



DATA SNAPSHOT

2025 Employee Experience Trends: APJ

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Executive Summary

KEY FINDINGS IN THIS REPORT

As part of the Qualtrics 2025 Employee Experience Trends Study, employees from 23 countries/regions rated their current experience at work across several components. From their responses, we analyzed the five employee experience (EX) indicators (*Engagement, Inclusion, Well-Being, Intent to Stay* and *Experience v Expectations*) and how they have changed between 2021 and 2024. We also conducted a regression analysis to identify the top drivers of *Engagement* in each country. In this report, we share the metrics from APJ.

- + **APJ scores higher than global norms on all KPIs except *Inclusion*.** Employees in APJ provided *Experience v Expectation* and *Intent to Stay* scores 3 points above the global norm each, while *Engagement* and *Well-Being* ratings are 1 point higher than global.
- + **China bucks the trend.** Chinese employees provided substantially more favorable responses than other employees in APJ, with KPI scores dropping 5 points or more when China is excluded from our analysis. Excluding Chinese employees also reduces all APJ KPI scores to below that of the global norm.
- + **Company pride is a top driver of engagement.** *I am proud of this organization's efforts to have an impact on the world* and *I believe this company has an outstanding future* are top drivers of engagement among employees in APJ. Customer focus is also a top driver; analysis shows that *this organization's processes enable me to effectively meet my customers' needs* is the second-strongest driver in APJ, and rates at 75% favorable.
- + **Hong Kong (China) scores significantly higher than in 2024.** Compared to the ratings employees provided in 2024, KPI scores among Hong Kong employees in 2025 have increased by a minimum of 19 points. All 2025 KPI scores in Australia, India, the Philippines, and Singapore have either dropped or remain unchanged from 2024.

STUDY KEY FACTS

- Global employee study
- Online panel study
- Conducted in Q3 of 2024
- 23 countries
- 36,872 consumers

2025 Employee Experience Trends: APJ

STUDY OVERVIEW

The data for this report comes from a global employee study that Qualtrics conducted in the third quarter of 2024. Using an online survey, Qualtrics surveyed 36,872 employees from 23 countries/regions: Australia, Brazil, Canada, China, Denmark, France, Germany, Hong Kong (China), India, Ireland, Italy, Japan, Mexico, the Netherlands, New Zealand, the Philippines, Singapore, South Korea, Spain, Sweden, the United Arab Emirates, the United Kingdom, and the United States.

Qualtrics surveyed approximately...

...700 employees from Denmark.

...1,000 employees from Brazil, Canada, Hong Kong (China), Ireland, Italy, Mexico, the Netherlands, New Zealand, Philippines, Singapore, South Korea, Spain, Sweden, and the UAE.

...2,000 employees from Australia, France, Germany, India, Japan, the UK.

...3,100 employees from China.

...4,100 employees from the United States.

FIGURES IN THE REPORT

1. KPI Questions
2. Employee Experience Globally
3. Employee Engagement by Country
4. Employee Well-Being by Country
5. Employee Inclusion by Country
6. Employee Intent to Stay by Country
7. Employee Experience v Expectations by Country
8. Employee Experience in APJ
9. Employee Experience in Australia
10. Employee Experience in China
11. Employee Experience in Hong Kong (China)
12. Employee Experience in India
13. Employee Experience in Japan
14. Employee Experience in the New Zealand
15. Employee Experience in the Philippines
16. Employee Experience in Singapore
17. Employee Experience in South Korea

Methodology

EMPLOYEE EXPERIENCE KEY PERFORMANCE INDICATOR QUESTIONS

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**)
- *This organization 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 work* (**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)

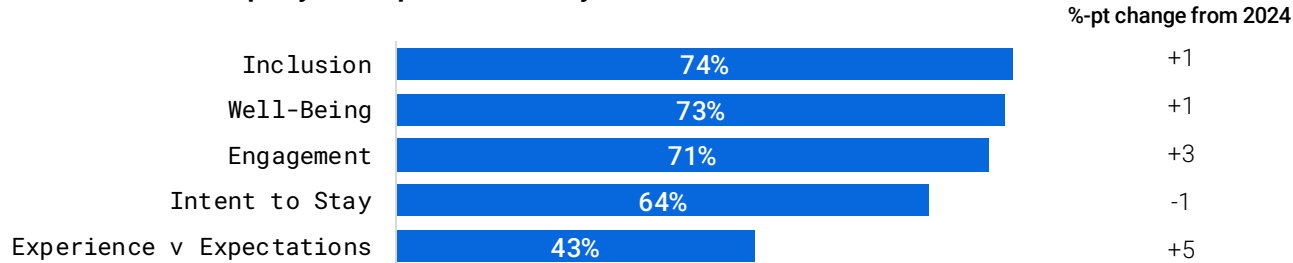
Expectations:

- *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 Globally

Employee Experience Key Performance Indicators



Change in KPI Item Ratings 2024-2025

KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	75%	+3
Engagement	Would recommend organization as a great place to work	71%	+3
Engagement	Organization motivates me to contribute more than required	66%	+3
Exp v Expect	Overall experience exceeds expectations	43%	+5
Intent to Stay	Intend to keep working at this organization for 3+ years	64%	+1
Inclusion	Feel as if I belong at this organization	73%	0
Inclusion	Can be myself at work	77%	0
Inclusion	Everyone can succeed to full potential, no matter who they are	70%	+2
Well-Being	Feel energized at work	66%	+2
Well-Being	Feel positive about myself at work	76%	+1
Well-Being	Have trusting relationships at work	78%	+2

Top 7 Drivers of Engagement

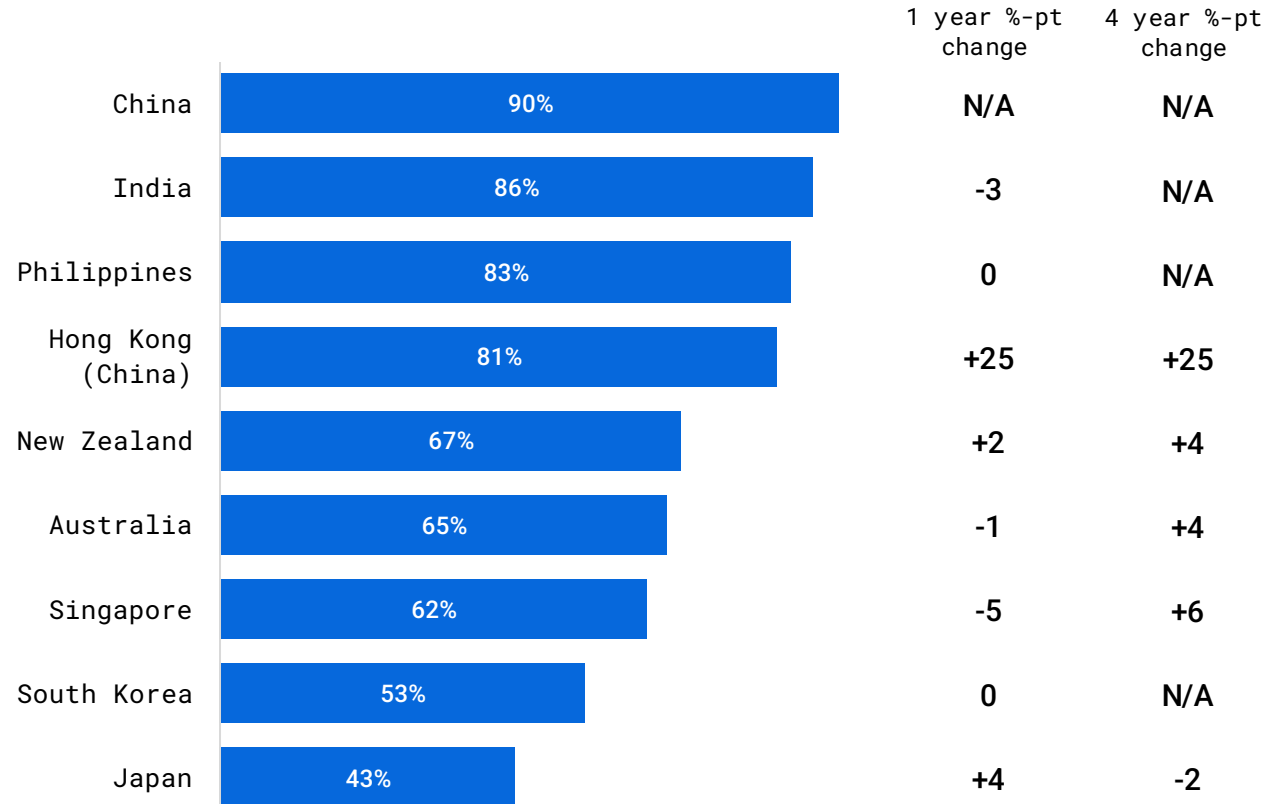
Rank	Driver	2025 Rating
1	<i>I am proud of this org's efforts to have a positive impact on the world</i>	69%
2	<i>I am encouraged to develop new & better ways of serving customers</i>	73%
3	<i>Overall, I feel that my career goals can be met at this organization</i>	68%
4	<i>This org's processes enable me to effectively meet customers' needs</i>	75%
5	<i>I believe in the organization's values</i>	77%
6	<i>This organization continually improves the way work gets done</i>	66%
7	<i>I have seen positive changes as a result of previous surveys</i>	63%

Employee Engagement by Country

KEY TAKEAWAYS

- + Chinese employees report the highest *Engagement* rating, at 90%, followed by Indian employees (86%). Japanese employees are least likely to provide a favorable *Engagement* rating.
- + *Engagement* has changed the most among Hong Kong employees over the past 4 years, increasing 25 points from 2021. This metric has decreased over this period only for Japanese employees (-2 points).

Average ENGAGEMENT rating
(Percent favorable)



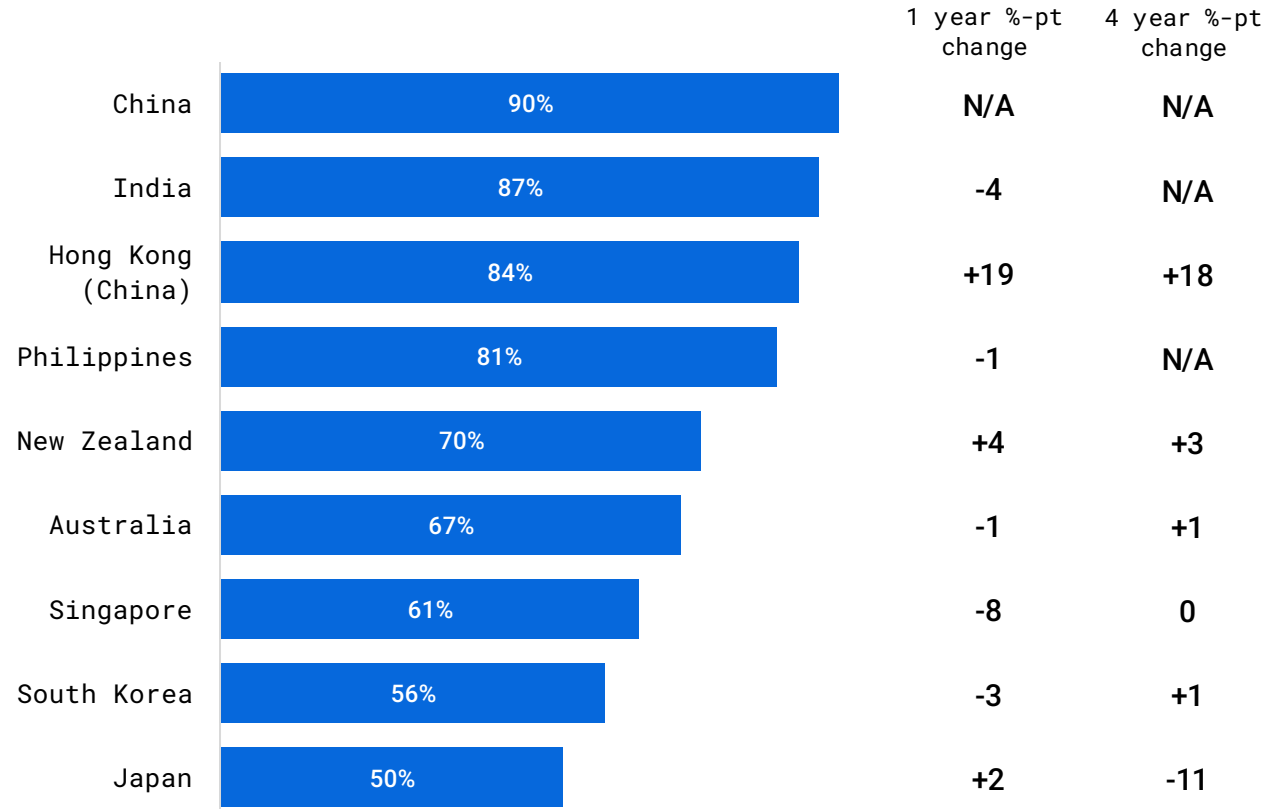
Base: 36,872 across 23 countries
Source: Qualtrics Q3 2024 Global Employee Study
xm^{institute}.com

Employee Well-Being by Country

KEY TAKEAWAYS

- + Chinese employees report the highest *Well-Being* rating, at 90%, followed by Indian employees (87%). Japanese employees are least likely to provide a favorable *Inclusion* rating.
- + *Well-Being* has changed the most among Hong Kong employees over the past 4 years, increasing 18 points from 2021. This metric has decreased over this period only for Japanese employees (-11 points).

Average WELL-BEING rating
(Percent favorable)



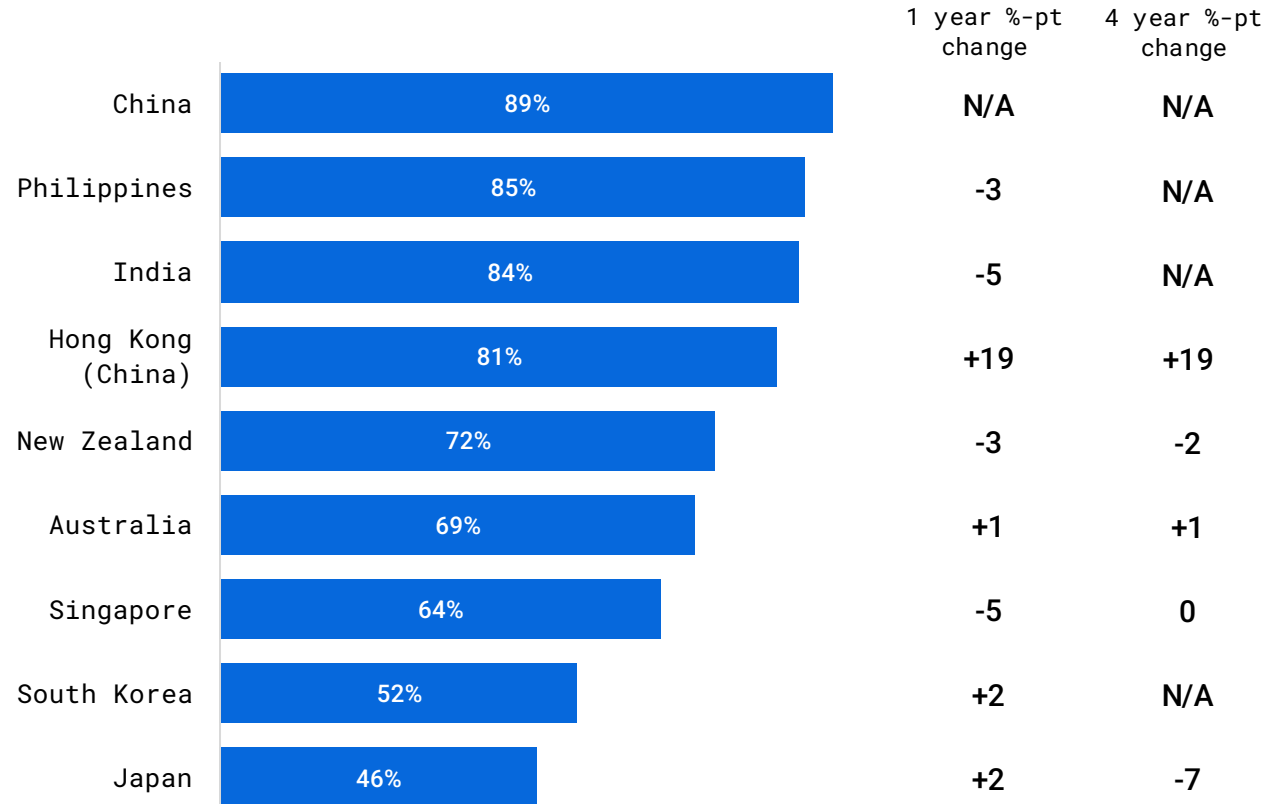
Base: 36,872 across 23 countries
Source: Qualtrics Q3 2024 Global Employee Study
xm^{institute}.com

Employee Inclusion by Country

KEY TAKEAWAYS

- + Chinese employees report the highest *Inclusion* rating, at 89%, followed by Filipino employees (85%). Japanese employees are least likely to provide a favorable *Inclusion* rating.
- + *Inclusion* has changed the most among Hong Kong employees over the past 4 years, increasing 19 points from 2021. This metric has decreased over this period only for Japanese employees (-7 points).

Average INCLUSION rating
(Percent favorable)



Base: 36,872 across 23 countries
Source: Qualtrics Q3 2024 Global Employee Study
xm^{institute}.com

Employee Intent to Stay by Country

KEY TAKEAWAYS

- + Chinese employees are the most likely to stay at their current company for three or more years, with 89% intending to do so. New Zealanders have the least propensity to stay at their current place of work, at 51%.
- + *Intent to stay* has changed the most among Japanese employees over the past 4 years, decreasing 8 points from 2021. Australian employees' *intent to stay* has also dropped significantly over this period (-7 points).

Average INTENT TO STAY rating
(3+ years)

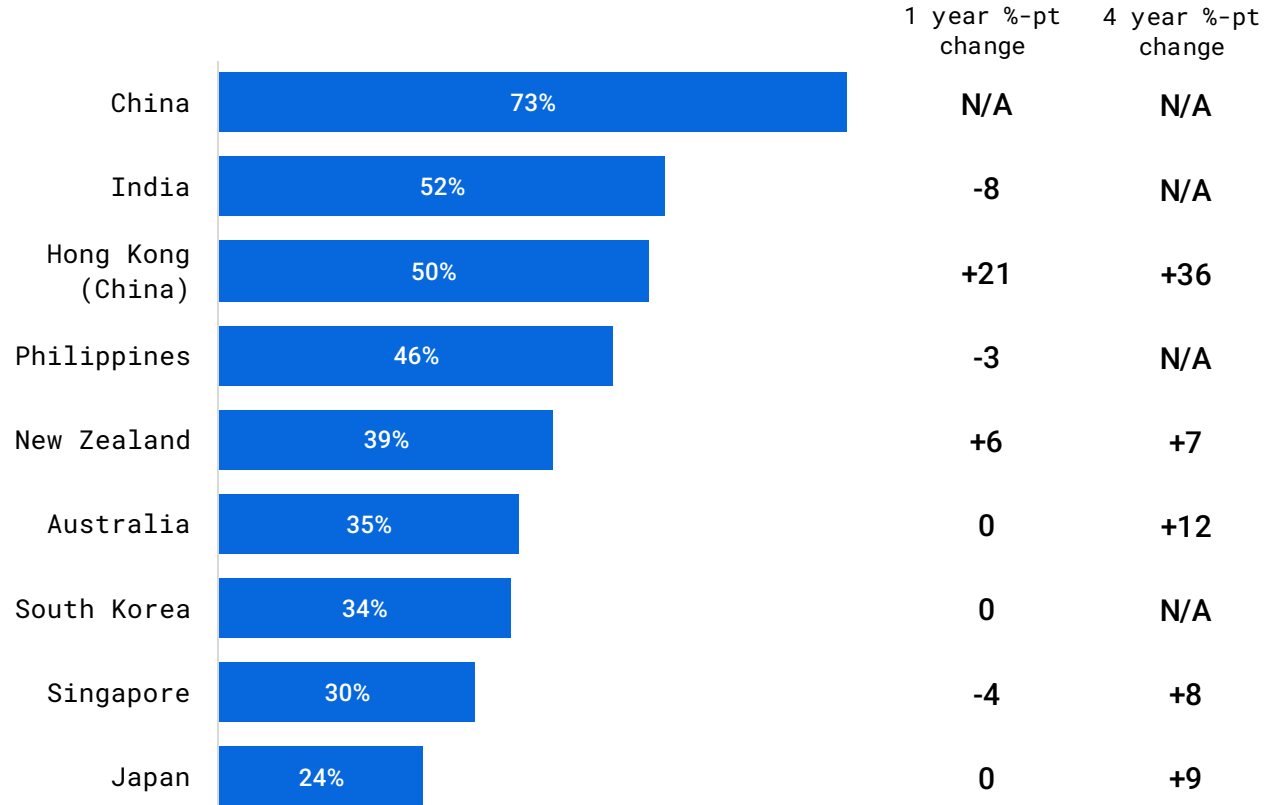
		1 year %-pt change	4 year %-pt change
China	89%	N/A	N/A
Hong Kong (China)	76%	+15	-6
South Korea	74%	+5	N/A
Japan	68%	+3	-8
Philippines	60%	-9	N/A
India	56%	-10	N/A
Australia	52%	-3	-7
Singapore	52%	-4	-4
New Zealand	51%	+1	-3

Employee Experience v Expectations by Country

KEY TAKEAWAYS

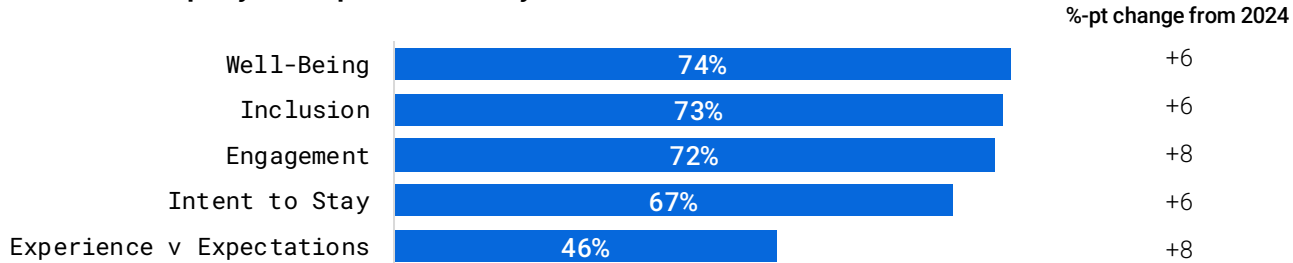
- + Chinese employees most often report that their experience *exceeds expectations*, at a rate of 73%, while Japanese employees are least likely to do so (24%).
- + *Experience v expectations* has changed the most among Hong Kong employees over the past 4 years, increasing 36 points from 2021. Australian employees report the second-largest change to this metric, with an increase of 12 points over this period.

Average EXPECTATIONS rating
(exceeded or greatly exceeded)



Employee Experience in APJ

Employee Experience Key Performance Indicators in APJ



Change in KPI Item Ratings 2024-2025

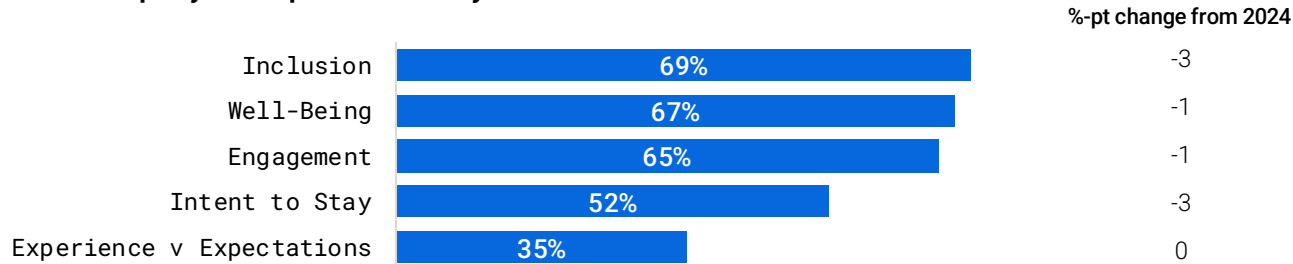
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	75%	+6
Engagement	Would recommend organization as a great place to work	71%	+9
Engagement	Organization motivates me to contribute more than required	69%	+9
Exp v Expect	Overall experience exceeds expectations	46%	+9
Intent to Stay	Intend to keep working at this organization for...	67%	+6
Inclusion	Feel as if I belong at this organization	74%	+4
Inclusion	Can be myself at work	75%	+6
Inclusion	Everyone can succeed to full potential, no matter who they are	70%	+7
Well-Being	Feel energized at work	68%	+8
Well-Being	Feel positive about myself at work	75%	+5
Well-Being	Have trusting relationships at work	77%	+4

Top 7 Drivers of Engagement

Rank	Driver	2025 Rating
1	Overall, I feel that my career goals can be met at this organization	70%
2	This org's processes enable me to effectively meet customers' needs	75%
3	I am proud of this org's efforts to have a positive impact on the world	72%
4	This org does a good job of helping me understand how changes will affect my work	72%
5	I am encouraged to develop new & better ways of serving customers	74%
6	I believe in the organization's values	76%
7	I believe this organization has an outstanding future	73%

Employee Experience in Australia

Employee Experience Key Performance Indicators in Australia



Change in KPI Item Ratings 2024-2025

KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	72%	-1
Engagement	Would recommend organization as a great place to work	66%	-1
Engagement	Organization motivates me to contribute more than required	58%	-1
Exp v Expect	Overall experience exceeds expectations	35%	0
Intent to Stay	Intend to keep working at this organization for...	52%	-3
Inclusion	Feel as if I belong at this organization	66%	-6
Inclusion	Can be myself at work	75%	-2
Inclusion	Everyone can succeed to full potential, no matter who they are	66%	-2
Well-Being	Feel energized at work	55%	0
Well-Being	Feel positive about myself at work	70%	-1
Well-Being	Have trusting relationships at work	74%	-2

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	Overall, I feel that my career goals can be met at this organization	63%
2	My physical workspace allows me to be productive	78%
3	I am encouraged to develop new & better ways of serving customers	67%
4	I am proud of this org's efforts to have a positive impact on the world	65%
5	This org's processes enable me to effectively meet customers' needs	72%

Employee Experience in China

Employee Experience Key Performance Indicators in China



Change in KPI Item Ratings 2024-2025

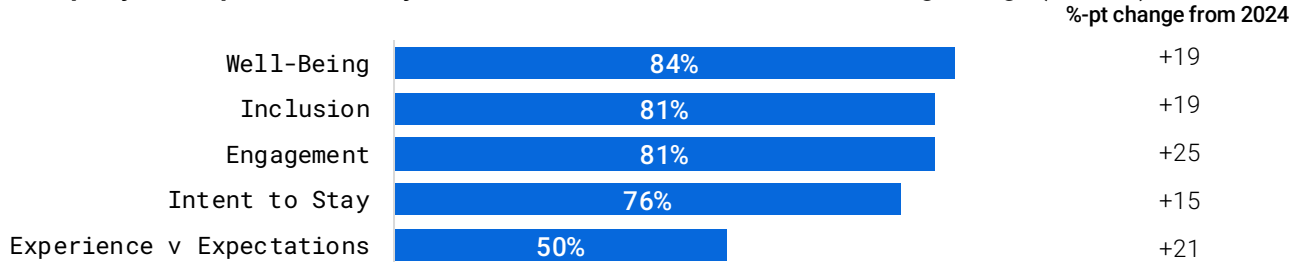
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	90%	N/A
Engagement	Would recommend organization as a great place to work	89%	N/A
Engagement	Organization motivates me to contribute more than required	90%	N/A
Exp v Expect	Overall experience exceeds expectations	73%	N/A
Intent to Stay	Intend to keep working at this organization for...	89%	N/A
Inclusion	Feel as if I belong at this organization	90%	N/A
Inclusion	Can be myself at work	90%	N/A
Inclusion	Everyone can succeed to full potential, no matter who they are	87%	N/A
Well-Being	Feel energized at work	89%	N/A
Well-Being	Feel positive about myself at work	91%	N/A
Well-Being	Have trusting relationships at work	90%	N/A

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>This org does a good job of helping me understand how changes will affect my work</i>	91%
2	<i>Overall, I feel that my career goals can be met at this organization</i>	90%
3	<i>This org's processes enable me to effectively meet customers' needs</i>	91%
4	<i>I receive meaningful recognition when I do a good job</i>	91%
5	<i>There is effective collaboration between teams at this org</i>	91%

Employee Experience in Hong Kong (China)

Employee Experience Key Performance Indicators in Hong Kong (China)



Change in KPI Item Ratings 2024-2025

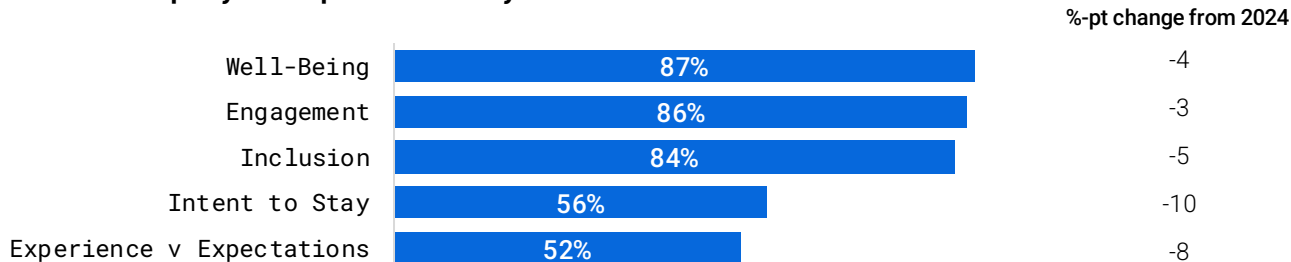
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	83%	+23
Engagement	Would recommend organization as a great place to work	81%	+25
Engagement	Organization motivates me to contribute more than required	80%	+28
Exp v Expect	Overall experience exceeds expectations	50%	+21
Intent to Stay	Intend to keep working at this organization for...	76%	+15
Inclusion	Feel as if I belong at this organization	81%	+20
Inclusion	Can be myself at work	84%	+19
Inclusion	Everyone can succeed to full potential, no matter who they are	79%	+17
Well-Being	Feel energized at work	81%	+27
Well-Being	Feel positive about myself at work	84%	+14
Well-Being	Have trusting relationships at work	87%	+16

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	I have good opportunities to learn and develop at this organization	83%
2	This org's processes enable me to effectively meet customers' needs	83%
3	This org does a good job of helping me understand how changes will affect my work	83%
4	This organization continually improves the way work gets done	82%
5	Senior leaders value diverse perspectives, even if different from their own	79%

Employee Experience in India

Employee Experience Key Performance Indicators in India



Change in KPI Item Ratings 2024-2025

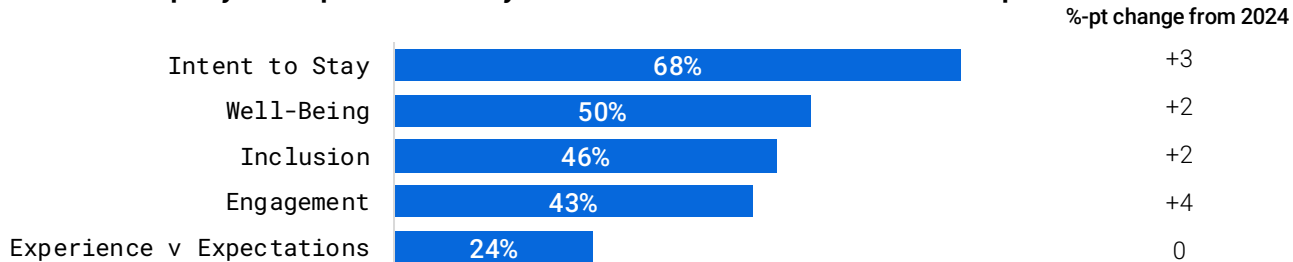
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	87%	-2
Engagement	Would recommend organization as a great place to work	87%	-3
Engagement	Organization motivates me to contribute more than required	83%	-4
Exp v Expect	Overall experience exceeds expectations	52%	-8
Intent to Stay	Intend to keep working at this organization for...	56%	-10
Inclusion	Feel as if I belong at this organization	83%	-6
Inclusion	Can be myself at work	87%	-4
Inclusion	Everyone can succeed to full potential, no matter who they are	81%	-4
Well-Being	Feel energized at work	85%	-5
Well-Being	Feel positive about myself at work	90%	-3
Well-Being	Have trusting relationships at work	86%	-4

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>This org's processes enable me to effectively meet customers' needs</i>	87%
2	<i>I am proud of this org's efforts to have a positive impact on the world</i>	86%
3	<i>I have meaningful discussions with my manager about my career development</i>	81%
4	<i>I have the training I need to do my job effectively</i>	88%
5	<i>I am given the opportunity to discuss results of the latest employee feedback survey</i>	80%

Employee Experience in Japan

Employee Experience Key Performance Indicators in Japan



Change in KPI Item Ratings 2024-2025

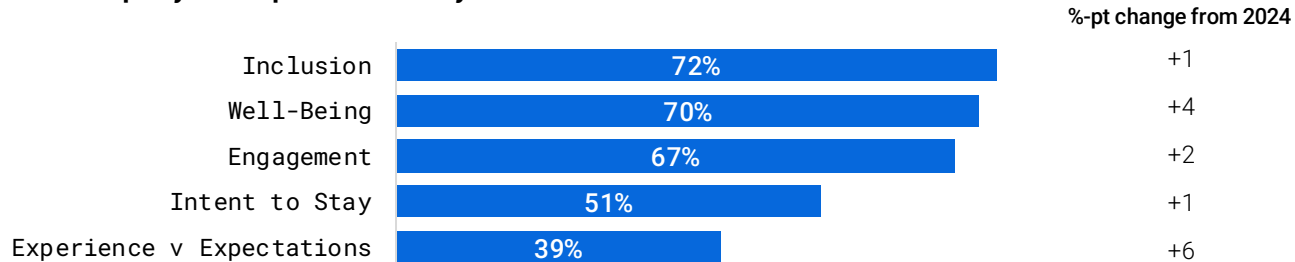
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	52%	+5
Engagement	Would recommend organization as a great place to work	36%	+6
Engagement	Organization motivates me to contribute more than required	41%	+3
Exp v Expect	Overall experience exceeds expectations	24%	0
Intent to Stay	Intend to keep working at this organization for...	68%	+3
Inclusion	Feel as if I belong at this organization	57%	0
Inclusion	Can be myself at work	43%	3
Inclusion	Everyone can succeed to full potential, no matter who they are	39%	+3
Well-Being	Feel energized at work	42%	+2
Well-Being	Feel positive about myself at work	50%	+2
Well-Being	Have trusting relationships at work	58%	+3

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	Overall, I feel that my career goals can be met at this organization	39%
2	I am proud of this org's efforts to have a positive impact on the world	49%
3	I am encouraged to develop new & better ways of serving customers	47%
4	I believe in the company values	45%
5	Senior leadership responds to feedback from employees	39%

Employee Experience in New Zealand

Employee Experience Key Performance Indicators in New Zealand



Change in KPI Item Ratings 2024-2025

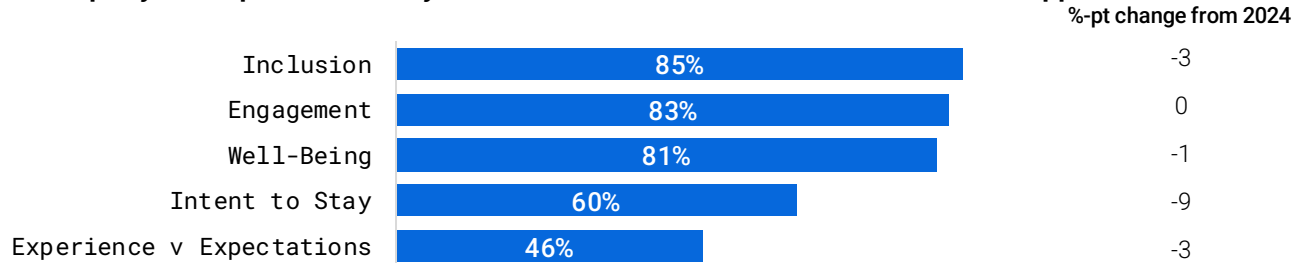
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	73%	+1
Engagement	Would recommend organization as a great place to work	67%	+2
Engagement	Organization motivates me to contribute more than required	61%	+4
Exp v Expect	Overall experience exceeds expectations	39%	+6
Intent to Stay	Intend to keep working at this organization for...	51%	+1
Inclusion	Feel as if I belong at this organization	67%	-1
Inclusion	Can be myself at work	80%	+2
Inclusion	Everyone can succeed to full potential, no matter who they are	70%	+2
Well-Being	Feel energized at work	61%	+6
Well-Being	Feel positive about myself at work	72%	+3
Well-Being	Have trusting relationships at work	76%	+2

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>I am proud of this org's efforts to have a positive impact on the world</i>	66%
2	<i>I believe in the organization's values</i>	78%
3	<i>This company continually improves the way work gets done</i>	64%
4	<i>This org's processes enable me to effectively meet customers' needs</i>	72%
5	<i>Overall, I feel that my career goals can be met at this organization</i>	65%

Employee Experience in the Philippines

Employee Experience Key Performance Indicators in the Philippines



Change in KPI Item Ratings 2024-2025

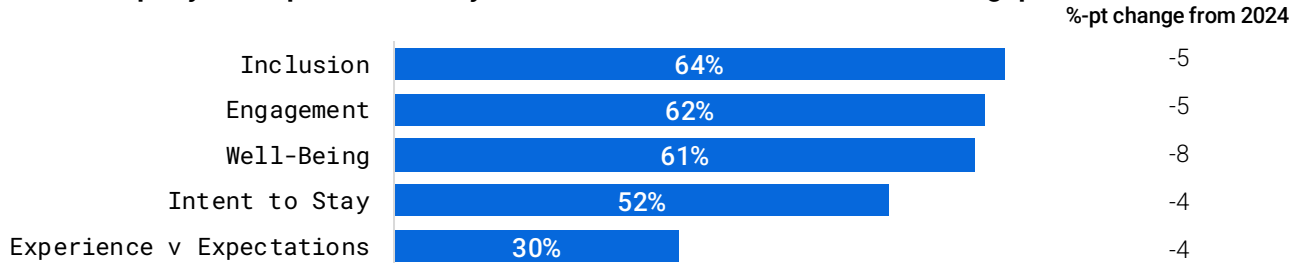
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	86%	0
Engagement	Would recommend organization as a great place to work	83%	0
Engagement	Organization motivates me to contribute more than required	81%	+1
Exp v Expect	Overall experience exceeds expectations	46%	-3
Intent to Stay	Intend to keep working at this organization for...	60%	-9
Inclusion	Feel as if I belong at this organization	84%	-7
Inclusion	Can be myself at work	88%	-2
Inclusion	Everyone can succeed to full potential, no matter who they are	83%	0
Well-Being	Feel energized at work	75%	-4
Well-Being	Feel positive about myself at work	85%	0
Well-Being	Have trusting relationships at work	83%	+1

Top 4 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>I am encouraged to develop new & better ways of serving customers</i>	89%
2	<i>This company fosters environmentally friendly practices</i>	82%
3	<i>I feel supported in my efforts to adapt to organizational change</i>	82%
4	<i>Overall, I feel that my career goals can be met at this organization</i>	83%

Employee Experience in Singapore

Employee Experience Key Performance Indicators in Singapore



Change in KPI Item Ratings 2024-2025

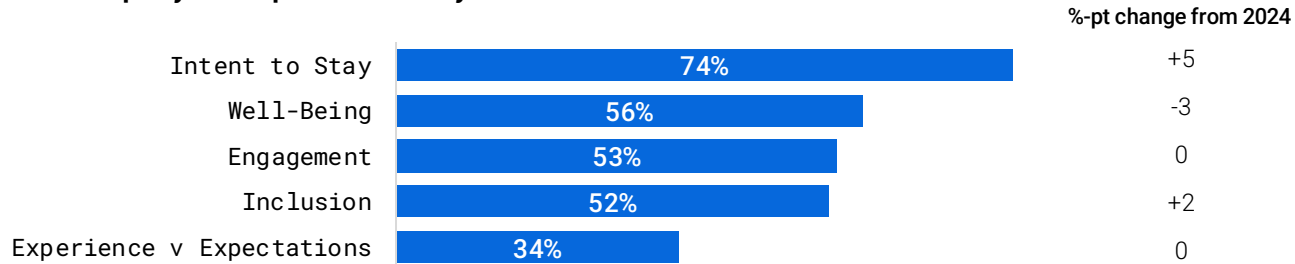
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	64%	-5
Engagement	Would recommend organization as a great place to work	63%	-2
Engagement	Organization motivates me to contribute more than required	59%	-6
Exp v Expect	Overall experience exceeds expectations	30%	-4
Intent to Stay	Intend to keep working at this organization for...	52%	-4
Inclusion	Feel as if I belong at this organization	60%	-7
Inclusion	Can be myself at work	70%	-3
Inclusion	Everyone can succeed to full potential, no matter who they are	61%	-7
Well-Being	Feel energized at work	53%	-10
Well-Being	Feel positive about myself at work	64%	-8
Well-Being	Have trusting relationships at work	67%	-5

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>This org's processes enable me to effectively meet customers' needs</i>	65%
2	<i>I am encouraged to develop new & better ways of serving customers</i>	68%
3	<i>I feel supported in my efforts to adapt to organizational change</i>	62%
4	<i>Overall, I feel that my career goals can be met at this organization</i>	62%
5	<i>I receive meaningful recognition when I do a good job</i>	61%

Employee Experience in South Korea

Employee Experience Key Performance Indicators in South Korea



Change in KPI Item Ratings 2024-2025

KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	56%	-5
Engagement	Would recommend organization as a great place to work	53%	+3
Engagement	Organization motivates me to contribute more than required	50%	+3
Exp v Expect	Overall experience exceeds expectations	34%	0
Intent to Stay	Intend to keep working at this organization for...	74%	+5
Inclusion	Feel as if I belong at this organization	61%	-2
Inclusion	Can be myself at work	48%	-1
Inclusion	Everyone can succeed to full potential, no matter who they are	48%	-3
Well-Being	Feel energized at work	46%	-2
Well-Being	Feel positive about myself at work	58%	-3
Well-Being	Have trusting relationships at work	64%	-5

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>I believe this company has an outstanding future</i>	48%
2	<i>I have confidence in snr leadership to make the right decisions for this company</i>	49%
3	<i>I am paid fairly for the work I do</i>	48%
4	<i>This org's processes enable me to effectively meet customers' needs</i>	54%
5	<i>I have good opportunities to learn and develop at this company</i>	52%

DATA CALCULATION

Percent favorable for each KPI and driver are calculated by taking the total number of respondents that selected the top two boxes 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 1-year and 4-year change in KPIs comes from the 2021 and 2024 Qualtrics Employee Experience Trends Global Study from each respective year. Trending data may not be available for certain countries depending on the sample availability.

We included drivers of employee engagement that meet the significance threshold of $p=0.05$, listed in order of their predictive strength. Those that have fewer than 5 drivers did not have more than those listed that were statistically significant.

Figure 1 is calculated by finding the score for each KPI and driver across all 23 countries/regions (referring to as 'global') included in the 2025 study.

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