



DATA SNAPSHOT

2025 Employee Experience Trends: EMEA

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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 EMEA.

- + **Intent to Stay in EMEA decreased substantially.** From 2024 to 2025, employee *Intent to Stay* in EMEA has dropped from 66% to 61%, a decrease of 5 percentage-points, and a larger change than employees reported globally (-1 point.)
- + **All other EMEA employee experience KPIs remain steady or improved.** *Engagement*, *Well-Being*, and *Experience v Expectations* had the strongest improvement, with an increase of 2 points each. *Inclusion* remains unchanged, at 73%.
- + **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 EMEA. Customer focus is also a top driver; analysis shows that *I am encouraged to come up with new and better ways of serving customers* is the second-strongest driver in EMEA, and rates at 70% favorable.
- + **German, UK, and French employees report the largest improvements in Engagement and Well-Being.** Employee *Engagement* is up 5 points from 2024 in both the UK and Germany, and up 4 points in France. Employees in the UK also report the greatest increase in *Well-Being* (+5 pts), while employees in France (+4 pts) and Germany (+3 pts) follow.

STUDY KEY FACTS

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

2025 Employee Experience Trends: EMEA

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

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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)

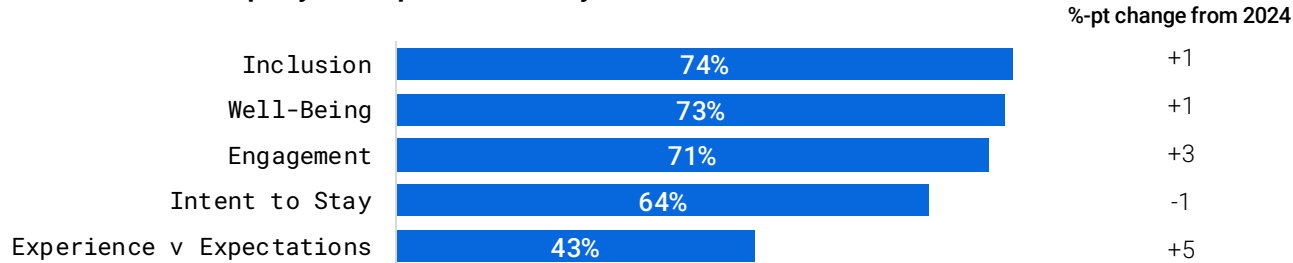
Expectations:

- *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

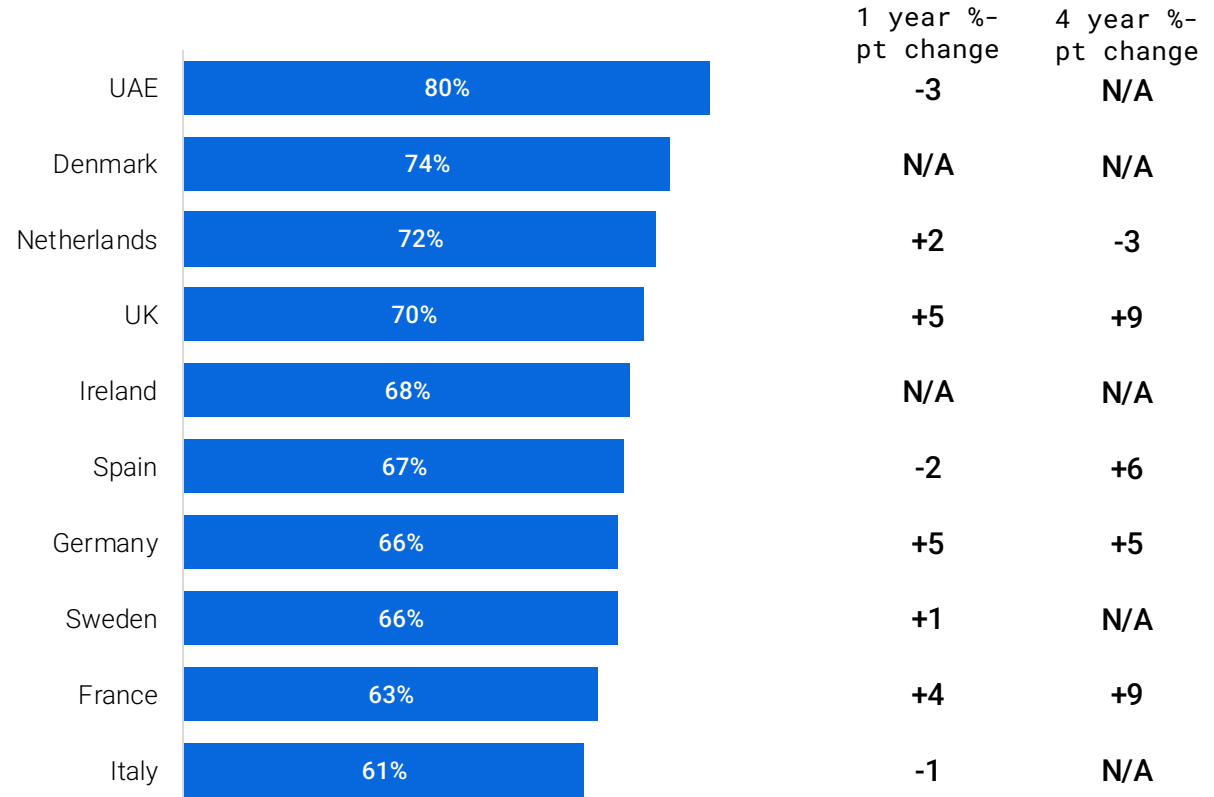
Rank	Driver	2025 Rating
1	<i>I am proud of this org's efforts to have a positive impact on the world</i>	69%
2	<i>I am encouraged to develop new & better ways of serving customers</i>	73%
3	<i>Overall, I feel that my career goals can be met at this organization</i>	68%
4	<i>This org's processes enable 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

- + Emirati employees reported the highest *Engagement* rating in EMEA, while Italian employees have the lowest *Engagement* rating.
- + *Engagement* has changed the most among UK and French employees over the past 4 years, increasing 9 points from 2021. This metric has decreased the most among Dutch employees.

Average ENGAGEMENT rating
(Percent favorable)



ABOUT

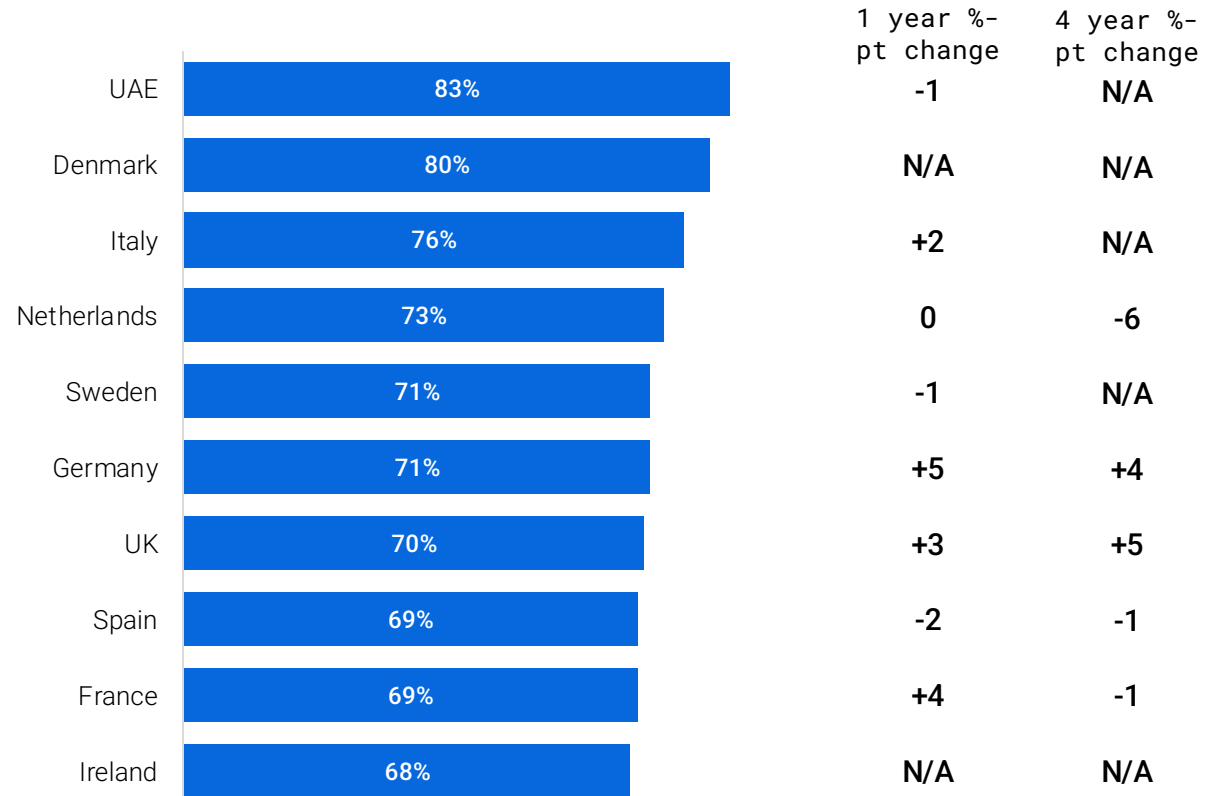
Base: 36,872 across 23 countries
Source: Qualtrics Q3 2024 Global Employee Study

Employee Well-Being by Country

KEY TAKEAWAYS

- + Emirati employees reported the highest *Well-Being* rating in EMEA, while Irish employees have the lowest *Well-Being* rating.
- + *Well-Being* has changed the most among Dutch employees over the past 4 years, decreasing 6 points from 2021. This metric has increased the most among UK employees.

Average WELL-BEING rating
(Percent favorable)



ABOUT

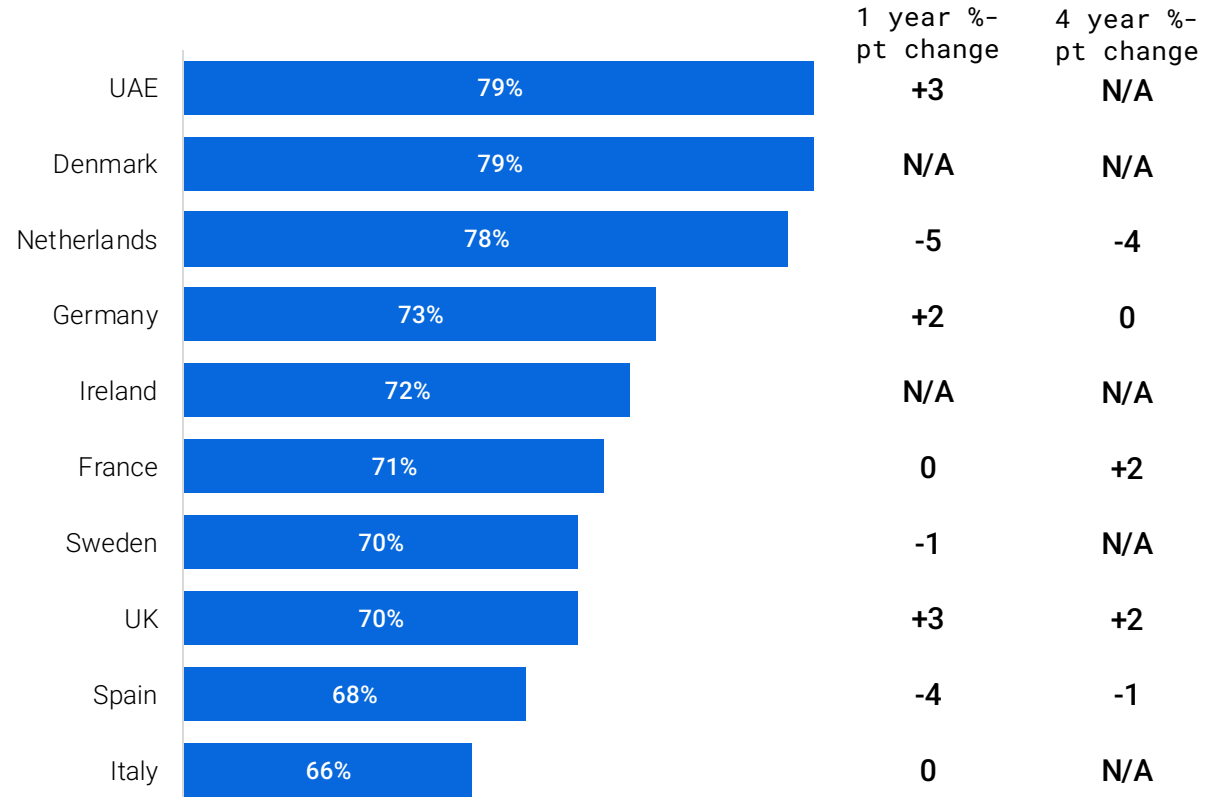
Base: 36,872 across 23 countries
Source: Qualtrics Q3 2024 Global Employee Study

Employee Inclusion by Country

KEY TAKEAWAYS

- + Emirati and Danish employees reported the highest *Inclusion* rating in EMEA, while Italian employees have the lowest *Inclusion* rating.
- + *Inclusion* has changed the most among Dutch employees over the past 4 years, decreasing 4 points from 2021. This metric has increased the most among UK and French employees.

Average INCLUSION rating
(Percent favorable)



ABOUT

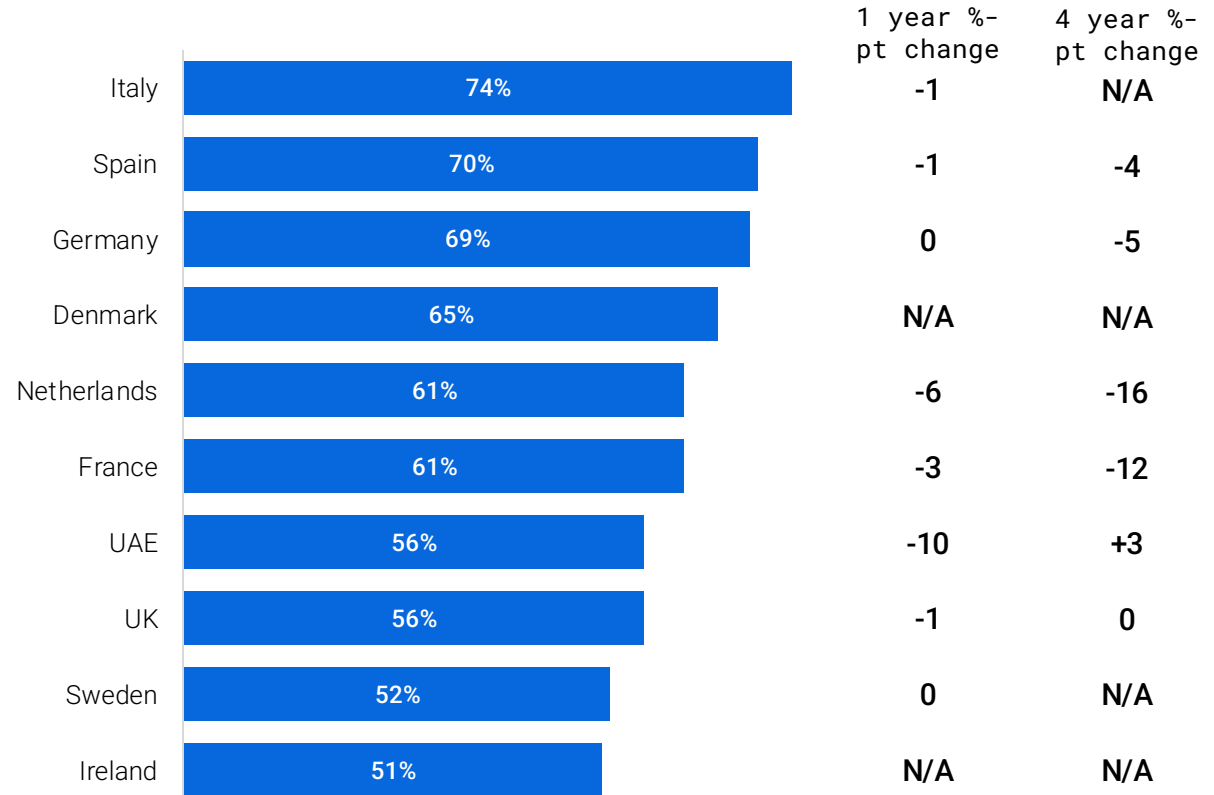
Base: 36,872 across 23 countries
Source: Qualtrics Q3 2024 Global Employee Study

Employee Intent to Stay by Country

KEY TAKEAWAYS

- + Italian employees reported the highest *Intent to Stay* three or more years in EMEA, while Irish employees are least likely to say as much.
- + *Intent to Stay* has changed the most among Dutch employees over the past 4 years, decreasing 16 points from 2021. French employees reported a similarly large (-12 pt) decrease in intent to stay three or more years. This metric has increased only among Emirati employees over this same period.

Average INTENT TO STAY rating
(3+ years)



ABOUT

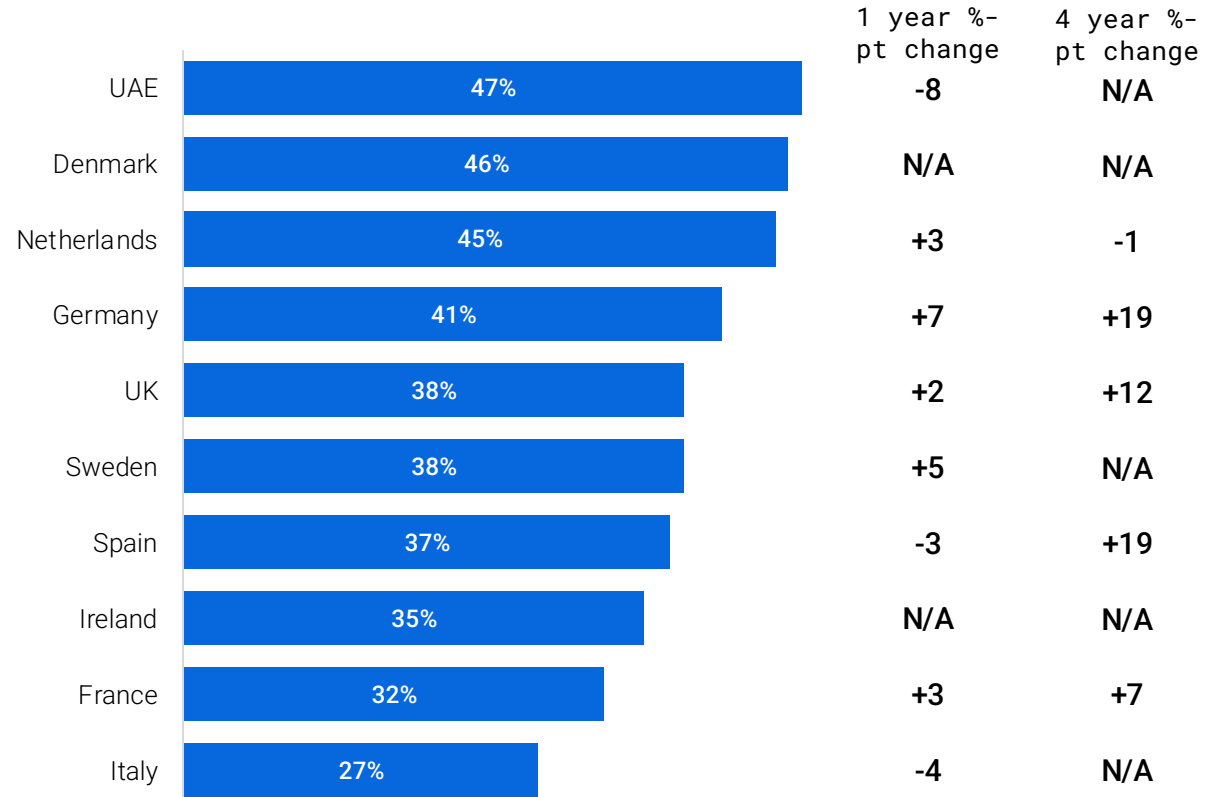
Base: 36,872 across 23 countries
Source: Qualtrics Q3 2024 Global Employee Study

Employee Experience v Expectation by Country

KEY TAKEAWAYS

- + Emirati employees are most likely to say that their experience exceeds expectations (47%) while Italian employees are least likely to do so (27%).
- + *Experience v Expectations* has changed the most among German and Spanish employees over the past 4 years, increasing 19 points from 2021. This metric has decreased only among Dutch employees over this same period.

Average EXPECTATIONS rating
(exceeds or greatly exceeds expectations)

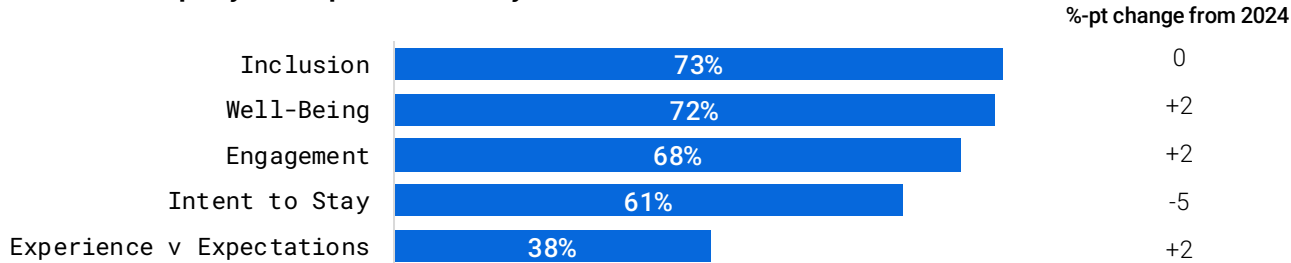


ABOUT

Base: 36,872 across 23 countries
Source: Qualtrics Q3 2024 Global Employee Study

Employee Experience in EMEA

Employee Experience Key Performance Indicators in EMEA



Change in KPI Item Ratings 2024-2025

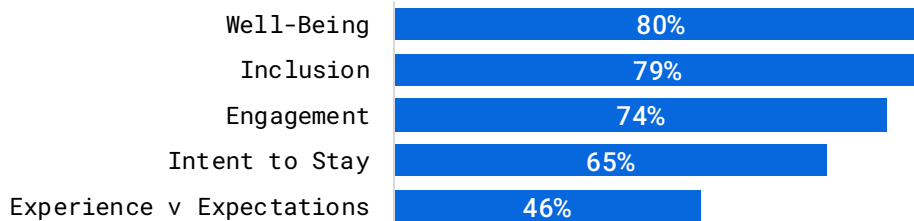
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	73%	+2
Engagement	Would recommend organization as a great place to work	69%	+3
Engagement	Organization motivates me to contribute more than required	61%	+2
Exp v Expect	Overall experience exceeds expectations	38%	+2
Intent to Stay	Intend to keep working at this organization for...	61%	-5
Inclusion	Feel as if I belong at this organization	71%	-1
Inclusion	Can be myself at work	78%	-1
Inclusion	Everyone can succeed to full potential, no matter who they are	69%	+2
Well-Being	Feel energized at work	63%	+1
Well-Being	Feel positive about myself at work	75%	+2
Well-Being	Have trusting relationships at work	77%	+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>	65%
2	<i>I am encouraged to develop new & better ways of serving customers</i>	70%
3	<i>Overall, I feel that my career goals can be met at this organization</i>	65%
4	<i>This org's processes enable me to effectively meet customers' needs</i>	72%
5	<i>I believe this org has an outstanding future</i>	68%
6	<i>There is open and honest communication at this org</i>	64%
7	<i>I have seen positive change as a result of previous surveys</i>	58%

Employee Experience in Denmark

Employee Experience Key Performance Indicators in Denmark



Change in KPI Item Ratings 2024-2025

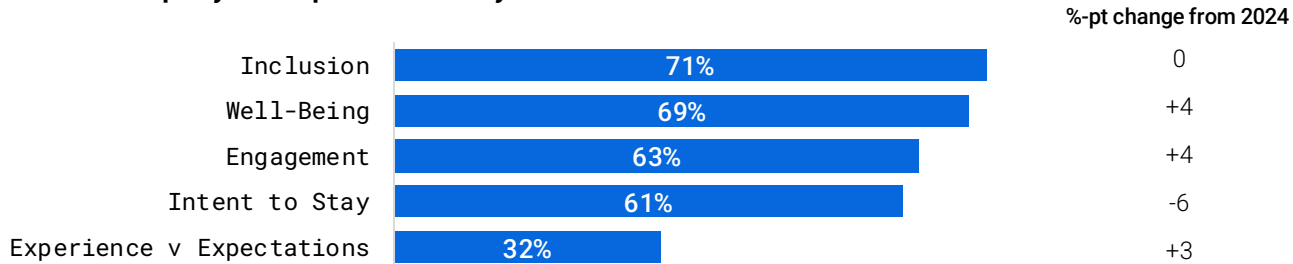
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	80%	N/A
Engagement	Would recommend organization as a great place to work	74%	N/A
Engagement	Organization motivates me to contribute more than required	68%	N/A
Exp v Expect	Overall experience exceeds expectations	46%	N/A
Intent to Stay	Intend to keep working at this organization for...	65%	N/A
Inclusion	Feel as if I belong at this organization	76%	N/A
Inclusion	Can be myself at work	83%	N/A
Inclusion	Everyone can succeed to full potential, no matter who they are	79%	N/A
Well-Being	Feel energized at work	71%	N/A
Well-Being	Feel positive about myself at work	85%	N/A
Well-Being	Have trusting relationships at work	85%	N/A

Top 2 Drivers of Engagement

Rank	Driver	2025 Rating
1	My job makes good use of my skills and abilities	81%
2	Overall, I feel that my career goals can be met at this company	70%

Employee Experience in France

Employee Experience Key Performance Indicators in France



Change in KPI Item Ratings 2024-2025

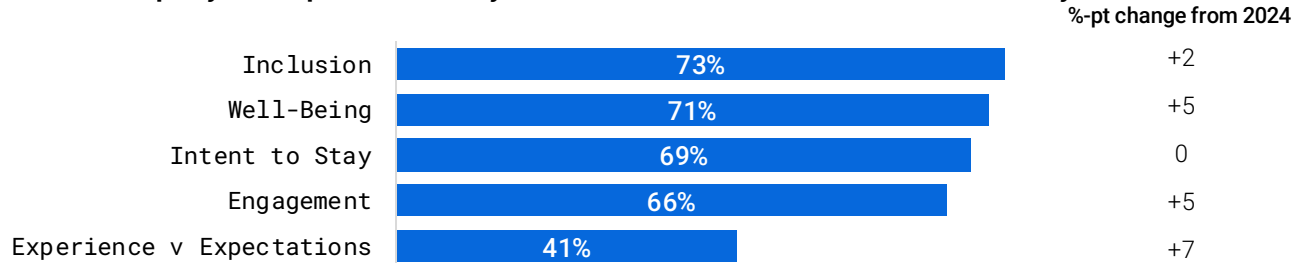
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	71%	+5
Engagement	Would recommend organization as a great place to work	62%	+5
Engagement	Organization motivates me to contribute more than required	55%	+2
Exp v Expect	Overall experience exceeds expectations	32%	+3
Intent to Stay	Intend to keep working at this organization for...	61%	-6
Inclusion	Feel as if I belong at this organization	68%	+1
Inclusion	Can be myself at work	75%	-1
Inclusion	Everyone can succeed to full potential, no matter who they are	70%	+2
Well-Being	Feel energized at work	64%	+5
Well-Being	Feel positive about myself at work	71%	+4
Well-Being	Have trusting relationships at work	74%	+3

Top 3 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>There is open and honest communication at this org</i>	58%
2	<i>This org's processes enable me to effectively meet customers' needs</i>	68%
3	<i>I feel supported in my efforts to adapt to organizational changes</i>	59%

Employee Experience in Germany

Employee Experience Key Performance Indicators in Germany



Change in KPI Item Ratings 2024-2025

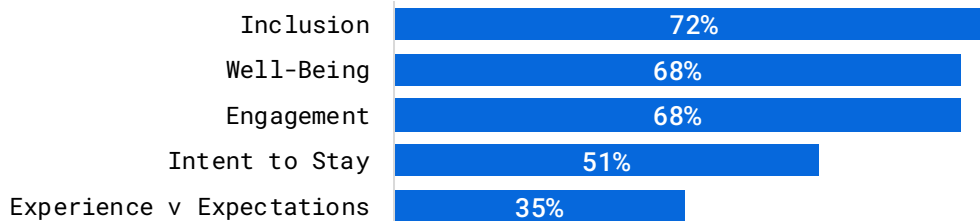
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	71%	+5
Engagement	Would recommend organization as a great place to work	68%	+5
Engagement	Organization motivates me to contribute more than required	60%	+6
Exp v Expect	Overall experience exceeds expectations	41%	+7
Intent to Stay	Intend to keep working at this organization for...	69%	0
Inclusion	Feel as if I belong at this organization	74%	+1
Inclusion	Can be myself at work	77%	+1
Inclusion	Everyone can succeed to full potential, no matter who they are	69%	+4
Well-Being	Feel energized at work	63%	+5
Well-Being	Feel positive about myself at work	74%	+7
Well-Being	Have trusting relationships at work	77%	+4

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>This org's processes enable me to effectively meet customers' needs</i>	71%
2	<i>I have seen positive change as a result of previous surveys</i>	58%
3	<i>I believe in the company values</i>	74%
4	<i>Overall, I feel that my career goals can be met at this company</i>	63%
5	<i>I am proud of this org's efforts to have a positive impact on the world</i>	62%

Employee Experience in Ireland

Employee Experience Key Performance Indicators in Ireland



Change in KPI Item Ratings 2024-2025

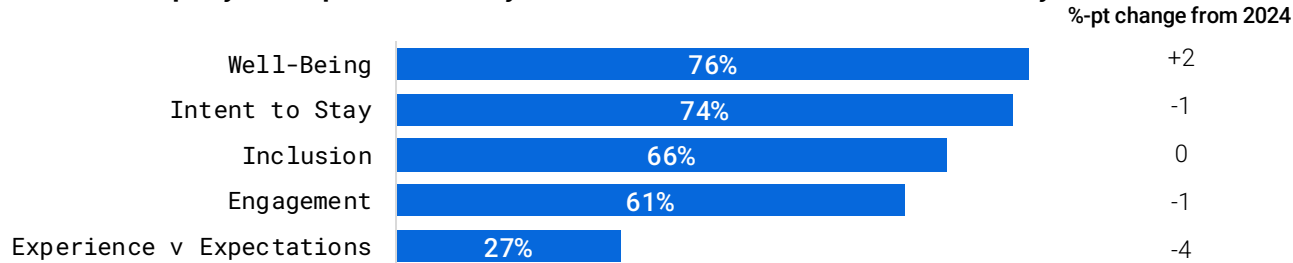
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	73%	N/A
Engagement	Would recommend organization as a great place to work	68%	N/A
Engagement	Organization motivates me to contribute more than required	62%	N/A
Exp v Expect	Overall experience exceeds expectations	35%	N/A
Intent to Stay	Intend to keep working at this organization for...	51%	N/A
Inclusion	Feel as if I belong at this organization	69%	N/A
Inclusion	Can be myself at work	79%	N/A
Inclusion	Everyone can succeed to full potential, no matter who they are	68%	N/A
Well-Being	Feel energized at work	56%	N/A
Well-Being	Feel positive about myself at work	71%	N/A
Well-Being	Have trusting relationships at work	77%	N/A

Top 2 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>I would recommend this company's products/ services to people I know</i>	77%
2	<i>I am proud of this org's efforts to have a positive impact on the world</i>	66%

Employee Experience in Italy

Employee Experience Key Performance Indicators in Italy



Change in KPI Item Ratings 2024-2025

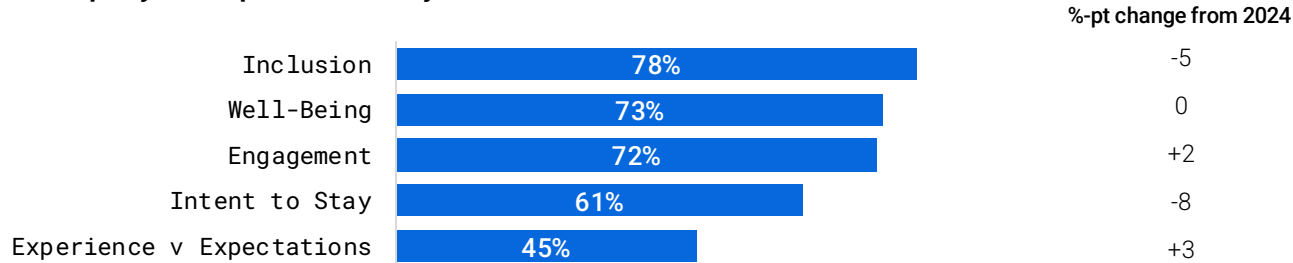
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	64%	0
Engagement	Would recommend organization as a great place to work	64%	0
Engagement	Organization motivates me to contribute more than required	55%	-3
Exp v Expect	Overall experience exceeds expectations	27%	-4
Intent to Stay	Intend to keep working at this organization for...	74%	-1
Inclusion	Feel as if I belong at this organization	67%	-2
Inclusion	Can be myself at work	72%	+1
Inclusion	Everyone can succeed to full potential, no matter who they are	59%	+2
Well-Being	Feel energized at work	67%	+2
Well-Being	Feel positive about myself at work	81%	+1
Well-Being	Have trusting relationships at work	81%	+2

Top 5 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>I am encouraged to develop new & better ways of serving customers</i>	61%
2	<i>Overall, I feel that my career goals can be met at this organization</i>	57%
3	<i>I am proud of this org's efforts to have a positive impact on the world</i>	58%
4	<i>My job makes good use of my skills and abilities</i>	70%
5	<i>I can see a clear link between my work and this company's strategic objectives</i>	59%

Employee Experience in the Netherlands

Employee Experience Key Performance Indicators in the Netherlands



Change in KPI Item Ratings 2024-2025

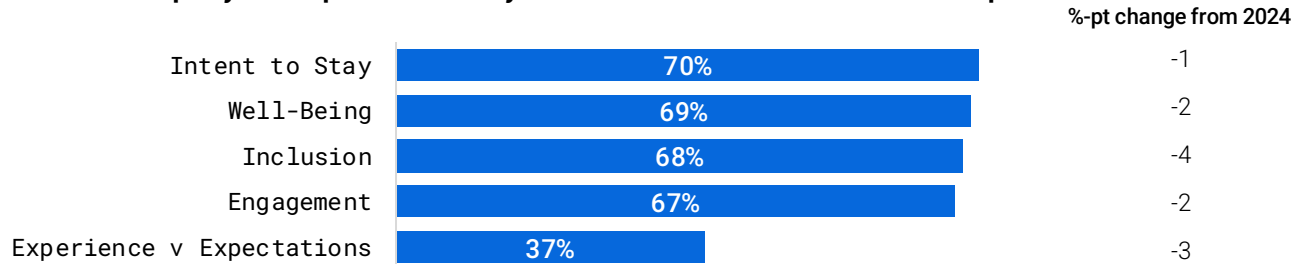
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	76%	-2
Engagement	Would recommend organization as a great place to work	76%	+4
Engagement	Organization motivates me to contribute more than required	64%	+4
Exp v Expect	Overall experience exceeds expectations	45%	+3
Intent to Stay	Intend to keep working at this organization for...	61%	-8
Inclusion	Feel as if I belong at this organization	76%	-5
Inclusion	Can be myself at work	85%	-3
Inclusion	Everyone can succeed to full potential, no matter who they are	74%	-6
Well-Being	Feel energized at work	66%	0
Well-Being	Feel positive about myself at work	77%	-4
Well-Being	Have trusting relationships at work	75%	+3

Top Driver of Engagement

Rank	Driver	2025 Rating
1	I am encouraged to develop new & better ways of serving customers	69%

Employee Experience in Spain

Employee Experience Key Performance Indicators in Spain



Change in KPI Item Ratings 2024-2025

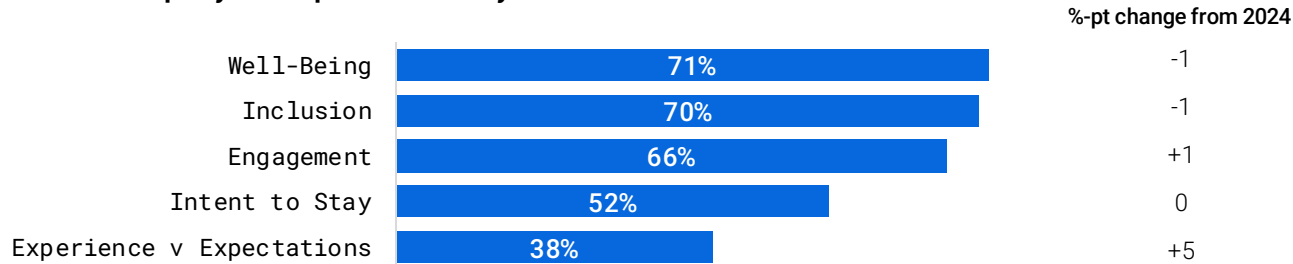
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	72%	-1
Engagement	Would recommend organization as a great place to work	69%	0
Engagement	Organization motivates me to contribute more than required	60%	-4
Exp v Expect	Overall experience exceeds expectations	37%	-3
Intent to Stay	Intend to keep working at this organization for...	70%	-1
Inclusion	Feel as if I belong at this organization	67%	-7
Inclusion	Can be myself at work	74%	-4
Inclusion	Everyone can succeed to full potential, no matter who they are	63%	-2
Well-Being	Feel energized at work	60%	0
Well-Being	Feel positive about myself at work	71%	-3
Well-Being	Have trusting relationships at work	75%	-3

Top 3 Drivers of Engagement

Rank	Driver	2025 Rating
1	<i>This company continually improves the way work gets done</i>	56%
2	<i>I am proud of this org's efforts to have a positive impact on the world</i>	58%
3	<i>My workload is manageable</i>	66%

Employee Experience in Sweden

Employee Experience Key Performance Indicators in Sweden



Change in KPI Item Ratings 2024-2025

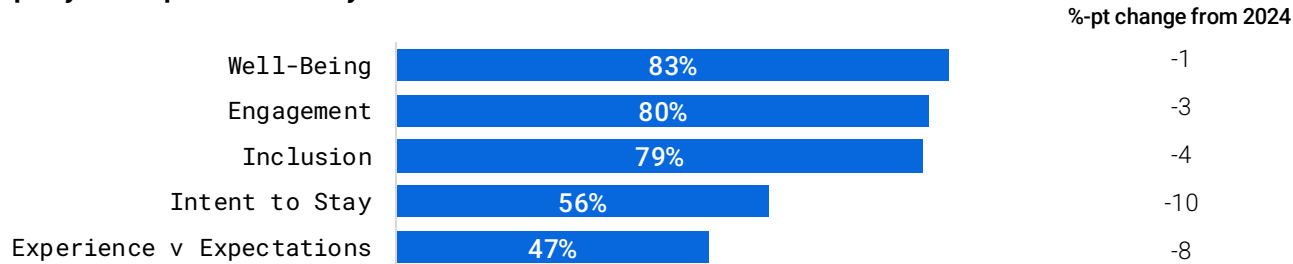
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	73%	+2
Engagement	Would recommend organization as a great place to work	67%	+1
Engagement	Organization motivates me to contribute more than required	59%	+1
Exp v Expect	Overall experience exceeds expectations	38%	+5
Intent to Stay	Intend to keep working at this organization for...	52%	0
Inclusion	Feel as if I belong at this organization	65%	-1
Inclusion	Can be myself at work	78%	-4
Inclusion	Everyone can succeed to full potential, no matter who they are	67%	+2
Well-Being	Feel energized at work	61%	-2
Well-Being	Feel positive about myself at work	75%	-1
Well-Being	Have trusting relationships at work	77%	0

Top 2 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>	64%
2	<i>At this company, I can challenge the traditional way of doing things</i>	58%

Employee Experience in the United Arab Emirates

Employee Experience Key Performance Indicators in the United Arab Emirates



Change in KPI Item Ratings 2024-2025

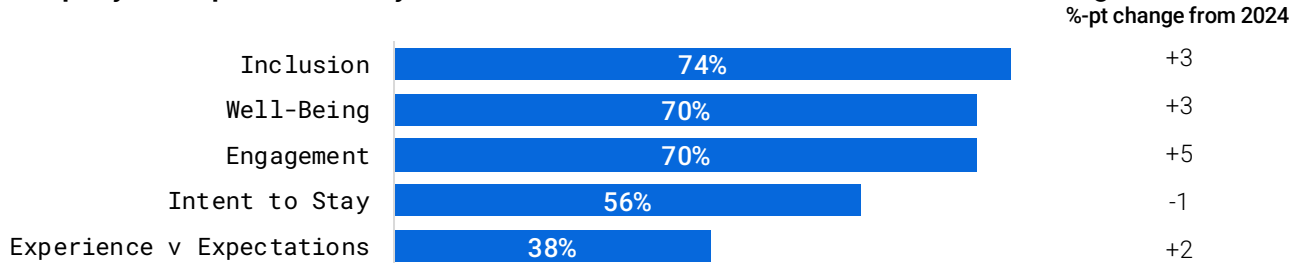
KPI	EX Theme	2025 Rating	%-pt Change from 2024
Engagement	My work gives me a feeling of personal accomplishment	84%	-1
Engagement	Would recommend organization as a great place to work	81%	-3
Engagement	Organization motivates me to contribute more than required	75%	-4
Exp v Expect	Overall experience exceeds expectations	47%	-8
Intent to Stay	Intend to keep working at this organization for...	56%	-10
Inclusion	Feel as if I belong at this organization	78%	-6
Inclusion	Can be myself at work	85%	-2
Inclusion	Everyone can succeed to full potential, no matter who they are	74%	-4
Well-Being	Feel energized at work	79%	-2
Well-Being	Feel positive about myself at work	86%	+1
Well-Being	Have trusting relationships at work	83%	-3

Top 3 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>	80%
2	<i>I am encouraged to develop new & better ways of serving customers</i>	88%
3	<i>This company supports my efforts to balance my work and personal life</i>	72%

Employee Experience in the United Kingdom

Employee Experience Key Performance Indicators in the United Kingdom



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	76%	+4
Engagement	Would recommend organization as a great place to work	70%	+5
Engagement	Organization motivates me to contribute more than required	65%	+8
Exp v Expect	Overall experience exceeds expectations	38%	+2
Intent to Stay	Intend to keep working at this organization for...	56%	-1
Inclusion	Feel as if I belong at this organization	72%	+2
Inclusion	Can be myself at work	79%	0
Inclusion	Everyone can succeed to full potential, no matter who they are	72%	+5
Well-Being	Feel energized at work	58%	+4
Well-Being	Feel positive about myself at work	72%	+2
Well-Being	Have trusting relationships at work	78%	+4

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>	69%
2	<i>I am encouraged to develop new & better ways of serving customers</i>	72%
3	<i>I believe this company has an outstanding future</i>	70%
4	<i>I have seen positive change as a result of previous surveys</i>	61%
5	<i>This company is taking action to be socially responsible</i>	72%

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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