

2023 Employee Experience Trends



2023 – the year employees restructure their relationship with work

For a long time, leaders have focused on a range of factors to optimize engagement and intent to stay, building on a strong foundation of organizational practices established in the past.

But in the wake of the disruption of the past few years, some of these changes have become expectations and new norms, resulting in a drastic shift in how many perceive and carry out their work.



Across every industry, employees have had to revisit and re-evaluate the fundamentals laid down by organizations to ensure they're still relevant and capable of serving their most basic needs. Pay, benefits, well-being, development, values — employees have left no stone unturned in their pursuit.

The reality is that employees all crave more human experiences, whether that's working for an organization that shares the same values as they do, being fairly compensated for work and above-and-beyond behaviors, assistance in building in their skills, or receiving the necessary support — and empowerment — to flourish without burning out.

Leaders, the future of work is here, and as we venture into 2023, what's driving the transformations and innovations in employee experience is the desire to make business more human — and to establish deeper, more meaningful connections through the work we do.

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2023 trends

How do you win on employee experience in 2023?

01 **Instilling confidence that you are sailing a successful ship is critical to your employee experience**

As markets become more volatile, job security and financial certainty have unsurprisingly shot up to the top of the priority list for employees.

And more than anything, people want to know that the organization they're working for will continue to be successful in the future, and pay a competitive salary.

Still, there's work to do: just over half (57%) are satisfied with their current pay and benefits, and that satisfaction has dropped 10 points since last year.

02 **Employees have been operating at surge levels for years. Now, they're reclaiming boundaries**

Going above and beyond has become the expectation rather than the exception.

Organizations have leaned on employees throughout the disruption, but now employees are pushing back and reshaping the relationship they have with work to set healthy boundaries.

By taking this approach, employees are able to achieve a better work-life balance. Of those who feel that they have a good work-life balance, almost two-thirds (63%) are willing to go above and beyond for their organization.

03 **Bad processes and inefficient systems are fueling the risk of employee burnout**

These past few years have completely scrambled how organizations operate — from how they hire and the tools they use, to what processes are in place to get things done.

These disruptions have changed how employees perceive their productivity — and organizations may be taking too long to resolve them.

More than a third (38%) of employees are experiencing symptoms of burnout and, as a result, are likely to be less productive. This year, the top driver of burnout is ineffective processes and systems.

04 **Being employed isn't just about having a job — it's a part of a person's value system**

Nowadays, an organization's values — and how effectively and consistently they're demonstrated — are the driving forces behind employees' intent to stay over the longer term.

More and more employees want to work for organizations with integrity and purpose, and at the same time, they crave growth and development opportunities that fulfill, challenge, and motivate them.

When employees feel that their organization embodies these values, they're 27% more likely to have higher engagement scores, and 23% more likely to stay working for more than 3 years.

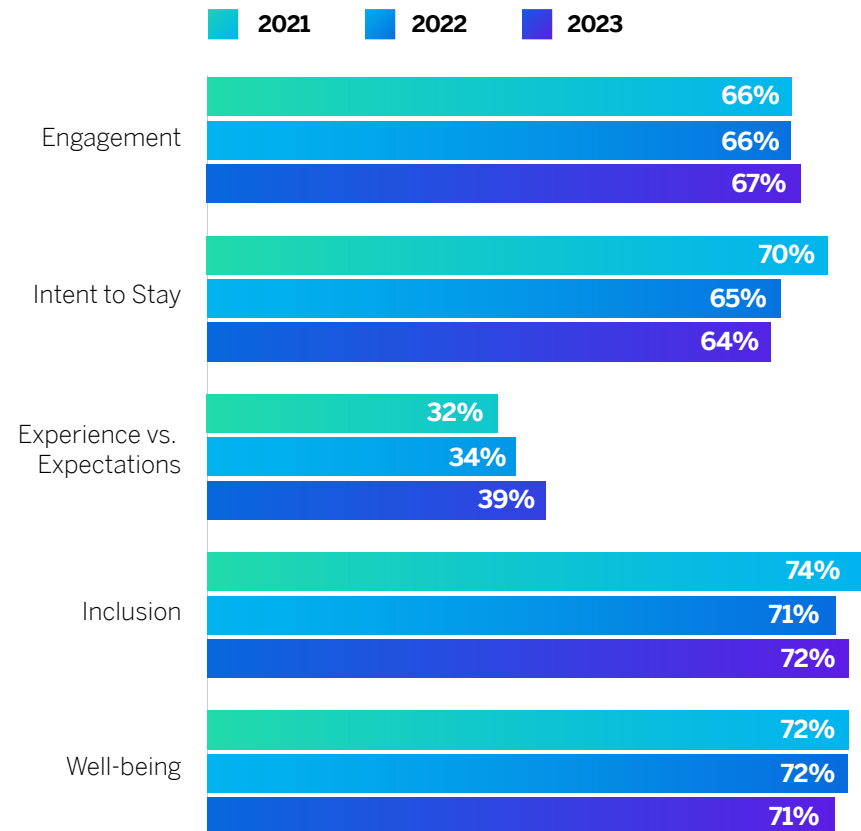
Global EX snapshot

Global snapshot

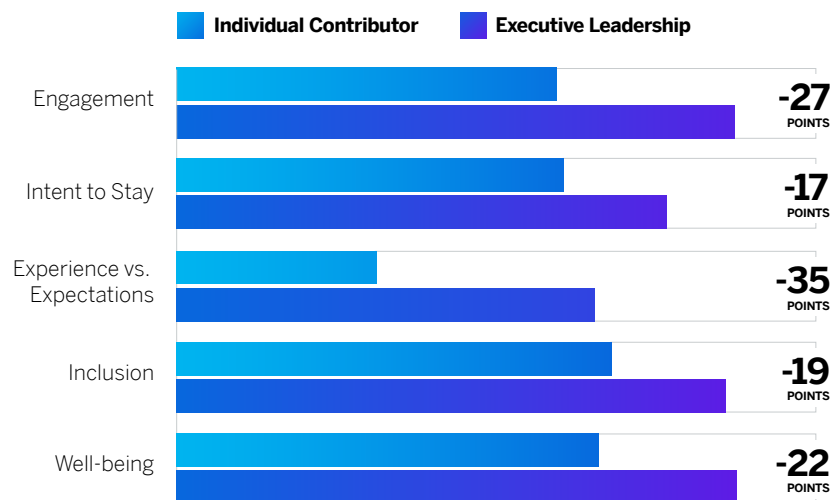
While there have been no seismic shifts in our Employee Experience (EX) Key Performance Indicators (KPIs) from last year, beneath the surface, employee priorities are changing.

Experience vs. Expectations (+5 points from 2022) was one of our most notable shifts; organizations are slowly aligning their experiences with employee expectations, despite the consistent decline of intent to stay scores from 2021.

The remaining KPIs were within 2 points of their score for last year, marking no statistically significant change.



That said, we are seeing significant differences in these KPIs when we compare individual contributors with executive leaders (C-suite):



Overall, the message is clear: the employee experience is drastically different for executive leaders (C-suite) when compared to individual contributors (ICs).



Therefore, the challenge for organizations is addressing this disconnect by understanding just what employees want — and how to deliver on those expectations.





As we've asked employees about what they want from the organizations they work for in relation to the trends we're seeing, we've come to understand that they need the following things:

The voice of employees across the globe*



What I need to stay

-  Fair pay and benefits
-  A cool office culture



What I need to go above & beyond in my role

-  Personal boundaries that are respected
-  A culture where overwork is the standard



What I need to not burnout

-  Systems and processes that remove unnecessary workload
-  More wellness benefits

What I need to grow

-  A shared commitment to my future career
-  Careers in a holding pattern when things are uncertain

What I need to feel inspired

-  An organization that has the integrity to live and demonstrate its values
-  Espoused values that are compromised when things get hard

In this year's report, we delve into the employee experience trends that are redefining how employees and organizations think about work and setting a more human-centric perspective for the future.

* The data was captured using [Qualtrics XM DSCVR](#) — the world's most advanced conversational analytics tool.

TREND 01

**Instill confidence
that you are sailing a
successful ship**

01

Instill confidence that you are sailing a successful ship

When times are tough, employees place financial security and job certainty at the top of their priority list.

Right now, *Pay and Benefits*¹ is one of the top drivers of *Intent to Stay*. Employees demand fair compensation for the work they do, and that it's reflective of their performance. This is nothing new, but a global climate of instability has painfully reminded us of one of our most basic requirements.

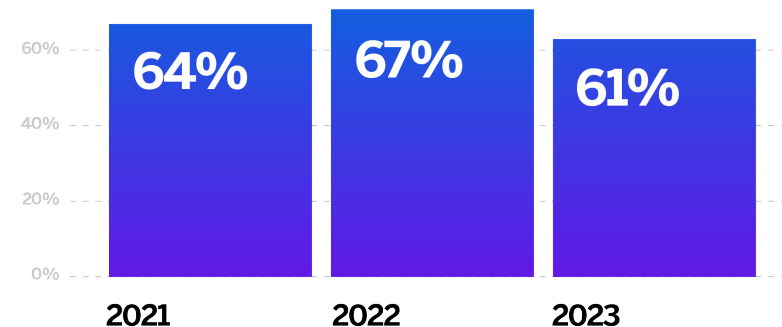
Employees who are satisfied with their pay and benefits are 26% more likely to have their expectations exceeded at work and 13% more likely to continue working with their current employers for 3+ years.

¹For the Pay and Benefits category, the following questions were asked on a 5-pt Likert scale from Strongly Disagree to Strongly Agree: I am paid fairly for the work I do; My pay is clearly linked to my performance; The employee benefits I have meet my needs.

And it makes sense. After all, many employees dug deep over the last 12-24 months to keep businesses afloat in a challenging and incredibly disruptive time, and have continued to do so.

Yet despite the vivid signals, fewer employees believe they are paid fairly, and the overwhelming feeling is that organizations are struggling to get the basics right:

Percentage of respondents who indicate they are paid fairly for the work they do

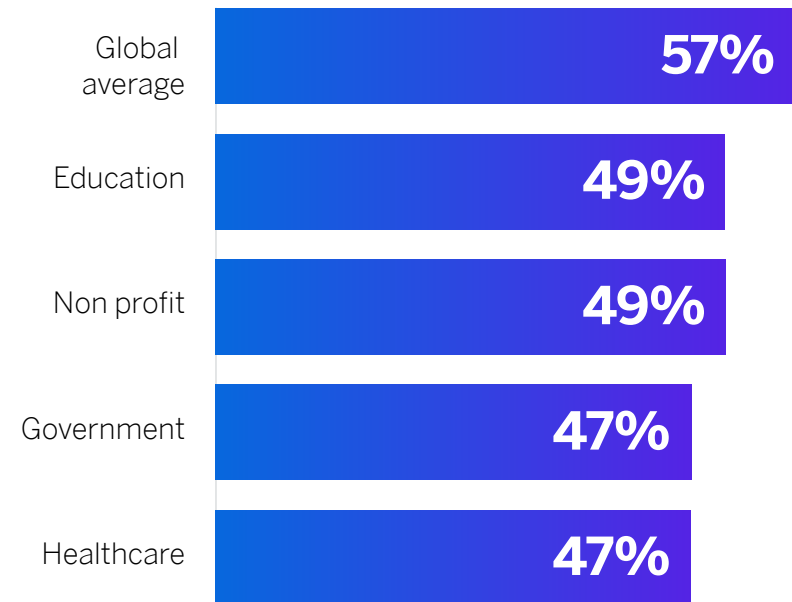


Worse still, pay disparities are growing. Even with employees giving their all, there are notable inconsistencies across certain industries. Take frontline roles, for example; performance-based pay expectations are significantly lower than global averages.



Percentage of respondents who indicate they agree or strongly agree with the following statement:

“My pay is clearly linked to my performance”



Where are organizations winning and what could they do better?

We asked employees about what they think their organizations are doing well — and where they need to improve — when it comes to the *Intent to Stay* category.



The data was captured using Qualtrics XM DSCVR — the world's most advanced conversational analytics tool.

[LEARN MORE](#)

Here's what they had to say:

Continue

- + Addressing needs by ensuring products and services meet customer expectations
- + Driving teamwork and collaboration, including sharing goals and good communication
- + Treating workers fairly to establish trust and respect

Improve

- + Remunerations and rewards for employee contributions
- + Compensation schemes to not fall behind the market
- + Employee perks that match the cost of living

The road forward

Now that you know where the challenges are — and what your people expect from you — what changes can you make to close the experience gaps?

- + Think about how financially inclusive your pay and benefits are. Many people associate inclusive practices with employee diversity and talent processes, but it can also apply to employee benefits.

For example, evaluate how the benefits you offer meet the needs of a multigenerational workforce.

- + Having a conversation about pay is far from taboo. The external landscape has changed, so understanding through meaningful dialogue how to meet employee expectations in this area is critical to providing a great experience.



TREND 02

**Employees are
reclaiming boundaries**

02

Employees have been operating at surge levels for years. Now, they're reclaiming boundaries

Though *Work-Life Balance*² has always been a priority for employees, recent events have brought it into sharp relief. Since the start of the pandemic, many employees have given their all; working longer and harder to ensure their communities and businesses continue to thrive.

Unfortunately, these amazing efforts are simply unsustainable. We're all human. As such, a reset is required to ensure people can recover and refresh before they continue the great work they've done thus far.

Moreover, company efforts to accommodate flexibility and balance are lagging, so employees are taking control and doing it for themselves.

² For the Work-Life Balance category, the following questions were asked on a 5-pt Likert scale from Strongly Disagree to Strongly Agree: I can manage job tasks to enable healthy work-life balance; This company supports my work-life balance efforts; The amount of stress in my job is manageable; My workload is manageable; I have the flexibility I need to meet work & personal needs.

Overall satisfaction with work-life balance has decreased by 2 points year-on-year



This might not seem like a huge drop — but it highlights the underlying sentiment that even with the disruption of the last few years behind us, organizations are drifting in the wrong direction.

At the same time, some employees are “*quiet quitting*” — a new term for an age-old practice which essentially means doing no more than the job's basic requirements. What's starting to become apparent is that demanding more from employees can actually push them to give less — or be less motivated to go above and beyond³ when necessary.

When we look at the data, there's a strong link between employees' willingness to go above and beyond and their perception of work-life balance. That is to say, when employees have a better work-life balance, they're far more likely to contribute more to their organizations.



Going above and beyond

63%

Globally, 63% of those who rate their work-life balance highly are willing to go above and beyond for their organizations.

29%

But of those who rate their work-life balance poorly, less than a third (29%) feel they have the motivation to go above and beyond.

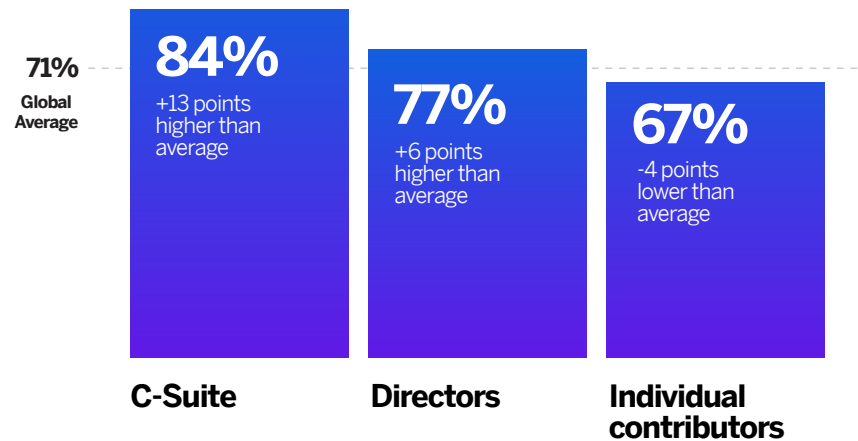
For organizations, re-engaging employees means looking at the critical variables that influence employee work-life balance; from a lack of autonomy, flexibility, and poor work processes to misalignment with company purpose or insufficient growth opportunities.

³ Above and beyond (or Discretionary effort): the extent to which an organization motivates employees to contribute more than is normally required to complete work.

Our research also revealed a disconnect in work-life balance satisfaction based on job level;

C-suite executives and Directors are significantly more satisfied with their work-life balance, while individual contributors fall below the global average.

Global average work-life balance satisfaction = 71%



Put simply: the higher the job level, the more satisfied employees are with work-life balance. You could argue that this is the result of executives having more flexibility over their schedules and/or time, or being held to different standards.

It's here where organizations have an opportunity to let their employees structure their work lives to not just achieve personal balance, but also drive better business results.





We know that when employees have a good work-life balance, they're 20% more likely to have higher than average well-being scores, as well as:

- 28%** more likely to have their expectations exceeded at work
- 23%** more likely to have higher engagement scores
- 20%** more likely to feel included
- 18%** more likely to continue working with their current employer for 3+ years
- 16%** less likely to be at risk of burnout

Where are organizations winning and what could they do better?

We asked employees about what they think their organizations are doing well — and where they need to improve — when it comes to the *Work-Life Balance* category.

Here's what they had to say:

Continue

- + Checking in on employee well-being and ensuring people are not overwhelmed
- + Treating employees with respect, as well as being open and transparent
- + Offering more ways for employees to balance work and life to reduce stress on their family

Improve

- + Efficiency in operational workloads
- + Work flexibility and the option for employees to choose working hours



The data was captured using [Qualtrics XM DSCVR](#) — the world's most advanced conversational analytics tool.

The road forward



Now that you know where the challenges are — and what your people expect from you — what changes can you make to close the experience gaps?

- + Consider “job creep.” Over the past few years, employees have taken on more responsibilities to help keep businesses and communities afloat. But it’s important to determine what’s “reasonable” for the level and pay your employees are at.
- + Equal and fair distribution of work-life balance and flexibility is crucial, especially if you want to encourage above-and-beyond behaviors and give employees a degree of autonomy and control over their lives.
- + Uncover pain points or barriers to flexibility across your organization. Work out what’s preventing teams or individual employees from taking the time they need to not just recuperate, but reprioritize to do their best work.

TREND 03

**Bad processes and
inefficient systems are
fueling the risk of employee burnout**

Bad processes and inefficient systems are fueling the risk of employee burnout

While the pandemic sped up digital transformation and adoption of new technologies to support new ways of work, it also uncovered the glaring inadequacies of many existing legacy processes.

Almost overnight, organizations had to combat a host of new challenges while simultaneously managing underlying problems that had risen to the surface.

Employees knowingly weathered these work inefficiencies, many for years — and now, almost 4 in 10 are showing signs of burnout and, as a result, are likely to be less productive.

38% agree/strongly agree that they're at risk of potential burnout as a result of inefficient work processes

Risk of potential burnout for those identifying as having mental disabilities/neurodiverse or physical disabilities globally:



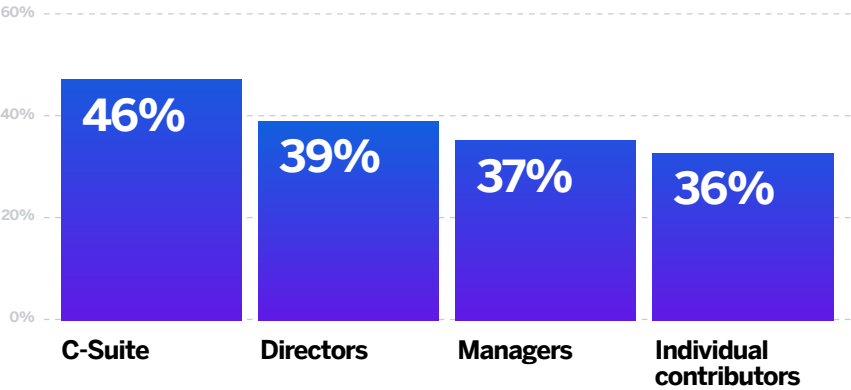
At the same time, expectations and workloads have increased, and employees are often asked to do more with less. However, they just aren't equipped with the right tools and processes to consistently drive the levels of productivity that organizations now demand of them, and it's beginning to take a massive toll.

Percentage of employees who feel their current technology allows them to be as productive as possible



It's not just employees who are at risk of burnout. Globally, leaders are feeling the strain, too; almost half of C-suite executives reported burnout symptoms:

Percentage of work groups experiencing burnout symptoms



And it's the only area where C-suite and Directors scored more negatively than Individual Contributors and Managers.

In many respects, one could argue that because leaders are experiencing burnout symptoms, they haven't had time to move away from reactive behaviors to more proactive efforts to enhance processes.

Whatever the cause, the most meaningful and impactful action organizations can take to rectify burnout symptoms as a consequence of poor processes, is not simply to listen to their employees, but to act on their feedback.

This is a clear gap in the employee experience at present — and although organizations are regularly asking for employee feedback, only 45% of employees strongly agree/agree with the statement: "I was given an opportunity to discuss the results from last year's survey."

It's sentiments like this, alongside a decrease in those who favorably respond that they believe in company values, have work processes that enable them to be productive, and healthy work-life balance, that are contributing to burnout rates.

Where are organizations winning and what could they do better?

We asked employees about what they think their organizations are doing well — and where they need to improve — when it comes to employee burnout and the overall technology experience.

Here's what they had to say:

Continue

- + Acting on the results of engagement surveys to show how you support employees and their well-being
- + Team-building exercises and monthly catch ups to develop camaraderie and connections outside of work
- + Delivering information in a timely manner
- + Operating to overcome adverse working conditions when it gets busy or systems fail

Improve

- + Listening to team members who say they are burnt out after going above and beyond consistently
- + Flexibility with employee metric ratings to help reduce stress
- + Focus on employee well-being, staff morale, and resource availability to relieve people and avoid excessive hours

The data was captured using [*Qualtrics XM DSCVR*](#) — the world's most advanced conversational analytics tool.

The road forward

Now that you know where the challenges are — and what your people expect from you — what changes can you make to close the experience gaps?

- + Employees are often asked to do more with less, but without the appropriate systems and processes in place to create efficiencies, organizations will continue to propagate burnout symptoms.
- + Push towards well-being. Don't make it harder than it needs to be and show your people that you care. Remove obstacles, empower your people, and make their jobs easier.
- + Innovation and upgrading of work processes to get ahead of the curve rather than fall behind



TREND 04

**Being employed isn't
just about having a job
— it's a core part of a
person's value system**

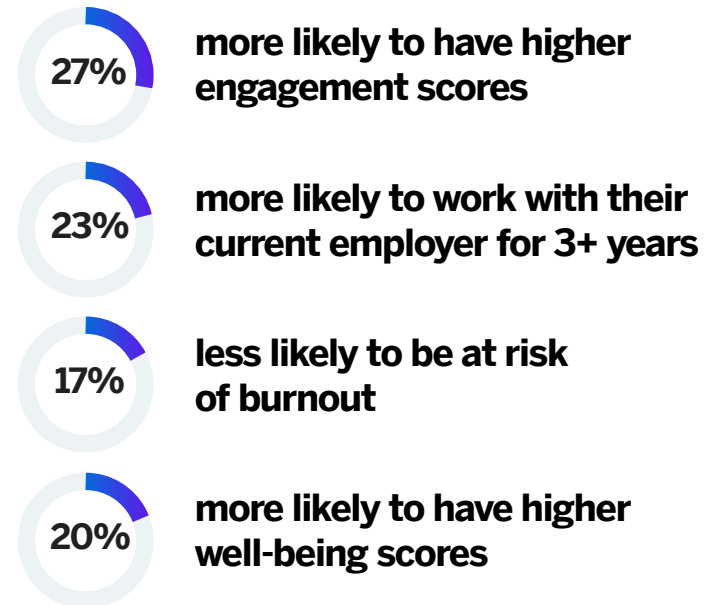
Being employed isn't just about having a job — it's a core part of a person's value system

The past few years gave employees the opportunity to rethink the role work plays in their lives and the impact it has on the people, communities, and world around them.

They all now have a much more profound and deeper appreciation for life, and want to belong to organizations that reflect, champion, and live their values — whether that's taking a stance on climate change or offering them what they need to grow and develop their careers.

In our report, this desire for alignment of values has manifested as the top driver for Intent to Stay, and is one of the top 5 drivers of Inclusion and Burnout.

Employees who feel their organizations are actually *Living the Values*⁴ are:



This isn't just about doing good business, it's about being more human.

⁴For the *Living the Values* category, the following questions were asked on a 5-pt Likert scale from Strongly Disagree to Strongly Agree: "I believe in the company values"; "My manager's behavior is consistent with the company values"; "I understand the company values"

Of course, *Living the Values* is only half the picture: perceptions about pay fairness and managers embodying the organization's values also contributed to employees' Intent to Stay.

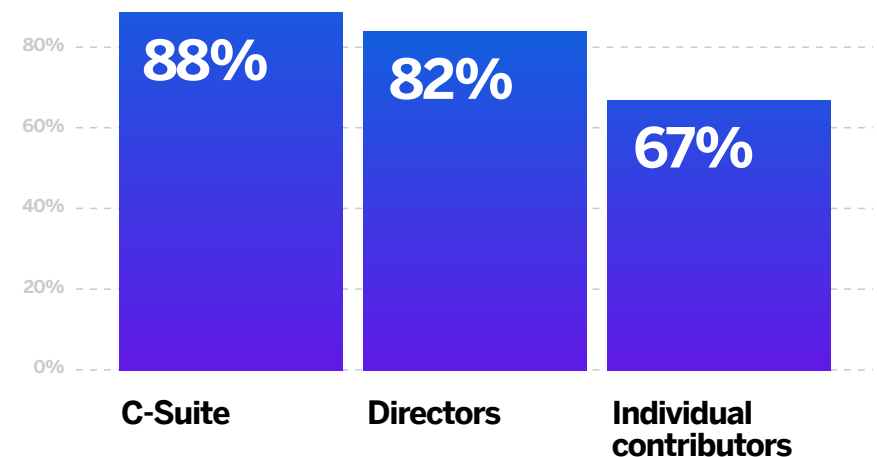
These value drivers are calling out the difference between "wanting to stay" and "being able to stay." For example, even if employee and organizational values align – and employees want to stay – if compensation fails to meet their expectations, they may leave because they can't afford to stay.

Fortunately, organizations are in good stead – most employees believe in their company's values:

71% of respondents believe in their organization's values

But when we break down the data further, there's a clear distinction between how the C-suite and Directors perceive the organization's efforts to live the values, versus how Individual Contributors feel:

Percentage of each workgroup that feels their organization is Living the Values



What's becoming apparent as employees reorganize their priorities and put renewed emphasis on their values and desire for fair compensation, is that organizations have to think about their people's needs more holistically.

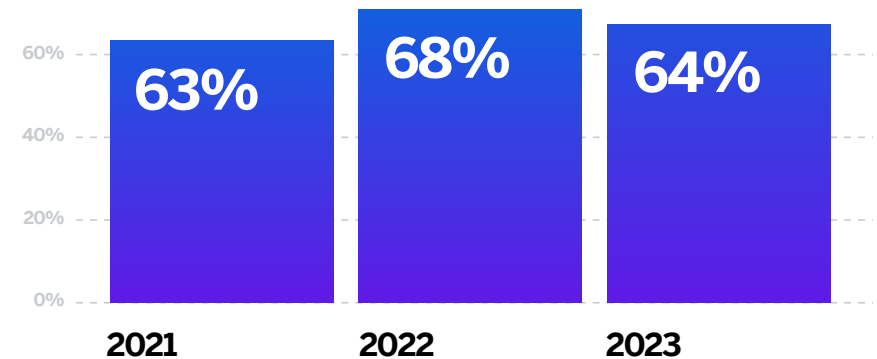
The C-suite and Directors may feel that they're *Living the Values*, but what about the other 90% of the organization?

Take *Growth and Development* – across the globe, employees are seeking new knowledge and skills to grow and develop their careers.

Growth and development opportunities provide people with broader connection to the world through social capital, financial gain, and individual accomplishment. It's also a core value, and one of the top drivers of intent to stay, inclusion, well-being, and experience expectations.

Yet, when employees were asked whether they had good opportunities to learn and develop at their respective organizations, their agreement with this statement dropped 4 points from last year.

Percentage of people who believe their career goals can be met at their organization



Organizations have a critical role to play in this process. In the past, companies across most sectors grew unabated, and professional opportunities were plentiful. Employees could reliably grow their careers by just doing a good job.

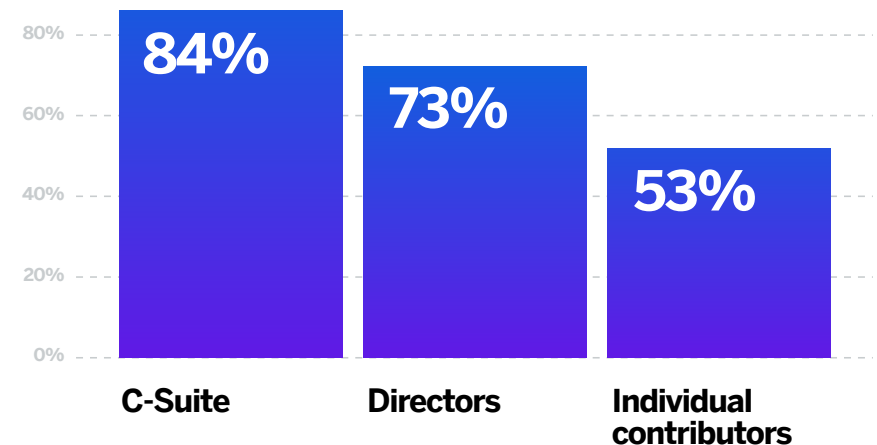
However, now that investment in corporate training, travel, development, and conferences has stagnated, particularly due to the events of the past few years, employees are asking: what's next?

In most instances, the majority feel their current company can meet their expectations when it comes to growth and development opportunities, but a number of employees either don't agree – or are completely ambivalent:

21% of respondents feel neutral about whether their growth and development goals can be met

But there are also significant differences based on job level, with C-suite executives and Directors feeling more satisfied with their growth and development opportunities compared to individual contributors.

Percentage of respondents who are satisfied with their growth and development opportunities





Considering the external environment, organizations have to make it far easier for employees to stay. This means having the right mix of working conditions, practices, alignment, and demonstration of values, especially from managers. This includes growth and development – a fundamental human and societal need that employers have been missing in recent years.

Organizations need to think of growth and development as an integral part of employee values. They need to get much more intentional than just providing access to training, development, and learning opportunities, and instead give employees the time and support they need to learn from it.

Ultimately, employees want to know how their efforts contribute to their own and company success. If they don't, they're much more likely to become disengaged. When employees can see their impact and understand the value of what they do, organizations can accentuate the values conversation and build a culture around driving positive, substantial change.

Where are organizations winning and what could they do better?

We asked employees about what they think their organizations are doing well – and where they need to improve – when it comes to the *Living the Values* and *Growth and Development*.

Here's what they had to say:

Continue

- + Focusing on values and assessing how processes currently align with them
- + Building and cultivating supportive work environments with equal opportunities
- + Ensuring everyone is up-to-date on the organization's progress and what's required for success
- + Pushing forward with a purpose that unites and inspires people

- + Managing teams and achieving goals based on mission statements
- + Giving employees the opportunity to do things differently and show their talent

Improve

- + Promotion policies based on employee performance rather than tenure
- + Promotion of minorities into the leadership ladder
- + Career paths for people to progress into roles required for the future
- + Opportunities for new starters to develop their skills
- + The visibility of organizational values and its foundations

The road forward

Now that you know where the challenges are – and what your people expect from you – what changes can you make to close the experience gaps?

- + Feedback is a gift. Before employees can develop new skills, you must identify what they need. Creating a culture of end-to-end feedback helps employees to set an agenda for their development – and keeps you aware of what you can deliver.
- + Investing in your people is non-negotiable and one of the most important (and attractive) employee benefits. If you don't start now, your people will leave.
- + Make the values conversation more prominent; take it seriously and encourage your most senior people to do so, especially leaders and other departmental role models.



Regional Reports

This is the year employees restructure their relationship with work and the organizations they work for.

Propelled by uncertainty and disruption, and motivated by meaning and opportunity, employees across the globe are taking a stand for themselves – they're scrutinizing the fundamentals of their jobs, focusing on values, and setting boundaries that empower them to exceed their potential in a healthier and more sustainable way.

They're also looking to organizations to truly invest in and reward them. Training budgets, development courses, and basic benefits are no longer enough; employees want organizations to recognize their needs, work closely with them to chart a path forward and compensate them for the incredible work they've been doing.

This great restructure is shifting the perspective of what work is. It presents challenges and opportunities for organizations – but now is the most pertinent time to not only develop more human-centric practices, but build the foundations that attract future talent.



REGIONAL REPORT

North America

North America

On a global level, the stage is set, but on a regional level, how do these trends manifest? From the challenges and opportunities to successes and failures, here we delve into the granularities to provide insight into the Employee Experience in North America.

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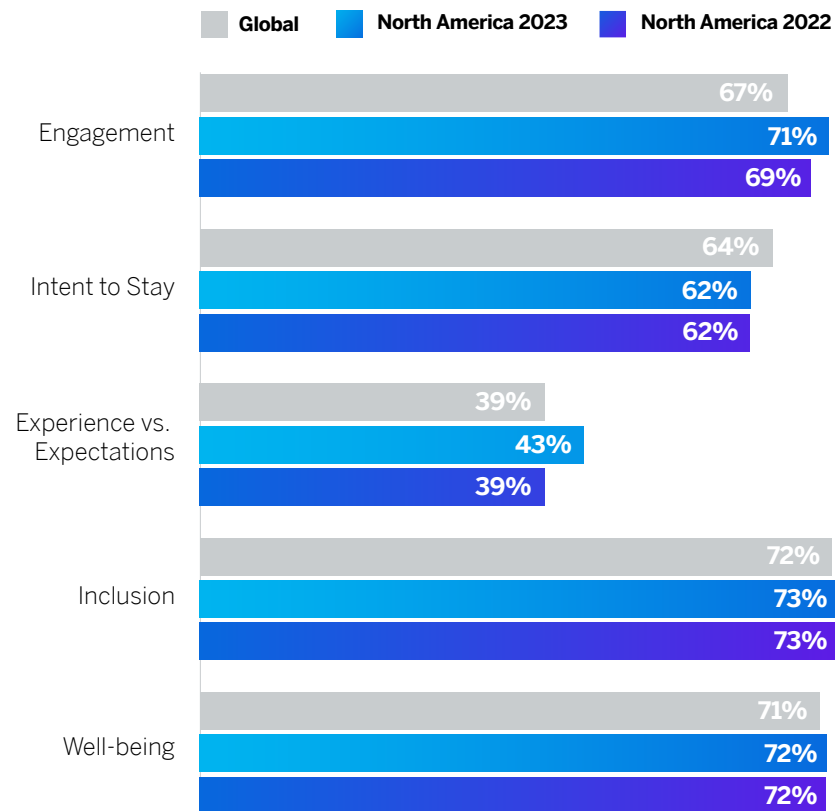


Benjamin Granger, PhD, XMP
*Head of EX Advisory Services,
Chief Workplace Psychologist*

This report is based on data from employees in the United States and Canada.

NORTH AMERICA

Snapshot



In this report, we'll be diving deeper into the key trends across the North America region, as well as what organizations can do next to deliver meaningful, practical, and employee-centric change.



Employees expect to see organizations act aligned with values

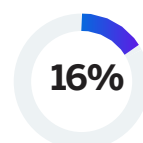
Employees today expect organizations to practice what they preach, especially when it comes to values.

From our research, we've found that belief in organizational values is one of the top drivers for employee experience outcomes. It was among the top drivers for *Intent to Stay* and *Inclusion*.

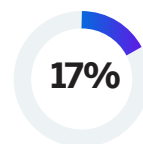
Indeed, now more than ever, being employed isn't just about having an occupation and earning a competitive salary – it's also a core part of a person's value system.

I believe in my organization's values was the #2 driver of *Intent to Stay* this year.

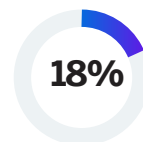
Those who believe in their organization's values are:



less likely to be at risk of burnout



more likely to have higher inclusion scores



more likely to have higher stay intentions (greater than 3 years)

Belief in company values, while closely aligned with *Intent to Stay*, is just part of the picture:

Top drivers of *Intent to Stay*

- 01 Ability to meet career goals**
- 02 Aligned with values**
- 03 Pay fairness**
- 04 Benefits meet needs**
- 05 Believe company has outstanding future**

Even if values are aligned, if organizations fail to compensate employees fairly, they may leave.

Now that you know what your people expect from you, what changes can you make to close the experience gaps?

The road forward

- + Think about employee needs more holistically. There are other reasons that are driving employees to leave organizations; it's not just about engagement. Consider their growth as much as their pay and benefits. They may be equally important.
- + Employees need to see the connection between their work and company values. Employees should know how their role contributes to company success. How can you help employees know their contribution matters? Talk about values in action.
- + Regularly identify opportunities to highlight the organization's core values to employees. Communicate what core values mean and describe how job functions or specific individuals role model and reinforce these values.

NORTH AMERICA | TREND 02

Security and certainty are top of mind for employees

Amidst global crises and economic uncertainty, *Pay and Benefits* have emerged as top drivers of *Intent to Stay* and *Experience vs. Expectations*.

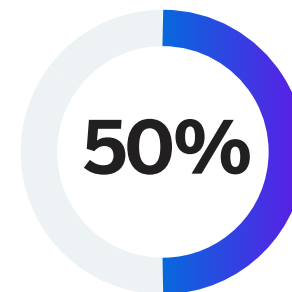
Though many employees have gone above and beyond for their organizations and been told just how significant they are, for some, pay hasn't matched the perception of their value.

Overall employee perception of fair pay and benefits in North America

1 in 3 employees feel they're not paid fairly or are indifferent

1 in 3 employees feel their pay and benefits don't meet their needs or are indifferent

And this is especially true for frontline workers in areas such as customer support:

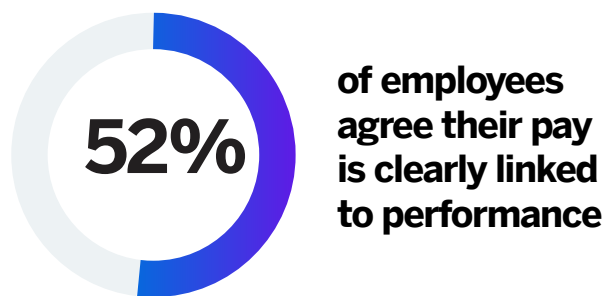


of those working in customer support feel they're paid fairly for what they do (6 points lower than the North American average)

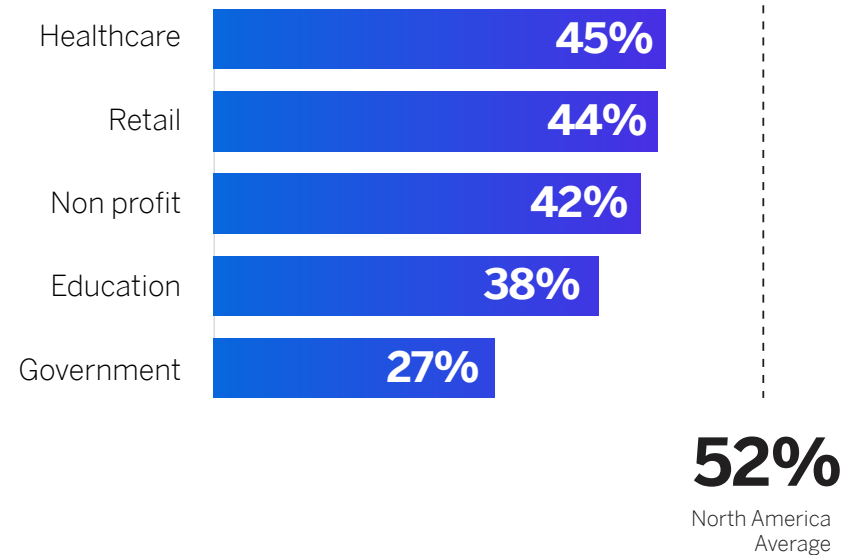
Closing the gap between perception and reality means ensuring employees are paid what they deserve. Doing so will encourage them to continue contributing more than expected (as and when it's realistic and safe for them to do so) and demonstrate the organization's values, trust, and commitment to its employees.

While employees have been operating at surge capacity for some time, organizations shouldn't consider it the "new normal." These efforts have been monumental, but they're not sustainable nor realistic – especially if employees aren't being appropriately compensated for their efforts.

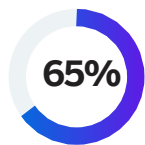
As it stands only:



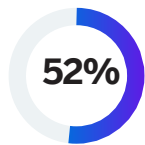
When we look at the data based on industry, perceptions of pay are significantly lower in:



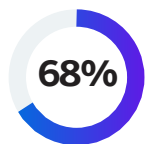
In addition to perceptions of pay, we're also seeing notably low favorability scores in other aspects of pay and benefits:



agreed or strongly agreed with the statement: “I am paid fairly for the work I do”



agreed or strongly agreed with the statement: “My pay is clearly linked to my performance”



agreed or strongly agree with the statement: “The employee benefits I have meet my needs”

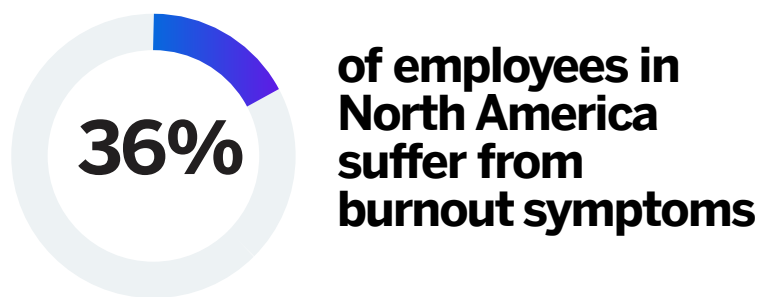
The road forward

- + Look at demographic segments within your organization around pay and benefits equity analysis. Compare current remuneration and benefits offerings to assess competitiveness and suitability for retaining staff.
- + Our external landscape has changed; having conversations about pay and meeting employee needs is critical to providing a stellar EX. Organizations have to reassess what enables their people to stay, especially in an uncertain economy with the cost of living rising faster than ever before.

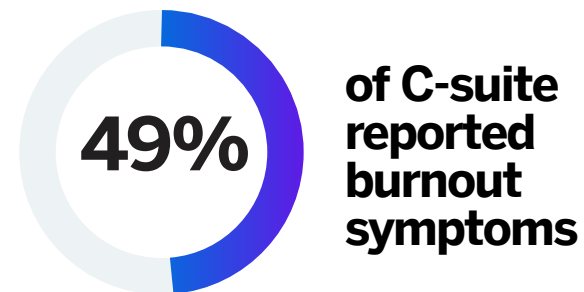
The pathway out of burnout is getting back to the basics

For more than a third of employees in North America, potential risk of burnout is a harsh reality.

Every employee is familiar with it – and for organizations worldwide, developing appropriate strategies and plans to enable their people to recuperate and achieve balance is an ongoing challenge.



Leaders are also feeling the strain, and this could be what's hindering overall employee experiences. Perhaps leaders are so busy responding to day-to-day challenges that they have far less time to devote to the upcoming strategies they want to implement.

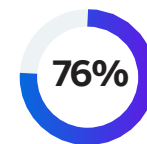


To help reduce burnout symptoms, we've identified the key drivers organizations need to focus on:

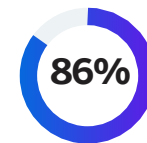
Top 5 drivers that reduce burnout symptoms:

- 01 Flexibility to meet work and personal needs**
- 02 Clear understanding of what's expected of me**
- 03 Believe in company values**
- 04 Believe career goals can be met**
- 05 Access to resources to be effective**

However, while burnout is a risk, many employees in North America feel empowered by their organization:



believe in the organization's values



have a clear understanding of what's expected of them

As important, when employees have the flexibility they need to meet both work and personal commitments, they're 16% less likely to have higher burnout scores.

To combat the risk of burnout, organizations have to rethink the basics. This means setting clear expectations of work and career development, as well as ensuring employees feel aligned to, and understand, the values of the organization and the work they do.

The road forward

- + Invest in recalibration. Help employees find their pathway forward and build that alignment for where they are going and where the organization is going. Give them the flexibility and resources they need, and clarify expectations and what they need to deliver.
- + Now is the time to refresh or remind workers of what your organization stands for. When was the last time there was discussion about organizational values? Are there ways of putting them into action through working together and with others externally?
- + Employees may feel disconnected from their employers because they do not know how they contribute to a company's mission. Let workers know what value they bring to the company through recognition of achievements that exemplify company values.

- + Workloads, demands, and expectations on employees have increased. Often, employees are being asked to do more with less. Without systems and processes that help create efficiencies this can lead to frustration and possibly burnout symptoms.



Employees will give more when they can set healthy boundaries

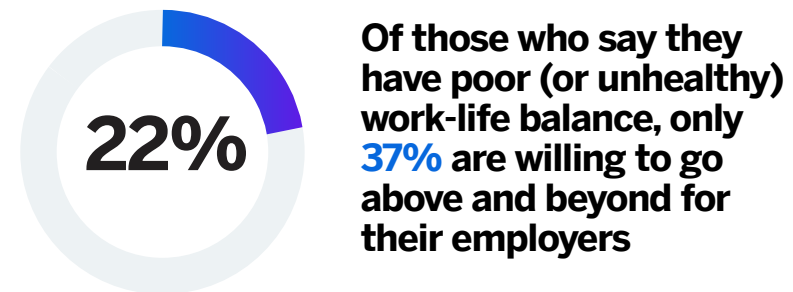
As with the rest of the world, employees in North America have been operating at surge capacity for the last few years to ensure communities and organizations continue to thrive.

However, this kind of effort is only sustainable in bursts, and in lieu of organizations driving work-life balance initiatives, employees are taking control and doing it for themselves.

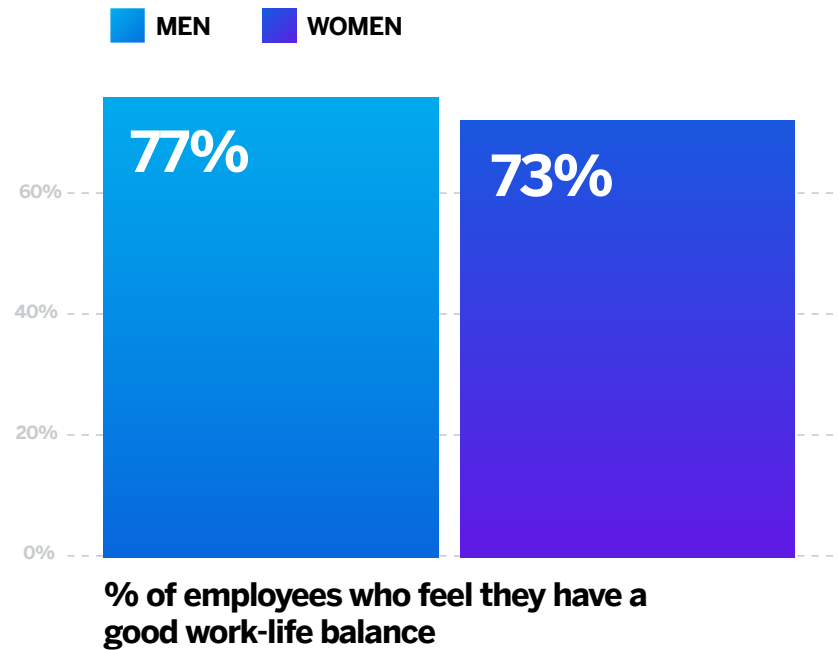
Across the globe, employees are rethinking the role work plays in their lives, choosing instead to take more time for themselves and “reset” after an incredibly challenging time.



Employees aren't necessarily quietly quitting, but rather altering the parameters of work to create more sustainable practices. This not only enables them to reprioritize what they do and invest greater energy in activities and projects that drive the bottom line – but also improve their health, well-being, and productivity.



Burnout is prevalent across all organizations, but one area where organizations have work to do is work-life balance between men and women.



The road forward

- + Consider job creep. Review jobs in the new world of work. What has changed following disruptions over the past few years? What is reasonable for this job at this level and pay?
- + Ensure that all employees have fair and equitable opportunities for work-life balance and flexibility. This helps employees retain a sense of autonomy and control over their own lives.
- + How are flexible work practices being utilized across the organization? Are there any pain points or specific barriers that may be experienced from part of the organization or employee segments?

- + For those roles that have less flexibility, look for any degree of flexibility or empowerment employees can have within the confines of their roles to ensure they have a component of control and empowerment to deliver on outcomes that work best for them.

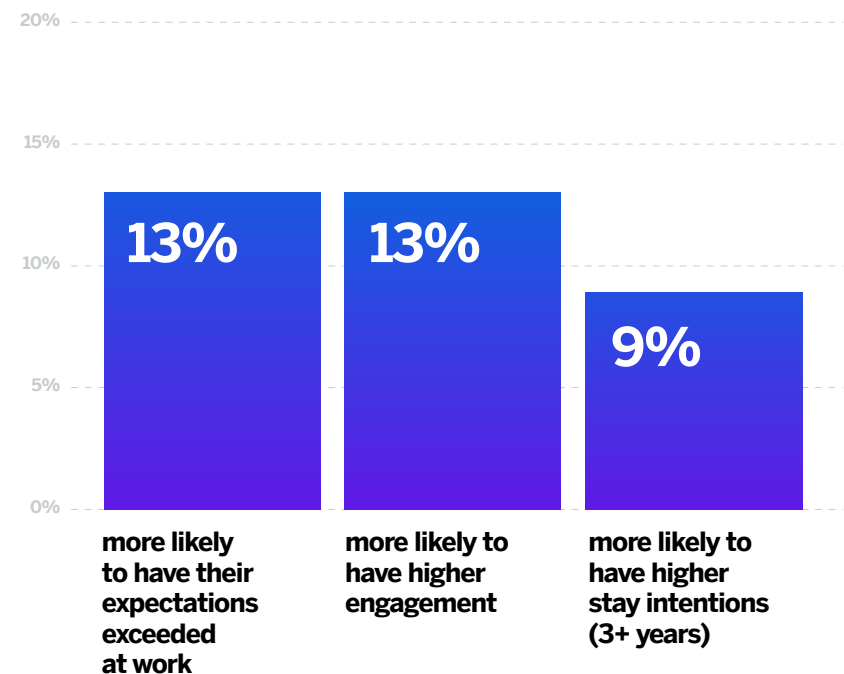


Growth and development is a fundamental employee need

Especially in challenging economic times when financial incentives like merit increases and bonuses are unavailable, career and growth opportunities are driving forces behind employees *Intent to Stay*, *Well-being*, *Inclusion*, and *Experience* vs. *Expectations* scores.

Furthermore, due to the fast pace and changing nature of work, performance standards are becoming more complex and demanding, and new technologies must be integrated into the organization. This is an ongoing challenge for both individuals and organizations, making continuous learning critical.

Those that agree/strongly agree that their career goals can be met are:



The road forward

- + Keep track of skills employees acquire, build an internal talent marketplace to connect candidates with open job positions, help with career planning, connect mentors, or form a community.
- + Feedback is a gift. Before new skills can be developed, they must be identified. Creating a feedback culture helps employees set an agenda for their self-development. Furthermore, help employees identify the knowledge and skills they'll need to stay competitive in the future.
- + Employers should be clear about the role of development in the performance management process. Managers should differentiate between short-term plans for projects, long-term plans for the organization, career development plans for the employee, and skill building for immediate performance deficiencies.

- + Understand what the employee values. Employees often have an intense interest in their own development. Knowing what each employee values and how that relates to his or her development needs should drive the type of development activities provided to an individual.



REGIONAL REPORT

Europe, the Middle East and Africa

Meet the experts

On a global level, the stage is set, but on a regional level, how do these trends manifest? From the challenges and opportunities to successes and failures, here we delve into the granularities to provide insight into the Employee Experience in EMEA.

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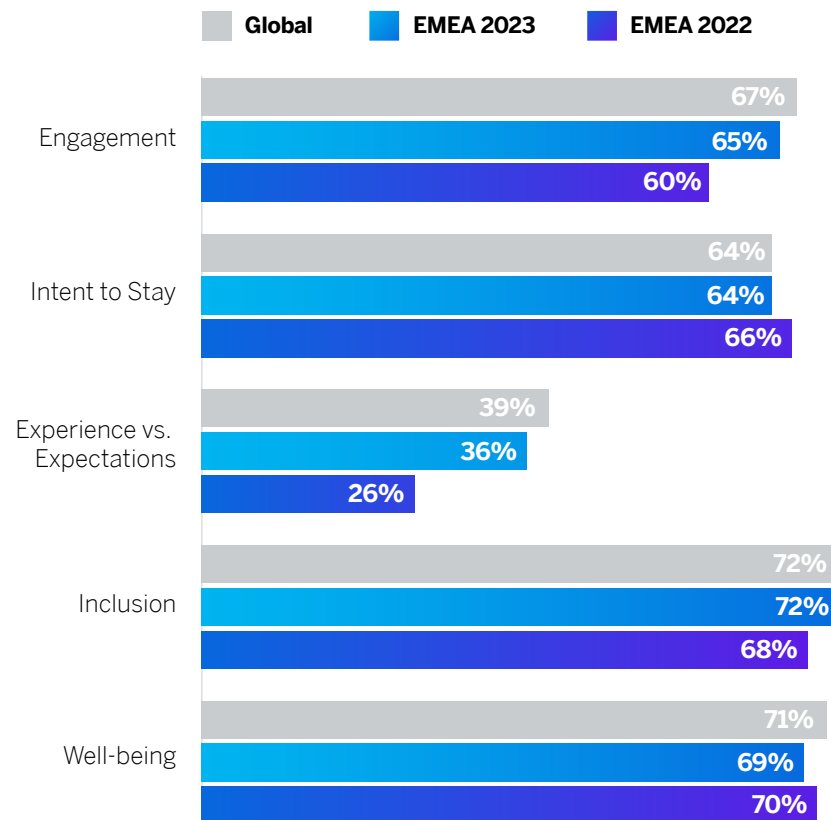
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EX XM Scientist

This report is based on data from employees in the following countries: United Kingdom (excluding Ireland), Germany, France, the Netherlands, Spain, Italy, Sweden, the United Arab Emirates, South Africa, and Switzerland.

EMEA

Snapshot



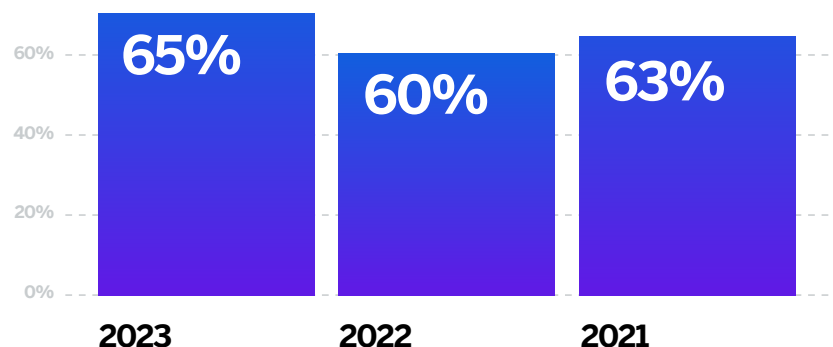
In this report, we'll be diving deeper into the key trends across the EMEA region — as well as what organisations can do next to deliver meaningful, practical, and employee-centric change.



How organisations respond to external challenges will determine ongoing, sustainable employee engagement

Organisations across EMEA have dug deep to create and deliver employee experiences that resonate with their people — and have bounced back from the dip to exceed previous scores.

Engagement levels by year



But there's still work to do, and despite an increase in engagement, the oncoming economic uncertainty has forced employees to reevaluate their situations.

Many employees now want proof that their organisation can weather the storm, as well as opportunities to grow and develop so that they can gain marketable skills to secure their own future.

Top drivers across EX KPIs in EMEA

- 01 Confidence in the future of the company**
- 02 Opportunities to grow and develop**
- 03 Believing in the company values**

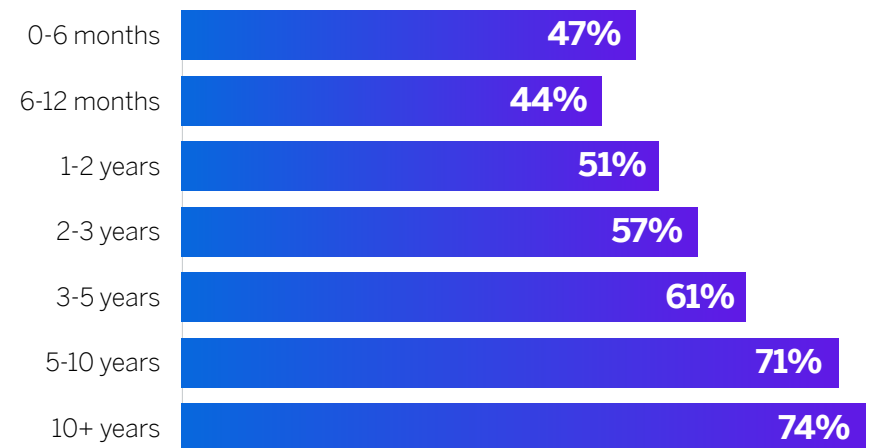
These are classic drivers during periods of uncertainty — and we saw a similar pattern during the 2008 financial crisis.

When employees are advocates of their organisation's products and services (and believe that the organisation can be competitive in an increasingly challenging market), they have a much higher *Intent to Stay*:

If employees have confidence in the future success of their organisation, they are more than 2x as likely (73%) to intend to stay.

However, our data shows that newer employees have the weakest ties to, or experience of, the organisation, and so it's much easier for them to break them and leave.

***Intent to Stay* broken down by tenure**



They also have the most recent experience of the current job market, so they know what opportunities are available to them compared to longer tenured employees who may be more cautious (or less familiar) of external opportunities.

Now that you know where the challenges are — and what your people expect from you — what changes can you make to close the experience gaps?

The road forward

+ Now more than ever, it is critical to help employees understand their organisation's strategy and their role in supporting that strategy. Senior leaders play a vital role in communicating this and offering (authentic) reassurance, so open lines of communication and connection between employees is important. This is not the time for leaders to lock themselves away in a room to figure out how to navigate the external challenges.

- + Transparency is important — if there are challenges or barriers, do not gloss over these or offer false reassurance.
- + The onus doesn't just sit with leaders, managers play a pivotal role in connecting the gap between 'corporate' and the 'front-line'.



Career opportunities are a critical factor in helping employees answer "*what's in it for me?*"

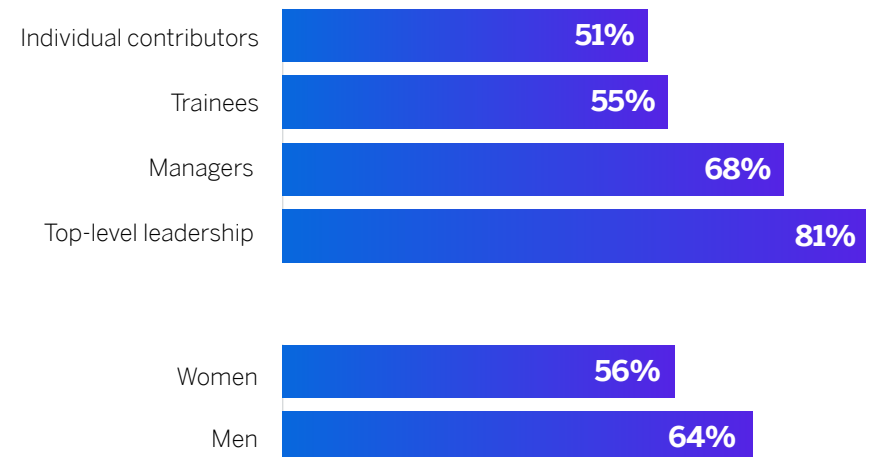
In periods of economic uncertainty, opportunities to develop and progress are incredibly important to both employees and their employers, especially as development opportunities can act as a counterbalance when there are limits to financial incentives.

We've seen that believing in one's ability to achieve career goals is a top three driver of *Engagement*, *Intent to Stay*, *Inclusion*, *Experience vs. Expectations* and *Well-being*.



But when we look at the differences amongst demographics concerning whether or not they can meet their career goals, we find:

Percent of employees who agree/strongly agree that their career goals can be met at their current employer



For employees, investment in growth and development not only ensures they gain valuable skills (particularly transferable skills to increase their employability), but also improves their fulfillment, motivation, and enjoyment in their current roles.



When asked if they feel their career goals can be met at their current company, those who agreed or strongly agreed are:



For organisations, offering development opportunities helps to retain staff when there are limitations in offering higher pay. Simply, employees will be more tolerant of change and uncertainty if they feel that there's something in it for them.

The road forward

- + Use the opportunities presented through existing listening programs — e.g. engagement and pulse surveys, exit surveys — to understand gaps in experience of growth and development opportunities and understand where to deploy resources for targeted action.
- + Provide meaningful development opportunities.
For employees, it's not necessarily about upward progression (though important), but also about learning and utilizing new, relevant, and transferable skills.
- + As we see the need to engage employees in work that is purposeful and connects with their values, learn from employees what matters most to them, and seek to connect them with stretch assignments.



Pay and benefits are coming under greater scrutiny

Across every sector, employees have pulled out all the stops and worked tirelessly to weather the disruptions caused by the pandemic and the shift to new ways of working.

But as the cost of living continues to rise and the economy continues to be in flux, pay and benefits have risen to the top of the employee agenda.

55%

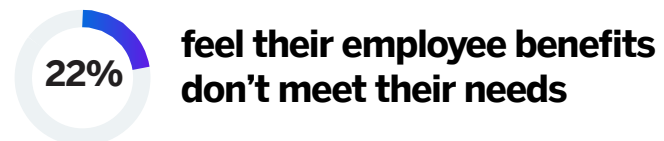
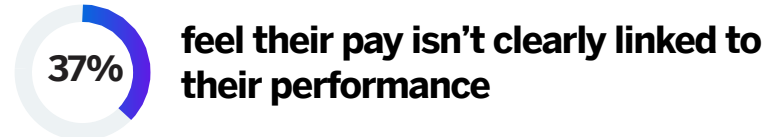
**Of EMEA
respondents feel
they are paid fairly
for what they do**

53%

**Of EMEA
respondents feel
that their benefits
meet their needs**



Still, more than a third currently feel that their pay isn't linked to their performance, nor that they're paid fairly for what they do.



For organisations, this is a critical juncture. Pay and benefits are rarely top drivers of the employee experience — and instead a hygiene factor — but if economies continue to shrink and inflation remains high, inflation remains high, compensation and benefits may come under even further scrutiny.



In EMEA, we're also seeing significant differences in perception of pay and benefits by both job level and gender:

75% of executives see how their pay links to their performance. Only 31% of individual contributors feel the same.

Also, when we look at how levels of pay and benefits are perceived for women versus men, there are still gaps in the experience — highlighting the need for organisations to keep doubling down on pay equality:

When it comes to:

Pay being linked to performance:



Believing benefits meet their needs:



Receiving fair pay:



As the economy becomes more volatile and the cost of living continues to increase, people expect and need more from their jobs. Yes, they want to work for organisations where they can grow and connect, but in times of disruption and uncertainty, they also want to get what they need out of their jobs financially.

The road forward

- + While the impact of inflation is largely outside the control of individual organisations, they can focus on non-pay factors that might help reduce relative reductions in pay. Employees are more likely to tolerate uncertainty and change if they are compensated in other ways.
- + With employees seeking greater career growth and development, organisations should emphasize the opportunities that are provided for employees to develop new, relevant, transferable skills and opportunities to work on developmental projects.
- + Ensure access to employee assistance programs, e.g. for financial support and budgeting advice, and compare current remuneration and benefits offerings to assess competitiveness and suitability for retaining staff.

- + Routinely communicate business progress and KPIs to give employees a more realistic expectation of upcoming pay raises and potential bonuses.
- + Don't forget about pay being a motivator. It's ok to talk about money. Our external landscape has changed. Having conversations about pay and meeting employee needs is critical to providing a stellar EX and retaining talent.



Values are equally as important as the products and services organisations deliver

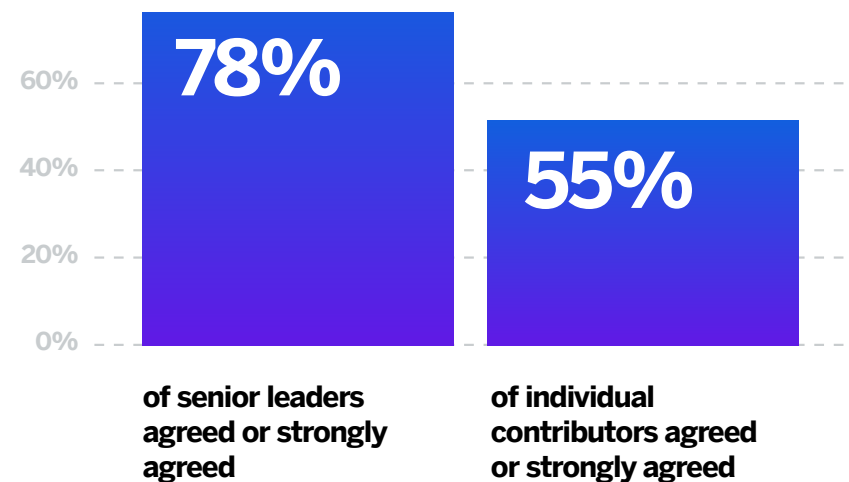
Employees want to work for organisations that are "doing the right thing," whether through environmental, social, or governance initiatives.

Plus, believing in, and feeling connected to organizational values is a key driver of positive employee experiences and nearly every EX KPI – from *Engagement* and *Inclusion*, to *Well-being*, and *Intent to Stay*.

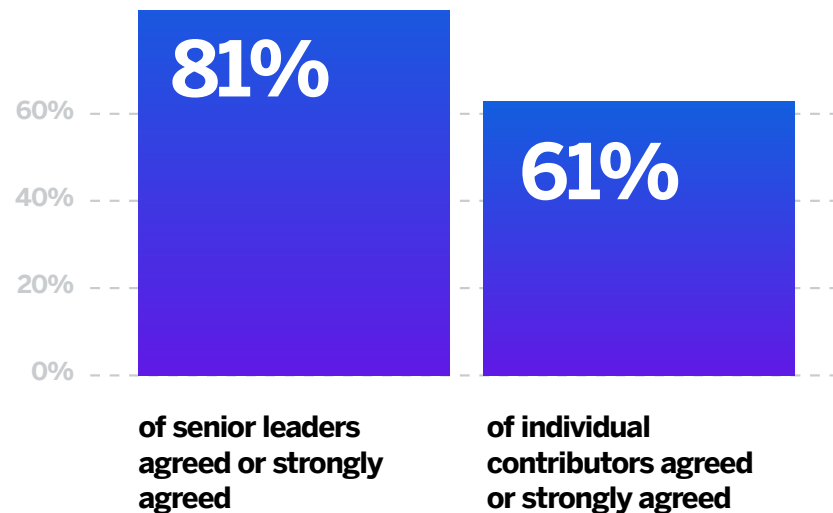


Of course, while employees and organizations both want to contribute to our societies, communities and environments, how those efforts are perceived differ by job level:

When asked: “*This company is taking action to be socially responsible*” (e.g., supporting community events, charitable causes, etc.), we found:

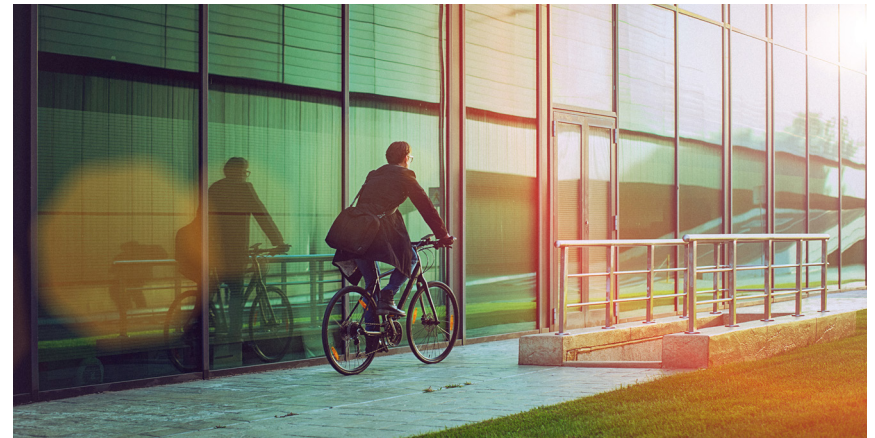


When asked: “*This company fosters environmentally friendly practices*” (e.g., recycling, paperless culture, saving energy, etc.), we found:



It is possible that this gap is a reflection of differences in visibility; perhaps employees are not aware of all the different initiatives currently underway.

As these values and practices begin to take center stage for many employees, it's a make-or-break opportunity for organisations to demonstrate their commitment to the things their employees care about.



The road forward

- + As a top driver of *Intent to Stay*, authentically highlighting ESG initiatives to prospective and current employees will become an important differentiator in organisations looking to attract and keep talent.
- + Provide opportunities for employees to be actively involved in ESG initiatives. This will help better connect employees with their organisation and build a greater sense of purpose and accomplishment in their work. This will also provide employees with new (and potentially stretch) assignments which, as we have seen above, is another factor in helping to retain employees.

- + Employees need to see the connection between their work and company values. There is a need for managers to support employees to understand how their role contributes to the company's efforts to become more environmentally and socially responsible.



Employee listening is still an evolving discipline

Almost overnight, organisations were forced to pivot quickly to implement solutions to support remote and hybrid working and keep workforces engaged.

To understand employee sentiment towards these changes and topics, organisations built out listening programs (which included frequent pulse surveys and always-on listening) to complement existing engagement and lifecycle surveys.

However, as some semblance of normalcy returned, and despite advances in employee listening technology, organizations just aren't harnessing the opportunities presented by employee feedback.

ONLY

44%

**of employees
have seen positive
changes as a
result of previous
employee surveys**

ONLY

42%

**of employees
have been given
an opportunity to
discuss last year's
survey results**





Of employees who report they've seen a positive change as a result of previous surveys:



However, of those who haven't seen a positive change, only:



Listening and acting on employee feedback is an integral component of any successful organization and is necessary to identify and close experience gaps.

The road forward

- + Don't try to boil the ocean. Instead, help managers and employees identify 2-3 core areas of opportunity based on key organizational priorities.
- + Equip managers with listening tools that provide actionable insights into the varying experiences of their team members. This will then enable managers to make evidence-based decisions about their team, rather than relying on anecdotes.
- + Communicate, communicate, communicate. Organisations must ensure that they connect actions and initiatives back to employee feedback. One way to improve employees' willingness to respond to surveys is to demonstrate the impact their voice has on the wider organization.

- + Maintaining contact with employees is vital, but it's also important to connect employee and customer feedback to truly understand how employee experiences (and behaviors) affect customer experience outcomes.



REGIONAL REPORT

Asia-Pacific and Japan

Meet the experts

But on a regional level, how do these trends manifest? From the challenges and opportunities to successes and failures, here we delve into the granularities to provide insight into the Employee Experience in Asia-Pacific and Japan.

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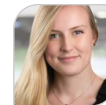


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This report is based on data from employees in the following countries: Australia, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, the Philippines, Singapore, and Thailand.

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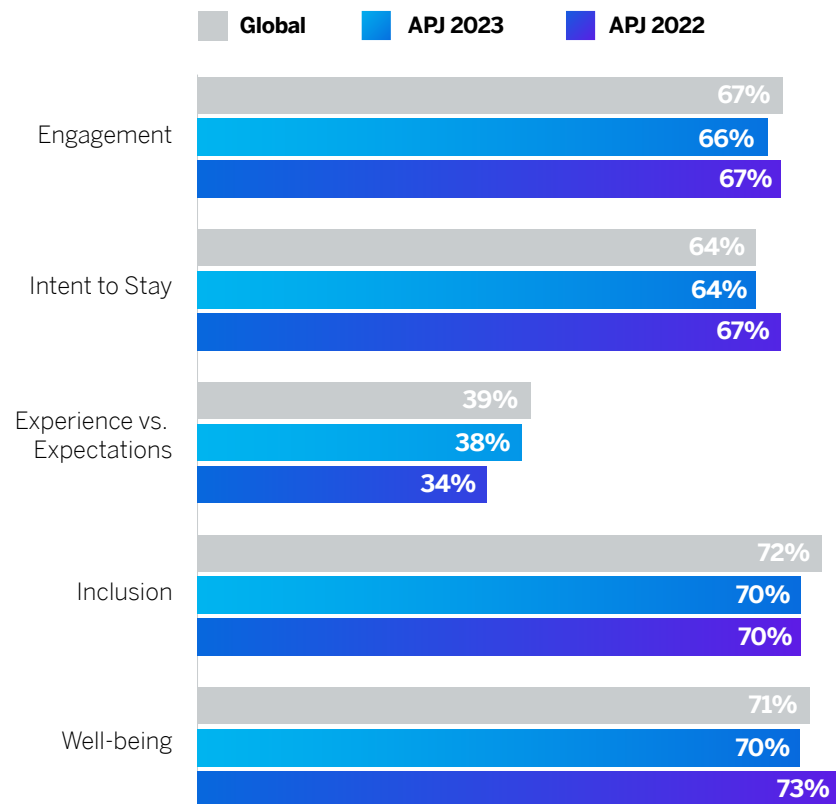


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ASIA-PACIFIC AND JAPAN

Snapshot



In this report, we'll be diving deeper into the key trends across the Asia-Pacific and Japan (APJ) — as well as what organizations can do next to deliver meaningful, practical, and employee-centric change.



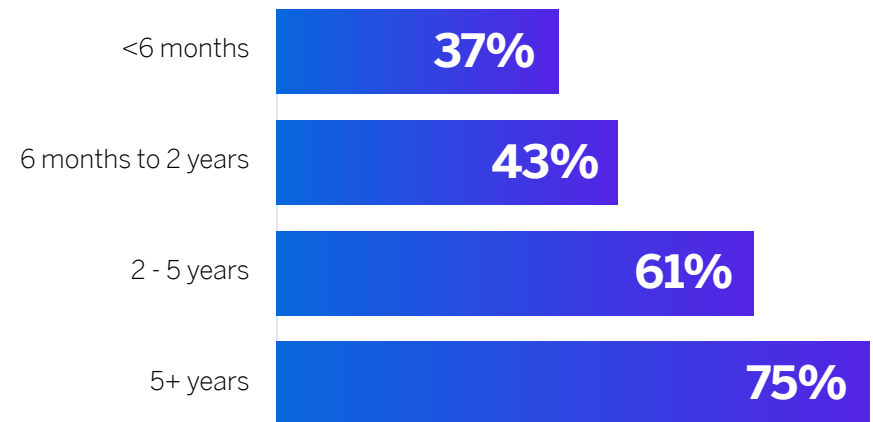
The experiences of new employees in APJ are not meeting expectations

Organizations have been forced to adapt their hiring and onboarding practices over the past few years, and what were once temporary fixes, have now evolved into permanent shifts. When we think about talent acquisition and retention from the perspective of new joiners, organizations in APJ need to do a better job of creating great experiences.

Organizations in the Asia-Pacific and Japan region are especially falling short when it comes to exceeding new employee expectations.

Compared to employees who have been with their current employer for more than six months, new starters have a more negative employee experience. They are less likely to have their expectations met, less engaged, less included, and they have lower well-being scores. Most significantly, they also have the highest intent to leave scores based on tenure:

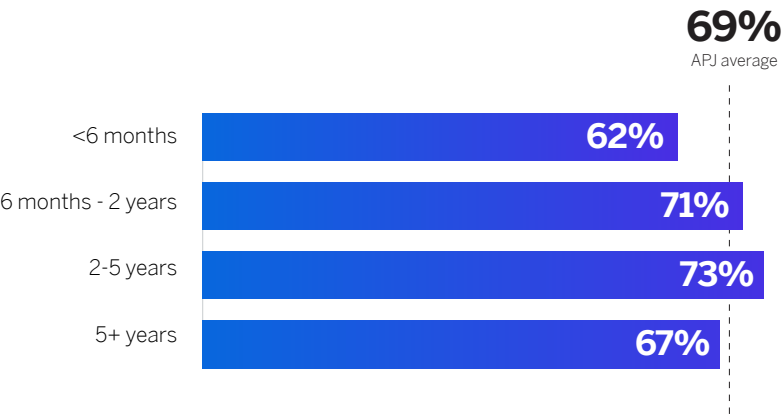
Intent to leave by tenure



These results reflect the very real challenges that organizations are facing when it comes to onboarding staff in a rapidly changing environment, and present a stark contrast to the “new starter glow” we historically expect to see. What may have worked in the past is no longer delivering new employees the experience they need.

When it comes to new starters (those who have moved roles in the past six months), we're seeing that their 'belief in their company's values' and 'pride in the organization's impact on the world' are key factors in keeping them engaged. However, new starters are currently rating these drivers significantly lower than more tenured employees:

Percent of APJ employees who agree/strongly agree with the statement "I believe in my organization's values."



Percent of APJ employees who agree/strongly agree with the statement "I have pride in my organization's impact on the world."



In other words, organizations in APJ have significant work to do in aligning employees with the company values and demonstrating corporate social responsibility (CSR). Plus, strengthening the experience in these areas for new starters will likely lead to increased levels of employee engagement across the board.

The road forward

- + Take the time to purposefully and intentionally connect new employees with the mission, vision, and purpose of the organization. This will then help new starters build the connection between their work and their legacy.
- + Redesigning your candidate and onboarding experience programs to ensure they are fit-for-purpose in our new world of work is a key differentiator for successful adoption.

- + The balance of power has changed in the talent market and organizations need to put in place the right signals and metrics to understand the experiences and expectations of different segments of their talent. From there, employers must understand what each of these segments value most and define the optimum 'employee value proposition' (EVP) that will set them apart from other organizations.

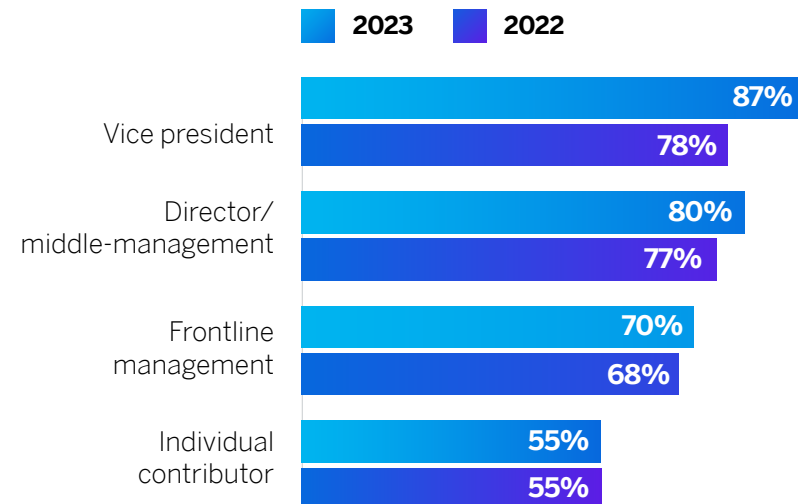


Focus on empowering all levels, not just improving the experience at the top

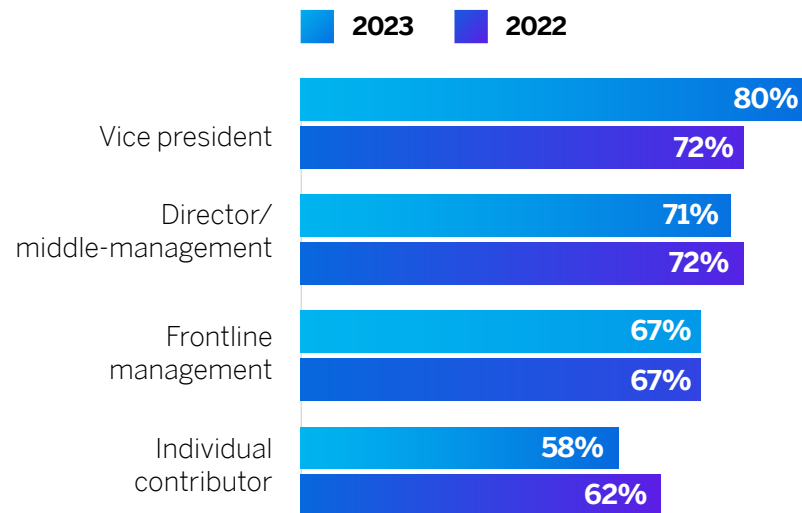
For employees across Asia-Pacific and Japan, we are also seeing significant experience gaps based on job level; and the gaps are growing wider year over year. Over the past several years, our research has consistently shown that the more senior the position, the more positively rated the employee experience. *But going into 2023, the gap between senior executives and frontline employees appears to be growing wider, with the differences in engagement expanding 10 percentage points to reach a 32 percentage point difference.*



Engagement by job level



This gap is not isolated to *Engagement*; there are similar patterns in *Intent to Stay* scores:



These gaps are driven by increased ratings of *Engagement* and *Intent to Stay* in VP+ employee levels, while these ratings have remained relatively stable for all other levels.



To start to understand why these gaps exist, we wanted to understand what factors are driving engagement among executives vs. among lower job levels. And there are clear differences:

Top drivers of *Engagement* for executives:

- 01 “I receive meaningful recognition when I do a good job”**
- 02 “I am encouraged to develop new ways of serving customers”**
- 03 “I have a clear understanding of what is expected of me”**

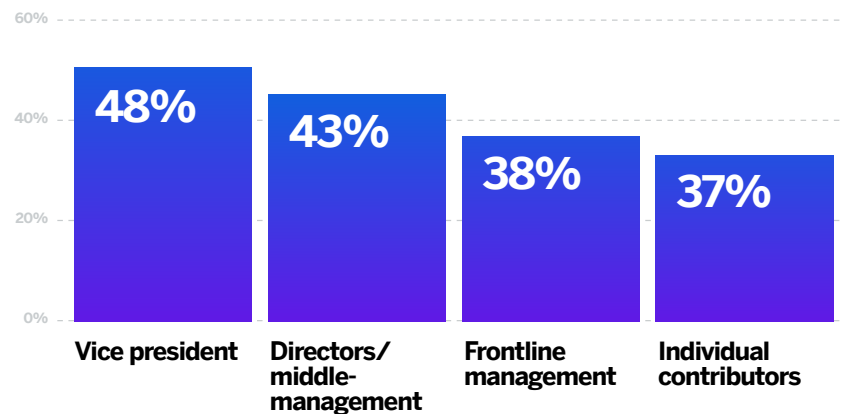
Top drivers of *Engagement* for non-executives:

- 01 “I would recommend this company's products and/or services”**
- 02 “I believe in the company values”**
- 03 “I have good opportunities to learn and develop”**

This data alone demonstrates that organizations need to recognize that there is no one-size-fits-all approach to driving engagement within an organization. Employers must take a close look at various employee segments, including job level, to determine what matters most to different employees, and then act on that information to ensure employees have what they need to feel engaged.

It's important to note that the experience of top level leadership is not all positive, as executives are reporting the highest levels of burnout risk, *with nearly 1 in 2 leaders at risk of burnout.*

Burnout risk by job level



These data points paint a distinct picture. The unique engagement experience of executives – both their high level of engagement and the drivers of that engagement – combined with the high burnout risk, is a potentially hazardous combination for an organization.

High burnout rates can lower leaders' capacity for empathy, while the disconnect between their engagement experience and their employees' means they may not be in touch with what is happening on the ground at their organization.

Without data and evidence-based practices that leverage employee insights, leaders are flying blind when it comes to decision-making.

The road forward

- + Organizations should ensure they collect and delve into different demographic segments within their workforce to understand gaps in the employees experience. A one-size-fits-all approach is unlikely to prove successful when different employee segments are driven by different needs and values.
- + To close experience gaps, empower all leaders by giving them regular employee insights and action guidelines to help them make decisions and drive change after measurement. Insights should be targeted at all levels, especially frontline managers as they are often the most visible people leaders within an organization.

- + Embed EX insights into the flow of day-to-day activities.
As the flow of actionable insights adapts to the business operating rhythm, organizations will differentiate themselves based on their ability to quickly absorb and respond to them. Adjust your EX program reporting rhythm to ensure there is a flow of insights that match existing work rhythms, such as operational business reviews.

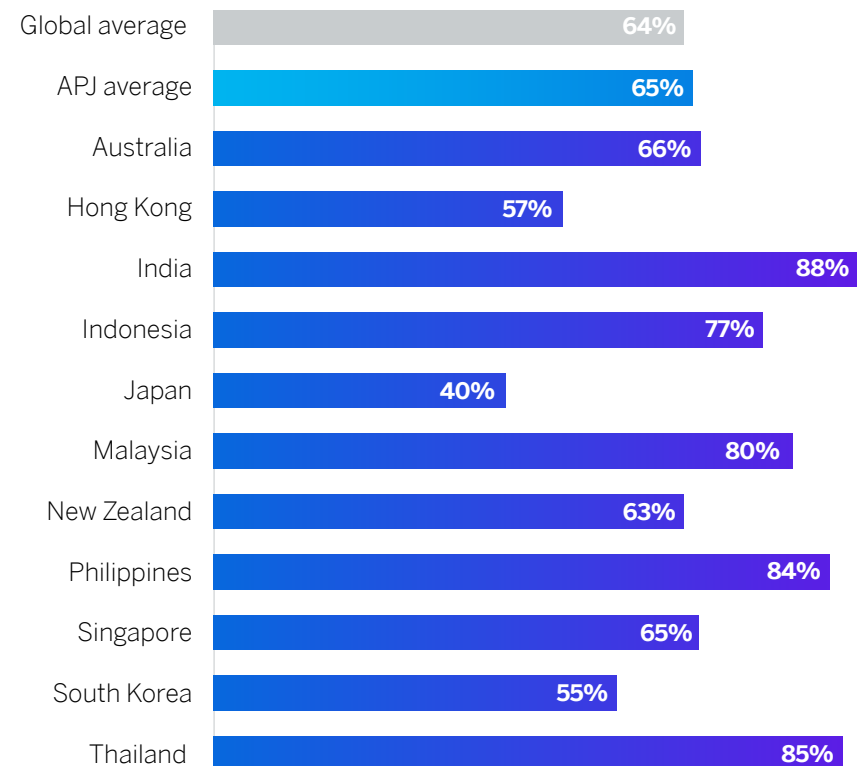


Growth & development are critical aspects of the employee value proposition (EVP) in the new world of work

In times of disruption, organizations often focus on solving the most immediate challenges. While this is understandable, in the midst of such adaptation, it's easy to lose sight of future workforce planning and people development. This year's research provides an important reminder that employees' growth and development are an investment, not a cost, for organizations.

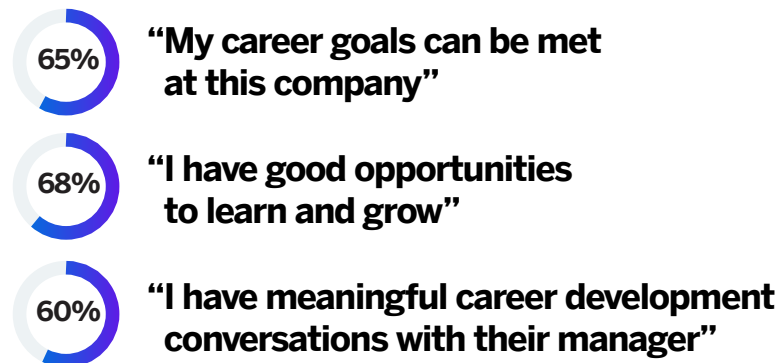
This year, one of the most pervasive drivers across all experience metrics was the belief that career goals can be met at employees' current organization. In fact, growth and development opportunities were in the top five drivers for *Intent to Stay*, *Engagement* and *Inclusion*.

This year, two-thirds of APJ employees reported positive perceptions of growth and development with their current employer. However, this does vary notably by country within the region:



However, the top signal for growth and development was alignment between employees' career goals and their employer's ability to meet them.

Percent of APJ respondents who agree/strongly agree with the following statements:



This year's research also found that employees' perception of growth opportunities was a key driver of how engaged and included they felt at their current organizations, as well as their intent to remain with the organization.

APJ employees who agree/strongly agree that:

They have good growth opportunities at their current organization are **15% more likely to have higher Engagement scores**

Their career goals can be met at their current organization are **8% more likely to have higher Inclusion scores**

They have the opportunity to learn and develop at their current organization are **9% more likely to have higher Inclusion scores**

Their career goals can be met at their current organization are **7% more likely to have higher Intent to Stay scores**

These results reinforce that growth and development is critical in shaping the employee experience. With the war on talent looming, and the need for organizations to enhance employee experience, organizations will need to reassess how and what they offer to develop the talent they need for the future.

The road forward

- + Organizations need to provide specific and easily accessible growth and development opportunities that go beyond corporate training programs. This could include providing grants for further study and/or days allocated specifically for learning and development activities.

- + Ensure there are formalized career pathways in your organization that include both vertical and lateral moves. Support these pathways with mentorship and shadowing opportunities, as well as concrete action plans.
- + Enable managers to have regular, meaningful career conversations with their employees. Managers need to do more to support the long-term career goals of their direct reports, even if they do not align with the current role they are in.

Employees expect to see organizations act aligned with values

Having values that employees believe in – and see demonstrated on a regular basis – has never been more important for organizations. And it's the first step to creating a more empathetic and employee-centric organization.

In the APJ region, employees' belief in organizational values is a key driver of nearly all the core EX KPIs – from *Engagement* and *Intent to Stay*, to *Inclusion*, and *Well-being*. *Employees with higher endorsement of belief in company values are 9% more likely to intend to stay with the organization and 8% less likely to have high burnout risks.*

Belief in company values' was also the:

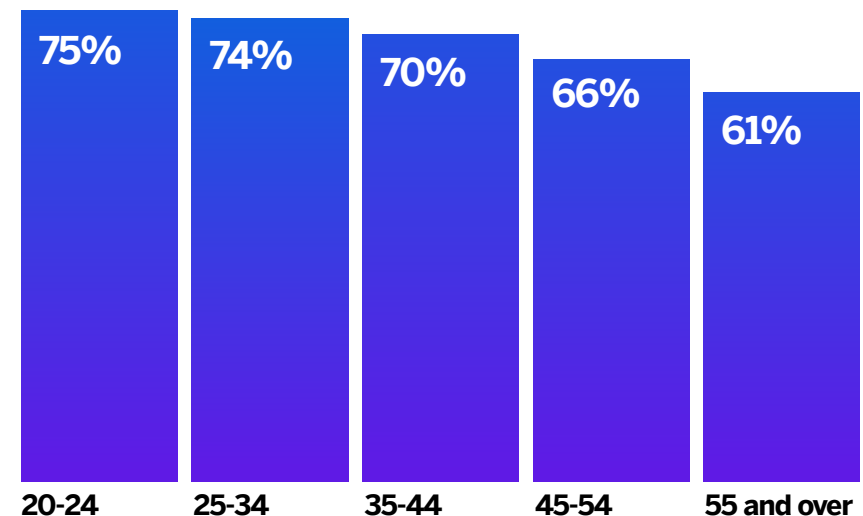
4th-most important driver of *Engagement*

2nd-most important driver of *Burnout*

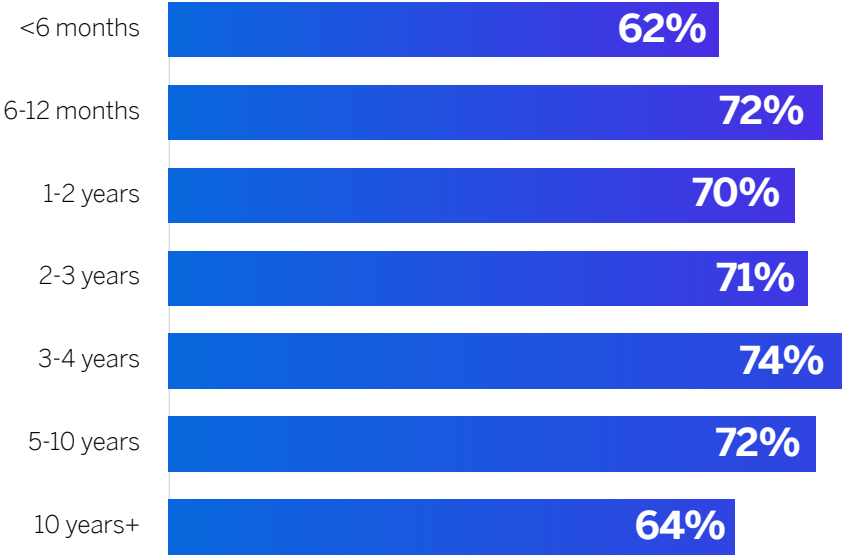
5th-most important driver of *Inclusion*

However, when we account for tenure and age in relation to endorsement of, and belief in, company values, profound differences appear once again:

Percentage of APJ employees who believe in their organization's values by age



Percentage of APJ employees who believe in their organization's values by tenure



As employees move towards the age of retirement, their endorsement of company values decreases over time. Yet, we also see that tenure plays a factor in employees' belief in values, as after an employee reaches a tenure of three to four years, endorsement levels tend to drop.

When it comes to the employee lifecycle, it is critical to recognize that demonstrating value-driven behaviors needs to be an ongoing focus for organizations, not just early on for new employees.



The road forward

- + Embedding values in moments that matter across the employee lifecycle will ensure they permeate throughout the organization and become embedded into its foundation. Over time, this helps build a culture of value-oriented business where beliefs are practiced, not just preached.
- + Managers and leaders are especially responsible for actively demonstrating organizational values as they are key role models with high visibility across the organization.
- + Defining and demonstrating values must happen beyond the onboarding and new joiner phase. Rather, organizations should consistently focus on living the values in a way that appeals to all employees, regardless of tenure.



Work enablement is negatively impacting well-being and burnout

With the myriad of challenges and disruptions faced by organizations and employees over the past few years, the way we work – the processes, tools, strategies, etc. – have become muddled. And these operational issues are hindering employees' ability to be productive.

Making employees' work easier (e.g. streamlining work processes), and giving them access to the resources they need to do their job (such as the right technology), is a core part of increasing their engagement, feelings of inclusivity and well-being, and reducing the risk of burnout.

From our research, we can see that the number one driver of the *Well-being* KPI was respondents' endorsement of the statement, "Work processes allow me to be as productive as possible." In other words, if organizations support employees with easier ways of doing things, employees are more likely to feel positive about the state of their well-being.

However, favorability scores (those who agree/strongly agree with each statement below), show slight year-over-year decreases for the APJ region:

"I have access to resources to do my job effectively"



"Work processes allow me to be as productive as possible"

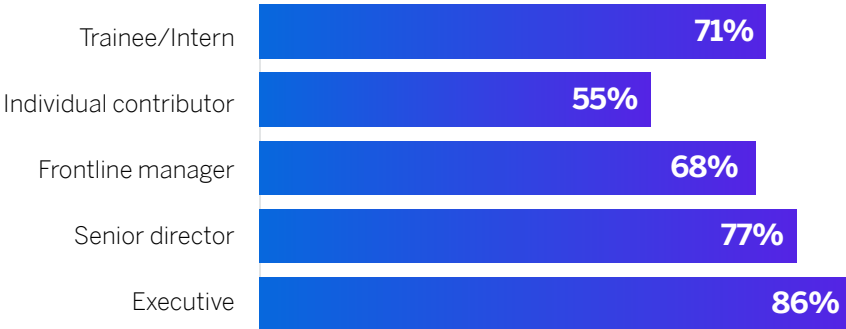


We're also seeing that, once again, job level is a strong indicator of how favorable employees view work processes, with those higher in the organization reporting a more favorable experience.

“Work processes allow employees to be as productive as possible” (agree/strongly agree)



“I have access to resources I need to do my job effectively” (agree/strongly agree)



The road forward

- + Having effective processes in place is a critical step for organizations to effectively enable their employees' success. Even the most engaged employees cannot perform at their best if processes are too complex, outdated, or broken.
- + Given the significant changes in ways of working in recent years, it is critical that organizations conduct regular listening activities to understand the current state of work processes across job levels and other organizational demographics. This will help organizations identify existing (and potential) bottlenecks and identify solutions to better support employees in their work.

- + As organizations implement new systems and processes, listening early and regularly through the change management process will ensure course correction of projects. This will then pave the way to successful implementations that enable employees, and reap the benefits that were intended.



REGIONAL REPORT

Latin America and the Caribbean

Meet the experts

But on a regional level, how do these trends manifest? From the challenges and opportunities to successes and failures, here we delve into the granularities to provide insight into the Employee Experience in Latin America and the Caribbean.

PRINCIPAL RESEARCHER



Antonio Pangallo, PhD

Principal EX Product Scientist

This report is based on data from employees in the following countries: Argentina, Brazil, Colombia, and Mexico.

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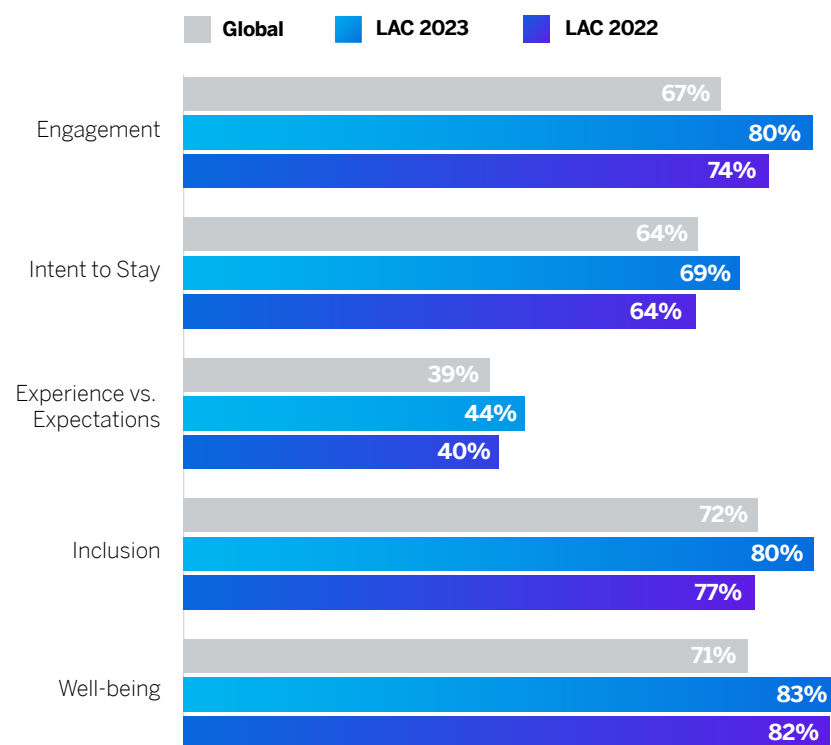


Paulina Focaia

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LATIN AMERICA AND THE CARIBBEAN

Snapshot



In this report, we'll be diving deeper into the key trends across the LAC region⁶ — as well as what organizations can do next to deliver meaningful, practical, and employee-centric change.



⁶ This year's report includes Colombia and Argentina, in addition to Brazil and Mexico. Previous reports surveyed just Brazil and Mexico.

Security and certainty are top of mind for employees

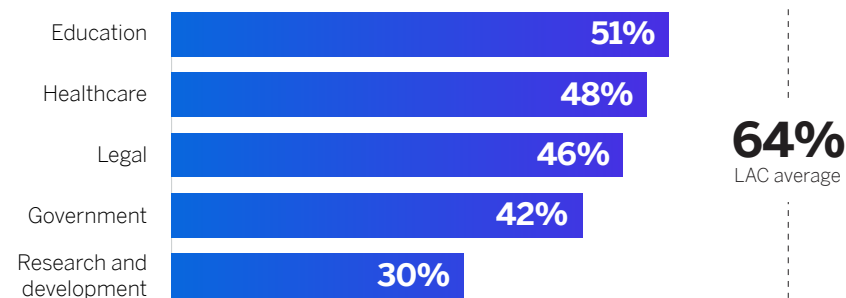
Rising costs. Stagnating wages. Uncertain business futures. These challenges mean security and certainty are top of mind for employees right now.

And for employees around the globe, that means pay and benefits are more important than ever.

In our research, *Pay and Benefits* emerged as top drivers of *Experience vs. Expectations* in LAC, consistent with the overall global trends. For those that rated *Pay and Benefits* highly, *there's also a 22% higher likelihood of employees having their expectations exceeded.*

Employees have been operating at surge capacity for the past few years (especially frontline workers). However, while they have been commended for their efforts, many feel pay hasn't matched the perception of their value.

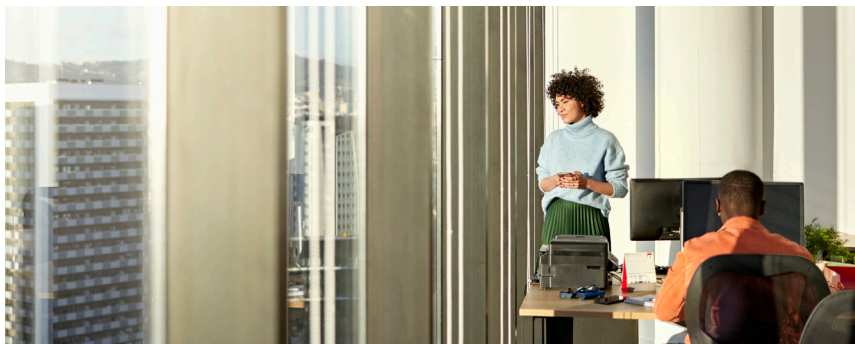
Pay perceptions by industry in LAC



Organizations have to revisit the fundamentals of employee experiences to deliver more competitive and suitable pay and benefits to enable their best people to stay.

The COVID-19 outbreak and the current context have both shifted perceptions of benefits — especially for those focused on health and wellness issues. In some Latin American countries, this has become an incredibly important variable given the challenges of health services in public institutions.

Values won't matter if employees can't keep up with the cost of living, and if employees aren't provided with a wage reflective of their performance, they'll burn out, disengage, and ultimately take their skills elsewhere.



Now that you know where the challenges are — and what your people expect from you — what changes can you make to close the experience gaps?

The road forward

- + Look at demographic segments within your organization around pay and benefits equity analysis. Compare current remuneration and benefits offerings to assess competitiveness and suitability for retaining staff.
- + Talking about pay and benefits transparently is now business critical. The external landscape has changed and for employees across the globe, financial certainty, security, and confidence in the organization's ability to be successful are top of mind. Having these conversations earlier, rather than later, is key to providing stellar EX.

Employees expect to see organizations and leaders act in alignment with values

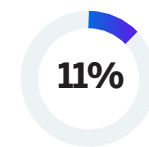
Across the globe, workers are gaining a deeper appreciation for life outside of work. From setting healthy boundaries to asking for more opportunities, they're restructuring and reevaluating the relationships they have with their organizations.

And one of the most important elements for them? Values.

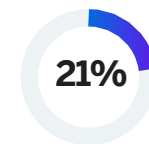
In today's society, employees don't just want to work for organizations whose values align with theirs, they expect those organizations to act on them. Value alignment amongst employees and leaders is the basis for creating and maintaining healthy cultures focused on the human aspects of the business.

Right now, *Living the Values* is one of the top drivers for both employee *Well-being* and *Intent to Stay* in the Latin America and Caribbean (LAC) region.

Those employees who scored highly on “I believe in the company values” are:



**more likely to have higher
Well-being scores**



**more likely to have higher
Intent to Stay more than 3 years**

People want meaningful experiences, and that applies to their workplace. The organizations that understand how people feel — and act on those sentiments — are well positioned to create more human-centric experiences.

While belief in the organization's values is increasingly important, it's only part of the picture; career development opportunities, support managing change, and innovation are also top drivers of employee *Intent to Stay*.

Employees who feel they can challenge how the organization operates (and innovate) are:



Employees who feel that their career goals can be met at their current organization are:



Employees who feel their organization does a good job of helping them understand change are:



However, it's just the beginning. Values is the first and foundational step to differentiating the experience (and *Intent to Stay*), but alone it's not enough.

For organizations and top-level leaders, the focus must now be on making it easy for people to stay — whether that's giving them a clear path forward in their career, certainty in the business' success, or outlining what the future has in store.

Leaders play a fundamental role in ensuring values are lived in organizations (walk the talk).

The road forward

- + Employees need to see the connection between their work and the organization's values. You have to establish ways to easily convey the impact and importance of the work employees do and the effects it has on the organization and the wider community.
- + Think about employee needs more holistically. There are other reasons that are driving employees to leave organizations beyond engagement. For example, consider how to grow and nurture talent and provide them with opportunities for innovation.

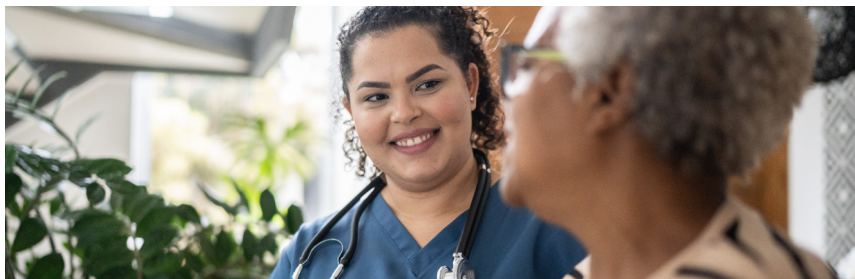


The pathway out of burnout is getting back to basics

No workplace has escaped the disruption of the past few years, and many organizations are still trying to work out how to chart a path forward.

At the same time, employees have been working on overdrive for too long. And while it's not sustainable, workloads, demands, and expectations of employees continue to increase.

Most of the time, they're being asked to do more with less, often using systems and processes that add complexity to their working lives rather than streamline it.



However, while the risk of burnout is a major challenge across the globe, compared to the global average, employees in LAC are faring slightly better:

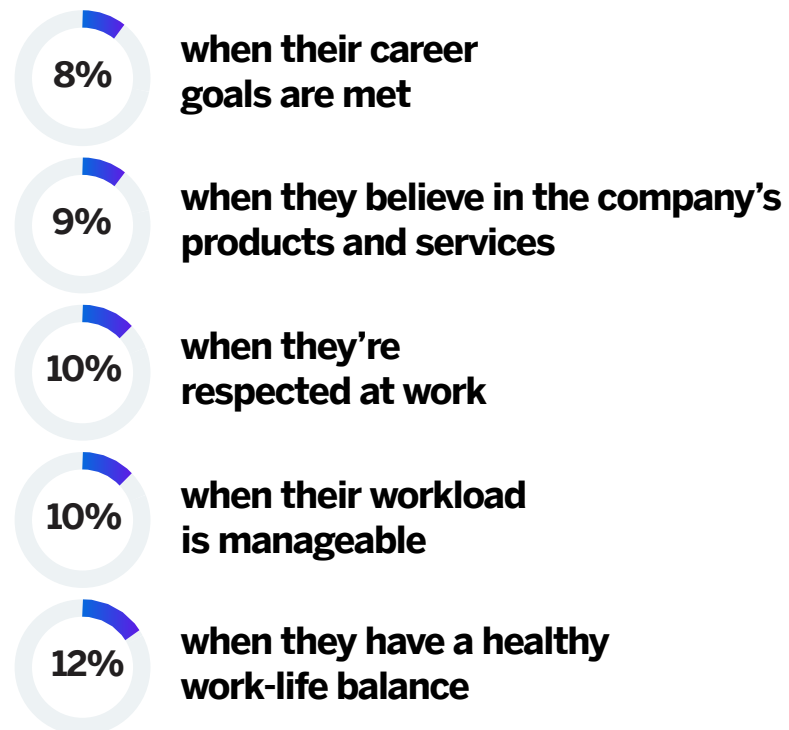
Risk of burnout among LAC employees



LAC employees who feel drained from their work



When we delved into the top drivers of burnout in LAC, we found that employees are less likely to burn out by:



These drivers are about core foundations that empower employees to do their jobs effectively and in a respectful environment, one which doesn't overwhelm them with demands or restrict their flexibility.

Ultimately, what employees need right now are more human-centric policies and approaches that enable them to do their best work.



The road forward

- + Getting basic rights for LAC means ensuring employees have a future to look forward to by meeting career goals in a way that is manageable, balanced, and respectful. This is about work being part of life, not all of life.
- + When employees are burnt out, they can be left feeling unfulfilled or drained. This may cause a feeling of disconnection from employers, so letting workers know what value they bring to the company and treating them with respect could be ways of winning back employee loyalty.
- + Establish more human behaviors. Employees want to feel like they belong and are understood by the organizations they work for. Show your employees you respect and value them by making their jobs more manageable and balanced. Lean into putting their enjoyment and development first, and get the basics right.



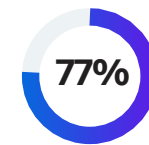
Employees will give more when they can set good boundaries

A recurring theme across these trends is the risk of burnout — and every employee and organization is grappling with the challenges it presents.

As organizations lag behind in their efforts to redefine workplace flexibility, employees are taking control and setting boundaries for themselves. Quiet quitting has become a topic of conversation and is trending across the world — but rather than employees giving up or giving less, they're resetting the parameters of work to create more sustainable practices.

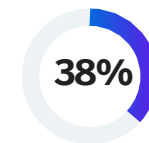
And guess what? When employees have a healthy work-life balance, they've got more fuel in the tank to give.

When employees have a healthy work-life balance



say they are able and willing to go above and beyond in their roles

When employees have a poor work-life balance



say they are willing to go above and beyond in their roles



Going above and beyond has gone from exception to expectation, but maintaining these high levels of performance can wreak havoc on an organization's ability to scale and grow efficiently as people burn out.

Plus, as employees' tolerance for bad experiences wanes, many are choosing to notify others and/or publish their reasons for leaving organizations on their social networks, rather than speak to their managers or leaders.

What organizations must do now is reassess expectations of work and define what's sustainable and reasonable for their people. What do the job roles of today look like, and what are the key requirements of employees? It's time to revisit the fundamentals and set new parameters, with clarity, to ensure workers can do and be their best.

The road forward

- + Consider job creep. Review jobs in the new world of work. What has changed following disruptions over the past few years? What is reasonable for this job at this level and pay?
- + How are flexible work practices being utilized across the organization? Are there any pain points or specific barriers that may be experienced from part of the organization or employee segments?
- + Take care with the concept of quiet quitting. Employees who quietly quit aren't necessarily underperforming — they're just establishing realistic boundaries to build a more balanced relationship for their lives and jobs.



Growth and development is a fundamental human need

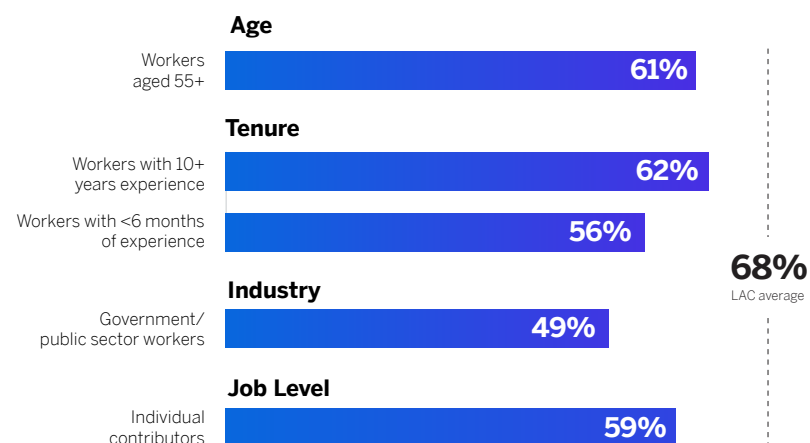
One of the most pervasive drivers across all experience metrics this year is the perception that career goals can be met.

From our findings, *Growth and Development* are in the top 5 drivers of *Intent to Stay*, *Engagement* and *Inclusion*. The reason? Employees want new knowledge and skills, not only to develop and gain opportunities to progress, but to also secure their own future in an uncertain market.

The fact is, that due to the fast pace and changing nature of work — as well as the ever-increasing demands from organizations — continuous learning and professional development are essential.

However, perceptions of growth and development opportunities vary notably across several demographic factors. The employee segments that report the lowest favorability scores around growth and development opportunities are as follows:

Percent of LAC employees who agree/strongly agree that they have opportunities to learn and develop:





The road forward

- + Keep track of the skills employees acquire, build an internal talent marketplace to connect candidates with open job positions, help with career planning, and find appropriate mentors to help them go further.
- + Feedback is a gift. Before new skills can be developed, they must be identified. Creating a feedback culture helps employees set an agenda for their self-development and focus on the abilities that are most important for their future.

Appendix

About the research

At Qualtrics, we believe that every voice has value, every interaction is an opportunity, and every experience matters.

That's why we ask tens of thousands of professionals each year about their experiences at work to understand how those experiences affect them.

At the same time, we also carry out this research to equip employers with the insights they need to make purposeful changes based on what their people need most.

As we enter a new decade, the world of work is changing at an unprecedented rate – and it's never been more important to understand precisely what your employees want.

The study was carried out in Q3 2022 using our [EX25 model](#) and included:

28,808
respondents

27
countries

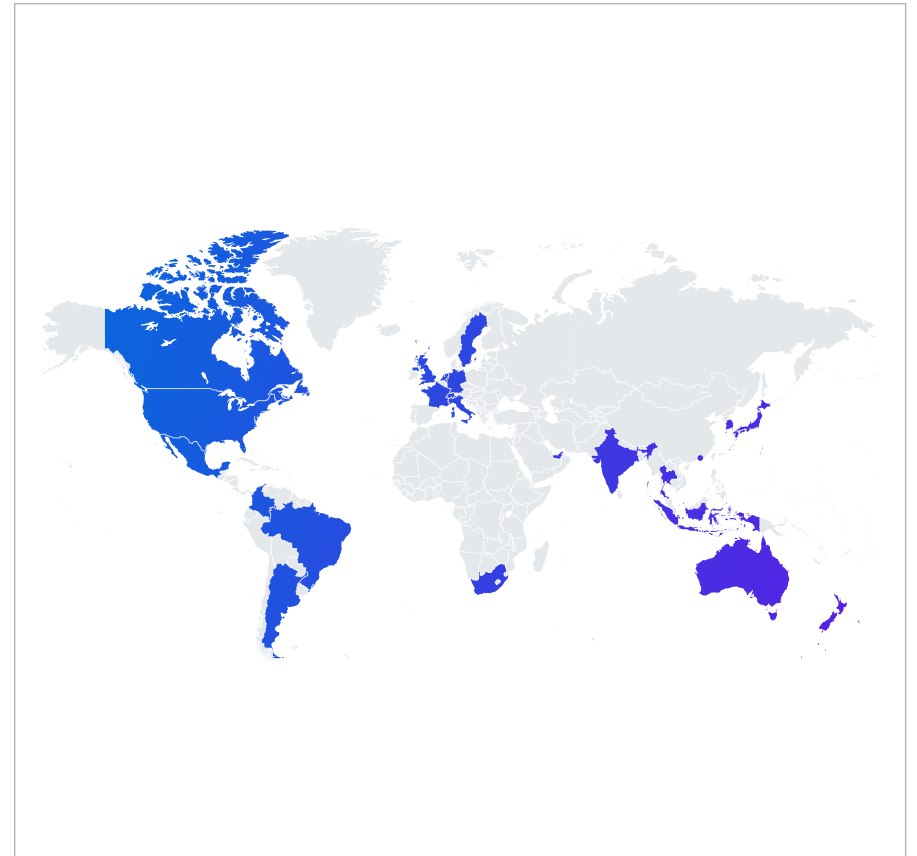
28
industries



Methodology

Country (% of sample)

Argentina	2%	Netherlands	3%
Australia	7%	New Zealand	1%
Brazil	2%	Philippines	2%
Canada	3%	Singapore	3%
Colombia	2%	South Africa	1%
France	7%	South Korea	3%
Germany	7%	Spain	4%
Hong Kong	3%	Sweden	1%
India	3%	Switzerland	1%
Indonesia	2%	Thailand	4%
Italy	4%	United Arab Emirates	1%
Japan	7%	United Kingdom	8%
Malaysia	2%	United States	15%
Mexico	2%		



Gender (*% of sample*)

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

Work level (*% of sample*)

Trainee/Intern	4%	Senior Director, Director, Middle management	20%
Individual contributor	48%		
Manager/Leader of Individual contributors	22%	Executive leadership	6%

Age % (*% of sample*)

20-24	14%	45-54	21%
25-34	22%	55+	21%
35-44	22%		



Industry (% of sample)

Airlines	1%	Healthcare	10%	Real Estate	1%
Automobiles & Components	3%	Hotels & Leisure	1%	Restaurants	1%
Capital Goods	3%	Information Technology: Software & Services	6%	Retail	7%
Construction & Engineering	7%	Information Technology: Hardware & Equipment	1%	Services: Commercial Services & Supplies	1%
Consumer Durables and Apparel	2%	Information Technology: All Other	2%	Services: Consumer Services	1%
Consumer Staples/ FMCG	5%	Media & Entertainment	1%	Services: Professional Services	2%
Education	9%	Metals, Minerals, Mining	1%	Telecommunications	2%
Energy	1%	Non-profit	1%	Transportation	4%
Financial Services		Pharmaceuticals, Biotechnology & Life Sciences	1%	Utilities	1%
Government/ Public Sector	8%			Other	10%
	7%				

Measures

Employee Experience was assessed using the Qualtrics EX25 model. Quotas were used to ensure adequate representation across attributes of gender identity, age, country of residence, tenure, and work level. All questions were mandatory/forced responses. A straight lining question was randomly inserted in each survey version to maintain data quality and exclude these respondents from analyses.

All survey item response scales except for Experience vs Expectations, and Intent to Stay were presented on a 5-pt Likert agreement scale ranging from “Strongly Disagree” to “Strongly Agree”. The middle option was labeled “Neither Disagree nor Agree” to capture neutral responders.

The Experience vs Expectations item was anchored to a five-point expectations scale ranging from “Far Below my Expectations” to “Greatly Exceeding my Expectations.” The middle point for this scale was “Meeting my Expectations.” Attrition risk was anchored to a 5-pt time-bound Likert scale ranging from “6 months or less” to “Over 5 years.”



Research design

Survey administration occurred in the following sequence:

- + Introductory text was presented to participants to outline definitions, instructions, and data privacy information.
- + Screener questions were asked to ensure data integrity and exclude participants that were not committed to providing their best answers, not working full-time or part-time, and working for an organization with <100 employees. Participants were also excluded if they were not from the following priority countries: United States, Canada, Brazil, UK/Ireland, France, Germany, Spain, Netherlands, Australia, Hong Kong, Mainland China, Japan, Singapore, and Thailand.
- + Demographic questions were asked including: role, tenure, remote/offsite, employment status, industry, LGBTI+, veteran status, race (US), race (non-US), nationality, age, ability status, caregiver status, and gender identity.
- + Main survey questions were randomized within blocks.

- + Survey close text was presented after the respondent had answered all questions.
- + The final stage of the data collection process was to assess data quality and determine “good completes” using the following criteria - respondents that failed more than 1 of these checks were removed from the data set
 - Invalid IPAddresses
 - Suspicious response to straight lining question
 - Flatline Punches
 - Duplicate Location & Variables
 - Relevant Id Failure Check
 - Profanity Texts
 - Speeders/ Inattentives
 - Suspicious_Bots
 - Duplicate Ids
 - Misalignment between IP address and country

Analysis

All analyses were run using the StatsIQ software package. Given that data was drawn from Likert-type response formats, data was treated as ordinal not continuous.

We performed a series of regressions analysis to understand which of our KPIs were predictive of EX25 KPIs. We chose relative weights analyses⁸ to ascertain the contribution of each item's relative to the DV taking into account an item's contribution by itself and in combination with other items.

Relative Importance analysis is the best practice method for regression on survey data, and the default output of regressions in this study unless otherwise indicated. Input variables in survey data are often highly correlated with one another; this is a problem called "Multicollinearity." This can lead to regression output that artificially increases the importance of one variable and decreases the importance of another correlated variable. Relative Importance is recognized as the best practice method to account for this.

Relative Importance (specifically Johnson's Relative Weights) calculates each variable's relative weight (or relative importance), the proportion of explainable variation in the output due to that variable. It is the r-squared that is contributed by an individual variable. The r-squared is the proportion of the outcome variable's variation that can be explained by the input variables in this model.

We understand that workers belonging to different demographic groups tend to differ according to their specific needs, or countries/industries that influence how business is done, manager and leader behavior, and ultimately, an employee's Employee Experience. We therefore conducted a number of ANOVAs to determine any differences of note across key demographic groups. Note that this information does not change the interpretation of findings, rather it provides the reader with a diversity lens with which to consider the findings of this report.

qualtrics^{XM}

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human, with Qualtrics**

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