

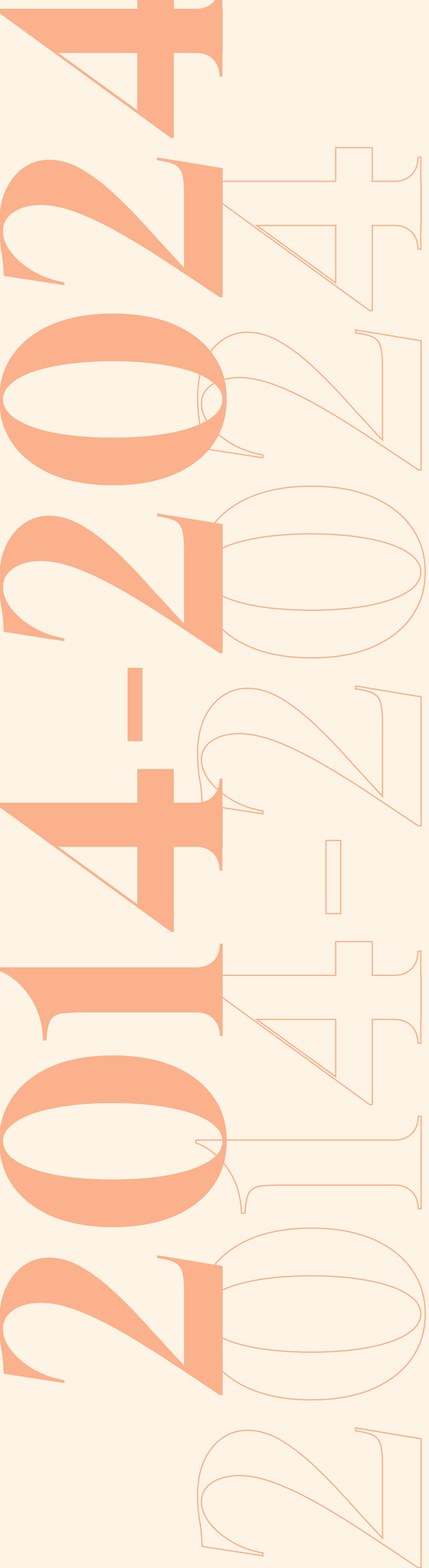
# Employees Rising

10 Years Later

**Advocacy,  
Activism,  
Agency**

BY UNITED MINDS





**In 2014**, United Minds first discovered an important global trend in brand reputation: employees in countries worldwide were – unprompted – speaking out on behalf of their organizations using their nascent social media platforms.

By 2017, we observed that the balance of employee advocacy had shifted more toward employee activism. This was fueled by a gap between what the company presented about itself externally and the actual experience of working there, which was a threat that leaders needed to be aware of and address.

In the midst of global upheaval – 2021 – we found that employees were searching for purpose and the ability to make an impact on the workplace.

These prescient findings appeared in our first study, *Employees Rising: Seizing the Opportunity in Employee Activism* (2014), our follow-up study, *The Employer Brand Credibility Gap: Bridging the Divide* (2017) and our next study, *The Contribution Effect* (2021).

Spurred by the findings of these studies, we checked back on the state of employee activism, from current levels of engagement to perspectives on leadership. Our findings span 14 countries across six continents.

What we found will surprise you.

It will also likely leave every employer asking how they can continue to upend and recalibrate employee engagement efforts so that they earn value and drive maximum impact: on satisfaction, on retention, on productivity and on advocacy.

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**Thank you for reading – we look forward to engaging in a thoughtful (and lively!) discussion with you.**

Kate Bullinger  
Chief Executive Officer  
United Minds

It's impossible to catalog changing dynamics in the employee experience over the past decade and ignore the fundamental ways in which the global COVID-19 pandemic has reshaped work relationships. Related and adjacent changes include remote and hybrid work arrangements, a four-generation workforce, the Great Resignation, conflict over societal issues, inclusion initiatives, AI and other technology advancements, and the list goes on.

Yet, despite it all, our latest global study reveals that employees today are...*happy*. In fact, employee satisfaction and positive perceptions of the workplace are up across the board. Among the nearly 40 factors we monitored in previous studies, there was not a single decline. New question categories have returned similarly positive feedback.



# What gives?

It's not a stretch to connect the positive increase in employee experience to the important employer priorities related to COVID-19.

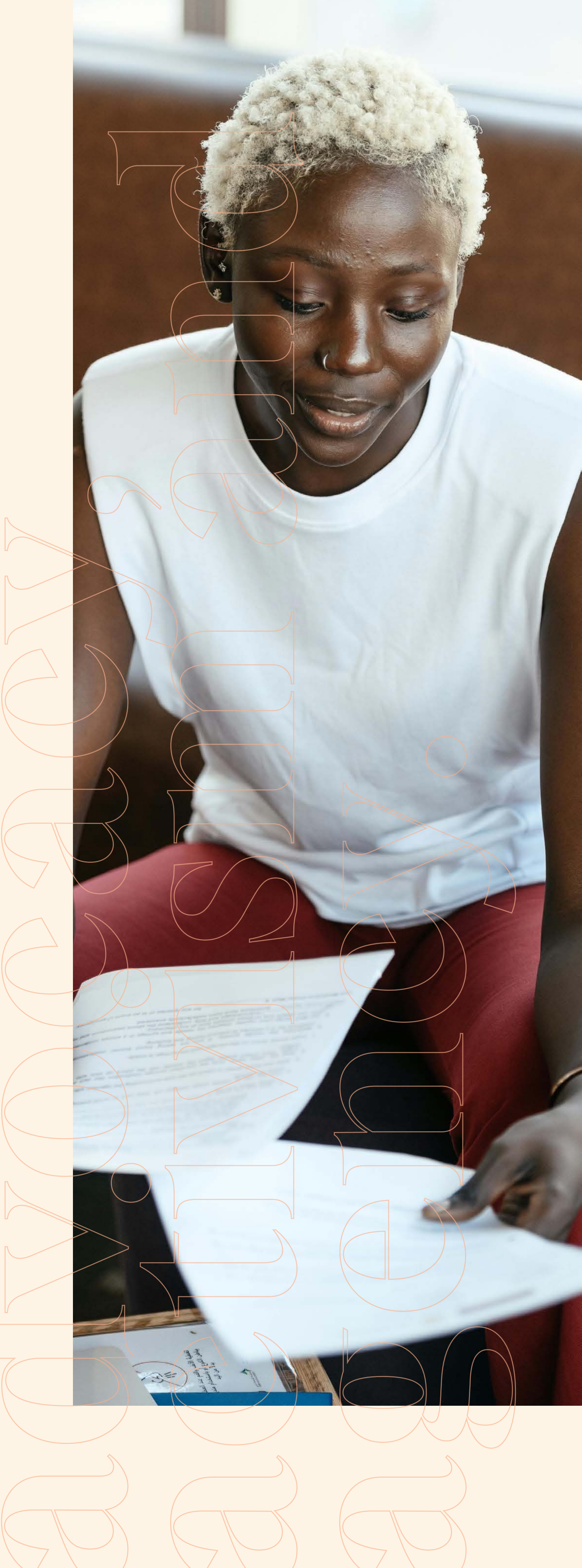
Our pulse polling from the past four years – beginning in March 2020 – has shown rapid advancements in employee engagement, from the large-scale introduction of regular listening programs and a focus on more empathetic and inclusive leadership to policies that support flexibility, mental health and safety.

And employees have noticed. They are telling us that workplaces are more transparent and supportive, and leaders are more connected and in-tune. Stability is even improving – all leading to more investment by employees in their job and organization.

## **But there's more for employers to consider before taking their victory lap.**

Employee advocacy is down. Actually, it's way down. Employee retention has also taken a hit. The desire for agency among employees is on the rise. So, while gains have been made over the last 10 years to improve the workplace experience, those gains have become table stakes instead of a competitive advantage in the talent market. The reason? The majority of today's employees have changed the goal posts yet again and are redefining what "work" means to them.





# What is a modern employer to do?

Over the next decade, leaders of high-performing organizations must again uplevel their role as change agents to keep up with the pace of a workforce that seems to be reinventing itself every day.

## How?—

By evolving expectations related to advocacy, activism and agency.

# Included in this Report

In this report, we explore a decade's worth of trends spanning employee experience and organizational values to the role of leadership and reputation's escalating importance. We also share the latest data and insights into the burgeoning influence of employee agency, employee activism and Gen Z.

## Key Finding #1

PAGE 6

**Employees are reporting remarkably good workplace experiences, categorized by:**

- More transparent and supportive workplaces
- Increasingly connected, in-tune leadership
- (Slightly) improved stability
- Growing employee enthusiasm

## Key Finding #2

PAGE 15

**Rising expectations are becoming apparent in the workforce, categorized by:**

- Declines in employee advocacy
- Openness to new opportunities
- The Gen Z amplifier effect
- Emerging employee agency

## Key Finding #3

PAGE 23

**Savvy leaders will harness the power of employee agency, creating value for both the organization and its people, with a focus on:**

- Increasing satisfaction
- Driving higher retention
- Inspiring advocacy
- Improving productivity



# A remarkably good experience

Despite a near-deafening crescendo of the Great Resignation, Quiet Quitting and Quick Quitting, an undisputed majority of survey respondents are satisfied with their jobs. Six in 10 or more employees agree or strongly agree with each of over 50 different positive statements posed about their personal experience with, and observations of, their employer.

For questions tracked between 2014 and 2024, employee perceptions were higher in every category, by an average of six points. In looking exclusively at employees who strongly agree – averaging three in 10 employees – we also see positive, albeit more modest, momentum, with increases of three points.

Most notably, employees are reporting increased support and transparency from their workplaces, more in-tune and connected leaders, and (slightly) more stability.

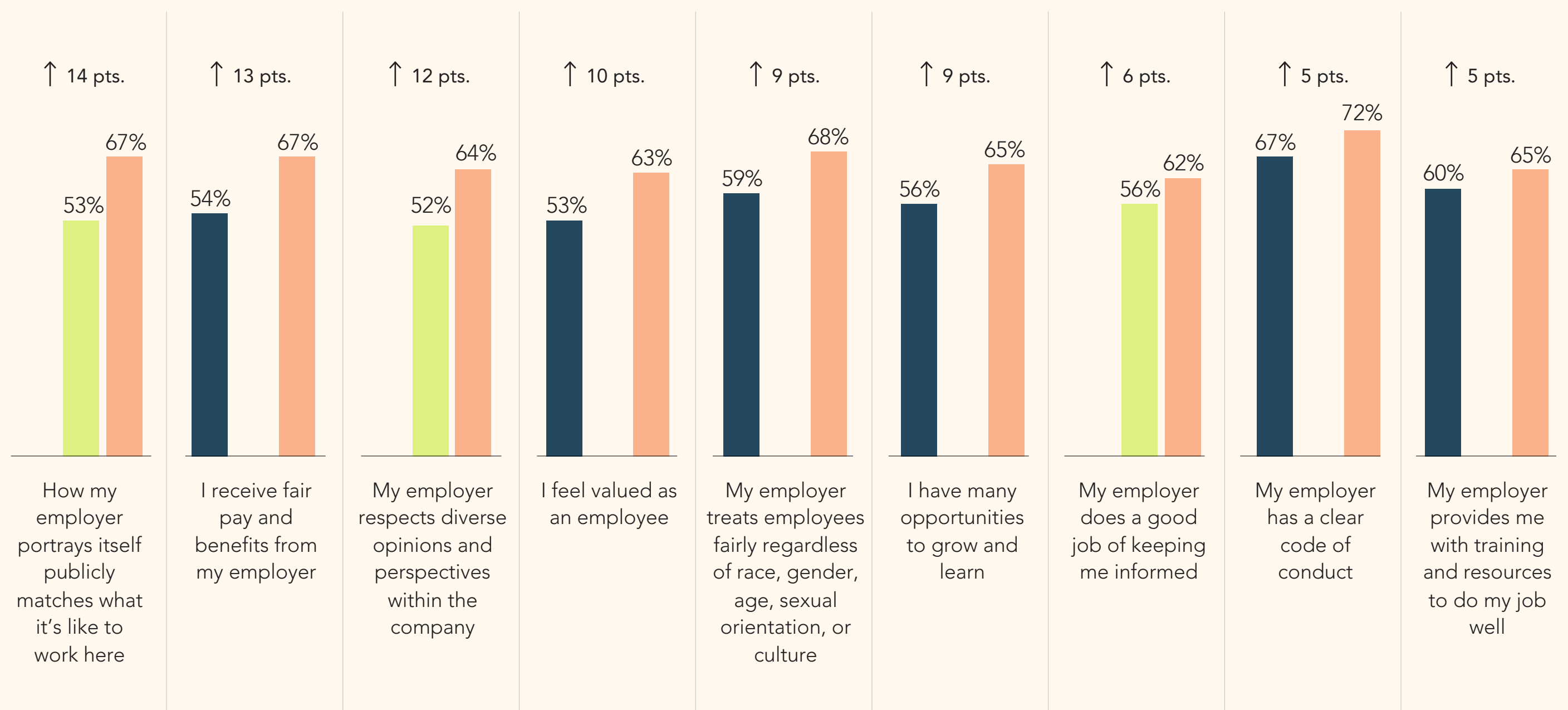
## While these trends

*are all very encouraging indicators of the payoff from focusing on improving employee experience and engagement, it's important to remember that these are averages. There are some employee groups that report even higher levels of agreement, just as there are people who continue to struggle. Understanding who within your organization is thriving – and who is struggling (likely your middle managers, as you will see on pg. 14) will help raise all boats.*

# More supportive, transparent workplaces

Overall, employees report feeling high levels of support from their employer. Fair pay and benefits, respect for diverse opinions, and feeling valued earned some of the largest improvements of over 10 percentage points from the first recorded year to 2024.

Organizations are also clearly meeting the elevated standard for transparency and trust, and the brand credibility gap observed in 2017 is closing. For 67% of employees – an improvement from 53% in 2017 – alignment has been struck between the way organizations portray themselves publicly and the day-to-day experience of working there.





# more supportive transparent workplace

Our research also shows that employers are communicating well with employees. Two in three agree that their employer does a good job keeping them informed, they trust communications from their employer, and they receive these communications in ways that work for them.

Then it's likely no coincidence that new questions point to the existence of strong organizational cultures, with an even larger majority of employees (seven in 10) agreeing that:

*People at my job treat one another with civility and respect* (71%)

*My employer doesn't tolerate discrimination, microaggression or harassment* (71%)

*I can be completely myself at work* (70%)

The majority of organizations have undoubtedly made progress in creating a culture where employees feel valued, respected and informed, and are provided the resources and training needed to be their best.

## Our insight

Historically considered “softer stuff” – or more of an art than a science – organizational culture is gaining recognition as a dynamic ecosystem of collective assumptions and behaviors that influence how work gets done.

Culture has proven to be the linchpin between strategic intent for creating value and an organization's ability to execute. It's a human-driven variable that impacts business performance as well as employee experience. As such, it requires constant cultivation through considered inputs.



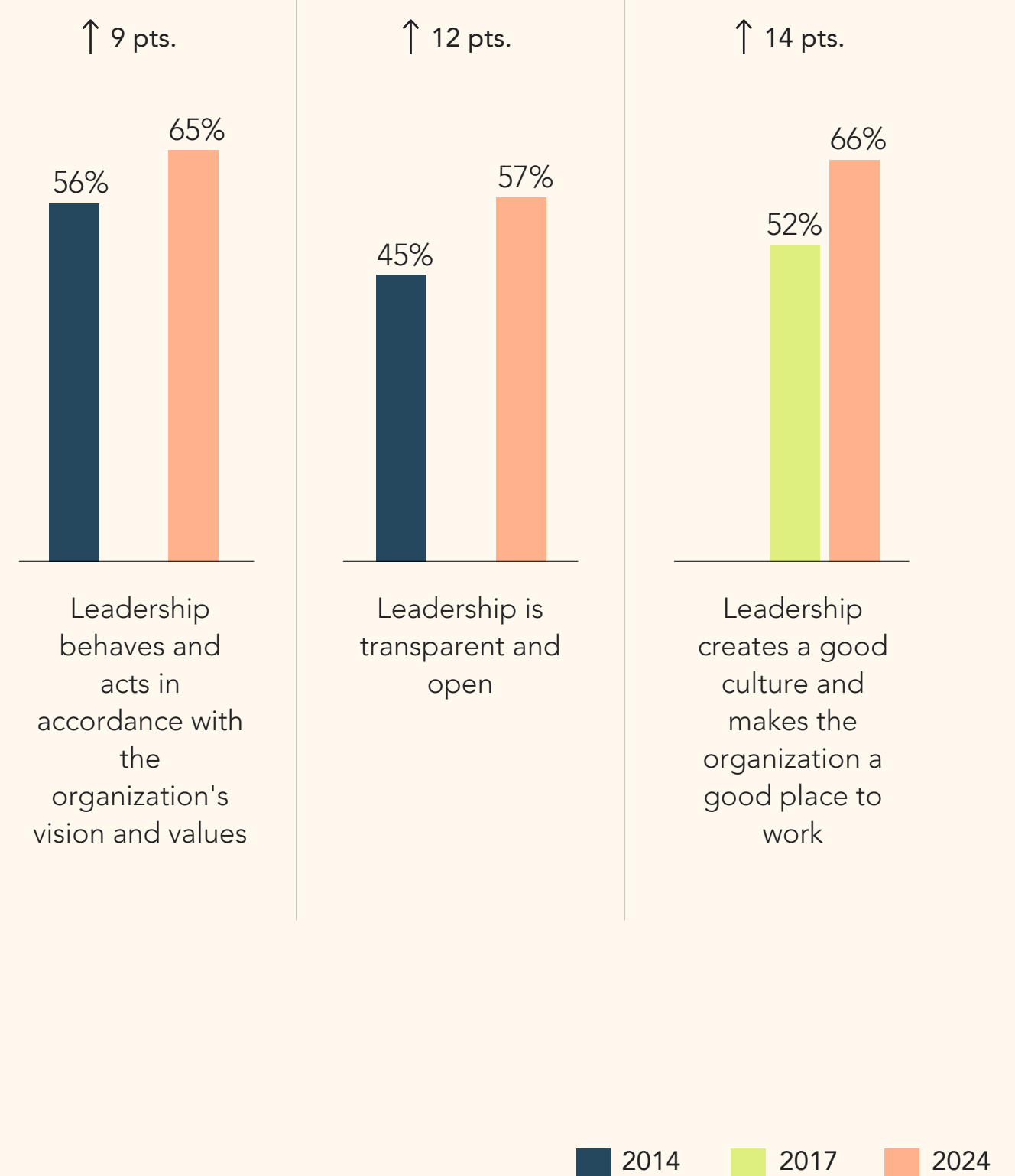


# Increasingly connected, in-tune leadership

Over the past 10 years, leaders have stepped up their focus on employees and the workplace.

During this period – what we at United Minds characterize as the time of the biggest change-management exercise experienced by leaders in their career – many leaders were forced to rethink the workplace in ways never done before, accelerating advancements that otherwise may have been many years longer in the making.

In turn, we found that employees embrace their leadership for building good cultures, being transparent and living organizational values.



In 2024, we dug deeper to understand the ways leaders are achieving these gains, and identified that the majority (at least six in 10) agree:

*Leadership in my organization works to make everyone feel included and respected (65%)*

*Leadership works to align viewpoints and create a shared vision for the future (62%)*

*Leadership motivates employees to do their best work (60%)*

These findings indicate that employees are watching their leaders carefully and keeping an account of their performance. It's also apparent that leaders, in general, are delivering on employees' rising expectations – and having a positive influence throughout the organization.



## Our insight

In the last 10 years, leaders have heard the message that they need to be role models for the culture and the values they want others to share. While there is still much work to do, it is clear that more and more leaders understand that they need to be as focused on how the organization works as they are on what it delivers.

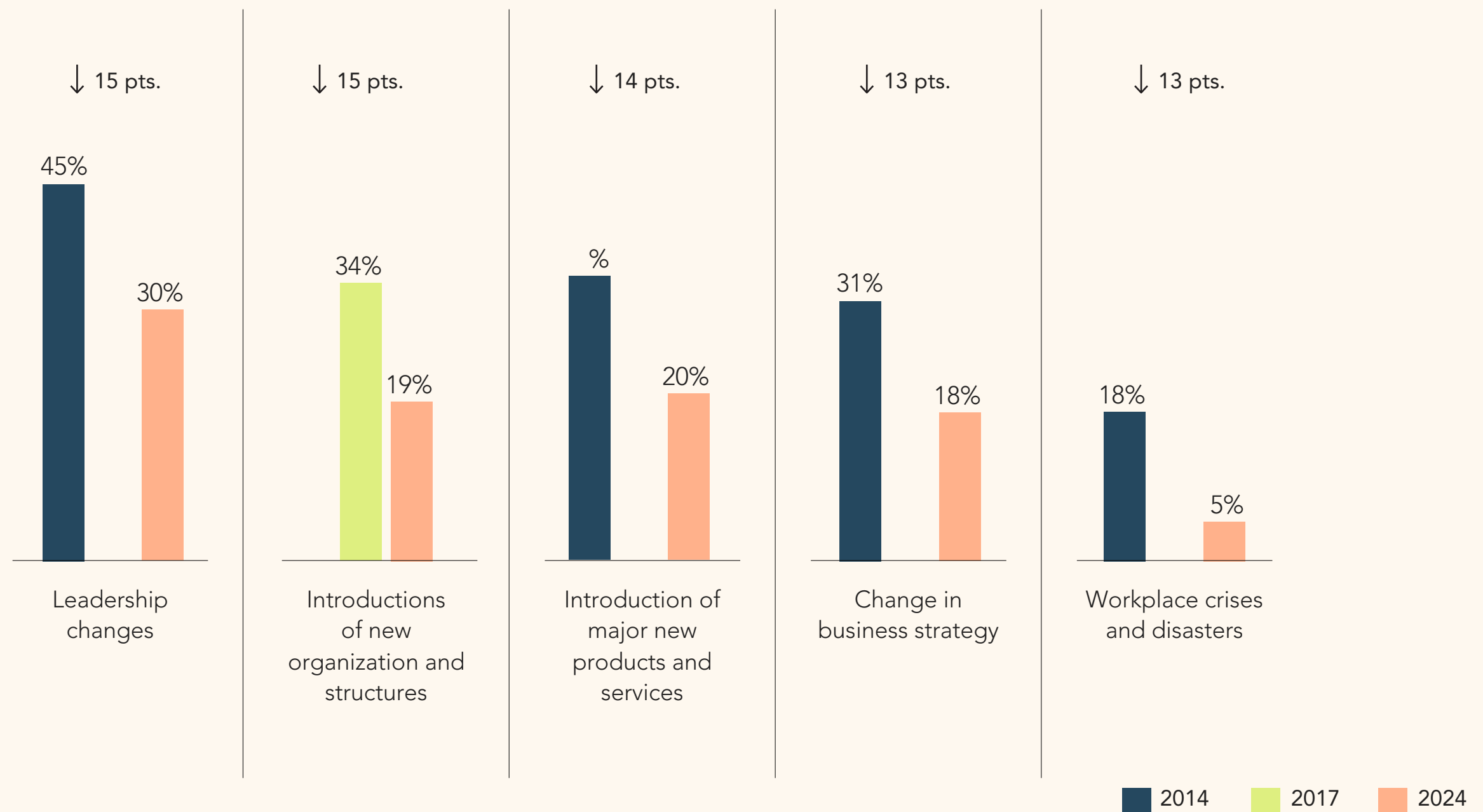
A generational aspect is also likely to have influenced this finding. As Boomer leaders leave the workplace, they are being replaced by Gen X and Millennials, who research suggests have always been more attuned to the needs of employees and the need for an inclusive workplace culture. We expect this trend to continue.



# (Slightly) improved stability

Employees report there has been (slightly) less volatility and more stability in their organizations: 78% have experienced a change event in 2024, measurably fewer than 84% in 2014. This is despite adding nine additional categories of disruption for survey participants to choose from over the 10-year period.

## Events having the biggest declines:



Layoffs is the event category that remains most consistent. Twenty-one percent of employees report having experienced a layoff in the past year, compared to 20% in 2014.

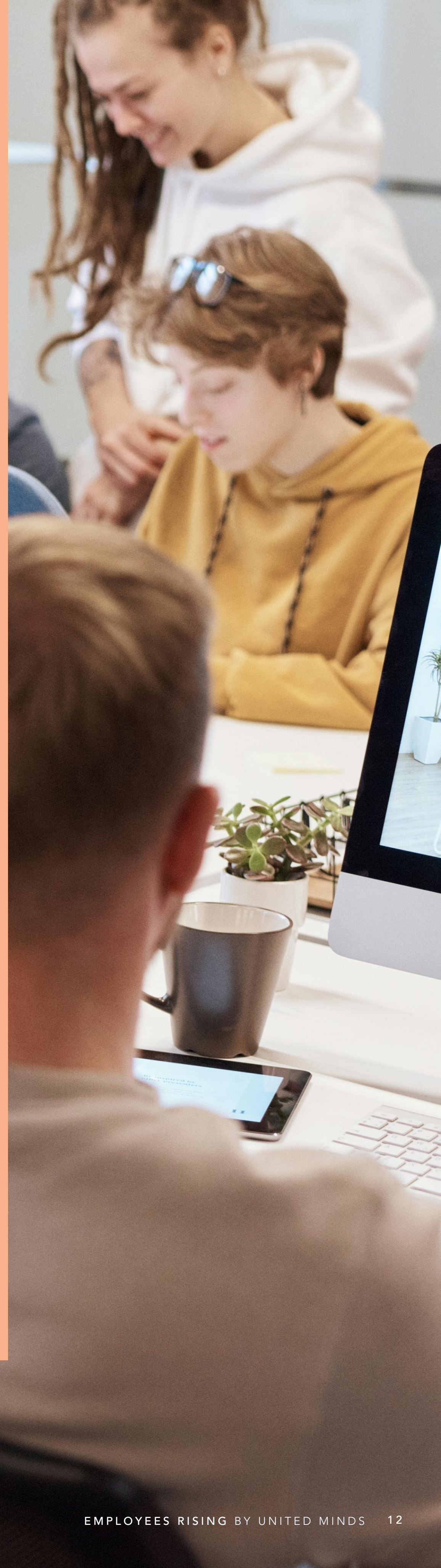


# Our insight

More organizations are adopting an agile approach to change and open-sourcing strategy. They are also involving employees in shaping the way change should happen.

If an organization is more traditionally hierarchical, these approaches require a higher degree of mindset shift: eschewing the top-down view in favor of collaboration, building inclusive leaders at all levels and sharing accountability. In addition to reducing some of the stigma of change by giving employees a role in what it looks like, an agile approach can also help build a more customer-centric muscle by inviting rapid feedback from the frontline.

Under this approach, leaders maintain their important role, though rather than imposing change from the top, their role shifts to “empowering partners” who remove barriers to progress. Done well, agile change achieves results faster so that rewards can be reaped sooner and formerly change-weary employees become vital change champions, newly energized with a sense of purpose and ownership.





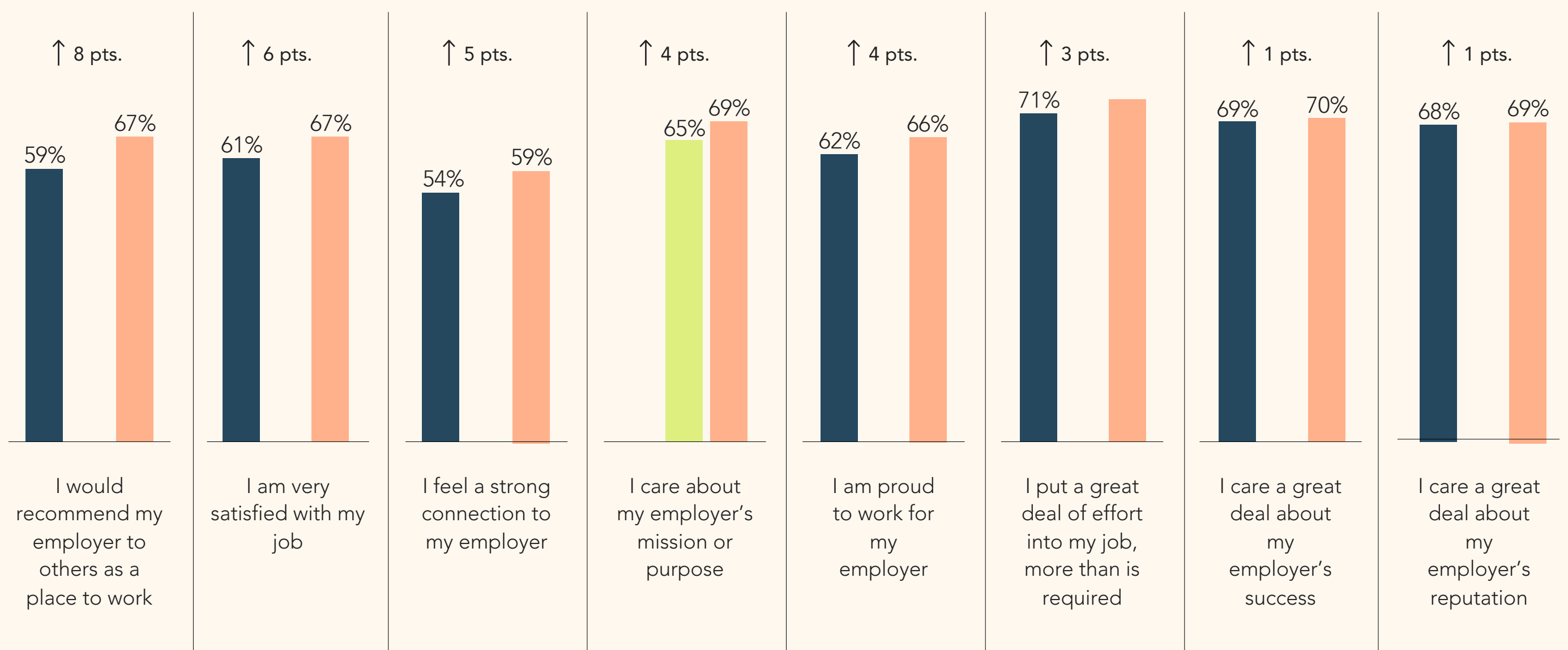
# Growing employee enthusiasm

With more supportive workplaces, connected leaders and stability, it's no surprise that employees also report being more or similarly invested in their work and workplace. However, these indicators lag behind the gains observed in other categories.

Encouragingly, 67% say they are "very satisfied," which is a measurable uptick from 61% in 2014. More impressive increases can be found in the connection, caring and pride that employees feel in their workplace.

These improvements surpass feelings: 74% report going above and beyond, up from 71% in 2014.

One data point – that employees are more likely to recommend their employer vs. prior years – is more unexpected. Some of the industries experiencing the highest levels of burnout are more likely to agree with this statement, perhaps because they would like their organization to bring in reinforcements.



New questions show that 66% of employees both agree that their employer and peers are on a path to succeed together, and that they have a manager who listens and is committed to their success.



# Our insight

There are distinct differences in experience depending on the organizational level. Who are the employees suffering most? Middle managers.

Employees with titles that include director, general or regional manager, and function or project head are the least likely to strongly agree across experience drivers, and report especially low satisfaction and connection. Many in this category are being asked to provide leadership in areas where they haven't been trained. Areas include navigating hybrid environments, and coaching employees in not only the delivery of business results but also employee wellness and psychological safety.

Often called the "frozen middle," the group is notoriously hard to reach and influence, though focusing on engaging them pays dividends. Our research shows managers and their peers are the top two most trusted sources of information. It also reveals that employees who have managers who listen to them and are committed to their success are an average of 3.3X more likely to agree across the 50 measured drivers of employee experience, and 58% less interested in leaving their job tomorrow than employees who don't.

and peers are the top two most trusted



# Increasing workforce expectations

Advances in employee engagement, job satisfaction and loyalty have infused workplaces with an unexpected, and much welcomed, surge in motivation and productivity – and admiration for leaders by the majority of employees around the world.

Mounting employee on-the-job restlessness and declines in employee advocacy are two pain points that are weighing heavily on the past decade's accomplishments – and are now top-of-mind for leaders. Millennial and, in particular, Gen Z expectations and activism on societal issues add another layer of caution that muddy what otherwise would have been a clearer and more positive outlook.

It's important to remember that while each trend may be reflected within your organization, there is likely an additional layer of context needed to determine whether the reason behind that finding is something that should be addressed within your own culture.

For example, on page 18, we share that 40% of employees would change jobs tomorrow if they could (higher than 10 years ago when workplace conditions were less satisfying). The reasons behind the finding may be a factor in today's employees redefining their relationship with work and, therefore, their commitment to an employer.

## By digging into

*the motivation behind increased turn-over within the context of your own organization, you may learn whether the talent willing to leave so readily are those you don't mind losing or those who are critical to your success. Of course, the next step is determining how you can further evolve your culture, leadership capabilities or employee experience to encourage more to stay, grow and thrive with you.*

# Declining employee advocacy

Beyond delivering on their day-to-day responsibilities, employees advocating for their organizations is among the ways they create positive impact. Their institutional knowledge, authenticity and approachability – and robust social media networks – can amplify brands, boost morale, strengthen performance and reinforce credibility in an instant.

Unfortunately, there's been a striking drop in the number of employee advocates in the last decade. Most notably, there are fewer who:

Recommended Employer as a Great Place to Work

2014 :

58%

2024 :

49%

Defended Employer to Others

2014 :

49%

2024 :

37%

Actively Encouraged Others to Buy Employer's Products or Services

2014 :

57%

2024 :

43%

While less likely overall, employees are also more apt to speak out against their employer as activists compared to prior years. For example, 17% have discouraged others from buying company products or services vs. 13% in 2014, and 19% have urged their employer to take a stand on a societal issue vs. 17% in 2017.



New questions show that 66% of employees both agree that their employer and peers are on a path to succeed together, and that they have a manager who listens and is committed to their success.

# Our insight

While employees are less likely to speak out, it doesn't mean they don't expect the organization to do so. A high 67% of employees believe their leaders have a responsibility to acknowledge societal issues, even those that are sensitive or controversial. According to employees:

## Top 5 issues employers should speak out on

*Consumer and employee privacy and data protection (77%)*

*Equal rights and pay for men and women (76%)*

*Access to education and job-skills training (75%)*

*Diversity, equity/fairness and inclusivity (74%)*

*Access to healthcare (68%)*

## Bottom 5 issues employers should speak out on

*Immigration, migration and refugees (38%)*

*Terrorism, war and violence (38%)*

*Authoritarianism and nationalism (40%)*

*Voting rights and democracy (43%)*

*Free and fair elections (46%)*

Leaders don't only need to scan the horizon for these issues. They need to look much closer to home. Polarization exists within the workplace, and many of their own people will likely be on opposite sides of an issue and/or at odds with what is important to the business, including other stakeholders.

Understanding this employee dynamic, and having a framework for addressing known and unknown events, can further improve reputation and avoid costly mistakes.



# Openness to new opportunities

Perhaps even more befuddling than the decrease in employees' willingness to advocate for their employer despite significant gains in the work experience is their openness to leaving an environment where they seem to be thriving.

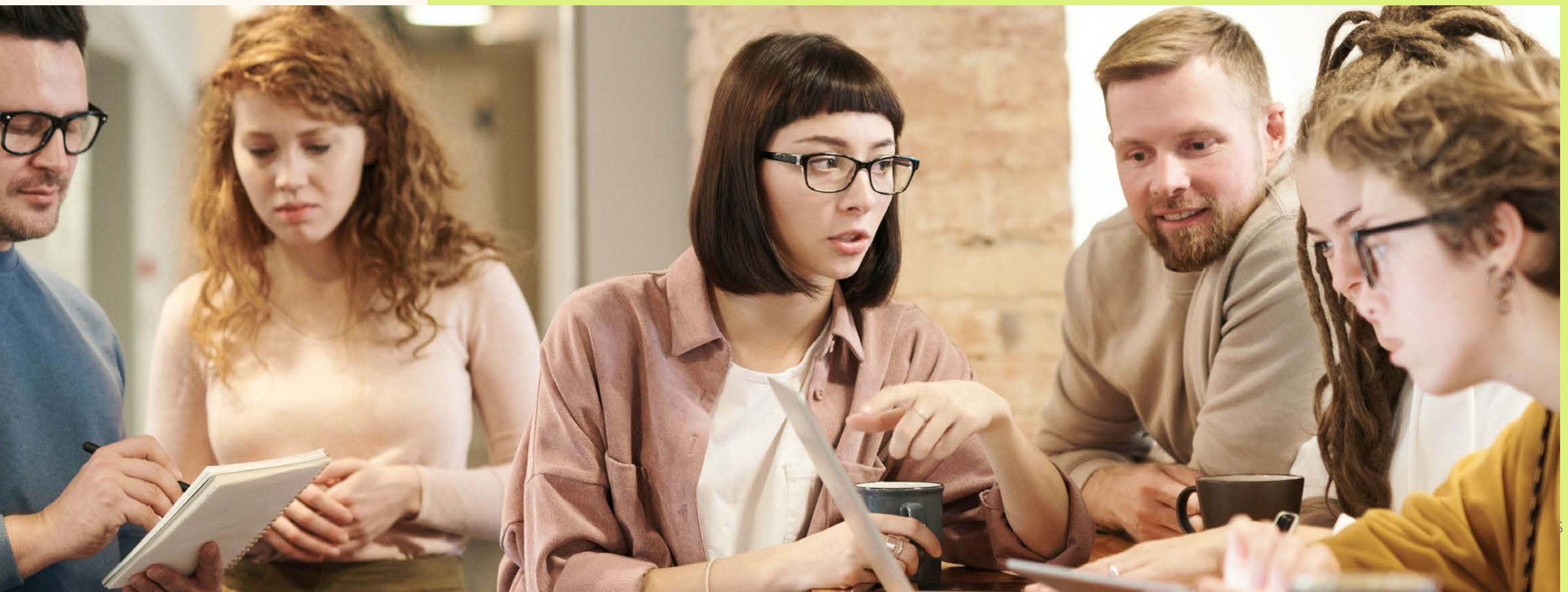
In 2014, 35% of employees would change jobs tomorrow, though in 2024, the number edged upward to a troubling 40%. Nearly half (43%) would join a union if given the chance.

But a closer look at *who* is more likely to be willing to leave is illuminating.

On the surface, they look a lot like other employees. They report putting a great deal of effort into their job, and care about their employer's success and reputation, though fewer say their employer does not tolerate discrimination, microaggression or harassment.

In fact, higher levels (39%) have personally experienced unethical treatment. Further, they have been exposed to advanced levels of change, such as layoffs and leadership mismanagement. These employees have lower trust in their direct manager, and are less likely to agree that their leadership creates a good culture and acts in accordance with company vision and values. Finally, they rely more on word of mouth for information.

Less anchored employees could spell peril for organizations that were hoping for a return to positive employee-retention levels, particularly considering the tremendous toll restlessness exacts on employee well-being, overall morale and productivity.





# Our insight

Workplace toxicity is a critical issue that all leaders must prioritize and address. It's the right thing to do and should be the minimum expectation that employees have of their employers.

The two experience questions returning the lowest level of agreement, and some of the highest levels of disagreement, generate the same results: 59% of employees agree that their employer cares about their physical and mental health and wellness, and that employee morale is high, while 16% disagree.

Even more concerning is the incidence rate of unethical behavior. More than one in four employees (27%) report having experienced unethical behavior in the workplace, including discrimination, disrespect, aggression or feeling unsafe because of who they are or what they believe.



# The Gen Z amplifier effect

Similar to the generations before them, much has been written about how Gen Z – the newest entrants into the workforce – is reshaping it.

In general, the insights identified across all employee populations are magnified in this cohort – employees aged 18 through 27 in our data set – including:

*Similarly high levels of engagement, but lower levels of enthusiasm, which might account for Gen Z being the most likely to consider switching jobs tomorrow.*

*Comparably positive experience, with some areas having room for improvement, including creating a better work/life balance, communicating the company's social impact and fostering a better understanding of how their role links to the organization's success.*

*Generally positive feelings toward leadership, including giving their employers plenty of credit when it comes to being kept informed, treated fairly, and having resources and opportunities to succeed.*

*Disturbingly, more experienced significantly higher incidents of discrimination compared to the average employee, a problem requiring immediate employer intervention.*

*Preferences for work e-mail, in-person group meetings, in-person one-on-one meetings and direct supervisor/manager meetings for work communications.*



Gen Z employees are also more union-prone than the average employee. Organizations need to be prepared for this emerging trend that could disrupt their workplaces in the short and long terms.

Given these findings, it would not be surprising if Gen Z's impact on the workforce will escalate the pace and depth of change, further driving employee agency's ascendance.

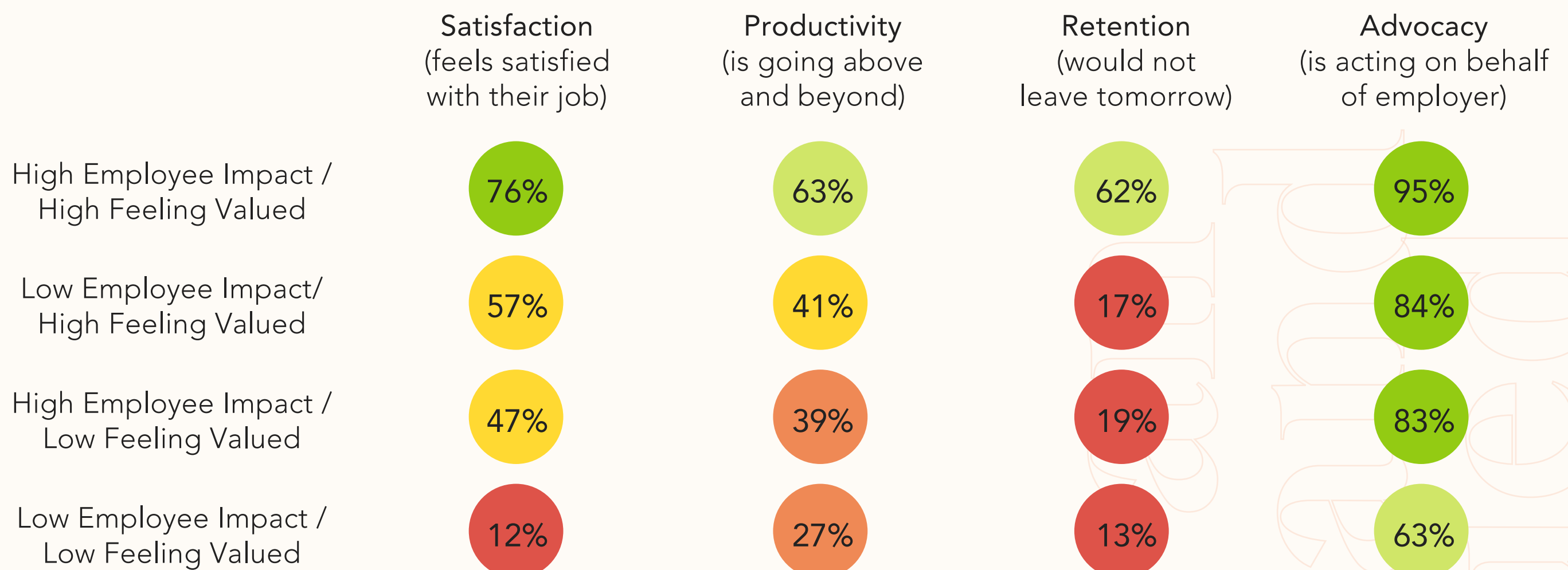


# Emerging employee agency

The emergence of employee agency is among the exciting themes identified throughout our survey.

We define employee agency as an individual's ability to act independently and make decisions within the scope of their job responsibilities. It encompasses the freedom and empowerment given to employees to take initiative, make choices and contribute to the organization's goals.

Employees with high amounts of agency were identified as those who agree that they are making an impact and, importantly, feel valued. Impact reaches across understanding how their role contributes to the organization's success and their ability to positively affect the client/customer experience.





While many employees report agreeing somewhat with at least one of these criteria (76% understand how their role contributes, 74% can make a positive impact, and 63% feel valued) **only 13% strongly agree with all three**. And it's the combination that drives the value for employers.

Compared to low agency employees, high agency employees are a staggering **3X** more likely to be very satisfied, **2.1X** more likely to be very productive, **4.2X** more likely to stay with their employer, and **1.4X** more likely to advocate on behalf of their employer.



Employee agency can be expected to play a more substantial role in employee engagement and satisfaction in the coming years.

Giving employees a deeper sense of ownership over how they perform their roles, and building their sense of contribution to the organization, will generate positive benefits. Organizations of the future need to design internal structures and policies that give employees agency over what and how they contribute, deepening their commitment and loyalty in the process.



# Harnessing the power of employee agency

Highly empowered employees clearly deliver significant benefits to the organization, on top of having a better workplace experience. Yet, the question for leaders is how they can best cultivate an environment that drives these significant benefits.

Our research shows that leaders have an opportunity to become even more strategic in approaching employee engagement, and more rigorous in creating workplaces oriented around critical business goals.

Using a multifactor analysis, we identified the key drivers of four talent metrics tracked by most sophisticated organizations:

**Satisfaction**

**Retention**

**Advocacy**

**Productivity**

**Encouragingly**

*for each metric, rather than focusing on delivering improvements across all 50 elements of experience, there are three or four value drivers that lead to these results and, in turn, deliver value to employees.*

# Employee value drivers

## EMPLOYER VALUE ▼

**Satisfaction**

**Retention**

**Advocacy**

**Productivity**

## EMPLOYEE VALUE ▼

- Increased feeling of being valued
  - More trust in leadership
  - Better organizational culture
  - Higher morale and motivation
- 
- Higher job satisfaction
  - More effective company communications
  - Increased trust in direct management
  - Better treatment
- 
- Higher job satisfaction
  - More connection to, and pride in, the CEO
  - More growth and development opportunities
- 
- More opportunities to make a positive impact
  - Increased pride in the company
  - Managers who are committed to employee success



# Increasing satisfaction

Job satisfaction, a goal of most employee engagement programs, is even more critical now that it has been identified as a prerequisite for retention and advocacy. To improve satisfaction, organizations need to focus on three accomplishments: increasing morale, motivation and trust in leadership.

## FACTOR 01

I feel valued as an employee

## FACTOR 02

Leadership creates a good culture and makes the organization a good place to work

## FACTOR 03

Morale among my fellow employees is high

## FACTOR 04

I feel motivated or energized to do my best work

Based on our data, job satisfaction is already on the rise, up six points from 61% in 2014 to 67% in 2024. Yet, room for improvement remains, especially among those who strongly agree – only 31%.

## To ensure your culture is driving high satisfaction, ask yourself:

*Do I regularly recognize individual and team contributions, such as by providing significant experiences and opportunities?*

*Am I sure the organizational mission, vision and values are aligned, known and lived?*

*Is there strong alignment across the organization, with few – if any – silos?*

*Do all my people have – and are they aware of – meaningful career paths and improvement opportunities?*

# Driving higher retention

In addition to job satisfaction, higher retention results from more effective organization communications, increased trust in direct management and a better workplace experience. Improving retention is especially important to organizations with highly specialized talent, significant replacement costs, and complex and/or regulated systems and processes. It's also a priority when undergoing most change events.

FACTOR 01

I'm very satisfied with my job

FACTOR 02

I trust communications from my employer

FACTOR 03

I trust my direct manager or supervisor

FACTOR 04

I have not experienced negative treatment at my place of employment

We've seen the impact of negative workplace experiences on employee retention. We've also seen a trend toward increased openness to switch jobs if given the opportunity. More positively, improved employer communications are laying the groundwork for more trust.

## To ensure your culture is designed to improve retention, ask yourself:

*Are my communications strategy and cadence tied to stakeholder preference (frequency, channel, spokespeople, etc.)? Do they prioritize transparency and timeliness?*

*Am I supporting direct managers with resources, including frequent communications, aligned with performance management incentives, and clear roles and responsibilities?*

*Can I be sure there is zero tolerance for negative treatment in the workplace from the top, down (e.g., micro-aggressions, discrimination and harassment)?*



# Inspiring advocacy

Greater advocacy is inspired by connecting employees to the CEO and ensuring they have opportunities to grow. It is also important in a variety of scenarios, including launching a new product or service, navigating a reputational crisis or issue, pivoting to a new company strategy and combatting mis- or disinformation.

## FACTOR 01

I'm very satisfied with my job

## FACTOR 02

I admire my organization's chief executive or top leader

## FACTOR 03

I have many opportunities to grow and learn

## FACTOR 04

My employer provides me with training and resources to do my job well

While employees feel generally bullish about their leadership, that doesn't always translate to the CEO specifically. Fifty-six percent say they admire their CEO, while 19% actively do not and 24% are neutral.

## To ensure your culture is driving high satisfaction, ask yourself:

*Do I create alignment across all points of connection with (C-suite, region, unit, site)?*

*Do I have a plan for navigating societal issues to ensure consistency, speed and alignment?*

*Am I consistently revisiting employee lifecycles – from onboarding to continued engagement with alumni – for opportunities to strengthen engagement, learning and development?*

*Am I facilitating mentorship and sponsorship across the organization?*

# Improving productivity

Improving productivity is the only outlier that doesn't require first addressing satisfaction. Instead, for leaders where it is a critical business goal, such as organizations needing to meet aggressive fiscal or operational goals and/or navigating a turnaround, the focus should be on creating opportunities, building pride and empowering managers.

## FACTOR 01

I am able to make a positive impact on client or customer experiences through my work

## FACTOR 02

My manager listens and responds well to me and is committed to my success

## FACTOR 03

I am proud to work for my employer

As previously shared, middle managers are especially challenged in the current environment, so focusing efforts on improving their experience would be critical in these cases. Employee agency is a valuable tool for addressing the challenge.

## To ensure your culture is geared toward productivity, ask yourself:

*Can my people articulate the connection between roles and responsibilities and strategy?*

*Am I working to continually improve employee listening... and taking action based on listening?*

*Do I appreciate and protect frontline managers' time so that it can be dedicated to developing their teams?*

*Am I consistently and publicly celebrating milestones and wins?*





# Looking ahead, there is more to accomplish

**The workplace,** and the world to which it is inextricably connected, have changed in ways never thought possible since the launch of our first Employees Rising study in 2014.

Accomplishments – supportive workplaces to leadership perceptions – when balanced with challenges – upsurges in employee turnover to downturns in advocacy – paint an overall positive picture, though one where more work remains to be done.

Weaved in among the highs and lows are a workforce with a new and powerful generation, the rise of AI and associated exponential technologies, and employee advocacy, activism and employee agency. Individually, and even more so collectively, they bring both empowerment and ongoing uncertainty to organizations worldwide.





Previously the “war for talent” was won by being more intentional about your employee experience. Now, those elevated expectations have become the norm. The new imperative is to think beyond adding to your employee experience. It has evolved into redesigning your organizational ecosystem so that your culture and your leadership capabilities lean into an era of employee agency.

By embracing and enabling employee agency, you invite employees to co-create the ecosystem together, in service of shared goals. These goals could be serving customers, helping patients, innovating new products or manufacturing with excellence.

The last decade has shown the importance of engaging employees in the “why” of your business in service of the “what”. The next decade will be won by businesses who can successfully enable and trust their people to solve the “how”, “who”, “where” and “when” of it all.

Cultures centered around employee agency will require having leaders at every level, trust among peers and strong levels of inclusion. Leaders, HR partners and communicators will need to work together to cultivate workplaces that are more than just people centered –

***they're people powered.***



## Contact Us

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## About United Minds

United Minds was established as an organizational transformation consultancy with a mission to make business more human. We work with hundreds of workplaces around the world to improve the employee experience, build leadership capabilities, shape culture and navigate significant change events.



# Research background

United Minds and KRC Research conducted a global survey of 1,977 employed adults across 14 countries. The sample was randomly drawn from a large global opt-in panel of respondents. All participants were screened to work at least 30 hours per week for large publicly or privately held companies and other organizations. Participants had to be employed in companies with 500 or more employees in the U.S. and 250 or more employees in all other countries.

Participants were asked a series of questions related to engagement, workplace culture, leadership, advocacy and activism. Many questions in 2024 were consistent with previous surveys to identify significant shifts in experience and expectations. Unless noted, results are compared between 2014 and 2024.

In all countries except UAE, union members, both public and private, were included in proportion to the prevalence in the workforce. Responses were gathered online between January 5 to February 5, 2024.

## Asia Pacific

Australia  
India  
Indonesia  
Japan  
Singapore  
South Korea

## EMEA

France  
Germany  
UAE  
United Kingdom

## Latin America

Brazil  
Mexico

## North America

Canada  
United States



