

workhuman*

The Evolution of Work Report: North America

EXECUTIVE BRIEF





How we work, where we work, and the overall expectation of the workplace experience have fundamentally changed in the last three years.

And with those fundamental shifts, it became clear that many employees feel underpaid, undervalued, and think the organization they work for should do something about it. And if that doesn't happen, they are willing to take their talents elsewhere.

The goal of this report is to understand how work has evolved broadly, and further, how it has impacted groups of employees differently. Some questions we considered:

- How have the experiences of caretakers, employees of color, and LGBTQIA+ employees been affected?
- Are employees across different industries and countries feeling the impact of workplace evolution at the same rate?
- What strategies used to boost the employee experience are common among all employees?

In the 15th iteration of our white paper series, Workhuman® iQ polled more than 4,100 full-time employees in the United States, United Kingdom, Ireland, and Canada for this report. In addition to this being the most expansive and diverse survey we have fielded, it's also our deepest foray into some of the intricacies and intersections of the employee experience.

This executive brief describes key takeaways from the report and presents specific data for employees working in the U.S. and Canada.

As we found in our research, leaders who value the employee experience are the most likely to see their employees thrive.

Before we dig into the strategies forward-thinking leaders are using to boost the employee experience, here's a brief look at the state of the workplace.

Ways of working

All respondents

49%

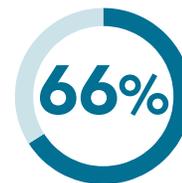
Fully on-site

40%

Hybrid

11%

Fully remote



Satisfied with my working arrangement

U.S.

54%

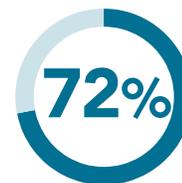
Fully on-site

33%

Hybrid

13%

Fully remote



Satisfied with my working arrangement

Canada

49%

Fully on-site

38%

Hybrid

13%

Fully remote



Satisfied with my working arrangement

The percent of fully remote workers in Canada decreased nearly 10% since our 2022 report. Of those:

70%

Returned to fully on-site

30%

Went hybrid

Job security/insecurity

Who is looking for a job?

37%

All respondents

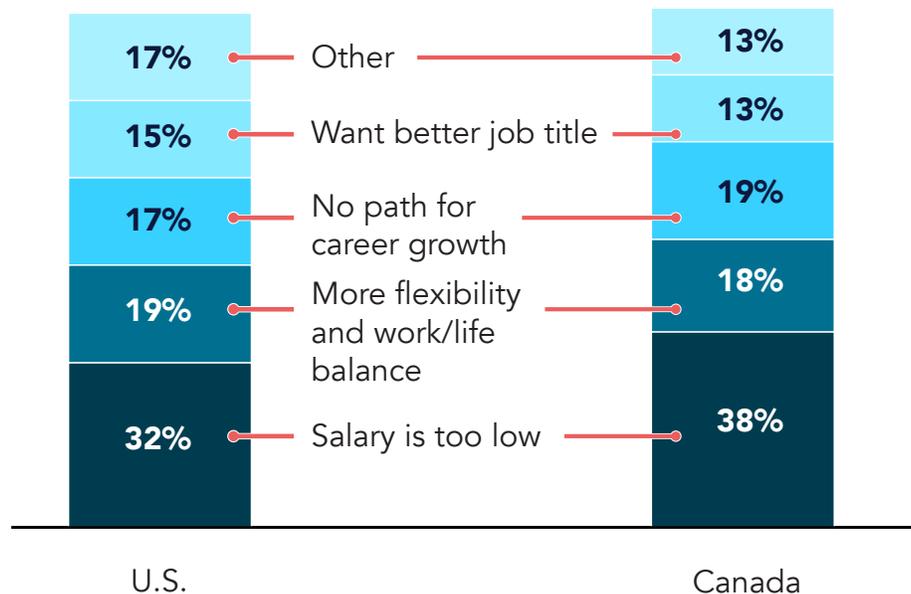
33%

U.S.

38%

Canada

Why?



Who is afraid of losing their job?

18%

All respondents

13%

U.S.

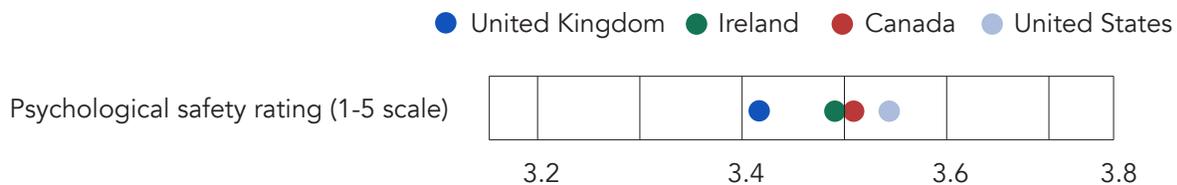
18%

Canada

How do employees feel at work?

Employees in the U.S. and Canada have higher psychological safety scores than employees in the U.K. and Ireland.

What is psychological safety? The belief that you won't be humiliated or met with consequences for speaking up with ideas, questions, and concerns, or making mistakes.



Positive impacts on psychological safety

"My unique skills and talents are valued and utilized."

"No one at my organization would deliberately act in a way that undermines my effort."

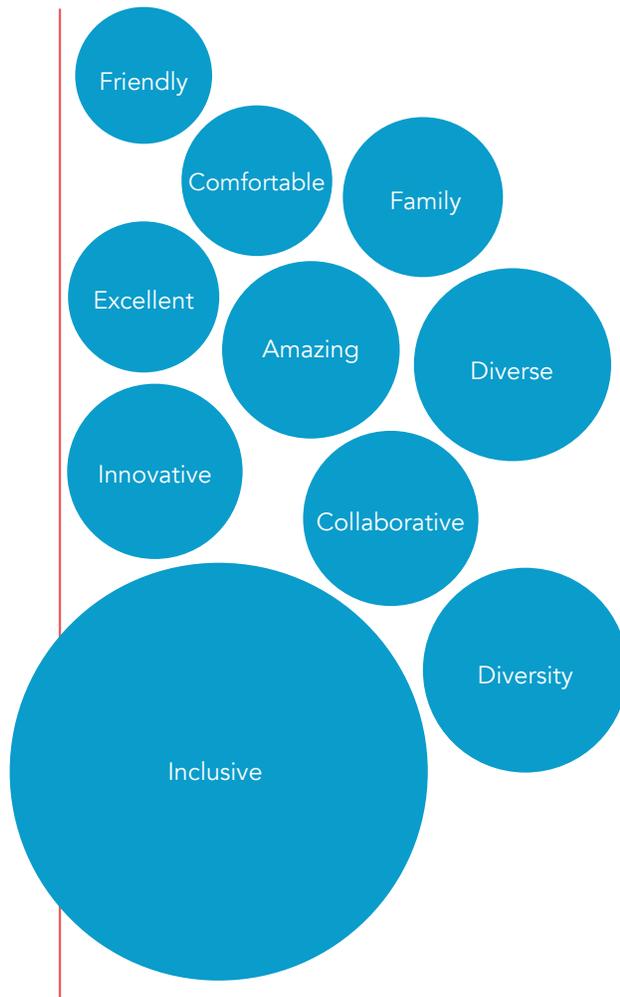
Negative impacts on psychological safety

"People at this organization sometimes reject others for being different."

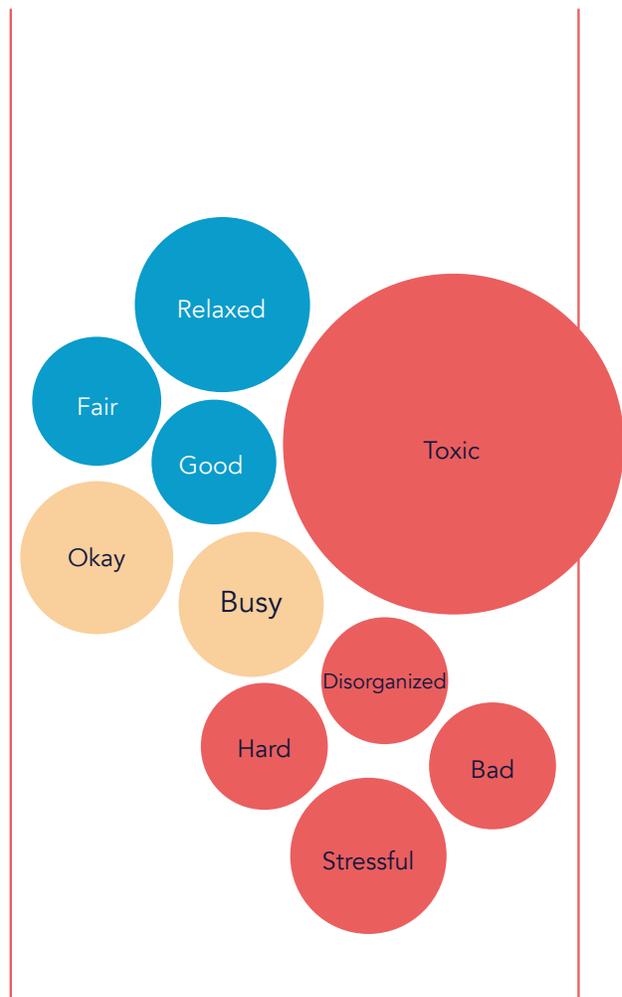
"It's difficult to ask other members of the organization for help."

Company culture

How do employees feel about their company culture? We asked, and they answered in one word. By comparing the words used to describe cultures with a recognition program versus without, the outsized impact of gratitude is clear.



With a recognition program



Without a recognition program

The human workplace

The Evolution of Work report confirms that the nuances and intersections of employees make it impossible to consider a one-size-fits-all solution to the employee experience.

However, our research also found certain aspects of a positive employee experience are common among satisfied employees, despite differences in age, race, country, and industry.

Even better, these elements are easy to adapt to fit the distinct needs of all employees.

The human workplace comprises three pillars: **employee recognition**, **life events**, and **check-ins**. By themselves, each of these factors moves the needle toward a more positive employee experience. Together, they transform it.



Employee recognition



Who has a recognition program?

55%

All respondents

60%

U.S.

59%

Canada

Similar to how a recognition program leads to a more positive company culture, employees with a recognition program are:

1.5x

more likely to feel **connected to their organization**

1.3x

more likely to feel **connected to their colleagues**

1.2x

more likely to feel like their **workload is manageable**

1.4x

more likely to **recommend their company to a friend**

Life events



Who celebrates life events?

54%

All
respondents

60%

U.S.

52%

Canada

Life events refers to the act of celebrating employee accomplishments that happen outside of work. This can include new homes, marriages, new pets, babies, and even achievements in education.

When employees celebrate life events, they are:

1.3x

more likely to be
highly engaged

1.3x

more likely to **recommend their organization to a friend**

1.6x

more likely to feel **connected to their organization's culture**

Check-ins



Who checks in at least once a week?

49%

All
respondents

56%

U.S.

48%

Canada

Checking in frequently with a manager sounds basic, but it's of great importance. When employees meet with their manager at least once a week, compared to employees who never check in with their manager, they are:

1.2x

more likely to say their
workload is manageable

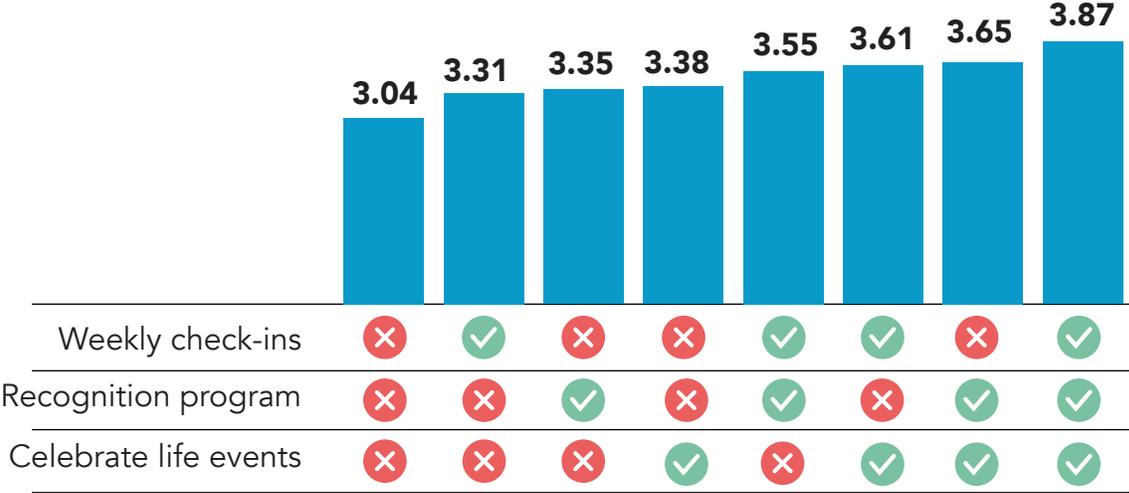
2.4x

more likely to **see a path to
grow within the organization**

1.5x

more likely to **be
highly engaged**

Now let's see what happens when you put these three tools together to form a human workplace.



Cumulative impact of workplace features on psychological safety rating (1-5 scale)

When a positive feedback cycle is in place, goodness begets goodness, as seen in these results. The employees working at organizations with all of these features – recognition, life events, and check-ins – are in the best place to thrive. These employees tout an impressive psychological safety score – the highest in the entire sample, in fact.



Conclusion

Recognizing, celebrating, and checking in with employees are the keys to building a human workplace, something employees are more than ready for. When leaders invest in their employees' growth and wellness, they demonstrate that they value the whole human and that they as individuals matter to the company.

In today's workplace, employees are empowered to ask for what they need and look elsewhere if they don't get it. And with wide swaths of the workforce demanding more from their employers – more equity, more empathy, more humanity – now is the time for employers to get on board.

This evolution is only the beginning, but what's clear already is that employers who listen and act, who recognize and celebrate their people, and who prioritize the wellbeing of their workforce are setting themselves up to thrive in the future of work.

For even more insights into economic uncertainty, DEI, company culture, and more, check out the [full report](#).

To take the next step in building a culture of appreciation, visit workhuman.com.

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