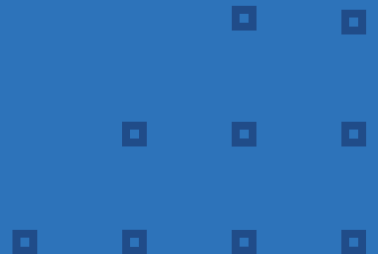# ADP | Research INSTITUTE®
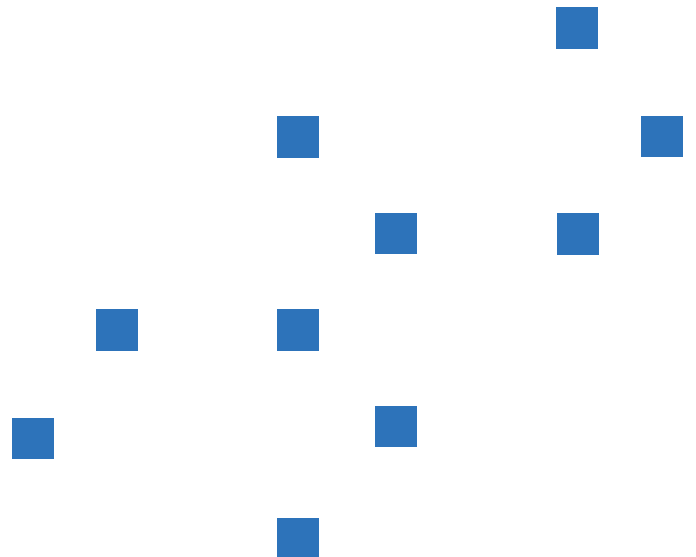
Global Workplace Study 2020
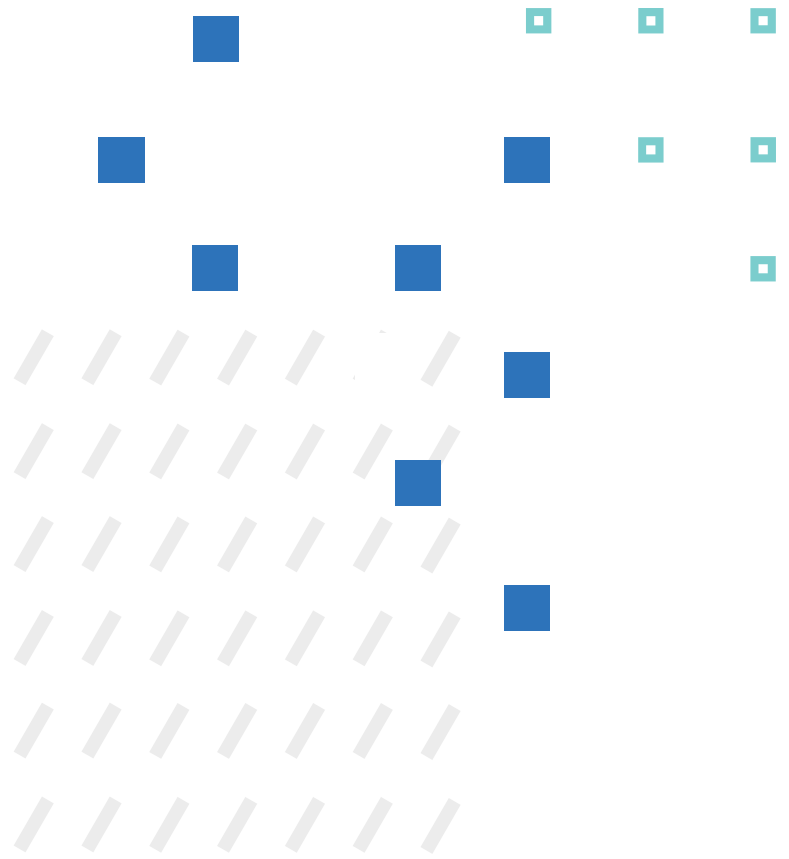
Full Research Report

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Global Workplace Study 2020

1

Purpose of This Study

We have been measuring Engagement around the world for over a decade, developing a survey instrument, Engagement Pulse, that has given us the ability to create a truly global picture. Never before, however, have we employed this tool under such world-altering circumstances. Given the universal impact of COVID-19 at this time, it seems impossible, or at least inadvisable, to attempt to measure Engagement in isolation. The current moment presents us not just with the opportunity but with the obligation to study Engagement in relation to the impact that this health crisis has had on workers around the world.

This Global Workplace Study, for the first time, combines Engagement Pulse with a new instrument, the ADPRI Workplace Resilience Scale.
With these two instruments, we set out to examine:

- The global level of Engagement in 2020

- The global level of Workplace Resilience in 2020

- The drivers of Engagement and Workplace Resilience

- How workplaces have changed around the world, and how likely those changes are to endure

In alignment with our previous studies, we define **Engagement** as a *positive state of mind characterized by "vigor, dedication, and absorption"* (Schaufeli & Bakker, 2004). We define **Workplace Resilience** as *the capacity of an individual to withstand, bounce back from, and work through challenging circumstances or events at work.* For details on methodology and findings, see our earlier *Engagement Pulse: Team Leader Effectiveness Through the Eyes of Employees* white paper and the recent *ADPRI Workplace Resilience Study Full Research Report*.

As we shall see, these constructs are related, but not the same. In fact, in one way, they can be seen as opposite sides of the same coin. Where measuring Engagement captures how individuals are proactive in delivering their best work, Workplace Resilience is a *reactive* measure, capturing how people respond when challenges arise. **This study focuses on how COVID-19 has affected Engagement and Workplace Resilience — and the interplay between them — in 25 countries.**
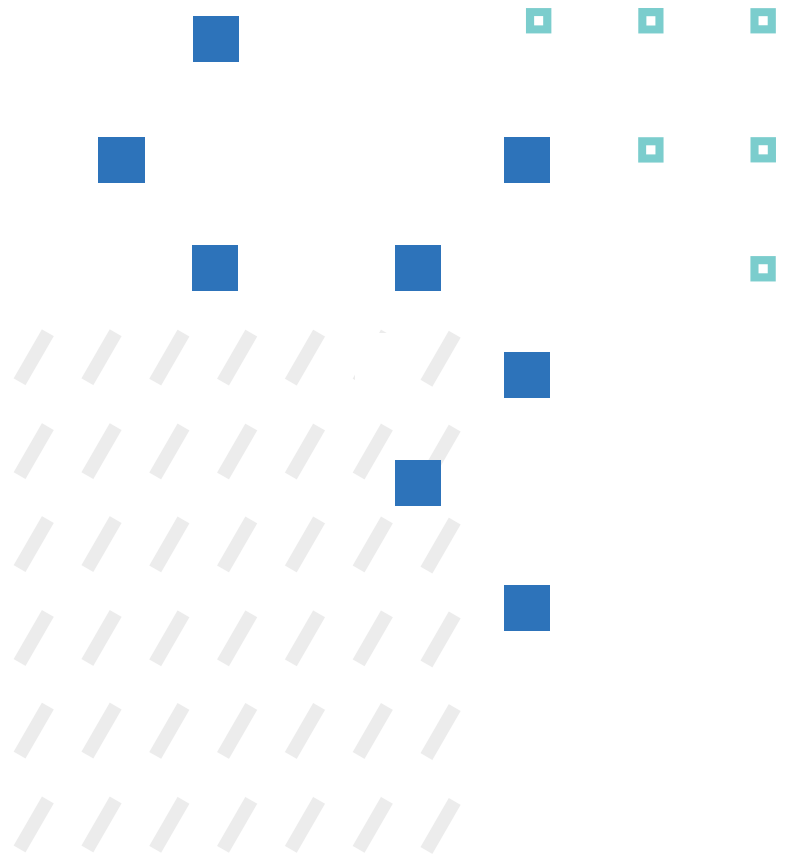
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What We Asked

The eight Engagement Pulse survey items are:

1. I am really enthusiastic about the mission of my company.

2. At work, I clearly understand what is expected of me.

3. In my team, I am surrounded by people who share my values.

4. I have a chance to use my strengths every day at work.

5. My teammates have my back.

6. I know I will be recognized for excellent work.

7. I have great confidence in my company's future.

8. In my work, I am always challenged to grow.

The ten Workplace Resilience survey items are:

1. I have all the freedom I need to decide how to get my work done.

2. No matter what else is going on around me, I can stay focused on getting my work done.

3. In the last week, I have felt excited to work every day.

4. I always believe that things are going to work out for the best.

5. My team leader tells me what I need to know before I need to know it.

6. I trust my team leader.

7. I am encouraged to take risks.

8. Senior leaders are one step ahead of events.

9. Senior leaders always do what they say they are going to do.

10. I completely trust my company's senior leaders.

Using the Engagement Pulse items, we are able to calculate which employees are **"Fully Engaged"** — "all-in" and highly committed and willing to give their all to their team and organization. They are dedicated to the organization's purpose, certain in their definition of excellence, confident in the support of their teammates, and excited by the organization's future. Those employees who are not Fully Engaged, in contrast, we designate as **"Just Coming to Work."**
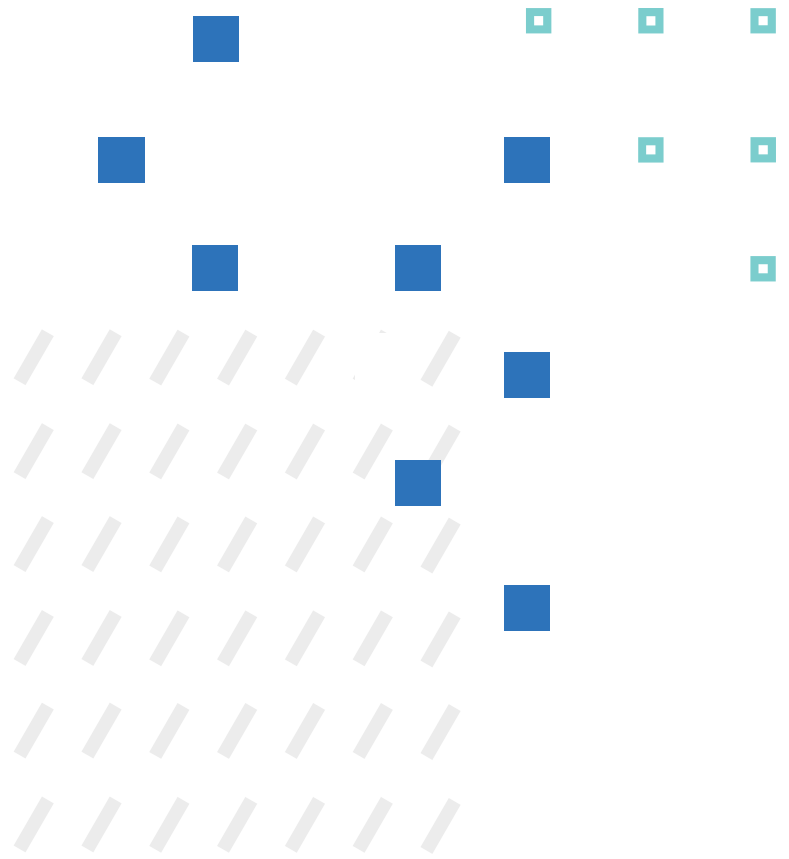
Using the Workplace Resilience items, we are able to calculate which employees are **"Highly Resilient"** — demonstrating agency and the ability to compartmentalize on the level of the self, while feeling psychological safety and demonstrating trust in their leaders' ability to anticipate the future, communicate, and follow through on commitments. Those employees who are not Highly Resilient we designate as **"Vulnerable."**

In addition, we asked respondents how they had personally been affected by **COVID-19, what workplace changes they had experienced, and which of those changes they thought would become permanent**.
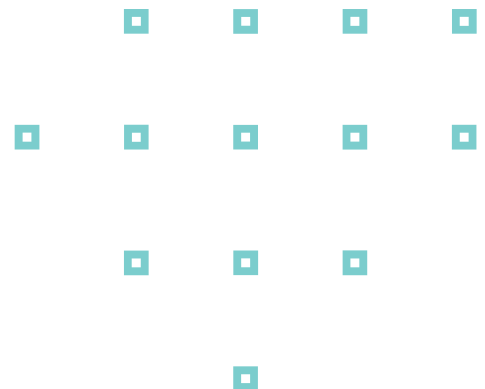
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Who We Asked

We created a stratified random sample of 26,594 participants, over 1,000 workers per country, and then surveyed them with empirically validated measures of **Engagement** and **Workplace Resilience**.

Sample

Over **1,000** per country

50.3% male

47.3% female

1.7% non-binary

.7% no response

26,594
participants

50.2%
Over 40
years of age

60%
Third generation
residents
(grandparents
immigrated)

80%
Some college
education
(some college to
advanced degree)

25 Countries (2020)

North America

United States	Canada

APAC

China	Singapore	India	Australia	Japan

South Korea	Taiwan

Europe

Germany	United Kingdom	Netherlands	Italy	Spain

France	Russia	Sweden

Middle East/Africa

Saudi Arabia	Egypt	United Arab Emirates	South Africa	Israel

Latin America

Argentina	Mexico	Brazil

4

What We Found

Global Engagement

Globally, Engagement remains low. Compared to our earlier study in 2018, the percent of Fully Engaged employees has decreased by one percentage point. Today, 14% of workers are Fully Engaged.

The countries with the highest percentage of Fully Engaged employees are:

- Saudi Arabia
- India
- South Africa
- United Arab Emirates
- United States

The countries with the lowest percentage of Fully Engaged employees are:

- South Korea
- Taiwan
- China
- Sweden
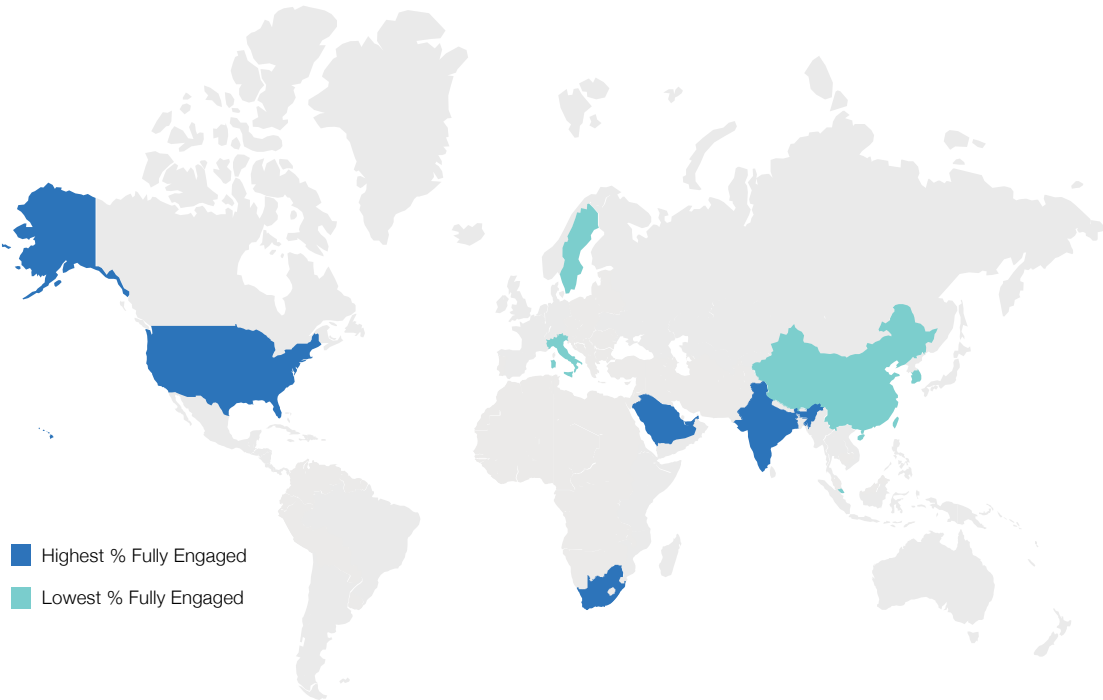- Italy
- Singapore

Highest % Fully Engaged
Lowest % Fully Engaged

Figure 1: Changes in Engagement Level by Country

Country	2015	2018	2020	Change 2018–2020
Argentina	13%	15%	15%	0%
Australia	14%	16%	13%	-3%
Brazil	**16%**	**14%**	**18%**	**4%**
Canada	15%	17%	16%	-1%
China	19%	6%	8%	2%
Egypt	-	15%	14%	-1%
France	**15%**	**17%**	**13%**	**-4%**
Germany	14%	14%	15%	1%
India	17%	22%	20%	-2%
Israel	-	-	15%	-
Italy	**14%**	**16%**	**11%**	**-5%**
Japan	-	-	13%	-
South Korea	-	-	6%	-
Mexico	**14%**	**13%**	**16%**	**3%**
Netherlands	-	10%	12%	2%
Russia	-	-	15%	-
Saudi Arabia	**-**	**16%**	**21%**	**5%**
Singapore	**-**	**20%**	**11%**	**-9%**
South Africa	**-**	**16%**	**19%**	**3%**
Spain	13%	16%	14%	-2%
Sweden	-	-	11%	-
Taiwan	-	-	8%	-
United Arab Emirates	**-**	**26%**	**19%**	**-7%**
United Kingdom	14%	15%	15%	0%
United States	19%	17%	19%	2%

■ Biggest Gains

■ Biggest Declines

Global Workplace Resilience

Workplace Resilience is also low. Only 17% of workers globally are Highly Resilient.

The countries with the highest percentage of Highly Resilient employees are:

- India
- Saudi Arabia
- United Arab Emirates
- Singapore
- South Africa
- Mexico

The countries with the lowest percentage of Highly Resilient employees are:

- Israel
- Netherlands
- Sweden
- Taiwan
- South Korea

- Highest % Highly Resilient
- Lowest % Highly Resilient
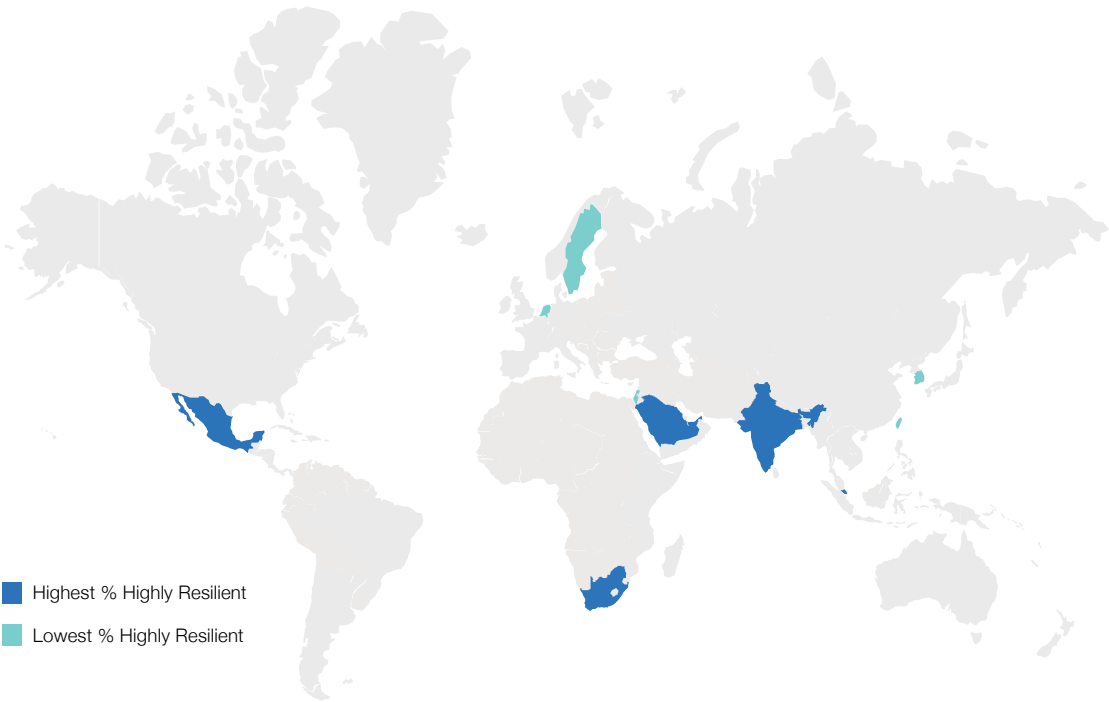
Figure 2: Level of Workplace Resilience by Country

Country	% Highly Resilient
India	32%
Saudi Arabia	26%
United Arab Emirates	24%
Singapore	19%
Mexico	17%
South Africa	17%
Brazil	16%
United States	16%
Canada	15%
Egypt	15%
Germany	14%
Argentina	13%
France	13%
Russia	13%
Spain	13%
Australia	12%
Japan	12%
United Kingdom	12%
China	11%
Italy	11%
Israel	10%
Netherlands	9%
South Korea	8%
Sweden	8%
Taiwan	8%

The Relation of Engagement and Workplace Resilience

Engagement and Workplace Resilience are positively correlated: Engagement explains 64% of Resilience. Overall, we found that 10% of workers are *both* Fully Engaged and Highly Resilient. And yet, each is independent of the other.

	Just Coming to Work	Fully Engaged
Highly Resilient	5%	10%
Vulnerable	80%	5%
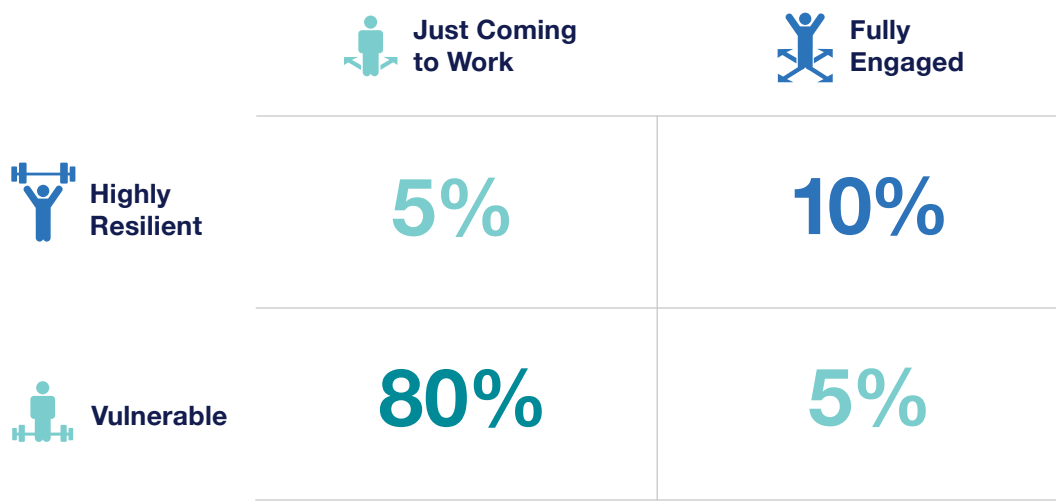
It is possible to be **Fully Engaged** but not **Highly Resilient**, and vice versa.
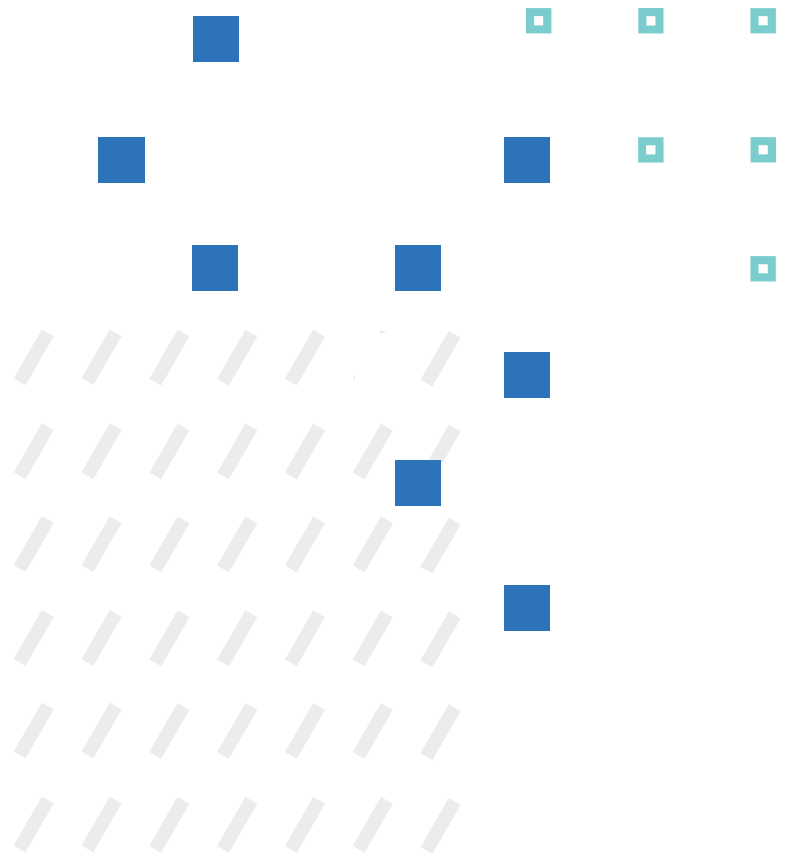
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Resilience and COVID-19

We expected to find that experience of COVID-19 and its secondary effects would affect personal levels of Workplace Resilience. While that turned to be true, our original hypotheses were disproven in several ways.

Based on our threshold of Highly Resilient (a calculation based on the distribution of responses to the ten items in the ADPRI Workplace Resilience instrument), we were able to compare the percentage of Highly Resilient employees in a given country to the overall extent to which that country experienced the effects of COVID-19. *Note that all COVID-19 statistics in the following pages are based on information available at the time of the study.*

Country-Level Effects

Hypothesis: Countries most affected by COVID-19 will demonstrate the lowest Workplace Resilience.

Result: A country's level of COVID-19 impact **had no effect** on Workplace Resilience.

We divided countries into three groups (High Impact, Moderate Impact, and Low Impact) based on a number of COVID-19-related criteria, namely average cases per million, average deaths per million, and unemployment rate.

High Impact Countries

- Brazil
- France
- Italy
- Spain
- Sweden
- United Kingdom
- United States

Average Population: **112,695,714**
Average Cases per Million: **6,880**
Average Deaths per Million: **529**
Average Unemployment: **12.6%**
% Fully Engaged: **14%**
% Highly Resilient: **13%**

Moderate Impact Countries

- Argentina
- Canada
- India
- Israel
- Mexico
- Netherlands
- Russia
- Saudi Arabia
- South Africa

Average Population: **202,880,444**
Average Cases per Million: **2,399**
Average Deaths per Million: **107**
Average Unemployment: **12.4%**
% Fully Engaged: **16%**
% Highly Resilient: **17%**

Low Impact Countries

- Australia
- China
- Egypt
- Germany
- Japan
- South Korea
- Singapore
- Taiwan
- United Arab Emirates

Average Population: **201,846,667**
Average Cases per Million: **1,726**
Average Deaths per Million: **21**
Average Unemployment: **4.8%**
% Fully Engaged: **12%**
% Highly Resilient: **14%**

The COVID-19 and unemployment statistics are from July 2020.
COVID-19 statistics in real time are available at Worldometer.
The global unemployment data came from the International Monetary Fund (IMF).

Whether a country had experienced high or low impact had no statistically significant effect on Engagement or Workplace Resilience.

Figure 3: Level of Engagement and Workplace Resilience by COVID-19 Impact

High Impact Countries
% Fully Engaged: **14%**
% Highly Resilient: **13%**

Moderate Impact Countries
% Fully Engaged: **16%**
% Highly Resilient: **17%**

Low Impact Countries
% Fully Engaged: **12%**
% Highly Resilient: **14%**
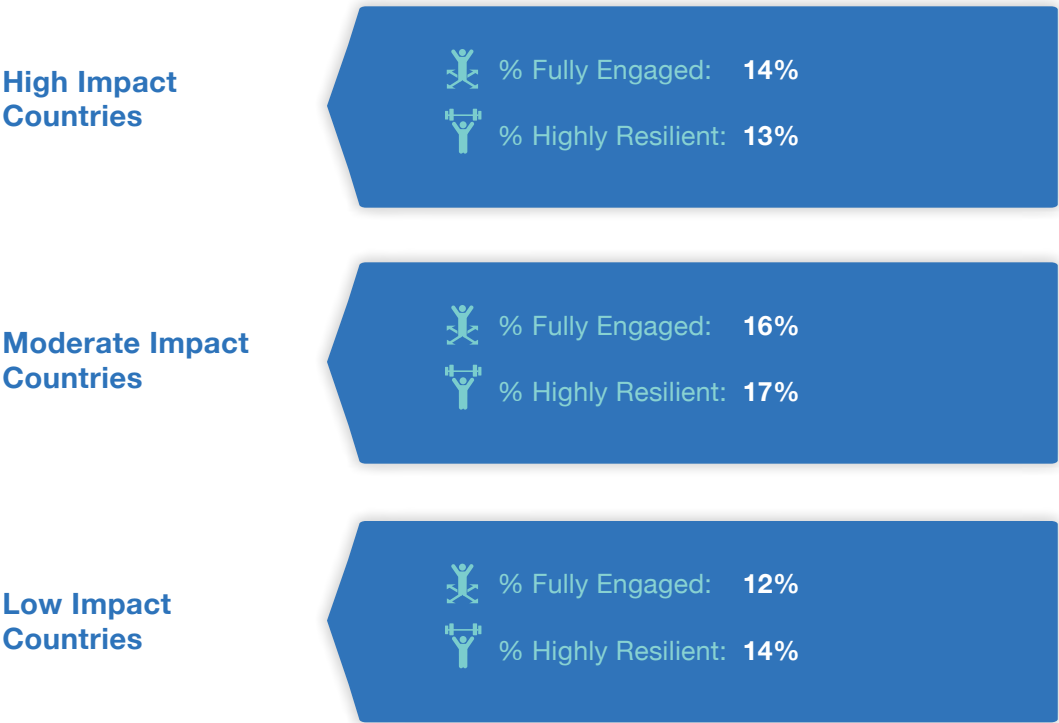
Personal COVID-19 Experience Effects

While macro-level effects in countries did not affect Workplace Resilience or Engagement, micro-level effects did — but in the opposite direction of what we expected.

Hypothesis: Individuals with greater levels of personal experience of COVID-19 would demonstrate lower Workplace Resilience.

Result: Individuals with greater levels of personal experience of COVID-19 demonstrated **much higher levels** of Workplace Resilience.

We posed the following survey items to respondents:

- I have contracted COVID-19
- I have not contracted COVID-19 but have underlying health conditions that put me at a higher risk
- Someone else in my household has contracted COVID-19 (e.g., spouse, child, parent)
- A colleague at work has contracted COVID-19
- Someone I know outside of work has contracted COVID-19
- No one in my immediate community has been infected with COVID-19

The results indicated that **59% of workers had no direct personal experience of COVID-19**, while **41% replied "yes" to one or more of the items**:

- 4% had COVID-19 themselves
- 7% had a family member with COVID-19
- 12% had a work colleague with COVID-19
- 18% knew non-work acquaintance with COVID-19

Workers who answered "yes" to all of the COVID-19 experience questions were **3.8x** more likely to be Highly Resilient.

Level of COVID-19 experience varied by country and by industry: 61% of Egyptians and 51% of Brazilians have been personally impacted, while only 6% of Japanese workers and 5% of Taiwanese workers have been affected.

Figure 4: Personal COVID-19 Experience by Country

Country	% COVID-19 Affected
Egypt	61.6
United Arab Emirates	58.7
Brazil	56.2
Saudi Arabia	51.5
Sweden	51.3
Singapore	51.2
Spain	45.8
Mexico	44.3
India	39.0
Netherlands	36.6
United States	33.1
United Kingdom	32.1
France	30.8
South Africa	27.1
Italy	26.7
Russia	26.6
Canada	22.8
Argentina	21.4
Israel	20.8
Germany	18.1
Australia	15.3
South Korea	12.9
China	10.1
Japan	6.3
Taiwan	5.4

COVID-19 experience also varied by industry, with healthcare workers (not surprisingly) seeing the greatest exposure.

Figure 5: COVID-19 Experience by Industry

COVID-19 Affected

% Affected by Industry
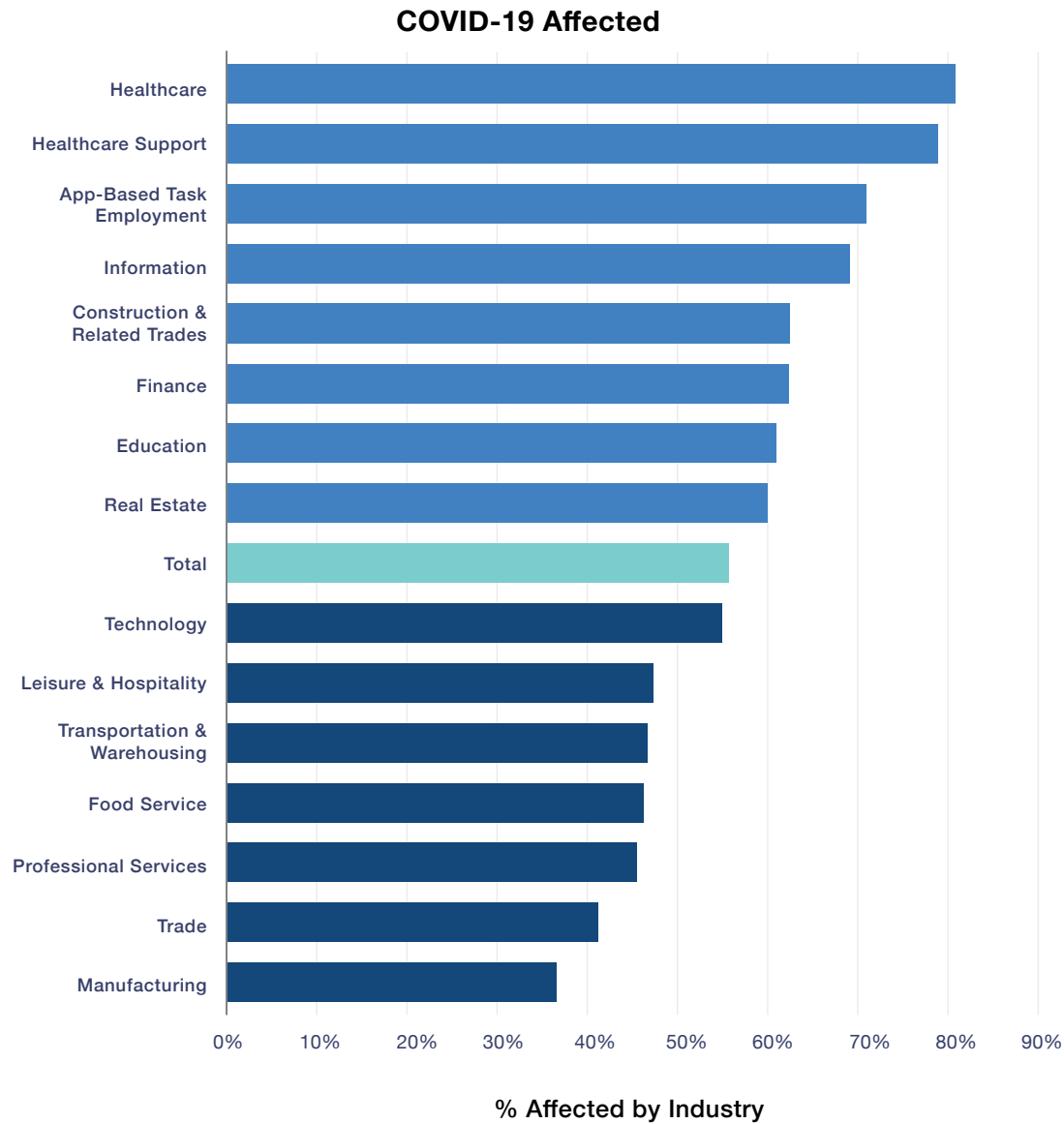
Changes in the Workplace

In addition to direct effects, COVID-19 has produced many secondary effects on the economy and the workplace. We asked workers to indicate whether they had experienced any of the following changes:

- Promotions placed on hold

- Encouraged to take vacation time

- Onetime payment from workplace to help with unexpected hardships

- Layoffs (termination of employment)

- Employees have been furloughed (a temporary layoff from work)

- Increased use of technology

- More work hours

- Fewer work hours

- Job changed to be mostly virtual

- Physical office space closed

- Sheltered in place due to governmental restrictions

Overall, **97%** of workers had experienced one or more of these changes, and no single country fell below **90%** of its workers experiencing change as a result of COVID-19.

While the number of people who experienced change did not show much variance, the number of *changes* each person encountered did vary by country.

Figure 6: Number of Changes Workers Experienced, by Country

Level of Disruption

Average Changes by Country
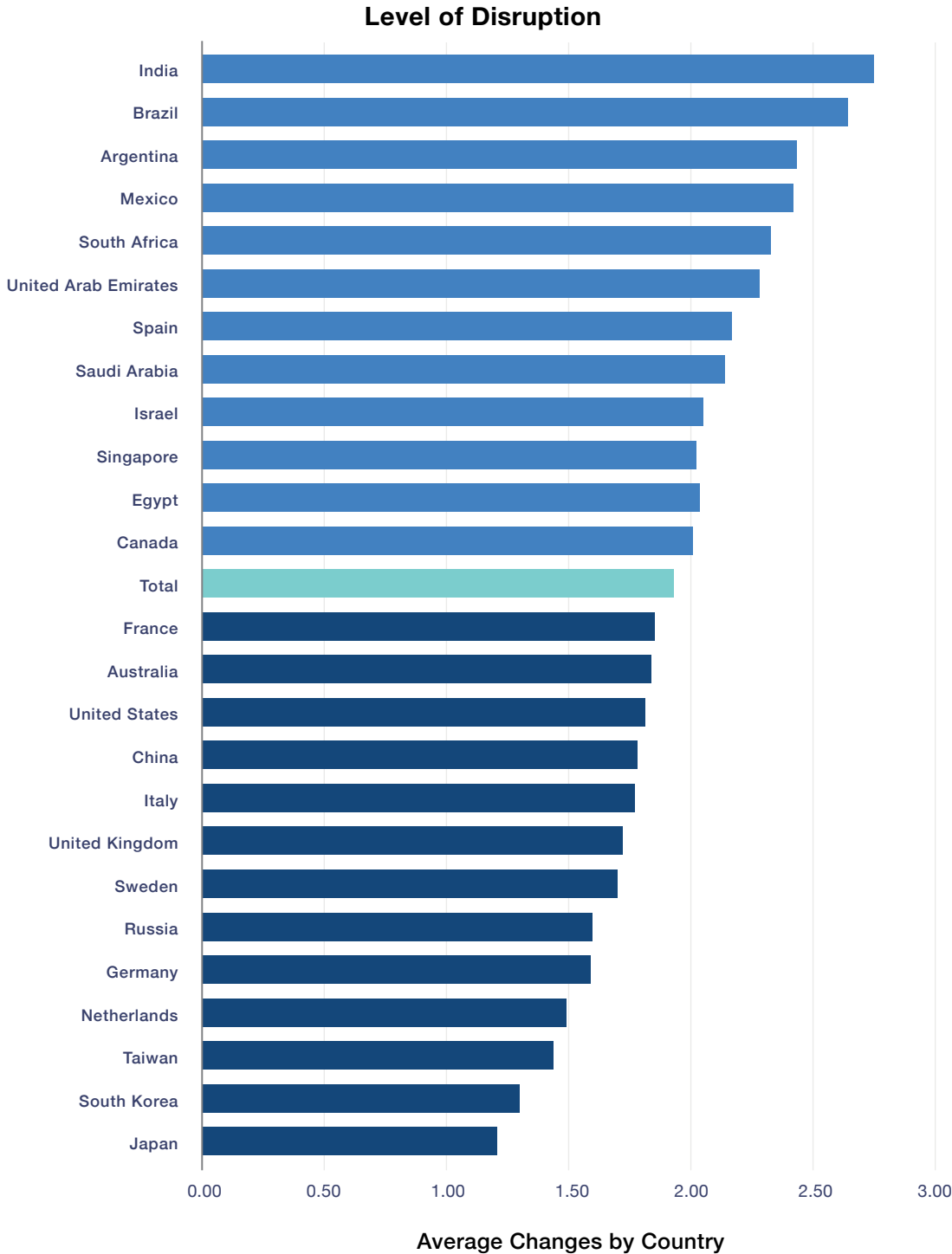
Hypothesis: The more changes individuals experienced, the less Workplace Resilience they would demonstrate.

Result: The more workplace changes workers experienced, **the more resilient** they felt.

Workers who experienced at least five changes at work were **13.2x** more likely to be Highly Resilient.
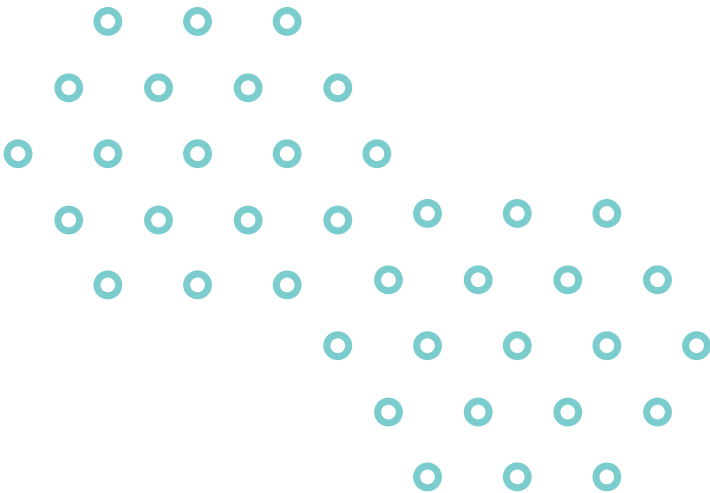
The amount of change also varied by industry. Technology, Finance, Education, and Information experienced the most changes, with over 50% experiencing two or more changes.

Figure 7: Level of Change by Industry

Industry	Reported Change	Reported 2 or More
Technology	98%	63%
Finance	98%	56%
Education	97%	53%
Information	98%	53%
Professional Services	97%	52%
Real Estate	97%	52%
Leisure & Hospitality	96%	49%
Manufacturing	97%	45%
Healthcare Support	97%	44%
Trade	97%	44%
Transportation & Warehousing	97%	42%
Construction and Related Trades	96%	42%
Healthcare	97%	40%
Food Service	95%	36%
App-Based Task Employment	94%	30%

The experience of change also influenced people's expectations for the future of work. The more changes workers experienced, the more likely they were to predict that such changes would become permanent.

We asked workers their predictions of how permanent the following changes would be:

- Wearing of personal protective equipment in the workplace (masks and gloves)

- Social Distancing (e.g., reduced number of people in a given location)

- Having my temperature taken by employers

- Changes in work hours

- Remaining as virtual employee

- Physical office spaces closed

- Limits to business travel

- Required quarantine after business or personal travel

- No shared desks

- Physical barriers between desks and cubicle

- Work shift arrangements to limit the number of workers in the office
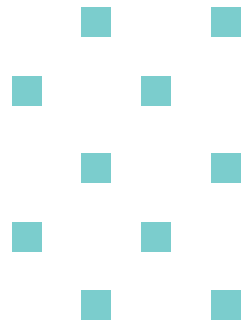
Figure 8 below indicates the number of changes predicted to be permanent.

Figure 8: Predicted Future Disruptions

Mean Future Disruptions

Number of Changes Predicted to be Permanent
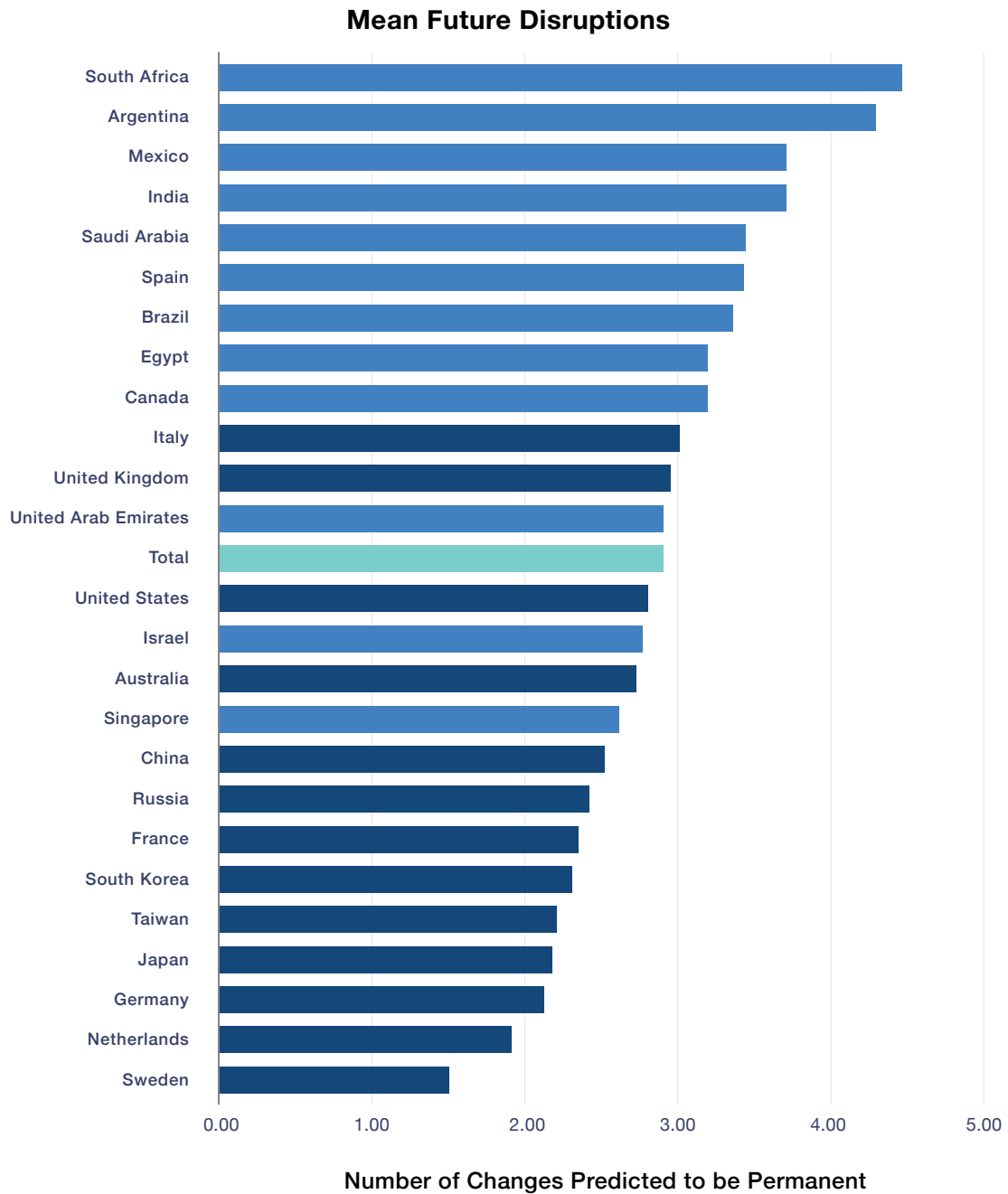
People in countries where workers experienced a higher average number of changes (represented by lighter colored blue bars above) were more likely to expect such changes to be long-lasting. Workers in countries with a lower average number of changes (dark blue bars) had less expectation that change would be permanent.

Loving Your Work Influences Resilience

One expectation that our research (specifically, our study of Workplace Resilience in the United States) proved true is the hypothesis based on strengths.

Hypothesis: Individuals who love what they do at work would demonstrate higher Workplace Resilience.

Result: Individuals who love what they do at work demonstrated **much higher levels** of Workplace Resilience.

Those who love what they do — *regardless of whether they consider themselves good at doing it* — were **3.9x** more likely to be Highly Resilient.

Figure 9: Relation of Workplace Resilience to Loving Work

	% HR
Things you love to do and are great at doing.	23%
Things you love but have to work at to do well.	25%
Things you do not love but are great at doing.	9%
Things you do not love and have to work at to do well.	6%

As it does in so many other areas, playing to one's strengths — those activities one loves to do — has a positive effect on Workplace Resilience. While this finding is based initially on workers in the United States, we will expand the scope to other countries in future research.
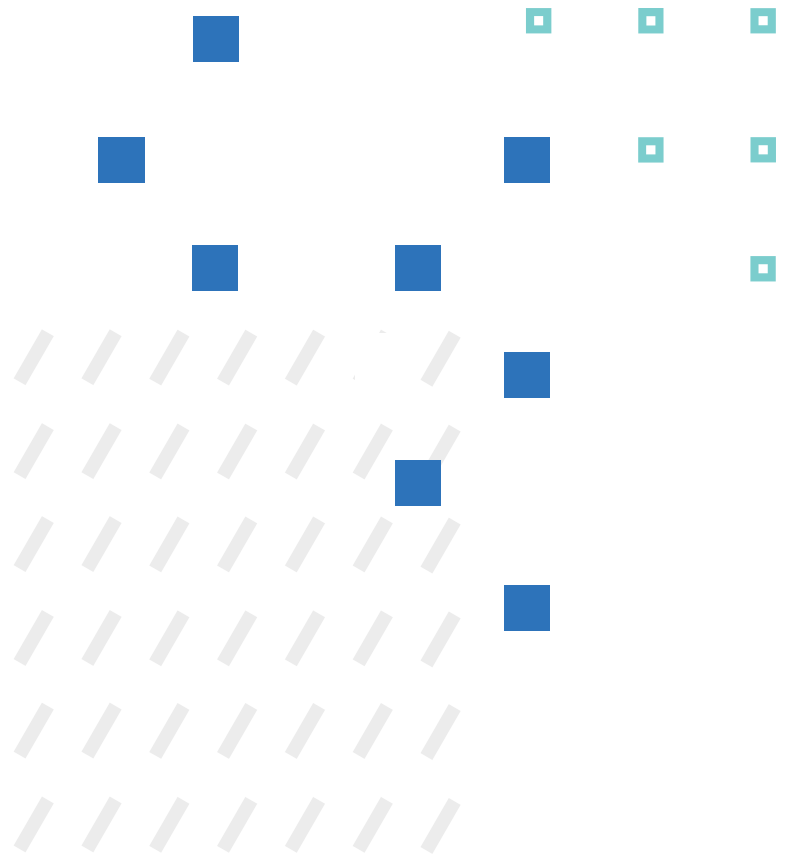
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COVID-19 Effect on Engagement

What Has Stayed the Same Since 2018

As we saw earlier, the global level of Engagement has not changed much from our previous study in 2018. The percent of Fully Engaged employees has decreased by one percentage point since then, meaning that today, 14% of workers are Fully Engaged.

In contrast to Workplace Resilience, Engagement overall does not show much relation to experience of COVID-19.

Figure 10: Relationship of COVID-19 Experience to % Fully Engaged

Country	% Affected by COVID-19	% Fully Engaged
Egypt	61.6%	14%
United Arab Emirates	58.7%	19%
Brazil	56.2%	18%
Saudi Arabia	51.5%	21%
Sweden	51.3%	11%
Singapore	51.2%	11%
Spain	45.8%	14%
Mexico	44.3%	16%
India	39.0%	20%
Netherlands	36.6%	12%
United States	33.1%	19%
United Kingdom	32.1%	15%
France	30.8%	13%
South Africa	27.1%	19%
Italy	26.7%	11%
Russia	26.6%	15%
Canada	22.8%	16%
Argentina	21.4%	15%
Israel	20.8%	15%
Germany	18.1%	15%
Australia	15.3%	13%
South Korea	12.9%	6%
China	10.1%	8%
Japan	6.3%	13%
Taiwan	5.4%	8%

■ Highest % Fully Engaged

■ Lowest % Fully Engaged

We saw no major changes in level of Engagement overall, and the drivers of Engagement remain the same. In fact, these driver patterns have strengthened since the start of the pandemic.

You are more likely to be Fully Engaged if...

		2018	2020
	You are a member of a team	**2.3x** more likely	**2.6x** more likely
	You trust your team leader	**12x** more likely	**14x** more likely
	You are in upper management	**2.8x** more likely	**3.3x** more likely
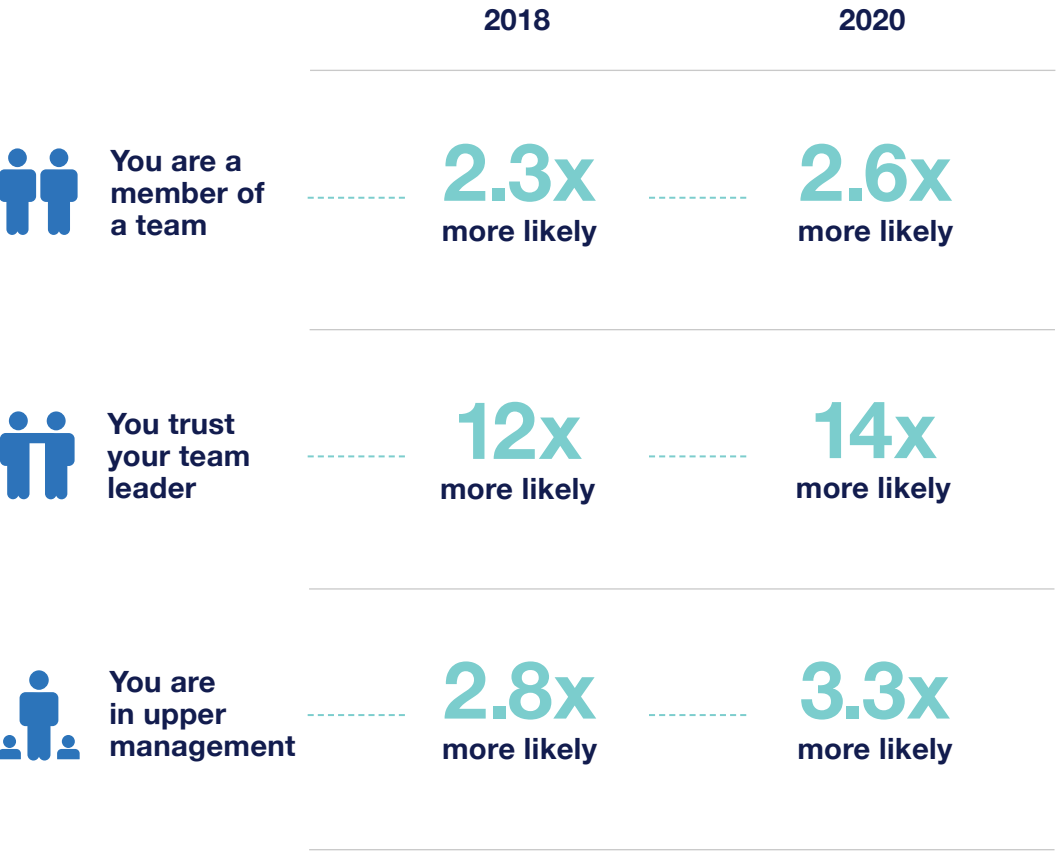
What Has Changed Since 2018

We observed two significant changes in Engagement in the era of COVID-19.

1 **Work status: flight to security.**

In 2018, the most engaged work status was to have one full-time job and one part-time job. This has changed. In 2020, the most engaged work status is simply having one full-time job, or two full-time jobs.

People with a part-time or contingent job were **50%** less likely to be Fully Engaged than those with only full-time jobs.

2 **Tenure: no more honeymoon effect.**

Prior to 2020, a consistent finding was that workers with less than one year of tenure in a job were significantly more engaged than longer tenured employees. Newer recruits tend to be more enthusiastic. Today, this effect has disappeared.

Workers who have had to take on new roles during this pandemic were **42%** less likely to be Fully Engaged than others.

This effect is most pronounced when people have had to take new roles specifically because of the pandemic. Likely many people are "settling" for jobs and roles that they do not find as fulfilling during this time, and the effects show up in Engagement levels. Even among those who have new jobs they secured before COVID-19 emerged, the positive effects of being new to a job have vanished.

Figure 11: Level of Engagement by Tenure

Tenure	Average % FE
Less than one year (I secured this job before COVID-19)	14%
Less than one year (I had to find new employment due to COVID-19)	8%
1–2 Years	11%
3–4 Years	15%
5–8 Years	16%
More than 8 Years	16%

7

The Relation of Engagement and Workplace Resilience by Country

As we have seen, Engagement and Workplace Resilience are highly correlated: 64% of the variance in Engagement is explained by Workplace Resilience, and 65% of the variance in Workplace Resilience is explained by Engagement.

While they are correlated, however, they are independent constructs and they can vary from each other by individual, and by average within a country.

We found that some countries, such as Singapore and China, demonstrated higher Workplace Resilience than Engagement.

Singapore has almost twice as many Highly Resilient as Fully Engaged workers (**19%** vs **11%**).

China has a third more Highly Resilient than Fully Engaged workers (**11%** vs **8%**).

Such a pattern suggests that workers in these countries are able to withstand challenging times, but are not set up to contribute their very best. Workers who are Highly Resilient but not Fully Engaged might be described as stoic. They can withstand challenges without breaking. They're not brittle. But they're not positioned to be the best version of themselves or bring their best to work.

Conversely, we observed that some countries demonstrated higher Engagement than Workplace Resilience.

	Israel		United States
	United Kingdom		Sweden

This pattern suggests that although workers might well be set up for productivity today, they are more vulnerable should further setbacks occur in the future. Workers who are Fully Engaged but not Highly Resilient are more reactive, more sensitive to challenges or threats — any disruption may derail them. They are operating at a high level — but they're walking a tightrope. If they fall, they may fall a long way.
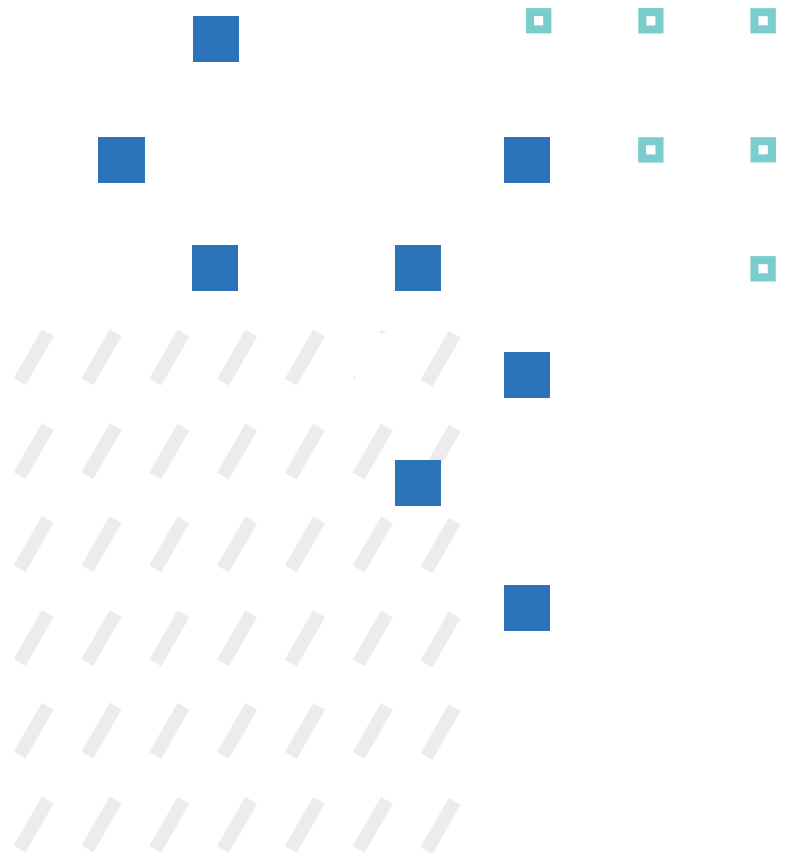
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Conclusion

The study of Engagement takes on new dimensions and new importance during a time of greatly enhanced global stress such as the current COVID-19 pandemic.

This study had four primary objectives:

1. Determine the global level of Engagement in 2020

2. Establish the global level of Workplace Resilience in 2020

3. Understand the drivers of Engagement and Workplace Resilience

4. Capture how workplaces have changed around the world, and how likely those changes are to endure

We found that workers' levels of Engagement remain low but have held steady, and that levels of Workplace Resilience are also low. These phenomena are highly related, but independent. Most surprisingly, individuals' Workplace Resilience *increases* with direct experience of COVID-19.

This finding has profound implications for senior leaders. If it is true that we demonstrate more Workplace Resilience the more "up close and personal" we get to the reality of COVID-19, we can conclude that sugar-coating that reality is not helpful for anyone. People need facts, not blithe reassurance. Personal experience of the reality of the problem seems to help build Workplace Resilience, to help people overcome fear and access their capacity. Their wellbeing is preserved, not diminished, when they can see the reality of the situation and respond to it, rather than when it is hidden from them or unknown.
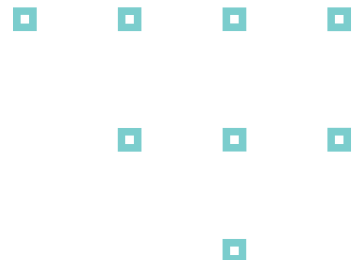
Appendix A

Survey and Respondents

We began studying Engagement globally in 2015, including thirteen countries in our survey. In 2018, we increased the scope to 19 countries to expand our knowledge of Engagement globally. This year, we included 25 countries.

We surveyed a random sample of approximately 1,000 full-time and part-time workers in each country and analyzed 26,594 responses.

Employment Status of Respondents

The employment status of the sample is shown in the chart below.

2%
Multiple
Jobs

6%
Gig
Workers

6%
Gig and
Traditional
Workers

63%
Full-Time
Employees

23%
Part-Time
Employees
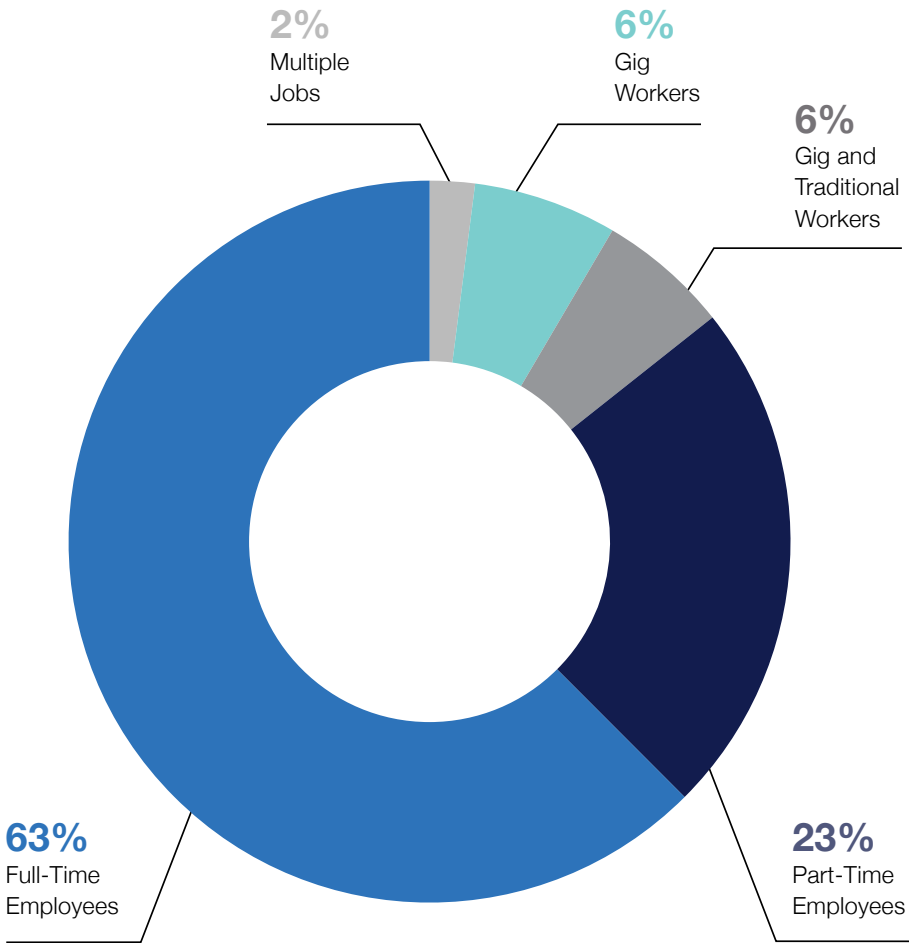
Fifteen industries were represented across all 25 countries. The highest proportion represented came from the Professional Services and Education industries.
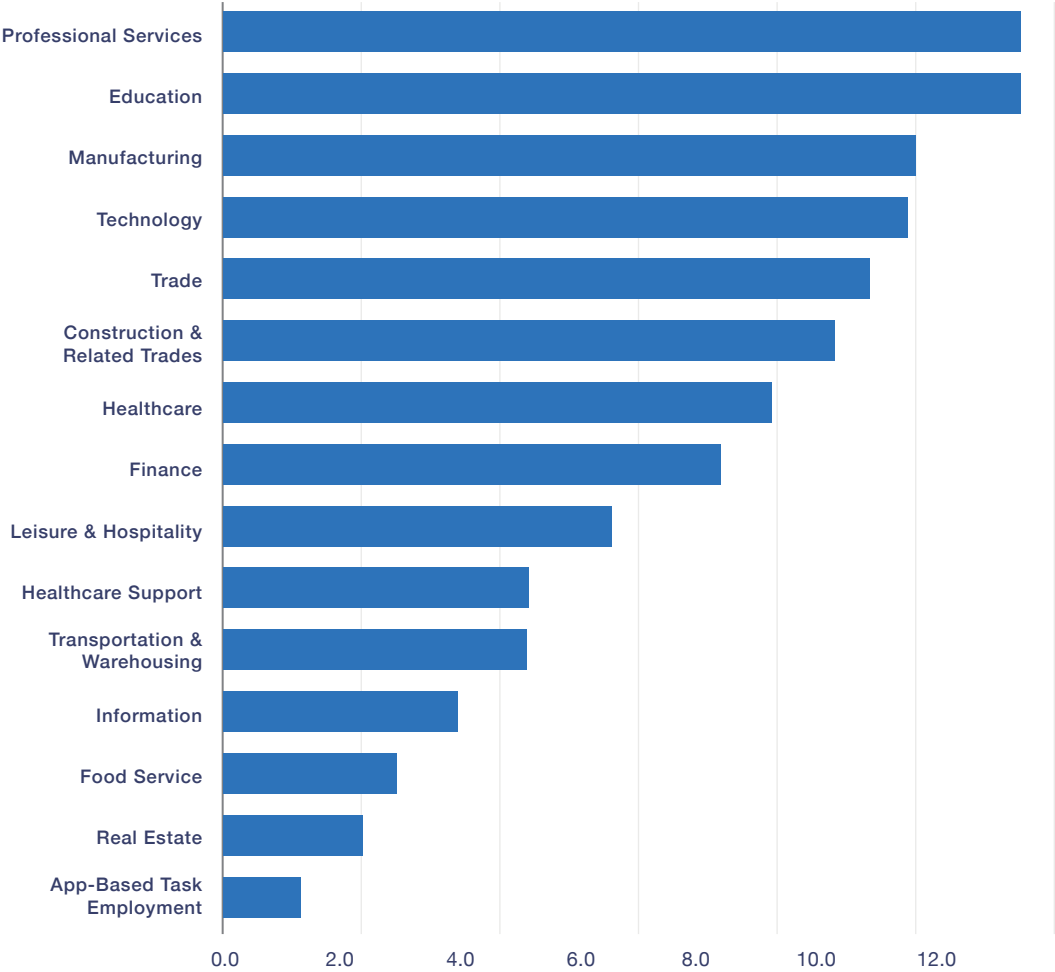
Fully Engaged by Industry

Differences in Engagement are noticeable across industries. The highest Engagement occurs in Technology and Finance. During this turbulent time, as the world shifted from office-based work to primarily remote work, technology stepped up to lead the way for Engagement.
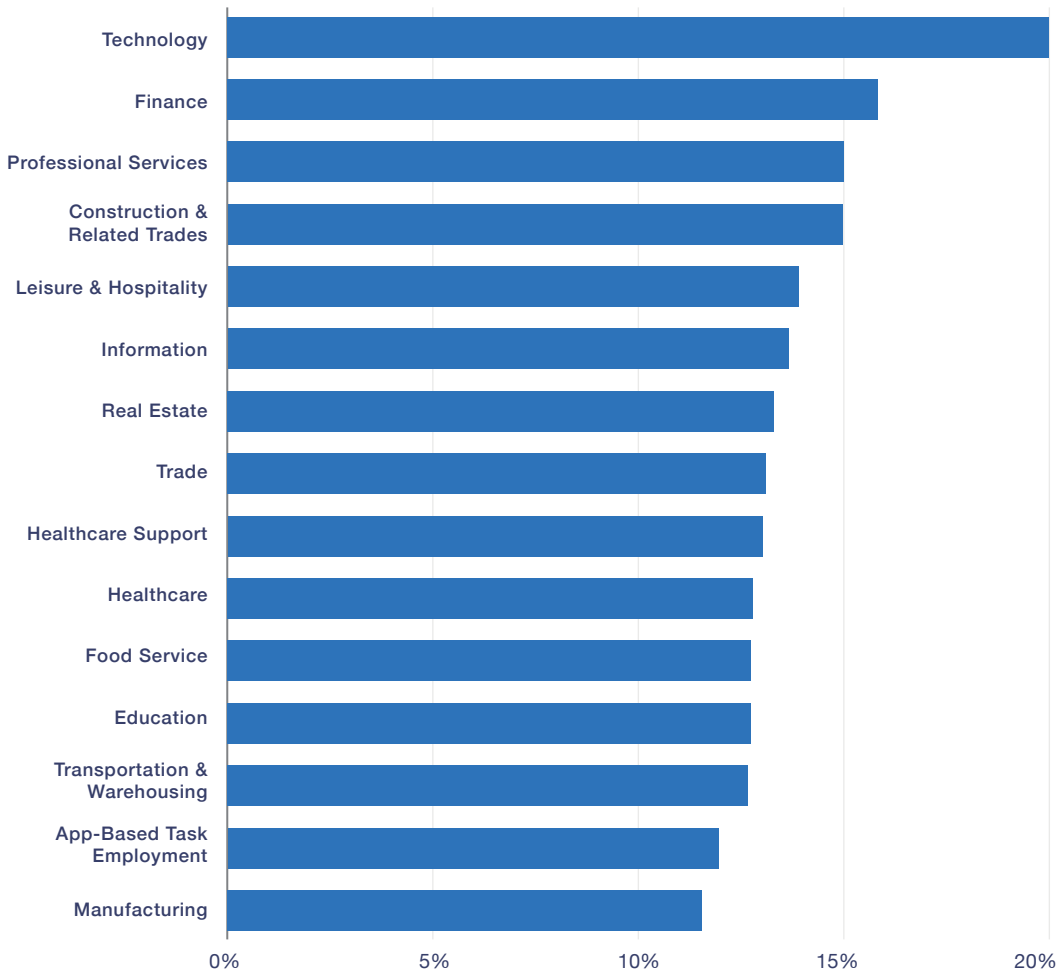
Organization Size

The percent Fully Engaged within companies of varying sizes is not remarkably different. When we examine Workplace Resilience within this same context, it appears that larger organizations might insulate individuals to increase Workplace Resilience.

Company Size	% FE	% HR
1–49	13%	12%
50–249	12%	13%
250–999	16%	18%
1,000+	16%	16%
Total	**14%**	**15%**

Education

We see an upward trend the more education a person has achieved. The highest Engagement and Workplace Resilience across countries and industries occurs with those who have a professional or advanced degree.

Those who have no education are two times less likely to be Fully Engaged and Highly Resilient.

Education	% FE	% HR
Professional or Advanced Degree	19%	19%
4-Year Degree	15%	16%
Some College, No Degree	12%	11%
High School Diploma/GED	12%	12%
2-Year Degree	11%	12%
None of the Above	10%	12%

Position in Organization

Engagement and Workplace Resilience occur at higher levels in those who are ranked higher in organizations. Those at the top are over three times more likely to be Fully Engaged compared to the individual contributor, and four times more likely to be Highly Resilient.

Level	% FE	% HR
Upper Management	27%	30%
Middle Management	16%	17%
Frontline Management	11%	12%
Individual Contributor	10%	9%
Intern/Temporary Employee	10%	11%

Employment Status

The story this year closely resembles the 2018 findings, with gig workers being highly engaged. But this year there is a twist: those with a full-time job working for an organization and a full-time side gig are the most Fully Engaged and Highly Resilient.

Employment Status	% FE	% HR
1 **Full-time** job & am self-employed **Full-time** as a contingent worker	19%	26%
I am self-employed **Full-time** as a contingent worker	19%	18%
2 **Full-time** jobs for different companies	19%	17%
1 **Full-time** job	15%	15%
1 **Full-time** job & 1 **Part-time** job for different companies	13%	13%
I am self-employed **Part-time** as a contingent worker	11%	13%
1 **Part-time** job	12%	13%
1 **Full-time** job & am self-employed **Part-time** as a contingent worker.	14%	12%
2 or more **Part-time** jobs for different companies	10%	12%
1 **Part-time** job & am self-employed **Full-time** as a contingent worker.	12%	11%
1 **Part-time** job & am self-employed **Part-time** as a contingent worker.	9%	10%

Where the Work Happens

In 2020, a huge shift occurred in the way that we work. The global pandemic shut down businesses, and huge numbers of office workers began working remotely. In 2018, the most engaged workers were primarily virtual. But what happens when everyone becomes virtual?

Those individuals who worked virtually prior to the shutdown are still the most Fully Engaged and Highly Resilient.

Virtual Level Pre-COVID-19

Virtual	% FE	% HR
0%–19%	12%	11%
20%–39%	15%	17%
40%–59%	14%	17%
60%–79%	16%	20%
80%–99%	19%	24%
100%	23%	23%

Virtual Level During COVID-19

Virtual Now	% FE	% HR
0%–19%	11%	9%
20%–39%	14%	15%
40%–59%	16%	19%
60%–79%	17%	21%
80%–99%	19%	21%
100%	19%	18%

The shifting of the workforce changed the way we worked. Many individuals were at home trying to do the same job, but remotely. The strong differences we see in the Engagement and Workplace Resilience of those who worked remotely before the pandemic lessens when the workforce shifts.

More/Less/None Virtual Change	% FE	% HR
Less Virtual	16%	20%
No Change Virtual	13%	12%
More Virtual	17%	18%

Age

Age alone does not determine Engagement or Workplace Resilience levels. The differences between the generations is within the margin of error.

Age	% FE	% HR
18–19	13%	13%
20–39	15%	16%
40–54	12%	14%
55–74	15%	12%
75+	18%	16%

Gender

There are very few gender differences in Engagement and Workplace Resilience, indicating that the ability to achieve higher Engagement or Workplace Resilience is not dependent on gender. This year was the first year we included non-binary as an option for gender. Due to the small number of individuals selecting this category, the data is insufficient to make a clear determination of differences.

Gender	% FE	% HR
Male	15%	16%
Female	14%	14%

Team

As we found in the 2018 Global Study of Engagement, being a member of a team increases one's likelihood of being Fully Engaged.

Workers who say they are on a team are 2.6 times more likely to be Fully Engaged.

Team	% FE
Yes, I am a member of one team	15%
Yes, I am a member of two or more teams	14%
No, I am not a member of a team	6%

Virtual teams are reported as the smallest proportion of the types of team, but this might be because most workers who are currently working remotely do not consider this type permanent for their teams.

Dynamic teams are still the most frequently occurring type of team.

Team Type	Frequency	% FE
Static/consistent over time	27.9	16%
Dynamic/changing over time	32.7	19%
Visible on an organizational chart	25.9	19%
Disconnected from organizational hierarchy	10.5	15%
Cross-departmental/cross-functional	24.0	19%
Inclusive of employees and external contractors/vendors	21.0	20%
Virtual	5.6	23%

Global Team Membership

Approximately 90% of all respondents are members of teams. China tops the list for the most team-centric country at 97%, and Japan is at the lowest, with only 70% of the respondents being on a team.

Country	Part of a Team	% FE
China	97%	8%
Saudi Arabia	96%	22%
India	96%	20%
United Arab Emirates	96%	19%
Egypt	95%	14%
Brazil	95%	19%
Mexico	94%	16%
South Korea	94%	6%
Argentina	93%	16%
Singapore	92%	12%
South Africa	92%	20%
Taiwan	92%	8%
Russia	90%	17%
Total	**90%**	**15%**
Sweden	90%	12%
Australia	89%	13%
Canada	89%	17%
United Kingdom	88%	16%
Spain	88%	15%
Germany	86%	17%
United States	86%	20%
Israel	86%	16%
France	85%	14%
Italy	85%	12%
Netherlands	81%	13%
Japan	70%	16%

Team Still Matters More than Industry

The influence of teams on Engagement holds true for all industries but one: app-based gig workers. This industry tends to be a solitary one in which individuals work primarily on their own, setting their own hours and doing their own thing. So, it is not surprising that those in this industry are more engaged when not working on a team.

Industry	% Team Membership	% FE Team	% FE Not Team
Construction & Related Trades	91%	16%	7%
Education	91%	14%	5%
Healthcare	90%	13%	8%
Healthcare Support	88%	14%	6%
Finance	93%	16%	11%
Real Estate	88%	15%	2%
Information	91%	15%	5%
Leisure & Hospitality	90%	15%	4%
Manufacturing	90%	12%	6%
Professional Services	88%	16%	8%
Trade	86%	14%	5%
Technology	95%	21%	6%
Transportation & Warehousing	85%	14%	3%
Food Service	85%	14%	5%
App-Based Task Employment	78%	11%	17%

Appendix B

Survey Items

Which of the following best describes your employment status? If you have more than one job, please describe your primary employment.

- 1 **Part-time** job

- 2 or more **Part-time** jobs for different companies

- I am self-employed **Part-time** as a contingent worker (a.k.a. independent contractor, consultant, or freelancer), and I do not work for anyone else

- 1 **Full-time** job

- I am self-employed **Full-time** as a contingent worker (a.k.a. independent contractor, consultant, or freelancer), and I do not work for anyone else

- 2 **Full-time** jobs for different companies

- 1 **Full-time** job & 1 **Part-time** job for different companies

- 1 **Part-time** job & am self-employed **Part-time** as a contingent worker (a.k.a. independent contractor, consultant, or freelancer).

- 1 **Part-time** job & am self-employed **Full-time** as a contingent worker (a.k.a. independent contractor, consultant, or freelancer).

- 1 **Full-time** job & am self-employed part time as a contingent worker (a.k.a. independent contractor, consultant, or freelancer).

- 1 **Full-time** job & am self-employed full time as a contingent worker (a.k.a. independent contractor, consultant, or freelancer).

- I am not currently employed. (Drop from survey)

How many employees work for your primary company? Please consider all employees globally, not just your specific location.

- 1–49

- 50–249

- 250–999

- 1000+

In which industry are you currently employed for your primary work?

- Construction and related trades (contractors, project managers, etc.)

- Education (primary, secondary, higher education, technical, daycare)

- Healthcare (in and outpatient, healthcare professionals)

- Healthcare support (family services/patient advocacy, pharmaceuticals, medical devices)

- Finance (banking, insurance, exchanges, brokerages)

- Real estate (including rentals, leasing, etc.)

- Information (publishing, radio, television, telecommunications, motion picture, data processing, hosting, and related services)

- Leisure & hospitality (accommodations/hotels, restaurants/food services, amusement or cultural sites [park, camp, casino, museum, historic, sports], artists/athletes or agents/managers)

- Manufacturing (apparel, beverage, chemical, machinery, textiles, wood, paper, etc.)

- Professional services (advertising/public relations, consulting, business/travel/facilities services, legal, accounting, architectural, engineering, computer systems design, research/scientific/technical services)

- Trade (retail or wholesale — apparel, home/furnishings, home improvement, automotive, office supplies/equipment, electronics/appliances, etc.)

- Technology (including information, ICT, development, administration, support, robotics, data security, automation, AI, applications, devices, e-commerce, database management, operations, etc.)

- Transportation & warehousing (air/rail/water, courier, storage, etc.)

- Food service (servers, cooking staff, delivery drivers, waiters)

- App-based task employment (Uber, Lyft, Door Dash, Shipt, Task Rabbit, etc.)

Which of the following best describes your level within your primary company?

- Upper Management

- Middle Management

- Frontline Management

- Individual Contributor

- Intern/Temporary Employee

Ethnicity

Which of the following best describes your family history in the country where you live?

*   I am a non-resident alien, immigrant, or visitor.

*   My parents immigrated to this country.

*   My parents were born in this country, but my grandparents were born somewhere else.

*   My grandparents were born in this country.

Gender

*   Male

*   Female

*   Non-binary

*   Prefer not to answer

Age

*   18–19

*   20–39

*   40–54

*   55–74

*   75+

What is the highest level of education that you have completed?

*   High School diploma/GED

*   Some college, no degree

*   2-year degree

*   4-year degree

*   Professional or advanced degree

*   None of the above

Which, if any, of the following apply to you? (check all that apply)

- Married/Living with partner

- Have child(ren) ages 5 and under

- Have child(ren) ages 6–17

- Have children 18+ living at home

- Have children 18+ who do not live at home

- Caregiver to parents or other adults

- Have a pet

- Volunteer in personal time

- I do not wish to answer

- None of these

How long have you held your current job?

- 0–1 Year (I secured this job before COVID-19)

- 0–1 Year (I had to find new employment due to COVID-19)

- 1–2 Years

- 2–4 Years

- 5–8 Years

- More than 8 Years

What percent of the work you do for your employer is done virtually?

- 0%–19%

- 20%–39%

- 40%–59%

- 60%–79%

- 80%–99%

- 100%

What percent of the work you do for your employer was done virtually before the COVID-19 crisis caused companies to change how work gets done?

- 0%–19%

- 20%–39%

- 40%–59%

- 60%–79%

- 80%–99%

- 100%

Engagement Scale

- I am really enthusiastic about the mission of my company.

- At work, I clearly understand what is expected of me.

- In my team, I am surrounded by people who share my values.

- I have the chance to use my strengths every day at work.

- My teammates have my back.

- I know I will be recognized for excellent work.

- I have great confidence in my company's future.

- In my work I am always challenged to grow.

Calibration Scale

- My workload is manageable.

- The work I do is important to the success of the company.

- At work, I am satisfied with my job responsibilities.

- I am provided opportunities for growth and development.

Resilience Scale

- I have all the freedom I need to decide how to get my work done.

- No matter what else is going on around me, I can stay focused on getting my work done.

- In the last week, I have felt excited to work every day.

- I always believe that things are going to work out for the best.

- My team leader tells me what I need to know before I need to know it.

- I trust my team leader.

- I am encouraged to take risks.

- Senior leaders are one step ahead of events.

- Senior leaders always do what they say they are going to do.

- I completely trust my company's senior leaders.

Would you say you are a member of a team at work?

- Yes, I am a member of a team

- Yes, I am a member of two or more teams

- No, I am not a member of a team

How would you describe the team(s) of which you are a part? (check all that apply)

- Static/consistent over time

- Dynamic/changing over time

- Visible on an organizational chart

- Disconnected from organizational hierarchy

- Cross-departmental/cross-functional

- Inclusive of employees and external contractors/vendors

- Virtual

Have you or someone in your immediate community been infected with COVID-19?

- I have contracted COVID-19

- I have not contracted COVID-19 but have underlying health conditions that put me at a higher risk

- Someone else in my household has contracted COVID-19 (e.g., spouse, child, parent)

- A colleague at work has contracted COVID-19

- Someone I know outside of work has contracted COVID-19

- No one in my immediate community has been infected with COVID-19

What type of work do you do? What best describes a typical day at work for you?

- I have a level of freedom to use my expertise to create something new.

- I use a level of expertise to solve similar problems each day.

- I do similar repetitive tasks each day.

When do you think you will feel safe returning to work after COVID-19?

- I continue to go to work as normal during the crisis.

- I have already returned to work.

- I feel safe returning to work now

- I think I will feel safe returning to work in a couple of weeks

- I think I will feel safe returning to work in a month or two

- I will feel safe when my government says it is safe

- I may never feel safe returning to work.

Team Trust

- I can trust my teammates to do what they say they are going to do.

Outside Resilience

- The work I do is important to my sense of purpose in life.

- My workplace is somewhere I feel that I belong.

- The work I do is consistent with my personal values and beliefs.

Team Cohesion

- My teammates always share information.

- We learn from each other on my team.

- I believe everyone on my team values my opinion.

- When my team collaborates, we always create something great.

Trust (Gender)

- My direct supervisor is the same gender as I am.

What changes have occurred for you and your work due to the COVID-19 pandemic? (Select all that apply)

- Sheltered in place due to governmental restrictions

- Physical office space closed

- Job changed to be mostly virtual

- Fewer work hours

- More work hours

- Increased use of technology

- Employees have been furloughed (a temporary layoff from work)

- Layoffs (termination of employment)

- One-time payment from workplace to help with unexpected hardships

- Encouraged to take vacation time

- Promotions placed on hold

What changes do you anticipate will become permanent after the COVID-19 pandemic? (Select all that apply)

- Wearing of personal protective equipment in the workplace (masks and gloves)

- Social Distancing (e.g., reduced number of people in a given location)

- Having my temperature taken by employers

- Changes in work hours

- Remaining as virtual employee

- Physical office spaces closed

- Limits to business travel

- Required quarantine after business or personal travel

- No shared desks

- Physical barriers between desks and cubicle

- Work shift arrangements to limit the number of workers in the office

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