that joins their team, but just as important is gaining their buy-in. Involve them in the process of defining your new experience, upskill them through onboarding training workshops and ensure senior leaders are clear that onboarding is a business-critical initiative, not a nice to have.

Let's be very clear here though. Bar a potential reduction in admin, a compliance-only approach to onboarding – no matter how consistent – will not deliver any real business returns. So, when developing your organisation's experience, ensure that it perfectly balances compliance with engagement, onboarding admin with knowledge and support, and company policies with positive touch points at every moment that matters.

---

***58% of organisations say that their onboarding programme focusses almost entirely on process and paperwork***

SaplingHR

---

## **GE HealthCare**

GE HealthCare's onboarding experience has picked up a number of awards for experience, innovation and best use of technology. But it's the level of consistency that they've delivered globally that's truly impressive.

Like many of our global clients, Eli works in unison with their HRIS, to manage and deliver their onboarding experience. Workday, in their case, managing compliance (contracts, forms and data-capture) and Eli driving consistency and delivering the 'wow'.

Offered in eight languages and 150+ countries worldwide, GEHC's personalised onboarding portal is by the side of every new hire (and their line manager) at every moment that matters.

The inclusive, employee-centric experience brings new hires and their people leaders together to interact, as well as providing rich content, guidance and reminders at key moments to foster a successful transition from candidate to employee.

The new hire journey is split into three core stages, with over 25 checklist touchpoints for new hires and their line manager (all managed through Eli). This guides them both through a consistent onboarding journey, which starts at offer acceptance and ends after 100 days of employment. Eli even nudges people if a task or action has been missed to keep everything on track.

One of their key drivers to success was line manager involvement. Over 90% take ownership of new hire onboarding, globally. This isn't by chance though. GEHC invested in onboarding training to support people leaders around the world to put into daily practice the new approach – this ensured they could more quickly capitalise on their new employees' skills and knowledge, and drive more positive business outcomes.

90% of new hires felt that their onboarding experience prepared them for their jobs at week one, and over 96% felt supported and productive in their role at month one. (Stats taken Q3 2022).



**Streamline, automate, integrate**

The average new hire is expected to complete 54 activities during their onboarding process<sup>1</sup>, but we've begun some implementations where, prior to Eli's involvement, new hires had over 60 forms to fill in alone. If you're looking to develop a best-in-class experience, place your new hires at the centre and shape it around them and your vision, rather than asking them to fit around an existing process that's likely to involve a lot of legacy complexity, little personalisation, multiple systems and far too many forms.

No one likes forms. No one likes a slow and complicated process. No one likes to have to complete tasks that aren't relevant to them or their role. No one likes to fill in the same information three times. No one likes to do admin, period.

A great onboarding experience will reduce admin and complexity for everyone involved in the process. Onboarding journeys will be tailored to regions, business areas and even roles, and the tasks people must complete likewise. Data will only be captured once, automatically pre-populating new forms where necessary, and data, where possible, should be sent through system integrations.

### **Arcus FM**

Arcus FM's onboarding experience is another wonderful example of consistency, Eli managing and delivering a six stage journey that supports new hires and their line manager at every step, before and after day one.

Arcus FM achieved this by building their whole onboarding journey, from the ground up, around their new hires. This obviously took a large organisational commitment, but the new approach immediately delivered results.

E-acceptance of an offer in Arcus FM's ATS (iCIMS) automatically starts pre-boarding (through integration) and from that point on new hires only interact with one system, Eli. Forms, uniform sizes, references, ID photos, etc. are all managed through Eli, and sent to their central system (Cintra) upon completion through a secondary integration.

Eli pre-populates known user information in forms to save time, and tailors those forms and tasks to an

individual's role, business area and/or level. All of this reduces admin on both sides and streamlines and automates the whole process.

This was of particular importance to Arcus FM who, on occasion, have an average offer to start date of less than one week. And, as you'd expect, behind the admin and compliance is a highly engaging, knowledge-building experience that prepares new hires for work and helps them feel like they belong.

This streamlined, one-system approach to onboarding has delivered many benefits. After two weeks, 92% of new hires felt they had all the information they needed for their first day, 94% had been made to feel welcome and 97% felt they were settling in well. 92% felt supported throughout the whole process and 86% had the systems and equipment they needed on day one. After 6 weeks, 95% felt that their manager was supportive and 87% would recommend Arcus as a great place to work. Arcus also tracked a 5% reduction in voluntary early turnover (Stats taken 2022-23).



**Pre-boarding**

Onboarding, or pre-boarding as it's sometimes referred to, should begin at offer acceptance. This is the moment when a candidate is at the most engaged – after they've just accepted your job offer – and it's the perfect time to cement the decision they made when they said 'yes'.

Pre-boarding has a multitude of benefits for the new hire, their team and your organisation. From a compliance perspective it allows new hires to get mundane but important admin out of the way, so they can focus on the fun stuff on day one.

It allows new hires to build a deeper knowledge of your business, embedding your purpose, vision and values, and helping new hires (no matter what their background) to understand how you do business.

It can support their transition into their new role, help them get to grips with your internal systems and apps, and ensure they understand how to do many of the things you take for granted, such as booking leave or a hot desk. And, just as importantly, it can help them start to build relationships with their line manager, buddy and peers. All of which leads to a greater sense of belonging, better performance, and a lower chance of an early resignation.

It's clear, across our entire client base, that pre-boarding creates the perfect opportunity for an organisation to build a real connection with its new hires before they join. And, as many new hires visit their onboarding portal upwards of 10 times during pre-boarding (increasing to 80+ for emerging talent/early careers), it's obvious new hires truly value this opportunity to get to know their new employers too.

---

***You don't get a second chance to make a good first impression – 4% of new hires leave their job after a disastrous first day.***

LinkedIn

---



## **NatWest Group**

NatWest Group understands the power of a great pre-boarding experience, and nowhere is it more critical for them than with their emerging talent, where pre-boarding can last upwards of six months.

Their onboarding focuses on supporting emerging talent in three core areas. First, Eli helps new hires get under the skin of the bank. Helping them understand its values, purpose and culture, as well as building knowledge about how they do business, no matter what their background.

Next, a great deal of support, learning and guidance helps new hires make the tricky transition from student to work life, preparing them for work, improving soft-skills and ensuring they're prepared for their induction and the first few months at work.

But, most importantly, Eli is used to create a real sense of belonging. Giving grads, interns, students and apprentices numerous ways to connect with their peers, recruiters, managers, buddies and other key stakeholders.

Eli accomplishes this through a mix of rich content, online events and virtual calls, social walls, instant messaging, employee generated videos, 360° tours, throughout pre-boarding. Eli even tracks their new hire wellbeing, alerting their line manager if they're feeling down.

This approach has kept renegees on offers well below the financial industry benchmark. Indeed, when Eli started working with NatWest Group over six years ago, dropout reduced by 18% in less than a year. Conversions from interns (who stay on Eli when they return to university) to graduates consistently remains near 100% year on year. Not surprising when data shows that interns and grads often visit Eli upwards of 100 times during pre-boarding.

Though this case study is early career focused, we recommend a similar approach to pre-boarding to all partners because of the positive benefits it has on new hire performance, engagement and your overall employer brand.



### **Personalisation**

Though it's hugely important to develop a consistent onboarding experience, that experience should never be one size fits all. And indeed, most organisations will already have some elements of personalisation built into their onboarding process, such as technical or role-based training to help a new hire get to grips with their new role.

But technology can help organisations tailor their onboarding experience at a much more granular level, personalising every aspect of a new hire's onboarding journey, or even allowing a new hire to choose what their onboarding journey will include (in the case of Eli) .

From a global perspective, this allows you to tailor onboarding processes to suit regional or country-specific requirements, forms and tasks. Speak to a new hire in their language of choice and give them the tools, information, and support they need in that country to succeed.

But why stop there? Why not provide information on the team they're joining and a welcome video from their department head? An introduction to their line manager, their buddy or even future teammates going through the onboarding process with them so they can connect. Access to more support, or even a different experience, for people with a disability. Opportunities to start role specific training early, join an employee resource group they identify with, or attend a team event.

The possibilities are, as you'd expect, unlimited. So, it's wise, particularly when developing a global experience, to define what personalised elements are going to help achieve your objectives most effectively.

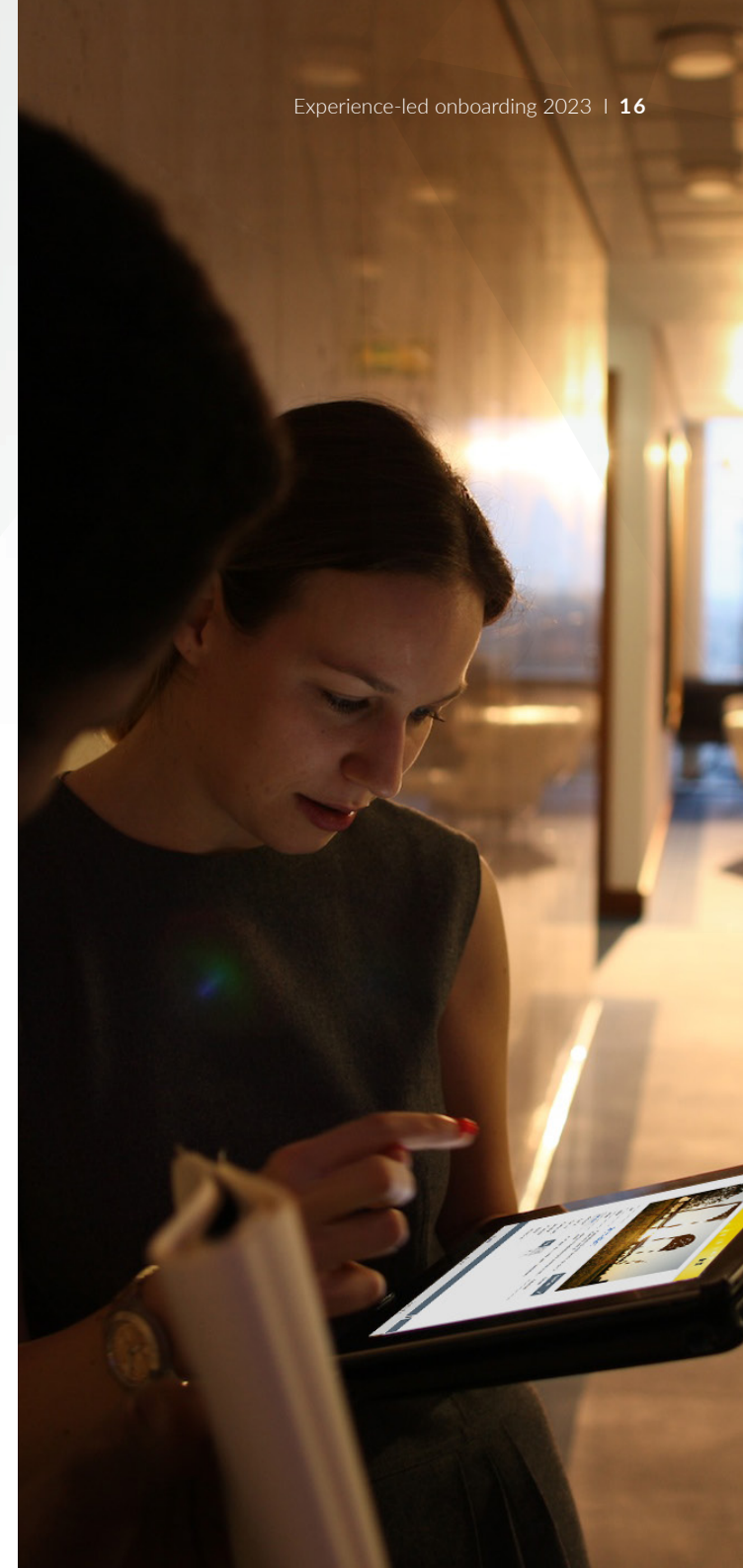
## Aviva

Aviva wanted to create a globally consistent onboarding experience that would set the benchmark for employee onboarding around the world. A personalised approach that would embed new people into their culture, values and vision whilst also preparing them for work.

This company-wide initiative began with an intense period of research, allowing us to better understand their current onboarding process and regional differences. Alongside this, we conducted an external focus group with 18 different global organisations, allowing us to better understand best practice and create our vision for Aviva. A project team, involving recent hires, line managers, HR, L&D and IT, then used that vision to define the perfect experience for Aviva, and the right level of personalisation.

Aviva decided on an 80/20 split (global/personalised) to their new hire experience, which launched in eight different languages and twelve different countries in 2015. Like GEHC, Workday manages the compliance aspects of onboarding, leaving Eli to deliver the personalised experience. And, beyond language, the new hire experience was tailored to an individual's country, grade and role, with pre-boarding including personalised information on a new hire's local office, manager and buddy.

Our tailored approach delivered for Aviva from day one. Within 12 months, over 4,000 new hires had rated their experience 4.9/5. 87% felt fully supported throughout the whole onboarding process, 89% would recommend Aviva to a friend and 97% had IT in place on day one. Aviva also reported reductions in attrition and dropout, as well as a reduction in onboarding-related admin. Seven years later, new starter engagement has never dropped below 84% globally.





### **Social & cultural integration**

Though a great deal of this report is focused on what technology can help you accomplish, the most important element of any great onboarding experience is the human element, and helping new hires integrate socially and culturally is key to their success. And, though rich content can support the process (employee generated videos being a great example of this), nothing drives better engagement during onboarding than interacting with a real human being.

The best onboarding experiences build multiple opportunities for human interaction (in one format or another) into the process before and after day one. Video/phone calls, instant messaging, new hire social walls, face-to-face events, and live Q&As are all great examples of pre-boarding interactions. Don't leave things to chance though. Build touchpoints into your onboarding process to ensure they happen, like nudging a line manager to call a new hire one week before they start to check in.

From day one, it's just as important to help new hires build connections within their team, across the wider business and, if relevant, with key clients too.

Line managers and buddies obviously play a pivotal role in this, first developing a strong relationship with their new hire/teammate, then helping them build wider connections across the business.

We've also seen many organisations returning to what used to be commonplace – group onboarding sessions. Whether online or face-to-face, over a day or week, group onboarding events bring together a diverse range of people, often from right across the business. This provides the perfect opportunity for new hires to build new connections – just remember to build time into virtual events for networking, as you would during a face-to-face session.

## **Cognizant**

Cognizant is a technology company that engineers modern businesses to improve everyday life. The experience we developed with them helped their new talent develop a passion for technology, instilled a thirst for learning and built a resilient mindset. Social integration was the biggest challenge for Cognizant though, given that the majority of their business are remote or client-based, so their experience worked hard to help new hires build connections with their peers, colleagues and the wider business,

Each new hire is assigned a development manager, to support them from offer acceptance until the end of onboarding, 10 weeks after day one. During pre-boarding, new hires have access to an onboarding social wall within their onboarding portal for them to connect with other new hires and with ambassadors from within the business, as well as regular events.

There are key points along their onboarding timeline for line managers and buddies to reach out, via the portal's instant messaging. New hires can reach out

in the same way at any time. Eli also tracks wellbeing during onboarding, alerting an individual's line manager if they are feeling down.

A week long, face-to-face induction, then gives new employees the opportunity to meet with senior leaders and build relationships with many of the people they've been speaking to through Eli. Group volunteer days give those same people the chance to reconnect at later points during their onboarding.

Cognizant's onboarding experience has 100% new hire engagement. Reneges on offers is at 8% (12% below the industry benchmark). And, 0% of new hires reported feeling unhappy at any point during their onboarding. (Stats taken July 22 - Mar 23)

We also have to mention **DNV's Mystery Coffee initiative**. Registering gives new hires the opportunity to meet colleagues from all over the world and allows them to quickly expand their network, share knowledge, create new ideas or simply have a break and a chat.



### **Inclusivity & wellbeing**

An inclusive experience is a good experience, as is one that supports an individual's mental and physical health, but a great onboarding experience needs to do more than simply inform a new hire about everything that's available to them when they start work.

Global organisations invest £millions each year building more diverse and inclusive businesses, but the focus of that investment is centred on talent attraction and internal initiatives. Onboarding has a habit of falling through the cracks, but there are many opportunities during onboarding to drive and support your DE&I agenda, and build an inclusive experience, utilising many of the principles we've already highlighted in this report.

A personalised approach allows you to give more support to those who need it during onboarding, whether that's due to a disability, socio-economic background, race, age, gender, or sexual orientation. This can start with simple improvements, like making any digital platform more accessible or giving new hires access to employee resource groups before they start, should they want to join or become an ally. But where an experience really excels is when the diverse groups you're trying to support are involved in its creation. Who better to help you build a process that's truly inclusive, supports people to be themselves and instils the confidence to speak out and be heard.

Building an experience that promotes better wellbeing during onboarding can be managed in a similar way. But, whereas a new hire is likely to know if they'll need more support or a different experience due to their background, LGBTQAI+ status or a disability, for instance, understanding who might need more support due to stress and anxiety about starting a new job is harder to predict. New hires often feel nervous or embarrassed to reach out too, compounding the issue.

A good experience will clearly outline what support is available to them as a new hire. A great experience will give them access to the same support actual employees have. Either way, during onboarding it's important to provide several avenues for individuals to access support, such as via their line manager or buddy, or a specific support team or individual. Again, the right technology can support you with this and, in the case of Eli even monitor new hire wellbeing throughout onboarding, alerting a line manager if a new member of their team is feeling down.

### **Autism Unlimited**

Autism Unlimited (AU) exists to support and empower those living with Autism, though none of this is possible without the support of the amazing people who work there. But, with 21% of new hires leaving the charity within the first three months of employment, it was clear a new and inclusive onboarding experience was required.

Major events like starting a new job might make us nervous, but they can be debilitating for people with Autism. Like everyone though, they can manage stress and anxiety better if they can prepare for changes in advance.

By pulling on the support and guidance of a wide range of people from right across their organisation, we created an engaging and inclusive experience that championed employee wellbeing at every stage.

A big win, was certainly the clearly outlined onboarding process, that gave those who needed it, more time to plan for tasks or events in advance.

As was colour coding tasks, from red to green like traffic lights – something that received particular praise from employees with Autism.

Numerous social touchpoints during pre-boarding help new starters feel like part of the team before day one and a tailored calendar of induction events over week one ensures new hires have the training and support they need to thrive.

Between 2021-23 AU tracked a 9% reduction in early attrition. 97% of new hires described their onboarding as outstanding, 98% felt the onboarding process was speedy and efficient and 96% felt their onboarding portal was informative, engaging and useful.

We also have to mention **Cognizant** again. Throughout pre-boarding and onboarding, they run weekly online sessions on wellbeing, mental and financial health, as well as guided meditation. New hires also have a number of different people to reach out to for help during onboarding depending on what support they need. Cognizant's development managers are also trained in mental health.





**Data, insight, action**

We've already touched upon the importance of onboarding and HR data when it comes to creating an exceptional experience and building an environment of continuous improvement. The very best experiences monitor multiple data points, gathering qualitative and quantitative data at key moments in an organisation's onboarding process, day one, month one and month three being favoured moments on an onboarding timeline.

But, more regular pulse surveys can offer further insight into more specific aspects of your onboarding experience and allow you and even your line managers to take action to immediately improve the experience for all, or just that of an individual. And let's not forget that feedback from your line managers can be just as important as that from new hires. Their role in onboarding is crucial, so make sure their views and opinions are heard.

As with everything we've discussed in this report, technology is the enabler and nowhere can it be more effective when it comes to data. A great analytics dashboard, one that brings all onboarding data together in one place and allows an organisation to filter that data to track trends, identify successes and spot opportunities on a macro or micro level, is invaluable. This is particularly important for global organisations, where challenges and pain points are often regional or country-specific.

What our data clearly demonstrates, cross-client, cross-country and cross-industry, is that a great onboarding experience should regularly evolve to ensure it gives new hires the support, knowledge, connections and experience they need to thrive in a new organisation.

# Why invest?

Developing a consistently great onboarding experience, like those explored over the last few pages, requires an investment of time, people and money, but the return on investment is undeniable. Great onboarding cements in the mind of a new hire that they made the right decision to join your company, builds the foundations of a great working relationship and gives organisations a true competitive advantage. So, what kind of returns can a business expect?

## **Increased employee engagement**

Having an engaged workforce is imperative to the success of any organisation, and the happiness and wellbeing of their employees. Research shows that organisations with effective onboarding have 33% more engaged employees<sup>1</sup>.

After launching their new onboarding experience in 2019, GE HealthCare tracked a 10% increase in global employee engagement between 2019 and 2021, directly attributed to more engaged, short tenure employees. And, that engagement also led to more tangible business benefits. Globally, 88% of their new hires felt engaged, informed and aligned to the organisation in week one, and 94% said the onboarding experience helped them perform more quickly as of month one.

## **Accelerated time to productivity**

Low productivity from new hires can cause companies to lose as much as 2.5% in revenue<sup>2</sup>. Properly onboarded employees reach their full potential faster, contributing to their team and the organisation's productivity as a whole.

In fact, a good onboarding experience can increase new hire productivity by as much as 70%<sup>3</sup>. Well onboarded new hires also require less support early on, freeing up line managers and their teams to focus on their own roles.

**In Eli's 2023 client survey, 100% of clients who monitor new hire productivity, reported an improvement in early performance.**

<sup>1</sup> BambooHR

<sup>2</sup> Urban Bound

<sup>3</sup> Brandon Hall Group

# Why invest?

## Improved employee retention

Talent scarcity and high turnover are among the largest challenges organisations face in 2023, so ensuring new employees remain with your organisation and build long and successful careers with you is imperative. Great employee onboarding can improve employee retention by 82%<sup>1</sup>, and 69% of employees are more likely to stay with an employer for three years if they have a great onboarding experience<sup>2</sup>.

When calculating the cost of employee attrition to your organisation, it's important to consider the overall cost of re-hiring and re-training a new individual, as well as the loss of productivity while they get up to speed. One of our global partners did just that and, after tracking a 24% reduction in new hire attrition between 2019 and 2021, conservatively estimated a cost avoidance to the business of £6.6 million.

After the launch of their new onboarding experience in 2021 Autism Unlimited tracked a similar 9% reduction in new hire attrition between 2021 and 2023. They also noted a reduction in overall employee turnover too, attributing that to the effect more engaged and productive new hires had on their teams.

**In Eli's 2023 client survey, 100% of clients who monitor new hire attrition, reported a reduction. 82% also reported a reduction in reneges before day one.**

This was of particular importance for clients hiring emerging talent (graduates, interns and apprentices), where dropout and ghosting used to be a big challenge.

<sup>1</sup> Brandon Hall Group

<sup>2</sup> SHRM

# Why invest?

## Reduced onboarding related admin

An improved onboarding experience will deliver improvements through automation, digitisation, and a more streamlined process. And, through personalisation, businesses can also expect a reduction in the number of tasks new hires need to complete as part of onboarding – a win-win for all involved.

**Technology is obviously a key enabler here, and in our 2023 survey, 100% of clients who track onboarding-related admin, reported a reduction.**

A global engineering and technology partner specifically tracked a reduction in admin of 35 hours per month across the UK and Asia, six months after launching their new experience, and a 20% reduction in onboarding queries handled by their shared services team in North America.

## Enhanced employer brand

A great onboarding experience perfectly demonstrates an organisation's commitment to its employees at arguably the most important stage of their career with you – the start. This positively effects your reputation as an employer and, through platforms like LinkedIn and Glassdoor, increases employer brand awareness. This, in turn, helps organisations to attract top talent in a competitive job market.

## Improved wellbeing and inclusivity

Beyond these more tangible business benefits, it's also important to understand and highlight the positive effect a great onboarding experience can have on employee wellbeing and inclusivity. The very best experiences, as we've outlined earlier in this report, will be inclusive by design, reduce anxiety and stress before and after day one, build confidence and connections, and ensure all new hires are set up for success, no matter what their background.

And, by harnessing technology, leveraging data, and embracing personalisation, businesses of every size can achieve this. And, create a human-centric, onboarding experience that transforms their new hires into invested, empowered, and valuable team members, driving the company's growth and prosperity.



## el/® *Very* engaging onboarding

Eli is experience-led onboarding technology that empowers organisations to create, manage and deliver very engaging onboarding experiences easily. Eli is used in over 150 countries worldwide and onboards 100,000s of people a year in 18 different languages.

Eli creates a personalised and inclusive digital onboarding portal for every new hire, that contains everything they need for success. A responsive, fully branded site, that delivers a rich and interactive candidate experience and allows your new hires to get to know you, their line manager and peers. Eli can guide them through a tailored onboarding journey, with tasks, forms, and nudges when they (and their line manager) need them, and is by their side at every moment that matters.

This is imperative if you want to create a sense of community and belonging, because that feeling of belonging leads to tangible business benefits – benefits that you can put a figure against. Reduced dropout, reduced time to competency, reduced admin, and reduced first year attrition, not to mention having a positive impact on engagement and your wider employer brand – everything we've covered in this report.

We work with a diverse range of national and multi-national clients all around the world, including Aviva, AstraZeneca, Fidelity, A&M, DNV, Police Now and the Mercedes AMG HPP F1 team. They all have one thing in common – a passion to deliver a very engaging onboarding experience, with their new hire at its heart. Something we're proud to say we accomplish with aplomb. You can [find out about what we can achieve together here](#).

