



2025

EMPLOYEE ENGAGEMENT REPORT



TABLE OF CONTENTS

Introduction	3.
The Impact of (Dis)Engagement	4.
State of Engagement	6.
Five Year Overall Engagement Trend	6.
Engagement Groups	7.
A Closer Look at 2024 Engagement	8.
Beating the Trend	9.
Key Drivers of Employee Engagement	10.
Items Driving Employee Engagement Experiences	12.
Opportunities for Growth	13.
Feeling Valued	15.
Trust & Confidence in Leadership	17.
Trends Impacting the Workplace	19.
Economic Uncertainty	19.
State of Remote Work	20.
AI in the Workplace	21.
Prioritizing for Success	22.
People Element Vision	24.
References	25.



INTRODUCTION

Employee engagement plays a critical role in the success of any organization. It reflects the emotional connection employees feel toward their workplace and its goals, influencing motivation, productivity, and overall satisfaction. Our latest research reveals that employees today feel a drive for professional development, want more transparency, and have higher expectations of their leaders and companies. This shift challenges leaders to better understand their employees' needs, actively listen to their feedback, and find innovative ways to enhance engagement and motivation.

In 2024, employee sentiment was shaped by several prominent workplace trends. The continued emphasis on remote and hybrid work models has highlighted the importance of flexibility and work-life balance. Additionally, employees are increasingly prioritizing personal growth, inclusivity, and psychological safety within their work environments. Organizations that proactively address these expectations are better positioned to attract and retain top talent, while those that fall short risk higher turnover and diminished performance.

This report provides a comprehensive analysis of the current state of employee engagement, examining key drivers, emerging trends, and practical insights that leaders can use to improve the employee experience and build a more engaged and productive workforce.

Employee engagement reflects the emotional connection employees feel toward their workplace and its goals.

It influences motivation, productivity, and overall satisfaction.

THE IMPACT OF (DIS)ENGAGEMENT

Research shows that high employee engagement correlates strongly with positive performance outcomes such as profitability, productivity, well-being, and retention.¹ Organizations that have increased their percentage of engaged employees to 70% or higher have seen their workplaces completely transform, with corresponding improvements in growth and profits.

Unfortunately, many employees are not engaged at work and are even actively disengaged. Disengagement not only impacts business outcomes but can be very costly. Disengaged employees have both a financial and cultural impact on their organizations. Not only do their losses in productivity and errors start to add up and affect those around them, but their attitudes can rub off on others.

Employees are no longer just working for a paycheck. If they are unhappy with their workplace they may quietly quit, “work their wage,” or change careers. Ignoring a growing population of disengaged employees will not solve the issue. It is important to identify the factors causing people to disconnect and try to mitigate their impact going forward.

One of the most noteworthy differences among those highly engaged is the reciprocal relationship with well-being. Engaged employees experience 81% lower absenteeism and 66% improved well-being, feeling supported in all aspects of life.¹ Gallup found that employees who were struggling or suffering in their personal or work lives were almost twice as likely to change jobs, and 26% more likely to experience high levels of stress compared to those who were thriving.^{3,4} When organizations intentionally address both well-being and engagement, the effects mutually benefit employees and business outcomes.

Low engagement teams typically have **turnover rates that are up to**

43%

higher than highly engaged teams.²

Low engagement costs the global economy approximately

\$8.9 TRILLION

and accounts for

9%

of global GDP.³

OUTCOMES OF HIGH ENGAGEMENT

LOWER



43% Turnover
64% Accidents
81% Absenteeism

HIGHER



14% Productivity
18% Sales
68% Well-being

When comparing top-quartile with bottom-quartile engagement, Gallup found that business units and teams resulted in significant median percent differences.¹

Part of creating an engaging and well-rounded work environment is striving to build a healthy organization. A “healthy” organization finds ways to make every employee feel heard and supported. It encompasses facilitating physical and mental wellness, creating a safe workplace, creating financial equity, and building a healthy culture.⁵

Healthy organizations see increases in business outcomes, people outcomes, and productivity.

Studies show that the healthy organization is:

2.2x

more likely to exceed financial targets

3.2x

more likely to engage and retain employees

10.8x

more likely to have lower rates of absenteeism

2.8x

more likely to adapt to change

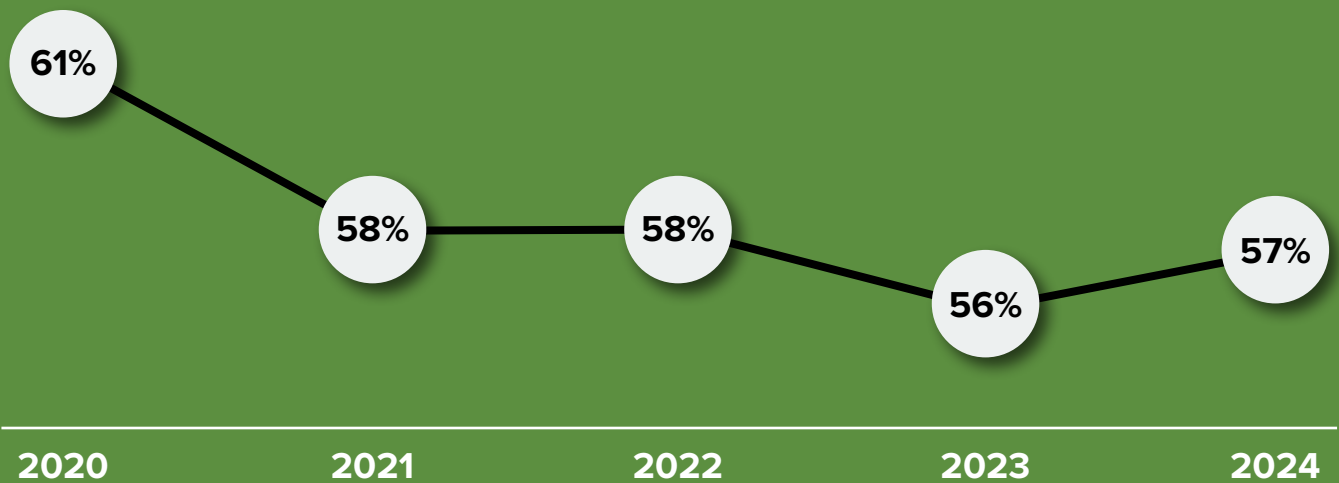
STATE OF ENGAGEMENT

Five Year Overall Engagement Trend

Measuring engagement is critical in understanding your workforce and its needs. Trends in employee engagement are meaningful since they are linked to many organizational performance outcomes. As you can see from the trend line below, engagement levels have varied over the past five years.

Engagement Levels

Average annual employee engagement levels



The graphic illustrates the average annual employee engagement levels from 2020 to 2024. Engagement peaked at 61% in 2020, likely driven by heightened organizational focus on employee well-being and communication during the early stages of the COVID-19 pandemic. However, engagement levels declined to 58% in 2021 and remained stagnant in 2022, suggesting that initial engagement efforts were not sustained as organizations navigated ongoing disruptions. The downward trend continued into 2023, with engagement dropping to 56%, the lowest point in this period. A slight improvement to 57% was observed in 2024, but overall engagement remains below pre-pandemic peaks. These findings indicate that employee engagement is struggling to recover to previous highs, highlighting the need for organizations to prioritize effective engagement strategies moving forward.

Engagement Groups

When measuring employee engagement, it is not always as simple as separating employees by engaged or disengaged. Instead, engagement can be seen as a spectrum, with the highest levels of engagement on one end and the lowest on the other. People Element separates engagement into four levels:

ACTIVELY ENGAGED

Highly committed to their work, speak highly of the organization, actively growing and learning, and are willing to go above and beyond.

- ✓ Employees who take personal satisfaction in what they do and how they do it
- ✓ Likely to take personal risks and stretch themselves to do more and learn new things
- ✓ Learning and growing, helping the company to develop
- ✓ Love their work

ENGAGED CONTRIBUTORS

Satisfied with their work, meets expectations, and tends to stay in their comfort zone.

- ✓ Employees who are satisfied with their work and speak well of the company
- ✓ Meet expectations of the job but do not go above and beyond
- ✓ Tend to stay in their comfort zone
- ✓ Committed to their work

OPPORTUNITY GROUP

Has mixed feelings about work, stays under the radar, and does not actively contribute to the workplace.

- ✓ Employees who are ambivalent about their work and workplace
- ✓ Work just enough to get by and fly under the radar
- ✓ Do not actively contribute to the workplace
- ✓ The main reason for staying is contractual and to get paid

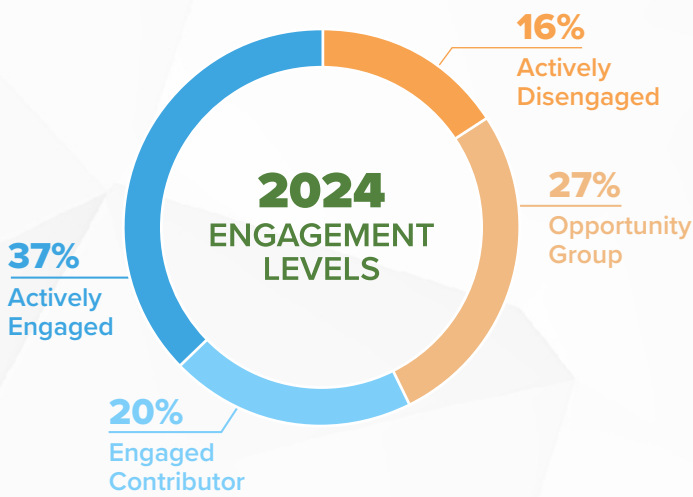
ACTIVELY DISENGAGED

Consistently view their work and the company negatively, will speak negatively about the organization and leadership, and likely to quit.

- ✓ Employees who consistently view their work and the company unfavorably
- ✓ Most likely to disparage and talk negatively about the company and leaders
- ✓ Tend to blame the company and point fingers at others
- ✓ Will quit, or stay and contribute to a negative environment if no change occurs

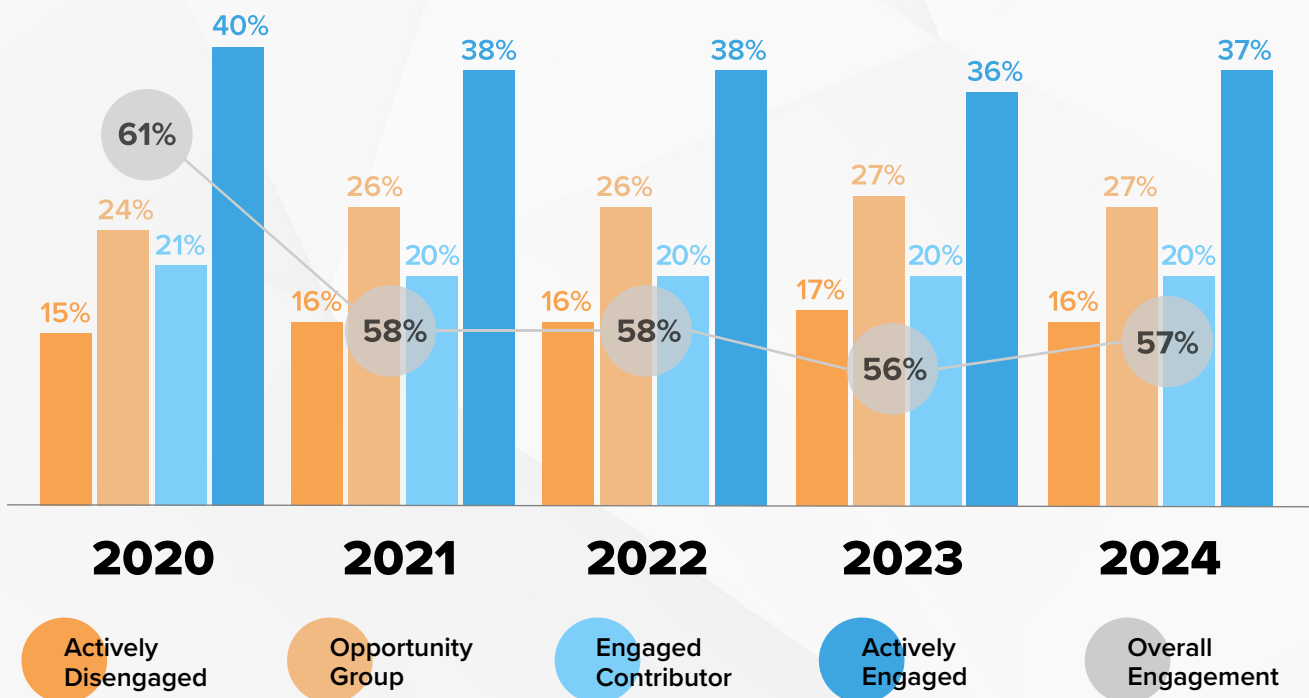
A CLOSER LOOK

AT 2024 ENGAGEMENT



The overall engagement level is a combination of the percentage of Actively Engaged and Engaged Contributors in the organization. Below, we see engagement levels over the past five years broken down by engagement groups.

You can see that in 2020, the Actively Engaged group—depicted in the dark blue—reached a peak of 40%. Since then, the percentage of highly engaged employees has declined, reaching 37% in 2024. Alternatively, on the other end of the engagement spectrum, the percentage of Actively Disengaged and Opportunity Group employees—represented by the orange lines—have increased by about four percentage points over the last five years.



BEATING THE TREND

Although overall average employee engagement levels have remained flat over the last few years, there are many companies beating the trend and reaching new heights. Below are some People Element clients spanning a range of industries who have reached the top quartile for Engagement, meaning they have an engagement score greater than 66%, and had other success reaching their workforce KPIs and goals.

Company names have been removed for privacy.

Company 1

- Industry: Health Services
- 5+ increase in Employee Net Promoter Score
- 3-point increase in Engagement
- In top quartile for engagement level
- 80%+ Favorability maintained

Company 2

- Industry: Transportation
- 10-point increase in Engagement
- 80%+ Engagement, top quartile
- 5-point increase in Favorability
- 88%+ Favorability

Company 3

- Industry: Government
- 80%+ Participation
- 6% increase in Favorability
- 13% increase in Engagement

Company 4

- Industry: Healthcare
- 12-point increase in Engagement
- 85%+ Engagement level, top quartile
- 10-point increase in Favorability
- 90%+ Favorability, top quartile

What Made the Difference?

How were these companies able to beat the trend and achieve high levels of engagement? Each of these companies has their own unique approach tailored to what works best for their team but they all follow a few key best practices. The common thread between these four companies can be summarized into three items:

Consistency

- Long-term commitment to employee engagement
- Surveys conducted on a regular and consistent schedule

Transparency

- Results and data are shared with leadership, managers, and often front-line employees

Action Planning

- Action is taken at the org-wide level and across key groups (department, manager, etc.)



KEY DRIVERS OF **EMPLOYEE ENGAGEMENT**

One of the most powerful ways to drive engagement is simple: ask for feedback. But it is not just about collecting responses—it is about asking the right questions and acting on what matters most. Identifying your organization’s key engagement drivers allows you to focus efforts on where they will make the biggest impact.

We have done a key driver analysis across all our 2024 employee survey data to identify what questions or categories have the most impact on employee engagement levels. These key drivers make it easier for you to know what to focus on to make the biggest impact in your workplace and improve your engagement score.

The following insights are drawn from the top engagement drivers of 2024 across hundreds of organizations. However, every workplace is unique, with its own culture and employee needs. There’s no one-size-fits-all solution. The key is to listen to your own employees—and, most importantly, act based on their feedback.

Key Drivers indicate what questions or categories have the greatest impact on employee engagement levels.

2024 KEY DRIVERS OF EMPLOYEE ENGAGEMENT

✓ OPPORTUNITIES FOR GROWTH

Employees thrive when they see a future within the company. Providing career development, up-skilling, and clear advancement paths keeps them engaged and motivated.

✓ FEELING VALUED

A culture of recognition and open communication fosters trust, loyalty, and a sense of belonging.

✓ TRUST & CONFIDENCE IN LEADERSHIP

Transparent communication, genuine interest, and consistent effort is essential for building trust in leadership and ensuring employees feel confident in their organization.

Although U.S. employee engagement has declined and workplaces have faced significant challenges since 2020, strong leadership has the power to drive positive change. By focusing on these key engagement drivers, organizations can build a resilient, motivated workforce ready for the future.



Items Driving Employee Engagement Experiences

The table below outlines which specific items were most tied to engagement levels. Increasing the percentage of favorable responses to these items will have a strong impact increasing overall employee engagement.

Top Engagement Item Benchmarks

% Favorable

Growth Opportunities	I have someone at work who encourages my professional development	69
	I am provided with opportunities to grow professionally	65
	Procedures for considering employees for job openings are fair	62
	I feel I have the opportunity to be promoted	54
Feeling Valued	When I speak up at work, my opinion is valued	69
	I feel valued as an employee	69
	My ideas and suggestions are given consideration	68
	Leadership's actions show they value their employees	63
Trust & Confidence in Leadership	I am kept informed about matters that affect me	67
	Leadership communicates a clear vision for the future	65
	There is sufficient communication from Senior Leadership	63

* Favorability refers to the percentage of favorable survey responses (4 & 5's on a 5-point Likert scale of agreement)

** Items noted in red have declined 1-3 percentage points since 2023



OPPORTUNITIES FOR GROWTH

A clear path for professional growth is essential for retaining top talent and driving employee engagement. According to MIT Sloan, 63% of employees cited lack of career advancements as a reason for leaving their job. Without visible growth opportunities, employees can become disengaged, leading to decreased productivity and increased turnover.⁶

The reality of how employees really feel about career opportunities is concerning. A Gartner study revealed that only one in four employees feels confident about their career trajectory at their current organization, and just one in three understand how to progress in their role. Additionally, over 30% of employees report lacking someone at work to encourage their development. When high performers cannot see a clear future, they are more likely to seek opportunities elsewhere.⁷

To combat this, organizations must invest in identifying the skills employees need and create tailored development plans in collaboration with them. Foster open conversations about career paths, advocate for your employees, and help them see how their growth aligns with the company's goals.

Effective organizations are those that prioritize inclusivity and internal mobility, where career growth is intertwined with organizational values. Engaging personally with employees to uncover their motivations and career aspirations will strengthen retention by aligning individual goals with broader company objectives.

As technology and economic landscapes evolve, so must workforce strategies. The rise of AI and automation will require new skills, creating an opportunity to reskill current employees and match their potential with emerging business needs. By investing in growth opportunities and aligning them with the evolving needs of both employees and the business, organizations can foster a motivated, loyal, and engaged workforce.

KEY STRATEGIES TO ENHANCE EMPLOYEE GROWTH:

- ✓ **Create personalized development plans** – tailor career paths based on individual strengths, goals, and learning preferences to foster continuous skill-building and engagement.
- ✓ **Offer continuous learning & upskilling** – offer ongoing training, mentorship, and access to educational resources to help employees adapt to evolving industry demands.
- ✓ **Pave clear career progression pathways** – define transparent promotion criteria and career ladders to motivate employees and provide a sense of direction.
- ✓ **Provide regular feedback & coaching** – encourage constructive feedback through performance reviews, peer evaluations, and one-on-one coaching sessions.
- ✓ **Encourage leadership & autonomy** – provide opportunities for employees to take ownership of projects, make decisions, and contribute to strategic initiatives.
- ✓ **Recognize & reward achievements** – reinforce employee contributions through consistent recognition and rewards, fostering motivation and engagement.

1 in 3

do not feel they are provided with opportunities to grow professionally

46%

do not feel they can be promoted

62%

feel there is a fair process for considering employees for job openings

FEELING VALUED

The expectations of employees have dramatically shifted in recent years, and one of the most significant changes is the growing need for employees to feel valued. According to our 2024 survey data, nearly one-third of employees report not feeling valued at work—this has become a top driver of employee engagement, surpassing traditional factors like compensation.

Employees today are seeking more than just a paycheck—they want to be heard, respected, and inspired by their leaders in every interaction, not just during annual reviews. This need for inclusion and recognition is especially prevalent among Gen Z, who prioritizes meaningful work, well-being, purpose, and mental health over higher salaries. This marks a shift from previous generations' focus on financial rewards. Deloitte research indicates that less than half of Gen Z workers feel their bosses help maintain a manageable workload, and 28% struggle with mental health issues due to their boss's lack of support⁷

When you actively focus on making your employees feel like what they bring to the table is valuable, appreciated, and making a difference in the workplace—you can make a direct impact on increasing how engaged and satisfied they are with their work.

NEARLY
1 IN 3
do not feel valued

63%
feel that leadership's actions
show they value employees

Key Strategies to Enhance Feeling Heard & Valued:

- ✓ **Prioritize transparency and authentic communication** – employees want leaders who connect with them in real, honest ways.
- ✓ **Act on employee feedback** – show that employee opinions matter by acting on their input.
- ✓ **Implement frequent check-ins** – encourage check-ins between employees and managers to address concerns and gather immediate feedback.
- ✓ **Provide mental health support** – give access to mental health resources and support programs. Try to reduce the stigma around mental health struggles.
- ✓ **Practice empathy** – bring empathy in at all levels, starting with leadership. Train managers and employees to practice empathy and understand each other's perspectives.
- ✓ **Foster cross-generational connection** – create spaces for collaboration across age groups.
- ✓ **Host town hall meetings** – provide group sessions to align employees' daily tasks with the company's broader mission.
- ✓ **Try reverse mentoring** – allow Gen Z employees to mentor senior leaders, helping them better understand the needs and perspectives of younger generations.



TRUST & CONFIDENCE

IN LEADERSHIP

Clear, consistent, and frequent communication is essential for building trust in leadership and ensuring employees feel confident in the decisions being made. Our engagement data consistently highlights a lack of confidence in senior leadership, a critical factor influencing company culture and employee engagement.

According to DDI's 2025 Global Leadership Forecast, only 32% of respondents trust their senior leaders to make the right decisions, and only 29% trust their managers—dropping an alarming 17 percentage points since 2022.¹⁰ Similarly, Gallup reports that only 20% of U.S. employees strongly trust their leadership, down three points since early 2024.¹¹ This trust gap has widened with the rise of mental health issues, burnout, and anxiety affecting employees. Additionally, the use of surveillance technology to monitor remote workers has further eroded trust.¹² Both leaders and employees have done little to repair this gap.

37%

feel there's not sufficient
communication from
senior leadership

65%

say leadership communicates a
clear vision for the future

2 in 3 employees

do not feel informed about matters that affect them

Since the pandemic, leadership communication has consistently emerged as a key driver of engagement, with many employees reporting a decline in transparency, effectiveness, and frequency of communication from leadership.

During uncertain times, such as economic downturns or with AI on the rise, leaders should focus on communicating frequently and addressing concerns. Employees expect quick, thorough responses, especially in an age of immediacy and digital transformation. Keeping employees informed about decisions, rationale, and including them in the process helps to build trust and foster a more positive, supportive work culture.

Key Strategies to Enhance Trust & Confidence in Leadership:

- ✓ **Prioritize transparency** – regularly share company updates, goals, and challenges to keep employees informed and aligned with the organization’s direction.
- ✓ **Foster two-way communication** – create channels for employees to voice their feedback, questions, and concerns, such as surveys, town halls, or one-on-one check-ins.
- ✓ **Be consistent & frequent** – communicate frequently and consistently, especially during times of uncertainty, to avoid confusion and build trust.
- ✓ **Tailor communication to audience** – use multiple communication channels (emails, videos, meetings, etc.) to meet diverse preferences and ensure clarity.
- ✓ **Act on feedback** – demonstrate that employee input is valued by taking meaningful actions based on their suggestions and concerns.
- ✓ **Show empathy and authenticity** – be genuine and empathetic in your messaging to strengthen emotional connections and build trust.
- ✓ **Communicate the company’s vision** – continuously reinforce the company’s mission, values, and long-term goals to help employees see the bigger picture and align their work with purpose.
- ✓ **Lead by example** – model the behavior you expect from others by being honest, approachable, and responsive in your communication.



TRENDS IMPACTING THE WORKPLACE

Economic Uncertainty

In 2024, employees and workplaces encountered significant challenges resulting from an uncertain and increasingly volatile economy. Rising interest and inflation rates, declining consumer spending, and widespread layoffs created a challenging environment that tested the resilience of organizations across various industries.

Faced with concerns about job security, potential wage stagnation, and decreased purchasing power, employees turned to their organization for stability and guidance. Leadership's ability to communicate effectively and transparently became a critical factor in maintaining employee morale and engagement throughout these turbulent times.

As we progress through 2025, uncertainty persists for many. The Organization for Economic Co-operation and Development (OECD) projects that tariff hikes will reduce economic growth in the United States, with U.S. GDP growth expected to decrease to 2.2% in 2025 and 1.6% in 2026.¹³ Additionally, economists anticipate that inflation will remain a concern, with some forecasts predicting a rise to 2.5% in 2025.¹⁴

In this climate, employees are increasingly looking to leadership to confirm job security and outline a clear path for organizational success. The need for transparent communication regarding the company's financial status, strategic direction, and growth plans is more important than ever. Moreover, as the cost of living continues to climb, there is a growing demand for organizations to provide clarity around compensation, benefits, and overall employee well-being.

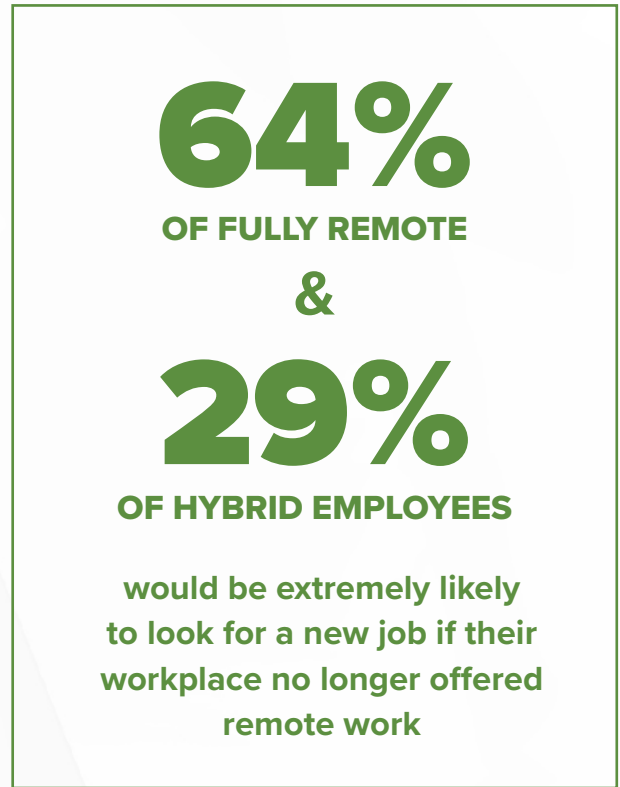
Clear communication in these areas is essential; if employees do not feel secure in their roles or perceive that leadership does not adequately address their concerns, their engagement levels are likely to suffer.

State of Remote Work – Preference for Hybrid

Since 2020, remote work has undergone significant transformations, with organizations adopting various models ranging from full in-person work to hybrid and fully remote arrangements. This rapid evolution prompts an examination of the current state of remote work.

A study from Zoom focused on the workplace models of North American companies found that as of mid-2024, 13% were fully remote, 60% followed a hybrid model, and 27% were fully in office.¹⁵

Post-pandemic, employees have grown accustomed to hybrid and remote work, with many resisting a full return to in-person work. Data indicates that 64% of fully remote, and 29% of hybrid employees would be extremely likely to look for a new job if their workplace no longer offered remote work.¹⁶ This preference underscores the importance of flexibility in modern work environments.



Fully remote and hybrid employees exhibit significantly higher engagement levels compared to their on-site counterparts

A study by a Stanford economist found that employees working remotely two days a week were equally productive and just as likely to be promoted as their in-person counterparts. The study also found that resignation levels fell 33% among employees who shifted to hybrid work.¹⁷ Furthering this point, other studies found that fully remote and hybrid employees exhibit significantly higher engagement levels compared to their on-site counterparts.¹⁶

Considering these trends, organizations must strategically define parameters for managing hybrid workplaces. Decisions regarding the frequency of in-office attendance, specific workdays, and monitoring mechanisms require careful consideration to ensure they do not adversely affect employee engagement.

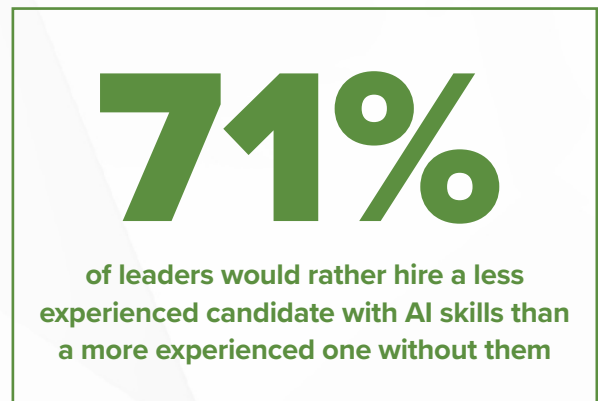
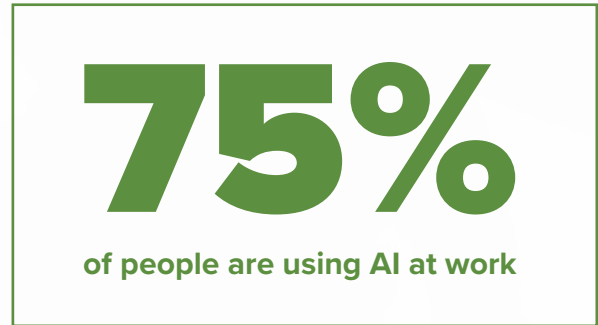
AI in the Workplace

In the past few years, we have seen artificial intelligence (AI) make huge strides and explode in the workplace. According to Microsoft, 75% of people are using AI at work and almost half of them started using it in the last six months.¹⁸

While adoption is widespread, feelings toward AI are still mixed. According to ADP Research, 85% of workers believe AI will affect their jobs in the next 2-3 years but opinions are split on whether it will help them or ultimately replace them. Remote workers and younger employees were more likely to feel that AI would replace their jobs.¹⁹

Additionally, studies show that with the increasing adoption of AI, employees are experiencing "AI anxiety". According to data, 71% of employees are concerned about AI, and about half (48%) are more concerned today than they were a year ago.²⁰

Despite this, it seems that being proficient in AI tools will give employees a competitive edge in the job market. Microsoft's research found that 71% of leaders would rather hire a less experienced candidate with AI skills than a more experienced one without them. Unfortunately, it seems that employees will need to look outside of work to improve their AI skills. Most employees (61%) who are using AI said they are not receiving training from their company on how to use it.¹⁹



To address these concerns and mitigate "AI anxiety," organizational leaders can:



Provide clear communication – offer transparent guidance on the ethical use of AI within the workplace, ensuring employees understand how AI will be integrated into their roles.



Invest in training – implement comprehensive training programs to enhance employees' AI proficiency, thereby reducing fears related to job security and career advancement.



Foster collaborative environments – encourage human interaction and teamwork to counteract potential isolation resulting from increased AI usage.



PRIORITIZING **FOR SUCCESS**

Most companies would like higher employee engagement, but with competing priorities, taking on this responsibility can feel overwhelming and even less important. However, the companies that thrive know that engagement is a worthwhile cause. When you take the time to listen to your employees, understand their experiences and take targeted action, you can create a ripple effect of positive outcomes (increased well-being, productivity, sales, retention, etc.). In short, engaged employees are happy, committed and care about their work. These are the types of employees that help companies succeed. Perhaps solving for engagement should be a top priority.



STARTING YOUR ENGAGEMENT JOURNEY

1 Make engagement a priority:

The benefits of increasing engagement are undeniable. However, these benefits do not come easy. The organization must commit to focusing on engagement and dedicating the time and resources necessary to reap the rewards.

2 Get employee feedback:

You cannot guess what drives employee engagement. Employee feedback is invaluable and collecting this feedback is an essential part of the process.

3 Create a plan of action:

Be ready to act on your data by planning ahead. How will you take action? Who will be responsible for taking action? How will they be held accountable? Creating a plan of action in advance ensures you will not stall when the time comes, and you will not let your employees down by not following through.

4 Communicate:

A major key to success is communicating with your employees. As a best practice you should create a detailed communication plan that aims to keep employees updated every step of the way.

5 Be consistent:

When you choose to make employee engagement a priority, you are committing to a continuous journey. You should obtain employee feedback on a set cadence. Employee perceptions can shift quickly, and it is important to stay vigilant.



OUR VISION AT

PEOPLE ELEMENT

We believe every employee should have a voice. We believe every organization can be better tomorrow by acting on employee insights today. We hope this report helps you achieve the change your company needs to improve the employee experience and, as a result, take advantage of the benefits a highly engaged workforce can provide.

Survey Methodology

This report is based on insights from the 2024 Employee Engagement surveys conducted by People Element. These surveys capture employee sentiment across 400+ organizations in the United States and Canada, gathering over 65,000 responses from diverse industries, including healthcare, manufacturing, education, real estate, finance, transportation, construction, energy and utilities, government, technology, and farming.

By leveraging our powerful employee voice platform, we analyze workplace trends across thousands of employees. These insights help organizations enhance engagement, improve retention, and create thriving workplaces.

About People Element

People Element helps organizations achieve meaningful change through powerful employee surveys. Our easy-to-use platform and streamlined process provide best-in-class service tailored to your unique needs. With a science-backed solution built on 35+ years of experience in I/O Psychology and an all-inclusive pricing model, we empower you to gather insights and take action with confidence.



EXPLORE OUR EMPLOYEE SURVEY PLATFORM TODAY!

[Get Started](#)

References

1. [Gallup Engagement Meta Analysis](#)
2. [Gallup Workplace](#)
3. [State of the Global Workplace 2024 Report](#)
4. [Gallup Workplace](#)
5. [Josh Bersin The Definitive Guide to Wellbeing: The Healthy Organization](#)
6. [MIT Sloan](#)
7. [Gartner](#)
8. [Deloitte Gen Z Research Report](#)
9. [Business Solver State of Workplace Empathy Report](#)
10. [DDI Global Leadership Forecast 2025](#)
11. [Gallup Workplace – Leadership & Management](#)
12. [Forbes](#)
13. [Reuters](#)
14. [CBS News](#)
15. [Zoom Navigating the Future of Work](#)
16. [Gallup Workplace Hybrid Work](#)
17. [Stanford Report](#)
18. [Microsoft](#)
19. [ADP Research](#)
20. [Ernst & Young](#)

