ADP Canada Happiness@Work Index: Worker Happiness Simmers into the Fall

The latest Index also reveals that small-business workers are more likelyto see the impact their work has on their organization's success.

Worker happiness remains steady in September, according to ADP Canada Co. ("ADP Canada")'s monthly Happiness@Work Index ("Index").

The National Work Happiness Score for September 2026 is 6.9/10, unchanged from both August 2026 and September 2025.

The latest *Index* finds that more than most (76%) workers surveyed in Canada agree they can see their positive impact at work, with one-third (34%) strongly agreeing. Workers at smaller organizations were more likely to report seeing the impact of their work on organizational success (84%) than workers at midsized (76%) and large organizations (67%).

Seven in ten (71%) workers surveyed in Canada also agree that the administrative and operational responsibilities required for their jobs are manageable alongside their core work responsibilities.

"Employees want to understand how their work contributes to their organization's success while having the time and capacity to focus on their core responsibilities," says Heather Haslam, vice president of marketing at ADP Canada. "The findings highlight an opportunity for employers to help employees connect their day-to-day work to broader organizational goals while ensuring administrative and operational demands remain manageable. Regardless of an organization's size, clear priorities, efficient processes and regular recognition can help employees understand their impact and remain engaged in their work."

September 2026 Happiness@Work Index Highlights

- **National Work Happiness Score:** 6.9/10 (NC)*
- **Indicator Breakdown**
    - **Primary Indicator:** 7.1/10 (-0.1)*
    - **Secondary Indicators:**
        - Work-Life Balance & Flexibility: 7.0/10 (NC)*
        - Recognition & Support: 6.7/10 (-0.1)*
        - Compensation & Benefits: 6.4/10 (-0.1)*
        - Options for Career Advancement: 6.3/10 (NC)*

The September *Index* finds that half (49%) of workers surveyed in Canada are satisfied with their current roles and responsibilities, while Work-Life Balance & Flexibility remains the top contributor to overall workplace happiness.

Boomers (7.5/10) remain the happiest generation this month, despite decreasing by 0.1 point. Gen Z (6.7/10) records the lowest generational score, while Gen X (6.9/10) is the only generation to record an increase this month. British Columbia (7.0/10) tops the list as the happiest region in Canada, while Atlantic Canada (6.7/10) records a 0.4-point decrease and the lowest regional score in September.

National Work Happiness Score: Generational Snapshot

- **Boomers (62+):** 7.5/10 (-0.1)*
- **Gen X (46–61):** 6.9/10 (+0.1)*
- **Millennials (30–45):** 6.8/10 (-0.2)*
- **Gen Z (18–29):** 6.7/10 (-0.1)*

Regional Work Happiness Score Snapshot

- **British Columbia:** 7.0/10 (+0.3)*
- **Ontario:** 6.9/10 (-0.1)*
- **Québec:** 6.9/10 (-0.1)*
- **Sask./Manitoba:** 6.9/10 (+0.2)*
- **Alberta:** 6.8/10 (-0.1)*
- **Atlantic Canada:** 6.7/10 (-0.4)*

About the *Happiness@Work Index* Methodology

The *Happiness@Work Index* is measured monthly through a survey fielded by Harris Poll Canada on behalf of ADP Canada Co. The survey is run in the first week of each reported month for consistency purposes. This month, 1,873 randomly selected employed Canadian adults, including both employees and self-employed individuals who are online panellists, participated and rated workplace factors on a scale from 1 to 10. Discrepancies in or between totals when compared with the data tables are due to rounding.

The results are weighted by education, age, gender and region—and, in Québec, language—to match the population according to Census data. This ensures the sample is representative of Canada's adult population. For comparison purposes, a probability sample of this size has an estimated margin of error, which measures sampling variability, of +/-2.3 per cent, 19 times out of 20.

The *Index* will continue to be published on the last Wednesday of the month, with the next scheduled findings due for publication on October 28, 2026.

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https://mediacentre.adp.ca/2026-09-29-ADP-Canada-Happiness-Work-Index-Worker-Happiness-Simmers-into-the-Fall