

workmonitor.

the voice of talent in 2025.



the new workplace baseline.

Our Workmonitor 2025 report shows that 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. Talent expectations are continuing to evolve, shaped by economic uncertainty, technological advancements and shifting social landscapes.

There's a clear mission here for employers. By acknowledging the new baseline — the why, who and how — and closing the gaps in expectations between talent and employers, organizations can gain trust and drive meaningful, talent-centric progress.

Here are some key findings from the survey conducted with 1,800 Americans.



motivated by personalization — why we do it.

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

Over a third of respondents have left due to a lack of personal development or progression opportunities.

And for the first time in Workmonitor's 22-year history, work-life balance surpasses pay as the leading motivator. Compensation is still important, but talent are more focused than ever on finding other ways to feel fulfillment.

To retain and attract talent, organizations must find ways to better align with their expectations and offer them a personalized experience in the workplace.



1 in 3 have quit a job because they didn't agree with the viewpoints or stances of the leadership at their organization

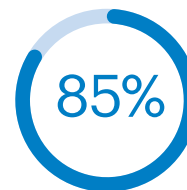
fostering a sense of community — who we do it with.

Finding a sense of belonging at work is not only desirable for talent. 85% say it also improves their performance and workplace wellbeing. Many are now seeking a sense of purpose and connection in their professional lives.

However, 72% report hiding aspects of themselves at work (up from 54% the year before), and 52% have quit a job due to a toxic working culture.

And while talent are clear on the value of workplace equity, 59% say their organization is not doing enough on this front.

Employers must take steps to foster connections between talent and provide equitable experiences for all.



I perform better at work when there is a sense of community

gaining opportunities through skilling — how we are doing it.

Technological advancements — particularly in AI — are reshaping the future of work at pace. Talent are conscious of this with 49% saying they would not accept a job that did not offer chances to develop future-ready skills.

While 47% of U.S. workers believe employers have improved support for skilling, workers are increasingly taking ownership: 39% are willing to upskill themselves, though 27% still view reskilling as primarily the employer's responsibility.

Gaps persist between desire for training and those receiving it. Younger talent and managers are reaping the greatest benefits, but given systemic talent scarcity, organizations must ensure skilling opportunities reach all talent.

Employers will need to renew efforts to build trust and drive equity by ensuring all talent are well prepared for changes to the world of work.



2 in 5 trust their employer to invest and provide opportunities for continuous learning, particularly in AI and technology

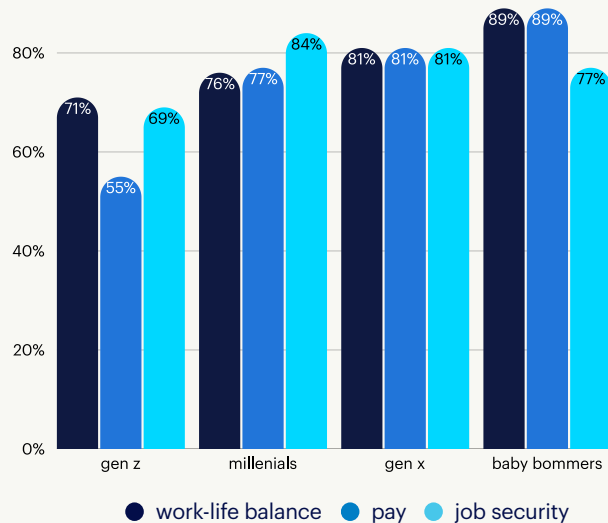
partner for talent.

in numbers.

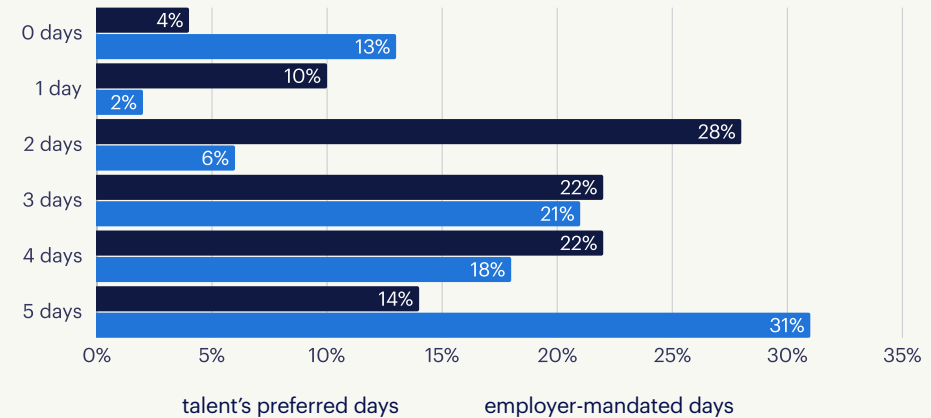
discover some of the key data uncovered in this year's report.

1. motivated by personalization.

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

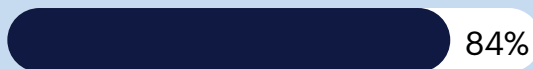


talent's preferred number of days in the office compared with number mandated by employer policies

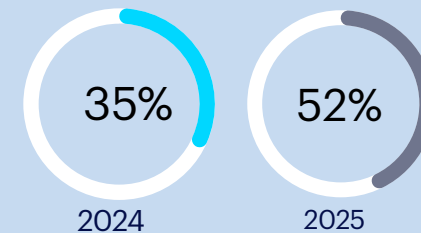


2. fostering a sense of community.

I want my workplace to feel like a community



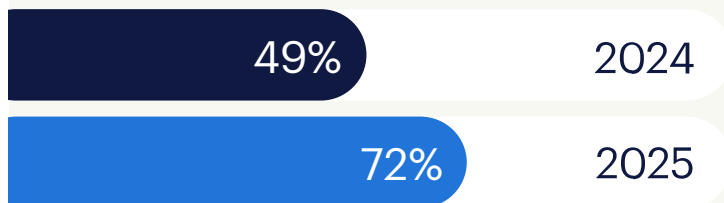
I have quit because of a toxic workplace



in numbers.

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3. gaining opportunities through skilling.

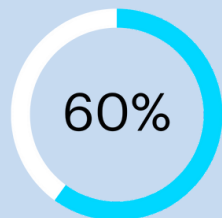


my employer is helping me develop future-proof skills for my career (e.g. Artificial Intelligence)

if your employer offered it, which learning & development opportunities would interest you most?



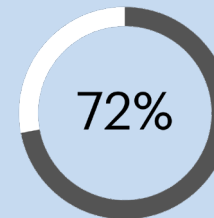
4. mind the gaps: employee expectations and employer's reality.



of employees would trust their employer more if they provided personalized work benefits (e.g., flexible hours), but 51% confirm their employer has not implemented personalized benefits in the last 12 months.

75%

of employees say flexibility is important in their job, and yet over 51% have asked for more flexible work arrangements due to job dissatisfaction.



of talent say training and development is important to them. But while 58% of HR leaders want to make more effort to provide reskilling, they don't know how.

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