

A professional woman with short dark hair and large hoop earrings is smiling while working on a laptop. She is wearing a light-colored blazer over a white collared shirt. In the background, two other people are working at their desks in an office setting.

ambíciók újragondolva.

randstad
workmonitor:
a tehetségek hangja 2024-ben.



randstad

partner for talent.

tartalom.

³ előszó.

⁸ legfontosabb eredmények.

⁹ globális témák.

⁴³ előretekintés.

⁴⁵ a kutatásról.

⁴⁷ függelék.



előszó.



előszó.

a holnap tehetségprogramja.

A munkavállalói elvárások a munkaerő menedzsment ABC-jét is újraírják, amelyet érdemes a munkáltatóknak követniük, ha a legkiválóbb tehetségeket akarják magukhoz vonzani és megtartani. Ez a legfontosabb tanulsága a Workmonitor 2024 kutatásunknak, amellyel a kutatássorozat a harmadik évtizedébe lépett.

Az "A" (ambition) az ambíciót jelenti. Az emberek előre akarnak lépni a karrierükben. Az ambíciót azonban már nem a hagyományos értelemben vett karrierépítésben látják. A munkavállalók újragondolták, hogy mit jelent az ambíció, és a karrierdöntések középpontjába már a munka-magánélet egyensúlyt, a rugalmasságot, a méltányosságot és a képzéseket helyezik.

A "B" (balance) az egyensúlyt jelenti. A munkavállalók a munka és a magánélet egyensúlyát épp olyan nagyra értékelik, mint a fizetést. Továbbra is erős a rugalmasság iránti igény, mind a munkavégzés helyét, mind a munkavégzés idejét illetően. A nagyobb egyensúlyra való törekvés pedig hatással lehet a munkavállalók előmenetel iránti igényére is: egyesek szerint ambícióik mértékét közvetlenül befolyásolja, hogy mi történik a magánéletükben.

A "C" (connection) a kapcsolódást jelenti. Mivel a generációs és földrajzi különbségek - valamint a személyes körülmények - hatással vannak a munkavállalók elvárásaira, a munkáltatóknak újra meg kell ismerniük igényeiket, hogy jobban megértsék, hogy



a különböző karrier utak és munkamodellek hogyan felelnek meg az egyéneknek. Ez lehetővé teszi a munkáltatók számára, hogy eltávolodjanak az általános tehetség stratégiáktól, és személyre szabott megközelítést alkalmazzanak.

Ahhoz, hogy a jövőben a munkavállalók vonzó munkahelyként tekintsenek egy adott szervezetre, munkáltatóként el kell fogadni azt a gondolatot, hogy a tehetségek partnereivé váljanak, és ne karrierük fejlesztésével, hanem olyan méltányos munkahelyek kialakításával tegyék ezt, ahol a munkavállalók érezhetik, hogy valóban oda tartoznak.

A szervezeteknek meg kell mutatniuk, hogy valóban megértik a ("A") munkavállalók céljait, az ("B") egyensúly iránti vágyukat és a ("C") kapcsolódás iránti igényüket. Csak így lesznek képesek bevonzani és megtartani azokat a jelölteket, akikre a stratégiai üzleti célok megvalósításához szükségük van a gyorsan változó környezetben.

Ismerje meg részletesen a globális munkaerő véleményén alapuló legfrissebb kutatási eredményeinket, és fedezze fel, hogyan alakíthatja át ezeket a megállapításokat olyan megvalósítható stratégiákká, amelyek a holnap tehetségfejlesztési programját határozzák majd meg.

Sander van 't Noordende
CEO, Randstad



a legfontosabb
globális eredmények
összehasonlítása a
magyar adatokkal.

legfontosabb eredmények.

A munkavállalók az ambíciót már nem a hagyományos értelemben vett karrierépítésben látják. Újragondolták, hogy mit is szeretnének, és a munkamagánélet egyensúlyt, a rugalmasságot, a méltányosságot és a képzésekkel helyezik a karrierdöntések középpontjába.

A kutatás rámutat, hogy a szervezeteknek is ezért újra kell értelmezniük a munkavállalóik ambícióit, árnyaltabban kell értelmezniük az egyensúlyt, és erős kapcsolatokat kell kialakítaniuk a munkavállalókkal, mivel a tehetségek valódi partnerséget szeretnének a munkáltatókkal.

1. ambíció és motiváció.

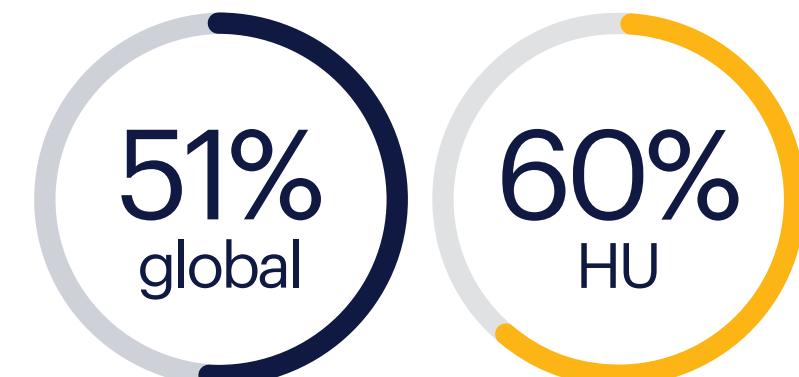
Az ambíció több, mint a karrierlátra megmászása, és ma már a tehetségek motivációját nem feltétlenül az előléptetések adják.

A válaszadók közel kétharmada (60% HU:54%) számára a magánélet fontosabb, mint a munka. A munka és a magánélet egyensúlya ma már ugyanolyan előkelő helyen szerepel a munkavállalók prioritási listáján (93% HU:93%), mint a fizetés (93% HU:95%) - minden más szempontnál előrébb. Amikor a következő karrierlépést tervezik, a munka és a magánélet egyensúlya még fontosabb tényező (57% HU:56%), mint a magasabb fizetés (55% HU:54%).

Több mint egyharmaduk nem akar előrelépni a karrierjében,

mert elégedett a munkakörében (39% HU:45%), és a legtöbb válaszadó hosszú távú célja egy stabil, belső pozíció. Ez azonban nem tartja vissza őket attól, hogy képzéssel biztosítsák a jövőre nézve készségeiket (72% HU:69%), különösen az olyan területeken, mint a mesterséges intelligencia (AI) és az informatika, amelyek egyre inkább átformálják majd a munkaköröket.

A munkáltatóknak fel kell ismerniük a változó prioritásokat, és kreatívabb fejlődési lehetőségeket kell kínálniuk, amelyek összhangban vannak a munkavállalók különböző ambícióival.



szívesen marad egy olyan munkakörben, amelyet szeret, még akkor is, ha nincs lehetőség a szakmai előmenetelre.

2. rugalmasság.

A munkavállalók továbbra is igénylik és keresik azt a fajta rugalmasságot, ami minden prioritásukkal összhangban van.

A munka és a magánélet egyensúlyának fontossága abban is megmutatkozik, hogy a rugalmas munkavégzésre továbbra is nagy hangsúlyt fektetnek, még akkor is, ha a munkáltatók egyre inkább az irodába való visszatérést szorgalmazzák. Sok munkavállaló alkalmazkodott az "otthonról dolgozó" életmódrahoz a világjárvány évei alatt - távolabba költözve vagy háziállatot tartva -, mivel arra számítottak, hogy a távmunka hosszú távon is marad.

Az otthonról történő munkavégzés 5-ből 2 válaszadó számára nem képezi alkú tárgyat. Hasonlóan sokan (37% HU:44%) fontolgatnak a felmondást, ha több időt kellene az irodában tölteniük. Van azonban egy árnyalatnyi különbség, amikor a következő karrierlépésükről van szó: a rugalmas munkaidő iránti igény valamivel megelőzi az otthoni munkavégzés igényét (41% HU:34% vs 37% HU:33%). Az ázsiai és csendes-óceáni térségben (APAC) 45%, a Z generációs válaszadók körében pedig 46% és 51% az arány.



az otthonról történő munkavégzés 5-ből 2 munkavállaló számára nem képezi alkú tárgyat világszerte, és Magyarországon is.

3. méltányosság és megértés.

A munkavállalók számára fontos, hogy olyan kapcsolatokat építsenek ki a munkáltatókkal, amelyek révén teljes mértékben megmutathatják önmagukat, és együttműködhetnek a szervezetekkel a munkahelyi méltányosság javítása érdekében.

A korábbi Workmonitor kutatásaink alkalmával feltárt, valahova tartozás érzése továbbra is dominál abban, hogy a munkavállalók mit várnak el a munkahelyüktől. Azokat a munkáltatókat részesítik előnyben, akiknek a véleménye, értékei és világnezete megegyezik a sajátjukkal, mint hasonlóan gondolkodó partnereké, akikkel kapcsolatot tudnak teremteni, amivel javíthatják a munkahelyi méltányosságot.

Több mint egyharmaduk állítja, hogy nem fogadna el munkát, ha nem értene egyet a szervezet vezetőségének nézeteivel (38% HU:38%), és a válaszadók 54%-a (HU:53%) fontosnak tartja munkáltatója társadalmi és politikai kérdésekkel kapcsolatos álláspontját és tevékenységét.



több mint egyharmaduk nem fogadna el munkát, ha nem értene egyet a szervezet vezetésének nézeteivel, Magyarországon, és világszerte is.

4. mesterséges intelligencia és képzés.

A tehetségek továbbra is prioritásként kezelik azt, hogy készségeik a jövőben is naprakészek legyenek, különösen a mesterséges intelligencia széles körű elterjedésének fényében.

A karrierépítéshez és az ambíciókhöz való változó hozzállás ellenére továbbra is igénylik a képzést és a fejlődést mind a jelenlegi munkakörökben, mind a jövőbeli karrierépítésre vonatkozóan (72% HU:69%). Körülbelül egyharmaduk (29% HU:23%) akár odáig is elmenne, hogy felmondana egy olyan munkahelyen, amely nem kínál megfelelő képzési és fejlesztési (L&D) lehetőségeket.

A mesterséges intelligencia egyre szélesebb körű elterjedése különösen nagy hatással volt a munkavállalók (tovább) képzési igényére. A mesterséges intelligencia használatának elsajátítása az első helyen áll a fejleszteni kívánt



a mesterséges intelligencia használatát a legfontosabb készségek közé sorolta, amelyek iránt érdeklődik.



globális téma

1. ambíció és motiváció.
2. rugalmasság.
3. méltányosság és megértés.
4. mesterséges intelligencia és képzés.



ambíció és
motiváció.

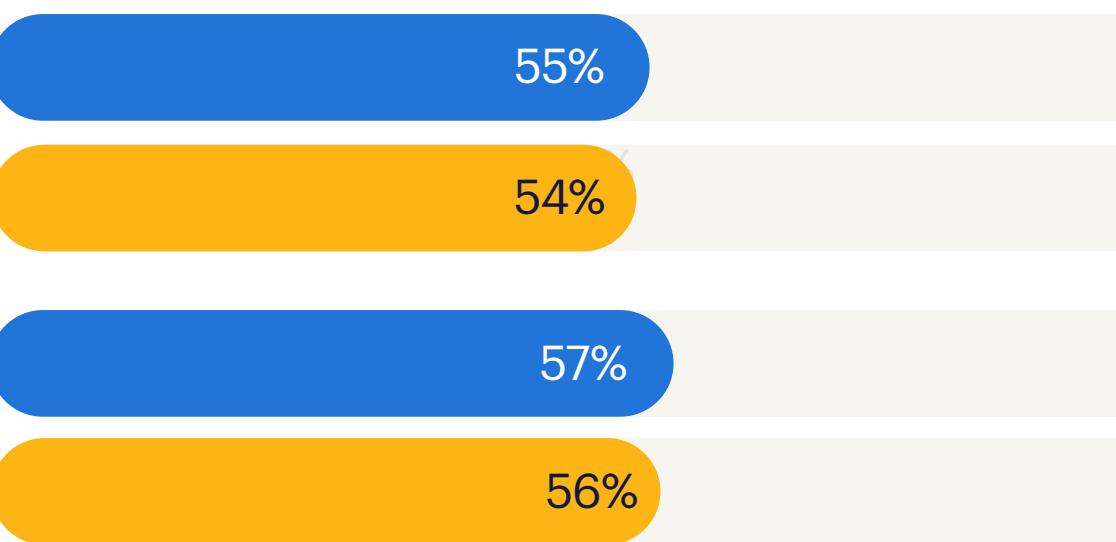


ambíció és motiváció.

Ha megkérdezünk 10 embert, hogy mi motiválja őket, és mire vágynak, valószínűleg 10 különböző választ kapnánk. mindenkinnek van munkán kívüli élete, és különböző tényezők mozgatják a pályaválasztását. Ez az idei eredmények egyik legfontosabb üzenete.

a munka és a magánélet egyensúlya megelőzi a fizetést
nem fogadnának el munkát, ha

global
HU



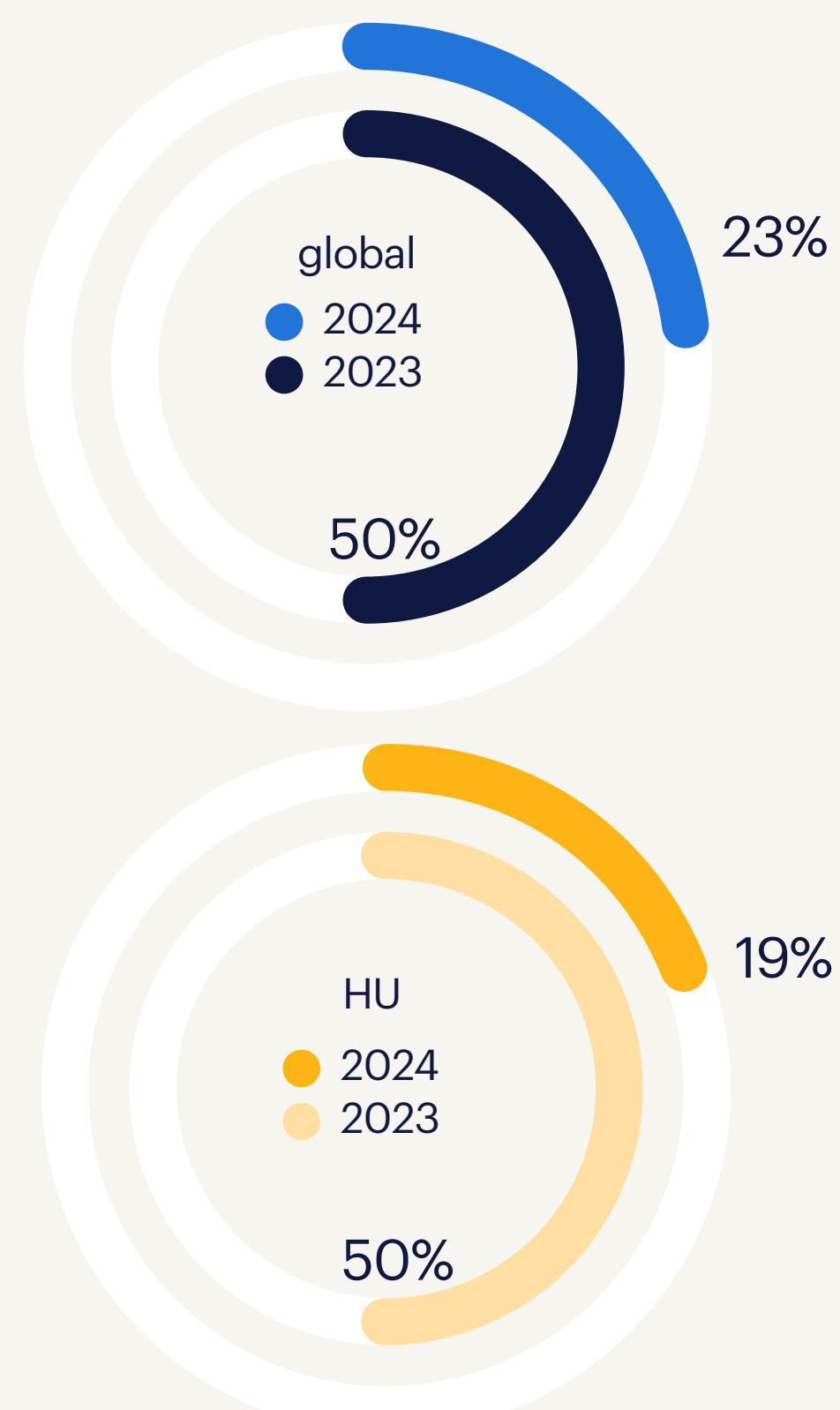
fontosság a jelenlegi és a jövőbeli munkahelyek szempontjából:





csökkent a bizonytalanság
a gazdasági helyzet
szakmai előmenetelre
gyakorolt hatását illetően.

aggódom a gazdasági
bizonytalanságnak a
karrierem előrehaladására
gyakorolt hatása miatt:



a munka és a magánélet egyensúlya fontosabb a karrierépítésnél.

Az idei tanulmány szerint a munka és a magánélet
egyensúlya ma már ugyanolyan fontos helyet foglal
el a munkavállalók prioritási listáján, mint a fizetés
(93% HU:95%) - messze megelőzve minden más
szempontot.

Amikor az emberek a következő karrier lépésüket tervezik, a munka és
a magánélet egyensúlya (57% HU:56%) még a magasabb fizetést (55%
HU:54%) is megelőzi a szempontok listáján. Egyértelmű többség (60%
HU:54%) a magánéletet fontosabbnak tartja a munkahelyi életnél.

Ami a karrierépítést illeti, a munkavállalók pozitívabban ítélik meg
a gazdasági környezetet, és csak 23%-uk nyilatkozott úgy, hogy
aggódik a gazdasági bizonytalanság hatása miatt a karrierében
való előrehaladásnál. 2023-ban a megkérdezettek fele fejezte ki
aggodalmát ez iránt.

Vannak azonban egyértelműen ellentétes preferenciák
is. Azok aránya, akik azt mondják, hogy nem fogadnának
el egy állást, ha az nem kínálna karrierépítési lehetőséget
(42% HU:29%), majdnem ugyanannyi (39% HU:45%),
mint azoké, akik azt állítják, hogy nem akarnak
előrelépni, mert elégedettek a munkakörükben.



A válaszadók több mint fele (51% HU:60%) azt állítja, hogy akkor is maradna egy neki tetsző munkakörben, ha az nem kínál esélyt az előrelépésre. Mások a munkán kívüli életkörülményeik miatt nem törekzenek a karrierépítésre. Tízből négyen (41% HU:36%) mondták, hogy ambícióik szintje a munkájukon kívüli tényezők függvényében változik.

A munkáltatóknak tudomásul kell venniük, hogy míg az emberek 35%-a (HU:23%) azt mondja, hogy felmondana, ha nem lenne esélye a karrierépítésre, addig 48%-uk (HU:38%) akkor hagyná ott a munkahelyét, ha a munkája megakadályozná abban, hogy élvezze az életét.

a karrierépítés és
a képzés számít

72%

70%

70%

60%

35%

23%

48%

38%

global
HU

fontosnak tartja a képzést és
a fejlődést a jelenlegi és a
jövőbeni munkakörökben.

fontosnak tartja a karrierépítési
lehetőségeket

felmondana a munkahelyén,
ha az nem kínálja
karrierépítési lehetőséget.

felmondana a munkahelyén,
ha az megakadályozná abban,
hogyan élvezze az életet.

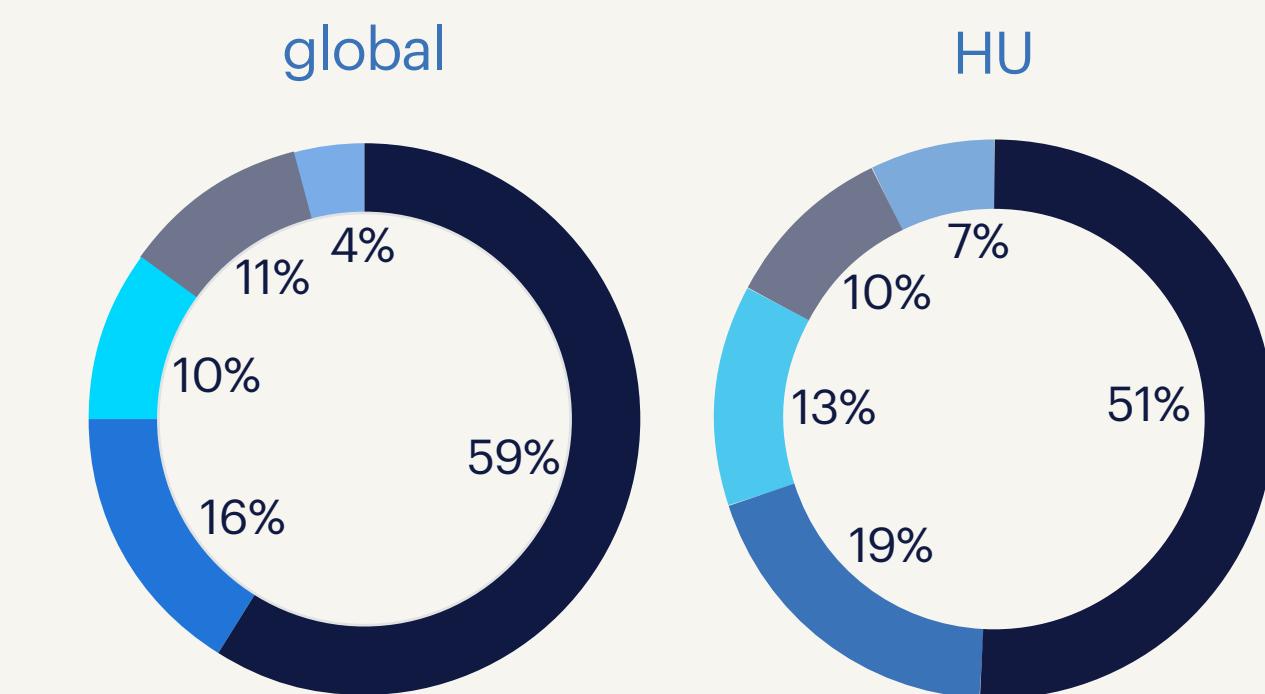


stabil választás.

A világ számos részén uralkodó bizonytalan gazdasági helyzetet tekintve nem meglepő, hogy a munkavállalók a stabilitást a nagyobb felelősségvállalás elő helyezik.

Arra a kérdésre, hogy milyen jellegű munkát szeretnének a következő 5 évben, 59% (HU:51%) válaszolta, hogy egy vállalaton belüli teljes munkaidős állást, ezt követi 16%, (HU:19%) aki részmunkaidőben szeretne dolgozni. Csak minden tíizedik válaszadó (10% HU:13%) szeretne szabadúszóként dolgozni, míg 11% (HU:10%) saját vállalkozást szeretne vezetni, akár alkalmazottakkal, akár alkalmazottak nélkül.

stabilitás a felelősség helyett
öt év távlatában milyen
típusú munkakör lenne az
Ön számára az ideális?



- teljes munkaidős állás egy vállalaton belül
- részmunkaidős állás egy vállalaton belül
- szabadúszó:
- vállalkozás tulajdonosa
- ideiglenes munkák

milyen gyakran beszél
a munkáltatója Önnel
a karrierépítésről?

milyen gyakran szeretné,
ha a munkáltatója beszélne
Önnel a karrierépítéséről?

global
magyarország

havonta egyszer



24%

negyedévente egyszer



26%

34%

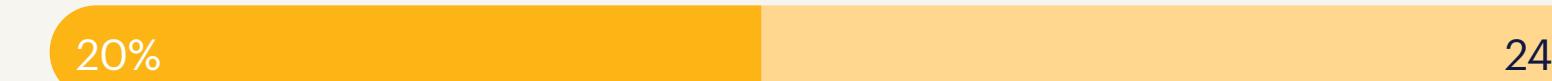
évente kétszer



19%

26%

évente egyszer



24%

soha

34%

12%

44%

17%

igény a képzésre.

A szakmai előmenetel és a karrierfejlesztés azonban nagyon különböző dolgok, és az, hogy a munkavállalók nem akarnak előléptetést, nem jelenti azt, hogy nem érdekli őket a fejlődés.

A képzésre igenis van igény: 72%-uk (HU-69%) tartja ezt fontosnak, ami valamivel több, mint a 70%, (HU-60%) akik a szakmai előmenetelt tartják elsődlegesnek. A munkavállalók különösen nagy hangsúlyt fektetnek arra, hogy a jövőre nézve biztosítsák készségeiket a mesterséges intelligencia és az informatikai képzésekkel (mindkettő 29%, HU: AI 27% IT 23%).



A jó hír az, hogy a munkáltatók a jelek szerint már tisztában vannak ezzel: a válaszadók egyharmada (33% HU:26%) szerint az elmúlt évben nőttek a képzési és fejlődési lehetőségeik. Összességében 69%-uk (HU:58%) szerint a munkahelyük biztosítja a kívánt képzést és fejlődést - bár ebben még mindig van hova fejlődni.

Minden munkáltató, aki többet szeretne nyújtani, megfontolhatja, hogy well-being és tudatosságra nevelő (mindfulness) képzéseket kínáljon, amelyeket a munkavállalók 23%-a (HU:30%) keres. Ez a tendencia abban is megmutatkozik, hogy az emberek 83%-a (HU:77%) a mentális egészség támogatását és az éves szabadnapokat fontos tényezőnek tekinti a munkahelyválasztás során.

Minden korcsoportban azonban eltérés mutatkozik a munkavállalók előrelépései vágya és a munkáltatók válaszlépései között. A válaszadók egyharmada szerint a munkáltatójuk soha nem beszél a karrierük előrehaladásáról, holott 40%-uk (HU:27%) legalább negyedévente egyszer szeretne ilyen beszélgetéseket folytatni.

Ha ezt az eltérést nem sikerül kezelni, a vállalatoknak nehézséget okozhat a legjobb jelöltek vonzása és megtartása. Napjainkban, amikor munkaerőhiány van - különösen az olyan területeken, mint a technológia - ez súlyos következményekkel járhat a vállalatok számára.

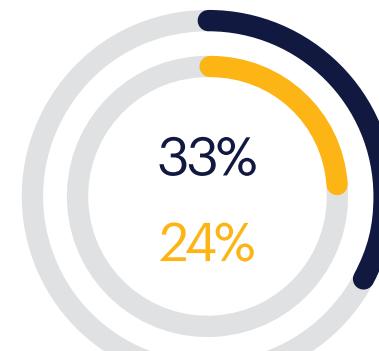
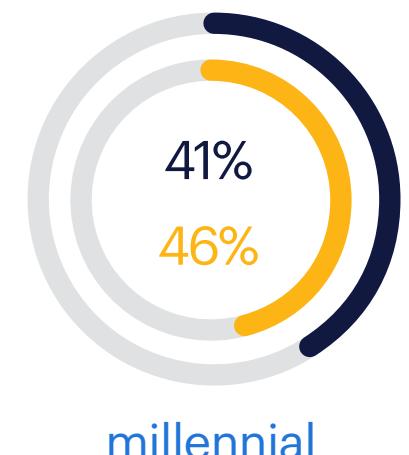
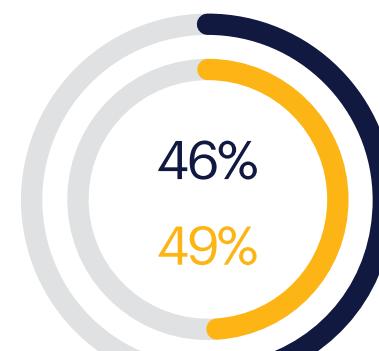
ambíció és motiváció

számokban.

fiatal és mohó.

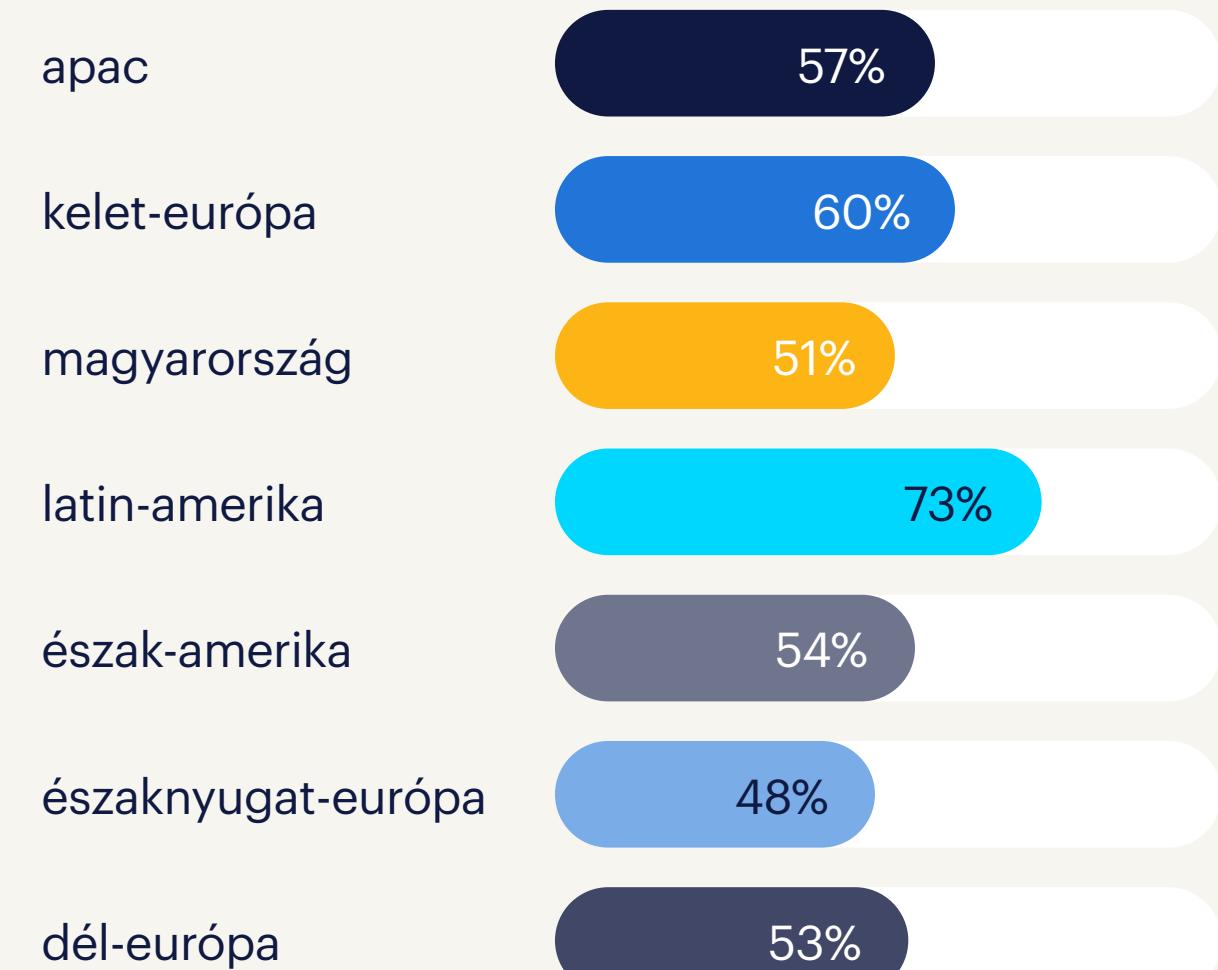
Arra a kérdésre, hogy generációjuk ambiciózusabb-e a többinél, a legfiatalabb válaszadók úgy vélik, hogy nekik vannak a legerősebb karriercéljaik:

global
HU



földrajzi eltérések.

A latin-amerikai válaszadók a legambiciózusabbnak, az észak-nyugat-európaiak pedig a legkevésbé ambiciózusnak ítélik magukat.



● global ● HU

60%
54%

a magánéletét fontosabbnak tartja a munkájánál.

51%
60%

örömmel marad egy olyan munkakörben, amelyet szeret, még akkor is, ha nincs lehetőség az előrelépésre vagy fejlődésre.

39%
48%

nem akar előrelépni a karrierében, és elégedett a jelenlegi pozíciójában.

41%
36%

azt mondja, hogy az előrelépései ambícióit néha befolyásolja, hogy mi történik a magánéletében

a boldogság az első.

Érdemes megjegyezni, hogy a szakmai előmenetelre nem mindenki vágyik. A válaszadók jelentős része elégedett a jelenlegi szintjén. Mások azt mondják, hogy az előmenetel iránti vágyukat befolyásolhatják a személyes életükben bekövetkező események.

ágazati bontás.

A legtöbb ágazatban nagyon népszerű a karrierépítés, de néhány ágazat jelentősen kiemelkedik a 70%-os globális átlag fölé (HU:60%):

79% IT szolgáltatások

78% pénzügyi szolgáltatások

76% építőipar

76% kommunikáció

ambíció és motiváció

legfontosabb tanulságok.

1.

erős a fejlődés iránti igény.

A válaszadók több mint fele (56% HU:51%) ambiciózus a karrierjét illetően, a gazdasági bizonytalanság ellenére. Számos tényező befolyásolja, hogy ez az ambíció hogyan nyilvánul meg, de a munkavállalók jelentős része a szakmai előmenetelt helyezi előtérbe. Ez akár azt jelenti, hogy kilátásba helyezik, hogy elhagynak egy olyan pozíciót, amelyben nincsenek lehetőségek, akár azt, hogy nem fogadnak el egy olyan munkakört, amely korlátozott lehetőségeket kínál, a munkavállalók nem akarnak megrekedni karrierükben.

A kihívásokkal teli gazdasági környezet ellenére a munkáltatóknak törekedniük kell arra, hogy együttműködjenek a munkavállalókkal ambícióik megvalósításával kapcsolatban.

2.

az ambíció különféle formában jelenhet meg.

Adataink azt mutatják, hogy bár az ambíció szintje magas, ez más-más dolgot jelent a különböző munkavállalók számára. Míg egyesek a vezetői pozíció betöltését tekintik céljuknak, mások a munkakörrel kapcsolatos szakértelem megszerzésére törekednek. Sokan szeretnék frissíteni készségeiket is, hogy megfeleljenek a jövő munkahelyi követelményeinek.

A munkáltatóknak a hagyományos ranglétrán túlmutató fejlődési lehetőségeket is figyelembe kell venniük, szem előtt tartva az egyes emberek személyes ambícióit. Azt is fel kell ismerniük, hogy a karrierépítés és az egészséges magánélet fenntartása összefonódik, és egyensúlyt kell teremteni közöttük.

3.

a párbeszéd kulcsfontosságú

Talán a legfontosabb tanulság, hogy az ambíció és a motiváció tekintetében egyszerűen nincs egyfele, mindenki számára megfelelő megoldás. A munkáltatóknak világos kommunikációs vonalakat kell kialakítaniuk a kollégákkal, hogy megértsék, mit jelent számukra az előrelépés, és milyen motivációra van szükségük.

A munkavállalók tiszta látásra vágynak - a rendelkezésre álló képzési és fejlődési lehetőségekről, a munkáltatónál elérhető karrierlehetőségekről és a munka és a magánélet egyensúlyáról, amely a munkakörükben elérhető. Ennek az átláthatóságnak a biztosításához a szervezeteknek gyakori és egyértelmű visszajelzést kell adniuk, lehetővé kell tenniük a munkatársak számára, hogy megvalósíthassák ambícióikat, és rendszeresen el kell ismerniük hozzájárulásukat. Ha így tesznek, egészséges, egymással együttműködő és produktív munkaerőt biztosíthatnak.



rugalmasság.



rugalmasság.

A világjárványt követően a rugalmas munkavégzési lehetőségek tartósnak tűntek. Legfrissebb kutatásunk azonban azt mutatja, hogy bár a munkavállalók továbbra is igénylik a rugalmasságot, munkáltatóik azt szeretnék, ha visszatérnének az irodába.

Ez ellentétes a munkavállalók preferenciáival, akik közül sokan gyakran jelentősen megváltoztatták életmódjukat a távmunka és a hibrid munkamódszerek miatt. Több mint egyharmaduk (37% HU:29%) költözött el vagy fogadott be háziállatot, mert feltételezte, hogy az otthoni munkavégzés tartósan fennmarad. A rugalmasság azonban rendkívül árnyalt fogalom, amely nem feltétlenül csak az otthoni munkavégzést jelenti.

41%
38%

mondja, hogy a munkáltatója az elmúlt hónapokban szigorúbbá vált az irodai jelenléttel kapcsolatban.

37%
29%

tett olyan magánéleti lépéseket (például elköltözött vagy háziállatot fogadott be), amelyek azon a feltételezésen alapultak, hogy az otthoni munkavégzés állandó marad.

● global ● magyarország

az irodai munkavégzés megosztja a munkáltatókat és a munkavállalókat .

Nagyjából ugyanannyian voltak azok a válaszadók, akik azt állították, hogy a munkáltatójuk az elmúlt hat hónap folyamán szerette volna, ha az irodában dolgoznak (35% HU:27%), mint azok, akik nem éreztek ugyanezt a nyomást (34% HU:45%). Arra a kérdésre azonban, hogy a munkáltatók mennyire erőltetik az irodába való visszatérést, 41% (HU:38%) válaszolta azt, hogy a munkáltatója szigorúbbá vált a jelenléttel kapcsolatban.

Annak ellenére, hogy a munkavállalók egyre jobban tartanak munkahelyük elvesztésétől - 45%-uk (HU:44%) fejezte ki ezt, míg egy évvel korábban 37%-uk (HU:34%)-, a rugalmasság továbbra is meghatározza a munkavállalók prioritásait. Nem történt változás a tekintetben, hogy a magánéletet a munka és a karrier ambíciói fölé helyezik (60% HU:54%), és jelentős számban mondanának fel olyan munkahelyen, amely megakadályozná őket abban, hogy élvezék az életüket (48% HU:38%).

Bár a számok némi leg csökkentek, több mint egyharmaduk nem fogadna el új állást, ha az nem biztosítana rugalmas munkavégzési helyet (37% HU:34%)

vagy munkaidőt (41% HU:33%). Az otthonról történő munkavégzés 10-ből közel 4 munkavállaló számára nem képezi alkú tárgyat (global&HU:39%). Hasonlóan sokan (37% HU:44%) fontolgatnák a felmondást, ha arra kérnék őket, hogy több időt töltsenek az irodában.

A munkavállalók féltik jelenlegi munka-magánélet egyensúlyukat, és több mint a felük kijelentette, hogy nem vállalna olyan munkát, amely ezt negatívan befolyásolná (57% HU:56%). Ez magasabb arány, mint azoknál, akik jobb fizetést (55% HU:54%) és juttatásokat (50% HU:51%) várnak el egy jövőbeli karrier lépést illetően.

iparágak összehasonlítása a rugalmasság iránti igény tekintetében

rugalmas munkavégzési hely rugalmas munkaidő



A válaszadók nem fogadnának el olyan munkát, ami:

37%
34%

nem biztosítana rugalmasságot a munkavégzés helyét tekintve

41%
33%

nem biztosítana rugalmasságot a munkaidőt tekintve

57%
56%

negatívan befolyásolta a munka és a magánélet egyensúlyát

● global ● magyarország

a rugalmasság iránti igény ágazatonként és területenként eltérő.

A rugalmasság iránti igényt az ázsiai és csendes-óceáni térségben élők fejezték ki a legerőteljesebben (45%). A rugalmasabb munkavégzési hely (64%) és munkaidő (61%) volt a legfontosabb a munkavállalók számára Indiában; Kínában a preferencia 50%, illetve 47% volt. Észak-Amerikában 39% nem fogadna el állást, ha nem dolgozhatna távolról vagy hibrid formában, 43% pedig azt mondta, hogy a rugalmas munkaidő megléte önmagában nem lenne elégséges.

Az iparágak tekintetében is jelentős eltérések vannak. A rugalmasságot leginkább alkalmazó ágazatok - különösen azok, ahol magas a tudásalapú munkavállalók aránya - foglalkoztatják a legnagyobb arányban azokat a munkavállalókat, akik elutasítanák a rugalmatlan munkaidőt és munkahelyet. Ide tartozik az IT, a pénzügyi szolgáltatások, a kommunikáció, valamint az üzleti és egyéb szolgáltatások - ezek minden a globális átlag fölött állnak. Felmérésünk szerint továbbá az olyan, inkább fizikai munkát végző ágazatokban, mint a mezőgazdaság, az

erdészeti és halászat, a bányászat és az építőipar, a válaszadók szintén a rugalmasságra törekednek a következő munkahelyükön.

Ebben az összefüggésben fontos megjegyezni, hogy a rugalmasság nem csupán a munkavégzés helyére vonatkozó szabályokat jelenti. Söt. A rugalmas munkaidőt sokkal fontosabbnak tartják (41% HU:33%) az új pozícióról szóló döntés meghozatalakor, mint a rugalmas munkavégzés helyét (37% HU:34%).

a rugalmasság hiánya hatással van
a jelenleg betöltött munkakörre is



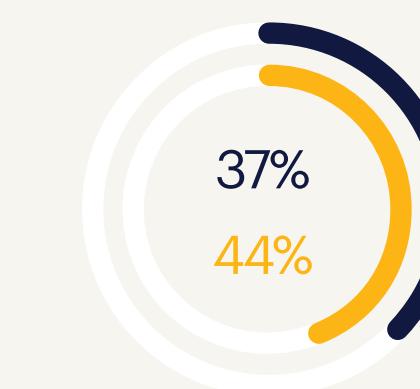
a magánéletem
fontosabb, mint
a munkám



felmondanék a
munkahelyemen,
ha az akadályozna
abban, hogy élvezzem
az életemet



az otthonról történő
munkavégzés
lehetősége
számomra nem
képezi alkú tárgyat



megfontolnám a
felmondást, ha arra
kérnének, hogy több
időt töltsek az irodában

a rugalmasság fontosabb a fiatalabb generációk számára.

Ami a különböző generációk hozzáállását illeti, a fiatalabb generációkat jobban foglalkoztatja a rugalmasság, mint az idősebbeket.

A munkavégzés térbeli és időbeli rugalmasságát a Z generáció (1997 és 2005 között születettek) tartja a legértékesebbnek: 46%-uk a (HU:59%) munkavégzés helyének rugalmasságát, 51%-uk (HU:53%) pedig a rugalmas munkaidőt tartja a legfontosabbnak, amikor a következő munkahelyét keresi. Jelentős százalékuk (48% HU:47%) pedig azt is megemlíttette, hogy az otthonról történő munkavégzés lehetősége nem képezi alkú tárgyat számára.

Ezzel szemben az X generáció (1965-1980) kevesebb mint egyharmada mondta azt, hogy visszautasítana egy olyan munkát, ahol nincs rugalmasság a munkavégzés helyében (32% HU:20%), valamivel többen éreztek így a munkaidővel kapcsolatban (37% HU:23%).

A Baby Boomerek (1946-1964) esetében a számok tovább csökkentek, 31%-uk (HU:26%) a hely rugalmasságát helyezte előtérbe, 35%-uk (HU:27%) pedig a rugalmas munkaidő miatt aggódott.



a rugalmas munkavégzésről szóló vita folytatódni fog.

Az adatok azt sugallják, hogy az irodába való visszatéréssel kapcsolatos huzavona 2024-ben is folytatódni fog, mivel a munkavállalók továbbra is igénylik a magánéletükhez igazodó, rugalmas munkarendet.

A rugalmasság azonban többről szól, mint az otthonról történő munkavégzés, mivel úgy tűnik, hogy a munkavállalókat jobban foglalkoztatja a munkaidejük, mint az, hogy hol töltik azt. A munkáltatóknak ezért mérlegelniük kell, hogy a munkahelyen töltött

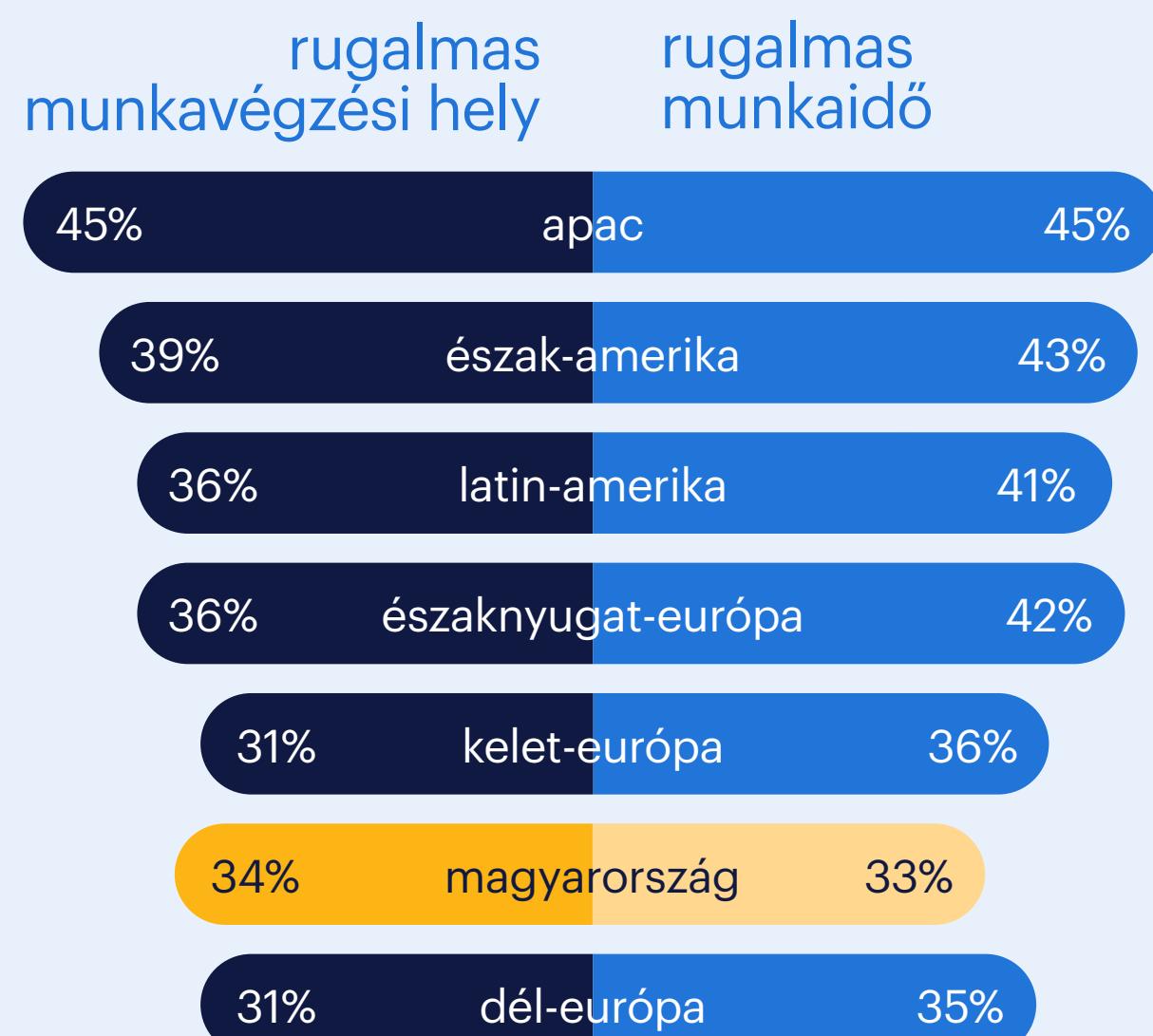
időt hogyan lehet összeegyeztetni a vállalkozás prioritásaival. Ez valószínűleg mind a tehetségek megtartása, mind a jelöeltszerzés szempontjából előnyös lesz, miközben a stratégiai célkitűzések is megvalósulhatnak.

rugalmasság.

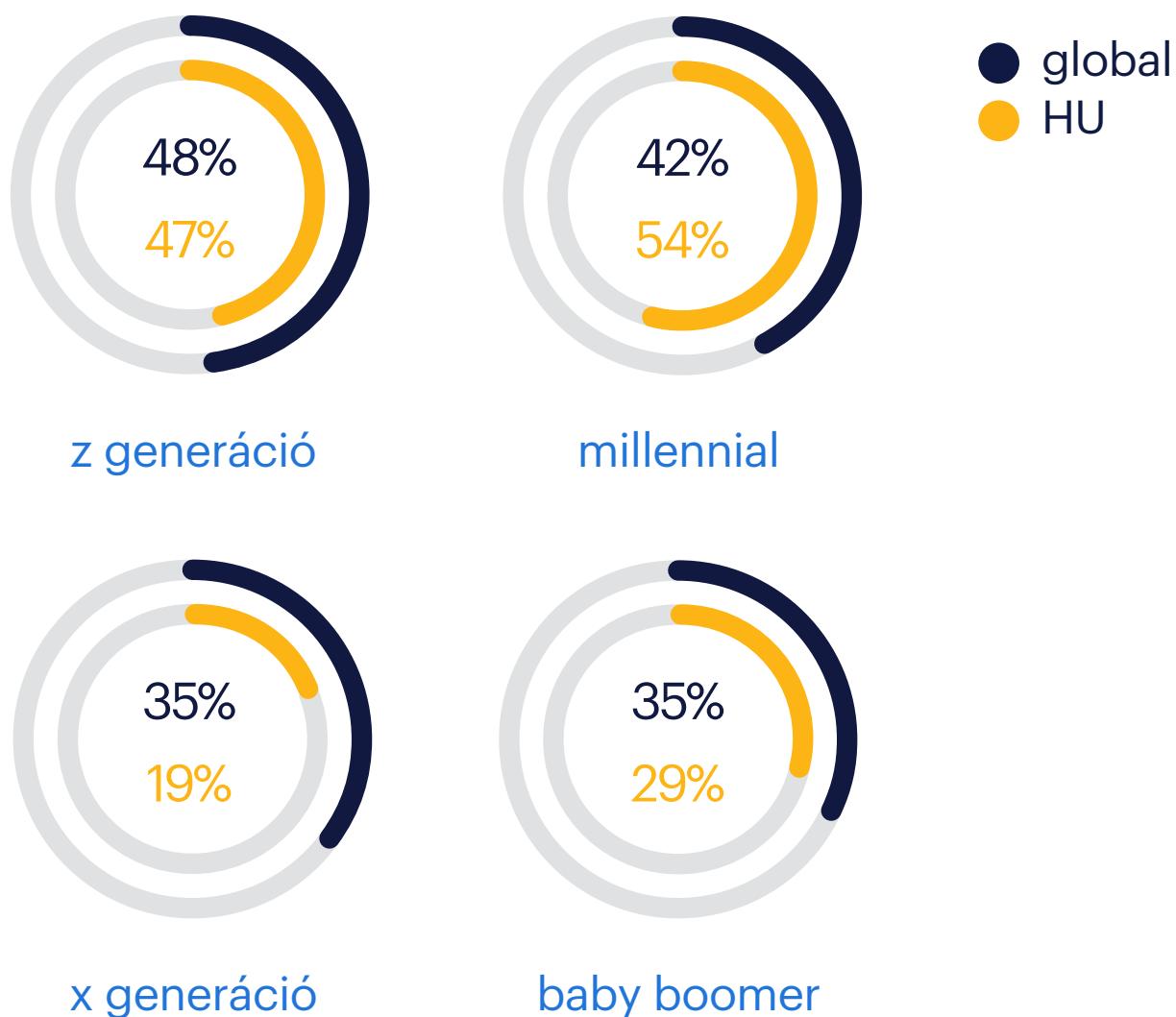
számokban.

földrajzi megosztottság.

A szervezeteknek gondosan mérlegelniük kell a munkahelyi rugalmasság iránti igényt azon régiók alapján, amelyekben működnek. Egyértelmű különbségek vannak a tekintetben, hogy a munkavállalók mennyire tartják fontosnak, hogy hol és mikor dolgozzanak.



a távmunka nem képezi alku tárgyát.

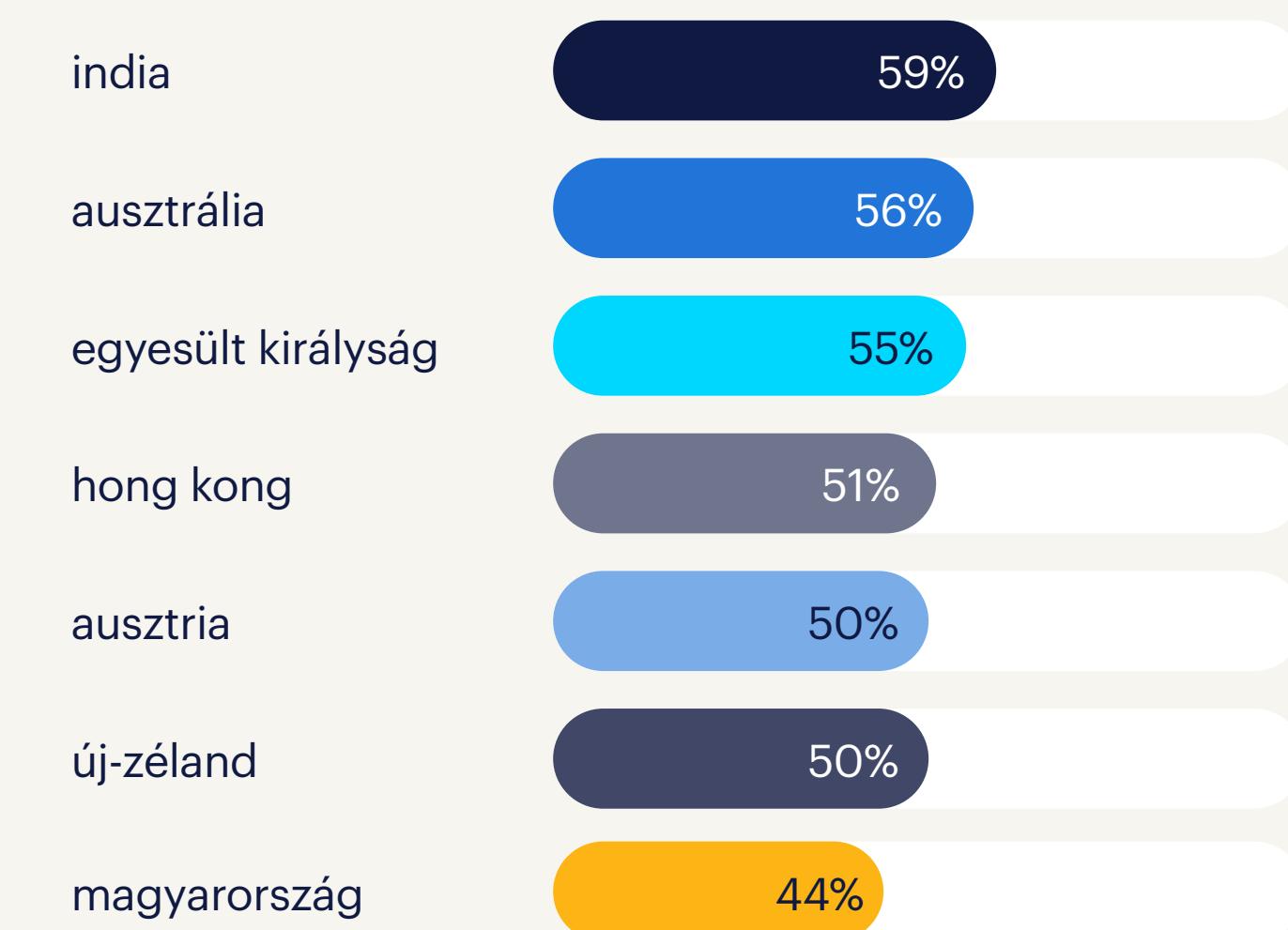


a fiatalok diktálják a rugalmasságot?

A generációs különbségek is egyértelműek. Az otthonról történő munkavégzés a fiatalabb generációk számára nagyobb valószínűsséggel volt megkerülhetetlen, mint a Baby Boomer vagy az X generáció számára.

készen állnak távozni is.

A következő piacokon dolgozók voltak a legösszintébbek, amikor az irodai munkavégzés fokozásáról volt szó, és jelezték, hogy felmondanának, ha többet kellene az irodában dolgozniuk.



rugalmasság

legfontosabb tanulságok.

1. a rugalmasság továbbra is prioritás.

Sokan igazították életüket a távmunkához és a rugalmas munkavégzéshez, és elvárják, hogy az otthoni munkavégzés és a hibrid megoldások továbbra is fennmaradjanak. Most, hogy a munkáltatók különböző okokból egyre több irodában töltött időt követelnek a dolgozóktól, a vállalatvezetőknek meg kell találniuk a működőképes egyensúlyt a munkaerő megtartása és a stratégiai igények kielégítése érdekében.

Az előrelátó munkáltatóknak érdemes olyan fórumokat biztosítaniuk, ahol a munkavállalók megvitathatják a szabályokat, valamint átláthatóságot kell biztosítaniuk az általuk kínált rugalmasságot érintő bármilyen változással kapcsolatban.

2. legyen kapcsolatban a csapatával.

Bár a rugalmasság iránti igények globális tendenciát jelentenek, határozott földrajzi és generációs különbségek vannak. Ahogy a csapatok egyre inkább globalizálódnak, a vezetőknek érdemes szoros kapcsolatokat kiépíteniük a különböző piacokon élő csapattagokkal, meg kell ismerniük, hogy mit értékelnek, és ezt a tudást kell felhasználniuk az igazságos globális munkahelyek kialakításához.

A munkaidővel és a munkavégzés helyével kapcsolatos kreatívabb és rugalmasabb megközelítések felajánlása szélesebb körű jelöltbázis felé nyithatja meg az ajtót, és növelte a tehetségek megtartását, míg a korlátozó megközelítések inkább elzárják őket.

3. az idő a legfontosabb, a hely mellett.

A rugalmas munkaidő gyakran az otthoni munkavégzéssel társul. A Workmonitor felmérése azonban azt mutatja, hogy sok esetben a rugalmas munkaidőt jobban értékelik, mint a rugalmas munkavégzési helyet. Ez a megállapítás kulcsfontosságú lehet azon munkáltatók számára, akik azt szeretnék, hogy több alkalmazottjuk legyen az irodában anélkül, hogy a munkavállalók által már megszokott rugalmasságot veszélyeztetnék.

A szervezeteknek érdemes fontolára venniük, hogy nagyobb szabadságot adjanak a munkatársaknak a munkaidejük felett, hogy csökkentsék a munkavégzés helye miatti esetleges feszültségeket. Ez a hagyományos jelenléti alapú irányítás helyett projetcélok kitűzésével történhet. Ha az alkalmazottak számára lehetővé tennék, hogy távozhassanak, ha teljesítették a napi célokat, ahelyett, hogy meghatározott időre köteleznék őket, az biztosan előnyökkel járna mindenki fél számára.



méltányosság
és megértés.



66%

71%

a jelenlegi munkáltatóm
értékei és céljai fontosak

70%

62%

úgy érzem, hogy a munkáltatóm
értékei és céljai összhangban
vannak a sajátjaimmal

● global

● HU

méltányosság és megértés.

Továbbra is dominál a valahová tartozás gondolata abban, hogy mit szeretnék a munkavállalók: sokan olyan munkáltatókat részesítenek előnyben, akiknek a véleménye, értékei és világnézete tükrözi a sajátjukat, és akik aktívan előmozdítják a munkahelyi méltányosságot.

A munkahelyi méltányosság nem egyezik meg az egyenlőséggel. A méltányosság azt jelenti, hogy lépéseket teszünk annak érdekében, hogy minden egyén számára azonos hozzáférést biztosítsunk a lehetőségekhez.

Ez tükröződik abban a megállapításban, hogy a munkavállalók vágynak arra, hogy teljes személyiségiüket be tudják mutatni a munkahelyükön.

Azt szeretnék, ha hátterüket, körülményeiket és preferenciáikat tiszteletben tartanák.

Mi több, hajlandóak a munkáltatókkal partnerségen dolgozni a méltányos munkahelyek megteremtéséért.

Mindkét fogalom, a méltányosság és a partnerség, az idei tanulmány összes megállapításán végigvonul.



a munkavállalók számára legfontosabb, jelenlegi vagy potenciális munkáltató által kínált EDI&B kezdeményezések és politikák

● global ● HU

65% nemek közötti békégyenlőség

72%

45% szülői szabadság minden munkavállaló számára

62%

42% sokszínű munkaerő

29%

37% különböző hátterű emberek a vezetésben

35%

36% vállalati társadalmi felelősségvállalás

35%

mitől lesz más egy méltányos munkahely?

Amikor arra kérték a válaszadókat, hogy rangsorolják a számukra legfontosabb munkahelyi méltányossági politikákat, a válaszadók a nemek közötti békégyenlőséget messze az összes többi méltányossági, sokszínűségi, befogadási és összetartozási (EDI&B) kezdeményezés és politika előtt helyezték (65% HU:72%).

A második helyen a minden munkavállaló számára biztosított szülői szabadság állt, majd a sokszínű munkahely igénye következett. Ez utóbbinak a legmagasabb szinten is tükröződnie kell a sokszínű vezetőségen, és kifelé is láthatónak kell lennie a vállalat társadalmi felelősségvállalási kezdeményezései révén.

Mindazonáltal a válaszadók a tavalyinál valamivel óvatosabban mérlegeltek olyan kérdéseket, mint a fizetés, a szülői szabadságra vonatkozó politika és a vállalati értékek. Ez esetleg a nagyobb gazdasági nyomást és a munkahelyek megszűnésétől való félelmet tükrözi, amely a világot sújtó többszörös válságokból ered.

a világnézeti összhang kulcsfontosságú a jövőbeli munkahelyváltás szempontjából:

nem fogadnék el olyan állást, ahol



nem értek egyet a vezetőség nézeteivel



a vállalati tevékenység nem illeszkedik az én társadalmi és környezeti értékeimhez



a szervezet nem tesz proaktív erőfeszítéseket annak érdekében, hogy javítsa a sokszínűséget és a méltányosságot



a szervezet nem tesz proaktív erőfeszítéseket annak érdekében, hogy fenntarthatóbbá váljon

● global ● HU

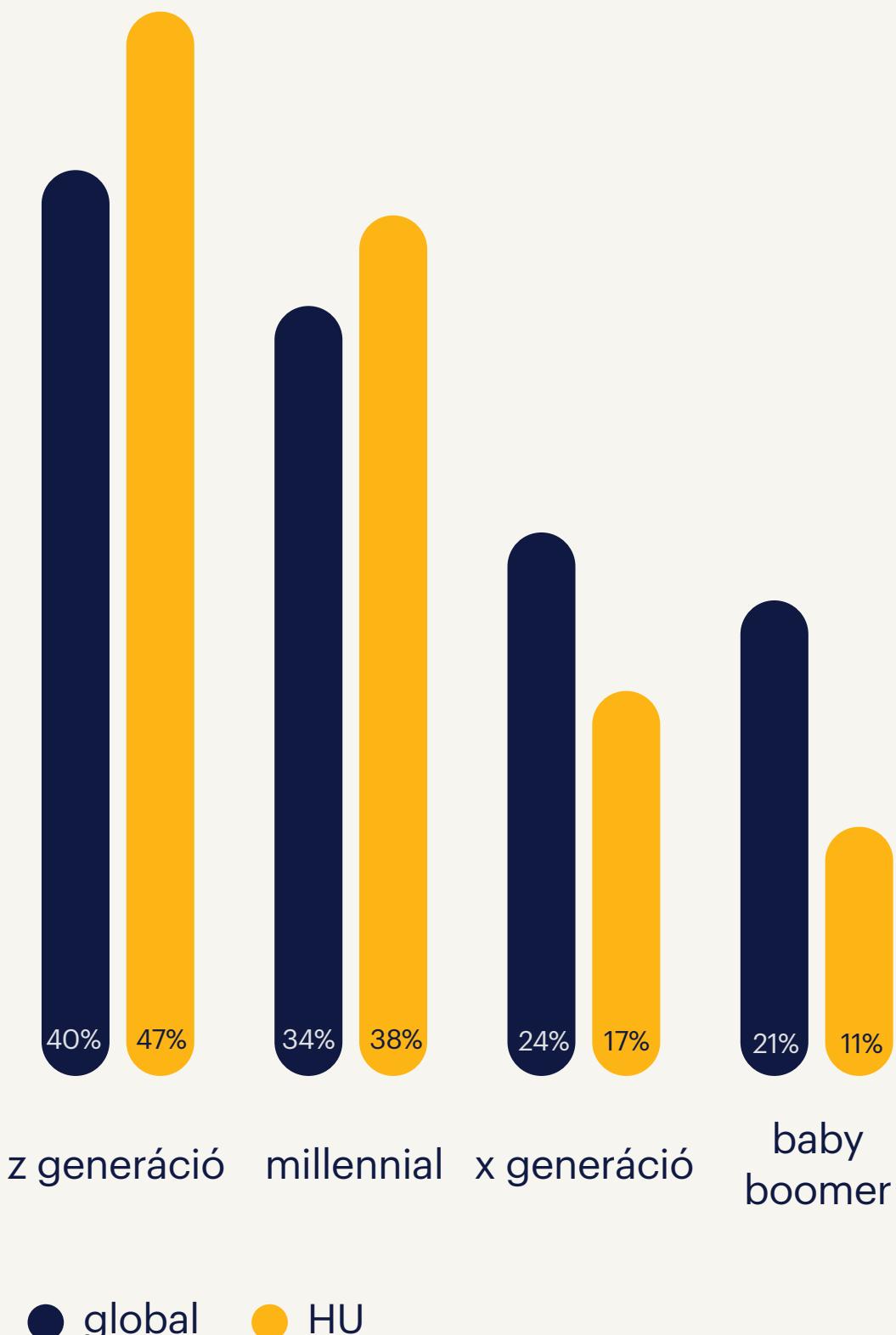
világnézeti összhang.

Bár az összhang fontossága a világnézetet illetően 2023 óta némileg csökkent, a válaszadók kétharmada még mindig nagyon magasra értékeli az összhangot jelenlegi munkája szempontjából. Tízből hét válaszadó szerint munkáltatójuk értékei és célai összhangban vannak a sajátjukkal a fenntarthatóság, a sokszínűség és az átláthatóság területén. Az amerikai kontinens kiemelkedik, ahol a válaszadók közel háromnegyede állítja, hogy összhangban van a munkáltatójával (Latin-Amerika: 74%, Észak-Amerika: 73%).

Következő munkahelyváltásukkal kapcsolatban a megkérdezettek 38%-a nyilatkozott úgy, hogy nem fogadna el munkát, ha nem értene egyet a vállalat vezetésének nézeteivel, és ez az érzés az APAC régióban a legmagasabb (43%).

Ugyanez az arány (38% HU:36%) nem választana olyan munkáltatót, amelynek társadalmi és környezeti kérdésekkel kapcsolatos értékrendje nem egyezik a sajátjával, ami a 2023-as 42%-hoz (HU:35%) képest csökkenést jelent. Ez a vélemény az APAC és Latin-Amerika térségében a legerőteljesebben, 46%-kal, illetve 45%-kal fogalmazódott meg.

a munkáltatóm nem érti meg a generációmát



megosztott felelősség.

Globálisan a válaszadók több mint egyharmada nem dolgozna olyan vállalatnál, amely nem törekszik a sokszínűség és méltányosság (37% HU:32%) vagy a fenntarthatóság (35% HU:31%) javítására. Ez azonban 7 százalékpontos csökkenés a tavalyi évhez képest.

Ennek ellenére a munkavállalók nem hárítják a teljes felelősséget ezen ambíciók megvalósításáért a munkáltatókra. Míg szerintük a vállalatoknak kellene vezető szerepet vállalniuk a méltányosság, a sokszínűség és a környezeti lábnyom javításában, a legtöbben egyetértenek abban, hogy a mentális egészség és a munkamotiváció fokozásának felelőssége egyértelműen a munkavállalókra hárul. Az olyan területeken, mint a munka és a magánélet egyensúlya és a karrierépítés, az emberek úgy vélik, hogy a felelősségek egyenletesebben oszlanak meg, ami partnerségi megközelítést sugall.

szakadék a megértésben.

Amikor az összehangolt értékekről és világnézetekről van szó, egy fontos kérdés merül fel: a megértés.

A válaszadók közel egyharmada (29% HU:26%) szerint a munkáltatójuk nem érti meg a generációjukat. A kapcsolódás e vélt hiánya bizonyos mértékig magyarázatot adhat arra, hogy a válaszadók negyede miért is érzi magát kényelmetlenül, ha meg kell osztania álláspontját, mert fél az ítélezéstől vagy a diszkriminációtól (26% HU:35%). Ezenkívül a válaszadók több mint fele (global&HU:55%) elrejti valódi önmagát a munkahelyén. A Z generáció és az ezredfordulósok jelentősen meghaladják ezt az átlagot, ami azt hangsúlyozza, hogy a munkáltatóknak nagyobb hangsúlyt kell fektetniük az ő megnyerésükre.

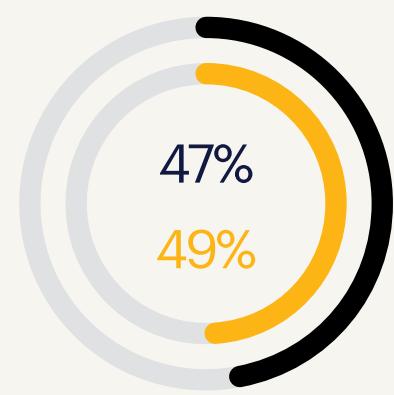
méltányosság és megértés

számokban.

ideje elgondolkodni?

A munkavállalók jelentős része nem fogadna el munkát, ha a szóban forgó vállalkozás nem felelne meg a társadalmi és/vagy környezetvédelmi értékrendjüknek. Bár ez az arány nem teszi ki a munkaerő többségét, elég nagy ahhoz, hogy a szervezetek felfigyeljenek rá, ha népszerű munkáltatóként kívánnak működni.

● global
○ HU



z generáció



millennial



x generáció

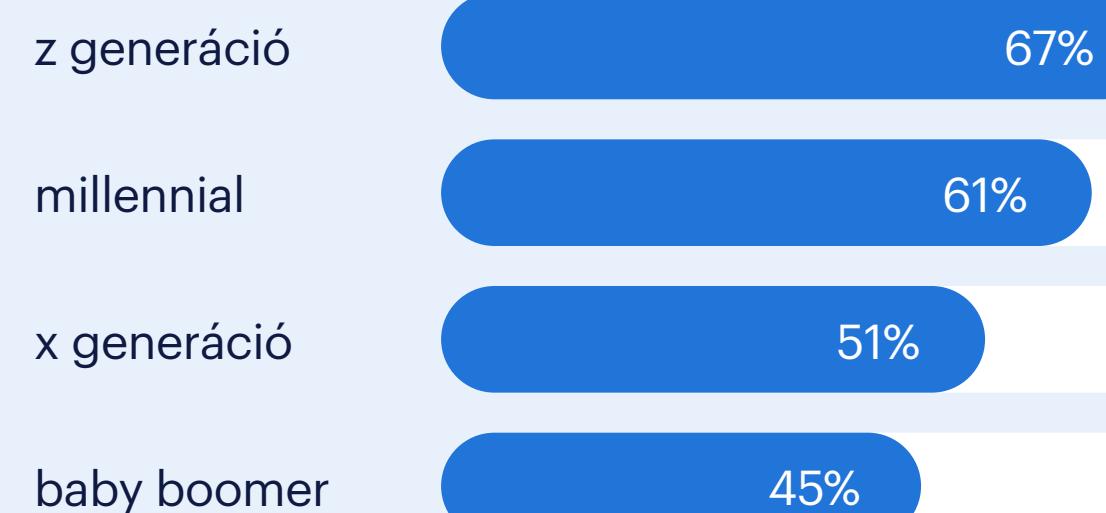


baby boomer



az ítélezéstől vagy diszkriminációtól való félelem miatt nem szívesen osztom meg személyes nézeteimet.

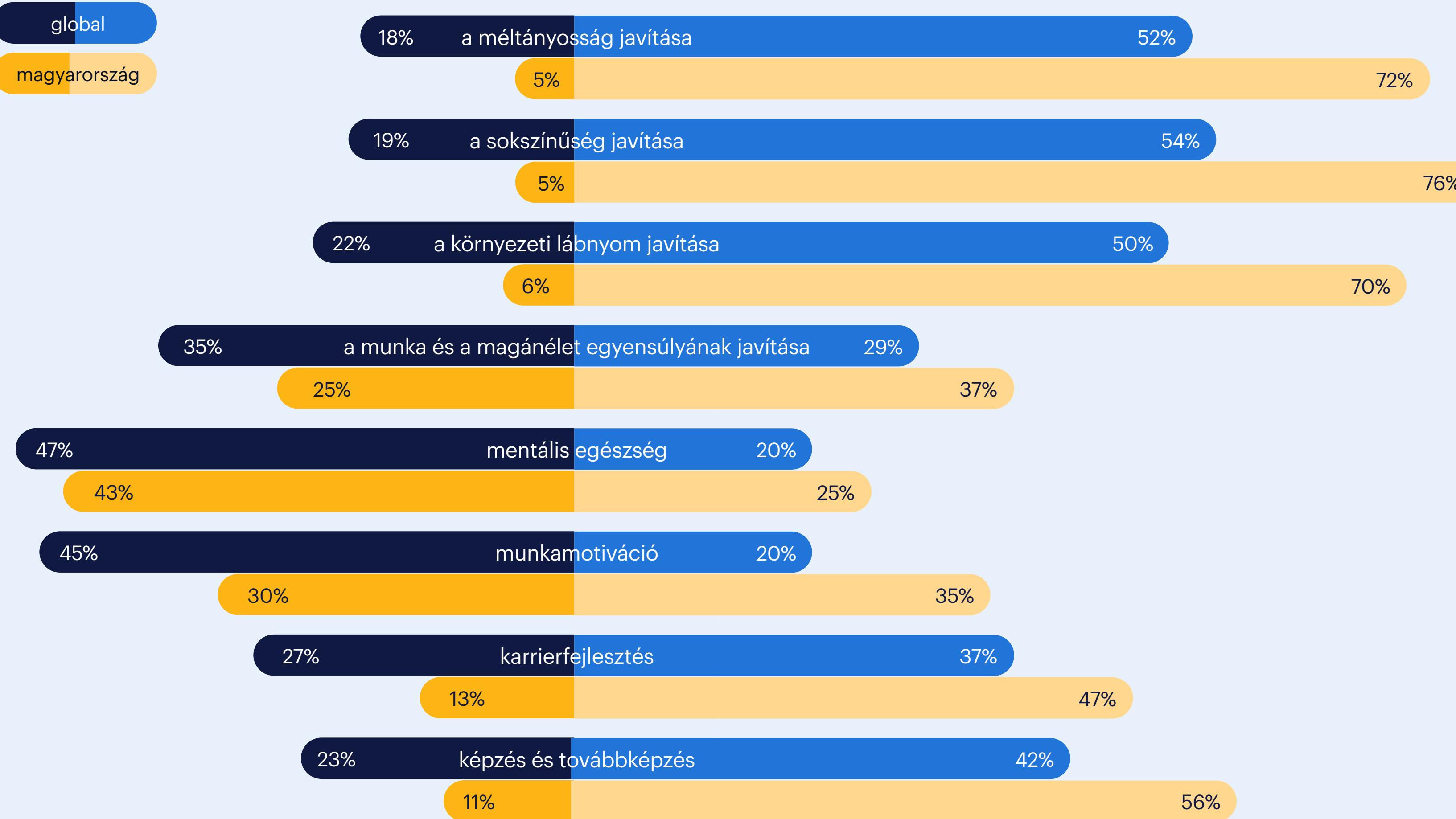
munkám során elrejtem valódi önmagam



méltányosság és megértés

számokban.

munkavállaló munkáltató



megérteni egymást.

Érdekes módon a munkavállalóknak viszonylag egyértelmű véleménye van arról, hogy bizonyos kihívások kezeléséért kik a felelősek: ők maguk vagy a munkáltatók. A riportban kiemelt többi témahoz hasonlóan árnyalt megközelítésekre lesz szükség ahhoz, hogy a munkáltatók megtalálják a megfelelő egyensúlyt.

méltányosság és megértés

legfontosabb tanulságok.

1. minden generáció tartozni akar valahova.

A munkavállalók szívesen azonosulnak azzal a szervezettel, amelynek dolgoznak. Bár a számok némileg csökkentek, a méltányos munkahelyek és munkáltatók iránti igény, ahol törődnek velük és a számukra fontos dolgokkal, továbbra is erős. A különböző generációk és csoportok motivációinak és igényeinek megismerése tehát kritikus fontosságú lehet a munkaerő vonzása és megtartása szempontjából. Azáltal, hogy a munkáltatók lehetőséget teremtenek a párbeszédre, jobban igazodhatnak a különféle korosztályú és nemzetiségi csoportokhoz. Az üzleti erőforrás csoportok (business resource group) létrehozása szintén hatékony módja az összetartozás érzésének erősítésére.

2. elvárás, hogy önmaguk lehessenek a munkahelyen.

A munkavállalók egyharmada nem érzi úgy, hogy valós önmagát tudja adni munkahelyén, és egy ötödük azt állítja, hogy eltérő a munkahelyi és a magánéleti személyisége. Ennek részben az lehet az oka, hogy a hátrányos megkülönböztetéstől való félelem miatt nem tudják megosztani a nézeteiket. A munkáltatók szempontjából ezek a tendenciák a vállalati kultúra kiegyensúlyozatlanságát hangsúlyozzák, amelyet proaktívan kell kezelniük.

És bár a munkavállalók a jelenlegi bizonytalan időszakban óvatosabbak a munkahely váltással kapcsolatban, korábbi Workmonitor jelentéseink azt mutatták, hogy a gazdaság fellendülésekor sokkal inkább hajlamosak erre. Munkáltatóként hosszú távon kell gondolkodni ahoz, hogy növekedjen a munkaerő megtartás aránya.

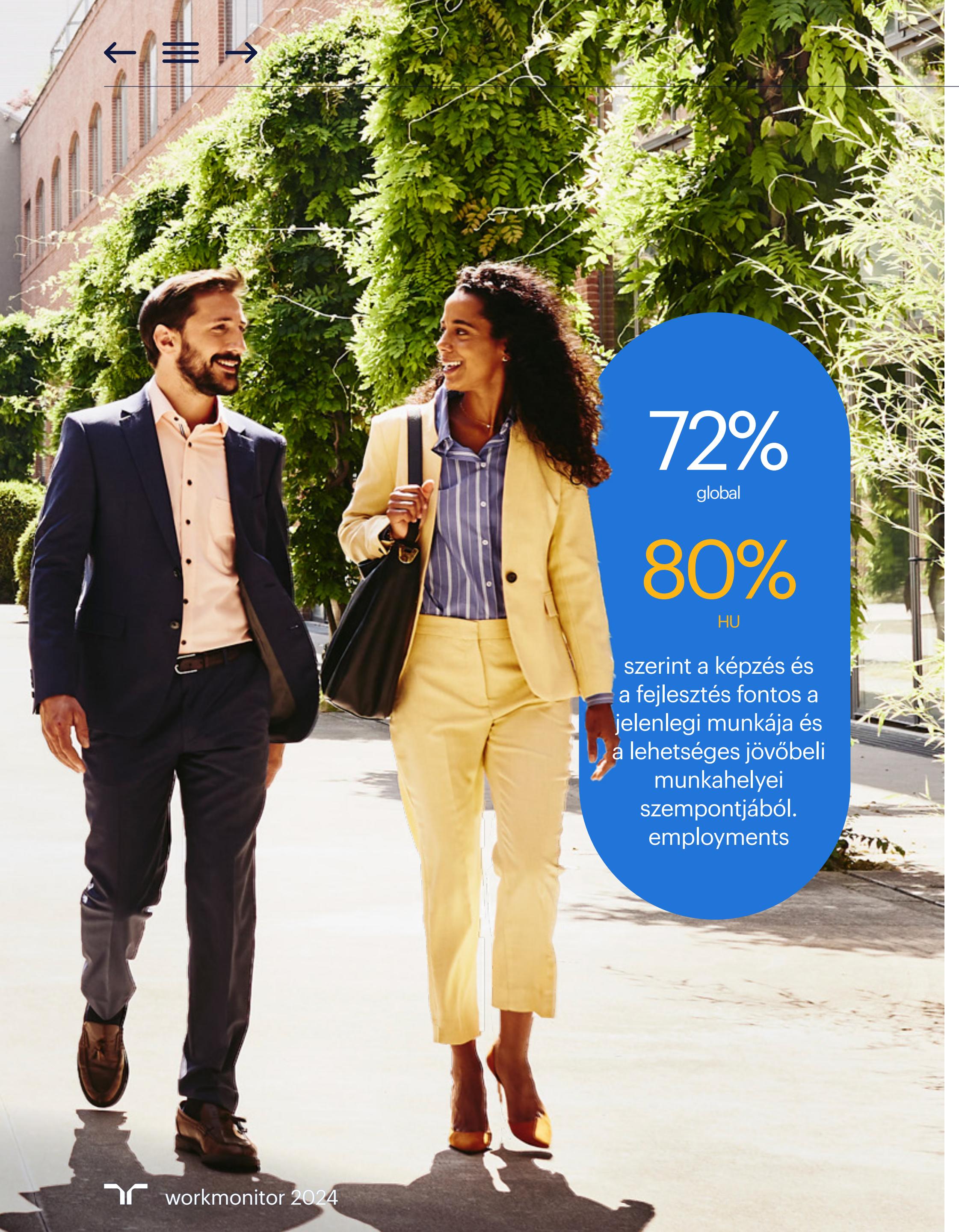
3. a munkavállalók szívesen működnének együtt a munkáltatókkal.

A munkavállalók nem várják el, hogy a munkáltatóik egyedül küzdjenek a méltányosságra, megértésre és a társadalmi és környezeti értékek összehangolására vonatkozó igényeik teljesítésében. Adataink azt mutatják, hogy a munkavállalók hajlandóak kivenni a részüket a szükséges fejlesztésekkel. Ez lehetővé teszi a munkáltatók számára, hogy merítsenek ebből az energiából és bevonják a munkavállalókat mindenbe, az érdekérvényesítéstől kezdve a politika formálásig.

Azáltal, hogy a vállalatok több lehetőséget teremtenek a munkavállalók számára a részvételre, jelentős előrelépést érhetnek el a méltányosság és a befogadás terén, miközben növelhetik a munkaerő általános elkötelezettségét.



mesterséges
intelligencia
és képzés.



mesterséges intelligencia és képzés.

A mesterséges intelligencia (AI) veszélyei és az általa kínált lehetőségek sok munkavállaló számára hatnak fenyegetően.

A munkaköri profilk és keresett készségek gyors változása miatt nem meglepő, hogy a kutatási eredmények is megerősítik, hogy sok munkavállaló kezeli prioritásként szakmai fejlődését. Így szeretnének felkészülni a munka világában kibontakozó átalakulásokra.

A mesterséges intelligencia egyre szélesebb körű elterjedése különösen nagy hatással volt az (át)képzés szükségességének felismerésére, de nem ez az egyetlen terület, amely érdekli a munkavállalókat.

A mesterséges intelligenciával kapcsolatos képzés a munkavállalók számára a legfontosabb prioritás.

A válaszadók közel háromnegyede mondta, hogy mind a jelenlegi munkakörében, mind a jövőbeli lehetőségek mérlegelésekor fontosnak tartja a képzést és a fejlesztést (72% HU:69%).

Regionális szempontból Latin-Amerikában többen (87%) fejezték ki ez iránti igényüket, mint a világ más részein. A különböző generációk közül a Z generáció és az ezredfordulósok nyilatkoztak a leghatározottabban a képzés értékéről (80%, illetve 79% HU: 73% és 79%).

Hasonlóan vélekedtek az IT (79% HU:80%) és a pénzügyi szolgáltatások (76% HU:74%) területén dolgozók is.

A mesterséges intelligencia (AI) és az informatikai és technológiai ismeretek együttesen közel 60%-át teszik ki a munkavállalók által fejlesztendő legfontosabb készségeknek (egyenként 29%). Ezt követi a well-being és a tudatosság, ami a munka és a magánélet egyensúlyának fontosságát tükrözi, tekintve, hogy a munkavállalók több mint fele nem is vállalna olyan munkát, amely

ezt negatívan befolyásolja. Magyarországon az első helyen a well-being & tudatosság (30%) áll, ezt követi az AI (27%) és a programozás/kódolás (23%), majd a kommunikációs és prezentációs készségek 25%-kal, így az informatikai és technológiai ismeretek (23%) csak az ötödik helyen szerepelnek a rangsorban.

A válaszadók mintegy ötöde a kommunikációs és prezentációs készségeket (22%), valamint az irányítási és vezetői készségeket (21% HU:16%) sorolta még a három fejleszteni kívánt készség közé.

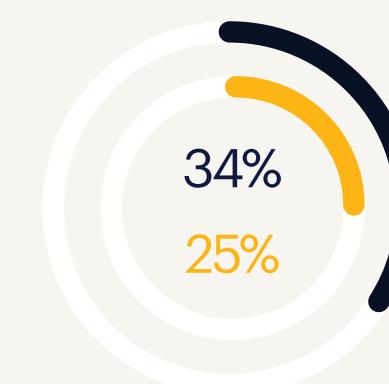
A munkavállalók által legfontosabbnak ítélt öt készség közül csak kettő tartozik a tudás alapú készségek közé (AI és IT), a többi személyes készség, úgynévezett "soft skill".



nem fogadnék el olyan munkát, amely nem kínál tanulási és fejlődési lehetőséget



felmondanék egy munkahelyen, ha nem kínálnának tanulási és fejlődési lehetőségeket a készségeim jövőbeni biztosítása érdekében



felmondanék, ha a munkáltatóm nem támogatná a karrier ambícióimat

- global
- magyarország



52%

global

46%

HU

mondta, hogy munkáltatója segít a karrieréhez szükséges, jövő biztos készségek fejlesztésében (például mesterséges intelligencia)

a munkavállalók számára a jövőbeni készségek fejlesztése nem képezik alkú tárgyat.

A munkavállalók több mint egyharmada (36% HU:31%) odáig menne, hogy nem fogadna el egy állást, ha az nem kínálna tanulási és fejlődési lehetőségeket.

Ázsia és Latin-Amerika ismét kiemelkedik, ahol az átlagosnál több munkavállaló (41% és 45%) vallotta ezt a nézetet. Hasonlóképpen, a fiatalabb generációk határozottabban gondolkodnak a tanulásról és fejlődésről, mint az idősebb munkavállalók: a Z generáció 48%-a (HU:51%), míg az ezredfordulósok 41%-a (HU:41%) érezte ugyanígy.

Tekintettel a digitalizáció és az automatizálás hatására számos ipari környezetben, nem meglepő, hogy egyre több fizikai dolgozó (39% HU:21%) gondolja úgy, hogy a tanulás és a fejlesztés elengedhetetlen a karrierje szempontjából. A megkérdezett

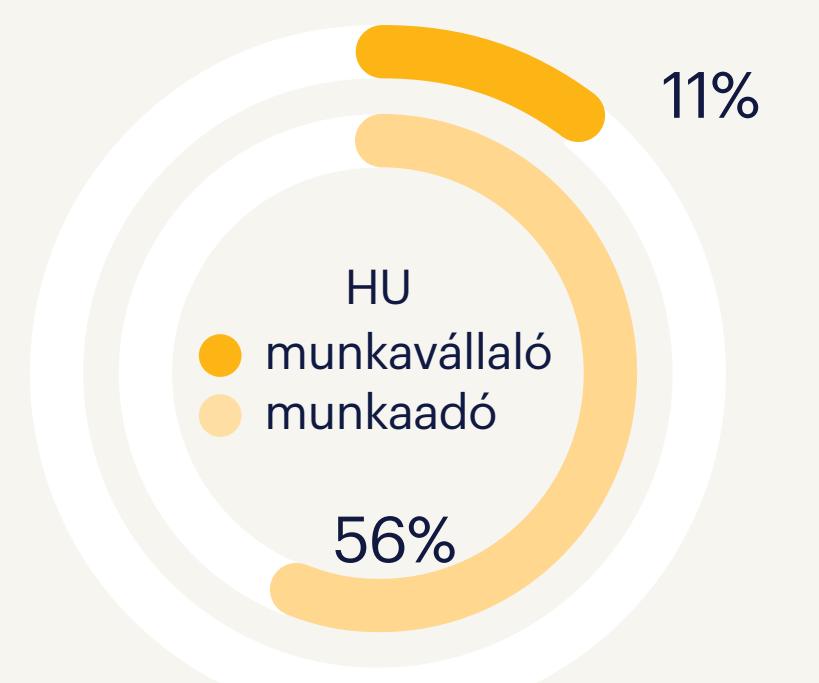
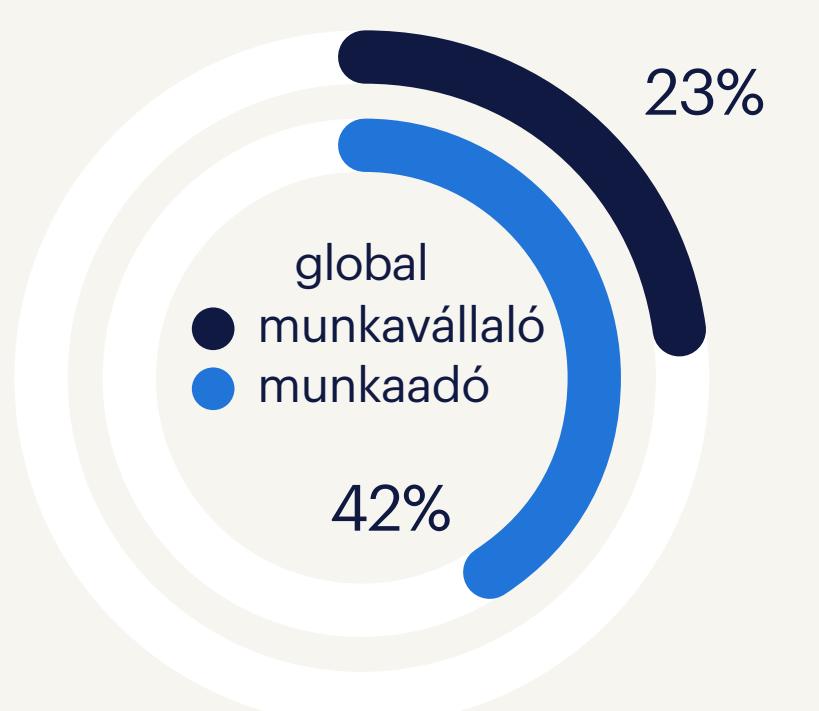
szektorok közül az IT-szolgáltatások területén (47% HU:69%), az építőiparban (44% HU:34%) és a pénzügyi szolgáltatások területén dolgozók (42% HU:52%) voltak azok, akik a legnagyobb valószínűséggel utasítottak el olyan állást, ahol nem nyújtottak támogatást a tanulás és fejlesztés terén.

A megkérdezettek körülbelül egyharmada (29% HU:23%) akár a felmondásig is elmenne, ha nem kínálnának olyan képzési lehetőségeket, amelyekkel a karrierjüket a jövőre nézve biztosíthatnák.



a munkavállalók is hajlandóak felelősséget vállalni a képzésért és továbbképzésért:

a jelenlegi munkakörére gondolva, Ön szerint kinek a felelősségi körébe tartozik a képzés és a továbbképzés?



készségek fejlesztése együttműködésben.

A jó hír az, hogy a legtöbb szervezet a jelek szerint már most is igazodik ahhoz azzal, amit kínál, amit a munkavállalók keresnek. A válaszadó munkavállalók több, mint kétharmada (69% HU:58%) elégedett azzal a képzési szinttel, amelyet a munkáltatója nyújt, és 52%-uk (HU:46%) bízik abban, hogy a munkáltatója segít a jövőre vonatkozó készségeinek fejlesztésében.

A válaszadók egyharmada számára a képzési és fejlődési lehetőségek még javultak is az elmúlt évben. Ez azonban még mindig hagy némi lehetőséget a fejlődésre azon munkáltatók számára, ahol a munkavállalók úgy érzik, hogy nem kapnak megfelelő képzést.

Ebben az összefüggésben a munkavállalók ismét úgy látják, hogy a képzés és a továbbképzés tekintetében nem csak a munkáltatójuk, hanem saját maguk is felelősek, ami hangsúlyozza az idei riportban végig hangsúlyos partnerségi gondolatot.

mesterséges intelligencia és képzés

számokban.

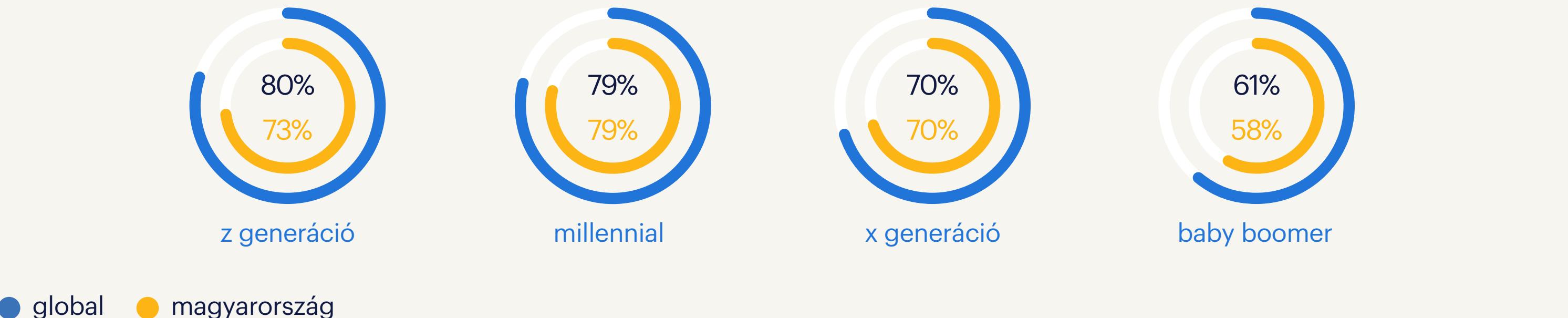
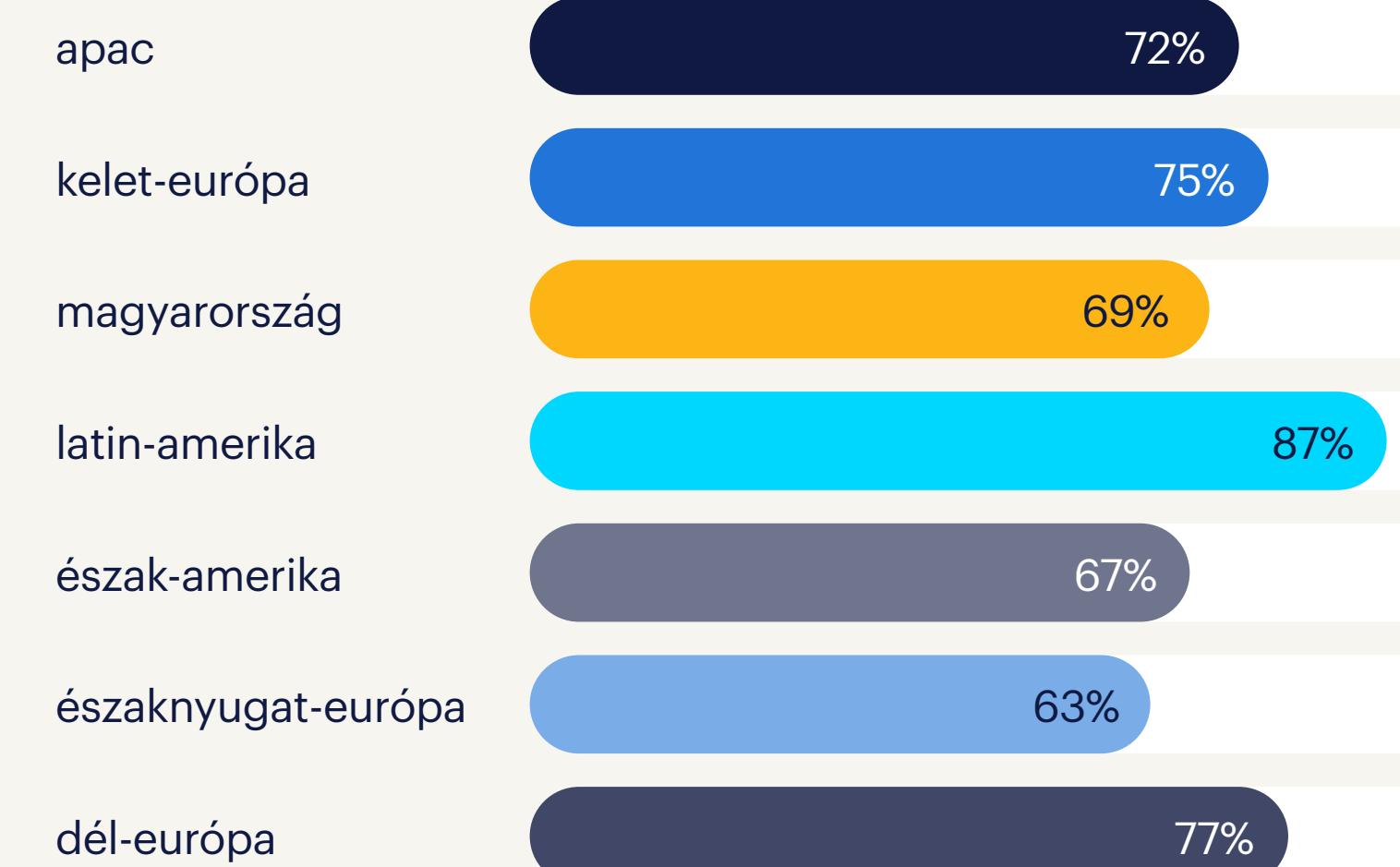
legkeresettebb készségek

Arra a kérdésre, hogy mely tanulási és fejlődési lehetőségek érdeklik leginkább a munkavállalókat, a legtöbben a következő lehetőségeket jelölték meg első 3 helyen, ami rávilágít a személyes készségek fontosságára a munkahelyeken napjainkban:



a fejlődés kiemelt helyen szerepel a napirenden

A képzés és a továbbképzés mind a jelenlegi, mind a jövőbeli munkahelyükön fontos a munkavállalók számára, bár regionális és generációs eltérések tapasztalhatók.



mesterséges intelligencia és képzés

a számok alapján.

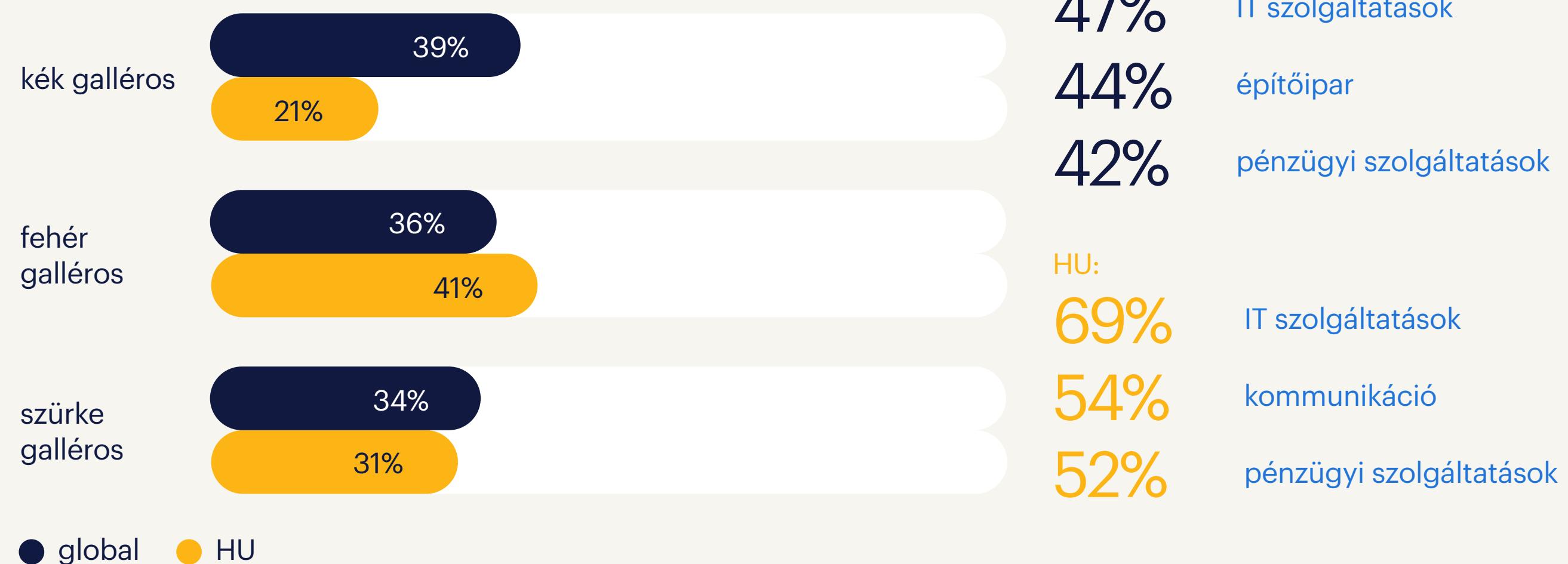


ágazati megoszlás.

Míg az operatív és a szellemi dolgozók hasonló fejlődési igényt mutattak, egyes ágazatokban a képzés és a fejlesztés nagyobb prioritást élvez, mint máshol. Az IT, az építőipar és a pénzügyi szolgáltatások területén dolgozók mondták

nem fogadnék el olyan állást, amely nem kínál tanulási és fejlődési lehetőségeket.

munka típusa:



mesterséges intelligencia és képzés

legfontosabb tanulságok.

1.

a képzés növeli a megtartást.

A képzési és fejlődési lehetőségek a munkavállalók számára nem képezik vita tárgyát, sokan közülük még azt is fontolóra vennék, hogy felmondanak jelenlegi munkahelyükön, vagy nem lépnek tovább, ha ez a lehetőség nem lenne adott. A munkáltatók számára ez azt jelenti, hogy fel kell mérniük, hogy mindenki számára rendelkezésre állnak-e megfelelő lehetőségek a továbbképzésre vagy átképzésre. A munka dinamikus világában a munkáltatóknak biztosítaniuk kell, hogy a munkaerő számára elérhető legyen a képzés.

A személyre szabott tanulási tantervek segítenek a munkavállalóknak felmérni, hogy vannak-e hiányosságok a készségeikben, és ezek egyúttal szisztematikusan orvosolhatóvá is válnak.

2.

mesterséges intelligencia a fókuszban.

A képzés különösen fontos, mivel a digitalizáció és az automatizálás - elsősorban az AI - felforgatja a hagyományos munkaköröket, leginkább - bár nem kizárolag - az operatív dolgozók esetében. Ahhoz, hogy munkáltatóként versenyképes maradjon egy szervezet, lépésekkel kell tennie a képzési igénynek kielégítésére, ami a másik oldalról nézve naprakészen tartja a munkavállalókat a munka gyorsan változő világában.

A vállalkozásoknak érdemes azonosítaniuk azokat a területeket a működésükben, ahol az AI valószínűleg a legnagyobb hatást gyakorolja majd. Ennek fényében azonosíthatók a tudáshiányok és biztosíthatók lesznek a munkavállalók számára azok a készségek, amelyekre az átalakulás során és után szükségük van.

3.

partnerek a fejlődésben.

A munkavállalók nem egyedül a munkáltatójukra hárítják a képzés terhét. Hajlandóak némi felelősséget vállalni készségeik fejlesztésére a munkáltatókkal partnerségen.

A munkavállalói visszajelzések hatékony, gyakorlatias visszacsatolási lehetőségeinek megteremtése - ahol a munkavállalók mind az általuk kívánt képzésről, mind a kínált képzési lehetőségekről beszélhetnek - segíthet e programok javításában és az elkötelezettség növelésében.

Azáltal, hogy a munkáltatók valódi partnerséget alakítanak ki a munkavállalókkal, biztosíthatják, hogy minden fél hozzáférjen a következő években nélkülözhetetlen készségekhez és tudáshoz.



előretékintés.

előretékintés.

A dinamikusan változó környezetben a munkáltatók számára egy új munkaerő menedzsment ABC látszik körvonalazódni. A változások még gyorsabban fognak bekövetkezni az elkövetkező időszakban, ahogy a mesterséges intelligencia, a digitalizáció és a változó munkavállalói attitűdök átrendezik a globális gazdaságot és a munkaerőpiacot. A munkáltatók számára a kiemelkedő tehetségek vonzása, fejlesztése és megtartása fontosabb lesz, mint valaha. Mégis, nincs mindenre egységes megoldás, mivel a munkavállalók ambíciói, motivációi és prioritásai egyre inkább megoszlanak.

Ez új szintű komplexitást eredményez, és kreatívabb megközelítéseket követel meg a munkáltatóktól a jelöltélmény javítása érdekében. Három alapvető intézkedés azonban segíthet közelebb hozni egymáshoz a munkaadókat és a munkavállalókat: az ambíciókkal való összhang, az egyensúly megteremtése és a szorosabb kapcsolatok kialakítása.

az ambíciókhoz való igazodás.

Mivel a munkavállalók az ambíciót már nem csak a hagyományos értelemben vett karrierépítésben látják - egyre inkább a munka és a magánélet egyensúlyát, a rugalmasságot, a méltányosságot és a készségeket helyezik a karrierdöntések középpontjába -, a szervezeteknek kell mérniük, hogy az általuk kínált lehetőségek összhangban vannak-e azzal, amit az alkalmazottaik szeretnének.

Figyelniük kell azokra a munkavállalókra, akik elégedettek a munkakörükben, de még mindig fejleszteni akarják a képességeiket, valamint azokra, akiknek a karriercéljaik inkább a továbblépésen alapulnak, és mindenkor is, akik e kettő között helyezkednek el.

az egyensúly biztosítása.

Miközben a munkavállalók továbbra is

rugalmasságra vágnak a munkavégzés helyét és idejét illetően, a válaszadók jelentős része jelezte, hogy munkáltatója megköveteli tőlük, hogy meghatározott helyről, meghatározott időben dolgozzanak. A gazdasági nyomás és a változékony gazdasági környezet ellenére a rugalmasság iránti igények kielégítése létfontosságú lesz azon szervezetek számára, amelyek a legjobb szakembereket szeretnék magukhoz vonzani. Meg kell fontolniuk a folyamatok átalakítását, hogy alkalmazkodni tudjanak a rugalmasabb munka világához.

erősebb kapcsolat kialakítása.

A Workmonitor 2024 egyik legfontosabb tanulsága, hogy a tehetségek mély kapcsolatot akarnak kialakítani a méltányos munkáltatókkal. Az emberek szeretnék valódi önmagukat megmutatni a munkában is, mégis sokan úgy

érzik, hogy erre képtelenek. Az szoros kommunikációs csatornák kiépítése lehetővé teszi a munkáltatók számára, hogy jobban megértsék, mi teszi ezt lehetővé az egyének számára. A beszélgetés nem nehéz. Azonban annak biztosítása, hogy a kollégák érezzék a vágyott kapcsolatot, elkötelezett erőfeszítéseket igényel a vezetőktől.

"Ha jobban megértik, hogy mit akarnak a munkavállalók, a szervezetek méltányosabb munkahelyeket építhetnek - valamint erősebb, bizalomteljesebb kapcsolatokat alakíthatnak ki az emberekkel."

Mindhárom terület kezelése nem lesz könnyű. De az általános munkaerőhiány idején ez lehet a kulcsfontosságú megkülönböztető jegye egy szervezetnek.

Az új munkaerő menedzsment ABC alkalmazásával kiemelkedhet a többiek közül, mint a legjobb munkáltató, és alakíthatja a jövő tehetségprogramját.



a kutatásról.

a kutatásról.

A Randstad Workmonitor immár 21. éve tárja fel a dolgozó emberek véleményét 34 európai, ázsiai-csendes-óceáni és amerikai piacon. Célja, hogy a munka világának folyamatos átalakulása során betekintést nyújtson a munkavállalók szemléletébe, ambícióiba és elvárásaiba.

Ezzel az átfogó felméréssel szeretnénk meghallgatni és megosztani a dolgozó emberek véleményét arról, hogy mit akarnak és mit várnak el a munkáltatójuktól, és milyen mértékben adnak ennek hangot.

A tanulmány megfogalmazza és méri a különbséget a globális munkaerő elvárásai és a valóság között, és nyomon követi, hogy ez hogyan változik az idő múlásával.

A felmérést online végezték 18-67 éves válaszadók körében, akik legalább heti 24 órát dolgoznak, vagy egyéni vállalkozók, vagy munkanélküliek, de fontolgatják a munkaerőpiacra való visszatérést a közeljövőben. A minimális minta mérete 500 interjú piaconként. A mintavételhez a Dynata panelt használjuk.

A 2024-es tanulmányunkhoz készült felmérést 2023. október 23. és november 11. között végeztük 27 000 munkavállaló körében Argentínában, Ausztráliában, Ausztriában, Belgiumban, Braziliában, Kanadában, Chilében, Kínában, Csehországban, Dániában, Franciaországban, Németországban, Görögországban, Hongkong KKT-ban, Magyarországon, Indiában, Olaszországban, Japánban, Luxemburgban, Malajziában, Mexikóban, Hollandiában, Új-Zélandon, Norvégiában, Lengyelországban, Portugáliában, Romániában, Szingapúrból, Spanyolországban, Svédországban, Svájcban, Törökországban, az Egyesült Királyságban és az Egyesült Államokban.



27,000

megkérdezett
munkavállaló

34

országból

18–67

év közötti
korosztályból



függelék.

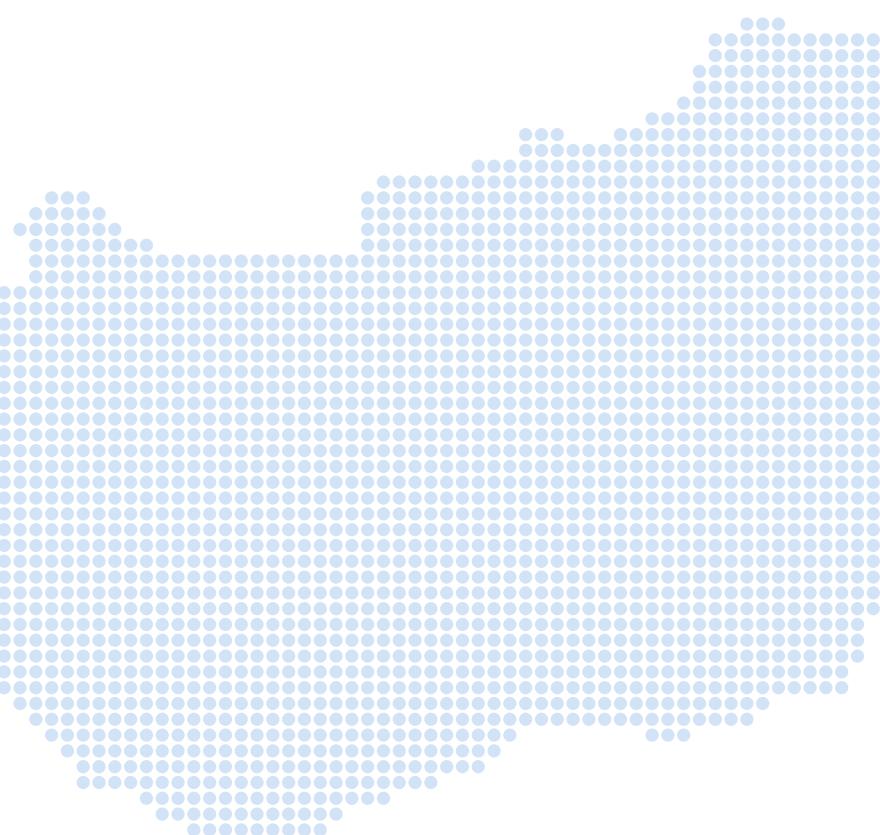
válasszon piacot.

magyarország	görögország	románia
argentína	hong kong SAR	szingapúr
ausztrália	india	spanyolország
ausztria	olaszország	svédország
belgium	japán	svájc
brazília	luxembourg	törökország
kanada	malajzia	egyesült királyság
chile	mexikó	egyesült államok
kína	hollandia	
cseh köztársaság	új-zéland	
dánia	norvégia	
franciaország	lengyelország	
németország	portugália	



51%

érez ambíciót karrierjében.



magyarország.

motiváció és ambíció

Az ambíció több, mint a karrierlátra megmászása, és a tehetségek motivációját nem feltétlenül az előléptetés vezérli.

- 51%-uk érez ambíciót karrierjében (56% globálisan).
- Szeretnék több vezetői feladatot vállalni - 35% (47% globálisan)
- Aggódom az állásom elvesztése miatt - 44% (45% globálisan)

→ 60% szívesen maradna egy olyan munkakörben, amelyet szeret, még akkor is, ha nem lenne lehetőség az előrelépéstre vagy fejlődésre. (51% globálisan)

- Felmondanék egy munkahelyen, ha az nem kínálja előrelépési lehetőséget - 23% (35% globálisan)
- Úgy érzem, hogy nyíltan beszélhetek a munkáltatómmal arról, hogy szeretnék gyorsan előrehaladni a karrieremben - 38% (46% globálisan)
- Nem fogadnák el egy állást, ha úgy gondolnám, hogy az negatívan befolyásolná a munka és a magánélet egyensúlyát - 56% (57% globálisan)
- Felmondanék egy munkahelyen, ha az megakadályozna abban, hogy élvezzem az életemet - 38% (48% globálisan)
- A 3 legfontosabb tényező, amikor a jelenlegi vagy jövőbeli munkalehetőségről gondolkodnak, a következő:

 - A fizetés - 95% (93% globálisan)
 - A munka és a magánélet egyensúlya és a munkahely biztonsága - 93% (93% és 89% globálisan).
 - Az éves szabadnapok - 91% (83% globálisan)

rugalmasság

A munkaerő továbbra is igényli és keresi a rugalmasságot, ami minden prioritásának megfelel.

- Nem fogadnák el munkát, ha az nem biztosítana rugalmasságot:
 - a munkavégzés helyét illetően - 34% (37% globálisan)
 - munkaidő tekintetében - 33% (41% globálisan)

→ 44% fontolóra venné a felmondást, ha a munkáltatója arra kérné, hogy több időt töltön az irodában. (37% globálisan)

- Az otthoni munkavégzés lehetősége számomra nem alkú tárgya - 39% (39% globálisan)
- A munkáltatóm nem biztosít elég rugalmasságot az otthoni munkavégzéshez - 45% (42% globálisan)
- Az elmúlt néhány hónapban a munkáltatóm szigorúbbá vált a tekintetben, hogy a munkatársaknak be kell-e járniuk az irodába - 38% (41% globálisan)
- Azzal a feltételezéssel, alakítottam az életemet, hogy az otthoni munkavégzés marad - 29% (37% globálisan)
- A munkáltatóm elvárja, hogy többet legyek az irodában, mint hat hónappal ezelőtt - 27% (35% globálisan)
- A munkavállalók 87%-a dolgozik ugyanazon a helyen, ahol a kollégái is (82% globálisan).

méltányosság és megértés

A munkavállalók kapcsolatot szeretnének kiépíteni a munkáltatókkal, hogy valós énjüket bemutathassák, és a szervezetekkel együttműködve javíthassák a munkahelyi méltányosságot.

- Nem fogadnák el munkát:
 - ha nem értenék egyet a vezetés nézeteivel - 38% (38% globálisan)
 - ha a szervezet nem tesz proaktív erőfeszítéseket a sokszínűség és a méltányosság javítása érdekében - 32% (37% globálisan)
 - olyan vállalatnál, amely nem felel meg a társadalmi és környezeti kérdésekkel kapcsolatos értékrendemnek - 36% (38% globálisan)
- A potenciális vagy jelenlegi munkáltató EDIB kezdeményezései és politikai közül a 3 legfontosabb:

→ 72% nemek közötti bérégyenlőség (65% globálisan)

- 62% szülői szabadság minden munkavállaló számára (45% globálisan)
- 35% sokszínűség a vezetésben, és vállalati társadalmi felelősségvállalás (37% és 36% globálisan)

- Ki a felelős
 - A méltányosság javításáért - 5% munkavállaló/72% munkáltató (18%/52% - globálisan)
 - A munka és a magánélet egyensúlyának javításáért - 25% munkavállaló/37% munkáltató (35%/29% - globálisan)
 - A munkahelyi motivációmért - 30% munkavállaló/35% munkáltató (45%/20% - globálisan)
 - Előrehaladásáért a karrierben - 13% munkavállaló/47% munkáltató (27%/37% - globálisan)
 - A munkáltatóm nem érzi meg a generációt - 26% (29% globálisan)
 - Munkahelyemen elrejtem valódi önmagam bizonyos tulajdonságait - 55% (55% globálisan)

mesterséges intelligencia és képzés

A tehetségek továbbra is prioritásként kezelik készségeik jövőbeni megerősítését, különösen a mesterséges intelligencia széles körű elterjedésének fényében.

- A munkáltatóm segít a karrieremhez szükséges, jövő biztos készségek (pl. AI) fejlesztésében - 46% (52% globálisan)
- Nem fogadnák el egy állást, ha az nem kínálja lehetőségeket a készségek jövőállóságának biztosítására - 31% (36% globálisan)
- Felmondanék egy munkahelyen, ha nem kínálnának tanulási és fejlesztési lehetőségeket a készségeim jövőbiztosítására (pl. mesterséges intelligencia) - 23% (29% globálisan)
- Ki a felelős:

- Képzés és továbbképzés - 11% munkavállaló/56% munkáltató (23%/42% - globálisan)
- A tanulási és fejlődési lehetőségek, amelyek a munkavállalókat a leginkább érdeklők:

→ well-being és tudatosság – 30% (23% globálisan)

- Mesterséges intelligencia – 27% (29% globálisan)
- Programozás/kódolás – 26% (18% globálisan)
- Kommunikációs és prezentációs készségek – 25% (22% globálisan)
- Informatikai és technológiai ismeretek – 23% (29% globálisan)

vissza az áttekintéshez

argentina.

motivation & ambition

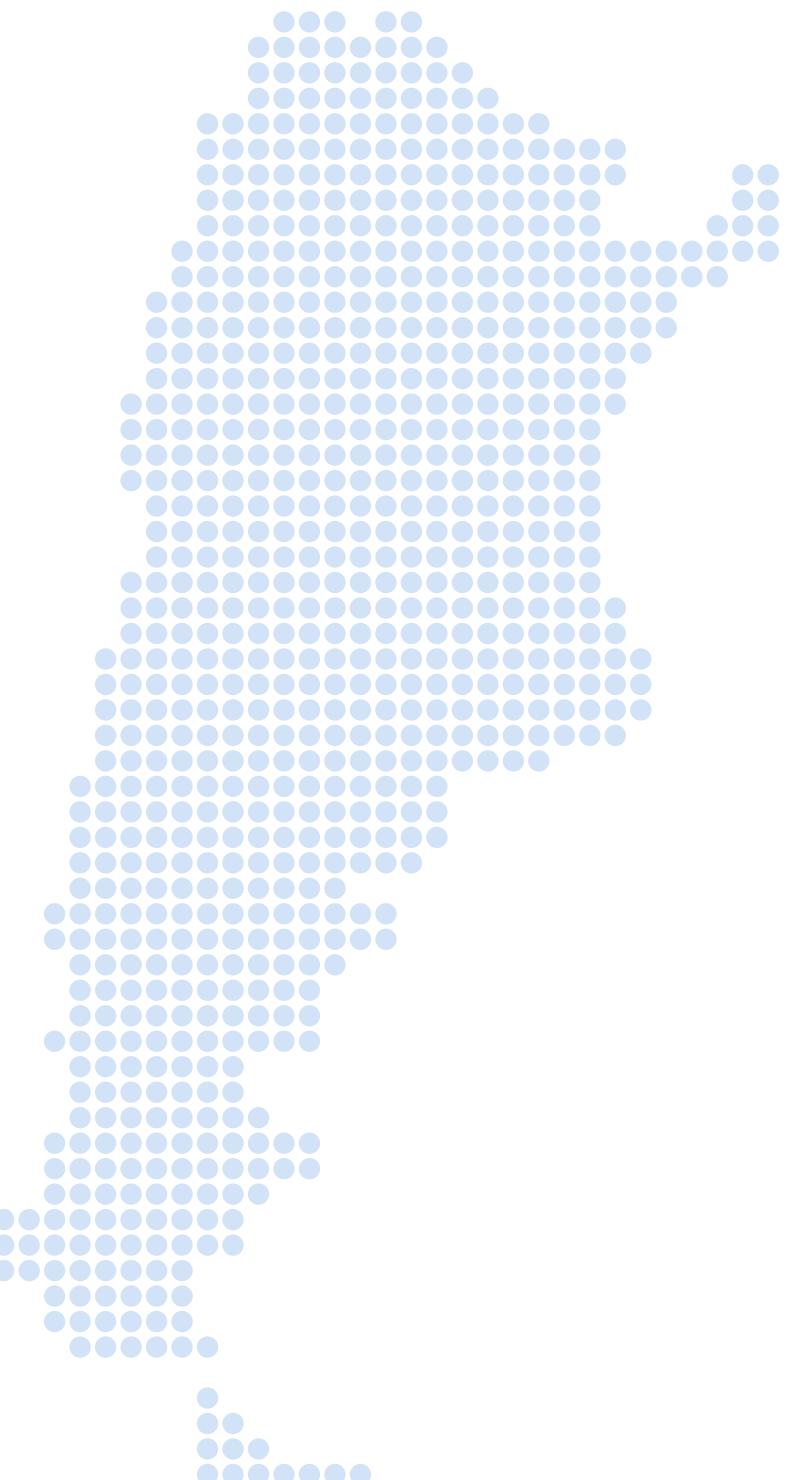
Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

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

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

49%

are interested in learning and development opportunities focused on AI



flexibility

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

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

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

equity & understanding

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

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

→ **76% gender pay equity** (65% global)

- 48% family leave for all talent (45% global)
- 47% corporate social responsibility (36% global)
- Who is responsible for:
 - Improving equity – 10% worker/60% employer (18%/52% – global)
 - Improving work-life balance – 40% worker/26% employer (35%/29% – global)
 - My motivation at work – 46% worker/19% employer (45%/20% – global)
 - Advancing in one's career – 29% worker/39% employer (27%/37% – global)
- My employer doesn't understand my generation – 22% (29% global)
- I hide aspects of myself at work – 55% (55% global)

AI & skilling

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

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

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

- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 32% (29% global)

- Who is responsible for:
 - Training & upskilling – 20% worker/45% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:
 - AI – 49% (29% global)
 - IT and tech literacy – 40% (29% global)
 - Data science/analytics – 24% (17% global)
 - Programming/coding – 22% (18% global)
 - Management and leadership skills – 21% (21% global)

australia.

55%

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

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

- I wouldn't accept a job:
 - if I didn't agree with the viewpoints of the leadership – 35% (38% global)
 - if the organization wasn't making a proactive effort to improve its diversity and equity – 36% (37% global)
 - with a business that doesn't align with my values on social and environmental issues – 35% (38% global)

- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
 - 56% family leave for all talent (45% global)
 - 55% gender pay equity (65% global)
 - 49% diverse workforce (42% global)
- Who is responsible for:

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

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

AI & skilling

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

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

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

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

← vissza az áttekintéshez

austria.

60%

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

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

AI & skilling

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

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

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

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

belgium.

motivation & ambition

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

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

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

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

52%

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



flexibility

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

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

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

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

equity & understanding

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

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

→ 74% gender pay equity (65% global)

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

AI & skilling

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

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

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

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

brazil.

motivation & ambition

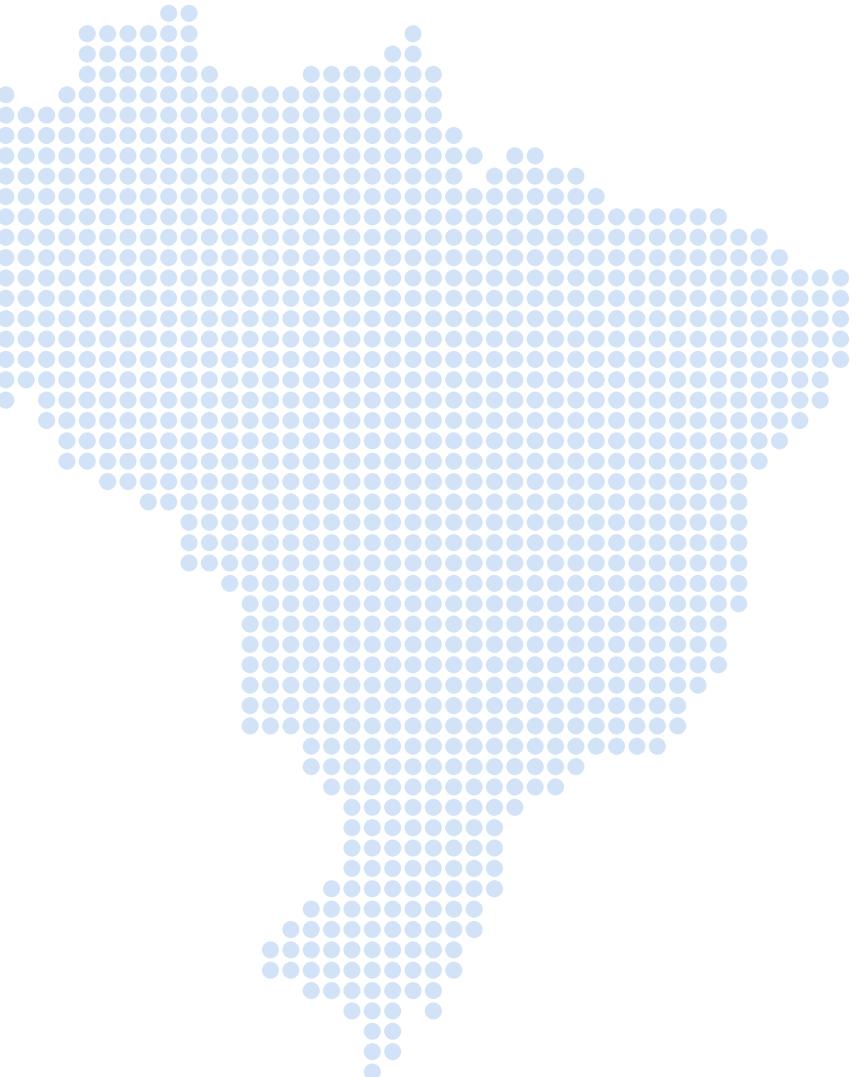
Ambition is more than climbing the career ladder and talent's motivation is not necessarily driven by promotions.

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

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

45%

are interested in learning and development opportunities focused on AI



flexibility

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

- I wouldn't accept a job if it didn't provide flexibility around:
 - where I work – 38% (37% global)
 - working hours – 41% (41% global)

→ 33% would consider quitting their job if their employer asked them to spend more time working in the office (37% global)

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

equity & understanding

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

- I wouldn't accept a job:
 - if I didn't agree with the viewpoints of the leadership – 45% (38% global)
 - if the organization wasn't making a proactive effort to improve its diversity and equity – 47% (37% global)

→ With a business that doesn't align with my values on social and environmental issues – 48% (38% global)

- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
 - 70% gender pay equity (65% global)
 - 48% diverse backgrounds in leadership (37% global)
 - 41% diverse workforce (42% global)
- Who is responsible for:
 - Improving equity – 30% worker/43% employer (18%/52% – global)
 - Improving work-life balance – 59% worker/14% employer (35%/29% – global)
 - My motivation at work – 61% worker/13% employer (45%/20% – global)
 - Advancing in one's career – 45% worker/25% employer (27%/37% – global)
 - My employer doesn't understand my generation – 30% (29% global)
 - I hide aspects of myself at work – 42% (55% global)

AI & skilling

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

- My employer is helping me develop future-proof skills for my career (e.g. AI) – 59% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 48% (36% global)

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

- Who is responsible for:
 - Training & upskilling – 37% worker/24% employer (23%/42% – global)
- The learning and development opportunities workers are most interested in:
 - AI – 45% (29% global)
 - IT and tech literacy – 34% (29% global)
 - Communication and presentation skills – 26% (22% global)
 - Management and leadership skills – 25% (21% global)
 - Programming/coding, Data science/analytics, Data privacy and cybersecurity – 18% (18%, 17%, 16% global)

← vissza az áttekintéshez

canada.

42%

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

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

AI & skilling

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

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

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

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

chile.

motivation & ambition

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

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

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

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

43%

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

flexibility

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

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

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

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

equity & understanding

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

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

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

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

AI & skilling

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

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

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

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

china.

50%

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



motivation & ambition

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
 - 48% diverse workforce (42% global)
 - 43% gender pay equity (65% global)
 - 42% family leave for all talent (45% global)

- Who is responsible for:
 - Improving equity – 8% worker/75% employer (18%/52% – global)
 - Improving work-life balance – 16% worker/61% employer (35%/29% – global)
 - My motivation at work – 28% worker/49% employer (45%/20% – global)
 - Advancing in one's career – 11% worker/68% employer (27%/37% – global)
 - My employer doesn't understand my generation – 40% (29% global)
 - I hide aspects of myself at work – 70% (55% global)

AI & skilling

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

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

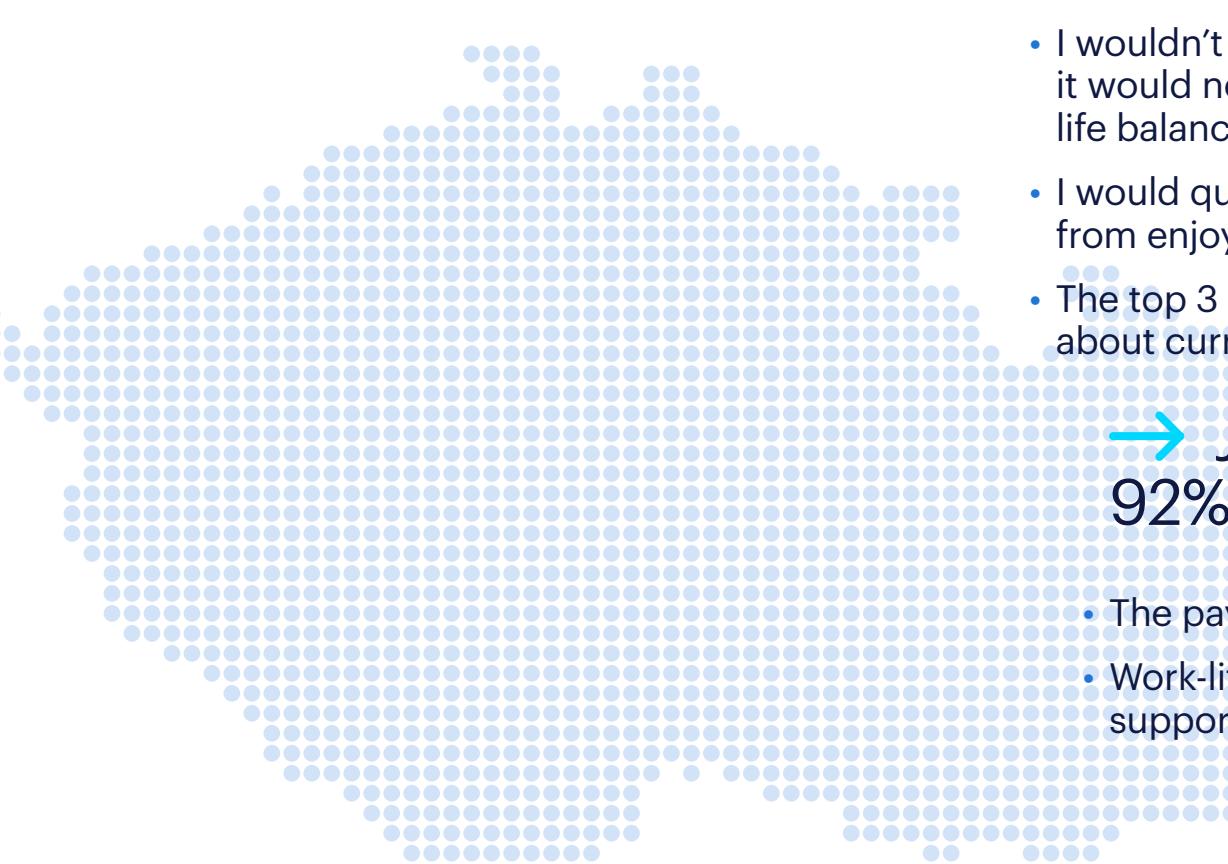
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 45% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof my skills (e.g. AI) – 48% (29% global)
- Who is responsible for:
 - Training & upskilling – 8% worker/73%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

← vissza az áttekintéshez

czech republic.

26%

want to take on more
managerial responsibilities



motivation & ambition

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

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

→ Job security –
92% (89% global)

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

flexibility

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

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

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

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

equity & understanding

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

- I wouldn't accept a job:
 - if I didn't agree with the viewpoints of the leadership – 37% (38% global)
 - if the organization wasn't making a proactive effort to improve its diversity and equity – 27% (37% global)
 - with a business that doesn't align with my values on social and environmental issues – 28% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
 - 74% gender pay equity (65% global)
 - 57% family leave for all talent (45% global)
 - 42% diverse workforce (42% global)
- Who is responsible for:

→ Improving equity
– 8% worker/67% employer (18%/52% – global)

- Improving work-life balance – 31% worker/33% employer (35%/29% – global)
- My motivation at work – 45% worker/24% employer (45%/20% – global)
- Advancing in one's career – 15% worker/49% employer (27%/37% – global)
- My employer doesn't understand my generation – 19% (29% global)
- I hide aspects of myself at work – 52% (55% global)

AI & skilling

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

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

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

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

← vissza az áttekintéshez

denmark.

motivation & ambition

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

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

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

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

58%

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

flexibility

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

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

→ Working hours – 50% (41% global)

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

equity & understanding

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

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

AI & skilling

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

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

→ Wellbeing and mindfulness & Coaching and mentoring – 25%

- 23% & 20% global
- AI – 22% (29% global)
- Management and leadership skills – 18% (21% global)
- Programming/coding – 15% (18% global)

france.

37%

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

motivation & ambition

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

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

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

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

flexibility

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

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

→ Working hours – 43% (41% global)

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

equity & understanding

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

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

→ 74% gender pay equity (65% global)

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

AI & skilling

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

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

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

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

germany.

motivation & ambition

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

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

58%

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

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

flexibility

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

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

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

equity & understanding

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

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

→ 74% gender pay equity (65% global)

- 49% corporate social responsibility (36% global)
- 46% diverse workforce (42% global)
- Who is responsible for:
 - Improving equity – 8% worker/67% employer (18%/52% – global)
 - Improving work-life balance – 14% worker/48% employer (35%/29% – global)
 - My motivation at work – 44% worker/20% employer (45%/20% – global)
 - Advancing in one's career – 14% worker/46% employer (27%/37% – global)
 - My employer doesn't understand my generation – 22% (29% global)
 - I hide aspects of myself at work – 45% (55% global)

AI & skilling

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

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

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

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

greece.



49%

want to take on more
managerial responsibilities

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

→ 75% gender pay equity (65% global)

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

AI & skilling

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

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

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

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

hong kong SAR.

64%

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



motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

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

AI & skilling

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

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

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

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

india.

motivation & ambition

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

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

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

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

90%

feel ambitious about their career right now

flexibility

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

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

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

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

equity & understanding

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

- I wouldn't accept a job:
 - if I didn't agree with the viewpoints of the leadership – 60% (38% global)
 - if the organization wasn't making a proactive effort to improve its diversity and equity – 59% (37% global)
 - with a business that doesn't align with my values on social and environmental issues – 65% (38% global)

Top 3 most important in a potential or current employer's EDIB initiatives and policies:

- 44% gender pay equity (65% global)
- 43% diverse backgrounds in leadership (37% global)
- 38% diverse workforce & family leave for all talent (42% & 45% global)

Who is responsible for:

- Improving equity – 58% worker/17% employer (18%/52% – global)
- Improving work-life balance – 62% worker/17% employer (35%/29% – global)
- My motivation at work – 74% worker/7% employer (45%/20% – global)
- Advancing in one's career – 58% worker/18% employer (27%/37% – global)

- My employer doesn't understand my generation – 53% (29% global)

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

AI & skilling

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

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

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

italy.

motivation & ambition

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

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

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

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

51%

feel ambitious about their career right now



flexibility

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

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

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

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

equity & understanding

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

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

→ 67% gender pay equity (65% global)

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

AI & skilling

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

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

→ AI – 34% (29% global)

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

vissza az áttekintéshez

japan.



29%

feel ambitious about their career right now

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

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

AI & skilling

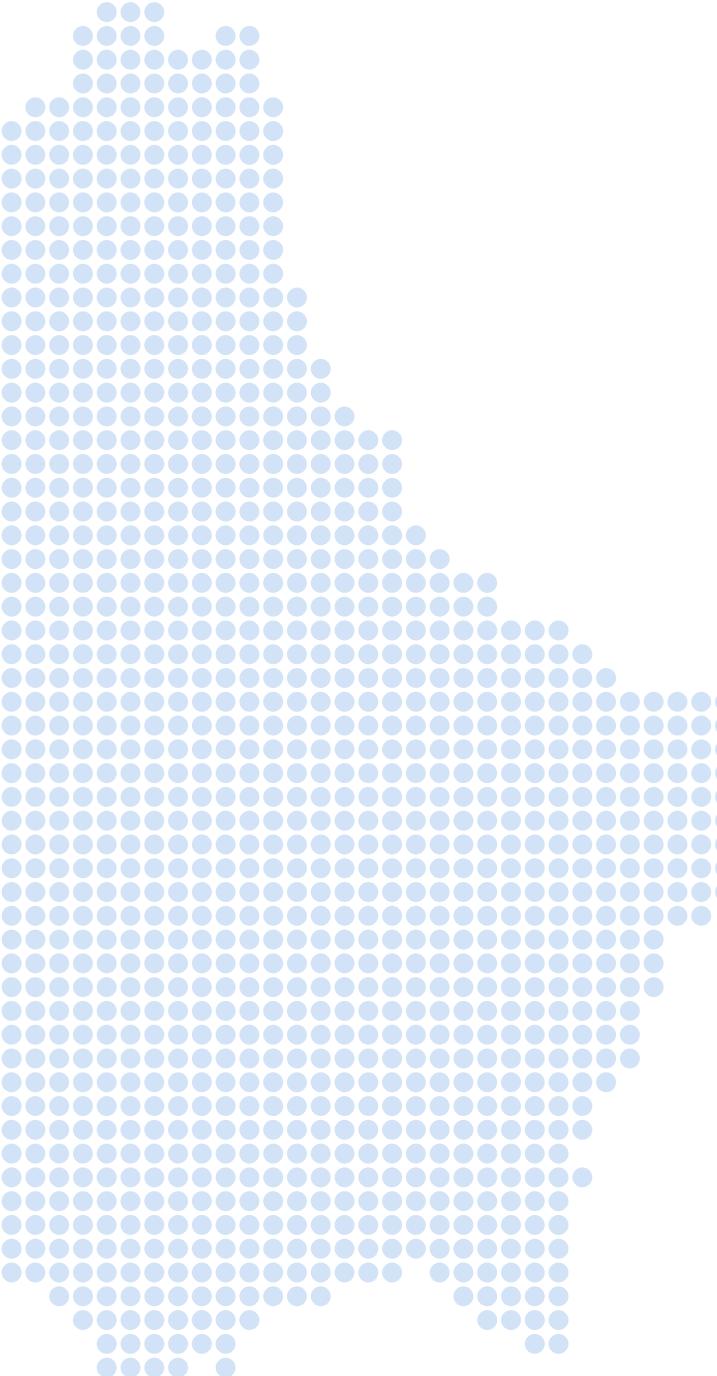
Talent continues to prioritize the future-proofing of their skills, particularly in light of the widespread adoption of AI.

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

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

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

← vissza az áttekintéshez



18%

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

luxembourg.

motivation & ambition

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

→ 52% corporate social responsibility (36% global)

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

AI & skilling

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

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

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

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

malaysia.

73%

feel ambitious about their career right now

motivation & ambition

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

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

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

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

flexibility

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

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

→ Working hours – 46% (41% global)

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

equity & understanding

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

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

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

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

AI & skilling

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

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

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

← vissza az áttekintéshez

mexico.

79%

feel ambitious about their career right now



motivation & ambition

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

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

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

flexibility

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

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

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

equity & understanding

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

- I wouldn't accept a job:
 - if I didn't agree with the viewpoints of the leadership – 46% (38% global)
 - if the organization wasn't making a proactive effort to improve its diversity and equity – 47% (37% global)
 - with a business that doesn't align with my values on social and environmental issues – 48% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

→ 74% gender pay equity (65% global)

- 46% corporate social responsibility (36% global)
- 35% family leave for all talent (45% global)
- Who is responsible for:
 - Improving equity – 12% worker/52% employer (18%/52% – global)
 - Improving work-life balance – 34% worker/30% employer (35%/29% – global)
 - My motivation at work – 45% worker/23% employer (45%/20% – global)
 - Advancing in one's career – 28% worker/36% employer (27%/37% – global)
 - My employer doesn't understand my generation – 31% (29% global)
 - I hide aspects of myself at work – 60% (55% global)

AI & skilling

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

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

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

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

netherlands.



28%

want to take on more
managerial responsibilities

motivation & ambition

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

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

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

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

flexibility

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

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

→ Working hours
– 44% (41% global)

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

equity & understanding

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

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

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

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

AI & skilling

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

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

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

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



63%

want to take on more
managerial responsibilities

new zealand.

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

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

AI & skilling

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

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

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

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

norway.

motivation & ambition

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

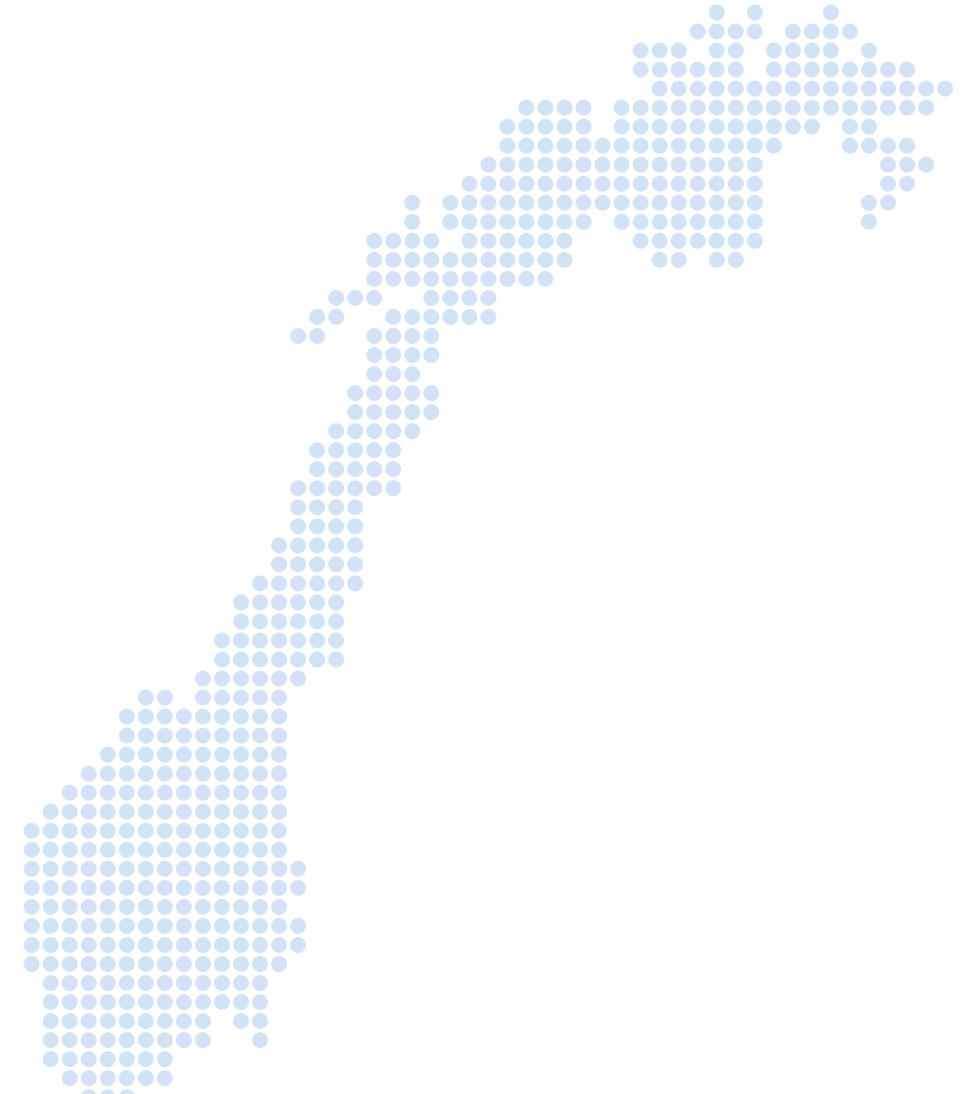
- 49% feel ambitious about their career right now (56% global)
- I want to take on more managerial responsibilities – 30% (47% global)
- I am worried about losing my job – 49% (45% global)
- If I find a role I like, I'm happy to stay in it, even if there's no room to progress or develop – 56% (51% global)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

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

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

56%

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



flexibility

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

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

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

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

equity & understanding

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

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

→ 74% gender pay equity (65% global)

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

AI & skilling

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

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

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

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

vissza az áttekintéshez

poland.

64%

feel ambitious about their career right now



motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

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

AI & skilling

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

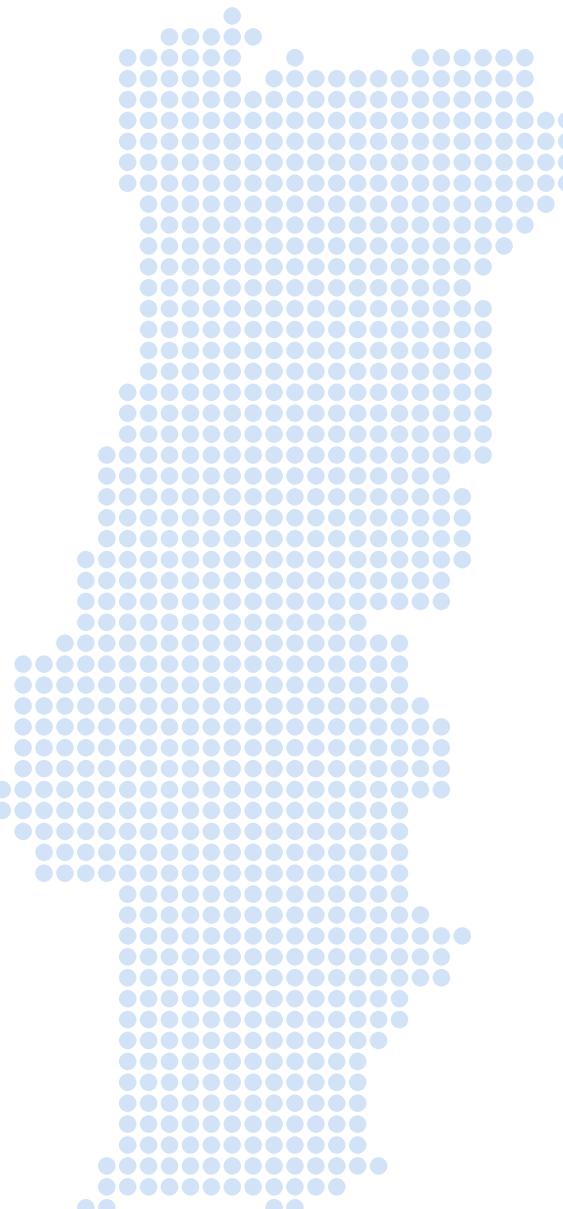
- My employer is helping me develop future-proof skills for my career (e.g. AI) – 44% (52% global)
- I would not accept a job if it didn't offer L&D opportunities to future-proof skills – 36% (36% global)
- I would quit a job if I wasn't offered learning and development opportunities to future-proof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

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

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

← vissza az áttekintéshez

portugal.



30%

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

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

→ 82% gender pay equity (65% global)

- 47% diverse backgrounds in leadership (37% global)
- 44% diverse workforce (42% global)

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

AI & skilling

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

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

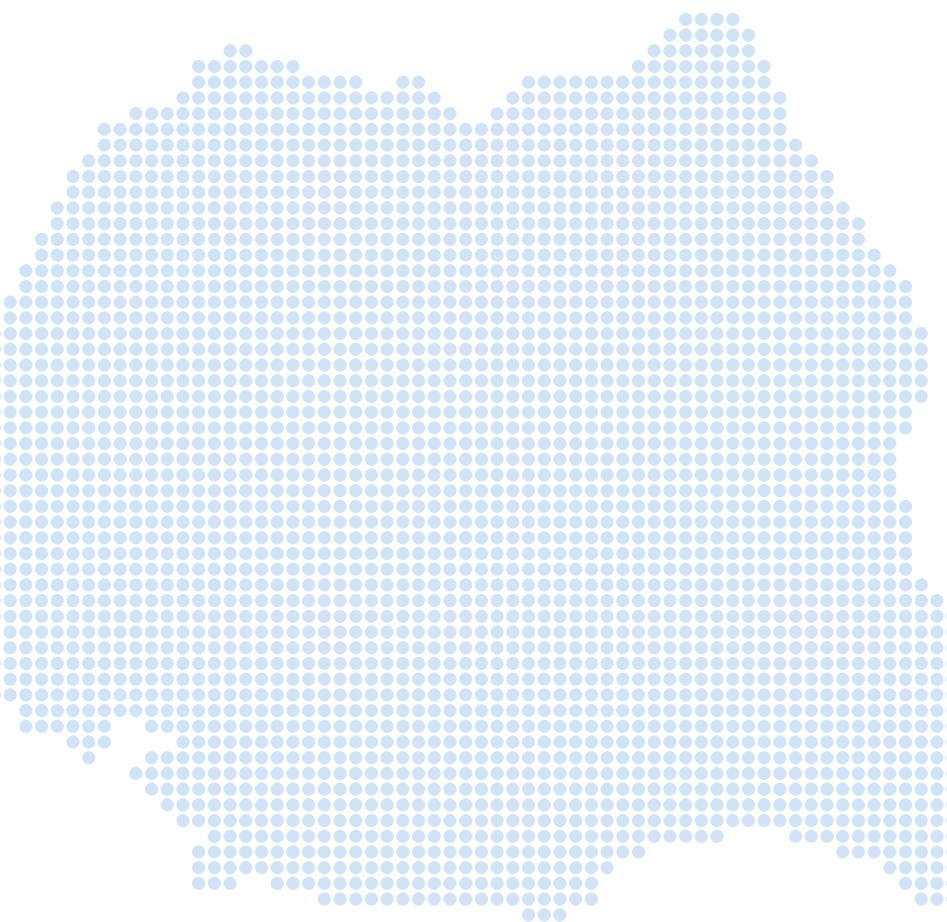
→ AI – 33% (29% global)

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

romania.

71%

feel ambitious about their career right now



motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

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

AI & skilling

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

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

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

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

← vissza az áttekintéshez

singapore.

40%

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



motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

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

AI & skilling

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

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

→ AI – 39% (29% global)

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

spain.

59%

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



motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

→ 80% gender pay equity (65% global)

- 50% family leave for all talent (45% global)
- 43% corporate social responsibility (36% global)
- Who is responsible for:
 - Improving equity – 9% worker/59% employer (18%/52% – global)
 - Improving work-life balance – 19% worker/44% employer (35%/29% – global)
 - My motivation at work – 34% worker/27% employer (45%/20% – global)
 - Advancing in one's career – 17% worker/47% employer (27%/37% – global)
- My employer doesn't understand my generation – 25% (29% global)
- I hide aspects of myself at work – 52% (55% global)

AI & skilling

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

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

→ AI – 33% (29% global)

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

← vissza az áttekintéshez

sweden.



56%

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

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

→ **70% gender pay equity** (65% global)

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

AI & skilling

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

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

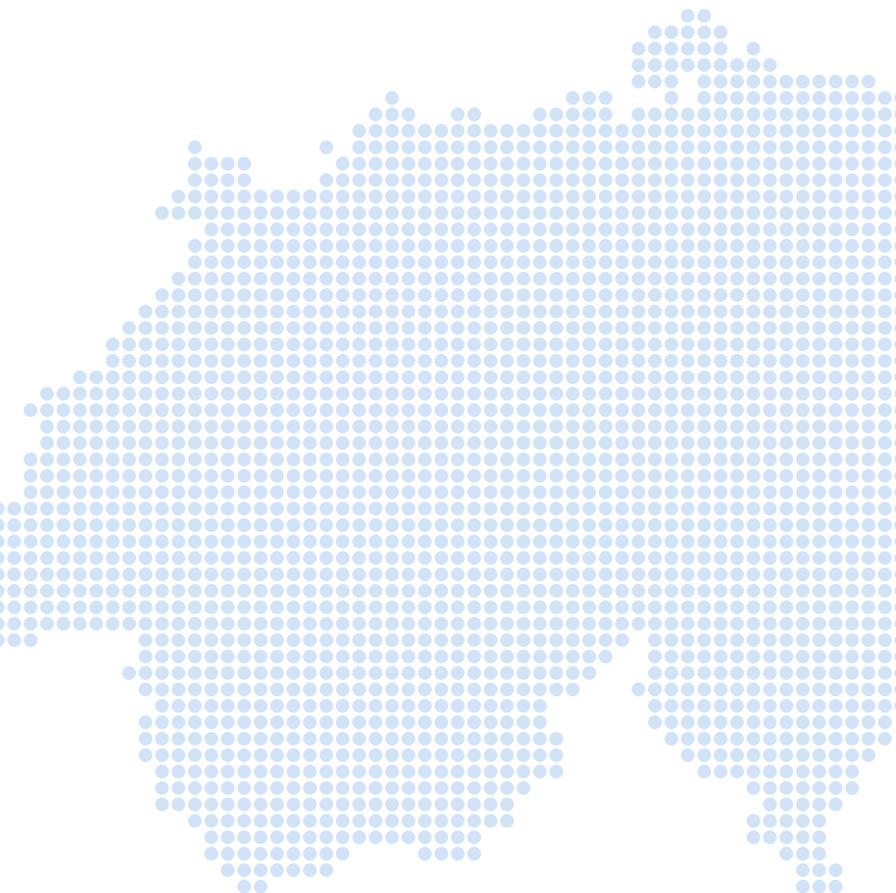
→ **Wellbeing and mindfulness – 26%** (23% global)

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

switzerland.

50%

are worried about
losing their job



motivation & ambition

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

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

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

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

flexibility

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

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

→ Working hours – 45% (41% global)

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

equity & understanding

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

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

→ 46% corporate social responsibility (36% global)

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

AI & skilling

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

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

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

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

türkiye.

65%

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

motivation & ambition

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

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

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

flexibility

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

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

→ Working hours – 45% (41% global)

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

equity & understanding

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

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

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

- Top 3 most important in a potential or current employer's EDIB initiatives and policies:

- 52% family leave for all talent (45% global)
- 47% diverse workforce (42% global)
- 46% gender pay equity (65% global)

- Who is responsible for:

- Improving equity – 12% worker/64% employer (18%/52% – global)
- Improving work-life balance – 23% worker/51% employer (35%/29% – global)
- My motivation at work – 34% worker/32% employer (45%/20% – global)
- Advancing in one's career – 20% worker/52% employer (27%/37% – global)
- My employer doesn't understand my generation – 43% (29% global)
- I hide aspects of myself at work – 57% (55% global)

AI & skilling

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

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

→ AI – 47% (29% global)

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



65%

want to take on more
managerial responsibilities

united kingdom.

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

- I wouldn't accept a job:
 - if I didn't agree with the viewpoints of the leadership – 37% (38% global)
 - if the organization wasn't making a proactive effort to improve its diversity and equity – 32% (37% global)
 - with a business that doesn't align with my values on social and environmental issues – 31% (38% global)
- Top 3 most important in a potential or current employer's EDIB initiatives and policies:
 - 63% gender pay equity (65% global)
 - 52% a diverse workforce (42% global)
 - 46% family leave for all talent (45% global)
- Who is responsible for:
 - Training & upskilling – 43% worker/26% employer (23%/42% – global)

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

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

AI & skilling

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

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

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

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

united states.

54%

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

motivation & ambition

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

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

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

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

flexibility

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

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

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

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

equity & understanding

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

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

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

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

AI & skilling

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

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

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

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

← vissza az áttekintéshez



ossza meg
gondolatait,
írjon nekünk.

randstad hungary
marketing
marketing@randstad.hu