



workmonitor 2025:

a new workplace  
baseline.



partner for talent.



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the why, how  
and who of  
the workplace.

# foreword.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Sander van 't Noordende,**  
CEO, Randstad





# key findings.

# key findings.

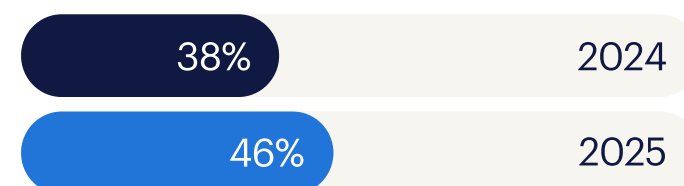
The 2025 Workmonitor reveals a fundamental shift in workforce expectations, based on insights from over 26,000 individuals across 35 markets. Talent are redefining what they want from work around a new baseline shaped by three distinct pillars representing the why, how and who of work.

## 1. motivated by personalisation

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

### value alignment

Almost half of respondents say they wouldn't accept a job with a company with social or environmental values that didn't align with their own — an increase to 46% from 38% a year earlier. Similarly, 30% have quit because they disagreed with leadership's views.



### ambition and growth

30% have quit a job because of a lack of career progression opportunities, up from 26% the year before, showing that personal development is more non-negotiable than ever.

### work-life balance

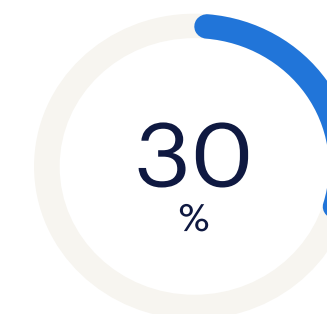
For the first time, work-life balance surpasses pay as the top motivator. Even so, these and other traditionally strong motivators such as flexibility have slightly declined in importance, giving way to a broader baseline of expectations.

### flexibility gains

The proportion of talent who say their jobs offer flexibility has risen significantly year-on-year, both in terms of working hours (from 57% to 71%) and location (from 51% to 64%).

### minding the gaps

Our 2025 Talent Trends Report finds that 32% of employers say they are prioritising personalised skills development and career mobility for colleagues. But just one in 10 coaching programmes are open to all workers.



30% have quit a job because of a lack of career progression opportunities

Unless stated otherwise, the statistics used within this report represent the responses of the UK segment audience.

## 2. fostering a sense of community

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

### belonging matters

More than eight in 10 respondents say a sense of community helps them perform better, while 60% would quit if they didn't feel they belonged, up from 37% a year earlier.

### toxic workplaces

43% have already quit a job citing a toxic culture.

### trust and authenticity

While 88% of workers feel trusted and valued, and over three-quarters trust their leadership, gaps remain.

### full self at work

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

### equity

Talent have seen the powerful impact of equity initiatives in the workplace, but 56% say their organisation is not doing enough in this area.

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

### inclusivity

Only around half (55%) trust their employers to create an inclusive workplace culture where all colleagues can thrive.

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

## 3. gaining opportunities through skilling

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

### skilling as a deal breaker

42% wouldn't accept a job without opportunities to develop future-relevant skills. 42% would quit if no learning and development opportunities were offered, up from 29%.

### ownership and responsibility

While 65% believe their employer is helping them to develop future-proof skills, talent are willing to share ownership: 33% say they are mostly responsible for ensuring their skills keep pace with technological advancement, though 39% still view reskilling as primarily the employer's responsibility.

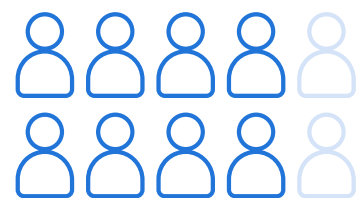
### reskilling opportunities

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

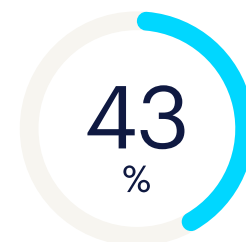
### equitable skilling

Younger generations and managers are currently reaping the greatest benefits, but given systemic talent scarcity, organisations must ensure skilling opportunities reach all talent equally.

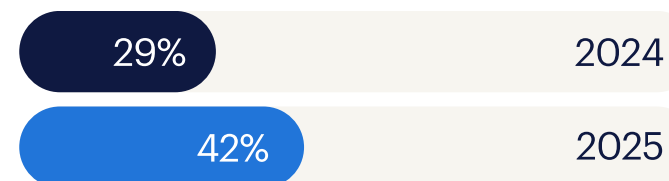
Talent see future-proofing their capabilities as a critical factor in job decisions, the findings show. Employers must provide equitable skilling opportunities.



8 in 10 say a sense of community helps them to perform better at work



43% have already quit a job citing a toxic culture



workers who would quit if no learning and development opportunities were offered



# global themes.

- 9 why we work:  
motivated by personalisation.
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fostering a sense of community.
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gaining opportunities through skilling.





why we work:  
motivated by  
personalisation.

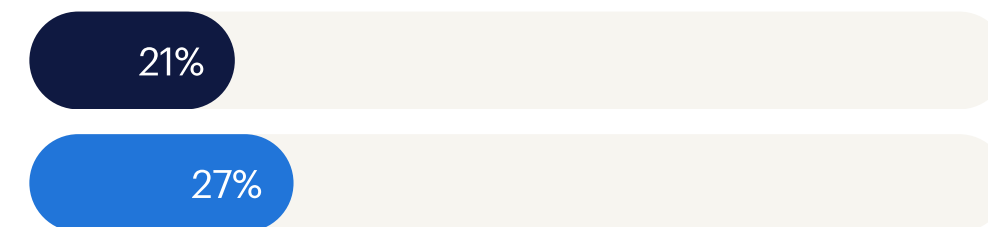


## why we do it.

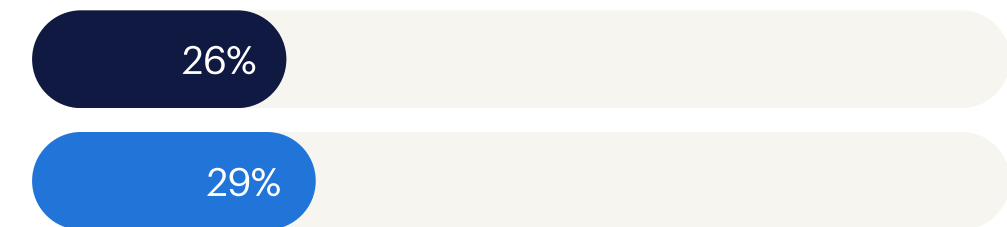
Traditional motivators, like pay, have less influence, as talent holds firm on retaining — and building on — hard-won benefits. In response, employers have offered greater flexibility, but the dynamics are evolving.

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

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



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



● 2024 ● 2025

# value alignment is more important than ever.

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

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

For example, the share of people who say they would quit a job if they disagreed with the viewpoints or stances of the leadership at their organisation have grown from 33% in 2024 to 47% in 2025. The number of talent who had already left a job for that reason rose from 21% to 27% year-on-year.

The percentage of workers unwilling to consider working for a business that didn't have the same social and environmental values rose to nearly half (46%), from 38% in 2024.

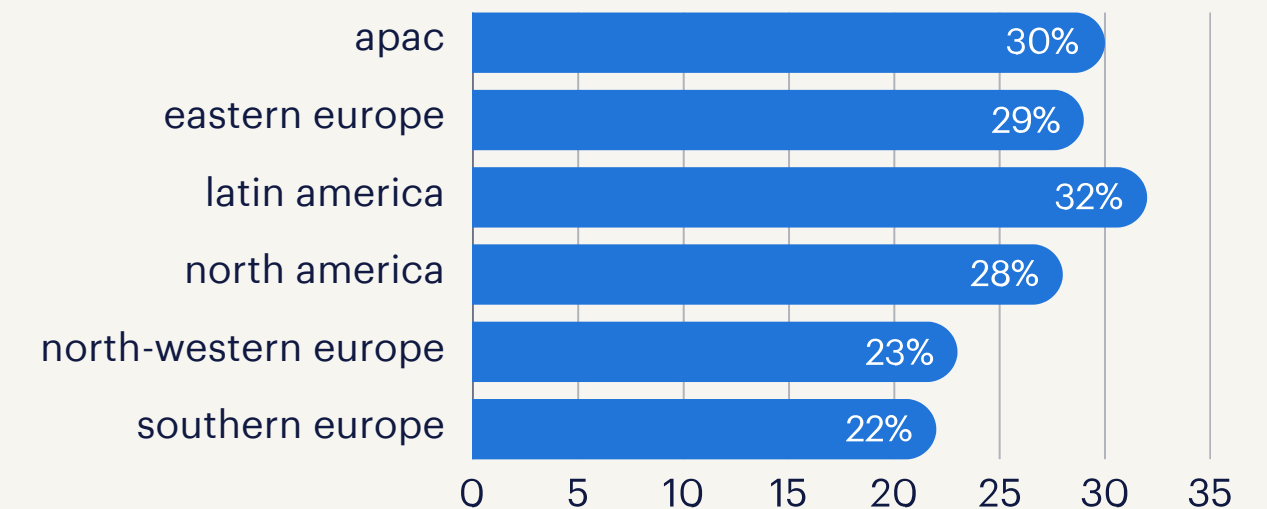
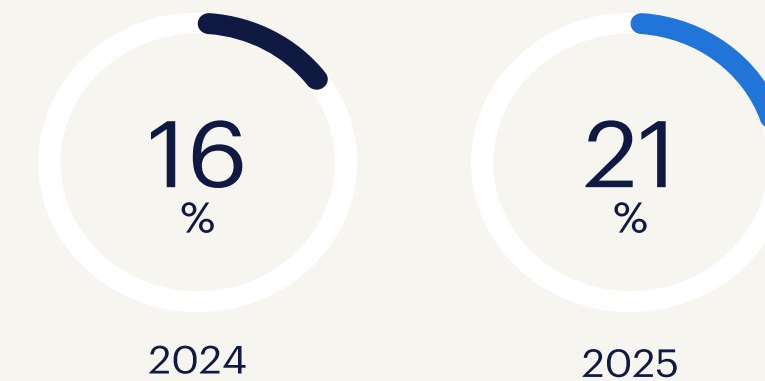
Regionally, talent from Asia-Pacific (APAC) and Latin America felt the strongest about this (52% and 55%, respectively), with talent in India (70%)

and Turkey (63%) the most outspoken on this topic. At 53% and 52%, respectively, Millennial and Gen Z respondents ranked markedly above Gen X (45%) and Baby Boomers (42%).

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

On the positive side, the share of talent who feel their employers' values and purpose align with their own has increased from 70% to 80%. This suggests that workers have either quit to join more aligned organisations, or that companies are catching up with talent's expectations on this front.

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



## a wider spread of priorities.

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

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

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

Work-life balance remains key and is now the highest-ranking factor for talent when it comes to their current or a future job (85%), along with job security (83%).

For the first time in the history of Workmonitor, it has passed pay as a motivator for talent (79%).

The gap between the two is most significant for Gen Z, with 76% ranking work-life balance over pay (63%). Mental health support also exceeded pay in importance for this group (66%).

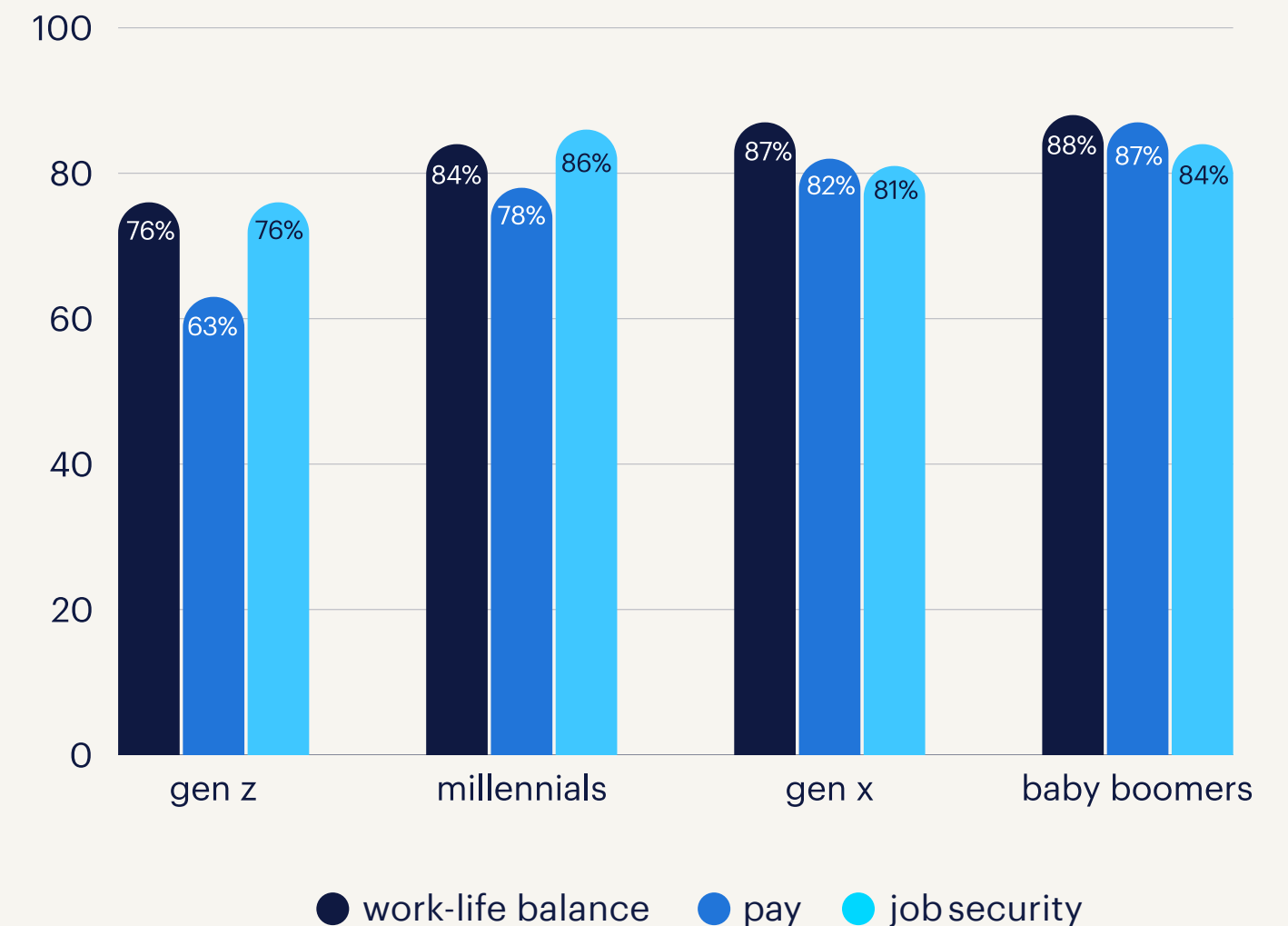
The significance of both work-life balance and pay increases with age, with Baby Boomers ranking them most highly, at 88% for work-life balance and 87% for pay.

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

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

Other high-ranking priorities are annual leave (78%), flexibility in terms of location (70%), flexibility in terms of working hours (74%) and the need for talent to make a personal impact in their roles (68%).

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



## as trust and autonomy increase, flexibility becomes the norm.

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

While people still rank flexible working arrangements as important, respondents told us that their jobs provide them with more flexibility, both in location — from 51% in 2024 to 64% in 2025 — and working hours (from 57% to 71%).

The same goes for workers being able to choose their work intensity, which has gone from 54% in our last report to 66% this year.

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

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

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

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

85%

my job offers a good work-life balance

71%

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

64%

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

66%

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

## talent set on hybrid work.

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

The largest share of workers wants to be in the office three days a week (26%), however, employers are keen for a minimum of three days (21%) with 21% also requesting a full working week on-site.

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

Workmonitor 2025 reveals that talent are ready to advocate for more personalised benefits: the number of people who say they have requested or campaigned for better conditions or pay at work has increased, from 38% in the 2024 report to 45% this year.

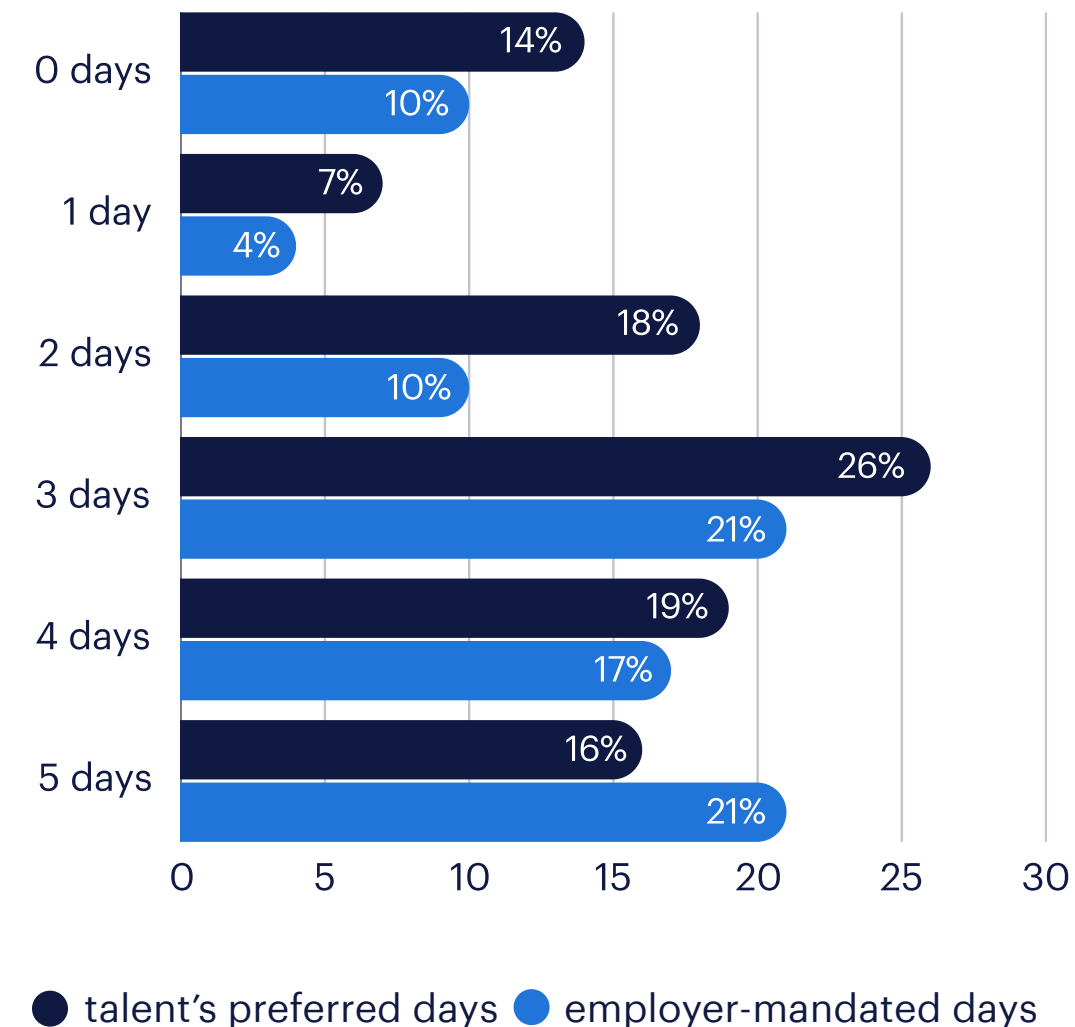
Employers that are more accommodating of talent's requests could benefit from greater trust, as 56% of talent state they would trust employers more if they provided personalised work benefits, including all dimensions of work flexibility.

Half of Workmonitor respondents (52%) say they would quit if their employer didn't take requests for better conditions into account—a relative percentage increase of 25% on last year's report.

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

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

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



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

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

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

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

Around four in 5 employers list the personal motivations of talent as important when hiring and 32% say they are prioritising Personalised skills development and career mobility for colleagues. However, just one in 10 coaching programmes are open to all workers.

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

9%  
of coaching  
programmes are open  
to all workers

motivated by personalisation

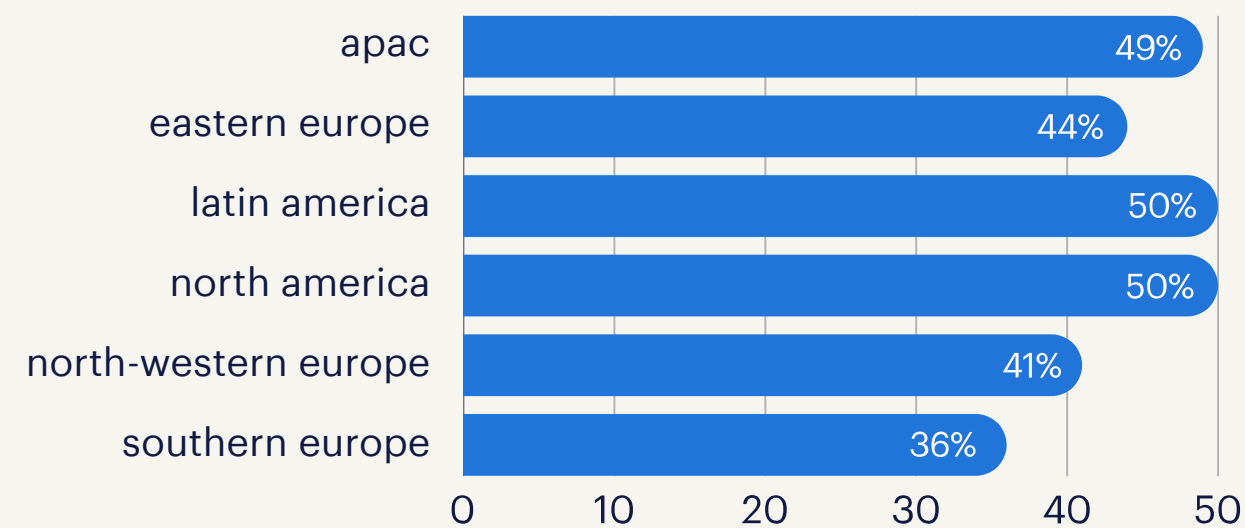
# by numbers.

## geographic communication differences

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

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

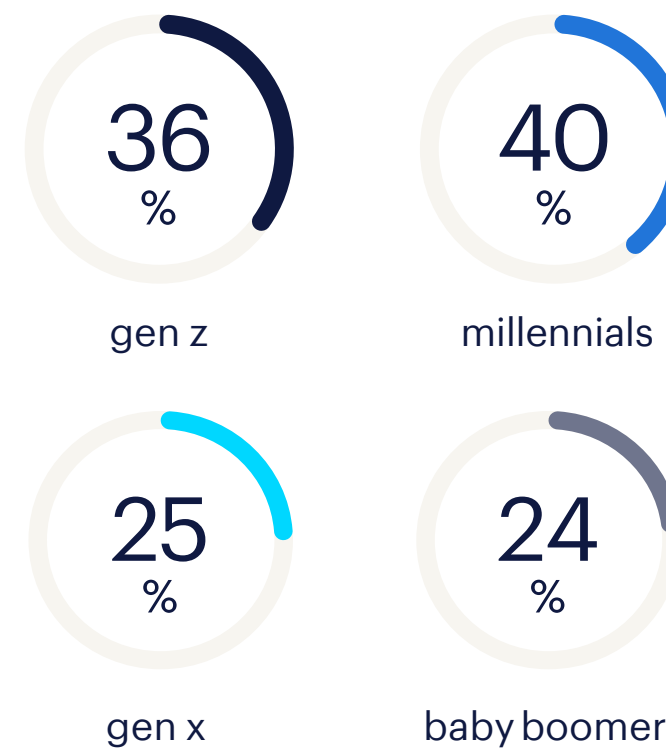
I have communicated to my employer my expectations on the types of benefits I expect to receive



## younger talent: it's personal

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

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



## trust across sectors

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

my manager trusts me to work independently





# key learnings.

## 1.

### a broader baseline of expectations

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

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

## 2.

### employers have pivoted but not enough

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

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

## 3.

### talent are willing to draw the consequences

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

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



who we work with:  
fostering a sense  
of community.

## who we do it with.

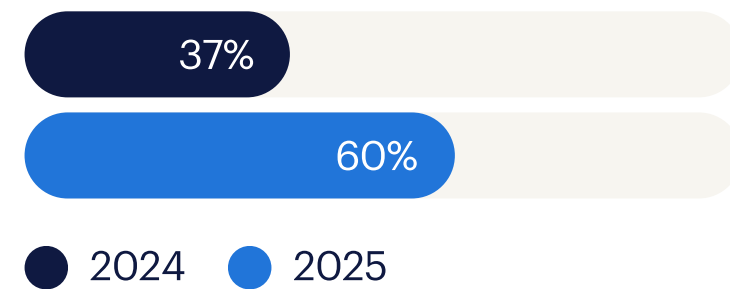
People want more than just a workplace, they want a community. A sense of belonging is now more important than ever before.

In a substantial increase from 2024, six in 10 of Workmonitor respondents say a lack of belonging is a reason for potentially leaving their employment. For many, feeling part of a community is important for their performance, productivity and work-life balance. Talent may prioritise a stronger workplace community over higher pay, or feel more confident leaving positions they perceive as toxic.

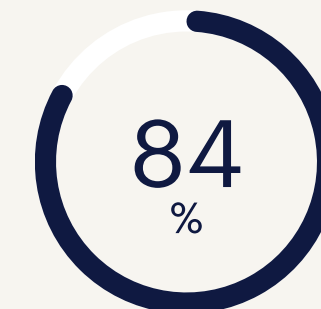
In the face of growing talent scarcity challenges, employers must take steps now to offer a healthy, cohesive work environment to attract and keep the people they need.

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

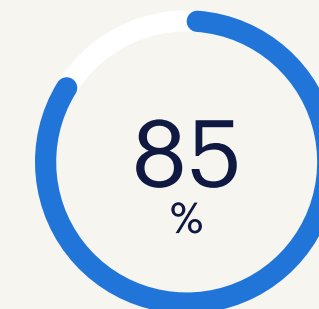
Over the past year, more people have acted on these drivers and quit their jobs. This suggests that talent feel less uncertain about the job market than they may have in previous years. Typically, when talent face uncertainty, they are more cautious about leaving their roles, Workmonitor data has indicated.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



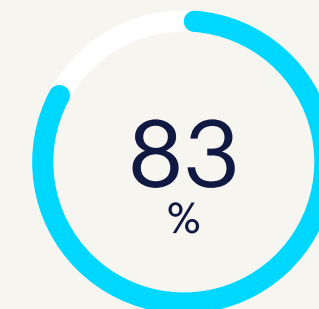
### I want my workplace to feel like a community



blue collar



grey collar



white collar



## more than just a workplace.

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

84% say they want their workplace to give them a sense of community.

Gen Z are slightly less concerned (82%) about the community aspect of work than Millennials (86%), Gen X (83%) and Baby Boomers (83%).

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

Supporting this community, talent say they socialise with colleagues both in a work setting (78%) and outside of work (65%), and that they find it easy to get on with colleagues from different backgrounds (89%).

# 78%

I socialise with my colleagues at work

# 81%

I consider (some of) my colleagues as friends

# 65%

I socialise with my colleagues outside of work

# talent are willing to make material sacrifices for community.

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

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

And friends are not the only priority: more than a third of respondents said they wouldn't mind earning less if work contributed to their social lives (37%; with 35% disagreeing), or if their role was contributing something to society (39%, with 30% disagreeing).

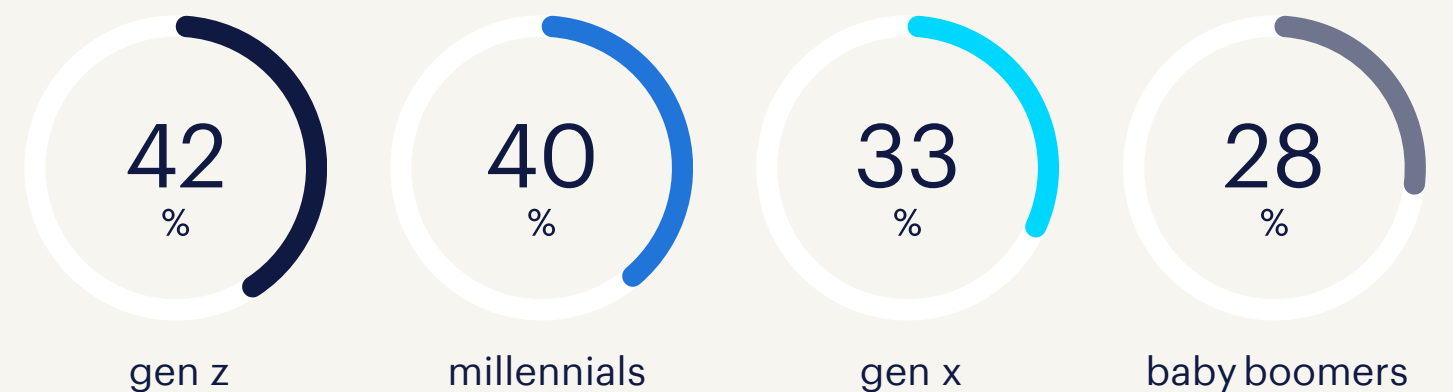
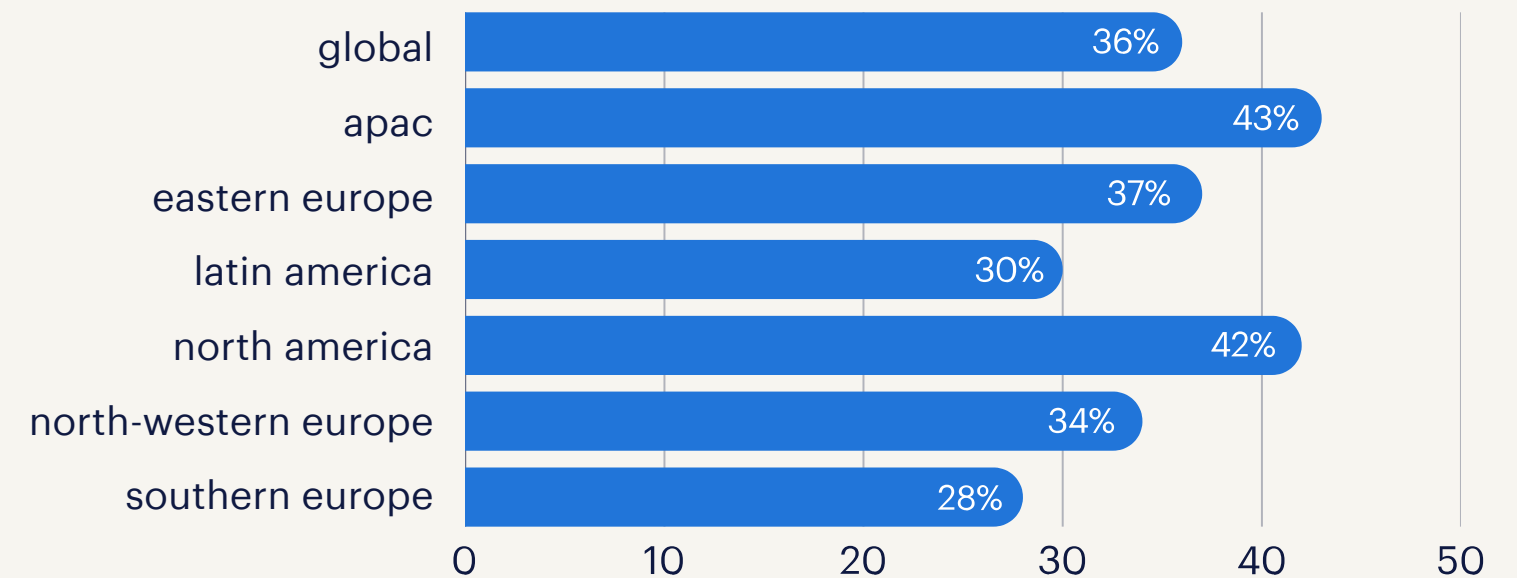
North America had the largest share of those willing to deprioritise pay in favour of making a contribution to society (46%), followed by APAC (45%). Gen Z and Millennials (43% each) tracked significantly above their older peers.

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

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

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

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



# equity is non-negotiable for talent.

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

And it seems most employers are delivering. 65% of UK workers report that their organisation is more progressive than the country they work in.

However, while 68% of talent feel equity initiatives can make a genuine difference, 56% say their organisation is not doing enough in this area, and the same amount say existing policies are tokenistic.

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

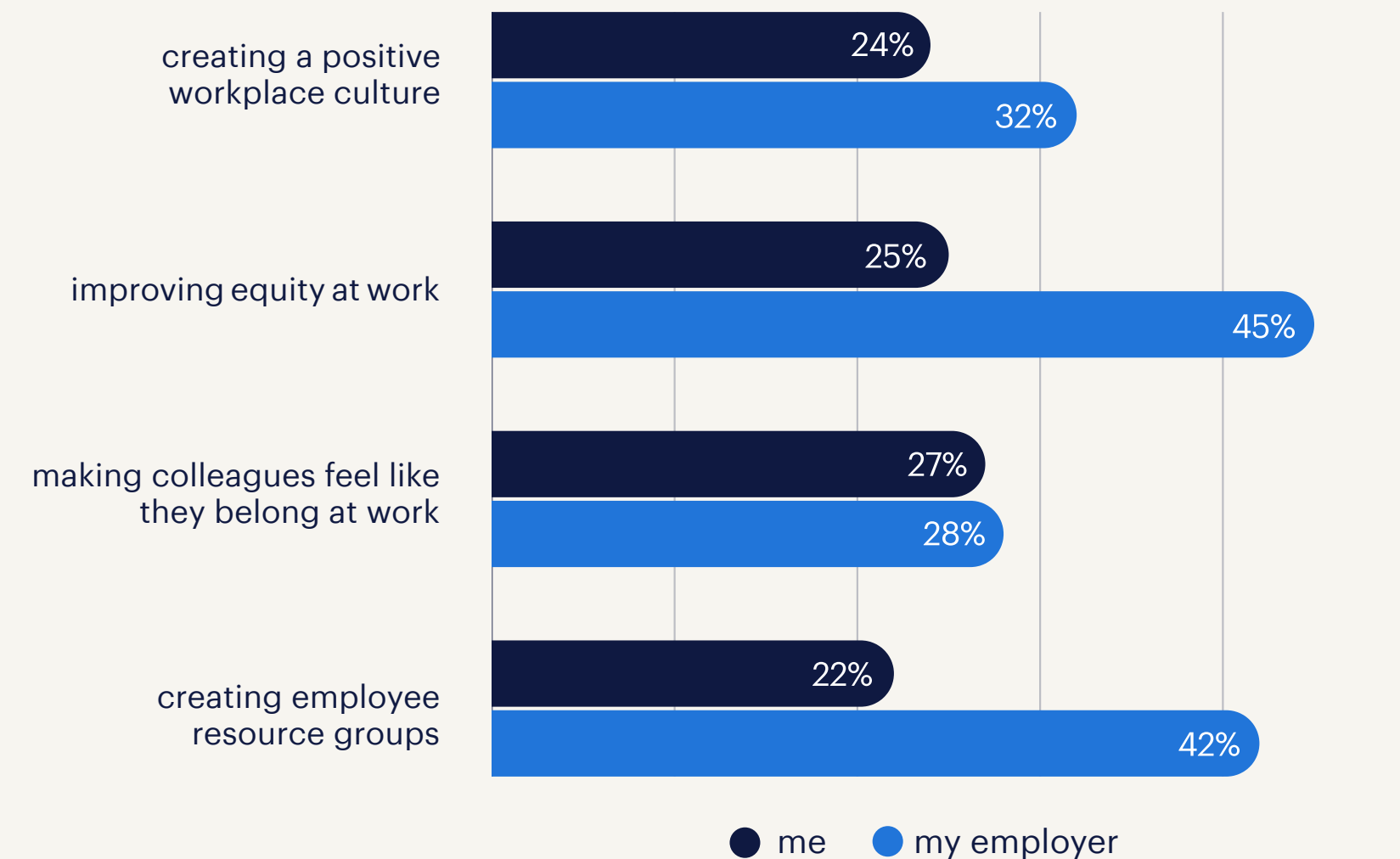
More than 40% of workers surveyed have considered leaving a company because of its political stances — this goes up to 56% and 50% for Gen Z and Millennials, respectively.

Crucially, 60% of those surveyed would go as far as quitting a job if they didn't feel they belonged at work, up from 37% last year.

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

Employers must also strive to take steps to improve sustainability. 46% of talent respondents stated they would not join a company that wasn't proactive about improving its sustainability, up from 35% in 2024.

## who is responsible for...



## taking action on workplace issues.

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

Over the past year, 43% have quit their job due to a toxic workplace, a significant uptake from 33% in 2024. Women were more likely than men to make this decision (46% vs. 42%), and Millennials (50%) and Gen Z (49%) ranked above their older peers in Gen X (42%) and among Baby Boomers (36%).

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

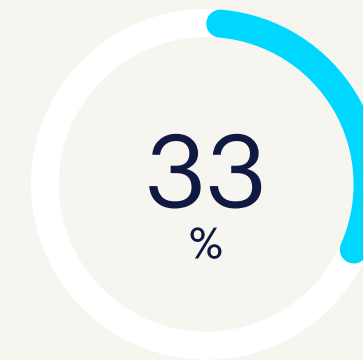
Similarly, the percentage of UK workers who would rather be unemployed than unhappy in a job has risen from a steady 33% between 2022 and 2024 to 44% this year.

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

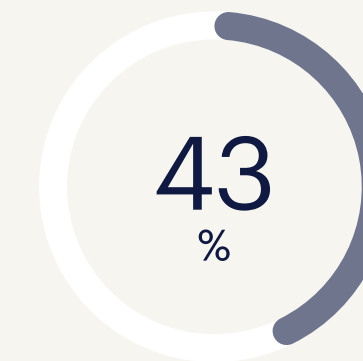
Fostering a positive work culture and community spirit requires high levels of trust and strong leadership. Workplaces already have a lot going for them here: 80% of talent feel valued and 83% feel trusted at work, while 77% feel they trust their leadership and 80% trust their colleagues.

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

### I have quit because of a toxic workplace



2024



2025





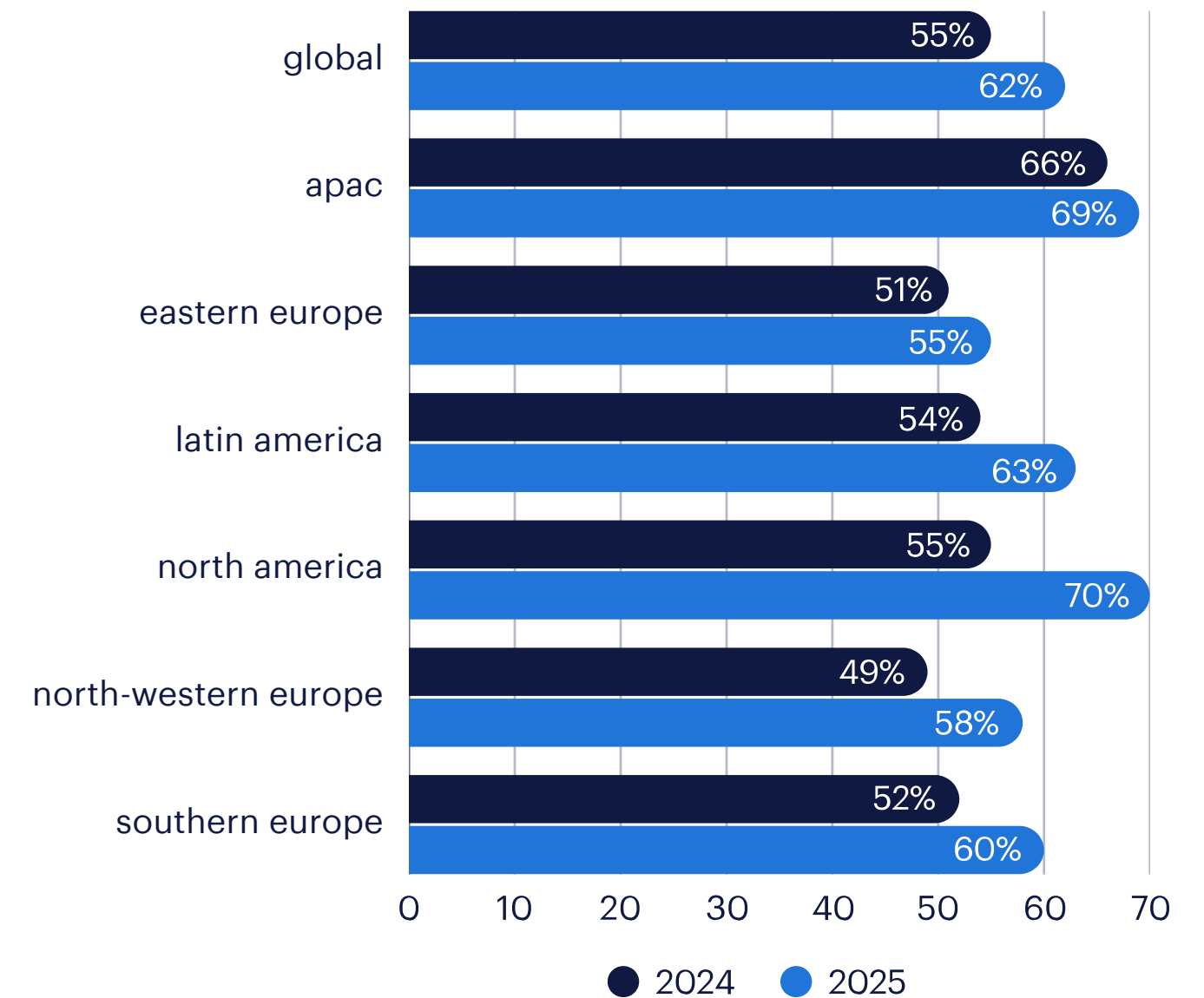
## can you be true to yourself at work?

Even so, the number of those hiding aspects of themselves at work has risen from 55% to 62% between 2024 and 2025. Generationally, Gen Z is the most likely to do so (72%), with the older generations following on a sliding scale and Baby Boomers the least likely to conceal aspects of themselves (54%). More worryingly, only 55% trust their employers to create a working culture where everyone can thrive.

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

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

### I hide aspects of myself at work





## the employer perspective: an opportunity to foster equity.

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

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

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

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

# 28%

of companies have equity training programmes in place at present

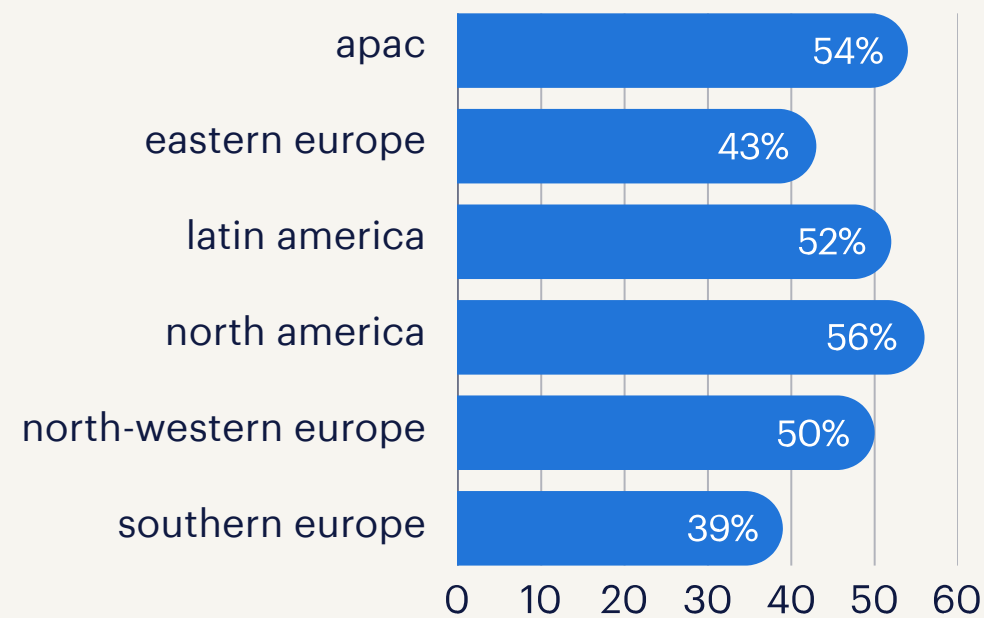
fostering a sense of community

# by numbers.

## trust needs building

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

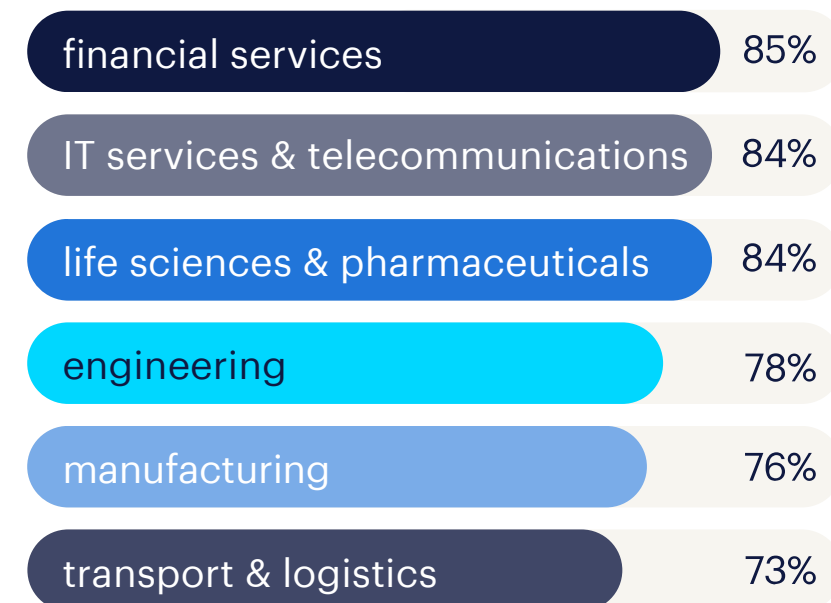
I trust my employer to create a workplace culture where all colleagues can thrive



## sectors vary on community feel

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

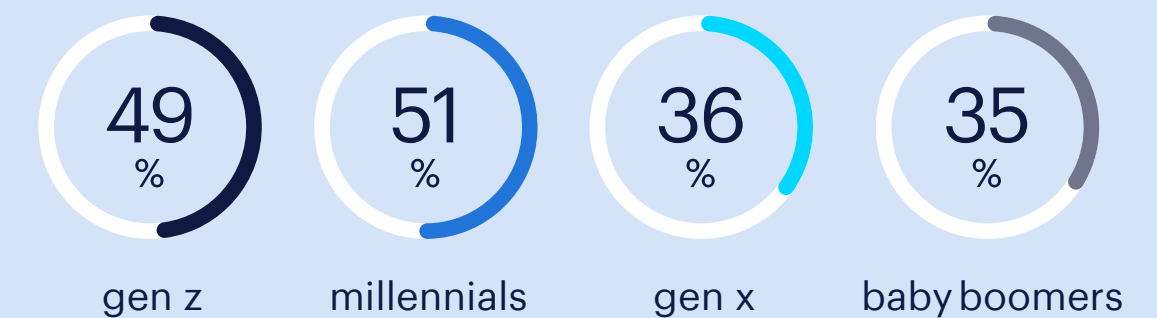
my workplace provides me with a sense of community



## generation action

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

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



# 84%

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

# key learnings.

## 1.

### talent want a community at work

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

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

## 2.

### employers must create the right framework policies

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

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

## 3.

### equity matters

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

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



how we work:  
gaining  
opportunities  
through skilling.



## how we are doing it.

Employers and talent are navigating huge economic and technological challenges.

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

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

# 71%

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

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

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

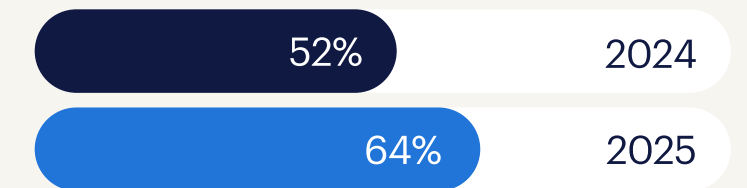
Our report finds that future-proofing skills is more fundamental than ever for both employers and talent. This is not only driven by AI's anticipated transformation of the economy but also by the likelihood that the next disruptive technology is already emerging, ready to push the boundaries even further.

That said, 65% acknowledge that employers have been helping them with future proofing skills over the past year. This is a considerable uptake from 52% in 2024. Learning and development opportunities have also increased in the past six months (36%) — a steady growth since 2022, when it was only 25%.

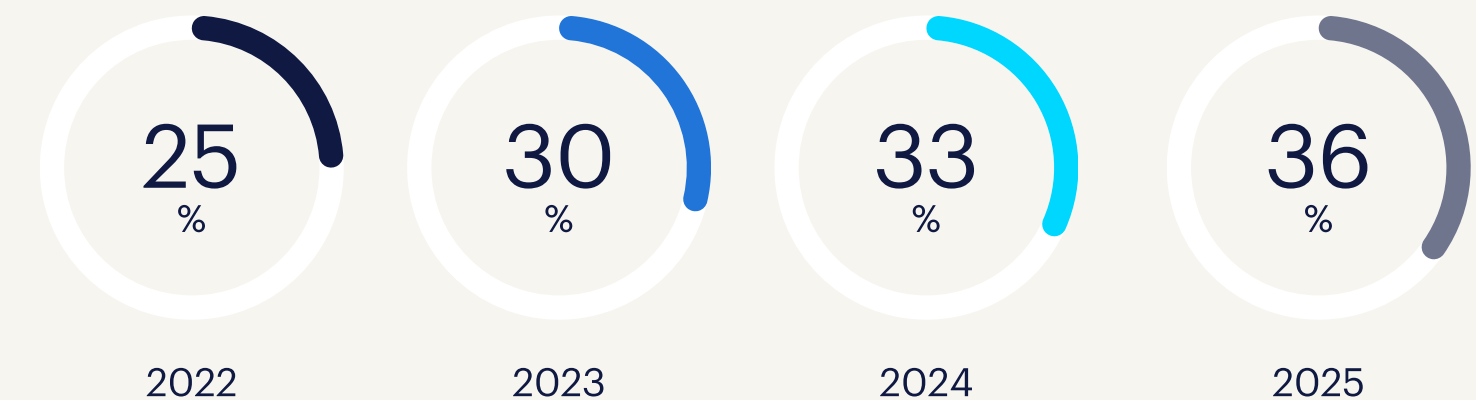
This slight decline does not signal less of a focus on skilling — quite the opposite. 41% of respondents say they would quit if there were no learning and development opportunities to future-proof their careers.

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

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



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



## training access is not always equitable.

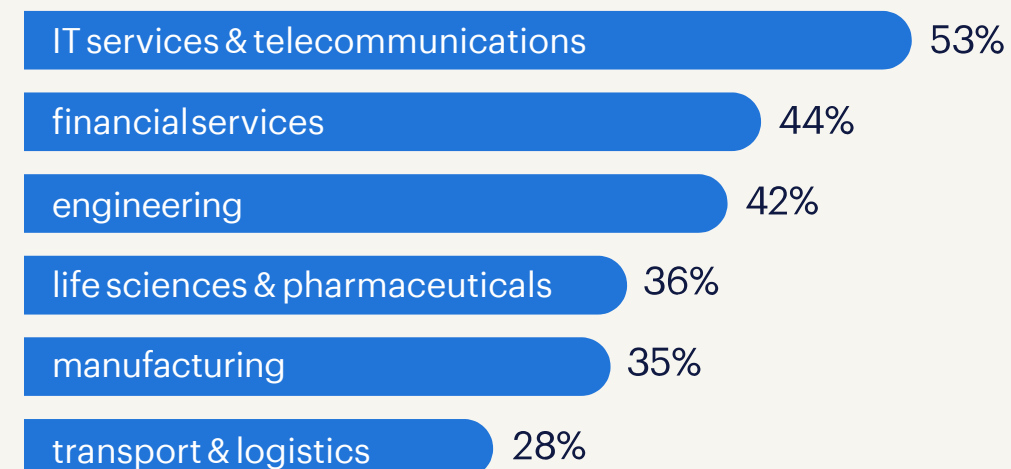
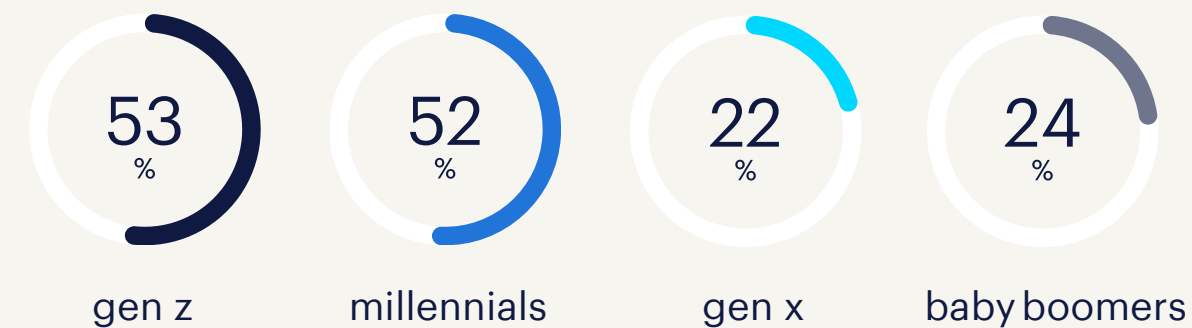
The increased pace in training provision likely reflects fundamental changes and the shortage of qualified talent to fill many roles, and this has moved reskilling to the top of the agenda.

However, learning and development is not always equitable. When asked what workplace factors had changed over the past six months, Gen Z and Millennials appear to have received more training opportunities compared with the global average (34%), with 53% and 52%, respectively, reporting increased access. Similarly, white-collar workers reported more training and development (36%) vs. blue collar (34%) and grey collar (31%).

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

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

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





# talent want to future-proof their skills.

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

A case in point is that 42% wouldn’t accept a job without the opportunity to future proof skills in areas such as AI or technology (36% in 2024).

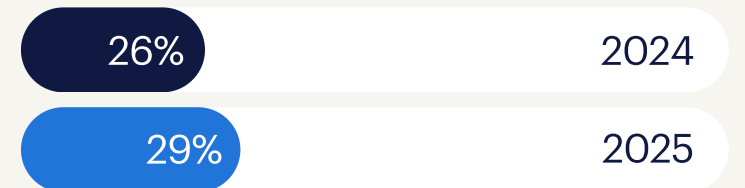
This attitude is expressed most strongly by talent from Latin America (49%), followed by North America (46%) and APAC (44%).

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

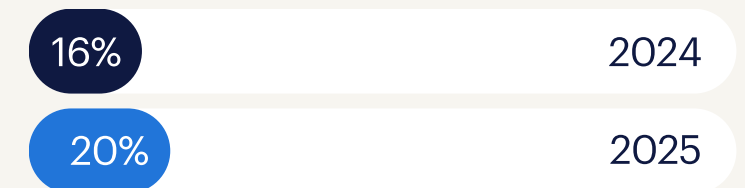
Talent want employers to support their career ambitions and their learning. 41% would quit if they didn’t have this—significantly more than last year (34%).

## I have quit a job because...

there was a lack of career progression opportunities



I wasn't offered opportunities to future-proof my skills





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

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

Over a fifth (22%) of talent selected Artificial Intelligence training as their top skilling priority. Men are more likely to select AI as their main focus when it comes to development opportunities (27%), compared to 17% of women.

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

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

Given the rapid rise of AI in recent years, Workmonitor finds that seven in 10 feel ready to use the latest technology — including AI—in their roles.

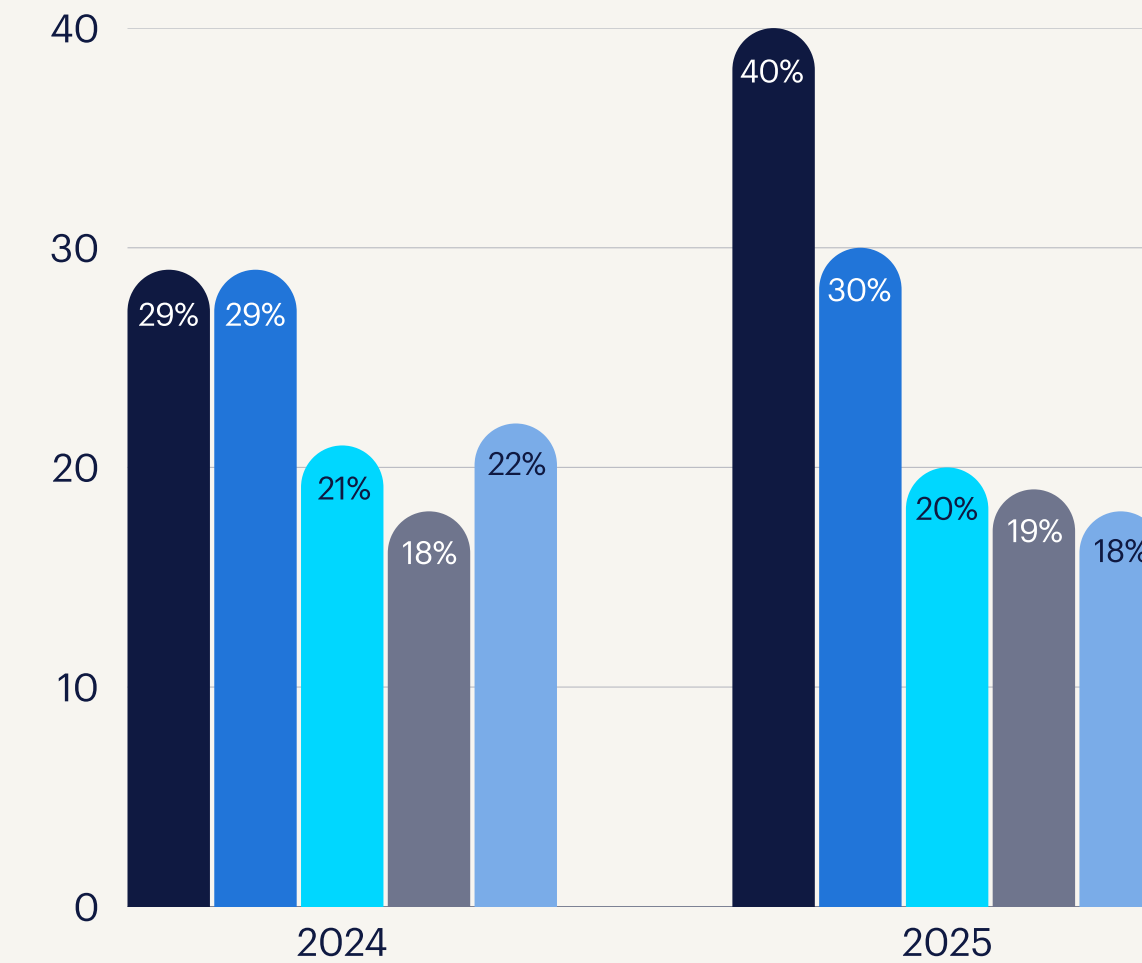
The discrepancy between men and women is also apparent in this question, with men more confident of their technology and AI skills (73%) than women (69%).

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

A third say the responsibility for keeping pace with technological advancements rests with them rather than their employers (28%).

However, when it comes to technology and AI training, specifically, responsibility for training and upskilling remains firmly with the employer, according to 38% of respondents. Only 24% view it as their responsibility.

## if my employer offered it, I would be most interested in the following learning & development opportunities



- AI
- IT & technological literacy
- management and leadership skills
- programming/coding
- communications & presentation

## a lack of trust in employers investing in continuous learning.

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

Furthermore, employers' ability to offer equitable career advancement to all talent is questioned by 52% of respondents.

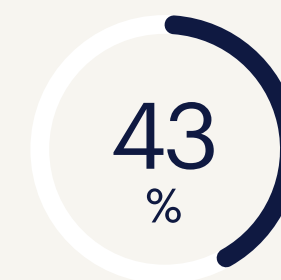
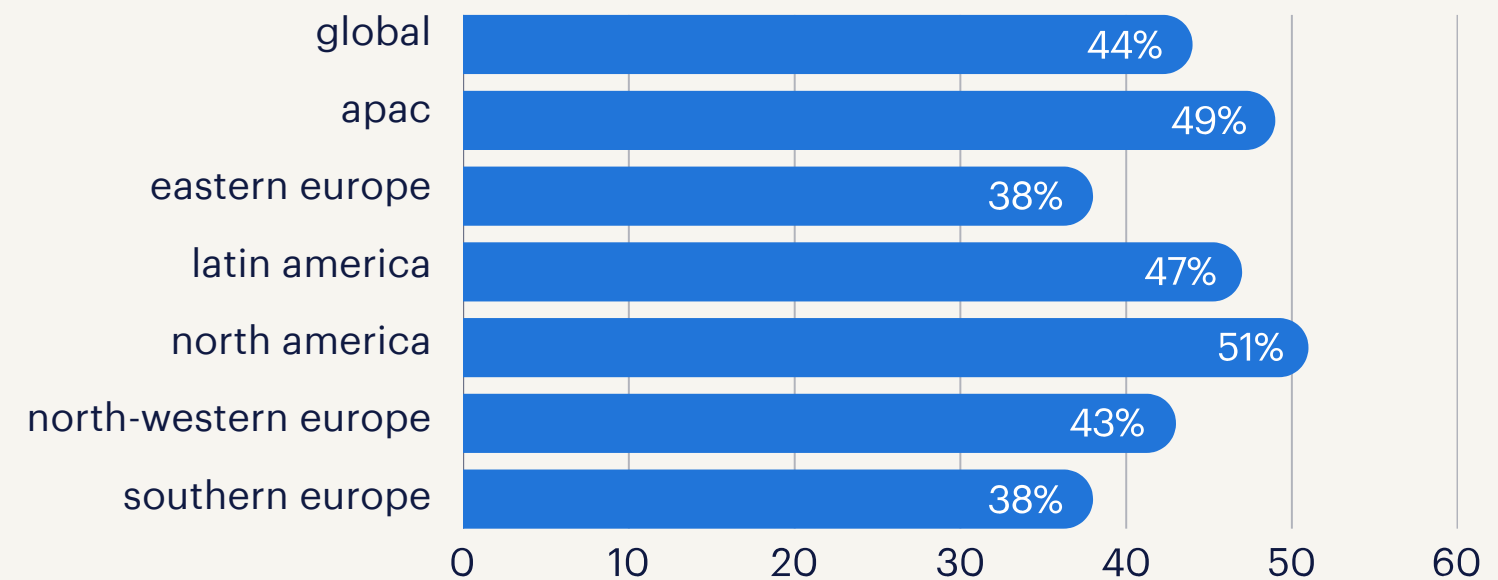
Talent in North America (51%), APAC (49%) and Latin America (47%) trust their employers more to provide continuous training than people in other regions. There is also variation across generations, with Millennials having greater confidence in their companies' ability to provide training than other generations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

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



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

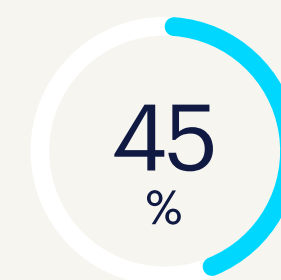
I trust my employer to invest and provide opportunities for continuous learning, particularly in AI and technology



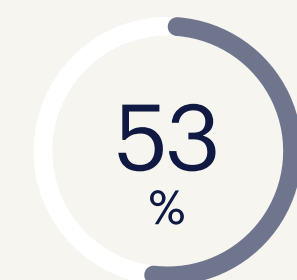
gen z



millennials



gen x



baby boomers

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

Four in 10 of those surveyed for Workmonitor 2025 view training and upskilling as the employer's responsibility.

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

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

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

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

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

58%

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

gaining opportunities through skilling

# by numbers.

## baby boomers miss out on development

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

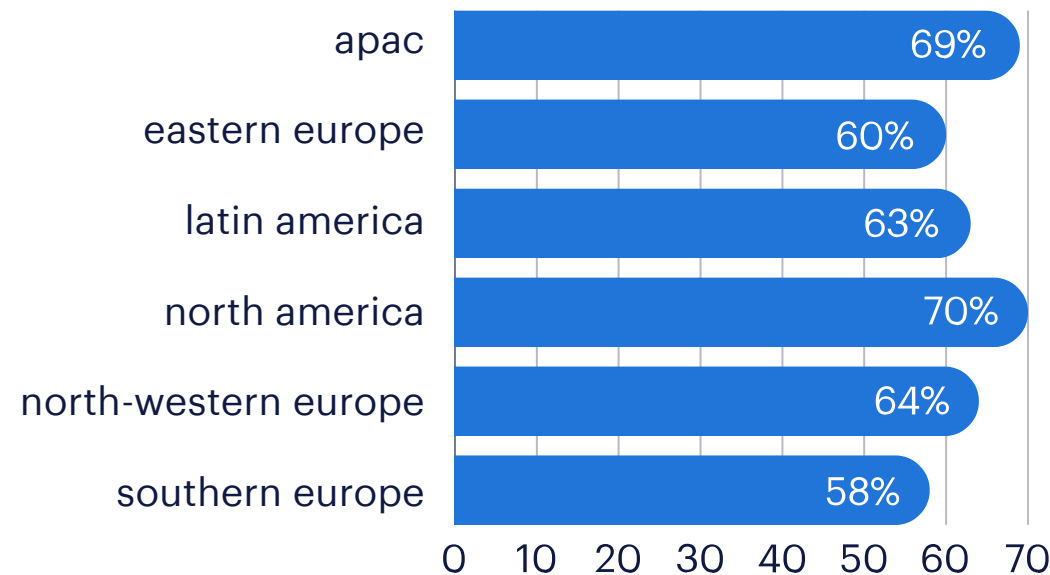
in the past 12 months, my employer has implemented career development opportunities



## key geographies have room to ramp up skilling

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

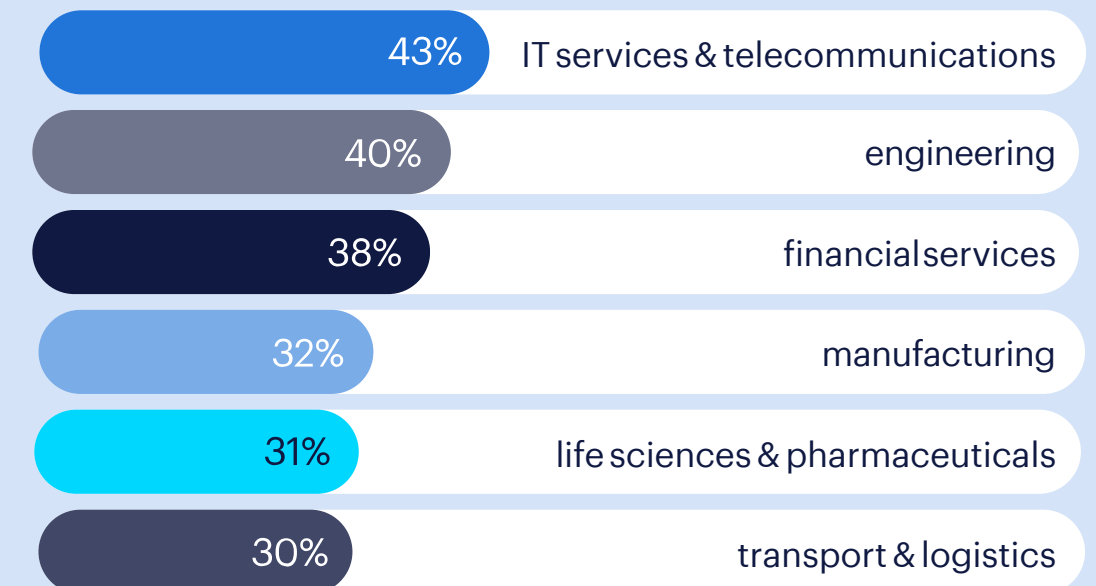
my employer is helping me develop future-proof skills for my career



## sector talent willing to walk away

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

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



# key learnings.

## 1.

### skilling is an opportunity employers can't miss

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

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

## 2.

### training must be equitably applied

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

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

## 3.

### employers must build trust with talent

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

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



# looking ahead.

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

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

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

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

## why: aligning the personal and professional

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

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

## who: a culture of community and trust

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

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

## how: equitable access to learning

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

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

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



# about the survey.



# about the survey.

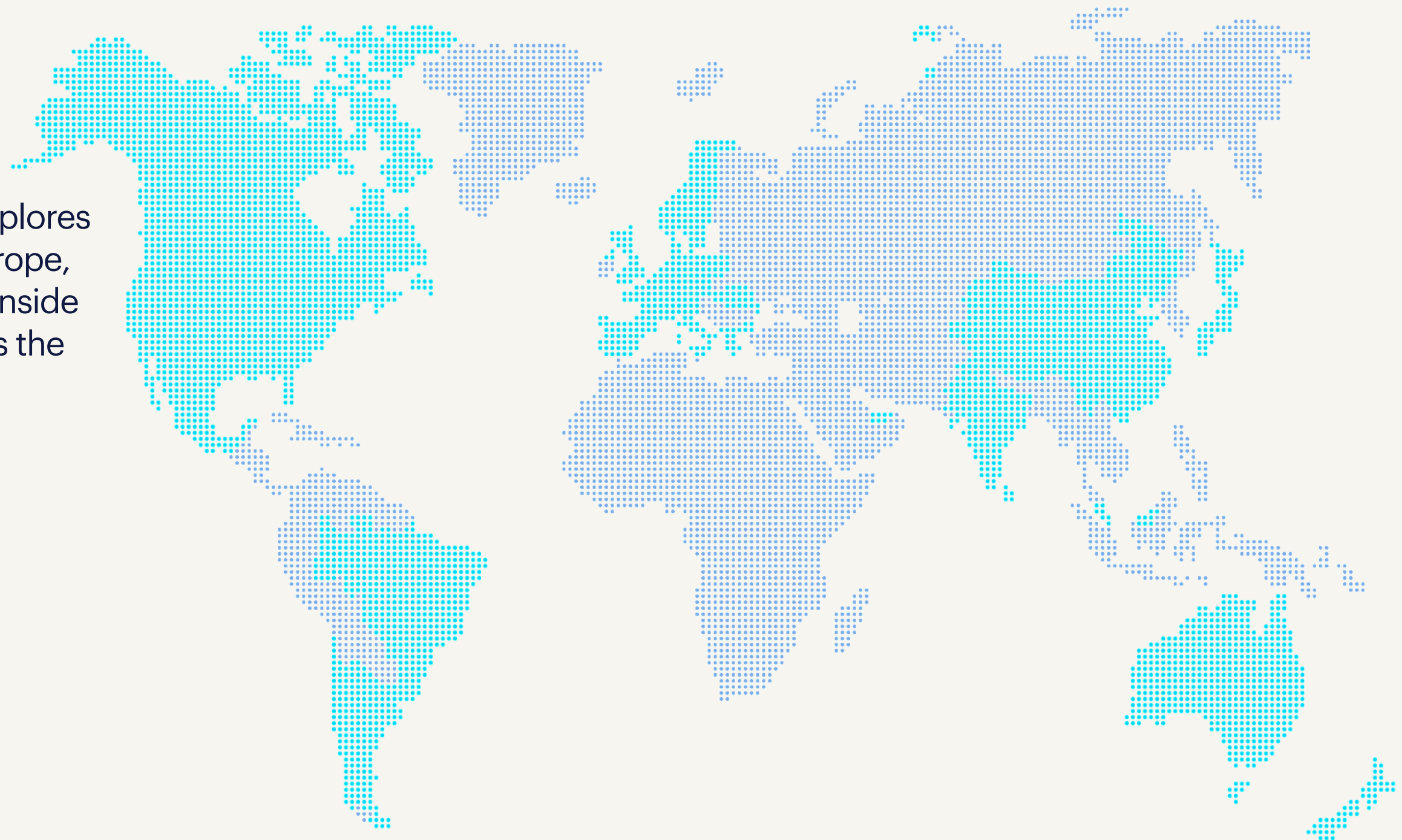
The Randstad Workmonitor, now in its 22nd year, explores the views of working people in 35 markets across Europe, Asia-Pacific and the Americas. It aims to provide an inside look at their attitudes, ambitions and expectations as the world of work continues to transform.

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

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

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

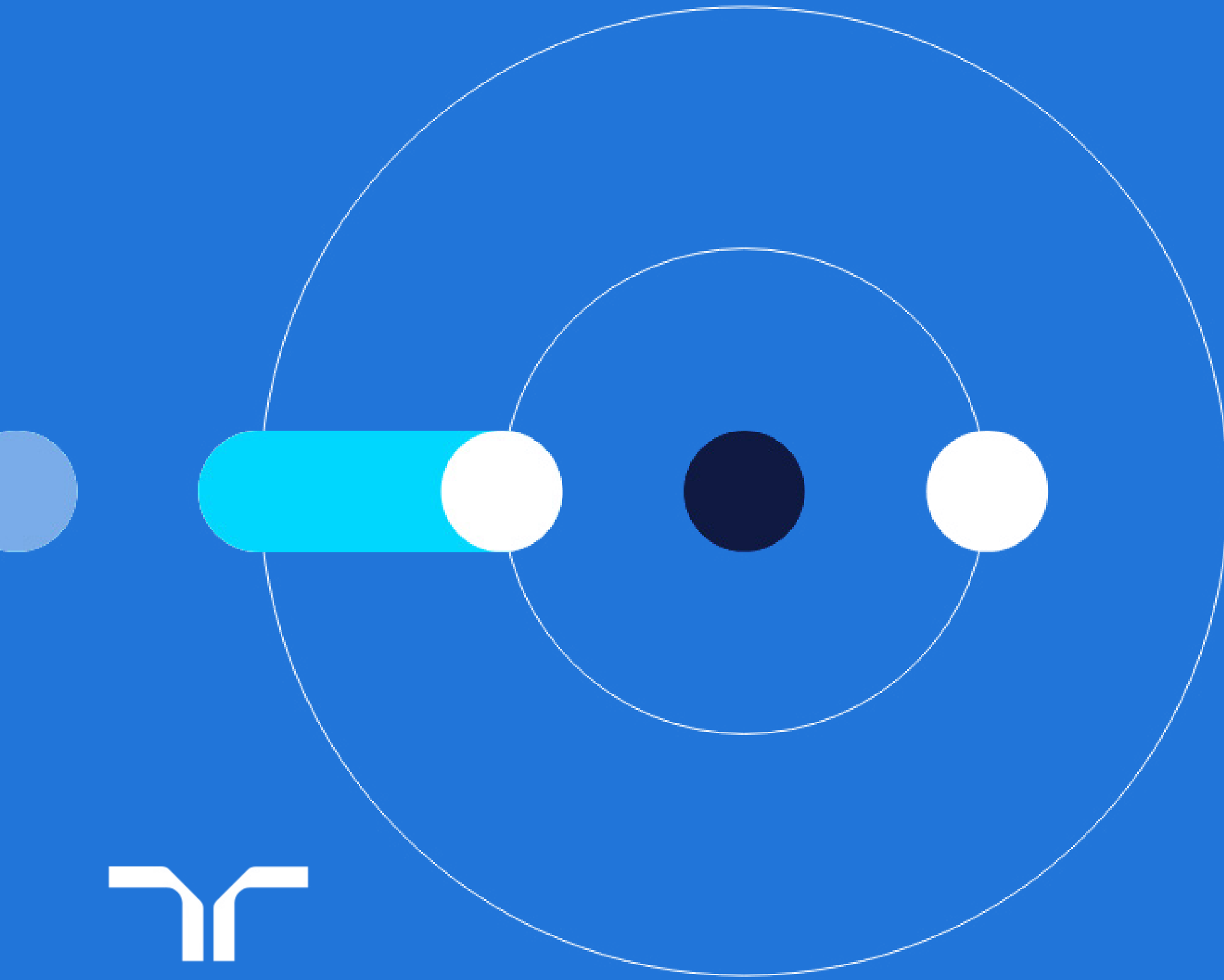
The survey for our 2025 study was conducted between October 7 and November 6, 2024 among over 26,000 workers in Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Greece, Hong Kong SAR, Hungary, India, Italy, Japan, Luxembourg, Malaysia, Mexico,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



**26,000+**  
talent surveyed

**35**  
markets

**18-67**  
year-old people



# your thoughts,

let's start a conversation.

Are you looking for more information about our hiring services? Share your details via the link below and we will put you in touch with the right person.