



Workforce trends
2026

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Executive summary

What's working? Rebalancing ambition, stability and strategy

After years of muted ambition, workers are finding their voices again. In 2022, worker confidence peaked as the post-pandemic “great resignation” reshaped the job market. In the years that followed, geopolitical tension, economic uncertainty and the initial explosion of generative artificial intelligence (GenAI) meant that workers increasingly chose to stay put, shelving career aspirations. Now, the ‘great resignation’ is over, replaced by a return to ambition. Workers want growth, tailored flexibility (control over the “where” and “when” of work) and meaningful development. However, their optimism is cautious: tangible security, including stable income and job certainty, matters more than ever. Prioritizing tangible security over personal fulfilment, stable and fair income has become a decisive factor in retention.

The workforce demands a robust foundation from their employers to support them in becoming more agile, resilient and engaged. Leaders must involve employees in organisational transformation and clearly demonstrate opportunities and value for individuals. However, organisations are struggling to keep pace with upskilling demands, risking business growth if they fail to balance technology investment with human-centric strategies. Organisations must urgently rebalance their approach and place human-centricity at the heart of transformation to make the future work for everyone.

This report draws on surveys of 37,500 workers and 2,000 C-suite executives across 31 countries in 2025 (see [About the research](#)). Each of the four chapters addresses a common challenge facing HR leaders and decision-makers – from workforce strategy, competing for top talent, to upskilling & mobility, and talent evolution. You can also explore insights by country or industry using our “[Data Navigator](#)”.

Workforce strategy

\\ We're putting money into new tech such as AI, but our people aren't ready to use it. There's a real skills gap holding us back.



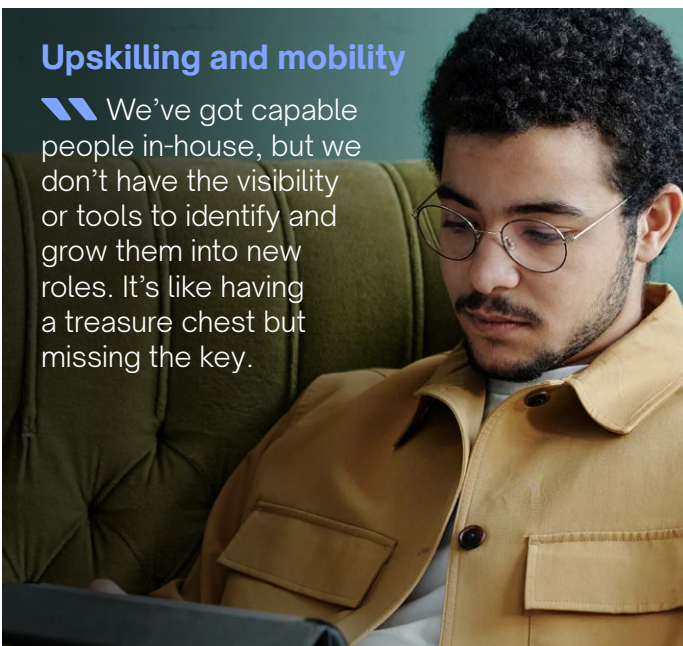
Competing for top talent

\\ We're losing great candidates because other companies are offering more flexibility or better pay. People want jobs that support their lives, not consume them.



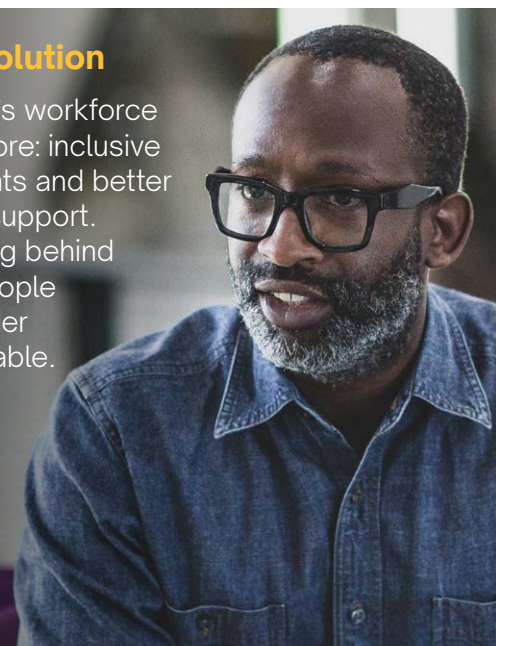
Upskilling and mobility

\\ We've got capable people in-house, but we don't have the visibility or tools to identify and grow them into new roles. It's like having a treasure chest but missing the key.



Talent evolution

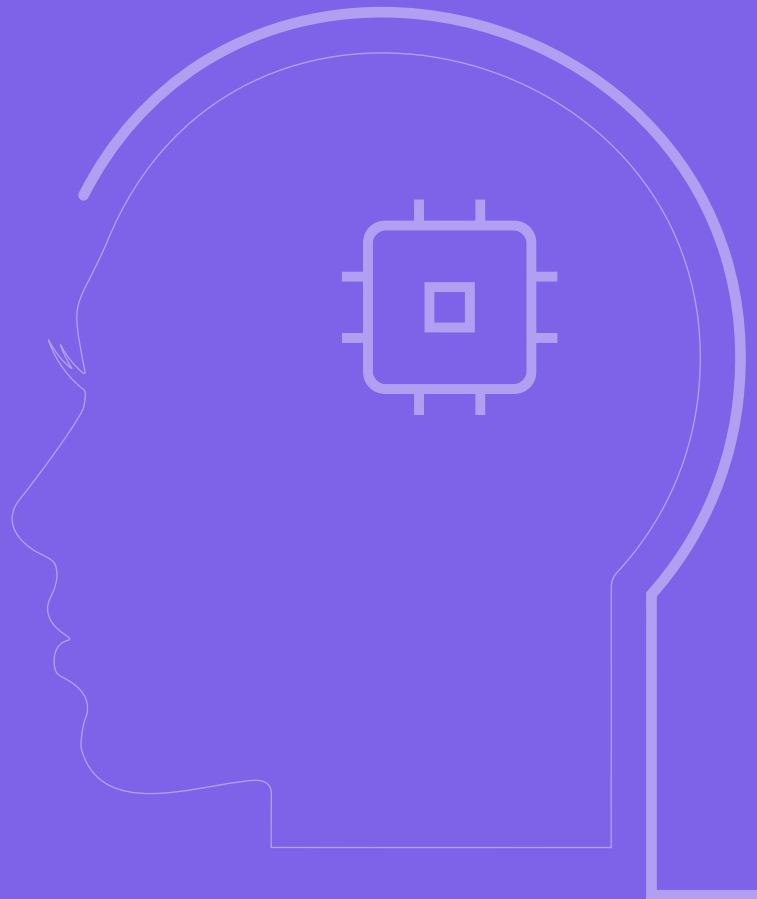
\\ Today's workforce expects more: inclusive environments and better wellbeing support. We're falling behind on what people now consider non-negotiable.



1

Workforce strategy

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Reimagining workforce strategy for the AI era

Organisations are investing heavily in AI to drive agility and transformation, but workforce strategies are struggling to keep pace. Organisations can't invest in AI upskilling alone; instead, leaders must evolve their workforce strategies to balance technology and talent. A human-centric approach to technology transformation and focus on improving work for everyone will be critical to maintaining trust and retaining talent.

The good news is that workers themselves are eager to adapt, showing increasing enthusiasm for the opportunities associated with AI in the workplace. This chapter explores how leaders can embrace this momentum and act now to build future-ready workforce strategies that ensure agility and long-term resilience.

The global workforce embraces AI

For the first time, workers are in sync with leaders' technology-focused priorities. AI has surged to the top of the workforce agenda in 2025: workers rank AI and GenAI in the top three influential megatrends impacting their organisation, up from seventh and ninth place respectively

in 2024. C-suite executives have placed AI and GenAI as top three influences in their own rankings for two years in a row. This alignment creates fertile ground for organisations to deliver value with AI transformation.

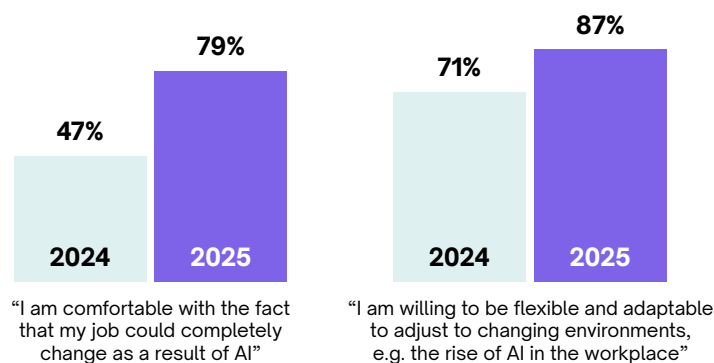
Workers view AI as the top influential megatrend impacting organisations, aligning with employers' views for the first time

Workers			Leaders	
2024 ranking	2025 ranking		2025 ranking	2024 ranking
7	=1	Artificial intelligence	3	=3
4	=1	Geopolitical uncertainty	5	13
9	3	GenAI	2	=3
-	4	Wellbeing	4	5

The global workforce has fully embraced a new workplace reality influenced by AI, and workers are ready and willing to adapt. Globally, nearly nine out of 10 workers say they are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – a significant increase from 2024.

This is good news for leaders, because the majority (60%) expect their workers to proactively update their skills, roles and responsibilities accordingly. However, the question remains: can workforce strategies keep pace and make the most of this momentum before employees start looking elsewhere for their career development?

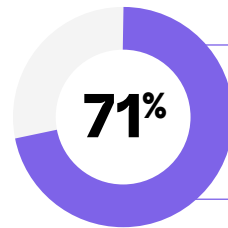
Workers are willing to be flexible and to adapt to adjust to the impact of AI



Organisations struggle to keep up with AI upskilling demand

Technology is advancing rapidly and workers demonstrate an eagerness to adapt, but workforce strategies are not evolving at the same pace. C-suite executives acknowledge that their workforce strategies can't keep up with the pace of disruption and consequently risk business growth. This disconnect is creating friction between organisational ambitions and the workforce's ability to deliver value.

Workers are aware that AI development opportunities provided by their employers are falling short, with nearly three-quarters agreeing that their knowledge of AI has gone beyond the level of training their employer offers. But AI upskilling is only one piece of the puzzle. Future-ready workers are not just tech-savvy, they are also adaptable and proactive, experimenting with new technologies to add value and confidently developing their skills and experience to remain agile in the face of change.



71% of workers agree that their knowledge of AI has gone beyond the level of training that their employer has on offer

Organisations must shift from reactive upskilling to holistic talent strategies that empower workers and align with business transformation while embedding adaptability and proactivity as core competencies. To keep up with

AI upskilling demand, organisations must move beyond narrow skills frameworks and embrace a broader model of future-readiness – one that integrates mindset, motivation and tech fluency.

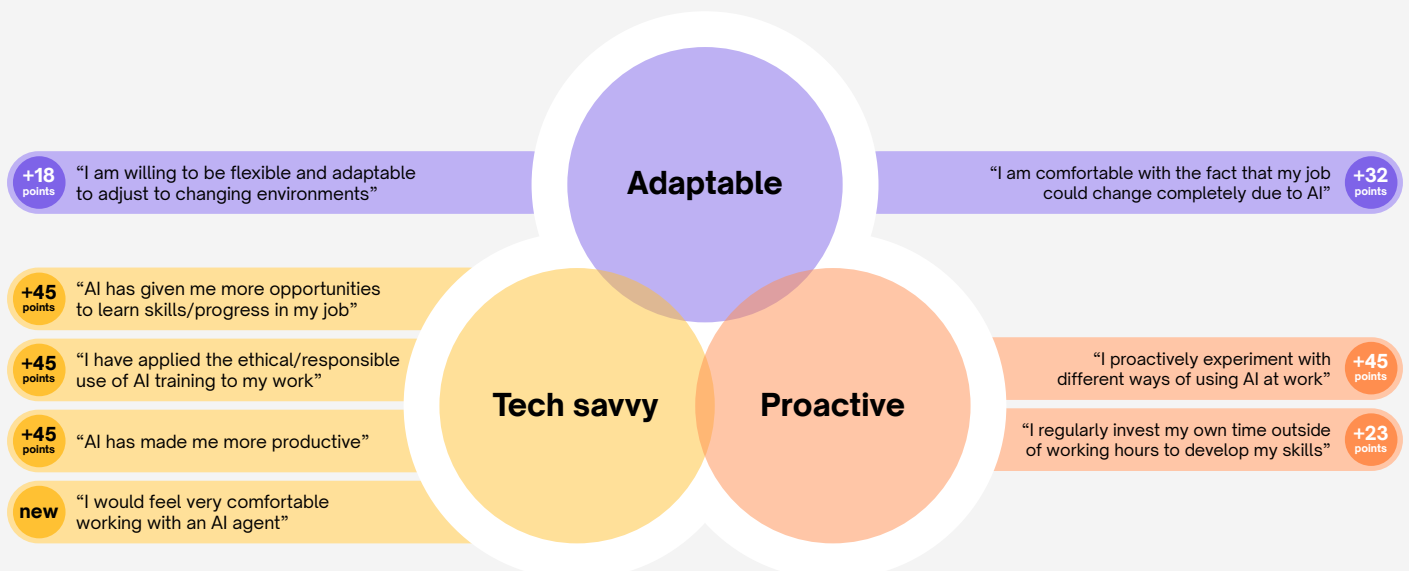
Future-ready workers are adaptable, proactive and tech-savvy

A future-ready workforce is not just skilled – it's agile, informed and engaged. According to the Adecco Group's model, 37% of workers globally qualify as "future-ready" in 2025, up from 11% in 2024. These workers are better supported by their employers with upskilling and career mobility and are far more likely to belong to companies that provide clear, consistent communication about workplace changes and progression opportunities.

Year on year, the number of future-ready workers grows. It's worth noting, however, that the increase comes primarily from workers improving their "tech-savviness"

as opposed to their proactivity or adaptability. From 2024 to 2025, there has been a 45-percentage-point increase in global workers qualifying across the four statements directly relating to AI, compared with a notably smaller 35-percentage-point increase against the "adaptable" component and a 23-percentage-point increase in investing time to develop skills ("proactive"). Organisations can't overlook the importance of developing the right mindset, starting by consistently communicating opportunities and demonstrating the relevance of organisational strategy to the individual's daily working life.

The Adecco Group's future-ready worker model



Conclusion

Moving beyond AI upskilling programmes

Leaders can't expect AI upskilling programmes alone to prepare their workforce. A workforce strategy fit for the AI era must remain human-centric. This starts with consistent and transparent communication about the overall organisational strategy, as well as how that strategy translates into individual opportunities that ensure each worker adds value. It also balances technology with talent, focusing not just on tech-savviness but also on overall agility that opens up opportunities for every worker.



Recommendations

How to align technology and talent for sustainable transformation:

1. Balance AI-driven agility with human-centricity

AI is a powerful enabler of business agility, but it must be deployed in ways that support inclusion, sustainability and long-term workforce resilience. Organisations must move beyond tunnel-vision upskilling and adopt a broader model of future-readiness – one that values adaptability, proactivity and tech fluency. This means involving employees in redesigning their work, ensuring accessibility and embedding human-centric principles into every stage of transformation.

2. Build strong data foundations and governance

As awareness of data security risks grows, trust becomes a critical enabler of workforce engagement with AI tools. Organisations must establish robust data governance frameworks to make sure their AI outputs are reliable, secure and aligned with business outcomes. A strong data foundation also enables better workforce planning, more accurate skills mapping and clearer communication around how technology is facilitating opportunities for career growth.

3. Align C-suite leadership around a unified workforce strategy

Technology and talent strategies must be developed in tandem. C-suite leaders should work as a unified team, revisiting shared visions regularly, aligning on priorities and communicating clearly with the workforce. When employees understand the strategy and their role in it, uncertainty fades and confidence grows. The future-ready workforce is already emerging; now, it's up to organisations to create the conditions for long-term success.

Those that act now will lead the transformation; those that delay risk falling behind. The workforce is ready, the technology is here and the opportunity is clear. It's time for organisations to align strategy with action and build the foundations for long-term, human-centric success.

2

Competing for top talent

\\ We're losing great candidates because other companies are offering more flexibility or better pay. People want jobs that support their lives, not consume them.



Work-life integration attracts and retains talent

The competition for top talent is intensifying. In the wake of economic uncertainty, workers are reassessing what they value most in a job – and employers are struggling to keep up. For the first time in three years, salary and work-life balance dominate decisions to stay put or leave a job.

Job requirements are not one-size-fits-all: salary stability is a foundational need that not all workers currently have, and flexibility means different things to different workers.

This chapter explores how to attract and retain talent. Organisations must personalise their offering and rethink what makes a job worth staying for.

Talent retention

Salary and work-life balance top the lists of reasons to both stay and leave a job, indicating how crucial work-life integration is for both attraction and retention. For the first time in four years, workers are staying in their jobs for the stable salary. In 2024, salary ranked ninth place in reasons to stay, but it has surged to third place in 2025. It has consistently been the number one reason to quit, year on year.

In the wake of job market instability and economic uncertainty, workers are looking for a job that sustains

their way of life, offering them the ultimate in work-life integration. Today, stability is more important than deriving a sense of personal fulfilment from work, whereas in 2024 staying in a job because the work was meaningful outranked salary by a significant margin.

Flexibility, fulfilment and culture still matter, but they are no longer enough on their own. Employers must recognise that the talent equation has changed and that competing for top talent includes taking responsibility for an individual's livelihood.

Salary becomes a significant retention factor for the first time

2024	2025	Reasons to stay	2024	2025	Reasons to quit
=1	=1	I am happy with my work-life balance	=1	=1	I want a better salary
7	=1	I am happy with the company culture	2	2	I want a job with better work-life balance
9	3	I am happy with my salary	3	3	My career is not progressing in my current company
3	4	I am happy with the flexibility in my current job	6	4	I want a job with more flexibility regarding working schedules
11	5	I am happy with the upskilling/training in my current job	=7	5	My work is not fulfilling/meaningful
6	6	I am happy with my manager(s)	4	=6	I want a job with remote-working opportunities
=1	7	My current job/role gives me stability	=7	=6	I am looking for/have been offered a better opportunity elsewhere
4	8	I enjoy working with my colleagues	5	=6	I would like to move to a job that will give me skills to make me more employable in the future
9	9	I am loyal to my employer	9	=9	I am worried about burnout or working too much
5	10	My work is fulfilling/meaningful	11	=9	I am unhappy with the company culture

Salary satisfaction varies dramatically by worker type

For the first time, salary has become a defining factor in retaining top talent, but satisfaction levels vary dramatically across worker types. Despite its growing importance, salary satisfaction remains low, consistently ranking in the bottom third of worker satisfaction scores.

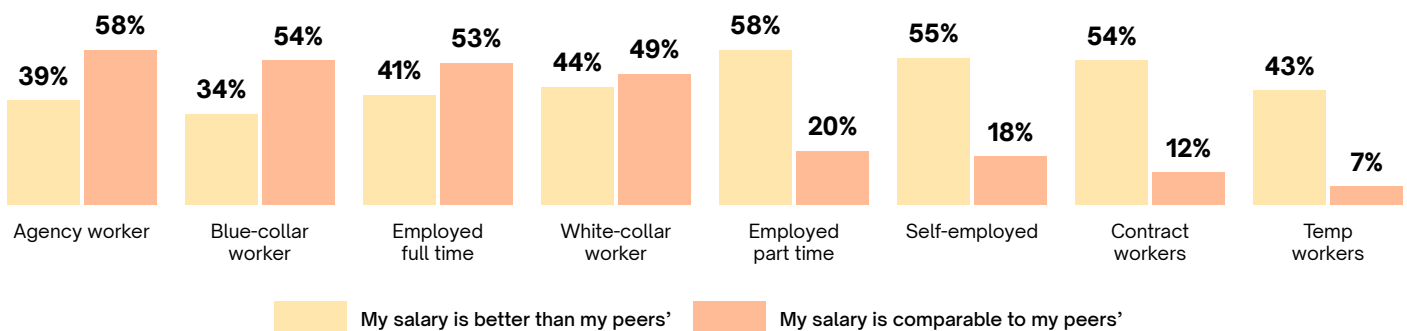
Disparities among worker types are stark: 58% of agency workers believe their pay is better than peers', but only 20% of part-time workers and 18% of self-employed workers say the same. Temporary workers and contract workers also report significantly lower levels of salary parity. These gaps reflect broader economic pressures and highlight the vulnerability of non-traditional workers.

For the first time in three years, blue-collar workers are more confident than white-collar workers that their salary

is fair. Their assessment is aligned with leaders' intentions. C-suite executives are increasingly pessimistic about salary growth for white-collar roles, with significantly fewer leaders in 2025 stating that they expect salaries for white-collar workers to increase (down eight percentage points in 2025 from 2024). In comparison, leaders expect salary growth for blue-collar workers to stay the same rate year on year.

To remain competitive, organisations must address these imbalances head on to ensure that pay is not only fair and transparent, but also reflective of the value each worker brings. Equitable compensation is no longer a nice-to-have; it's a strategic imperative in a tightening talent market.

Salary satisfaction varies dramatically by worker type



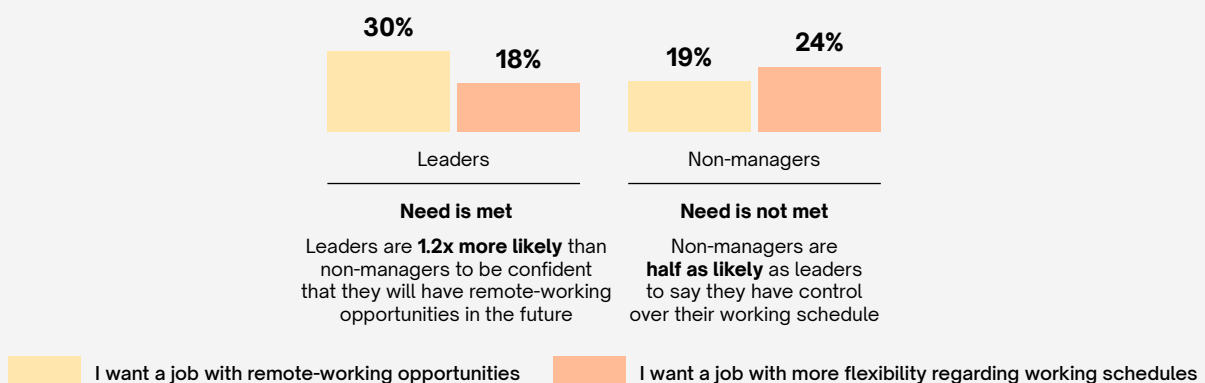
Flexibility is not one-size-fits-all

Flexibility is now a core expectation to ensure work-life integration, but it's not one-size-fits-all. Leaders and junior workers experience flexibility very differently. Leaders care more about the "where" of work and are looking for remote-working opportunities, while junior workers are more concerned with the "when" – they want schedule flexibility. It appears that leaders are getting what they want, with 79% saying they expect more opportunities to work remotely in the future. Junior workers are not as fortunate. It's more likely that employers are setting their working schedule, whereas leaders are twice as likely to set it themselves, despite this autonomy being a clear

priority for junior colleagues. If organisational needs can facilitate flexibility, for example if some work can be tackled asynchronously, then the differences between leader and worker preferences underscore the need for personalised approaches.

Flexibility must be tailored to role, seniority and individual needs. Organisations that fail to recognise this are at risk of alienating certain talent segments. A nuanced, data-informed strategy is essential to ensure flexibility is equitable, empowering and aligned with what workers actually want.

Flexibility is not one-size-fits-all – personalisation is required



Conclusion

Organisations can only deliver personalisation with data-driven HR

To win the competition for talent, organisations must rethink what workers value and deliver it with consistency and care. It's vital to avoid the one-size-fits-all trap. Using data-driven talent management approaches, organisations can tailor employee experiences depending on varying worker needs and subsequently boost retention.



Recommendations

Attracting and retaining top talent in 2025 requires more than competitive salaries – it demands a holistic approach to work-life integration. Workers are no longer driven solely by stability or progression; they want jobs that support their lives, offer flexibility and reflect their values. Yet many organisations are falling short.

How to build a competitive, people-first talent strategy:

1. Flexibility is not one-size-fits-all, so tailor it to individual worker profiles

Flexibility is now a baseline expectation, but its meaning varies widely across the workforce. These differences are not just generational or hierarchical – they reflect fundamentally different lived experiences. To meet these needs, organisations must adopt data-driven talent management approaches that segment worker profiles and tailor flexibility accordingly. A nuanced strategy ensures that, whenever possible, flexibility is equitable, empowering and based on what workers actually want – not just what employers assume they want.

2. Ensure that salaries remain equitable and competitive, because some workers still prioritise income over work-life balance

Salary has become a key retention factor, not just an attraction tool. Yet satisfaction remains low, especially among part-time, contract and temporary workers. For many, income stability must be a prerequisite to work-life balance. Organisations must address pay disparities head-on, ensuring compensation is fair, transparent and reflective of each worker's contribution. This includes benchmarking across worker types and roles, as well as listening to what employees say they need to feel secure.

Together, these imperatives form the foundation of a modern employee value proposition that recognises diversity in worker needs and responds with precision, empathy and strategic intent.



3

Upskilling and mobility

/// We've got capable people in-house, but we don't have the visibility or tools to identify and grow them into new roles. It's like having a treasure chest but missing the key.



Prioritising workforce agility

Organisations face a critical inflection point: the choice between buying talent or building it from within. While external hiring may offer speed, it lacks sustainability. Nevertheless, organisations are far more likely to choose to buy talent to plug skills gaps.

Internal mobility and upskilling are now strategic imperatives, not optional extras. But leaders today lack the visibility and tools to unlock the potential already within their workforce – and workers are taking notice. In lieu of growth enabled by their employer, workers are seeking it externally.

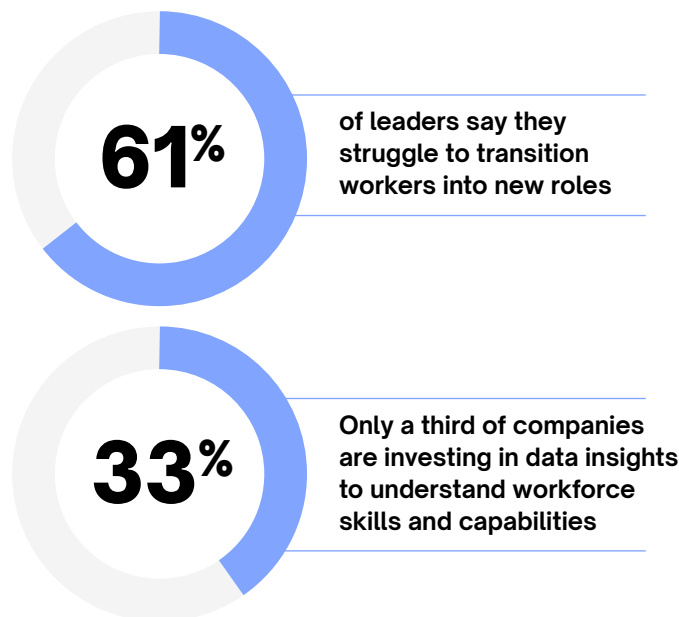
This chapter explores how future-ready organisations invest in agile, personalised upskilling and development programmes to retain talent and remain competitive.

Organisations lack visibility into future skills requirements

In 2025, most leaders plan to buy or rent talent rather than build it internally – a short-term fix that risks long-term agility. But is this approach a preference, or merely the simplest option? Sixty-one percent of organisations struggle to transition workers into new roles, despite having capable people in-house. This challenge indicates a lack of visibility and infrastructure to support internal mobility – not necessarily a lack of willingness to do so.

Very few companies have established tech-enabled workforce-planning programmes that facilitate workforce agility. Just 33% of companies are investing in data insights to understand workforce skills and capabilities, only half have the required internal mobility tools (50%), and fewer than half of leaders believe their teams understand future skill requirements (45%). Without a strong data foundation, organisations can't match talent to opportunity – leaving valuable internal capability untapped.

Without data insights, companies struggle to enable workforce agility



Workers will not hesitate to seek growth opportunities elsewhere

Workers won't wait for organisations that are too slow to facilitate career mobility. They are increasingly looking for professional growth and will quit if they don't find it at their current employer.

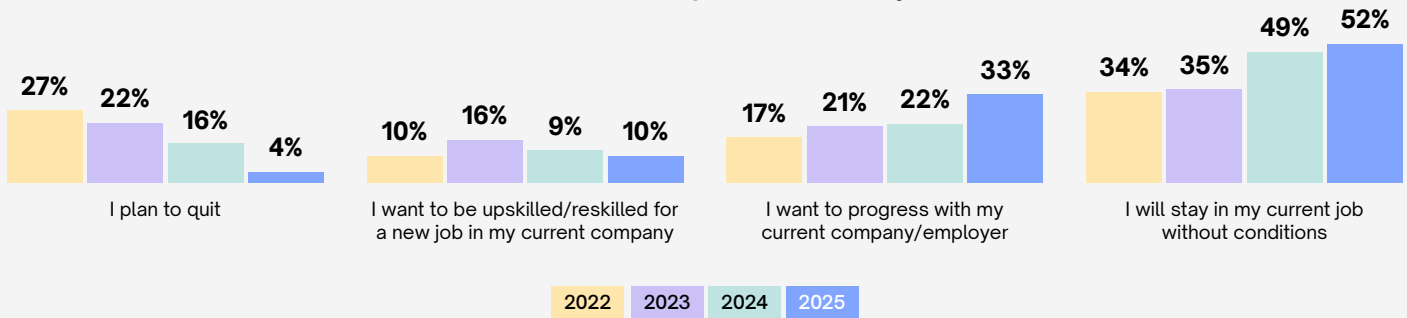
Since 2023, the proportion of employees planning to stay with their current employer has risen sharply, driven in 2024 by job insecurity and a desire for stability and in 2025 by a renewed ambition for career growth. A third now say they want to stay with their employer as long as they

have career progression (33%) – a sharp increase from 22% in 2024.

In comparison, the increase in workers planning to stay with their current employer in 2024 was driven by workers wanting to stay without any conditions (from 35% in 2023 to 49% in 2024), demonstrating a desire for job stability above all else. The number of workers staying without conditions has remained flat from 2024 to 2025.

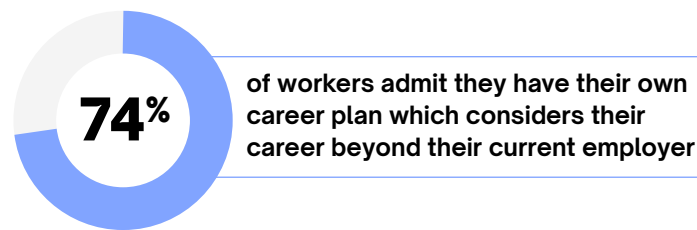
Workers will stay with their employer as long as their career progresses

“Thinking about your professional plans in the next 12 months, which of the following best applies to you?”



Workers want career progression, and they are willing to quit for it. The third most common reason workers are quitting in 2025, after salary and work-life balance, is because their careers are not progressing. This is cause for concern for employers because satisfaction with career progression remains low. “Professional/career prospects and development opportunities” consistently ranks in the bottom third of satisfaction scores.

In response, workers are taking matters into their own hands. Three-quarters say they maintain their own career plan that considers opportunities beyond their current employer (74%). This signals a shift in ownership from employer-led to worker-driven development. Organisations must respond with personalised, data-driven programmes that align with individual career goals, or risk losing talent to more proactive competitors.

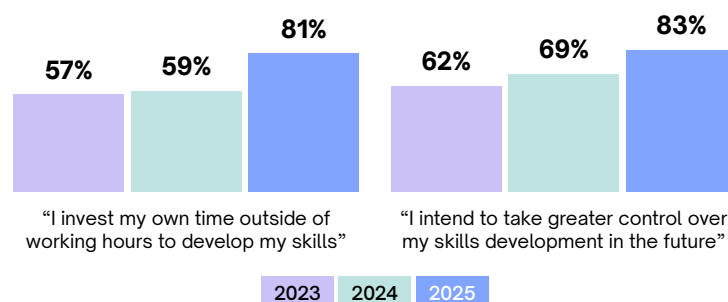


Current employers are no longer solely responsible for upskilling efforts

Upskilling must also evolve from generic training to personalised development. Despite workers acknowledging an increase in upskilling opportunities year on year, training still misses the mark. Satisfaction with upskilling opportunities has remained in the middle

third of scores since 2023. Once again, workers are responding by taking control: 81% now invest their own time outside working hours to develop their skills and 83% intend to take greater control over their skills development in future.

Workers are taking control of their upskilling journey



Workers increasingly view their professional development beyond the boundaries of their current employer and they expect support that reflects this reality. Employer-agnostic career planning is no longer a threat.

Instead, it’s an opportunity to build trust and loyalty. Agile programmes that blend internal and external opportunities, tailored to individual aspirations, are key to unlocking workforce potential.

Conclusion

Career mobility is a top requirement for workers and organisations alike

While organisations are struggling to adopt the data-driven talent management tools necessary to promote workforce agility, workers are leaving employers who can't offer career progression. Leaders must urgently address this divide.

As workers take control of their development, organisations must meet them with personalised, strategic support. The future of workforce agility depends not just on how much we train, but also on how well we align development with individual ambition and organisational need.



Recommendations

To unlock workforce potential and retain top talent, HR leaders must move beyond reactive hiring and embrace a strategic, data-driven approach to upskilling and mobility.

A roadmap for sustainable talent development:

1. Balance build-versus-buy strategies

Organisations must shift from defaulting to external hiring and instead balance it with intentional internal development. While buying talent may offer speed, it rarely delivers long-term agility. With structured mobility pathways and targeted development, companies can build talent from within while creating resilience, deepening engagement and reducing turnover. Leaders must invest in data-driven systems that identify internal capability and make it visible across the organisation.

2. Offer flexible, multi-source development opportunities

Upskilling must extend beyond formal training. Workers expect access to a blend of internal and external opportunities, including coaching, mentoring, stretch assignments and project-based learning. Programmes should be modular, accessible and adaptable to individual career paths. Flexibility is important both in format and in recognising that development happens across contexts, not just within the organisation.

3. Deliver data-driven, personalised career plans

Generic training no longer meets the mark. Workers want to understand how development links directly to their day-to-day work. Programmes must be tailored to individual roles, ambitions and skill gaps, using data to demonstrate relevance and impact. When employees see how upskilling makes their work easier, more productive or more meaningful, engagement and retention follow. Without this clarity, even well-funded initiatives risk falling flat.

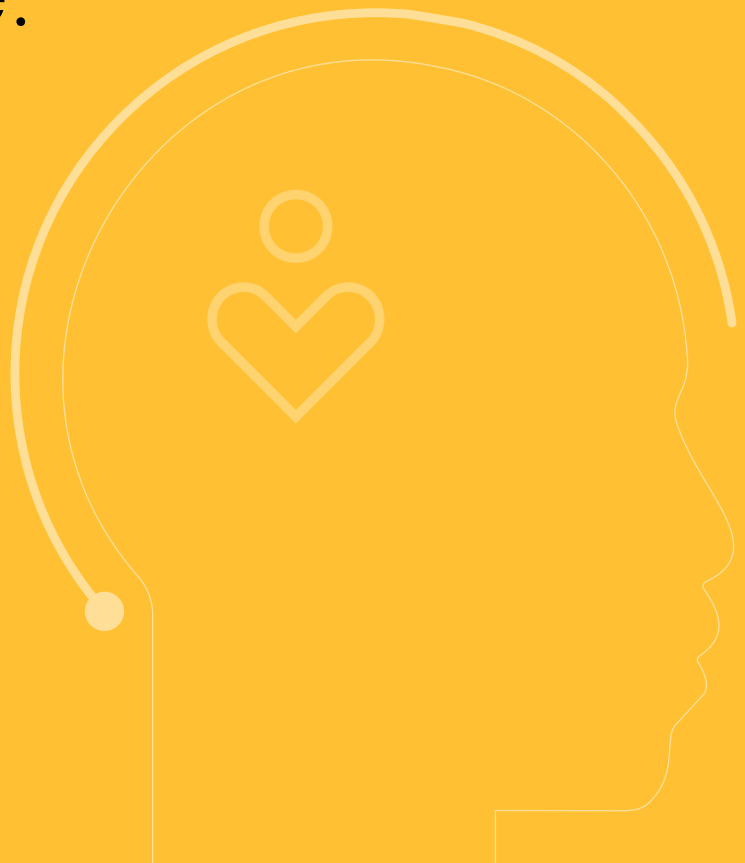
These three imperatives form the foundation of a future-ready talent strategy that empowers workers, strengthens organisational agility and turns development into a competitive advantage.



4

Talent evolution

\\ Today's workforce expects more: inclusive environments and better wellbeing support. We're falling behind on what people now consider non-negotiable.



Building trust through inclusion and care

Employees now expect environmental, social and governance (ESG) efforts to start at home, with their own inclusion, wellbeing and sense of purpose. This expectation is reshaping talent strategies as candidates seek a mutual, measurable psychological contract with their employer. Yet satisfaction with employers' societal commitments is strikingly low and disparities persist across gender, age and seniority.

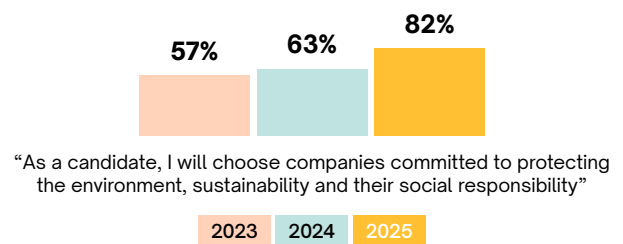
Top talent thrives in an inclusive and purpose-driven workplace. This chapter explores how organisations must evolve their approach to inclusion and workforce wellbeing in order to build trust and retain talent.

Commitment to ESG goals is increasingly attractive

Organisations are not meeting workforce ESG expectations, which risks their ability to attract top talent. In 2025, inclusion, wellbeing and purpose are central to the talent equation. ESG expectations are rising, with more than four out of five workers saying they would choose a company committed to sustainability, compared with less than two-thirds in 2024 and 2023. Current employers should be concerned, because satisfaction with employers' societal positions ranks lowest across all satisfaction metrics analysed.

However, the ability to prioritise employers committed to protecting the environment and their social responsibility could be a luxury reserved for workers on high salaries. Low-income workers are significantly less likely to say

Workers increasingly choose to work for companies committed to ESG goals



they consider a company's commitment to ESG when searching for a job (68% compared with 86% of high-income workers).

Inclusion efforts are not reaching all corners of the organisation

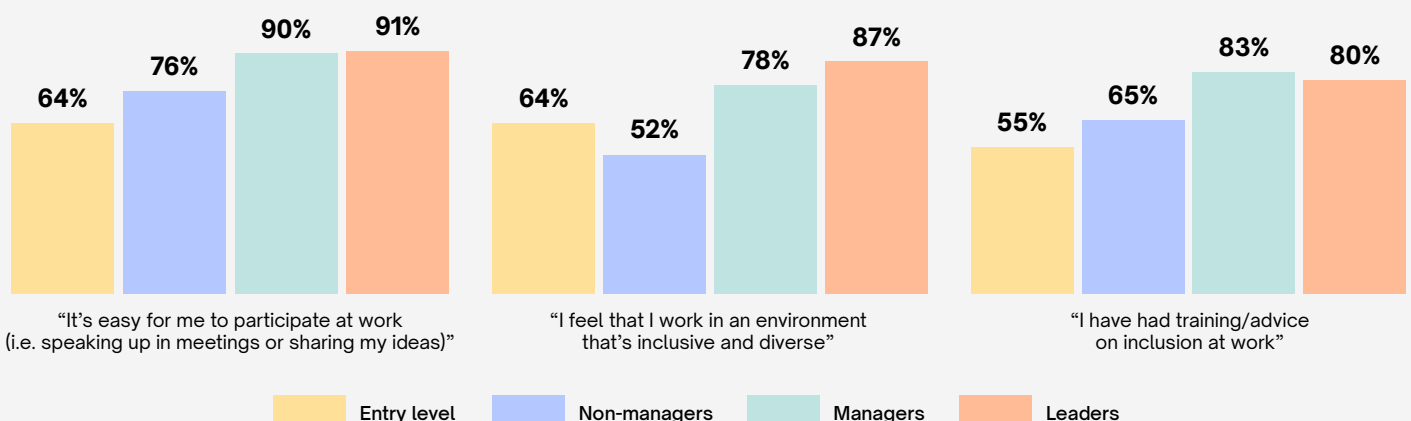
Inclusion is a cornerstone of modern workforce strategy, but progress remains uneven and often superficial. Less than half of organisations have defined KPIs for inclusion, and only 39% have a dedicated leader focused on inclusion and belonging. Just one-third say their leadership team includes people from underrepresented groups.

Efforts to improve inclusion are stuck at the top and fail to reach the broader workforce. While 91% of leaders say it's easy to participate at work, only 64% of entry-level

workers agree. Training doesn't reach non-managers or entry-level workers either, with 65% and 55% respectively saying they have had training on inclusion at work, compared with 80% of leaders and 83% of managers.

To build truly inclusive cultures, organisations must move beyond statements and start measuring impact. This means embedding inclusion into leadership accountability, ensuring diverse representation and creating environments where every voice is heard.

Inclusion efforts are stuck at the top of the organisation



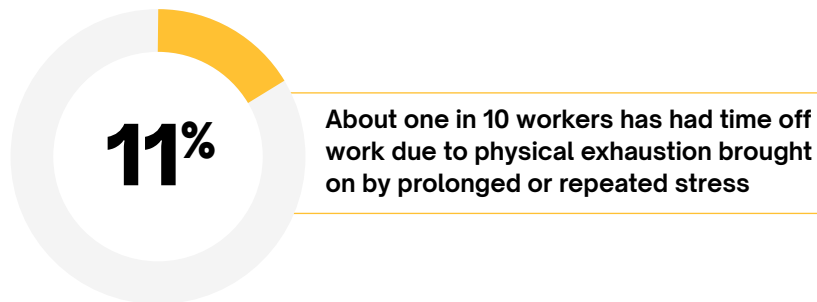
Women and younger workers receive less wellbeing support

Workplace wellbeing is no longer considered a soft benefit. Instead, mental health is an increasingly influential factor for organisational success, according to C-suite executives. Yet mental health support is inconsistent, with clear disparities across gender and age.

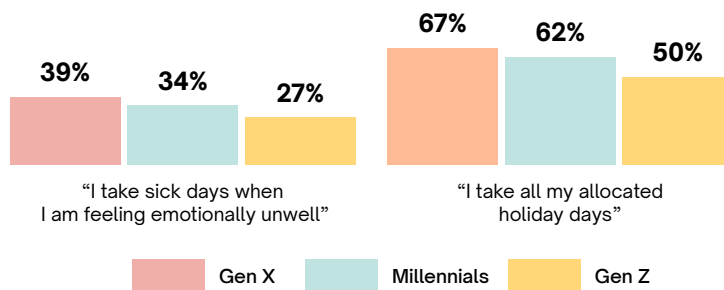
Women are five percentage points more likely than men to say their mental health has suffered in response to toxic work environments, yet they are six points less likely to receive support from their manager. Gen Z workers are also underserved, with significantly lower rates taking holiday or sick days for emotional ill-health compared with millennials, despite similar rates of burnout.

These gaps reflect a failure to embed wellbeing into the everyday culture of work. While 58% of C-suite executives say they have made progress on mental health in the past year, workers' lived experiences suggest otherwise.

About one in 10 employees has taken time off due to physical exhaustion caused by prolonged stress while basic actions such as taking breaks are under supported. Leaders acknowledge that mental health will become one of the most influential megatrends by 2030, but strategies are not keeping pace.



Are workers taking a break? The basics of workforce wellbeing are often overlooked



Organisations must move beyond reactive wellbeing initiatives. They must equip managers to support emotional health, normalise time off and create

environments where wellbeing is not just encouraged but expected. When wellbeing is embedded, trust and productivity follow.

Conclusion

Human-centric workforce strategy supports inclusion, wellbeing and purpose

The talent evolution demands a new kind of leadership that puts inclusion, wellbeing and purpose at the heart of a truly human-centric workforce strategy. Organisations must move beyond statements and start delivering measurable impact. By embedding ESG into the employee experience and addressing gaps in inclusion and mental health, leaders can build trust, drive innovation and create a workforce that's resilient, engaged and ready for the future.



Recommendations

To evolve talent strategy in line with workforce expectations, HR leaders must act on three imperatives:

1. Embed wellbeing into everyday work culture

Mental health support must go beyond policies and be felt in daily interactions. Managers play a critical role, yet support is uneven across gender and age groups. Organisations must equip leaders to recognise and respond to emotional wellbeing needs and normalise taking breaks, holidays and sick days. When wellbeing is embedded into culture, productivity and retention follow.

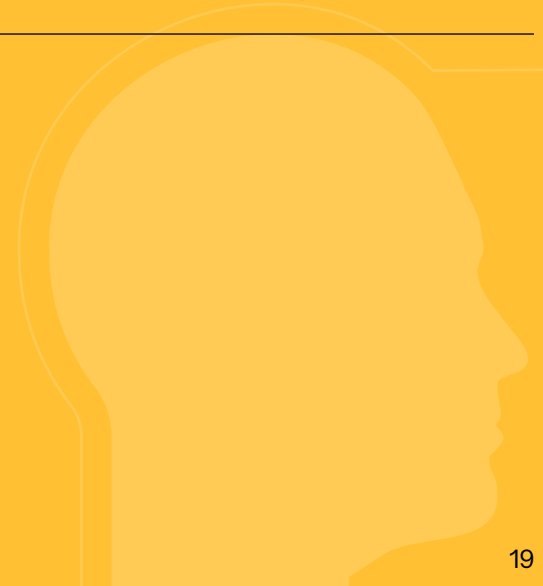
2. Make inclusion measurable and accessible

Inclusion can't be confined to the top of the organisation. Entry-level workers report far lower rates of participation and belonging than leaders. Less than half of organisations have KPIs and only a third say their leadership team is suitably diverse. To close these gaps, organisations must define clear metrics, appoint accountable leaders and ensure that inclusion is experienced – and efforts are measured – at every level.

3. Align ESG with the employee experience

Workers expect ESG to start with them. Over 80% say they would choose a company committed to sustainability, but satisfaction with employers' societal positions is the lowest across all metrics. ESG must be integrated into the employee experience, from inclusive leadership and mental health support to meaningful work. When ESG is personal, it becomes powerful.

Meeting rising expectations around inclusion, wellbeing and purpose is no longer a differentiator, it's a baseline. Organisations that fail to act risk eroding trust and losing relevance in a values-driven talent market. Those that lead with empathy, accountability and measurable impact will define the next era of workforce strategy.





Data navigator

Data navigator

Use the data navigator to explore the insights from across all four chapters by country or industry. Each country and industry is compared with the global average to see if its workforce is ahead of the curve or falling behind.

Countries/regions

Click on the country/region buttons below to take you to that page.



Industries

Click on the industry icons below to take you to that page.



Australian workers are ambitious, adaptable and values-driven. They're confident in their AI knowledge and proactive about development, but often seek growth and flexibility outside their current employer. Despite strong cultural and work-life retention drivers, salary perceptions and autonomy are low. Australians are among the most likely to plan their careers independently, with high expectations for inclusion, sustainability and mental health support from employers.

Workforce strategy

Australian workers are more adaptable and AI-confident than the global average. Their top megatrends reflect a workforce shaped by global instability, automation and evolving models of work.

Top three: Geopolitical uncertainty, automation and flexible working top the list of influential megatrends for Australian workers.

94% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **significantly higher than the global average (87%)**.

80% say their knowledge of AI has gone beyond the level of training their employer has to offer – **significantly higher than the global average (71%)**.

Upskilling and mobility

Australian workers are less likely to stay for career progression, but among the most likely to plan and own their development outside their current employer.

26% of Australian workers say they would stay with their employer under the condition of career progression – **this is within the bottom three of all 30 countries surveyed**.

86% have a professional development plan that considers their career beyond their current employer – **this is within the top three of all 30 countries surveyed**.

85% intend to take greater control over their skills development in the future.

Competing for top talent

Australia falls below the global average on salary perceptions and flexibility. While culture and work-life balance drive retention, most workers have little control over when they work.

Top three: Company culture, work-life balance and salary are the leading reasons Australians stay in their jobs.

30% of Australian workers say their salary is comparable to peers' in their company or industry – **this is within the bottom three of all 30 countries surveyed**.

Only **4%** of workers in Australia have full autonomy over their working schedule. The majority (56%) say their schedule is completely set by the company – **significantly higher than the global average (48%)**.

Talent evolution

Australian workers prioritise ESG values and expect strong inclusion and wellbeing support, receiving more training and manager support than the global average.

90% of Australian workers say they would choose companies committed to sustainability and social responsibility – **significantly higher than the global average (82%)**.

90% have received training or advice on inclusion at work – **significantly higher than the global average (78%)**.

93% feel supported by their manager to effectively manage their mental health – **this is within the top three of all 30 countries surveyed**.



Benelux workers think their employers should focus on skills scarcity and sustainability, before AI. They don't set the same expectation for themselves, however: commitment to ESG values is lower than the global average. Flexibility and salary are important retention factors for Benelux workers and satisfaction scores for both factors are above the global average. When it comes to career progression, these workers are more likely to take matters into their own hands than depend on their employers for growth opportunities.

Workforce strategy

Benelux workers are less inclined to prioritise and react to AI as an influential megatrend. They say the world of work is being shaped by talent shortages and the green economy.

Top three: Skills scarcity, green economy and AI are the most influential megatrends for Benelux workers.

82% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **below the global average (87%)**.

74% say their knowledge of AI has gone beyond the level of training their employer has to offer – **in line with the global average (71%)**.

Competing for top talent

Work-life balance and flexibility are key retention factors in Benelux, but salary satisfaction is mixed.

Top three: Work-life balance, flexibility and salary are the leading reasons Benelux workers stay in their jobs.

49% of Benelux workers say their salary is comparable to peers' in their company or industry – **above the global average (42%)**.

43% of workers in Benelux say their employer has full control over their working schedule – **below the global average (48%)**. Nearly half say they have at least some control (48%).

Upskilling and mobility

Workers in Benelux are more likely to take ownership over career development and less likely to depend on their employer for support. Upskilling is less important than progression.

27% of Benelux workers say they would stay with their employer under the condition of career progression – **below the global average (33%)**.

79% have a professional development plan that considers their career beyond their current employer – **above the global average (74%)**.

70% intend to take greater control over their skills development in the future – **significantly below the global average (83%)**.

Talent evolution

Benelux workers are far less likely to prioritise ESG than the global average. Mental health support is available but inclusion training is less pervasive.

66% of Benelux workers say they would choose companies committed to sustainability and social responsibility – **significantly below the global average (82%)**.

61% have received training or advice on inclusion at work – **significantly below the global average (78%)**.

85% feel supported by their manager to effectively manage their mental health – **above the global average (79%)**.



Canadian workers are a flight risk: salary and work-life balance top their reasons to stay in a job but these needs aren't being met. Salary perceptions fall below global averages and Canadian workers have the least control over their working schedules out of all countries. At the same time, they are the most likely to be considering a career progression plan outside their current organisation and are taking their skills development into their own hands. On the plus side, they are the most likely to feel their manager supports their mental health.

Workforce strategy

Canadian workers are confident in their AI knowledge and highly adaptable, but they fear their employer's upskilling opportunities cannot keep pace. Their top megatrends reflect a workforce shaped by geopolitical uncertainty, flexible work and automation.

Top three: Geopolitical uncertainty, flexible working and automation top the list of influential megatrends for Canadian workers.

93% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **significantly higher than the global average (87%)**.

86% say their knowledge of AI has gone beyond the level of training their employer has to offer – **the highest of all 30 countries surveyed**.

Upskilling and mobility

Canadian workers are extremely proactive about career development and upskilling. They are taking matters into their own hands more than the global average.

29% of Canadian workers say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

89% have a professional development plan that considers their career beyond their current employer – **the highest of all 30 countries surveyed**.

90% intend to take greater control over their skills development in the future – **significantly higher than the global average (83%)**.

Competing for top talent

Canada falls below the global average on salary perceptions and flexibility autonomy – a warning sign for employers as these are key retention factors.

Top three: Company culture, salary and work-life balance are the leading reasons Canadian workers stay in their jobs.

34% of Canadian workers say their salary is comparable to peers' in their company or industry – **significantly lower than the global average (42%)**.

2% of workers in Canada have full autonomy over their working schedule – the lowest of all 30 countries surveyed. The majority (60%) say their schedule is completely set by the company – **the highest of all 30 countries surveyed**.

Talent evolution

Canadian workers value ESG and inclusion, with strong support from managers and access to training.

90% of Canadian workers say they would choose companies committed to sustainability and social responsibility – **significantly higher than the global average (82%)**.

91% have received training or advice on inclusion at work – **significantly higher than the global average (78%)**.

95% feel supported by their manager to effectively manage their mental health – **the highest of all 30 countries surveyed**.



Workers in Central & Eastern Europe say business uncertainty, skills scarcity and geopolitical uncertainty are shaping the world of work. In response, they prioritise stability and work-life balance above all else – but satisfaction is mixed. They are much less likely to focus on career progression, inclusion and mental health (these could be considered luxuries reserved for workers with more stability) and they aren't prioritising adaptability and upskilling in the face of AI disruption.

Workforce strategy

Central & Eastern European workers say the world of work is shaped by uncertainty and a lack of available talent. AI isn't a high priority and workers are yet to adapt.

Top three: Business uncertainty, skills scarcity and geopolitical uncertainty are the most influential megatrends.

78% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **below the global average (87%)**.

56% say their knowledge of AI has gone beyond the level of training their employer has to offer – **well below the global average (71%)**.

Competing for top talent

Stability and work-life balance are key retention factors in Central & Eastern Europe but there's an equal chance whether workers will have some control over their working schedule.

Top three: Stability, work-life balance and flexibility are the leading reasons workers stay in their jobs.

20% of workers say their salary is below their peers' in their company or industry – **the highest of all countries surveyed**.

46% of workers say their employer has full control over their working schedule and the exact same proportion say they have some control – **in line with the global average (48% and 44%)**.

Upskilling and mobility

Career progression is much less of a priority in Central & Eastern Europe and workers are less likely to take ownership of their professional development.

21% of workers say they would stay with their employer under the condition of career progression – **below the global average (33%)**.

60% have a professional development plan that considers their career beyond their current employer – **below the global average (74%)**.

70% intend to take greater control over their skills development in the future – **below the global average (83%)**.

Talent evolution

Workers in Central & Eastern Europe are less committed to ESG goals and receive less inclusion and wellbeing support than the global average.

63% say they would choose companies committed to sustainability and social responsibility – **below the global average (82%)**.

56% have received training or advice on inclusion at work – **well below the global average (78%)**.

67% feel supported by their manager to effectively manage their mental health – **below the global average (79%)**.



The top megatrends impacting organisations, according to workers in China, are geopolitical uncertainty, business uncertainty and the transition to a green economy. In their professional lives, Chinese workers are driven by flexibility, stability and work-life balance. Fortunately, they have the highest salary satisfaction globally and are more likely than the global average to have control over their working schedules. While skills development is a clear priority, career progression is less of a retention driver. AI training appears to be keeping pace with demand, but inclusion training falls short.

Workforce strategy

Chinese workers are highly adaptable and more confident than the global average that their employer is keeping up with AI upskilling demand. Their top megatrends reflect a workforce shaped by geopolitical uncertainty, business uncertainty and green transition.

Top three: Geopolitical uncertainty, business uncertainty and green transition top the list of influential megatrends for Chinese workers.

84% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in line with the global average (87%)**.

62% say their knowledge of AI has gone beyond the level of training their employer has to offer – **significantly lower than the global average (71%)**.

Competing for top talent

Chinese workers value stability and flexibility. The good news is they have above-average salary perceptions and flexibility is strong, with most workers able to adjust their schedule.

Top three: Work-life balance, stability and flexibility are the leading reasons Chinese workers stay in their jobs.

56% of Chinese workers say their salary is comparable to peers' in their company or industry – **the highest of all countries surveyed. Only 6% say it's below their peers' salaries.**

58% of workers in China have some flexibility over their working schedule – in the top three of all 30 countries surveyed. A third (34%) say their schedule is completely set by the company – **significantly lower than the global average (48%)**.

Upskilling and mobility

Chinese workers are proactive about upskilling, but less interested in career progression than the global average. This perspective could reflect a shift from a jobs-based to skills-based approach to work.

21% of Chinese workers say they would stay with their employer under the condition of career progression – **this is within the bottom three of all 30 countries surveyed.**

65% have a professional development plan that considers their career beyond their current employer – **significantly lower than the global average (74%)**.

83% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Talent evolution

Chinese workers value ESG commitments but fall below the global average on inclusion support.

81% of Chinese workers say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%)**.

73% have received training or advice on inclusion at work – **significantly lower than the global average (78%)**.

75% feel supported by their manager to effectively manage their mental health – **in line with the global average (79%)**.



French workers are confident in their AI knowledge and proactive about development, with strong adaptability and high engagement in upskilling. Salary and flexibility are key retention factors, but satisfaction is stagnant. While ESG values are widely prioritised, inclusion and wellbeing support fall short, with low access to training and manager support. Workers are motivated to grow, but expect more from employers in delivering meaningful, equitable and human-centric workforce experiences.

Workforce strategy

French workers are confident in their AI knowledge and highly adaptable. Their top megatrends reflect a workforce shaped by geopolitical uncertainty, flexible work and GenAI.

Top three: Geopolitical uncertainty, flexible working and GenAI top the list of influential megatrends for French workers.

92% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **significantly higher than the global average (87%)**.

83% say their knowledge of AI has gone beyond the level of training their employer has to offer – **significantly higher than the global average (71%)**.

Competing for top talent

While salary and work-life balance are top priorities for French workers, there's clear room for improvement as satisfaction scores remain stagnant.

Top three: Company culture, work-life balance and salary are the leading reasons French workers stay in their jobs.

38% of French workers say their salary is comparable to peers' in their company or industry – **in line with the global average (42%)**.

Half of workers in France say their company has complete control over their working schedule (52%). Only 4% set their own schedule – **in line with the global average (48% and 7%)**.

Upskilling and mobility

French workers are proactive about upskilling and career development, in line with the global average.

33% of French workers say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

74% have a professional development plan that considers their career beyond their current employer – **in line with the global average (74%)**.

87% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Talent evolution

French workers value ESG and inclusion, but diversity and inclusion training and mental health support fall short.

87% of French workers say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%)**.

69% have received training or advice on inclusion at work – **significantly lower than the global average (78%)**.

69% feel supported by their manager to effectively manage their mental health – **significantly lower than the global average (79%)**.



German workers are extremely adaptable and have high expectations for career progression. Employers are struggling to keep up, with AI upskilling falling short and employees eager to take over control of their own professional development. Some basic needs appear to be missing the mark, with salary satisfaction lower than the global average, while other requirements such as ESG are fulfilling workforce expectations.

Workforce strategy

German workers are the most adaptable of all workers surveyed, and their employers are struggling to keep up with their AI upskilling demands.

Top three: Mental health, GenAI and AI top the list of influential megatrends for German workers.

96% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **the highest of all countries surveyed.**

83% say their knowledge of AI has gone beyond the level of training their employer has to offer – **significantly higher than the global average (71%).**

Competing for top talent

In Germany, work-life balance and salary are critical retention factors. Fortunately, flexibility is strong, with most workers able to adjust their schedule. However, salary satisfaction is lower than average.

Top three: Company culture, work-life balance and salary are the leading reasons German workers stay in their jobs.

37% of German workers say their salary is comparable to peers' in their company or industry – **significantly lower than the global average (42%).**

31% of workers in Germany say their employer has full control over their working schedule – **in the bottom three of all countries surveyed.** Most German workers have some control over when they work (59%) – **significantly higher than the global average (44%).**

Upskilling and mobility

German workers are the most likely to stay with their employer only under the condition of career progression. They have high expectations and are willing to take matters into their own hands if employers don't provide.

56% of German workers say they would stay with their employer under the condition of career progression – **the highest of all 30 countries surveyed.**

77% have a professional development plan that considers their career beyond their current employer – **in line with the global average (74%).**

94% intend to take greater control over their skills development in the future – **the highest of all 30 countries surveyed.**

Talent evolution

German workers value ESG and inclusion, with strong support from managers and access to training hitting the mark.

94% of German workers say they would choose companies committed to sustainability and social responsibility – **the highest of all 30 countries surveyed.**

92% have received training or advice on inclusion at work – **significantly higher than the global average (78%).**

94% feel supported by their manager to effectively manage their mental health – **significantly higher than the global average (79%).**



Greek workers are driven by flexibility and upskilling opportunities. They depend on their employers to support their career development, a critical retention factor. However, they're less likely than the global average to be adaptable in the face of technological change. AI doesn't top the charts of worker priorities in Greece, with transition to a green economy taking the top spot (despite ESG being a lower-than-average attraction factor), followed by economic uncertainty.

Workforce strategy

Greek workers are less willing than the global average to be adaptable in the face of technological change. Their top megatrends reflect a workforce shaped by important factors other than AI, including green transition and economic uncertainty.

Top three: Green transition, economic uncertainty and AI top the list of influential megatrends for Greek workers.

79% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **significantly lower than the global average (87%)**.

57% say their knowledge of AI has gone beyond the level of training their employer has to offer – **significantly lower than the global average (71%)**.

Upskilling and mobility

Greek workers are eager to experience career progression with their current employer. They're less willing to take responsibility for their professional development than the global average, underscoring the importance of the employer's role in providing growth opportunities.

39% of Greek workers say they would stay with their employer only under the condition of career progression – **higher than the global average (33%)**.

66% have a professional development plan that considers their career beyond their current employer – **significantly lower than the global average (74%)**.

80% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Competing for top talent

Greece falls below the global average on salary perceptions; however, this is not a core retention factor. Flexibility, on the other hand, is a key retention factor and satisfaction is currently strong, with most workers able to adjust their schedule.

Top three: Flexibility, work-life balance and upskilling opportunities are the leading reasons Greek workers stay in their jobs.

16% of Greek workers say their salary is below their peers' in their company or industry – **significantly higher than the global average (6%) and the second highest of all countries surveyed after Japan**.

14% of workers in Greece have full autonomy over their working schedule, compared with a global average of 7%. A further 49% say they have some control over their schedule – **higher than the global average (44%)**.

Talent evolution

Greek workers value ESG less than the global average. At the same time, they're less likely to receive inclusion training and support from their manager to protect their mental health.

76% of Greek workers say they would choose companies committed to sustainability and social responsibility – **significantly lower than the global average (82%)**.

70% have received training or advice on inclusion at work – **significantly lower than the global average (78%)**.

69% feel supported by their manager to effectively manage their mental health – **significantly lower than the global average (79%)**.



Indian workers are highly adaptable and confident in their AI knowledge – outpacing their employer’s current AI upskilling offering. They’re committed to professional growth and upskilling, and when their employer can’t provide adequate opportunities they aren’t afraid to take full ownership. They prioritise ESG and work-life balance as attraction and retention factors and have above-average support from employers in both cases.

Workforce strategy

Indian workers prioritise technological disruption as the dominant factor shaping work above all else. They are highly adaptable and their AI knowledge is rapidly outpacing their employer’s upskilling offerings.

Top three: Technology factors dominate as AI agents, GenAI and AI top the list of influential megatrends for Indian workers.

94% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in the top three of all countries surveyed.**

82% say their knowledge of AI has gone beyond the level of training their employer has to offer – **significantly higher than the global average (71%).**

Competing for top talent

Work-life balance and salary are critical retention factors for Indian workers. Fortunately, they have above-average satisfaction with flexibility and are in line with the global average on salary satisfaction.

Top three: Company culture, work-life balance and salary are the leading reasons Indian workers stay in their jobs.

40% of Indian workers say their salary is comparable to peers’ in their company or industry – **in line with the global average (42%).**

1 in 10 workers in India have full autonomy over their working schedule and the majority (51%) say they have some control – **significantly higher than the global average (44%).**

Upskilling and mobility

Indian workers are extremely proactive about career development and upskilling and aren’t afraid to take matters into their own hands.

30% of Indian workers say they would stay with their employer under the condition of career progression – **in line with the global average (33%).**

85% have a professional development plan that considers their career beyond their current employer – **in the top three of all countries surveyed.**

92% intend to take greater control over their skills development in the future – **the second highest of all countries surveyed, after Germany.**

Talent evolution

Indian workers value ESG and their employers are responding accordingly. They are more likely than the global average to have mental health support from managers and access to inclusion training.

92% of Indian workers say they would choose companies committed to sustainability and social responsibility – **significantly higher than the global average (82%).**

85% have received training or advice on inclusion at work – **significantly higher than the global average (78%).**

89% feel supported by their manager to effectively manage their mental health – **significantly higher than the global average (79%).**



Italian workers are driven by wellbeing, work-life balance and salary. They say mental health is the most influential trend influencing the world of work, yet are significantly less likely than the global average to receive support from their employers to manage their wellbeing. While AI does make the top three most influential trends, Italian workers are less willing to be adaptable. They depend on their employers for professional growth opportunities and are less proactive than the global average.

Workforce strategy

Italian workers say the workplace is shaped by wellbeing, AI and business uncertainty. They are less likely to be adaptable in the face of technological change, as other fundamental needs are yet to be met.

Top three: Mental health, AI and business uncertainty are the most influential megatrends for Italian workers.

79% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **below the global average (87%)**.

61% say their knowledge of AI has gone beyond the level of training their employer has to offer – **below the global average (71%)**.

Competing for top talent

Work-life balance and salary are key retention drivers in Italy. Salary satisfaction is relatively strong, but autonomy over flexibility is low.

Top three: Work-life balance, company culture and salary are the leading reasons Italian workers stay in their jobs.

47% of Italian workers say their salary is comparable to peers' in their company or industry – **slightly above the global average (42%)**.

Half of workers in Italy (49%) say their employer has full control over their working schedule – **in line with the global average (48%)**. **Only 6% have full control themselves.**

Upskilling and mobility

Career progression is re-emerging as an important retention factor for workers in Italy. They're depending on their employers for support, with a lower-than-average willingness to take responsibility themselves for professional growth.

35% of Italian workers say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

62% have a professional development plan that considers their career beyond their current employer – **significantly below the global average (74%)**.

77% intend to take greater control over their skills development in the future – **significantly below the global average (83%)**.

Talent evolution

Italian workers receive less mental health support and inclusion training from their employers. However, it's also one of the least likely countries to prioritise commitment to ESG values when considering an employer.

72% of Italian workers say they would choose companies committed to sustainability and social responsibility – **the second lowest of all countries surveyed.**

70% have received training or advice on inclusion at work – **significantly below the global average (78%)**.

65% feel supported by their manager to effectively manage their mental health – **the second lowest of all countries surveyed.**



Japanese workers are cautious about AI and career progression, with mental health and economic uncertainty emerging as key themes above technological trends. Conversely, the availability of mental health support is the lowest of all countries surveyed. While work-life balance and stability are critical retention factors, salary satisfaction is among the lowest globally and few workers have autonomy over their schedules.

Workforce strategy

Japanese workers are one of very few countries to not list any technology megatrends in their top three influential factors shaping the world of work. They also have the lowest adaptability to AI among all countries surveyed.

Top three: Skills scarcity, economic uncertainty and mental health are the most influential megatrends for Japanese workers.

54% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **the lowest of all countries surveyed.**

32% say their knowledge of AI has gone beyond the level of training their employer has to offer – **the lowest of all countries surveyed.**

Competing for top talent

Flexibility and stability are critical retention factors in Japan, but satisfaction scores in both areas fall below the global average.

Top three: Stability, work-life balance and flexibility are the leading reasons Japanese workers stay in their jobs.

20% of Japanese workers say their salary is lower than their peers' in their company or industry – **the highest of all countries surveyed.**

55% of Japanese workers say their employer completely controls their working schedule – **higher than the global average (48%). Only one in 10 Japanese workers (9%) says they have control.**

Upskilling and mobility

Career progression isn't a strong retention factor in Japan and workers are the least likely to take control of their development, depending instead on employers for professional growth opportunities.

17% of Japanese workers say they would stay with their employer under the condition of career progression – **the lowest of all countries surveyed.**

34% have a professional development plan that considers their career beyond their current employer – **the lowest of all countries surveyed.**

50% intend to take greater control over their skills development in the future – **the lowest of all countries surveyed.**

Talent evolution

Despite mental health being the third most influential trend, Japanese workers are the least likely to receive wellbeing support from their manager. They are also the least likely to have completed inclusion training, but ESG is not an important attraction factor.

48% of Japanese workers say they would choose companies committed to sustainability and social responsibility – **the lowest of all countries surveyed.**

41% have received training or advice on inclusion at work – **the lowest of all countries surveyed.**

44% feel supported by their manager to effectively manage their mental health – **the lowest of all countries surveyed.**



Latin American workers say the world of work is being shaped by business uncertainty, skills scarcity and economic uncertainty. In response, they prioritise stability and work-life balance. Fortunately, salary satisfaction is among the highest of all countries. Despite focusing on stability, they aren't overlooking career development and are especially committed to upskilling – but not necessarily tech skills. ESG is a lower priority for Latin American workers than the global average and their employers are less likely to provide support for inclusion and mental health.

Workforce strategy

Latin American workers say uncertainty and lack of available talent are the most influential factors shaping the world of work. They're less likely to prioritise technology trends and react accordingly.

Top three: Business uncertainty, skills scarcity and economic uncertainty are the most influential megatrends.

78% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **below the global average (87%)**.

52% say their knowledge of AI has gone beyond the level of training their employer has to offer – **well below the global average (71%)**.

Competing for top talent

Flexibility and stability are key retention factors in Latin America; fortunately, salary satisfaction is high and working schedule autonomy is in line with the global average.

Top three: Flexibility, work-life balance and stability are the leading reasons workers stay in their jobs.

58% of Latin American workers say their salary is comparable to peers' in their company or industry – **the highest of all countries surveyed**.

46% of workers say their employer has full control over their working schedule – **in line with the global average (48%)**; **8%** say they have full control.

Upskilling and mobility

A third of workers in Latin America are staying with the current employer only if they experience career progression. Upskilling is important to them, more than linear progression.

31% of workers say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

65% have a professional development plan that considers their career beyond their current employer – **below the global average (74%)**.

80% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Talent evolution

Latin American workers are less likely to value ESG and employer support for inclusion and mental health is low.

71% say they would choose companies committed to sustainability and social responsibility – **below the global average (82%)**.

61% have received training or advice on inclusion at work – **below the global average (78%)**.

64% feel supported by their manager to effectively manage their mental health – **below the global average (79%)**.



Nordic workers are some of the most committed to professional development, with the majority staying with their employer only under the condition of career progression. They're highly dependent on their current employer for growth opportunities. As such, upskilling, culture and flexibility are the most important retention factors. Nordic employers are meeting worker expectations regarding inclusion and wellbeing.

Workforce strategy

Nordic workers say the workplace is shaped by technology trends and skills scarcity. Their level of AI knowledge is not as close to outpacing the training on offer as compared to the global average.

Top three: Skills scarcity, automation and artificial intelligence are the most influential megatrends for Nordic workers.

89% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in line with the global average (87%)**.

61% say their knowledge of AI has gone beyond the level of training their employer has to offer – **below the global average (71%)**.

Competing for top talent

Culture, flexibility and upskilling are key retention factors in the Nordics. Satisfaction with schedule flexibility and salary are higher than the global average.

Top three: Company culture, flexibility and upskilling are the leading reasons Nordic workers stay in their jobs.

The majority of Nordic workers (51%) say their salary is comparable to peers' in their company or industry – **above the global average (42%)**.

53% of Nordic workers have some control over when they work – **higher than the global average (44%)**, although the same proportion of workers have full control over their schedule as the global average (7%).

Upskilling and mobility

The majority of workers in the Nordics are staying with their employer under the condition of career progression. They're highly dependent on their employer for professional growth.

53% of Nordic workers say they would stay with their employer under the condition of career progression – **the second highest of all countries surveyed, after Germany**.

73% have a professional development plan that considers their career beyond their current employer – **in line with the global average (74%)**.

76% intend to take greater control over their skills development in the future – **the second lowest of all countries surveyed**.

Talent evolution

Nordic workers prioritise ESG values and receive strong inclusion and wellbeing support.

82% of Nordic workers say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%)**.

79% have received training or advice on inclusion at work – **in line with the global average (78%)**.

84% feel supported by their manager to effectively manage their mental health – **above the global average (79%)**.



Portuguese workers are driven by flexibility and work-life balance, but autonomy over working schedules is lower than average. They understand the important influence of AI trends and their employers are more likely to be keeping up with AI upskilling requirements. This is good news, as Portuguese workers are more concerned with upskilling than career progression.

Workforce strategy

Portuguese workers say the workplace is most influenced by AI and business uncertainty. They're adaptable in the face of technological change and AI training is more likely to meet their needs than the global average.

Top three: AI agents, AI and business uncertainty are the most influential megatrends for Portuguese workers.

86% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in line with the global average (87%)**.

61% say their knowledge of AI has gone beyond the level of training their employer has to offer – **below the global average (71%)**.

Competing for top talent

Flexibility and manager support are key retention factors in Portugal, but autonomy over working schedules is lower than the global average. Although not a key retention factor, salary satisfaction is also below average.

Top three: Flexibility, manager support and work-life balance are the leading reasons Portuguese workers stay in their jobs.

1 in 10 Portuguese workers (11%) say their salary is lower than their peers' – **higher than the global average (6%)**.

The majority of workers in Portugal (56%) say their employer has full control over their working schedule – **above the global average (48%)**. Only 3% of Portuguese workers have full autonomy over when they work.

Upskilling and mobility

Career progression is not a strong retention factor in Portugal. Portuguese workers are more likely to take control over their upskilling than their professional development plans.

A quarter of Portuguese workers (26%) say they would stay with their employer only under the condition of career progression – **below the global average (33%)**.

68% have a professional development plan that considers their career beyond their current employer – **below the global average (74%)**.

80% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Talent evolution

Portuguese workers are less likely than the global average to receive inclusion and wellbeing support. ESG values are also less of a priority for them when choosing an employer.

77% of Portuguese workers say they would choose companies committed to sustainability and social responsibility – **below the global average (82%)**.

64% have received training or advice on inclusion at work – **the second lowest of all countries surveyed**.

65% feel supported by their manager to effectively manage their mental health – **the second lowest of all countries surveyed**.



Singaporean workers are highly proactive when it comes to upskilling. Despite not ranking technology trends as top three influential megatrends, they're digitally fluent and willing to be adaptable in the face of disruption. Work-life balance and salary are critical retention factors; while salary satisfaction is in line with the global average and mental health support surpasses the global average, autonomy over working schedules falls short.

Workforce strategy

Singaporean workers are one of few to not list AI as a key influential factor shaping the workplace today. Nevertheless, they're willing to be adaptable in the face of technological change and are committed to AI upskilling.

Top three: Geopolitical uncertainty, flexible ways of working and mental health are the most influential megatrends for Singaporean workers.

88% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in line with the global average (87%)**.

75% say their knowledge of AI has gone beyond the level of training their employer has to offer – **in line with the global average (71%)**.

Upskilling and mobility

Singaporean workers are extremely committed to upskilling, taking matters into their own hands. They're also more likely to have a professional development plan that considers opportunities outside their current employer.

27% of Singaporean workers say they would stay with their employer under the condition of career progression – **below the global average (33%)**.

79% have a professional development plan that considers their career beyond their current employer – **above the global average (74%)**.

91% intend to take greater control over their skills development in the future – **in the top three of all countries surveyed**.

Competing for top talent

Culture, work-life balance and salary are key retention drivers in Singapore. Salary satisfaction is in line with global benchmarks, while autonomy over working schedules is low.

Top three: Company culture, work-life balance and salary are the leading reasons Singaporean workers stay in their jobs.

46% of Singaporean workers say their salary is comparable to peers' in their company or industry – **in line with the global average (42%)**.

The majority of workers in Singapore (53%) say their employer has full control over their working schedule – **above the global average (48%)**. Only 8% of workers in Singapore have full autonomy.

Talent evolution

In line with the global average, Singaporean workers prioritise ESG when considering an employer and receive inclusion training. They have above-average mental health support from their managers.

80% of Singaporean workers say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%)**.

82% have received training or advice on inclusion at work – **in line with the global average (82%)**.

85% feel supported by their manager to effectively manage their mental health – **higher than the global average (79%)**.



Spanish workers don't rank technology trends as top three influences on the world of work, but this doesn't mean they're not prepared for the impact of AI. They're extremely adaptable and take professional development and upskilling very seriously. Their AI skills are rapidly outpacing the training employers have on offer. Flexibility and salary are key retention factors and more work can be done to meet these needs. Inclusion and wellbeing expectations are being met.

Workforce strategy

Despite not ranking technology trends as top three influential factors shaping the world of work, Spanish workers are extremely adaptable in the face of disruption, and their AI skills are rapidly outpacing the training employer's currently have on offer.

Top three: Geopolitical uncertainty, green economy and business uncertainty are the most influential megatrends for Spanish workers.

94% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in the top three of all countries surveyed.**

84% say their knowledge of AI has gone beyond the level of training their employer has to offer – **in the top three of all countries surveyed.**

Competing for top talent

Flexibility and salary are key retention factors in Spain. Salary satisfaction is lower than average, but autonomy over working schedules is in line with the global average.

Top three: Flexibility, upskilling opportunities and salary are the leading reasons Spanish workers stay in their jobs.

32% of Spanish workers say their salary is comparable to peers' in their company or industry – **below the global average (42%).**

Half of workers in Spain (50%) say their employer has full control over their working schedule – **in line with the global average (48%).** Only 4% have full autonomy over when they work.

Upskilling and mobility

Career progression is an important retention factor in Spain, and workers show strong ownership of their professional development.

43% of Spanish workers say they would stay with their employer under the condition of career progression – **above the global average (33%).**

85% have a professional development plan that considers their career beyond their current employer – **significantly above the global average (74%).**

89% intend to take greater control over their skills development in the future – **above the global average (83%).**

Talent evolution

Spanish workers strongly prioritise ESG values and receive high levels of employer support across inclusion and wellbeing.

87% of Spanish workers say they would choose companies committed to sustainability and social responsibility – **above the global average (82%).**

90% have received training or advice on inclusion at work – **in the top three of all countries surveyed.**

89% feel supported by their manager to effectively manage their mental health – **well above the global average (79%).**



Swiss workers rank AI agents as the number one force shaping the world of work, and they are ready for subsequent disruption. They are among the most willing to be adaptable and say their AI skills have outpaced the training currently on offer. Employers must focus on upskilling if they want to retain workers, as upskilling is a critical retention factor and Swiss workers aren't afraid to look outside their organisation for professional growth opportunities. Salary, inclusion and wellbeing expectations are being met.

Workforce strategy

Swiss workers say work is being shaped primarily by AI. They are extremely adaptable in the face of technological change and say their AI knowledge is rapidly outpacing the upskilling on offer.

Top three: AI agents, transition to a green economy and geopolitical uncertainty are the most influential megatrends for Swiss workers.

95% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **the second highest country after Germany.**

83% say their knowledge of AI has gone beyond the level of training their employer has to offer – **in the top three of all countries surveyed.**

Competing for top talent

Company culture, upskilling and salary are key retention factors in Switzerland. Salary satisfaction is high. Although flexibility isn't a core retention factor, satisfaction is low.

Top three: Company culture, upskilling/training and salary are the leading reasons Swiss workers stay in their jobs.

Only 2% of Swiss workers say their salary is lower than their peers', with the vast majority saying it's comparable or higher.

The majority of workers in Switzerland say their employer has full control over their working schedule (59%) – **the second highest country after Canada.** Only 3% of Swiss workers have full autonomy over when they work.

Upskilling and mobility

Career progression is a strong retention factor in Switzerland and workers are proactive in managing their development.

46% of Swiss workers say they would stay with their employer under the condition of career progression – **above the global average (33%).**

83% have a professional development plan that considers their career beyond their current employer – **above the global average (74%).**

89% intend to take greater control over their skills development in the future – **above the global average (83%).**

Talent evolution

Swiss workers expect their ESG values to align with their employer's. Inclusion and wellbeing support exceed the global average.

87% of Swiss workers say they would choose companies committed to sustainability and social responsibility – **above the global average (82%).**

85% have received training or advice on inclusion at work – **above the global average (78%).**

89% feel supported by their manager to effectively manage their mental health – **above the global average (79%).**



Thai workers believe the world of work is being shaped by business uncertainty and AI. In the face of technological change, they're less willing than the global average to adapt and are dependent on their employers for professional development. Work-life balance and flexibility are key retention factors for Thai workers; fortunately, satisfaction with flexibility and wellbeing support is high for the majority.

Workforce strategy

Thai workers say the world of work is influenced by business uncertainty and AI. They're less willing than the global average to adapt to technological change.

Top three: Business uncertainty, AI agents and GenAI are the most influential megatrends for Thai workers.

78% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **below the global average (87%)**.

60% say their knowledge of AI has gone beyond the level of training their employer has to offer – **below the global average (71%)**.

Competing for top talent

Work-life balance and flexibility are key retention factors in Thailand. Autonomy over working schedules is in line with the global average, with the majority having at least some control. Salary satisfaction is also high.

Top three: Work-life balance, company culture and flexibility are the leading reasons Thai workers stay in their jobs.

The majority of Thai workers say their salary is comparable to peers' in their company or industry (54%) – **the second highest after China**. Only 2% say it's below their peers'.

1 in 10 workers in Thailand say they have full control over their working schedule (10%) – **in line with the global average (7%)**. A further 43% have some control.

Upskilling and mobility

Career progression is a strong retention factor in Thailand and workers are dependent on their employer for career growth.

36% of Thai workers say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

62% have a professional development plan that considers their career beyond their current employer – **the second lowest of all countries surveyed**.

80% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Talent evolution

In line with the global average, Thai workers expect their ESG values to match their employer's. The majority are well supported with inclusion and wellbeing.

82% of Thai workers say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%)**.

82% have received training or advice on inclusion at work – **in line with the global average (78%)**.

77% feel supported by their manager to effectively manage their mental health – **in line with the global average (79%)**.



Turkish workers say AI is the dominant factor reshaping the world of work. They're ready and willing to adapt, with their AI knowledge outpacing training on offer. This is cause for concern for employers, as upskilling is a critical retention factor for Turkish workers and they aren't afraid to look outside their current company if professional growth opportunities fall short of expectations. Workers in Turkey prioritise companies where ESG values align with their own. They currently receive strong inclusion and wellbeing support.

Workforce strategy

AI dominates Turkish workers' most influential factors shaping the world of work. Turkish workers are willing to be adaptable in the face of disruption and say their AI skills are outpacing training on offer.

Top three: AI, GenAI, and AI agents are the most influential megatrends for Turkish workers.

91% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in line with the global average (87%)**.

79% say their knowledge of AI has gone beyond the level of training their employer offers – **above the global average (71%)**.

Competing for top talent

Work-life balance and flexibility are key retention factors in Turkey. Fortunately, Turkish workers are among those with the most autonomy over their working schedule.

Top three: Work-life balance, flexibility and upskilling are the leading reasons Turkish workers stay in their jobs.

A third of Turkish workers say their salary is comparable to peers' (35%) with a further 7% saying it's below their peers' – **below the global average (42%)**.

26% of workers in Turkey say their employer has full control over their working schedule – **among the lowest globally**; 68% of Turkish workers have at least some control over when they work – **the highest of all countries surveyed**.

Upskilling and mobility

A third of workers in Turkey are only staying with their employer under the condition of career progression. They're highly likely to look for development opportunities outside their current employer if needed.

36% of Turkish workers say they would stay with their employer only under the condition of career progression – **in line with the global average (33%)**.

81% have a professional development plan that considers their career beyond their current employer – **above the global average (74%)**.

87% intend to take greater control over their skills development in the future – **above the global average (83%)**.

Talent evolution

Turkish workers strongly prioritise ESG and receive high levels of employer support across inclusion and wellbeing.

86% of Turkish workers say they would choose companies committed to sustainability and social responsibility – **above the global average (82%)**.

84% have received training or advice on inclusion at work – **above the global average (78%)**.

86% feel supported by their manager to effectively manage their mental health – **above the global average (79%)**.



Workers in the UK & Ireland say automation is the most influential factor shaping the world of work. They're ready and willing to adapt in the face of disruption and say their AI knowledge is outpacing training on offer. This is cause for concern for employers, as professional development is of critical importance. Workers in the UK & Ireland aren't afraid to take matters into their own hands to keep their skills up to date. Expectations regarding salary, flexibility, inclusion and wellbeing are being met.

Workforce strategy

While AI doesn't make it into the top three most influential factors shaping work today, UK & Irish workers are ready and willing to adapt to technological disruption. They believe their AI knowledge is outpacing training on offer.

Top three: Automation, geopolitical uncertainty and flexible ways of working are the most influential megatrends for UK & Ireland workers.

92% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **above the global average (87%)**.

82% say their knowledge of AI has gone beyond the level of training their employer has to offer – **above the global average (71%)**.

Competing for top talent

Company culture, work-life balance and salary are key retention factors in the UK & Ireland. Salary satisfaction is strong and workers have at least some control over their schedule.

Top three: Company culture, work-life balance and salary are the leading reasons UK & Ireland workers stay in their jobs.

47% of UK & Ireland workers say their salary is comparable to peers' in their company or industry – **above the global average (42%)**. Only 3% say it's below their peers'.

1 in 10 workers in the UK & Ireland say they have full control over their working schedule – **in line with the global average (7%)**. A further 40% say they have at least some control.

Upskilling and mobility

Career progression is of vital importance to workers in the UK & Ireland. They're the most likely to maintain their own career plan that considers opportunities beyond their employer.

29% of UK & Ireland workers say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

89% have a professional development plan that considers their career beyond their current employer – **the joint highest of all countries surveyed, alongside Canada**.

87% intend to take greater control over their skills development in the future – **above the global average (83%)**.

Talent evolution

UK & Ireland workers strongly prioritise aligned ESG values when choosing an employer. The vast majority receive inclusion and wellbeing support – well above the global average.

93% of UK & Ireland workers say they would choose companies committed to sustainability and social responsibility – **the second highest of all countries surveyed after Germany**.

92% have received training or advice on inclusion at work – **the highest of all countries surveyed**.

92% feel supported by their manager to effectively manage their mental health – **well above the global average (79%)**.



US workers are certain that the world of work is being reshaped by AI. They're ready and willing to adapt in response; in fact, they believe their employers can't keep up with their AI skills development. Career progression is important and workers in the US are willing to take responsibility if their employers don't provide. Flexibility and salary are important retention factors but satisfaction falls below average, while inclusion and wellbeing support meet expectations.

Workforce strategy

AI trends dominate US workers' list of the most influential megatrends reshaping the world of work. In response, they are ready and willing to adapt and they say their employer can't keep up with their AI knowledge.

Top three: AI, GenAI, and AI agents are the most influential megatrends for US workers.

94% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **above the global average (87%)**.

84% say their knowledge of AI has gone beyond the level of training their employer has to offer – **the second highest of all countries surveyed, after Canada**.

Competing for top talent

Work-life balance and salary are key retention factors in the US but there's room for improvement: satisfaction with flexibility and salary fall below the global average.

Top three: Work-life balance, company culture and salary are the leading reasons US workers stay in their jobs.

36% of US workers say their salary is comparable to peers' in their company or industry – **below the global average (42%)**.

57% of workers in the US say their employer has full control over their working schedule – **in the top three of all countries surveyed**; 10% say they have full control.

Upskilling and mobility

Career progression is an important retention factor in the US and workers aren't afraid to take matters into their own hands to achieve professional growth.

29% of US workers say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

81% have a professional development plan that considers their career beyond their current employer – **above the global average (74%)**.

91% intend to take greater control over their skills development in the future – **in the top three of all countries surveyed**.

Talent evolution

US workers strongly prioritise ESG and report strong support from employers regarding inclusion and wellbeing.

87% of US workers say they would choose companies committed to sustainability and social responsibility – **above the global average (82%)**.

86% have received training or advice on inclusion at work – **above the global average (78%)**.

89% feel supported by their manager to effectively manage their mental health – **above the global average (79%)**.



Technology workers are highly adaptable and say their employers can't keep up with their AI upskilling needs. It comes as no surprise that they're taking over ownership of their upskilling journey and are more likely than the global average to consider professional development opportunities outside their organisation than depend on their current employer for career progression. To retain talent in the technology sector, work-life balance, flexibility and salary are critical. These workers also expect their ESG values to align with their employer's – and they currently they experience above-average levels of inclusion support.

Workforce strategy

Technology professionals acknowledge the broader impacts of business and economic uncertainty, as well as skills scarcity, as key megatrends influencing organisations in 2025. They are highly adaptable and rapidly outpacing their employer's AI upskilling offering.

Top three: Business uncertainty, economic uncertainty and skills scarcity are the most influential megatrends.

93% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **higher than the global average (87%)**.

78% say their knowledge of AI has gone beyond the level of training their employer has to offer – **the highest of all industry groups surveyed**.

Competing for top talent

Work-life balance, flexibility and salary are key retention factors in the technology sector. Salary satisfaction and flexible opportunities are above average.

Top three: Work-life balance, flexibility and salary are the leading reasons technology workers stay in their jobs.

54% say their salary is comparable to peers' in their company or industry – **higher than the global average (42%)**.

The majority of workers say they have some flexibility to adjust their working schedule (51%) – **higher than the global average (44%)**; 41% say their employer has full control.

Upskilling and mobility

Technology workers are less likely to depend on their employer for career progression; instead, they proactively take ownership of their career planning and upskilling.

26% say they would stay with their employer under the condition of career progression – **below the global average (33%)**.

83% have a professional development plan that considers their career beyond their current employer – **higher than the global average (74%)**.

90% intend to take greater control over their skills development in the future – **the highest of all industry groups surveyed**.

Talent evolution

Technology professionals expect their ESG values to align with their employer's. They're more likely to receive inclusion training than the global average and experience similar rates of wellbeing support.

84% say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%)**.

85% have received training or advice on inclusion at work – **higher than the global average (78%)**.

81% feel supported by their manager to effectively manage their mental health – **in line with the global average (79%)**.

Financial services, insurance, legal and professional services | Sample size: 10,215



Workers in financial and professional services say geopolitical uncertainty and workforce mental health are shaping the world of work. These workers are staying with their employers under the condition that they experience professional growth and upskilling opportunities. Work-life balance, flexibility and ESG are also critical factors for retaining workers and more could be done to provide effective inclusion support.

Workforce strategy

Workers in this industry group acknowledge a range of impacts influencing their organisation, from geopolitical uncertainty to workforce wellbeing and AI. In the face of disruption, they are less adaptable than the global average.

Top three: Geopolitical uncertainty, mental health and AI are the most influential megatrends.

83% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **the lowest of all industry groups surveyed.**

66% say their knowledge of AI has gone beyond the level of training their employer has to offer – **below the global average (71%).**

Competing for top talent

Company culture, work-life balance and flexibility are key retention factors. Satisfaction with salary and flexibility is in line with the global average.

Top three: Company culture, work-life balance and flexibility are the leading reasons workers stay in their jobs.

46% say their salary is comparable to peers' in their company or industry – **in line with the global average (42%).**

45% of workers say their employer has full control over their working schedule – **in line with the global average (48%).** One in 10 say they have full control.

Upskilling and mobility

A third of workers in this sector are staying with their employer only under the condition of career progression. They depend on their employer for professional growth more than the global average.

34% say they would stay with their employer under the condition of career progression – **slightly above the global average (33%).**

69% have a professional development plan that considers their career beyond their current employer – **below the global average (74%).**

82% intend to take greater control over their skills development in the future – **in line with the global average (83%).**

Talent evolution

Workers in this sector want their employer's commitment to ESG to match their own values. They receive wellbeing support in line with the global average, but inclusion training at a slightly lower rate.

79% say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%).**

73% have received training or advice on inclusion at work – **below the global average (78%).**

75% feel supported by their manager to effectively manage their mental health – **in line with the global average (79%).**

Transportation, mobility, automotive, manufacturing and logistics | Sample size: 9,817



Workers in this sector are highly attuned to technological change, particularly AI, and are eager to adapt. However, employers are struggling to keep pace with upskilling demands. Salary and flexibility satisfaction is in line with the global average – these are two critical retention factors. In line with the global average, workers are proactive about their professional development and value ESG and inclusion.

Workforce strategy

Workers in this industry group say AI is the leading factor influencing organisations today. In response, they are willing to be adaptable and hone their AI skills.

Top three: AI, GenAI and AI agents are the most influential megatrends.

87% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in line with the global average (87%)**.

70% say their knowledge of AI has gone beyond the level of training their employer has to offer – **in line with the global average (71%)**.

Competing for top talent

Satisfaction with salary and flexibility are in line with the global average.

Top three: Company culture, work-life balance and salary are the leading reasons workers stay in their jobs.

40% say their salary is comparable to peers' in their company or industry – **in line with the global average (42%)**.

The majority of workers say their employer has full control over their working schedule (51%) – **in line with the global average (48%)**. Only 6% say they have full control.

Upskilling and mobility

In line with the global average, career progression is a strong motivator for retention and workers are actively planning for their future development.

33% say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

73% have a professional development plan that considers their career beyond their current employer – **in line with the global average (74%)**.

81% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Talent evolution

Workers expect their employer to commit to ESG values. Three-quarters have received inclusion and wellbeing support.

81% say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%)**.

77% have received training or advice on inclusion at work – **in line with the global average (78%)**.

79% feel supported by their manager to effectively manage their mental health – **in line with the global average (79%)**.



Workers in life sciences and healthcare say organisations in their sector are influenced by geopolitical uncertainty and emerging technologies. In response, they're willing to be adaptable and commit to AI upskilling. While work-life balance and salary are strong retention drivers, satisfaction with salary and flexibility is below average. Workers depend on their employer for professional growth opportunities and also value ESG, inclusion and mental health support.

Workforce strategy

This sector is shaped by global dynamics and technological innovation, according to workers. In response, workers show high adaptability and interest in AI upskilling.

Top three: Geopolitical uncertainty, GenAI and mental health are the most influential megatrends.

86% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in line with the global average (87%)**.

72% say their knowledge of AI has gone beyond the level of training their employer has to offer – **in line with the global average (71%)**.

Competing for top talent

Work-life balance, company culture and salary are key retention factors, but satisfaction with salary and flexibility is below average.

Top three: Work-life balance, company culture and salary are the leading reasons workers stay in their jobs.

35% say their salary is comparable to peers' in their company or industry – **below the global average (42%)**.

55% of workers say their employer has full control over their working schedule – **the highest of all industry groups surveyed**. Only 6% say they have full control.

Upskilling and mobility

A third of workers in this industry group are staying with their current employer under the condition of career progression. They're more dependent on their employer for professional growth than the global average.

32% say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

69% have a professional development plan that considers their career beyond their current employer – **below the global average (74%)**.

84% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Talent evolution

Workers expect their employer to commit to ESG values. Three-quarters have received inclusion and wellbeing support.

83% say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%)**.

75% have received training or advice on inclusion at work – **in line with the global average (78%)**.

78% feel supported by their manager to effectively manage their mental health – **in line with the global average (79%)**.



Workers in this sector are highly attuned to technological change, particularly AI, and are eager to adapt. Employers are more likely to keep pace with AI upskilling demands, compared with the global average. Satisfaction levels for salary and flexibility - two critical retention factors - are in line with the global average. Workers value ESG less than the global average and employers are also the least likely to provide inclusion and wellbeing support.

Workforce strategy

Workers in this industry group say AI is the leading factor influencing organisations today. In response, they're willing to be adaptable and hone their AI skills.

Top three: AI, GenAI and AI agents are the most influential megatrends.

84% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in line with the global average (87%)**.

66% say their knowledge of AI has gone beyond the level of training their employer has to offer – **below the global average (71%)**.

Competing for top talent

Work-life balance, company culture and salary are key retention factors. Salary satisfaction is in line with the global average and workers are the most likely to have control over the working schedule.

Top three: Work-life balance, company culture and salary are the leading reasons workers stay in their jobs.

41% say their salary is comparable to peers' in their company or industry – **in line with the global average (42%)**.

12% of workers have full control over their working schedule – the highest of all industry groups surveyed. However, 49% say their employer has full control – **in line with the global average (48%)**.

Upskilling and mobility

A quarter of workers are staying with their employer only under the condition of career progression. It appears workers value upskilling for professional growth more than linear progression.

25% say they would stay with their employer under the condition of career progression – **the lowest of all industry groups surveyed**.

69% have a professional development plan that considers their career beyond their current employer – **below the global average (74%)**.

83% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Talent evolution

Sustainability and inclusion are valued, although at the lowest rate of all industry groups surveyed. Employers in this group are also least likely to provide inclusion and mental health support.

78% say they would choose companies committed to sustainability and social responsibility – **the lowest of all industry groups surveyed**.

72% have received training or advice on inclusion at work – **the lowest of all industry groups surveyed**.

75% feel supported by their manager to effectively manage their mental health – **the lowest of all industry groups surveyed**.

Consumer goods, FMCG, retail and e-commerce and supply chain | Sample size: 6,931



Workers in this sector believe global uncertainty and technological change most impact their organisations. In response, they're will to be adaptable but suggest that their employer's AI upskilling isn't keeping pace. While flexibility and salary are strong retention drivers, satisfaction with both is among the lowest. Employees value ESG and inclusion, with strong manager support on mental health.

Workforce strategy

This industry is shaped by geopolitical uncertainty and emerging AI technologies, according to workers. Employers struggle to keep up with AI upskilling demand.

Top three: Geopolitical uncertainty, AI agents and mental health and wellbeing are the most influential megatrends.

90% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **in line with the global average (87%)**.

77% say their knowledge of AI has gone beyond the level of training their employer has to offer – **higher than the global average (71%)**.

Competing for top talent

Work-life balance, company culture and salary are key retention factors, but salary satisfaction is low and the majority don't experience autonomy over their working schedule.

Top three: Work-life balance, company culture and salary are the leading reasons workers stay in their jobs.

35% say their salary is comparable to peers' in their company or industry – **significantly below the global average (42%)**.

The majority of workers say their employer has full control over their working schedule (52%) – **in line with the global average (48%)**. Only 4% say they have full control.

Upskilling and mobility

A third of workers are staying with their employer only under the condition of career progression. The majority are willing to work with their employer, taking joint responsibility over career development plans.

35% say they would stay with their employer under the condition of career progression – **in line with the global average (33%)**.

78% have a professional development plan that considers their career beyond their current employer – **in line with the global average (74%)**.

85% intend to take greater control over their skills development in the future – **in line with the global average (83%)**.

Talent evolution

Sustainability and inclusion are highly valued, and mental health support from managers is strong.

85% say they would choose companies committed to sustainability and social responsibility – **in line with the global average (82%)**.

82% have received training or advice on inclusion at work – **in line with the global average (78%)**.

84% feel supported by their manager to effectively manage their mental health – **above the global average (79%)**.



Workers in aerospace and defence are highly adaptable and deeply engaged with AI, believing it's the number one influential factor on organisations. They have confidence in their employer's upskilling abilities and this is a key reason they're staying put in their current organisation. Career development is also very important to these workers. Despite not being top retention factors, satisfaction with salary and flexibility, as well as ESG, inclusion and mental health support are very high.

Workforce strategy

Workers say AI and automation are reshaping the aerospace and defence sectors. In response, almost all workers are willing to adapt.

Top three: AI, automation and skills scarcity are the most influential megatrends.

97% of workers are willing to be flexible and adaptable to adjust to the rise of AI in the workplace – **the highest of all industries surveyed.**

60% say their knowledge of AI has gone beyond the level of training their employer has to offer – **the lowest of all industry groups surveyed,** suggesting their employers are keeping pace.

Competing for top talent

Company culture, upskilling and management support are key retention factors, and satisfaction with salary and flexibility is also high.

Top three: Company culture, upskilling and manager support are the leading reasons workers stay in their jobs.

67% say their salary is comparable to peers' in their company or industry – **the highest of all industry groups surveyed.**

59% of workers say they have some flexibility over their working schedule – **the highest of all industry groups surveyed.** A further 10% say they have full control.

Upskilling and mobility

The majority are only staying put with their employer under the condition of career progression. If their employer doesn't meet their expectations, they won't hesitate to look elsewhere for progressional growth.

56% say they would stay with their employer under the condition of career progression – **the highest of all industry groups surveyed.**

92% have a professional development plan that considers their career beyond their current employer – **the highest of all industry groups surveyed.**

68% intend to take greater control over their skills development in the future – **the lowest of all industry groups surveyed.**

Talent evolution

ESG and inclusion are highly valued, and mental health support from managers is the strongest across all industries.

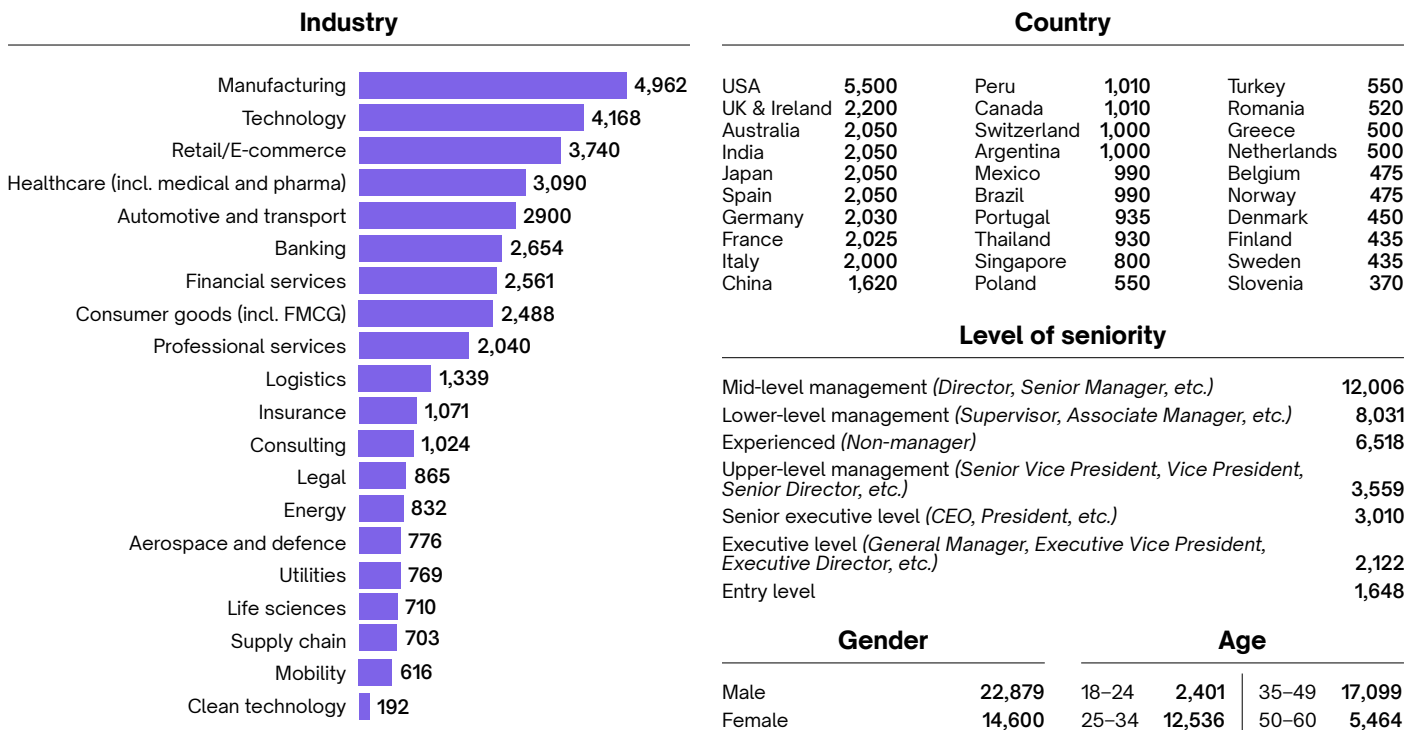
94% say they would choose companies committed to sustainability and social responsibility – **the highest of all industry groups surveyed.**

90% have received training or advice on inclusion at work – **the highest of all industry groups surveyed.**

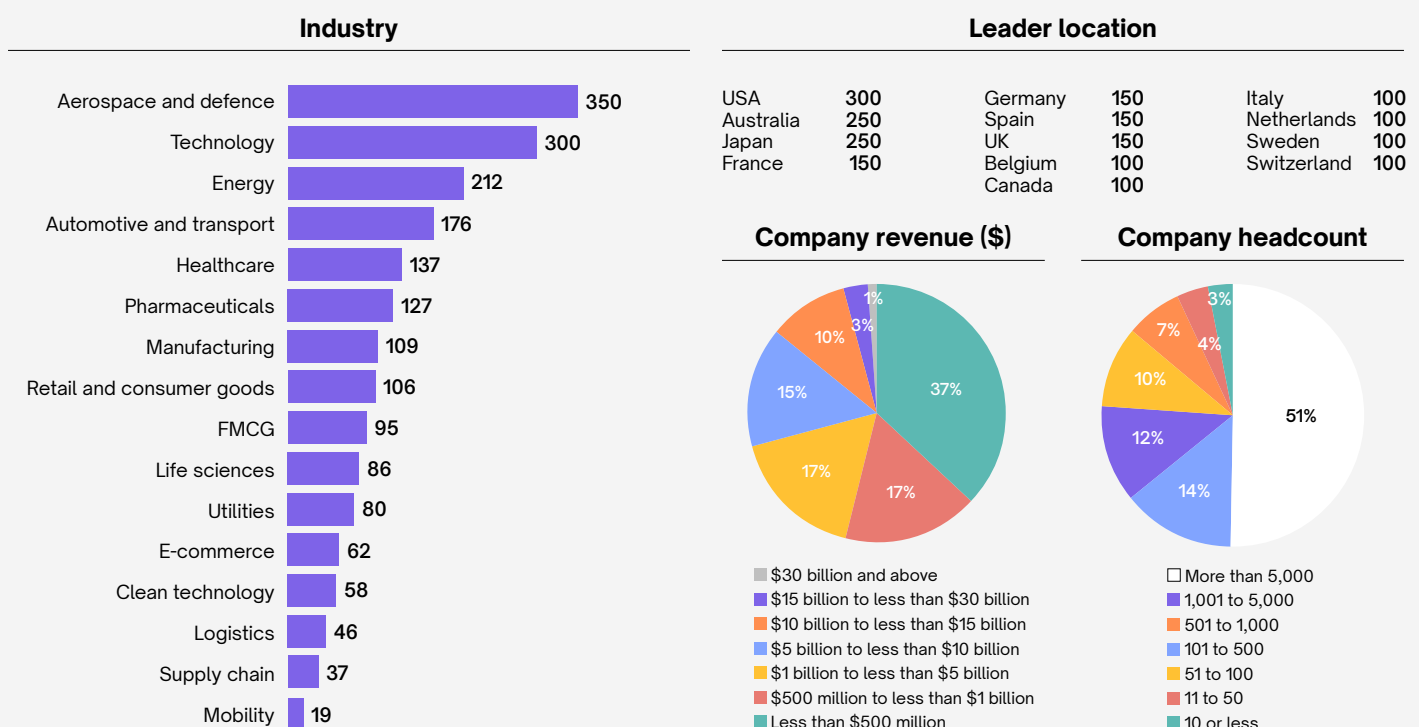
95% feel supported by their manager to effectively manage their mental health – **the highest of all industry groups surveyed.**

About the research

This report is primarily based on data from the Adecco Group’s Global Workforce of the Future 2025 research. Now in its sixth year, the Global Workforce of the Future research investigates the changing world of work from the perspective of workers. From July to August 2025, we surveyed 37,500 workers across 31 countries. The data are representative with a confidence interval level of 95%, and quotas were set to ensure a national representative sample by age and gender in each country.



This report also includes data from the Adecco Group’s Business Leaders 2025 research, wherever we refer to ‘C-suite executives’, ‘C-suite leaders’ or ‘organisations’. Now in its second year, the Adecco Group’s Business Leaders research investigates the changing world of work from the executive perspective. From November 2024 to January 2025, we surveyed 2,000 validated C-suite executives across 30 countries, with responsibility for 10 million workers worldwide. The data is representative with a confidence interval level of 95%, and quotas were set to ensure a national representative sample by age and gender in each country.



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