

2026 EDITION

# Kahoot! 360 Frontline Workers Report

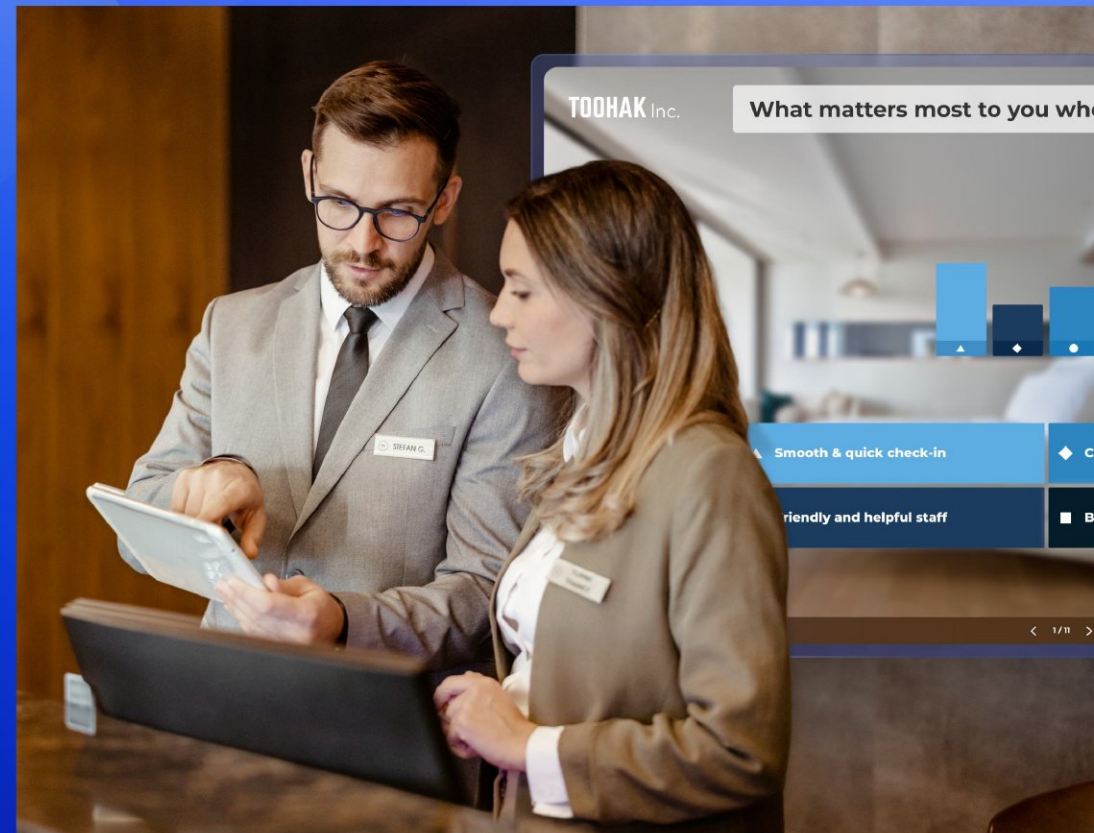
# About Kahoot! 360

The ultimate workforce engagement platform, Kahoot! 360 empowers professionals to deliver presentations, training, and events with lasting measurable impact.

Boosting employee performance, productivity, and retention Kahoot! 360 is a scalable, browser and app-based, subscription software service. Part of the innovative Kahoot! platform and leveraging the proven pedagogical and learning design principles it's built upon, Kahoot! 360 helps transform workplace learning and employee communication. Organizations can replace passive training, learning content and presentations with interactive, impactful and engaging experiences.

Kahoot! 360 addresses the practical needs of modern workplaces by supporting single sign-on and SCIM provisioning and also integrates with common productivity tools and learning management systems (LMS). This enables organizations to actively track and manage employee training progress and performance through detailed reporting and analytics, easily accessible within their LMS. There is a reason 95% of Fortune 500 companies choose Kahoot! 360.

**Join them and the millions of professionals across departments and industries boosting employee performance, productivity, and retention at [kahoot360.com](https://kahoot360.com)**



# About the survey

Kahoot! 360 commissioned the study via OnePoll online (CAWI) survey in September 2026, surveying 4,000 frontline workers aged 25+ years across two different markets - with 2000 respondents in the UK and 2000 in the US respectively. Frontline workers are defined as those who have direct, in-person interaction with customers, patients, service users or the public, often in roles that cannot easily be performed remotely. Respondents spanned sectors including healthcare, social care, education and childcare, retail, hospitality and leisure, transport, emergency services, public services and local government. The research examined how frontline workers are trained, how safe and supported they feel, and the personal cost of working on the frontline.

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# Introduction

## **Frontline workers are motivated, but all too often ill-equipped, to succeed**

**To customers, frontline workers are the face of your organization, responsible for delivering service, ensuring safety, and upholding the brand values and reputation. Preparing frontline workers to excel in their roles should be a necessity, but many organizations are still falling worryingly short.**

To better understand what frontline workers need from employers to succeed, we surveyed 4,000 frontline workers across the UK and US. The results reveal a troubling contradiction at the heart of the frontline workforce. We rely on these workers every day to deliver care, keep transport moving, serve customers and support communities, yet many feel underpaid, understaffed and increasingly unsupported.

When more than a third are considering leaving their jobs, this isn't just a workforce problem. It's a problem for the essential services we all depend on.

Even more concerning is that staff shortages and gaps in training are already creating safety risks. No one should be expected to carry out an important task without the knowledge and training they need to do it safely and confidently. Frontline workers often have to make quick decisions in real-world situations, so they need access to knowledge and support when they need it.

The organizations seeing the greatest success are moving away from treating training as a one-off event and instead making knowledge available continuously, in ways that fit naturally into the working day. By integrating flexible, interactive learning into the flow of work, organizations uplift frontline workers' skills as well as their overall engagement at work, and engaged frontline workers are a key ingredient in strengthening company cohesion and culture. Not only this, but by boosting individual and team performance, engaging learning also drives business performance, powering higher customer satisfaction, lower turnover costs, and stronger brand reputation.

At a time when frontline workers are being asked to do more than ever, giving people the tools to learn, adapt and stay informed isn't a luxury. It's fundamental to keeping people safe, retaining experienced staff and delivering better services.

- **Sean D'Arcy, Chief Solutions Officer**



**Sean D'Arcy**  
Chief Solutions Officer

# Key findings

37%

of the all the frontline workers surveyed (UK and US) have not received formal training in the past 12 months

58%

have been asked to carry out a task at work without receiving the relevant training

51%

of respondents say that AI makes their work easier

59%

have used YouTube, AI, TikTok or other online resources to teach themselves part of their job

62%

view their role as their long-term career, rather than a stepping-stone

1 in 4

have made a mistake that could have caused physical harm to a customer, patient, passenger or member of the public due to inadequate or insufficient training

1 in 3

are considering leaving their current job in the next 12 months

45%

believe staff shortages put the public at risk

50%

have experienced burnout at work in their current role

69%

think having all their training materials and messages available in one app would help them complete their training more successfully



## Part 1- Onboarding, training and safety

Over half of frontline workers are performing tasks they aren't trained for

In this time of rapid technological evolution, training is essential for equipping employees to succeed in their roles, from onboarding to continuous upskilling as processes and skill needs change. But how well are organizations meeting their employees' training needs?

According to the data, over one quarter of all frontline workers surveyed across the US and UK do not feel that they received adequate training when they started their role or when aspects of their work (rules, processes, etc.) have changed. However, organizations may be falling short on training more than employees realize, with 58% of all frontline workers surveyed confirming they have been asked to carry out a work task without receiving the relevant training. Furthermore, 37% say they have received no formal training at all in the past 12 months, and 59% have used YouTube, AI, TikTok or other online resources to teach themselves part of their job.

On the other hand, some solutions may be simpler than previously thought. Over two-thirds of all respondents believe that having all their training materials and messages available in one app would help them complete my training more successfully.

# Training essentials? Well, clearly not for everyone

## Key takeaways

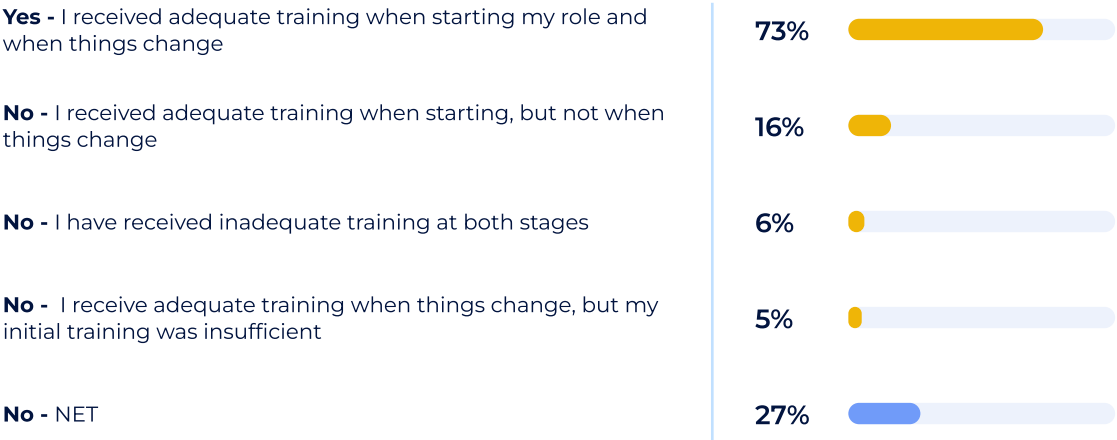
While 73% of respondents believe the training they receive during onboarding and when new rules, procedures, products or initiatives are introduced is adequate, training frequency clearly remains an issue.

With over a third receiving no formal training in the past year, frontline staff are resorting to using online resources to fill in the training gaps and/or more worryingly performing tasks irrespective of not being trained to do them.

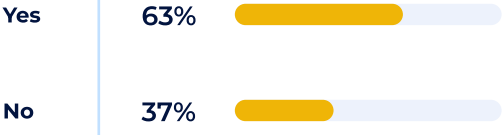
This highlights the need for organizations to consider investing in detailed role-specific skills mapping and assessment. And of course better utilizing a variety of tools to increase the frequency, impact and effectiveness of training.



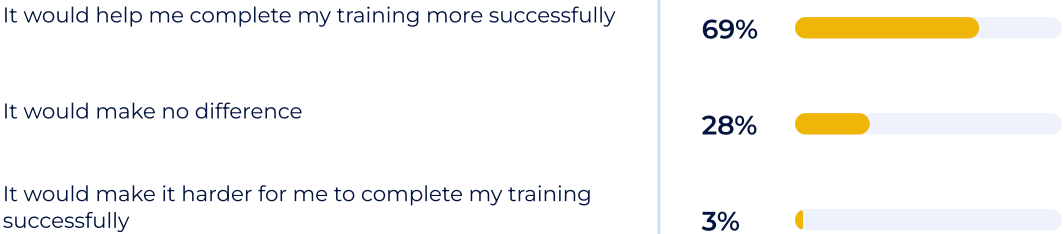
1 Do you feel you received adequate training both when starting your role, and when things change (e.g. new rules, procedures, products or initiatives are introduced)?



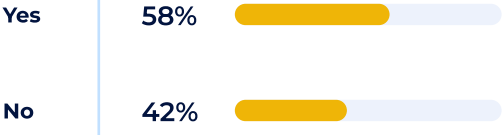
2 Have you received formal training in the past 12 months?



3 What impact, if any, do you think having all your training materials and messages available in one app would have, compared with receiving them by email or text?



**4** Have you ever been asked to carry out a task at work without receiving the relevant training?



5 Have you ever used YouTube, AI, TikTok or other online resources to teach yourself part of your job?





# Training format, delivery, frequency, timing and assessment

## Key takeaways

Most employees feel positively about the training they do receive, with approximately 80% saying training leaves them feeling prepared. However, over 2 in 5 describe their training as learning on the job or from colleagues, and many say their training is not formally assessed or tested. This can lead to a lack of consistency and alignment on information, processes, and goals, while leaving leaders in the dark about employees' knowledge and skill gaps.

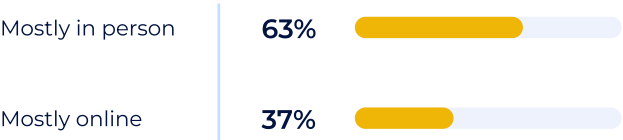
**6a** Thinking about the training you have received in your current role, which of the following best reflects your experience?



**6b** Thinking about the training you have received in your current role, which of the following best reflects your experience?



**6c** Thinking about the training you have received in your current role, which of the following best reflects your experience?



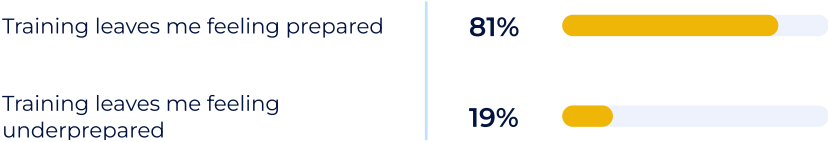
**6d** Thinking about the training you have received in your current role, which of the following best reflects your experience?



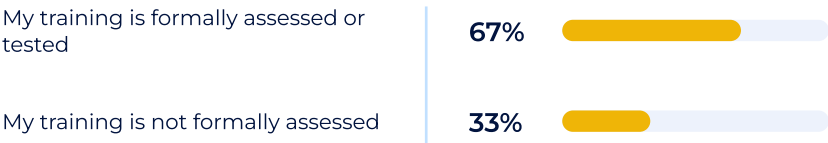
**6e** Thinking about the training you have received in your current role, which of the following best reflects your experience?



6f Thinking about the training you have received in your current role, which of the following best reflects your experience?



**6g** Thinking about the training you have received in your current role, which of the following best reflects your experience?



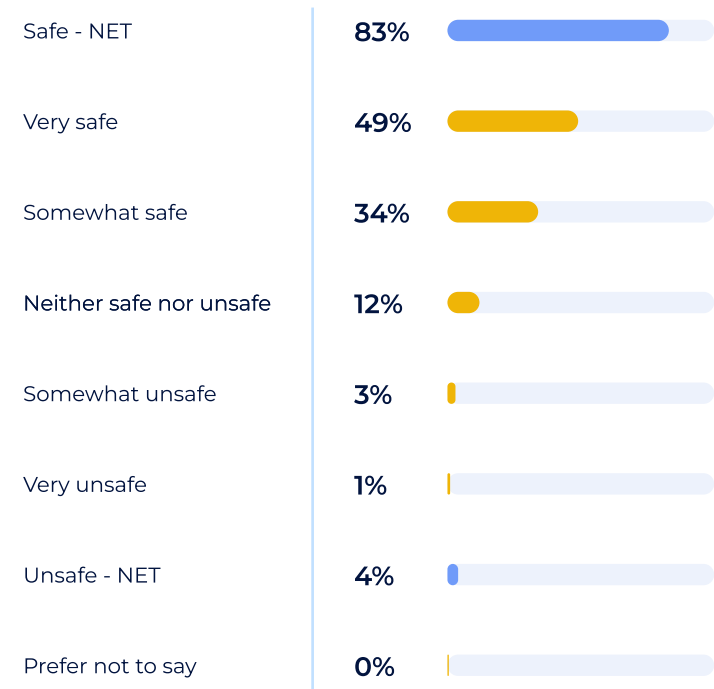
# Quality and quantity of training putting safety and reputations on the line

## Key takeaways

Leaving employees insufficiently trained not only risks making employees feeling unprepared; it can also lead to costly mistakes. One quarter of frontline workers admit they have made a mistake that could have physically harmed a customer, patient, passenger, or member of the public due to inadequate or insufficient training. Nearly as many say lack of proper training has led to mistakes that cost their employer money or risked their own or colleagues' safety.

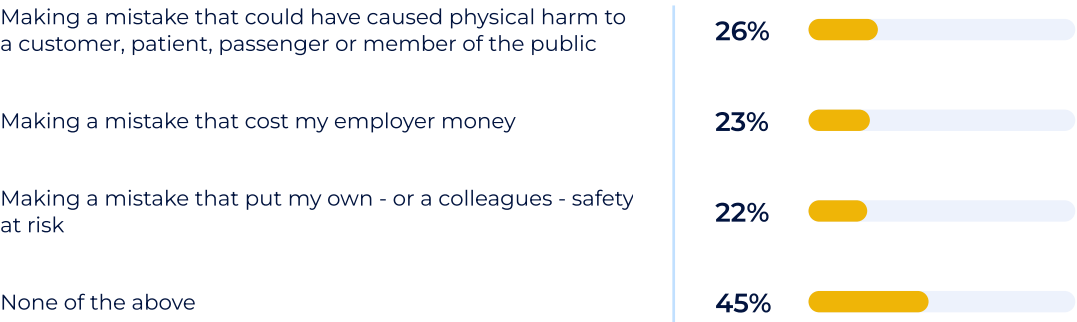


7 How safe or unsafe do you feel carrying out your role?

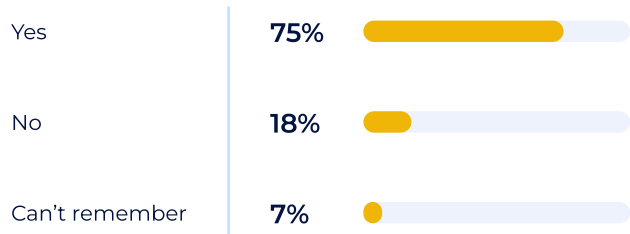


The above figures combine responses from both country's surveys, which were performed by OnePoll simultaneously using the same sample size, tools, methodology, questions and demographics. A country-by-country breakdown of all survey responses can be found in Appendix 1

**8** Has inadequate or insufficient training ever contributed to any of the following?  
[Select all that apply]



9 Were health and safety policies (such as fire procedures) clearly communicated when you began your role?



## Part 2- Customer behaviour and public perception

Frontline workers face concerning customer behaviour, and managers aren't always stepping up

Lack of respect from customers can lead to serious workplace issues, particularly when managers fail to deliver the support employees need.

Though frontline workers provide many of our day-to-day and essential services, they are not always treated with respect as they should be. This can escalate into more troubling and even dangerous customer interactions, with nearly half of frontline workers saying they have experienced verbal abuse and threatening behaviour from customers or members of the public at work.

Perhaps even more concerningly, over one-third of frontline workers claim that their manager did not take the situation seriously and address it accordingly, and more than half have felt that reporting workplace issues or incidents was pointless. Unaddressed workplace issues can become more costly over time, including increasing employee turnover and damaging customer service.

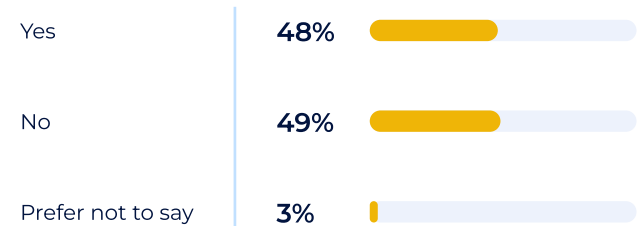
# Negative customer behaviour remains an issue

## Key takeaways

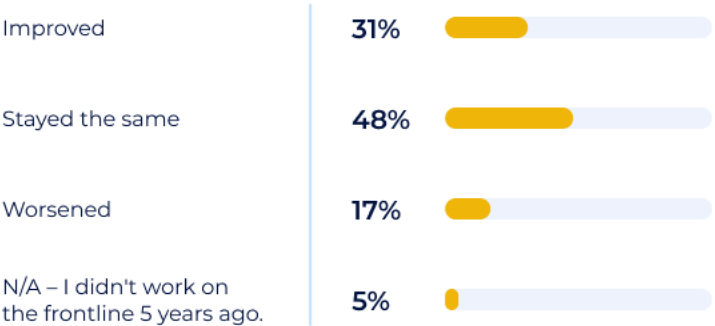
Verbal abuse and threatening behaviour from customers or members of the public is a concerning common issue for frontline workers, with 44% in the US and 52% in the UK saying they have experienced this. While some have seen improvements on this issue over the last five years, over half of US workers and nearly 3 in 4 UK workers say the problem has remained the same or worsened in that time.



**10** Have you experienced verbal abuse or threatening behaviour from customers or members of the public while at work?



**11** Has customer behaviour improved, worsened or stayed the same over the last five years?



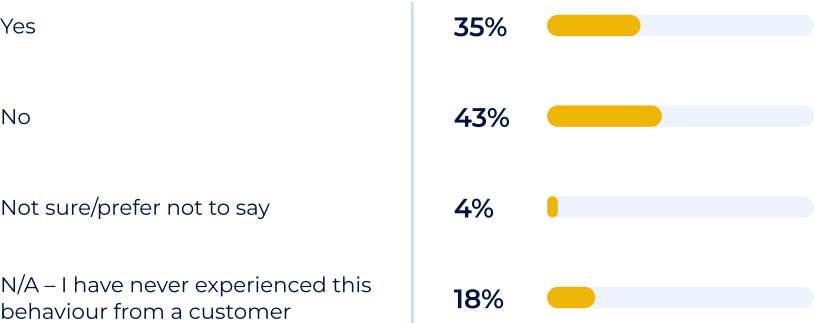


# Are managers taking workers' concerns onboard and taking action?

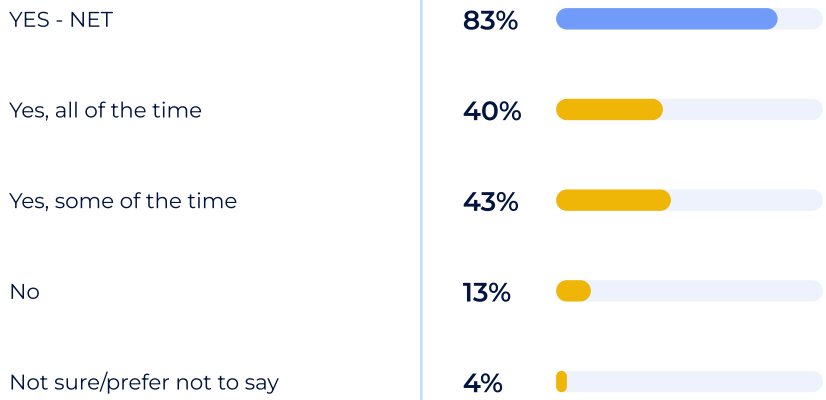
## Key takeaways

For frontline workers experiencing threatening or abusive customer behaviour, manager support is critical. According to respondents, however, this is not always the approach managers take. Over one-third claim that a manager has dismissed, minimised, or failed to take customer abuse seriously. Additionally, while most feel that their employer listens and acts on their feedback at least some of the time, more than half have felt there was no point in reporting workplace issues or incidents because they didn't believe anything would be done to address it.

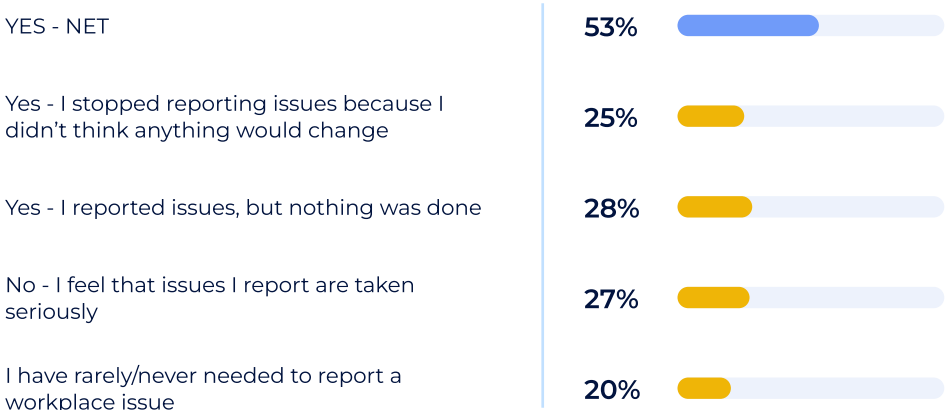
**12** Has a manager ever dismissed, minimised, or failed to take seriously abuse you experienced from a customer (e.g. saying its part of the job or suggesting it was a misunderstanding)?



13 Do you feel your employer listens to and acts on feedback from you



**14** Have you ever felt that reporting workplace issues or incidents was pointless because you didn't believe anything would be done about them?



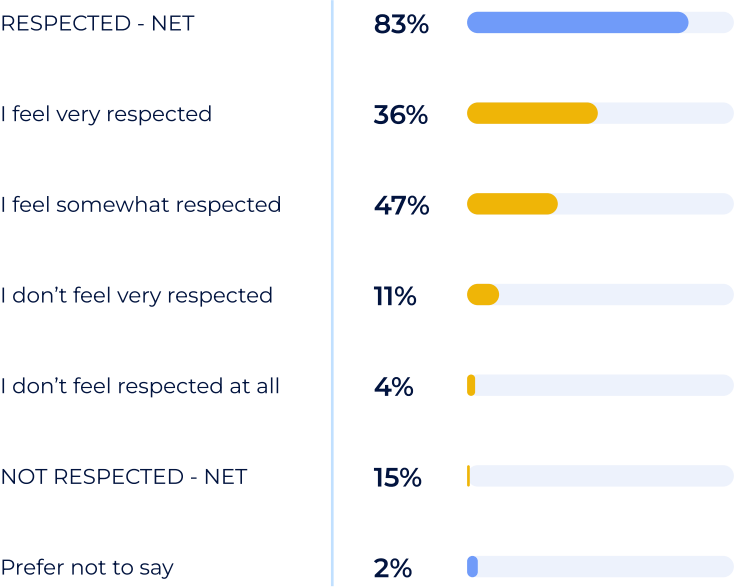
# Respect and understanding can often be in short supply

## Key takeaways

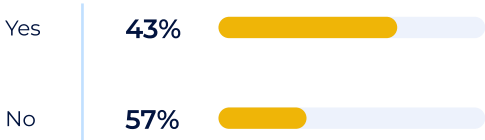
While frontline workers are essential for customer service, they may not always feel that their role is respected as it should be, often downplaying or avoiding discussing their job because of how they think others perceive it. Though most feel respected by customers overall, only 25% of UK workers and 48% of US workers feel very respected, showing significant room for improvement. Nearly all workers see a lack of understanding as a key factor and believe people should work in a customer facing role at some point to better understand the challenges of frontline workers.



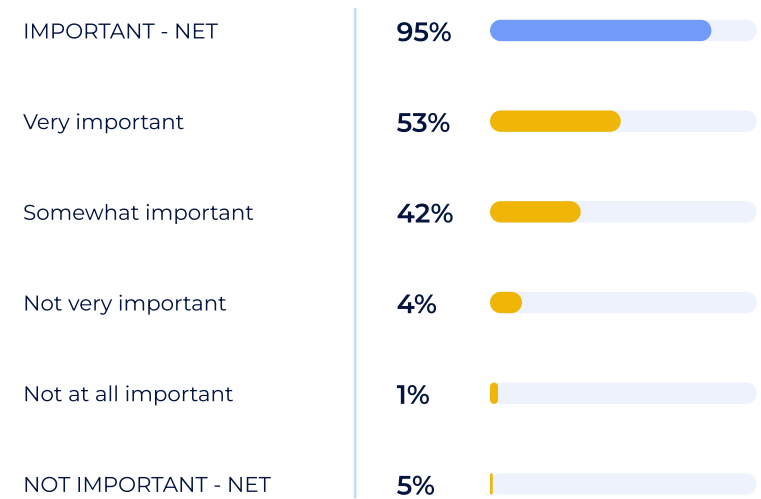
15 To what extent, do you feel respected by customers?



**16** Have you ever downplayed or avoided discussing your profession because of how you think others perceive it?



**17** How important, if at all, do you think it is for people to work in a customer-facing role at some point in their life to become more understanding of it?



## Part 3- Employee retention and the factors affecting it

Frontline workers see a future in their professions, but need support to make it sustainable.

Many frontline workers do in fact want to stay in their roles long-term, but this may not feel viable with current financial and working conditions. Frontline workers point to inadequate pay, staff shortages, burnout, and disconnection from coworkers as key workplace issues to address.

Most organisational leaders recognize the cost of high frontline worker turnover, but many view it as an unsolvable problem, believing that frontline workers always wish to quickly move on to other roles. According to this survey, however, over 60% of frontline workers view their current role as a long-term career.

Approximately 2 in 5 frontline workers are indeed considering leaving their job in the next 12 months, though this is not due to lack of interest in their field. Respondents pointed to a number of core issues, including recurring staff shortages, burnout, and financial strain. The introduction of AI has helped make work easier for about half of frontline workers, though additional changes will likely be needed to significantly improve employee retention.

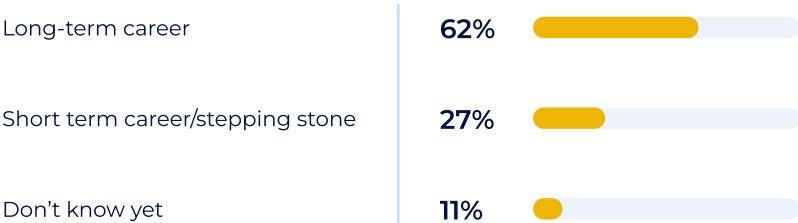
# Employee aspirations and retention in focus

## Key takeaways

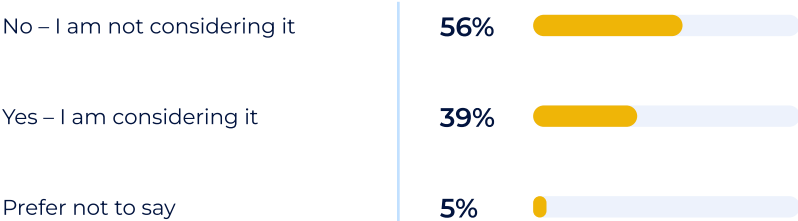
Though some organizational leaders believe that high turnover among frontline workers is inevitable because they see their role as a stepping stone, over 60% of frontline workers surveyed actually see their current role as their long-term career. Approximately 2 in 5 are considering leaving their job in the next 12 months, however, primarily in search of better financial stability and work-life balance. This can give leaders a roadmap to higher employee retention, which can be critical for cost efficiency and consistent customer service quality.



18 Do you see your current role as a long-term career or a short-term career/stepping stone?



19 Are you considering leaving your current job in the next 12 months?



20 What is the main reason you are considering leaving your current role? [Select one]



The above figures combine responses from both country's surveys, which were performed by OnePoll simultaneously using the same sample size, tools, methodology, questions and demographics. A country-by-country breakdown of all survey responses can be found in Appendix 1

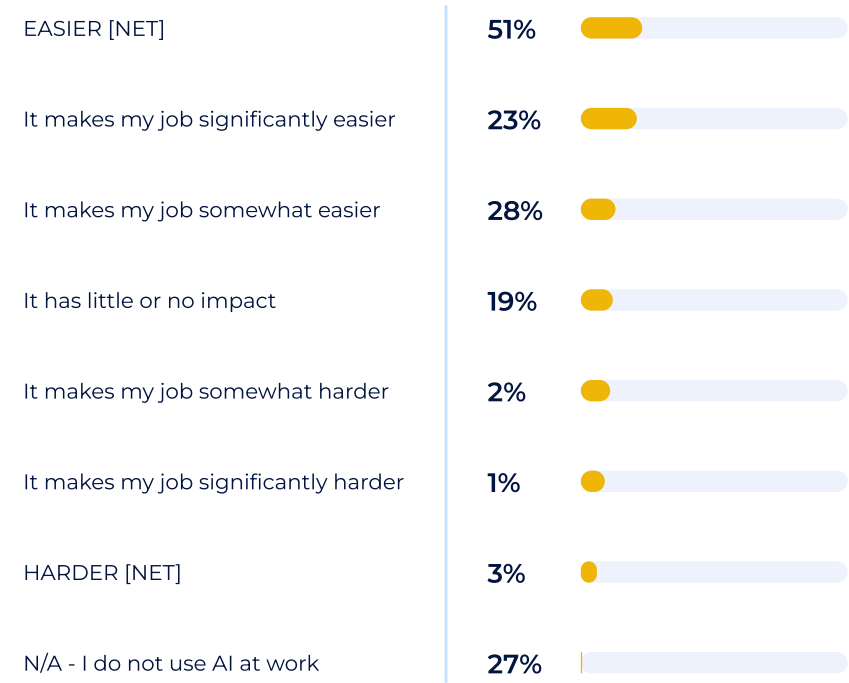


# AI has become an established work tool for many frontline workers

## Key takeaways

Though many discussions about AI in the workplace have focused on office workers, many frontline workers are also using AI in their roles. Approximately half of respondents say that AI makes their work somewhat or significantly easier, showing the positive impact AI tools can potentially have in supporting frontline roles. However, nearly 1 in 4 US workers and 1 in 3 UK workers don't use AI at work, highlighting a possible gap in frontline adoption.

21 If you use AI at work, what impact does it have on your working life, if any?

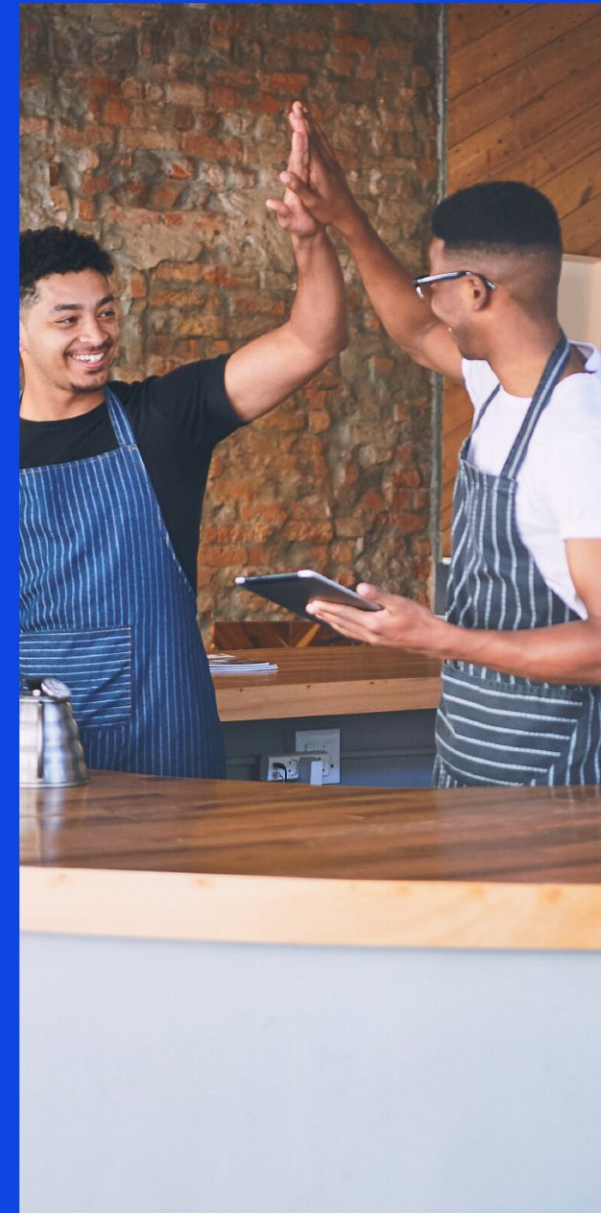


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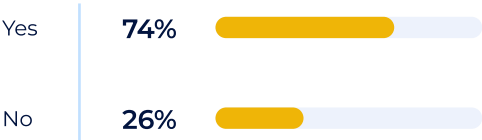
# Feeling both valued and adequately rewarded not a given, even for those advocating for their industry

## Key takeaways

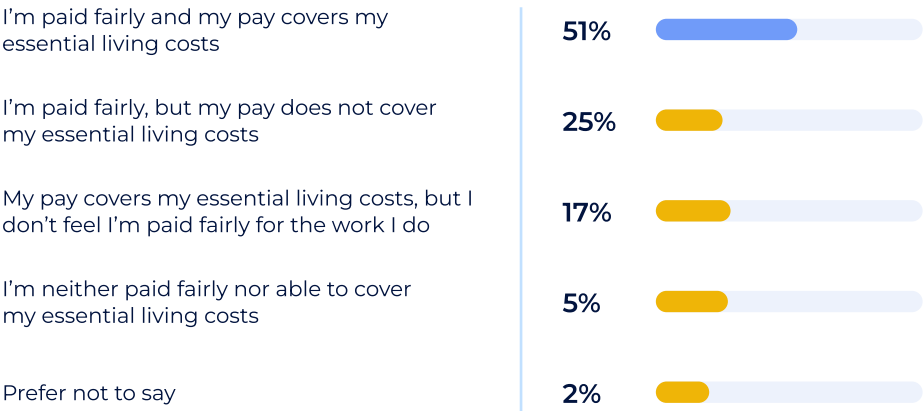
Most frontline workers feel positively about their industry and would recommend it to young people beginning their careers, though frontline workers do highlight certain key challenges. Over one-third of US workers and nearly half of UK workers feel they are either not paid fairly or their pay does not cover their essential living costs. Connection is also an issue, with only 2 in 5 feeling like a valued team member. Remaining respondents expressed feelings ranging from a weaker sense of belonging to isolation from coworkers.



22 Would you recommend your industry to a young person starting their career?



**23** Which, if any, of the following describes you best in terms of fair payment in your job role?  
[Select best match]



**24** Which, if any, of the following best describes how connected you feel to the people you work with? [Select one]



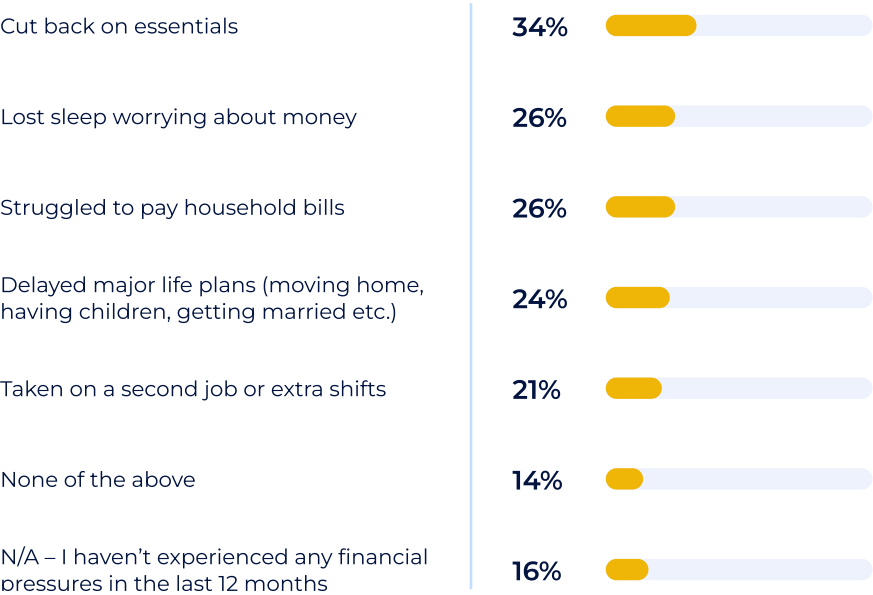


# Staff shortages, burnout and financial pressures have become part of the job for many frontline workers

## Key takeaways

Many frontline workers also point to challenges with sufficient staffing, burnout, and the impact of financial pressure. Over half say staff shortages at work occur at least weekly, with 45% saying that staff shortages put the public at risk, highlighting frontline workers' essential role in ensuring safety. About half say they work overtime often, and half have experienced burnout at work in their current job. Despite this, many report that financial stress has led them to cut back on essentials or delay major life events, with 1 in 4 struggling to pay household bills or even losing sleep worrying about money.

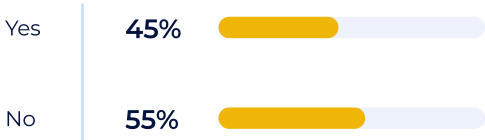
**25** Which, if any, of the following have you experienced because of financial pressures in the past 12 months? [Select all that apply]



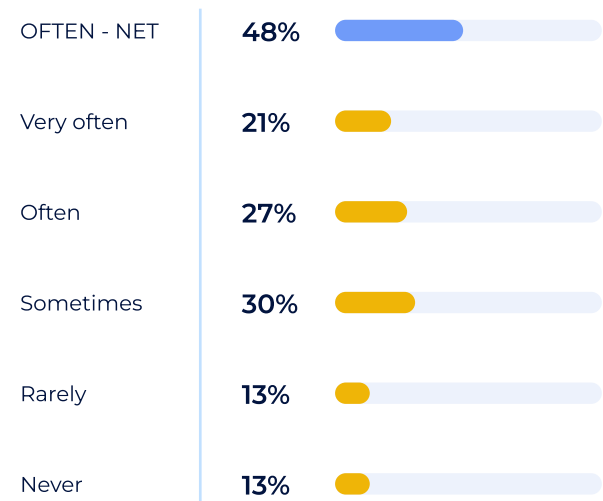
26 How often, if at all, do you experience staff shortages in your workplace?



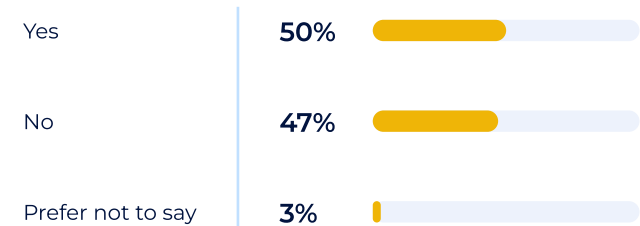
27 Do you think staff shortages where you work ever put the public at risk?



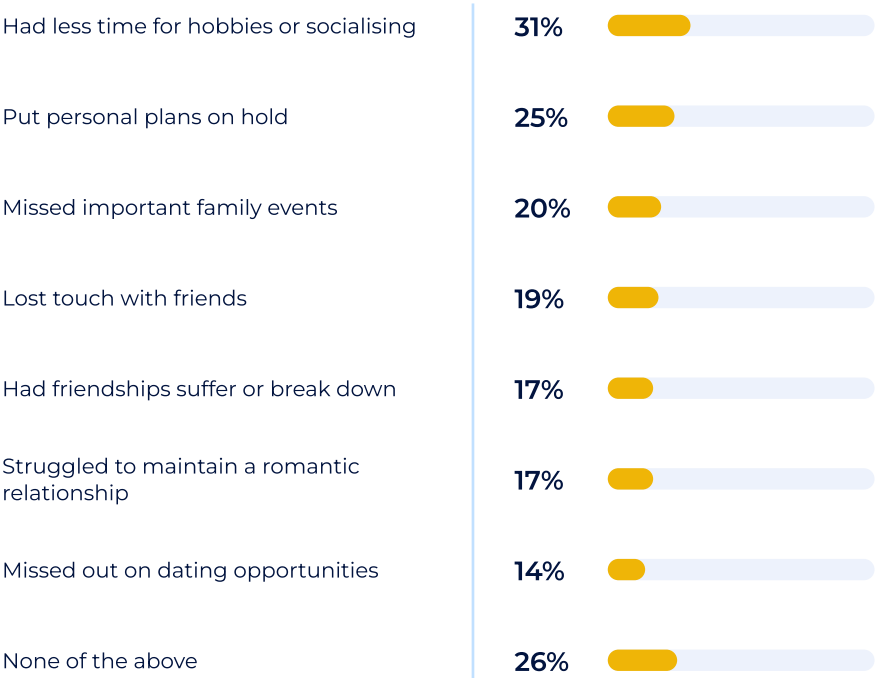
28 How often, if ever, do you work beyond your contracted hours?



29 Have you experienced burnout in your current role?



**30** Which, if any, of the following have you ever experienced due to your job?  
[Select all that apply]





# Appendix 1 - Country-by-country survey responses

1. Do you feel you received adequate training both when starting your role, and when things change (e.g. new rules, procedures, products or initiatives are introduced)?

|                                                                                               | UK   | US   |
|-----------------------------------------------------------------------------------------------|------|------|
| Yes - I received adequate training when starting my role and when things change               | 69 % | 77 % |
| No - I received adequate training when starting, but not when things change                   | 19 % | 14 % |
| No - I have received inadequate training at both stages                                       | 7 %  | 5 %  |
| No - I receive adequate training when things change, but my initial training was insufficient | 5 %  | 4 %  |
| NO [NET]                                                                                      | 31 % | 23 % |

2. Have you received formal training in the past 12 months?

|     | UK   | US   |
|-----|------|------|
| Yes | 67 % | 59 % |
| No  | 33 % | 41 % |

3. What impact, if any, do you think having all your training materials and messages available in one app would have, compared with receiving them by email or text?

|                                                                     | UK   | US   |
|---------------------------------------------------------------------|------|------|
| It would help me complete my training more successfully             | 67 % | 71 % |
| It would make no difference                                         | 30 % | 26 % |
| It would make it harder for me to complete my training successfully | 3 %  | 3 %  |

4. Have you ever been asked to carry out a task at work without receiving the relevant training?

|     | UK   | US   |
|-----|------|------|
| Yes | 56 % | 59 % |
| No  | 44 % | 41 % |

5. Have you ever used YouTube, AI, TikTok or other online resources to teach yourself part of your job?

|     | UK   | US   |
|-----|------|------|
| Yes | 53 % | 65 % |
| No  | 47 % | 36 % |

6a. Thinking about the training you have received in your current role, which of the following best reflects your experience?

|                                        | UK   | US   |
|----------------------------------------|------|------|
| Mostly interactive and hands-on        | 76 % | 82 % |
| Mostly document-based or self-directed | 24 % | 18 % |

6b. Thinking about the training you have received in your current role, which of the following best reflects your experience?

|                                     | UK   | US   |
|-------------------------------------|------|------|
| Formal training                     | 53 % | 59 % |
| Learning from colleagues/on the job | 41 % | 41 % |

6c. Thinking about the training you have received in your current role, which of the following best reflects your experience?

|                  | UK   | US   |
|------------------|------|------|
| Mostly in person | 62 % | 65 % |
| Mostly online    | 38 % | 36 % |

6d. Thinking about the training you have received in your current role, which of the following best reflects your experience?

|                                              | UK   | US   |
|----------------------------------------------|------|------|
| During paid working hours at work            | 81 % | 80 % |
| In my own time/outside working hours at home | 19 % | 20 % |

6e. Thinking about the training you have received in your current role, which of the following best reflects your experience?

|                                                       | UK   | US   |
|-------------------------------------------------------|------|------|
| Usually before new procedures/products are introduced | 67 % | 72 % |
| Usually after changes have already been introduced    | 33 % | 28 % |

6f. Thinking about the training you have received in your current role, which of the following best reflects your experience?

|                                          | UK   | US   |
|------------------------------------------|------|------|
| Training leaves me feeling prepared      | 80 % | 82 % |
| Training leaves me feeling underprepared | 20 % | 18 % |

6g. Thinking about the training you have received in your current role, which of the following best reflects your experience?

|                                                | UK   | US   |
|------------------------------------------------|------|------|
| My training is formally assessed or tested     | 61 % | 74 % |
| My training is not formally assessed or tested | 39 % | 26 % |

## 7. How safe or unsafe do you feel carrying out your role?

|                         | UK   | US   |
|-------------------------|------|------|
| SAFE [NET]              | 83 % | 83 % |
| Very safe               | 42 % | 57 % |
| Somewhat safe           | 41 % | 27 % |
| Neither safe nor unsafe | 12 % | 12 % |
| Somewhat unsafe         | 4 %  | 3 %  |
| Very unsafe             | 1 %  | 1 %  |
| UNSAFE [NET]            | 4 %  | 4 %  |
| Prefer not to say       | 1 %  | 0 %  |

## 8. Has inadequate or insufficient training ever contributed to any of the following? [Select all that apply]

|                                                                                                                 | UK   | US   |
|-----------------------------------------------------------------------------------------------------------------|------|------|
| Making a mistake that could have caused physical harm to a customer, patient, passenger or member of the public | 22 % | 31 % |
| Making a mistake that cost my employer money                                                                    | 19 % | 27 % |
| Making a mistake that put my own - or a colleagues - safety at risk                                             | 18 % | 26 % |
| None of the above                                                                                               | 53 % | 37 % |

## 9. Were health and safety policies (such as fire procedures) clearly communicated when you began your role?

|                | UK   | US   |
|----------------|------|------|
| Yes            | 75 % | 75 % |
| No             | 17 % | 20 % |
| Can't remember | 8 %  | 5 %  |

## 10. Have you experienced verbal abuse or threatening behaviour from customers or members of the public while at work?

|                   | UK   | US   |
|-------------------|------|------|
| Yes               | 52 % | 44 % |
| No                | 45 % | 54 % |
| Prefer not to say | 3 %  | 2 %  |

## 11. Has customer behaviour improved, worsened or stayed the same over the last five years?

|                                                   | UK   | US   |
|---------------------------------------------------|------|------|
| Improved                                          | 23 % | 38 % |
| Stayed the same                                   | 49 % | 47 % |
| Worsened                                          | 23 % | 11 % |
| N/A – I didn't work on the front line 5 years ago | 5 %  | 4 %  |

12. Has a manager ever dismissed, minimised, or failed to take seriously abuse you experienced from a customer (e.g. saying its part of the job or suggesting it was a misunderstanding)?

|                                                               | UK   | US   |
|---------------------------------------------------------------|------|------|
| Yes                                                           | 35 % | 36 % |
| No                                                            | 41 % | 45 % |
| Not sure/prefer not to say                                    | 5 %  | 3 %  |
| N/A – I have never experienced this behaviour from a customer | 19 % | 17 % |

13. Do you feel your employer listens to and acts on feedback from you?

|                            | UK   | US   |
|----------------------------|------|------|
| YES [NET]                  | 79 % | 87 % |
| Yes – all of the time      | 30 % | 50 % |
| Yes – some of the time     | 48 % | 37 % |
| No                         | 16 % | 10 % |
| Not sure/prefer not to say | 6 %  | 3 %  |

14. Have you ever felt that reporting workplace issues or incidents was pointless because you didn't believe anything would be done about them?

|                                                                               | UK   | US   |
|-------------------------------------------------------------------------------|------|------|
| YES [NET]                                                                     | 52 % | 55 % |
| Yes - I stopped reporting issues because I didn't think anything would change | 28 % | 23 % |
| Yes - I reported issues, but nothing was done                                 | 24 % | 32 % |
| No - I feel that issues I report are taken seriously                          | 28 % | 26 % |
| I have rarely/never needed to report a workplace issue                        | 20 % | 19 % |

15. To what extent, do you feel respected by customers?

|                               | UK   | US   |
|-------------------------------|------|------|
| RESPECTED [NET]               | 80 % | 86 % |
| I feel very respected         | 25 % | 48 % |
| I feel somewhat respected     | 54 % | 39 % |
| I don't feel very respected   | 13 % | 9 %  |
| I don't feel respected at all | 4 %  | 4 %  |
| NOT RESPECTED [NET]           | 18 % | 12 % |
| Prefer not to say             | 3 %  | 1 %  |

16. Have you ever downplayed or avoided discussing your profession because of how you think others perceive it?

|     | UK   | US   |
|-----|------|------|
| Yes | 42 % | 45 % |
| No  | 58 % | 55 % |

19. Are you considering leaving your current job in the next 12 months?

|                              | UK   | US   |
|------------------------------|------|------|
| No – I am not considering it | 58 % | 54 % |
| Yes – I am considering it    | 36 % | 43 % |
| Prefer not to say            | 6 %  | 4 %  |

17. How important, if at all, do you think it is for people to work in a customer-facing role at some point in their life to become more understanding of it?

|                      | UK   | US   |
|----------------------|------|------|
| IMPORTANT [NET]      | 95 % | 95 % |
| Very important       | 48 % | 58 % |
| Somewhat important   | 47 % | 37 % |
| Not very important   | 4 %  | 4 %  |
| Not at all important | 1 %  | 1 %  |
| NOT IMPORTANT [NET]  | 5 %  | 5 %  |

20. What is the main reason you are considering leaving your current role?  
[Select one]

|                                                                            | UK   | US   |
|----------------------------------------------------------------------------|------|------|
| Better financial stability                                                 | 20 % | 25 % |
| Work-life balance                                                          | 20 % | 21 % |
| Poor management or workplace culture                                       | 15 % | 13 % |
| Stress or burnout                                                          | 12 % | 11 % |
| Lack of career progression                                                 | 11 % | 10 % |
| Lack of respect (incl. damaging interactions) from customers or the public | 8 %  | 9 %  |
| Lack of training and development                                           | 5 %  | 6 %  |
| Prefer not to say                                                          | 1 %  | 5 %  |
| None of the above                                                          | 7 %  | 0 %  |

18. Do you see your current role as a long-term career or a short-term career/stepping stone?

|                                  | UK   | US   |
|----------------------------------|------|------|
| Long-term career                 | 61 % | 63 % |
| Short term career/stepping stone | 26 % | 28 % |
| Don't know yet                   | 13 % | 10 % |

21. If you use AI at work, what impact does it have on your working life, if any?

|                                      | UK   | US   |
|--------------------------------------|------|------|
| EASIER [NET]                         | 45 % | 57 % |
| It makes my job significantly easier | 16 % | 29 % |
| It makes my job somewhat easier      | 29 % | 27 % |
| It has little or no impact           | 20 % | 18 % |
| It makes my job somewhat harder      | 2 %  | 2 %  |
| It makes my job significantly harder | 1 %  | 1 %  |
| HARDER [NET]                         | 3 %  | 3 %  |
| N/A - I do not use AI at work        | 32 % | 22 % |

22. Would you recommend your industry to a young person starting their career?

|     | UK   | US   |
|-----|------|------|
| Yes | 69 % | 79 % |
| No  | 31 % | 21 % |

23. Which, if any, of the following describes you best in terms of fair payment in your job role? [Select best match]

|                                                                                             | UK   | US   |
|---------------------------------------------------------------------------------------------|------|------|
| I'm paid fairly and my pay covers my essential living costs                                 | 46 % | 56 % |
| I'm paid fairly, but my pay does not cover my essential living costs                        | 24 % | 25 % |
| My pay covers my essential living costs, but I don't feel I'm paid fairly for the work I do | 22 % | 12 % |
| I'm neither paid fairly nor able to cover my essential living costs                         | 5 %  | 5 %  |
| Prefer not to say                                                                           | 3 %  | 2 %  |

24. Which, if any, of the following best describes how connected you feel to the people you work with? [Select one]

|                                                                     | UK   | US   |
|---------------------------------------------------------------------|------|------|
| I feel like a valued part of a team                                 | 43 % | 42 % |
| I get on with colleagues but don't feel a strong sense of belonging | 25 % | 19 % |
| I largely keep myself to myself at work                             | 17 % | 21 % |
| I often feel isolated or disconnected from my colleagues            | 11 % | 13 % |
| None of the above                                                   | 4 %  | 5 %  |

25. Which, if any, of the following have you experienced because of financial pressures in the past 12 months? [Select all that apply]

|                                                                               | UK   | US   |
|-------------------------------------------------------------------------------|------|------|
| Cut back on essentials                                                        | 34 % | 34 % |
| Lost sleep worrying about money                                               | 27 % | 25 % |
| Struggled to pay household bills                                              | 23 % | 30 % |
| Delayed major life plans (moving home, having children, getting married etc.) | 22 % | 26 % |
| Taken on a second job or extra shifts                                         | 19 % | 22 % |
| None of the above                                                             | 14 % | 13 % |
| N/A – I haven't experienced any financial pressures in the last 12 months     | 18 % | 14 % |

26. How often, if at all, do you experience staff shortages in your workplace?

|                       | UK   | US   |
|-----------------------|------|------|
| Every day             | 17 % | 20 % |
| Several times a week  | 22 % | 22 % |
| About once a week     | 12 % | 12 % |
| Several times a month | 13 % | 12 % |
| Once a month          | 6 %  | 5 %  |
| Rarely                | 20 % | 17 % |
| Never                 | 6 %  | 9 %  |
| Not sure              | 5 %  | 3 %  |

27. Do you think staff shortages where you work ever put the public at risk?

|     | UK   | US   |
|-----|------|------|
| Yes | 44 % | 46 % |
| No  | 56 % | 54 % |

28. How often, if ever, do you work beyond your contracted hours?

|             | UK   | US   |
|-------------|------|------|
| OFTEN [NET] | 45 % | 51 % |
| Very often  | 19 % | 24 % |
| Often       | 27 % | 27 % |
| Sometimes   | 30 % | 29 % |
| Rarely      | 15 % | 11 % |
| Never       | 9 %  | 8 %  |

29. Have you experienced burnout in your current role?

|                   | UK   | US   |
|-------------------|------|------|
| Yes               | 50 % | 49 % |
| No                | 45 % | 48 % |
| Prefer not to say | 5 %  | 2 %  |

30. Which, if any, of the following have you ever experienced due to your job?  
[Select all that apply]

|                                               | UK   | US   |
|-----------------------------------------------|------|------|
| Had less time for hobbies or socialising      | 38 % | 33 % |
| Put personal plans on hold                    | 34 % | 29 % |
| Missed important family events                | 25 % | 25 % |
| Lost touch with friends                       | 21 % | 20 % |
| Had friendships suffer or break down          | 16 % | 18 % |
| Struggled to maintain a romantic relationship | 15 % | 20 % |
| Missed out on dating opportunities            | 12 % | 16 % |
| None of the above                             | 27 % | 26 % |

## Appendix 2 - Survey Methodology

# Methodology

Kahoot! 360 commissioned the study via OnePoll online (CAWI) survey in August/September 2026, surveying 2,000 office workers aged 25+ years in two different markets - the UK and the US. A detailed demographic breakdown of the survey respondents can be found in the following appendix.

# Appendix 3 - Survey Demographics

| Demographics US Survey                        |      |      |
|-----------------------------------------------|------|------|
| Age                                           | %    | n    |
| Total                                         | 100% | 2000 |
| 18 to 24                                      | 6%   | 117  |
| 25 to 34                                      | 24%  | 477  |
| 35 to 44                                      | 30%  | 607  |
| 45 to 54                                      | 22%  | 447  |
| 55 to 64                                      | 13%  | 262  |
| 65 and over                                   | 5%   | 90   |
| Generation                                    |      |      |
| Postmillennial/Generation Z (Born after 1996) | 18%  | 357  |
| Millennials (Born 1981-1996)                  | 46%  | 911  |
| Generation X (Born 1965-1980)                 | 29%  | 581  |
| Boomers (Born 1946-1964)                      | 7%   | 149  |
| Silent (Born 1928-1945)                       | 0%   | 2    |
| Prefer not to say                             | 0%   | 2    |
| Gender                                        |      |      |
| Female                                        | 54%  | 1082 |
| Male                                          | 46%  | 914  |
| Non-binary or alternative identity            | 0%   | 2    |

| Demographics US Survey |     |     |
|------------------------|-----|-----|
| Region                 | %   | n   |
| Midwest (US)           | 19% | 388 |
| Northeast (US)         | 24% | 473 |
| South (US)             | 43% | 860 |
| West (US)              | 14% | 279 |

| DEMOGRAPHICS US SURVEY                                                                               |     |     |
|------------------------------------------------------------------------------------------------------|-----|-----|
|                                                                                                      | %   | n   |
| Charity and Community Services                                                                       | 1%  | 29  |
| Construction, Maintenance and Field Services                                                         | 9%  | 185 |
| Customer Service and Contact Centers                                                                 | 8%  | 155 |
| Delivery and Courier Services (parcel couriers, food delivery, postal workers, supermarket delivery) | 5%  | 104 |
| Education and Childcare (schools, nurseries, colleges)                                               | 7%  | 135 |
| Emergency Services (police, fire and rescue, ambulance)                                              | 2%  | 36  |
| Healthcare (hospitals, doctor's offices, pharmacies)                                                 | 15% | 296 |
|                                                                                                      |     |     |

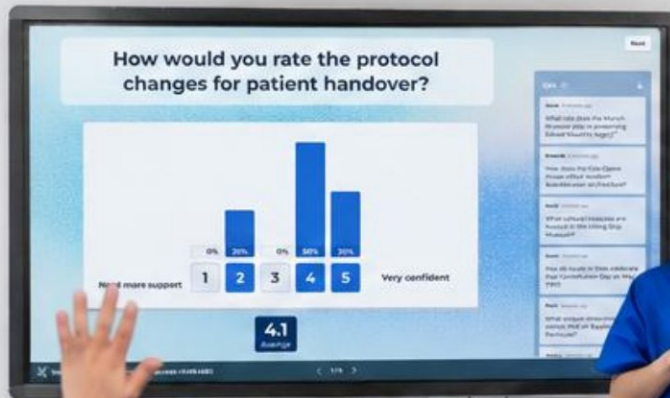
| DEMOGRAPHICS US SURVEY                                                                      |     |     |
|---------------------------------------------------------------------------------------------|-----|-----|
|                                                                                             | %   | n   |
| Hospitality and Leisure (restaurants, bars, hotels, entertainment venues)                   | 8%  | 167 |
| Manufacturing and Production                                                                | 6%  | 110 |
| Other                                                                                       | 12% | 245 |
| Public Services and Local Government (city/government, libraries, housing services)         | 5%  | 96  |
| Retail (shops, supermarkets, convenience stores)                                            | 15% | 299 |
| Social Care (care homes, support services)                                                  | 4%  | 80  |
| Transport and Aviation (airlines, airports, rail, bus, coach, ferry, taxi and private hire) | 3%  | 63  |
|                                                                                             |     |     |

| DEMOGRAPHICS UK SURVEY                        |      |      |
|-----------------------------------------------|------|------|
| Age                                           | %    | n    |
| Total                                         | 100% | 2000 |
| 18 to 24                                      | 7%   | 135  |
| 25 to 34                                      | 24%  | 471  |
| 35 to 44                                      | 26%  | 527  |
| 45 to 54                                      | 22%  | 435  |
| 55 to 64                                      | 16%  | 327  |
| 65 and over                                   | 5%   | 105  |
| Generation                                    |      |      |
| Postmillennial/Generation Z (Born after 1996) | 17%  | 330  |
| Millennials (Born 1981-1996)                  | 42%  | 847  |
| Generation X (Born 1965-1980)                 | 31%  | 624  |
| Boomers (Born 1946-1964)                      | 10%  | 197  |
| Silent (Born 1928-1945)                       | 0%   | 2    |
| Prefer not to say                             | 0%   | 1    |
| Gender                                        |      |      |
| Female                                        | 59%  | 1173 |
| Male                                          | 41%  | 819  |
| Non-binary or alternative identity            | 0%   | 7    |

| DEMOGRAPHICS UK SURVEY   |     |     |
|--------------------------|-----|-----|
| Region                   | %   | n   |
| East Midlands            | 8%  | 164 |
| East of England          | 9%  | 171 |
| London                   | 15% | 309 |
| North East               | 5%  | 101 |
| North West               | 13% | 257 |
| Northern Ireland         | 2%  | 32  |
| Scotland                 | 7%  | 136 |
| South East               | 11% | 211 |
| South West               | 7%  | 134 |
| Wales                    | 5%  | 99  |
| West Midlands            | 9%  | 183 |
| Yorkshire and the Humber | 10% | 203 |

| DEMOGRAPHICS UK SURVEY                                                                               |     |     |
|------------------------------------------------------------------------------------------------------|-----|-----|
|                                                                                                      | %   | n   |
| Charity and Community Services                                                                       | 2%  | 36  |
| Construction, Maintenance and Field Services                                                         | 5%  | 104 |
| Delivery and Courier Services (parcel couriers, food delivery, postal workers, supermarket delivery) | 3%  | 61  |
| Education and Childcare (schools, nurseries, colleges)                                               | 14% | 278 |
| Emergency Services (police, fire and rescue, ambulance)                                              | 2%  | 37  |
| Manufacturing and Production                                                                         | 4%  | 88  |
| Other                                                                                                | 13% | 251 |
|                                                                                                      |     |     |

| DEMOGRAPHICS UK SURVEY                                                                      |     |     |
|---------------------------------------------------------------------------------------------|-----|-----|
|                                                                                             | %   | n   |
| Retail (shops, supermarkets, convenience stores)                                            | 13% | 254 |
| Transport and Aviation (airlines, airports, rail, bus, coach, ferry, taxi and private hire) | 4%  | 79  |
| Customer Service and Contact Centres                                                        | 5%  | 101 |
| Healthcare (hospitals, GP surgeries, pharmacies)                                            | 15% | 300 |
| Hospitality and Leisure (restaurants, pubs, hotels, entertainment venues)                   | 7%  | 148 |
| Public Services and Local Government (councils, libraries, housing services)                | 7%  | 132 |
| Social Care (care homes, domiciliary care, support services)                                | 7%  | 131 |



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