



ambition, equity
and partnership.


randstad

workmonitor: the voice of
employees in 2024.



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foreword.



foreword.

the new ABC of talent management.

A new ABC of talent management 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, there is no one-size-fits-all approach. Our data suggests there is great nuance in what motivates people. While some wish to become managers, many simply want to learn new skills.

B stands for balance. Talent value 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 creativity. With generational and geographic divides — as well as personal circumstances — affecting the needs of their workers, employers must be creative in providing different career paths and working models to suit individuals. Employers must come away from broad-brush talent strategies and personalise their approaches.



To be seen as aspirational places to work, employers need to embrace the idea of being a partner for talent, not only by developing their careers but also by building equitable workplaces where employees feel they belong.

Organisations must demonstrate that they truly understand workers' motivations and ambitions and are willing to nurture them. Only then will they be able to attract and retain the talent they need to realise 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 how you can convert these learnings into actionable talent strategies.

Sander van 't Noordende
CEO, Randstad N.V.



about the survey.

about the survey.

The Randstad Workmonitor is now in its 21st year, exploring 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 working people 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 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. The Dynata panel is used for sampling purposes.

The survey for our 2024 study was conducted between October 23 and November 11, 2023 on 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, Turkey, the United Kingdom and the United States.



27,000
workers surveyed

34
markets

18–67
year old people

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



key findings.

key findings.

Work-life balance, flexibility and equity are key for workers in 2024. And while they are ambitious to develop and learn new skills, significant numbers are less motivated by the promise of a more senior job title.

The research suggests nuanced understanding and strong communication will be required from employers, as colleagues look to build a true partnership with the organisation they work for.

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 (64%), their personal lives are more important than their work lives. Work-life balance now ranks as highly as pay on workers’ lists of priorities (95%) — more than any other considerations. When looking at their next career move, work-life balance is even more important (60%) than higher pay (59%).

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 paths to progression that align with the different ambitions of their employees.

2. flexibility.

Employees still demand and seek 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 more than half of workers.

Even more (55%) 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 (46% vs 44%). The need for workplace and working time flexibility was strongest in Asia-Pacific (45%) and among Millennials (42%).



are happy to stay in a role they like even if there’s no room to develop



Working from home is non-negotiable for 54% of workers.

3. equity & understanding.

Talent is looking for like-minded partnerships where they can present their full selves and work with employers 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 work with to 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 organisation's leadership (37%). The same share seeks alignment on social and environmental

issues with a future employer. People in Asia-Pacific (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 (44%). 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 organisation's leadership

4. artificial intelligence & skilling.

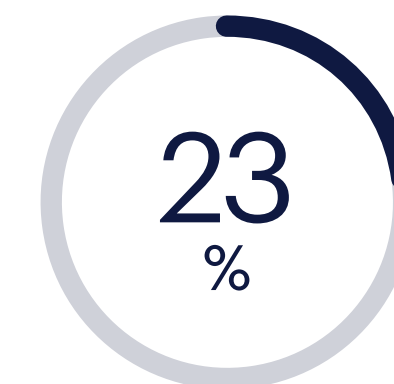
Workers continue to prioritise the future-proofing their skills, particularly in light of the widespread adoption of AI.

Despite more complex attitudes to career progression, there is a continued thirst for training and development in both current roles and for future career moves (72%). Around a quarter (24%) 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 & tech literacy, followed by wellbeing and mindfulness (26%). 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 partnership theme that runs through the entire survey.



have ranked AI among the top skills they are interested in



global themes.

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



motivation & ambition.



motivation & ambition.

If you were to ask 10 workers 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

importance for current and future jobs



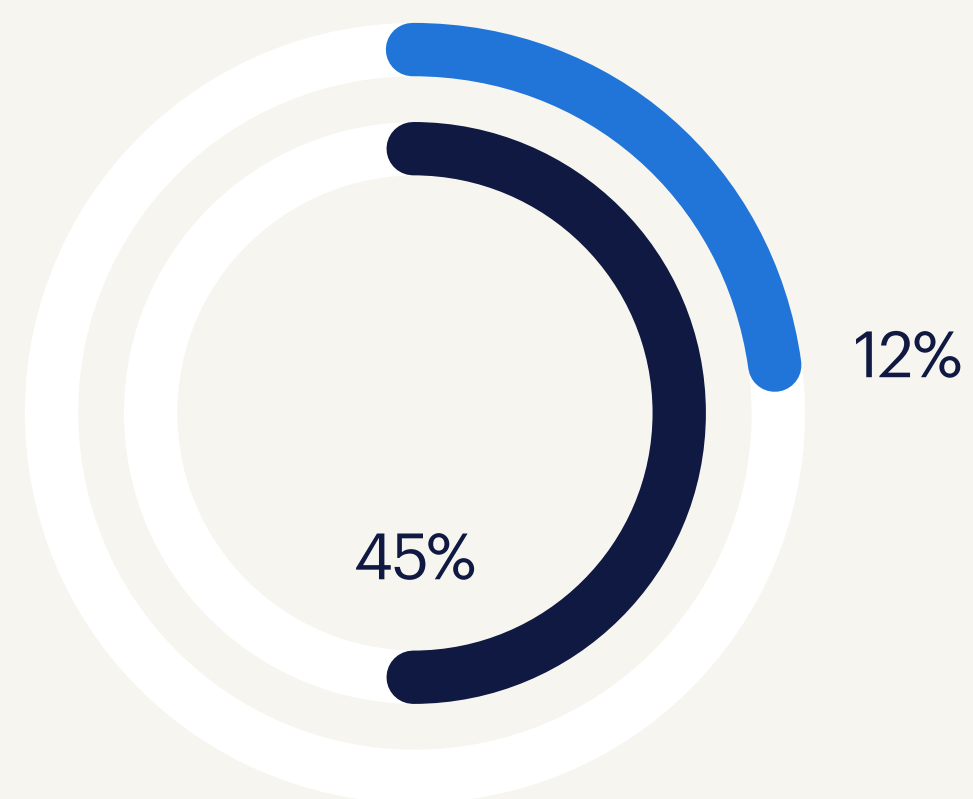
would not accept a job if it





less economic uncertainty about career progression

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



● 2023
● 2024

work-life balance trumps career progression.

The annual study finds that work-life balance now ranks as highly as pay on employees’ lists of priorities (95%) — far ahead of any other categories.

When people look at their next career move, work-life balance (60%) has even edged slightly ahead of higher pay (59%) on their list of considerations. A clear majority (64%) 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 12% stating that they are concerned about the impact of economic uncertainty on their career progression. In 2023, nearly half of all respondents had expressed such concerns.

However, there are clear contrasting preferences. The number of people saying they wouldn’t accept a job if it didn’t offer career progression opportunities (36%) is nearly the same number (31%) of those saying they don’t want career progression because they are happy in their role.



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 (43%) say their level of ambition changes depending on factors outside of their job.

Employers should take note that while 28% of people say they would quit their job if it did not offer chances of career progression, a far higher 47% say they would leave if their work prevented them from enjoying their life.

career advancement and training count

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

57% consider career advancement opportunities important

28% would quit a job if it didn't offer career progression

47% would quit a job if it prevented them from enjoying life



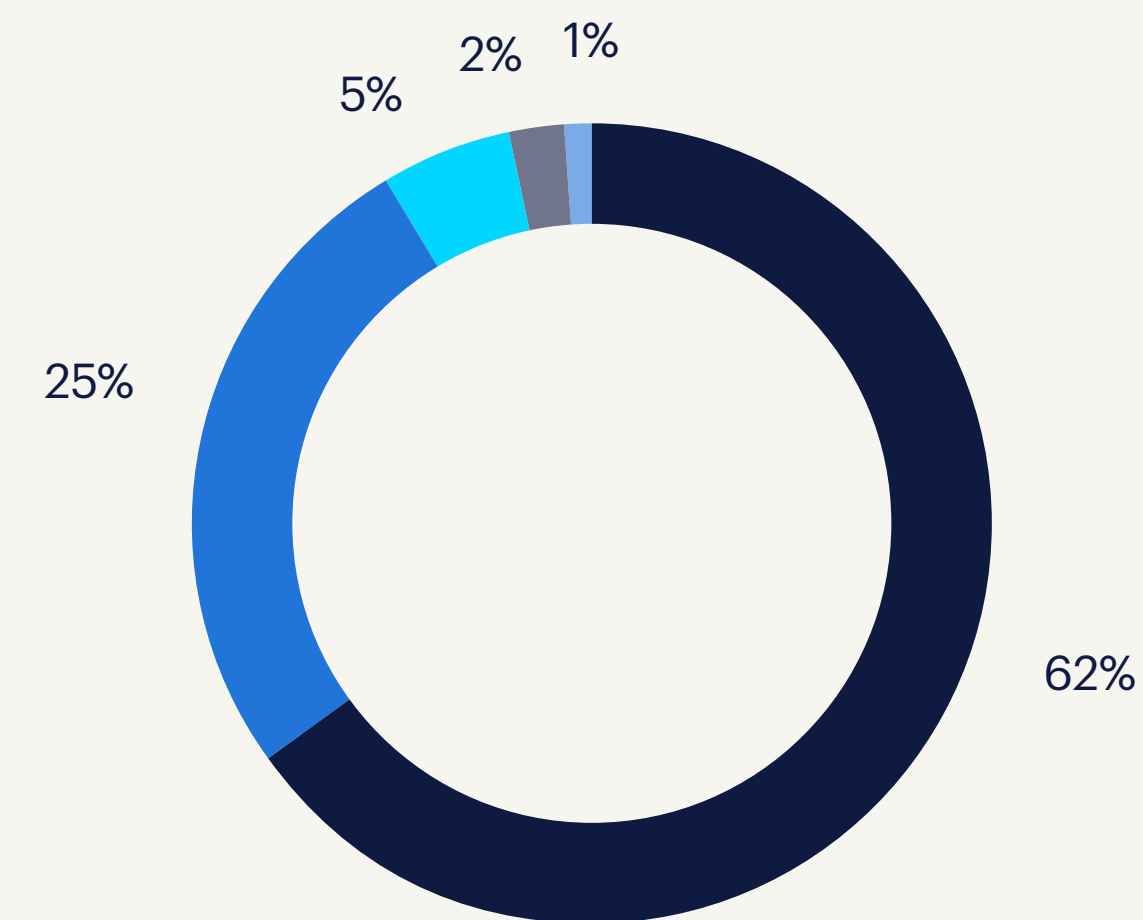
stable choice.

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

When asked what type of role they'd like in five years, 62% said a full-time role within a company, followed by 25% who want to work part-time. 5% would prefer a freelance role, while only 2% 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 employees aren't interested in growing.

There is a thirst for training, with 72% ranking this as important, above the 57% who prioritise career progression. Workers are particularly focused on future-proofing their skills with AI (23%) and IT (25%) training.



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, 73% 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 26% of employees now request. This trend is also seen in the number of people (84%) 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. 30% of respondents say their career progression is never addressed by their employer, even though a quarter want these conversations at least once a quarter.

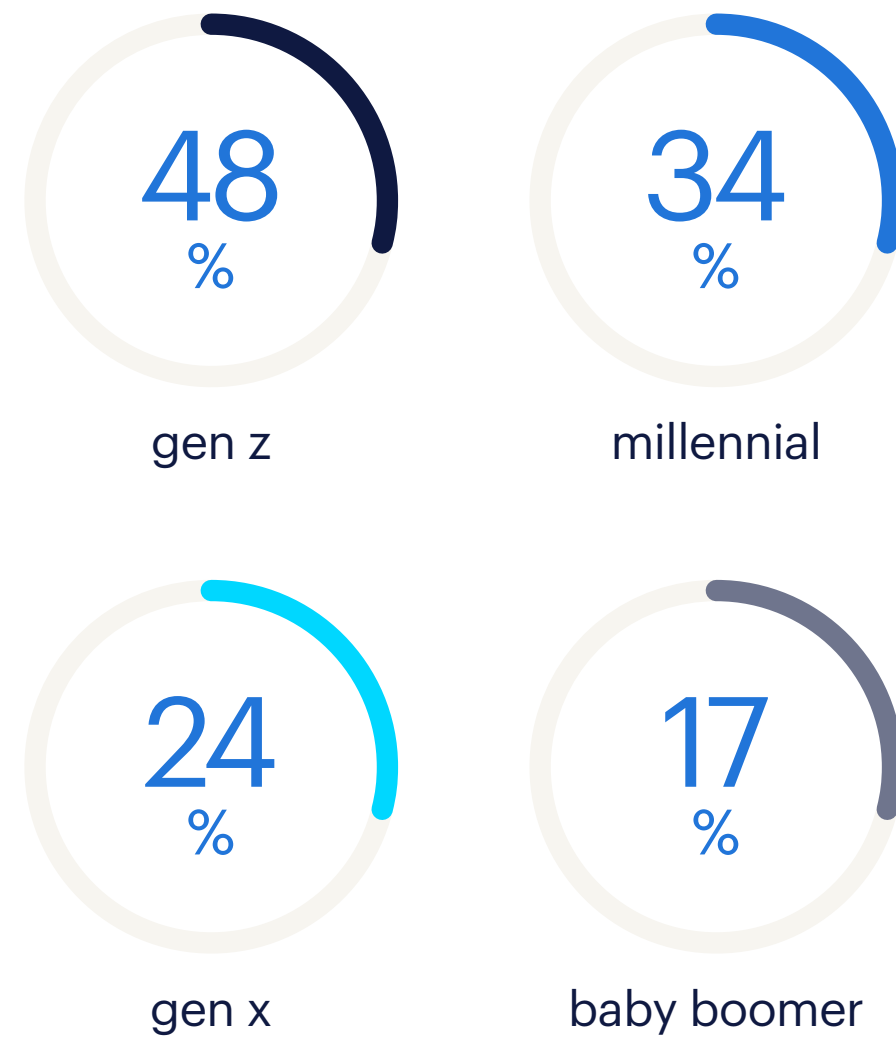
Failure to address this mismatch could see companies struggle to attract and retain top talent. In an age of talent shortages — particularly in areas such as technology — this could have serious consequences for companies.

ambition & motivation

by numbers.

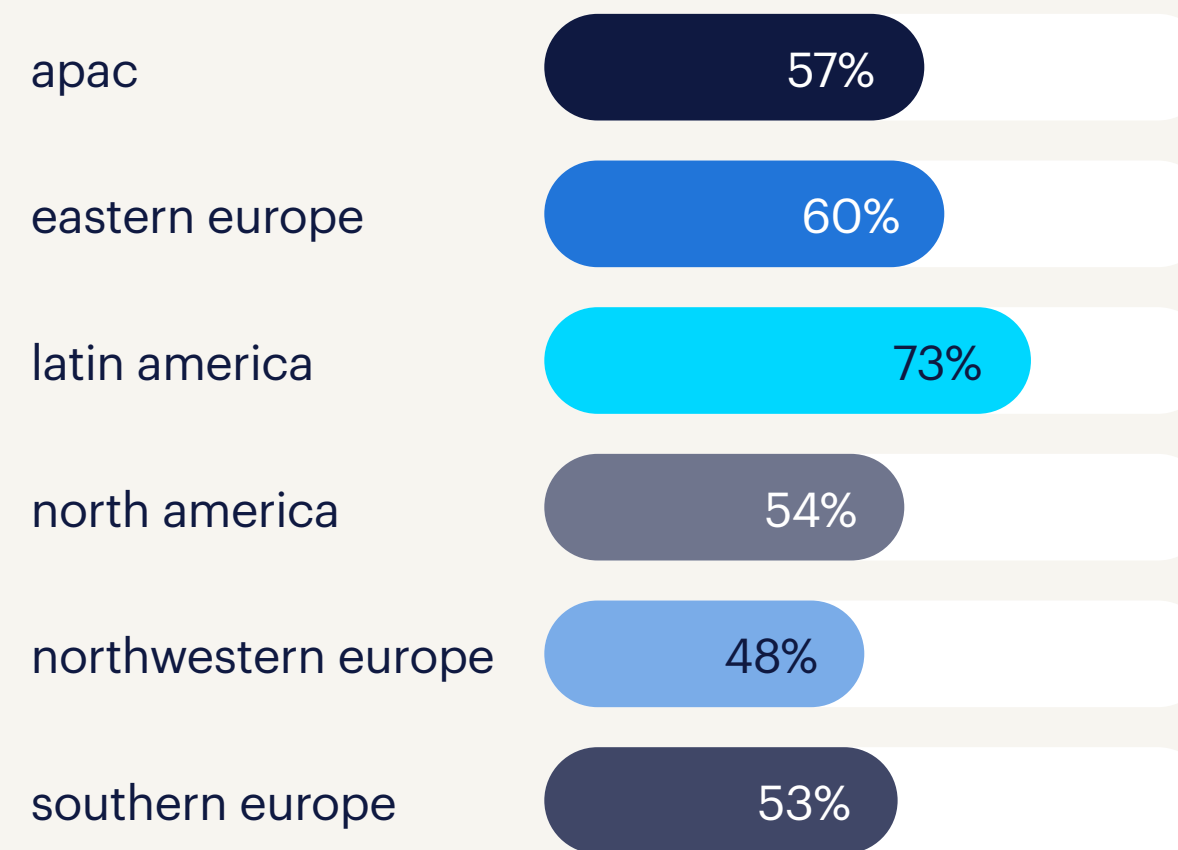
young & hungry.

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 Europe rating themselves lowest.



63% see their personal life as more important than their work life

50% are happy to stay in a role they like, even if there's no room to progress or develop

31% 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.

ambition & motivation

key learnings.

1. desire for growth is strong.

More than 4 in 10 (42%) 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 prioritising 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 employees about realising 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 realise that career progression and maintaining a healthy personal life are intertwined.

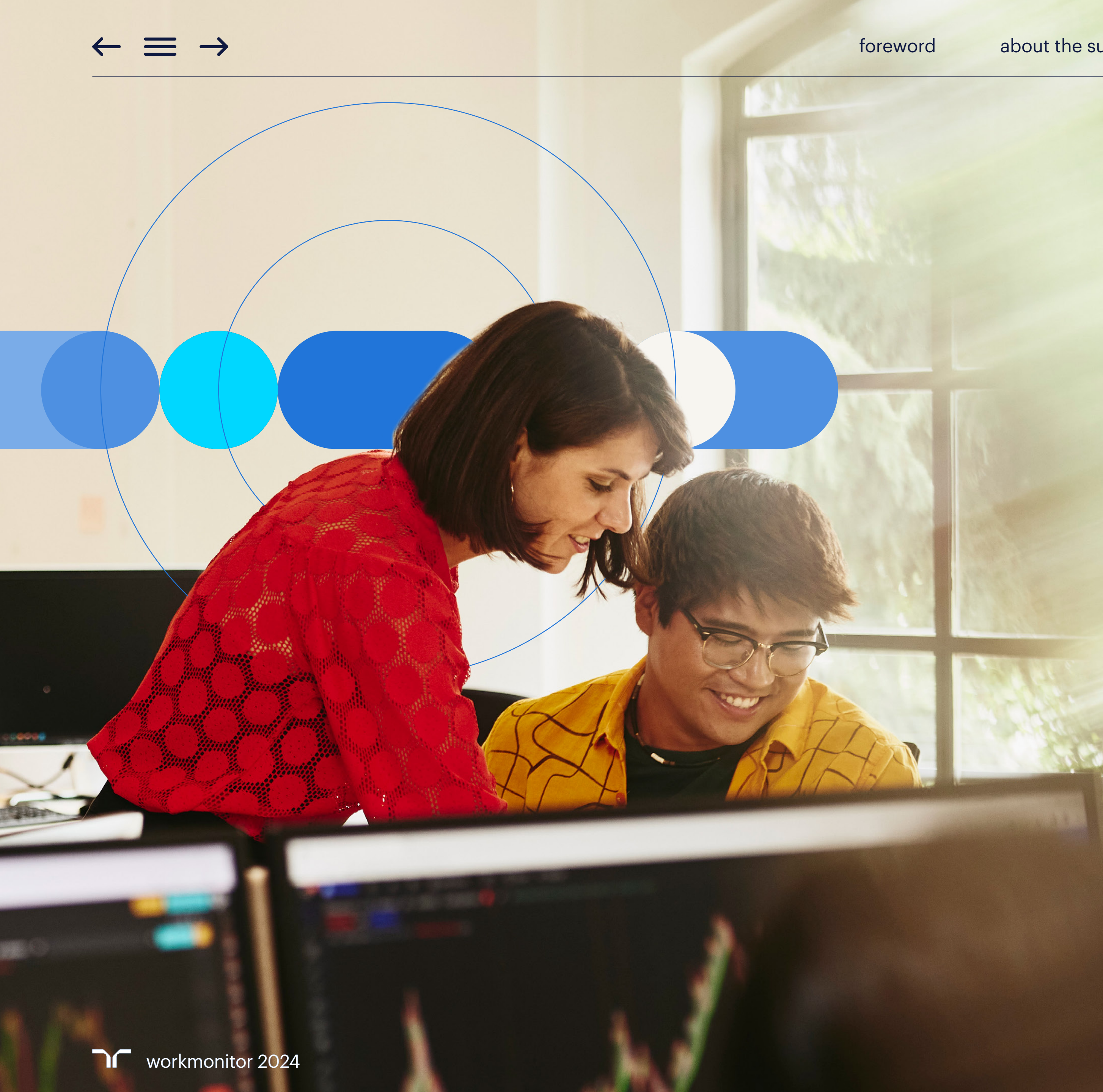
3. communication is key.

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 is likely to motivate them.

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, organisations must provide frequent and clear feedback, enable staff to realise their ambitions, and regularly recognise their contributions. Doing so will ensure a healthy, engaged and productive workforce.



flexibility.



flexibility.

Following the pandemic, flexible ways of working appear to be permanent. However, our latest research indicates that while employees continue to demand flexibility, they have seen their employers wanting them back in the office. But flexibility also emerges as a highly nuanced concept that does not necessarily just mean working from home.

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. Nearly two thirds (64%) have moved house or bought a pet on the assumption that working from home is here to stay.

60%

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

64%

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 workers.

There were as many respondents who stated that their employer wanted them in the office more than six months ago (34%) as those who didn't feel that same pressure (34%). However, when asked how strongly employers were enforcing a return to the office, 60% stated that their employer had become stricter about attendance.

Despite greater fears over losing their job — expressed by 42% now compared with 37% the year before — flexibility continues to shape workers' priorities. There has been no change in terms of putting their personal life above their work life and career ambitions (64%), and a significant number would quit a job that would keep them from enjoying their life (47%).

While numbers have dropped slightly, nearly half wouldn't accept a new job if it didn't provide flexible locations (44%) or working hours (46%). Working from

home is non-negotiable for more than 5 in 10 workers. Similar numbers (55%) 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 (60%). This is higher than those wanting better pay (59%) and benefits (44%) for a future career move.

top industries seeking flexibility

workplace flexibility flexible working hours



workers wouldn't accept a job if it

44%

didn't provide flexible work location

46%

didn't offer flexible working hours

60%

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% who said not having flexible hours would be a dealbreaker.

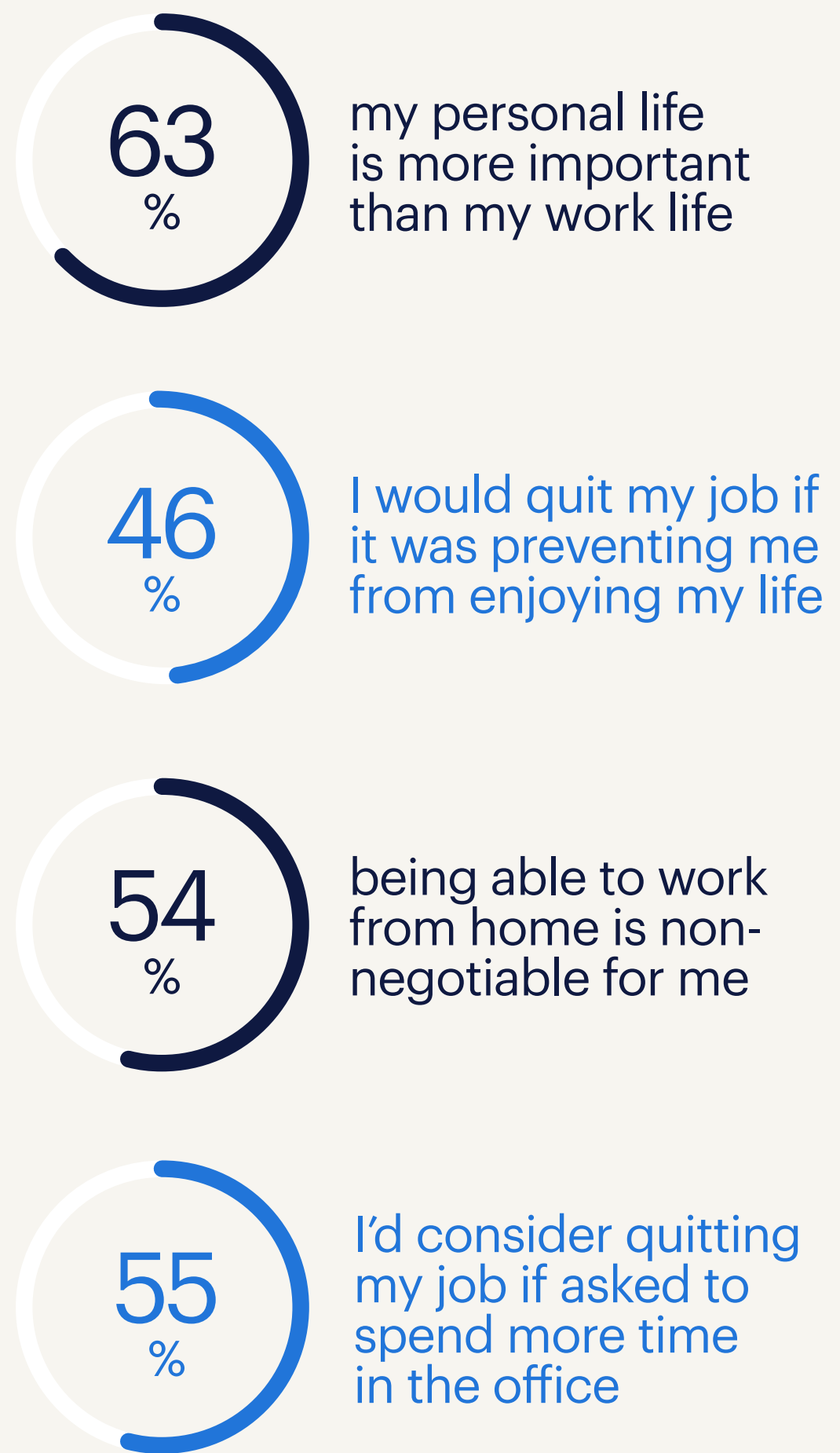
There are also marked variations by industry. Sectors that can better accommodate flexibility, in particular those with a high percentage of knowledge workers, employed the highest percentage of workers who would reject inflexible hours and workplaces. These include IT, financial services, communications 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 (46%) when making a decision about a new position than flexible work location (44%).



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 Millennials (born between 1981 and 1996), with 46% prioritising workplace flexibility and 48% preferring flexible hours when looking for their next job. And a significant percentage (61%) also described being able to work from home as non-negotiable.

In contrast, just over a third of Generation X (1965–1980) said they would refuse a role that lacked workplace flexibility (36%), slightly more felt this way about when they could work (39%).

For Baby Boomers (1946–1964), the numbers dropped further, with 31% prioritising location flexibility and 38% concerned about flexible hours.



the debate over flexible working will continue.

The data suggests 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.

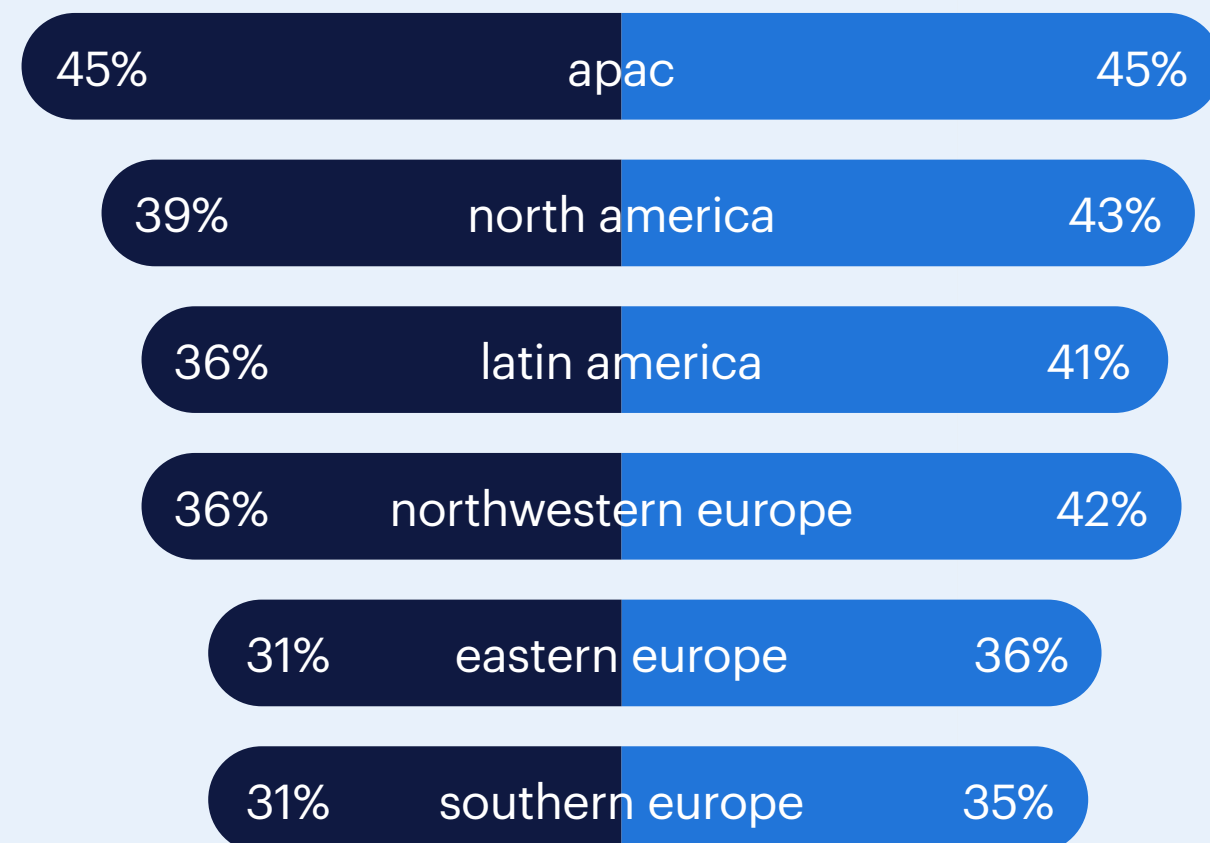
flexibility

by numbers.

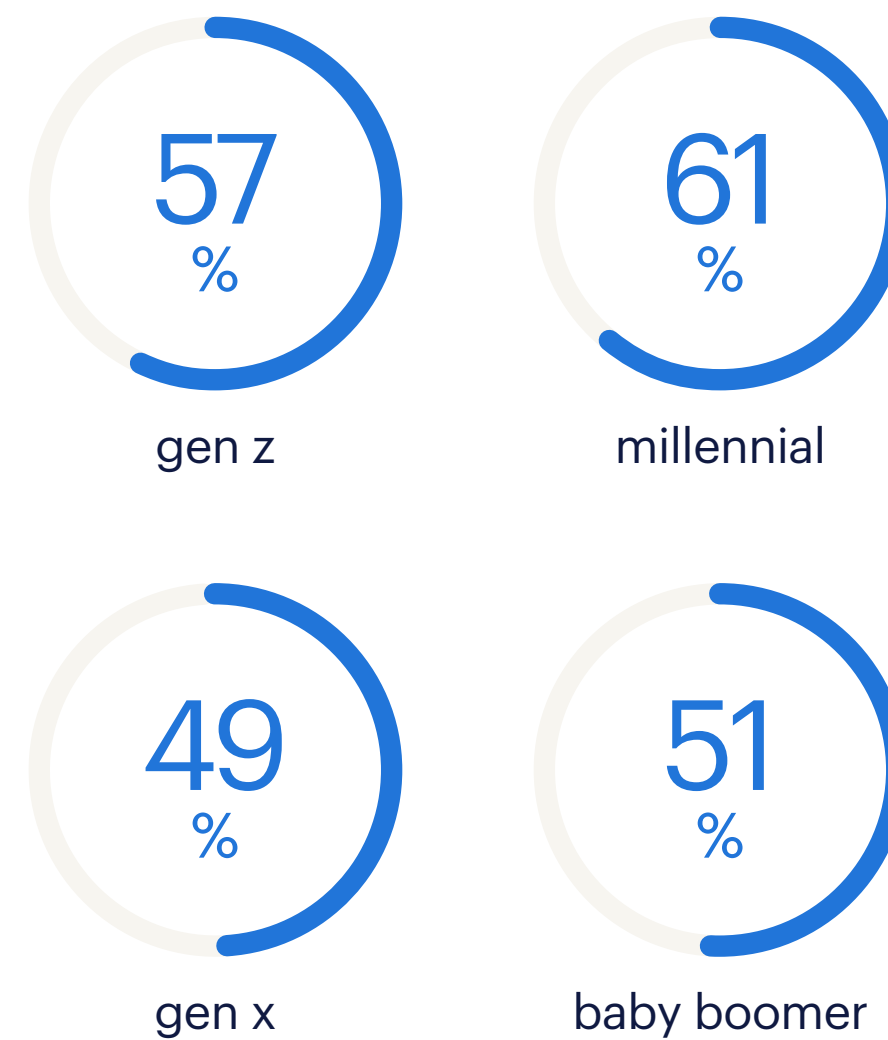
geographic divide.

Organisations 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



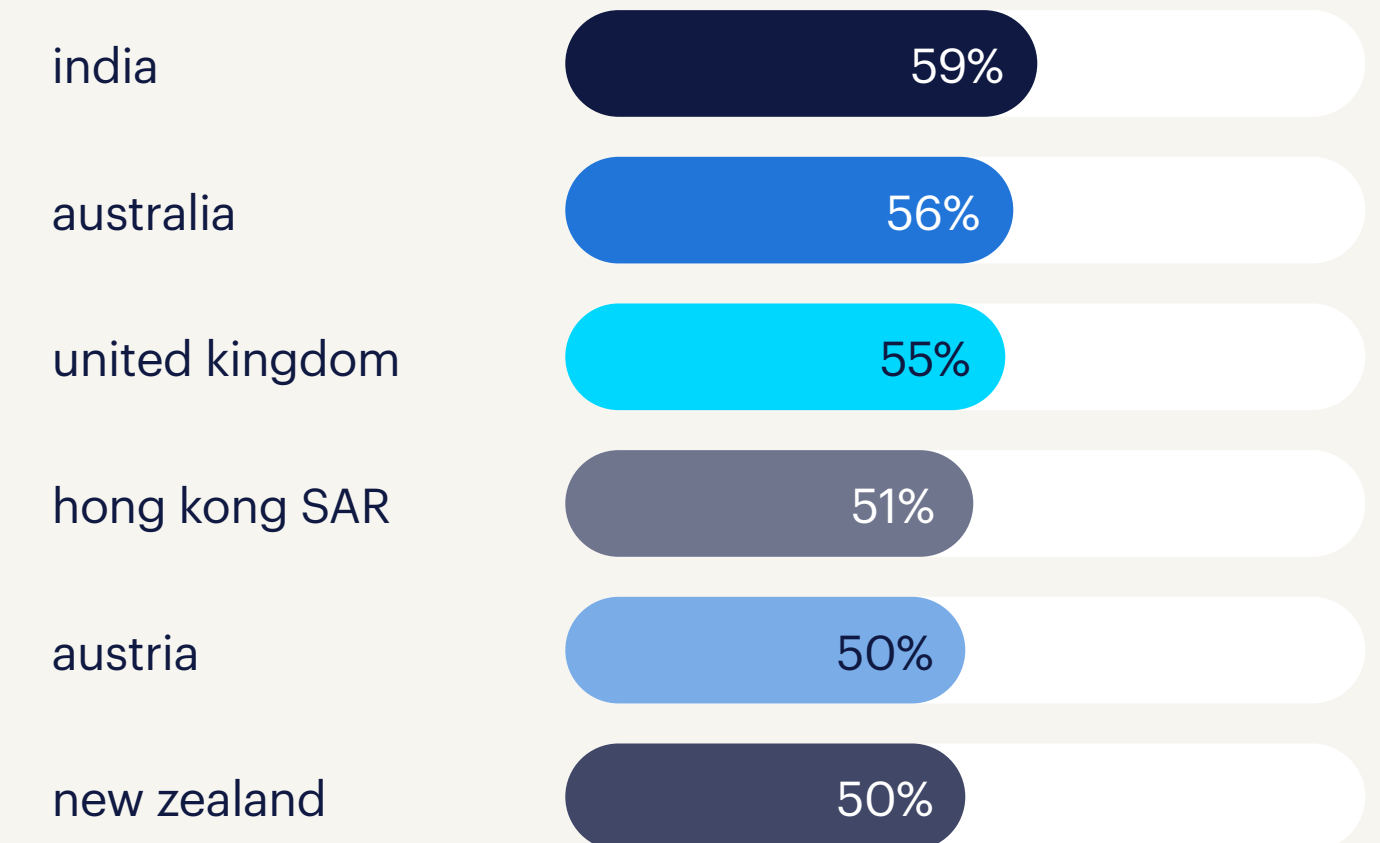
work from home is non-negotiable



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 most outspoken when it came to increased office working, with people in India the most insistent.

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 compromise 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.

Organisations 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.

understand your team.

While demands for flexibility are a global trend, there are distinct geographic and generational differences. As teams continue to become more globalised, managers need to be mindful of what team members in different markets value, and managing them to create equitable global workplaces.

Offering more flexible working could open the door to a wider talent pool and increase talent retention, especially as more restrictive approaches might close doors.



equity & understanding.



73%

my current employer's values and purpose are important

71%

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 favouring 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 talent wish to bring their full selves to work. They want their backgrounds, circumstances and preferences respected.

What is more, they are willing to 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.



top 5 most important EDIB initiatives and policies offered by a potential or current employer

63% gender pay equity

46% family leave for all employees

52% diverse workforce

39% people with diverse backgrounds in leadership

25% corporate social responsibility (ranked among top 3 priorities)

what makes a difference in an equitable workplace?

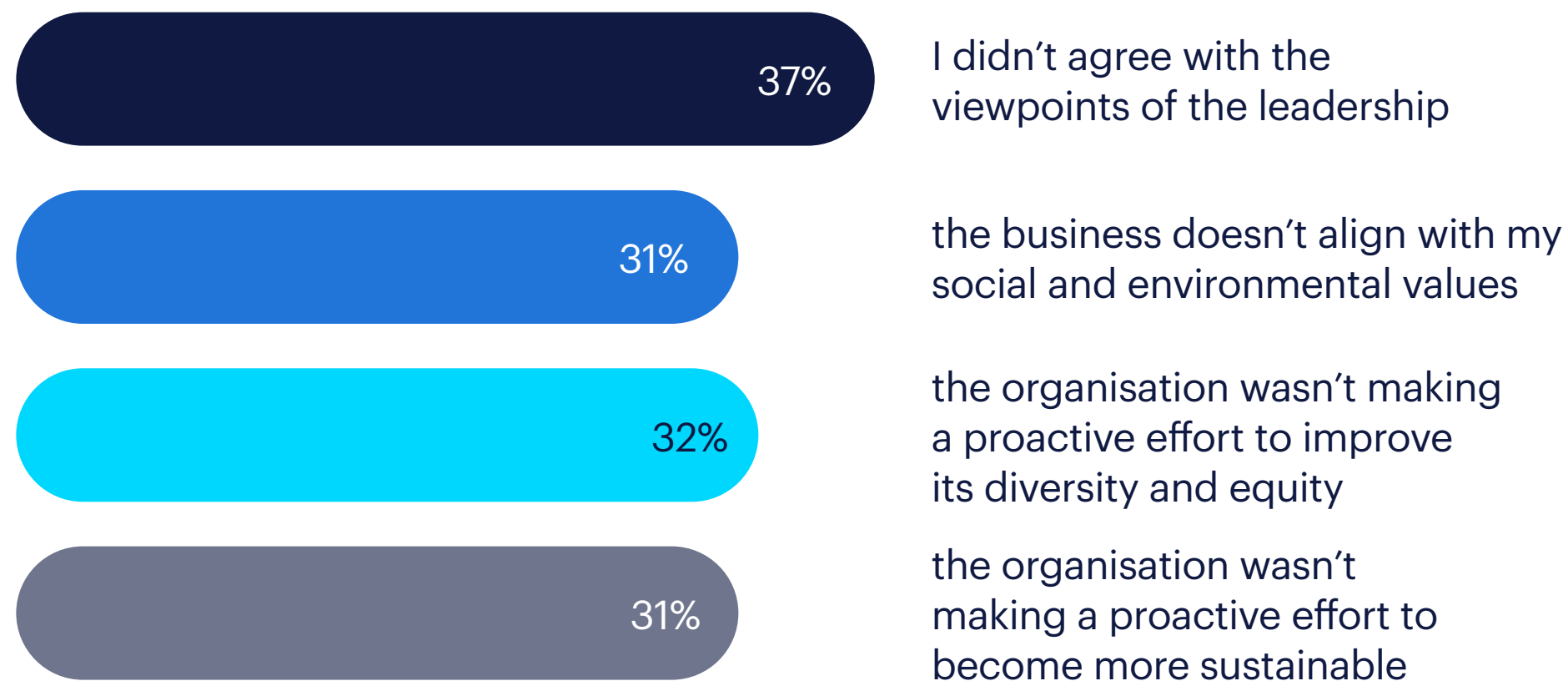
When asked to rank workplace equity policies most important to them, respondents put gender pay equity far ahead of all other equity, diversity, inclusion and belonging (EDI&B) initiatives and policies (63%).

Family leave for all employees 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



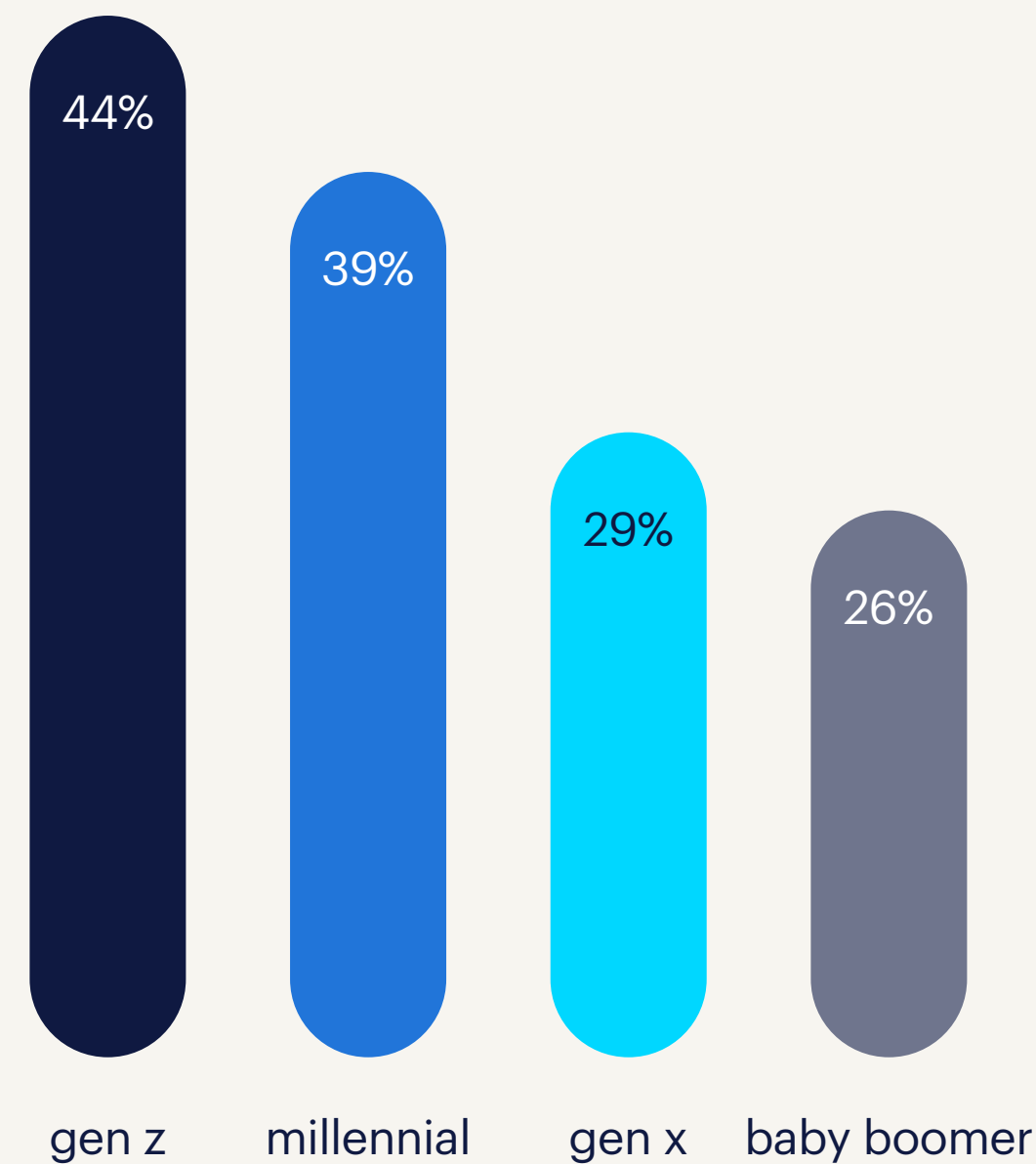
worldview alignment.

While worldview alignment 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, 37% 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%).

31% would not opt for an employer whose values on social and environmental issues don't align with their own, down from 36% 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 don't 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 realising 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 employee'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.

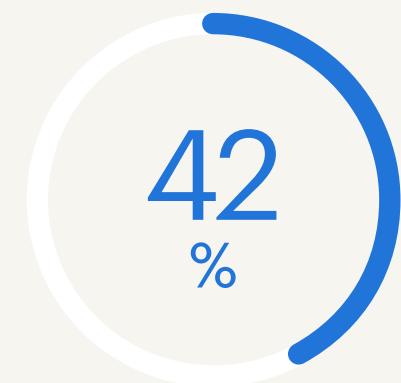
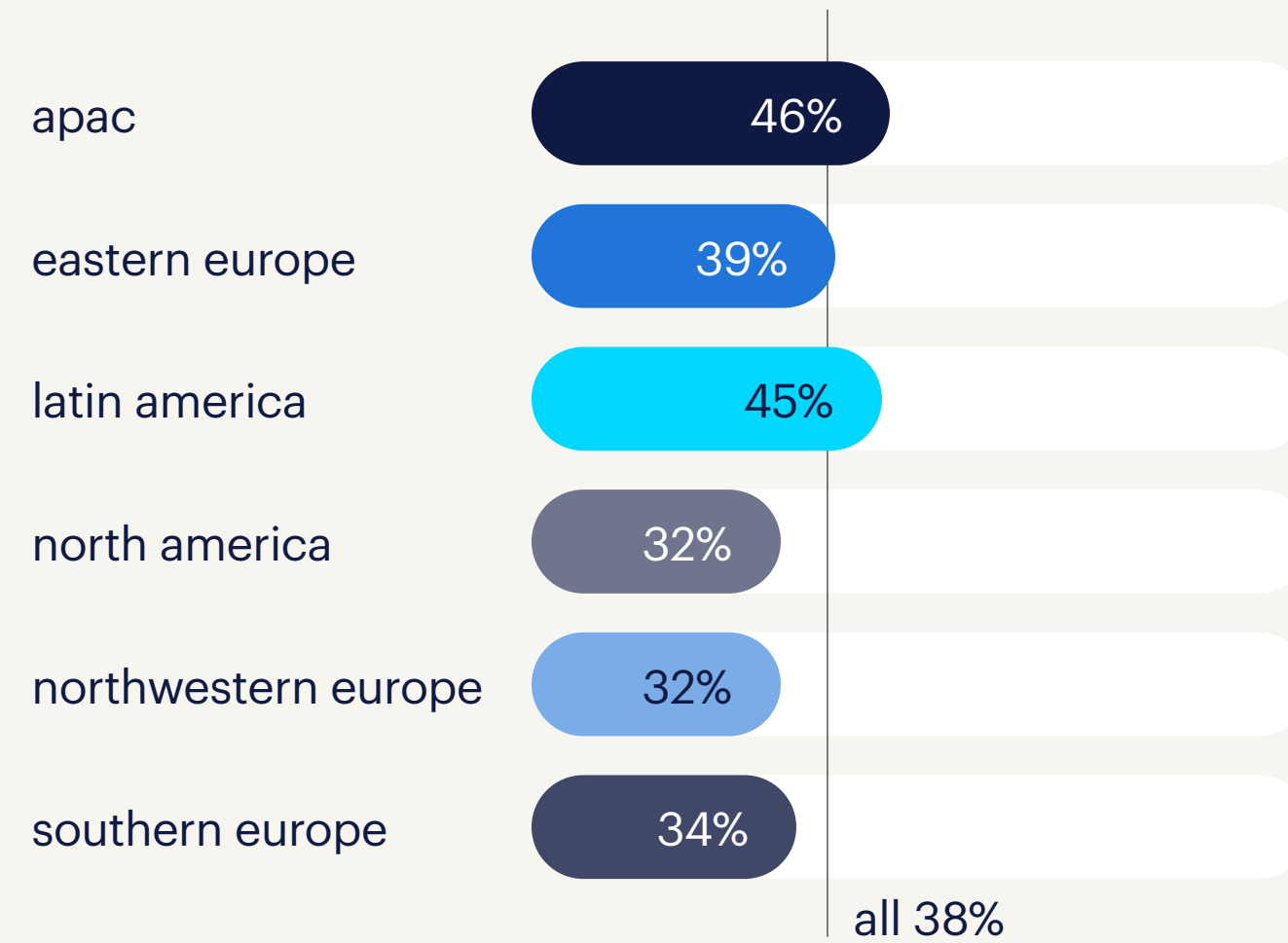
A third of all respondents say their employer doesn't understand their generation. This perceived lack of understanding may explain to some extent why over a quarter (28%) of respondents also feel uncomfortable sharing their viewpoints due to fear of judgement or discrimination. In addition, more than half of all respondents (56%) 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

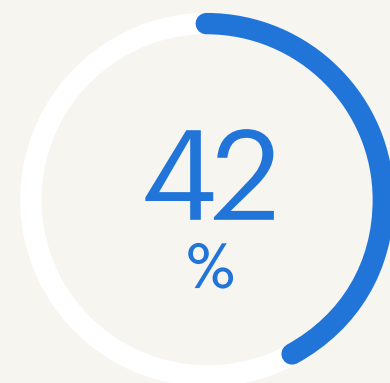
by numbers.

time to reflect?

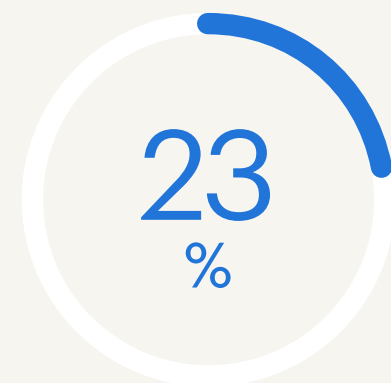
Significant numbers of colleagues would not accept a job if the business did not align with their social and environmental values. While this does not make up the majority of the workforce, it is a high enough percentage for organisations to take notice if they wish to be an employer of choice.



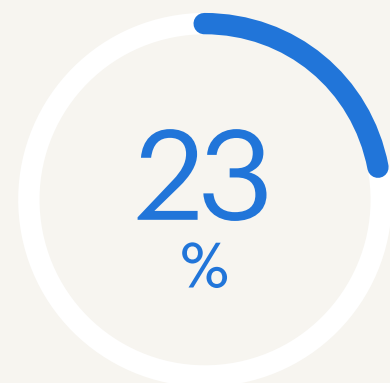
gen z



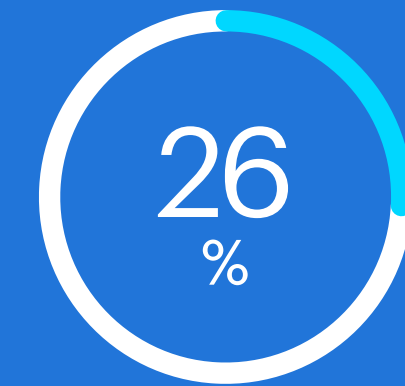
millennial



gen x

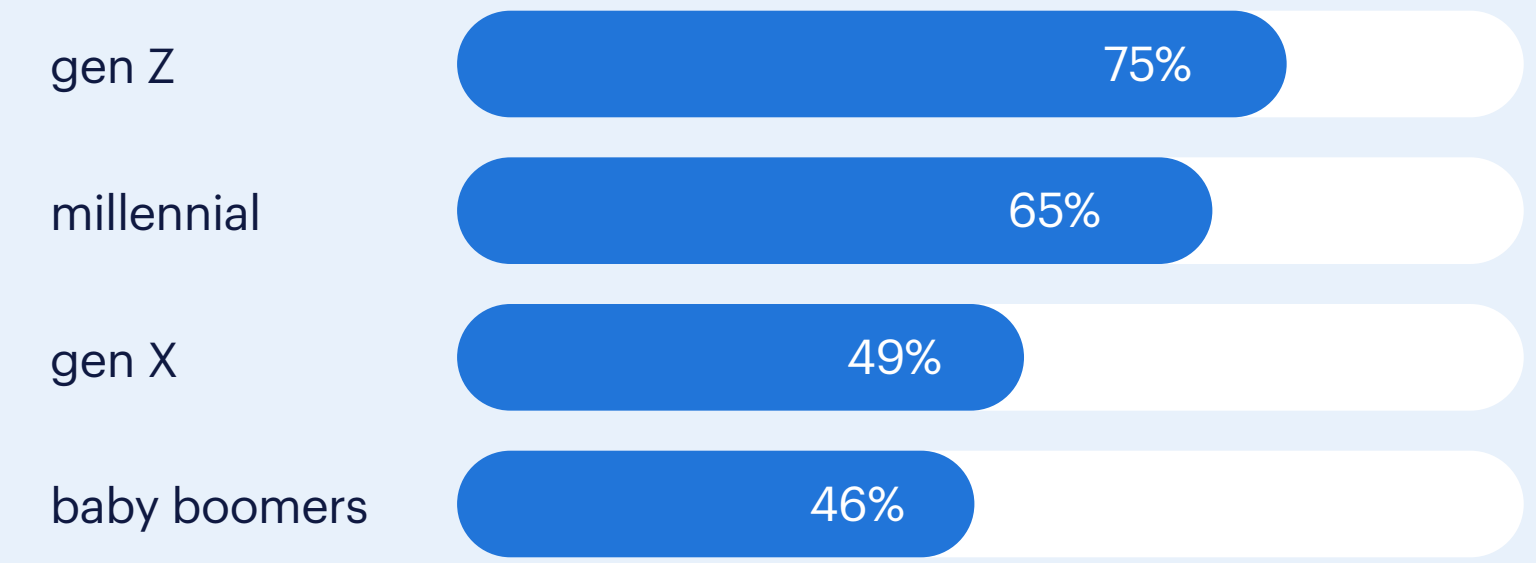


baby boomers



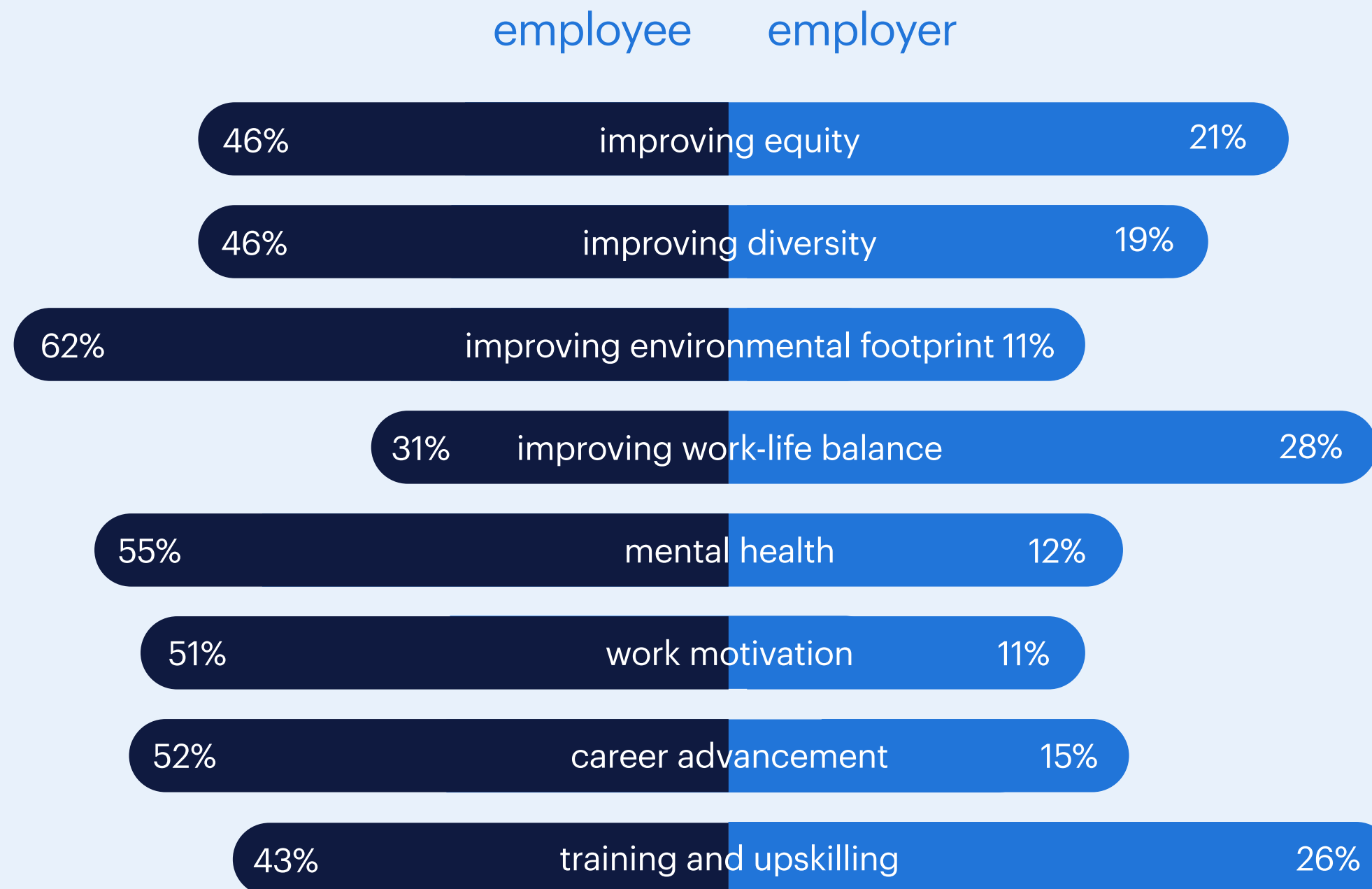
I don't feel comfortable sharing personal viewpoints due to fear of judgement or discrimination

I hide aspects of myself at work



equity & understanding

by numbers.



understanding each other.

Interestingly, workers have relatively clear views on whether they themselves 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.

workers of all generations want to belong.

Talent want to identify with the organisation 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 and exploring what is discussed, employers can better align with multigenerational and multinational teams. Meanwhile, creating business resource groups is 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 are 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 want partnerships 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 employees in anything from advocacy to policy-making.

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



artificial intelligence & skilling.



65%

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 confirms many workers are prioritising 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 employees.

Nearly three-quarters of respondents said they value training and development, both in their current role and when considering future opportunities (65%).

Among different generations, Gen Z and Millennials were most outspoken about the value of training (77% and 78%, respectively).

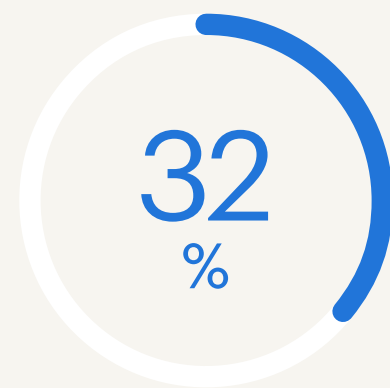
Those working in IT (78%) and financial services (76%) expressed similar sentiments.

AI, IT & tech literacy taken together make up nearly 60% of the top skills employees want to develop (29% each). This is followed by wellbeing and mindfulness, which reflects the importance of work-life balance, considering

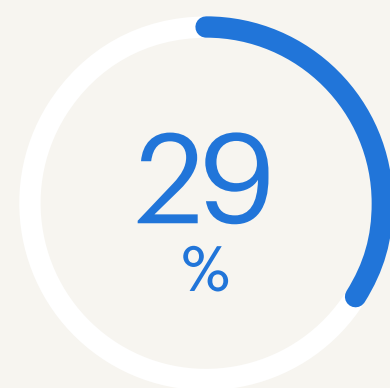
that more than half of workers would not take a job that negatively affects this.

Around a fifth of respondents ranked communication and presentation skills (17%), and management and leadership skills (22%) 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 my employer didn't support my career ambition

45%

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

future-proofing skills is non-negotiable for workers.

Nearly a third (32%) 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 number of workers there expressing this view (41% and 45%, respectively). Similarly, in the UK, younger generations feel more strongly about learning and development than older workers, with Gen Z scoring 47% and Millennials 42%.

Given the impact of digitalisation and automation in many industrial settings, it is not surprising that more operational workers (39%) believe learning and development are more vital to their

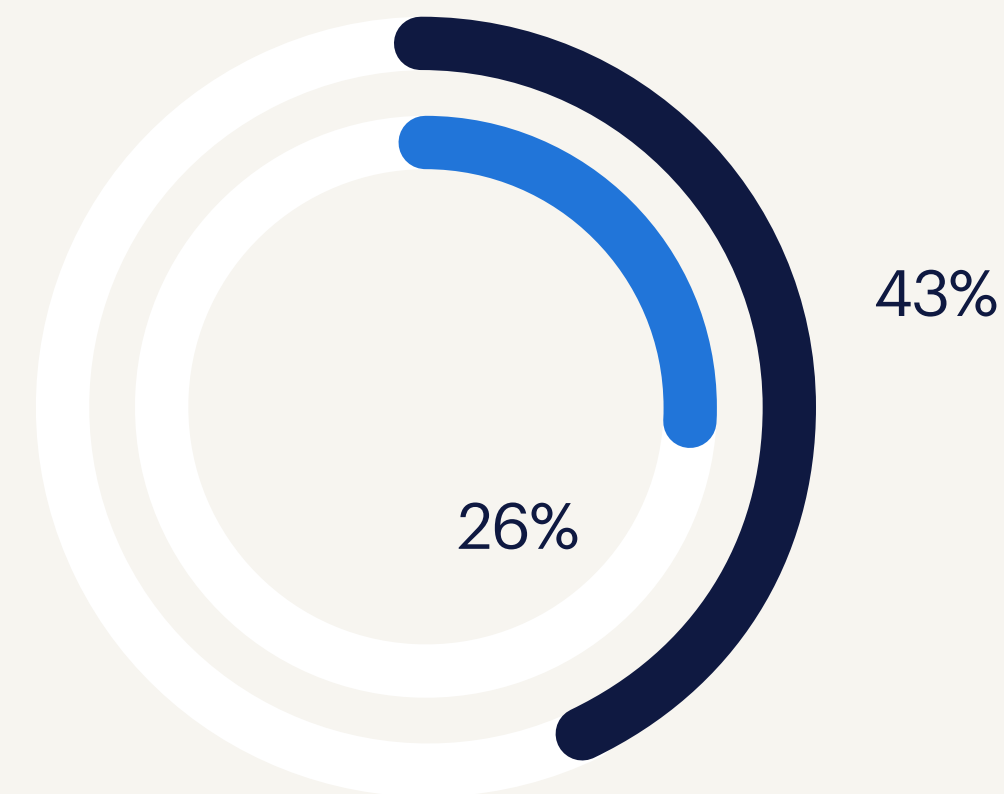
careers than their peers in knowledge-based segments. Among the different sectors surveyed, IT Services (47%), construction workers (44%) and those in financial services (42%) were the top three groups most likely to decline a job that lacked L&D support.

Around a quarter (24%) 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.



employees 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?



- employee
- employer

developing skills in partnership.

The good news is that most organisations appear to be aligned in what they are offering and what workers are looking for. Three quarters are happy with the level of training their employer provides, and 45% 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.

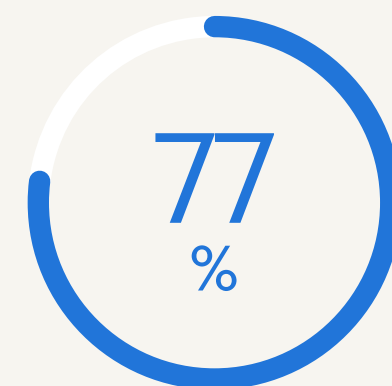
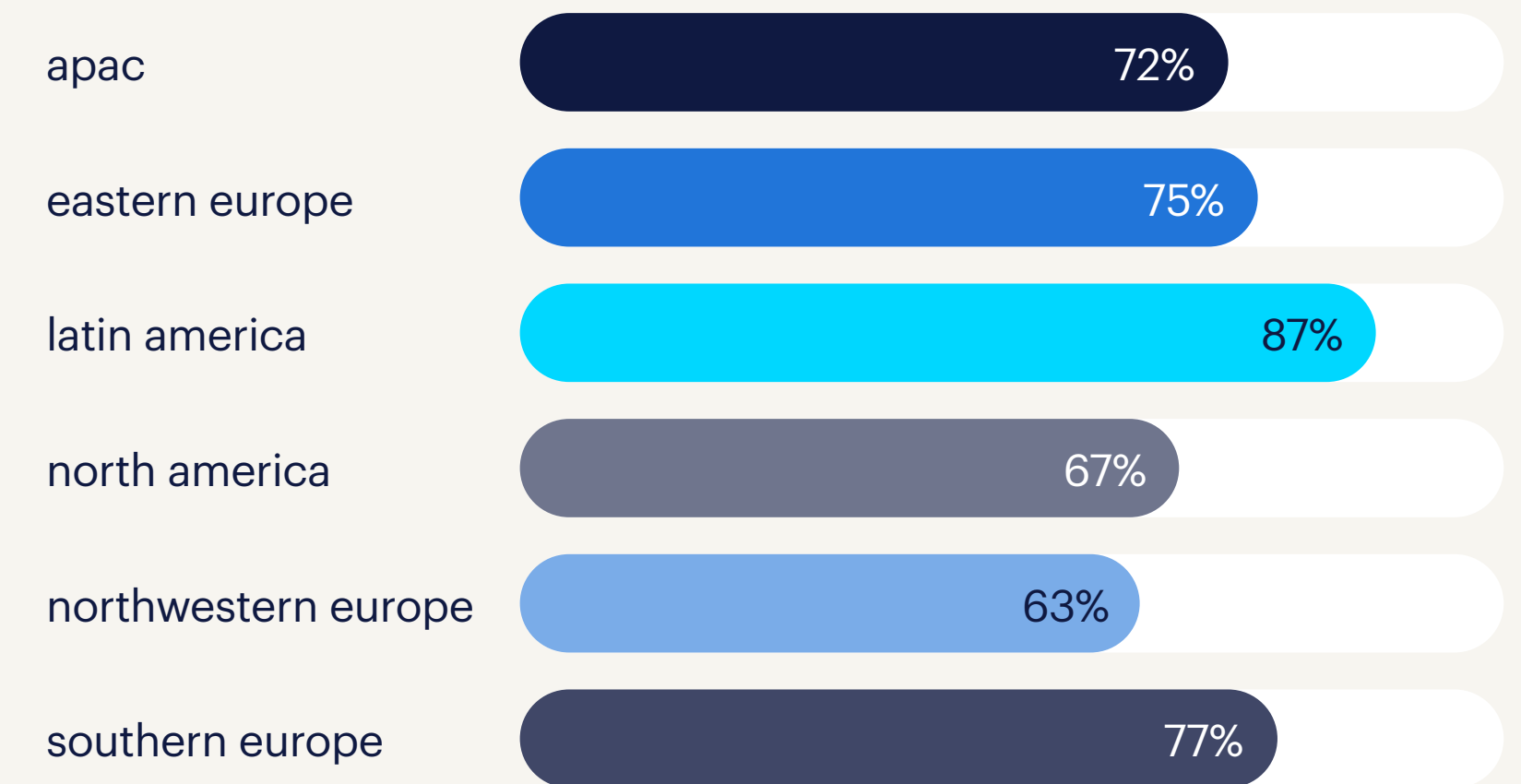
most desired skills.

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:

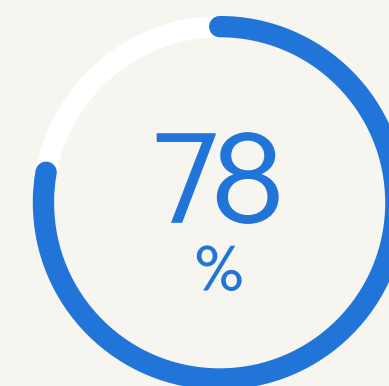
- 26% wellbeing and mindfulness
- 25% IT and tech literacy
- 23% artificial intelligence
- 22% management and leadership skills
- 17% communication and presentation skills

development high on the agenda.

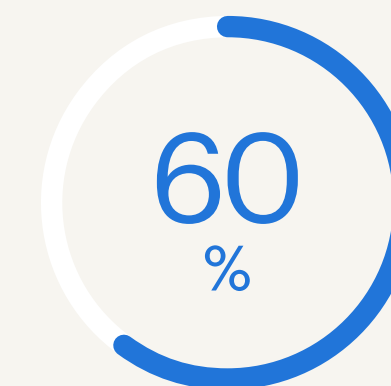
Training and development are important to employees in both their current and potential future jobs, though there is some regional and generational variance.



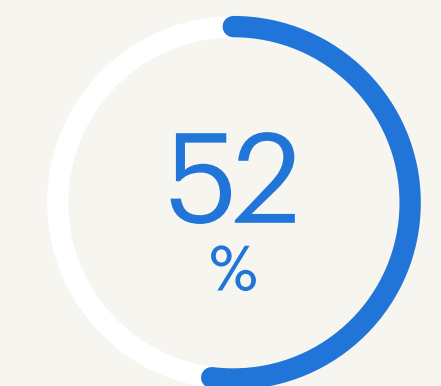
gen z



millennial



gen x



baby boomers

artificial intelligence & skilling

by numbers.



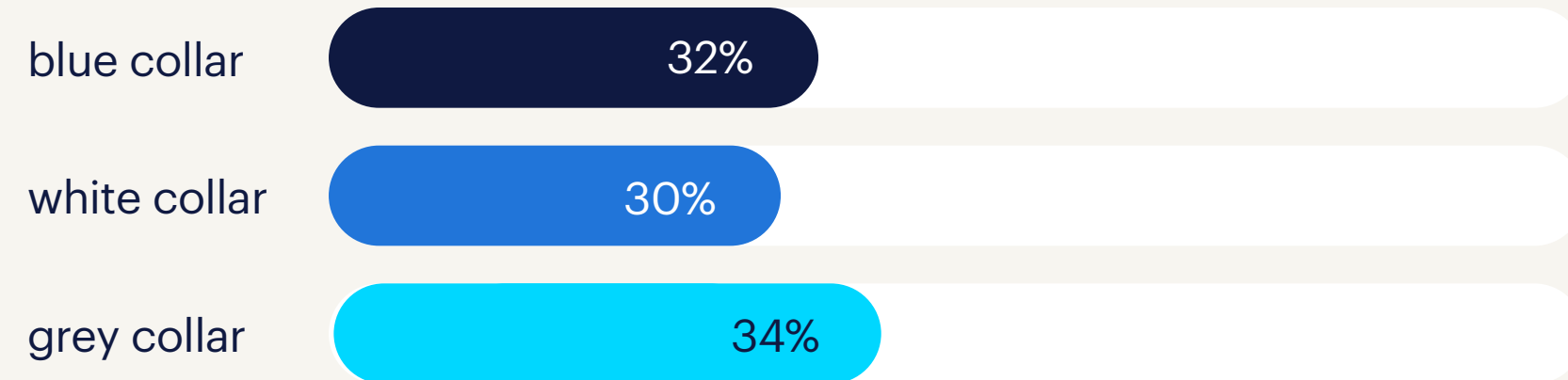
sector split.

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

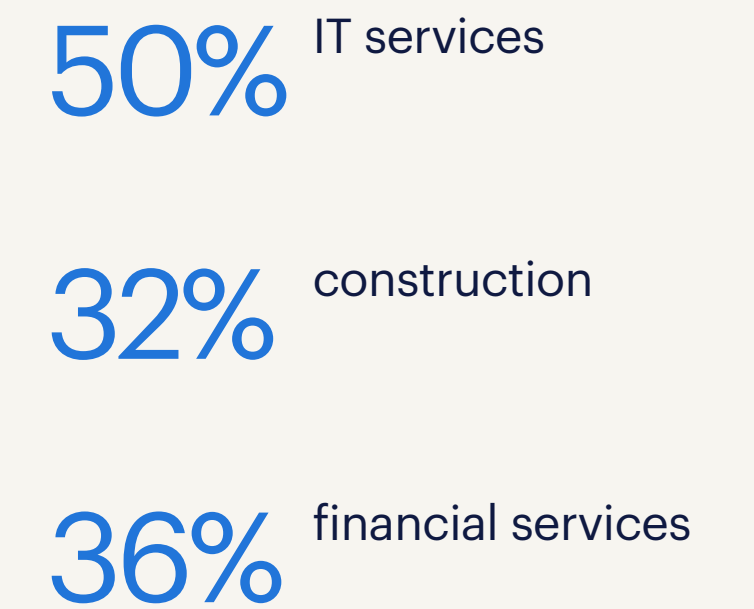
and financial services were most inclined to say they wouldn't accept a job if it didn't offer L&D opportunities to future-proof their skills.

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.

Customised 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 digitalisation 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, will 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 employee 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 employees, employers ensure that both parties have access to the skills and knowledge they need in the years to come.



looking ahead.

looking ahead.

The workplace continues to evolve more than three years after the start of the pandemic.

In these dynamic times, a new playbook is emerging for employers. Changes will come even more rapidly in the days ahead as AI, digitalisation and shifting workforce attitudes rearrange the global economy and labour 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, but three fundamental measures can help bring employers and workers closer together and create positive change while improving equity in the workplace: personalisation, communication and partnership.

personalising approaches.

Rather than relying on broad-brush strategies, organisations must create personalised talent experiences that shepherd people to the right skills, accelerate their career progression and help them achieve both professional and personal goals. 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 ambitious career goals and everyone in between.

facilitating communication.

Conversations about career development and progression have stalled. Despite commercial pressures and a volatile economy, reviving these conversations

is vital. Employers need to get under the skin of people's motivations and goals, and accelerate development and progression — before they walk. Organisations should consider revamping processes to accommodate a more flexible working world. Having conversations is not hard but will require dedicated time from managers to (re)build relations and trust.

partnering to make things happen.

A key takeaway from Workmonitor 2024 is that talent are looking for like-minded partnerships with employers. Workers feel they share responsibilities with employers in many areas, from career progression to bringing about equitable, sustainable workplaces. Employers should encourage this dynamic to

bring about change more quickly, with employee buy-in already baked in.

“To remain aspirational places to work or move to, employers need to embrace the idea of being a partner to talent.”

Addressing all three areas will not only benefit talent management and a company's business objectives, it will also amplify corporate culture and contribute to talent's sense of belonging to create a wider halo effect.

Employers who manage to address these areas can set themselves apart as an employer of choice. In a world of talent scarcity, it is an opportunity worth grasping.



your thoughts,

let's start a conversation.

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