

# rethinking ambition.

workmonitor: the voice of  
talent in 2024.



partner for talent.



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# foreword.



# foreword.

## tomorrow's talent agenda.

A new talent ABC is emerging and employers should adopt it if they want to attract and retain their best talent. This is the top takeaway from our Workmonitor 2024 report as the series enters its third decade.

**A stands for ambition.** People want to move forward in their career. However, ambition is no longer viewed in its traditional sense of career progression. Talent is rethinking what ambition means, putting work-life balance, flexibility, equity and skilling at the heart of career decisions.

**B stands for balance.** Talent values work-life balance as highly as pay. There is a continued strong desire for flexibility, both in terms of where and when people work. This push for more balance can also impact workers' hunger for progression, with some saying their level of ambition is directly affected by what is happening in their personal lives.

**C stands for connection.** With generational and geographic divides — as well as personal circumstances — affecting the needs of their workers, employers must rekindle connections with colleagues to better understand how different career paths and working models will suit individuals. Doing so will allow employers to move away from broad-brush talent strategies and personalize their approaches.



To be seen as aspirational places to work, employers need to embrace the idea of working in much closer partnership with talent, not only by developing their careers but also by building equitable workplaces where workers feel they belong.

Organizations must demonstrate that they truly understand workers' ambitions, their desire for balance and the need for connection. Only then will they be able to attract and retain the talent they need to realize strategic business goals in an environment of rapid change.

For now, I invite you to take a closer look at our latest findings about the global working population and discover how you can convert these learnings into actionable strategies that will drive tomorrow's talent agenda.

Sander van 't Noordende  
CEO, Randstad



# key findings.

# key findings.

Ambition is no longer viewed in its traditional sense of career progression. Workers are rethinking what they want, putting work-life balance, flexibility, equity and skilling at the heart of career decisions.

The research suggests organizations will need to reconsider the ambitions of talent, build a more nuanced understanding of balance and forge strong connections with their workforce, as talent looks to build a true partnership with employers.

## 1. ambition & motivation.

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

For nearly two-thirds of respondents (60%), their personal lives are more important than their work lives. Work-life balance now ranks as highly as pay on workers' lists of priorities (93%) — more than any other considerations. When looking at their next career move, work-life balance is even more important (57%) than higher pay (55%).

Over a third don't want career progression because they are happy in their role (39%), and the

long-term ambition for most respondents is a stable in-house role. But that does not stop them from wanting to future-proof their skills through training (72%), especially in areas such as artificial intelligence (AI) and IT, which are reshaping job roles.

Employers will need to acknowledge these changing priorities and offer more creative paths to progression that align with the different ambitions of their talent.

## 2. flexibility.

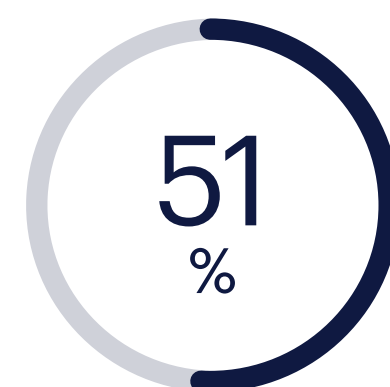
Talent still demands and seeks flexibility to accommodate all of their priorities.

The importance of work-life balance is also reflected in a continued focus on flexible working, even as employers are increasingly advocating a return to the office. Many workers adjusted to the "work from home" lifestyle over the pandemic years — moving further afield or getting a pet — as they expected remote working to stay.

Working from home is non-negotiable for close to 2 in 5

respondents. Similar numbers (37%) would consider quitting if they were forced to spend more time in the office.

However, there is a nuance when it comes to making their next career move: wanting flexible working hours edges slightly ahead of the need to work from home (41% vs 37%). For Asia-Pacific (APAC) it's 45% for both and among Generation Z respondents it's 46% and 51% each.



are happy to stay in a role they like even if there's no room for career progression



working from home is non-negotiable for close to 2 in 5 workers

### 3. equity & understanding.

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

The theme of belonging identified in previous reports continues to dominate what workers want from their jobs. They favor employers whose opinions, values and world views reflect their own as like-minded partners who they can forge connections with and improve equity in the workplace.

Over a third say that they wouldn't accept a job if they did not agree with the views of the organization's leadership (38%), with 54% of respondents considering their employer's stance and actions on social and political issues important.

Meanwhile, almost two-fifths (38%) seek alignment on social and environmental issues with a future employer. People in APAC expressed both these needs most strongly across all the regions.

At the same time, there is an overarching feeling that employers don't understand their workforce, with Gen Z expressing this view most passionately (40%). This may also explain why over a quarter feel they can't share their views freely and more than half cannot show their authentic selves fully at work (55%).



over a third wouldn't accept a job if they did not agree with the views of the organization's leadership

### 4. artificial intelligence & skilling.

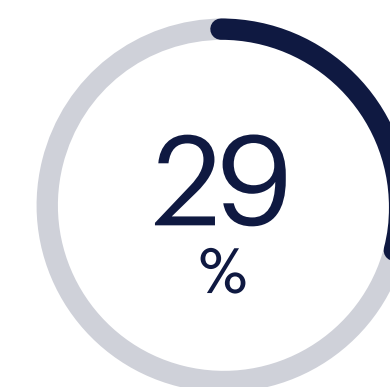
Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

Despite more complex attitudes to career progression and ambition, there is a continued thirst for training and development in both current roles and for future career moves (72%). Around a third (29%) would even go as far as quitting a job that didn't offer adequate learning and development (L&D) opportunities.

The increasing adoption of AI has made a particularly strong impact on workers' perceived need for (re)skilling. Learning to use AI is at the top of the list of skills

people want to develop, along with IT and tech literacy, followed by wellbeing and mindfulness (23%). The latter is not surprising given workers' overarching focus on themselves and their personal lives expressed right across the survey this year.

Respondents see the responsibility for training and development residing with both themselves and their employers, again underlining the connection theme that runs through the entire survey.



have ranked AI among the top skills they are interested in





# global themes.

1. ambition & motivation.
2. flexibility.
3. equity & understanding.
4. artificial intelligence & skilling.



# ambition & motivation.

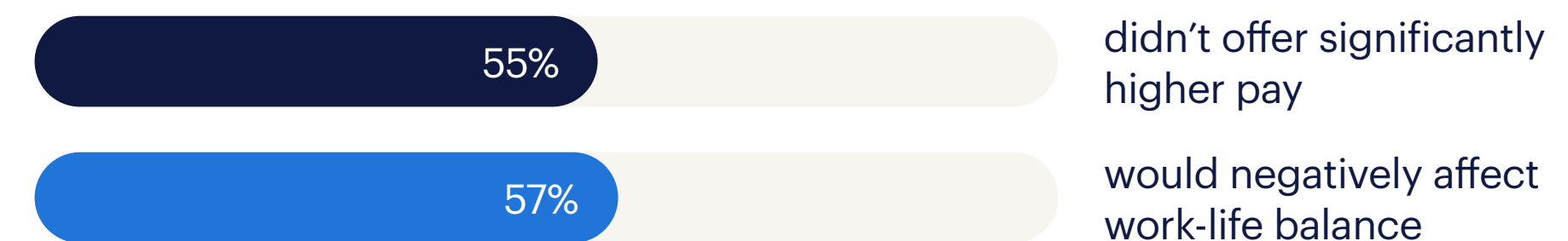


## ambition & motivation.

If you were to ask 10 people what motivates them and what they aspire to be, you would likely get 10 different answers. Everyone has a life outside of work and different factors driving their career choices. This is one of the overriding messages from this year's findings.

work-life balance edges ahead of pay

would not accept a job if it



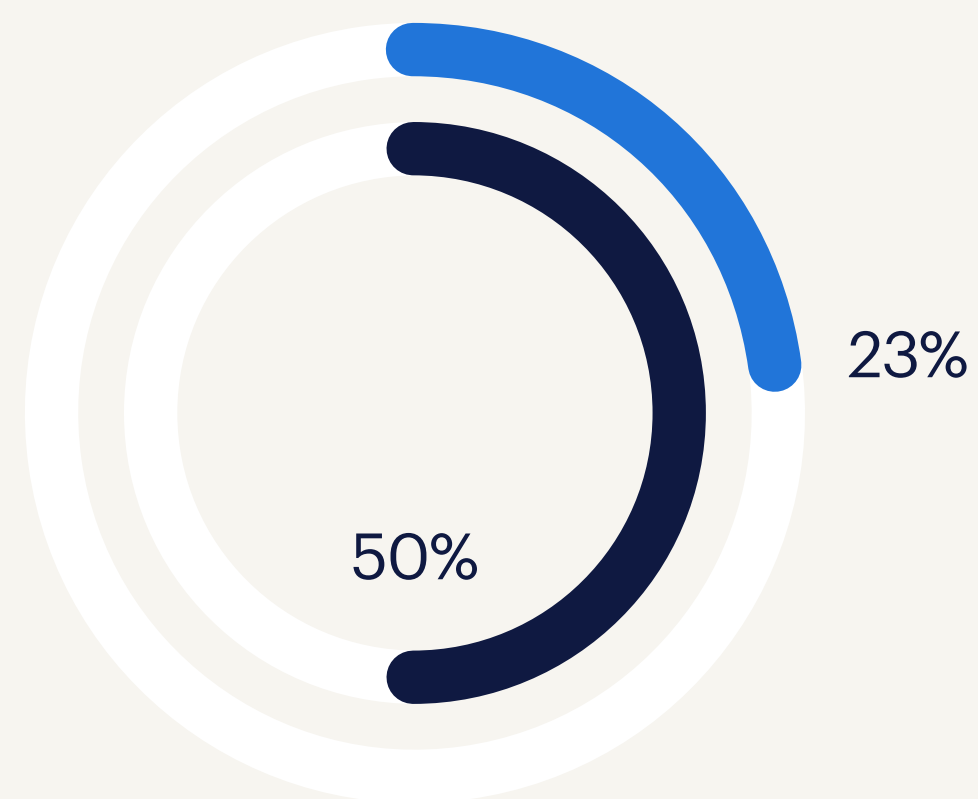
importance for current and future jobs





less economic uncertainty about career progression

I am worried about the impact of economic uncertainty on my career progression



● 2024  
● 2023

## work-life balance trumps career progression.

The annual study finds that work-life balance now ranks as highly as pay on talent’s lists of priorities (93%) — far ahead of any other category.

When people look at their next career move, work-life balance (57%) has even edged slightly ahead of higher pay (55%) on their list of considerations. A clear majority (60%) see their personal life as more important than their work life.

When it comes to career progression, workers have become more positive about the economic environment, with only 23% stating that they are concerned about the impact of economic uncertainty on their career progression. In 2023, half of all respondents had expressed such concerns.

However, there are clear contrasting preferences. The proportion of people saying they wouldn’t accept a job if it didn’t offer career progression opportunities (42%) is nearly the same number (39%) of those saying they don’t want career progression because they are happy in their role.



More than half (51%) say they would stay in a role they like even if it offers no chance for progression. For others, they are not seeking career advancement because of circumstances in their lives outside of work. More than 4 in 10 (41%) say their level of ambition changes depending on factors outside of their job.

Employers should take note that while 35% of people say they would quit their job if it did not offer chances of career progression, a higher 48% say they would leave if their work prevented them from enjoying their life.

### career advancement and training matter

**72%** consider training and development important for current and future jobs

**70%** consider career advancement opportunities important

**35%** would quit a job if it didn't offer career progression

**48%** would quit a job if it prevented them from enjoying life



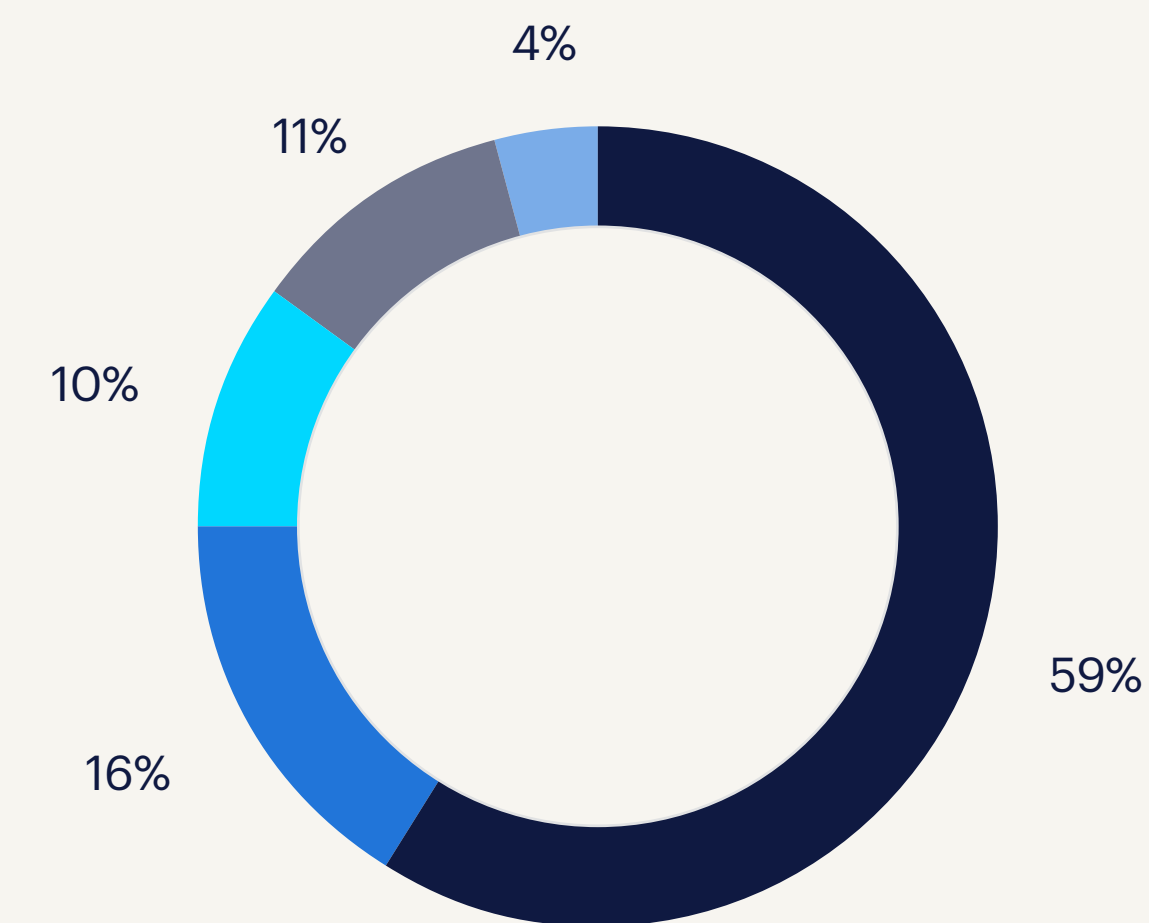
## stable choice.

Given the volatile economic situation in many parts of the world, it is not surprising that workers put stability ahead of taking on greater responsibility.

When asked what type of role they'd like in five years, 59% said a full-time role within a company, followed by 16% who want to work part-time. Only one in 10 would prefer a freelance role, while 11% want to run their own business, either with or without employees.

### stability over responsibility

In five years' time, what would be your ideal type of role?



- full-time role within a company
- part-time role within a company
- freelancer
- business owner
- gig worker



## a thirst for training.

However, career progression and career development are very different things, and not wanting a promotion doesn't mean workers aren't interested in growing.

There is a thirst for training, with 72% ranking this as important, slightly above the 70% who prioritize career progression. Workers are particularly focused on future-proofing their skills with AI and IT training (both 29%).



The good news is that employers appear to already be aware of this, with a third of respondents saying their training and development opportunities have increased in the past year. Overall, 69% say their job provides the training and development they want — although that still leaves room for improvement.

Any employer looking to do more could consider offering wellbeing and mindfulness training, which 23% of workers now request. This trend is also seen in the number of people (83%) ranking mental health support and annual leave days as important factors in their job choice.

Across all age groups, though, a mismatch exists between workers' desire to progress and how employers are responding. A third of respondents say their career progression is never addressed by their employer, even though 40% want these conversations at least once a quarter.

Failure to address this mismatch could see companies struggle to attract and retain top talent. In an age of talent shortages — particularly in areas such as technology — this could have serious consequences for companies.

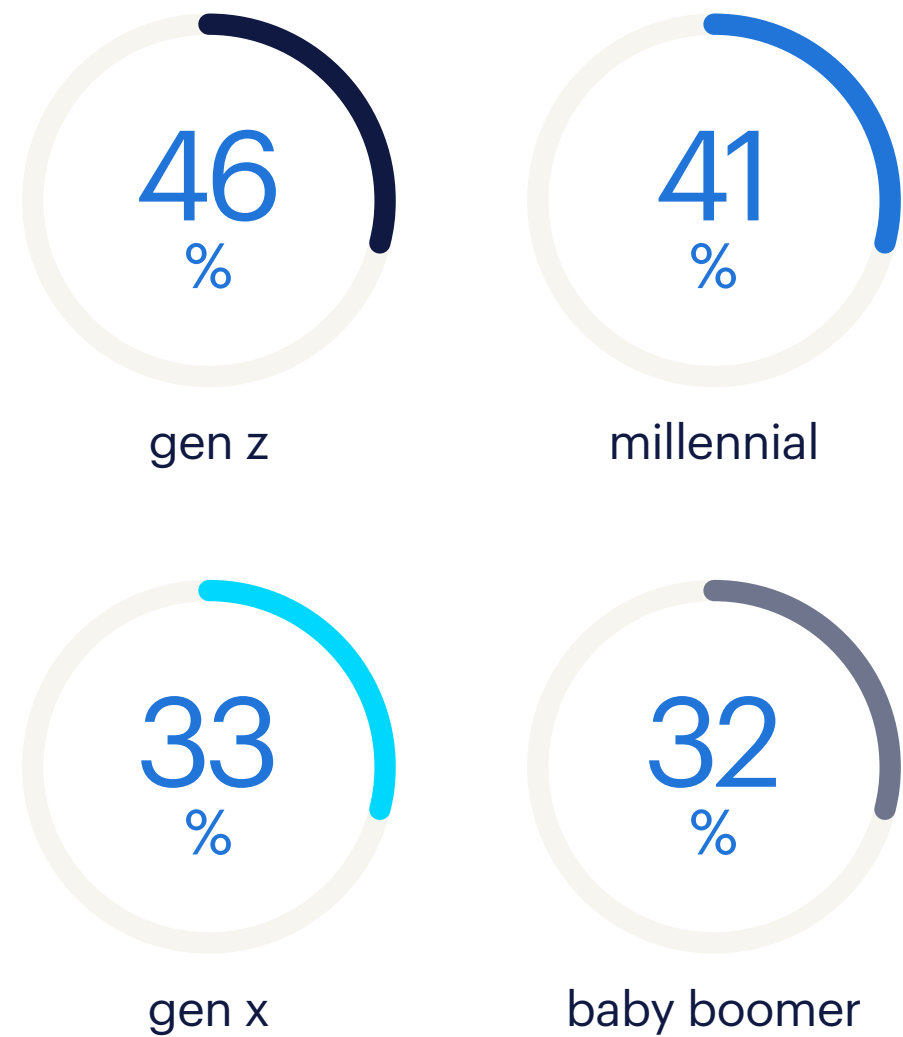


ambition & motivation

# by numbers.

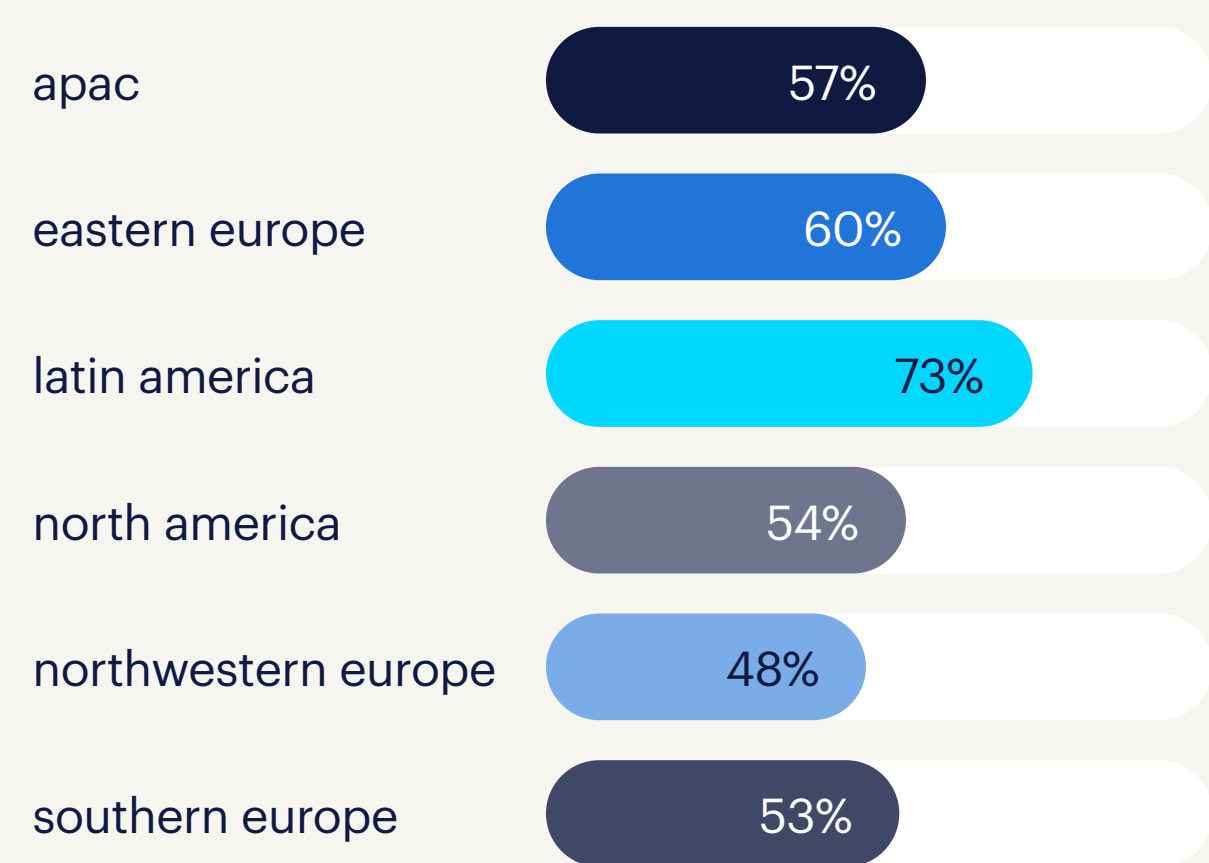
## young & hungry.

When asked if their generation is more ambitious than others, the youngest respondents believe they have the strongest career aspirations.



## geographic variance.

Latin American respondents rate themselves as the most ambitious, with Northwestern Europeans rating themselves lowest.



60%

see their personal life as more important than their work life

51%

are happy to stay in a role they like, even if there's no room for career progression

39%

do not want career progression and are happy at their current level

41%

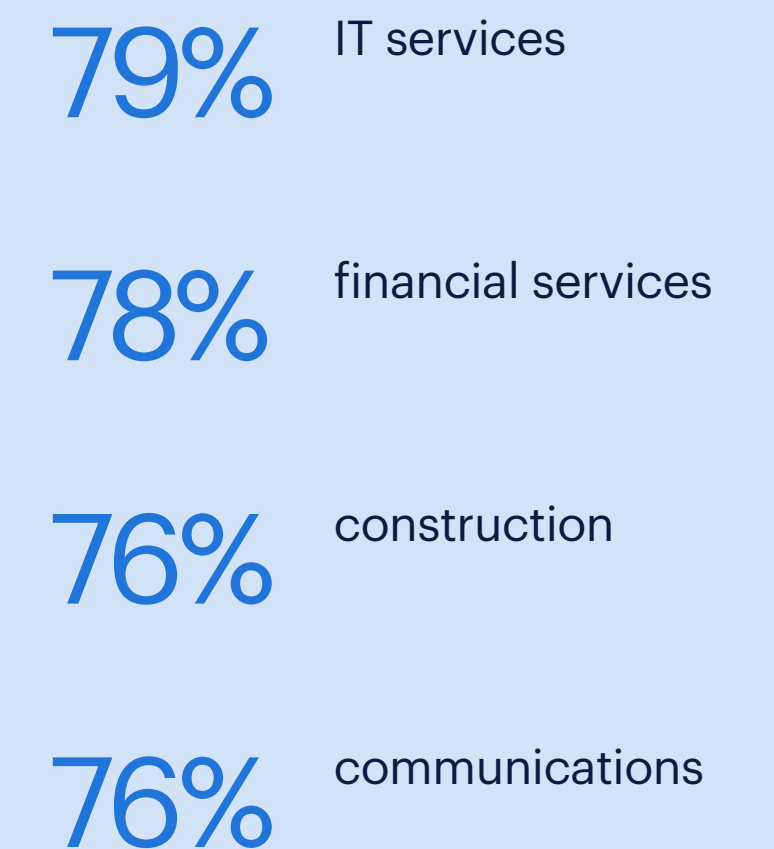
say their desire for progression is sometimes affected by what is happening in their personal life

## happiness first.

It's worth noting that progression is not desired by everyone. Significant numbers of respondents are happy at their current level. Others say that their appetite for progression could be affected by events in their personal lives.

## sector breakouts.

Most sectors come out very highly in favor of career advancement, but some stand out markedly above the global average of 70%.



ambition & motivation

# key learnings.

## 1.

### desire for growth is strong.

Over half of respondents (56%) are ambitious about their career, despite economic uncertainty. Several factors are influencing how this ambition is expressing itself, but a sizable number of workers are prioritizing career progression. Whether this means threatening to leave a role that lacks opportunity or not accepting a role that offers limited prospects, workers don't want to be stuck.

Despite the challenging economic headwinds, employers must ensure they are engaging with their talent about realizing their ambitions.

## 2.

### ambition takes many forms.

Our data shows that while ambition levels are high, this means different things for different people. While some see holding a leadership position as their goal, others seek to gain role-related expertise. Many also wish to update their skills to meet the demands of tomorrow's workplace.

Employers need to look at progression beyond the traditional career ladder, taking into account the personal ambitions of each individual. They must also realize that career progression and maintaining a healthy personal life are intertwined and need to be balanced.

## 3.

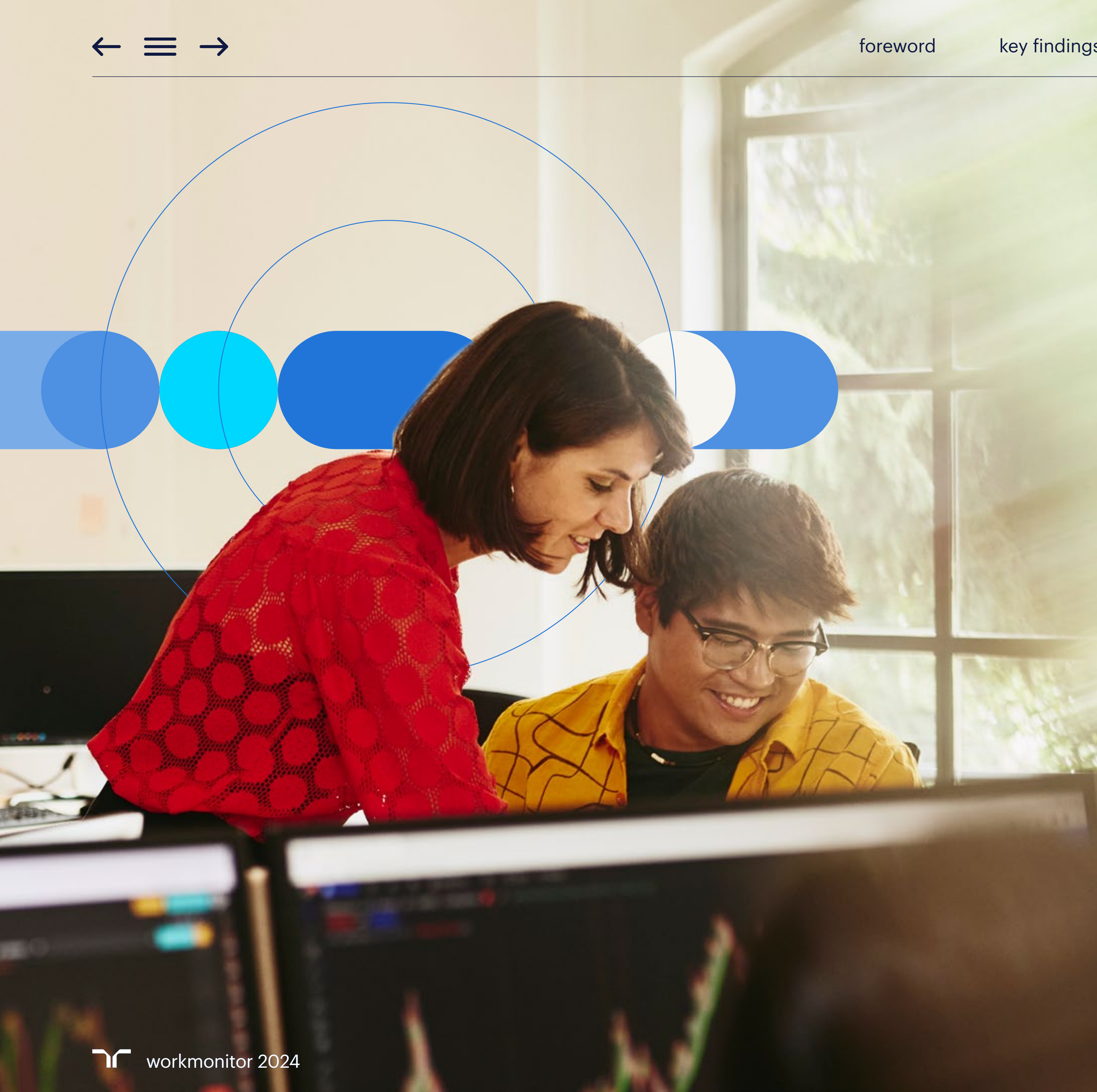
### connection is key.

Perhaps the most important takeaway is that there is simply no one-size-fits-all when it comes to ambition and motivation. Employers must create clear lines of communication with colleagues in order to understand what progression looks like to them and what motivations they need.

People want clarity — about the training and development opportunities available, the career choices they have with an employer and the work-life balance achievable in their roles. To provide this clarity, organizations must provide frequent and clear feedback, enable staff to realize their ambitions and regularly recognize their contributions. Doing so will ensure a healthy, connected and productive workforce.



flexibility.



## flexibility.

Following the pandemic, flexible ways of working appear to be permanent. However, our latest research indicates that while talent continues to demand flexibility, they have seen their employers wanting them back in the office.

This runs counter to workers' preferences, many of whom have often made significant changes to their lifestyles as a result of remote and hybrid working arrangements. Over a third (37%) have moved house or bought a pet on the assumption that working from home is here to stay. But flexibility also emerges as a highly nuanced concept that does not necessarily just mean working from home.

# 41%

say their employer has become stricter about attendance over the past few months

# 37%

of workers have made arrangements in their lives (for example, moving house or buying a pet) based on the assumption that working from home is here to stay

## office working divides employers and talent.

There were roughly as many respondents who stated that their employer wanted them in the office more than six months ago (35%) as those who didn't feel that same pressure (34%). However, when asked how strongly employers were enforcing a return to the office, 41% stated that their employer had become stricter about attendance.

Despite greater fears over losing their job — expressed by 45% now compared with 37% the year before — flexibility continues to shape workers' desire for balance. There has been no change in terms of putting their personal life above their work life and career ambitions (60%), and a significant number would quit a job that would keep them from enjoying their life (48%).

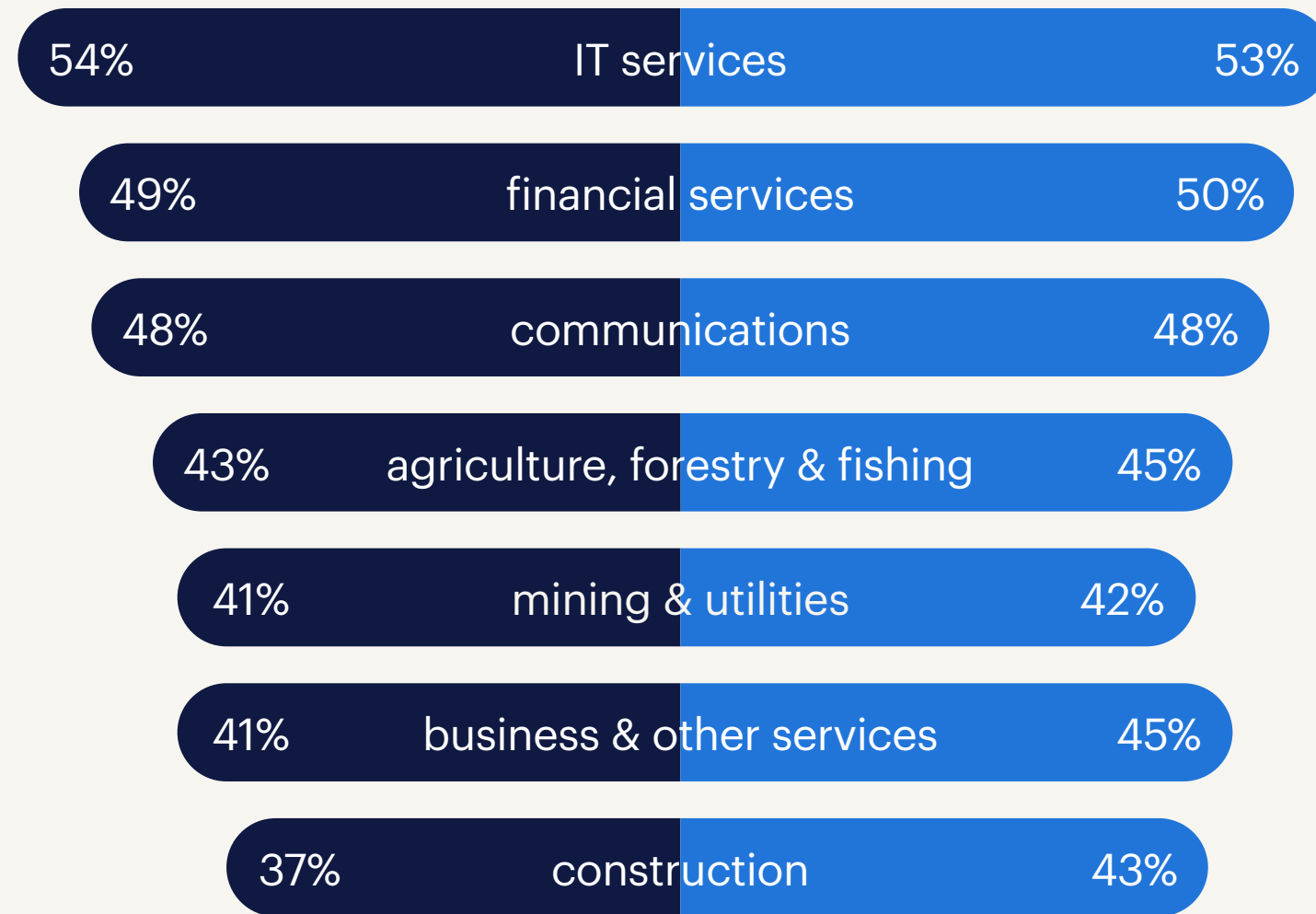
While numbers have dropped slightly, more than a third wouldn't accept a new job if it didn't provide flexible locations (37%) or working hours (41%). Working from

home is non-negotiable for close to 4 in 10 workers. Similar numbers (37%) would consider quitting if they were asked to spend more time in the office.

Workers are concerned about maintaining their current work-life balance, with more than half stating they would not take a job that could negatively affect this (57%). This is higher than those wanting better pay (55%) and benefits (50%) for a future career move.

### top industries seeking flexibility

workplace flexibility   flexible working hours



### workers wouldn't accept a job if it

37%

didn't provide flexible work location

41%

didn't offer flexible working hours

57%

negatively affected their work-life balance

## appetite for flexibility varies by sector and geography.

The need for flexibility was most strongly expressed in the APAC region (45%). More flexible work locations (64%) and hours (61%) were most important to workers in India; in China, the preferences were 50% and 47%, respectively. In North America, 39% wouldn't accept a job if they couldn't work remotely or in a hybrid arrangement, and 43% said not having flexible hours would be a dealbreaker.

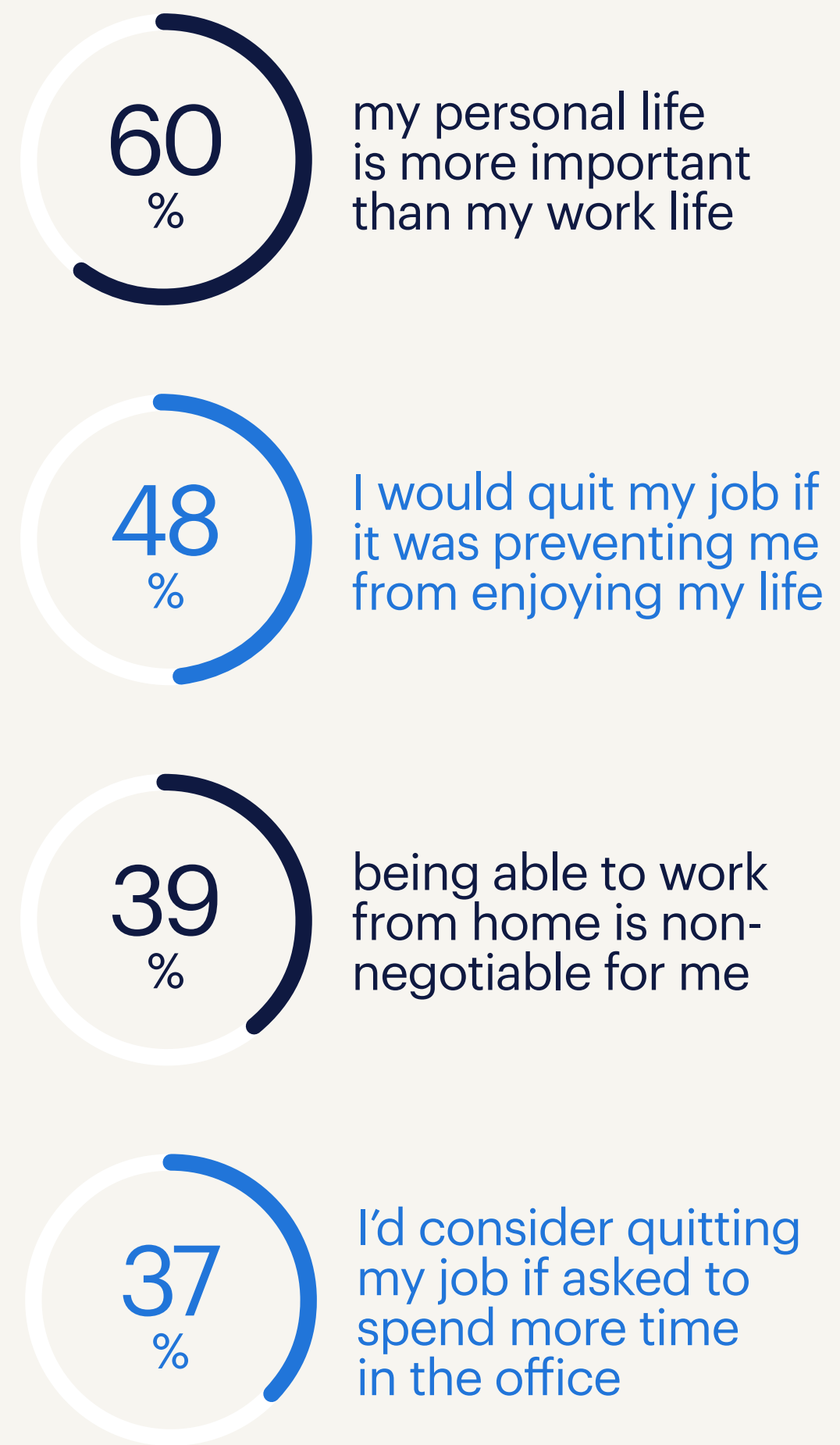
There are also marked variations by industry. Sectors that can better accommodate flexibility, in particular those with a high percentage of knowledge workers, employed the highest percentage of workers who would reject inflexible hours and workplaces. These include IT, financial services, communications as well as business and other services — all of which rank above the global average. The survey also found respondents in more in-person sectors such

as agriculture, forestry & fishing, mining and construction are also aiming for flexibility in their next role.

In this context, it's important to note that flexibility emerges as being more than just a work location policy. Flexible working hours are considered more crucial (41%) when making a decision about a new position than flexible work location (37%).



### lack of flexibility also affects currently held jobs



## flexibility means more to younger generations.

When it comes to the attitudes of different generations, younger generations are more concerned about flexibility than older ones.

Workplace and time flexibility is most cherished by Generation Z (born between 1997 and 2005) with 46% prioritizing workplace flexibility and 51% preferring flexible hours when looking for their next job. And a significant percentage (48%) also described being able to work from home as non-negotiable.

In contrast, fewer than a third of Generation X (1965–1980) said they would refuse a role that lacked workplace flexibility (32%), slightly more felt this way about when they could work (37%).

For Baby Boomers (1946–1964), the numbers dropped further, with 31% prioritizing location flexibility and 35% concerned about flexible hours.



## the debate over flexible working will continue.

The data suggest that the push and pull on the return to the office will persist in 2024 as workers continue to demand flexible arrangements that fit around their personal lives.

However, there is more to flexibility than working from home as workers appear more concerned about their working hours than where they spend them. Employers should therefore consider

how to accommodate time spent in the workplace against the priorities of the business. Doing so will likely benefit both talent retention and acquisition while still achieving strategic mandates.



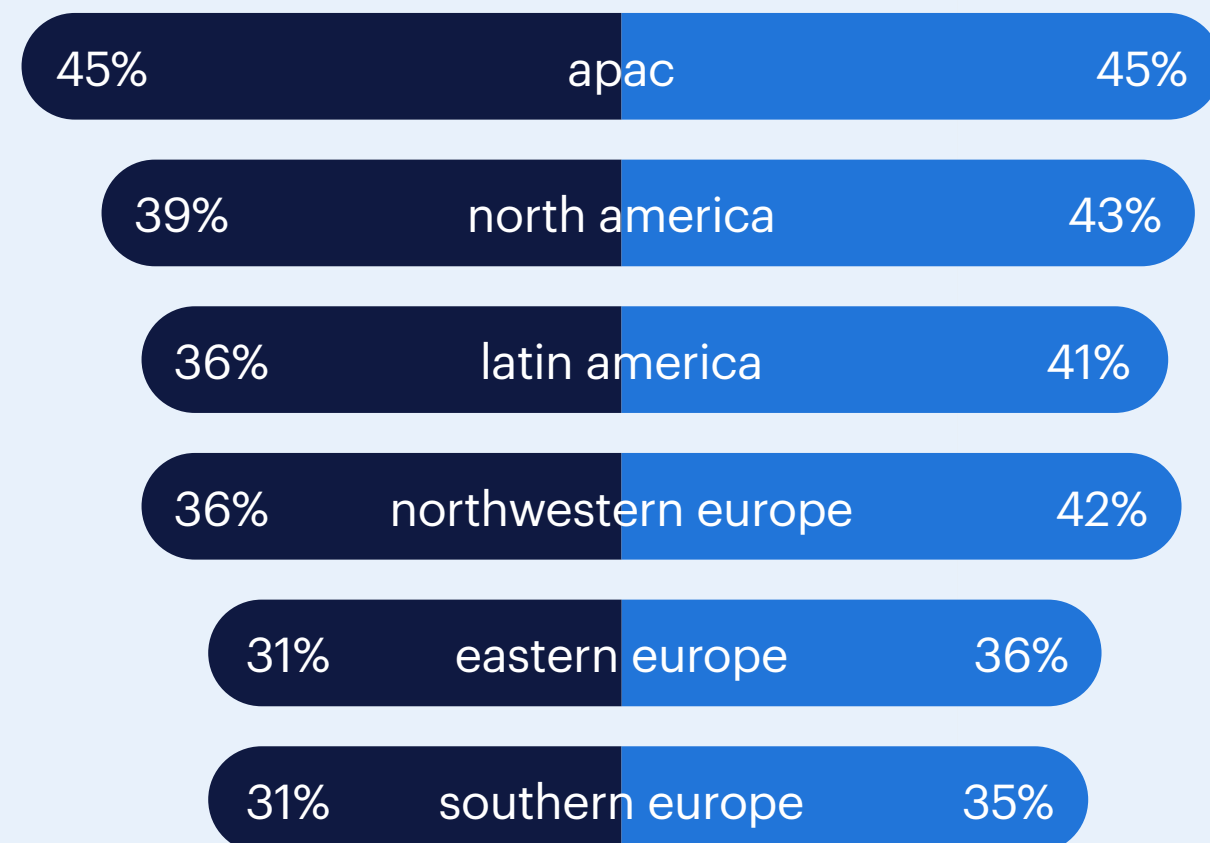
flexibility

# by numbers.

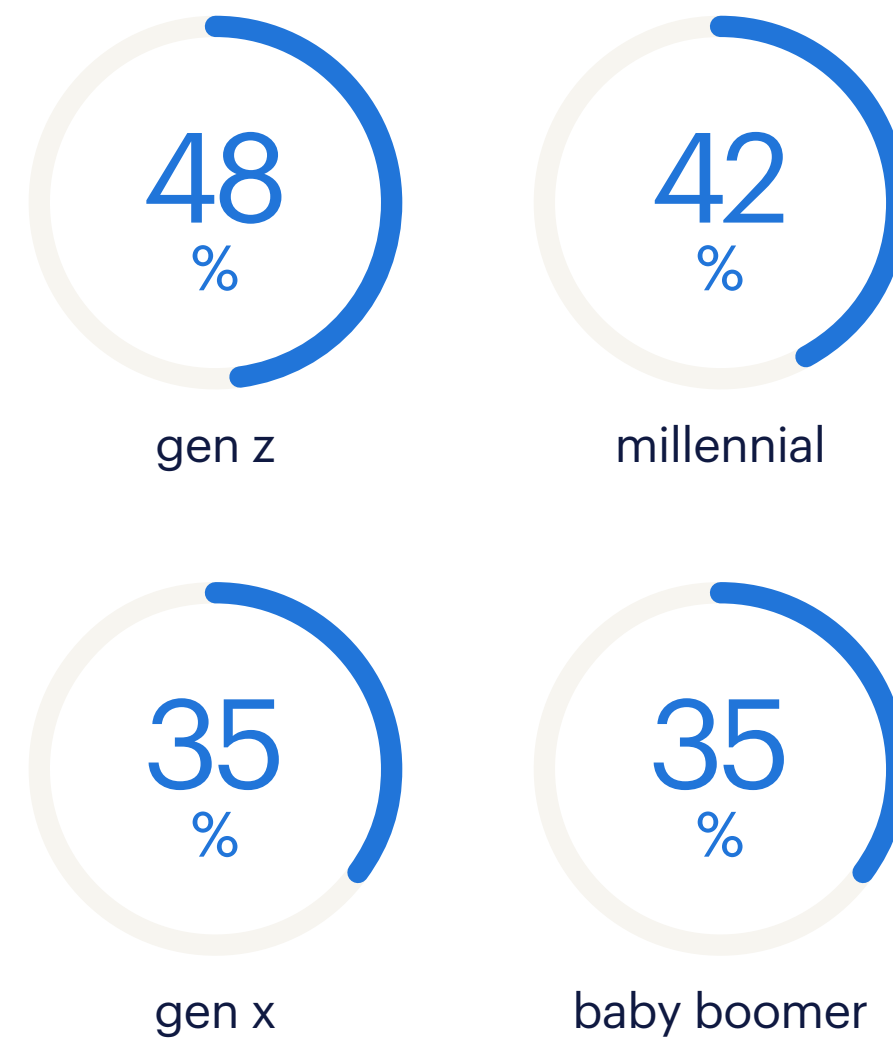
## geographic divide.

Organizations should carefully consider the need for job flexibility based on the regions in which they operate. There are clear differences regarding the importance talent place on where and when they work.

workplace flexibility      flexible working hours



## work from home is non-negotiable

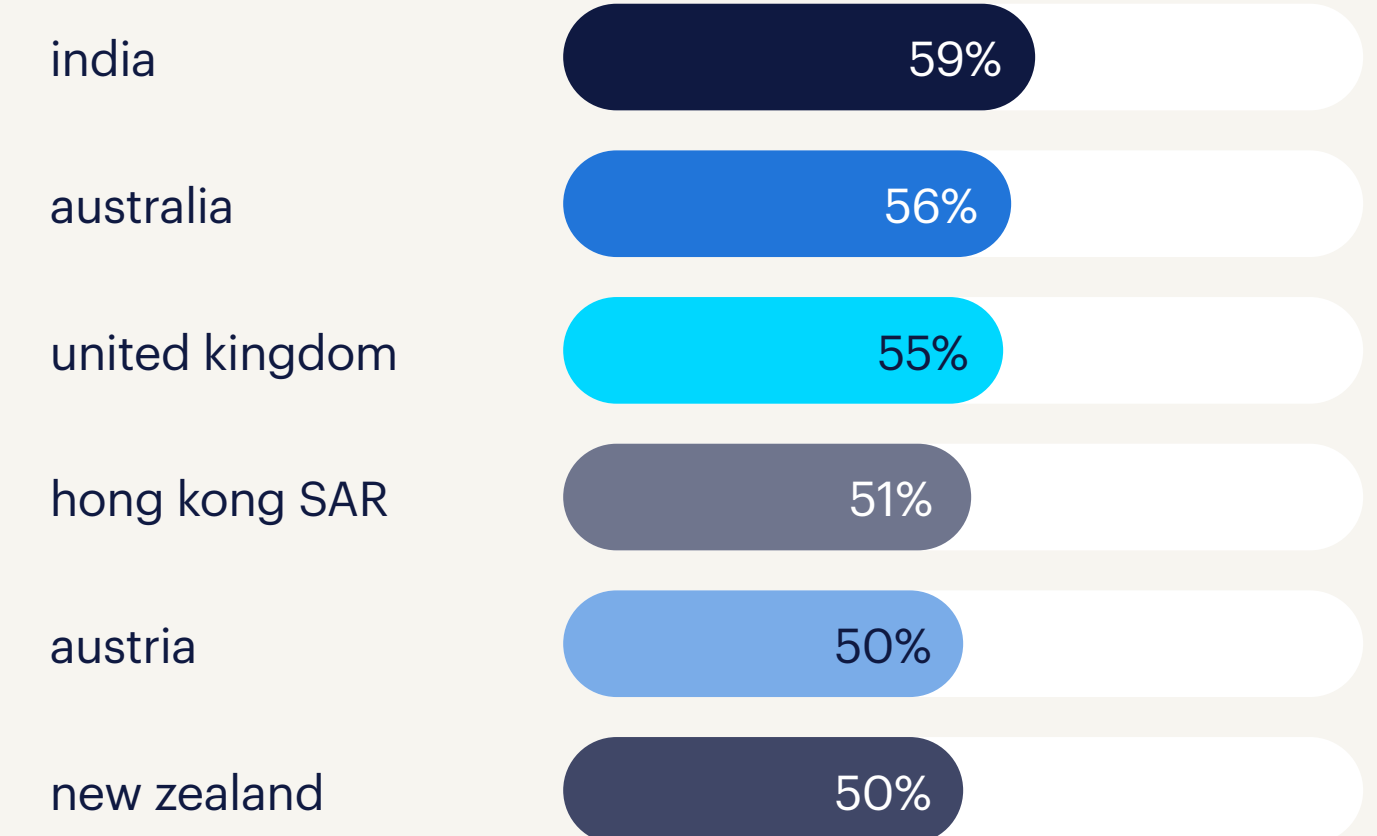


## youth driving flexibility?

There are also clear generational differences. Working from home was more likely to be non-negotiable for younger generations than for Baby Boomers or Generation X.

## ready to walk.

Workers in the following markets were the most outspoken when it came to increased office working, indicating they would quit their job if they had to work more in the office.



flexibility

# key learnings.

## 1.

### flexibility remains a priority.

Many have adjusted their lives to remote and flexible working and expect working from home and hybrid arrangements to continue. Now that employers are asking staff to spend more time at the office, for a variety of reasons, business leaders must strike a workable balance to maintain workforce retention and meeting their strategic needs.

Forward-thinking employers should provide forums where policies can be discussed among the workforce, as well as offer transparency over any changes to the flexibility they offer.

## 2.

### time tops location.

Flexible working time is often associated with working from home. However, the Workmonitor survey shows that in many cases flexible working time is more valued than a flexible working location. This finding could be key to employers who want more of their staff in the office without compromising on the flexibility workers are now used to.

Organizations should consider giving staff greater control over their working time to reduce potential tension over location. This could be through setting project targets over traditional presence-based management. Enabling people to leave when they have met the day's targets rather than make them stay for a set time could pay great dividends here.

## 3.

### connect with your team.

While demands for flexibility are a global trend, there are distinct geographic and generational differences. As teams continue to become more globalized, managers need to build connections with team members in different markets, find out what they value, and use this knowledge to create equitable global workplaces.

Offering more creative and flexible approaches to working time and location could open the door to a wider talent pool and increase talent retention, while restrictive approaches are more likely to close them.



# equity & understanding.



66%

my current employer's values and purpose are important

70%

I feel my employer's values and purpose align with my own

## equity & understanding.

The theme of belonging continues to dominate what workers want, with many favoring employers whose opinions, values and worldviews reflect their own and who actively improve equity in the workplace.

Equity in the workplace is different from equality. Equity is about taking action to ensure all individuals have the same access to opportunity.

This is reflected in the finding that workers wish to bring their full selves to work. They want their backgrounds, circumstances and preferences respected.

What is more, they are willing to build connections and work in partnership with employers to create equitable workplaces.

Both concepts, equity and partnership, form a golden thread running through all the findings of this year's report.



most important EDI&B initiatives and policies offered by a current or potential employer (ranked as top three priorities by talent)

65% gender pay equity

45% family leave for all talent

42% diverse workforce

37% people with diverse backgrounds in leadership

36% corporate social responsibility

## what makes a difference in an equitable workplace?

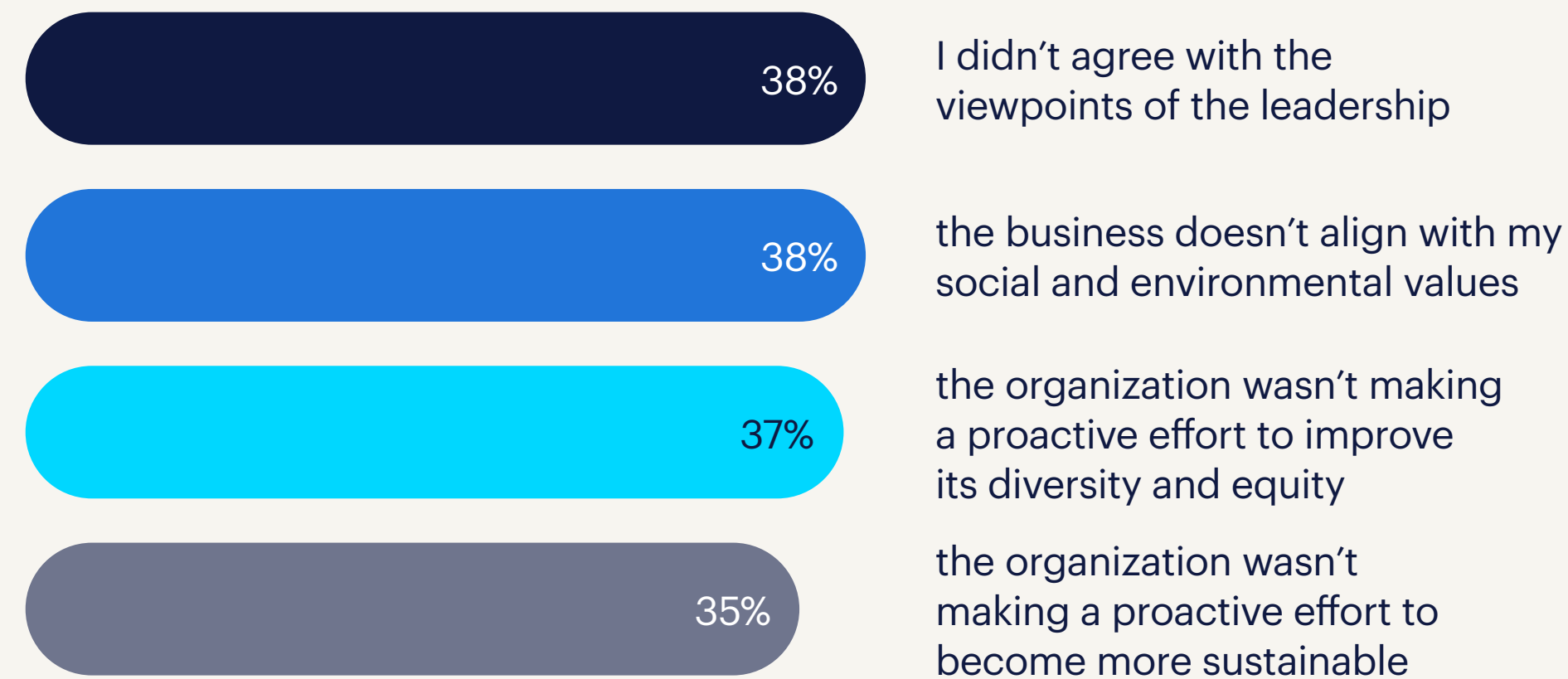
When asked to rank workplace equity policies most important to them, respondents put gender pay equity far ahead of all other equity, diversity, inclusion and belonging (EDI&B) initiatives and policies (65%).

Family leave for all talent ranked second, followed by the desire to be part of a diverse workforce. The latter should also be reflected at the highest level by a diverse leadership team and be outwardly visible through the company's corporate social responsibility initiatives.

Nonetheless, respondents weighed in on issues such as pay, parental leave policies and the corporate values slightly more cautiously than last year. This could potentially be a reflection of greater economic pressures and fear of job losses, emanating from the polycrises the world has experienced.

## worldview alignment is key for future job moves

### I wouldn't accept a job if



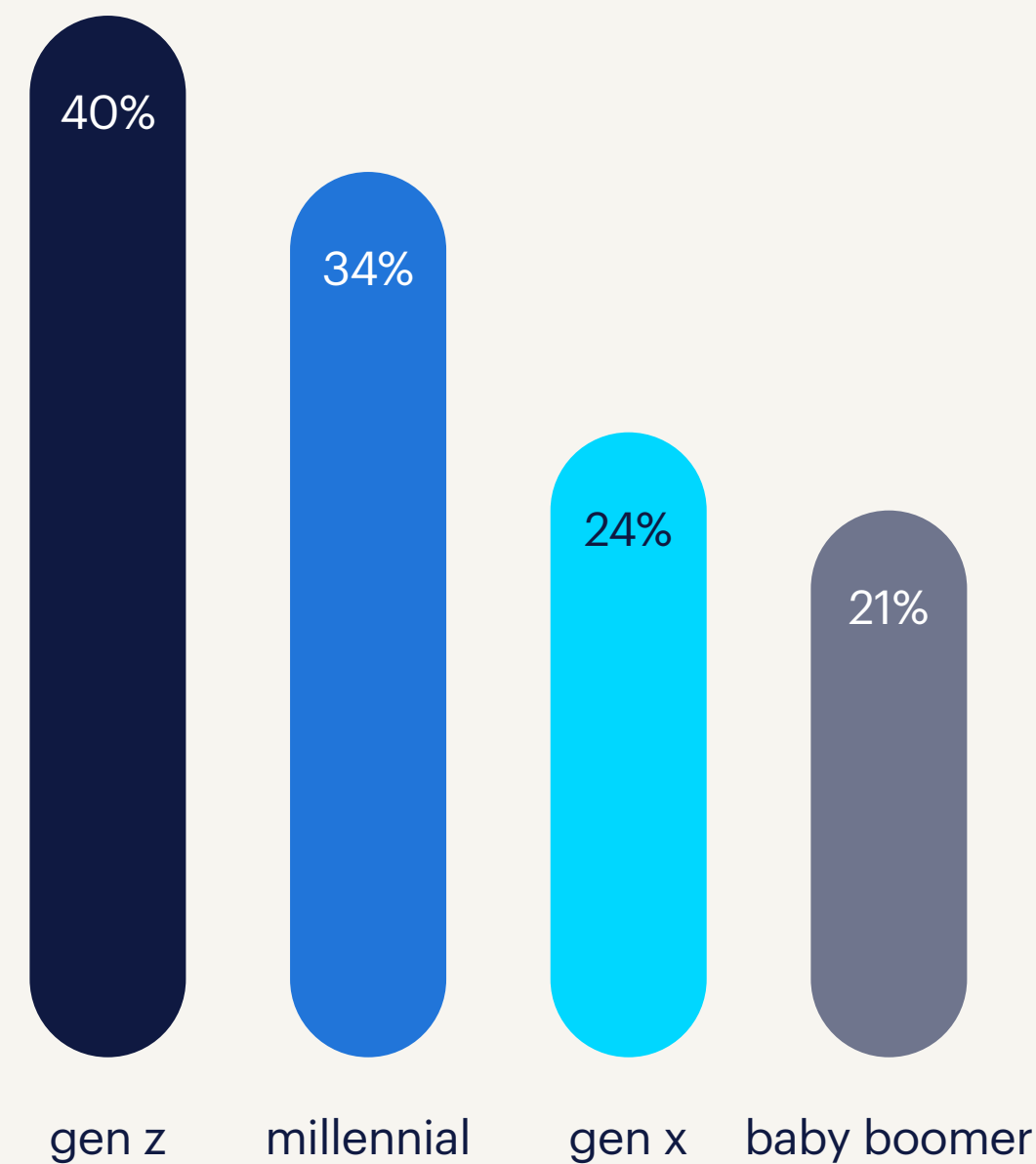
## worldview alignment.

While the importance of worldview has declined slightly since 2023, two-thirds of respondents still rate it very highly for their current jobs. 7 in 10 say that their employer's values and purpose align with their own, for instance, in areas such as sustainability, diversity and transparency. The Americas stand out with nearly three-quarters of respondents saying they align with their employers (Latin America: 74%, North America: 73%).

For their next job move, 38% of those surveyed stated that they would not accept a job if they did not agree with the viewpoints of the company's leadership, with this sentiment highest in APAC (43%).

The same share (38%) would not opt for an employer whose values on social and environmental issues didn't align with their own, down from 42% in 2023. This was expressed most strongly in APAC and Latin America, at 46% and 45%, respectively.

my employer doesn't understand my generation



## shared responsibilities.

Globally, more than a third of respondents wouldn't work for companies that aren't looking to improve diversity and equity (37%), or sustainability (35%). However, there was a drop of 7 percentage points from last year.

That said, workers don't put the entire onus for realizing these ambitions on employers. While they say companies should take the lead on improving equity, diversity and the environmental footprint, most agree that the responsibility for boosting mental health and work motivation sits squarely in the worker's court. In areas such as work-life balance and career advancement, people view a more even split of responsibilities, suggesting a partnership approach.

## the understanding gap.

When it comes to aligned values and worldviews, one important issue emerges: understanding.

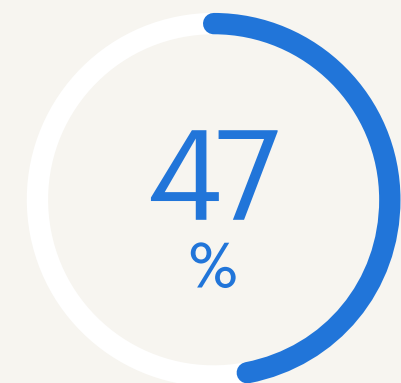
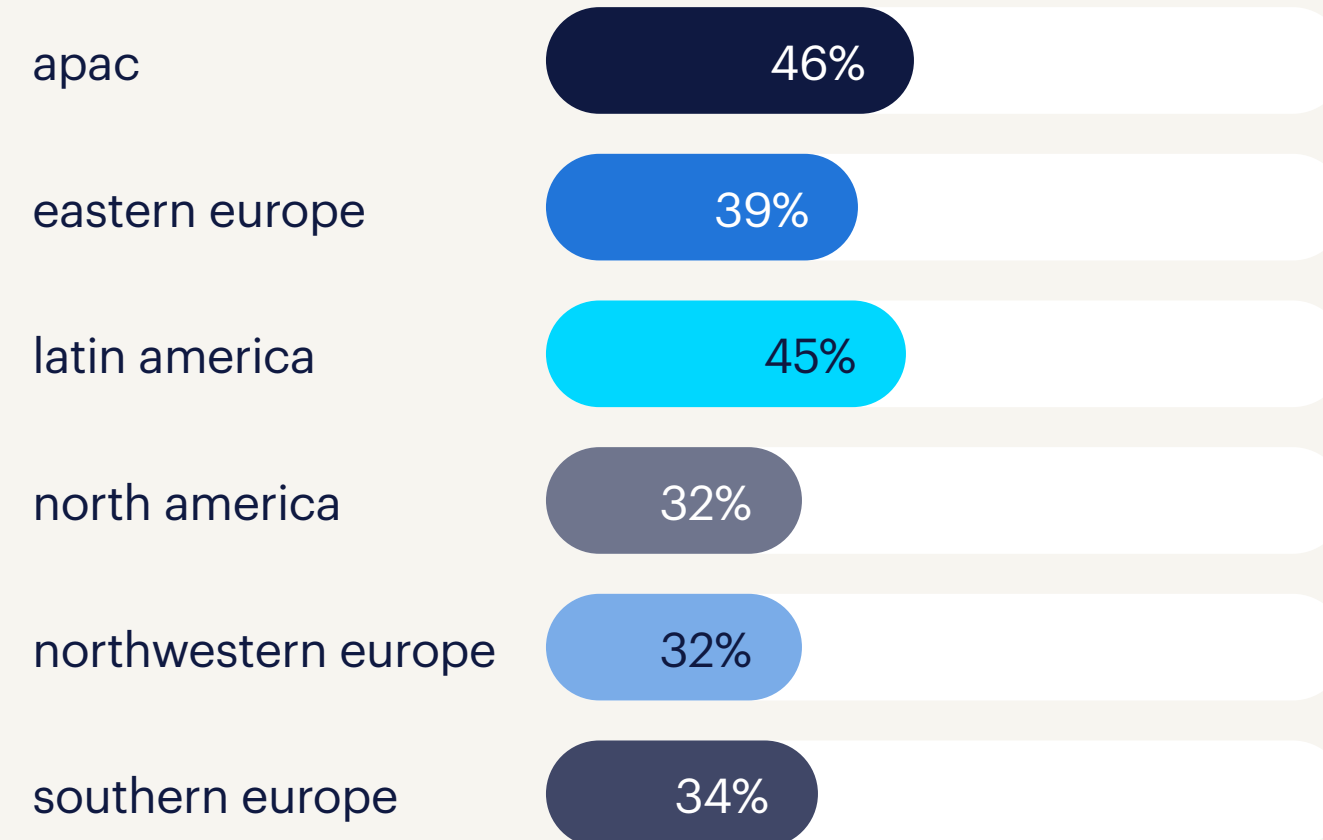
Almost a third (29%) of all respondents say their employer doesn't understand their generation. This perceived lack of connection may explain to some extent why a quarter of respondents also feel uncomfortable sharing their viewpoints due to fear of judgment or discrimination (26%). In addition, more than half of all respondents (55%) are hiding aspects of themselves at work. Gen Z and Millennials exceed this average markedly, underlining that employers have to put greater emphasis on winning them over.

equity & understanding

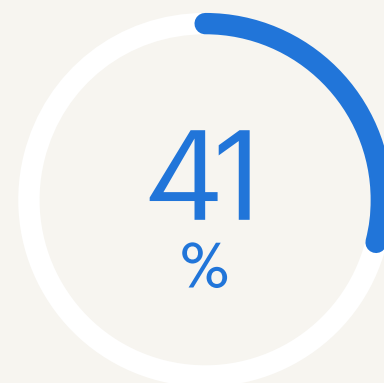
# by numbers.

## time to reflect?

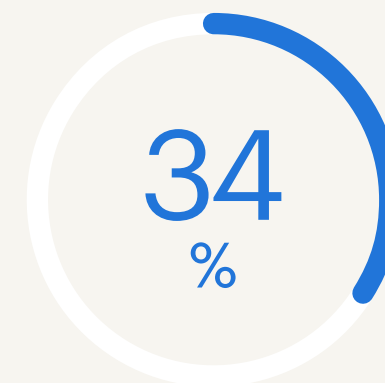
Significant numbers of colleagues would not accept a job if the business did not align with their social and environmental values. While this does not make up the majority of the workforce, it is a high enough percentage for organizations to take notice if they wish to be an employer of choice.



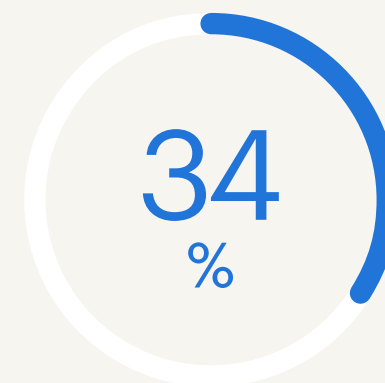
gen z



millennial



gen x



baby boomers





equity & understanding

# by numbers.



## understanding each other.

Interestingly, workers have relatively clear views on whether they or their employers are responsible for addressing certain challenges. As with other areas highlighted in the report, nuanced approaches will be required in order for employers to strike the right balance.

equity & understanding

# key learnings.

# 1.

## talent of all generations wants to belong.

Workers want to identify with the organization they work for. While there has been a slight decline in numbers, the need for an equitable workplace and employers who care about them and the things they value remains strong. Understanding the motivations and needs of different generations and groups will be critical for talent attraction and retention.

By generating spaces for conversations employers can better align with multigenerational and multinational teams. Creating business resource groups is also an effective way to nurture a sense of belonging.

# 2.

## bringing your full self into work is a fundamental desire.

A third of workers don't feel that they can bring their full selves into work, and a fifth say they have different work and private personalities. Part of this may be down to not being able to share their viewpoints for fear of recriminations. For employers, these trends underline an imbalance in corporate culture they must proactively tackle.

And while talent is more cautious about changing jobs during this time of uncertainty, our previous Workmonitor reports have shown they are more apt to do so when the economy improves. Employers should take a long-term view if they wish to boost retention.

# 3.

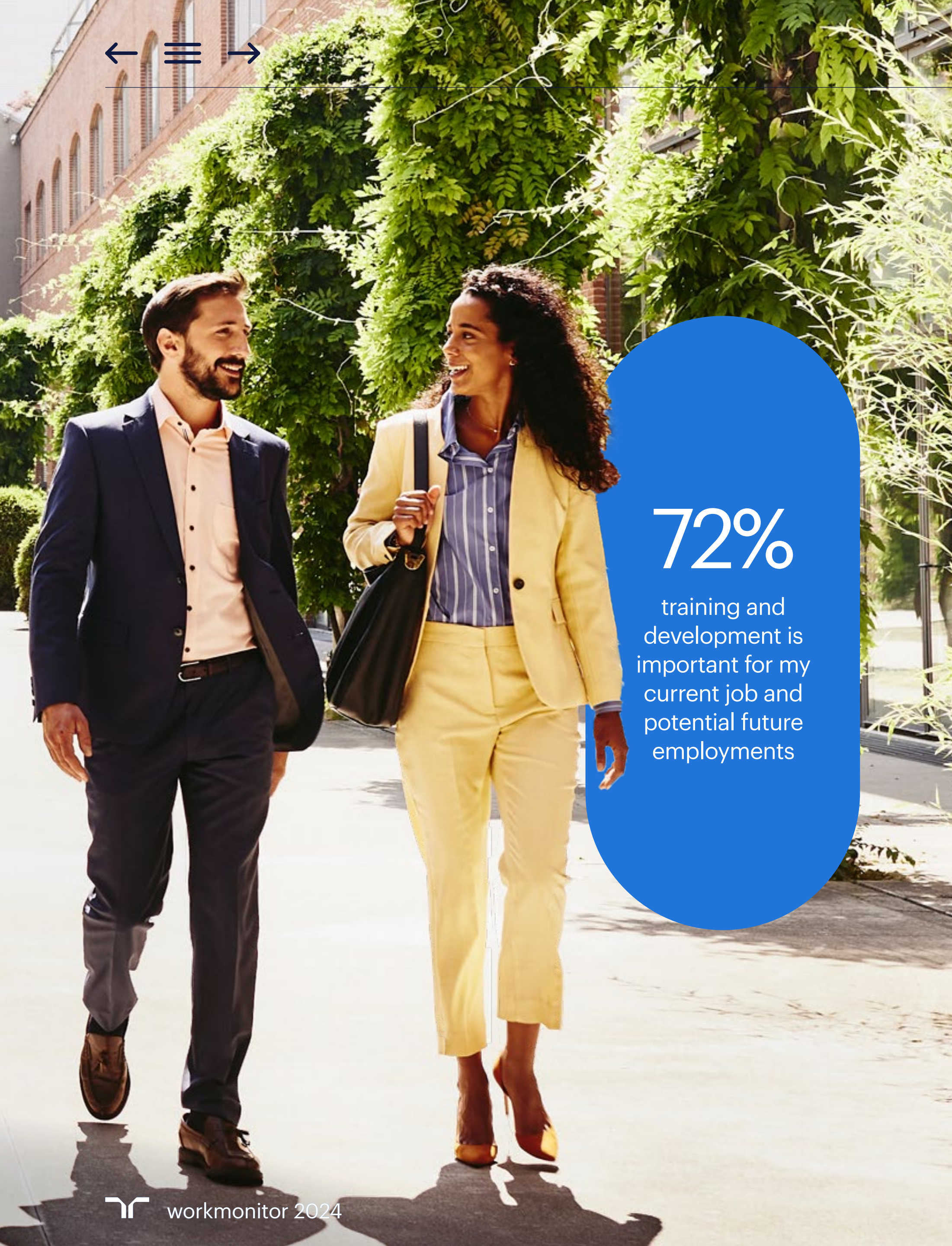
## talent wants to connect with employers.

Workers do not expect to sit back and let their employers struggle alone to meet their demands for equity, understanding and alignment on social and environmental values. Our data shows that people are willing to do their part to help with the improvements needed. This willingness enables employers to draw on this energy and involve talent in anything from advocacy to policymaking.

By creating more opportunities for workers to participate, companies can make significant progress on equity and inclusion while boosting overall workforce engagement.



# artificial intelligence & skilling.



72%

training and development is important for my current job and potential future employments

## artificial intelligence & skilling.

The threats and opportunities of AI are looming large for many workers.

When coupled with rapid changes to job profiles and in-demand skill sets, it's no surprise that our data confirm many workers are prioritizing their professional development. By doing so, they hope to be ready for the transformations unfolding in the world of work.

The increasing adoption of AI has made a particularly strong impact on the perceived need for (re)skilling, but it is not the only area that interests workers.

## AI development is top priority for talent.

Nearly three-quarters of respondents said they value training and development, both in their current role and when considering future opportunities (72%).

Regionally, more people in Latin America (87%) expressed this requirement than in other parts of the world. Among different generations, Gen Z and Millennials were most outspoken about the value of training (80% and 79%, respectively).

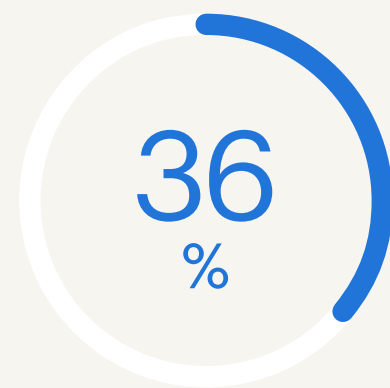
Those working in IT (79%) and financial services (76%) expressed similar sentiments.

AI, IT and tech literacy together make up nearly 60% of the top skills workers want to develop (29% each). This is followed by wellbeing and mindfulness, which reflects the importance

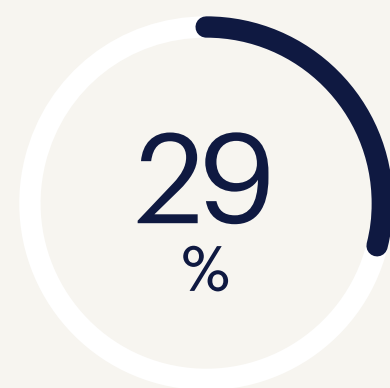
of work-life balance, considering that more than half of workers would not take a job that negatively affects this.

Around a fifth of respondents ranked communication and presentation skills (22%), and management and leadership skills (21%) among the top three skills they want to develop.

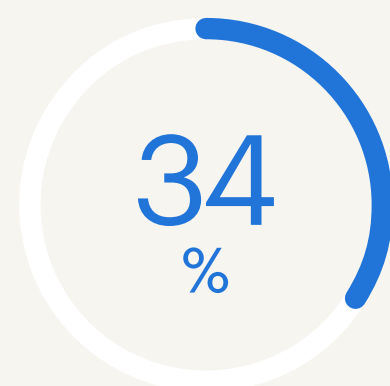
Only two of the top five skills rated as most important by talent are hard skills (AI and IT), while the others are soft skills.



I would not accept a job that doesn't offer learning and development opportunities



I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills



I would quit a job if my employer didn't support my career ambition

52%

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

## future-proofing skills is non-negotiable for workers.

More than a third of workers (36%) go as far as saying that they would not accept a job if it didn't offer learning and development opportunities.

APAC and Latin America again stand out, with a higher-than-average proportion of workers there expressing this view (41% and 45%, respectively). Similarly, younger generations feel more strongly about learning and development than older workers, with Gen Z scoring 48% and Millennials 41%.

Given the impact of digitalization and automation in many industrial settings, it is not surprising that more operational workers (39%) believe learning and

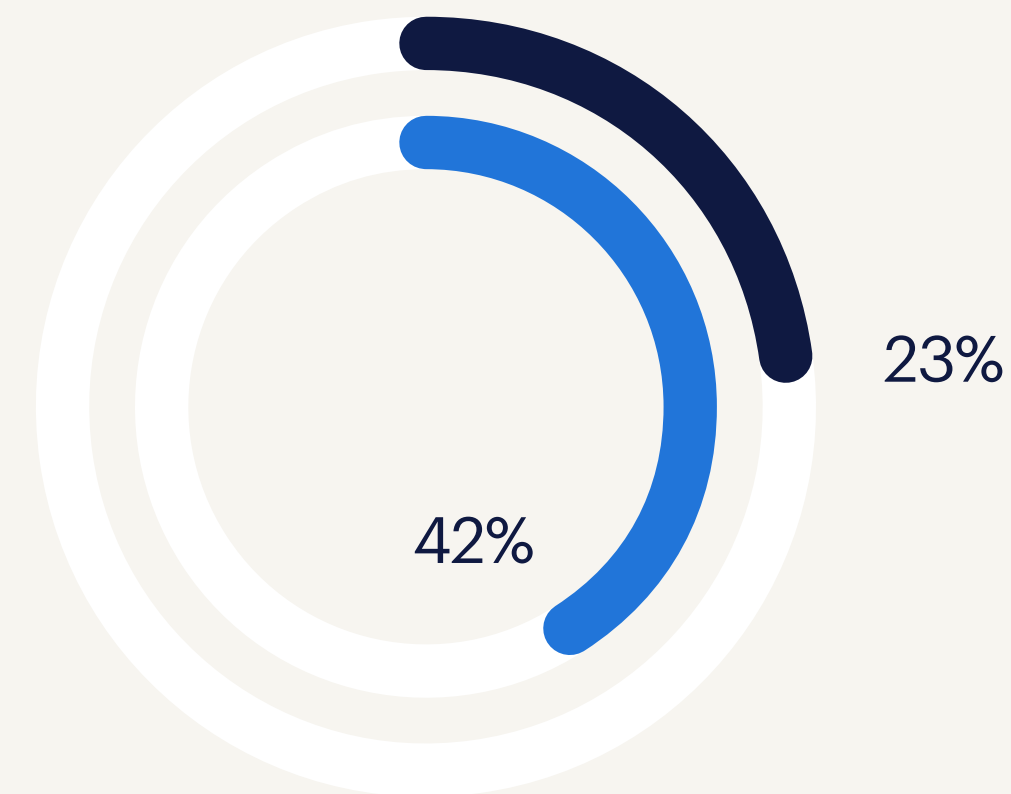
development are more vital to their careers than their peers in knowledge-based segments. Among the different sectors surveyed, IT services (47%), construction workers (44%) and those in financial services (42%) were the top three groups most likely to decline a job that lacked L&D support.

Around a third (29%) of all those surveyed would even go as far as quitting a job if they weren't offered skilling opportunities to future-proof their careers.



workers are also willing to take responsibility for training & upskilling:

thinking about your current role, between you and your employer, where do you think the responsibility lies for training and upskilling?



- worker
- employer

## developing skills in partnership.

The good news is that most organizations appear to be aligned in what they are offering and what workers are looking for. More than two-thirds (69%) are happy with the level of training their employer provides, and 52% are confident that their employers will help develop their skills for the future.

For a third of respondents, training and development opportunities have even increased in the past year. However, that still leaves quite some room for improvement for those who don't feel they are getting enough training.

In this context, workers, again, see a role for themselves — not just their employers — for training and upskilling, underlining the partnership theme highlighted throughout this year's report.

artificial intelligence & skilling

# by numbers.

## most desired skills.

When asked which L&D opportunities they were most interested in, workers were most likely to place the following options in their top three, highlighting the importance of soft skills in today's workplaces:

29% artificial intelligence

29% IT and tech literacy

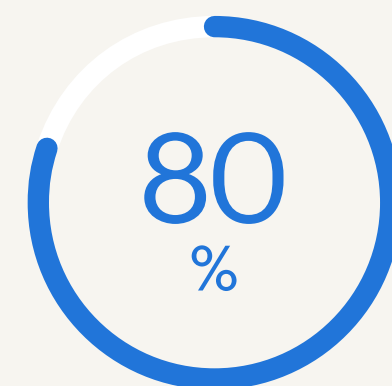
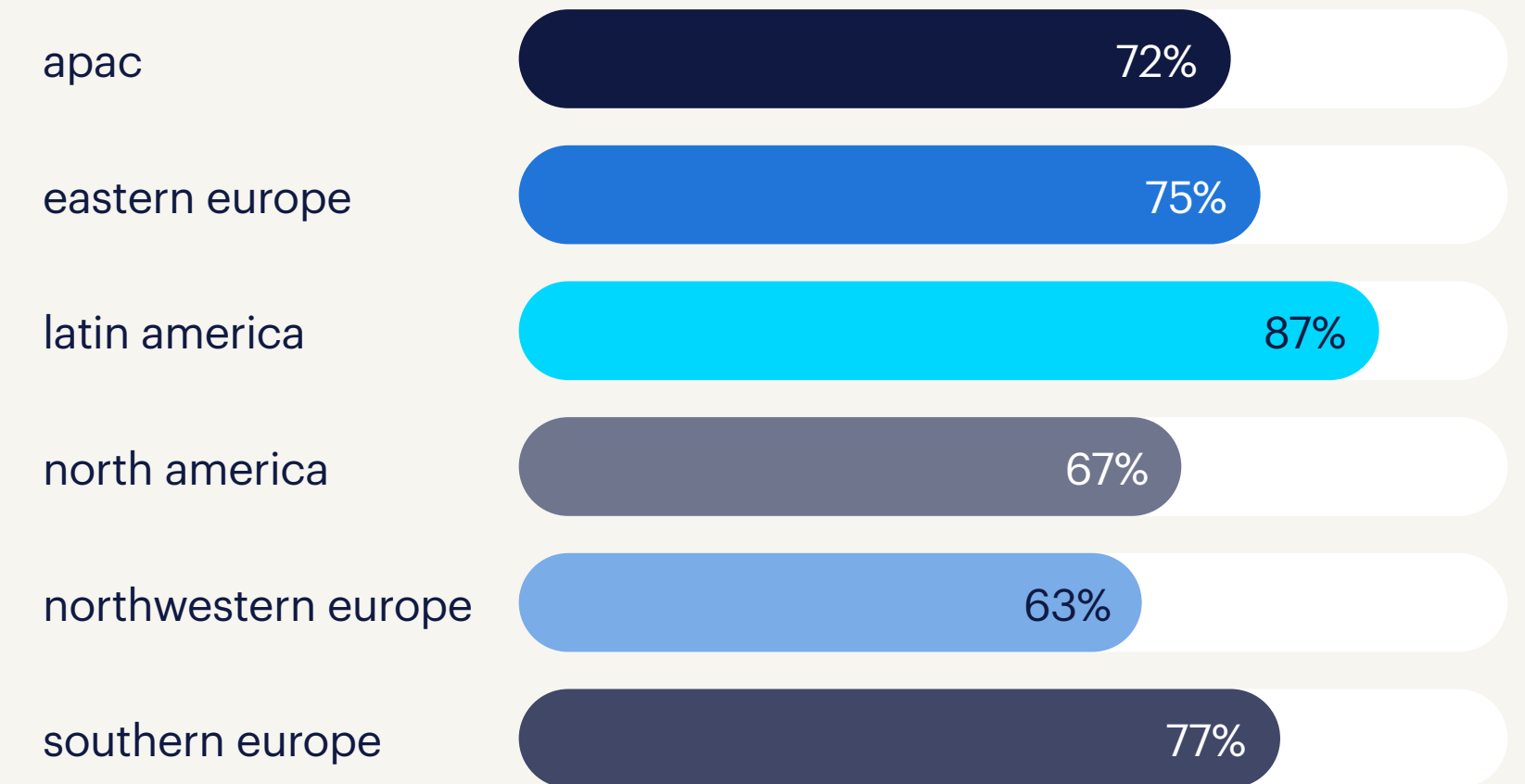
23% wellbeing and mindfulness

22% communication and presentation skills

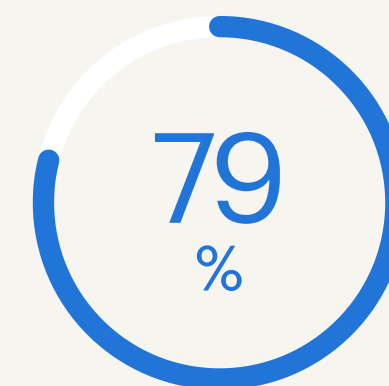
21% management and leadership skills

## development high on the agenda.

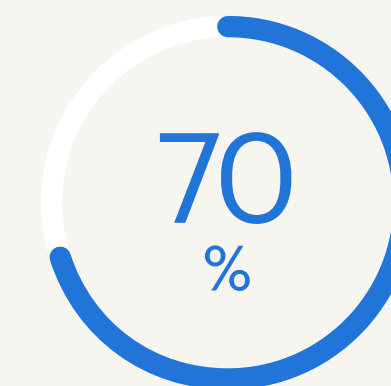
Training and development are important to talent in both their current and potential future jobs, though there is some regional and generational variance.



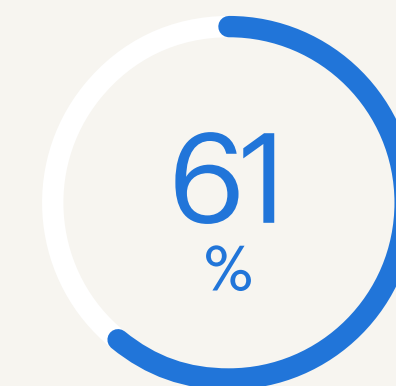
gen z



millennial



gen x



baby boomers



artificial intelligence & skilling

# by numbers.



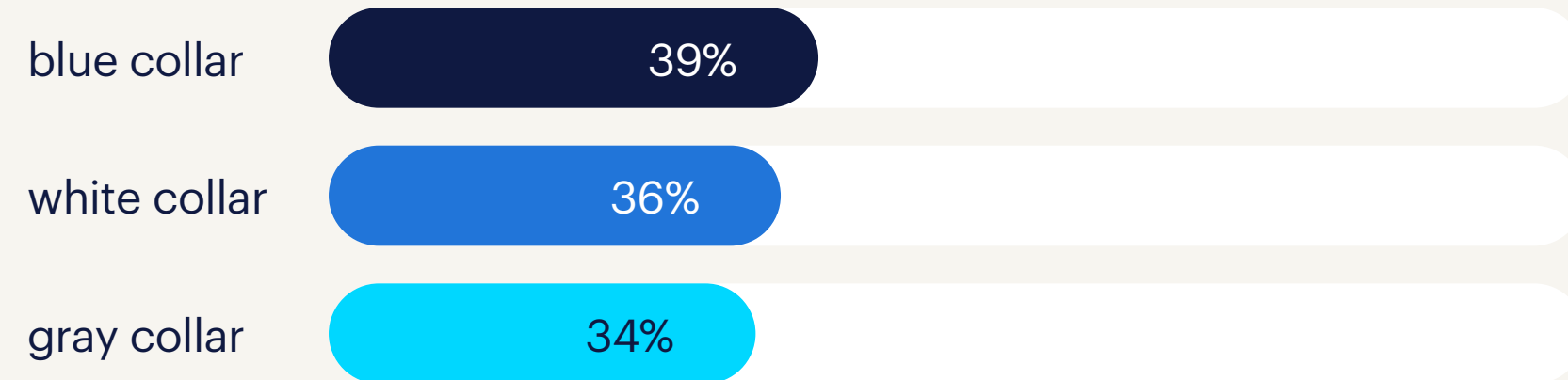
## sector split.

While operational and professional workers showed similar desires to progress, some industries prioritized training and development more than others. Workers in IT, construction

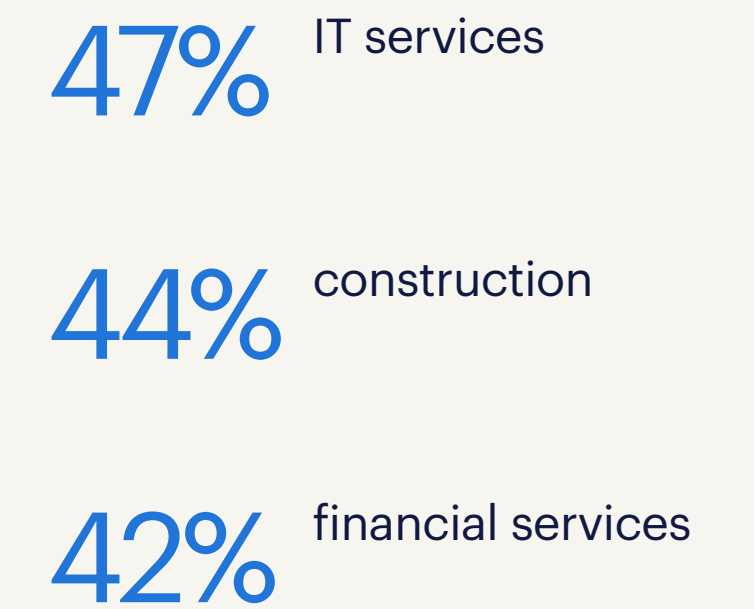
and financial services were most inclined to say they wouldn't accept a job if it didn't offer L&D opportunities to future-proof their skills.

I would not accept a job that didn't offer learning and development opportunities

### job type



### top 3 sector performers



artificial intelligence & skilling

# key learnings.

## 1.

### skilling bolsters retention.

Training and development opportunities are non-negotiable for talent, many of whom would even consider quitting a current job or not making a future career move if this box wasn't ticked. For employers, this suggests they may need to reassess if adequate opportunities to upskill or reskill are available to all. In a dynamic world of work, employers must ensure skilling is available to the workforce.

Customized learning curricula will help workers assess for gaps in their skill sets and remedy these in a systematic way.

## 2.

### AI is in focus.

Training is especially important as digitalization and automation — AI in particular — disrupt traditional jobs, especially, though not exclusively, among operational workers. Employers should take actions to address this need to stay competitive, which will, in turn, keep their workers relevant in a rapidly evolving world of work.

Businesses must identify the areas in their operations where AI is likely to have the biggest impact. They can then identify knowledge gaps and give workers the skills they need to navigate changes.

## 3.

### partners in development.

Workers don't put the onus for training on their employer alone. They are willing to take some responsibility for evolving their skill sets in partnership with employers.

Creating effective, practical mechanisms for workers' feedback — where they can speak about both the training they desire and the quality of the skilling solutions offered — can help improve and raise engagement with these programs.

By creating a true partnership with their talent, employers ensure that both parties have access to the skills and knowledge they need in the years to come.



# looking ahead.

# looking ahead.

In these dynamic times, a new talent ABC is emerging for employers. Changes will come even more rapidly in the days ahead as AI, digitization and shifting workforce attitudes rearrange the global economy and labor market. For employers, the need to attract, develop and retain great talent is more urgent than ever. Yet, there is no one-size-fits-all solution as workers' ambitions, motivations and priorities are becoming more fragmented.

This creates new levels of complexity and demands more creative approaches from employers looking to improve their talent experience. However, three fundamental measures can help bring employers and talent closer together: alignment with ambitions, providing balance and the forging of stronger connections.

## aligning with ambition.

As ambition is no longer viewed in its traditional sense of career progression — with talent putting work-life balance, flexibility, equity and skills at the heart of career decisions — organizations must evaluate if the opportunities they are offering align with what their people want.

They need to look after workers who are content in their role but still want to develop their skills, as well as those with more progression-based career goals and everyone in between.

## providing balance.

While talent still wants flexibility in where and when they work, significant numbers of respondents have indicated their employer requires them to work

from set locations at set times. Despite commercial pressures and a volatile economy, meeting demands for flexibility will be vital for organizations that wish to attract the best talent. They should consider revamping processes to accommodate a more flexible working world.

## forging a stronger connection.

A key takeaway from Workmonitor 2024 is that talent wants to forge deep connections with equitable employers. People want to bring their whole selves to work, yet many feel unable to do so. Establishing strong communication channels will allow employers to better understand what might allow individuals to do so. Having conversations is not hard. However, ensuring colleagues feel

the connection they desire will require dedicated efforts from leaders.

“With an improved understanding of what talent wants, organizations can build more equitable workplaces — as well as stronger, more trusting relationships with their people.”

Addressing all three of these areas will not be easy. But in a world of talent scarcity, doing so will be a key differentiator for organizations.

By learning the new talent ABC, they can set themselves apart as employers of choice and drive the talent agenda of tomorrow.



# about the survey.

# about the survey.

The Randstad Workmonitor, now in its 21<sup>st</sup> year, explores the views of working people in 34 markets across Europe, Asia-Pacific and the Americas. It aims to provide an inside look at their attitudes, ambitions and expectations as the world of work continues to transform.

Through this comprehensive study, we want to hear and share the voice of talent about what they want and expect from their employers and how willing they are to ask for it.

The study conceptualizes and measures the gap between the reality and the wishes of the global workforce and tracks how this changes over time.

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

500 interviews per market. Dynata is used for sampling purposes.

The survey for our 2024 study was conducted between October 23 and November 11, 2023 among 27,000 workers in Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Greece, Hong Kong SAR, Hungary, India, Italy, Japan, Luxembourg, Malaysia, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, Romania, Singapore, Spain, Sweden, Switzerland, Türkiye, the United Kingdom and the United States.



**27,000**  
workers surveyed

**34**  
markets

**18–67**  
year old people



# appendix.

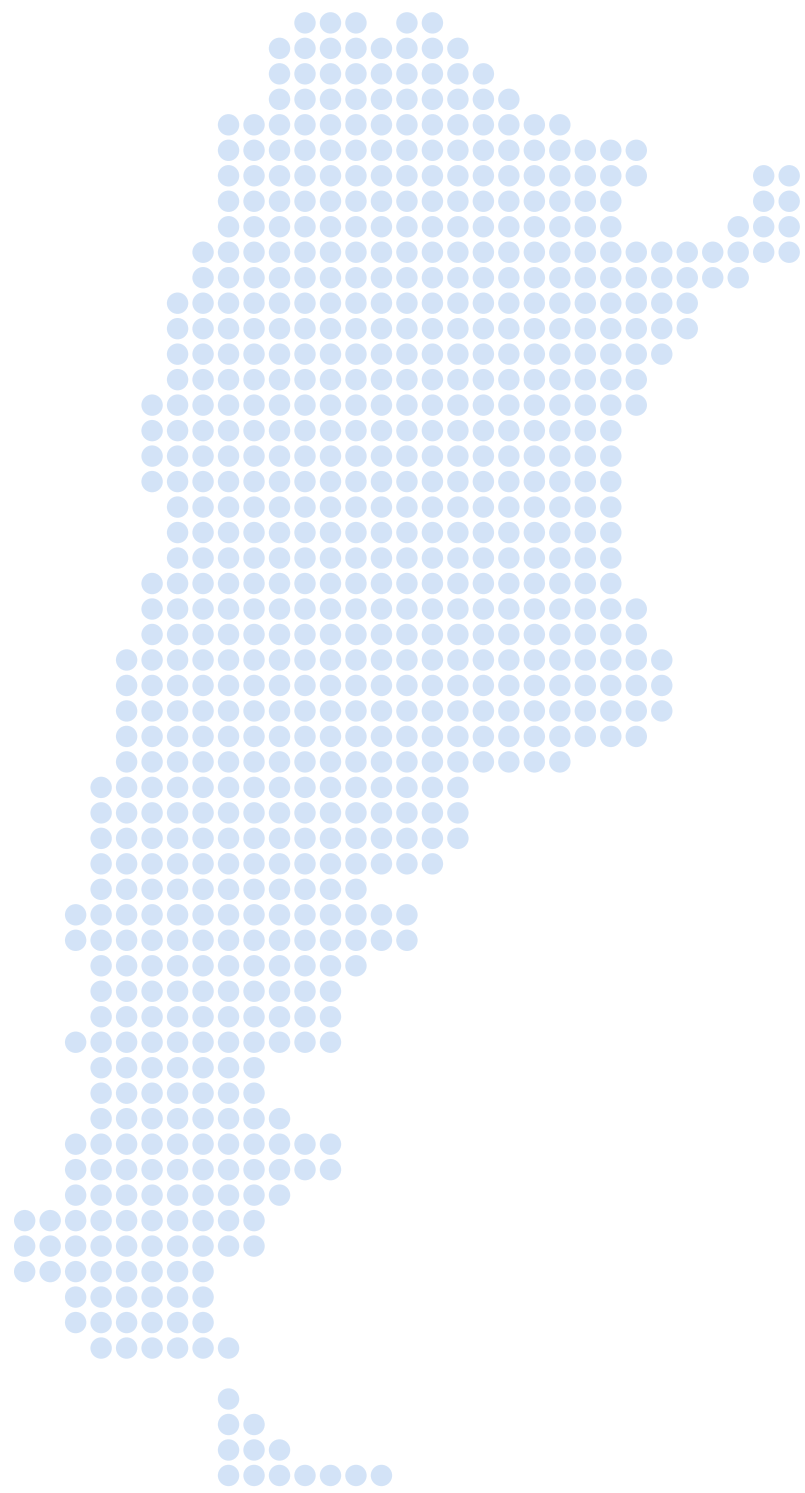
# select a market.

- argentina
- australia
- austria
- belgium
- brazil
- canada
- chile
- china
- czech republic
- denmark
- france
- germany
- greece
- hong kong SAR
- hungary
- india
- italy
- japan
- luxembourg
- malaysia
- mexico
- netherlands
- new zealand
- norway
- poland
- portugal
- romania
- singapore
- spain
- sweden
- switzerland
- türkiye
- united kingdom
- united states





# argentina.



# 49%

are interested in learning and development opportunities focused on AI

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

→ 65% feel ambitious about their career right now (56% global)

- I want to take on more managerial responsibilities – 52% (47% global)
- I am worried about losing my job – 48% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 36% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 42% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 50% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 60% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 44% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - The pay – 95% (93% global)
  - Work-life balance – 94% (93% global)
  - Job security – 91% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 35% (37% global)
  - working hours – 39% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 30% (37% global)
- Being able to work from home is a non-negotiable for me – 33% (39% global)
- My employer isn't providing enough flexibility around working from home – 38% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 34% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 24% (37% global)
- My employer expects me to be in the office more now than six months ago – 33% (35% global)

→ 79% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 35% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 38% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 38% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 76% gender pay equity (65% global)
    - 48% family leave for all talent (45% global)
    - 47% corporate social responsibility (36% global)
- Who is responsible for:
  - Improving equity – 10% worker/60% employer (18%/52% – global)
  - Improving work-life balance – 40% worker/26% employer (35%/29% – global)
  - My motivation at work – 46% worker/19% employer (45%/20% – global)
  - Advancing in one's career – 29% worker/39% employer (27%/37% – global)
- My employer doesn't understand my generation – 22% (29% global)
- I hide aspects of myself at work – 55% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 50% (52% global)

→ 42% would not accept a job if it didn't offer L&D opportunities to future-proof skills (36% global)

- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 32% (29% global)
- Who is responsible for:
  - Training & upskilling – 20% worker/45% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:
  - AI – 49% (29% global)
  - IT and tech literacy – 40% (29% global)
  - Data science/analytics – 24% (17% global)
  - Programming/coding – 22% (18% global)
  - Management and leadership skills – 21% (21% global)

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# australia.

# 55%

say being able to work from home is a non-negotiable for them

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 44% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 61% (47% global)
- I am worried about losing my job – 44% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 51% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 31% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 43% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 56% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 49% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 95% (93% global)

- The pay – 93% (93% global)
- Job security – 89% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 44% (37% global)
  - working hours – 43% (41% global)

→ I'd consider quitting my job if my employer asked me to spend more time working in the office – 56% (37% global)

- Being able to work from home is a non-negotiable for me – 55% (39% global)
- My employer isn't providing enough flexibility around working from home – 46% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 62% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 63% (37% global)
- My employer expects me to be in the office more now than six months ago – 37% (35% global)
- 83% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 35% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 36% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 35% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 56% family leave for all talent (45% global)
  - 55% gender pay equity (65% global)
  - 49% diverse workforce (42% global)
- Who is responsible for:

→ **Improving equity**  
– 47% worker/20% employer (18%/52% – global)

- Improving work-life balance – 57% worker/11% employer (35%/29% – global)
- My motivation at work – 47% worker/10% employer (45%/20% – global)
- Advancing in one's career – 49% worker/13% employer (27%/37% – global)
- My employer doesn't understand my generation – 34% (29% global)
- I hide aspects of myself at work – 59% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 50% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 34% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 28% (29% global)
- Who is responsible for:
  - Training & upskilling – 42% worker/25% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **Wellbeing and mindfulness, Management and leadership skills, Coaching and mentoring**  
– 25% (23%, 21%, 20% global)

- AI – 23% (29% global)
- IT and tech literacy – 22% (29% global)
- Communication and presentation skills – 20% (22% global)
- Programming/coding – 17% (18% global)

↖ Back to the overview

# austria.

# 60%

think their employer isn't providing enough flexibility around working from home

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 50% feel ambitious about their career right now (56% global)

→ 68% want to take on more managerial responsibilities (47% global)

- I am worried about losing my job – 43% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 56% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 26% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 57% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 56% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 44% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - The pay – 92% (93% global)
  - Job security – 88% (89% global)
  - Mental health support – 87% (83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 32% (37% global)
  - working hours – 39% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 50% (37% global)
- Being able to work from home is a non-negotiable for me – 55% (39% global)
- My employer isn't providing enough flexibility around working from home – 60% (42% global)

→ 66% say that in the past few months, their employer has become stricter about making sure staff come into the office (41% global)

- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 68% (37% global)
- My employer expects me to be in the office more now than six months ago – 32% (35% global)
- 83% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 36% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 31% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 32% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 78% gender pay equity (65% global)
  - 55% corporate social responsibility (36% global)
  - 43% family leave for all talent (45% global)
- Who is responsible for:
  - Improving equity – 45% worker/22% employer (18%/52% – global)
  - Improving work-life balance – 61% worker/11% employer (35%/29% – global)
  - My motivation at work – 57% worker/6% employer (45%/20% – global)
  - Advancing in one's career – 49% worker/16% employer (27%/37% – global)

→ 36% feel that their employer doesn't understand their generation (29% global)

- I hide aspects of myself at work – 48% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 45% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 26% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 22% (29% global)
- Who is responsible for:
  - Training & upskilling – 33% worker/34% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ Wellbeing and mindfulness – 32% (23% global)

- Coaching and mentoring – 26% (20% global)
- AI, IT and tech literacy & Communication and presentation skills – 24% (29% & 22% global)
- Management and leadership skills – 22% (21% global)
- Creative and analytical thinking – 21% (15% global)

↩ Back to the overview

# belgium.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 42% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 27% (47% global)
- I am worried about losing my job – 48% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 52% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 26% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 37% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 58% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 45% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 93% (93% global)

- The pay – 92% (93% global)
- Job security & mental health support – 90% (89% & 83% global)

# 52%

would be happy to stay in a role they liked, even if there was no room to progress or develop

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 36% (37% global)
  - working hours – 41% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 26% (37% global)
- Being able to work from home is a non-negotiable for me – 38% (39% global)
- My employer isn't providing enough flexibility around working from home – 31% (42% global)

→ **28% say that in the past few months, their employer has become stricter about making sure staff come into the office** (41% global)

- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 23% (37% global)
- My employer expects me to be in the office more now than six months ago – 31% (35% global)
- 85% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 36% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 29% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 36% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ **74% gender pay equity** (65% global)

- 52% family leave for all talent (45% global)
- 39% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 10% worker/55% employer (18%/52% – global)
  - Improving work-life balance – 28% worker/36% employer (35%/29% – global)
  - My motivation at work – 47% worker/18% employer (45%/20% – global)
  - Advancing in one's career – 22% worker/37% employer (27%/37% – global)
- My employer doesn't understand my generation – 24% (29% global)
- I hide aspects of myself at work – 48% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 50% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 30% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 22% (29% global)
- Who is responsible for:
  - Training & upskilling – 20% worker/46% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **Wellbeing and mindfulness – 31%** (23% global)

- IT and tech literacy – 27% (29% global)
- Coaching and mentoring – 25% (20% global)
- Communication and presentation skills – 22% (22% global)
- Empathy and active listening – 21% (13% global)

↖ Back to the overview

# brazil.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 76% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 61% (47% global)
- I am worried about losing my job – 47% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 47% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 53% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 56% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 61% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 54% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - Work-life balance & the pay – 95% (93% global)
  - Job security – 93% (89% global)

→ **Mental health support & Health insurance/healthcare benefits – 92%** (83% & 78% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 38% (37% global)
  - working hours – 41% (41% global)
- **33% would consider quitting their job if their employer asked them to spend more time working in the office** (37% global)
- Being able to work from home is a non-negotiable for me – 38% (39% global)
- My employer isn't providing enough flexibility around working from home – 41% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 38% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 37% (37% global)
- My employer expects me to be in the office more now than six months ago – 47% (35% global)
- 82% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 45% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 47% (37% global)
- **With a business that doesn't align with my values on social and environmental issues – 48%** (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 70% gender pay equity (65% global)
  - 48% diverse backgrounds in leadership (37% global)
  - 41% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 30% worker/43% employer (18%/52% – global)
  - Improving work-life balance – 59% worker/14% employer (35%/29% – global)
  - My motivation at work – 61% worker/13% employer (45%/20% – global)
  - Advancing in one's career – 45% worker/25% employer (27%/37% – global)
- My employer doesn't understand my generation – 30% (29% global)
- I hide aspects of myself at work – 42% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 59% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 48% (36% global)
- **42% would quit a job if they weren't offered learning and development opportunities to future-proof their skills (e.g. AI)** (29% global)
- Who is responsible for:
  - Training & upskilling – 37% worker/24% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:
  - AI – 45% (29% global)
  - IT and tech literacy – 34% (29% global)
  - Communication and presentation skills – 26% (22% global)
  - Management and leadership skills – 25% (21% global)
  - Programming/coding, Data science/ analytics, Data privacy and cybersecurity – 18% (18%, 17%, 16% global)

# 45%

are interested in learning and development opportunities focused on AI

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# canada.

# 42%

wouldn't accept a job if it didn't provide flexibility around working hours

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 51% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 52% (47% global)
- I am worried about losing my job – 44% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 52% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 32% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 52% (46% global)

→ 58% wouldn't accept a job if it would negatively affect their work-life balance (57% global)

- I would quit a job if it was preventing me from enjoying my life – 47% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - Work-life balance & the pay – 93% (93% global)
  - Job security – 86% (89% global)
  - Health insurance/healthcare benefits – 85% (78% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 38% (37% global)
  - working hours – 42% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 41% (37% global)
- Being able to work from home is a non-negotiable for me – 47% (39% global)
- My employer isn't providing enough flexibility around working from home – 52% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 55% (41% global)

→ 50% have made arrangements in their life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay (37% global)

- My employer expects me to be in the office more now than six months ago – 30% (35% global)
- 83% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 35% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 32% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 33% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 64% gender pay equity (65% global)
  - 52% family leave for all talent (45% global)
  - 48% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 31% worker/33% employer (18%/52% – global)
  - Improving work-life balance – 48% worker/17% employer (35%/29% – global)
  - My motivation at work – 44% worker/14% employer (45%/20% – global)
  - Advancing in one's career – 38% worker/22% employer (27%/37% – global)
- My employer doesn't understand my generation – 27% (29% global)

→ 59% hide aspects of themselves at work (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

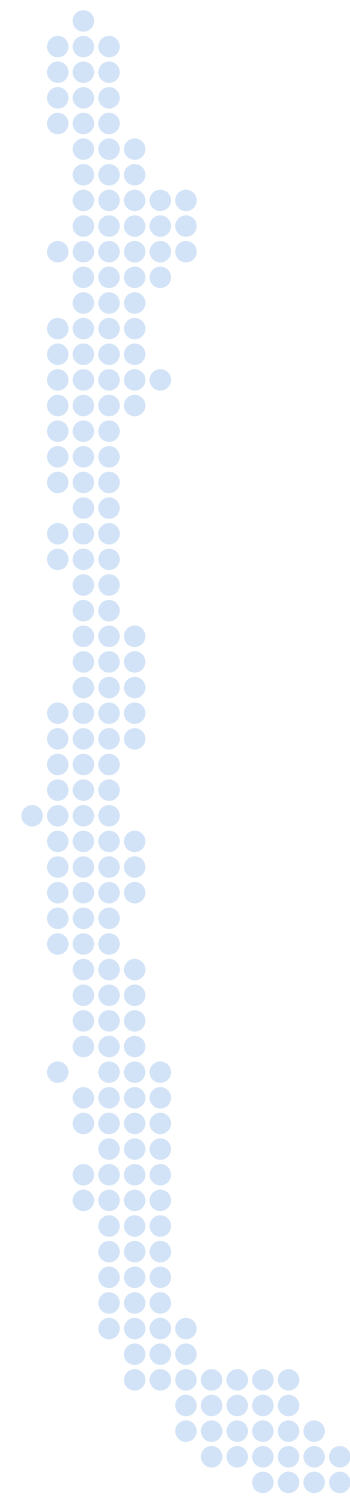
- My employer is helping me develop future-proof skills for my career (e.g. AI) – 47% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 32% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 23% (29% global)
- Who is responsible for:
  - Training & upskilling – 28% worker/33% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ AI, IT and tech literacy & Wellbeing and mindfulness – 26% (29% & 23% global)

- Management and leadership skills – 25% (21% global)
- Coaching and mentoring – 23% (20% global)
- Communication and presentation skills – 19% (22% global)
- Data science / analytics – 17% (17% global)

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# chile.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 71% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 51% (47% global)
- I am worried about losing my job – 54% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 35% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 45% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 52% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 59% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 51% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ Work-life balance & The pay – 94% (93% global)

- Job security – 93% (89% global)
- Mental health support – 89% (83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 35% (37% global)
  - working hours – 41% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 36% (37% global)
- Being able to work from home is a non-negotiable for me – 34% (39% global)
- My employer isn't providing enough flexibility around working from home – 38% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 34% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 31% (37% global)

→ 40% say their employer expects them to be in the office more now than six months ago (35% global)

- 73% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 41% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 43% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 47% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 73% gender pay equity (65% global)
  - 49% corporate social responsibility (36% global)

→ 38% non-discrimination policies (on the website/ in job ads) (30% global)

- Who is responsible for:
  - Improving equity – 10% worker/62% employer (18%/52% – global)
  - Improving work-life balance – 34% worker/33% employer (35%/29% – global)
  - My motivation at work – 41% worker/23% employer (45%/20% – global)
  - Advancing in one's career – 22% worker/44% employer (27%/37% – global)
- My employer doesn't understand my generation – 25% (29% global)
- I hide aspects of myself at work – 60% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 52% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 43% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 35% (29% global)
- Who is responsible for:
  - Training & upskilling – 18% worker/46% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ AI, IT and tech literacy – 42% (29% global)

- Management and leadership skills – 25% (21% global)
- Coaching and mentoring – 22% (20% global)
- Data science/analytics – 21% (17% global)
- Programming/coding – 19% (18% global)

# 43%

would not accept a job if it didn't offer L&D opportunities to future-proof skills

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# china.

# 50%

wouldn't accept a job if it didn't provide flexibility around location

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

→ 80% feel ambitious about their career right now (56% global)

- I want to take on more managerial responsibilities – 71% (47% global)
- I am worried about losing my job – 63% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 53% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 55% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 60% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 45% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 47% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - The pay – 90% (93% global)
  - Work-life balance – 89% (93% global)
  - Job security & Health insurance/healthcare benefits – 87% (89% & 78% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 50% (37% global)
  - working hours – 47% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 39% (37% global)
- Being able to work from home is a non-negotiable for me – 35% (39% global)
- My employer isn't providing enough flexibility around working from home – 47% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 45% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 43% (37% global)

→ 54% say their employer expects them to be in the office more now than six months ago (35% global)

- 92% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 42% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 45% (37% global)

→ With a business that doesn't align with my values on social and environmental issues – 51% (38% global)

- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 48% diverse workforce (42% global)
  - 43% gender pay equity (65% global)
  - 42% family leave for all talent (45% global)
- Who is responsible for:
  - Improving equity – 8% worker/75% employer (18%/52% – global)
  - Improving work-life balance – 16% worker/61% employer (35%/29% – global)
  - My motivation at work – 28% worker/49% employer (45%/20% – global)
  - Advancing in one's career – 11% worker/68% employer (27%/37% – global)
- My employer doesn't understand my generation – 40% (29% global)
- I hide aspects of myself at work – 70% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

→ 81% say their employer is helping them develop future-proof skills for my career (e.g. AI) (52% global)

- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 45% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 48% (29% global)
- Who is responsible for:
  - Training & upskilling – 8% worker/73% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:
  - AI & Data science/analytics – 30% (29% & 17% global)
  - Communication and presentation skills – 29% (22% global)
  - Software project management – 28% (15% global)
  - Data privacy and cybersecurity – 26% (16% global)
  - IT and tech literacy – 25% (29% global)

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# czech republic.

# 26%

want to take on more managerial responsibilities

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 39% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 26% (47% global)
- I am worried about losing my job – 45% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 52% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 23% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 26% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 52% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 42% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ Job security – 92% (89% global)

- The pay – 90% (93% global)
- Work-life balance & Mental health support – 89% (93% & 83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 21% (37% global)
  - working hours – 27% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 30% (37% global)
- Being able to work from home is a non-negotiable for me – 25% (39% global)
- My employer isn't providing enough flexibility around working from home – 39% (42% global)

→ 27% say that in the past few months, their employer has become stricter about making sure staff come into the office (41% global)

- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 17% (37% global)
- My employer expects me to be in the office more now than six months ago – 20% (35% global)
- 85% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 37% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 27% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 28% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 74% gender pay equity (65% global)
  - 57% family leave for all talent (45% global)
  - 42% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 8% worker/67% employer (18%/52% – global)
  - Improving work-life balance – 31% worker/33% employer (35%/29% – global)
  - My motivation at work – 45% worker/24% employer (45%/20% – global)
  - Advancing in one's career – 15% worker/49% employer (27%/37% – global)
- My employer doesn't understand my generation – 19% (29% global)
- I hide aspects of myself at work – 52% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 45% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 23% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 21% (29% global)
- Who is responsible for:
  - Training & upskilling – 13% worker/60% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ Communication and presentation skills – 33% (22% global)

- IT and tech literacy – 28% (29% global)
- Management and leadership skills – 23% (21% global)
- AI – 22% (29% global)
- Wellbeing and mindfulness, Creative and analytical thinking, Empathy and active listening – 20% (23%, 15%, 13% global)

↖ Back to the overview

# denmark.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 46% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 33% (47% global)
- I am worried about losing my job – 54% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 58% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 27% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 44% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 60% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 54% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 90% (93% global)

- The pay – 83% (93% global)
- Working hours flexibility – 81% (81% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 39% (37% global)

→ **Working hours**  
– 50% (41% global)

- I'd consider quitting my job if my employer asked me to spend more time working in the office – 31% (37% global)
- Being able to work from home is a non-negotiable for me – 38% (39% global)
- My employer isn't providing enough flexibility around working from home – 35% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 29% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 25% (37% global)
- My employer expects me to be in the office more now than six months ago – 24% (35% global)
- 82% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 38% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 34% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 38% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 65% gender pay equity (65% global)
  - 57% diverse workforce (42% global)
  - 51% diverse backgrounds in leadership (37% global)
- Who is responsible for:
  - Improving equity – 6% worker/64% employer (18%/52% – global)
  - Improving work-life balance – 32% worker/30% employer (35%/29% – global)
  - My motivation at work – 36% worker/18% employer (45%/20% – global)
  - Advancing in one's career – 20% worker/34% employer (27%/37% – global)
- My employer doesn't understand my generation – 23% (29% global)

→ **59% hide aspects of themselves at work** (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 49% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 34% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 26% (29% global)
- Who is responsible for:
  - Training & upskilling – 13% worker/43% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:
  - IT and tech literacy & Communication and presentation skills – 29% (29% & 22% global)

→ **Wellbeing and mindfulness & Coaching and mentoring** – 25% (23% & 20% global)

- AI – 22% (29% global)
- Management and leadership skills – 18% (21% global)
- Programming/coding – 15% (18% global)

# 58%

would be happy to stay in a role they liked, even if there was no room to progress or develop

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# france.

# 37%

would not accept a job if it didn't offer L&D opportunities to future-proof skills

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 51% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 37% (47% global)
- I am worried about losing my job – 40% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 48% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 35% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 38% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 57% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 48% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 95% (93% global)

- The pay – 92% (93% global)
- Mental health support – 91% (83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 38% (37% global)

→ **Working hours**  
– 43% (41% global)

- I'd consider quitting my job if my employer asked me to spend more time working in the office – 24% (37% global)
- Being able to work from home is a non-negotiable for me – 37% (39% global)
- My employer isn't providing enough flexibility around working from home – 36% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 24% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 18% (37% global)
- My employer expects me to be in the office more now than six months ago – 32% (35% global)
- 85% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 39% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 39% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 37% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ **74% gender pay equity** (65% global)

- 41% corporate social responsibility (36% global)
- 37% family leave for all talent (45% global)
- Who is responsible for:
  - Improving equity – 13% worker/49% employer (18%/52% – global)
  - Improving work-life balance – 24% worker/34% employer (35%/29% – global)
  - My motivation at work – 43% worker/21% employer (45%/20% – global)
  - Advancing in one's career – 18% worker/39% employer (27%/37% – global)
- My employer doesn't understand my generation – 27% (29% global)
- I hide aspects of myself at work – 55% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

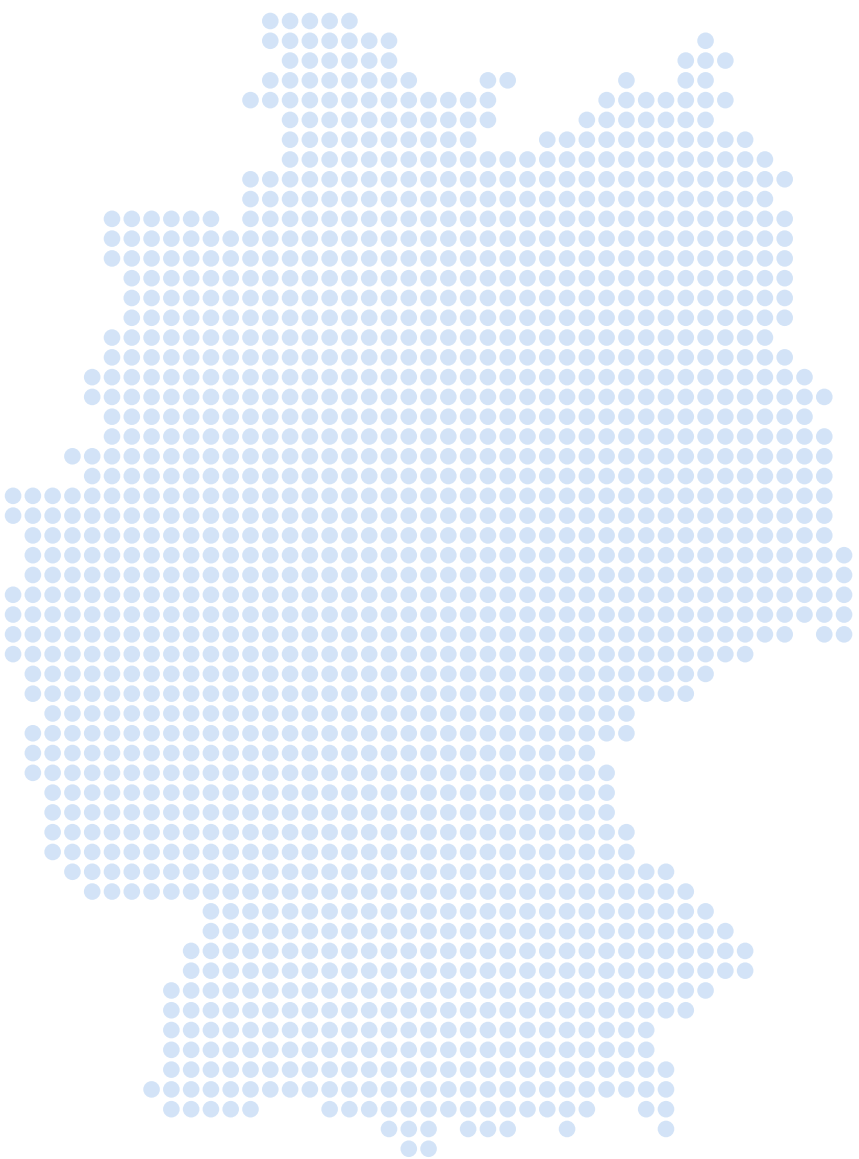
- My employer is helping me develop future-proof skills for my career (e.g. AI) – 53% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 37% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 29% (29% global)
- Who is responsible for:
  - Training & upskilling – 13% worker/42% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **Wellbeing and mindfulness** – 31% (23% global)

- IT and tech literacy – 27% (29% global)
- AI – 25% (29% global)
- Data privacy and cybersecurity – 21% (16% global)
- Communication and presentation skills – 20% (22% global)

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# germany.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 47% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 31% (47% global)
- I am worried about losing my job – 38% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 58% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 24% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 42% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 53% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 41% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - The pay – 93% (93% global)
  - Job security – 91% (89% global)

→ Work-life balance, Mental health support & Annual leave days – 85% (93%, 83% & 83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 34% (37% global)
  - working hours – 40% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 24% (37% global)
- Being able to work from home is a non-negotiable for me – 34% (39% global)
- My employer isn't providing enough flexibility around working from home – 32% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 31% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 17% (37% global)
- My employer expects me to be in the office more now than six months ago – 30% (35% global)

→ 85% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 36% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 27% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 31% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 74% gender pay equity (65% global)
  - 49% corporate social responsibility (36% global)
  - 46% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 8% worker/67% employer (18%/52% – global)
  - Improving work-life balance – 14% worker/48% employer (35%/29% – global)
  - My motivation at work – 44% worker/20% employer (45%/20% – global)
  - Advancing in one's career – 14% worker/46% employer (27%/37% – global)
- My employer doesn't understand my generation – 22% (29% global)
- I hide aspects of myself at work – 45% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 48% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 30% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 22% (29% global)
- Who is responsible for:
  - Training & upskilling – 14% worker/46% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ Wellbeing and mindfulness – 33% (23% global)

- AI – 26% (29% global)
- IT and tech literacy – 24% (29% global)
- Communication and presentation skills – 21% (22% global)
- Coaching and mentoring – 19% (20% global)

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# 58%

would be happy to stay in a role they liked, even if there was no room to progress or develop

# greece.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 53% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 49% (47% global)
- I am worried about losing my job – 46% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 50% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 36% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 50% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 55% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 46% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ Work-life balance & The pay – 94% (93% global)

- Job security – 92% (89% global)
- Health insurance/healthcare benefits – 90% (78% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 26% (37% global)
  - working hours – 32% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 29% (37% global)
- Being able to work from home is a non-negotiable for me – 30% (39% global)

→ 46% say their employer isn't providing enough flexibility around working from home (42% global)

- In the past few months, my employer has become stricter about making sure staff come into the office – 31% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 22% (37% global)
- My employer expects me to be in the office more now than six months ago – 25% (35% global)
- 81% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 38% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 35% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 38% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ 75% gender pay equity (65% global)

- 64% family leave for all talent (45% global)
- 41% corporate social responsibility (36% global)
- Who is responsible for:
  - Improving equity – 7% worker/67% employer (18%/52% – global)
  - Improving work-life balance – 36% worker/26% employer (35%/29% – global)
  - My motivation at work – 26% worker/37% employer (45%/20% – global)
  - Advancing in one's career – 12% worker/55% employer (27%/37% – global)
- My employer doesn't understand my generation – 27% (29% global)
- I hide aspects of myself at work – 53% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 44% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 33% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 30% (29% global)
- Who is responsible for:
  - Training & upskilling – 18% worker/33% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ IT and tech literacy – 40% (29% global)

- AI – 31% (29% global)
- Communication and presentation skills – 29% (22% global)
- Coaching and mentoring – 24% (20% global)
- Management and leadership skills – 23% (21% global)

# 49%

want to take on more managerial responsibilities

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# hong kong SAR.

# 64%

say their employer is helping them develop future-proof skills for their career (e.g. AI)

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 51% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 56% (47% global)
- I am worried about losing my job – 43% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 60% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 46% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 51% (46% global)

→ 60% wouldn't accept a job if it would negatively affect their work-life balance (57% global)

- I would quit a job if it was preventing me from enjoying my life – 57% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - The pay – 93% (93% global)
  - Work-life balance – 89% (93% global)
  - Annual leave days – 85% (83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 43% (37% global)
  - working hours – 43% (41% global)

→ 51% would consider quitting their job if their employer asked them to spend more time working in the office (37% global)

- Being able to work from home is a non-negotiable for me – 37% (39% global)
- My employer isn't providing enough flexibility around working from home – 49% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 44% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 46% (37% global)
- My employer expects me to be in the office more now than six months ago – 42% (35% global)
- 87% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 44% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 45% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 46% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ 52% family leave for all talent (45% global)

- 51% gender pay equity (65% global)
- 40% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 11% worker/60% employer (18%/52% – global)
  - Improving work-life balance – 17% worker/48% employer (35%/29% – global)
  - My motivation at work – 37% worker/30% employer (45%/20% – global)
  - Advancing in one's career – 17% worker/51% employer (27%/37% – global)
- My employer doesn't understand my generation – 46% (29% global)
- I hide aspects of myself at work – 75% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 64% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 42% (36% global)

→ I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 42% (29% global)

- Who is responsible for:
  - Training & upskilling – 10% worker/64% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:
  - AI – 29% (29% global)
  - IT and tech literacy – 28% (29% global)
  - Data science / analytics – 25% (17% global)
  - Communication and presentation skills, Software project managements, Data privacy and cybersecurity – 23% (22%, 15%, 16% global)
  - Programming/coding – 22% (18% global)

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# hungary.

# 51%

feel ambitious about their career right now

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 51% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 35% (47% global)
- I am worried about losing my job – 44% (45% global)

→ 60% would be happy to stay in a role they liked, even if there was no room to progress or develop (51% global)

- I would quit a job if it didn't offer career progression opportunities – 23% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 38% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 56% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 38% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - The pay – 95% (93% global)
  - Work-life balance & Job security – 93% (93% & 89% global)
  - Annual leave days – 91% (83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 34% (37% global)
  - working hours – 33% (41% global)

→ 44% would consider quitting their job if their employer asked them to spend more time working in the office (37% global)

- Being able to work from home is a non-negotiable for me – 39% (39% global)
- My employer isn't providing enough flexibility around working from home – 45% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 38% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 29% (37% global)
- My employer expects me to be in the office more now than six months ago – 27% (35% global)
- 87% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 38% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 32% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 36% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ 72% gender pay equity (65% global)

- 62% family leave for all talent (45% global)
- 35% diverse backgrounds in leadership & corporate social responsibility (37% & 36% global)
- Who is responsible for:
  - Improving equity – 5% worker/72% employer (18%/52% – global)
  - Improving work-life balance – 25% worker/37% employer (35%/29% – global)
  - My motivation at work – 30% worker/35% employer (45%/20% – global)
  - Advancing in one's career – 13% worker/47% employer (27%/37% – global)
- My employer doesn't understand my generation – 26% (29% global)
- I hide aspects of myself at work – 55% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 46% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 31% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 23% (29% global)
- Who is responsible for:
  - Training & upskilling – 11% worker/56% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ Wellbeing and mindfulness – 30% (23% global)

- AI – 27% (29% global)
- Programming/coding – 26% (18% global)
- Communication and presentation skills – 25% (22% global)
- IT and tech literacy – 23% (29% global)

↖ Back to the overview

# india.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 90% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 63% (47% global)
- I am worried about losing my job – 63% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 56% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 68% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 59% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 63% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 66% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 98% (93% global)

- The pay – 96% (93% global)
- Job security – 95% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 64% (37% global)
  - working hours – 61% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 59% (37% global)
- Being able to work from home is a non-negotiable for me – 58% (39% global)

→ **61% say their employer isn't providing enough flexibility around working from home** (42% global)

- In the past few months, my employer has become stricter about making sure staff come into the office – 65% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 60% (37% global)
- My employer expects me to be in the office more now than six months ago – 55% (35% global)
- 73% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 60% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 59% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 65% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 44% gender pay equity (65% global)
  - 43% diverse backgrounds in leadership (37% global)
  - 38% diverse workforce & family leave for all talent (42% & 45% global)
- Who is responsible for:
  - Improving equity – 58% worker/17% employer (18%/52% – global)
  - Improving work-life balance – 62% worker/17% employer (35%/29% – global)
  - My motivation at work – 74% worker/7% employer (45%/20% – global)
  - Advancing in one's career – 58% worker/18% employer (27%/37% – global)
- My employer doesn't understand my generation – 53% (29% global)

→ **72% hide aspects of themselves at work** (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

→ **84% say their employer is helping them develop future-proof skills for their career (e.g. AI)** (52% global)

- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 61% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 61% (29% global)
- Who is responsible for:
  - Training & upskilling – 62% worker/18% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:
  - AI – 45% (29% global)
  - IT and tech literacy – 40% (29% global)
  - Data science / analytics – 29% (17% global)
  - Programming / coding – 24% (18% global)
  - Software project management – 23% (15% global)

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# 90%

feel ambitious about their career right now



# italy.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 51% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 39% (47% global)
- I am worried about losing my job – 38% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 50% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 29% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 34% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 51% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 34% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ Work-life balance – 94% (93% global)

- The pay – 93% (93% global)
- Job security – 90% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 26% (37% global)
  - working hours – 31% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 23% (37% global)
- Being able to work from home is a non-negotiable for me – 26% (39% global)

→ 38% say that their employer isn't providing enough flexibility around working from home (42% global)

- In the past few months, my employer has become stricter about making sure staff come into the office – 34% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 23% (37% global)
- My employer expects me to be in the office more now than six months ago – 29% (35% global)
- 87% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 30% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 32% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 32% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ 67% gender pay equity (65% global)

- 49% family leave for all talent (45% global)
- 40% diverse backgrounds in leadership (37% global)
- Who is responsible for:
  - Improving equity – 8% worker/69% employer (18%/52% – global)
  - Improving work-life balance – 24% worker/45% employer (35%/29% – global)
  - My motivation at work – 38% worker/32% employer (45%/20% – global)
  - Advancing in one's career – 10% worker/67% employer (27%/37% – global)
- My employer doesn't understand my generation – 27% (29% global)
- I hide aspects of myself at work – 46% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 46% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 32% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 26% (29% global)
- Who is responsible for:
  - Training & upskilling – 10% worker/70% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ AI – 34% (29% global)

- Wellbeing and mindfulness – 26% (23% global)
- IT and tech literacy – 25% (29% global)
- Communication and presentation skills – 23% (22% global)
- Software project management – 19% (15% global)

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# 51%

feel ambitious about their career right now

# japan.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 29% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 21% (47% global)
- I am worried about losing my job – 18% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 45% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 20% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 20% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 43% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 47% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 85% (93% global)

- The pay – 84% (93% global)
- Health insurance/healthcare benefits – 82% (78% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 28% (37% global)
  - working hours – 33% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 24% (37% global)
- Being able to work from home is a non-negotiable for me – 34% (39% global)
- My employer isn't providing enough flexibility around working from home – 31% (42% global)

→ **22% say that in the past few months, their employer has become stricter about making sure staff come into the office** (41% global)

- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 16% (37% global)
- My employer expects me to be in the office more now than six months ago – 25% (35% global)
- 89% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 32% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 27% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 40% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ **57% diverse workforce** (42% global)

- 52% corporate social responsibility (36% global)
- 44% diverse backgrounds in leadership (37% global)
- Who is responsible for:
  - Improving equity – 7% worker/66% employer (18%/52% – global)
  - Improving work-life balance – 12% worker/56% employer (35%/29% – global)
  - My motivation at work – 23% worker/35% employer (45%/20% – global)
  - Advancing in one's career – 8% worker/63% employer (27%/37% – global)
- My employer doesn't understand my generation – 22% (29% global)
- I hide aspects of myself at work – 56% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 36% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 21% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 14% (29% global)
- Who is responsible for:
  - Training & upskilling – 14% worker/55% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **IT and tech literacy**  
– 25% (29% global)

- AI – 24% (29% global)
- Creative and analytical thinking – 22% (15% global)
- Coaching and mentoring – 21% (20% global)
- Communication and presentation skills – 20% (22% global)

# 29%

feel ambitious about their career right now

↖ Back to the overview

# luxembourg.

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

→ 64% feel ambitious about their career right now (56% global)

- I want to take on more managerial responsibilities – 35% (47% global)
- I am worried about losing my job – 46% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 48% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 34% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 31% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 56% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 36% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - The pay – 95% (93% global)
  - Job security – 93% (89% global)
  - Work-life balance – 91% (93% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 44% (37% global)
  - working hours – 48% (41% global)

→ 18% would consider quitting their job if their employer asked them to spend more time working in the office (37% global)

- Being able to work from home is a non-negotiable for me – 26% (39% global)
- My employer isn't providing enough flexibility around working from home – 36% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 22% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 14% (37% global)
- My employer expects me to be in the office more now than six months ago – 18% (35% global)
- 84% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 36% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 27% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 31% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 79% gender pay equity (65% global)

→ 52% corporate social responsibility (36% global)

- 45% family leave for all talent (45% global)
- Who is responsible for:
  - Improving equity – 10% worker/51% employer (18%/52% – global)
  - Improving work-life balance – 30% worker/26% employer (35%/29% – global)
  - My motivation at work – 43% worker/21% employer (45%/20% – global)
  - Advancing in one's career – 20% worker/34% employer (27%/37% – global)
- My employer doesn't understand my generation – 21% (29% global)
- I hide aspects of myself at work – 44% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 44% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 33% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 18% (29% global)
- Who is responsible for:
  - Training & upskilling – 24% worker/24% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ Wellbeing and mindfulness – 34% (23% global)

- Management and leadership skills – 28% (21% global)
- Communication and presentation skills – 27% (22% global)
- Empathy and active listening – 26% (13% global)
- AI, IT and tech literacy – 24% (29% global)

# 18%

would quit a job if they weren't offered learning and development opportunities to future-proof their skills

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# malaysia.

# 73%

feel ambitious about their career right now

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 73% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 65% (47% global)
- I am worried about losing my job – 51% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 55% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 50% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 65% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 56% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 52% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 94% (93% global)

- Health insurance/healthcare benefits – 90% (78% global)
- Working hours flexibility – 89% (81% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 45% (37% global)

→ **Working hours**  
– 46% (41% global)

- I'd consider quitting my job if my employer asked me to spend more time working in the office – 39% (37% global)
- Being able to work from home is a non-negotiable for me – 33% (39% global)
- My employer isn't providing enough flexibility around working from home – 44% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 50% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 40% (37% global)
- My employer expects me to be in the office more now than six months ago – 52% (35% global)
- 80% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 43% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 52% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 50% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ **47% diverse backgrounds in leadership** (37% global)

- 45% gender pay equity (65% global)
- 44% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 14% worker/54% employer (18%/52% – global)
  - Improving work-life balance – 28% worker/35% employer (35%/29% – global)
  - My motivation at work – 37% worker/32% employer (45%/20% – global)
  - Advancing in one's career – 22% worker/43% employer (27%/37% – global)
- My employer doesn't understand my generation – 38% (29% global)
- I hide aspects of myself at work – 67% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

→ **72% say their employer is helping them develop future-proof skills for my career (e.g. AI)** (52% global)

- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 47% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 38% (29% global)
- Who is responsible for:
  - Training & upskilling – 17% worker/53% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:
  - IT and tech literacy – 42% (29% global)
  - AI & Management and leadership skills – 29% (29% & 21% global)
  - Data science / analytics – 23% (17% global)
  - Communication and presentation skills – 22% (22% global)
  - Programming / coding – 20% (18% global)

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# mexico.

# 79%

feel ambitious about their career right now

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 79% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 63% (47% global)
- I am worried about losing my job – 58% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 35% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 53% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 56% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 61% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 47% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - The pay – 95% (93% global)
  - Work-life balance & Job security – 93% (93% & 89% global)

→ Career advancement opportunities & Health insurance/healthcare benefits – 91% (70% & 78% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 38% (37% global)
  - working hours – 41% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 38% (37% global)
- Being able to work from home is a non-negotiable for me – 31% (39% global)
- My employer isn't providing enough flexibility around working from home – 47% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 39% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 31% (37% global)
- My employer expects me to be in the office more now than six months ago – 44% (35% global)

→ 73% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 46% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 47% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 48% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 74% gender pay equity (65% global)
  - 46% corporate social responsibility (36% global)
  - 35% family leave for all talent (45% global)
- Who is responsible for:
  - Improving equity – 12% worker/52% employer (18%/52% – global)
  - Improving work-life balance – 34% worker/30% employer (35%/29% – global)
  - My motivation at work – 45% worker/23% employer (45%/20% – global)
  - Advancing in one's career – 28% worker/36% employer (27%/37% – global)
- My employer doesn't understand my generation – 31% (29% global)
- I hide aspects of myself at work – 60% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

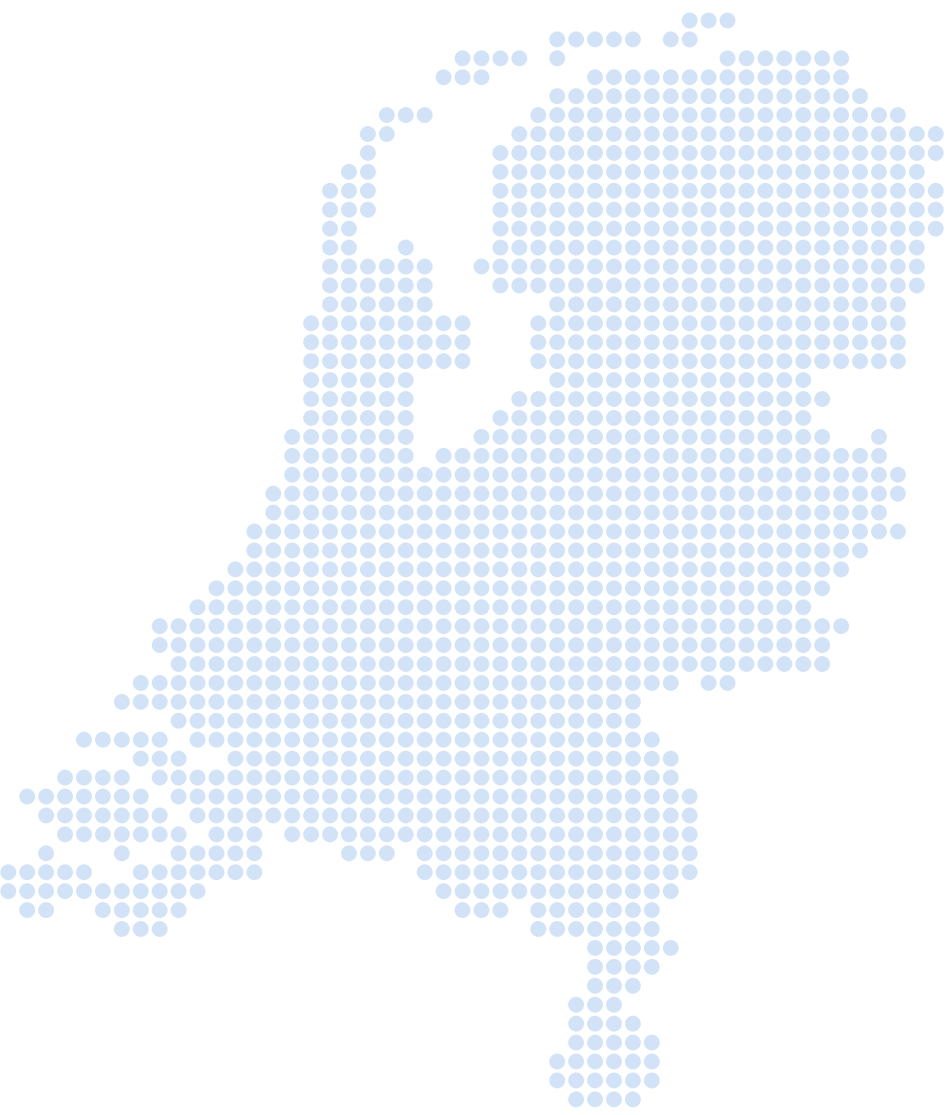
- My employer is helping me develop future-proof skills for my career (e.g. AI) – 63% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 47% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 46% (29% global)
- Who is responsible for:
  - Training & upskilling – 19% worker/43% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ IT and tech literacy – 43% (29% global)

- AI – 41% (29% global)
- Coaching and mentoring – 23% (20% global)
- Data science / analytics – 22% (17% global)
- Management and leadership skills – 20% (21% global)

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# netherlands.



# 28%

want to take on more managerial responsibilities

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 45% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 28% (47% global)
- I am worried about losing my job – 50% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 60% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 26% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 49% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 61% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 39% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 94% (93% global)

- Mental health support & The pay – 90% (83% & 93% global)
- Job security – 86% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 35% (37% global)

→ **Working hours**  
– 44% (41% global)

- I'd consider quitting my job if my employer asked me to spend more time working in the office – 25% (37% global)
- Being able to work from home is a non-negotiable for me – 30% (39% global)
- My employer isn't providing enough flexibility around working from home – 23% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 25% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 21% (37% global)
- My employer expects me to be in the office more now than six months ago – 34% (35% global)
- 84% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 37% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 31% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 27% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 71% gender pay equity (65% global)
  - 51% diverse workforce (42% global)

→ **41% diverse backgrounds in leadership** (37% global)

- Who is responsible for:
  - Improving equity – 9% worker/49% employer (18%/52% – global)
  - Improving work-life balance – 32% worker/20% employer (35%/29% – global)
  - My motivation at work – 53% worker/15% employer (45%/20% – global)
  - Advancing in one's career – 24% worker/31% employer (27%/37% – global)
- My employer doesn't understand my generation – 23% (29% global)
- I hide aspects of myself at work – 44% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 57% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 31% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 21% (29% global)
- Who is responsible for:
  - Training & upskilling – 19% worker/41% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **Coaching and mentoring – 31%** (20% global)

- Wellbeing and mindfulness – 25% (23% global)
- Communication and presentation skills – 23% (22% global)
- Creative and analytical thinking – 20% (15% global)
- empathy and active listening – 19% (13% global)

↖ Back to the overview

# new zealand.

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 42% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 63% (47% global)
- I am worried about losing my job – 43% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 55% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 30% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 43% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 58% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 50% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ Work-life balance – 94% (93% global)

- The pay – 93% (93% global)
- Job security & Mental health support – 86% (89% & 83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 35% (37% global)
  - working hours – 43% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 50% (37% global)
- Being able to work from home is a non-negotiable for me – 51% (39% global)
- My employer isn't providing enough flexibility around working from home – 48% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 66% (41% global)

→ 67% have made arrangements in their life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay (37% global)

- My employer expects me to be in the office more now than six months ago – 33% (35% global)
- 81% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 38% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 31% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 34% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 59% gender pay equity (65% global)

→ 53% family leave for all talent (45% global)

- 49% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 45% worker/21% employer (18%/52% – global)
  - Improving work-life balance – 60% worker/11% employer (35%/29% – global)
  - My motivation at work – 50% worker/8% employer (45%/20% – global)
  - Advancing in one's career – 53% worker/13% employer (27%/37% – global)
- My employer doesn't understand my generation – 32% (29% global)
- I hide aspects of myself at work – 60% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 45% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 30% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 22% (29% global)
- Who is responsible for:
  - Training & upskilling – 40% worker/28% employer (23%/42% – global)
  - The learning and development opportunities workers are most interested in:

→ Management and leadership skills – 31% (21% global)

- Wellbeing and mindfulness – 29% (23% global)
- Coaching and mentoring – 27% (20% global)
- IT and tech literacy – 25% (29% global)
- AI – 24% (29% global)

# 63%

want to take on more managerial responsibilities

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# norway.

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 49% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 30% (47% global)
- I am worried about losing my job – 49% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 56% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 25% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 43% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 54% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 43% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Mental health support – 92%** (83% global)

- Work-life balance – 89% (93% global)
- The pay – 86% (93% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 33% (37% global)
  - working hours – 36% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 25% (37% global)
- Being able to work from home is a non-negotiable for me – 37% (39% global)

→ **22% say their employer isn't providing enough flexibility around working from home** (42% global)

- In the past few months, my employer has become stricter about making sure staff come into the office – 27% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 14% (37% global)
- My employer expects me to be in the office more now than six months ago – 31% (35% global)
- 84% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 27% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 32% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 34% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ **74% gender pay equity** (65% global)

- 54% diverse workforce (42% global)
- 49% diverse backgrounds in leadership (37% global)
- Who is responsible for:
  - Improving equity – 8% worker/52% employer (18%/52% – global)
  - Improving work-life balance – 32% worker/25% employer (35%/29% – global)
  - My motivation at work – 51% worker/12% employer (45%/20% – global)
- Advancing in one's career – 26% worker/30% employer (27%/37% – global)
- My employer doesn't understand my generation – 20% (29% global)
- I hide aspects of myself at work – 45% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 45% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 32% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 25% (29% global)
- Who is responsible for:
  - Training & upskilling – 14% worker/41% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **IT and tech literacy – 28%** (29% global)

- Management and leadership skills – 27% (21% global)
- AI – 26% (29% global)
- Communication and presentation skills & Wellbeing and mindfulness – 25% (22% & 23% global)
- Diversity and inclusion – 21% (14% global)

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# 56%

would be happy to stay in a role they liked, even if there was no room to progress or develop



# poland.

# 64%

feel ambitious about their career right now



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 64% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 33% (47% global)
- I am worried about losing my job – 37% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 53% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 29% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 42% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 57% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 48% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 94% (93% global)

- The pay – 92% (93% global)
- Job security – 89% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 28% (37% global)
  - working hours – 35% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 32% (37% global)

→ **43% say that being able to work from home is a non-negotiable for them** (39% global)

- My employer isn't providing enough flexibility around working from home – 36% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 28% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 22% (37% global)
- My employer expects me to be in the office more now than six months ago – 28% (35% global)
- 82% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 38% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 34% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 36% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 68% gender pay equity (65% global)
  - 51% family leave for all talent (45% global)

→ **43% non-discrimination policies (on the website/ in job ads)** (30% global)

- Who is responsible for:
  - Improving equity – 6% worker/68% employer (18%/52% – global)
  - Improving work-life balance – 21% worker/38% employer (35%/29% – global)
  - My motivation at work – 39% worker/24% employer (45%/20% – global)
  - Advancing in one's career – 12% worker/51% employer (27%/37% – global)
- My employer doesn't understand my generation – 24% (29% global)
- I hide aspects of myself at work – 49% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

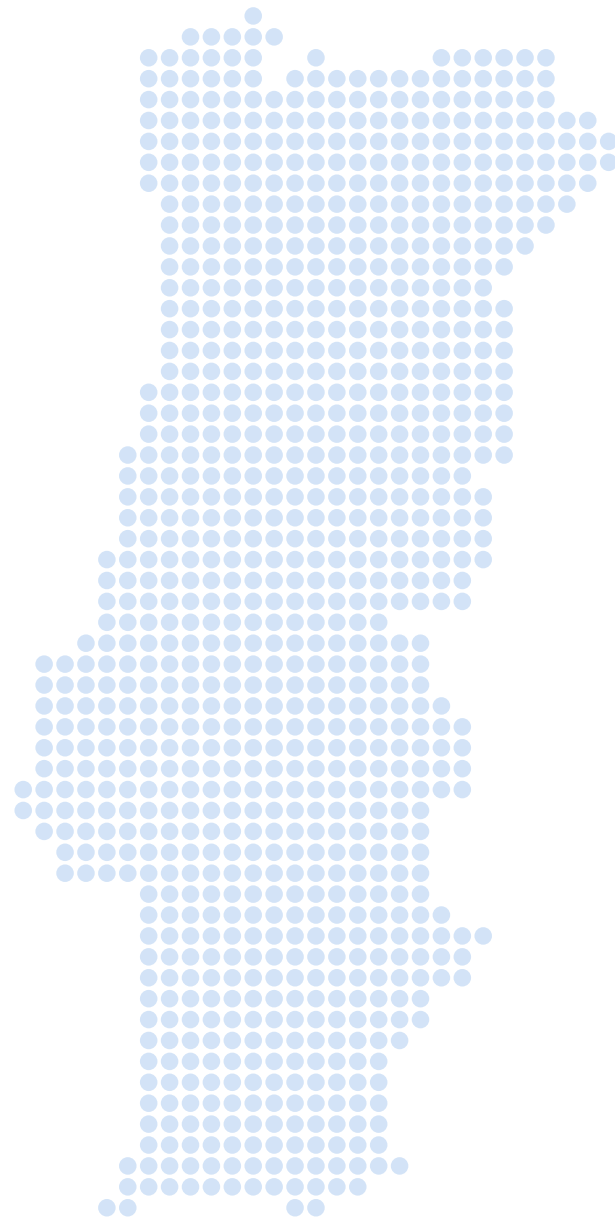
- My employer is helping me develop future-proof skills for my career (e.g. AI) – 44% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 36% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 25% (29% global)
- Who is responsible for:
  - Training & upskilling – 10% worker/55% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **IT and tech literacy**  
– 30% (29% global)

- AI – 28% (29% global)
- Programming / coding – 25% (18% global)
- Creative and analytical thinking – 23% (15% global)
- Data science / analytics & Communication and presentation skills – 21% (17% & 22% global)

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# portugal.



# 30%

would quit a job if it didn't offer career progression opportunities

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 57% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 42% (47% global)
- I am worried about losing my job – 36% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 37% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 30% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 31% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 60% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 39% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ Work-life balance – 97% (93% global)

- The pay – 96% (93% global)
- Mental health support – 94% (83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 29% (37% global)
  - working hours – 32% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 26% (37% global)
- Being able to work from home is a non-negotiable for me – 25% (39% global)
- My employer isn't providing enough flexibility around working from home – 42% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 30% (41% global)

→ 15% have made arrangements in their life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay (37% global)

- My employer expects me to be in the office more now than six months ago – 30% (35% global)
- 83% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 31% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 37% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 32% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ 82% gender pay equity (65% global)

- 47% diverse backgrounds in leadership (37% global)
- 44% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 6% worker/68% employer (18%/52% – global)
  - Improving work-life balance – 28% worker/31% employer (35%/29% – global)
  - My motivation at work – 40% worker/20% employer (45%/20% – global)
  - Advancing in one's career – 11% worker/57% employer (27%/37% – global)
- My employer doesn't understand my generation – 23% (29% global)
- I hide aspects of myself at work – 51% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 32% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 35% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 22% (29% global)
- Who is responsible for:
  - Training & upskilling – 15% worker/49% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ AI – 33% (29% global)

- Management and leadership skills – 31% (21% global)
- IT and tech literacy – 30% (29% global)
- Wellbeing and mindfulness – 24% (23% global)
- Creative and analytical thinking & Communication and presentation skills – 20% (15% & 22% global)

↖ Back to the overview

# romania.

# 71%

feel ambitious about their career right now

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 71% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 41% (47% global)
- I am worried about losing my job – 43% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 49% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 37% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 47% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 63% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 53% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 96% (93% global)

- Job security – 93% (89% global)
- Mental health support – 88% (83% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 33% (37% global)
  - working hours – 39% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 38% (37% global)
- Being able to work from home is a non-negotiable for me – 40% (39% global)
- My employer isn't providing enough flexibility around working from home – 57% (42% global)

→ **71% say that in the past few months, their employer has become stricter about making sure staff come into the office** (41% global)

- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 74% (37% global)
- My employer expects me to be in the office more now than six months ago – 39% (35% global)
- 83% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 39% (38% global)

→ **If the organization wasn't making a proactive effort to improve its diversity and equity – 43%** (37% global)

- with a business that doesn't align with my values on social and environmental issues – 38% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 72% gender pay equity (65% global)
  - 52% family leave for all talent (45% global)
  - 48% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 13% worker/59% employer (18%/52% – global)
  - Improving work-life balance – 42% worker/23% employer (35%/29% – global)
  - My motivation at work – 45% worker/24% employer (45%/20% – global)
  - Advancing in one's career – 19% worker/44% employer (27%/37% – global)
- My employer doesn't understand my generation – 25% (29% global)
- I hide aspects of myself at work – 45% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 53% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 37% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 31% (29% global)
- Who is responsible for:
  - Training & upskilling – 24% worker/38% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **IT and tech literacy**  
– 43% (29% global)

- Communication and presentation skills – 34% (22% global)
- Creative and analytical thinking – 24% (15% global)
- AI & Management and leadership skills – 22% (29% & 21% global)
- Wellbeing and mindfulness – 21% (23% global)

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# singapore.

# 40%

wouldn't accept a job if it didn't offer L&D opportunities to future-proof skills

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 40% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 68% (47% global)
- I am worried about losing my job – 52% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 51% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 42% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 60% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 59% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 52% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance** – 95% (93% global)

- The pay – 90% (93% global)
- Job security – 86% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 42% (37% global)
  - working hours – 42% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 49% (37% global)
- Being able to work from home is a non-negotiable for me – 46% (39% global)

→ **64% say their employer isn't providing enough flexibility around working from home** (42% global)

- In the past few months, my employer has become stricter about making sure staff come into the office – 67% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 66% (37% global)
- My employer expects me to be in the office more now than six months ago – 39% (35% global)
- 80% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 42% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 39% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 39% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ **53% family leave for all talent** (45% global)

- 47% diverse workforce (42% global)
- 46% gender pay equity (65% global)
- Who is responsible for:
  - Improving equity – 18% worker/44% employer (18%/52% – global)
  - Improving work-life balance – 58% worker/9% employer (35%/29% – global)
  - My motivation at work – 57% worker/5% employer (45%/20% – global)
  - Advancing in one's career – 52% worker/10% employer (27%/37% – global)
- My employer doesn't understand my generation – 41% (29% global)
- I hide aspects of myself at work – 64% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 53% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 40% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 33% (29% global)
- Who is responsible for:
  - Training & upskilling – 44% worker/20% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **AI – 39%** (29% global)

- IT and tech literacy & Data science / analytics – 29% (29% & 17% global)
- Management and leadership skills – 23% (21% global)
- Programming / coding – 22% (18% global)
- Wellbeing and mindfulness – 21% (23% global)

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# spain.

# 59%

wouldn't accept a job if they thought it would negatively affect their work-life balance

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 54% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 44% (47% global)
- I am worried about losing my job – 47% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 44% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 33% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 45% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 59% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 46% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance** – 95% (93% global)

- Pay rank – 94% (93% global)
- Job security – 93% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 33% (37% global)
  - working hours – 37% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 29% (37% global)
- Being able to work from home is a non-negotiable for me – 34% (39% global)
- My employer isn't providing enough flexibility around working from home – 40% (42% global)

→ **29% say that in the past few months, their employer has become stricter about making sure staff come into the office** (41% global)

- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 24% (37% global)
- My employer expects me to be in the office more now than six months ago – 31% (35% global)
- 84% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 37% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 34% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 32% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - **80% gender pay equity** (65% global)
  - 50% family leave for all talent (45% global)
  - 43% corporate social responsibility (36% global)
- Who is responsible for:
  - Improving equity – 9% worker/59% employer (18%/52% – global)
  - Improving work-life balance – 19% worker/44% employer (35%/29% – global)
  - My motivation at work – 34% worker/27% employer (45%/20% – global)
  - Advancing in one's career – 17% worker/47% employer (27%/37% – global)
- My employer doesn't understand my generation – 25% (29% global)
- I hide aspects of myself at work – 52% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

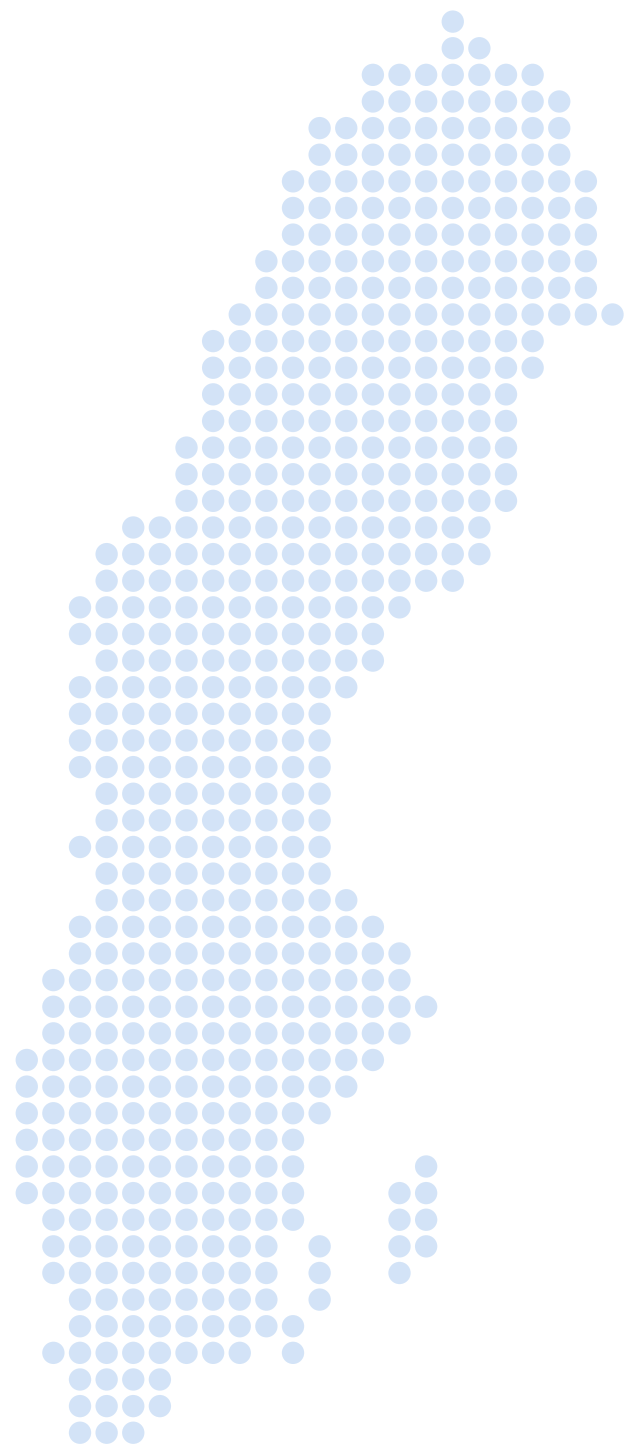
- My employer is helping me develop future-proof skills for my career (e.g. AI) – 52% (52% global)
- 34% of workers would not accept a job if it didn't offer L&D opportunities to future-proof skills (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 27% (29% global)
- Who is responsible for:
  - Training & upskilling – 18% worker/45% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **AI – 33%** (29% global)

- coaching and mentoring – 33% (20% global)
- IT and tech literacy – 29% (29% global)
- data science / analytics – 21% (17% global)
- Management and leadership skills – 18% (21% global)

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# sweden.



## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 59% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 37% (47% global)
- I am worried about losing my job – 54% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 54% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 31% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 43% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 60% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 56% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ Work-life balance – 90% (93% global)

- Pay rank – 88% (93% global)
- Job security – 85% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 36% (37% global)
  - working hours – 39% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 33% (37% global)
- Being able to work from home is a non-negotiable for me – 34% (39% global)

→ 26% say their employer isn't providing enough flexibility around working from home (42% global)

- In the past few months, my employer has become stricter about making sure staff come into the office – 23% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 26% (37% global)
- My employer expects me to be in the office more now than six months ago – 27% (35% global)
- 81% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 38% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 37% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 33% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ 70% gender pay equity (65% global)

- 43% diverse workforce (42% global)
- 39% diverse backgrounds in leadership (37% global)
- Who is responsible for:
  - Improving equity – 7% worker/62% employer (18%/52% – global)
  - Improving work-life balance – 33% worker/25% employer (35%/29% – global)
  - My motivation at work – 37% worker/19% employer (45%/20% – global)
  - Advancing in one's career – 21% worker/33% employer (27%/37% – global)
- My employer doesn't understand my generation – 21% (29% global)
- I hide aspects of myself at work – 44% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 45% (52% global)
- 29% of workers would not accept a job if it didn't offer L&D opportunities to future-proof skills (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 25% (29% global)
- Who is responsible for:
  - Training & upskilling – 14% worker/42% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ Wellbeing and mindfulness – 26% (23% global)

- IT and tech literacy – 25% (29% global)
- AI – 25% (29% global)
- coaching and mentoring – 24% (20% global)
- creative and analytical thinking – 20% (15% global)

# 56%

would quit a job if it was preventing them from enjoying their life

↖ Back to the overview

# switzerland.

# 50%

are worried about losing their job

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 49% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 35% (47% global)
- I am worried about losing my job – 50% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 57% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 29% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 38% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 58% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 50% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Mental health support – 91%** (83% global)

- The pay – 89% (93% global)
- Work-life balance & Job security – 88% (93% & 89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 34% (37% global)

→ **Working hours – 45%** (41% global)

- I'd consider quitting my job if my employer asked me to spend more time working in the office – 30% (37% global)
- Being able to work from home is a non-negotiable for me – 35% (39% global)
- My employer isn't providing enough flexibility around working from home – 30% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 25% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 19% (37% global)
- My employer expects me to be in the office more now than six months ago – 28% (35% global)
- 81% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 37% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 31% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 35% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 67% gender pay equity (65% global)

→ **46% corporate social responsibility** (36% global)

- 45% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 12% worker/57% employer (18%/52% – global)
  - Improving work-life balance – 28% worker/32% employer (35%/29% – global)
  - My motivation at work – 56% worker/14% employer (45%/20% – global)
  - Advancing in one's career – 23% worker/37% employer (27%/37% – global)
- My employer doesn't understand my generation – 21% (29% global)
- I hide aspects of myself at work – 50% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 49% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 30% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 26% (29% global)
- Who is responsible for:
  - Training & upskilling – 22% worker/35% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **Wellbeing and mindfulness – 31%** (23% global)

- IT and tech literacy – 27% (29% global)
- Communication and presentation skills – 24% (22% global)
- AI & Coaching and mentoring – 21% (29% & 20% global)
- Management and leadership skills – 20% (21% global)

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# türkiye.

# 65%

say their employer is helping them develop future-proof skills for their career (e.g. AI)

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

→ 73% feel ambitious about their career right now (56% global)

- I want to take on more managerial responsibilities – 63% (47% global)
- I am worried about losing my job – 58% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 59% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 50% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 65% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 66% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 56% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - Work-life balance – 95% (93% global)
  - Mental health support – 94% (83% global)
  - Health insurance/healthcare benefits – 93% (78% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 39% (37% global)

→ Working hours – 45% (41% global)

- I'd consider quitting my job if my employer asked me to spend more time working in the office – 37% (37% global)
- Being able to work from home is a non-negotiable for me – 33% (39% global)
- My employer isn't providing enough flexibility around working from home – 44% (42% global)
- In the past few months, my employer has become stricter about making sure staff come into the office – 36% (41% global)
- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 26% (37% global)
- My employer expects me to be in the office more now than six months ago – 42% (35% global)
- 72% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 48% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 50% (37% global)

→ With a business that doesn't align with my values on social and environmental issues – 58% (38% global)

- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 52% family leave for all talent (45% global)
  - 47% diverse workforce (42% global)
  - 46% gender pay equity (65% global)
- Who is responsible for:
  - Improving equity – 12% worker/64% employer (18%/52% – global)
  - Improving work-life balance – 23% worker/51% employer (35%/29% – global)
  - My motivation at work – 34% worker/32% employer (45%/20% – global)
  - Advancing in one's career – 20% worker/52% employer (27%/37% – global)
- My employer doesn't understand my generation – 43% (29% global)
- I hide aspects of myself at work – 57% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 65% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 48% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 44% (29% global)
- Who is responsible for:
  - Training & upskilling – 28% worker/46% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ AI – 47% (29% global)

- Programming / coding – 37% (18% global)
- Software project management – 27% (15% global)
- IT and tech literacy – 22% (29% global)
- Communication and presentation skills – 21% (22% global)

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# united kingdom.

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 42% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 65% (47% global)
- I am worried about losing my job – 42% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 50% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 28% (35% global)
- I feel I can be open with my employer about wanting to progress quickly in my career – 47% (46% global)
- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 60% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 47% (48% global)
- The top 3 most important factors when thinking about current or future employment are:

→ **Work-life balance**  
– 95% (93% global)

- The pay – 94% (93% global)
- Job security – 91% (89% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 39% (37% global)
  - working hours – 43% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 55% (37% global)
- Being able to work from home is a non-negotiable for me – 54% (39% global)
- My employer isn't providing enough flexibility around working from home – 52% (42% global)

→ **60% say that in the past few months, their employer has become stricter about making sure staff come into the office** (41% global)

- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 64% (37% global)
- My employer expects me to be in the office more now than six months ago – 34% (35% global)
- 79% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 37% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 32% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 31% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 63% gender pay equity (65% global)
  - 52% a diverse workforce (42% global)
  - 46% family leave for all talent (45% global)
- Who is responsible for:

→ **Improving equity**  
– 46% worker/21% employer (18%/52% – global)

- Improving work-life balance – 56% worker/12% employer (35%/29% – global)
- My motivation at work – 51% worker/11% employer (45%/20% – global)
- Advancing in one's career – 52% worker/15% employer (27%/37% – global)
- My employer doesn't understand my generation – 33% (29% global)
- I hide aspects of myself at work – 56% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 45% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 32% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 24% (29% global)
- Who is responsible for:
  - Training & upskilling – 43% worker/26% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ **Wellbeing and mindfulness** – 26% (23% global)

- IT and tech literacy – 25% (29% global)
- Coaching and mentoring – 24% (20% global)
- AI – 23% (29% global)
- Management and leadership skills – 22% (21% global)

# 65%

want to take on more managerial responsibilities

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# united states.

# 54%

would be happy to stay in a role they liked, even if there was no room to progress or develop

## motivation & ambition

Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

- 56% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 38% (47% global)
- I am worried about losing my job – 20% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 54% (51% global)
- I would quit a job if it didn't offer career progression opportunities – 32% (35% global)

→ 48% feel they can be open with their employer about wanting to progress quickly in their career (46% global)

- I wouldn't accept a job if I thought it would negatively affect my work-life balance – 56% (57% global)
- I would quit a job if it was preventing me from enjoying my life – 46% (48% global)
- The top 3 most important factors when thinking about current or future employment are:
  - The pay – 96% (93% global)
  - Work-life balance – 94% (93% global)
  - Job security & Health insurance/healthcare benefits – 88% (89% & 78% global)

## flexibility

Talent still demands and seeks flexibility to accommodate all of their priorities.

- I wouldn't accept a job if it didn't provide flexibility around:
  - where I work – 39% (37% global)
  - working hours – 43% (41% global)
- I'd consider quitting my job if my employer asked me to spend more time working in the office – 32% (37% global)
- Being able to work from home is a non-negotiable for me – 36% (39% global)
- My employer isn't providing enough flexibility around working from home – 24% (42% global)

→ 28% say that in the past few months, their employer has become stricter about making sure staff come into the office (41% global)

- I've made arrangements in my life (e.g. moved houses, got a pet) based on the assumption that working from home is here to stay – 28% (37% global)
- My employer expects me to be in the office more now than six months ago – 28% (35% global)
- 80% of workers work in the same location as their colleagues (82% global)

## equity & understanding

Talent is looking to build connections with employers so that they can present their full selves and work with organizations to improve equity in the workplace.

- I wouldn't accept a job:
  - if I didn't agree with the viewpoints of the leadership – 35% (38% global)
  - if the organization wasn't making a proactive effort to improve its diversity and equity – 32% (37% global)
  - with a business that doesn't align with my values on social and environmental issues – 32% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
  - 58% gender pay equity (65% global)

→ 53% family leave for all talent (45% global)

- 46% diverse workforce (42% global)
- Who is responsible for:
  - Improving equity – 7% worker/68% employer (18%/52% – global)
  - Improving work-life balance – 32% worker/29% employer (35%/29% – global)
  - My motivation at work – 56% worker/17% employer (45%/20% – global)
  - Advancing in one's career – 24% worker/35% employer (27%/37% – global)
- My employer doesn't understand my generation – 20% (29% global)
- I hide aspects of myself at work – 54% (55% global)

## AI & skilling

Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 49% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 32% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 25% (29% global)
- Who is responsible for:
  - Training & upskilling – 14% worker/44% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:

→ Management and leadership skills – 26% (21% global)

- Wellbeing and mindfulness & AI, IT and tech literacy – 24% (23% & 29% global)
- Coaching and mentoring – 23% (20% global)
- Communication and presentation skills – 19% (22% global)
- Programming / coding – 17% (18% global)

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# your thoughts, let's start a conversation.

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