Employee Experience Trends

qualtrics XM

Introduction

What do your employees expect in 2024? In short: **balance**.

We're operating in a world of paradoxes – from artificial intelligence (AI) to hybrid work – and employees expect organisations to find balance amongst competing priorities.

When we asked nearly 37,000 global employees about their preferences in the year ahead, they told us they expect their organisations to introduce new technology, but they also want to use said tech for good. They expect AI tools to optimise their productivity and allow them to focus on work they feel energised by, and to delegate tasks – of their choosing – to machines that can handle them more efficiently.

Employees also expect leaders to introduce policies and processes that empower them to work from home **and** the office, focus on outcomes (not hours), and build meaningful relationships with their colleagues and teams.

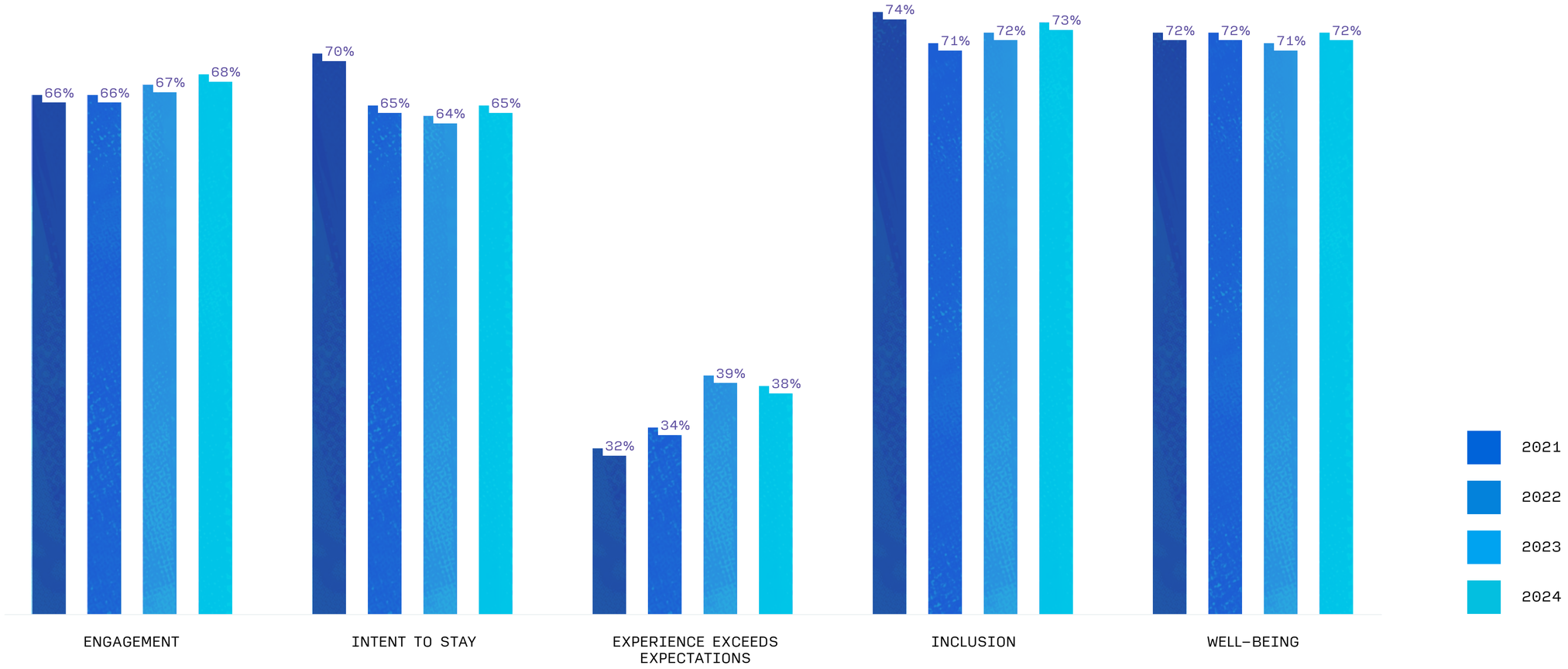
And employees expect to be heard. Some are even very willing to open up all means – like their work email and Slack messages – to finally be heard. But, with the expectation that leaders will take action, tell them about it, and make changes for the greater good of the organisation, yes – but also to benefit people first, and foremost.

We see paradox in action in our employee experience key performance indicators (EX KPIs), as well. This year's KPIs demonstrate stability on the surface, but diving deeper, we see underlying priorities – what's really driving experiences at work – are changing for employees.

For example, in 2023, engagement was completely dominated by customer-focused themes, such as employees feeling empowered to develop new and better ways of serving their customers. **In 2024, the driving forces behind engagement will look a bit different:** meeting career goals, as well as learning and developing, will rise in importance – illuminating the need for organisations to address employees' ongoing desire for growth.

Meanwhile, the factors driving employee well-being have completely changed from a year ago. In 2023, enablement and empowerment through efficient work processes were make-or-break for employee well-being. This year, employees want their jobs to make good use of their skills and abilities; to feel respected at work; to feel safe at work; and to work with integrity – in that order.

THE STABILISATION OF EMPLOYEE EXPERIENCE



At every stage of the employee journey, HR leaders can use Experience Management (XM) practices to equip business leaders with the people data and insights they need to make smart decisions; work cross-functionally to connect that data to specific outcomes; and influence organisational strategy to impact both top- and bottom-line results.

The HR function – no longer just the glue between employees and the organisation – is a critical growth driver; one that's as invaluable to the bottom line as marketing, sales, or R&D.

Working together, HR and business leaders can better understand what employees expect from their organisation and what drives them. And in turn, guide employees towards the business outcomes the organisation is striving for.

And beyond that: towards a workforce that is happy, healthy, engaged, and productive – one that intends to stay with your organisation, advocates for your values, and creates memorable experiences for your customers.

Meet the experts

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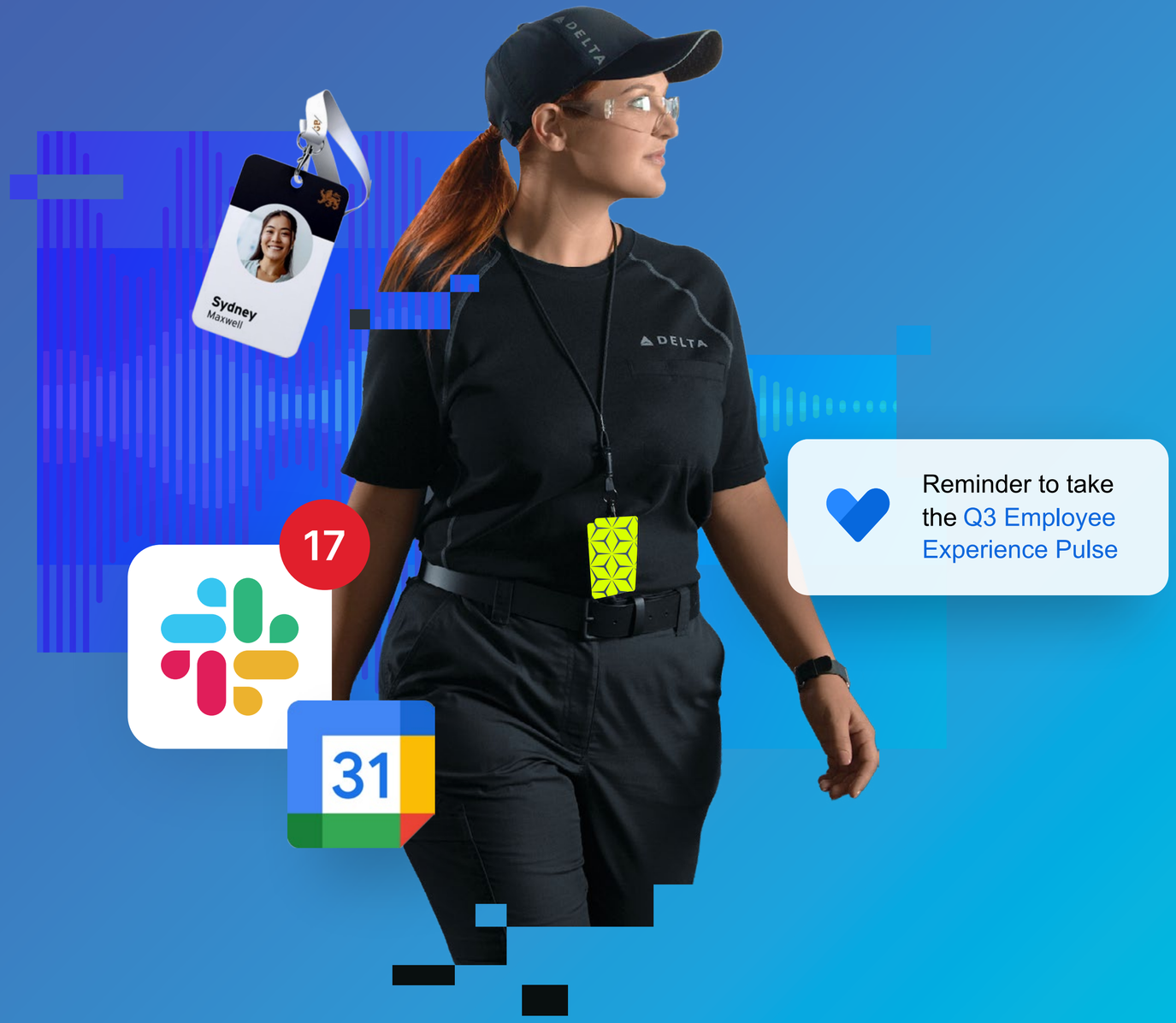
2024 TRENDS OVERVIEW

Take a look at 2024's top employee experience trends – and the data that supports them

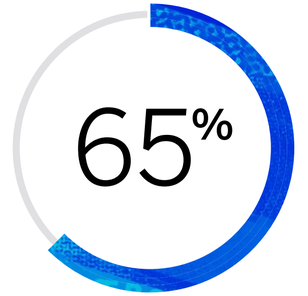


TREND 1

Employees would rather AI assist them than manage them

53%

of engaged employees said they're comfortable with AI at work, versus 30% of disengaged employees



of the C-suite report being comfortable with AI, versus 46% of managers

Writing
the task employees are most comfortable (61%) getting AI support from

TREND 2

Frontline employees are the most unhappy, poorly supported, and least trusting

the difference in how fairly frontline workers believe they are paid versus non-frontline workers

the difference in how much frontline workers reported trusting in leadership versus non-frontline workers

the difference in how satisfied frontline workers are with work processes versus non-frontline workers

TREND 3

The new-job honeymoon phase has vanished

MONTHS

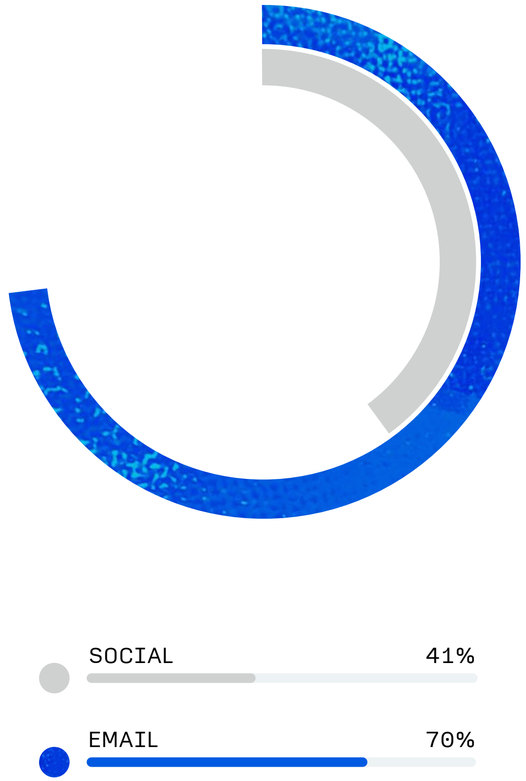
the tenure of employees with the lowest levels of engagement, intent to stay, well-being, and inclusion

+ **-27 points** the difference in intent to stay between new employees and everyone else (yes, your new hires are looking to leave)

+ **-9 points** the importance level HR leaders place on onboarding versus talent attraction and hiring, according to our 2023 State of HR Report

TREND 4

Employees open up work emails and chats to be fully heard, but are more ambivalent about social media



+ **Email** the data engaged employees say they're most comfortable (70%) with their organisation using to improve employee experiences

+ **Social** the data employees least (41%) want their organisation to listen to

+ **-40 points** the difference between how well individual contributors (43%) and the C-suite (83%) see action being taken on feedback

TREND 5

Some time in the office is better than none — unless it's 5 days

POINTS

the difference in engagement reported by employees working 1-3 days from home (76%) versus those working zero days from home (60%)

+ **79%** of employees felt included – the highest rated KPI – when working 1-3 days from home (higher than well-being, engagement, and intent to stay)

+ **5** the amount of days working from the office that has the (drastically) worst employee experience

TREND 1

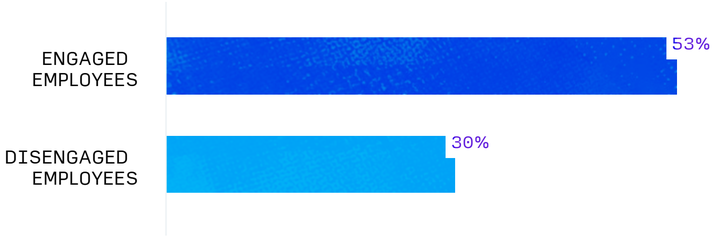
Employees would rather AI assist them than manage them

When it comes to AI (i.e., using machines to do tasks that normally require human intelligence), there's a clear divide. That is, those who feel trust at work – such as trust in their managers, or trust in fair processes – and those who do not.

“The more positive you feel about your organisation, the more likely you are to believe that it will use AI for your benefit.”

SARAH MARRS, MSC
DIRECTOR OF EX STRATEGY EXECUTION

Percentage of employees who reported being comfortable with AI:



Our research found that the more engaged you are, the more open you are to using AI at work.

Likewise, the more senior employees are, the more willing they are to accept AI. Our research shows 65% of the C-suite said they were open to using AI versus 46% of managers.

“Generally, the more positive you feel about your organisation – the more trust you have in it – and the more senior your role, the more likely you are to believe that your organisation will use AI for your benefit,” said Sarah Marrs, MSc, Director of EX Strategy Execution. “You also trust that AI will make you more productive and efficient at your job.”

On the other hand, if they’re disengaged, distrust their organisation, or feel (or have been told) their job is replaceable, they’re more likely to have a negative perception of AI. This lends to what many employees believe is the ultimate negative impact of AI: replacing jobs entirely. In a separate Qualtrics study, more than two-thirds of employees (68%) said they believed that some jobs are at risk because of AI; 23% believed their own jobs are at risk.

“Engaged employees who have a positive experience will see AI as enhancing that experience, but those who feel a lack of trust will see it as increasing the poor behaviour and decisions they believe they have seen,” added Marrs.

“[We are using] AI in our upcoming projects for better efficiency and time management.”

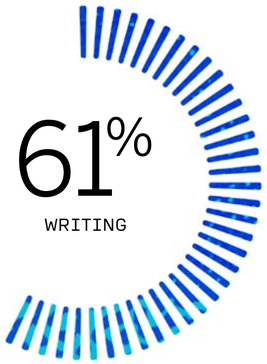
SURVEY RESPONDENT
AGE 18–24, HIGHER EDUCATION
INDIA

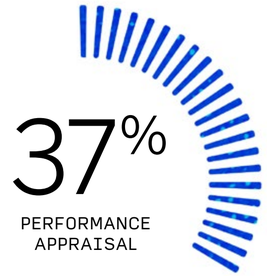
Use AI to help employees do their jobs effectively, but on their terms

Our research also found that employees are more open to the types of AI that they can control and direct, but are less accepting when they're being evaluated or have higher impact on their career and livelihood.

"As social creatures, the vast majority of human decision making is done in a social context. And social decisions carry a heavy emotional component," said Dr. Benjamin Granger, PhD, XMP, Head of EX Advisory Services, Chief Workplace Psychologist. "So for more personal and social decisions – such as with a job interview – it's quite natural for employees to be more hesitant about the involvement of technology that is non-human and non-emotional."

PERCENTAGE OF EMPLOYEES WHO AGREE OR STRONGLY AGREE THEY WOULD WANT AI TO PERFORM A GIVEN TASK





"To reap the benefits of AI-driven technologies, such as enhanced efficiency and accuracy or improved decision-making, companies will have to learn to use the data and tools in a responsible and ethical manner and to not depend excessively on this technology."

VANESSA KOWOLLIK // EX XM SCIENTIST

This is particularly true in North America, as well as in Europe, the Middle East, and Africa – where employees expressed more cautiousness using AI technology than the global average.

WHERE ARE EMPLOYEES MOST OPEN TO AI TECHNOLOGY?

There's one exception to this sentiment: Employees with disabilities and those who identify as transgender or non-binary report being more willing to use AI for typically human-centred activities, such as performance appraisals and job interviews – likely based on the perception that AI is less biassed than humans.

Herein lies an opportunity for organisations to anchor around social justice principles and lean into – and communicate to employees – the inclusive nature of using AI.

37%

VS 29%

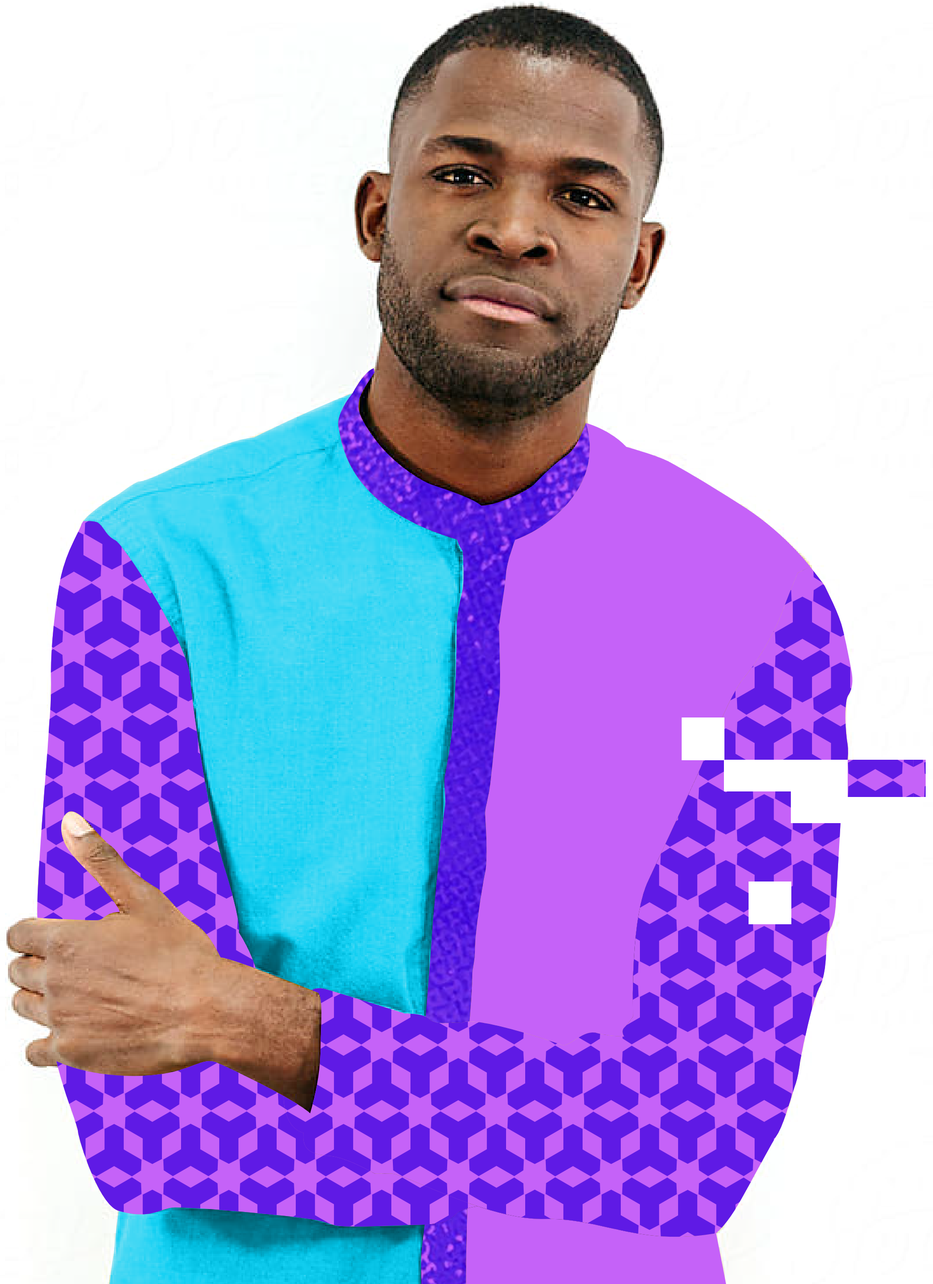
Employees with a physical or mental disability reported greater comfort (+8 points) than the global average when it came to being interviewed for new job or promotions by AI

“While the world of AI-driven systems may unsettle some employees, if companies prove they are driving organisational improvements based on their usage, the organisation can build trust. By emphasising transparency, explainability, and communicating action, organisations will mitigate the risk of coming across as ‘Big Brother’ and can even see improved relationships between employees and leadership.”

MATTHEW EVANS
HEAD OF EMPLOYEE EXPERIENCE PRODUCT SCIENCE

XM FOR

People Teams



Empower your EX program with AI

Whether it's enabling your frontline managers to more deeply understand their team and how they feel in real time, delivering personalised insights and recommendations that managers can use to close team experience gaps, or empowering senior leaders to address attrition risk before it accelerates, AI isn't just an essential tool — it helps enhance every employee experience you deliver.

At the heart of all of this is a desire to make work more human, and with our AI-powered XM/os2, you can. From analysing experience data in seconds to understanding employee sentiment, to knowing what actions will have the greatest impact on business outcomes, it empowers HR leaders and managers to deliver a culture that benefits both people and profitability.

LEARN MORE ↗

TREND 2

Frontline employees are the most unhappy, poorly supported, and least trusting

Those caring for your customers? They're crying out for help. And if they're struggling, so is your organisation.

According to our research, frontline workers – that is, employees who work directly with customers, constituents, patients, or students – are in the midst of a trifecta of workplace woes.

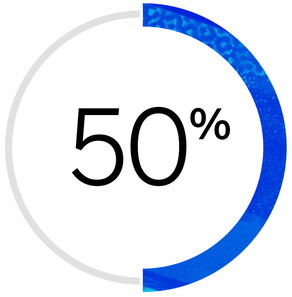
FRONTLINE EMPLOYEE WOE #1

They’re not getting their basic needs met from their organisations

“These are often challenging, on-your-feet-all-day jobs,” said Evans. “And yet, we’re seeing the biggest gaps here in recognition, low satisfaction with financial rewards, and a lack of growth and development opportunities offered by the organisation. Frontline workers simply do not feel appreciated.”

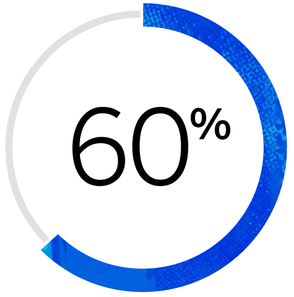
“No matter how good [a service] our organisation provides to the public, if it is not fair to the employee, the organisation still has a deficiency.”

SURVEY RESPONDENT
AGE 35–44, EDUCATION
PHILIPPINES



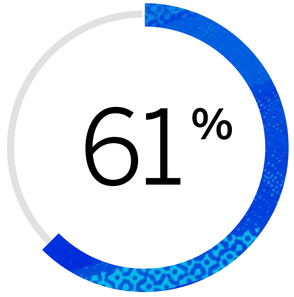
ARE HAPPY WITH THEIR PAY AND BENEFITS

–14 POINTS
NON–FRONTLINE
EMPLOYEES



ARE SATISFIED WITH THEIR CAREER DEVELOPMENT

–9 POINTS
NON–FRONTLINE
EMPLOYEES



FEEL SUFFICIENTLY RECOGNISED

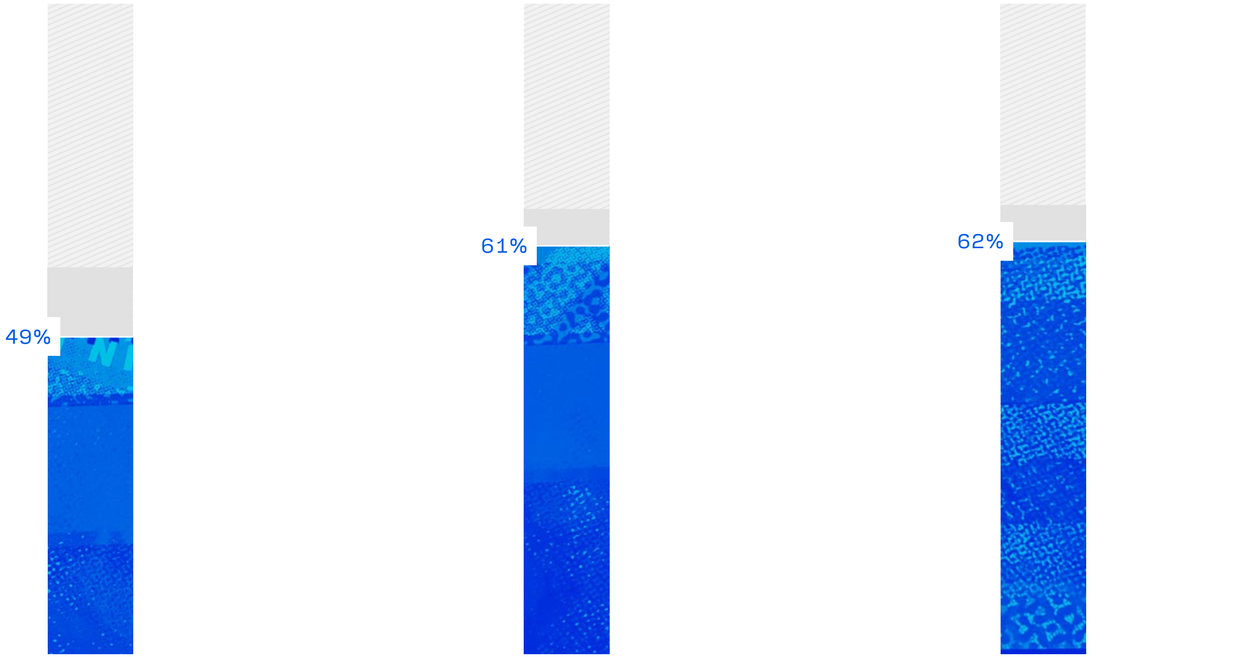
–9 POINTS
NON–FRONTLINE
EMPLOYEES

FRONTLINE EMPLOYEE WOE #2

They lack the support they need to do a great job and a voice to drive improvements

"The most common gap I see in survey follow-up is not in inaction, but in a lack of communication," said Evans. "Leaders must be intentional about communicating to frontline workers so they know their voices have been heard."

"If these issues go unchecked, and you have no idea it's going on, it could turn into a burnout problem, a turnover problem, and customer experience problem," added Dr. Granger.



DISCUSSED OR SAW POSITIVE CHANGES FROM SURVEY RESULTS

−13 POINTS NON−FRONTLINE EMPLOYEES

FEEL PREPARED TO ADAPT TO CHANGES AT WORK

−9 POINTS NON−FRONTLINE EMPLOYEES

ARE SATISFIED WITH WORK PROCESSES

−9 POINTS NON−FRONTLINE EMPLOYEES

FRONTLINE EMPLOYEE WOE #3

They’re less trusting of leadership, and don’t feel empowered to speak their mind

“Your employees know what they need to serve your customers. Ask them what the barriers are,” said Marrs. “Likewise, zoom in on customer pain points to understand what’s happening with your employees.”

This is a call to action for leaders: Pay attention to your frontline employees. Talk to them. Ask what they need. They are closest to your customers and products. Seek to understand their lived experiences and ideas for innovation to tap into their powerful insights.

And don’t just follow through on those insights, tell your people about the changes you’ve made because of them.

+ **53%** feel able to challenge the traditional way of doing things to reach a better outcome for their customers, clients, or patients (**-9 points** non-frontline employees)
+ **58%** feel psychologically safe at work (**-9 points** non-frontline employees)

"Some of the most important drivers of EX for frontline workers – such as having the tools and resources to do the job and feeling psychologically safe – might seem small, but it's oftentimes the non-obvious aspects that drive customer experience metrics."

DR. BENJAMIN GRANGER, PHD, XMP
HEAD OF EX ADVISORY SERVICES
CHIEF WORKPLACE PSYCHOLOGIST

XM FOR

People Teams

CrossXM

Tuning into the needs of your frontline employees presents a unique opportunity: understanding the needs of your customers, too.

Because your customer experience will never exceed your employee experience. And the more CX and EX leaders talk to one another, the more organisations can understand the specifics as to why – and drive positive change.

From employees to customers to brand, CrossXM brings together data from every experience to find connections between your programs, and show you which levers to pull that will keep your customers happy – and your people engaged.

LEARN MORE ↗

TREND 3

The new-job honeymoon phase has vanished

Last in, first out? It’s becoming more common.

According to our research, employees with less than six months of tenure have the lowest intent to stay (three years or more) at their organisation: just 38% versus 65% overall – a 27-point difference and three points lower than last year.

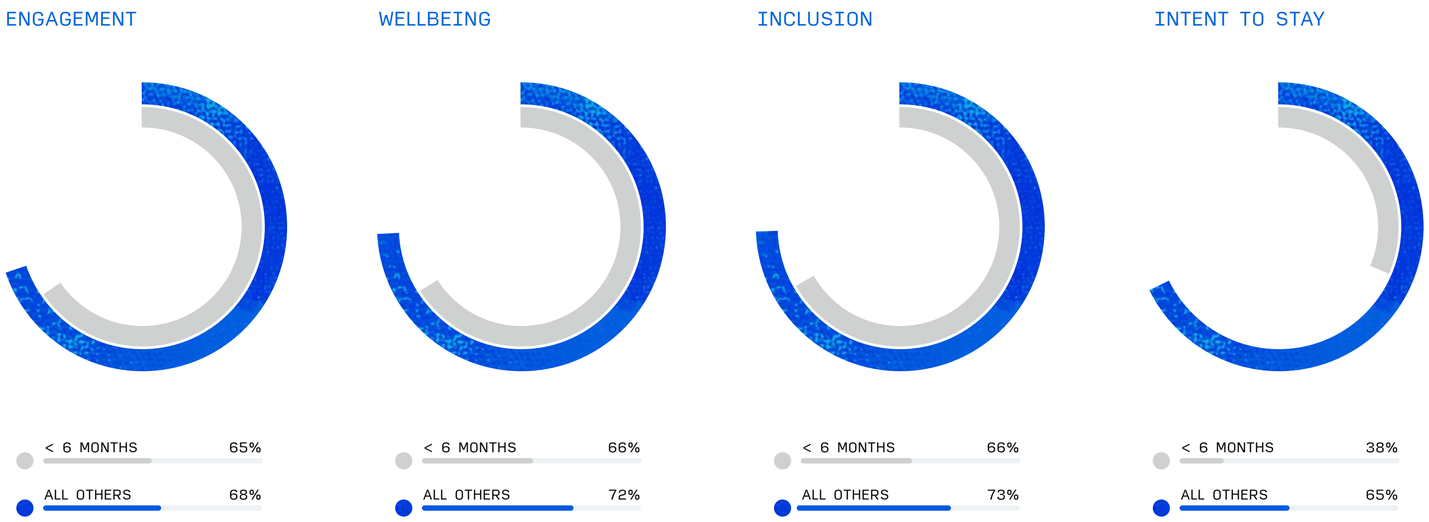
More than a third (39%) of employees indicated they would leave their employer within the next 12 months, a six-point increase from last year, and the largest change in intent to stay compared to last year.

In fact, new hires report worse KPI scores than tenured employees **across the board**.

"Management should more openly talk to new employees, especially with employees who have disabilities like me."

SURVEY RESPONDENT // AUSTRALIA
AGE 45–54
PHARMACEUTICALS/BIOTECHNOLOGY/LIFE SCIENCES

In years past, employees would remain at an elevated level of engagement for at least a year in a new job. So, what's ruining the romance? It's a multi-pronged issue.



1_ Onboarding needs to be reprioritised and rebuilt

Rewind to just a few years ago, and many organisations were hiring in high volumes. And as such, were hyper-focused on the candidate experience. Now, fewer hires are being made across many industries, and organisations are focusing resources elsewhere.

Our new world of hybrid work plays a role, too.

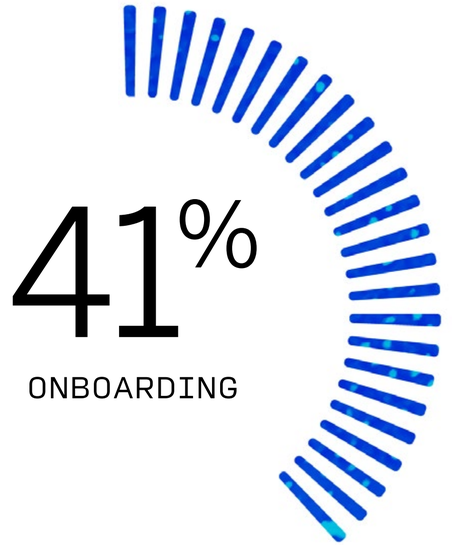
“Organisations need to take a closer look at their post-COVID candidate and onboarding experience,” said Marrs. “Think through: ‘How are remote hires being welcomed and enabled to build relationships? Have our leaders been taught the necessary skills to onboard new employees that may not be in the same location as them?’ How often are we checking in with new hires to see if they’re feeling included and like they belong? Then create new policy and structure to support a better experience.”

An effective onboarding program ensures that new employees are set up for success to deliver value to the organisation. However, employees with less than six months of tenure are often excluded from annual engagement surveys – underlining the importance of the onboarding process having its own listening program.

But there's a persistent disconnect: According to our **2023 State of HR Report**, focus for CHROs on onboarding was nine points below talent attraction and hiring.

VIEW THE 2023 STATE OF HR REPORT ↗

PERCENTAGE OF CHROS FOCUS



2_ Employers must align new employee experiences with expectations

To close this experience gap, organisations must align (and perhaps redesign) their new employee experience programs to ensure they meet the expectations of incoming talent. Collectively, these pivotal experiences represent the first impression employees form of the organisation and what it's like to work there.

That includes the social aspects of the onboarding experience – whether employees are working in the office, remotely, or a mix of the two. Socialising helps new starters acclimate and ramp up effectively, make connections, and learn how to navigate new cultural norms.

There's financial benefit to retaining new talent, too. Losing a new hire is, frankly, expensive – more so than losing a tenured employee because you haven't recouped the value of the hire. Then, add to that the cost of recruiting and hiring yet another new employee, and your department budget is dwindling. Instead, focus on getting the new employee experience right so you can retain the talent you worked hard to attract.

"The new hire experience is a critical journey within the broader employee journey – one that sets the path of success for employees. Organisations must take stock of the important moments in the onboarding journey, finding ways to measure and improve them. It's no longer just about ticking the boxes on an onboarding checklist. The social aspects need to be operationalised, too."

DR. CECELIA HERBERT, PSYD, XMP
XM INSTITUTE/PRINCIPAL CATALYST

3_ Employees need growth from day one

Another underlying issue is new employee sentiment towards growth and development at their organisation.

Year over year, growth and development remains one of the most important areas for employees, but currently ranks near the bottom (#20 out of 25 themes) in terms of how well organisations are acting on this desire.

What organisations are getting right – and wrong – in the eyes of new employees

HIGHEST RANKED ITEMS

- 😊 + Physical Safety
- 😊 + Respect
- 😊 + Performance & Accountability
- 😊 + Resources
- 😊 + Training

LOWEST RANKED ITEMS

- ☹️ + Growth & Development
- ☹️ + Psychological Safety
- ☹️ + Pay & Benefits
- ☹️ + Innovation
- ☹️ + Survey Follow-up

Growth and development is *the* challenge to solve with so many organisations working to reskill their workforces. These opportunities, whether it's formal development programs or in-the-moment feedback, are the career success currency all – but especially new – employees crave.

Going forward, organisations need to be more intentional about helping new employees build connections, as well providing clear pathways for growth and development. Getting the new employee experience right is key to organisational and employee success into the future – thoughtfully redesigning the onboarding process could very well be a powerful strategic lever that delivers sustained competitive advantages.

"While growth and development is a top driver of EX outcomes like engagement, intent to stay, and (avoiding) burnout, employee sentiment tells us growth and development opportunities for new hires are scarce to nonexistent."

DR. ANTONIO PANGALLO, PHD
PRINCIPAL XM SCIENTIST

XM FOR

People Teams

People Lifecycle

Understanding the moments that matter in the new employee experience will help your organisation meet employee expectations, leading to higher engagement and greater intent to stay.

With People Lifecycle, connect silos by consolidating all your feedback, automatically identify trends and risks amongst employee segments (e.g., your new employees) at scale, and take action to improve experiences for every employee.

LEARN MORE ↗

TREND 4

Employees open up work emails and chats to fully be heard, but are more ambivalent about social media

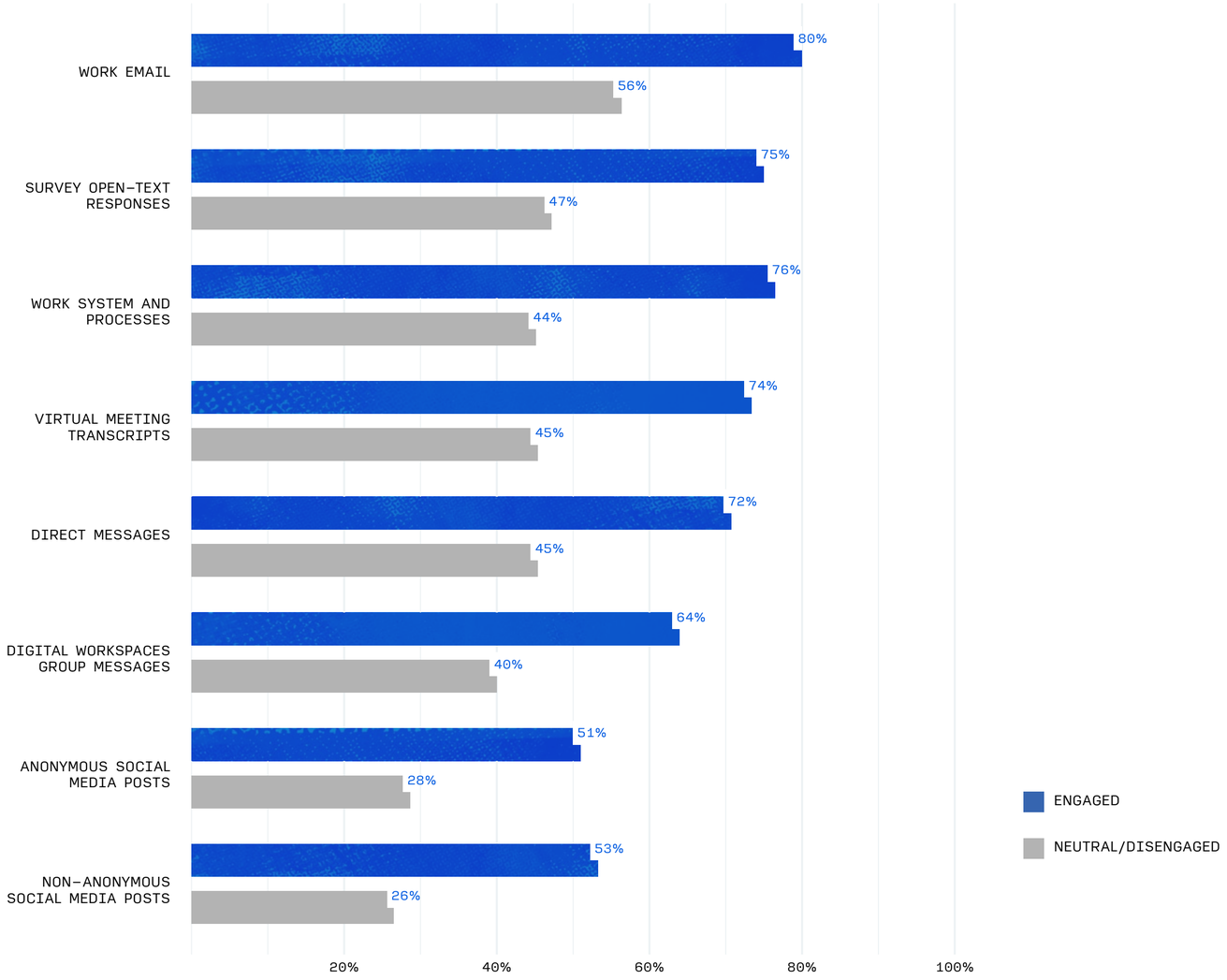
Surprise: Your employees want you to listen to them. And we don't just mean via surveys.

For decades, HR teams have relied on active listening, like surveys, and while the technology now exists to listen to every source (something known as passive listening), many HR leaders have been hesitant because of the potential reaction from employees.

The good news: Our research shows employees are very willing – **indeed, more willing than you might expect** – to open up their private work communication channels (such as email, Slack, and so on) if it means helping shape a better employee experience.

We also found that there is a clear link between engagement (similar to our research findings related to AI) and openness to the myriad ways their organisations might collect data via private work communications versus those who said they are neutral or disengaged at work.

HOW OPEN EMPLOYEES ARE TO THEIR ORGANISATION USING THE FOLLOWING DATA

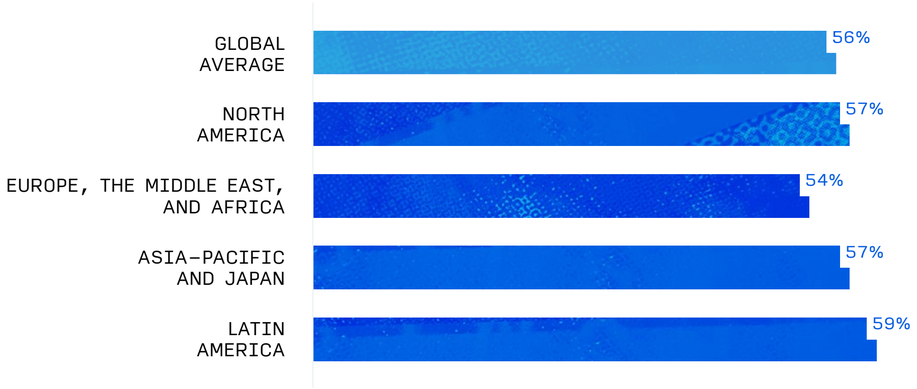


This is reflected in employee sentiment around the globe, where most regions score near the global average (56%) for openness to passive listening.

That's more good news as organisations continue to supplement their employee listening programs with passive listening. By leveraging a wide breadth of employee data, organisations can unearth valuable insights from feedback that already exists, and gain a deeper understanding of what's positively and negatively impacting employees' lives.

"If you're just looking at surveys, you're leaving a lot of insights on the table," advised Evans. "Plus, your employees are ready to be heard beyond surveys. They want a better experience providing feedback. Start with a clear vision of what you want to get out of your listening program and think through how you'll use different types of data to complement each other."

WHERE ARE EMPLOYEES MOST OPEN TO PASSIVE LISTENING?



WHAT EMPLOYEES ARE SAYING

"Stop implementing so many changes. See the forest, not the trees."

SURVEY RESPONDENT
AGE 45–54
RETAIL
UK

“But some of us would prefer you keep your hands off our socials.” - Your employees

Employees draw a harder line with personal social channels, signalling the separation people want between work and personal life. Only half of engaged employees are comfortable with organisations using data from anonymous social media posts, even fewer are comfortable when the posts are not anonymous. And comfort levels drop even further for neutral or disengaged employees.

This rings true in every region around the world.

OF ENGAGED EMPLOYEES

are comfortable with organisations gathering data about them from their personal social media

"Employees are very clearly saying: 'Here is our boundary.' And organisations have to respect that in order to maintain psychological safety in the workplace," said Dr. Herbert. "Because if you destroy it, not only will it push employees to use other channels in order to maintain their privacy, they might stop sharing their ideas altogether. The value gained from unsolicited insights should not come at the cost of innovation and creativity that rely on employees feeling safe to share their perspectives."

The use of employee data may raise concerns among employees about transparency, control over their data, and potential misuse. Building trust through clear communication, transparency about data usage, and involving employees in decision-making processes is vital to alleviate these concerns.

"Employees are very clearly saying: 'Here is our boundary.' And organisations have to respect that."

DR. CECELIA HERBERT, PSYD, XMP
XM INSTITUTE/PRINCIPAL CATALYST

XM FOR

People Teams

Continuous Listening

You can know exactly what your people need – even if they don't tell you directly. By leveraging employee data from various sources, including feedback that already exists, you can gain deeper insights on the experiences your people are having at work.

Continuous Listening gives HR leaders powerful new employee sentiment analysis tools that enable them to listen to what employees are saying, wherever they're saying it.

LEARN MORE ↗

TREND 5

Some time in the office is better than none — unless it’s 5 days

Nearly four years after the COVID-19 pandemic reshaped the way we work, organisations are still sorting out the best approach to return to office (RTO) policies.

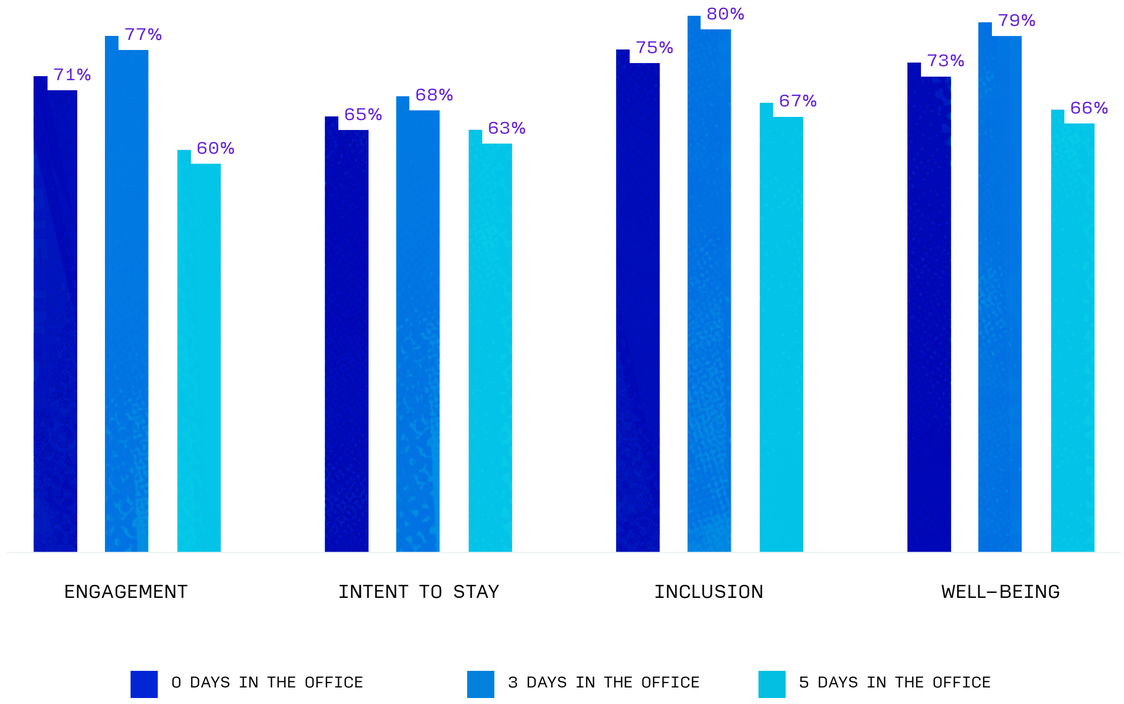
Our research shows that **employees who work five days in an office or on-site location had the lowest EX metrics across the board**. Conversely, those who work a hybrid schedule had the highest EX indices overall.

This sentiment was **consistent across all regions** we researched.

It seems that as much as they value it, employees don't want to fully immerse themselves in remote work. This could be for a number of reasons: the desire to socialise with others in person; the desire to draw harder boundaries between work and home; or simply the desire to have a reason to get dressed and get out of the house every day.

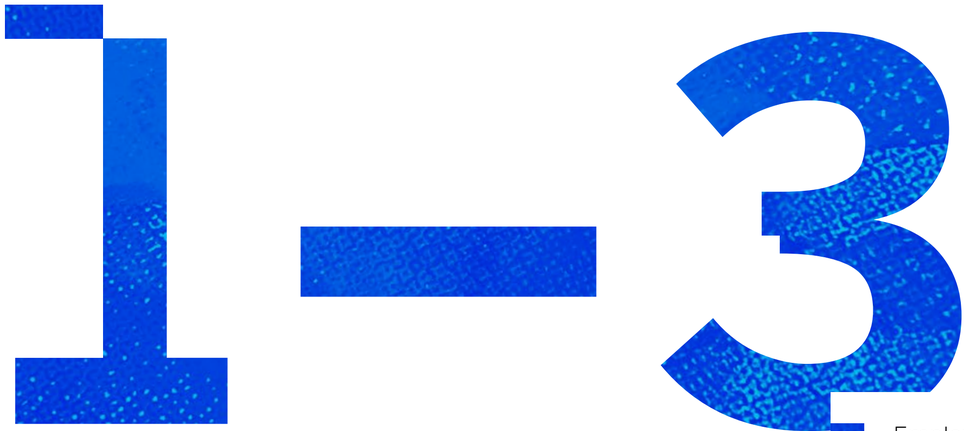
For new employees especially, a fully remote work arrangement limits their interaction with colleagues and supervisors, and may lead to a sense of detachment from the team – especially if they are rarely (or never) seeing them. This lends to that onboarding and new employee retention problem we mentioned earlier.

EX KPI SCORES LOWEST WHEN EMPLOYEES WORK IN THE OFFICE EVERY DAY



So not only do employees find some time in the same location as their colleagues better than none, time spent together also benefits new employees who want to bond with new colleagues and leaders.

On the other hand, some individuals thrive in remote work environments and find that it reduces their stress levels. But even for these employees, a day or two in the office might have positive outcomes: our research shows that employees who work in the office one to three days a week report higher levels of inclusion and well-being than those who work fully remote.



Employees who work in the office 1-3 days a week report higher levels of inclusion and well-being than those who work fully remote

Hybrid it is, then. But what would that look like at your organisation?

"The bottom line is there's no one-size-fits-all approach to work anymore," said Dr. Pangallo. "Employers need to be more nuanced and flexible – in all senses of the word – to how employees work best."

Start by empowering managers and leaders to develop flexible work plans for their teams. Setting minimum expectations, along with the autonomy to make adjustments that work for them, will ensure the best outcomes for both employees and the organisation.

"My organisation ensures we have a healthy work-life balance; this does not just include working from home, but also when other issues arise."

SURVEY RESPONDENT
AGE 45–54
ENERGY
US

Other data points to consider? Outcomes.

"Look at the outcomes of the current work styles in your organisation," said Evans. "Look at the behaviours employees are displaying – like collaboration and attrition – and compare them to specific outcomes to see what's working and what's not."

Determine what amount of time people need together to drive the outcomes your team needs. Create workplace policies and structure that allow employees to achieve those outcomes. Then, revisit them. What's working now might change before the end of 2024.

"The bottom line is there's no one-size-fits-all approach to work anymore."

DR. ANTONIO PANGALLO, PHD
PRINCIPAL XM SCIENTIST

XM FOR

People Teams

Employee Pulse Surveys

Staying attuned to your employees' changing needs takes asking them – and acting on their feedback. And making it an iterative process. Because plans might change; processes might only work for some; and what was once a *nice to have* might become a *can't live without*.

With employee pulse surveys, you get fast, actionable insights and trends on how your people feel and what they value – without burning them out – in just a few clicks.

LEARN MORE ↗

Lessons for leaders

Our research revealed where both new experience gaps are emerging – and old ones persist. Now, let's talk about some effective ways to close those gaps and move the needle on the EX KPIs that matter most to your organisation.

Here are some recommendations from our team of experts, broken down by leader type so you can skip right to the insights that matter most to you.

CEOs

CEOs, a clear set of principles – and with them, an effective communication strategy, especially when it comes to AI – sets the tone for your organisation's ability to adapt to the changes ahead.

Focus on the benefits and assess the risks of AI

+ **Recognise and address employees' fears:** Dedicate time to trialling new AI technology in a safe environment. Be open and transparent about how it's used. Include employees in the journey. And demonstrate how the organisation will use AI to empower teams, add value, and enable the workforce to focus on more strategic or important initiatives.

Be (more) visible

+ **Take the time to understand what your employees are going through:** Whether for frontline workers, new employees, or in-office staff, take the time to personally connect with employees – especially about the impact of their feedback – to make them feel seen, trusting of leadership, and aligned with your culture of listening.

Close the gap on survey follow-up

+ **Communicate changes:** According to our research, 83% of the C-suite say their company takes action on employee feedback; just 43% of individual contributors agree. Communicate changes and provide context (i.e., business rationale) consistently and effectively to ensure employees know their voices have been heard.

CHROs and HR executives

HR executives, in your roles, you guide the vision for what comes next in EX. Now more than ever, your leadership is the driving force behind organisational growth, innovation, and efficiencies.

BONUS:
DOWNLOAD THE 2023 STATE OF HR REPORT FOR EVEN MORE ACTIONABLE INSIGHTS ↗

Connect EX to organisational growth

+ **Always show ROI alongside employee data:** Communicate value and business outcomes by creating and sharing ROI models that show how employee experiences are inextricably linked to the organisation's economic and strategic outcomes. At the end of the day, HR executives balance people and profit -- and sharing more than employee data turns this into the language of the organisation.

Ready your organisation for the next era of EX

+ **Develop the vision** for the future state of EX where new types of listening tools and AI complement one another. Then, craft a roadmap to bring this vision to life. Keep in mind that you'll be most effective when your organisation is engaged and there's a culture of trust.

Nurture cross-functional collaborations

+ **Strengthen your partnerships,** especially with CX and IT. Demonstrate how customer outcomes at your organisation connected to employee experience. Bring together data – and people – from all experiences to find connections between your programs. Seek out stakeholders across the organisation to own and implement changes.

HR leaders

HR leaders, you helm the ship when it comes to new ways of working. In partnership with your peers, create and execute new policies and structure to help employees thrive wherever they are working.

Focus on growth and development

+ **Connect employees** (but especially new hires) with existing growth and development programs and opportunities. Work to understand and accommodate the development needs of all employees with employee listening tools.

Close the gap in the new employee experience

+ **Align your new employee experience programs** to ensure they meet the expectations of incoming talent. Help new employees acclimatise and ramp up effectively, make connections, and learn how to navigate new cultural norms – especially if employees work remotely or a hybrid schedule.

CHECK OUT OUR GUIDE:
GET THE CANDIDATE EXPERIENCE PLAYBOOK FOR IN-DEPTH GUIDANCE ON THIS TOPIC ↗

Provide operating frameworks

+ **Create new structures** for hiring, onboarding, training, and more in a hybrid world of work. Model clear competencies; establish strong levelling guidelines; map out what performance – at each level – looks like. Then, train business leaders on these new people processes.

Frontline managers

As a frontline manager, you know your team – and how they work – best. That means you're in the best position to support your people and help them adapt to new tools and ways of working in 2024.

Engage employees in conversations about AI

+ **And keep the dialogue open as new developments emerge.** You won't have all the answers – and that's okay. Our research shows individual contributors, junior level workers, and new employees are the least comfortable with AI. Start by simply asking people what their concerns are, and talk about potential ways AI can make their jobs easier.

Practice two-way communication

+ **Ask employees what's in their way from doing their job** and what you can do, as their manager, to help. Enabling employees with processes that help them effectively meet customers' needs will help drive engagement – especially for your frontline workers.
+ **Drive and communicate action** based on what your employees are telling you. Help frontline workers understand the changes that have been made based on their feedback.
+ **Advocate for your people:** Represent your employees' viewpoints in the business by communicating their needs to leadership.

Support employee growth and development

+ **Get to know your employees' unique skills and abilities.** Work with your employees to find ways to apply these skills and abilities in their roles.
+ **Encourage your team** to share ideas on new and better ways of doing things.

Regional reports

Meet the experts

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REGIONAL REPORT

Europe, the Middle East, and Africa

REGIONAL REPORT

Europe, the Middle East, and Africa

What's shaping employee experience in Europe, the Middle East, and Africa in 2024

Despite continued instability and threat of economic fallout, employee experience metrics in Europe, the Middle East, and Africa (EMEA) have either remained stable or slightly improved. In times of uncertainty, employees seek support, stability, and leadership to help navigate through. This can foster both stronger connections within organisations – and improvements in core performance metrics.

Let's take a closer look at the key themes our research revealed about employee experience in EMEA.

EX KPIs improve, including engagement and intent to stay

In 2024, our five EX KPIs showed positive gains (or stability), including **the region's highest engagement score in four years**.

Rewind to just two years ago, and employee engagement looked much different in EMEA. This year, engagement is at 66% – up six points from 2022. Intent to stay has increased, as well – up two points year over year.

With all of the external circumstances of recent years, organisations have continued to place greater emphasis on understanding and improving the employee experience (for example, we have seen an increase in focus on well-being – another KPI that's up two points this year). And because of this increased focus, employee experience metrics have either remained stable or improved.

Managing change and empowering employees are keys to improving EX

When the macroeconomic environment is unstable, employees seek clarity and control. According to our research, feeling supported to adapt to changes and believing the organisation does a good job of helping employees understand how changes will affect their work are critical to lowering the risk of burnout, creating a sense of inclusion, and improving intent to stay. Our findings stress the value of transparency and open communication with employees in order to involve them as much as possible in the change process.

Our findings also show that during times of change, employees seek to have as much control over their environment as they can. When there is disruption, employees want to be able to challenge traditional ways of doing things and feel empowered to develop new and better ways to serve customers. These results highlight that providing employees with the freedom to make improvements to the way they do their work drives engagement and inclusion while also lowering the risk of burnout.

Advances in employee listening and AI gaining traction

Early signs of employee sentiment towards new ways of working (i.e., passive listening and AI technology) show some positivity, but EMEA employees are yet to be convinced.

More than a third (38%) of EMEA employees are open to AI-driven functionality supporting them at work. Results show greater openness for tasks such as writing (57%), but less willingness when it comes to being interviewed (27%) – sentiment we also see on the global level. These results highlight the importance of putting data management practices and ethics at the center of any AI program in EMEA.

Employees in EMEA are generally more open to passive listening (54%). In the region, employees' openness to passive listening is significantly influenced by their judgement of how well their organisation has taken action on previous survey results – highlighting that openness is dependent on whether they believe good will come from the program or not.

When we dive deeper into our country data, we find:

	GLOBAL	EMEA	FRANCE	GERMANY	ITALY	NETHERLANDS	POLAND*	SOUTH AFRICA	SPAIN	SWEDEN	SWITZERLAND	TURKEY*	UAE	UK
ENGAGEMENT	68% ▲1PT	66% ▲1PT	58% ▼4PT	61% –	62% –	70% ▼3PT	62%	79% ▼4PT	69% ▲2PT	65% ▼1PT	61% ▼1PT	74%	83% ▲1PT	65% ▲3PT
INTENT TO STAY	65% ▲1PT	66% ▲2PT	67% ▲2PT	69% ▼3PT	75% ▲3PT	69% ▲2PT	68%	67% ▲5PT	71% ▲3PT	51% ▲1PT	59% ▼1PT	75%	66% ▲2PT	57% ▲3PT
EXPERIENCE VS EXPECTATIONS	38% ▼1PT	36% –	29% ▼2PT	34% ▼1PT	31% ▼4PT	42% –	23%	40% ▼6PT	40% ▼1PT	32% ▼5PT	36% ▲2PT	40%	55% ▼2PT	35% ▲3PT
INCLUSION	73% ▲1PT	73% ▲1PT	71% ▲1PT	71% ▲1PT	66% ▼2PT	83% ▲5PT	76%	79% ▼1PT	73% ▲1PT	71% ▲2PT	71% ▼2PT	74%	83% ▲2PT	72% ▲5PT
EMPLOYEE WELL BEING	72% ▲1PT	71% ▲2PT	65% ▼6PT	66% ▲1PT	75% –	73% ▲2PT	73%	75% ▼7PT	71% –	72% ▲4PT	69% –	80%	84% ▲2PT	66% ▲3PT
OPEN TO AI TECHNOLOGY AT WORK	42%	38%	33%	34%	41%	26%	40%	49%	41%	28%	33%	62%	60%	31%
OPEN TO PASSIVE LISTENING	56%	54%	51%	46%	60%	48%	49%	68%	49%	46%	48%	67%	71%	56%

▲▼ YEAR-OVER-YEAR CHANGE FROM 2023
* NOTE: FIRST YEAR SAMPLING EMPLOYEES FROM THESE COUNTRIES

FOR MORE REGIONAL INSIGHTS AND EMEA METHODOLOGY,
VISIT QUALTRICS XM INSTITUTE ↗

REGIONAL REPORT

North America

REGIONAL REPORT

North America

What's shaping employee experience in North America in 2024

Career growth is back in a big way. According to our research, people in North America are focusing on the career runway they have in their current organisations. It's a top driver for all KPIs in the region this year. Comparatively, it wasn't nearly as present last year.

Values are playing a big role for Americans and Canadians in the year ahead, as well. Three of our five KPIs – inclusion, intent to stay, and expectations vs. experience – are all driven by a belief in an organisation's values.

Being supported through change drives KPIs like inclusion, expectations vs. experience, and employee well-being.

Organisations should be cognisant that employees need support through more than just in-house change – though that plays a major role for people right now. Employees are seeking support from their organisation in navigating changes outside of work, too.

As such, leaders who support employees by connecting them with career growth and development opportunities, embody the values of the organisation (and encourage their teams to do the same), and help employees navigate change will continue to foster workplace environments where employees feel included, have their expectations met, and want to stay.

Americans more willing to work with AI than Canadians; both still fall below global average

When it comes to AI – i.e., using machines to do tasks that normally require human intelligence – there's a clear divide between employees. In North America, the divide is between individual contributors and their leaders: individual contributors report an average of 24% openness to AI at work, while managers report nearly twice that at 41%. And the more senior you are, the more willing you are to use AI tools: top-level executives reported 63% openness – a 39-point difference from individual contributors.

Overall, employees in the region expressed more cautiousness to using AI technology than the global average. Indeed, both the U.S. and Canada are less open than employees globally, but Canada is much lower.

Leaders in North America most open to passive listening at work

Our global research shows employees are very willing to open up their private work communication channels (such as email, Slack, and so on) to serve the betterment of their employee experience, but are more ambivalent about personal social media.

However, our research revealed differences amongst employee groups, both in work level and tenure. When it comes to passive listening, individual contributors reported the lowest levels of trust with being listened to; leaders were the most open to it. Likewise, those with the least amount of tenure at an organisation reported the lowest levels of trust with regards to passive listening.

When we dive deeper into our country data, we find:

	GLOBAL	NORTH AMERICA	UNITED STATES	CANADA
ENGAGEMENT	68% ^1PT	72% ^1PT	73% ^2PT	67% v1PT
INTENT TO STAY	65% ^1PT	62% –	62% –	64% ^2PT
EXPERIENCE VS EXPECTATIONS	38% v1PT	46% ^3PT	49% ^4PT	34% v2PT
INCLUSION	73% ^1PT	77% ^4PT	78% ^4PT	71% ^1PT
EMPLOYEE WELL BEING	72% ^1PT	73% ^1PT	74% ^2PT	66% v4PT
OPEN TO AI TECHNOLOGY AT WORK	42%	36%	38%	30%
OPEN TO PASSIVE LISTENING	56%	57%	58%	53%

^ v YEAR-OVER-YEAR CHANGE FROM 2023

FOR MORE REGIONAL INSIGHTS AND AMR METHODOLOGY,
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REGIONAL REPORT

Asia-Pacific and Japan

REGIONAL REPORT

Asia-Pacific and Japan

What's shaping employee experience in Asia-Pacific and Japan (APJ) in 2024

While the region offers a lot of variance when it comes to EX metrics, there are a few consistencies, too.

This year, four out of five EX KPIs ticked down slightly; just one – engagement – remained consistent. To drive improvements across the APJ region in 2024, organisations should focus on: growth and development (as it continues to drive engagement, intent to stay, well-being, and reduced burnout risk); living the values (as it drives inclusion, experience vs. expectations, and intent to stay); and managing change (as it drives inclusion and experience vs. expectations).

Organisations should also recognise the key role managers will play in workforce well-being in 2024 – and take note of the pivot away from systems, processes, and work enablement being the key drivers of well-being as in the past two years.

Australia and New Zealand

In Australia and New Zealand (ANZ), most EX KPIs went backwards year over year, continuing the gradual decline we have seen in the region since the 2022 peak. The ANZ region is underperforming against 2024 global norms for employee engagement, well-being, inclusion, intent to stay, and overall experience vs expectations.

The only EX KPI that showed positive improvement across the ANZ region is burnout risk. Inclusion is an area of relative strength for ANZ, despite dropping slightly year over year. Intent to stay is the biggest gap – and concern – versus global results; the region scored 12 points lower than the global average.

Southeast Asia

As a whole, the Southeast Asia (SEA) region is outperforming global 2024 norms for employee engagement, inclusion, well-being, and intent to stay. However, most EX KPIs fell slightly year over year.

There are also significant variations across different countries in the region. Indonesia, Thailand, and the Philippines, for example, tend to be higher performers, while Malaysia and Singapore tend to be lower performers.

Japan and South Korea

Consistent with many other countries across the region, most KPIs dipped year over year in Japan – namely, employee engagement, intent to stay, inclusion, and well-being. Organisations in Japan will also want to focus on work-life balance since our research shows it's an increasingly important EX driver in 2024; it drives inclusion, well-being, intent to stay, and (reduced) burnout risk.

In contrast to Japan, a number of EX KPIs showed slight, but positive improvements year over year in South Korea; these include intent to stay, burnout risk, and inclusion. In addition to the above drivers, managing stress will be the key to workforce well-being, reducing burnout risks, and intent to stay for employees in South Korea in 2024.

India

India is outperforming global 2024 norms across the board; only engagement dipped slightly (down one point year over year).

Similar to the APJ region as a whole, organisations in India can strengthen their positive gains by focusing on growth and development, living the values, and managing change.

Greater China

Overall, Greater China is performing below global 2024 norms for employee engagement, inclusion, well-being, and intent to stay. However, just two EX KPIs dipped year over year within the region: well-being (down one point) and experience vs expectations (down eight points).

Similar to the APJ region as a whole, organisations in Greater China can improve the employee experience by focusing on growth and development, living the values, and managing change.

APJ reports higher AI openness than global average, just Japan and ANZ lag behind

When it comes to AI – i.e., using machines to do tasks that normally require human intelligence – employees in Asia-Pacific and Japan expressed more openness to it than the global average. However, there was a lot of variance between countries. India, for example, expressed the highest level of openness (69%), while Japan (27%) and Australia and New Zealand (30%) reported the lowest.

India most open to passive listening; Japan and Taiwan (China) the least

Our global research shows employees are very willing to open up their private work communication channels (such as email, chats, and so on) to serve the betterment of their employee experience, but are more ambivalent when it comes to personal social media.

This is reflected in employee sentiment around the globe, where most regions scored at or above the global average (56%). Employees in APJ are slightly more open (57%).

At the country/region level, India is once again the most open (77%); Japan (43%) and Taiwan (43%) tie for the least.

When we dive deeper into our country/region data, we find:

	GLOBAL	APJ	AUSTRALIA	HONG KONG (CHINA)	INDIA	INDONESIA	JAPAN	MALAYSIA	NEW ZEALAND	PHILIPPINES	SINGAPORE	SOUTH KOREA	TAIWAN (CHINA)*	THAILAND	VIETNAM*
ENGAGEMENT	68% ^1PT	66% –	66% v3PT	56% –	89% v1PT	86% ^3PT	38% v2PT	67% v13PT	65% v1PT	83% v5PT	67% –	53% –	60%	76% v6PT	73%
INTENT TO STAY	65% ^1PT	63% v1PT	54% v4PT	61% ^1PT	66% ^4PT	79% ^5PT	64% v1PT	57% v7PT	51% ^1PT	70% –	56% –	69% ^3PT	67%	76% v6PT	72%
EXPERIENCE VS EXPECTATIONS	38% v1PT	37% v1PT	36% v3PT	29% v6PT	60% ^3PT	35% –	24% ^2PT	28% v20PT	33% v1PT	49% v2PT	34% ^3PT	34% –	23%	47% v11PT	34%
INCLUSION	73% ^1PT	69% v1PT	72% v1PT	62% –	88% –	89% ^2PT	44% v4PT	68% v13PT	71% v1PT	88% –	69% –	54% ^1PT	63%	82% v5PT	72%
EMPLOYEE WELL BEING	72% ^1PT	69% v1PT	67% v3PT	65% v1PT	91% –	88% ^2PT	47% v4PT	68% v15PT	66% v3PT	82% v2PT	69% ^2PT	59% –	67%	75% v9PT	77%
OPEN TO AI TECHNOLOGY AT WORK	42%	46%	31%	51%	69%	60%	27%	45%	29%	53%	49%	46%	52%	62%	59%
OPEN TO PASSIVE LISTENING	56%	57%	54%	48%	77%	75%	43%	52%	51%	69%	60%	44%	43%	70%	56%

^ v YEAR–OVER–YEAR CHANGE FROM 2023
* NOTE: FIRST YEAR SAMPLING EMPLOYEES FROM THESE COUNTRIES

FOR MORE REGIONAL INSIGHTS AND APJ METHODOLOGY,
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REGIONAL REPORT

Latin America

REGIONAL REPORT

Latin America

What's shaping employee experience in Latin America in 2024

In short, employees in Latin America (LATAM) are saying: "Help us help you."

And that means supporting employees' career growth so they can better serve their customers. According to our research, people in LATAM reported that being able to meet career goals at their organisation is a top-three driver for multiple KPIs (engagement, intent to stay, well-being, and burnout risk).

Employees also want to be recognised for their contributions, yet recognition is an area where every country in the region struggles. Brazil, the top scoring country in this area in 2023 dropped seven points this year; despite the drop, it remains the top country for recognition. Meanwhile, Mexico gained two points year over year – the only country in the region to do so.

Another year-over-year change? In 2023, overall compensation was the key driver of experience vs. expectations. This year, while it's still important to ensure employees have benefits (and their basic needs met), employees are signalling that it's also important to not only help them understand organisational changes, but to allow them to contribute to those changes, too.

EX KPIs tick down in the region, still exceed global averages

This year, all five EX KPIs dipped in the region. Engagement (76%) is the lowest it's been since the pandemic, but still fares eight points higher than the global average.

There are a few factors at play here. Chile, debuting in this year's report, reported scores lower across all areas compared to other countries in this region. In addition, the drivers of engagement (e.g., growth and development) are scoring lower this year compared to last year, especially for Argentina.

This is a persistent issue in the region: in 2023, growth and development was identified as a top-five driver of multiple KPIs. Yet, our latest research shows that organisations have not placed enough importance on it – and this could be contributing to KPIs declining.

Focusing on what drives employee engagement, including factors like growth and development as well as recognition, will help organisations move the needle on KPIs in the year ahead.

LATAM employees more open to AI than global average, Chile dips below

When it comes to AI – i.e., using machines to do tasks that normally require human intelligence – LATAM employees are more open to using it at work than the global average. In particular, Brazil and Mexico are the most willing across the region; Chile is the least open to the use of AI.

Employees in Mexico and Brazil embrace passive listening

Our global research shows employees are very willing to open up their private work communication channels (such as email, Slack, and so on) to serve the betterment of their employee experience, but they are ambivalent about personal social media.

This is reflected in employee sentiment around the globe, where most regions score at or above the global average (56%). Employees in LATAM score slightly above the average (59%).

At the country level, Mexico and Brazil are the most open to passive listening; Chile is the least.

When we dive deeper into our country data, we find:

	GLOBAL	LATAM	ARGENTINA	BRAZIL	CHILE*	COLUMBIA	MEXICO
ENGAGEMENT	68% ^1PT	76% v4PT	68% v5PT	78% v3PT	67%	79% v3PT	81% v2PT
INTENT TO STAY	65% ^1PT	66% v3PT	64% v4PT	72% v3PT	61%	62% –	68% v2PT
EXPERIENCE VS EXPECTATIONS	38% v1PT	40% v4PT	31% v7PT	41% v5PT	36%	40% v6PT	49% ^4PT
INCLUSION	73% ^1PT	78% v2PT	73% v2PT	76% v3PT	71%	82% v1PT	84% ^1PT
EMPLOYEE WELL BEING	72% ^1PT	80% v3PT	77% v3PT	78% v5PT	72%	85% v2PT	85% ^1PT
OPEN TO AI TECHNOLOGY AT WORK	42%	48%	46%	52%	41%	47%	52%
OPEN TO PASSIVE LISTENING	56%	59%	54%	62%	50%	59%	64%

^ v YEAR-OVER-YEAR CHANGE FROM 2023
* NOTE: FIRST YEAR SAMPLING EMPLOYEES FROM THESE COUNTRIES

FOR MORE REGIONAL INSIGHTS AND LATAM METHODOLOGY,
VISIT QUALTRICS XM INSTITUTE ↗

2024 EX predictions from the experts

Beyond the findings of our research, how do HR and people experts see these trends, challenges, changes, and opportunities affecting organisations in the years to come?

We asked them to peer into their crystal balls and cast their predictions for employee experience in 2024.

Organisations must increasingly think with their hearts, not their minds

"Organisations with a multi-generational workforce will see increased demand from internal stakeholders for demonstrable action on areas that align to purpose and values (social issues, the environment, and DEI). This will be particularly pronounced with Gen Z and Millennial employees. External stakeholders (like customers) will also increasingly make buying decisions on whether organisations are responsible corporate citizens on issues like DEI and social impact increasing the opportunity cost of not making DEI progress."

FARREN ROPER
HEAD OF DIVERSITY, EQUITY AND INCLUSION
QUALTRICS

Employee experience data is a treasure trove, and AI is the key to unlocking it

"Companies will increasingly use AI-driven technologies to analyse employee data coming from a variety of sources including experience data (structured & unstructured), behavioural data, and operational data."

VANESSA KOWOLLIK
EX XM SCIENTIST, DACH
QUALTRICS

Understanding what really matters to your people means going beyond surveys

"In an evolving workplace, empathising with employees and creating personalised experiences have become paramount. Rather than inundating personnel with endless surveys, companies must harness the abundant data points readily available to understand employee experiences and their behaviour better while respecting their privacy. Think of EX listening as part of the employee experience."

LUCAS ENGELS
EX STRATEGIST, DACH
QUALTRICS

Combining HR and IT will raise the bar for employee experience

"The technology experience is, for many employees, inextricably linked to the employee experience. The ease with which work can be done is linked with wellbeing, and influenced by quality of tools and work processes. Thus, both the HR and the IT functions have a significant stake in how work gets done and the impact it has on how people feel about themselves and their companies."

MATT EVANS
HEAD OF EX PRODUCT SCIENCE
QUALTRICS

Leaders must go back to class and acquire new skills if they're to manage hybrid organisations

"Slowly but steadily, companies will invest in and document a new, core set of management skills to manage hybrid or dispersed employees. This will include: how to onboard new team members into a geographically dispersed team; how to set & measure performance targets in a geographically dispersed team; and how to observe, coach and train team members over Zoom."

SARAH MARRS
DIRECTOR, EX STRATEGY EXECUTION
QUALTRICS

Technology is essential to making business more human

"The usage of intelligent technologies will continue to increase but conversations about the adoption of these technologies aren't really about technology at all — they are about humans — namely our needs, attitudes, and behaviours.

We've already seen evidence that one of the chief concerns among employees about AI is work "losing its human element" and as AI and intelligent technologies continue to proliferate in organisations, humans' innate needs for affiliation and socialisation in the workplace will also increase."

BENJAMIN GRANGER
HEAD OF EX ADVISORY SERVICES
CHIEF WORKPLACE PSYCHOLOGIST
QUALTRICS

Ensuring the best employee experiences means cracking down on double standards

"Employees are becoming increasingly more frustrated with double standards for executives in the workplace. Those working in executive positions continue to score significantly higher across all EX metrics. HR leaders who can democratise (and close the gap between employee and executive) the employee experience will be those who will attract and retain the best talent."

DR. ANTONIO PANGALLO
PRINCIPAL XM SCIENTIST
QUALTRICS

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Power to your people – at every level

BOOK DEMO

Methodology

Data collected in July 2023. Our research participants consisted of 36,872 full-time and part-time employees from 32 countries and 28 industries. We sampled employees from organisations employing between 100-50,000 employees. The sample consisted of 50% males, 49% females, and 1% non binary/transgender/third gender.

Country

Argentina	3%	New Zealand	3%
Australia	5%	Philippines	1%
Brazil	3%	Poland	1%
Canada	3%	Singapore	3%
Chile	1%	South Africa	1%
Colombia	3%	South Korea	3%
France	5%	Spain	3%
Germany	6%	Sweden	3%
Hong Kong	3%	Switzerland	1%
India	5%	Taiwan	1%
Indonesia	1%	Thailand	3%
Italy	3%	Turkey	3%
Japan	5%	UAE	3%
Malaysia	1%	UK	6%
Mexico	3%	United States	11%
Netherlands	3%	Vietnam	1%

Region

EMEA	37%
AMER	13%
APJ	37%
LAC	13%

Age

18-24	14%
25-34	24%
35-44	23%
45-54	20%
55+	19%

Tenure

Less than 6 months	6%
6 months to less than 1 year	7%
1 year to less than 2 years	11%
2 years to less than 3 years	12%
3 years to less than 5 years	15%
5 years to less than 10 years	20%
10 years or more	29%

Work Level

Trainee / Intern	4%
Individual contributor (i.e., you do not have people who report to you)	47%
Manager / Leader of Individual Contributors (i.e., you have people who report to you)	22%
Senior Director, Director, Mid-management (e.g., leads a region, function, department)	20%
Top level leadership (VP, C-suite etc.)	7%

Disability

Yes, I have a physical disability, or have a history/record of having one	5%
Yes, I have a mental disability or neurodiversity, or have a history/record of having one	4%
Yes, I have both a mental and physical disability, or have a history/record of having them	2%
No, I do not have a disability, or a history/record of having one	87%
I prefer not to answer	2%

Gender

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

Employment

Full time	84%
Part-time	16%

Company Size

100-500	35%
500-999	16%
1000-4999	17%
5000-10000	10%
10000-50000	7%
50000+	15%

Industry

Airlines	1%
Automobiles & Components	3%
Capital Goods (Tangibles produced and distributed used for the production of other products: Aerospace & Defense, Building Products, Electrical Equipment, Industrial Conglomerates, Machinery)	3%
Construction & Engineering	8%
Consumer Durables and Apparel (electronics, furnishings, appliances, apparel)	3%
Consumer Staples/FMCG (food, beverage, tobacco, household, and personal products; includes drug and food retail)	5%
Education	9%
Energy (Oil/Gas/Coal Equipment, Drilling, Extraction, Production, Exploration, Refining...etc.)	1%
Financial Services	6%
Government/Public Sector	7%
Healthcare	10%
Hotels & Leisure	2%
Information Technology: Software & Services	7%
Information Technology: Hardware & Equipment	2%
Information Technology: All Other	2%
Media & Entertainment (advertising, broadcasting, cable/satellite, publishing, cinema, entertainment, interactive media)	1%
Metals, Minerals, Mining	1%
Non-profit	2%
Pharmaceuticals, Biotechnology & Life Sciences	3%
Real Estate	1%
Restaurants	2%
Retail	7%
Services: Commercial Services & Supplies (B2B: office, facility, security)	2%
Services: Consumer Services (B2C: personal, home, legal services)	1%
Services: Professional Services (B2B: consulting, HR/employment, research)	3%
Telecommunications	2%
Transportation	5%
Utilities (Electric, Gas, Water, Renewable...etc.)	1%

Function

Admin support	10%
CEO/Exec/President	6%
Community/Social Service	2%
Construction	4%
Customer Support	11%
Data Science, Big Data, Database Management	2%
Education/Training	8%
Engineering (includes architect)	5%
Ethics,Compliance, Corporate Social Responsibility	1%
Facilities/Office Management	3%
Finance/Accounting	7%
Food and Beverage Service	3%
HR	4%
IT (Help Desk, Organisational Support)	3%
IT (Technology Development)	8%
Legal	1%
Marketing/PR	2%
Patient Care	5%
Procurement/Purchasing	2%
Research & Development (hard and soft sciences)	2%
Sales/Business Development	6%
Supply Chain/Logistics	3%
Transportation	2%