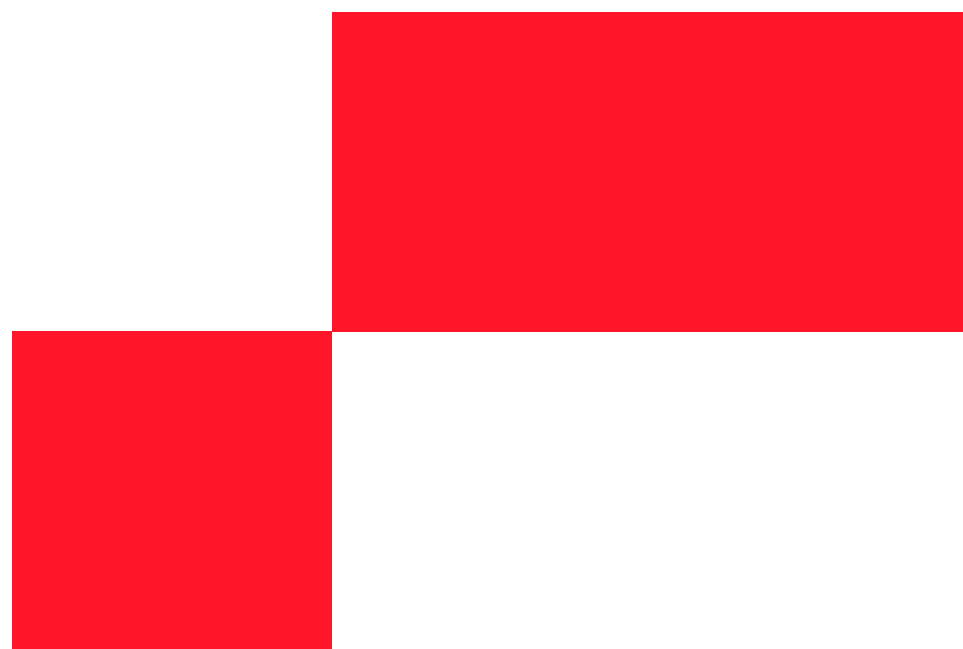




Employee Experience in Ireland

A Workforce Benchmark Study



Welcome to the Employee Experience in Ireland: A Workforce Benchmark Study report, a comprehensive examination of workforce culture and leadership within Ireland.

As Ireland navigates a rapidly evolving economic and social landscape, business leaders and policymakers are prioritising resilience, innovation, and collaboration. Yet one crucial factor remains underexplored: the impact of workplace culture and leadership on productivity and success.

This report highlights the unique dynamics of Ireland’s workforce, and the pivotal role strong leadership plays in driving productivity, innovation, and global competitiveness. Based on extensive research, including insights from one of the most comprehensive workforce studies of its kind, this report reveals

how workplace culture influences national productivity and uncovers untapped potential within Ireland.

The study explores key workplace challenges, aligning with Great Place to Work’s Trust Index™ statements and addressing pressing topics such as ESG, AI, and hybrid work. As new technologies emerge and employee expectations continue to rise, leadership and culture play a crucial role in shaping workplace success.

By focusing on leadership and fostering positive workplace cultures, Irish organisations can enhance productivity, resilience, and long-term success. Our goal is to equip policymakers, business leaders, and stakeholders with actionable insights to navigate today’s challenges and unlock the full potential of Ireland’s workforce in an evolving world.



Cathal Divilly
CEO
Great Place to Work

Contents

Methodology	3
Research approach, data collection process, and criteria used to evaluate workplaces	
Glossary	5
Key terms and concepts used throughout the report for clarity	
Key Insights & Findings	6
Important trends, statistics, and key takeaways from the research	
Full Findings	7-21
Detailed breakdown of survey results and analysis	
How to be Recognised as a Great Place to Work	23
Information on how to get your organisation started on the Great Place to Work programme	

Methodology

European Workforce Study

Annual online quantitative survey

Fieldwork conducted in summer 2024

The survey included 80 Likert scale statements. 60 of the statements covered workplace culture and leadership, matching Great Place to Work’s Trust Index® statements, and 20 statements covered specific workplace challenges, such as ESG, AI and hybrid work.

Throughout the report, some statements have been shortened for readability.

Multiple regression was used to quantify relationships between different variables to identify key relationships and drivers of business outcomes.

Great Place To Work metrics are grass-roots indicators, reflecting the perception of employees in Europe.

24,938 Employees

19 Countries

Austria	Greece	Portugal
Belgium	Ireland	Spain
Cyprus	Italy	Sweden
Denmark	Luxembourg	Switzerland
Finland	Netherlands	UK
France	Norway	
Germany	Poland	

1,500 Respondents per country¹

1,526 Respondents in Ireland

The European Workforce Survey

The core statements in the survey are based on Great Place To Work market leading Trust Index© Survey.

The survey was conducted by Opinion, Norstat and Dynata as a written survey to 24,938 European respondents, selected by quotas to ensure full representativity.

The European Workforce Study Team

Tron Kleivane is Chairman of Great Place To Work Norway; Alessandro Zollo and Jullien Brezun are CEOs of Great Place To Work Italy and France respectively; Claire Knights is CMO (UK) in Great Place To Work UK; whereas Ozoda Muminova is a Data Consultant, Jonathan Wichmann is a Marketing Consultant and Colin Brosnan is a Design Consultant working with Great Place To Work.

For more information or further access to data and analysis, please contact your national Great Place To Work office or contact us on the web:

www.europeanworkforcestudy.com

¹ Smaller samples in Austria (500), Finland (500), Luxembourg (1,000), Spain (900) and Poland (700)

Methodology

About the Trust Index™ Survey

The **Trust Index™ Survey** from Great Place to Work is a critical tool used to measure employee experience and trust within an organisation. It assesses key areas such as leadership effectiveness, workplace culture, communication, and opportunities for growth. Last year, 82,000 people in Ireland were invited to participate in the survey, allowing these insights and benchmarks to provide a deeper understanding of the average Irish workforce compared to those accredited by Great Place to Work. By gathering employees' perceptions of their work environment, the survey highlights both the strengths and areas for improvement within companies. The results enable organisations to make informed decisions to improve employee engagement, retention, and overall organisational performance.

Behind the Insights: The Great Place to Work Ireland Team Contributors



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Manager



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Glossary

Certification™

Organisations that meet specific criteria for employee experience and workplace excellence earn Great Place to Work Certification™. The Certification™ is based on employee feedback gathered through surveys and an assessment of company culture, leadership, and policies. It signifies a high-trust, high-performance work environment and can enhance employer branding and talent attraction.



Ireland's Best Workplaces™

Based on the global Best Workplaces™ methodology, this recognition highlights organisations of all sizes and industries that stand out as employers of choice in a competitive talent market. To be considered, organisations must first achieve Great Place to Work Certification™ in Ireland.



Best Workplaces for Health & Wellbeing™

This recognition is a blended benchmark, available only to Certified™ organisations, combining the average of 10 wellbeing statements from Great Place to Work's renowned Trust Index™ survey with employees' overall experience, as reflected in their Trust Index™ score.



Best Workplaces in Hospitality™

The Best Workplaces in Hospitality™ recognises leading hotels that prioritise a positive workplace culture, with eligibility based on achieving Great Place to Work Certification™ in Ireland. Only hotels that have demonstrated exceptional employee experience and trust through the Trust Index™ survey are considered for this recognition.



Best Workplaces in Tech™

This recognition highlights leading organisations across various sectors, with eligibility based on achieving Great Place to Work Certification™ in Ireland. Only those organisations that have demonstrated exceptional employee trust and experience through the Trust Index™ survey are considered for this esteemed accolade



Best Workplaces for Women™

To be considered for this recognition, organisations must first be Certified™ as a Great Place to Work. The evaluation then focuses on key aspects of workplace culture to ensure women experience a fair, supportive, and empowering environment. Assessment factors include overall employee experience, representation of women in leadership, and consistency in how employees—regardless of gender—perceive fairness, career development, and work life balance.



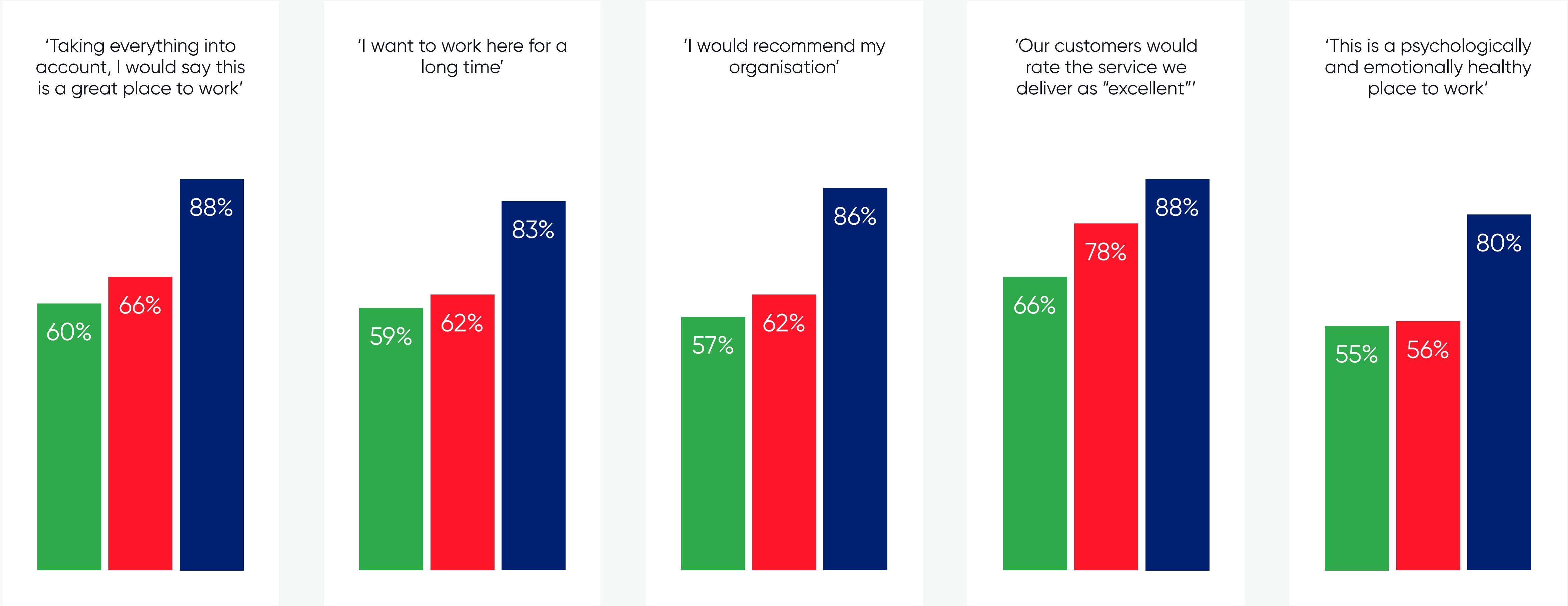
Ireland Workforce Average/Ireland:

Benchmark representing the overall employee experience and workplace experience across employees in Ireland. It reflects aggregated survey results, providing a standard for comparison against individual company performance and employee experience in key workplace metrics

Trust Index™ Survey: The Great Place to Work Trust Index™ Survey is an employee survey used to assess workplace culture, trust, and overall employee experience. It is a key component of Great Place to Work Certification™ and recognitions, measuring factors like credibility, respect, fairness, pride, and camaraderie. Employees anonymously provide feedback, which is analysed to determine trust levels within the organisation. The results help organisations identify strengths and areas for improvement, guiding efforts to create a high-trust, high-performance workplace.

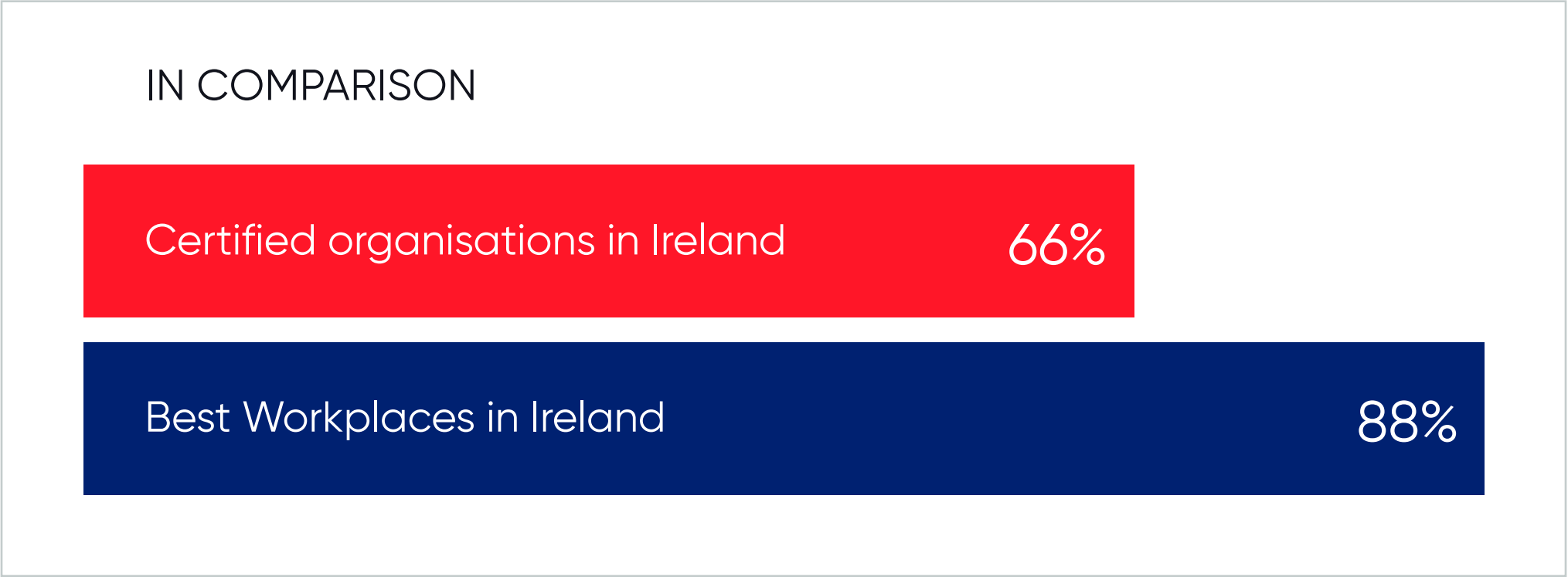
Key Insights & Findings

- Ireland Workforce Average
- Certified organisations in Ireland
- Best Workplaces in Ireland

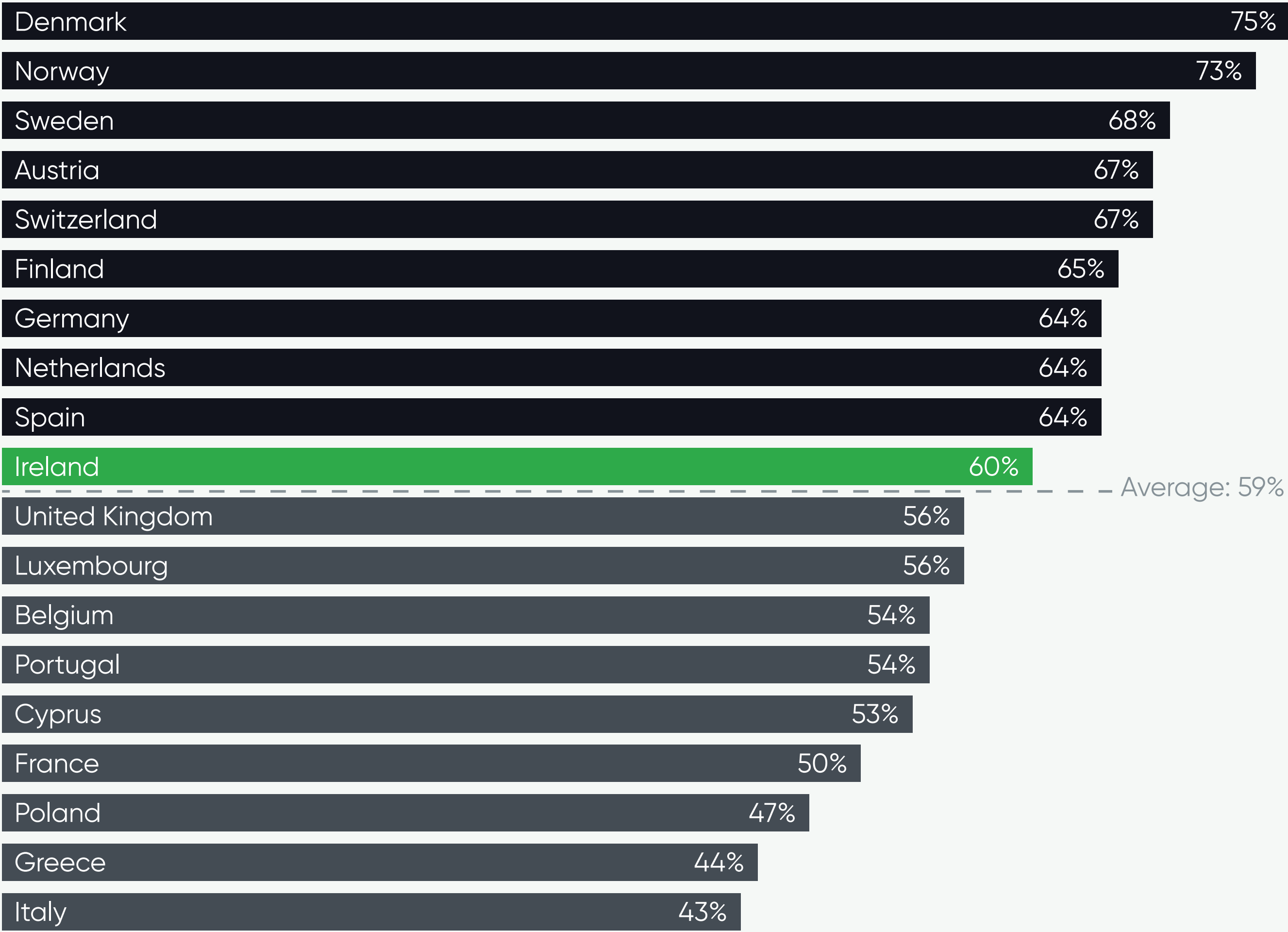


Ireland sits slightly above the average when it comes to employee experience

With the country's Best Workplaces setting a positive example for others to follow



% of the workforce that agrees with:
“Taking everything into account, I would say this is a great place to work”
Based on each country’s workforce average



What is high-trust leadership?

Great Place To Work utilises a framework of leadership qualities that affect business outcomes. These leadership qualities form three dimensions.

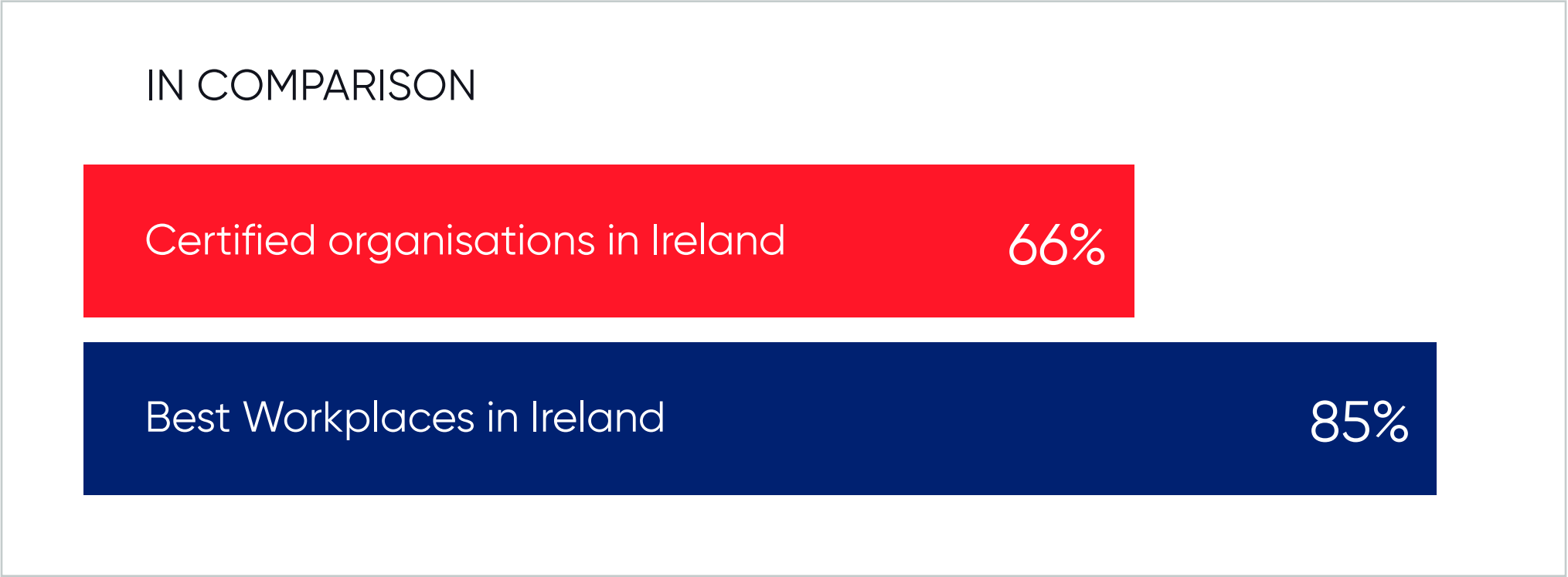


Average Irish workforce more confident in their leaders than their European counterparts

But there is room for improvement for leaders to build trust in the workplace

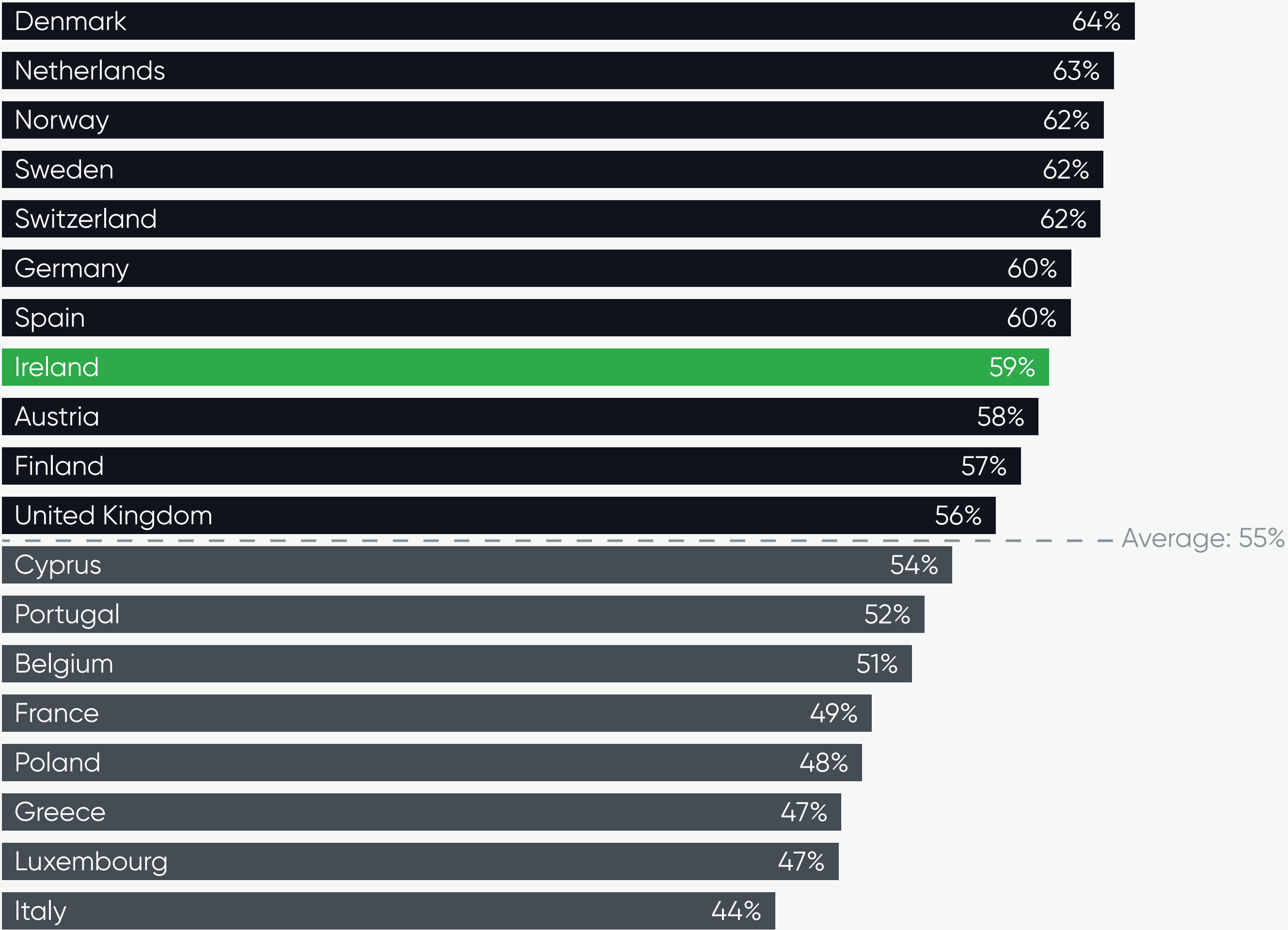
⚙️ METHODOLOGY

High-trust leadership definition is based on 41 statements, which measure leadership **credibility** and whether employees feel **respected** and **treated fairly**.



High-trust leadership by country

% of the workforce that agree to the relevant statements
Based on each country's workforce average



High-trust leadership: the benchmark of leadership effectiveness

Trust-based leadership drives superior workforce engagement and business outcomes

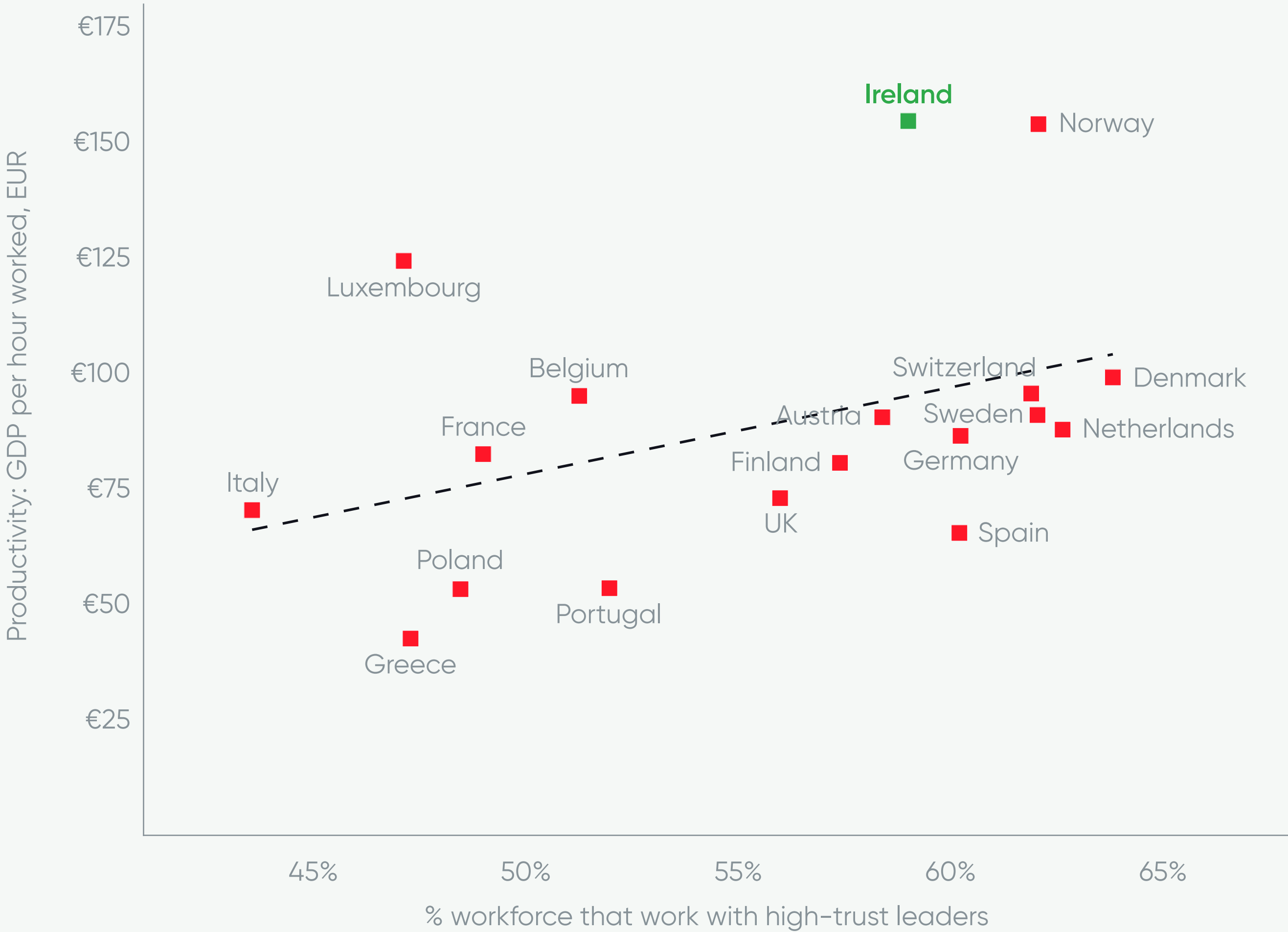
INSIGHT

“ Ireland’s success in workforce engagement and productivity is no coincidence. At the heart of this is a culture deeply rooted in collaboration, mutual respect, and trust. When employees feel genuinely valued and their voices are heard, they bring their best selves to work. As leaders, we’ve prioritised building high-trust environments, where transparency and empowerment are key. Ireland’s standing as a leader in labour productivity is a testament to what happens when workplace culture becomes a strategic advantage.



Cathal Divilly, CEO, Great Place to Work

Labour productivity, expressed as GDP per hour worked vs. average % agree with high-trust leadership statements



¹ Source: OECD

HYBRID WORK

Successful workforce flexibility is a product of high-trust leadership

Employees in high-trust environments experience more flexibility at work

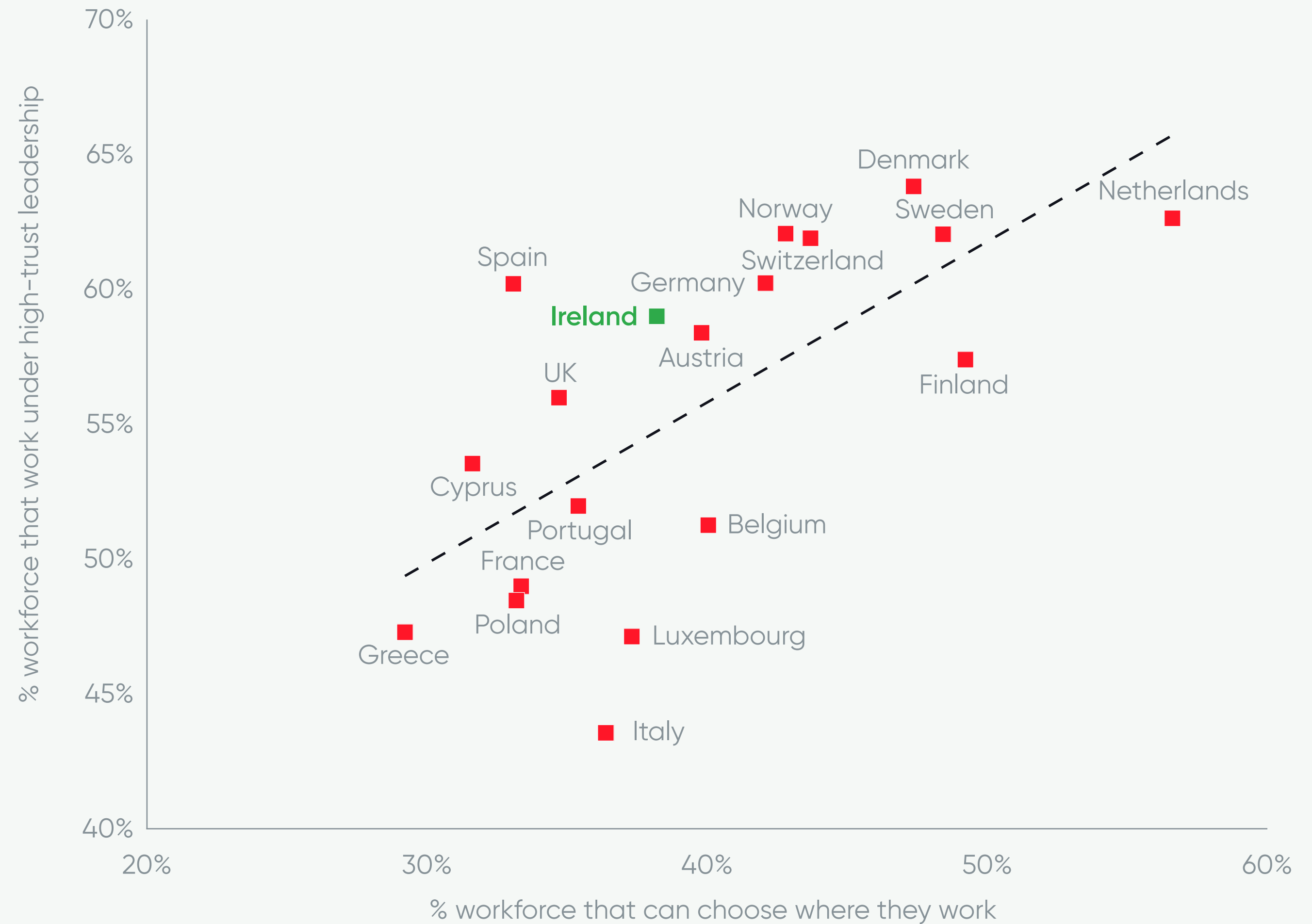
INSIGHT

Flexibility in the workplace is a cornerstone of high-trust environments, and in Ireland, this has become a defining strength. The rapid adaptations made during COVID-19 proved that organisations can successfully embrace new ways of working when needed, showing that greater flexibility is not only possible but beneficial. Employees here value the autonomy to manage their work life balance, which allows them to stay both productive and engaged. The Irish workforce has demonstrated remarkable resilience and adaptability when given the freedom to work in ways that suit them best. High-trust leaders are the key enablers, empowering employees to thrive by fostering an environment where autonomy is valued and supported.

Jim Flynn, Partner, Great Place to Work



Workforce flexibility is linked to high-trust leadership

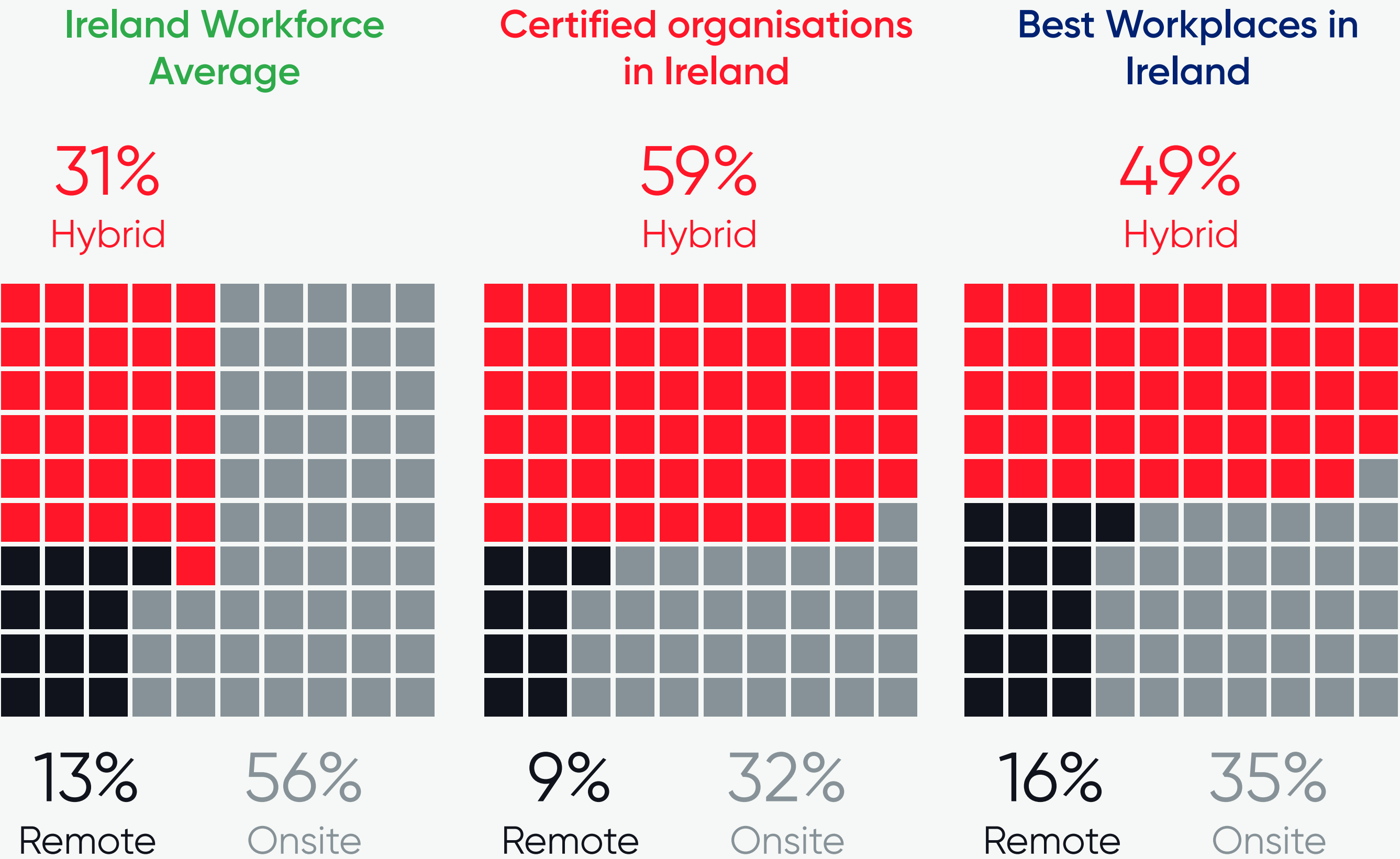


HYBRID WORK

Hybrid work now the reality for nearly a third of Irish employees

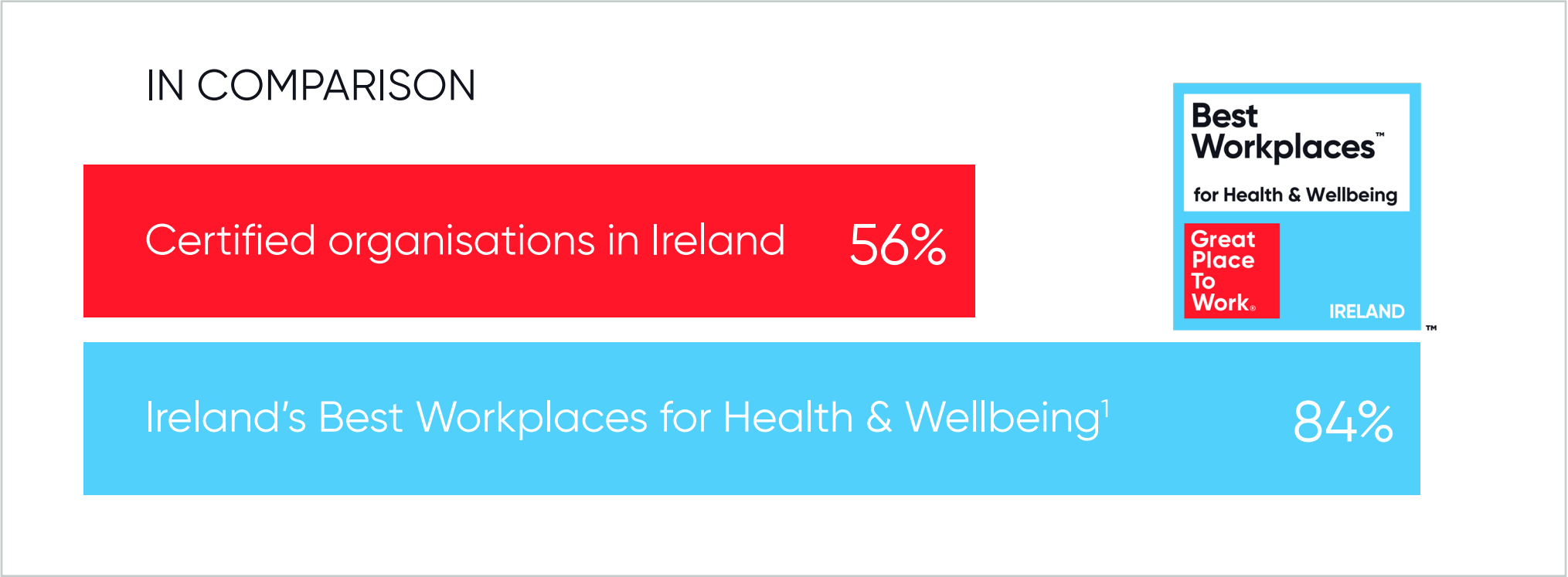
The majority of employees still work onsite, but hybrid is gaining ground among Certified organisations and Best Workplaces, where trust levels are higher

Where does the workforce conduct their work?



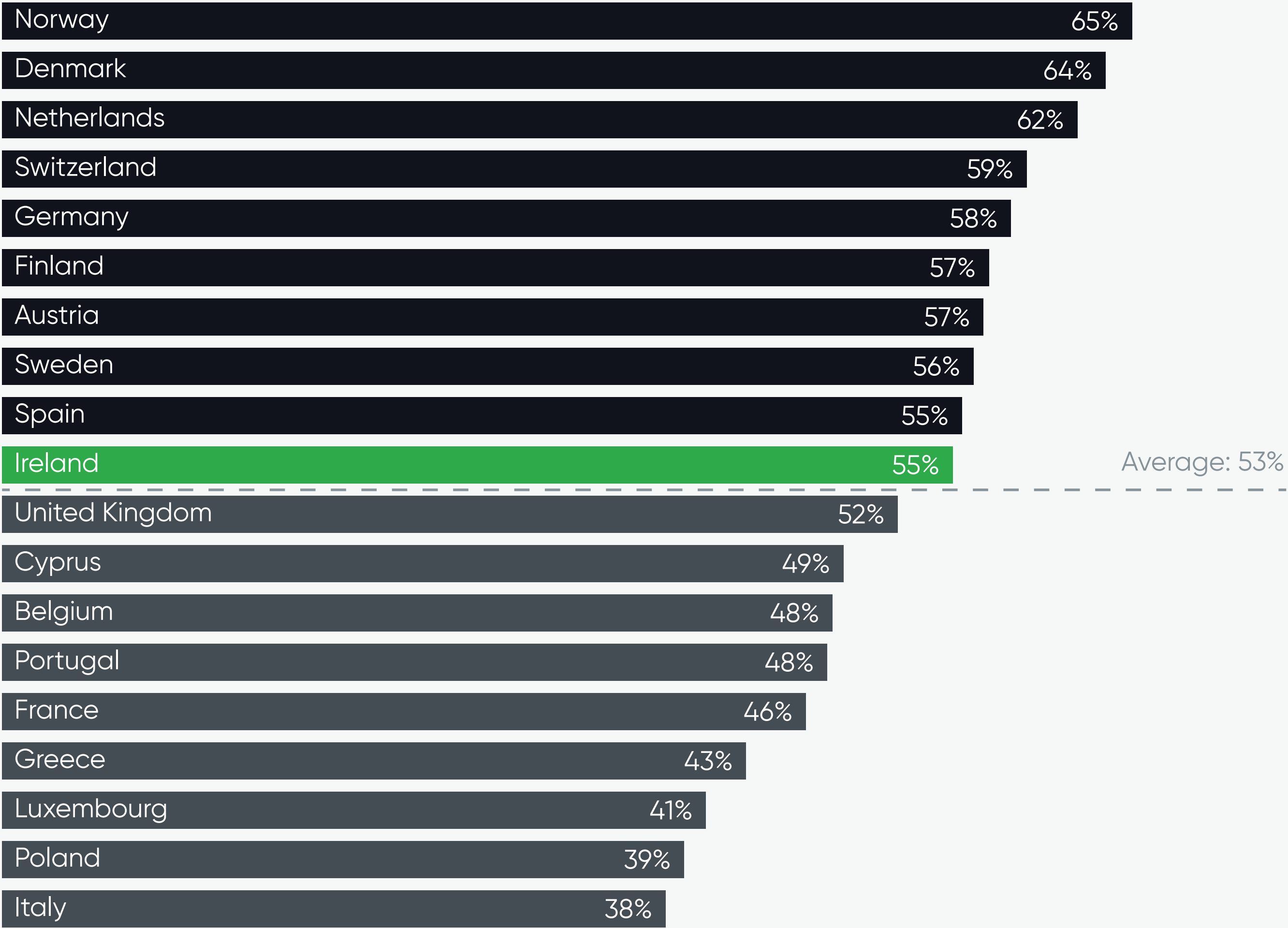
Ireland above average for psychological safety at work

But opportunities are there for Irish workplaces to further prioritise employee wellbeing



¹ Health & Wellbeing: This recognition is a blended benchmark, available only to Certified™ organisations, combining the average of 10 wellbeing statements from Great Place to Work's renowned Trust Index™ survey with employees' overall experience, as reflected in their Trust Index™ score.

% agree:
"This is a psychologically and emotionally healthy place to work", by country
Based on each country's workforce average



RETENTION

Opportunities are there for organisations to enhance talent retention

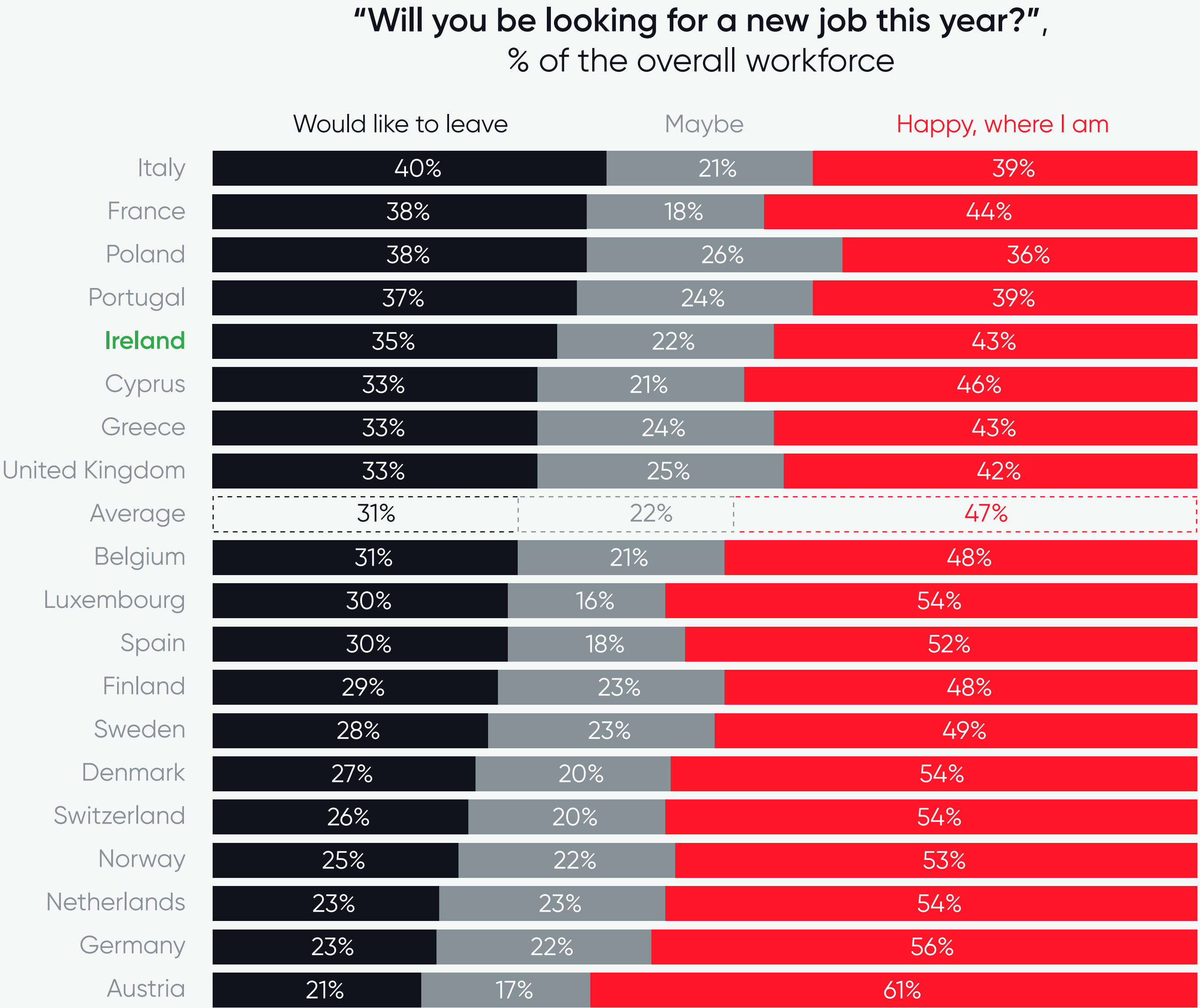
By adapting clear-cut strategies, Ireland can create workplaces where employees want to stay and grow

INSIGHT

As we have seen, there is an opportunity for stronger alignment between senior leadership and the broader workforce in key areas like innovation and career development. By creating more avenues for employees to engage with new ideas and contribute to meaningful projects, organisations can cultivate a more dynamic and fulfilling work environment. Ireland’s innovative spirit provides a strong foundation, and by fostering continuous learning and growth, employers can ensure employees feel valued, challenged, and engaged, making them more willing to stay and thrive.

Marina Rivas, Brand & Marketing Manager, Great Place to Work

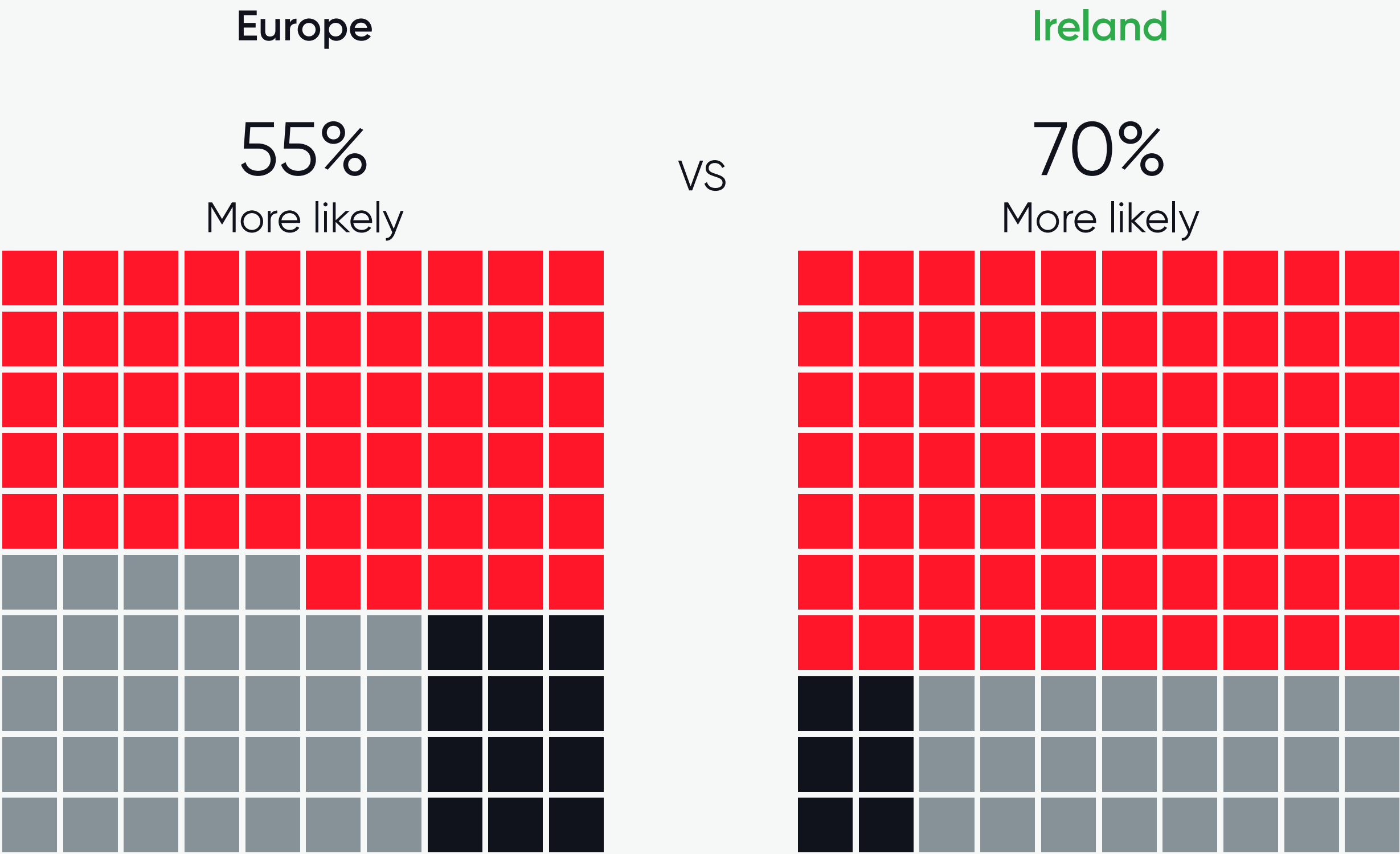




The Great Place to Work Certification™ matters more to Irish employees than their European peers

This workplace recognition signals trust, helping organisations stand out to potential employees

“Would knowing a workplace has been Certified as a great place to work by its own employees make you more likely to want to work there?”

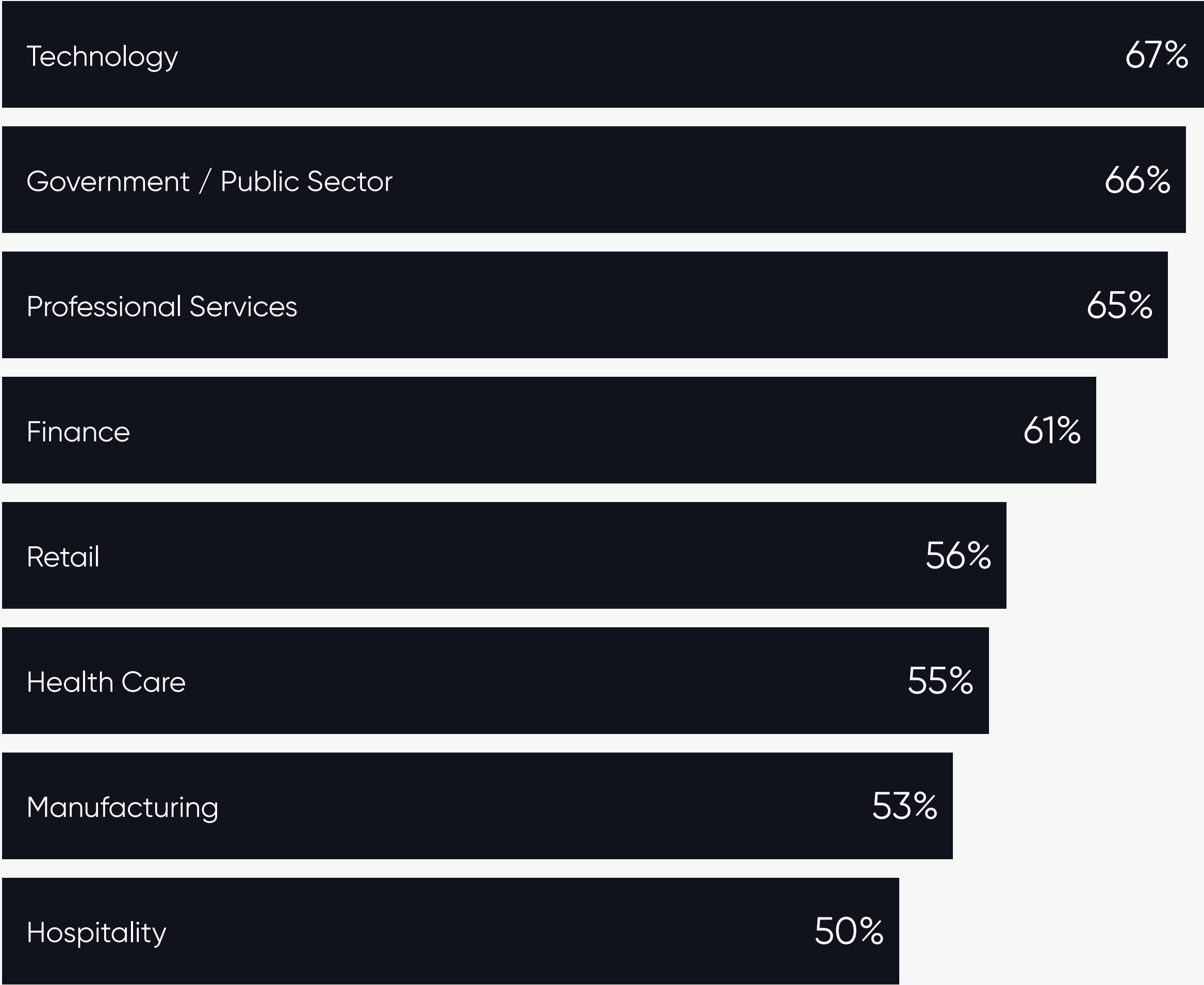


How does Ireland compare across industries?

Industries with high-demand skills report a more positive employee experience

INSIGHT Industries with high-demand skills tend to report higher workplace satisfaction a more positive employee experience, but the gap between sectors is significant. Notably, Healthcare faces a disconnect - despite high demand for skills, employee engagement rates remain low. This may reflect workload pressures and structural challenges within the sector. To bridge these gaps, industries must focus on employee wellbeing, development, and work-life balance.

% of the workforce that agrees with:
“Taking everything into account, I would say this is a great place to work”
Based on Ireland’s workforce average



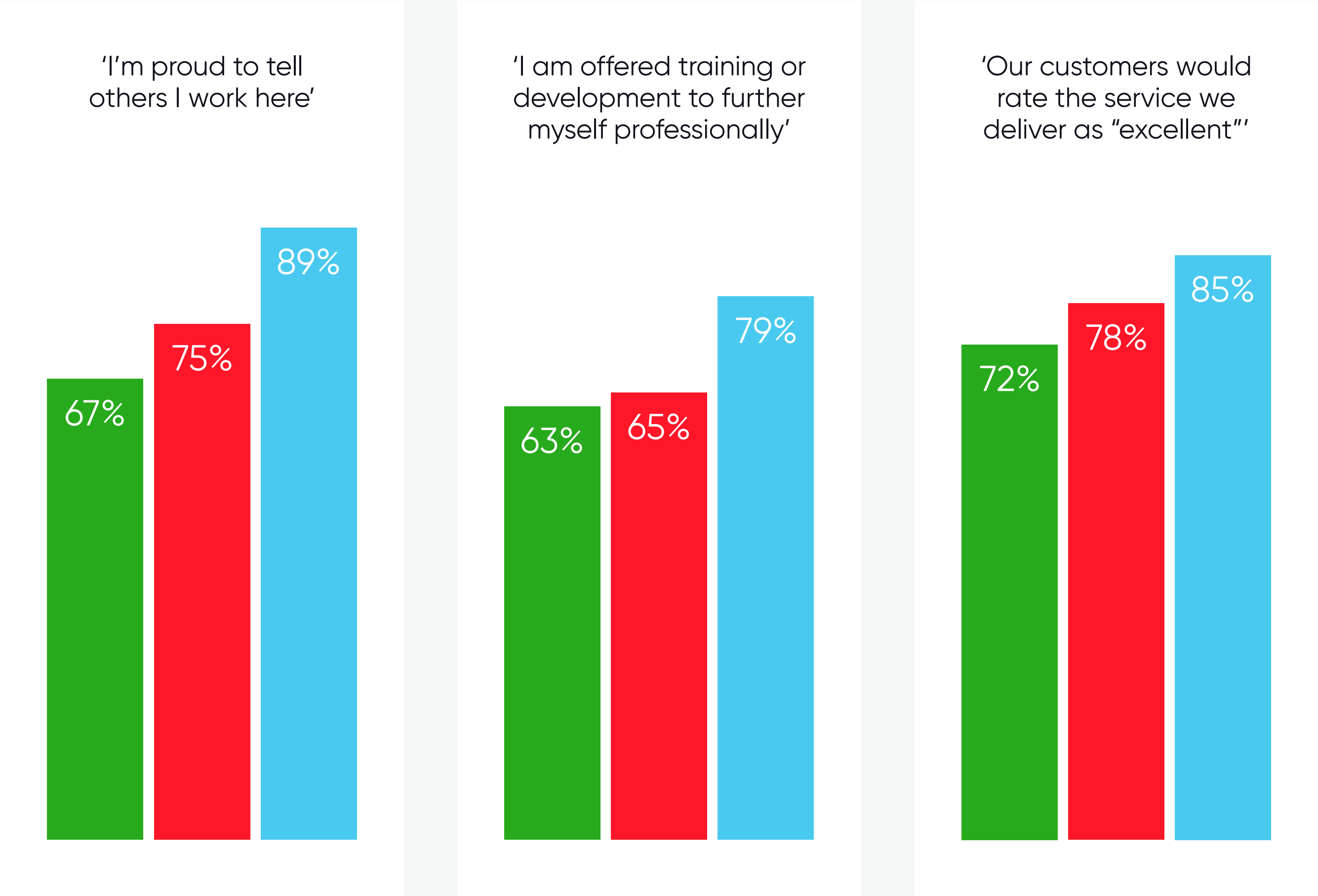
Pride at work drives output in tech

Empowered teams deliver better service, with leading organisations tapping into that potential

“ **INSIGHT**

Ireland’s best tech organisations are proving that employee pride isn’t just a cultural bonus – it’s a driver of excellence. When people feel genuinely proud to say where they work, it reflects in the quality of the service they deliver to their customers and their commitment to continuous improvement. The best tech organisations are investing in their people and understand that fostering a strong sense of purpose and belonging creates the foundation for high performance. Those who invest in this will thrive in this competitive, fast-paced market.

Brían Sutton, Client Relationship Manager,
Great Place to Work



- Ireland Tech Sector Average
- Certified organisations in Ireland
- Ireland's Best Workplaces in Tech¹



¹ Tech: This recognition highlights leading organisations across various sectors, with eligibility based on achieving Great Place to Work Certification™ in Ireland. Only those organisations that have demonstrated exceptional employee trust and experience through the Trust Index™ survey are considered for this esteemed accolade

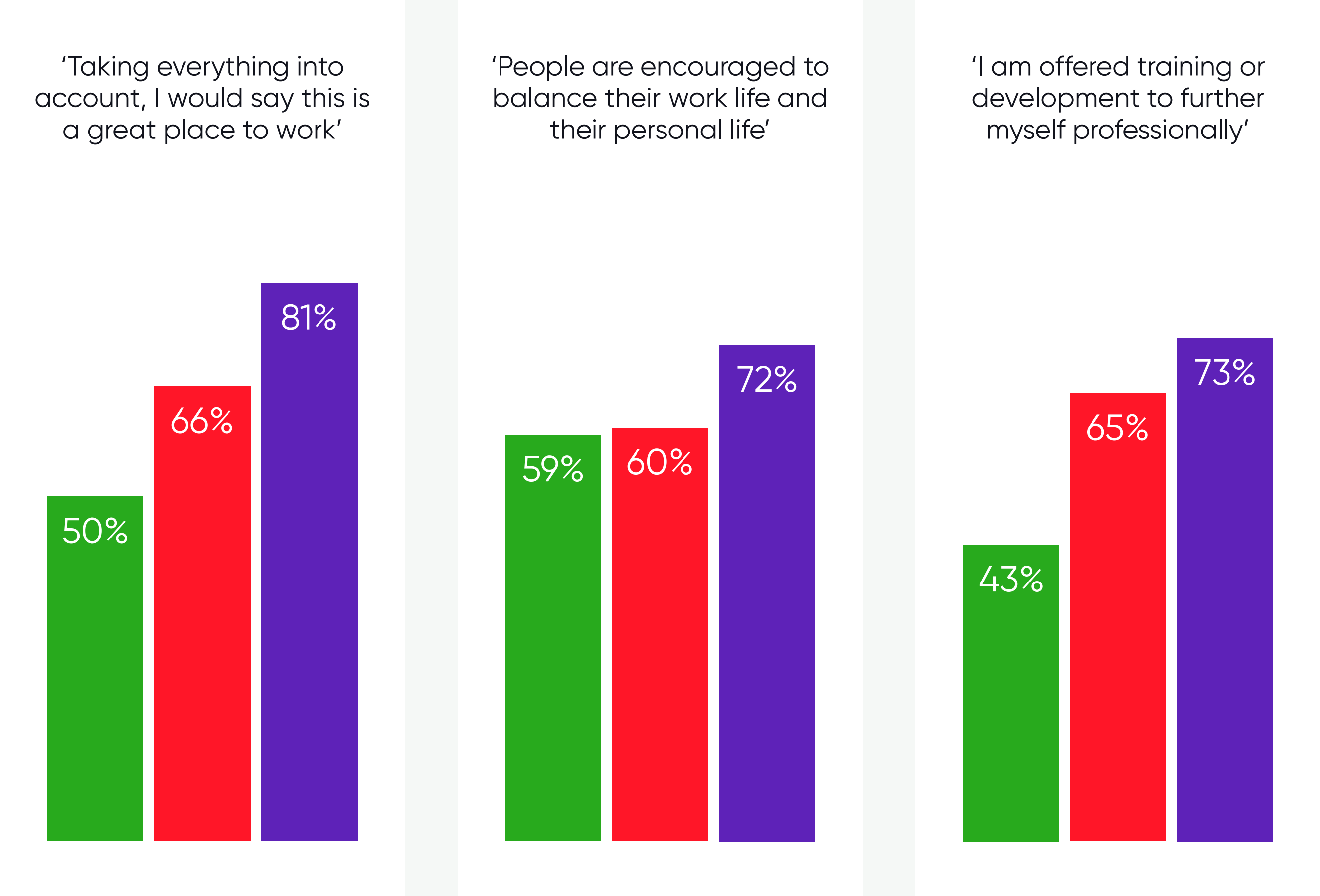
Bright spots in hospitality, with opportunities to enhance employee experience

Best Workplaces are setting new standards, driving positive change across the industry

INSIGHT

“ Ireland’s hospitality sector is resilient, with many organisations proving that strong workplace cultures, work life balance, and professional development are achievable. Investing in people has a clear impact, and businesses that prioritise structured training, supportive environments, and wellbeing initiatives are setting a positive example. By building on these successes, the entire industry can continue to grow and thrive.

Claire Mc Geever, Client Success Manager, Great Place to Work



- Ireland Hospitality Sector Average
- Certified organisations in Ireland
- Ireland's Best Workplaces in Hospitality¹



¹ Hospitality: The Best Workplaces™ in Hospitality recognises leading hotels that prioritise a positive workplace culture, with eligibility based on achieving Great Place to Work Certification™ in Ireland. Only hotels that have demonstrated exceptional employee experience and trust through the Trust Index™ survey are considered for this recognition.

Best Workplaces for Women are thriving

Paving the way for average Irish organisations to empower women at work

INSIGHT

While many workplaces are making great strides in supporting women, there is still opportunity for growth in creating more equitable environments across the sector. Leading organisations show how prioritising professional development and work life balance can foster thriving, empowered teams. By focusing on career growth opportunities and policies that support balance, more companies can follow suit, creating a stronger, more inclusive workplace for women.

Fania Stoney, Business Development Strategist, Great Place to Work



- Ireland Workforce Average for Women
- Certified organisations in Ireland
- Ireland's Best Workplaces for Women¹



¹ Women: To be considered for this recognition, organisations must first be Certified™ as a Great Place to Work. The evaluation then focuses on key aspects of workplace culture to ensure women experience a fair, supportive, and empowering environment. Assessment factors include overall employee experience, representation of women in leadership, and consistency in how employees—regardless of gender—perceive fairness, career development, and work life balance.

BRIDGING THE GAP

Leaders have the ability to listen and connect more effectively with employees

Bridging this gap can strengthen trust and drive workplace success

METHODOLOGY

Employee experience ratio is a ratio of experience among all employees to senior leaders. The lower the ratio, the further away senior leaders are from employees.

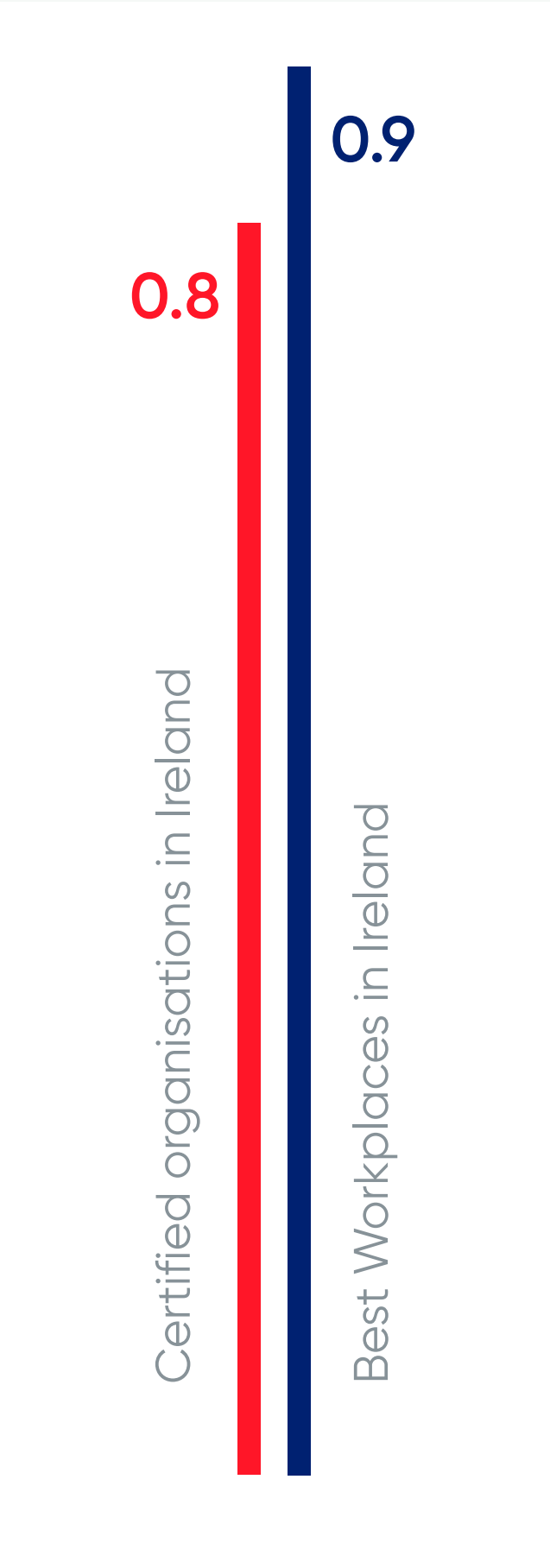
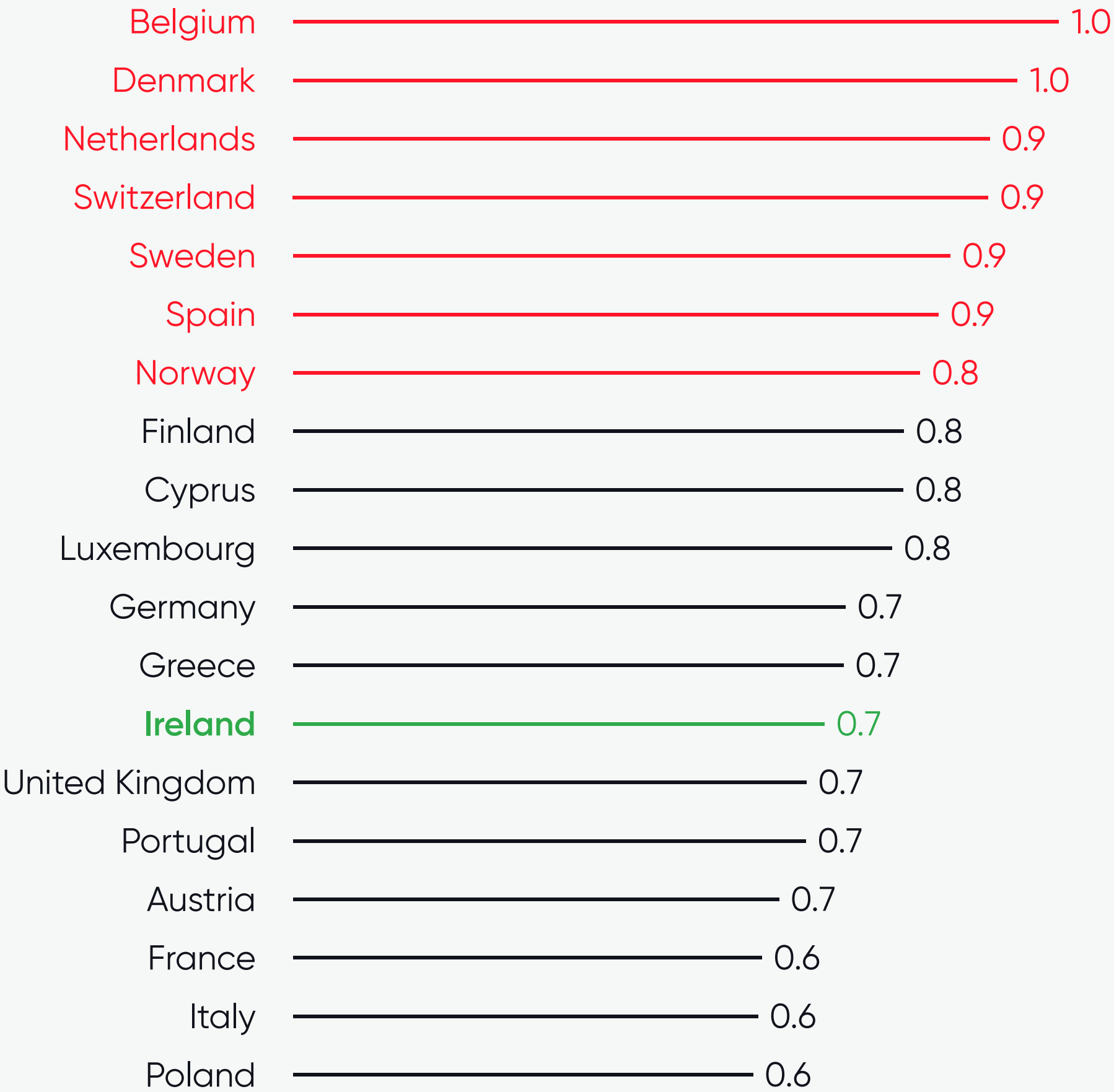
INSIGHT

Ireland stands out in business productivity and achieving strong outcomes. However, there is an opportunity to further embrace innovation, particularly in areas like AI and ESG. While leadership plays a crucial role in driving traditional business success, fostering a more open environment for new ideas and approaches will help Ireland sustain its competitive edge in an increasingly tech-driven global market.



Jim Flynn, Partner, Great Place to Work

Employee experience ratio: % agree with “Taking everything into account, I would say this is a great place to work”, all employees to senior leaders. The lower the ratio the more out of touch the leaders are. Based on each country’s workforce average

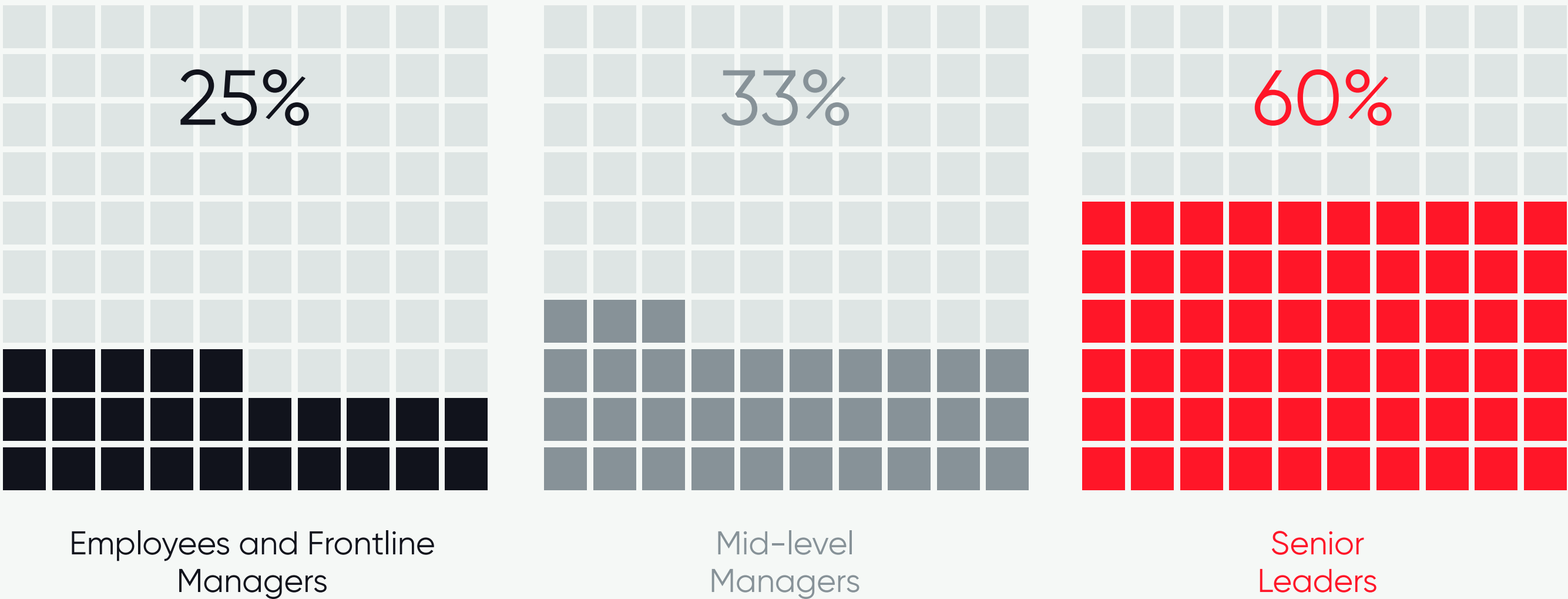


AI

Senior leaders in Ireland more aware of AI investments than employees and frontline managers

This gap highlights an opportunity to enhance communication, ensuring employees and frontline managers are aligned on AI initiatives

% agree:
"My organisation is making investments in using AI tools", by seniority



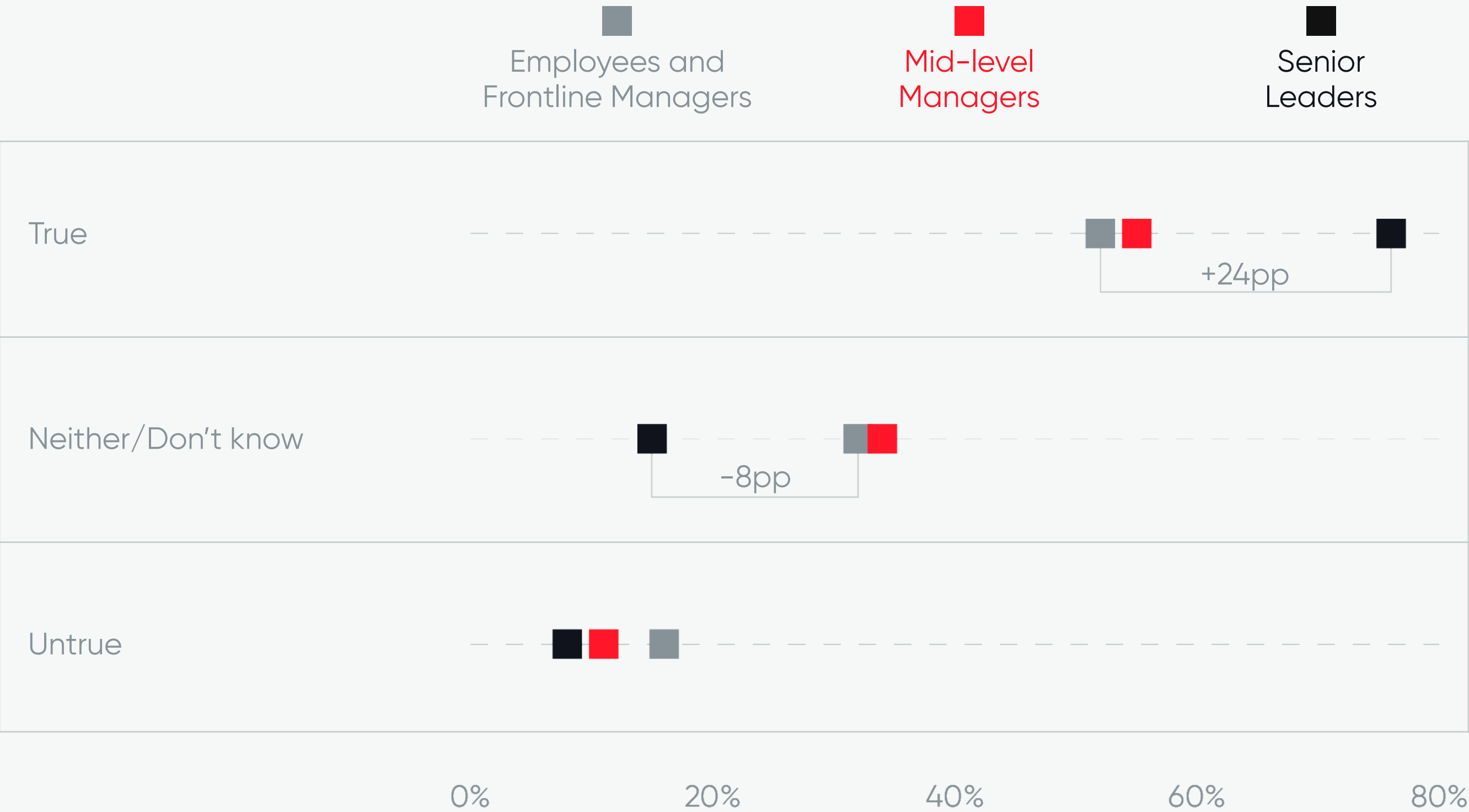
ESG

Irish leaders and employees working towards stronger alignment on Environmental, Social and Governance (ESG) impact

Leaders have a strong vision for their organisation’s positive influence on ESG outcomes, with room to further bridge perspectives with employees

INSIGHT
There are gaps in perceptions about ESG between senior leaders and more junior employees. While 76% of senior leaders believe that their business decisions meaningfully improve the environment, society or human well-being, only 52% of employees agree.

% agree:
“My organisation’s business decisions meaningfully improve the environment, society or human well-being”



ABOUT

Great Place To Work

The global authority on workplace culture

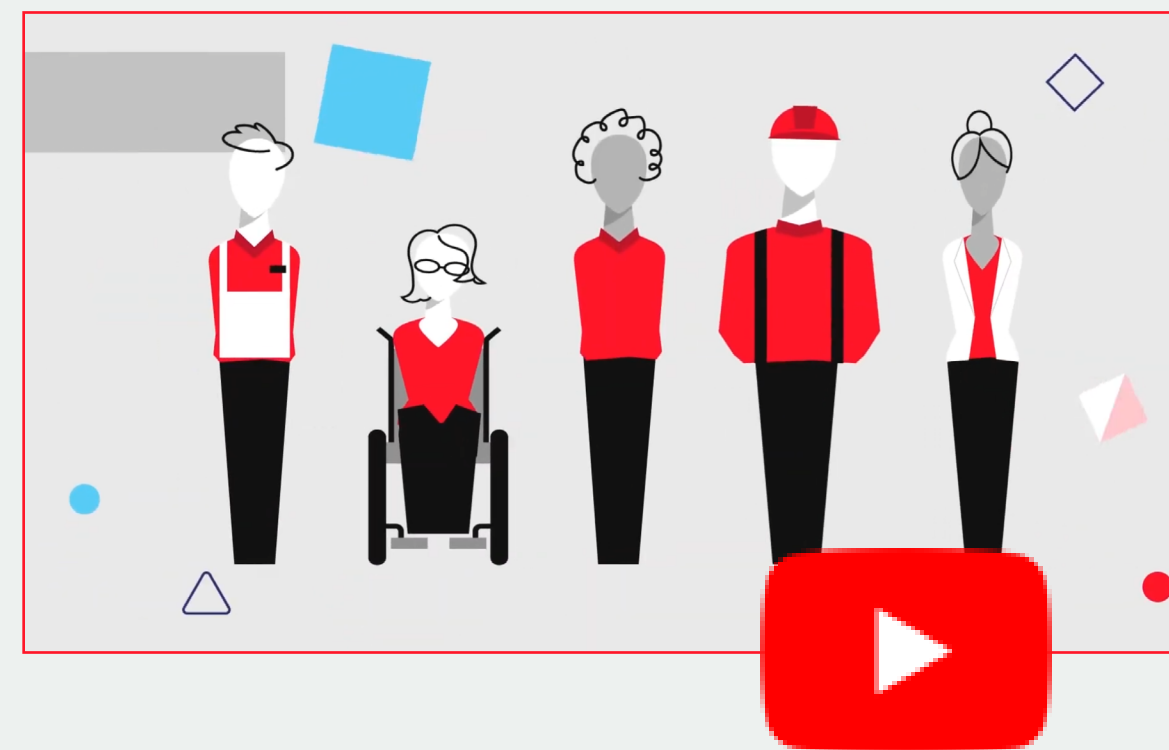
With more than 30 years experience working with 15,000+ organizations annually, Great Place To Work offers unparalleled data and benchmarking assessing corporate leadership and culture, the most respected workplace certification, and industry leading research and insights.

The Great Place to Work Ireland team has played a crucial role in bringing this report to life, drawing on years of first hand experience working with organisations across the country. With deep insights into the unique challenges faced by Irish businesses, the team has seen how evolving workplace dynamics are shaping the way employees experience their workplaces. By collaborating with organisations at every level, we've gained a clear understanding of the obstacles and opportunities that businesses face in fostering a thriving workforce. This experience has been essential in crafting a report that not only reflects the broader European trends but also highlights the specific challenges and solutions relevant to Ireland's fast-evolving business landscape.

How to be Recognised as a Great Place to Work

Want to see how your workplace culture compares to the best in Ireland? Get certified with Great Place to Work and gain valuable insights to help you build a thriving, high-trust environment. Join the growing community of organisations committed to excellence—start your journey today!

Click to view the video on
How to Become a Great Place to Work



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to get started

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