

# The State of the Digital Workplace

**2024**  
EDITION

Taking the digital workplace to the next level

PERSPECTIVES FROM 1,100+ EXECUTIVES

PUBLISHED BY



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# Introduction

The digital workplace is always in a state of flux. The wider economic and business climate impacts both priorities and budgets. Emerging technologies start to break into the digital workplace with new tools waiting in the wings. Individual product roadmaps evolve at breakneck speed.

Employee expectations around their technology experiences also change, influenced by the use of apps in their consumer lives. And then there are the changes that occur within individual organizations; new products, restructures, replatforming and new strategies.

All these factors provide fresh challenges for digital workplace teams. They want to take the digital workplace to the next level but there is a lot of work to do: launching new tools, improving old ones. Supporting users and driving adoption.

Of course, the latest digital workplace disruptor is generative AI, and inevitably this is reflected in the latest State of the Digital Workplace report. It's still an extremely fast-moving area, and the experiences of early adopters so far are overwhelmingly positive, although more muted for some.

This report is based on a survey of over 1,100 digital workplace executives and practitioners who submitted their responses between February and April 2024. This eighth annual State of the Digital Workplace remains a unique

and authoritative overview and snapshot of where we are with the digital workplace, helping to guide planning and decision-making in a critical area.

With so much change, managing the digital workplace is not always easy. Responses to our survey indicate these are challenging times for digital workplace leaders and teams. Digital workplaces remain at low maturity, and more feel their digital workplace is at an early stage and their technologies and tools are less effective. There also appears to be an increased budget and resourcing challenge.

But if there's a truism from the last few years, it is that digital workplace teams are very adept at navigating these challenges. They punch above their weight. They act as internal change agents. They provide sensible perspectives to counter uninformed opinions and encourage connected thinking across silos.

As we enter the age of generative AI, we need their input more than ever. They make a difference. I hope the insights in this report can contribute to their excellent efforts.

**Brice Dunwoodie**

Founder and CEO, Simpler Media Group

**PS:** Although we love generative AI, we can confirm this report was written, reviewed and edited by human beings.



# 10 Key Takeaways

## 1 The digital workplace is still regarded as critical by most

Nearly two thirds (65%) of organizations say the digital workplace is a critical or high priority, up 2% from last year. The digital workplace remains highly relevant.

## 2 There is even more work to do across the digital workplace

Only 24% of organizations feel their digital workplace is “fully mature,” down from 27% in 2023. At the same time, only 13% regard their core digital workplace as “fully implemented.”

## 3 AI and automation rise to the top of the digital workplace agenda

The two most frequently mentioned strategic priorities are “digitization & automation,” and “AI tool adoption,” with the latter more than tripling from 12% to 39% in the past year.

## 4 Limited budgets are impacting digital workplace teams' ability to deliver

The number one challenge for organizations is “constrained budgets,” mentioned by 46% of organizations, while the proportion of those expecting budget increases has also fallen.

## 5 Confidence in digital tools continues to plateau

Confidence in the effectiveness of tools has remained static for the second year running and has only changed, but on average less than a third feel different tools are “working well.”

## 6 Hybrid and remote working is the dominant working pattern

Hybrid and remote work dominate, with 60% organizations operating a hybrid working model and 14% with an entirely remote workplace. Only 10% of organizations are mostly working in the office.

## 7 Hybrid working has positive outcomes but challenges remain

Organizations report increased tool adoption, employee engagement, productivity and wellness. However, challenges such as online meeting fatigue and maintaining company culture remain.

## 8 Generative AI is already driving daily work

Generative AI is already being used extensively across different areas of daily work from content creation to coding to customer service; only one in 10 organizations is not using it.

## 9 Organizations are aware of the risks and are dealing with them

Most organizations are aware of AI risks including data privacy, cybersecurity and protecting intellectual property. Eighty-seven percent have or are planning a strategy and guidelines to mitigate risks.

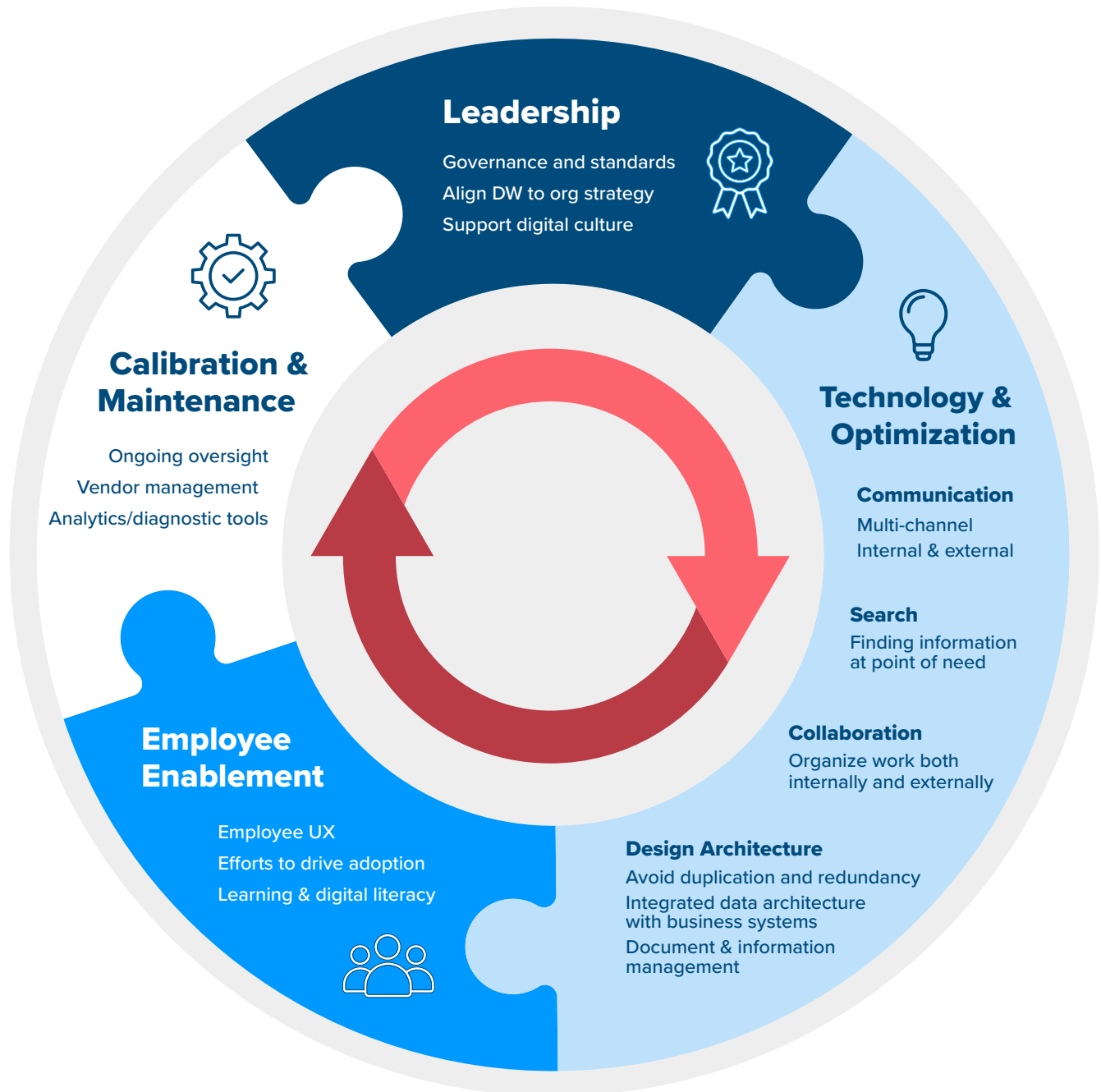
## 10 Most businesses report positive outcomes from generative AI

A large majority of businesses report benefits and positive outcomes from generative AI so far; 89% agree that it has improved daily workflow and processes.



# Defining the Digital Workplace

Ever-evolving, the digital workplace combines leadership, culture, technology and practices to yield critical outcomes that impact both operational effectiveness and employee engagement.





# The Evolving Digital Workplace

The concept of the “digital workplace” and the “digital employee experience” have been around for many years now. Originally both relatively niche, they have become increasingly popular, although not always necessarily with those labels applied.

Arguably, the pandemic acted as a catalyst for increased awareness of the importance of the digital workplace, with the need to invest in digital tools that support remote working, collaboration and business continuity. In parallel, that has helped to highlight the advantage of a good digital employee experience with a coherent, integrated environment that supports employee needs.

Responses to this digital workplace survey over the past eight years have mirrored the evolving digital workplace. But we also know that trends, habits and perceptions can change very quickly, driven by shifts in working habits, technology and more. As in previous years, we wanted to get a snapshot of just exactly how the digital workplace is evolving and the relative attitudes toward it.

## The Digital Workplace Is Still a Critical Priority

Each year we ask organizations where the digital workplace stands in terms of being an organizational priority (Figure 1). This year those regarding the digital workplace as being a “critical” or “high” priority has remained relatively steady, rising from 63% to 65%, reversing a trend over the past two years where there has been a decrease. Responses to this question across different organizational sizes were also pretty consistent.

Reviewing the past six years, a clear trend emerged during the key COVID-19 years of 2021 and 2022 where prioritization of the digital workplace rose. Prioritization fell once the pandemic was over, likely due to our reliance on the digital workplace for remote working. The numbers of those prioritizing the digital workplace highly now seems to have stabilized, and notably has more people stating this (65%) compared to the beginning of the pandemic (56%).



However, those who regard the digital workplace as a “moderate” priority compared to 2020 is relatively similar (28% today compared to 25% in 2020) while the number of those declaring the digital workplace as a “low” or “not” a priority has more than halved from 19% to 7%.

It’s also important to remember that this question relates to the priority placed on the digital workplace; the truth is that collectively we have made significant progress in terms of rolling out tools like Microsoft Teams and embedding remote working. We are not back to square one.

**Figure 1: How does the digital workplace rank in terms of your organization's priorities?**

Answer	2019	2020	2021	2022	2023	2024
Critical or high priority	48%	56%	77%	72%	63%	65%
Moderate priority	29%	25%	17%	20%	32%	28%
Low priority or not a priority	23%	19%	6%	8%	6%	7%

Answer	2024
Critical priority	18%
High priority	47%
Moderate priority	28%
Low priority	6%
Not a priority	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



## Digital Workplace Professionals Say There Is Room for the Digital Workplace to Grow

In this survey we've always asked respondents to rate the maturity of their digital workplace (Figure 2). We do this to see if this aligns with views of its importance, but also find out the extent to which people feel that there is work to be done.

In previous years, perceptions of digital workplace maturity have remained relatively steady, with some increases during the pandemic in those declaring the digital workplace mature. This year there is a modest decrease in the proportion of respondents saying that their digital workplace is "at a mature phase," reducing from 27% to 24%. Those declaring that their digital workplace is "about mid-way" remains relatively steady (from 43% in 2023 to 44% in 2024), while the proportion of those with a digital workplace "at an early phase" has grown slightly from 27% to 29%. Overall, most digital workplace professionals still feel their digital workplace has room to mature.

Even those who work for digital workplace vendors or across the digital workplace "industry" are not exactly bullish about the maturity of their own digital workplace. Twenty-nine percent say it is still at an "early phase." Only 20% of vendors and consultants feel their own digital workplace is "mature."

Overall, these numbers confirm that for a majority of organizations (76%), the digital workplace requires more work. Indeed, a common mantra of digital workplace professionals is that a digital workplace is never finished and is always a work-in-progress.

**Figure 2: How do you rate the maturity of your organization's digital workplace?**

Answer	2019	2020	2021	2022	2023	2024
At a mature phase	14%	22%	29%	26%	27%	24%
About mid-way	25%	36%	40%	45%	43%	44%
At an early phase	42%	33%	28%	25%	27%	29%
Not yet started	16%	5%	2%	3%	2%	2%
I'm not sure	3%	3%	1%	1%	1%	0%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024





## Most Organizations Have a Digital Workplace Strategy or Program

Each year this survey has asked if organizations have a formalized approach to the digital workplace (Figure 4). Over the past few years we've seen a steady growth in those who have a specific strategy or program, rising from just 46% in 2017 to a highly significant 89% in 2023 (Figure 3).

This year the proportion of those with a strategy or program has stayed similar to last year, only reducing by 1% to 88%. Those reporting that their program is “well-established” have fallen by 4% from last year to 35%. Meanwhile, those who say it is at the earlier stages has risen from 27% to 28%, and those saying it is embedded within other strategies has risen from 23% to 25%. There is also a small increase (2%) in those who plan to implement a strategy.

Overall, the large majority of organizations still have a defined strategy or related programs. Further, these strategies are integrated within different departments, teams and roles.

We were also interested to see if there was a correlation between those who said their digital workplace is “mature” (see Figure 2 above) and those with an “established” digital workplace strategy. We did this by comparing the responses of those who had declared their digital workplace “mature” with the rest of the population (“non-mature”). The numbers do confirm a strong correlation: Eighty-eight percent of those with a mature digital workplace say they have a well-established strategy, compared to only 20% of those from non-mature organizations.

Note that comparing the results of the mature and non-mature group is an approach we return to a number of times in the report.

**Figure 3: Do you feel your organization has an established digital workplace strategy or program? Eight-year trend.**

Answer	2017	2018	2019	2020	2021	2022	2023	2024
Yes	46%	54%	65%	72%	84%	86%	89%	88%
No	54%	46%	35%	28%	16%	14%	12%	11%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



**Figure 4: Do you feel your organization has an established digital workplace strategy or program?**

Answer	2021	2022	2023	2024
Yes, it is well established	39%	38%	39%	35%
Yes, but it is still at the earlier stages	25%	29%	27%	28%
Yes, but it is embedded within other strategies and initiatives	21%	19%	23%	25%
No, but we plan to implement one in the next year	9%	5%	4%	4%
No, but we are considering it	4%	4%	3%	5%
No, not at the moment	3%	5%	3%	3%
Don't know	N/A	1%	0%	0%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

## The Digital Workplace Has a Long Way to Go in Most Organizations

We also wanted to understand the extent of the deployment of the core parts of the digital workplace and if there was room for more investment (Figure 5).

This year, only 13% said their digital workplace was “fully implemented,” although this is up 4% compared to 2023. However, there is an increase in those who have “some implemented, some pending” from 16% to 26%.

At the same time, the percentage of organizations in early stages who told us they had not started, were building a business case, were carrying out market research or were still drawing up requirements has dropped, from 54% to 45%.

Even among digital workplace vendors and experts, the digital workplace still has a lot of work to do, with only 13% reporting it as “fully implemented.” Overall it appears that while collectively we are making some progress, there is room for additional investment in most organizations and that the digital workplace has a long way to go.



**Figure 5:** Considering your investment in the core elements of your digital workplace, which of the following options best describe the current state of your organization?

Answer	2020	2021	2022	2023	2024
Not started / not active	8%	1%	6%	6%	5%
Building a business case	14%	6%	15%	13%	8%
Researching tools and trends	13%	8%	19%	22%	15%
Developing / thinking our requirements	13%	11%	12%	13%	17%
Researching vendors	2%	4%	3%	5%	6%
Conducting an RFI or RFP	1%	2%	5%	8%	4%
Purchases made, implementing now	9%	10%	9%	7%	7%
Some implemented, some pending	25%	26%	19%	16%	26%
Fully implemented	15%	31%	11%	9%	13%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



# Priorities and Challenges

The digital workplace never stands still. The pace of change can be relentless, down to the inevitable shifts within organizations caused by everything from operational decisions to new technology investments to reorganizations to evolving organizational culture.

The digital workplace is also impacted by the wider business climate where factors such as skill shortages, the regulatory environment, the overall economy and working patterns can all contribute to a relatively smooth path or an increasingly rocky road, sometimes more keenly felt in particular sectors.

And of course technology trends such as the move to the cloud have also driven change, with now generative AI waiting in the wings to potentially transform the way we work.

Of course, change generates both opportunities to seize and hurdles to overcome. As with previous years, we wanted to pinpoint the strategic priorities and the challenges that are coming into focus, and are likely to prevail over the next year.

## Digital Workplace Teams Focus on AI and Automation

Each year we ask organizations to list their top three digital workplace priorities with a set number of choices (Figure 6). There are always a wide number of answers given, showing that priorities can vary considerably across different organizations and also can fluctuate each year.

This year there is a clear focus on AI and automation, which is unsurprising given the focus on generative AI in the past year. The top answer “Digitization, automation and process improvement” has actually been the most popular answer for the past three years. This year the number of respondents mentioning it has grown considerably, up from 32% to 40%.

However, those organizations focusing on “AI tool adoption (chatbots, AI, integrated workflows)” have increased dramatically, from 12% to 39%, almost tripling to become the second-most popular answer overall. A new category for this year, “Generative AI” is also the fifth most popular answer at 18%.



“Culture and change” has consistently been a focus area for digital workplace teams and a top five priority in the past five years of the survey. This year it has risen by 2% to 28% and is the third most popular answer. As we hypothesized last year, this may hint at efforts to maintain culture in the face of hybrid working, with events, digital communications and other change management initiatives.

The fourth most popular answer “Digital literacy and capability” has fallen from 25% to 21%. Although this still remains a priority activity to ensure users get the best out of their digital workplace tools, the reduction is perhaps surprising. Arguably, employees need more training and support to get the very best out of AI-powered tools.

Other priorities have remained relatively unchanged, including “Flexible working options” (down from 15% to 14%) and “Supporting hybrid work/return to the office” (down from 6% to 5%) where perhaps we might have expected more of a decline in the rates.

**Figure 6: What are your organization's top three digital workplace priorities?**

Answer	2021	2022	2023	2024
Digitization, automation and process improvement	25%	26%	32%	40%
AI tool adoption (chatbots, AI, integrated workflows)	12%	10%	12%	39%
Culture and change	22%	23%	26%	28%
Digital literacy and capability	11%	15%	25%	21%
Generative AI	N/A	N/A	N/A	18%
Improving customer service	22%	11%	14%	15%
Flexible working options	16%	18%	15%	15%
Governance, risk and compliance	8%	8%	12%	14%
Democratizing access to analytics for employees	N/A	N/A	N/A	12%
Integrated digital workplace environment	26%	15%	14%	11%
Team communication & collaboration/enterprise social	16%	13%	8%	10%
Improving analytics related to digital workplace effectiveness	N/A	N/A	N/A	10%
Knowledge management	13%	11%	10%	9%
Standardization of tools and processes	12%	9%	6%	8%
Learning and development	18%	11%	11%	8%



Onboarding and training	6%	12%	8%	7%
Performance management	6%	14%	8%	7%
Project management	9%	11%	9%	7%
Ideation tools and platforms	2%	5%	6%	6%
Enterprise service/app store	6%	6%	12%	6%
Unified communications and related tools	9%	4%	3%	5%
Supporting hybrid work/return to the office	N/A	9%	6%	5%
Intranet effectiveness	9%	5%	6%	4%
Supporting frontline workers	N/A	7%	7%	3%
Workforce analytics	4%	4%	3%	3%
Mobile services and adoption	5%	5%	7%	3%
Search & information findability	9%	5%	4%	3%
Starting a citizen development program	N/A	2%	5%	1%
Smart buildings (hot desking, location awareness)	5%	3%	3%	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

Once again, we compared the strategic priorities of organizations with mature and non-mature digital workplaces (Figure 7). There are some similarities between responses from the two groups. All five top priorities are common across both groups, albeit in a different order (“AI tool adoption,” “Digitization, automation and process improvement,” “Generative AI,” “Digital literacy and capability” and “Culture and change.”)

There were some differences. Non-mature organizations may be playing catch-up and are more likely to be focusing on “Digitization, automation and process improvement” than mature organizations (42% compared to 35%).

Conversely, mature organizations are much more likely to prioritize “AI tool adoption” (54% compared to 34%) and “Flexible working options” (17% compared to 14%). At the same time non-mature organizations are also more likely to focus on “Culture and change” (32% compared to 19%).



Comparing the priorities of organizations across different sizes shows some differences in prioritization. For example, larger companies are more likely to be focusing on “AI tool adoption”; this was a priority for 48% of organizations with over 10,000 employees, but for only 44% of medium organizations with between 1,000 and 10,000 employees. Only 35% of smaller companies with under 1,000 employees were focusing on it.

Meanwhile, small companies were more likely to focus on “Flexible working options” (18%) compared to medium (11%) and large (10%) organizations. Other notable differences included “Governance, risk and compliance,” which was more of a focus for larger organizations.

**Figure 7: Top five priorities of mature and non-mature organizations**

Priority	Mature group	Non-mature group
1	54% - AI tool adoption (chatbots, AI, integrated workflows)	42% - Digitization, automation and process improvement
2	35% - Digitization, automation and process improvement	34% - AI tool adoption (chatbots, AI, integrated workflows) Culture and change
3	23% - Generative AI	32% - Culture and change
4	21% - Digital literacy and capability	21% - Digital literacy and capability
5	19% - Culture and change	16% - Generative AI

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

## Lack of Budget Is the Number-One Challenge for Digital Workplace Teams

As well as the priorities, we also wanted to uncover the corresponding challenges for digital workplace teams (Figure 8). What’s causing them the most consternation? Last year “Budget constraints” was listed as the most popular challenge, following a significant and unexpected rise from 29% to 40%. Would the pattern be repeated in 2024?

“Budget constraints” remained the number one challenge this year for digital workplace teams and it’s grown even more, up 6% to 46%. It seems that CFOs and other senior leaders are extending tight controls on spending. The continuing parlous state of the world, high inflation in some countries and particular difficulties in sectors such as technology and retail, may be contributing to a fragile economic climate that is resulting in a more cautious approach. There may also be challenges because particular digital workplace tools such as generative AI are proving to be expensive.



As in previous years, “budget constraints” was a challenge across all organizational sizes. However, in the past it was far more likely to be mentioned by smaller companies. Although this year it was mentioned by a higher proportion of smaller companies (49%), the differential compared to medium (39%) and larger organizations (45%) does not seem significant.

Other challenges were mentioned at broadly similar levels as last year. This included the second-most cited challenge “Competing initiatives or departments” (26%, down from 28%) and the third most popular “Digital workplace adoption” (23%, up from 22%), both top-three challenges from last year. This latter challenge was more likely to be mentioned by large companies (30%) compared to medium (22%) and small companies (22%).

Other challenges which declined in popularity included “Lack of change management” (20% to 14%) and “Measuring digital workplace success/impact” (13% to 9%).

**Figure 8: What are your organization’s three biggest digital workplace challenges?**

Challenge	2020	2021	2022	2023	2024
Budget constraints	41%	30%	29%	40%	46%
Competing initiatives or departments	24%	18%	14%	28%	26%
Digital workplace adoption	15%	16%	19%	22%	23%
Limitations of current platforms/technology	19%	19%	16%	15%	17%
Disconnected workforce	10%	15%	16%	15%	16%
Lack of digital literacy among employees	13%	14%	16%	17%	16%
Lack of cross-departmental collaboration	16%	15%	17%	16%	15%
Lack of change management	9%	13%	14%	20%	14%
Lack of strategic direction	11%	17%	12%	15%	12%
Lack of digital workplace governance	8%	8%	10%	9%	11%
Organizational culture	24%	18%	11%	11%	10%
Staffing shortages/hard to fill digital workplace roles	N/A	N/A	13%	11%	10%
Siloed systems and data	26%	13%	8%	8%	10%
Lack of executive support	5%	13%	9%	12%	10%
Limited technical expertise	8%	6%	12%	8%	10%
Measuring digital workplace success/impact	18%	14%	11%	13%	9%
Limited cross-functional alignment	10%	13%	11%	9%	9%
The chaos of organic evolution	12%	8%	6%	5%	6%





Proliferation of applications/Shadow IT	8%	12%	11%	8%	8%
Moving to agile/hybrid working	12%	12%	12%	5%	6%
Limited operational processes	3%	11%	10%	6%	5%
Limited employee data accessibility	4%	11%	7%	11%	5%
Other	6%	2%	1%	1%	2%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

We also compared the challenges faced by digitally mature and non-mature organizations. Here there were considerable similarities with four out of the top five challenges the same across both groups. But there were also some differences. For example, 8% more non-mature organizations mentioned “Budget constraints” compared to their digitally mature counterparts.

**Figure 9: Top five challenges of mature and non-mature organizations**

Challenge	Mature group	Non-mature group
<b>1</b>	<b>39%</b> - Budget constraints	<b>47%</b> - Budget constraints
<b>2</b>	<b>25%</b> - Competing initiatives or departments	<b>26%</b> - Competing initiatives or departments
<b>3</b>	<b>24%</b> - Digital workplace adoption	<b>23%</b> - Digital workplace adoption
<b>4</b>	<b>19%</b> - Lack of digital literacy among employees	<b>18%</b> - Limitations of current platforms/technology
<b>5</b>	<b>16%</b> - Disconnected workforce	<b>16%</b> - Disconnected workforce

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

## Fewer Organizations Have Increased Their Budget

The increased challenge around “Budget constraints” is also reflected in responses to our question about how respondents specifically expect digital workplace budgets to be impacted over the next year (Figure 10).



Here, there has been a significant reduction in those with a more rosy outlook for their budget. Those enjoying an increased digital workplace budget have reduced from 38% to 32%, while those reporting that their budget is “constrained” or “severely constrained” have increased from 15% to 21%.

Meanwhile, those with budgets staying the same — either continuing with the same investment or prioritizing different spending — actually amounts to 48%, up from 47%. Despite the doom and gloom around current constraints, 80% of respondents expect their budget to increase or stay the same. Perhaps next year collectively there will be more money to play with.

We also compared the responses of digitally mature and non-mature organizations. Here the results correspond with our findings that while budget constraints are felt by both groups, non-mature organizations are more likely to be feeling the pinch. Overall, 23% of the non-mature group have a “constrained” or “severely constrained” budget, compared to only 12% of the mature group. The mature group is also more likely to be receiving a budget increase (48% compared to 26%) but at the same time may also have more ambition to spend more, perhaps explaining the equity in both groups identifying budget issues as their number one challenge.

**Figure 10:** How do you expect your budget for Digital Workplace investment to change over the next year?

Answer	2021	2022	2023	2024
Budget is increasing as we invest in upgrading digital workplace infrastructure	29%	26%	38%	32%
Budget is staying the same, and we are continuing with planned investments	31%	33%	26%	27%
Budget is staying the same, although we are prioritizing different investments	24%	26%	21%	21%
Budget is constrained: We've had to scale back and reprioritize	13%	11%	11%	14%
Budget is severely constrained: Funding is on hold until market situation improves	3%	3%	4%	7%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



# Technologies and Tools

Any given digital workplace is made up of multiple different tools, technologies and products. Employees rely on these to be effective to get things done. A digital workplace and its strategy are worthless if the tools are simply not up to scratch and don't work well. But expectations of what is "effective" can change over time as needs and experiences of non-workplace technologies change. Moreover, poor experiences of one part of the digital workplace can also heavily influence perceptions of the effectiveness of other tools.

Each year we ask about the importance of individual digital workplace technologies (Figures 12) and then their relative effectiveness (Figure 13). During the pandemic more respondents to this survey felt that tools were working well, likely influenced by the success of technologies that supported remote working. Last year, there was a sign that perceptions were changing with slightly fewer tools rated as "working well" and more "needing work." We wanted to see if this trend continued in 2024.

## Confidence in the Effectiveness of Tools Continues to Flatline

One theme we see every year is a disconnect between the importance placed on tools by organizations and their relative effectiveness, based on an assumption that if a tool or technology is regarded as "very important" it should really be a priority and work very well.

This disconnect between importance and effectiveness continues in 2024 and is particularly wide for some tools. For example, 70% of organizations say "document management" is "very important" but only 30% say it is "working well." Similarly, 61% say "group chat/team collaboration tools" is "very important" but only 40% say it is working well.

Where the gap is widest provides a potential guide for teams as to where to prioritize efforts to improve tools. One notable area is "knowledge management" with 61% regarding it as "very important" but only 27% saying it is "working well." Another is "AI/machine learning/automation" with 64% saying it is "very important" but only 29% say it is "working well"; this is clearly a reflection of the early stage of maturity of AI.



The overall confidence in the effectiveness of tools has stayed relatively low in recent years. Each year we track the average proportion of respondents saying that a tool “works well” across 20 different tools and technologies, but exclude email which tends to be an outlier in terms of results (Figure 11). While confidence did grow between 2019 and 2021 from 13% to 33%, perspectives of effectiveness have more or less flatlined since then. This year the average rate has stayed at 30%, exactly the same as 2023. While this doesn’t mean tools are getting worse, the fact that less than a third of organizations rate their tools as “working well” doesn’t feel like a glowing endorsement.

**Figure 11: Average perceptions of effectiveness of digital workplace tools (minus email)<sup>1</sup>**

Answers	Working well	Satisfactory	Needs work
2019 average response rates	13%	35%	52%
2020 average response rates	26%	44%	30%
2021 average response rates	33%	43%	24%
2022 average response rates	33%	47%	20%
2023 average response rates	30%	46%	24%
2024 average response rates	30%	45%	25%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

Digging deeper into the ratings of different tools reveals an interesting point about the effectiveness of AI. Certain responses indicate that some are struggling with AI and automation, almost certainly relating to new generative AI capabilities. This is not surprising given the sky-high expectations that accompany generative AI and the early maturity of the tools that arguably need both governance and training to get the best out of them. “AI, Machine Learning/automation” has the single biggest year-on-year drop of any tool of those rating it “working well” (down 6%) and the biggest rise of those saying it is “needing work” (up 13%). However, as we will see, this finding is countered by the generally positive feedback received about the benefits so far of generative AI, and the changes are also not huge.

Perceptions of the effectiveness of other tools have on the whole remained largely static, with a few fluctuations. As generative AI extends its influence on the digital workplace, it will be interesting to see if people feel tools are working better for them as a result.

<sup>1</sup> Average scores for 2019 and 2020 have been recalculated to take into account the removal of “Not applicable” responses.



**Figure 12:** How important do you consider the following digital workplace technologies?

Technology	Very Important	Somewhat Important	Not Important
Document management	70%	28%	2%
AI/Machine Learning/automation	64%	30%	6%
Email	63%	32%	6%
Group chat/Team collaboration tools	61%	34%	5%
Knowledge management	61%	35%	5%
Unified communications	58%	37%	6%
Forms and workflow	55%	42%	3%
E-learning/Microlearning	55%	41%	4%
Personal productivity tools	53%	40%	8%
Community and social platform	51%	41%	8%
HR portal and related self-service	51%	41%	8%
Intranet/Employee portal	51%	38%	12%
Enterprise service center (Helpdesk, Travel, etc.)	49%	41%	10%
Mobile enablement	48%	40%	13%
External collaboration tools	43%	48%	8%
Enterprise search	42%	47%	11%
Integrated task centers	40%	44%	16%
Ideation management	38%	46%	16%
Mobile apps for frontline workers (e.g. Blink, Speakap, Staffbase)	38%	39%	23%
Microservices/Aggregator services	30%	51%	19%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



**Figure 13:** Please rate the effectiveness of your organization's digital workplace tools below.

Tool	Working well	Satisfactory	Needs work
Email	52%	40%	8%
Group chat/Team collaboration tools	40%	44%	16%
Enterprise service center (Helpdesk, Travel, etc.)	33%	45%	22%
HR portal and related self-service	32%	45%	22%
Mobile apps for frontline workers (e.g. Blink, Speakap, Staffbase)	32%	40%	28%
Community and social platform	30%	47%	23%
Document management	30%	45%	25%
Intranet/Employee portal	30%	47%	23%
Mobile enablement	30%	44%	26%
External collaboration tools	30%	46%	25%
AI/Machine Learning/automation	29%	37%	34%
Enterprise search	29%	45%	26%
Unified communications	29%	47%	24%
E-learning/Microlearning	28%	48%	24%
Forms and workflow	28%	47%	25%
Knowledge management	27%	43%	31%
Personal productivity tools	27%	48%	25%
Microservices/Aggregator services	25%	47%	28%
Integrated task centers	24%	46%	30%
Ideation management	24%	43%	33%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

## There Is a Strong Correlation Between Digital Workplace Maturity and Effective Tools

Each year a noticeable trend is the very strong correlation between how mature a digital workplace is and how effective the tools are. This is shown by comparing the ratings of tool effectiveness between digitally mature and less mature organizations. Again, the results indicate a strong correlation between maturity and how well the tools are working. Across all 20 technology and tool categories covered by the survey, the mature group shows a greater proportion of organizations considering that tool “working well” and a smaller proportion saying it “needs work.”



For some technologies and tools the differences in responses between the mature and non-mature group are striking. For example, for “Community and social platform” 51% of the mature group report that technology is “working well” but only 23% of the non-mature group agree. At the same time only 5% of the mature group says this area “needs work,” compared to 29% of the non-mature group. A similar pattern can be found across other tools, too.

The differences in experiences in the area of “AI/machine learning/automation” are particularly striking. Sixty-three percent of the mature group declare it is “working well,” compared to only 17% of the non-mature group. At the same time 11% of the mature group say it “needs work,” with the non-mature group nearly quadrupling this amount at 42%.

As we concluded last year, the correlation indicates that a mature digital workplace does result in “real world benefits,” often due to increasing adoption, advanced management practices and skilled practitioners who know how to get the best out of a tool.

**Figure 14: The effectiveness of digital workplace tools: digital workplace maturity impact<sup>2</sup>**

Tool	Working well		Needs work	
	Mature	Not mature	Mature	Not mature
Email	72%	45%	3%	10%
AI/Machine Learning/automation	63%	17%	11%	42%
Group chat/Team collaboration tools	61%	33%	6%	18%
Mobile apps for frontline worker (e.g. Blink, Speakap, Staffbase)	57%	22%	10%	35%
Unified communications	56%	19%	7%	30%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

<sup>2</sup> This covers the top five tools ranked “Working well” by the Mature group.



# Ownership

Who owns the digital workplace? And who owns employee experience? These questions are not always easy to ascertain. An educated guess might say that the technology function owns the digital workplace, and the human resources department owns employee experience. However, responses to this survey over the years have shown the pattern of ownership and related influence is never that straightforward with answers that can fluctuate year on year, and more than one function being responsible.

As in previous years, we wanted to find out where the center of gravity lies in terms of the digital workplace and employee experience and who is in the driving seat to influence their directions.

## Business Leaders Are Rubber Stamping Technology Investments

Each year in the survey we ask which function makes digital workplace technology purchase decisions in the organization, a question that perhaps most accurately indicates who has the most influence over the digital workplace (Figure 15). Respondents can indicate more than one option if they wish. There is a consistent pattern of more than one function making the buying decisions for digital workplace tools; this trend continues in 2024.

In previous years, the IT function has always been the most popular answer, although in 2023 it was equal with the C-suite for the first time. This year both IT and the C-Suite tied again, each with 57% declaring them responsible for technology decisions. Notably, this represents a large increase for both figures, each up 12% from last year.

What is the cause of this continuing rise in the direct influence of senior business leaders on technology investments and the digital workplace? On one hand it may indicate that business leaders are taking an encouraging interest in the digital workplace as a strategic investment. However, given other indicators around budget constraints it seems more likely a sign that business leaders are keeping a tight control over the rubber stamp for digital workplace investments.





With IT and the C-Suite holding influence, other departments appear to have less control. Respondents saying that the knowledge management function makes decisions has fallen from 20% to 10%. The digital workplace or digital group function has similarly reduced from 20% to 13%.

In digitally mature organizations, leadership appears to take a keener interest in technology investments, with the C-suite more likely to be making tech purchase decisions (60% compared to 56%). Within the non-mature group the IT department is more likely to be signing off investments (58% compared to 53%).

**Figure 15: Who makes digital workplace technology purchase decisions in your organization?**

Answer	2020	2021	2022	2023	2024
C-Suite/Executive	42%	49%	42%	45%	57%
Information Technology department	48%	61%	54%	45%	57%
Human Resources	23%	11%	16%	20%	19%
Digital Group or Digital Workplace	15%	21%	18%	20%	13%
Line of Business/Department level	18%	25%	15%	20%	12%
Corporate Communications	16%	12%	13%	14%	11%
Innovation or Business Transformation	16%	12%	16%	14%	11%
Knowledge Management	10%	16%	13%	12%	10%
Operations department	18%	16%	11%	10%	8%
Other	3%	2%	1%	1%	1%

SOURCE: REWORKED/SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

## HR and IT are the Most Likely Functions to Own Employee Experience

Although the concept of employee experience may have originated in human resources, other functions, including IT, have embraced the term over the years. However, no one function can claim ownership.

We've asked which function owns employee experience for the past five years and the results have remained relatively consistent (Figure 16). Each year, the two most commonly cited functions have been HR and IT.



This year the two functions tied on top, with both equally likely to own employee experience. This represents a growing shift in the influence of IT, with numbers climbing from up from 15% to 23%. Meanwhile those indicating HR has reduced by 3% to 23%.

While the C-suite is also mentioned as owning employee experience (17%), other responses indicate that there is no overall owner. Overall, 5% of respondents said that “everyone” owns employee experience, down 2% on last year. The numbers indicating that there is mixed ownership across different functions has almost doubled from 7% to 13%.

Comparing responses from different organizational sizes reveals broadly similar responses. However there was one notable difference between digitally mature and non-mature organizations. In the mature group, employee experience was more likely to be owned by the C-suite (24% compared to 15% in the non-mature group), which perhaps suggests that these organizations are more likely to take a strategic view of employee experience at the leadership level.

**Figure 16: Which function owns 'employee experience' in your organization?**

Answer	2020	2021	2022	2023	2024
Human Resources	19%	22%	23%	26%	23%
Information Technology department	12%	22%	23%	15%	23%
C-Suite/Executive	14%	15%	13%	15%	17%
Mixed ownership across departments	4%	4%	7%	10%	13%
Everybody owns employee experience	13%	12%	7%	7%	5%
Digital Group or Digital Workplace	11%	5%	8%	7%	4%
Knowledge Management	5%	3%	4%	6%	4%
Corporate Communications	5%	7%	5%	6%	3%
Line of Business or Department	3%	3%	4%	3%	2%
Innovation or Business Transformation	4%	4%	2%	2%	2%
Don't know/No one	0%	3%	2%	2%	1%
Other	1%	2%	1%	0%	0%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



# Managing the Digital Workplace

The digital workplace doesn't look after itself. Management practices have a significant impact on value, for example in supporting adoption and usage, and driving value. As with previous years, we wanted to explore two focus areas for digital workplace management — measurement and supporting the digital dexterity of users.

## There Is Still No Consensus on How to Measure the Digital Workplace

Measurement across the digital workplace remains critical for improvement, but unlike digital customer experience where measurement practices and products are more mature, measurement still remains perplexing for many digital workplace teams. Our conversations across the industry frequently identify it as an area where teams would like to do better.

However, even though there is often a desire for teams to measure more, it's not always regarded as a priority. Only 9% mentioned “Measuring digital workplace success/impact” as a top three challenge, and only 10% mentioned “Improving analytics related to digital workplace effectiveness” as a top three priority.

Asking teams how they measure the digital workplace shows a lack of consensus and consistent approach to digital workplace metrics (Figure 17). Each year some results go up, and then go down. “Employee engagement metrics/surveys” has been the most common metric used over the past four years, but it fell from 46% to 36% this year. Meanwhile, those mentioning “Business case/ROI” rose from 28% to 34%, perhaps a reflection in the rise of budgetary constraints indicated from multiple answers in this survey.

Other popular answers include “Customer satisfaction metrics,” “Improved productivity,” “Improved efficiency/time saved” and “Increased revenue.” Perhaps surprisingly, “Employee satisfaction metrics including NPS” fell in popularity for the second year running, from 28% to 24%.

There are multiple reasons for the lack of clarity and consensus around digital workplace measurement. First, digital workplaces are complex with multiple tools, features and outcomes, so there are correspondingly multiple ways to measure it. Second, the increase in digital analytics based on all our interactions presents lots of opportunities for intriguing metrics, but skills, resourcing and privacy concerns cause many of these



opportunities to be missed. Third, digital workplace analytics products tend to be a little less mature than those for digital customer experience, in spite of advances to the former. Fourthly, arguably some of the benefits of the digital workplace are intangible and hard to measure. Finally, there is still some debate about what is the most important thing to measure; productivity, collaboration or even wellbeing? The debate is likely to continue.

Comparing the answers from digitally mature and less digitally mature organizations shows relatively equal responses, with no particular discernable patterns. However there is the odd difference: Digitally mature organizations are more likely to measure using “Business case/ROI” (38% compared to 32%) and “Employee satisfaction metrics” (32% compared to 22%).

**Figure 17: Which metrics does your organization use to measure the success of digital workplace improvement efforts?**

Answer	2020	2021	2022	2023	2024
Employee engagement metrics/surveys	38%	46%	39%	46%	36%
Customer satisfaction metrics	34%	39%	35%	39%	35%
Improved productivity	N/A	N/A	N/A	N/A	35%
Business case/ROI	22%	31%	25%	28%	34%
Increased efficiency/time saved	35%	40%	29%	28%	32%
Increased revenue	22%	21%	17%	19%	24%
Employee satisfaction metrics (e.g. eNPS, etc.)	25%	29%	33%	28%	24%
Decrease in help desk requests	N/A	N/A	N/A	N/A	20%
Employee turnover rate (ETR)	20%	21%	28%	24%	19%
User performance (task testing)	20%	22%	25%	18%	16%
User adoption rates/Application monthly active users (MAUs)	20%	22%	19%	16%	14%
Related reduction in use of other channels (e.g. calls, email)	12%	17%	17%	13%	12%
We don't use any metrics to measure digital workplace success	17%	10%	7%	7%	10%
Gamification analytics	6%	8%	9%	10%	8%
Don't know	N/A	N/A	3%	2%	2%
Other	1%	1%	1%	1%	1%

SOURCE: REWORKED/SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



## Digital Literacy Leans on E-Learning, Self-Help and Communications

Reskilling employees to take advantage of new advances in technology, enabling new digital roles and meeting digital skills shortages are a priority for many learning functions. Increasing digital literacy and dexterity for users has also been a priority for digital workplace teams, helping to drive both adoption and ROI of different tools. Arguably digital skills have taken on even more importance as AI starts to infiltrate the workplace; employees need guidance and confidence when using generative AI.

The importance of digital literacy is reflected in responses to our survey. “Increasing digital literacy” is consistently one of the most popular strategic objectives for digital workplace teams. Although the percentage of those mentioning it reduced from 25% to 21%, it was still the fourth most cited priority (Figure 6).

We wanted to investigate how teams are driving digital literacy among employees (Figure 18). In general, most methods don’t change that much year to year, with the most popular tending to focus on self-service approaches and traditional communications. The top four answers have remained popular over the years: “E-learning” (up 2% to 65%), “Self-help resources including videos” (remaining the same at 42%) and “Digital communications” (up 1% to 30%). However, we’re not entirely sure why those stating “Embedding training within applications” has reduced from 44% to 32%, as features such as tooltips are often found in software applications.

Encouragingly those taking a more comprehensive approach with a “Formal ‘digital literacy’ program” has increased from 12% to 18%. We also saw a concomitant reduction in “Traditional classroom training,” down 4% to 20%.

Peer-to-peer knowledge sharing has been on the rise as part of the mix of digital literacy approaches. The use of a “Local champion network/peer-to-peer” has consistently been a popular change management method for digital workplace teams, with an increase this year from 22% to 26%. “Lunch and learn sessions” also increased from 17% to 20%. The use of an “Expert support community,” which often includes non-IT power users, also increased by 3%. However, those listing a “Paired learning/buddy system” fell from 12% to 10%.



**Figure 18:** What methods are you using to raise digital literacy and improve use of tools across the digital workplace?

Answer	2020	2021	2022	2023	2024
E-learning	53%	61%	57%	63%	65%
Self-help resources including video	40%	44%	42%	42%	42%
Embedded training within applications (online help, videos, etc.)	28%	36%	36%	44%	32%
Digital communications	38%	42%	38%	29%	30%
Local champion network/Peer to peer	26%	30%	24%	22%	26%
Senior management lead by example	26%	26%	20%	21%	22%
Expert support community	19%	25%	22%	18%	21%
Lunch and learn sessions or equivalent	26%	23%	14%	17%	20%
Traditional classroom training	29%	18%	21%	24%	20%
Formal 'digital literacy' program	12%	18%	11%	12%	18%
Printed materials	21%	14%	19%	16%	15%
Paired learning/buddy system	13%	15%	14%	12%	10%
Gamification	5%	7%	12%	12%	8%
Drop-in clinics/Genius bars	13%	10%	9%	8%	8%
Other	2%	1%	2%	1%	3%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



# The Impact and Evolution of Hybrid Work

The adoption of remote and hybrid working at scale has had a significant impact on the evolution of the digital workplace. Many of us now work both in the office and at home but there is still a vigorous debate about a more fuller return to the office, with some CEOs now pressing to get more employees back. We wanted to see if the situation regarding hybrid and remote work is still evolving and its effects, both positive and negative, on working life.

## Hybrid Is the Dominant Working Pattern

We first wanted to establish the current levels of hybrid and remote work, so we asked respondents to confirm their approach (Figure 19). Here hybrid is the dominant pattern, with 60% of organizations confirming they have employees who split their time working remotely and coming to the office. Notably there has been an increase in those with an entirely remote workplace (14%) compared to those who are mostly working in the office (10%).

We wanted to see if there is any difference in working patterns relating to digital maturity. A more digital workplace should better lend itself to supporting hybrid and remote working. However, no pattern emerged. Those in the mature group were actually less likely to report hybrid work (52% for the mature group, 63% for the non-mature group), although those with a mature digital workplace were more likely to be a completely remote workplace (16% compared to 13%).

Organizational size was also a factor, with smaller companies more likely to be fully remote; 19% of respondents with under 1,000 employees reported this option compared to 11% of organizations with over 10,000 employees. Given the complex logistics of an entire large workforce working remotely, this is unsurprising.



**Figure 19: What is the approach to remote work at your organization?**

Answer	2024
We are an entirely remote workplace.	14%
Hybrid: We have a mixed workforce of remote and in office employees, or we have employees who split time between remote and in office work.	60%
Some roles are able to work remotely, but most work in the office.	16%
Mostly working in the office.	10%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

## Hybrid Work Has Positively Impacted Organizations, but Challenges Remain

Many observe that hybrid and remote working has both benefits and drawbacks for organizations, teams and individuals. Answers to our survey support this hypothesis. When we asked respondents how their organization had changed as a result of remote and distributed work — asking both about the positive changes (Figure 20) and the relative pain points (Figure 21) — organizations have clearly felt both.

Only 5% of organizations said they had not experienced any positive benefits, although a further 8% did answer “not applicable.” Meanwhile, 13% selected “not applicable” relating to negative impacts. Our inference here is that the vast majority of organizations have experienced some kind of impact.

Our second conclusion is that most organizations have experienced both positive and negative impacts for varying reasons. While many report an increase in employee wellness (24%), many also see an increase in “video conferencing fatigue” (39%). While 38% say there has been a positive increase in work-life balance, 23% report the opposite with some people overworking. It is quite possible that both of these contrary trends are being experienced within the same organization.

Our third observation is the perceptions of positive and negative impacts from hybrid working have not changed significantly over the past year. Aside from a few fluctuations in responses, it would be hard to conclude that sentiment is either turning more toward or





more against hybrid working, despite the strong opinions it provokes in some quarters. Our anecdotal observation is that many organizations and their employees have fallen into a routine relating to hybrid and remote working, and for many it seems to be working fine.

The top benefits of hybrid working are similar to last year; in fact, the top four answers are the same as last year, although in a slightly different order. “Increased productivity” (up 5% to 44%) is the most popular answer. “Increased employee interaction through technology tools” (up 2% to 44%), “Increased work/life balance” (38%) and “Increased employee satisfaction/engagement” (31%) all indicate positive impacts felt at the individual and organizational levels.

Meanwhile, the top challenges also remained similar. Many of us will be familiar with “Video conferencing fatigue” but this appears to be on the increase — up 3% to 39% — perhaps a reflection that employees are often on conference calls both at home and in the office. Others relate to pragmatic issues with interaction and processes that are arguably harder to carry out online including a “Lack of informal/spontaneous interaction between employees/teams” (36%, down 2%) and “Difficulty onboarding/integrating new hires” (25%, down 1%).

One challenge often cited by CEOs who want more employees to return to the office is an erosion and dilution of organizational culture caused by remote working over time. This is reflected in answers from respondents, with 28% telling us “Harder to maintain company culture” is a challenge, up 1% from last year. Interestingly the proportion of those signaling “The flattening of hierarchy” has reduced from 24% to 16%.



**Figure 20:** Has your organization changed in any of the following ways as a result of remote/distributed work adoption?

Answer	2021	2022	2023	2024
Increased employee interaction through technology tools (e.g. Slack, Teams)	46%	49%	42%	44%
Increased productivity	44%	33%	39%	44%
Increased work/life balance	38%	40%	37%	38%
Increased employee satisfaction/engagement	31%	25%	30%	31%
Increased cross-department collaboration	25%	19%	19%	25%
Increased employee health and wellness	24%	22%	25%	24%
Flattening of hierarchy	14%	19%	24%	16%
Decrease in bias in team/meeting interactions	15%	22%	22%	16%
Increased empathy for co-workers	35%	27%	16%	16%
Tighter integration of those who work in satellite locations (outside the corporate hub)	21%	27%	19%	15%
Not applicable	0%	0%	4%	8%
We have not experienced any of these changes	5%	6%	8%	5%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



**Figure 21:** Which of the following pain points, if any, has your organization experienced as a result of remote/distributed working?

Answer	2023	2024
Zoom/video conferencing fatigue	36%	39%
Lack of informal/spontaneous interaction between employees/teams	38%	36%
Harder to maintain company culture	27%	28%
Difficulty onboarding/integrating new hires	26%	25%
Lack of work/life balance (employees overworking)	27%	23%
Lack of ergonomic home office equipment	16%	20%
Misaligned views about the value of hybrid work between leaders and employees	17%	15%
Less integration of those who work in satellite locations (outside of corporate hub)	12%	13%
Employees less willing to collaborate	12%	13%
Challenges with employee health and wellness	21%	13%
Disruptions from lack of childcare	15%	10%
Decreased productivity	14%	10%
Increase in bias/lack of inclusion	10%	8%
Increased hostility/conflict between coworkers	12%	6%
Not applicable	6%	13%
Other	0%	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



With the situation regarding hybrid working still potentially evolving, we asked respondents to comment on what they thought would happen over the next year in relation to the digital workplace. Some respondents fully expected to continue or even increase remote and hybrid working, with a corresponding need to invest in the digital workplace. Others thought there would be a move toward more in-person working, usually in the form of a directive from leadership, a move which could meet with employee resistance. Still others mentioned some of the enablers that will help to support greater collaboration required to support the hybrid workplace: In the open comments we got a variety of results reflecting how views on hybrid working can both differ and change.

### Question: How do you expect the digital workplace at your organization to change over the next year?

#### Select Answers

- “[There will be a] higher number of completely remote employees than hybrid.”
- “Employees want to maintain hybrid or remote.”
- “We’re staying remote for as long as we can keep being productive this way.”
- “We expect telecommuting to become even more prevalent with greater emphasis on flexibility and work-life balance. This shift will require further enhancements to our digital infrastructure, communication tools and collaboration platforms to support seamless remote collaboration and productivity.”
- “[There will be] less remote working and more in-person collaboration on projects.”
- “Leadership is requiring people to return to work several days a pay period from 100% remote for 4 years. We expect a lot of resistance from employees who do not want hybrid and want to stay remote only.”
- “Bringing more people into the office, hiring new people in key locations only and not remote employees, setting example by leadership teams going into the office.”
- “Shortsighted mandates from new leadership may lead to increased mandatory in-office time. This decision does not seem to be based on any sound reasoning or understanding of the work.”
- “I think we are all going back to the corporate office.”
- “[There will be] more rules/constraints about how to work in a hybrid structure.”
- “Will demand a more hybrid-based model of working and more training in digital skills.”



# Into the Age of Artificial Intelligence

Artificial intelligence (AI) and machine learning (ML) have been part of the digital workplace for a while, although have not reached maturity. We've been asking about AI for a few years now and generally we've seen a pattern of sporadic but increasing use, with a mixture of results.

Developments in generative AI have of course completely transformed the situation in terms of what AI can deliver, the AI products available, the perception of its value and what digital workplace teams need to do to support it. We felt it was important to focus this year's survey on taking a closer look at what is happening with generative AI, giving us clues to the path ahead.

## More Organizations Feel They Are Just Starting Out With AI

We wanted to find out where most organizations feel they are on their AI journey so we asked to what extent AI and ML are embedded in an organization's digital workplace (Figure 22).

Overall, the responses remain relatively similar to last year. Despite the advances in generative AI and the increased availability of tools, those saying that AI is "extensive: embedded in multiple applications" have remained the same at 19%. Those declaring it as "middling" have also remained the same at 28%. At the same time, those who feel that AI is "embryonic: we're just starting out" has increased from 13% to 21%, with those with "None" reducing from 14% to 10%. While this indicates that more organizations have started on their AI journey, some may also feel that the introduction of generative AI means they now have substantially more to do to truly embed AI within their digital workplace, skewing perceptions of maturity.



**Figure 22: To what extent are you using Artificial Intelligence and Machine Learning in your digital workplace?**

Answer	2020	2021	2022	2023	2024
Extensive: embedded in multiple applications	9%	21%	15%	19%	19%
Middling: it's in a few applications, but it's visible	26%	29%	34%	28%	28%
Sporadic: it's in a couple of applications	19%	17%	20%	23%	20%
Embryonic: we're just starting out	20%	17%	14%	13%	21%
None: we don't have any AI/ML	20%	16%	14%	14%	10%
Don't know	6%	N/A	3%	3%	2%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

We also dug a little deeper into the data, and compared the responses of digitally mature and less mature organizations. Here, there is a clear pattern of more mature organizations having more extensive use of AI. Only 10% of the non-mature group have AI extensively embedded, compared to 47% of the mature group. Correspondingly 27% of the non-mature group have AI that they consider “embryonic,” compared to just 5% of the mature group.

We also wanted to explore how organizations are actually using AI and where people felt it would have the most impact in the digital workplace (Figure 23). Despite the appearance of generative AI, there’s still little change in perceived areas of impact. For the past five years, “Automating, simple, repeatable processes” (27%, up 4%) and “Helping employees find content, people and apps” (19%, down 7%) have consistently been the top answers.

Perhaps a little surprisingly only 14% indicated “Producing content for employees, customers and other stakeholders” was an area that would be impacted, although this was only 10% last year. This key use case has been highlighted by AI vendors, so we may have expected it to feature more prominently in responses.



**Figure 23:** Where do you expect artificial intelligence and machine learning to have the most impact on your organization’s digital workplace and related digital employee experience?

Answer	2020	2021	2022	2023	2024
Automating simple, repeatable processes	28%	24%	26%	23%	27%
Helping employees find content, people and apps they need	25%	21%	24%	26%	19%
Reducing the pressure on help desks (IT, HR, etc.)	9%	17%	21%	15%	16%
Producing content for employees, customers and other stakeholders	N/A	N/A	N/A	10%	14%
Minimizing risk and improving data quality	16%	15%	14%	10%	11%
Delivering insights to help improve ways of working	14%	15%	9%	10%	10%
Nudging employees with reminders and suggestions for actions	7%	8%	4%	5%	3%
Other	1%	1%	1%	2%	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

## Generative AI Is Being Used in Day-to-Day Work

While we’d asked questions about the general use of AI, we wanted to dig into the specifics of how generative AI is being used, and the extent to which it is actually impacting day-to-day work.

We asked respondents to choose one of four statements that best describes their organization’s adoption of generative AI tools (Figure 24). The large majority of organizations have employees that are using generative AI, and in most cases this is permitted and encouraged by leadership.

Approximately 75% are actively using generative AI, agreeing that “We use it a lot, and employees are encouraged to use it experimentally to improve their workflow” or “we use it, but are careful to use it in strategic and thoughtful ways.” A further 16% say they do not encourage use but employees are using it anyway. Only 10% say they do not allow employees to use generative AI. Notably, organizations with a mature digital workplace are more likely to actively encourage experimentation with generative AI (48% compared to 16%).



Interestingly digital workplace vendors and experts — some of whom are working to integrate generative AI into their products — were less likely to say they use generative AI “a lot” and encourage experimentation (15% compared to 24% of the practitioner population).

**Figure 24:** How would you describe your organization's adoption of generative AI tools like ChatGPT?

Answer	2024
We use it a lot and encourage employees to use it experimentally to improve their workflow.	24%
We use it, but are careful to use it in strategic and thoughtful ways.	51%
Leadership does not encourage employees to use it, but they’re adopting it on their own.	16%
We don't allow employees to use generative AI.	10%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

We also asked respondents to estimate the percentage of their workforce that are using generative AI (Figure 25). While this is not a very scientific way of establishing the levels of adoption, it shows that most believe there are relatively high levels of adoption given it is still a new technology category.

While only 27% believe that over half of employees are using it in their day to day work, only 7% of respondents say nobody is using generative AI in their organization. Those with a mature digital workplace report higher use with 46% reporting over half of employees using generative to aid their job duties and daily workflow, compared to only 20% of non-mature organizations.





**Figure 25:** What percentage of your workforce uses generative AI (e.g. ChatGPT, JasperAI) to aid in their job duties or daily workflow?

Answer	2024
76-100%	6%
51-75%	21%
26-50%	25%
25% or less	32%
None	7%
Don't know	9%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

## Generative AI Has Multiple Uses

With generative AI infiltrating our day-to-day work, we wanted to get an idea of the kind of real world use-cases where it is making a difference. How is generative AI actually being used?

Even at this relatively early stage, generative AI is already being used in a variety of ways. We asked respondents to indicate their use across nearly 20 categories, and all have some level of adoption (Figure 26). These fall into a number of different categories:

- General work and idea generation (Facilitating work 42%, Brainstorming 35% and Planning 31%)
- Content generation (Content creation and enhancement 31%, Writing internal email copy 27%, Internal communications 21%, Creating training materials for employees 17%, Translate materials 16%)
- Coding (Writing code faster 29%, Software assistance 19%)
- Data analysis (Analyzing data 40%, Enhancing companies analytics capabilities 16%)
- Supporting staff and processes (Customer support 23%, Augment staff 19%)

A further 13% said that they were actually replacing staff due to generative AI, a troubling trend that may increase in the future.

**Figure 26:** In which ways is your organization using generative AI?

Answer	2024
Facilitating work	42%
Analyzing data	40%
Brainstorming	35%
Content creation and enhancement	31%
Planning	31%
Writing code faster	29%
Writing internal email copy	27%
Customer support	23%
Internal communications	21%
Software assistance	19%
Augment staff	19%
Creating training materials for employees	17%
Translating materials	16%
Enhancing companies analytics capabilities	16%
Replacing staff	13%
Financial problem solving	7%
Other	6%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

We also wanted to find out the type of generative AI tools that organizations are deploying (Figure 27). Here 37% say they are using “general purpose” AI tools such as ChatGPT, while 30% have AI integrated into their software. Perhaps the most surprising statistic is that 10% of organizations report using a custom-built generative AI tool, perhaps reflecting the early ability to leverage Large Language Models (LLMs) within custom-built applications.

**Figure 27:** Which types of generative AI tools does your company use in the digital workplace?

Answer	2024
General purpose	37%
Integrated into software suite	30%
Specialized application	23%
Custom build	10%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



## Organizations Are Planning Strategies to Mitigate Risks

Generative AI comes with a considerable number of risks. We asked respondents to tell us which most concern their organization (Figure 28).

There are no real surprises here. Major concerns include data privacy (57%), cybersecurity (50%), protecting intellectual property (45%) and copyright issues/plagiarism (39%). The high numbers of responses to these areas indicated that organizations are generally both aware of and concerned about risks associated with generative AI. In fact only 5% weren't worried about risks at all. The list of concerns for digitally mature and non-mature organizations was also very similar.

Interestingly, there was less concern about the potential impact on jobs and roles. Only 18% felt concerned about "Job loss/displacement due to automation." As generative AI's impact on everyday work becomes apparent, it will be interesting to see if this becomes more of a concern in next year's survey.

**Figure 28:** Which of the following risks associated with generative AI concern your organization?

Answer	2024
Data privacy	57%
Cybersecurity problems	50%
Protecting intellectual property	44%
Copyright issues/plagiarism	39%
Losing authenticity in content	36%
Lack of accountability	24%
Bias due to data bias	23%
Lack of transparency	23%
Losing employee trust/loyalty	21%
Job loss/displacement due to automation	18%
None	5%
Other	2%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024



With so many risks, we wanted to see how well prepared organizations are to minimize risks, while also seizing the many opportunities.

We asked respondents whether they had a formalized strategy with guidelines for employees using generative AI (Figure 29). Thirty-nine percent told us that they had one in place, although 48% are planning to implement one, meaning the vast majority have or will have something in place. Less than one in seven (13%) have no plans. Digitally mature organizations were more likely to have a strategy already in place (65% compared to 30%). Larger organizations and medium-sized organizations too were also more likely to have a strategy (both 48%) compared to only 32% of small organizations.

Those with a strategy already in place has slightly reduced from last year's 42%, perhaps because some are having to redraw their plans as generative AI evolves and is now deployable in products like Microsoft Copilot.

**Figure 29:** Does your organization have a formalized strategy with guidelines for employees who intend to use generative AI to assist their work?

Answer	2023	2024
Yes	42%	39%
No, but we plan to implement one	35%	48%
No	24%	13%

SOURCE: REWORKED/SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

## Most Organizations Report Positive Outcomes From Generative AI

The survey results show active use of generative AI for a range of purposes within most organizations. But have the outcomes lived up to the generative AI hype and expectation? We wanted to see whether organizations and employees were reporting positive or negative results.

We asked respondents how strongly they agreed with a number of statements relating to different outcomes (Figure 30). We then also asked a free text question: "What have been some of the most surprising results from your company's use of generative AI?"



The responses are fascinating and show highly positive outcomes as well as the levels of interest from generative AI across the digital workplace. Most agree that AI is improving processes. Eighty-nine percent of respondents slightly or strongly agreed that AI was leading to faster workflows or processes.

Generative AI clearly divides opinion. It has been welcomed by some employees, while others don't want to touch it. Seventy-seven percent of respondents shared that their employees wanted to use generative AI more often. However, 45% agreed with the statement that "Employees have complained that they do not want to use generative AI," while 27% of respondents strongly disagreed.

Some evidence also suggests larger organizations are finding the results from generative AI less clear cut. Only 28% strongly agreed that AI had made their workflows or processes faster, compared to 47% of medium-sized organizations and 40% of smaller companies.

Given AI's rapid evolution and these broadly positive experiences so far, it's unsurprising that the use of generative AI tools is still evolving for most organizations. More than three quarters (81%) of respondents agreed with the statement, "Our organization is actively looking for ways to apply generative AI in the digital workplace."

Responses to the survey also reveal the opportunities that generative AI is creating around jobs and roles. AI and automation are often positioned as a threat to job security. This is undoubtedly a risk going forward, however the changes it can bring can also be positive. A majority of respondents (69%) agreed that "AI tools have created new functions or roles in our company," although at the same time more than half (55%) agreed that "AI tools have replaced a function at our company that was previously done by a human employee."

AI's threat to jobs and roles seems perpetually on the horizon, but isn't as widespread as people feared in the early days of adoption. Notably, "Job loss/displacement due to automation" was only mentioned by 18% of respondents as a concerning risk.

Another interesting impact of generative AI on roles is related to software development. Sixty-four percent of respondents agreed that, "Generative AI has increased how often employees use low-code or no-code platforms to develop their own apps or solutions."



**Figure 30:** Share your agreement with the following statements.

Answer	Strongly agree	Slightly agree	Strongly disagree	Slightly disagree
Adopting AI tools in the digital workplace has made workflows and/or processes faster.	39%	50%	3%	8%
AI tools have replaced a function at our company that was previously done by a human employee.	21%	34%	20%	25%
AI tools have created new functions or roles in our company.	30%	39%	14%	18%
Our organization is actively looking for ways to apply generative AI in the digital workplace.	38%	43%	6%	14%
Employees have told us they want to use generative AI tools more often.	31%	46%	7%	16%
Employees have complained that they do not want to use generative AI.	17%	28%	27%	27%
Generative AI has increased how often employees use low-code or no-code platforms to develop their own apps or solutions.	19%	45%	14%	22%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024

The answers to our broader questions about experiences so far with generative AI also indicate that it has been positively received. The majority of comments reported benefits, describing time savings, reduced efforts, improved quality of output and improvements to specific processes. The latter has even included enhanced customer service. Others commented on the ubiquity of generative AI and the number of use cases that can be found, as well as strong initial engagement from employees. However, some respondents reported more mixed results, or were more cautious about generative AI's impact so far, with limited adoption or negative comments from users. Others had experienced some of the drawbacks and risks associated with generative AI, such as hallucinations.

### Question: What have been some of the more surprising results from your company's use of generative AI?

#### Select Answers

- "Improved performance of our sales and marketing department."
- "It has simplified work at my organization."
- "Improved customer service."



- *“Time savings.”*
- *“Faster proposal generation.”*
- *“The relative ease of analyzing vast amounts of data and distilling it into key insights.”*
- *“The automation of processes that took 30 minutes to 3 minutes to deliver value to the client and reduce workload for the teams that work on issuing policy.”*
- *“Improved quality of work by junior members of our team.”*
- *“We expected employees to initially be hesitant since it is change, but when they saw the impact on their work, they are more than eager to use it in their work.”*
- *“Good results in production sectors with rigid parameters, diluted ones when there is human interaction.”*
- *“Due to the regulations governing us, we are going slow, mostly assessing how our data and content show up in generative AI rather than use it for ourselves.”*
- *“Very limited and underground movement.”*
- *“Some of the content is ridiculous. Must keep human oversight.”*
- *“The disappointment in the depth of resources from LLMs.”*
- *“The need to reintegrate and improve more data quality to enable generative AI in the way we need it.”*
- *“The extreme reactions by a few people on both ends of the spectrum ‘We should NEVER use it because it will destroy the world’ is as fervent as ‘This is the absolute best answer for everything we want to ever do and it is perfect!’ The nuance and thoughtfulness get crowded out by the quick, loud actors.”*
- *“Lack of organic adoption. It’s having to be driven at the leadership level to drive people to use it.”*
- *“The hype far surpasses the value at this point in AI evolution.”*

## Citizen Development Remains Ad Hoc and Often Isn’t Even on the Radar

Low-code no-code is a common direction of travel for software. Products have become more sophisticated in terms of what can be achieved by non-IT professionals via configuration, including creating apps, workflows and even automation. This represents a potential fundamental shift in how organizations create business solutions, with exciting possibilities around increasing productivity at scale. Generative AI also presents further opportunities to drive citizen development.



But are organizations grasping the opportunities presented by low-code no code? Given that our survey indicates that generative AI is increasing the use (or willingness to use) low code no code solutions, we wanted to find out the extent to which citizen development is carried out and formalized (Figure 31).

Like last year, we provided three different descriptions of approaches to citizen development and asked respondents which most closely described their situation. The answers suggest that ad hoc citizen development activity has dropped and the proportion of organizations with a formal approach remains very low.

Forty-one percent of respondents agreed that citizen development “is happening ad hoc, as different departments experiment with it,” down 6% from last year. Meanwhile, those with a “formalized program with underlying governance” has remained more or less the same, reducing from 16% in 2023 to 15% this year. Perhaps most surprisingly, 44% of organizations say that “this is not something we have considered or tried,” up slightly from 37%.

The relatively low maturity of generative AI and workflow tools in many organizations appears to be limiting citizen development to an activity that is relatively sporadic, with many unable to envisage the potential. However, as generative AI picks up momentum, this could possibly change.

**Figure 31: Which of the following choices best describes your approach to citizen development (non-IT professionals developing their own apps and solutions using no-code platforms)?**

Answer	2022	2023	2024
This is not something we have considered or tried.	39%	37%	44%
This is happening ad hoc, as different departments experiment with it.	45%	47%	41%
We have a formalized program with underlying governance.	16%	16%	15%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2024





## Case Study

# How BCD Travel Is Improving the Digital Workplace



Beth Gleba, Senior Director of Digital Workplace, BCD Travel

BCD Travel is one of the world's leading business travel management companies. Working with some of the largest global brands, the company employs over 13,000 employees with wholly owned operations in more than 30 countries and partner operations in dozens more.

We spoke to Beth Gleba, BCD's Senior Global Director of Digital Workplace, about how the company supports digital employee experience (DEX) through its intranet, Microsoft 365 tools and other platforms in last year's report. This year we spoke to Gleba again about embedding new working practices, helping employees to complete tasks, and imagining the future of the digital workplace with senior leadership.

### Focusing on efficiency and business value

In the past year, business travel has started to rebound; transaction levels are rising and BCD continues to win new business. However, like most digital workplace teams across multiple industries, there is currently a strong focus on business value and driving efficiency to get the most out of current technology workplace investments – achieving more without necessarily increasing costs and resourcing. This is a challenge that Gleba has relished and describes as *“refreshing in terms of how we think about the digital workplace.”*

Gleba is the product owner of BCD's award-winning “MySource” SharePoint-based intranet as well as Viva Connections and Viva Engage. To drive efficiencies and support the productivity of a small team, she has doubled down on best practices, process improvement and Agile methodologies.



*“The demands for MySource keep growing, but our team resources are, for the time being, staying the same. So, we’ve adapted in a couple of ways. We leaned into what we’re good at, which is well-structured sites with clear purpose and clear roles, as well as the right templates, training and quality checks, and robust partnership with content owners. We’ve also invited our trusted design agency to start publishing directly into our SharePoint tenant, and that’s really a new way of looking at our resources and improving our processes.”*

Adopting some Agile practices has also proved successful.

*“We’ve learned about and are applying Agile project management principles to what we do. I was certified in 2023 as a Certified Scrum Product Owner (CSPO). We’re not perfect and still learning. For example, we’ve been using a Kanban board to prioritize our activities and our backlog.”*

So far, the combination of these approaches is helping a small team to deliver big results. Adoption and usage metrics have grown considerably, particularly relating to the use of Microsoft Viva Engage. Gleba comments:

*“We’re seeing big growth in our social content using Viva Engage. This year we expect Read Messages to be over a*

*million, and to have thousands of likes and comments. It’s helped that we have a very clear governance structure with only six communities, each of which has a very specific purpose. Our employees can also access Viva Engage through MySource and Teams, which has also helped drive awareness and usage.”*

### Helping employees get things done

A key job of an intranet – and in reality, the entire digital workplace – is to help employees get things done. Having a content strategy that is aligned to the key tasks that employees need to complete can deliver significant value. Gleba has instigated a project to develop content and an accompanying information architecture to guide the completion of key employee tasks.

*“We worked with an external consultancy to really think through our top user tasks. We came up with a list of 25, including:*

*-Where can you find out about travel discounts available to you as a BCD employee?*

*-Where would you go to see the latest message from BCD’s CEO?*

*-You want to manage your wellbeing; how can you find out what BCD offers to support you and your peers in this?*



*We then used an online solution to develop, test and iterate a new information architecture with real users so we can ensure people find the right path to complete those tasks. It's really challenged us to think about how we build and name our content and develop our navigation."*

In parallel, Gleba and her team have also been considering how to improve search and findability, an evergreen challenge for digital workplace teams. Again, BCD has engaged a recognized global search expert to support them with an assessment. Subsequently the team has started to take an iterative approach to improving search, including first steps with a managed approach to search bookmarks.

### Investing in people and culture experiences

Another focus area has been investing in "People & Culture" experiences and content, working in partnership with various stakeholders in HR, who are involved in the different related tools and systems such as BCD's core human capital management platform, SuccessFactors. Gleba explains: *"We brought new people together and created a mini-'governance board.' We wanted to explore where we should be investing our time and the role of MySource within People & Culture's constellation of tools."*

The team has also worked hard on improving People & Culture-related content, carrying out employee focus groups to identify the kind of improvements needed and then training publishers to optimize their related content accordingly.

### Telling the right story to senior leaders

Another change in practices has been trying to develop more long-term thinking, responding to a challenge from BCD leadership to imagine what the future looks like in three years. This has already changed how Gleba's team engages with senior leadership.

Gleba explains: *"Things are changing so fast! You can't really predict the future, even three years from now. But we've started to tell leadership what we're planning to build and we're telling the story in a different way to executives."*

*"We've 'painted a picture' of a BCD employee in 2026. She's checking on messages delivered in a single pane on her device, allowing her to focus on her work and increase productivity. Tasks coming in are integrated, and she can complete them in two clicks. Because we're largely a virtual company, MySource is a kind of social glue that connects and shares our culture. So in the afternoon, she's taking a break to*



*interact with colleagues or read an organizational update. Laying out the future like this allows executives to better visualize where we want to go and how we see our digital experience – across many platforms, connecting.”*

Gleba and her team continue to improve and refine what they do in order to make their future vision of the digital workplace a reality. With every step on their journey, they’re bringing colleagues – and the company itself – along with them.



## Case Study

# Driving Change Across the Digital Workplace At Radio-Canada



Dominique Gagné, Senior  
Director of Operations,  
Radio-Canada, CBC

Radio-Canada is the French-language service of CBC, the Canadian national broadcaster. Within Radio-Canada, the *Médias numériques* function (Digital Services) ensures that French Canadians can access content and services across different media, including websites and apps. They are also responsible for supporting the internal Content Management Systems that supply digital content and managing responsible data analysis. The function employs approximately 275 people.

In last year's report we spoke to Dominique Gagné, the department's Senior Director of Operations, about growing culture and collaboration in a hybrid workplace, supporting diversity and wellbeing, and early use of generative AI. This year we checked-

in with Gagné again to discuss hybrid working one year on, a new sustainability initiative and where *Médias numériques* is on its generative AI journey.

### Hybrid working continues

Hybrid working has been practiced within the *Médias numériques* organization for four years now, with some pilots running even before the pandemic. Today it is still very much part of everyday working and helps *Médias numériques* to attract digital professionals who like to mostly work remotely, but can still take advantage of having set desks at Radio-Canada's state-of-the-art Montréal HQ. However, there are also those who miss human contact, so Gagné and her team continue to seek opportunities to get people together.

Gagné comments *"Remote working has become the norm now. People wouldn't do without it and it's part of our operations. However, many of us miss*



*human interaction so we try to organize workshops, celebrations or special events to try and bring people together.”*

Some of these celebrations have proved very popular. *“One of my employees was retiring after 25 years of working here and we organized a little get together to say thank you and 70 people came. People are eager to have that interaction, but you just need to give them a little push so that they come back.”*

### Supporting a sustainable future

One area that Gagné and her team have been recently focusing is a sustainability program that is seeing *Médias numériques* evaluate actions to reduce their carbon emissions across their digital footprint, covering parts of the internal digital workplace and external digital media channels.

Gagné explains *“Our whole organization is committed to a green program called [“Greening our Story”](#) which was launched in 2021. We want to build a public service media company that current and future generations can be proud of.”*

The program encompasses several different elements, for example leading to more sustainable approaches to content production. But it has also been an opportunity for *Médias numériques* to adopt different ways of working.

Gagné comments *““Greening our Story’s’ sustainable production pillar was mainly talking about TV and radio shows. Within Médias numériques, younger staff were really eager and vocal about making sure we had sustainability efforts throughout our operations. I had employees saying we really want to do something. So, I went to the sustainability committee and suggested doing a project to calculate our emissions across our digital channels.”*

To achieve this, Gagné has been working with an external agency. *“We have a firm that’s helping us to analyze our different environments like hardware and networks, our architecture, key user journeys, and so on. We’ve checked every computer of every employee, all the servers, all the wi-fi that we’re using. It’s been very extensive. They’ve come back with some really major findings.”*

Some of the recommendations concern small everyday actions, but others envisage broader changes. Gagné explains *“If we extend the lifespan of our IT equipment for one year, we make huge savings on our carbon footprint. If we ensure the geolocation of our servers is really energy friendly, that makes a big difference. If we avoid the automatic triggering of videos across our channels that can save a lot of energy being consumed. And cache management is really important as well.”*





While at the time of writing the full recommendations are being finalized, Gagné and team acknowledge that there may be some resistance to change, especially when people will be asked to change the way they work. Gagné adds *“It’s a new way to look at our work. But I think it’s really essential for the future. We are planning some training, but we also have sustainability ambassadors that will spread the word and accompany their colleagues on this journey. Having data about our carbon emissions also makes it much easier to explain the story.”*

### **Making the best use of generative AI**

Like most organizations, Radio-Canada is still considering the best use of generative AI, although as a public broadcaster it has to ensure it takes the right approach. Gagné explains *“We currently have a posture as a public broadcaster that is prudent, cautious, but also curious. We need to be transparent, responsible and have an ethical approach that respects rights and laws. And we always have to keep humans in the loop to make sure that facts are real. AI is a tool to support humans and not replace them. We have to think about all these aspects.”*

So far a number of smaller pilot projects have been actioned, some of which are aimed at an external audience including content recommendations based on articles read, and automatic summaries of items.

Gagné comments *“We had a forecast model based on machine learning to support the editorial team in their content deployment strategy. We’re trying different kinds of projects like this and making sure that we’re really supervising them well. We then evaluate them to make sure it helps our business and our mandate to better serve Canadians as a public service.”*

Because generative AI is so powerful, it can provoke different reactions in people, and also has considerable risks. Gagné and her team have designed an accompanying training program.

Gagné comments *“There are people that are really eager to try generative AI and others who are very wary about it. We’ve started to think about an AI literacy program, beginning with our managers, to develop their critical thinking in regards to AI. It has resulted in the creation of a three-hour workshop. Our managers and senior managers can really grasp what AI is, what it does and the social and business impact. So far, we’ve trained close to 200 people just to make them aware and have the same vocabulary, so everybody’s on the same page when we start deploying AI at scale.”*

Additionally, to mitigate risks around privacy, *Médias numériques* is using a private instance of ChatGPT in Microsoft Azure to be able to experiment safely. The *Médias numériques* team will also continue



to launch different pilots, which are considered critical for swaying hearts and minds.

*"I always start a project with a pilot. Our pilots are self-contained. It is easier gathering insights that way, in order to drive change for a larger company such as Radio-Canada and to just kick the door a little bit. After showing people the result, they get interested, and then you get to change and move forwards."*





# Methodology

Readers and followers of Simpler Media Group's (SMG's) Reworked and CMSWire publications, and other digital workplace professionals were invited to respond confidentially to the 2024 State of the Digital Workplace online survey between February and April 2024.

This report is based on an analysis of the full and partial responses of 1,444 total respondents, representing organizations of all sizes, ranging from those with less than 100 employees to those with over 50,000. A good spread of different organizational sizes has been achieved. A wide variety of industries and geographies were represented, with a focus on organizations based in North America. The individuals completing the survey came from a range of different functions and job levels.

To remove bias from the survey responses and ensure more accurate comparisons with surveys from previous years, most of the statistics quoted refer to the analysis of 857 responses from practitioners and executives who are referring to the digital workplace and associated practice in their organization. We removed the responses of digital workplace consultants, thought leaders and software vendors, although we are interested in their views.

Please note percentages have been rounded up or rounded down to the nearest whole number in the report's text. Because of the rounding it can mean some total percentages add up to 99% or 101% in total. Many of the responses have been compared with responses from SMG's previous year digital workplace surveys.



# Appendix

**Figure 32:** What is your organization's size?

Number of employees	2024
1 to 100	21%
101 to 200	6%
201 to 500	11%
501 to 1,000	17%
1,001 to 2,000	11%
2,001 to 5,000	12%
5,001 to 10,000	9%
10,001 to 50,000	7%
More than 50,000	5%

**Figure 33:** Which of the following best describes your industry?

Industry	2024
IT Services	19%
Computer Software	9%
Financial Services	7%
Professional Services	6%
Manufacturing:Durables	6%
Government	5%
Hospitals/Healthcare	4%
Banking	3%
Telecom/Communications Services	3%
Retail	3%

*Industries with responses less than 3% not shown.*

**Figure 34: Which department do you work in?**

Department	2024
IT/Engineering	51%
Human Resources	14%
C-Suite/Executive	9%
Operations	6%
PR/Marketing	3%
Digital/Web/E-Commerce	3%

Departments with responses less than 3% not shown.

**Figure 35: What is your role relative to the digital workplace?**

Answer	2024
I implement/manage aspects of the Digital Workplace at my organization	37%
I lead the Digital Workplace at my organization	34%
I influence how Digital Workplace is implemented at my organization	28%

**Figure 36: Which best describes your role in making digital workplace technology purchase decisions?**

Role	2024
I am the primary decision-maker.	27%
I influence purchases.	24%
I recommend new purchases.	23%
I authorize decisions.	21%
I am not involved in these decisions.	6%

**Figure 37:** Which of the following best describes your job level?

Job level	2024
Director	41%
Executive	24%
Manager	17%
Individual Contributor	7%
Team Leader	7%

*Job levels with responses less than 7% not shown.*



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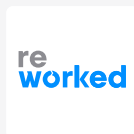
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