

2024

Report: Global State of Internal Communications



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1. Editor's Note

Every year, ContactMonkey releases a report on the findings of our Global State of Internal Communication (GSIC) survey in hopes of providing a detailed view of the evolving insights, goals, challenges, and successes within the field of internal communication.

2024 marks the 5th edition of this report, and we're happy to say that the survey reached more internal communicators than ever before. This year, the report includes data from communication professionals across **53 countries** and from over **400 different organizations**.

One thing that's clear from this year's responses is that internal communication is more important than ever. As organizations grapple with rapidly changing work structures, technologies, and fluctuating global markets, teams are increasingly leaning on communicators for support.

While corporations have seen some recovery from the economic instability of the past year, employees are still feeling the effects of ongoing organizational anxieties. Budget cuts, hiring freezes, and especially mass layoffs hit many sectors in 2024, and communicators have had their work cut out for them trying to **promote employee engagement** and increase **alignment** amidst unstable working conditions.

Luckily, communicators have responded to the pressure in a big way. Over the last year, they've found more ways to plan and execute internal communication strategies, brought in formal systems for **employee feedback and recognition**, and even expanded the scope of internal comms' involvement with employee initiatives such as **Diversity, Equity, and Inclusion (DEI)**.

Artificial Intelligence was also a big topic for communicators in 2024. More than half of respondents indicated that some form of AI was in place in their organizations. What role AI plays in communications over the long term, however, still remains to be seen.

Following the patterns seen in the 2023 GSIC report, workplaces pushed for more in-person time, with the percentage of hybrid workplaces rising to 56% and the percentage of fully in-office working structures growing to 11% from 6% the year before.

With all of these large changes, many internal communication teams understandably found their roles shifting this year. As leaders embraced communications as a powerful tool for employee alignment, the role of communicators continued to grow beyond content creation to being strategic partners within their organizations.

We hope that the 2024 Global State of Internal Communications report proves a useful resource for those communicators as they refine strategies and continue to expand the scope of their work.

Happy reading!

2. Executive Summary

This report highlights key topics in internal communications in 2024. The insights in this report come from ContactMonkey's Global State of Internal Communications 2024 Survey and are supported by secondary research sources.

Report Highlights

This year, some of the key takeaways from the survey included:

Industry trends and insights

- Employee experience and employee recognition are the top two topics of interests for internal communicators in 2024
- 46% of respondents reported their organizations being negatively affected by external market conditions in 2024
- 69% of respondents reported inflation having an impact on their organizations
- 61% of respondents reported budget cuts at their organizations this year

Culture

- 56% of respondents rated employee engagement at their organizations as “moderate”
- Organizational alignment was rated “moderate” by 51% of respondents
- 70% of respondents have a formal employee recognition system in place
- 89% of respondents reported collecting employee feedback at their organizations
- Comprehensive employee engagement surveys and short pulse surveys were the two types of employee feedback that respondents found most effective
- The majority of respondents reported communications playing some role in corporate Diversity, Equity, and Inclusion (DEI) initiatives, with 36% reporting that communications worked to amplify messaging for existing DEI efforts

Communication goals

- Respondents identified employee engagement, collaboration, and communication channels as their three top focus areas for internal communications in 2024
- Higher employee satisfaction was ranked in the top three goals for leadership by 80% of communicators. 67% also indicated better leadership communication to be a top three priority
- Much less important was lowering attrition, which 55% of respondents ranked as the lowest priority for leaders in their organizations

Challenges

- Interdepartmental communication and tracking/measuring internal communications were the top two challenges facing respondents
- 67% of respondents strongly agreed or agreed that measuring internal comms was their biggest challenge
- 70% of respondents strongly agreed or agreed that they had difficulty showing the impact of internal comms in their organizations

Channels & tools

- Communicators find the most value in resources that enable live interpersonal interactions or that save them time on day-to-day tasks
- 48% of communicators report using third-party communication solutions at their organizations
- When it comes to communication tools and solutions, 68% of respondents find analytics to be the most valuable feature for their internal communications
- 54% of respondents report some level of AI usage within their teams, with the most common tool being ChatGPT
- Email newsletters are the main tool used by communicators, with 48% reporting relying most on newsletters for internal comms
- 75% of respondents report using email more frequently in hybrid working structures
- The most common forms of newsletters sent by internal communicators include: important company updates, CEO announcements, and company event emails

-
- 67% of respondents report having a crisis communications system in place at their organization

Strategy & leadership

- Employee feedback and email open/click rates are the two top Key Performance Indicators for internal communicators in 2024
- Respondents indicated that internal communication has the strongest impact on driving company culture and reaching a dispersed workforce
- 52% of communicators spend most of their time on content creation and templates
- 49% of communicators have no fixed budget for internal communication at their organization
- 54% have no long-term strategy in place for internal communication
- 72% of respondents said employee feedback is their best tool for proving the impact of their internal communications
- 80% of respondents either agreed or strongly agreed that leadership recognized the value of internal communication in their organizations
- The most common internal communication priority for leaders is increased employee engagement scores and higher productivity

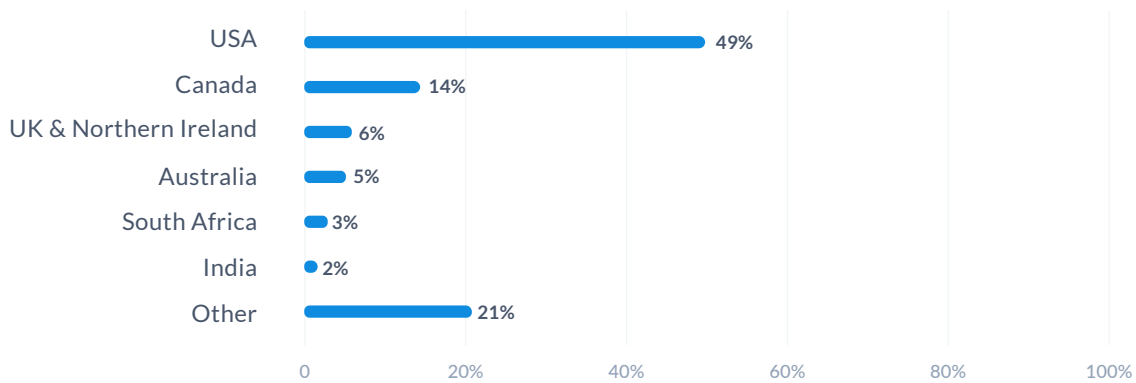
Work structure

- 72% of respondents indicated that internal comms had been elevated to a more critical position at their organization in the past year
- 79% of respondents had a hybrid, flexible, or fully remote working structure, down 6% from 85% in 2023
- 65% of respondents report having deskless employees within their organizations
- Of those, 62% of respondents had 100+ deskless employees
- 80% of respondents indicated frontline employee engagement was extremely or very important to their organization
- 72% of respondents indicated their organization communicated with frontline/deskless employees 1-2 times a week

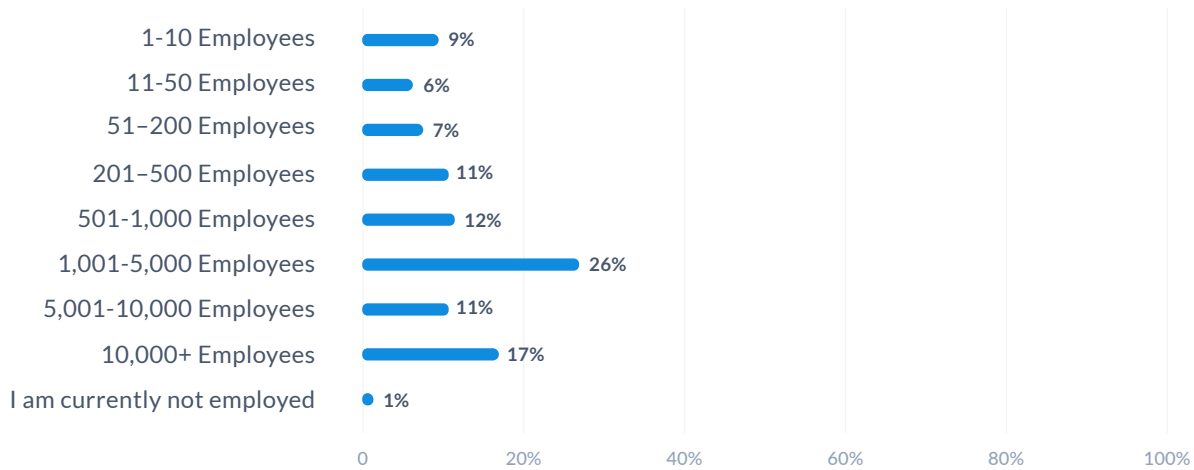
3. Survey Respondent Profile

3.1 Geography

This year, we received responses from 53 countries.

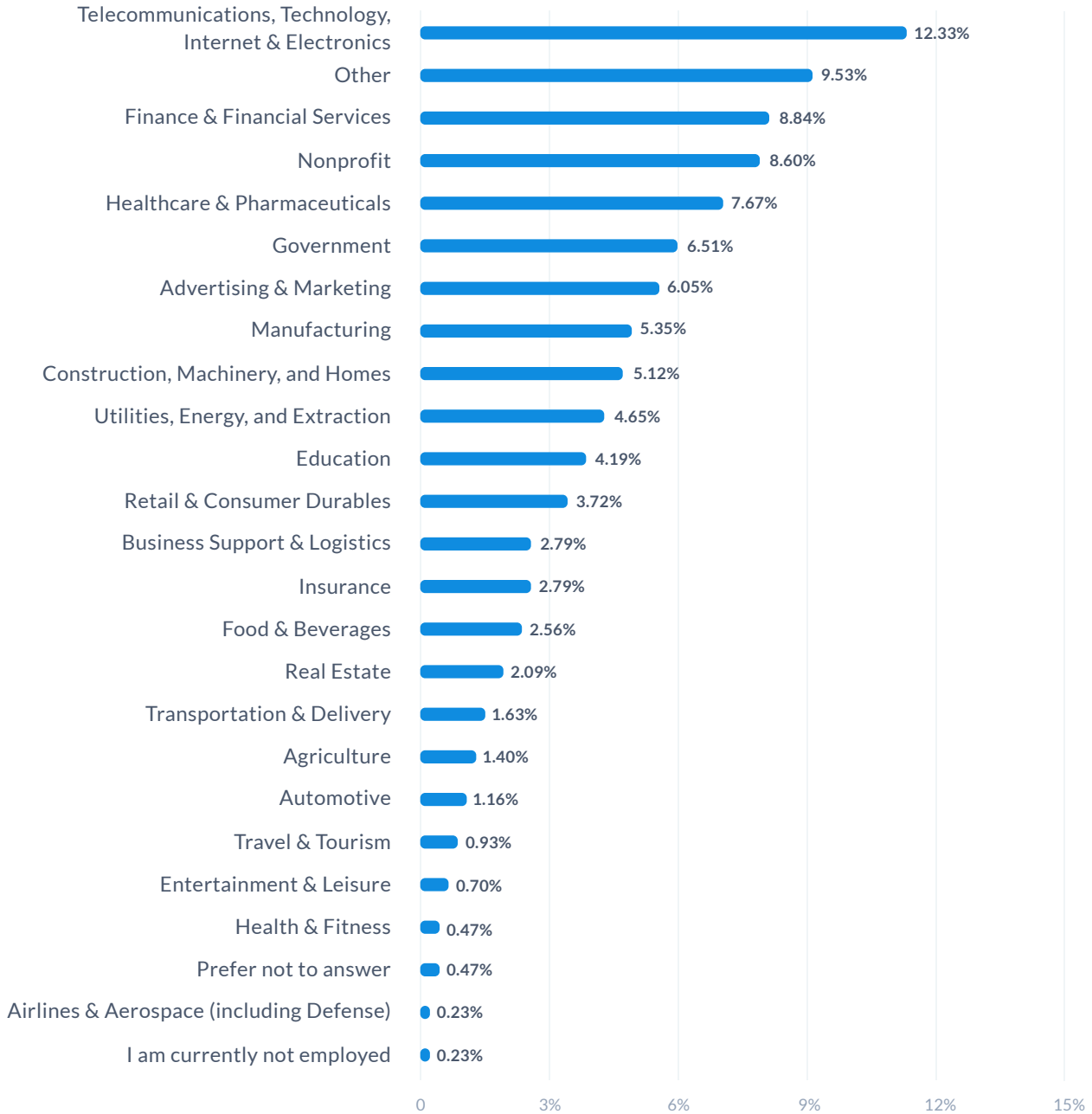


3.2 Company Size



3.3 Industry

Q: Which of the following best describes the principal industry of your organization?



3.4 Respondent departments



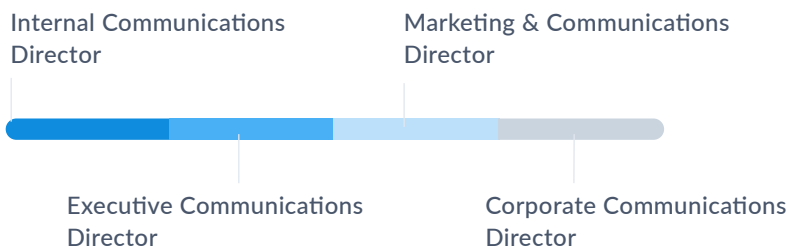
3.5 Respondent job titles

Of the survey respondents, job titles represented included:

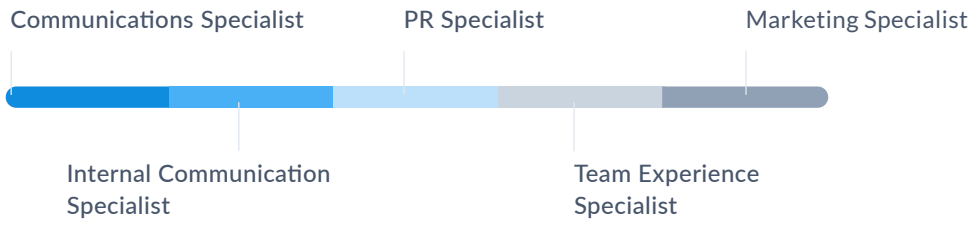
30% "Manager"



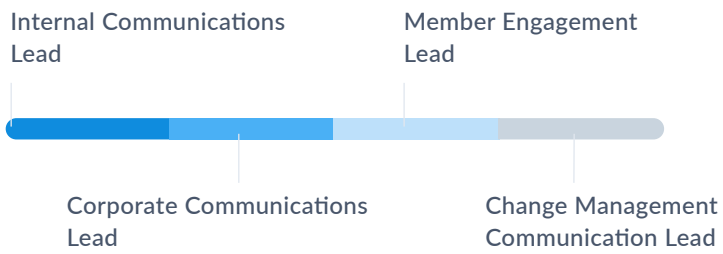
16% "Director"



13% "Specialist"

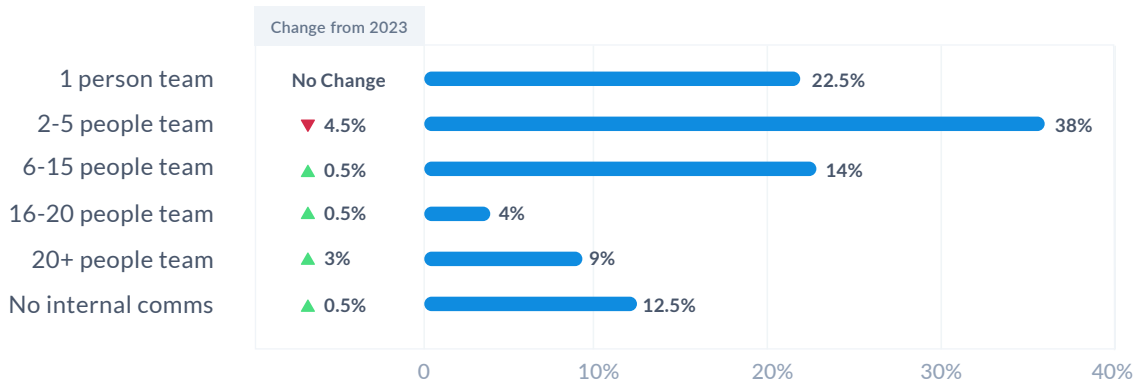


5% "Lead"



And 36% "Other"

3.6 Size of internal communications team



Compared to 2023:

- The number of respondents reporting being part of a larger internal communications team (6+ team members) rose from 23% to 27%.
- This year also saw a slight increase (0.5%) in companies with no IC team at all

When looking at responses in conjunction with company size:

- Respondents from companies of 500+ employees were significantly more likely to report having at least two people on the internal communications team
- The majority of respondents working in companies of 500-10,000 people reported having IC departments of 2-5 people
- 44% of respondents working in companies of 10,000+ people reported having an IC department with 20+ team members

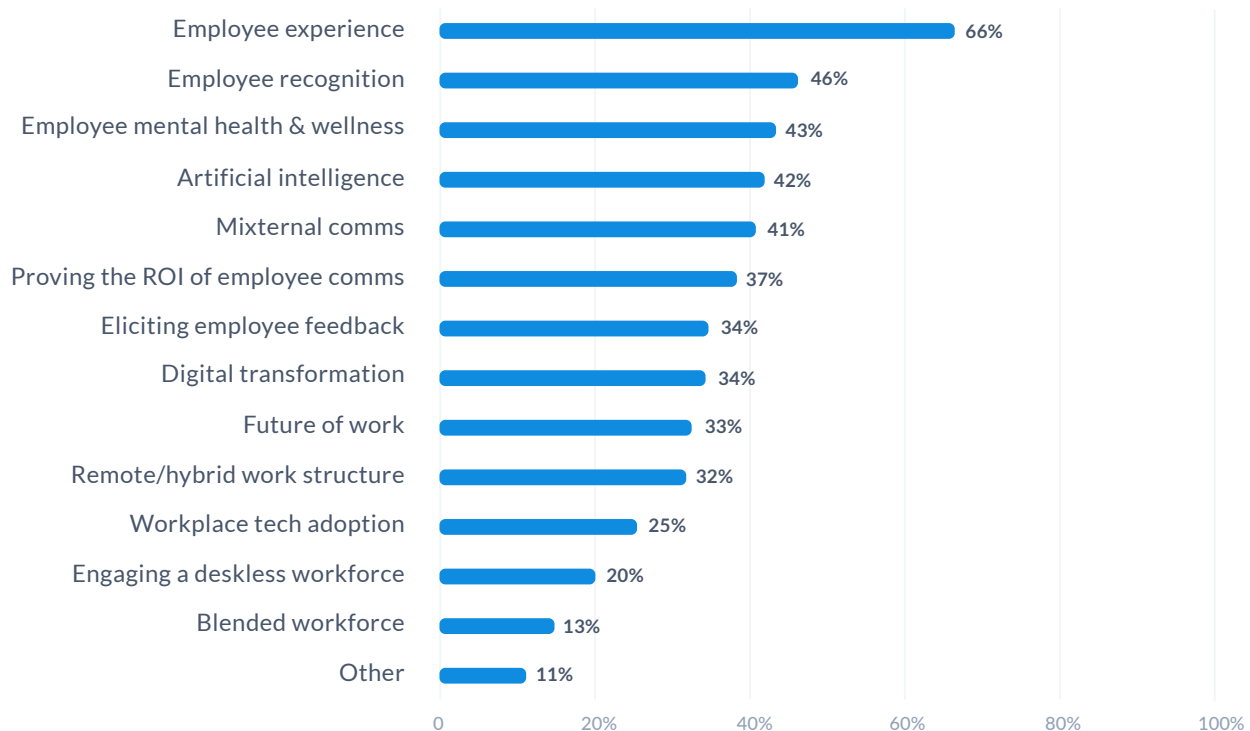
While the number of respondents reporting internal communication teams of more than six people has risen, it is notable that communication team sizes do not seem to be increasing proportionately to company size. Even companies with up to 10,000 employees are keeping their internal communication teams lean. Yet with the jump to 44% of respondents in companies of 10K+ employees working in teams of 20+ people, larger company headcounts clearly do correspond with the need for larger communication teams.

Consider the growth of headcount for communications-adjacent teams like HR at companies of equivalent sizes. According to the [Society for Human Resource Management](#), best practice for HR headcount is between 1.5 and 4.5 HR staff per 100 employees, putting a company of 10,000 at between 150-450 HR staff. With communicators needing to regularly collaborate with other teams (including HR) this discrepancy might mean bottlenecks, overworked comms staff, and general lapses in internal communication for companies that refuse to allocate additional resources to communication as they grow.

4. Industry Trends & Insights

4.1 Topics of interest

Q: What topics are you paying the most attention to in 2024?



For the fifth consecutive year, **employee experience** was the leading topic of interest for internal communicators.

Employee experience is a broad term. It encompasses everything an employee is exposed to in the scope of their job, such as the company culture and the relationships they form with coworkers, their workload and role, how they're treated by management, what tools they use, the office environment, and much, much more.

Whether an employee's journey within an organization is positive or negative will have a profound impact on engagement, productivity, and retention. Thus, employee experience should be a key focus area for internal communication efforts.

Employee recognition has become a crucial topic of interest for communicators as more tangible rewards for high-achieving employees, such as wage increases, have become increasingly rare amidst ongoing economic turmoil.

Given that turmoil, it makes sense that **employee mental health and wellness** has also become a major topic of interest within the last year. With many employers having trouble finding qualified employees and the increased and ongoing stresses of multiple global crises, communicators have had to be very aware of the potential for burnout amongst employees.

Artificial intelligence has dominated headlines around the world and across industries in this past year, and internal communications has not been an exception. With many artificial intelligence products promising to streamline and automate content creation on the one hand, and extremely valid concerns about data privacy and copyright violations on the other, AI has given communicators a lot to think about in 2024. AI is especially important in context of the broader conversation around **the future of work**, which has continued to be a major topic of interest this year.

Mixternal comms¹ has gone from a relatively new trend last year to a leading topic of interest among internal communicators. This buzzword refers to the internal and external messaging that feed into driving brand reputation and positioning.

It comes as no surprise that **proving internal communications ROI** is another topic of high interest to internal communicators in 2024.

With corporations slashing spending across the board, building a case for internal communication budgets and resources has never been more pressing or more difficult. The unfortunate fact is that internal communications results can be difficult to quantify, meaning communicators have to be strategic about proving their impact within organizations.

Luckily, a growing abundance of internal communications-focused tools has given communicators increased access to tracking and analytics, providing much-needed quantitative metrics that can show the return on investment leaders wish to see.

Eliciting employee feedback continues to be a priority for internal communicators, especially as 47% have identified low employee responsiveness as a major challenge they face. Without formal employee feedback processes, organizations often end up hearing from a small selection of employees over and over again. Communicators must prioritize having a comprehensive internal comms plan which includes employee feedback in order to find out what information is hiding in those feedback gaps.

Remote/hybrid work structures continue to be a hot topic for most internal communicators. With many corporations pushing a return to in-office work, and many others transitioning from full-time remote or flexible to hybrid working structures, communicators have to juggle the work of engaging out-of-office employees while also leading the charge on change management communications.

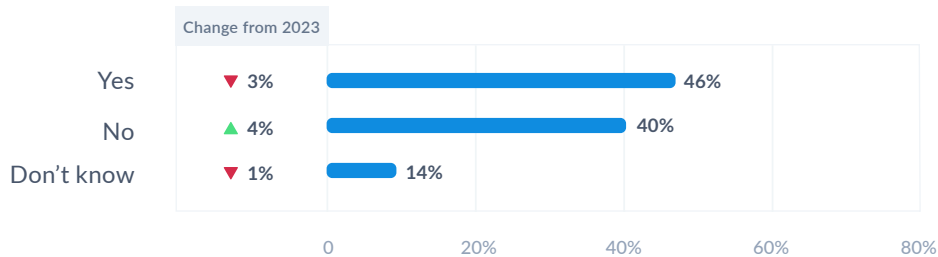
1 Combining internal & external comms

Common answers for “Other” topics of interest included:

- Diversity, Equity, and Inclusion
- Change communication
- Company culture
- Employee coaching, mentorship, learning and development
- Sustainability and environmental action
- Employee retention
- Communicating brand, standards, and strategy internally
- Comms channels (building, pruning, standardizing, etc.)

4.2 Market factors

Q: Has your team/organization been negatively affected by external market conditions? (Eg. Inflation, possible recession, the Great Resignation, etc.)?



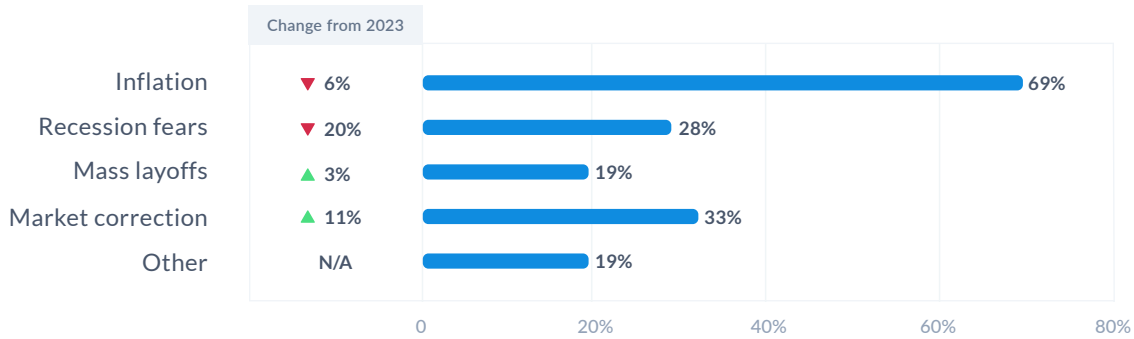
46% of respondents reported their organizations being negatively affected by market forces. While still the majority, this number is a slight improvement over the previous year, when 49% of respondents reported negative effects.

Global market instability was identified as a major concern for communicators in 2023. Since then, ongoing global conflict, inflation, and recession fears have contributed to a general volatility that has had far-reaching effects on organizations even beyond the individual factors themselves.

Additional insights:

- Industries that were most likely to report being negatively affected by market conditions included: Marketing, Tech & Telecom, Transportation, and Agriculture.
- Industries that were least likely to report being negatively affected by market conditions included: Construction, Real Estate, and Food & Beverage.

Q: Which market situation has affected your company? (Select all that apply)



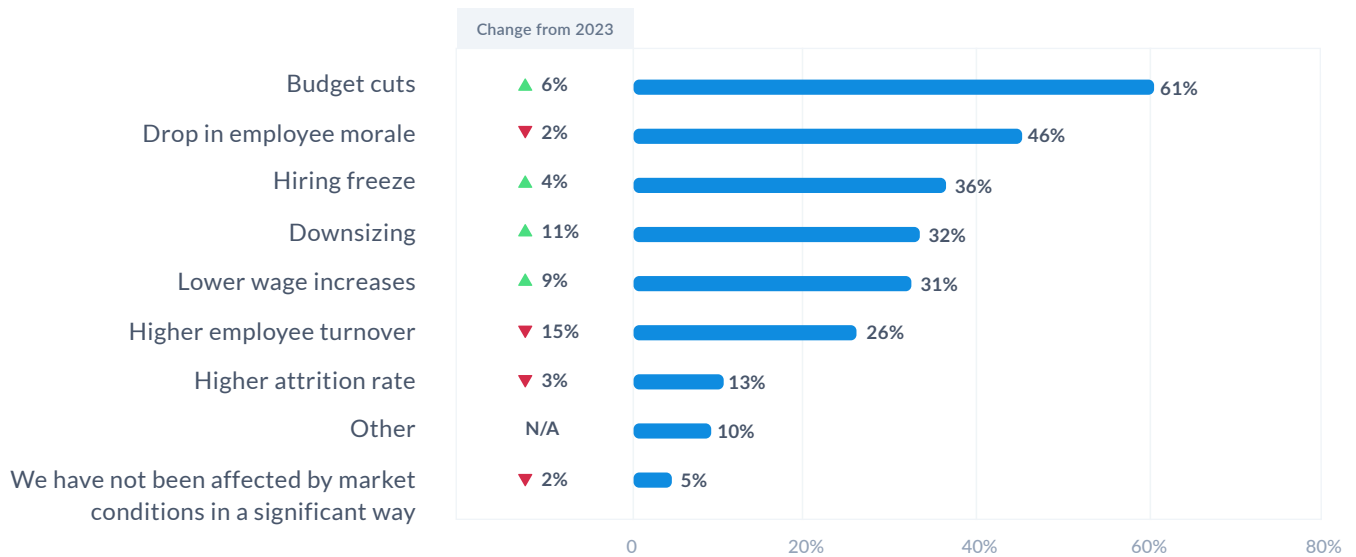
In keeping with the reduced number of respondents reporting negative effects from market forces, the percentages of respondents affected by inflation and recession fears have gone down in 2024.

However, despite only 46% of respondents reporting negative effects from market forces, 69% still cited inflation as a market situation that affected their company in 2024. Additionally, the number of respondents reporting being affected by mass layoffs and market corrections has gone up significantly from 2023.

Global financial uncertainty may account for some of these discrepancies, with companies deciding to pre-emptively cut costs in anticipation of being affected by market forces whether or not these fears were ultimately realized.

Of respondents who reported being affected by forces other than those listed, the majority cited staffing shortages, difficulty recruiting, and difficulty finding qualified candidates as effects they observed.

Q: How has your team/organization been affected by current market conditions?



Anxiety about market forces has been on clear display in corporate decision-making in 2024, with budget cuts continuing to be the leading effect of market conditions in 2024. 61% of respondents reported budget cuts or reduced tech spending at their organizations, up from 55% in 2023.

2024 is also the year where concerns about employees leaving gave way to concerns about being let go. While in 2023, high employee turnover was the third most reported effect, this rate fell by a whopping 15% this year, along with a 3% decrease in reports of attrition rates. On the other hand, reports of downsizing and hiring freezes grew by 11% and 4%, respectively. Unsurprisingly, 46% of respondents reported a drop in employee morale in response to market forces.

Only 10% of respondents reported being unaffected by external market conditions.

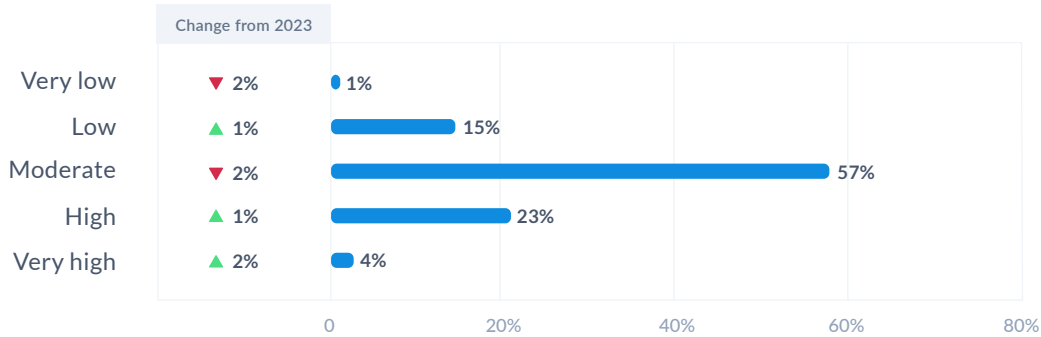
Key takeaways:

- Employee experience and employee recognition are the top two topics of interest for internal communicators in 2024
- 46% of respondents reported their organizations being negatively affected by external market conditions in 2024
- 69% of respondents reported inflation having an impact on their organizations
- Budget cuts and low employee morale have been the two most common negative effects of recent market conditions
- 61% of respondents reported budget cuts at their organizations this year

5. Culture

5.1 Employee engagement

Q: How would you describe the current employee engagement levels at your organization?

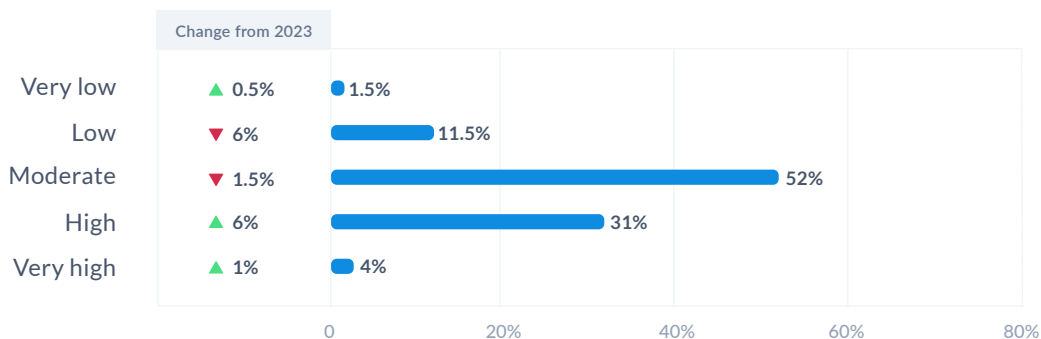


Similar to 2023, employee engagement levels remain largely in the middle, with 57% of respondents reporting moderate engagement at their organizations, and 16% reporting low or very low engagement.

However, there is some good news! As organizations continue to prioritize employee engagement, their efforts appear to be bearing some fruit. While 2023 saw a dramatic increase in respondents reporting moderate engagement, that trend has begun to reverse itself this year. 2024 has seen minor decreases in reports of very low and moderate engagement, with a corresponding minor increase in reports of high or very high engagement.

5.2 Organizational alignment

Q: How would you rate your organizational alignment?

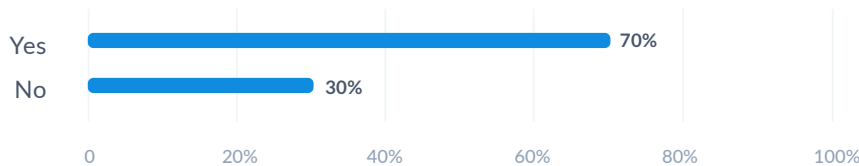


As defined by [CMOE](#), “organizational alignment is the process of creating unity between the company’s ultimate vision of success and the way leaders and individual contributors drive business results.”

Similarly to engagement, while the majority of respondents (52%) still reported moderate organizational alignment, alignment levels overall have seen increases in 2024. 35% of respondents reported high or very high alignment levels at their organizations, compared to 28% in 2023.

5.3 Employee recognition

Q: Do you have a formal employee recognition system in your organization?



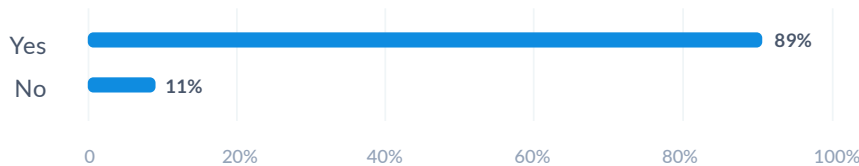
According to [Great Place to Work](#), the best companies to work for excel in employee recognition. Many companies have taken this philosophy on board this year, with 70% of respondents reporting they have a formal employee recognition system in place at their organizations, an increase of 5% from 2023.

This boost in formal employee recognition can be read as part of a concentrated effort to keep employees engaged and morale high in great economic uncertainty. Amidst a sharp rise in budget cuts and stagnating wages, employee recognition systems offer one way for organizations to show their appreciation instead of more tangible monetary rewards.

Considering the slight rise in both engagement and alignment levels in 2024, communicators’ efforts appear to be paying off.

5.4 Employee feedback

Q: Do you collect employee feedback at your organization?



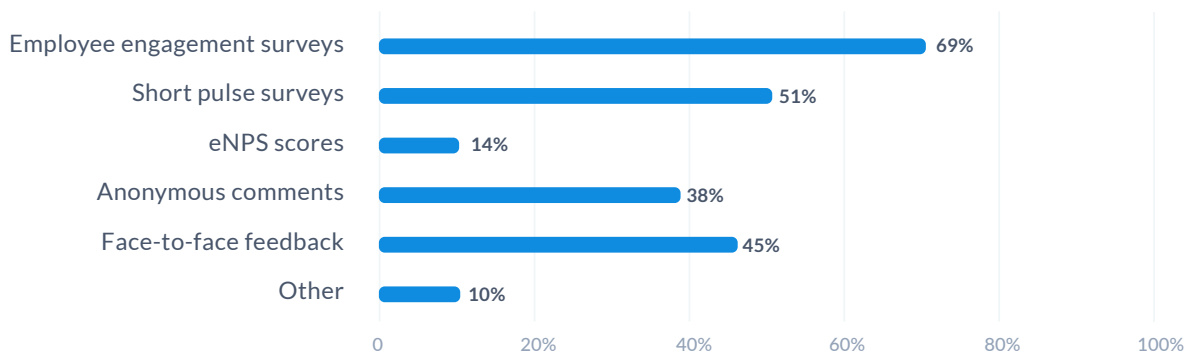
At the end of the day, all internal communications goals are tied to improving employee engagement and satisfaction. Unsurprisingly, 89% of respondents report gathering employee feedback at their organizations.

Feedback is the most direct way for communicators to:

- Understand the impact of their initiatives,
- Find out what is and isn't working, and
- Get an accurate sense of the issues most affecting employees

However, it is revealing that the majority of companies continue to only experience moderate engagement. While the reported amounts of engagement have gone up slightly in 2024, this suggests that the majority of companies are either unwilling or slow to act on the feedback they are gathering.

Q: What type of employee feedback is the most effective in your organization?



69% of internal communicators find comprehensive employee engagement surveys the most effective method of gathering employee feedback. These surveys provide a holistic insight into a company's overall employee engagement levels, employee opinions, gaps, and expectations. The only drawback of longer surveys is that it might take longer to consolidate and analyze the feedback, which could delay responses and actionable solutions.

This potential delay may be part of why quick pulse surveys have become more popular amongst internal communicators, with 51% of respondents ranking them amongst their most effective feedback tools in 2024, compared to 46% in 2023. Pulse surveys enable you to understand employee sentiment in the present moment or about a specific event.

45% of respondents reported relying on face-to-face conversations for employee feedback, and 38% relied on anonymous comments to ensure candid feedback from employees.

“Other” useful forms of employee feedback mentioned included:

- Live Q&A sessions, event polling, or post-event feedback
- Direct emails or dedicated feedback email inboxes
- Focus groups

5.5 Diversity, Equity & Inclusion

Q: What role does internal communication play in your company’s Diversity, Equity, and Inclusion strategy?

Diversity, Equity, and Inclusion (DEI) was a major topic of interest for 55% of communicators in 2023, and this year we gave respondents the opportunity to tell us in their own words how DEI factored into internal communications (and vice versa) at their companies.¹

What did we learn?

Firstly, *internal communication clearly has a part to play in organizational DEI.*

In fact, **85%** of respondents reported some form of ongoing collaboration between the internal communication team and DEI at their organization.

Of the remaining respondents, only **3%** reported DEI and Comms having no overlap within their organizations, while an additional **12%** reported having no DEI efforts in place or were unsure of what efforts existed.



If we look at only those respondents who did have DEI as part of their organization, a whopping **96%** said that internal communicators were directly involved to some extent.

¹ The data in this section was compiled from write-in survey responses and should not be considered comprehensive or representative.

Furthermore, **6%** of respondents indicated that the role internal communication played in DEI was growing or that there were plans in place to grow the role in the future.

But while most communicators participate in DEI, **the majority of communicators are not meaningfully involved in or owners of DEI**, the strategic decision-making around DEI, or DEI comms within their organizations.

Of respondents who reported DEI efforts at their organizations, **4%** mentioned that the internal communication team was the owner of organizational DEI efforts, and **9%** of respondents indicated that their internal communication team was on or had a team member serving on the DEI committee.

On the other hand, **23%** of respondents indicated that the Internal Communications team was involved with but did not “own” DEI. And a full **41%** of respondents suggested that their main contribution was to “amplify” comms for existing DEI efforts, compared to **14%** that indicated that the internal comms team was a crucial driver and strategic partner of DEI communication within their organizations.

Communicators have the opportunity to step forward as leaders and collaborators in their organizational DEI efforts. Communicators looking to make higher level contributions must be proactive and look to grow their knowledge of how to be thoughtful, sensitive, and strategic in their approach to DEI.

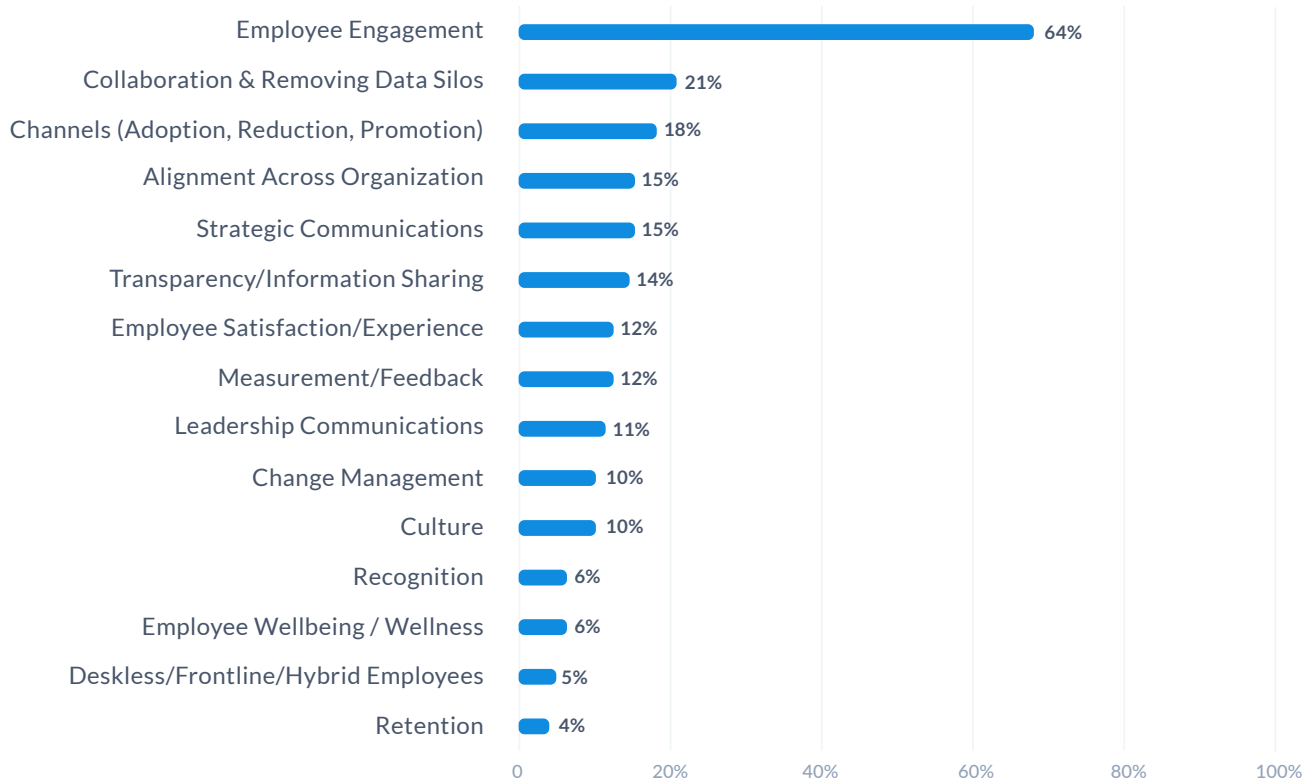
Key takeaways:

- 57% of respondents rated employee engagement at their organizations as “moderate”
- 52% of respondents rated organizational alignment at their organizations as “moderate”
- 70% of respondents have a formal employee recognition system in place
- 89% of respondents reported collecting employee feedback at their organizations
- Comprehensive employee engagement surveys and short pulse surveys were the two types of employee feedback that respondents found most effective
- The majority of respondents reported communications playing some role in corporate Diversity, Equity, and Inclusion (DEI) initiatives, with 36% reporting that Comms worked to amplify messaging for existing DEI efforts

6. Communication Goals

6.1 Areas of focus

Q: What are your top 3 focus areas for internal communications in 2024?



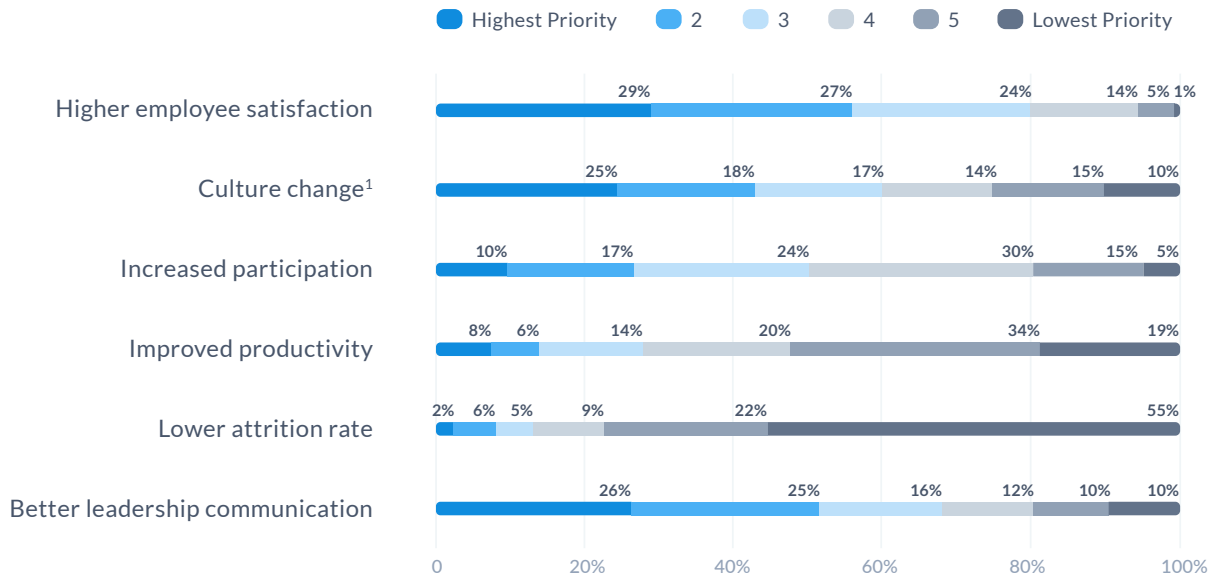
When asked to name their three areas of focus for internal communication in 2024, the majority of respondents (64%) indicated **employee engagement** as a top pick.

After employee engagement, the focus areas respondents highlighted concerned **the movement of information within organizations**, as well as **alignment**. Topics like collaboration, removing data silos, transparency and channel management all show a strong push for an increased flow of information within organizations. This not only enables employees in their own work, but also works in service of alignment, which 15% of respondents indicated was an area of focus this year.

Bridging engagement and alignment is **strategic communications**, another top focus area. Strategic communications not only means putting information into the hands of employees but has the added connotation of using that information to underscore a strategic goal and direction.

6.2 Communicator priorities

Q: Rate the following goals in order of priority (1 = highest priority, 6= lowest)



Higher employee satisfaction: Improving employee satisfaction is the top internal communications goal for the fourth consecutive year, with 29% of communicators ranking it as their number one goal and 80% of communicators putting it in their top three.

Employee satisfaction is dependent on a variety of factors—from job role and advancement prospects to quality of leadership and workplace culture. According to the [Pew Research Center](#), about 51% of U.S. workers reported being highly satisfied with their jobs in 2023, but “views of specific aspects of their job[s] var[ied] considerably”.

Better leadership communication: When organizational leaders make decisions in a vacuum, employees feel blindsided and organizational trust slips. In fact, as of 2023, survey data from [Gallup](#) showed that only 23% of employees strongly agreed that they trusted the leaders within their organizations.

Internal communicators play a major role in amplifying and shaping leadership communications to make sure employees have visibility into the organizational changes that will affect them. Plus, communicators can facilitate two-way communication between employees and leaders to help employees feel like their voices are being heard.

Leadership communication was the second ranked goal for communicators in 2024, with 26% indicating that it was their highest priority, and 67% placing it within their top three.

1 Changing workplace structure

Culture change: Internal communicators ranked culture change as the third most important trend for 2024. 25% of respondents indicated that it was their top goal for the year, and 60% placed it within their top three.

As employers continue to push for a return to office and amidst ongoing instability within organizations, internal communicators have needed to be on top of their communications strategy. This leads to a smoother change management process and helps employees adjust to the ongoing shifts in their workplace culture.

Increased workplace participation: Encouraging employee participation was the fourth-ranked internal communication goal this year. While only 10% of communicators indicated participation as their top goal for the year, 51% placed it in their top three.

Communicators have a key role to play not only in facilitating the flow of information within the workplace, but in creating a culture where employees feel encouraged and comfortable to share their opinions and ideas.

Plus, communicators can lend visibility to participation opportunities within the workplace that employees might otherwise miss, for example by promoting initiatives and employee resource group.

Improved productivity: 8% of communicators listed improved productivity as their top priority for the year, and 13% placed it in the top three.

Employee productivity is directly linked to employee engagement. According to [Gallup](#), teams with high employee engagement show 14% greater productivity. (Businesses with higher employee engagement also showed 23% greater profitability.)

Additionally, according to a 2023 report from [Achievers](#), 73% of employees say they would be more productive if they felt their efforts were being recognized. With respondents reporting a 5% increase in the use of formal employee recognition systems, it's fair to say organizations are actively exploring recognition as a strategy for increased productivity.

Lowered attrition rate: Employee attrition can be an expensive burden on organizations and an incredible challenge for the employees who remain. For employers seeking to reduce attrition, internal communication teams can help facilitate employee feedback to understand why employees are leaving.

Communication can also itself be a method for reducing attrition. As with productivity, many employees report a direct link between attrition and employee recognition. As per [Achievers](#), 64% of employees say feeling meaningfully recognized at work would reduce their desire to job hunt.

That being said, lowering attrition is by far the least important goal for the majority of communicators. In 2024, only 2% of communicators listed lowered attrition as their top goal,

and only 13% placed it within their top three. On the other hand 55% ranked lowered attrition as their lowest priority.

Key takeaways:

- Respondents identified employee engagement, collaboration, and communication channels as their three top focus areas for internal communications in 2024
- Higher employee satisfaction was ranked in the top three goals for leadership by 80% of communicators. 67% also indicated better leadership communication to be a top three priority
- Much less important was lowering attrition, which 55% of respondents ranked as the lowest priority for leaders in their organizations

7. Challenges

Q: What are the main internal communications challenges you face?



Tracking/measuring internal communications: 57% of internal communicators consider measurement their biggest challenge. With only 48% of organizations using third-party tools for their internal comms, many communicators don't have access to resources meant to streamline and simplify the process of measuring internal communications.

If you're an internal communicator who is struggling to measure their internal comms impact, [ContactMonkey can get you started on email tracking.](#)

However, while tracking and measuring comms has been the most commonly reported challenge for four consecutive years, the percentage of respondents who place it among their main challenges fell from 63% to 57% this year. In fact, the drop has been substantial enough that tracking and measuring comms is now sharing first place with another challenge.

Interdepartmental communication: 57% of internal communicators now consider interdepartmental communication to be amongst their biggest challenges, compared to 49% in 2023 and 35% the year before that.

With hybrid workplaces continuing to be the new norm for most organizations, and with teams dispersed and not interacting on a daily basis, workplace collaboration has required a more concerted effort. Internal communicators have had to get creative to bolster collaboration both within and between teams, especially as companies have been tightening budgets and dragging their feet on approving any spend.

Low employee responsiveness: 47% of internal communicators struggle with low levels of employee responsiveness. A lack of responsiveness is not only an issue in and of itself but can also be an indicator of greater concerns such as low employee morale and engagement.

Collecting employee feedback: Only 23% of respondents consider collecting honest employee feedback their biggest challenge this year, a number that has fallen drastically over the years. In 2023, 28% of respondents considered it a main challenge, while 42% of respondents listed it as a main challenge in 2022.

As per this survey, 89% of companies already collect employee feedback. Yet, receiving candid and honest feedback can be a challenge. Tools such as pulse surveys, rating scales, eNPS, and anonymous comments can help address this gap and help employees feel more comfortable giving candid feedback.

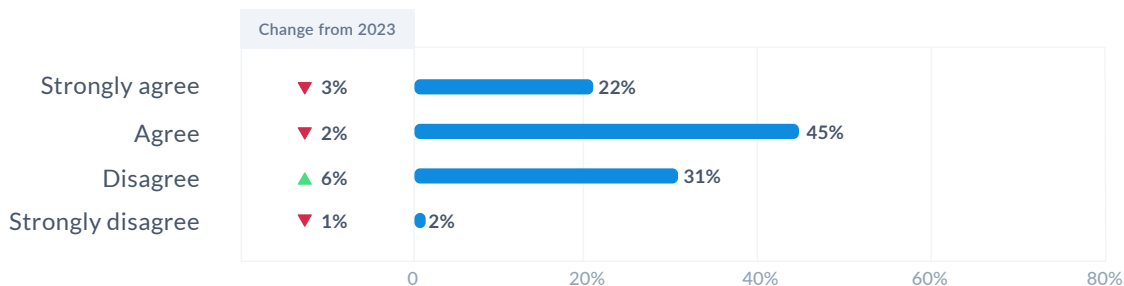
[Discover employee feedback tools and strategies](#)

Engaging remote/hybrid employees: According to [Buffer](#), 15% of remote workers view their existing internal communications as a barrier. Communicators have had to bear the brunt of the labour required to build and maintain their company culture in remote and hybrid environments. This has made remote/hybrid worker engagement a top challenge for 33% of respondents.

Getting budget approvals from leadership: The percentage of internal communicators that face challenges getting budgets approved has slightly increased from the previous year (33% up from 32% in 2023). However, keep in mind that this challenge saw a jump of 14% last year, from 18% in 2022. This smaller jump could indicate that the increased volatility organizations are experiencing in response to market forces has begun to plateau or even decline.

For communicators struggling to get budgets approved, tracking internal communication metrics is the easiest way to show concrete, quantifiable ROI.

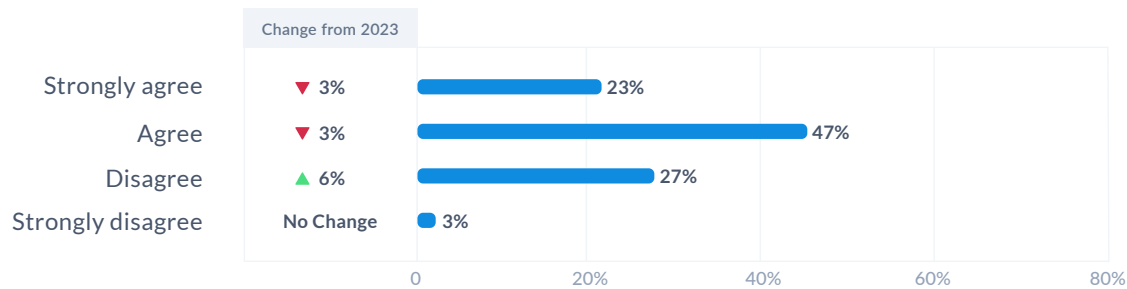
Q: “Measuring internal communications is the biggest challenge for me”. To what extent do you agree with this statement?



Measurement has persisted as a glaring internal communication challenge for five years in a row. The good news is that the percentage of internal communicators that consider measurement to be their biggest challenge has been steadily shrinking year over year.

This year, 67% of respondents agreed or strongly agreed that internal communications measurement is their biggest challenge, compared to 72% in 2023 and 84% in 2022.

Q: “It is difficult to showcase the impact of internal communications in my organization”. To what extent do you agree with this statement?



70% of respondents strongly agreed or agreed that they had difficulty showing the impact of internal comms in their organizations. While this is still a strong majority, this number has fallen since 2023, when 76% of respondents reported difficulty showing their impact.

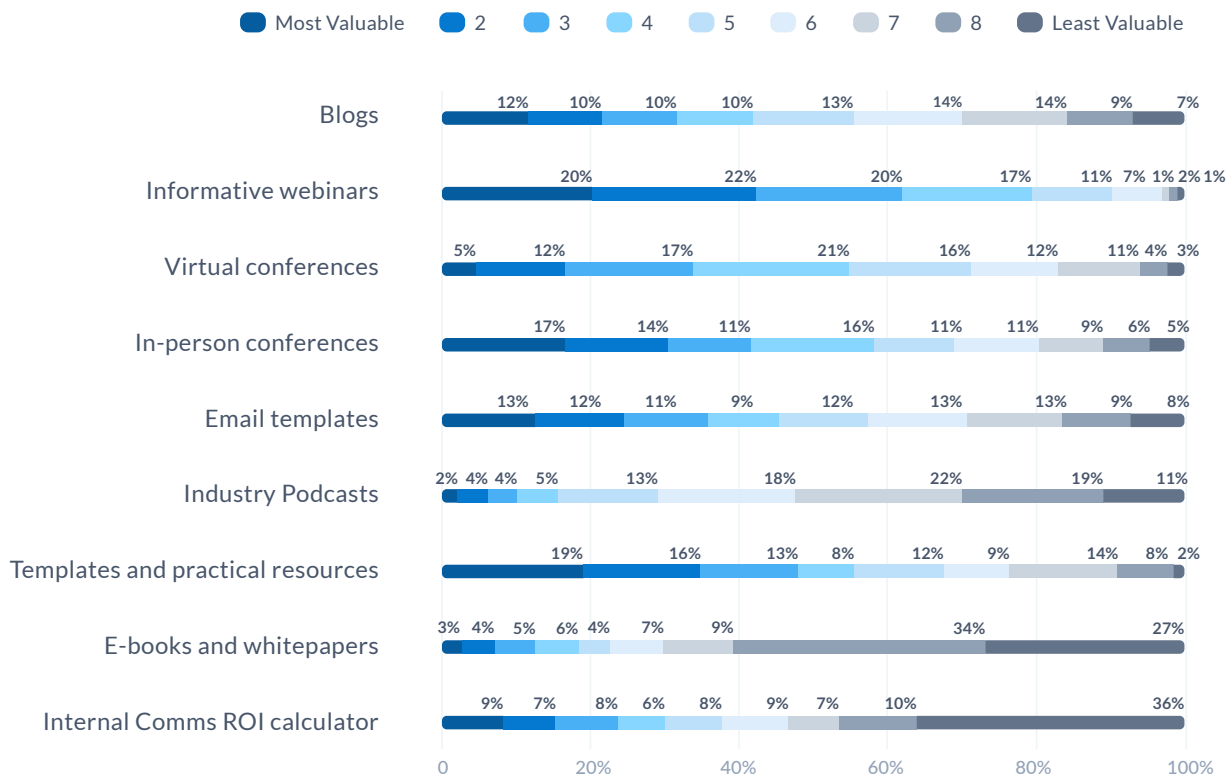
Key takeaways:

- Interdepartmental communication and tracking/measuring internal communications were the top two challenges facing respondents
- 67% of respondents strongly agreed or agreed that measuring internal comms was their biggest challenge
- 70% of respondents strongly agreed or agreed that they had difficulty showing the impact of internal comms in their organizations

8. Channels & Tools

8.1 Resources

Q: Which of the following adds the most value to your work? (Rank in order of importance (1 = most valuable; 9 = least valuable))



The resources that respondents found most valuable fell into two general categories.

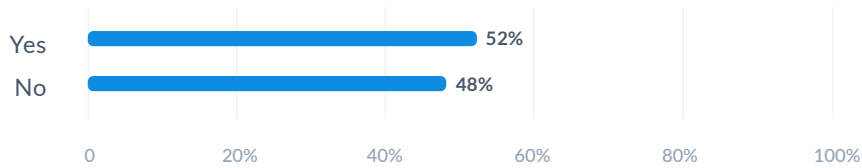
The first category included an element of live interactivity. 20% of respondents indicated webinars were their most valuable resource, and 62% of respondents placed webinars in their top three most valuable resources. In-person conferences were also considered valuable, coming in third in the rankings.

The second category was time-saving resources. Templates and practical resources that communicators could use to reduce the time spent on communications proved highly valuable for respondents.

On the other end of the spectrum, the resources that respondents found least valuable included internal communications ROI calculators, ebooks, and whitepapers.

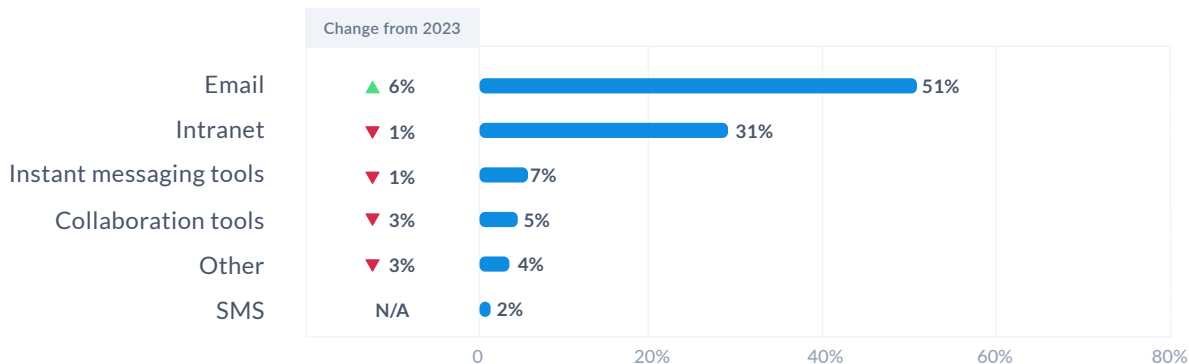
8.2 Tools

Q: Do you use any third-party internal communication solution?



In 2023, we saw a big jump in the percentage of respondents reporting the use of third-party internal communication solutions, rising from 31% to 48%. In 2024, the number of companies using external tools held steady at 48%. With budget cuts being the most pressing concern for 2024, the adoption of new communication solutions has seemingly been put on hold, but existing infrastructure has remained in place for the time being.

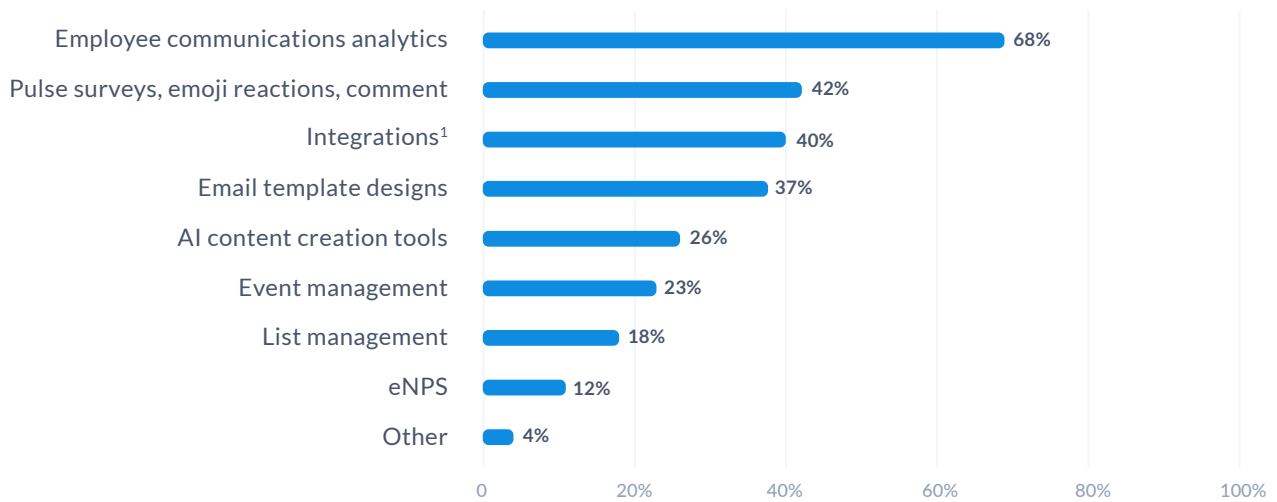
Q: Which of the following do you rely on the most for your internal communications?



51% of internal communicators reported relying most on email for their internal communications, with intranets being the second most relied-upon tool at 30.5%.

[Try ContactMonkey's Email Builder for your next employee email newsletter](#)

Q: Which of the following would you consider the greatest value-add to your internal communications?

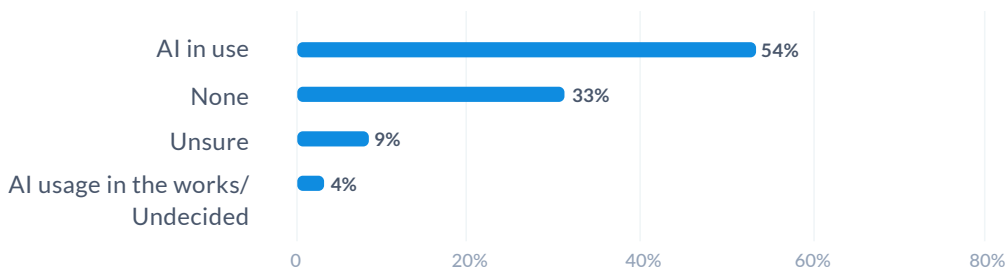


When it comes to internal communication tool features, almost 70% of internal communicators indicated that internal comms analytics provide the greatest value to their work. This is unsurprising given that tracking and measuring internal communications remains the top challenge that communicators report facing.

Other features that respondents indicated were valuable to their work included surveys and integrations. Communicators are finding ways to streamline their workflows, opting for multi-channel comms tools that collect the features and resources they require in one place and prevent reduplication of effort.

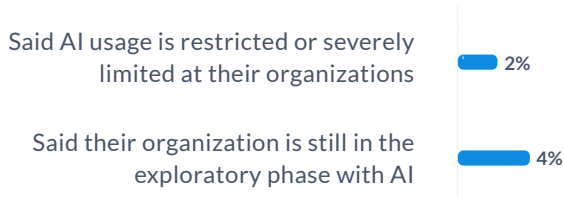
Q: Which AI tools do you use/plan to use for your internal communications?

AI Usage:

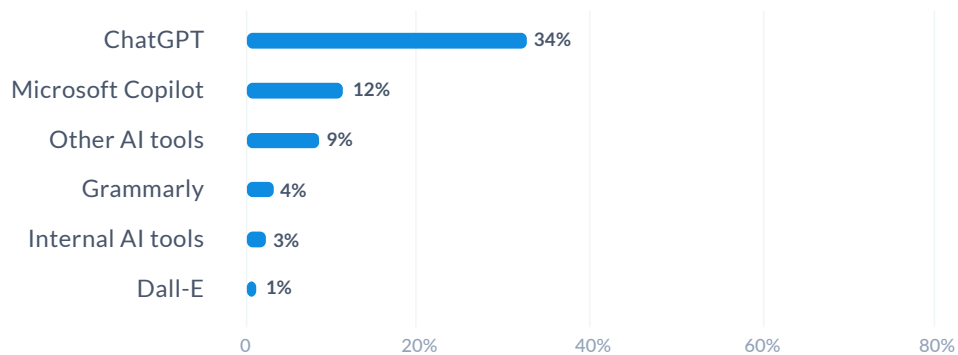


¹ HRIS, Slack, Microsoft Teams, etc.

Organizational Mandates on AI:



AI Tools:

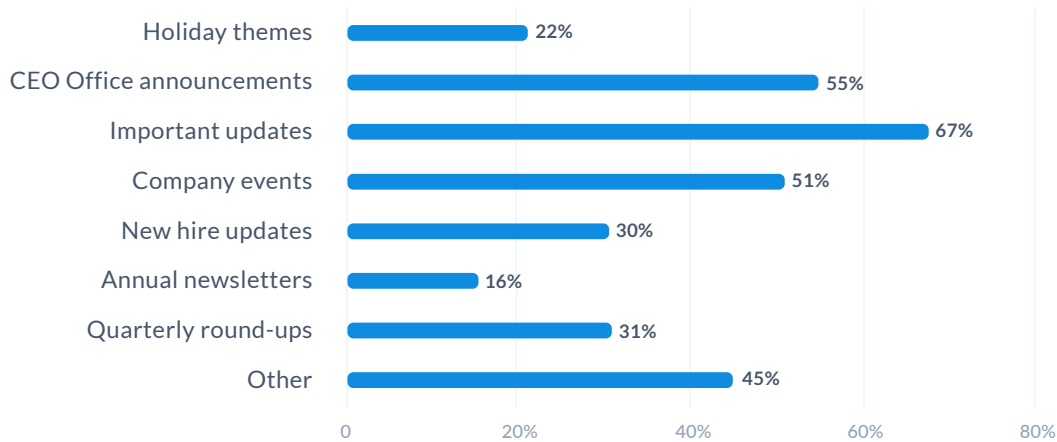


AI has been a major topic of interest for communicators in 2024, so it's unsurprising that 54% of respondents indicated that some amount of AI is now in use at their organizations, and 4% indicated that their organizations were in the discovery process with AI. The most common AI tool in use is ChatGPT, with 34% reporting using it or planning to use it for communications.

However, the use of AI is far from universal. 33% of respondents indicated that there was no AI usage in their organizations. Within that 33%, 2% of respondents specifically said that AI usage was either fully banned or severely limited within their organizations. An additional 9% were unsure whether their organizations used AI, suggesting that if AI was in use, it wasn't prevalent.

8.3 Email deep dive

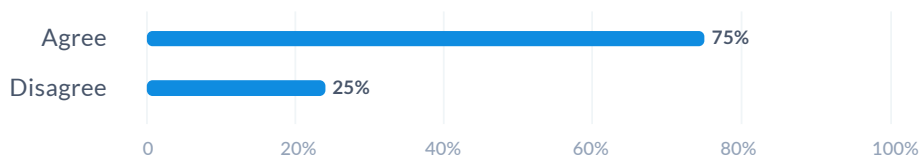
Q: What kind of newsletters do you send your employees?



Important updates, CEO announcements, and company event emails are the three most common forms of newsletters which internal communicators send.

In addition to quarterly roundups, respondents who answered “Other” also indicated that they sent out weekly and bi-weekly OR monthly and bi-monthly roundups. Additional common newsletter types included HR Resources such as benefits explanations, wellness newsletters, and safety-focused email newsletters.

Q: “I use email more frequently to communicate with employees in a remote/hybrid environment.” Do you agree or disagree with this statement?

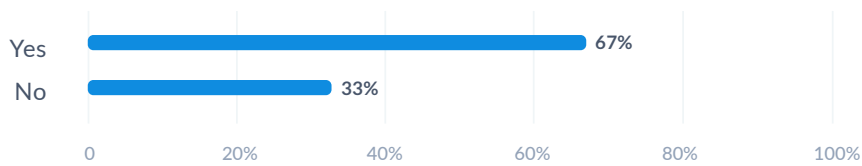


Email continues to be a powerful tool in the internal communication arsenal, providing a way to schedule communications asynchronously to reach all employees at the right time—regardless of time zone differences. 75% of participants agree that they used email more frequently to communicate in a remote and/or hybrid environment.

With email being used so frequently for crucial information like important company updates and leadership communications, this ability to reach remote employees when they’re most likely to see and take in communications is key to email’s continued ubiquity.

8.4 Crisis communications

Q: Do you have an emergency alert/crisis communications system in place at your organization



While the majority of workplaces continue to have emergency communications systems in place, crisis comms seem to have taken more of a backseat this year. 67% of respondents reported having a crisis comms system in 2024, compared to 70% in 2023.

With global financial instability and social unrest continuing to be the norm, crisis preparedness remains a crucial aspect of any robust communications plan.

If you do not have a crisis communications plan, [here is a guide](#) to get you started.

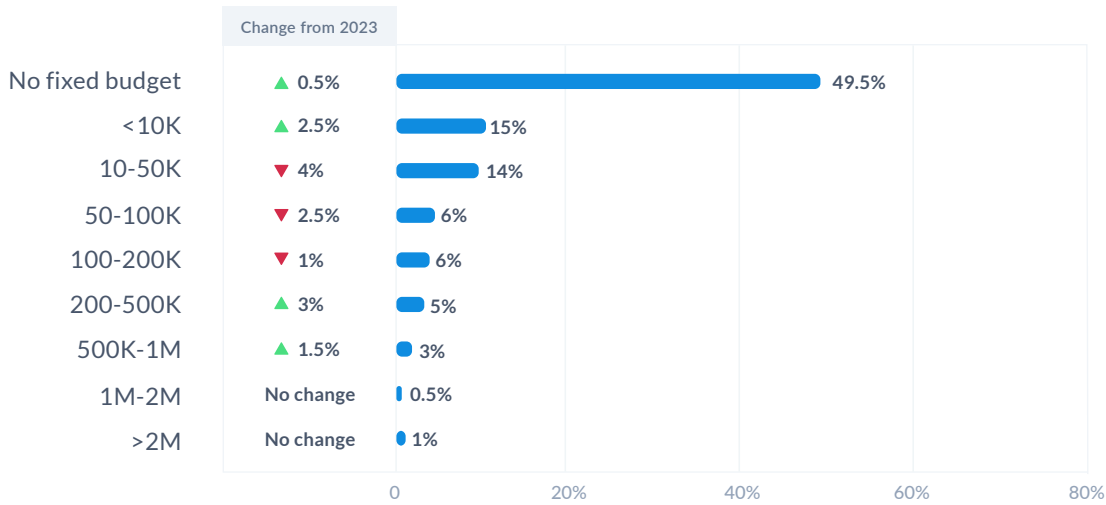
Key takeaways:

- Communicators find the most value in resources that allow for live interpersonal interactions, such as webinars and in-person conferences, or that save them time in their day to day tasks, such as templates and practical resources
- 48% of communicators report using third-party communication solutions at their organizations
- When it comes to communication tools and solutions, 68% of respondents find analytics to be the most valuable feature for their internal communications
- 54% of respondents report some level of AI usage within their teams, with the most common tool being ChatGPT
- Email newsletters are the main tool used by communicators, with 48% reporting relying most on newsletters for internal comms
- 75% of respondents report using email more frequently in hybrid working structures
- The most common forms of newsletter sent by internal communicators include important company updates, CEO announcements, and company event emails
- 67% of respondents report having a crisis communications system in place at their organization

9. Strategy & Leadership

9.1 Budget

Q: Which range best describes your internal communications budget?

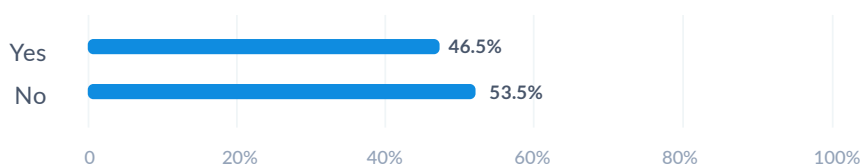


49% of respondents have indicated that their company does not have a fixed internal communications budget in 2024. For those respondents who do have a fixed budget, the majority have a budget of under \$10K or somewhere between \$10-50K. This is consistent with reports of a rise in cost-cutting measures and stringent company budgets, with companies preferring to approve spending on a case-by-case basis rather than committing to an internal communication budget.

In general, communication budgets have migrated to either the lower or the higher end of the spectrum with reports of budgets of <\$10K increasing by 3% and budgets of \$200K+ increasing by 5%. While some companies are cutting budgets in response to the current economic climate, others appear to be investing in communications to keep employees informed and help guide them through the uncertainty.

9.2 Internal communications strategy

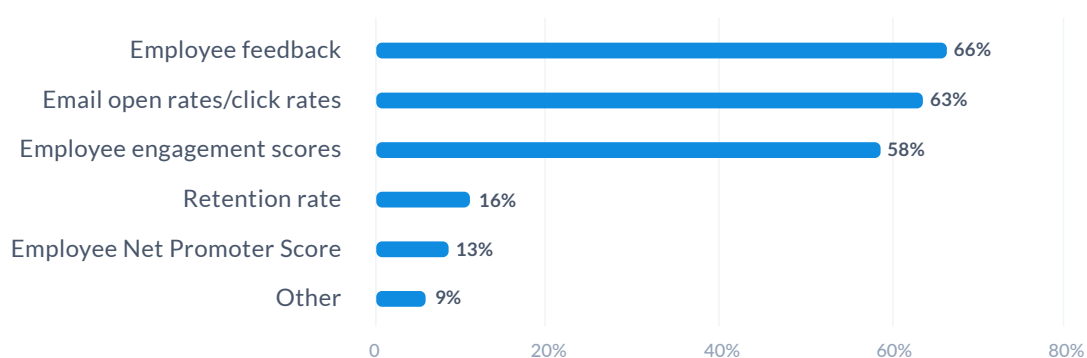
Q: Do you have a long-term strategy in place for your internal communications?



Just over 53% of respondents indicated not having a long-term internal communications strategy in place within their organizations. This figure has risen from the previous year, when only 52% of respondents reported being without a long term plan.

With 46% of respondents reporting being negatively affected by external market conditions, 61% reporting budget cuts, and 64% reporting either no fixed internal communications budget or a budget under \$10K, it seems likely that continuing financial instability has made it harder for communicators to make long-term plans or commit to specific goals with any degree of certainty.

Q: What are your top internal communications Key Performance Indicators (KPIs)?



Employee feedback: 66% of respondents listed employee feedback as one of their top KPIs for the year. Employee feedback serves a dual purpose for communicators. Not only is feedback important to helping communicators and leaders understand where issues may lie in their organization, but the response rates for solicited feedback can be a useful barometer for employee engagement.

Email open rate & click rate: Tracking and measuring employee responsiveness are two of the top three challenges communicators report facing. By tracking email opens and click rates, communicators can not only measure how employees interact with their communications but use that data to refine and improve their approach. That’s why email open and click rates ranked among the top KPIs for 63% of communicators this year.

Employee engagement scores: 58% of respondents put employee engagement scores as being amongst their main KPIs. Engaged employees are not only more satisfied in their work, they also have a much lower likelihood of attrition, are more productive, and deliver better results.

Retention rate: 16% of survey responders look to their company’s retention rate as a measure of the impact of their efforts.

Employee Net Promoter Score (eNPS): Like employee engagement scores, eNPS scores allow communicators to measure their impact in a quantifiable way. An eNPS measures how likely your employees are to recommend your product/service or your business as a place to work to their friends or family.

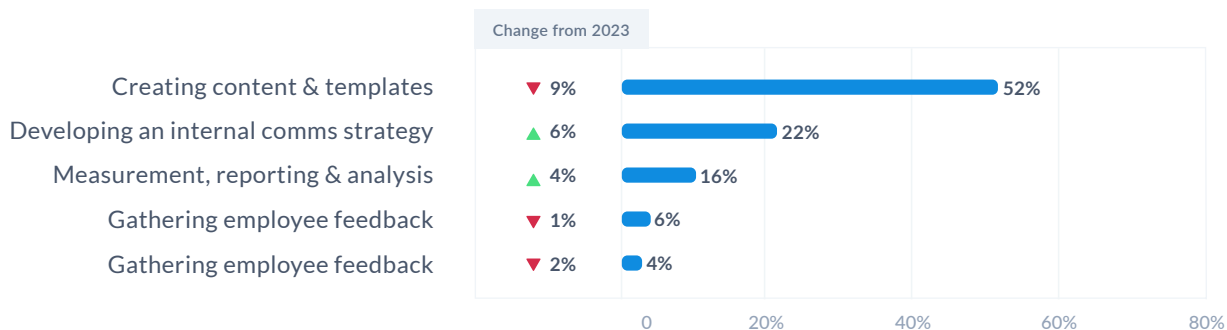
To calculate eNPS, communicators conduct an eNPS survey, then break down the results into employee promoters, passives, and detractors. Subtract the number of detractors from the number of promoters, then find out the percentage of total recipients that number represents. This is your eNPS score.

In 2024, 13% reported eNPS scores as a key performance indicator for their organization’s internal comms.

Of respondents who answered “Other”, the majority reported that their comms team had no formal KPIs, that they were looking to establish KPIs, or that the respondent themselves wasn’t certain what KPIs were set within their organizations.

9.3 Time allocation

Q: Which of the following activities take up the most of your time?



While the majority of internal communicators still report spending the most time creating internal communications content and templates, this percentage is on the decline, dropping from 61% in 2023 to 52% in 2024. By contrast, the number of communicators whose primary focus was developing an internal communications strategy rose from 16% to 22%, and the percentage of communicators who said measurement and reporting took up the majority of their time rose from 12% in 2023 to 16% in 2024.

There are multiple ways to read this shift. For one, with a falling number of respondents reporting having a long-term internal communication plan and the influx of organizational instability brought on by factors like mass layoffs, budget cuts, and hiring freezes, it’s possible that developing an internal communication strategy has taken on more organizational importance.

Another possible explanation is that communicators are relying more heavily on internal communication tools to streamline and automate their content creation processes, freeing up time to focus on other tasks. With 48% of respondents reporting the use of third-party internal communication tools and 54% utilizing AI at work, it’s likely the case that some of these respondents are finding technology solutions to optimize their workload.

METTLER TOLEDO

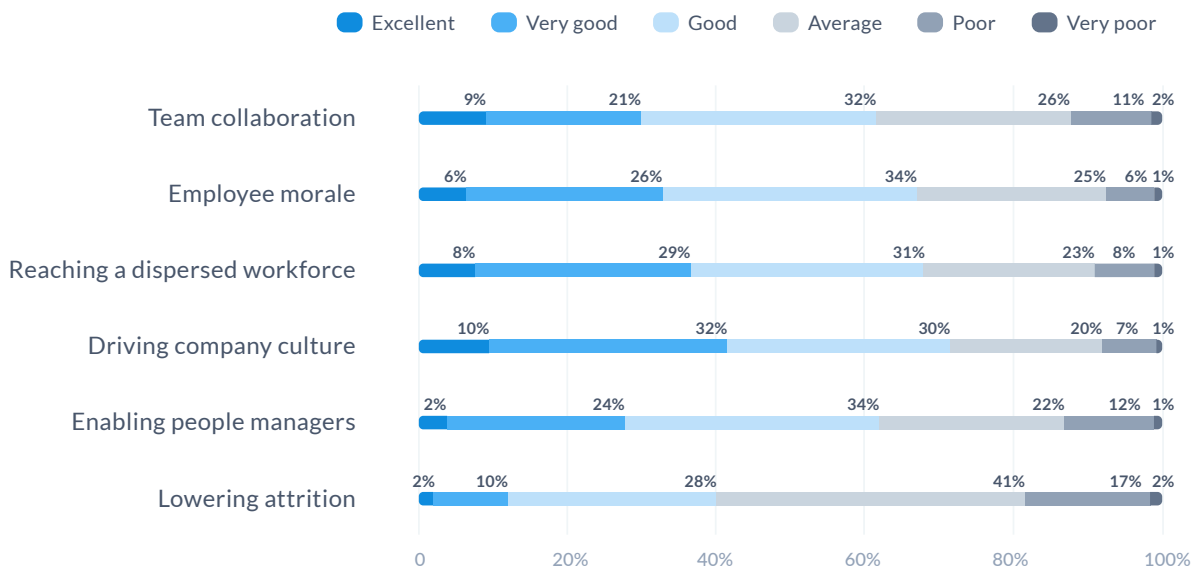
“Once I started using ContactMonkey, I realized I was able to save 4 hours of work a week, which translated to 25 days saved per year!”



Kate Kraley
Communications Specialist

9.4 Impact of internal communications

Q: Do you have an emergency alert/crisis communications system in place at your organization



According to respondents, internal communications has the greatest influence on:

Driving company culture: Company culture is driven by the communication between and amongst employees and leaders, and the form, content, and tone of those communications is becoming increasingly strategic.

Communicators understand that internal communications are a powerful way for organizations not only to disseminate the values and the culture they wish to build, but to walk the walk of those values and that culture.

Reaching a dispersed workforce: The need for internal communication has become increasingly obvious as workplaces have moved away from purely in-office models. Whether hybrid, remote, or deskless, the ability of dispersed employees to feel informed and integrated into a company largely depends on the communication channels and strategies that organization adopts.

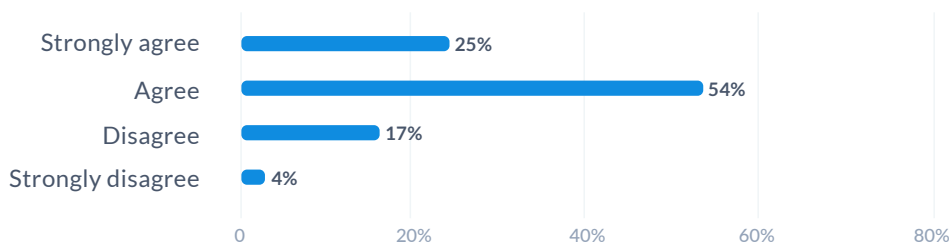
Employee morale: Though the material factors that affect employee morale are often outside of communicators' control, internal communication still has a major role to play guiding how employees respond to organizational changes.

By keeping employees well-informed about decisions and opening two-way channels for employees to make themselves heard, communicators foster transparency and trust within their organizations. Moreover, crafting narratives that contextualize challenges can help employees perceive setbacks in a more positive light, fostering resilience and a sense of unity. Initiatives like employee recognition programs can also boost spirits and reinforce company culture. Together, these efforts contribute significantly to maintaining high levels of employee morale.

Team collaboration: Whether by increasing visibility on different parts of an organization or bringing in new tools and channels to facilitate the flow of information between, communicators have a real role to play in fostering greater team collaboration.

9.5 Internal communications and leadership

Q: "Leadership recognizes the value of internal communications in the organization". Do you agree or disagree?



While the number of respondents reporting that leadership recognized the value of internal communications fell dramatically in 2023, leader belief in internal comms seems to once again be on the rise. In 2024, 80% of respondents either agreed or strongly agreed that leadership recognized the value of internal communication in their organization, compared to 75% the year before.

Only 4% of respondents strongly disagreed with this statement.

Q: Which of the following do you think is most important to your leadership? Rank in order of importance (1 = most important, 6 = least important)



According to internal communicators, the top priority for leaders in 2024 is **increased employee engagement scores**. 25% of respondents identified increased engagement scores as the top leadership priority, while 67% indicated it was in their top three.

The second ranked priority for leaders in 2024 was identified as **higher productivity**. 25% of respondents ranked it as the number one priority for leadership, and 55% placed it in their top three.

On the other end of the scale, the lowest priority for leaders was **lowered attrition**, with 30% of respondents placing it as the least important leadership priority and 60% putting it in their bottom three.

The second lowest priority was identified as **employee well-being**, with 26% of communicators placing it in the least important spot, and 61% placing it in the bottom three.

Key takeaways:

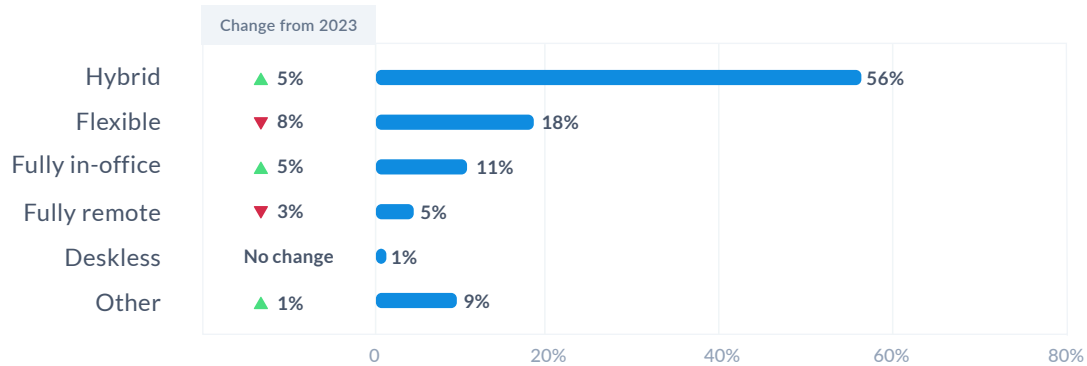
- 52% of communicators indicated that creating content and templates takes up the most of their time
- 49% of communicators have no fixed budget for internal communications at their organization
- 54% have no long-term strategy in place for internal communications

-
- Employee feedback and email open/click rates are the two top Key Performance Indicators for internal communicators in 2024
 - 72% of respondents said employee feedback is their best tool for proving the impact of their internal communications
 - Respondents indicated that internal communication has the strongest impact on driving company culture and reaching a dispersed workforce
 - 80% of respondents either agreed or strongly agreed that leadership recognized the value of internal communication in their organizations
 - The most common internal communication priority for leaders in 2024 is increased employee engagement scores and higher productivity

10. Work Structure

10.1 Organizational structure

Q: What kind of working structure/environment does your company have?



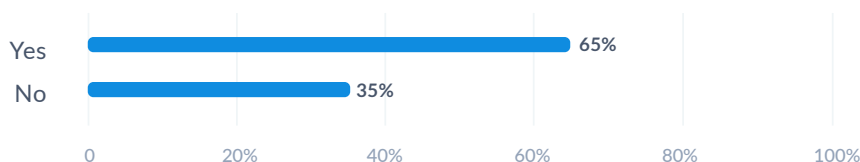
In 2024, we are seeing a clear organizational push for a return to the office. Hybrid work structures, where employees have a predetermined split between remote and in-office time, continue to be the norm this year. In fact, the number of hybrid workplaces rose to 56% from 51% at the expense of fully remote or flexible work structures (where employees are able to choose whatever work structure suits them). The percentage of respondents reporting a fully in-office working structure has also risen, going from 6% in 2023 to 11% in 2024.

Whether the number of employers going fully in-office will continue to rise or begin to plateau remains to be seen, but the hybrid model is certainly here to stay.

Work structures also do not vary solely from organization to organization. Of respondents who answered “Other”, the majority indicated that work structure in their organizations varied on a case-by-case basis and often included a mix of all the options, depending on role, team, or individual circumstances.

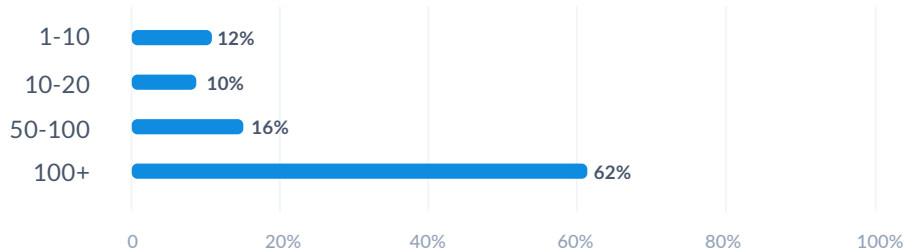
10.2 Deskless employees & frontline comms

Q: Does your company have deskless employees?



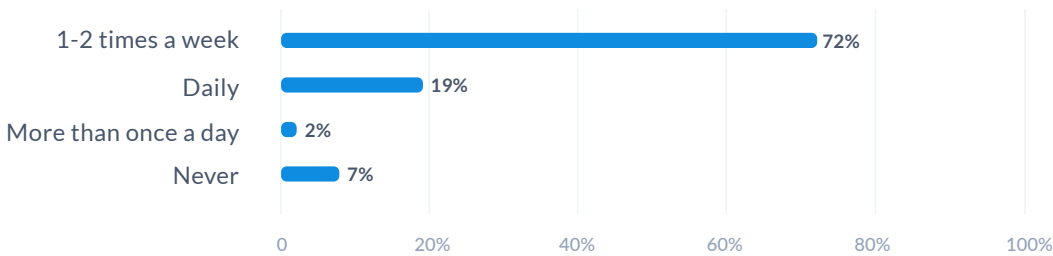
65% of respondents reported having deskless employees at their organization.

Q: How many frontline/deskless employees does your organization have?



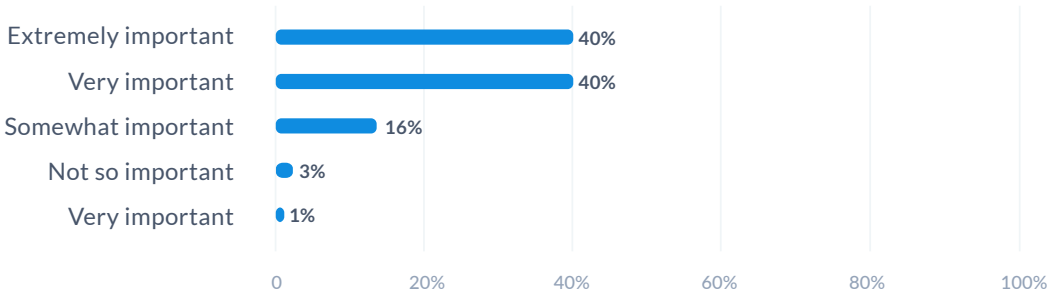
62% of respondents reported 100 or more frontline or deskless employees within their organizations.

Q: How often do you need to communicate with deskless/frontline employees?



72% of respondents indicated their organization communicated with frontline/deskless employees 1-2 times a week.

Q: How important is frontline employee engagement for your organization?



80% of respondents indicated that frontline employee engagement was either extremely important or very important to their organizations.

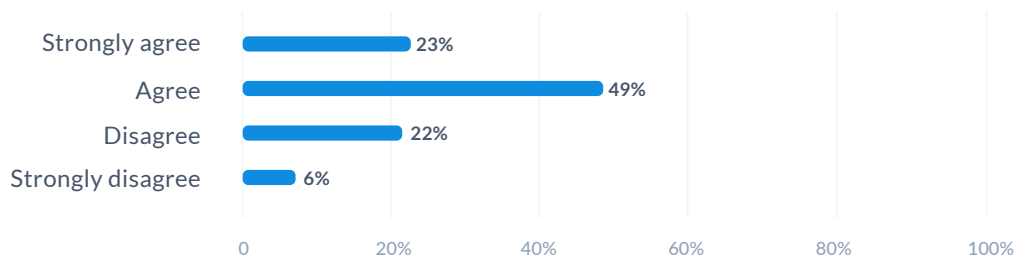
Without any of the traditional touchpoints that help connect employees and organizations, keeping frontline employees engaged presents a real challenge for communicators.

Not only do frontline employees simply not have as many opportunities to connect with coworkers or leadership, they also have limitations on the ways that they can be reached. Thus, finding effective channels for frontline and deskless employee communication has been a key part of the work of communicators.

[Check out ContactMonkey's Employee SMS Text Messaging Solution for Reaching a Dispersed Workforce](#)

10.3 State of internal communications

Q: "Internal Comms has been elevated to a more critical position at my organization in 2023". Do you agree or disagree?



Internal communications is more crucial than ever in 2024, with 72% of respondents reporting that they agreed or strongly agreed that internal comms had been elevated to a more critical position in the past year. This marks a bump of 5% from the previous year.

Since the COVID-19 pandemic brought new visibility to the need for comprehensive employee communication strategies and tools, internal communication teams have increasingly become strategic partners within their organizations.

Workplaces have grown and changed in the ensuing years, and communicators have found their roles growing and changing alongside them. Amidst global and financial crises, communicators have been able to rally morale, keep stakeholders in the loop, facilitate conversations between employees and people leaders, and ensure transparency into major organizational changes.

Key takeaways:

- 72% of respondents indicated that internal comms had been elevated to a more critical position at their organization in the past year

-
- 79% of respondents had a hybrid, flexible, or fully remote working structure, down 6% from 85% in 2023
 - 65% of respondents report having deskless employees within their organizations
 - Of those, 62% of respondents had 100+ deskless employees
 - 80% of respondents indicated frontline employee engagement was extremely or very important to their organization
 - 72% of respondents indicated their organization communicated with frontline/deskless employees 1-2 times a week

11. Conclusion

What's our takeaway from the 2024 survey? For better or for worse, **organizations are making big moves** and are leaning more heavily on communicators to keep employees informed and engaged.

Amidst ongoing upheaval, internal communicators have been tasked with maintaining open lines of communication, rolling out transparent change management, and earning employee trust. And while communicators are reporting wins, the amount of organizational support they're receiving differs wildly.

In fact, 80% of communicators say that leadership recognizes the value of internal communication in their organization, and 72% report internal comms being elevated to a more critical position than last year. Despite this, 53% of communicators do not have a long term communications strategy in place, and 49% have no fixed budget.

67% of respondents reported that measuring internal comms was their biggest challenge, while 70% struggled to show comms impact. While both of these numbers represent significant drops from the previous year, communicators are clearly still experiencing roadblocks at high rates despite increased visibility for their roles.

In short, 2024 has been a picture of contradiction for communicators, with many reporting growing responsibilities and small but significant gains throughout, and yet a concerning lack of resources overall.

While we hope the various gains reported this year forecast a growing understanding of the power of effective internal communication, leaders will need to commit to greater material support and resources for their comms teams if they wish to fully reap the benefits that internal communications provide.

ContactMonkey



ContactMonkey is an internal email solution and employee engagement tracking tool that integrates into Outlook or Gmail. We help internal communicators measure, refine, and improve the effectiveness of their corporate communications.

With ContactMonkey, you can build beautiful responsive HTML emails, engage employees with embedded surveys and events, send directly from your own inbox, then track how employees interact with your content on your analytics dashboard.

Interested in learning how ContactMonkey helps drive employee engagement from your inbox?