



workmonitor 2025:

a new workplace
baseline.



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partner for talent.

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



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



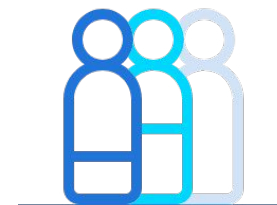
It surveys 27,000 talent across 35 markets in Europe, Asia Pacific and the Americas every year.



In 2023, the 20th edition gathered key insights from the last two decades of research.



Since 2020, the Workmonitor saw a 732% increase in top-tier coverage.



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

key findings india.

This year's Workmonitor survey reveals a modest rise in active job seekers, increasing from 57% last year to 59%. A closer examination highlights a significant shift in employee priorities, especially in India, where non-traditional factors like workplace flexibility, a sense of belonging, and learning and development (L&D) opportunities are emerging as key motivators, surpassing traditional drivers such as salary.

Indian employees are notably more vocal about these evolving preferences compared to their global peers:

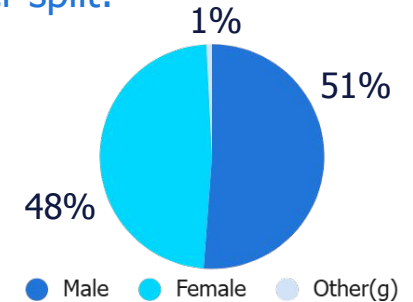
- **Flexibility:** 52% of Indian employees indicated they would leave a job if it lacked sufficient flexibility, compared to 31% globally.
- **Sense of Belonging:** 69% of Indian respondents would quit if they did not feel a sense of belonging at work, significantly higher than the global average of 55%.
- **Learning and Development:** 67% of Indian employees are willing to leave jobs that do not offer L&D opportunities, far surpassing the global benchmark of 41%.

These insights highlight a transformative shift in employee expectations, with Indian professionals leading the demand for inclusive, growth-oriented, and adaptable workplaces. Organizations must adapt their policies to meet these evolving priorities to attract and retain top talent.

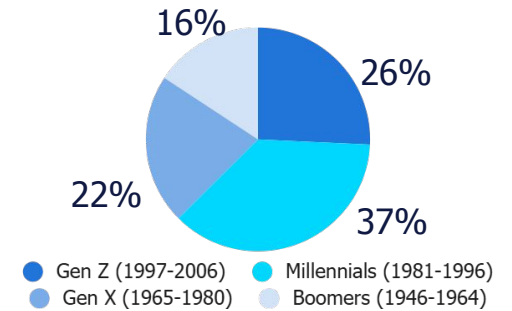


750 respondents across India

gender split:



generation split:



workmonitor 2025: themes.

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

- **why we work :**
motivated by personalization.
- **who we work with :**
fostering a sense of community.
- **how we work :**
gaining opportunities through skilling.



1. motivated by personalization.

Why do you do it?

Insight: Employees are increasingly seeking work that resonates with their personal values, aspirations, and life situations. While earning an income remains important, work now holds a deeper and more significant place in their overall lives.

According to our survey, the **five most important factors** when considering current or future employment are as follows.

89%

Job security (83% globally) ; Training and Development (72% globally)

88%

Mental health support (72% globally); Innovation (65% globally); Opportunity to make a personal impact (69% globally)

87%

Work/life balance (83% globally); Advancement and promotion opportunities (71% globally); Health insurance or other healthcare benefits (74% globally)

85%

The Pay (82% globally); The employer's values and purpose (62% globally); Annual leave days (77% globally)

84%

Flexibility in terms of working hours (73% globally); The employer's stance and action on environmental issues (58% globally)

Pay has dropped from the 2nd most important factor last year to the 4th spot this year.



Value alignment:

64% would quit if leadership viewpoints did not align with theirs (vs. 44% globally).

70% of Indian employees (up from 65% last year) would not accept a job with an organization that does not align with their values on social and environmental issues. (vs. 48% globally).

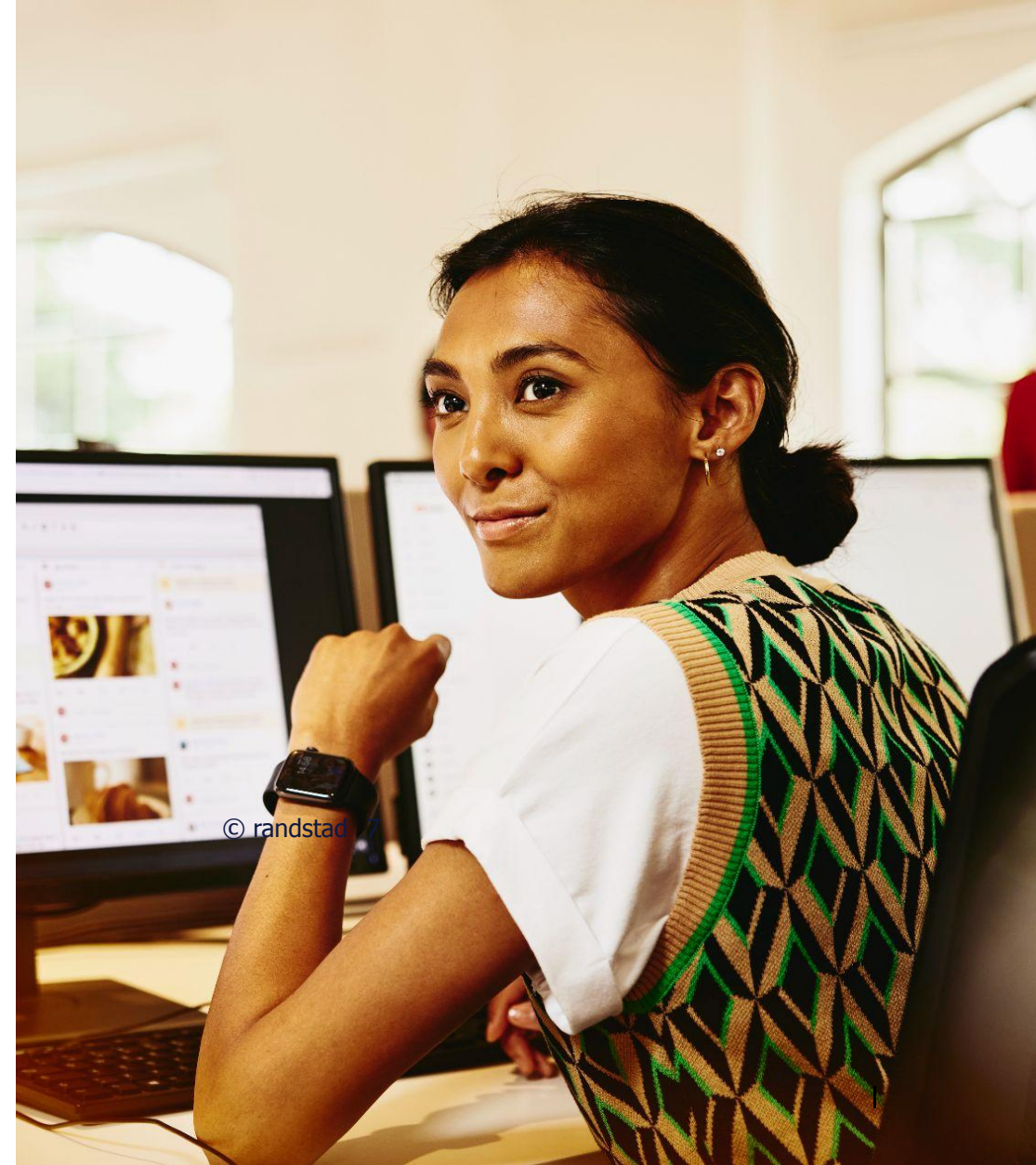
The conviction is stronger among **Millennials and Gen X** in India, with **72%** emphasizing the importance of value alignment.

Demand for flexibility:

60% of employees said they would not accept a job that lacks flexibility in working hours (vs. 47% globally).

56% would decline a job offer if it did not provide flexibility regarding the place of work (vs. 39% globally).

Millennials are the most vocal, with **61%** and **57%** demanding flexibility in hours and location, respectively.



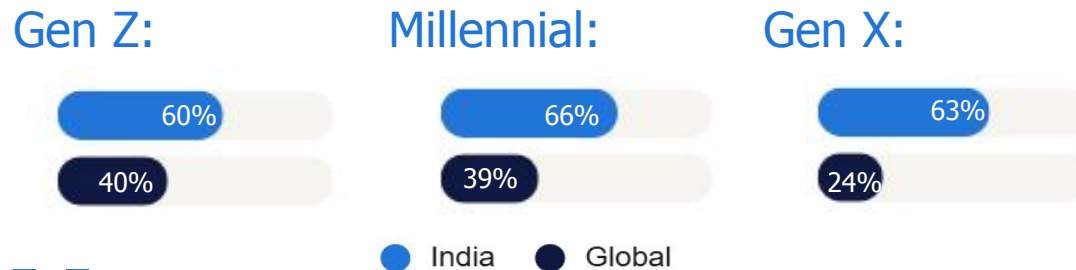
Flexibility in working hours:

Over the past six months, 67% of respondents received flexibility in working hours, a slight decrease from 72% in the previous year. Breakdown by generation shows:



Flexibility in work location:

Similarly, 66% reported receiving flexibility in terms of work location over the past six months, down slightly from 68% in the previous year. Generation-wise data reveals:



73%

of Indian employees (vs. 56% globally) would trust their employer more when offered tailored benefits like flexible hours, locations, and work intensity.

Perspectives of work and benefits:

- 54% of Gen Z (51% globally) indicated they would choose not to work at all if money were not a concern.
- 70% of respondents (31% globally) reported receiving more benefits in the past six months, including annual leave, healthcare, and pensions. This trend was notable among Millennials (71% vs. 40% globally), Gen X (67% vs. 25% globally), and Gen Z (63% vs. 42% globally).

Relationship with manager:

- 60% of respondents would leave a job if they lacked a good rapport with their manager.
- Encouragingly, 76% reported strong relationships with their managers.
- Additionally, 86% felt trusted to work independently, and 83% trusted their managers to support career progression.



2. fostering a sense of community.

Who do you do it with?

Insight: Talent wants more than just a job and aspires to join a community - driven environment that fosters belonging, personal growth, and authenticity.

Importance of workplace community:

91% of Indian employees emphasize the need for a workplace that feels like a community (vs. 85% globally).

93% believe they perform better when sharing a sense of community with colleagues (vs. 85% globally).

Furthermore, **91% (compared to 84% globally)** consider workplace community vital for their mental health and overall well-being.

Impact on job choices:

63% would accept lower pay if they had good friends at work (vs. 36% globally).

65% would prioritize jobs that enhance their social life (vs. 37% globally).

67% are willing to earn less if their work contributes positively to society (vs. 39% globally).

Reasons for quitting jobs:

43% have quit due to lack of friends at work (vs. 18% globally).

58% have quit due to a toxic workplace (vs. 44% globally).

53% left jobs because they couldn't express personal viewpoints without judgment or discrimination (vs. 27% globally).

Workplace Trust & Authenticity

In India, a notably higher proportion of respondents feel valued at work (94%) compared to the global average (80%). This sense of recognition highlights a positive perception of workplace culture among Indian employees.

However, despite feeling valued, 75% of Indian employees admit to concealing aspects of their true selves at work, compared to 62% globally. Additionally, only 71% trust their employer to foster a culture where all colleagues can thrive, though this remains notably higher than the global average of 49%.

Perceptions of Responsibility for Workplace Community

In India, a larger proportion of respondents believe employees are responsible for fostering a sense of community (48%), ensuring colleagues feel a sense of belonging (46%), and promoting equity (47%).

Globally, these responsibilities are perceived differently, with 47% viewing community as shared, 44% seeing belonging as shared, and 41% assigning equity responsibility to employers.



3. gaining opportunities through skilling.

How do you do it?

Insight: As technology advances, professionals are prioritizing skill development in areas like AI to stay competitive, making learning and development a key focus. Learning and development remains a key focus for talent, as employees seek to enhance their capabilities and stay competitive in the evolving job market.

Training and development as key considerations:

58% would decline a job without L&D opportunities. (vs. 44% globally).

67% would quit jobs lacking L&D, up from 61% last year. (vs. 41% globally).

Notably, a higher percentage of women than men view L&D as a critical factor, with **61%** of women saying they would not accept a job without L&D, compared to 55% of men; similarly, **70%** of women would quit over a lack of L&D opportunities, compared to 64% of men.

Demand for AI and technical Training:

AI training has emerged as the most sought-after learning and development (L&D) opportunity, with **43%** of Indian respondents prioritizing it compared to 23% globally.

This demand is highest among Gen X (46% vs. 41% globally), followed by Gen Z (41% vs. 19% globally).

Other key areas of interest include

- IT and technological literacy (12% vs. 30% globally)
- programming and coding (6% vs. 19% globally)
- data science and analytics (5% vs. 17% globally)
- and management and leadership skills (5% vs. 20% globally)



Training Opportunities:

- Over the past six months, **75%** of respondents in India (compared to 34% globally) reported receiving more training or development opportunities.
- Across generations, **Gen X and Millennials** saw the highest increase, with **74%** (42% and 29% globally, respectively) benefiting from enhanced learning opportunities.
- **Gen Z** followed closely, with **69%** (45% globally) also experiencing increased training during this period.

Employer investment and trust:

In India, **88%** of respondents (compared to 64% globally) perceive their employers as genuinely invested in their growth, actively helping them develop future-proof skills such as AI.

Additionally, **65%** (44% globally) trust their employers to provide ongoing learning opportunities, particularly in AI and technology.

Notably, **92%** (71% globally) feel prepared to leverage the latest technologies, including AI, in their roles, reflecting a strong emphasis on technological readiness.

Responsibility for training and upskilling:

In India, **41%** of respondents believe that the responsibility for training and upskilling rests with employees, while **29%** attribute it to employers, compared to the global averages of 25% and 39%, respectively.

When it comes to keeping skills aligned with technological advancements, **47%** of Indian respondents see it as the employee's duty, while only **24%** believe it is the employer's responsibility, compared to 35% and 27% globally.



recommendations for employers.

1.

Embrace a people-first approach as personal preferences increasingly surpass material factors such as pay in importance. This shift offers a chance to strengthen connections by personalizing benefits, aligning with employee values, and fostering flexible work processes. By adapting to employees' ambitions and circumstances, organizations can cultivate lasting engagement and stay competitive in the evolving talent landscape.

2.

Talent today prioritizes community and connection over traditional transactional employment. Many are willing to forgo higher pay for a strong sense of belonging. This underscores the need for employers to foster an inclusive, collaborative culture where open communication and authentic expression thrive. Prioritizing equity and inclusion strengthens teams, boosts motivation, and helps attract top talent in a competitive landscape.

3.

Upskilling and reskilling are vital in today's tech-driven world. Employers should offer continuous learning aligned with industry trends and career goals, focusing on areas like AI, data analytics, and digital transformation. Providing inclusive access to development programs, mentorship, and certifications demonstrates a genuine investment in employees' growth.

By aligning with the evolving "why, who, and how" of talent expectations, organizations can build trust, foster engagement, and empower their workforce to remain competitive. These tailored strategies not only align with employees' aspirations but also position organizations as progressive, people-first employers capable of navigating the future of work.

about randstad india:

Randstad India is a leading talent company providing services across four key specializations - operational talent solutions, professional talent solutions, digital talent solutions, and enterprise talent solutions. The organization is committed to providing equitable opportunities to people from all backgrounds and helping them remain relevant in the rapidly changing world of work. Randstad India has a deep understanding of the labour market to help clients create high-quality, diverse, and agile workforces they need to succeed. In the process, the organization helps talent secure meaningful roles, develop relevant skills, and find purpose and belonging in their workplace.

Randstad India has been a leading player in the industry for more than 30 years and continues to deliver innovative and specialized talent solutions to clients across sectors. Randstad is a global talent leader with the vision to be the world's most equitable and specialized talent company, active in 39 markets across the globe.

For more information, see: www.randstad.in

about randstad:

Randstad is a global talent leader with the vision to be the world's most equitable and specialized talent company. As a partner for talent and through our four specializations - Operational, Professional, Digital and Enterprise - we provide clients with the high-quality, diverse and agile workforces that they need to succeed in a talent scarce world. We help people secure meaningful roles, develop relevant skills and find purpose and belonging in their workplace. Through the value we create, we are committed to a better and more sustainable future for all.

Headquartered in the Netherlands, Randstad operates in 39 markets and has approximately 40,000 employees. In 2024, we supported over 1.7 million talent to find work and generated a revenue of €24.1 billion. Randstad N.V. is listed on the Euronext Amsterdam

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For over 3 decades, Randstad India has been delivering innovative and specialized talent services across four key specializations - [operational talent solutions](#), [professional talent solutions](#), [digital talent solutions](#), and [enterprise talent solutions](#).

Randstad India has a deep understanding of the labour market to help clients create high-quality, diverse, and agile workforces they need to succeed.

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your thoughts.

let's start a conversation.

Our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have.

randstad india

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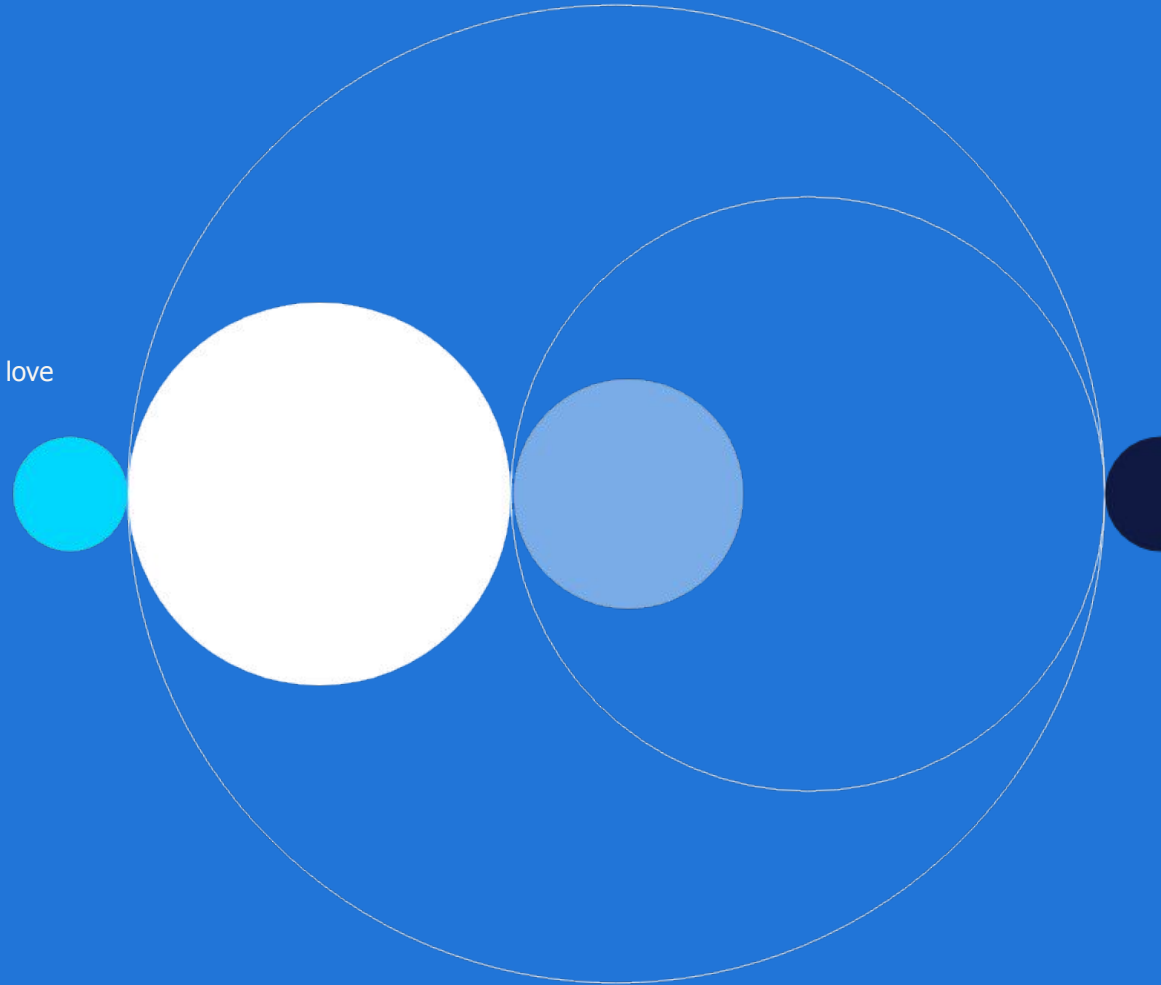
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