

Global Employee Engagement Index™

Effactory's global benchmarks, trends and strategies to improve employee engagement in 2025



Employee engagement • People analytics • Employee feedback data • Benchmarks

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Executive summary

Employee engagement is fundamental to organizational success. When employees are engaged, they are more committed, perform at higher levels, deliver better customer experiences, and are more likely to stay with their employer. Understanding what drives engagement is essential for HR professionals looking to strengthen their organizations.



The 2024–2025 Global Employee Engagement Index™ explores the key factors influencing engagement across countries and industries. It provides global benchmarks to help organizations evaluate their standing and take targeted steps to improve engagement.

Our research highlights the top drivers of employee engagement in 2024 as:

- 1** Feeling appreciated by the organization
- 2** Inclusivity (a sense of belonging)
- 3** Being enabled to do their work effectively
- 4** Finding their work meaningful (and understanding its contribution to the organization)
- 5** Opportunities for growth and development
- 6** Supportive leadership

Additionally, data shows that employees who score high on engagement feel like their organization:

- 1** Rewards performance
- 2** Offers good training opportunities
- 3** Has a vision for the future that inspires them
- 4** Has managers who motivate them in their work
- 5** Satisfies their development opportunities

We recommend that organizations prioritize these areas to improve engagement, reduce turnover, and build stronger, more resilient teams as they move forward.

This report outlines practical strategies to support organizations in their efforts to boost engagement and overall business performance through 2025 and beyond.

1 What is the Global Employee Engagement Index™?



The Global Employee Engagement Index™ (GEEI) is a comprehensive international benchmark that tracks employee engagement trends across the world.

Conducted every two years, the GEEI collects feedback from a representative sample of employees in 54 countries, offering insights into how they perceive their work environment, management, colleagues, and more.

Since its launch in 2012, the GEEI has enabled HR professionals and managers to compare engagement levels across various industries and countries. This helps organizations better understand cultural and regional influences on engagement, supporting them in developing strategies for improving the employee experience in different markets.

The GEEI is one of the most widely used tools for assessing engagement, with data from over 17,000 respondents. The survey covers 18 HR themes, including key themes like organizational commitment, leadership, and performance, and explores how these influence employee engagement.

Methodology

For the Global Employee Engagement Index™ study, we gathered data from over 17,000 employees worldwide using Effectory's developed and validated questionnaires, which produce reliable HR constructs.

Employee engagement was measured using four key items on a 5-point Likert scale (1 – “Strongly Agree” to 5 – “Strongly Disagree”). These items were developed by Effectory and are consistent with previous GEEI versions, but they have been extended with more

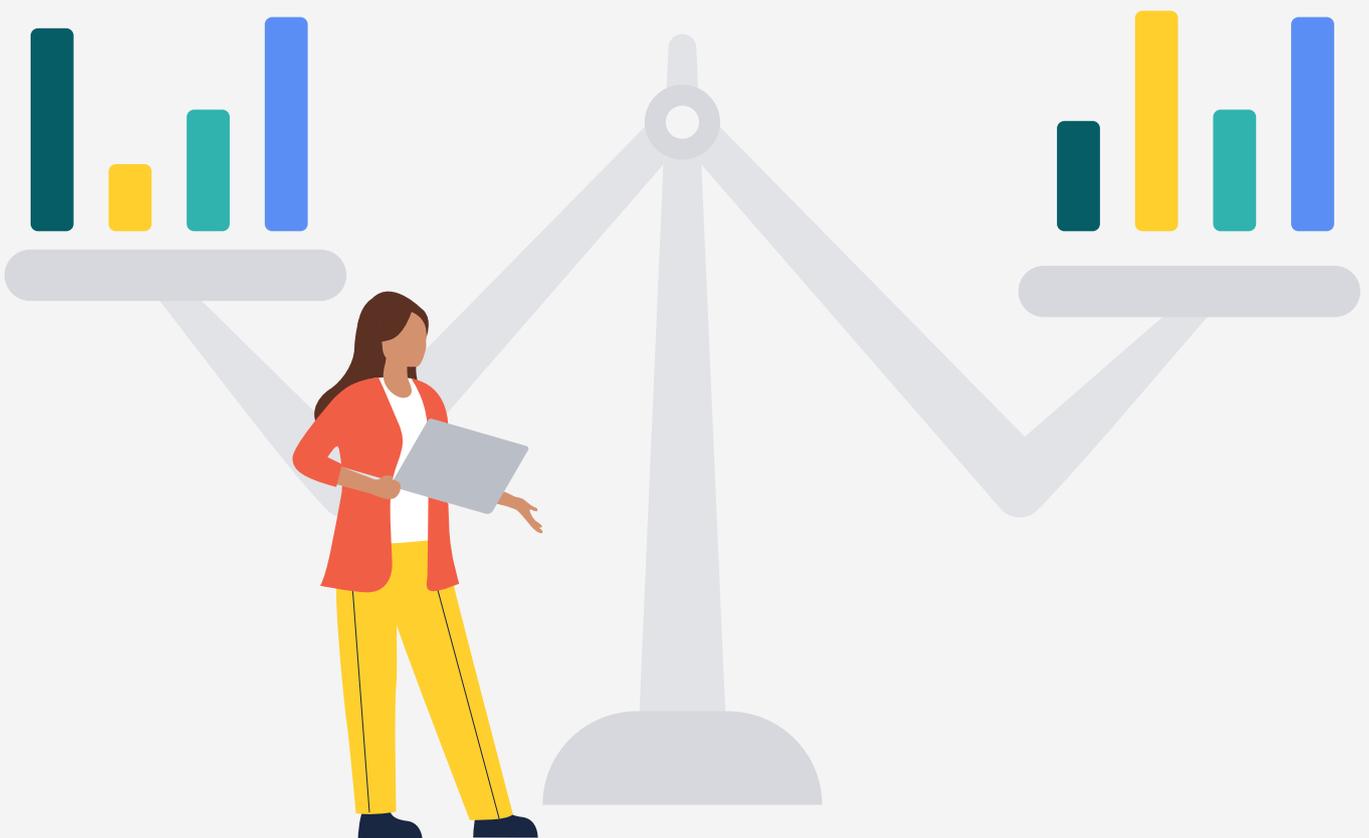


relevant questions to capture current popular HR topics. The scale has proven to be highly reliable (Cronbach's Alpha = 0.87) and has demonstrated strong validity.

To ensure consistency and comparability, the raw scores from the Likert scale were converted to a 0 to 10 scale. The overall engagement score was then calculated by taking a weighted average of the engagement questions. Employees scoring above 8.0 were classified as "engaged." This cut-off point allowed for clear comparisons between engaged and less engaged employees. We tested the drivers of engagement by creating a correlation list.

Did you know?

When running employee surveys with Effectory, you can compare your results not only to the GEEI benchmark, but also to various industry and regional benchmarks. Discover how similar organizations in your sector or location are performing, identify gaps, and prioritize actions that make a real difference.



2 Defining employee engagement

Employee engagement refers to the extent to which employees feel inspired, energized, and connected to their work and work environment. More than just a positive attitude, engagement reflects an emotional investment that drives employees to contribute meaningfully to their organization.

Engaged employees are typically more committed, show higher levels of productivity, and deliver better results, ultimately benefiting the entire organization.

While employee engagement is often confused with terms like satisfaction, motivation, commitment, and happiness, each concept has distinct differences:

→ Satisfaction

Although employees may feel positive about their job, that does not always mean they are enthusiastic. An employee can be satisfied yet unengaged, doing just enough to meet the basic requirements.

→ Motivation

This fuels performance, but without engagement, motivation may be temporary or tied to external rewards.

→ Commitment

While engagement and commitment often go together, an employee may feel engaged in their role without fully committing to the organization's values and long-term goals.

→ Happiness

Although engaged employees tend to be happier, happiness is influenced by both workplace and personal factors and does not always correlate with engagement.



The impact of engagement on organizations

Employee engagement is a key driver of organizational success. Data from the 2024 Global Employee Engagement Index™ reveals that organizations with higher engagement experience improvements such as:



Get the latest insights and strategies on retention

In 2024, about 34% of European employees were actively exploring new job opportunities—were yours among them? Our report reveals why retaining talent has become increasingly challenging and what you can do about it. Download a copy for essential insights and proven strategies to keep employees on board.

The cost of disengagement

A lack of engagement comes with significant costs. Disengaged employees are estimated to cost the global economy **\$8.8 trillion each year**¹.

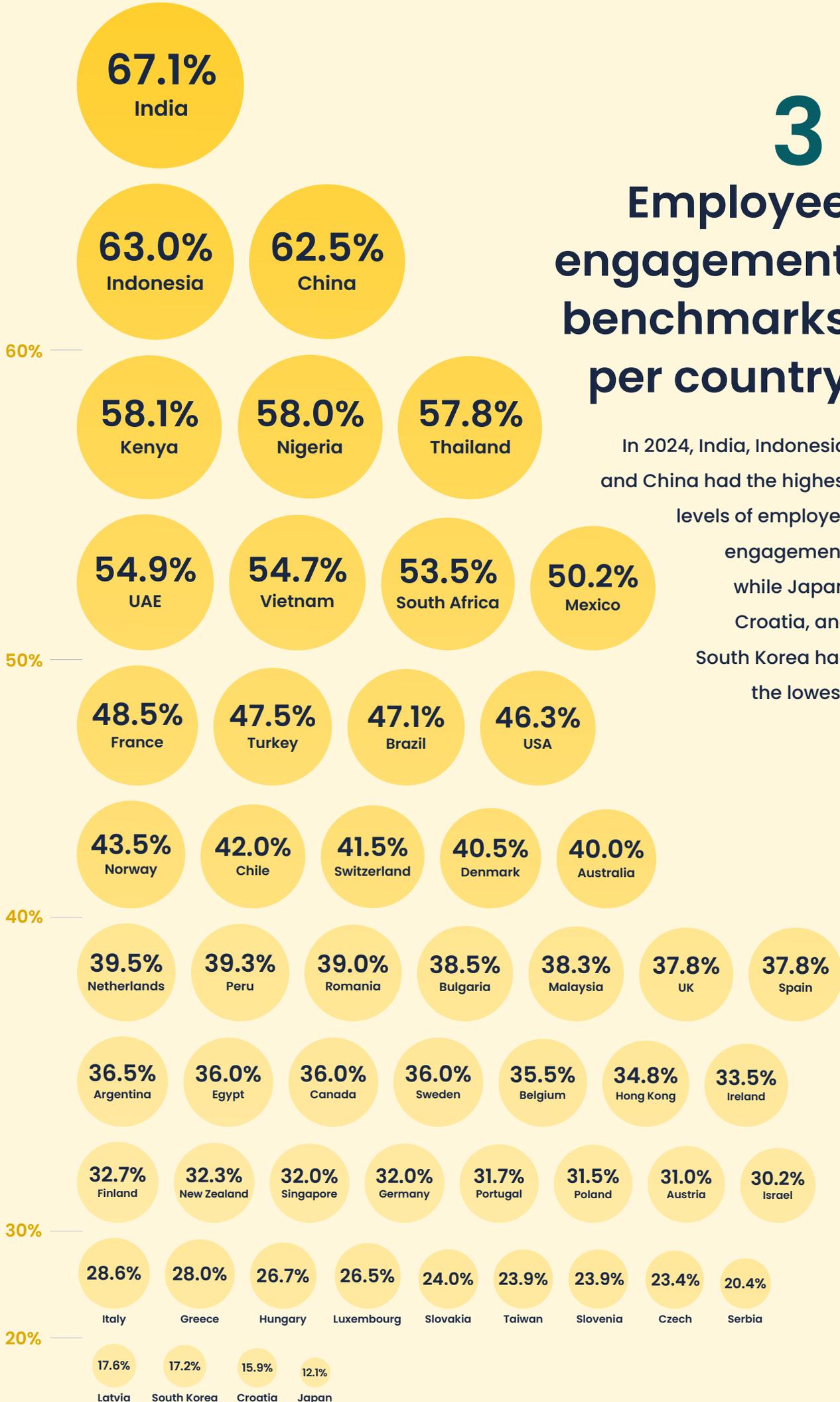
According to Effectory’s findings, on average, only 37.4% of employees worldwide are engaged, with Japan scoring the lowest at 12.1%, followed by Croatia (15.9%) and South Korea (17.2%).

This widespread disengagement highlights a missed opportunity for organizations to tap into greater potential, agility, and performance.

3

Employee engagement benchmarks per country

In 2024, India, Indonesia, and China had the highest levels of employee engagement, while Japan, Croatia, and South Korea had the lowest.



Questions linked to highly engaged employees

In the most engaged countries, the following questions showed the strongest positive correlation with employee engagement:

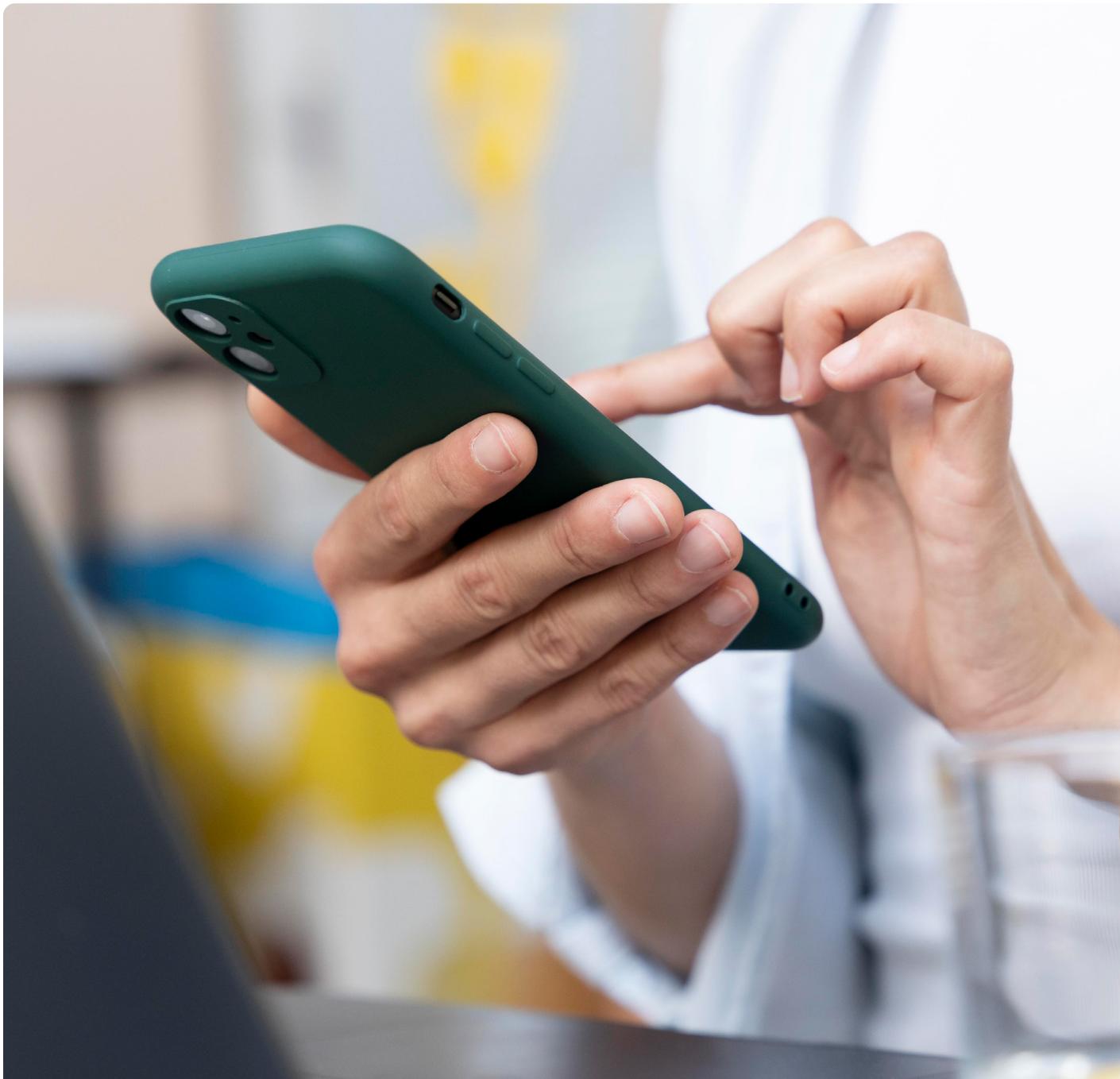
1 "I know what tasks I need to carry out to do my work well."

2 "I am enabled to do my work efficiently."

3 "I know what results are expected of me at work."

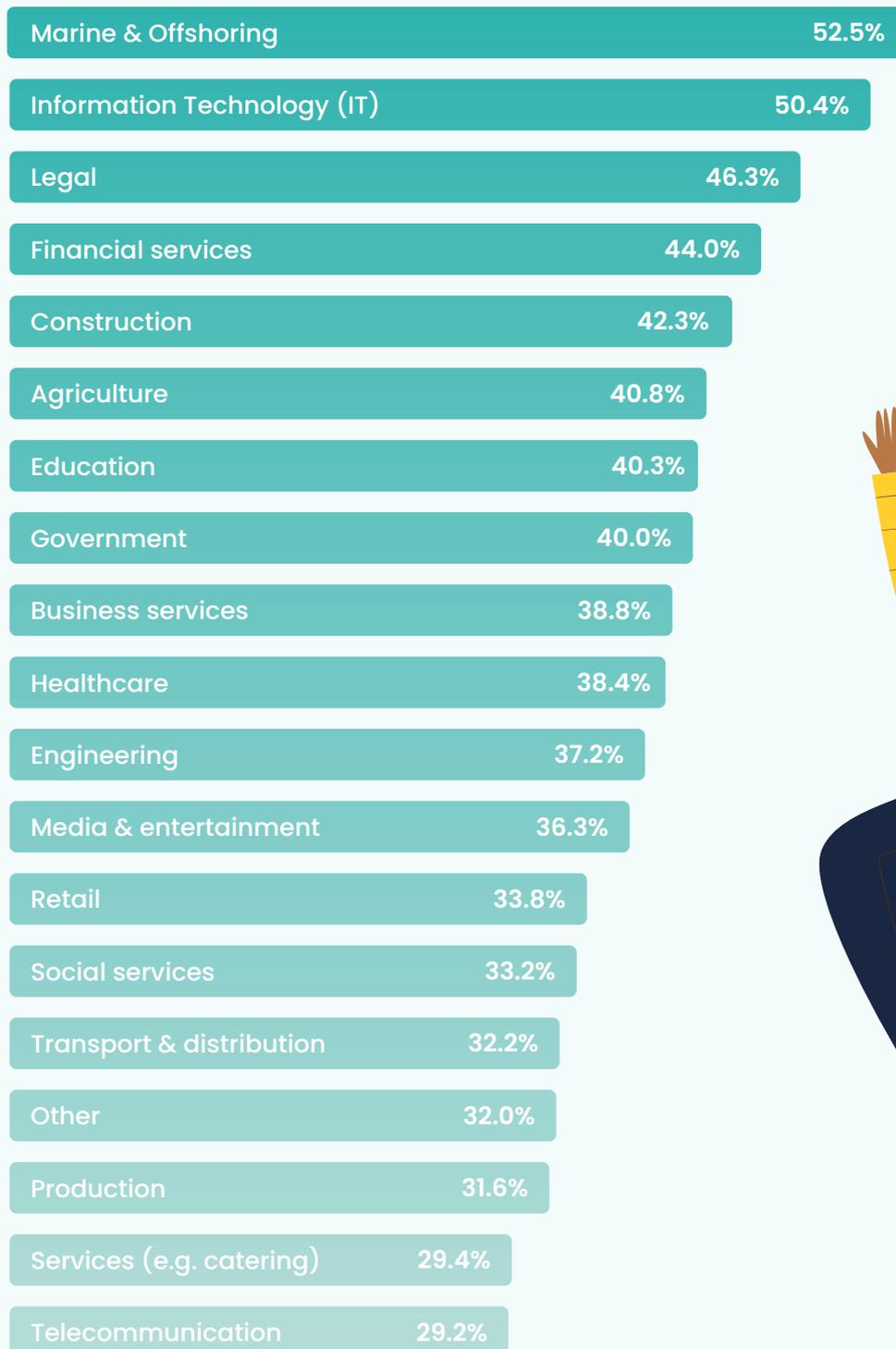
4 "I am proud of the work I deliver."

5 "I have the ability to organize my tasks."



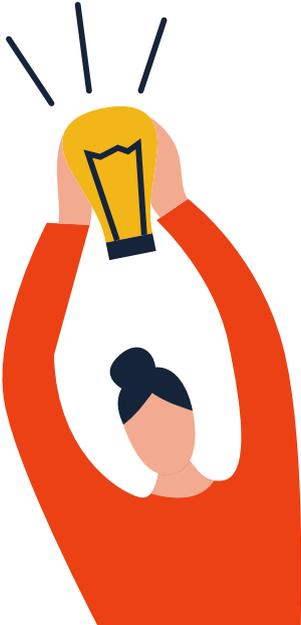
4 Employee engagement benchmarks per industry

This year, industries such as Marine & Offshoring, Information Technology (IT), and Legal had the highest employee engagement, while Telecommunication, Services, and Production industries had the lowest.



Key engagement drivers per industry

Based on our analysis, the key drivers of employee engagement vary across industries. Here, we focus on education, engineering, healthcare, and IT to show how engagement factors differ across organizational contexts.



Education

- Viewing the organization as a good place to work.
- Feeling fit and energetic at work.
- Supporting the objectives of the organization.



Engineering

- Identifying with the culture of the organization.
- Caring about the future of the organization.
- Being satisfied with development opportunities.



Healthcare

- Being enthusiastic about the job.
- Feeling appreciated by the organization.
- Being satisfied with work at the organization.



IT

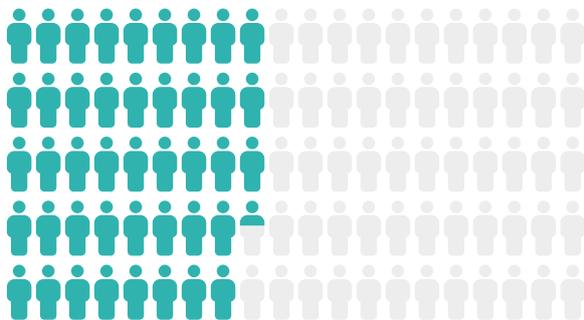
- Being inspired by the vision for the future of the organization.
- Being optimistic about the future of the organization.
- Identifying with the culture of the organization.

5 Employee engagement benchmarks per company size

Organizations with 501 to 1,000 employees have the highest engagement levels, with 43.4% of employees classified as 'engaged.' In contrast, organizations with fewer than 100 employees have the lowest engagement levels, at 34.3%. These percentages represent the proportion of engaged employees within each group.

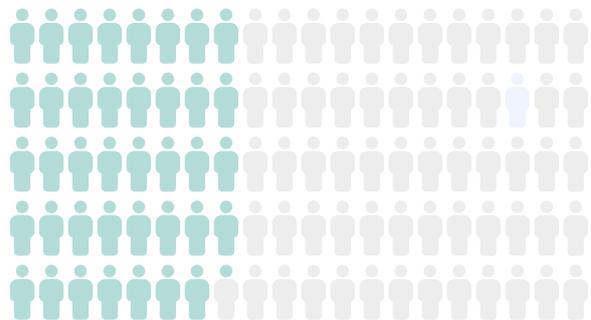
Between 501 and 1,000

43.4%



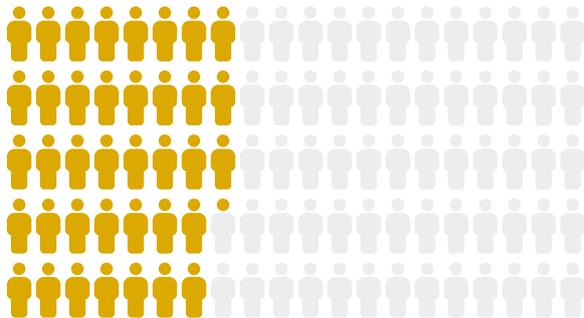
Between 1,001 and 5,000

39.2%



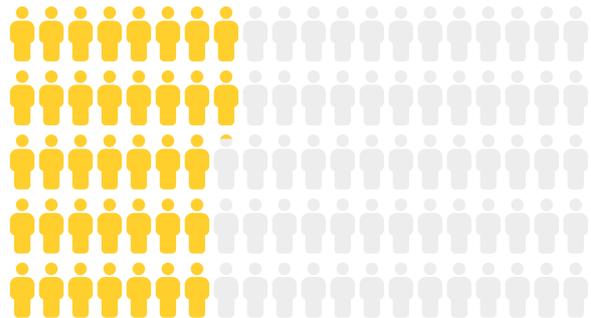
More than 10,000

38.2%



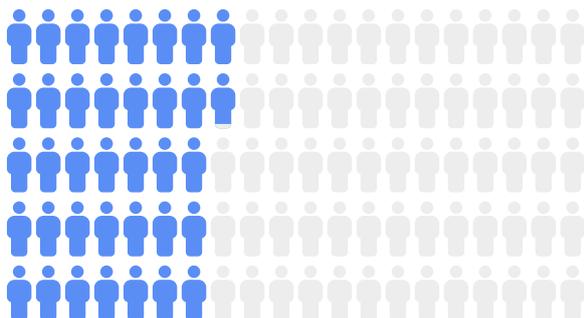
Between 5,001 and 10,000

37.1%



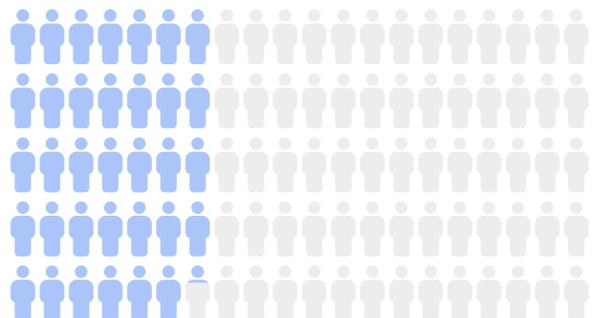
Between 100 and 500

36.9%



Less than 100

34.3%



6 Strategies for improving employee engagement

Employee engagement is essential for boosting productivity, retention, and advocacy within your organization. Before you can make meaningful improvements, it's important to first understand the current engagement levels in your organization.

Start with the right data

Collecting the right data is key. Employee surveys are one of the most effective ways to track engagement levels and gather the insights needed to improve. Surveys help you measure how employees feel at different stages of their journey with your organization. Some of the most useful types of surveys include:



Pulse Surveys

Check in frequently with short surveys to get a quick overview of employee experiences.

[Read more](#)



Theme Surveys

Explore specific topics like engagement, leadership, workload, team dynamics, and more.

[Read more](#)



Hybrid Working Surveys

Check how well remote or hybrid work setups are functioning. [Read more](#)

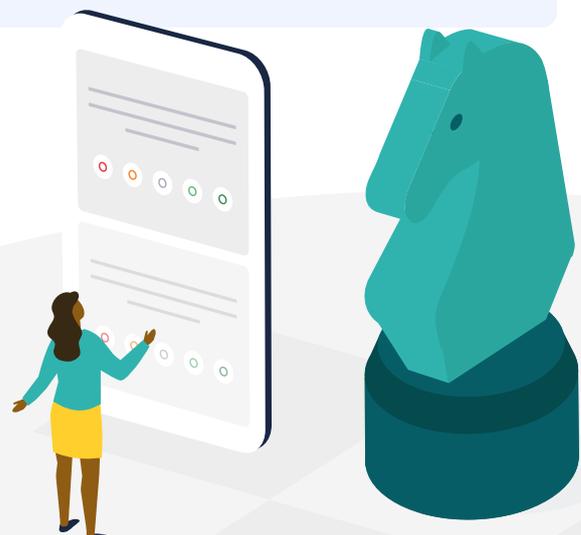


Exit Surveys

Understand why employees leave and what could have been done to retain them.

[Read more](#)

The insights you gather from surveys will help you spot trends and take targeted action.



Make data actionable

Collecting data is only the first step. The real value comes from using it to drive change. A successful employee engagement strategy includes the following actions:

-  **Gather feedback regularly**
Implement a continuous listening approach to understand employee experiences over time.
-  **Analyze the results**
Identify patterns and areas for improvement, using visual tools like dashboards that present the data clearly.
-  **Develop targeted initiatives**
Based on the data, develop initiatives that directly address employee concerns and needs.

Effactory’s platform offers dashboards that make it easy to interpret survey results and pinpoint areas where engagement can improve. This allows organizations to monitor progress and adjust their strategy as needed.



Discover how top organizations tackle HR challenges with feedback

See how leading companies like Verstegen and Boskalis use employee surveys to improve engagement, retention, wellbeing, and more.

Complementary strategies to boost engagement

While surveys are a foundational tool for understanding employee engagement, other initiatives can strengthen it further.

- ✓ Create meaningful work**
Show employees how their efforts contribute to the organization's success.
- ✓ Offer career development**
Provide growth opportunities and career paths to demonstrate you value their progress.
- ✓ Support wellbeing**
Prioritize employee wellness through mental health resources and fitness programs.
- ✓ Encourage flexibility**
Offer remote work and flexible hours to help employees balance their personal and professional lives.
- ✓ Build open communication**
Create channels where employees can freely share their thoughts and ideas on how to improve processes and reach company goals.

The importance of a long-term strategy

Improving employee engagement is not a one-off task. It requires a commitment to listening and acting on feedback over time. By implementing a continuous listening strategy, supported by specialized tools like Effectory's surveying platform, you can consistently improve engagement, build stronger teams, and reduce turnover.

Take the first step by setting up regular surveys, analyzing the data, and putting initiatives in place to address what matters most to your employees. Over time, you'll see real improvements in productivity, retention, and overall job satisfaction.



7 Effectory: Your benchmarking partner

To understand your organization's performance, you need more than raw data—you need context. Are your efforts to engage employees making a difference? How does your organization compare across teams, departments, industries, or even globally?

At Effectory, we help HR professionals like you find clear answers to these questions. Our benchmarking tools go beyond numbers to give you actionable insights that guide your decisions, improve engagement, and strengthen your organization.



Benchmarks tailored to your organization

Effectory's benchmarking solutions help you analyze a wide range of themes across your organization.

Internal benchmarks: Insights within your own organization

→ Previous surveys

Track how engagement metrics have changed over time to see what's working and where additional efforts are needed.

→ Organizational levels

Compare results from specific teams to higher levels in your organizational structure, like their department, to identify differences and trends.



External benchmarks: Understanding your position in the market

Get a broader perspective by comparing your results to others in the industry or beyond, using these four options:

→ Industry benchmark

Compare your results to others in your sector for a realistic view of your performance. You can also choose to include the top 3 performers for additional insights.

→ Effectory Index

Compare your scores to the average score of all organizations using Effectory, offering a broader perspective on performance trends.



Custom benchmarks

Create a benchmark tailored to your needs by selecting organizations operating in similar contexts or industries.



Global Employee Engagement Index™ (GEEI)

Compare your results globally with data from 54 countries, providing insights into how employee engagement varies across regions, industries, and company sizes.

Data you can trust

Effactory's benchmarks are built on scientifically validated questions and draw from responses of over half a million employees each year. This ensures your comparisons are accurate, representative, and practical for decision-making.

Take the next step

Effactory equips you with the tools and insights to build a more engaged, productive, and resilient organization. By comparing your performance internally and externally, you can take clear, targeted steps to improve retention, boost engagement, and drive success.

Get in touch to explore how Effactory's solutions can help your organization succeed.



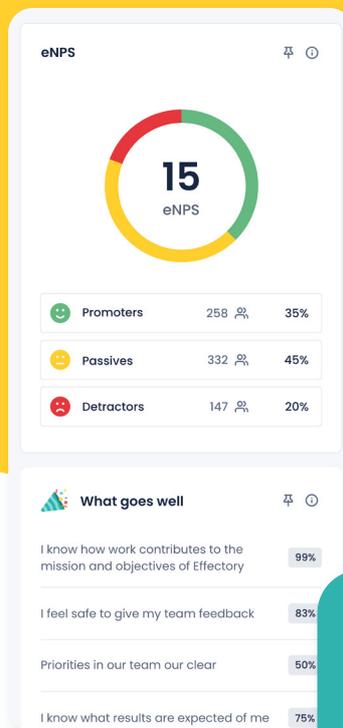
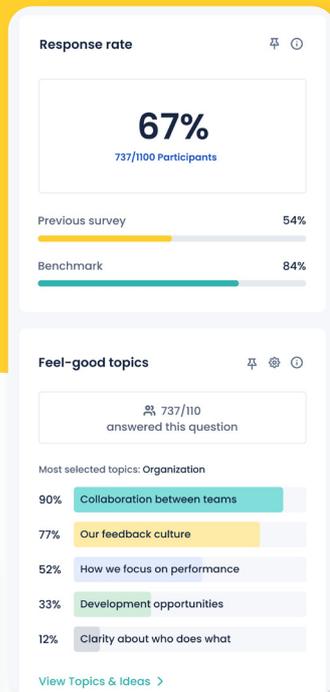
About Effactory

Effactory is Europe's leading employee feedback platform, trusted by over 1,200 organizations in 110 countries. With 25 years of experience and a team of 200+ specialists in Amsterdam and Munich, we help HR teams and leaders transform feedback into actionable insights. Our platform, available in 60 languages, makes it easy to collect and analyze feedback across the employee journey, delivering response rates of up to 70%. Organizations can compare results with extensive benchmarks to gain valuable context and build a competitive advantage.

Our mission is to improve the working world by giving employees a voice and ensuring their feedback drives meaningful change. Companies like Rituals, KLM, and Karl Lagerfeld rely on Effactory to increase engagement, reduce attrition, and make data-driven decisions that enhance both people and business outcomes. Your employees have the answers—Effactory helps you ask the right questions and act on what matters most.



↑ ↑ ↑
+40%
Employee engagement



+11%
Employee wellbeing

+25%
Employee satisfaction

