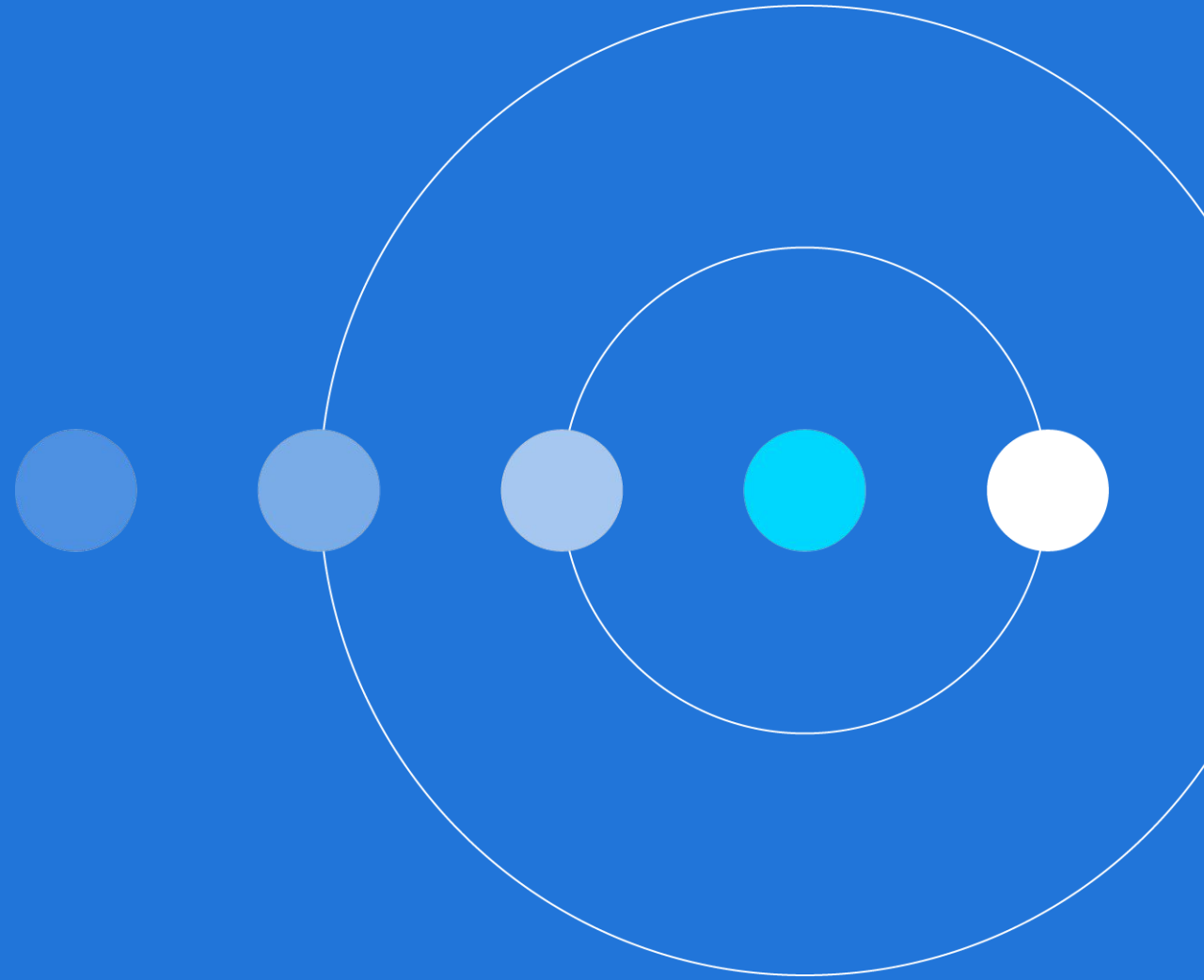


randstad hong kong  
workmonitor 2025

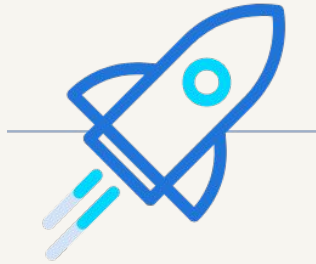
a new baseline  
in talent expectations.



randstad

partner for talent.

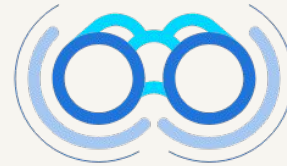
**The Randstad Workmonitor**, now in its 22nd year, explores the views of working people in 35 markets across Europe, Asia Pacific and the Americas. It aims to provide an inside look at their attitudes, ambitions and expectations as the world of work continues to transform.



Launched in 2003, our flagship thought leadership is one of the longest-running and largest studies of its kind.



We survey 27,000 talent across 35 markets in Europe, Asia Pacific and the Americas every year.



In 2025, the 22nd edition gathered key insights from the last two decades of research.



This year, personalisation, community and skilling have emerged as key areas of focus.

# workmonitor 2025: key findings.

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.

## Who: fostering a sense of community.

Talent are clear that they need a community — a space where they can forge meaningful relationships and experience purpose at work.

## How: opportunities through skilling.

Talent want to future-proof their skills in a tech-driven environment, citing AI, data science and cybersecurity as key skills they want to strengthen.

## Why: motivated by personalisation.

Talent increasingly expect work to align with their personal values, ambitions and life circumstances.



# talent voices from 35 markets

## respondent details.

### sample size

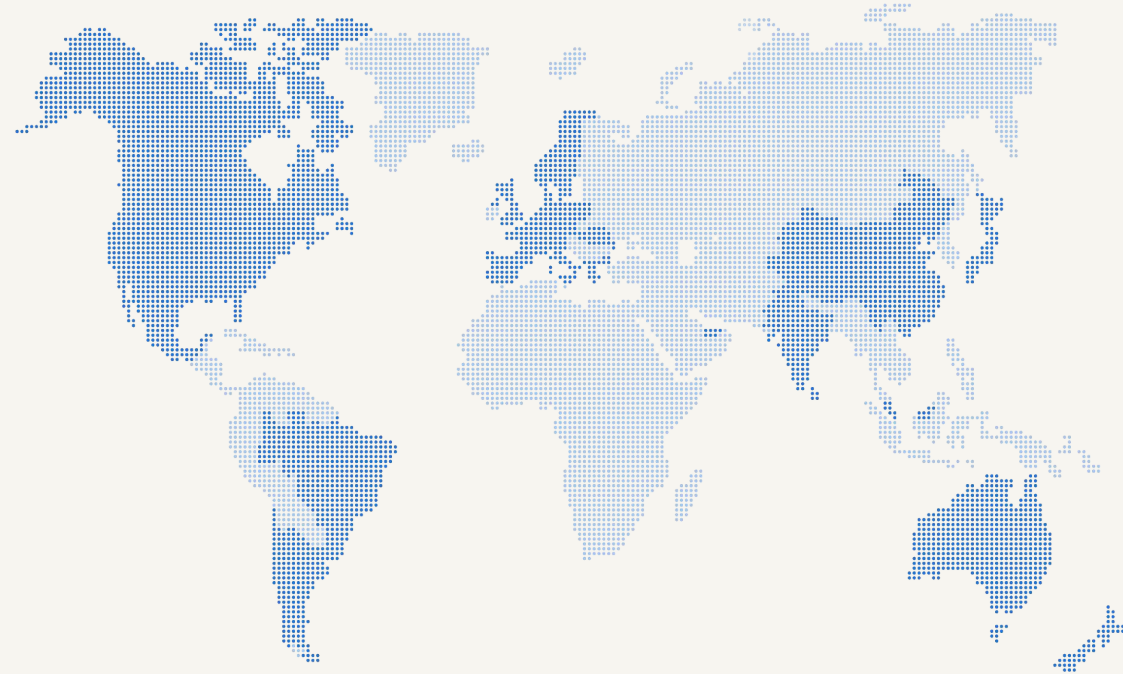
- 27,000 respondents across 35 markets
- 750 respondents in Hong Kong SAR

### respondent demographics

- 55% female & 45% male
- generation Z - 11%
- millennials - 31%
- generation X - 40%
- baby boomers - 18%

### survey fieldwork

- online survey conducted by Evalueserve
- 7 october 2024 - 6 november 2024



argentina  
australia  
austria  
belgium  
brazil  
canada  
chile  
china

czech republic  
denmark  
france  
germany  
greece  
hong kong sar  
hungary  
india

italy  
japan  
luxembourg  
malaysia  
mexico  
the netherlands  
new zealand

norway  
poland  
portugal  
romania  
singapore  
spain  
sweden

switzerland  
türkiye  
united kingdom  
united states  
uruguay



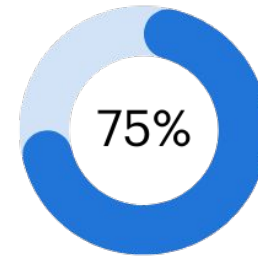
who: fostering  
a sense of  
community.



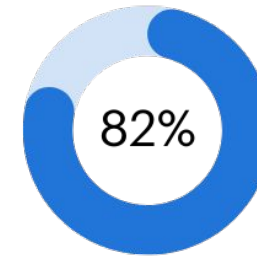
# the value of workplace friendships.

Social interactions are a major reason why people come to work; they get to catch up with each other, collaborate on projects, and celebrate successes together.

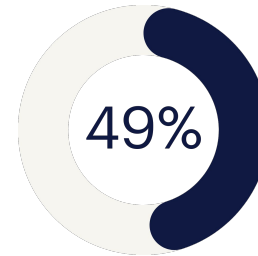
Having friends at work gives people a reason to show up, contributing to a happier and more engaged work environment.



consider some of their colleagues as friends



find it easier to build relationships with colleagues when they are physically at the workplace



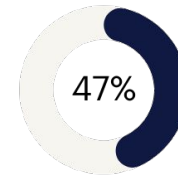
i wouldn't mind earning less money if i have good friends at work



# the hidden costs of toxic workplaces.

Toxic environments and freedom to be their authentic selves challenges employee's well-being and loyalty to the company.

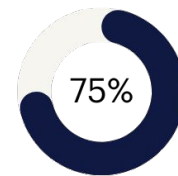
Compared to last year, more respondents said that they have to hide aspects of themselves at work.



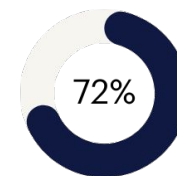
i have quit a job because of a toxic workplace



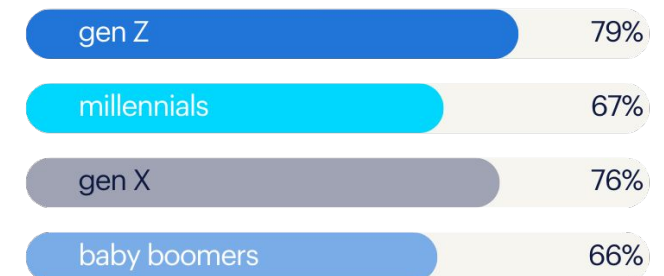
i hide aspects of myself at work



2024



2025

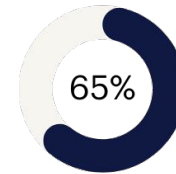


# the power of managerial bonds.

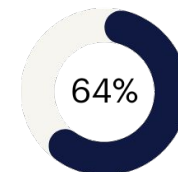
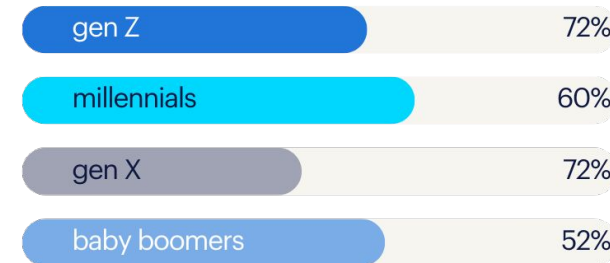
Managers play a pivotal role in shaping employee experiences and influencing their decision to stay with a company. However, 35% do not have a strong relationship with their managers in Hong Kong.

How would you describe your strongest managers with the best team retention rates?

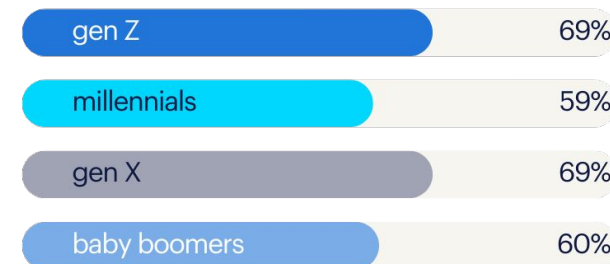
Are your managers able to articulate & communicate their team culture during job interviews



i feel more connected to my manager than I do to the company as a whole



i would quit a job if I didn't get along with my manager



# lack of trust in employers may erode loyalty.

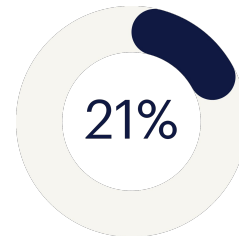
A strong workplace community is built on a solid foundation of trust. This trust is reciprocal — employers rely on their employees to give their best at work, while employees trust their employers to support their work-life balance and career development. When this mutual trust is present, employees are more committed to their roles and organisation.

However, the trust deficit found in the survey can have significant implications for employee engagement, productivity, and overall attraction and retention rates.

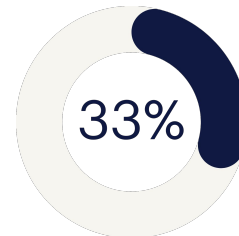
## 22%

of hongkongers don't trust their employers to:

- take into consideration their [flexible working](#) requests
- [invest and provide training opportunities](#) to keep pace with workplace changes
- invest and provide [training opportunities for continuous learning](#), particularly in AI and technology



don't think that their employers trust them to maintain productivity when working from home



don't trust their managers to have their best interests in mind

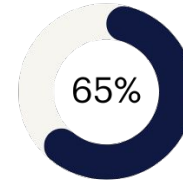
# are we looking at EDI with a clouded vision?

Employees are increasingly skeptical of ED&I initiatives due to three unresolved gaps:

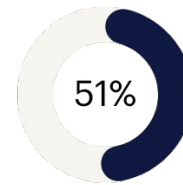
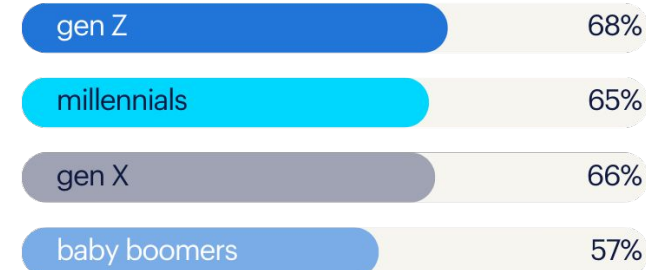
- Lack of measurable business outcomes
- Persistent systemic barriers
- Tokenistic framing

While ED&I efforts face real-world constraints – such as shifting global priorities and budget reallocations – organisation risk compounding distrust by treating these initiatives as checkbox obligations.

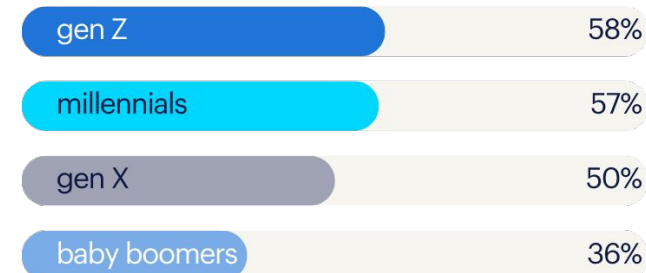
The pivotal question isn't "Did we complete the training?" but rather "Do employees feel seen and valued in the organisation?"



my employer's equity, diversity and inclusion initiatives are tokenistic



I've complained about my company's equity, diversity and inclusion initiatives because I deem them as going too far, or they are against my social values





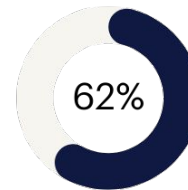
# diversity & inclusion is not as straightforward as you hope.

The data shows that employees want organisations' EDI efforts to directly improve their employee experience.

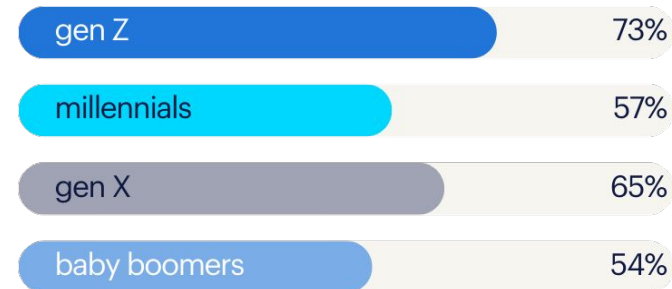
EDI goes beyond gender, race and sexual orientation. It now encompasses also neurodiversity, mental health, disabilities, and much more.

While creating awareness and improving understanding of differences remains important, employers are now challenged to tackle hard truths and implement practical solutions:

- personalised workplace adjustments
- neuro-inclusive recruitment
- leadership commitment
- measurable business outcomes



my employer's equity, diversity and inclusion initiatives are not wide-ranging enough (i.e. only focused on one demographic or sexuality)



# fostering a sense of community: key takeaways.

## Talent want to work in a community.

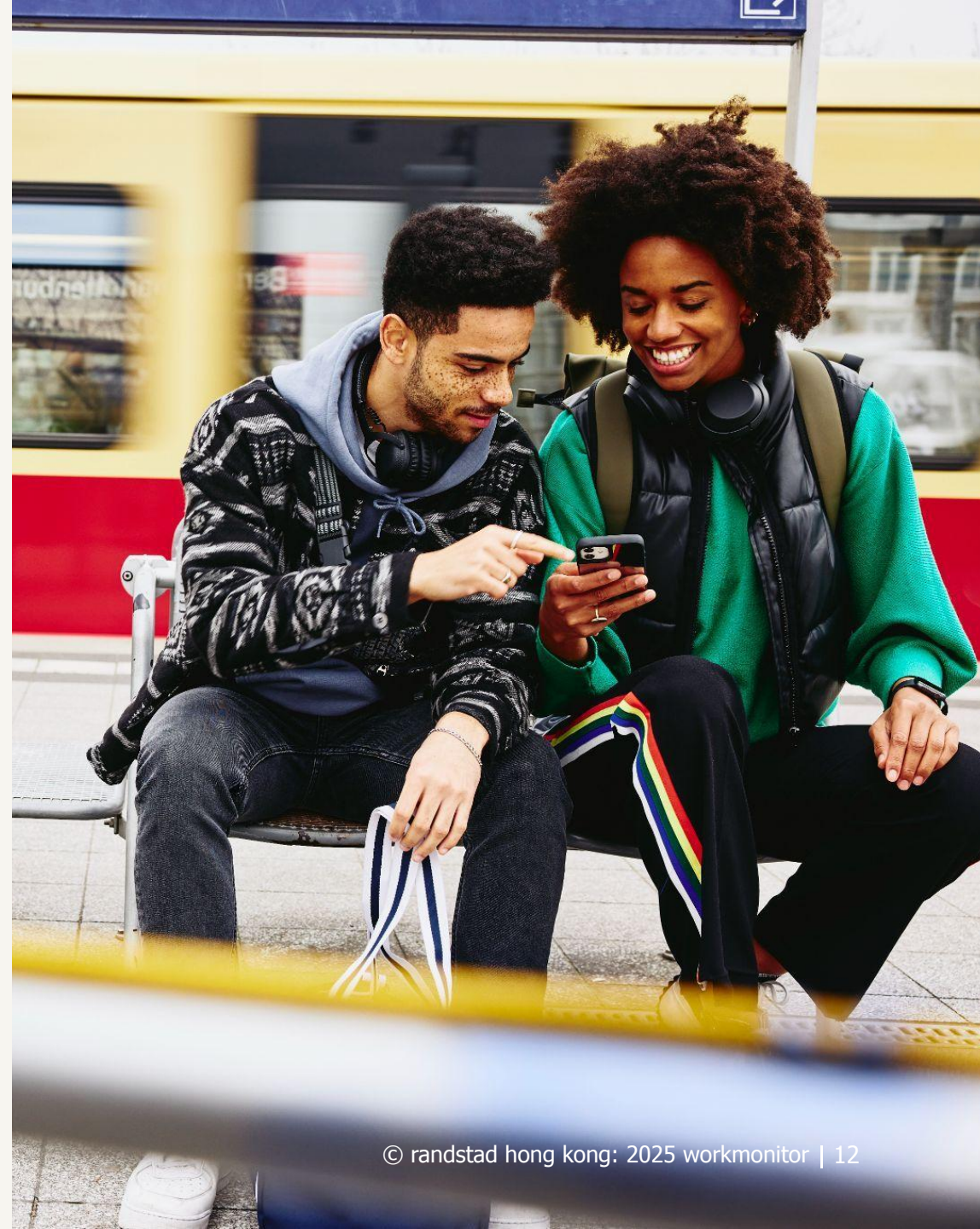
People now look to their workplaces to fulfill their need to belong.

## Holistic well-being is a workplace imperative.

By creating a culture of community, trust and belonging, employers can expect talent to perform better and be more productive.

## Building trust for genuine connections.

Managers have much more influence in employees' happiness and job satisfaction than expected.



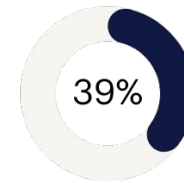
how:  
opportunities  
through skilling.



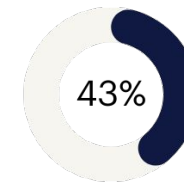
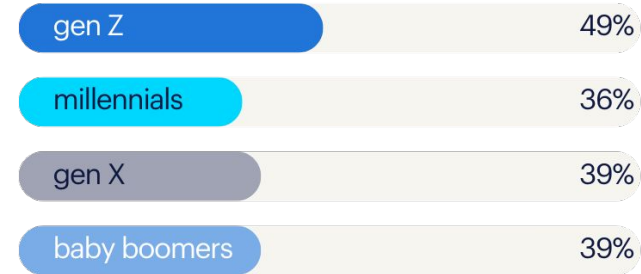
# learning and development: a non-negotiable for talent.

Future-proofing skills is more fundamental than ever for both employers and talent.

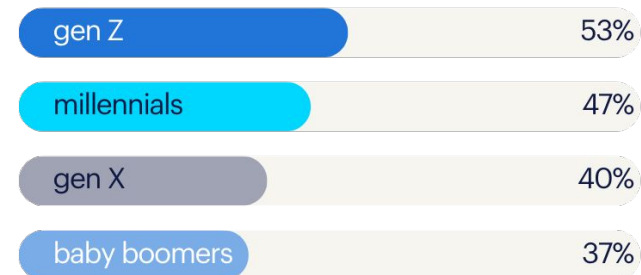
This is driven not only by AI's anticipated transformation of the global economy but also by the likelihood that the next disruptive technology is already emerging, poised to push the boundaries even further.



I would quit a job if I wasn't offered L&D opportunities to future proof my skills (e.g. AI)



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



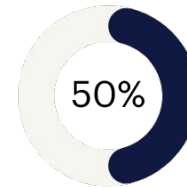


# the role of managers in employee development

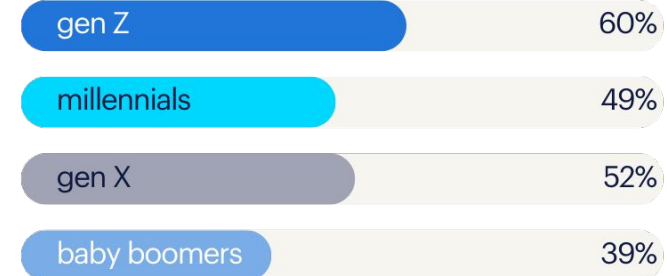
Managers are expected to provide guidance on skills development to keep pace with job transformation and advocate for their employees' career progression in the office.

How often do your managers talk to their team about growth and development?

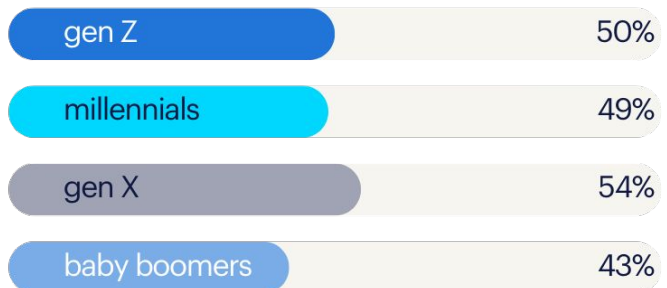
Do your managers have resources or approval rights to proactively upskill their teams?



I would quit a job if I felt my manager wasn't supportive of my development



I would quit a job if my manager didn't take interest in my long-term career planning & progression



# missed opportunities for career growth.

Employees seem to lack access to career development opportunities, which negatively affects their growth and job satisfaction.

Companies should ensure that career development opportunities are age-inclusive. This involves understanding the unique needs and aspirations of different generations to support their growth and development.

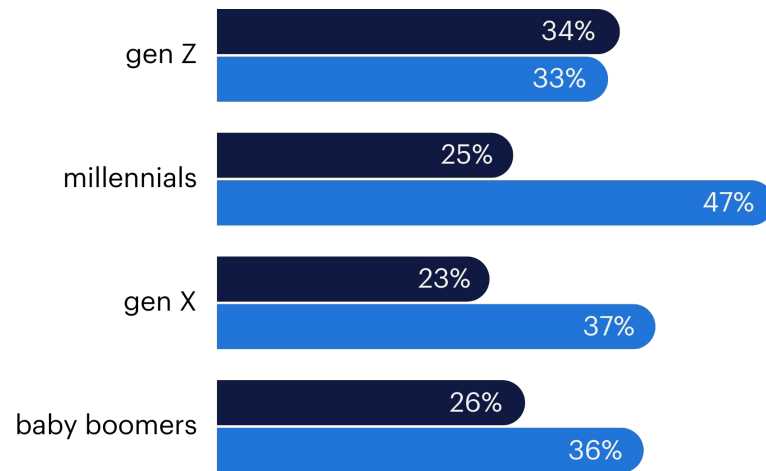




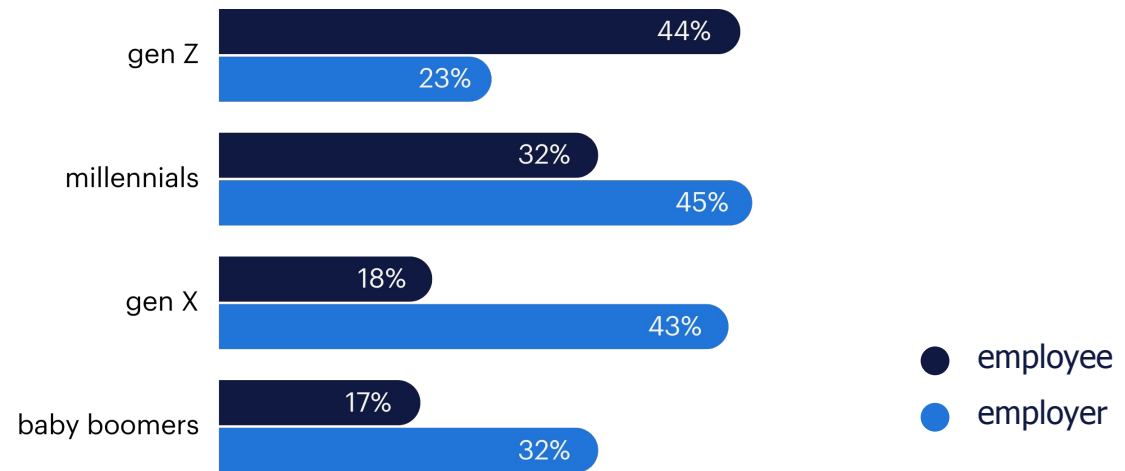
# who owns upskilling: employees vs. employers.

A collaborative approach to training may be necessary, as different generations have distinct views on whether employees or employers should take the lead in upskilling.

responsibility to train & upskill — tech & AI

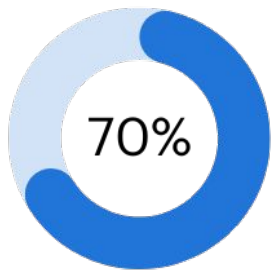


responsibility to train & upskill — soft skills



# ready, set, innovate: future-proofing your workforce.

Hongkongers are confident in their tech abilities and eager to develop their digital skills, particularly in AI. They seek AI training to enhance productivity and understand how AI will transform their roles, reflecting a proactive approach to staying relevant in a rapidly evolving job market.



are ready to use the latest tech,  
such as AI, in their roles

If my employer offered it, I would be most interested in

1 artificial intelligence training

2 IT and technological literacy  
(e.g. productivity tools, excel)

3 data sciences & analytics

# opportunities through skilling.

Randstad's 2025 Talent Trends report states that although 9 in 10 HR professionals accept it is the employer's responsibility to reskill workers, 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 report also shows that only 50% of employees say they are prioritising training for HR this year, suggesting that there is a potential gap for improvement.





# opportunities through skilling: key takeaways.

Skilling is an opportunity employers can't miss.

Organisations that offer training and career development stand to succeed in talent attraction amid talent scarcity and tightening hiring budgets.

Training must be equitably applied.

Employers must offer equitable access to skilling across all generations, empowering them to adapt to fast-changing roles driven by AI and technology.

Investing in the workforce yields significant benefits.

Organisations that upskill their employees to meet future industry and business needs are more likely to foster a productive and satisfied workforce.



**why:** motivated by  
personalisation.



# understanding what matters most to talent.

Talent increasingly prioritise work-life balance over salary, with health insurance ranking among their top three job considerations.

However, when evaluating job offers on hand, the lack of employee benefits is the top reason why talent turn down opportunities.

Do you ask job seekers what employee benefits are important during job interviews?

Do you share the career growth paths in your organisation with your candidates?

## top 3 most important factors when thinking about employment



## top 3 reasons why hongkongers would not accept a job



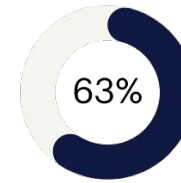


# aligning policies with employee expectations.

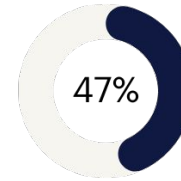
Offering personalised employee benefits and being responsive to employee needs can help close the expectation gap, as well as build trust and loyalty in the workplace.

What do you do when employees ask for benefits?

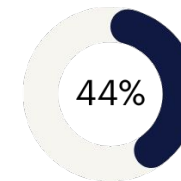
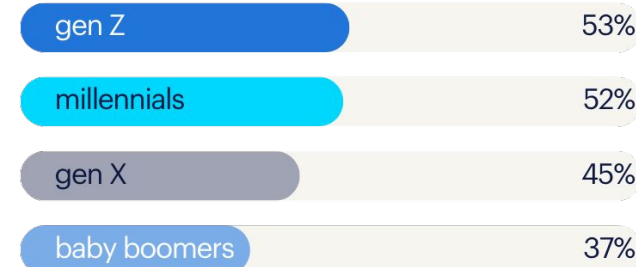
Do you share with your employees why benefits are or are not provided?



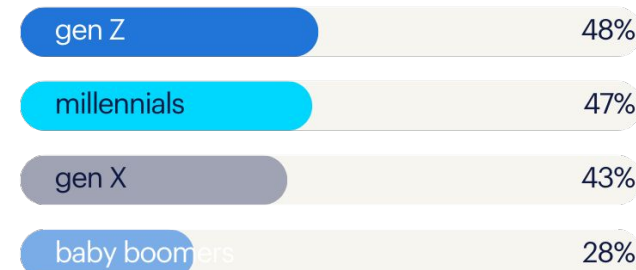
i would trust my employer more if they provided personalised work benefits (e.g. flexible hours, flexible locations, flexible intensity of work)



i've communicated to my employer about my expectations on the type of benefits I expect to receive



my employer has failed to make changes to policies and benefits which are aligned with my expectations

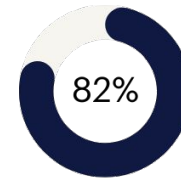


# talent see the value in working in the office.

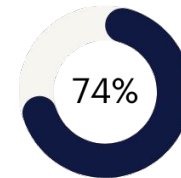
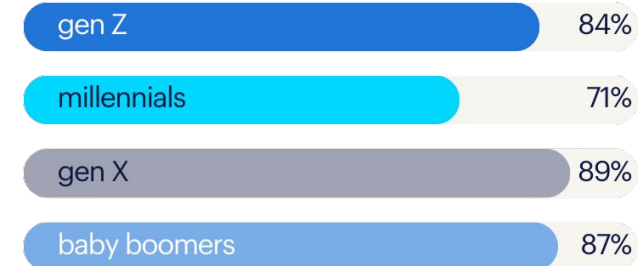
The office environment improves employees' productivity and work-life balance, contributing to overall job satisfaction.

However, it's still important to balance the benefits of office work with the flexibility and autonomy that employees increasingly expect.

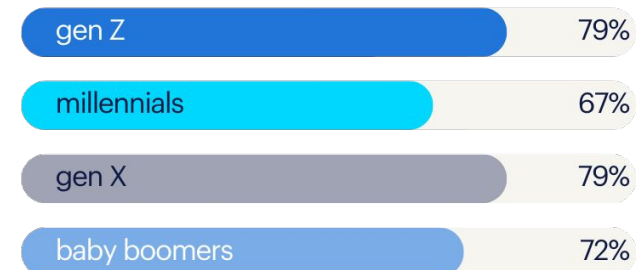
2 in 5 respondents would consider leaving their jobs if their requests for flexible work arrangements are not considered, highlighting the importance of implementing flexible work policies that align with expectations, while maintaining a productive and engaged work environment.



working in the office improves my productivity



working in the office improves my work-life balance

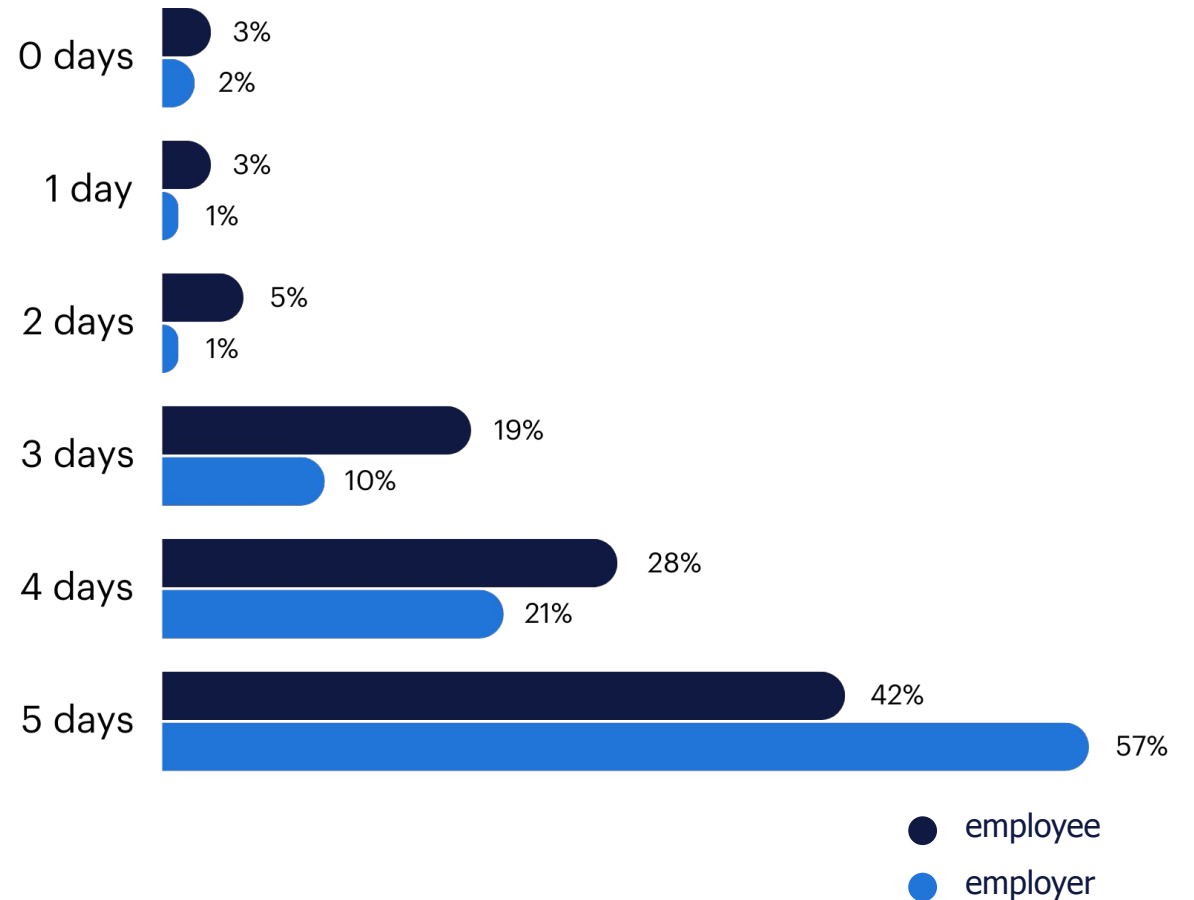


## expectation gap on flexible work in 2025.

The number of employers requiring employees to return to the office five days a week has decreased by 13%, showing that companies are starting

However, there remains a slight mismatch: while employers are becoming more open to flexible arrangements, many employees still prefer the option to work from home.

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



# motivated by personalisation: key takeaways.

## A broader baseline of expectations.

Talent have reinforced their search for jobs that align with their individual values and life circumstances.

## Employers have pivoted but not enough.

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

## Talent are willing to draw the consequences.

Workers are not only showing a preparedness to leave jobs that do not align with their priorities, they are also increasingly ready to walk if their expectations are consistently unmet.





A woman with dark curly hair, wearing a red cardigan over a white turtleneck, is sitting at a wooden table and looking at a laptop. A man with glasses and a beard, wearing a brown cardigan, is sitting next to her, smiling. They are in a bright room with large windows in the background. A glass of water is on the table next to the laptop.

workmonitor 2025:

the new  
workplace baseline.

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

Building on the thematic threads of previous years, a new workplace baseline has emerged. It is built on three interconnected factors: the 'why' of personal motivations, the 'who' of a sense of community and the 'how' of sharpening job skills. All three 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.





The Randstad Workmonitor 2025 explores the views of working people in Europe, Asia-Pacific and North America. Data was collected from 26,778 respondents in Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Greece, Hong Kong SAR, Hungary, India, Italy, Japan, Luxembourg, Malaysia, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, Romania, Singapore, Spain, Sweden, Switzerland, Türkiye, the United Kingdom, the United States and Uruguay between 7 October 2024 and 6 November 2024. In Hong Kong SAR, 750 respondents participated in the survey.

For this research, Randstad partnered with Evalueserve, a global research and analysis firm.

# let's connect.

client solutions, greater china

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# appendix.



market snapshot:

# australia.

## 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.

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

- Pay 79% (82% global)
- Work-life balance 83% (83% global)
- Flexibility in terms of working hours 76% (73% global)
- Flexibility in terms of location 70% (67% global)

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

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

## fostering a sense of community

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

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

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

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

## gaining opportunities through skilling

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

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

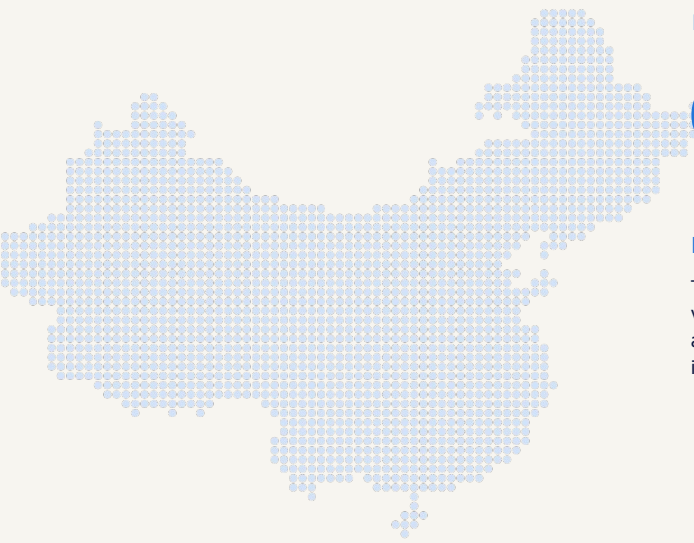
39% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)

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

Talent in Australia are broadly aligned with their global peers when considering what they want from their employers. While flexibility is marginally more important, employers in this market are also more likely to have delivered on this front.

A sense of belonging is also more valued by talent in Australia, but they are slightly less concerned about opportunities to future-proof their skills.





## market snapshot: china.

### 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.

- 86% say their employers' social and environmental values and purpose align with their own (76% global)

66% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)

- 22% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 36% have quit a job that didn't offer career progression opportunities (31% global)
- 70% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

- Pay 82% (82% global)
- Work-life balance 88% (83% global)
- Flexibility in terms of working hours 84% (73% global)
- Flexibility in terms of location 73% (67% global)

- 82% say their job provides them with flexibility in terms of working hours (65% global)
- 76% say their job provides them with flexibility in terms of location (60% global)
- 53% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 49% have seen flexibility in terms of location increase in the past six months (29% global)

### fostering a sense of community

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

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

61% would be willing to earn less if their job was contributing to society (39% global)

### gaining opportunities through skilling

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

- 82% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 60% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 58% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 73% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 36% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)

63% said that training and development opportunities had increased for them in the last six months (34% global)

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

- AI 26% (23% global)
- IT and technological literacy 12% (11% global)
- Programming/coding 9% (6% global)
- Communication and presentation skills 8% (5% global)
- Software project management 6% (4% global)

Talent in China stand out in many areas of Workmonitor 2025's key themes when compared with global averages.

Value alignment and career progression opportunities are noticeably more important to talent in this market. As is community — they are more willing to earn less in a role that contributes to society.

Career progression is also hugely important to talent in China, and they are almost twice as likely as the global mean to have seen development opportunities increase over the past 6 months.





market snapshot:

# hong kong SAR.

## 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.

- 65% say their employers' social and environmental values and purpose align with their own (76% global)
- 51% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 37% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)

44% have quit a job that didn't offer career progression opportunities (31% global)

- 51% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

- Pay 74% (82% global)
- Work-life balance 71% (83% global)
- Flexibility in terms of working hours 61% (73% global)
- Flexibility in terms of location 54% (67% global)

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

## fostering a sense of community

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

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

53% would be willing to earn less if their job was contributing to society (39% global)

## gaining opportunities through skilling

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

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

- 39% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 43% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 53% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 29% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 37% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:

- AI 35% (23% global)
- IT and technological literacy 9% 11% global)
- Data privacy and cybersecurity 8% (4% global)
- Data science/analytics 7% (5% global)
- Management and leadership skills 4% (7% global)
- Communication and presentation skills 6% (5% global)

Talent in Hong Kong SAR are largely aligned with global averages on the key issues identified in Workmonitor 2025, but there are some discrepancies.

They are much more likely to have quit a job that didn't offer career progression opportunities. When exploring their sense of community, they are much more likely to accept lower earnings in a role that contributes to society. When looking at upskilling, they are also less likely to feel training and development opportunities are important in their current and future roles.







market snapshot:

# india.

## 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.

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

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

- 71% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

- Pay 85% (82% global)
- Work-life balance 87% (83% global)
- Flexibility in terms of working hours 84% (73% global)
- Flexibility in terms of location 83% (67% global)

- 86% say their job provides them with flexibility in terms of working hours (65% global)
- 86% say their job provides them with flexibility in terms of location (60% global)
- 67% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 66% have seen flexibility in terms of location increase in the past six months (29% global)

## fostering a sense of community

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

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

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

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

## gaining opportunities through skilling

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

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

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

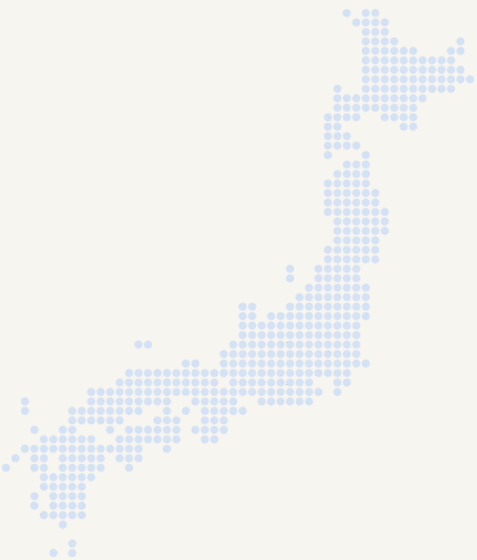
- 47% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 24% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 75% said that training and development opportunities had increased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

Talent in India are more likely to take action if they are not satisfied by with their employment when compared with global averages.

However, they are also broadly more positive when considering the key themes identified in Workmonitor 2025.

Talent in this market are much more likely to quit roles if they are not offered career progression but they are also much more likely to have been offered opportunities to develop in the past six months. Reflecting this, they are much more likely to have trust in their employer.





market snapshot:

# japan.

## 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.

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

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

- 24% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

- Pay 62% (82% global)
- Work-life balance 65% (83% global)
- Flexibility in terms of working hours 57% (73% global)
- Flexibility in terms of location 45% (67% global)

- 50% say their job provides them with flexibility in terms of working hours (65% global)
- 48% say their job provides them with flexibility in terms of location (60% global)
- 16% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 15% have seen flexibility in terms of location increase in the past six months (29% global)

## fostering a sense of community

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

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

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

## gaining opportunities through skilling

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

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

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

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

Talent in Japan broadly deviate from global averages when considering the key themes identified in Workmonitor 2025.

Talent in this market are much less likely to have quit a role that did not offer career progression opportunities.

They are also less likely to want their workplace to feel like a community.

When looking at skilling opportunities, they are much less likely to have been offered opportunities to future-proof their skills by their employer.



market snapshot:

# malaysia.

## 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.

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

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

- 52% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 29% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 41% have quit a job that didn't offer career progression opportunities (31% global)
- 59% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:

- Pay 88% (82% global)
- Work-life balance 91% (83% global)
- Flexibility in terms of working hours 77% (73% global)
- Flexibility in terms of location 74% (67% global)

- 70% say their job provides them with flexibility in terms of working hours (65% global)
- 66% say their job provides them with flexibility in terms of location (60% global)
- 22% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 25% have seen flexibility in terms of location increase in the past six months (29% global)

## fostering a sense of community

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

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

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

## gaining opportunities through skilling

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

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

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

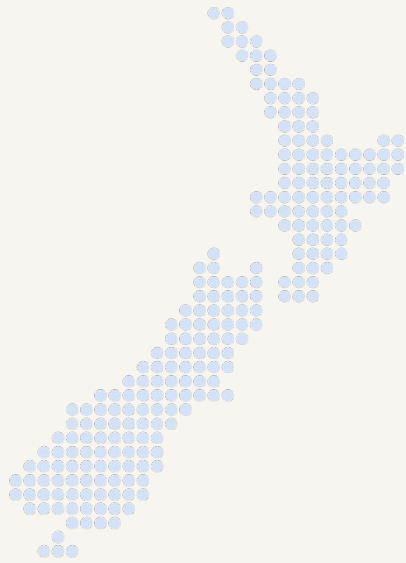
- AI 22% (23% global)
- Management and leadership skills 16% (7% global)
- IT and technological literacy 11% (11% global)
- Data science and analytics 7% (5% global)
- Wellbeing and mindfulness 6% (6% global)

Malaysia's talent are largely aligned with their global peers regarding the key themes of the Workmonitor 2025 report.

However, value alignment with employers and work-life balance are rated more highly in this market than the survey average.

Talent's need for a community at work and perceived trust levels between talent and employers are also above-average.





market snapshot:

# new zealand.

## 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.

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

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

## fostering a sense of community

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

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

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

## gaining opportunities through skilling

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

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

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

Considering the key themes highlighted by Workmonitor 2025, New Zealand's talent is broadly in line with global averages.

However, they feel more aligned with their employers in terms of values and purpose, and place more emphasis on work-life balance. New Zealand talent express an above-average need for a work community and rank trust levels between employers and workers more highly than the global mean.



market snapshot:

# singapore.

## 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.

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

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

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

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

## fostering a sense of community

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

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

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

## gaining opportunities through skilling

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

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

- 43% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 43% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 54% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 37% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 24% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 39% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 30% (23% global)
  - IT and technological literacy 12% (11% global)
  - Management and leadership skills 7% (7% global)
  - Data science and analytics 6% (5% global)
  - Wellbeing and mindfulness 6% (6% global)

Talent in Singapore share many of the expectations from employers expressed by respondents around the globe in Workmonitor 2025.

However, they were more likely to experience work flexibility than the global average and that flexibility had increased over the last six months. They are also above-average in longing for a community feel at work and believing that this benefits their performance.





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