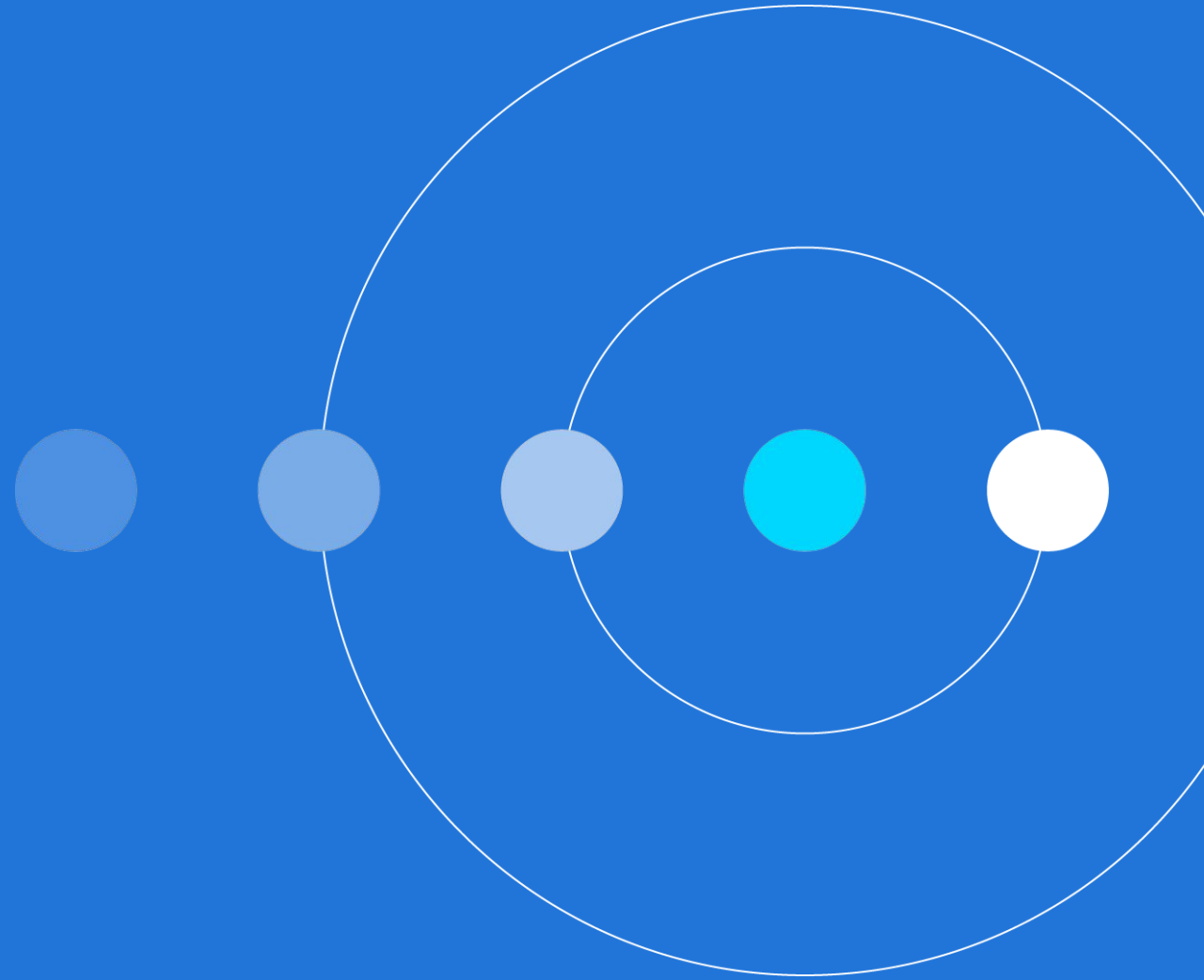


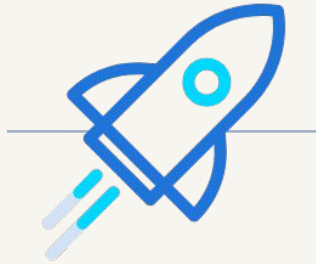
randstad singapore  
workmonitor 2025

a new baseline  
in talent expectations.

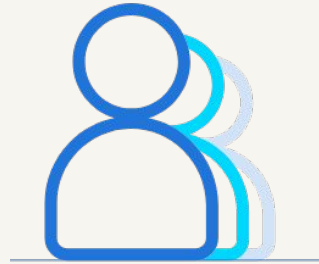


randstad

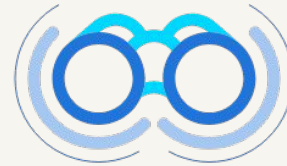
The Randstad Workmonitor, now in its 22nd year, explores the views of working people in 35 markets across Europe, Asia Pacific and the Americas. It aims to provide an inside look at their attitudes, ambitions and expectations as the world of work continues to transform.



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



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



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



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

# workmonitor 2025: key findings.

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

## Who: fostering a sense of community.

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

## How: opportunities through skilling.

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

## Why: motivated by personalisation.

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

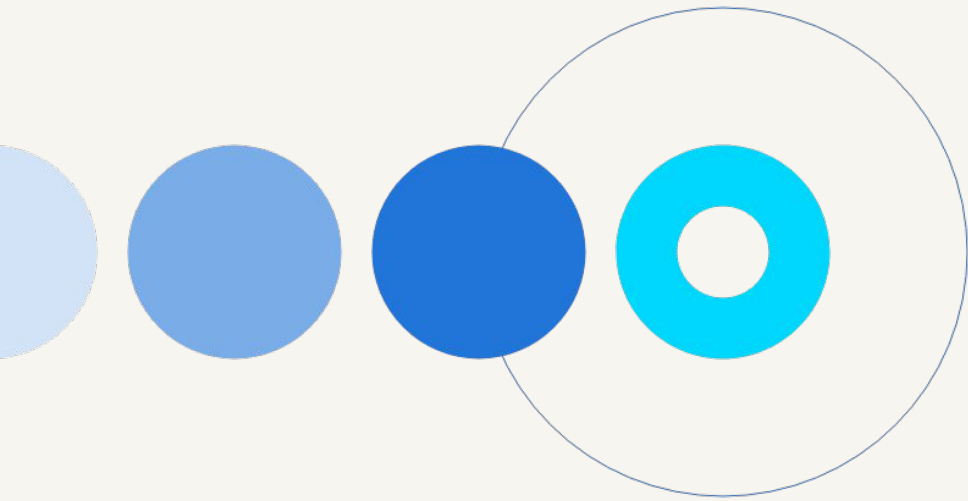


who: fostering  
a sense of  
community.



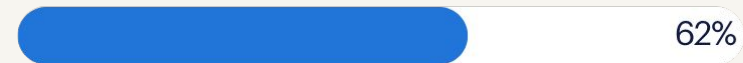
# fostering a sense of community.

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



a inclusive & positive workplace community is integral to job choices for talent.

I would quit a job if I didn't feel like I belonged there



I have quit a job because they didn't have any friends at work



I wouldn't even consider a job at an organisation that isn't actively fostering a positive workplace community



# fostering a sense of community.

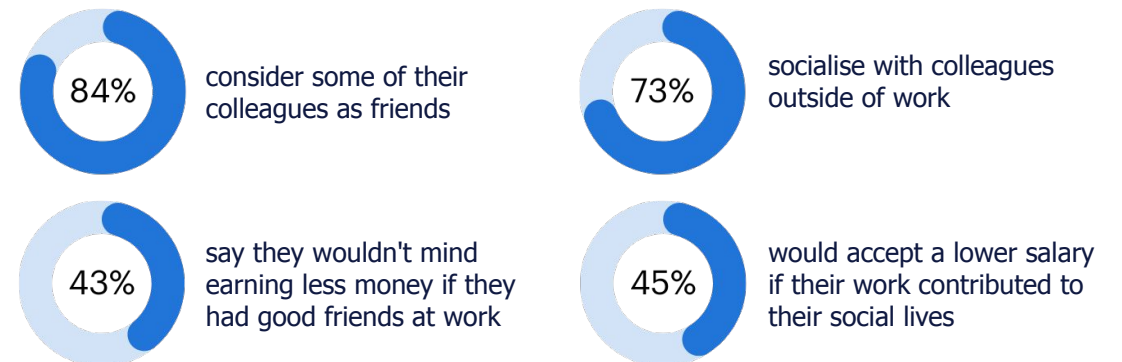
Despite the clear desire to feel a sense of community at work, the percentage of talent hiding aspects of themselves at work has risen.

Today, a strong workplace community is the foundation of greater productivity.

A sense of community at work is important to my mental health and well-being



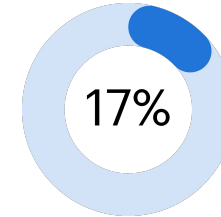
Workers are not just seeking a paycheck, but a positive environment that enables them to thrive.



## fostering a sense of community.

The number of respondents choosing to hide aspects of themselves at work has risen in all regions.

There is a clear directive for leadership to **build trust with their workforce** in order to foster genuine connections.



don't trust their employers to create a supportive culture where all employees can thrive.

I have quit my job because I felt I couldn't trust the leadership team





# fostering a sense of community: key learnings.

## Talent want to work in a community

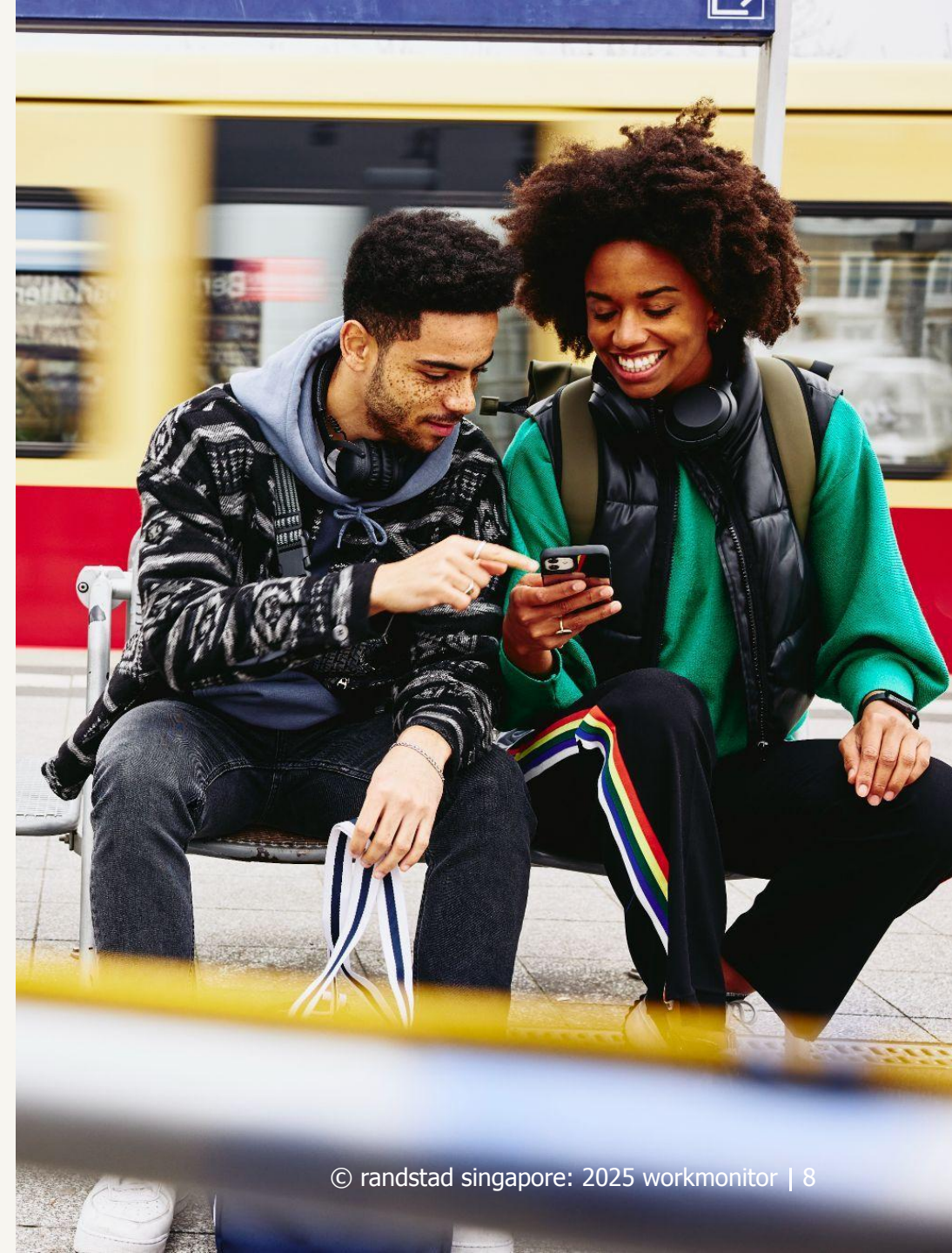
People now look to their workplaces to fulfill their need to belong.

## Holistic well-being is a workplace imperative

By creating a culture of community, trust and belonging, talent will be motivated to perform better and be more productive.

## Building trust for genuine connections

Employers have made some progress toward creating the equitable and sustainable workplaces people are looking for. Yet, a noticeable perception gap remains, with organisations needing to do more to demonstrate they are committed to the causes that are important to talent.





how:  
opportunities  
through skilling.



# though employers step up training efforts, there remains a generational trust gap.

Future-proofing skills is more fundamental than ever for both employers and talent. This is driven not only by AI's transformation of the global economy, but disruptive technologies that are emerging, pushing the boundaries even further.

Notably, Gen X and Baby Boomers face a significant trust gap regarding training opportunities to meet the changing demands of our tech-driven world.

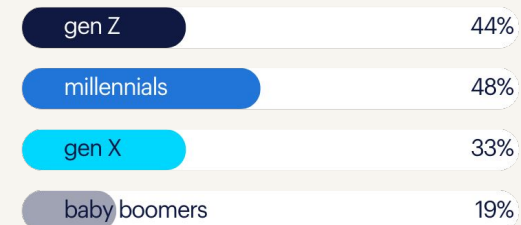
How can you foster an age-inclusive culture of L&D to improve employee trust & engagement?

**75%** consider training and development a key factor when making job choices.

I trust my employer to invest and provide training opportunities for me to keep pace with changes in the workplace



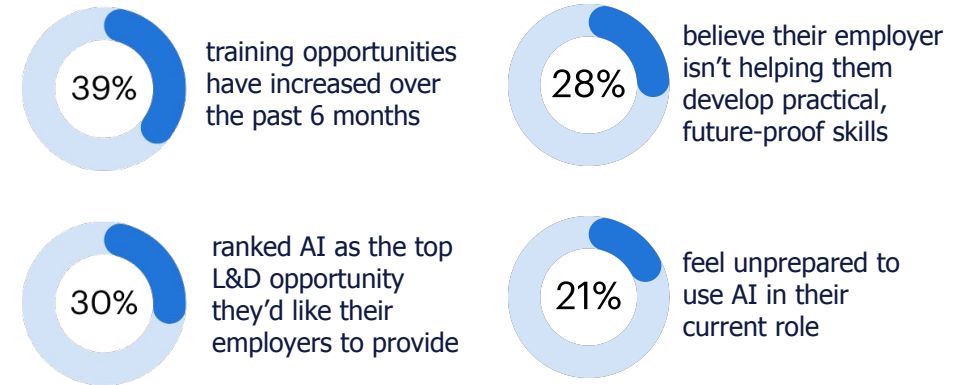
training or development opportunities at my organisation have increased in the past 6 months



# lack of trust especially prevalent in AI and tech learning opportunities.

Despite talent feeling that responsibility for development is shared between themselves and their employers, less than half surveyed (44%) trust their employers to invest meaningfully in continuous learning, particularly in AI and technology.

How can you invest in developing the right skills for employees to future-proof your workforce?



I'd prioritise the following L&D opportunities if my employer offered them



# opportunities through skilling.

Workers also recognise that skilling is a shared task, with employees and employers each bearing 30% of the responsibility.

Randstad's 2025 Talent Trends report states that although 9 in 10 HR professionals accept it is the employer's responsibility to reskill workers, 58% state that while they want to make more of an effort to provide reskilling, there is a lack of organisational knowledge to make this happen.





# opportunities through skilling: key learnings.

## Skilling is an opportunity employers can't miss

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

## Training must be equitably applied

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

## Employers must build trust with talent

Upskilling is a top priority for talent. Organisations must invest in developing their workforce or risk losing valuable workers.





why: motivated by  
personalisation.



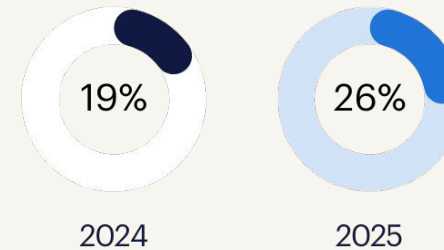
# motivated by personalisation.

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

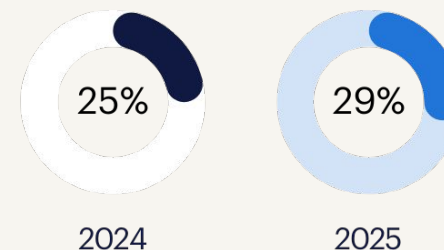
Moreover, they want to work for employers who share the same values and beliefs.

How can employers create a judgment-free space for their workforce to feel like they belong?

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



I have quit a job because I didn't agree with the viewpoints or stances of the leadership at my organisation



# motivated by personalisation.

Talent's search for workplaces that shape around them to find motivation.

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

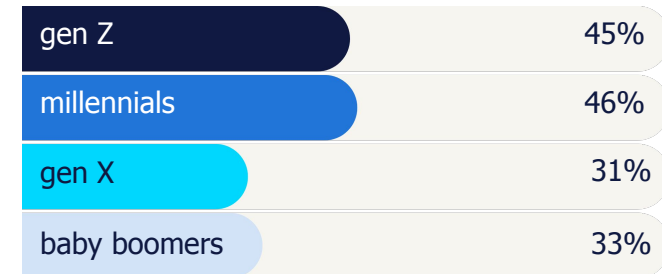
How will you adapt your workplace policies & benefits to meet the expectations of a multi-generational workforce?

## I have quit a job before because...



## My employer has made changes to policies and benefits which are aligned with my expectations

e.g. more remote work, flexible hours, greater mental health support, more PTO, more professional development opportunities

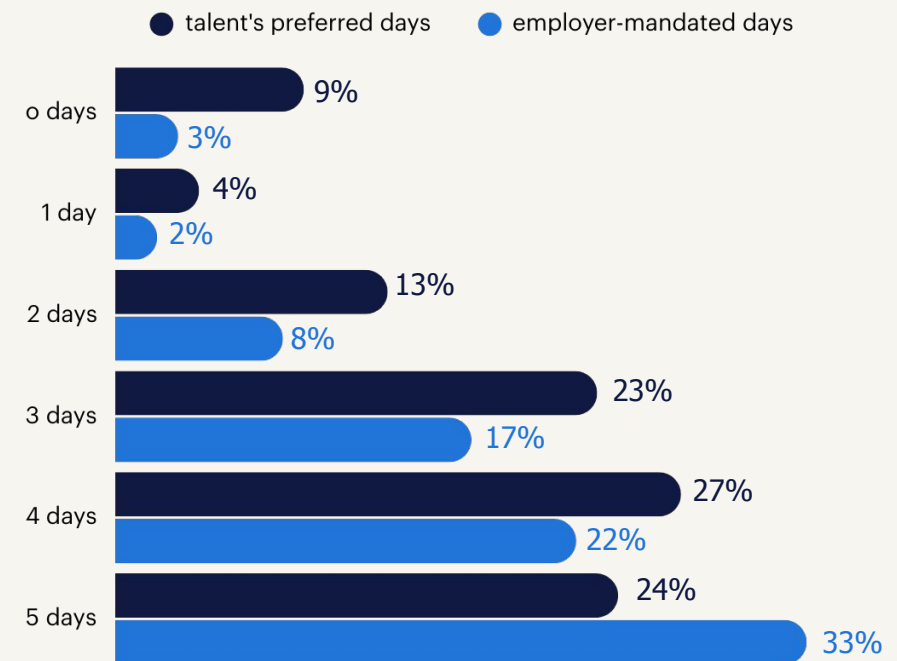


# motivated by personalisation.

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



## motivated by personalisation.

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 personalised benefits and career paths.

Around 4 in 5 employers list the [personal motivations of talent as important when hiring](#), and 32% say they are prioritising personalised skills development and career mobility for colleagues. However, just 1 in 10 coaching programmes are open to all workers.





# motivated by personalisation: 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 walk if their needs aren't met

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



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

workmonitor 2025:

the new  
workplace baseline.



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

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

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



The Randstad Workmonitor 2025 explores the views of working people in Europe, Asia-Pacific and North America. Data was collected from 26,778 respondents in Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Greece, Hong Kong SAR, Hungary, India, Italy, Japan, Luxembourg, Malaysia, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, Romania, Singapore, Spain, Sweden, Switzerland, Türkiye, the United Kingdom, the United States and Uruguay between 7 October 2024 and 6 November 2024. In Malaysia, 503 respondents participated in the survey.

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

## let's connect.

### accounting & finance

Aprilyn Chan

[aprilyn.chan@randstad.com.sg](mailto:aprilyn.chan@randstad.com.sg)

### banking & financial services, construction, property & engineering, life sciences

Lim Chai Leng

[chaileng.lim@randstad.com.sg](mailto:chaileng.lim@randstad.com.sg)

### construction, property & engineering (CPE), manufacturing & supply chain

Yit Wei Kwan

[yitwei.kwan@randstad.com.sg](mailto:yitwei.kwan@randstad.com.sg)

### human resources

Bernie Chng

[bernie.chng@randstad.com.sg](mailto:bernie.chng@randstad.com.sg)

### legal

Sharon Goh

[sharon.goh@randstad.com.sg](mailto:sharon.goh@randstad.com.sg)

### life sciences & healthcare

Manjit Kaur

[manjit.kaur@randstad.com.sg](mailto:manjit.kaur@randstad.com.sg)

### sales, marketing & communications

Rumi Mohd

[rumi.mohd@randstad.com.sg](mailto:rumi.mohd@randstad.com.sg)

### technology

Daljit Sall

[daljit.sall@randstad.com.sg](mailto:daljit.sall@randstad.com.sg)



# appendix.





market snapshot:

# australia.

## motivated by personalisation

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

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

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

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

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

## fostering a sense of community

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

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

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

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

## gaining opportunities through skilling

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

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

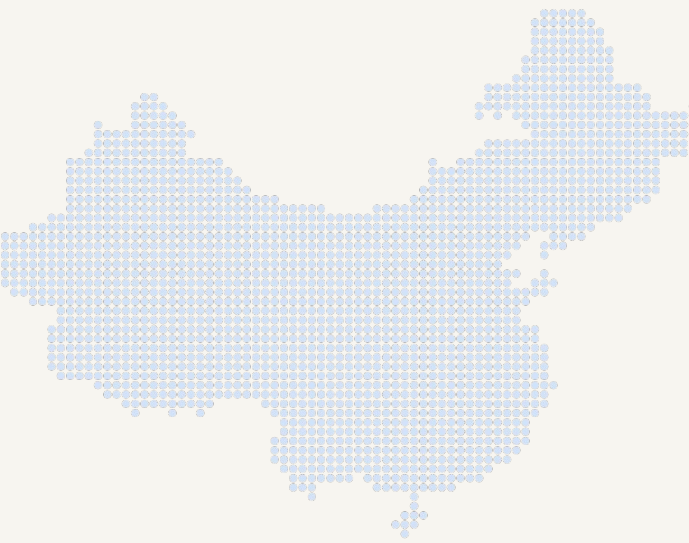
39% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)

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

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

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





## market snapshot: china.

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

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

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

### motivated by personalisation

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

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

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

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

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

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

### fostering a sense of community

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

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

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

### gaining opportunities through skilling

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

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

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

- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 26% (23% global)
  - IT and technological literacy 12% (11% global)
  - Programming/coding 9% (6% global)
  - Communication and presentation skills 8% (5% global)
  - Software project management 6% (4% global)





market snapshot:

# hong kong SAR.

## motivated by personalisation

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

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

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

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

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

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

## fostering a sense of community

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

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

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

## gaining opportunities through skilling

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

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

- 39% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 43% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 53% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 29% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 37% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
  - AI 35% (23% global)
  - IT and technological literacy 9% 11% global)
  - Data privacy and cybersecurity 8% (4% global)
  - Data science/analytics 7% (5% global)
  - Management and leadership skills 4% (7% global)
  - Communication and presentation skills 6% (5% global)

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

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





market snapshot:

# india.

## motivated by personalisation

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

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

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

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

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

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

## fostering a sense of community

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

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

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

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

## gaining opportunities through skilling

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

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

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

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

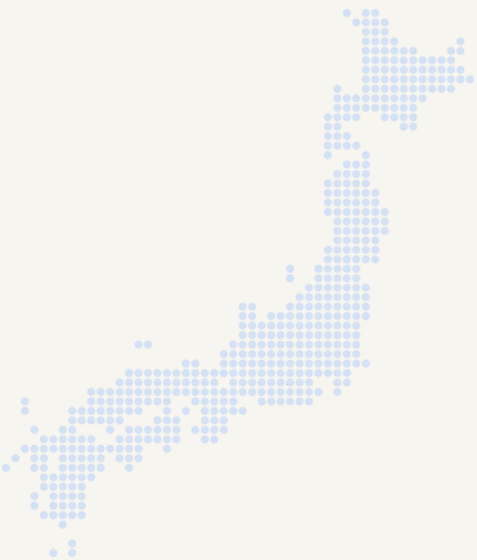
Talent in India are more likely to take action if they are not satisfied by with their employment when compared with global averages.

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

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







market snapshot:

# japan.

## motivated by personalisation

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

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

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

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

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

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

## fostering a sense of community

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

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

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

## gaining opportunities through skilling

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

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

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

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

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

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

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

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





market snapshot:

# malaysia.

## motivated by personalisation

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

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

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

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

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

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

## fostering a sense of community

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

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

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

## gaining opportunities through skilling

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

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

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

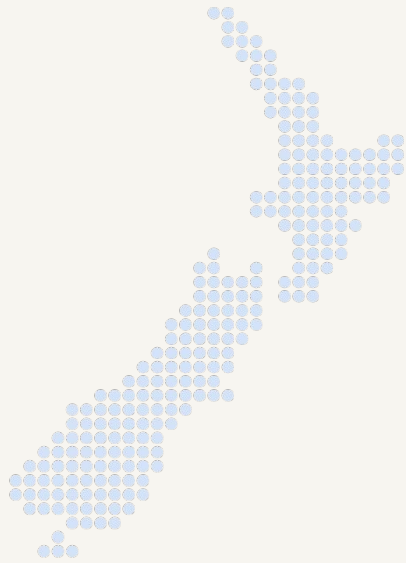
- AI 22% (23% global)
- Management and leadership skills 16% (7% global)
- IT and technological literacy 11% (11% global)
- Data science and analytics 7% (5% global)
- Wellbeing and mindfulness 6% (6% global)

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

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

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





market snapshot:

# new zealand.

## motivated by personalisation

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

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

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

## fostering a sense of community

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

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

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

## gaining opportunities through skilling

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

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

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

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

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



market snapshot:

# singapore.

## motivated by personalisation

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

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

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

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

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

## fostering a sense of community

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

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

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

## gaining opportunities through skilling

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

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

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

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

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





partner  
for talent.

