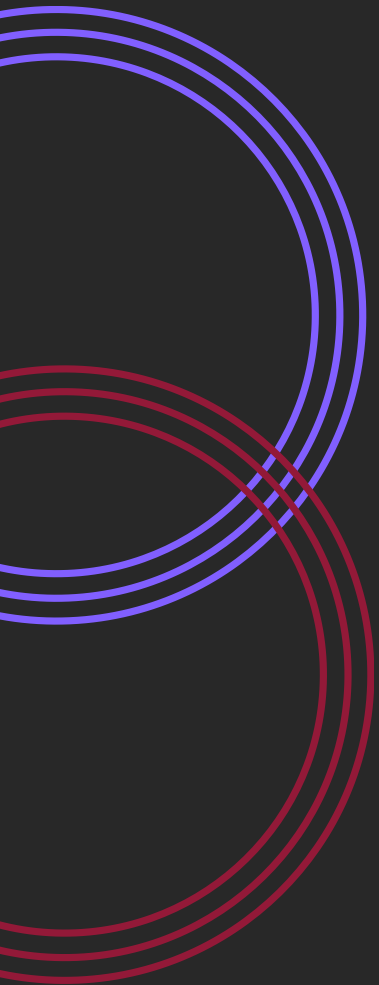




**RICOH**

2024 North American Workplace  
Fulfillment Gap Index



# Background

# Methodology

The 2024 North American Workplace Fulfillment Gap Index survey was conducted online from September 27 – October 3, 2024, among a sample of 2,013 U.S. and Canadian adults ages 18-64 who are employed full time.

## Sub-Group Analysis:

- Total (all respondents) – n=2,013
- Location:
  - US – n=1,007
  - Can – n=1,006
- Workplace:
  - Onsite – n=1,296; work full-time in a traditional office setting
  - Remote – n=261; work full-time from home
  - Hybrid – n=456; work both office and remote
- Generation:
  - Gen Z – n=325
  - Millennial – n=845
  - Gen X – n=676
  - Boomer+ – n=167

The survey was fielded by Big Village using opt-in panel members. Quota sampling is used to collect a nationwide sample of respondents who are then weighted by gender, age, region, race/ethnicity, and education to mirror the demographical composition of the population.

This report presents the main findings.

# Summary

Reported workplace fulfillment is down over the past five years, yet fulfillment is a primary deciding factor in whether to stay with a company; not all agree it's the company's responsibility to help bring the best out in their employees.

- 51% of employees feel less fulfilled at work now compared to five years ago but 84% say their fulfillment is an important deciding factor in whether to stay with a company or not.
- 73% of employees say it is the company's responsibility to help bring the best skills/talents out of their employees; younger generations are more likely than older generations to say this.
- Culture among co-workers (91%) and openness to better ways to work (88%) are important to employees when deciding whether to stay at their current role/company; hybrid workers are more likely to agree with this than onsite and remote workers.
- Employees say feeling fulfilled at work helps them feel fulfilled at home (82%) and that they feel they've contributed to something positive to the world after a day's work (80%); remote workers are less likely to feel this way compared to onsite/hybrid workers.

# Summary

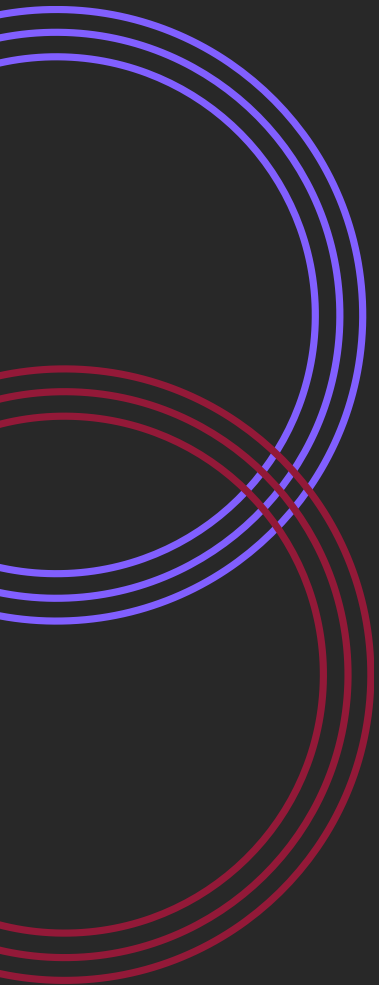
Company investment/focus in core organizational strategies is directly tied to employees' reported fulfillment in those same areas but there is a fulfillment gap among onsite and remote workers and younger and older workers

- Employees rate their overall fulfillment a 6.89 out of 10.
- Employees feel more fulfilled in work/life balance (7.16) and purpose-driven work (6.79) yet there's a gap in how much their companies invest/focus in these areas (6.80 and 6.64 respectively).
- 77% of employees are at least somewhat fulfilled (rating of at least 6 out of 10) at work with 21% completely fulfilled (rating of at least 9 out of 10); Americans (29%) are more likely to be completely fulfilled than Canadians (14%) and Boomers (19%) are more likely than other generations.
- Employees find work/life balance (76%) and a growth-oriented culture (50%) fulfilling; 55% of Millennials find a growth-oriented culture fulfilling.
- Some employees are completely fulfilled in purpose-driven work (24%), growth-oriented culture (19%), work/life balance (29%), and a frictionless environment (21%); boomers are more likely to be fulfilled in these areas than other generations.
- About a quarter of employees say their company invests/focuses a lot (rating of at least 9 out of 10) on making them feel fulfilled in purpose-driven work (23%), growth-oriented culture (20%), work/life balance (27%), and a frictionless environment (20%); Americans are more likely to say their company invests/focuses a lot on these areas than Canadians.

# Summary

About a quarter of employees have experienced unreliable (22%) and incompatible technology (26%), but many still agree AI tools/new technology can allow them to work more efficiently and have more time for passions outside of work.

- Employees agree using AI/new tech will allow them to work more efficiently (65%) and have more time for passions outside of work (58%) with hybrid workers and Gen Z more likely to agree on this than onsite and remote workers and other generations.



# Key Findings

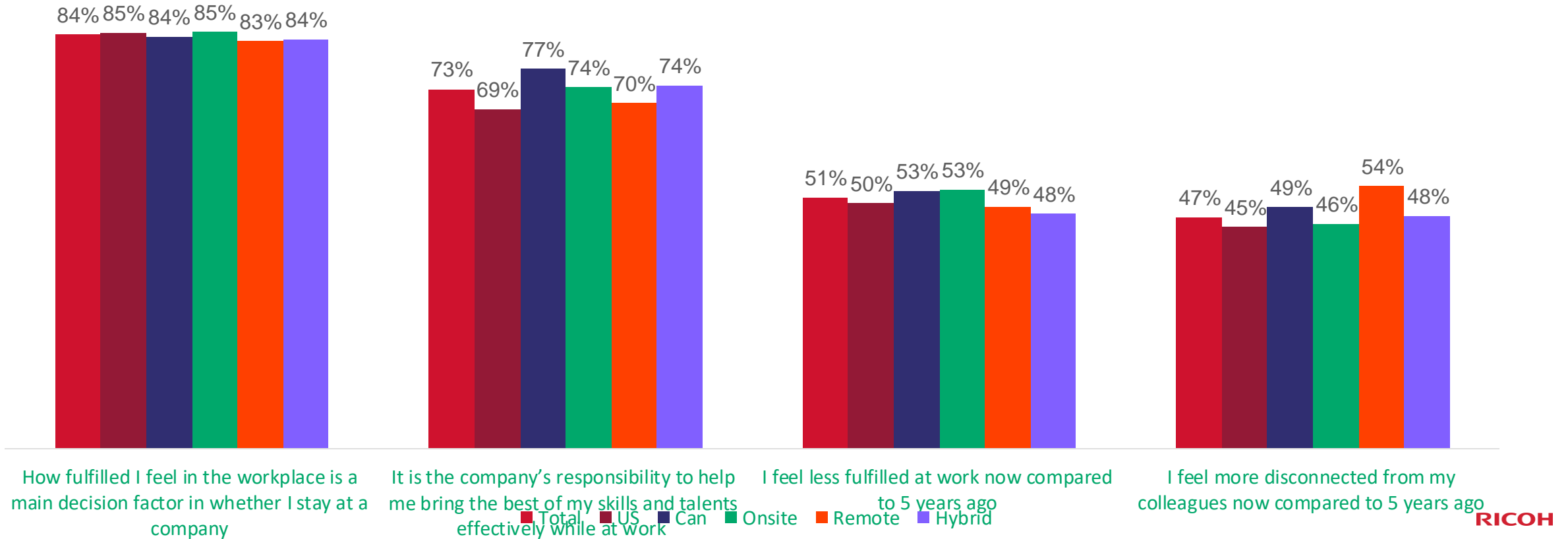


# Workplace Fulfillment



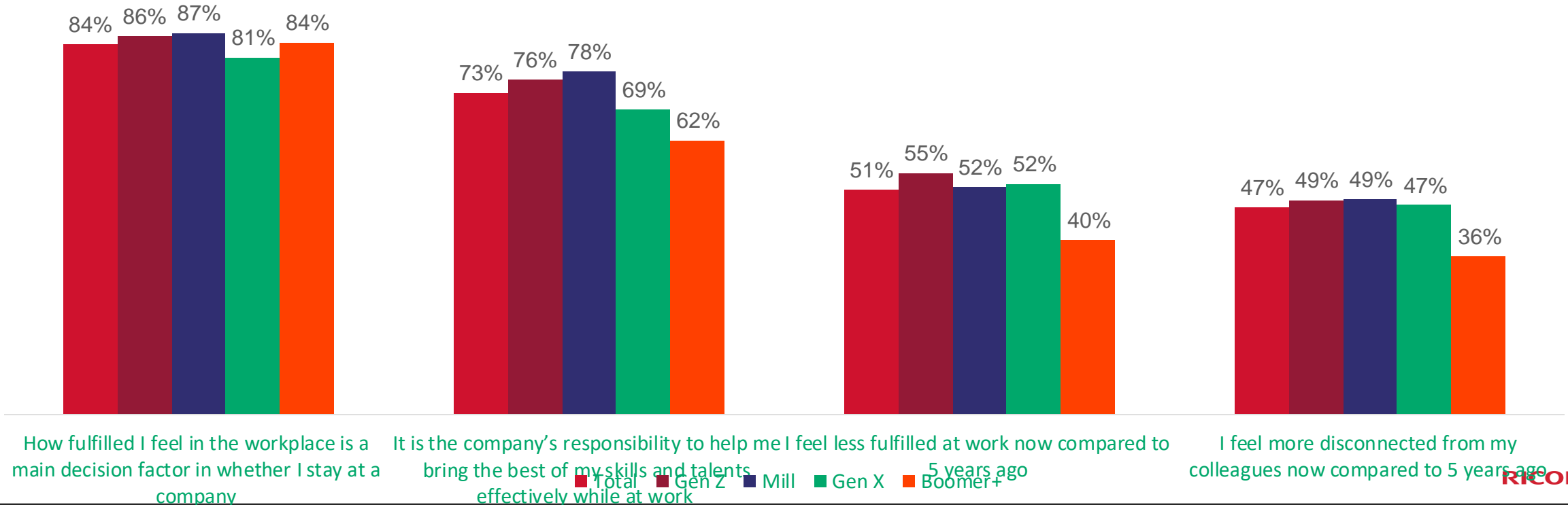
# More than four-in-five employees say their fulfillment in the workplace is a deciding factor in whether they stay at a company

To what extent do you agree or disagree with the following statements?  
 [% Strongly/Somewhat agree NET]



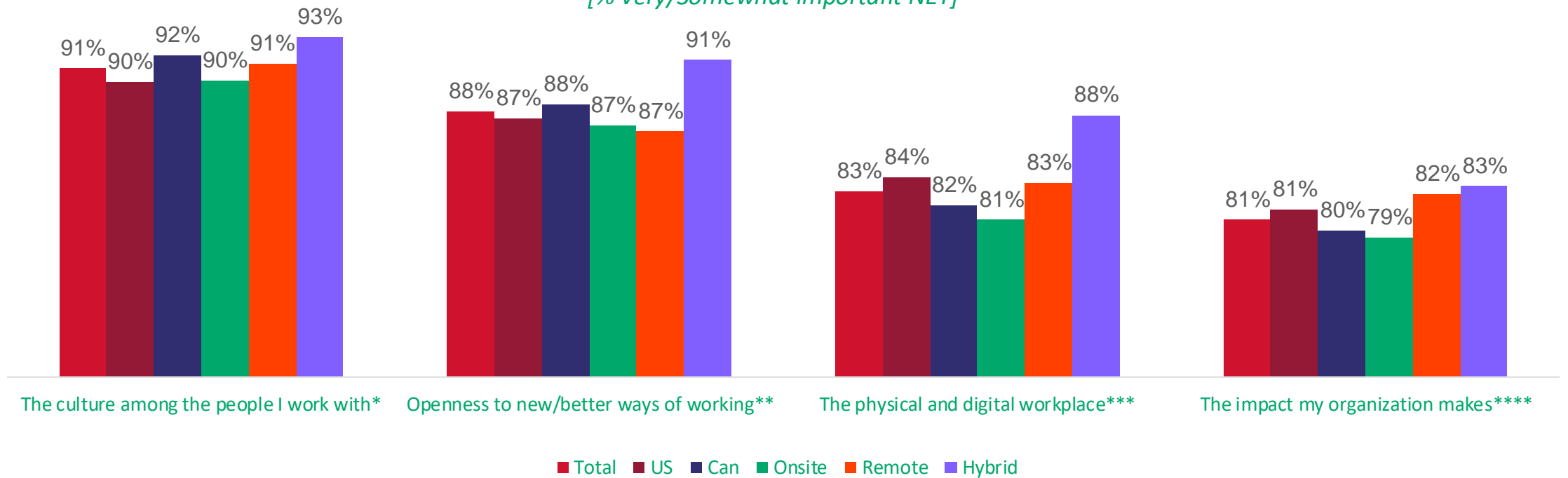
# Millennials are more likely than other generations to say it's the company's responsibility to help them bring the best of their skills while at work

To what extent do you agree or disagree with the following statements?  
 [% Strongly/Somewhat agree NET]



# Culture among co-workers and openness to better ways to work are most important to employees when deciding whether to stay at their current role/company

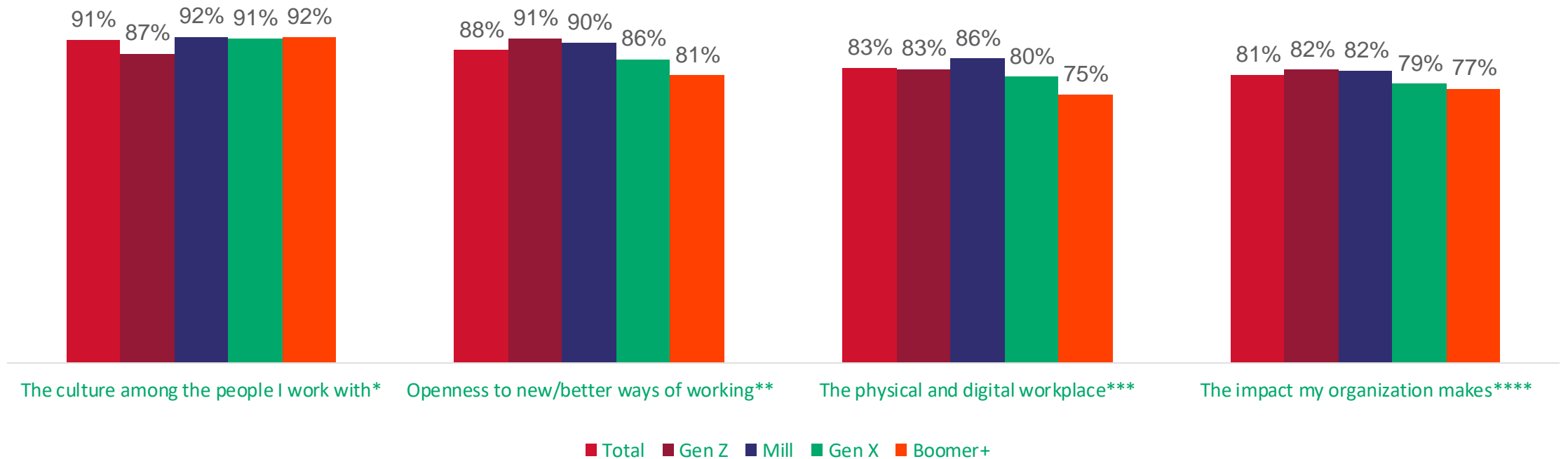
*Benefits and compensation aside, how important are the following in your decision to stay at your current role OR at your current company?  
[% Very/Somewhat important NET]*



\*Values, employee experience, performance, mindfulness, growth and development, balance  
 \*\*Hardware, software, or services that automate repetitive or boring tasks so you can focus on more valuable work  
 \*\*\* Latest technology, modern amenities, effective collaboration tools  
 \*\*\*\*Company purpose, community/society impact, sustainability, philanthropy, diversity & inclusion

# Nine-in-10 employees say the culture among those they work with is important in their decision to stay at their current role/company

*Benefits and compensation aside, how important are the following in your decision to stay at your current role OR at your current company?  
[% Very/Somewhat important NET]*



\*Values, employee experience, performance, mindfulness, growth and development, balance

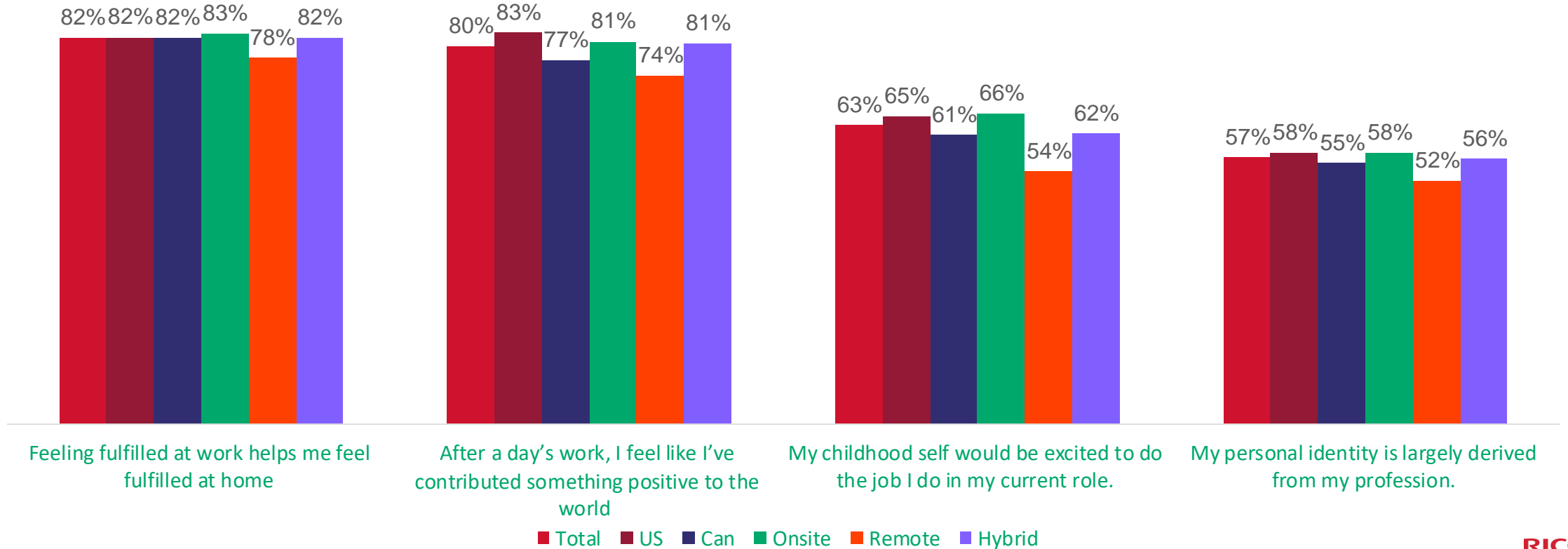
\*\*Hardware, software, or services that automate repetitive or boring tasks so you can focus on more valuable work

\*\*\* Latest technology, modern amenities, effective collaboration tools

\*\*\*\*Company purpose, community/society impact, sustainability, philanthropy, diversity & inclusion

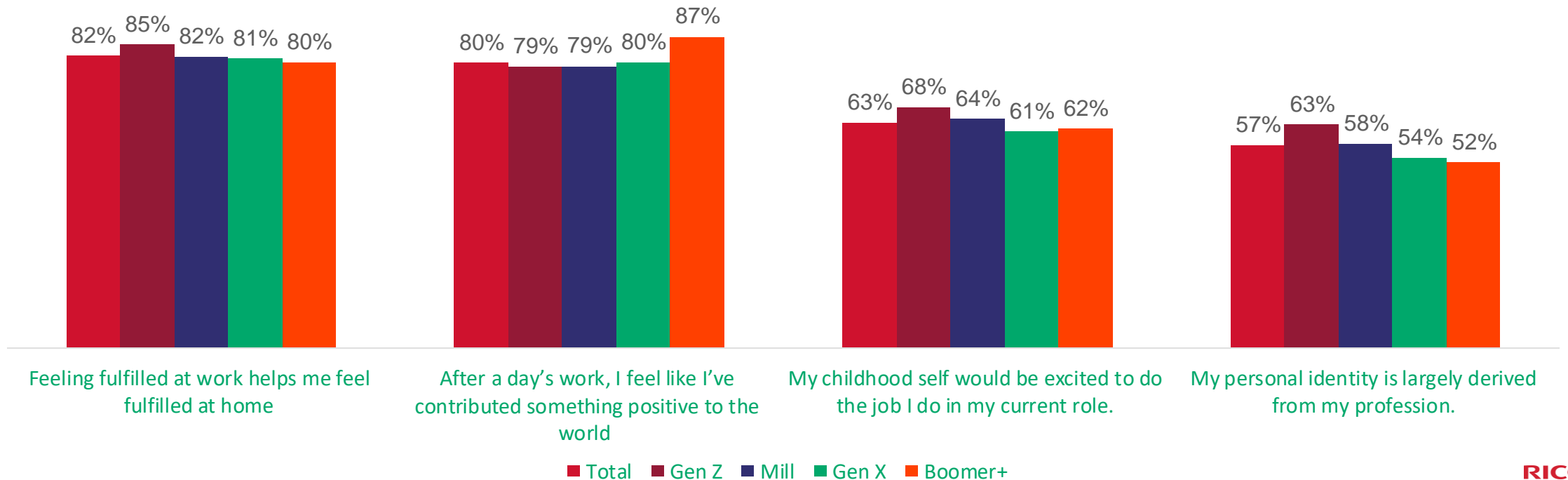
# Four-in-five employees say feeling fulfilled at work helps them feel fulfilled at home and they feel they've contributed something positive after a day's work

To what extent do you agree or disagree with the following statements?  
 [% Strongly/Somewhat agree NET]



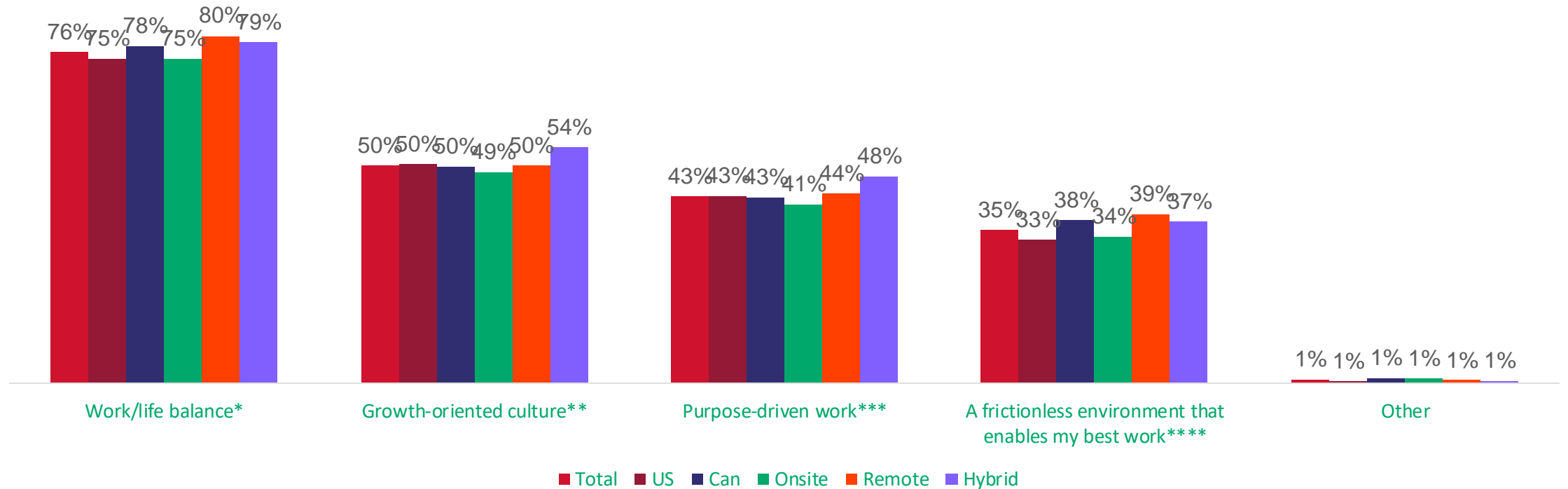
Boomers are more likely to feel they've contributed something positive to the world after a day's work but less likely to say their identity is derived from their profession

To what extent do you agree or disagree with the following statements?  
 [% Strongly/Somewhat agree NET]



# Three-quarters of employees find a work/life balance fulfilling and half want a growth-oriented culture

*Benefits and compensation aside, which of the following most contribute to your sense of fulfillment at work? Select up to three.*



\*An adequate balance between professional responsibilities and personal time away from work

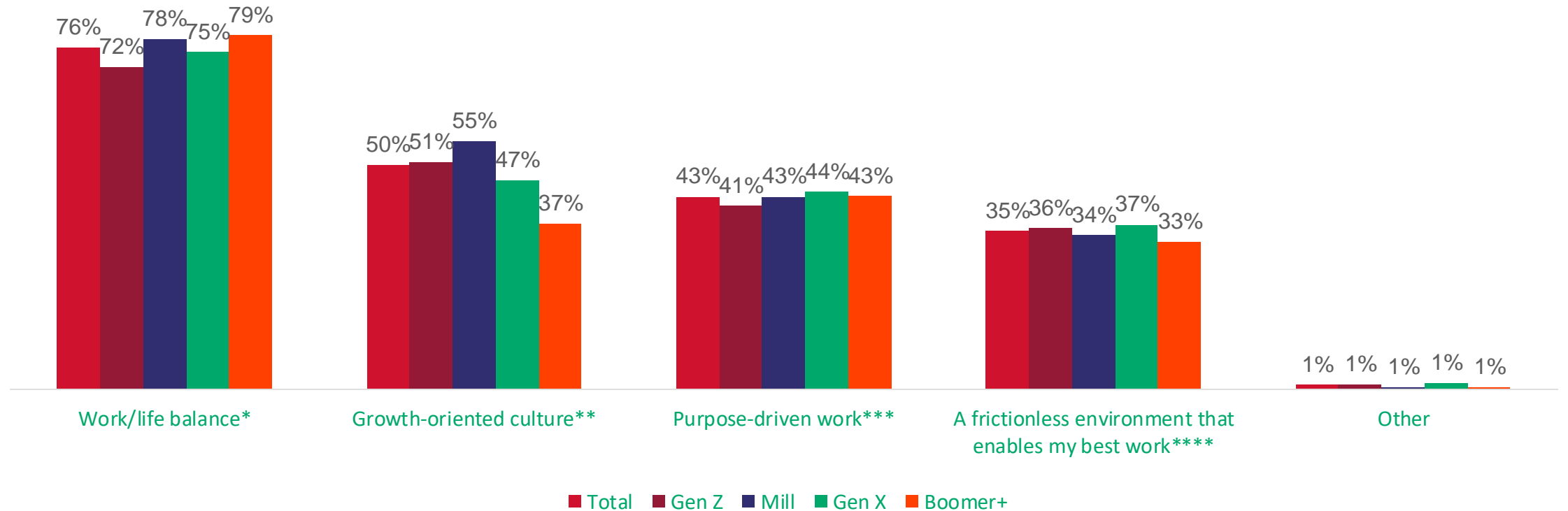
\*\*Acquiring new skills, knowledge and experience; a place where employees feel valued, respected, and empowered to contribute their best

\*\*\*Work that aligns personal values with organizational goals

\*\*\*\*Office technology and digital tools that save time and make you more efficient and/or effective at work

# More than half of Millennials find a growth-oriented culture fulfilling

*Benefits and compensation aside, which of the following most contribute to your sense of fulfillment at work? Select up to three.*



\*An adequate balance between professional responsibilities and personal time away from work

\*\*Acquiring new skills, knowledge and experience; a place where employees feel valued, respected, and empowered to contribute their best

\*\*\*Work that aligns personal values with organizational goals

\*\*\*\*Office technology and digital tools that save time and make you more efficient and/or effective at work





# Fulfillment Gap

# Company investment/focus is tied to employees' overall work fulfillment

*On a scale of 1 to 10, how fulfilled are you overall at work, how much does your company invest or focus on making you feel fulfilled in each of the following areas, and how fulfilled are you in each of the following areas?*

**Total overall fulfillment = 6.89 (out of 10)**

	Company investment/focus (1-10)	Personal fulfillment (1-10)
Work/life balance	6.80	7.16
Purpose-driven work	6.64	6.79
Frictionless environment	6.40	6.62
Growth-oriented culture	6.39	6.47

We see pronounced fulfillment gaps between onsite and remote employees and younger and older cohorts

Fulfillment Gap										
	Total	US	Can	Onsite	Remote	Hybrid	Gen Z	Mill	Gen X	Boomer+
Overall fulfillment	6.89	7.18	6.59	6.92	6.61	6.96	6.90	6.92	6.76	7.22
Personal Fulfillment										
Purpose-centered	6.79	6.98	6.60	6.80	6.48	6.95	6.64	6.78	6.78	7.19
Growth-oriented	6.47	6.68	6.27	6.48	6.26	6.58	6.47	6.47	6.36	6.93
Work/life balance	7.16	7.27	7.05	7.06	7.27	7.37	6.84	7.17	7.21	7.51
Frictionless env.	6.62	6.77	6.47	6.57	6.65	6.75	6.49	6.63	6.57	7.01
Company investment/focus										
Purpose-centered	6.64	6.89	6.39	6.61	6.45	6.84	6.70	6.61	6.57	6.93
Growth-oriented	6.39	6.64	6.15	6.33	6.45	6.54	6.30	6.42	6.32	6.74
Work/life balance	6.80	7.02	6.58	6.69	6.82	6.54	6.51	6.85	6.84	6.97
Frictionless env.	6.40	6.63	6.17	6.29	6.80	6.40	6.13	6.47	6.34	6.78

We see pronounced fulfillment gaps between onsite and remote employees and younger and older cohorts

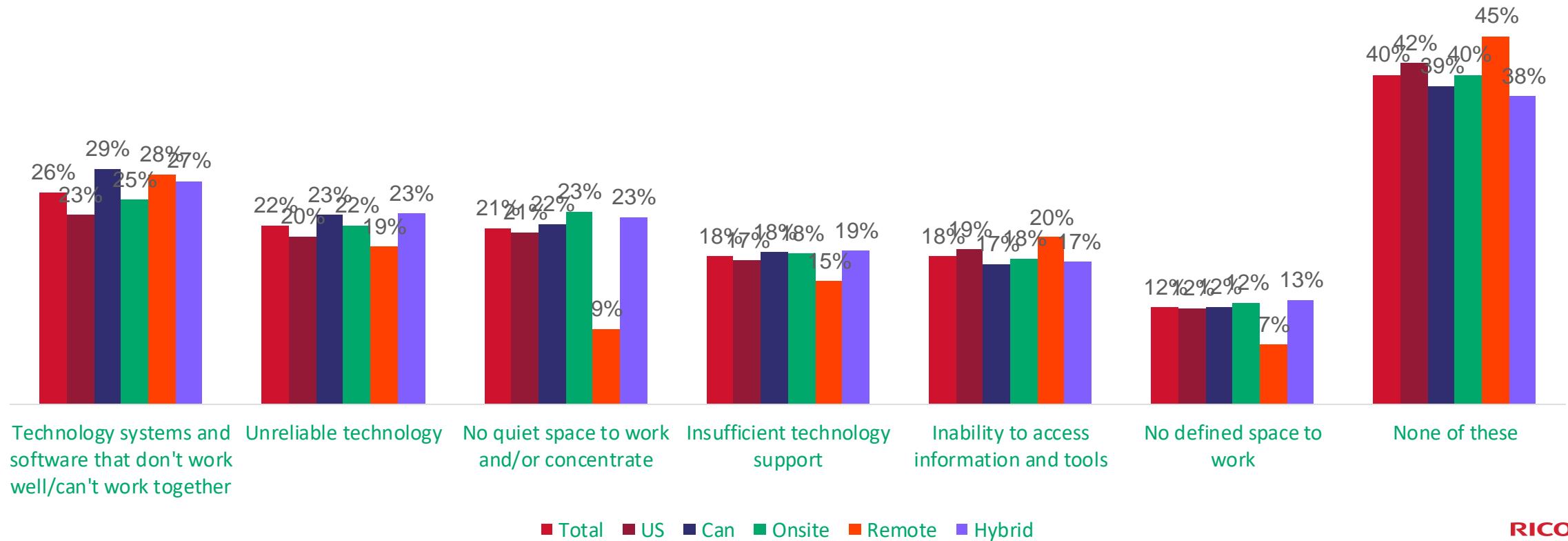
Fulfillment Gap										
	Total	US	Can	Onsite	Remote	Hybrid	Gen Z	Mill	Gen X	Boomer+
Overall fulfillment	6.89	7.18	6.59	6.92	6.61	6.96	6.90	6.92	6.76	7.22
Personal Fulfillment → Company investment/focus Split										
Purpose-centered	0.15	0.09	0.21	0.19	0.03	0.11	-0.06	0.17	0.21	0.26
Growth-oriented	0.08	0.04	0.12	0.15	-0.19	0.04	0.17	0.05	0.04	0.19
Work/life balance	0.36	0.25	0.47	0.37	0.45	0.83	0.33	0.32	0.37	0.54
Frictionless env.	0.22	0.14	0.3	0.28	-0.15	0.35	0.36	0.16	0.23	0.23



# AI/Technology

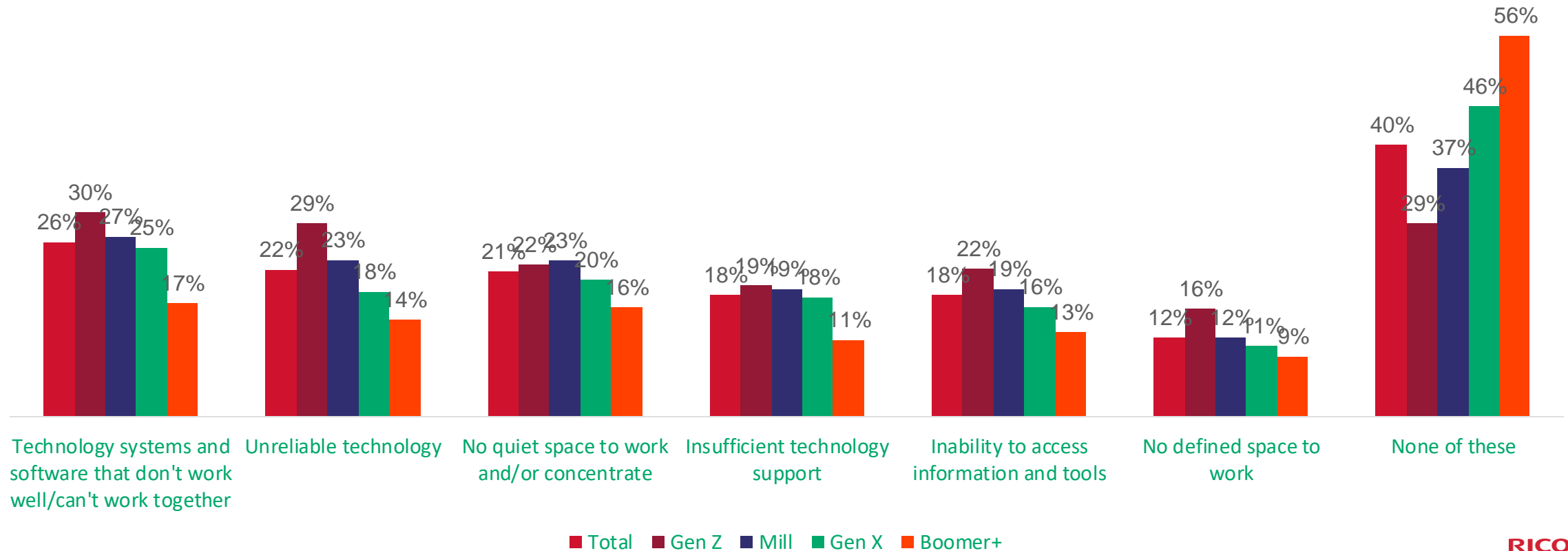
# Incompatible tech systems, unreliable technology and no quiet space to work are most experienced by employees

*Do you experience any of the following while working? Select all that apply.*



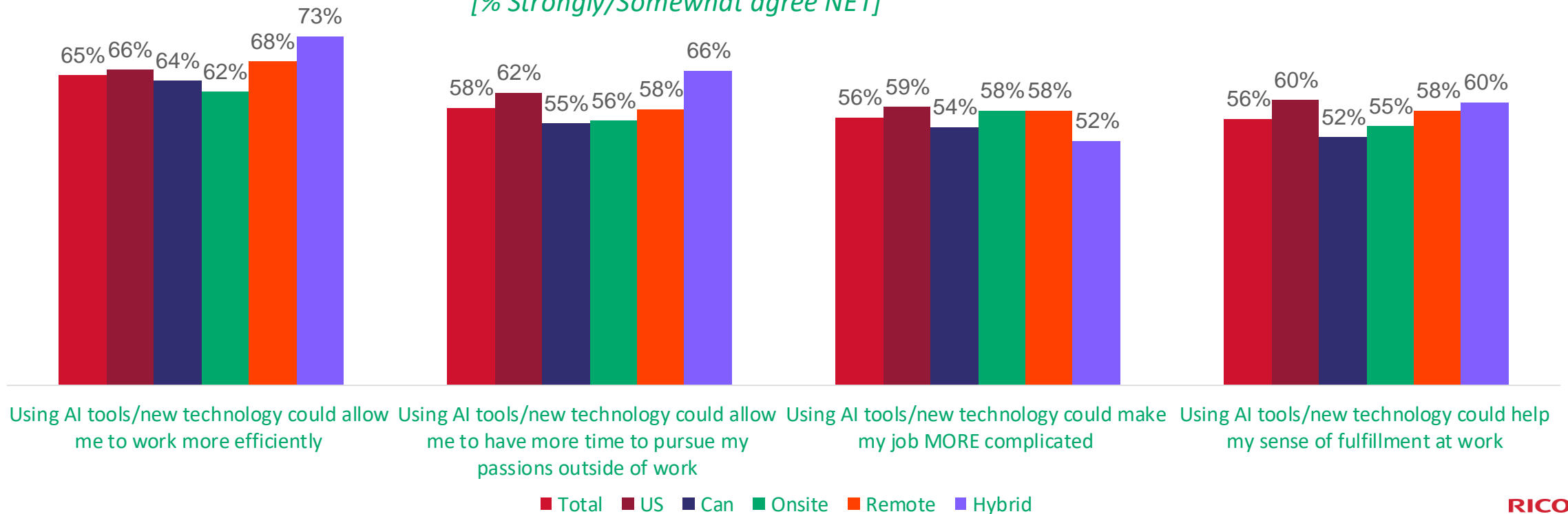
# Younger generations are more likely to have experienced unreliable and incompatible technology/tech systems and software

*Do you experience any of the following while working? Select all that apply.*



Two-thirds agree AI/new tech will allow them to work more efficiently and three-in-five agree it could allow them to have more time for passions outside of work

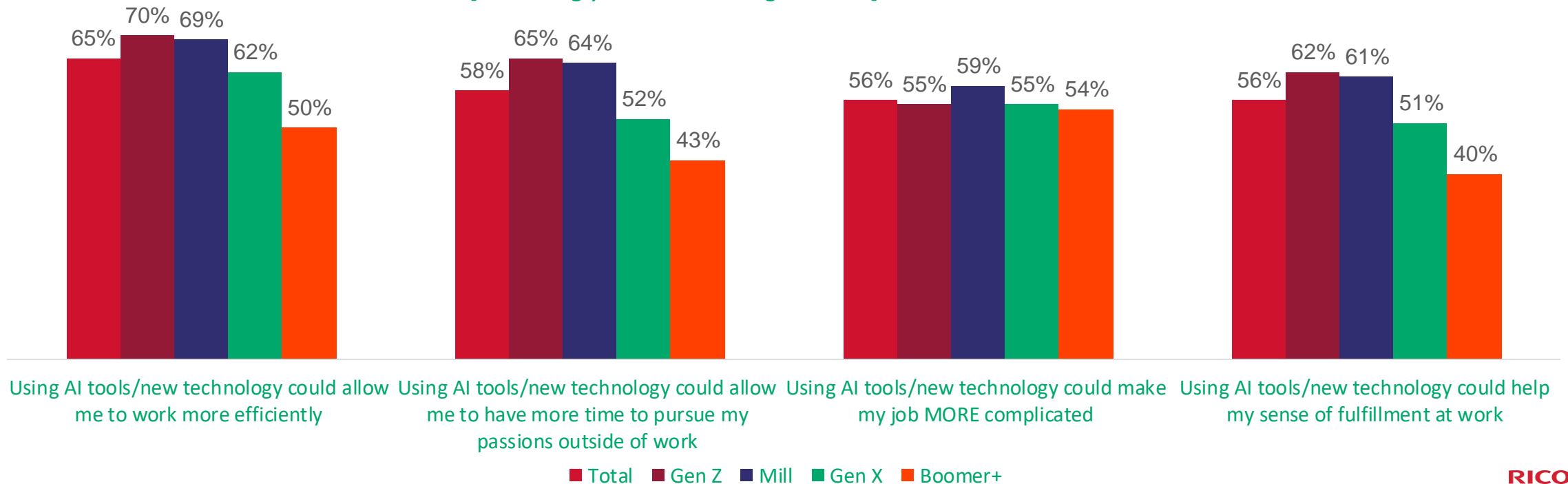
*To what extent do you agree or disagree with the following statements?  
[% Strongly/Somewhat agree NET]*





Younger generations are more likely than older generations to feel using AI/new tech will allow them to work more efficiently and have more time for passions outside of work

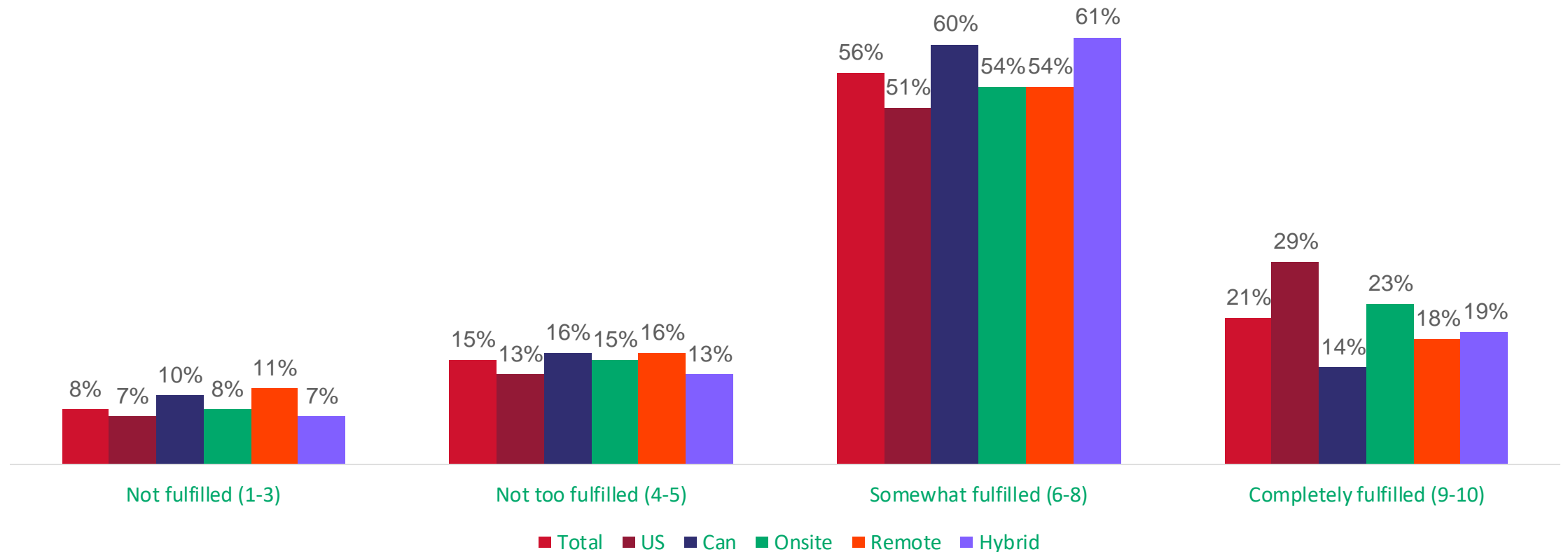
To what extent do you agree or disagree with the following statements?  
 [% Strongly/Somewhat agree NET]



# Appendix

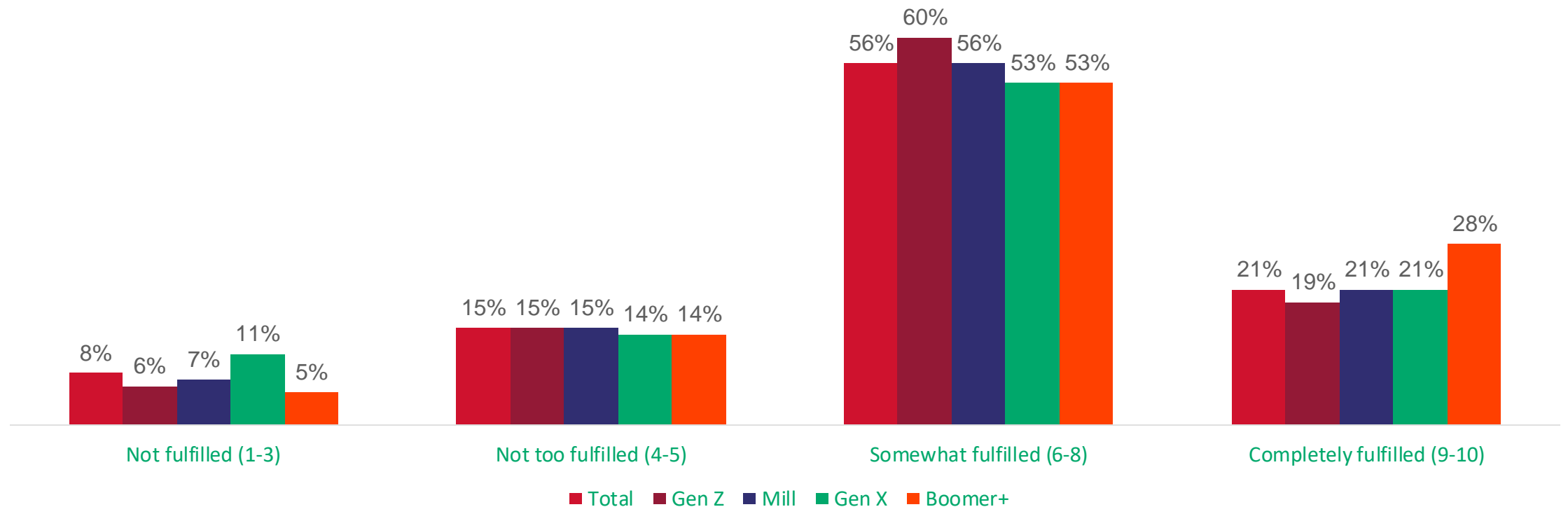
# Three-quarters of employees rate their overall fulfillment at work at least a 6

*On a scale of 1 to 10, with 10 being completely fulfilled, how fulfilled are you overall at work?*



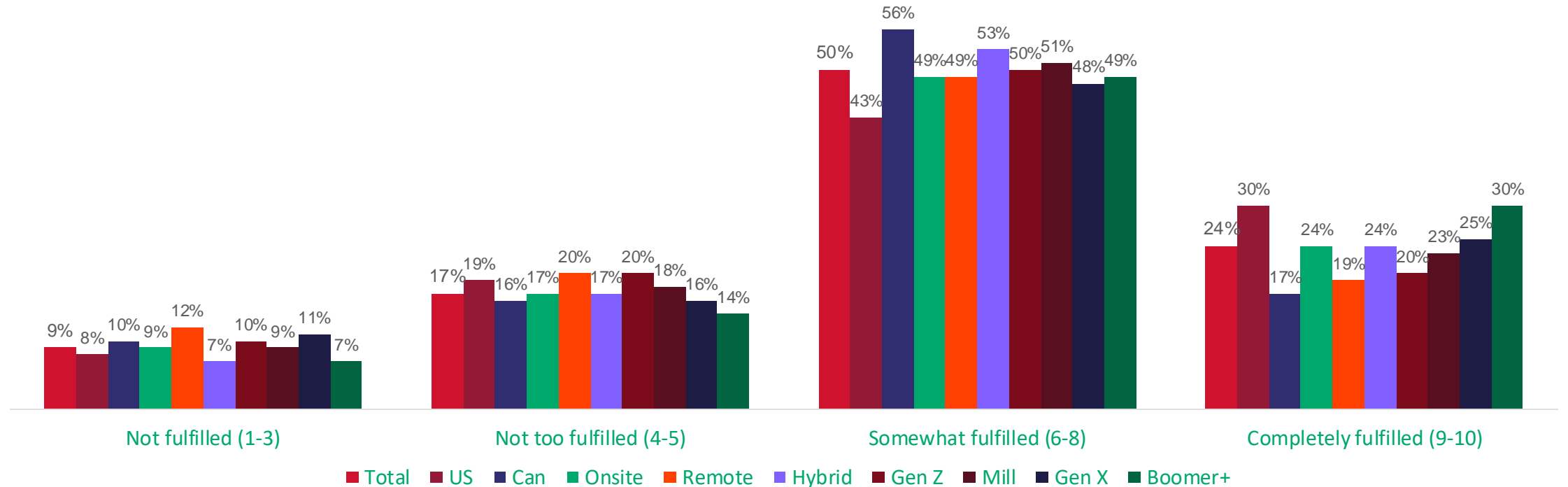
Gen Z is more likely to be somewhat fulfilled (rating of 6-8) but boomers are more likely to be completely fulfilled (rating of 9-10)

*On a scale of 1 to 10, with 10 being completely fulfilled, how fulfilled are you overall at work?*



# Nearly a quarter of employees feel completely fulfilled in purpose driven work; hybrid workers and Boomers are more likely to feel this way

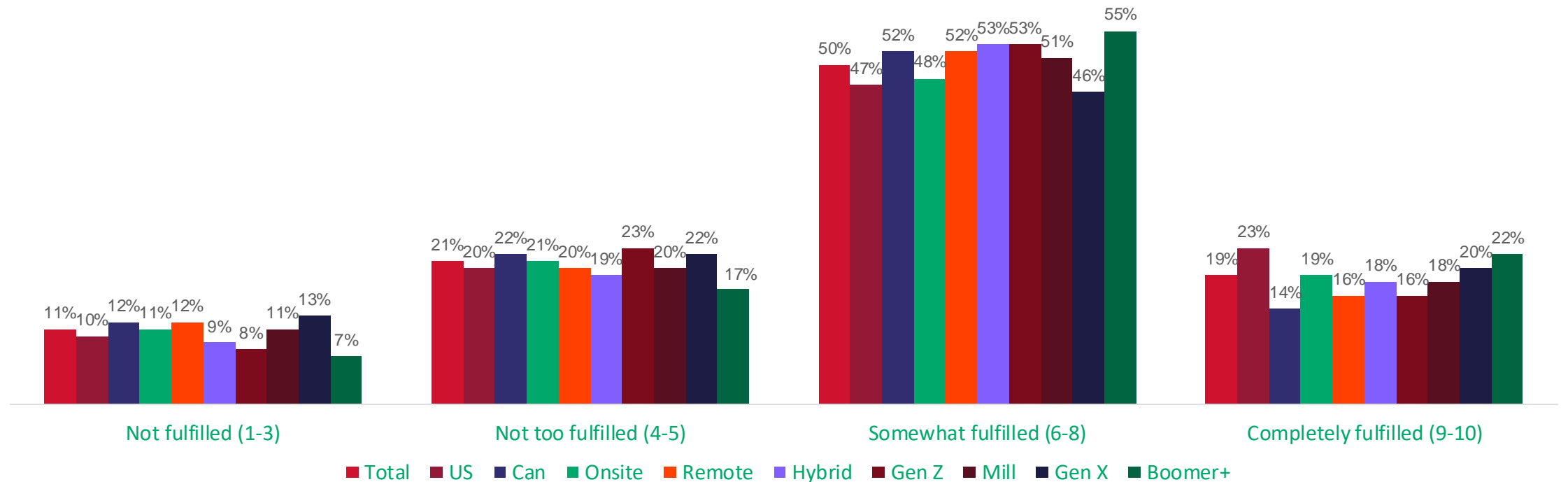
*On a scale of 1 to 10, with 10 being completely fulfilled, how fulfilled are you overall in each of the following areas?  
[Purpose-driven work\*]*



\*Work that aligns personal values with organizational goals

# One-in-five employees feel completely fulfilled in a growth-oriented culture; boomers are more likely to feel this way

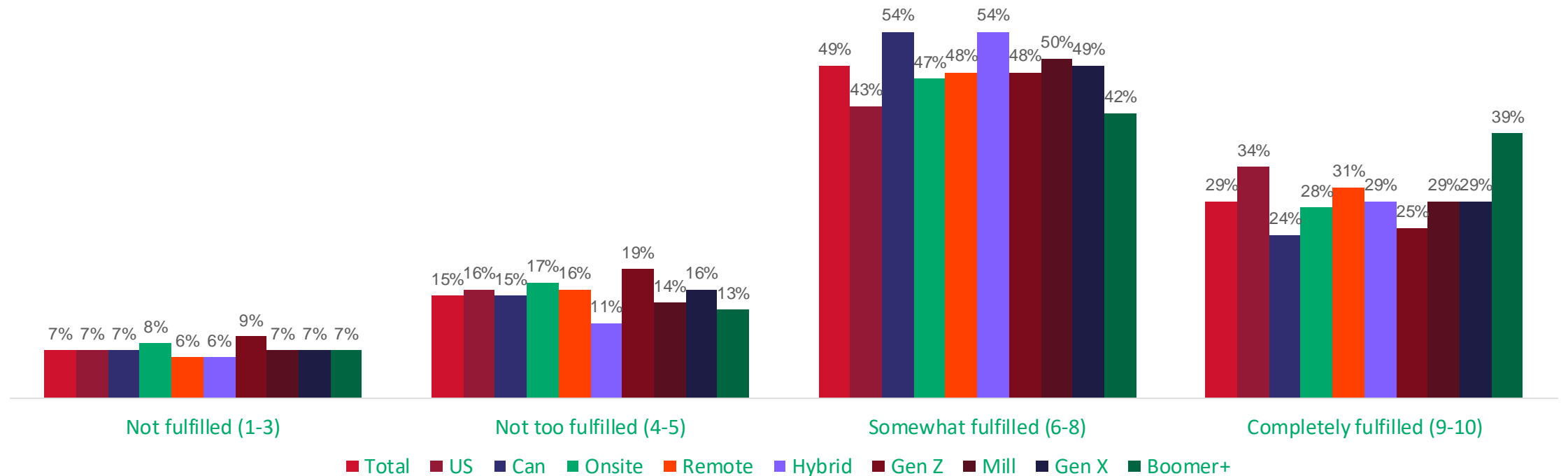
*On a scale of 1 to 10, with 10 being completely fulfilled, how fulfilled are you overall in each of the following areas?  
[Growth-oriented culture\*]*



\*Acquiring new skills, knowledge and experience; a place where employees feel valued, respected, and empowered to contribute their best

# Three-in-10 employees feel completely fulfilled in work/life balance; boomers and remote workers are more likely to feel this way

*On a scale of 1 to 10, with 10 being completely fulfilled, how fulfilled are you overall in each of the following areas?  
[Work/life balance\*]*

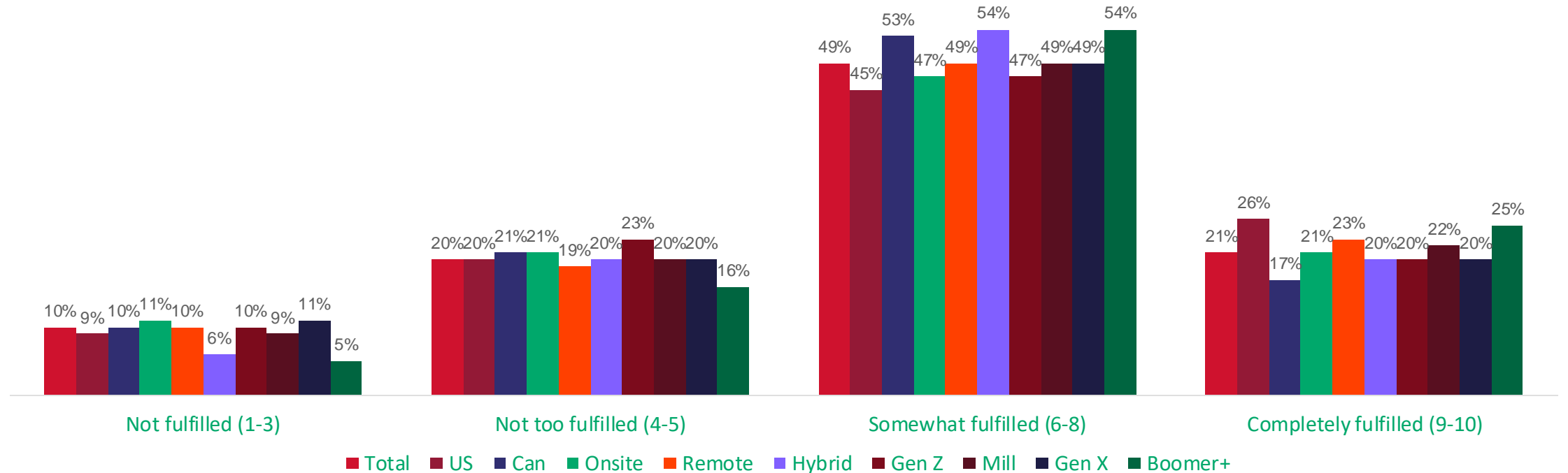


\*An adequate balance between professional responsibilities and personal time away from work

# One-in-five employees feel completely fulfilled in a frictionless environment; boomers and remote workers are more likely to feel this way

*On a scale of 1 to 10, with 10 being completely fulfilled, how fulfilled are you overall in each of the following areas?*

*[A frictionless environment that enables my best work\*]*

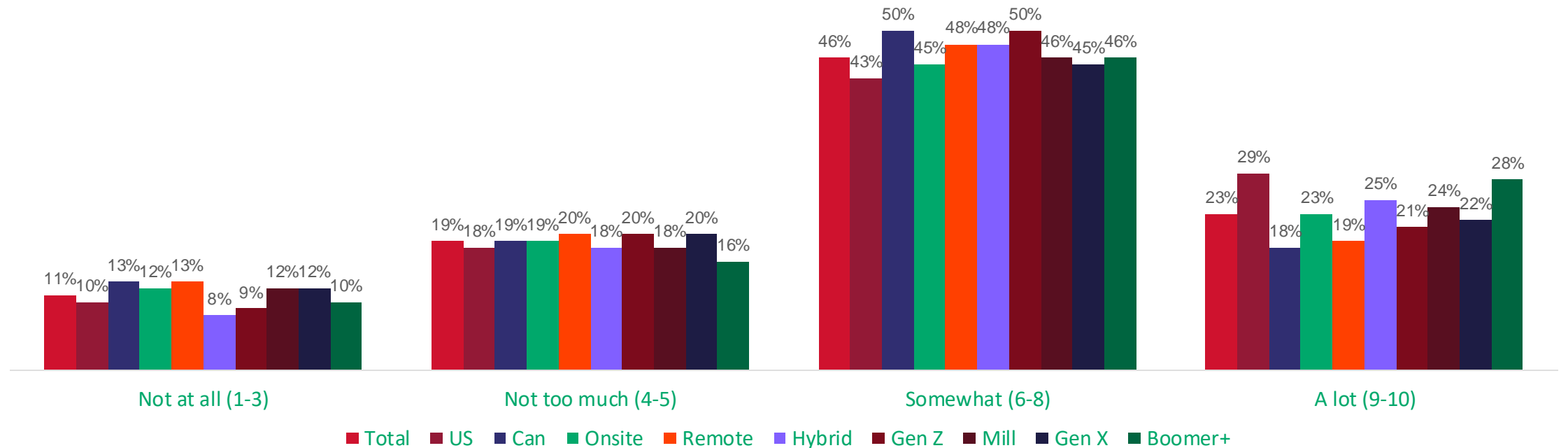


\*Office technology and digital tools that save time and make you more efficient and/or effective at work



# A quarter of employees feel their company invests a lot in making them feel fulfilled in purpose-driven work

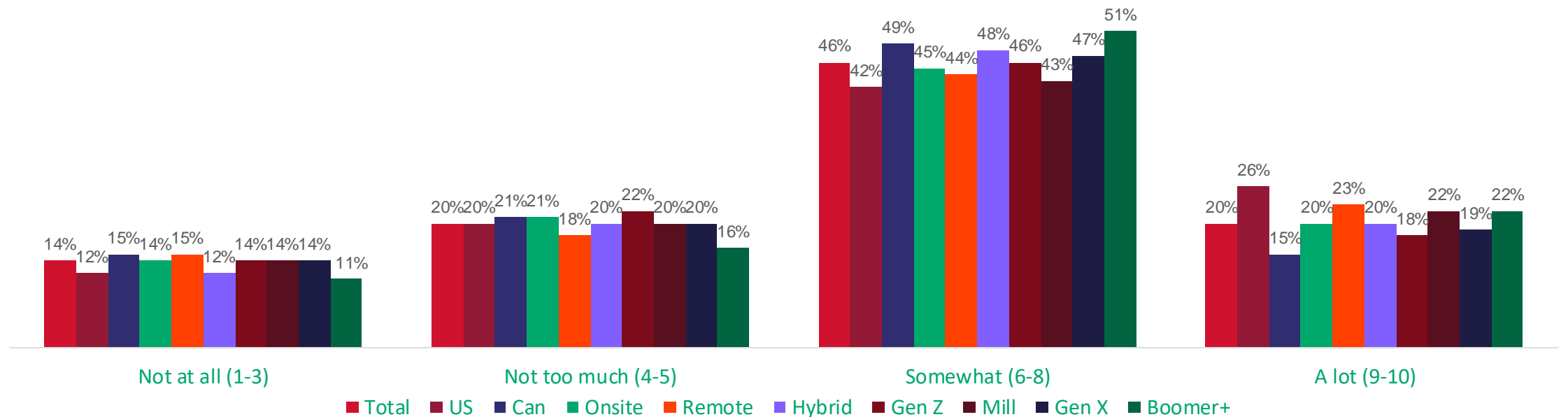
*On a scale of 1 to 10, how much does your company invest or focus on making you feel fulfilled in each of the following areas?  
[Purpose-driven work\*]*



\*Work that aligns personal values with organizational goals

# One-in-five employees feel their company invests a lot in making them feel fulfilled in a growth-oriented culture; Americans feel this way more than Canadians

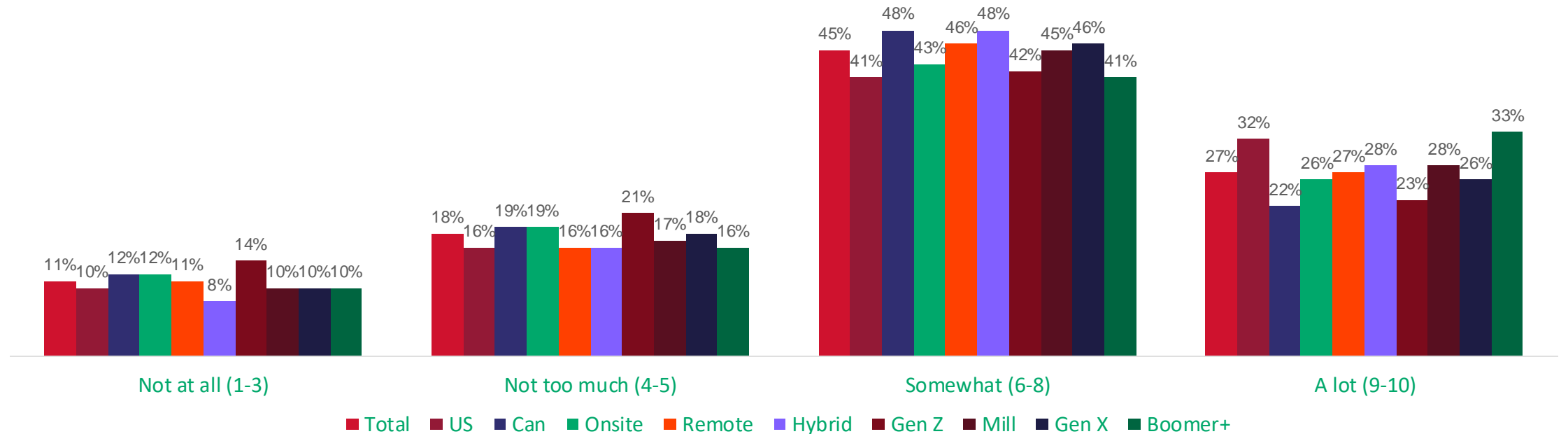
*On a scale of 1 to 10, how much does your company invest or focus on making you feel fulfilled in each of the following areas?  
[Growth-oriented culture\*]*



\*Acquiring new skills, knowledge and experience; a place where employees feel valued, respected, and empowered to contribute their best

# A quarter of employees feel their company invests a lot in making them feel fulfilled in work/life balance; Americans feel this way more than Canadians

*On a scale of 1 to 10, how much does your company invest or focus on making you feel fulfilled in each of the following areas?  
[Work/life balance\*]*

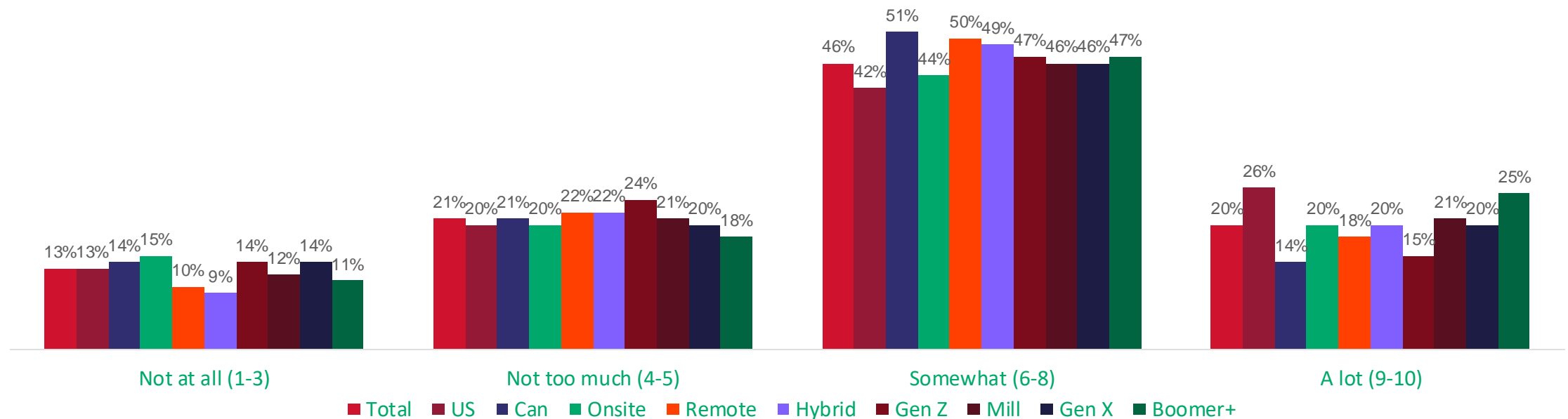


\*An adequate balance between professional responsibilities and personal time away from work

# One-in-five employees feel their company invests a lot in making them feel fulfilled in a frictionless environment; Americans feel this way more than Canadians

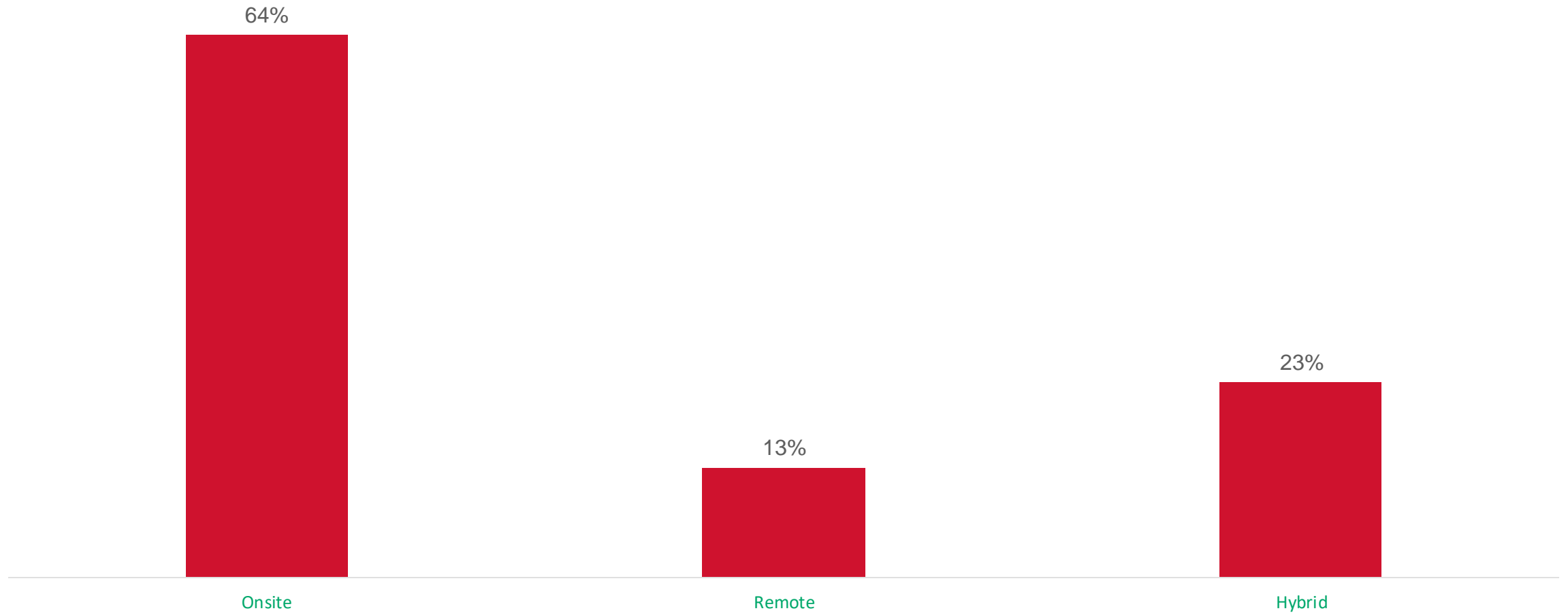
*On a scale of 1 to 10, how much does your company invest or focus on making you feel fulfilled in each of the following areas?*

*[A frictionless environment that enables my best work\*]*



\*Office technology and digital tools that save time and make you more efficient and/or effective at work

# What best describes your current work environment?



# Generational breakdown

