PEOPLE AT WORK 2025: A GLOBAL WORKFORCE VIEW

ADP Research's People at Work 2025: A Global Workforce View report captures the views of nearly 38,000 workers across 34 markets, exploring their top priorities, aspirations and attitudes towards an increasingly borderless world of work.

A Global Workforce View

What do workers want employers to know?



ENGAGED ON THE JOB — MORE PEOPLE DOING THEIR BEST WORK

In 2024, more employees around the world reported feeling engaged at work, continuing a post-pandemic trend.

workers reported being fully engaged in

2024 — a record high

56%

of employees work on-site each day up 8% since 2022



Being part of a great team boosts engagement

FULLY ENGAGED

55% of workers was a say they're

on highperforming teams

of workers who

10% of workers who say

they're not on the best team



WORKERS WANT MORE SKILLS AND THE CHANCE TO ADVANCE

Climbing the career ladder is proving to be challenging for many workers. They want employers to step up when it comes to on-the-job upskilling.

Just

workers felt highly confident they had the skills to advance 3.8%

The proportion of workers who learn new skills on the job within two years

said that 'lack of

opportunity' was the biggest obstacle to career progression

see a chance to advance in their current company,

Among workers who do

cited opportunities for career advancement as their top reason to stay



SURVEILLANCE AND STRESS IN THE WORKPLACE

The share of workers who experience bad stress daily hit a new low of 7% in 2024. That's the good news. But employer efforts to keep tabs on staff might be adding to stress levels.



32% of workers felt constantly watched by their employers



30% of non-minorities felt

constantly watched

44% of racial or ethnic minorities



32% of workers felt judged for taking advantage of flexible working arrangements



36% said that their manager monitors everything they do more than ever



AND NOT **ENOUGH PAY**

ALL WORK

reasons for taking on extra work, and in 2024, nearly a quarter (23%) of workers were holding down two or more jobs.

People have a range of



13% of people in Europe have two jobs



Middle East/Africa have two jobs

in order to gain job experience

26% of people in the



61% of people with 3+ jobs barely

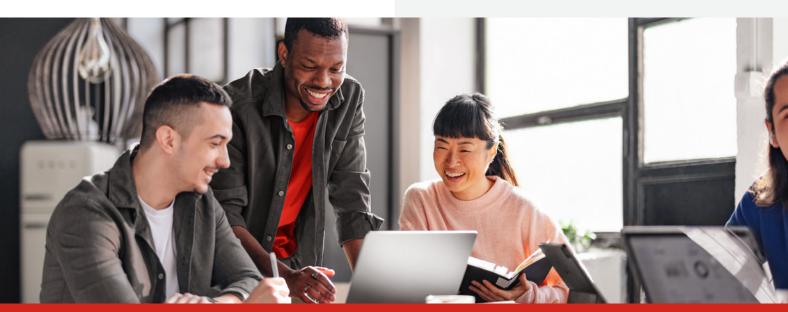
37% of people working 3+ jobs do so

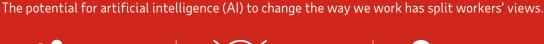


make ends meet **54%** of workers with a single job are



living pay cheque to pay cheque





AI IN THE WORKPLACE — FRIEND OR FOE?



workers feared Al would replace their job

that AI could replace them

were less worried



replace them are actively looking for

who felt AI could

a new job

■ 29% Latin America

26% North America



Al would positively impact their job in the next year

People who received

2.3X

more likely to say

their pay was fair than

strongly believed



HOW DO WORKERS FEEL ABOUT FAIR PAY?

Share of workers who feel unfairly paid, by region: a pay rise in the last 27% 12 months were **30%** Europe

Workers who feel unfairly paid are less likely to be engaged, resilient or trusting of employer leadership, and more likely to quit.



of the world's workers say

their pay is

NOT fair for the

22% APAC

22% Middle East/Africa 28% 23% said they are paid unfairly of WOMEN compared to of MEN

> And this gender gap gets worse as people get older and further along in their careers

those who didn't



employee turnover.

19%

Workplace discrimination can harm the individual and impose costs on companies through reduced productivity and increased

The mining, quarrying, year running discrimination (36%) oil and gas extraction industry registered than a non-minority

(14%)



discriminated against

of workers globally are

unchanged for the third

experiencing discrimination —

Slightly more men (20%)

than women (17%)

said they were being

A worker from a racial or

ethnic minority group was

more likely to experience

the highest share of

discrimination

workers experiencing

47%



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Your eye on the global workforce

learn about their on-the-job experiences. In that time, the world has seen some big challenges: an economic downturn, cost-of-living crises and huge shifts in remote and hybrid work. At each step, People at Work has been there, capturing how the global workforce has adapted and changed.

For the past five years, ADP Research has surveyed workers around the globe to

Navigate a new world of work

ADP Research's People at Work 2025 report can provide you with insights into how your workers feel and think, empowering you to tackle challenges and seize opportunities, now and in the future.



