

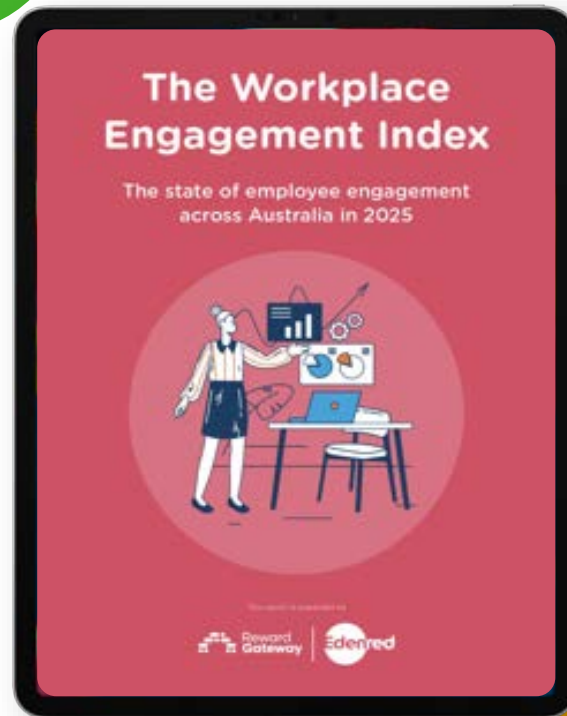


Reward
Gateway

Edenred

The 2025 Australian Workplace Engagement Index

HR's Playbook for the Future of
Work



Who will you be hearing from today



Kylie Terrell

Director of Consultancy, APAC
Reward Gateway | Edenred

Reward Gateway | Edenred



1m+

Aussie employees use
our employee
engagement products



700+

Clients trust us with
their employee
engagement in Aus and
6,000+ globally



6+

Offices in
4 countries



70+

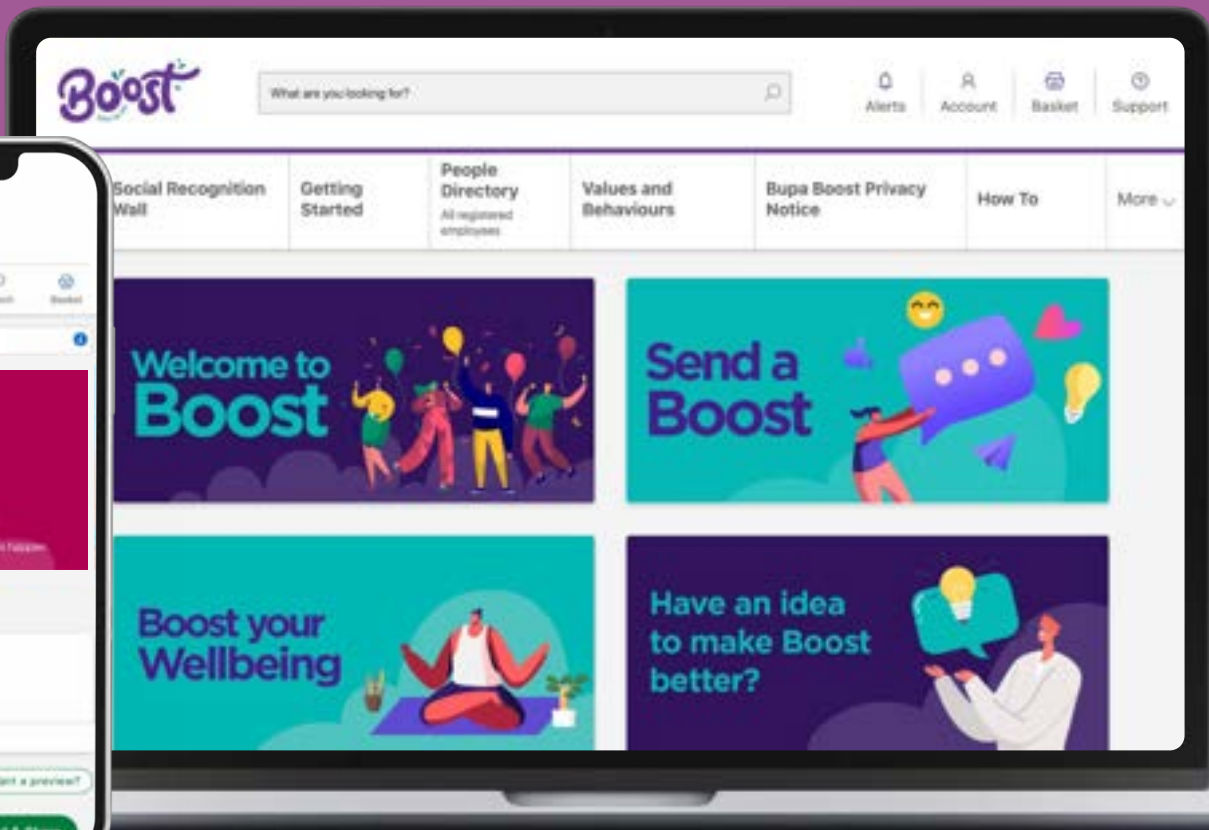
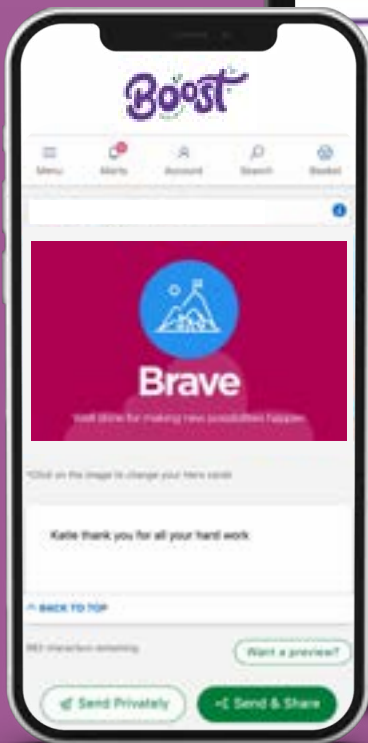
Reward Gateway
people in Aus and 750+
globally



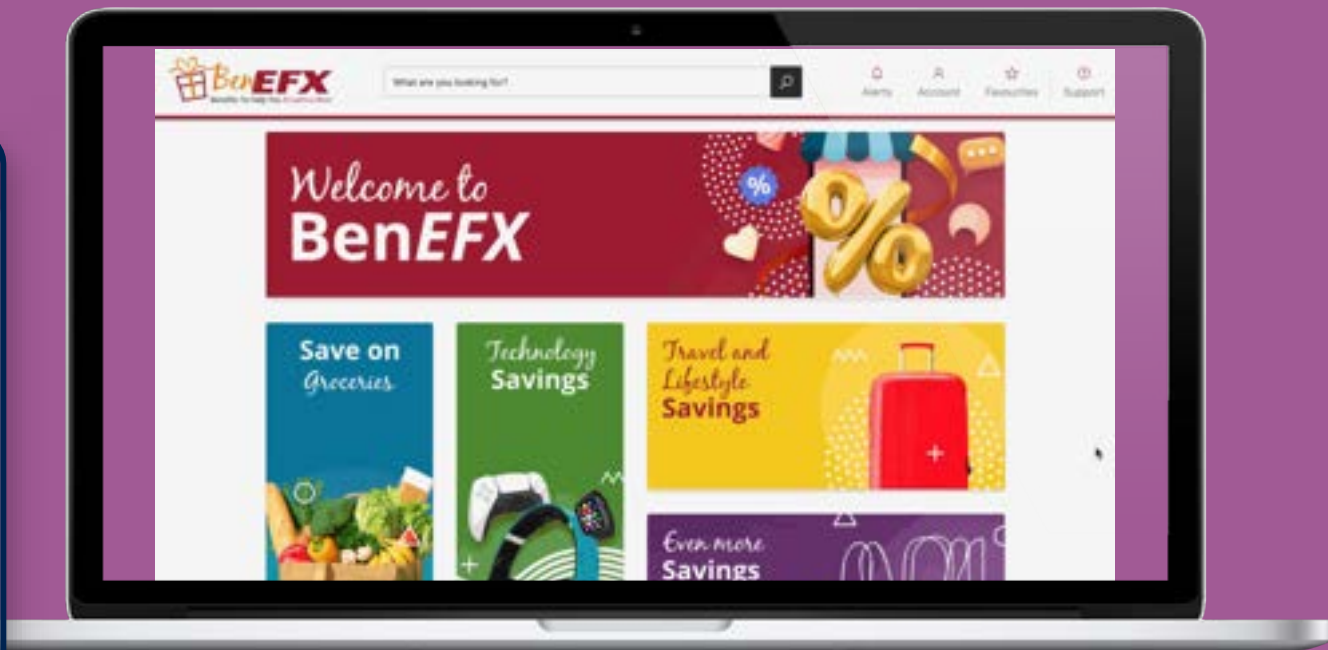
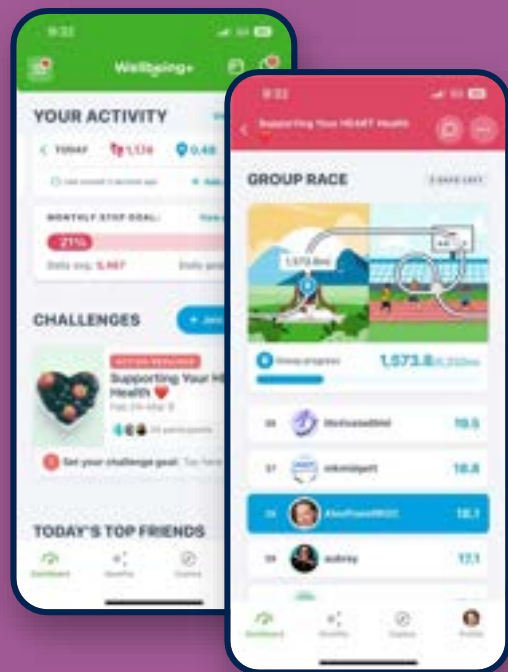
**Enrich
connections.
For good.**



Bupa



EQUIFAX





**Slow GDP
Growth**



**Slow
Wage
Growth**



**Low
Productivity**

“

Productivity is the number one challenge for Australia, and for our CEO's.

It's clear Australia's CEOs need to rethink their business and operating models now to achieve the productivity they need for the future.

Amy Lomas, Chief Economist,
PwC Australia



The Workplace Engagement Index

The state of employee engagement
across Australia in 2025



Research is powered by
Reward Gateway | Edenred



500

Australian HR managers



1,008

Australian employees



Mix of desk-based, remote,
hybrid and frontline workers and
across different generations



Workplace Engagement Index

2024 Employee Score

6.2/10

Workplace Engagement Index

2025 Employee Score

↓ 6.1/10

Workplace Engagement Index



2025

The Year of Me

Going Up↑

- Fair Salary and Benefits
- Workload that supports work/life balance
- Flexibility in work arrangements
- Sense of Purpose
- Open and Honest Communications
- Culture of Empathy
- Workplace environment
- Engaging Workplace and Continuous Learning

Going Down↓

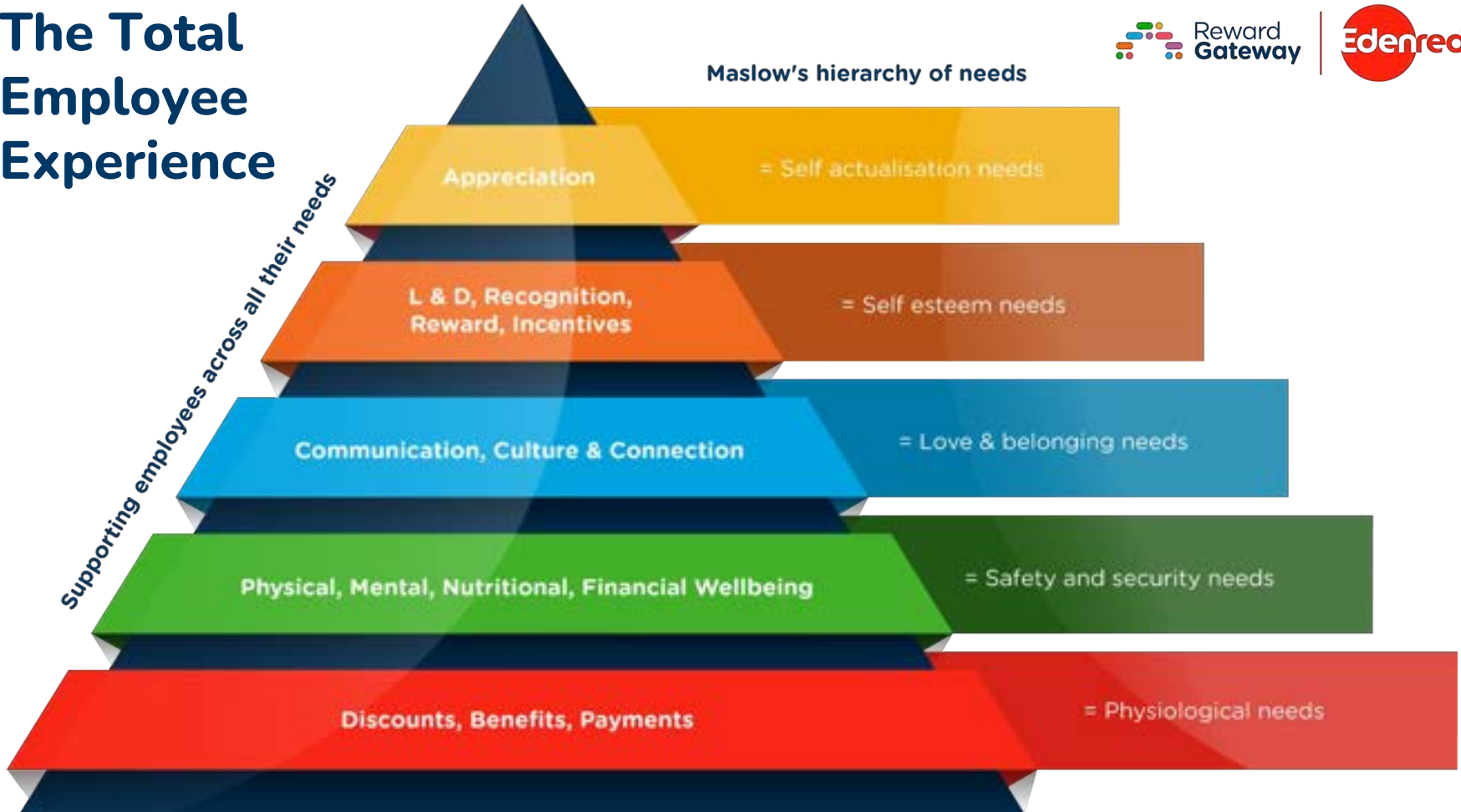
- Social gatherings and events
- Corporate CSR
- Building a community
- Openness to new ways of working

The Total Employee Experience

Maslow's hierarchy of needs



Supporting employees across all their needs



Almost 60%

of the workforce have considered leaving
their role in the last 6 months

Source: The Workplace Engagement Index 2025, Reward Gateway

Whose most likely to leave?



72%

Gen Z



63%

Early
Millennials



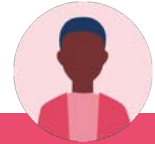
58%

Late
Millennials



54%

Gen X



38%

Baby
Boomers

Source:
The Workplace
Engagement
Index 2025,
Reward Gateway

Why are employees considering leaving?

Being overworked 37%

Lack of competitive pay/salary 35%

Lack of recognition 31%

Lack of work-life balance 28%

Lack of trust in leadership 28%



The cost of losing your **best** people

Average AU salary: ABS, 2024	\$100,000
Average cost to replace employees = 33% of salary Workforce Institute 2022 Retention Report	\$33,000
Cost to 3000 -person business with 16% turnover rate	\$15,840,000
Saving for every 1% reduction of turnover	\$990,000

From Surviving to Thriving

Productivity
in 2025 and
beyond



Less than half of employees feel productive



47% vs 68% in 2024

Gen Z: 35%

Baby boomers: 65%

Why is productivity declining?



43%

Frequently feel
stressed



34%

Frequently feel
burnt out



34%

Frequently feel
overwhelmed

\$39 billion

Cost of lost productivity for
Australian economy each year

Source: Black Dog Institute

What drives productivity in 2025?



The top driver of employee productivity in 2025



43%

Receiving recognition and reward



41%

A strong and supportive manager/leader



38%

Competitive compensation

Driving Sustainable Engagement & Productivity

1

Building a culture of appreciation

to improve employee wellbeing, connection and belonging

2

Redefining the role of leadership & management

and empowering managers to empower their teams

3

Rethinking competitive compensation

to shift the focus from salary to total rewards and better support financial wellbeing

01.

**Building a
culture of
appreciation**



Top 5 drivers of productivity

For Employees

Receiving recognition and rewards

A strong and supportive manager/leader

Competitive compensation

Engaging job scope

Seeing the contribution of their work

For HR Leaders

A strong and supportive manager/leader

Receiving recognition and rewards

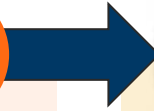
Competitive compensation

Opportunities for career mobility

Learning and training



Recognition



Appreciation

Being grateful and
showing gratitude for
what employees do

*“Great job on how quickly
you turned around that
report...”*

Being grateful and
showing gratitude for
who employees are

*“I’d love you to join our
panel discussion, your
expertise will be so
valuable!”*

Only 23%
of employees feel appreciated



vs. 38% in 2024

Women (19%) and frontline workers (16%) feel least appreciated

Source: The Workplace Engagement Index 2025, Reward Gateway

Top Drivers of Appreciation



My manager values me



I am recognised by leaders



I feel I belong here



My organisation values me



My organisation supports me



Business impact

Engagement, productivity, and performance are 14% higher in organisations with recognition programs than those without¹

73% of employees looking to leave would stay for **more reward and recognition**²

69% of employees agree their **work wellbeing** would improve if they were thanked more³

¹ Deloitte

² Reward Gateway

³ Reward Gateway

Only 31%

think leadership does a good job of
promoting recognition and reward

Source: The Workplace Engagement Index 2025, Reward Gateway

The Recognition Pyramid

Annual Awards

Sets the tone for, creates memorable moments that become folklore



Quarterly values-based nominations

Enables employees to storytell examples of great behaviour



Manager-led Rewards

Gives managers the tools and confidence to recognise and reinforce progress



Milestone Awards

Celebrates progress early on while reinforcing your employer brand

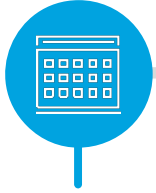


Peer-to-Peer eCards

Given any time, for any one, connects the most people

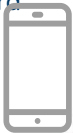


Building a Culture of Appreciation is about Consistency



Day one

- Welcome to the team
- Download the Smart Spending App
- Receive a welcome Ecard



First Pay

- Celebrate by buying tickets to your favourite show!
- You save \$50!

10% OFF



First 90 Days

- Congrats on your first 90 Days
- Automated moment of recognition and reward.
- You head out at lunch to spend it!



Birthday

- Celebrating your birthday at work!
- Automatic Ecard straight to your mobile
- Time for a birthday treat! Using your Discounts app!

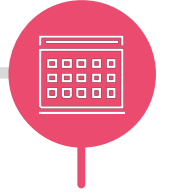
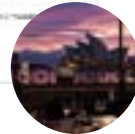
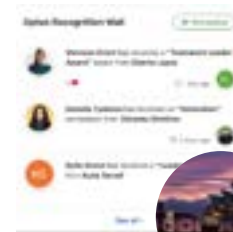


5% OFF



#1 Sales Team

- Your team sets a record for most upsells in the Q!
- Public Recognition to boost motivation!



Annual Values Award Winner

- 110% to your yearly Target!
- Time to Celebrate!



The 6 Pillars of Recognition Success



Individual

Links to contribution, career, development, performance, feedback and motivation.

Visible

Ensures team and individual contributions are shared - rising the tide.

Empowering

All team members are enabled, educated and have the tools to get on with it.

Impactful

Links to values and behaviours highlighting impact and outcomes

Frequent

Recognition is always on, multi directional and celebrated progress frequently driving innovation, resilience, creative thinking and collaboration.

Inclusive

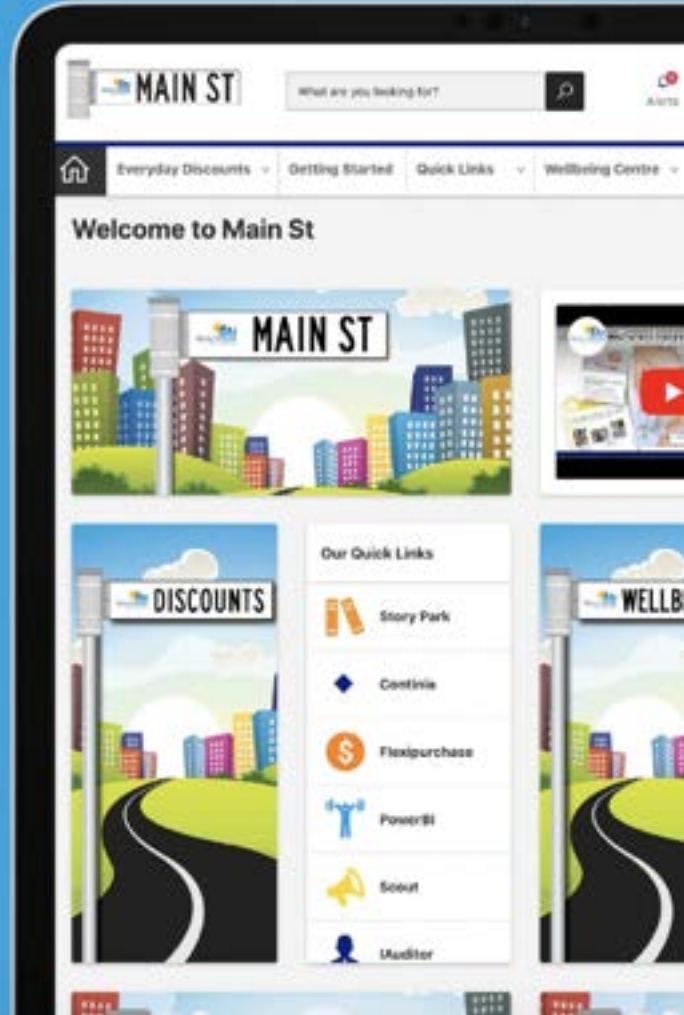
Anytime, Anywhere, anyone authentic appreciation.

Creating connection with diversity



Creating connection between managers and employees





SUNCORP



02.

Redefining the role of leadership & management



Top 5 drivers of productivity

For Employees

Receiving recognition and rewards

A strong and supportive manager/leader

Competitive compensation

Engaging job scope

Seeing the contribution of their work

For HR Leaders

A strong and supportive manager/leader

Receiving recognition and rewards

Competitive compensation

Opportunities for career mobility

Learning and training

Who has the greatest impact on your mental health?

69%

My partner

69%

My manager

51%

My doctor

41%

My therapist

Source: The Workforce Institute at UKG

Lack of psychological safety

Employees don't feel comfortable talking to their manager about...



42%

Their mental health



42%

Their salary



33%

Personal leave day for mental health



28%

Their work-life balance



What are managers?

Leaders

Cultural architects

Peacemakers

Commercial Operators

Therapists

Feedback Givers

People champions

33% of managers

didn't receive sufficient training
when stepping into leadership

Baby boomers

Aged 61 -79



- Highest sense of belonging (32%)
- Feel most appreciated (29%)
- Most productive (65%)

Generation X

Aged 45 -60



- Competitive salary and benefits is a must-have (75%)
- Open and honest leadership communication is a must-have (63%)

Early Millennials

Aged 37 -44



- Most stressed (46%)
- Reward and recognition most important for productivity (44%)
- Most comfortable talking to their manager about their mental health (59%)

Late Millennials

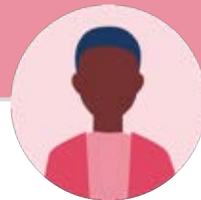
Aged 29 -36



- Feel least supported (30%) and appreciated (20%)
- Lowest sense of belonging (22%)
- Inclusive environment is a must-have (60%)

Generation Z

Aged 13 -28



- Most likely to leave their job (72%)
- Most stressed (46%)
- Supportive manager most important for productivity (39%)

Late Millennials

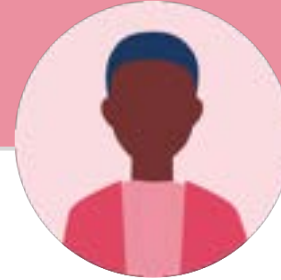
Aged 29 -36



- Feel least supported (30%) and appreciated (20%)
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Generation Z

Aged 13 -27



- Most likely to leave their job (72%)
- Most stressed (46%)
- Supportive manager most important for productivity (39%)

Top things employees want their employer to prioritise most in the next year

73% Mental wellbeing

60% Reward and recognition from managers

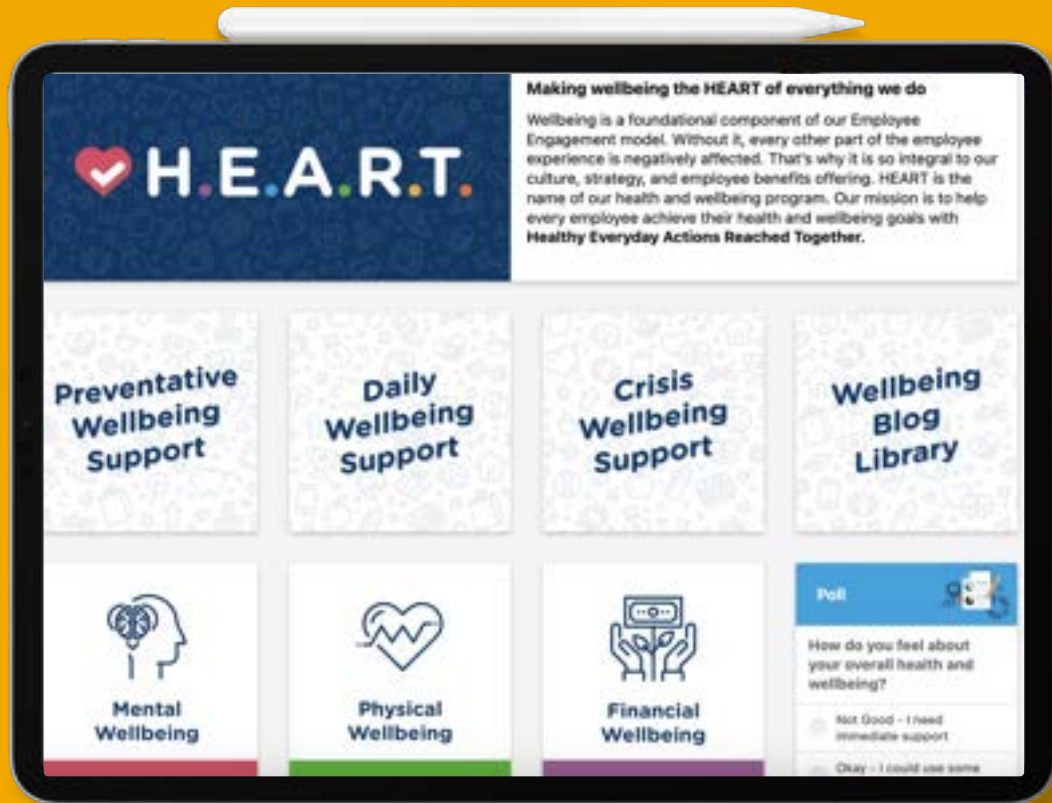
59% Financial wellbeing

55% Physical wellbeing

53% Reward and recognition from colleagues



Make
support more
accessible
and scalable



Enabling Appreciation

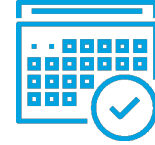
1

AVI Framework
for Effective
Recognition



4

Anniversary
Reminders



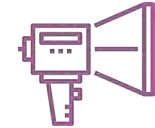
2

Just 10 Minutes
a Day



5

Weekly Activity
Digests



3

Team
Recognition
Alerts



6

Real Time
Reports



Overcoming Obstacles for Managers

Too busy?

Make it easy

Allow peer-to-peer

Integrate your tech

Don't care?

Model from the top

Recognise progress

Share dept metrics



03.

Rethinking competitive compensation



Top 5 drivers of productivity

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Competitive compensation

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Seeing the contribution of their work

For HR Leaders

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Competitive compensation

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Learning and training

What benefits are valued most?

Bonuses or performance-based incentives top the list beyond salary

53% Bonuses or performance-based incentives

45% Health insurance

36% Employee discounts

35% Free birthday leave

34% Meals/food provided

31% Wellbeing stipends

30% Mental health support

29% Commuter benefits

23% Paid parental leave

The 6 Pillars of Success for Employee benefits



Attract and Retain

Tailoring and promoting benefits to individual needs makes employees feel valued enhancing satisfaction

Diverse Workforce

Acknowledging our diverse workforces, cultural and family preferences

Wellbeing Focus

Address holistic wellbeing needs contributing to overall productivity and job satisfaction

Work Life Balance

Enabling employees to create optimal balance improves morale and overall engagement

Legal and Regulatory

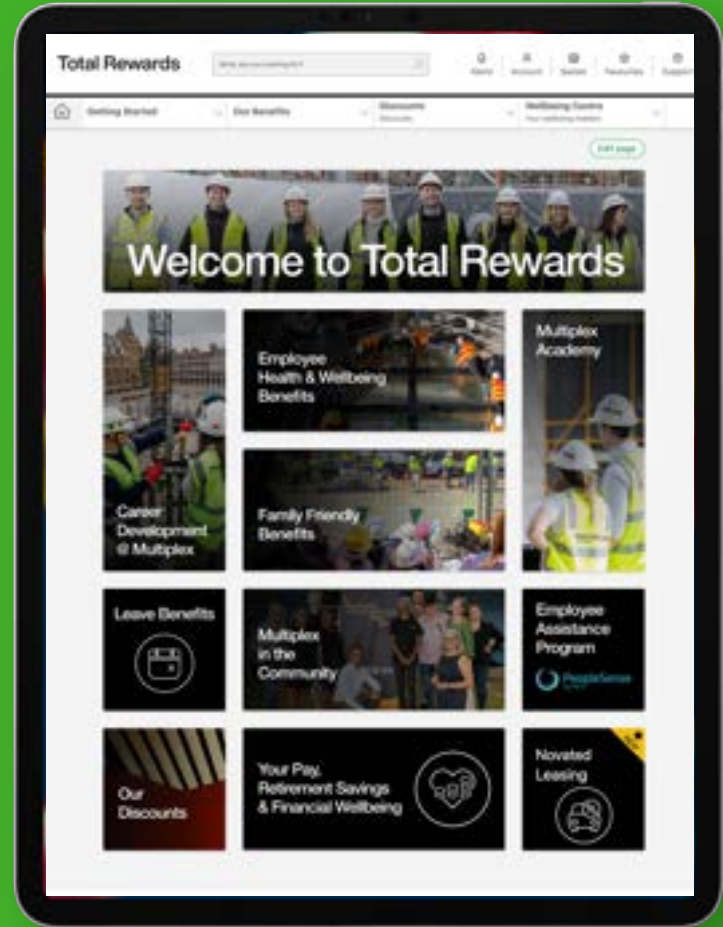
Compliance with regulations and address employee needs embracing constraints while fostering a supportive work environment

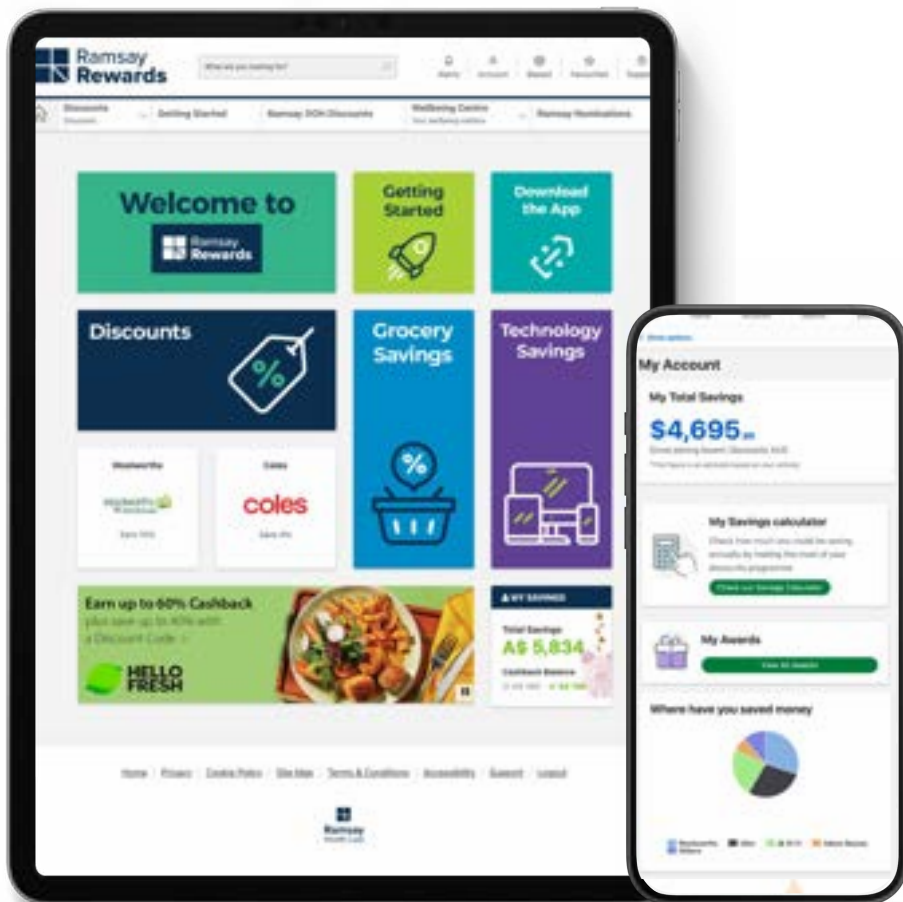
Data

Leverage data through HR tech to create and promote more personalised packages increasing relevance and effectiveness

MULTIPLEX

Relevance to
individuals increases
effectiveness and
impact of total
rewards





Ramsay Health Care

In first 6 months since launch:

53% active, self-registered users

Employees saved \$155.2k

Top retailers: Woolworth, Coles, JB Hifi



Employees saved
\$28 million
through Reward Gateway
in the last 12 months

550+ top retailers across ANZ

Travel



Lifestyle

THE ICONIC



ADOREBEAUTY

PETBARN

ASOS

TEMPLE &
WEBSTER

Entertainment

EVENT
ENTERTAINMENT

FOXTEL

booktopia



HOYTS



Sporting



rebel

2XU



Grocery

coles



Uber Eats



Electronics

SAMSUNG



BING LEE



Misc



Download the full
report at rg.co/wei

