

PEOPLE AT WORK 2025: A GLOBAL WORKFORCE VIEW

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

PEOPLE AT WORK 2025

A Global Workforce View

What do workers want employers to know?

ENGAGED ON THE JOB — MORE PEOPLE DOING THEIR BEST WORK

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

1 IN 5

workers reported being fully engaged in 2024 — a record high

56%

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



Being part of a great team boosts engagement

FULLY ENGAGED

55% of workers who say they're on high-performing teams

10% of workers who say they're not on the best team

WORKERS WANT MORE SKILLS AND THE CHANCE TO ADVANCE

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

Just **1 IN 4**

workers felt highly confident they had the skills to advance

3.8%

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

19%

said that 'lack of opportunity' was the biggest obstacle to career progression

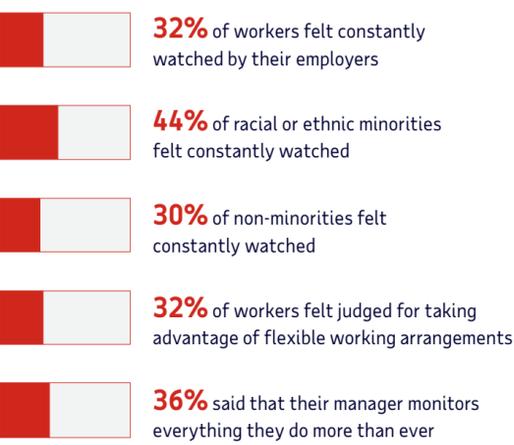
Among workers who do see a chance to advance in their current company,

45%

cited opportunities for career advancement as their top reason to stay

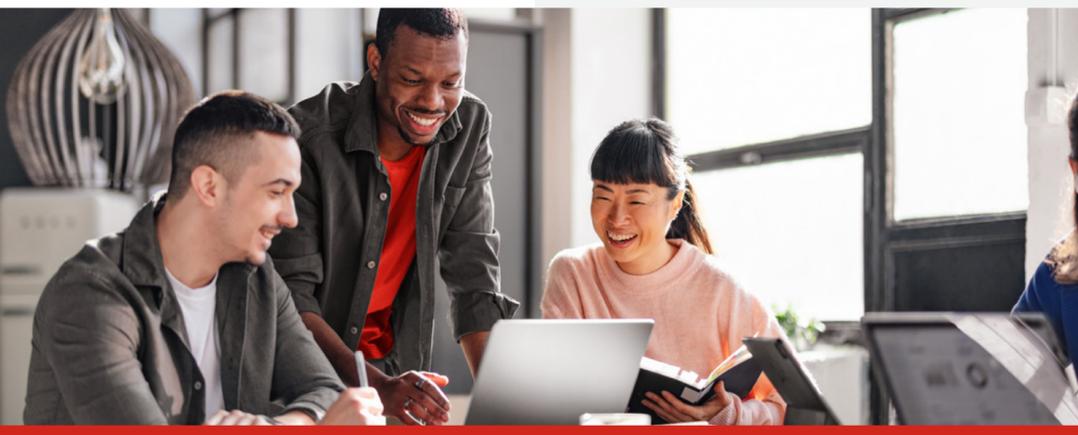
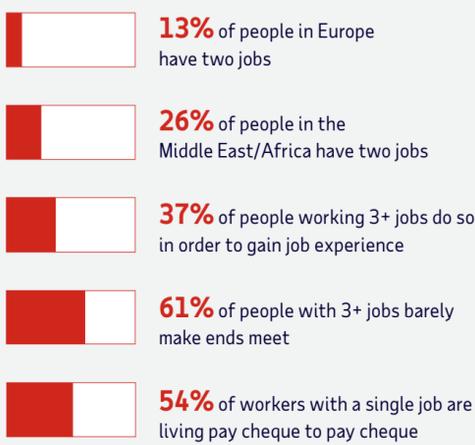
SURVEILLANCE AND STRESS IN THE WORKPLACE

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



ALL WORK AND NOT ENOUGH PAY

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



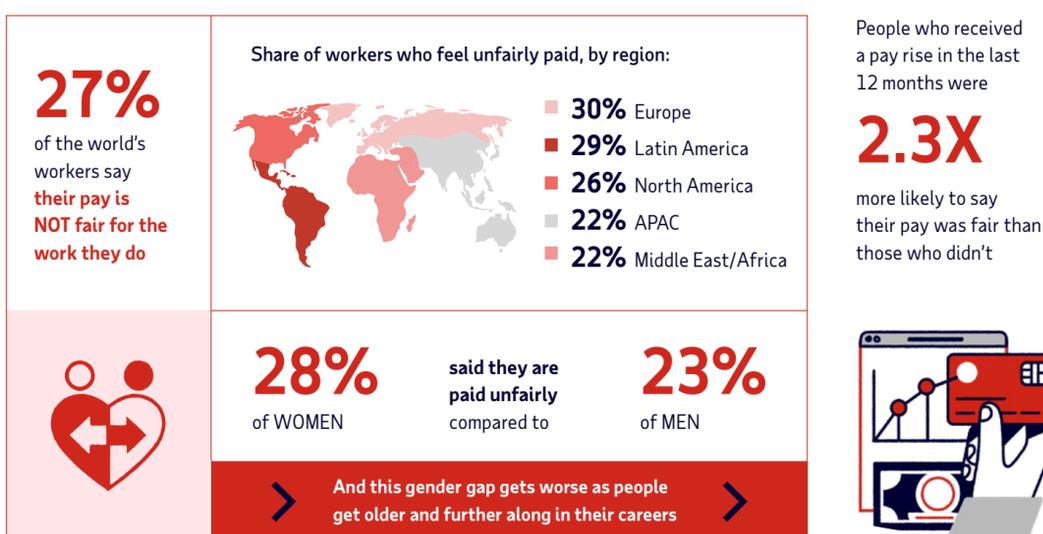
AI IN THE WORKPLACE — FRIEND OR FOE?

The potential for artificial intelligence (AI) to change the way we work has split workers' views.



HOW DO WORKERS FEEL ABOUT FAIR PAY?

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



THE LATEST DATA ON DISCRIMINATION

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



Your eye on the global workforce

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

Navigate a new world of work

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



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