



DATA SNAPSHOT

# Global Study: Employee Experience Trends across Asia-Pacific, 2022

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February 2023

# Executive Summary

## KEY FINDINGS IN THIS REPORT

As part of Qualtrics' global employee study, employees from 27 countries rated their current work experience across 14 components. From this study, we were able to analyze five key performance indicators (Engagement, Inclusion, Intent to Stay, Well-Being, and Experience vs Expectations) for employee experience across each country and work levels within each country. In this snapshot, we share the metrics from the Asia-Pacific region. We found that:

- + **There is an experience gap between work levels.** Individual contributors provide lower Inclusion, Well-Being, and Engagement scores than all other working levels. Frontline managers provide lower KPI scores than higher-level employees. C-suite executives report that their experience exceeded their expectations at twice the rate of individual contributors, and provide an Engagement score 1.6x that of individual contributors.
- + **Asia-Pacific has the lowest Inclusion score of all regions.** Asia-Pacific countries provided an Inclusion score of 70%, two points lower than the global aggregate. This lower score was driven by fewer employees agreeing that they can be themselves at work and that everyone can succeed to their full potential no matter who they are.
- + **One-third of the Asia-Pacific workforce intends to leave their company in the next three years.** Intent to stay longer than three years is lowest among New Zealand employees, at 50%, and Singaporean employees, at 56%. Thai employees are most likely to stay at their company longer than 3 years, with 82% saying as much.
- + **Asia-Pacific employees have good working relationships.** Employees in this region most frequently agree that they have trusting relationships at work, at 75%. Indian and Malaysian employees are most likely to have such relationships, at 91% and 88%, respectively.

## STUDY KEY FACTS

- Global employee study
- Online panel
- 27 countries
- 28,808 employees
- Conducted in September of 2022

# Global Study: Employee Experience Trends across Asia-Pacific

## STUDY OVERVIEW

The data for this report comes from a global consumer study that Qualtrics conducted in the third quarter of 2022. Using an online survey, Qualtrics collected data from 28,808 consumers across 27 countries: Argentina, Australia, Brazil, Canada, Colombia, France, Germany, Hong Kong, India, Indonesia, Italy, Japan, Malaysia, Mexico, the Netherlands, New Zealand, the Philippines, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Thailand, the United Arab Emirates, the United Kingdom, and the United States.

Qualtrics surveyed approximately 400 employees from Switzerland, New Zealand, South Africa, and the UAE.

We surveyed approximately 500 employees from Argentina, Brazil, the Philippines, Colombia, Malaysia, Mexico, and Indonesia.

Approximately 1,000 employees were surveyed from India, Singapore, Hong Kong, South Korea, the Netherlands, Canada, Thailand, Spain, and Italy.

About 2,000 employees were surveyed from Australia, Japan, the UK, Germany, and France, and about 4,000 employees were surveyed in the US.

## FIGURES IN THE REPORT

1. KPI Questions
2. Employee Experience KPIs: Global
3. All Employee Experience KPIs by Work Level: Global
4. Employee Experience KPIs: Asia-Pacific
5. All Employee Experience KPIs by Work Level: Asia-Pacific
6. All Employee Experience KPIs by Region
7. Well-Being by Country
8. Engagement by Country
9. Intent to Stay by Country
10. Inclusion by Country
11. Expectations by Country
12. Employee Experience KPIs: Australia
13. Employee Experience KPIs by Work Level: Australia
14. Employee Experience KPIs: Hong Kong
15. Employee Experience KPIs by Work Level: Hong Kong
16. Employee Experience KPIs: India
17. Employee Experience KPIs by Work Level: India
18. Employee Experience KPIs: Indonesia
19. Employee Experience KPIs by Work Level: Indonesia
20. Employee Experience KPIs: Japan
21. Employee Experience KPIs by Work Level: Japan
22. Employee Experience KPIs: Malaysia
23. Employee Experience KPIs by Work Level: Malaysia
24. Employee Experience KPIs: New Zealand
25. Employee Experience KPIs by Work Level: New Zealand
26. Employee Experience KPIs: Philippines
27. Employee Experience KPIs by Work Level: Philippines
28. Employee Experience KPIs: Singapore
29. Employee Experience KPIs by Work Level: Singapore
30. Employee Experience KPIs: South Korea
31. Employee Experience KPIs by Work Level: South Korea
32. Employee Experience KPIs: Thailand
33. Employee Experience KPIs by Work Level: Thailand

*Methodology*

## EMPLOYEE EXPERIENCE KEY PERFORMANCE INDICATOR QUESTIONS

For the first four metrics, we asked consumers the degree to which they agree with (*Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree*) the below statements. Response scales for the last two metrics, *Intent to Stay* and *Expectations*, are listed with their statement.

### Engagement:

- *My work gives me a feeling of personal accomplishment* (**Accomplish**)
- *I would recommend this company to people I know as a great place to work* (**Recommend**)
- *The company I work for motivates me to contribute more than is normally required to complete my work* (**Motivate**)

### Inclusion:

- *I feel as if I belong at this company* (**Belonging**)
- *I can be myself at this company* (**Authenticity**)
- *At this company, everyone can succeed to their full potential, no matter who they are (e.g., all ages, cultural backgrounds, genders, races, religions, etc.)* (**Equity**)

### Well-Being:

- *I feel energized at work* (**Energy**)
- *I feel positive about myself at work* (**Positivity**)
- *I have trusting relationships at work* (**Relationships**)

### Intent to Stay:

- *I intend to keep working at this company for... (6 months or less/Over 6 months, up to 1 year/Over 1 year, up to 3 years/Over 3 years, up to 5 years/Over 5 years)*

### Expectations:

- *Overall, to what extent does your experience working at this company meet your expectations? (Far below expectations/Below expectations/Meets expectations/Exceeds expectations /Greatly exceeds expectations)*

# Employee Experience KPIs: Global

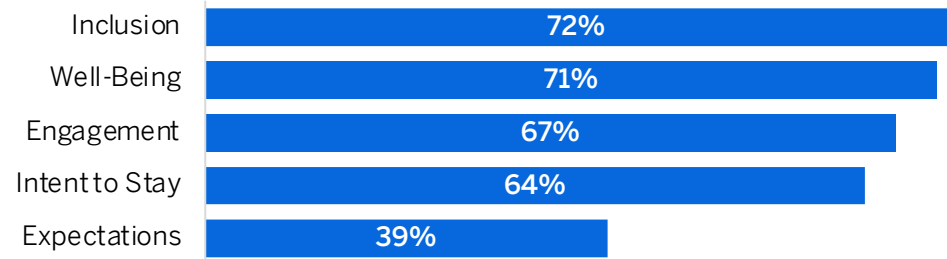
## KEY TAKEAWAYS

- + Across all countries, Inclusion is the top rated employee experience KPI, with a score of 72%.
- + Employees most frequently agree that they have trusting relationships at work and that they can be themselves at work – these are the top components, at 76%.
- + 64% of employees intend to stay at their current company for at least three years.
- + Employees are least likely to agree that their company motivates them to contribute more than is required, at 63%.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying four of the KPIs for global employees. The Expectations and Intent to Stay KPIs are single-question indicators.

## Employee Experience Key Performance Indicators: Global



## Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	Global
<b>Accomplish</b>	Engagement	73%
<b>Recommend</b>	Engagement	66%
<b>Motivate</b>	Engagement	63%
<b>Belonging</b>	Inclusion	72%
<b>Authenticity</b>	Inclusion	76%
<b>Equity</b>	Inclusion	67%
<b>Energy</b>	Well-Being	64%
<b>Positivity</b>	Well-Being	74%
<b>Relationships</b>	Well-Being	76%

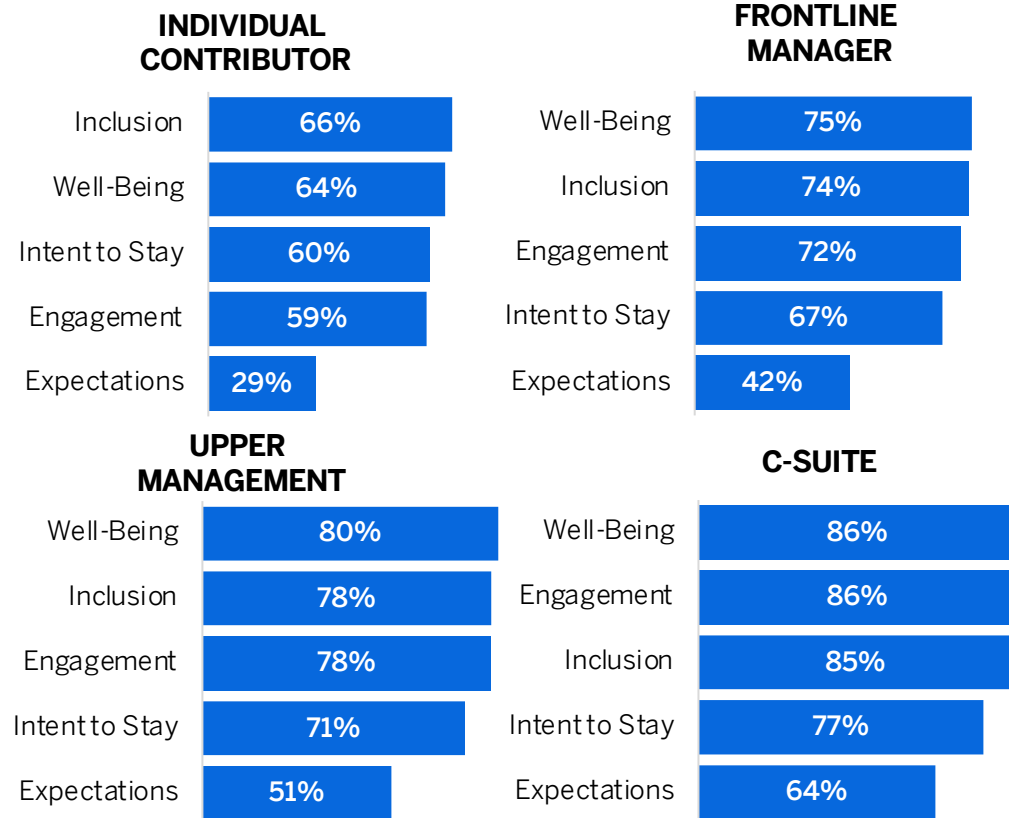
# All Employee Experience KPIs by Work Level: Global

## KEY TAKEAWAYS

- + All KPIs are higher for each successive working level.
- + Experience exceeds expectations for the C-suite at more than twice the rate than that for individual contributors.
- + Well-Being is the top KPI for all working levels except for individual contributors, for whom Inclusion ranks highest.

### Key Performance Indicators by Work Level: Global

(mean of KPI component scores)



## ABOUT

These charts show five employee experience KPI scores for each working level across all countries.

# Employee Experience KPIs: Asia-Pacific

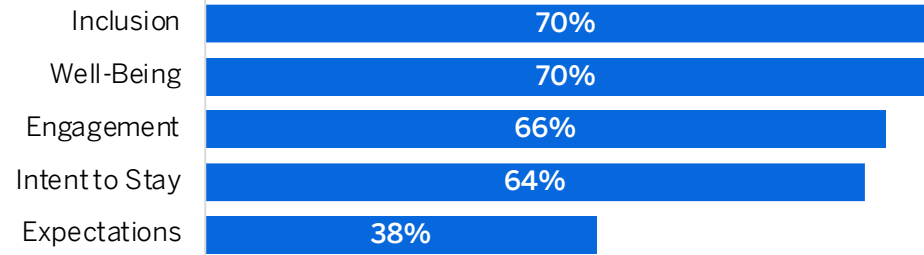
## KEY TAKEAWAYS

- + Inclusion and Well-Being are the top KPIs in the Asia-Pacific region, with a score of 70%. Expectations is the lowest-scoring KPI, at 38%.
- + Asia-Pacific employees most frequently agree that they have trusting relationships at work, with a *relationships* score of 75%.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying four of the KPIs for American employees. The Expectations and Intent to Stay KPIs are single-question indicators.

## Employee Experience Key Performance Indicators: Asia-Pacific



## Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	Asia-Pacific
<b>Accomplish</b>	Engagement	71%
<b>Recommend</b>	Engagement	63%
<b>Motivate</b>	Engagement	63%
<b>Belonging</b>	Inclusion	72%
<b>Authenticity</b>	Inclusion	72%
<b>Equity</b>	Inclusion	64%
<b>Energy</b>	Well-Being	63%
<b>Positivity</b>	Well-Being	72%
<b>Relationships</b>	Well-Being	75%

# All Employee Experience KPIs by Work Level: Asia-Pacific

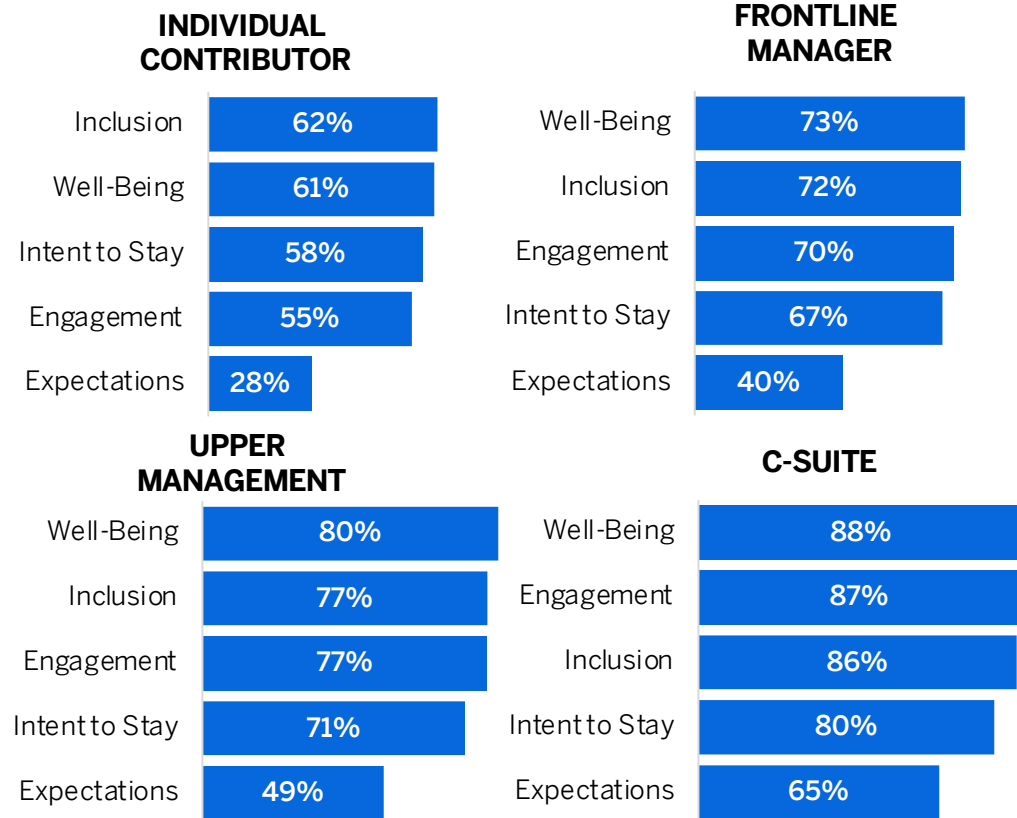
## KEY TAKEAWAYS

- + All KPIs are higher for each successive working level.
- + Experience exceeds expectations at a rate 9 percentage points higher or more for each successive working level. Asia-Pacific C-Suite says that experience exceeds expectations at more than twice the rate as it does for individual contributors.
- + Engagement among individual contributors is 15 points lower than it is among the next lowest rating group.

## ABOUT

These charts show five employee experience KPI scores for each working level across all countries.

### Key Performance Indicators by Work Level: Asia-Pacific (overall KPI component scores)



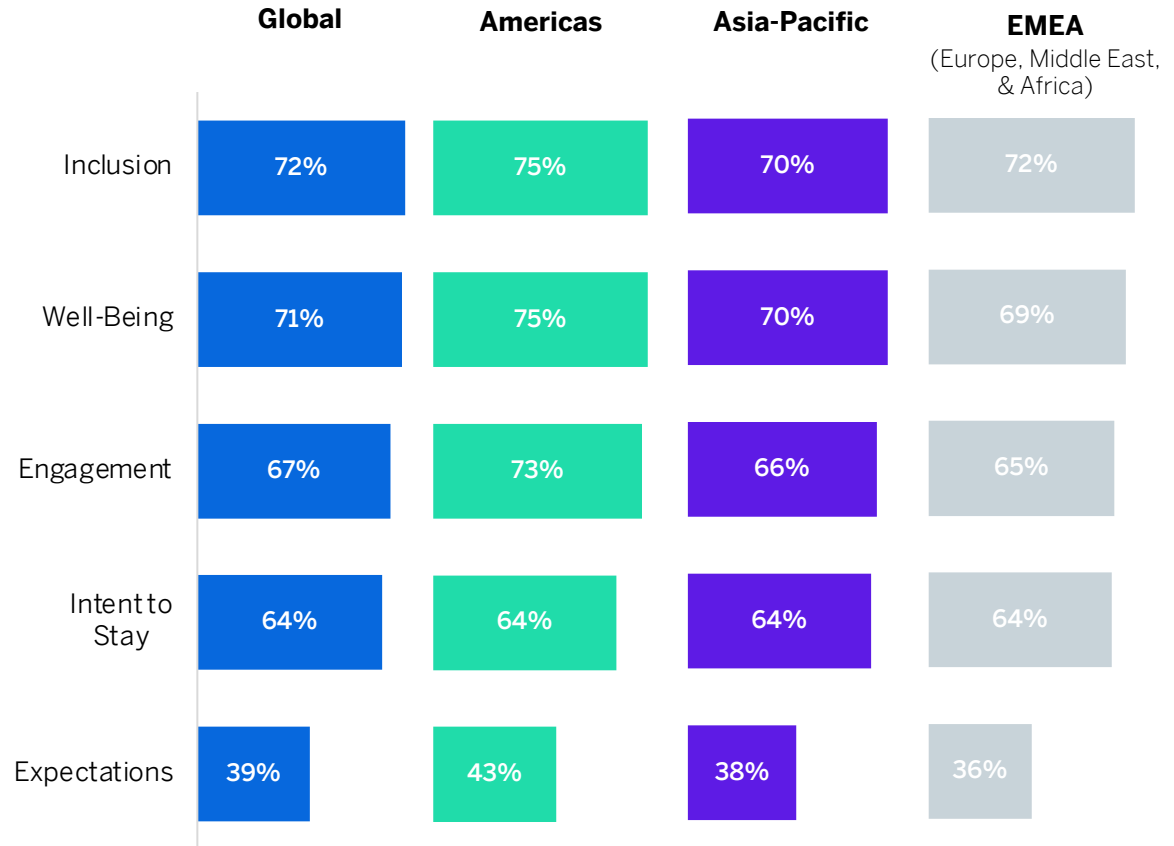


# All Employee Experience KPIs by Region

## KEY TAKEAWAYS

- + The Americas hold the highest scores across all KPIs except for Intent to Stay.
- + Intent to stay is steady across all regions, with 64% of employees planning to stay at their company for 3 or more years.
- + EMEA provided the lowest Well-Being, Engagement, and Expectations scores.
- + Asia-Pacific provided the lowest Inclusion score, 2 points lower than the global score.

## Employee Experience KPIs by Region



## ABOUT

This chart shows the five employee experience KPI scores across all 27 countries and for each region.

# Well-Being by Country

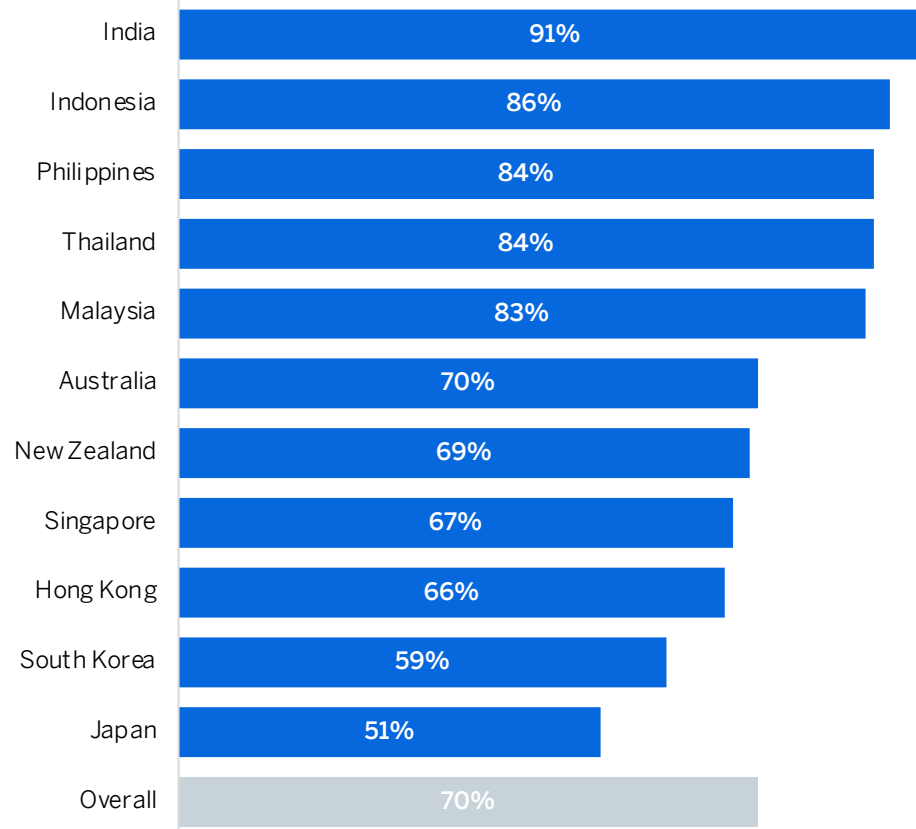
## KEY TAKEAWAYS

- + Across all Asia-Pacific countries, employees provided a Well-Being score of 70%.
- + Indian employees report the highest Well-Being score (91%), followed by Indonesian (86%) employees.
- + Japanese employees provided the lowest Well-Being score, 19 percentage-points lower than the cross-country score. South Korean employees provided the next lowest Well-Being score.

## ABOUT

This chart shows the Well-Being score for each country and the average across all eleven countries.

## Well-Being by Country



# Engagement by Country

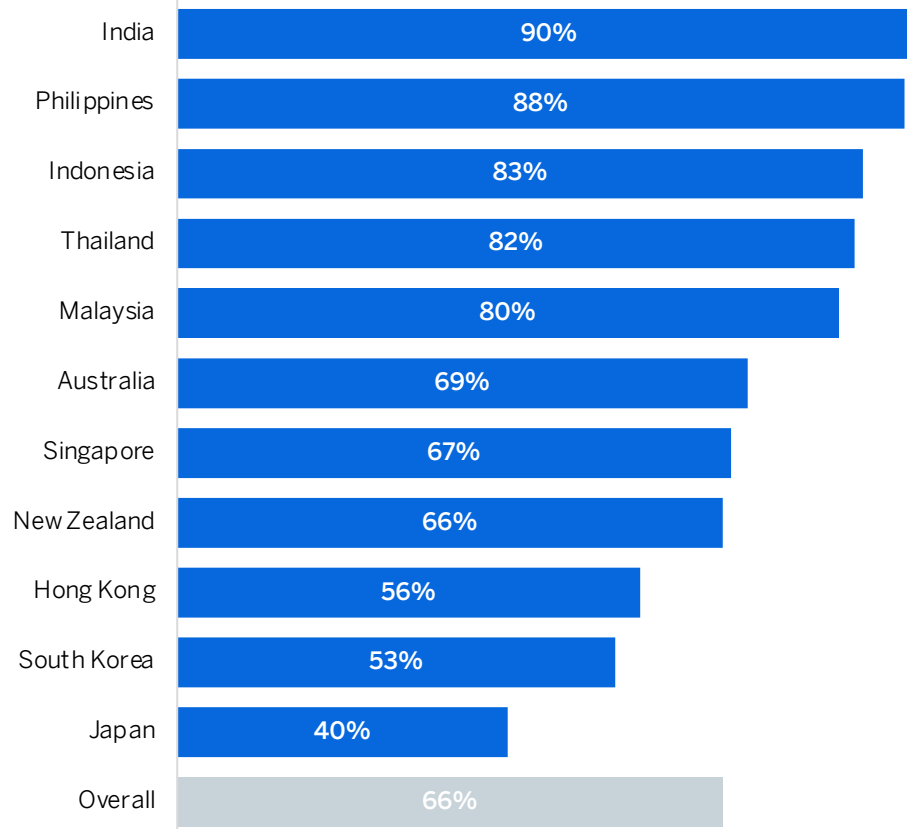
## KEY TAKEAWAYS

- + Across all Asia-Pacific countries, employee engagement scores at 66%.
- + Indian employees enjoy the highest Engagement score (90%), more than twice that of the lowest-scoring country, Japan.
- + Japanese employees provided an engagement score 13 percentage-points lower than that of the next-lowest scoring country, South Korea.

## ABOUT

This chart shows the Engagement score for each country and the average across all eleven countries.

## Engagement by Country



# Intent to Stay by Country

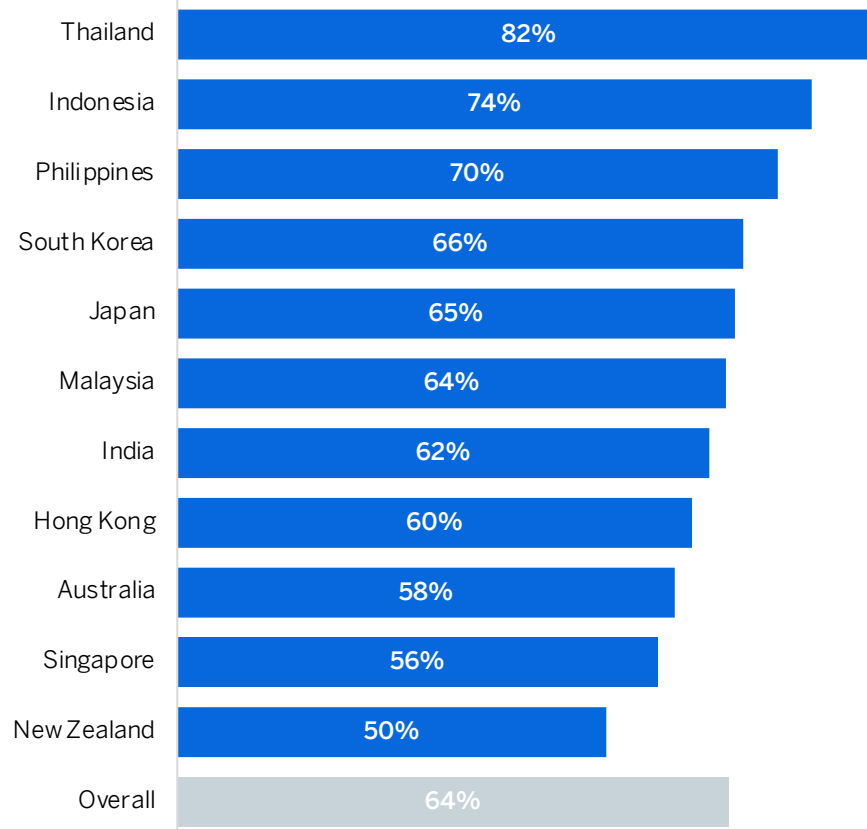
## KEY TAKEAWAYS

- + Just under two-thirds of employees say that they plan to work at their current place of employment for over three years.
- + Thai employees are most likely to stay at their company for more than three years, at 82%, followed by Indonesians, at 74%.
- + New Zealander employees have the lowest intent to stay, with 50% expecting to leave their companies in the next three years.

## ABOUT

This chart shows the Intent to Stay score for each country and the average across all eleven countries.

## Intent to Stay by Country



# Inclusion by Country

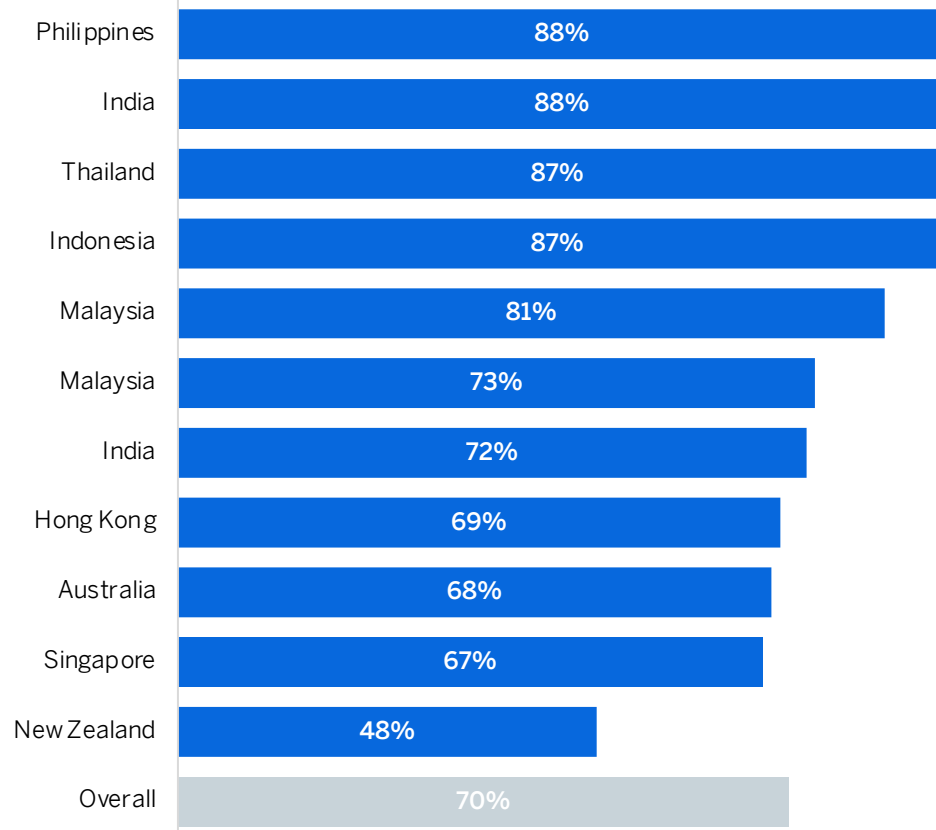
## KEY TAKEAWAYS

- + Asia-Pacific employees provided a cross-country Inclusion score of 70%.
- + Employees in New Zealand reported a much lower level of Inclusion, with a score less than two-thirds that of the Asia-Pacific average.
- + Filipino and Indian employees reported the highest level of Inclusion, at 88%, followed by Thai and Indonesian employees.

## ABOUT

This chart shows the Inclusion score for each country and the average across all eleven countries.

## Inclusion by Country



# Expectations by Country

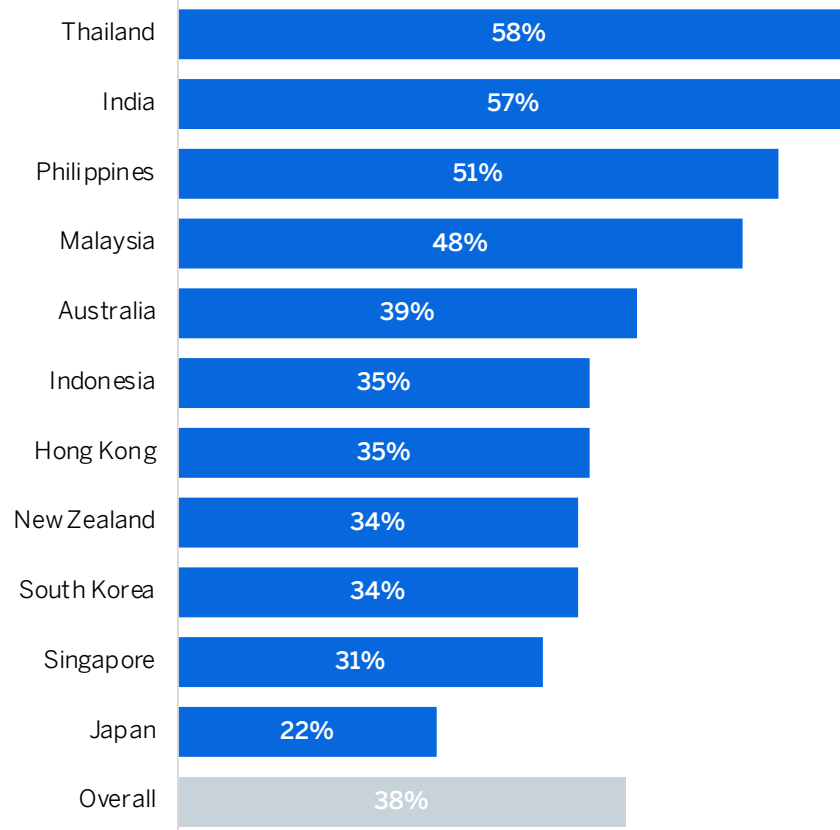
## KEY TAKEAWAYS

- + Thirty-eight percent of Asia-Pacific employees said that their overall experience 'exceeds' or 'greatly exceeds' expectations.
- + Thai employees most frequently feel that their experience exceeds their expectations, at 58% - almost 1.5x the cross-country average.
- + Only 22% of Japanese employees say that their experience exceeds expectations, the lowest of all countries surveyed.

## ABOUT

This chart shows the Expectations score for each country and the average across all eleven countries.

## Expectations by Country



# Employee Experience KPIs: Australia

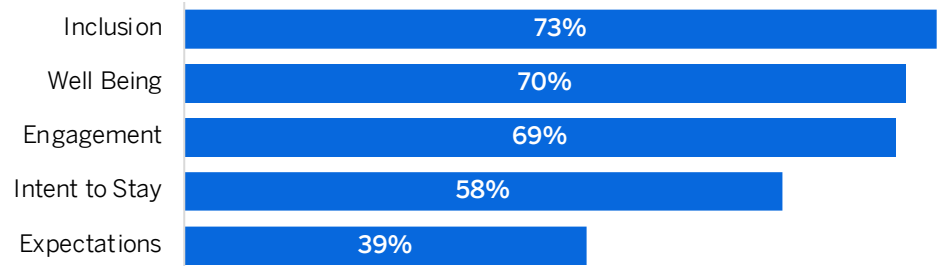
## KEY TAKEAWAYS

- + Australian employees rate inclusion in the workplace highest (73%). All Australian Inclusion components score higher than the Asia-Pacific and global aggregate.
- + Just 58% of Australians intend to keep working at their company for more than three years.
- + Australian employees provide an *energy* score 3 points lower than the Asia-Pacific aggregate, and 4 points lower than the global aggregate.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for Australian employees. The Expectations and Intent to Stay KPIs are single-question indicators.

## Employee Experience Key Performance Indicators: Australia



## Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	Australia	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	75%	4	2
<b>Recommend</b>	Engagement	69%	6	3
<b>Motivate</b>	Engagement	62%	-1	1
<b>Belonging</b>	Inclusion	72%	0	0
<b>Authenticity</b>	Inclusion	79%	7	3
<b>Equity</b>	Inclusion	68%	4	1
<b>Energy</b>	Well-Being	60%	-3	-4
<b>Positivity</b>	Well-Being	73%	1	-1
<b>Relationships</b>	Well-Being	77%	2	1

# Employee Experience KPIs by Work Level: Australia

## KEY TAKEAWAYS

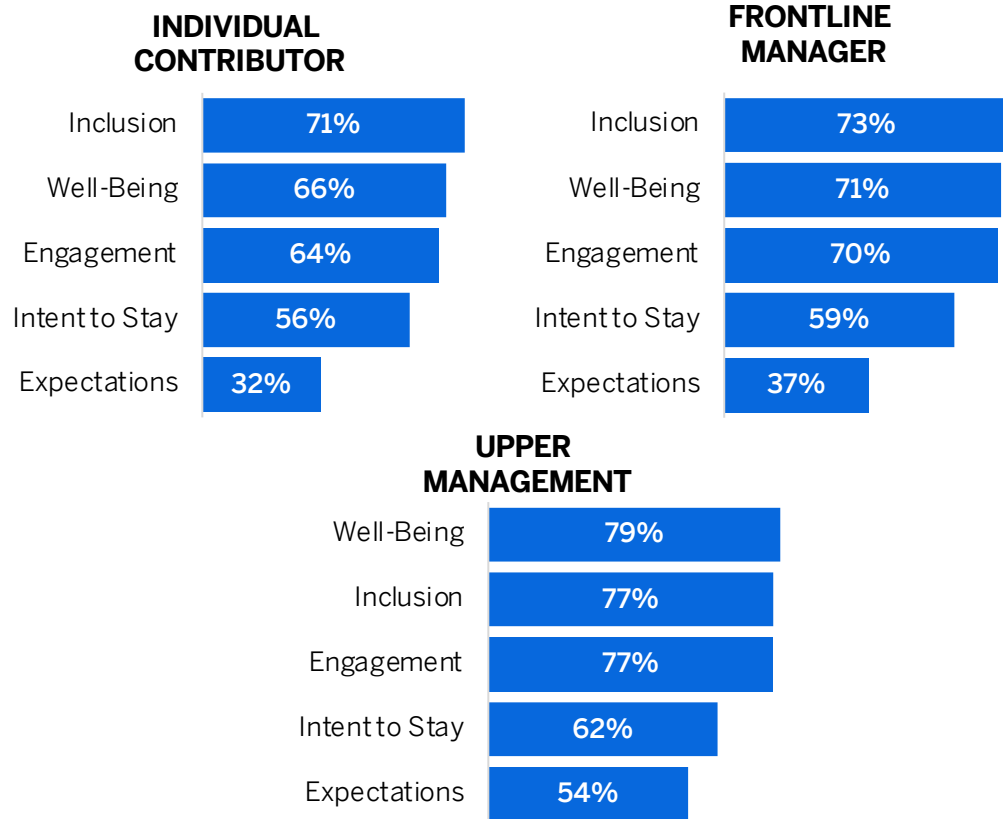
- + Upper management Australians have higher Well-Being, Inclusion, and Engagement scores by at least 6 percentage-points compared to the other work levels.
- + Australian individual contributors have the least intent to stay for more than three years.
- + Upper management Australians are more than 1.5 times as likely to say that their overall experience exceeds expectations compared to individual contributors.

## ABOUT

These charts show five employee experience KPI scores for each working level in Australia. Data is only reported for work levels with a sample size of 100 or more.

### Key Performance Indicators by Work Level: Australia

(mean of KPI component scores)





# Employee Experience KPIs: Hong Kong

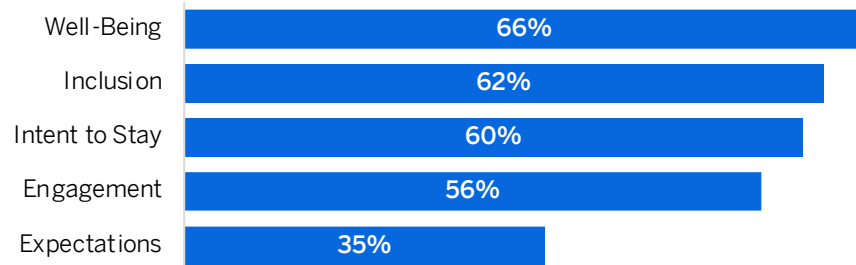
## KEY TAKEAWAYS

- + Hong Kong employees' highest-scoring KPI is Well-Being, with 66%.
- + Seventy percent of Hong Kong employees agree that they can be themselves at work, the highest score across all components, but still falls under both the Asia and global aggregates.
- + Hong Kong employees provide a *belonging* score 15 points below the Asia and global aggregate.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for Hong Kong employees. The Expectations and Intent to Stay KPIs are single-question indicators.

### Employee Experience Key Performance Indicators: Hong Kong



### Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	Hong Kong	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	64%	-7	-9
<b>Recommend</b>	Engagement	52%	-11	-14
<b>Motivate</b>	Engagement	52%	-11	-9
<b>Belonging</b>	Inclusion	57%	-15	-15
<b>Authenticity</b>	Inclusion	70%	-2	-6
<b>Equity</b>	Inclusion	59%	-5	-8
<b>Energy</b>	Well-Being	58%	-5	-6
<b>Positivity</b>	Well-Being	72%	0	-2
<b>Relationships</b>	Well-Being	69%	-6	-7

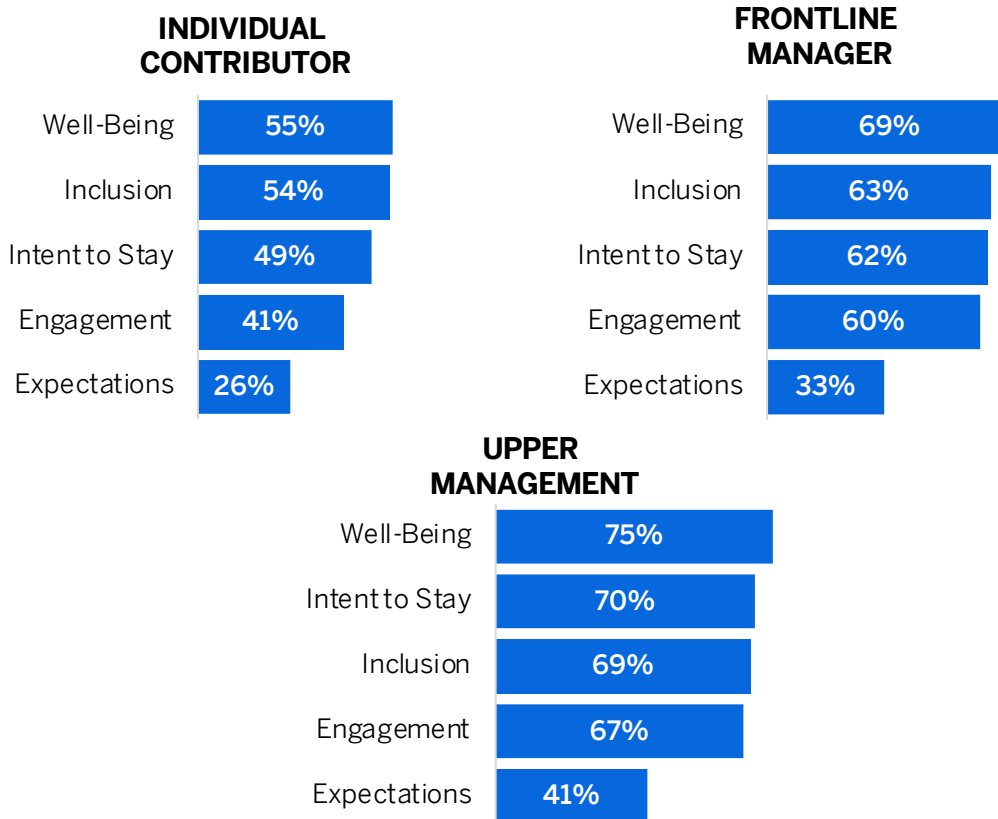
# Employee Experience KPIs by Work Level: Hong Kong

## KEY TAKEAWAYS

- + Well-being, Inclusion, and Engagement scores are highest for upper management, and second highest for frontline managers.
- + Under half of individual contributors in Hong Kong plan to stay at their current company longer than 3 years.

### Key Performance Indicators by Work Level: Hong Kong

(mean of KPI component scores)



## ABOUT

These charts show five employee experience KPI scores for each working level in Hong Kong. Data is only reported for work levels with a sample size of 100 or more.

# Employee Experience KPIs: India

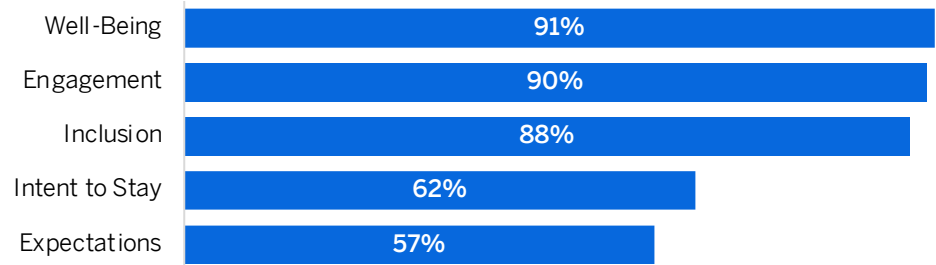
## KEY TAKEAWAYS

- + Indian employees rate Well-Being highest, with a score of 91%, followed by Engagement, at 90%. They provided *recommend*, *motivate*, and *energy* scores 20+ points higher than the Asia-Pacific aggregate.
- + Just 62% of Indian employees intend to stay at their place of work for over three years.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for Indian employees. The Expectations and Intent to Stay KPIs are single-question indicators.

### Employee Experience Key Performance Indicators: India



### Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	India	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	91%	20	18
<b>Recommend</b>	Engagement	90%	27	24
<b>Motivate</b>	Engagement	87%	24	26
<b>Belonging</b>	Inclusion	89%	17	17
<b>Authenticity</b>	Inclusion	92%	20	16
<b>Equity</b>	Inclusion	83%	19	16
<b>Energy</b>	Well-Being	89%	26	25
<b>Positivity</b>	Well-Being	93%	21	19
<b>Relationships</b>	Well-Being	91%	16	15

# Employee Experience KPIs by Work Level: India

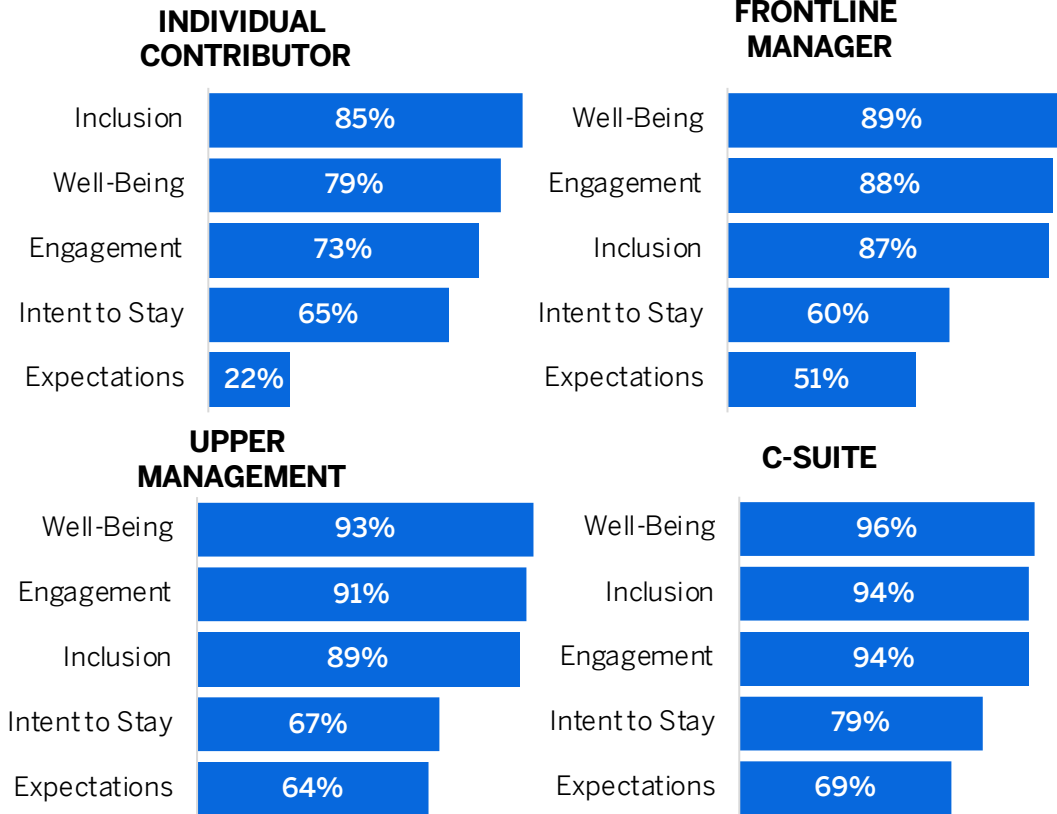
## KEY TAKEAWAYS

- + Experience exceeds expectations most frequently for the C-suite, then upper management, with individual contributors' least frequently feeling this.
- + Intent to stay is lowest among frontline managers and highest for the C-suite.

## ABOUT

These charts show five employee experience KPI scores for each working level in India. Data is only reported for work levels with a sample size of 100 or more.

## Key Performance Indicators by Work Level: India



# Employee Experience KPIs: Indonesia

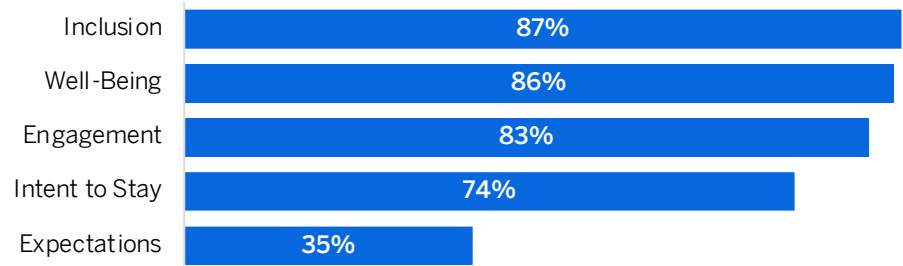
## KEY TAKEAWAYS

- + Indonesian employees provided Inclusion, Well-Being, and Engagement KPI scores above 80%.
- + Indonesian employees gave the *belonging* component the highest score – 91% feel that they belong at their place of work, 19 points higher than the Asia and global aggregates.
- + Almost three-quarters of Indonesians plan to stay at their place of work for three years or more.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for Indonesian employees. The Expectations and Intent to Stay KPIs are single-question indicators.

## Employee Experience Key Performance Indicators: Indonesia



## Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	Indonesia	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	86%	15	13
<b>Recommend</b>	Engagement	79%	16	13
<b>Motivate</b>	Engagement	84%	21	23
<b>Belonging</b>	Inclusion	91%	19	19
<b>Authenticity</b>	Inclusion	88%	16	12
<b>Equity</b>	Inclusion	82%	18	15
<b>Energy</b>	Well-Being	84%	21	20
<b>Positivity</b>	Well-Being	88%	16	14
<b>Relationships</b>	Well-Being	87%	12	11

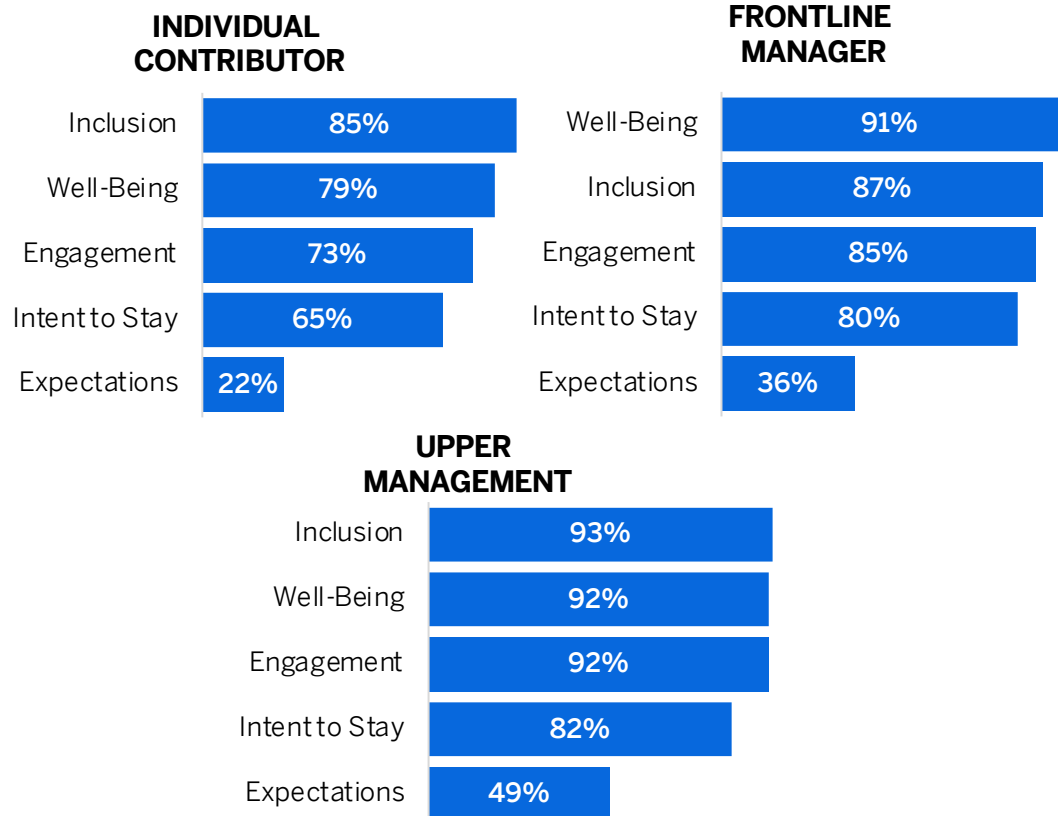
# Employee Experience KPIs by Work Level: Indonesia

## KEY TAKEAWAYS

- + Experience exceeds expectations for upper management at more than twice the rate than that for individual contributors.
- + Intent to stay is highest (82%) for upper management and lowest (65%) for individual contributors.

### Key Performance Indicators by Work Level: Indonesia

(mean of KPI component scores)



## ABOUT

These charts show five employee experience KPI scores for each working level in Indonesia. Data is only reported for work levels with a sample size of 100 or more.

# Employee Experience KPIs: Japan

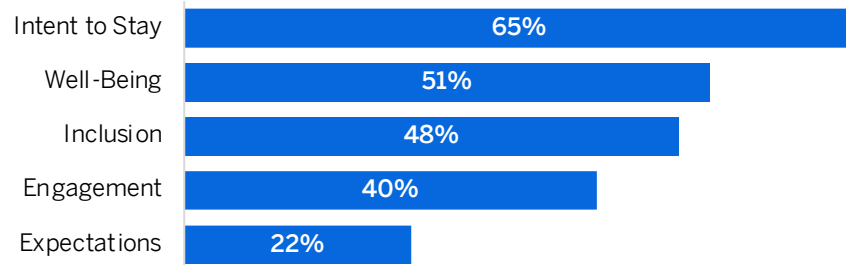
## KEY TAKEAWAYS

- + 'Intent to Stay' is the top KPI for Japanese employees – 65% plan to stay at their job for three years or more.
- + Just 22% of Japanese employees say that their overall experience exceeds their expectations, and under half say that their work gives them a sense of accomplishment.
- + Thirty-two percent of Japanese employees would recommend their company, over 30 points lower than the Asia and global aggregates.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for Japanese employees. The Expectations and Intent to Stay KPIs are single-question indicators.

## Employee Experience Key Performance Indicators: Japan



## Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	Japan	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	47%	-24	-26
<b>Recommend</b>	Engagement	32%	-31	-34
<b>Motivate</b>	Engagement	40%	-23	-21
<b>Belonging</b>	Inclusion	62%	-10	-10
<b>Authenticity</b>	Inclusion	45%	-27	-31
<b>Equity</b>	Inclusion	38%	-26	-29
<b>Energy</b>	Well-Being	43%	-20	-21
<b>Positivity</b>	Well-Being	51%	-21	-23
<b>Relationships</b>	Well-Being	60%	-15	-16

# Employee Experience KPIs by Work Level: Japan

## KEY TAKEAWAYS

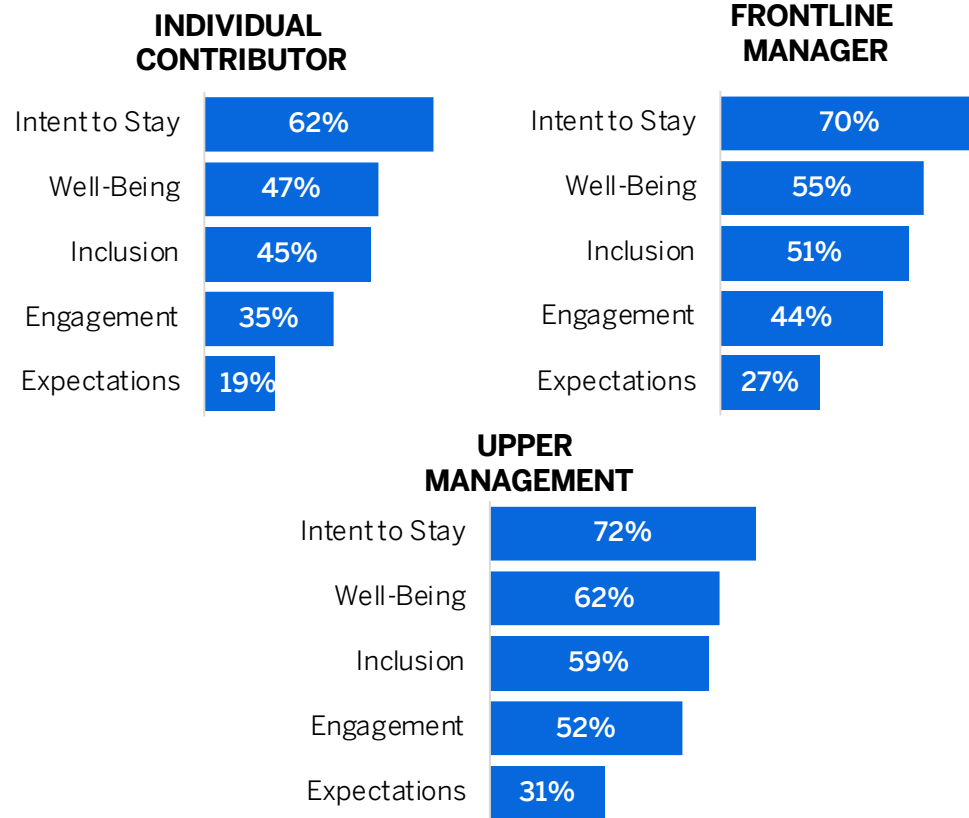
- + All KPIs scored under 50% for individual contributors except for intent to stay, at 62%.
- + Inclusion, Engagement, and Well-Being scores are all the highest for upper management.
- + Japanese upper management is most likely to say that their experience exceeds their expectations.

## ABOUT

These charts show five employee experience KPI scores for each working level in Japan. Data is only reported for work levels with a sample size of 100 or more.

### Key Performance Indicators by Work Level: Japan

(mean of KPI component scores)





# Employee Experience KPIs: Malaysia

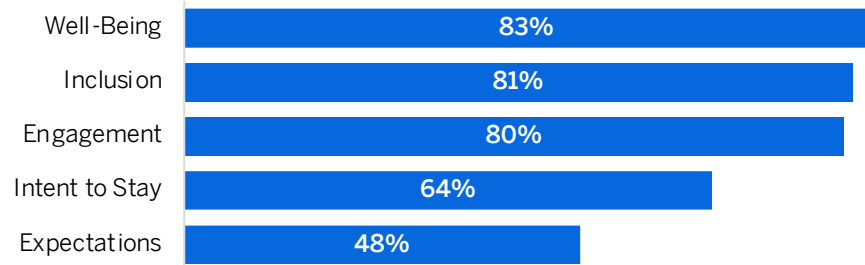
## KEY TAKEAWAYS

- + Malaysian employees most frequently agreed that they have trusting relationships at work (88%), contributing to Well-Being earning top KPI.
- + Seventy-nine percent of Malaysian employees say they feel that they belong and feel energized at work, the lowest scores across all components.
- + 48% of Malaysians say that their experience exceeds their expectations.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for Malaysian employees. The Expectations and Intent to Stay KPIs are single-question indicators.

### Employee Experience Key Performance Indicators: Malaysia



### Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

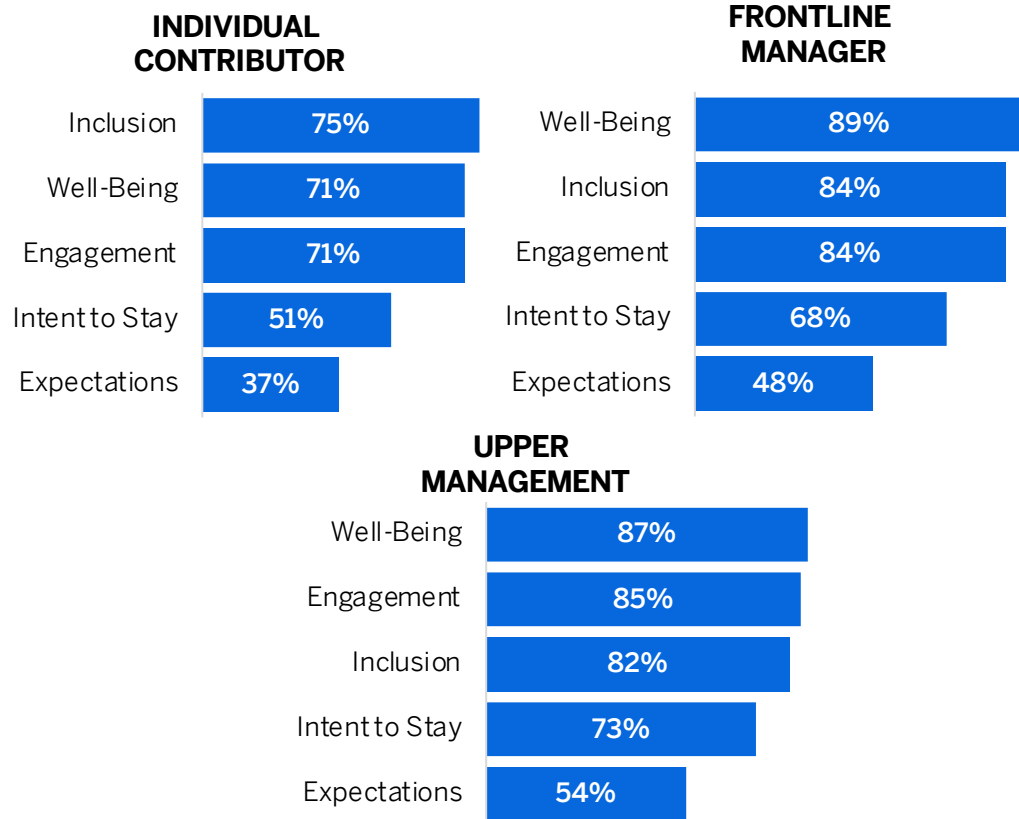
Component	KPI	Malaysia	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	83%	12	10
<b>Recommend</b>	Engagement	78%	15	12
<b>Motivate</b>	Engagement	80%	17	19
<b>Belonging</b>	Inclusion	79%	7	7
<b>Authenticity</b>	Inclusion	84%	12	8
<b>Equity</b>	Inclusion	81%	17	14
<b>Energy</b>	Well-Being	79%	16	15
<b>Positivity</b>	Well-Being	82%	10	8
<b>Relationships</b>	Well-Being	88%	13	12

# Employee Experience KPIs by Work Level: Malaysia

## KEY TAKEAWAYS

- + Just over half of individual contributors plan to stay for more than three years, but nearly three-quarters of upper management intends to do so.
- + Well-Being and Inclusion scores are highest for frontline managers and lowest for individual contributors.

### Key Performance Indicators by Work Level: Malaysia (mean of KPI component scores)



## ABOUT

These charts show five employee experience KPI scores for each working level in Malaysia. Data is only reported for work levels with a sample size of 100 or more.

# Employee Experience KPIs: New Zealand

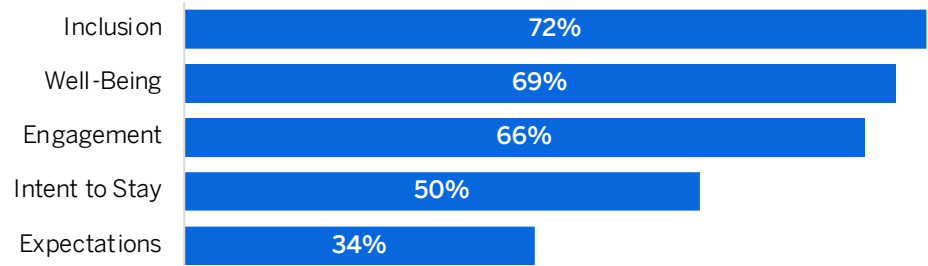
## KEY TAKEAWAYS

- + New Zealander employees most frequently agree that they have trusting relationships at work, at 76%.
- + Fifty-six percent of New Zealander employees agree that they feel energized at work, 8 points lower than the global aggregate.
- + Half of employees intend to stay at their current company longer than 3 years.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for New Zealand employees. The Expectations and Intent to Stay KPIs are single-question indicators.

## Employee Experience Key Performance Indicators: New Zealand



## Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

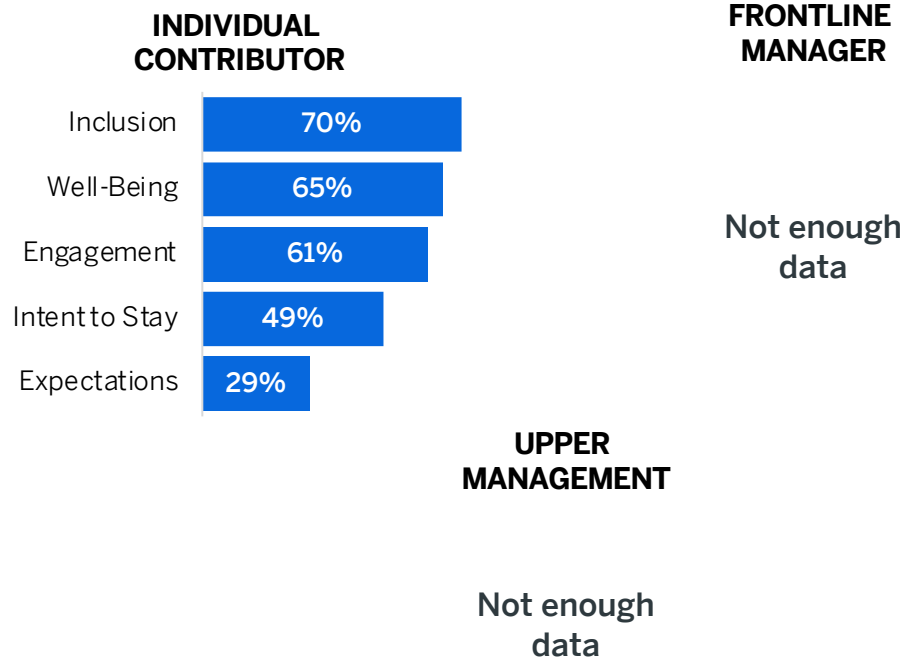
Component	KPI	New Zealand	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	72%	1	-1
<b>Recommend</b>	Engagement	66%	3	0
<b>Motivate</b>	Engagement	59%	-4	-2
<b>Belonging</b>	Inclusion	69%	-3	-3
<b>Authenticity</b>	Inclusion	78%	6	2
<b>Equity</b>	Inclusion	69%	5	2
<b>Energy</b>	Well-Being	56%	-7	-8
<b>Positivity</b>	Well-Being	74%	2	0
<b>Relationships</b>	Well-Being	76%	1	0

# Employee Experience KPIs by Work Level: New Zealand

## KEY TAKEAWAYS

- + Individual contributors' Inclusion, Well-Being, and Engagement scores all fall below New Zealand's average scores.
- + Just over one-quarter of individual contributors say that their experience exceeds expectations.

### Key Performance Indicators by Work Level: New Zealand (mean of KPI component scores)



## ABOUT

These charts show five employee experience KPI scores for each working level in New Zealand. Data is only reported for work levels with a sample size of 100 or more.

# Employee Experience KPIs: Philippines

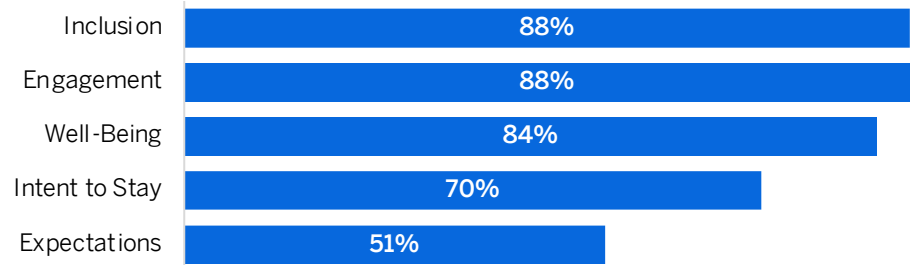
## KEY TAKEAWAYS

- + 'Inclusion' and 'Engagement' top Filipino EX KPIs, at 88%. Filipino employees most frequently agree that their work gives them a feeling of accomplishment, at 91%.
- + Eighty-two percent of Filipino employees say that they feel energized at work and have trusting relationships, their lowest component scores.
- + Over half of employees said that their overall experience exceeds their expectations.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for Filipino employees. The Expectations and Intent to Stay KPIs are single-question indicators.

### Employee Experience Key Performance Indicators: Philippines



### Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	Philippines	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	91%	20	18
<b>Recommend</b>	Engagement	86%	23	20
<b>Motivate</b>	Engagement	88%	25	27
<b>Belonging</b>	Inclusion	89%	17	17
<b>Authenticity</b>	Inclusion	90%	18	14
<b>Equity</b>	Inclusion	83%	19	16
<b>Energy</b>	Well-Being	82%	19	18
<b>Positivity</b>	Well-Being	88%	16	14
<b>Relationships</b>	Well-Being	82%	7	6

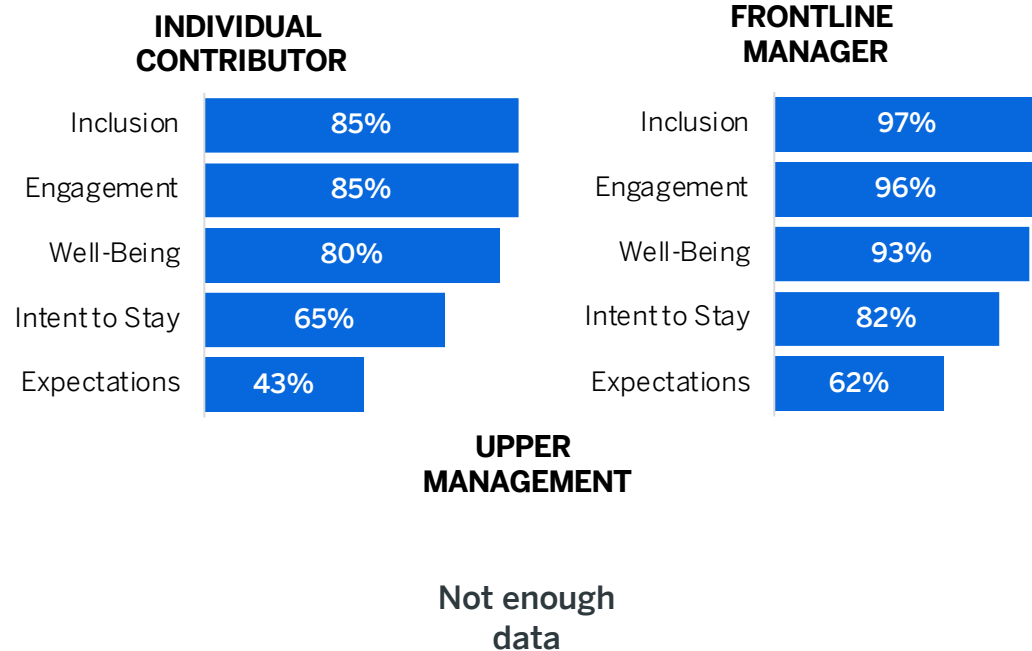
# Employee Experience KPIs by Work Level: Philippines

## KEY TAKEAWAYS

- + Inclusion, Engagement, and Well-Being scores are all over 10 percentage-points higher for frontline managers compared to individual contributors.
- + 82% of Filipino frontline managers say they plan to stay at their current company for more than three years, 17 points more than individual contributors.

### Key Performance Indicators by Work Level: Philippines

(mean of KPI component scores)



## ABOUT

These charts show five employee experience KPI scores for each working level in the Philippines. Data is only reported for work levels with a sample size of 100 or more.

# Employee Experience KPIs: Singapore

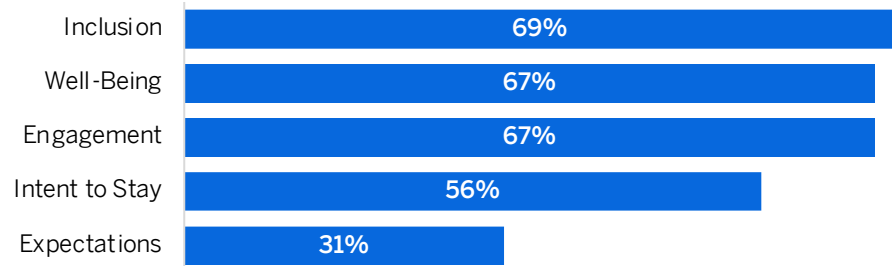
## KEY TAKEAWAYS

- + Singaporeans most frequently agree that they can be themselves at work (74%), and least frequently agree that they feel energized at work (61%).
- + Just over half of Singaporean employees intend to stay at their place of work for three years or more.
- + Under one-third of Singaporeans say that their experience exceeds their expectations.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for Singaporean employees. The Expectations and Intent to Stay KPIs are single-question indicators.

### Employee Experience Key Performance Indicators: Singapore



### Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	Singapore	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	71%	0	-2
<b>Recommend</b>	Engagement	66%	3	0
<b>Motivate</b>	Engagement	65%	2	4
<b>Belonging</b>	Inclusion	66%	-6	-6
<b>Authenticity</b>	Inclusion	74%	2	-2
<b>Equity</b>	Inclusion	66%	2	-1
<b>Energy</b>	Well-Being	61%	-2	-3
<b>Positivity</b>	Well-Being	67%	-5	-7
<b>Relationships</b>	Well-Being	72%	-3	-4

# Employee Experience KPIs by Work Level: Singapore

## KEY TAKEAWAYS

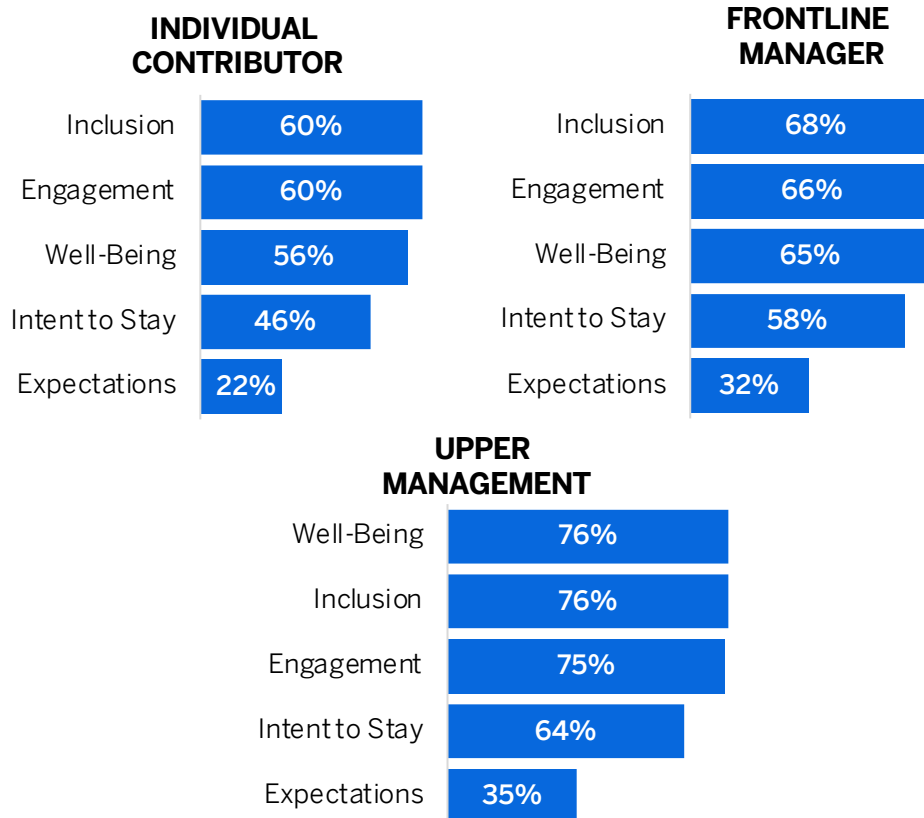
- + Inclusion, Engagement, and Well-Being scores are lowest for individual contributors and highest for upper management.
- + Upper management's intent to stay is 18 percentage-points higher than that of individual contributors.

## ABOUT

These charts show five employee experience KPI scores for each working level in Singapore. Data is only reported for work levels with a sample size of 100 or more.

### Key Performance Indicators by Work Level: Singapore

(mean of KPI component scores)





# Employee Experience KPIs: South Korea

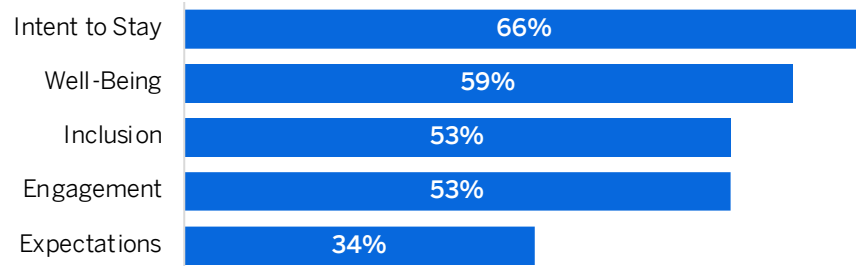
## KEY TAKEAWAYS

- + Intent to Stay is the leading EX KPI in South Korea – 66% of South Koreans intend to stay at their company for at least three years.
- + South Koreans most frequently agree that they have trusting relationships at work (67%), and least frequently agree that they feel energized and that everyone can succeed to their full potential (47%).

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for South Korean employees. The Expectations and Intent to Stay KPIs are single-question indicators.

### Employee Experience Key Performance Indicators: South Korea



### Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	South Korea	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	61%	-10	-12
<b>Recommend</b>	Engagement	51%	-12	-15
<b>Motivate</b>	Engagement	49%	-14	-12
<b>Belonging</b>	Inclusion	61%	-11	-11
<b>Authenticity</b>	Inclusion	51%	-21	-25
<b>Equity</b>	Inclusion	47%	-17	-20
<b>Energy</b>	Well-Being	47%	-16	-17
<b>Positivity</b>	Well-Being	62%	-10	-12
<b>Relationships</b>	Well-Being	67%	-8	-9

# Employee Experience KPIs by Work Level: South Korea

## KEY TAKEAWAYS

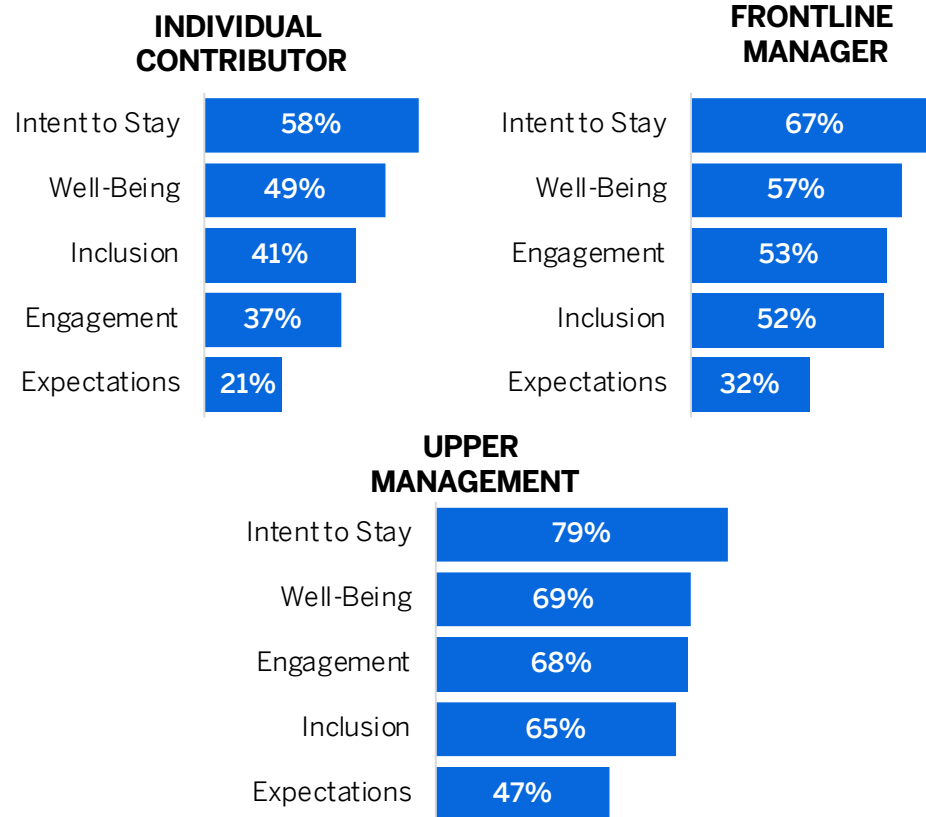
- + Intent to stay longer than three years is more than 20 percentage-points higher among upper management compared to individual contributors.
- + Individual contributors have Well-Being, Inclusion, and Engagement scores all under 50%.

## ABOUT

These charts show five employee experience KPI scores for each working level in South Korea. Data is only reported for work levels with a sample size of 100 or more.

### Key Performance Indicators by Work Level: South Korea

(mean of KPI component scores)



# Employee Experience KPIs: Thailand

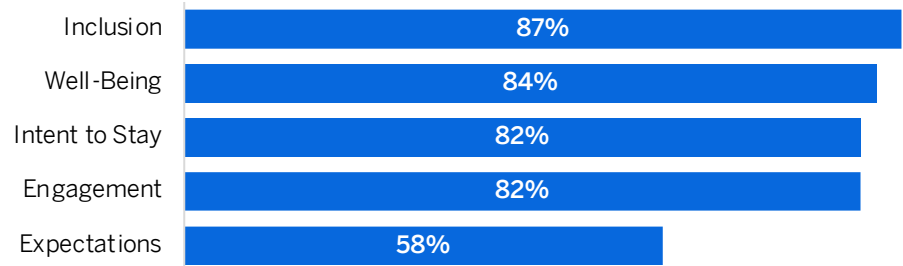
## KEY TAKEAWAYS

- + Thai employees are most likely to agree that they can be themselves and that they belong at work (89%), and least likely to agree that their company motivates them to contribute more than required (79%).
- + 82% of Thai employees intend to stay at their current company for three or more years.

## ABOUT

This chart and table show the five employee experience KPI scores and the components' scores underlying three of the KPIs for Thai employees. The Expectations and Intent to Stay KPIs are single-question indicators.

### Employee Experience Key Performance Indicators: Thailand



### Key Performance Indicator Components

(percentage selecting top 2 on a 5-point scale)

Component	KPI	South Korea	%-pt Difference from Asia-Pacific	%-pt Difference from Global
<b>Accomplish</b>	Engagement	84%	13	11
<b>Recommend</b>	Engagement	81%	18	15
<b>Motivate</b>	Engagement	79%	16	18
<b>Belonging</b>	Inclusion	89%	17	17
<b>Authenticity</b>	Inclusion	89%	17	13
<b>Equity</b>	Inclusion	84%	20	17
<b>Energy</b>	Well-Being	83%	20	19
<b>Positivity</b>	Well-Being	88%	16	14
<b>Relationships</b>	Well-Being	82%	7	6

# Employee Experience KPIs by Work Level: Thailand

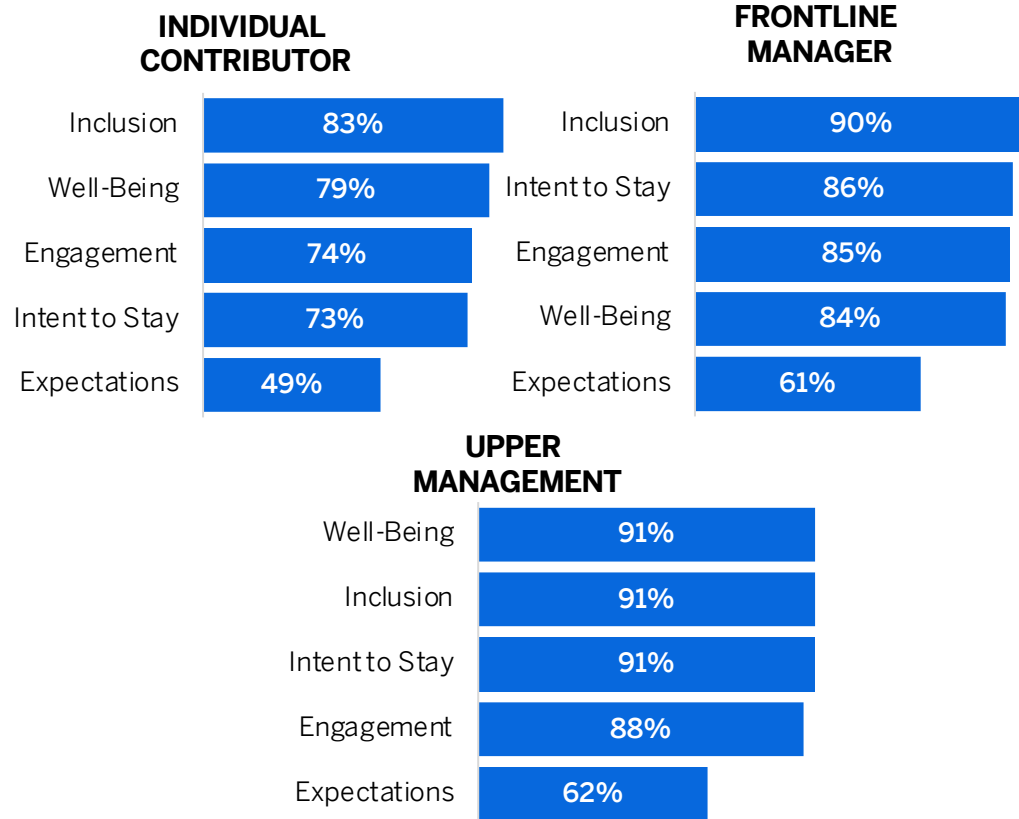
## KEY TAKEAWAYS

- + Well-Being, Inclusion, and Engagement are all highest for upper management and lowest for individual contributors.
- + Upper management says their experience exceeds their expectations 23 points more frequently than individual contributors.

## ABOUT

These charts show five employee experience KPI scores for each working level in Thailand. Data is only reported for work levels with a sample size of 100 or more.

### Key Performance Indicators by Work Level: Thailand (mean of KPI component scores)



## DATA CALCULATION

### Engagement, Inclusion, Well-Being, Intent to Stay, Expectations

Scores for each component are calculated by combining the total number of respondents that selected the top two choices (agree & strongly agree/ over three years & over five years/ exceeds & greatly exceeds expectations) and dividing by the total number of respondents. Metrics for **Engagement**, **Inclusion**, and **Well-Being** are then calculated by averaging the three components.

Employee groups are defined by respondent self-selection: Individual contributor, frontline manager, upper management (mid-management, director, senior director), or C-Suite (VP, C-Suite, etc.).

**Figures 1** and **2** are calculated by finding the score for each metric across all 27 countries (referred to as 'global') included in this study.

**Figures 3-7** are calculated by finding each metric's score for each country listed. The overall score calculates the average across the six countries listed.

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### PUBLICATION DATE

February 2023