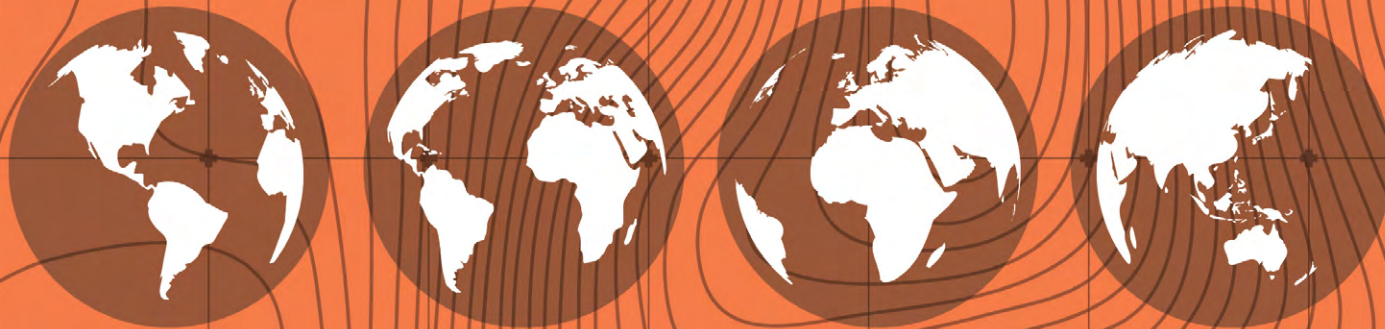


PEOPLE AT WORK

2025



2

ENGAGEMENT



WORKER ENGAGEMENT IS ON THE RISE

More employees reported being engaged on the job in 2024, continuing a post-pandemic trend.

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Nearly 1 in 5 workers worldwide reported being fully engaged on the job in 2024, a record high in data going back a decade. It was the third straight year that the share of engaged workers grew.

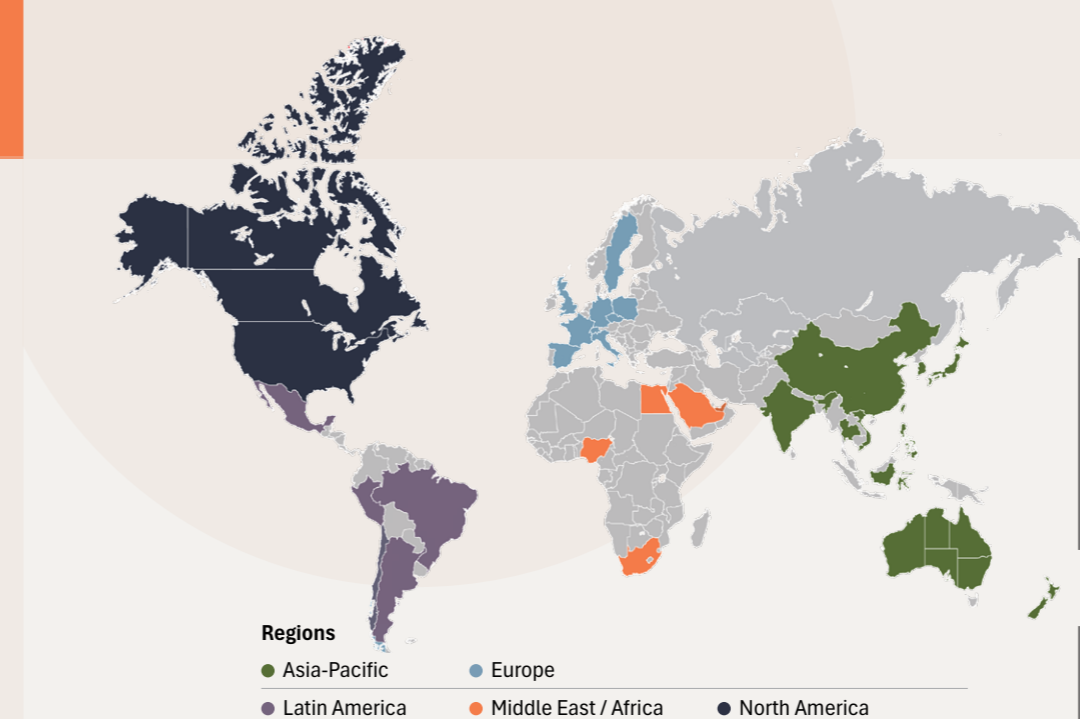
The global share of engaged employees now stands at 19 percent, 5 percentage points higher than its pandemic low of 2020, when only 14 percent of workers reported feeling fully engaged on the job.

WHAT IS ENGAGEMENT?

ADP Research has been tracking worker engagement around the world for 10 years. We define engagement as the emotional state of mind that causes people to do their best work and do it sustainably. This means they're doing their best work now and are likely to continue doing it.

Engagement is an important metric. Our research has established a strong connection between a person's level of engagement on the job to their level of productivity and loyalty to their employer. All organizations, big or small, want to retain workers and enhance their productivity. As such, all employers have an interest in fully engaging their workforce.

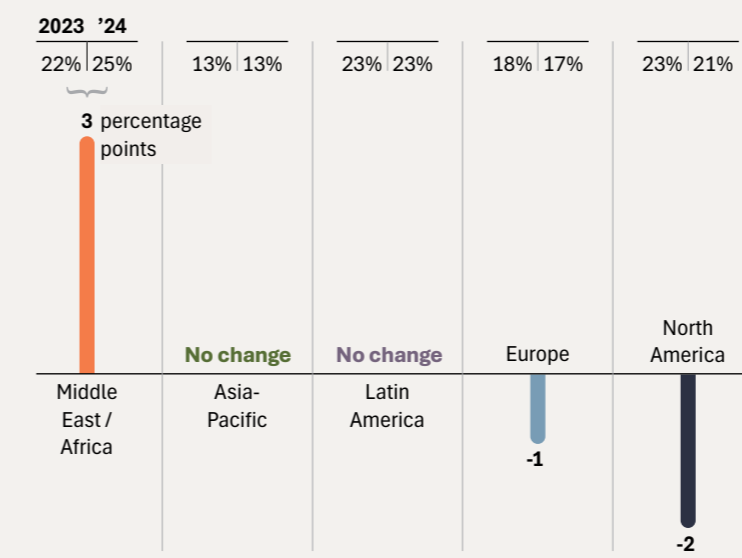
Our research on employee engagement is built on an annual survey of people worldwide. In 2024, we surveyed nearly 38,000 workers across 34 markets. Responses were collected between July 23 and August 1, 2024.



Regions
 ● Asia-Pacific ● Europe
 ● Latin America ● Middle East / Africa ● North America

SHARE OF FULLY ENGAGED WORKERS

YOY percentage-point change by region



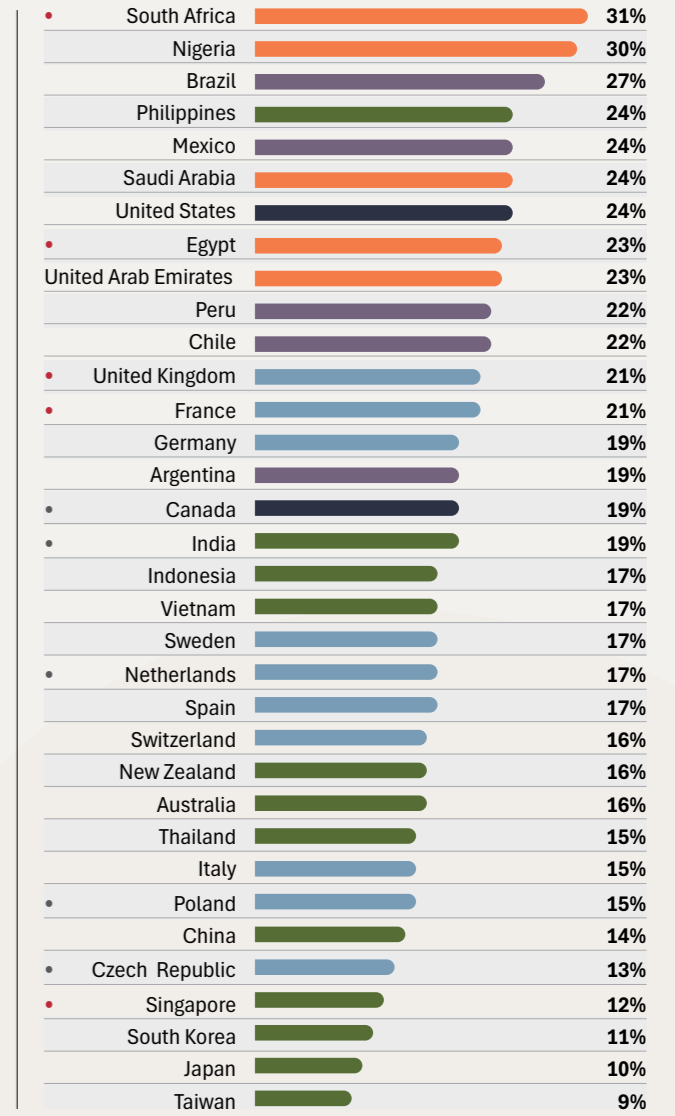
SHARE OF FULLY ENGAGED WORKERS, by market

Winners

- YOY percentage-point increase
- France..... 5
 - South Africa..... 5
 - Singapore..... 5
 - Egypt..... 4
 - United Kingdom... 3

Losers

- YOY by percentage-point decrease
- India..... -5
 - Poland..... -4
 - Canada -3
 - Czech Republic ... -3
 - Netherlands -2





LOCATION MATTERS, TOO

As the pandemic-driven downturn recedes, more people are returning to full-time, on-site work.

In 2024, 56 percent of workers worldwide said they do their jobs on site every day, a 2 percentage-point increase from the year before and up 8 points from 2022.

There are two possible explanations for the growing share of on-site workers. More employers are requiring people to return to work on site, at least part of the time. Worker preferences could be changing, too, with more people choosing to return to the office or job site.

Hybrid work, which many human capital experts thought might be the new normal, has lost ground.

North America experienced the biggest shift of any region in workers returning to the office or job site, with the share of on-site workers growing 8 percentage points to 60 percent.

Germany had the biggest increase in on-site workers. The share grew 12 percentage points to 60 percent, a gain that came predominantly at the expense of hybrid work.

While the share of fully engaged on-site workers has been increasing

steadily over the last few years, hybrid workers are still the most likely to report being fully engaged.

The connection between engagement and hybrid work might have its roots in worker empowerment.

When we asked people about employer policies on hybrid and remote work, respondents who had complete flexibility to choose where they work each day—whether on site or somewhere else—were much more likely to be fully engaged than workers who were less empowered.

This pattern held regardless of where respondents actually spent their working hours. Office and other on-site workers who had the flexibility to choose their workplace were just as likely to be fully engaged as hybrid workers with the same level of freedom. It's having the choice that matters.

In many professions, work can be done only on site; having a choice isn't an option. But employers who are pulling their hybrid and remote employees back on site might want to consider the powerful relationship between workplace flexibility and worker engagement.

NORTH AMERICA EXPERIENCED THE BIGGEST SHIFT OF ANY REGION IN WORKERS RETURNING TO THE OFFICE OR JOB SITE.

60%

THE SHARE OF ON-SITE NORTH AMERICA WORKERS, AN INCREASE OF 8 PERCENTAGE POINTS .

AMONG MARKETS, GERMANY HAD THE BIGGEST INCREASE IN ON-SITE WORKERS. THE SHARE GREW 12 PERCENTAGE POINTS TO 60 PERCENT, A GAIN THAT CAME PREDOMINANTLY AT THE EXPENSE OF HYBRID WORK.

WHERE WORK IS HAPPENING: OFFICE/ONSITE, REMOTE, HYBRID, by market

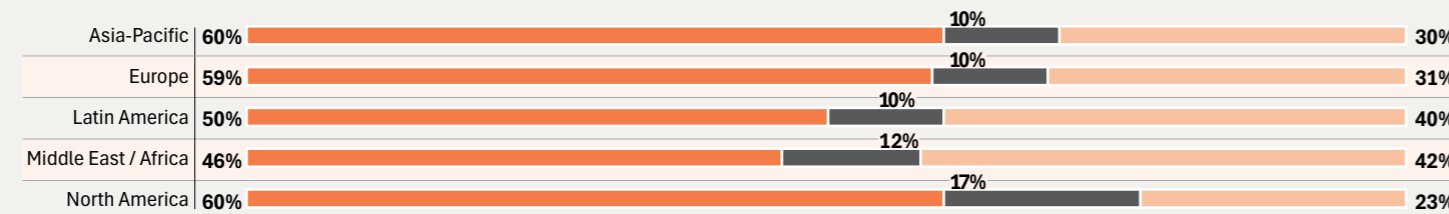
Market	Office / on-site	Remote	Hybrid
Asia-Pacific			
South Korea	81%	5%	14%
Japan	77	4	19
Taiwan	62	4	34
Singapore	61	23	16
Thailand	58	8	34
Australia	57	13	30
Philippines	57	20	23
China	55	4	41
Indonesia	55	9	36
New Zealand	52	16	32
Vietnam	52	10	38
India	50	14	36
Europe			
Italy	65%	9%	26%
France	64	8	28
Sweden	62	8	30
Spain	61	7	32
Germany	60	14	26
Poland	58	13	29
Czech Republic	57	11	32
United Kingdom	54	14	32
Netherlands	53	12	35
Switzerland	52	18	30

Market	Office / on-site	Remote	Hybrid
Latin America			
Mexico	55%	8%	37%
Brazil	53	12	35
Argentina	50	9	41
Chile	45	14	41
Peru	44	16	40
Middle East / Africa			
Saudi Arabia	56%	9%	35%
United Arab Emirates	51	22	27
South Africa	44	12	44
Nigeria	39	13	48
Egypt	39	7	54
North America			
United States	65%	17%	18%
Canada	53	21	26

WHERE WORK IS HAPPENING by market

● Office / on-site ● Remote ● Hybrid

Some workers have more options than others. The availability of remote and hybrid work differs by region.





TEAMS MATTER

Ninety percent of people we surveyed reported being part of a team at work. As with geography and work location, teams can influence worker engagement.

From a leadership perspective, teams themselves aren't enough; they must be high-quality teams. Members of high-performing teams are far more likely to report full engagement on the job than workers on average teams— 52 percent to 10 percent.

Few survey respondents—fewer than

1 in 5—said they worked on the best team they've ever been a part of, meaning employers have plenty of room for improvement in this area.

On-site workers were the only group to show an improvement over 2023 in the quality of their teams. Year-over-year, fewer hybrid and remote workers reported being members of the best team.

This rise in high-performing teams might have contributed to the rise in engagement for on-site, full-time workers.

SHARE OF WORKERS ON THE BEST TEAM, by market

Asia-Pacific	
India	33%
Thailand	26
China	24
Singapore	23
Indonesia	22
Philippines	22
Vietnam	18
Australia	17
New Zealand	17
Taiwan	11
South Korea	8
Japan	3
Latin America	
Brazil	25%
Mexico	21
Peru	20
Argentina	18
Chile	17

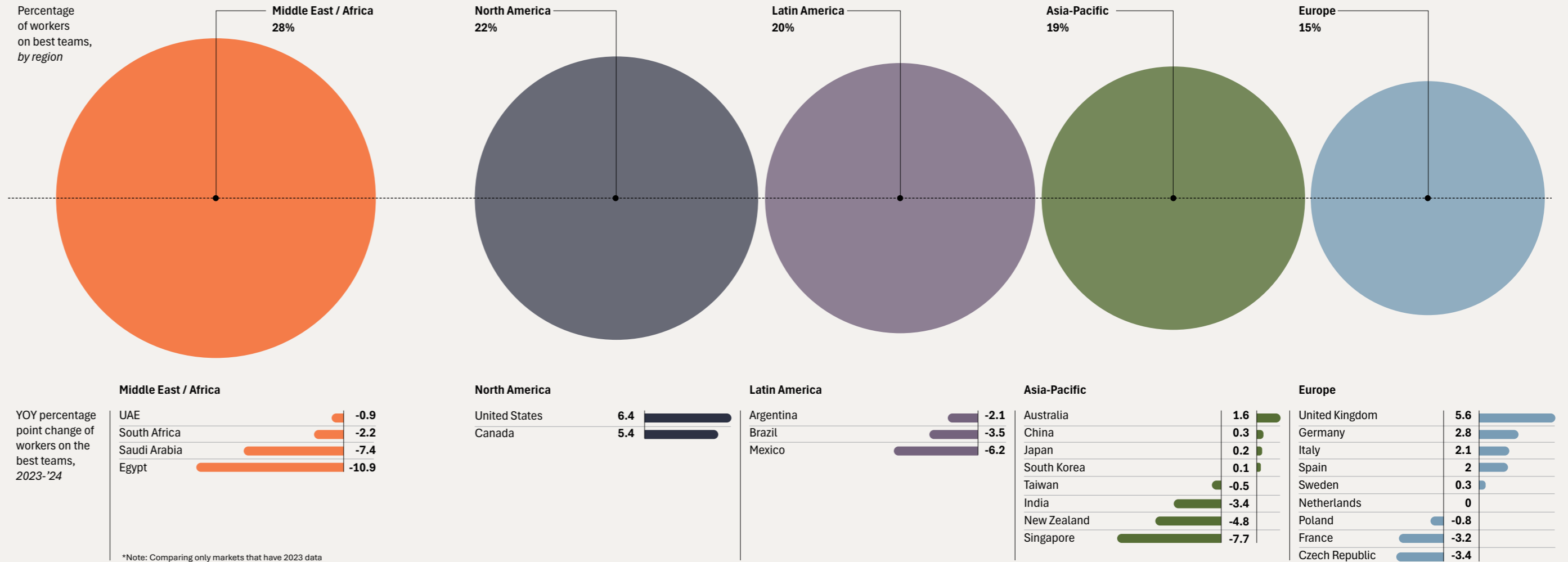
Europe	
United Kingdom	20%
Germany	18
Switzerland	18
Spain	17
France	13
Sweden	13
Italy	13
Czech Republic	13
Poland	13
Netherlands	11
Middle East / Africa	
Egypt	39%
Nigeria	29
Saudi Arabia	28
South Africa	27
United Arab Emirates	17
North America	
United States	24%
Canada	20

1 in 5

Fewer than 1 in 5 respondents said they worked on the best team they've ever been a part of.

SHARE OF WORKERS WHO SAY THEIR TEAM IS THE BEST TEAM*

Work teams are commonplace these days. But only a small share get high marks from their members.





GEOGRAPHY MATTERS

When we look at worker engagement by region, however, stark differences emerge. Economic, social, and political conditions can affect how workers think and feel, leading to differences by market and region.

Regionally, the Middle East / Africa region had the biggest gain, with the share rising 3 percentage points to 25 percent. The region's growth in engagement was led by Egypt, which showed a 4 percentage-point gain.

North America, by contrast, fared poorly, with worker engagement falling 2 points year over year. The decline was driven by Canada, where the share of engaged employees fell 3 percentage points to 18 percent.

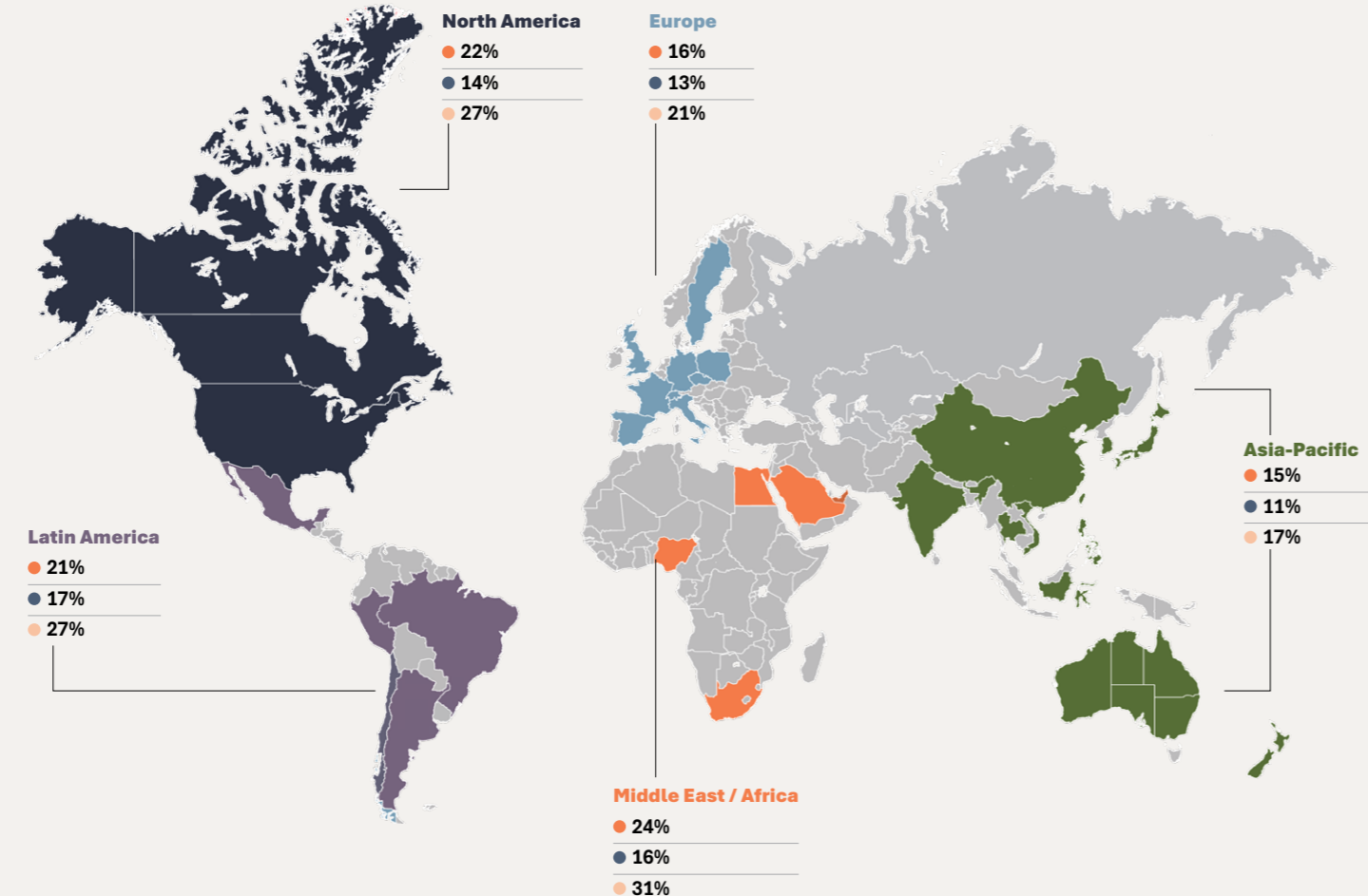
In Europe, Poland, the Czech Republic, and the Netherlands were among the world's biggest losers when it came to engaged workers, pushing the entire 10-market region down in 2024.

Among all markets, India posted the biggest decline in engagement, which dropped 5 percentage points to 19 percent.

Worker engagement was steady in Latin America.

PERCENTAGE OF FULLY ENGAGED WORKERS

- Office / on-site
- Remote
- Hybrid



PERCENTAGE OF FULLY ENGAGED WORKERS, by work location

Region	Office / on-site	Remote	Hybrid
Asia-Pacific			
Philippines	25%	17%	28%
India	21	8	19
Indonesia	18	13	17
Thailand	18	10	12
Australia	17	13	15
New Zealand	15	12	20
Vietnam	15	12	20
Singapore	14	7	13
China	13	6	17
South Korea	10	11	13
Japan	8	4	17
Taiwan	8	3	12
Europe			
France	21%	11%	25%
United Kingdom	19	10	30
Germany	18	15	25
Netherlands	18	16	15
Switzerland	17	8	20
Italy	15	10	17
Sweden	15	14	21
Spain	14	12	22
Poland	13	16	17
Czech Republic	10	17	19

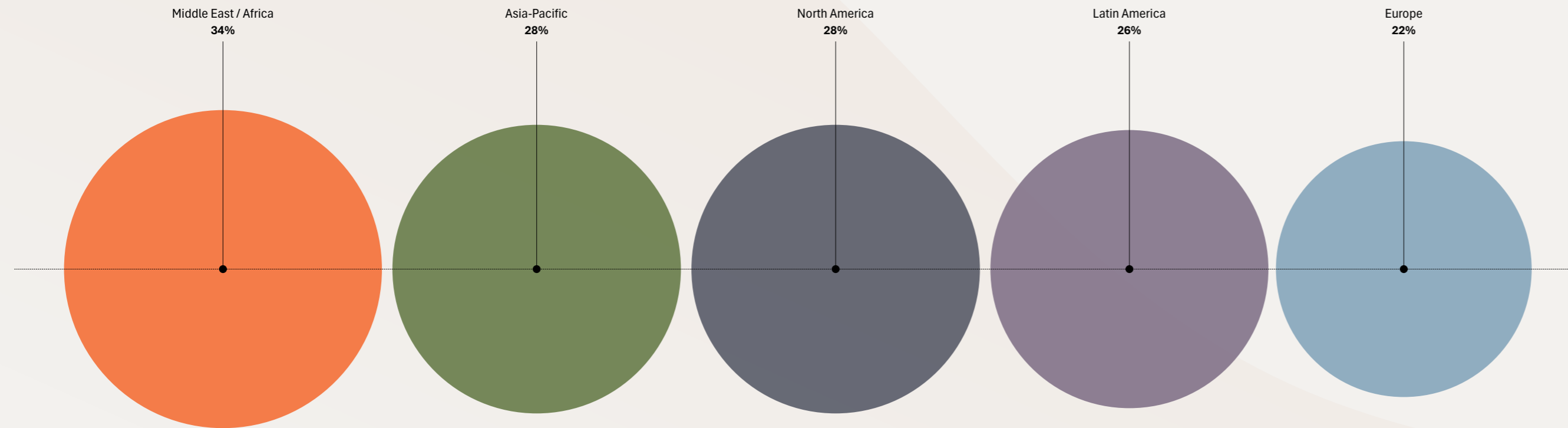
Region	Office / on-site	Remote	Hybrid
Latin America			
Brazil	24%	23%	32%
Mexico	23	16	28
Chile	21	16	25
Peru	21	13	27
Argentina	15	19	24
Middle East / Africa			
Nigeria	31%	23%	31%
South Africa	28	25	34
Saudi Arabia	23	12	29
Egypt	22	21	25
United Arab Emirates	19	7	41
North America			
United States	24%	16%	31%
Canada	18	12	25

↑5PP

In 2024, Singapore, France, and South Africa had the biggest increase in engaged workers, with the share rising by 5 percentage points from the previous year in each of the three markets.



**COMPLETE FLEXIBILITY
IN CHOOSING WORK LOCATION,**
by region



Market	I have complete flexibility in choosing my work location	Market	I have complete flexibility in choosing my work location
Egypt	47%	United Arab Emirates	26%
India	45	Mexico	25
Philippines	43	New Zealand	24
Vietnam	38	United Kingdom	24
Saudi Arabia	35	Germany	22
Thailand	35	Argentina	21%
Indonesia	33	Australia	21
Peru	31	China	21
South Africa	31	Sweden	20
Nigeria	30	Czech Republic	19
Switzerland	29	Japan	19
Canada	28	Italy	17
Brazil	27	France	15
Singapore	27	Spain	15
United States	27	South Korea	13
Chile	26	Taiwan	13
Netherlands	26		

Source: ADP Research Global Workforce Survey

THE TAKEAWAY

It's difficult to overstate the value of employee engagement. ADP Research has shown that engaged workers are more productive, less likely to quit, and generally just happier with their jobs.

The good news for employers is that engagement can be nurtured. A productive first step is to empower workers to make decisions about where they do their jobs, be it always on site, or mixed with quiet days from home.

When employers provide workers a choice, and give them the boost of high-performing teams, everyone, regardless of where they work, can reap the benefits of engagement.



OUR MISSION

The ADP Research mission is to make the future of work more productive through data-driven discovery.

Companies, workers, and policymakers rely on our finely-tuned data and unique perspective to make informed decisions that impact workplaces around the world.