



DATA SNAPSHOT

# 2024 Employee Experience Trends: Americas

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# Executive Summary

## KEY FINDINGS IN THIS REPORT

As part of Qualtrics' global employee study, employees from 32 countries rated their current work experiences across several components. From this study, we analyzed the five key performance indicators (*Engagement, Inclusion, Well-Being, Intent to Stay, and Experience v Expectations*) for employee experience as well as the top seven drivers of *Engagement* in each country. In this snapshot, we share the metrics from the Americas. We found that:

- + **KPI ratings vary by country.** Employee *Well-Being* ratings span 19 percentage-points in this region, the greatest variation of all KPIs. *Intent to Stay* ratings have the smallest gap, spanning 11 percentage-points across the seven countries measured in this region.
- + **Brazilian employees report the highest *Intent to Stay*.** The majority of Brazilian employees (72%) have expressed an intention to stay working with their current employer for 3 years or more. Employers in Chile should expect the most turnover as 61% of employees in this country report *Intent to Stay* with their current employer for at least 3 years.
- + **Mexican employees report the greatest change in employee experience since 2021.** Since 2021, Mexico's five KPI metrics have changed on average 4 percentage-points, the most of any country in this region. The ratings Canadian employees provide, meanwhile, have deviated the least, shifting by 3.4 percentage-points.
- + **Professional development is a top driver of employee engagement.** Six of the seven American countries in this study selected *I feel that my career goals can be met at this organization* as a top driver of employee engagement, and another four have it in their top five drivers. All seven countries include *I am encouraged to develop new and better ways of serving customers* in their top drivers of *Engagement* as well.
- + **American employees changed their *Experience v Expectations* ratings the most since 2021.** Of the five KPIs, *Experience v Expectations* saw the biggest rating change since 2021, shifting on average 7 percentage-points in the countries included in both studies. Employee *Well-Being* ratings deviated the least over the same period, with an average change of just 0.5 percentage-points.

## STUDY KEY FACTS

- Global employee study
- Online panel
- 32 countries
- 36,872 employees
- Conducted in July of 2023

# 2024 Employee Experience Trends: Americas

## STUDY OVERVIEW

The data for this report comes from a global employee study that Qualtrics conducted in the third quarter of 2023. Using an online survey, Qualtrics collected data from 36,772 employees across 32 countries/regions: Argentina, Australia, Brazil, Canada, Chile, Colombia, France, Germany, Hong Kong (China), India, Indonesia, Italy, Japan, Malaysia, Mexico, the Netherlands, New Zealand, the Philippines, Poland, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Republic of China (Taiwan), Thailand, Turkey, the United Arab Emirates, the United Kingdom (excluding the Republic of Ireland), the United States, and Vietnam.

Qualtrics surveyed approximately...

...400 employees from Poland, South Africa, and Switzerland.

...500 employees from Chile, Indonesia, Malaysia, the Philippines, Taiwan, and Vietnam.

...1,000 employees from Argentina, Brazil, Canada, Colombia, Hong Kong, Italy, Mexico, the Netherlands, New Zealand, Singapore, South Korea, Spain, Sweden, Thailand, Turkey, and the UAE.

...2000 employees from Australia, France, Germany, India, Japan, and the UK.

....4000 employees from the United States.

## FIGURES IN THE REPORT

1. KPI Questions
2. Employee Experience KPIs: Global
3. Well-Being by Country
4. Inclusion by Country
5. Engagement by Country
6. Intent to Stay by Country
7. Experience v Expectations by Country
8. Employee Experience KPIs: Argentina
9. Employee Experience KPIs: Brazil
10. Employee Experience KPIs: Canada
11. Employee Experience KPIs: Chile
12. Employee Experience KPIs: Colombia
13. Employee Experience KPIs: Mexico
14. Employee Experience KPIs: United States
15. Engagement Drivers Index

### *Methodology*

## EMPLOYEE EXPERIENCE KEY PERFORMANCE INDICATOR QUESTIONS

All item responses were provided on a 5 point Likert scale. For the first four metrics, we asked employees 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)

Metrics reported are %-favorable – the percentage of responses rated 4+ on the 5-point scale.

# Employee Experience KPIs: Global

## KEY TAKEAWAYS

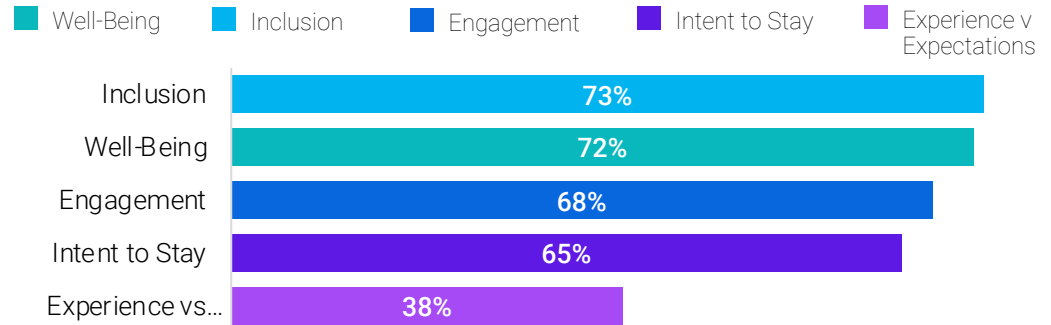
- + *Inclusion* is the top-rated EX KPI globally, at 73%. *Experience v Expectations* is the lowest-rated, at 38% having their expectations exceeded.
- + Sixty-eight percent of employees rated their engagement favorably, 2 percentage-points more than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 6 percentage-points from 2021 to 38%.
- + The top driver of *Engagement* globally is *this organization's processes enable me to effectively meet my customers' needs*. Seventy-three percent of employees agree with this statement.

## ABOUT

This data shows the rating for five employee experience KPI ratings in 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 globally.

The metrics reported represent % favorable ratings (4+ out of 5). See appendix for the wording of driver items.

## 2024 Employee Experience Key Performance Indicators: Global

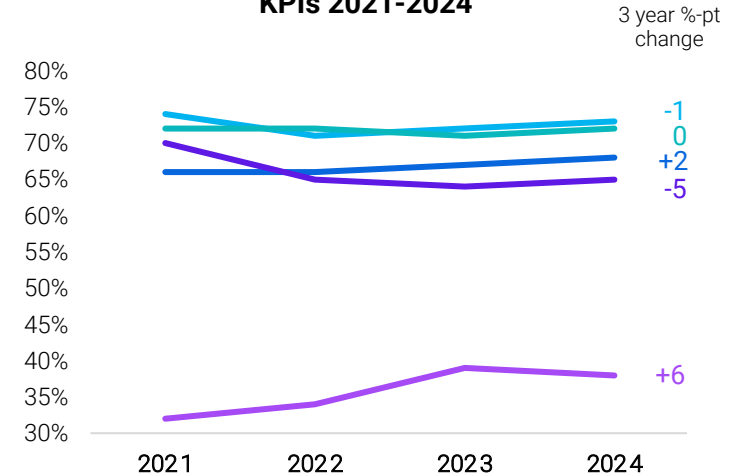


## Top 7 Drivers of Engagement

In 2024

Rank	Driver	Rating
1	Processes	73%
2	Encouraged Better Serve	70%
3	Proud Efforts	67%
4	Career Goals	66%
5	Opportunities Learn & Dev	70%
6	Skills	79%
7	Believe	74%

## KPIs 2021-2024

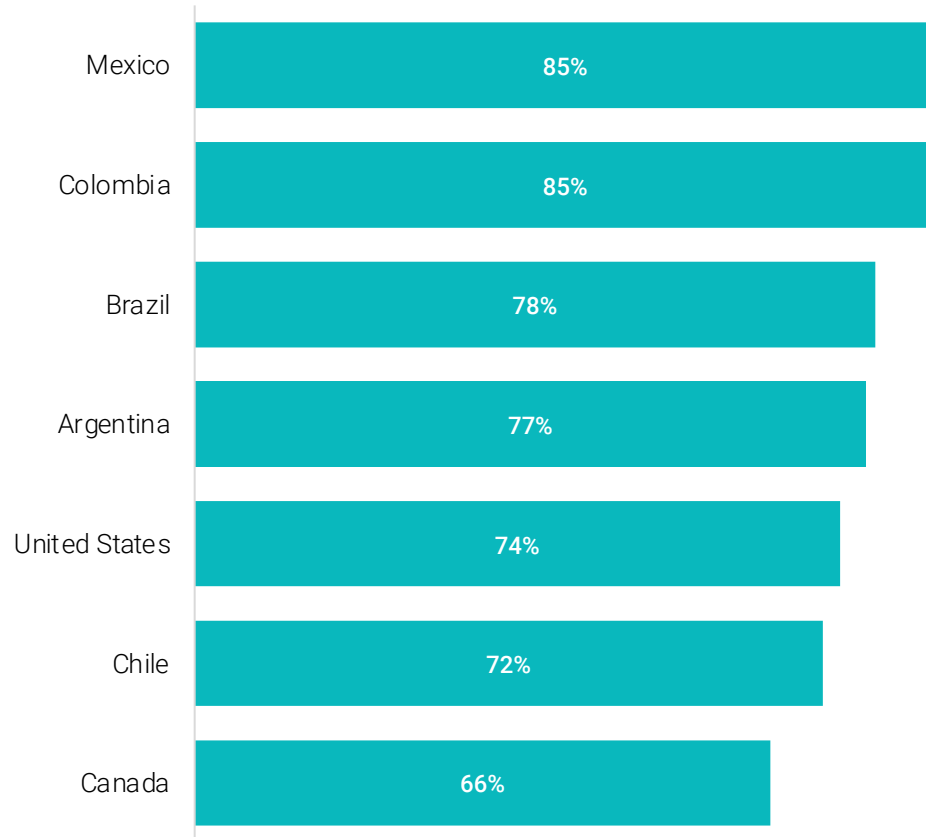


# Well-Being by Country

## KEY TAKEAWAYS

- + Mexico and Colombia have the highest employee *Well-Being* ratings in the Americas, at 85%.
- + Canadians provided the lowest employee *Well-Being* rating in the region (66%), while Chilean employees provided the second-lowest rating at 72%.

## Well-Being by Country



## ABOUT

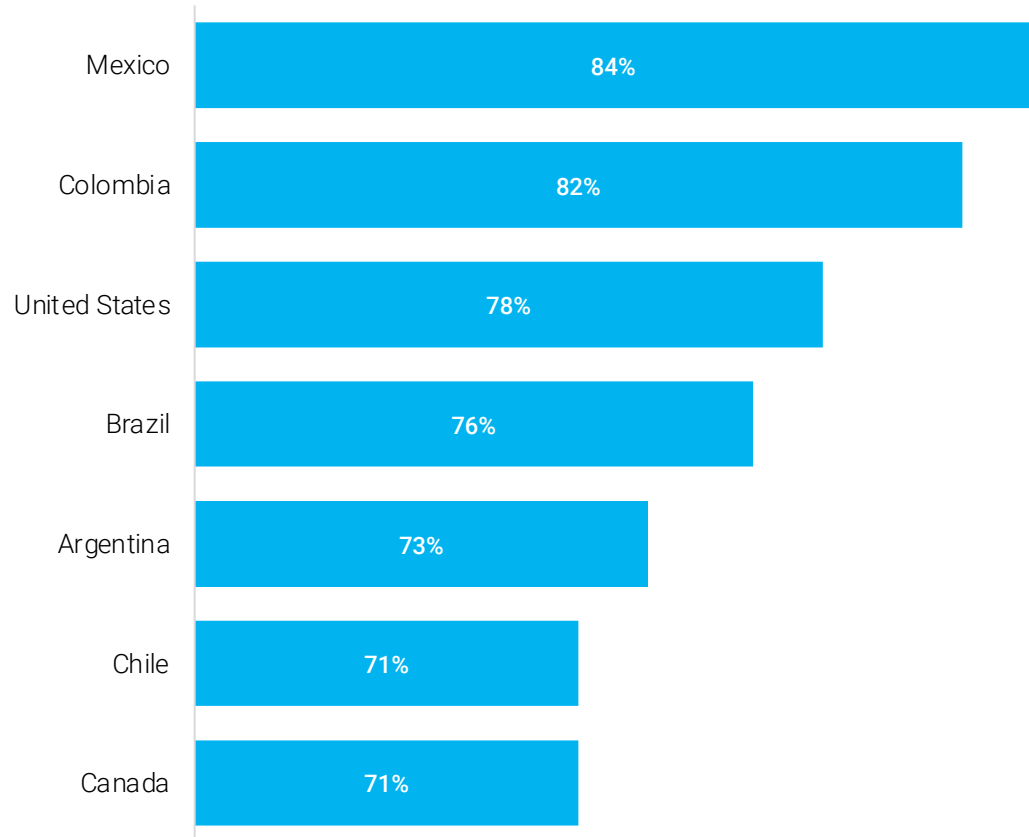
This chart shows the Well-Being rating for all countries in the Americas.

# Inclusion by Country

## KEY TAKEAWAYS

- + Mexico has the highest *Inclusion* ratings in the Americas, at 84% favorable.
- + Canadian and Chilean employees provided the lowest *Inclusion* ratings in the region (71%).

Inclusion by Country



## ABOUT

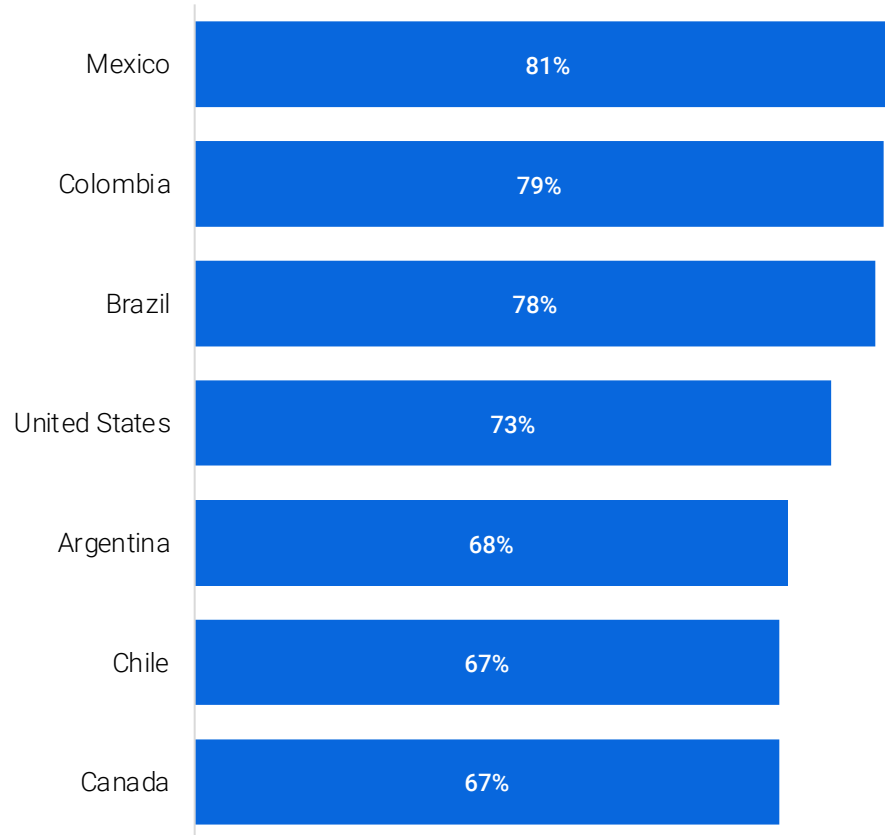
This chart shows the Inclusion ratings for all countries in the Americas.

# Engagement by Country

## KEY TAKEAWAYS

- + Mexico has the highest *Engagement* ratings in the Americas, at 81% favorable.
- + Chilean and Canadian employees provided the lowest *Engagement* ratings in the region (61%), followed by Argentinian employees (68%).

## Engagement by Country



## ABOUT

This chart shows the Engagement ratings for all countries in the Americas.

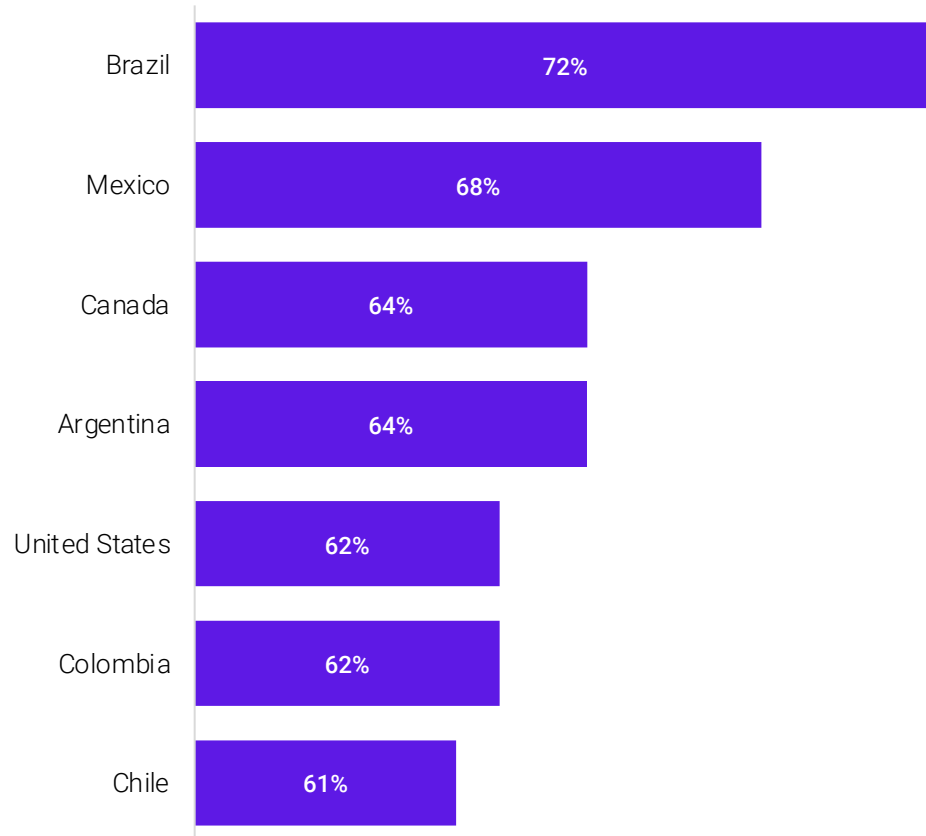


# Intent to Stay by Country

## KEY TAKEAWAYS

- + Brazilian employees report the highest intent to stay at their organization for 3 or more years, with an *Intent to Stay* rating of 72% favorable.
- + Chilean employees provided the lowest *Intent to Stay* rating in the region (61%), followed by Colombian and US employees (62%).

Intent to Stay by Country



## ABOUT

This chart shows the Intent to Stay ratings for all countries in the Americas.

# Experience v Expectations by Country

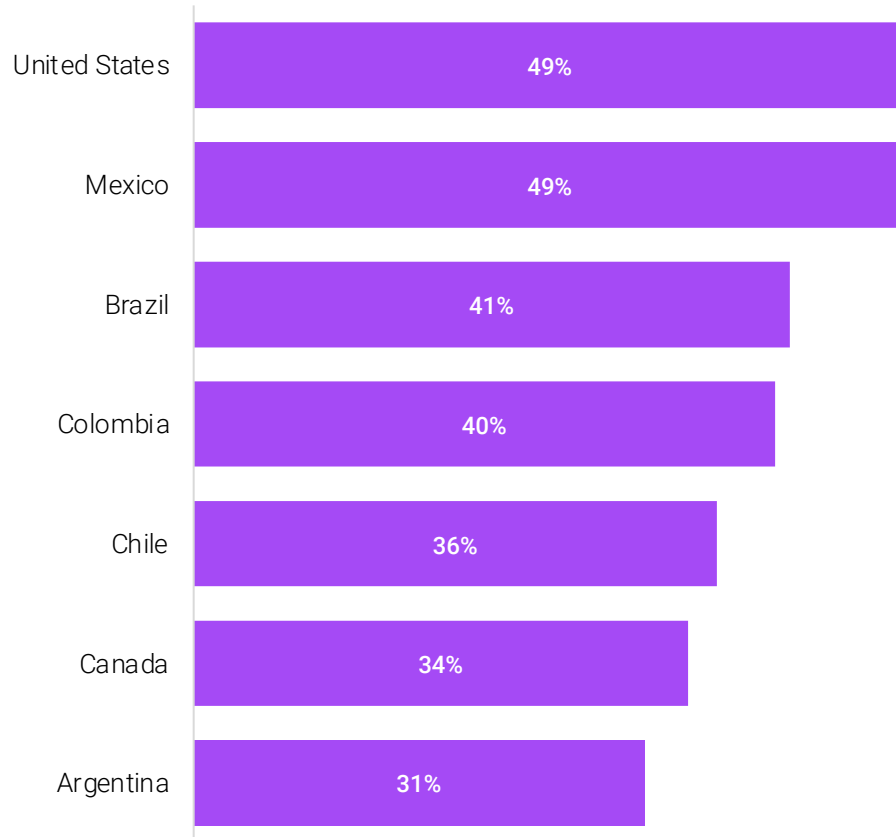
## KEY TAKEAWAYS

- + US and Mexican employees have the highest propensity to say their experience working at their organization exceeds their expectations, with a rating of 49%.
- + Argentinian employees provided the lowest *Experience v Expectations* rating in the region (31%), followed by Canadian employees (34%).

## ABOUT

This chart shows the Experience v Expectations ratings for all countries in the Americas.

## Experience v Expectations by Country



# Employee Experience KPIs: Argentina

## KEY TAKEAWAYS

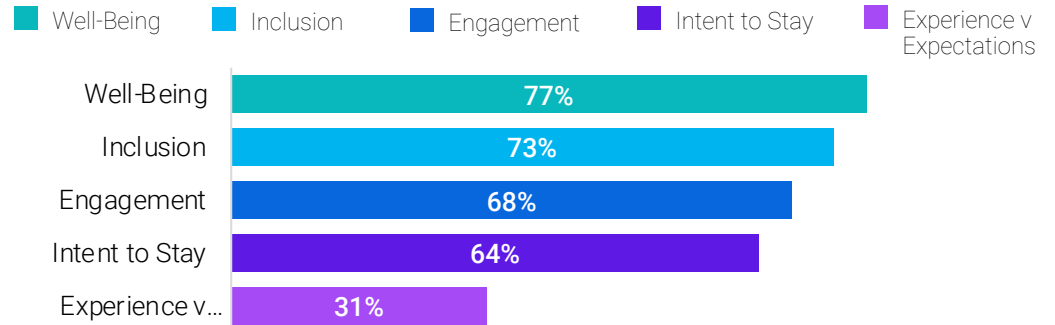
- + Employee *Well-Being* is the top-rated KPI in Argentina, at 77% favorable. *Experience v Expectations* is the lowest-rated, at 31%.
- + Sixty-eight percent of Argentinian employees rate their engagement favorably, 5 percentage-points fewer than in 2023. The largest change in KPI ratings was for *Experience v Expectations*, dropping 7 percentage-points from 2023 to 31%.
- + The top driver of *Engagement* in Argentina is *...my career goals can be met at this organization*. Sixty-six percent of Argentinian employees agree with this statement.

## ABOUT

This data shows the five employee experience KPI ratings in 2021-2024 and the top 5 drivers of the Engagement KPI in 2024 in Argentina.

Data was not collected on Argentinian KPIs in 2021-2022.

## 2024 Employee Experience Key Performance Indicators: Argentina



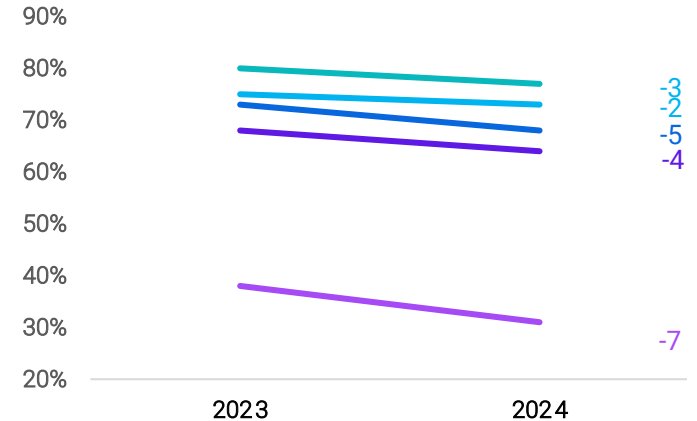
## Top 7 Drivers of Engagement

In Argentina, 2024

Rank	Driver	Rating
1	Career Goals	66%
2	Safe Work	80%
3	Encouraged Better Serve	68%
4	Believe	71%
5	Adapt Change	66%

## Argentina KPIs 2023-2024

1 year %-pt change



# Employee Experience KPIs: Brazil

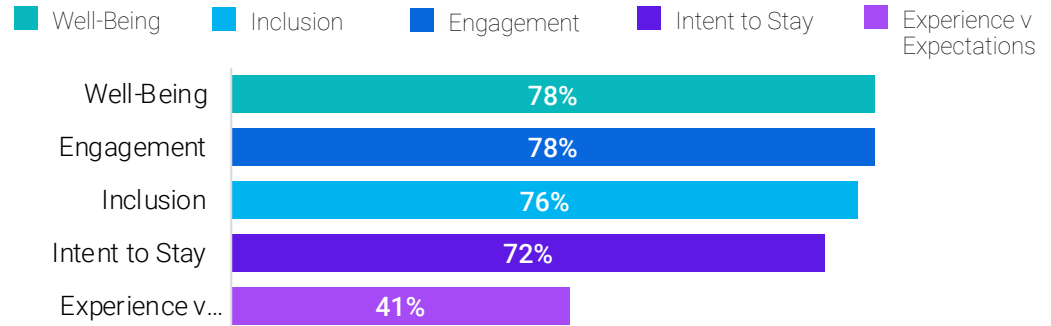
## KEY TAKEAWAYS

- + Employee *Well-Being* is the top-rated KPI in Brazil, at 78% favorable. *Experience v Expectations* is the lowest-rated, at 41%.
- + Seventy-eight percent of Brazilian employees rate their engagement favorably, 1 percentage-point fewer than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, decreasing 10 percentage-points from 2021 to 41%.
- + The top driver of *Engagement* in Brazil is *...my career goals can be met at this organization*. Seventy-four percent of Brazilian employees agree with this statement.

## ABOUT

This data shows the five employee experience KPI ratings in 2021-2024 and the top 5 drivers of the Engagement KPI in 2024 in Brazil.

## 2024 Employee Experience Key Performance Indicators: Brazil

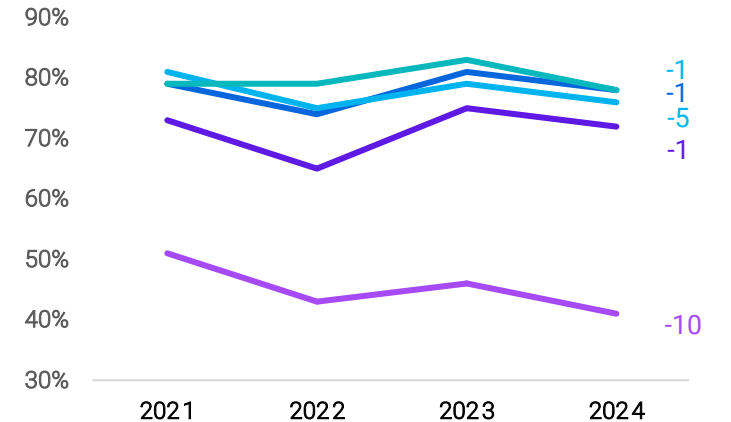


## Top 7 Drivers of Engagement

In Brazil, 2024

Rank	Driver	Rating
1	Career Goals	74%
2	Opps Learn & Dev	79%
3	Proud Efforts	79%
4	Understand Affect Work	73%
5	Encouraged Better Serve	82%

## Brazil KPIs 2021-2024



# Employee Experience KPIs: Canada

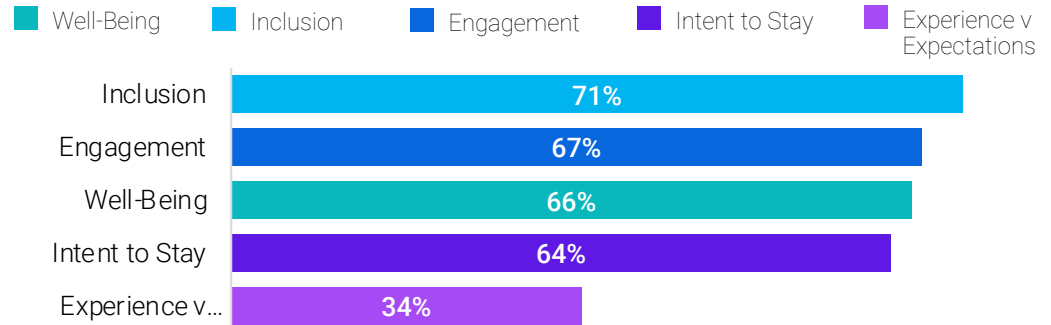
## KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in Canada, at 71% favorable. *Experience v Expectations* is the lowest-rated, at 34%.
- + Sixty-seven percent of Canadian employees rate their engagement favorably, 5 percentage-points more than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 6 percentage-points from 2021 to 34%.
- + The top driver of *Engagement* in Canada is *the organization's processes enable me to effectively meet my customers' needs*. Seventy-two percent of Canadian employees agree with this statement.

## ABOUT

This data shows the five employee experience KPI ratings in 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 in Canada.

## 2024 Employee Experience Key Performance Indicators: Canada

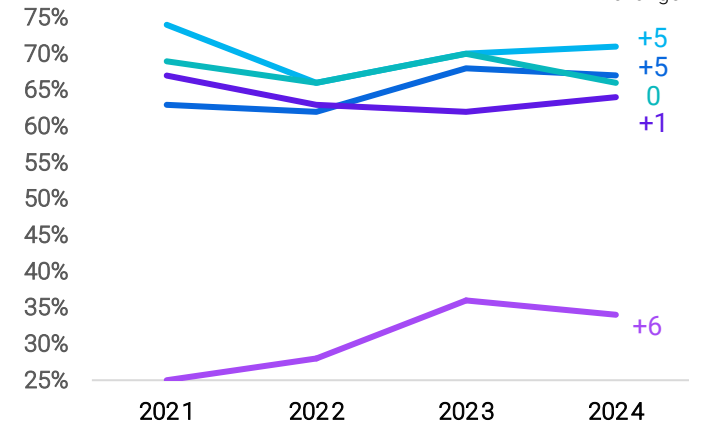


## Top 7 Drivers of Engagement

In Canada, 2024

Rank	Driver	Rating
1	Processes	72%
2	Career Goals	67%
3	Proud Efforts	68%
4	Encouraged Better Serve	68%
5	Snr Leader Feedback	56%
6	Company Support	65%
7	Confident	59%

## Canada KPIs 2021-2024



# Employee Experience KPIs: Chile

## KEY TAKEAWAYS

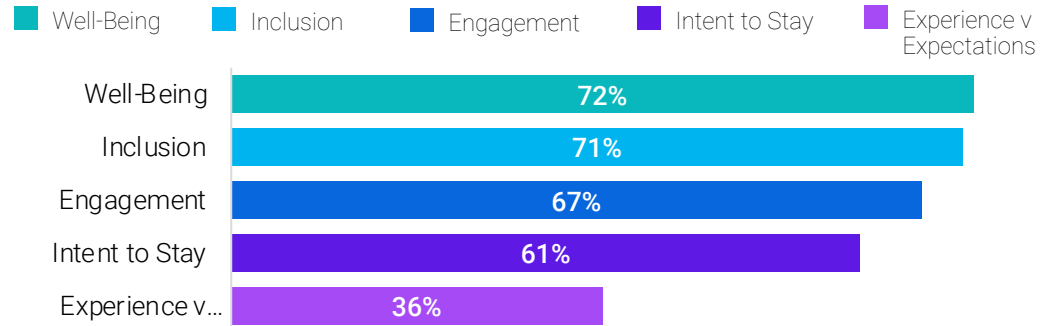
- + Employee *Well-Being* is the top-rated KPI in Chile, at 72% favorable. *Experience v Expectations* is the lowest-rated, at 36%.
- + The top driver of *Engagement* in Chile is *I am proud of this organization's efforts to have a positive impact on the world*. Sixty-one percent of Chilean employees agree with this statement.

### ABOUT

This data shows the five employee experience KPI ratings and the top 5 drivers of the Engagement KPI in 2024 in Chile.

Data was not collected on Chilean KPIs in 2021-2023.

## 2024 Employee Experience Key Performance Indicators: Chile



### Top 7 Drivers of Engagement

In Chile 2024

Rank	Driver	Rating
1	Proud Efforts	61%
2	Career Goals	65%
3	Treated	81%
4	Encouraged Better Serve	71%
5	Positive Change	53%

### Chile KPIs 2021-2024

Data not available

2021 2022 2023 2024

# Employee Experience KPIs: Colombia

## KEY TAKEAWAYS

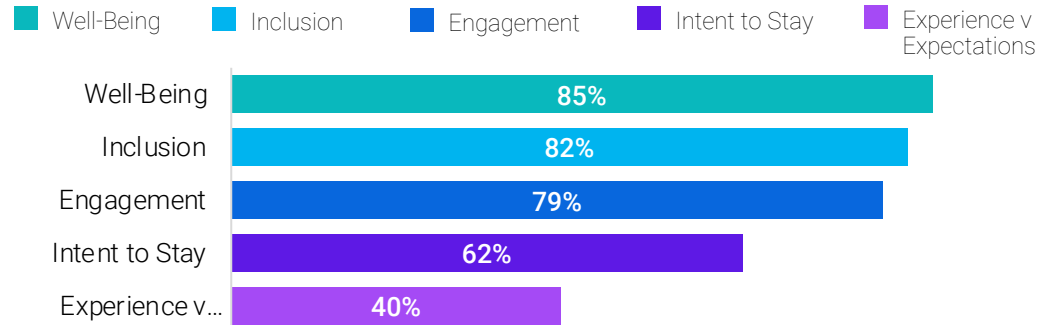
- + Employee *Well-Being* is the top-rated KPI in Colombia, at 85% favorable. *Experience v Expectations* is the lowest-rated, at 40%.
- + Seventy-nine percent of Colombian employees rate their *Engagement* favorably, 3 percentage-points lower than in 2023. The largest year-on-year change in KPI ratings was for *Experience v Expectations*, decreasing 6 percentage-points to 40%.
- + The top driver of *Engagement* in Colombia is *...my career goals can be met at this organization*. Seventy-five percent of Colombian employees agree with this statement.

## ABOUT

This data shows the five employee experience KPI ratings in 2023-2024 and the top 5 drivers of the Engagement KPI in 2024 in Colombia.

Data was not collected on Colombian KPIs in 2021-2022.

## 2024 Employee Experience Key Performance Indicators: Colombia

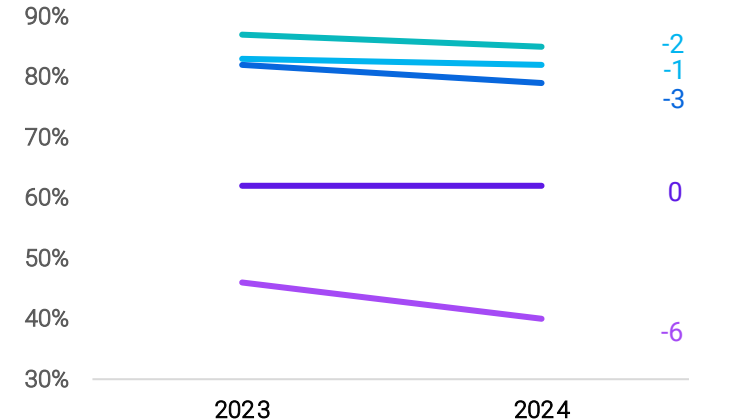


## Top 7 Drivers of Engagement

In Colombia, 2024

Rank	Driver	Rating
1	Career Goals	75%
2	Encouraged Better Serve	82%
3	Processes	87%
4	Safe Work	86%
5	Continually Improve	74%

## Colombia KPIs 2023-2024



# Employee Experience KPIs: Mexico

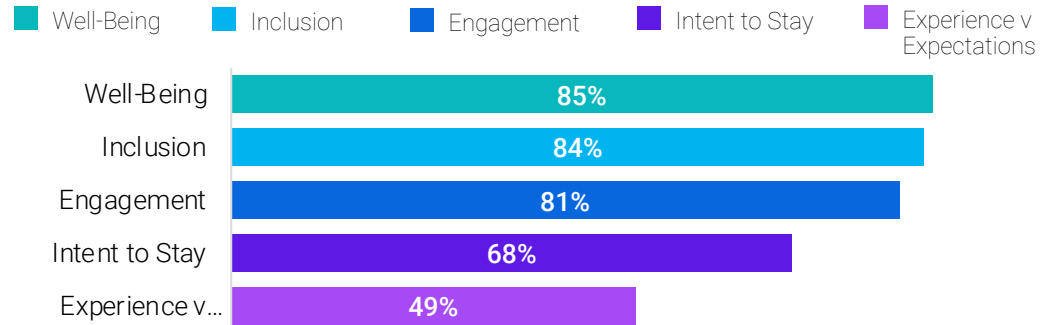
## KEY TAKEAWAYS

- + Employee *Well-Being* is the top-rated KPI in Mexico, at 85% favorable. *Experience v Expectations* is the lowest-rated, at 49%.
- + Eighty-one percent of Mexican employees rate their *Engagement* favorably, 1 percentage-point more than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 16 percentage-points from 2021 to 49%.
- + The top driver of *Engagement* in Mexico is *the organization's processes enable me to effectively meet my customers' needs*. Eighty-four percent of Mexican employees agree with this statement.

## ABOUT

This data shows the five employee experience KPI ratings from 2021-2024 and the top 5 drivers of the Engagement KPI in 2024 in Mexico.

## 2024 Employee Experience Key Performance Indicators: Mexico

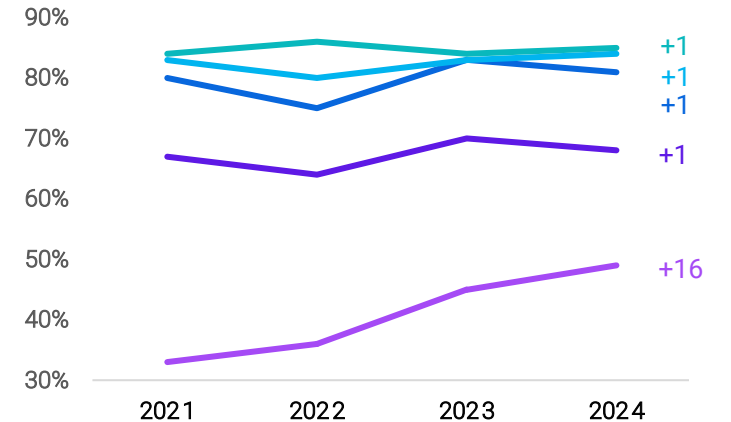


## Top 7 Drivers of Engagement

In Mexico, 2024

Rank	Driver	Rating
1	Processes	84%
2	Encouraged Better Serve	83%
3	Career Goals	80%
4	Future	82%
5	Opps Learn & Dev	81%

## Mexico KPIs 2021-2024





# Employee Experience KPIs: United States

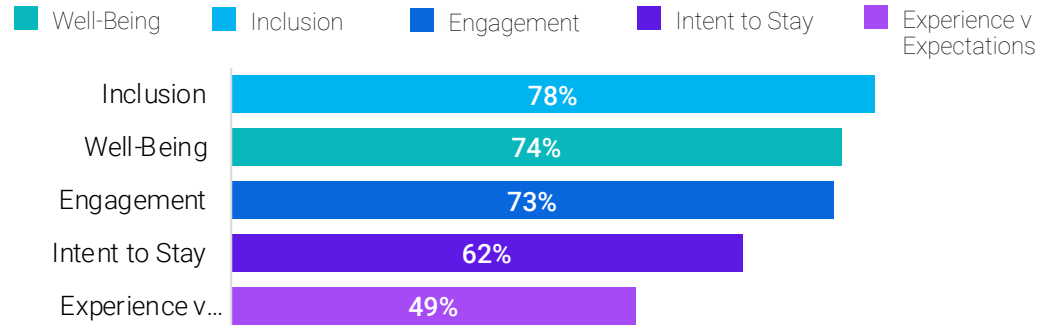
## KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in the United States, at 78% favorable. *Experience v Expectations* is the lowest-rated, at 49%.
- + Seventy-three percent of US employees rate their *Engagement* favorably, 2 percentage-points more than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 11 percentage-points from 2021 to 49%.
- + The top driver of *Engagement* in the United States is *the organization's processes enable me to effectively meet my customers' needs*. Seventy-seven percent of US employees agree with this statement.

## ABOUT

This data shows the five employee experience KPI ratings from 2021-2024 and the top 5 drivers of the Engagement KPI in 2024 in the United States.

## 2024 Employee Experience Key Performance Indicators: United States

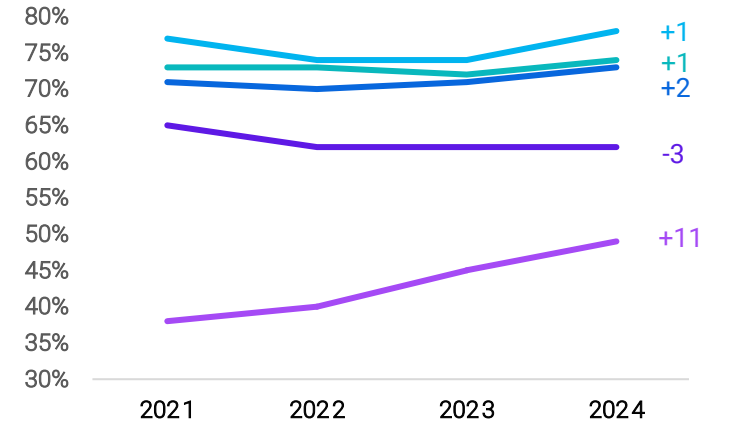


## Top 7 Drivers of Engagement

In United States, 2024

Rank	Driver	Rating
1	Processes	77%
2	Future	76%
3	Skills	81%
4	Proud Efforts	74%
5	Believe	80%
6	Encouraged Better Serve	74%
7	Opps Learn & Dev	75%

## United States KPIs 2021-2024



# Engagement Drivers Index

## EMPLOYEE EXPERIENCE ENGAGEMENT DRIVERS

Through regressions, we found the top seven drivers of the engagement KPI for each country in 2024. Statements for each driver are summarized below:

Driver	Statement
<b>Action Soc Resp</b>	This organization is taking action to be socially responsible (e.g., supporting community events, charitable causes etc.)
<b>Adapt Change</b>	I feel supported in my efforts to adapt to organizational changes
<b>Believe</b>	I believe in the organization's values
<b>Benefits Meet Needs</b>	The employee benefits I have meet my needs
<b>Career Discuss</b>	I have meaningful discussions with my manager about my career development
<b>Career Goals</b>	Overall, I feel that my career goals can be met at this organization
<b>Cares</b>	My manager cares about my well-being
<b>Challenge Tradition</b>	At this organization, I can challenge the traditional ways of doing things
<b>Company Support</b>	This organization supports my efforts to balance my work and personal life
<b>Confident</b>	I have confidence in senior leadership to make the right decisions for this organization
<b>Continually Improve</b>	This organization continually improves the way work gets done
<b>Cooperate Job Done</b>	The people I work with cooperate to get the job done
<b>Encouraged Better Serve</b>	I am encouraged to develop new and better ways of serving customers
<b>Env Practices</b>	This organization fosters environmentally friendly practices (e.g. recycling, paperless culture, saving energy)
<b>Everyone Same</b>	At this organization, everyone is held to the same ethical standards
<b>Flexibility</b>	I have the flexibility I need in my work schedule to meet both work and personal needs
<b>Future</b>	I believe this organization has an outstanding future

Driver	Statement
<b>Link</b>	I can see a clear link between my work and this organization's strategic objectives
<b>Link Performance</b>	My pay is clearly linked to my performance
<b>Meaningful</b>	I receive meaningful recognition when I do a good job
<b>Open Honest</b>	There is open and honest communication at this organization
<b>Opps Learn &amp; Dev</b>	I have good opportunities to learn and develop at this organization
<b>Physical Workspace</b>	My physical workspace allows me to be productive
<b>Positive Change</b>	I have seen positive changes as a result of previous surveys
<b>Processes</b>	This organization's processes enable me to effectively meet my customers' needs
<b>Productive</b>	The work processes at this organization allow employees to be as productive as possible
<b>Proud Efforts</b>	I am proud of this organization's efforts to have a positive impact on the world
<b>Report Unethical</b>	I know how to report suspected unethical business practices
<b>Safe Work</b>	I feel safe while I am at work
<b>Skills</b>	My job makes good use of my skills and abilities
<b>Snr Leader Feedback</b>	Senior leadership responds to feedback from employees
<b>Treated</b>	I am treated with respect at work
<b>Understand Affect Work</b>	This organization does a good job of helping me understand how changes will affect my work

## DATA CALCULATION

Scores for each KPI component and driver 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.

Data for the 2021, 2022, and 2023 KPIs come from the Qualtrics Employee Experience Trends Global Study from each respective year. Data may not be available for certain countries in certain years depending on their sample availability.

**Figure 1** is calculated by finding the score for each KPI and driver across all 32 countries (referred to as 'global') included in this study.

**Figures 2-6** are calculated by finding each metric's rating for each country in the Americas.

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