

2025
**Employee
Experience
Trends**

 Text suggestion



Introduction

TRUST, TECHNOLOGY, TALENT: NAVIGATING TODAY'S MODERN WORKPLACE

Over the past few years, organisations have been laser-focused on everything that surrounds work — returning to office, raising productivity, implementing AI — all while employees have adapted to increasingly demanding and chaotic business environments.

Amidst these constant changes and shifts in priorities, companies have seemingly deprioritised the importance of foundational experiences that involve first impressions (applying for a job) and final impressions (exiting a job), which hold significant sway over employee perceptions.

And while organisations navigate these complexities, a recurring query emerges: are decisions driven by people or profit? This dichotomy is challenging long-term trust, urging a re-evaluation of priorities, especially with the integration of artificial intelligence in the workplace.

Of course, the real backbone of any organisation remains its workforce, and as we look to the future generations, there's unexpected optimism displayed by younger employees — but while it's a sentiment that holds promise, it's at risk of being short-lived as they gain more experience.

AT A GLANCE — THE STATE OF
EMPLOYEE EXPERIENCE

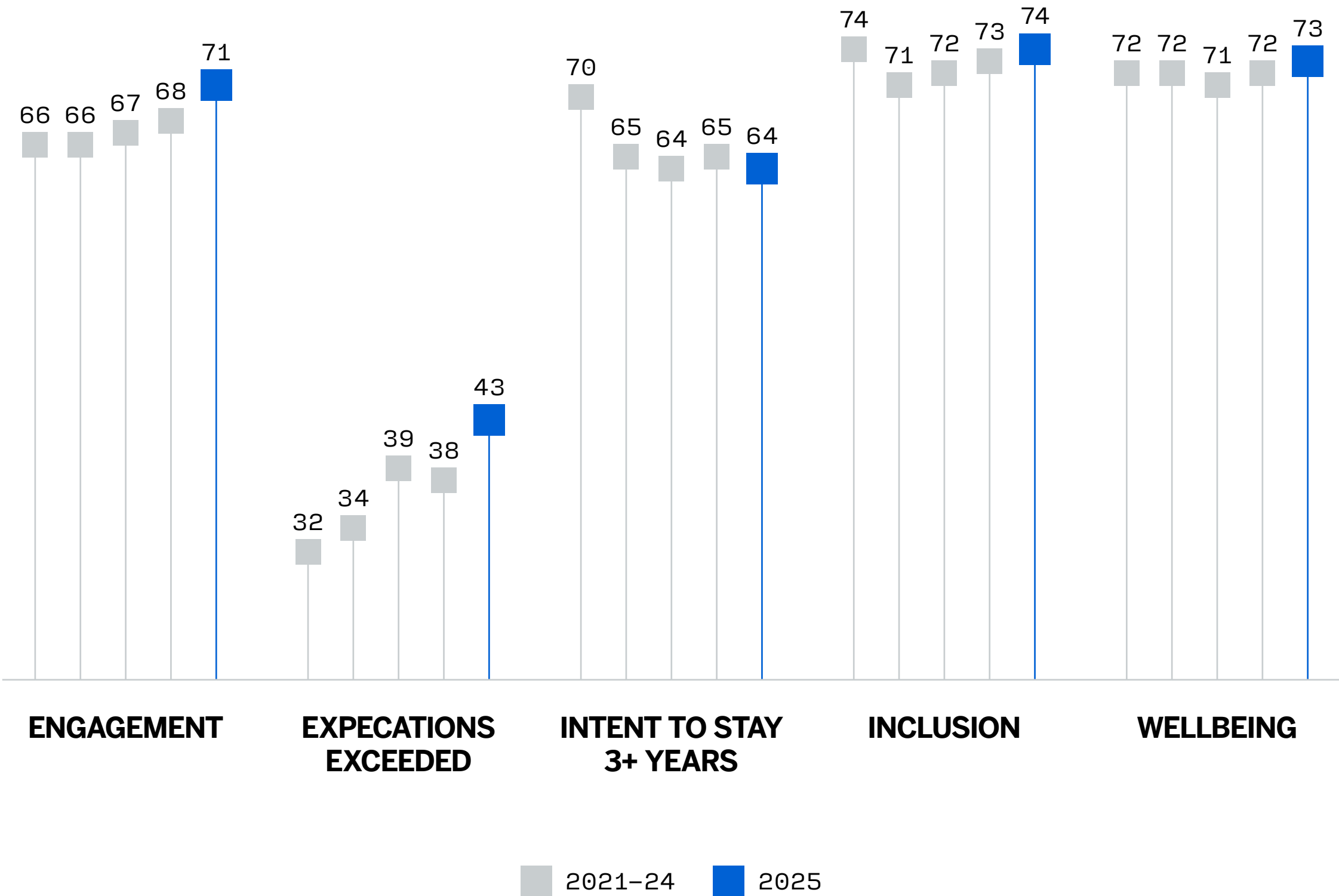
In 2025, engaged employees are those who see a connection between their work and a positive future, both for their own careers and for the world. As for employee expectations, organisations exceeding them are getting the basics right: supporting employees through change, meeting compensation needs, listening to ideas, and ensuring manager behaviours match espoused values.

The experiences that make people stay for the long-haul haven’t changed much over the past three years, but stay intentions are strongly influenced by the alignment of personal career goals with company objectives.

This year, we saw the top drivers of inclusion centered around equitable development opportunities, the ability to challenge the status quo, and a respectful, safe, and ethical workplace aligned with company values.

Finally, wellbeing — employee wellbeing is at its highest when work is not unnecessarily burdensome — that’s not to say they want the easy path, as they have positive wellbeing when their job makes good use of their skills and capabilities, but people also need their workplace to adapt to new ways of working, help maintain a manageable level of stress, and ensure they are respected & safe when they are at work.

— DR. ANTONIO PANGALLO, PHD
LEAD RESEARCHER,
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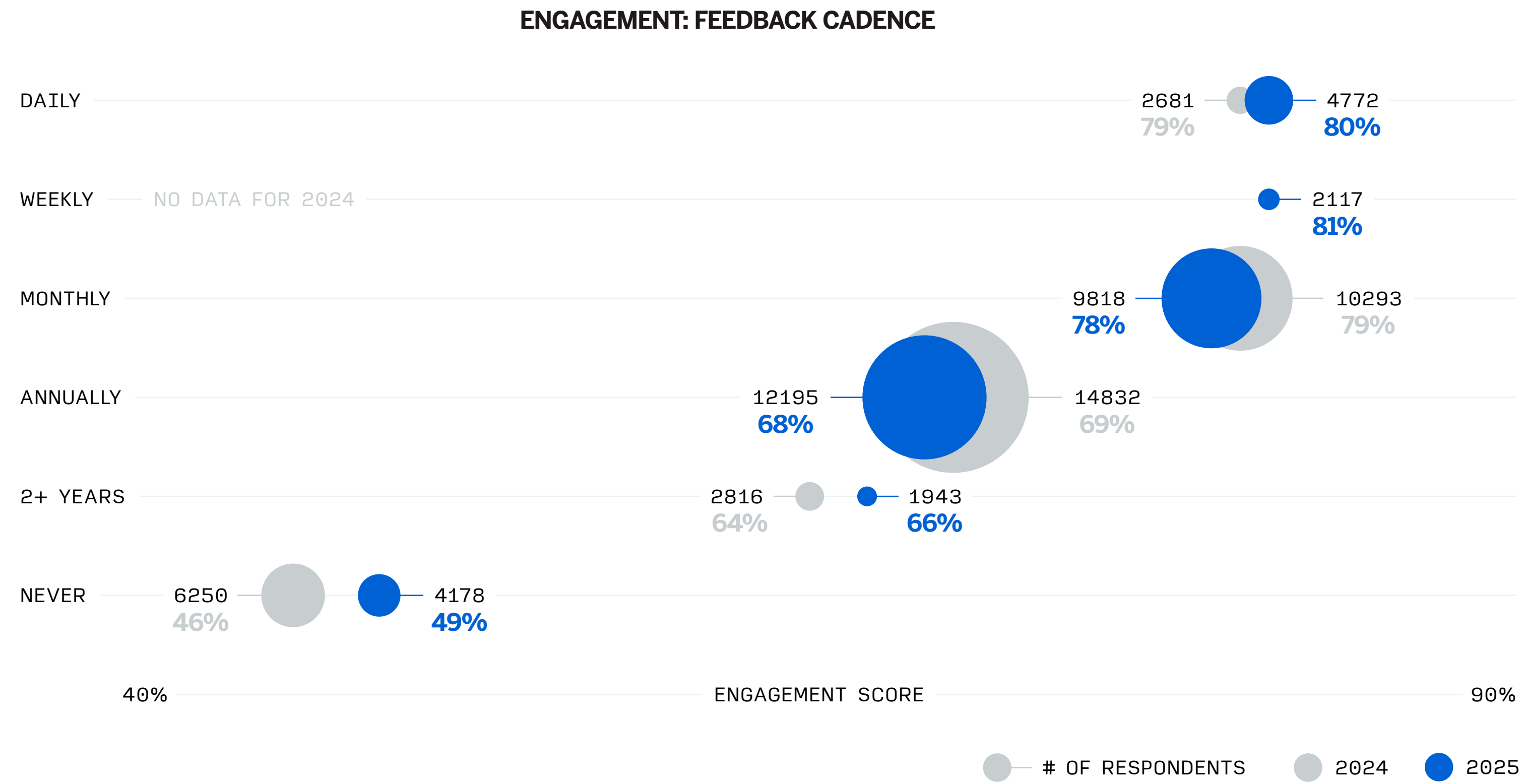
The state of employee listening

Across the globe, more and more organisations are implementing solutions that empower them to tap into the moments that matter to employees, surface the most pertinent topics and trends, and act with speed to create experiences that set teams and the organisation up for success.

In 2024, only a third (35%) of employees were being asked for feedback more frequently than once a year. In 2025, this has risen to nearly half (48%).

But employers are not bombarding people with daily, weekly, or monthly surveys — instead, they’re using multiple methods to understand employee experiences without interrupting the flow of work.

These results are not at all surprising — as employees call out from the fog of uncertainty and change, something that they have rapidly become used to — they’re asking organisations to truly listen to what they need.




PASSIVE LISTENING
PAVES A WAY FORWARD

Employees don't want to fill in surveys everyday, but they also want their employers to understand and improve their experiences.

This is why organisations are going beyond surveys with passive listening, making better use of the data that already exists in their work systems.

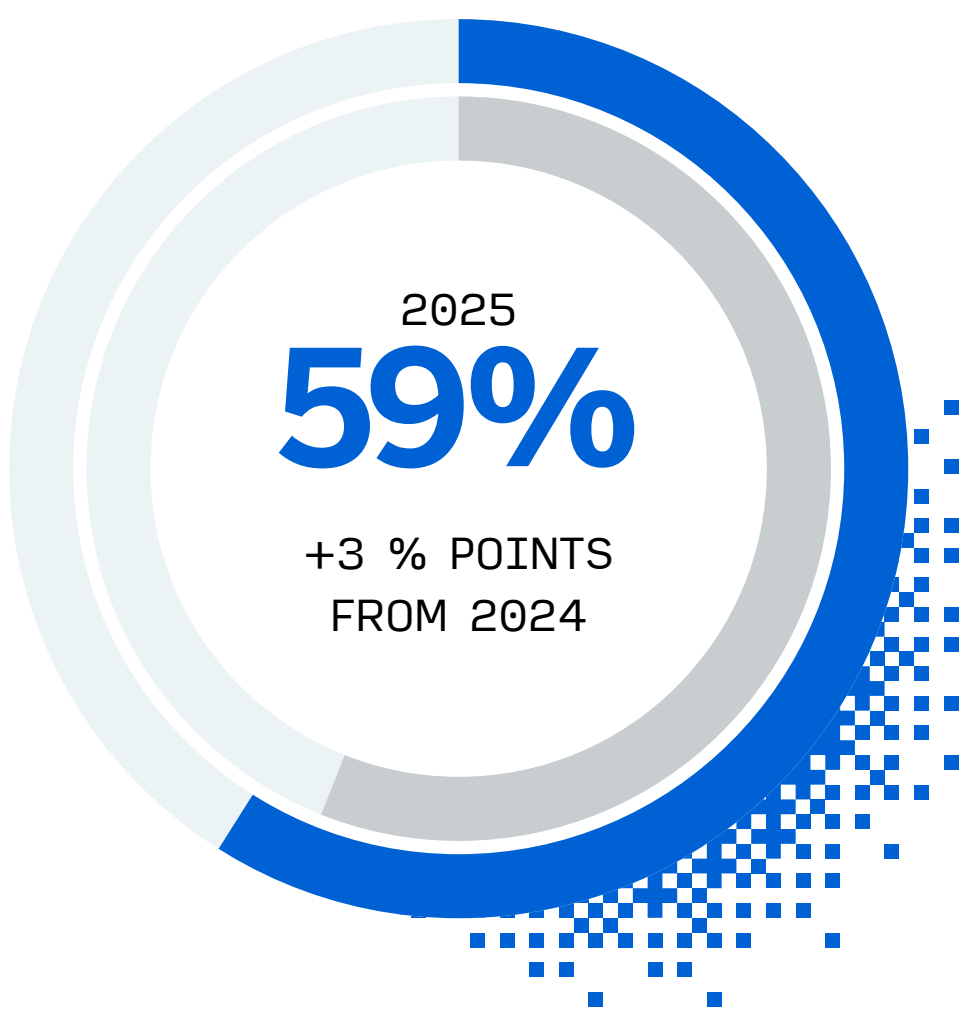
Passive employee listening taps into unsolicited data, which employees generate as part of their day-to-day activities without extra effort on their part — like declining a meeting, answering a question in a public channel, or emailing a customer.

 **BLOG**
THE EVOLUTION TO MODERN
EXPERIENCE MANAGEMENT

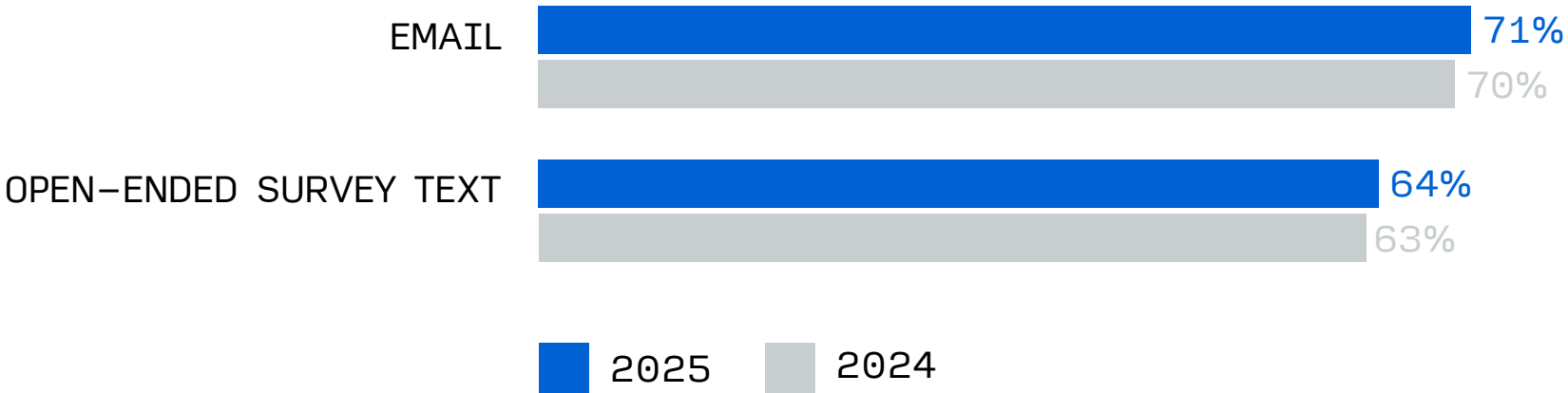
Employee comfort with passive listening methods is on the rise. In fact, compared to established and familiar listening practices (e.g. open-ended surveys), employees are more comfortable sharing information from emails — provided the insights improve their experiences.

Capturing this type of passive data can help organisations to produce more predictive, actionable insights that enrich their overall understanding of the employee experience, and as we venture further into the digital-first landscape of today, understanding what matters — right when organisations need to — will be the competitive edge.

% OF SURVEYED EMPLOYEES COMFORTABLE
WITH PASSIVE LISTENING



% OF SURVEYED EMPLOYEES COMFORTABLE
WITH PASSIVE LISTENING BY CHANNEL



TREND 1

2025’s best employers will make work less chaotic

Each year, we assess the world of work to uncover and predict the trends that will define employee experience management.

For the past three years, people have adapted to change faster than organisations — pivoting en-masse to meet the ever-changing demands of leaders, the market, and most importantly, their lives.

But while employees have carried their organisations into the future with their feet firmly on the ground, they are being weighed down by increasing complexity. So while they focus on the practical reality of getting the job done today, some leaders are getting lost in the excitement or nostalgia of the past.

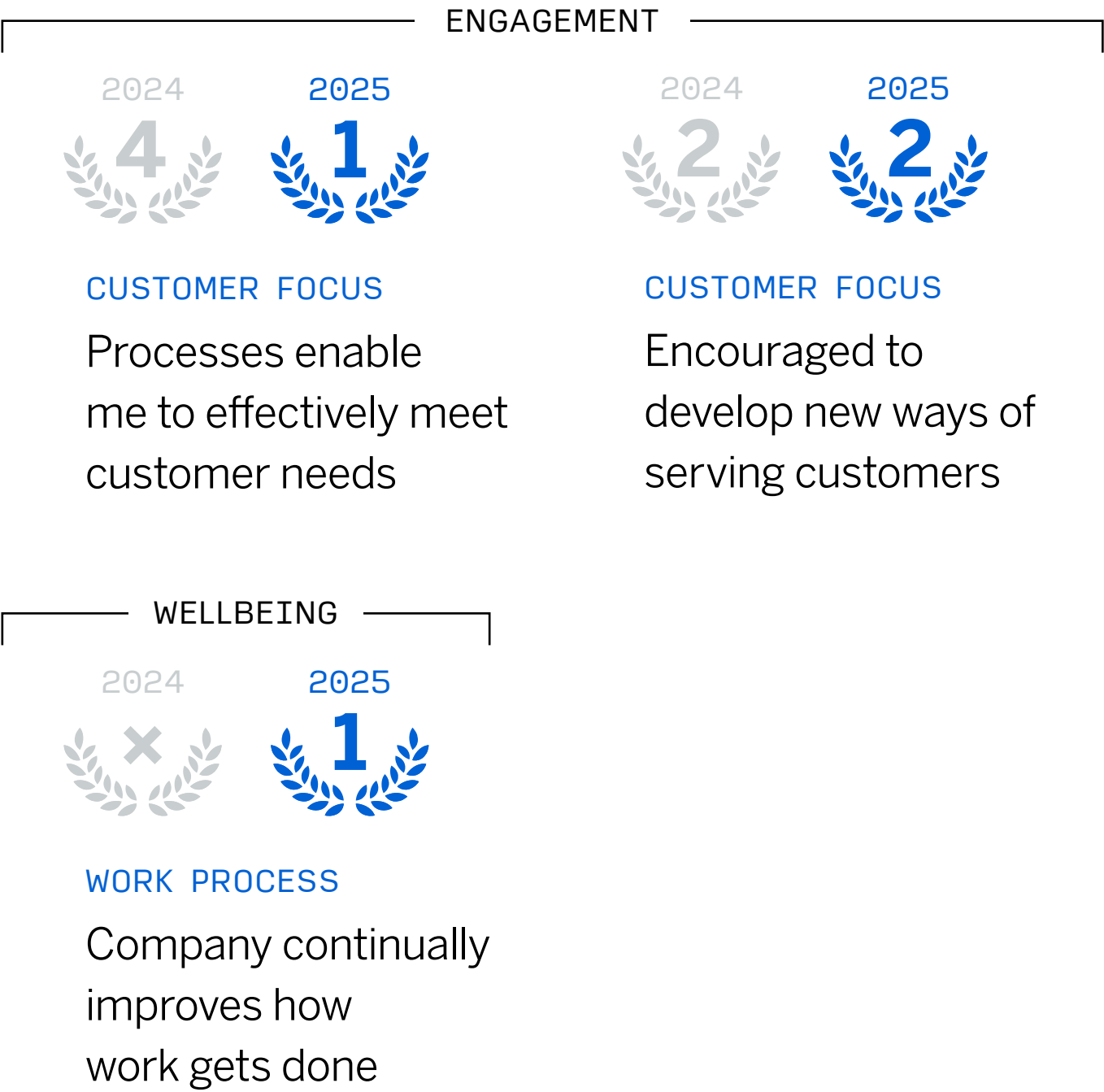
KEEPING EMPLOYEES ENGAGED MEANS MAKING WORK EASIER

The secret to unlocking productivity resides in reducing unnecessary burdens for the workforce today.

Organisational cultures and processes that empower employees to adapt to changing customer needs, as well as the feeling that their organisation continually improves how work gets done, are amongst the top drivers of engagement in 2025 — and have been for the past three years.

But despite employees feeling slightly more positive about these experiences than they did in 2024 — and their importance in building an engaged workforce — a culture of continuous improvement was one of the lower rated EX25 items in this study.

TOP DRIVERS OF SUCCESS



CONSTANT CHANGE IS PUTTING UNNECESSARY PRESSURE ON EMPLOYEES

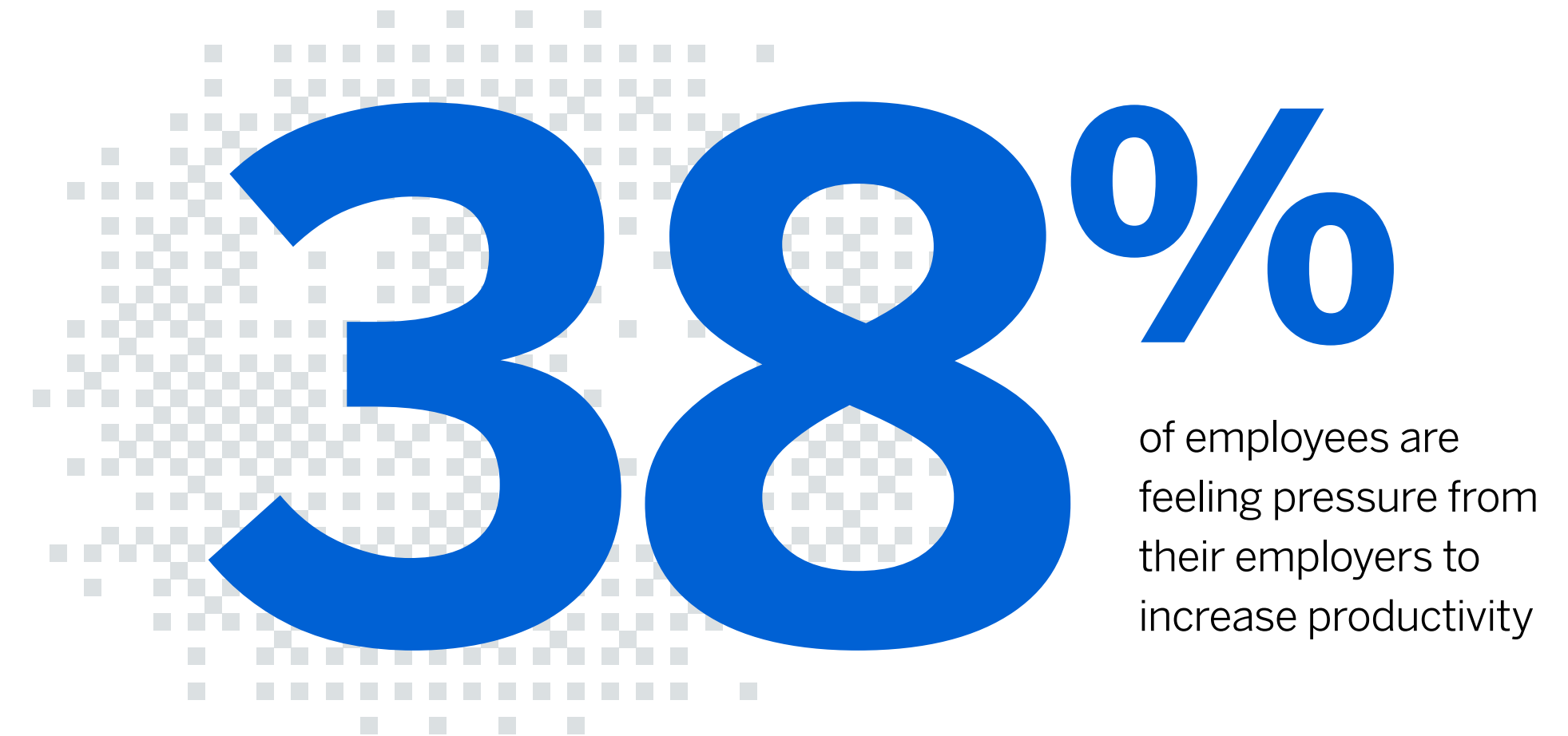
Over a third of employees globally are feeling pressure from their employer to increase productivity, which they say is caused by pace of change (38%), strategic efforts (36%), and economic conditions (34%).

Employers that drop their focus on supporting employees through change will inherit cultures that harbor — or hold on to things that make it needlessly difficult for employees to get their jobs done.

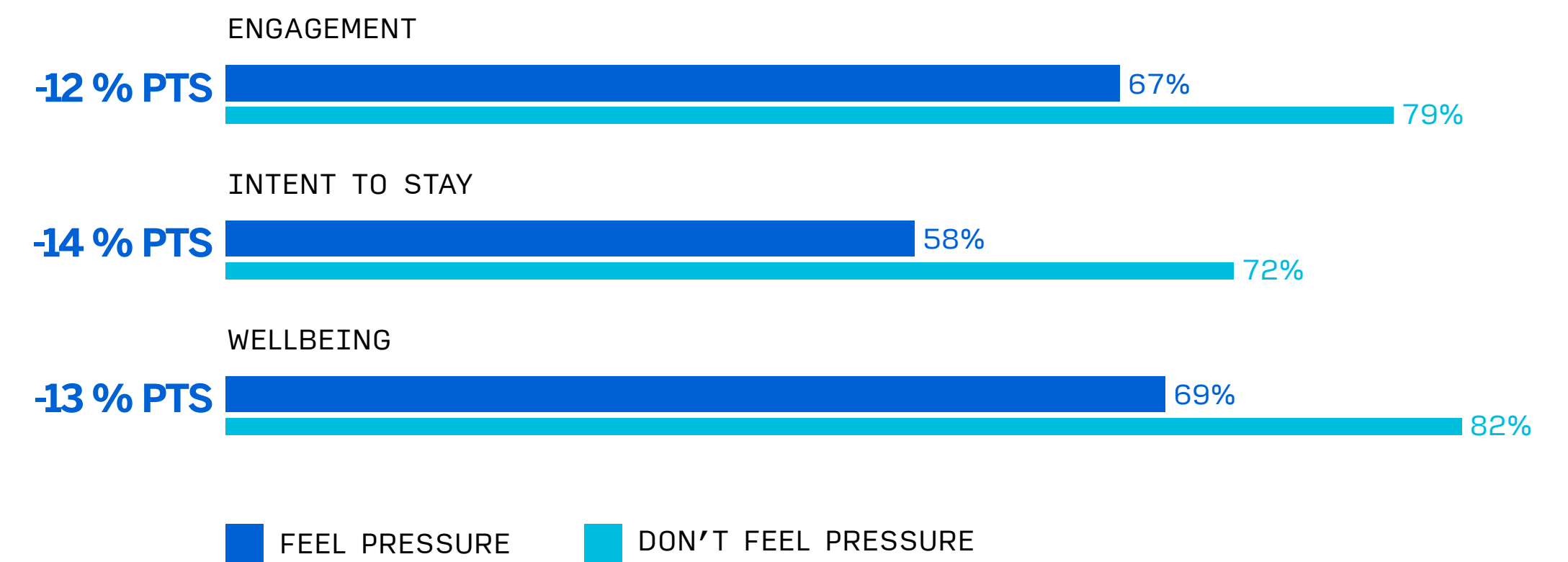
While a certain level of productivity pressure is unavoidable and even productive, it tends to have a negative impact on employee engagement, wellbeing, and intent to stay, especially when employees feel under supported.

The global economic outlook for 2025 suggests that this pressure is likely to continue — and if left unchecked, it could have a devastating effect on workplace culture and performance.

However, by taking proactive steps to make work easier — whether that's enhancing processes, removing red tape, or empowering employees with the right tools — leaders can start to develop more modern, agile, and responsive organisations that champion people first.



THE IMPACT ON KEY INDICATORS WHEN EMPLOYEES FEEL PRODUCTIVITY PRESSURE



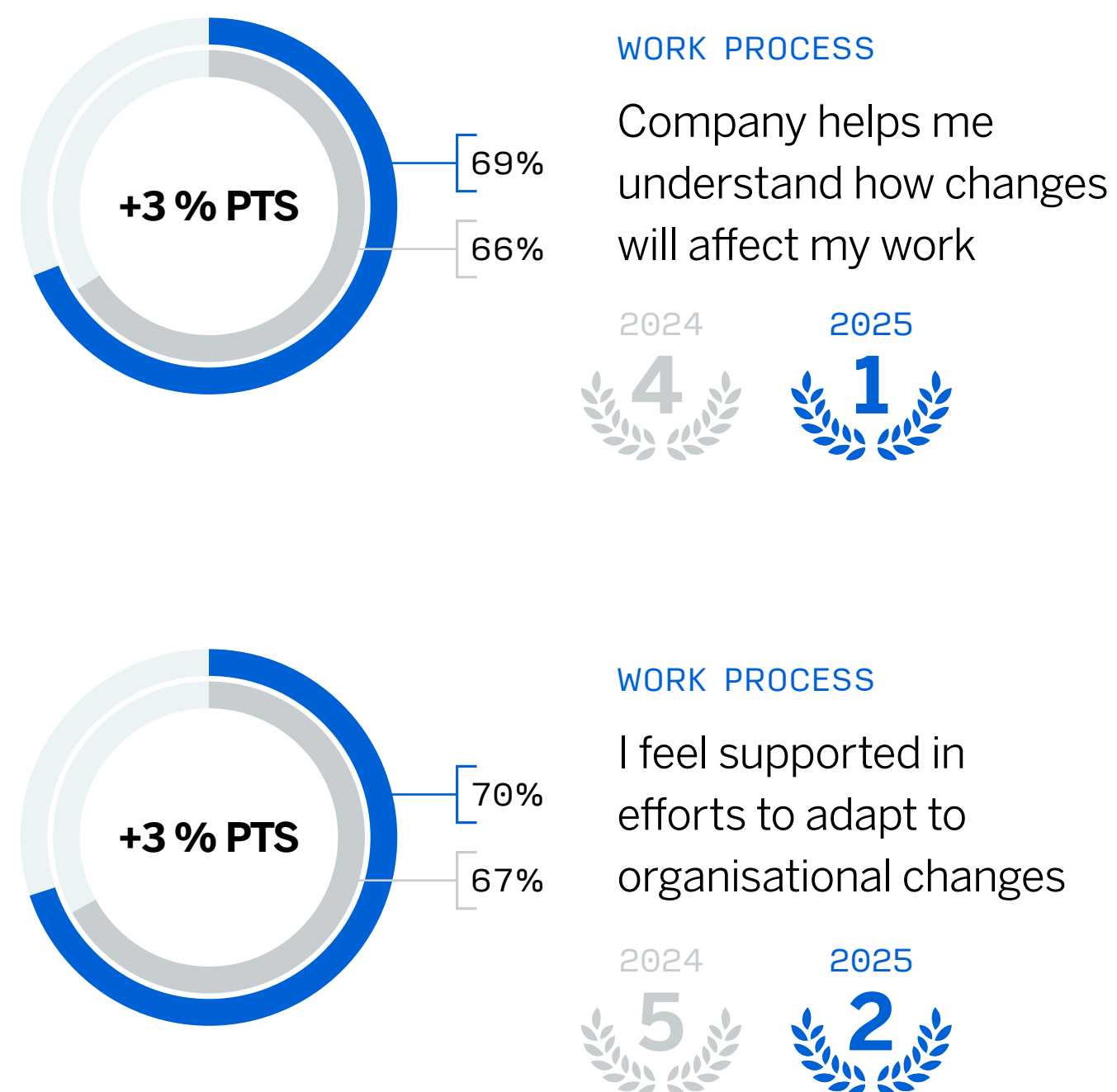
TAKE A HUMAN-CENTERED APPROACH TO CHANGE

A key cultural differentiator among top employers in 2025 is taking an employee-centric approach to change management.

In the past, exceeding employee expectations was all about pay & benefits (which still matter!). But as employees continue to adapt to new realities, they are updating their psychological contracts with new standards for employers to understand what it takes and support them to do great work.

It's not just about communication or pay — it's about partnering with employees to understand, help them navigate, and respond proactively to the everyday chaos they experience at work.

TOP TWO DRIVERS OF EXCEEDING EMPLOYEE EXPECTATIONS IN 2025



Strategic advice

UNDERSTAND WHAT IT TAKES FOR EMPLOYEES TO DO THEIR JOBS

Rapid change is uncomfortable — but inevitable for most employees in 2025.

To ensure both employees and organisations are set up for success, these changes require a continuous realignment of goals, and a shared understanding of how to achieve them. In this context, understanding how everyday employee experiences help or hinder progress is essential information for leaders, especially as traditional methods of employee listening are fast becoming outdated.

Engagement solutions and frequent pulsing, for example, provide organisations with the means to tap into sentiment and take proactive action to better the experience.

LISTEN, UNDERSTAND, ACT

Through more frequent and targeted dynamic listening (including real-time passive listening), organisations can get a better handle on employee interactions, sentiment, and behaviours, as well as productivity and engagement, while providing personalised insights that empower the right people to take the right actions.



BLOG

THE EVOLUTION TO MODERN
EXPERIENCE MANAGEMENT

EMPOWER LEADERS AND MANAGERS

Rather than just finding and fixing problems, modern XM efforts embed human-centric insights into the organisation's operating rhythm, looking for opportunities to uncover novel segmentations, trigger automated workflows, and build innovative processes and offerings.

For example, with AI-powered capabilities, teams can proactively summarise employee feedback at scale to discover trends, surface more meaningful insights through interactive analysis of data, and identify which actions to take to improve specific experiences.



DEMO

EVOLVE ENGAGEMENT
TO DRIVE CHANGE

“Engagement and wellbeing soar when employees feel they are working towards a positive future and supported in adapting to change. This isn't a nice-to-have — it's the only way towards sustainable productivity and reduced complexity.”



DR. CECELIA HERBERT
PRINCIPAL BEHAVIOURAL SCIENTIST

TREND 2

Young employees are (surprisingly) the most optimistic... for now

Despite popular critiques of young employees, especially around their commitment and energy, under 25s are the most engaged and positive of all employee groups.

And it's not just engagement: these bright individuals are keen to add value to their organisations — more so than any other age group — make an impact, and are incredibly optimistic about their, and their organisation's future.

There is, however, a small caveat: organisations may have trouble retaining them.

HIGHER EXPERIENCE SCORES

Engagement

70 — 77

Expectations exceeded

41 — 53

MORE ACTIVELY ENGAGED

Believe in their organisation's values

76 — 82

Feel they can challenge the traditional way of doing things

61 — 72

MORE FUTURE FOCUSED

Believe their organisation has an outstanding future

70 — 80

Proud of their organisation's efforts to positively impact the world

68 — 76

Feel their organisation can meet their career goals

67 — 75

Have seen positive changes as a result of previous employee surveys

61 — 74

ALL OTHER AGES 18-24 YR OLDS

BEING PART OF YOUNG EMPLOYEES' FUTURES

With the lowest intent to stay 3 or more years, the talent and opportunity presented by 18-24 year olds could slip out of the grasp of organisations that can't find a way to keep them — and it's not just about providing great experiences, but understanding them and what they need to stay.

THE TOP DRIVERS OF INTENT TO STAY FOR 18-24 YEAR OLDS

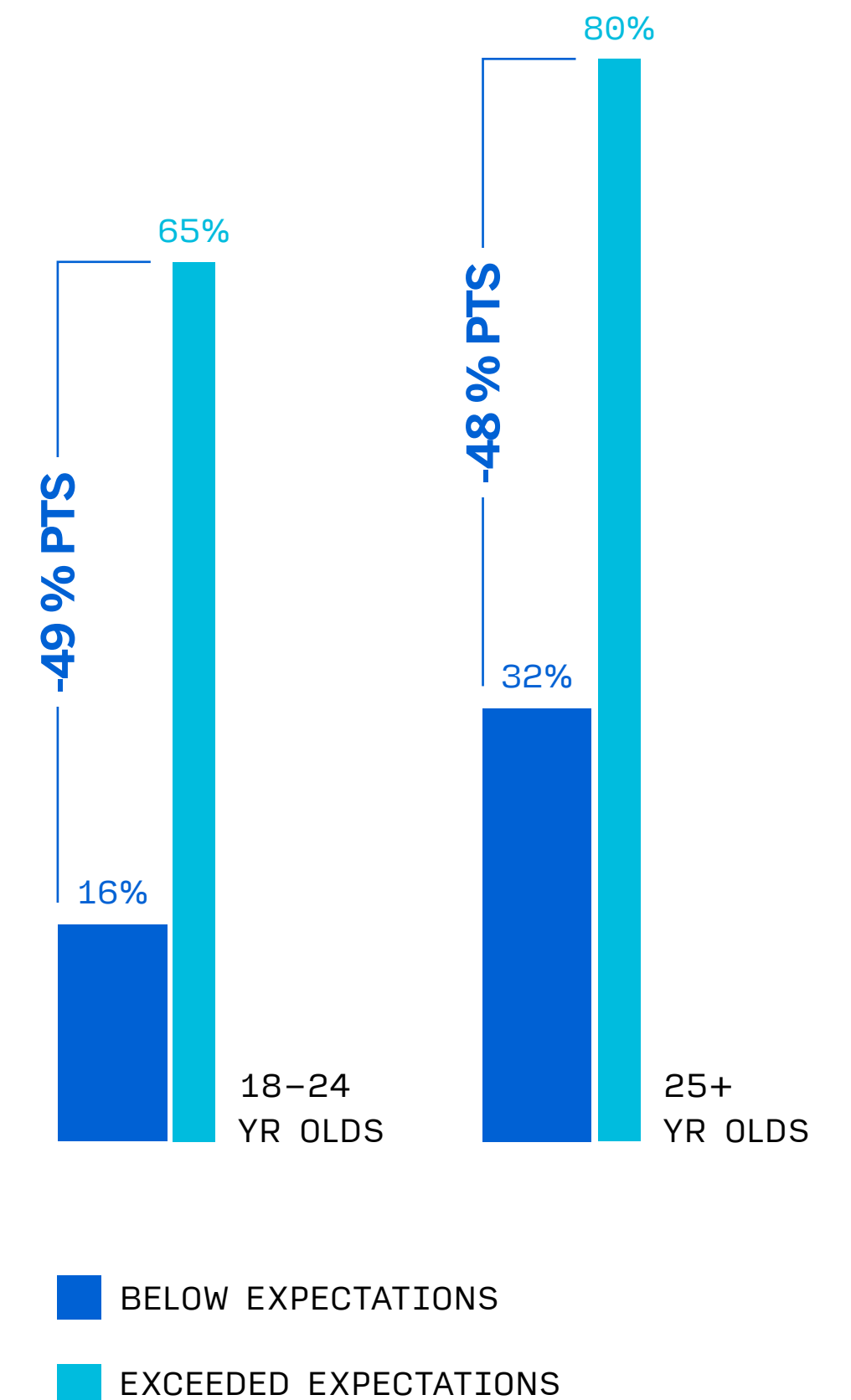
- 1 My career goals can be met at this company
- 2 Employee benefits meet my needs
- 3 Manager behaviour consistent with company values
- 4 Believe in the company values
- 5 Have meaningful career development discussions with my manager

While young employees are highly engaged, many don't see a long-term future with their current employers.

Younger employees are coming into the workplace with some unique, shared challenges — from the rising price of education to high cost of living to increasing demands for new skills — making it difficult for them to commit to one job or employer for a long period of time.

Being invested in their growth, development, and future careers is key to establishing a more resilient and prepared workforce and workplace.

THE IMPACT ON INTENT TO STAY 3 OR MORE YEARS WHEN EXPECTATIONS ARE MISSED



Strategic advice

FOCUS ON WHAT ENGAGES THEM DURING THEIR TENURE

Look at key journeys throughout the employee lifecycle — use tools to surface the moments that matter, understand the drivers of their experiences, take action to improve them, and measure the impact.

This is a group of employees who may see things from different perspectives, and are enthusiastic about sharing their ideas — provide pathways for them to provide suggestions for continuous improvement, and consider new development opportunities or internal mobility programs that allow early career employees to cultivate important skills.



DEMO

CONNECT THE DOTS ACROSS
THE FULL EMPLOYEE JOURNEY

UNDERSTAND THE DIFFERENT NEEDS OF EMPLOYEE SEGMENTS

Rather than a one-size-fits-all approach to EX management, personalised and prescriptive actions — delivered by tools that uncover what's driving attrition across the entire employee lifecycle — will help organisations to develop more robust and applicable programs that meet the needs of diverse employee segments.




DEMO

ACCELERATE BUSINESS SUCCESS
THROUGH POWERFUL PEOPLE INSIGHTS

ENSURE EVERY VOICE IS HEARD

Employees newer to the workforce often bring a lot of ideas and energy, but may feel intimidated by more experienced employees who dictate how things are done.

Instead of discouraging their ideas for lack of experience or naivety, actively ask them for ideas. Putting parameters around these discussions can help to keep the ideas realistic, but encouraging new ideas can help to keep their energy and enthusiasm high and ultimately lead to better long-term decisions.



“Rather than bemoan under 25s’ low intent to stay, leaders should focus on ways to nurture their growth and creativity, stretch their skills, and ultimately capture the enthusiasm to set the workforce up for success for generations to come.”



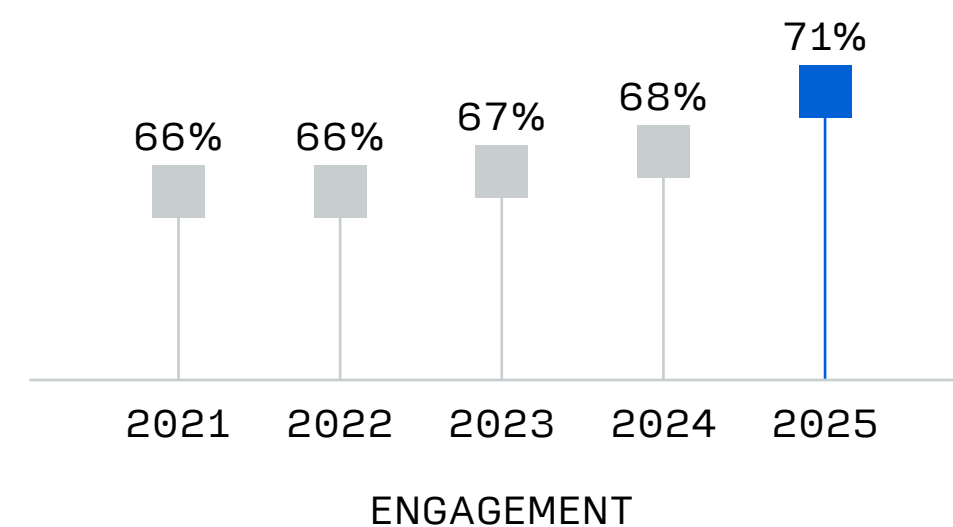
DR. ANTONIO PANGALLO
LEAD RESEARCHER
PRINCIPAL XM SCIENTIST

TREND 3

Employee experiences are being ruined by entry and exit

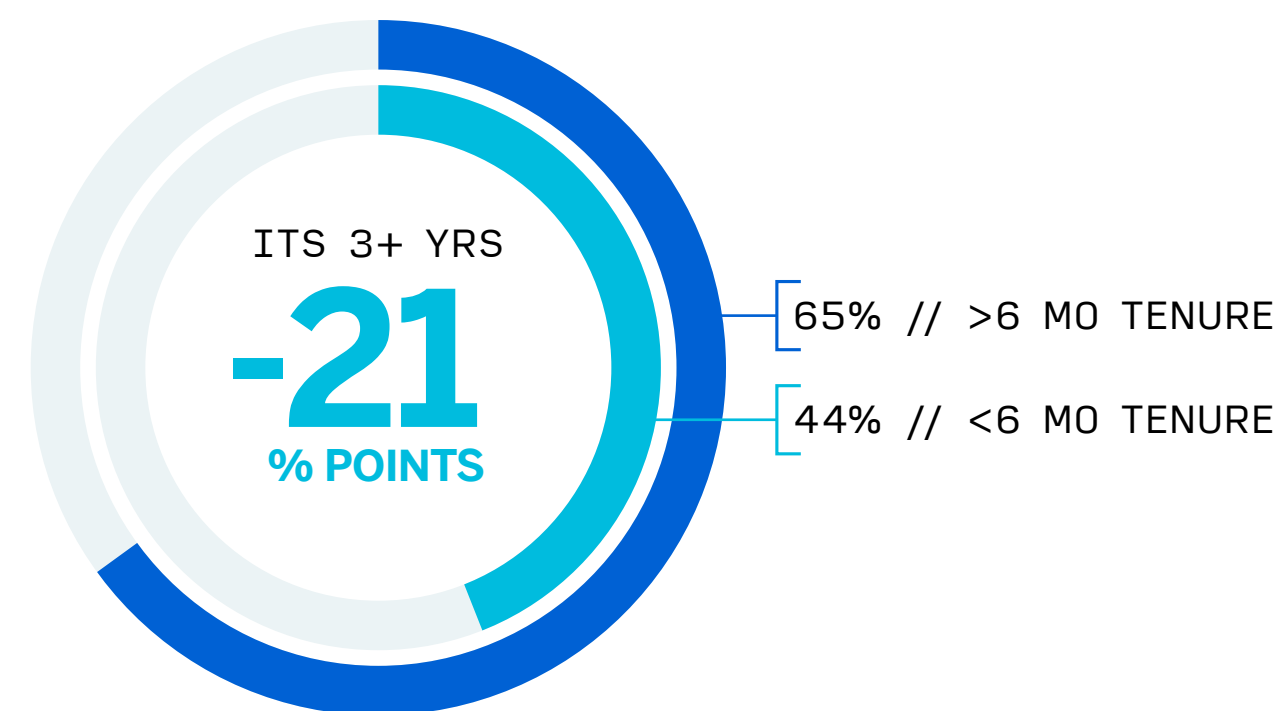
Globally, we're seeing engagement go up but intent to stay decline slightly — manifesting this notion of shorter horizons: people adjust timeframes and plans for the future if they can't predict what's around the corner.

However, it's important to not interpret these shorter timeframes as disloyalty. Employees are still showing up, and they're more engaged today than they were four years ago!



NEW STARTER EXPERIENCES FAIL TO IMPRESS

Right now, the employees who are least likely to see a future with an organisation are the ones who have just started — this is a far cry from the 'new-starter glow' that we might expect.

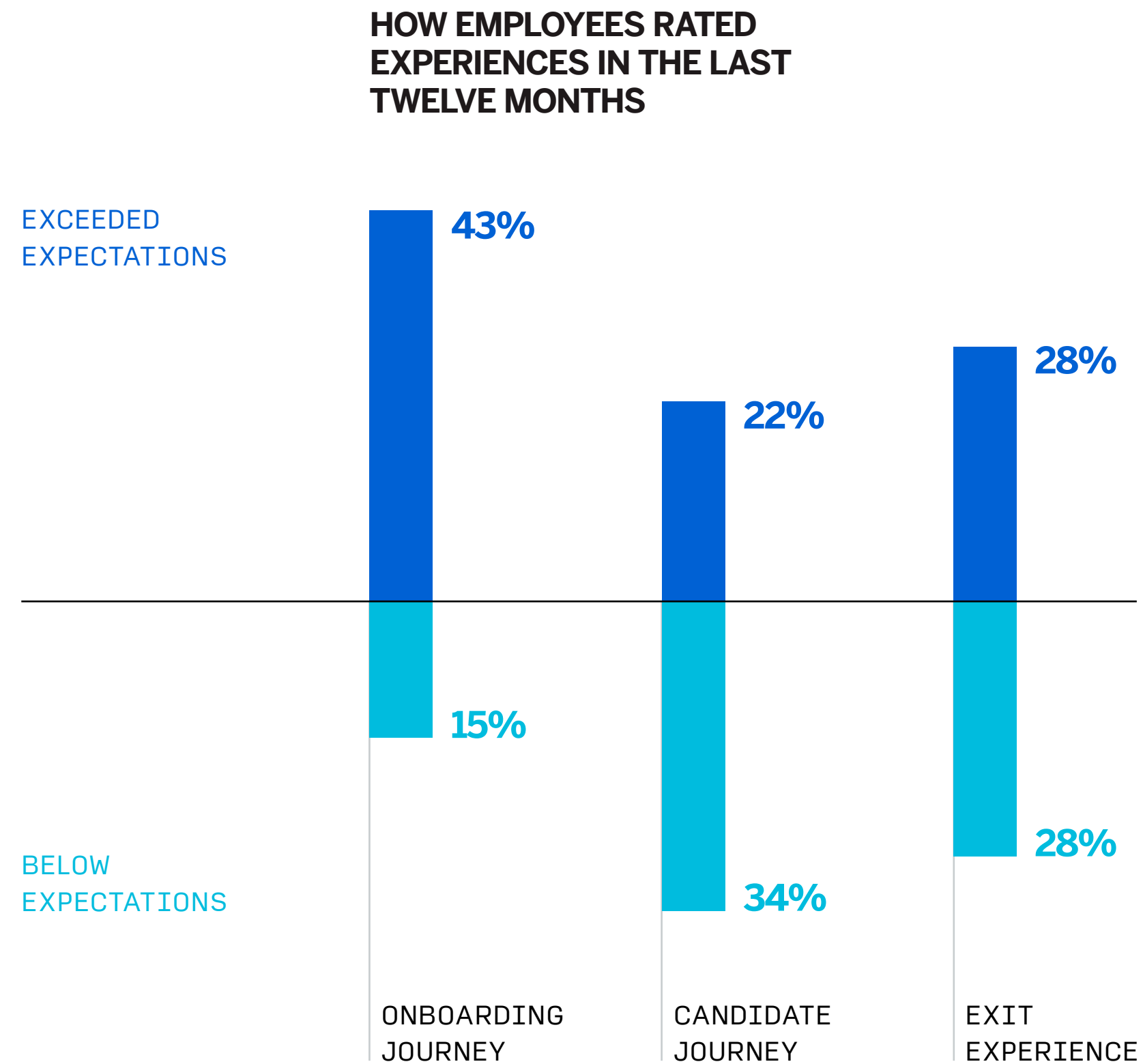


ORGANISATIONS ARE LOSING ADVOCATES TO POOR ENTRY AND EXIT EXPERIENCES

In 2024, [our research](#) showed that the honeymoon period was over for employees — indicating that the onboarding journey was in desperate need of an overhaul.

In 2025, the research went deeper to more holistically understand which employee journeys are falling below or exceeding employee expectations.

Turns out, onboarding is actually one of the more positively rated experiences, while Candidate and Exit experiences are reported as far worse.



Strategic advice

LEAVE LASTING IMPRESSIONS WHEN IT MATTERS

Candidate and Exit experiences shape an organisation's relationship with many potential employees and customers. Consider the brand impact of these interactions — both good and bad.

Every employee remembers the impressions and journeys they have with the organisations they work for, especially their first and last impressions, so focusing on the moments that matter most is crucial.



DEMO
MAKE CANDIDATE EXPERIENCE
YOUR COMPETITIVE ADVANTAGE

UNCOVER THE GAPS BETWEEN THOSE WHO STAY AND THOSE WHO LEAVE

Assessing the differences between those who stay and those who leave early with people analytics tools will help to surface the factors that drive people stay.

Furthermore, improving the candidate experience will not only help to attract the best candidates, but also turn both selected and non-selected candidates into brand ambassadors.



DEMO
CONNECT THE DOTS ACROSS
THE FULL EMPLOYEE JOURNEY


ACT AS A FORCE MULTIPLIER FOR EMPLOYEE GROWTH

Focus on accelerating employee engagement and productivity during their tenure.

For example, an effective onboarding experience will set an employee's perception of the organisation and initial career trajectory, while 360 feedback will help surface their most important areas of focus and how to quickly improve.



DEMO
ACCELERATE BUSINESS SUCCESS
THROUGH POWERFUL PEOPLE INSIGHTS



“Every organisation’s brand and reputation is heavily influenced by the stories people tell about applying for a job and what it was like working there. Getting these first and final impressions are key strategic levers, but right now they are being overlooked.”



DR. CECELIA HERBERT
PRINCIPAL BEHAVIOURAL SCIENTIST

TREND 4

Prioritising short-term gains is costing you long-term trust

Across the globe, the importance of employee and customer trust is becoming increasingly salient for leaders as they navigate more volatile environments.

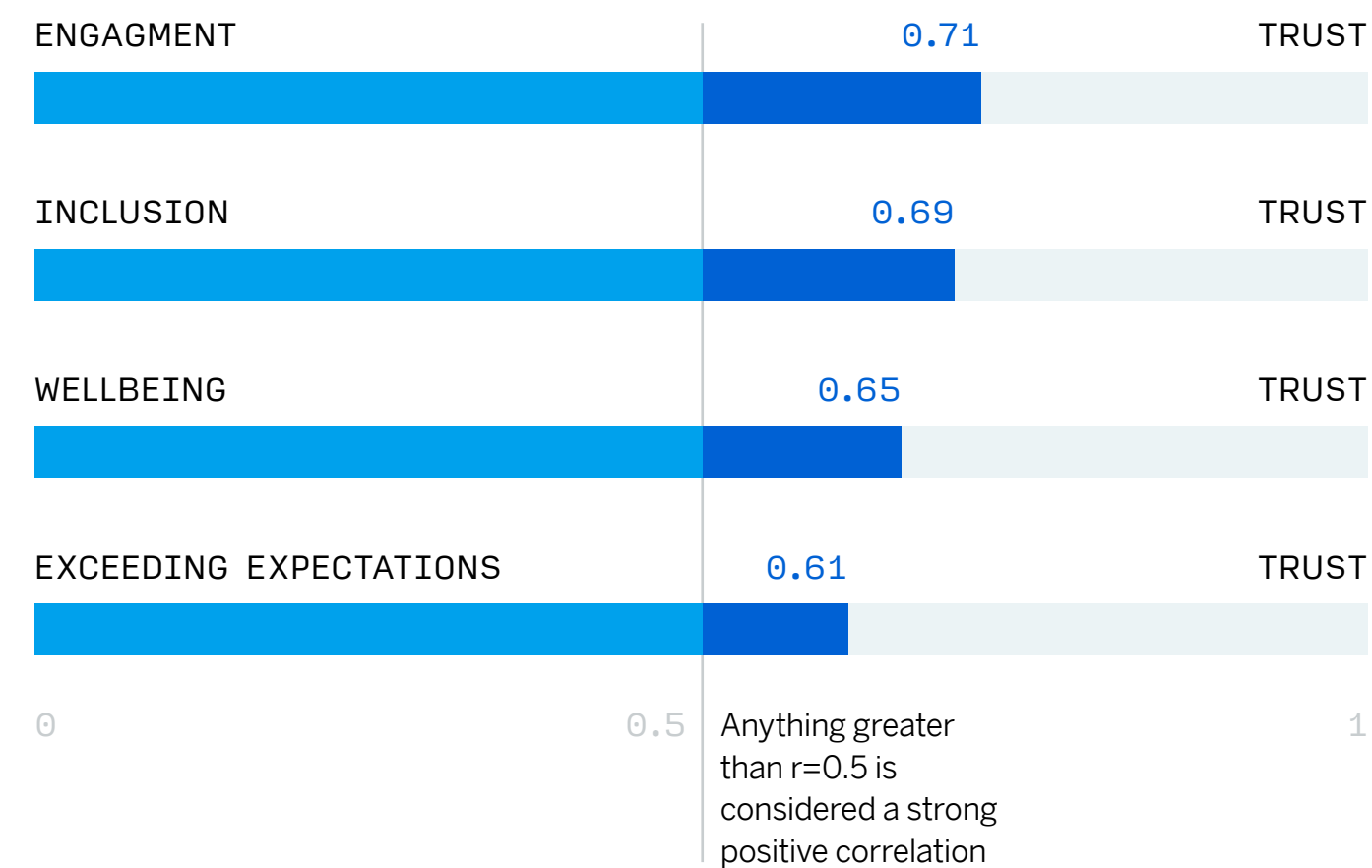
When employees distrust their senior leaders, they're less likely to go the extra mile, follow directions, communicate openly, or attend work.

Leaders might also notice behavioural changes, an increase in complaints and negative employee sentiment, resistance to new policies, and decreased morale.

On average, employees rated their trust in their senior leaders at 63% favorable.

Even though trust is rated lower than most other employee experience KPIs, there's a clear, statistically significant and meaningful correlation between trust and employee experience outcomes.

CORRELATION BETWEEN TRUST AND EMPLOYEE EXPERIENCE OUTCOMES



Trust is foundational to human experiences, and to the success of an organisation's efforts.

It predicts how people interact with each other, technologies, and organisations.

When people trust, they're more likely to:

- + Act proactively
- + Consume messages
- + Change behaviours
- + Forgive mistakes
- + Advocate unprompted

Trusted leaders demonstrate three characteristics:

1. Competence

Having the skills and knowledge needed to do a job well

2. Integrity

Behaving in a way that's consistent with the organisation's values

3. Benevolence

Choosing people's wellbeing over immediate profit or gain

To better understand the intricacies of trust, we've created an index — based on the Meyer, Davis & Shoorman model — measuring three perceptions of senior leadership.

But while employees overall are somewhat positive about their leaders' competence and integrity, they're much less likely to believe they will act with benevolence (choosing people's wellbeing over immediate profit or gain).



ARTICLE
INTRODUCING 2024,
THE YEAR OF TRUST

Leaders often receive insight into brand or customer trust — but it's just as important to know how they are perceived by employees.

So which employees trust their leaders the most?

Perhaps unsurprisingly, top leaders express much higher levels of trust than individual contributors.

But we also see differences by industry; where government employees are particularly negative, as well as age, where the youngest employees are the most trusting.

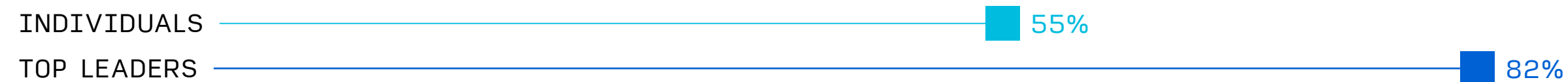
These demographic differences echo much of what we've seen in other areas, underscoring the fact that high levels of trust are strongly linked to positive employee experiences.

EMPLOYEE TRUST IN SENIOR LEADERSHIP BY...

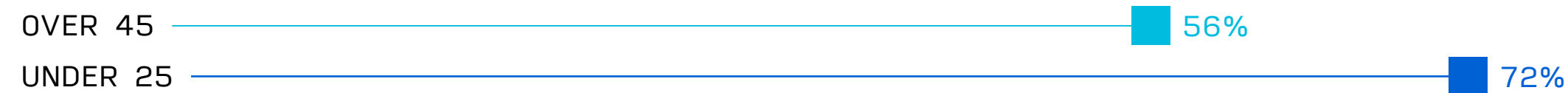
INDUSTRY



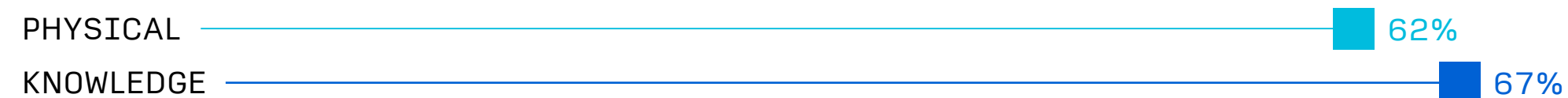
ROLE LEVEL



AGE



WORK TYPE



IDENTIFYING THE EMPLOYEE EXPERIENCES THAT GENERATE TRUST IN LEADERS

For an organisation to build trust in leadership, there are clear employee experiences they can focus on and monitor.

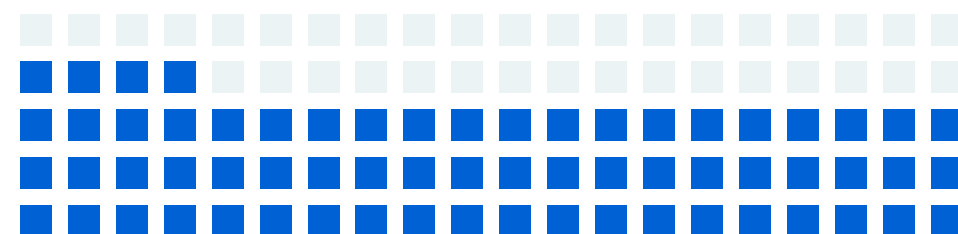
Of course, measuring employee perceptions of senior leaders' competence and demonstration of values is fairly commonplace, but at the heart of trust is a belief that leaders genuinely care about people's wellbeing.

HIGHEST PREDICTORS OF EMPLOYEE TRUST IN SENIOR LEADERS

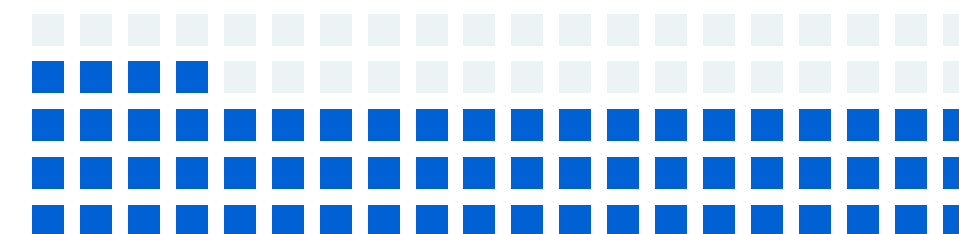
% OF TOTAL WHO AGREED OR STRONGLY AGREED WITH THE FOLLOWING:

OBSERVABLE BEHAVIOURS OF SENIOR LEADERS

64% Senior leadership responds to feedback from employees

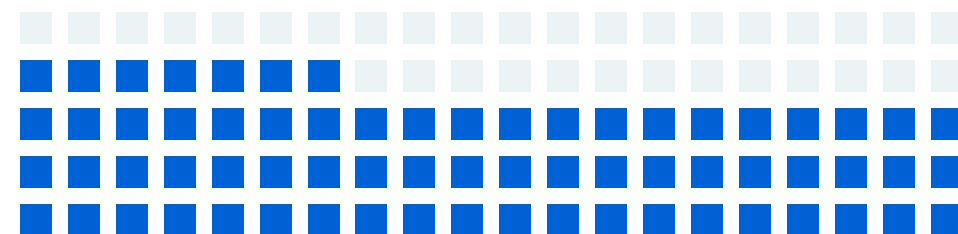


64% Senior leadership values diverse perspectives, even if different

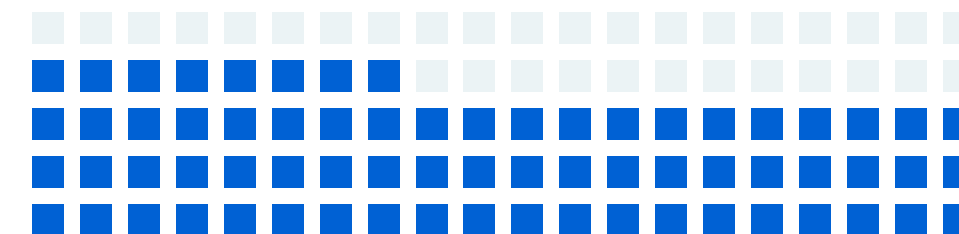


ORGANISATIONAL SYSTEMS THAT FOSTER TRUST

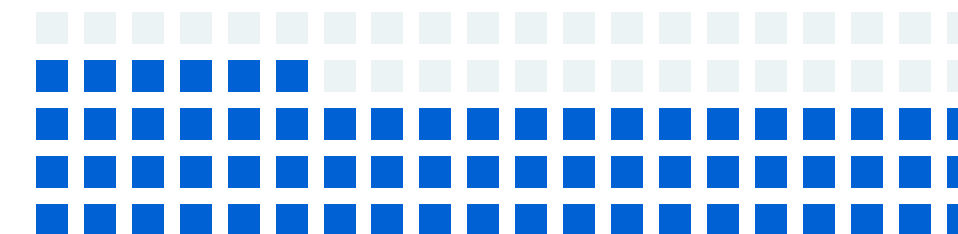
67% There is open and honest communication at this company



68% Work processes allow employees to be as productive as possible



66% The company continuously improves how work gets done



Strategic advice

DEMONSTRATE THAT PEOPLE ARE THE PRIORITY

Trust will erode if employees feel that leaders don't care about them.

Often, leaders over-index on demonstrating competence (i.e. increased transparency of decisions) and integrity (i.e. principles, values, ethics, and guidelines), but skip over benevolence (demonstrating trust and care for others).

PROACTIVELY ASK FOR FEEDBACK (AND ACT ON IT)

Leaders who continue to be successful into the future are those that actively seek feedback and ideas from a diverse range of employees, beyond their immediate network.

This requires an openness to invite perspectives that challenge, contrast or differ, and the courage to take action on them with intent.

EQUIP LEADERS WITH ACCESSIBLE, ACTIONABLE INTELLIGENCE

Many leaders are making daily decisions that impact people, in the absence of timely and relevant employee experience data.

Leaders will struggle to build trust if they only have access to and inform their decisions based on financial and operational information. It's experience data that helps them make smarter, better decisions that build trust, increase profitability, and enhance experiences for employees.



BLOG

INTRODUCING 2024,
THE YEAR OF TRUST



DEMO

UNLOCK WORKFORCE INSIGHTS THAT
SUPERCHARGE YOUR ORGANISATION



DEMO

MAKE EVERY EXPERIENCE COUNT

“Trust is the glue that holds people within organisations together, but it is often harder to earn and maintain during times of disruption and uncertainty.”



DR. BENJAMIN GRANGER
CHIEF WORKPLACE PSYCHOLOGIST

TREND 5

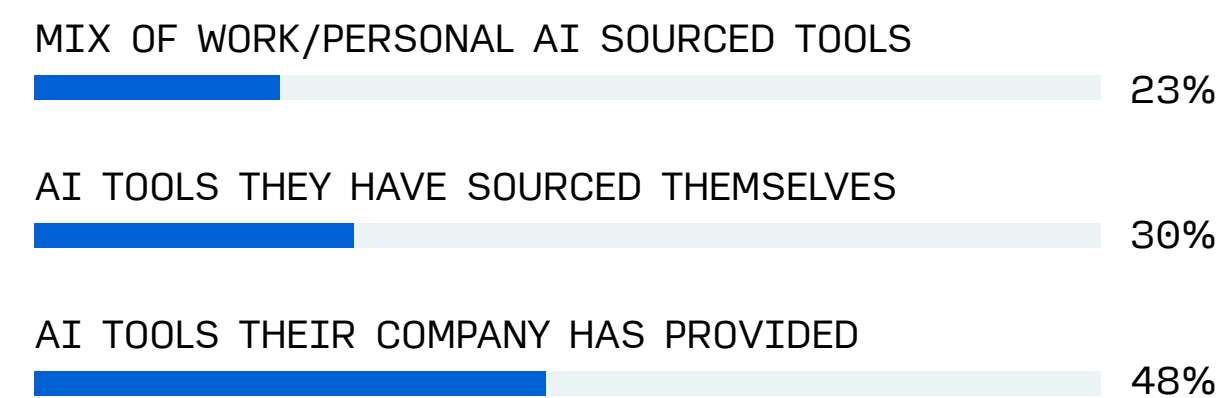
PSA: Your team is outpacing you on AI

In the face of economic downturns, and a shrinking global workforce, AI is being positioned as a solution to enhance productivity, reduce employee time spent on repetitive and routine tasks, and shape the future of work.

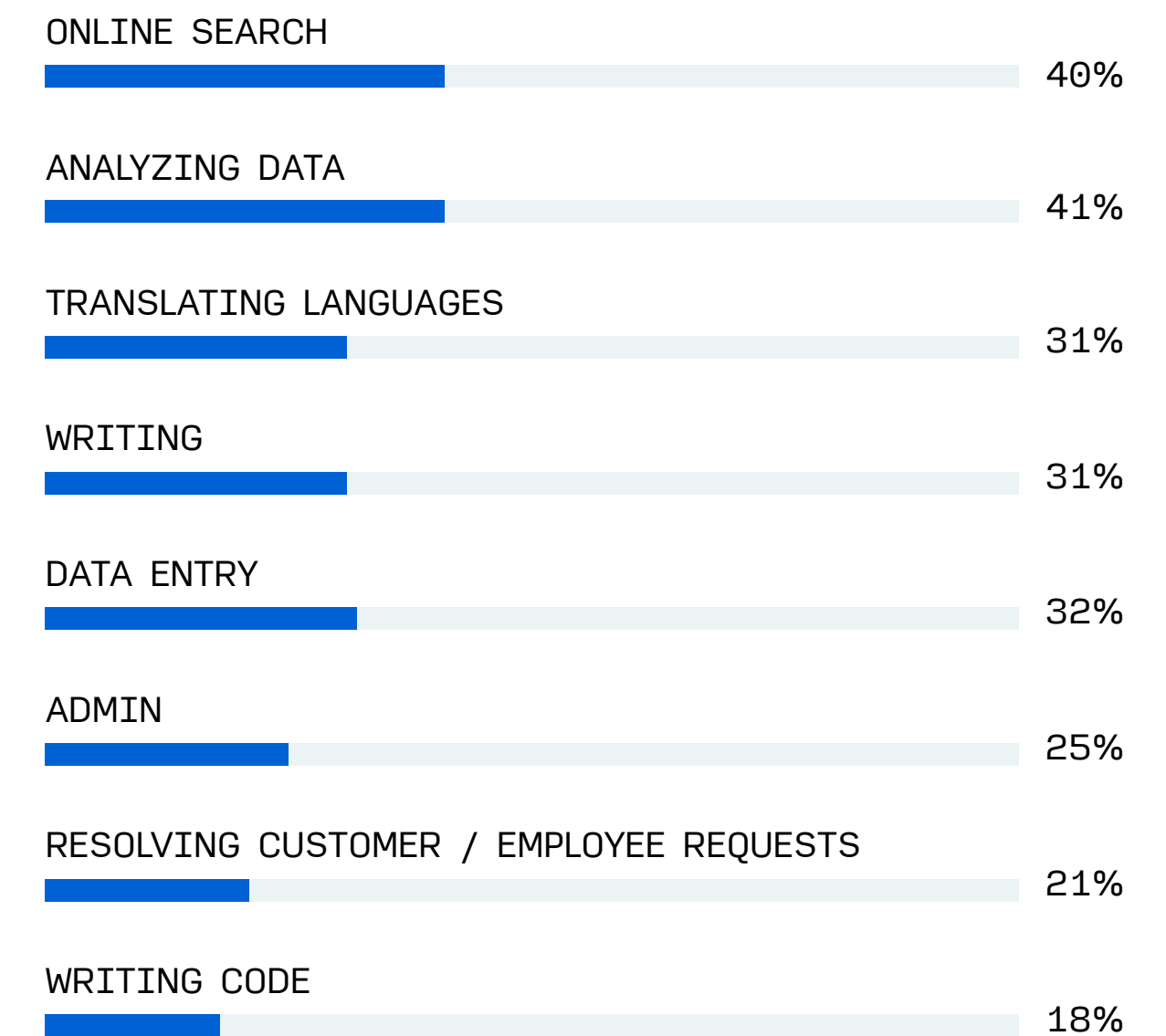
For organisations, the productivity unlock is tremendously appealing — but despite the hype and promise, many have yet to scratch the surface, with many employees taking the initiative to find and integrate AI tools into their work.

45% of employees are already using AI tools at work, daily or weekly

HOW EMPLOYEES ARE FINDING AI TOOLS



HOW EMPLOYEES ARE USING AI TOOLS



HOW EMPLOYEES FEEL ABOUT AI CHANGING THE NATURE OF THEIR WORK

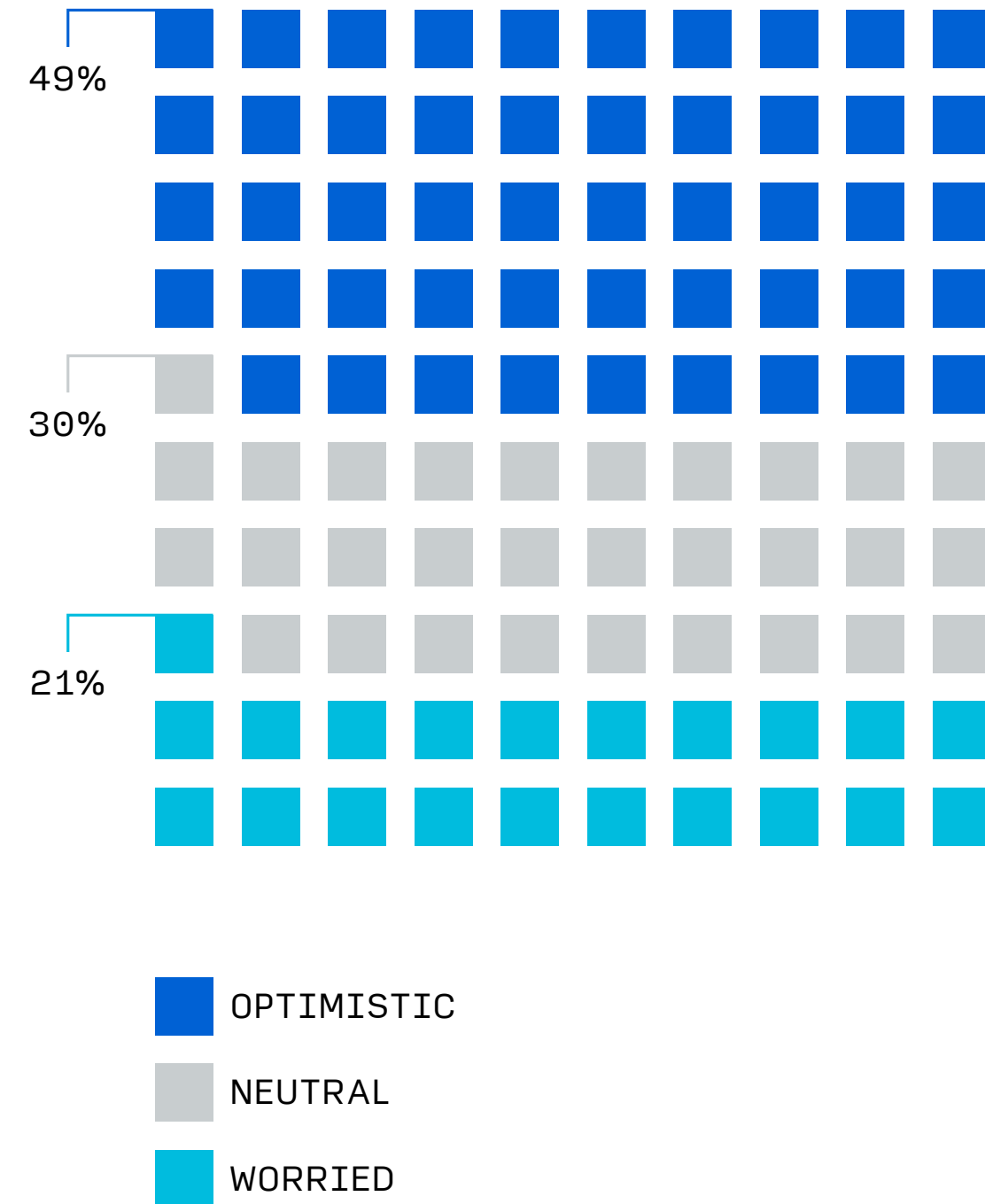
Even with increasing adoption and use, there are still many unanswered questions about the impact of AI on the global workforce.

We found that there's a more positive than negative sentiment towards AI amongst employees.

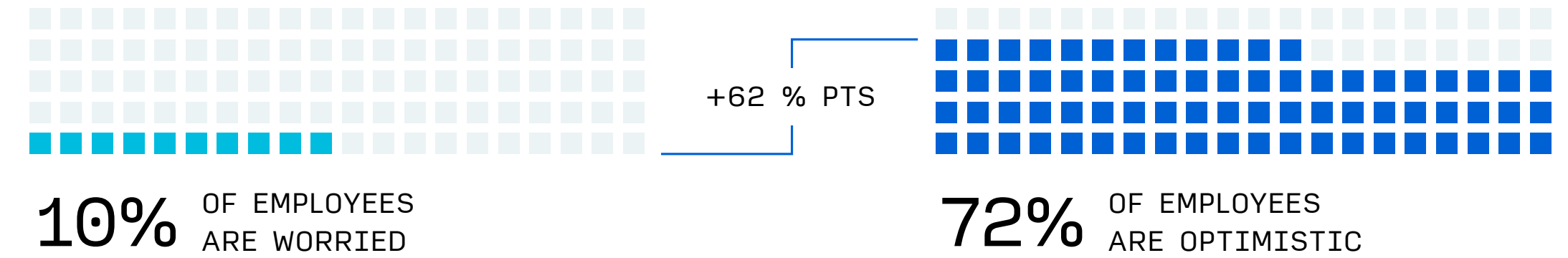
But while enthusiasm is high for frequent users, simple usage of AI does not convert into increased productivity.

In fact, in the absence of a strategic plan that enables employees to adapt to new, higher value work tasks, there is huge potential for negative impact.

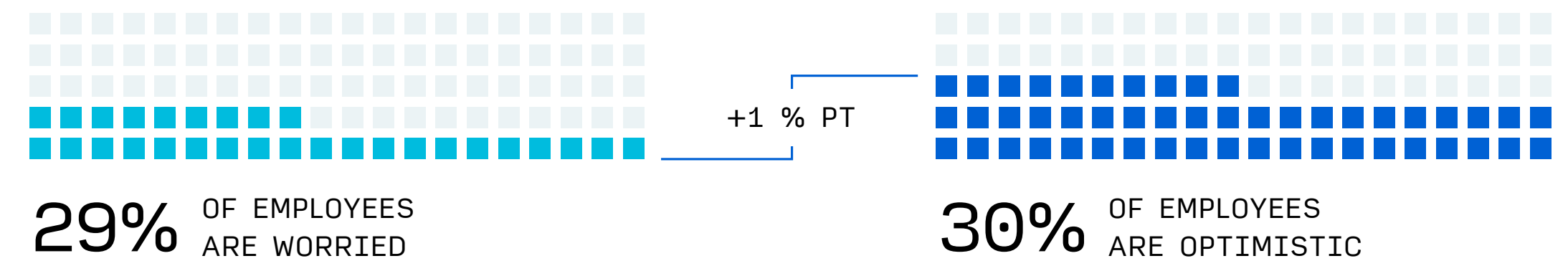
EMPLOYEE SENTIMENT TOWARDS AI CHANGING THEIR WORK



EMPLOYEES WHO USE AI DAILY OR WEEKLY



EMPLOYEES WHO USE AI MONTHLY OR LESS



ORGANISATIONS FALL SHORT ON ENABLING EMPLOYEES TO USE AI EFFECTIVELY

As it stands, around half of employees say they have access to guiding principles or training on the use of AI in their organisations. Given how readily accessible AI tools are, ensuring teams understand how to use them responsibly is paramount.

AI's potential to accelerate automation and streamline operations is fundamentally changing the talent landscape. To harness the power and potential of AI, organisations must re-evaluate their technology transformations, opting instead for holistic, people-centric strategies focused on enablement and utilization, governance and training, and systems and processes that empower, not replace, employees.

WHERE EMPLOYEES FEEL AI HAS THE MOST POTENTIAL

If routine tasks were automated, reducing the time it takes to complete them, should leaders expect an increase in output, without increasing headcount? In short, no.

HOW EMPLOYEES WOULD USE THE TIME SAVED BY AI

47% would increase the quality of their work

42% would do their work in less time

38% would engage in new tasks

27% would increase the amount of work they produce

ARE ORGANISATIONS ENABLING EMPLOYEES TO USE AI EFFECTIVELY?



Strategic advice

DON'T FRAME AI AS A WAY TO INCREASE OUTPUT — IT'S ABOUT QUALITY

Rather than anticipating that employees will do more work, AI is all about empowering employees to reduce the amount of time it takes whilst simultaneously improving the quality of the work they output.

For example, from an employee experience perspective, AI gives people managers and analysts the means to bypass tedious data collation and analysis and get to value-adding insights faster than ever before.

ENSURE HR IS INVOLVED IN AI TRANSFORMATION PROJECTS

Prioritising employee development, job redesign, training, and talent acquisition alongside AI guidelines and governance, will ramp up adoption, close the enablement gap, and set up the organisation for success.

As those closest to the workforce, HR leaders and people teams play a crucial role in changing perceptions, encouraging adoption, and supporting the workforce as AI changes the nature of work.

BUILD EFFECTIVE CHANGE MANAGEMENT PROGRAMS AND POLICIES

Measuring cultural health, engagement, and effectiveness as AI solutions are rolled out is paramount. Real-time active and passive listening programs can help keep a pulse on what's trending amongst the workforce and when to act.

When organisations have a clear understanding of how new technologies are affecting the workforce, and an underlying set of principles and procedures for a change management program to streamline implementation, they can make changes in real-time to improve its success.




EBOOK

ELEVATING EMPLOYEE ADOPTION OF AI THROUGH HUMAN CONNECTION



EBOOK

IMPLEMENTATION OF A MODERN EMPLOYEE LISTENING PROGRAM



“Engaging, trust-building environments promote AI adoption, so it’s absolutely critical to focus on employee experience today to ensure AI-driven business success tomorrow.”



MATTHEW EVANS
HEAD OF EX PRODUCT SCIENCE

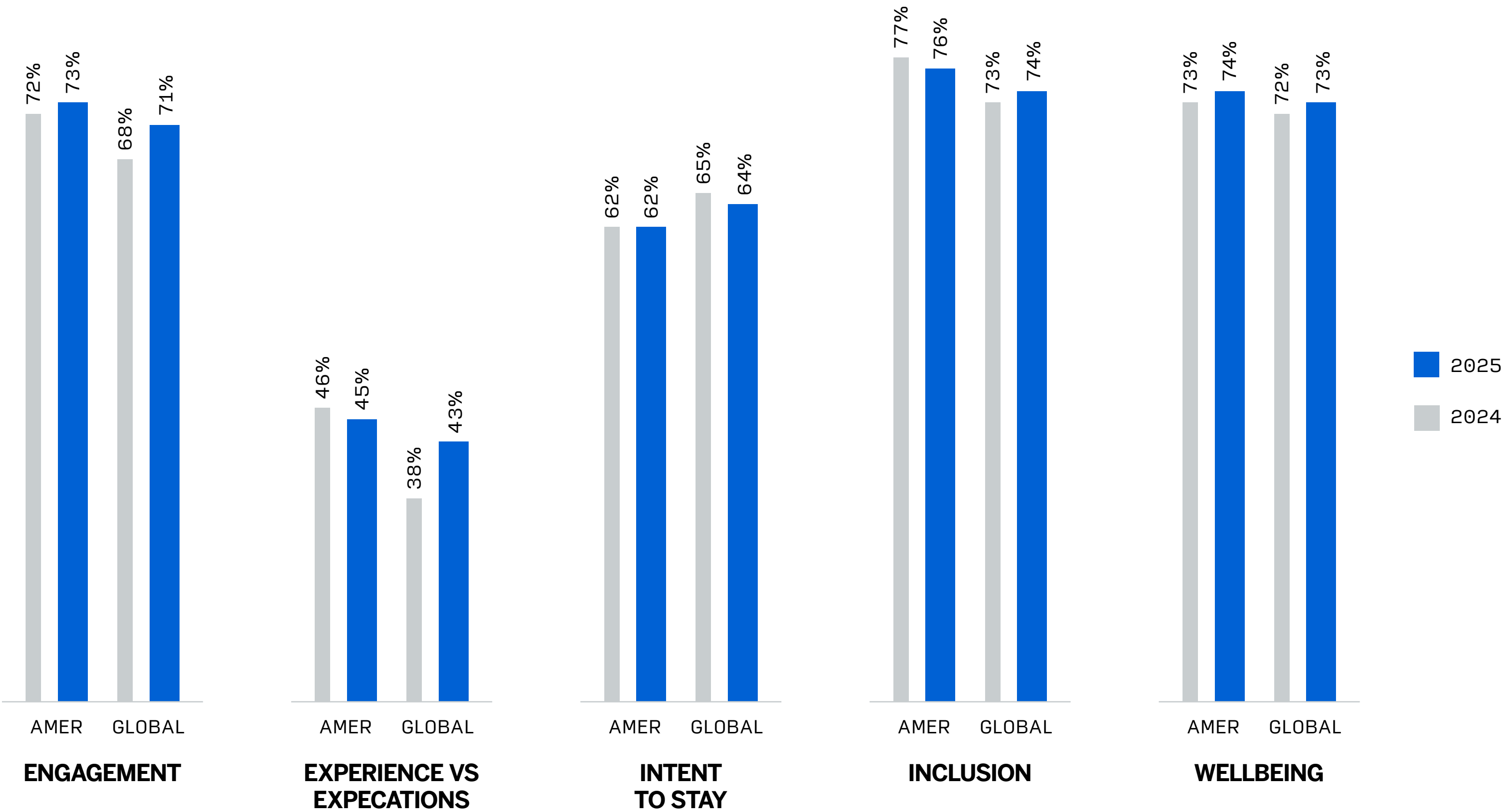
Regional reports

NORTH AMERICA

Over the last couple of years, North America has sat above the global average for all KPIs except for stay intention, where it has consistently sat below the global average.

At the heart of our findings, pay for performance (-3) and opportunities to discuss employee feedback (-4) lag behind their global averages, 57% and 61% respectively, whilst flexibility to meet work & personal needs saw a small decline in positive sentiment compared to last year’s findings.

These scores could suggest that while companies are steering towards operational efficiency and adaptability in the region, they might be overlooking the human component of this equation.



KEY FINDINGS

NORTH AMERICA

01

WORK BALANCE AND FLEXIBILITY LEADS TO MORE POSITIVE EXPERIENCES

Hybrid workers, despite general declines, have more positive experiences than their fully on-site or remote counterparts.

This suggests that hybrid setups offer a desirable balance of flexibility and structure.

02

SMALLER ORGANISATIONS FALL BEHIND EMPLOYEE EXPECTATIONS

Small to midsize companies (500 to 10k) currently face challenges, particularly with fair pay and feedback mechanisms. Both these EX elements saw a drop of at least 6 points compared to last year.

It's possible that smaller companies aren't keeping up with market compensation expectations amidst broader economic pressures like inflation, which skew compensation expectations.

03

THE HONEYMOON PERIOD HAS YET TO RETURN

Despite less tenured employees showing large improvements in stay intentions compared to last year, employees with less than three years' tenure still show the lowest intent to stay compared to employees tenured for 3+ years.

Perhaps these findings point to the initial enthusiasm and support for new hires, however, sustaining this enthusiasm appears challenging.



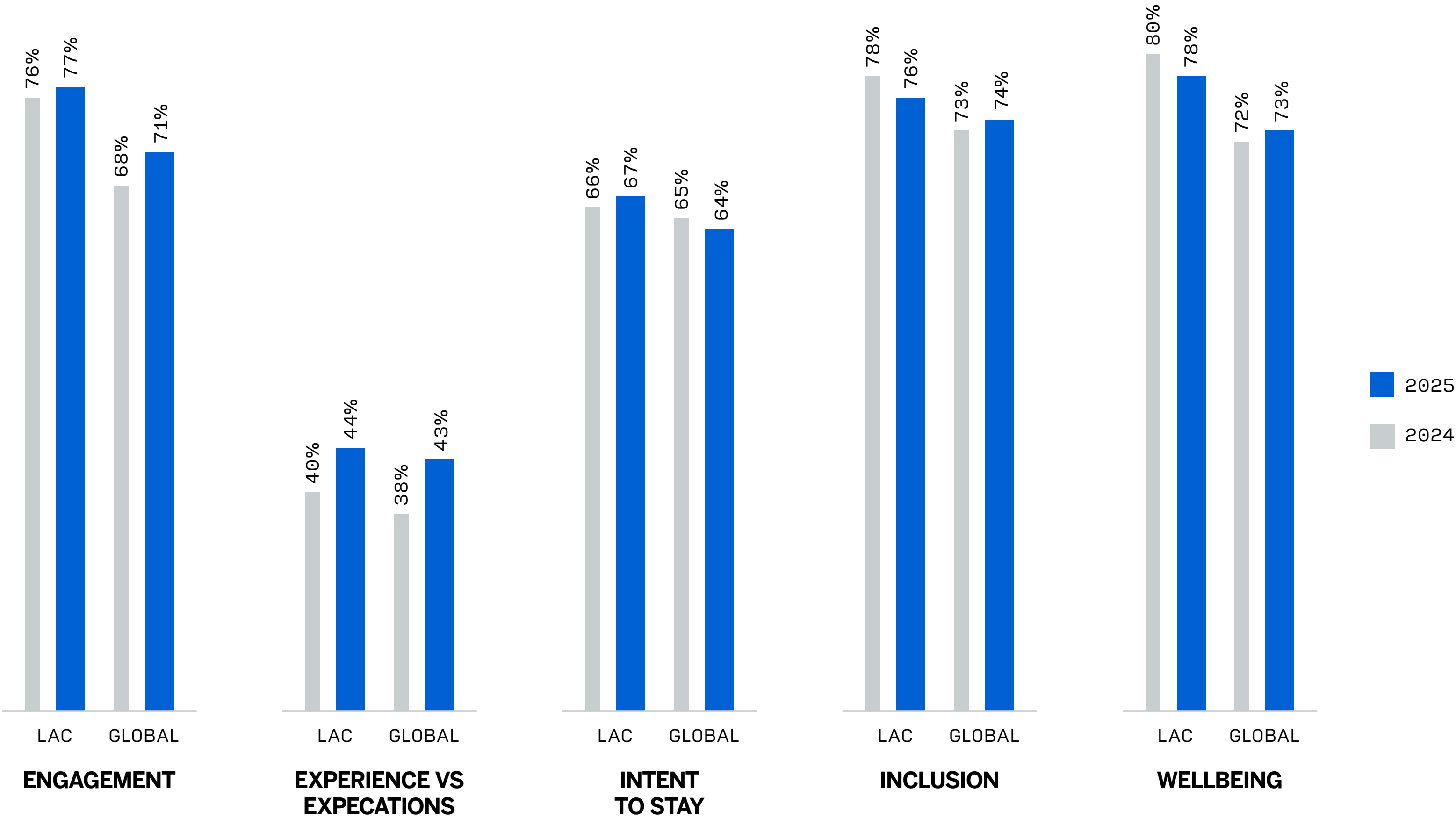
ACCESS COUNTRY-SPECIFIC DATA

LATIN AMERICA
& THE CARIBBEAN

All five EX KPIs in the LAC region are trending higher when compared to global averages. However, there is a year-on-year decline in all five EX KPIs in the last two years.

Examining the driving forces behind these trends uncovers a mix of strengths and weaknesses. Processes that effectively meet customer needs score exceptionally high, boosting confidence in organisational prospects for the future.

However, the region falls short in fostering meaningful career development conversations and managing workplace stress, with both areas scoring significantly below global averages.



KEY FINDINGS

LATIN AMERICA
& THE CARIBBEAN

01

TAKING ACTION RISES UP THE AGENDA

Organisations in the region are taking commendable steps toward social responsibility and are showing improvements from acting on feedback provided in employee surveys. These advancements reflect a growing recognition of these concerns and a commitment to proactive change.

02

CLEAR JOB RESPONSIBILITIES BUT
LACKING OPPORTUNITIES FOR CAREER
DEVELOPMENT

Mexico stands out for its clarity in job expectations and respect at work, but falls short on meaningful career development discussions and recognition practices. These gaps highlight critical opportunities for managerial improvement, particularly in fostering engaging, growth-oriented interactions with employees.

03

FEEDBACK AND IMPACT GO SEEMINGLY
UNHEARD AND UNNOTICED

Compared to 2024, employees in Brazil feel that they have less opportunities to make themselves heard or make an impact.

Less than two thirds feel that: 1) they have the opportunity to discuss survey feedback, 2) diverse perspectives are valued by senior leadership, or 3) their organisation is making an impact on the world.



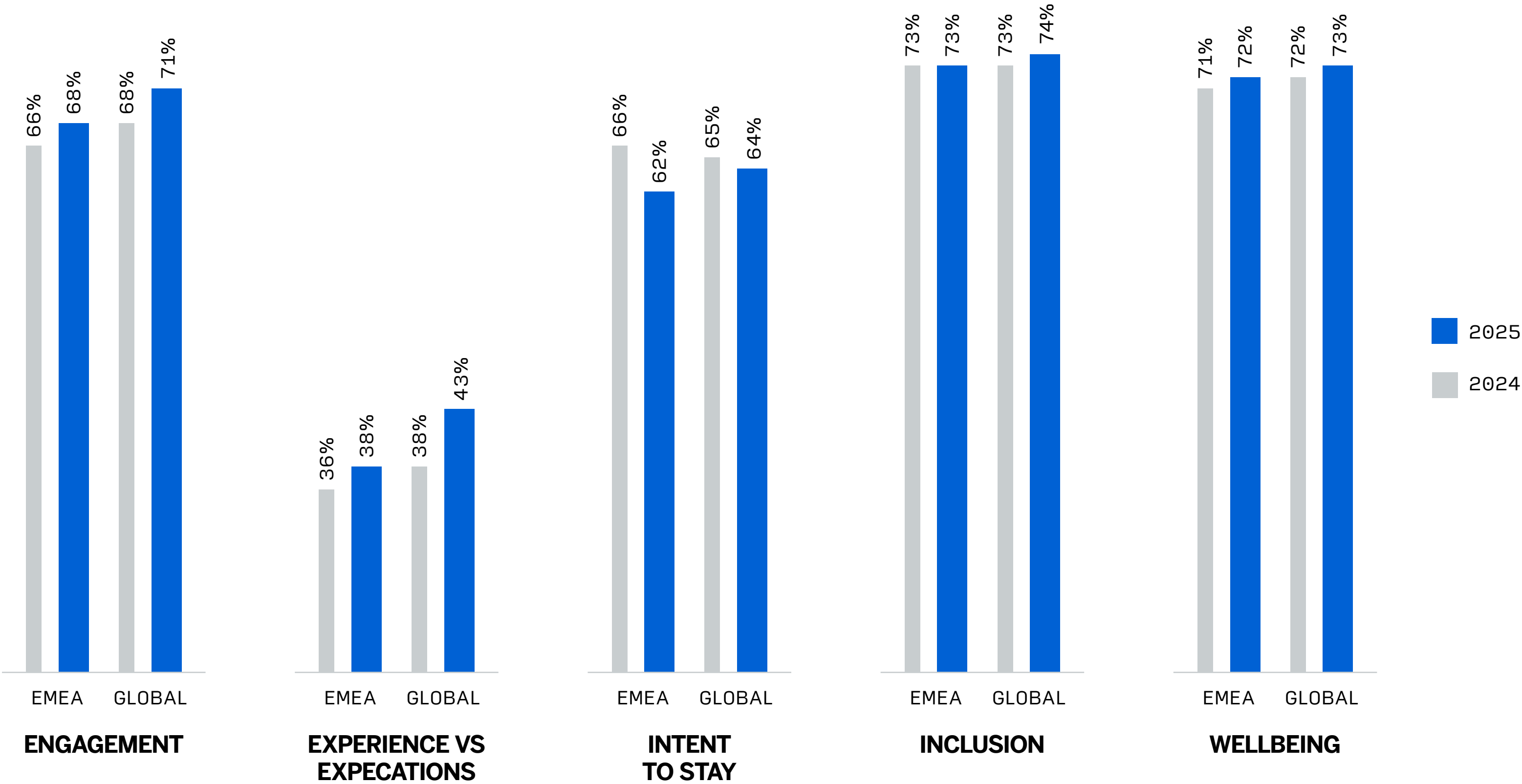
ACCESS COUNTRY-
SPECIFIC DATA

EUROPE, THE MIDDLE
EAST & AFRICA

This year’s narrative across EMEA is one of gradual improvement punctuated by some challenges. The data calls for a nuanced approach to meet the needs of the workforce in an increasingly complex and competitive environment.

Most KPIs have increased from 2024 or remained steady. However, stay intentions have fallen to 62% from a previous 66% in 2024.

This decline suggests an underlying tension, perhaps stemming from external economic pressures or internal policies that are not keeping pace with employee needs. It is further highlighted by persistent concerns over compensation and continuous improvement, areas in which EMEA trails the global average.



KEY FINDINGS

EUROPE, THE MIDDLE
EAST & AFRICA

01

FLEXIBILITY REMAINS PARAMOUNT FOR
THE WORKFORCE

Preferred work modalities also paint a complex picture of the employee experience. Hybrid workers show more positive outcomes in almost all KPIs, suggesting that the flexibility to merge remote and on-site work could be critical in enhancing employee satisfaction. Conversely, fully remote workers report lower levels of engagement and wellbeing, a disparity that organisations must address, especially as remote work becomes more desirable for employees.

02

THE EARLIEST EXPERIENCES ARE THE
MOST IMPORTANT BUT OVERLOOKED

The varied experiences across different employee tenures highlight another critical aspect of the employee journey both in EMEA and globally. Initial enthusiasm seems to wane after the first few months, pinpointing an area where more attention could enhance retention and satisfaction during the crucial early stages of employment.

03

PERCEPTIONS OF GROWTH,
DEVELOPMENT, AND
COMPENSATION IMPROVE

Employees in EMEA are seeing greater opportunities to learn and develop within their organisations, with more than two thirds saying they have good opportunities to learn and develop, and just under two thirds saying their career goals can be met at their current organisation, or they can have meaningful career development discussions with their manager.

For pay and benefits, more than half feel that they are paid fairly for the work they do, but just less than half say their pay is clearly linked to their performance.



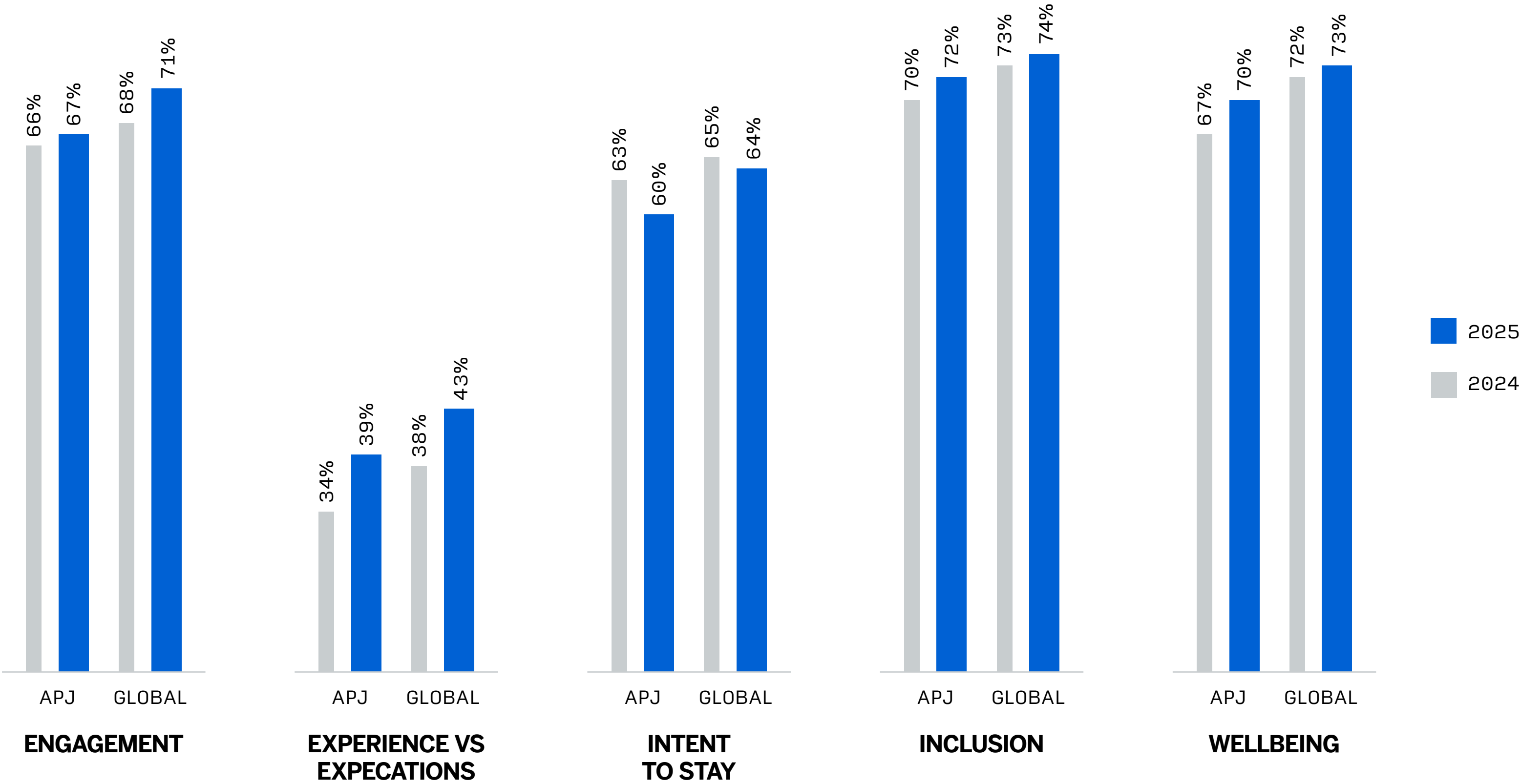
ACCESS COUNTRY-
SPECIFIC DATA

ASIA-PACIFIC & JAPAN

This year, over 14,000 employees represented the Asia Pacific (APJ) region. APJ’s overall performance slightly lags behind the global average across all key performance indicators (KPIs). Such figures suggest a regional nuance that reflects unique cultural, economic, and workplace dynamics that are distinct from global trends.

Hong Kong, Japan, and New Zealand have seen noticeable improvements across all key areas, suggesting effective local adaptations or initiatives that resonate well with employee expectations. By contrast, India and Singapore showed consistent declines from last year, whilst Australia and South Korea show mixed results.

Median reported due to outlier effects of China and its territories



KEY FINDINGS

ASIA-PACIFIC & JAPAN

01

HIGHER JOB CLARITY AND STRESS,
BUT IMPROVEMENTS
IN FEEDBACK MECHANISMS

This year has marked some shifts compared to 2024 findings; there is a lesser clarity around job expectations and manageable job stress across the region. However, a surge in the understanding amongst employees about how to report unethical practices highlights a strengthened ethical framework within companies.

02

ON-SITE EMPLOYEES MORE ENGAGED,
THE YOUNGEST ARE MOST OPTIMISTIC

Analysis of different work modes reveals that contrary to global findings, full-time onsite employees generally exhibit improved engagement compared to their remote or hybrid counterparts. Consistent with global trends this year, we found that younger employees, particularly those aged 18-24, show the most significant positive shifts in KPIs, indicating a robust response to organisational changes or perhaps more resilient adaptability among this demographic.

03

TRAINING, COMMUNICATION, AND
INCLUSION KEY TO SATISFACTION
AND RETENTION

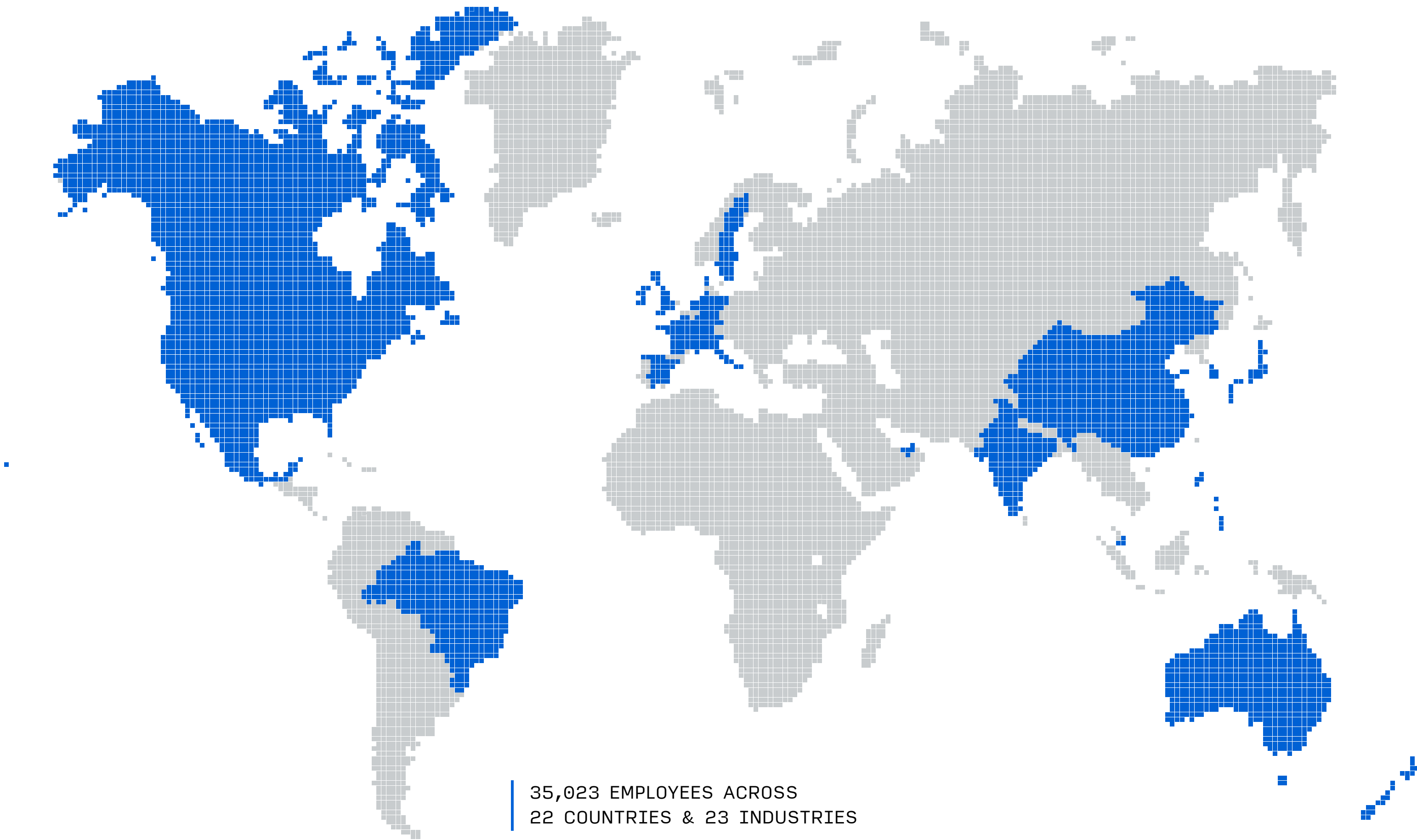
The Asia-Pacific region presents a diverse tableau of employee experiences influenced by varied cultural contexts, economic conditions, and corporate practices. Adapting to the specific needs and challenges of each country, honing in on effective communication, training, and fostering responsive and inclusive workplace cultures will be crucial in enhancing overall employee satisfaction and retention in the region.



ACCESS COUNTRY-SPECIFIC DATA

Methodology

Data collected in July 2024. Our research participants consisted of 35,023 full-time and part-time employees from 22 countries, and 30 industries. We sampled employees from organisations employing between 100-50,000+ employees. The sample was 49% male, 50% female, and 1% non binary/transgender/third gender.



Country

| | | | |
|-------------|-----|-------------|----|
| USA | 13% | UAE | 3% |
| Canada | 3% | Australia | 6% |
| Mexico | 3% | Japan | 6% |
| Brazil | 3% | India | 6% |
| UK | 6% | Singapore | 3% |
| Ireland | 3% | Philippines | 3% |
| Germany | 6% | South Korea | 3% |
| France | 6% | Hong Kong | 3% |
| Netherlands | 3% | New Zealand | 3% |
| Spain | 3% | China | 9% |
| Italy | 3% | | |
| Sweden | 3% | | |

Region

| | | | |
|------|-----|-----|-----|
| EMEA | 36% | APJ | 42% |
| AMER | 16% | LAC | 6% |

Gender

| | |
|-------------------------------------|-----|
| Male | 49% |
| Female | 50% |
| Non binary/transgender/third gender | 1% |

Age

| | |
|-------|-----|
| 18-24 | 14% |
| 25-34 | 27% |
| 35-44 | 26% |
| 45-54 | 19% |
| 55+ | 14% |

Tenure

| | |
|-------------------------------|-----|
| Less than 6 months | 5% |
| 6 months to less than 1 year | 8% |
| 1 year to less than 2 years | 12% |
| 2 years to less than 3 years | 14% |
| 3 years to less than 5 years | 18% |
| 5 years to less than 10 years | 22% |
| 10 years or more | 22% |

Work Level

| | |
|----------------------------------------------------------------------------------------|-----|
| Trainee / Intern | 5% |
| Individual contributor (i.e., you do not have people who report to you) | 45% |
| Manager / Leader of Individual Contributors (i.e., you have people who report to you) | 26% |
| Senior Director, Director, Mid-management (e.g., leads a region, function, department) | 18% |
| Top level leadership (VP, C-suite etc.) | 6% |

Disability

| | |
|----------------------------------------------------------------------------------------------------|-----|
| Has a physical or mental health condition or illness lasting or expected to last 12 months or more | 25% |
| Conditions or illnesses reduce your ability to carry out day-to-day activities | 23% |

Caring

| | |
|------------------------------------------------------------------------------------|-------|
| On average, how many hours per day do you spend on unpaid caring or domestic work? | 3 hrs |
| How would you describe your work? | |
| Knowledge | 66% |
| Physical | 29% |
| Other | 5% |

Employment

| | |
|-----------|-----|
| Full time | 83% |
| Part-time | 17% |

Company Size

| | |
|-------------|-----|
| 100-500 | 33% |
| 500-999 | 16% |
| 1000-4999 | 19% |
| 5000-10000 | 15% |
| 10000-50000 | 10% |
| 50000+ | 7% |

Industry

| | | | |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----------------------------------------------------------------------------|
| 1% | Airlines | 2% | Metals, Minerals, Mining |
| 3% | Automobiles & Components | 2% | Non-profit |
| | Capital Goods (Tangibles produced and distributed used for the production of other products: Aerospace & Defense, Building Products, Electrical Equipment, Industrial Conglomerates, Machinery) | 3% | Pharmaceuticals, Biotechnology & Life Sciences |
| 3% | | 1% | Real Estate |
| 9% | Construction & Engineering | 1% | Restaurant (Quick Service/Fast Food) |
| 3% | Consumer Durables and Apparel (electronics, furnishings, appliances, apparel) | 1% | Restaurant (Table Service) |
| 5% | Consumer Staples/FMCG (food, beverage, tobacco, household, and personal products; includes drug and food retail) | 5% | Retail (Store) |
| 9% | Education | 1% | Retail (Online) |
| 2% | Energy (Oil/Gas/Coal Equipment, Drilling, Extraction, Production, Exploration, Refining...etc.) | 2% | Services: Commercial Services & Supplies (B2B: office, facility, security) |
| 7% | Financial Services | 1% | Services: Consumer Services (B2C: personal, home, legal services) |
| 6% | Government/Public Sector | 2% | Services: Professional Services (B2B: consulting, HR/employment, research) |
| 13% | Healthcare | 1% | Telecommunications |
| 7% | Information Technology: Software & Services | 4% | Transportation |
| 2% | Information Technology: Hardware & Equipment | 1% | Utilities (Electric, Gas, Water, Renewable...etc.) |
| 2% | Information Technology: All Other | | |
| 2% | Media & Entertainment (advertising, broadcasting, cable/satellite, publishing, cinema, entertainment, interactive media) | | |

Function

| | | | | | |
|-----|---------------------------------------------|----|-----------------------------------------------------|----|-------------------------------------------------|
| 9% | Admin support | 1% | Ethics, Compliance, Corporate Social Responsibility | 2% | Marketing/PR/Advertising |
| 5% | CEO/Executive/President | 3% | Facilities/Office Management | 6% | Patient Care |
| 2% | Community/Social Service | 6% | Finance/Accounting | 2% | Procurement/Purchasing |
| 5% | Construction | 4% | Food and Beverage Service | 2% | Research & Development (hard and soft sciences) |
| 12% | Customer Support/Services | 4% | HR | 6% | Sales/Business Development |
| 3% | Data Science, Big Data, Database Management | 3% | IT (Help Desk, Organisational Support) | 3% | Supply Chain/Logistics |
| 7% | Education/Training | 8% | IT (Technology Development) | 2% | Transportation |
| 4% | Engineering (includes architect) | 1% | Legal | | |

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