



DATA SNAPSHOT

2024 Employee Experience Trends: Europe, Middle East, and Africa

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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 Europe, the Middle East, and Africa (EMEA). We found that:

- + **KPI ratings vary by country.** *Experience v Expectations* ratings span 32 percentage points in this region, the greatest variation of all KPIs. *Inclusion* ratings have the smallest gap, spanning 17 percentage-points across the 12 countries measured in this region,
- + **Italian and Turkish employees have the highest *Intent to Stay*.** The majority of Turkish and Italian employees (75%) expressed an intention to stay working with their employer for 3 years or more. Employers in Sweden and the United Kingdom should expect the most turnover as a little over half of employees in these countries report the lowest *Intent to Stay*.
- + **Spanish employees report the greatest change in experience since 2021.** Since 2021, Spain's KPI metrics have changed nearly 8 percentage-points on average. Italian employees ratings have deviated the least from 2021, shifting by about 2 percentage-points.
- + **Professional development is a top driver of employee engagement.** Seven of the 12 EMEA countries in this study selected *I feel that my career goals can be met at this organization* as the top driver of employee engagement, and another four have it in their top five drivers. *I have good opportunities to learn and develop at this organization* is also in their top drivers of *Engagement* in nine of 12 countries.
- + **EMEA employees changed their *Experience v Expectations* ratings the most since 2021.** Of the five KPIs, *Experience v Expectations* saw the biggest change in ratings since 2021, shifting by 9 percentage-points on average in the EMEA countries included in both studies. *Inclusion* ratings deviated the least over the same period in this region, with an average change of just 2.1 percentage-points.

STUDY KEY FACTS

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

2024 Employee Experience Trends: Europe, the Middle East, and Africa

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

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2. Employee Experience KPIs: Global
3. Well-Being by Country
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5. Engagement by Country
6. Intent to Stay by Country
7. Experience v Expectations by Country
8. Employee Experience KPIs: France
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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)

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

Employee Experience KPIs: Global

KEY TAKEAWAYS

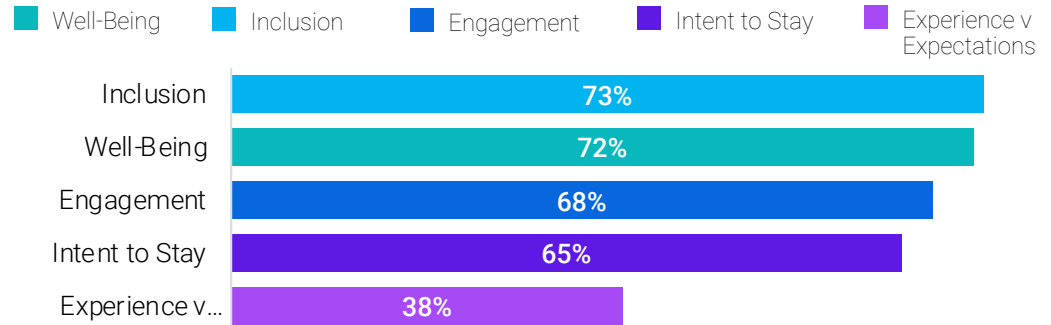
- + *Inclusion* is the top-rated KPI globally, at 73%. *Experience v Expectations* is the lowest-rated, at 38% having their expectations exceeded.
- + Sixty-eight percent of employee rated their engagement favorably, 2 percentage-points more than in 2021. The largest change in KPI ratings was for *Experience 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



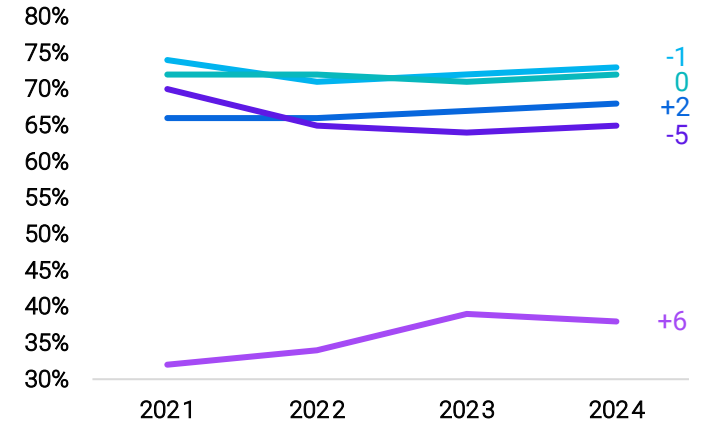
Top 7 Drivers of Engagement

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

3 year %-pt change



Well-Being by Country

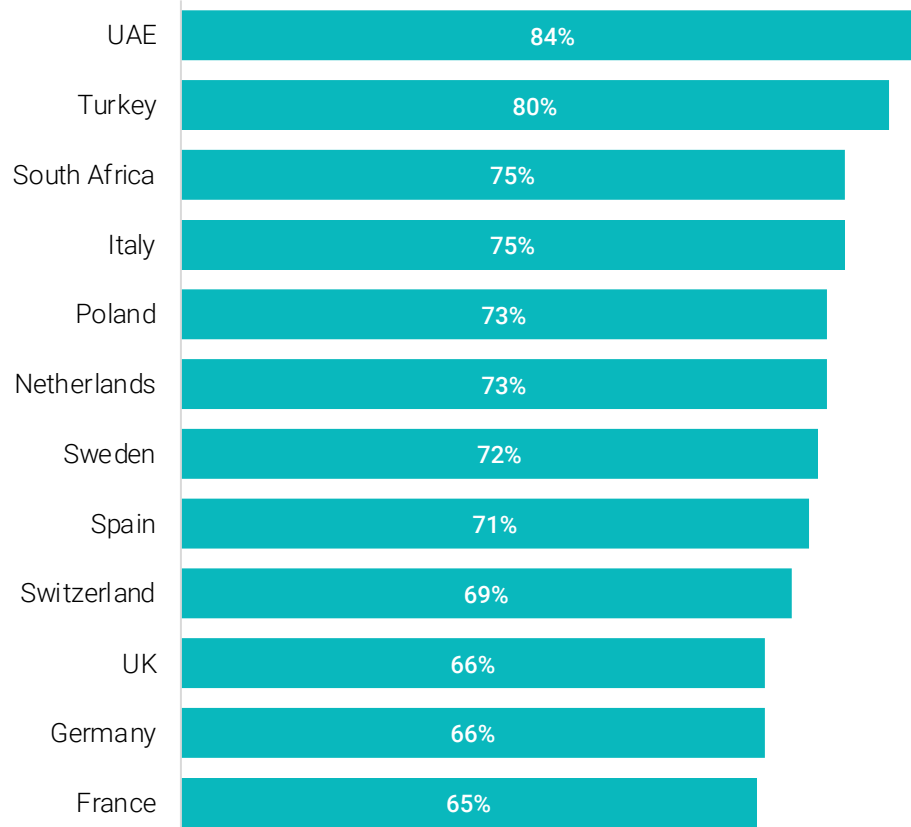
KEY TAKEAWAYS

- + The UAE has the highest employee *Well-Being* rating in the EMEA region, at 84%, followed by Turkey at 80% favorable.
- + The French provided the lowest employee *Well-Being* rating in the region (65%), while German and UK employees provided the second-lowest ratings, each at 66% favorable.

ABOUT

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

Well-Being by Country



Inclusion by Country

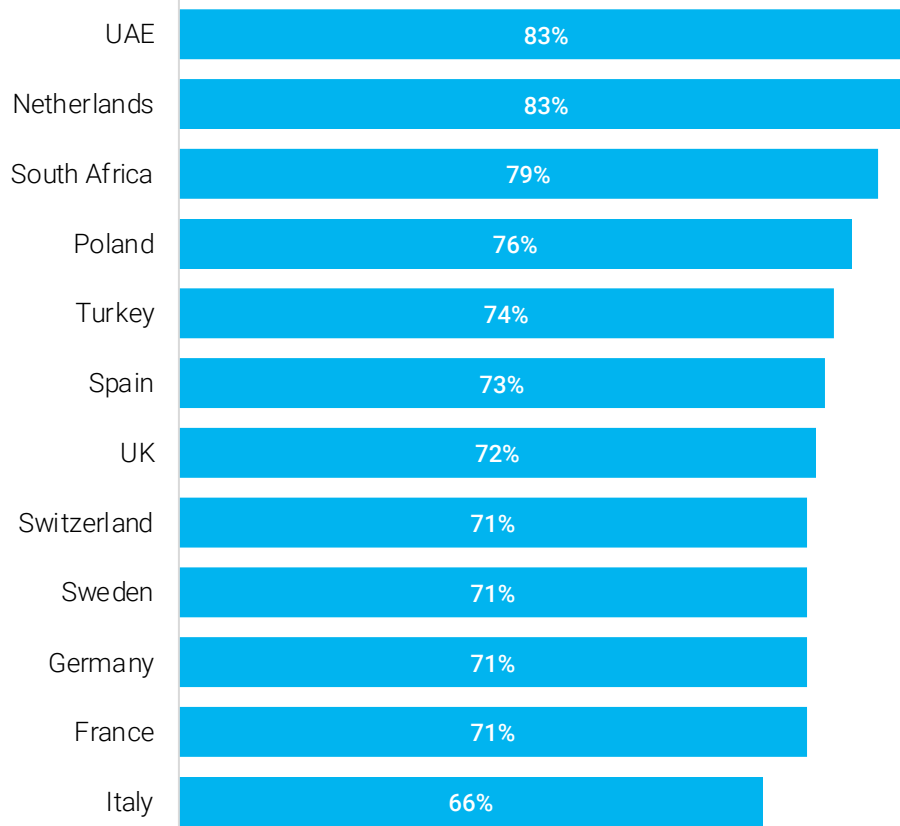
KEY TAKEAWAYS

- + The UAE and Turkey have the highest *Inclusion* ratings in the EMEA region, at 83% each.
- + Italian employees provided the lowest *Inclusion* rating in the region (66%). French, German, Swedish, and Swiss employees all reported the second-lowest *Inclusion* ratings, all at 71% favorable.

ABOUT

This chart shows the *Inclusion* ratings for all countries in the EMEA region.

Inclusion by Country



Engagement by Country

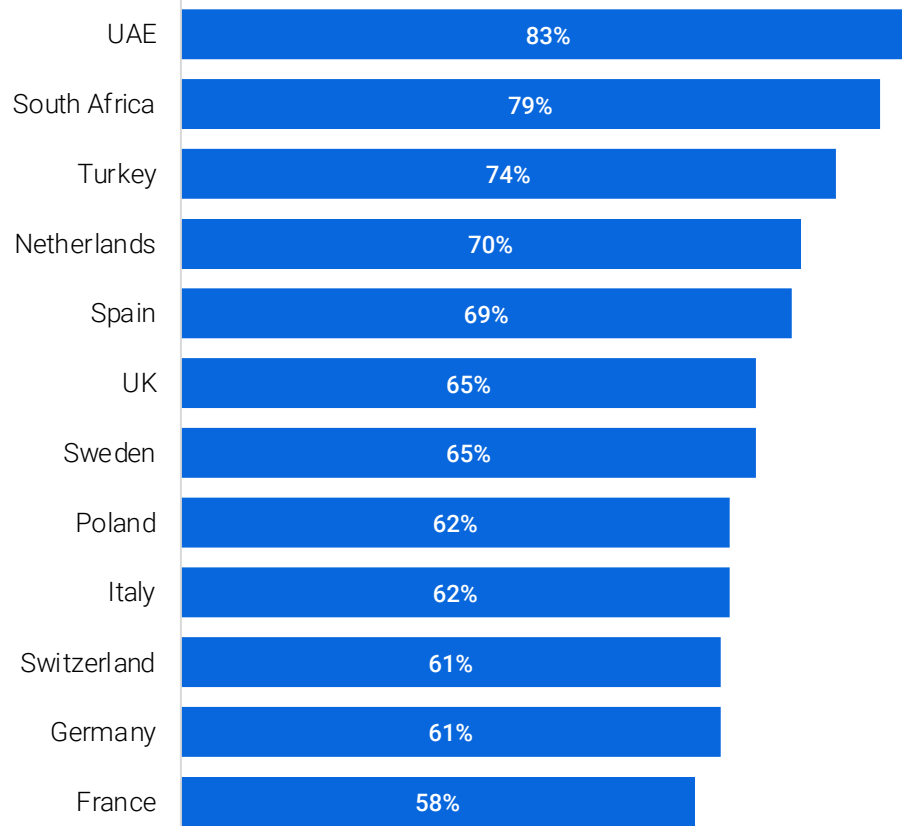
KEY TAKEAWAYS

- + The UAE and South Africa have the highest *Engagement* ratings in the EMEA region, at 83% and 79%, respectively.
- + French employees provided the lowest *Engagement* rating in the region (58%), followed by German and Swiss employees (61%).

ABOUT

This chart shows the Engagement ratings for all countries in the EMEA region.

Engagement by Country



Intent to Stay by Country

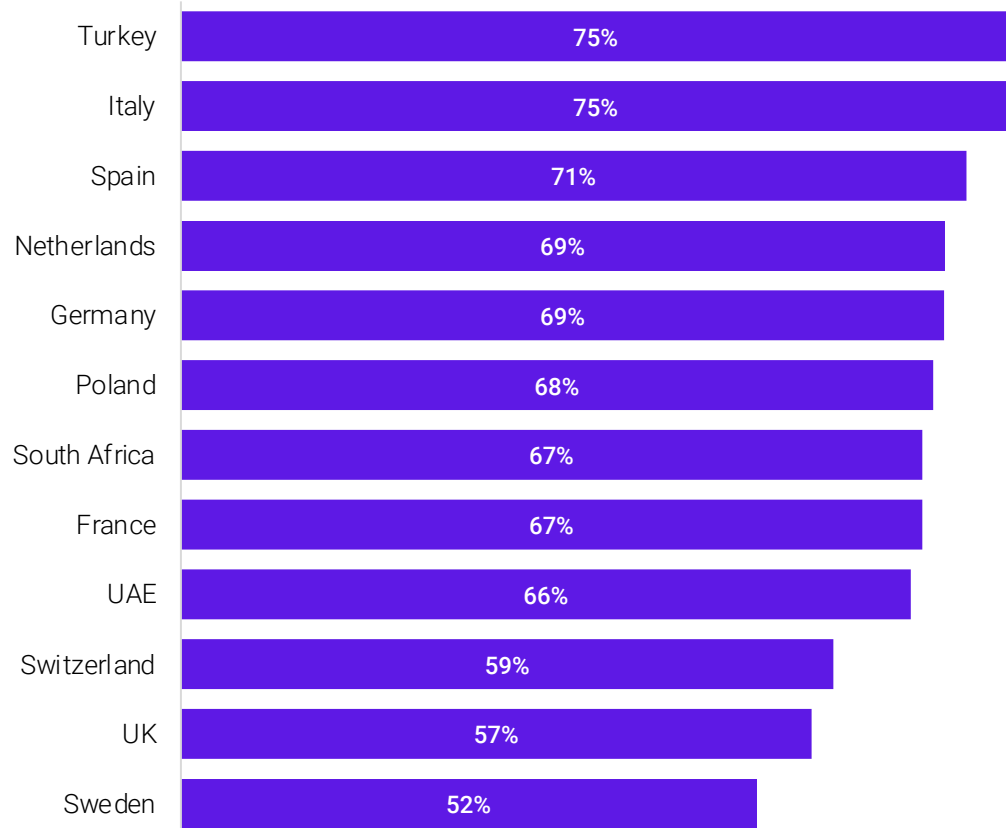
KEY TAKEAWAYS

- + Turkish and Italian employees report the highest intent to stay at their organization for 3 or more years, with an *Intent to Stay* rating of 75% favorable.
- + Swedish employees provided the lowest *Intent to Stay* rating in the region (52%), followed by UK employees (57%).

ABOUT

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

Intent to Stay by Country



Experience v Expectations by Country

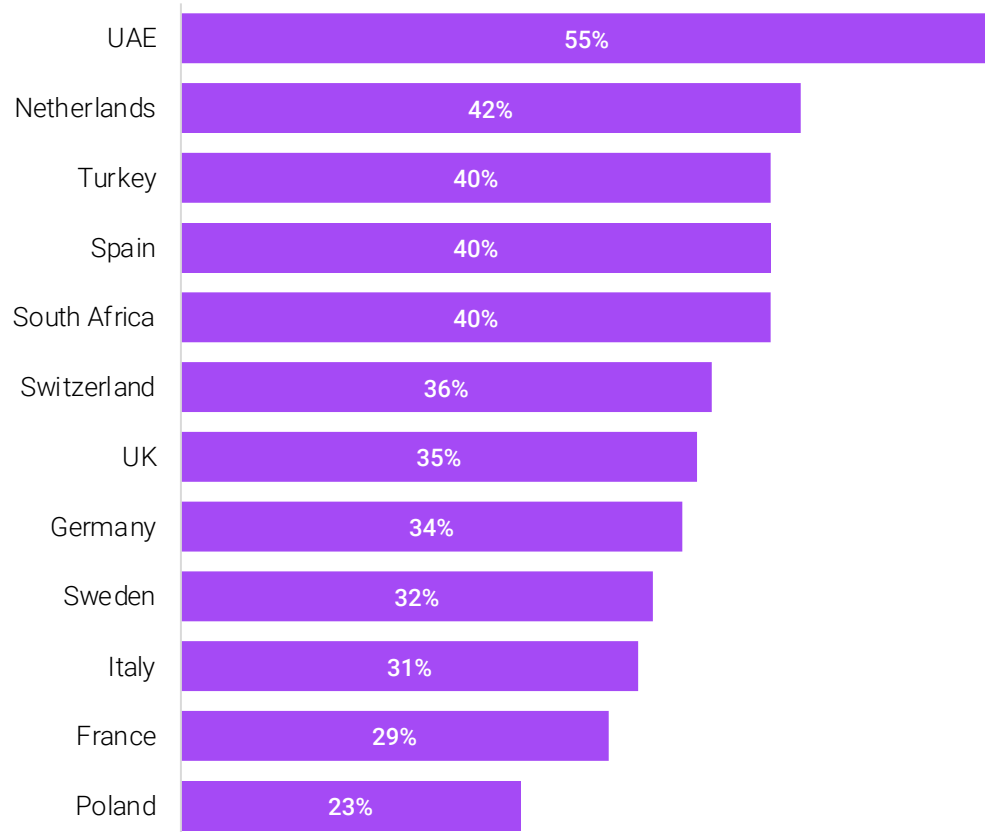
KEY TAKEAWAYS

- + Emirate employees have the highest propensity to say their experience working at their organization exceeds their expectations, with a rating of 55%.
- + Polish employees provided the lowest *Experience v Expectations* rating in the region (23%), followed by French employees (29%).

ABOUT

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

Experience v Expectations by Country



Employee Experience KPIs: France

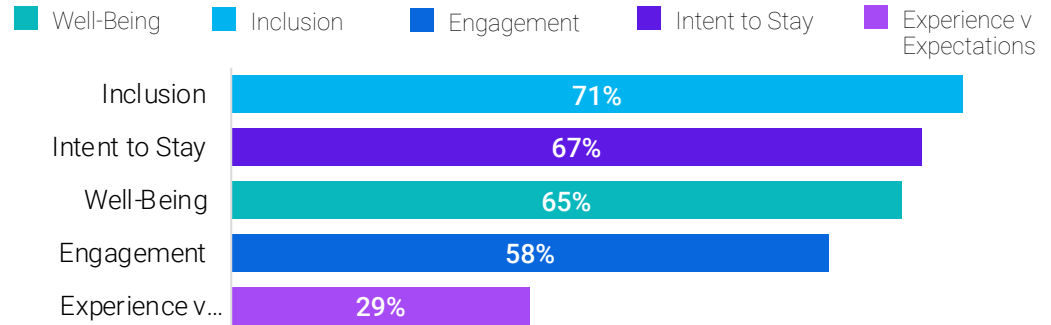
KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in France, at 71% favorable. *Experience v Expectations* is the lowest-rated, at 29%.
- + Fifty-eight percent of French employees rate their engagement favorably, 4 percentage-points more than in 2021. The largest change in KPI ratings was for *Intent to Stay*, dropping 6 percentage-points from 2021 to 67%.
- + The top driver of *Engagement* in France is *...my career goals can be met at this organization*. Fifty-nine percent of French 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 France.

2024 Employee Experience Key Performance Indicators: France

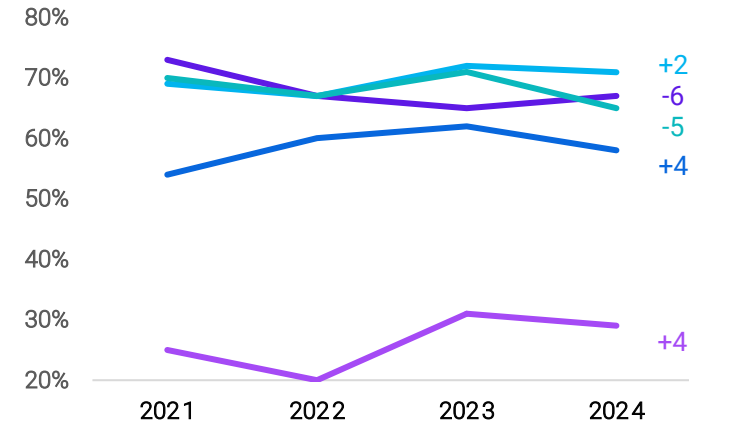


Top 7 Drivers of Engagement

In France, 2024

Rank	Driver	Rating
1	Career Goals	59%
2	Processes	63%
3	Proud Efforts	54%
4	Encouraged Better Serve	62%
5	Believe	67%
6	Career Discuss	56%
7	Adapt Change	56%

France KPIs 2021-2024



Employee Experience KPIs: Germany

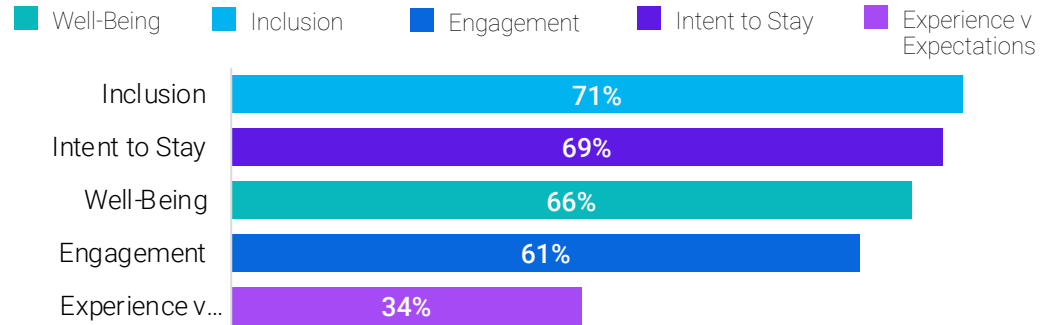
KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in Germany, at 71% favorable. *Experience v Expectations* is the lowest-rated, at 34%.
- + Sixty-one percent of German employees rate their engagement favorably, equivalent to 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 12 percentage-points from 2021 to 34%.
- + The top driver of *Engagement* in German is *I am proud of this organization's effort to have a positive impact on the world*. Fifty-five percent of German 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 Germany.

2024 Employee Experience Key Performance Indicators: Germany

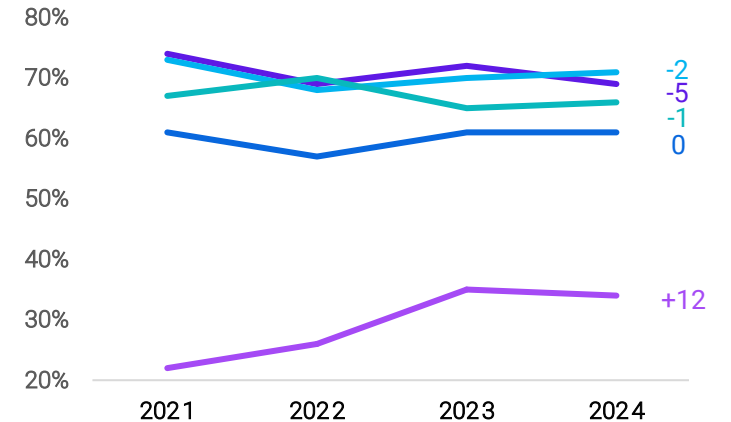


Top 7 Drivers of Engagement

In Germany, 2024

Rank	Driver	Rating
1	Proud Efforts	55%
2	Career Goals	58%
3	Processes	66%
4	Opps Learn & Dev	62%
5	Encouraged Better Serve	57%
6	Believe	67%
7	Adapt Change	61%

Germany KPIs 2021-2024



Employee Experience KPIs: Italy

KEY TAKEAWAYS

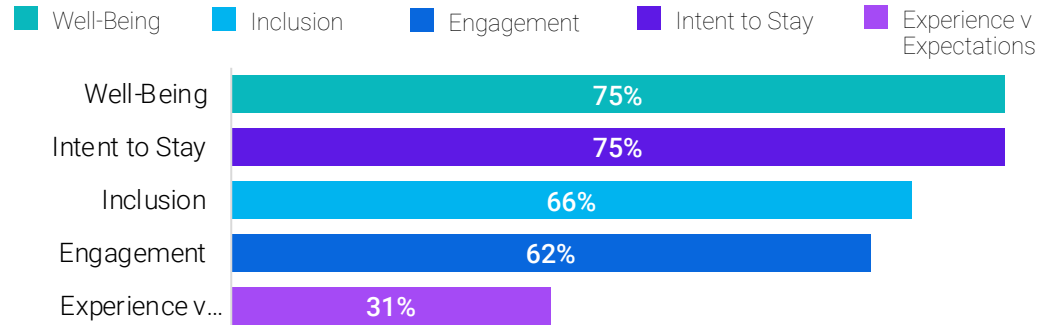
- + Employee *Well-Being* is the top-rated KPI in Italy, at 75% favorable. *Experience v Expectations* is the lowest-rated, at 31%.
- + Sixty-two percent of Italian employees rate their engagement favorably, 2 percentage-points less than in 2022. The largest change in KPI ratings was for *Well-Being*, increasing 3 percentage-points from 2022 to 2024.
- + The top driver of *Engagement* in Italy is *...my career goals can be met at this organization*. Fifty-seven percent of Italian employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2022-2024 and the top 7 drivers of the Engagement KPI in 2024 in Italy.

Data was not collected on Italian KPIs in 2021.

2024 Employee Experience Key Performance Indicators: Italy

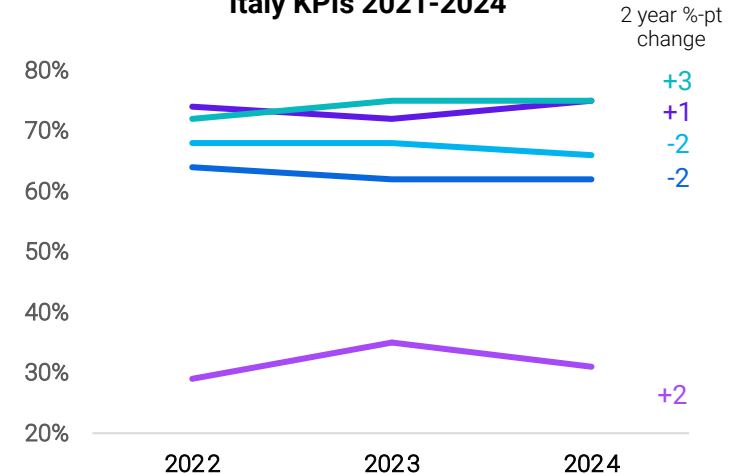


Top 7 Drivers of Engagement

In Italy, 2024

Rank	Driver	Rating
1	Career Goals	57%
2	Opps Learn & Dev	59%
3	Proud Efforts	58%
4	Encouraged Better Serve	63%
5	Continually Improve	54%
6	Processes	66%
7	Everyone Same	62%

Italy KPIs 2021-2024



Employee Experience KPIs: Netherlands

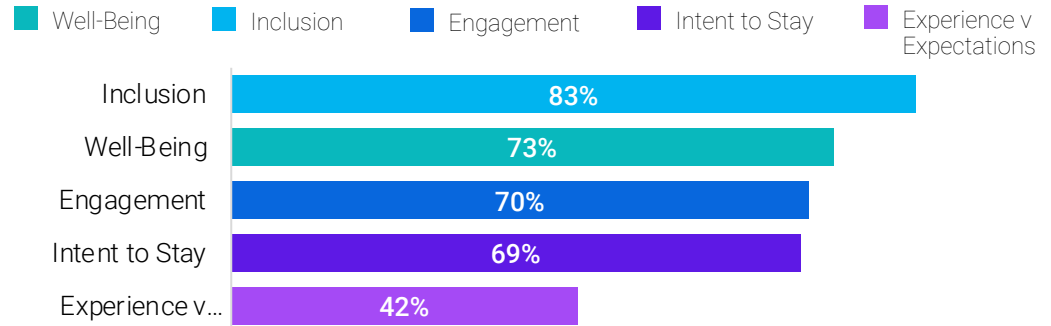
KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in the Netherlands, at 83% favorable. *Experience v Expectations* is the lowest-rated, at 42%.
- + Seventy percent of Dutch employees rate their engagement favorably, 5 percentage-points less than in 2021. The largest change in KPI ratings was for *Intent to Stay*, decreasing 8 percentage-points from 2021 to 69%.
- + The top driver of *Engagement* in the Netherlands is *the organization's processes enable me to effectively meet my customers' needs*. Seventy percent of Dutch employees agree with this statement.

ABOUT

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

2024 Employee Experience Key Performance Indicators: Netherlands

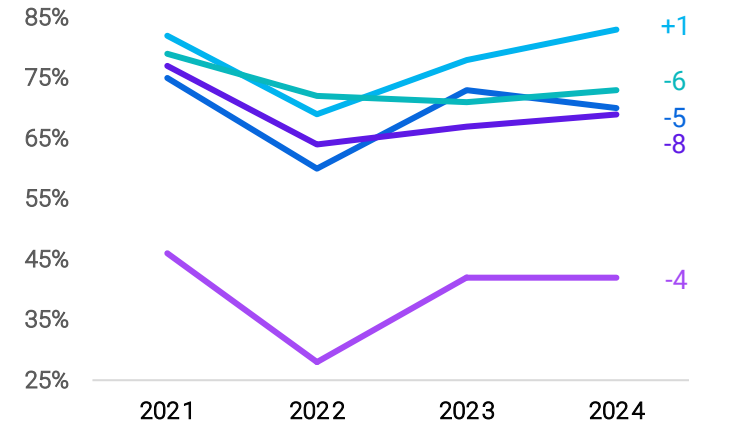


Top 7 Drivers of Engagement

In Netherlands, 2024

Rank	Driver	Rating
1	Processes	70%
2	Meaningful	70%
3	Career Goals	66%
4	Adapt Change	64%
5	Continually Improve	61%
6	Opps Learn & Dev	72%
7	Cooperate Job Done	78%

Netherlands KPIs 2021-2024



Employee Experience KPIs: Poland

KEY TAKEAWAYS

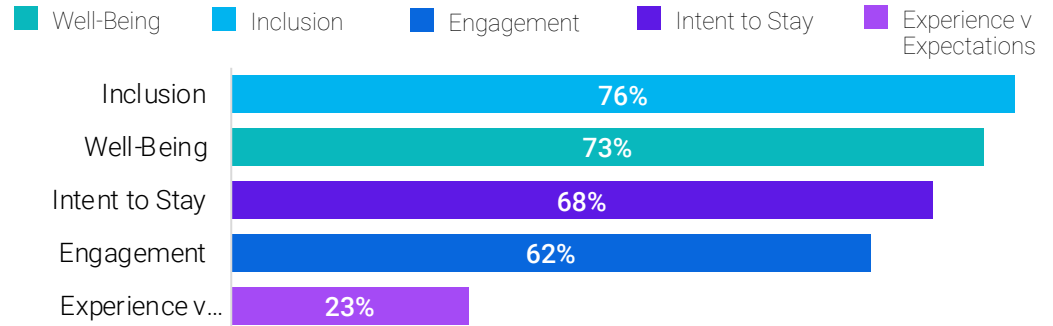
- + *Inclusion* is the top-rated KPI in Poland, at 76% favorable. *Experience v Expectations* is the lowest-rated, at 23%.
- + The top driver of *Engagement* in Poland is *I am encouraged to find new and better ways of serving customers*. Sixty-six percent of Polish employees agree with this statement.

ABOUT

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

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

2024 Employee Experience Key Performance Indicators: Poland



Top 7 Drivers of Engagement

In Poland, 2024

Rank	Driver	Rating
1	Encouraged Better Serve	66%
2	Proud Efforts	58%
3	Meaningful	63%
4	Understand Affect Work	65%
5	Confident	64%
6	Future	63%
7	Flexibility	69%

Poland KPIs 2021-2024

Data not available

2021 2022 2023 2024

Employee Experience KPIs: South Africa

KEY TAKEAWAYS

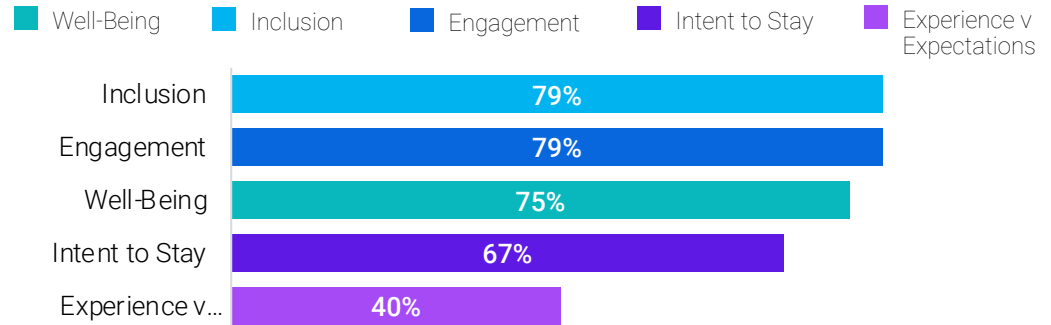
- + *Inclusion* is the top-rated KPI in South Africa, at 79% favorable. *Experience v Expectations* is the lowest-rated, at 40%.
- + Seventy-nine percent of South African rate their engagement favorably, 7 percentage-points more than in 2021. The largest change in KPI ratings was for *Intent to Stay*, increasing 9 percentage-points from 2021 to 2024.
- + The top driver of *Engagement* in South Africa is *...my career goals can be met at this organization*. Seventy-two percent of South African employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2022-2024 and the top 7 drivers of the Engagement KPI in 2024 in South Africa.

Data was not collected on South Africa KPIs in 2022.

2024 Employee Experience Key Performance Indicators: South Africa

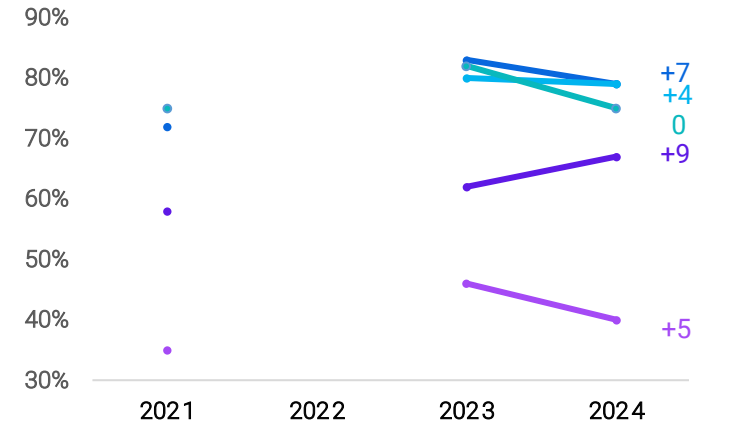


Top 7 Drivers of Engagement

In South Africa, 2024

Rank	Driver	Rating
1	Career Goals	72%
2	Opps Learn & Dev	78%
3	Processes	87%
4	Encouraged Better Serve	85%
5	Confident	75%
6	Cares	71%

South Africa KPIs 2021-2024



Employee Experience KPIs: Spain

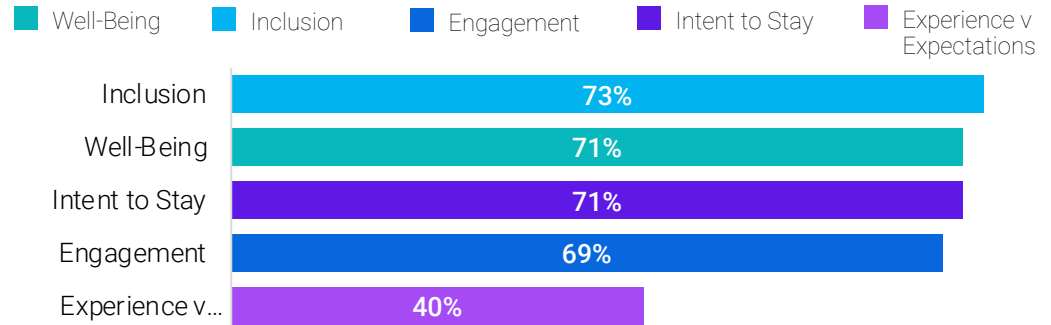
KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in Spain, at 73% favorable. *Experience v Expectations* is the lowest-rated, at 40%.
- + Sixty-nine percent of Spanish employees rate their engagement favorably, 8 percentage-points more than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 22 percentage-points from 2021 to 40%.
- + The top driver of *Engagement* in Spain is *...my career goals can be met at this organization*. Sixty-five percent of Spanish employees agree with this statement.

ABOUT

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

2024 Employee Experience Key Performance Indicators: Spain

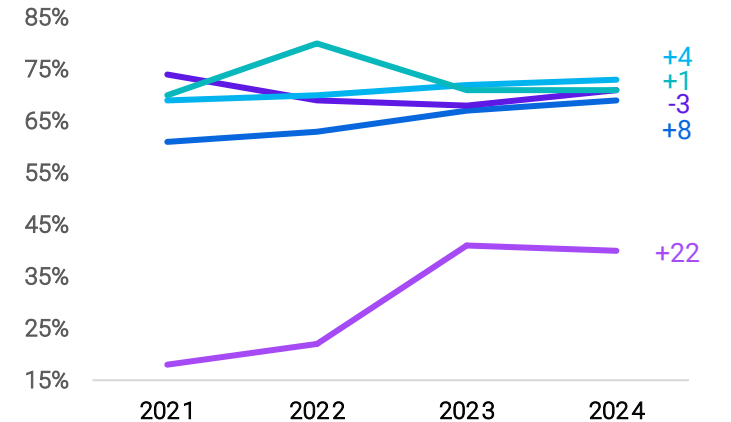


Top 7 Drivers of Engagement

In Spain, 2024

Rank	Driver	Rating
1	Career Goals	65%
2	Opps Learn & Dev	64%
3	Proud Efforts	62%
4	Believe	69%
5	Processes	74%
6	Safe Work	81%
7	Encouraged Better Serve	68%

Spain KPIs 2021-2024



Employee Experience KPIs: Sweden

KEY TAKEAWAYS

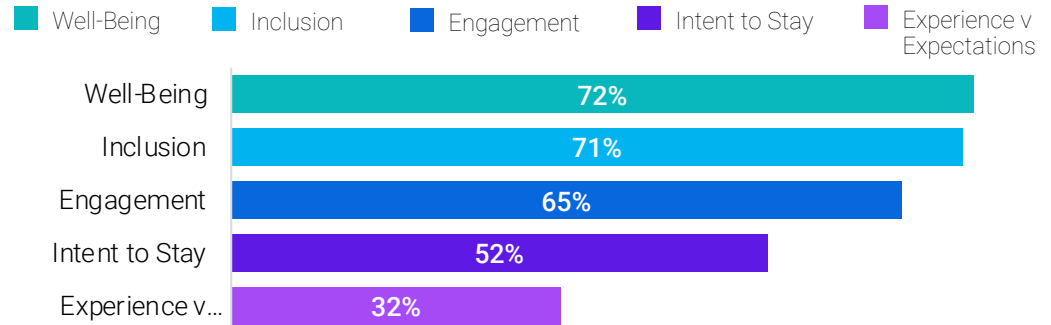
- + Employee *Well-Being* is the top-rated KPI in Sweden, at 72% favorable, up 12 percentage points since 2022. *Experience v Expectations* is the lowest-rated, at 32%.
- + Sixty-five percent of Swedish employees rate their engagement favorably, 20 percentage-points higher than in 2022. The second largest change in KPI ratings was for *Well-Being*, increasing 12 percentage-points from 2022 to 2024.
- + The top driver of *Engagement* in Sweden is *...my career goals can be met at this organization*. Fifty-two percent of Swedish employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2022-2024 and the top 7 drivers of the Engagement KPI in 2024 in Sweden.

Data was not collected on Swedish KPIs in 2021.

2024 Employee Experience Key Performance Indicators: Sweden

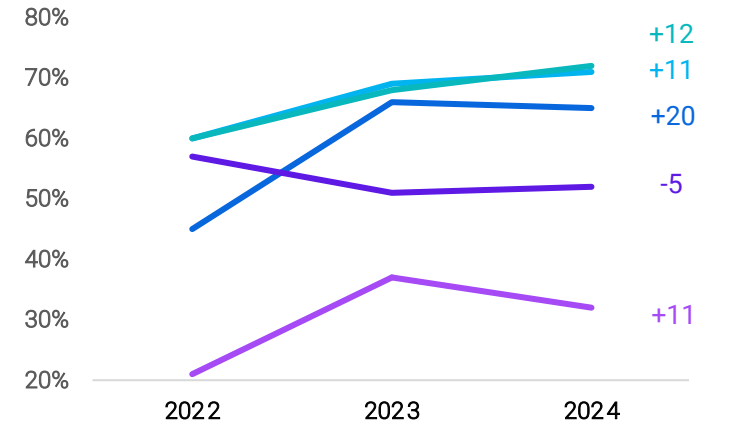


Top 7 Drivers of Engagement

In Sweden, 2024

Rank	Driver	Rating
1	Career Goals	52%
2	Proud Efforts	61%
3	Processes	66%
4	Opps Learn & Dev	64%
5	Encouraged Better Serve	64%
6	Meaningful	63%
7	Understand Affect Work	57%

Sweden KPIs 2022-2024



Employee Experience KPIs: Switzerland

KEY TAKEAWAYS

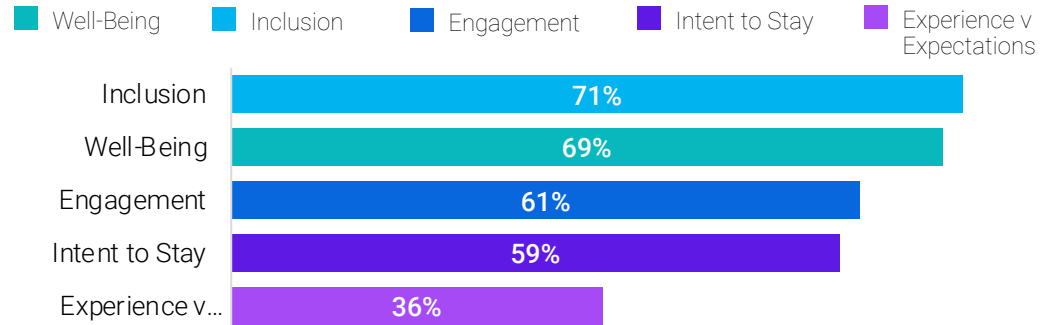
- + *Inclusion* is the top-rated KPI in Switzerland, at 71% favorable. *Experience v Expectations* is the lowest-rated, at 36%.
- + Seventy-nine percent of Swiss employees rate their engagement favorably, 1 percentage-point less than in 2023.
- + The top driver of *Engagement* in Switzerland is *the organization does a good job of helping me understand how changes will affect my work*. Sixty-three percent of Swiss employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2023-2024 and the top 7 drivers of the Engagement KPI in 2024 in Switzerland.

Data was not collected on Swiss KPIs in 2021 and 2022.

2024 Employee Experience Key Performance Indicators: Switzerland

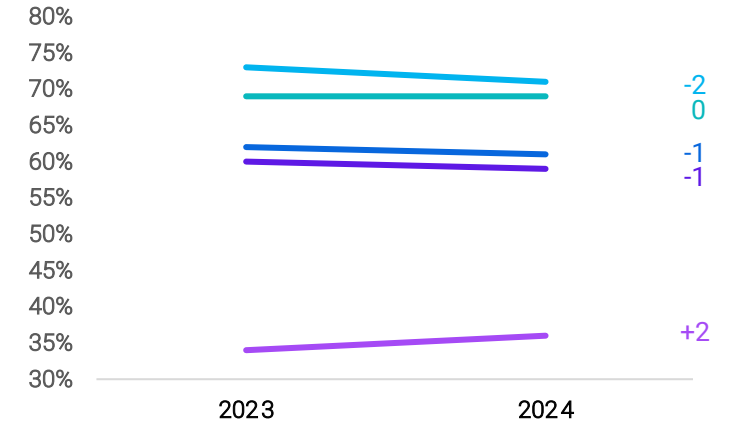


Top 7 Drivers of Engagement

In Switzerland, 2024

Rank	Driver	Rating
1	Understand Affect Work	63%
2	Processes	69%
3	Proud Efforts	58%
4	Physical Workspace	77%
5	Career Goals	59%
6	Encouraged Better Serve	62%
7	Company Support	57%

Switzerland KPIs 2023-2024



Employee Experience KPIs: Turkey

KEY TAKEAWAYS

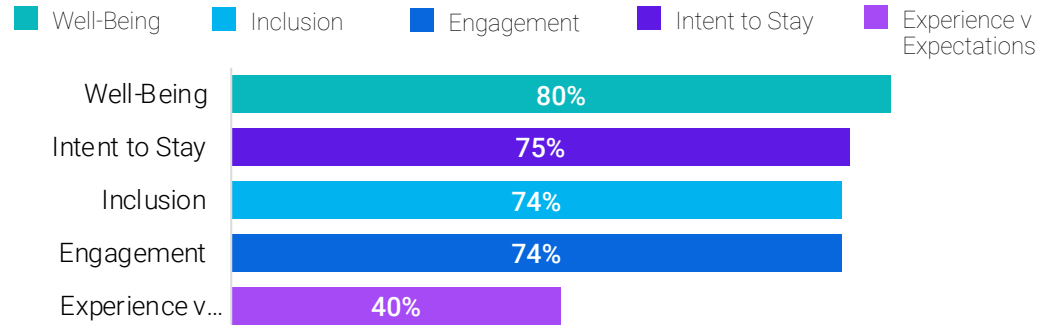
- + Employee *Well-Being* is the top-rated KPI in Turkey, at 80% favorable. *Experience v Expectations* is the lowest-rated, at 40%.
- + The top driver of *Engagement* in Turkey is *I am proud of of this organization's effort to have a positive impact on the world*. Seventy-one percent of Turkish employees agree with this statement.

ABOUT

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

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

2024 Employee Experience Key Performance Indicators: Turkey



Top 7 Drivers of Engagement

In Turkey, 2024

Rank	Driver	Rating
1	Proud Efforts	71%
2	Career Goals	69%
3	Processes	81%
4	Opps Learn & Dev	76%
5	Encouraged Better Serve	79%
6	Benefits Meet Needs	63%
7	Cares	70%

Turkey KPIs 2021-2024

Data not available

2021 2022 2023 2024

Employee Experience KPIs: United Arab Emirates

KEY TAKEAWAYS

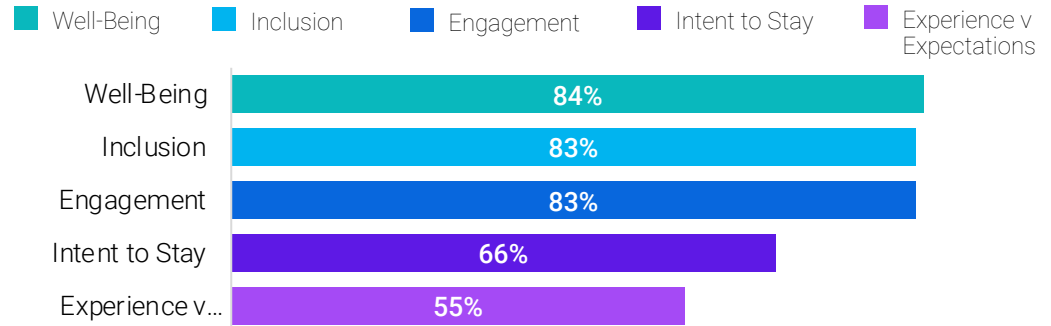
- + Employee *Well-Being* is the top-rated KPI in the UAE, at 84% favorable. *Experience v Expectations* is the lowest-rated, at 55%.
- + Eighty-three percent of Emirate employees rate their engagement favorably, 9 percentage-points more than in 2022. The largest change in KPI ratings was for *Experience v Expectations*, increasing 11 percentage-points from 2022 to 55%.
- + The top driver of *Engagement* in the UAE is *...my career goals can be met at this organization*. Seventy-seven percent of Emirate employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2022-2024 and the top 7 drivers of the Engagement KPI in 2024 in the United Arab Emirates.

Data was not collected on Emirate KPIs in 2021.

2024 Employee Experience Key Performance Indicators: UAE

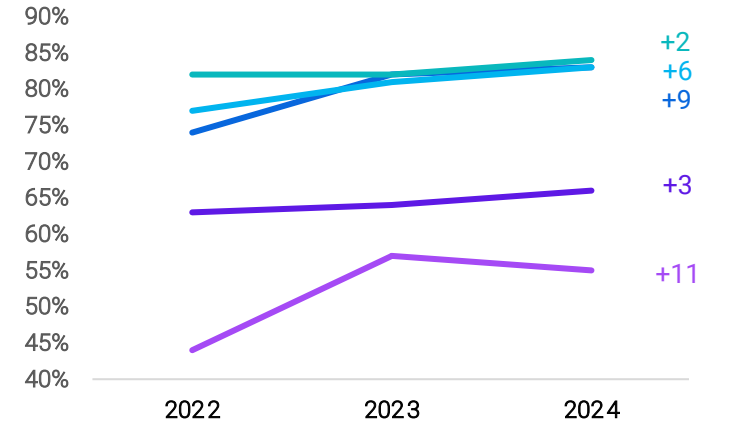


Top 7 Drivers of Engagement

In the UAE, 2024

Rank	Driver	Rating
1	Career Goals	77%
2	Proud Efforts	82%
3	Opps Learn & Dev	82%
4	Action Soc Resp	78%
5	Career Discuss	78%
6	Productive	82%
7	Cares	71%

UAE KPIs 2022-2024



Employee Experience KPIs: United Kingdom

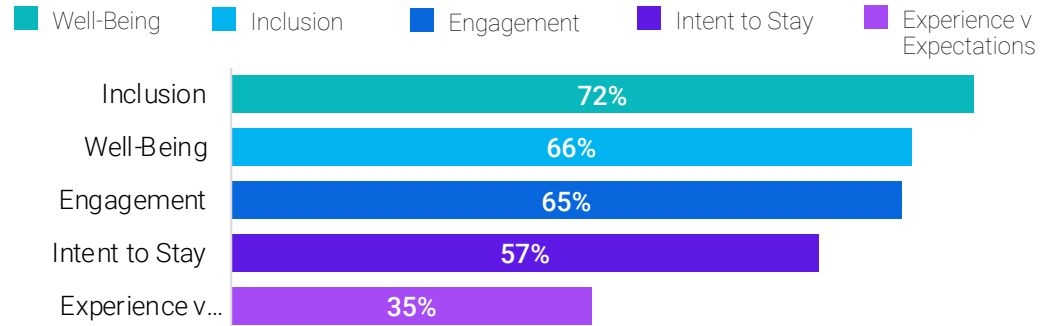
KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in the UK, at 72% favorable. *Experience v Expectations* is the lowest-rated, at 35%.
- + Sixty-five percent of UK employees rate their engagement favorably, 4 percentage-points more than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 9 percentage-points from 2021 to 2024.
- + The top driver of *Engagement* in the UK is *...my career goals can be met at this organization*. Sixty-four percent of UK employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 in the UK (not including the Republic of Ireland).

2024 Employee Experience Key Performance Indicators: UK

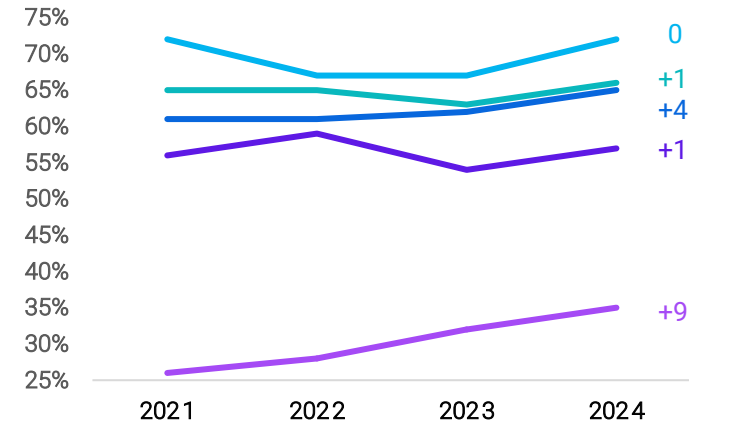


Top 7 Drivers of Engagement

In UK, 2024

Rank	Driver	Rating
1	Career Goals	64%
2	Processes	71%
3	Proud Efforts	63%
4	Opps Learn & Dev	68%
5	Believe	73%
6	Encouraged Better Serve	67%
7	Snr Leader Feedback	56%

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

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

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EMEA EX Trends Sample Size & Demographics

Qualtrics 2024 Employee Experience Trends Global Study

Country	Sample Count	Industry	% of sample	Work Level	% of sample
France	2,001	Airlines	1	Trainee / Intern	3
Germany	2,111	Automobiles & Components	4	Individual contributor	50
Italy	1,054	Capital Goods	3	Manager / Leader of Individual Contributors	21
Netherlands	1,002	Construction & Engineering	7	Senior Director, Director, Mid-management	19
Poland	404	Consumer Durables and Apparel	3	Top level leadership (VP, C-suite etc.)	7
South Africa	417	Consumer Staples/FMCG	5	Age	% of sample
Spain	1,030	Education	9	18-24	11
Sweden	1,004	Energy	1	25-34	24
Switzerland	435	Financial Services	7	35-44	23
Turkey	1,009	Government/Public Sector	9	45-54	22
United Arab Emirates	1,006	Healthcare	11	55+	20
United Kingdom (excl. Rol)	2,057	Hotels & Leisure	2	Tenure	% of sample
		Information Technology: Software & Services	5	Less than 6 months	4
		Information Technology: Hardware & Equipment	1	6 months to less than 1 year	6
		Information Technology: All Other	1	1 year to less than 2 years	10
		Media & Entertainment	1	2 years to less than 3 years	11
		Metals, Minerals, Mining	1	3 years to less than 5 years	15
		Non-profit	2	5 years to less than 10 years	19
		Pharmaceuticals, Biotechnology & Life Sciences	3	10 years or more	35
		Real Estate	1	Company size	% of sample
		Restaurants	2	100-500	35
		Retail	6	500-999	16
		Services: Commercial Services & Supplies	2	1000-4999	17
		Services: Consumer Services	1	5000-10000	10
		Services: Professional Services	2	10000-50000	8
		Telecommunications	2	50000+	14
		Transportation	6		
		Utilities	2		
Disability	% of sample			Employment	% of sample
Yes, I have a physical disability, or have a history/record of having one	7			Full time	83
Yes, I have a mental disability or neurodiversity, or have a history/record of having one	4			Part-time	17
Yes, I have both a mental and physical disability, or have a history/record of having them	2				
No, I do not have a disability, or a history/record of having one	86				
I prefer not to answer	1				