workmonitor 2025:

a new workplace baseline.

randstad

partner for talent.

contents.

the why, how and who of the workplace.

foreword.

A new workplace baseline is emerging — where success is defined not just by what we do, but by why we do it, how we do it and who we do it with.

That is the key takeaway from Workmonitor 2025, our flagship research that shares the voice of talent.

Workmonitor shows talent expectations are continuing to evolve, shaped by economic uncertainty, technological advancements and shifting social landscapes.

This evolution is paving the way for a new workplace baseline.

Against a backdrop of continued volatility and talent scarcity, Workmonitor provides a roadmap for businesses and leaders to reap the organizational benefits of an engaged and productive workplace.

why: motivated by personalization

Work today is about more than just a paycheck. Talent globally are looking for workplaces that align with their personal values, aspirations and circumstances.

For the first time in Workmonitor's 22-year history, work-life balance surpasses pay as the leading motivator. Compensation is still important but talent today have multi-faceted expectations.

who: fostering a sense of community

The second emerging theme revolves around the desire to belong. Many are now seeking a sense of purpose and connection in their professional lives. We've learned that fostering connection isn't just good for people — it's good for business. Our data shows that a strong sense of community drives productivity, while also supporting well-being in the workplace.

how: opportunities through skilling

Technological advancements — particularly in AI — are reshaping the future of work at pace. While talent are acutely aware of the need to future-proof their skills, gaps persist between the desire for training and those receiving it. Gender and generational disparities further complicate the picture, and these trends highlight both the challenge and opportunity for employers.

workplaces built on trust

For the first time in Workmonitor, we're comparing talent expectations with employer strategy priorities from our companion study — the Talent Trends Report 2025. Clear gaps have emerged in terms of personalization, equity and skilling.

That's a concern because, as stability returns, talent are more willing to seek jobs matching their expectations and mirroring their values.

At a time of talent scarcity, we need all hands on deck. Creating workplaces where all talent want to work is not just a nice-to-have, it's a common-sense business imperative.

I believe there's a clear mission here for employers. By acknowledging the new baseline — the why, who and how — and closing the gaps in expectations, they can strengthen teams, boost productivity, attract talent and remain competitive in today's dynamic environment.

As you explore the findings in this report, I encourage you to consider how the insights can inform your talent strategies.

Sander van 't Noordende,
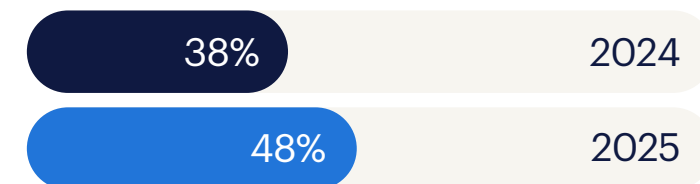CEO, Randstad

key findings.

key findings.

The 2025 Workmonitor reveals a fundamental shift in workforce expectations, based on insights from over 26,000 individuals across 35 markets. Talent are redefining what they want from work around a new baseline shaped by three distinct pillars representing the why, how and who of work.

1. motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

ambition and growth

31% have quit a job because of a lack of career progression opportunities, up from 26% the year before, showing that personal development is more non-negotiable than ever.

flexibility gains

The proportion of talent who say their jobs offer flexibility has risen significantly year-on-year, both in terms of working hours (from 57% to 65%, a relative increase of 14%) and location (from 51% to 60%, a relative increase of nearly 18%).

value alignment

Almost half of respondents say they wouldn't accept a job with a company with social or environmental values that didn't align with their own — an increase to 48% from 38% a year earlier. Similarly, 29% have quit because they disagreed with leadership's views, which represents a 38% relative increase.

work-life balance

For the first time, work-life balance surpasses pay as the top motivator. Even so, these and other traditionally strong motivators such as flexibility have slightly declined in importance, giving way to a broader baseline of expectations.

minding the gaps

Our 2025 Talent Trends Report finds that 32% of employers say they are prioritizing personalized skills development and career mobility for colleagues. But just 1 in 10 coaching programs are open to all workers.

38%	2024
48%	2025

would not accept a job with a company whose values didn't align with my own

31%

have quit a job because of a lack of career progression opportunities

2. fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

belonging matters
More than 8 in 10 respondents say a sense of community helps them perform better, while 55% would quit if they didn't feel they belonged, up from 37% a year earlier.

toxic workplaces
44% have already quit a job citing a toxic culture.

trust and authenticity
While 80% of workers feel trusted and valued, and over three-quarters trust their leadership, gaps remain.

full self at work
62% now report hiding aspects of themselves at work, up from 55% last year.

equity
Talent have seen the powerful impact of equity initiatives in the workplace, but 59% say their organization is not doing enough in this area.

This is backed up by the findings from our Talent Trends Report 2025, which shows just 28% of companies currently have equity-based training programs in place.

inclusivity
Only around half (49%) trust their employers to create an inclusive workplace culture where all colleagues can thrive.

These findings show that while many workplaces foster connection, talent are demanding greater equity and psychological safety to feel supported.

3. gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

skilling as a deal breaker
44% wouldn't accept a job without opportunities to develop future-relevant skills, a relative increase of 22%. 41% would quit if no learning and development opportunities were offered, up from 29%.

ownership and responsibility
While 64% believe their employer is helping them to develop future-proof skills, talent are willing to share ownership: 35% say they are mostly responsible for ensuring their skills keep pace with technological advancement, though 39% still view reskilling as primarily the employer's responsibility.

reskilling opportunities
Our 2025 Talent Trends Report reinforces this urgency with 90% of employers agreeing that providing reskilling opportunities is their responsibility, and 58% saying they are unsure how to do more.

equitable skilling
Younger generations and managers are currently reaping the greatest benefits, but given systemic talent scarcity, organizations must ensure skilling opportunities reach all talent equally.
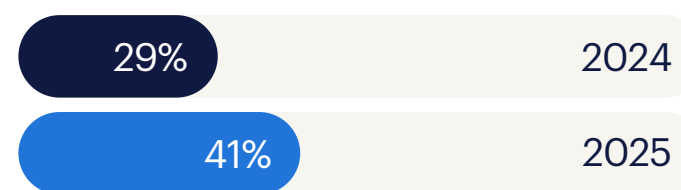
Talent see future-proofing their capabilities as a critical factor in job decisions, the findings show. Employers must provide equitable skilling opportunities.
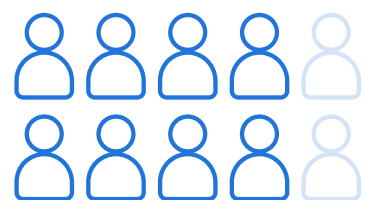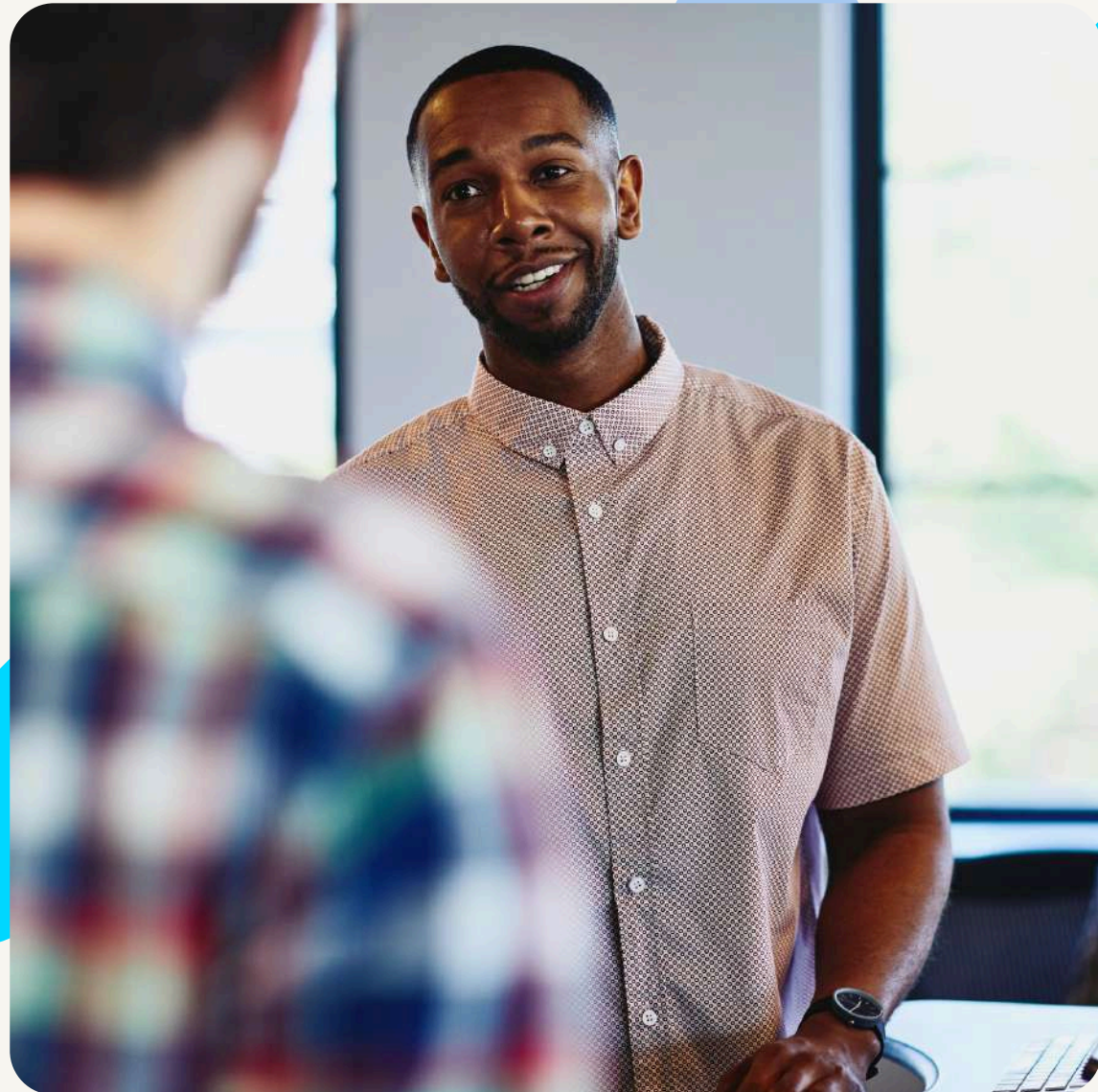
8 in 10 say a sense of community helps them to perform better at work

44% have already quit a job citing a toxic culture

29%		2024
41%		2025
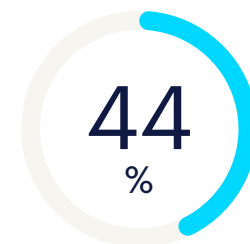
workers who would quit if no learning and development opportunities were offered

global themes.

why we work:
# motivated by personalization.

why we do it.

Traditional motivators, like pay, have less influence, as talent holds firm on retaining — and building on — hard-won benefits. In response, employers have offered greater flexibility, but the dynamics are evolving.

Workers seek employment that aligns more closely with their unique circumstances, aspirations and values. Personalization now defines success in attracting and retaining top talent.

I have quit a job because I didn't agree with the viewpoints or stances of the leadership at my organization

21%	
29%	

I have quit a job because of a lack of career progression opportunities

26%	
31%	
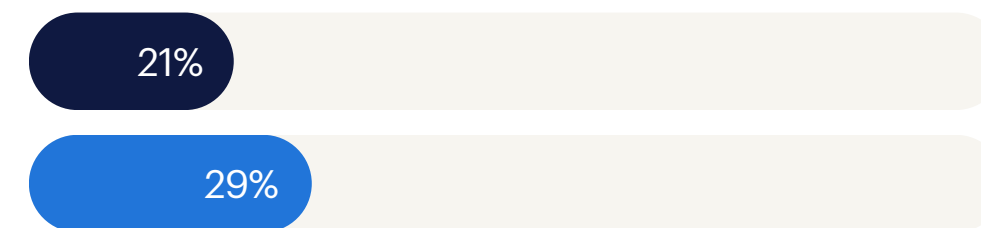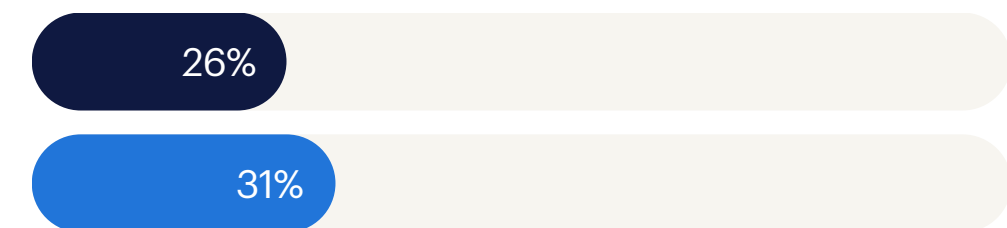
● 2024   ● 2025

value alignment is more important than ever.

In recent years, Workmonitor reports have shown a clear trend that work is increasingly about more than just getting paid.

Aligning work with personal circumstances and ambitions remains a priority for talent, with some substantial increases from last year.

For example, the share of people who say they would quit a job if they disagreed with the viewpoints or stances of the leadership at their organization have grown from 33% in 2024 to 44% in 2025. The proportion of talent who had already left a job for that reason rose from 21% to 29% year-on-year.

The percentage of workers unwilling to consider working for a business that didn't have the same social and environmental values rose to nearly half (48%), from 38% in 2024.
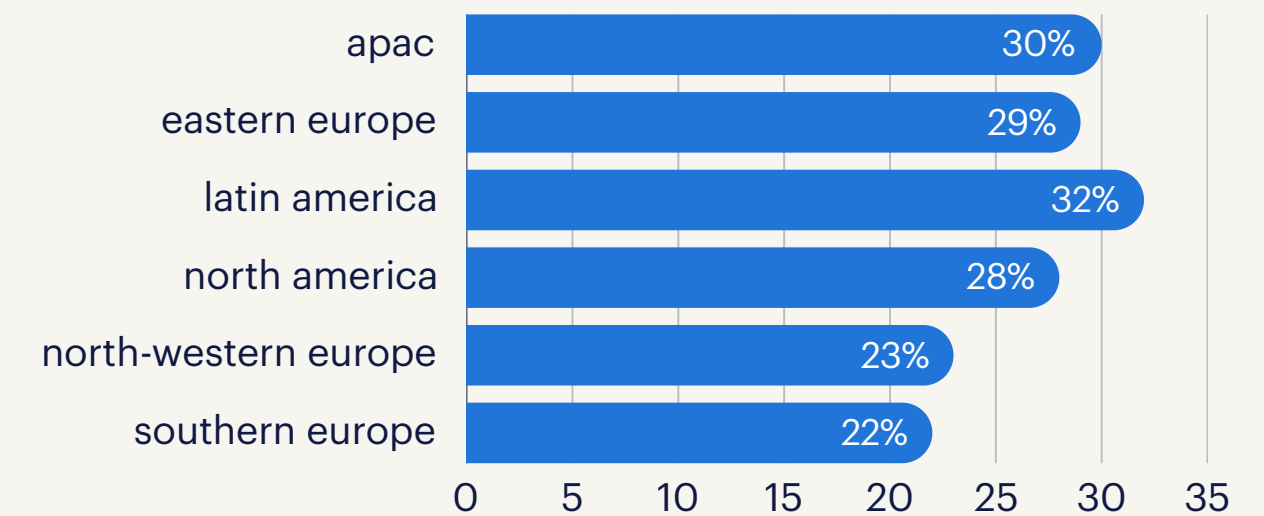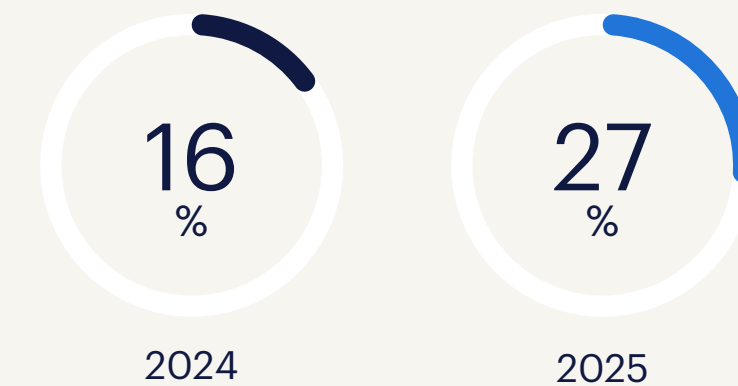
Regionally, talent from Asia-Pacific (APAC) and Latin America felt the strongest about this (52% and 55%, respectively),

with talent in India (70%) and China (66%) the most outspoken on this topic. At 53% and 52%, respectively, Millennial and Gen Z respondents ranked markedly above Gen X (45%) and Baby Boomers (42%).

Looking at different work types, blue-collar workers who perform manual labor or skilled trades feel most strongly about value alignment (50%), compared with white-collar office workers (48%) and gray-collar talent, who are highly-skilled manual professionals such as nurses, electricians and teachers (47%).

On the positive side, the share of talent who feel their employers' values and purpose align with their own has increased from 70% to 76%. This suggests that workers have either quit to join more aligned organizations, or that companies are catching up with talent's expectations on this front.

I have quit a job because I didn't feel comfortable sharing my personal viewpoints and stances at work without judgment or discrimination

16 %
2024

27 %
2025

apac	30%
eastern europe	29%
latin america	32%
north america	28%
north-western europe	23%
southern europe	22%

0   5   10   15   20   25   30   35

a wider spread of priorities.

Businesses and talent have become used to working in a state of perpetual adaptation, pivoting to accommodate economic, social and technological volatility.

Talent's search for workplaces that shape around them, rather than vice versa, continues to be a strong motivator.

In fact, their expectations have become more multifaceted, with traditionally sought-after workplace aspects giving way to a broader distribution of priorities.

Work-life balance remains key and is now the highest-ranking factor for talent when it comes to their current or a future job (83%), along with job security (83%).

For the first time in the history of Workmonitor, it has passed pay as a motivator for talent (82%).

The gap between the two is most significant for Gen Z, with 74% ranking work-life balance over pay (68%). Mental health support also exceeded pay in importance for this group (70%).

The significance of both work-life balance and pay increases with age, with Baby Boomers ranking them most highly, at 85% for work-life balance and 87% for pay.

Regionally, the trend is reversed in Latin America, where pay ranks higher than work-life balance.

Yet, more than three-quarters of global respondents (79%) say they have a good work-life balance, a small increase on last year (78%), and 68% state that their job provides the pay they need to live the life they want.

Other high-ranking priorities are annual leave (77%), health insurance (74%), flexibility in terms of location (67%), flexibility in terms of working hours (73%) and the need for talent to make a personal impact in their roles (69%).

how important are the following factors for your current job and/or future employment?

Legend: ● work-life balance   ● pay   ● job security
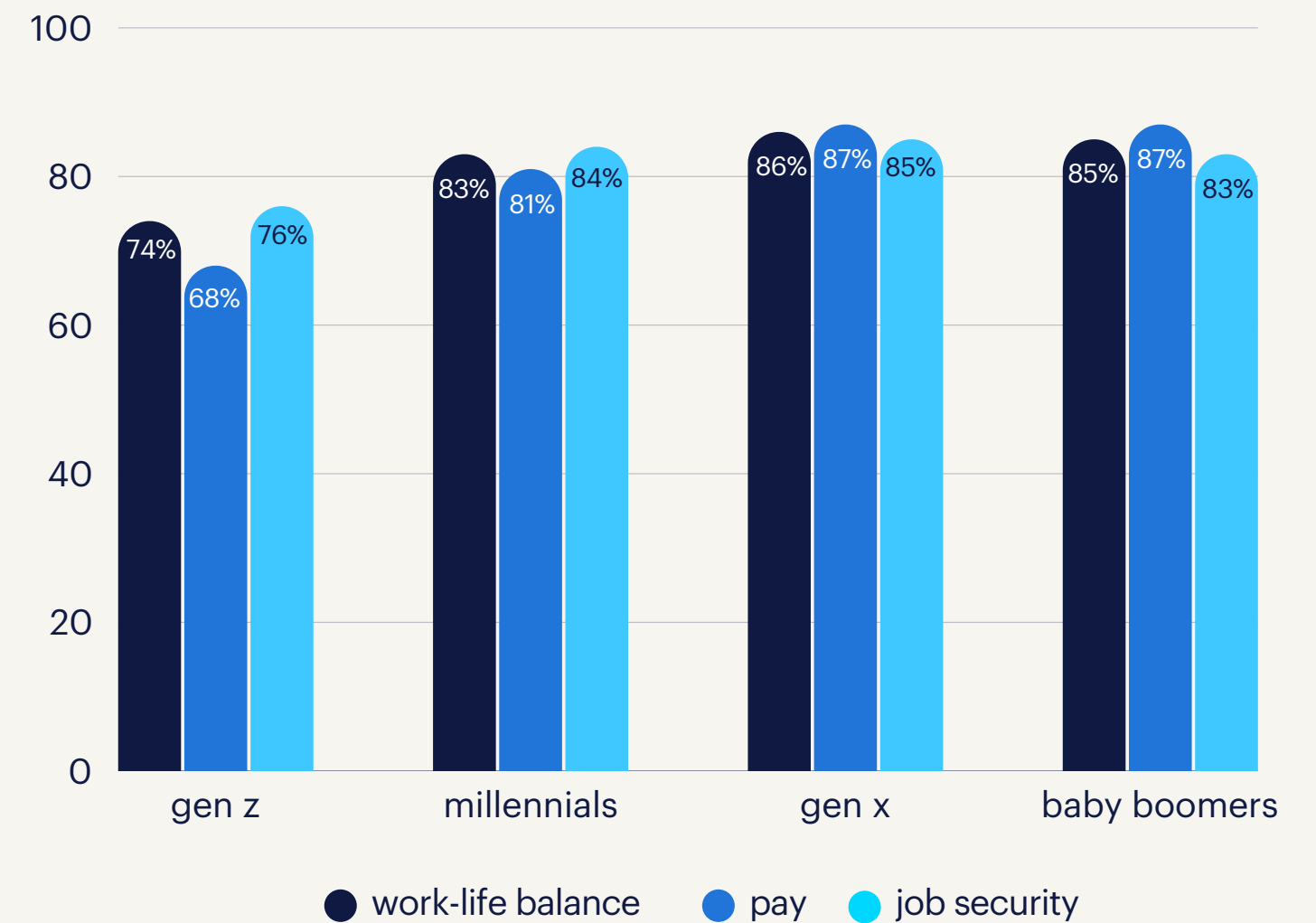
as trust and autonomy increase, flexibility becomes the norm.

Flexibility — one of the major focuses of last year's report — is now a firm component of the new talent baseline.

While people still rank flexible working arrangements as important, respondents told us that their jobs provide them with more flexibility, both in location — from 51% in 2024 to 60% in 2025 — and working hours (from 57% to 65%).

The same goes for workers being able to choose their work intensity, which has gone from 54% in our last report to 64% this year.

This shift may reflect a normalization of work flexibility in all its forms, with employers giving talent more freedom to integrate work into their lives.

Supporting this, managers are seen as trusting their teams to work independently (78%) and maintain productivity at home (72%), a trend most strongly seen regionally in North America (86% and 80%, respectively), and among the Baby Boomer generation (82%; 74%). The latter may reflect that, as the oldest generation, they are more experienced in their roles than younger generations.

White-collar workers felt the most trusted to work independently among all work types. Looking at different industry sectors, Financial Services had the most trusting managers when it came to letting workers get on with their jobs (83%), while IT Services & Telecommunications managers were ranked the most trusting of their teams' productivity at home (80%).

thinking about your current role, to what extent would you agree with the following statements?

79% my job offers a good work-life balance

65% my job provides flexibility in terms of working hours — I can control when I work

60% my job provides flexibility in terms of location — I can decide where I work from

64% my job is flexible in terms of intensity — I can choose how much to work

talent set on hybrid work.

A persistent expectation gap remains between employer policies on home and office working and talent's preferred working conditions.

The largest share of workers wants to be in the office three days a week (26%), but the biggest share of employers are keen for them to be in for five days (31%), though slightly less than in 2024 (35%).

However, in keeping with one of the main themes of this year's report, our data suggests that the tension may be shifting away from seeking workforce-wide benefits, toward much greater levels of personalization.

Workmonitor 2025 reveals that talent are ready to advocate for more personalized benefits: the number of people who say they have requested or campaigned for better conditions or pay at work has increased, from 38% in the 2024 report to 45% this year.
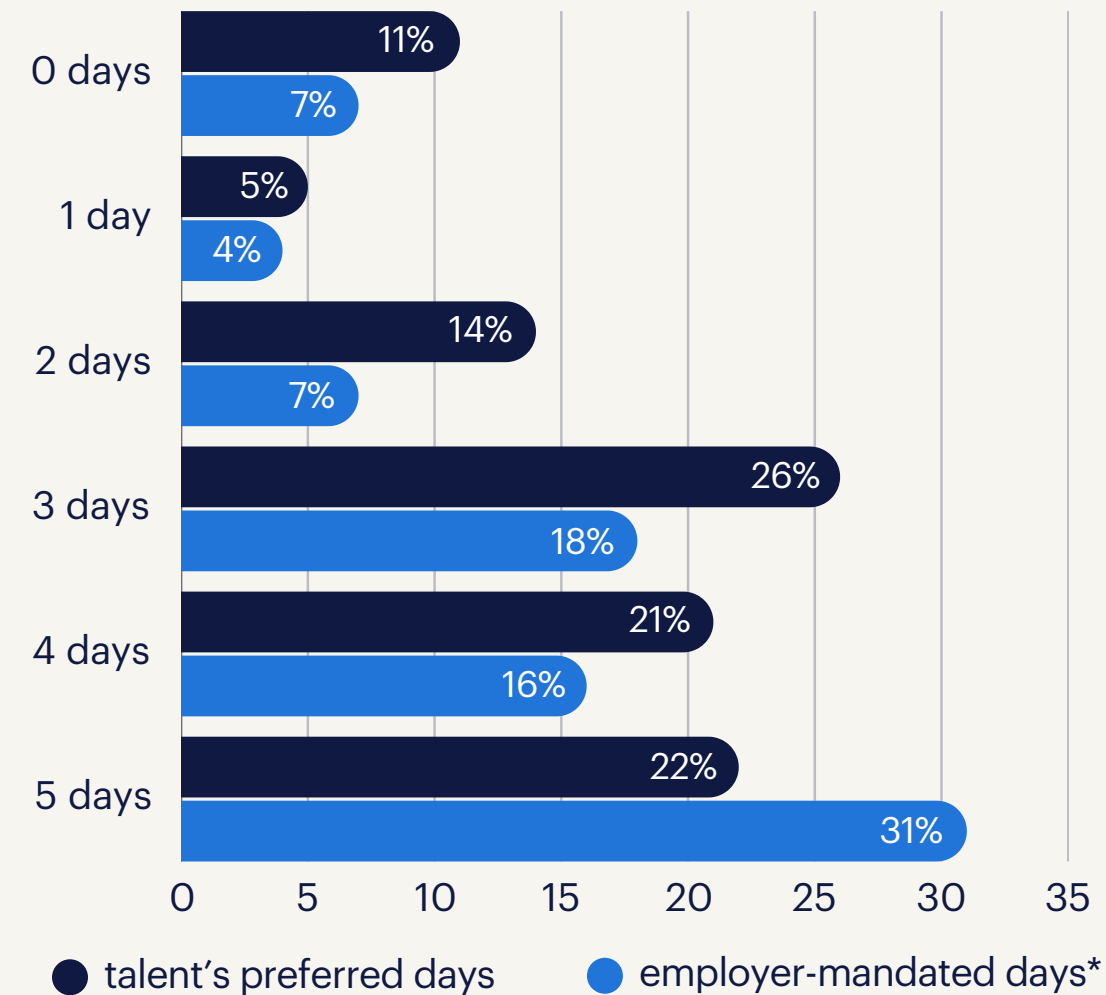
Employers that are more accommodating of talent's requests could benefit from greater trust, as 56% of talent state they would trust employers more if they provided personalized work benefits, including all dimensions of work flexibility.

Half of Workmonitor respondents (50%) say they would quit if their employer didn't take requests for better conditions into account — a relative percentage increase of 25% on last year's report.

Millennials and Gen Z (both 56%) and blue-collar workers (53%) are the most adamant about quitting over working conditions, with IT Services & Telecommunications coming top among industry sectors (60%). Regionally, North Americans are the most outspoken on this topic (56%) with talent in India leading the market rankings (66%).

When it comes to drawing the consequences, the number of those who have followed through and left jobs for this reason has also risen over the past year, from 25% to only 31%.

talent's preferred number of days in the office compared with number mandated by employer policies

	talent's preferred days	employer-mandated days*
0 days	11%	7%
1 day	5%	4%
2 days	14%	7%
3 days	26%	18%
4 days	21%	16%
5 days	22%	31%

● talent's preferred days   ● employer-mandated days*

*17% of talent reported their employer does not have policies in place in this area.

# the employer perspective: more to do on equity and opportunity.

We have seen throughout this section of Workmonitor that talent are clear in their desire for personalized benefits and career path options.

They want their employer to provide equitable opportunities for advancement to all, and 52% of respondents trust the organizations they work for to deliver these. But is this the case?

Data from our latest Talent Trends Report indicates that while employers have the intent, they still have some way to go to meet talent expectations.

Around 4 in 5 employers list the personal motivations of talent as important when hiring and 32% say they are prioritizing personalized skills development and career mobility for colleagues. However, just 1 in 10 coaching programs are open to all workers.

Developing programs that provide a broader range of opportunities will be key in order to improve retention and attract new talent.

9%
of coaching programs are open to all workers
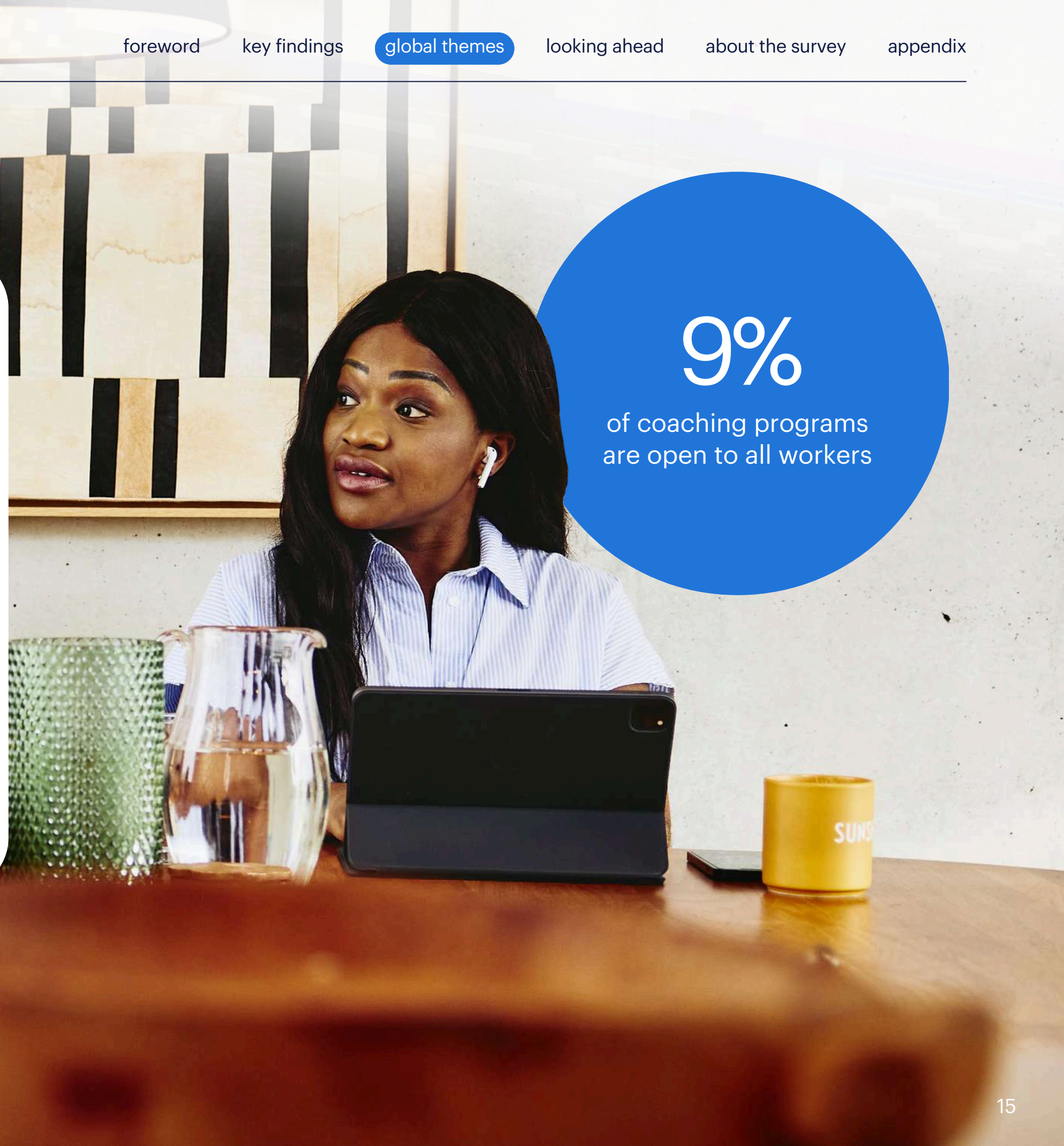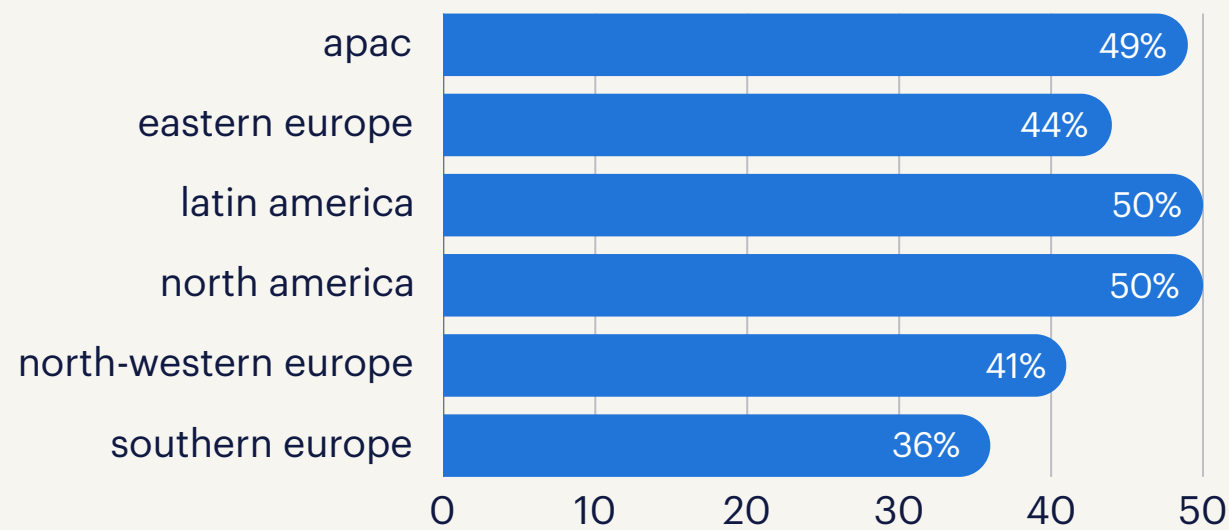
motivated by personalization

by numbers.

geographic communication differences

Around the world, talent in different regions are not equally as communicative with their employer about their benefit expectations.

While those in North America, Latin America and APAC are confident sharing what they want, talent in Southern Europe appear to be less willing to do so.

I have communicated to my employer my expectations on the types of benefits I expect to receive

Region	%
apac	49%
eastern europe	44%
latin america	50%
north america	50%
north-western europe	41%
southern europe	36%

(x-axis: 0, 10, 20, 30, 40, 50)

younger talent: it's personal

Strong generational differences emerge when looking at the importance of personal lives.

I have quit a job because it didn't fit in with my personal life

43% gen z

42% millennials

34% (gen x)

28% (baby boomers)
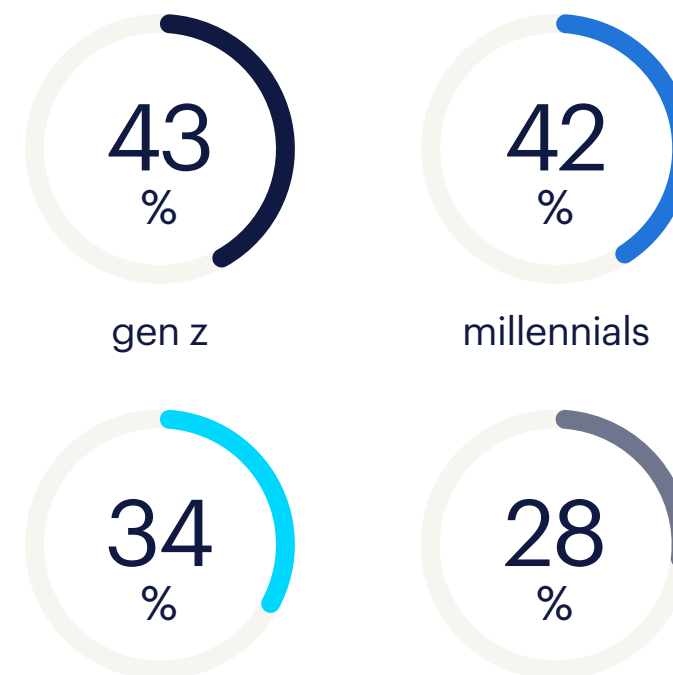
trust across sectors

While most talent feel that the trust between them and their manager is relatively high, there are some variations between sectors.

my manager trusts me to work independently

Sector	%
financial services	83%
IT services & telecommunications	82%
life sciences & pharmaceuticals	79%
engineering	79%
manufacturing	77%
transport & logistics	74%

key learnings.

1.

a broader baseline of expectations

Talent have reinforced their search for jobs that align with their individual values and life circumstances. Traditionally high-ranking factors like pay have taken a step back to make room for a broader distribution of priorities.

Employers' ability and willingness to meet talent's priorities affects talent's decisions about staying in their current role or accepting a new job.

2.

employers have pivoted but not enough

Respondents' satisfaction with the flexibility, work-life balance, trust and value alignment at work has grown. However, while employers have pivoted significantly toward their workforces, many gaps remain to be bridged.

Heightened talent pressures and ongoing skills shortages will drive the need for even greater calibration between workers' expectations and business needs.

3.

talent are willing to draw the consequences

People feel more secure in their jobs, which is likely a reflection of employers having pivoted toward them in what continues to be a tight market. Talent are not only showing a preparedness to leave jobs that are not aligned with their priorities — whether concerning employers' values or their working conditions.

With talent increasingly ready to walk if their expectations are consistently unmet, employers need to stay abreast of and find ways to accommodate talent's evolving needs.

who we work with:
fostering a sense of community.

who we do it with.

People want more than just a workplace, they want a community. A sense of belonging is now more important than ever before.
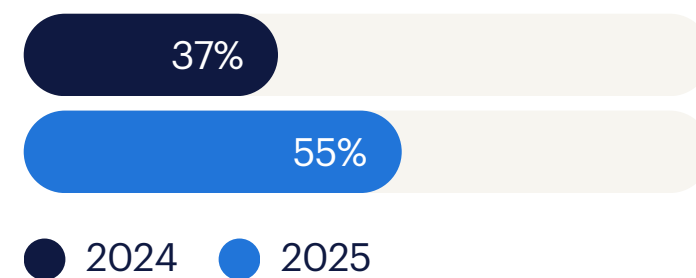
In a substantial increase from 2024, more than half of Workmonitor respondents say a lack of belonging is a reason for potentially leaving their employment. For many, feeling part of a community is important for their performance, productivity and work-life balance. Talent may prioritize a stronger workplace community over higher pay, or feel more confident leaving positions they perceive as toxic.

Over the past year, more people have acted on these drivers and quit their jobs. This suggests that talent feel less uncertain about the job market than they may have in previous years. Typically, when talent face uncertainty, they are more cautious about leaving their roles, Workmonitor data has indicated.

However, as a sense of stability returns, they are quicker to look elsewhere.

In the face of growing talent scarcity challenges, employers must take steps now to offer a healthy, cohesive work environment to attract and keep the people they need.

I would quit a job if I didn't feel like I belonged there
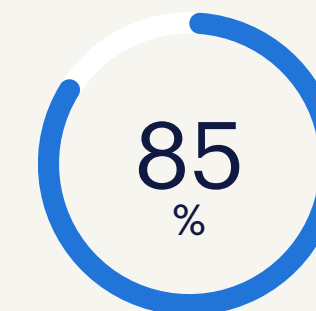
37%

55%

● 2024   ● 2025

I want my workplace to feel like a community

global	83%
gen z	76%
millennials	84%
gen x	84%
baby boomers	84%

80 %
blue collar

85 %
gray collar
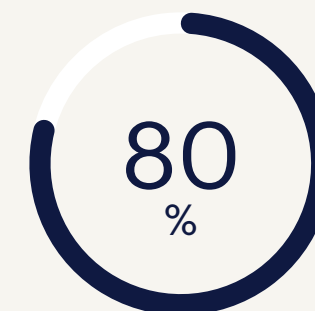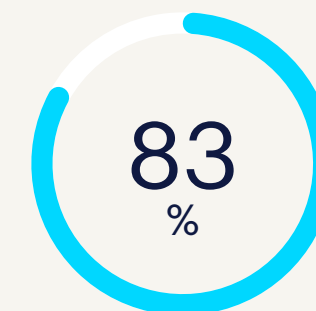
83 %
white collar

more than just a workplace.

Given the significant amount of time spent at work, it's understandable that talent want to feel at ease, be friendly and socialize rather than just work with their colleagues.

83% say they want their workplace to give them a sense of community.

Gray-collar workers are more concerned about this (85%) than their white-collar and blue-collar colleagues (83% and 80%, respectively).

Gen Z are far less concerned (76%) about the community aspect of work than Millennials, Gen X and Baby Boomers (84% each).

Across the different sectors surveyed, IT Services & Telecommunications show the highest affinity with having a community at work (87%).

Supporting this community, talent say they socialize with colleagues both in a work setting (83%) and outside of work (69%), and that they find it easy to get on with colleagues from different backgrounds (85%).

83%
I socialize with my colleagues at work

76%
I consider (some of) my colleagues as friends

69%
I socialize with my colleagues outside of work

talent are willing to make material sacrifices for community.

The longing for community goes significantly beyond 'getting on' and socializing.

Globally, more than a third (36%) would be willing to earn less if they had good friends at work, although the same percentage disagreed. Men were more likely (37%) to hold this view than women (34%), and Gen Z and Millennials were more willing to forego higher pay (42% and 40% respectively) than older generations. Workers in APAC (43%) and North America (42%) were most likely to pass on higher pay to have good friends at work, while Southern European respondents were least likely to say so (28%).

And friends are not the only priority: more than a third of respondents said they wouldn't mind earning less if work contributed to their social lives (37%; with 35% disagreeing), or if their role was contributing something to society (39%, with 30% disagreeing).
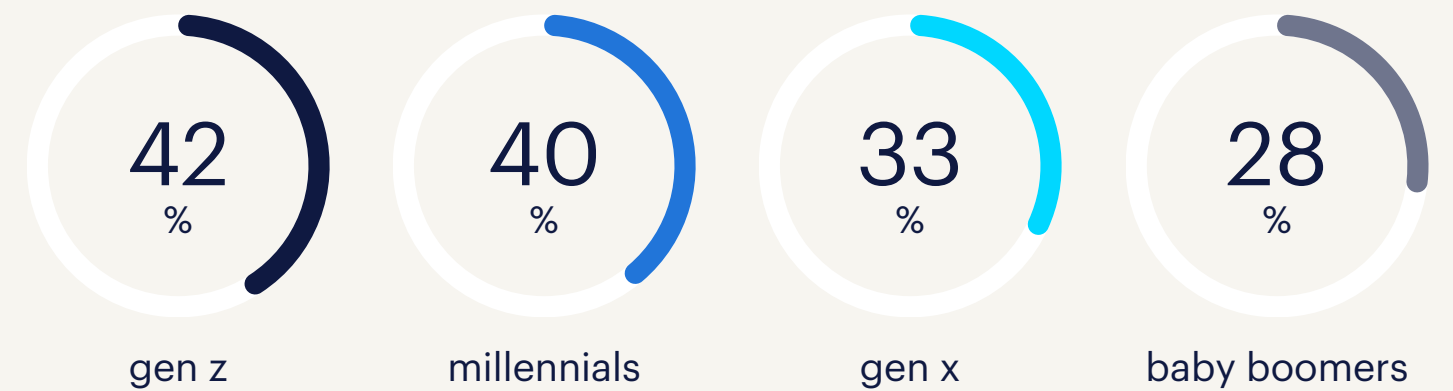
North America had the largest share of those willing to deprioritize pay in favor of making a contribution to society (46%), followed by APAC (45%). Gen Z and Millennials (43% each) tracked significantly above their older peers.

Our findings may have uncovered a significant shift in the role of work in our lives. With societies becoming increasingly individualistic and many community institutions seeing membership decline, people may be looking to their workplaces to fill this gap.

But community is not just about a warm, fuzzy feeling: 85% of respondents state that they perform better when there is a sense of community, and 83% say they do better at work when they know their colleagues.

85% of respondents state that they perform better when there is a sense of community

I wouldn't mind earning less money if I had good friends at work

Region	%
global	36%
apac	43%
eastern europe	37%
latin america	30%
north america	42%
north-western europe	34%
southern europe	28%

42% gen z
40% millennials
33% gen x
28% baby boomers
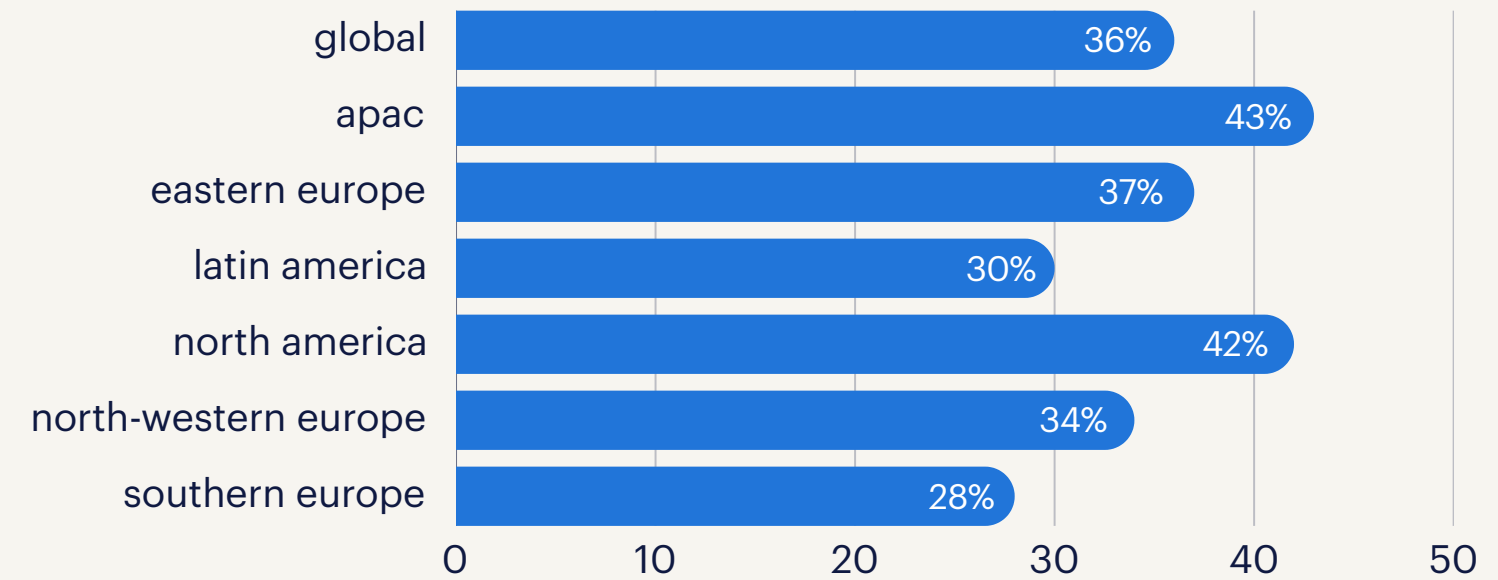
equity is non-negotiable for talent.

Talent mainly attribute responsibility for a positive workplace culture, belonging and equity to their employers, while acknowledging their own contribution, too.

And it seems most employers are delivering. 59% of talent report that their organization is more progressive than the country they work in.

However, while 62% of talent feel equity initiatives can make a genuine difference, 59% say their organization is not doing enough in this area, and the same proportion say existing policies are tokenistic.

Failing to provide a community-focused environment could pose significant risks and costs for employers, as talent are increasingly prepared to act on their dissatisfaction.

More than 40% of workers surveyed have considered leaving a company because of its political stances — this goes up to 57% and 50% for Gen Z and Millennials, respectively.

Crucially, 55% of those surveyed would go as far as quitting a job if they didn't feel they belonged at work, up from 37% last year.

The share is highest in North America (63%), in the IT Services & Telecommunications sector (63%) and among Gen Z and Millennials (both 58%).

Employers must also strive to take steps to improve sustainability. 42% of talent respondents stated they would not join a company that wasn't proactive about improving its sustainability, up from 35% in 2024.

who is responsible for…

creating a positive workplace culture
- me: 26%
- my employer: 31%

improving equity at work
- me: 25%
- my employer: 41%

making colleagues feel like they belong at work
- me: 27%
- my employer: 28%

creating employee resource groups
- me: 22%
- my employer: 44%

● me   ● my employer

taking action on workplace issues.

With this strong focus on a community-driven, equitable work culture, it is not surprising that talent are acting on their values and attitudes.

Over the past year, 44% have quit their job due to a toxic workplace, a significant uptick from 33% in 2024. Women were more likely than men to make this decision (46% vs. 42%), and Millennials (50%) and Gen Z (49%) ranked above their older peers in Gen X (42%) and among Baby Boomers (36%).

Regionally, talent in Latin America were more likely to have quit a toxic workplace than in other regions (54%).

Similarly, the percentage of people who would rather be unemployed than unhappy in a job has risen from a steady 33% between 2022 and 2024 to 37% this year. Blue-collar workers stand out at 40%, compared to their white-collar (35%) and gray-collar (36%) colleagues.

More than half of respondents (52%) would quit if they didn't get on with their manager, and nearly one-third of respondents (31%) say they have quit because they felt they couldn't trust the leadership of their organization. This underscores the importance talent place on building trusting relationships — not only with peers but also with leaders.

Fostering a positive work culture and community spirit requires high levels of trust and strong leadership. Workplaces already have a lot going for them here: 80% of talent feel valued and 83% feel trusted at work, while 77% feel they trust their leadership and 80% trust their colleagues.

The share of people who say they feel comfortable sharing their viewpoints and stances at work without fear of judgment or discrimination has risen from 74% in 2024 to 76% this year.

I have quit because of a toxic workplace

33%
2024
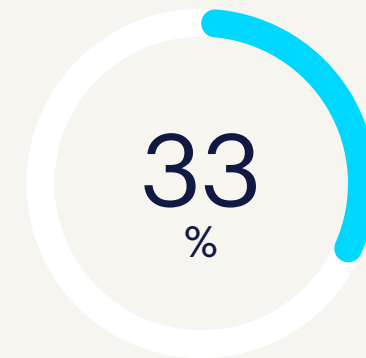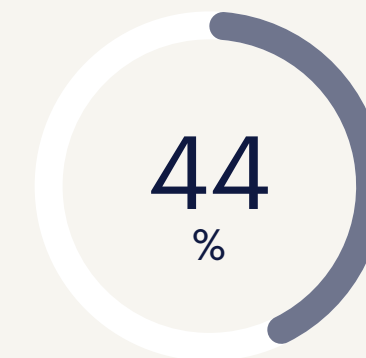
44%
2025

can you be true to yourself at work?

Even so, the proportion of those hiding aspects of themselves at work has risen from 55% to 62% between 2024 and 2025, especially in North America (55% to 70%) and Latin America (54% to 63%). Generationally, Gen Z is the most likely to do so (68%), with the older generations following on a sliding scale and Baby Boomers the least likely to conceal aspects of themselves (52%). More worryingly, less than half (49%) trust their employers to create a working culture where everyone can thrive.

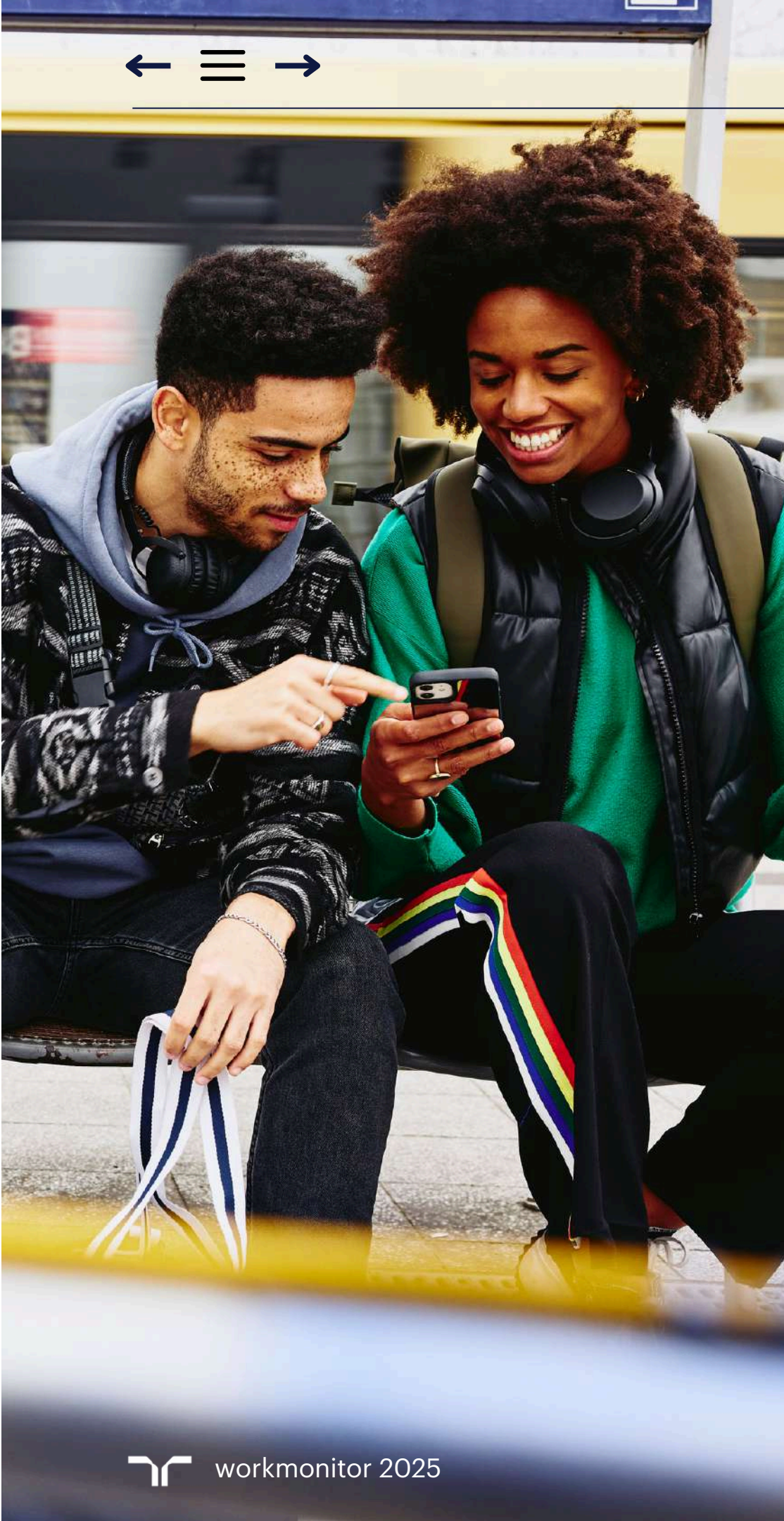As we have seen earlier in this report, employers' positions on these and other values are crucial to how talent feel about their workplaces. So, while progress has been made toward workers, and while there is a good level of trust, some gaps have also widened in terms of talent being able to 'be themselves' in the workplace and flourish within an accepting work community.

With talent ready to quit over workplace culture issues, greater effort must be put into nurturing diversity and community.

I hide aspects of myself at work

region	2024	2025
global	55%	62%
apac	66%	69%
eastern europe	51%	55%
latin america	54%	63%
north america	55%	70%
north-western europe	49%	58%
southern europe	52%	60%

● 2024   ● 2025
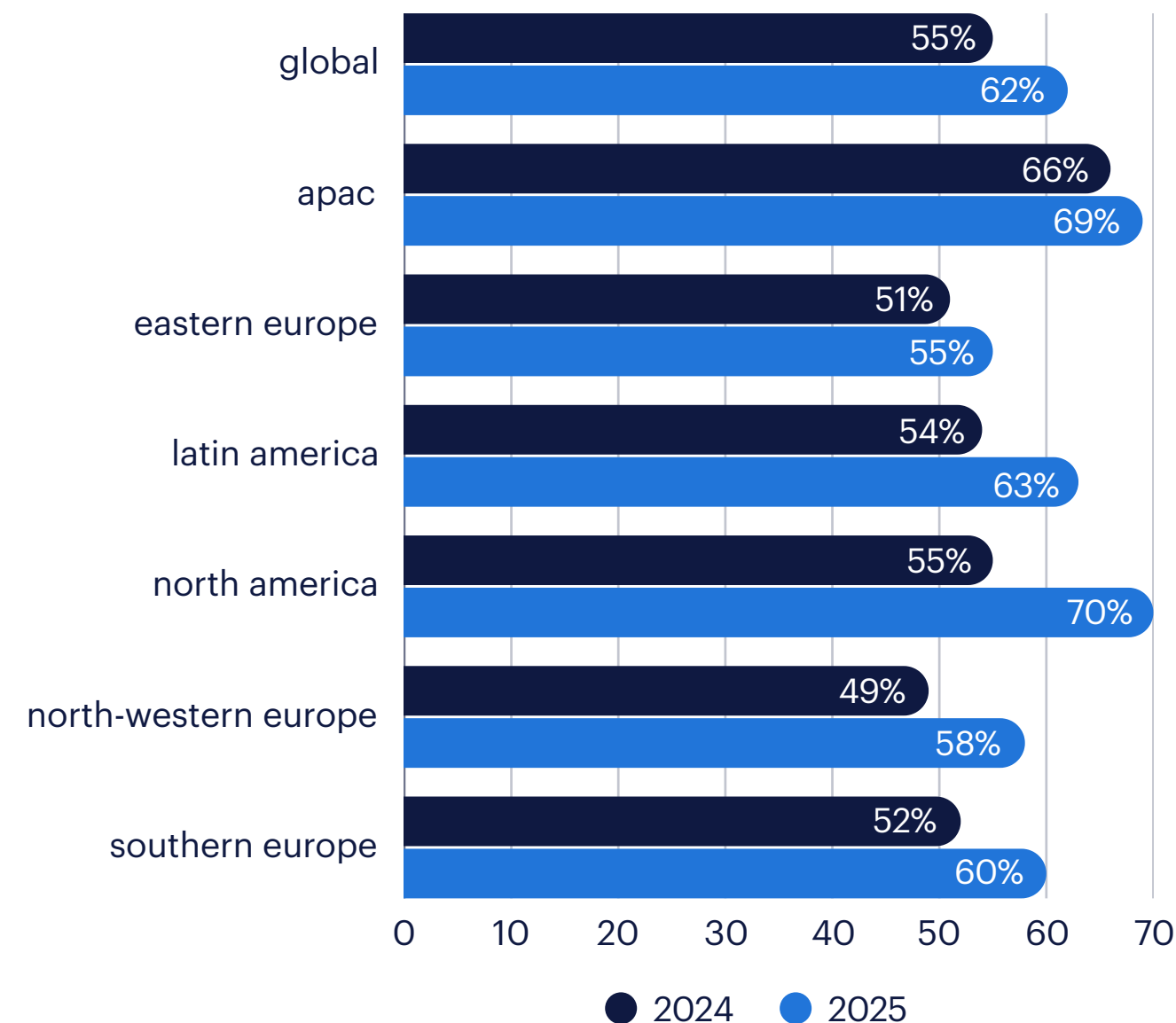
the employer perspective: an opportunity to foster equity.

Talent have a clear appetite to build stronger communities at work, and it is an important factor in staying or moving to a new job.

Equity plays a big part shaping this work community, with more than half of Workmonitor respondents highlighting the benefits of equity initiatives at work and calling on their employers to make them more wide-ranging.

Their viewpoint is reflected in 2025 Talent Trends Report data, which shows just 28% of companies have equity training programs in place at present.

Organizations that can provide people with an opportunity to develop greater allyship with their colleagues and create an equitable workplace will find themselves well-positioned in a talent-scarce world.

28%

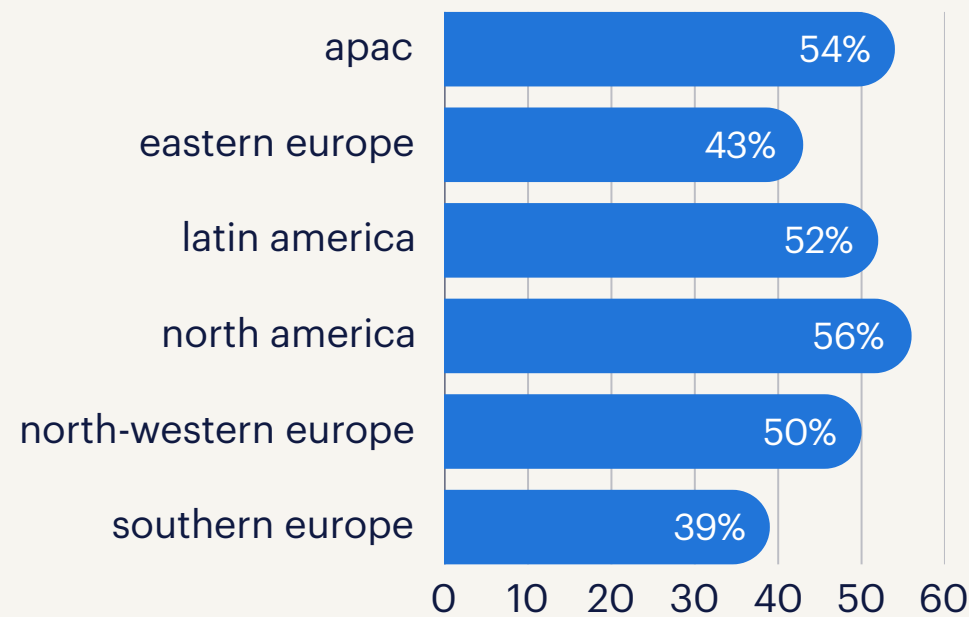of companies have equity training programs in place at present

fostering a sense of community

by numbers.

trust needs building

The data indicates that employers in all regions have work to do if they are to build trust with talent and show they are creating a culture that allows everyone to thrive.

I trust my employer to create a workplace culture where all colleagues can thrive

region	%
apac	54%
eastern europe	43%
latin america	52%
north america	56%
north-western europe	50%
southern europe	39%

0 10 20 30 40 50 60

sectors vary on community feel

While most talent globally feel that their workplace provides them with a sense of community, some sectors are fostering this feeling more successfully than others.

my workplace provides me with a sense of community

sector	%
financial services	85%
engineering	84%
IT services & telecommunications	84%
life sciences & pharmaceuticals	78%
manufacturing	76%
transport & logistics	73%
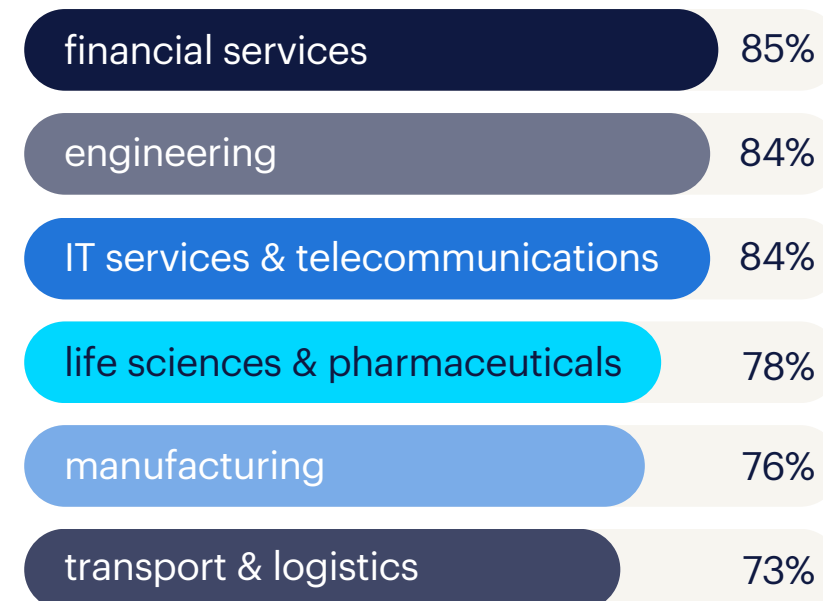
generation action

Talent in younger generations are more willing to earn less if their job contributes to society than their older colleagues.

I wouldn't mind earning less if my job was contributing something to society

gen z	millennials	gen x	baby boomers
43%	43%	37%	32%
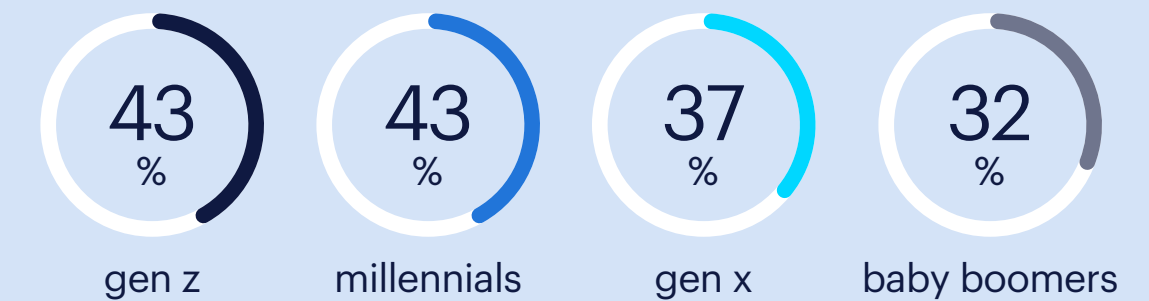
84% a sense of community at work is important to my mental health and wellbeing

key learnings.

1.

talent want a community at work

As societies have emphasized the individual over the years, people may now look to their workplaces to fulfill their need to belong. Even as talent work away from their offices more, they value time to get to know their colleagues face-to-face. Doing so positively affects their work-life balance and mental health as well as their performance and productivity on the job.

Employers will need to explore how they can provide opportunities for talent to build a sense of community at work.

2.

employers must create the right framework policies

While talent have a share in creating a positive workplace community, the onus is on employers to embed the right policies to foster community spirit. By creating a culture of community, trust and belonging, employers can expect talent to perform better and be more productive.

In light of the data, organizations should give careful consideration to how they can balance business needs with talent's desire to connect with colleagues.

3.

equity matters

Equity-based initiatives and commitment to becoming more sustainable remain close to talent's hearts when choosing where to work. Employers have made some progress toward creating the equitable and sustainable workplaces people are looking for. Yet, a noticeable perception gap remains, with employers needing to earn talent's trust in their dedication to these causes.

In light of growing talent scarcity, employers must offer equitable workplaces as a strategic business imperative.

how we work:
gaining opportunities through skilling.

how we are doing it.

Employers and talent are navigating huge economic and technological challenges.

In this fast-paced environment, training and future-proofing skills are more vital than ever for career progression, with AI the most sought-after skill.

Talent continue to prioritize skills development and employers generally support their progression, but there are signs of a lack of trust around the commitment to providing meaningful training.

72%

training and development is important for my current and/or future employment

talent and employers are laser-focused on skills and career progression.

In a time of unprecedented change, skillsets can quickly become outdated as traditional job roles evolve and new ones emerge.

Our report finds that future-proofing skills is more fundamental than ever for both employers and talent. This is not only driven by AI's anticipated transformation of the economy but also by the likelihood that the next disruptive technology is already emerging, ready to push the boundaries even further.

Not surprisingly, training and development are considered as important in 2025 as they were last year (72%), slightly below the high of 76% recorded in 2022 and 2023.

This slight decline does not signal less of a focus on skilling — quite the opposite. 41% of respondents say they would quit if there were no learning and development opportunities to future-proof their careers.

Nearly a quarter of those surveyed (23%) had followed through and quit a job because they weren't offered skilling of this type — up from only 16% in 2024.

That said, 64% acknowledge that employers have been helping them with future-proofing skills over the past year. This is a considerable uptick from 52% in 2024. Learning and development opportunities have also increased in the past six months (34%) — a steady growth since 2022, when it was only 25%.

my employer is helping me develop future-proof skills for my career (e.g., AI)

52%	2024
64%	2025

training or development opportunities at my organization have increased in the past six months

25%	30%	33%	34%
2022	2023	2024	2025
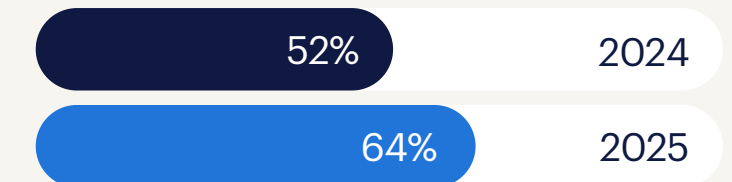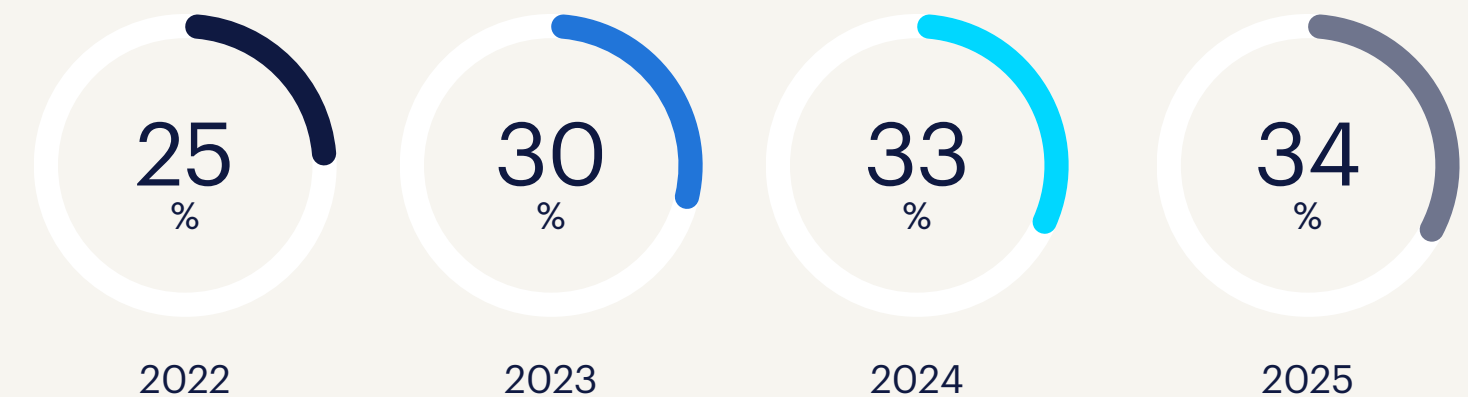
training access is not always equitable.

The increased pace in training provision likely reflects fundamental changes and the shortage of qualified talent to fill many roles, and this has moved reskilling to the top of the agenda.
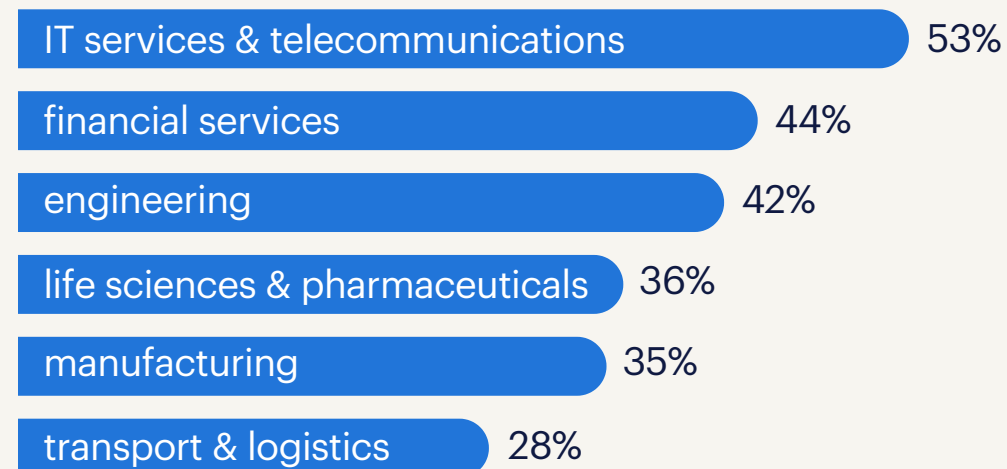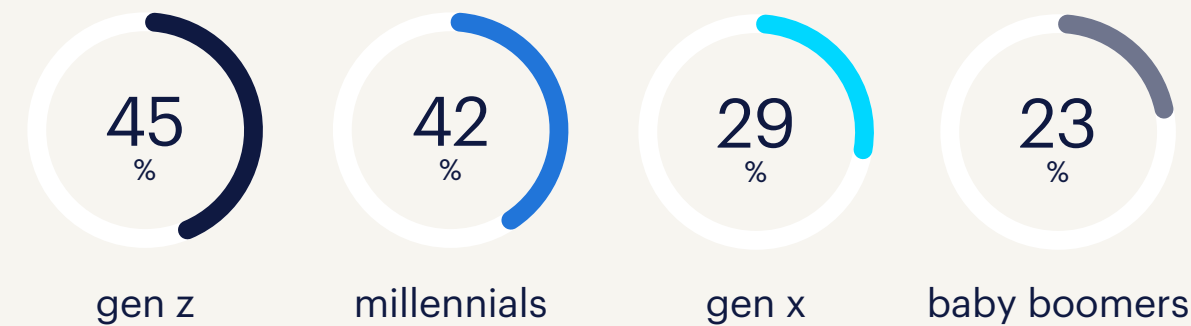
However, learning and development is not always equitable. When asked what workplace factors had changed over the past six months, Gen Z and Millennials appear to have received more training opportunities compared with the global average (34%), with 45% and 42%, respectively, reporting increased access. Similarly, white-collar workers reported more training and development (36%) vs. blue collar (34%) and gray collar (31%).

A similar discrepancy emerges across different sectors. IT Services & Telecommunications (53%), Financial Services (44%), Engineering (42%) and the Life Sciences & Pharmaceuticals (36%) sectors have all seen their training and development opportunities improve above average over the past six months.

Despite the broad cross-sectoral impact of technology and AI, talent in industries such as Manufacturing (35%) and Transport & Logistics (28%) are less likely to have seen an increase in their training opportunities over the past six months. This perhaps reflects the dominance of operational roles within these sectors.

training or development opportunities at my organization have increased in the past six months

45%	42%	29%	23%
gen z	millennials	gen x	baby boomers

Sector	%
IT services & telecommunications	53%
financial services	44%
engineering	42%
life sciences & pharmaceuticals	36%
manufacturing	35%
transport & logistics	28%

talent want to future-proof their skills.

Workmonitor 2025's findings indicate that talent are acutely aware of the changes afoot in the economy and feel pressure to stay abreast of them.

A case in point is that 44% wouldn't accept a job without the opportunity to future-proof skills in areas such as AI or technology (36% in 2024).

This attitude is expressed most strongly by talent from Latin America (49%), followed by North America (46%) and APAC (44%).

Millennials (48%) and Gen Z respondents (47%) are more likely not to pursue a job role that lacks training opportunities than their colleagues in Gen X (42%) and among Baby Boomers (37%).

Talent want employers to support their career ambitions and their learning. 42% would quit if they didn't have this — significantly more than last year (34%).

I have quit a job because...

there was a lack of career progression opportunities

26%	2024
31%	2025
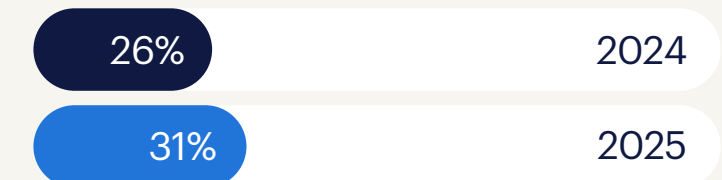
I wasn't offered opportunities to future-proof my skills

16%	2024
23%	2025

← ☰ →

foreword   key findings   global themes   looking ahead   about the survey   appendix

AI tops the list of in-demand skills for talent.

AI training is the most sought-after learning and development opportunity.

40% of talent selected it within their top three skilling priorities, up from 29% the year before — and chose it more frequently than any other skillset.

Men are more likely to select AI among their top three choices (44%) than women (36%), and white-collar workers are much more focused on AI (43%) than gray- or blue-collar workers (both 37%).

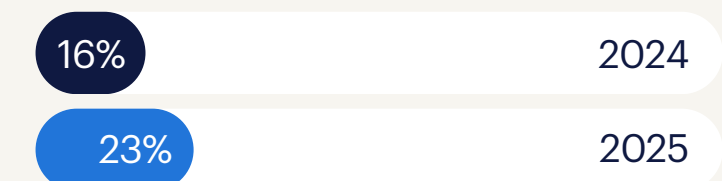Latin America ranks AI training higher than other regions, with 50% choosing it as one of their top three learning choices.

Other top-ranked skills are IT and technological literacy and management and leadership skills.

Given the rapid rise of AI in recent years, Workmonitor finds that nearly three-quarters of respondents (71%) feel ready to use the latest technology — including AI — in their roles.

The discrepancy between men and women is also apparent in this question, with men more confident of their technology and AI skills (73%) than women (69%).

Amid the rush to get up to speed with fast-changing skillsets, talent are willing to take more responsibility for their learning than last year, especially when keeping pace with technological advancement.

Over a third (35%) say the responsibility for keeping pace with technological advancements rests with them rather than their employers (27%).

However, when it comes to technology and AI training, specifically, responsibility for training and upskilling remains firmly with the employer, according to 39% of respondents. Only 25% view it as their responsibility.

if my employer offered it, I would be most interested in the following learning & development opportunities
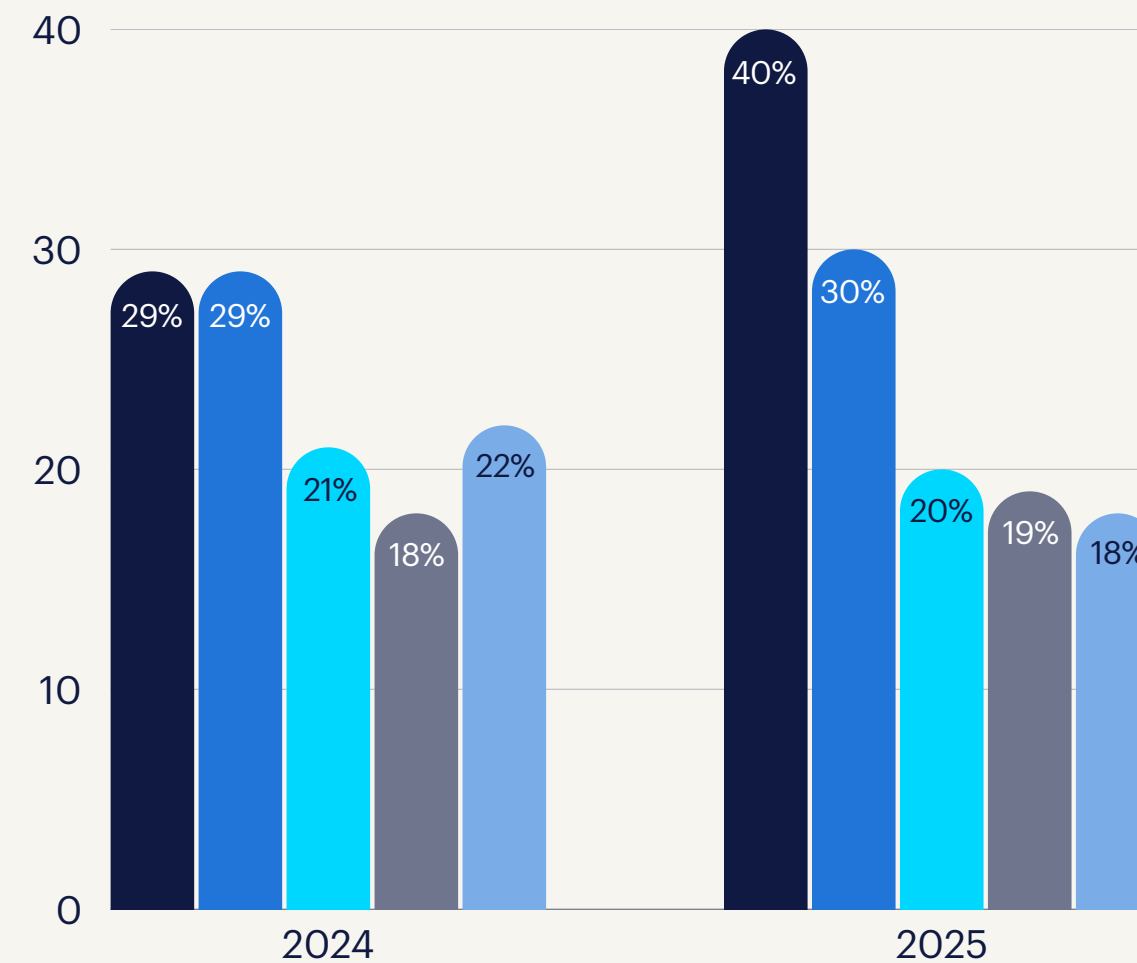
Legend:
- ● AI
- ● IT & technological literacy
- ● management and leadership skills
- ● programming/coding
- ● communications & presentation

Chart values:
- 2024: AI 29%, IT & technological literacy 29%, management and leadership skills 21%, programming/coding 18%, communications & presentation 22%
- 2025: AI 40%, IT & technological literacy 30%, management and leadership skills 20%, programming/coding 19%, communications & presentation 18%

workmonitor 2025   33

a lack of trust in employers investing in continuous learning.

Despite the sense of shared ownership, less than half of those surveyed (44%) trust their employers to invest meaningfully in continuous learning, particularly in AI and technology.

Furthermore, just half of respondents (52%) trust in their employers' ability to offer equitable career advancement to all talent.
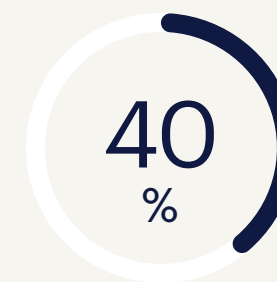
Talent in North America (51%), APAC (49%) and Latin America (47%) trust their employers more to provide continuous training than people in other regions. There is also variation across generations, with Millennials having greater confidence in their companies' ability to provide training than other generations (47%). Trust is lowest among Gen Z talent (40%).

There are comparable differences between industry sectors. Talent in IT Services & Telecommunications (60%), Financial Services (54%) and Engineering (51%) rank their employers' fitness to provide continuous learning much more highly than the global average — and those in other sectors.

52
%

I trust my employer to offer opportunities for career advancement that are equally accessible to all talent, regardless of gender, age, race or other background

I trust my employer to invest and provide opportunities for continuous learning, particularly in AI and technology

Region	%
global	44%
apac	49%
eastern europe	38%
latin america	47%
north america	51%
north-western europe	43%
southern europe	38%

40
%
gen z

47
%
millennials

43
%
gen x
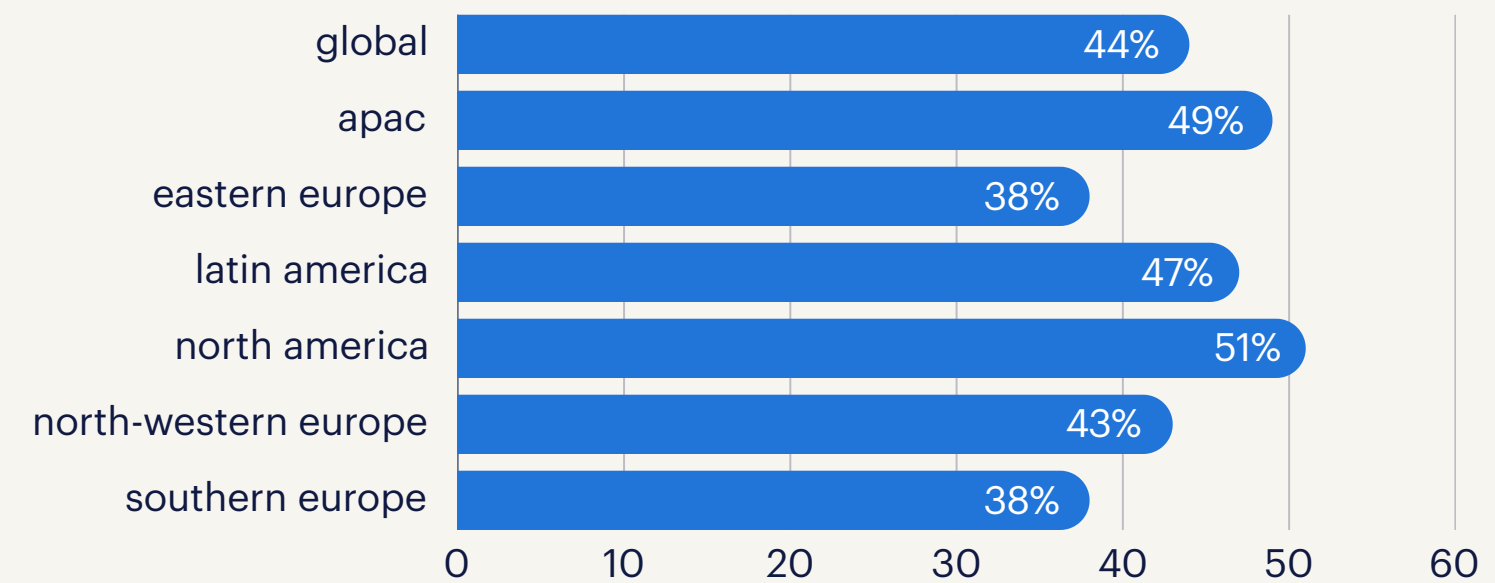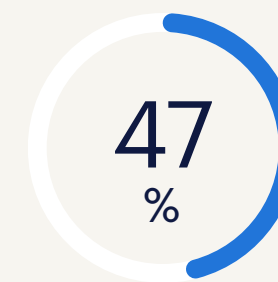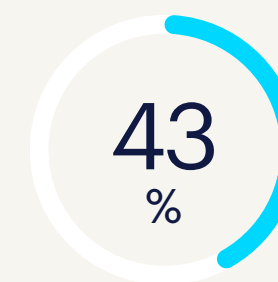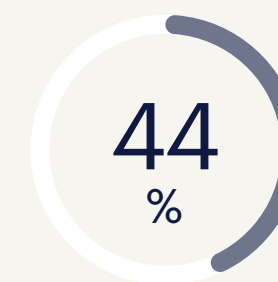
44
%
baby boomers

the employer perspective: HR leaders hold the key to skilling but don't have the know-how.

Almost 40% of talent surveyed for Workmonitor 2025 view training and upskilling as the employer's responsibility.

Yet, people lack trust in employers' ability to provide relevant ongoing training.

Randstad's Talent Trends Report 2025 has uncovered a corresponding disparity among HR Leaders.

9 in 10 HR professionals accept it is the employer's responsibility to reskill workers. However, 58% state that while they want to make more of an effort to provide reskilling, there is a lack of organizational knowledge to make this happen.

The Financial Services sector faces the greatest challenges, with 64% struggling with reskilling efforts.

Workmonitor shows us that this sector also reports a notable lack of trust in employers' ability to deliver meaningful, ongoing training.

58%
of respondents state that while they want to make more of an effort to provide reskilling, they don't know how to

gaining opportunities through skilling

by numbers.

baby boomers miss out on development

While over half of Gen Z and Millennials have been offered development opportunities in the past year, this drops dramatically among Gen X and Baby Boomers.

in the past 12 months, my employer has implemented career development opportunities

gen z	52%
millennials	51%
gen x	40%
baby boomers	38%

key geographies have room to ramp up skilling

Talent in North America and APAC are more likely to enjoy their employers' support when it comes to future-proofing their skills, while organizations in Southern Europe and Latin America may have work to do in this area.

my employer is helping me develop future-proof skills for my career

apac	69%
eastern europe	60%
latin america	63%
north america	70%
north-western europe	64%
southern europe	58%

0 10 20 30 40 50 60 70
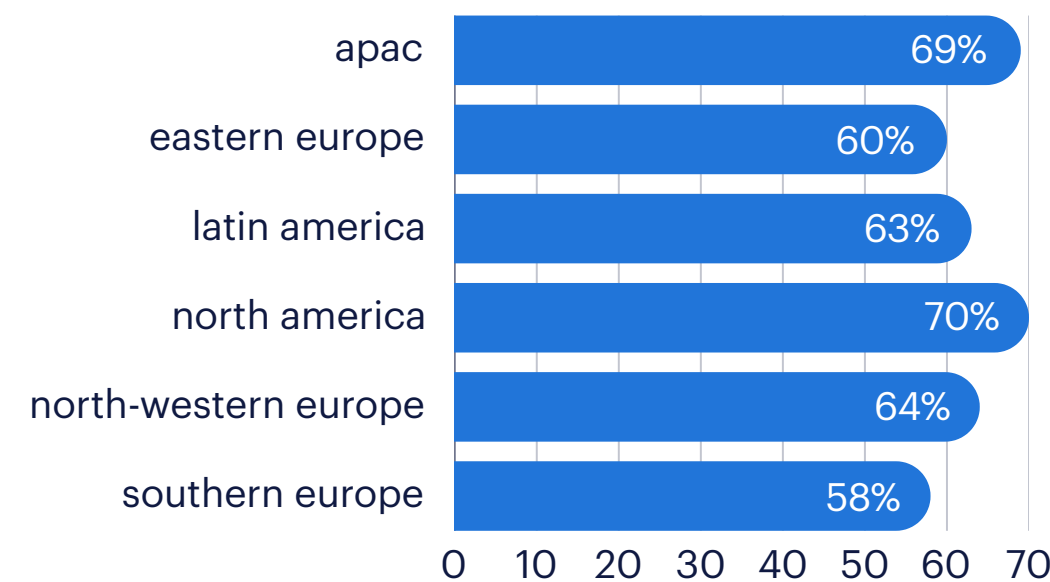
sector talent willing to walk away

When looking at talent who have quit due to a lack of career progression opportunities, those in the IT Services & Telecommunications sector are most likely to have walked away from a role.

I have quit a job because of a lack of career progression opportunities

43%	IT services & telecoms
40%	engineering
38%	financial services
32%	manufacturing
31%	life sciences & pharmaceuticals
30%	transport & logistics
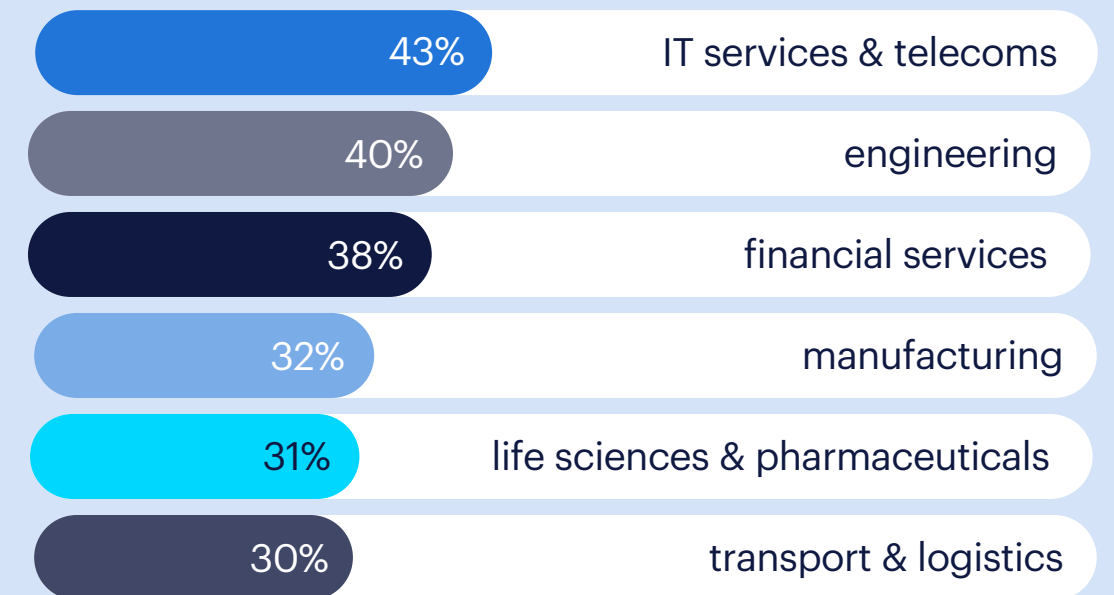
key learnings.

1.

skilling is an opportunity employers can't miss

With talent shortages set to hold sway for the foreseeable future, employers need to focus on their differentiators. The advent of AI has sharpened talent's focus on their skilling needs, and not all employers are ready to meet these expectations yet.

Our data suggests that employers that can get ahead of the curve and offer meaningful training and career development, ultimately stand to succeed as the competition for talent intensifies.

2.

training must be equitably applied

Equity is a crucial talent requirement when they look at both existing and future workplaces. Equity-driven initiatives must be extended to training and development where there is a perceived imbalance in access across a variety of dimensions.

Employers must aim to offer equitable access to skilling across all talent, empower them to adapt to fast-changing job roles and help create a future-ready workforce.

3.

employers must build trust with talent

Given the speed of change in the economy, technology and skillsets, the fact that less than half of talent trust their employer to deliver the training they need should be of real concern. Upskilling opportunities have become a clear priority for talent.

Organizations must invest in developing their workforce or risk losing talent. This responsibility for upskilling must be owned in partnership with talent, who are also willing to shoulder the burden themselves.

looking ahead.

the new mission for employers: delivering the why, how and who.

Against a background of economic uncertainty, rapid technological progress and continued societal transformation, Workmonitor 2025 shows that talent's expectations of their workplace continue to shift.

As a continuation of the thematic threads we have seen emerge in previous years, a new workplace baseline has emerged. It is based on three interconnected factors: the 'why' of personal motivations, the 'who' of a sense of community and the 'how' of sharpening job skills. All of them are built on one common foundation: trust.

With talent scarcity challenges expected to increase, organizations that prioritize reshaping workplaces to reflect workers' expectations will be in the strongest position to attract and retain talent, and secure a sustainable foundation for long-term business success.

why:
aligning the personal and professional

As personal preferences precede material factors like pay for the first time, the concept of 'investing in people' now means being more adaptable than ever. This shift may signal a reimagining of society's relationship with work, further blurring the lines between the personal and the professional. Talent increasingly wants work to align with their values, ambitions and personal circumstances.

While challenging for employers, responding to this presents a compelling opportunity to build deeper, more meaningful connections with talent by taking a people-first approach: personalizing benefits and policies more strongly, sharpening equity and environmental policies, and creating work processes that reinforce independence and trust.

who:
a culture of community and trust

Talent are increasingly seeking a community connection in their professional lives. Consequently, traditional transactional views of employment are changing, supported by findings that talent would eschew better pay for a workplace with a strong sense of belonging. This underscores the opportunity for employers to enhance motivation by fostering a collaborative and trusting culture.

Open communication at all levels is vital, lowering participation thresholds by enabling talent to express themselves freely. Employers also need to act on the value talent attach to equity and inclusion. Organizations that embed equity into their culture will strengthen teams, attract talent, and remain competitive in today's dynamic environment.

how:
equitable access to learning

As technology and economic changes accelerate, talent are keen to learn and keep their skills up-to-date. Reskilling and training efforts should be carefully curated and extended to all workers fairly. Individual development journeys will be crucial to keeping people engaged and ensuring lifelong learning becomes part of the organizational culture.

The new mission for employers is to ensure they are meeting the why, who and how of talent expectations, creating equitable, inclusive working environments, where talent feel they belong and can future-proof their careers.

Organizations that fully embrace this mission will realize the benefits of better business performance and a more productive workforce.

about the survey.

about the survey.

The Randstad Workmonitor, now in its 22nd year, explores the views of working people in 35 markets across Europe, Asia-Pacific and the Americas. It aims to provide an inside look at their attitudes, ambitions and expectations as the world of work continues to transform.

Through this comprehensive study, we want to hear and share the voice of talent about what they want and expect from their employers and how willing they are to ask for it. The study conceptualizes and measures the gap between the reality and wishes of the global workforce and tracks how this changes over time.

It is conducted online among respondents aged 18–67 who are either employed for at least 24 hours per week, sole traders, or unemployed but considering looking for a job in the future.

The minimum sample size is 500 interviews per market. Evalueserve is used for sampling purposes.

The survey for our 2025 study was conducted between October 7 and November 6, 2024 among over 26,000 workers in Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Greece, Hong Kong SAR, Hungary, India, Italy, Japan, Luxembourg, Malaysia, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, Romania, Singapore, Spain, Sweden, Switzerland, Türkiye, the United Kingdom, the United States and Uruguay.
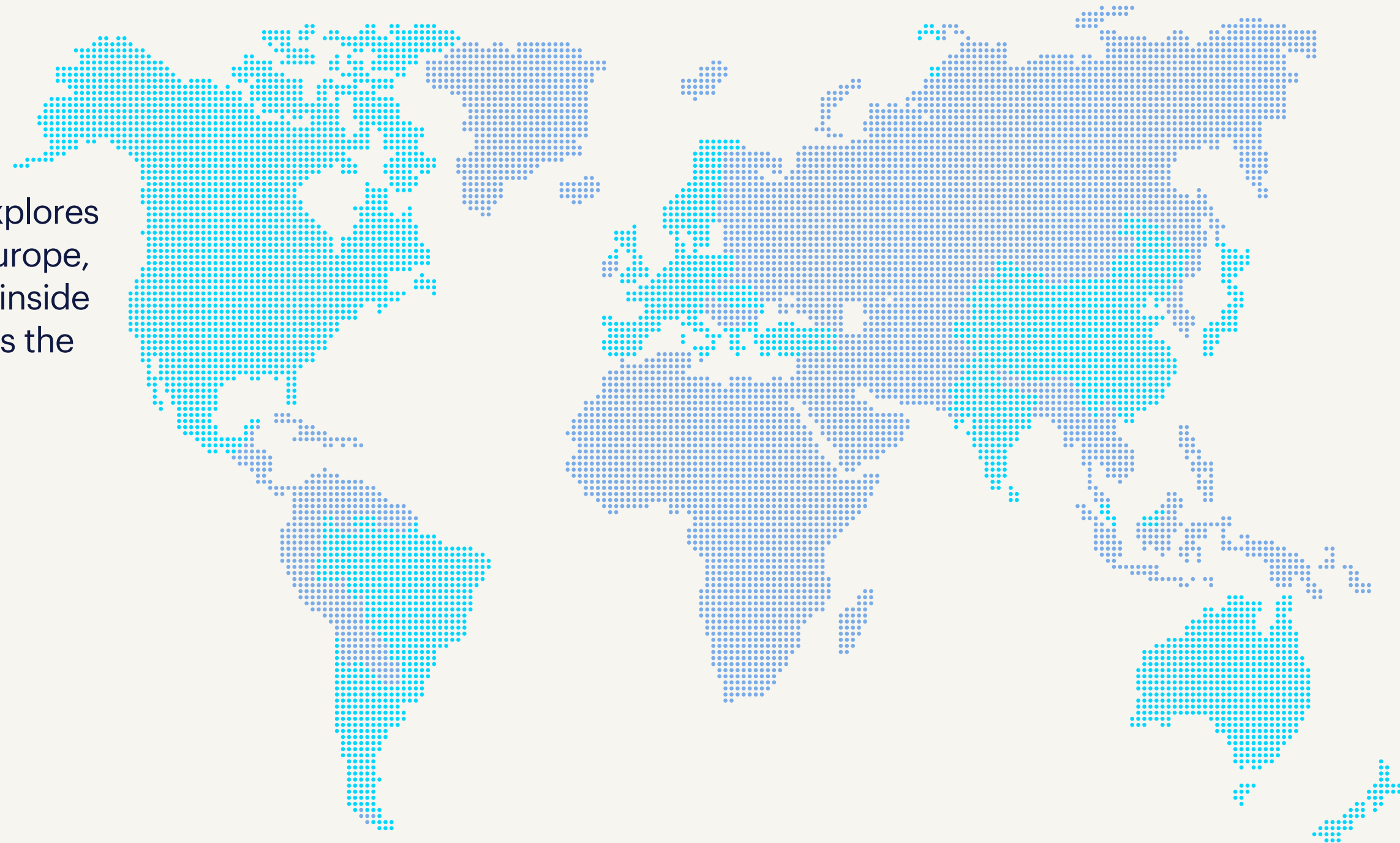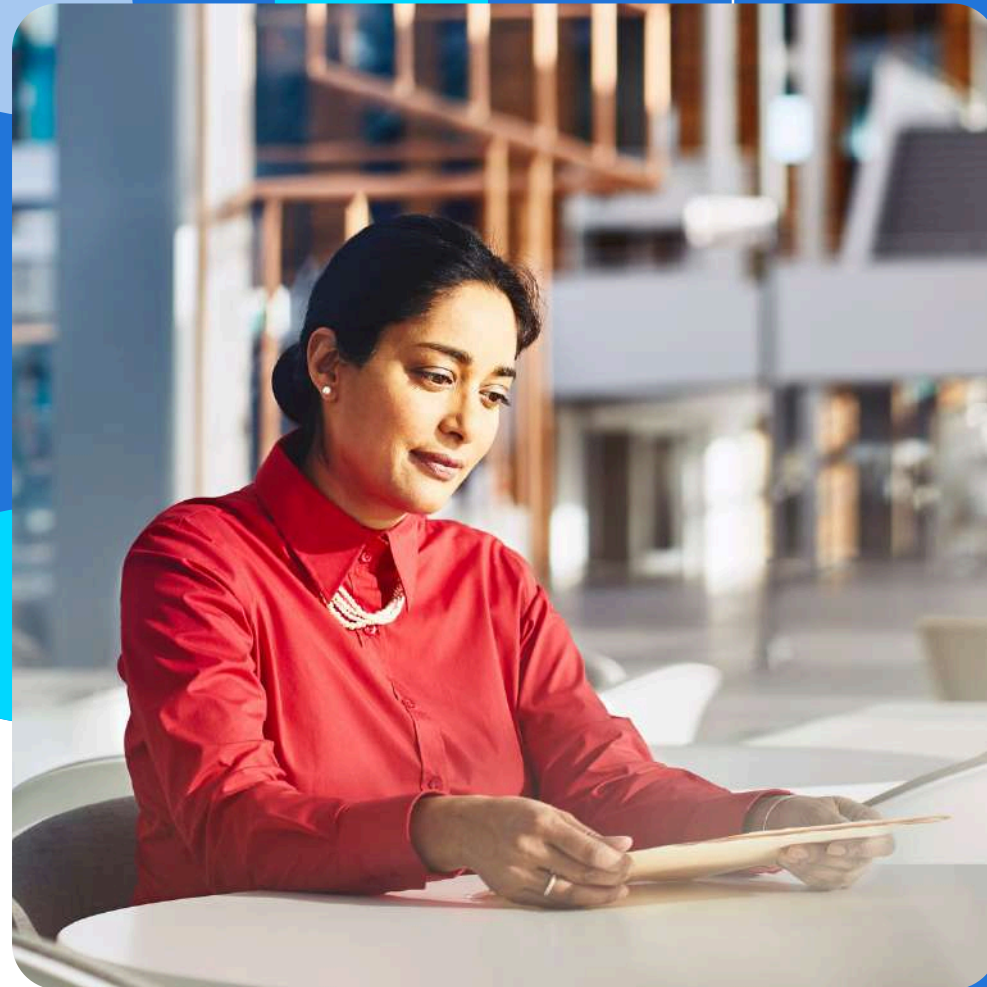
26,000+
talent surveyed

35
markets

18-67
year-old people

appendix.

sector snapshot.

44 engineering.

45 financial services.

46 IT services & telecommunications.

47 life sciences & pharmaceuticals.

48 manufacturing.

49 transport & logistics.

sector snapshot:

engineering.

The report's new baseline shows engineering talent are demanding more from their employers, with organizations rising to the challenge of meeting these expectations.

motivation by personalization

Engineering talent are likelier to quit over pay, flexibility and leadership issues but also to have seen recent improvements, leading to higher trust in leadership.

I would quit a job if I didn't agree with the viewpoints of leadership

engineering talent	49%
global average	44%
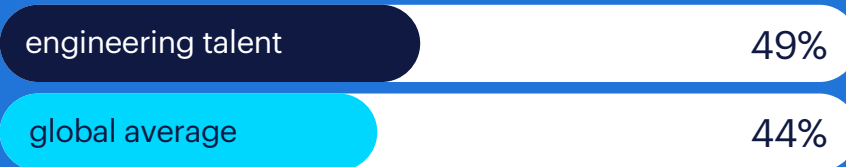
Over the past six months, I have received increased benefits

engineering talent	39%
global average	31%
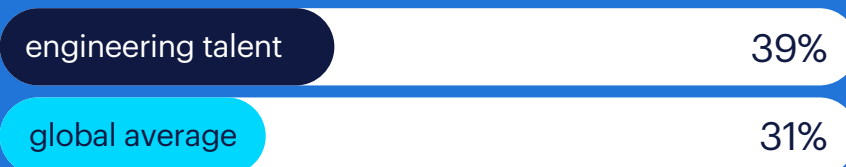
I trust my manager to have my best interests in mind

engineering talent	77%
global average	70%

fostering a sense of community

Community matters more to engineering talent than global averages. They leave roles when lacking friendships or feeling forced to hide aspects of themselves, yet share responsibility with employers in fostering community.

I would not mind earning less if work contributed more to my social life

42%
engineering sector

37%
global average

gaining opportunities through skilling

Engineering talent demand more development opportunities and employers are meeting their needs, with higher percentages reporting skill future-proofing. Training opportunities focused on AI, IT and management are the most sought after.

Top three development opportunities engineering talent are interested in

39%	AI training
29%	IT & technological literacy
23%	management & leadership skills

I feel ready to utilize the latest technology, such as AI, in my role

engineering talent	78%
global average	71%

sector snapshot:

financial services.

Financial Services talent are largely aligned with the new workplace baseline. And where their expectations exceed global averages, employers are meeting their demands.

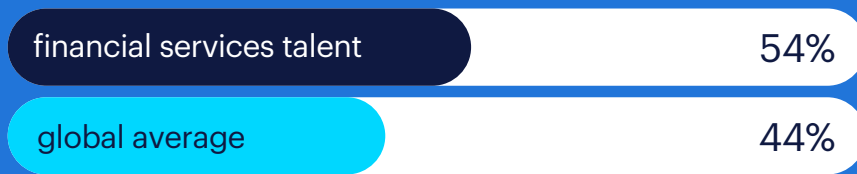## motivation by personalization

Across all measures, Financial Services talent are ~10 percentage points more likely to trust their employer to deliver on their needs when compared with global averages.

I trust my employer to take into consideration my asks around flexible working

financial services talent	54%
global average	44%

I trust my employer to pay me and my colleagues fairly

financial services talent	60%
global average	49%
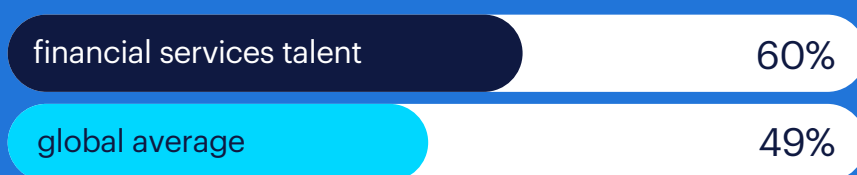
fostering a sense of community

When it comes to expectations around a sense of community, Financial Services talent have slightly higher expectations compared with global averages. When looking at personal values, they appear at one with their employers, reporting slightly higher alignment than global averages.

My employers' values and purpose align with my own

83%
financial services talent

76%
global average
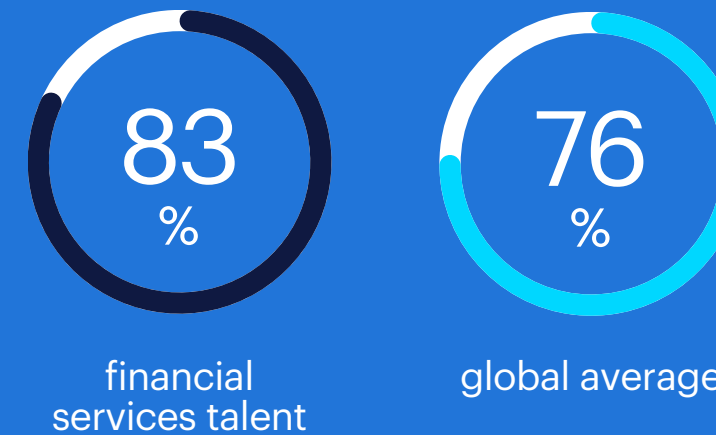
gaining opportunities through skilling

Financial Services talent are more likely to have quit a role when not provided with career progression opportunities. Employers appear to be conscious of this and are significantly more likely to have provided opportunities for talent to future-proof their skills compared with the global average.

I have quit a job because of a lack of career progression opportunities

38%	financial services talent
31%	global average

My employer is helping me develop future-proof skills for my career

financial services talent	78%
global average	64%
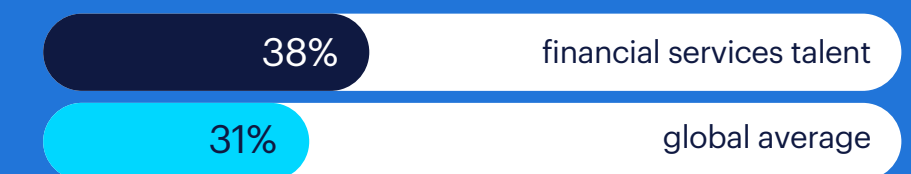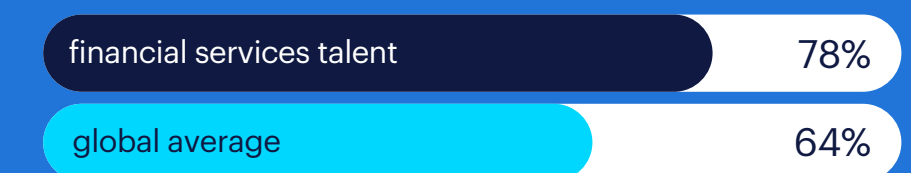
sector snapshot:

IT services & telecommunications.

IT Services & Telecommunications talent expect more from employers in relation to the new baseline. Organizations that fail to meet their needs could face retention challenges.

motivation by personalization

When looking at what motivates IT Services & Telecommunications talent, they find much more purpose in their work compared with global averages. And while factors around flexibility are very important to this group, employers are also more likely to meet their expectations.

My job gives me a sense of purpose

	68%
	59%

My job provides flexibility in terms of working hours

	78%
	65%

● IT services & telecommunications talent
● global average

fostering a sense of community

Community is more important to IT Services & Telecommunications talent than the average worker. When it's provided, though, they are also more likely to perform better in their role.

I want my workplace to feel like a community

87%

83%

I perform better if I feel a sense of community with my colleagues

	88%
	85%

● IT services & telecommunications talent
● global average

gaining opportunities through skilling

Opportunities to advance are particularly important to IT Services & Telecommunications talent and over half have seen training opportunities increase in the past six months. Perhaps, unsurprisingly for such an in-demand sector, talent that have not had their expectations met are significantly more likely to quit.

Advancement and promotion opportunities are important to me
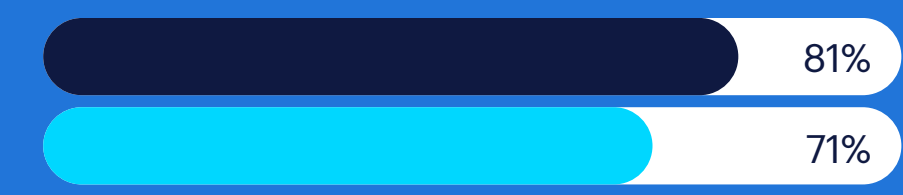
	81%
	71%

I have quit a job because of a lack of career progression opportunities

	43%
	31%
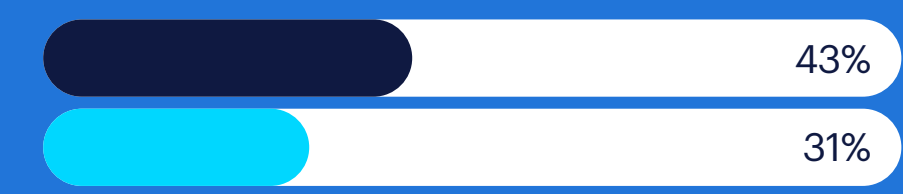
● IT services & telecommunications talent
● global average

sector snapshot:

life sciences & pharmaceuticals.

In relation to the new workplace baseline, Life Sciences & Pharmaceuticals talent diverge from global averages on some key issues.

motivation by personalization

Life Sciences & Pharmaceuticals talent are more likely to appreciate working on location with colleagues, reporting productivity boosts. They are also more likely to have control of their working hours.

working in the workplace improves my productivity

	79%
	76%

my job provides flexibility in terms of working hours - I can control when I work

	69%
	65%

● life sciences & pharmaceuticals talent
● global average

fostering a sense of community

Life Sciences & Pharmaceuticals talent are more likely to consider their colleagues friends. However, they are also more concerned about sharing personal viewpoints at work.

I consider some of my colleagues friends

80%   **76%**

I feel comfortable sharing my personal viewpoints and stances at work without fear of judgment or discrimination

	69%
	76%

● life sciences & pharmaceuticals talent
● global average

gaining opportunities through skilling

While talent in the Life Sciences & Pharmaceuticals sector are most interested in AI training, it ranks as a lower priority compared with global averages. Reflecting the nature of their work though, creative and analytical thinking training is more important to this group.

I would be interested in the following learning and development opportunities
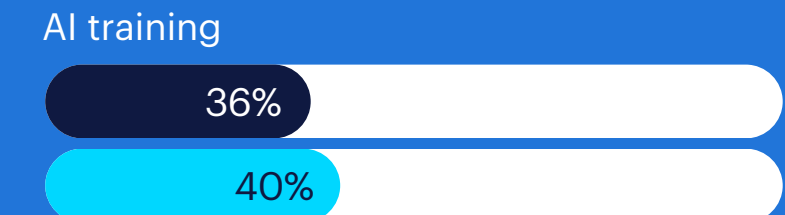
AI training

36%	
40%	

creative and analytical thinking

21%	
15%	
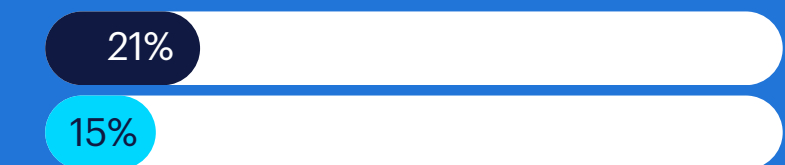
● life sciences & pharmaceuticals talent
● global average

sector snapshot:

manufacturing.

Manufacturing talent are particularly closely aligned with the new baseline outlined in this report compared with other industries. However, there are nuances in their expectations that employers must stay aware of.

motivation by personalization

Talent in the Manufacturing sector are an outlier from global averages, being significantly less motivated by flexibility. However, healthcare benefits are slightly more important to this group.

flexibility in terms of location is important to me

manufacturing talent	60%
global average	67%

flexibility in terms of hours is important to me

manufacturing talent	65%
global average	73%

healthcare benefits are important to me

manufacturing talent	76%
global average	74%

fostering a sense of community

Manufacturing talent are slightly less concerned about feeling a sense of community in their workplaces compared with the global average. However, they are more likely to have quit jobs where they hid aspects of themselves.

I have quit a job because I had to hide aspects of myself at work

25%
manufacturing talent

21%
global average
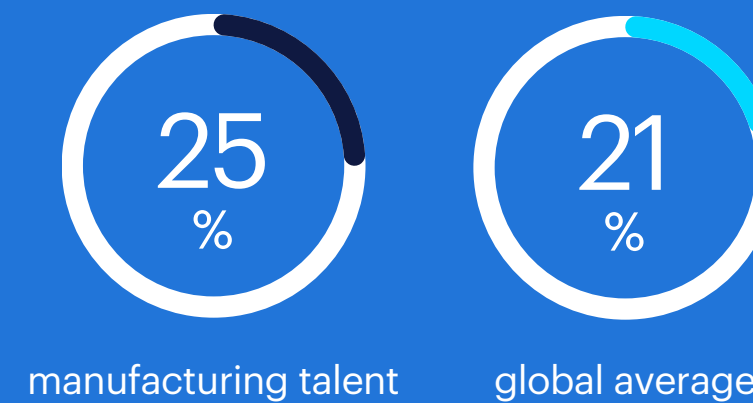
gaining opportunities through skilling

When looking at skilling considerations, talent in the Manufacturing sector indicate they have a slightly stronger desire to learn certain computer-based skills compared with global averages.

I would be interested in the following learning and development opportunities

AI training

42%	manufacturing talent
40%	global average

programming and coding

24%	manufacturing talent
19%	global average
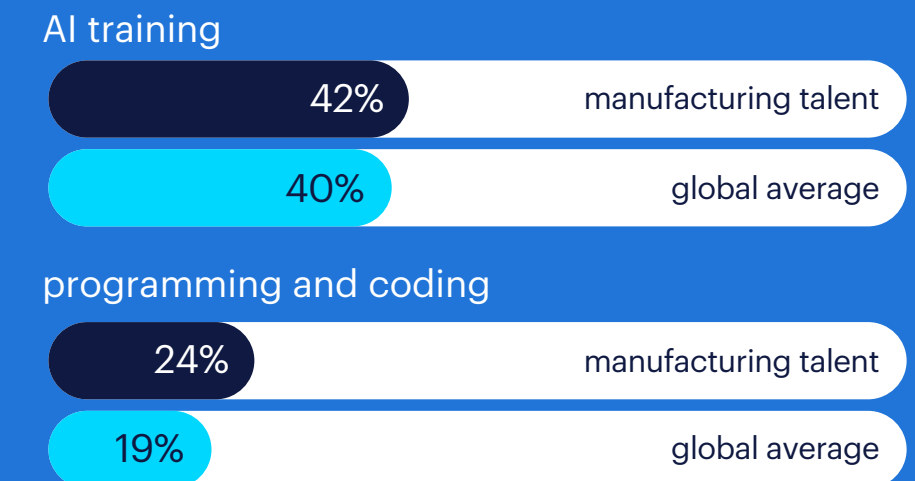
sector snapshot:

transport & logistics.

When looking at the new workplace baseline, Transport & Logistics industry talent deviate away from global averages. In several key areas they have different priorities and motivations and their employers appear to be failing to deliver on their needs, creating a trust gap and risk of attrition.

motivation by personalization

Transport & Logistics talent are more likely to have left a role than their peers in other industries due to low pay. And while they are less likely to be motivated by flexibility, they are also less likely to have seen benefits such as annual leave increase in recent months.

I have quit a job due to low wages

	49%
	42%

benefits have increased in the past six months at my organization

	25%
	31%
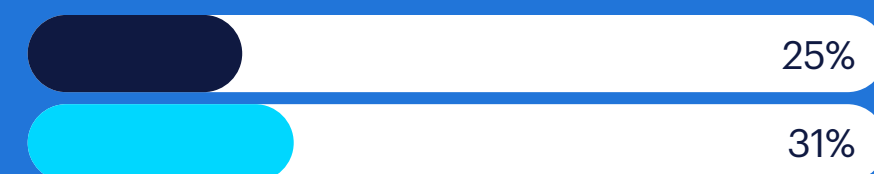
● transport & logistics talent
● global average

fostering a sense of community

Transport & Logistics talent are less concerned about building a sense of community at work and are also less likely to consider colleagues friends.

a sense of community at work is important to my mental health

81%   **84%**

I consider some of my colleagues friends

	71%
	76%

● transport & logistics talent
● global average

gaining opportunities through skilling

When looking at skilling, Transport & Logistics talent are less likely to have received increased opportunities over the past six months, which in turn, appears to be creating a trust gap in this area.

Training and development opportunities have increased in the past six months

	28%
	34%

I trust my employer to provide career progression opportunities

	42%
	47%

● transport & logistics talent
● global average

select a market.

argentina

australia

austria

belgium

canada

brazil

chile

china

czech republic

denmark

france

germany

greece

hong kong SAR

hungary

india

italy

japan

luxembourg

malaysia

mexico

netherlands

new zealand

norway

poland

portugal

romania

singapore

spain

sweden

switzerland

türkiye

united kingdom

united states

uruguay

market snapshot:

argentina.

Workmonitor 2025 finds that talent in Argentina is pushing for many of the same benefits as their global peers. While pay still trumps work-life balance as a motivator, they are more demanding regarding value alignment with employers. They are also more likely to have left toxic workplaces than the global average and rank training and development more highly, with AI a particular focus.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 79% say their employers' social and environmental values and purpose align with their own (76% global)
- 51% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 28% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 33% have quit a job that didn't offer career progression opportunities (31% global)

→ **54% would quit a job that didn't offer career progression opportunities (48% global)**

- When thinking about their current role, the following factors are important to talent in this market:
    - Pay 93% (82% global)
    - Work-life balance 87% (83% global)
    - Flexibility in terms of working hours 75% (73% global)
    - Flexibility in terms of location 70% (67% global)
- 62% say their job provides them with flexibility in terms of working hours (65% global)
- 57% say their job provides them with flexibility in terms of location (60% global)
- 25% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 25% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 83% say they want their workplace to feel like a community (83% global)
- 85% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 41% would quit a job if they did not feel they belonged (55% global)

→ **52% have quit a job due to a toxic workplace (44% global)**

- 89% feel trusted by their employer (83% global)
- 79% say they can trust their leadership (77% global)
- 60% say they hide aspects of themselves at work (62% global)
- 60% feel their organization is not doing enough to improve equity (59% global)
- 47% trust their employer to create an inclusive culture (49% global)
- 39% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ **81% state that training and development is important to them in their current role or when looking for a new job (72% global)**

- 44% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 46% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 59% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)

→ **47% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)**

- 20% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 35% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
    - AI 33% (23% global)
    - IT and technological literacy 10% (11% global)
    - Coaching and mentoring 7% (4% global)
    - Management and leadership skills 7% (7% global)
    - Programming/coding 6% (6% global)

market snapshot:

australia.

Talent in Australia are broadly aligned with their global peers when considering what they want from their employer, Workmonitor 2025 finds. While flexibility is marginally more important, employers in this market are also more likely to have delivered on this front. A sense of belonging is also more valued by talent in Australia, but they are slightly less concerned about opportunities to future-proof their skills.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 80% say their employers' social and environmental values and purpose align with their own (76% global)
- 45% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 28% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 28% have quit a job that didn't offer career progression opportunities (31% global)
- 48% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 79% (82% global)
  - Work-life balance 83% (83% global)
  - Flexibility in terms of working hours 76% (73% global)
  - Flexibility in terms of location 70% (67% global)

→ 72% say their job provides them with flexibility in terms of working hours (65% global)

- 64% say their job provides them with flexibility in terms of location (60% global)
- 30% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 26% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 83% say they want their workplace to feel like a community (83% global)
- 84% believe they perform better at work if they feel a sense of community with their colleagues (85% global)

→ 62% would quit a job if they did not feel they belonged (55% global)

- 47% have quit a job due to a toxic workplace (44% global)
- 84% feel trusted by their employer (83% global)
- 79% say they can trust their leadership (77% global)
- 60% say they hide aspects of themselves at work (62% global)
- 58% feel their organization is not doing enough to improve equity (59% global)
- 51% trust their employer to create an inclusive culture (49% global)
- 39% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 69% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 38% would quit if their employer did not provide opportunities to future-proof their skills (41% global)

→ 39% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)

- 57% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 34% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 28% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 30% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 21% (23% global)
  - IT and technological literacy 9% (11% global)
  - Management and leadership skills 9% (7% global)
  - Wellbeing and mindfulness 6% (6% global)
  - Data privacy and cybersecurity 5% (4% global)
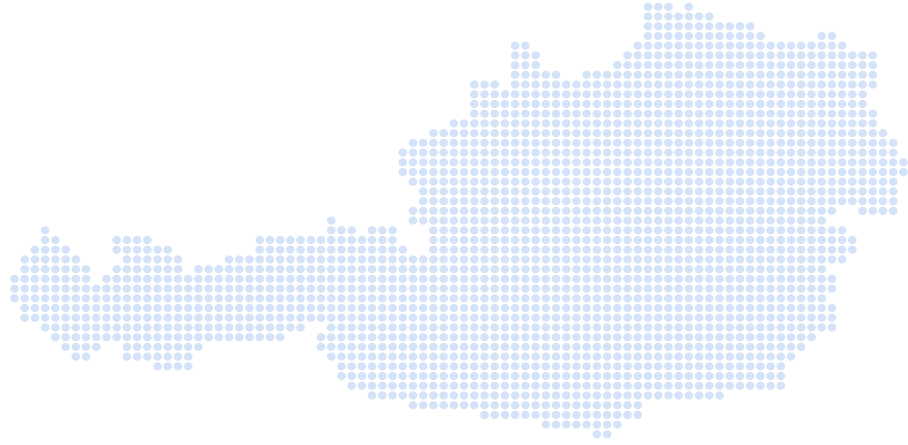
market snapshot:

austria.

Talent in Austria are relatively aligned with global averages when it comes to Workmonitor 2025's key themes. But they are less likely to see flexibility both in terms of working hours and location than their peers globally and are also less likely to prioritize these areas. Fewer talent in this market have been provided with opportunities to future-proof their skills over the past six months than the global mean and they also have less trust in their employers to create inclusive workplaces.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 68% say their employers' social and environmental values and purpose align with their own (76% global)
- 40% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 27% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 24% have quit a job that didn't offer career progression opportunities (31% global)
- 40% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 75% (82% global)
  - Work-life balance 71% (83% global)
  - Flexibility in terms of working hours 67% (73% global)
  - Flexibility in terms of location 58% (67% global)
- 60% say their job provides them with flexibility in terms of working hours (65% global)
- → 50% say their job provides them with flexibility in terms of location (60% global)
- 27% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 23% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 78% say they want their workplace to feel like a community (83% global)
- 82% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 55% would quit a job if they did not feel they belonged (55% global)
- 43% have quit a job due to a toxic workplace (44% global)
- 83% feel trusted by their employer (83% global)
- 72% say they can trust their leadership (77% global)
- 58% say they hide aspects of themselves at work (62% global)
- 55% feel their organization is not doing enough to improve equity (59% global)
- → 42% trust their employer to create an inclusive culture (49% global)
- 31% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 61% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 37% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 39% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 47% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 28% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- → 25% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 20% (23% global)
  - IT and technological literacy 10% (11% global)
  - Wellbeing and mindfulness 9% (6% global)
  - Management and leadership skills 7% (7% global)
  - Programming and coding 6% (6% global)

market snapshot:

belgium.

Belgian talent are largely aligned with global averages on many of the key themes in Workmonitor 2025. However, they are less likely to have quit a role because they disagree with the stance of their employer, or as the result of a toxic work environment than their peers around the world. When it comes to future-proofing their skills, they take less ownership than talent in other markets and are more likely to view this as the responsibility of their employer.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 78% say their employers' social and environmental values and purpose align with their own (76% global)
- 44% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- → 21% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 25% have quit a job that didn't offer career progression opportunities (31% global)
- 41% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
    - Pay 80% (82% global)
    - Work-life balance 83% (83% global)
    - Flexibility in terms of working hours 73% (73% global)
    - Flexibility in terms of location 64% (67% global)
- 63% say their job provides them with flexibility in terms of working hours (65% global)
- 60% say their job provides them with flexibility in terms of location (60% global)
- 27% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 25% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 74% say they want their workplace to feel like a community (83% global)
- 84% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 52% would quit a job if they did not feel they belonged (55% global)
- → 31% have quit a job due to a toxic workplace (44% global)
- 84% feel trusted by their employer (83% global)
- 76% say they can trust their leadership (77% global)
- 63% say they hide aspects of themselves at work (62% global)
- 56% feel their organization is not doing enough to improve equity (59% global)
- 44% trust their employer to create an inclusive culture (49% global)
- 31% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 69% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 35% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 41% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 52% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- → 28% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- → 32% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 28% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
    - AI 18% (23% global)
    - Wellbeing and mindfulness 9% (6% global)
    - IT and technological literacy 9% (11% global)
    - Communications and presentation 6% (5% global)
    - Management and leadership skills 6% (7% global)

market snapshot:
brazil.

When looking at motivations, talent in Brazil are significantly less likely to accept a job if they feel misaligned with the company compared with their global peers. Similarly, when considering communities, they are much more likely to have left a role because of a toxic work environment. When it comes to future-proofing their skills, they take much more ownership of their personal development rather than viewing this as the responsibility of their employer.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 76% say their employers' social and environmental values and purpose align with their own (76% global)

→ **58% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)**

- 28% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 37% have quit a job that didn't offer career progression opportunities (31% global)
- 53% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 92% (82% global)
  - Work-life balance 92% (83% global)
  - Flexibility in terms of working hours 83% (73% global)
  - Flexibility in terms of location 80% (67% global)
- 63% say their job provides them with flexibility in terms of working hours (65% global)
- 60% say their job provides them with flexibility in terms of location (60% global)
- 35% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 31% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 90% say they want their workplace to feel like a community (83% global)
- 87% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 54% would quit a job if they did not feel they belonged (55% global)

→ **53% have quit a job due to a toxic workplace (44% global)**

- 88% feel trusted by their employer (83% global)
- 80% say they can trust their leadership (77% global)
- 61% say they hide aspects of themselves at work (62% global)
- 59% feel their organization is not doing enough to improve equity (59% global)
- 56% trust their employer to create an inclusive culture (49% global)
- 42% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 87% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 44% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 48% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 63% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)

→ **49% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)**

- 19% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 41% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 27% (23% global)
  - IT and technological literacy 17% (11% global)
  - Management and leadership skills 8% (7% global)
  - Diversity and inclusion 7% (3% global)
  - Wellbeing and mindfulness 5% (6% global)

market snapshot:

canada.

Talent in Canada are broadly aligned with global averages across most measures identified in Workmonitor 2025. They are slightly more likely to work for organizations whose social and environmental values align with their own and less likely to have quit a role that didn't match their personal motivations. Finding a sense of community at work is more important to talent in this market compared to their global peers. Skilling opportunities are valued slightly less by this group than global average, with fewer receiving training opportunities in the past six months.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ **81% say their employers' social and environmental values and purpose align with their own (76% global)**

- 44% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 24% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 27% have quit a job that didn't offer career progression opportunities (31% global)
- 44% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 87% (82% global)
  - Work-life balance 88% (83% global)
  - Flexibility in terms of working hours 76% (73% global)
  - Flexibility in terms of location 67% (67% global)
- 67% say their job provides them with flexibility in terms of working hours (65% global)
- 61% say their job provides them with flexibility in terms of location (60% global)
- 30% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 27% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ **89% say they want their workplace to feel like a community (83% global)**

- 86% believe they perform better at work if they feel a sense of community with their colleagues (85% global)

→ **61% would quit a job if they did not feel they belonged (55% global)**

- 42% have quit a job due to a toxic workplace (44% global)
- 87% feel trusted by their employer (83% global)
- 78% say they can trust their leadership (77% global)
- 67% say they hide aspects of themselves at work (62% global)
- 51% feel their organization is not doing enough to improve equity (59% global)
- 52% trust their employer to create an inclusive culture (49% global)
- 39% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 71% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 37% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 39% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 56% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 32% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 30% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)

→ **32% said that training and development opportunities had increased for them in the last six months (34% global)**

- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 21% (23% global)
  - Management and leadership skills 10% (7% global)
  - Wellbeing and mindfulness 8% (6% global)
  - IT and technological literacy 8% (11% global)
  - Data and science analytics 5% (5% global)

market snapshot:
chile.

Talent in Chile are broadly aligned with global averages when considering personalization, Workmonitor 2025 finds. However, they are slightly less likely to accept a job with an organization whose values do not align with their own, and much more likely than their peers around the world to have quit a job due to a toxic culture. When considering training, over half of talent in this market believe they are mostly or entirely responsible for ensuring their skills keep pace with technological change, compared with the global average of around a third.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 73% say their employers' social and environmental values and purpose align with their own (76% global)

→ 53% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)

- 31% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 37% have quit a job that didn't offer career progression opportunities (31% global)
- 57% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 88% (82% global)
  - Work-life balance 86% (83% global)
  - Flexibility in terms of working hours 70% (73% global)
  - Flexibility in terms of location 70% (67% global)
- 59% say their job provides them with flexibility in terms of working hours (65% global)
- 57% say their job provides them with flexibility in terms of location (60% global)
- 31% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 30% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 84% say they want their workplace to feel like a community (83% global)
- 83% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 43% would quit a job if they did not feel they belonged (55% global)

→ 55% have quit a job due to a toxic workplace (44% global)

- 83% feel trusted by their employer (83% global)
- 77% say they can trust their leadership (77% global)
- 65% say they hide aspects of themselves at work (62% global)
- 62% feel their organization is not doing enough to improve equity (59% global)
- 45% trust their employer to create an inclusive culture (49% global)
- 40% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 81% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 46% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 45% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 59% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)

→ 54% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)

- 18% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 35% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 23% (23% global)
  - IT and technological literacy 16% (11% global)
  - Management and leadership skills 7% (7% global)
  - Data and science analytics 6% (5% global)
  - Programming/coding 6% (6% global)

market snapshot:

china.

Talent in China stand out in many areas of Workmonitor 2025's key themes when compared with global averages. Value alignment and career progression opportunities are noticeably more important to talent in this market. As is community — they are more willing to earn less in a role that contributes to society. Career progression is also hugely important to talent in China, and they are almost twice as likely as the global mean to have seen development opportunities increase over the past six months.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 86% say their employers' social and environmental values and purpose align with their own (76% global)
- → 66% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 22% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 36% have quit a job that didn't offer career progression opportunities (31% global)
- 70% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 82% (82% global)
  - Work-life balance 88% (83% global)
  - Flexibility in terms of working hours 84% (73% global)
  - Flexibility in terms of location 73% (67% global)
- 82% say their job provides them with flexibility in terms of working hours (65% global)
- 76% say their job provides them with flexibility in terms of location (60% global)
- 53% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 49% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 96% say they want their workplace to feel like a community (83% global)
- 94% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 64% would quit a job if they did not feel they belonged (55% global)
- 38% have quit a job due to a toxic workplace (44% global)
- 89% feel trusted by their employer (83% global)
- 89% say they can trust their leadership (77% global)
- 72% say they hide aspects of themselves at work (62% global)
- 70% feel their organization is not doing enough to improve equity (59% global)
- 70% trust their employer to create an inclusive culture (49% global)
- → 61% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 82% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 60% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 58% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 73% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 36% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- → 63% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 26% (23% global)
  - IT and technological literacy 12% (11% global)
  - Programming/coding 9% (6% global)
  - Communication and presentation skills 8% (5% global)
  - Software project management 6% (4% global)

market snapshot:

czech republic.
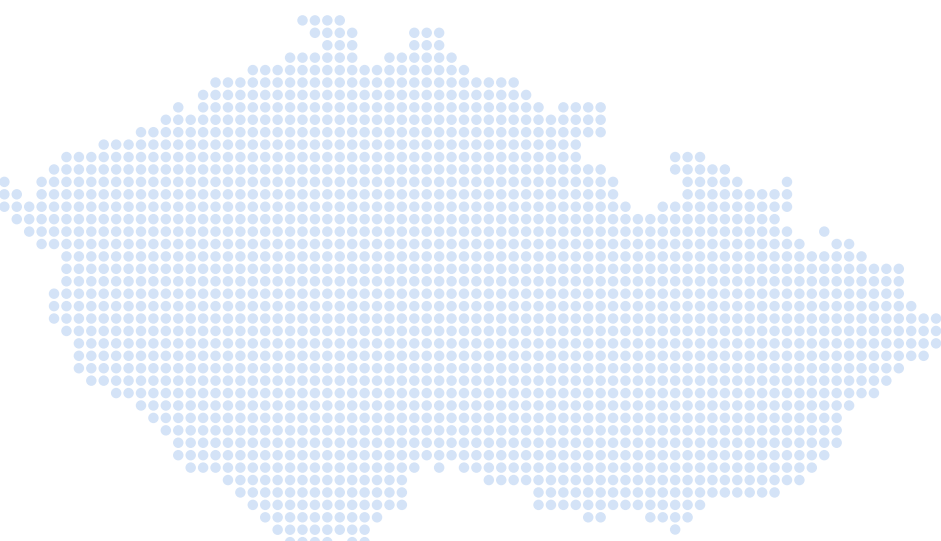
Talent in the Czech Republic stand out in many areas when compared with global averages. They are much less likely to say their employers' social and environmental values align with their own compared to their peers around the world. Trust also appears to be lower between talent and employers in this market and they are also less likely to consider training and development opportunities important.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ 35% say their employers' social and environmental values and purpose align with their own (76% global)

- 37% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 37% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 27% have quit a job that didn't offer career progression opportunities (31% global)
- 39% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 72% (82% global)
  - Work-life balance 73% (83% global)
  - Flexibility in terms of working hours 58% (73% global)
  - Flexibility in terms of location 50% (67% global)

- 42% say their job provides them with flexibility in terms of working hours (65% global)
- 47% say their job provides them with flexibility in terms of location (60% global)
- 28% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 23% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 75% say they want their workplace to feel like a community (83% global)
- 88% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 58% would quit a job if they did not feel they belonged (55% global)
- 45% have quit a job due to a toxic workplace (44% global)

→ 18% feel trusted by their employer (83% global)

- 28% say they can trust their leadership (77% global)
- 43% say they hide aspects of themselves at work (62% global)
- 58% feel their organization is not doing enough to improve equity (59% global)
- 35% trust their employer to create an inclusive culture (49% global)
- 33% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 57% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 31% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 36% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 42% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 32% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 30% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 26% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 16% (23% global)
  - Wellbeing and mindfulness 16% (6% global)
  - Management and leadership skills 8% (7% global)
  - IT and technological literacy 8% (11% global)
  - Communication and presentation skills 7% (5% global)

market snapshot:

denmark.

Talent in Denmark are closely aligned with global averages on the key issues identified in Workmonitor 2025. This is particularly true when looking at personalization, although they place less importance on flexibility of location than their peers around the world. When looking at a sense of community at work, they are again largely aligned, though much more likely to quit a role if they feel they do not belong. They are also less likely to consider training and development opportunities important in their current or future roles.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 79% say their employers' social and environmental values and purpose align with their own (76% global)
- 46% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 31% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 26% have quit a job that didn't offer career progression opportunities (31% global)
- 41% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

  - Pay 78% (82% global)
  - Work-life balance 83% (83% global)
  - Flexibility in terms of working hours 75% (73% global)
  - Flexibility in terms of location 56% (67% global)

- 65% say their job provides them with flexibility in terms of working hours (65% global)
- 59% say their job provides them with flexibility in terms of location (60% global)
- 34% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 28% have seen flexibility in terms of location increase in the past six months (29% global)
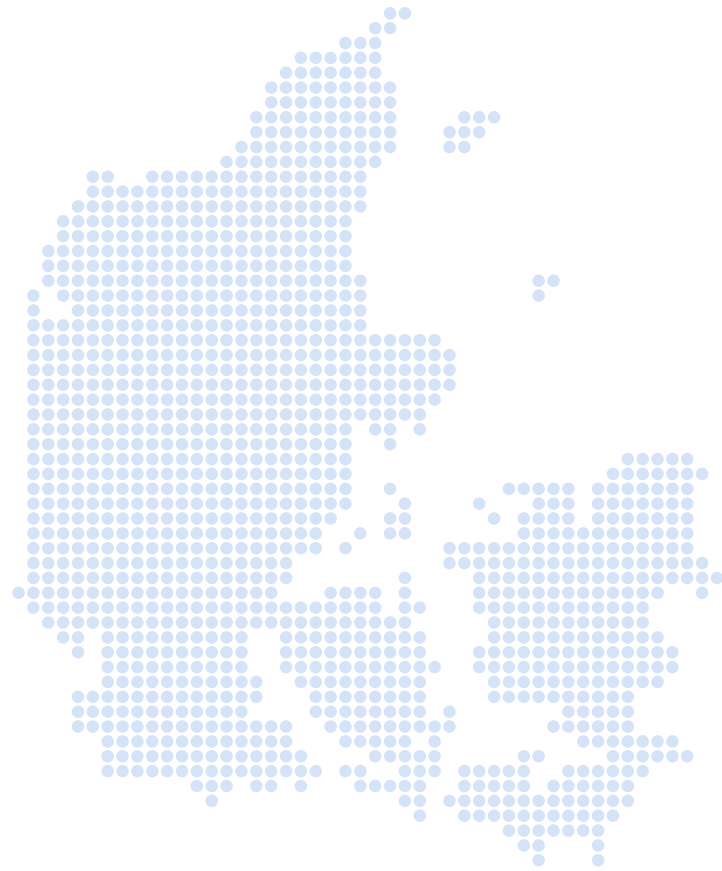
fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 88% say they want their workplace to feel like a community (83% global)
- 88% believe they perform better at work if they feel a sense of community with their colleagues (85% global)

→ 73% would quit a job if they did not feel they belonged (55% global)

- 48% have quit a job due to a toxic workplace (44% global)
- 89% feel trusted by their employer (83% global)
- 83% say they can trust their leadership (77% global)
- 56% say they hide aspects of themselves at work (62% global)
- 54% feel their organization is not doing enough to improve equity (59% global)
- 52% trust their employer to create an inclusive culture (49% global)
- 39% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 56% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 40% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 42% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 55% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 28% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 26% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 31% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:

  - AI 21% (23% global)
  - IT and technological literacy 9% (11% global)
  - Management and leadership skills 9% (7% global)
  - Communication and presentation skills 7% (5% global)
  - Programming and coding 6% (6% global)

market snapshot:

france.

Talent in France are largely aligned on the key issues identified in Workmonitor 2025, with some discrepancies. They are less likely to benefit from flexibility of location than their peers around the world. They are also less likely to believe they perform better if they feel a sense of community at work. When looking at upskilling, they are also less likely to have been offered training and development opportunities in the past six months.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 70% say their employers' social and environmental values and purpose align with their own (76% global)
- 48% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 25% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 26% have quit a job that didn't offer career progression opportunities (31% global)
- 47% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 80% (82% global)
  - Work-life balance 84% (83% global)
  - Flexibility in terms of working hours 71% (73% global)
  - Flexibility in terms of location 60% (67% global)
- 61% say their job provides them with flexibility in terms of working hours (65% global)
- → 52% say their job provides them with flexibility in terms of location (60% global)
- 23% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 20% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 73% say they want their workplace to feel like a community (83% global)
- → 74% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 40% would quit a job if they did not feel they belonged (55% global)
- 36% have quit a job due to a toxic workplace (44% global)
- 80% feel trusted by their employer (83% global)
- 71% say they can trust their leadership (77% global)
- 64% say they hide aspects of themselves at work (62% global)
- 56% feel their organization is not doing enough to improve equity (59% global)
- 38% trust their employer to create an inclusive culture (49% global)
- 35% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 68% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 37% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 41% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 51% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 25% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 30% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- → 22% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 17% (23% global)
  - Wellbeing and mindfulness 11% (6% global)
  - IT and technological literacy 10% (11% global)
  - Programming and coding 5% (6% global)
  - Management and leadership skills 4% (7% global)
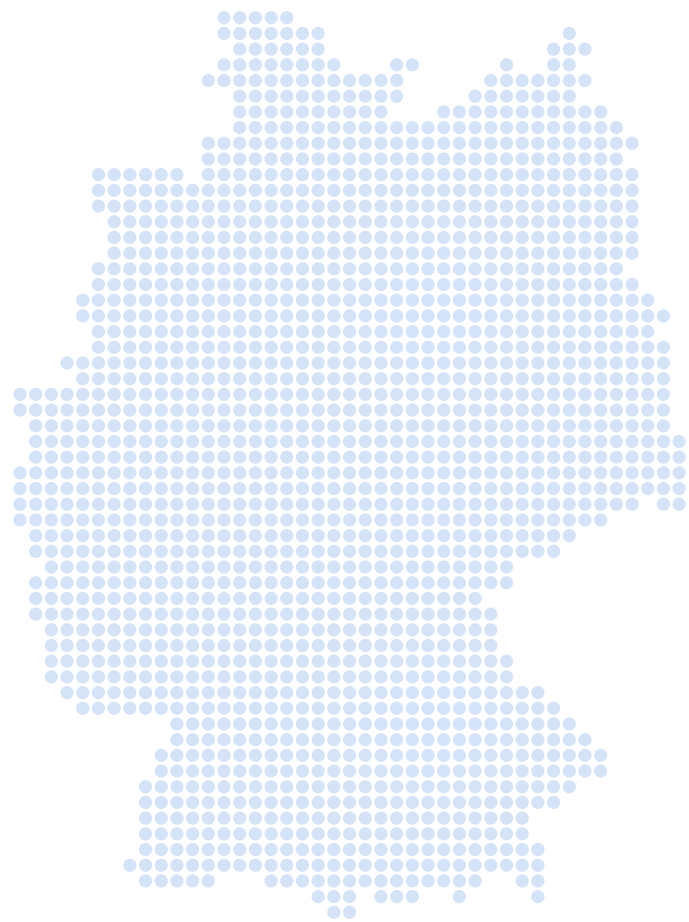
market snapshot:

germany.

Talent in Germany are largely aligned with global averages on the key issues identified in Workmonitor 2025, however there are some discrepancies. They are less likely to quit roles that do not offer career progression opportunities than their peers around the world. They are also less likely to have left a role due to a toxic workplace. When looking at upskilling, they are also less likely to consider training and development opportunities important in their current or future roles.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 74% say their employers' social and environmental values and purpose align with their own (76% global)
- 43% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 23% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- → 21% have quit a job that didn't offer career progression opportunities (31% global)
- 37% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 78% (82% global)
  - Work-life balance 71% (83% global)
  - Flexibility in terms of working hours 65% (73% global)
  - Flexibility in terms of location 57% (67% global)
- 61% say their job provides them with flexibility in terms of working hours (65% global)
- 55% say their job provides them with flexibility in terms of location (60% global)
- 25% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 24% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 81% say they want their workplace to feel like a community (83% global)
- 82% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 53% would quit a job if they did not feel they belonged (55% global)
- → 36% have quit a job due to a toxic workplace (44% global)
- 83% feel trusted by their employer (83% global)
- 76% say they can trust their leadership (77% global)
- 59% say they hide aspects of themselves at work (62% global)
- 52% feel their organization is not doing enough to improve equity (59% global)
- 44% trust their employer to create an inclusive culture (49% global)
- 30% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- → 58% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 34% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 40% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 48% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 31% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 25% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 23% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 24% (23% global)
  - Wellbeing and mindfulness 10% (6% global)
  - IT and technological literacy 9% (11% global)
  - Communication and presentation skills 6% (5% global)
  - Management and leadership skills 5% (7% global)

market snapshot:

greece.

Talent in Greece are largely aligned with global averages on the key issues identified in Workmonitor 2025, however there are some discrepancies. They are less likely to have been provided with flexibility by their employer, both in terms of time and location. They are also less likely to trust their employer to create an inclusive workplace. When looking at upskilling, they are also less likely to have seen training and development opportunities increase in the past six months.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 70% say their employers' social and environmental values and purpose align with their own (76% global)
- 46% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 32% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 33% have quit a job that didn't offer career progression opportunities (31% global)
- 48% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 85% (82% global)
  - Work-life balance 84% (83% global)
  - Flexibility in terms of working hours 73% (73% global)
  - Flexibility in terms of location 71% (67% global)

→ 54% say their job provides them with flexibility in terms of working hours (65% global)

→ 51% say their job provides them with flexibility in terms of location (60% global)

- 22% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 17% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 80% say they want their workplace to feel like a community (83% global)
- 88% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 56% would quit a job if they did not feel they belonged (55% global)
- 52% have quit a job due to a toxic workplace (44% global)
- 85% feel trusted by their employer (83% global)
- 75% say they can trust their leadership (77% global)
- 61% say they hide aspects of themselves at work (62% global)
- 69% feel their organization is not doing enough to improve equity (59% global)

→ 35% trust their employer to create an inclusive culture (49% global)

- 26% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 73% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 36% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 39% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 49% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 34% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 24% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)

→ 24% said that training and development opportunities had increased for them in the last six months (34% global)

- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 22% (23% global)
  - IT and technological literacy 12% (11% global)
  - Management and leadership skills 9% (7% global)
  - Communication and presentation skills 7% (5% global)
  - Coaching and mentoring 5% (4% global)

market snapshot:

hong kong SAR.

Talent in Hong Kong SAR are largely aligned with global averages on the key issues identified in Workmonitor 2025, but there are some discrepancies. They are much more likely to have quit a job that didn't offer career progression opportunities. When exploring their sense of community, they are much more likely to accept lower earnings in a role that contributes to society. When looking at upskilling, they are also less likely to feel training and development opportunities are important in their current and future roles.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 65% say their employers' social and environmental values and purpose align with their own (76% global)
- 51% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 37% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- → 44% have quit a job that didn't offer career progression opportunities (31% global)
- 51% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 74% (82% global)
  - Work-life balance 71% (83% global)
  - Flexibility in terms of working hours 61% (73% global)
  - Flexibility in terms of location 54% (67% global)

- 65% say their job provides them with flexibility in terms of working hours (65% global)
- 58% say their job provides them with flexibility in terms of location (60% global)
- 34% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 37% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 76% say they want their workplace to feel like a community (83% global)
- 83% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 59% would quit a job if they did not feel they belonged (55% global)
- 46% have quit a job due to a toxic workplace (44% global)
- 77% feel trusted by their employer (83% global)
- 78% say they can trust their leadership (77% global)
- 72% say they hide aspects of themselves at work (62% global)
- 66% feel their organization is not doing enough to improve equity (59% global)
- 51% trust their employer to create an inclusive culture (49% global)
- → 53% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- → 61% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 39% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 43% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 53% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 29% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 37% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 35% (23% global)
  - IT and technological literacy 9% (11% global)
  - Data privacy and cybersecurity 8% (4% global)
  - Data science/analytics 7% (5% global)
  - Management and leadership skills 4% (7% global)
  - Communication and presentation skills 6% (5% global)

market snapshot:

hungary.
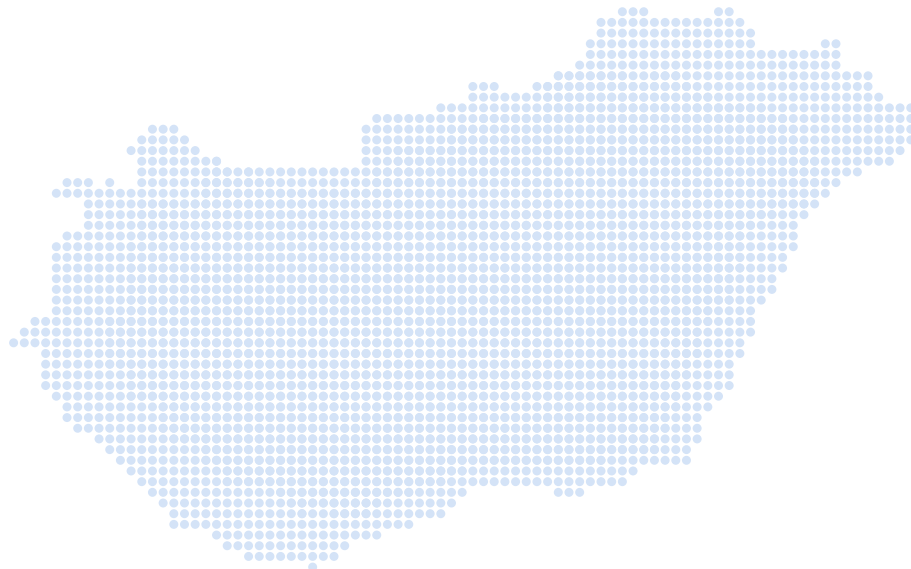
While talent in Hungary are largely aligned with global averages on the key issues identified in Workmonitor 2025, there are some areas where workers diverge. They are slightly more likely to prioritize flexibility, but are less likely to receive these benefits from their employer. They are also less likely to trust their employer to create an inclusive culture. When looking at upskilling, they have observed a smaller rise in training and development opportunities over the past six months.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 72% say their employers' social and environmental values and purpose align with their own (76% global)
- 42% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 28% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 24% have quit a job that didn't offer career progression opportunities (31% global)
- 38% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
    - Pay 84% (82% global)
    - Work-life balance 85% (83% global)
    - Flexibility in terms of working hours 78% (73% global)
    - Flexibility in terms of location 72% (67% global)

→ 20% have seen flexibility in terms of working hours increase in the past six months (31% global)

- 21% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 79% say they want their workplace to feel like a community (83% global)
- 85% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 53% would quit a job if they did not feel they belonged (55% global)
- 37% have quit a job due to a toxic workplace (44% global)
- 80% feel trusted by their employer (83% global)
- 72% say they can trust their leadership (77% global)
- 60% say they hide aspects of themselves at work (62% global)
- 50% feel their organization is not doing enough to improve equity (59% global)

→ 39% trust their employer to create an inclusive culture (49% global)

- 27% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 71% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 33% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 37% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 50% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 25% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 35% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)

→ 22% said that training and development opportunities had increased for them in the last six months (34% global)

- Talent would be most interested in the following learning and development opportunities if their employer offered them:
    - AI 21% (23% global)
    - Wellbeing and mindfulness 10% (6% global)
    - Empathy and active listening 9% (4% global)
    - IT and technological literacy 7% (11% global)
    - Communication and presentation skills 6% (5% global)

market snapshot:

india.

Talent in India are more likely to take action if they are not satisfied by with their employment when compared with global averages. However, they are also broadly more positive when considering the key themes identified in Workmonitor 2025. Talent in this market are much more likely to quit roles if they are not offered career progression but they are also much more likely to have been offered opportunities to develop in the past six months. Reflecting this, they are much more likely to have trust in their employer.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 90% say their employers' social and environmental values and purpose align with their own (76% global)
- 70% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 49% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)

→ 61% have quit a job that didn't offer career progression opportunities (31% global)

- 71% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 85% (82% global)
  - Work-life balance 87% (83% global)
  - Flexibility in terms of working hours 84% (73% global)
  - Flexibility in terms of location 83% (67% global)
- 86% say their job provides them with flexibility in terms of working hours (65% global)
- 86% say their job provides them with flexibility in terms of location (60% global)
- 67% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 66% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 91% say they want their workplace to feel like a community (83% global)
- 93% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 69% would quit a job if they did not feel they belonged (55% global)
- 58% have quit a job due to a toxic workplace (44% global)
- 92% feel trusted by their employer (83% global)

→ 93% say they can trust their leadership (77% global)

- 75% say they hide aspects of themselves at work (62% global)
- 74% feel their organization is not doing enough to improve equity (59% global)
- 71% trust their employer to create an inclusive culture (49% global)
- 67% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 89% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 67% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 58% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)

→ 79% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)

- 47% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 24% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 75% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 43% (23% global)
  - IT and technological literacy 12% (11% global)
  - Programming and coding 6% (6% global)
  - Data science/analytics 5% (5% global)
  - Management and leadership skills 5% (7% global)

market snapshot:
italy.

Talent in Italy are broadly aligned with global averages when considering the key themes identified in Workmonitor 2025. However, talent in this market are less likely to have quit a role that did not offer career progression opportunities. While they are slightly more likely to want their workplace to feel like a community, they are less likely to trust their employer to create an inclusive work environment. When looking at skilling opportunities, they are much more likely to believe it is their employers' responsibility to future-proof their skillset.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 73% say their employers' social and environmental values and purpose align with their own (76% global)
- 42% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 22% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- → **21% have quit a job that didn't offer career progression opportunities (31% global)**
- 44% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 85% (82% global)
  - Work-life balance 87% (83% global)
  - Flexibility in terms of working hours 72% (73% global)
  - Flexibility in terms of location 64% (67% global)
- 58% say their job provides them with flexibility in terms of working hours (65% global)
- 53% say their job provides them with flexibility in terms of location (60% global)
- 26% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 23% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 87% say they want their workplace to feel like a community (83% global)
- 89% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 57% would quit a job if they did not feel they belonged (55% global)
- 40% have quit a job due to a toxic workplace (44% global)
- 84% feel trusted by their employer (83% global)
- 74% say they can trust their leadership (77% global)
- 57% say they hide aspects of themselves at work (62% global)
- 63% feel their organization is not doing enough to improve equity (59% global)
- → **42% trust their employer to create an inclusive culture (49% global)**
- 32% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 76% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 38% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 40% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 42% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 23% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- → **47% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)**
- 30% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 24% (23% global)
  - IT and technological literacy 8% (11% global)
  - Empathy and active listening 6% (4% global)
  - Programming/coding 6% (6% global)
  - Wellbeing and mindfulness 5% (6% global)

market snapshot:

japan.

Talent in Japan broadly deviate from global averages when considering the key themes identified in Workmonitor 2025. Talent in this market are much less likely to have quit a role that did not offer career progression opportunities. They are also less likely to want their workplace to feel like a community. When looking at skilling opportunities, they are much less likely to have been offered opportunities to future-proof their skills by their employer.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 54% say their employers' social and environmental values and purpose align with their own (76% global)
- 37% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 20% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)

→ 14% have quit a job that didn't offer career progression opportunities (31% global)

- 24% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 62% (82% global)
  - Work-life balance 65% (83% global)
  - Flexibility in terms of working hours 57% (73% global)
  - Flexibility in terms of location 45% (67% global)
- 50% say their job provides them with flexibility in terms of working hours (65% global)
- 48% say their job provides them with flexibility in terms of location (60% global)
- 16% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 15% have seen flexibility in terms of location increase in the past six months (29% global)
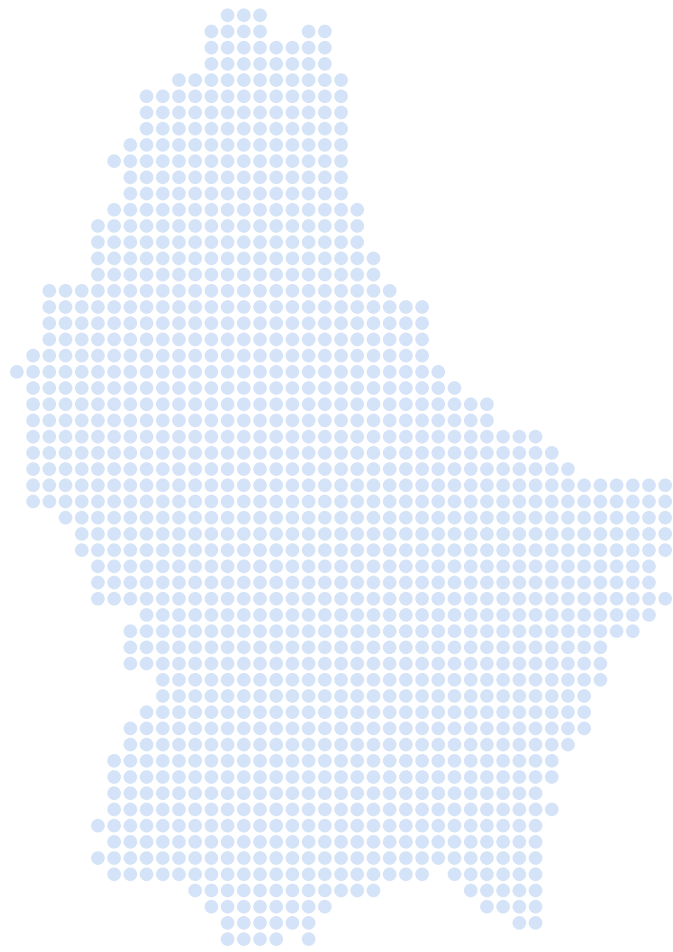
fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ 62% say they want their workplace to feel like a community (83% global)

- 77% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 34% would quit a job if they did not feel they belonged (55% global)
- 26% have quit a job due to a toxic workplace (44% global)
- 60% feel trusted by their employer (83% global)
- 53% say they can trust their leadership (77% global)
- 63% say they hide aspects of themselves at work (62% global)
- 54% feel their organization is not doing enough to improve equity (59% global)
- 26% trust their employer to create an inclusive culture (49% global)
- 19% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 42% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 22% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 23% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)

→ 27% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)

- 31% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 35% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 13% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 16% (23% global)
  - IT and technological literacy 7% (11% global)
  - Programming/coding 5% (6% global)
  - Communication and presentation skills 5% (5% global)
  - Data science/analytics 4% (5% global)

market snapshot:

luxembourg.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 77% say their employers' social and environmental values and purpose align with their own (76% global)
- 56% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 36% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)

→ **43% have quit a job that didn't offer career progression opportunities (31% global)**

- 62% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 79% (82% global)
  - Work-life balance 88% (83% global)
  - Flexibility in terms of working hours 76% (73% global)
  - Flexibility in terms of location 69% (67% global)
- 66% say their job provides them with flexibility in terms of working hours (65% global)
- 63% say their job provides them with flexibility in terms of location (60% global)
- 56% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 52% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ **77% say they want their workplace to feel like a community (83% global)**

- 78% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 60% would quit a job if they did not feel they belonged (55% global)
- 35% have quit a job due to a toxic workplace (44% global)
- 81% feel trusted by their employer (83% global)
- 74% say they can trust their leadership (77% global)
- 56% say they hide aspects of themselves at work (62% global)
- 44% feel their organization is not doing enough to improve equity (59% global)
- 58% trust their employer to create an inclusive culture (49% global)
- 56% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 77% state that training and development is important to them in their current role or when looking for a new job (72% global)

→ **60% would quit if their employer did not provide opportunities to future-proof their skills (41% global)**

- 68% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 66% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 33% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 33% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 60% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - IT and technological literacy 11% (11% global)
  - AI 10% (23% global)
  - Communication and presentation skills 10% (5% global)
  - Wellbeing and mindfulness 8% (6% global)
  - Software project management 7% (4% global)

Talent in Luxembourg are broadly aligned with global averages when considering the key themes identified in Workmonitor 2025. However, talent in this market are much more likely to have quit a role that did not offer career progression opportunities. They are also less likely to want their workplace to feel like a community. When looking at upskilling, they are much more likely to quit a role that did not offer opportunities to future-proof their skills.

market snapshot:

malaysia.

Malaysia's talent are largely aligned with their global peers regarding the key themes of the Workmonitor 2025 report. However, value alignment with employers and work-life balance are rated more highly in this market than the survey average. Talent's need for a community at work and perceived trust levels between talent and employers are also above-average.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ 82% say their employers' social and environmental values and purpose align with their own (76% global)

- 52% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 29% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 41% have quit a job that didn't offer career progression opportunities (31% global)
- 59% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 88% (82% global)
  - Work-life balance 91% (83% global)
  - Flexibility in terms of working hours 77% (73% global)
  - Flexibility in terms of location 74% (67% global)
- 70% say their job provides them with flexibility in terms of working hours (65% global)
- 66% say their job provides them with flexibility in terms of location (60% global)
- 22% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 25% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ 93% say they want their workplace to feel like a community (83% global)

- 93% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 61% would quit a job if they did not feel they belonged (55% global)
- 59% have quit a job due to a toxic workplace (44% global)
- 87% feel trusted by their employer (83% global)
- 84% say they can trust their leadership (77% global)
- 71% say they hide aspects of themselves at work (62% global)
- 63% feel their organization is not doing enough to improve equity (59% global)
- 58% trust their employer to create an inclusive culture (49% global)
- 37% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 84% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 44% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 45% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 62% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 37% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 25% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 25% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 22% (23% global)
  - Management and leadership skills 16% (7% global)
  - IT and technological literacy 11% (11% global)
  - Data science and analytics 7% (5% global)
  - Wellbeing and mindfulness 6% (6% global)

market snapshot:

mexico.

Talent in Mexico, are broadly in consensus with peers around the world when it comes to the themes identified in Workmonitor 2025. However, value alignment ranks far above average across markets, and more people in Mexico have left toxic workplaces. Yet, perceived trust levels between employers and talent exceed the survey average, and work flexibility and skilling are on the increase.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 83% say their employers' social and environmental values and purpose align with their own (76% global)
- 58% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 33% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)

→ 45% have quit a job that didn't offer career progression opportunities (31% global)

- 64% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 88% (82% global)
  - Work-life balance 84% (83% global)
  - Flexibility in terms of working hours 74% (73% global)
  - Flexibility in terms of location 74% (67% global)
- 65% say their job provides them with flexibility in terms of working hours (65% global)
- 64% say their job provides them with flexibility in terms of location (60% global)
- 36% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 34% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 85% say they want their workplace to feel like a community (83% global)
- 84% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 50% would quit a job if they did not feel they belonged (55% global)
- 58% have quit a job due to a toxic workplace (44% global)
- 86% feel trusted by their employer (83% global)

→ 82% say they can trust their leadership (77% global)

- 64% say they hide aspects of themselves at work (62% global)
- 63% feel their organization is not doing enough to improve equity (59% global)
- 57% trust their employer to create an inclusive culture (49% global)
- 44% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 86% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 53% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 58% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)

→ 67% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)

- 52% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 18% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 47% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 27% (23% global)
  - IT and technological literacy 15% (11% global)
  - Management and leadership skills 6% (7% global)
  - Business development and relationship building 6% (3% global)
  - Data science and analytics 6% (5% global)
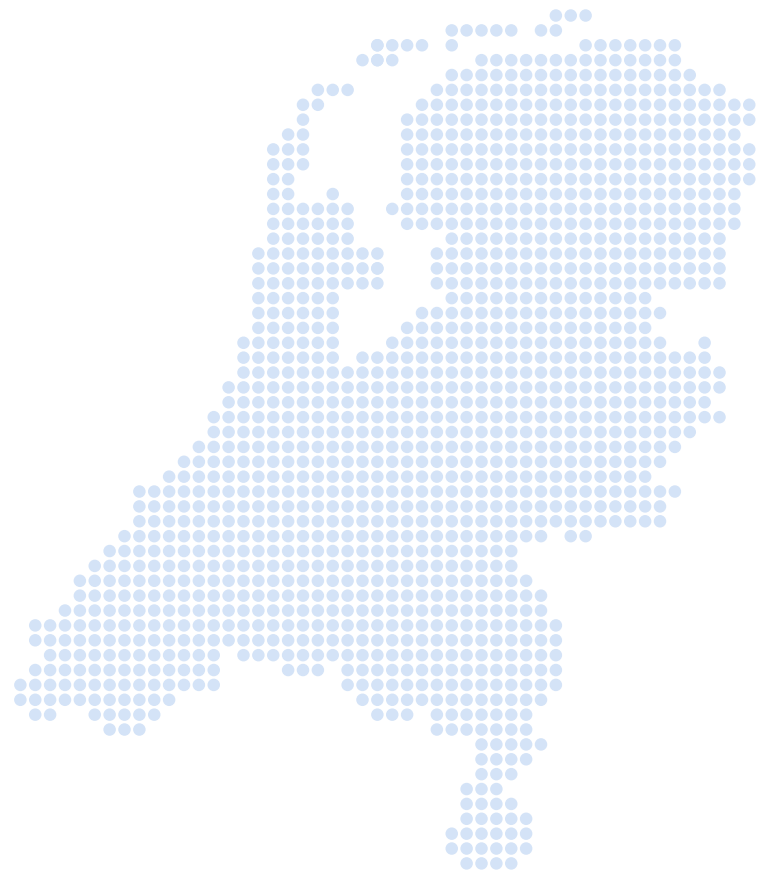
market snapshot:

netherlands.

The global themes identified by Workmonitor 2025 also resonate with talent in the Netherlands. They are highly aligned with their employers in terms of values and have above-average workplace flexibility. Perceived trust levels between employers and workers are higher than the global mean. There is also less concern about the need for a work community, with fewer people leaving toxic workplaces or hiding their true selves at work.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 82% say their employers' social and environmental values and purpose align with their own (76% global)
- 42% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 26% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 28% have quit a job that didn't offer career progression opportunities (31% global)
- 39% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 77% (82% global)
  - Work-life balance 82% (83% global)
  - Flexibility in terms of working hours 67% (73% global)
  - Flexibility in terms of location 60% (67% global)

→ 66% say their job provides them with flexibility in terms of location (60% global)

- 27% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 25% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 72% say they want their workplace to feel like a community (83% global)
- 79% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 54% would quit a job if they did not feel they belonged (55% global)
- 33% have quit a job due to a toxic workplace (44% global)

→ 87% feel trusted by their employer (83% global)

- 81% say they can trust their leadership (77% global)
- 54% say they hide aspects of themselves at work (62% global)
- 52% feel their organization is not doing enough to improve equity (59% global)
- 49% trust their employer to create an inclusive culture (49% global)
- 34% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 61% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 36% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 40% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 50% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 22% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 29% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 18% (23% global)
  - Wellbeing and mindfulness 8% (6% global)
  - IT and technological literacy 8% (11% global)
  - Management and leadership skills 7% (7% global)
  - Coaching and mentoring 6% (4% global)

market snapshot:

new zealand.

Considering the key themes highlighted by Workmonitor 2025, New Zealand's talent is broadly in line with global averages. However, they feel more aligned with their employers in terms of values and purpose, and place more emphasis on work-life balance. New Zealand talent express an above-average need for a work community and rank trust levels between employers and workers more highly than the global mean.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ 80% say their employers' social and environmental values and purpose align with their own (76% global)

- 48% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 28% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 30% have quit a job that didn't offer career progression opportunities (31% global)
- 47% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 85% (82% global)
  - Work-life balance 88% (83% global)
  - Flexibility in terms of working hours 73% (73% global)
  - Flexibility in terms of location 67% (67% global)
- 67% say their job provides them with flexibility in terms of working hours (65% global)
- 58% say their job provides them with flexibility in terms of location (60% global)
- 35% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 28% have seen flexibility in terms of location increase in the past six months (29% global)
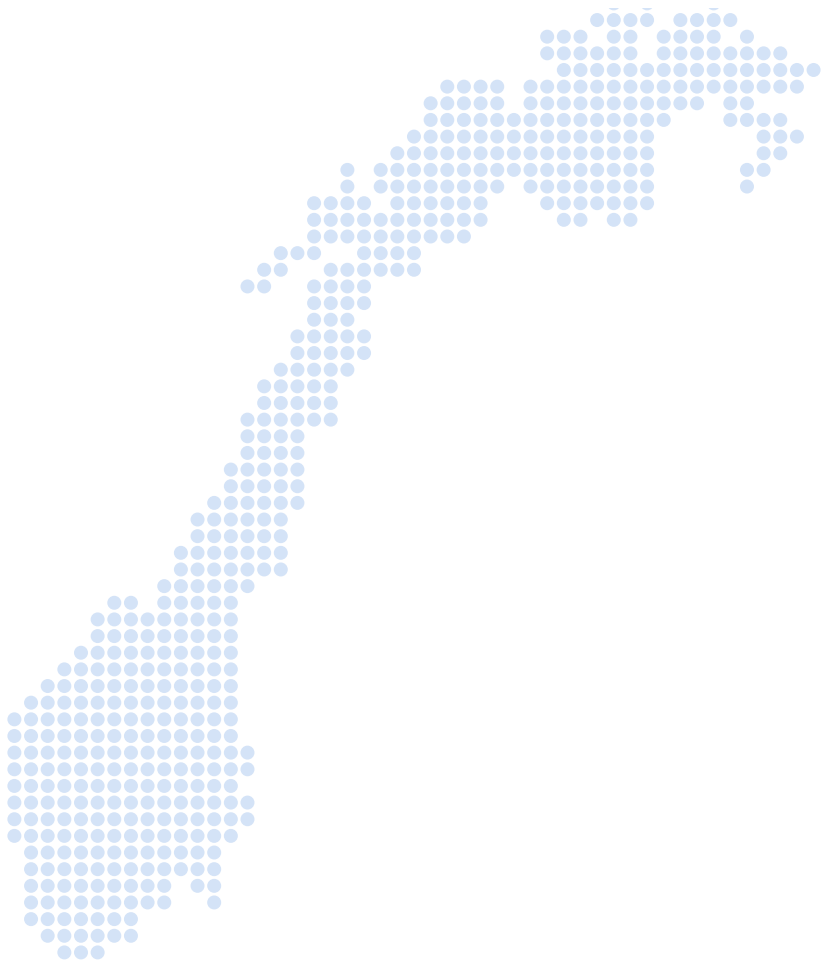
fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ 87% say they want their workplace to feel like a community (83% global)

- 87% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 63% would quit a job if they did not feel they belonged (55% global)
- 50% have quit a job due to a toxic workplace (44% global)
- 90% feel trusted by their employer (83% global)
- 80% say they can trust their leadership (77% global)
- 65% say they hide aspects of themselves at work (62% global)
- 56% feel their organization is not doing enough to improve equity (59% global)
- 59% trust their employer to create an inclusive culture (49% global)
- 38% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 75% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 38% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 42% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 54% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 33% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 29% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 36% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 19% (23% global)
  - Management and leadership skills 12% (7% global)
  - IT and technological literacy 10% (11% global)
  - Wellbeing and mindfulness 10% (6% global)
  - Programming and coding 6% (6% global)

market snapshot:

norway.

While generally in tune with their global peers on the key themes identified in Workmonitor 2025, talent in Norway stand out, given the above-average trust levels they feel at work. They feel more trusted by their leaders and trust them more in return than the global mean, including in key areas such as creating an equitable work environment.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ 82% say their employers' social and environmental values and purpose align with their own (76% global)

- 50% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 27% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 29% have quit a job that didn't offer career progression opportunities (31% global)
- 54% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 83% (82% global)
  - Work-life balance 85% (83% global)
  - Flexibility in terms of working hours 70% (73% global)
  - Flexibility in terms of location 63% (67% global)
- 63% say their job provides them with flexibility in terms of working hours (65% global)
- 59% say their job provides them with flexibility in terms of location (60% global)
- 33% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 33% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 87% say they want their workplace to feel like a community (83% global)

→ 88% believe they perform better at work if they feel a sense of community with their colleagues (85% global)

- 67% would quit a job if they did not feel they belonged (55% global)
- 37% have quit a job due to a toxic workplace (44% global)
- 89% feel trusted by their employer (83% global)
- 82% say they can trust their leadership (77% global)
- 61% say they hide aspects of themselves at work (62% global)
- 51% feel their organization is not doing enough to improve equity (59% global)
- 59% trust their employer to create an inclusive culture (49% global)
- 41% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 79% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 50% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 51% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 59% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 27% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 38% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 17% (23% global)
  - IT and technological literacy 10% (11% global)
  - Management and leadership 9% (7% global)
  - Programming and coding 7% (6% global)
  - Wellbeing and mindfulness 7% (6% global)

market snapshot:

poland.

Poland's talent are aligned with their global peers when it comes to the key themes of the Workmonitor 2025 report. Value alignment with employers ranks highly, as does work-life balance, the need for a community at work and role of training and development. Talent in Poland would most like to develop their technical skillset, and are less focused than the survey average on wellbeing and mindfulness.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ 70% say their employers' social and environmental values and purpose align with their own (76% global)

- 42% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 31% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 32% have quit a job that didn't offer career progression opportunities (31% global)
- 43% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 84% (82% global)
  - Work-life balance 83% (83% global)
  - Flexibility in terms of working hours 71% (73% global)
  - Flexibility in terms of location 68% (67% global)
- 61% say their job provides them with flexibility in terms of working hours (65% global)
- 53% say their job provides them with flexibility in terms of location (60% global)
- 23% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 20% have seen flexibility in terms of location increase in the past six months (29% global)

## fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ 80% say they want their workplace to feel like a community (83% global)

- 79% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 54% would quit a job if they did not feel they belonged (55% global)
- 43% have quit a job due to a toxic workplace (44% global)
- 79% feel trusted by their employer (83% global)
- 70% say they can trust their leadership (77% global)
- 45% say they hide aspects of themselves at work (62% global)
- 56% feel their organization is not doing enough to improve equity (59% global)
- 45% trust their employer to create an inclusive culture (49% global)
- 30% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 73% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 37% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 41% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 51% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 26% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 33% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 27% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 19% (23% global)
  - IT and technological literacy 11% (11% global)
  - Programming and coding 7% (6% global)
  - Data science and analytics 7% (5% global)
  - Wellbeing and mindfulness 7% (6% global)
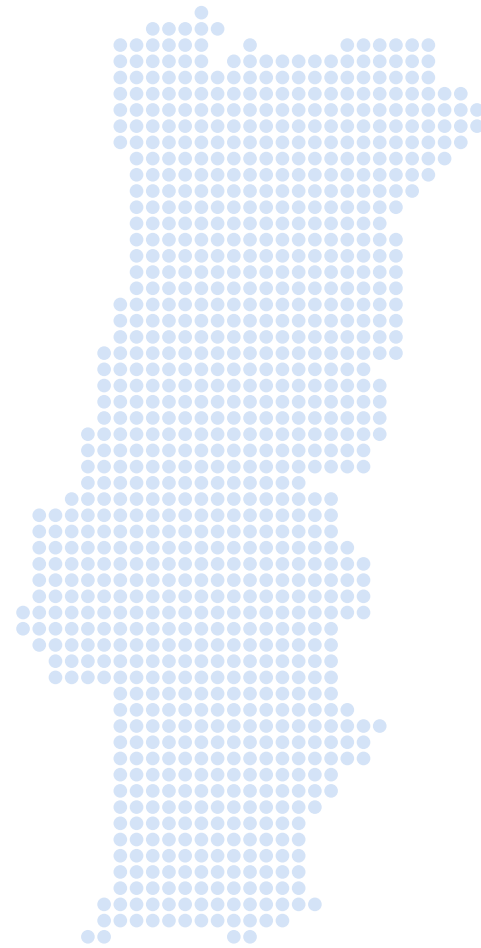
market snapshot:

portugal.

Talent in Portugal share much of what they want from their employers with their peers around the globe, Workmonitor 2025 shows. However, they prioritize work-life balance and flexible working arrangements well above the global average. The same goes for workers' search for a community feel at work and the belief that this will help their job performance. Above-average interest in management and leadership and empathy training — alongside technical skills — also support this trend.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ **69% say their employers' social and environmental values and purpose align with their own (76% global)**

- 41% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 25% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 26% have quit a job that didn't offer career progression opportunities (31% global)
- 39% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 90% (82% global)
  - Work-life balance 91% (83% global)
  - Flexibility in terms of working hours 82% (73% global)
  - Flexibility in terms of location 78% (67% global)
- 58% say their job provides them with flexibility in terms of working hours (65% global)
- 51% say their job provides them with flexibility in terms of location (60% global)
- 19% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 17% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ **90% say they want their workplace to feel like a community (83% global)**

- 89% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 46% would quit a job if they did not feel they belonged (55% global)
- 38% have quit a job due to a toxic workplace (44% global)
- 85% feel trusted by their employer (83% global)
- 76% say they can trust their leadership (77% global)
- 55% say they hide aspects of themselves at work (62% global)
- 61% feel their organization is not doing enough to improve equity (59% global)
- 41% trust their employer to create an inclusive culture (49% global)
- 31% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ **85% state that training and development is important to them in their current role or when looking for a new job (72% global)**

- 29% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 41% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 51% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 31% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 28% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 24% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 25% (23% global)
  - IT and technological literacy 9% (11% global)
  - Management and leadership skills 8% (7% global)
  - Empathy and active listening 6% (4% global)
  - Software project management 6% (4% global)

market snapshot:

romania.
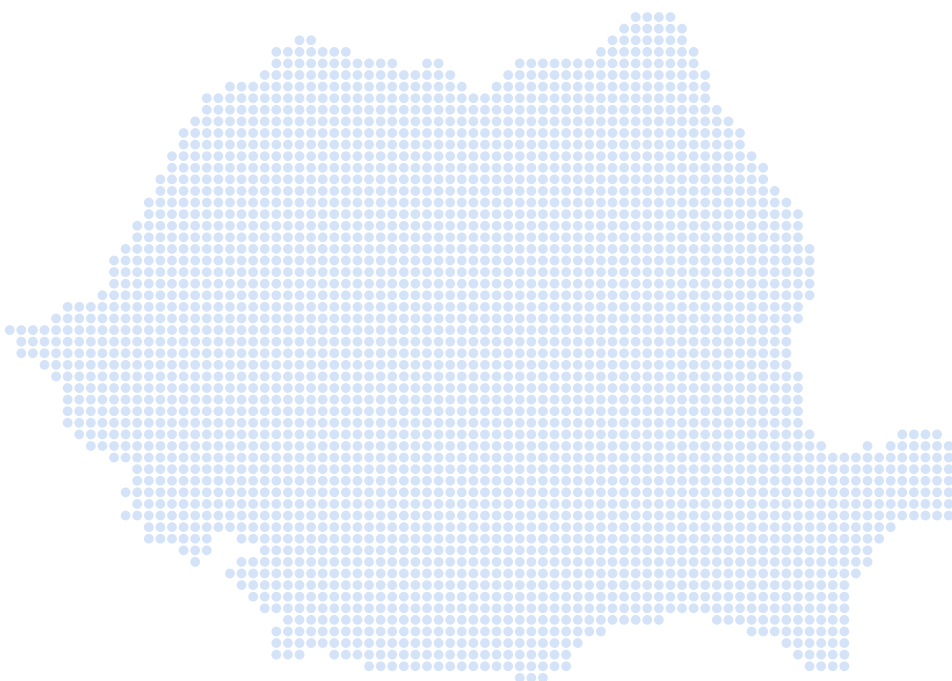
While generally aligned with the global average on Workmonitor 2025's key themes, talent in Romania is more likely to value a spirit of community at work than the global mean, with more people believing it enhances their performance. Workers and employers have a trusting relationship, and fewer respondents than average are hiding their true selves. Yet, the data suggests there is potential to boost equity at work.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 74% say their employers' social and environmental values and purpose align with their own (76% global)
- 48% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 34% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 36% have quit a job that didn't offer career progression opportunities (31% global)
- 52% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

  - Pay 84% (82% global)
  - Work-life balance 86% (83% global)
  - Flexibility in terms of working hours 77% (73% global)
  - Flexibility in terms of location 72% (67% global)

→ 71% say their job provides them with flexibility in terms of working hours (65% global)

- 62% say their job provides them with flexibility in terms of location (60% global)
- 24% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 21% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ 90% say they want their workplace to feel like a community (83% global)

- 89% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 56% would quit a job if they did not feel they belonged (55% global)
- 51% have quit a job due to a toxic workplace (44% global)
- 85% feel trusted by their employer (83% global)
- 78% say they can trust their leadership (77% global)
- 59% say they hide aspects of themselves at work (62% global)
- 64% feel their organization is not doing enough to improve equity (59% global)
- 42% trust their employer to create an inclusive culture (49% global)
- 36% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 79% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 46% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 46% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 57% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 40% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 21% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 32% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:

  - AI 16% (23% global)
  - IT and technological literacy 15% (11% global)
  - Communication and presentation skills 11% (5% global)
  - Wellbeing and mindfulness 7% (6% global)
  - Management and leadership skills 6% (7% global)

market snapshot:

singapore.

Talent in Singapore share many of the expectations from employers expressed by respondents around the globe in Workmonitor 2025. However, they were more likely to experience work flexibility than the global average and that flexibility had increased over the last six months. They are also above-average in longing for a community feel at work and believing that this benefits their performance.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 79% say their employers' social and environmental values and purpose align with their own (76% global)
- 50% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 29% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 36% have quit a job that didn't offer career progression opportunities (31% global)
- 54% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

  - Pay 85% (82% global)
  - Work-life balance 86% (83% global)
  - Flexibility in terms of working hours 76% (73% global)
  - Flexibility in terms of location 71% (67% global)

→ 69% say their job provides them with flexibility in terms of location (60% global)

- 37% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 36% have seen flexibility in terms of location increase in the past six months (29% global)

## fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ 89% say they want their workplace to feel like a community (83% global)

- 90% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 62% would quit a job if they did not feel they belonged (55% global)
- 50% have quit a job due to a toxic workplace (44% global)
- 84% feel trusted by their employer (83% global)
- 82% say they can trust their leadership (77% global)
- 73% say they hide aspects of themselves at work (62% global)
- 66% feel their organization is not doing enough to improve equity (59% global)
- 49% trust their employer to create an inclusive culture (49% global)
- 47% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 75% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 43% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 43% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 54% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 37% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 24% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 39% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:

  - AI 30% (23% global)
  - IT and technological literacy 12% (11% global)
  - Management and leadership skills 7% (7% global)
  - Data science and analytics 6% (5% global)
  - Wellbeing and mindfulness 6% (6% global)
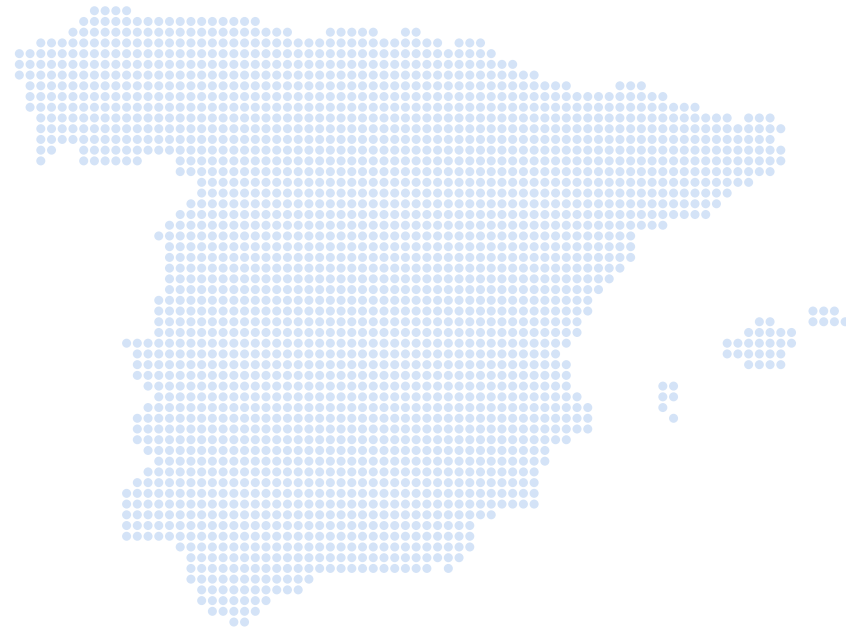
market snapshot:

spain.

Considering Workmonitor 2025's key themes, talent in Spain broadly share the same expectations of employers as their global peers. However, they feel more strongly about flexible working hours and work-life balance than the global average. They are also more likely to express the need for a community to help them perform better at work — along with an elevated interest in training around coaching and active listening.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

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  - Pay 86% (82% global)
  - Work-life balance 88% (83% global)
  - Flexibility in terms of working hours 75% (73% global)
  - Flexibility in terms of location 65% (67% global)
- 56% say their job provides them with flexibility in terms of working hours (65% global)
- 51% say their job provides them with flexibility in terms of location (60% global)
- 20% have seen flexibility in terms of working hours increase in the past six months (31% global)
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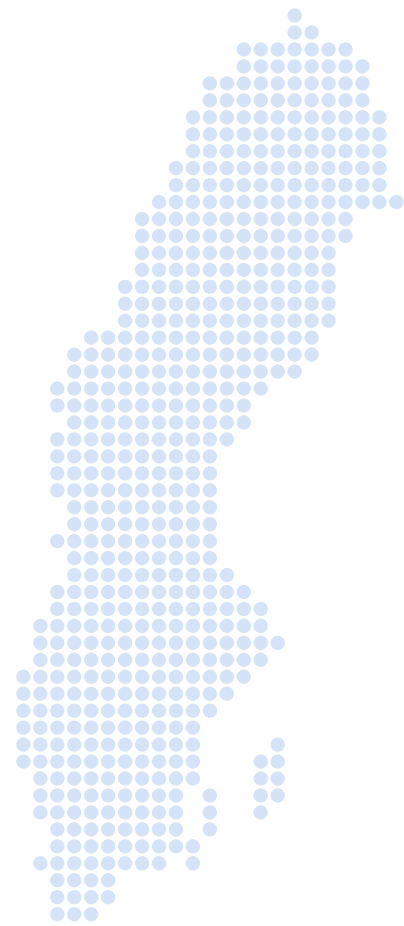
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- 24% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 29% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 27% (23% global)
  - IT and technological literacy 12% (11% global)
  - Coaching and mentoring 9% (4% global)
  - Empathy and active listening 7% (4% global)
  - Management and leadership skills 6% (7% global)

market snapshot:

sweden.

Sweden's talent are broadly aligned with their global peers regarding the key themes of Workmonitor 2025. However, their need for value alignment with employers is higher than average, as is the desire for community spirit at work. Supporting this is the relative prominence of wellbeing, coaching, and diversity and inclusion training among the skills talent in this market seek from employers.

motivated by personalization

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- 22% have seen flexibility in terms of working hours increase in the past six months (31% global)
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- 84% feel trusted by their employer (83% global)
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- 48% say they hide aspects of themselves at work (62% global)
- 53% feel their organization is not doing enough to improve equity (59% global)
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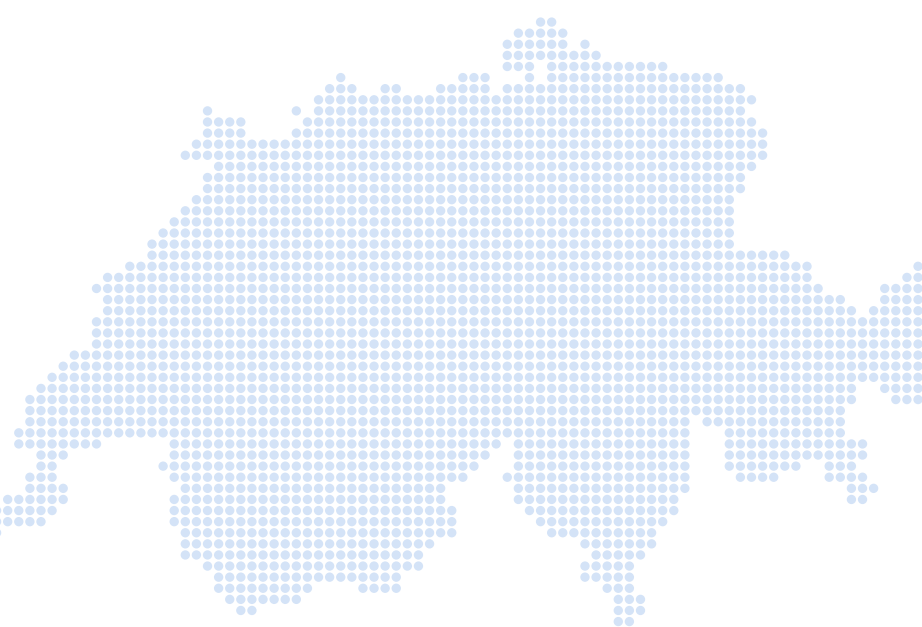
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As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 69% state that training and development is important to them in their current role or when looking for a new job (72% global)

→ **34% would quit if their employer did not provide opportunities to future-proof their skills (41% global)**

- 38% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 47% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 30% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
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- 22% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 17% (23% global)
  - IT and technological literacy 10% (11% global)
  - Wellbeing and mindfulness 8% (6% global)
  - Coaching and mentoring 7% (4% global)
  - Diversity and inclusion 5% (3% global)

market snapshot:

switzerland.

Switzerland's talent expresses the same expectations from employers as their peers globally, Workmonitor 2025 shows — they seek value alignment with their employers, a sense of community and opportunities to develop in their roles. The need for training in areas such as management, wellbeing and coaching is highlighted above the global average, while below-average scores in other dimensions suggest a more cohesive working environment compared to the global mean.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ 76% say their employers' social and environmental values and purpose align with their own (76% global)

- 41% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 30% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 27% have quit a job that didn't offer career progression opportunities (31% global)
- 37% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

  - Pay 78% (82% global)
  - Work-life balance 79% (83% global)
  - Flexibility in terms of working hours 69% (73% global)
  - Flexibility in terms of location 58% (67% global)

- 64% say their job provides them with flexibility in terms of working hours (65% global)
- 56% say their job provides them with flexibility in terms of location (60% global)
- 25% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 22% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 72% say they want their workplace to feel like a community (83% global)
- 81% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 50% would quit a job if they did not feel they belonged (55% global)
- 39% have quit a job due to a toxic workplace (44% global)

→ 86% feel trusted by their employer (83% global)

- 76% say they can trust their leadership (77% global)
- 58% say they hide aspects of themselves at work (62% global)
- 48% feel their organization is not doing enough to improve equity (59% global)
- 44% trust their employer to create an inclusive culture (49% global)
- 33% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 64% state that training and development is important to them in their current role or when looking for a new job (72% global)

→ 39% would quit if their employer did not provide opportunities to future-proof their skills (41% global)

- 41% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 56% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 25% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 30% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:

  - AI 16% (23% global)
  - IT and technological literacy 10% (11% global)
  - Management and leadership skills 8% (7% global)
  - Wellbeing and mindfulness 8% (6% global)
  - Coaching and mentoring 6% (4% global)

market snapshot:

türkiye.
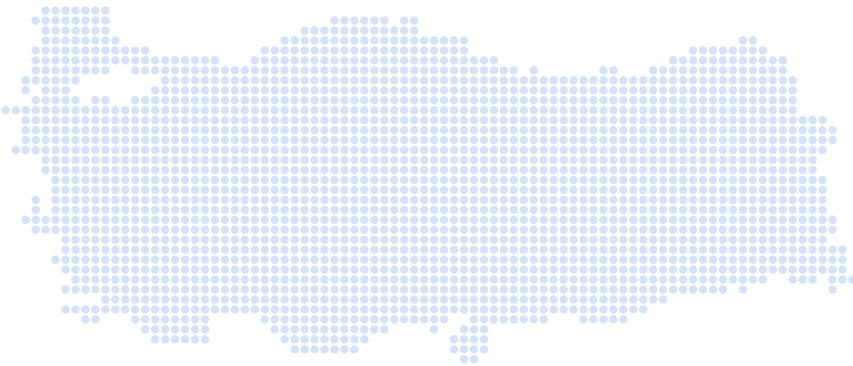
Talent in Türkiye are more vocal about what they expect from employers than their global peers, Workmonitor 2025 finds. Compared with the global average, they are more likely to refuse a job with a company whose values don't match theirs. They are more likely to quit if they do not feel like they belong or are not given career development opportunities. Moreover, workers in Türkiye are also more willing than the global average to earn less if a job contributes to society.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 80% say their employers' social and environmental values and purpose align with their own (76% global)
- → 63% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 36% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 46% have quit a job that didn't offer career progression opportunities (31% global)
- 60% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 88% (82% global)
  - Work-life balance 90% (83% global)
  - Flexibility in terms of working hours 83% (73% global)
  - Flexibility in terms of location 82% (67% global)
- 71% say their job provides them with flexibility in terms of working hours (65% global)
- 73% say their job provides them with flexibility in terms of location (60% global)
- 37% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 38% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 86% say they want their workplace to feel like a community (83% global)
- 90% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 65% would quit a job if they did not feel they belonged (55% global)
- 41% have quit a job due to a toxic workplace (44% global)
- 84% feel trusted by their employer (83% global)
- 81% say they can trust their leadership (77% global)
- 70% say they hide aspects of themselves at work (62% global)
- 63% feel their organization is not doing enough to improve equity (59% global)
- 55% trust their employer to create an inclusive culture (49% global)
- → 50% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 84% state that training and development is important to them in their current role or when looking for a new job (72% global)
- → 53% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 52% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 65% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 45% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 24% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 47% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 42% (23% global)
  - Software project management 7% (4% global)
  - Programming and coding 7% (6% global)
  - IT and technological literacy 7% (11% global)
  - Management and leadership skills 6% (7% global)

market snapshot:

united kingdom.

Considering the key themes of Workmonitor 2025, UK talent are largely agreement with their global peers on what they want from an employer. They are slightly more likely to align with their employers' social and environmental values. They are also more likely than the global average to say that they have workplace flexibility. UK respondents trust their employers more to create an equitable workplace culture and slightly more than average would be willing to earn less if their job contributed to society.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ 80% say their employers' social and environmental values and purpose align with their own (76% global)

- 46% state that they wouldn't accept a job with a company whose values didn't align with their own, (48% global)
- 27% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 29% have quit a job that didn't offer career progression opportunities (31% global)
- 46% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

  - Pay 79% (82% global)
  - Work-life balance 85% (83% global)
  - Flexibility in terms of working hours 74% (73% global)
  - Flexibility in terms of location 70% (67% global)

- 71% say their job provides them with flexibility in terms of working hours (65% global)
- 64% say their job provides them with flexibility in terms of location (60% global)
- 34% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 30% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 84% say they want their workplace to feel like a community (83% global)
- 85% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 60% would quit a job if they did not feel they belonged (55% global)
- 43% have quit a job due to a toxic workplace (44% global)
- 88% feel trusted by their employer (83% global)
- 81% say they can trust their leadership (77% global)
- 62% say they hide aspects of themselves at work (62% global)
- 53% feel their organization is not doing enough to improve equity (59% global)

→ 55% trust their employer to create an inclusive culture (49% global)

- 42% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 71% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 41% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 42% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 56% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 33% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 28% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)

→ 36% said that training and development opportunities had increased for them in the last six months (34% global)

- Talent would be most interested in the following learning and development opportunities if their employer offered them:

  - AI 22% (23% global)
  - IT and technological literacy 10% (11% global)
  - Management and leadership skills 7% (7% global)
  - Wellbeing and mindfulness 7% (6% global)
  - Programming and coding 6% (6% global)

market snapshot:

united states.
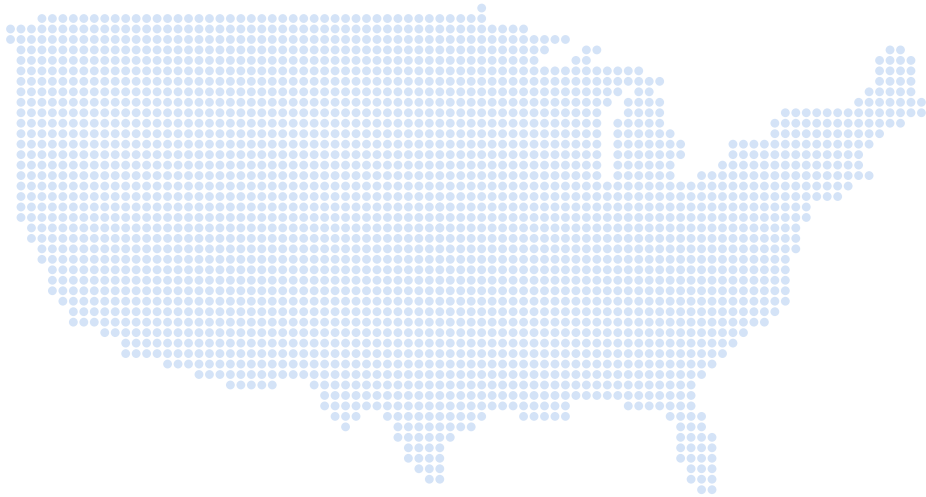
US talent's expectations of employers are largely in line with those of their peers worldwide, Workmonitor 2025 finds. Yet, compared to the global average, US respondents are more likely to work for employers whose values and purpose align with theirs. Nearly half would be willing to earn less if their job contributed to society. US talent have experienced more flexibility regarding working hours and location and have seen the latter grow above average.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 84% say their employers' social and environmental values and purpose align with their own (76% global)
- 52% state that they wouldn't accept a job with a company whose values didn't align with their own,(48% global)
- 33% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 36% have quit a job that didn't offer career progression opportunities (31% global)
- 55% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 78% (82% global)
  - Work-life balance 80% (83% global)
  - Flexibility in terms of working hours 73% (73% global)
  - Flexibility in terms of location 71% (67% global)
- 76% say their job provides them with flexibility in terms of working hours (65% global)
- 71% say their job provides them with flexibility in terms of location (60% global)
- 46% have seen flexibility in terms of working hours increase in the past six months (31% global)

→ 44% have seen flexibility in terms of location increase in the past six months (29% global)

## fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 84% say they want their workplace to feel like a community (83% global)
- 85% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 64% would quit a job if they did not feel they belonged (55% global)
- 52% have quit a job due to a toxic workplace (44% global)
- 89% feel trusted by their employer (83% global)
- 85% say they can trust their leadership (77% global)
- 72% say they hide aspects of themselves at work (62% global)
- 62% feel their organization is not doing enough to improve equity (59% global)
- 57% trust their employer to create an inclusive culture (49% global)

→ 49% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 75% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 47% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 49% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 66% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 39% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 27% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)

→ 47% said that training and development opportunities had increased for them in the last six months (34% global)

- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 22% (23% global)
  - IT and technological literacy 12% (11% global)
  - Programming and coding 8% (6% global)
  - Management and leadership skills 6% (7% global)
  - Wellbeing and mindfulness 5% (6% global)
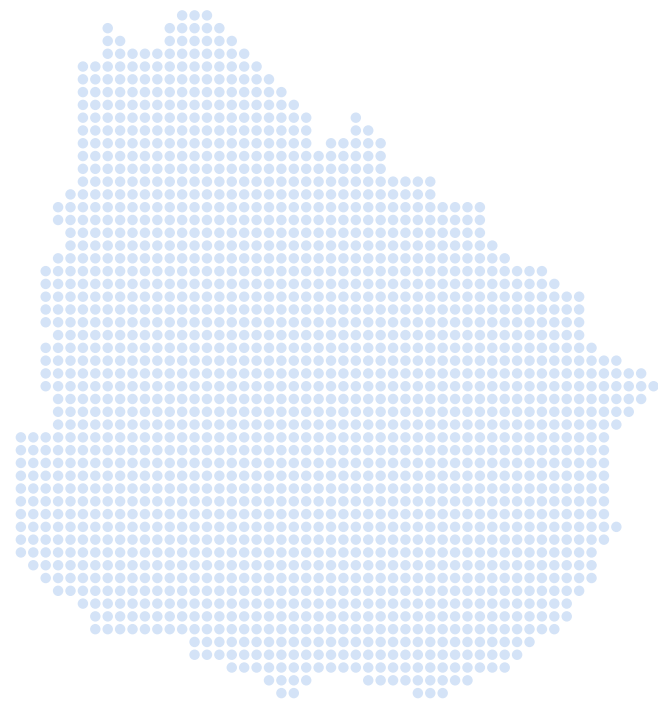
market snapshot:

uruguay.

Talent in Uruguay are generally in tune with their global peers regarding employer expectations but less connected to their employers' values and purpose. They report higher rates of leaving toxic workplaces and hiding aspects of themselves at work, and are more likely to prioritize training and development, valuing not just technical skills but also empathy and creativity.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 69% say their employers' social and environmental values and purpose align with their own (76% global)
- 50% state that they wouldn't accept a job with a company whose values didn't align with their own,(48% global)
- 34% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 32% have quit a job that didn't offer career progression opportunities (31% global)
- → 53% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
  - Pay 88% (82% global)
  - Work-life balance 83% (83% global)
  - Flexibility in terms of working hours 72% (73% global)
  - Flexibility in terms of location 71% (67% global)
- 64% say their job provides them with flexibility in terms of working hours (65% global)
- 54% say their job provides them with flexibility in terms of location (60% global)
- 29% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 29% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 79% say they want their workplace to feel like a community (83% global)
- 81% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 42% would quit a job if they did not feel they belonged (55% global)
- → 53% have quit a job due to a toxic workplace (44% global)
- 83% feel trusted by their employer (83% global)
- 74% say they can trust their leadership (77% global)
- 69% say they hide aspects of themselves at work (62% global)
- 62% feel their organization is not doing enough to improve equity (59% global)
- 48% trust their employer to create an inclusive culture (49% global)
- 41% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- → 84% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 39% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 45% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 54% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 51% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 17% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 34% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 20% (23% global)
  - IT and technological literacy 14% (11% global)
  - Empathy and active listening 10% (4% global)
  - Coaching and mentoring 9% (4% global)
  - Creative and analytical thinking 6% (3% global)

your thoughts,

let's start a conversation.

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