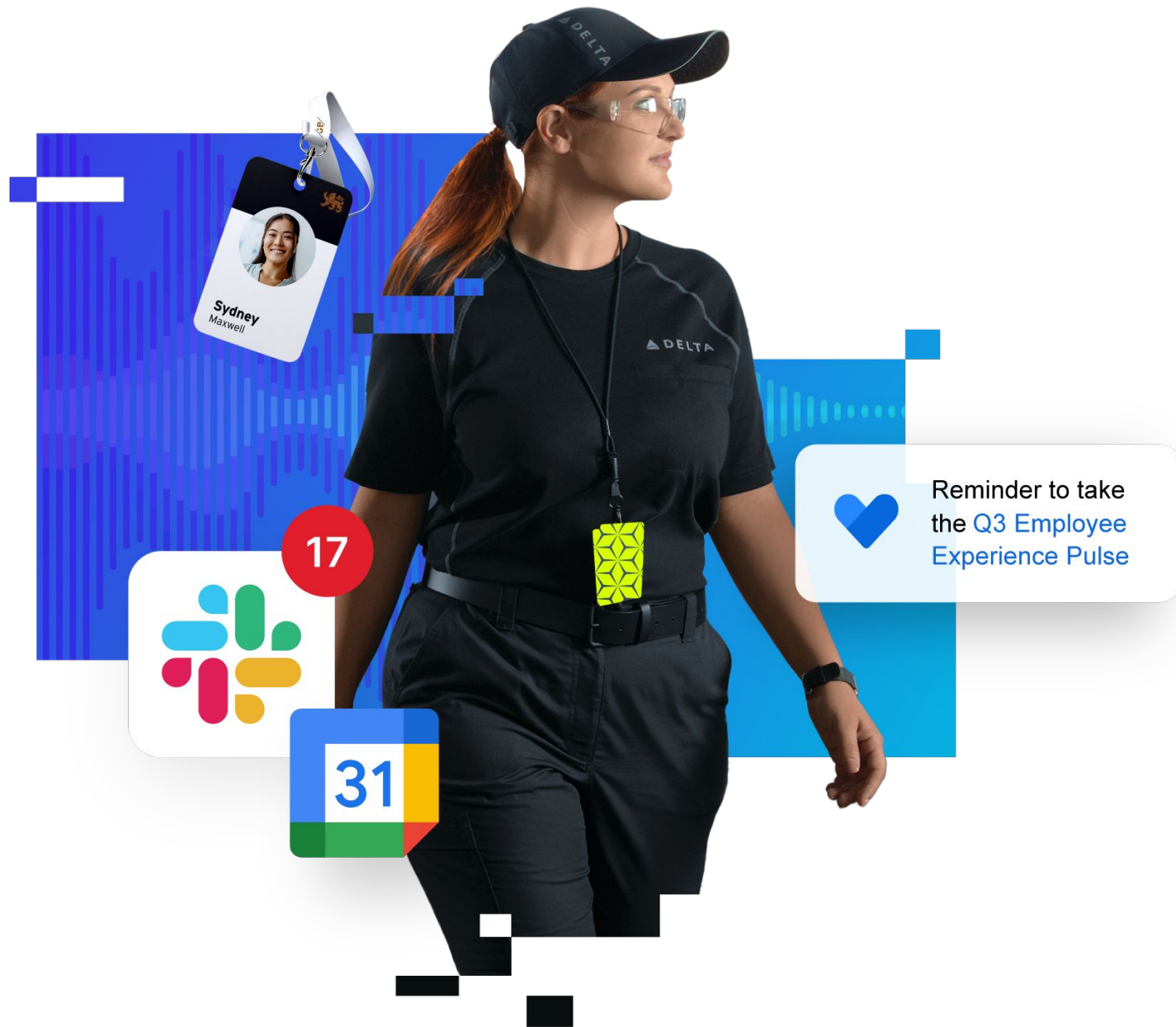


2024 Employee Experience Trends

Decoding the 5 trends reshaping the world of work





Sydney Heimbrock, Ph.D.
Chief Industry Advisor for Government
Qualtrics

37K

RESPONSES

responses from individual contributors, managers and senior directors

32

COUNTRIES

including Australia, Brazil, France, Germany, United Kingdom, Japan, Mexico, United States, Singapore, South Korea, and India

28

INDUSTRIES

including government, healthcare, education, information and technology, construction & engineering, retail, pharmaceuticals and transportation

100-50k

EMPLOYEES

at the organizations surveyed in the research



The year organizations and employees find balance amid competing priorities

1

Employees want AI to assist them - not manage them.

2

Of all employees, the frontline are the most unhappy, least supported, and least trusting

3

There's no such thing as a new-job honeymoon any more

4

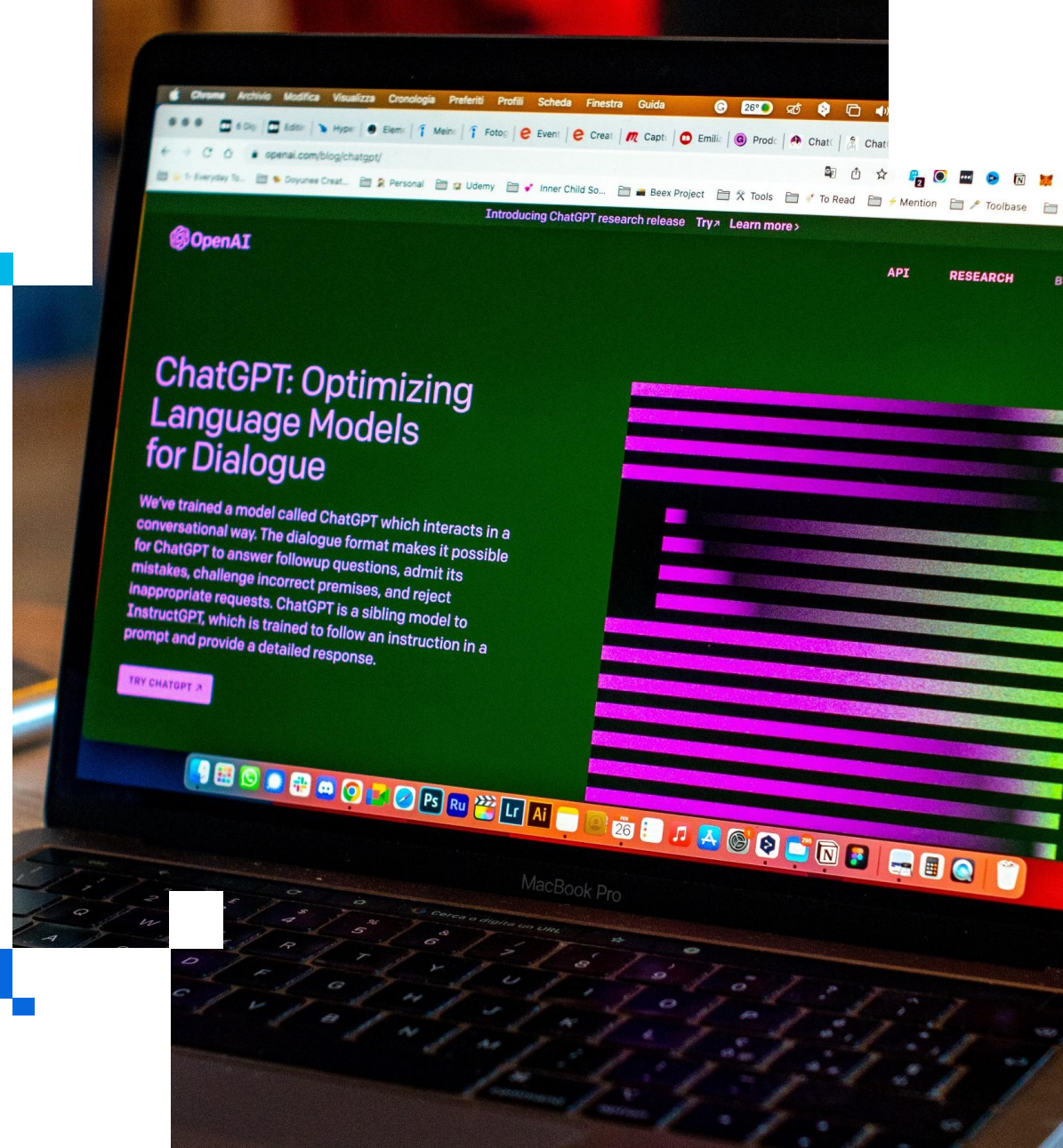
To be fully heard, employees are willing to let organizations listen to their work emails and chats - but not their social media

5

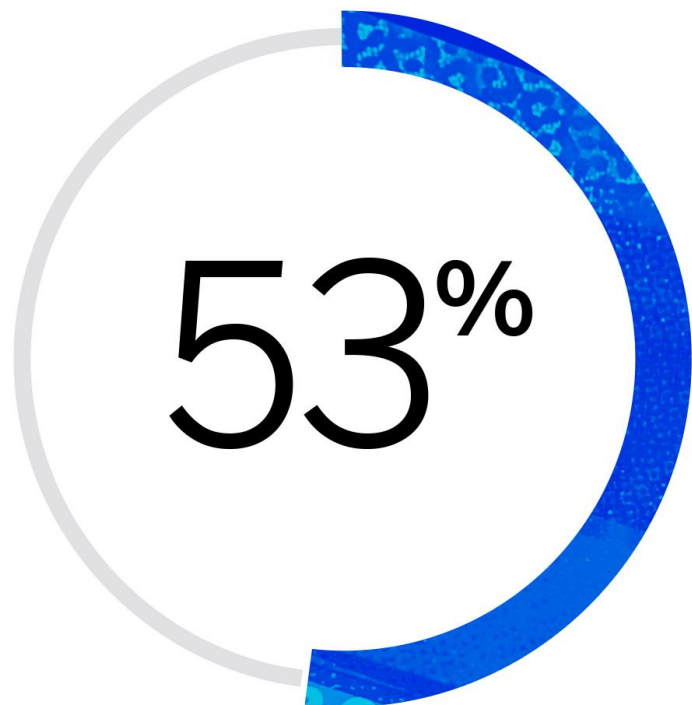
Some time in the office is better than none — just not 5 days

TREND 1

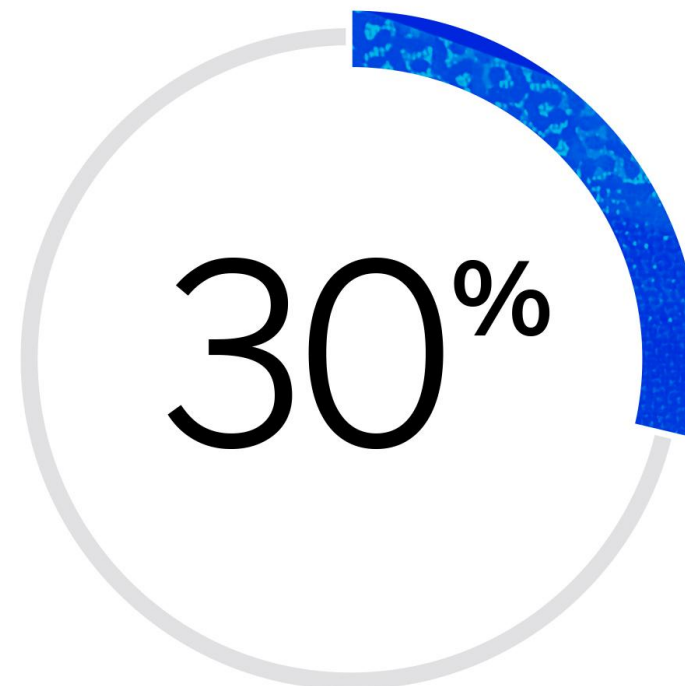
Employees would rather AI assist them than manage them



The more engaged the employee, the more comfortable they are with AI

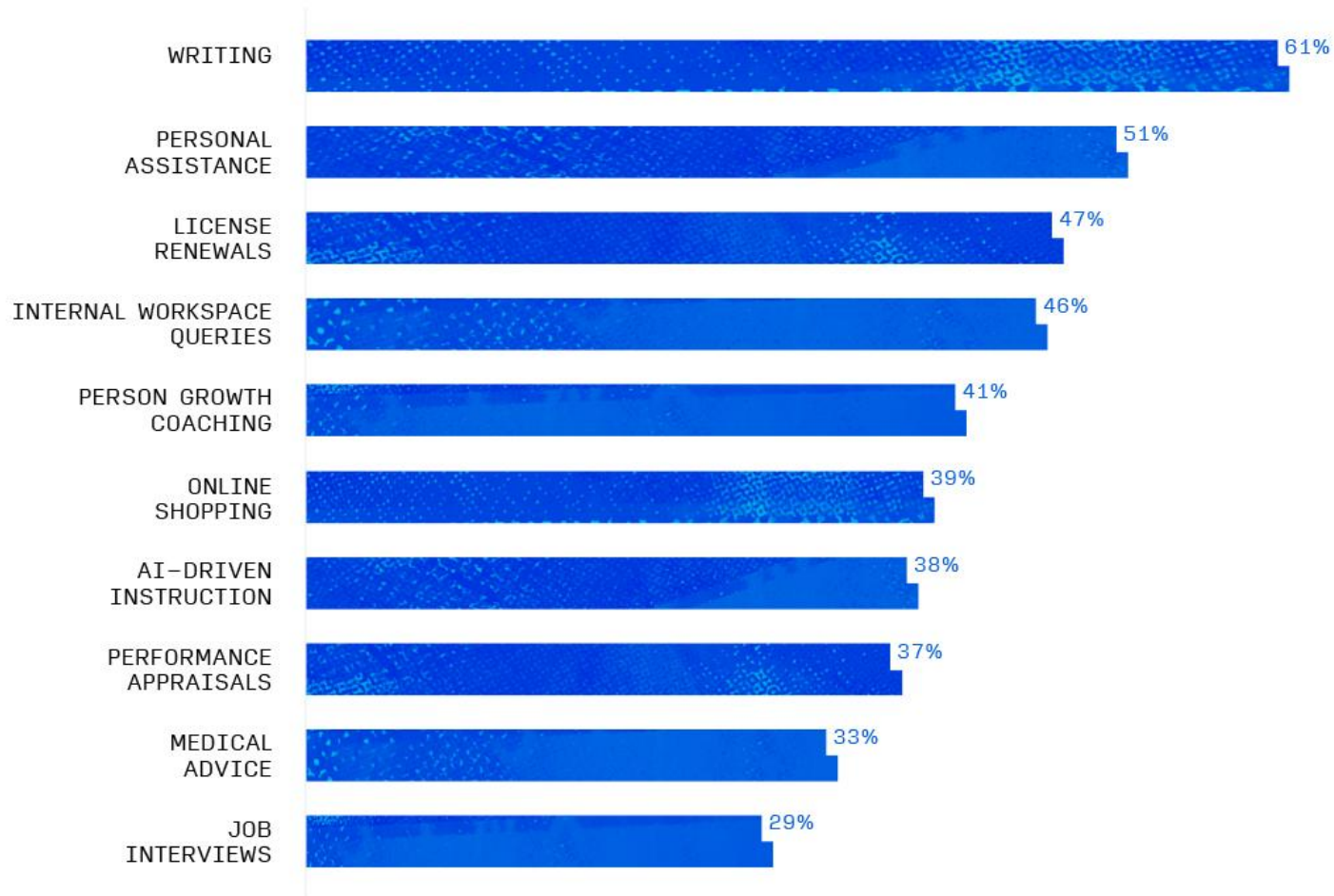


of engaged employees said they're
comfortable with AI at work



of disengaged employees said they're
comfortable with AI at work

PERCENTAGE OF EMPLOYEES WHO STRONGLY AGREE THEY WOULD WANT AI TO PERFORM A GIVEN TASK



TREND 1

AI: embraced as a tool – not as a manager

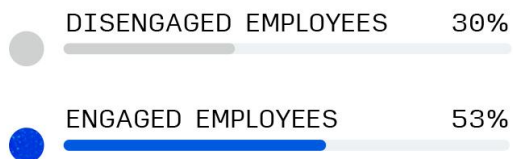
37%

VS 29%

+ **37% of employees** with a physical or mental disability are comfortable with AI handling job interviews and promotions

+ **29% the global average** for employees without a physical or mental disability who are comfortable with AI handling job interviews and promotions

PERCENTAGE OF EMPLOYEES WHO REPORT COMFORT WITH AI



53% of engaged employees reported being comfortable with AI, versus 30% of disengaged employees.

If employees feel — or have been told — their job is replaceable, they're more likely to have a negative perception of AI.

68%
of employees who believed some jobs are at risk because of AI

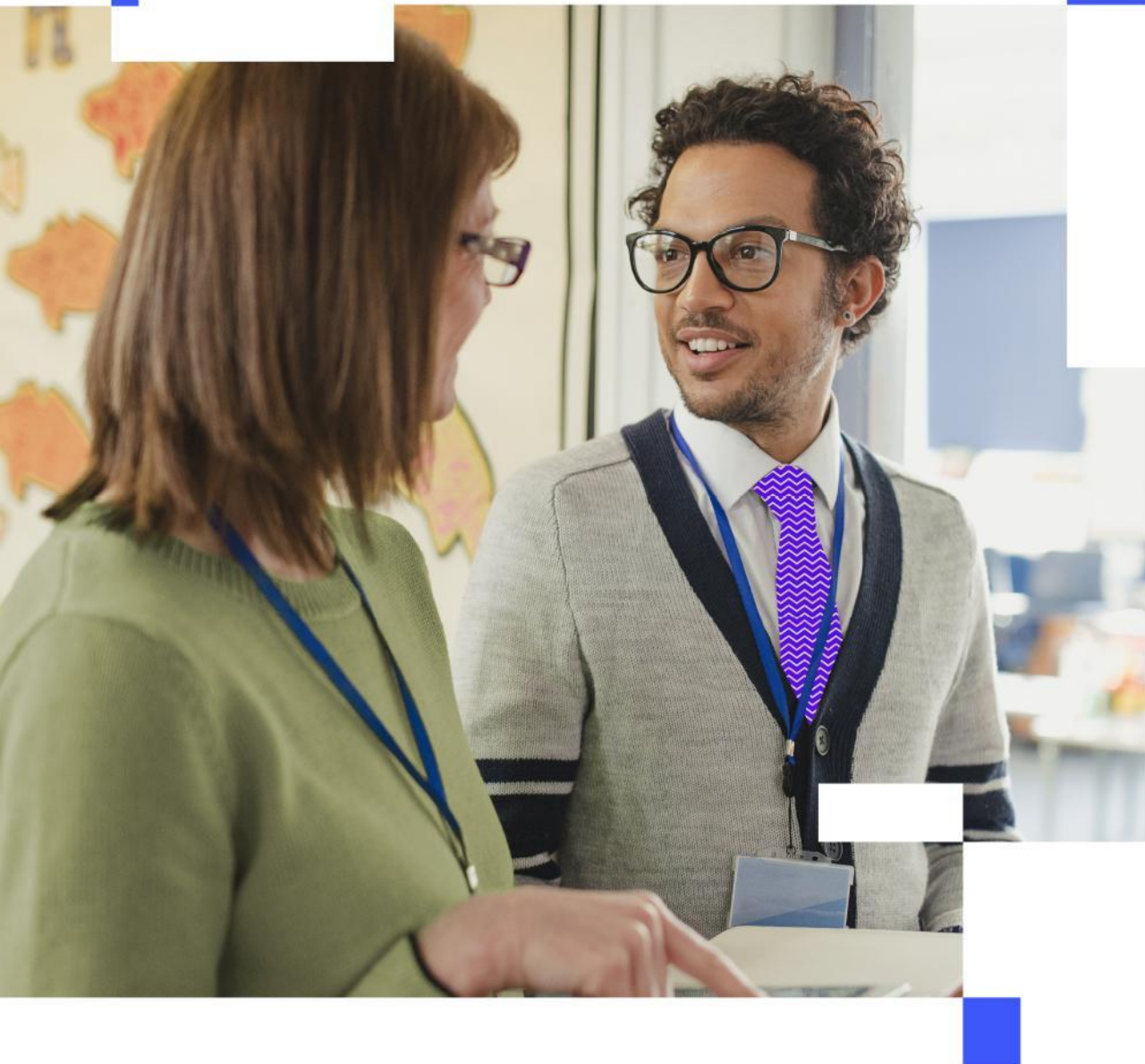
23%
of employees who believed their own jobs were at risk

Seniority and trust link with comfort when it comes to AI

Our research found that 65% of the C-suite said they were more comfortable using AI versus 46% of managers.

PERCENTAGE OF EMPLOYEES WHO ARE COMFORTABLE WITH AI
BASED ON SENIORITY





TREND 2

Frontline employees are the most unhappy, poorly supported, and least trusting of leadership

WORKPLACE WOE #1

Frontline employees are not getting their basic needs met by their organizations:

50%

are happy with their pay and benefits — 14 points less
than non-frontline workers

60%

are satisfied with their career development —
9 points less compared to non-frontline workers

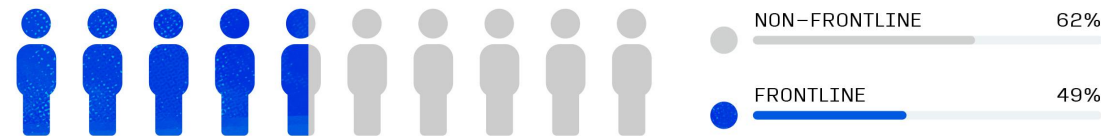
61%

feel sufficiently recognized — 9 points less
compared to non-frontline workers

WORKPLACE WOE #2

Frontline employees lack the support they need to do a great job, and a voice to drive improvements

PERCENTAGE OF FRONTLINE VS NON-FRONTLINE WORKERS WHO SAW POSITIVE CHANGES FROM SURVEY RESULTS



PERCENTAGE OF FRONTLINE VS NON-FRONTLINE WORKERS WHO FEEL PREPARED TO ADAPT TO CHANGE AT WORK



PERCENTAGE OF FRONTLINE VS NON-FRONTLINE WORKERS WHO ARE SATISFIED WITH WORK PROCESSES



WORKPLACE WOE #3

They're less trusting of leadership, and don't feel empowered to speak their mind



+ PERCENTAGE OF EMPLOYEES WHO FEEL THEY CAN CHALLENGE WORK PROCESSES TO ACHIEVE BETTER RESULTS

53% of frontline employees who feel they can challenge work processes to achieve better results

62% of non-frontline employees who feel they can challenge work processes to achieve better results



+ PERCENTAGE OF EMPLOYEES WHO FEEL PSYCHOLOGICALLY SAFE AT WORK

58% of frontline employees who feel psychologically safe at work

67% of non-frontline employees who feel psychologically safe at work



+ PERCENTAGE OF EMPLOYEES WHO TRUST LEADERSHIP

60% of frontline employees who trust their leadership

70% of non-frontline employees who trust their leadership

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WORKPLACE WOE #3

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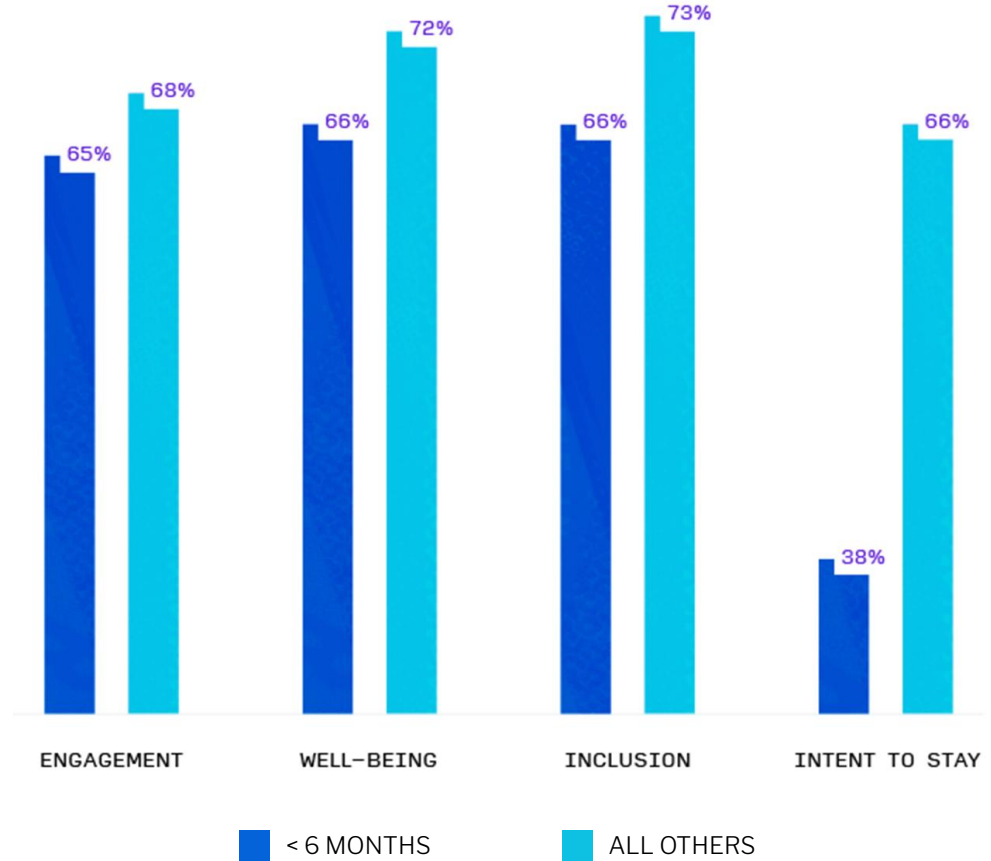
TREND 3

There's no new-job honeymoon any more



Got employees with less than six months tenure? They might leave you...

NEW HIRE KPI SCORES

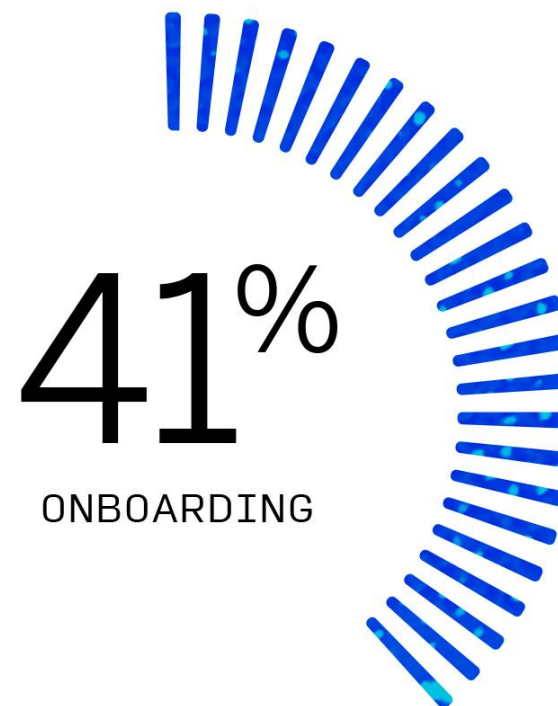


“Organizations need to take a closer look at their post-COVID candidate and onboarding experience and create new policies and structures to ensure people thrive.

How are remote hires being welcomed and enabled to build relationships? Are leaders being taught the necessary skills to onboard new, remote employees? And how often are you checking in with new hires to ensure they feel included?”

SARAH MARRS, MSC
DIRECTOR OF EX STRATEGY EXECUTION

PERCENTAGE OF CHROS FOCUSED ON








“Organizations must align and redesign employee experience programs to meet the needs of new hires. These pivotal experiences represent the first impressions employees form of the organization, and what it’s like to work there.”

SARAH MARRS, MSC
DIRECTOR OF EX STRATEGY EXECUTION

What organizations are getting right – and wrong – in the eyes of new employees

HIGHEST RANKED ITEMS

-  + Physical Safety
-  + Respect
-  + Performance & Accountability
-  + Resources
-  + Training

LOWEST RANKED ITEMS






-  + Growth & Development
-  + Psychological Safety
-  + Pay & Benefits
-  + Innovation
-  + Survey Follow-up

What organizations are getting right and wrong – US Government – *suggestive only*

HIGHEST RANKED ITEMS

-  + I understand what's expected of me
-  + I feel safe at work
-  + I am treated with respect at work
-  + I know how to report suspected unethical practices
-  + My physical workspace allows me to be productive

LOWEST RANKED ITEMS

-  + Pay is linked to performance
-  + Opportunity to discuss results of latest employee feedback survey
-  + Positive changes as a result of previous employee feedback surveys
-  + Feel energized at work
-  + Can challenge traditional ways of doing things

Which items
are
most above &
below
global?

Most Above Global ▾




Name	Distribution	Global 2024
Employee benefits meet my needs	78%	+15 ^
Know how to report suspected unethical practices	82%	+11 ^
Have flexibility I need to meet work & personal needs	80%	+11 ^

Most Below Global ▾

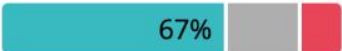
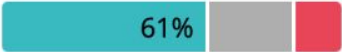
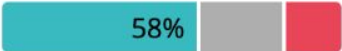
Name	Distribution	Global 2024
Feel energized at work	49%	-15 v
Pay clearly linked to my performance	39%	-13 v
Confident in snr leadership to make right company decisions	56%	-11 v

Which items have most improved & declined over time?

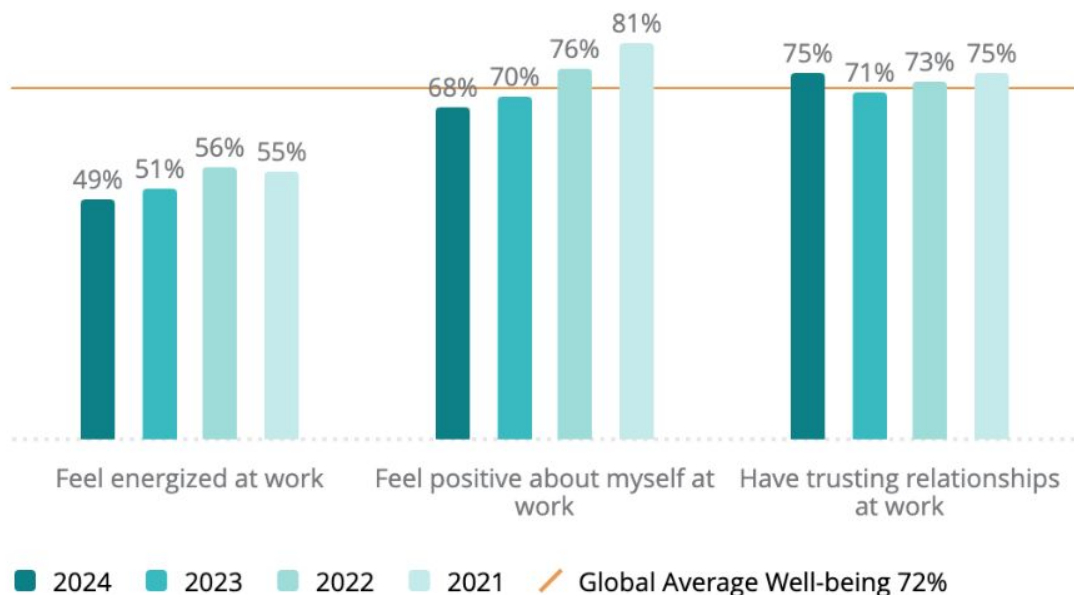
Most Improved 

Name	Distribution	2023 (will follow Filters)
Have seen positive changes as a result of previous employee feedback surveys		+16 ^
Given opportunity to discuss results of latest employee feedback survey		+13 ^
Have meaningful career development discussions with mgr		+12 ^

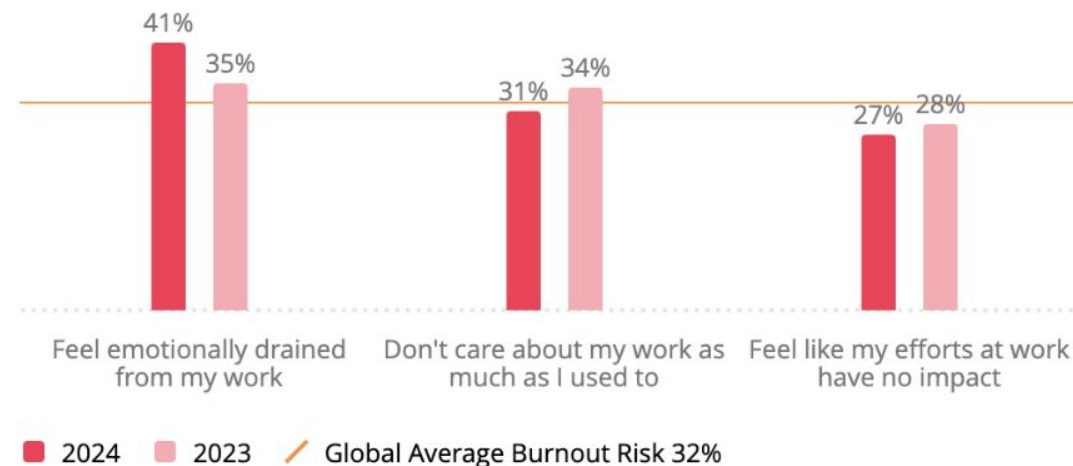
Most Declined 

Name	Distribution	2023 (will follow Filters)
My workload is manageable		-8
Effective collaboration between teams at this company		-5
Company helps me understand how changes will affect my work		-3

Well-Being is an index of 3 items - Energized, Positivity, & ...



Burnout Risk is an index of 3 items - Emotionally Drained, ...



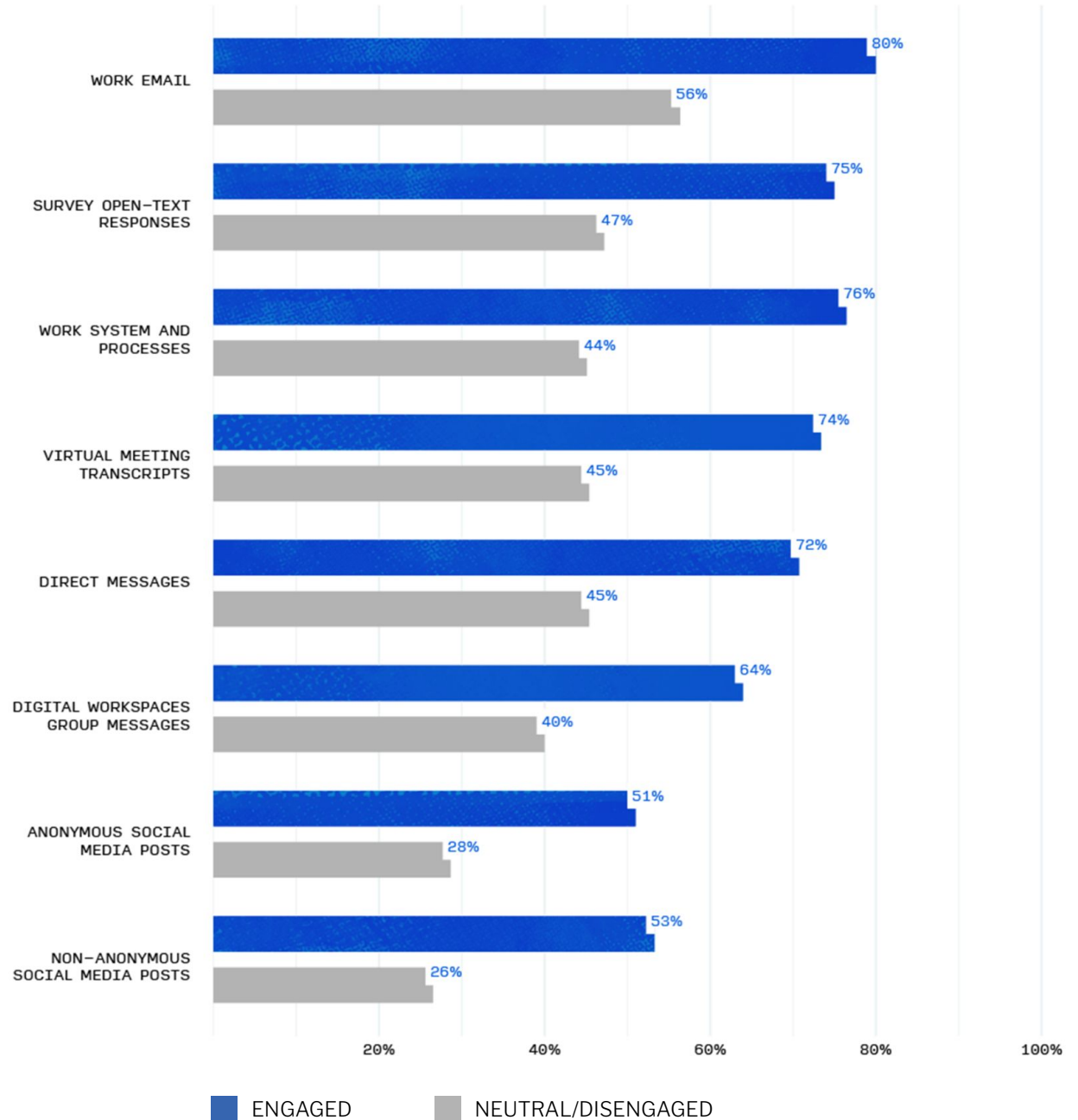
TREND 4

Employees are willing to let organizations listen to emails and chats

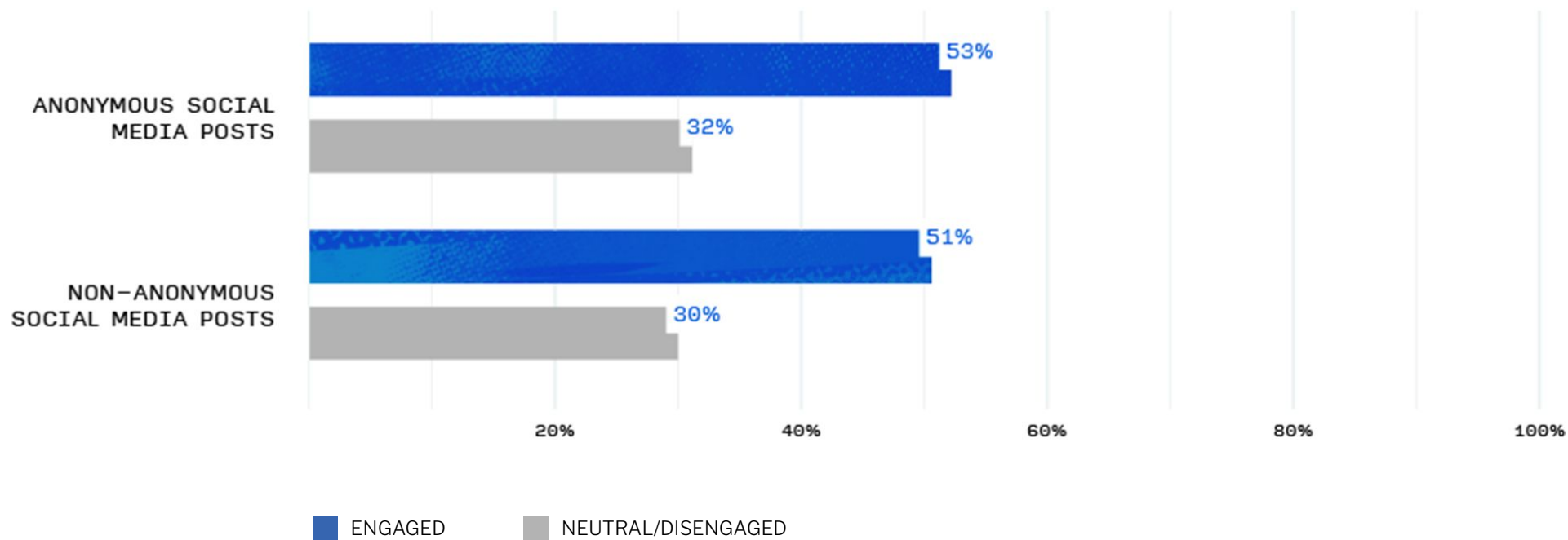


Slacks, emails, transcripts — your employees will share them all if it improves their experience

Percent of employees willing to share private work or personal data based on their engagement



...But they say hands off social media

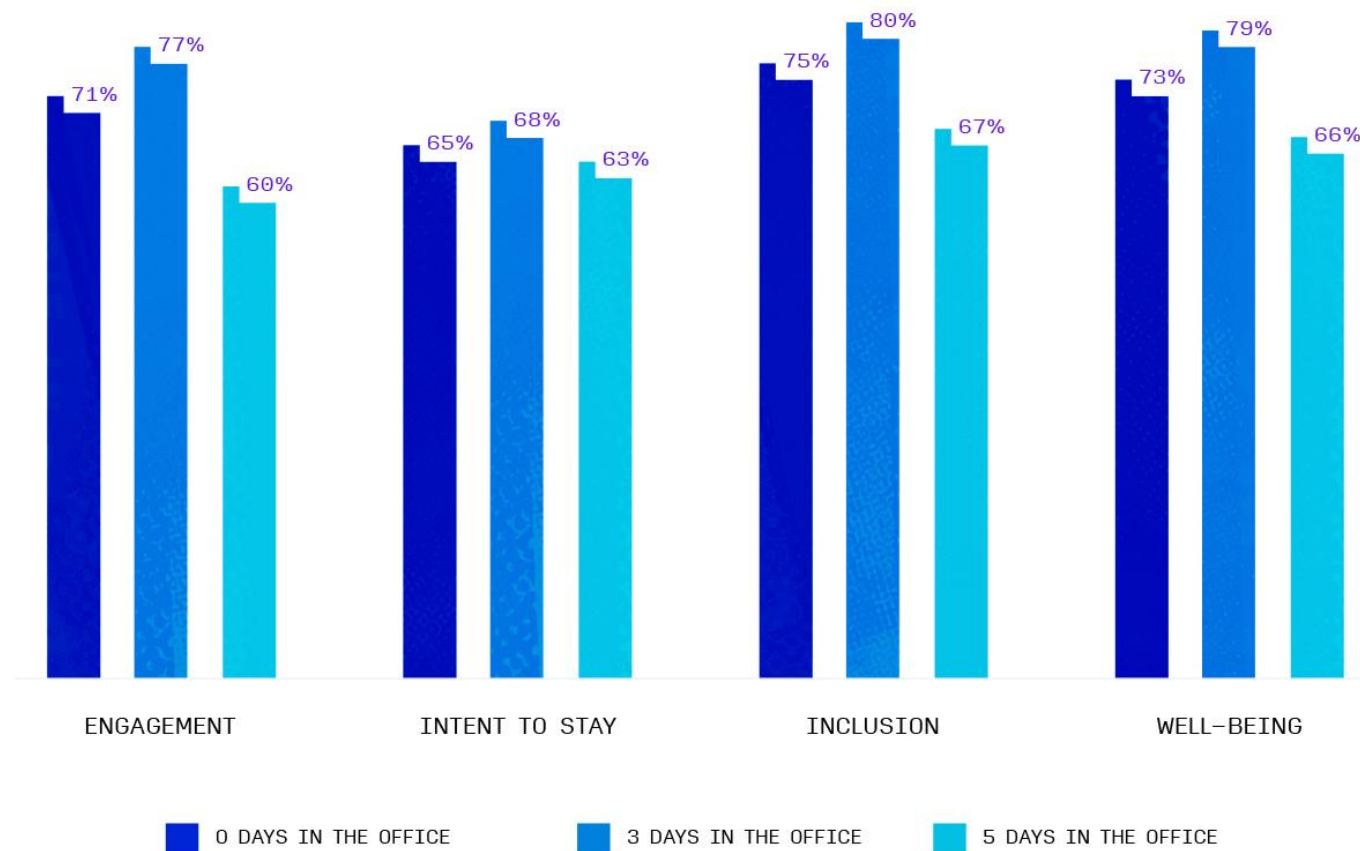




TREND 5

**Some time in the office
is better than none —
unless it's 5 days**

EX KPI SCORES LOWEST WHEN EMPLOYEES WORK IN THE OFFICE EVERY DAY



Employees make themselves heard on hybrid working: no one-size-fits-all

“There’s no
one-size-fits-all
approach to
work anymore”

DR ANTONIO PANGALLO, PHD
PRINCIPAL XM SCIENTIST, QUALTRICS

How to create a RTO plan that puts employee experience at the center

- + Equip managers with the tools to develop flexible work plans for teams
- + Set minimum expectations for your employees going forward
- + Give your people autonomy and make adjustments to ensure they can work in a way that suits them

Lessons for leaders

Your action plan — HR leaders

- + Focus on growth and development
- + Close gaps in the new employee experience
- + Ramp up people processes

Questions?