

 AU EDITION

2025 Employee Communication Impact Study

Change, crisis, and leadership: How employees in Australia perceive internal corporate communication

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Staffbase SE
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Research:

YouGov Deutschland GmbH
Tunisstraße 19–23
50667 Köln
Germany

Editors:

Philipp Scherber
Robert Grover

Graphic design:

Alyson von Massow
Kseniia Loos
Janet Levrel
Vendula Zurek

Press contact:

Kinjal Shah
Senior Marketing Manager
Staffbase
Email: kinjal.shah@staffbase.com

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The effectiveness of change communication and the clarity of leadership communication are closely connected to employees' overall **job satisfaction**. In addition, the perceived quality of internal communication has a significant **impact on employee turnover**. This study highlights strengths and weaknesses in sensitive areas such as change, crisis, and leadership communication. In particular, **structural deficits** can be observed for non-desk employees in many organizations in Australia.

1.

Summary & key findings

A volatile economic environment, ongoing restructuring, workforce reductions, and a polarized society – companies and their employees are **facing times of uncertainty**.

In this climate of volatility, **trust becomes essential** for organizational survival and success. Effective internal communication is now the foundation upon which that trust is built.

Unfortunately, many companies in Australia are falling short. While employees may express satisfaction with certain aspects of their employment, such as coworker relationships and time off, our data exposes a deep-seated communication problem: only **6% of non-desk employees in Australia are “very satisfied”** with an additional **19% who report being “rather satisfied”** with internal communication, and a significant **32% rate communication quality as “only fair” or “poor.”**

The erosion of trust, fueled by poor communication, poses **a serious threat to organizational stability and employee engagement**. This is especially true for employees who don’t work at a desk or with a computer — the very people who are often the last to receive important updates.

The 2025 Employee Communication Impact Study examines how employees in Australia, Germany, Austria, Switzerland, the United Kingdom, and the United States perceive internal communication in times of change, crisis, and uncertainty. This report focuses on the results from Australia. The full international report is available at the following link: staffba.se/impact-study-25



Here are the key takeaways from the responses from employees in Australia:

1. Non-desk employees are underserved

- ✓ Only **25% of non-desk employees** in Australia are very (6%) or rather satisfied (19%) with the quality of internal communication. And 32% rate the communication quality as “only fair” or “poor.”
- ✓ In contrast, **53% of desk-based employees** are very (14%) or rather (39%) satisfied with the quality of internal communication.

2. Poor communication drives turnover

- ✓ **61% of employees** who are considering leaving their jobs cite poor internal communication as a contributing factor.

3. Regional differences in channel adoption

- ✓ Intranet adoption rates (as main source of information) among desk-based employees (organizations with more than 1000 employees) vary significantly across regions: Germany 61%, Australia 50%, Switzerland 46%, UK 45%, US 39%, Austria 38%.
- ✓ **SMS adoption for crisis comms** also varies

significantly, with 17% in Australia, 15% in the US, 13% in Austria, 9% in Switzerland and the UK, and only 3% in Germany.

4. Trust starts with the immediate supervisor

- ✓ The immediate supervisor is the **most-trusted source of information** for employees overall.
- ✓ However, those who use an employee app trust it even more, making it their top-rated channel for trustworthy communication.

5. Connection between clear comms and job satisfaction

- ✓ Clarity in leadership communication and during change tends to have an effect on other areas.
- ✓ When employees report that leadership communication is very clear, they're **five times as happy in their roles** compared to the ones who state that communication is not clear at all.
- ✓ The communication skills of managers and immediate supervisors are rated positively across all regions surveyed — but with some regional differences.

6. Newsletters and employee app for crisis comms: effective but not widely used

- ✓ **57% of employees** assess their organization's crisis communication as "excellent" or "good."
- ✓ When they use an employee app, this number rises to 70%, and among company newsletter readers to 71%.
- ✓ Nevertheless, a lot of organizations still don't use these channels for crisis communication.

7. Feedback disparity of desk and non-desk

- ✓ **55% of desk-based employees** report that their feedback is at least somewhat considered during change processes. Among non-desk employees, however, this figure drops to just 41%, highlighting a significant gap in how different segments of the workforce experience inclusion during times of change.
- ✓ 27% of non-desk employees in Australia say their feedback is **never considered**.

8. Loneliness at work is a communication issue

- ✓ 46% of employees in Australia **feel lonely at work** either always (4%), often (8%) or sometimes (33%).
- ✓ There is a **connection between the quality of internal communication and loneliness** at the workplace: when communication is rated "excellent," 53% say they "never" feel lonely — compared to only 15% among those who rate communication as "only fair" or "poor."
- ✓ Companies can do more to connect their workforce: 24% of employees feel their workplace does "not really" or "not at all" foster **meaningful connections**.

For internal communication teams, the findings in this report are both a wake-up call and an opportunity. There's work to be done — but also a clear path forward.

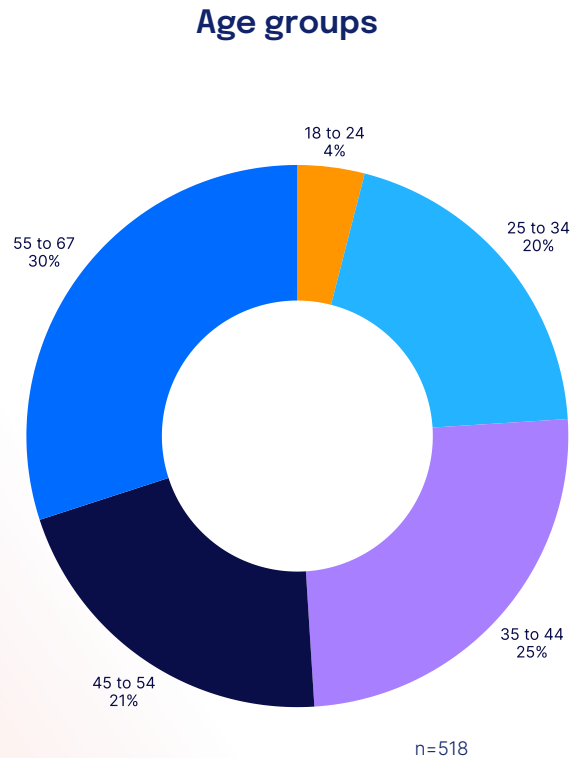
2.

Introduction and study design

The 2025 Employee Communication Impact Study by Staffbase and YouGov examines various areas of internal corporate communication and how they are perceived by employees in Australia. Employee experience and the impact of communication, change communication, crisis communication, and leadership communication are the focus topics of this study.

We collected **518 responses from employees in Australia** through online interviews conducted between February 12 and 21, 2025. The data was analyzed using descriptive methods, and observed differences were tested for statistical significance.

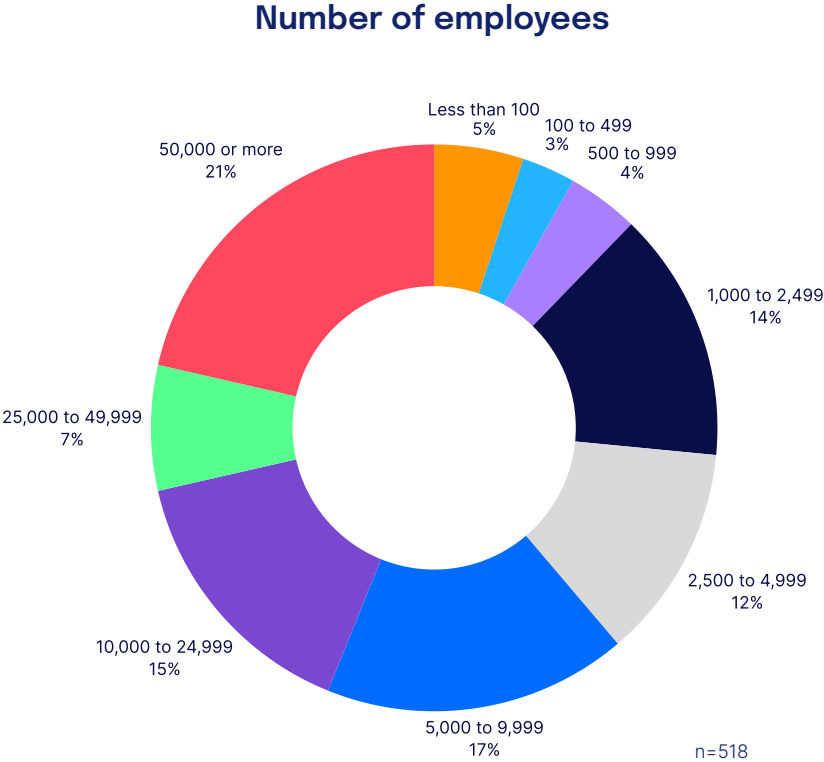
This study includes responses from employees across a wide range of industries. Of the participants, 71% work full-time and 29% part-time. The following chart provides an overview of the age distribution.



Looking at how people work, the distribution is as follows:

- 54% of respondents work exclusively or mainly at a computer (“desk-based employees”).
- 22% work mostly or entirely without a computer (“non-desk employees”).
- 24% split their work equally between computer-based and non-computer-based tasks.

The following chart shows the distribution of **company sizes**.



The Australian survey was part of a broader study, for which a total of 3,574 responses were collected from employees in Australia, Germany, Austria, Switzerland, the United Kingdom, and the United States.

The international report, which includes aggregated and comparative data across all regions studied, is available via the following link or QR code: staffba.se/impact-study-25



3.

Employee experience and comms impact

Quality of internal communications

Good news first: A lot of employees in Australia are happy with many aspects of their jobs. Especially with the relationships with their coworkers (74%) being the number one answer by far on a list of 14 aspects. And this is true for desk-based employees as well as for non-desk workers. But one thing that really sets them apart is **internal communication**.

A construction worker wearing a white hard hat, safety glasses, and a yellow high-visibility shirt with 'CINJAF' on the pocket. He is looking off to the side with a thoughtful expression.

Only **6%** of **non-desk workers** are very satisfied with the quality of internal communication.

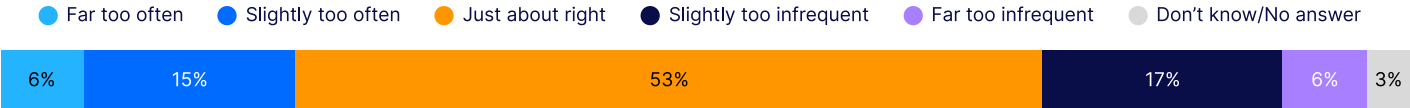
While a majority of desk-based employees (53%) are very or rather satisfied with the quality of internal communication, only 25% of their non-desk colleagues feel the same. A striking 32% in this group rate the quality of internal communication they receive as “only fair” or “poor” — compared to 23% amongst desk-based employees.

The picture becomes even clearer when looking at the question: “Overall, how would you rate the quality of the news and information you receive from your employer?”

First of all, the results show that many internal communicators are doing a great job. More than 70% of respondents rate internal communication as “good” (32%), “very good” (28%), or even “excellent” (12%).

At the same time, however, the findings also reveal that a quarter (25%) perceive the quality of communication as only “fair” or “poor.” Among non-desk employees, this figure rises to 32%, while only “6%” in this group rate it as “excellent.”

Frequency of receiving news & information



How would you rate the frequency of receiving news and information from your employer? n = 518

Quality of news & information



Overall, how do you rate the quality of news and information you get from your employer? n = 518



Overall, employees in Australia appreciate the work of internal communicators and the content quality — especially desk-based employees. However, there is a clear quality gap between desk and non-desk employees. This is where internal communication must focus in the future: addressing the imbalance and placing greater emphasis on disadvantaged but central target groups.

Channel usage, preference, and trust

The number-one answer from employees in Australia (and also globally) to the question “Where do you get most of your news and information about your company or employer?” is “Email or memo from management” (60%), followed by “My immediate supervisor” (42%), “coworkers” (38%), and the “company intranet” (37%).

If we look only at the group of respondents who work with a computer and thus potentially have access to the intranet, significant differences emerge between the individual countries. The following figures show intranet usage among desk-based employees:

 Australia: 50 %

 Switzerland: 46 %

 United States: 39 %

 Germany: 61 %

 United Kingdom: 45 %

 Austria: 38 %

The immediate supervisor is the **most-trusted source of information** for employees overall. But if they use an **employee app**, this channel has the highest trust score.

Other digital internal communication channels rank further down the list: company newsletters at 21%, employee apps at 15%, and digital info screens at 5%.

When asked about their preferred sources of information, employees give a ranking similar to the channels they actually use. More revealing, however, are the trust levels.

The immediate supervisor is the most trusted source of information for employees in Australia: 56% of respondents trust them “a great deal.” The company intranet (50%), email and memos from management (48%), employee apps (43%), workplace collaboration tools (40%), and company newsletters (39%) also score high on trust.

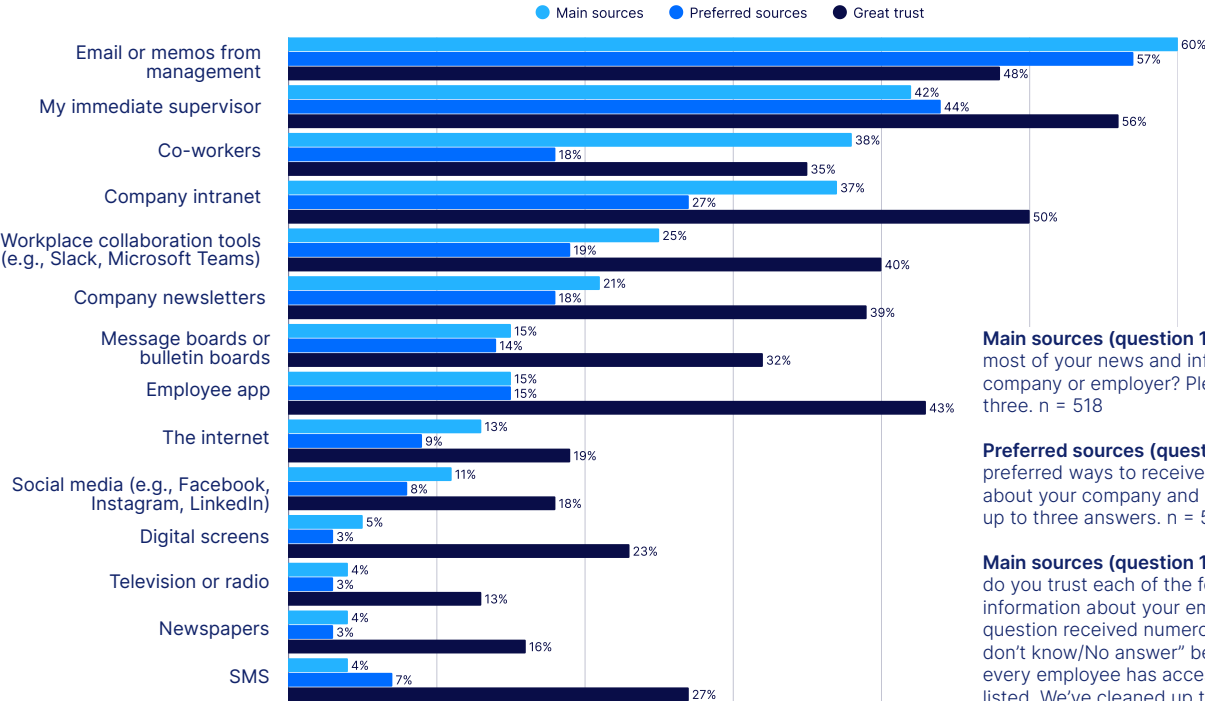
Among those who use an employee app as one of their main information sources, it’s also the most-trusted channel. It ranks number one with 61%, followed by supervisors (56%) and email or memos from management (46%).

In contrast, external sources are trusted far less when it comes to employer-related information. Social media (18%), TV or radio (11%), and newspapers (9%) all receive low trust scores — and 36% of employees say they don’t trust newspapers at all.



Trust is built where communication is close, consistent, and digitally accessible — via direct managers, the intranet, email, or the employee app. Companies that strategically strengthen these channels and adapt them to the needs of their audiences can establish credible sources of information and improve internal alignment.

Channel usage, preference, and trust



Main sources (question 1): Where do you get most of your news and information about your company or employer? Please select the top three. n = 518

Preferred sources (question 2): What are your preferred ways to receive news and information about your company and your job? Please select up to three answers. n = 518

Main sources (question 1): Overall, how much do you trust each of the following sources of information about your employer? (Note: This question received numerous responses stating “I don’t know/No answer” because not every employee has access to all of the sources listed. We’ve cleaned up the data and eliminated these responses to get to a better comparison between communication channels. The displayed percentages show the response “A great deal.”)

The impact of good (and poor) comms

We asked employees who are actively thinking about changing jobs: “To what extent do the following factors contribute to your likelihood of leaving your current job?”

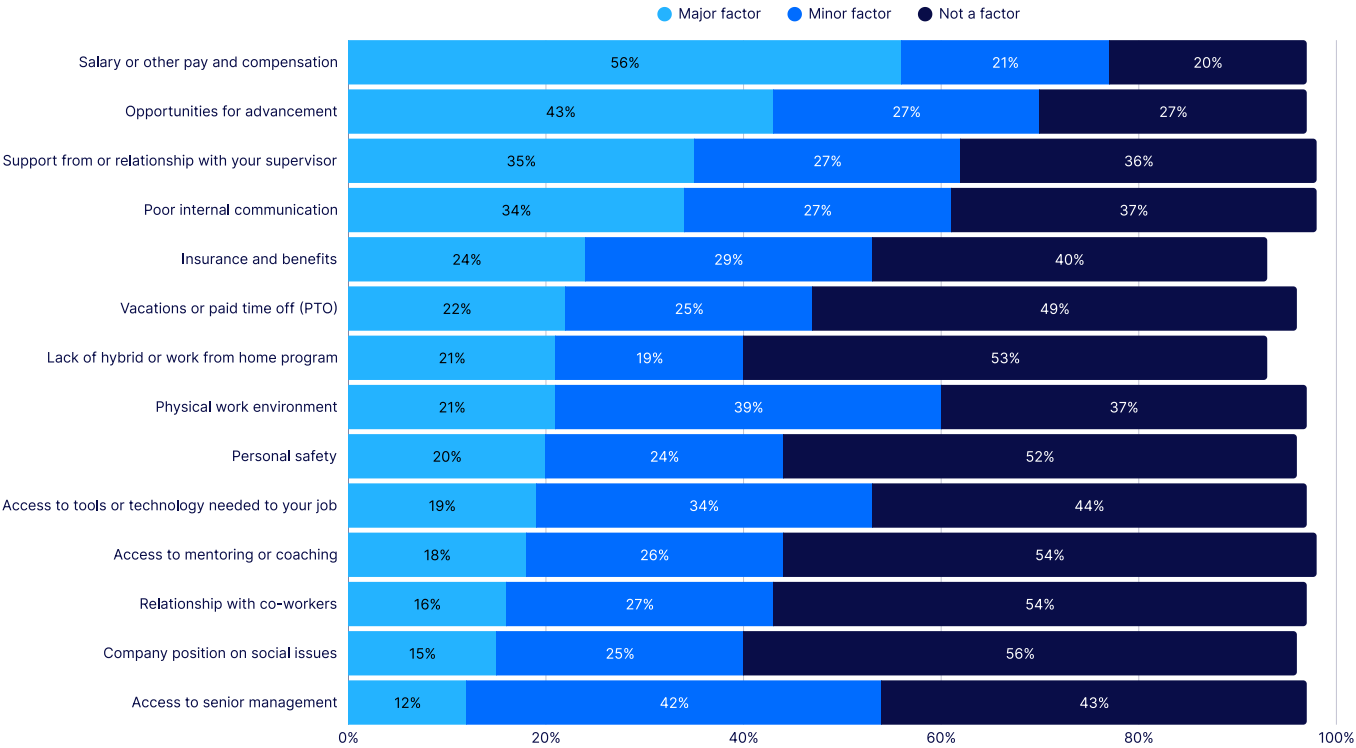
Salary is the top reason for turnover: 56% consider it a major factor, and another 21% say it’s a minor one. “Opportunities for advancement” (43% + 27%) and “Support from or relationship with your supervisor” (35% + 27%) follow — but “Poor internal communication” also stands out. For the latter, the figures are as follows:

- Major factor: 34%
- Minor factor: 27%
- Not a factor: 37%

It’s worth noting that poor communication is a much more common driver of employee turnover than factors like insurance and benefits, paid time off, personal safety concerns, or the company’s stance on social issues.

Poor internal communication is one of the **biggest drivers of turnover.**

Impact on decision of leaving the current job



To what extent do the following factors contribute to your likelihood of leaving your current job? (responses for “Don’t know/No answer” not shown in chart)
n = 89, i.e., respondents who somewhat or very unlikely wish to stay at their current jobs in the next 12 months.

The connection between communication and employee retention also becomes obvious when comparing employees' stated likelihood of staying with their company against their assessment of communication quality:

- Among employees who rate internal communication as “excellent,” 94% say they are “very likely” (78%) or “somewhat likely” (16%) to stay with their employer.
- Among those who rate communication as “poor,” only 21% say they are “very likely” (13%) or “somewhat likely” (8%) to stay.

Internal communication does not only influence employee turnover. More than two in three employees say it has at least some or a strong influence on:

- “My overall productivity at work” (70%)
- “Feeling motivated to do my best work” (71%)
- “Understanding my company’s vision and mission” (69%)



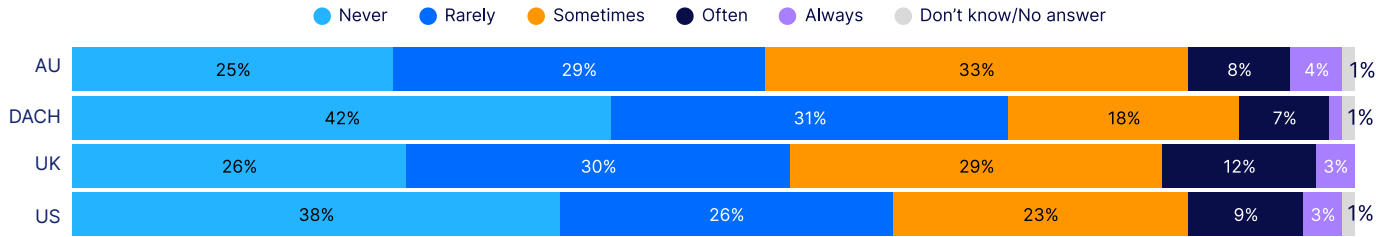
Communication quality is closely linked to other central aspects of the employee experience, such as productivity, motivation, and understanding the company's vision and mission. Employees who rate internal communication quality as excellent are significantly less likely to plan a job change. The impact of good — or poor — communication is key to the overall success of the organization.

The “loneliness epidemic”

The issue of loneliness as an international phenomenon and serious health risk has increasingly come into focus for governments and health organizations in recent years.*

We wanted to find out how often employees feel lonely and whether their workplace fosters genuine social connection. The following chart shows the results for Australia in an international comparison.

Companies can do better at fostering **meaningful connections** at work.



How often do you feel lonely at work? AU n = 518; DACH n = 1483; UK n = 529; US n = 1044

* See, for example, the report by the WHO Commission on Social Connection: www.who.int/groups/commission-on-social-connection

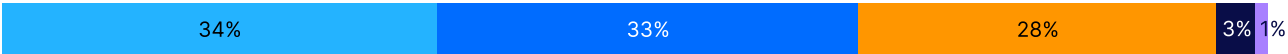
In other areas of our survey, such as communication quality, non-desk workers often report greater disadvantages. Interestingly, when it comes to loneliness in the workplace, there are no major differences.

In contrast to the workplace description, internal communication appears to have a stronger influence on workplace loneliness. Below is a comparison between those who rate communication as excellent or very good and those who rate it as only fair or poor.

How often do you feel lonely at work?

High-quality comms

● Never ● Rarely ● Sometimes ● Often ● Always



n = 209

Low-quality comms

● Never ● Rarely ● Sometimes ● Often ● Always



n = 131

Companies themselves can do significantly more to foster meaningful interpersonal connections in the workplace. While 58% of respondents say their company does a good or very good job in this area, 24% report that this is “not really” or “not at all” the case.

4.

Change communication

Level of information and awareness

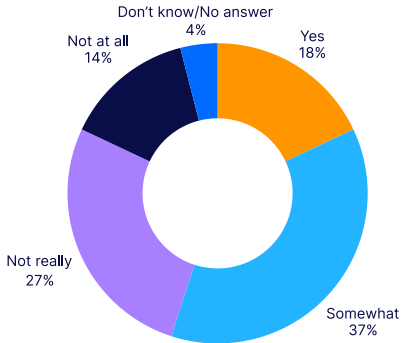
Do employees feel informed about change initiatives? Are they satisfied with the clarity of communication? And what channels do they find most effective?

Employees who feel well informed about changes are **happier with their job.**



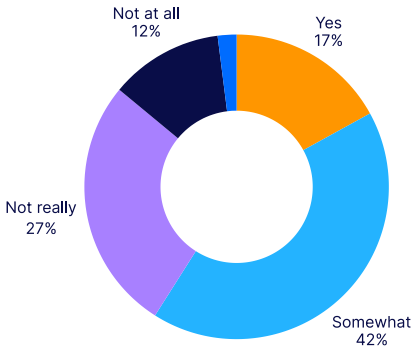
Do you feel well informed about the reasons behind recent company changes?

All employees



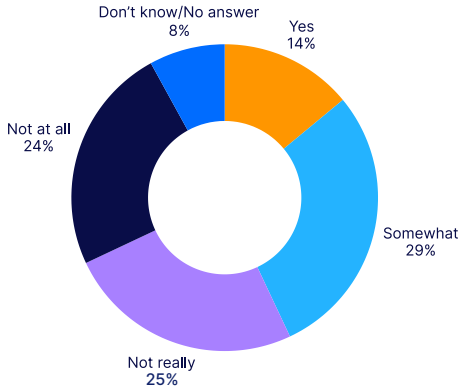
n = 518

Desk-based employees



n = 278

Non-desk employees



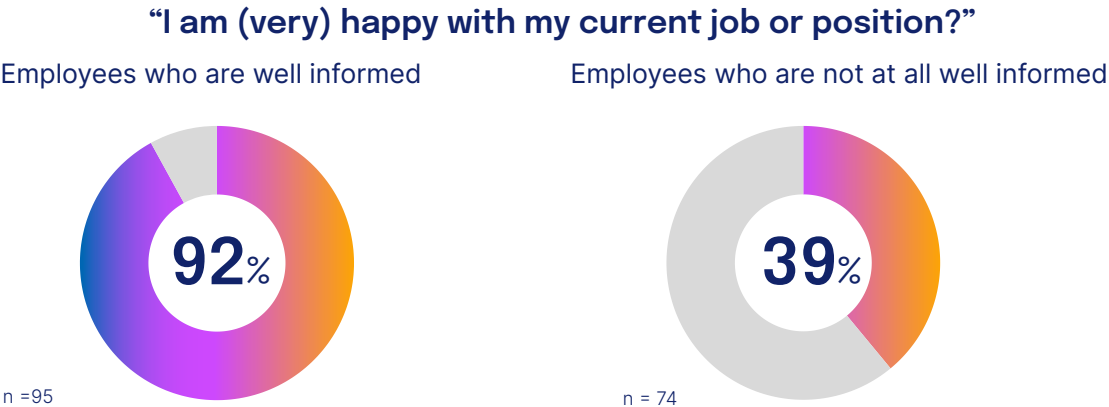
n = 114

The graphics above illustrate the dilemma of change communication: 18% of employees feel well informed and 37% “somewhat” well informed about the reasons behind recent company changes. On the other hand, 41% feel “not really” or “not at all” informed. Comparing the numbers for different workplace descriptions, we see that the numbers for non-desk employees are worse than those of desk-based employees.

Being well informed not only affects employees’ understanding of the change itself but also their overall job satisfaction and trust in the company. Our study shows a clear connection: 92% of those who feel well informed about changes are very or somewhat satisfied with their job — compared to only 39% of those who feel “not at all” well informed.

This connection also extends to internal communication channels: the better informed employees feel, the higher their trust in managers, the intranet, the employee app, and other internal channels. E.g., only 27% of those who feel “not at all” well informed trust their immediate supervisor “a great deal,” compared to 82% of those who feel well informed.

One possible explanation for why employees may not feel well informed is a lack of clarity in communication: more than one in four respondents (27%) report being “dissatisfied” or “very dissatisfied” with the clarity of change communication.



Most effective channels for change communication

Nearly one in four employees (24%) says they almost always or often feel left out of important change-related information. With a set of strong internal channels in place, companies could reduce the risk of disengagement across their workforce.

So, which channels do employees find most effective for change-related communication in their company?

The results closely mirror those for trust in information sources. Once again, **email or memos from management, immediate supervisors, and the company intranet** make up the top three channels.

Email from management, supervisors, and the intranet are the top **3 channels for change comms.**

It’s important to remember that not every company offers all of the internal communication channels on the list — except for management, supervisors, and coworkers. So let’s take a closer look.

Take **employee apps**, for example: 58% of those who name an employee app as one of their main sources of information also say that this is the most effective channel for change communication ranking it number one followed by the immediate supervisor at 51%.

The **intranet** performs even better: 61% of employees who use it as a main source consider it the most effective channel for change communication — ranking it number two right behind email or memos from management at 66%.

 Organizations that choose the right channels for change communication can effectively close information gaps. In particular, the intranet and the employee app show their full potential when actively used.



Employee feedback

Many companies include phrases like “We value the opinions of our employees” or “The voice of our staff matters” in their corporate values.

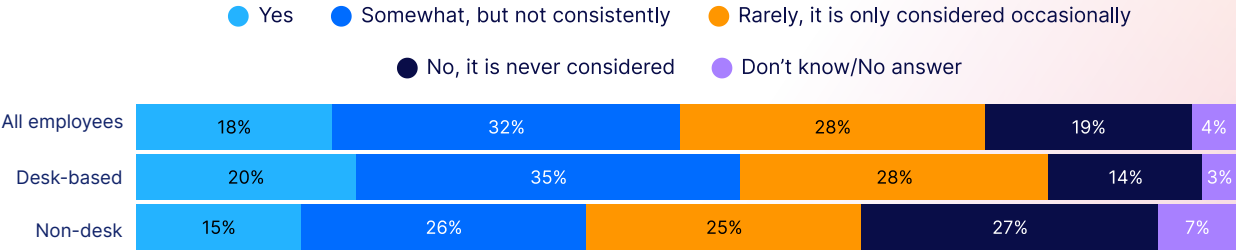
But how do employees actually feel about that? We asked: **“Do you feel employee feedback is considered during change management processes?”**

Half of the employees (50%) say “yes” or “somewhat” while nearly the other half (46%) say “rarely” or “no, it is never considered.”

Feedback? The majority of non-desk workers say it goes **unheard**.

What stands out is the workplace comparison:

Consideration of employee feedback



Do you feel employee feedback is considered during change management processes? n “all employees” = 518; n “desk-based” = 278; n “non-desk” = 114

These results reveal a gap between desk and non-desk employees when it comes to feedback. Let’s take the responses to “No, it is never considered” as an example: while the figure for desk-based employees stands at 14%, it is alarmingly higher for non-desk workers at 27%. Including the 25% who say their feedback is only occasionally considered, the data shows that more than half of non-desk employees do not feel heard.

 **During times of change, companies rely on the support of their workforce. However, the results show that nearly half of all employees and more than half of non-desk employees believe their feedback is rarely or never considered.**

5.

Crisis communication

Quality of crisis communication

Whether it's a natural disaster, economic instability, a cyberattack, or an operational disruption — crises can have many causes. For leaders, employees, and communication teams, they always represent a significant challenge.

Still, the responses we see lean much more positive than negative. More than half (57%) rate their company's crisis communication as "excellent" or "good," while only 17% classify it as "poor" or "very poor," and 19% take a neutral stance.

Across industries, there are some differences worth highlighting. Two stand out positively: the financial and insurance sector (n = 34) as well as professional, scientific, and technical services (n = 34) both with 74% positive responses (17% above average). Two others stand out negatively: health care and social assistance (n = 87) with 45% positive responses (12% below average) and logistics, transportation, and warehousing (n = 21; low number of cases) with 38% positive responses (19% below average).

Overall, crisis communication receives mostly **positive ratings.**

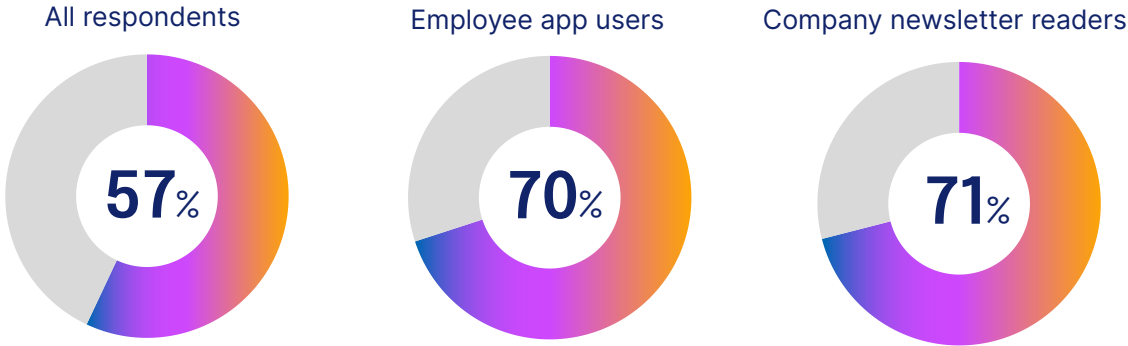
The best crisis comms channels

Our data suggests that the use of modern communication solutions and very active local managers lead to better ratings of crisis communication. Out of the channels that received a fair amount of answers, these four receive the highest shares of “excellent” or “very good” evaluations:

- Company newsletters: 71% (n = 63)
- Employee app: 70% (n = 83)
- Immediate supervisor: 68% (n = 225)
- Intranet: 68% (n = 133)

The first and most important step is to tell your employees where to **find crisis updates.**

Overall crisis comms rating “excellent” or “good”



On the one hand, the channels mentioned are rated very positively by employees; on the other hand, the actual usage figures of the digital channels tell a different story: only 26% of respondents receive crisis updates via the company intranet, 16% via an employee app, and 12% via company newsletters.

Here's how each channel ranks:

- Email or memos from management: 56%
- My immediate supervisor: 43%
- Company intranet: 26%
- Co-workers: 21%
- Workplace collaboration tools (e.g., Slack, Microsoft Teams): 19%
- SMS: 17%
- Employee app: 16%
- The internet: 15%
- Social media (e.g., Facebook, Instagram, LinkedIn): 12%
- Company newsletters: 12%
- Message boards or bulletin boards: 12%
- Television or radio: 9%
- Newspapers: 6%
- Digital screens: 3%
- Don't know/No answer: 7%

SMS adoption stands out: while 17% of employees in Australia receive **crisis communications via SMS**, usage in other countries is lower. In the US 15% of respondents said they use SMS, followed by Austria at 13%, Switzerland and the UK at 9%, and only 3% in Germany.

Younger employees also rely more on **social media** during a crisis. Among those aged 18 to 34, 18% reported using social media for updates — which is notably higher than the overall average of 12%.

We also asked participants about the **frequency of crisis updates**, where **gaps** exist, and whether they **feel supported** during a crisis.

- Frequency is rated quite well: 55% say “Just the right frequency.”
- 39% have sometimes, frequently, or always experienced communication gaps during past crises.
- One in two (52%) feel very or somewhat supported by their organization during a crisis. This number is lower for non-desk workers (39%) and significantly higher for those who receive crisis comms via employee app (65%).

7% of all participants **couldn't answer or didn't know how they typically receive updates** during a crisis. None of them feels “very supported” and 16% only “somewhat supported” by their organization during a crisis. This tells us two things:

1. Implementing a multi-channel approach will improve employees' crisis comms experience.
2. Organizations need to improve how they inform staff about where to find crisis updates.

6.

Leadership communication

Communication skills

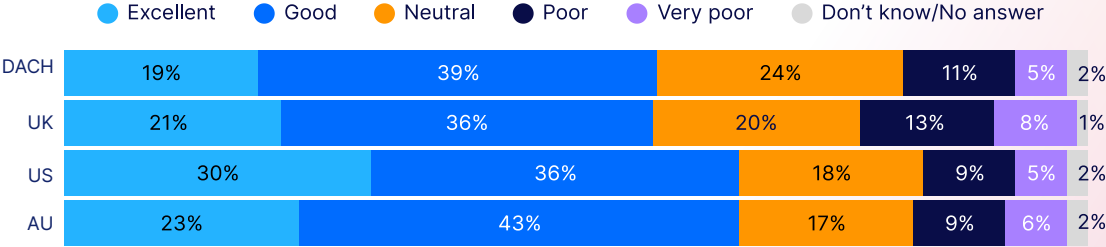
Previous sections highlighted that immediate supervisors and management updates are key means of communication. But what about the quality? We asked:

“How would you rate your manager’s communication **skills** overall?” and “How well does your manager keep your team **informed** about updates from leadership?”



Non-desk employees feel less well informed by their managers.

How would you rate your manager's communication skills overall?



AU n = 518; DACH n = 1483; UK n = 529; US n = 1044

As the chart above shows, managers and immediate supervisors are rated positively across all regions surveyed. Managers in the United States receive the highest score, with 30% of respondents rating their skills as “excellent.” **In Australia, 23% rate their manager’s communication skills as “excellent” with another 43% rating them “good.”**

This trend continues in the second question above: in Australia, 58% of employees feel “well” or “very well” informed by their managers about news from senior leadership. But we also notice a workplace gap here: Non-desk employees in Australia feel less well informed by their managers (50% “Well” or “Very well”) than their desk-based colleagues (63%).

Clarity about vision and strategy

Every organization wants their employees to understand the bigger picture — the company’s vision and strategy. But communicating that effectively remains one of the biggest challenges of internal communicators and leadership teams. Clear messaging is essential to making that vision resonate.

We’ve asked 518 employees in Australia: “How clear is leadership communication about organizational vision and strategy?”

There is a strong connection between clear communication and overall job satisfaction.

Clarity of leadership communication

- Very clear, the vision and strategy are easy to understand
- Somewhat clear, there are minor ambiguities
- Neutral, neither clear nor unclear
- Somewhat unclear, the vision and strategy are difficult to follow
- Very unclear, the vision and strategy are not communicated effectively
- Don't know/No answer

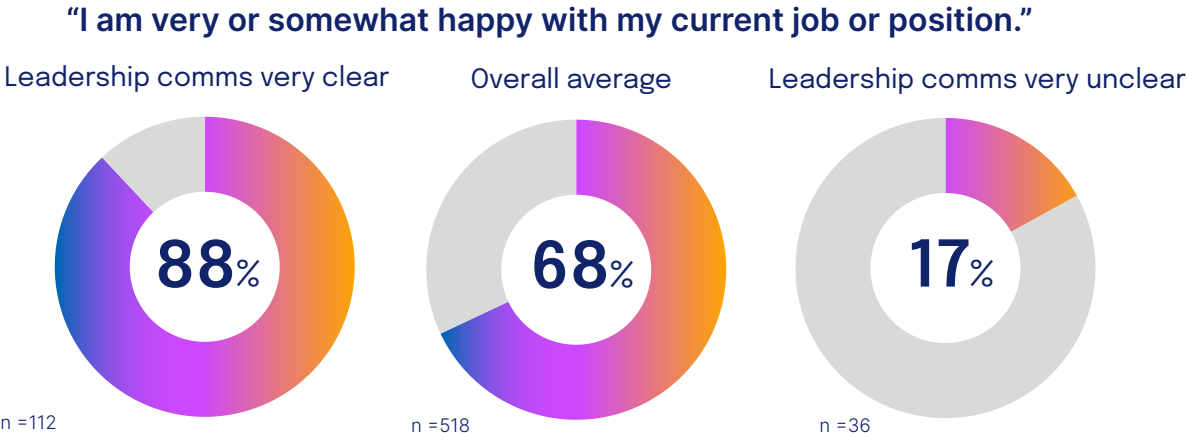


How clear is leadership communication about organizational vision and strategy? n = 518

Even if we see a good number of positive responses in the chart above, there are connections to other areas of this study that deserve our attention.

First, we see a strong connection between clear leadership communication and overall job satisfaction: Among employees who say leadership communication about the organization’s vision and strategy is “very clear,” 88% report being very or somewhat happy in their jobs. That’s significantly higher than the overall average of 68% — and dramatically higher than the 17% of employees who say communication is “very unclear” and still report being happy at work.

Let that sink in: When employees report that leadership communication is very clear, they’re five times as happy in their roles compared to the ones who state that communication is not clear at all.



Second, clarity seems to be a strong indicator for the overall quality of internal communications: 76% of those who say “the vision and strategy are easy to understand” rate the overall quality of internal communication as “excellent” or “very good.” In contrast, only 3% of those who feel the vision and strategy are not communicated effectively give such high ratings.

Considering the central role of senior leadership in conveying corporate values, vision, and strategy, it's all the more concerning that 13% of non-desk employees in Australia say they never receive communication from senior leadership. An additional 4% report that they receive information only “annually” and an additional 11% don't know how often they are informed by senior leadership.

On the contrary, employees who receive communication from senior leadership weekly or more are a lot happier (78%) with their job or position than those who never receive any communication from senior leadership (46%). Yes, there is a risk of information overload, and communicators should always be mindful of the frequency of internal communication. But the survey results make it clear: it's better for senior leaders to communicate regularly than to stay silent.

When it comes to the themes and messages of leadership communications, companies should be especially mindful of employee concerns. One in four employees respond to the question “How well do leadership communications address employee concerns?” with either “Poorly, concerns are rarely addressed” or “Not at all, concerns are ignored.”

7.

Conclusion

Takeaways for comms professionals and leaders

by Ramak Salamat, VP Asia Pacific & Japan, Staffbase



This study takes a hard look at how Australian employees experience internal communication in a world where change never takes a day off. The findings are both a wake-up call and a playbook for action for leaders.

What's driving the pain?

- Change is the new normal. Only 18% feel fully informed about company changes. Employees aren't resisting change — they're resisting confusion.
- Crisis exposes cracks. 55% say crisis updates hit the right frequency, yet 39% still experience gaps when it matters most. Apps and newsletters score highest for clarity but remain under-used.
- Leaders are visible, but . . . 38% hear from senior leadership weekly or more (the highest number of all countries surveyed), but frequency isn't the same as meaning. Weekly noise isn't weekly trust.
- Connection is a comms issue. 46% of employees feel lonely at work at least sometimes. Where comms are rated "excellent," feelings of loneliness drop dramatically.

Communication drives retention.

- ✓ Employees don't quit because of change itself — they quit because they feel uninformed. Pay still matters most, but clarity and connection are also major factors that keep people.

Clarity fuels happiness.

- ✓ People who know where their leaders stand and understand the “why” behind decisions are far more engaged and satisfied. Unclear comms create disengagement and dissatisfaction.

Frontline workers are underserved.

- ✓ Desk-based employees are easier to reach, but frontline teams often miss out on critical information. When they're overlooked, it widens the gap in trust and belonging.

Confusion, not change, is the enemy.

- ✓ Employees accept that change is constant, but they resist when they don't have the context or confidence to adapt. Clear, consistent updates reduce resistance.

Frequency isn't meaning.

- ✓ More messages don't equal better communication. Leaders need to focus on relevance and trust, not just volume.

Connection is built through comms.

- ✓ Loneliness at work isn't only a social problem — it's a communication problem. When messages are clear, inclusive, and two-way, employees feel less isolated and more connected.

The leadership mandate

- ✓ For executives and senior managers, communication is no longer a support function — it's a core leadership skill. Your ability to speak clearly, listen widely, and close feedback loops now drives retention, productivity, and trust as much as pay or benefits. Leaders who treat communication as strategy — not just information — will keep their people engaged, reduce turnover, and steer their organisations through constant change.

The bottom line is that Australian employees don't fear change — they fear being left in the dark. When communication is clear, inclusive, and two-way, trust grows, turnover falls, and the whole organization moves faster. Clarity isn't just nice to have anymore — it's a competitive advantage and a key responsibility for every leader.

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