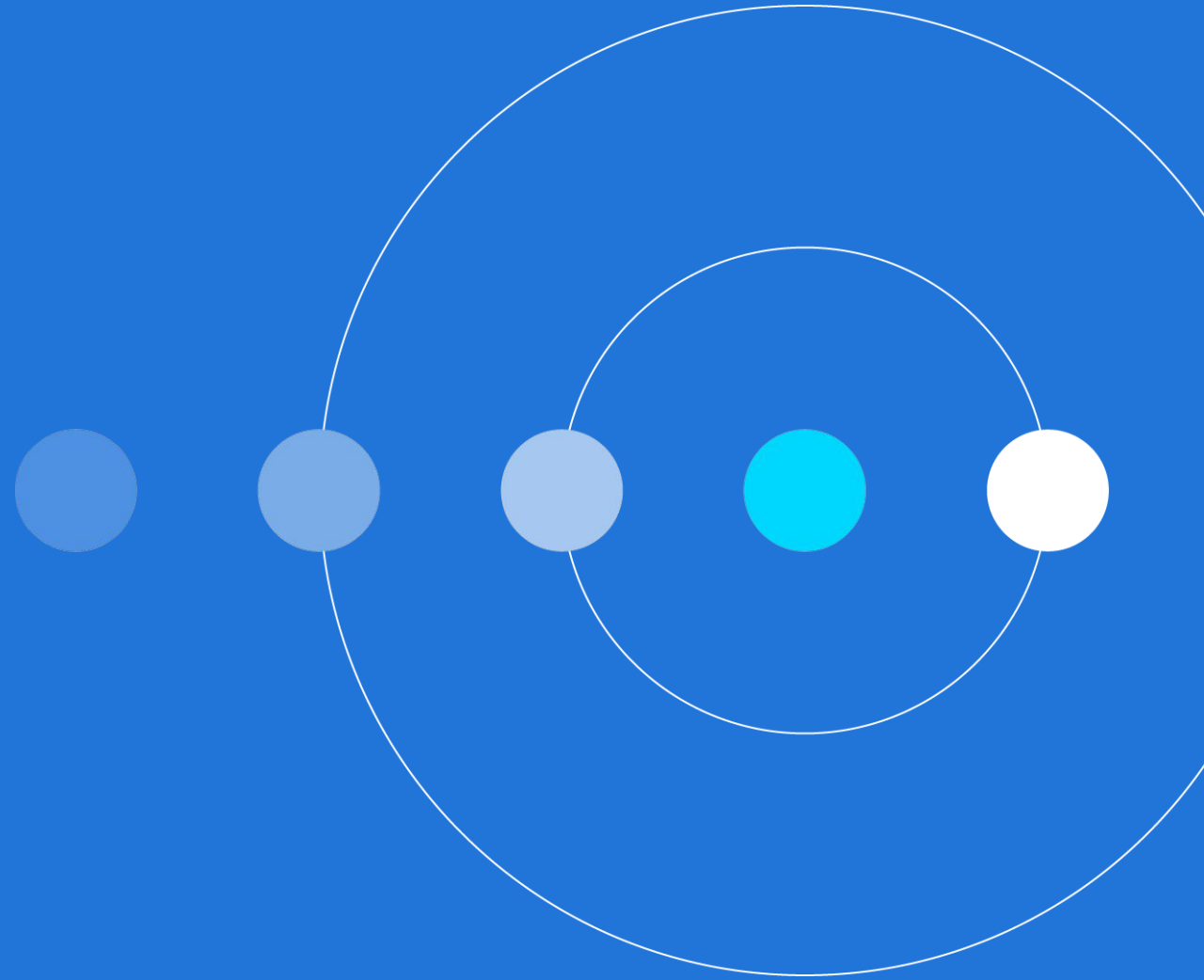
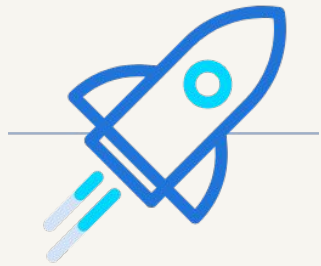


workmonitor 2025:
the new
workplace baseline.

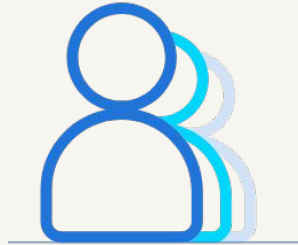


partner for talent.

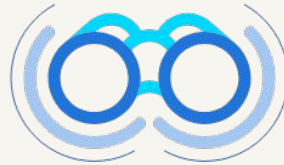
The Randstad Workmonitor, now in its 22nd year, explores the views of working people in 35 markets across Europe, Asia Pacific and the Americas. It aims to provide an inside look at their attitudes, ambitions and expectations as the world of work continues to transform.



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



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



In 2023, the 20th edition gathered key insights from the last two decades of research.



Since 2020, the Workmonitor saw a 732% increase in top-tier coverage.



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



workmonitor 2025:

key findings.

workmonitor 2025: key findings.

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

- **Why: motivated by personalization.** Talent increasingly expect work to align with their personal values, ambitions and life circumstances.
- **Who: fostering a sense of community.** Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.
- **How: opportunities through skilling.** As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI.



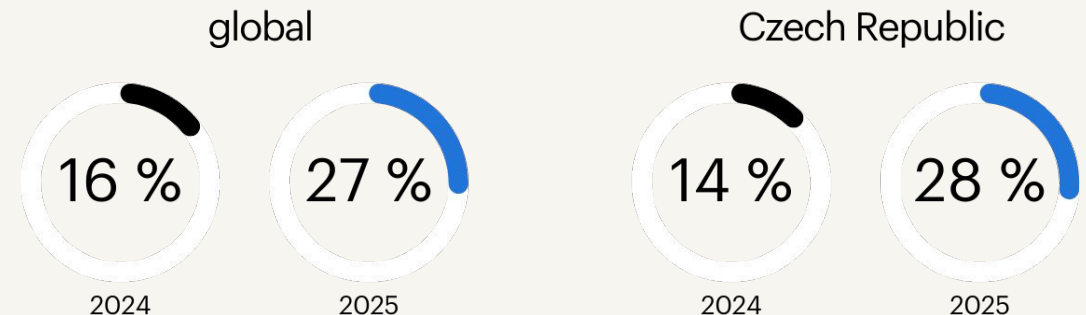
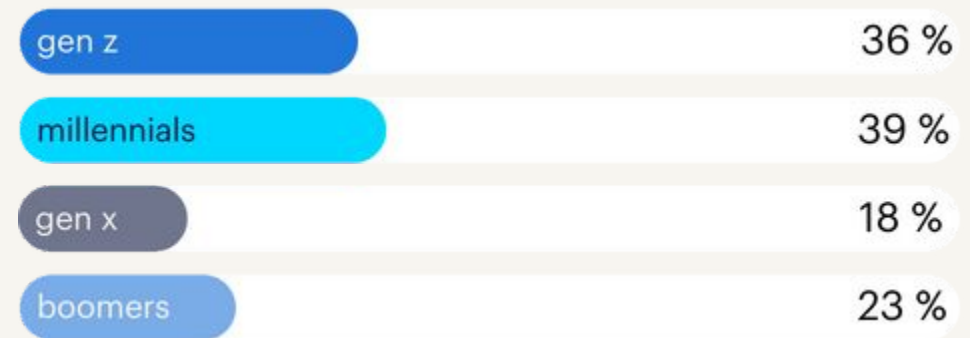
why: motivated by
personalization.



motivated by personalization.

Value alignment is more important than ever. Talent are increasingly likely to leave roles if they do not feel comfortable sharing personal viewpoints at work without judgment or discrimination.

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

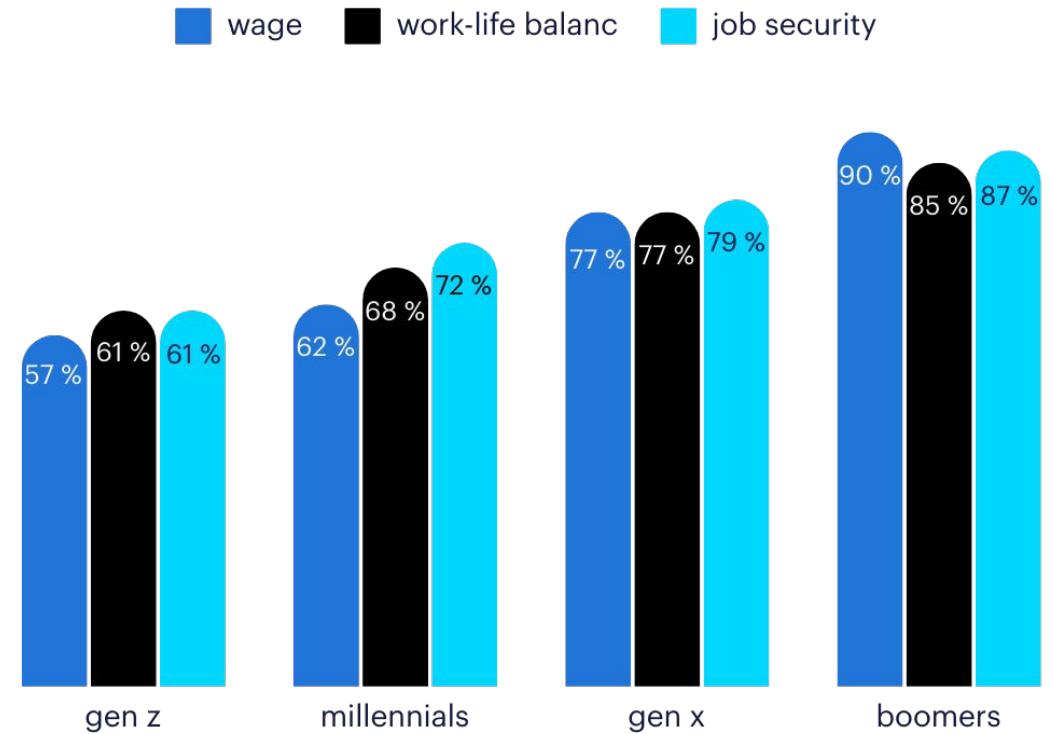


motivated by personalization.

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

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

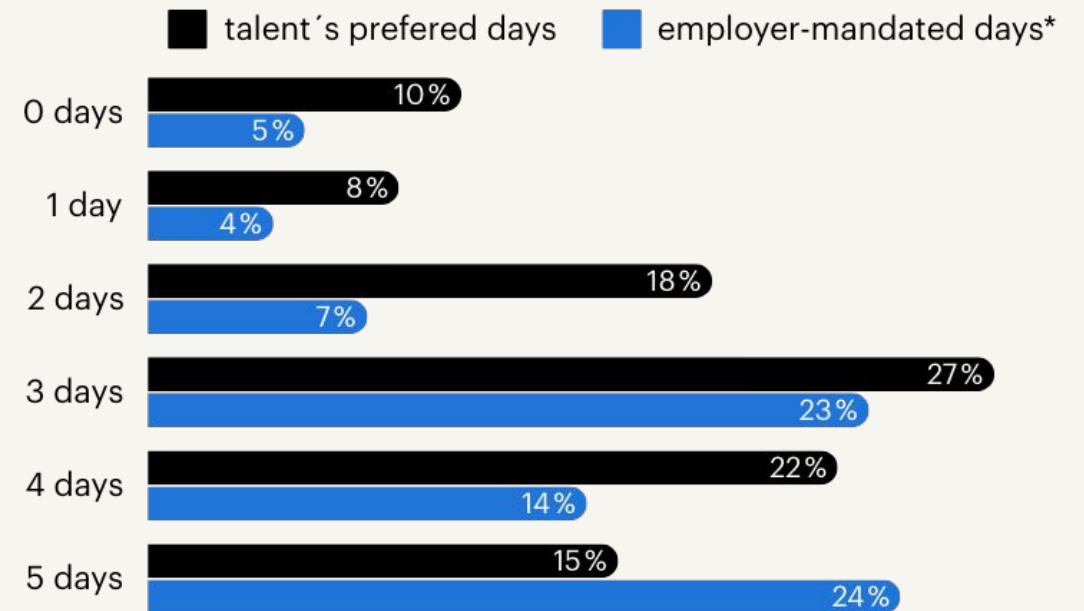
how important are the following factors for your current job and/or future employment?



motivated by personalization.

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

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



*22% of talent reported their employer does not have policies in place in this area.

motivated by personalization.

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

my manager trusts me to work independently



motivated by personalization.

Data from our Talent Trends Report 2025 indicates that while employers have the intent, they still have some way to go to meet talent expectations on personalized benefits and career paths.

Around 4 in 5 employers list the personal motivations of talent as important when hiring, and 32% say they are prioritizing personalized skills development and career mobility for colleagues. However, just 1 in 10 coaching programs are open to all workers.

9%

of coaching programs are open
to all workers

motivated by personalization: key learnings

- **A broader baseline of expectations.** Talent have reinforced their search for jobs that align with their individual values and life circumstances.
- **Employers have pivoted but not enough.** Heightened talent pressures and ongoing skills shortages will drive the need for even greater calibration between talent expectations and business needs.
- **Talent are willing to draw the consequences.** Workers are not only showing a preparedness to leave jobs that do not align with their priorities, they are also increasingly ready to walk if their expectations are consistently unmet.



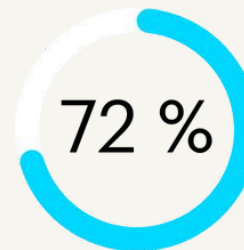
who: fostering a
sense of community.



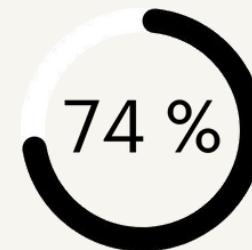
fostering a sense of community.

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

I want my workplace to feel like a community



blue
collars



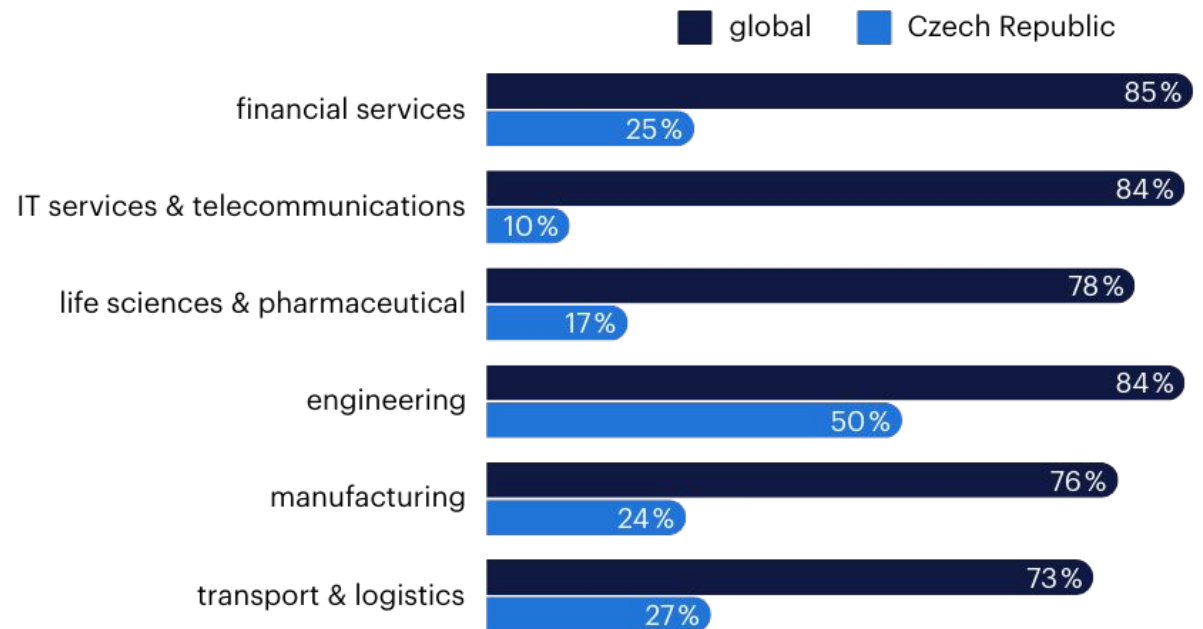
white
collars

fostering a sense of community.

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

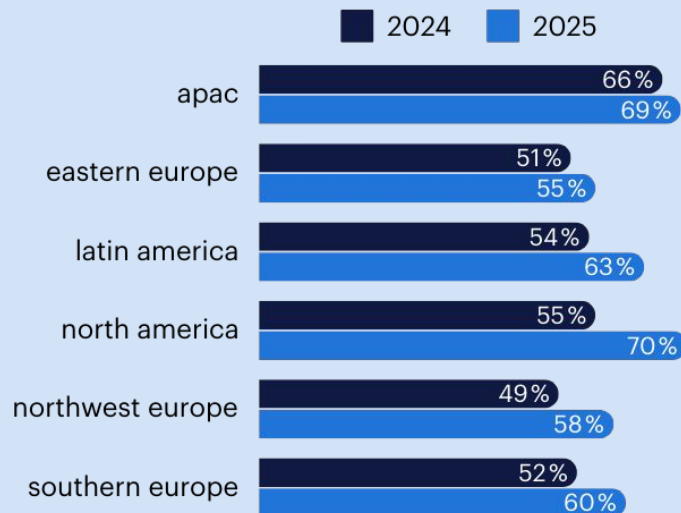
In the Czech Republic, the situation is the opposite. It seems that the sense of community in the workplace is not as widespread and our results are very different from the global trend.

my workplace provides me with a sense of community

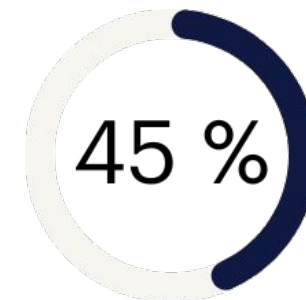


fostering a sense of community.

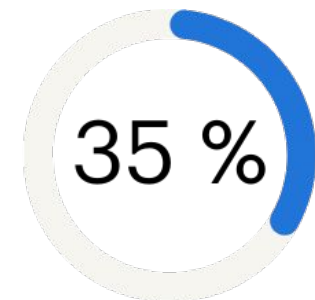
Despite the clear desire to feel a sense of community at work, the percentage of talent hiding aspects of themselves at work has risen in all regions.



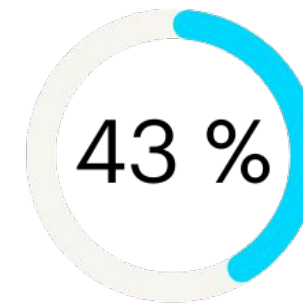
I hide aspects of myself at work



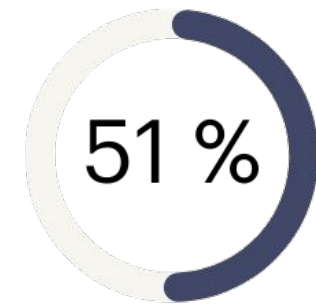
gen z



millennials



gen x



boomers

an opportunity to foster equity.

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

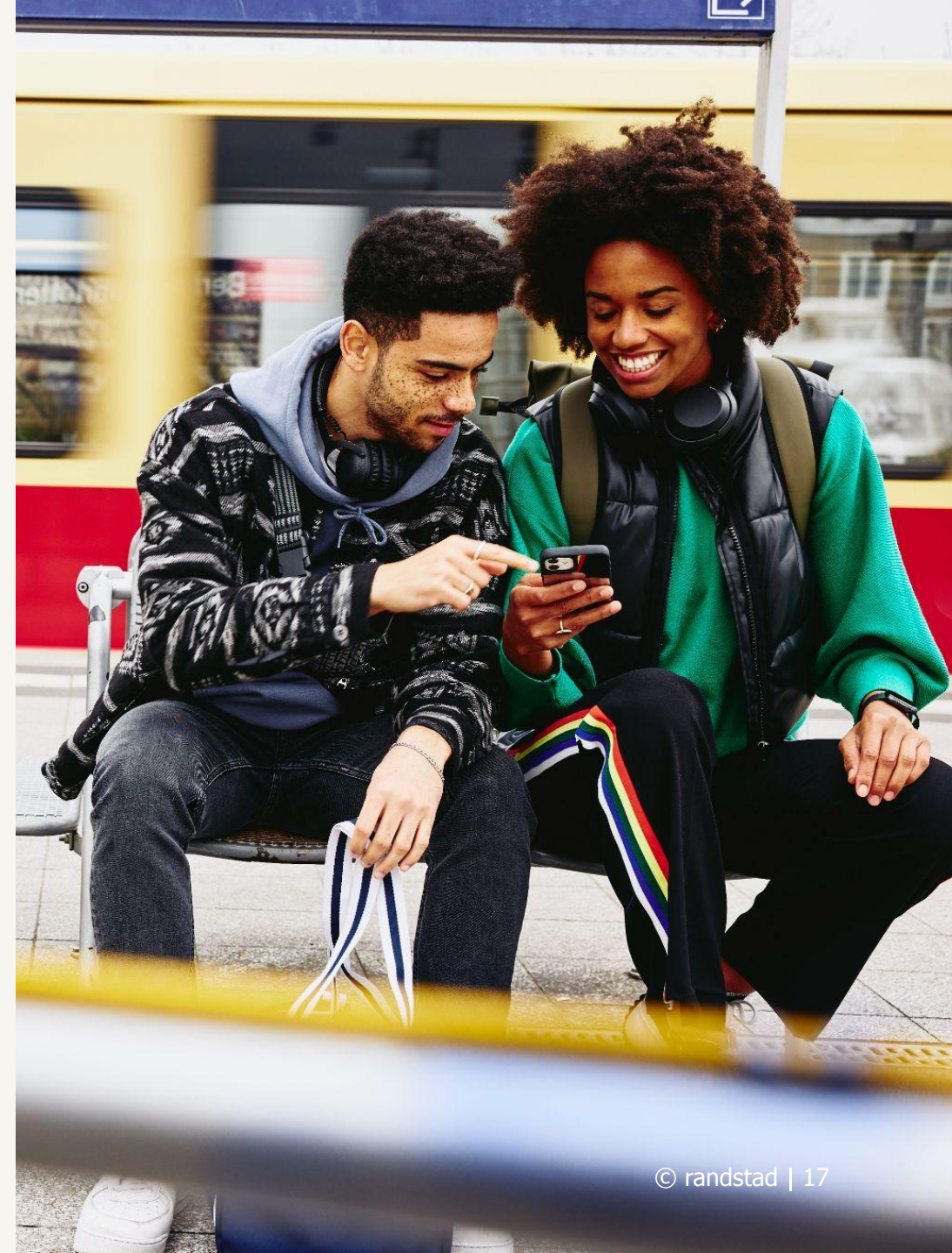
However, data from our Talent Trends Report 2025 shows that just 28% of companies currently have equity training programs in place.

28%

of companies have equity training programs in place at present

fostering a sense of community: key learnings

- **Talent want a community at work.** As societies place more emphasis on the individual, people may now look to their workplaces to fulfill their need to belong.
- **Employers must create the right framework policies.** By creating a culture of community, trust and belonging, employers can expect talent to perform better and be more productive.
- **Equity and sustainability matter.** Employers have made some progress toward creating the equitable and sustainable workplaces people are looking for. Yet, a noticeable perception gap remains, with organizations needing to do more to demonstrate they are committed to the causes important to talent.



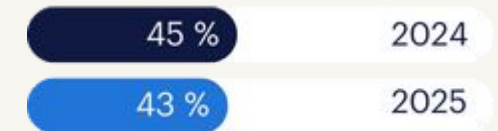
how: opportunities
through skilling.



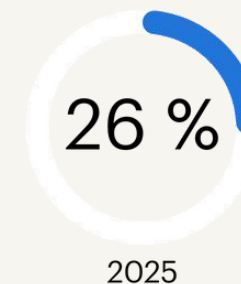
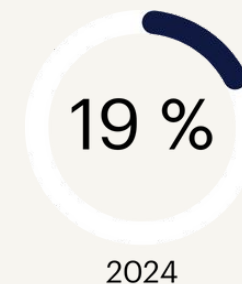
talent and employers are laser-focused on skills and career progression.

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

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



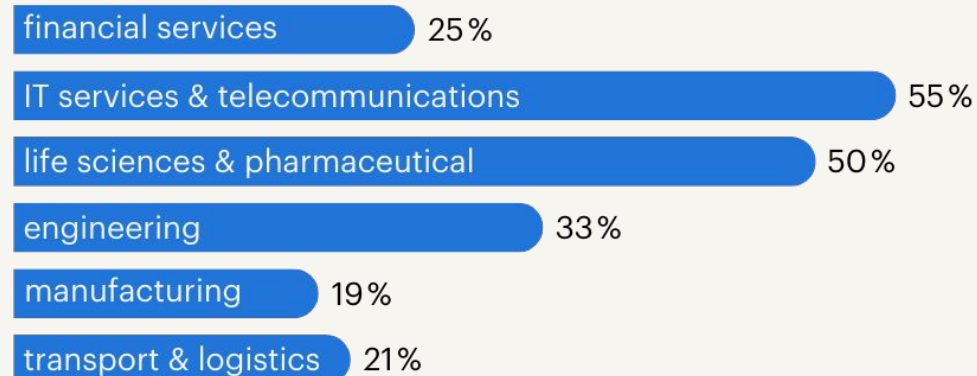
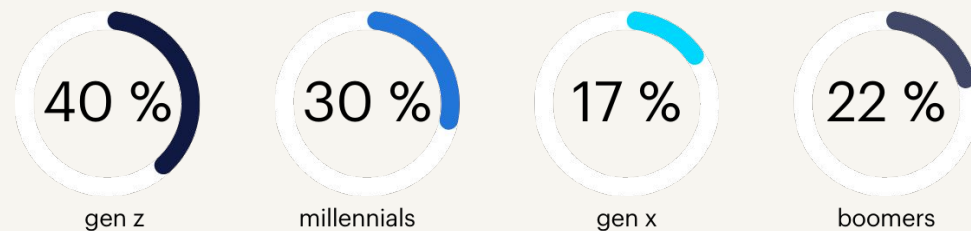
training or development opportunities at my organization have increased in the past six months



opportunities through skilling.

Learning and development is not always equitable. Over the past six months, Gen Z and Millennials appear to have received significantly more training opportunities than older workers.

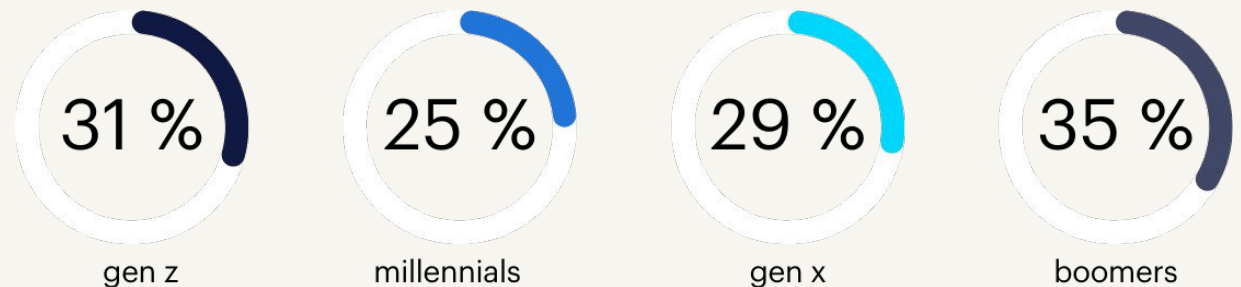
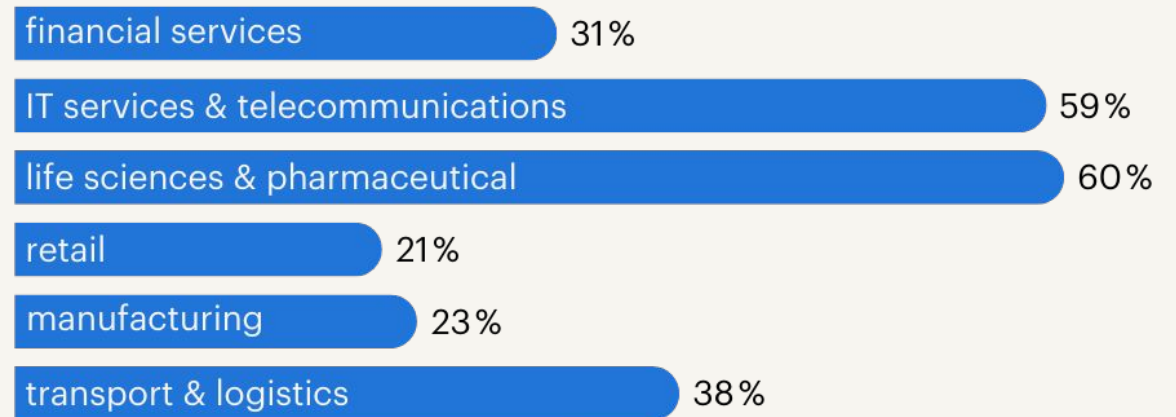
training or development opportunities at my organization have increased in the past six months



opportunities through skilling.

Despite talent feeling that responsibility for development is shared between themselves and their employers, less than half of those surveyed (30 %) trust their employers to invest meaningfully in continuous learning, particularly in AI and technology.

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



opportunities through skilling.

While nearly 40% of talent surveyed for Workmonitor 2025 view training and upskilling as the employer's responsibility, Randstad's Talent Trends Report 2025 shows they are not always delivering.

Although 9 in 10 HR professionals accept it is the employer's responsibility to reskill workers, 58% state that while they want to make more of an effort to provide reskilling, there is a lack of organizational knowledge to make this happen.



58%

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

opportunities through skilling: key learnings

- **Skilling is an opportunity employers can't miss.** Organizations that offer meaningful training and career development stand to succeed as competition for talent intensifies.
- **Training must be equitably applied.** Employers must offer equitable access to skilling across all talent, empower them to adapt to fast-changing roles and create a future-ready workforce.
- **Employers must build trust with talent.** Upskilling opportunities have become a clear priority for talent. Organizations must invest in developing their workforce or risk losing valuable workers.



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

workmonitor 2025:

the new
workplace baseline.

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

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

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



thank
you.

