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People at Work 2024: A Global Workforce View

The pandemic's dramatic upheavals are behind us, but technological advances, evolving workplace norms and a vast demographic shift are transforming the world of work in even greater ways.

The ADP Research Institute

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Executive summary: Navigating change

For the past four years, the ADP Research Institute has surveyed workers around the globe to learn about their on-the-job experiences before, during and after the pandemic. This work has illuminated the world's journey through a deep economic downturn, the subsequent cost-of-living crisis and monumental change tied to remote and hybrid work. As we've passed each of these milestones, People at Work has captured how the global labor force has adapted and changed.

The world is shaking off its pandemic-driven upheaval, but change hasn't slowed. As new opportunities and challenges reshape the labor market, workers in some ways have remained constant in their priorities—they still put great value on remuneration and job security, for example. But in other ways, they feel under threat from technology, stress and shifting workplace norms.

Using detailed survey responses from more than 34,000 workers in 18 countries, People at Work continues to capture this evolution. In 2024, we present six key findings:

1 What workers want: Pay—and more

Workers put salary at the top of their priority list for the fourth year running. More than 55% of respondents rank pay among their top three job priorities.

At the same time, employees are more dissatisfied with their pay than with any other prioritized attribute. Strengthening economies have elevated expectations for pay increases.

Workers are largely unified on the priority of pay, but we captured regional and generational differences when it comes to other job values. Half of workers in the Asia Pacific region list job security as a high priority, second only to pay in importance for this region. Workers in Europe, by contrast, prize the day-to-day enjoyment of work over job security.

Young workers, moreover, are making their presence known as a distinct global voice. One in five prioritize training and experience, more than any other age group. And while they want flexibility to do their work where and when they choose, young adults prioritize workplace flexibility less than other job attributes, possibly because they've grown to accept it as a given.

2 What workers expect: Pay increases

Our last survey captured high expectations for pay increases. That sentiment is prevalent again this year as widespread inflation resets workers' expectations. In 2023, the average pay increase was 4%, according to our survey. In 2024, workers anticipate pay increases of more than 5% on average.

But if 2023 is any measure, people are likely to be disappointed. Survey respondents in every country overestimated their pay gains that year. And even though most workers expect pay growth to accelerate, a sizable 19% expect their remuneration to remain unchanged. That's up from 16% a year ago.

3 The promise and peril of remote work

The global labor market has improved a great deal over the last four years, with the unemployment rate for the world's largest economies now below pre-pandemic levels. Our survey reflects this new stability, with a greater proportion of workers feeling secure in their jobs. A strong sense of job security is evident in every region we surveyed.

Despite this improvement, workers are uneasy about other changes, including artificial intelligence and remote work.

People who say that AI has the power to make their work easier are less likely to feel insecure about losing their jobs. Workers who are unsure or concerned about the impact of AI report higher levels of job insecurity.

And the remote work arrangements that many employees and employers have embraced have come with a downside. Remote workers are more likely to feel like their organizations are monitoring them.

4 ESG and DEI: A workforce divided

National conversations about environmental, social and governance initiatives and diversity, equity and inclusion vary a great deal around the world and are heavily influenced by cultural, regulatory and political norms and practices.

As the ESG and DEI landscapes continue to shift, worker sentiment reveals both common ground and points of divergence. Nearly half of workers say their employers offer diversity training, followed by awareness events (36%) and targeted recruiting (34%).

Workers also tell us that diversity training is the most effective of the programs their employers offer, far outpacing more controversial practices such as hiring quotas.

Moreover, enthusiasm about DEI practices diverges along generational lines. Workers aged 55 and older are nearly five times more likely than 18- to 24-year-olds to doubt the effectiveness of any DEI initiative.

Turning to ESG practices, workers seem satisfied that companies are meeting the goals those workers deem important, especially when it comes to minimizing the impact of carbon emissions, increasing data privacy and fostering a safe, healthy, fair and productive workplace.

5 Career development: Room for improvement

Less than half of workers feel their employer invests in the skills they need to advance their careers. And almost half say the skillsets of the future will require technological knowledge that isn't needed in their jobs today. Forty-two percent of workers globally think AI will replace some or all of their job functions.

Taken together, these results point to a skills confidence gap. Workers don't trust that their employers are investing in their careers.

6 Stress, the constant companion

Last year, our survey highlighted the toll that stress in the workplace was taking on the global workforce. This year, half of workers report feeling stress on the job, but the share who say they feel stress every day has fallen to below pre-pandemic levels.

Still, given the importance of mental health on productivity and performance, employers need to keep their eye on the ball when it comes to workplace stress. Only 21% of people surveyed feel their employer fully supports their mental wellbeing. Employees in our global sample who feel supported by managers and colleagues are less likely to fall into the high-stress category.

Our take on the state of the global workforce

This year will mark an important transition from a troubled, pandemic-driven economy to a new, post-pandemic world. In this new version of work, the pandemic imprint lingers, but technological advances, changing demographics and shifting workplace norms will drive seismic change.

For employers seeking to navigate a labor market in transition, having a keen awareness of workforce sentiment is crucial. Companies that communicate clearly, calibrate worker expectations, nurture trust and invest in skill development can stay ahead of what's to come.

Introduction: The great transition

The post-pandemic reset is behind us and a new era of work is being shaped both by old trends long in the making and rapid-fire developments that society has yet to fully harness.

Most immediately, inflation rates that remain uncomfortably high are offsetting the benefit of low global unemployment. That has made cost-of-living worries top of mind for workers. While people cope with higher prices, wages for many have been slow to keep up.

Then there are the demographic trends that have been building for decades. The world's aging population is approaching a tipping point and soon will be replaced by a new generation of workers. Until that happens, an older workforce could hamper efforts to regain and maintain pre-pandemic levels of growth in some countries. Europe, China and the United States are particularly vulnerable. Widespread retirements will mean skill shortages and the loss of institutional knowledge.

In other parts of the world, the rapid growth of young and prime-age working populations, especially in emerging and developing economies, will pose its own challenges. This emergent labor force is reshaping attitudes about workplace culture, stress, diversity and corporate stewardship.

Accompanying these economic and demographic challenges are pioneering innovations in artificial intelligence. These new technologies have the potential to alter work at a fundamental level, yet for many of today's workers, that potential isn't readily apparent. The promise of AI is removed from their everyday, on-the-job reality.

Against the backdrop of these massive socio-economic and technology drivers, the world seems to be finding new footing. Hybrid and remote work, once exceptional, has become commonplace. Inflation, while still too high globally, has been checked and continues to decline. Unemployment rates are the same or lower than they were before the pandemic.

These positive trends would seem to signal that the world of work is settling into its new normal, but we think differently. A careful analysis of tens of thousands of worker responses shows that workforce upheaval isn't over, it's just different. People are adapting quickly to some of these changes while keeping a gimlet eye on others, such as artificial intelligence, that have potential to reshape their world, for good or ill.

Our findings punctuate the importance of employee engagement and ongoing skill development at this critical juncture in workplace evolution. Workers want more from their employers than they did four years ago and pay expectations in many countries have shifted into overdrive.

That means companies must manage an evolving workforce even as they navigate shifting economic and geopolitical change. Success will require a keen understanding of how to engage and motivate a multigenerational workforce amid changing workplace paradigms.

People at Work can help set companies on the right track. By providing intelligence on how workers feel and think, what they demand and expect, this report should empower HR professionals to meet challenges and capitalize on opportunities both now and in the future.

Data and methodology

The ADP Research Institute's annual People at Work report mines the perceptions and thoughts of workers around the world. We ask people about their work, their employers and themselves. We invite them to tell us what they want, what they expect and what they get from their jobs and their organizations.

The ADP Research Institute surveyed 34,612 workers in 18 countries around the world.

15,383
in Europe
France, Germany, Italy, the Netherlands, Poland, Spain, Switzerland and the United Kingdom

3,802
in North America
Canada and the United States

5,860
in Latin America
Argentina, Brazil and Chile

9,567
in Asia Pacific
Australia, China, India, Japan and Singapore

The survey was conducted online in the local language. Overall results are weighted by the share of the working population in each country and the percentage of women as a share of the working population.

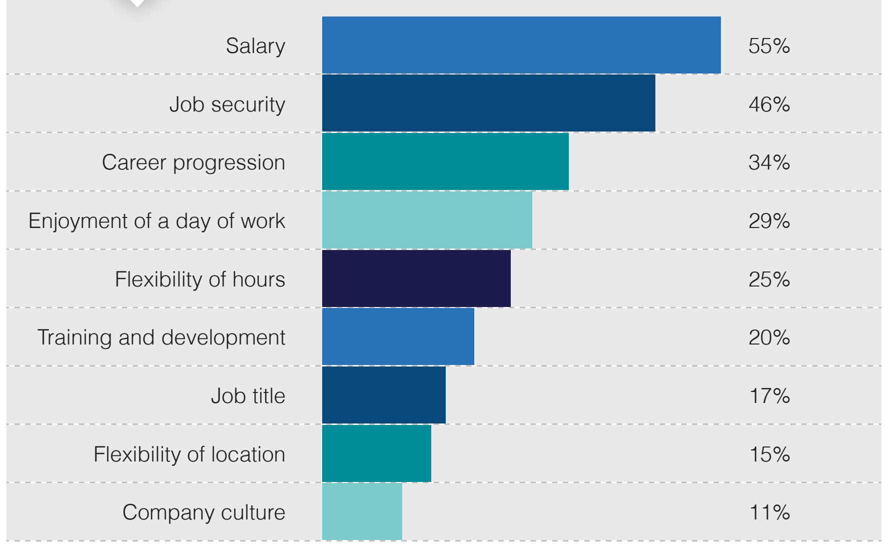
What workers want: Pay—and more

In an era of widespread labor shortages, employee engagement and retention are a top priority for companies. A clear understanding of what workers want, and how their preferences vary by region, managerial level, age, gender and even parental status can help employers fashion policies to attract and keep talent.

We asked people what was important to them in a job, then ranked their level of satisfaction in those areas to calculate what share of workers are satisfied with their employer's performance or contribution.

Not surprisingly, salary remains the top priority in every region and across all age groups. But too many workers are unhappy with what they're being paid. And other values are shifting with the times.

What, if anything, is most important to you in a job? (Tick up to three)



Pay is the No.1 priority–and source of pain

Pay tops the list of worker priorities in all four regions and for every age group. More than 55% of respondents worldwide included it in their top three job attributes.

But 40% of workers who place importance on salary are dissatisfied with what their employer pays them. Salary fares worse than every other priority when it comes to how well employers deliver.

Workers rank job security second only to salary in terms of importance and employers perform better in this category than any other.

Training and development ranks highly among workers in Latin America (25%), especially when compared with Europe (16%) and North America (18%).

Regional differences

After salary, more than half of Asia Pacific respondents put importance on job security, and that share is even larger in India and China. In Latin America, the proportion of workers selecting job security was a more distant second to salary, at 36%.

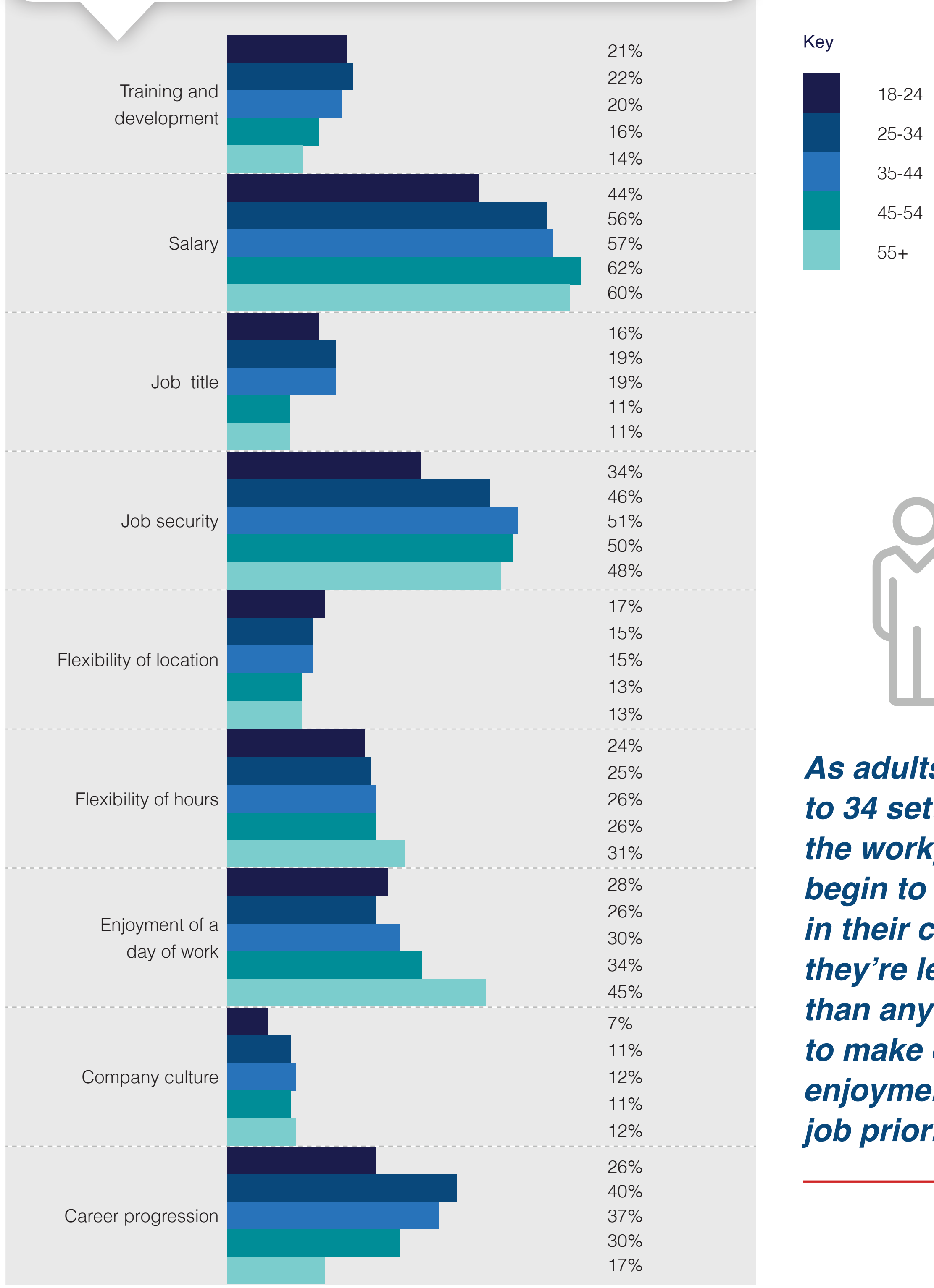
Worker wants are different in Europe, too. There, respondents place a high value on day-to-day enjoyment of the job (43%) and job security (35%) after salary. This might be due to Europe's more generous worker protections, which reduce the risk that a person will be dismissed and could alleviate concerns about job security.

Generational differences

In advanced economies, workers born to the post-World War II generation are retiring in large numbers. Those born in the late 1980s and early 1990s are moving up the management ladder, and people born around the turn of the century are entering the job market.

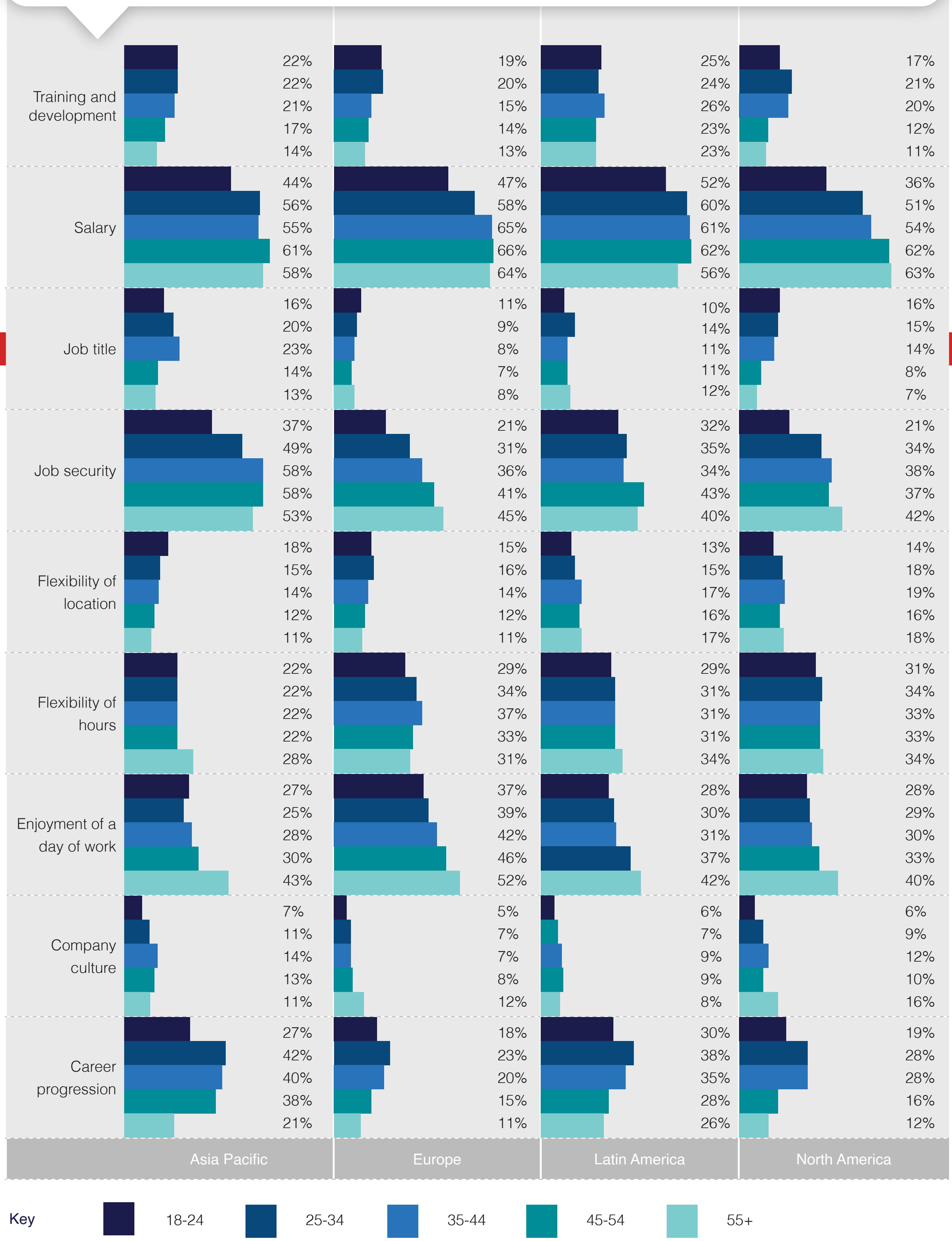
With this generational change comes a shift in what workers want from their employers.

Which job attribute is most important? (by age)



As adults aged 25 to 34 settle into the workplace and begin to advance in their careers, they're less likely than any other group to make day-to-day enjoyment a top job priority (26%).

Which job attribute is most important? (by age and region)



The devaluation of workplace flexibility

Perhaps the biggest change to the global workplace over the last four years has been the widespread adoption and availability of flexible work arrangements.

Demand for flexibility jumped to the forefront during the pandemic but has since waned in importance.

Workers of all ages and in all regions rank flexibility of location below salary, job security, work enjoyment and career progression. In Europe, only 14% of respondents prize flexible location, a smaller share than in Asia Pacific (15%), Latin America (15%), and North America (17%).

The desire for flexibility and other job preferences also varies with age. Workers aged 55 and older prize autonomy over their time more than their younger counterparts. Thirty-one percent of workers aged 55 and older put flexible hours among their top priorities, compared to less than 24% of workers aged 18 to 24.

17% of younger adults say they want freedom to choose where they work, compared to 13% of older workers.

What workers expect: Pay increases

After a bout of surging inflation, pay and wages are at the forefront of global workforce issues. While the worst seems to be behind us, people still haven't fully adapted to higher prices. This elevated cost of living has reset worker expectations on pay.

Great expectations

Pay expectations remain high even though the pace of inflation has slowed. More than three in four workers received a pay increase during the previous 12 months, with the average raise coming in at about 4%. Wage expectations for the current year are higher, averaging more than 5%.

But if the past is any measure, people are likely to be disappointed. Survey respondents in every country overestimated their pay gains last year.

The biggest miss was in Latin America, which recorded the world's highest rate of inflation in 2023. There also was a mismatch in Poland, where inflation was more than 14% last year and remains among the highest in Europe.

In general, workers in countries with a high rate of inflation have greater expectations for pay increases.

China was an exception. Despite moderate inflation, workforce expectations are high, and pay increases disappointed.

Salary expectations and actual change in 2023

		Salary increase received in 2023	Salary increase expected in 2023	Difference
Asia Pacific	Australia	3%	6%	-3
	China	4%	9%	-5
	India	6%	8%	-2
	Japan	Not surveyed	2%	N/A
	Singapore	3%	7%	-4
Europe	France	3%	6%	-3
	Germany	4%	6%	-2
	Italy	3%	6%	-3
	Netherlands	5%	5%	0
	Poland	5%	10%	-5
	Spain	3%	5%	-2
	Switzerland	3%	7%	-4
	UK	4%	6%	-2
Latin America	Argentina	10%	13%	-3
	Brazil	4%	10%	-6
	Chile	3%	8%	-5
North America	Canada	3%	6%	-3
	USA	4%	7%	-3

Note: Salary increases and expected increases are averaged.

Salary change over the last 12 months

	Global	Asia Pacific	Europe	Latin America	North America
Decrease (pay cut)	5%	5%	3%	3%	5%
No increase or decrease	26%	26%	30%	30%	28%
1-3%	20%	19%	27%	27%	23%
4-6%	21%	21%	20%	20%	18%
7-9%	12%	13%	10%	10%	11%
10-12%	10%	11%	6%	6%	10%
13-15%	3%	3%	2%	2%	2%
More than 15%	3%	3%	2%	2%	3%
Average increase	4%	4%	3%	3%	4%

Salary rise expected over the next 12 months

	Global	Asia Pacific	Europe	Latin America	North America
Decrease (pay cut)	3%	3%	2%	1%	3%
No increase or decrease	20%	19%	28%	11%	24%
1-3%	20%	20%	22%	9%	23%
4-6%	21%	21%	21%	18%	21%
7-9%	14%	14%	12%	13%	12%
10-12%	13%	14%	9%	19%	10%
13-15%	5%	5%	3%	7%	4%
More than 15%	6%	5%	4%	23%	4%
Average increase	6%	6%	4%	9%	5%

Note: Numbers might not add to 100% due to averaging and rounding.

Pay gains pick up

A year ago, 32% of workers reported no change in their wages. This year, that number fell to 26%.

Wage stagnation eased most in Asia Pacific, where the share of people who saw no change in their pay fell from 32% to 26% in 2023. In Latin America, 23% of workers say their pay held steady, down from 28% in 2022. In Europe, the number fell by four points to 30%, and in North America it eased less than two points to 28%.

While wage stagnation has declined, 20% of workers globally still expect their pay to remain unchanged in 2024, up from 15% a year ago. In the Asia Pacific region, 18% of workers expect no change in their pay, up from 13%.

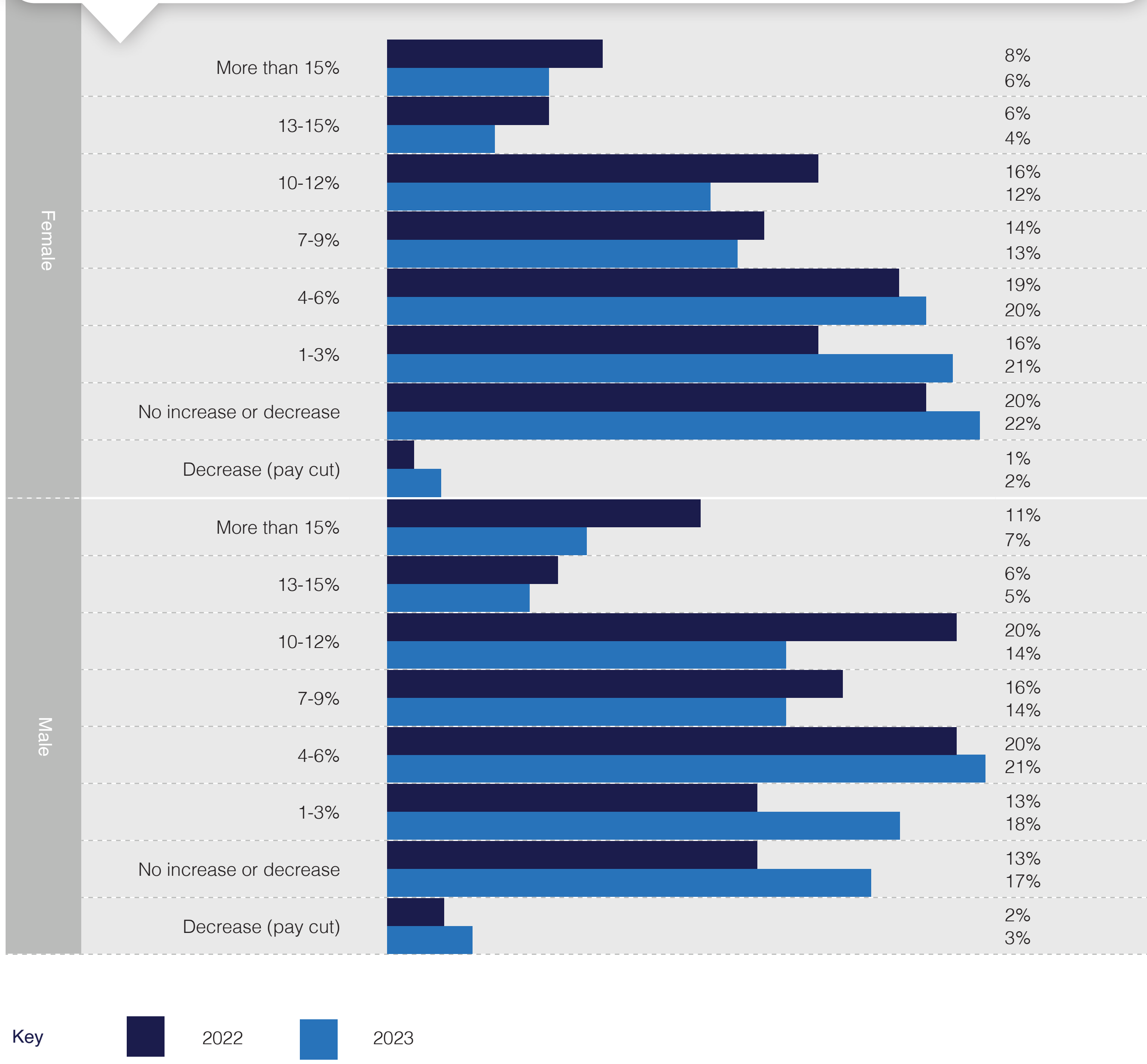
Only 11% of workers in Latin America expect their pay to be unchanged this year. The numbers are higher in Europe (28%) and North America (24%).

The gender pay gap persists

While more workers expect a pay freeze or pay cut, men are more likely to feel that way than women. But in fact, pay stagnation has eased more for women than men. The share of women who say they saw no change in pay decreased from 38% a year ago to 29% in 2023. For men, the share fell from 28% to 24%.

This might be because female workers are more concentrated in service-sector jobs such as health care, leisure and hospitality and retail, all of which experienced some of the biggest pay gains of the pandemic recovery.

Expected pay change distributions by gender



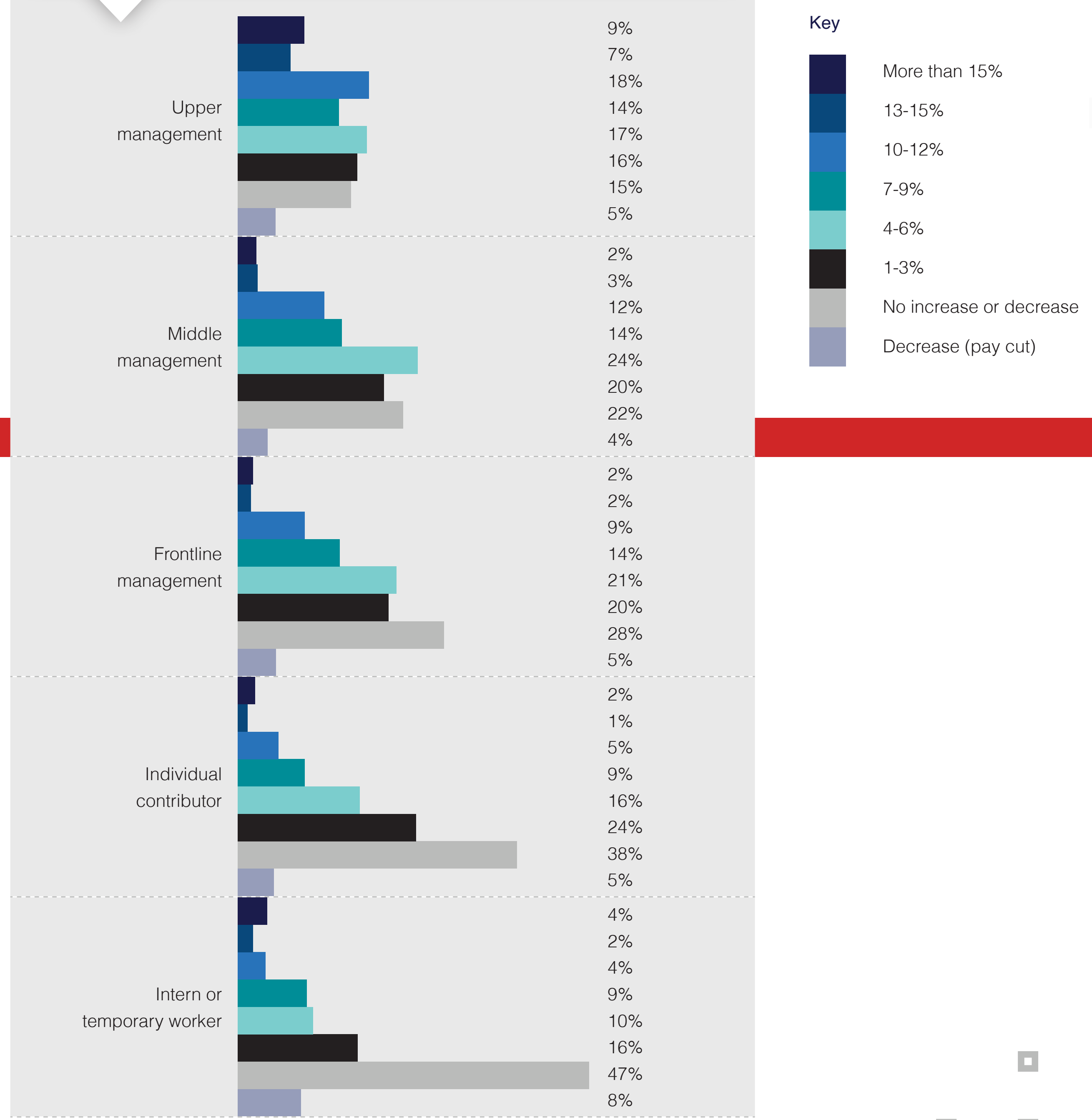
Women in the Asia Pacific region saw the biggest improvement, with the share of wage-stagnant workers shrinking from 40% to 27%. That wasn't enough to close the gap with men, however. Wage stagnation among men fell by three percentage points.

More men and women in the Asia Pacific region anticipate wage stagnation in 2024 than they did in 2023 (from 16% to 21% among women and from 11% to 17% for men), a sentiment that coincides with forecasts of slowing economic growth in China.

Managers have a different outlook on pay

The higher a person ranks in management, the more likely they are to anticipate—and receive—higher wages. Whereas pay gains for non-managerial workers are heavily skewed toward lower cost-of-living increases, they tend to cluster at higher levels for upper managers.

How much did your pay change in the past 12 months? (by managerial level)



Paycheck errors are still a problem

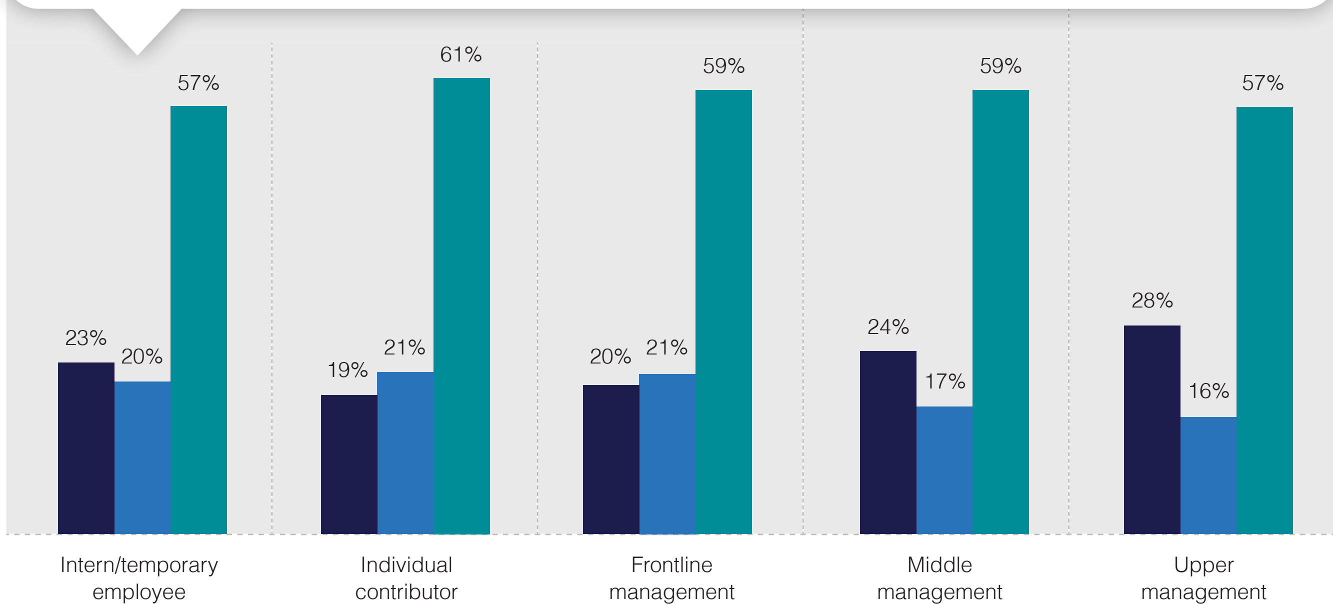
Managers might have an advantage in pay, but they have no advantage when it comes to mistakes in their paychecks.

Survey respondents are more likely to say they're often or always underpaid if they're in upper management (28%) or middle management (24%). Frontline employees and individual contributors are less likely to say they're frequently underpaid.

Key

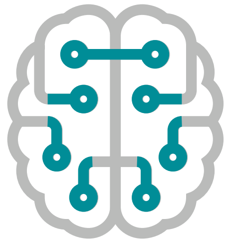
- Often or always
- Sometimes
- Rarely or never

I experience underpayment mistakes (by frequency and managerial level)



Job security remains a concern

People feel better about their job security than they did a year ago, but they're threatened by developments inside and outside the workplace, including artificial intelligence, remote work and economic conditions.



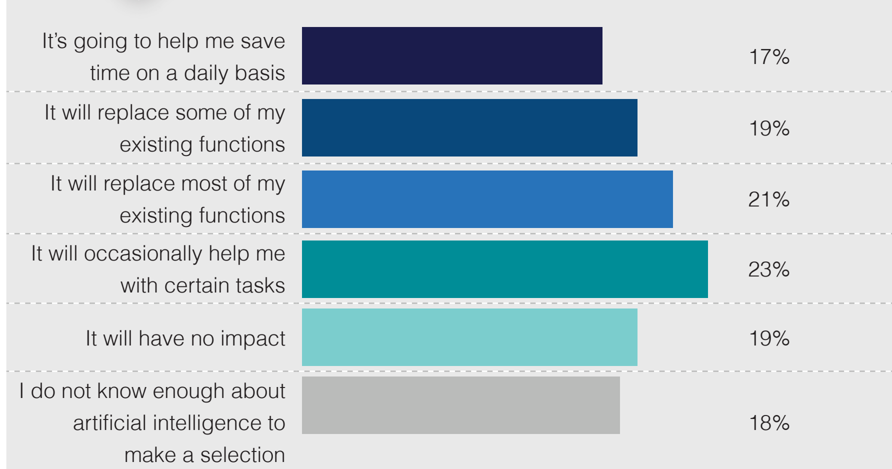
AI is both a threat and a promise

The emergence of generative artificial intelligence has affected how some workers feel about job security.

People who believe that AI eventually will make their work easier, saving them time every day, are the least likely (17%) to feel insecure about their jobs. Workers who don't know enough about AI to have an opinion are slightly more insecure (18%).

There are workers who think AI will have no impact on their jobs, and workers who think it will replace some of their existing functions. Among both groups, 19% of respondents say they don't feel secure in their jobs.

What role do you think artificial intelligence will play in your work over the next 2-3 years?
Share of respondents who feel insecure about their jobs.



Workers feel watched

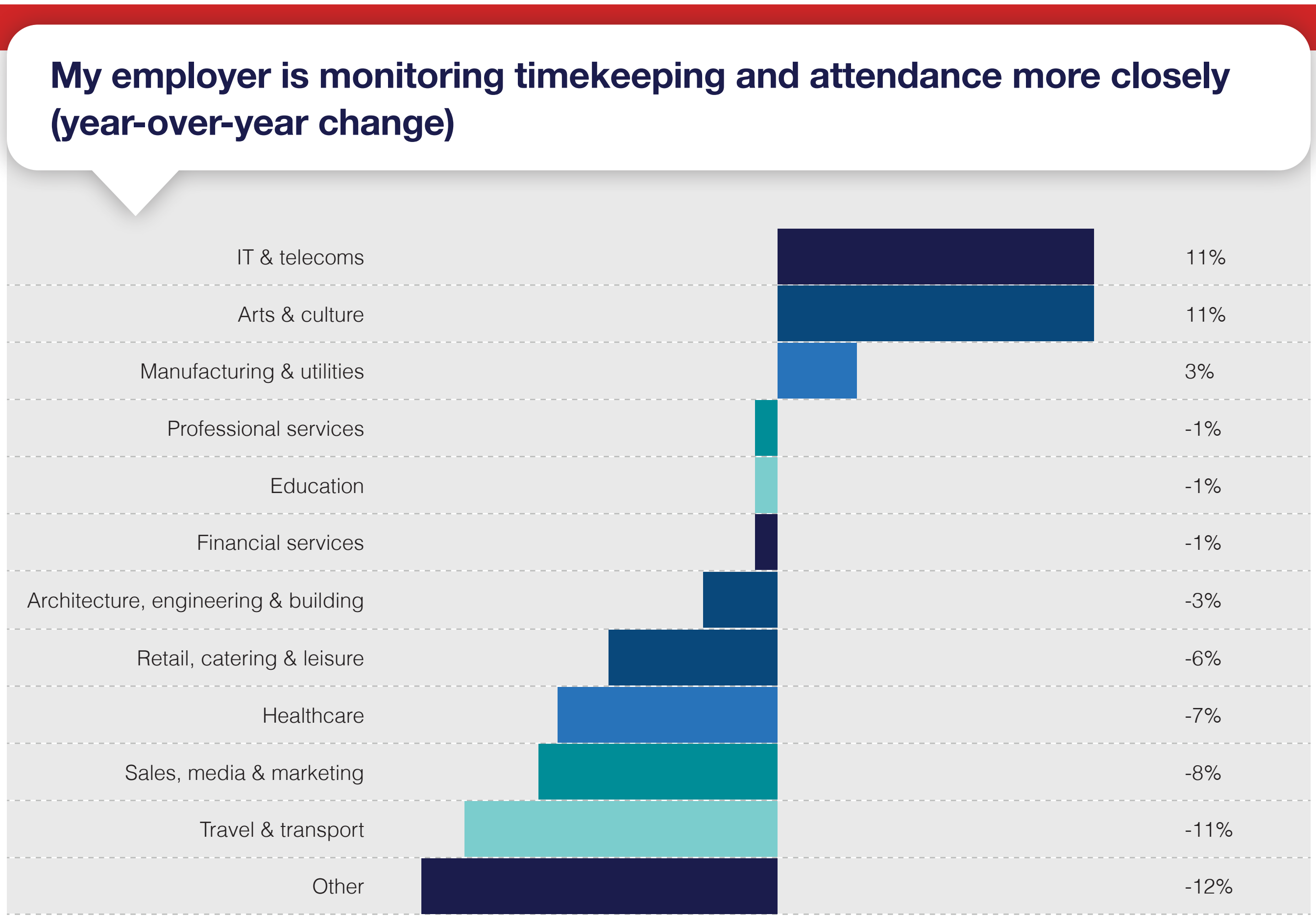
Most workers think their employers are monitoring their time and attendance, regardless of where they are, but the belief is more prevalent among remote workers (68%). Hybrid workers (65%), too, are more likely than their on-site colleagues (60%) to feel like they're being watched.

The belief that employers are watching workers more than ever isn't prevalent across all industries.

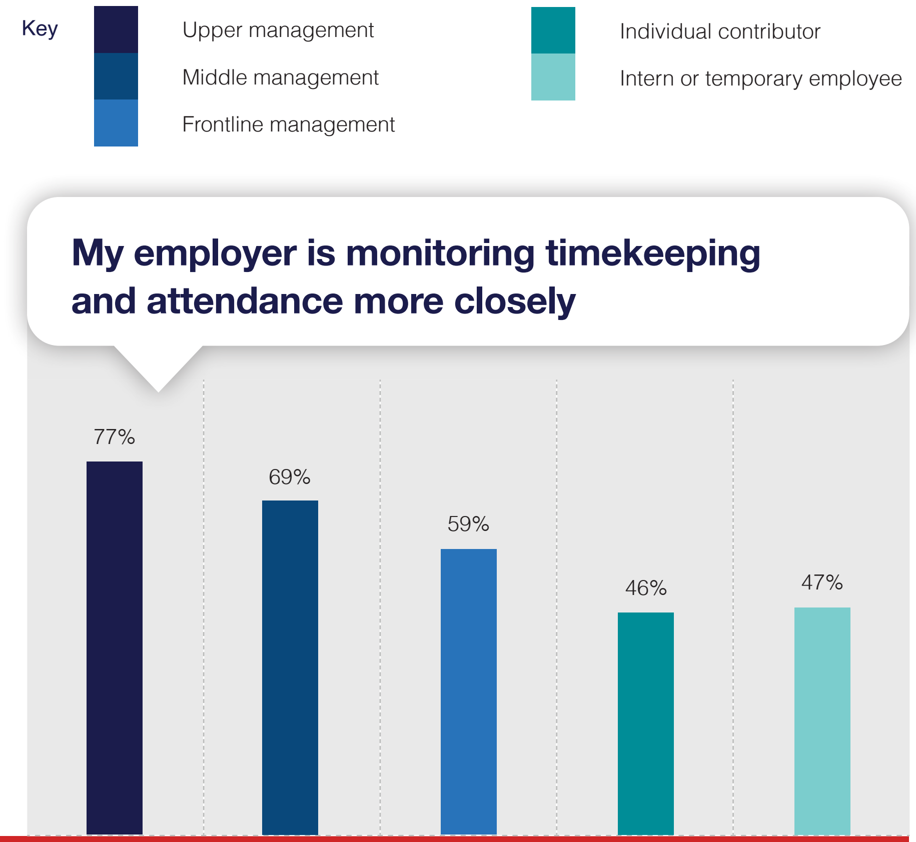
In travel and transport, retail, catering, and leisure—sectors where labor was in great demand in the post-pandemic economy—far fewer workers feel like their time and attendance are being monitored more closely.

In media and marketing and IT and telecoms—industries that tightened less following the pandemic—worker suspicions have intensified.

Health care has the largest share of workers (73%) who say they're being monitored more than ever.

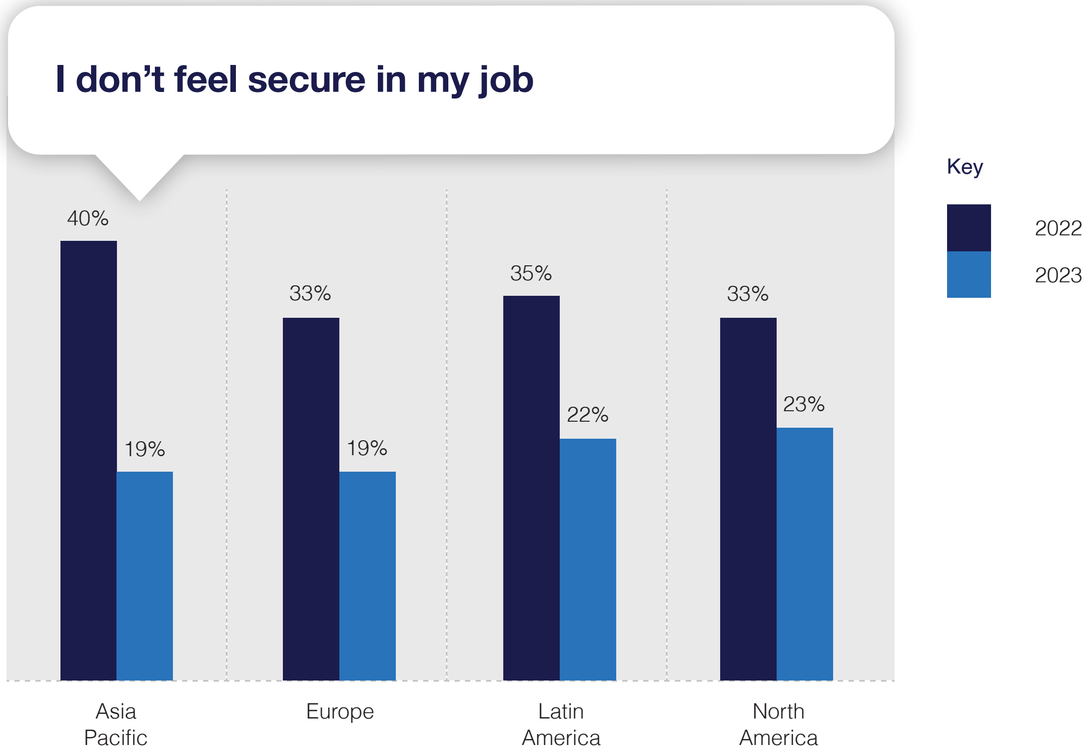


Even managers feel the watchful eye of their employers. In fact, they're more likely than individual contributors to believe they're being monitored. More than 77% of upper managers say their employers are watching them more closely, compared to 46% of individual contributors.



Job insecurity

Overall, job insecurity fell dramatically amid the economic gains of 2023, especially in the Asia Pacific region.



In North America, the decrease in job insecurity was greater in Canada (a decline of more than 12 percentage points to less than 20%) than in the United States (a decline of more than nine percentage points to 24%).

In the Asia Pacific region, China and India were the standouts, with the share of workers reporting job insecurity falling more than 18 percentage points and 25 percentage points, respectively.

In parts of Europe, workers continued to fret over job security as household spending slowed. A recession in the Netherlands and economic woes in the United Kingdom limited the chance for people to feel more confident about job security in those countries.

Among workers in Latin America, job insecurity decreased across the board, most dramatically in Chile, where the share of workers feeling insecure fell by more than 18 percentage points.

The promise and peril of remote work

As more employers mandate a partial or full return to the office, they risk eroding worker confidence. Remote workers feel more watched and less secure. And in large numbers around the world, they feel judged.

At the same time, those back-to-office mandates might be more bluster than fact. Workers say their employers have become more flexible, not less, when it comes to when and where they do their jobs.

Shifting workplaces

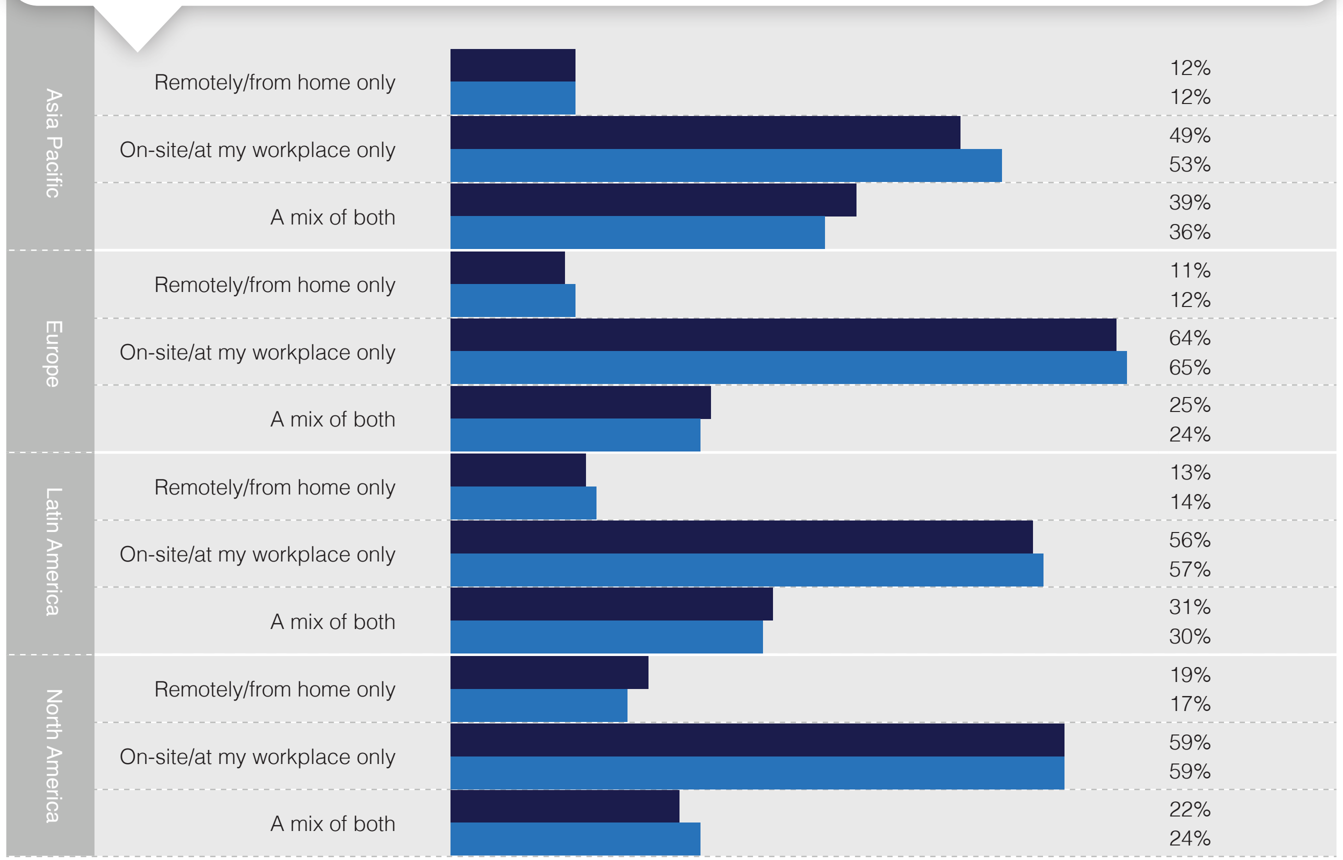
The Asia Pacific region saw the largest drop in hybrid work, but even that change was slight (from less than 39% to 36%). The region also had the biggest increase in people working fully on site (49% to 53%).

The share of fully on-site workers actually grew in 2023, rising from 52% to nearly 55%. Most of that growth came from a two percentage point drop in the share of hybrid workers. The share of remote workers, at 12%, barely budged.

Only North America bucked the global trend. Its hybrid workforce grew by two percentage points as the share of fully remote workers shrank. The heavy concentration of Canadian and U.S. workers in sectors that facilitate remote work, such as finance, professional services, information and technology, might be driving this trend.

In Latin America, the prevalence of both remote and on-site work grew slightly while hybrid work fell.

Where do you work?



Key

2022 2023

Taken together, these numbers suggest a stickiness to remote work even as companies push employees for more time on site.

Return to the office? Not so fast.

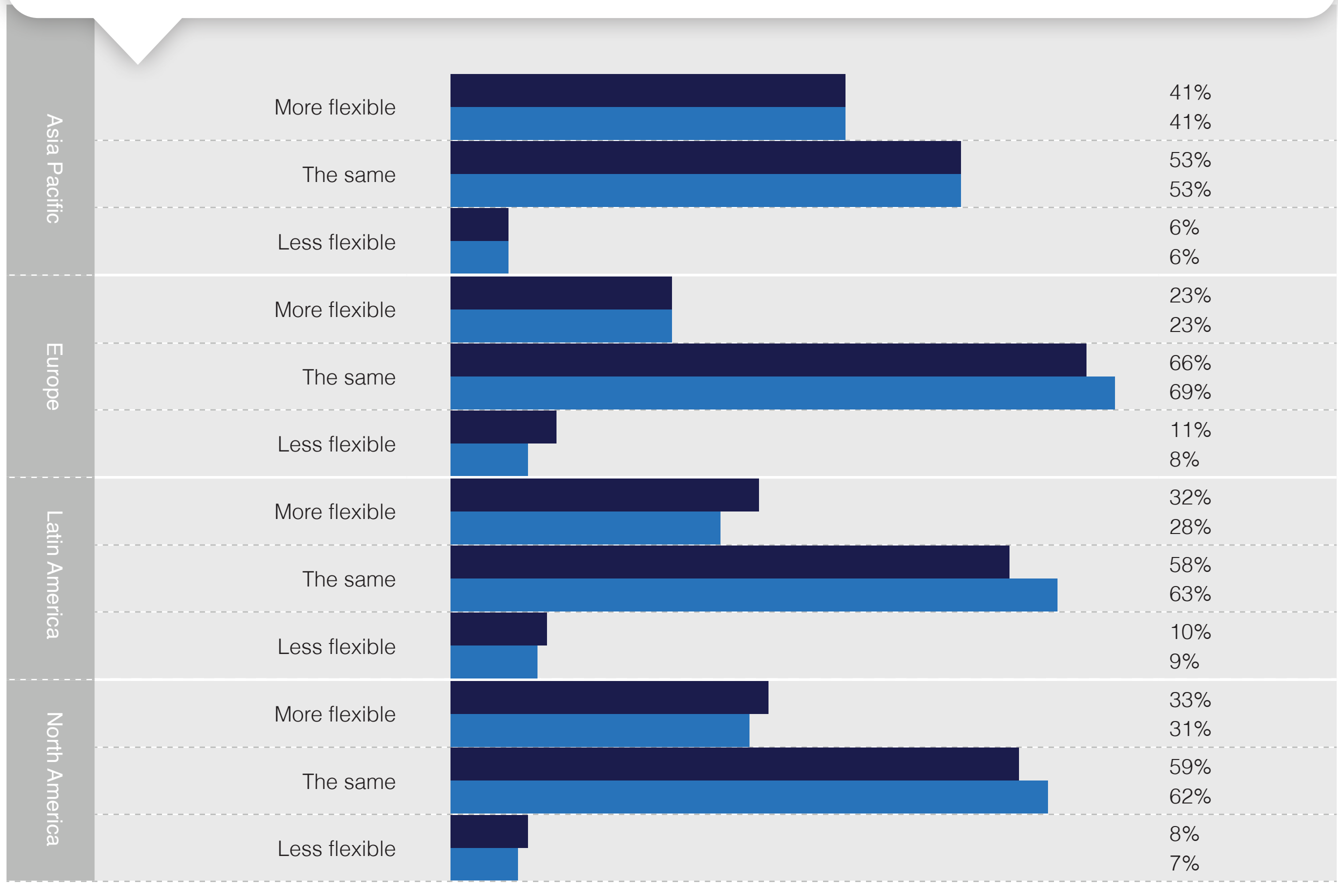
Return-to-office campaigns are making headlines, but are employers really less flexible about work location or hours than a year ago?

Thirty-seven percent of workers say their employer has become more flexible about remote work in the last 12 months. Only 7% say employers are less flexible. More than half of our survey respondents say their employer's policies on work location haven't changed.

This pattern repeats across all four regions in our sample. Respondents in the Asia Pacific region are most likely to say their employer has become more flexible. In Europe, most respondents say their employer's flexibility has stayed constant.

The results are nearly identical when it comes to flexibility around working hours.

Over the last 12 months, has your employer become more or less flexible regarding where and when you work?



Key

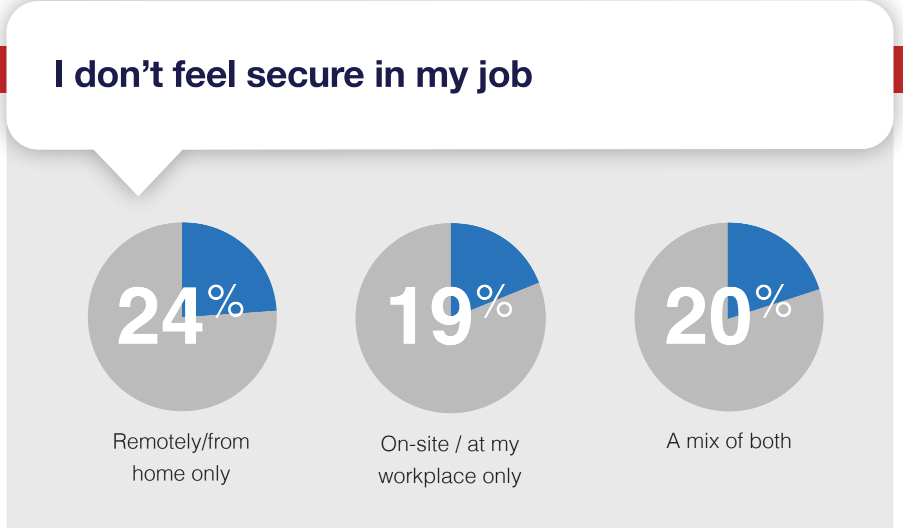
Work location Work hours

Job insecurity looms large

Remote workers are 1.3 times more likely to feel insecure about their job than hybrid or on-site workers. This finding might reflect a general unease among remote workers given their physical absence from the job site.

But on a year-over-year basis, feelings of job insecurity afflicted far fewer remote workers in 2023 than they did in 2022. While job insecurity eased among on-site and hybrid workers, too, the percentage change was smaller.

Hybrid workers, many of whom are employed at companies that require at least some on-site work, might be under pressure to show up in person more often as employers become more resolute about the return to office, especially as labor markets in many countries began to cool in 2023.



Nearly 44% of workers with infants say their employer is more flexible about hours, compared to parents with adult children (18%) and people without children (33%).

Remote workers with infants and young children feel especially vulnerable. More than a third of remote-working parents with infants or very young children said they don't feel secure in their jobs.

Still, employers are more likely to give increased flexibility to these same parents. More than half of parents with infants at home (51%) say their employer has become more flexible about work location, in contrast to 18% of parents with adult children and 36% of people who don't have children.

ESG and DEI: A workforce divided

Corporate environmental, social and governance objectives are influenced by regulation and industry, as well as social and cultural norms. Diversity, equity and inclusion goals, similarly, can differ depending upon national mandates, demographics and social attitudes.

Venturing into this uneven and changing landscape, our global survey measures sentiment on ESG and DEI by asking workers about their own values and what they think of their employers' efforts.

Workers cite diversity training as the most common employer initiative and rank it as the most effective (22%). Hiring quotas based on race, gender or other factors are deemed the least effective (5%).

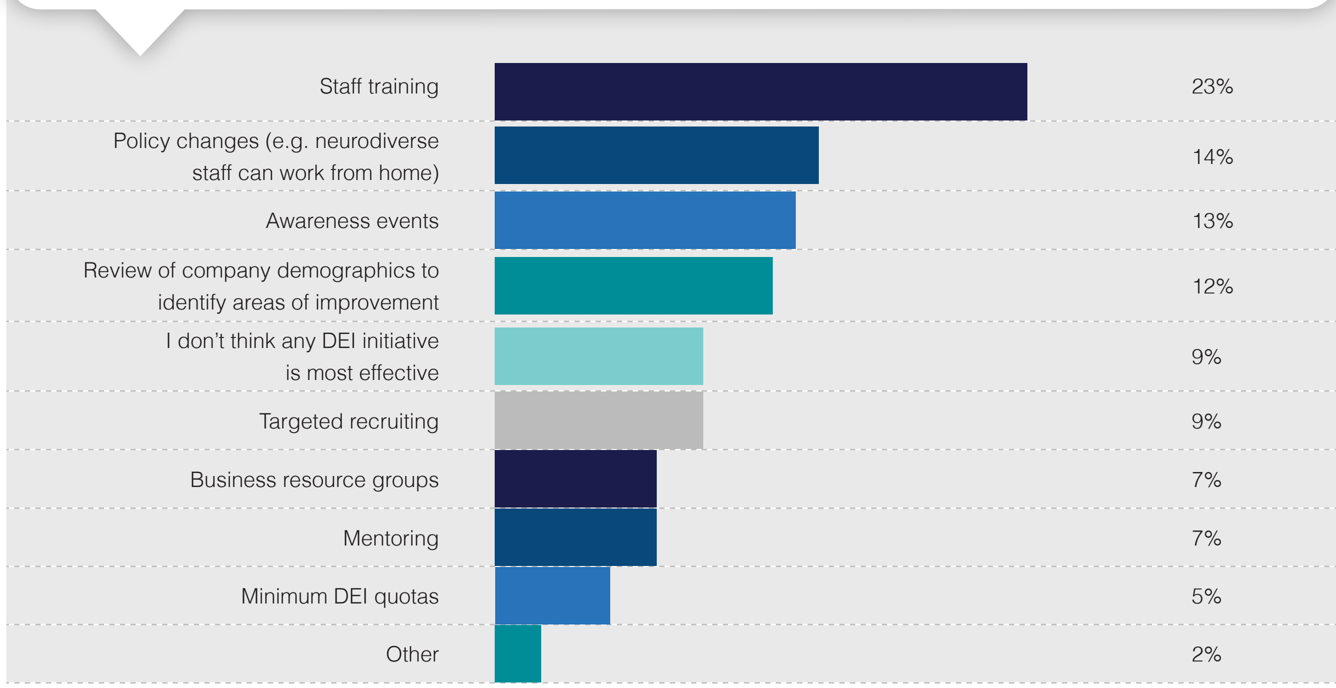
What's popular, and what's effective?

Nearly half of workers say their employers offer diversity training programs, making these the most popular DEI initiative worldwide. Awareness events followed (36%).

When asked about their role in corporate DEI activity, about a third of workers say they participate in targeted recruiting (34%) and policy decisions (32%).

DEI quotas were less commonplace (17%). These initiatives can be unpopular or discouraged by law in some countries, such as the United States, even as they're embraced elsewhere.

Which DEI initiative is the most effective?



Regional differences

Employers in the Asia Pacific region are the most likely to participate in at least one diversity initiative, a result driven by India and China, where almost all workers say their employers participate in DEI initiatives.

The no-participation response was highest in Singapore (22%), Australia (33%), and Japan (39%).

Workers in this region are also more likely to endorse their employer's ESG activities overall.

ESG initiatives are less popular in Europe and North America.

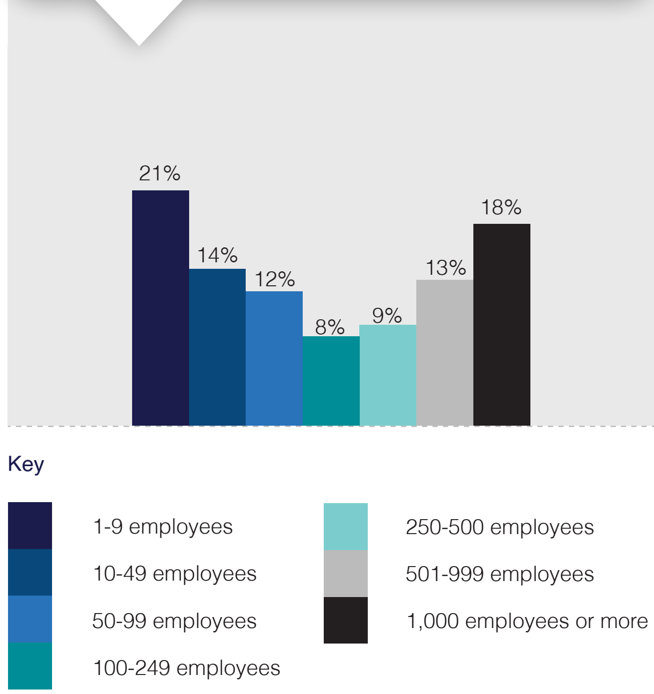
In Europe, nearly 27% of workers say their employer doesn't participate in DEI initiatives.

Employer size

Smaller companies are less likely to invest in the kind of benefits and training that larger companies offer, so it's not surprising that respondents at the smallest firms are the most likely (21%) to say their company lacks DEI programs.

More surprising is that nearly as many workers at the largest companies—those with 1,000 employees or more—had the same response (18%).

My employer doesn't participate in any DEI initiative



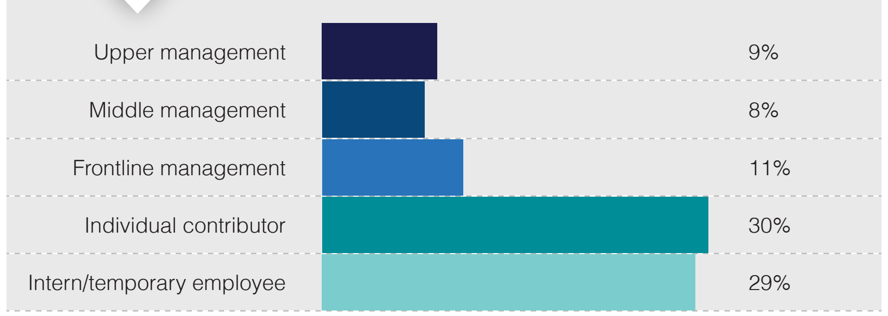
Because this question measures a worker's awareness of DEI initiatives, however, it might not reflect an employer's actual activity.

Look at how responses break down by managerial rank. Less than 9% of managers say their employer doesn't participate in DEI initiatives. Among lower-ranking frontline managers, it's nearly 12%, and for individual contributors it's nearly 30%.

It's likely that higher-level managers are simply more aware of their employer's DEI initiatives than individual workers are.

The lesson for companies is that awareness campaigns are a key component of successful workforce participation in diversity and inclusion efforts.

My employer doesn't participate in DEI initiatives



Terminology could be causing confusion

Some workers might incorrectly equate DEI initiatives with race- and gender-based hiring quotas.

In the United States, almost 16% of respondents think their employer sets minimum quotas for diversity hires. That's implausible given that race-based affirmative action is restricted in many U.S. states and race- and gender-based affirmative action by private employers is limited by law.

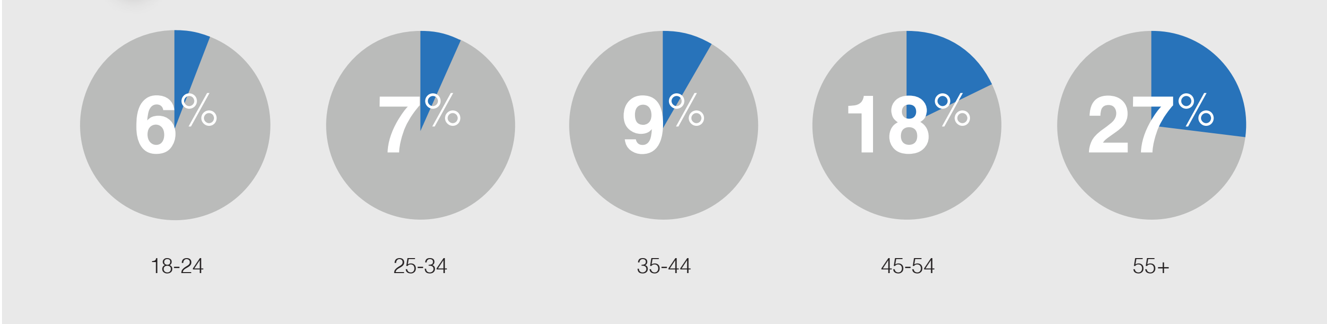
Employers could be failing to communicate with workers about company initiatives and how they work.

The DEI enthusiasm gap

The older a worker, the less enthusiastic they are about DEI efforts. Workers aged 55 and older are nearly five times more likely than 18- to 24-year-olds to doubt the effectiveness of any DEI initiative.

Older workers might be more inclined to favor a multi-pronged approach instead of endorsing one DEI program over another. Or they might be more skeptical about diversity and inclusion initiatives altogether.

No DEI initiative is effective (by age)



Younger workers are more likely to endorse categorical approaches such as targeted recruiting, tapping into business resource groups and the use of minimum quotas.

Still, these younger workers, like their older peers, are far more likely to favor staff training over other DEI efforts. While young workers are more likely than older workers to endorse targeted recruiting, for example, nearly twice as many young workers still cite staff training as more effective than targeted recruiting.

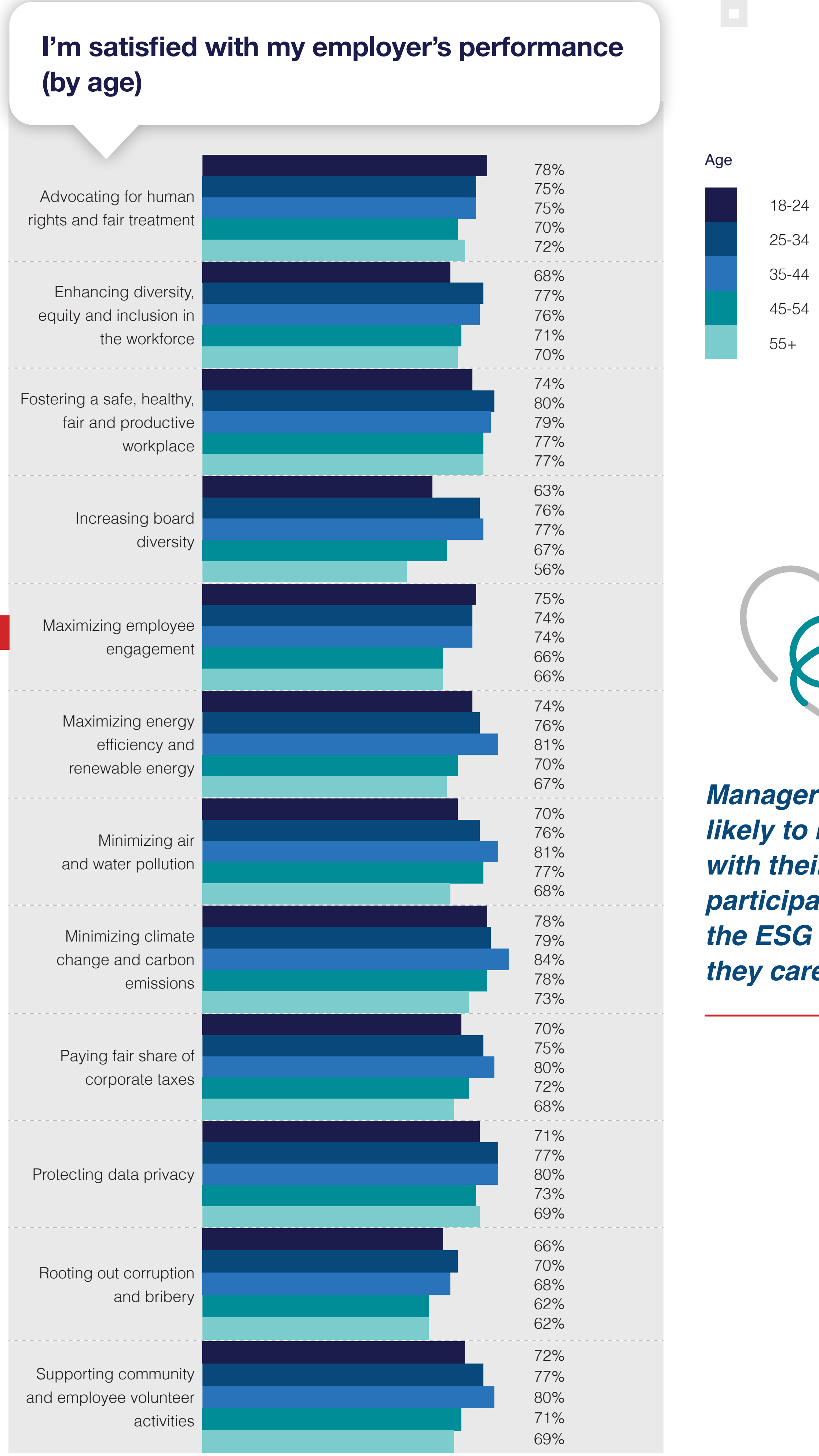
ESG: Worker perceptions

Workers who want to minimize climate change and carbon emissions are most satisfied with their employer's ESG participation in those areas (80%). Employer action on data privacy (79%) and fostering a safe and inclusive workplace (78%) also wins high marks. Rooting out corruption scores lowest on the satisfaction scale but is still strong overall at 67%.

The youngest and oldest workers tend to be the least satisfied with their company's participation in the ESG activities they care about.

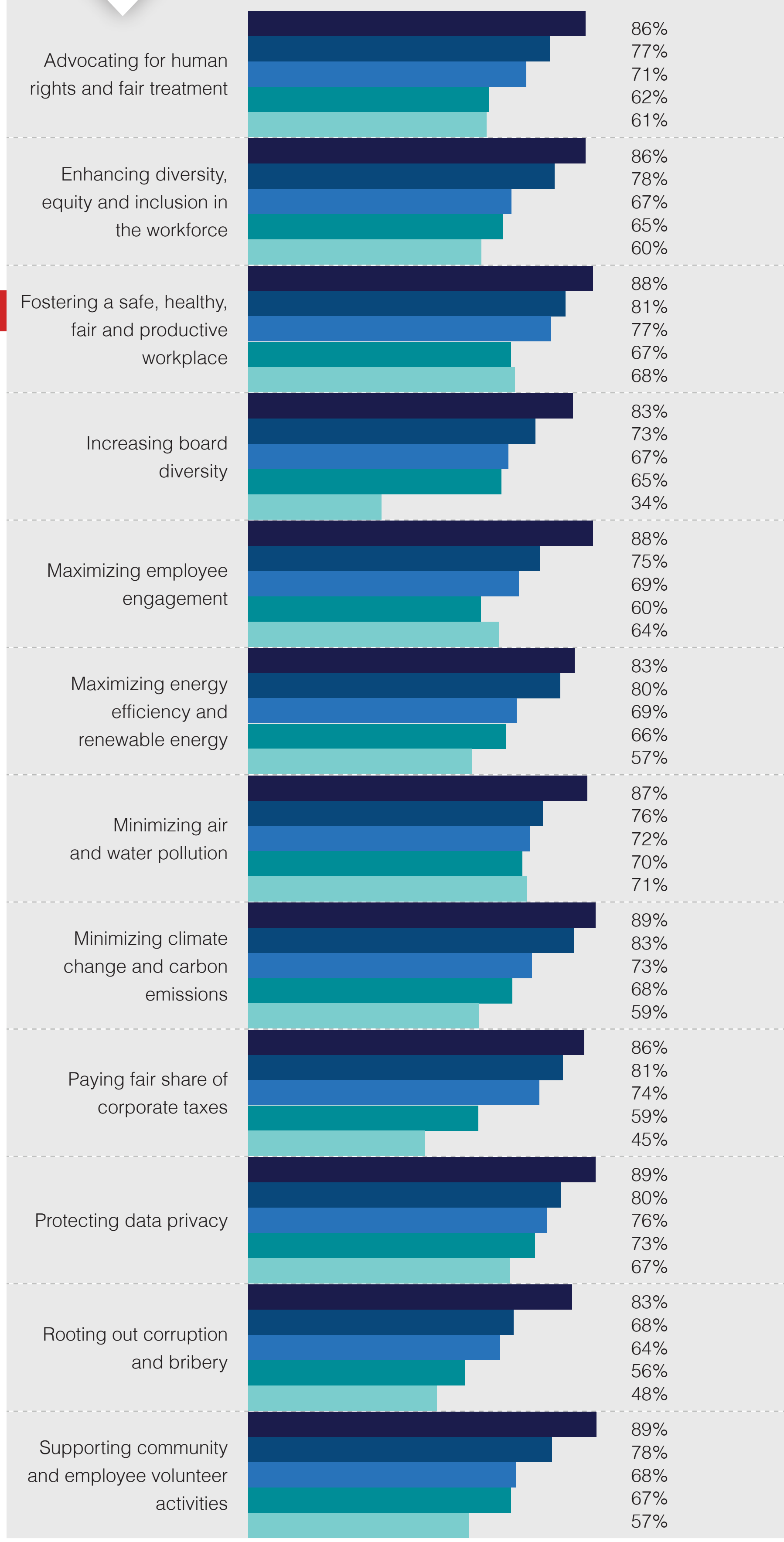
There are exceptions. Younger workers are more likely to approve of corporate human rights and efforts to boost employee engagement.

Across the board, about two in three workers say they're satisfied with their company's participation in the ESG initiatives they personally value.



Managers are more likely to be satisfied with their employer's participation in the ESG activities they care about.

I am satisfied with my employer’s performance



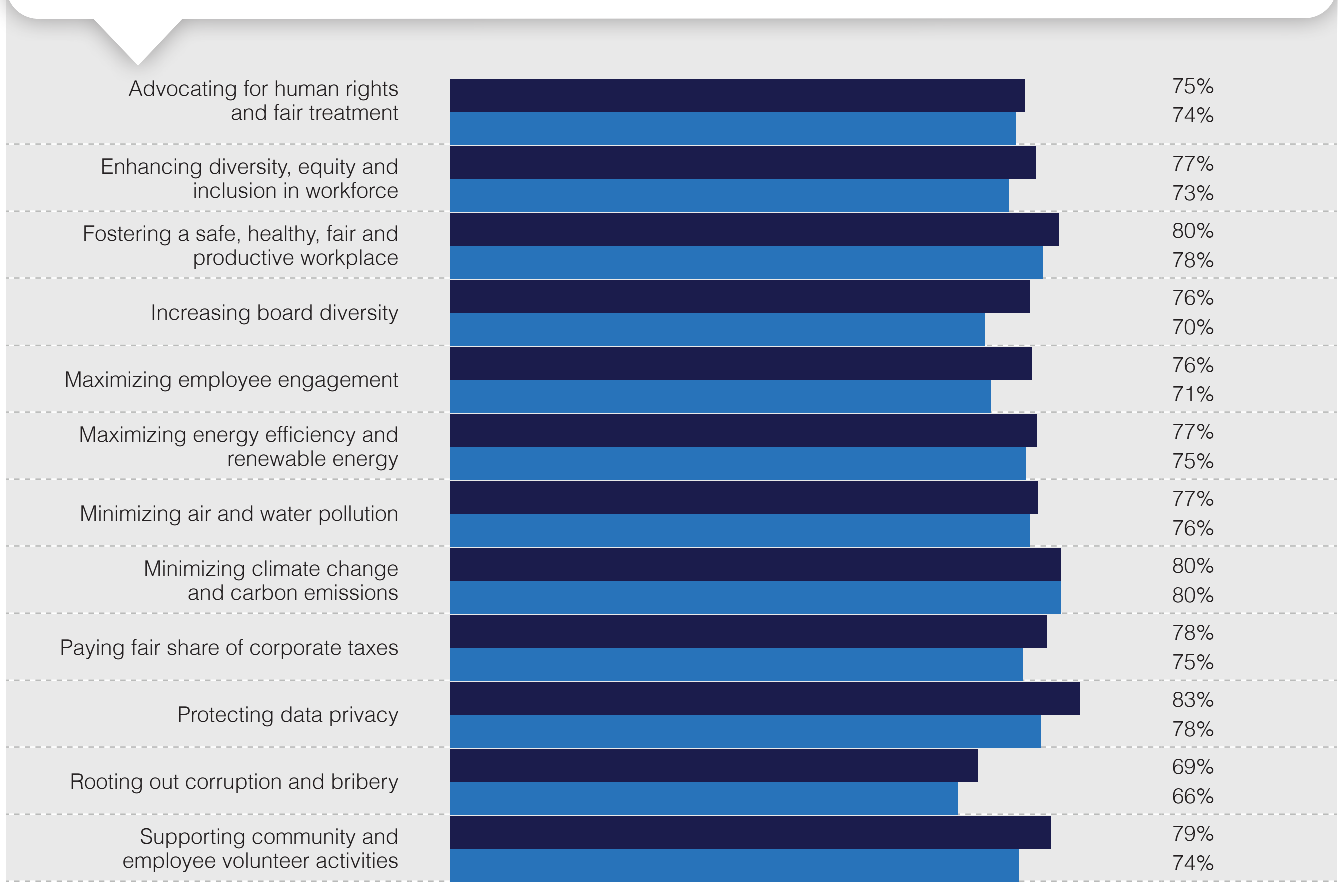
Key

- Upper management
- Middle management
- Frontline management
- Individual contributor
- Intern or temporary employee

This might mean that the benefits of corporate ESG activities aren’t being shared across all levels of the organization, or that top executives are failing to communicate corporate successes with staff.

Key Female Male

How satisfied are you with your employer’s DEI efforts?



While the opinions of women and men generally align when it comes to employer efforts on diversity, equity and inclusion, women are more likely to be satisfied across the board with what their organizations are doing. The biggest difference of opinion is on efforts to increase board diversity, where 76% of women gave their employers good marks, compared to only 70% of men, a six percentage point difference.

The generation gap

Young adults still relatively new to the workforce are enthusiastic about ESG ideals. They're the least likely of any age group to select none of the above (5%) when asked which ESG activities they want their employer to undertake.

Mid- and later-career workers have slightly higher none-of-above response rates than their younger colleagues, and the two cohorts have different ideas on what employers should prioritize when it comes to environmental stewardship, social issues and corporate governance.

Workers aged 24 to 34 are 1.5 times more likely than younger employees to prize a safe, healthy, fair and productive workplace (41% versus 27%), and 1.2 times more likely to prioritize data privacy (39% versus 32%).

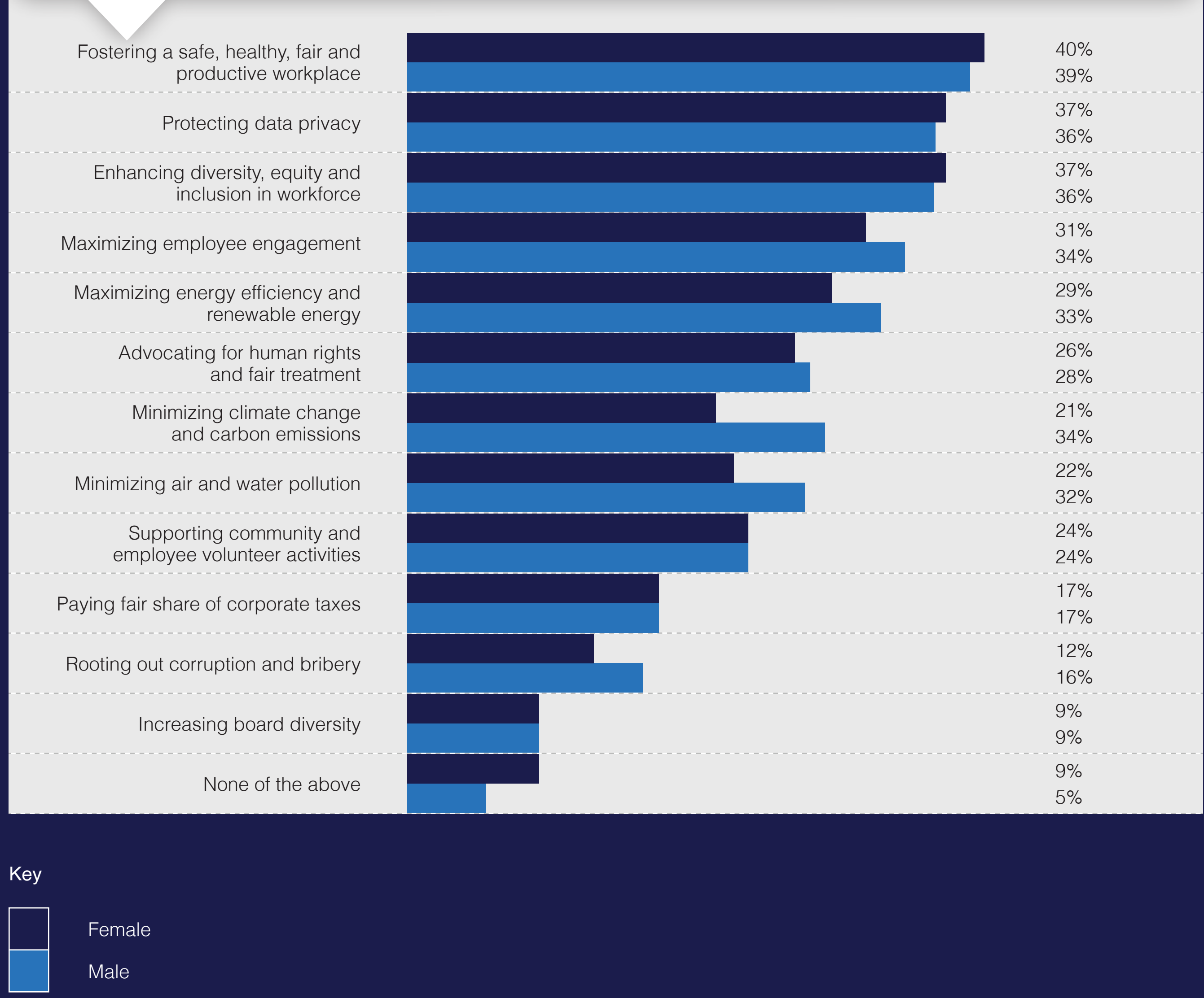
Age differences are particularly pronounced when it comes to diversity, equity and inclusion. The older the worker, the less likely they are to endorse company participation in diversity programs. More than 40% of workers aged 25 to 34 prize diversification and inclusion efforts, compared to 33% of workers 45 to 54.

The gender gap

Women more than men say they value employer efforts in fairness, data privacy and diversity. More men than women want their employers to direct resources toward employee engagement, environmental stewardship and rooting out corruption.

Women also seem more satisfied than men with their employers' efforts.

Which ESG activity should your employer participate in?



Career development: Room for improvement

Workers aren't happy with their employers when it comes to skills development and training. And a worker's skills—or lack of skills—informs how they feel about the rise of artificial intelligence.

While most (60%) agree they have the skills needed to advance their career to the next job level in the next three years, less than half (47%) feel their employer invests in the skills they need to advance.

Almost half of the global workforce surveyed agree that skill sets of the future will include technological prowess that's not considered imperative to the job today.

AI: Friend or foe?

Artificial intelligence looms large for people worried about job security. More than 25% of workers think AI will help them with certain tasks, and nearly 20% think it will help them on a daily basis.

In all, 43% of workers think having AI on the job will be a good thing. Almost as many (42%) think AI will replace most or some of their job functions.

What's behind this dramatic split?

Among workers who expect to get regular help from AI, a huge share—70%—are confident they have the skills they need to advance their career in the next three years. For workers who think AI will occasionally help them, 65% think they have the skills they need.

What role do you think artificial intelligence will play in your work over the next 2-3 years?

Even among workers who think AI will replace some of their job functions, most (58%) think they have the skills they need.

The trend continues in this direction. Workers who most fear AI have the least confidence in their skill set. Only 45% think they have the skills they'll need.

Among the workers most bullish about AI, more than half say their employer is investing in the skills training they need. As workers grow less confident in their employers' willingness or ability to invest in them, however, they grow more concerned about AI muscling in on their jobs.

The skills confidence gap

Most workers (53%) lack confidence that their employer is investing in their skills development.

Among workers aged 18 to 24, only 43% think they have the skills they need to advance their career. That sentiment changes quickly as workers age, however. Among 25- to 34-year-olds, 62% say they have the skills they need.

Young adults aren’t reluctant to ask for training. More than 72% of 25- to 34-year-olds talk to their employers about skills and training, as do 69% of their younger colleagues.

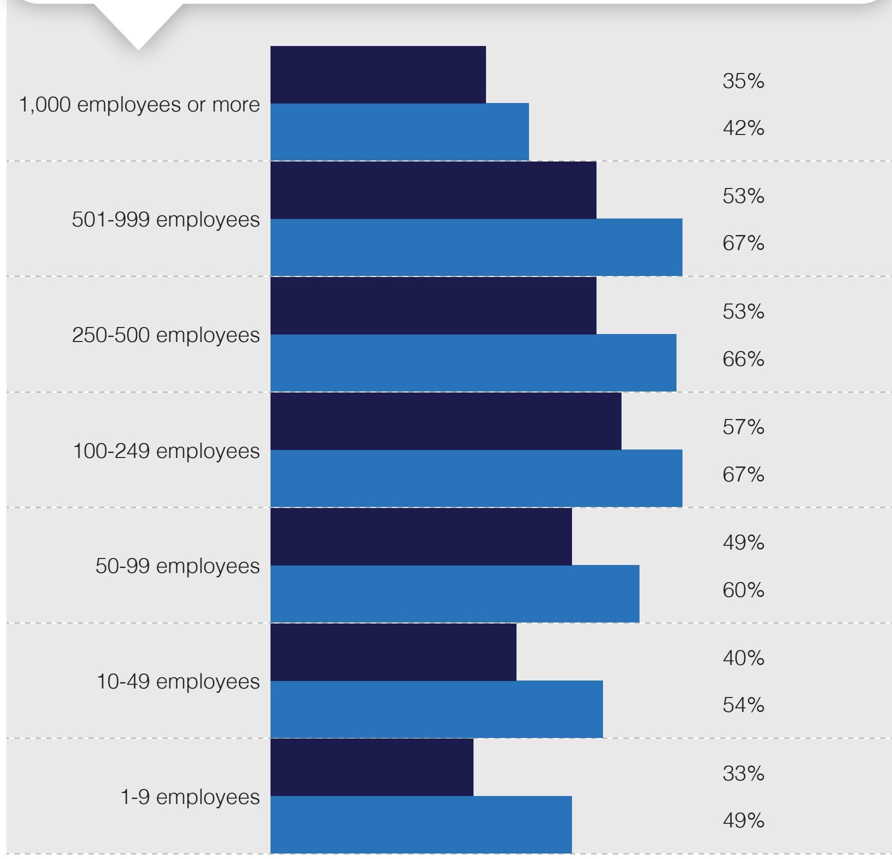
People at small- to mid-sized companies also are more likely to talk with their employers about skill requirements and career progression. This pattern speaks to a possible development scaling problem at the largest companies.

The small-employer advantage

Smaller companies do well when it comes to skills development. Employers with between 100 and 249 workers win the highest marks on training, with nearly 57% of workers reporting confidence in their ability to obtain needed skills on the job.

At companies with 1,000 or more employees, only 35% of workers feel they’re being offered the skills training they need to advance their careers.

Share of workers by company size who agree or strongly agree with two statements...



Key

I feel my employer invests in the skills I need for me to advance my career in the future

I have skills needed to advance my career to the next job level in the next 3 years

Regional differences

Most workers, regardless of their location, think their employer isn’t investing in the skills they need to advance their career. This lack of confidence is most acute in Europe, where less than a third of workers have faith in their company to deliver.

In the Asia Pacific region, nearly half of workers are confident in their employer’s investment in training.

Latin America has the largest share of workers (71%) who are confident they have the skills they need to advance in the next three years. North America is second, with a 61% share.

European companies are the least likely to discuss skills development or career progression with their employees. What’s more, only 46% of European workers talk to their employers about career progression, 20% less than workers globally.

Stress, the constant companion

Half of the world's workers report stress on the job. And about 15% experience high stress on the job every day.

It's an important metric. Stress is strongly associated with feelings of poor mental health. Highly stressed employees are much more likely to say that they can't do their job to the best of their ability. Even workers under moderate stress say they need more breaks.

Stress also can erode worker satisfaction. Highly stressed employees are much more likely to be considering a change of job than their less-stressed peers.

We used the prevalence of stress in the workplace to categorize workers as high stress (stress every day on the job), moderate stress (stress multiple times a week) and low stress (once a week or less).

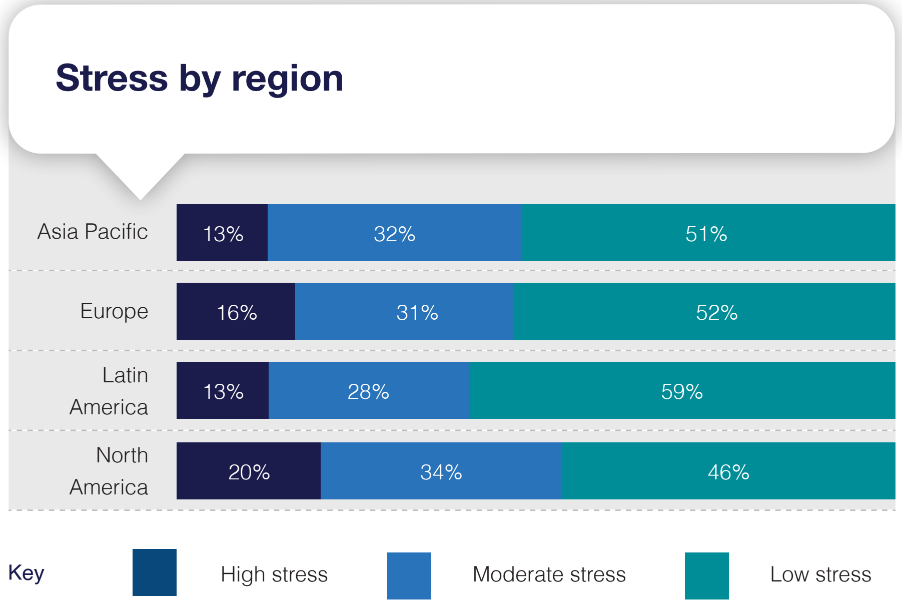
Note: Numbers might not add to 100% due to averaging and rounding.

The proportion of workers who say they experience stress every day is on a downward trend, falling from 19% in 2021, to 16% in 2022, to 15% in 2023.

In fact, everyday stress is now less prevalent than it was before the pandemic. Sixteen percent of workers globally said they experience stress daily.

Stress by the numbers

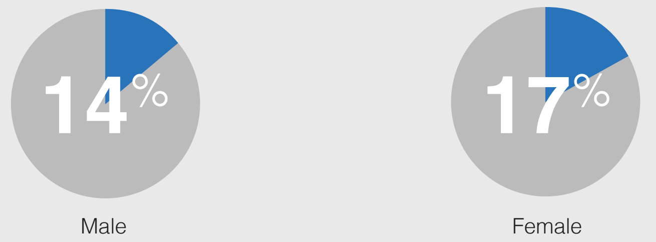
Geography: No country is immune from stress in the workplace, but workers in North America have it particularly bad, with one in five reporting daily on-the-job stress.



Note: Numbers might not add to 100% due to averaging and rounding.

Gender: Women of all ages report higher stress than men. Rank, or the lack of it, seems to play no role in this gender difference. Women report higher stress than men at every level in the work hierarchy.

Stress by gender

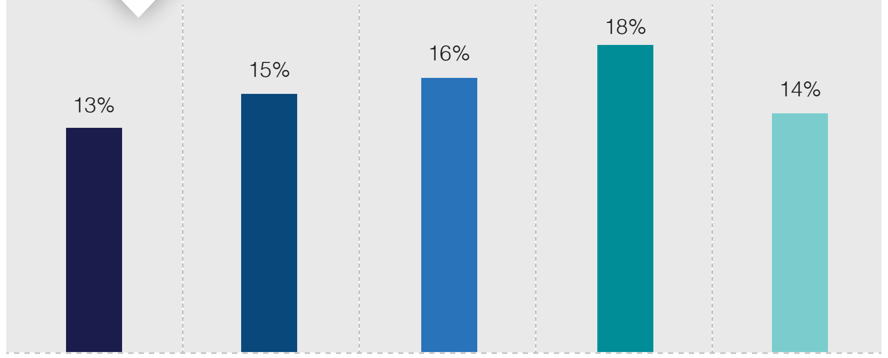


Age: As workers get older, they report higher levels of daily stress. The trend reverses itself as they approach retirement.

Key

- 18-24
- 25-34
- 35-44
- 45-54
- 55+

Stress by age

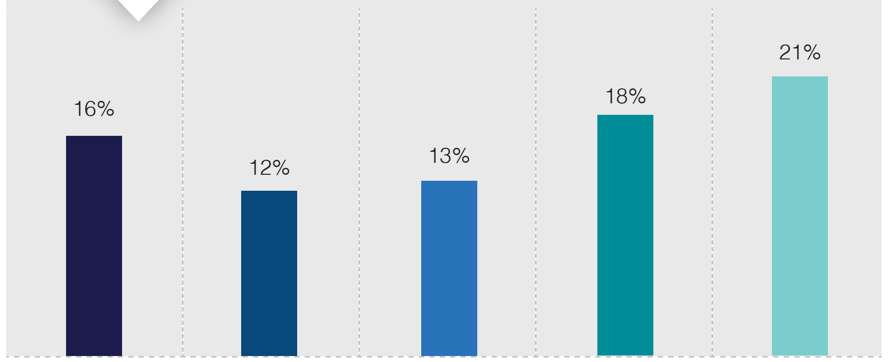


Rank: One might think that as stress rises with age, it also rises as people move up the managerial ranks. Instead, interns and individual contributors report the highest levels of stress in the workplace.

Key

- Upper management
- Middle management
- Frontline management
- Individual contributor
- Intern/temporary employee

Stress by managerial level



The special case of North America

Workers in North America report a higher incidence of stress than in other parts of the world, a trend driven by the United States. Only workers in Germany report a higher combined incidence of high and moderate stress.

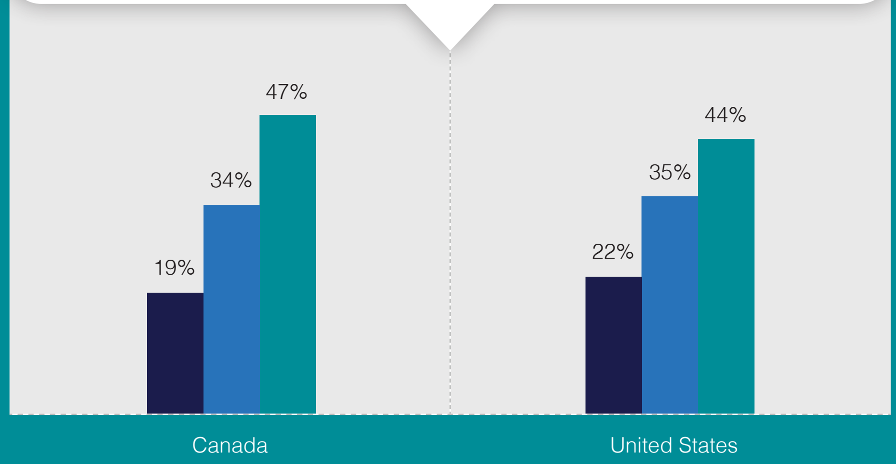
Highly stressed workers in North America are twice as likely to report poor mental health than less-stressed workers.

Key

- High stress
- Moderate stress
- Low stress

Parents in North America, particularly American parents, report significantly higher levels of stress than workers who don't have children.

Stress in North America

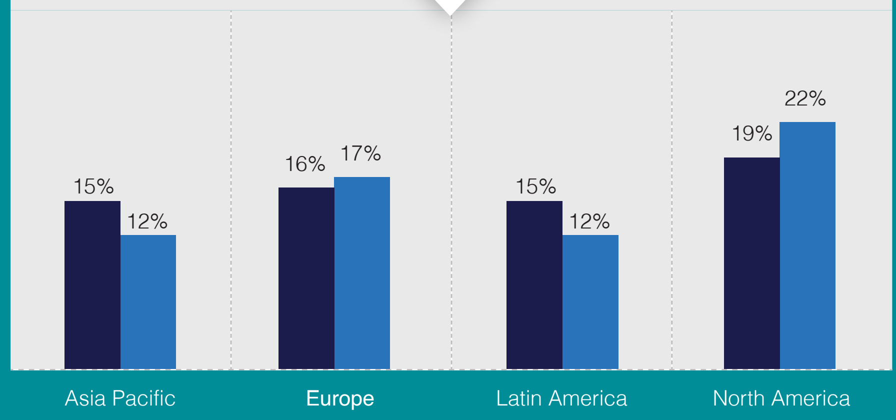


Key

- High stress non-parents
- High stress parents

And as children enter their late teens and early adulthood, parent-reported stress gets only worse, especially in North America.

Stress by parental status



Employers have room for improvement

Regardless of their stress level, workers have something in common: Most say their employer is doing nothing to promote mental health. Organizations that stepped up to the plate during the pandemic seem to have pulled back on that extra help.

Only 21% of people feel their employer is fully supporting their mental wellbeing. Employees in our global sample who feel supported by managers and colleagues are less likely to be in the high-stress category.

Employers should note that people who report high stress often feel that their work suffers due to poor mental health. This sentiment could stem from the lack of work-based conversations about physical and mental health issues. People in the high-stress category say their employers aren't equipped to discuss mental health.

People in the low-stress grouping say they're more likely to engage in team-building activities, take days off and have regular check-ins with their managers. We can't say that there's a cause-and-effect dynamic at work, but we do know there's a link.

Conclusion

While the labor market has stabilized considerably in recent years, workforce sentiment continues to shift as changing workplace norms, long-in-the-making demographic shifts, and emergent technologies tied to artificial intelligence collide. These massive movements promise that the world of work will be marked by continual and rapid change for the foreseeable future.

For employers, this evolution is both an opportunity and a challenge. Companies simply can't provide certainty to workers concerned about job security, diversity, equity and inclusion, workplace stress, and pay.

Instead, **transparent communication** will be key to navigating this transition. It's important that employers clearly explain corporate initiatives and their impact on the issues workers care most about. Understanding the goals of the organization, metrics for success, and their role in achieving goals will keep employees engaged and motivated, even as their work—and the world—changes.

A second critical component is **nurturing trust**. Modern work arrangements have provided the global workforce with more autonomy than ever before. But that autonomy is undermined by employer monitoring. Setting clear standards for off-site work will ensure that the needs of both employees and their employers are being met.

Third, corporations should consider adopting a mandate to **manage worker expectations**. As tenured and experienced workers head into retirement and a new generation rises—one imbued with a pandemic-altered outlook—companies must manage changing and sometimes lofty worker expectations.

Understanding and responding to diverse employee views on salary, corporate responsibility and career development will require abandoning rigid policies in favor of an approach that adapts to workers' needs.

Finally, in today's era of rapid change, companies need to **develop human capital**. Demographic shifts and emergent AI technologies make plain that the world of work is being transformed. To keep up with the pace of change, employers can't simply recruit talent to fill the jobs of today. They also must develop that talent and increase skills for future jobs that will need filling.

By fostering an environment of continual learning, companies can provide resources for workers to grow their professional expertise and acquire new skills. Investment in training and development will help employers reach higher levels of productivity.

Change is not just a challenge. It's an opportunity for growth.

People at Work 2024: A Workforce View in Asia Pacific

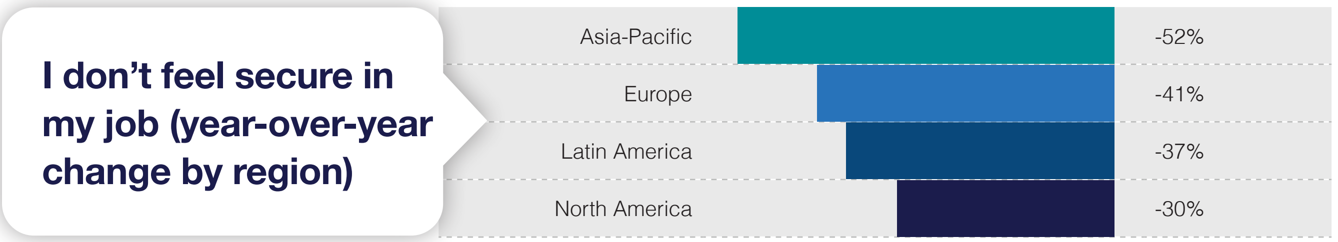
Introduction

The Asia Pacific region is one of contradictions. Workers here have widely divergent views on job security, pay, diversity efforts and more.

It might be that the distinctive cultures and economies of this region—Australia, China, India, Japan and Singapore in this study—naturally give rise to disparate worker experiences and expectations. These countries might share a neighborhood, but their economies could not be more different.

Some broad conclusions can still be drawn, however. Like their global counterparts, workers in Asia Pacific prioritize salary, but more than half also value job security. That share is especially large in India and China.

Overall, people working in Asia Pacific feel far more secure about their jobs than they did a year ago. China and India are the standouts, where the share of workers reporting job insecurity fell more than 18% and 25%, respectively, in 2023.



Wage stagnation, too, has eased more in the region than elsewhere. The share of Asia Pacific workers who had no change in their pay fell from 32% in 2022 to 26% in 2023, the biggest drop in any part of the world. Still, 18% of workers expect no change in their pay, up from 13% a year ago.

Women saw some of the biggest improvements, with their share of wage-stagnant workers shrinking from 40% to 27%. That wasn't enough to close the gap with men, however. Wage stagnation among men fell by three percentage points.

Only in the Asia Pacific region do a majority of women (52%) think their company has improved on pay equity.

Among both men and women in Asia Pacific, more workers anticipate wage stagnation in 2024 than they did in 2023 (from 16% to 21% among women and from 11% to 17% for men), a sentiment that coincides with forecasts of slowing economic growth in China and only a mild expansion in Japan.

On diversity, pay equity and the environment, employer efforts are less divisive among workers in Asia Pacific than elsewhere. Asia Pacific employers also are the world's most likely to participate in at least one diversity initiative, a result driven heavily by India and China, where nearly all workers say their employers participate in DEI initiatives.

The region has the largest share of respondents who think their employer has improved on diversity and inclusion (51% compared to the global average of 48%).

Country highlights

1 Australia

Workers in Australia are less likely to value job security (42%) than their counterparts across the Asia Pacific region (51%), but they are much more likely to value flexibility of hours. Seventy-six percent are satisfied with the job security afforded by their employer, a much smaller share than globally (81%) and across Asia Pacific (83%). And employers in Australia could do more to provide their staff with financial wellbeing advice – only 43% of respondents say they receive this information, significantly trailing the region (67%) and workers globally (61%). Workers also are much less likely to be recognized for their contributions.

2 China

Workers in China prize job security highly, and 84% of employees say they're satisfied with their level of job security. That's one of the largest groups of any country. They're less likely than workers in any other country to feel underpaid for the work they do, and only 13%—the smallest share in Asia Pacific—are actively trying to change jobs. Half say they have never been underpaid, a large share when compared to the region and workers globally (both 38%). While a small share of people in China (8%) experience stress at work every day, women are much more likely (42%) than men (27%) to report that they suffer from job-related mental health issues.

3 India

Workers in India report the greatest workplace flexibility, but 76% say they suffer from on-the-job stress, the largest share of any country in our survey. More than 48% think their work is suffering due to poor mental health, the largest share of any country. More than 40% say they have two or more sources of income, also a record large share. It might be no surprise, then, that workers in India are more likely to say they're trying to change jobs. Yet these same workers also report the highest levels of satisfaction in their current employment - 81% - the largest share of any country.

4 Japan

Of all countries surveyed, Japan has the smallest share of satisfied workers (46%). In fact, among all workers in Asia Pacific countries, those in Japan are more likely to say they're unhappy with their career progression, gender pay equity, environmental stewardship and employer attention to their contributions and financial and mental wellbeing. Japan also has the largest gender gap when it comes to satisfaction with pay, on-the-job recognition, mental wellbeing, and feeling safe at work, with women far more likely to report feeling satisfied in these areas than men. Still, more than half of workers in Japan say they haven't considered a career change in the past year, the largest share by far of any country.

5 Singapore

Workers value salary in Singapore (71%) more than anywhere else we surveyed. But less than half of workers are satisfied with what they earn, a small share when compared to the region (67%) and globally (65%). Nearly 81% of workers in Singapore have only one source of income, the largest share of any Asia Pacific country, and a relatively large share (27%) say they feel insecure in their jobs. Workers in Singapore are much less likely than their regional and global counterparts to report that their employers have become better at gender pay equality, environmental stewardship and diversity.

Interestingly, although Australians say they're most prone to stress, experiencing it on average 12 times per week, they're least disposed to say that it adversely affects their work (57% say so). Whereas, in the next most stressed Asia Pacific nation – India – where workers experience stress 11 times per week, 76% say it affects their work.

While 24% of Australians and 21% of Singaporeans say their employer doesn't participate in DEI initiatives, this falls to just 11% in China and 6% in India.

By the numbers

81% **India** has the largest share of workers who are satisfied in their current employment.

76% In **India**, a record number of respondents say their work suffers because of stress. India was followed by another Asia Pacific country, **Singapore** (68%). In contrast, about half of workers in **Japan** and **Australia** say their work is affected by stress. Only the **Netherlands** is lower (44%).

71% Most people in **Singapore** prize salary as an important job attribute, the largest share of any country in our global sample. Less than half (48%) are dissatisfied with their pay.

51% More than half of **Asia Pacific** workers rank job security high on their list of prized job attributes, a far greater share than in **Europe** (35%), **Latin America** (36%) and **North America** (35%).

41% **India** breaks another world record as home to the largest share of workers who hold two or more jobs. Workers in **Singapore** and **Australia** are among the least likely in the world to have more than one source of income.

31% Less than a third of people in **China** say they're underpaid for the job they do, the smallest share in the world. **Japan** has the second-smallest share (36%).

27% **Singapore** has the largest share of respondents who feel insecure in their job. **India** and **Japan** also have high levels of job insecurity. **China** was at the other end of the spectrum, with only 16% of workers saying they feel insecure, the smallest share globally.

People at Work 2024: A Workforce View in Europe

Introduction

Compared to many other parts of the world, workers in Europe enjoy protections when it comes to job security and the freedom of flexibility. But artificial intelligence, a mere thought experiment not so long ago, has become a reality for the labor market. Trouble, too, is brewing on pay.

Employers in Europe should consider the experiences of workers in France, Germany, Italy, the Netherlands, Poland, Spain, Switzerland and the United Kingdom as they compete in a talent pool that is extremely mobile and in demand.

Pay concerns loom large in importance in Europe just as they do elsewhere in the world. Only 53% of workers in Europe think they're paid fairly for the work they do, lagging Latin America (59%), North America (67%) and Asia Pacific (67%).

It's no surprise, then, that nearly half (48%) of workers in Europe believe they're underpaid, a larger share than in North America (46%), Latin America (42%), and Asia Pacific (35%).

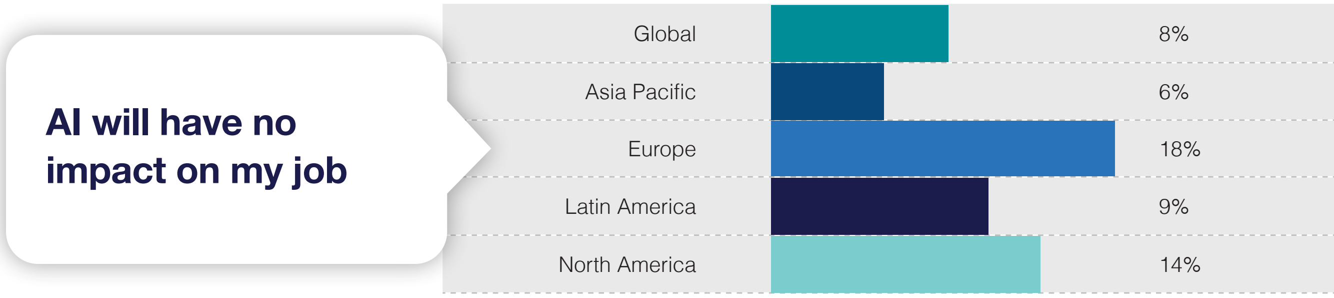
At the same time, workers in Europe more than anywhere else put great value on enjoying their jobs. More than 60% of workers in the Netherlands rank enjoyment of work in their top three most important job attributes, the biggest share of any country.

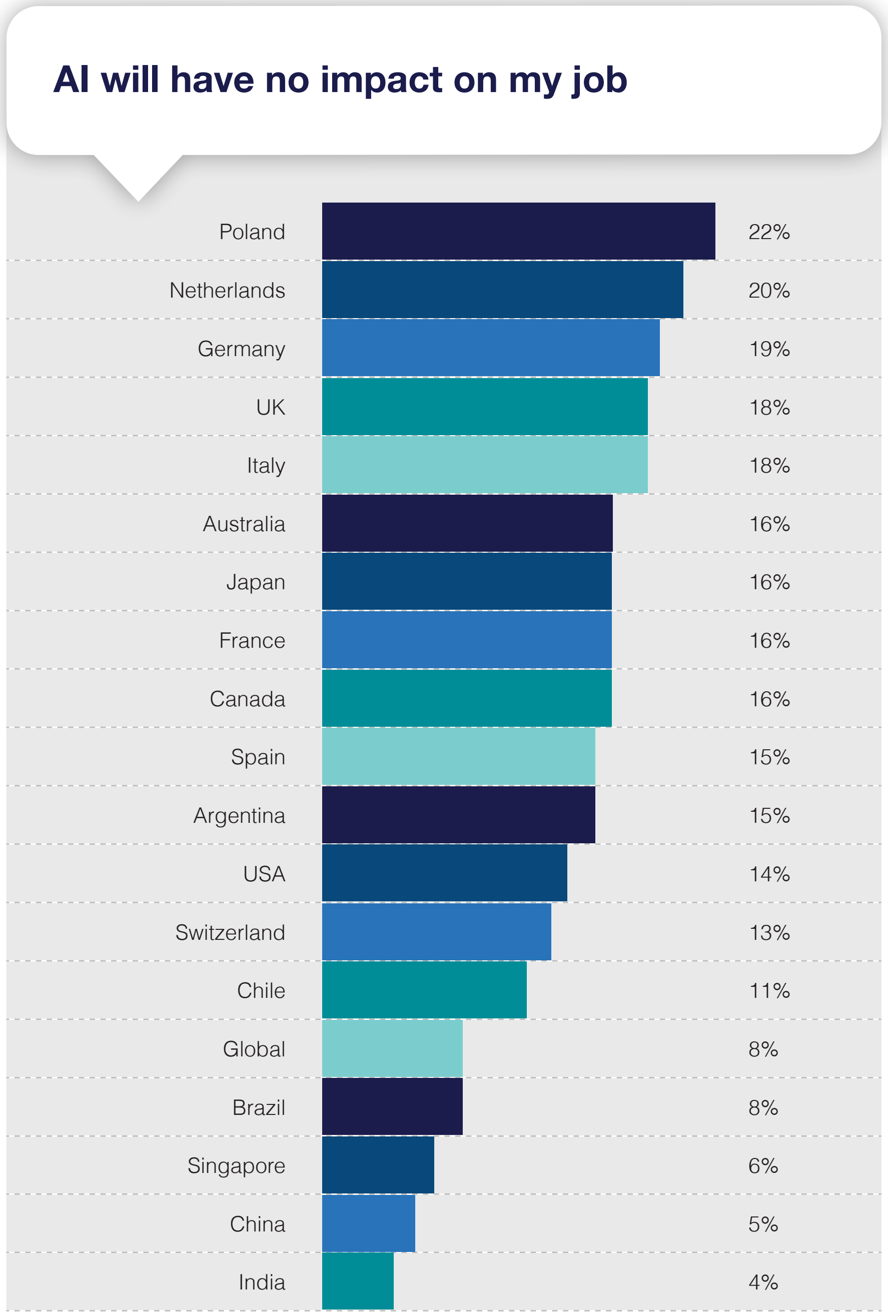
Europe dominated this category, with workers in Germany (48%), Switzerland (45%), France (44%), Poland (42%), Italy (41%) and the United Kingdom (39%) prizing enjoyment on the job. Japan is the only non-European country to make the top eight in this category.

Now artificial intelligence has exploded onto the scene, bringing with it AI-driven tools that have the potential to change the lives of workers across the world. While some workers might fear for their jobs, others might be cheered at the hope this emerging technology will relieve them of repetitive or unwelcome tasks.

It's a seismic change, but many workers in Europe are responding to AI with a collective shrug.

Nearly 18% of workers on the continent say AI will have no impact on their jobs in the next two to three years. It's a huge number when compared to other regions and more than twice the global share of 8%.





European countries have sizable populations that seem indifferent to the rise of artificial intelligence. In Poland, 22% of respondents say the technology won't affect their job, the biggest share of any country. The Netherlands, Germany, the United Kingdom and Italy round out the top five.

This casual attitude toward a defining technology might be rooted in a lack of awareness.

Globally, 7% of respondents say they don't know enough about artificial intelligence to know how it might impact their jobs. But this share more than doubles in Europe, to 15%. And look at the Netherlands: 23% of workers say they don't know enough about AI to have an opinion.

This lack of awareness could be a failure of European employers and trade unions, who might not be doing enough to keep their people informed about what might be coming their way.

Country highlights

1 France

Many respondents in France give their employers low marks on their climate efforts. They're dissatisfied with progress on carbon emissions (18%, the biggest share globally), water pollution (18%, second only to Argentina), and energy efficiency (20%, the biggest share of any country). They also have personal concerns, with 43% saying their work is suffering due to poor mental health. That's the biggest share in Europe and one of the biggest in the world (India is at 48%). More than half of workers say they're underpaid for the work they do (second only to Argentina at 53%). And an even bigger share, 67%, say their paychecks are regularly short (compared to 50% for Europe and 40% globally).

2 Germany

In Germany, only 16% of workers agree with the statement, "I don't feel secure in my job," a small share that ties with China. Yet many workers (27%) lack confidence that they have the skills necessary to advance their careers (compared to Europe at 20% and globally at 18%). Only 28% say their employer invests in skills needed for them to advance, the smallest share in Europe. So it's no wonder Germans are stressed. Only 5% say they never feel stress on the job, the smallest share of any country.

3 The Netherlands

Enjoyment on the job is a prized attribute in the Netherlands, with 60% of respondents valuing the enjoyment of a day's work. No other country comes close (Japan is 50% and Germany 48%). Not only do workers in the Netherlands value enjoyment at work, 80% are extremely satisfied with it. In fact, the Netherlands might have the most satisfied labor force in the world. Large numbers of people report satisfaction with job security (86%), and they're second only to India in salary satisfaction (70%). In Europe, the Netherlands leads in every category of satisfaction. People feel recognized for their work and consider themselves fairly paid.

4 Poland

Workers everywhere give high priority to salary, but the share in Poland who value it (68%) is larger than in any other European country and the third largest globally, behind Singapore (71%) and Argentina (70%). That might be why workers in Poland put in the smallest amount of unpaid overtime on the continent: About five hours, compared to nearly seven for Europe. Last year, workers in Poland received the region's highest annual pay rise (5% to Europe's 3%). This year, most (56%) are expecting another one.

5 Spain

Salary is prized by 63% of workers in Spain. That's a healthy number (it's 61% in Europe), but what really sets Spain apart is job security, which 42% of workers value compared to 35% regionally. Workers in Spain are less likely to feel like they're paid fairly (49%) compared to Europe as a whole (52%) and globally (66%). In fact, less than half (48%) say they're paid fairly for what they do. And nearly half (47%) are obliged to work from the office or job site every day (it's 41% in Europe and 28% globally).

6 Switzerland

Workers in Switzerland put in the highest amount of unpaid overtime in Europe—9.2 hours per week (the average is 6.8 hours in Europe). Still, they have the smallest share of workers who feel underpaid (44%). Many workers in Switzerland (27%) say they enjoy great flexibility on the job, and this small country has the smallest share of workers who are required to show up at the workplace every day (31% compared to 41% for Europe). But if workers, for some reason, want to leave Switzerland, 43% of them think it would be possible to relocate overseas and stay with their existing company.

7 United Kingdom

Compared to their counterparts across Europe, more workers in the UK think they're paid fairly for their role (58%) and their skill set (57%), but both numbers fall far short of the global averages (66% and 65% respectively). And 15% of workers in the UK are unhappy with their enjoyment on the job, the largest share of any country in Europe and second only to Japan (19%).

In depth: Italy

Workers in Italy have a gripe about something interesting: Their job titles. More than 16% of workers say they're dissatisfied with their titles, the largest group of any country. Globally, only 7% of workers have the same complaint; in Europe the share is about 10%.

In fact, workers in Italy are unhappy about a lot of things. Much like the peninsula itself, Italy in our survey is an outlier, with large blocks of workers expressing negative sentiment on a number of subjects. Both regionally and globally, Italy leads on dissatisfaction at work.

Economic growth is steady in this Mediterranean nation, but public debt as a percentage of GDP is high and rising. Among OECD countries, Italy has one of the lowest growth rates and highest rates of public debt. A privatization effort is ongoing. Inflation is easing but remains elevated.

Among Italy's global superlatives:

- More than 30% of workers in Italy are dissatisfied with their career progression, the biggest share of any country by far and more than double the global average (12%).
- More than 16% have complaints about the flexibility of their hours, the biggest share of any country. (The global average: 12%.)
- Fourteen percent are dissatisfied with the flexibility of where they work. Only Japan has a larger share (16%).

Workers in Italy are more dissatisfied than the rest of Europe with their job security, salary and company culture. They've seen lower salary increases than any other workers in Europe. And a large share of them say they feel unsupported by managers. Sixty-four percent suffer from high stress on the job—a record high in Europe—and they're also the most likely to say their managers don't support their mental health. They feel unrecognized and are more likely to say they feel unsafe at work.

By the numbers

87% The **Netherlands** has the world's largest share of workers who have only one source of income.

83% A majority of workers in the **Netherlands** are satisfied with their job title, the largest share globally.

58% More than half of workers in the **United Kingdom** say their employer supports their mental wellbeing, the largest share in Europe.

46% Less than half of workers in **France** think they're paid fairly for the work they do, well behind the European (53%) and global (67%) averages.

37% The share of workers in **Europe** who say their employer offers job-sharing options. Compare that to **Asia Pacific** (67%), **Latin America** (60%) and **North America** (51%).

36% More than a third of **Spain's** Gen Z workers have two sources of income.

34% **Poland** has the largest share of people who say foreign language skills will be important for their role in the near future.

26% More than one in four workers in **Poland** have considered changing industries in the past year, the largest share of any country.

21% The share of workers in the **Netherlands** who never feel stress on the job.

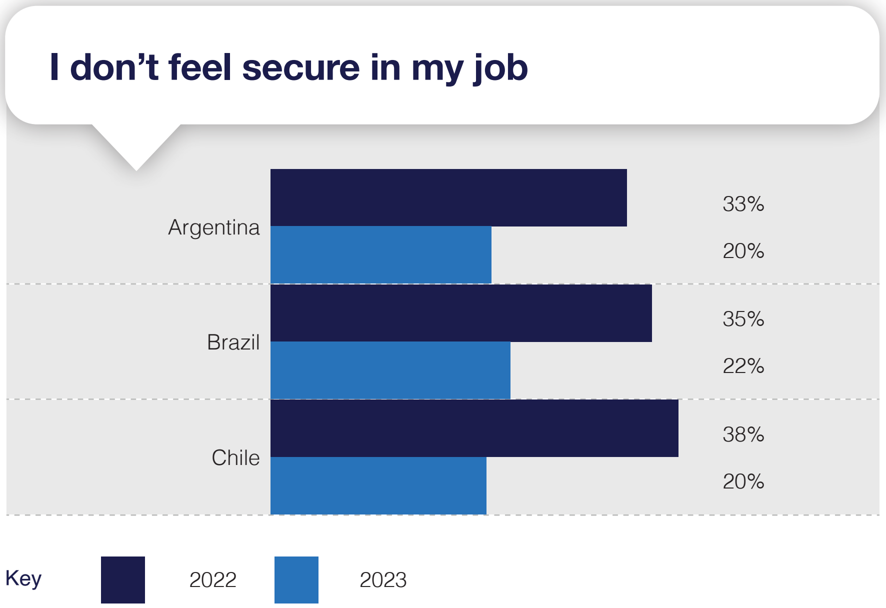
People at Work 2024: A Workforce View in Latin America

Introduction

In 2023, unemployment in Latin America reached its lowest level in almost a decade, according to the Internal Labor Organization. Here, as in other parts of the world, more workers are feeling positive about their job security and wage stagnation is down. Among all countries we surveyed, stress among workers is lower in this region than anywhere else.

Workers in Latin America are more upbeat than the global labor force about a lot of things, including access to flexible hours and the freedom to work remotely. A large majority of workers in the region feel empowered to take advantage of flexible working arrangements (70% compared to 68% globally) but 42% feel judged for doing so.

As in many other parts of the world, job security ranks second only to pay in Latin America, and workers are feeling better about it. The share who say they don't feel secure in their job shrank to 22% from 35% a year earlier. Chile showed the biggest decline.



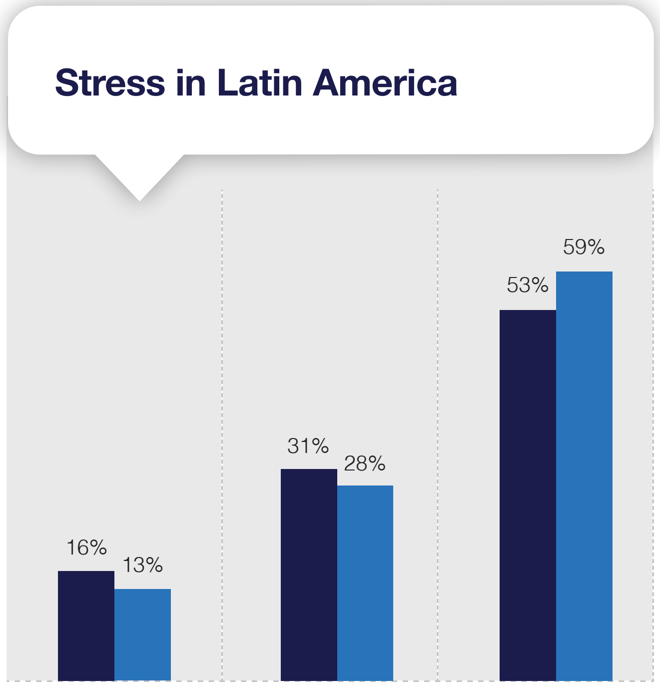
Wage stagnation, too, is on the decline. The share of workers who received no change in pay in the last 12 months shrank year over year from 27% to 23%. More workers in the region received pay increases last year than did a year earlier.

But clouds are gathering on the horizon. The International Monetary Fund forecasts that 2024 economic growth will slow to 1.9% in 2024 from 2.5% last year. In our survey, many workers feel unprepared. A large share say their employers are falling short on skills development.

Workers in Latin America (25%) prize job training and development more than their global peers (20%). In fact, Argentina has the largest share of workers (32%) who rank job training in their top three items of importance. Chile is a close second (29%) and Brazil is fourth (23%).

But employers take note: Only 41% of workers in Latin America say their employer is investing in the skills they need, a much smaller share than workers globally (66%).

Among young and mid-career workers (those aged 18 to 44), career progression also ranks high in importance. This sentiment, along with the desire for more skills training, could present opportunities to employers who want to retain and recruit talent.



Despite the perceived shortcoming on training, most workers in Latin America (71%) say they're confident that they have the skills they need to advance their career, the largest share of any country. Workers in North America are a distant second in this category at 61%.

Workers in Latin America are almost as equally polarized as their North American counterparts when it comes to diversity and inclusion, gender pay equity and environmental stewardship. The share of people who say their employer is doing worse than they were three years ago is about the same as those who say their employer is doing better in these areas.

On diversity and inclusion, 43% of respondents in Latin America say their employer is doing worse than they were three years ago, while 45% say their employer's performance has improved. On environmental stewardship, 41% of respondents say their employer's performance has worsened; 48% say it's better. And 45% say their employer has lost ground in the past three years on pay equity; 43% say their employer has gained ground.

Workers in Latin America already report the lowest incidence of stress in the world, and their stress levels have fallen. The share of workers experiencing daily stress fell to 13% from 16% percent a year earlier, the smallest number of all four regions. Country by country, only the Netherlands (67%), China (60%), and Spain (59%) can compete with Brazil, Argentina and Chile when it comes to low stress levels.

Key

2023

2024

Country highlights

1 Argentina

Nearly 70% of workers in Argentina put salary on their list of top job attributes, a share that's second in size only to Singapore (71%).

Argentina not only has the largest share of workers worldwide who expect a pay raise in 2024 (77%), those workers also expect much bigger increases—12%—than their counterparts in Brazil (eight percent) and Chile (7%). Argentina's soaring inflation might be driving that expectation. In February, the government decreed a new, higher monthly minimum wage.

A relatively small share of workers say employers provide advice on their mental wellbeing (36% compared to 44% globally and 45% in the region).

2 Brazil

Salary is still top priority in Brazil, but for a much smaller share of people (57%) than in Argentina (70%), Chile (66%), and many other countries. Workers in Brazil also prize job security (35%), enjoyment of a day's work (34%) and career progression (34%) more than their Latin American neighbors.

Brazil is unusual in that men feel less secure in their jobs (57%) than women do (64%). Globally, men and women report about equal levels of job insecurity.

In the region and globally, Brazil ranks high in its level of job dissatisfaction, with more than 20% of workers expressing discontent. But those workers are happy with some things, including flexible work hours and location. Globally, Brazil has the largest share of workers who say they're satisfied with their ability to work remotely (75%) and who are happy with the flexibility of their work hours (74%).

3 Chile

After salary (66%), workers in Chile prize job security (38%), but they're slightly less likely to be satisfied with it (71%) than workers in Latin America and globally (75%). They're also less likely to feel empowered to take advantage of flexible working arrangements (66%) compared to the region (70%) and globally (68%).

More than 70% of workers in Chile say they're satisfied with the flexibility of their work arrangements, their freedom to work remotely, and enjoyment of the workday, more than workers globally. They're less happy with their salary (16% are dissatisfied) and career progress (13%), but they're still less likely to express dissatisfaction in those areas than their global counterparts.

By the numbers

77% — **Argentina** has the largest share of workers in the world who are expecting a pay raise in 2024.

75% — **Brazil** has the largest share of workers in the world who say they're satisfied with their ability to work remotely (75%). **Chile** (71%) and **Argentina** (67%) also rank highly in this category.

71% — Most workers in **Latin America** are confident that they have the skills they need to advance their career. Workers in **North America** are a distant second in this category at 61%.

32% — **Argentina** has the largest share of workers who rank job training in their top three items of importance. **Chile** is a close second (29%) and **Brazil** is fourth (23%). **India** rounds out the top four.

19% — Many workers in **Latin America** are unhappy with their career progress, making it the biggest source of dissatisfaction for workers in the region. Salary dissatisfaction follows at 17%.

13% — The share of workers in **Latin America** who report daily stress is smaller than in any other region.

4% — The share of workers in both **Argentina** and **Chile** who put importance on company culture. Only in **Spain** (less than 4%) is corporate culture less valued.

People at Work 2024: A Workforce View in North America

Introduction

Canada and the United States, two of the world's largest economies, are at the forefront of innovation and global competitiveness. In these mature markets, there's plenty for workers to be positive about, especially when it comes to those all-important demands for pay and job security, both of which are top of mind among workers in North America.

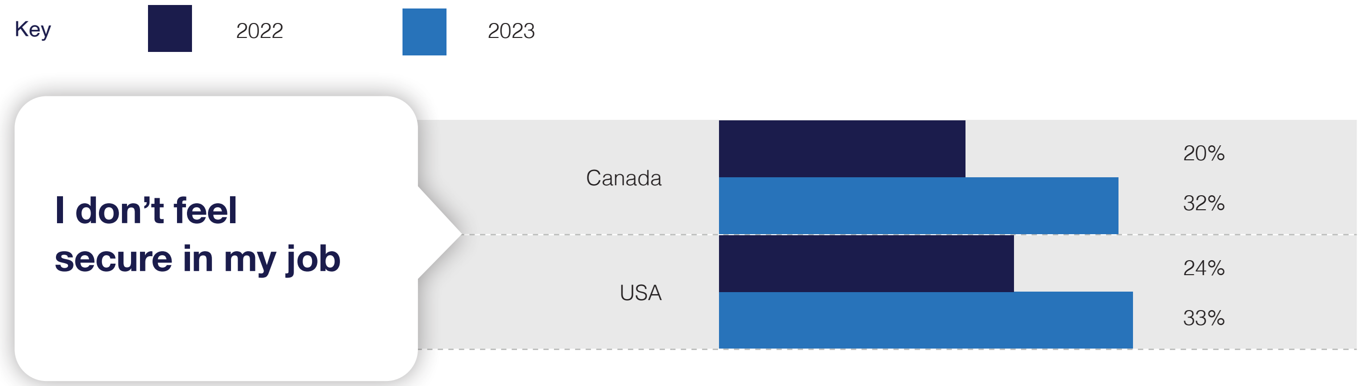
Our survey revealed some notable findings. Workers in this part of the world, for example, bucked a broader trend away from hybrid work.

Globally, the share of people who divide their hours between their work site and somewhere else decreased by two percentage points to 33%. In North America, however, the share of hybrid workers rose by nearly two percentage points to 24% while the share of remote workers fell by 2% to 17%.

And while the share of workers worldwide who feel insecure in their job shrank as many economies posted decent—or better—growth, the improvement was smaller in North America than anywhere else, falling from a 33% share to 23%.

In Canada, the proportion of workers reporting job insecurity fell from 32% to 20%; the decline was from 33% to 24% in the United States. The United States now is second only to Singapore in the share of workers who feel insecure in their jobs (27%).

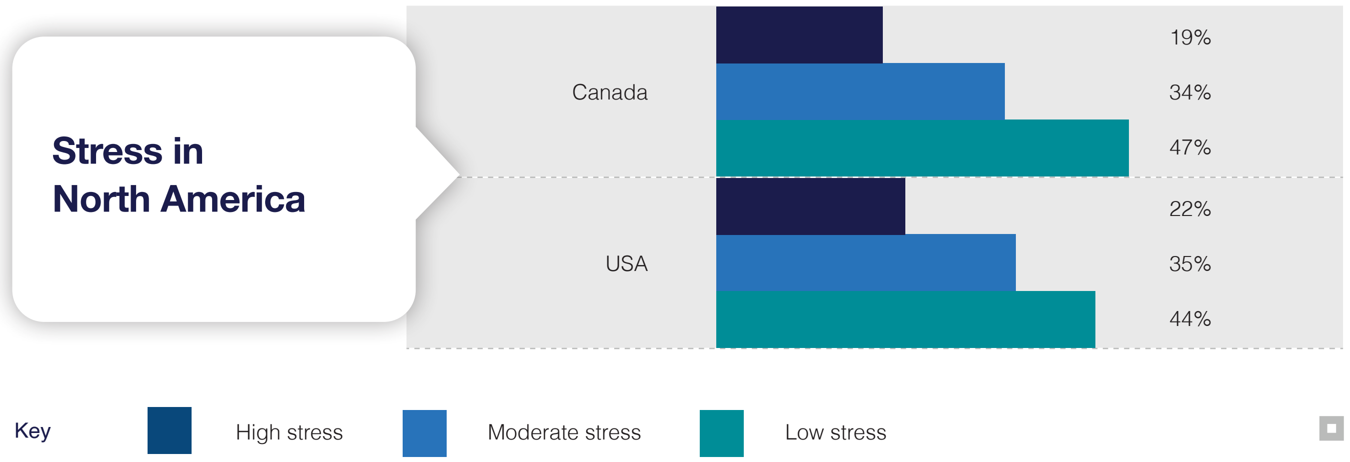
Despite feelings of job insecurity, North America is a close second to Latin America in terms of the share of workers (61%) who are confident they have the skills they need to advance their career in the next three years.



The divide continues among males and females. Men and women in North America perceive gender pay inequity differently. A smaller share of women in Canada (22%) than men (30%) see improvement in pay equity. In the United States, the numbers are 28% for women and 48% for men. Globally the numbers are 33% for men and 28% for women.

Half of women in the United States and 52% in Canada say they're underpaid. A much smaller share of men (41% and 46% respectively) feel underpaid.

Stress is another standout issue for workers in North America. One in five people report high stress and more than one in three report moderate stress. Only workers in Germany report a higher incidence of stress. Workers in the United States are slightly more likely than those in Canada to report high stress.



Country highlights

1 Canada

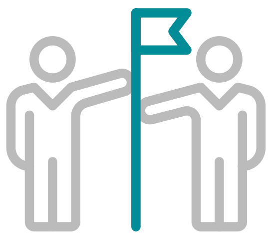
Workers in Canada are the most likely worldwide to want flexibility in where they work. Nearly 19% put it in their three most-valued job attributes. The United States isn't far behind (17%). Canada has a fairly large share of workers (21%) who are dissatisfied with their pay, greater than the global share of 17%.

Men and women in Canada see more eye-to-eye on job security and other issues than they do in the United States. Overall, the main gap shows up in satisfaction with salary. A significantly larger share of men (63%) are content with their pay than women (53%).

2 United States

Workers in the United States value salary less than workers in Canada and globally. About 52% of U.S. workers rank it among the top three important job attributes, the smallest share of any country in our survey. Compare that to workers globally (55%) and in Canada (61%). Job security (34%), flexibility of hours (33%) and enjoyment of a day's work (31%) round out the top four things most valued by workers in the United States.

And while the United States didn't break any records in our survey, workers there are the most consistently satisfied with their employer's performance. In every category we asked them to rank, more than 60% of U.S. workers say they're happy with what their employer is providing. Only India and China have a comparable share.



By the numbers

76% Men and women in **Canada** rate their satisfaction with job security the same.

71% Far more workers in **North America** than globally (61%) say they have access to pay information online.

70% A substantial majority of men in the **United States** are satisfied with their salary. Only 57% of women say the same.

51% Most workers in the **United States** say they feel judged when they make flexible work arrangements. The global share is 44%.

40% Many workers in **North America** say no profession is untouched by economic uncertainty.

21% The share of workers in **Canada** who are dissatisfied with their pay. The global average is 13%.

35% Among people in **Canada** with more than one source of income, 30% are repaying debt. But while many women say they are, in fact, repaying debt (30%), men are more likely to be financing a better lifestyle (35%).

34% Among people in the **United States** who have more than one source of income, 34% of men say they're saving for a big purchase; 29% of women say they're repaying debt.

20% One-fifth of workers in **North America** say their employers are doing nothing to promote positive mental health at work.

9% A relatively significant share of workers in the **United States** are dissatisfied with their job security. The global share is less than 6%.

About the Institute

The mission of the ADP Research Institute is to generate data driven discoveries about the world of work and derive reliable economic indicators from these insights. We offer these findings to the world as our unique contribution to making the world of work better and more productive, and to bring greater awareness to the economy at large. For more information, visit ADPRI.org.

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