



flexible

but stable.

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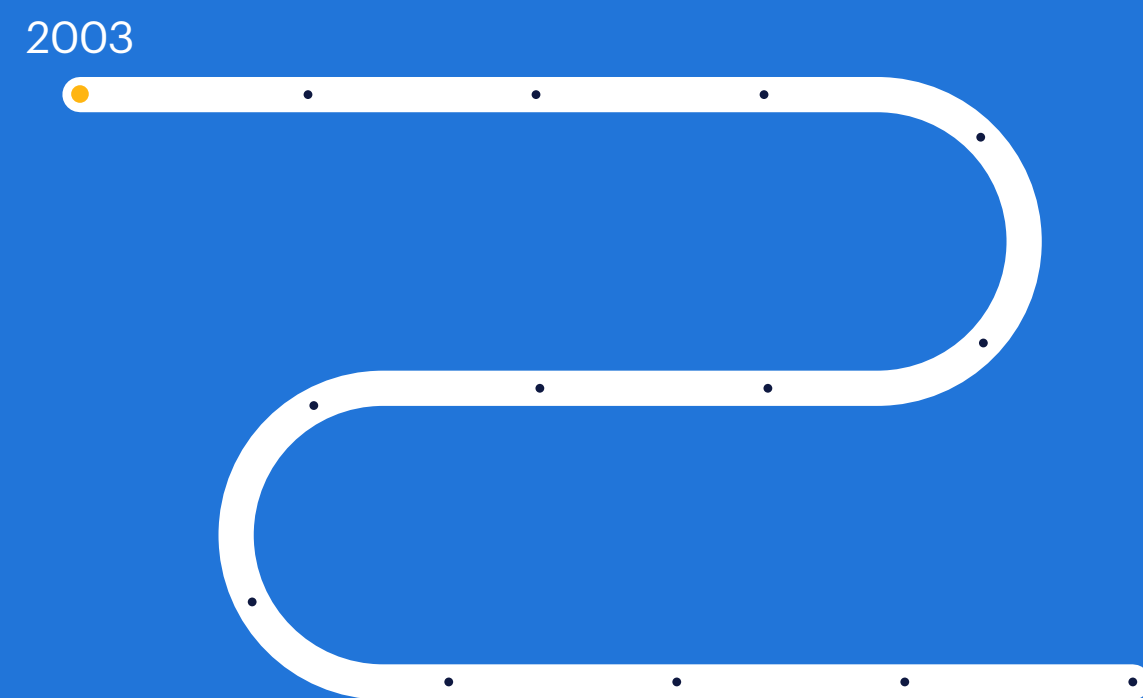
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20 years of workmonitor.

For two decades, Randstad has served as the voice of the global workforce through its Workmonitor research, one of the largest surveys of its kind around the world. There have been many periods of disruptive and exciting events throughout the past 20 years.



The research began in the Netherlands in 2003 and turned global in 2010. In 2003 the recession of the early 2000s was coming to an end and workers had a renewed optimism and an appetite for career mobility. Four in five people were confident they could find a new job, and 54% were ready for a new challenge in their careers.

Through ups and downs we arrived at the financial crisis of 2008 and 2009, which brought confidence down to the lowest level (64%) yet, with just 49% ready for a new challenge.

The subsequent recovery led to greater prosperity but also pressures on employers, with 80% of the workers surveyed saying they needed a better work-life balance in 2013.

In the same year, technology, the internet and the rise of smartphones started thinning the line between work and personal life and about half said their personal devices tethered them to emails from work.

Gen Z started entering the workforce in 2014 and technology began to play an even bigger role in how work got done. 87% said technology allowed them to

collaborate more, with 61% spending more time working with colleagues than they did five years prior.

A few years later, in 2017 a truly entrepreneurial mindset settled into the world of work, with 57% wanting to become an entrepreneur but fearing failure — many were concerned of operating small businesses in an increasing global economy.

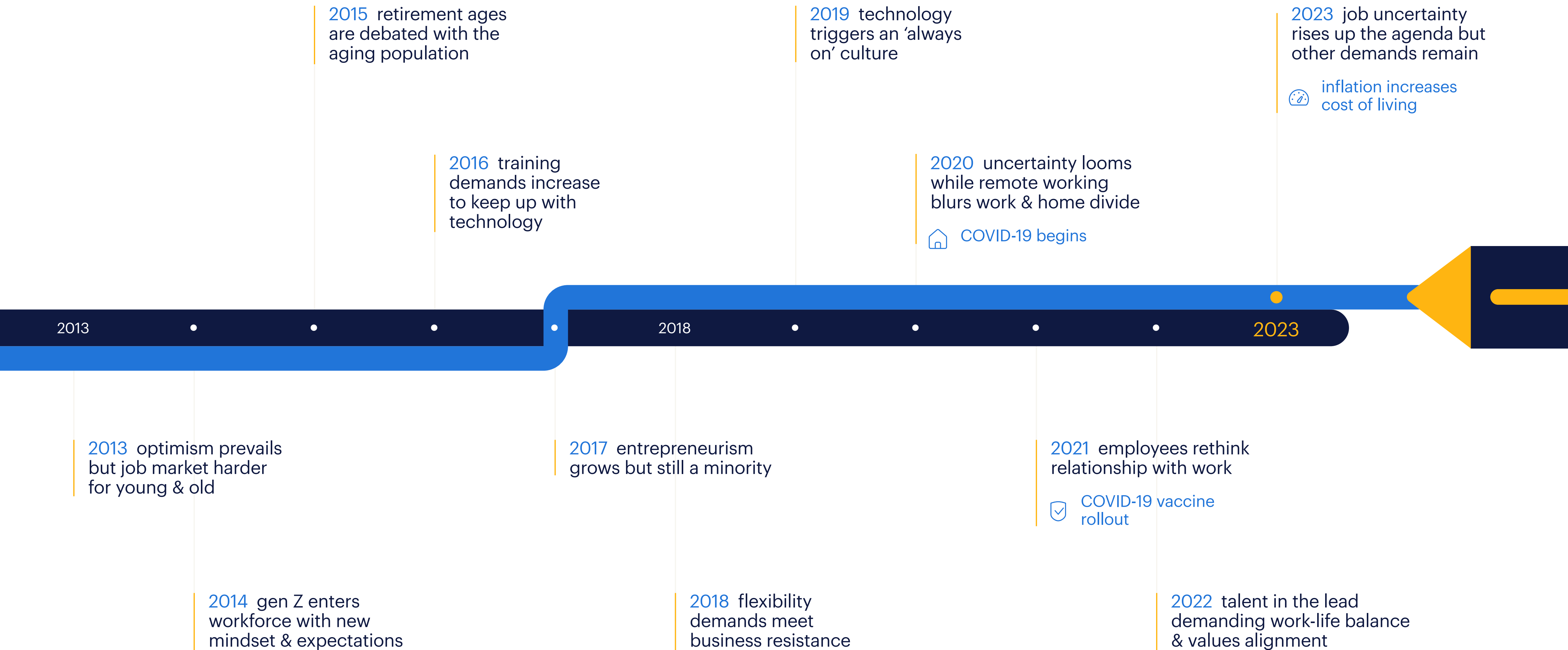
Digital skills and remaining up to speed with technology were recurrent themes throughout the 20 years of research.

In 2019 more than two-thirds said they wanted employers to invest more in digital skills and just a year later these same skills were put to the test in the wake of COVID-19 in 2020. Luckily though, a significant majority (79%) felt they were well equipped to do their jobs digitally.

With the challenges and lessons from the pandemic still fresh in people's minds, learning and development, personal well-being and values will surely continue to remain important considerations in their career decisions.







foreword.

For the past 20 years our Workmonitor research has captured the voice of the global workforce to show that people's needs are broad, dynamic and evolving with the labor market and economy. It's exciting to see how much has changed in just the past three years.

A new social contract between employers and workers has come about, Gen-Z and Millennials place greater emphasis on values, and organizations increasingly link empathy and workplace experience to workforce excellence.

Remarkably, a growing number of people are telling us they want a more equitable workplace – one that welcomes diverse voices and the specialized skills every individual offers. For two decades, we have witnessed this trend gain momentum and spur cultural and value changes in organizations around the world. I believe these developments contribute to a more efficient and effective labor market.

Today, economic uncertainty has added a new dimension to worker priorities and expectations. Facing a possible global recession ahead and rapidly rising cost of living, workers now also place tremendous value on employment that is secure and financially stable.

Sander van 't Noordende
CEO, Randstad N.V.

In fact, nearly all (92%) of the more than 35,000 working adults we surveyed said job security is important to them, with 63% indicating they wouldn't accept a job that didn't provide this assurance. A majority (52%) also said they were worried about the impact of economic uncertainty on their employment.

At the same time, to help offset the sting of inflation, a sizable portion of those we surveyed are looking to take on additional work through a second job or more hours with their primary one. For older workers, financial concerns have also led to a delay in retiring. Last year, 61% thought they'd retire before 65; now only half think this.

These practical concerns are certainly influencing the outlook of the global workforce, but we found that many still cherish the non-financial aspects of their jobs. The share of survey respondents who said work-life balance is important (93.7%) was just slightly lower than those who consider pay important (93.8%). In fact, a majority said they wouldn't accept a role if it negatively affected their work-life balance. Job flexibility was also highly valued with 83% prioritizing flexible hours and 71% wanting flexible locations.

These numbers show that recruiting great talent requires more than just competitive pay and benefits. It's clear that talent today want the whole package: secure, flexible, inclusive and financially stable employment in a place they feel they belong.

The good news for employers is that a clear majority of talent feel they get these benefits in their current role. Nearly two-thirds (63%) said their jobs pay them enough to live the life they need, and 78% said they have a good work-life balance. An overwhelming percentage (86%) felt secure in their job.

Two other encouraging results showed that employers are on the right track keeping their employees engaged and growing: 70% of respondents felt they are receiving the right training and development opportunities, and 73% said they are aligned with their employer's corporate values. These factors are critically important to a thriving workforce and, interestingly, the desire for appropriate reskilling and upskilling has been a recurring theme during the 20 years since we first launched the Workmonitor research.

92%
consider
job security
important



78%

have a good
work-life balance

Amid the good news, however, are opportunities for companies to improve the ways they attract and retain their people. While most workers said their compensation enables the lifestyle they want, fewer than half said their employers are helping them cope with the higher cost of living. And as people start feeling their ability to keep up with inflation is slipping, over time they may be pressured to seek higher-paying jobs elsewhere. Even as the global market is getting over the “[Great Resignation](#),” and the “Great Rotation,” this urge to earn more may sustain high job quits.

How can employers overcome this challenge without constantly readjusting their pay packages? Focusing on non-financial benefits can help overcome pay worries. Offering more flexibility and job security is remarkably compelling to talent, especially during a time of increasing uncertainty. Additionally, providing training and development that facilitates professional growth results in long-term satisfaction and higher productivity.

Through our 20 years of research we have seen sentiments shift, trends come and go. Through exciting, transformative times and difficult shake-ups in world events, we’ve closely listened to what talent have been saying. Even when times were uncertain — like they are now — people display remarkable resilience and optimism for the future. Through ups and downs, they have voiced a desire to work for an equitable and inclusive employer, one that values the unique and specialized skills they offer.

I am confident that as digitization continues to accelerate and as the global economy poses yet another challenge, talent everywhere will adapt and grow to propel us into a more exciting future of work. For now, I invite you to take a deeper dive into what our latest findings reveal about prevailing sentiments and how your organizations can best meet these needs.

about the survey.



about the survey.

Through this comprehensive study we want to hear and share the voice of working people about what they want and expect from their employers and how willing they are to ask for it.

The study conceptualizes and measures the gap between the reality and the wishes of the global workforce and tracks how this changes over time.

It is conducted online on people aged 18–67, employed for at least 24 hours per week (minimum 90%) or sole trader or unemployed but considering looking for a job in the future. Minimum sample size is 500 interviews per market. The Dynata panel is used for sampling purposes.

This survey was conducted between October 18–30, 2022 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, Turkey, the United Kingdom and the United States.



35,000

workers surveyed



34

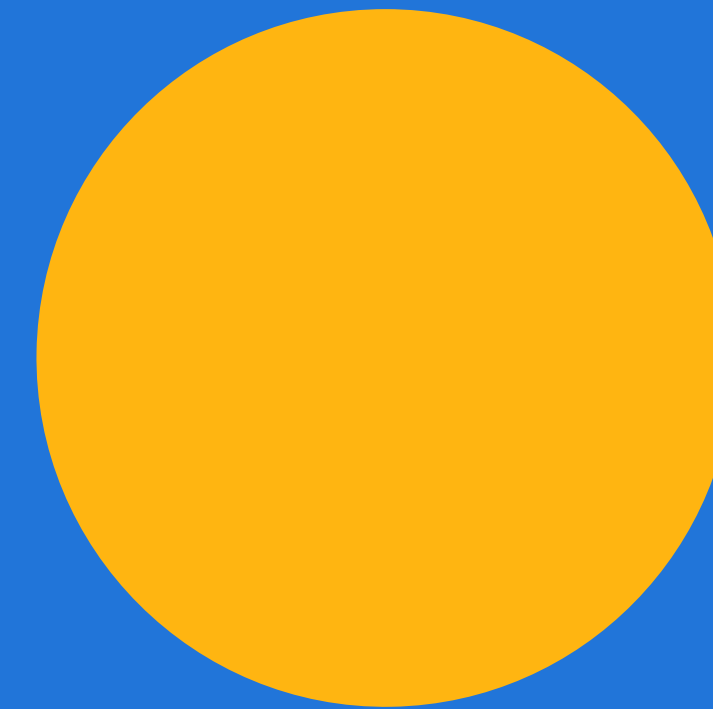
markets



18–67

year old people

key findings.

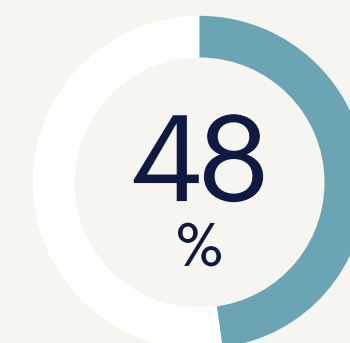


key findings.

1 attitude

empowerment around work-life balance

Regardless of whether their job is enjoyable, most (72%) consider work to be an important element of their life. And economic uncertainty hasn't caused people to abandon their desire for a healthy work-life balance. More than half (61%) wouldn't accept a position that would disrupt this balance, and these feelings were particularly strong among those 18 to 34 years old and markedly lower among people 55 and older. A significant share would quit if they found themselves in a toxic working environment (34%), and an even greater portion (48%) would quit a job if it prevented them from enjoying their life.



would quit a job if it prevented them from enjoying their life

2 expectations

turning to employers for support

People facing a rapidly rising cost of living are turning to employers for help, and relief is being sought in a number of ways. The most desired form of help is a monthly cost of living stipend (41%) followed by an increase in pay outside of the usual cadence of an annual review (39%). More than one-quarter (28%) wanted help with paying the cost of energy, commuting and other daily expenses. Nearly half said they are receiving help in some way from their company. Some are cutting spending through a hybrid and flexible schedule, allowing them to reduce childcare and commuting costs.



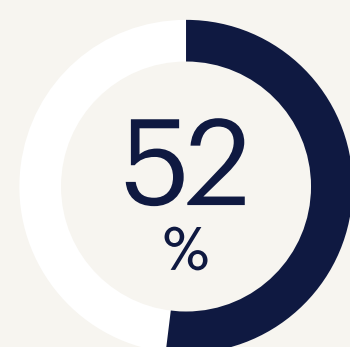
45% said they wouldn't accept a job if it didn't offer accommodating hours

3

security

economic and job security top of mind

A possible global recession is weighing on the minds of people around the world, and this may have repercussions on employers. A growing number of workers said they are worried about losing their job (37%) and more than half (52%) are worried about the impact of economic uncertainty on their job security. Fortunately, an overwhelming majority said they felt secure in some way, and one-quarter said their situation has improved during the six months prior to being surveyed. Nearly one-quarter (23%), however, wanted to increase their working hours at their current job to help with the rising cost of living.



are worried about the impact of economic uncertainty on their job security

4

unretirement

older workers return due to the economy

The weakening global economy and high inflation are leading older people to return to work while others are delaying their exit from the labor market. A significant decline in the number of people who believed they could retire before 65 — from 61% last year to just 51% now — indicates widespread concerns about the future. 26% of those 55 and over said they would hold off from retiring. But in an ideal world, 33% of the world's workforce would like to retire by 60, and 8% would like to do so as soon as possible.



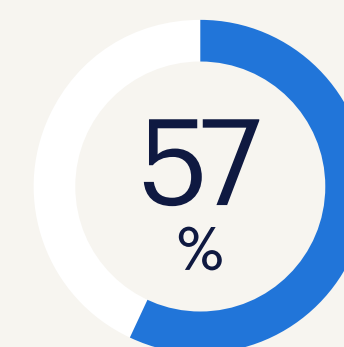
70% feel their financial position is preventing them from retiring as early as they want

5

belonging

alignment of values is key

The events of the past three years have led many to reassess the value and purpose of work in their lives, and people are clear about what they want. A desire to achieve a sense of belonging in the workplace — as part of a team or the overall organization they work for — is driving career decisions for many. In fact, a majority (54%) said they would quit if they didn't sense they belonged at their company. Additionally, many are insistent that their company's values align with their personal ones, with 42% saying they wouldn't take a job if this weren't the case.



a majority said their job fulfills their need for a sense of purpose

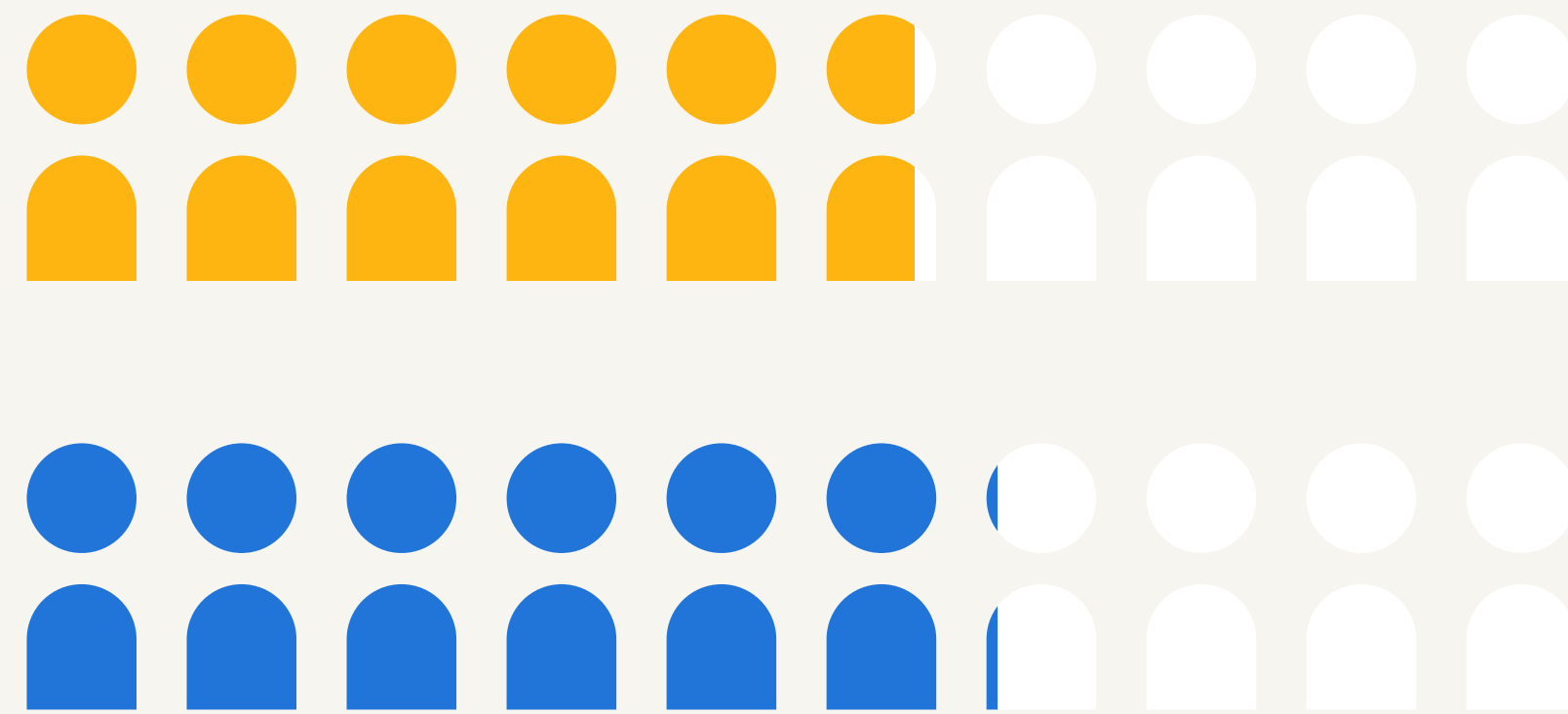
global themes.

click on each section to explore the theme

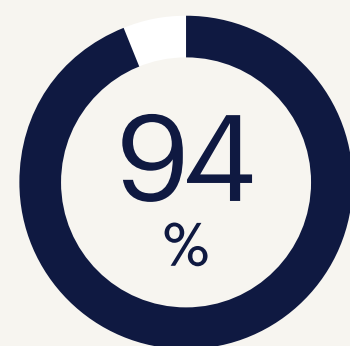
1. attitude
2. expectations
3. security
4. unretirement
5. belonging

attitude.

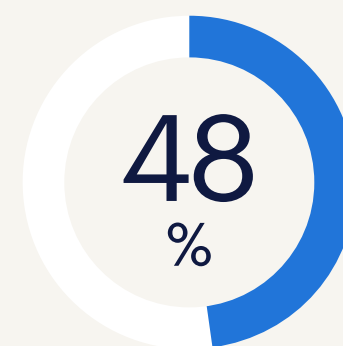
One of the most important lessons from the past few years is that people around the world have changed their attitudes for good. As a result, they are determined to make work fit around their lives. And despite facing economic uncertainty in the year ahead, people are steadfast in the kind of employer and job they want in their career.



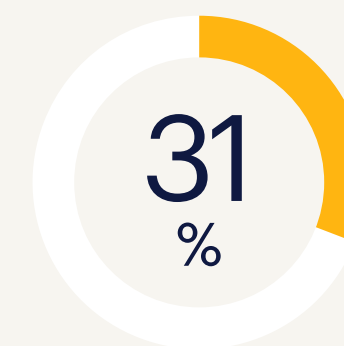
on average last year, 58%
wouldn't accept a job if they
thought it would negatively
affect their work-life balance
now 61% believe this



consider work-life
balance important



would quit a job if it prevented
them from enjoying their life



have "quietly
quit" a job



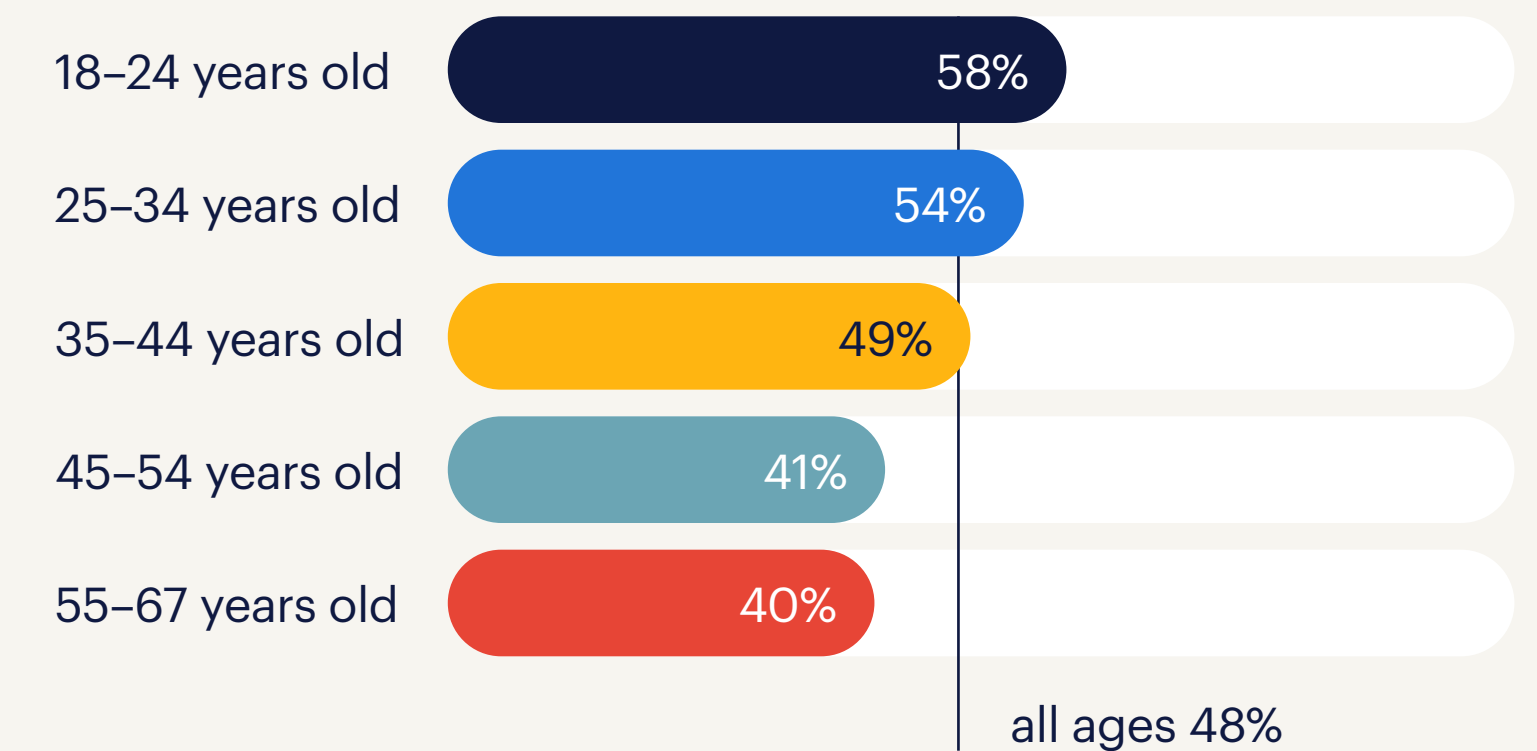
Our research shows that more than half (61%) wouldn't accept a position that is detrimental to their work-life balance. The strongest sentiments were expressed by those under 45, while just slightly more than half of those 55 and older felt this way.

This is unsurprising as our previous research shows younger workers during the past two years feel empowered to find meaningful work and be part of an organization whose values align with theirs. In fact, during the midst of the pandemic in 2021, 67% of people we surveyed said they felt more enabled to make changes to their work-life balance. But regardless of age group, all generations in the most recent survey continue to feel that work is an important part of their lives, with only five percentage points separating the youngest (74%) from the oldest (69%).

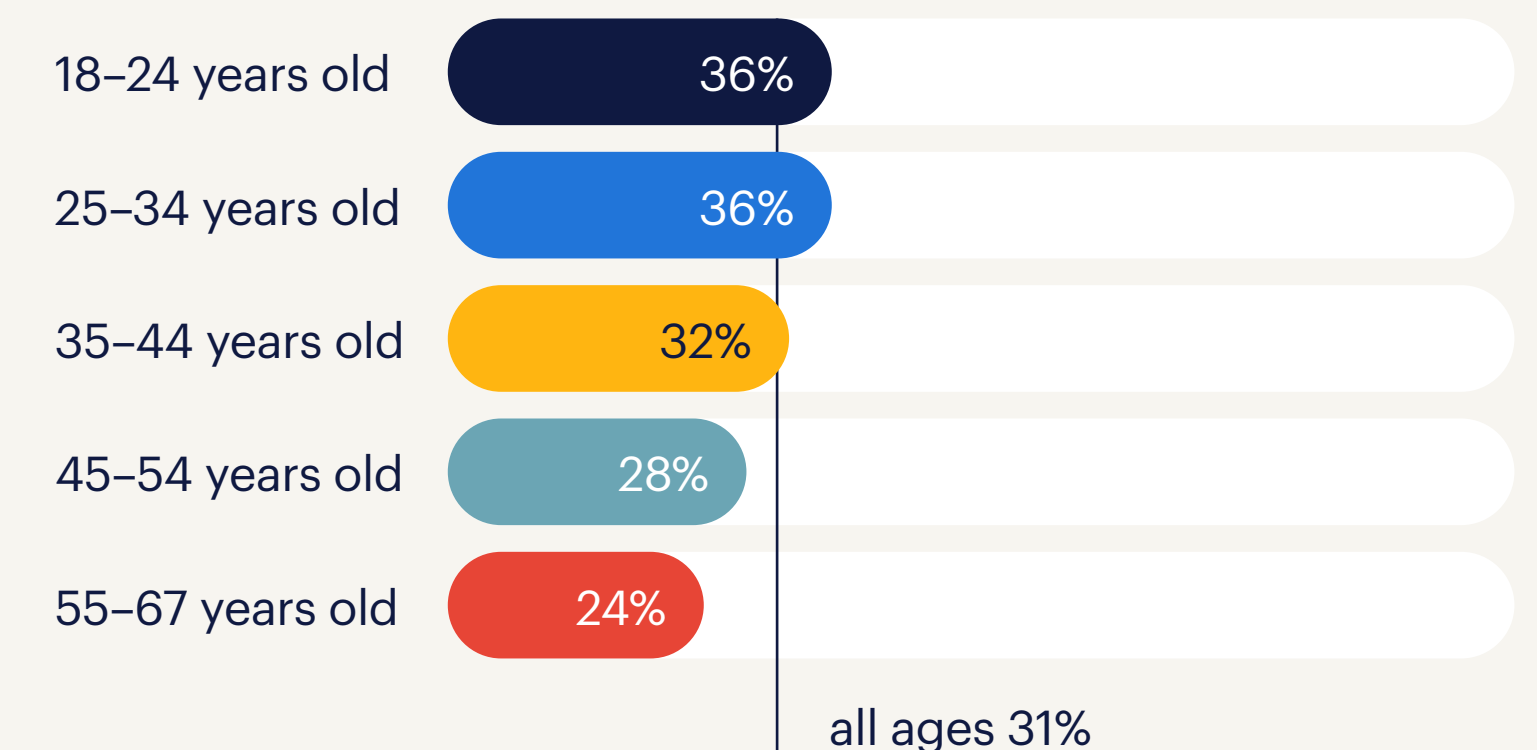
People increasingly want jobs that fit around their lives instead of the other way around. For those that are choosing to leave their current employer, the data shows that better working conditions, including leaving a toxic workplace (34%) or lacking development opportunities (30%) continue to be the primary drivers of their decision-making.

Nearly half (48%) said they would resign if their job prevented them from enjoying their life, with one-third having done so because a job didn't fit in their personal life. Employee engagement is also impacted as dissatisfaction with work has led to 31% having "quiet quit," a recent phenomenon in which workers perform only the bare minimum in their jobs.

I would quit a job if it was preventing me from enjoying my life



I have "quietly quit" a job





38%

of Gen Z have
quit a job that
didn't fit in with
their personal life

Talent continues to maintain the advantage in the worker-employer relationship even as macroeconomic conditions change.

And as long as [unemployment stays low](#) around the world — whether from structural or cyclical factors — talent scarcity is dictating how closely companies are catering to the needs and desires of the workforce.

Our research shows that the shift in attitudes toward work has changed permanently, especially given that the generations who have recently entered the workforce have the highest expectations and strongest appetite for work-life balance.

For instance, workers 18 to 24 are most likely to quit a job that prevented them from enjoying their lives (58%), while those who are the oldest (55 to 67) are least likely, at 40%. Similarly, more than one-third of Gen Z (38%) have quit a job that didn't fit in with their personal life, while just one-quarter of the oldest group have done so.

What these disparities among the generations show is how much attitudes and expectations have shifted in just a few short years. Perhaps it is the difficult situation of the past three years, the effects of the digital and social sharing economy or just differences in education and societal norms between the age groups, but it's clear the new social contract begins with the youngest people.

So what does this mean for the future power dynamic between organizations and their people? Clearly flexibility and an engaging working environment are key to attracting and retaining talent. With a sizable portion of the workforce on a hybrid or fully remote schedule, policies and practices should also focus on improving the lives of employees at all times. This includes flexible hours and work locations, guaranteeing reasonable work-life balances and more opportunities for advancements. Only through empathetic measures that account for the needs of their entire workforce can organizations guarantee to become an employer of choice.



notable differences by geography

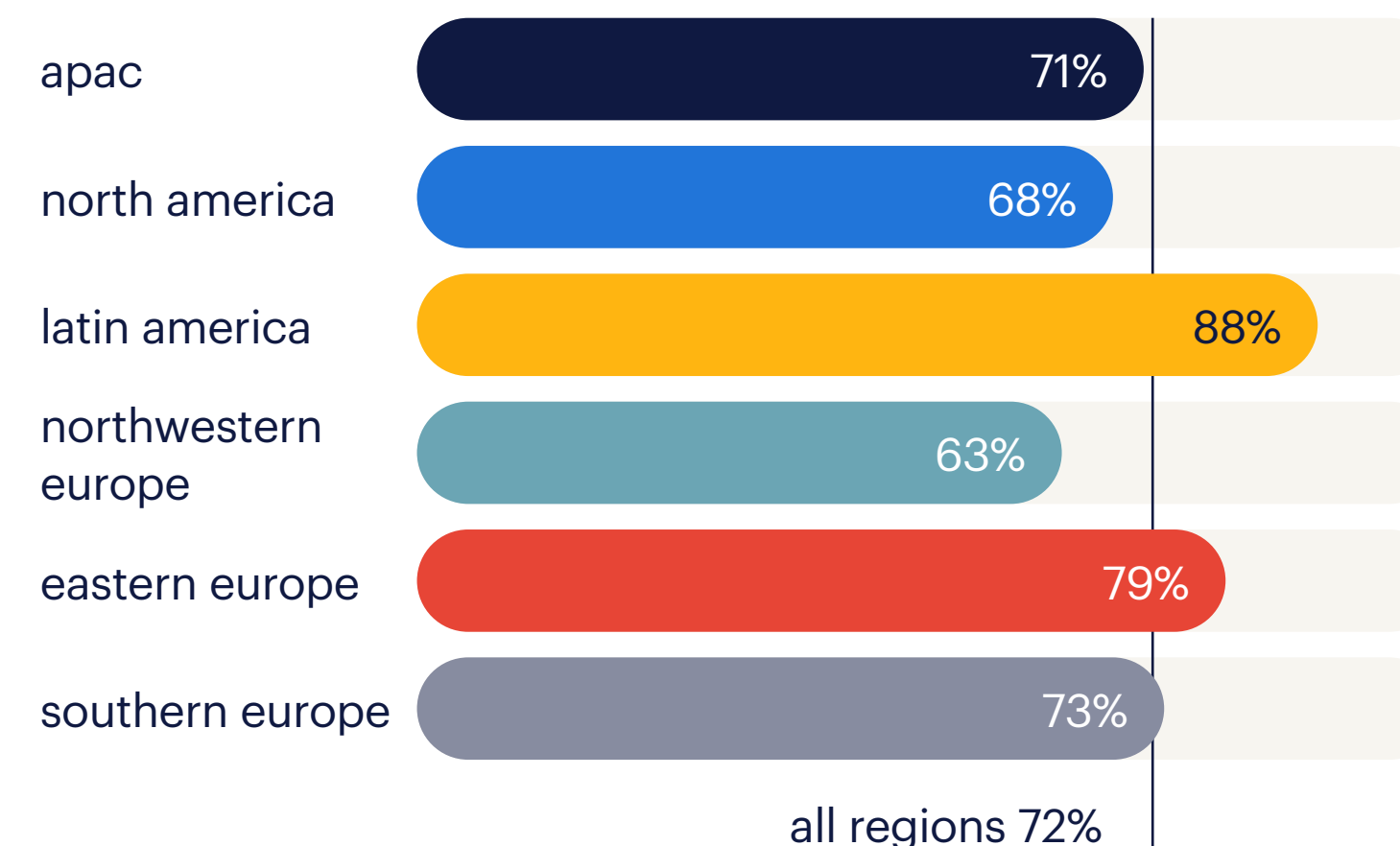
Americans are often perceived as overworked and overstressed by their jobs, but our data shows a higher-than-average percentage of people (84%) believe they have a good work-life balance, compared with 78% for the global average. At the other end of the spectrum, Japan has the lowest at 63%, followed by Germany (71%) and Switzerland (72%).

Achieving a good work-life balance is a universal goal valued by people everywhere, and our data shows that no matter where you are, a majority wouldn't accept a job offer that they believe would negatively affect that balance. By region, workers in Latin America are most insistent on this (64%), while those in North America are least insistent (59%). Globally, the average is 61%.

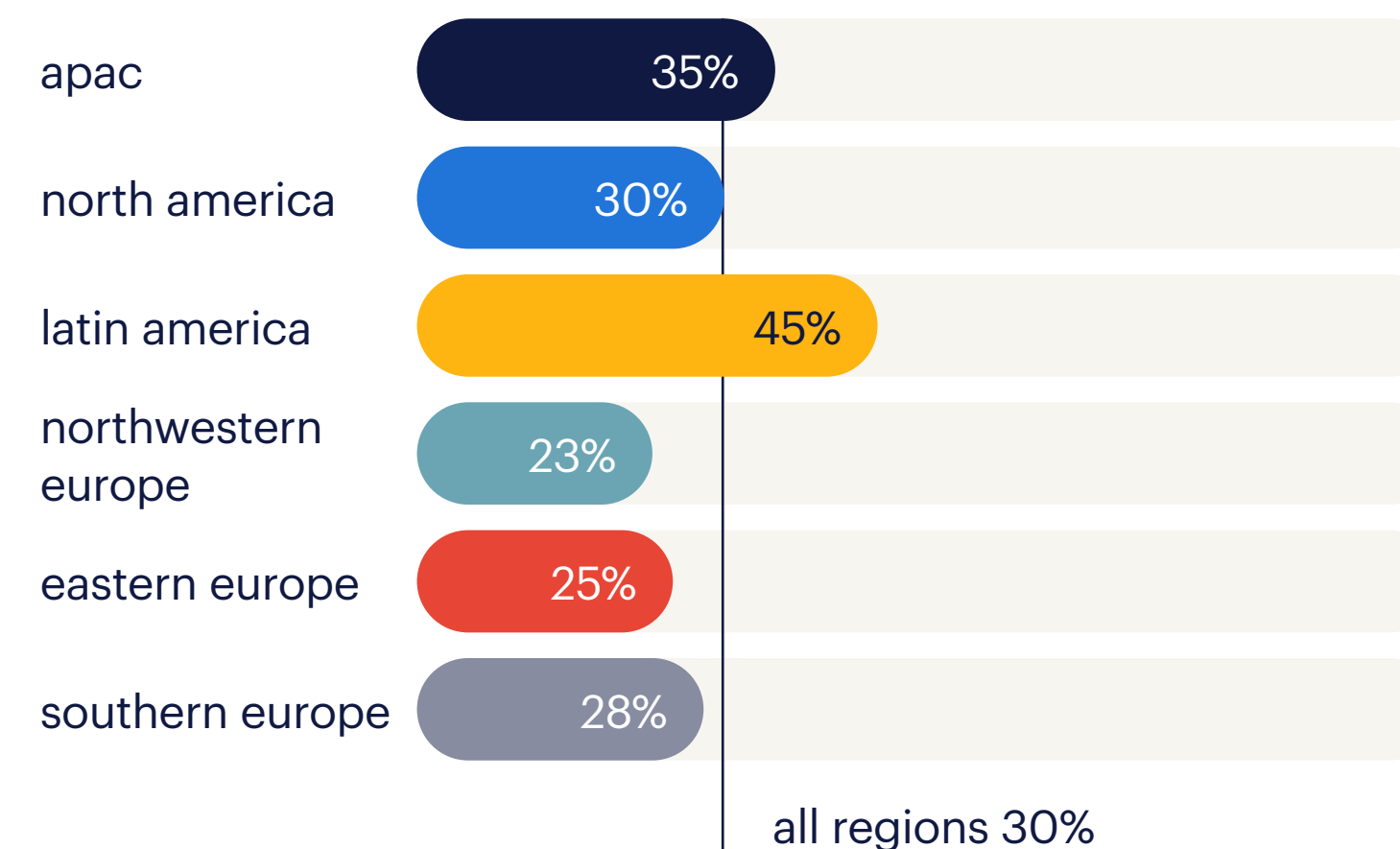
We found bigger differences regarding the importance of work on people's lives. Just 63% of those surveyed in Northwestern Europe felt work is important, but 88% in Latin America feel this way. Globally, the average was 72%. These two regions were also far apart in the percentage of people who have quit due to a lack of advancement opportunities. Just 23% have done so in Northwestern Europe, while 45% have quit in Latin America.

There is general agreement about the positive impact of having a job beyond remunerations. A majority (57%) feel it gives them a sense of purpose, with those in Latin America possessing the strongest sentiments (63%) and those in Southern Europe having the least (52%).

importance of work in your life



I have quit a job because of a lack of advancement opportunities



61%

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

three tips for meeting changing workforce expectations

1

With the workforce feeling more empowered to make decisions about their career choices, make sure to create a compelling employee value proposition that aligns with their desires and beliefs. This involves creating a mechanism to collect input, prioritize actions that have the broadest impact and measuring the effectiveness of any initiatives. Remember to always stay vigilant to the changing needs of people.

2

One of the most effective ways to keep people engaged and motivated is to provide clear career paths. Make time to regularly have conversations with talent to understand their ideal future within the organization and what steps are necessary for reaching their goals. Then determine what investments are needed for reskilling and upskilling for fulfilling the ambitions of the workforce.

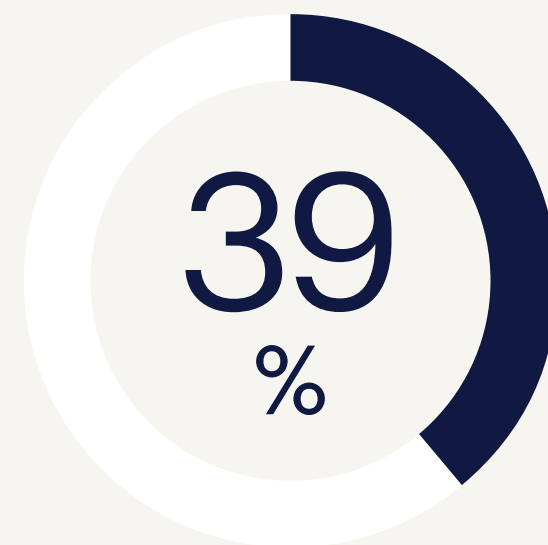
3

Are employees aligned with corporate values? The answer should be yes if the goal is long-term retention. If surveying reveals broad disparity, it's time to assess where the gaps exist and how to close them. Otherwise, management needs to change the corporate value to reflect the perspective of employees or adjust the recruitment approach to attract candidates who are aligned.

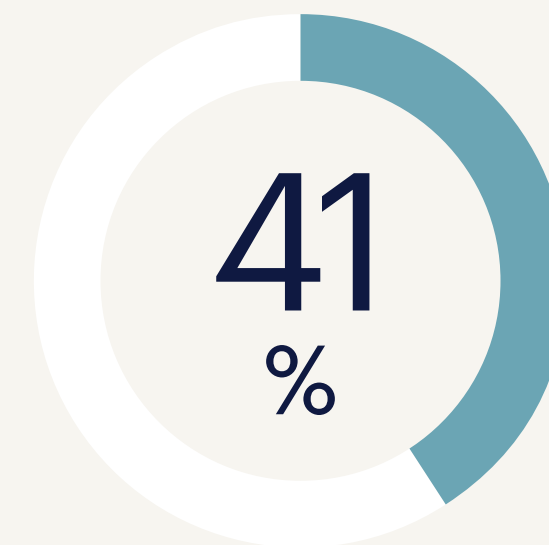
expectations.

The rapidly rising cost of living is having a significant impact on the expectations of workers. Many are turning to their employers for financial assistance during a time when inflation is effectively shrinking paychecks faster than salary adjustments can kick in. This has led to demand for bigger raises more often, monthly stipends and even help for paying higher energy bills at home. Clearly, the global workforce wants their companies to step up once more.

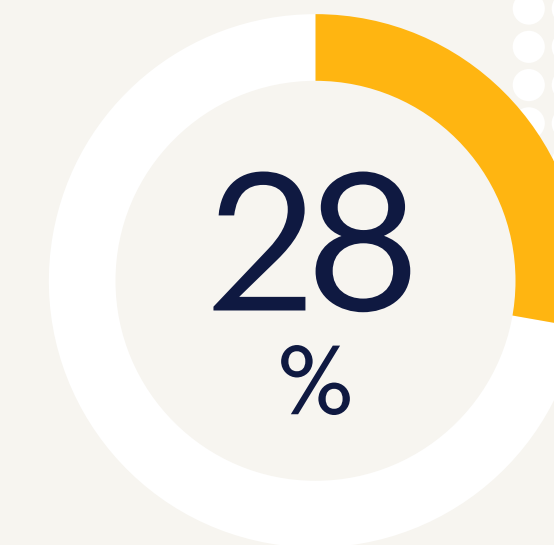
thinking about the changing economic landscape, which of the following would you want from your employer?



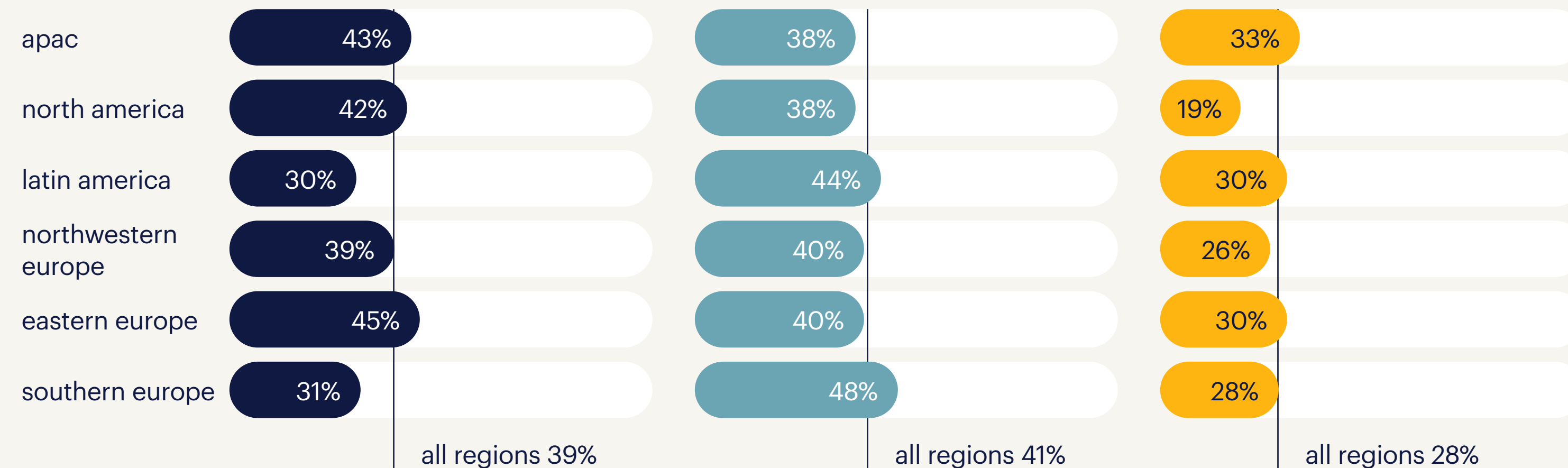
an increase in salary outside of the usual cadence of annual pay reviews



a monthly cost of living pay boost



subsidies for the cost of energy, travel or other daily expense





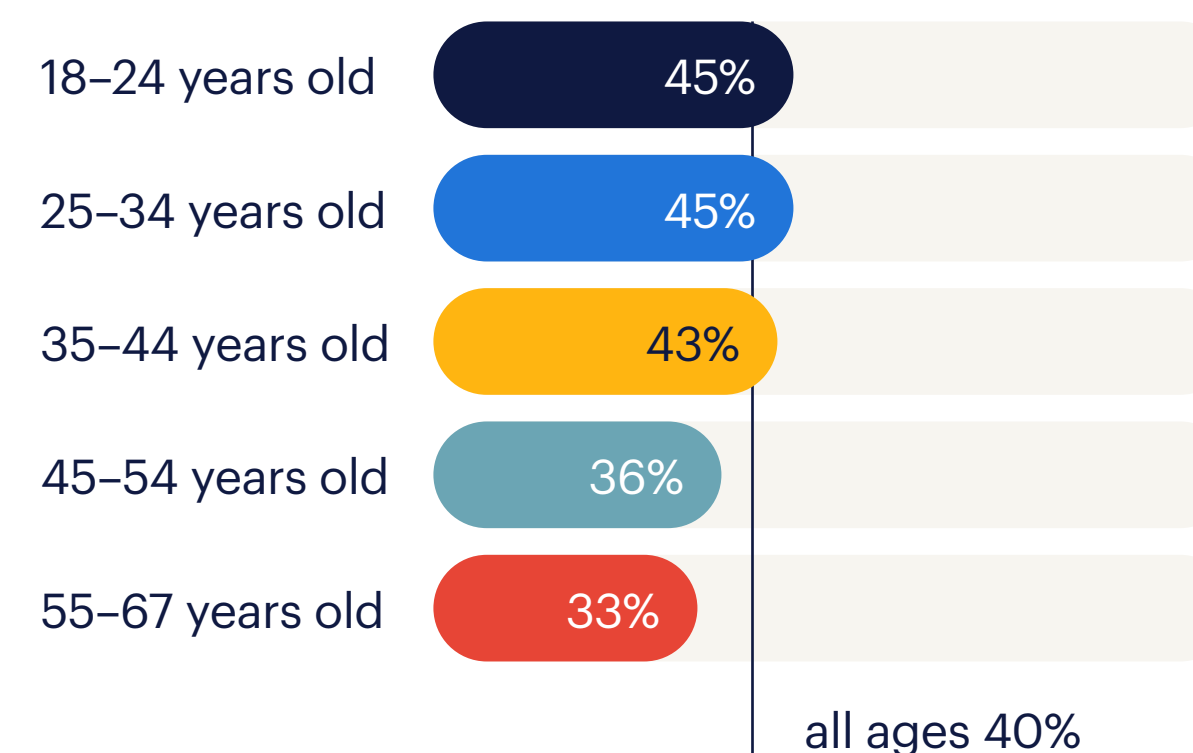
45%

wouldn't accept a job if it didn't offer accommodating hours

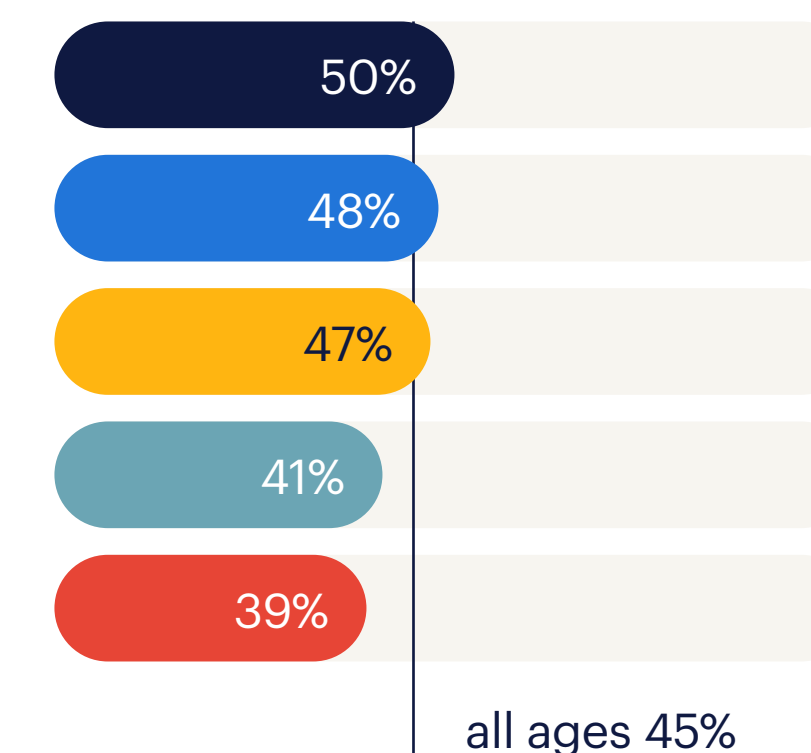
Beyond financial security, job flexibility — both in their hours and where they work — remains especially important as a benefit. Even as many workplaces have mandated a return to the office, talent is voicing a strong desire to retain greater flexibility. Around two-fifths of those surveyed said they wouldn't accept a job if it didn't offer accommodating hours (45%) or remote/hybrid arrangements (40%). 27% have even quit a role that didn't offer the flexibility they required.

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

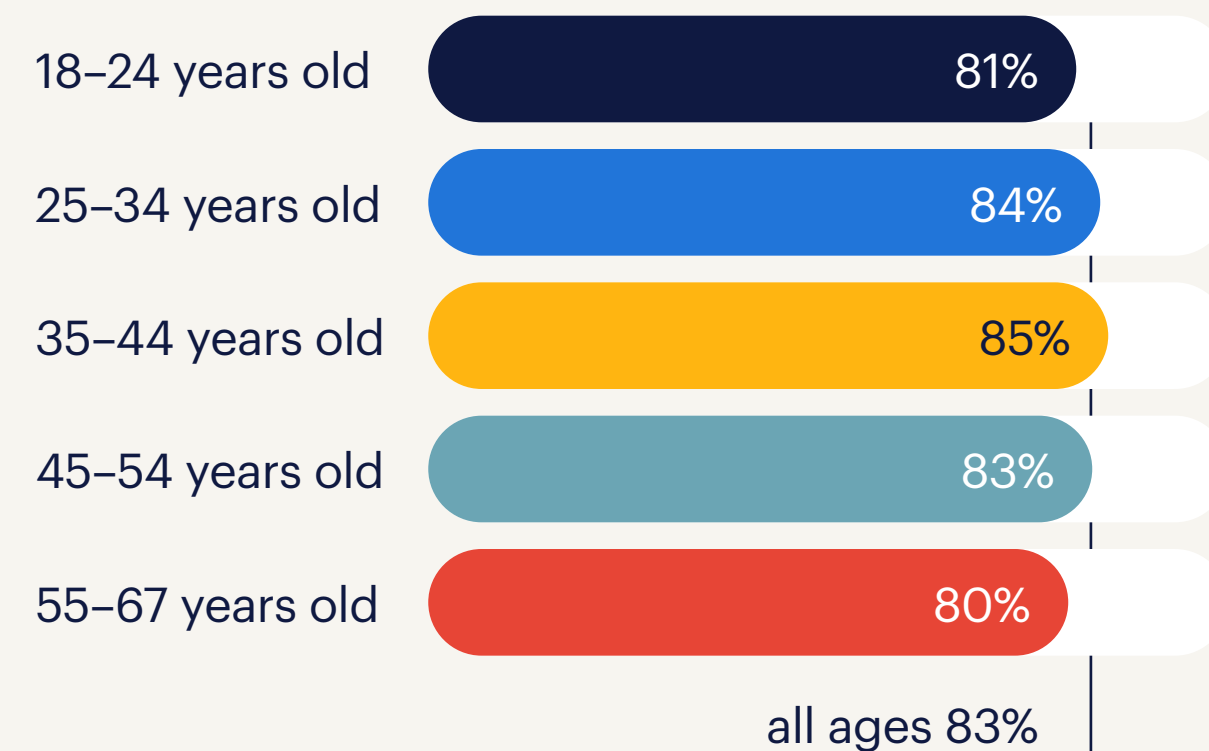
where I work



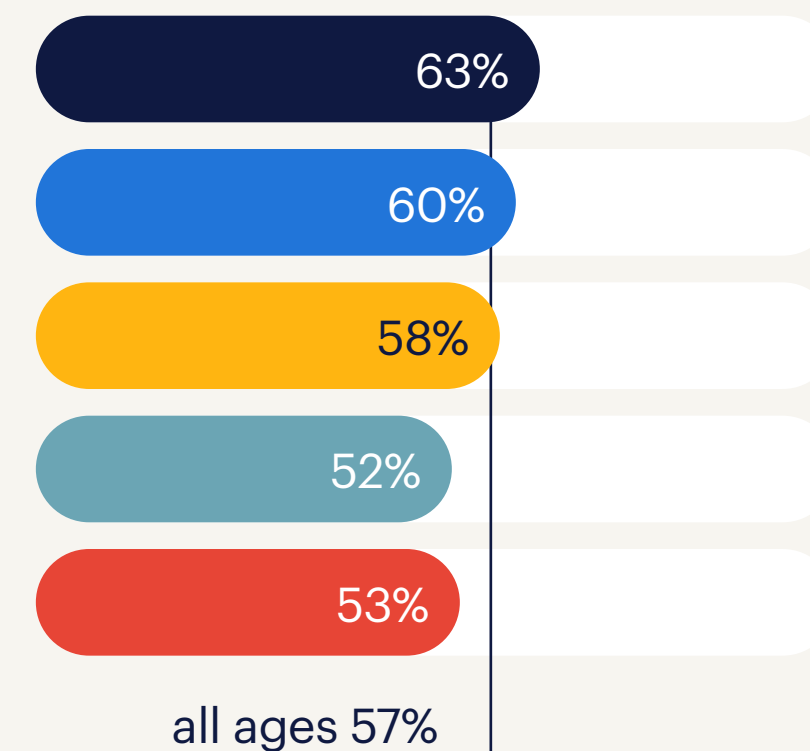
my working hours



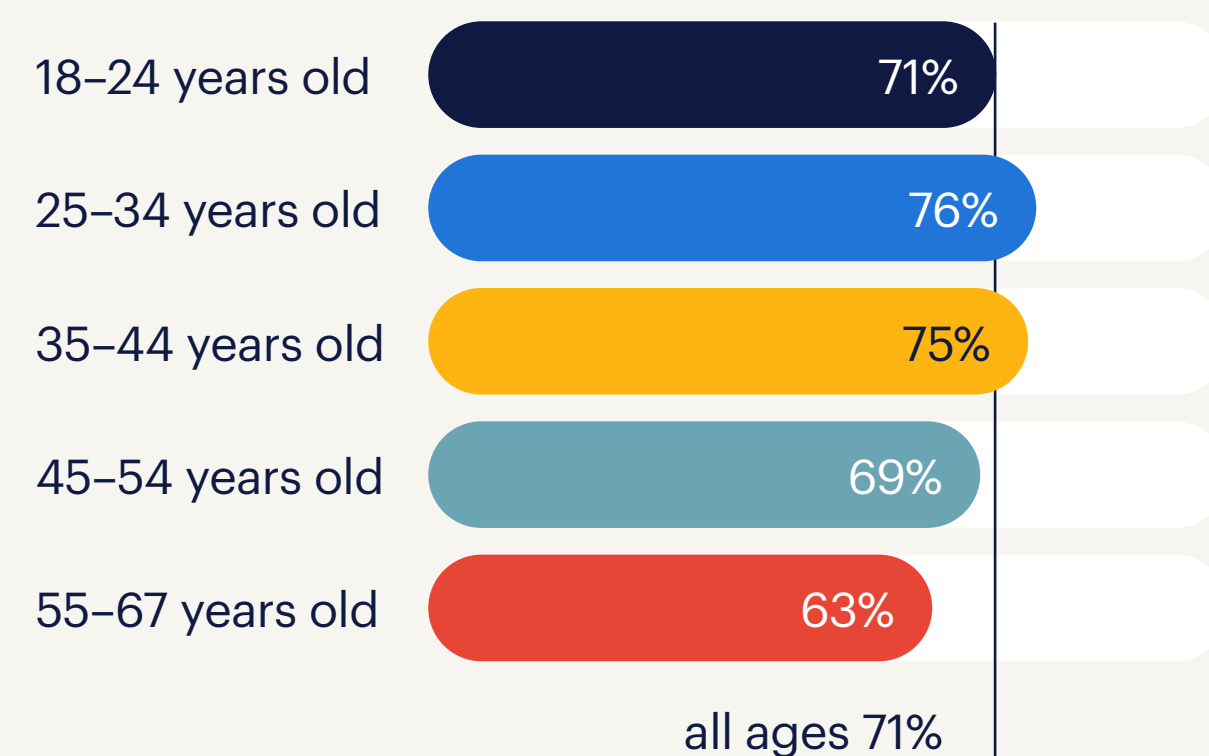
importance of flexibility in terms of working hours



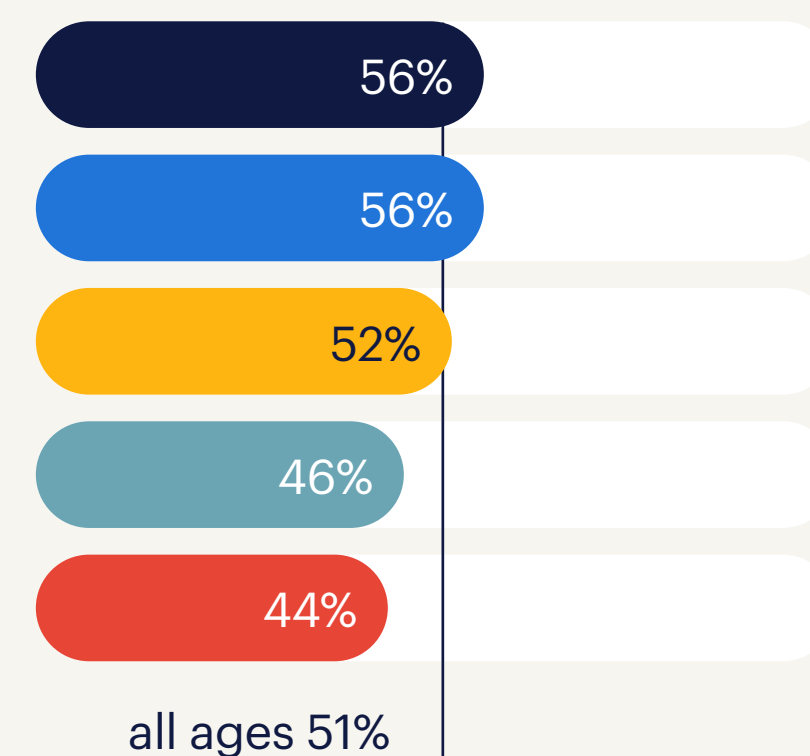
my job provides flexibility in terms of working hours



importance of flexibility in terms of location

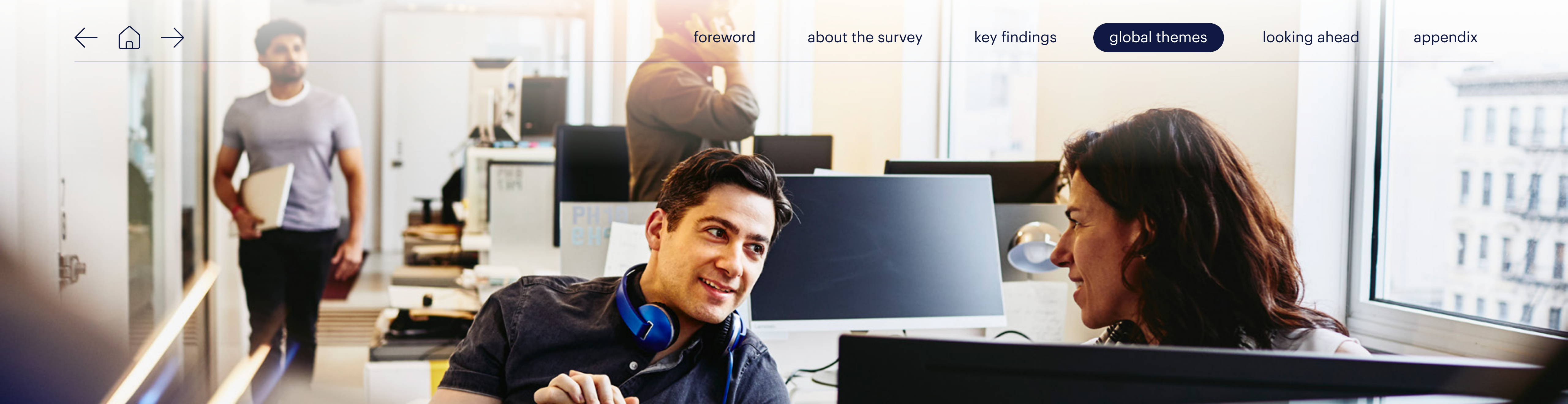


my job provides flexibility in terms of location



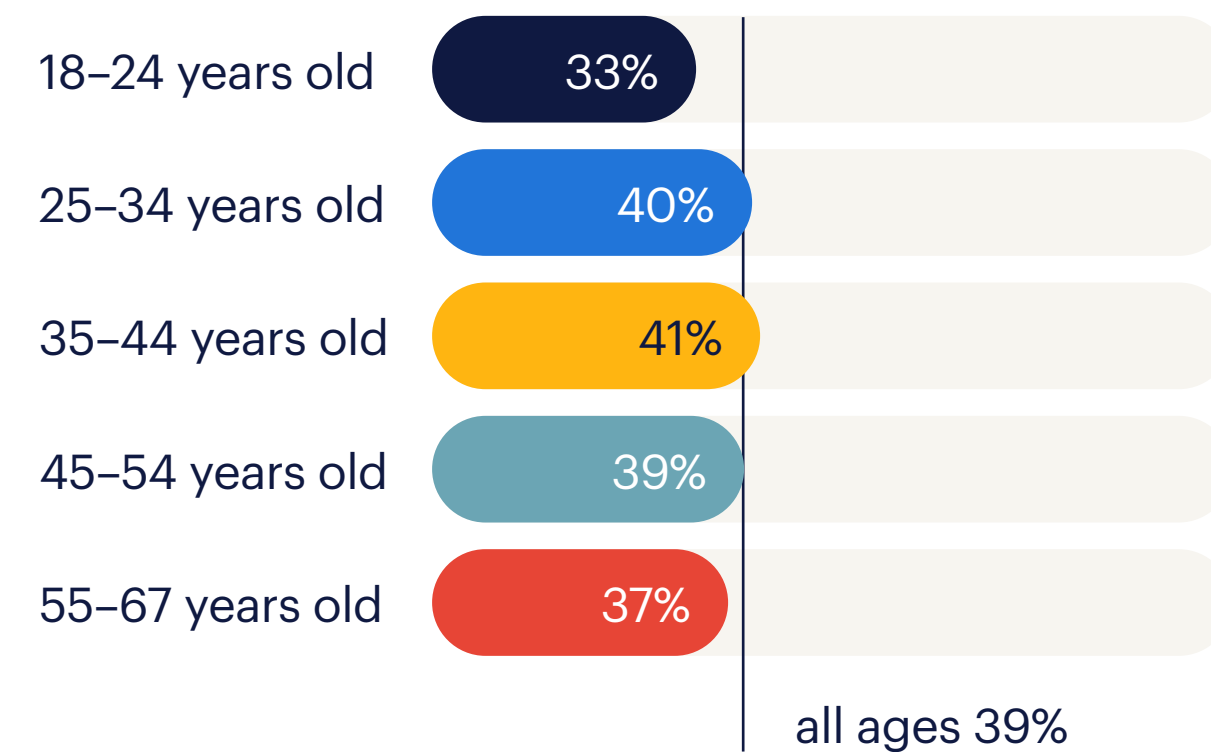
The prospect of reporting into the workplace for a 9-to-5 job has clearly become unappealing with more workers preferring a flexible workday (83%) alongside a flexible location (71%). Among the different age groups, flexibility was valued more by younger workers, with 84% of those 25 to 34 and 85% of those 35 to 44 saying that having the freedom to choose when they worked is important. Women, often the primary caregiver in a household, also valued flexibility more than men when it comes to hours (85% vs. 81%) and location (72% vs. 69%).

These data points show people have adjusted their expectations of employers, who have been mostly regarded as [supportive of their workforce](#) during the pandemic. At the beginning of the crisis, organizations enacted robust protection in the workplace, mobilized those who could work at home and provided unprecedented support to their people. Having benefited from their company's accommodations, workers squeezed by high prices are again hoping they can find relief from employers.

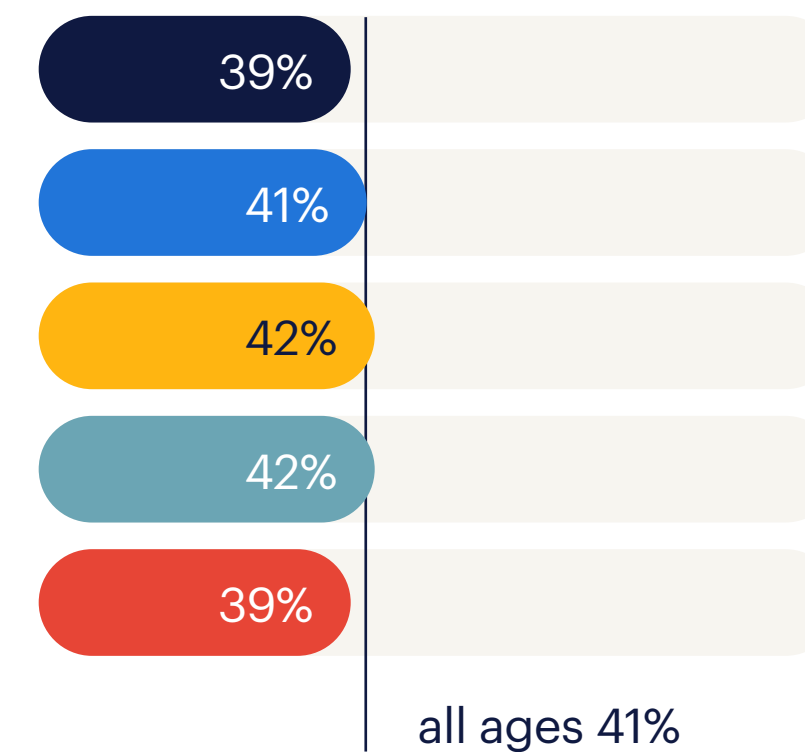


thinking about the changing economic landscape, which of the following would you want from your employer?

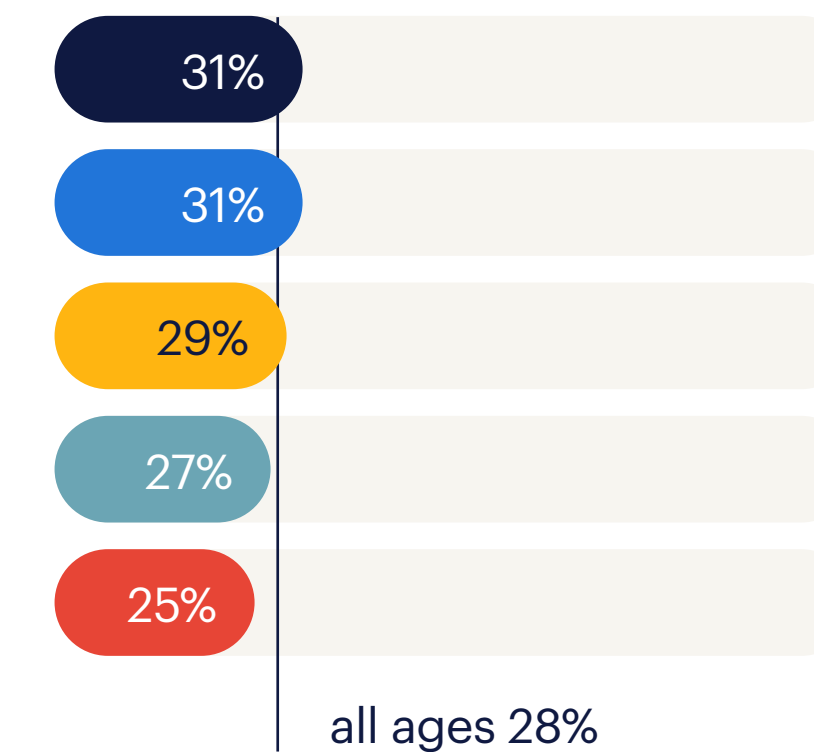
an increase in salary outside of the usual cadence of annual pay reviews



a monthly cost of living pay boost



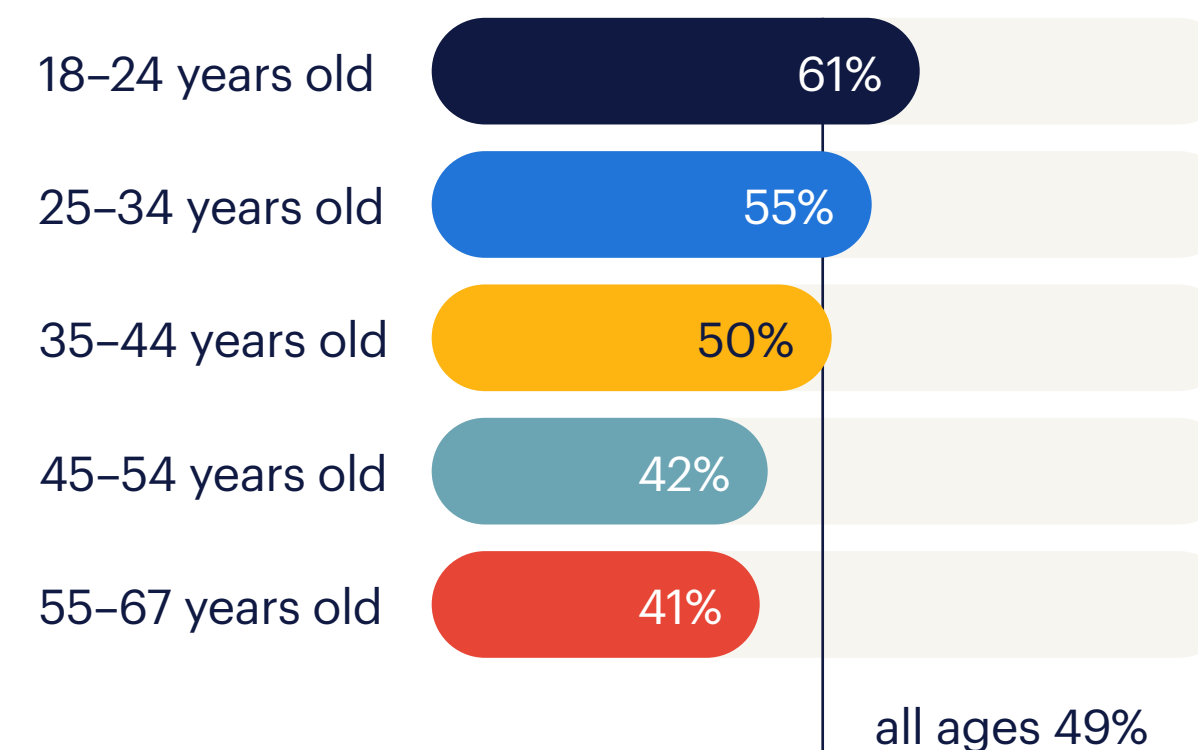
subsidies for the cost of energy, travel or other daily expense





The most common kind of relief being sought is a monthly cost of living pay boost, with 41% preferring this. This was closely followed by a salary increase outside of the usual cadence of annual reviews (39%).

my employer is helping me deal with the increased cost of living



Some employers have already increased the frequency of adjustments. In one case, a company last year even provided [quarterly pay reviews](#) to help with surging inflation. In the UK last year, 1 in 20 companies with 250 or more employees [provided a one-time payment](#).

Our survey showed that others simply wanted subsidies to offset the higher cost of energy, commuting or other daily expenses (28%). Across the world, where the prices of petrol and natural gas have skyrocketed, this idea has been catching on as a growing number of employers provide fuel stipends, gift cards and extended work-from-home privileges [to offset energy costs](#). About 15% of workers told us that their employers have offered these during the past six months.

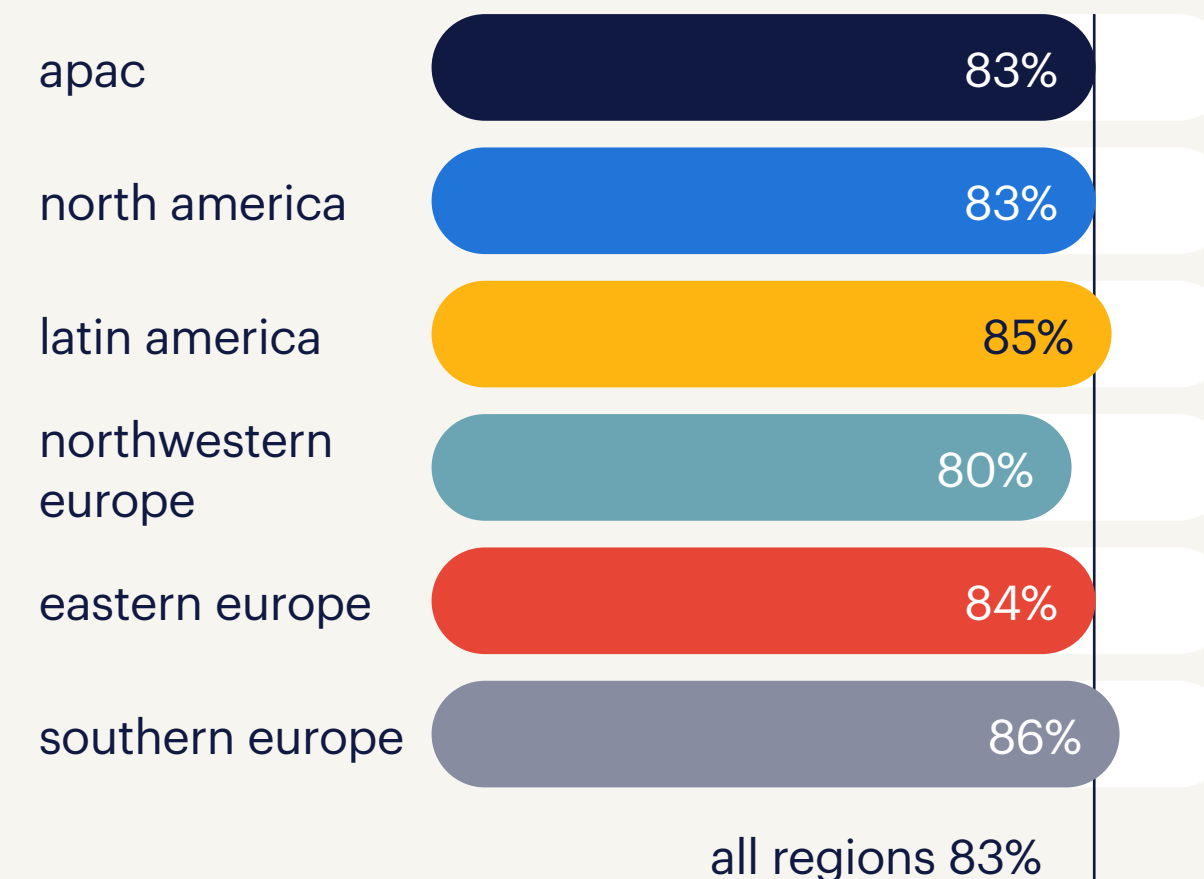
Among the generations, those from 35 to 44 were most interested in seeing their pay adjusted more than annually (41%); this same group, along with those 45 to 54, is also most likely to want a monthly adjustment to their pay (42%).

notable differences by geography

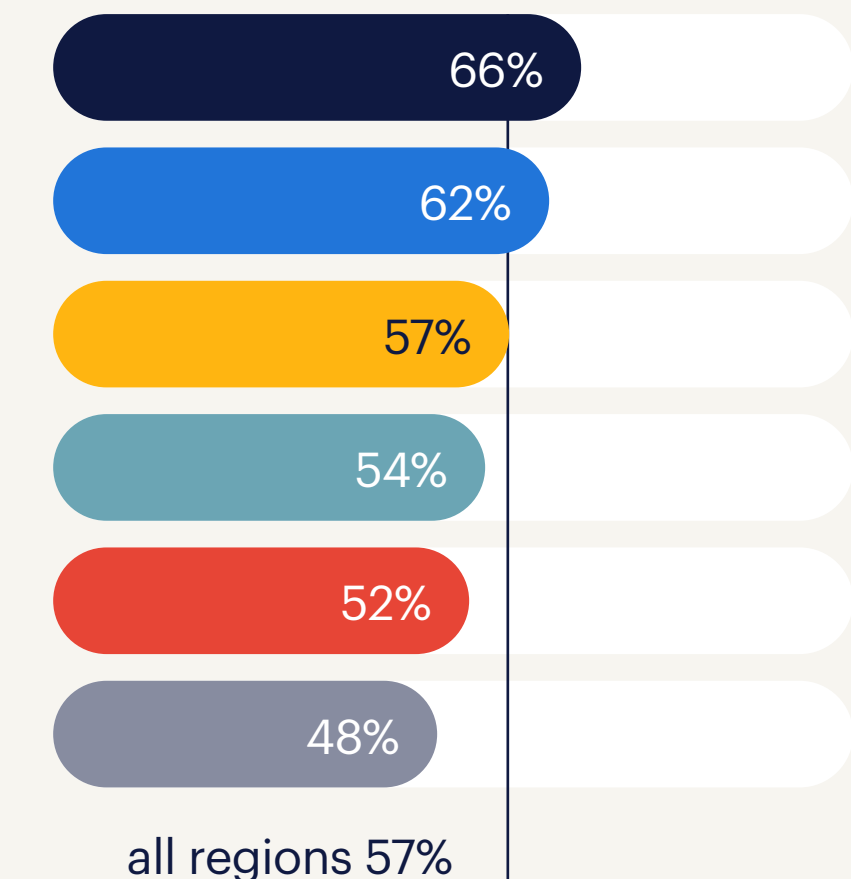
While remote work is important to 7 out of 10 people, notable variations were observed around the world. Only about 61% of those in Northwestern Europe held similar beliefs, but 80% in Latin America did. Similarly, nearly all survey respondents in India held this sentiment (93%) but just 62% in Hong Kong felt this way.

With 2 of every 5 people wanting a monthly cost-of-living stipend from their employer, this was especially important to those living in Southern Europe, with half of those surveyed feeling this way. By contrast, just a little more than one-third (38%) in the Asia Pacific region held similar views. On a country level, Polish workers were most emphatic about a monthly boost (54%), but this incentive was least expected in the Czech Republic (28%).

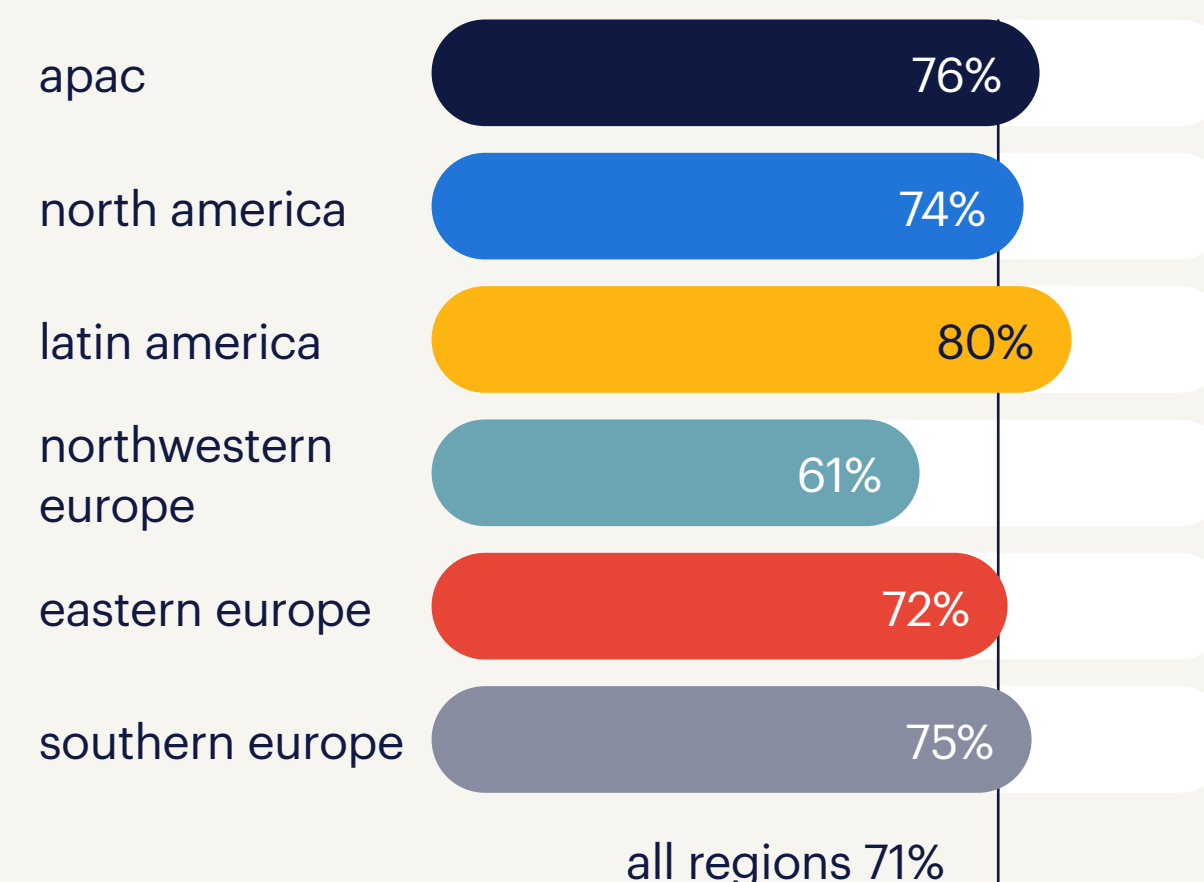
importance of flexibility in terms of working hours



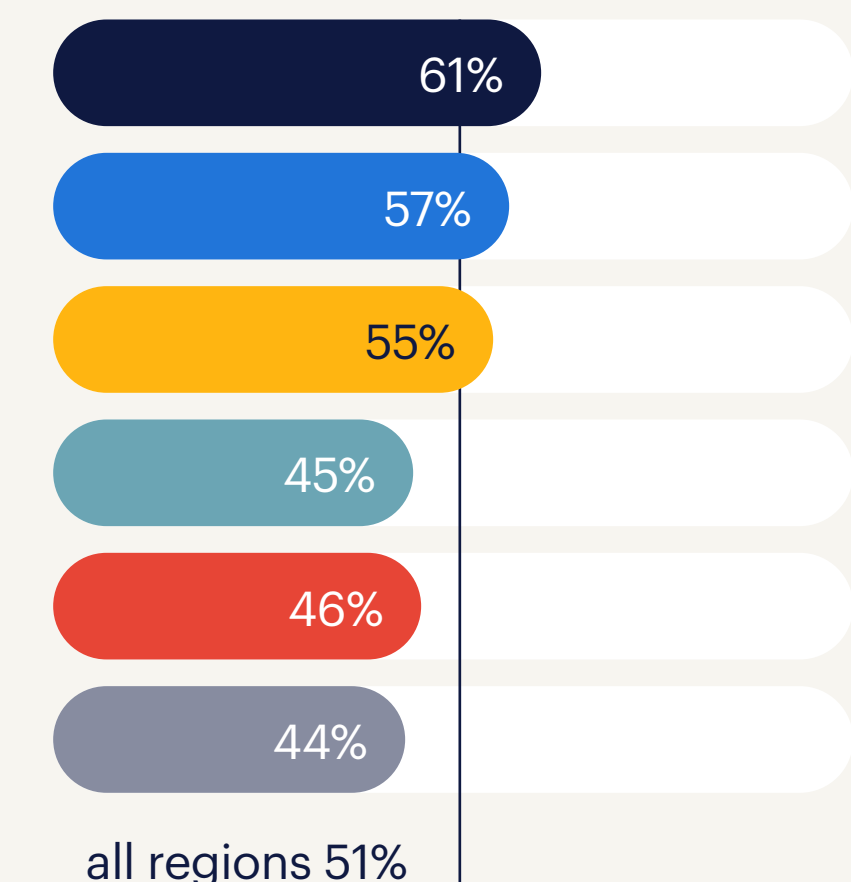
my job provides flexibility in terms of working hours



importance of flexibility in terms of location



my job provides flexibility in terms of location



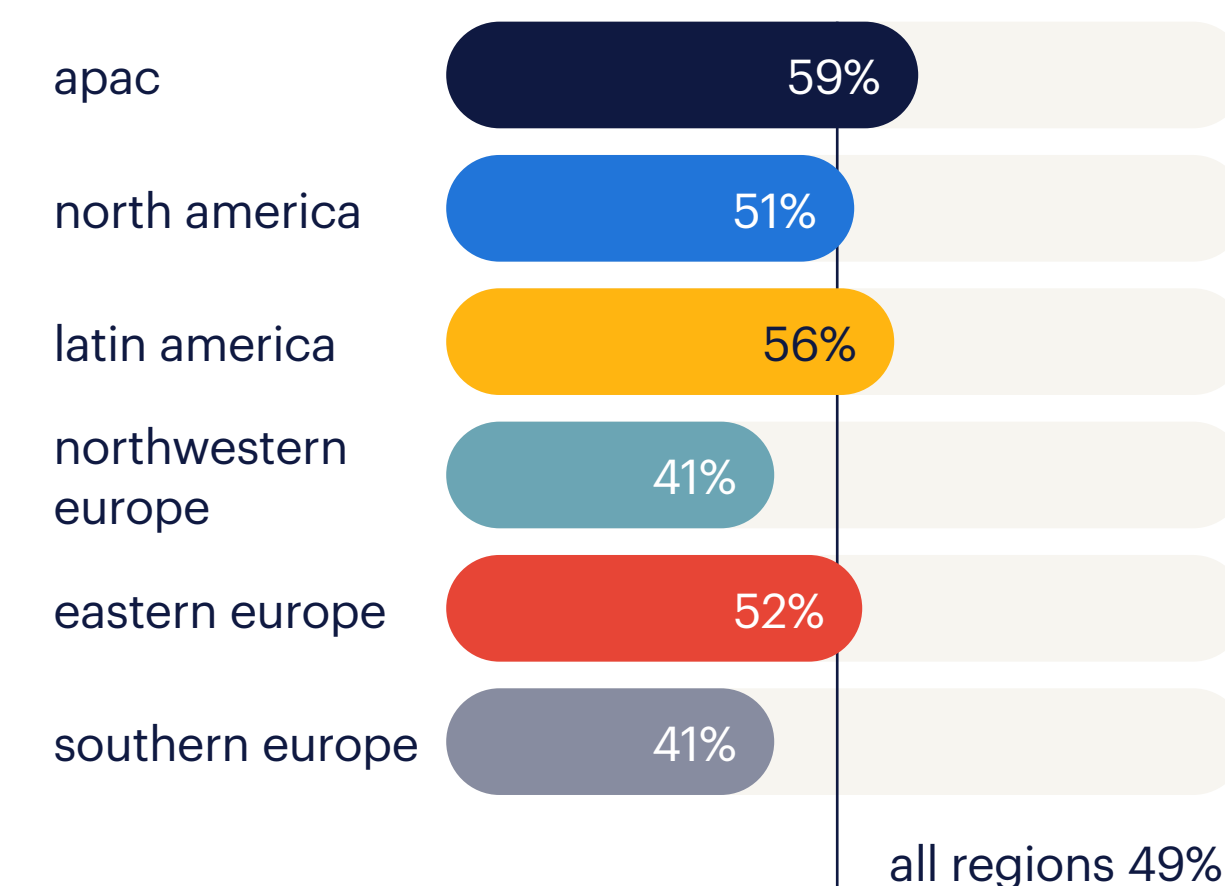


The desire to have employers help pay for more costly commutes and energy usage at home is not high among North American workers, with fewer than 1 in 5 (19%) wanting this from their companies — the lowest percentage of all regions.

People in Northwestern and Southern Europe in higher numbers (26% and 28%, respectively) would like their employers' help with these costs — in part because the percentage of people who have received additional support was the lowest in these two regions.

At a country level, Japanese and Swedish workers were least likely to get additional inflation-fighting support from their employers (both at 30%), but an overwhelming majority of people in China (89%) said they did.

my employer is helping me deal with the increased cost of living



three tips for meeting changing workforce expectations

1

Employers should reconsider work location and the work day to develop better policies. Can some aspects of a role be performed off-site to enable more hybrid schedules? Would a workday that doesn't adhere to a 9-to-5 schedule give workers greater flexibility without creating workflow issues? Think outside the box to provide employees maximum latitude.

2

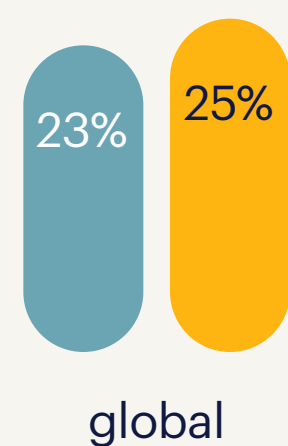
There are ways to help reduce employee costs without having to increase pay. In some markets, pre-tax commuter savings accounts can significantly offset a rise in transportation expenses. Setting up carpool arrangements reduces driving and public transit costs. Offering remote working an extra day or two each week can make a big difference as well.

3

Don't overlook the importance of regularly surveying the workforce to understand their financial stresses. Retention is important as companies looking to slow hiring may be reluctant to add back headcount. Using feedback data can help develop effective initiatives that alleviate employees' budgetary worries.

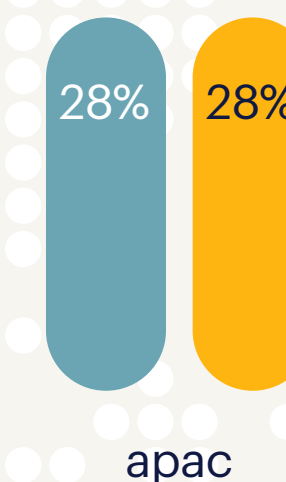
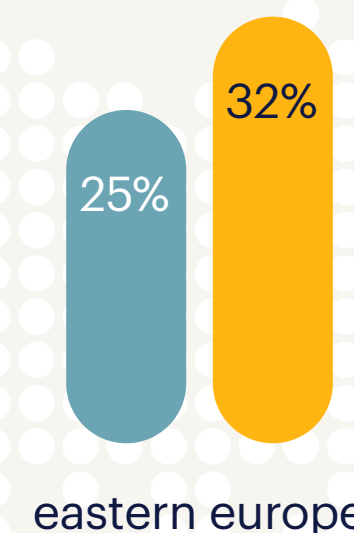
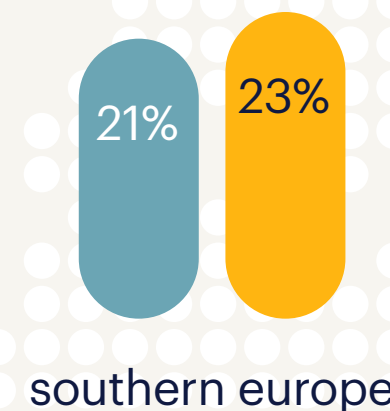
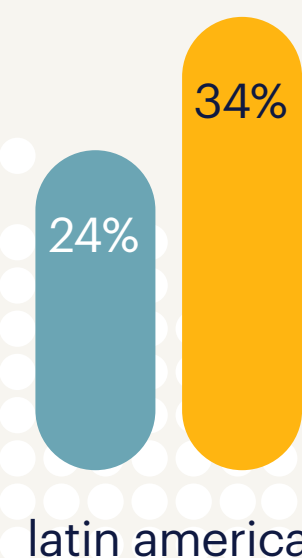
security.

Facing growing economic uncertainty, it's not surprising the global workforce feels anxious about the days ahead. Geopolitical instability, inflation and a looming global recession are all weighing on the psyche of workers. In fact, more than half (52%) said they are concerned about the global economy's impact on their livelihood, and more than one-third (37%) worried about losing their job.

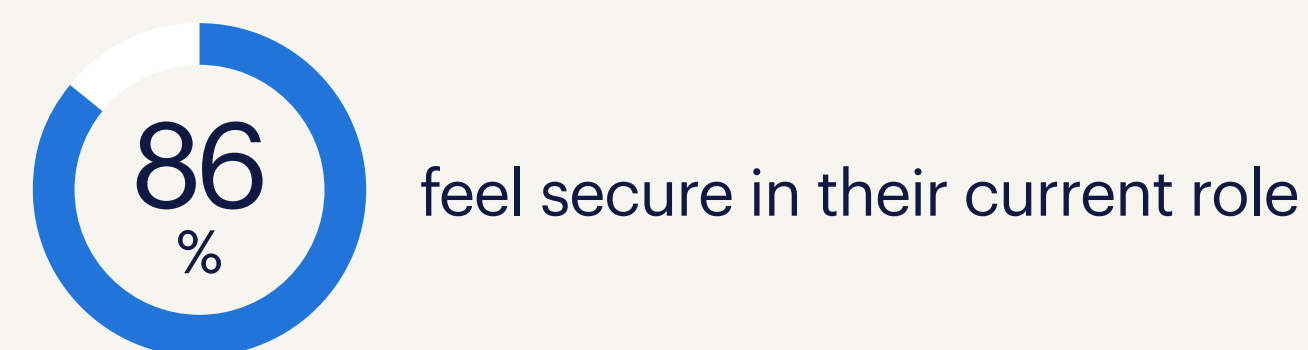
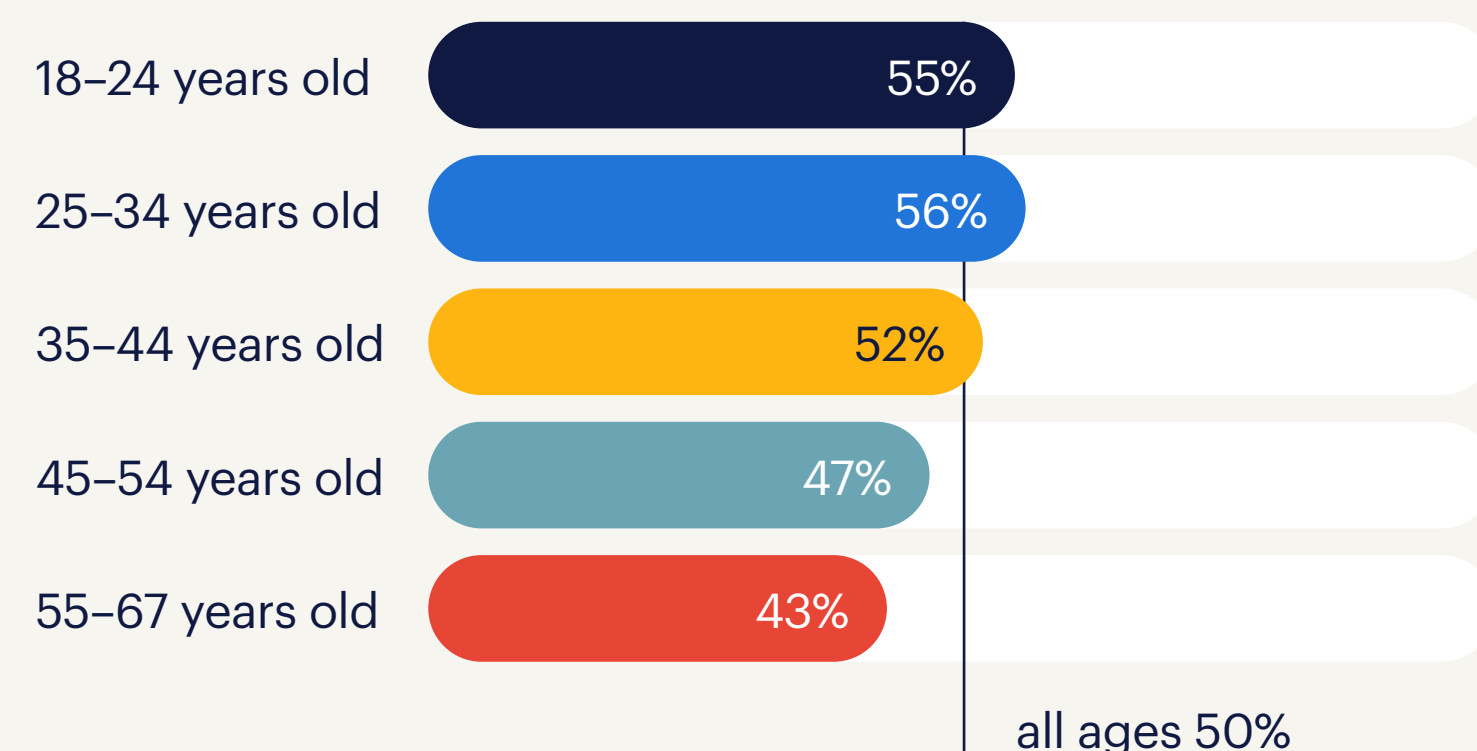


I have/am planning to increase my hours at my current job to help with rising cost of living

I have taken on/am looking to take on a second role to help with rising cost of living



I feel confident that if I were to lose my job, I could find a new one quickly



This issue is dictating the outlook of many workers, with nearly all (92%) saying job security is important to them and 63% refusing to take on a new role if it didn't provide enough security.

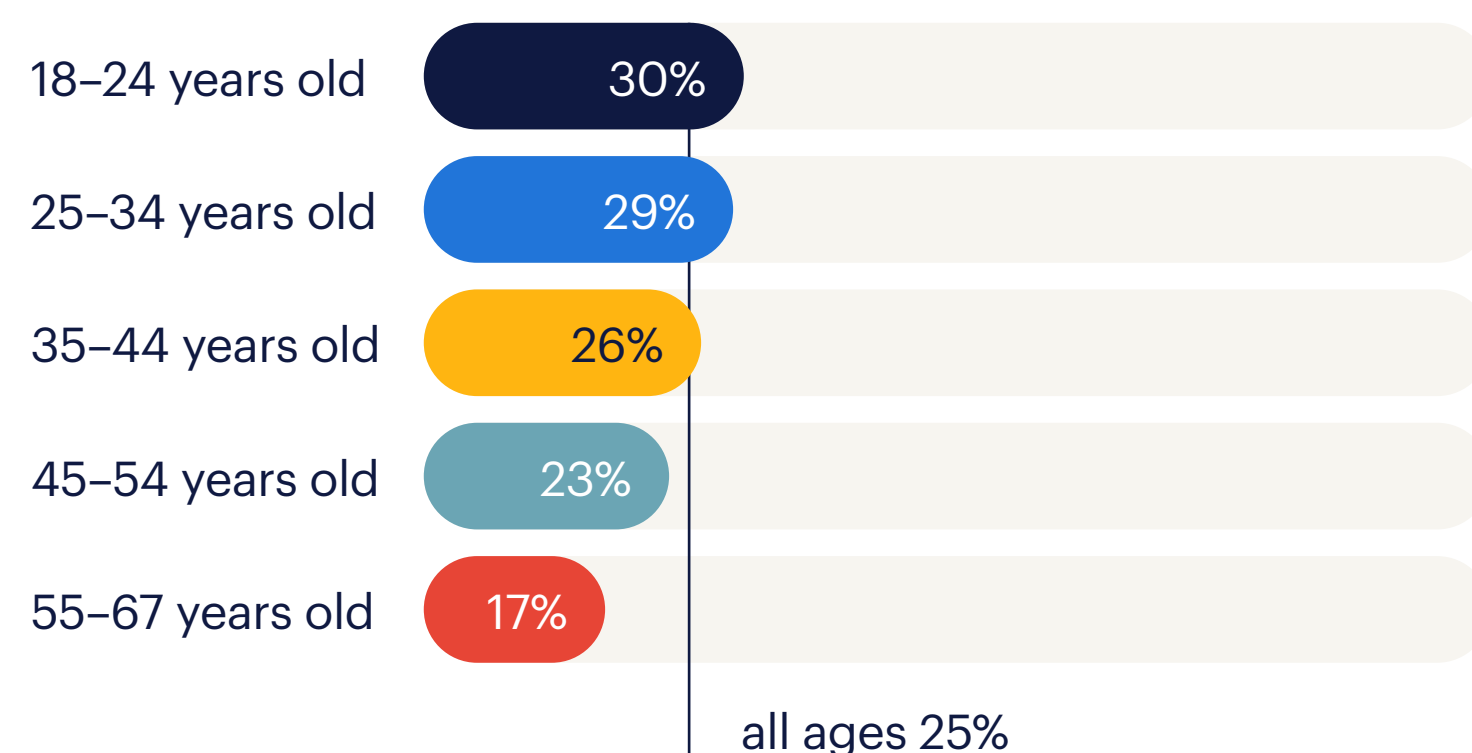
Even so, most survey respondents also expressed confidence in being able to quickly find employment if they were to lose their job (50.4%), and an overwhelming majority said they feel secure in their current role (86%) — both numbers higher than in 2022.

Anxiety is growing as a result of a number of [high-profile layoffs](#) last year, which included many white-collar roles at technology companies. Other sectors also announced reductions in force, including those in [automotive](#), [banking and financial services](#),

and [e-commerce](#). With demand weakening and the global supply chain still struggling, many employers are resizing their workforce. The hiring of critical and in-demand skills are occurring in some sectors, such as [government, NGOs and small startups](#), but they may not offer the same kind of pay or benefits as large, established companies.

Insecurity is growing not only because of layoffs; many feel they can't keep up with the rising cost of living. Most workers (58%) we surveyed said they have not received any kind of extra financial support during the past six months, and just 10% have gotten a one-off cost of living payment.

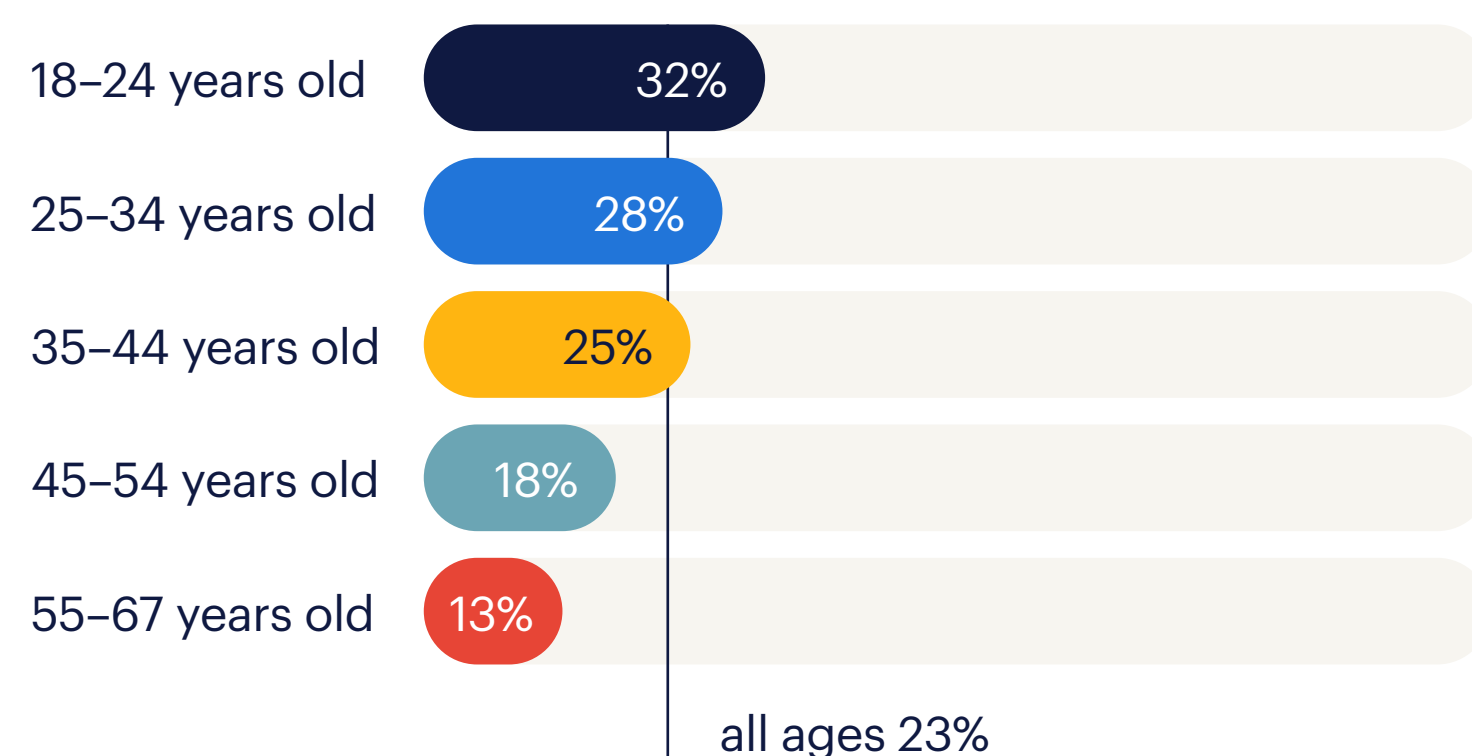
I have taken on/am looking to take on a second role to help with rising cost of living



As a result, a number of people are looking to supplement their regular income, either by taking on a second role (25%) or increasing the number of hours worked at their current job (23%). Gen Z were most likely to take both actions with 30% looking to take a second role and 32% to increase their hours — both figures are much higher than those of the oldest generation aged 55 to 67, with 17% and 13%, respectively.

Working a second job has become a lifeline for some workers but a reason for concern for some employers as well. [One report](#) found that more workers needed the extra income to cover gaps in their main income source, but others are “[overemployed](#)” by holding two full-time jobs at once without the knowledge or consent of their employers.

I have/am planning to increase my hours at my current job to help with rising cost of living



25%
are looking to supplement their regular income



1 out of 5 surveyed by Randstad also said they have changed or are planning to change jobs to one that pays more as a result of inflation, with the youngest group most likely to do so and the oldest least likely.

A potential reason for the younger generation feeling more confidence is that last year it enjoyed the [fastest wage growth](#) in markets such as the US, where Gen Z saw median hourly pay rise 10.6% from a year ago, sharply higher than the 4% gain for all workers.

This is also why the “Great Rotation” accelerated in 2022 as employees saw an opportunity to make more money, find more meaningful work and/or gain more job flexibility. Men were more likely than women to consider quitting their role for more money (22% vs. 20%) as well as increase the hours at their existing job (24% vs. 21%).

Job and financial security will surely be a top issue for both workers and employers in 2023 as uncertain economic conditions leave everyone feeling tentative and weary about the future. These concerns are also likely to result in fewer voluntary turnovers and career mobility, with about 10% expecting to delay changing their jobs because of the volatile landscape.

21%

are planning to change jobs to one that pays more as a result of inflation

notable differences by geography

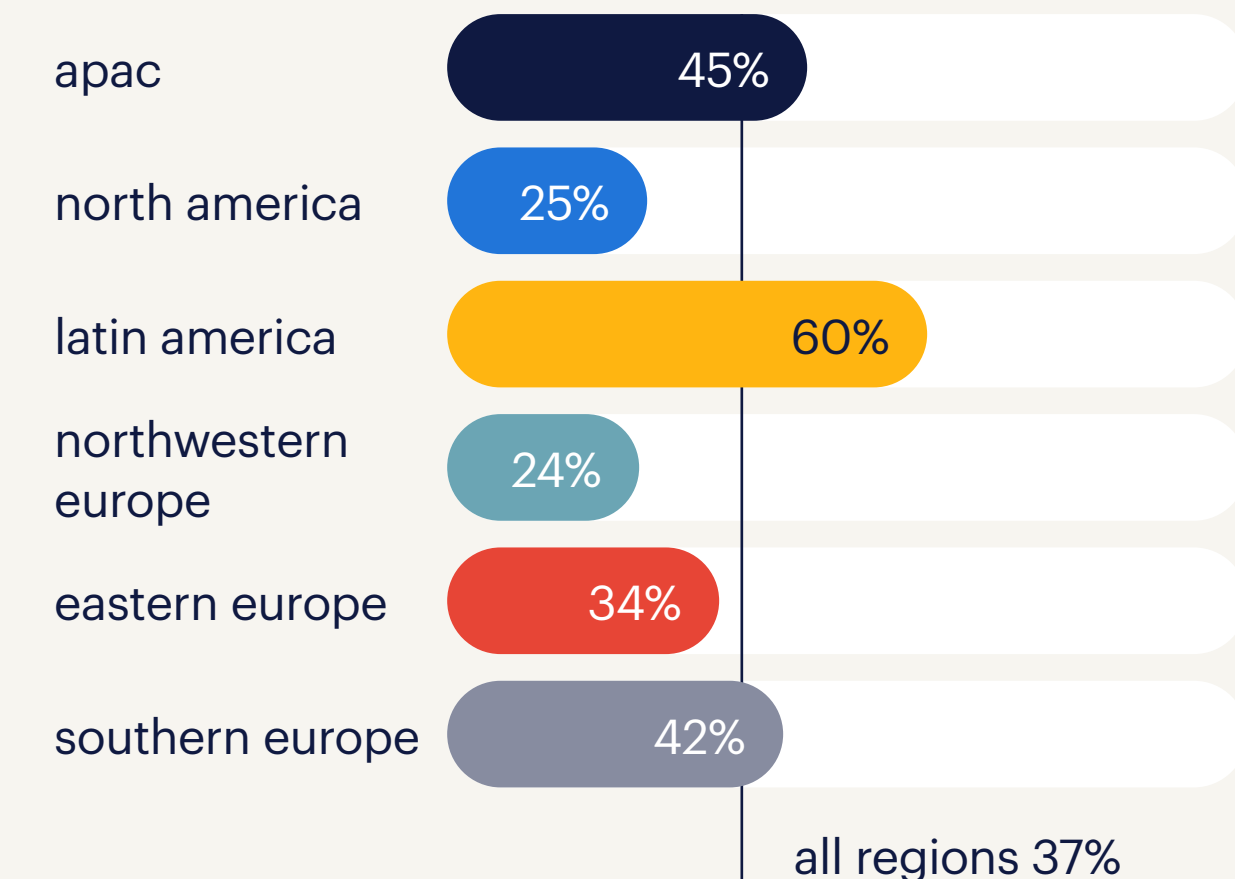
The impact of economic uncertainty and worries over job security vary among regions. Workers in Latin America are most worried about losing their jobs, with 60% feeling this way, while their counterparts in Northwestern Europe are least worried, with just 24% feeling concerned. Similarly, a majority (74%) in Latin America are worried about the impact of economic uncertainty on their job security, while only 38% in Northwestern Europe feel the same.

With high costs leading to more people seeking higher-paying jobs, employers in some markets will need to consider offering more financial incentives for employees to stay. Our data shows that 51% in India want to quit and find better-paying work so they can cope

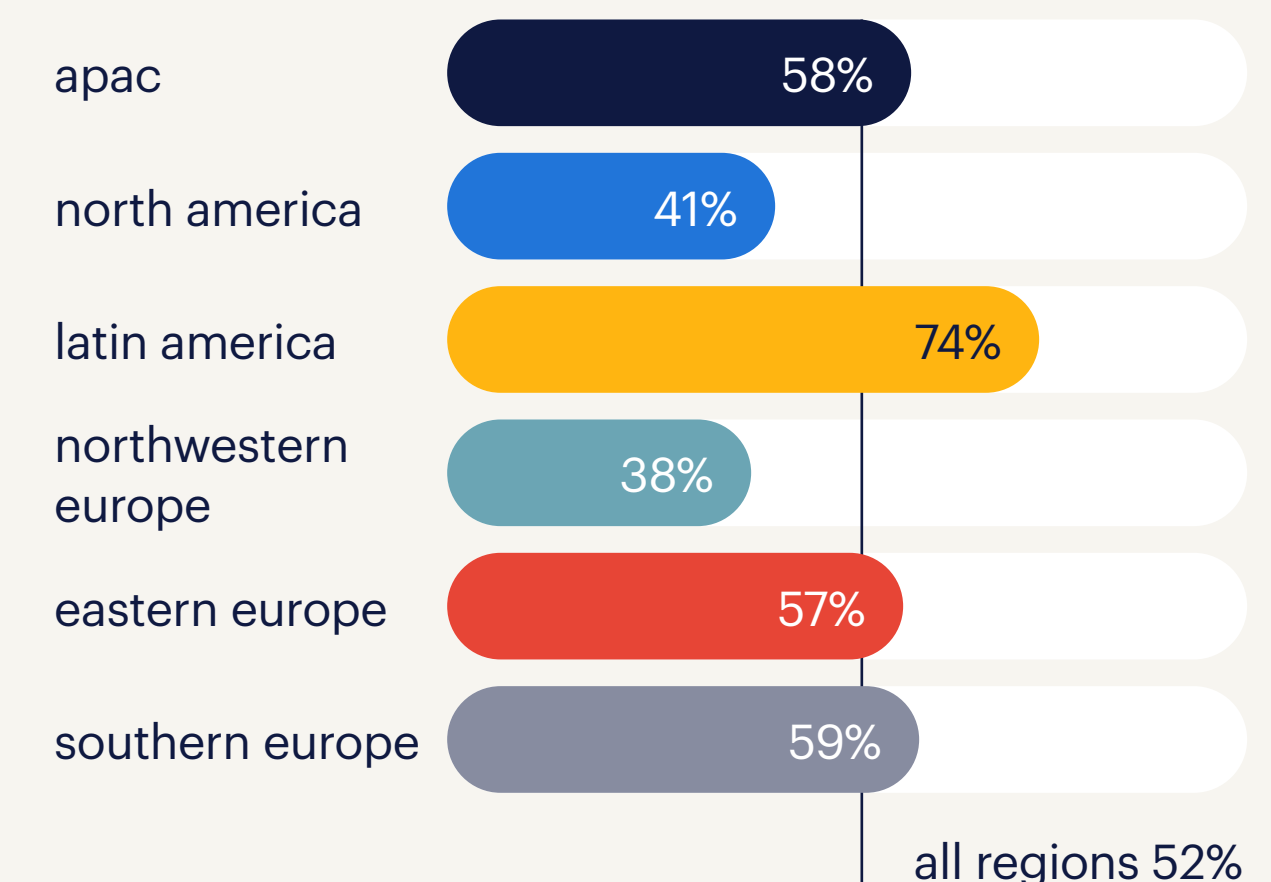
with higher costs — the only market in which a majority plan to do so. The next closest market was Turkey, in which 31% of those plan on resigning. The market with the fewest share of people planning to quit for higher pay is Belgium (13%) and Luxembourg (14%).

Workers in India were by far the most confident of being able to find another job if they became unemployed, with 83% feeling this way (globally the average was 50.4%). Conversely, only 37% in Italy believed they could find a job quickly after being unemployed. Indian workers also were far more likely to take on a second role to help them with higher costs, with 53% doing so or planning to. Just 9% in the Netherlands are interested in a second job.

I am worried about losing my job



I am worried about the impact of economic uncertainty on my job security



three tips for helping workers feel more secure

1

Make sure to keep channels of communications open both ways to allow reassuring interactions. Lack of empathetic communication from companies and managers can have a negative impact on both the workforce and operations. Clarity and transparency, instead, make people feel more secure about their future and help avoid unnecessary stress.

2

Leverage health and wellness benefits to help workers better cope with the mental and financial stress during this period of high inflation. Employee assistance programs can provide important support to an overworked and nervous workforce. Financial advisors can also aid in the planning and budgeting for retirement and college savings.

3

Be compassionate in any cost-saving measures affecting livelihoods — be it layoffs, cutting work hours or reductions in salaries. Clearly explain the reasoning behind such actions and be prepared to support all employees who may lose their jobs by providing career transition services along with severance.

unretirement.

A unique phenomenon during the past three years is an increase in retirements occurring earlier than usual. A few causes include health and safety concerns associated with going back into the workplace, the “Great Enlightenment” among workers and generous government aid that enabled some to walk away from their work. Our 2022 survey showed that most believed they would be able to retire before 65, but our latest research reveals a decidedly different outlook, and it’s clear economic uncertainty is a factor in this change.

based on my current situation,
I will be able to retire at

before I turn 40

1% 3%

before I turn 50

4% 15%

before I turn 60

15% 33%

60–64

30% 25%

65–69

34% 10%

70–74

8% 3%

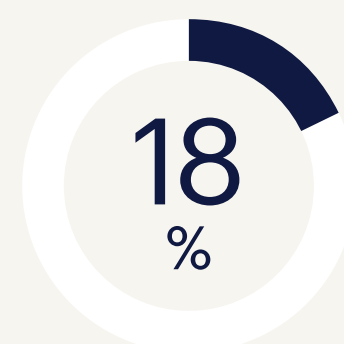
75–80

2% 1%

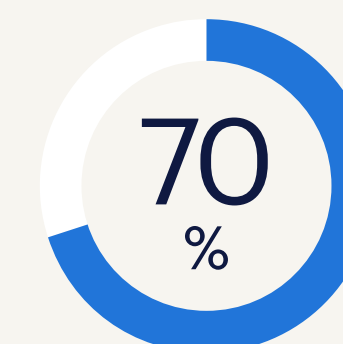
never

5% 2%

in an ideal world,
I would retire at



planning to delay their
retirement to help with
the rising cost of living



feel their financial position
is preventing them from
retiring as early as they want



Last year we found that 61% believed they could permanently leave the workforce before turning 65. Now, however, a faltering global economy, high inflation and diminishing government aid have many people reconsidering such a move: just half believe they will be able to do so, with finances the overriding factor in their reassessment.

Indeed, many are working again as economic realities set in, especially as higher energy and household costs batter their savings and pensions. In fact, 70% of those we surveyed said their financial position is preventing them from stepping down as early as they wanted. A convergence of concerning economic developments is driving more elderly workers to either return to the labor market full or part time.

For example, an analysis of UK labor market data last year showed that the number of those 65 and older looking for work or already employed [reached record levels](#). In Japan, the number of people 65 and older with jobs rose for the 18th consecutive year, with 50% of those aged 65 to 69 still working.

Unretirement has been rising [especially in the US and UK](#) among those 50 to 64 years old. US household wealth reached a record \$150.1 trillion in 2021 but has since [fallen three consecutive quarters](#). For many who decided to retire earlier than planned, this was a significant financial blow. But beyond money worries, many feel they are missing out after dropping out of the labor market. 32% told Randstad that they need work in their lives. Whether for meaning and purpose, social interaction or to experience the challenges that come with a job, employment for many is more than just a paycheck. It keeps them connected and gives them a sense of belonging.

In fact, 6% said they don't want to retire at all, and 17% are waiting for a specific milestone, which can be financial or a life event. Almost 1 in 8 said they feel a sense of obligation to their employer, leading them to delay their retirement.

what are the factors that prevent you from retiring as early as you want



Among those who are looking forward to retirement, 33% said they want to do so before 60. This was followed by 25% of people who said they aim to stop between ages 60 and 64, and 10% who will do so after reaching 65 to 69. A little over 3% would not rest until they reach 70 and beyond.

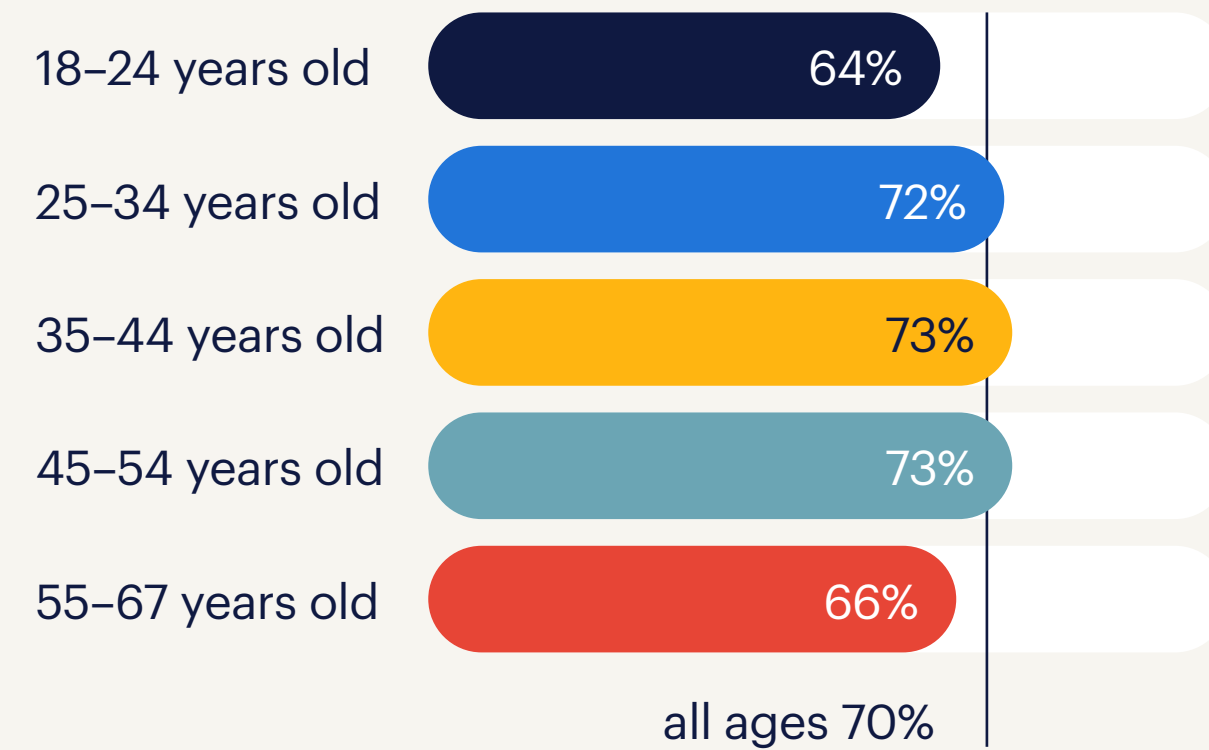
A notable outlook among the different generations revealed that both Gen Z (64%) and those 55 and over (66%) are least likely to view financial constraints as a reason they won't be able to retire when they want to. The generations in between expressed higher levels of pessimism that they will have enough resources to stop working at their desired age. Women also expressed greater doubt about their financial future more than men (72% vs. 69%).

Retirement will surely become an even greater challenge for talent and the companies they work for. The impact of aging populations around the world will reach a critical stage during this decade, as millions more leave the labor market creating a vacuum in economies around the world.

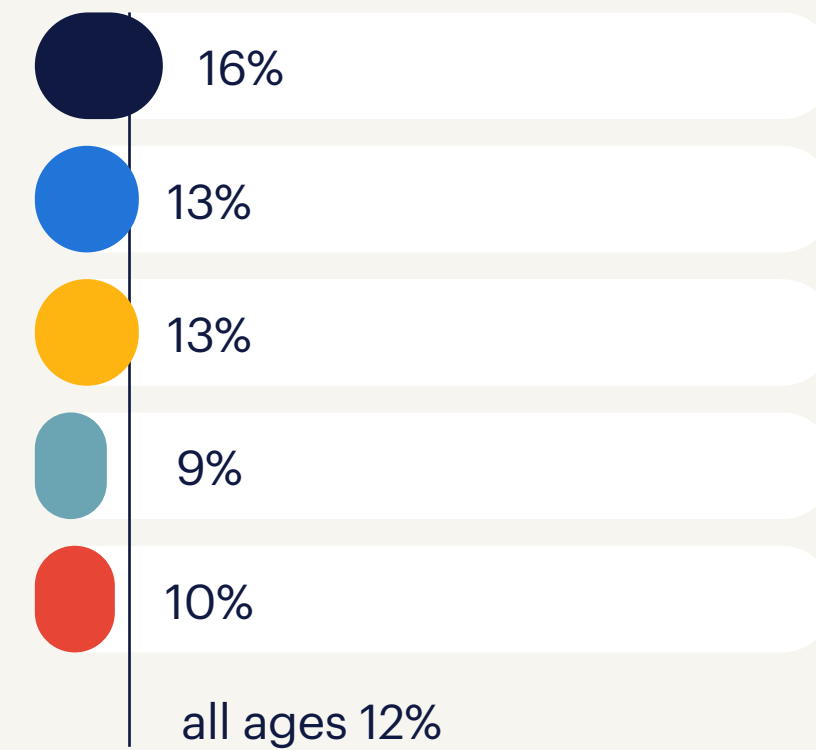
33%
want to retire
before 60

what are the factors that prevent you from retiring as early as you want?

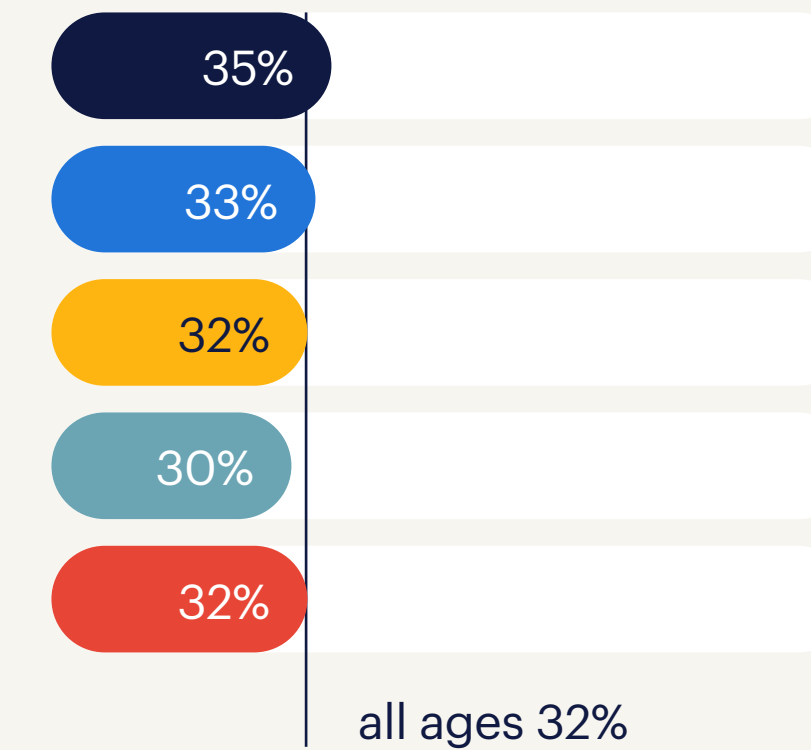
financial position — by age



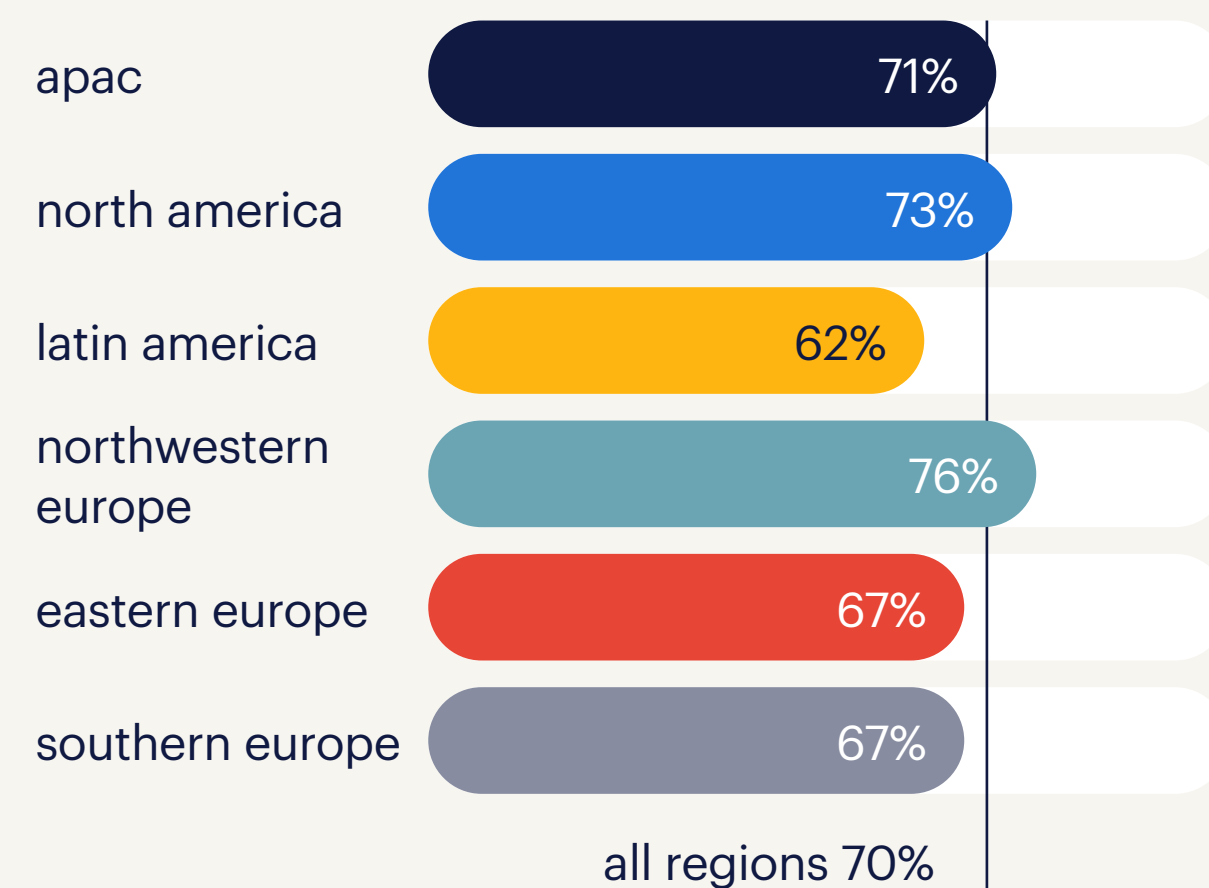
I feel my employer needs me



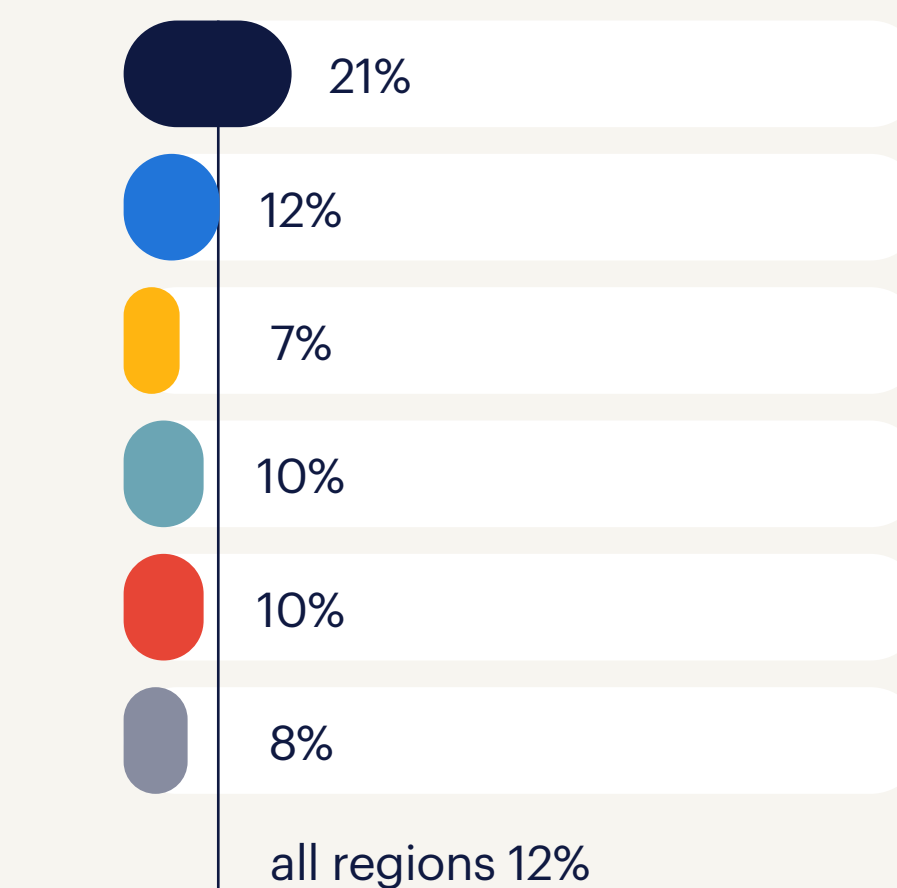
I need work in my life



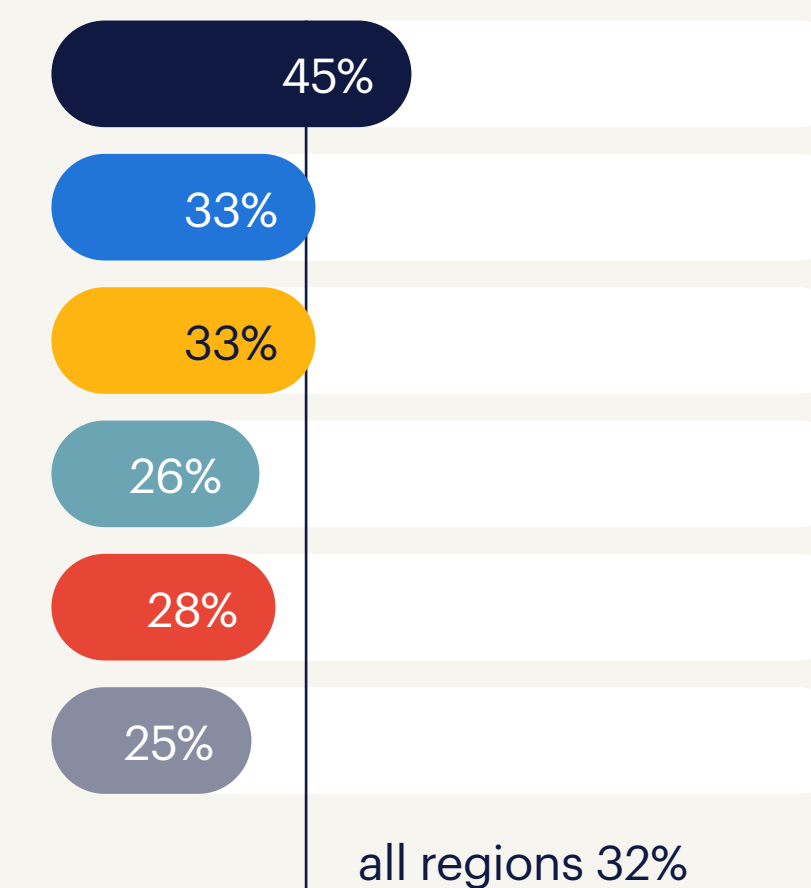
financial position — by region



I feel my employer needs me



I need work in my life



notable differences by geography

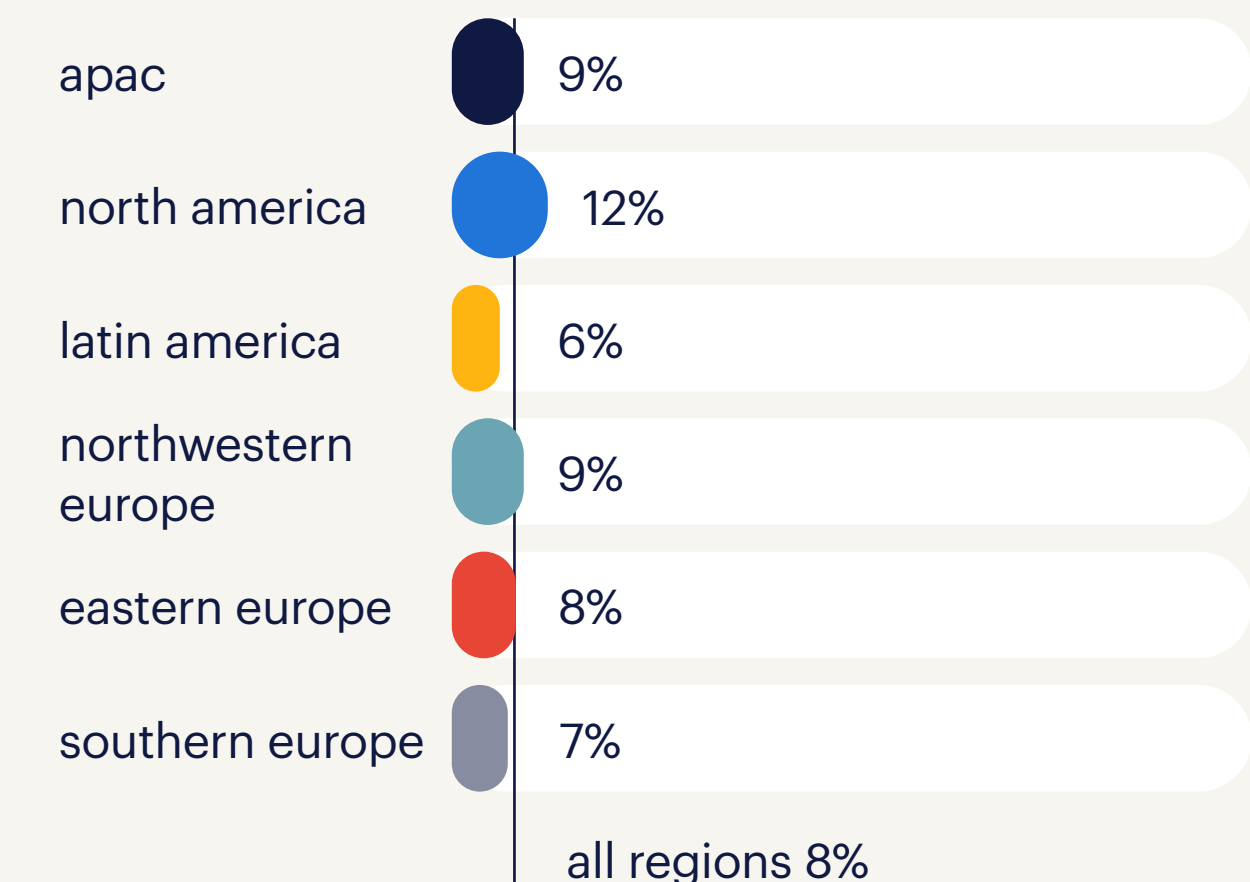
While 33% of the world's workforce want to retire by 60, this is hardly the case in some markets. Just slightly more than one-quarter in Asia Pacific think this is the ideal age. A remarkable 3% here never want to retire, the highest percentage among all regions. In comparison, just 0.5% in Southern Europe don't want to retire, with a plurality wanting to do so by 60. In Latin America, 26% want to retire by 50, a significantly higher percentage than the rest of the world. By contrast, only 9% in Northwestern Europe want the same.

In Japan, just 15% plan to retire by 60; the most popular option here is by 65 (25%). A whopping 8% said they never want to retire — more than five times the global average. On the other hand, fewer than 1% of Greek and Italian respondents said they would never retire.

A global average of 8% want to retire as soon as possible, but this sentiment was significantly higher in the UK (14%). In China, just 1.4% feel this way, the lowest of all markets surveyed.

What people desire, however, doesn't always align with what they believe they can accomplish. 34% believe they won't be able to step down until 65 to 69, which contrasts the sentiments on the ideal retirement age of before 60. A clear majority (59%) of Dutch workers said they wouldn't be able to until they reach 65 to 69. Indian respondents were surprisingly optimistic about early retirement, with 12% believing they will be retired by 50.

in an ideal world, I would retire as soon as possible



three tips for enabling the workforce to realize their retirement plans

1

Retirement options vary broadly by markets, occupation and age, but employers can always help their workers better prepare through education, incentivized savings plans and matching contributions. Localize a global strategy to ensure people have many options that best suit their financial needs.

2

People around the world are always in need of better financial education so they can plan for their retirement. Companies should consider how to impart this knowledge as part of their learning and development strategy. Offering additional incentives to participate in these courses can be really impactful on financial wellness.

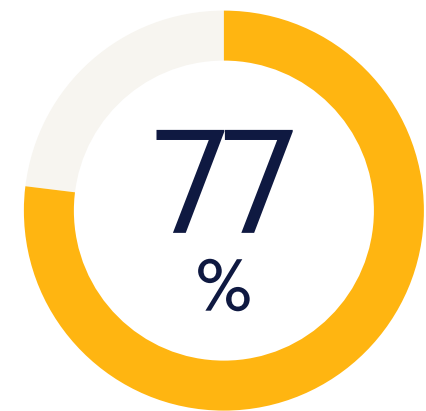
3

Provide older workers a transitional plan for their eventual retirement. Talent scarcity will grow in the coming years due to shifting demographics, and companies should develop flexible roles that allow those near retirement age to slowly transition from full time to part time and then completely retire.

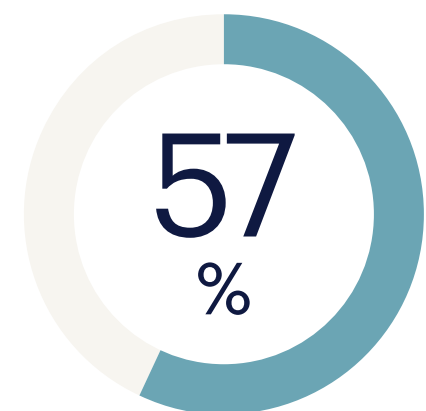


belonging.

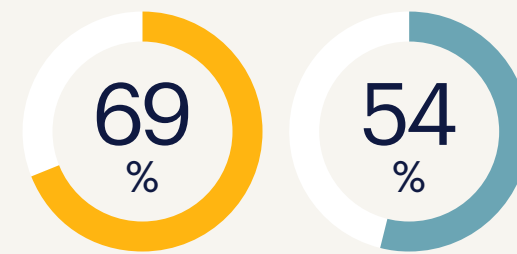
More than ever, the global workforce wants to be part of an organization that provides an inclusive and diverse workplace, one whose values align with theirs and a business that has clear social and environmental commitments, our research found. With the social justice movement accelerating and awareness of environmental issues rising, people around the world believe the company they work for should reflect the causes they believe in.



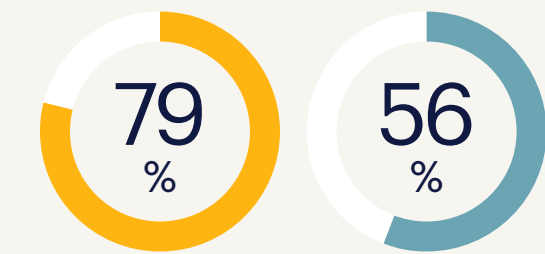
consider an employer's values and purpose important — globally



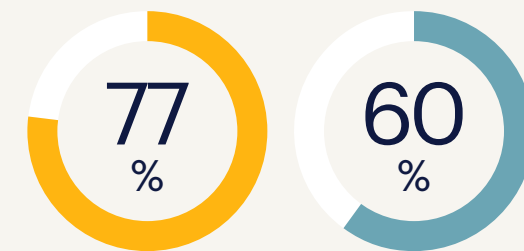
my job gives me a sense of purpose — globally



northwestern europe



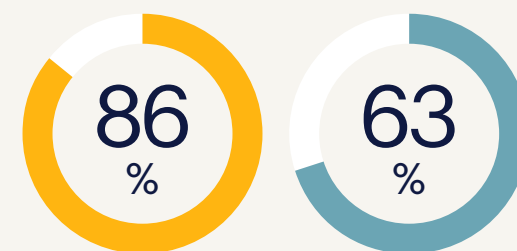
eastern europe



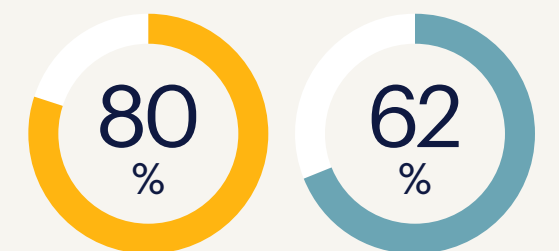
north america



southern europe



latin america



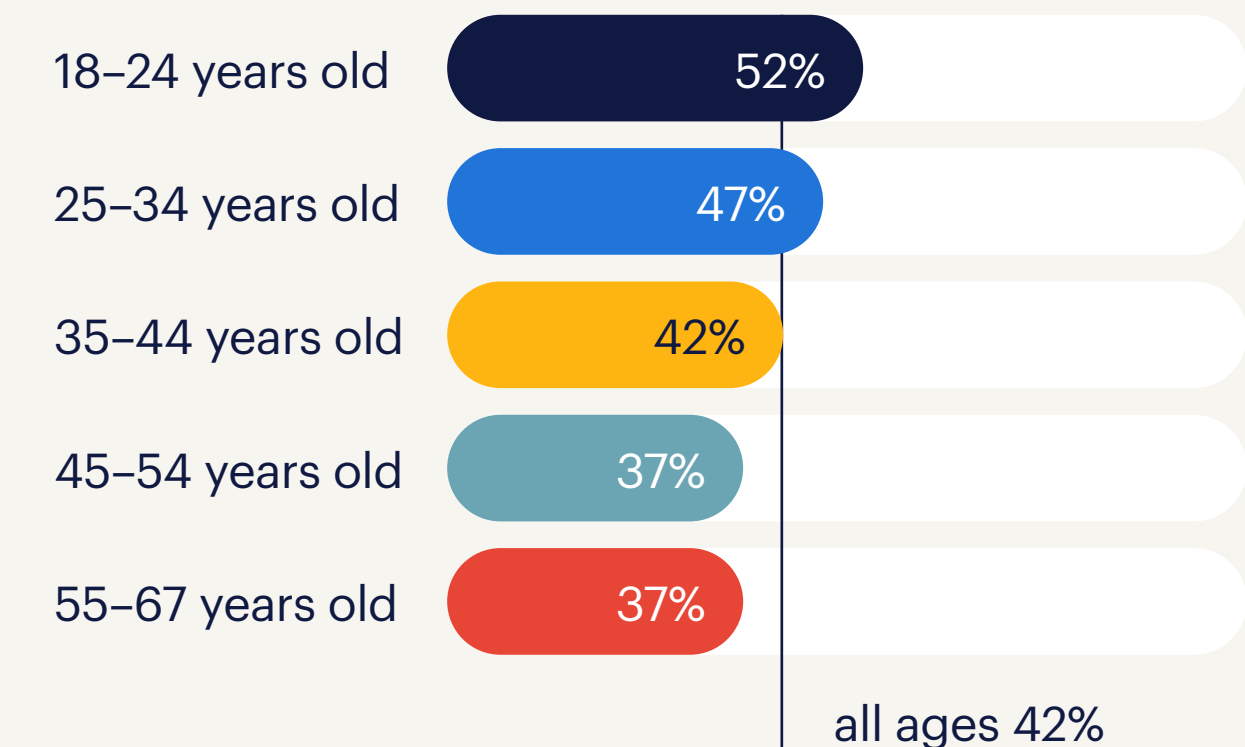
apac

77% of those we surveyed said an employer's values and purpose regarding sustainability, diversity and transparency are important. 2 in 5 (42%) also said they would not work for a business whose values didn't align with theirs. The same percentage said they wouldn't accept a job from an organization not making a proactive effort to be more sustainable.

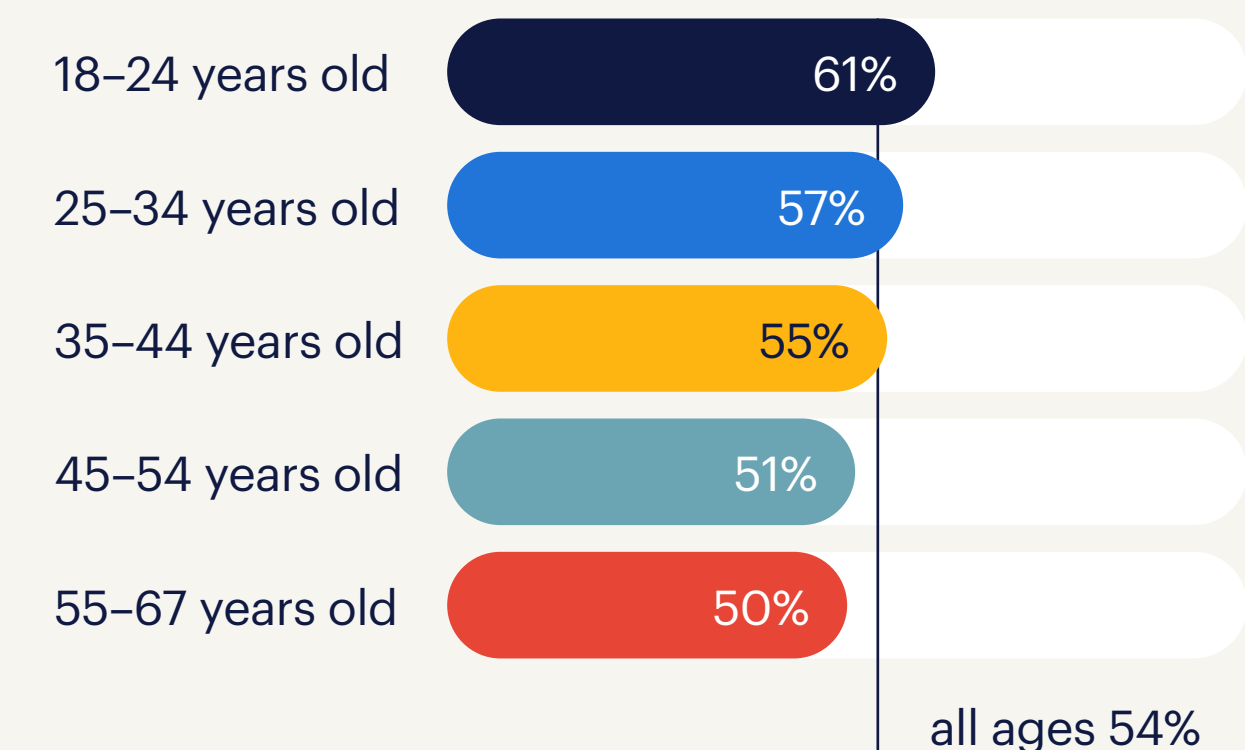
A majority (57%) also said their job fulfills their need for a sense of purpose, but nearly as many (54%) said they would quit a job if they didn't feel like they belonged.

One lesson that emerged during the pandemic is that talent experience is crucial to maintaining and enhancing workforce productivity and satisfaction. Perennially our data shows that while compensation is important, people also place a great deal of importance on how they are treated and feel in the workplace. And in the recent talent scarcity crisis, belonging has become increasingly important. Knowing they have more employment choices enabled many to seek out opportunities in companies whose values aligned more with their own and that offered a feeling of belonging.

I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues



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





Inclusion and belonging are important not only to talent but also the companies they work for. According to [Deloitte](#), belonging can lead to a 56% increase in job performance, a 50% reduction in turnover risk, a 167% increase in employer net promoter score, and a 75% decrease in sick days.

The desire to feel they are part of an organization is especially acute among younger workers. Our data shows that 61% of those 18 to 24 would quit if they didn't feel like they belonged at work, and the trend moves progressively lower among older age groups. Fewer than half of respondents 55 and over would quit.

This trend is also observed when it comes to the question of sustainability. Just about half (49%) of Gen Z would refuse to work for a company that didn't make a proactive effort to be more sustainable; only 35% of their oldest peers held such sentiments.

Similarly, a majority (52%) of those under 25 wouldn't accept a job if an employer's values didn't align with theirs on social and environmental issues, but just about one-third (37%) of the oldest age group felt this way.

Why are younger workers so insistent that employers align with them on social values? [Plenty of research](#) shows that Gen Z and Millennials are passionate about issues such as climate change, social justice and sustainability.

[As consumers, Gen Z and Millennials are siding with businesses aligned to their views, so it's natural they would adhere to such principles regarding employment choices. Whether companies are trying to sell to younger buyers or trying to hire them, the clear lesson is that creating a safe environment and a sense of belonging are important exercises employers must undertake. Those who heed this warning will most likely win the war for talent.](#)

notable differences by geography

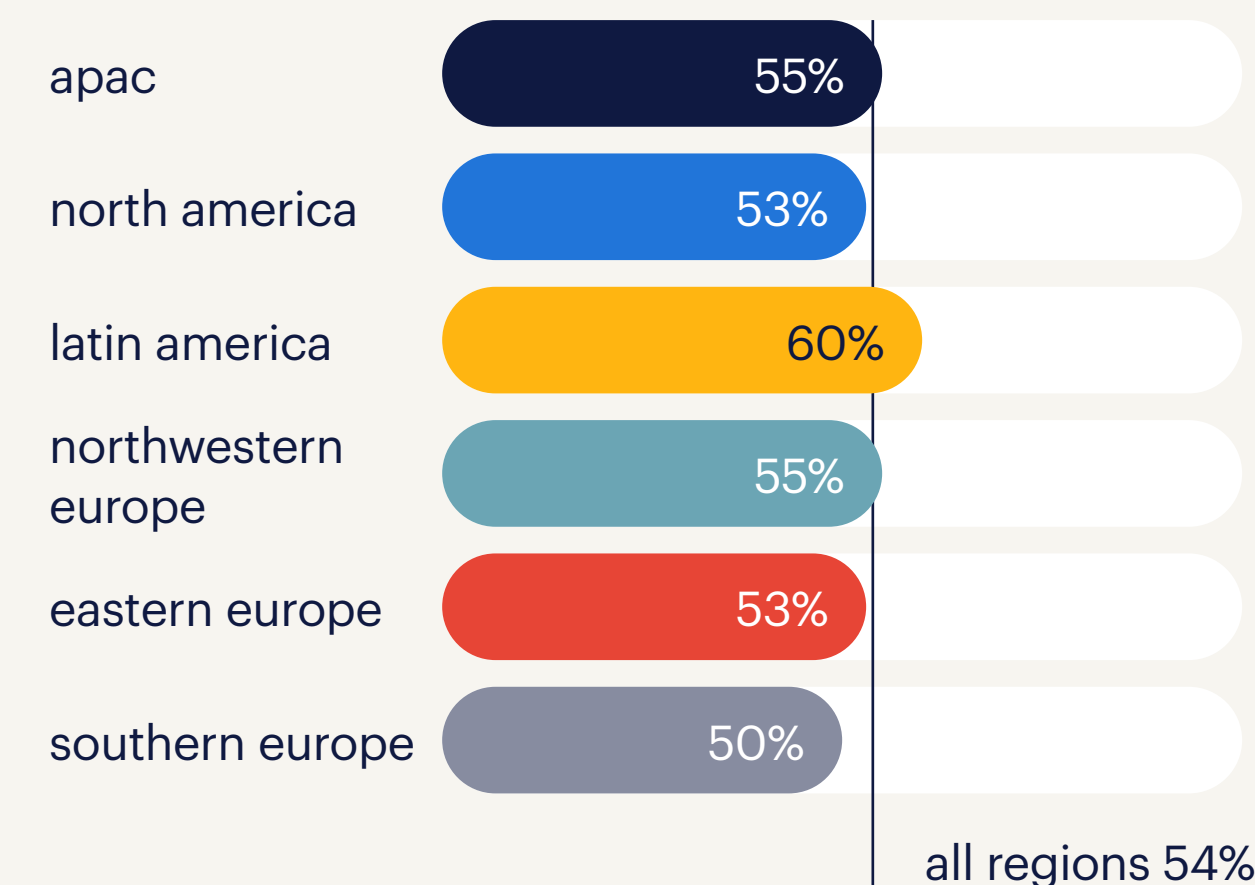
A sense of belonging is a priority for workers in Latin America more than elsewhere, with 60% saying they would quit a job if they didn't feel this way; conversely, just 50% of those in Southern Europe shared this sentiment. Latin Americans also felt strongly about an employer's values and purpose regarding sustainability, diversity and transparency — 86% said these were important issues. People in Northwestern Europe, however, were less passionate, with just 69% in agreement.

While a majority said their employers' values align with theirs, there were notable outliers among the different markets. While they are both powerful economies in Asia, Japan and China have workforces with highly disparate

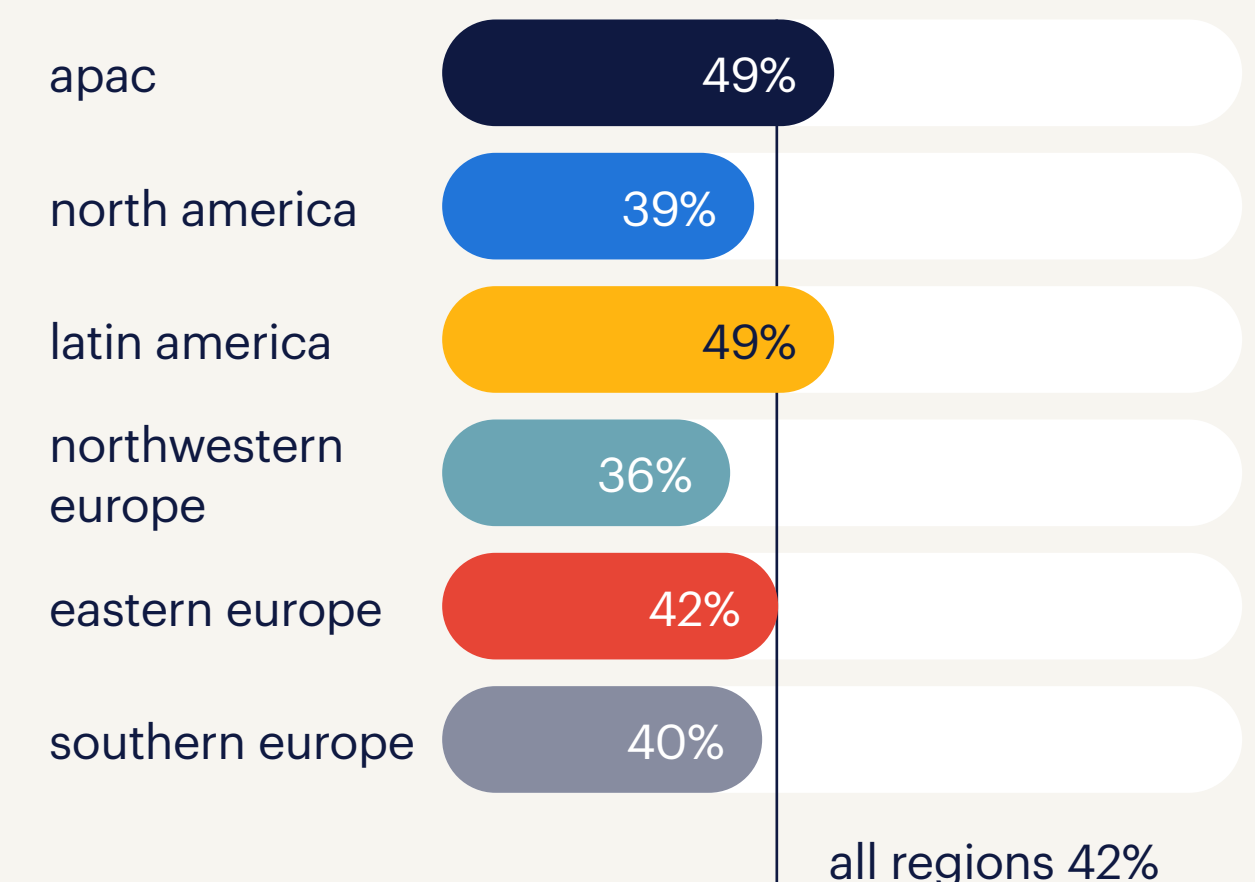
views on their employers' value. In China, 89% said their companies share similar values to them, but barely a majority (51%) in Japan felt this way.

Purpose is also high on the list of job fulfillment for most people, and this was the case for those in Asia Pacific (62%) and Latin America (63%). This was exceptionally true for people in India, where 88% said they derived a sense of purpose from their work. At the other end of the spectrum, only 38% of Japanese workers felt this way. This disparity may be a function of demographics since [Japan has the highest median age](#) in the world at 48.6 while India is much younger at 28.7. As our global data shows, younger people tend to derive more purpose from their work than older counterparts.

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



I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues



three tips for nurturing a sense of belonging

1

Acknowledge differences among employees but also emphasize commonalities. Individuality and diversity are key to innovation, but shared goals and experiences help unite people. Create employee resource groups to help people advance their interests, ask questions and participate in mentoring programs.

2

Communication, empathy and acceptance are key elements of helping workers feel they belong at an organization and employers should emphasize these in their workforce engagement strategy. By encouraging people to bring their true self to work each day, companies provide a safe and nurturing environment that promotes productivity and creativity.

3

Plan group activities that boost social interaction and encourage personal sharing. Helping teams to familiarize with each other creates a bond that work collaboration isn't able to replicate. While this may be difficult for remote workers, virtual parties and fun activities can bridge the distance between colleagues.

looking ahead.



looking ahead.

As the global workforce faces more unprecedented challenges, three years after the outbreak of the pandemic, the help of employers will again be pivotal to people's well-being.

The high cost of living, economic uncertainty and geopolitical instability are all occupying the psyche of workers. At the same time, they still want to belong to an organization whose values align with theirs. Clearly, companies will have to assess how they lead and support their people in the year ahead. During the height of the pandemic support and assurances from employers were crucial, and our research shows they need to maintain such efforts. Where possible, organizations can help mitigate inflation through monetary and non-financial initiatives to offset higher costs. Special bonuses, one-time cost of living subsidies and more frequent pay reviews can provide the boost workers are looking for. Expanding remote work opportunities, free meals in the office and establishing commuter savings accounts are other examples of support.



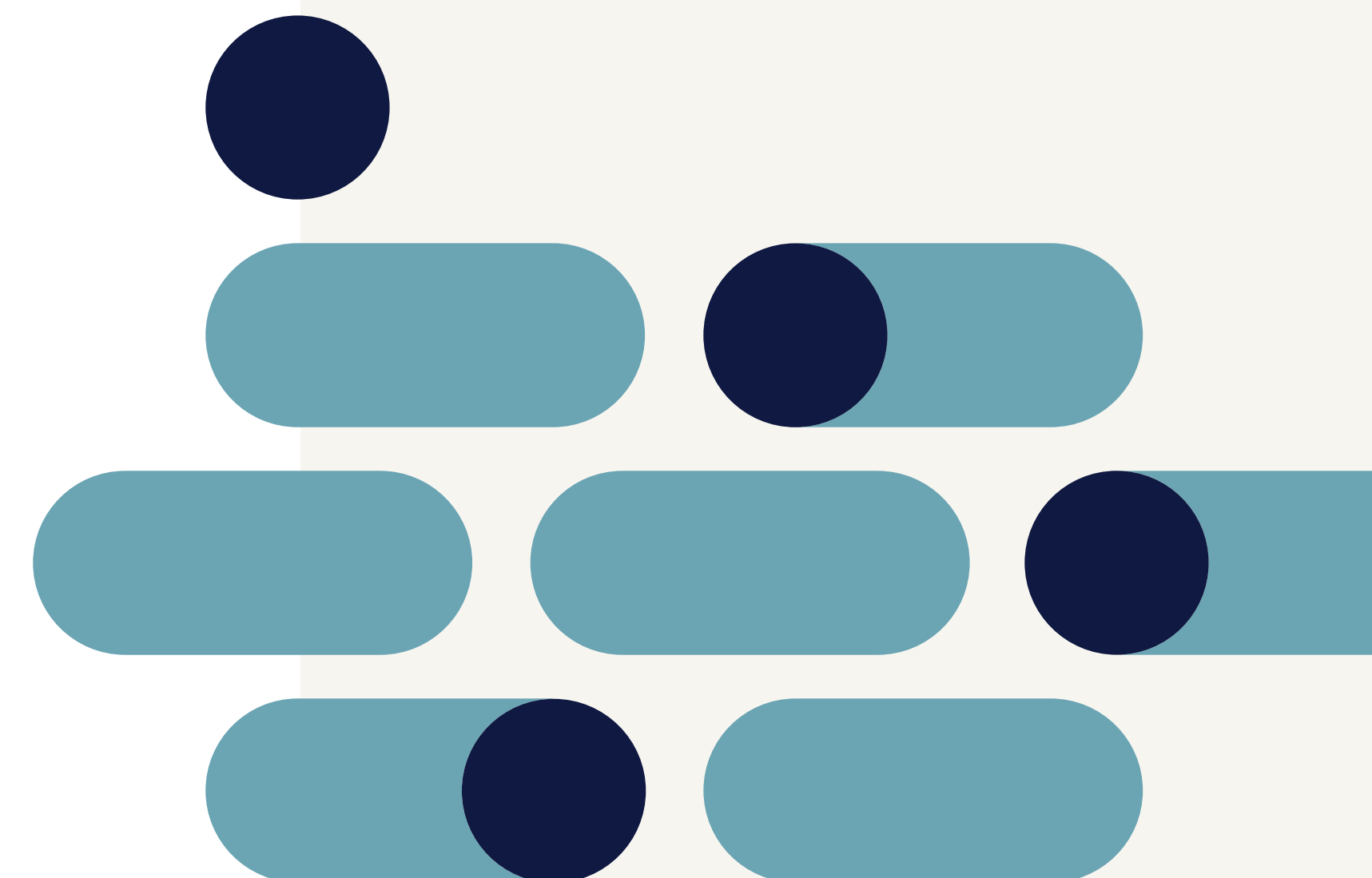
Beyond the threat of inflation, economic uncertainty has many feeling insecure about their livelihood. Constant news about layoffs and cutbacks in the corporate world are raising the levels of anxiety among workers, impacting both productivity and retention.

Business leaders must proactively and authentically communicate their outlook and plans for addressing recessionary pressures. They might not always be bearers of good news, but those who empathetically articulate support for affected workers will gain the respect and trust of all employees.

Such an approach should also address all needs of talent, not just monetary ones. Making the workplace a refuge from external worries — one in which people have a sense of belonging, are given flexibility to perform their jobs and can achieve a good work-life balance — needs to be a priority.

As our data pointed out, the majority of workers say their company's values align with their own, and during these tumultuous times, it's more important than ever to reinforce that accord. Without it, companies risk a broader threat: the loss of its critical talent.

We hope our research provided meaningful and actionable intelligence into the sentiments of the global workforce. Even as demand for talent eases, the mandate to keep the workforce engaged and energized hasn't relaxed at all. If anything, companies will have to rally their people harder to overcome the challenges ahead. With the insights provided here, we hope to make this task easier.



appendix.

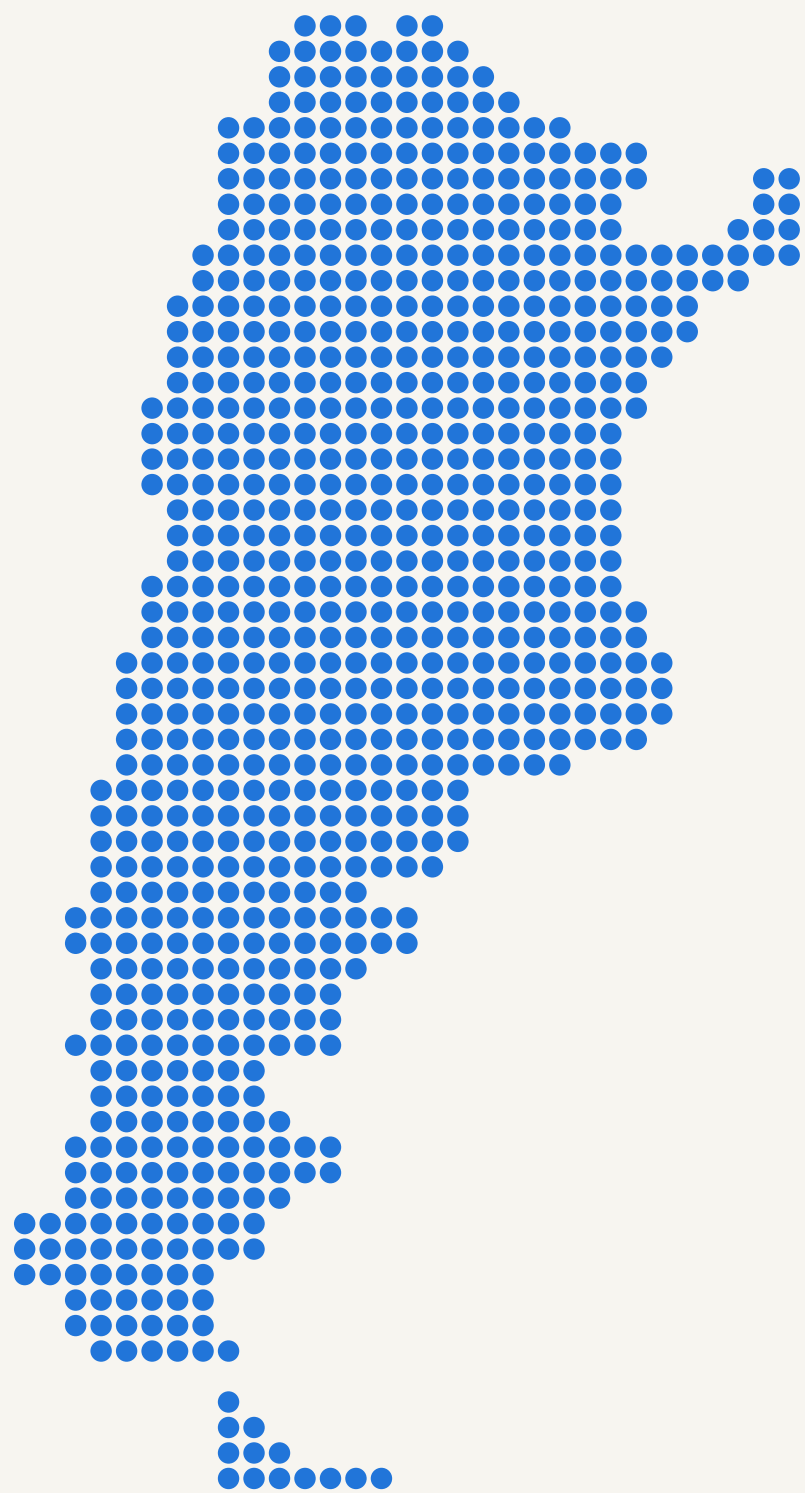


select a market.

- | | | |
|----------------|---------------|----------------|
| argentina | greece | poland |
| australia | hong kong SAR | portugal |
| austria | hungary | romania |
| belgium | india | singapore |
| brazil | italy | spain |
| canada | japan | sweden |
| chile | luxembourg | switzerland |
| china | malaysia | turkey |
| czech republic | mexico | united kingdom |
| denmark | netherlands | united states |
| france | new zealand | |
| germany | norway | |



argentina.



60%

are worried about
losing their job
(37% global)

attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 65% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 44% (48% global)
- I have quit a job because of a toxic workplace — 45% (34% global)

→ 45% have quit
a job because of a
lack of advancement
opportunities

(30% global)

- I have quit a job because it didn't fit in with my personal life — 49% (33% global)
- I have "quietly quit" a job — 34% (31% global)
- Importance of work in your life — 82% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 34% (39% global)
 - A monthly cost of living pay boost — 49% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 27% (28% global)

- My employer is helping me deal with the increased cost of living — 52% (49% global)
- My job provides flexibility in terms of working hours — 51% (57% global)
- My job provides flexibility in terms of location — 50% (51% global)

→ 35% have quit
a job because
it didn't provide
enough flexibility

(27% global)

- I wouldn't accept a job if it didn't provide flexibility around where I work — 42% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 44% (45% global)

security

→ 60% are worried
about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 45% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 75% (52% global)
- I wouldn't accept a job if it didn't provide job security — 71% (63% global)
- Importance of job security — 94% (92% global)
- My job provides me with security — 83% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 36% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 24% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 15% (18% global)
- 61% think they'll be able to retire before 65 (51% global)

→ 64% say that their
financial position
is preventing them
from retiring as
early as they want

(70% global)

- 30% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 6% (12% global)
 - I'm waiting for a specific milestone — 30% (17% global)
 - I don't want to retire — 6% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 59% (54% global)
- Importance of an employer's values and purpose — 80% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 45% (42% global)

→ 74% feel that their
employer's values
and purpose align
with their own (e.g.,
sustainability, diversity,
transparency)

(73% global)

- My job gives me a sense of purpose — 56% (57% global)

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australia.

39%

are worried about the impact of economic uncertainty on their job security (52% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 57% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 48% (47% global)

→ 41% have quit a job because of a toxic workplace

(34% global)

- I have quit a job because of a lack of advancement opportunities — 28% (30% global)
- I have quit a job because it didn't fit in with my personal life — 28% (33% global)
- I have "quietly quit" a job — 31% (31% global)
- Importance of work in your life — 65% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 39% (39% global)
 - A monthly cost of living pay boost — 32% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 21% (28% global)

- My employer is helping me deal with the increased cost of living — 50% (49% global)
- My job provides flexibility in terms of working hours — 60% (57% global)

→ 56% say their job provides flexibility in terms of location

(51% global)

- I have quit a job because it didn't provide enough flexibility — 26% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 42% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 46% (45% global)

security

- I am worried about losing my job — 27% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 51% (50% global)

→ 39% are worried about the impact of economic uncertainty on their job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 60% (63% global)
- Importance of job security — 91% (92% global)
- My job provides me with security — 89% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 24% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 20% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 20% (18% global)
- 43% think they'll be able to retire before 65 (51% global)

→ 75% say that their financial position is preventing them from retiring as early as they want

(70% global)

- 29% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 10% (12% global)
 - I'm waiting for a specific milestone — 11% (17% global)
 - I don't want to retire — 7% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 54% (54% global)

→ 79% agree an employer's values and purpose are important

(77% global)

- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 37% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 75% (73% global)
- My job gives me a sense of purpose — 59% (57% global)

austria.

19%
are worried about
losing their job
(37% global)

attitude

→ 59% wouldn't accept a job if they thought it would negatively affect their work-life balance

(61% global)

- I would quit a job if it was preventing me from enjoying my life — 45% (48% global)
- I have quit a job because of a toxic workplace — 26% (34% global)
- I have quit a job because of a lack of advancement opportunities — 24% (30% global)
- I have quit a job because it didn't fit in with my personal life — 33% (33% global)
- I have "quietly quit" a job — 30% (31% global)
- Importance of work in your life — 62% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 36% (39% global)
 - A monthly cost of living pay boost — 33% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 23% (28% global)
- My employer is helping me deal with the increased cost of living — 44% (49% global)
- My job provides flexibility in terms of working hours — 53% (57% global)

→ 40% say their job provides flexibility in terms of location

(51% global)

- I have quit a job because it didn't provide enough flexibility — 24% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 34% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 45% (45% global)

security

→ 19% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 54% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 34% (52% global)
- I wouldn't accept a job if it didn't provide job security — 60% (63% global)
- Importance of job security — 94% (92% global)
- My job provides me with security — 85% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 11% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 18% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 8% (18% global)
- 53% think they'll be able to retire before 65 (51% global)

→ 74% say that their financial position is preventing them from retiring as early as they want

(70% global)

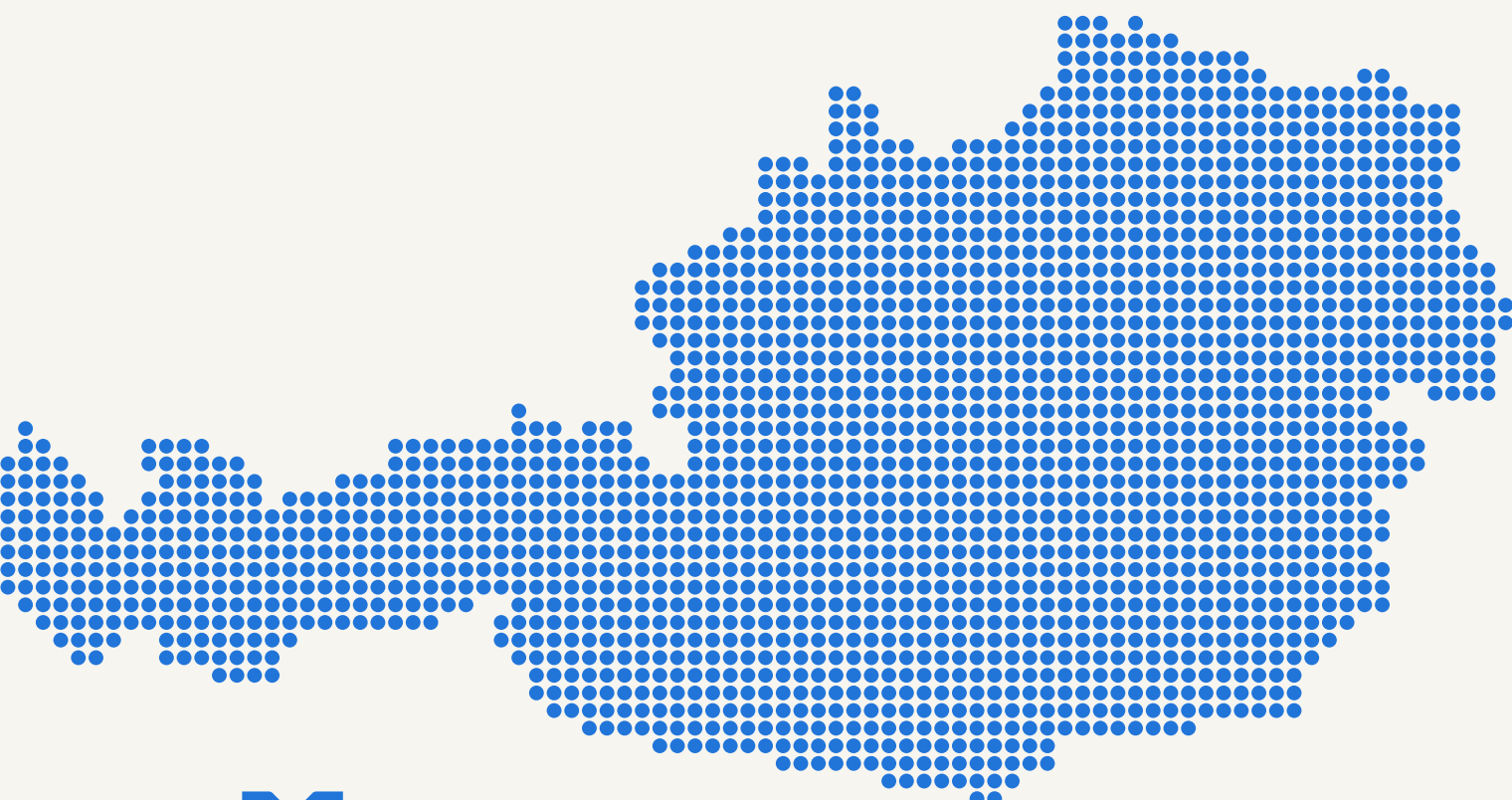
- 25% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 10% (12% global)
 - I'm waiting for a specific milestone — 11% (17% global)
 - I don't want to retire — 5% (6% global)

belonging

→ 55% would quit a job if they didn't feel like they belonged there

(54% global)

- Importance of an employer's values and purpose — 65% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 36% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 69% (73% global)
- My job gives me a sense of purpose — 52% (57% global)



belgium.



attitude

→ 61% wouldn't accept a job if they thought it would negatively affect their work-life balance

(61% global)

- I would quit a job if it was preventing me from enjoying my life — 44% (48% global)
- I have quit a job because of a toxic workplace — 26% (34% global)
- I have quit a job because of a lack of advancement opportunities — 21% (30% global)
- I have quit a job because it didn't fit in with my personal life — 27% (33% global)
- I have "quietly quit" a job — 32% (31% global)
- Importance of work in your life — 58% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 35% (39% global)
 - A monthly cost of living pay boost — 46% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 36% (28% global)

→ 43% agree their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 51% (57% global)
- My job provides flexibility in terms of location — 43% (51% global)
- I have quit a job because it didn't provide enough flexibility — 18% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 37% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 45% (45% global)

security

- I am worried about losing my job — 26% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 47% (50% global)

→ 41% are worried about the impact of economic uncertainty on their job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 64% (63% global)
- Importance of job security — 93% (92% global)
- My job provides me with security — 87% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 19% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 15% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 15% (18% global)

→ 53% think they'll be able to retire before 65

(51% global)

- 72% say that their financial position is preventing them from retiring as early as they want (70% global)
- 22% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 8% (12% global)
 - I'm waiting for a specific milestone — 13% (17% global)
 - I don't want to retire — 5% (6% global)

belonging

→ 51% would quit a job if they didn't feel like they belonged there

(54% global)

- Importance of an employer's values and purpose — 72% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 38% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 68% (73% global)
- My job gives me a sense of purpose — 49% (57% global)

41%

are worried about the impact of economic uncertainty on their job security (52% global)

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brazil.



88%

agree an employer's values and purpose are important
(77% global)

attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 64% (61% global)

→ 53% would quit a job if it was preventing them from enjoying their life

(48% global)

- I have quit a job because of a toxic workplace — 35% (34% global)
- I have quit a job because of a lack of advancement opportunities — 36% (30% global)
- I have quit a job because it didn't fit in with my personal life — 40% (33% global)
- I have "quietly quit" a job — 25% (31% global)
- Importance of work in your life — 95% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 26% (39% global)
 - A monthly cost of living pay boost — 41% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 23% (28% global)

- My employer is helping me deal with the increased cost of living — 51% (49% global)
- My job provides flexibility in terms of working hours — 62% (57% global)
- My job provides flexibility in terms of location — 54% (51% global)

→ 31% have quit a job because it didn't provide enough flexibility

(27% global)

- I wouldn't accept a job if it didn't provide flexibility around where I work — 42% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 48% (45% global)

security

→ 60% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 56% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 63% (52% global)
- I wouldn't accept a job if it didn't provide job security — 66% (63% global)
- Importance of job security — 96% (92% global)
- My job provides me with security — 88% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 32% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 24% (23% global)

unretirement

→ 24% are planning to delay their retirement to help with the rising cost of living

(18% global)

- 70% think they'll be able to retire before 65 (51% global)
- 57% say that their financial position is preventing them from retiring as early as they want (70% global)
- 35% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 6% (12% global)
 - I'm waiting for a specific milestone — 26% (17% global)
 - I don't want to retire — 5% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 50% (54% global)

→ 88% agree an employer's values and purpose are important

(77% global)

- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 48% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 77% (73% global)
- My job gives me a sense of purpose — 66% (57% global)

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canada.

37%

are worried about the impact of economic uncertainty on their job security (52% global)



attitude

→ 59% wouldn't accept a job if they thought it would negatively affect their work-life balance

(61% global)

- I would quit a job if it was preventing me from enjoying my life — 51% (48% global)
- I have quit a job because of a toxic workplace — 37% (34% global)
- I have quit a job because of a lack of advancement opportunities — 30% (30% global)
- I have quit a job because it didn't fit in with my personal life — 33% (33% global)
- I have "quietly quit" a job — 31% (31% global)
- Importance of work in your life — 64% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:

- An increase in salary outside of the usual cadence of annual pay reviews — 39% (39% global)
- A monthly cost of living pay boost — 35% (41% global)
- Subsidies for the cost of energy, travel or other daily expenses — 22% (28% global)

- My employer is helping me deal with the increased cost of living — 45% (49% global)

→ 61% agree their job provides flexibility in terms of working hours

(57% global)

- My job provides flexibility in terms of location — 54% (51% global)
- I have quit a job because it didn't provide enough flexibility — 27% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 45% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 48% (45% global)

security

- I am worried about losing my job — 22% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 55% (50% global)

→ 37% are worried about the impact of economic uncertainty on their job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 62% (63% global)
- Importance of job security — 90% (92% global)
- My job provides me with security — 87% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 23% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 18% (23% global)

unretirement

→ 25% are planning to delay their retirement to help with the rising cost of living

(18% global)

- 54% think they'll be able to retire before 65 (51% global)
- 74% say that their financial position is preventing them from retiring as early as they want (70% global)
- 31% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 9% (12% global)
 - I'm waiting for a specific milestone — 12% (17% global)
 - I don't want to retire — 5% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 56% (54% global)
- Importance of an employer's values and purpose — 76% (77% global)

→ 39% wouldn't accept a job with a business that doesn't align with their values on social and environmental issues

(42% global)

- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 74% (73% global)
- My job gives me a sense of purpose — 58% (57% global)



chile.

attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 65% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 51% (48% global)
- I have quit a job because of a toxic workplace — 50% (34% global)

→ 47% have quit a job because of a lack of advancement opportunities

(30% global)

- I have quit a job because it didn't fit in with my personal life — 48% (33% global)
- I have "quietly quit" a job — 28% (31% global)
- Importance of work in your life — 84% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 26% (39% global)
 - A monthly cost of living pay boost — 48% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 35% (28% global)

→ 51% agree their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 52% (57% global)
- My job provides flexibility in terms of location — 54% (51% global)
- I have quit a job because it didn't provide enough flexibility — 38% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 41% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 42% (45% global)

security

→ 59% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 49% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 80% (52% global)
- I wouldn't accept a job if it didn't provide job security — 67% (63% global)
- Importance of job security — 95% (92% global)
- My job provides me with security — 80% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 38% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 24% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 18% (18% global)
- 47% think they'll be able to retire before 65 (51% global)

→ 68% say that their financial position is preventing them from retiring as early as they want

(70% global)

- 31% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 7% (12% global)
 - I'm waiting for a specific milestone — 29% (17% global)
 - I don't want to retire — 6% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 65% (54% global)

→ 86% agree an employer's values and purpose are important

(77% global)

- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 50% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 75% (73% global)
- My job gives me a sense of purpose — 60% (57% global)

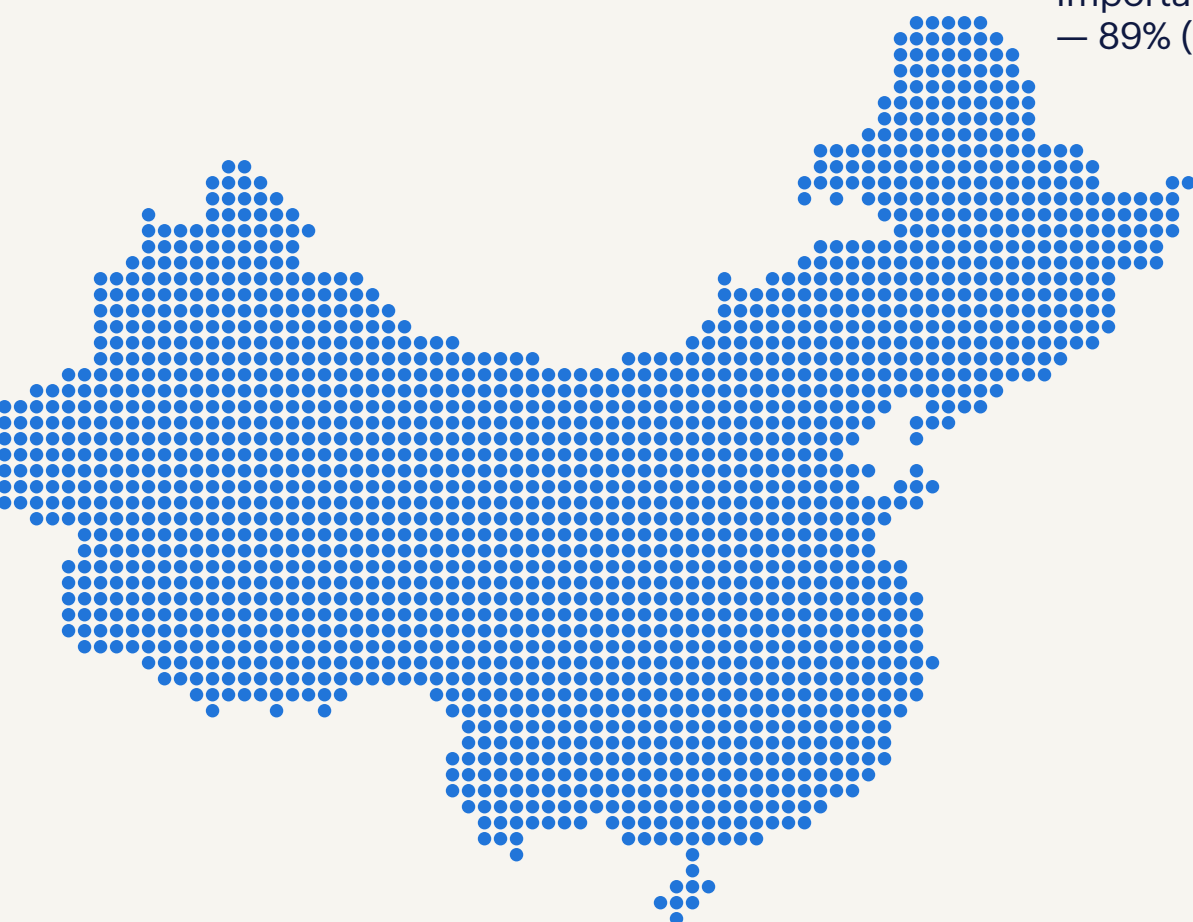
59%

are worried about losing their job (37% global)

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china.

17%
have quit a job
because of a
toxic workplace
(34% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 52% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 47% (48% global)

→ 17% have quit a job because of a toxic workplace

(34% global)

- I have quit a job because of a lack of advancement opportunities — 26% (30% global)
- I have quit a job because it didn't fit in with my personal life — 22% (33% global)
- I have "quietly quit" a job — 20% (31% global)
- Importance of work in your life — 89% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 41% (39% global)
 - A monthly cost of living pay boost — 46% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 48% (28% global)

→ 89% agree their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 81% (57% global)
- My job provides flexibility in terms of location — 79% (51% global)
- I have quit a job because it didn't provide enough flexibility — 19% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 52% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 49% (45% global)

security

- I am worried about losing my job — 50% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 53% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 67% (52% global)
- I wouldn't accept a job if it didn't provide job security — 51% (63% global)
- Importance of job security — 90% (92% global)
- My job provides me with security — 95% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 20% (25% global)

→ 37% have/are planning to increase their hours at their current job to help with rising cost of living

(23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 15% (18% global)
- 72% think they'll be able to retire before 65 (51% global)
- 57% say that their financial position is preventing them from retiring as early as they want (70% global)

→ 61% say that they need work in their lives and that's why they are delaying retirement

(32% global)

- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 35% (12% global)
 - I'm waiting for a specific milestone — 22% (17% global)
 - I don't want to retire — 11% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 59% (54% global)
- Importance of an employer's values and purpose — 89% (77% global)

→ 59% wouldn't accept a job with a business that doesn't align with their values on social and environmental issues

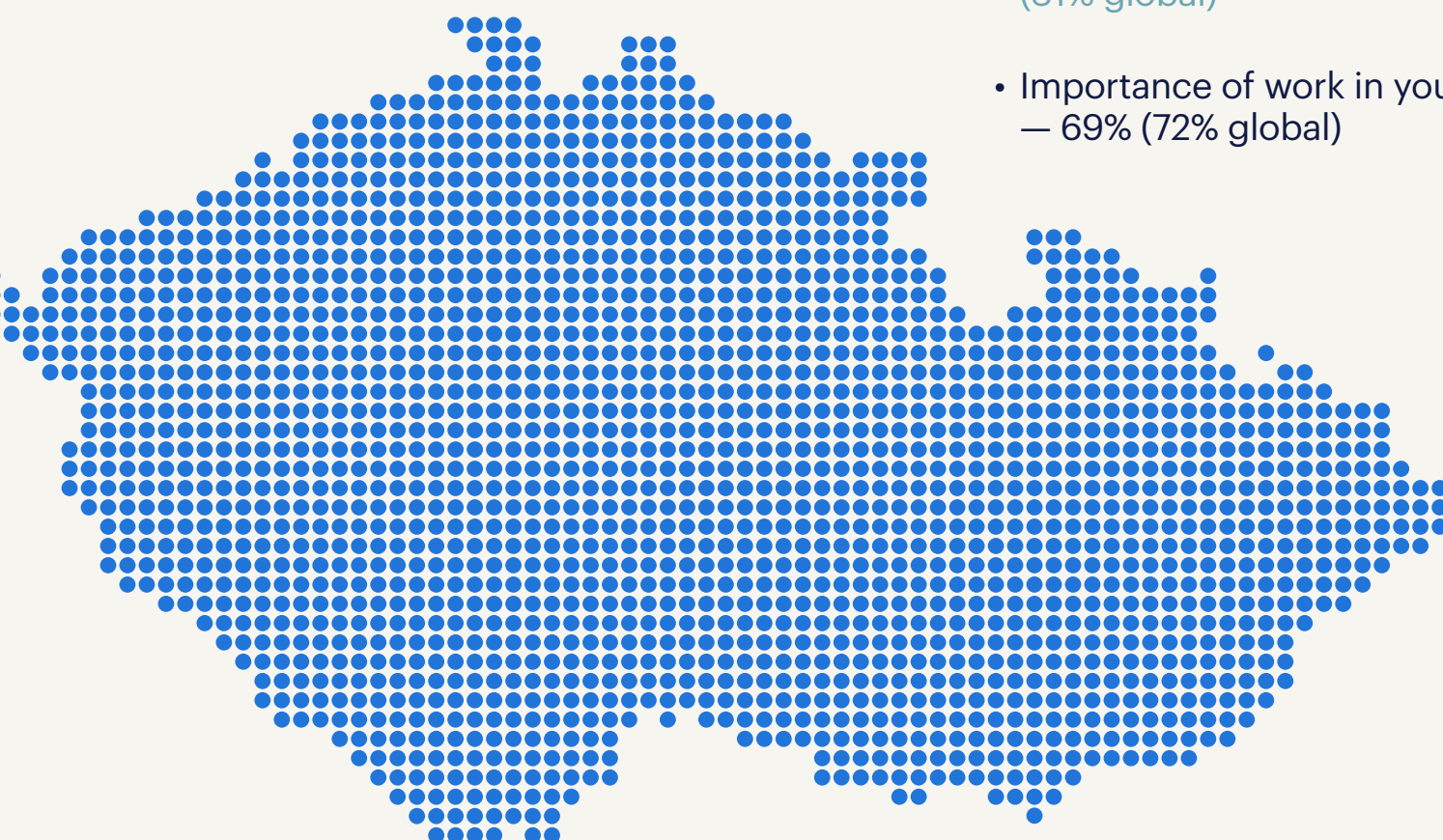
(42% global)

- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 89% (73% global)
- My job gives me a sense of purpose — 75% (57% global)

czech republic.

34%

say their job provides flexibility in terms of location (51% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 53% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 38% (48% global)
- I have quit a job because of a toxic workplace — 34% (34% global)
- I have quit a job because of a lack of advancement opportunities — 21% (30% global)
- I have quit a job because it didn't fit in with my personal life — 29% (33% global)

→ 36% have “quietly quit” a job

(31% global)

- Importance of work in your life — 69% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 50% (39% global)
 - A monthly cost of living pay boost — 28% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 29% (28% global)
- My employer is helping me deal with the increased cost of living — 43% (49% global)
- My job provides flexibility in terms of working hours — 44% (57% global)

→ 34% say their job provides flexibility in terms of location

(51% global)

- I have quit a job because it didn't provide enough flexibility — 21% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 28% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 31% (45% global)

security

- I am worried about losing my job — 38% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 52% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 45% (52% global)
- I wouldn't accept a job if it didn't provide job security — 60% (63% global)

→ 94% say job security is important

(92% global)

- My job provides me with security — 86% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 26% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 14% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 10% (18% global)

→ 38% think they'll be able to retire before 65

(51% global)

- 68% say that their financial position is preventing them from retiring as early as they want (70% global)
- 24% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 8% (12% global)
 - I'm waiting for a specific milestone — 21% (17% global)
 - I don't want to retire — 6% (6% global)

belonging

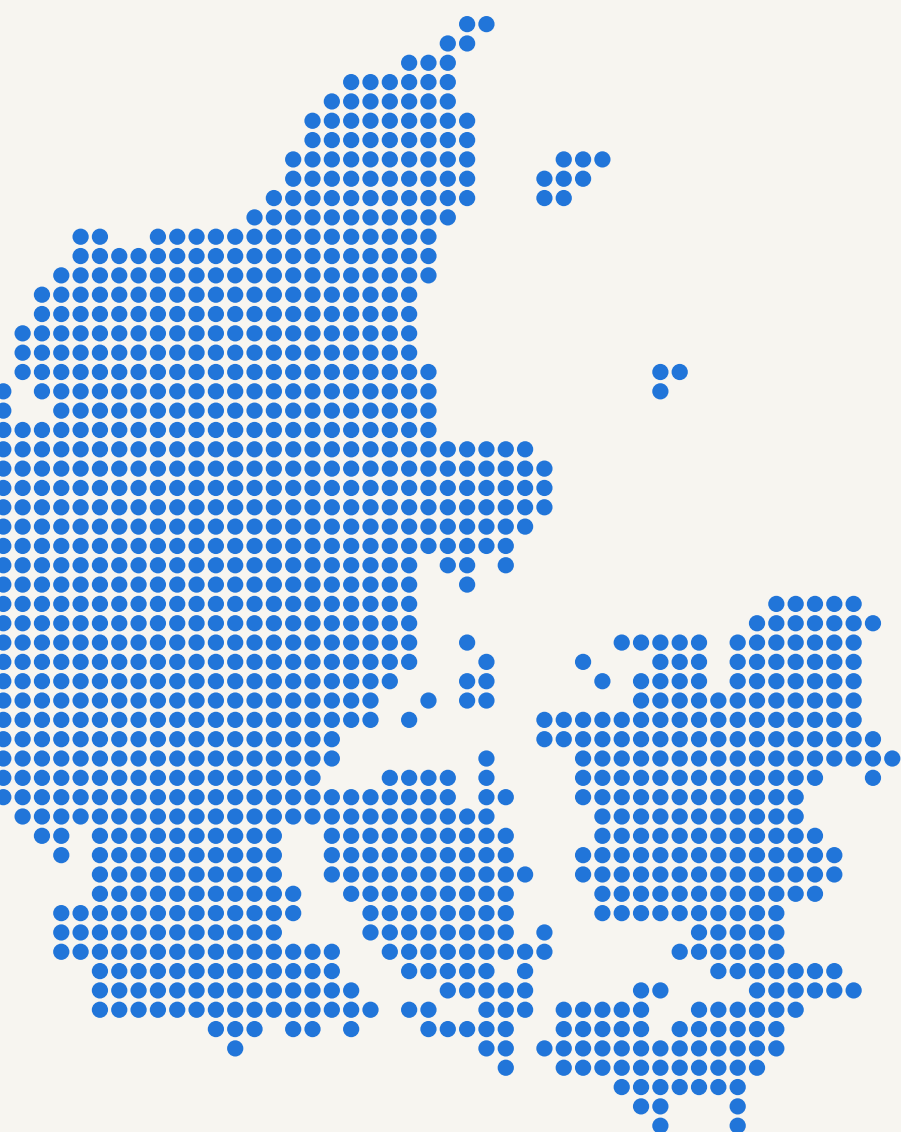
- I would quit a job if I didn't feel like I belonged there — 50% (54% global)
- Importance of an employer's values and purpose — 64% (77% global)

→ 30% wouldn't accept a job with a business that doesn't align with their values on social and environmental issues

(42% global)

- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 68% (73% global)
- My job gives me a sense of purpose — 51% (57% global)

denmark.



19%

think they'll be able to retire before 65 (51% global)

attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 66% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 46% (48% global)

→ 41% have quit a job because of a toxic workplace

(34% global)

- I have quit a job because of a lack of advancement opportunities — 19% (30% global)
- I have quit a job because it didn't fit in with my personal life — 43% (33% global)
- I have "quietly quit" a job — 31% (31% global)
- Importance of work in your life — 61% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 52% (39% global)
 - A monthly cost of living pay boost — 32% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 18% (28% global)
- My employer is helping me deal with the increased cost of living — agree 32% (49% global)
- My job provides flexibility in terms of working hours — 55% (57% global)
- My job provides flexibility in terms of location — 45% (51% global)
- I have quit a job because it didn't provide enough flexibility — 31% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work - 38% (40% global)

→ 50% wouldn't accept a job if it didn't provide flexibility around their working hours

(45% global)

security

- I am worried about losing my job — 24% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 56% (50% global)

→ 35% are worried about the impact of economic uncertainty on their job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 66% (63% global)
- Importance of job security — 87% (92% global)
- My job provides me with security — 89% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 15% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 16% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 11% (18% global)

→ 19% think they'll be able to retire before 65

(51% global)

- 70% say that their financial position is preventing them from retiring as early as they want (70% global)
- 24% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 9% (12% global)
 - I'm waiting for a specific milestone — 8% (17% global)
 - I don't want to retire — 9% (6% global)

belonging

→ 65% would quit a job if they didn't feel like they belonged there

(54% global)

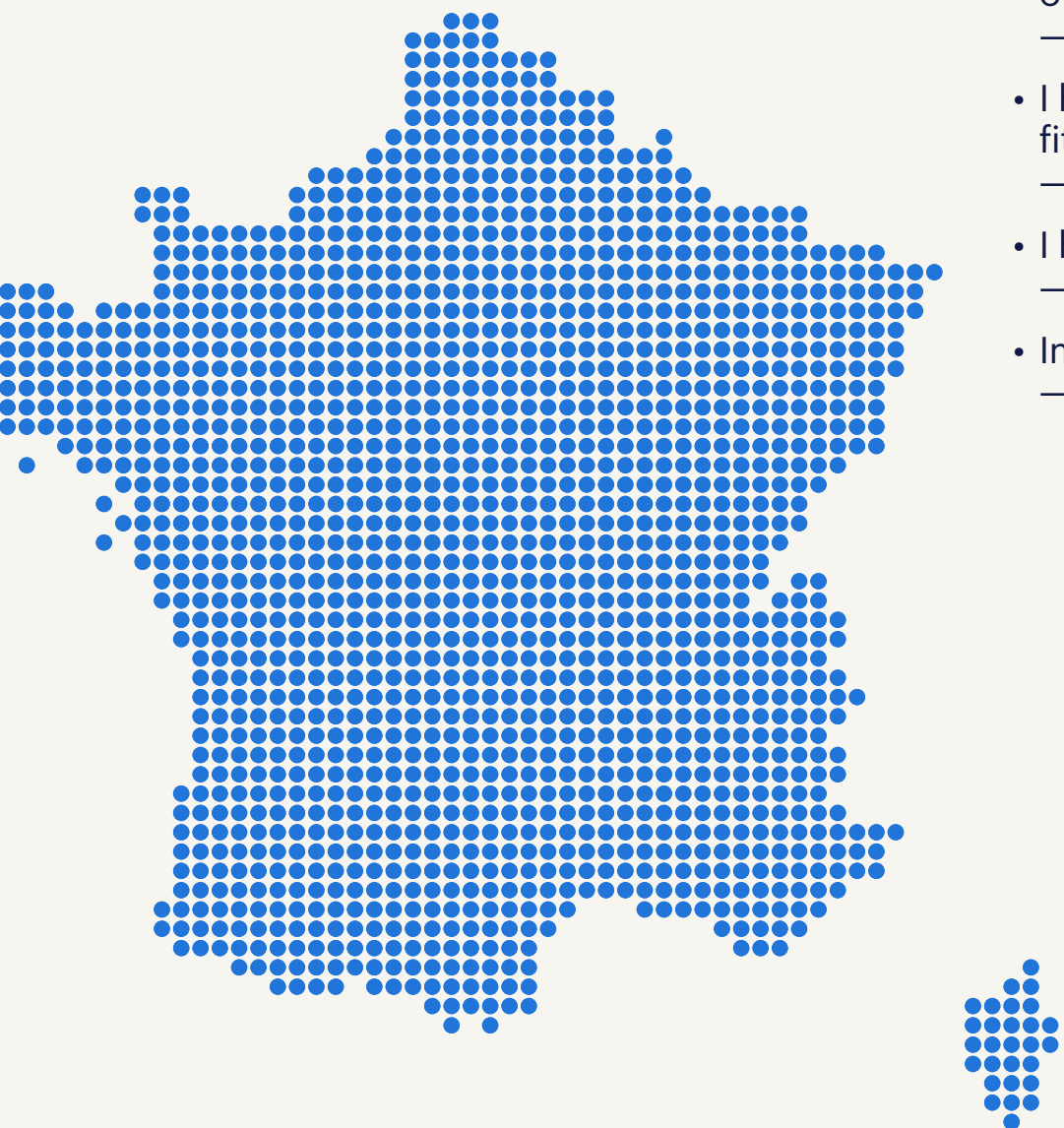
- Importance of an employer's values and purpose — 61% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 36% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 75% (73% global)
- My job gives me a sense of purpose — 62% (57% global)

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france.

42%

agree their employer is helping them deal with the increased cost of living (49% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 57% (61% global)

→ 48% would quit a job if it was preventing them from enjoying their life

(48% global)

- I have quit a job because of a toxic workplace — 24% (34% global)
- I have quit a job because of a lack of advancement opportunities — 22% (30% global)
- I have quit a job because it didn't fit in with my personal life — 34% (33% global)
- I have "quietly quit" a job — 28% (31% global)
- Importance of work in your life — 59% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:

- An increase in salary outside of the usual cadence of annual pay reviews — 30% (39% global)
- A monthly cost of living pay boost — 48% (41% global)
- Subsidies for the cost of energy, travel or other daily expenses — 24% (28% global)

→ 42% agree their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 51% (57% global)
- My job provides flexibility in terms of location — 46% (51% global)
- I have quit a job because it didn't provide enough flexibility — 21% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 40% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 44% (45% global)

security

→ 24% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 44% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 41% (52% global)
- I wouldn't accept a job if it didn't provide job security — 57% (63% global)
- Importance of job security — 88% (92% global)
- My job provides me with security — 83% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 15% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 22% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 21% (18% global)

→ 67% think they'll be able to retire before 65

(51% global)

- 70% say that their financial position is preventing them from retiring as early as they want (70% global)
- 25% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 8% (12% global)
 - I'm waiting for a specific milestone — 15% (17% global)
 - I don't want to retire — 5% (6% global)

belonging

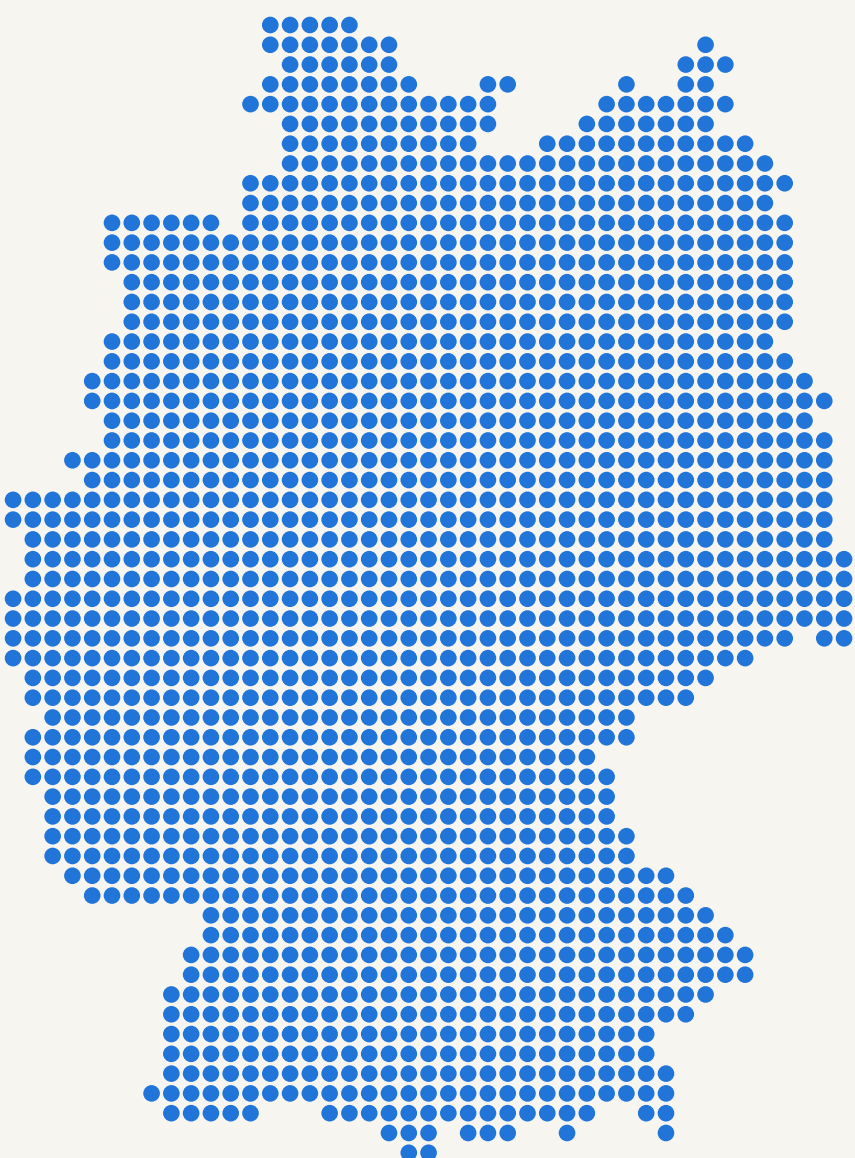
- I would quit a job if I didn't feel like I belonged there — 55% (54% global)
- Importance of an employer's values and purpose — 76% (77% global)

→ 43% wouldn't accept a job with a business that doesn't align with their values on social and environmental issues

(42% global)

- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 65% (73% global)
- My job gives me a sense of purpose — 50% (57% global)

germany.



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 61% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 43% (48% global)
- I have quit a job because of a toxic workplace — 21% (34% global)
- I have quit a job because of a lack of advancement opportunities — 18% (30% global)
- I have quit a job because it didn't fit in with my personal life — 25% (33% global)

→ 31% have “quietly quit” a job

(31% global)

- Importance of work in your life — 62% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 28% (39% global)
 - A monthly cost of living pay boost — 34% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 30% (28% global)
- My employer is helping me deal with the increased cost of living — 48% (49% global)
- My job provides flexibility in terms of working hours — 53% (57% global)
- My job provides flexibility in terms of location — 43% (51% global)
- I have quit a job because it didn't provide enough flexibility — 21% (27% global)

→ 49% wouldn't accept a job if it didn't provide flexibility around where they work

(40% global)

- I wouldn't accept a job if it didn't provide flexibility around my working hours — 46% (45% global)

security

→ 25% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 52% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 40% (52% global)
- I wouldn't accept a job if it didn't provide job security — 65% (63% global)
- Importance of job security — 92% (92% global)
- My job provides me with security — 85% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — agree 17% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 19% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 9% (18% global)
- 39% think they'll be able to retire before 65 (51% global)

→ 77% say that their financial position is preventing them from retiring as early as they want

(70% global)

- 27% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 11% (12% global)
 - I'm waiting for a specific milestone — 8% (17% global)
 - I don't want to retire — 4% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 49% (54% global)
- Importance of an employer's values and purpose — 66% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 36% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 69% (73% global)

→ 52% agree their job gives them a sense of purpose

(57% global)

say that their financial position is preventing them from retiring as early as they want (70% global)

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greece.



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 56% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 46% (48% global)

→ 41% have quit a job because of a toxic workplace

(34% global)

- I have quit a job because of a lack of advancement opportunities — 29% (30% global)
- I have quit a job because it didn't fit in with my personal life — 32% (33% global)
- I have "quietly quit" a job — 27% (31% global)
- Importance of work in your life — 82% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 30% (39% global)
 - A monthly cost of living pay boost — 41% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 24% (28% global)
- My employer is helping me deal with the increased cost of living — 41% (49% global)
- My job provides flexibility in terms of working hours — 42% (57% global)
- My job provides flexibility in terms of location — 40% (51% global)
- I have quit a job because it didn't provide enough flexibility — 28% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 31% (40% global)

→ 34% wouldn't accept a job if it didn't provide flexibility around their working hours

(45% global)

security

- I am worried about losing my job — 51% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 45% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 67% (52% global)
- I wouldn't accept a job if it didn't provide job security — 61% (63% global)
- Importance of job security — 93% (92% global)
- My job provides me with security — 87% agree (86% global)

→ 40% have taken on/are looking to take on a second role to help with rising cost of living

(25% global)

- I have/am planning to increase my hours at my current job to help with rising cost of living — 22% (23% global)

unretirement

→ 16% are planning to delay their retirement to help with the rising cost of living

(18% global)

- 44% think they'll be able to retire before 65 (51% global)
- 61% say that their financial position is preventing them from retiring as early as they want (70% global)
- 28% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 5% (12% global)
 - I'm waiting for a specific milestone — 29% (17% global)
 - I don't want to retire — 5% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 48% (54% global)

→ 84% agree an employer's values and purpose are important

(77% global)

- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 44% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 66% (73% global)
- My job gives me a sense of purpose — 57% (57% global)

40%

have taken on/are looking to take on a second role to help with rising cost of living (25% global)

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hong kong SAR.

70%
agree an employer's
values and purpose
important (77% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 62% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 58% (48% global)
- I have quit a job because of a toxic workplace — 40% (34% global)
- I have quit a job because of a lack of advancement opportunities — 39% (30% global)

→ 45% have quit a job because it didn't fit in with their personal life

(33% global)

- I have "quietly quit" a job — 43% (31% global)
- Importance of work in your life — 67% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 54% (39% global)
 - A monthly cost of living pay boost — 37% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 31% (28% global)
- My employer is helping me deal with the increased cost of living — 57% (49% global)
- My job provides flexibility in terms of working hours — 58% (57% global)
- My job provides flexibility in terms of location — 48% (51% global)

→ 33% have quit a job because it didn't provide enough flexibility

(27% global)

- I wouldn't accept a job if it didn't provide flexibility around where I work — 38% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 43% (45% global)

security

→ 53% worry about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 52% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 59% (52% global)
- I wouldn't accept a job if it didn't provide job security — 59% (63% global)
- Importance of job security — 85% (92% global)
- My job provides me with security — 78% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 21% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 29% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 21% (18% global)

→ 66% think they'll be able to retire before 65

(51% global)

- 73% say that their financial position is preventing them from retiring as early as they want (70% global)
- 50% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 23% (12% global)
 - I'm waiting for a specific milestone — 21% (17% global)
 - I don't want to retire — 7% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 48% (54% global)

→ 70% agree an employer's values and purpose are important

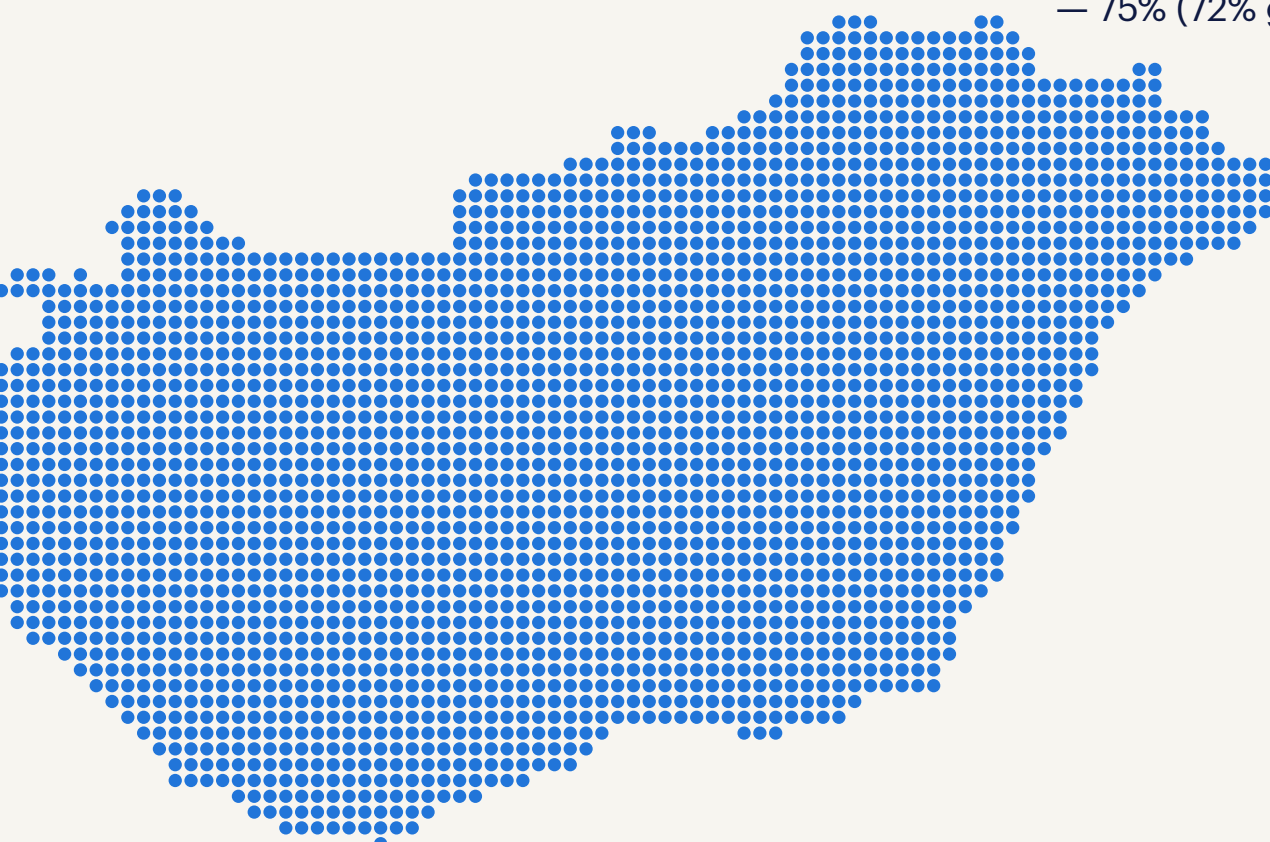
(77% global)

- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 47% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 67% (73% global)
- My job gives me a sense of purpose — 52% (57% global)

hungary.

38%

agree their job provides flexibility in terms of location (51% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 59% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 37% (48% global)

→ 37% have quit a job because of a toxic workplace

(34% global)

- I have quit a job because of a lack of advancement opportunities — 21% (30% global)
- I have quit a job because it didn't fit in with my personal life — 30% (33% global)
- I have "quietly quit" a job — 29% (31% global)
- Importance of work in your life — 75% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 50% (39% global)
 - A monthly cost of living pay boost — 40% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 35% (28% global)

- My employer is helping me deal with the increased cost of living — 45% (49% global)
- My job provides flexibility in terms of working hours — 44% (57% global)
- 38% agree their job provides flexibility in terms of location (51% global)
- I have quit a job because it didn't provide enough flexibility — 27% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 31% (40% global)

→ 34% wouldn't accept a job if it didn't provide flexibility around their working hours

(45% global)

security

- I am worried about losing my job — 34% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 45% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 58% (52% global)
- I wouldn't accept a job if it didn't provide job security — 64% (63% global)
- Importance of job security — 95% (92% global)
- My job provides me with security — 81% (86% global)

→ 34% have taken on/are looking to take on a second role to help with rising cost of living

(25% global)

- I have/am planning to increase my hours at my current job to help with rising cost of living — 30% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 8% (18% global)
- 31% think they'll be able to retire before 65 (51% global)

→ 80% say that their financial position is preventing them from retiring as early as they want

(70% global)

- 18% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 10% (12% global)
 - I'm waiting for a specific milestone — 22% (17% global)
 - I don't want to retire — 3% (6% global)

belonging

→ 51% would quit a job if they didn't feel like they belonged there

(54% global)

- Importance of an employer's values and purpose — 75% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 35% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 65% (73% global)
- My job gives me a sense of purpose — 48% (57% global)

india.



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 77% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 75% (48% global)
- I have quit a job because of a toxic workplace — 59% (34% global)
- I have quit a job because of a lack of advancement opportunities — 63% (30% global)
- I have quit a job because it didn't fit in with my personal life — 61% (33% global)

→ 56% have “quietly quit” a job
(31% global)

- Importance of work in your life — 90% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 46% (39% global)
 - A monthly cost of living pay boost — 37% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 36% (28% global)

→ 87% agree their employer is helping them deal with the increased cost of living
(49% global)

- My job provides flexibility in terms of working hours — 86% (57% global)
- My job provides flexibility in terms of location — 85% (51% global)
- I have quit a job because it didn't provide enough flexibility — 59% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 77% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 74% (45% global)

security

- I am worried about losing my job — 70% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 83% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 80% (52% global)
- I wouldn't accept a job if it didn't provide job security — 75% (63% global)
- Importance of job security — 97% (92% global)
- My job provides me with security — 93% (86% global)

→ 53% have taken on/are looking to take on a second role to help with rising cost of living
(25% global)

- I have/am planning to increase my hours at my current job to help with rising cost of living — 44% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 27% (18% global)

→ 75% think they'll be able to retire before 65
(51% global)

- 68% say that their financial position is preventing them from retiring as early as they want (70% global)
- 66% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 45% (12% global)
 - I'm waiting for a specific milestone — 22% (17% global)
 - I don't want to retire — 3% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 80% (54% global)

→ 98% agree an employer's values and purpose are important
(77% global)

- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 79% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 87% (73% global)
- My job gives me a sense of purpose — 88% (57% global)

56%

have “quietly quit” a job (31% global)

italy.



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 58% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 36% (48% global)
- I have quit a job because of a toxic workplace — 32% (34% global)

→ 26% have quit a job because of a lack of advancement opportunities

(30% global)

- I have quit a job because it didn't fit in with my personal life — 33% (33% global)
- I have "quietly quit" a job — 25% (31% global)
- Importance of work in your life — 77% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 31% (39% global)
 - A monthly cost of living pay boost — 47% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 32% (28% global)

→ 42% agree their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 48% (57% global)
- My job provides flexibility in terms of location — 44% (51% global)
- I have quit a job because it didn't provide enough flexibility — 23% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 33% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 35% (45% global)

security

- I am worried about losing my job — 34% (37% global)

→ 37% feel confident that if they were to lose their job, they could find a new one quickly

(50% global)

- I am worried about the impact of economic uncertainty on my job security — 54% agree (52% global)
- I wouldn't accept a job if it didn't provide job security — 66% (63% global)
- Importance of job security — 91% (92% global)
- My job provides me with security — 84% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 22% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 26% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 15% (18% global)

→ 38% think they'll be able to retire before 65

(51% global)

- 55% say that their financial position is preventing them from retiring as early as they want (70% global)
- 27% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 9% (12% global)
 - I'm waiting for a specific milestone — 27% (17% global)
 - I don't want to retire — 4% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 48% (54% global)
- Importance of an employer's values and purpose — 79% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 35% (42% global)
- 66% feel that their employer's values and purpose align with their own (e.g., sustainability, diversity, transparency) (73% global)

→ 50% say their job gives them a sense of purpose

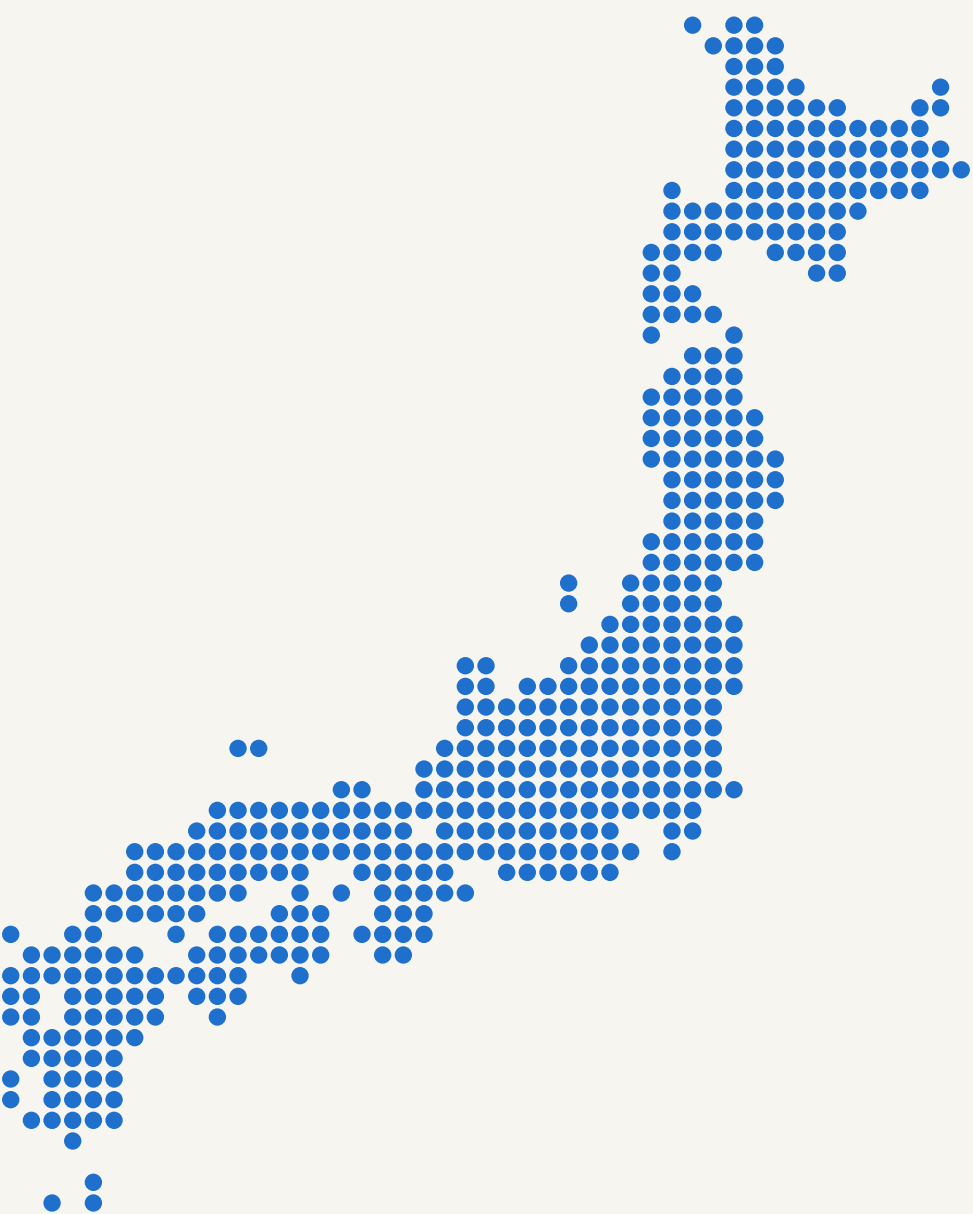
(57% global)

37%

feel confident that if they were to lose their job, they could find a new one quickly (50% global)

[Back to the overview](#)

japan.



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 48% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 38% (48% global)
- I have quit a job because of a toxic workplace — 19% (34% global)
- I have quit a job because of a lack of advancement opportunities — 13% (30% global)

→ 17% have quit a job because it didn't fit in with their personal life (33% global)

- I have "quietly quit" a job — 11% (31% global)
- Importance of work in your life — 48% (72% global)

17%

have quit a job because it didn't fit in with their personal life (33% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 34% (39% global)
 - A monthly cost of living pay boost — 32% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 28% (28% global)

→ 30% agree their employer is helping them deal with the increased cost of living (49% global)

- My job provides flexibility in terms of working hours — 55% (57% global)
- My job provides flexibility in terms of location — 45% (51% global)
- I have quit a job because it didn't provide enough flexibility — 16% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 29% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 33% (45% global)

security

- I am worried about losing my job — 35% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 51% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 41% (52% global)

→ 44% wouldn't accept a job if it didn't provide job security (63% global)

- Importance of job security — 85% (92% global)
- My job provides me with security — 75% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 18% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 17% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 11% (18% global)
- 49% think they'll be able to retire before 65 (51% global)
- 63% say that their financial position is preventing them from retiring as early as they want (70% global)

→ 34% say that they need work in their lives and that's why they are delaying retirement (32% global)

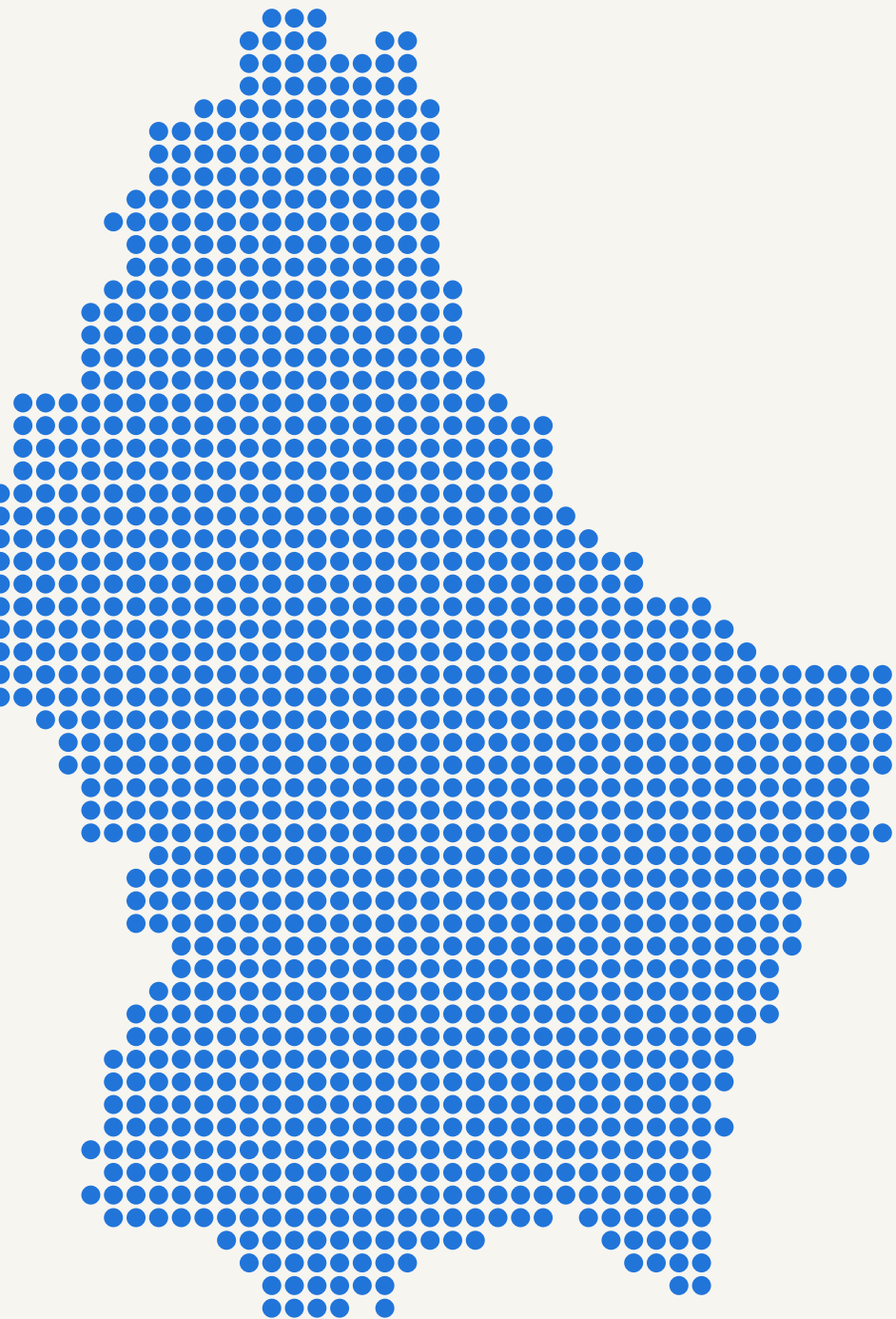
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 11% (12% global)
 - I'm waiting for a specific milestone — 15% (17% global)
 - I don't want to retire — 12% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 23% (54% global)
- Importance of an employer's values and purpose — 63% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 36% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 51% (73% global)

→ 38% agree their job gives them a sense of purpose (57% global)

luxembourg.



21%

are worried about the impact of economic uncertainty on their job security (52% global)

attitude

→ 46% wouldn't accept a job if they thought it would negatively affect their work-life balance

(61% global)

- I would quit a job if it was preventing me from enjoying my life — 42% (48% global)
- I have quit a job because of a toxic workplace — 29% (34% global)
- I have quit a job because of a lack of advancement opportunities — 26% (30% global)
- I have quit a job because it didn't fit in with my personal life — 29% (33% global)
- I have "quietly quit" a job — 25% (31% global)
- Importance of work in your life — 70% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 40% (39% global)
 - A monthly COL pay boost — 50% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 41% (28% global)
- My employer is helping me deal with the increased cost of living — 43% (49% global)
- My job provides flexibility in terms of working hours — 57% (57% global)

→ 39% agree their job provides flexibility in terms of location

(51% global)

- I have quit a job because it didn't provide enough flexibility — 21% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — agree 34% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 42% (45% global)

security

- I am worried about losing my job — 14% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 48% (50% global)

→ 21% are worried about the impact of economic uncertainty on their job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 58% (63% global)
- Importance of job security — 92% (92% global)
- My job provides me with security — 87% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 10% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 14% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 13% (18% global)

→ 82% think they'll be able to retire before 65

(51% global)

- 78% say that their financial position is preventing them from retiring as early as they want (70% global)
- 31% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 14% (12% global)
 - I'm waiting for a specific milestone — 10% (17% global)
 - I don't want to retire — 8% (6% global)

belonging

→ 45% would quit a job if they didn't feel like they belonged there

(54% global)

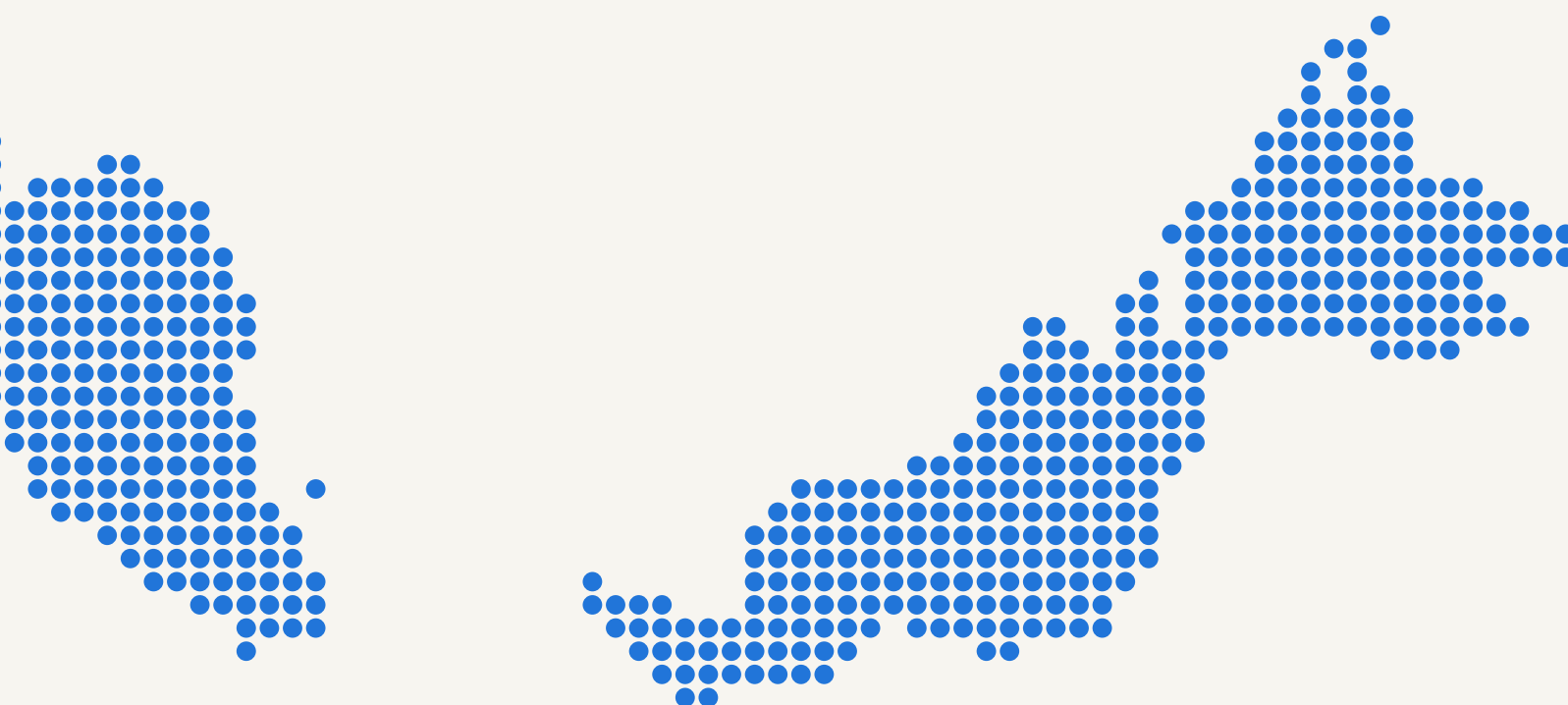
- Importance of an employer's values and purpose — 72% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 36% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 70% (73% global)
- My job gives me a sense of purpose — 56% (57% global)

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malaysia.

81%

feel that their employer's values and purpose align with their own (e.g., sustainability, diversity, transparency) (73% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 64% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 49% (48% global)
- I have quit a job because of a toxic workplace — 33% (34% global)

→ 38% have quit a job because of a lack of advancement opportunities

(30% global)

- I have quit a job because it didn't fit in with my personal life — 39% (33% global)
- I have "quietly quit" a job — 24% (31% global)
- Importance of work in your life — 83% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 41% (39% global)
 - A monthly cost of living pay boost — 45% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 40% (28% global)

→ 60% say their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 69% (57% global)
- My job provides flexibility in terms of location — 63% (51% global)
- I have quit a job because it didn't provide enough flexibility — 33% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 49% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 51% (45% global)

security

→ 60% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 44% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 76% (52% global)
- I wouldn't accept a job if it didn't provide job security — 59% (63% global)
- Importance of job security — 91% (92% global)
- My job provides me with security — 86% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 41% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 36% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 32% (18% global)

→ 84% think they'll be able to retire before 65

(51% global)

- 80% say that their financial position is preventing them from retiring as early as they want (70% global)
- 45% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 17% (12% global)
 - I'm waiting for a specific milestone — 35% (17% global)
 - I don't want to retire — 2% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 56% (54% global)
- Importance of an employer's values and purpose — 87% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 48% (42% global)

→ 81% feel that their employer's values and purpose align with their own (e.g., sustainability, diversity, transparency)

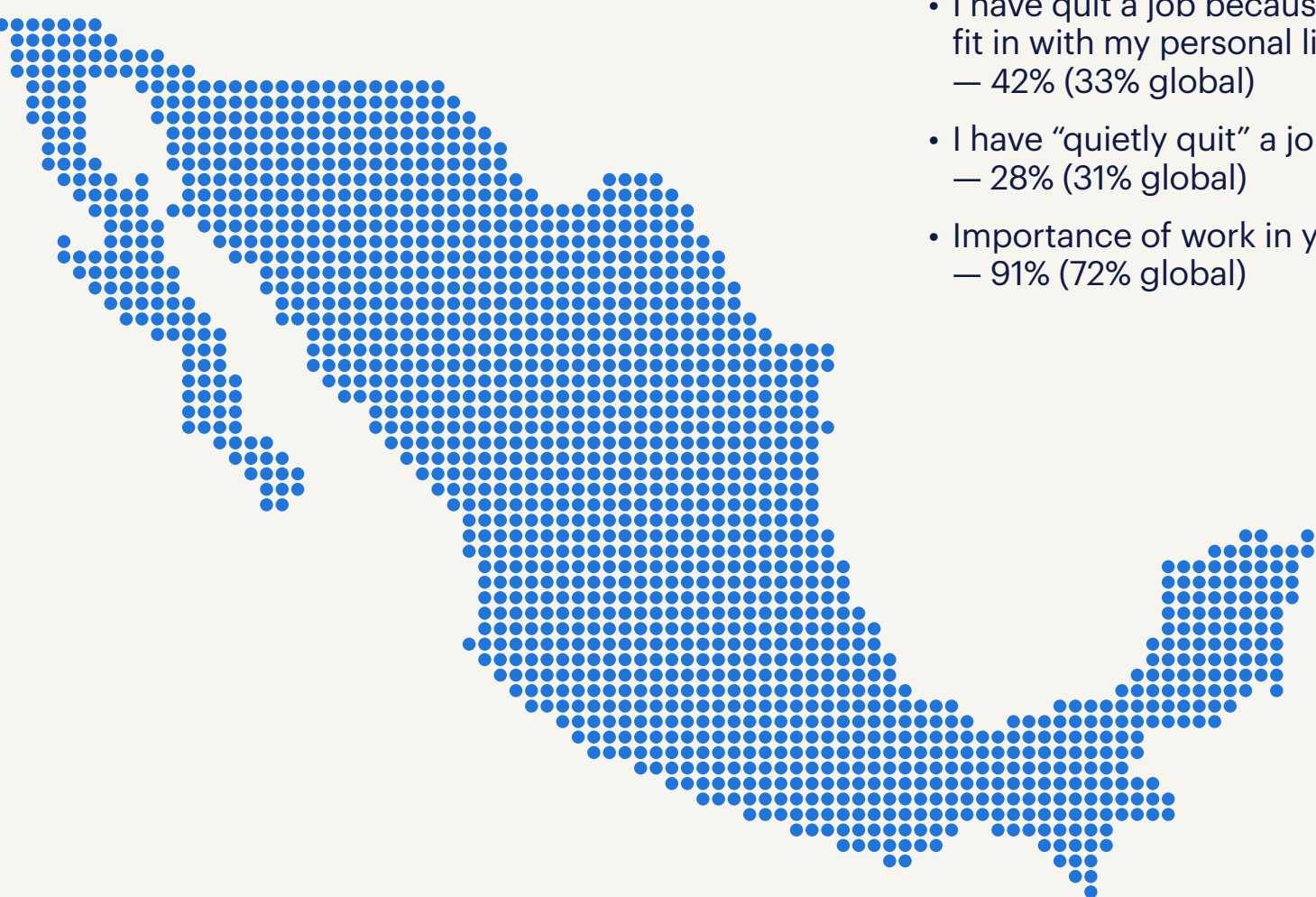
(73% global)

- My job gives me a sense of purpose — 69% (57% global)

mexico.

51%

have quit a job
because of a lack
of advancement
opportunities
(30% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 63% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 51% (48% global)
- I have quit a job because of a toxic workplace — 43% (34% global)

→ 51% have quit a job because of a lack of advancement opportunities

(30% global)

- I have quit a job because it didn't fit in with my personal life — 42% (33% global)
- I have "quietly quit" a job — 28% (31% global)
- Importance of work in your life — 91% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 32% (39% global)
 - A monthly cost of livingCOL pay boost — 38% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 36% (28% global)

→ 70% say their employer is helping to deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 62% (57% global)
- My job provides flexibility in terms of location — 61% (51% global)
- I have quit a job because it didn't provide enough flexibility — 39% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 43% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 46% (45% global)

security

→ 61% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 51% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 77% (52% global)
- I wouldn't accept a job if it didn't provide job security — 68% (63% global)
- Importance of job security — 96% (92% global)
- My job provides me with security — 89% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 31% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 25% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 19% (18% global)
- 66% think they'll be able to retire before 65 (51% global)

→ 58% say that their financial position is preventing them from retiring as early as they want

(70% global)

- 36% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 9% (12% global)
 - I'm waiting for a specific milestone — 36% (17% global)
 - I don't want to retire — 6% (6% global)

belonging

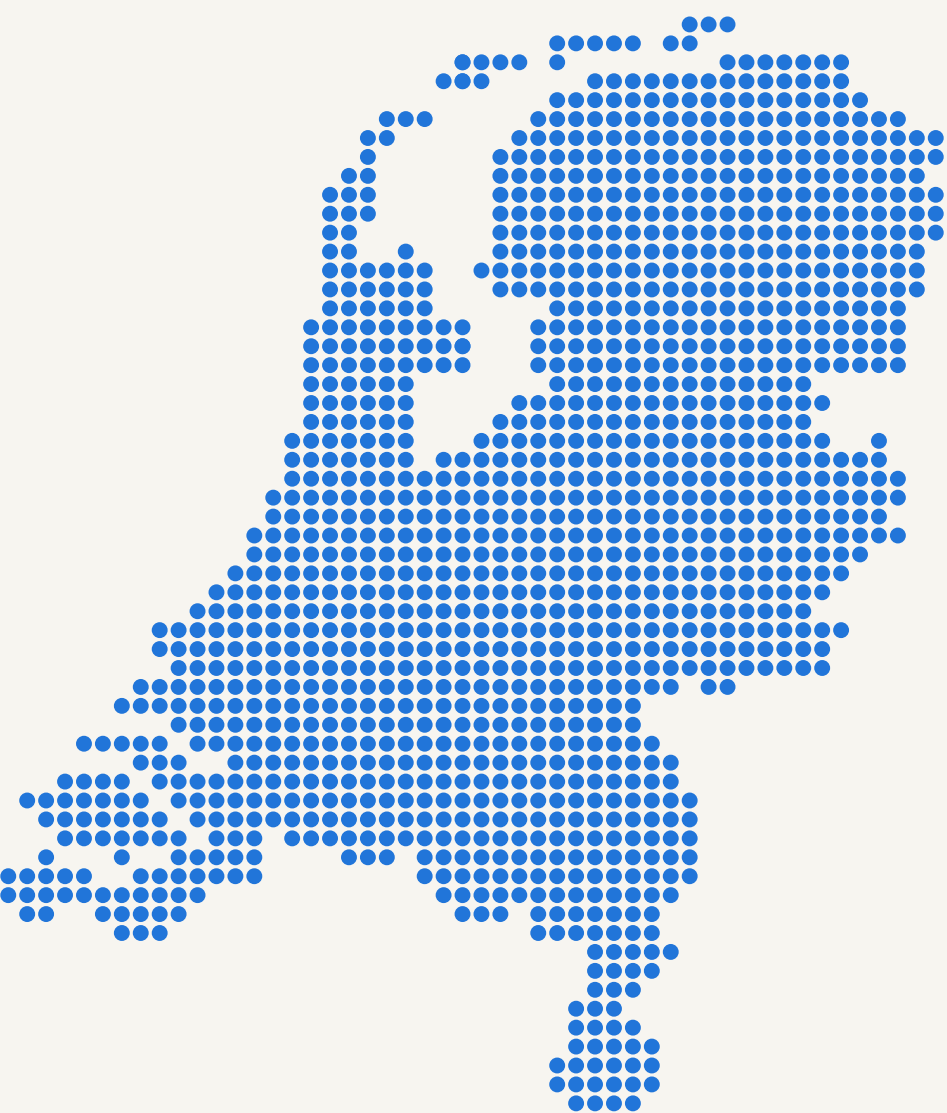
- I would quit a job if I didn't feel like I belonged there — 65% (54% global)
- Importance of an employer's values and purpose — 90% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 54% (42% global)

→ 83% feel that their employer's values and purpose align with their own (e.g., sustainability, diversity, transparency)

(73% global)

- My job gives me a sense of purpose — 70% (57% global)

netherlands.



16%

are worried about losing their job (37% global)

attitude

→ 61% wouldn't accept a job if they thought it would negatively affect their work-life balance

(61% global)

- I would quit a job if it was preventing me from enjoying my life — 40% (48% global)
- I have quit a job because of a toxic workplace — 22% (34% global)
- I have quit a job because of a lack of advancement opportunities — 22% (30% global)
- I have quit a job because it didn't fit in with my personal life — 27% (33% global)
- I have "quietly quit" a job — 19% (31% global)
- Importance of work in your life — 60% (72% global)

expectations

• Actions employees would want from employers in the context of the changing economic landscape:

- An increase in salary outside of the usual cadence of annual pay reviews — 40% (39% global)
- A monthly cost of living pay boost — 47% (41% global)
- Subsidies for the cost of energy, travel or other daily expenses — 24% (28% global)

• My employer is helping me deal with the increased cost of living — 43% (49% global)

• My job provides flexibility in terms of working hours — 56% (57% global)

• My job provides flexibility in terms of location — 53% (51% global)

• I have quit a job because it didn't provide enough flexibility — 21% (27% global)

• I wouldn't accept a job if it didn't provide flexibility around where I work — 37% (40% global)

→ 48% wouldn't accept a job if it didn't provide flexibility around their working hours

(45% global)

security

→ 16% are worried about losing their job

(37% global)

• I feel confident that if I were to lose my job, I could find a new one quickly — 58% (50% global)

• I am worried about the impact of economic uncertainty on my job security — 33% (52% global)

• I wouldn't accept a job if it didn't provide job security — 57% (63% global)

• Importance of job security — 90% (92% global)

• My job provides me with security — 92% (86% global)

• I have taken on/am looking to take on a second role to help with rising cost of living — 9% (25% global)

• I have/am planning to increase my hours at my current job to help with rising cost of living — 18% (23% global)

unretirement

• I am planning to delay my retirement to help with the rising cost of living — 11% (18% global)

→ 29% think they'll be able to retire before 65

(51% global)

• 81% say that their financial position is preventing them from retiring as early as they want (70% global)

• 22% say that they need work in their lives and that's why they are delaying retirement (32% global)

• What are the factors that prevent you from retiring as early as you want:

• I feel my employer needs me — 8% (12% global)

• I'm waiting for a specific milestone — 6% (17% global)

• I don't want to retire — 4% (6% global)

belonging

• I would quit a job if I didn't feel like I belonged there — 58% (54% global)

• Importance of an employer's values and purpose — 67% (77% global)

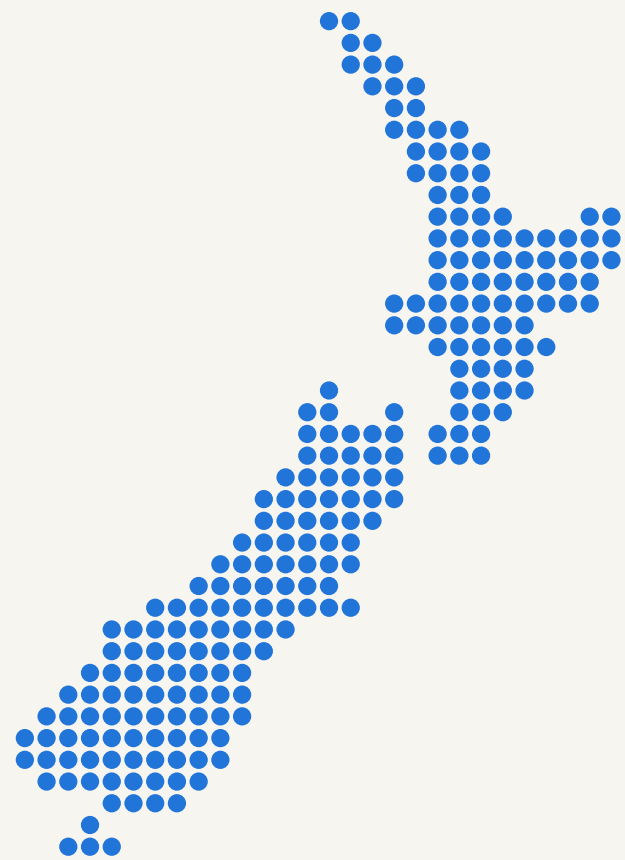
→ 26% wouldn't accept a job with a business that doesn't align with their values on social and environmental issues

(42% global)

• I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 78% (73% global)

• My job gives me a sense of purpose — 41% (57% global)

new zealand.



39%

worry about the impact of economic uncertainty on their job security (52% global)

attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 60% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 49% (48% global)

→ 45% have quit a job because of a toxic workplace

(34% global)

- I have quit a job because of a lack of advancement opportunities — 34% (30% global)
- I have quit a job because it didn't fit in with my personal life — 32% (33% global)
- I have "quietly quit" a job — 33% (31% global)
- Importance of work in your life — 66% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 46% (39% global)
 - A monthly cost of living pay boost — 38% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 31% (28% global)

→ 45% say their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 57% (57% global)
- My job provides flexibility in terms of location — 51% (51% global)
- I have quit a job because it didn't provide enough flexibility — 27% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 40% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 46% (45% global)

security

- I am worried about losing my job — 24% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 54% (50% global)

→ 39% worry about the impact of economic uncertainty on their job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 64% (63% global)
- Importance of job security — 91% (92% global)
- My job provides me with security — 88% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 23% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 21% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 24% (18% global)
- 35% think they'll be able to retire before 65 (51% global)

→ 79% say that their financial position is preventing them from retiring as early as they want

(70% global)

- 31% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 10% (12% global)
 - I'm waiting for a specific milestone — 9% (17% global)
 - I don't want to retire — 6% (6% global)

belonging

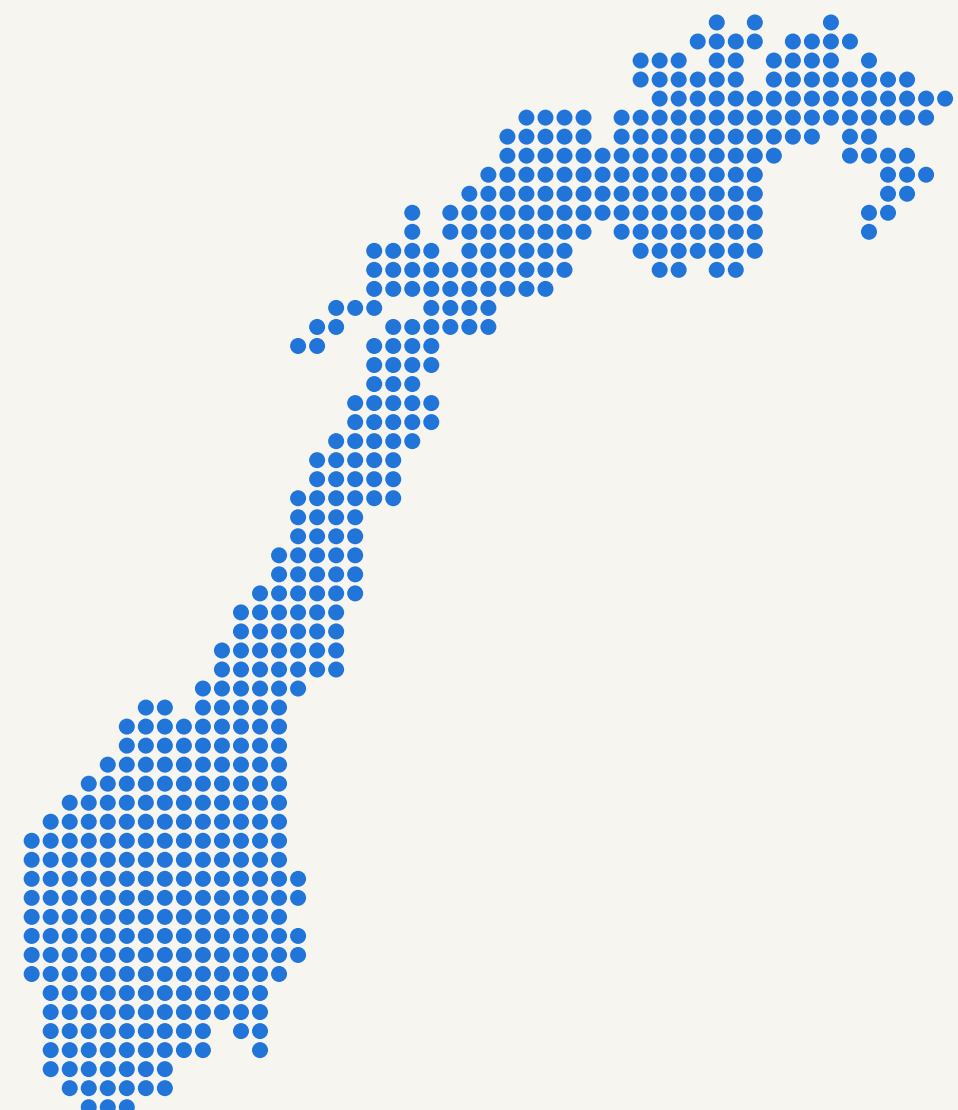
- I would quit a job if I didn't feel like I belonged there — 59% (54% global)
- Importance of an employer's values and purpose — 79% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 39% (42% global)
- I feel that my employers' values and purpose align with my own (e.g., sustainability, diversity, transparency) — 75% (73% global)

→ 61% say that their job gives them a sense of purpose

(57% global)

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norway.



61%

would quit a job if they didn't feel like they belonged there
(54% global)

attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 61% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 42% (48% global)
- I have quit a job because of a toxic workplace — 26% (34% global)
- I have quit a job because of a lack of advancement opportunities — 25% (30% global)
- I have quit a job because it didn't fit in with my personal life — 29% (33% global)

→ 36% have “quietly quit” a job
(31% global)

- Importance of work in your life — 73% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
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- My job provides flexibility in terms of working hours — 53% (57% global)
- My job provides flexibility in terms of location — 44% (51% global)
- I have quit a job because it didn't provide enough flexibility — 23% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 37% (40% global)

→ 41% wouldn't accept a job if it didn't provide flexibility around their working hours
(45% global)

security

- I am worried about losing my job — 25% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 46% (50% global)

→ 40% are worried about the impact of economic uncertainty on their job security
(52% global)

- I wouldn't accept a job if it didn't provide job security — 68% (63% global)
- Importance of job security — 88% (92% global)
- My job provides me with security — 89% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 24% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 25% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 13% (18% global)
- 37% think they'll be able to retire before 65 (51% global)

→ 70% say that their financial position is preventing them from retiring as early as they want
(70% global)

- 36% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 15% (12% global)
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 - I don't want to retire — 6% (6% global)

belonging

→ 61% would quit a job if they didn't feel like they belonged there
(54% global)

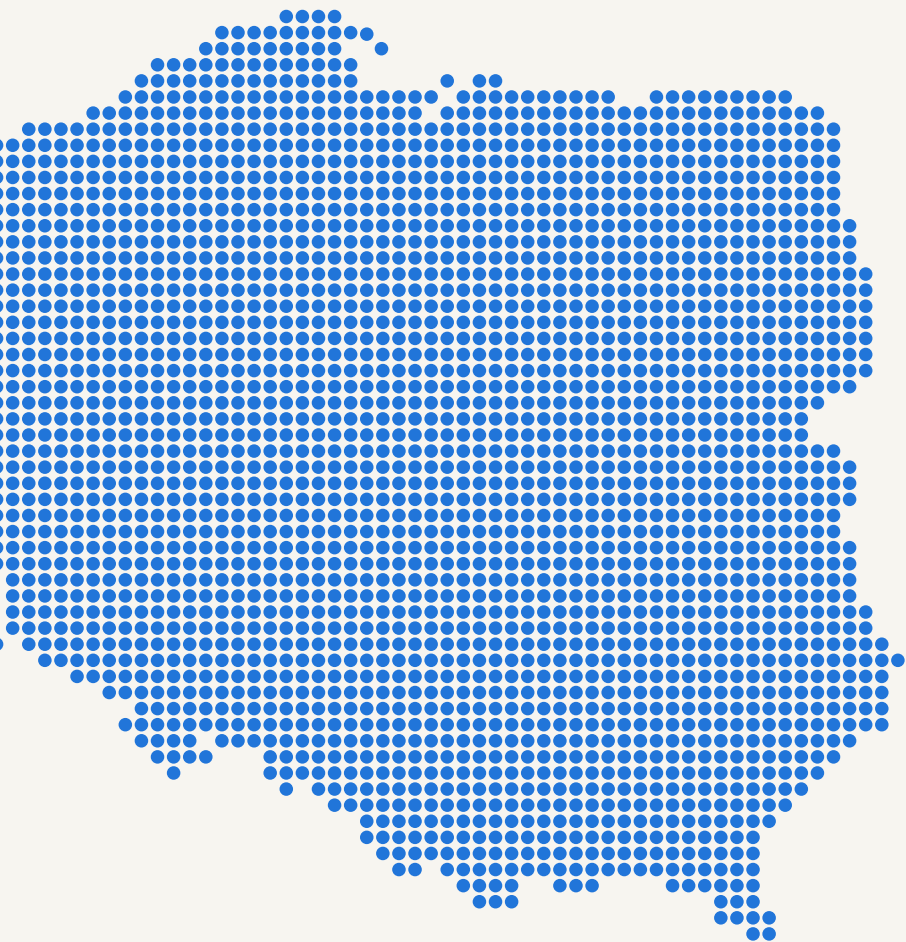
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- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 41% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 80% (73% global)
- My job gives me a sense of purpose — 63% (57% global)

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poland.

43%

have “quietly quit”
a job (31% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 57% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 45% (48% global)
- I have quit a job because of a toxic workplace — 28% (34% global)
- I have quit a job because of a lack of advancement opportunities — 26% (30% global)
- I have quit a job because it didn't fit in with my personal life — 25% (33% global)

→ 43% have “quietly quit” a job

(31% global)

- Importance of work in your life — 78% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
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 - A monthly cost of living pay boost — 54% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 22% (28% global)

→ 47% agree their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 55% (57% global)
- My job provides flexibility in terms of location — 48% (51% global)
- I have quit a job because it didn't provide enough flexibility — 22% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 32% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 39% (45% global)

security

- I am worried about losing my job — 32% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 44% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 55% (52% global)
- I wouldn't accept a job if it didn't provide job security — 66% (63% global)
- Importance of job security — 94% (92% global)
- My job provides me with security — 83% (86% global)

→ 31% have taken on/are looking to take on a second role to help with rising cost of living

(25% global)

- I have/am planning to increase my hours at my current job to help with rising cost of living — 24% (23% global)

unretirement

→ 19% are planning to delay their retirement to help with the rising cost of living

(18% global)

- 53% think they'll be able to retire before 65 (51% global)
- 62% say that their financial position is preventing them from retiring as early as they want (70% global)
- 26% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 10% (12% global)
 - I'm waiting for a specific milestone — 21% (17% global)
 - I don't want to retire — 10% (6% global)

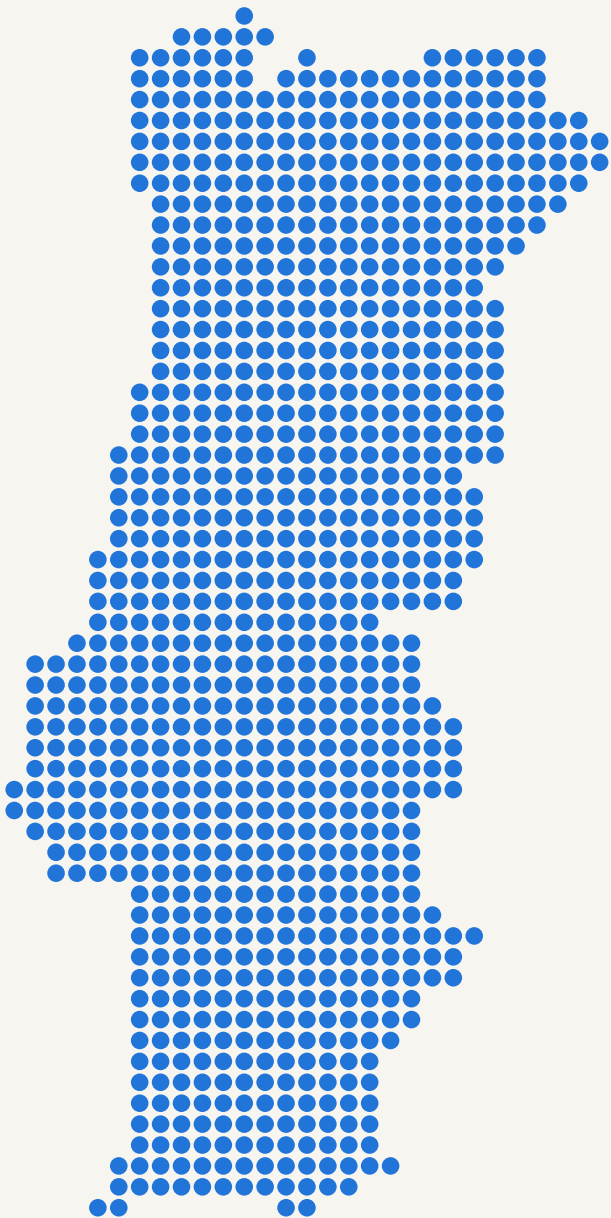
belonging

- I would quit a job if I didn't feel like I belonged there — 45% (54% global)
- Importance of an employer's values and purpose — 77% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 41% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 70% (73% global)

→ 46% agree their job gives them a sense of purpose

(57% global)

portugal.



39%

agree their job provides flexibility in terms of location (51% global)

attitude

→ 68% wouldn't accept a job if they thought it would negatively affect their work-life balance

(61% global)

- I would quit a job if it was preventing me from enjoying my life — 39% (48% global)
- I have quit a job because of a toxic workplace — 34% (34% global)
- I have quit a job because of a lack of advancement opportunities — 34% (30% global)
- I have quit a job because it didn't fit in with my personal life — 35% (33% global)
- I have “quietly quit” a job — 41% (31% global)
- Importance of work in your life — 80% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 34% (39% global)
 - A monthly cost of living pay boost — 52% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 27% (28% global)

- My employer is helping me deal with the increased cost of living — 31% (49% global)
- My job provides flexibility in terms of working hours — 48% (57% global)

→ 39% agree their job provides flexibility in terms of location

(51% global)

- I have quit a job because it didn't provide enough flexibility — 26% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 38% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 39% (45% global)

security

- I am worried about losing my job — 48% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 44% (50% global)

→ 64% are worried about the impact of economic uncertainty on their job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 67% (63% global)
- Importance of job security — 95% (92% global)
- My job provides me with security — 85% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 24% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 16% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 10% (18% global)
- 37% think they'll be able to retire before 65 (51% global)
- 80% say that their financial position is preventing them from retiring as early as they want (70% global)

→ 22% say that they need work in their lives and that's why they are delaying retirement

(32% global)

- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 4% (12% global)
 - I'm waiting for a specific milestone — 13% (17% global)
 - I don't want to retire — 4% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 44% (54% global)
- Importance of an employer's values and purpose — 88% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 41% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 64% (73% global)

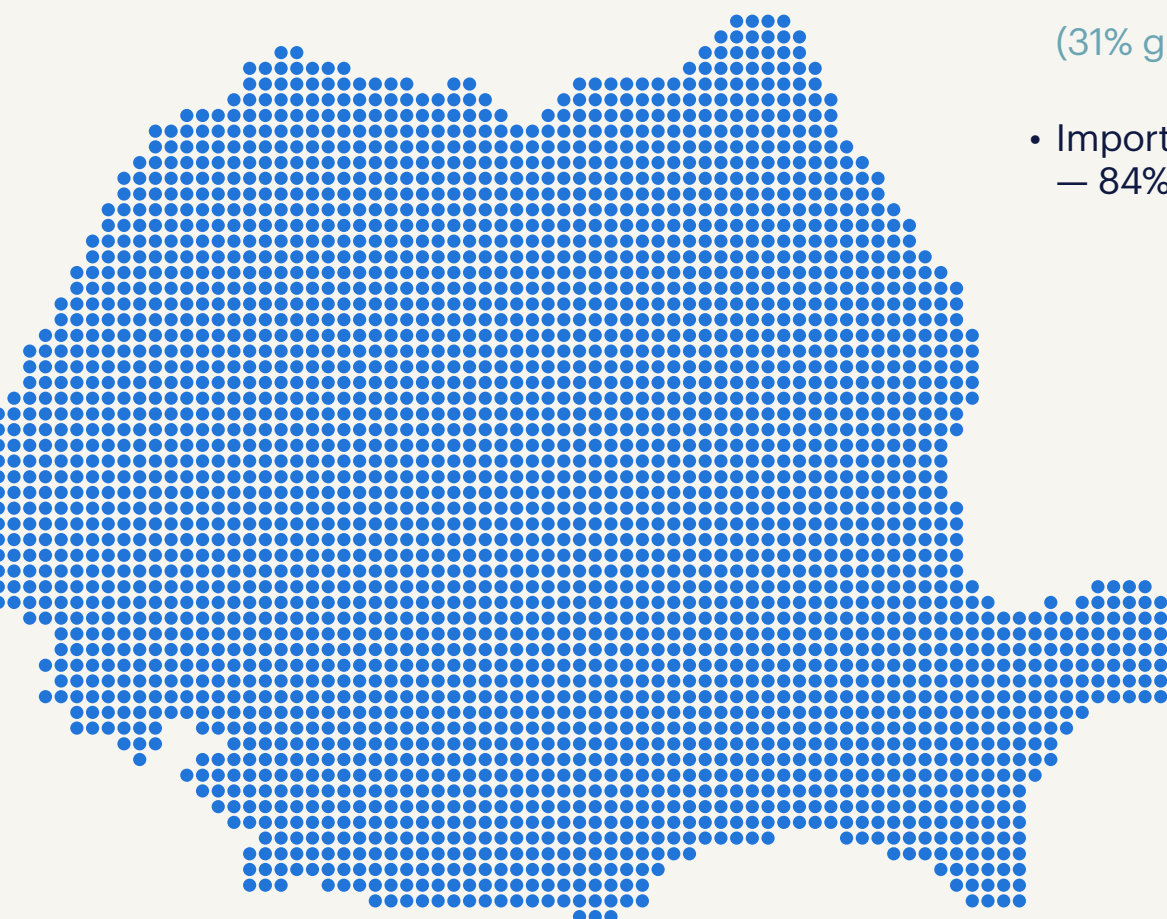
→ 49% agree that their job gives them a sense of purpose

(57% global)

romania.

39%

have taken on/are looking to take on a second role to help with rising cost of living (25% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 71% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 59% (48% global)
- I have quit a job because of a toxic workplace — 23% (34% global)
- I have quit a job because of a lack of advancement opportunities — 31% (30% global)
- I have quit a job because it didn't fit in with my personal life — 37% (33% global)

→ 41% have “quietly quit” a job

(31% global)

- Importance of work in your life — 84% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 32% (39% global)
 - A monthly cost of living pay boost — 32% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 28% (28% global)

→ 57% agree their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 54% (57% global)
- My job provides flexibility in terms of location — 53% (51% global)
- I have quit a job because it didn't provide enough flexibility — 29% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 41% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 48% (45% global)

security

- I am worried about losing my job — 33% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 58% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 59% (52% global)
- I wouldn't accept a job if it didn't provide job security — 77% (63% global)
- Importance of job security — 96% (92% global)
- My job provides me with security — 8% (86% global)

→ 39% have taken on/are looking to take on a second role to help with rising cost of living

(25% global)

- I have/am planning to increase my hours at my current job to help with rising cost of living — 23% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 14% (18% global)

→ 69% think they'll be able to retire before 65

(51% global)

- 62% say that their financial position is preventing them from retiring as early as they want (70% global)
- 29% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 11% (12% global)
 - I'm waiting for a specific milestone — 15% (17% global)
 - I don't want to retire — 11% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 56% (54% global)
- Importance of an employer's values and purpose — 87% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 48% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 72% (73% global)

→ 68% said their job gives them a sense of purpose

(57% global)

singapore.

51%

wouldn't accept a job if it didn't provide flexibility around their working hours (45% global)

attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 63% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 55% (48% global)
- I have quit a job because of a toxic workplace — 36% (34% global)

→ 38% have quit a job because of a lack of advancement opportunities

(30% global)

- I have quit a job because it didn't fit in with my personal life — 34% (33% global)
- I have "quietly quit" a job — 35% (31% global)
- Importance of work in your life — 63% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 46% (39% global)
 - A monthly cost of living pay boost — 37% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 32% (28% global)

- My employer is helping me deal with the increased cost of living — 53% (49% global)

- My job provides flexibility in terms of working hours — 59% (57% global)

- My job provides flexibility in terms of location — 57% (51% global)

- I have quit a job because it didn't provide enough flexibility — 29% (27% global)

- I wouldn't accept a job if it didn't provide flexibility around where I work — 48% (40% global)

→ 51% wouldn't accept a job if it didn't provide flexibility around their working hours

(45% global)

security

→ 48% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 43% (50% global)

- I am worried about the impact of economic uncertainty on my job security — 64% (52% global)

- I wouldn't accept a job if it didn't provide job security — 61% (63% global)

- Importance of job security — 90% (92% global)

- My job provides me with security — 80% (86% global)

- I have taken on/am looking to take on a second role to help with rising cost of living — 28% (25% global)

- I have/am planning to increase my hours at my current job to help with rising cost of living — 20% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 32% (18% global)
- 58% think they'll be able to retire before 65 (51% global)
- 71% say that their financial position is preventing them from retiring as early as they want (70% global)

→ 43% say that they need work in their lives and that's why they are delaying retirement

(32% global)

- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 15% (12% global)
 - I'm waiting for a specific milestone — 21% (17% global)
 - I don't want to retire — 6% (6% global)

belonging

→ 61% would quit a job if they didn't feel like they belonged there

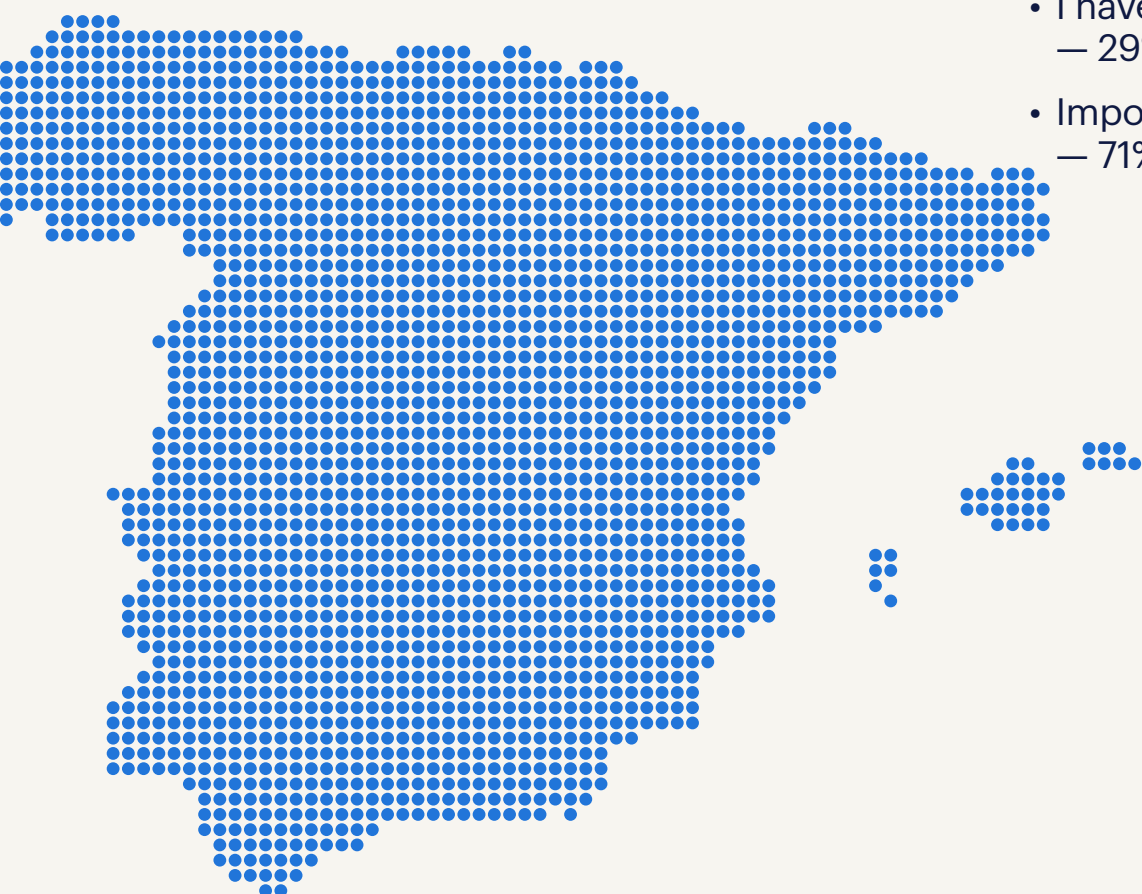
(54% global)

- Importance of an employer's values and purpose — 77% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 46% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 74% (73% global)
- My job gives me a sense of purpose — 57% (57% global)



spain.

56%
are worried about
losing their job
(37% global)



attitude

→ 66% wouldn't accept a job if they thought it would negatively affect their work-life balance

(61% global)

- I would quit a job if it was preventing me from enjoying my life — 46% (48% global)
- I have quit a job because of a toxic workplace — 32% (34% global)
- I have quit a job because of a lack of advancement opportunities — 31% (30% global)
- I have quit a job because it didn't fit in with my personal life — 42% (33% global)
- I have “quietly quit” a job — 29% (31% global)
- Importance of work in your life — 71% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 32% (39% global)
 - A monthly cost of living pay boost — 53% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 33% (28% global)
- My employer is helping me deal with the increased cost of living — 49% (49% global)
- My job provides flexibility in terms of working hours — 51% (57% global)
- My job provides flexibility in terms of location — 48% (51% global)

→ 31% have quit a job because it didn't provide enough flexibility

(27% global)

- I wouldn't accept a job if it didn't provide flexibility around where I work — 40% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 45% (45% global)

security

→ 56% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 43% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 73% (52% global)
- I wouldn't accept a job if it didn't provide job security — 63% (63% global)
- Importance of job security — 94% (92% global)
- My job provides me with security — 85% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 17% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 21% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 14% (18% global)

→ 32% think they'll be able to retire before 65

(51% global)

- 69% say that their financial position is preventing them from retiring as early as they want (70% global)
- 24% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 11% (12% global)
 - I'm waiting for a specific milestone — 18% (17% global)
 - I don't want to retire — 4% (6% global)

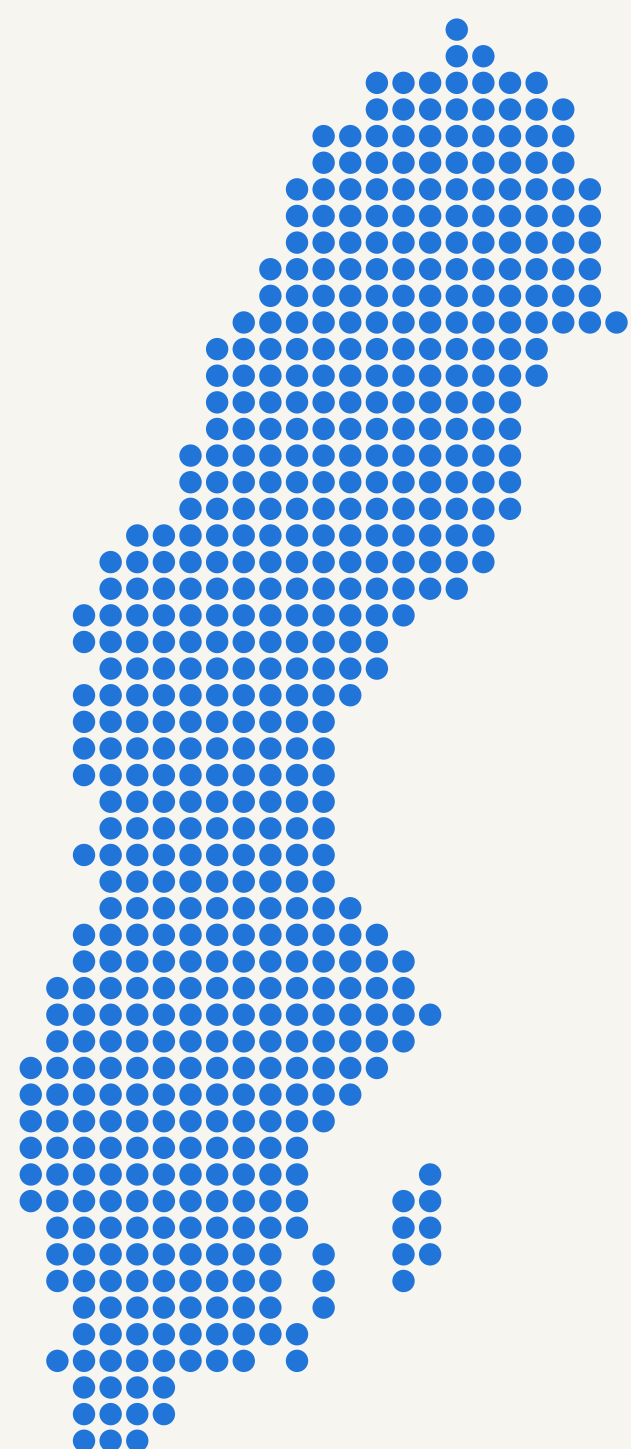
belonging

- I would quit a job if I didn't feel like I belonged there — 54% (54% global)
- Importance of an employer's values and purpose — 75% (77% global)

→ 38% wouldn't accept a job with a business that doesn't align with their values on social and environmental issues

(42% global)

- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 69% (73% global)
- My job gives me a sense of purpose — 53% (57% global)



sweden.

attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 59% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 52% (48% global)
- I have quit a job because of a toxic workplace — 40% (34% global)

→ 24% have quit a job because of a lack of advancement opportunities

(30% global)

- I have quit a job because it didn't fit in with my personal life — 33% (33% global)
- I have "quietly quit" a job — 38% (31% global)
- Importance of work in your life — 66% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 56% (39% global)
 - A monthly cost of living pay boost — 43% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 21% (28% global)

→ 30% say their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 51% (57% global)
- My job provides flexibility in terms of location — 40% (51% global)
- I have quit a job because it didn't provide enough flexibility — 21% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 33% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 40% (45% global)

security

- I am worried about losing my job — 24% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 50% (50% global)

→ 35% are worried about the impact of economic uncertainty on my job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 66% (63% global)
- Importance of job security — 90% (92% global)
- My job provides me with security — 88% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 22% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 22% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 17% (18% global)
- 33% think they'll be able to retire before 65 (51% global)
- 78% say that their financial position is preventing them from retiring as early as they want (70% global)

→ 27% say that they need work in their lives and that's why they are delaying retirement

(32% global)

- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 10% (12% global)
 - I'm waiting for a specific milestone — 7% (17% global)
 - I don't want to retire — 5% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 54% (54% global)

→ 70% agree an employer's values and purpose important

(77% global)

- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 37% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 75% (73% global)
- My job gives me a sense of purpose — 56% (57% global)

30%

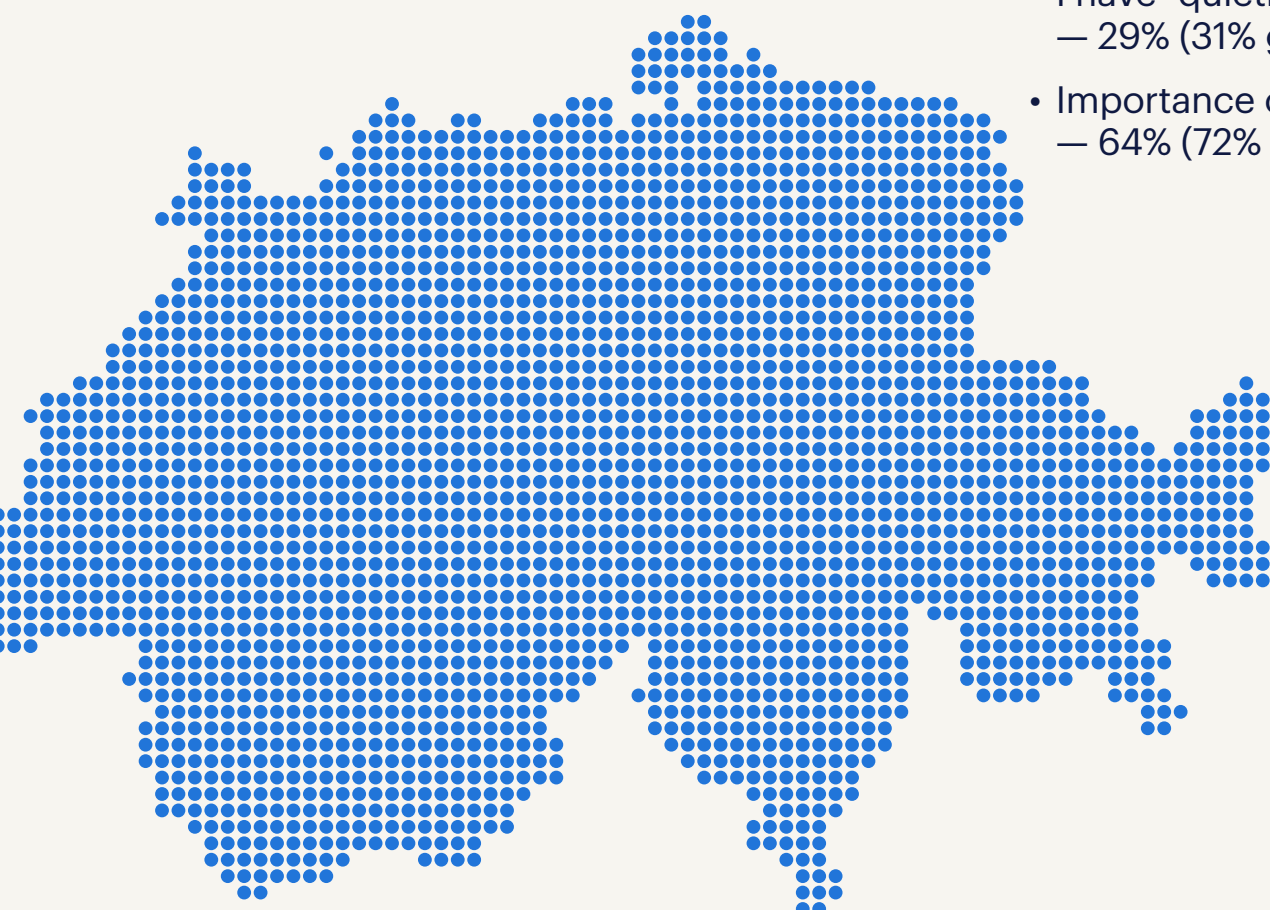
say their employer is helping them deal with the increased cost of living (49% global)

[Back to the overview](#)

switzerland.

36%

are worried about the impact of economic uncertainty on their job security (52% global)



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 66% (61% global)

→ 50% would quit a job if it was preventing them from enjoying their life

(48% global)

- I have quit a job because of a toxic workplace — 33% (34% global)
- I have quit a job because of a lack of advancement opportunities — 23% (30% global)
- I have quit a job because it didn't fit in with my personal life — 34% (33% global)
- I have "quietly quit" a job — 29% (31% global)
- Importance of work in your life — 64% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 22% (39% global)
 - A monthly cost of living pay boost — 40% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 20% (28% global)

- My employer is helping me deal with the increased cost of living — 42% (49% global)
- My job provides flexibility in terms of working hours — 55% (57% global)
- My job provides flexibility in terms of location — 41% (51% global)
- I have quit a job because it didn't provide enough flexibility — 23% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 37% (40% global)

→ 48% wouldn't accept a job if it didn't provide flexibility around their working hours

(45% global)

security

- I am worried about losing my job — 23% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 49% (50% global)

→ 36% are worried about the impact of economic uncertainty on their job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 59% (63% global)
- Importance of job security — 93% (92% global)
- My job provides me with security — 85% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 15% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 17% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 13% (18% global)
- 52% think they'll be able to retire before 65 (51% global)

→ 79% say that their financial position is preventing them from retiring as early as they want

(70% global)

- 25% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 7% (12% global)
 - I'm waiting for a specific milestone — 8% (17% global)
 - I don't want to retire — 3% (6% global)

belonging

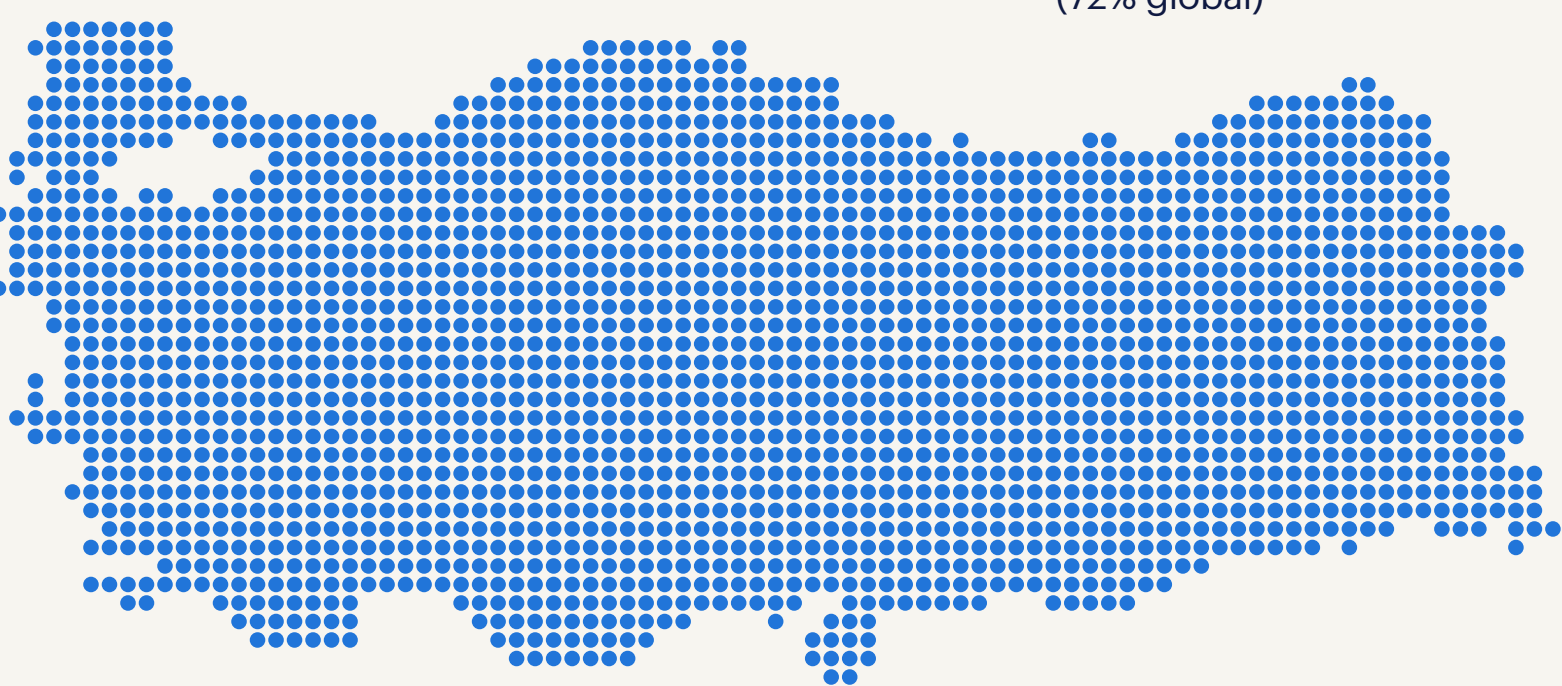
→ 57% would quit a job if they didn't feel like they belonged there

(54% global)

- Importance of an employer's values and purpose — 75% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 42% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 71% (73% global)
- My job gives me a sense of purpose — 55% (57% global)

turkey.

73%
wouldn't accept a
job if they thought
it would negatively
affect their work-life
balance (61% global)



attitude

→ 73% wouldn't accept a job if they thought it would negatively affect their work-life balance

(61% global)

- I would quit a job if it was preventing me from enjoying my life — 54% (48% global)
- I have quit a job because of a toxic workplace — 37% (34% global)
- I have quit a job because of a lack of advancement opportunities — 28% (30% global)
- I have quit a job because it didn't fit in with my personal life — 27% (33% global)
- I have “quietly quit” a job — 27% (31% global)
- Importance of work in your life — 88% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:

- An increase in salary outside of the usual cadence of annual pay reviews — 50% (39% global)
- A monthly cost of living pay boost — 42% (41% global)
- Subsidies for the cost of energy, travel or other daily expenses — 35% (28% global)

→ 70% say their employer is helping them deal with the increased cost of living

(49% global)

- My job provides flexibility in terms of working hours — 65% (57% global)
- My job provides flexibility in terms of location — 59% (51% global)
- I have quit a job because it didn't provide enough flexibility — 30% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 45% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 51% (45% global)

security

- I am worried about losing my job — 34% (37% global)
- I feel confident that if I were to lose my job, I could find a new one quickly — 51% (50% global)

→ 69% are worried about the impact of economic uncertainty on their job security

(52% global)

- I wouldn't accept a job if it didn't provide job security — 70% (63% global)
- Importance of job security — 93% (92% global)
- My job provides me with security — 84% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 26% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 35% (23% global)

unretirement

→ 29% are planning to delay their retirement to help with the rising cost of living

(18% global)

- 86% think they'll be able to retire before 65 (51% global)
- 61% say that their financial position is preventing them from retiring as early as they want (70% global)
- 49% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 14% (12% global)
 - I'm waiting for a specific milestone — 22% (17% global)
 - I don't want to retire — 4% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 66% (54% global)
- Importance of an employer's values and purpose — 93% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 59% (42% global)
- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 78% (73% global)

→ 68% say their job gives them a sense of purpose

(57% global)

united kingdom.



attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 60% (61% global)
- I would quit a job if it was preventing me from enjoying my life — 46% (48% global)
- I have quit a job because of a toxic workplace — 33% (34% global)
- I have quit a job because of a lack of advancement opportunities — 27% (30% global)
- I have quit a job because it didn't fit in with my personal life — 28% (33% global)
- I have "quietly quit" a job — 31% (31% global)

→ 58% feel work is important in their life
(72% global)

58%

feel work is important in their life (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:
 - An increase in salary outside of the usual cadence of annual pay reviews — 42% (39% global)
 - A monthly cost of living pay boost — 38% (41% global)
 - Subsidies for the cost of energy, travel or other daily expenses — 27% (28% global)
- My employer is helping me deal with the increased cost of living — 44% (49% global)
- My job provides flexibility in terms of working hours — 58% (57% global)
- My job provides flexibility in terms of location — 53% (51% global)
- I have quit a job because it didn't provide enough flexibility — 26% (27% global)

→ 44% wouldn't accept a job if it didn't provide flexibility around where they work
(40% global)

- I wouldn't accept a job if it didn't provide flexibility around my working hours — 46% (45% global)

security

→ 28% are worried about losing their job
(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 47% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 45% (52% global)
- I wouldn't accept a job if it didn't provide job security — 63% (63% global)
- Importance of job security — 91% (92% global)
- My job provides me with security — 87% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 18% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 21% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 18% (18% global)
- 41% think they'll be able to retire before 65 (51% global)

→ 78% say that their financial position is preventing them from retiring as early as they want
(70% global)

- 27% say that they need work in their lives and that's why they are delaying retirement (32% global)
- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 9% (12% global)
 - I'm waiting for a specific milestone — 10% (17% global)
 - I don't want to retire — 5% (6% global)

belonging

- I would quit a job if I didn't feel like I belonged there — 53% (54% global)
- Importance of an employer's values and purpose — 73% (77% global)

→ 36% wouldn't accept a job with a business that doesn't align with their values on social and environmental issues
(42% global)

- I feel that my employer's values and purpose align with my own (e.g., sustainability, diversity, transparency) — 71% (73% global)
- My job gives me a sense of purpose — 55% (57% global)

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united states.

62%

agree that their job provides flexibility in terms of working hours (57% global)

attitude

- I wouldn't accept a job if I thought it would negatively affect my work-life balance — 58% (61% global)

→ 48% would quit a job if it was preventing them from enjoying their life

(48% global)

- I have quit a job because of a toxic workplace — 34% (34% global)
- I have quit a job because of a lack of advancement opportunities — 30% (30% global)
- I have quit a job because it didn't fit in with my personal life — 30% (33% global)
- I have "quietly quit" a job — 29% (31% global)
- Importance of work in your life — 70% (72% global)

expectations

- Actions employees would want from employers in the context of the changing economic landscape:

- An increase in salary outside of the usual cadence of annual pay reviews — 43% (39% global)
- A monthly cost of living pay boost — 39% (41% global)
- Subsidies for the cost of energy, travel or other daily expenses — 18% (28% global)

- My employer is helping me deal with the increased cost of living — 55% (49% global)

→ 62% agree that their job provides flexibility in terms of working hours

(57% global)

- My job provides flexibility in terms of location — 58% (51% global)
- I have quit a job because it didn't provide enough flexibility — 28% (27% global)
- I wouldn't accept a job if it didn't provide flexibility around where I work — 42% (40% global)
- I wouldn't accept a job if it didn't provide flexibility around my working hours — 45% (45% global)

security

→ 27% are worried about losing their job

(37% global)

- I feel confident that if I were to lose my job, I could find a new one quickly — 56% (50% global)
- I am worried about the impact of economic uncertainty on my job security — 42% (52% global)
- I wouldn't accept a job if it didn't provide job security — 61% (63% global)
- Importance of job security — 89% (92% global)
- My job provides me with security — 89% (86% global)
- I have taken on/am looking to take on a second role to help with rising cost of living — 23% (25% global)
- I have/am planning to increase my hours at my current job to help with rising cost of living — 20% (23% global)

unretirement

- I am planning to delay my retirement to help with the rising cost of living — 25% (18% global)
- 45% think they'll be able to retire before 65 (51% global)
- 72% say that their financial position is preventing them from retiring as early as they want (70% global)

→ 34% say they need work in their lives and that's why they are delaying retirement

(32% global)

- What are the factors that prevent you from retiring as early as you want:
 - I feel my employer needs me — 13% (12% global)
 - I'm waiting for a specific milestone — 15% (17% global)
 - I don't want to retire — 7% (6% global)

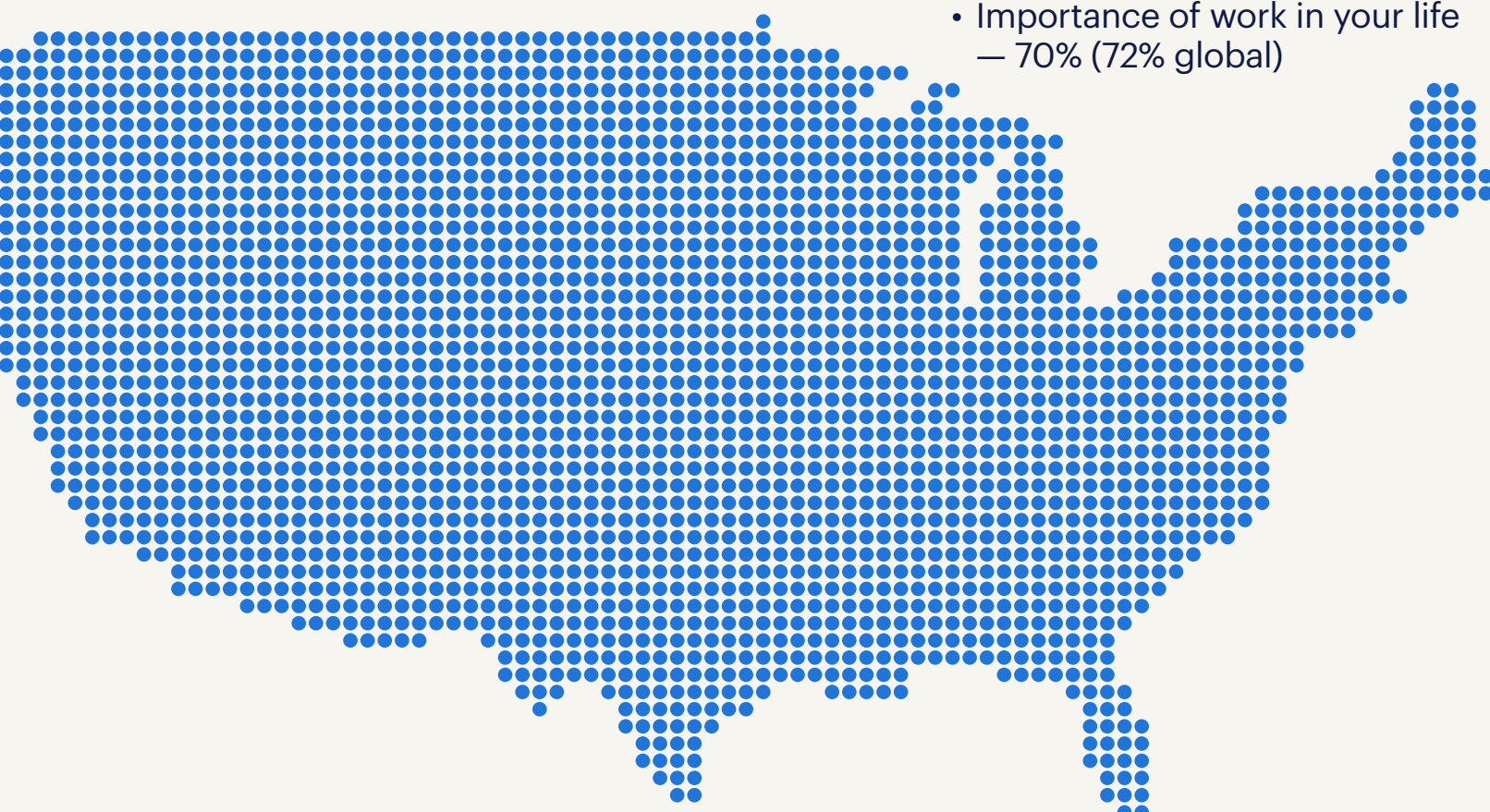
belonging

- I would quit a job if I didn't feel like I belonged there — 51% (54% global)
- Importance of an employer's values and purpose — 78% (77% global)
- I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues — 40% (42% global)

→ 78% feel that their employer's values and purpose align with their own (e.g., sustainability, diversity, transparency)

(73% global)

- My job gives me a sense of purpose — 61% (57% global)





foreword

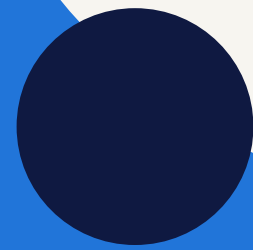
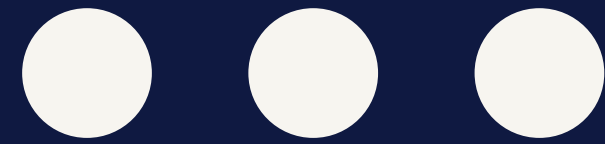
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appendix



we would love to hear your
thoughts and comments —
let's start a conversation

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