

Global Report on Employee Experience

limeade®

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Contents

- 03 Report Overview
- 04 The Employee Experience: How does the employee experience vary by country?
- 05 What predicts a positive employee experience?
- 09 Investing in the employee experience matters for how employees feel about their company
- 11 People outcomes
- 15 Communication within organizations
- 18 Sharing employee feedback
- 20 Well-being and EX
- 22 The employee experience through the lens of identity
- 28 The employee experience through the lens of COVID-19
- 32 General Summary and Recommendations
- 33 Appendix A Figure 1
- 35 Appendix A Chart 1

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Report Overview:

The Limeade Institute conducted a global study to understand the current state of the employee experience and how companies are moving into 2021.

The survey was administered on an online global surveying platform for approximately two weeks, launching January 20th, 2021, and concluding February 5th, 2021. Data was collected from 7,846 participants, and after data cleaning procedures, the final sample consisted of 4,553 full-time employees over the age of 18, representing five countries: France, Germany, United Kingdom, Australia, and the United States.

To ensure that we collected a representative sample, we collected data from at least 500 individual contributors (i.e., individuals below the position of manager) per country, and 200 people managers or above from each country. The overall sample consisted of 3,006 individual-level contributors and 1,547 people managers or above. Participants represented over 17 different industries, from companies with 500 employees or more. Most participants fell between the ages 25 and 45 (68%), with 31% over the age of 45. It was a relative equal split between gender identification – with 52% identifying as female, and 48% identifying as male. More than half of the participants (57%) identified as a parent or caretaker, and the majority of participants identified as White* (82%) – 7.4% identified as Asian and 6% identified as Black/African American.

***Note:** due to cultural and legal contexts, and recommendations against it, we did not ask for race from German employees.





The Employee Experience

How Does The Employee Experience Vary By Country?

When asked whether their employee experience was positive, **72%** of Australians responded favorably — followed by **63%** of Americans, **63%** of Germans, **59%** of British, and only **54%** of French participants. On average around **40%** of employees are reporting an unfavorable/neutral employee experience.

Because a company's goal should be to ensure that **100%** of its employees have a positive employee experience, this indicates that work is still needed to improve EX internationally.



What Predicts A Positive Employee Experience?

Analyses indicated that the top 3 emotions, or feelings, that help employees have a positive employee experience vary by country.

Note: The percentages next to each emotion indicate how important each emotion is promoting a positive EX (maximum is 100% importance). See Figure 1 in appendix A for graphical depictions.

USA	
81%	I trust my organization
10%	I feel like I belong at my organization
5%	I feel like my organization cares about my whole person well-being
Australia	
70%	I feel like my organization cares about my whole person well-being
18%	I feel connected to what's happening Inside my organization
5%	I trust my organization
UK	
83%	I feel recognized and valued by my organization
8%	I trust my organization
4%	I feel like I can grow and develop at my organization
GERMANY	
70%	I feel like I can grow and develop at my organization
16%	I feel like I belong at my organization
6%	I feel connected to what's happening Inside my organization
FRANCE	
76%	I feel recognized and valued at by organization
13%	I feel like I belong at my organization
5%	I feel like I can grow and develop at my organization

Although slight variations exist between countries in terms of what creates a positive employee experience, we see that employees have the most positive experiences at work when they feel cared for by their company, when they feel like they can trust their company, when they feel Included, when they feel connected to their company, and when they feel like they have opportunities to grow and develop. Thus, it is key for companies to establish close relationships with their employees that have a foundation in interpersonal care, focusing on the unique needs of their employees.



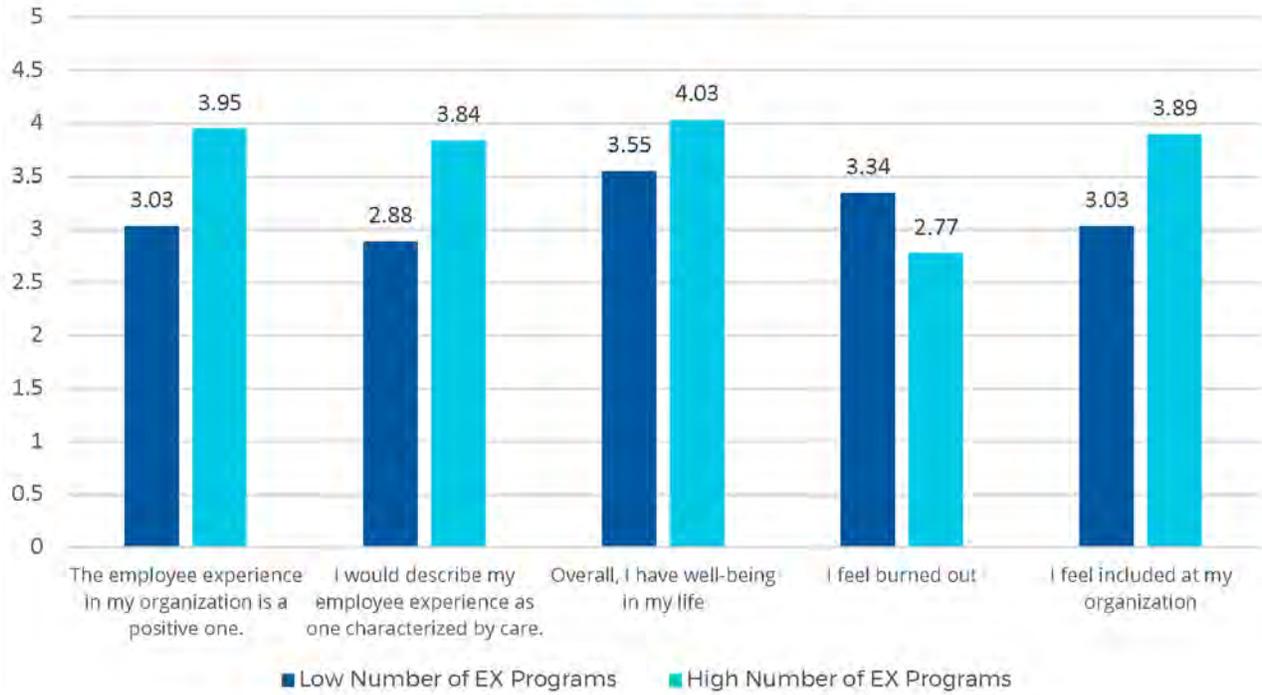
Having An Ex-Program Within An Organization Matters For Positive Employee Outcomes

Employees at companies that reported high (vs. low) numbers of employee experience programs also reported: *High = above 6 programs, Low = Below 6 programs

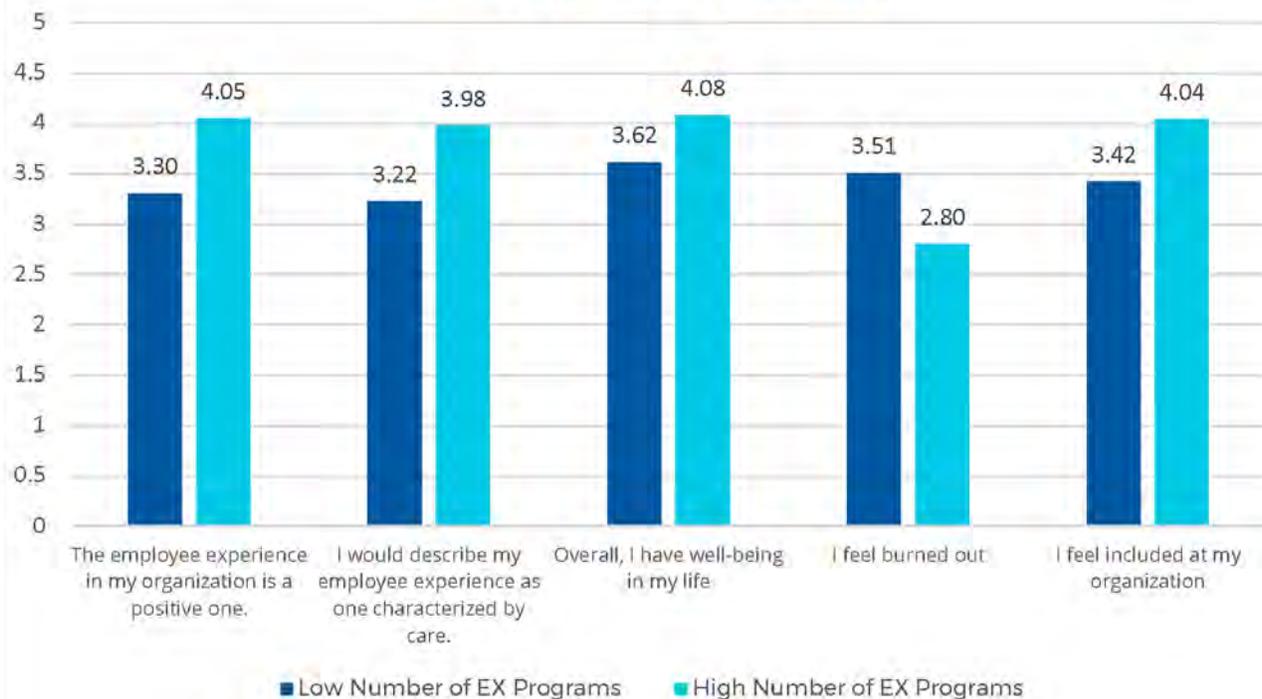
- 1. A more positive culture at their organization**
- 2. A more caring culture**
- 3. Higher overall well-being in their life**
- 4. Feeling less burned out**
- 5. And feeling more Included at their organization**

The existence of employee experience initiatives creates more positive outcomes for employees, promoting a more positive employee experience, well-being, and care. These findings highlight that not only is it important for companies to have EX program initiatives in place, but it is key for companies to have many EX initiatives focused on a holistic experience of care. The higher the number of existing EX initiatives, the better EX employees report.

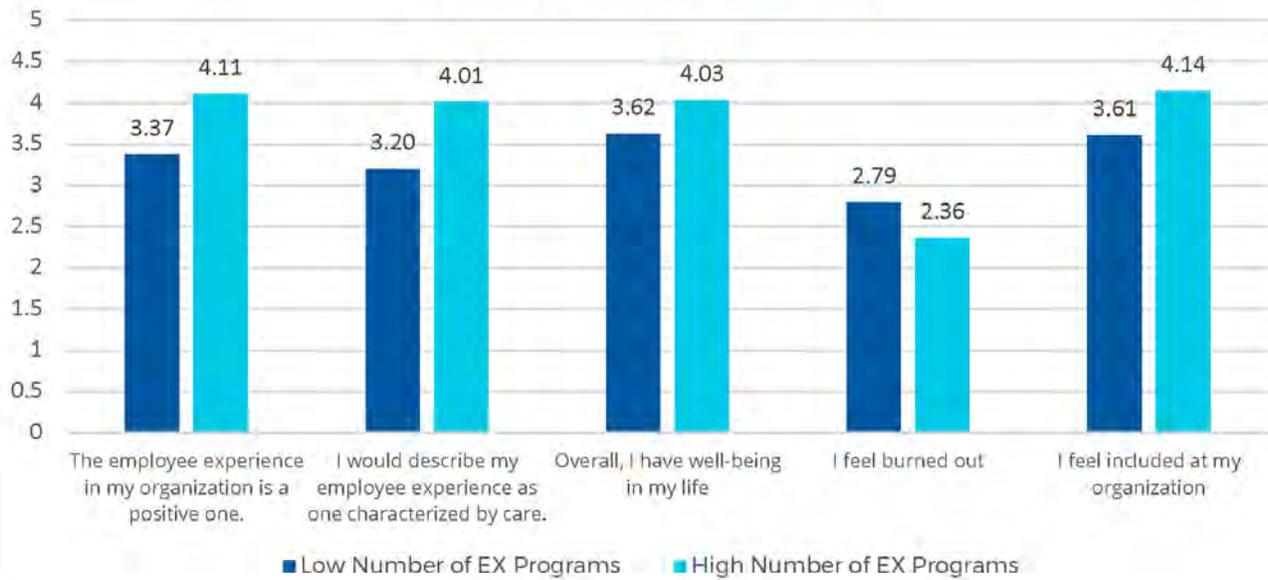
EX Programs - USA



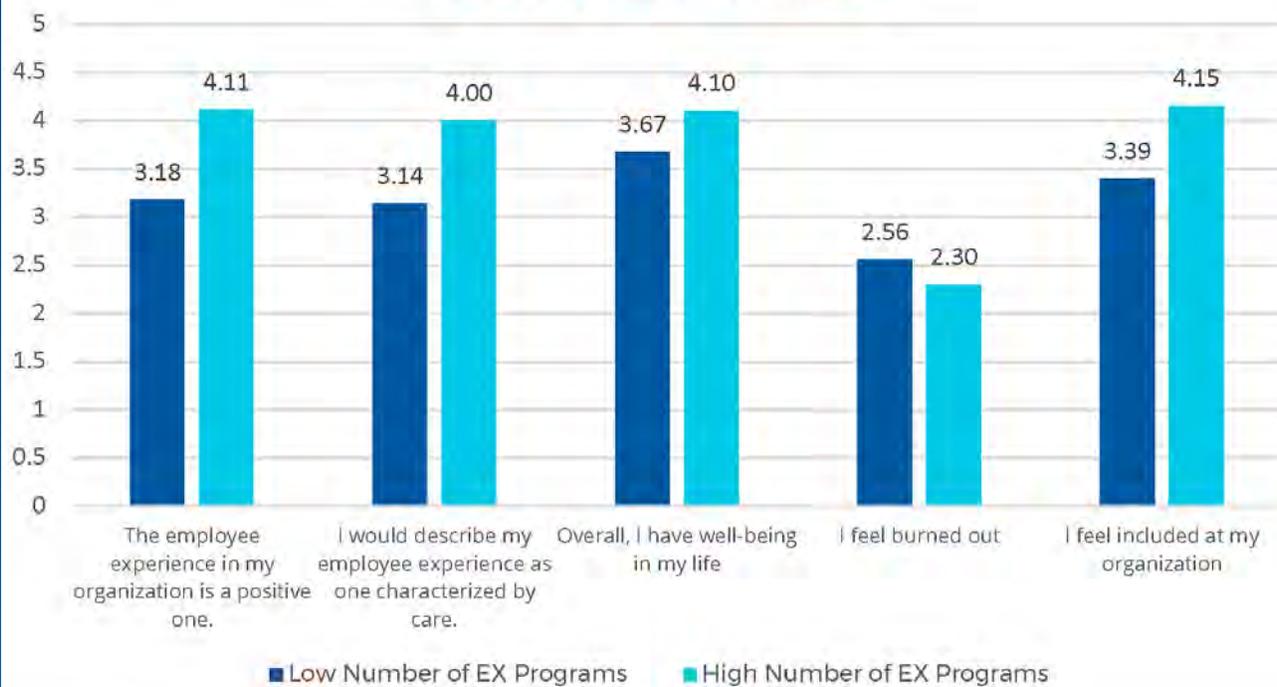
EX Programs - Australia



Ex Programs - Germany



EX Programs - France



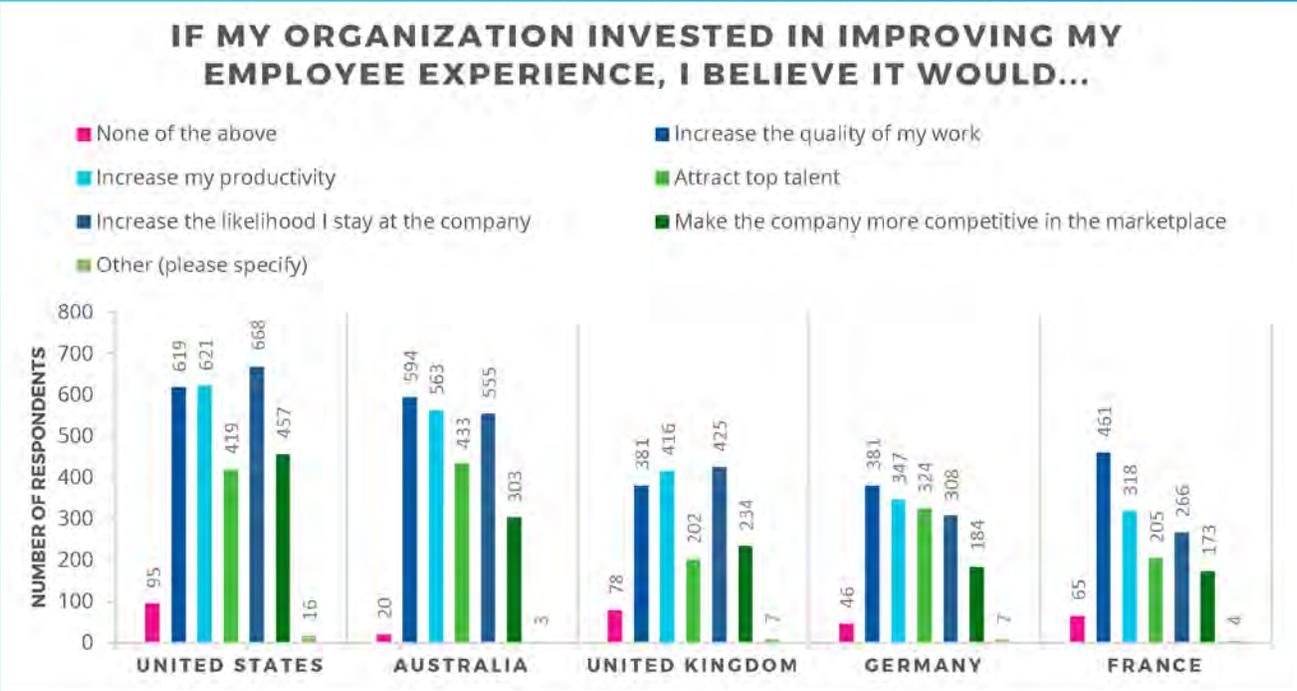
Investing In The Employee Experience Matters For How Employees Feel About Their Company And Their Work

When asked how they would feel if their organization invested in improving the employee experience, the top 3 responses across employees from the U.S., Australia, and the UK were: it would increase **their likelihood of staying with their company**, increase **their quality of work**, and **increase their productivity**.

Across Germany, employees’ top 3 response were that: it would **increase their quality of work**, followed by **increase their productivity**, and **attract more talent**.

French employees reported the same pattern as German employees with one exception: their top third feeling **was believing that it would increase their likelihood of staying at their company**.

Taken together, the findings indicate that employees believe that investing in the employee experience is important for how they feel about the company and for how they feel and function at work. People thrive in environments that make them feel good, that create positive emotions, and that make them feel purposeful, like they belong, and like they can grow. Fostering positive employee experiences not only makes employees feel good and increases their well-being, but it also improves how employees view and relate to their company and their work.

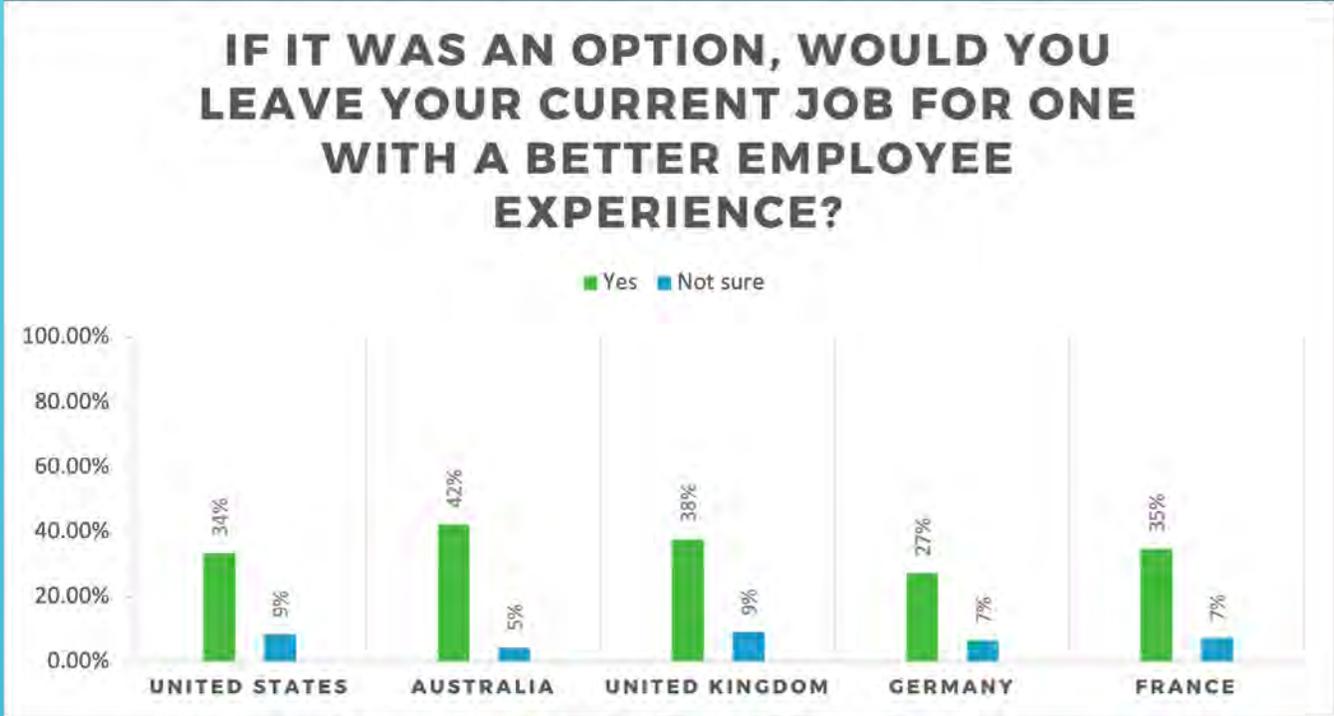


The Employee Experience Matters For Employee Retention

Generally, a moderate proportion of employees are willing to “jump ship” to another company if it offers a better employee experience. This is true for employees in the U.S. (**34%** of employees would leave), Australia (**42%** of employees would leave), the UK (**38%** of employees would leave), and France (**35%** of employees would leave).

German employees were the least likely to leave their organization for another with a better EX, with only **27%** of employees indicating that they would make the jump. In addition, between **5%** and **9%** of employees across countries were unsure about switching companies if given the option.

Taking “unsure” and “yes” responses together, roughly 40% to 50% of employees across countries would at least pause or consider switching to a company that has a better EX. These findings serve as indicators of the importance of a good EX and of the consequences of a negative EX. Additionally, the proportion of employees who consider the quality of their EX is likely to increase as employees focus more on and become more informed about their EX.



People Outcomes

How Are Employees Doing Across Countries?

		United States	Australia	United Kingdom	Germany	France
Unfavorable	My organization has a positive culture	16%	11%	14%	12%	23%
	I feel like my organization cares about me	21%	14%	23%	17%	32%
	I feel personally engaged in my work	13%	9%	16%	8%	10%
	Overall, I have well-being in my life	8%	5%	10%	8%	8%
	I feel included at my organization	19%	9%	19%	9%	14%
	I intend to stay at my organization for at least 1 month to 1 year	10%	9%	16%	8%	8%
	I feel burned out	39%	36%	43%	48%	55%
	High Stress	21%	12%	20%	17%	30%
Neutral	My organization has a positive culture	21%	18%	24%	25%	32%
	I feel like my organization cares about me	22%	19%	26%	27%	29%
	I feel personally engaged in my work	15%	15%	16%	20%	18%
	Overall, I have well-being in my life	17%	18%	21%	23%	23%
	I feel included at my organization	20%	18%	21%	21%	25%
	I intend to stay at my organization for at least 1-5 years	29%	42%	37%	34%	28%
	I feel burned out	24%	20%	23%	25%	21%
	Medium Stress	34%	35%	32%	31%	30%
Favorable	My organization has a positive culture	64%	72%	62%	63%	46%
	I feel like my organization cares about me	57%	67%	51%	57%	39%
	I feel personally engaged in my work	72%	76%	68%	71%	72%
	Overall, I have well-being in my life	74%	77%	69%	69%	69%
	I feel included at my organization	61%	74%	61%	71%	60%
	I intend to stay at my organization for more than 5 years	50%	44%	36%	51%	53%
	I feel burned out	38%	45%	35%	27%	24%
	Low Stress	46%	53%	49%	52%	40%

Together the data indicate that most countries are generally doing poorly on people outcomes, as relatively low proportions of employees across countries reported having a positive (**46%-72%**) and caring (**39%-67%**) work culture and feeling overall well-being (**69%-77%**) with low stress (40%-53%) and low burnout (**36%-55%**); these findings are classified as relatively low considering that a company's goal should be to strive for 100% of positive outcomes for employees. Australian employees are generally more favorable in their responses than those in other countries, while employees in France tend to be the least favorable in their responses

Interestingly, although French employees generally report negative experiences, like not having a positive culture at work, and not feeling cared for by their company, more than half of French employees (**53%**) report wanting to stay at their organization for more than 5 years.

They also report high engagement, inclusion, and overall well-being at work. This may be indicative of 2 possibilities: French employees are experiencing low job mobility, such that they want to stay longer at their organizations due to a lack of job security and potentially a lack of new jobs; thus, remaining highly engaged with work from a concern of potentially losing their job. This perspective is consistent with the high proportion of French employees who report burnout (**55%**).

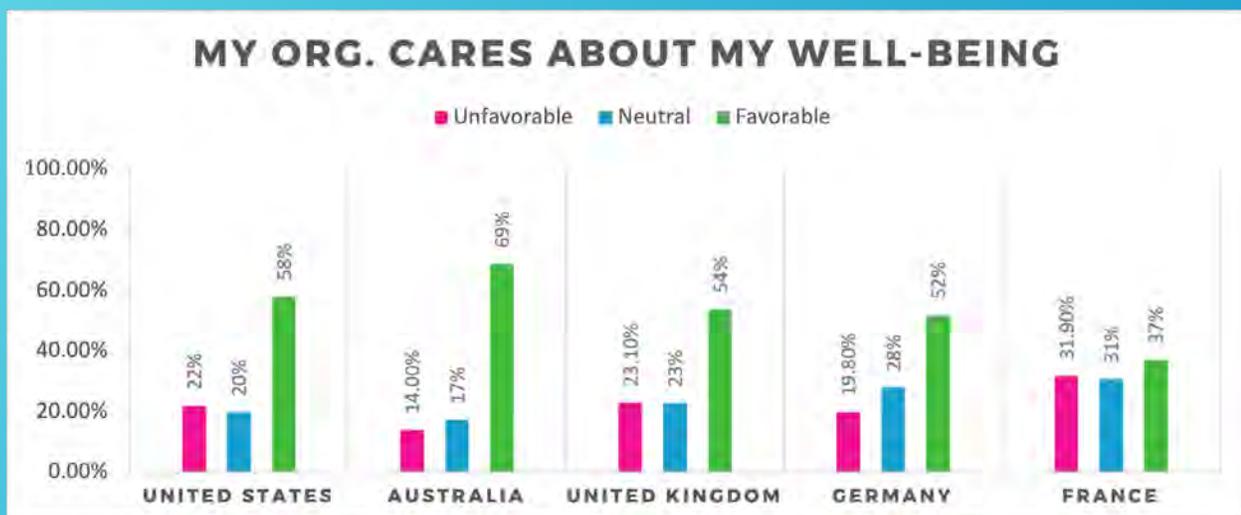
In addition, France's high levels of overall well-being indicate that the negative experiences French employees are having may be specific to their work environment. This perspective is supported by how employees describe the role that work plays in their lives (see chart 1 in Appendix A). French employees primarily view their jobs as: something to do to pay the bills (80% of employees), as something that gives them a sense of accomplishment (**61%** of employees), and as a source of social connection and support (58% of employees). Thus, although French employees associate feelings of accomplishment and social connection with work, most of the French employees included in this study view their job as a means to an end.

Organizational Support For People Outcomes

Next, we looked at the extent to which employees across the five countries felt support from their organizations in the following areas: support for well-being, overall organizational support, and support from leaders. Summary of findings and insights at the end of this section.

Support For Well-Being

When asked whether their organization supports their well-being, a relatively low proportion of American, Australian, British, and German employees reported that their company supports their well-being (**58%, 69%, 54%, and 52%** of employees, respectively). Critically, only **37%** of French employees reported feeling supported in their well-being. Australia leads in support, and France appears to be doing the worst in promoting support for employee well-being.



Overall Organizational Support

When asked whether employees felt supported by their organization overall, although results were a bit better, we still saw moderate levels of American, Australian, British, and German employees reporting that they feel supported by their company (**70%, 76%, 68%, and 69%** of employees, respectively). Critically, only **51%** of French employees reported feeling supported. Again, Australia leads in support and France appears to be doing the worst in promoting overall employee support. This indicates that in addition to overall support for their employees, organizational support for employee *well-being* needs specific attention in France.



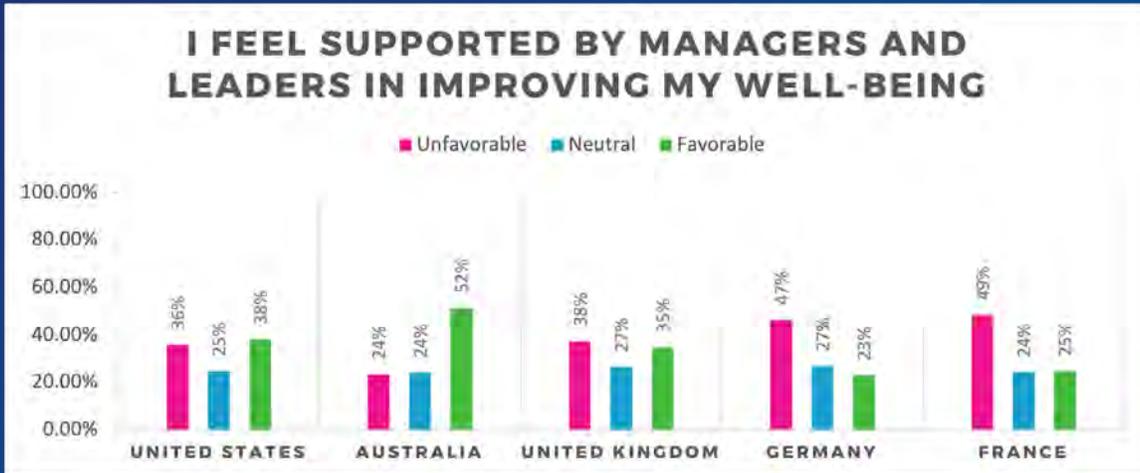
Support From Leaders

When asked whether employees felt supported by leaders at their organization, rates dropped again. A low proportion of American, Australian, British, and German employees reported that they feel supported by their leaders (**61%, 67%, 53%, and 61%** of employees, respectively). Critically, only **42%** of French employees reported feeling supported. Australia leads in support again, and France appears to be doing the worst in promoting overall employees support from leaders.



Support In Improving Well-Being

When asked whether employees felt supported by leaders in improving their well-being, we see a diversity of responses that are generally unfavorable. Only 38% of Americans, 52% of Australians, 35% of British, 23% of German, and 25% of French employees report feeling supported by organizational leaders in improving their well-being.



When asked whether employees think that their leaders do a good job at showing that the company cares about employee well-being, a low proportion of American, Australian, British, German, and French employees reported favorable views (**48%, 65%, 47%, 42%, and 32%** of employees, respectively). However, **65%** of Australian employees reported favorable views. Thus, across countries, employees report that their organization is doing a poor job in this area.



Summary:

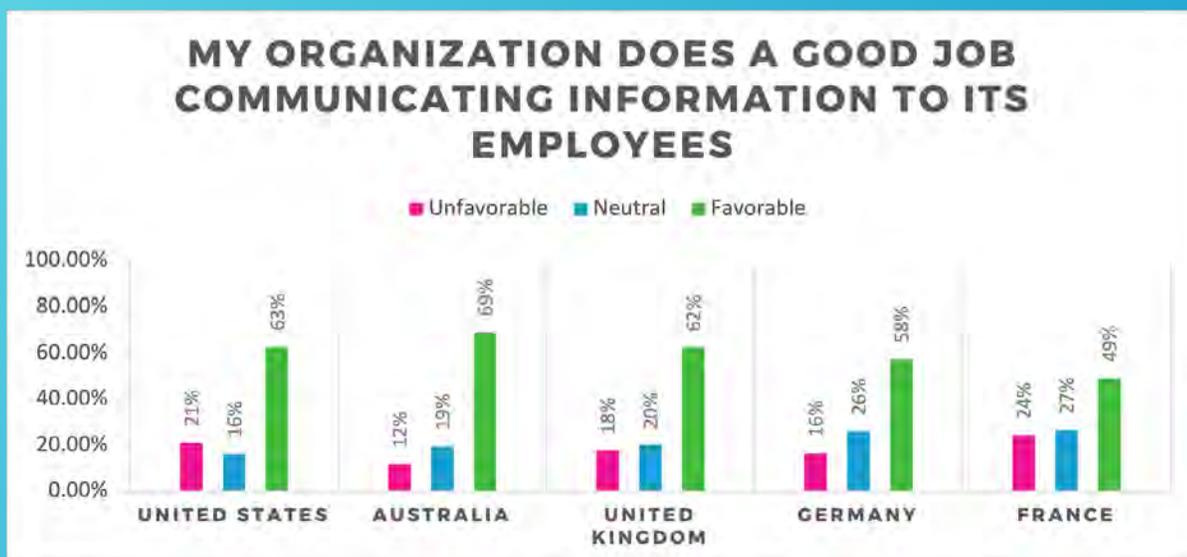
Across countries, relatively low proportions of employees (ranging between 32% and 70% of employees) reported feeling: 1) that their organization cares about their well-being, 2) that they feel supported by their company, 3) that they feel support from leaders, and 4) that leaders demonstrate that employee well-being is important for the company. Organizations are generally doing a poor job in supporting their employees and demonstrating that employee well-being is important. This becomes especially apparent in employees' responses to whether they feel supported by managers and leaders in improving their well-being – a key aspect of the employee experience. Very low proportions of employees (ranging between 23% and 52% of employees) report favorable responses. Given the experiences brought by the global pandemic this past year, employee well-being needs attention — and organizations should take this as an opportunity to find new and better ways for supporting employee whole-person well-being.

Communication Within Organizations

Next, we examined employees' perspectives on how communications occurs within their company, and whether they feel close and connected to their organization.

Communicating Information

When asked whether employees felt that their organization does a good job at communication information overall, a relatively low proportion of American, Australian, British, and German employees reported favorable views (**63%, 69%, 62%, and 58%** of employees, respectively). Once again falling behind, only **49%** of French employees reported feeling that their company communicates with them well. Australia again leads, and France appears to be doing the worst in communicating information well to employees.



Feeling Connected To What Is Happening Inside The Organization

When asked whether employees felt connected to what is happening inside their organization, results were relatively similar to communication perceptions — a relatively low proportion of American, Australian, British, and German employees reported favorable views (**56%, 67%, 56%, and 60%** of employees, respectively). Critically, only **48%** of French employees reported feeling connected to their company. Australia leads, and France appears to be doing the worst in helping employees feel connected to their organization.



Trust

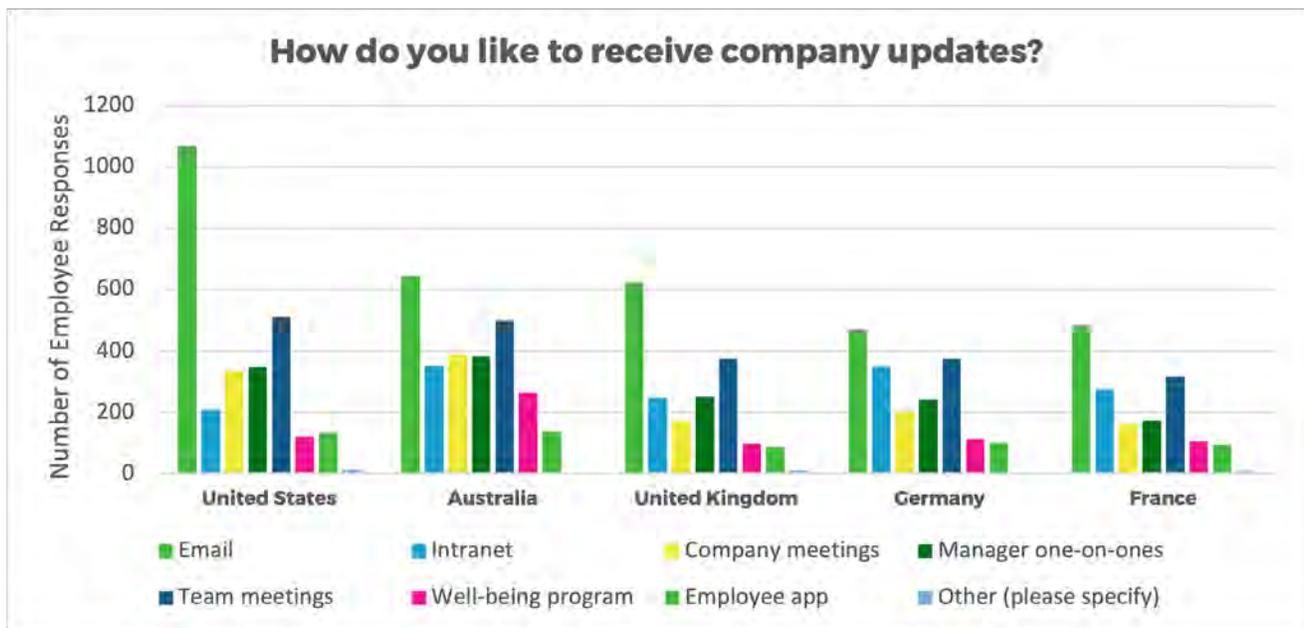
When asked whether employees trusted their organization, a relatively low proportion of American, Australian, British, and German employees reported favorable views (**62%, 71%, 62%, and 62%** of employees, respectively). Critically, only **48%** of French employees reported trusting their company. Australia leads, and France appears to be doing the worst in promoting feelings of trust in their employees.



Preference For Receiving Company Updates

When asked about preferred mediums for receiving company updates, Email was the top choice across countries, followed by team meetings. We saw variations on the third most preferred medium, with employees in some countries preferring manager one-on-ones, company meetings, and other mediums. Below are the preferred mediums listed in order in terms of preference for employees in each country:

- US:** Email, team meetings, manager one-on-ones
- Australia:** Email, team meetings, company meetings
- UK:** Email, team meetings, manager one-on-ones
- Germany:** Email, team meetings, other
- France:** Email, team meetings, other



Summary:

Employees reported a generally negative experience with the communication systems within their organizations, feeling as though their company does not communicate well with them, feeling disconnected to their company, and feeling that they cannot trust their company generally. The impacts of having poor communication within a company are severe. Poor communication leads to misunderstandings, which hinder how employees relate to their work, their peers, and their leaders. Relationships can become strained, performance suffers, and most importantly, it negatively impacts how employees feel while at work.

To create a caring environment that promotes the well-being of employees, companies need to focus on designing, implementing, and maintaining systems of communication, with a focus on consistently measuring how employees are feeling about the communication flow within their company. Employees report that their preferred methods of communication are email and team meetings, thus communication systems should be molded around both electronic and team pathways.

Sharing Employee Feedback

A key component of effective communication and building trust within an organization is soliciting, listening and responding to employee feedback.

Across the US, Australia, the UK, and Germany, a relatively low proportion of employees reported that their organization does share employee feedback from surveys with them (**52%**, **75%**, **61%**, **51%**, of employees, respectively). Only **34%** of French employees reported that their company shares survey feedback with them. Australia leads, and France performed the worse in communicating feedback.



Feedback About Returning To Work

When asked about whether their organization had asked for feedback on return-to-work policies, a relatively low proportion of employees in the US, Australia, UK, Germany, and France indicated that they had been asked about policies (**37%, 68%, 40%, 32%, and 23%** of employees, respectively).



Summary:

Overall, organizations could do a better job at sharing company-relevant feedback with their employees, and at asking feedback from employees on topics that impact employee well-being, like return-to-work policies/procedures that are relevant to the pandemic. From an employee's perspective, both receiving and being asked to provide feedback about company related topics are important for establishing a caring and trust-based relationship between an organization and its employees. Most importantly however, a lack of feedback, especially during emotionally and psychologically sensitive times, like the COVID pandemic, has the potential to increase stress and anxiety, thus reducing well-being and marring the employee experience.

Well-Being And Ex

Impacts Of Experiences At Work On Well-Being

Across the US, Australia, the UK, Germany, and France, employees reported that

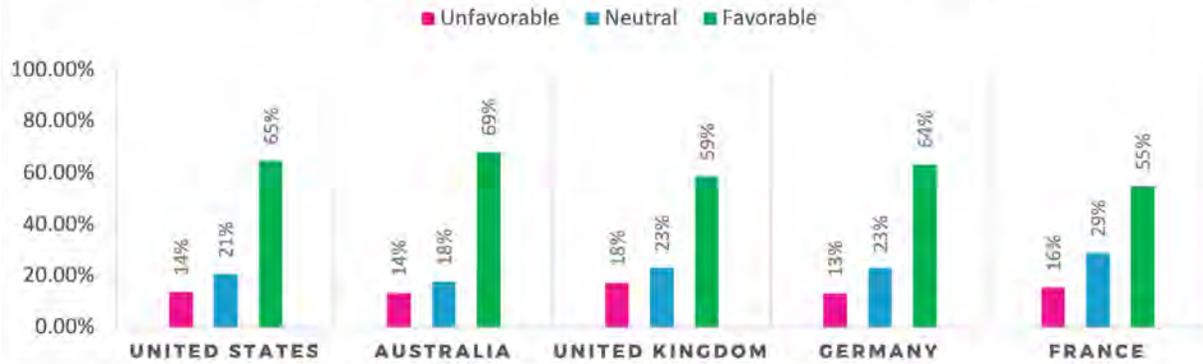
- Their experiences at work have a somewhat positive impact on their well-being (ranging between 55%-69% of employees).
- Their experiences at work sometimes have a negative impact on their well-being (ranging between 28%- 35%, of employees), respectively.
- In addition, a moderate proportion of employees indicated that their well-being impacts their work experience (ranging between 33%-44% of employees).

Overall, employees' experiences at work have more of a positive than negative impact on their well-being. This may be the case because employees are engaging in something called "self-regulation of experiences", a process through which people focus on the positive experiences at work and try to ignore or push away the negative experiences at work – because people want to feel good. As a result, positive things that happen at work become more important for employee well-being, while negative experiences are ignored. The findings for France that have been discussed thus far may illustrate this point: in spite of French employees reporting negative employee experiences, their well-being remains high, as they may be focusing more on the positive than the negative aspects of work.

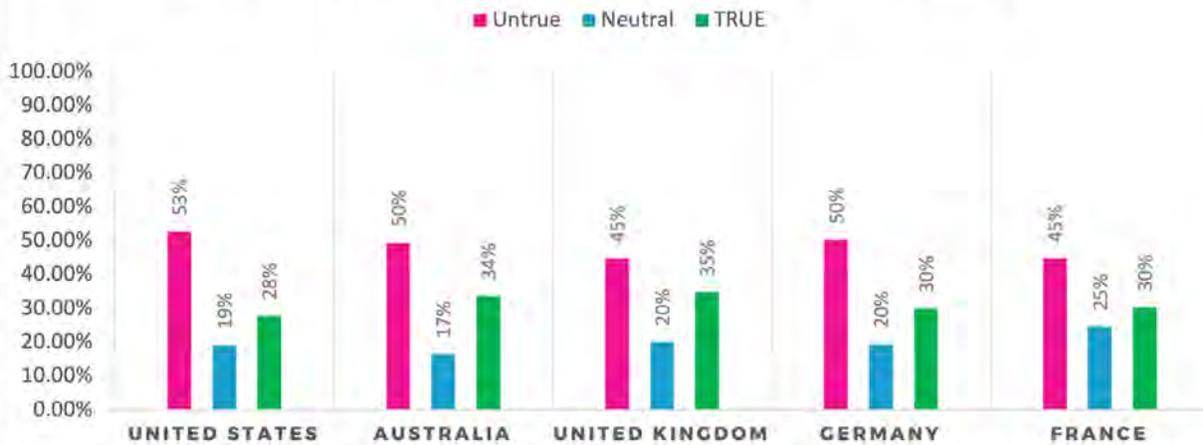
In addition, many employees indicated that their well-being affects their work experience and vice versa. This highlights the reciprocal relationship that exists between well-being and experiences at work. They are interconnected and impact one another. Thus, it is important for companies to address well-being and experiences at work as independent but interconnected aspects of the work-life, such that we must focus on independently improving employee well-being, independently improving experiences at work, and considering how changes in well-being and work-experience impact each other.



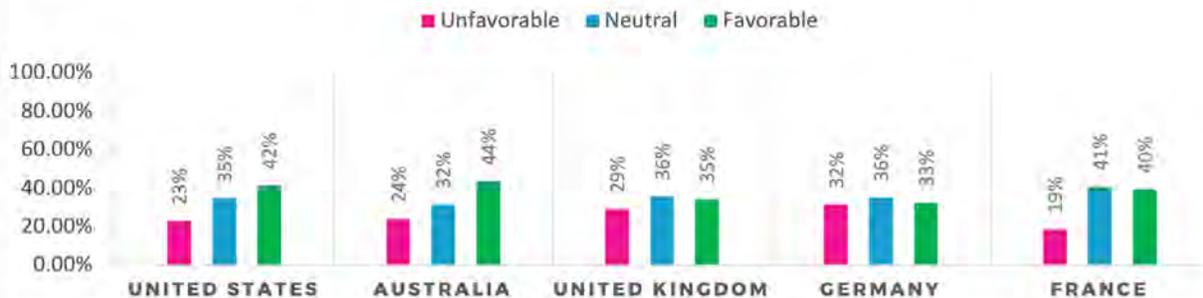
MY EXPERIENCES AT WORK HAVE A POSITIVE IMPACT ON MY WELL-BEING.



MY EXPERIENCES AT WORK HAVE A NEGATIVE IMPACT ON MY WELL-BEING



MY WELL-BEING AFFECTS MY WORK EXPERIENCE



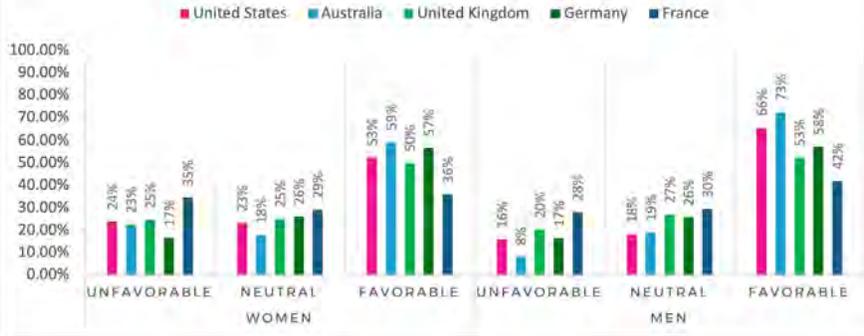


The Employee Experience Through The Lens Of Identity

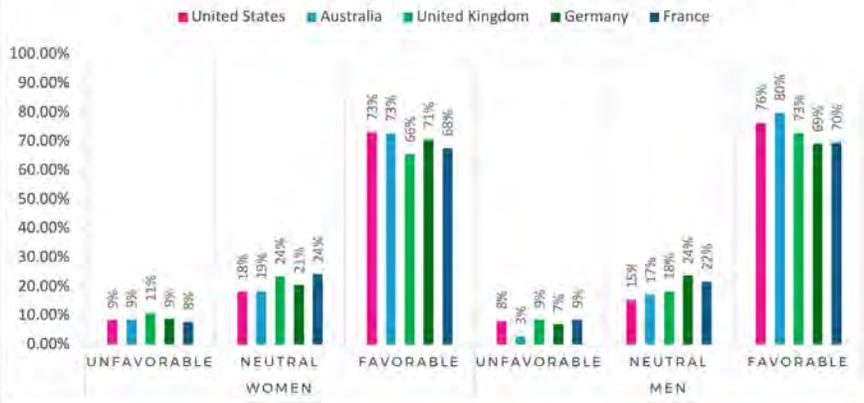
Ex And Gender

When women and men were asked about feeling cared for by their organization, having overall well-being in life, and feeling belonging and inclusion within their organization, the same pattern emerged across countries: generally, relatively low proportions of both men and women reported favorable responses, such that few employees feel cared for by their company, have well-being, and feel belonging and inclusion at their organization. Most importantly, however, across countries, a higher proportion of men (vs. women) report more favorable responses. This finding speaks to the gender-based inequities that exist across cultures, such that women (vs. men) typically have a more negative, marginalized experience at work. independently improving experiences at work, and considering how changes in well-being and work-experience impact each other.

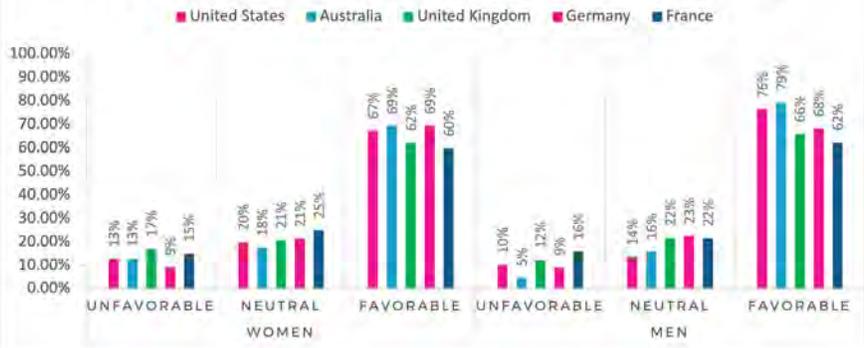
I FEEL LIKE MY ORGANIZATION CARES ABOUT ME



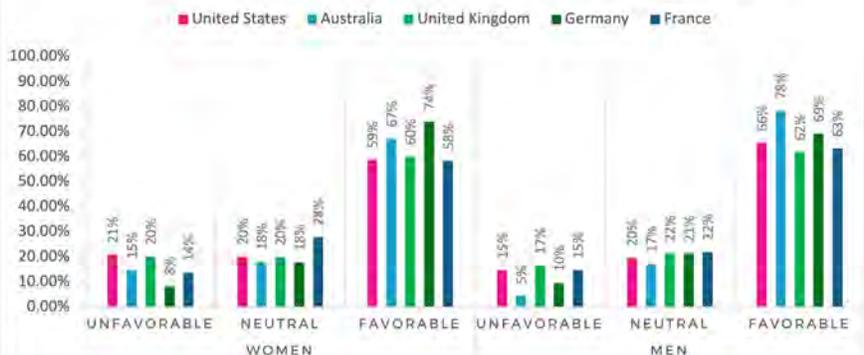
OVERALL I HAVE WELL-BEING IN MY LIFE



I FEEL LIKE I BELONG AT MY ORGANIZATION



I FEEL INCLUDED AT MY ORGANIZATION

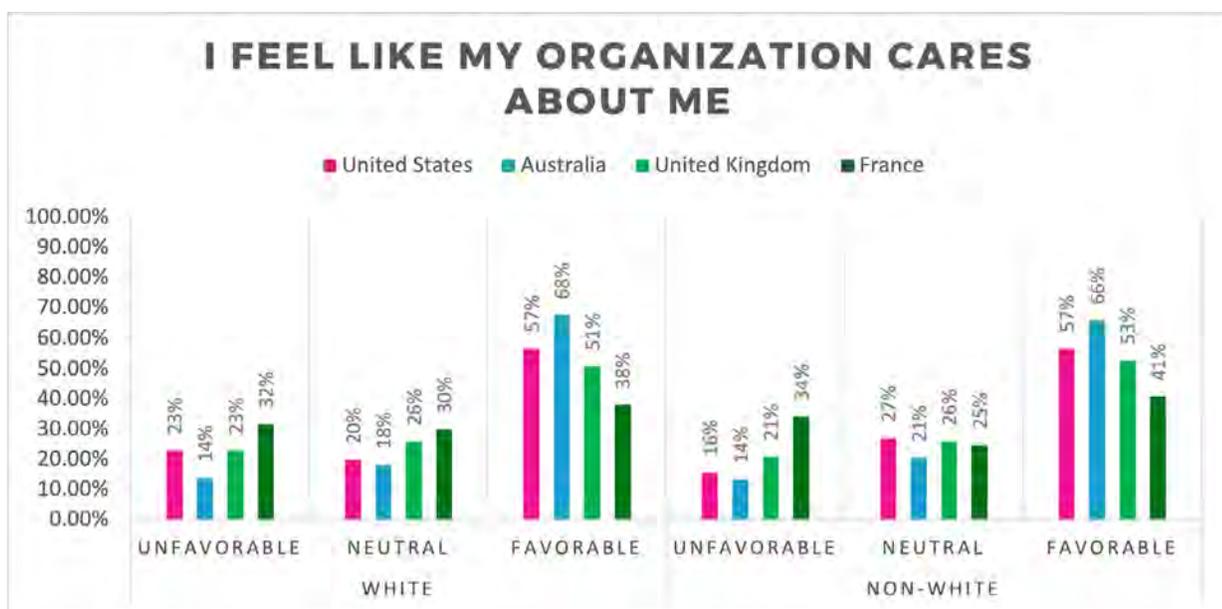




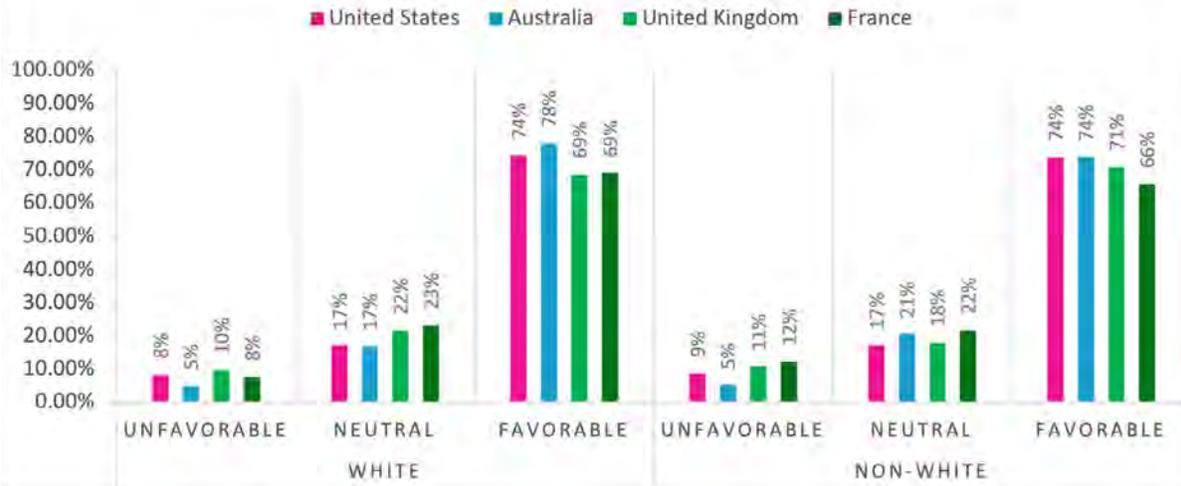
EX and Race

We also compared the response to these same four questions about care, well-being, belonging, and inclusion between white and non-white employees. Generally, relatively low proportions of white and non-white employees reported favorable responses, such that low proportions of employees reported feeling cared for by their company, having well-being, and feeling belonging and inclusion at their organization.

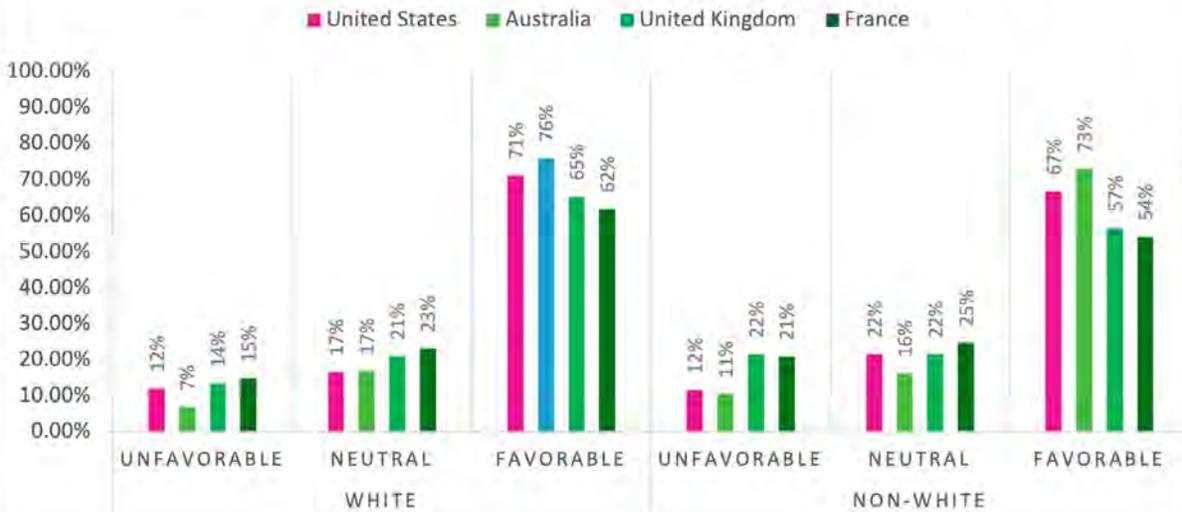
Roughly equal proportions of white and non-white employees reported favorable responses across the four questions, indicating that white and non-white employees are having a similar employee experience across countries. However, the majority of our sample (82%) identified as white, thus more data from non-white employees is needed to properly assess whether white and non-white employees differ on these four questions.



OVERALL I HAVE WELL-BEING IN MY LIFE



I FEEL LIKE I BELONG AT MY ORGANIZATION



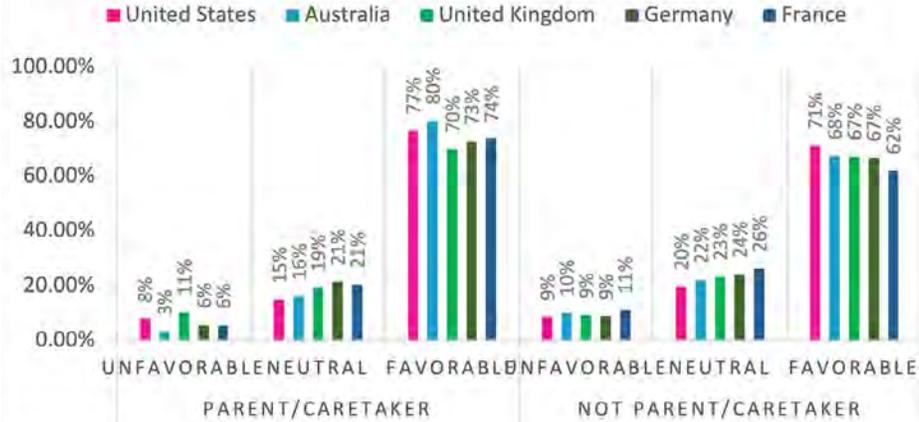
Ex, Parents, And Caretakers

We also compared the response to these same four questions about care, well-being, belonging, and inclusion between employees who identified as parents/caretaker and non-parents/non-caretakers. white employees. Generally, across countries, a relatively low proportion of both parents/caretakers and non-parents/caretakers reported favorable responses, such that a low proportion of employees reported feeling cared for by their company, having well-being, and feeling belonging and inclusion at their organization.

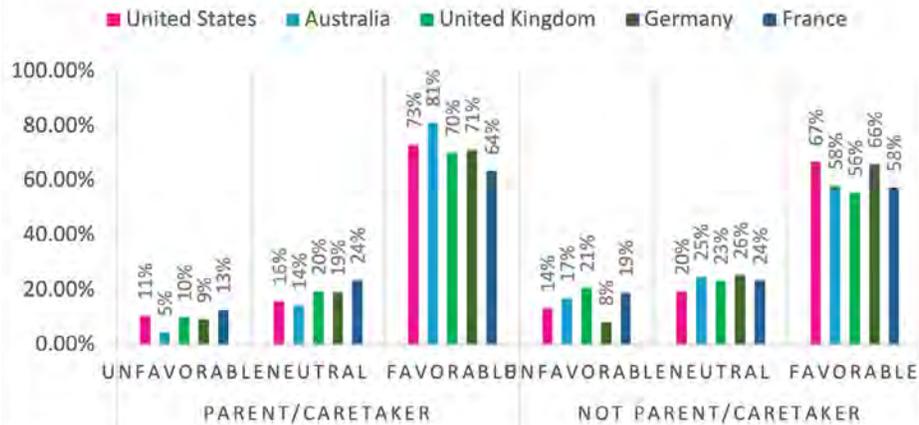
However, across countries, a higher proportion of employees who identified as parents/ caretakers reported more favorable responses. This finding could be attributed to organizations, peers, and leaders going the extra mile in terms of providing resources and support to employees who have children. The difference in EX between parents/caretakers and non-parents/non-caretakers may **not** necessarily reflect that non-parents/caretakers are having a worse EX (considering that their responses are generally favorable), but rather, that organizations are doing a great job at supporting employees with children.



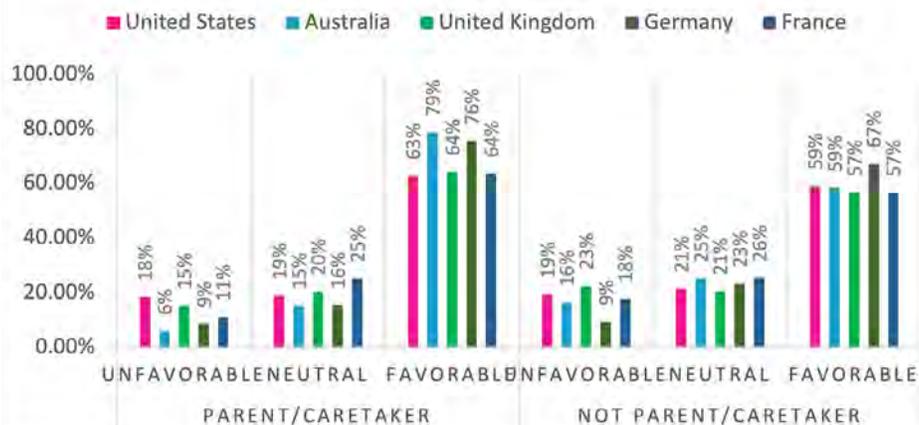
OVERALL I HAVE WELL-BEING IN MY LIFE



I FEEL LIKE I BELONG AT MY ORGANIZATION



I FEEL INCLUDED AT MY ORGANIZATION

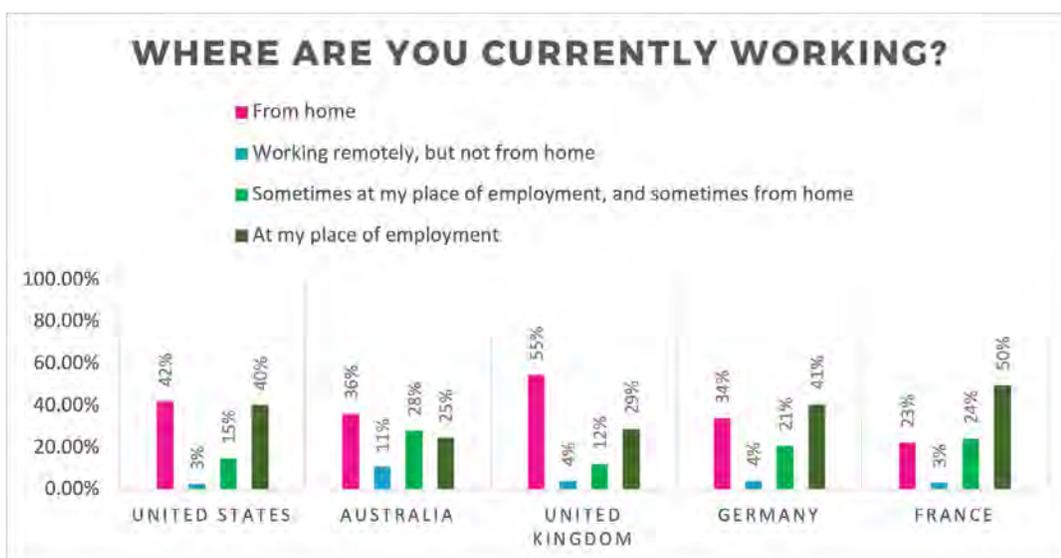




The Employee Experience Through The Lens Of Covid

Where Have People Been Working During The Pandemic?

During early 2021, most people in the US, the UK, Germany, and France were either working from home (**42%**, **55%**, **34%**, **22%**, respectively) or from their place of employment (**40%**, **29%**, **41%**, **50%**, respectively), with most people in the US and UK working from home, and most people in Germany and France working from their place of employment. Responses were a bit different for Australia such that most Australians were working strictly from home (**36%**) but appeared to have more mobility evidenced by a roughly equal proportion of employees strictly working from their place of employment (**25%**) and **28%** of Australians sometimes working at home and sometimes from their place of employment.



Sources Of Anxiety And Stress

When asked about sources of anxiety that are related to work, employees across countries reported primarily being concerned with COVID exposure, losing flexibility in their everyday life, and fear of commuting to work.

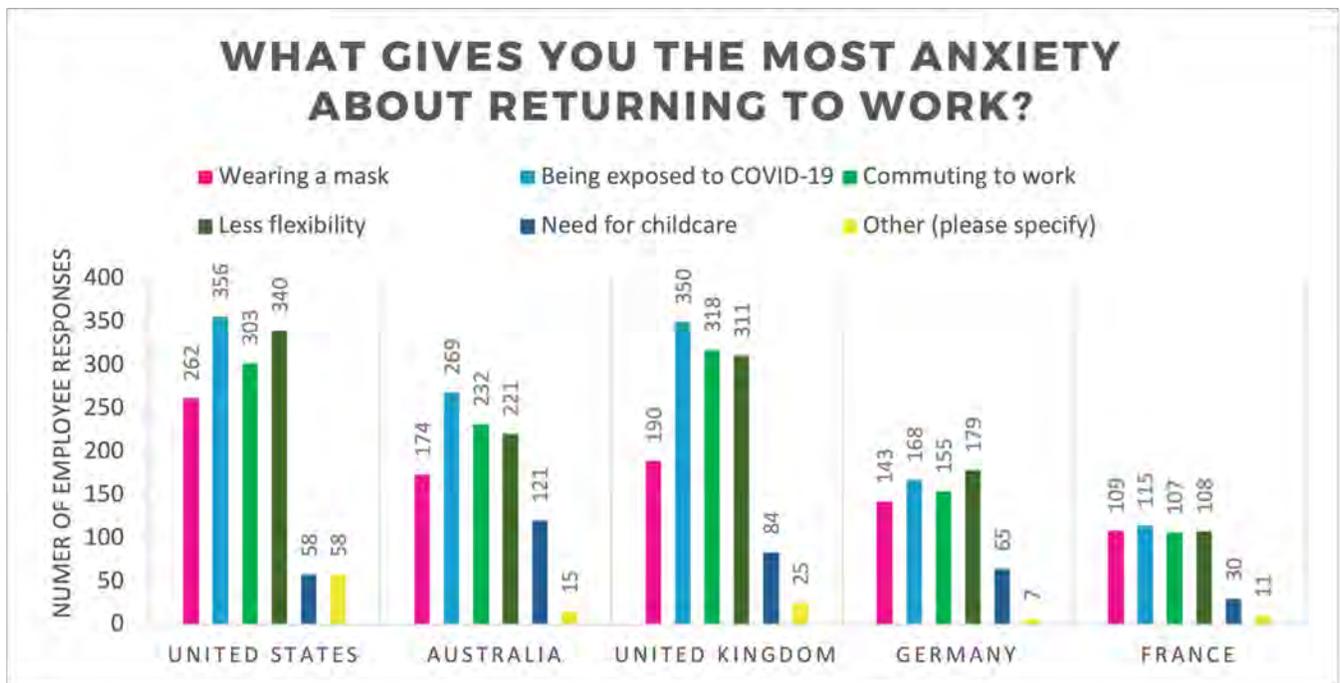
US: Being exposed to COVID, less flexibility, commuting to work

Australia: Being exposed to COVID, commuting to work, less flexibility

UK: Being exposed to COVID, commuting to work, less flexibility

Germany: Less flexibility, being exposed to COVID, commuting to work

France: Being exposed to COVID, wearing a mask, less flexibility



When asked about sources of stress in the near future, employees across countries reported primarily being concerned with economic uncertainty, health and safety of themselves and their family, job security, and political polarization.

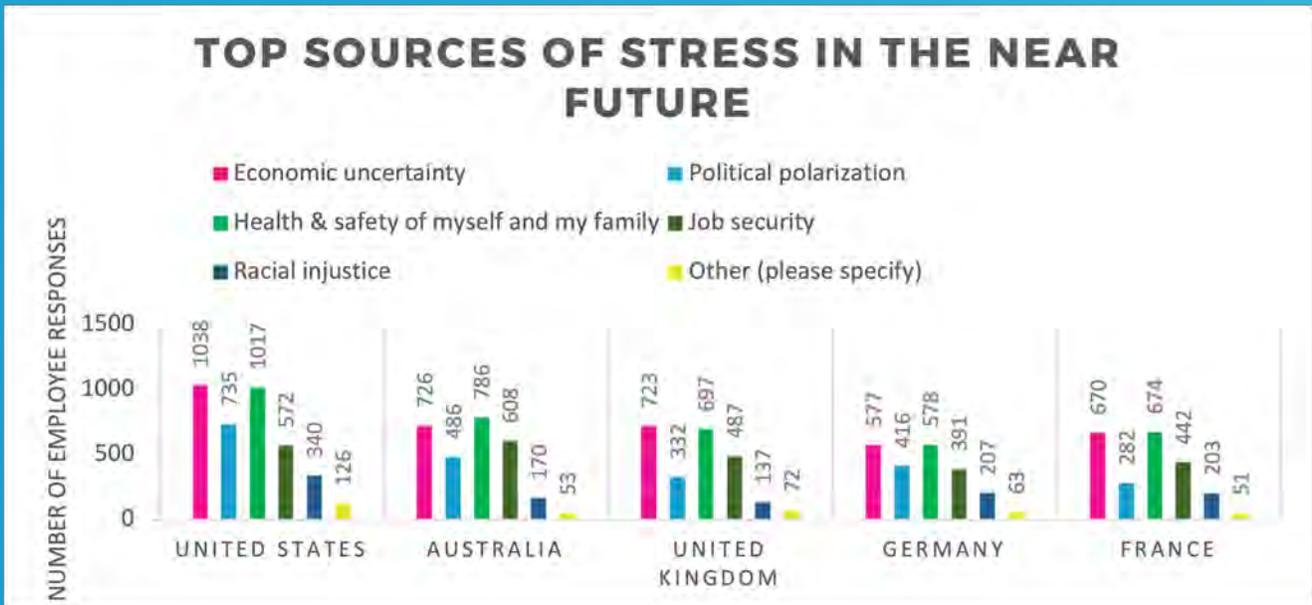
US: Economic uncertainty, health and safety for self and family, political polarization

Australia: Health and safety for self and family, economic uncertainty, job security

UK: Economic uncertainty, health and safety for self and family, job security

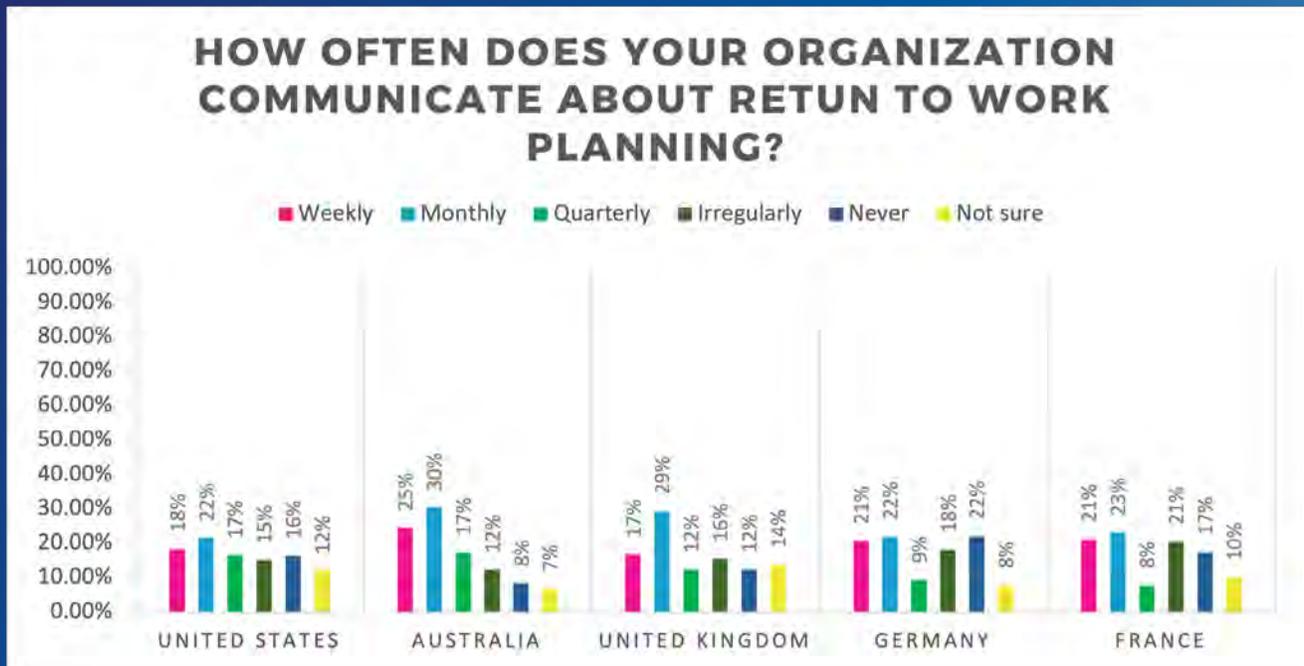
Germany: Economic uncertainty, health and safety for self and family, political polarization

France: Economic uncertainty, health and safety for self and family, job security



When asked how often companies communicated return to work planning with employees during the pandemic, a relatively low proportion of employees across countries indicated that communication occurred frequently (weekly and monthly basis; **40%-55%** of employees across countries).

Pandemic Return To Work Planning



Summary:

Overall, employees across countries reported feeling concerned about contracting COVID-19, commuting to work, and felt concerned for their family's health. These experiences of stress were compounded by 1) worries about the future that generally focused on economic stability and health, and 2) poor communication from companies regarding return-to-work plans. From a socio-economic perspective, the pandemic primarily threatened the physical and financial well-being of people across the world. The experience of these threats are reflected in how people are thinking about work and their well-being during the midst of the pandemic. Their worries reflect a desire for a return to normality, in which they can live and work safely, but one where flexibility and autonomy remains.

General Summary and Recommendations

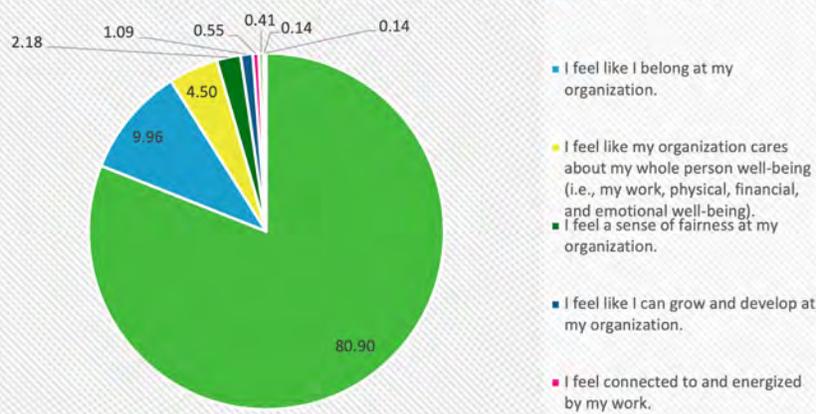
The employee experience is a multi-faceted component of employees' life at work. The current cross-country study generally indicates that companies need to strive to improve employees' experiences at work. Although a majority of employees responded favorably to many of the questions in the survey, these percentages were closer to 50% than to 100%. This indicates that too many employees are not having a great employee experience, as they do not feel particularly cared for or supported by their organizations. They feel lacking in well-being, and that it is difficult to communicate with their organization and leaders. Improving the employee experience is important for ensuring that care and well-being are at the core of organizations, ensuring that positive outcomes emerge for both employees and for the companies.

To maximize the positive impacts of a favorable employee experience, attention also needs to be specifically drawn to the disparities that exist in EX between distinct groups, particularly men and women. As noted above, across countries women are reporting a more negative employee experience than men. This disparity can be attributed to assumptions that people form about men and women, which typically cast women in a more negative light, particularly in terms of abilities and competencies. In other words, organizations need to think more about how women are perceived, evaluated, and judged differently than men, across contexts.

Although the EX is not great across the countries evaluated in this study, some countries are doing better than others. Australia generally leads in favorable EX outcomes, with the US, the UK, and Germany following closely behind. French employees on the other hand are generally doing poorly in comparison to other countries. As noted above, the employee experience in France is unique because French employees consistently report very negative outcomes but are also very high in engagement and their desires to stay with their company for the long-haul. These disparate findings may point to cultural differences in work, or perhaps broader issues that exist within France that hinder employees' job mobility and security.

This study has two primary take-aways. First, it is imperative for organizations to assess and measure how employees are feeling about their experiences at work. Feelings and emotions related to work are easily accessible and accurate pathways for better understanding how employees are experiencing and relating to their work, peers, leaders, and organization at large. Once we understand how employees feel, we can take steps to improve those feelings. Moreover, by measuring employee sentiments, companies can evaluate employee progress and whether company actions are improving EX. Second, companies need to pour resources into improving the experience of their employees by focusing on initiatives and programs that help employees feel supported, cared for, and like their well-being matters to the company. As indicated above, the existence of EX initiatives matters for improving outcomes for employees; but most importantly, in order for these initiatives to drive change, we first need to understand how employees feel about their experiences at work.

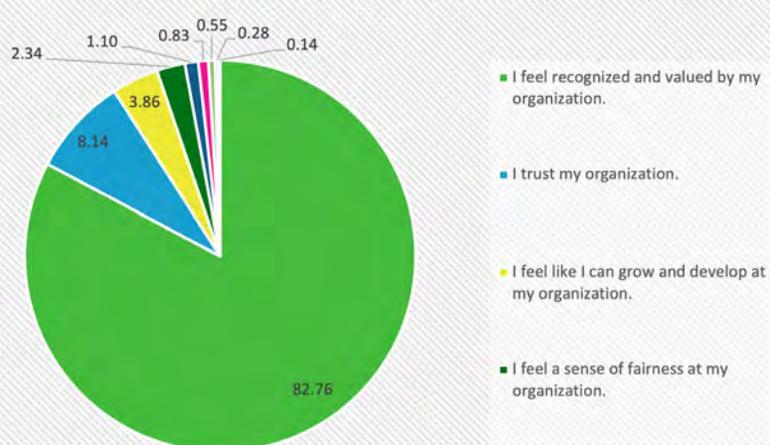
% of variability explained by each EX Emotion - USA



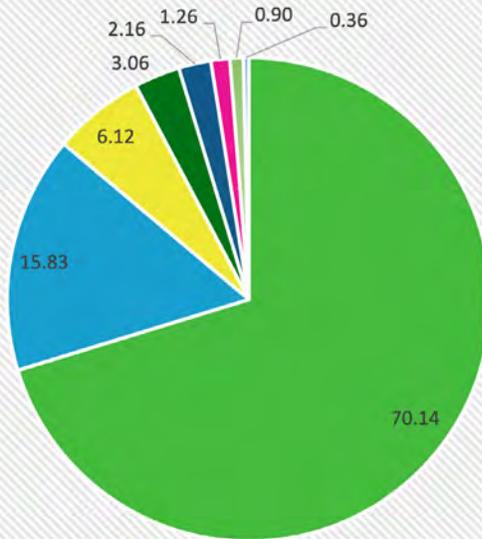
% of variability explained by each EX Emotion - Australia



% of variability explained by each EX Emotion - UK

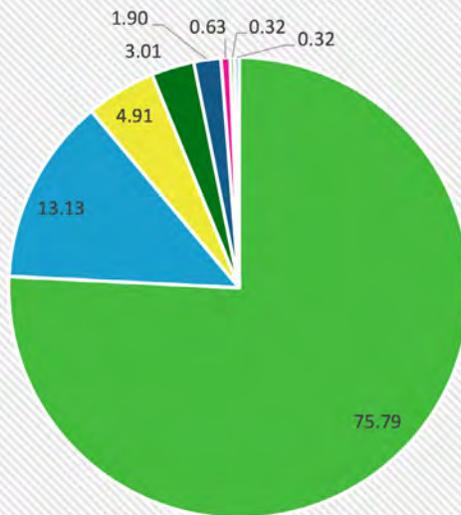


% of variability explained by each EX Emotion - Germany



- I feel like I can grow and develop at my organization.
- I feel like I belong at my organization.
- I feel connected to what's happening inside my organization.
- I feel like feedback conversations at my organization are characterized by mutual trust and respect.

% of variability explained by each EX Emotion - France



- I feel recognized and valued by my organization.
- I feel like I belong at my organization.
- I feel like I can grow and develop at my organization.
- I feel like my organization cares about my whole person well-being (i.e., my work, physical, financial, and emotional well-being).

	THE ROLE THAT WORK PLAYS IN EMPLOYEES' LIVES	UNITED STATES	AUSTRALIA	UNITED KINGDOM	GERMANY	FRANCE
Not at all	Something I do to pay the bills	4%	3%	4%	7%	4%
	A source of meaning and purpose in my life	15%	9%	14%	18%	20%
	A source of social connection and support	21%	8%	18%	11%	13%
	A source of overall well-being in my life	17%	9%	16%	15%	24%
	A source of stress in my life	24%	14%	24%	23%	26%
	Something that I do to pass the time	35%	20%	33%	34%	53%
	Something that give me a sense of value	12%	7%	13%	11%	18%
	Something that gives me a sense of accomplishment	10%	7%	11%	14%	15%
	Something that I am expected to do	8%	5%	8%	9%	11%
Something I do for fun	40%	19%	40%	17%	51%	
Neutral	Something I do to pay the bills	15%	12%	14%	19%	15%
	A source of meaning and purpose in my life	22%	15%	21%	23%	29%
	A source of social connection and support	26%	20%	25%	28%	29%
	A source of overall well-being in my life	26%	20%	26%	27%	32%
	A source of stress in my life	28%	18%	26%	29%	30%
	Something that I do to pass the time	28%	20%	28%	28%	24%
	Something that give me a sense of value	21%	17%	19%	23%	30%
	Something that gives me a sense of accomplishment	19%	14%	20%	25%	25%
	Something that I am expected to do	23%	17%	26%	24%	32%
Something I do for fun	24%	17%	24%	23%	26%	
Very	Something I do to pay the bills	81%	85%	82%	75%	80%
	A source of meaning and purpose in my life	62%	76%	65%	59%	51%
	A source of social connection and support	53%	73%	58%	60%	58%
	A source of overall well-being in my life	57%	71%	58%	58%	44%
	A source of stress in my life	49%	67%	51%	49%	45%
	Something that I do to pass the time	36%	60%	38%	39%	23%
	Something that gives me a sense of value	67%	76%	68%	66%	52%
	Something that gives me a sense of accomplishment	72%	79%	70%	61%	61%
	Something that I am expected to do	69%	78%	65%	67%	57%
Something I do for fun	36%	64%	36%	60%	23%	



