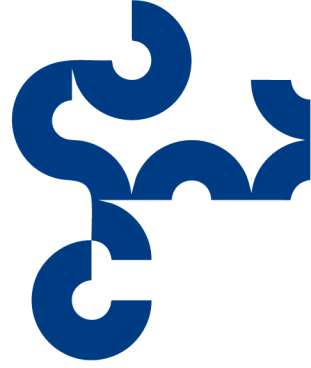


# State of Organizational Health Report



 Dale  
Carnegie®

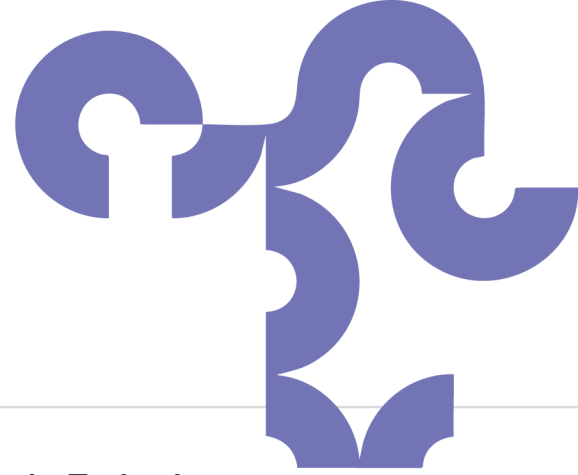


# Table of Contents

<b>Introduction Letter</b>	3
<b>Global Summary</b>	4
Global Highlights	5
Key Tensions	6
Strategic Focus	7
<b>Global Reporting: Index of Global Topic Locations</b>	8
• Communication	9
• Empathy	11
• Psychological Safety	13
• Learning Culture	15
• Innovation Culture	17
• Technology/AI Integration	19
• Work-Life Balance	21
• Satisfaction with Leader	23
• Job Satisfaction	25
• Retention Intent	27
• Employee Engagement	29
<b>Regional Information</b>	
North America (NA)	31
Latin America (LATAM)	44
Europe, the Middle East, and Africa (EMEA)	57
Asia Pacific (APAC)	70
<b>Appendix I: Demographics / Firmographics</b>	83
<b>Appendix II: Methodology</b>	85



# The Landscape of Organizational Health



We enter 2026 at a defining moment for organizations worldwide. Technology is accelerating, expectations are evolving, and the balance between human connection and digital efficiency is being tested daily. Our inaugural *State of Organizational Health Report* captures this tension in sharp detail, showing steady progress across several key workplace topics, yet revealing persistent divides between those who feel seen, valued, and connected and those who do not.

What emerges is a portrait of a workforce that is more decisive, less complacent, and increasingly clear about what it values. Moderate responses have declined across most measures, replaced by increases at both the high and low ends. This shift signals conviction rather than confusion. Employees are sharing, with more clarity than ever, what energizes them and what erodes their trust.

This year's report follows a natural flow that moves from inputs to outcomes, tracing how the foundational qualities of communication, empathy, and psychological safety give rise to sustaining dynamics that help maintain momentum in the workplace. These elements, in turn, shape day-to-day experiences with leaders, culminating in the outcomes every organization seeks: job satisfaction, retention, and engagement. With a focus on positive improvement, the data reveals areas of strengths, weaknesses, and inconsistencies.

In an era defined by both human and artificial intelligence, the organizations that thrive will be those that invest as deeply in relational intelligence as they do in technology. The data and insights that follow offer a roadmap, not only for measuring or benchmarking performance, but for strengthening the human systems that make performance possible.

Robert Coleman, PhD  
Director of Research and Thought Leadership



State of Organizational Health

# Global Summary

The 2025 global results reveal steady progress but widening divides. Gains in communication, learning, and engagement signal forward movement, yet the benefits remain concentrated among leaders. Closing the perception gaps across workplace roles levels remains a defining challenge for organizational health in the year ahead.



# Global Highlights

## **The State of Organizational Health in 2025**

The 2025 results tell a story of steady progress within deepening divides. Across nearly every dimension—communication, learning, engagement, empathy, and work-life balance—scores improved modestly, yet gains remain concentrated at the top. Leaders and hybrid or remote employees reflect the greatest gains and strongest confidence in their workplace experience, while managers and individual contributors trail behind, often without the clarity, recognition, or support needed to translate organizational intent into shared outcomes.

## **Communication as the System Multiplier**

Communication continues to act as the central lever of organizational health. Where it improves, learning, engagement, and leadership trust strengthen alongside it. Globally, 22% now view communication in their workplace as highly effective, signaling model communication practices around clarity, feedback, and collaboration. Yet the benefits remain uneven. Leaders increasingly view communication as effective, while others remain far less convinced, revealing a gap between intention and experience. The challenge for 2026 is not only what is communicated, but how consistently those messages are reinforced through daily behavior.

## **Empathy as a Cultural Connector**

If communication is the system, empathy is the signal running through it. Perceptions of empathy rose modestly in 2025, but only 17% experience deeply empathetic environments as a consistent organizational value. Leaders are three times more likely to report strong empathy within their environments than team members, revealing that empathy attempts fall short of being felt. Operationalizing empathy in decisions, flexibility, and feedback remains essential to converting communication clarity into genuine connection and trust.

## **Flexibility May Be the New Divide**

Hybrid and remote employees show consistent gains in 2025 across a number of workplace topics, mirroring or surpassing the percent of favorable responses from onsite workers, whose gains remained largely flat. Flexibility is normalizing after years of uncertainty. However, unless onsite environments are reimagined with equivalent autonomy and attention, this growth pattern risks creating structural inequity for onsite workers and an underleveraged opportunity to improve culture.

## **A Workforce of Conviction, Not Consensus**

Globally, employees are becoming more decisive about their workplace experiences. Moderate responses fell across most measures, replaced by growth at both the high and low ends. This polarization signals a workforce that is less complacent and more resolute, clearer about what's working and where trust has frayed. For leaders, this trend offers both insight and urgency: conviction is rising, but so is contrast.

## **Engagement and Retention Show Stability Without Unity**

Employee engagement and retention gained in 2025, but with mixed signals beneath the surface. The share of deeply engaged employees (workplace champions) increased to 23%, while intent to stay improved toward the positive end of the scale, with fewer employees reporting uncertainty about their future. This mirrors the broader pattern of conviction over consensus. Employees are more decisive about their experience and, while views differ, the trend reflects greater clarity and a shift toward improvement.

# Key Tensions

## Key Tensions That Shaped the 2025 Workplace

Despite improvements, 2025 results reveal persistent misalignments between organizational strategy and employee experience. These tensions underscore why progress, when observed, often feels uneven and where leadership attention is most needed.



## Key Tensions

### **Leadership conviction vs. employee experience.**

Leaders consistently report the highest confidence across nearly every topic, while individual contributors remain the least positive. What leaders believe they are enabling is not always what employees experience.

### **Flexibility gains vs. onsite stagnation.**

Hybrid and remote workers advanced in satisfaction, engagement, and innovation, while onsite employees show little to no movement. Without reinvestment in in-person environments, this divide may harden into disengagement.

### **Strategy clarity vs. managerial overload.**

Managers remain structurally “stuck in the middle” as they are asked to translate evolving strategy into action, often without the support, authority, or psychological safety to lead effectively.

### **Generational optimism vs. late-career strain.**

Younger workers show rising engagement and adaptability, while employees 65+ report sharp declines in inclusion, innovation, and learning opportunity—a signal that experience is being under-leveraged.

### **Intention vs. systemic consistency.**

While empathy and communication both improved, they remain unevenly practiced. Employees see growing emphasis on understanding and connection from leaders, but not always the follow-through in daily interactions. This inconsistency limits trust and weakens the sense of shared culture that sustains engagement and retention.



**“I am highly committed to my work and to serving clients. However, I’ve felt unsupported. Although the organization emphasizes staff well-being, the lack of follow-through suggests otherwise. For me, actions speak louder than words.”**

*– Individual Contributor, Australia*



## What These Tensions Mean

Each tension reflects the growing complexity of modern organizations: progress at the top, uneven experience below. The next stage of improvement depends on translating clarity into consistency, ensuring that workplace strategies and values become not just ideals, but daily realities felt at every level of the workforce.

# Strategic Focus

## Areas of Focus for 2026

The information below outlines research-informed strategic priorities for 2026, connecting the data-driven insights of organizational health to the leadership actions required to sustain growth, strengthen culture, and close gaps across the global workforce.



## Strategic Approach

**Reinforce communication as a system, not a skill.** Build structural mechanisms such as feedback loops, open forums, and cascading updates that make clarity habitual and traceable.

**Reinvest in the onsite experience.** Modernize how onsite roles are supported through flexibility in scheduling, access to development, and visible inclusion in digital communications.

**Operationalize empathy.** Train leaders to apply empathy in decision making, not just in sentiment, ensuring that fairness, flexibility, and feedback are consistent at every level.

**Rebuild retention through meaning.** Address the polarization of intent by linking individual growth with organizational purpose; make staying a choice driven by value, not inertia.

**Empower the middle.** Strengthen manager capability through coaching, autonomy, and recognition, translating leadership clarity into consistent experience for this pivotal role.

**Measure connection, not compliance.** Prioritize metrics that reflect human connection, such as trust, recognition, and collaboration, as lead indicators of performance and resilience.

## The Road Ahead: Turning Progress Into Alignment

The story of 2025 is one of uneven momentum with clear progress at the top and strain below.

As organizations prepare for 2026, the task ahead is not simply to improve scores but to translate leadership confidence into shared experience. That means closing the distance identified across roles between what leaders believe they are enabling and what employees actually feel. Progress will depend on reestablishing connection with the pivotal role of mid-level managers and with individual contributors, who remain the most at risk, and on embedding flexibility, recognition, and belonging at every level.

The next phase of organizational health will favor those who turn communication from a message into a mechanism and empathy from a value into a practice, strengthening foundational elements with downstream impact. The goal is not only better performance, but stronger alignment—cultures where people do not just understand the mission but feel part of it.

# Global Reporting

## Index of Global Topic Locations

From foundational inputs to the outcomes that follow, this section presents global results and topic-specific highlights for each dimension of workplace culture found on the page numbers indicated below.



**Note:** Topics reflect a focused, non-exhaustive set of recognized workplace dimensions chosen for clarity, comparability, and practical value that meaningfully influence organizational health.

### Foundational Inputs

#### *Conditions That Enable Culture*

Foundational inputs are the systematic and human enablers that shape downstream actions and behaviors. These are levers that organizations can most directly influence today to shape the culture of tomorrow.

### Sustaining Dynamics

#### *Drivers That Maintain Momentum*

Sustaining dynamics are the middle-layer forces that connect inputs to outcomes. They help determine whether an organization's culture remains healthy, adaptive, and capable of continuous improvement.

### Outcomes

#### *Indicators of Organizational Health*

Organizational outcomes represent the visible results of preceding inputs and dynamics and serve as measurable reflections of cultural strength, performance, and alignment.

9

Communication

11

Empathy

13

Psychological Safety

15

Learning Culture

17

Innovation Culture

19

Technology/AI Integration

21

Work-Life Balance

23

Satisfaction With Leader

25

Job Satisfaction

27

Retention Intent

29

Employee Engagement

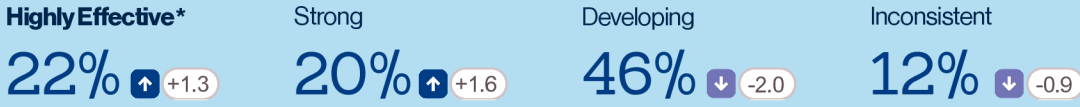
#### **\*Note on Category Labels Throughout Report**

Category labels throughout this report use topic-specific language (e.g., Highly Effective, Strong, Developing, Inconsistent) but map to a consistent underlying scale of Low, Moderate, High, and Very High across all topics.

# Communication

## Global Communication Culture Outlook

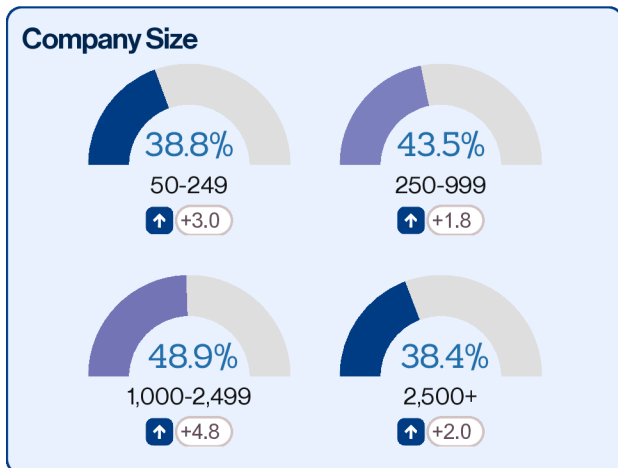
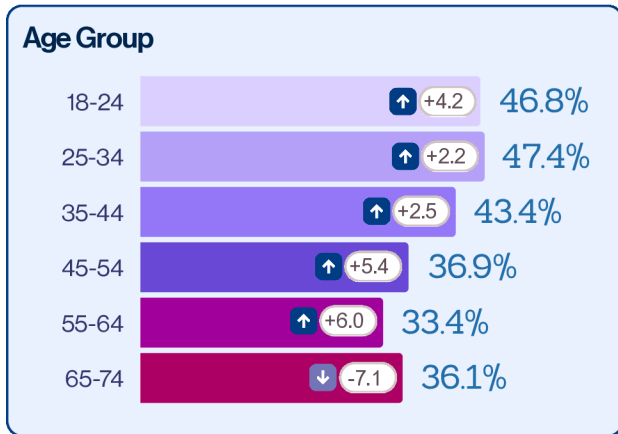
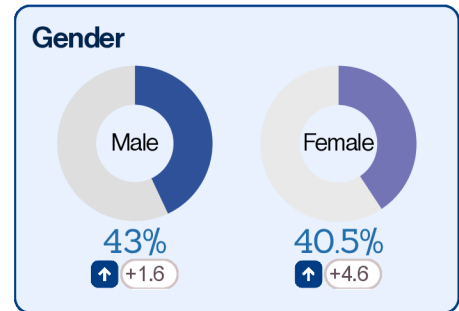
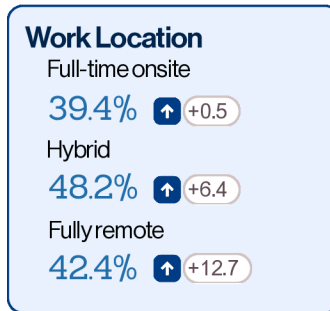
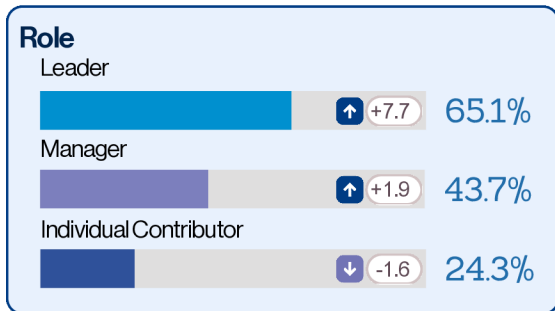
Overall level of communication as reported by study participants.



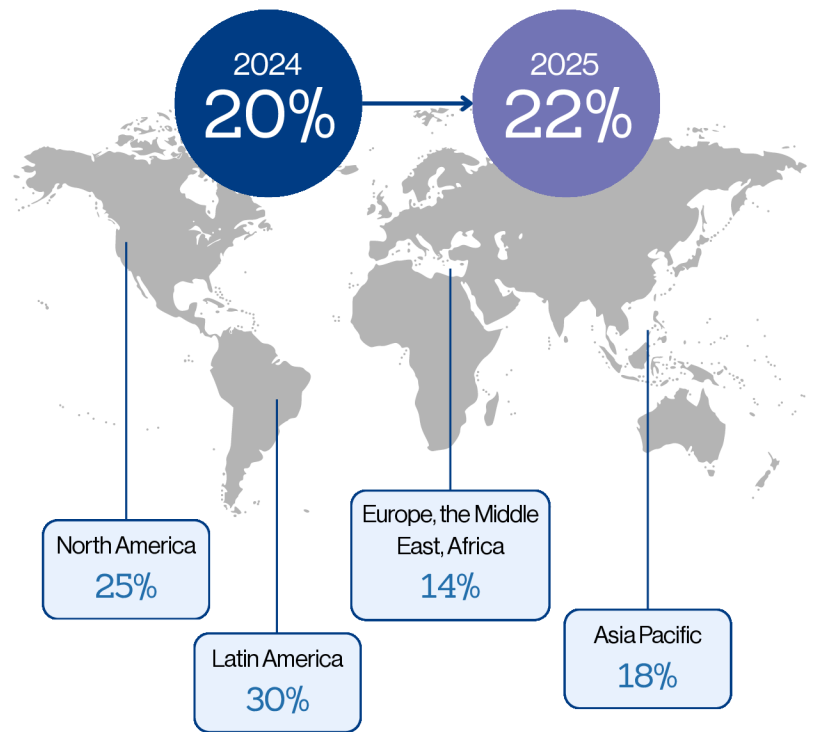
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Strong or Highly Effective Communication in the Workplace

By Groups



## Highly Effective\* Cultures of Communication



\***Highly Effective (gold standard):** Cultures that consistently model the defining strengths of communication such as clarity, openness, understanding, and trust building.

# Communication

## Clarity Strengthens, but Gaps in Perception Persist.

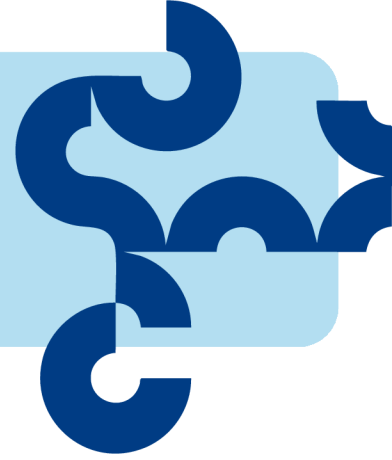
**Globally.** Perceptions of communication strengthened modestly in 2025. The share of respondents rating communication as strong or highly effective rose to 42%, reflecting small but consistent improvement. The highly effective group—those experiencing model communication in the workplace—increased to 22%, signaling gradual progress toward more open and effective information flow. Overall, the data points to steady, incremental gains in how messages are shared, feedback is exchanged, and collaboration occurs across organizations.

**By Groups.** Communication effectiveness remains increasingly polarized by role. Leaders reported the strongest gains, with strong and highly effective combined scores climbing above 65% (+7.7), while managers improved modestly and team members declined. This widening gap underscores that leaders increasingly believe communication is working well, while those further from decision making remain less convinced: a clear disconnect in how the communication culture is experienced.

Hybrid and remote employees reported strong gains (+6.4 and +12.7, respectively), contrasting with almost no movement among onsite workers (+0.5). After several years of dispersed adaptation, this improvement suggests that digital communication norms are maturing and onsite environments may now risk being comparatively overlooked.

By age, mid-career employees (45–64) showed the strongest increases, while those 65+ declined sharply (–7.1). Younger employees (18–34) remain the most positive overall, reflecting greater comfort with multi-channel communication. Gender perceptions also became more aligned, with women improving by 4.6 points.

**Overall Outlook.** Overall, communication strengthened globally, but progress is uneven and fragile. Sustaining improvement will require translating leadership optimism into shared experience and ensuring that communication excellence is not a privilege of proximity to authority, but a consistent norm across every level and location.



**“The biggest impact on achieving our goals was communication within our teams.”**

—Individual Contributor  
Canada



**“One of the top reasons I would leave my current role would be lack of communication from upper management.”**

—Individual Contributor  
United States

**35%** of participants say effective communication is one of the most important soft skills for the future of work, placing it at the top alongside teamwork.

### Key Insights

- **Steady improvement.** Those indicating strong or highly effective communication rose to 42%, signaling ongoing, incremental gains.
- **Leadership advantage.** Leader confidence in communication effectiveness climbed sharply, widening gaps with managers and frontline teams.
- **Hybrid/remote progress, onsite lags.** Digital collaboration continues to improve, but in-person communication practices show less evolution.
- **Generational contrast.** There is a consistent decline from younger to older workers in their perception of communication effectiveness in the workplace.
- **Cultural consistency needed.** Gains at the top risk masking uneven experiences; communication strength must be felt universally, not situationally.

GLOBAL SUMMARY

# Empathy

## Global Workplace Empathy Outlook

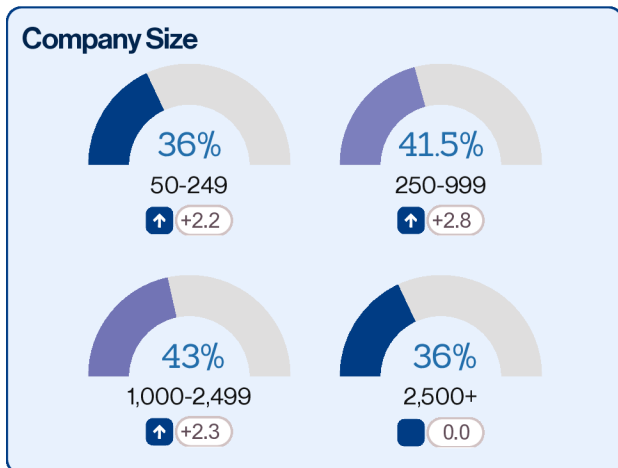
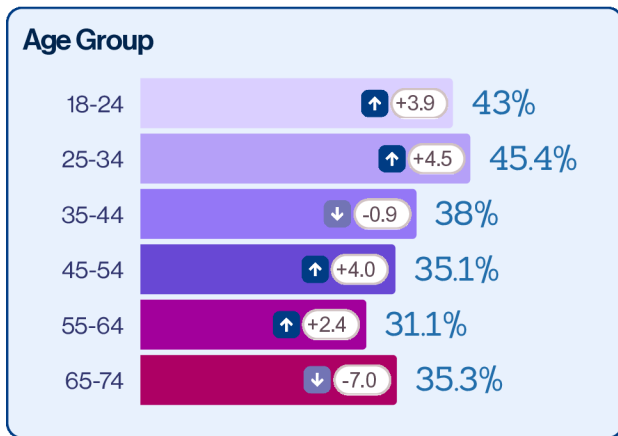
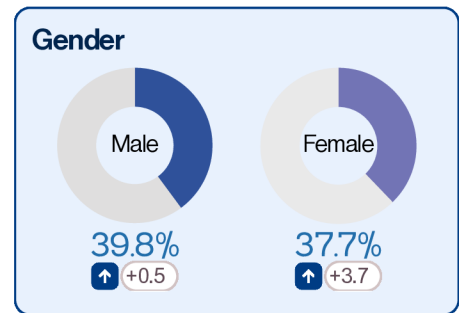
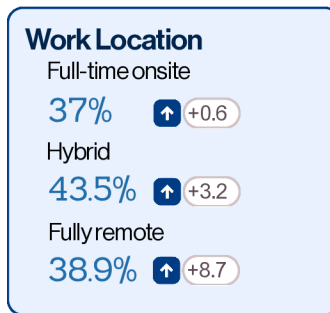
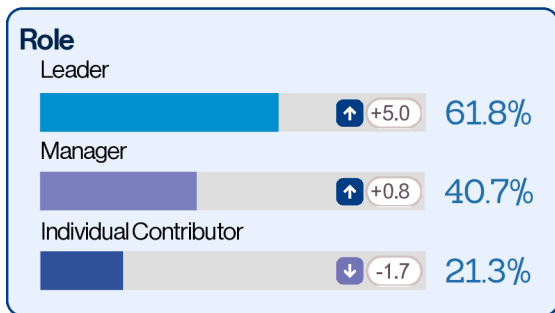
Overall level of empathy in the workplace as reported by study participants.



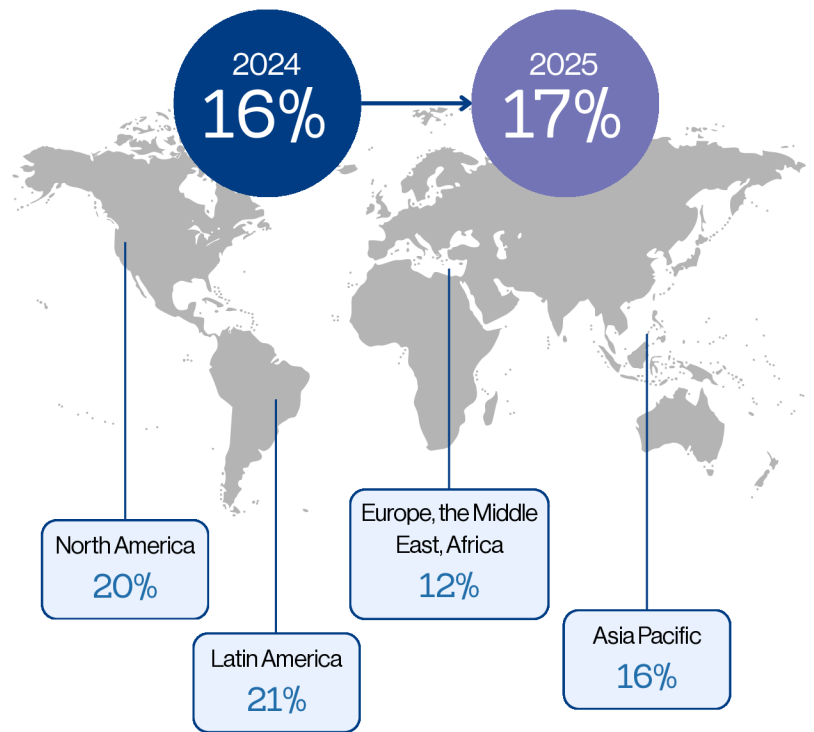
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a Supportive or Deeply Empathetic Culture of Empathy

By Groups



## Deeply Empathetic\* Cultures



\***Deeply Empathetic (gold standard):** Cultures that are empathy exemplars where genuine compassion, understanding, and fairness are consistent features.

# Empathy

## Empathy Gains Ground, but Inclusion and Consistency Lag.

**Globally.** The share of employees rating their culture as supportive or deeply empathic rose to 39%, with most of the growth occurring with those reporting deeply empathic environments (17%, +1.5). This shift suggests a growing emphasis on compassion, understanding, and consistency as organizational priorities.

Still, progress remains fragile. This equates to less than two in five employees experiencing empathy as a consistent part of their work environment, and it remains among the least evenly distributed dimensions of organizational culture. Empathy aligned with values and expressed through trust, fairness, and flexibility continues to represent a competitive advantage that organizations haven't fully realized.

**By Groups.** Leaders continue to perceive stronger levels of empathy across roles (62%), widening the gap with managers (41%) and team members (21%). This reflects a familiar pattern across several workplace dimensions; empathy, like communication and leadership confidence, is experienced differently depending on proximity to authority and voice.

By work location, remote employees had the strongest gains, bringing their perceptions closer to those of onsite workers, but still behind hybrid employees. This shift suggests that digital environments are becoming more emotionally attuned as virtual communication norms mature. Onsite employees reflect minimal change, perhaps reflecting the persistence of transactional routines that can limit authentic connection.

Empathy by gender became more balanced as women reported a +3.7-point gain, drawing closer to the views of their male colleagues.

**Overall Outlook.** Empathy is gaining visibility but not stability. Leaders and digitally connected teams are driving improvement, yet broad cultural translation remains incomplete. The challenge ahead lies in embedding empathy into the daily rhythm of work, making care, listening, and fairness systemic rather than situational.



**“Our work can be incredibly stressful and fast-paced, but our team makes a point to support newcomers with patience and understanding.”**

—Senior Manager  
Canada

Only **14%** of study participants report having received empathy-specific training in the past three years.

Empathy perceptions are highly correlated with views on communication effectiveness.

### Key Insights

- **Empathy is rising but is still low.** Gains at the top suggest progress, yet fewer than two in five experience empathy consistently in the workplace.
- **Divides across roles widen.** A wide gap in the perception of empathy at work persists between those who shape culture and those who live within it.
- **Digital empathy is maturing.** Remote and hybrid employees report stronger emotional connection in virtual settings than those full-time onsite.
- **Gender gap narrows.** Gains among women indicate growing inclusivity in emotional awareness.
- **Scale limits growth.** Larger organizations saw no gains in empathy.

# Psychological Safety

## Global Psychological Safety Outlook

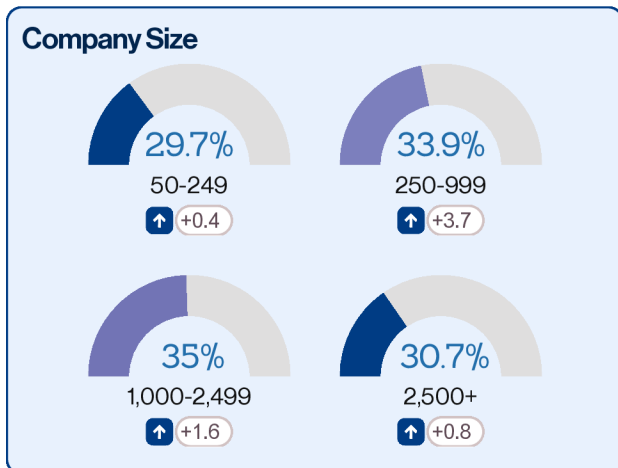
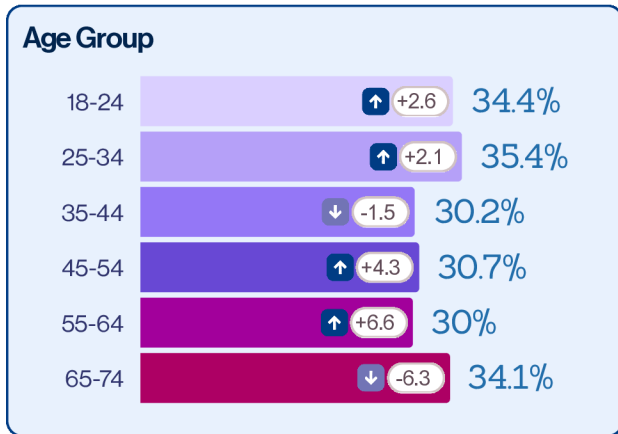
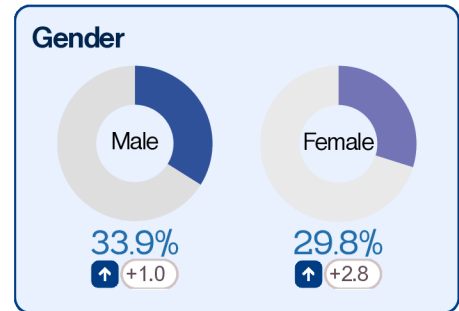
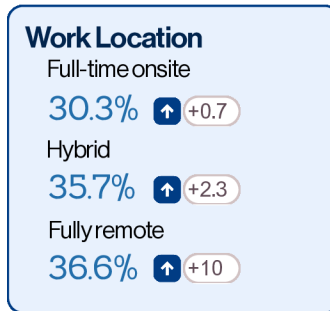
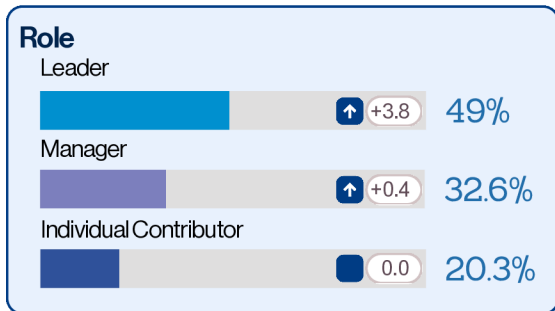
Overall level of psychological safety in the workplace as reported by study participants.



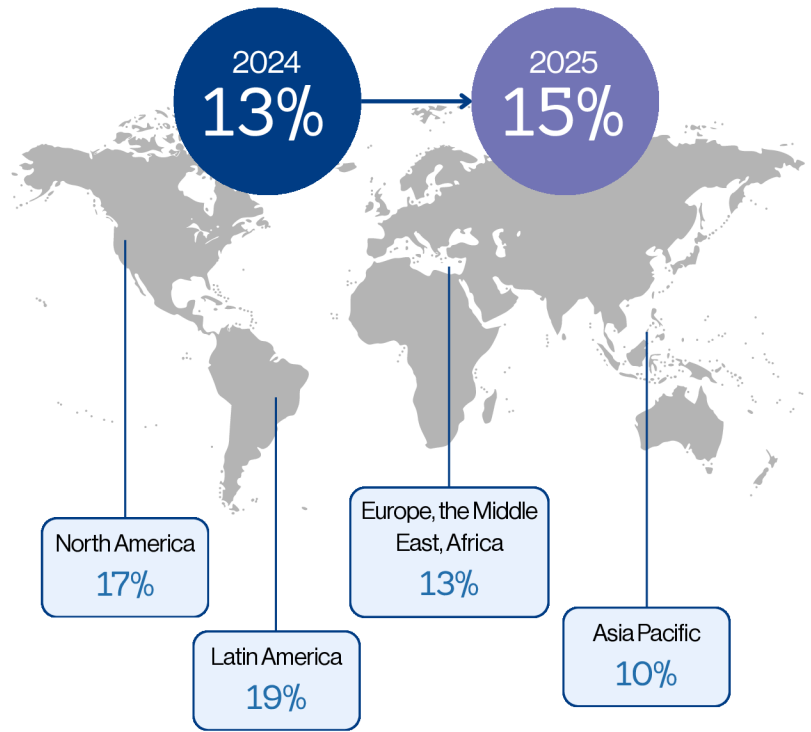
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Comfortable or Empowered Levels of Psychological Safety

By Groups



## Empowered\* Employees



\***Empowered (gold standard):** Cultures where people feel safe to speak up, share ideas, and take risks.

# Psychological Safety

## Safety Improving Slightly, but Is Still Shaped by Hierarchy.

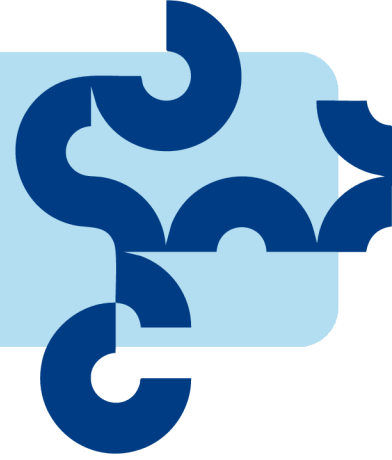
**Globally.** Perceptions of psychological safety improved in 2025. The share of employees rating their workplace as comfortable or empowered rose to 32%, a 1.7-point gain from 2024. The empowered group (representing those in the most secure environments who feel safe sharing opinions, admitting mistakes, and raising concerns) climbed to 15% (+1.3), suggesting slow but steady progress toward more open and trusting work environments.

Encouragingly, this growth was accompanied by declines in the guarded and unsafe categories. Still, 68% report working in environments where they don't feel secure expressing ideas, a condition that impacts areas such as engagement, retention, and innovation.

**By Groups.** Leaders remain the most confident regarding psychological safety (49%), compared with 33% of managers and just 20% of team members. This widening divide shows that authority continues to shape who feels heard. Progress among remote employees (+10 percentage points) signals that virtual collaboration may now offer safer channels for expression, while in-person settings, though socially connected, can still reinforce unspoken hierarchies that inhibit openness.

Gender gaps narrowed slightly as women gained, but they continue to lag behind men in their perceptions of psychological safety. Age trends remain mixed: most groups held steady, but employees 65+ declined, suggesting some late-career professionals feel less included or valued in evolving workplace cultures.

**Overall Outlook.** Psychological safety is improving, but it remains uneven and hierarchical. Comfort rises with authority, not necessarily with inclusivity. The next opportunity lies in ensuring that safety isn't positional but cultural where every employee, regardless of title or setting, can contribute ideas without fear or hesitation.



**“Open communication and willingness to embrace others’ opinions and adjust to each other’s suggestions make the work lighter and make it easier to achieve goals.”**

—Manager  
Brazil

Only **10%** of managers and individual contributors firmly believe that if they make a mistake, it won't be held against them. This leads to an undercurrent of fear and self-protection that weakens trust and team cohesion.

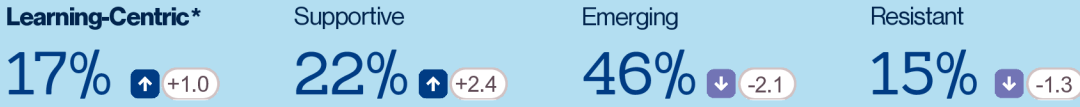
### Key Insights

- **Progress is slow but meaningful.** Even small gains in psychological safety signal growing trust and communication maturity.
- **Safety follows hierarchy.** Senior leaders feel freer to speak openly than their teams, reflecting uneven empowerment across roles.
- **Remote collaboration supports openness.** Virtual environments are helping normalize dialogue, while in-person settings lag.
- **Beyond role differences, psychological safety varies little.** Most groups hover near 30%, reflecting shared perceptions of safety—but not yet a distinct cultural strength.

# Learning Culture

## Global Learning Culture Outlook

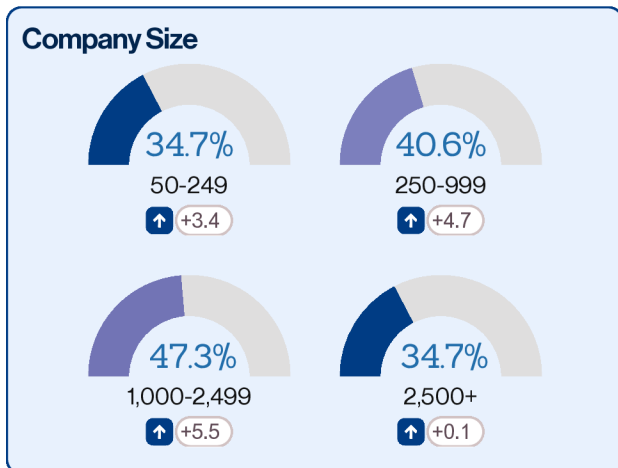
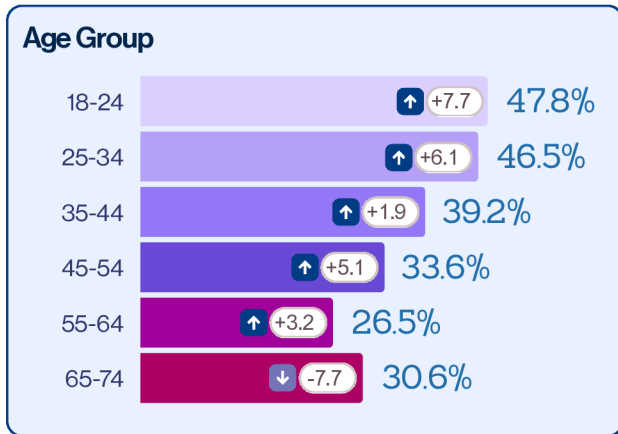
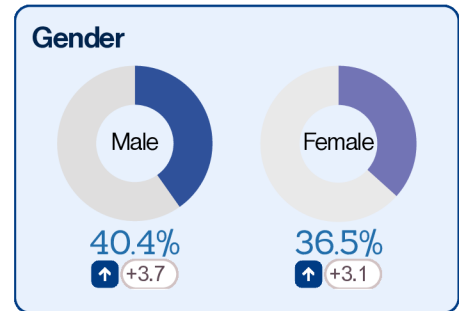
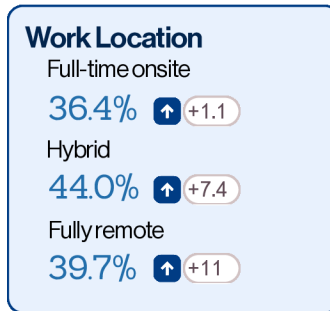
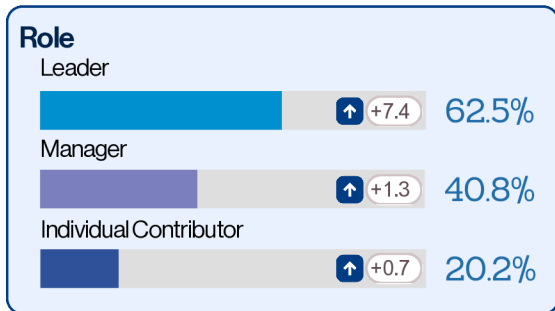
Overall learning and personal development culture as reported by study participants.



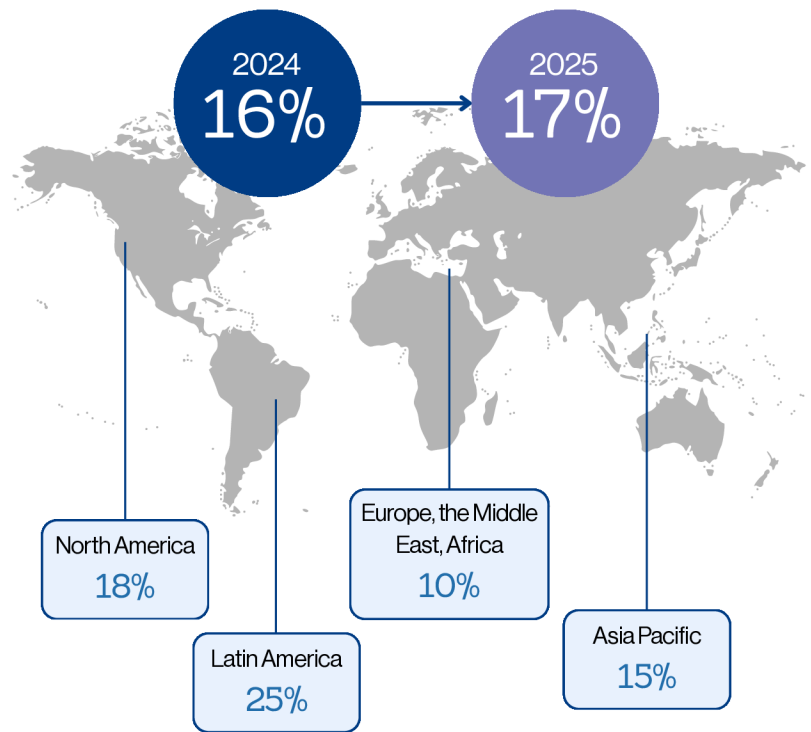
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a Supportive or Learning-Centric Culture

By Groups



## Learning-Centric\* Cultures



\***Learning-Centric (gold standard):** Cultures of curiosity and knowledge sharing, where growth and improvement are an integral part of everyday work—individually and collectively.

# Learning Culture



## Learning Environments Strengthening but Progress Remains Uneven

**Globally.** Perceptions of organizational learning culture strengthened in 2025. The share of employees rating their organization's learning environment as supportive or learning-centric rose to 39%, a 3.4-point increase from 2024. This marks a gradual but meaningful shift toward cultures that value experimentation, knowledge sharing, and continuous improvement.

Encouragingly, learning-centric responses improved to 17%, showing that more employees view learning as an embedded part of their work culture moving into 2026.

**By Groups.** Leaders reported the strongest confidence pertaining to their organizations' learning environment, while managers and individual contributors remain far less positive. This underscores a widening divide between those shaping learning strategies and those meant to benefit from them. Managers showed only modest improvement, suggesting that leadership commitment has yet to fully translate into middle-layer application as intended.

Hybrid and remote employees reported large gains by work role. These shifts may reflect better digital collaboration and broader access to resources where distributed teams feel better supported, while in-person learning environments, once considered ideal for development and experiential learning, may now be underleveraged.

By age, the wide range of scores (from 26% to 48%) highlights persistent inconsistencies and underscores the need to improve inclusive, adaptive learning environments that engage and develop talent at all career stages.

**Overall Outlook.** Views of the learning culture are strengthening, but unevenly. Momentum is concentrated among leaders and younger workers, while those onsite or later in their careers reflect a more skeptical view of the learning culture. Progress will depend on ensuring that development is not a selective advantage, but a systemic expectation embedded in everyday work.

Percent of learning-centric responses in each group, reflecting those who strongly believe they have the opportunity for personal development in their organization:

**Leaders**  
**33%**

**Managers**  
**17%**

**Individual Contributors**  
**7%**

### Key Insights

- **Learning momentum is building.** The rise in high and very high ratings marks continued progress in cultural development and adaptability.
- **Leadership buy-in not fully reaching teams.** Strong confidence at the top has yet to fully translate into middle-management execution.
- **Digital and hybrid learning ecosystems are thriving.** Remote and hybrid employees feel increasingly supported in their growth.
- **Older employees risk being left behind.** Declines among the 65+ group point to unmet needs in inclusive and experiential learning.

GLOBAL SUMMARY

# Innovation Culture

## Global Innovation Culture Outlook

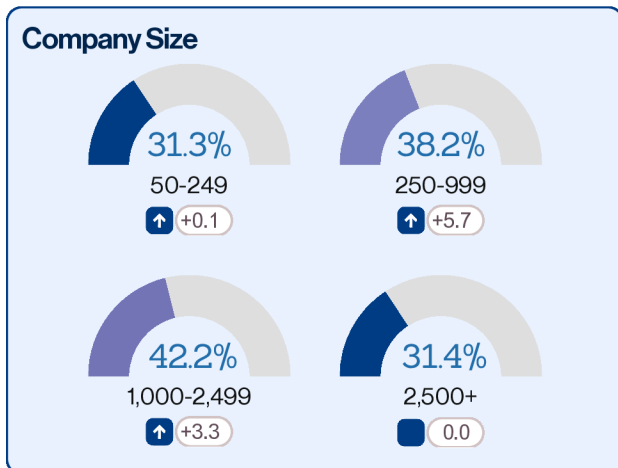
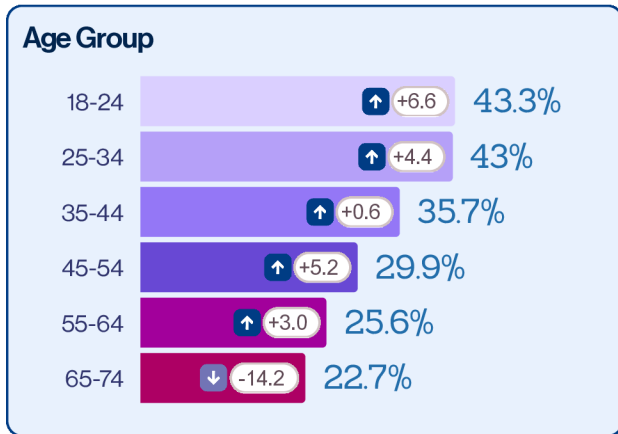
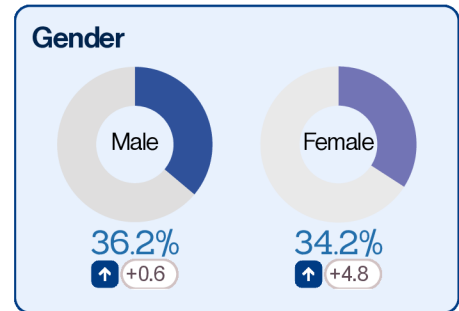
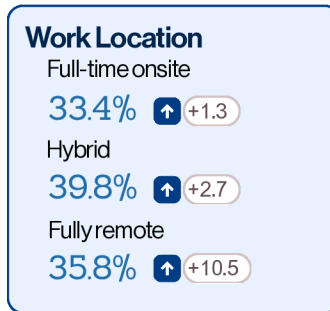
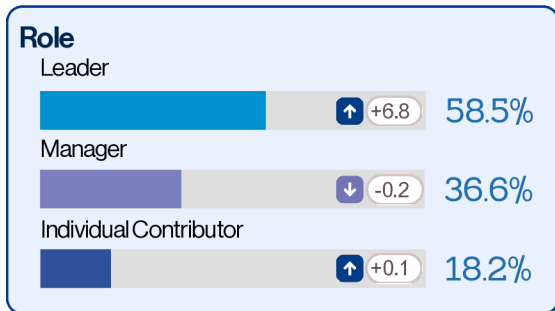
Overall level of innovation culture experienced as reported by study participants.



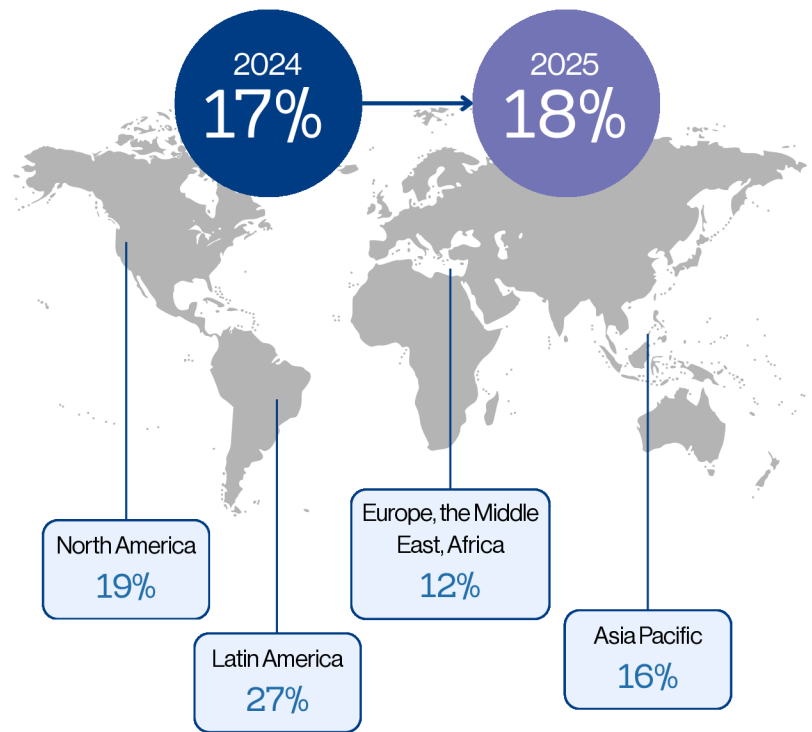
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a Creative or Highly Innovative Culture

By Groups



## Highly Innovative\* Cultures



**\*Highly Innovative (gold standard):** Forward-thinking organizations that encourage experimentation, embrace new ideas, and turn creativity into practical improvements and breakthroughs.

# Innovation Culture

## Organizations Are Placing More Value on Innovation, but Unevenly.

**Globally.** The share of employees rating their culture as creative or highly innovative rose to 35%, a modest but meaningful gain driven by increases across both upper categories. Fewer respondents now place their organization in the evolving or stagnant categories, suggesting that innovation is becoming a more visible and accepted part of everyday culture. Still, progress remains gradual, signaling a cultural movement in the right direction rather than deep, organization-wide integration.

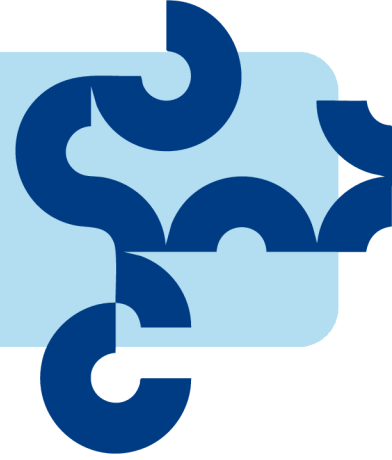
**By Groups.** Leaders continue to express the highest confidence that the work culture is one that supports innovation (59%), while managers and team members show no change from the previous year. This reinforces that innovation is often promoted strategically but not yet experienced uniformly in daily work.

Across work modes, remote employees recorded the largest gains (+10.5), bringing them in line with hybrid and onsite workers and reflecting greater comfort with digital tools and virtual collaboration. Hybrid employees remain the most favorable overall, underscoring that flexibility and cross-exposure help foster creative confidence.

Gender perceptions have evened out, signaling broader access to innovation opportunities. Age trends, however, reveal widening gaps: perceptions of innovation decline steadily with age with a sharp drop among employees 65+ (-14.2). This may reflect differences in comfort with technology and AI adoption, though it also highlights untapped potential among experienced employees whose insights could strengthen innovation efforts.

Mid-sized organizations continue to lead, where balanced resources and agility may enable faster cultural adoption than in larger, more complex enterprises.

**Overall Outlook.** Perceptions of culture related to innovation strengthened, but the experience remains uneven and leadership-driven. Sustained progress will depend on ensuring that innovation is not just encouraged from the top, but embraced throughout the organization as part of how work gets done.



*“Most employees feel their participation is limited with little ability to influence decisions or introduce new ideas. Innovation seems constrained by top-down directives, leaving people to simply follow instructions rather than contribute creatively.”*

—Entry Level  
China

**65%** of respondents say that their workplace culture surrounding innovation is either stagnant or still evolving, a risky position given rapid technological changes.

### Key Insights

- **Overall innovation progress is steady, not explosive.** Gains show movement toward creativity and adaptability.
- **Confidence starts at the top.** Leaders view innovation as thriving, while managers and individual contributors remain stagnant in their views. Turning leadership enthusiasm into shared practice remains a primary opportunity.
- **Remote workers experienced a large gain.** Gains in remote environments may reflect improvements in experimentation and exposure to new ideas.
- **Generational divides are widening.** Younger employees drive growth with higher scores and greater gains.
- **Innovation culture maturity remains uneven.** Gains reflect early momentum and hierarchical advantage, rather than deeply embedded culture.

# Technology/AI Integration

## Global Technology/AI Integration Outlook

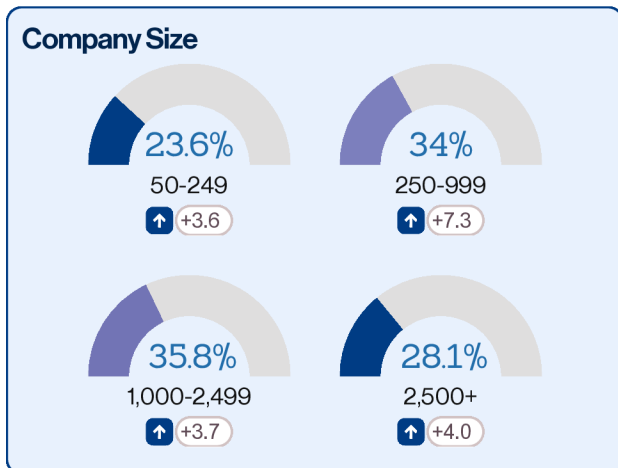
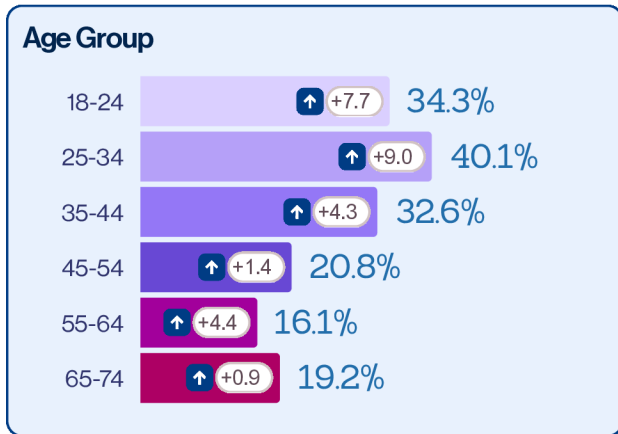
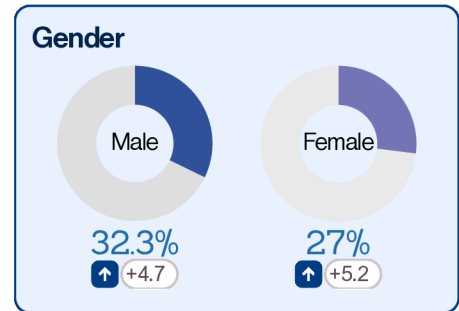
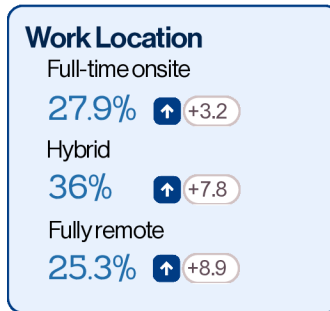
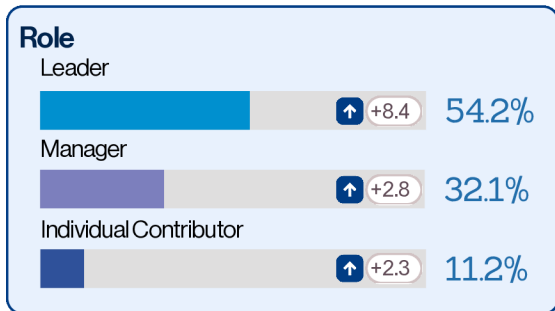
Level of technology/AI integration culture as reported by study participants.



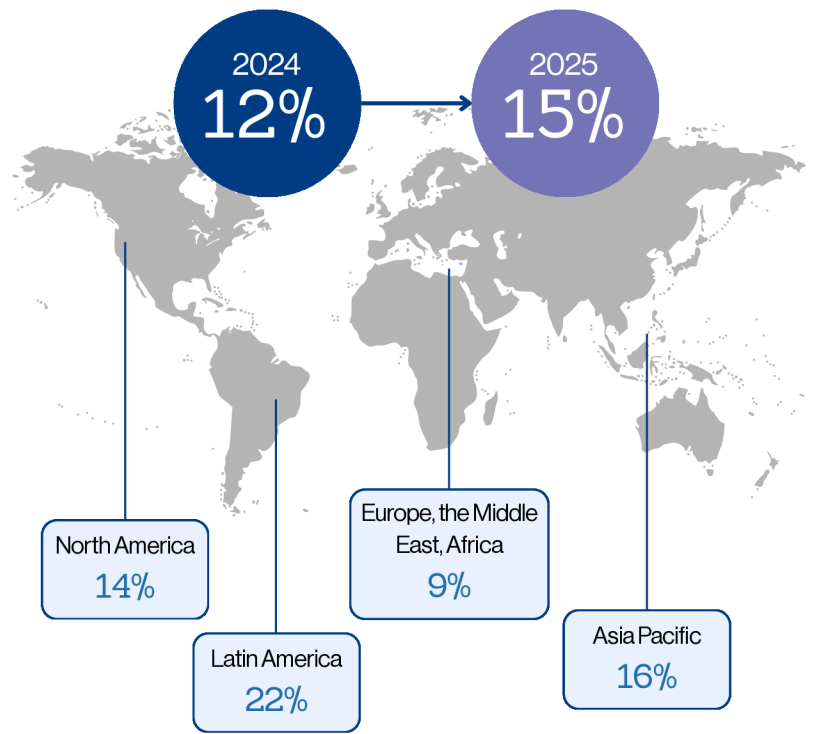
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting an Effective or Transformative Level of Technology/AI Integration

By Groups



## Transformative\* Level of Technology/AI Integration



**\*Transformative (gold standard):** Technology-enabled cultures that seamlessly integrate digital tools and AI to enhance efficiency, insight, and human potential.

# Technology/AI Integration



## Digital Integration Gains Momentum.

**Globally.** Confidence in how organizations integrate technology and AI rose sharply in 2025, one of the year's strongest areas of improvement. Three in ten employees now view their organization's approach to technology and AI integration as effective or transformative, reflecting growing belief that technology enhances rather than disrupts work. However, seven in ten continue to describe their organization as lagging or still developing, showing that while progress is visible, digital maturity remains uneven across the global workforce.

**By Groups.** Optimism is strongest among leaders and younger employees, who express the highest confidence in technology's value, transparency, and ease of use, likely reflecting both strategic proximity and digital fluency.

Hybrid employees report higher levels than both remote and onsite workers, suggesting that hybrid arrangements may offer the most balanced exposure to digital tools and collaborative technologies.

All age groups recorded progress, yet younger workers continue to outpace older peers, highlighting a widening digital confidence gap that organizations must address through ongoing enablement and reskilling.

**Overall Outlook.** The story of 2025 is one of rapid but uneven progress. Belief in technology's potential is expanding and can be enhanced by greater transparency in AI initiatives and rising confidence in personal adaptability. Yet exposure and enablement remain uneven across roles and age groups. Sustained success will depend on making digital transformation participatory and empowering, ensuring that every employee, from the front line to the C-suite, feels included, capable, and confident in the tools shaping their work.

Transparency is essential to any change initiative as it builds buy-in, trust, and support. Yet when it comes to implementing AI in the workplace, many organizations miss critical opportunities to reinforce these foundations.

Few employees strongly believe that genuine transparency exists around how AI is being introduced and applied in the workplace, with views declining across workplace roles.

**Leaders**

**34%**

**Managers**

**21%**

**Individual Contributors**

**9%**

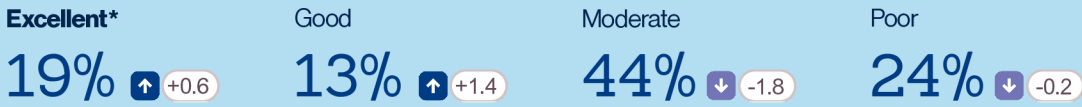
## Key Insights

- **Digital transformation gains traction.** Confidence in technology and AI continues to grow.
- **Leadership and fluency drive confidence.** Those closest to strategy and most digitally skilled or familiar feel the greatest benefit.
- **Flexibility accelerates digital adoption.** Hybrid and remote models continue to support stronger technology/AI integration experiences.
- **Equity gaps remain.** Onsite and frontline employees still see fewer direct advantages from AI-driven tools.
- **Mid-sized firms show agility.** Faster adoption cycles may help produce outsized gains in confidence.

# Work-Life Balance

## Global Work-Life Balance Outlook

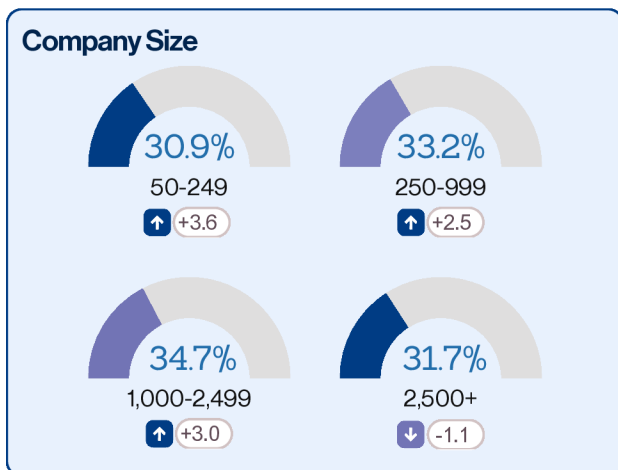
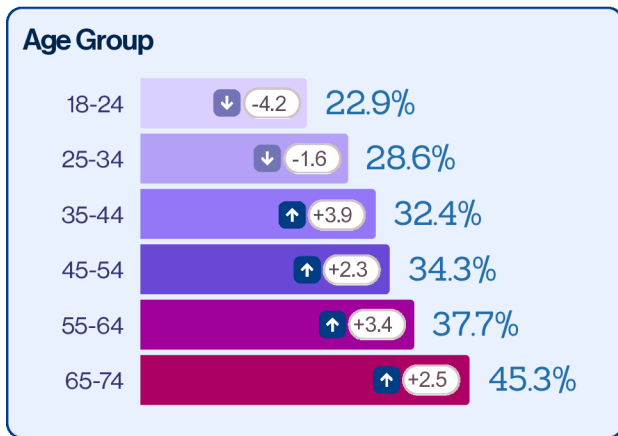
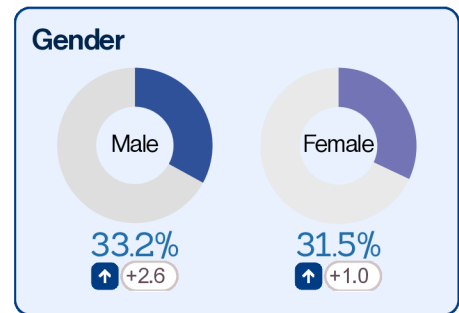
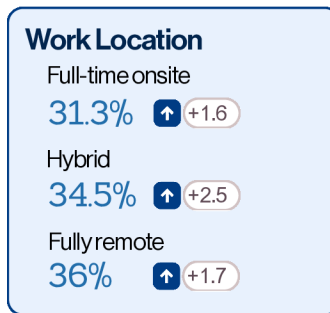
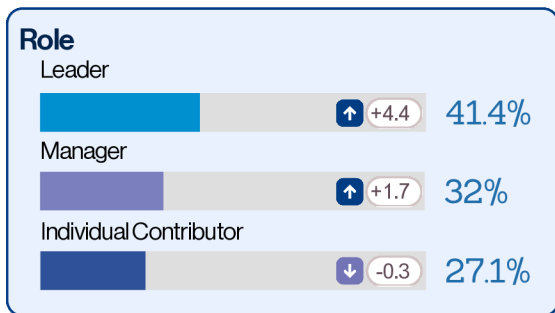
Overall quality of work-life balance globally as reported by study participants.



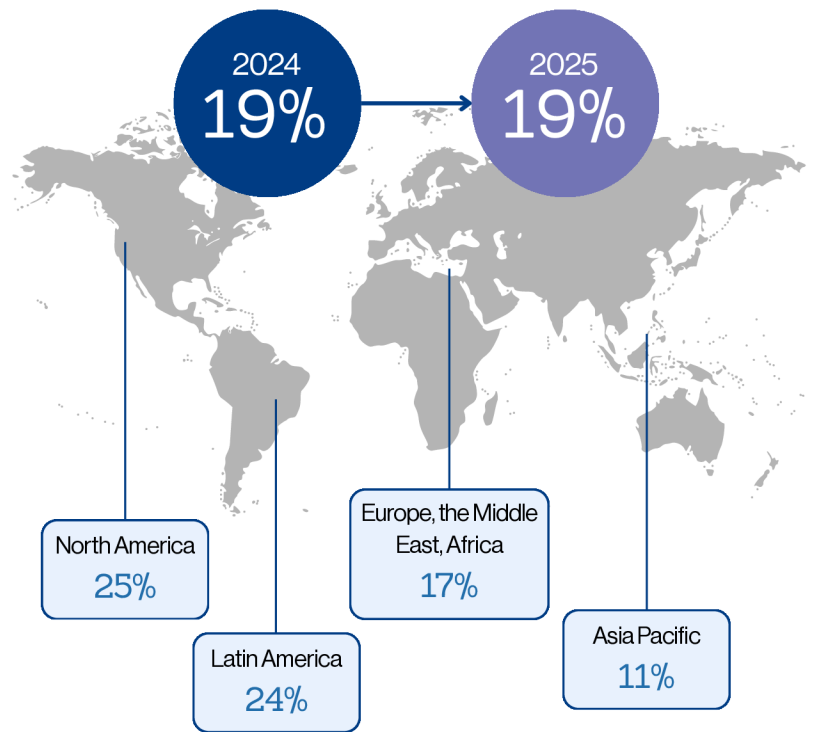
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Good or Excellent Work-Life Balance

By Groups



## Excellent\* Work-Life Balance Reported



\*Excellent (gold standard): Represents those in cultures that respect personal boundaries and support well-being alongside performance.

# Work-Life Balance

## Balance Improves Slightly, but Still Limited.

**Globally.** Perceptions of work-life balance improved slightly in 2025, with the share of employees reporting a good or excellent balance rising to 32%, a two-point increase from 2024. This indicates that more employees feel some organizational support for balance between personal and professional demands. Yet, with fewer than one in five describing their balance as excellent and no change in this top category from 2024, sustainable equilibrium remains elusive for most.

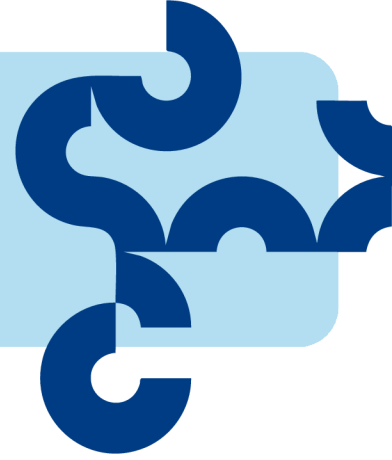
**By Groups.** Gaps between roles continue to widen. Leaders report the healthiest balance (41%), reflecting greater autonomy and control over workload, while frontline employees remain lowest at 27%, suggesting that flexibility in structure does not always translate to flexibility in practice.

Hybrid and fully remote employees report higher perceptions of balance overall, showing modest payoff from flexible models and improved boundary management. However, lower point gains, when compared to other workplace topics, may signal a growing struggle for dispersed employees to disconnect—blurring boundaries even as flexibility expands.

Younger employees (18–34) report lower work-life balance, likely reflecting early-career ambition, the desire to have a meaningful impact, and a greater difficulty disconnecting. However, age trends suggest that stronger boundaries and stability develop over time.

By company size, gains were observed across all but the largest organizations (2,500+ employees), where scale and pace, driven by rapid technological and AI-enabled change, may be creating pressures that hinder adaptation and adjustment for their workers.

**Overall Outlook.** Work-life balance progress depends on a collaborative effort between individual time management and organizational design that enables true detachment and well-being. As flexibility expands and younger employees are eager to contribute, the challenge is ensuring that autonomy and desire include the ability to disconnect as well, making balance not just possible for some but sustainable for all.



**“I feel engaged by the impact I can make in my leadership role, but bureaucracy and maintaining work-life balance remain ongoing challenges.”**

—Director  
India

Organizations can't afford to lose their most loyal and engaged team members to burnout or imbalance. Sustaining performance requires protecting the people most committed to delivering it.

Only **21%** of those in our study were confident in their ability to fully disconnect from work.

### Key Insights

- **Consistency without breakthrough.** Most groups remain near 30%, signaling stability—but not strong balance.
- **Leadership remains advantaged.** Leaders (41%) report far greater balance than team members (27%), showing flexibility gaps by role.
- **Flexibility helps.** Remote and hybrid models support slightly better balance, while onsite work remains stagnant.
- **Age divides endure.** Mid- to late-career employees show improvement; younger workers continue to struggle with competing priorities.
- **Balance plateau.** Global stability may mask fatigue—progress requires turning consistent but modest balance into a deeper cultural strength.

GLOBAL SUMMARY

# Satisfaction With Leader

## Global Satisfaction With Immediate Leader/Supervisor

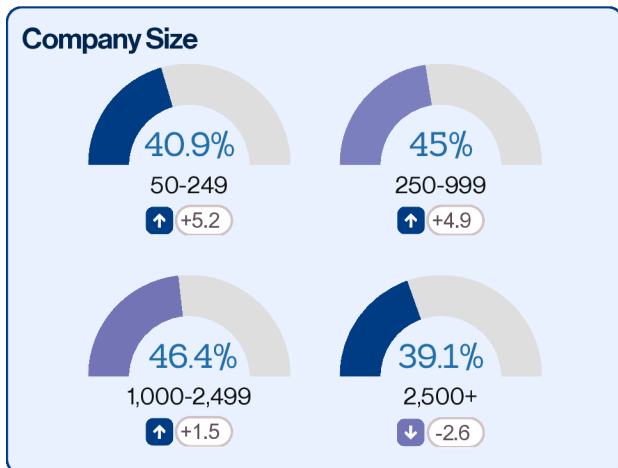
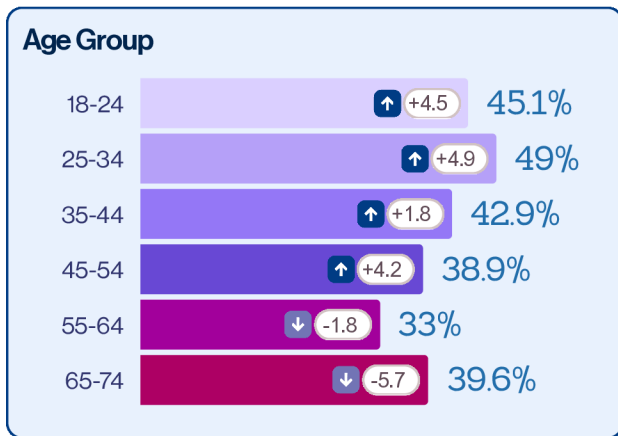
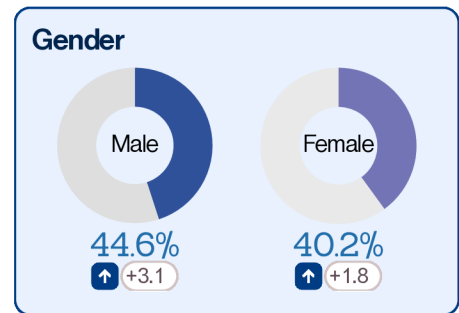
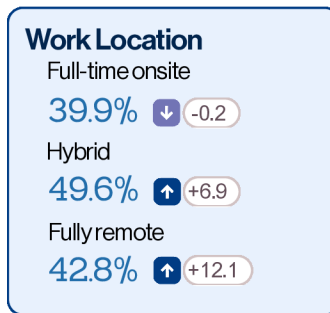
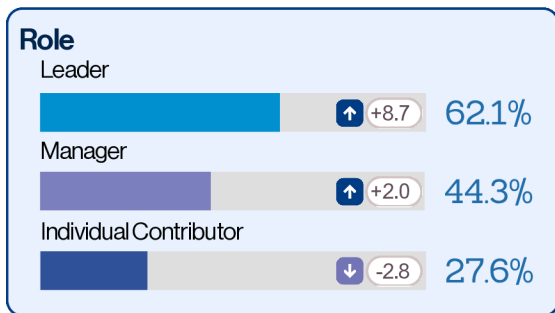
Level of satisfaction with the person study participants report to.



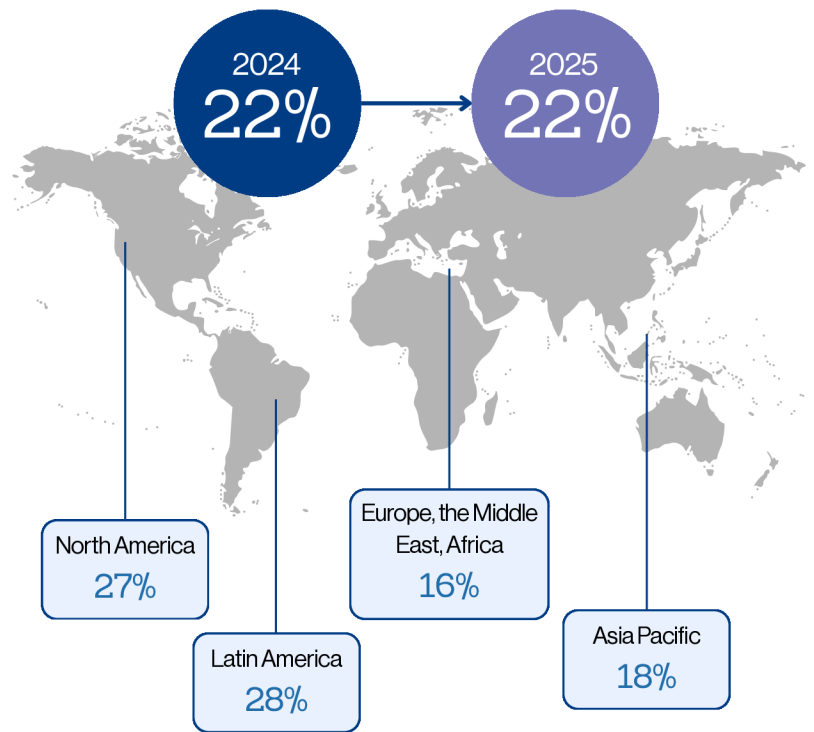
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a High or Exceptional Level of Satisfaction With the Person They Report To

By Groups



## Exceptional\* Satisfaction With Immediate Leader



**\*Exceptional (gold standard):** Reflects those who view their immediate leader as supportive, fair, and clear in communication, and someone who values contributions while fostering confidence and engagement.

# Satisfaction With Leader

## Confidence in Leadership Connection Improves but Gaps Widen.

**Globally.** Satisfaction with immediate leaders improved modestly in 2025, while opinions became more defined. A decline in participants reporting only a functional level of satisfaction with the person they report to indicates that employees are forming clearer and more polarized views about leadership quality. Roughly one in five employees report an exceptional level of satisfaction, a category representing the benchmark for exemplary leadership, while a 1.9-point gain in the high category signals gradual improvement in the quality of leader-employee relationships.

**By Groups.** Those in positions of leadership remain the most positive cohort, viewing their own leaders more favorably and widening the gap with other groups. Management again occupied the middle ground and individual contributors declined, suggesting that trust and confidence in leadership is strongest among those who lead and weakest among those most directly affected by leadership behavior.

Work mode differences also persist, with more positive reflection coming from remote and hybrid employees. While these results may reflect better adaptation to dispersed leadership, conversely, they could reflect the perception of stronger relationships due to less frequent interaction or friction. Either way, closing this distance effect will be essential to achieving consistent leadership impact across modes.

**Overall Outlook.** While overall satisfaction with leadership improved, widening perception gaps by role and work mode highlight an uneven experience. Sustaining progress will require ensuring that effective, trusted leadership is not defined by proximity or position but shared as a consistent experience across the organization.

1 in 4 say their leader's actions are in alignment with what they say they will do, a behavior that has a large impact on trust.

Only 27% believe the person they report to cares about them as a person beyond their role or productivity targets.

Just 30% believe their contributions at work are consistently recognized by the person they report to.

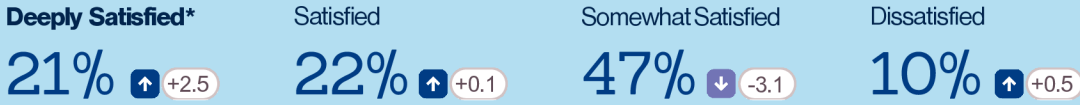
### Key Insights

- **Employees are taking a firmer stance.** Fewer functional category responses reflect a shift toward the development of clearer opinions, positive or negative, of leadership quality.
- **Exemplary leadership remains limited.** Only about one in five employees are highly satisfied with their immediate leader, with no change from 2024.
- **Perception gaps are widening by role.** Individual contributors show declining confidence in the person they report to, while leaders' and managers' outlook gained.
- **Distance impacts satisfaction.** Gains among hybrid and remote employees may reflect the impact of distance in reducing friction between leaders and direct reports.
- **Age shapes perception.** Declines among older employees may reflect adjustment to the evolving leadership landscape that has been impacted by technology integration.

# Job Satisfaction

## Global Job Satisfaction Outlook

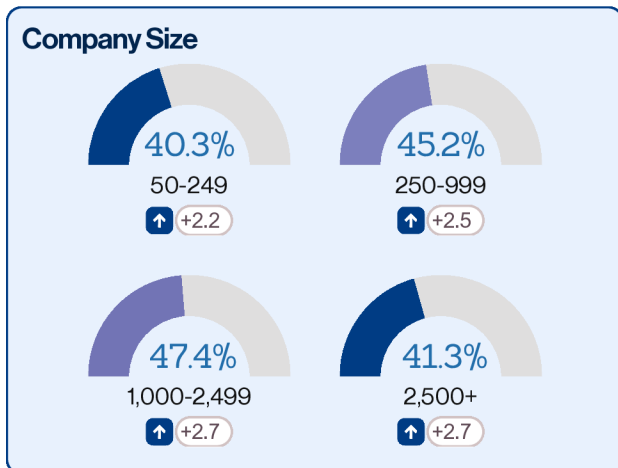
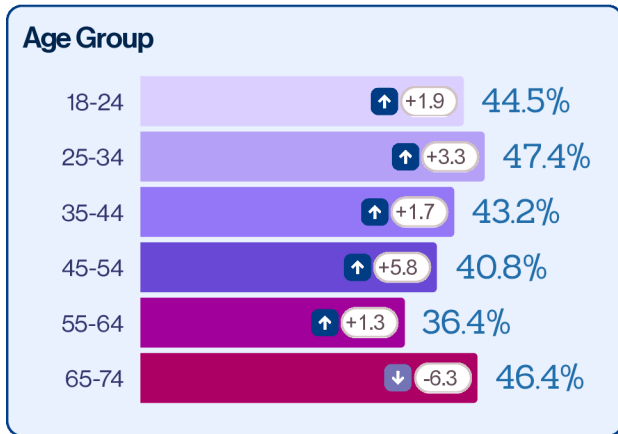
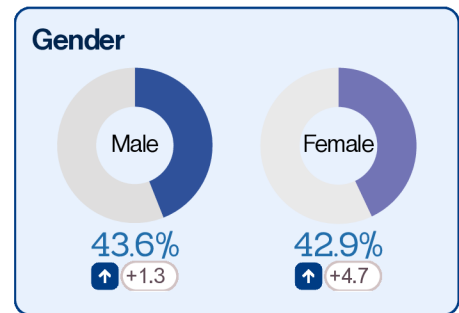
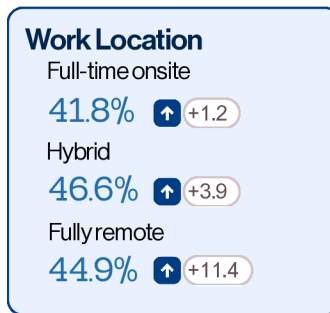
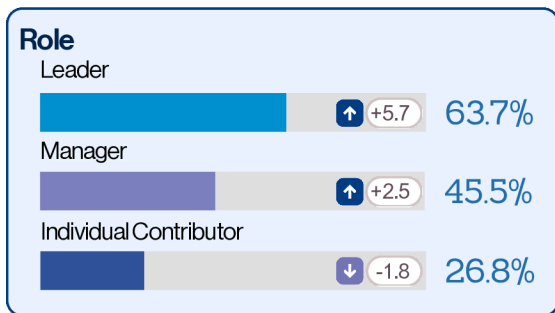
Overall level of job satisfaction as reported by study participants.



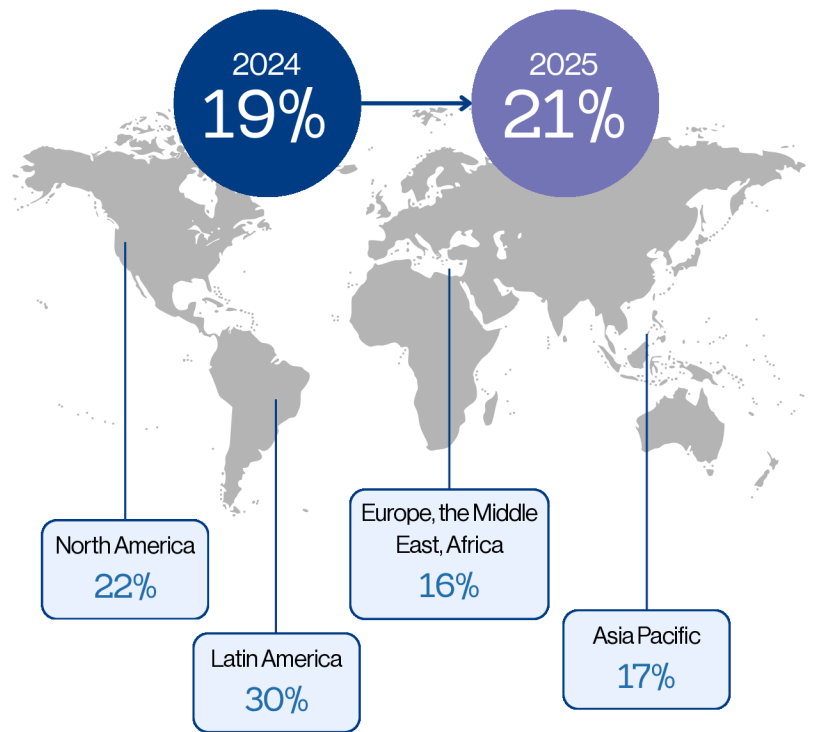
Note: +/- values represent percentage-point change from 2024.

## Percent Satisfied or Deeply Satisfied in Their Current Role

By Groups



## Deeply Satisfied\* With Their Job



\***Deeply Satisfied (gold standard):** Reflects those who find genuine fulfillment in their work and feel valued, motivated, and aligned with their role and organization.

# Job Satisfaction

## Job Satisfaction Gains Led by Remote Workers.

**Globally.** Job satisfaction improved in 2025, marking a cautious but positive shift in workplace sentiment. The share of employees describing themselves as deeply satisfied rose to 21% (+2.5), while those satisfied held steady, together representing roughly 43% of the global workforce. This movement, along with a decline in the somewhat satisfied category, suggests that more employees are forming clear, experience-based opinions about their workplace.

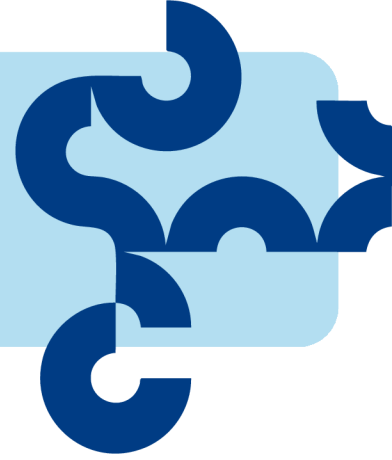
This steady improvement points to a gradual rebuilding of confidence and alignment between employees and their organizations after several years of uncertainty.

**By Groups.** Leaders remain the most satisfied cohort (64%), reflecting the influence of organizational clarity and control on overall strategy. Individual contributors, by contrast, declined (-1.8), continuing the broad trend of a widening gap between those who lead and those most directly affected by leadership decisions.

Remote employees posted the largest gain (+11.4), suggesting that stronger digital communication, greater flexibility, and trust-based management help promote job satisfaction in flexible work environments.

The gender gap narrowed, reflecting rising confidence in inclusion and recognition, although satisfaction among those 65+ declined, indicating that late-career workers may feel less aligned or valued within today's evolving work structures.

**Overall Outlook.** Globally, satisfaction is trending upward but remains uneven. Leaders, women, and remote employees are driving the rebound, yet disparities across roles persist. The next challenge is equally creating sustained fulfillment, anchoring satisfaction not just in flexibility or authority, but in fairness, connection, and shared success.



**“I love my job because it gives me a sense of achievement.”**

—Director  
Sweden

A sense of achievement remains one of the strongest contributors to job satisfaction, reinforcing the importance of meaningful work and clear connection between effort and impact.

Job satisfaction is closely tied to empathy and the quality of workplace relationships.

**89%** of employees who report a strong working relationship with their leader are satisfied or deeply satisfied in their role.

### Key Insights

- **Satisfaction is cautiously improving.** Global momentum is modest but genuine, with fewer employees identifying with the middle ground.
- **Leaders, women, and remote workers lead the rebound.** Optimism reflects the trending gap by role but also points to progress on inclusion and flexibility.
- **Flexibility continues to drive fulfillment.** Remote and hybrid work options help strengthen satisfaction through autonomy and trust.
- **Gender parity is improving.** Rising satisfaction among women indicates progress in inclusion and recognition.

GLOBAL SUMMARY

# Retention Intent

## Global Retention Intent Outlook

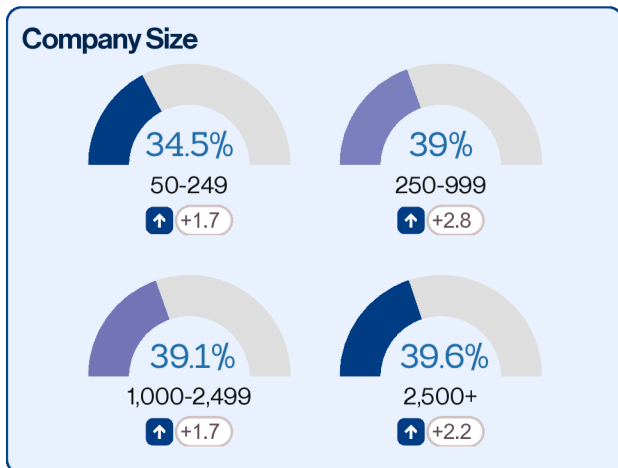
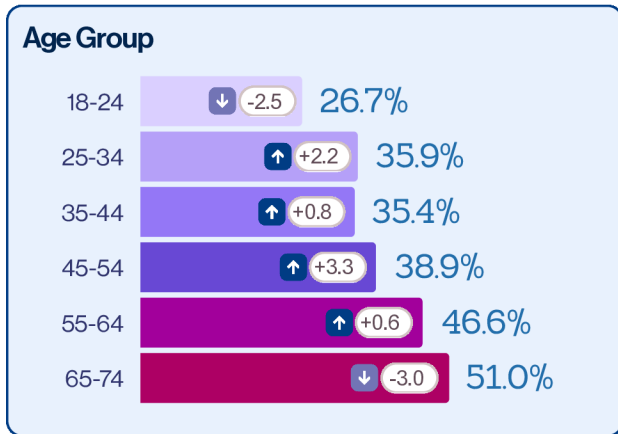
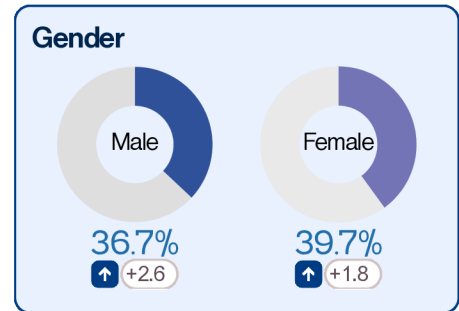
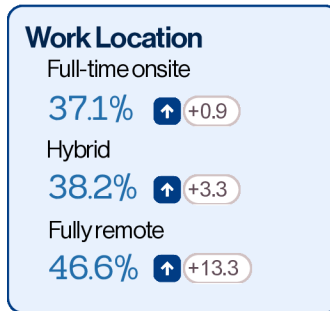
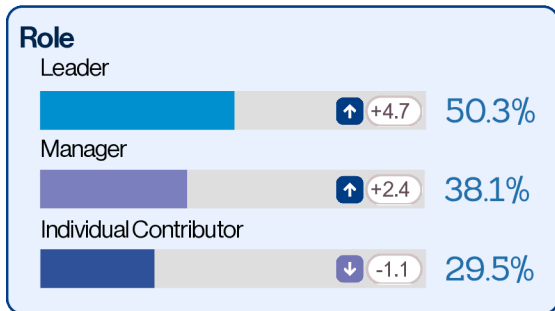
Intent to remain at current company as reported by study participants.



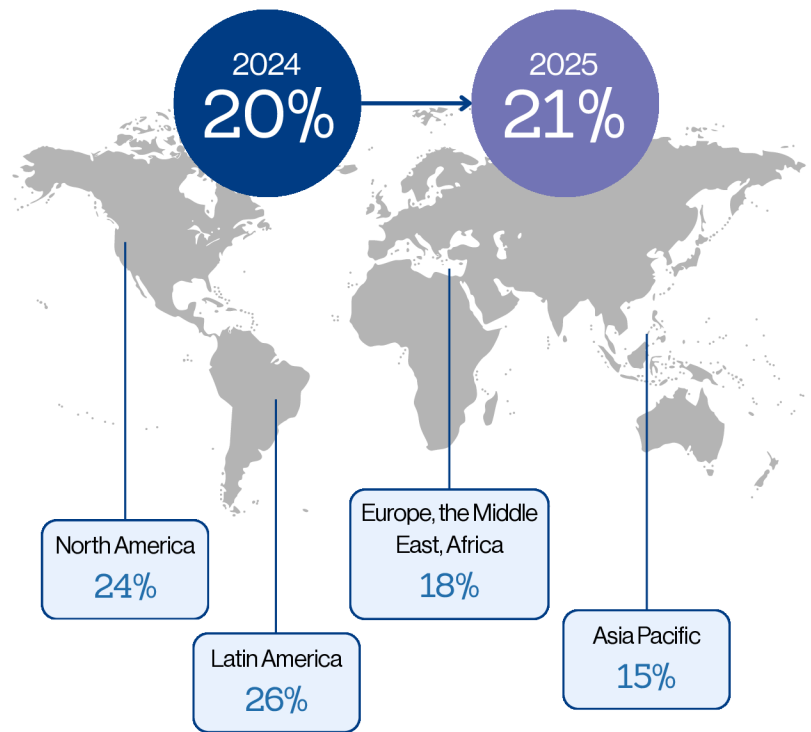
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Commitment or Deep Loyalty to Their Organization

By Groups

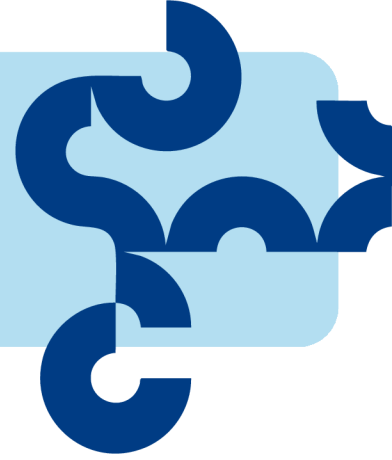


## Deeply Loyal\* to the Organization



**\*Deeply Loyal (gold standard):** Reflects employees who are anchored by trust, purpose, and belonging, who not only intend to stay but also feel proud to contribute to their organization's success.

# Retention Intent



## Commitment Strengthens but Views Grow More Polarized.

**Globally.** Intent to stay became more polarized in 2025. The share of deeply loyal employees rose to 21% (+0.7), offset by a similar rise with those at risk of leaving (21%, +0.9). This shift, coupled with a decline in the uncertain group, shows that fewer employees are undecided about their future and that people are forming firmer views of their relationship with their organization, positive or negative, that may soon translate into action.

Encouragingly, the committed segment grew 1.5 points, suggesting that those who were once uncertain are in part shifting toward stronger connection and intent to stay. Overall, the pattern points to gradual strengthening among those inclined to remain while also highlighting the opportunity to influence the 41% who still haven't formed a clear stance.

**By Groups.** Intent to stay gains were strongest among remote employees (47%), the largest improvement across all groups. Hybrid workers also improved (+3.3), surpassing on-site staff and reinforcing how flexibility and trust continue to shape long-term commitment.

By role, leaders remain the most committed cohort (50%) compared with managers (38%) and individual team members (30%, a decline from 2024). This widening gap is a reflection of the quality of organizational inputs impacting this outcome.

Younger workers (18–24) and those nearing retirement (65–74) both declined from 2024, potentially reflecting their career stage contexts and the organizational inputs affecting their decision to remain. Between these bookends, improvement or steadiness among 25–64-year-olds suggests improved alignment between career development and loyalty with these groups.

**Overall Outlook.** Gains remain concentrated among leaders and remote workers, while frontline and onsite employees point to areas of concern. Sustaining progress will require increased focus on equity of experience, where connection, flexibility, and recognition are shared, not selective.

There are a variety of influences that contributed to the decline in intent to stay for individual contributors in 2025:

“I only do what’s asked of me, nothing more because ... my work isn’t recognized.”  
—Individual Contributor  
France

“If I had the opportunity to develop my skills, I’d be more committed.”  
—Individual Contributor  
Sweden

“Unfortunately, it feels like working against windmills—it’s no longer a team.”  
—Individual Contributor  
Germany

### Key Insights

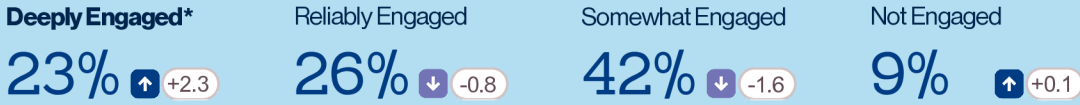
- **Polarization signals decision points.** Fewer employees are undecided about their future, suggesting that retention strategies must address conviction, not complacency.
- **Flexibility is becoming loyalty’s new foundation.** The strongest retention gains occurred among remote employees, a sign that flexible work environments with autonomy and trust may become central to commitment.
- **Leadership confidence isn’t cascading.** High loyalty among senior leaders contrasts with softer sentiment among managers and team members, highlighting a need to translate clarity and purpose downward.
- **Retention intent is stabilizing, not surging.** Gains in the committed category suggest incremental progress, but mirrored increases at the extremes indicate divergent experiences.
- **Career-stage sensitivity matters.** Younger employees are re-evaluating fit, meaning, and opportunity, while those 65 and over declined as well, requiring tailored strategies across the employee lifecycle.

GLOBAL SUMMARY

# Employee Engagement

## Global Employee Engagement Outlook

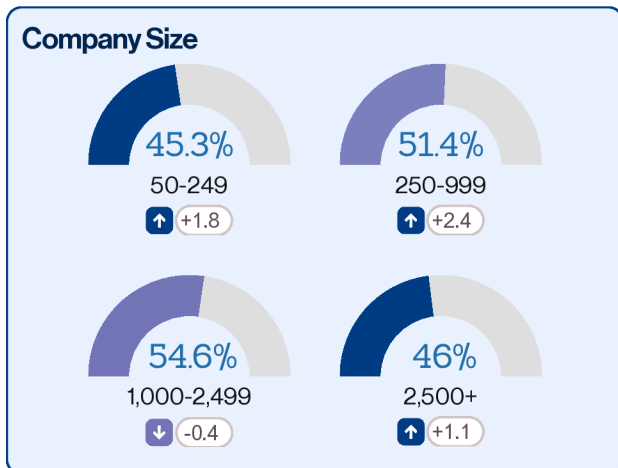
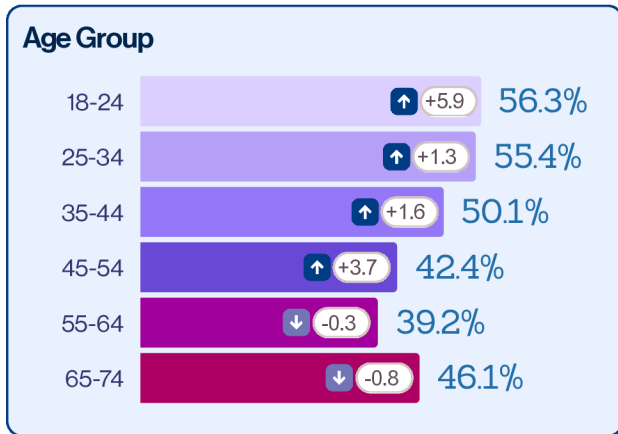
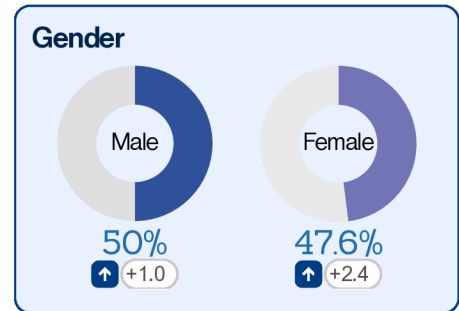
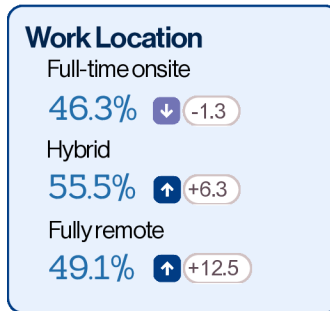
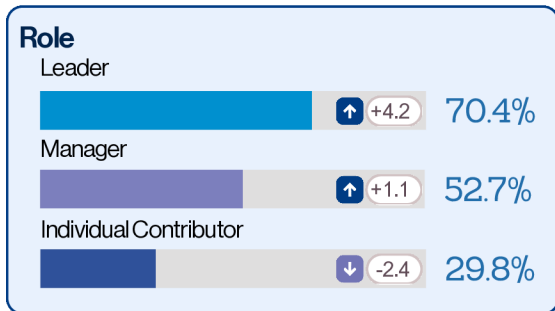
Level of engagement globally as reported by study participants.



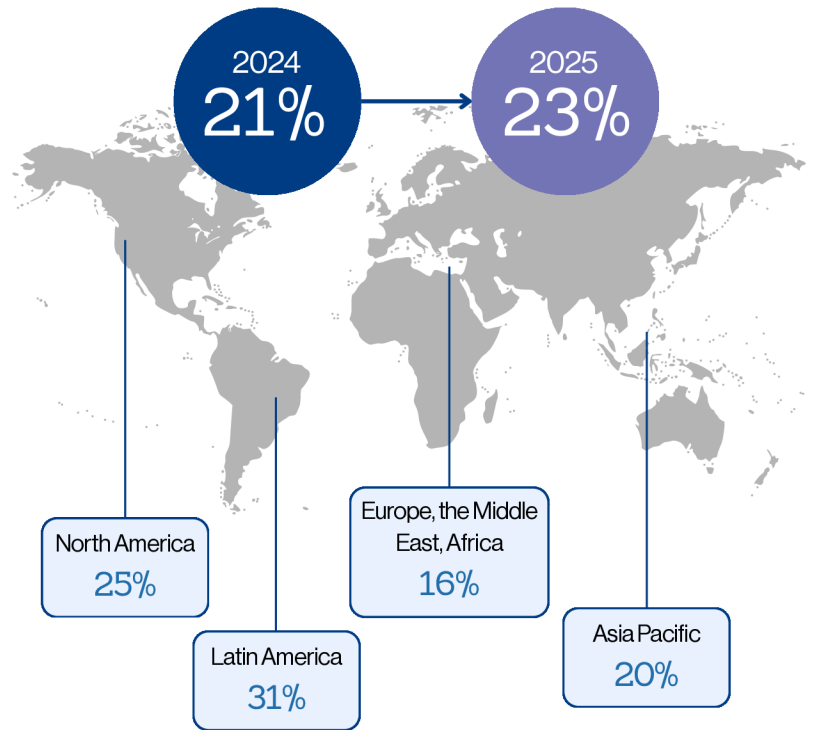
Note: +/- values represent percentage-point change from 2024.

## Percent Reliably or Deeply Engaged at Work

By Groups

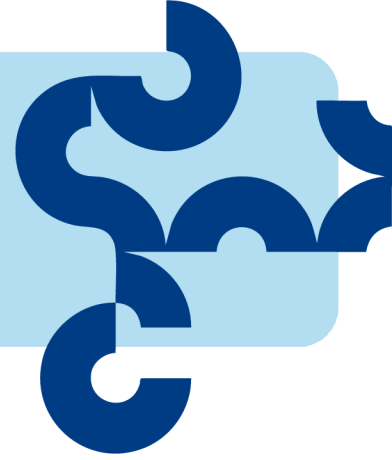


## Deeply Engaged\* Employees



**\*Deeply Engaged (gold standard):** Reflects those who feel a strong sense of connection, purpose, and commitment, bringing energy, initiative, and focus to their work because they believe in what they do and who they do it for.

# Employee Engagement



## Deep Engagement Strengthens, Narrowing the Middle Ground.

**Globally.** Employee engagement rose in 2025, led by growth at the top where the share of deeply engaged employees climbed to 23% (+2.3) from 2024. Fewer employees now sit in the middle, signaling stronger conviction about their connection to work. Overall engagement numbers reflect a workforce increasingly clear about how they relate to their organization.

The rise in deeply engaged employees is encouraging, representing those who bring energy, advocacy, and purpose to their roles. Engagement here reflects emotional and structural connection (how people experience pride, clarity, recognition, collaboration, and opportunity) providing a deeper picture of engagement as both mindset and system.

**By Groups.** Leaders remain the most engaged cohort (70%), expanding the gap between managers (53%) and individual contributors (30%). As the largest gap of any topic measured, bridging this divide is essential to translating leadership focus into shared experience.

Hybrid and remote employees outpace onsite peers, reinforcing that autonomy, trust, and balance are central to engagement. Hybrid workers lead this group overall, suggesting that environments blending freedom and collaboration may best sustain motivation.

Younger employees also report higher engagement, reflecting strong day-to-day involvement and motivation. Yet their lower intent to stay highlights that engagement is not synonymous with retention—particularly if development and recognition opportunities do not keep pace with their expectations.

**Overall Outlook.** Growth in the deeply engaged category, the cultural core every organization seeks to expand, signals progress. Yet engagement remains unevenly distributed. Sustaining engagement will depend on distributing the conditions that enable it, such as clarity, trust, and voice, so that connection becomes collective, not positional.

Employee engagement is not a mood, it is a reflection of the conditions and inputs that make commitment possible.

Engagement thrives when people feel proud of their work, clear about their goals, trusted by their leaders, and supported to grow.

Engagement is the sum of every condition that helps people care, contribute, and continue.

### Key Insights

- **Engagement is rising at the top.** Growth in the deeply engaged group marks a positive shift toward conviction and purpose.
- **Connection gaps remain wide.** Individual contributors declined and continue to lag far behind leaders, revealing uneven workplace experience.
- **Flexibility fuels engagement.** Hybrid and remote work models outgained onsite engagement, underscoring flexibility's value, but if attention shifts too narrowly, onsite potential may become underleveraged and offset future gains.
- **Activation.** Strengthening key engagement drivers will help convert recent gains into sustained, organization-wide momentum.

# North America

North America shows clear cultural progress, but gains are distributed unevenly across roles and organization sizes. Strengthening connection at scale remains the region's central opportunity.



# NA Regional Summary

## Progress Is Evident, but With Uneven Reach.

**NA Region.** In 2025, North American organizations made visible progress in strengthening the human foundations of workplace culture. Communication, empathy, and psychological safety each show positive gains overall, marking a clear shift toward more open, connected, and trusting environments. These gains represent more than sentiment; they are the preconditions that make learning, innovation, and collaboration possible, and their improvement reflects meaningful cultural investment.

Several sustaining factors also trended upward. Work-life balance and a growing sense of learning and innovation maturity suggest that many organizations are moving from recovery toward renewal. Hybrid models proved effective, offering flexibility without sacrificing connection, while smaller and mid-sized organizations outperformed larger enterprises across nearly every measure, creating an opportunity for larger organizations to reevaluate current training delivery efforts to strengthen the link between leadership intention, accountability, and employee experience.

The data also reveal an underlying imbalance. Leaders consistently rate the workplace far more positively than managers and individual contributors, indicating not only uneven experience but also a perception gap that may obscure the realities of daily work. And while retention intent improved overall, some of the most loyal groups, particularly remote employees and those in larger organizations, report lower scores on communication, empathy, and innovation culture. This pattern underscores that loyalty can stem from stability or circumstance rather than fully thriving cultural conditions that foster a voluntary willingness to stay.

Sustained progress will depend less on launching new initiatives and more on leadership awareness, bridging the divide between the culture leaders believe they have built and the one that employees actually experience.

## Regional Comparison

### Leads in work-life balance.

NA has the largest proportion of employees in the gold-standard category for work-life balance, where personal boundaries and well-being are supported alongside performance.

### Second-highest levels of organizational health indicators.

Across regions, NA ranks second in those deeply satisfied, loyal, and engaged.

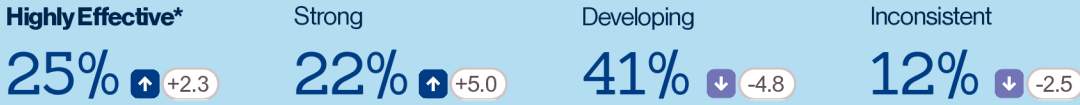
## Key Insights for 2026

- **Close the perception gap before it solidifies.** Leaders' more favorable outlooks risk masking strain among managers and frontline employees. Renewed focus on transparent dialogue and shared feedback will be essential to align perceptions, build trust, and ensure that improvements are felt equitably across the organization.
- **Strengthen connection at scale.** Larger organizations should reevaluate how learning, recognition, and engagement systems operate within more complex structures. Identifying barriers that dilute communication, trust, and empathy and recalibrating systems to support these connections will help sustain culture as scale and specialization grow.
- **Translate flexibility into unity.** The trust, autonomy, and communication rhythm driving hybrid success highlight practices that can benefit onsite teams as well. Extending those same relational dynamics across work models will help prevent a two-tier culture and strengthen cohesion across the workforce.
- **Ensure commitment reflects experience.** Some of the region's most loyal groups, particularly remote employees and those in large organizations, report lower scores on communication, empathy, and innovation. Addressing this imbalance will turn stable retention into true engagement rooted in shared connection and meaning.

# Communication

## Communication Culture Outlook

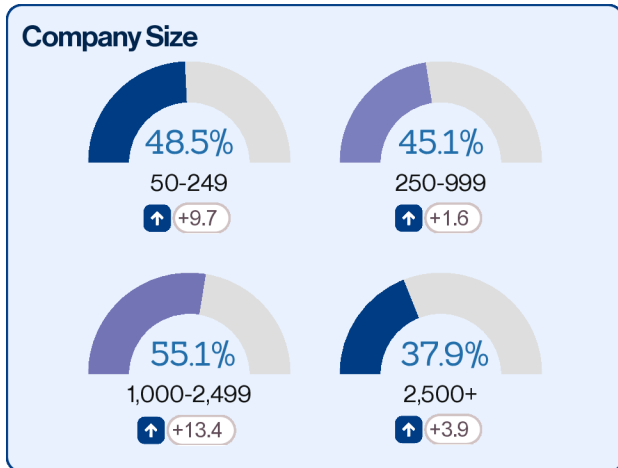
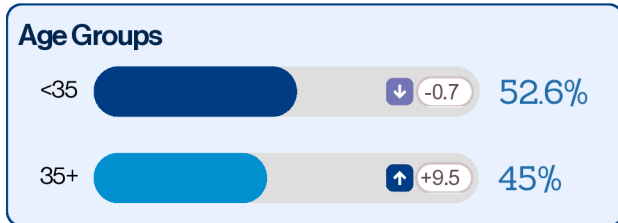
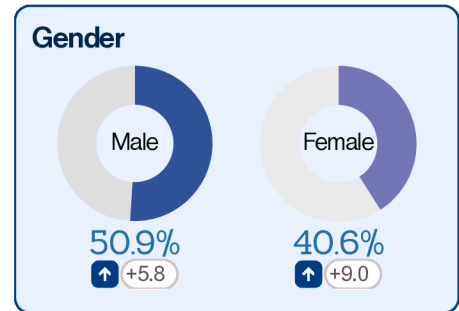
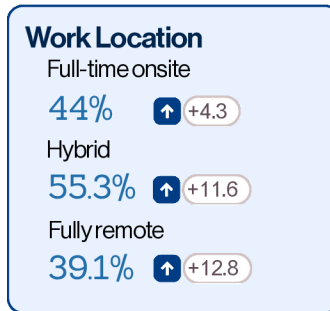
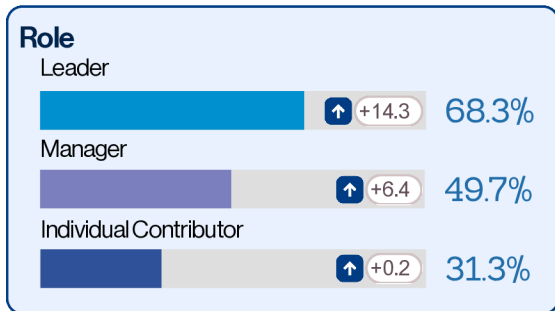
Level of communication as reported by study participants.



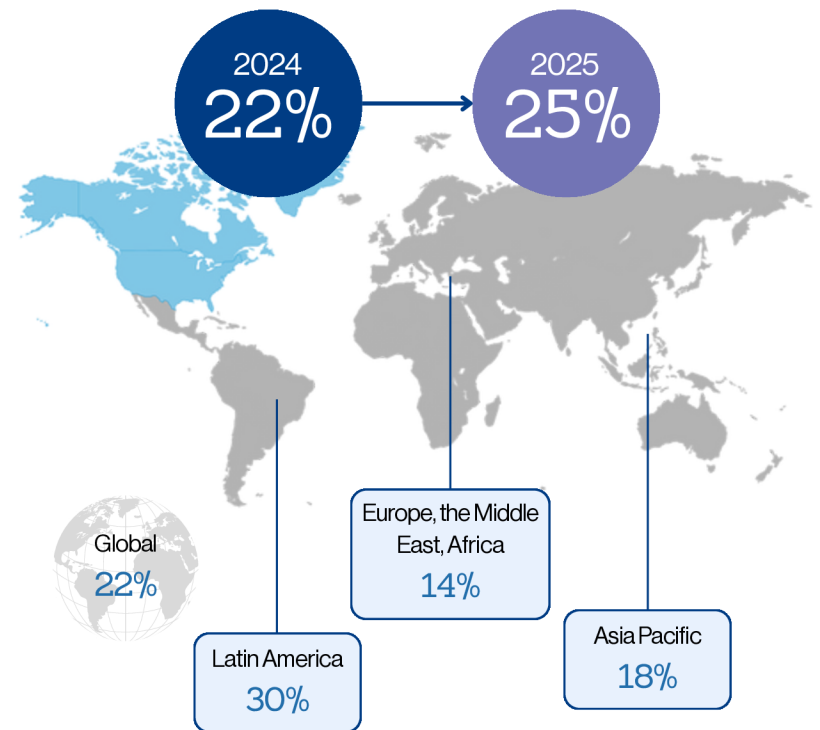
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Strong or Highly Effective Communication in the Workplace

By Groups



## Highly Effective\* Cultures of Communication



**\*Highly Effective (gold standard):** Cultures that consistently model the defining strengths of communication such as clarity, openness, understanding, and trust building.

# Empathy

## Workplace Empathy Outlook

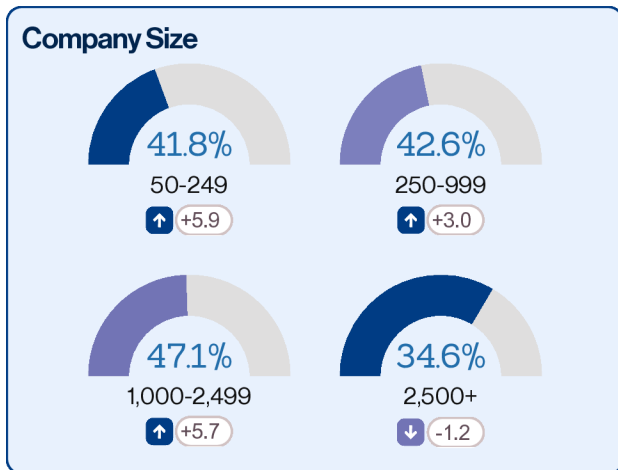
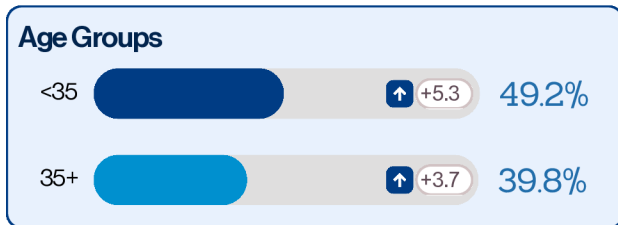
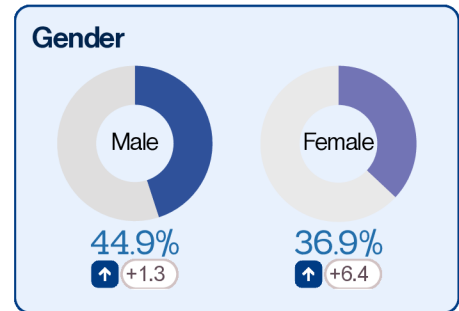
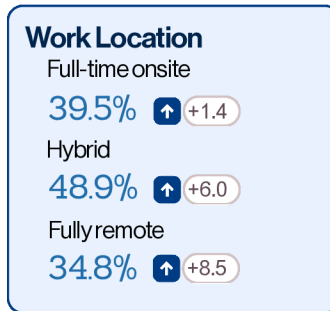
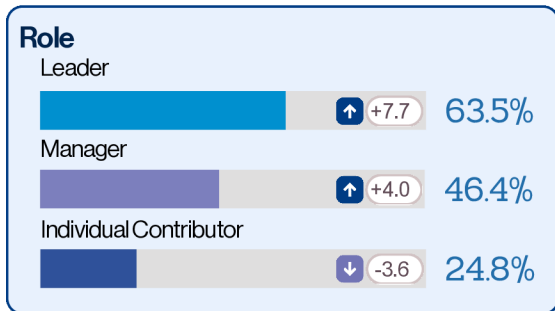
Level of empathy in the workplace as reported by study participants.



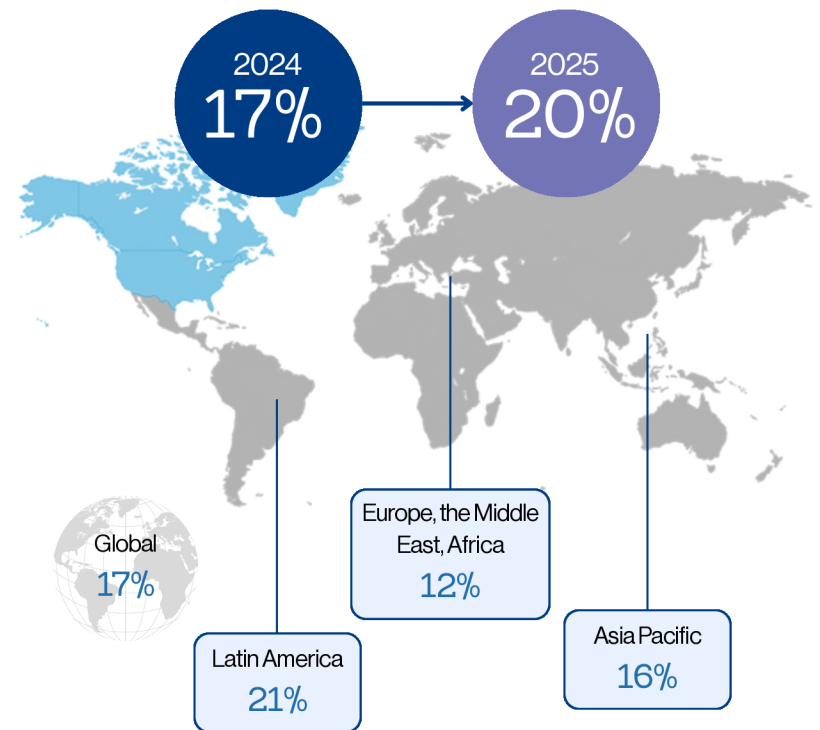
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a Supportive or Deeply Empathetic Culture of Empathy

By Groups



## Deeply Empathetic\* Cultures



**\*Deeply Empathetic (gold standard):** Cultures that are empathy exemplars where genuine compassion, understanding, and fairness are consistent features.

# Psychological Safety

## Psychological Safety Outlook

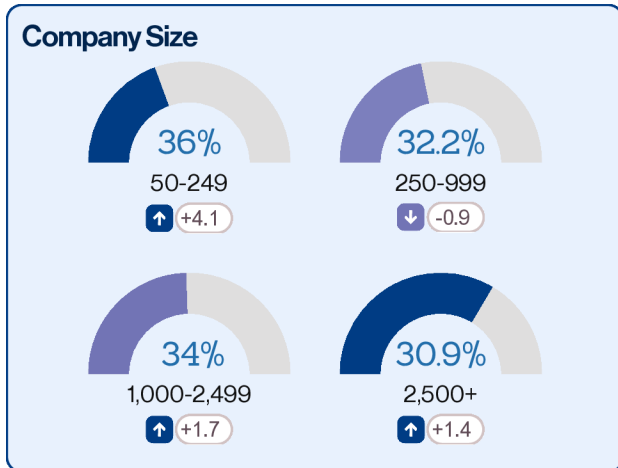
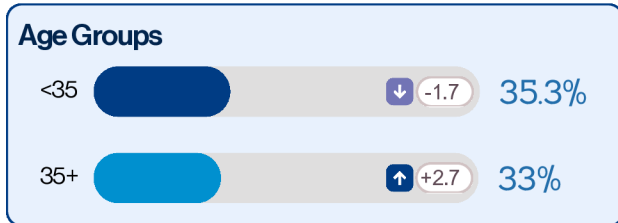
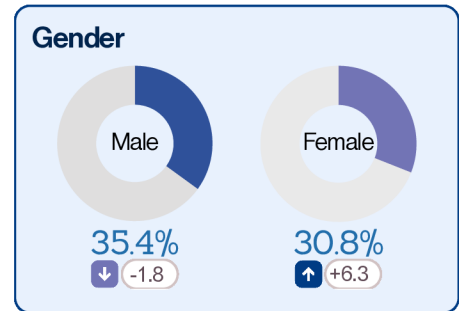
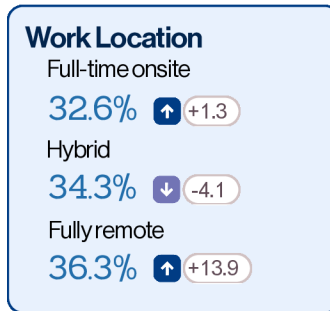
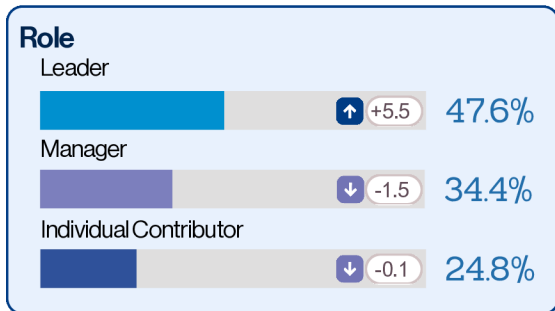
Overall level of psychological safety at work as reported by study participants.



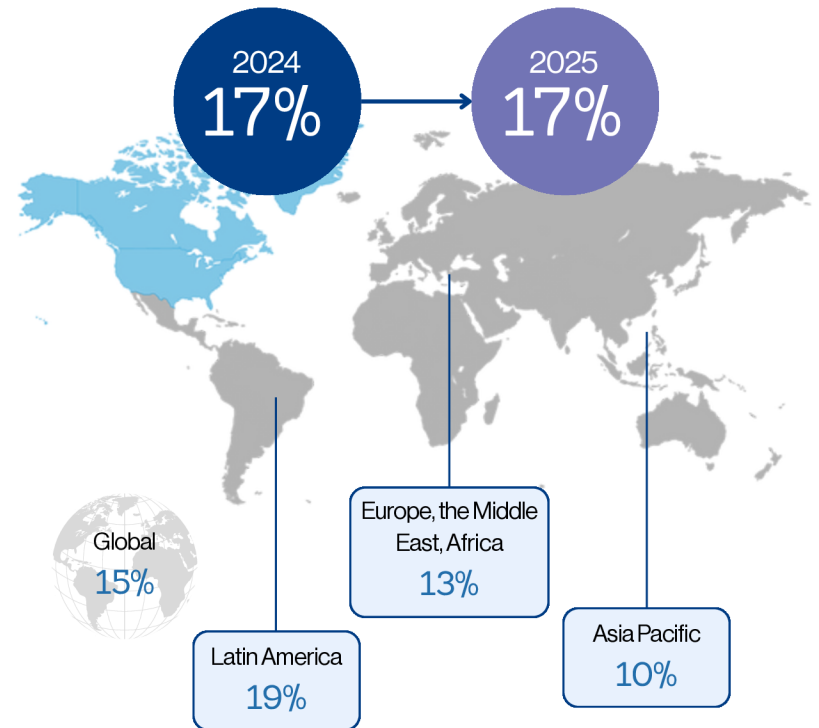
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Comfortable or Empowered Levels of Psychological Safety

By Groups



## Empowered\* Employees

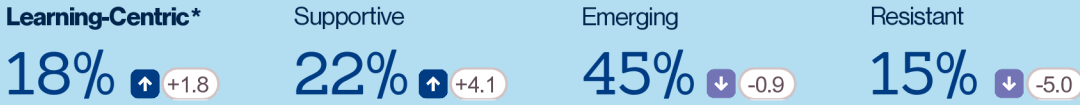


**\*Empowered (gold standard):** Cultures where people feel safe to speak up, share ideas, and take risks.

# Learning Culture

## Learning Culture Outlook

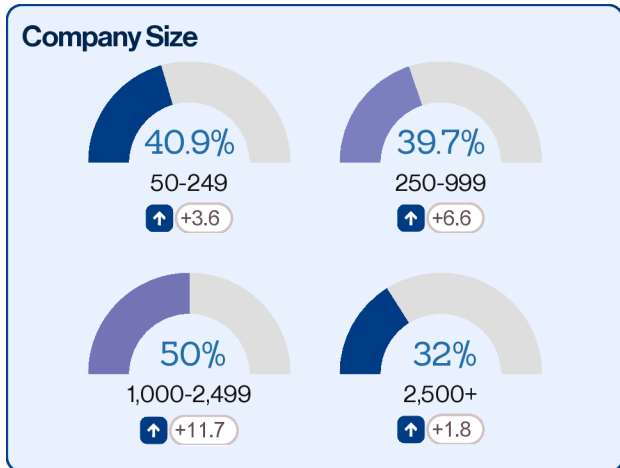
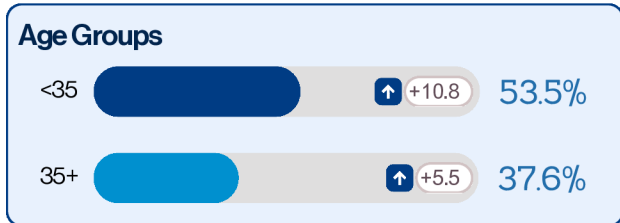
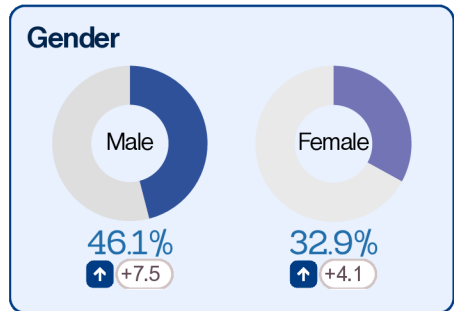
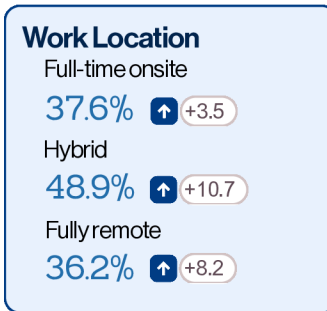
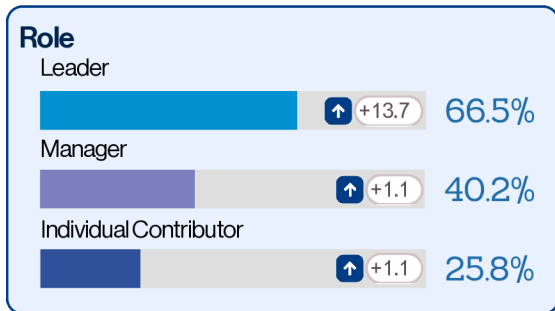
Learning and personal development culture as reported by study participants.



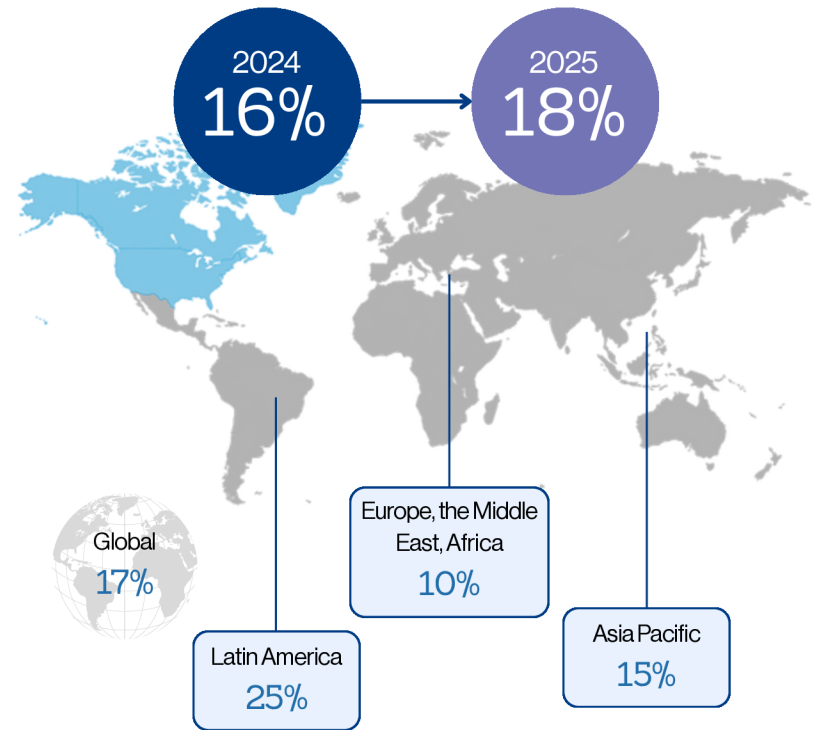
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a Supportive or Learning-Centric Culture

By Groups



## Learning-Centric\* Cultures



**\*Learning-Centric (gold standard):** Cultures of curiosity and knowledge sharing, where growth and improvement are an integral part of everyday work—individually and collectively.

# Innovation Culture

## Innovation Culture Outlook

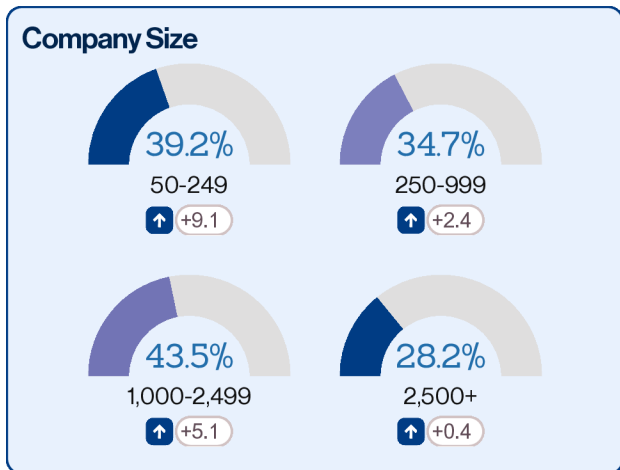
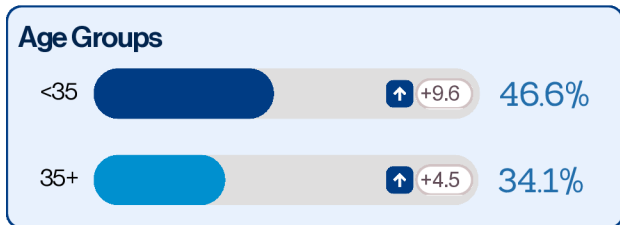
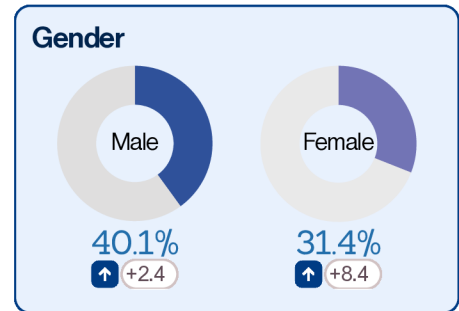
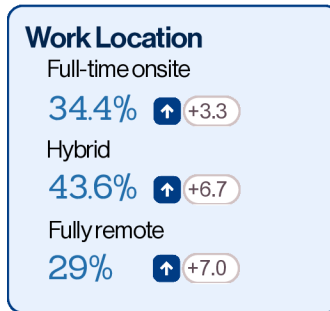
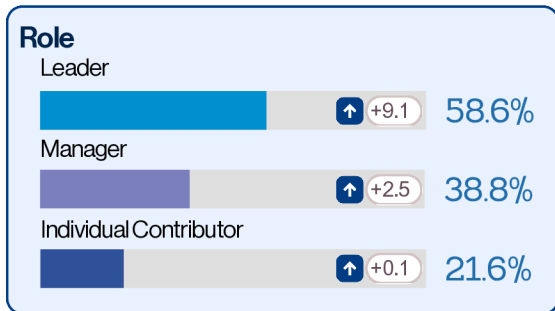
Level of innovation culture experienced as reported by study participants.



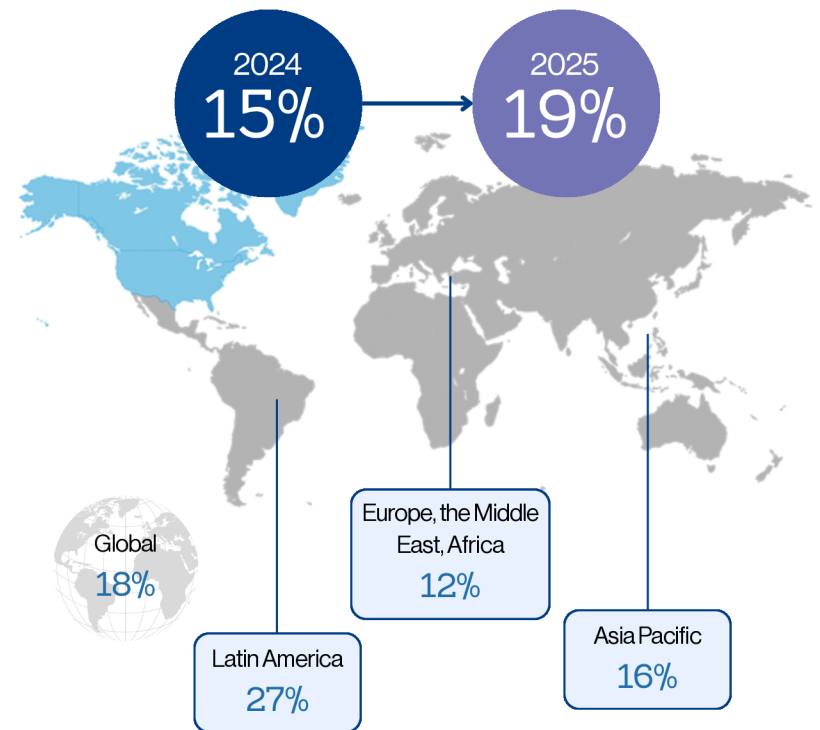
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a Creative or Highly Innovative Culture.

By Groups



## Highly Innovative\* Cultures

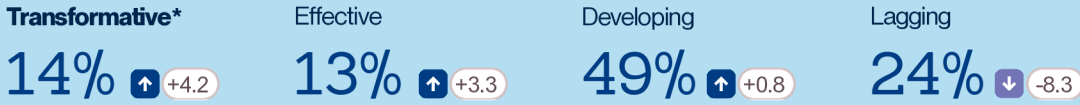


**\*Highly Innovative (gold standard):** Forward-thinking organizations that encourage experimentation, embrace new ideas, and turn creativity into practical improvements and breakthroughs.

# Technology/AI Integration

## Technology/AI Integration Outlook

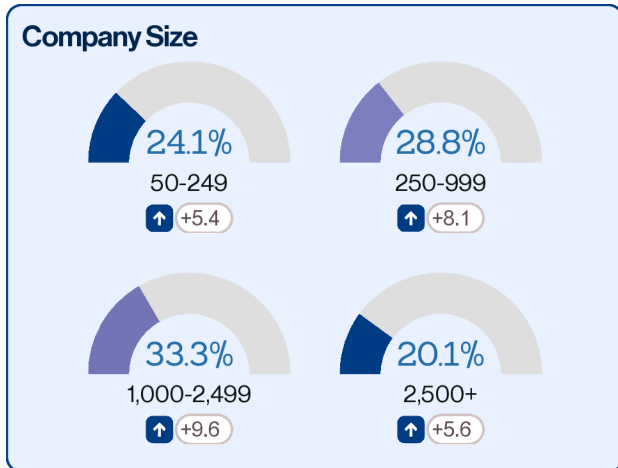
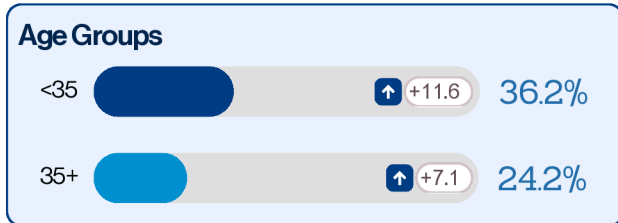
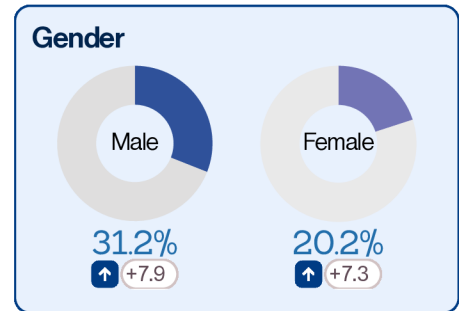
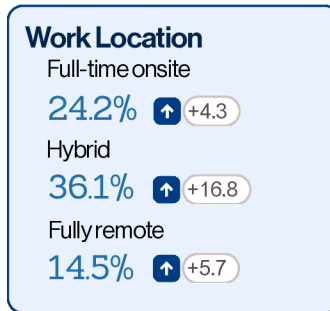
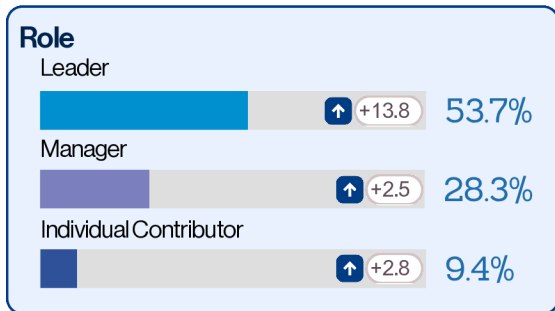
Level of technology/AI integration culture as reported by study participants.



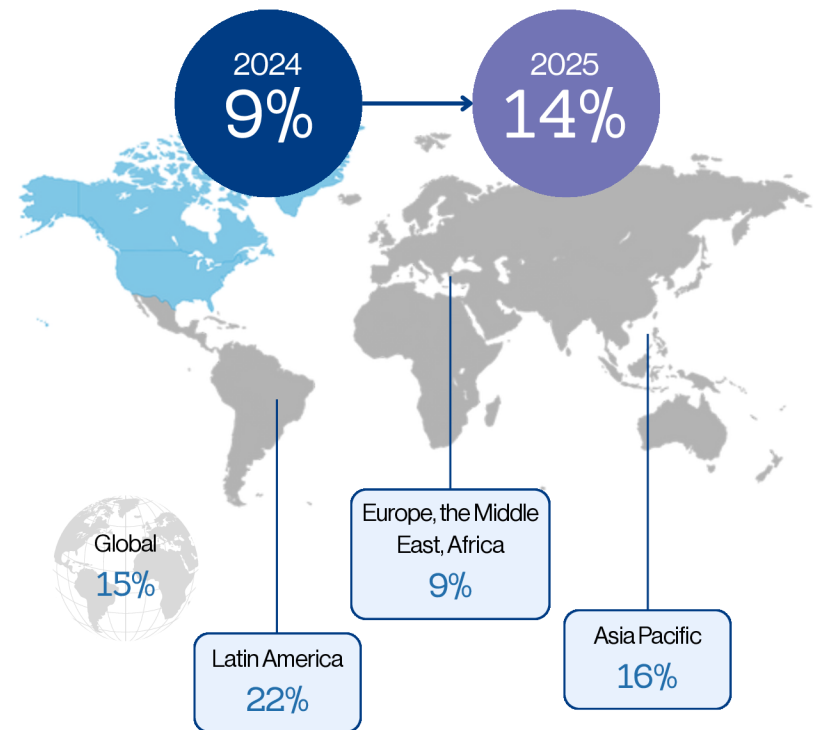
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting an Effective or Transformative Level of Technology/AI Integration

By Groups



## Transformative\* Level of Technology/AI Integration



**\*Transformative (gold standard):** Technology-enabled cultures that seamlessly integrate digital tools and AI to enhance efficiency, insight, and human potential.

# Work-Life Balance

## Work-Life Balance Outlook

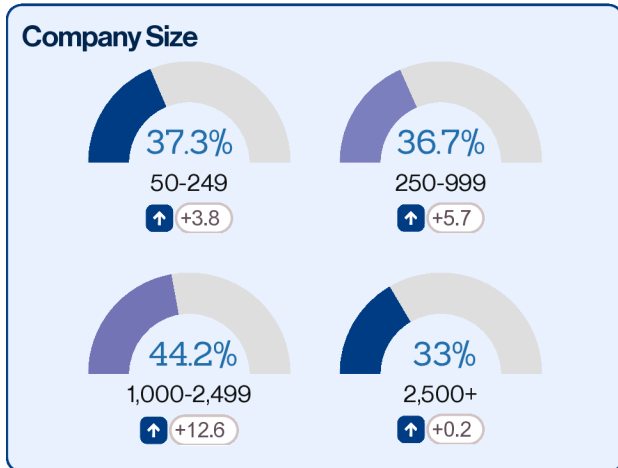
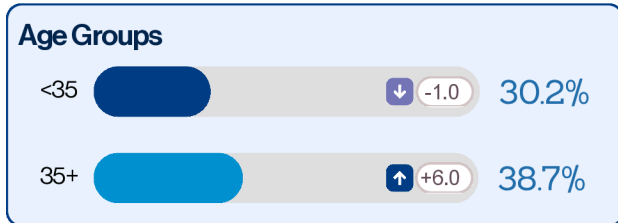
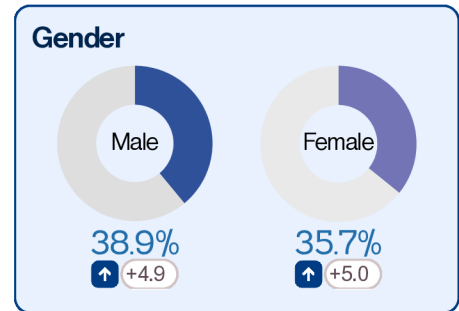
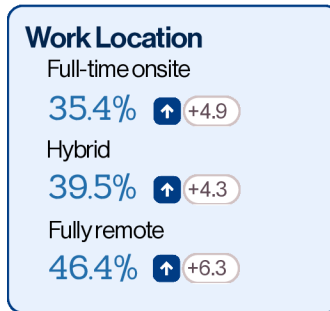
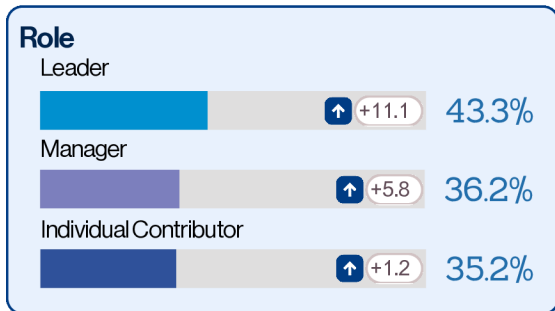
Quality of work-life balance as reported by study participants.



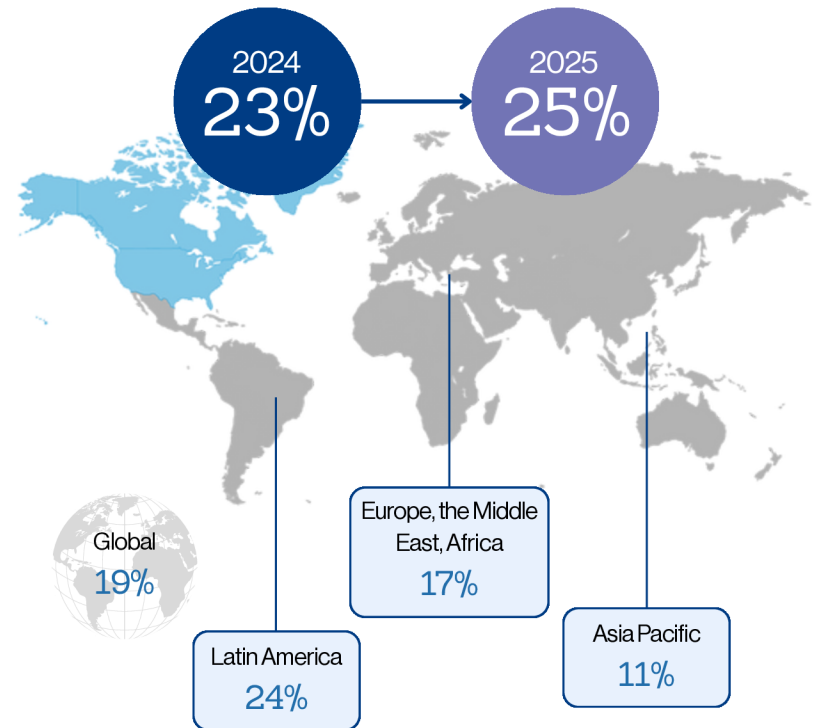
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Good or Excellent Work-Life Balance

By Groups



## Excellent\* Work-Life Balance Reported



**\*Excellent (gold standard):** Represents those in cultures that respect personal boundaries and support well-being alongside performance.

# Satisfaction With Leader

## Satisfaction With Immediate Leader/Supervisor

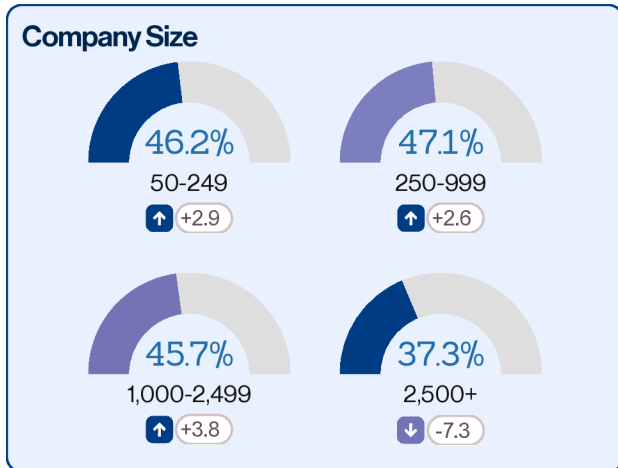
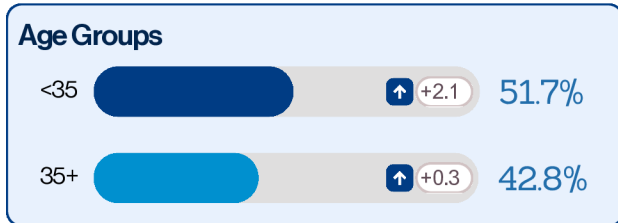
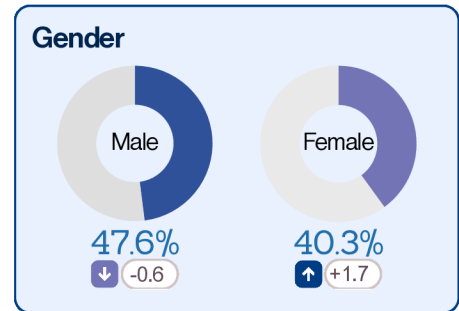
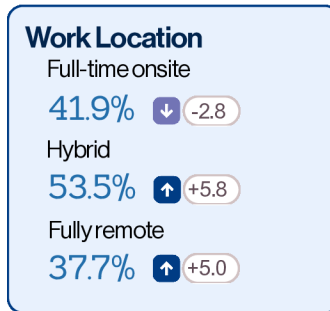
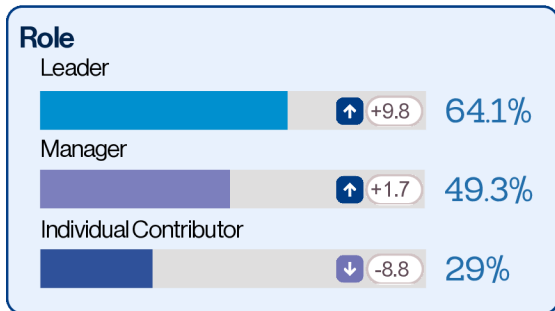
Level of satisfaction with the person study participants report to.



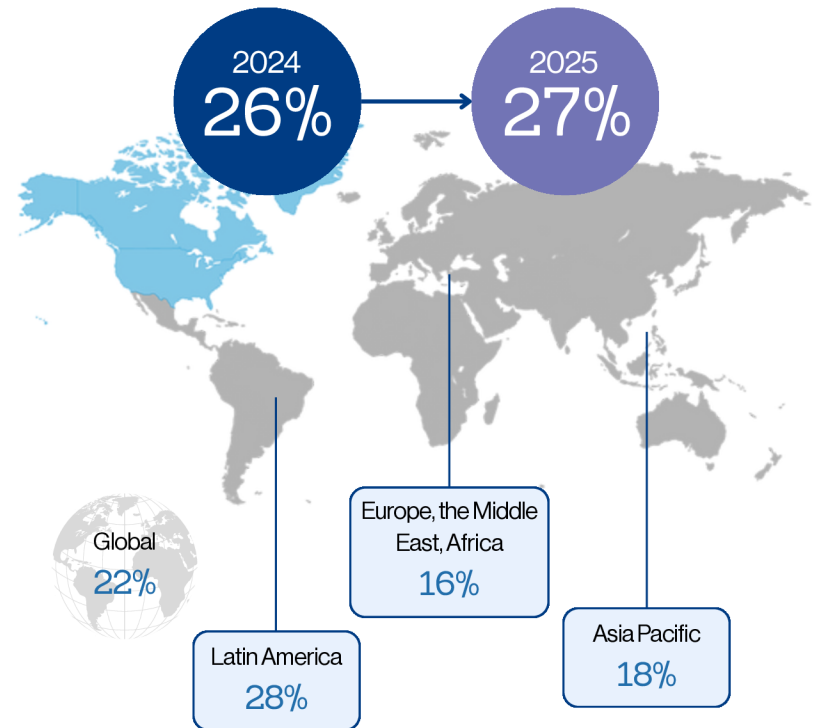
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a High or Exceptional Level of Satisfaction With the Person They Report To

By Groups



## Exceptional\* Satisfaction With Immediate Leader

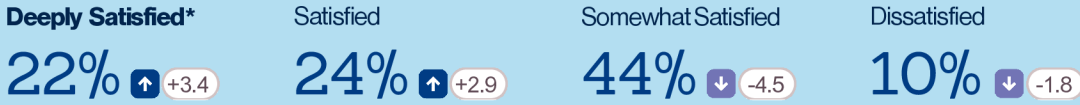


**\*Exceptional (gold standard):** Reflects those who view their immediate leader as supportive, fair, and clear in communication, and someone who values contributions while fostering confidence and engagement.

# Job Satisfaction

## Job Satisfaction Outlook

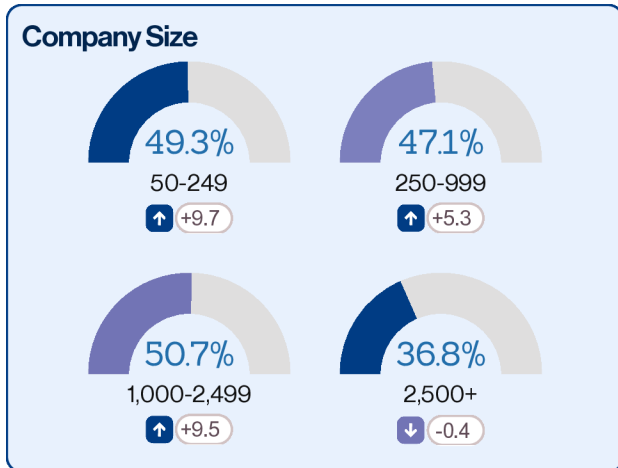
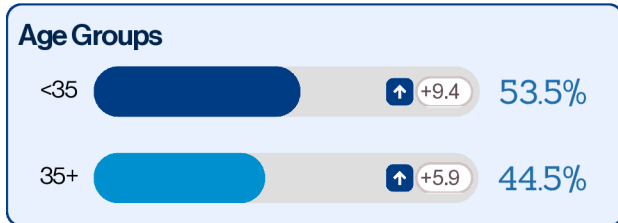
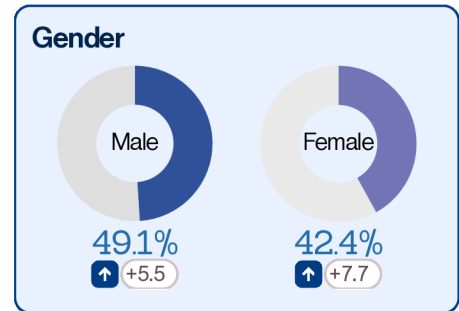
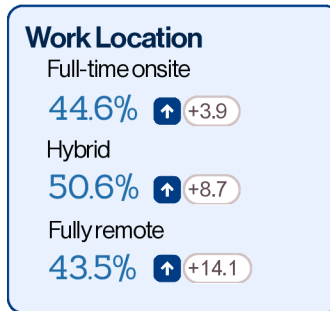
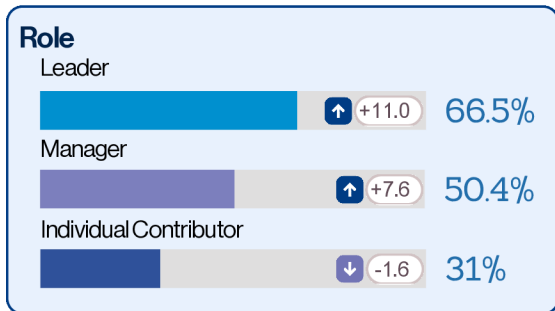
Overall level of job satisfaction as reported by study participants.



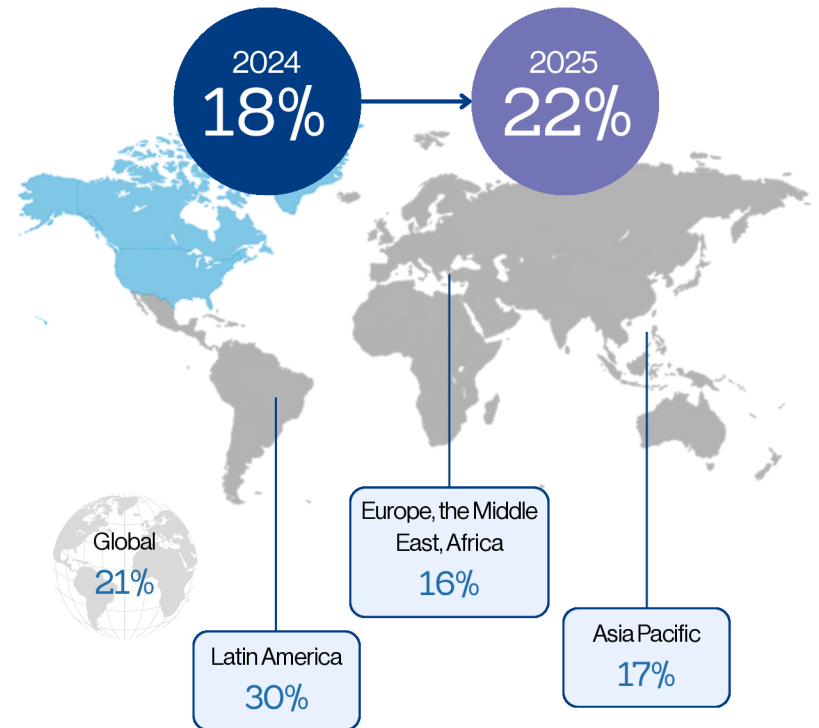
Note: +/- values represent percentage-point change from 2024.

## Percent Satisfied or Deeply Satisfied in Their Current Role

By Groups



## Deeply Satisfied\* With Their Job



\***Deeply Satisfied (gold standard):** Reflects those who find genuine fulfillment in their work and feel valued, motivated, and aligned with their role and organization.

# Retention Intent

## Retention Intent Outlook

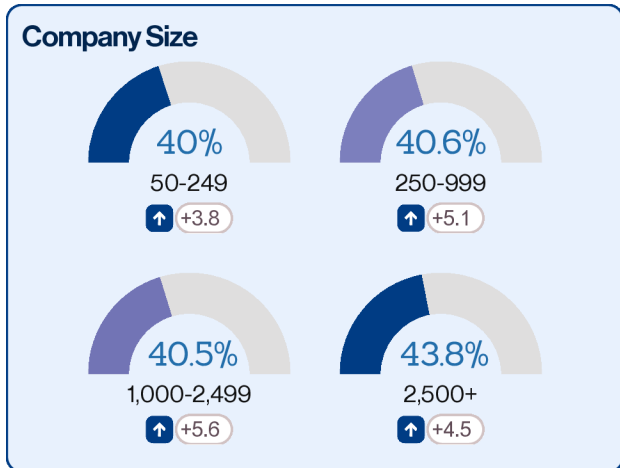
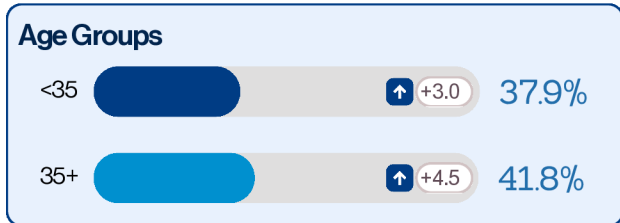
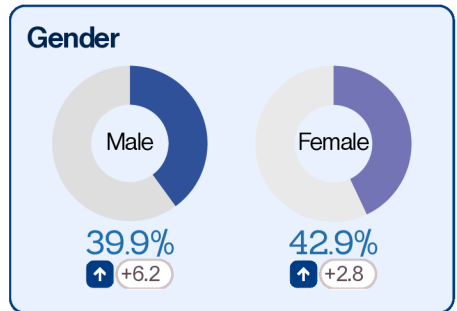
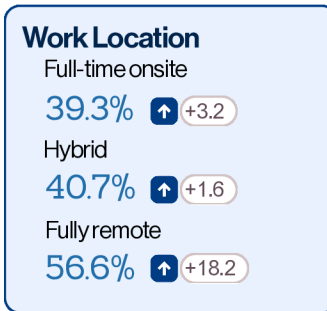
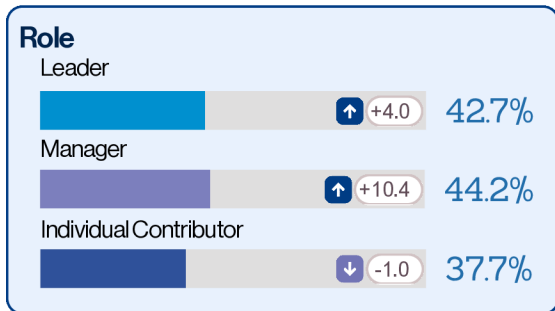
Intent to remain at current company as reported by study participants.



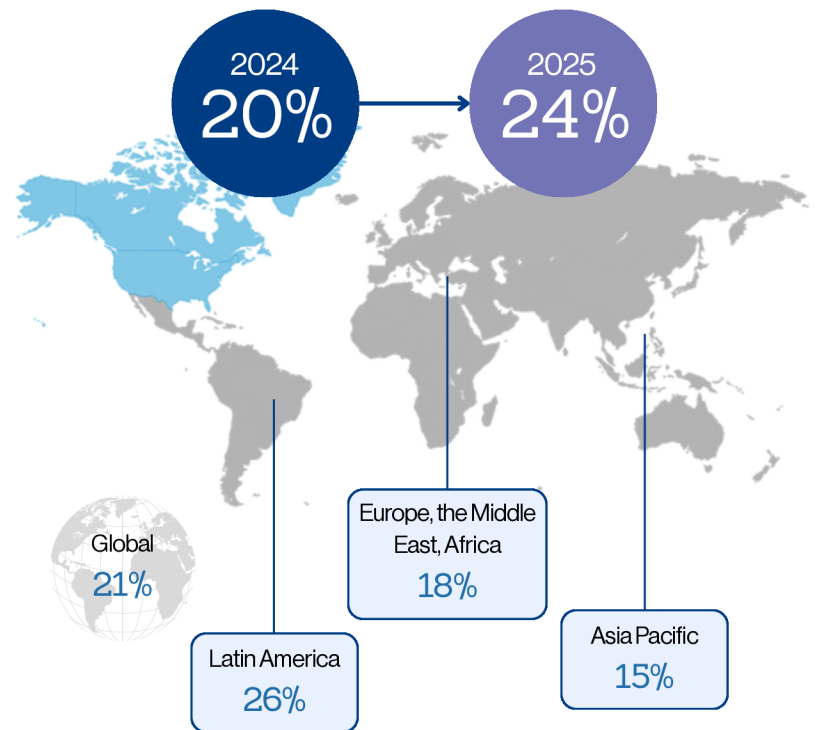
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Commitment or Deep Loyalty to Their Organization

By Groups



## Deeply Loyal\* to the Organization



**\*Deeply Loyal (gold standard):** Reflects employees who are anchored by trust, purpose, and belonging, who not only intend to stay but also feel proud to contribute to their organization's success.

# Employee Engagement

## Employee Engagement Outlook

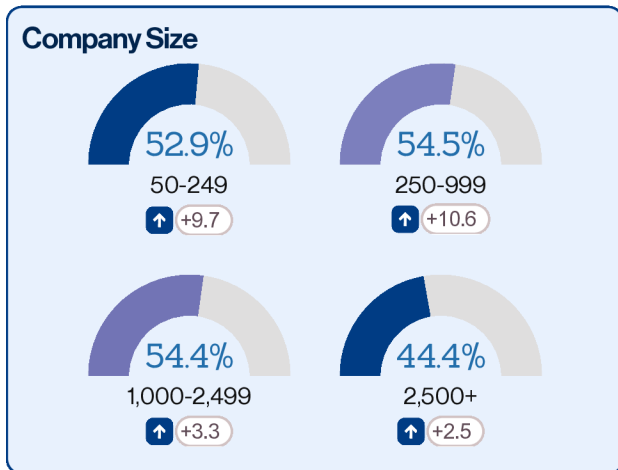
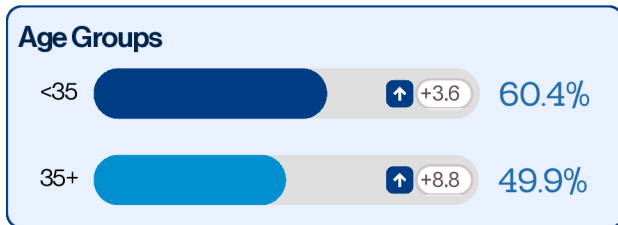
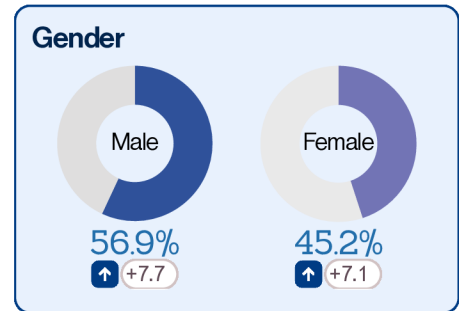
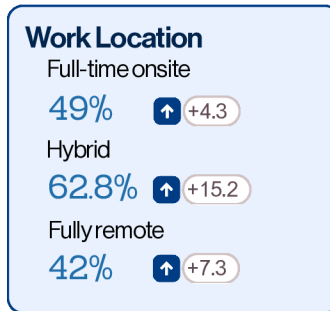
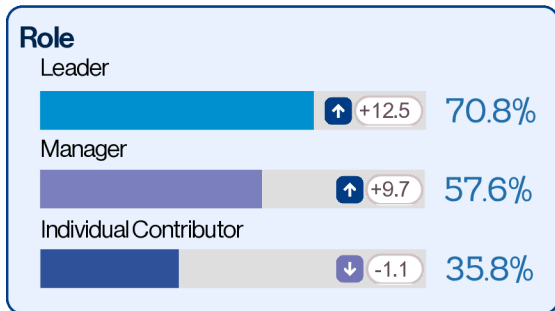
Level of engagement as reported by study participants.



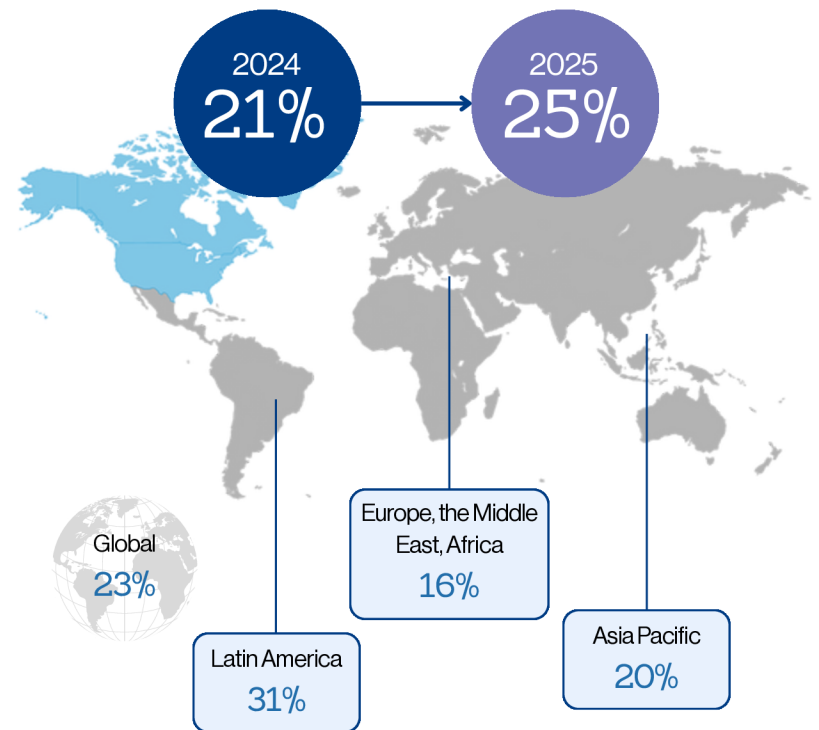
Note: +/- values represent percentage-point change from 2024.

## Percent Reliably or Deeply Engaged at Work

By Groups



## Deeply Engaged\* Employees



**\*Deeply Engaged (gold standard):** Reflects those who feel a strong sense of connection, purpose, and commitment, bringing energy, initiative, and focus to their work because they believe in what they do and who they do it for.

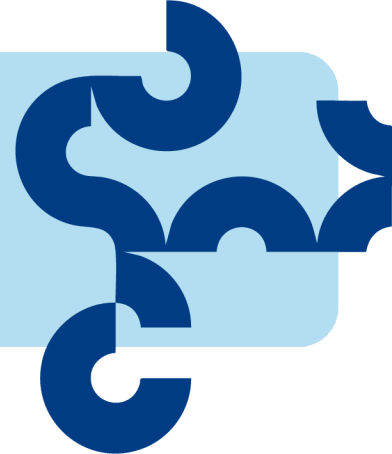
State of Organizational Health

# Latin America

Latin America continues to lead in relational culture, yet rising workload strain is beginning to test the resilience of its connection-driven strengths.



# LATAM Regional Summary



## Regional Strength Under Pressure.

**LATAM Region.** In 2025, Latin American organizations continued to advance the human foundations of workplace culture. Communication and empathy strengthened at the high end, and psychological safety rose meaningfully with an increase in those feeling empowered. The gains were most evident among younger employees, women, and hybrid or remote workers—indicating widening inclusion and greater comfort in speaking up. Leadership remains the most positive cohort, but the perception gap narrowed slightly across roles as managers and individual contributors reflected areas of improvement, suggesting leadership that is becoming more connected to day-to-day realities, and as a result, the region is reaping the benefits.

Sustaining factors reflected both maturity and strain. Learning and innovation responses reflected healthy perceptions of the respective cultures, particularly among hybrid and younger employees, pointing to growing adaptability and curiosity. Yet work-life balance stalled, which may be an early signal that rising efforts may be outpacing employee recovery. Satisfaction with immediate leaders improved among hybrid and remote employees, which may have softened some of that strain. Still, without recalibrating workload, clarity, and capacity, these gains risk being short-lived.

Outcomes show progress layered with early warning signs. Job satisfaction and retention intent improved, while engagement reflected modest shifts. The result is a workforce more intensely committed at its core but less evenly engaged across its breadth. Latin America's cultural strength remains clear as results point to workplaces that are more relationally grounded and inclusive, but its long-term sustainability will hinge on how effectively organizations protect balance and preserve the energy that has fueled the progress.

## Regional Comparison

### Strongest relational culture.

LATAM leads globally in empathy, communication effectiveness, and psychological safety, reflecting deeper people-centered workplace norms.

**Highest percent of those deeply engaged.** LATAM ranks first in those employees deeply satisfied, loyal and engaged, demonstrating that emotional and relational connections remain a defining strength in the workplace.

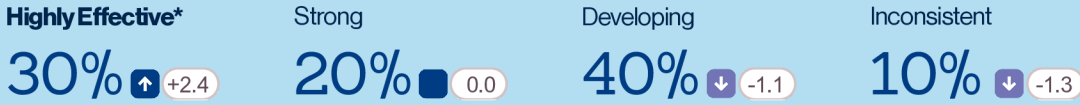
## Key Insights

- **Reinforce the human foundations before fatigue sets in.** Gains in communication and empathy risk being undermined if workload pressure and leader strain continue to rise. Renewed focus on balance, rest, and emotional bandwidth is essential to preserve connection.
- **Stabilize the systems that sustain culture.** Flat or declining work-life balance indicates that the mechanisms supporting well-being, such as manager capacity, pacing, and role clarity, need recalibration to maintain momentum and prevent burnout from eroding engagement.
- **Convert relational strength into sustainable performance.** LATAM's high satisfaction and engagement levels show clear promise; translating them into long-term retention will depend on restoring balance and ensuring the drive for progress does not outpace organizational capacity.
- **Broaden engagement depth.** Inputs that contribute to growth at the top of the engagement scale should be felt evenly across roles by strengthening recognition, communication, and development pathways.

# Communication

## Communication Culture Outlook

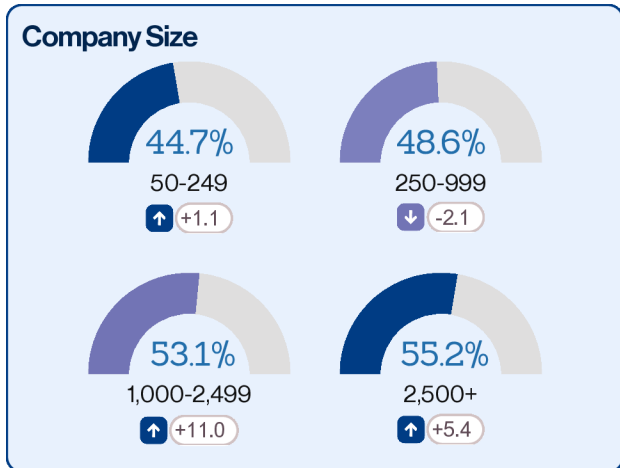
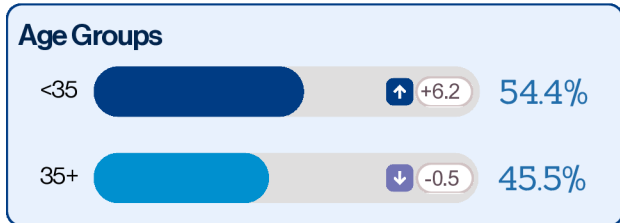
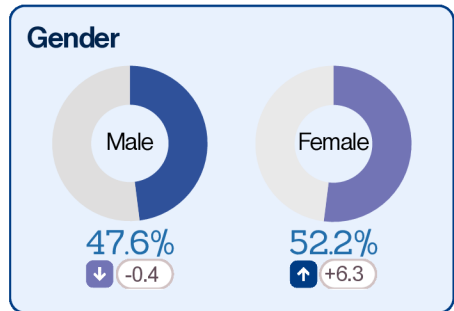
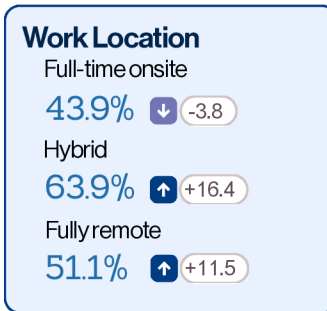
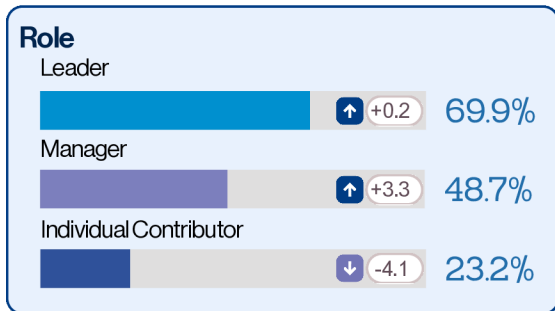
Level of communication as reported by study participants.



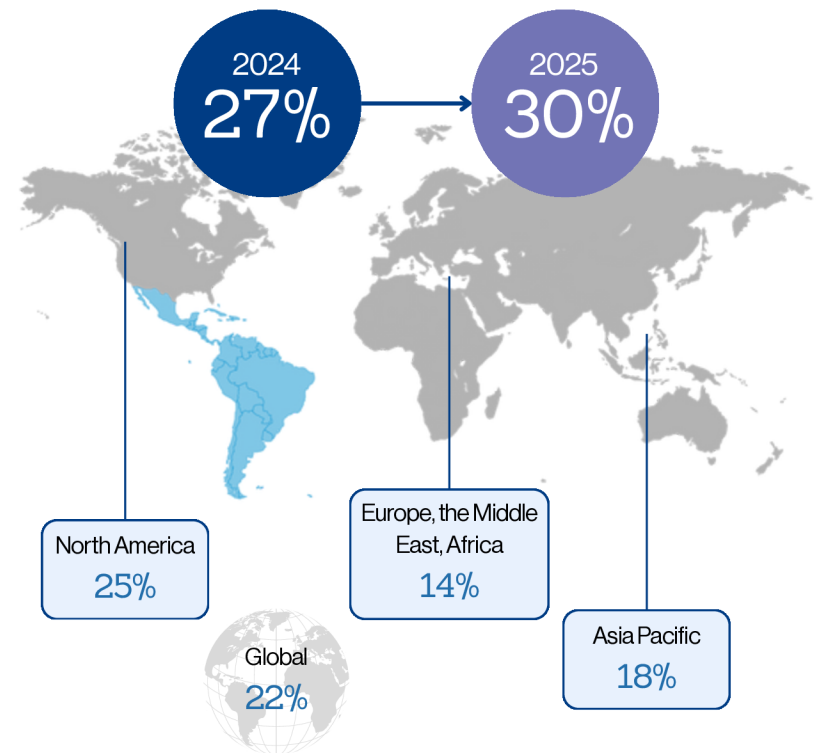
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a High/Very High Level of Communication in the Workplace

By Groups



## Highly Effective\* Cultures of Communication



**\*Highly Effective (gold standard):** Cultures that consistently model the defining strengths of communication such as clarity, openness, understanding, and trust building.

# Empathy

## Workplace Empathy Outlook

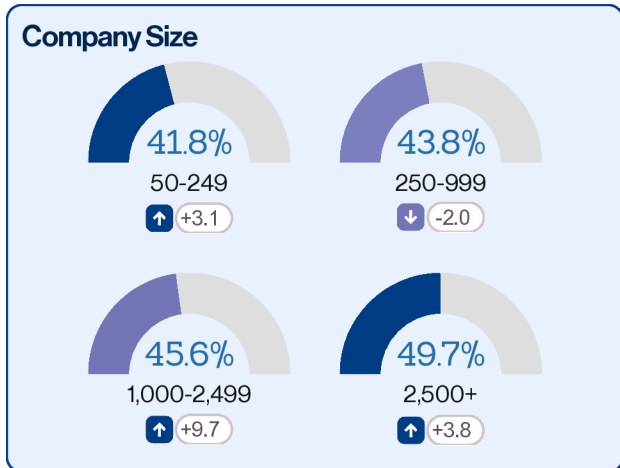
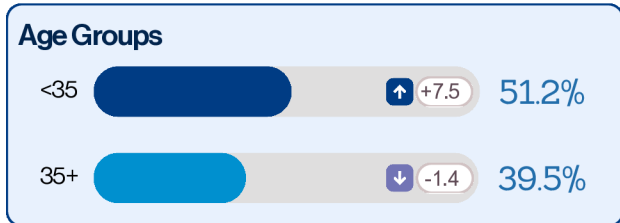
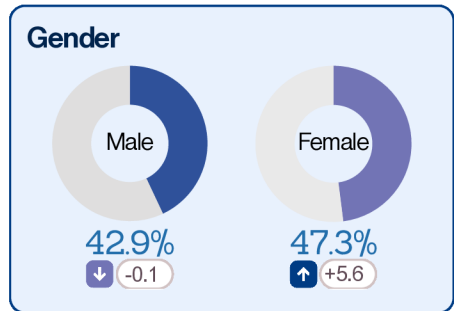
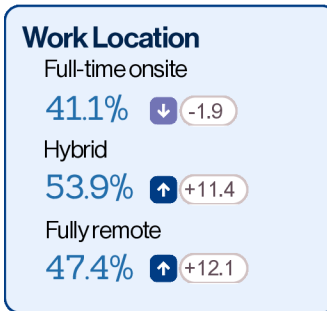
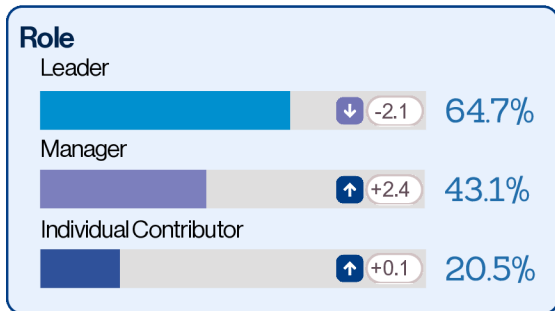
Level of empathy in the workplace as reported by study participants.



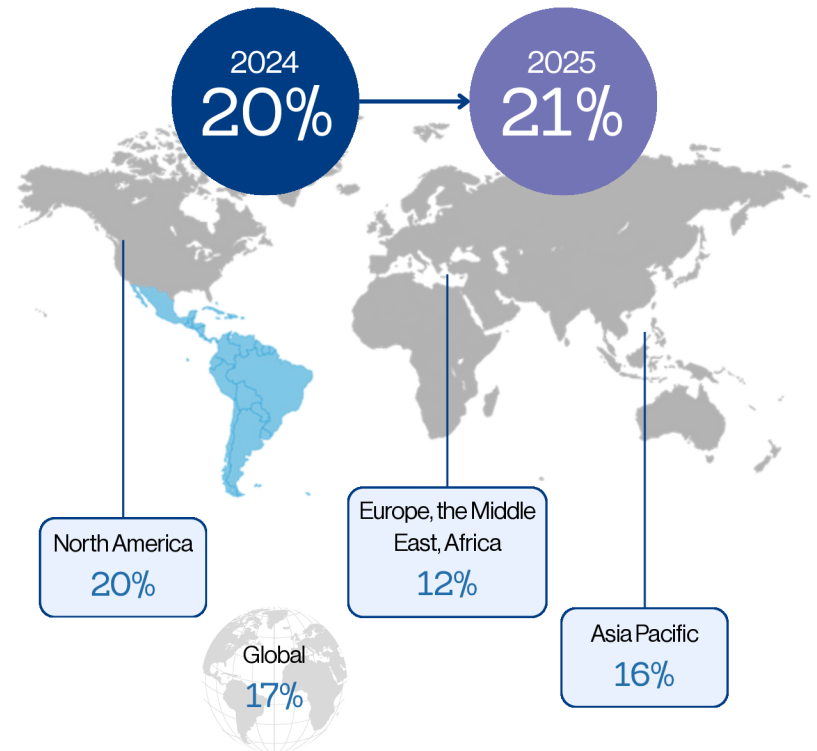
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a Supportive or Deeply Empathetic Culture of Empathy

By Groups



## Deeply Empathetic\* Cultures



**\*Deeply Empathetic (gold standard):** Cultures that are empathy exemplars where genuine compassion, understanding, and fairness are consistent features.

# Psychological Safety

## Psychological Safety Outlook

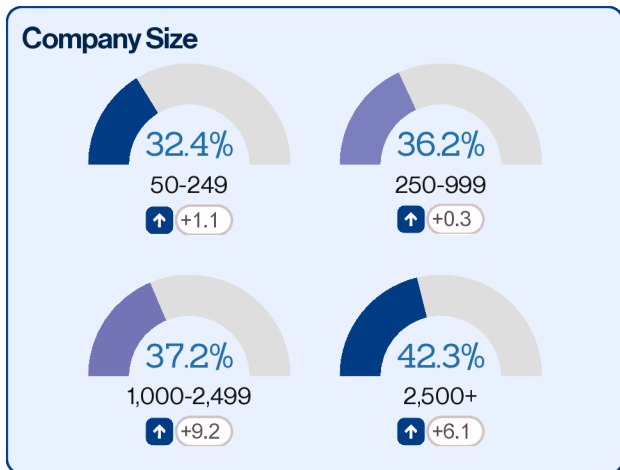
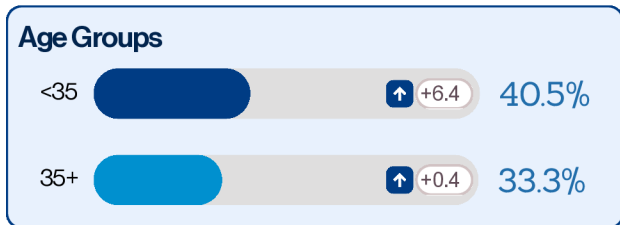
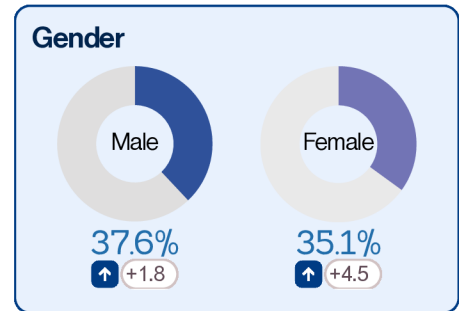
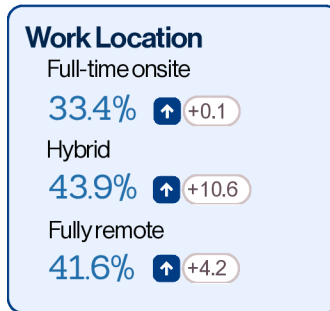
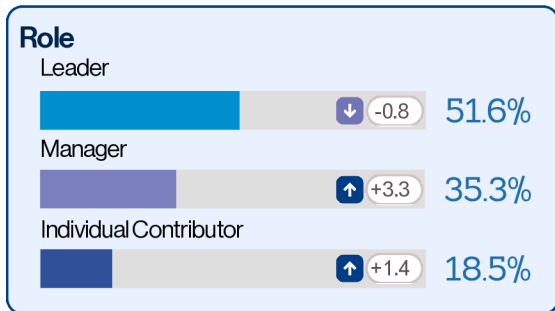
Overall level of psychological safety at work as reported by study participants.



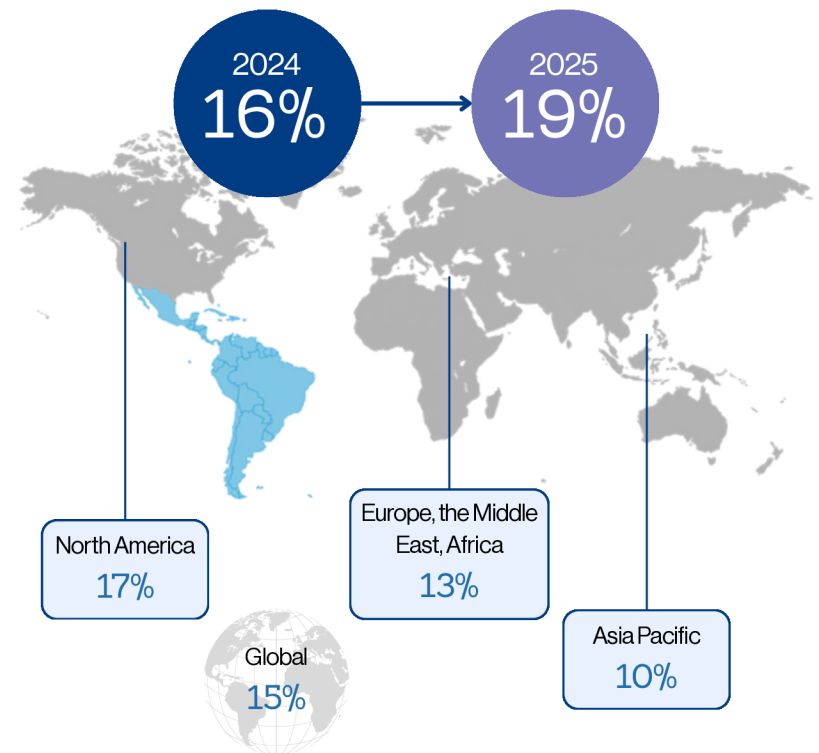
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Comfortable or Empowered Levels of Psychological Safety

By Groups



## Empowered\* Employees



**\*Empowered (gold standard):** Cultures where people feel safe to speak up, share ideas, and take risks.

# Learning Culture

## Learning Culture Outlook

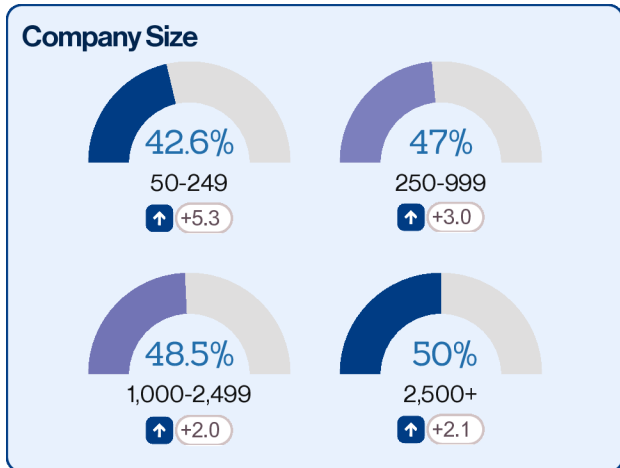
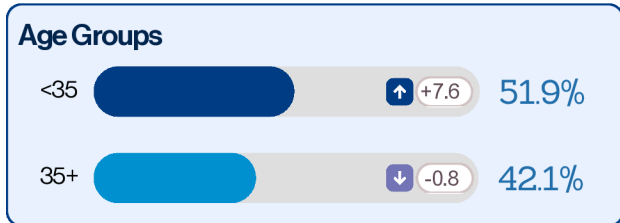
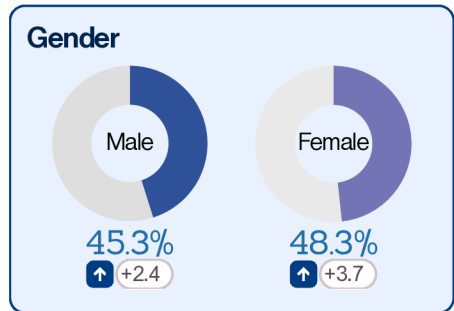
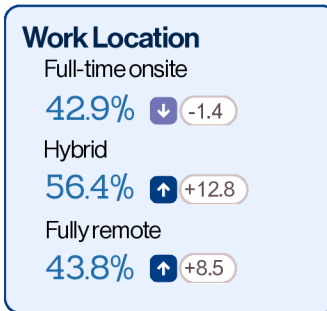
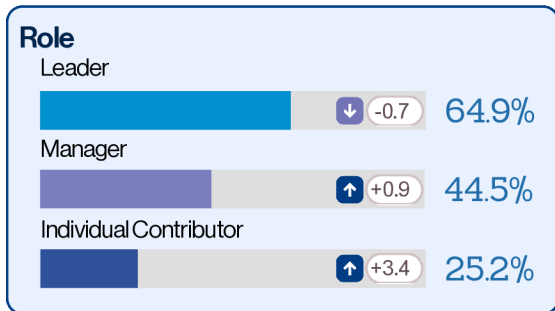
Learning and personal development culture as reported by study participants.



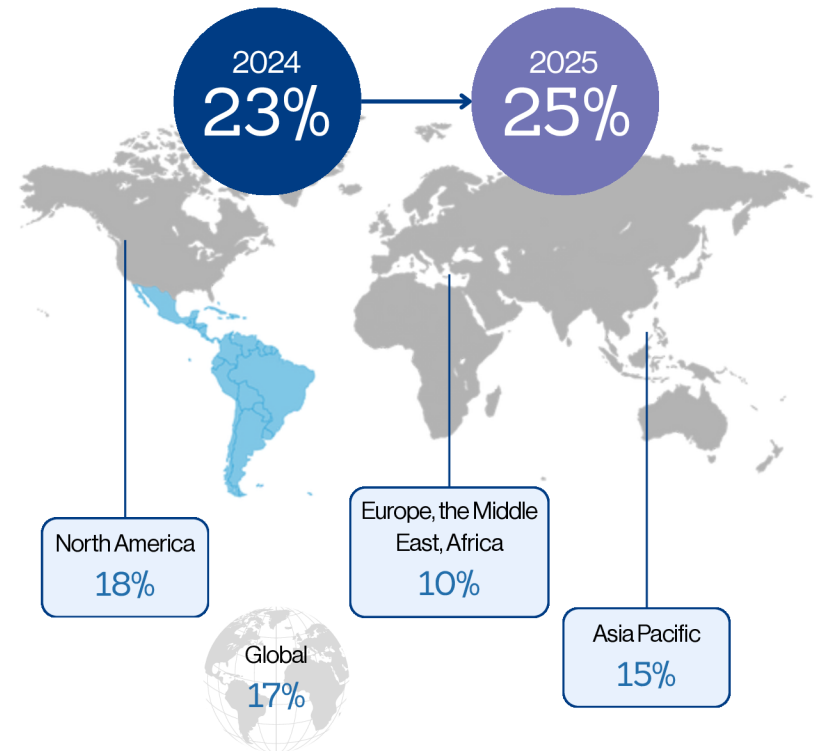
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a Supportive or Learning-Centric Culture

By Groups



## Learning-Centric\* Cultures



**\*Learning-Centric (gold standard):** Cultures of curiosity and knowledge sharing, where growth and improvement are an integral part of everyday work—individually and collectively.

# Innovation Culture

## Innovation Culture Outlook

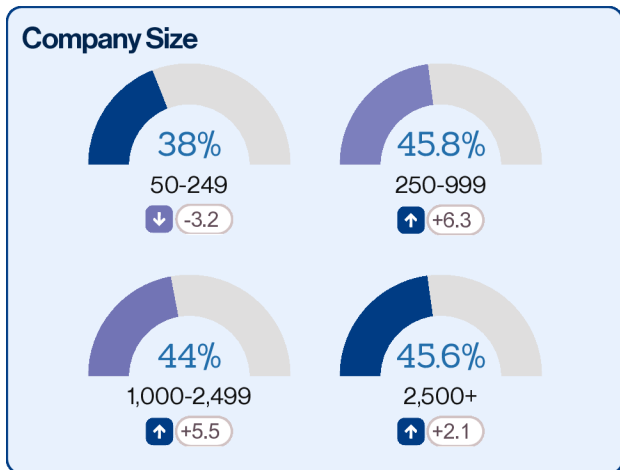
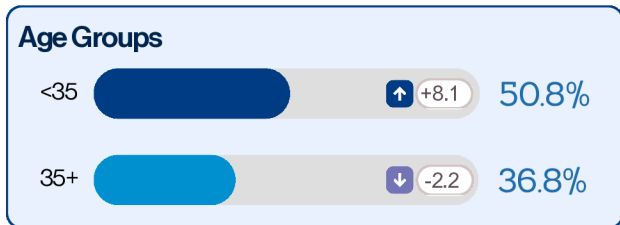
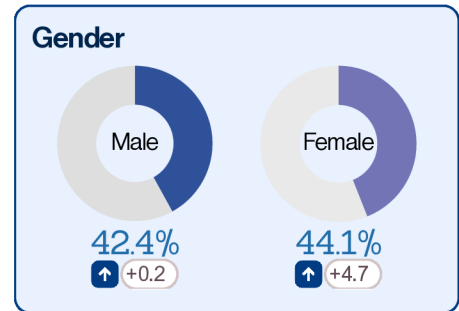
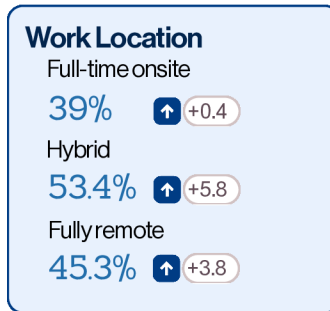
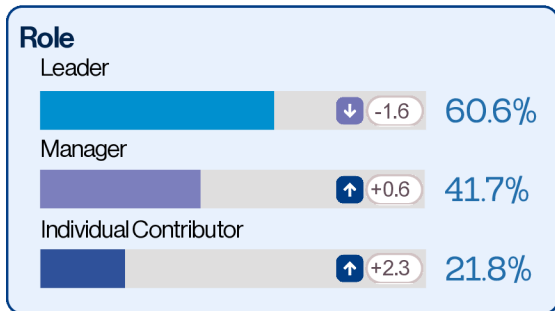
Level of innovation culture experienced as reported by study participants.



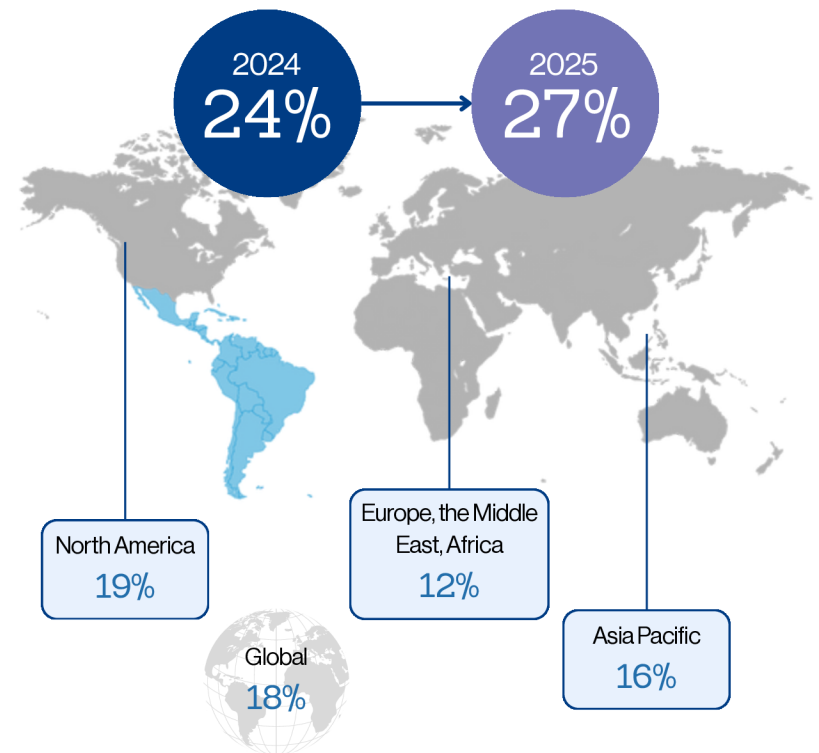
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting a Creative or Highly Innovative Culture

By Groups



## Highly Innovative\* Cultures



**\*Highly Innovative (gold standard):** Forward-thinking organizations that encourage experimentation, embrace new ideas, and turn creativity into practical improvements and breakthroughs.

# Technology/AI Integration

## Technology/AI Integration Outlook

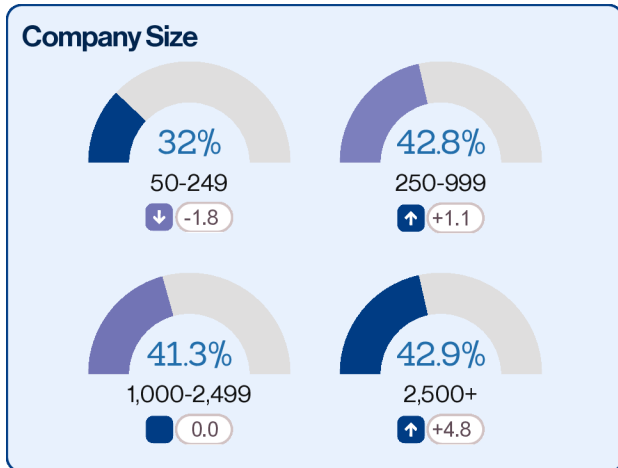
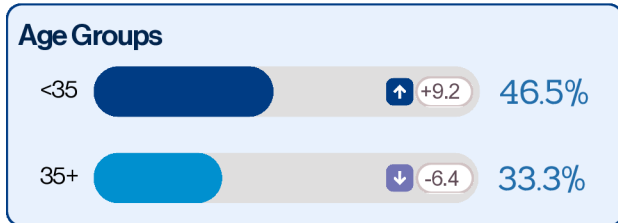
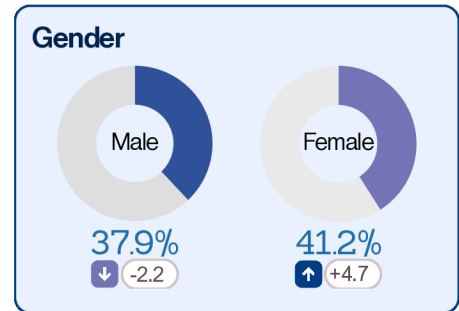
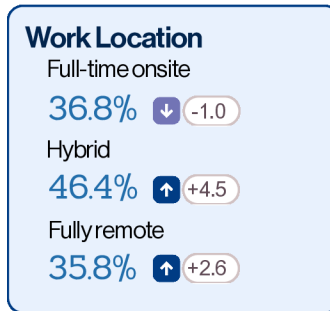
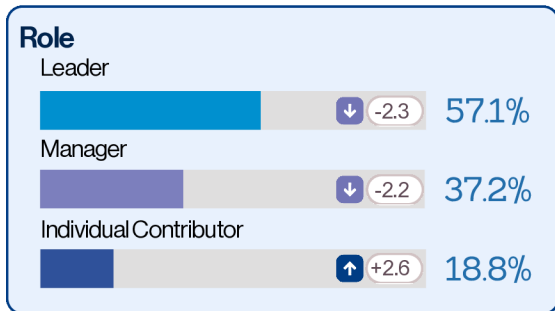
Overall level of technology/AI integration culture as reported by study participants.



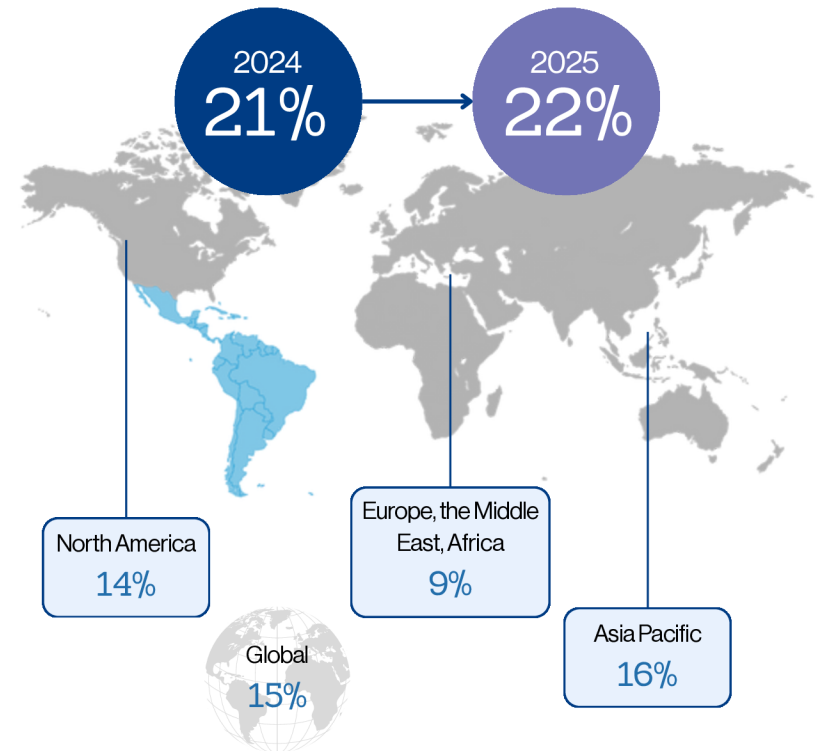
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting an Effective or Transformative Level of Technology/AI Integration

By Groups



## Transformative\* Level of Technology/AI Integration

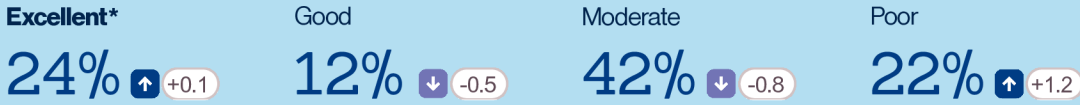


**\*Transformative (gold standard):** Technology-enabled cultures that seamlessly integrate digital tools and AI to enhance efficiency, insight, and human potential.

# Work-Life Balance

## Work-Life Balance Outlook

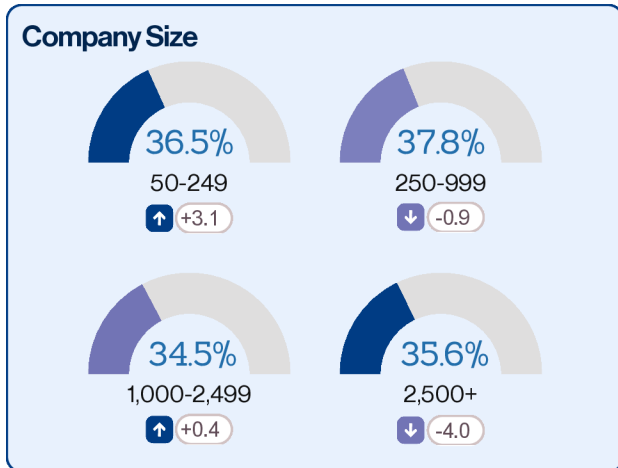
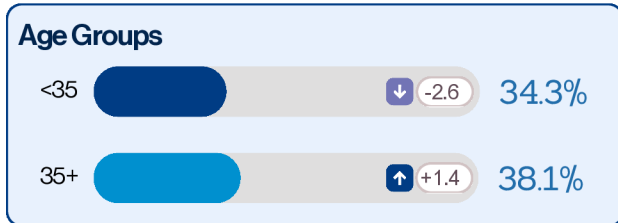
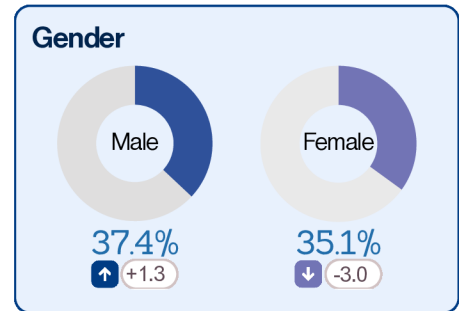
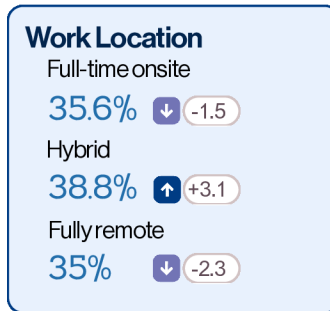
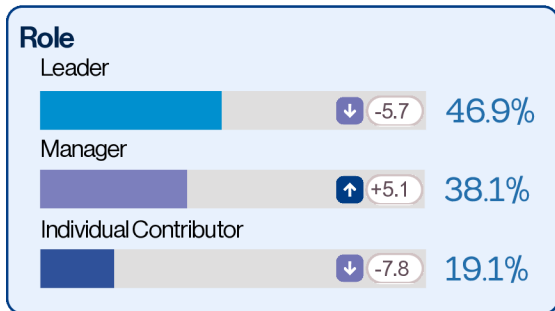
Quality of work-life balance as reported by study participants.



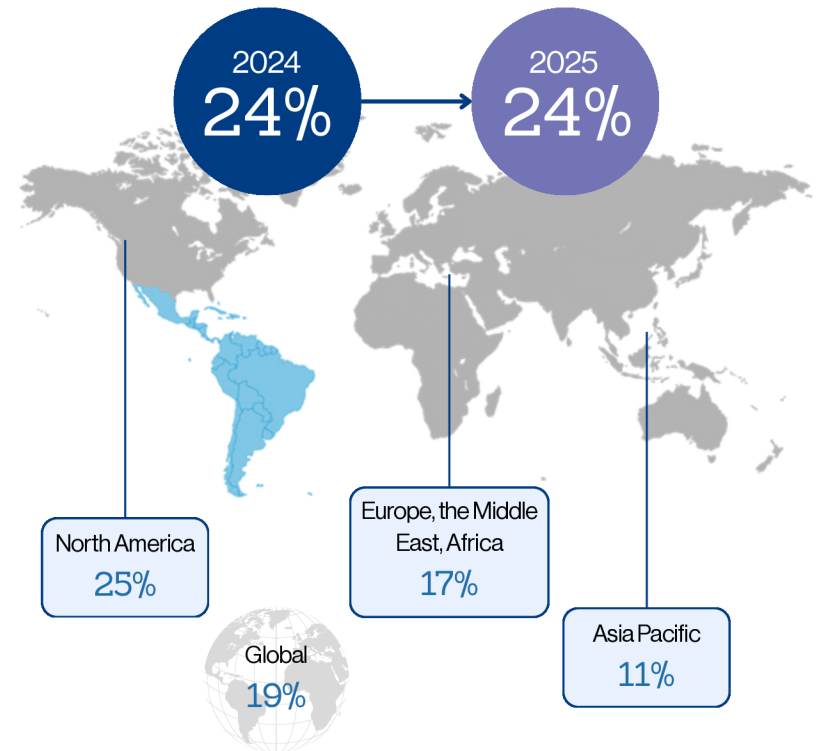
Note: +/- values represent percentage-point change from 2024.

## Percent Reporting Good or Excellent Work-Life Balance

By Groups



## Excellent\* Work-Life Balance Reported



**\*Excellent (gold standard):** Represents those in cultures that respect personal boundaries and support well-being alongside performance.

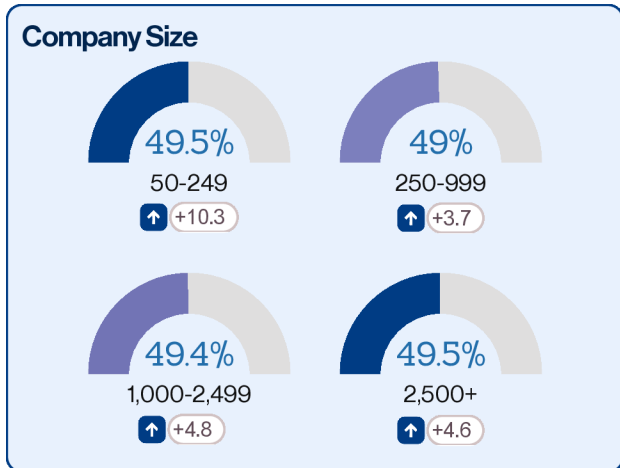
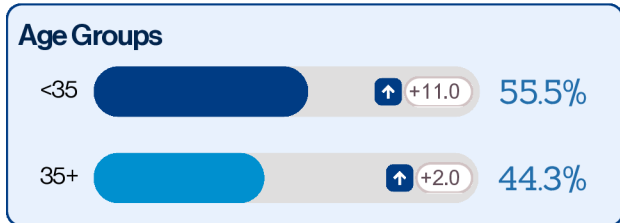
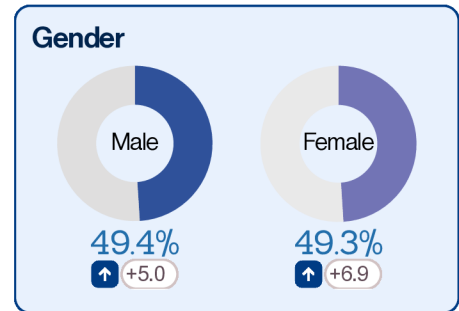
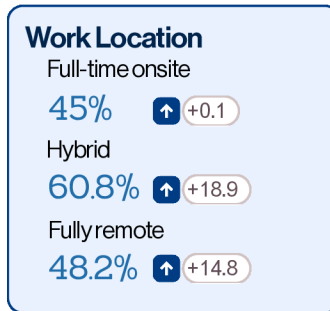
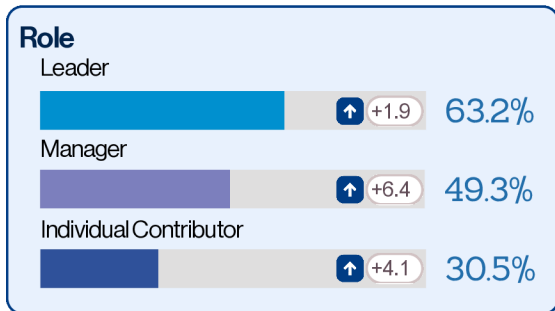
# Satisfaction With Leader

## Satisfaction With Immediate Leader/Supervisor

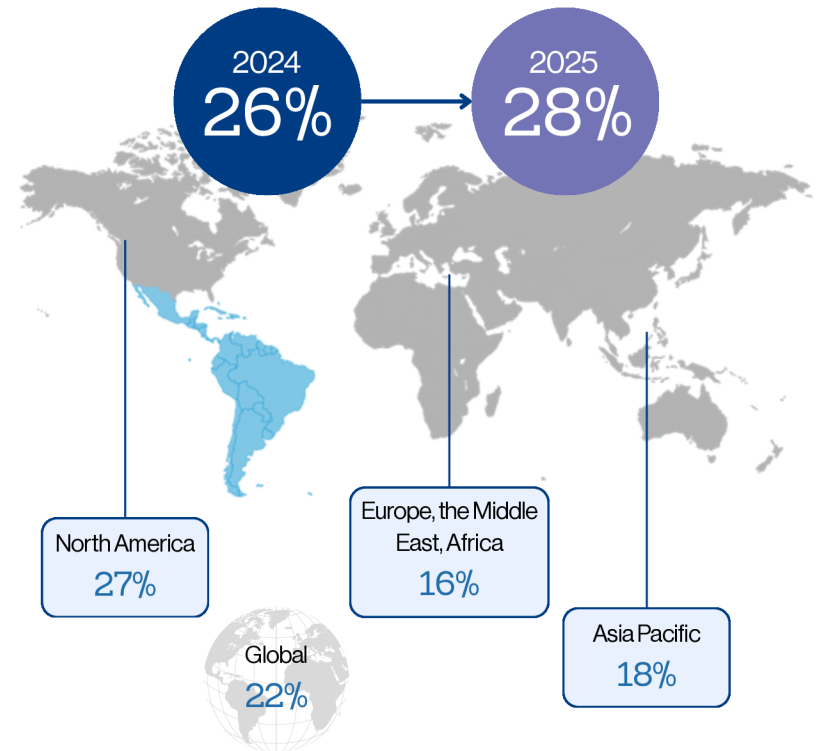
Level of satisfaction with the person study participants report to.



## Percent Reporting a High or Exceptional Level of Satisfaction With the Person They Report To By Groups



## Exceptional\* Satisfaction With Immediate Leader

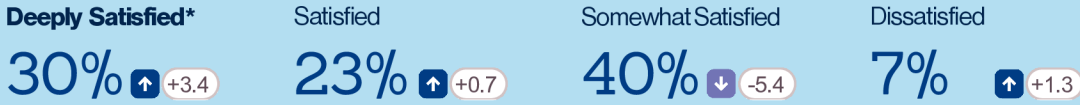


**\*Exceptional (gold standard):** Reflects those who view their immediate leader as supportive, fair, and clear in communication, and someone who values contributions while fostering confidence and engagement.

# Job Satisfaction

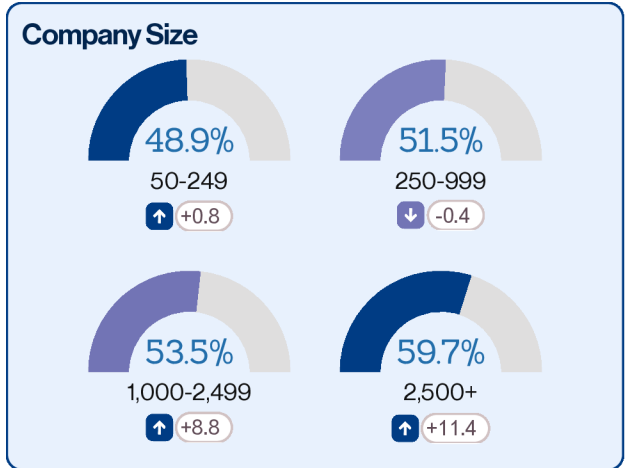
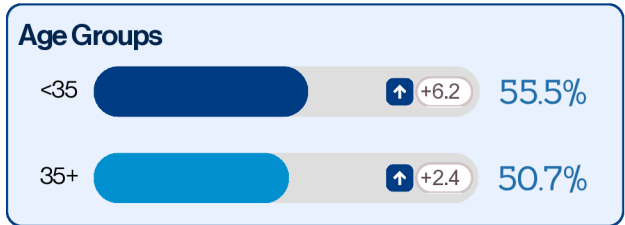
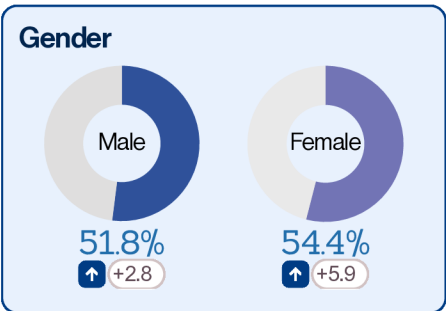
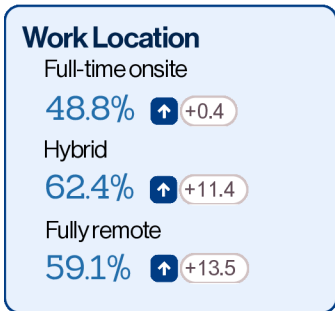
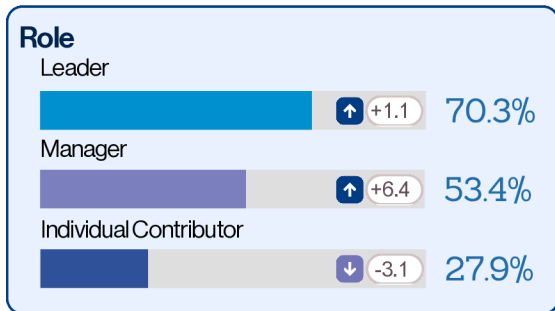
## Job Satisfaction Outlook

Overall level of job satisfaction as reported by study participants.

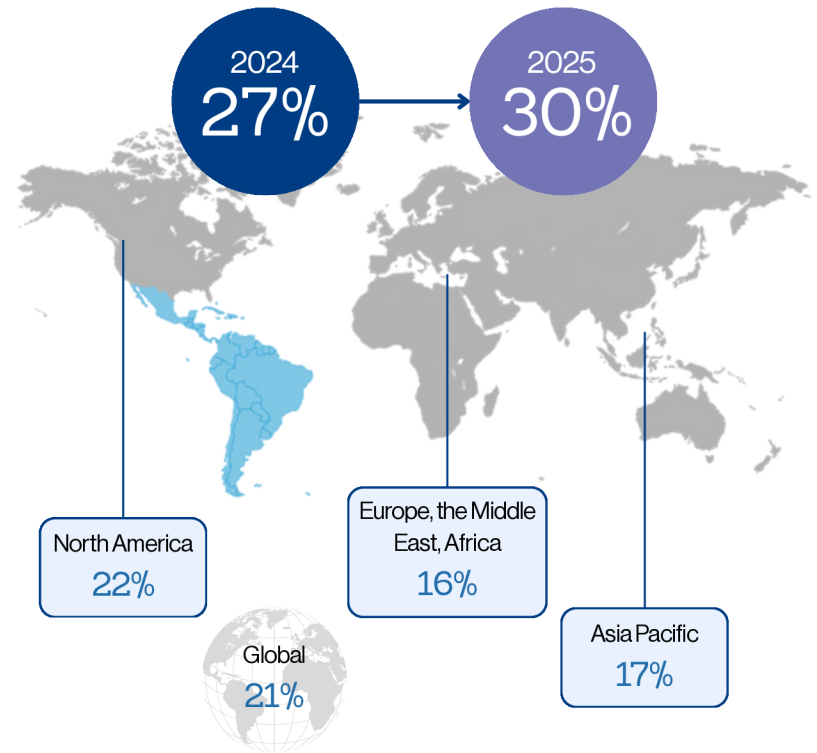


## Percent Satisfied or Deeply Satisfied in Their Current Role

By Groups



## Deeply Satisfied\* With Their Job



**\*Deeply Satisfied (gold standard):** Reflects those who find genuine fulfillment in their work and feel valued, motivated, and aligned with their role and organization.

# Retention Intent

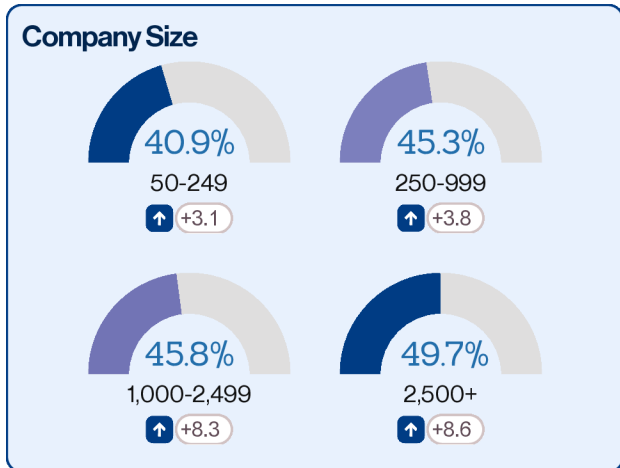
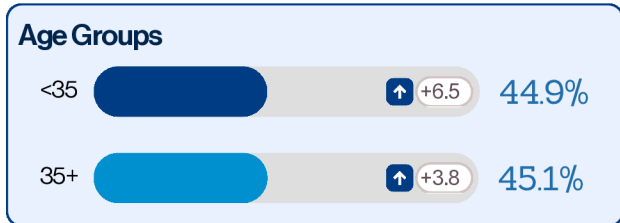
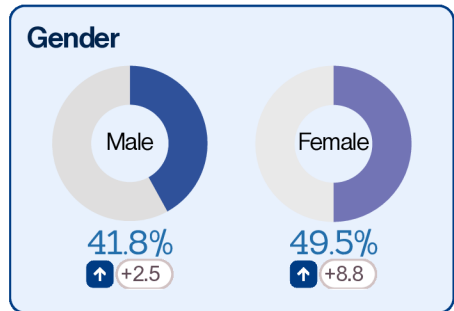
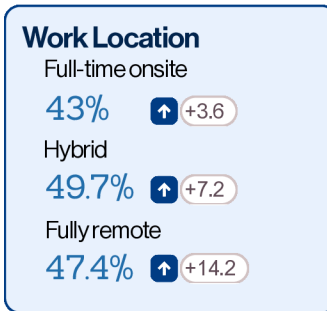
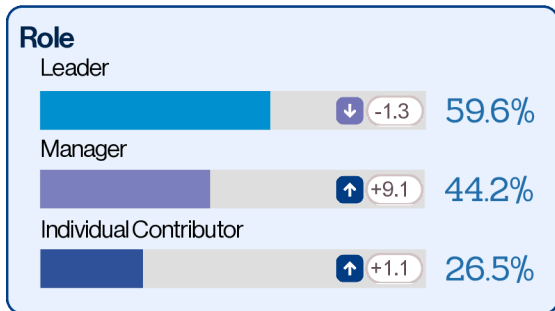
## Retention Intent Outlook

Intent to remain at current company as reported by study participants.

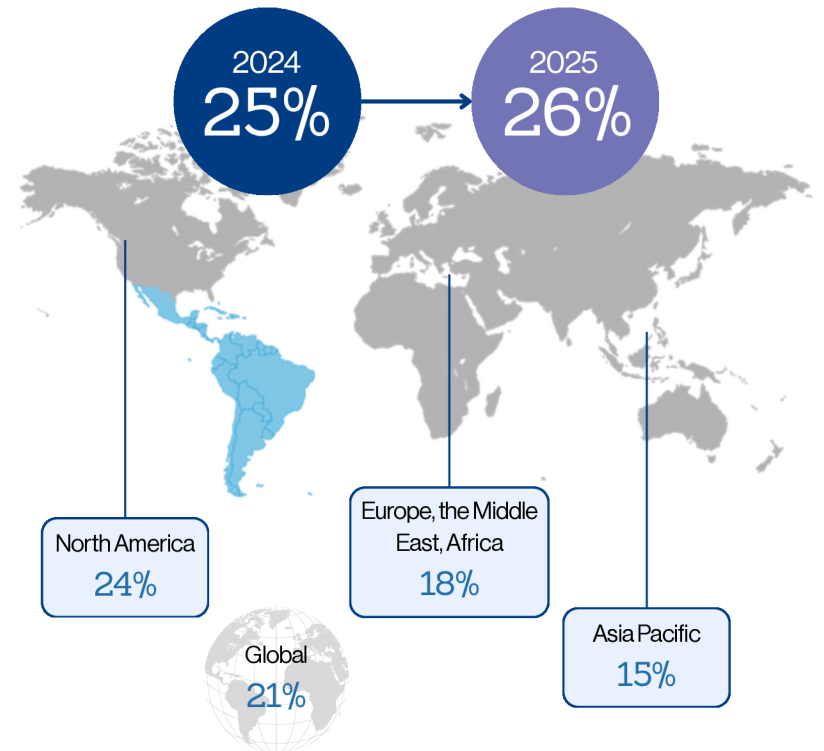


## Percent Reporting Commitment or Deep Loyalty to Their Organization

By Groups



## Deeply Loyal\* to the Organization



**\*Deeply Loyal (gold standard):** Reflects employees who are anchored by trust, purpose, and belonging, who not only intend to stay but also feel proud to contribute to their organization's success.

# Employee Engagement

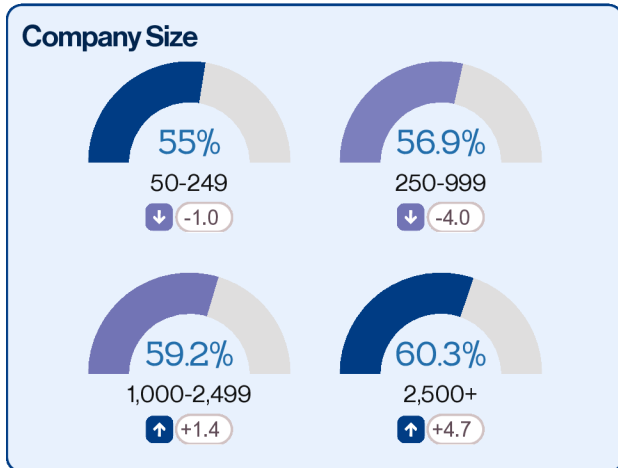
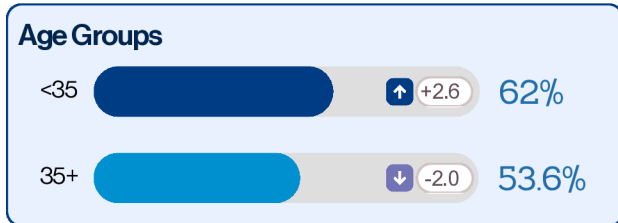
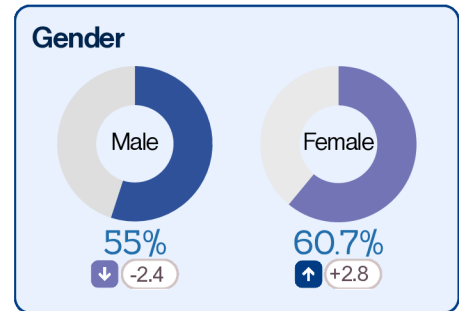
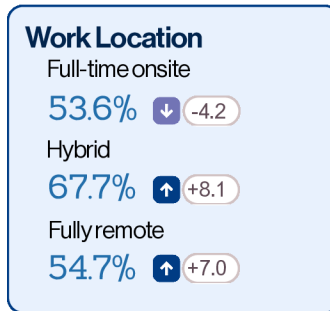
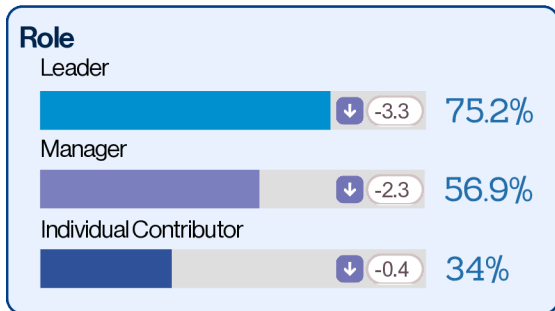
## Employee Engagement Outlook

Level of engagement as reported by study participants.

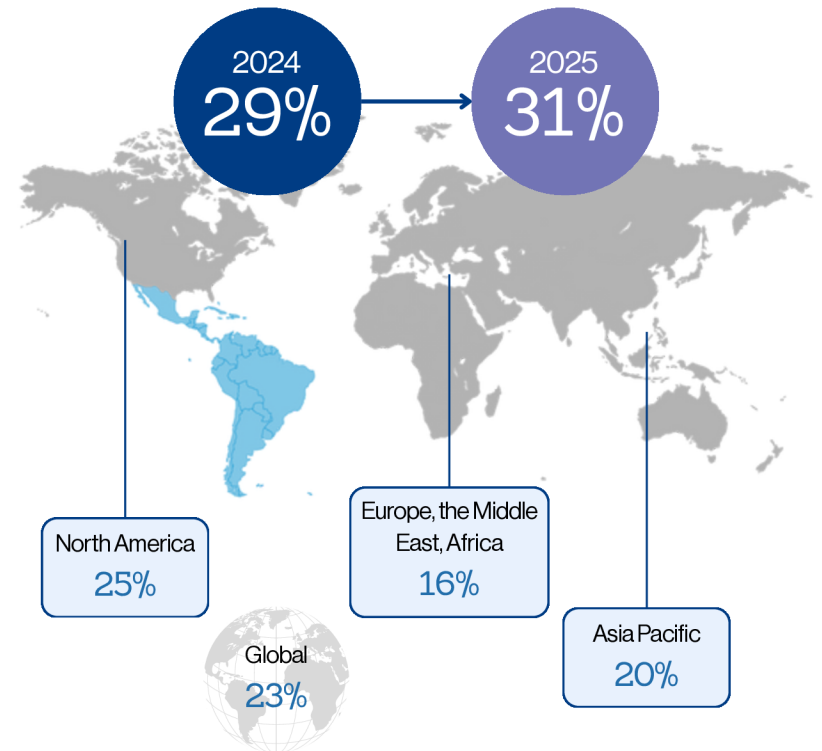


## Percent Reliably or Deeply Engaged at Work

By Groups



## Deeply Engaged\* Employees



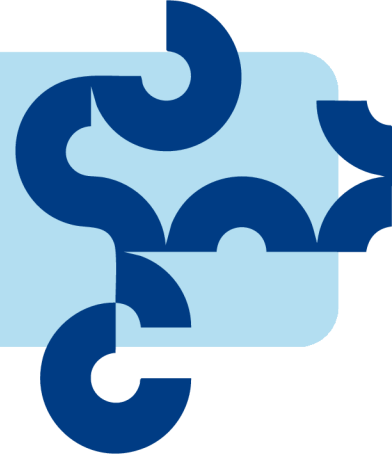
**\*Deeply Engaged (gold standard):** Reflects those who feel a strong sense of connection, purpose, and commitment, bringing energy, initiative, and focus to their work because they believe in what they do and who they do it for.

# Europe, the Middle East, and Africa

EMEA is experiencing meaningful cultural renewal, but improvement remains uneven and vulnerable to emerging divides in leadership confidence and experience.



# EMEA Regional Summary



## Renewal is Shadowed by Fragility.

**EMEA Region.** In 2025, EMEA began to show signs of cultural renewal after several stagnant cycles. The human foundations, such as communication, empathy, and psychological safety, each strengthened in the top category, where gains centered around younger employees, leaders, mid-size companies, and fully remote staff, signaling a gradual reconnection between people and purpose. Yet improvement was uneven: older workers, hybrid employees, and those in larger companies saw slower movement and a large disconnect between roles continues as the region's cultural recovery remains concentrated in pockets rather than evenly distributed across the workforce.

Sustaining factors present a picture of momentum mixed with fragility. Learning, innovation, and technology/AI integration all advanced, driven by leaders and remote teams. This reflects renewed confidence in change and capability building after a period of hesitation. But polarization and widening gaps are evident. Satisfaction with direct leaders rose among men but declined among women and, overall, there were gains at both extremes in both the exceptional and low categories. This suggests employees are moving away from neutrality and forming stronger positive or negative views of leadership. Work-life balance improved slightly, yet workload pressure and pacing continue to constrain energy.

Outcomes reflect an ongoing duality. Job satisfaction and deep engagement rose, but so did the percent of those identifying as not engaged. Retention intent reflected a modest increase, implying that trust and optimism are rebuilding but remain delicate. EMEA's trajectory is one of renewal with fragility, real progress is anchored in stronger human connection but not yet reinforced by consistent experience or sustainable pacing. The challenge ahead lies in turning localized gains into system-wide stability.

## Regional Comparison

### Most improved region in innovation and learning.

EMEA recorded the largest regional gains in highly innovative and learning-centric categories.

### Lowest maturity in learning culture and technology/AI integration.

EMEA recorded the lowest top-tier scores in tech/AI integration compared to other regions.

## Key Insights for 2026

- **Reinforce progress where the human foundations remain uneven.** Improvements in communication, empathy, and psychological safety are emerging, but momentum is uneven. Strengthening connection and clarity among managers, hybrid workers, and older employees will help convert localized gains into a cohesive cultural shift.
- **Stabilize employee confidence in leadership amid polarization.** Widening gaps in satisfaction levels with the person they report to across gender, role, company size, and work location indicate that expectations are shifting and leader actions are not applied or experienced equally, and risk offsetting gains. Renewed attention to fairness, feedback, and visibility will be essential to rebuild a more stable and inclusive leadership experience.
- **Translate renewal into endurance.** Growth in learning, innovation, and technology/AI integration shows adaptive movement, but sustained progress will depend on addressing workload and pacing pressures. Ensuring that change capacity keeps pace with change ambition will be critical to turning early renewal into lasting resilience.
- **Address engagement fragmentation before it hardens.** Increases at both the high and low ends of the engagement spectrum suggest enthusiasm is returning unevenly. Strengthening key inputs of recognition, communication, and psychological safety can stabilize the workforce and extend renewal across the full organization.

# Communication

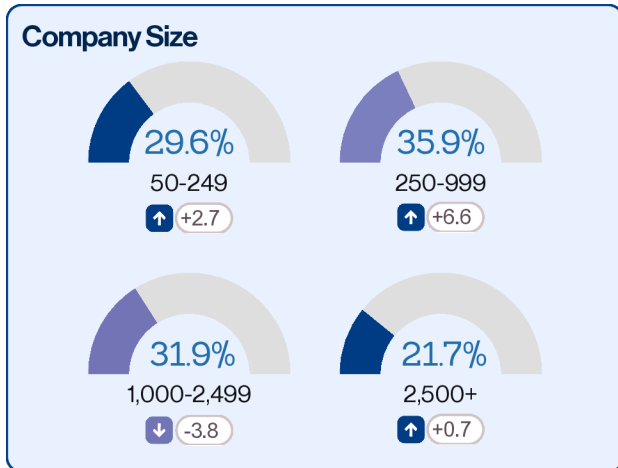
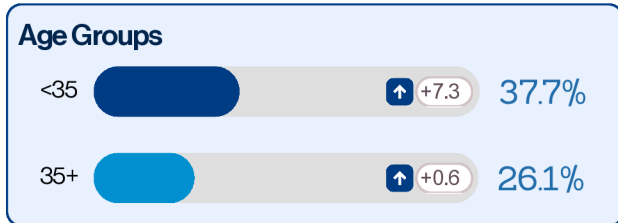
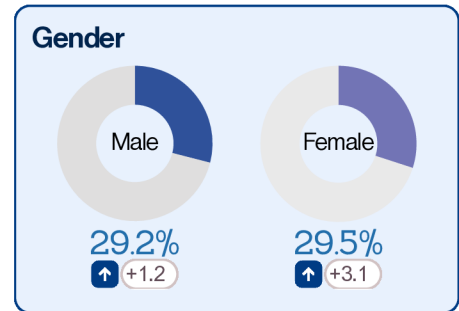
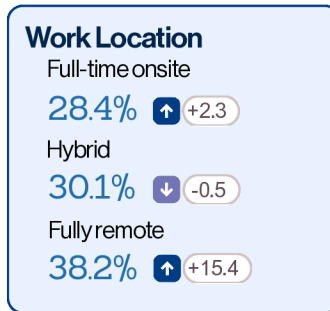
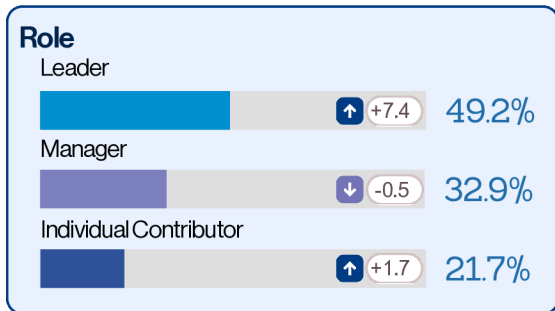
## Communication Culture Outlook

Level of communication as reported by study participants.

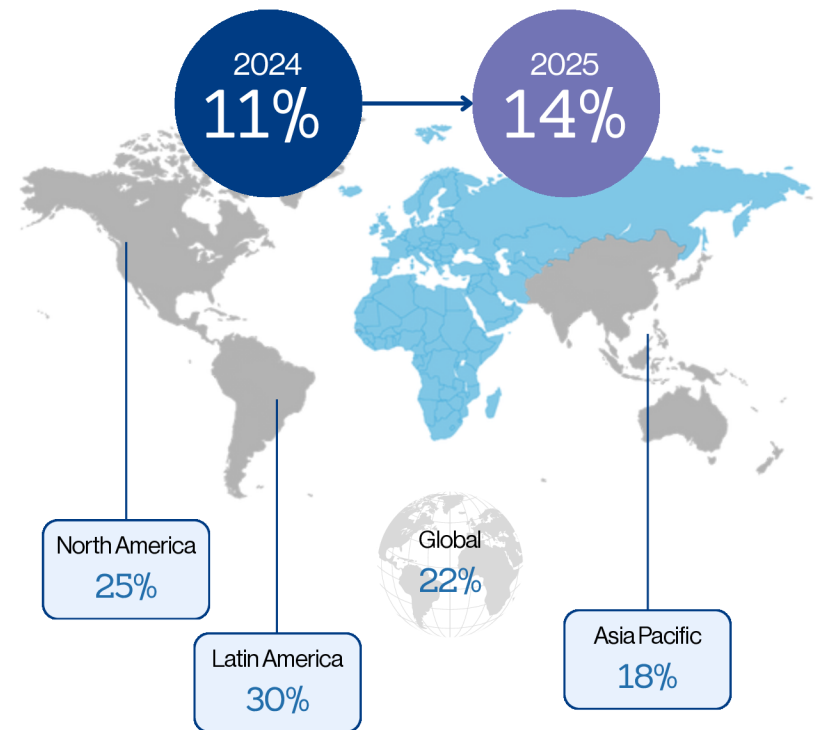


## Percent Reporting Strong or Highly Effective Communication in the Workplace

By Groups



## Highly Effective\* Cultures of Communication



**\*Highly Effective (gold standard):** Cultures that consistently model the defining strengths of communication such as clarity, openness, understanding, and trust building.

# Empathy

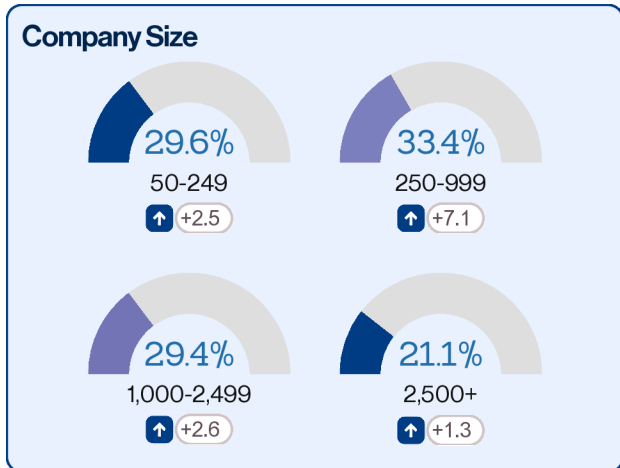
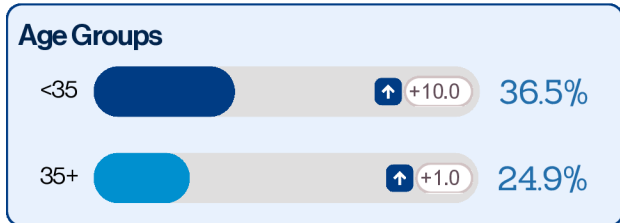
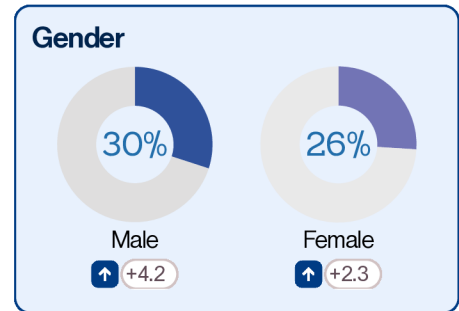
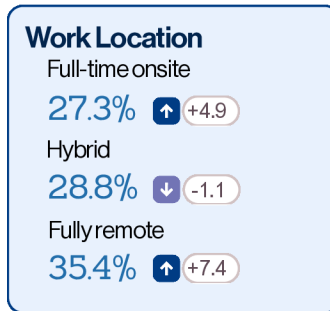
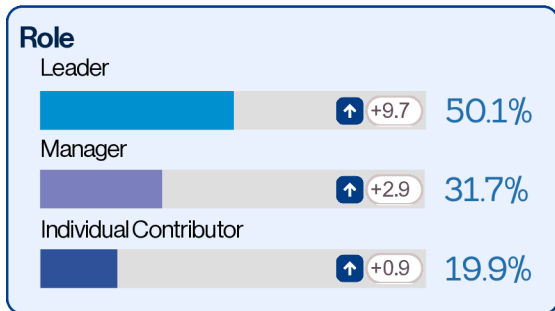
## Workplace Empathy Outlook

Level of empathy in the workplace as reported by study participants.

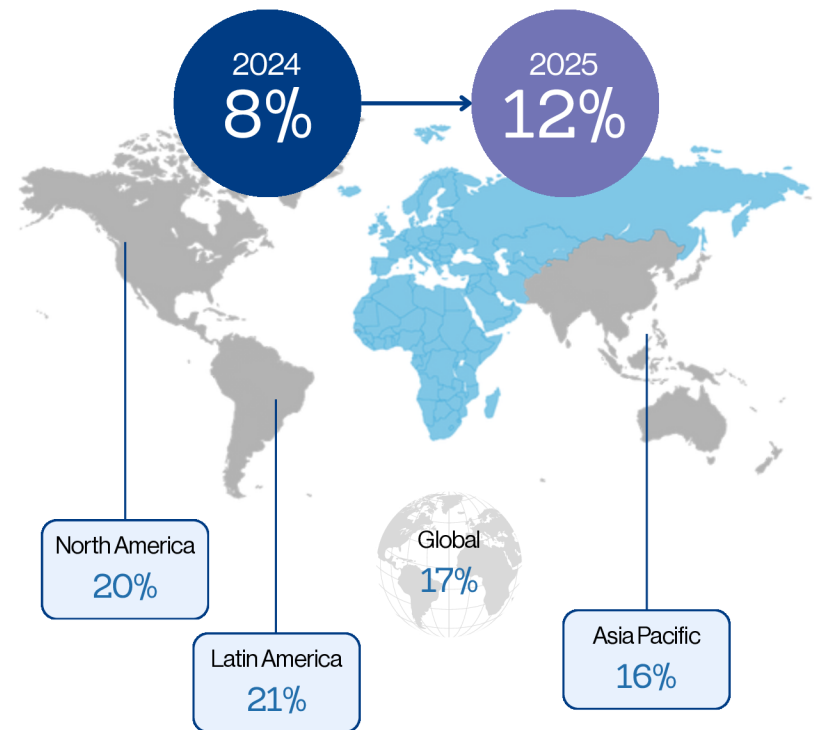


## Percent Reporting a Supportive or Deeply Empathetic Culture of Empathy

By Groups



## Deeply Empathetic\* Cultures



**\*Deeply Empathetic (gold standard):** Cultures that are empathy exemplars where genuine compassion, understanding, and fairness are consistent features.

# Psychological Safety

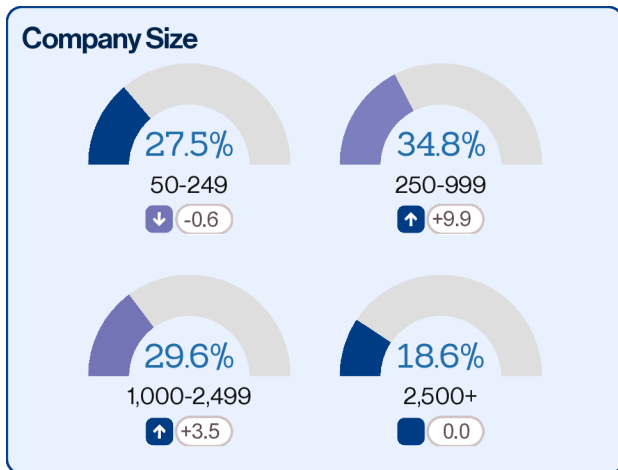
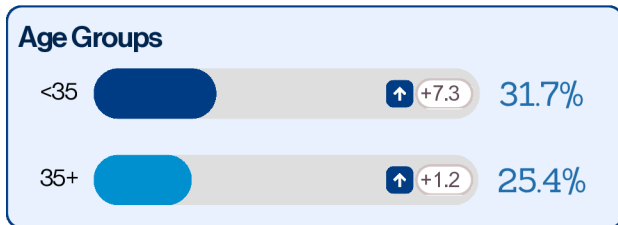
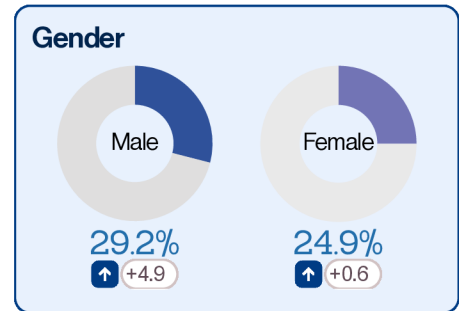
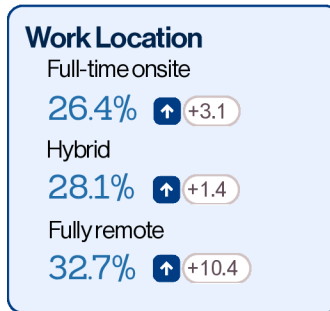
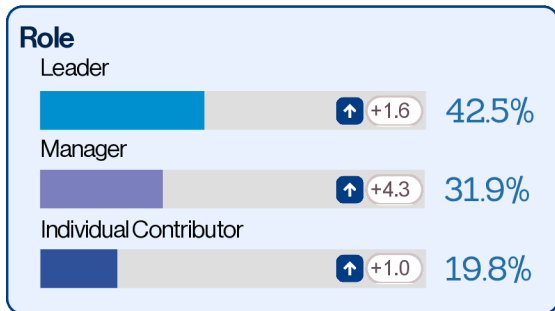
## Psychological Safety Outlook

Overall level of psychological safety at work as reported by study participants.

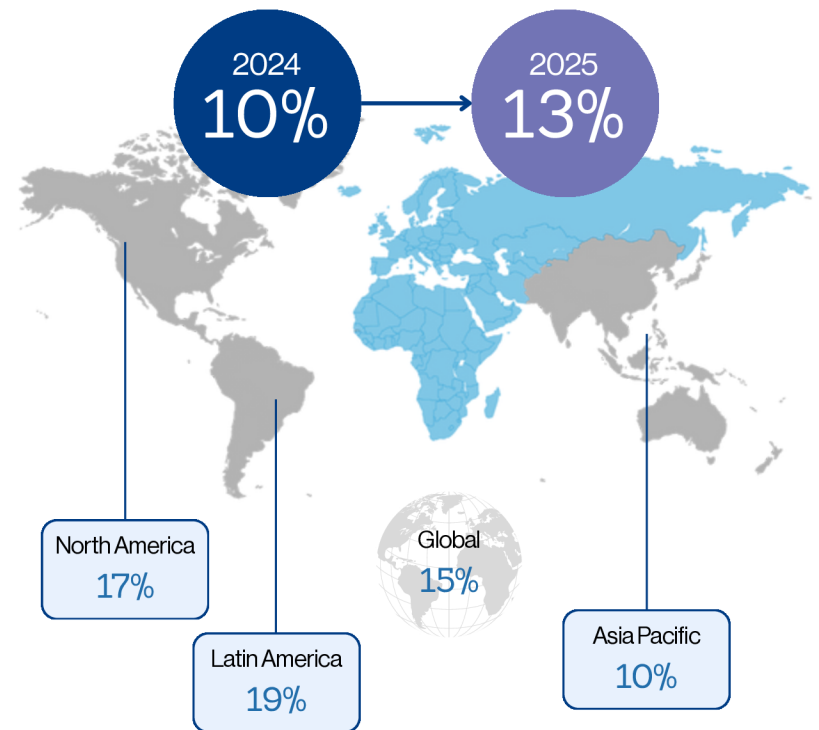


## Percent Reporting Comfortable or Empowered Levels of Psychological Safety

By Groups



## Empowered\* Employees



**\*Empowered (gold standard):** Cultures where people feel safe to speak up, share ideas, and take risks.

# Learning Culture

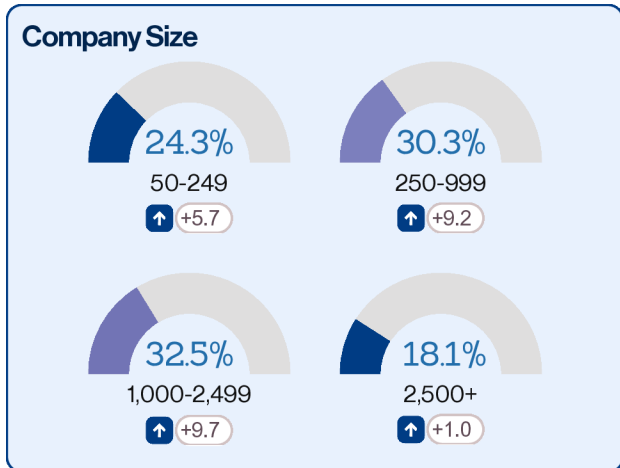
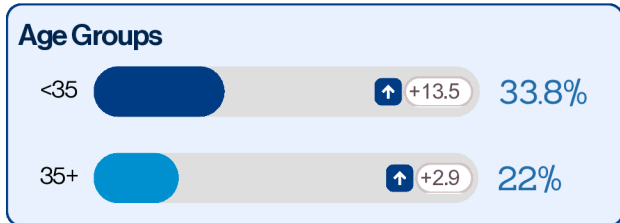
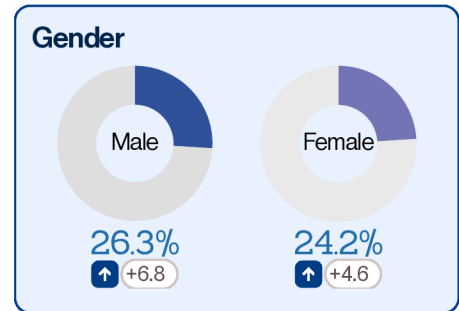
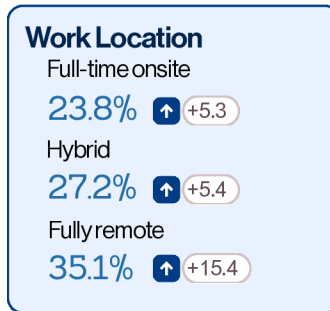
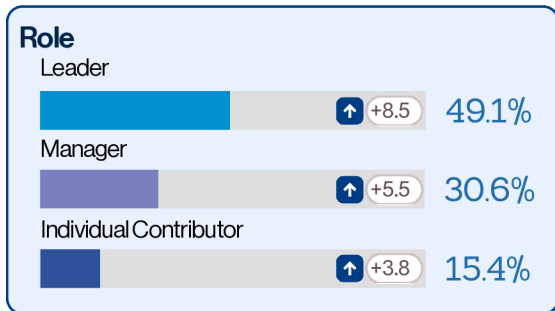
## Learning Culture Outlook

Learning and personal development culture as reported by study participants.

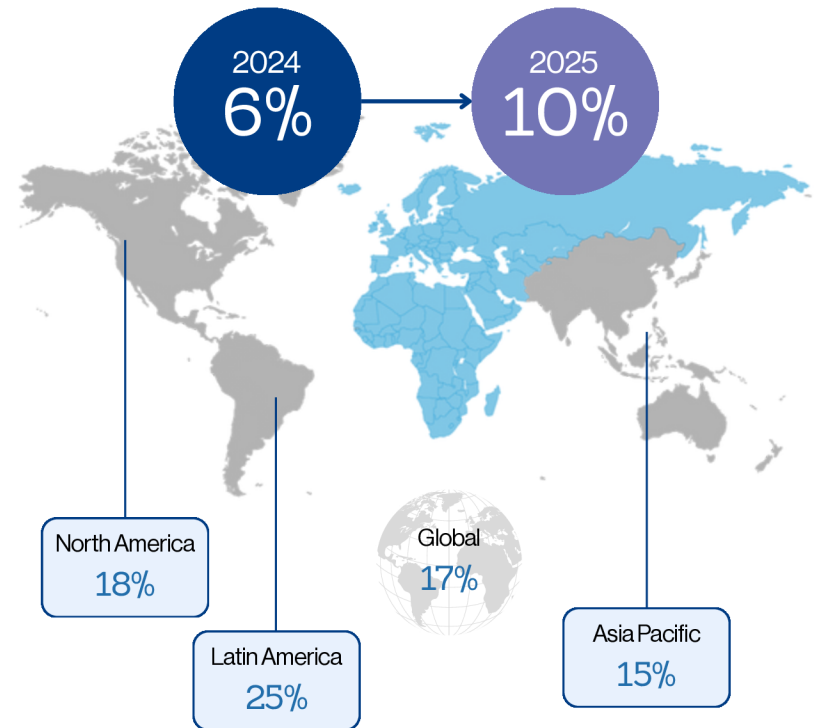


## Percent Reporting a Supportive or Learning-Centric Culture

By Groups



## Learning-Centric\* Cultures



**\*Learning-Centric (gold standard):** Cultures of curiosity and knowledge sharing, where growth and improvement are an integral part of everyday work—individually and collectively.

# Innovation Culture

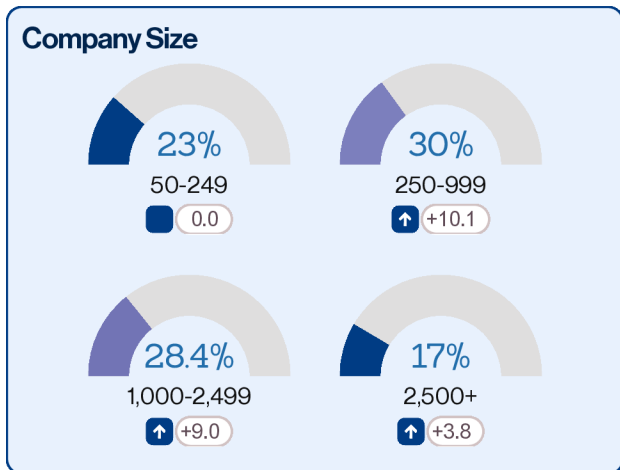
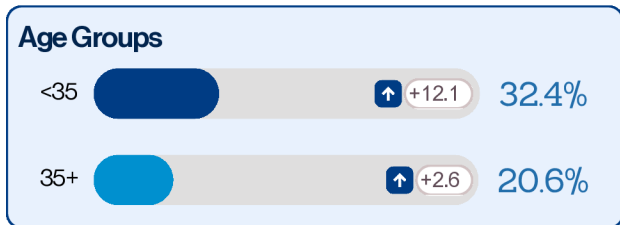
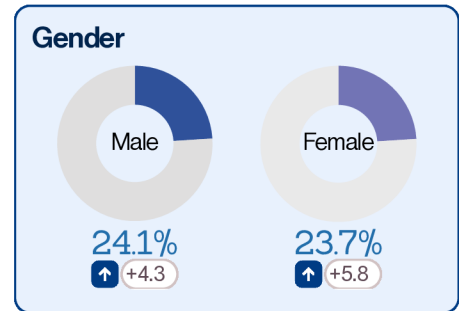
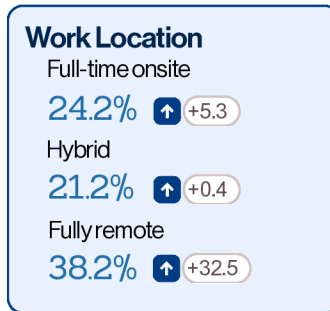
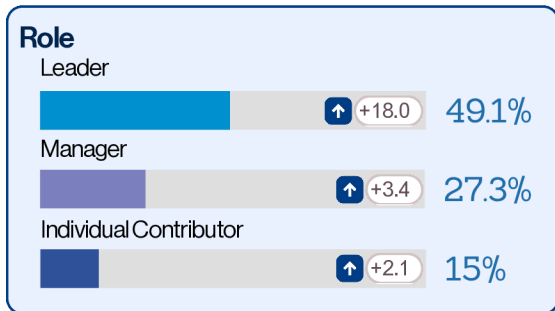
## Innovation Culture Outlook

Level of innovation culture experienced as reported by study participants.

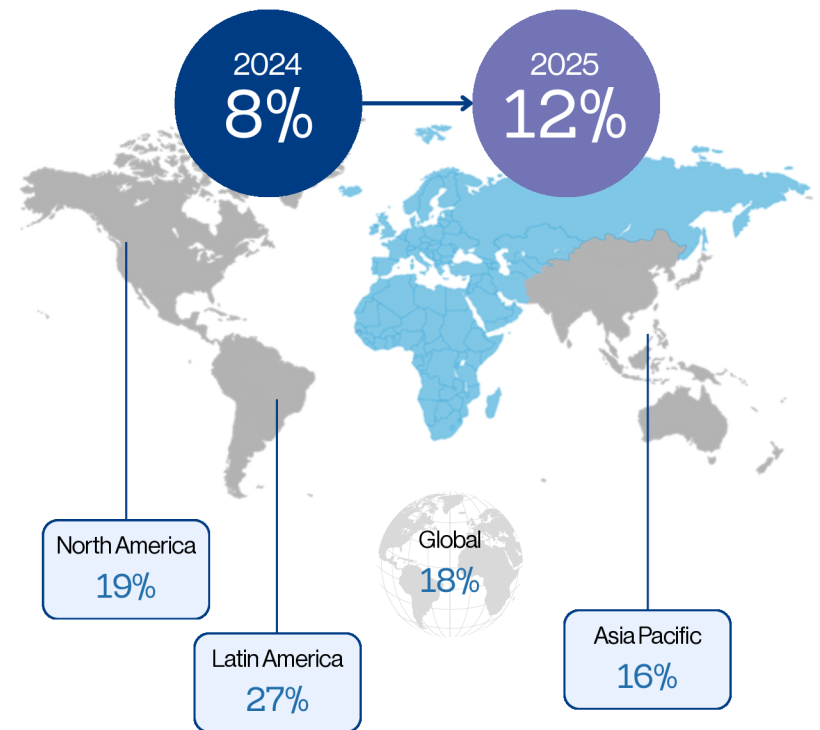


## Percent Reporting a Creative or Highly Innovative Culture

By Groups



## Highly Innovative\* Cultures



**\*Highly Innovative (gold standard):** Forward-thinking organizations that encourage experimentation, embrace new ideas, and turn creativity into practical improvements and breakthroughs.

# Technology/AI Integration

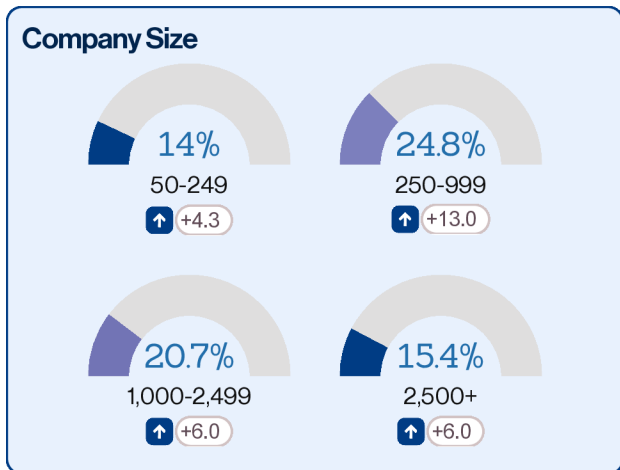
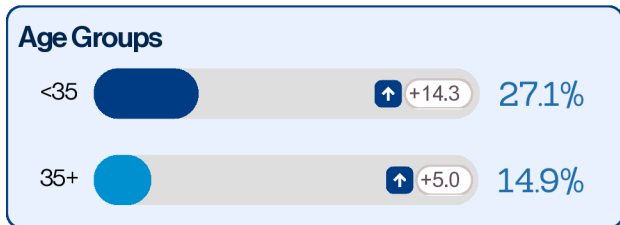
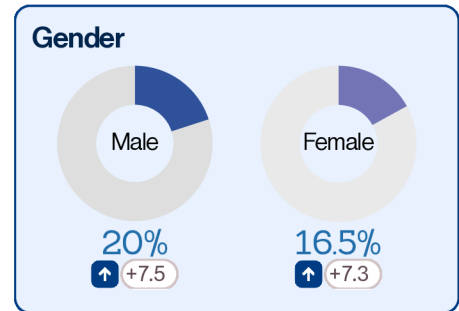
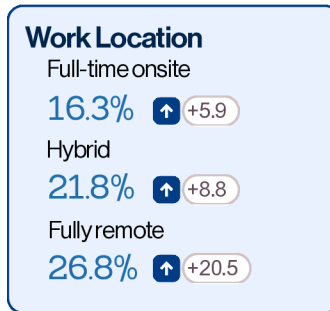
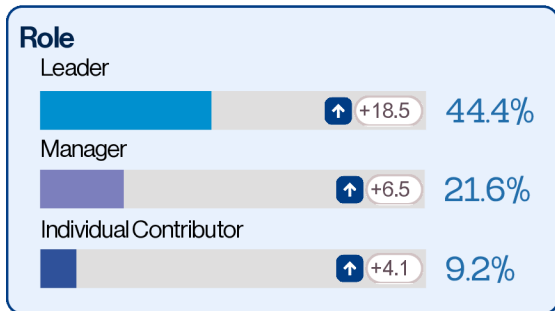
## Technology/AI Integration Outlook

Level of technology/AI integration culture as reported by study participants.

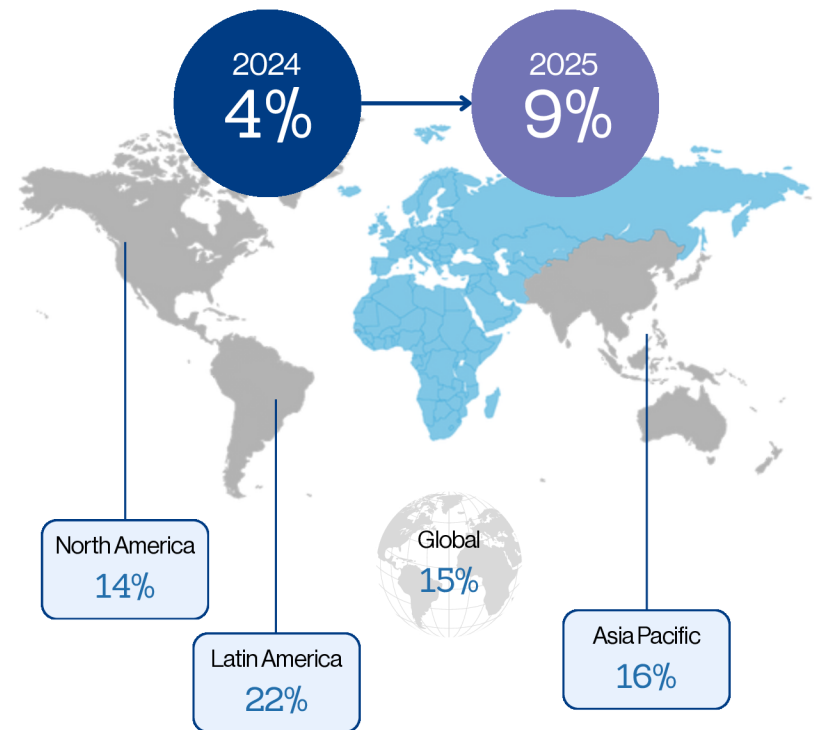


## Percent Reporting an Effective or Transformative Level of Technology/AI Integration

By Groups



## Transformative\* Level of Technology/AI Integration

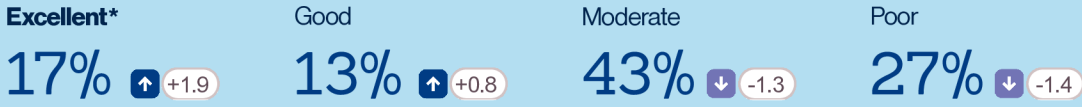


**\*Transformative (gold standard):** Technology-enabled cultures that seamlessly integrate digital tools and AI to enhance efficiency, insight, and human potential.

# Work-Life Balance

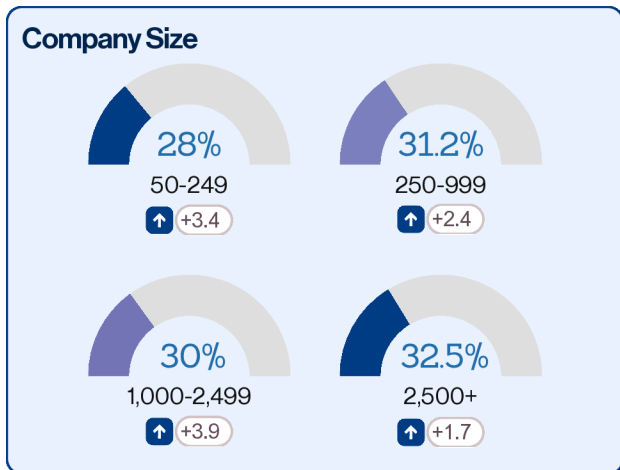
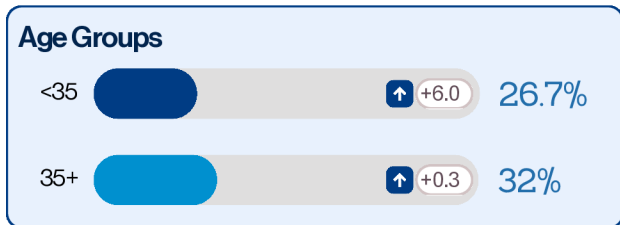
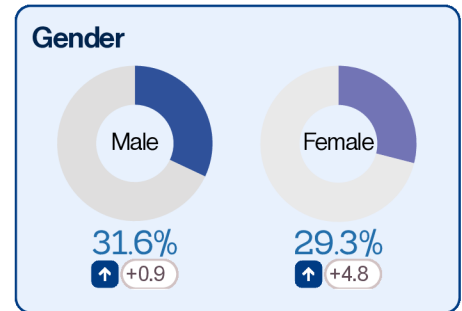
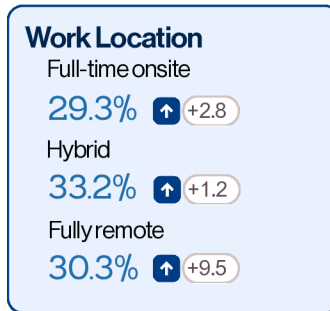
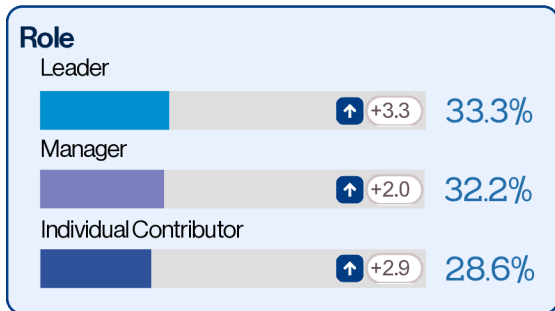
## Work-Life Balance Outlook

Quality of work-life balance as reported by study participants.

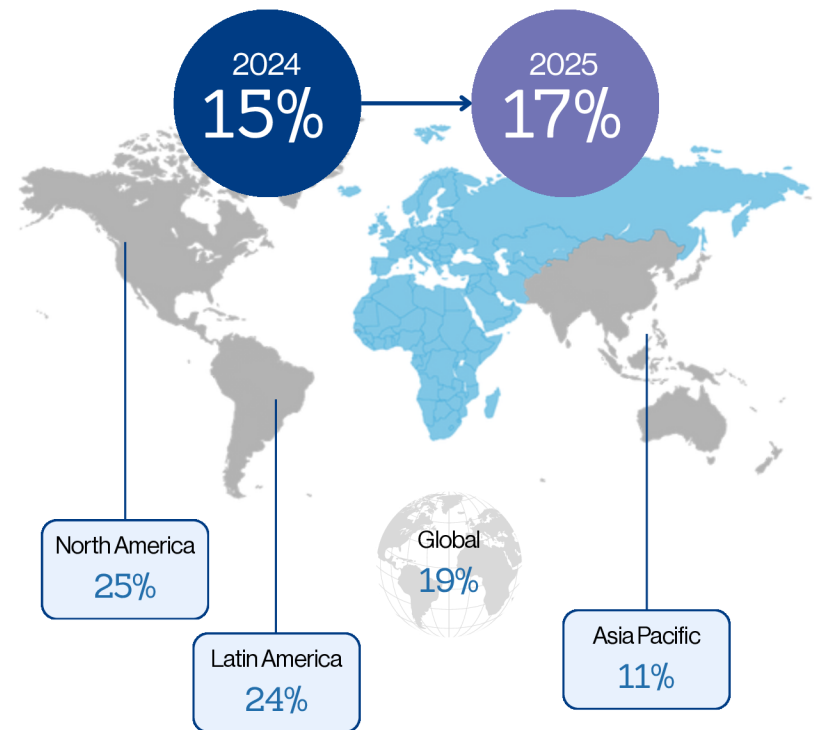


## Percent Reporting Good or Excellent Work-Life Balance

By Groups



## Excellent\* Work-Life Balance Reported



**\*Excellent (gold standard):** Represents those in cultures that respect personal boundaries and support well-being alongside performance.

# Satisfaction With Leader

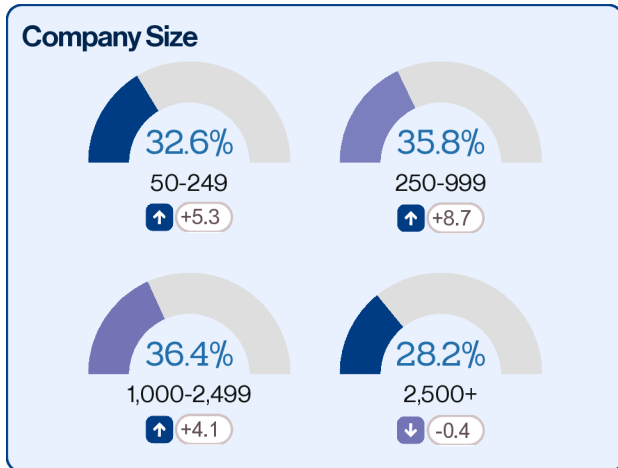
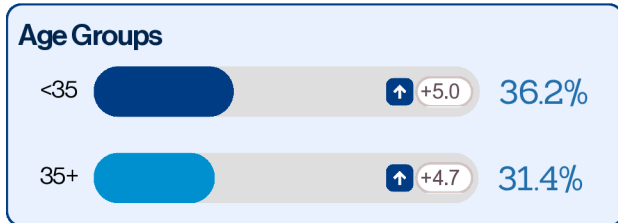
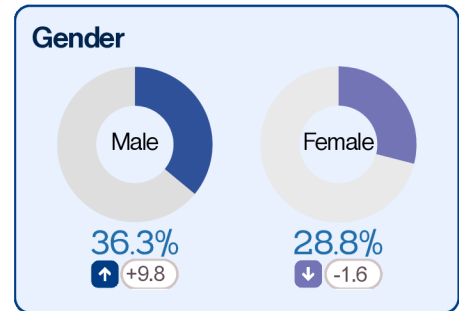
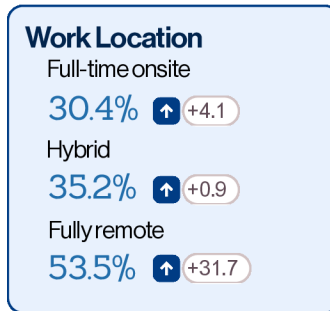
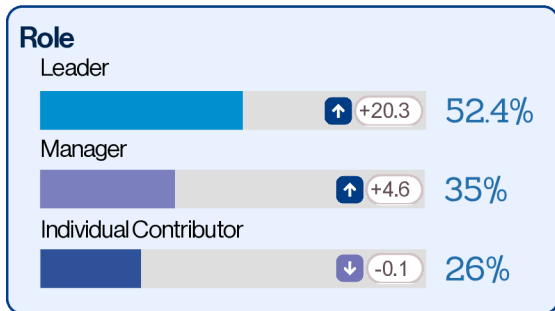
## Satisfaction With Immediate Leader/Supervisor

Level of satisfaction with the person study participants report to.

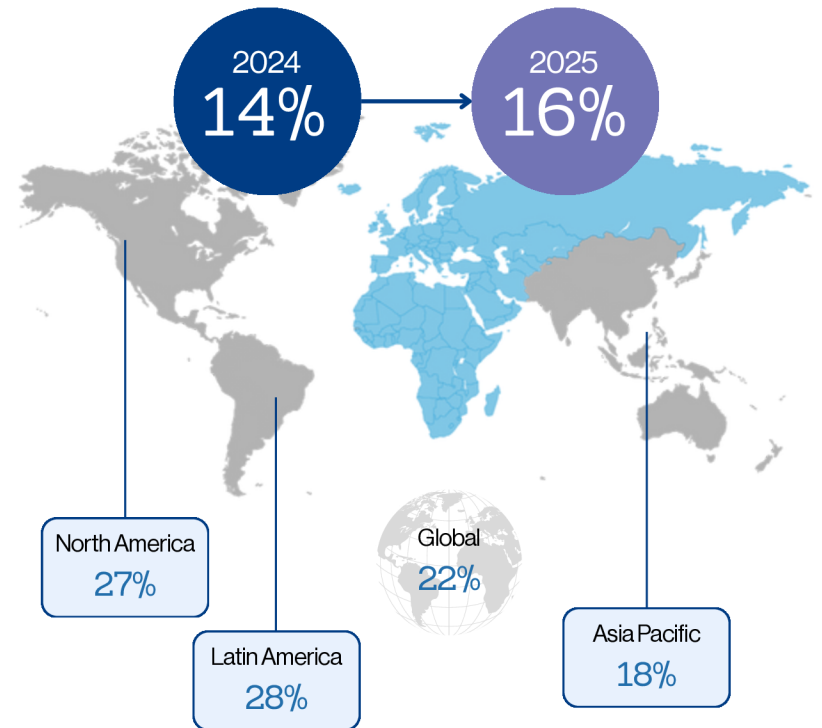


## Percent Reporting a High or Exceptional Level of Satisfaction With the Person They Report To

By Groups



## Exceptional\* Satisfaction With Immediate Leader



**\*Exceptional (gold standard):** Reflects those who view their immediate leader as supportive, fair, and clear in communication, and someone who values contributions while fostering confidence and engagement.

# Job Satisfaction

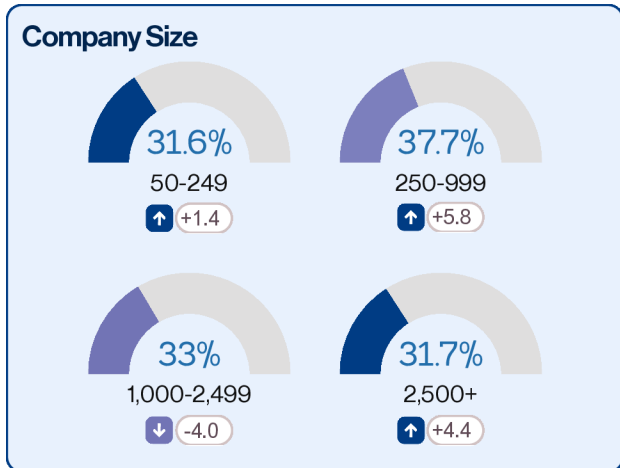
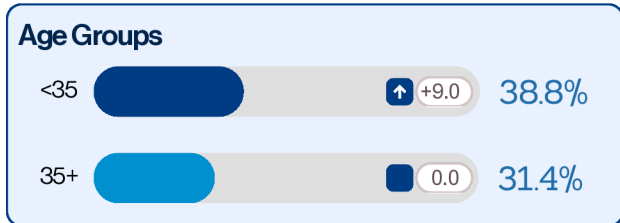
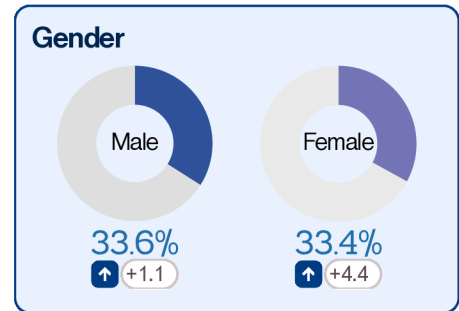
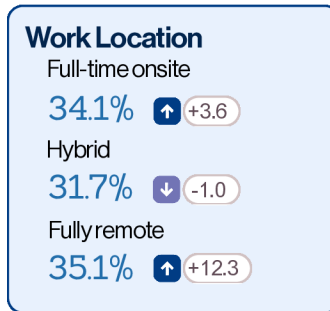
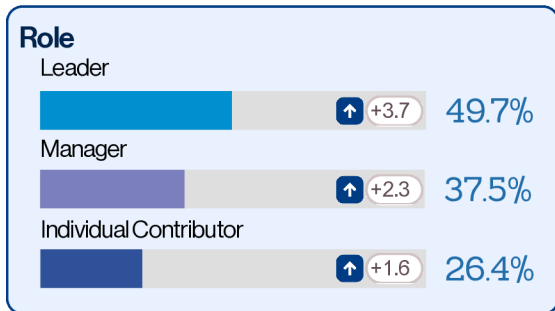
## Job Satisfaction Outlook

Overall level of job satisfaction as reported by study participants.

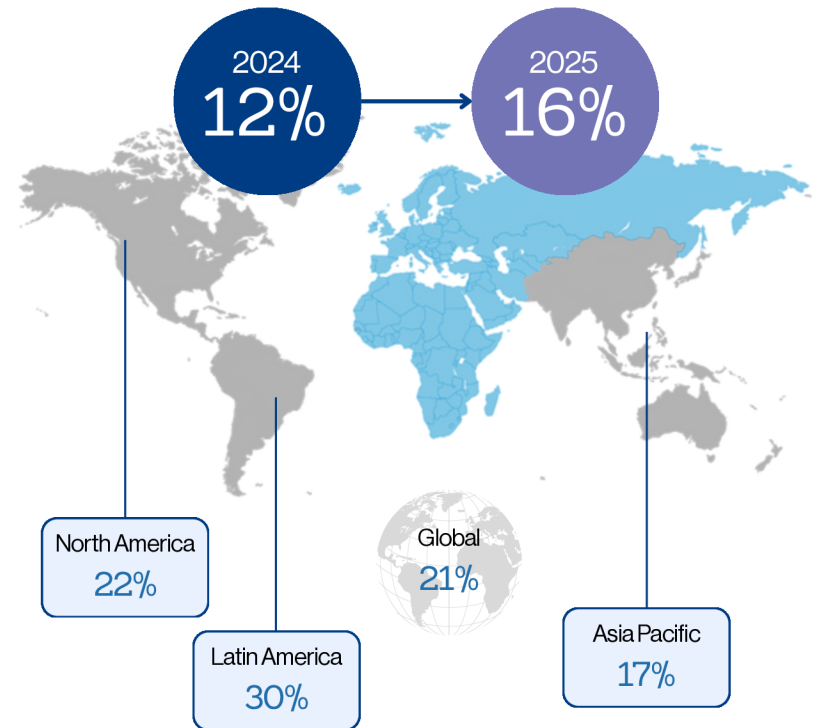


## Percent Satisfied or Deeply Satisfied in Their Current Role

By Groups



## Deeply Satisfied\* With Their Job



**\*Deeply Satisfied (gold standard):** Reflects those who find genuine fulfillment in their work and feel valued, motivated, and aligned with their role and organization.

# Retention Intent

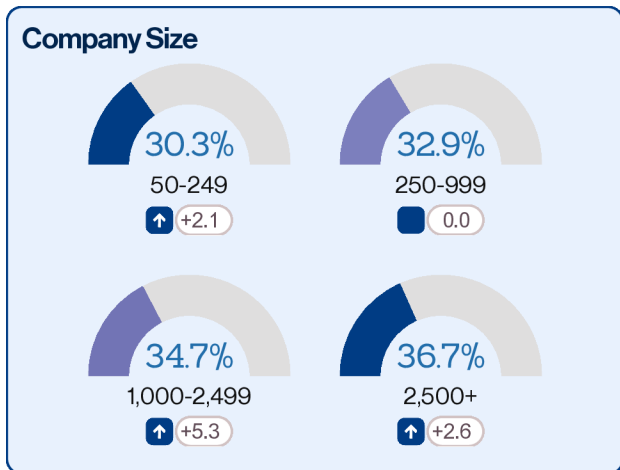
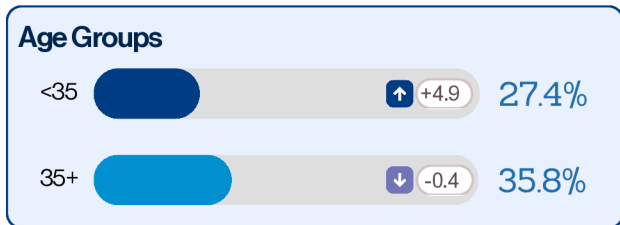
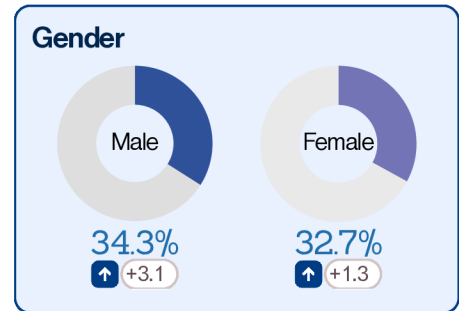
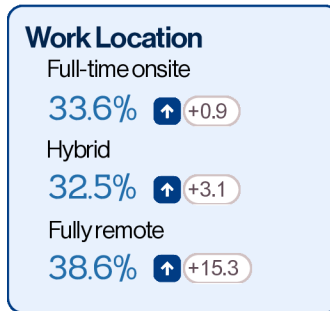
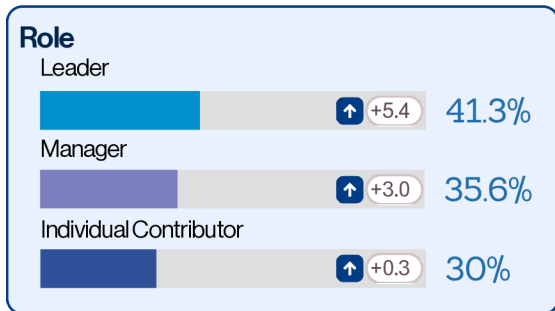
## Retention Intent Outlook

Intent to remain at current company as reported by study participants.

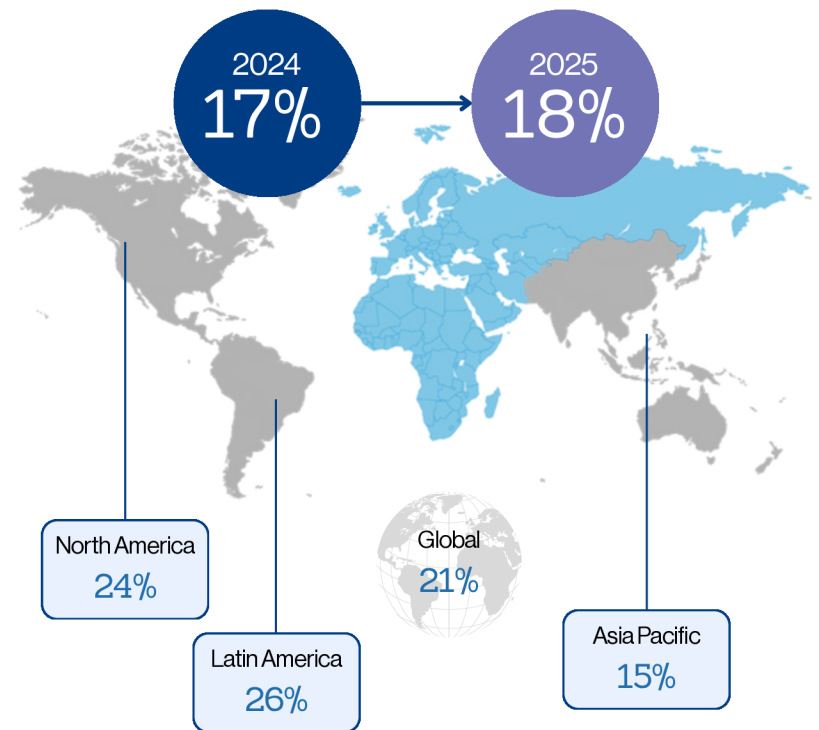


## Percent Reporting Commitment or Deep Loyalty to Their Organization

By Groups



## Deeply Loyal\* to the Organization

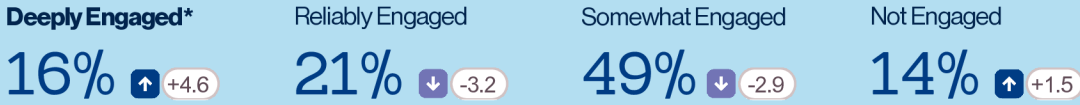


**\*Deeply Loyal (gold standard):** Reflects employees who are anchored by trust, purpose, and belonging, who not only intend to stay but also feel proud to contribute to their organization's success.

# Employee Engagement

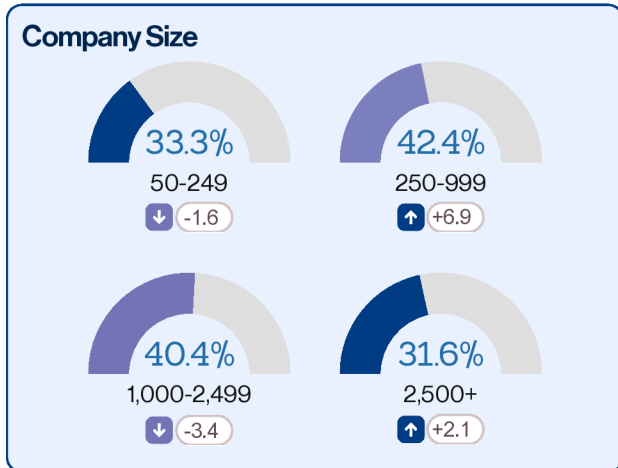
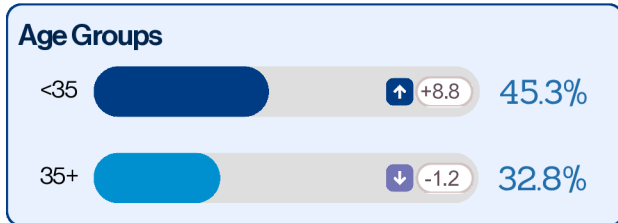
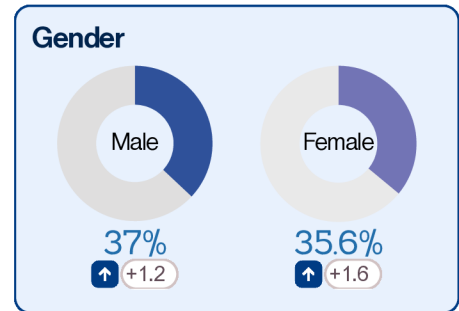
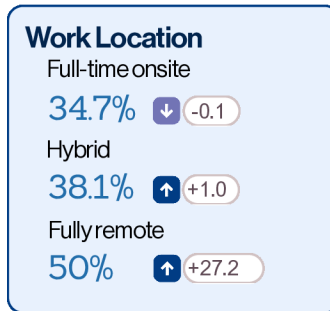
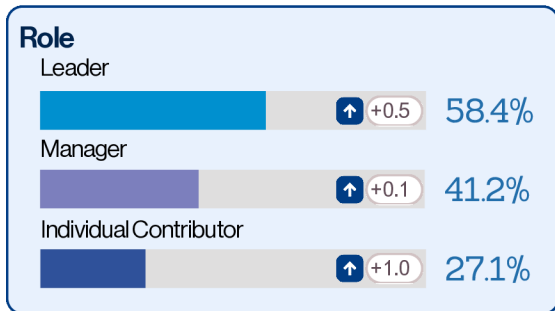
## Employee Engagement Outlook

Level of engagement as reported by study participants.

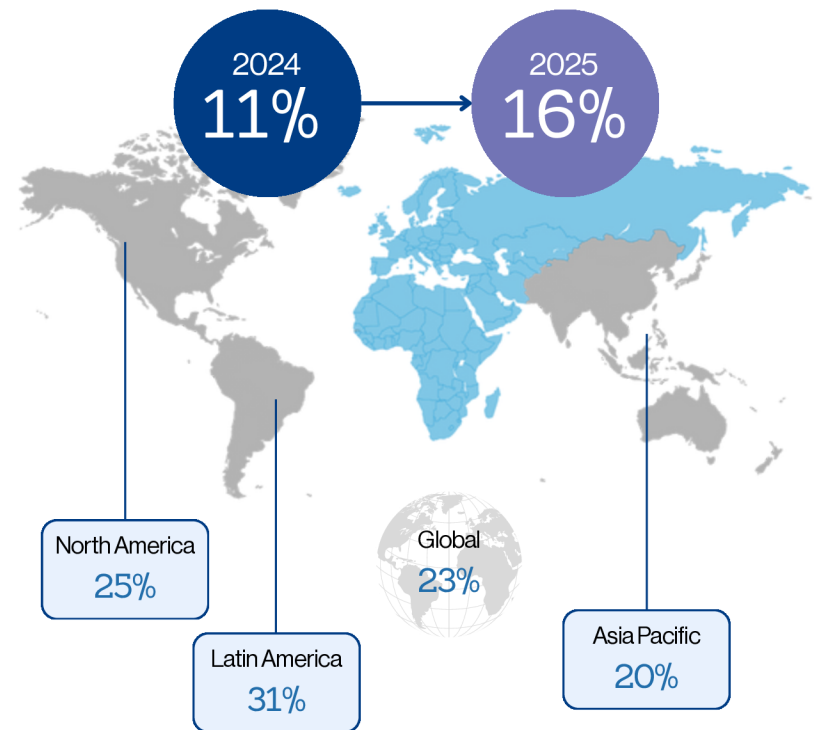


## Percent Reliably or Deeply Engaged at Work

By Groups



## Deeply Engaged\* Employees



**\*Deeply Engaged (gold standard):** Reflects those who feel a strong sense of connection, purpose, and commitment, bringing energy, initiative, and focus to their work because they believe in what they do and who they do it for.

State of Organizational Health

# Asia Pacific

APAC's digital advancement contrasts with declines in cultural and human foundation measures, signaling a need to realign progress with people.



# APAC Regional Summary

## Momentum Loss: Progress Outpaces People.

**APAC Region.** In 2025, APAC organizations faced a year of recalibration. Decline across nearly all gold standard categories (the top category across each topic in the report) suggests that previous gains may have outpaced people's capacity to sustain them. The human foundations of workplace culture, such as communication, empathy, and psychological safety, all weakened in the highest category. More employees described communication as inconsistent than in 2024, perceptions of lower empathy grew, and people felt less safe to speak up. These shifts were driven primarily by drops among managers, frontline employees, and younger workers, while senior leaders' perceptions across these dimensions improved, revealing widening gaps between how culture is led and how it is lived.

Sustaining factors reflected a similar strain. Both learning and innovation cultures reflected lower top-end scores, and resistance to change grew even as technology/AI integration continued to advance. This divergence underscores an important imbalance: organizations are modernizing technologically faster than they are adapting culturally. Leaders viewed the cultures of innovation and learning positively, but those views were not mirrored by the people they lead. At the same time, work-life balance was inconsistent, as well as the level of satisfaction with the person respondents report to.

Outcomes underscored the fragility of these foundations. Job satisfaction, engagement, and intent to stay all declined in the top-two most favorable categories, with signs of stability among leaders and remote employees, suggesting that position and distance from strain, not resilience, are providing protection. The region's advances in technology and efficiency have yet to translate into a healthier cultural experience. Technical progress has accelerated, but connection has not. To restore balance, organizations must treat culture as the infrastructure of sustainable transformation, not its byproduct.

## Regional Comparison

**Only region reflecting overall decline across report topics.** All topics except technology/AI integration saw decreases in the highest performance category, reflecting cultural strain and uneven adaptation amid continued digital acceleration.

**Second highest in technology/AI integration.** APAC ranked second in transformative technology/AI integration, yet cultural and learning readiness lag, highlighting the need to better align people and technology.

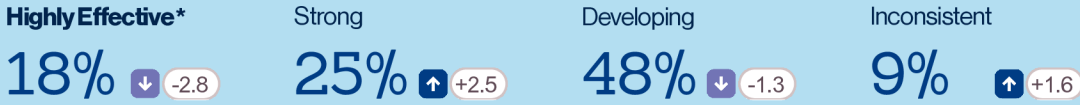
## Key Insights for 2026

- **Rebuild the human foundations of progress.** Restoring trust, dialogue, and inclusion will be essential to rebuild the conditions that enable innovation and commitment.
- **Rebalance human and technological adaptation.** Aligning skill development, experimentation, and collaboration with technology investment will ensure progress is sustainable rather than superficial and niche at the exclusion of a workforce whose experiences are in decline.
- **Strengthen leadership translation through the middle.** Empowering mid-level managers through coaching, workload support, and clearer ownership of change will help close the delivery gap.
- **Address retention risk by improving foundation areas.** There is an overall reduced intent to stay, threatening future capability pipelines along with the loss of institutional knowledge. Revitalizing purpose, building trust, and valuing expertise in the workforce are key to positively impacting the intent to stay in 2026.
- **Protect wellbeing to prevent further erosion.** Work-life balance, satisfaction, and engagement all declined, suggesting that current output is being sustained through effort, not energy. Reassessing pacing, recovery, and recognition practices will be critical to restore resilience across the workforce.

# Communication

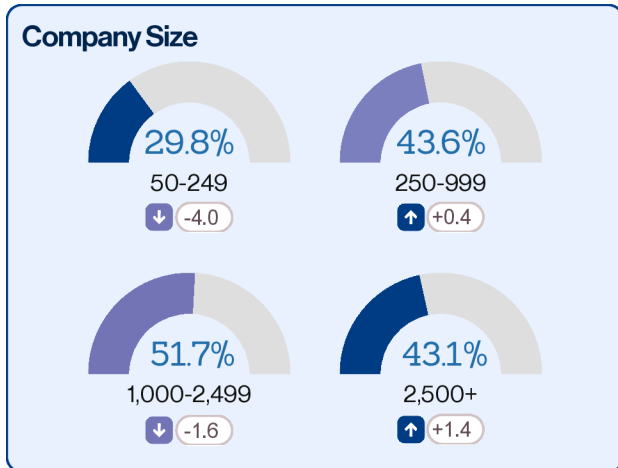
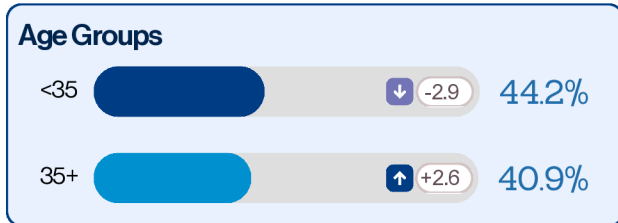
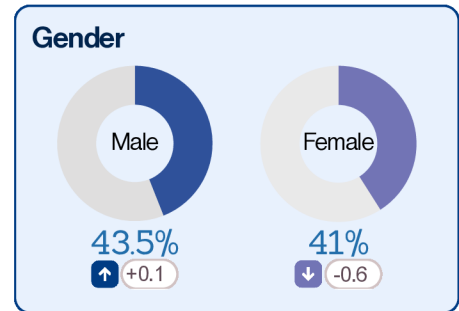
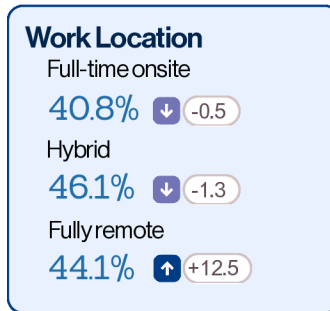
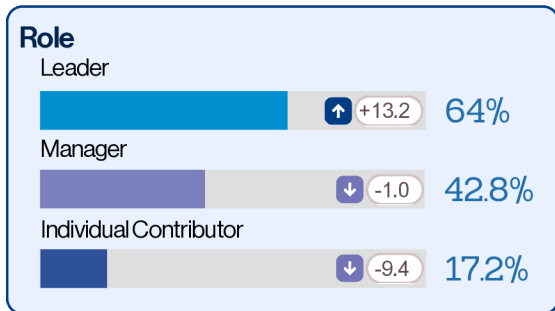
## Communication Culture Outlook

Level of communication as reported by study participants.

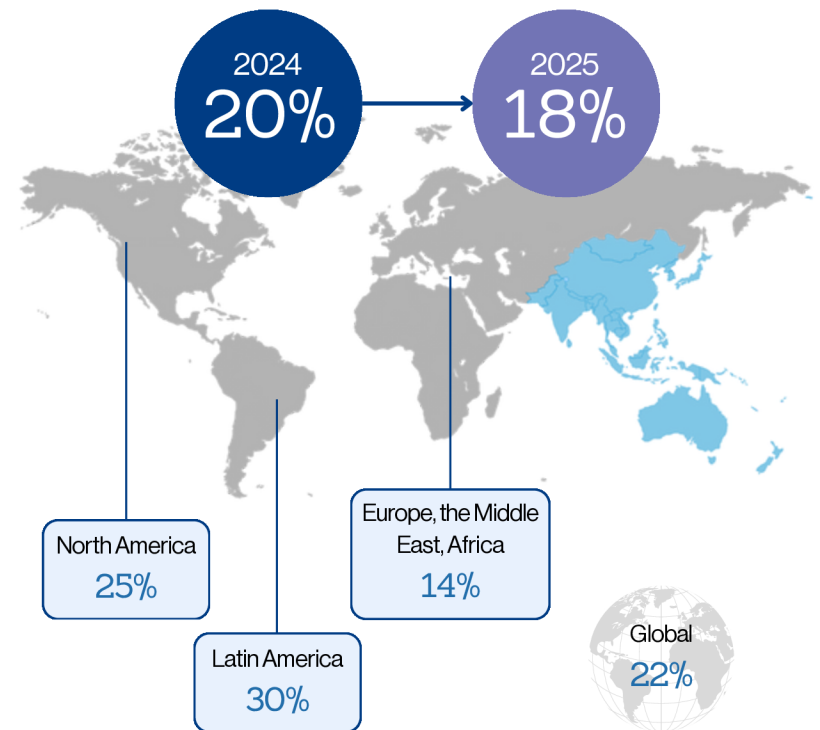


## Percent Reporting Strong or Highly Effective Communication in the Workplace

By Groups



## Highly Effective\* Cultures of Communication



**\*Highly Effective (gold standard):** Cultures that consistently model the defining strengths of communication such as clarity, openness, understanding, and trust building.

# Empathy

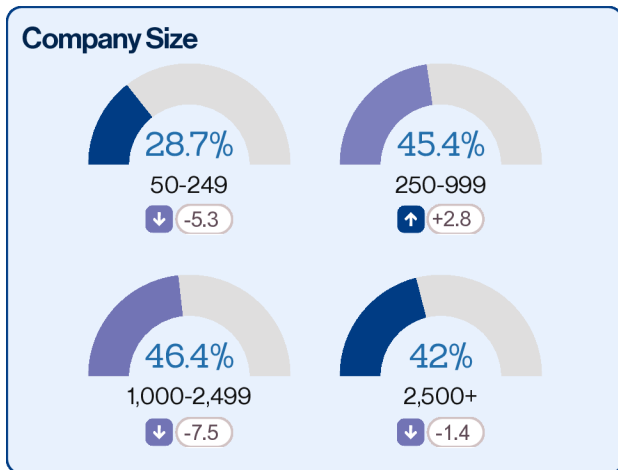
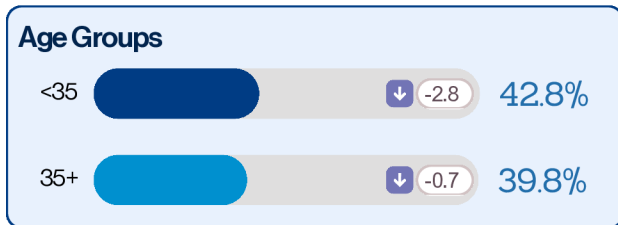
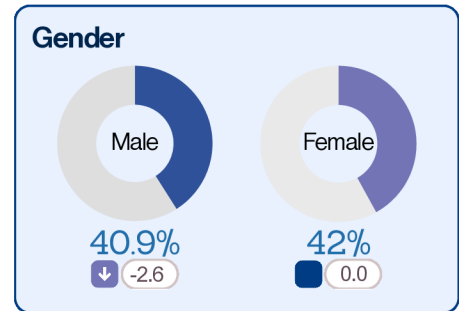
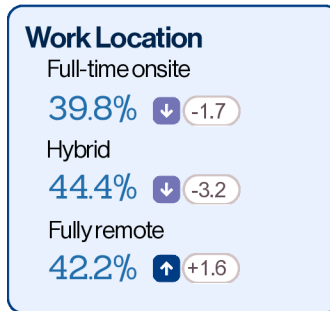
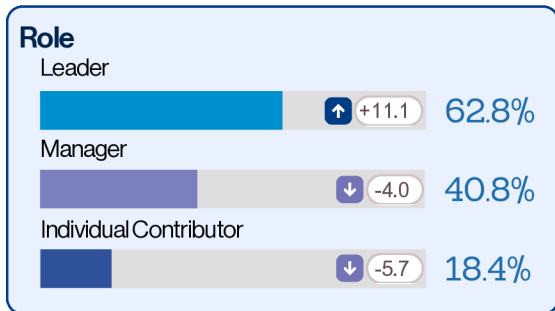
## Workplace Empathy Outlook

Level of empathy in the workplace as reported by study participants.

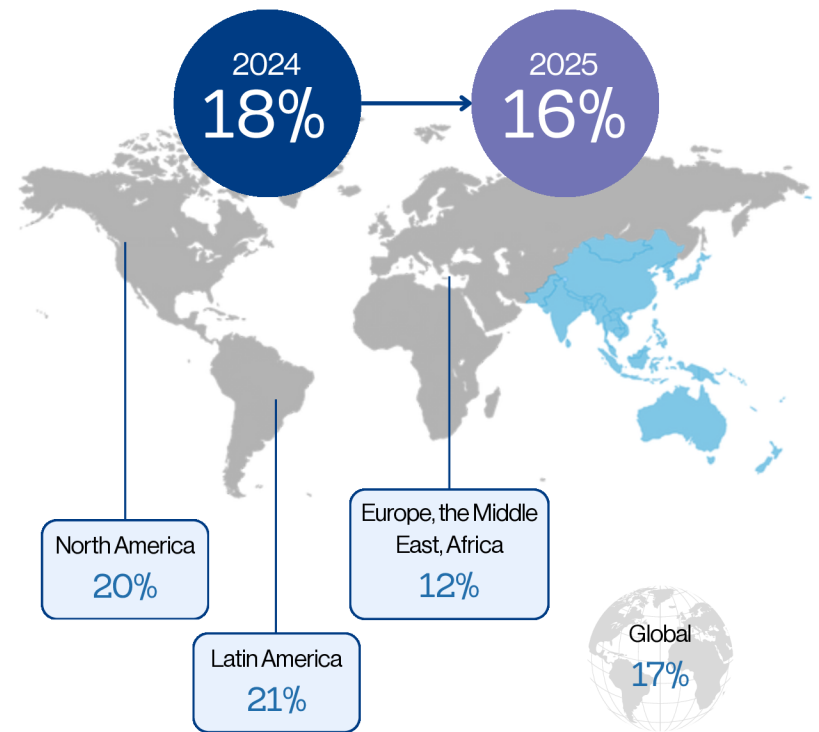


## Percent Reporting a Supportive or Deeply Empathetic Culture of Empathy

By Groups



## Deeply Empathetic\* Cultures



**\*Deeply Empathetic (gold standard):** Cultures that are empathy exemplars where genuine compassion, understanding, and fairness are consistent features.

# Psychological Safety

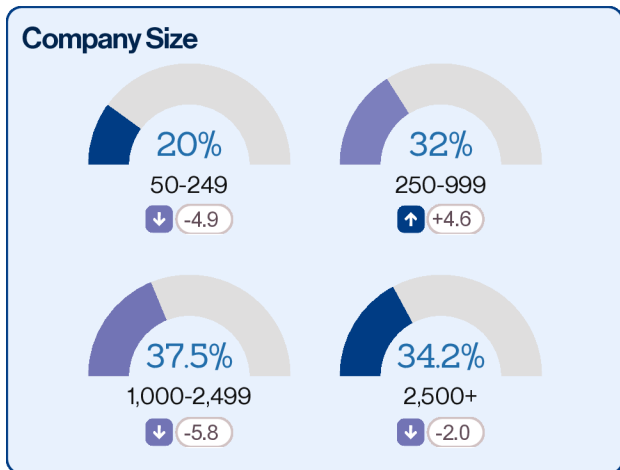
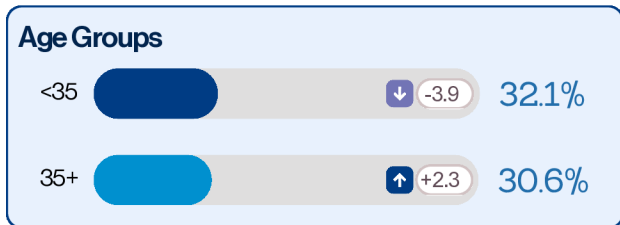
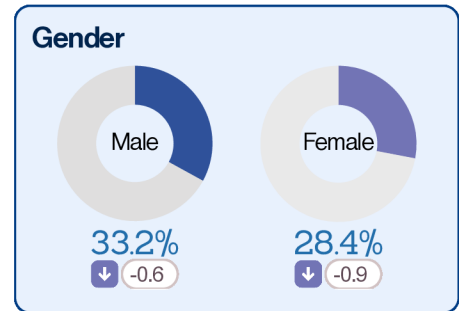
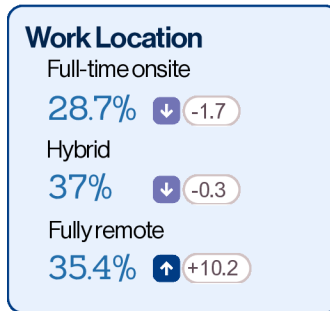
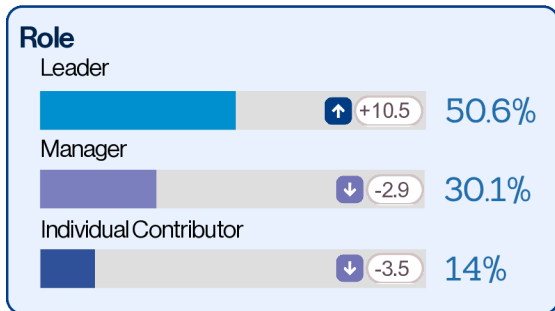
## Psychological Safety Outlook

Overall level of psychological safety at work as reported by study participants.

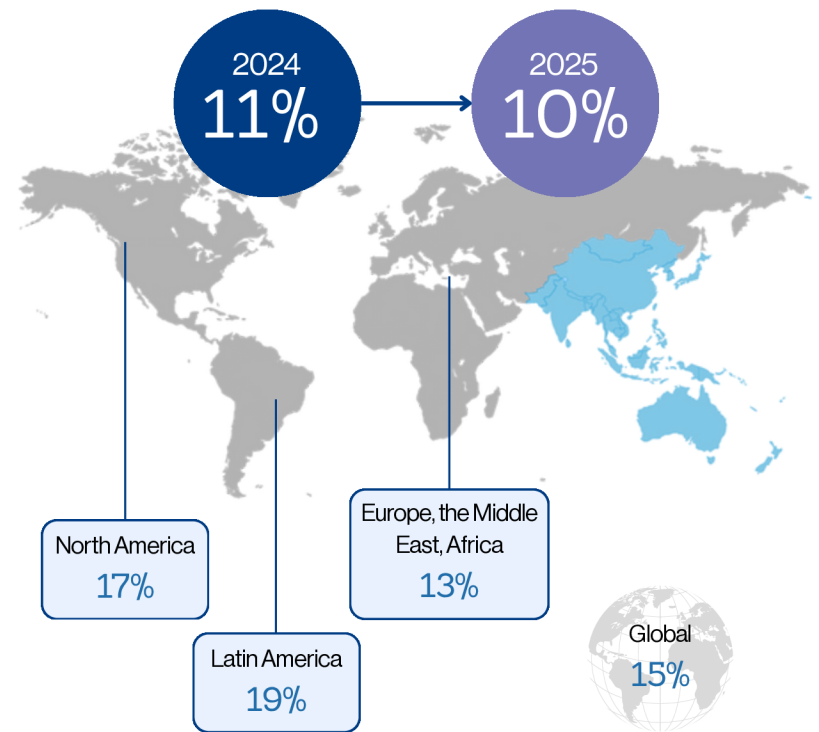


## Percent Reporting Comfortable or Empowered Levels of Psychological Safety

By Groups



## Empowered\* Employees



**\*Empowered (gold standard):** Cultures where people feel safe to speak up, share ideas, and take risks.

# Learning Culture

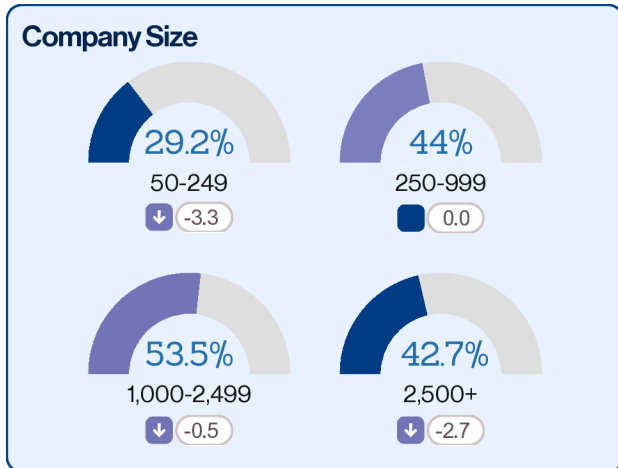
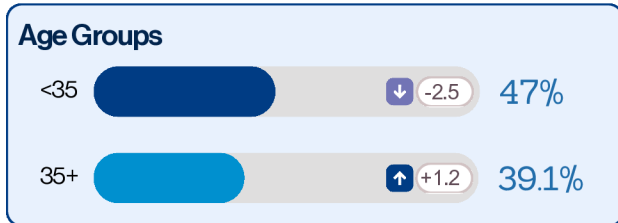
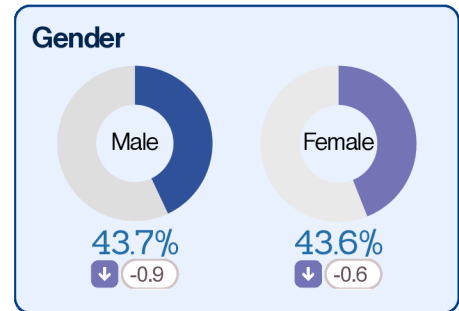
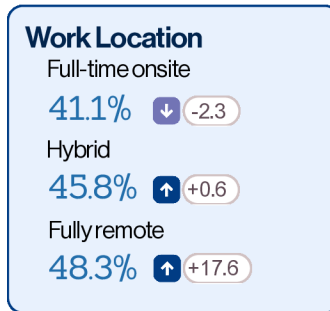
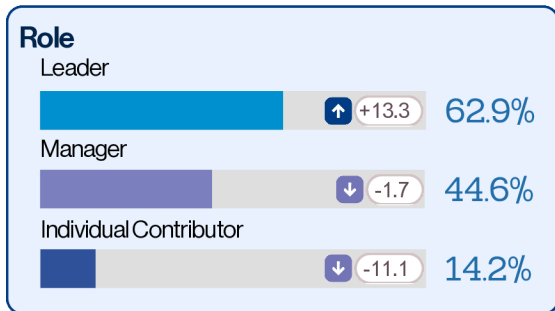
## Learning Culture Outlook

Learning and personal development culture as reported by study participants.

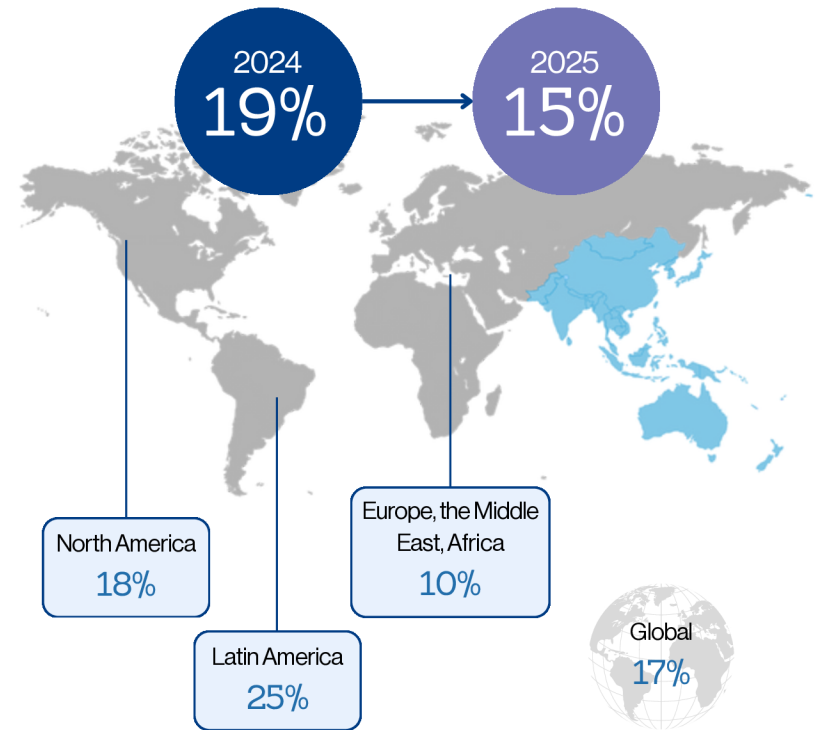


## Percent Reporting a Supportive or Learning-Centric Culture

By Groups



## Learning-Centric\* Cultures



**\*Learning-Centric (gold standard):** Cultures of curiosity and knowledge sharing, where growth and improvement are an integral part of everyday work—individually and collectively.

# Innovation Culture

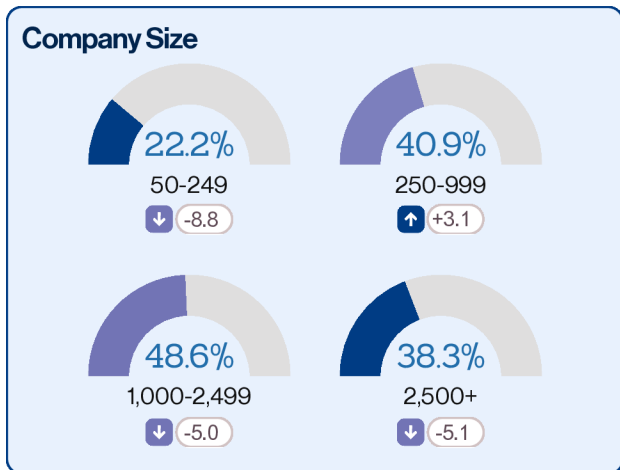
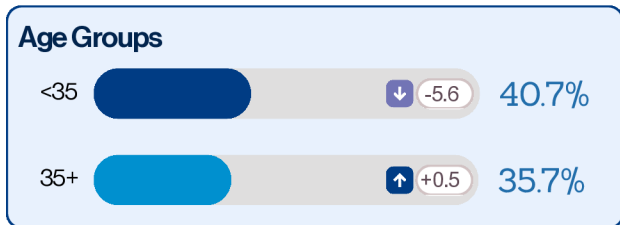
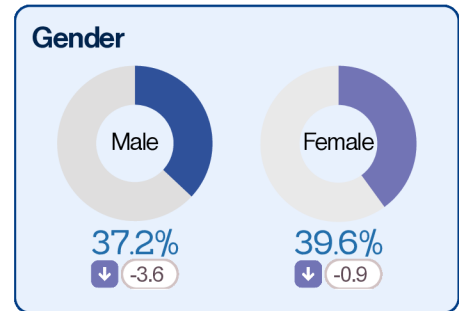
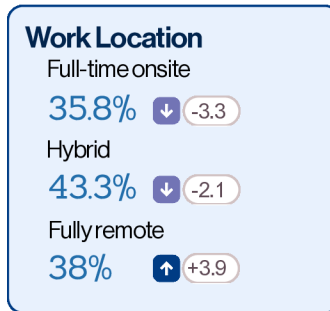
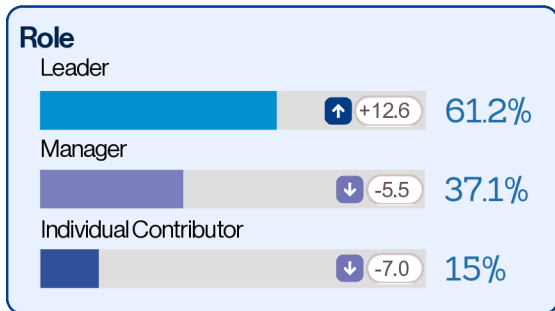
## Innovation Culture Outlook

Level of innovation culture experienced as reported by study participants.

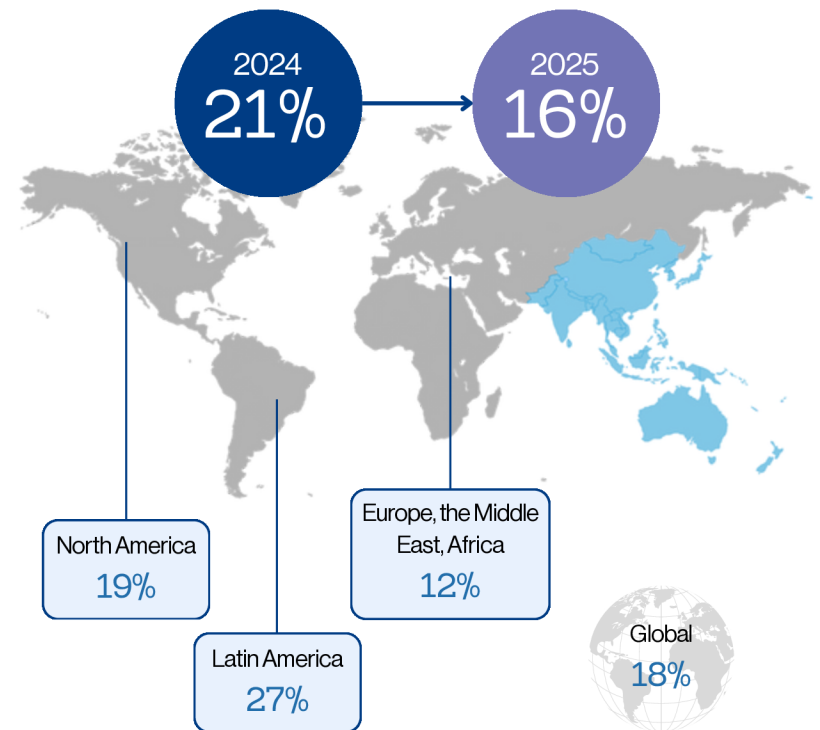


## Percent Reporting a Creative or Highly Innovative Culture

By Groups



## Highly Innovative\* Cultures



**\*Highly Innovative (gold standard):** Forward-thinking organizations that encourage experimentation, embrace new ideas, and turn creativity into practical improvements and breakthroughs.

# Technology/AI Integration

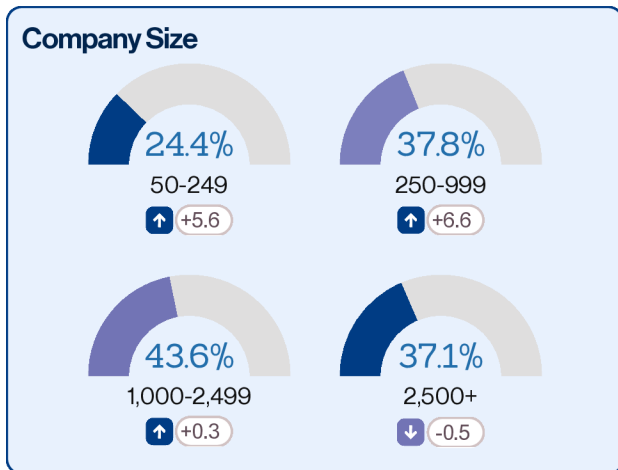
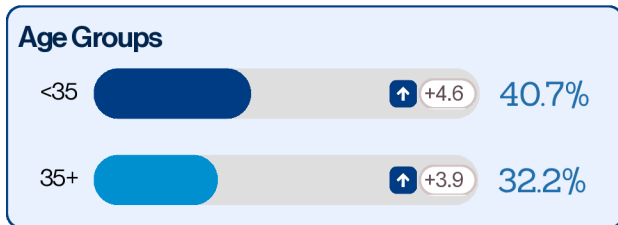
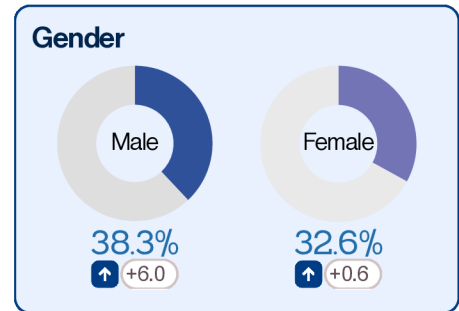
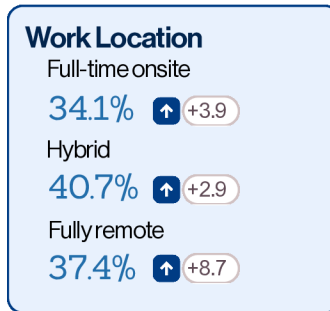
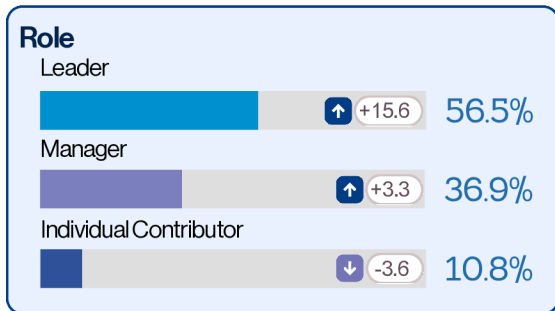
## Technology/AI Integration Outlook

Level of technology/AI integration culture as reported by study participants.

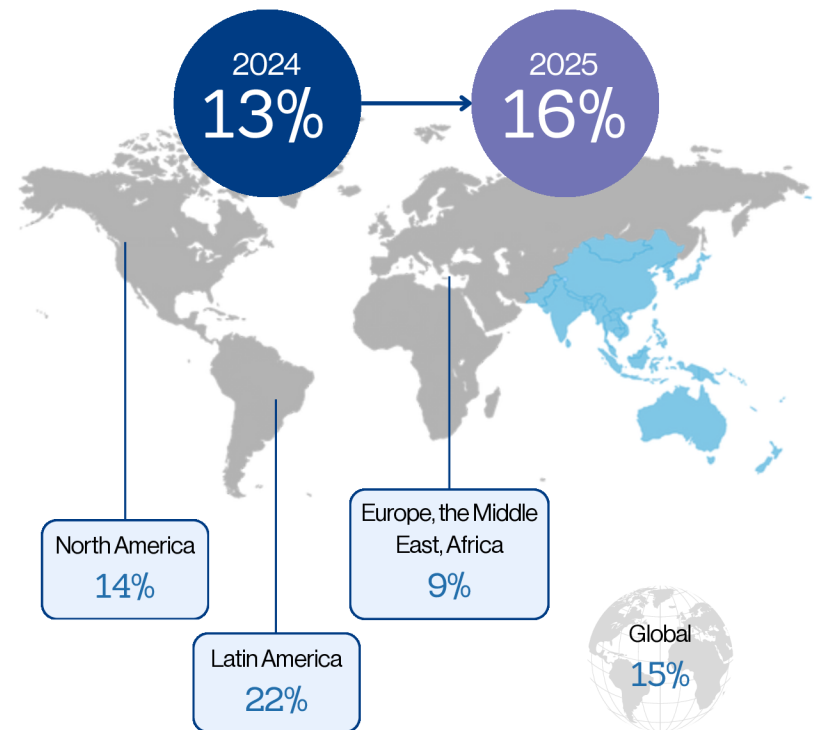


## Percent Reporting an Effective or Transformative Level of Technology/AI Integration

By Groups



## Transformative\* Level of Technology/AI Integration



**\*Transformative (gold standard):** Technology-enabled cultures that seamlessly integrate digital tools and AI to enhance efficiency, insight, and human potential.

# Work-Life Balance

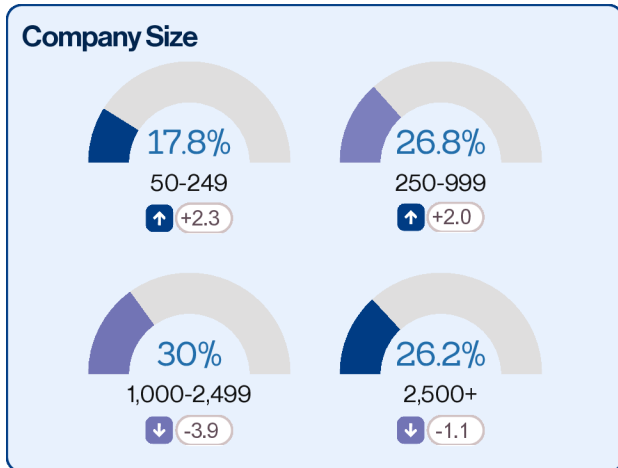
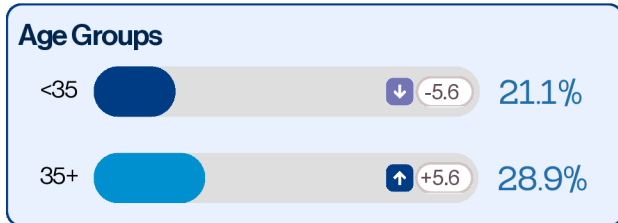
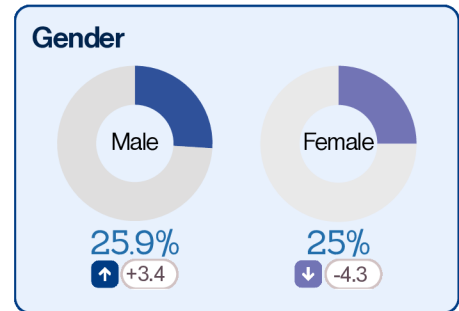
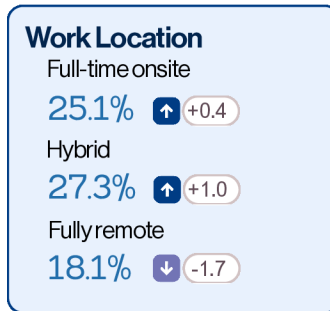
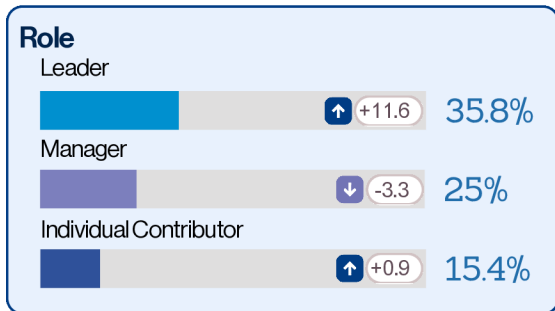
## Work-Life Balance Outlook

Quality of work-life balance as reported by study participants.

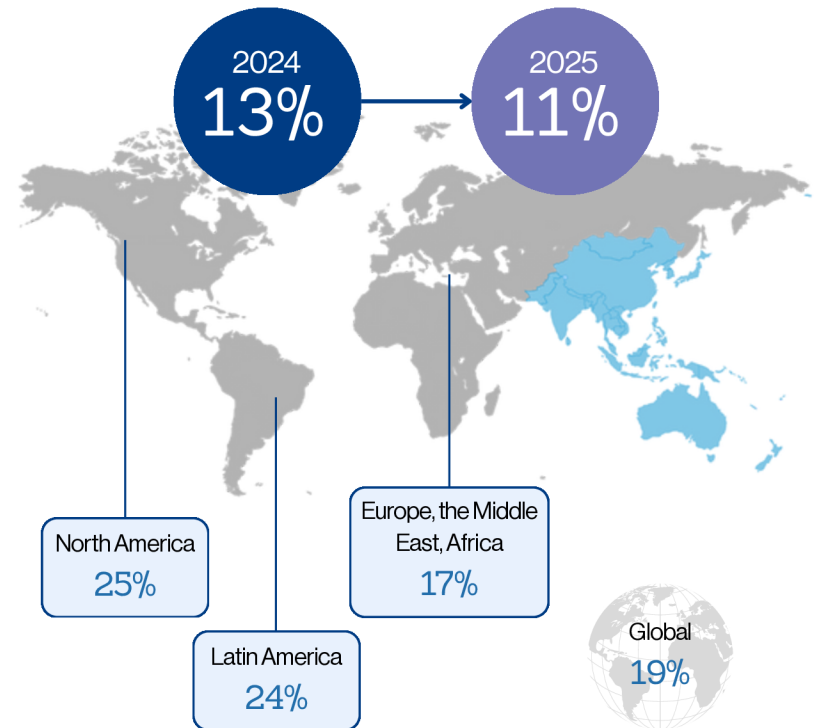


## Percent Reporting Good or Excellent Work-Life Balance

By Groups



## Excellent\* Work-Life Balance Reported



**\*Excellent (gold standard):** Represents those in cultures that respect personal boundaries and support well-being alongside performance.

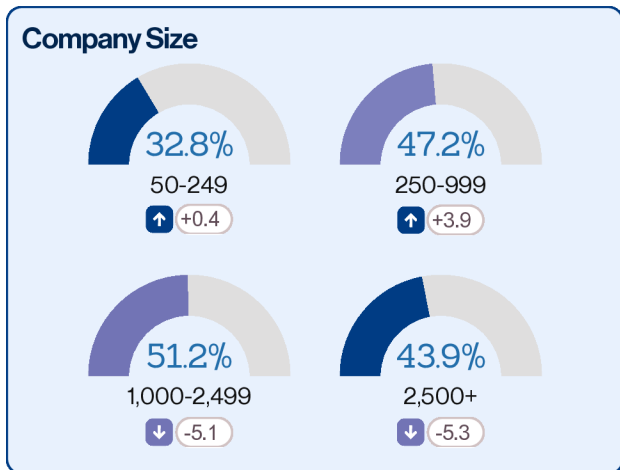
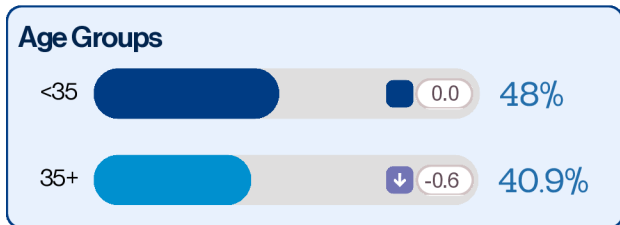
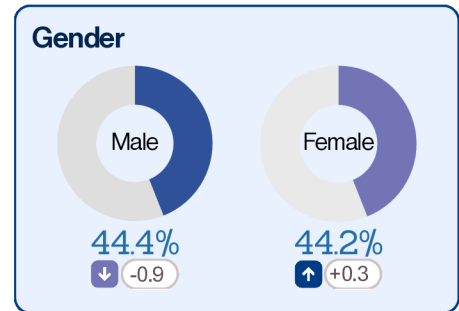
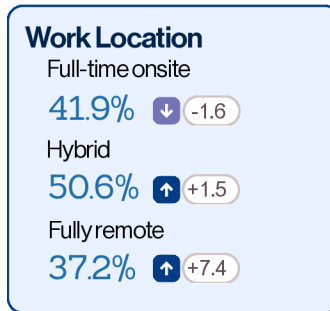
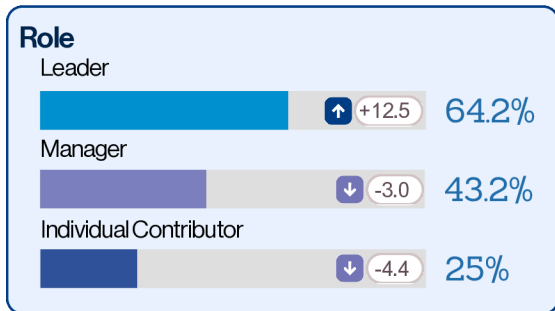
# Satisfaction With Leader

## Satisfaction With Immediate Leader/Supervisor

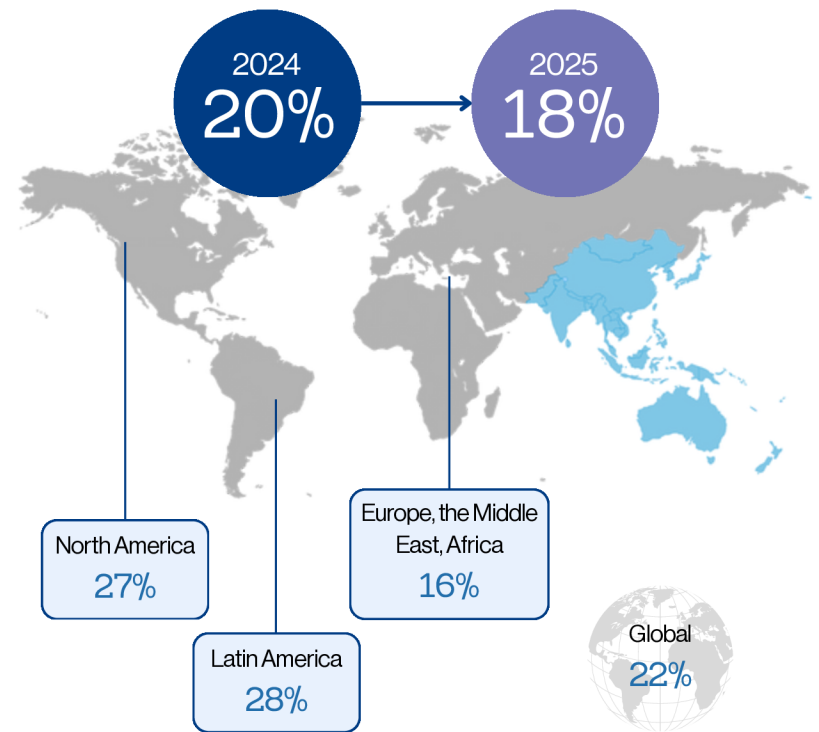
Level of satisfaction with the person study participants report to.



## Percent Reporting a High or Exceptional Level of Satisfaction With the Person They Report To By Groups



## Exceptional\* Satisfaction With Immediate Leader



**\*Exceptional (gold standard):** Reflects those who view their immediate leader as supportive, fair, and clear in communication, and someone who values contributions while fostering confidence and engagement.

# Job Satisfaction

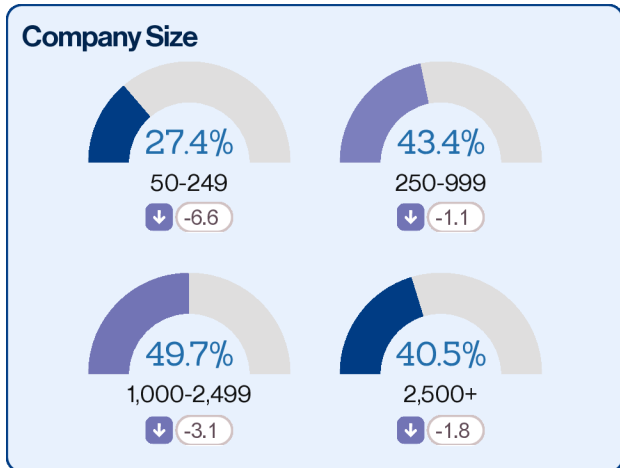
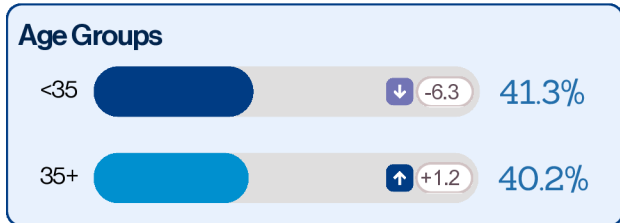
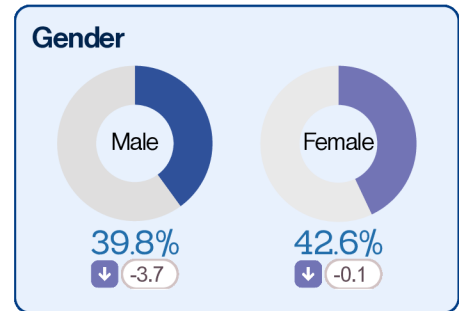
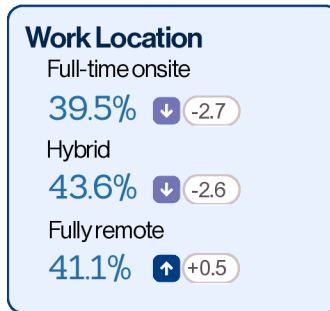
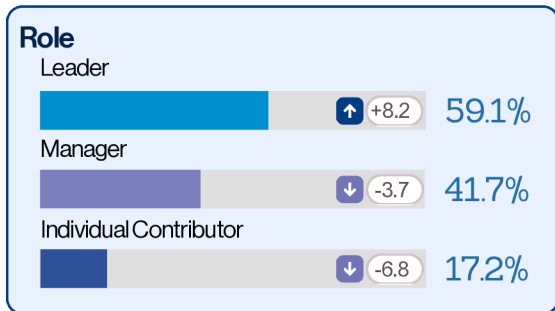
## Job Satisfaction Outlook

Overall level of job satisfaction as reported by study participants.

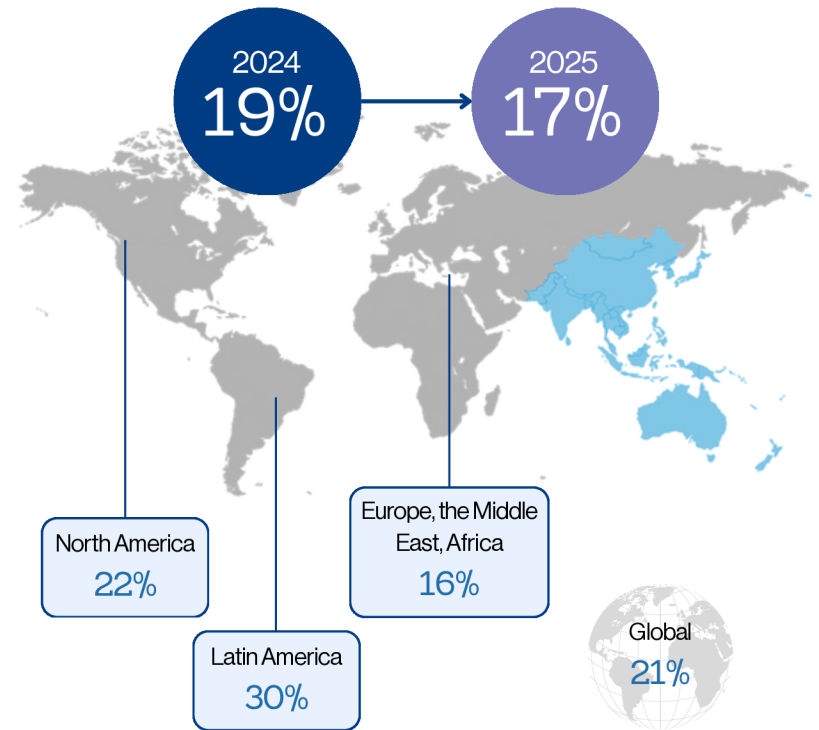


## Percent Satisfied or Deeply Satisfied in Their Current Role

By Groups



## Deeply Satisfied\* With Their Job



**\*Deeply Satisfied (gold standard):** Reflects those who find genuine fulfillment in their work and feel valued, motivated, and aligned with their role and organization.

# Retention Intent

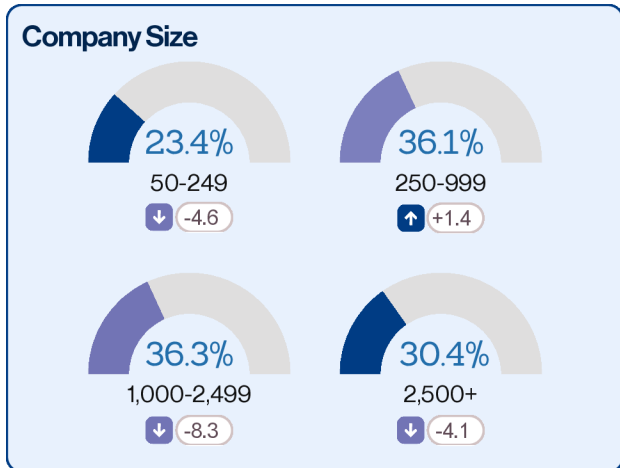
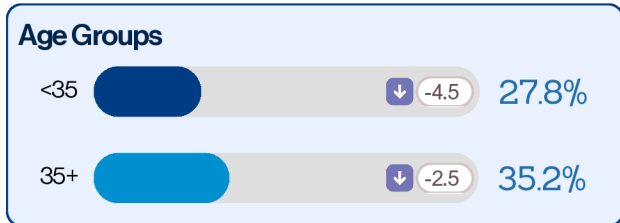
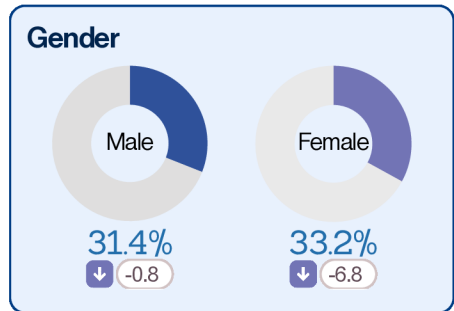
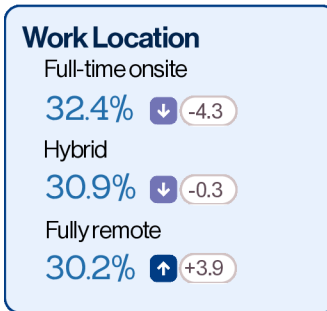
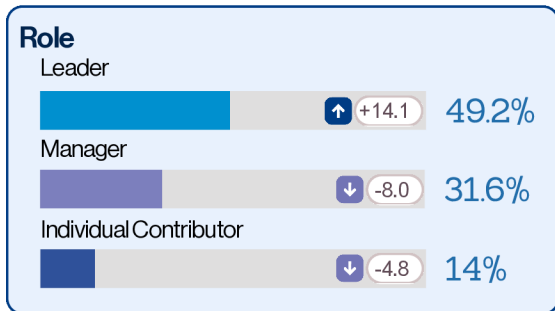
## Retention Intent Outlook

Intent to remain at current company as reported by study participants.

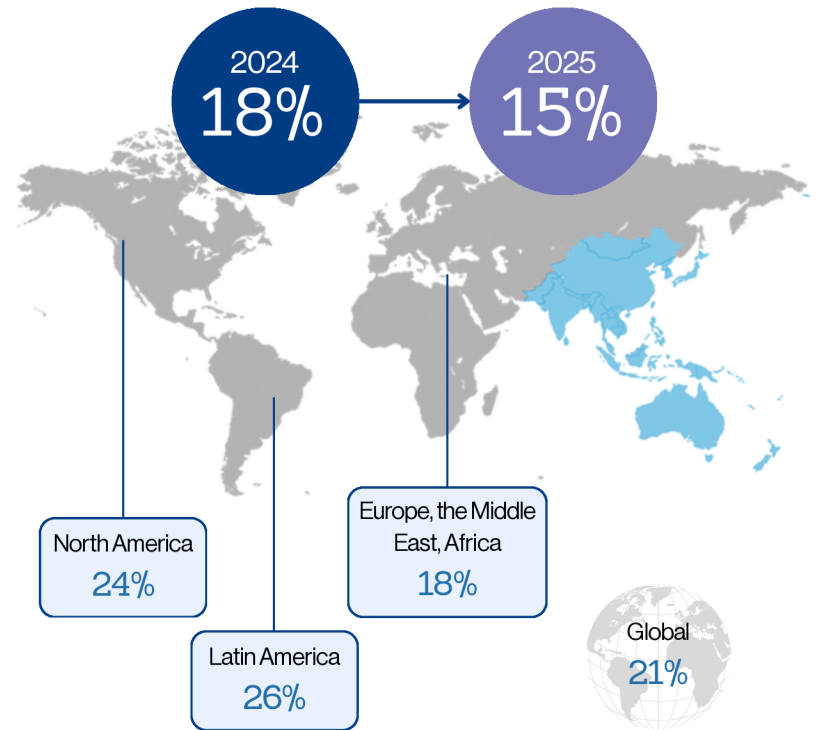


## Percent Reporting Commitment or Deep Loyalty to Their Organization

By Groups



## Deeply Loyal\* to the Organization

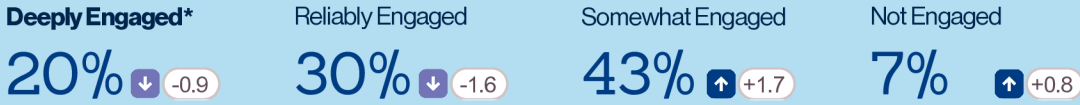


**\*Deeply Loyal (gold standard):** Reflects employees who are anchored by trust, purpose, and belonging, who not only intend to stay but also feel proud to contribute to their organization's success.

# Employee Engagement

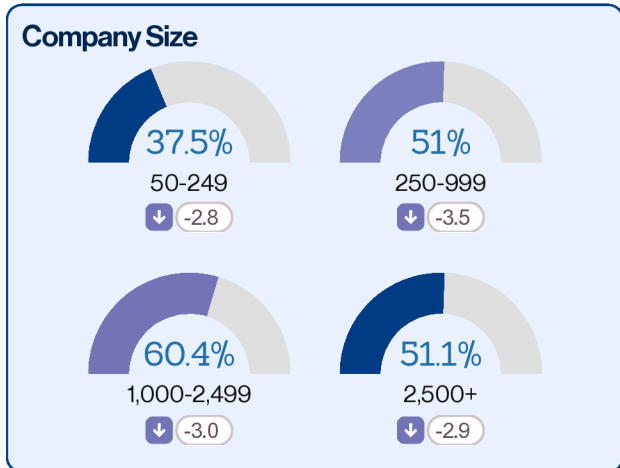
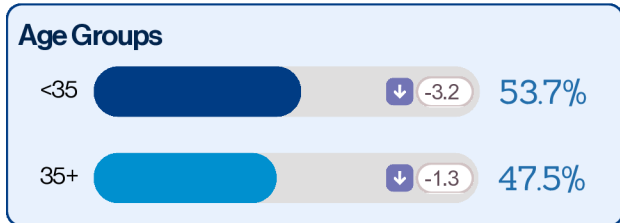
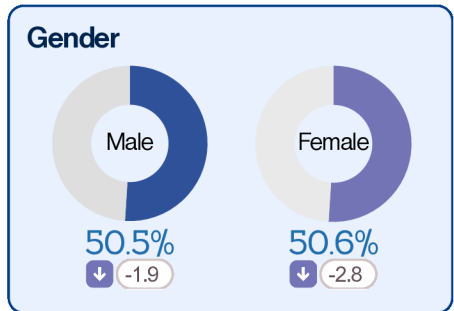
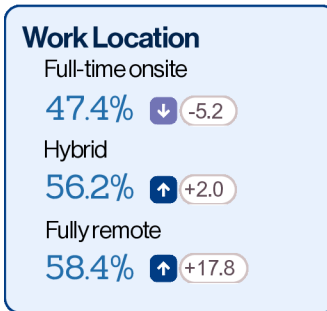
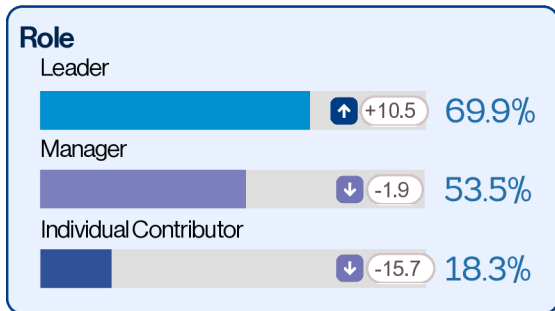
## Employee Engagement Outlook

Level of engagement as reported by study participants.

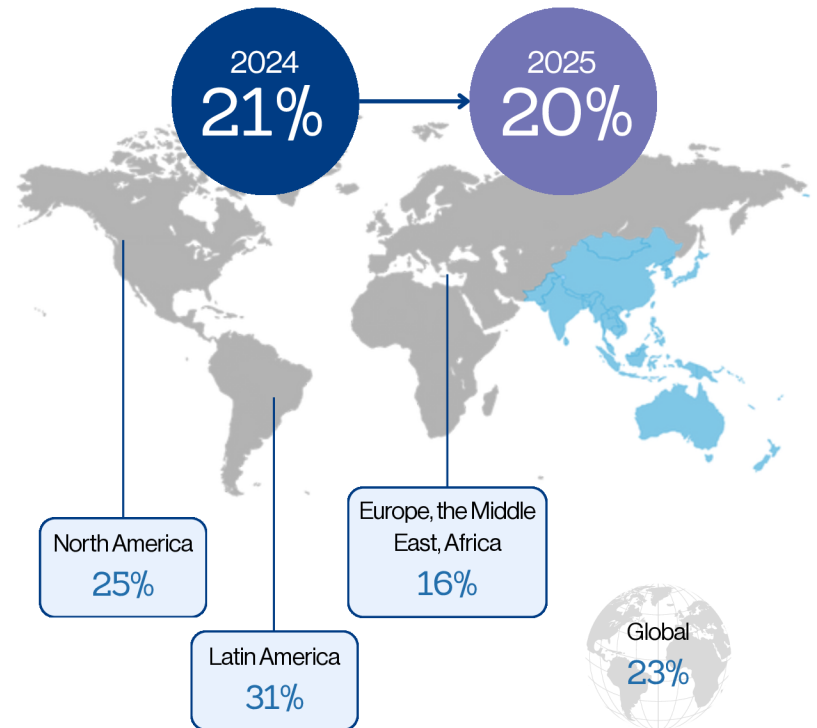


## Percent Reliably or Deeply Engaged at Work

By Groups



## Deeply Engaged\* Employees



**\*Deeply Engaged (gold standard):** Reflects those who feel a strong sense of connection, purpose, and commitment, bringing energy, initiative, and focus to their work because they believe in what they do and who they do it for.

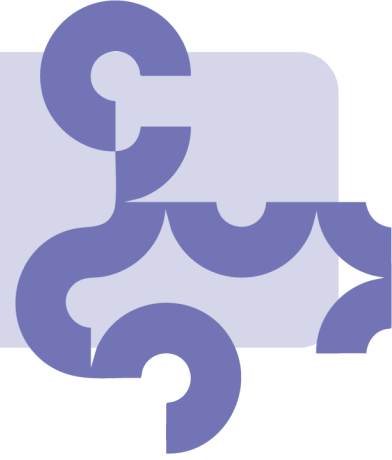
# Appendix

# Demographics and Firmographics



	Total	Region_NA (A)	Region_EMEA (B)	Region_APAC (C)	Region_LATAM (D)
Base	3,375	750	825	1,050	750
<b>Age</b>					
15-24	4.5%	1.6%	4.1%	6.3%	5.5%
25-34	30.0%	13.9%	24.0%	39.0%	40.4%
35-44	31.3%	29.5%	27.5%	34.3%	33.1%
45-54	18.1%	23.7%	21.2%	13.3%	15.7%
55-64	12.5%	21.7%	20.5%	5.4%	4.4%
65-74	3.5%	9.6%	2.7%	1.7%	0.9%
<b>Gender</b>					
Male	50.3%	53.5%	49.8%	51.9%	45.3%
Female	49.5%	46.3%	50.1%	47.6%	54.7%
Self-describe another way	0.1%	0.1%	0.1%	0.1%	0.0%
Prefer not to answer	0.1%	0.1%	0.0%	0.4%	0.0%
<b>Title</b>					
Entry Level (not intern)	7.9%	9.3%	5.5%	8.5%	8.4%
Associate or Individual Contributor	24.9%	32.0%	45.6%	11.0%	14.5%
Manager or Supervisor	31.0%	28.0%	24.7%	38.4%	30.5%
Senior Manager	14.4%	8.8%	11.4%	22.2%	12.4%
Director	11.1%	11.1%	6.1%	7.6%	21.7%
Vice President	1.1%	1.1%	0.2%	1.6%	1.3%
Senior Vice President	1.0%	1.1%	0.6%	1.2%	0.9%
C-level Executive (CIO, CTO, COO, CMO, etc.)	6.6%	6.3%	5.3%	8.1%	6.3%
Owner/Entrepreneur	2.0%	2.4%	0.6%	1.3%	3.9%
<b>Role</b>					
Leader	21.8%	21.9%	12.8%	19.9%	34.1%
Manager	45.4%	36.8%	36.1%	60.6%	42.9%
Member	32.8%	41.3%	51.0%	19.5%	22.9%
<b>Company Size</b>					
50-249	27.1%	30.0%	29.3%	21.3%	29.9%
250-999	28.7%	26.9%	27.0%	28.9%	31.9%
1,000-2,499	18.3%	18.4%	14.2%	23.4%	15.6%
2,500+	25.9%	24.7%	29.5%	26.4%	22.7%
<b>Job Tenure</b>					
1-2 years	11.3%	12.4%	9.7%	11.0%	12.3%
3-5 years	33.8%	28.7%	32.5%	35.0%	38.5%
6-20 years	44.4%	46.4%	38.7%	47.0%	45.1%
More than 20 years	10.5%	12.5%	19.2%	7.0%	4.1%
<b>Work Location</b>					
Full-time onsite in a shared physical location	68.1%	67.9%	66.8%	69.0%	68.7%
Hybrid worker	26.6%	22.9%	29.1%	27.2%	26.7%
Remote full time	5.3%	9.2%	4.1%	3.8%	4.7%
<b>Education</b>					
Less than High School (some secondary)	1.2%	0.1%	4.2%	0.5%	0.0%
High School/GED (completed secondary)	13.2%	18.8%	23.9%	4.5%	8.1%
Trade, Technical, or Vocational Training/Certificate	10.2%	12.0%	16.4%	5.0%	9.1%
Associate Degree	10.9%	18.4%	5.8%	3.8%	19.1%
Undergraduate Degree (college or university)	38.6%	30.4%	24.5%	55.7%	38.4%
Master's Degree	21.6%	17.6%	22.2%	27.0%	17.3%
Doctoral or Professional Degree (PhD, JD, MD)	4.2%	2.7%	3.0%	3.5%	8.0%

# Methodology



## Overview

This report draws on data collected through our annual State of Organizational Health research initiative, an ongoing, comparative study designed to track the changing dynamics of work across global regions, industries, and demographic groups. Each year, the survey engages more than 3,300 respondents throughout 18 countries, grouped into four global regions in this year's report, with regions to be further subdivided in 2026. The study uses a rigorous sampling, weighting, and analytic framework to ensure that findings reflect both statistical integrity and real-world workforce experiences, with sample sizes set to ensure adequate statistical power to detect reliable patterns and differences across groups.

## Sample and Data Collection

Participants are recruited annually from a diverse cross-section of demographics, industries, and organizational roles. The study's sampling framework was intentionally designed to secure sufficient representation within each global region, ensuring that regional-level statistics are both stable and analytically reliable. Because very large samples can yield statistically significant differences that are not practically meaningful, the sample sizes were calibrated to balance statistical power with interpretive clarity. Target sample sizes were established to support meaningful segmentation and comparison across North America (NA), Latin America (LATAM), Europe, the Middle East and Africa (EMEA), and Asia Pacific (APAC), providing the power needed to detect substantive regional differences while maintaining the integrity of cross-region insights.

The survey design includes gender-balancing boundaries at the sampling stage, ensuring proportional representation of men and women within each participating country relative to the structure of the local workforce. Respondents selecting non-binary or other gender identities remain fully represented in all analyses and are assigned neutral weights when demographic weighting is applied.

All data included in this report was gathered using a standardized questionnaire administered in the appropriate language for each country, ensuring linguistic and cultural accessibility, and conceptual equivalence across all markets.

## Margin of Sampling Error and Statistical Confidence

As the study was designed with strong global and regional sample sizes, the resulting estimates demonstrate high statistical reliability. The global margin of sampling error is approximately  $\pm 1.7$  percentage points at the 95% confidence level. Regional margins of error, which naturally reflect smaller base sizes, range from  $\pm 3.1$  to  $\pm 3.7$  percentage points. These margins provide a stable statistical foundation for interpreting patterns and shifts in workforce experience across the dataset.

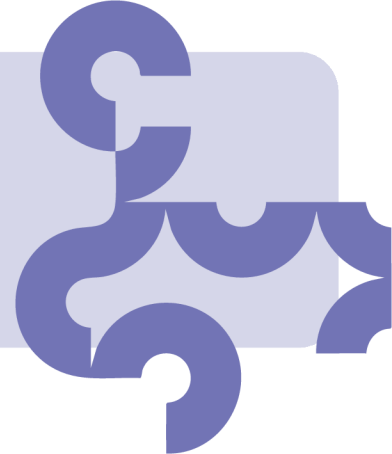
## Age Group Reporting

Age is reported using a two-tiered structure to balance global comparability with regional statistical stability. For global analyses, age is presented in 10-year ranges where applicable, a method chosen to ensure cultural neutrality, avoid U.S.-centric generational labels (e.g., "Gen Z," "Millennial"), and provide clearer insight into career-stage patterns. For regional analyses, age ranges were divided into two groups ( $<35$  and  $\geq 35$ ) to maintain sufficient base sizes within each region, reduce volatility in smaller splits, and support meaningful comparisons between early-career and more established workforce segments.

## Rounding and Display Conventions

All results are calculated using full-precision values. For ease of interpretation, some percentages are rounded to whole numbers and constrained to sum to 100%. Year-over-year changes are reported in percentage points and small display-level adjustments may be applied to ensure gains and losses reconcile. These adjustments for display do not affect the underlying data or the interpretation of results.

# Methodology



## Weighting Approach

Because this study includes diverse regional sample sizes and demographic compositions, weighting is essential to produce globally representative and comparable results. Global results in this report are based on a composite weighting approach designed to produce balanced, representative, and comparable insights across the 18 participating countries and four global regions. This composite model integrates two components. First, regional gender weights adjust the gender distribution within each region to align with authoritative labor-force benchmarks such as the International Labor Organization Statistics (ILOSTAT), ensuring that global statistics accurately reflect the true gender composition of the employed population. Second, region equalization weights correct for differences in regional sample sizes so that no single region disproportionately influences global findings. Together, these weights ensure that each region contributes equally to global statistics, prevent overrepresentation from larger samples, and enable fair and stable year-over-year global comparisons.

At the regional level, analyses apply within-region gender weighting to ensure that results accurately reflect the gender distribution of the employed population represented. Each regional dataset, composed of its participating countries, is calibrated to authoritative regional labor-force gender benchmarks (e.g., ILOSTAT). This approach preserves the natural structure of each regional sample while ensuring gender-balanced representation, enabling valid comparisons across regions without altering regional-level results.

## Survey Instrument and Calculated Scales

All scales used in this study were developed and evaluated using established psychometric best practices. Each construct is measured through multi-item, Likert-based scales that demonstrate strong internal reliability (Cronbach's  $\alpha$ ) and clear construct validity. Validity was assessed through exploratory factor analysis, supported by KMO and Bartlett's tests, confirming the appropriateness of the factor structure for each scale. The survey instrument maintains year-over-year stability to support longitudinal tracking, and all scoring procedures follow standardized recoding and composite-scoring conventions. All psychometric testing was conducted on unweighted data in accordance with measurement standards. This evaluation resulted in the following psychometric properties across the core scales:

Scale	Cronbach's $\alpha$	KMO	Items
Communication	0.91	0.934	7
Empathy	0.92	0.944	10
Psychological Safety	0.90	0.942	9
Learning Culture	0.93	0.950	8
Innovation Culture	0.90	0.839	4
Technology/AI Integration	0.90	0.914	7
Work-Life Balance	0.91	0.932	7
Satisfaction With Leader	0.94	0.956	8
Job Satisfaction	0.87	0.889	6
Retention Intent	0.88	0.890	9
Employee Engagement	0.93	0.964	12

## Summary

This methodological framework ensures that the State of Organizational Health report delivers globally representative findings, regionally accurate insights, and psychometrically validated measurement. The approach supports culturally neutral reporting, statistically rigorous comparisons, high-confidence, and actionable intelligence for leaders. Together, the robust sampling design, transparent weighting, and disciplined analytic standards provide a strong scientific foundation for generating insights and recommendations.

# About



**“Knowledge isn’t power  
until it is applied.”**

*-Dale Carnegie*

## **About the Author**

Robert Coleman, PhD  
Director of Research and Thought Leadership  
Dale Carnegie & Associates, Inc.

Joining Dale Carnegie in 2023, Robert conducts research into key issues shaping work, organizations, and organizational behavior globally. With over 25 years of professional experience, Robert brings a rigorous, research-driven approach to examining trends, risks, and emerging areas of impact affecting workplace and organizational outcomes worldwide.

## **About Dale Carnegie**

Dale Carnegie is a global organization with professional development courses in 35 languages across 80 countries. Founded in 1912, Dale Carnegie evolved into a movement that’s crossed borders and generations, helping thousands of organizations and millions of people create positive change and successful growth. With over 100 years of proven success, Dale Carnegie has established itself as the industry leader in professional training and development.

To learn more about Dale Carnegie Training, contact your local Dale Carnegie office today by visiting [dalecarnegie.com](http://dalecarnegie.com) to find the location nearest you.