



DATA SNAPSHOT

# Global Study: Employee Experience Trends Across Europe, the Middle East, and Africa, 2022

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# 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, Well-Being, Intent to Stay, and Experience vs Expectations) for employee experience across each country and work levels within each country. In this snapshot, we share the metrics from Europe, the Middle East, and Africa (EMEA). We found that:

- + **EMEA countries have the lowest Well-Being, Engagement, and Expectations scores.** European, Middle East, and African countries included in this study provided regional Engagement and Well-Being scores two percentage-points below that of the global aggregate, and an Expectations score 3 points below the global score, at 36%.
- + **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 are 1.3x more likely to stay at their company longer than 3 years.
- + **One-third of the EMEA workforce intends to leave their company in the next three years.** Intent to stay longer than three years is lowest among Swedish employees, at 51%, and UK employees, at 54%. Italian and German employees have the highest intent to stay longer than three years, at 72% each.
- + **EMEA employees can be themselves at work.** Seventy-eight percent of EMEA employees agree that they can be themselves at work, 2 points higher than the global aggregate and the highest KPI component in EMEA.

## STUDY KEY FACTS

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

# Global Study: Employee Experience Trends Across Europe, the Middle East, and Africa

## 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.

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*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

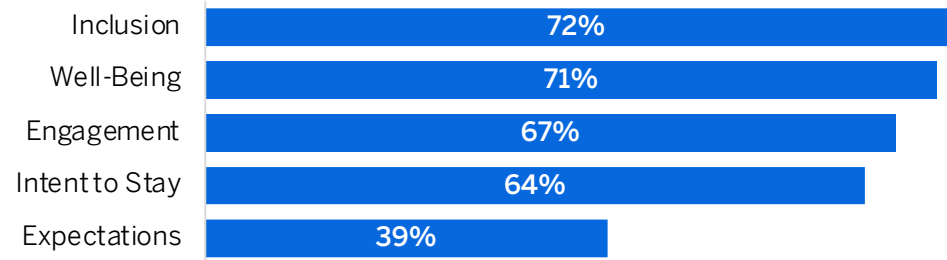
## KEY TAKEAWAYS

- + 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 61%.

## 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%

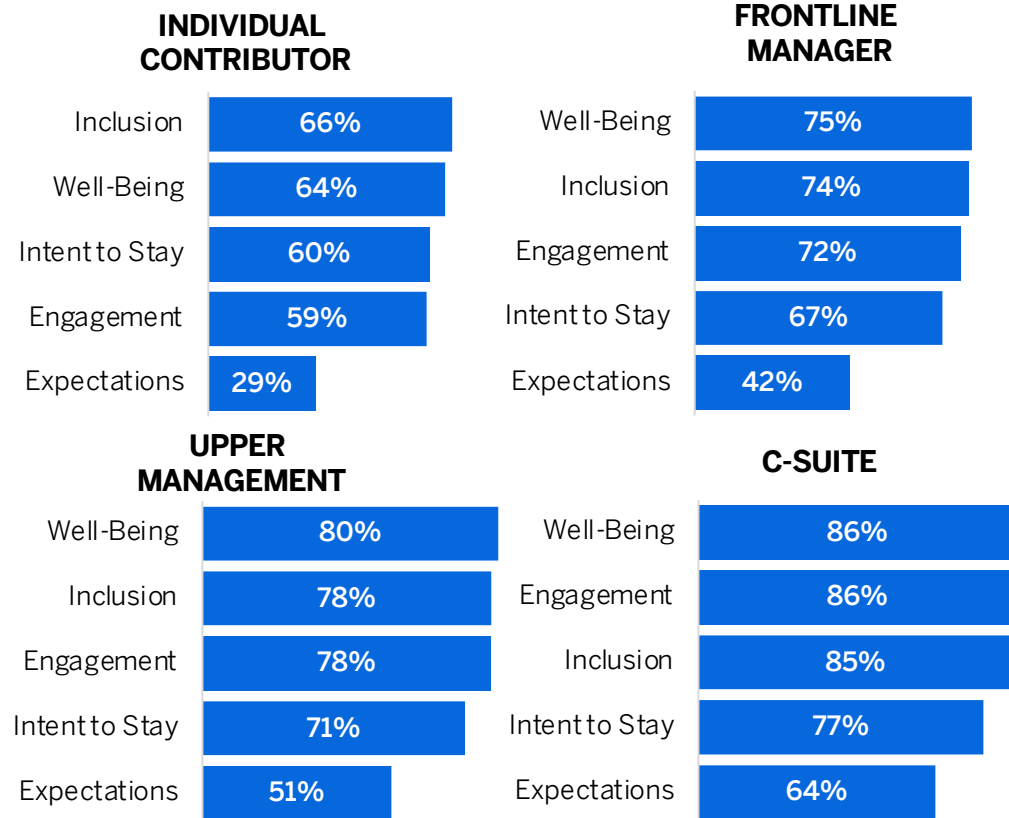
# All Employee Experience KPIs by Work Level: Global

## KEY TAKEAWAYS

- + All KPIs are higher at 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: EMEA

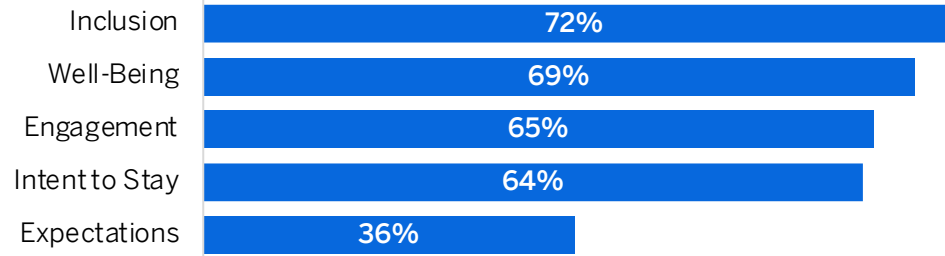
## KEY TAKEAWAYS

- + Inclusion is the top KPI in EMEA, with a score of 72%. Expectations is the lowest-scoring KPI, at 36%.
- + EMEA employees most frequently agree that they feel like they can be themselves at work, with an *Authenticity* score of 78% as the leading component.
- + Fifty-nine percent of EMEA employees agree that they are motivated to contribute more than is required, the lowest scoring component.

## 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: Europe, the Middle East, & Africa



### Key Performance Indicator Components

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

Component	KPI	EMEA
<b>Accomplish</b>	Engagement	71%
<b>Recommend</b>	Engagement	64%
<b>Motivate</b>	Engagement	59%
<b>Belonging</b>	Inclusion	70%
<b>Authenticity</b>	Inclusion	78%
<b>Equity</b>	Inclusion	67%
<b>Energy</b>	Well-Being	61%
<b>Positivity</b>	Well-Being	72%
<b>Relationships</b>	Well-Being	75%

# All Employee Experience KPIs by Work Level: EMEA

## KEY TAKEAWAYS

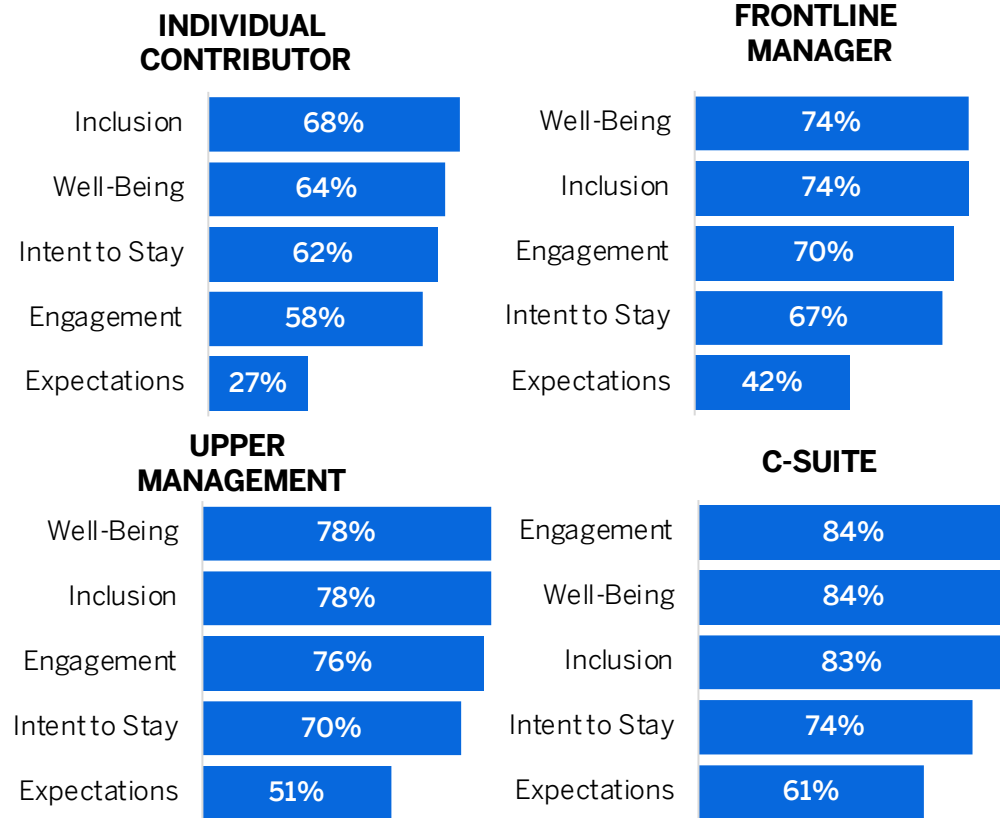
- + All KPIs are higher for each successive working level.
- + Experience exceeds expectations at a rate 10 percentage-points higher or more for each successive working level. EMEA C-Suite says that experience exceeds expectations at more than twice the rate as it does for individual contributors.
- + Engagement among individual contributors is 12 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: EMEA

(overall KPI component scores)



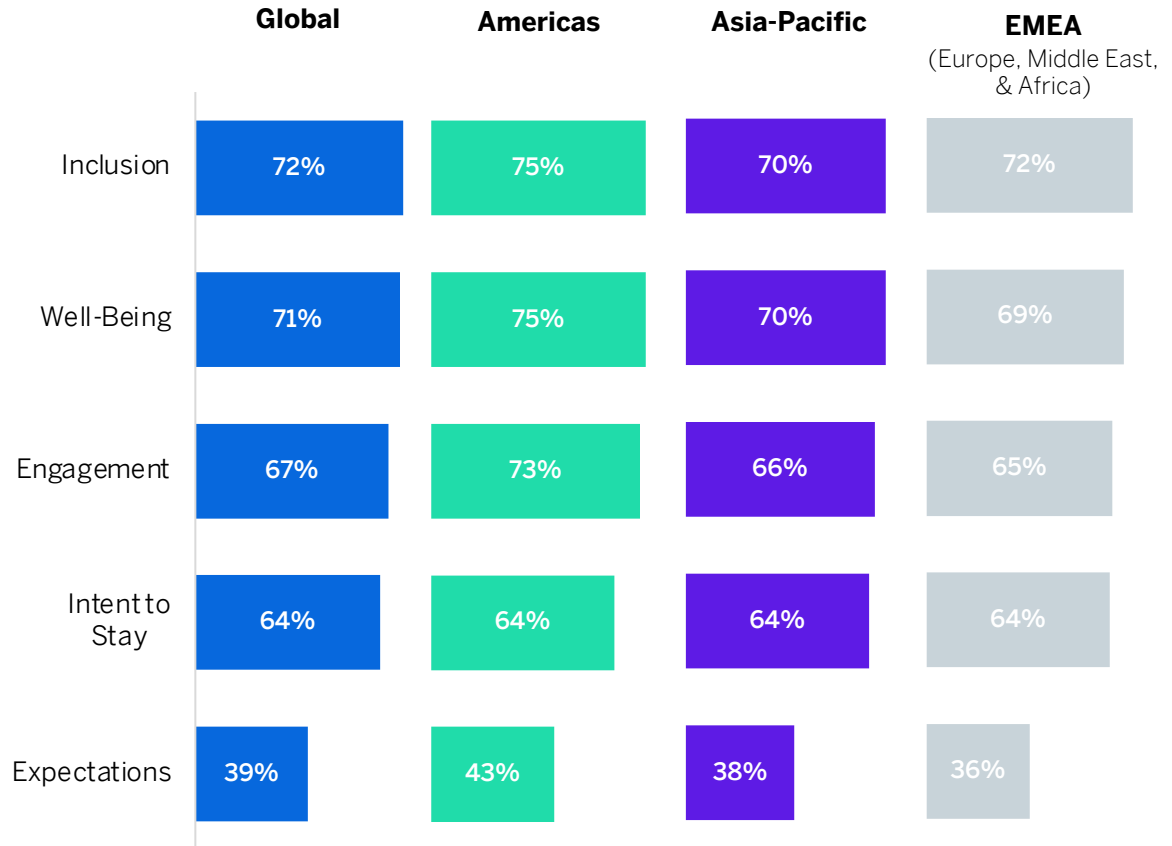


# All Employee Experience KPIs by Region

## 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

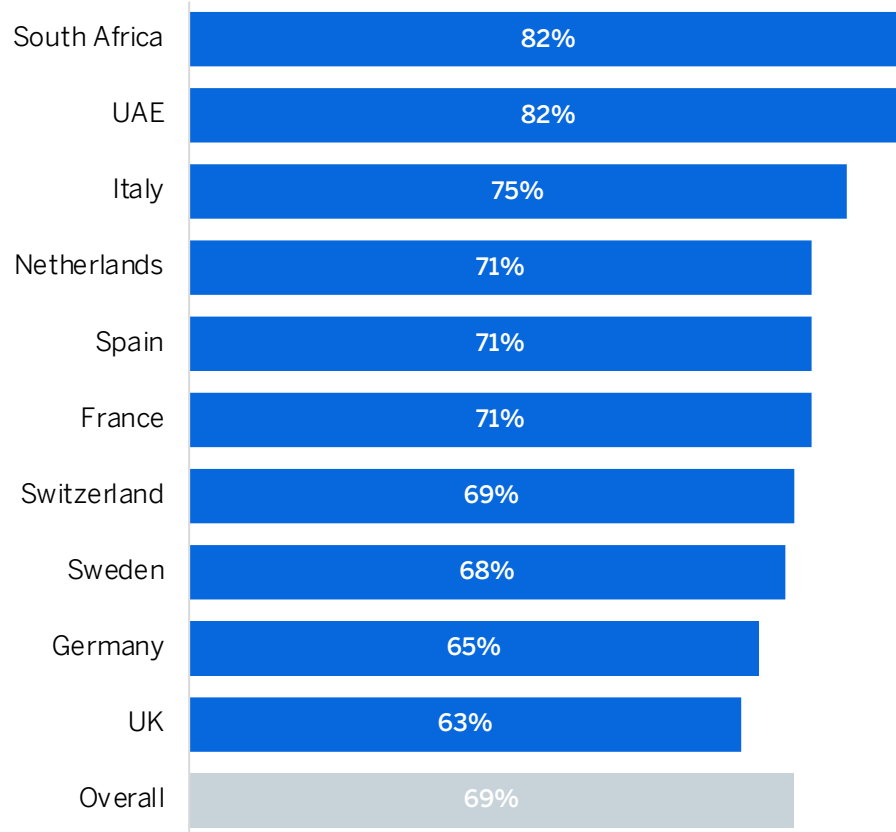
## KEY TAKEAWAYS

- + Across all EMEA countries, employees provided a Well-Being score of 69%.
- + South African and Emirate employees report the highest Well-Being scores (82%).
- + UK employees provided the lowest Well-Being score, 6 percentage-points lower than the cross-country score. German employees provided the next lowest Well-Being scores.

## ABOUT

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

## Well-Being by Country

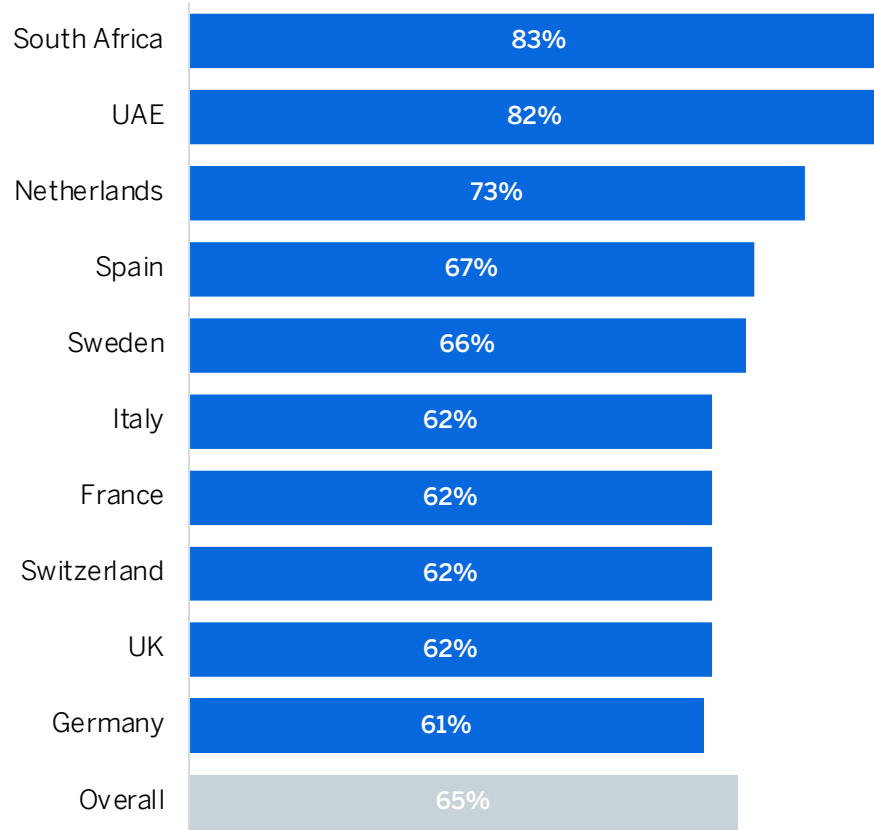


# Engagement by Country

## KEY TAKEAWAYS

- + Across all EMEA countries, employee engagement scores at 65%.
- + South African employees enjoy the highest Engagement score (83%), more than 1.3 times that of the lowest-scoring country, Germany.

## Engagement by Country



## ABOUT

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

# Intent to Stay by Country

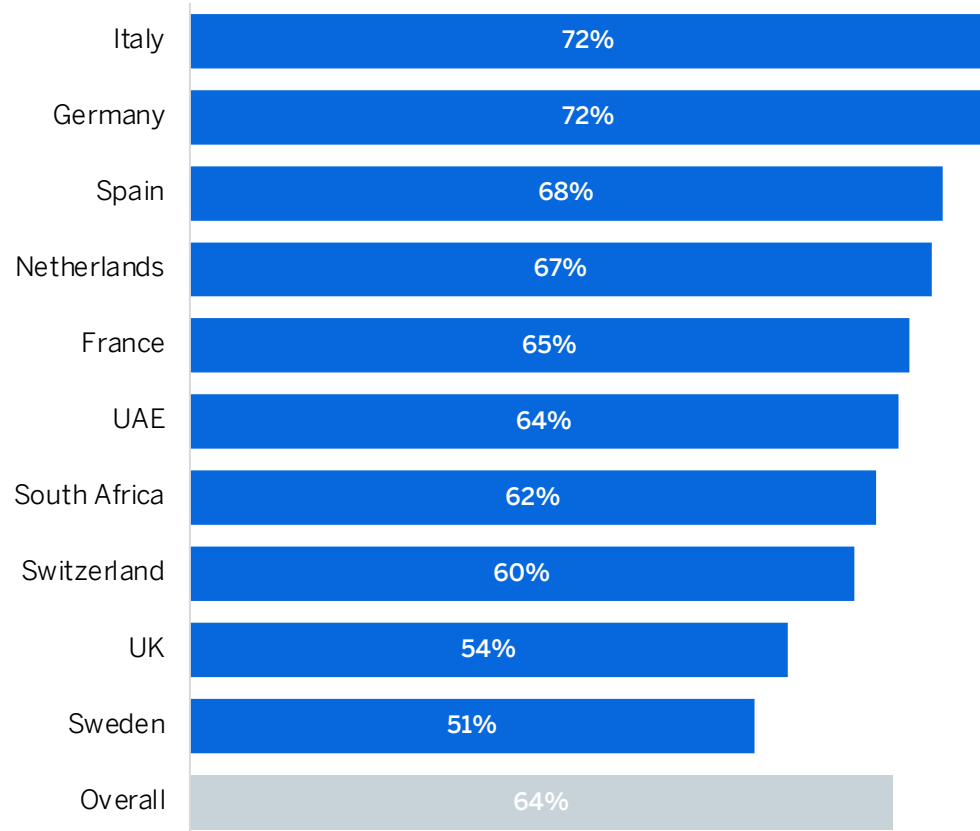
## KEY TAKEAWAYS

- + Just under two-thirds of employees say that they plan to work at their current place of employment for over three years.
- + Italian and German employees are most likely to stay at their company for more than three years, at 72%, followed by Spaniards.
- + Swedish employees have the lowest intent to stay, with 49% 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 ten countries

## Intent to Stay by Country

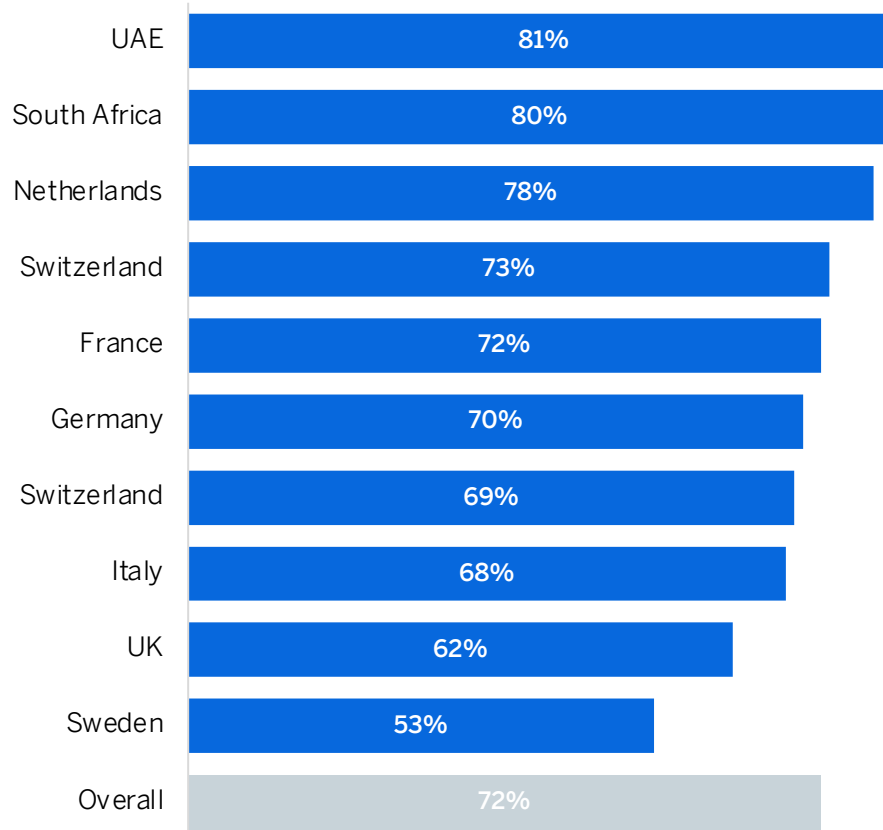


# Inclusion by Country

## KEY TAKEAWAYS

- + EMEA employees provided a cross-country Inclusion score of 72%.
- + Employees in Sweden reported a much lower level of Inclusion, with a score about three-quarters that of the cross-country average.
- + Emirate employees reported the highest level of Inclusion, at 81%, followed by South African employees.

## Inclusion by Country



## ABOUT

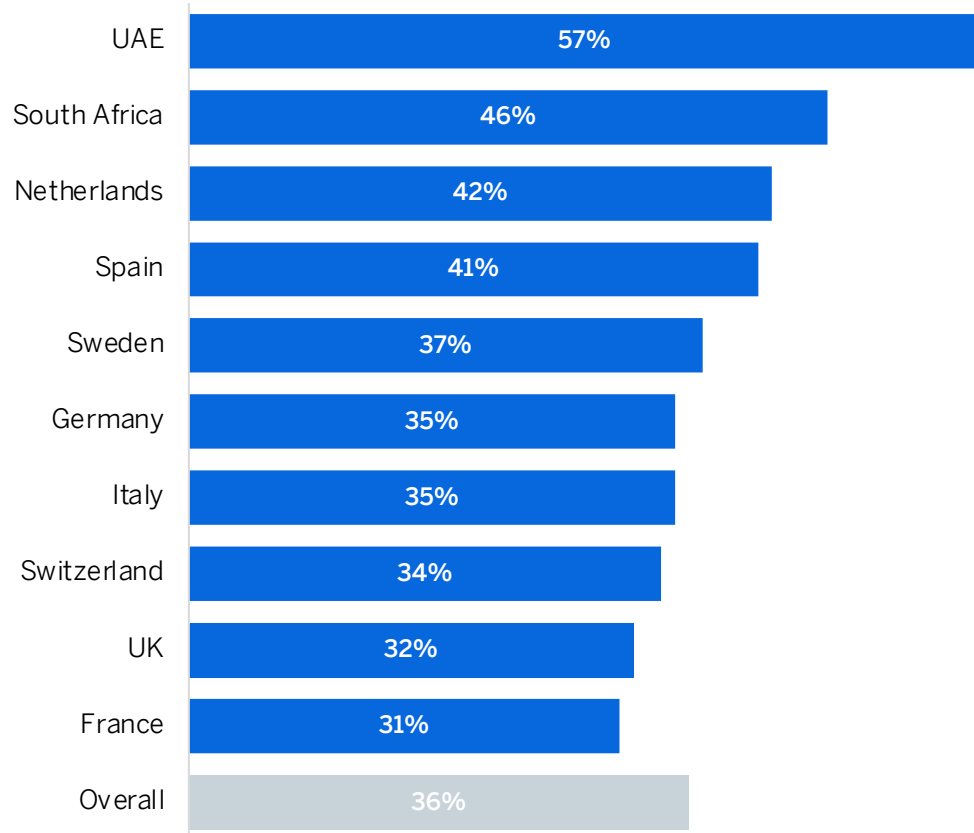
This chart shows the Inclusion score for each country and the average across all ten countries

# Expectations by Country

## KEY TAKEAWAYS

- + Under two out of five EMEA of employees said that their overall experience 'exceeds' or 'greatly exceeds' expectations.
- + Emirate employees most frequently feel that their experience exceeds their expectations, at 57% - 1.5x the cross-country average.
- + Only 31% of French employees say that their experience exceeds expectations, the lowest of all countries surveyed.

## Expectations by Country



## ABOUT

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

# Employee Experience KPIs: France

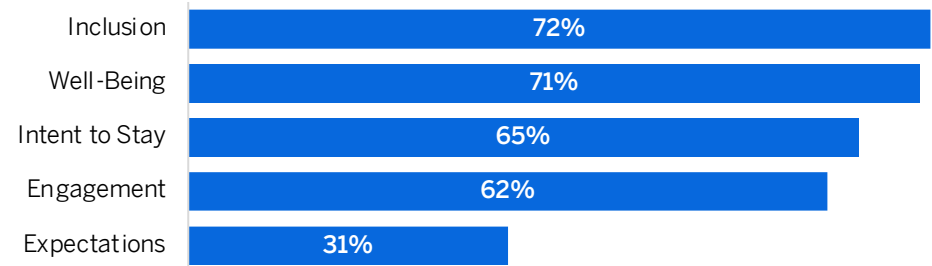
## KEY TAKEAWAYS

- + Just 56% of employees say that their company motivates them to contribute more than required, the lowest component score. Meanwhile, 80% agree that they can be themselves at work.
- + Under two-thirds of French workers say they intend to stay at their current company longer than three years.

## ABOUT

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

## Employee Experience Key Performance Indicators: France



## Key Performance Indicator Components

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

Component	KPI	France	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	69%	-2	-4
<b>Recommend</b>	Engagement	60%	-4	-6
<b>Motivate</b>	Engagement	56%	-3	-5
<b>Belonging</b>	Inclusion	69%	-1	-3
<b>Authenticity</b>	Inclusion	80%	2	4
<b>Equity</b>	Inclusion	67%	0	0
<b>Energy</b>	Well-Being	66%	5	2
<b>Positivity</b>	Well-Being	71%	-1	-3
<b>Relationships</b>	Well-Being	74%	-1	-2

# Employee Experience KPIs by Work Level: France

## KEY TAKEAWAYS

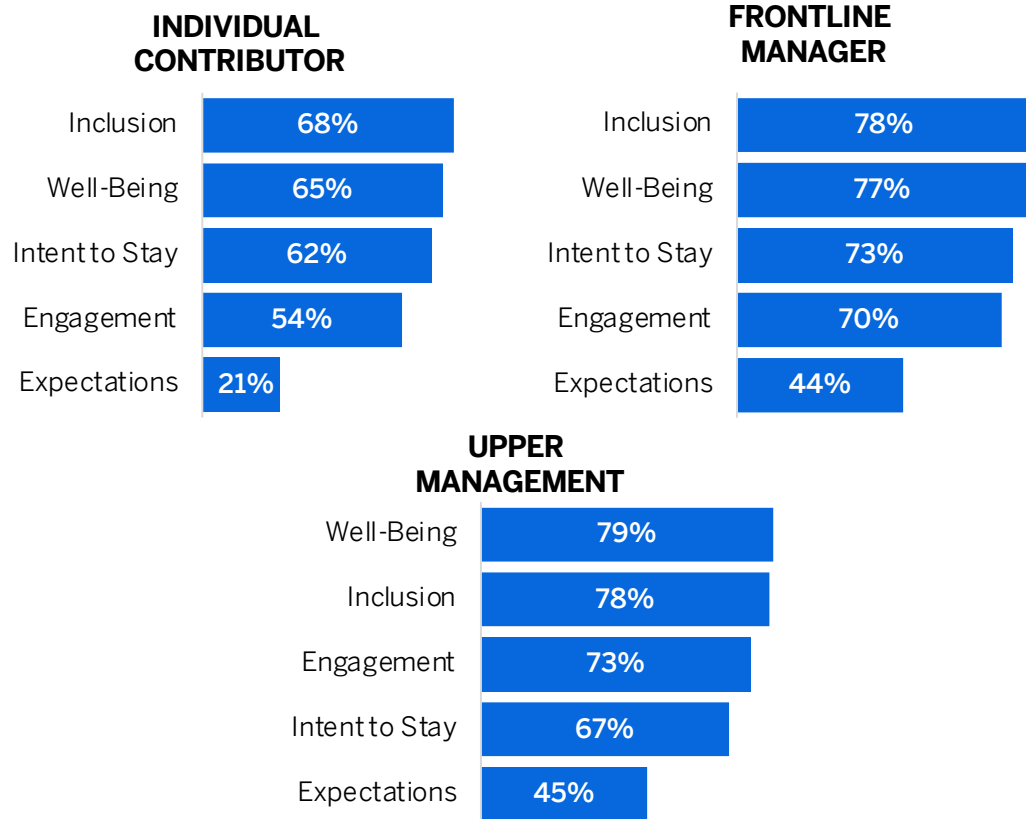
- + Individual contributors have an Engagement score 16 percentage-points below that of frontline managers, and 19 points below upper management's score.
- + Experience exceeds expectations for 47% of upper management, more than twice the rate for individual contributors.
- + Intent to stay is highest for frontline managers, with almost three-quarters planning to stay longer than three years.

## ABOUT

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

### Key Performance Indicators by Work Level: France

(mean of KPI component scores)





# Employee Experience KPIs: Germany

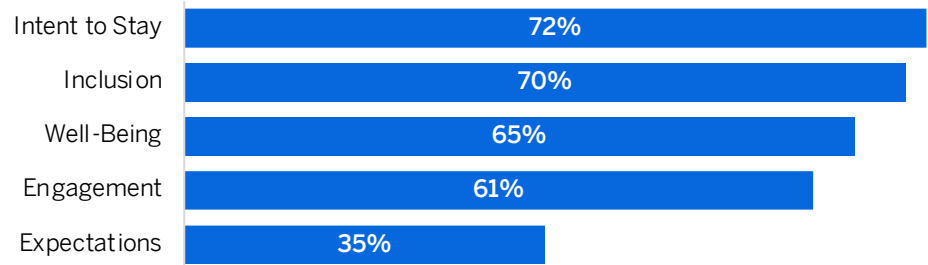
## KEY TAKEAWAYS

- + 'Intent to stay' is the leading KPI for German employees – almost three-quarters intend to stay at their current place of employment for more than three years.
- + German employees' Engagement and Well-Being components all fall below the EMEA and global aggregate.
- + Just fifty-four percent of German employees are motivated to contribute more than expected, five points below the EMEA aggregate.

## ABOUT

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

## Employee Experience Key Performance Indicators: Germany



## Key Performance Indicator Components

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

Component	KPI	Germany	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	68%	-3	-5
<b>Recommend</b>	Engagement	60%	-4	-6
<b>Motivate</b>	Engagement	54%	-5	-7
<b>Belonging</b>	Inclusion	72%	2	0
<b>Authenticity</b>	Inclusion	75%	-3	-1
<b>Equity</b>	Inclusion	63%	-4	-4
<b>Energy</b>	Well-Being	57%	-4	-7
<b>Positivity</b>	Well-Being	65%	-7	-9
<b>Relationships</b>	Well-Being	73%	-2	-3

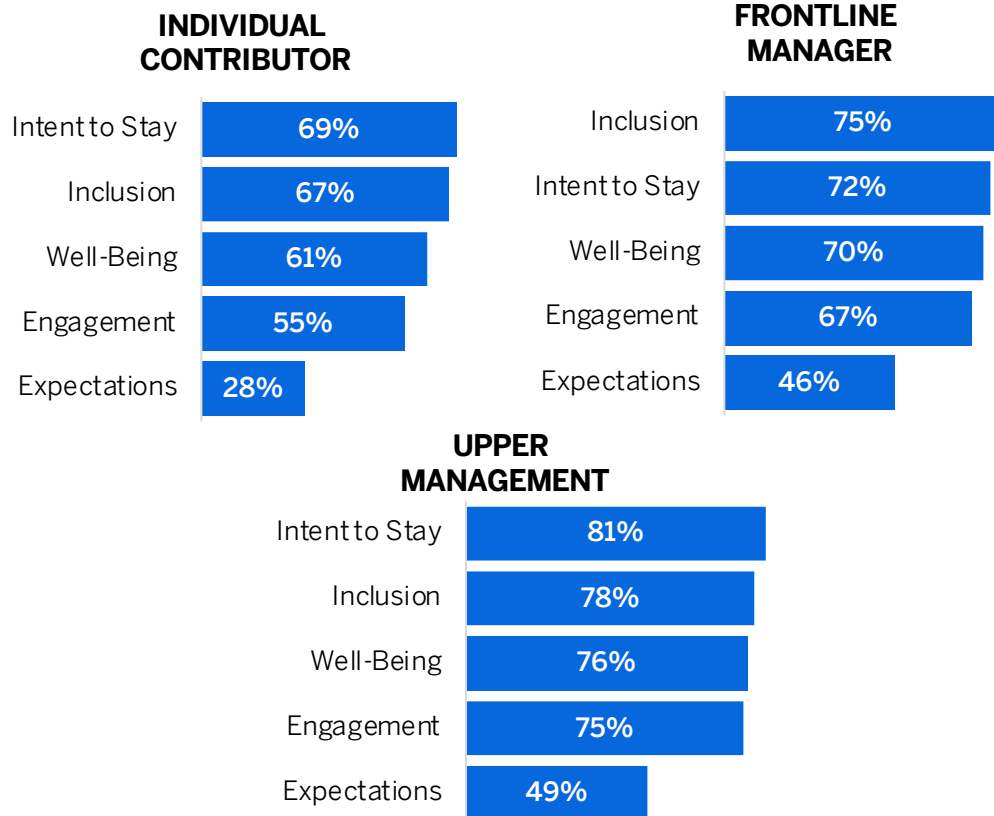
# Employee Experience KPIs by Work Level: Germany

## KEY TAKEAWAYS

- + Individual contributors have lower Inclusion, Well-Being, and Engagement scores by at least 9 percentage-points compared to frontline and upper management.
- + Experience exceeds expectations for just over one-quarter of individual contributors.

### Key Performance Indicators by Work Level: Germany

(mean of KPI component scores)



## ABOUT

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

# Employee Experience KPIs: Italy

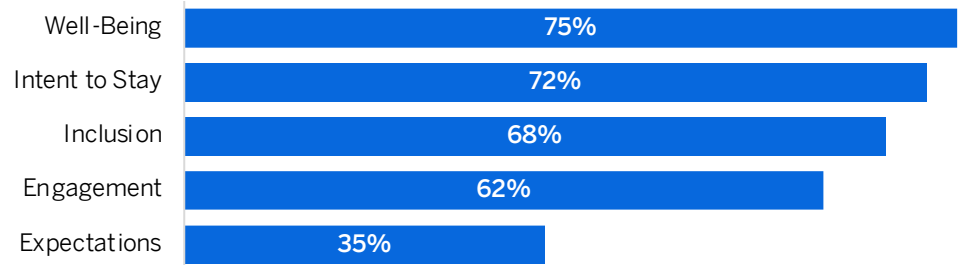
## KEY TAKEAWAYS

- + Italian employees are most likely to agree that they feel positive about themselves at work, at 80%. Meanwhile, they are least likely to say they are motivated to contribute more than expected at work (56%).
- + 35% of Italians say that their experience exceeds their expectations.
- + Nearly three-quarters of Italian employees intend to stay at their current company longer than three years.

## ABOUT

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

## Employee Experience Key Performance Indicators: Italy



## Key Performance Indicator Components

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

Component	KPI	Italy	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	66%	-5	-7
<b>Recommend</b>	Engagement	66%	2	0
<b>Motivate</b>	Engagement	56%	-3	-5
<b>Belonging</b>	Inclusion	69%	-1	-3
<b>Authenticity</b>	Inclusion	74%	-4	-2
<b>Equity</b>	Inclusion	62%	-5	-5
<b>Energy</b>	Well-Being	66%	5	2
<b>Positivity</b>	Well-Being	80%	8	6
<b>Relationships</b>	Well-Being	79%	4	3

# Employee Experience KPIs by Work Level: Italy

## KEY TAKEAWAYS

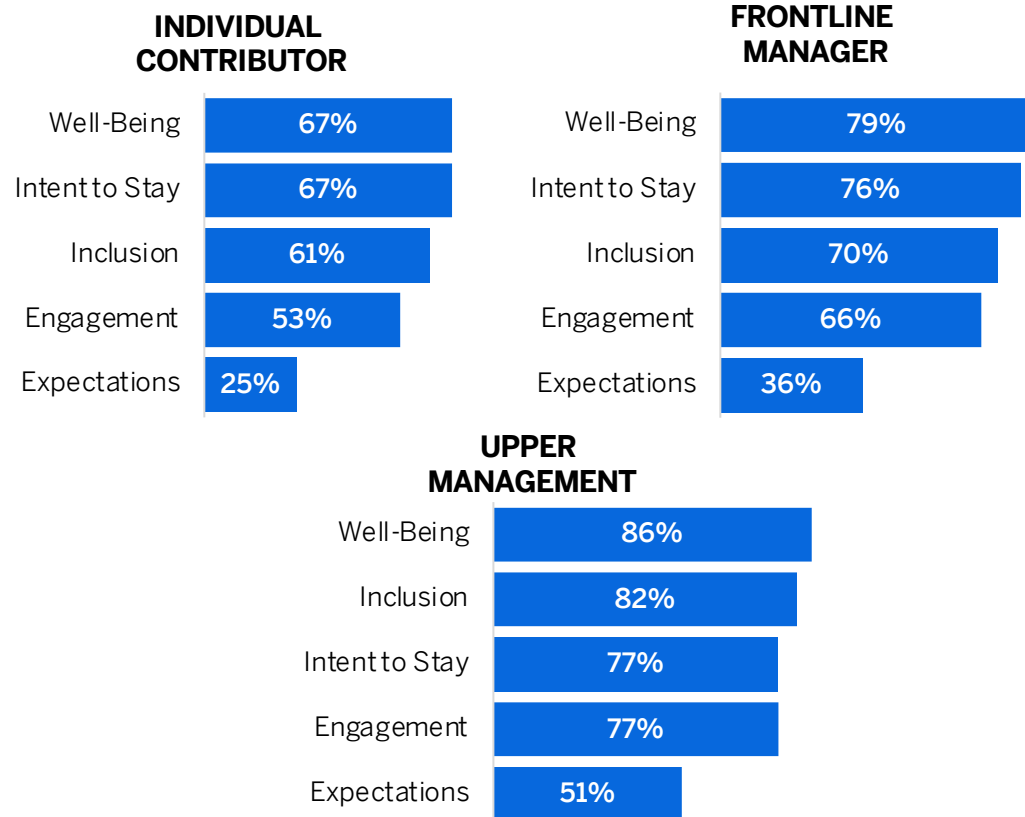
- + Well-Being and Engagement scores are 13 percentage-points higher for frontline managers than for individual contributors. Engagement is another 11 points higher among upper management.
- + Intent to stay is lowest among individual contributors, at 67% - 9 points lower than for frontline managers, and 10 points below that of upper management.

## ABOUT

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

### Key Performance Indicators by Work Level: Italy

(mean of KPI component scores)



# Employee Experience KPIs: Netherlands

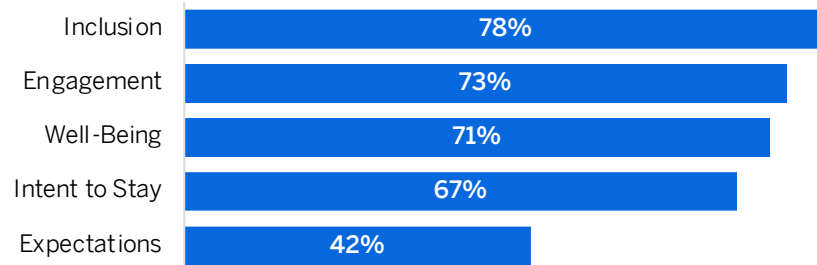
## KEY TAKEAWAYS

- + The Dutch have higher scores than the EMEA and global aggregates across all Inclusion and Engagement components.
- + Dutch employees are most likely to agree that they can be themselves at work, at 84%.
- + About two-thirds of Dutch employees intend to stay at the workplace 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 Dutch employees. The Expectations and Intent to Stay KPIs are single-question indicators.

## Employee Experience Key Performance Indicators: Netherlands



## Key Performance Indicator Components

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

Component	KPI	Neth.	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	80%	9	7
<b>Recommend</b>	Engagement	75%	11	9
<b>Motivate</b>	Engagement	63%	4	2
<b>Belonging</b>	Inclusion	77%	7	5
<b>Authenticity</b>	Inclusion	84%	6	8
<b>Equity</b>	Inclusion	75%	8	8
<b>Energy</b>	Well-Being	63%	2	-1
<b>Positivity</b>	Well-Being	78%	6	4
<b>Relationships</b>	Well-Being	71%	-4	-5

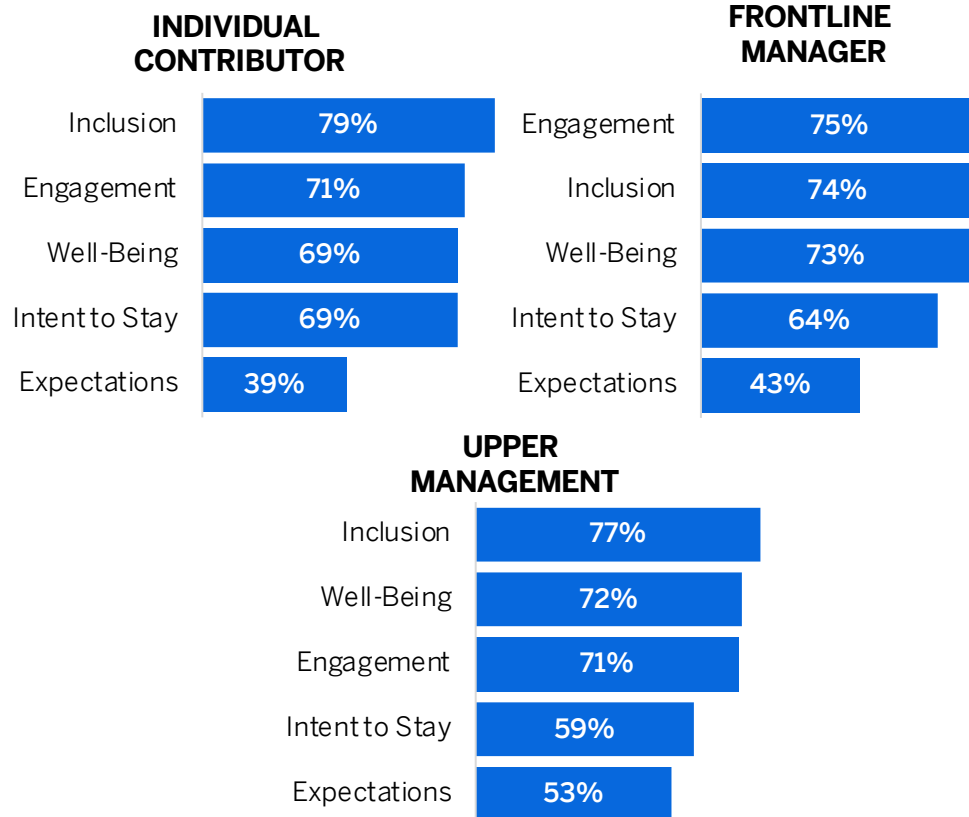
# Employee Experience KPIs by Work Level: Netherlands

## KEY TAKEAWAYS

- + Inclusion and intent to stay are highest for individual contributors and lowest for upper management.
- + Experience exceeds expectations most frequently for upper management, and least frequently for individual contributors.

### Key Performance Indicators by Work Level: Netherlands

(mean of KPI component scores)



## ABOUT

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

# Employee Experience KPIs: South Africa

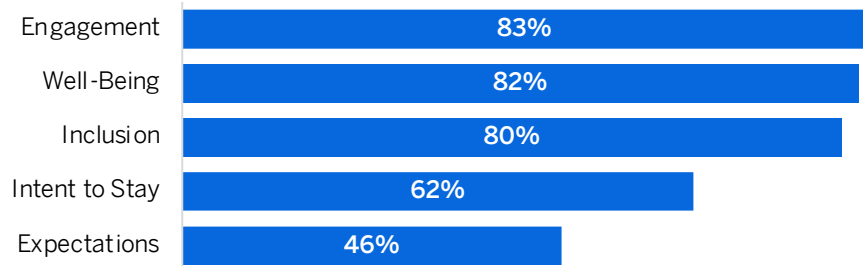
## KEY TAKEAWAYS

- + South African employees provided Engagement components scores 15+ points higher than the EMEA and global aggregates.
- + 61% of South African employees plan to stay at their workplace for three years or more.
- + Three-quarters of South African employees say they feel they belong at their workplace, the lowest scoring component.

## ABOUT

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

## Employee Experience Key Performance Indicators: South Africa



## Key Performance Indicator Components

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

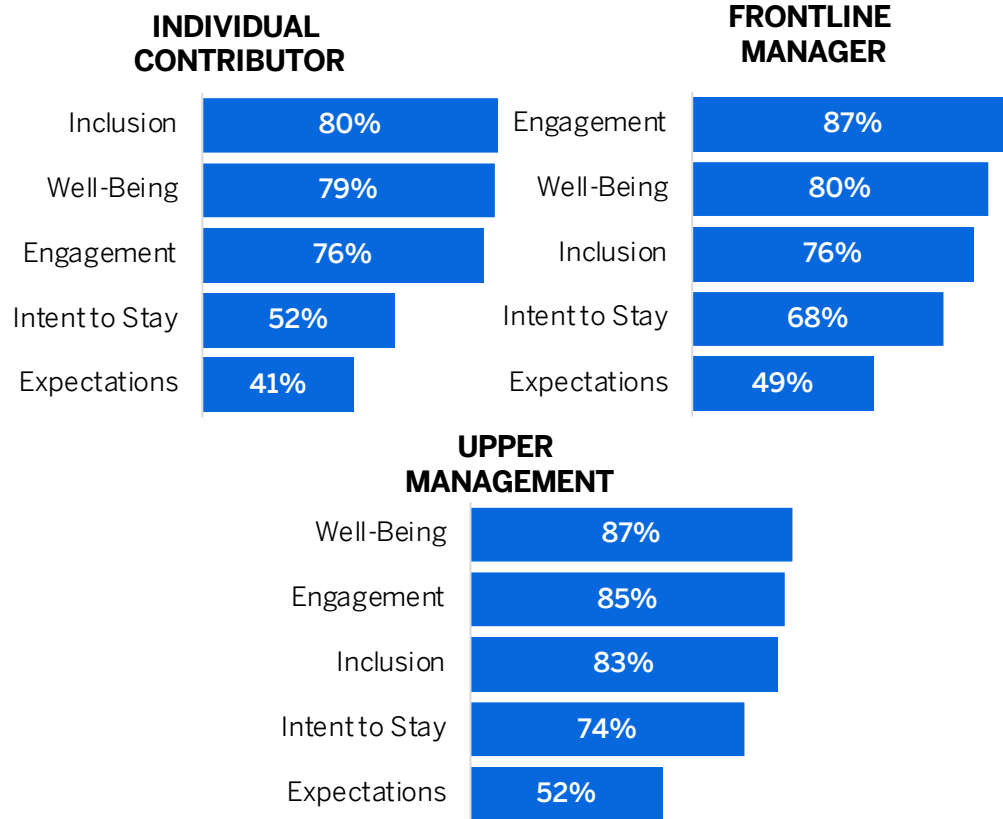
Component	KPI	S. Africa	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	87%	16	14
<b>Recommend</b>	Engagement	81%	17	15
<b>Motivate</b>	Engagement	81%	22	20
<b>Belonging</b>	Inclusion	75%	5	3
<b>Authenticity</b>	Inclusion	87%	9	11
<b>Equity</b>	Inclusion	76%	9	9
<b>Energy</b>	Well-Being	78%	17	14
<b>Positivity</b>	Well-Being	89%	17	15
<b>Relationships</b>	Well-Being	79%	4	3

# Employee Experience KPIs by Work Level: South Africa

## KEY TAKEAWAYS

- + Frontline managers enjoy the highest Engagement score but have the lowest Inclusion score.
- + Upper management most frequently intends to stay for longer than 3 years at their current company, while just 52% of individual contributors say the same.

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



## ABOUT

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



# Employee Experience KPIs: Spain

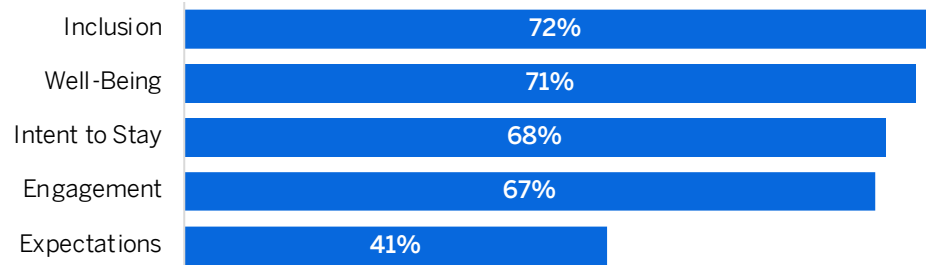
## KEY TAKEAWAYS

- + Spanish employees most frequently agree that they have trusting relationships at work, at 78%, and least frequently say that they are motivated to contribute more than is expected (61%).
- + Just 41% of employees say that their experience exceeds their expectations.
- + Sixty-eight percent of Spanish 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 four of the KPIs for Spanish employees. The Expectations and Intent to Stay KPIs are single-question indicators.

## Employee Experience Key Performance Indicators: Spain



## Key Performance Indicator Components

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

Component	KPI	Spain	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	74%	3	1
<b>Recommend</b>	Engagement	66%	2	0
<b>Motivate</b>	Engagement	61%	2	0
<b>Belonging</b>	Inclusion	72%	2	0
<b>Authenticity</b>	Inclusion	77%	-1	1
<b>Equity</b>	Inclusion	66%	-1	-1
<b>Energy</b>	Well-Being	62%	1	-2
<b>Positivity</b>	Well-Being	74%	2	0
<b>Relationships</b>	Well-Being	78%	3	2

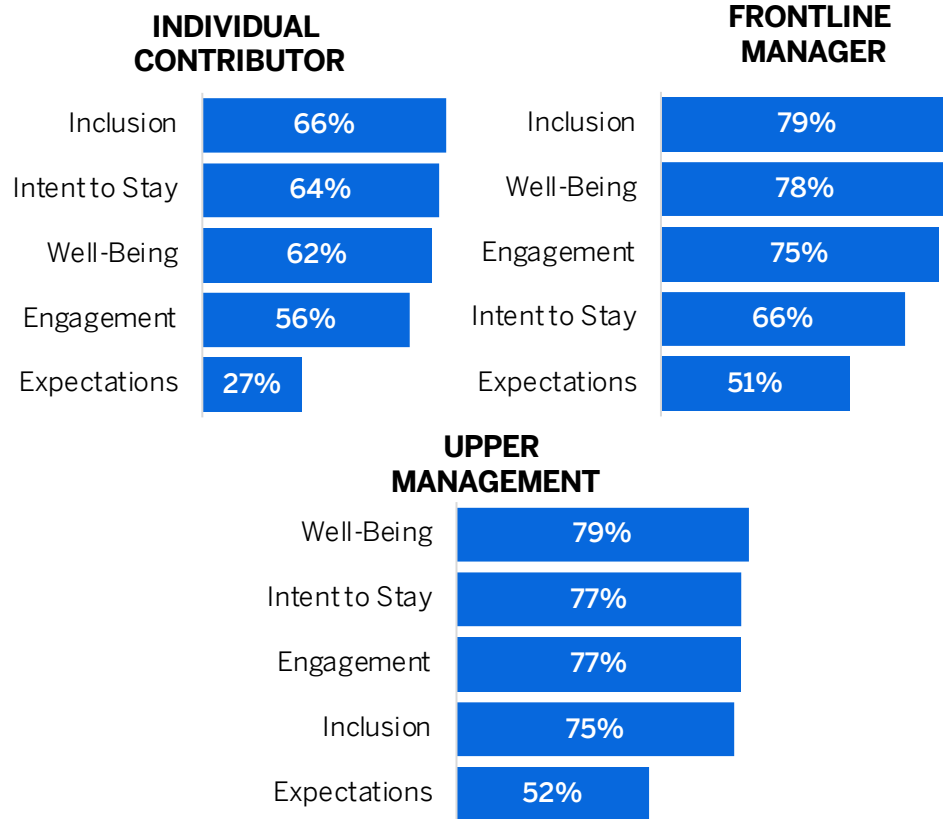
# Employee Experience KPIs by Work Level: Spain

## KEY TAKEAWAYS

- + Frontline managers have the highest Inclusion score, while individual contributors have the lowest score.
- + Experience exceeds expectations at a similar rate for both frontline managers and upper management, a rate almost twice that of individual contributors.

### Key Performance Indicators by Work Level: Spain

(mean of KPI component scores)



## ABOUT

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

# Employee Experience KPIs: Sweden

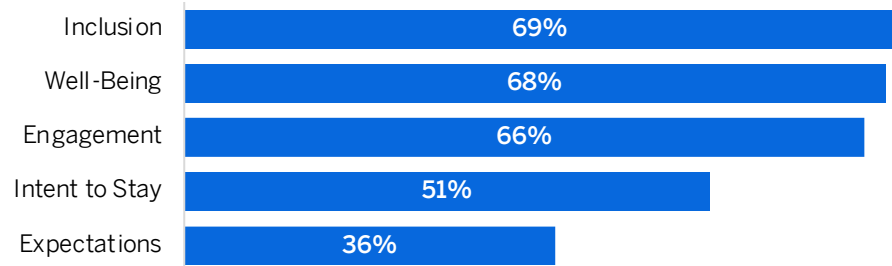
## KEY TAKEAWAYS

- + Just 51% of Swedish employees intend to stay at their current company longer than three years, 13 points lower than the EMEA aggregate.
- + Swedish employees are most likely to say that they feel they can be themselves at work (79%), and least frequently say that they feel energized at work (58%).

## ABOUT

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

## Employee Experience Key Performance Indicators: Sweden



## Key Performance Indicator Components

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

Component	KPI	Sweden	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	68%	-3	-5
<b>Recommend</b>	Engagement	68%	4	2
<b>Motivate</b>	Engagement	61%	2	0
<b>Belonging</b>	Inclusion	64%	-6	-8
<b>Authenticity</b>	Inclusion	79%	1	3
<b>Equity</b>	Inclusion	63%	-4	-4
<b>Energy</b>	Well-Being	58%	-3	-6
<b>Positivity</b>	Well-Being	70%	-2	-4
<b>Relationships</b>	Well-Being	76%	1	0

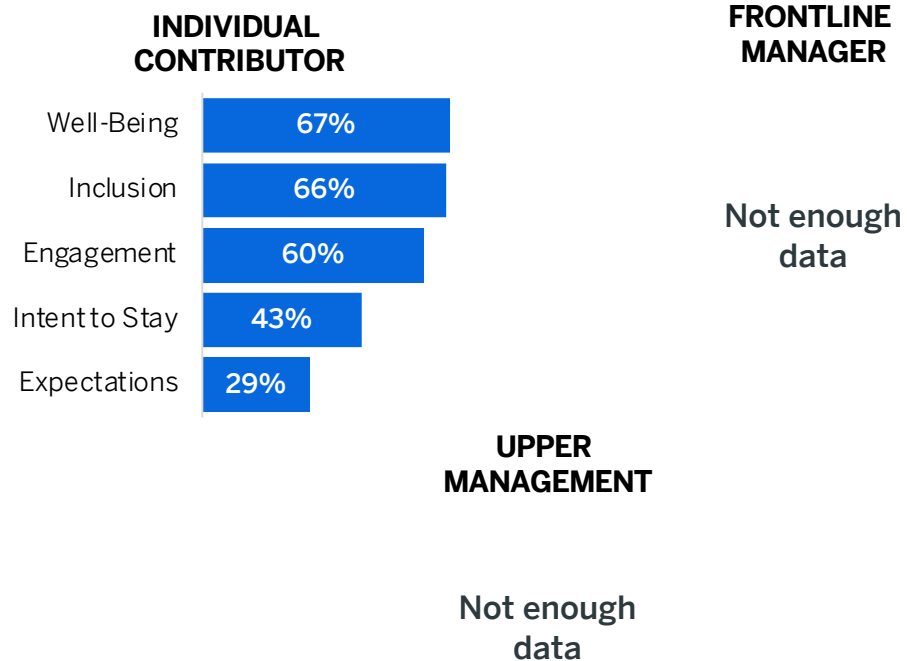
# Employee Experience KPIs by Work Level: Sweden

## KEY TAKEAWAYS

- + Swedish individual contributors have lower Well-Being, Inclusion, and Engagement scores compared to their national average.
- + Experience exceeds expectations less frequently for individual contributors than on average across all working levels.

### Key Performance Indicators by Work Level: Sweden

(mean of KPI component scores)



## ABOUT

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

# Employee Experience KPIs: Switzerland

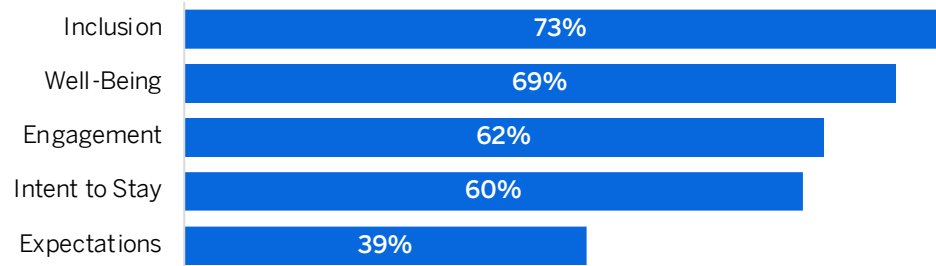
## KEY TAKEAWAYS

- + Just 34% of the Swiss say that their overall workplace experience exceeds their expectations.
- + Three in five Swiss employees say they plan to stay at their current company for three or more years.
- + Swiss employees most frequently agree that they have trusting relationships at work, at 74%, and are least likely to agree that they are motivated to contribute more than is expected (56%).

## ABOUT

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

## Employee Experience Key Performance Indicators: Switzerland



## Key Performance Indicator Components

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

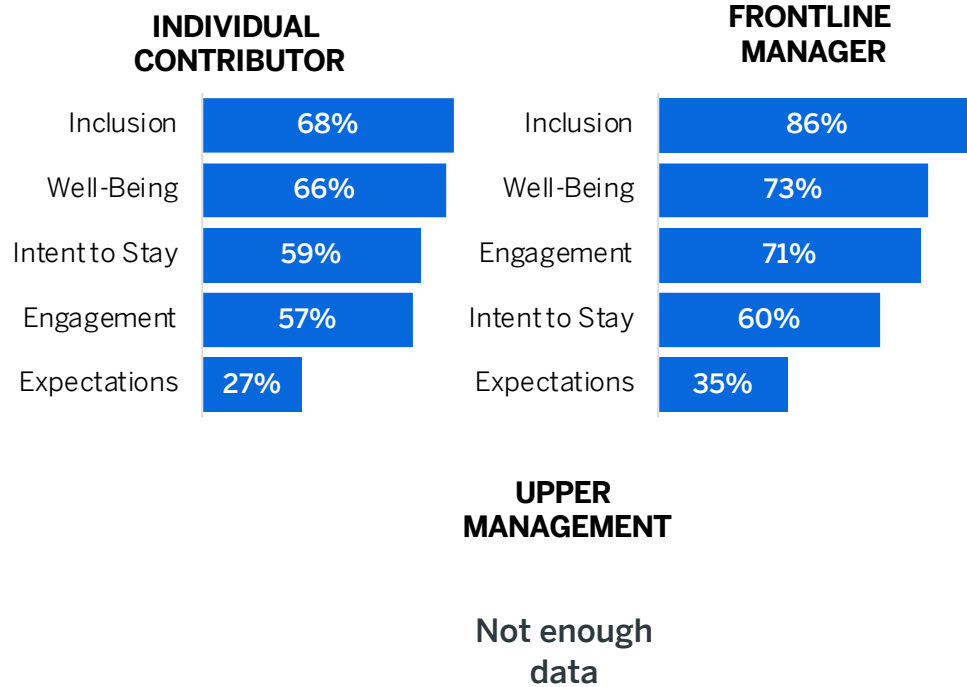
Component	KPI	Sweden	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	70%	-1	-3
<b>Recommend</b>	Engagement	60%	-4	-6
<b>Motivate</b>	Engagement	56%	-3	-5
<b>Belonging</b>	Inclusion	71%	1	-1
<b>Authenticity</b>	Inclusion	79%	1	3
<b>Equity</b>	Inclusion	69%	2	2
<b>Energy</b>	Well-Being	61%	0	-3
<b>Positivity</b>	Well-Being	73%	1	-1
<b>Relationships</b>	Well-Being	74%	-1	-2

# Employee Experience KPIs by Work Level: Switzerland

## KEY TAKEAWAYS

- + Frontline managers enjoy higher Inclusion, Well-Being, and Engagement scores compared to individual contributors. They are only slightly more likely than individual contributors to stay at their current company longer than three years.

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



## ABOUT

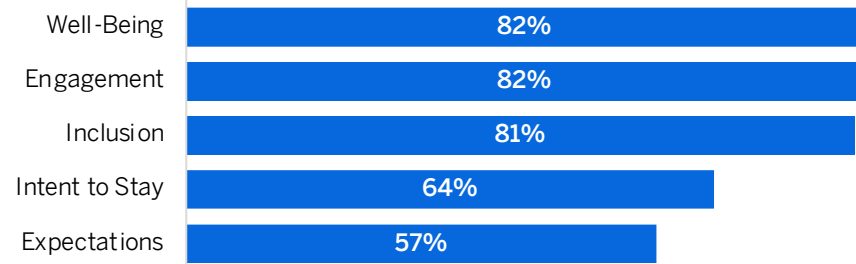
These charts show five employee experience KPI scores for each working level in Switzerland. Data is only reported for work levels with a sample size of 100 or more.

# Employee Experience KPIs: United Arab Emirates

## KEY TAKEAWAYS

- + Emirate employees most frequently agree that they get a sense of personal accomplishment from work and that they can be themselves at work (87%).
- + 64% of Emirates intend to stay at their current place of work for at least three years.
- + Over half of Emirate employees say that their overall experience exceeds their expectations.

## Employee Experience Key Performance Indicators: UAE



## Key Performance Indicator Components

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

Component	KPI	UAE	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	87%	16	14
<b>Recommend</b>	Engagement	81%	17	15
<b>Motivate</b>	Engagement	79%	20	18
<b>Belonging</b>	Inclusion	79%	9	7
<b>Authenticity</b>	Inclusion	87%	9	11
<b>Equity</b>	Inclusion	78%	11	11
<b>Energy</b>	Well-Being	78%	17	14
<b>Positivity</b>	Well-Being	83%	11	9
<b>Relationships</b>	Well-Being	84%	9	8

## ABOUT

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

# Employee Experience KPIs by Work Level: United Arab Emirates

## KEY TAKEAWAYS

- + Upper management has slightly higher Inclusion and Engagement scores compared to the national average.

## ABOUT

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

### Key Performance Indicators by Work Level: UAE

(mean of KPI component scores)

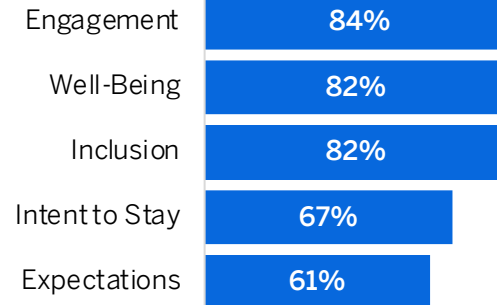
**INDIVIDUAL  
CONTRIBUTOR**

**FRONTLINE  
MANAGER**

Not enough  
data

Not enough  
data

**UPPER  
MANAGEMENT**





# Employee Experience KPIs: United Kingdom

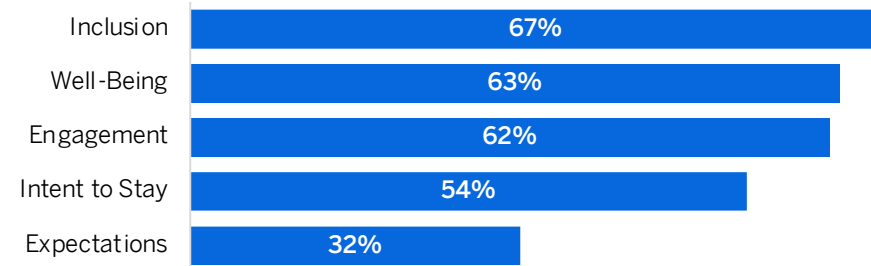
## KEY TAKEAWAYS

- + UK employees provided lower component scores than the EMEA and global aggregate across all KPIs. They gave an *energy* score 13 points below EMEA and 16 points below the global aggregate.
- + 46% of UK employees intend to stay at their current company for under three years.
- + Three-quarters of UK employees agree that they can be themselves at work, the highest scoring component.

## ABOUT

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

## Employee Experience Key Performance Indicators: UK



## Key Performance Indicator Components

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

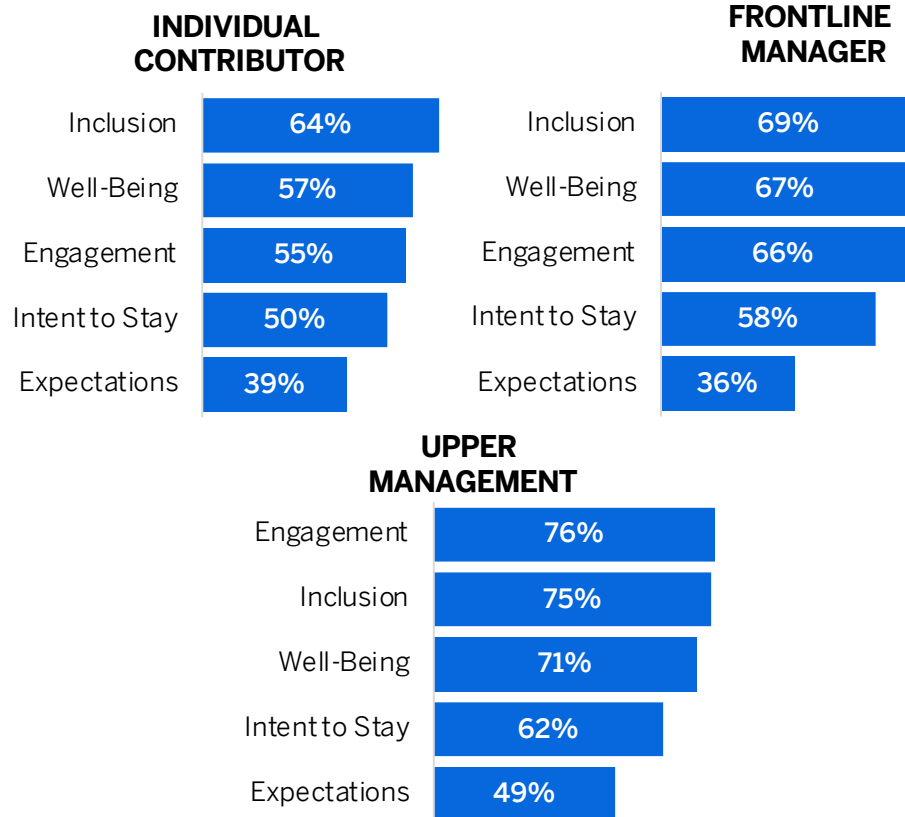
Component	KPI	UK	%-pt Difference from EMEA	%-pt Difference from Global
<b>Accomplish</b>	Engagement	70%	-1	-3
<b>Recommend</b>	Engagement	60%	-4	-6
<b>Motivate</b>	Engagement	54%	-5	-7
<b>Belonging</b>	Inclusion	63%	-7	-9
<b>Authenticity</b>	Inclusion	75%	-3	-1
<b>Equity</b>	Inclusion	64%	-3	-3
<b>Energy</b>	Well-Being	48%	-13	-16
<b>Positivity</b>	Well-Being	65%	-7	-9
<b>Relationships</b>	Well-Being	74%	-1	-2

# Employee Experience KPIs by Work Level: United Kingdom

## KEY TAKEAWAYS

- + Engagement, Inclusion, and Well-Being scores are highest for UK upper management and lowest for individual contributors.
- + Experience exceeds expectations twice as frequently for upper management as it does for individual contributors.

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



## ABOUT

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

## 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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