



2025 World at Work Report



Executive Summary

A majority of executives (64%) worry their company can't handle today's geopolitical, economic and tech disruptions.

In 2025, the world is changing faster and in ways we never expected before. Organizations today are navigating a perfect storm: tight talent markets, shifts in the economic landscape and new technologies that are changing by the day.

The 2025 World at Work Report unveils critical insights from 6,000 business leaders and professionals worldwide, offering a roadmap for leaders to thrive in this new era of work.

Top findings revealed:

Macroeconomic concerns. Most employees (65%) are concerned about losing their job due to macroeconomic factors impacting the global economy.

An employer's job market. The majority of executives (59%) and employees (74%) believe employers have the advantage in today's job market.

Talent shortages. 84% of executives note it's difficult to find skilled talent in their existing markets.

The battle of tech versus talent. 16% of executives say their companies are automating aggressively to the point that human workers are becoming optional. Conversely, 11% are doubling down on human talent as their key differentiator.

Table of contents

The Macroeconomic Moment	page 03
--------------------------	---------

Talent Strategies in a Borderless World	page 07
---	---------

Workplace Models & Policies Redefined	page 13
---------------------------------------	---------

AI – Catalyst, Disruptor or Divider?	page 18
--------------------------------------	---------

Conclusion	page 25
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The Macroeconomic Moment

The Macroeconomic Moment

The world of work is changing for both executives and employees.

With an uncertain economic environment stemming from factors including inflation, rising interest rates, trade tensions and geopolitical instability, agility is critical for successful business and HR strategies.

Leaders are prioritizing the enablement of hybrid workforces, ensuring compliance across diverse markets and nurturing company culture amid constant change.

Meanwhile, employees are feeling the pressure of job instability given new demands and expectations from employers.



Business challenges and priorities

With recent macroeconomic forces, **64% of executives are concerned their organization is not built to withstand today's geopolitical, economic and technological disruptions.**

It's not all doom and gloom, though.

Despite concerns about the macroeconomic climate, **two-thirds (67%) of executives are still prioritizing growth over the next year** (an increase of 7% from 2024).

Top challenges keeping executives up at night:

- 1 Increasingly competitive marketplace
- 2 Keeping pace with tech changes
- 3 Economic uncertainty

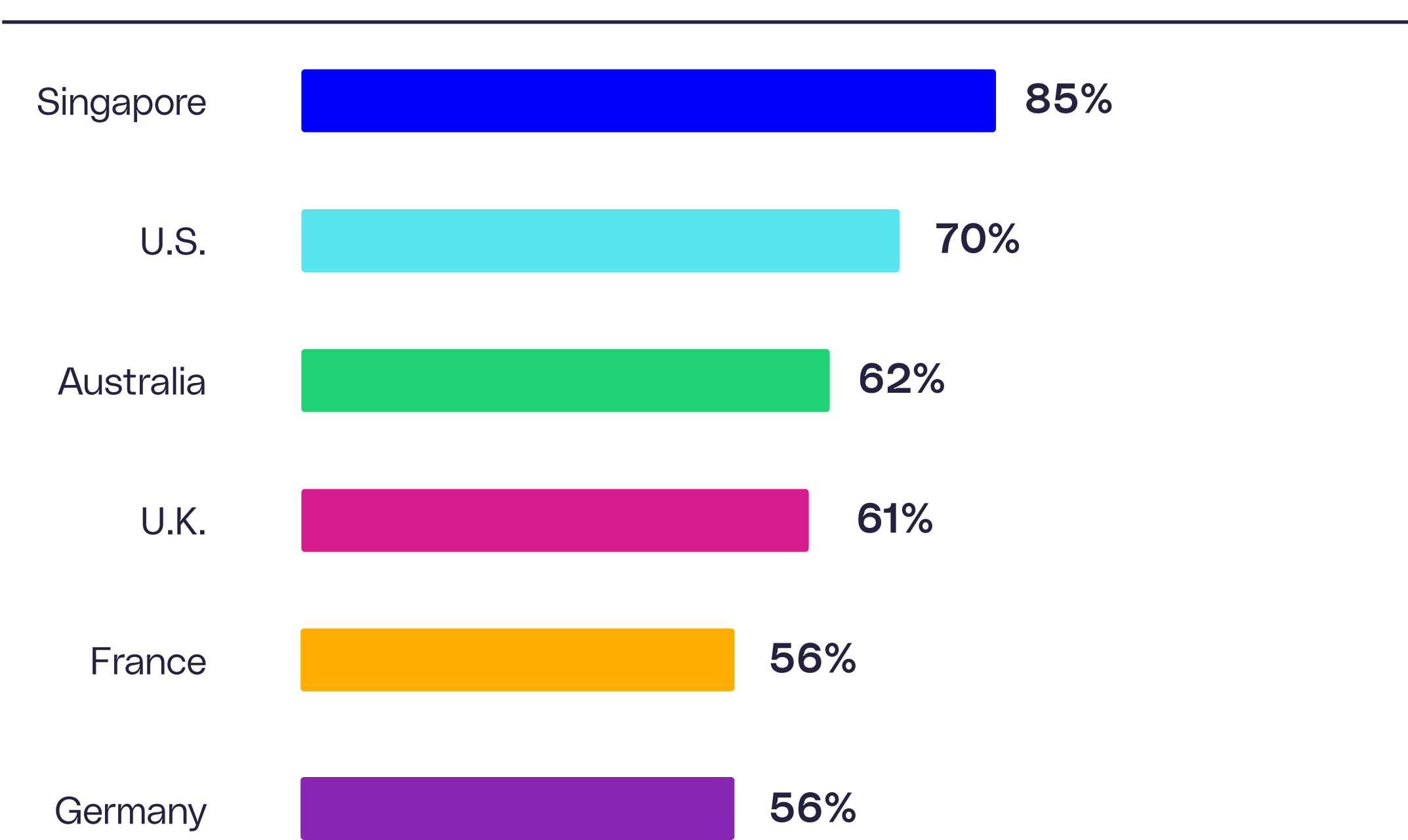
Job-loss anxiety and the importance of a global employer presence

Employees are feeling the pressure of a volatile job market. Of the employees surveyed, **65% are at least somewhat concerned about losing their jobs due to macroeconomic factors**. This number jumps to 70% for respondents in the U.S. and 85% for those in Singapore.

With job security top of mind, employees are favoring the types of companies they believe provide the most stability. For nearly half of employees (46%), it's even more important to be employed by an international company under the current macroeconomic conditions.

And the more worried they are about the economy's impact on their job security, the more important it is.

Percentage of employees concerned about losing their jobs due to macroeconomic factors:





Talent Strategies in a Borderless World

Talent Strategies in a Borderless World

A borderless workplace offers many opportunities for both employers and employees.

Employers are able to source the best talent for specific roles, regardless of their location, leading to a more skilled and diverse workforce.

At the same time, employees are able to work for organizations outside of their immediate vicinity, which may offer them career growth and progression that may have otherwise been unavailable.

However, global teams can present unique challenges.

Without the right approach and technology, employers may hire talent and manage the complexities of different markets around the world. Additionally, employees and employers may have concerns around cultural differences, communication barriers and the day-to-day of how their job works.

Fortunately, there are global employment solutions that enable organizations to find, hire and manage talent across the world quickly and compliantly.
(To learn more, skip to page 10.)



Global hiring trends

Despite [economists](#) predicting a slower job market in the second half of the year, **91% of executives report that their department or team is actively hiring right now** – even if it’s just for critical roles.

Yet, **84% of executives find it difficult to hire skilled talent in their existing markets.**

Challenges to finding top talent are particularly high for executives who do not hire internationally (50%).

Top barriers in finding and hiring top talent



Biggest misconceptions about hiring internationally



Going global? There's a solution for that.

Global employment is a moving target, where the laws and best practices change all the time and are unique to individual markets. Information and insights on HR and employment practices needed for critical decision-making are often expensive and involve a slow turnaround.

G-P's AI-powered EOR (Employer of Record) enables businesses to hire in new markets, build global teams and streamline cumbersome and time-consuming processes. G-P EOR speeds up the compliance process, allowing businesses to remove entity requirements and overcome different employment regulations.

G-P Gia, the trusted global HR agent, can cut the cost and time of compliance by up to 95%. Gia provides HR teams with an AI global employment expert, enabling HR to tackle employment questions, create contracts and handbooks, analyze compensation and more.

Top challenges of global hiring:

- 1 Setting up compliant entities faster
- 2 Navigating local employment laws
- 3 Standardizing global compensation and benefits

Career mobility

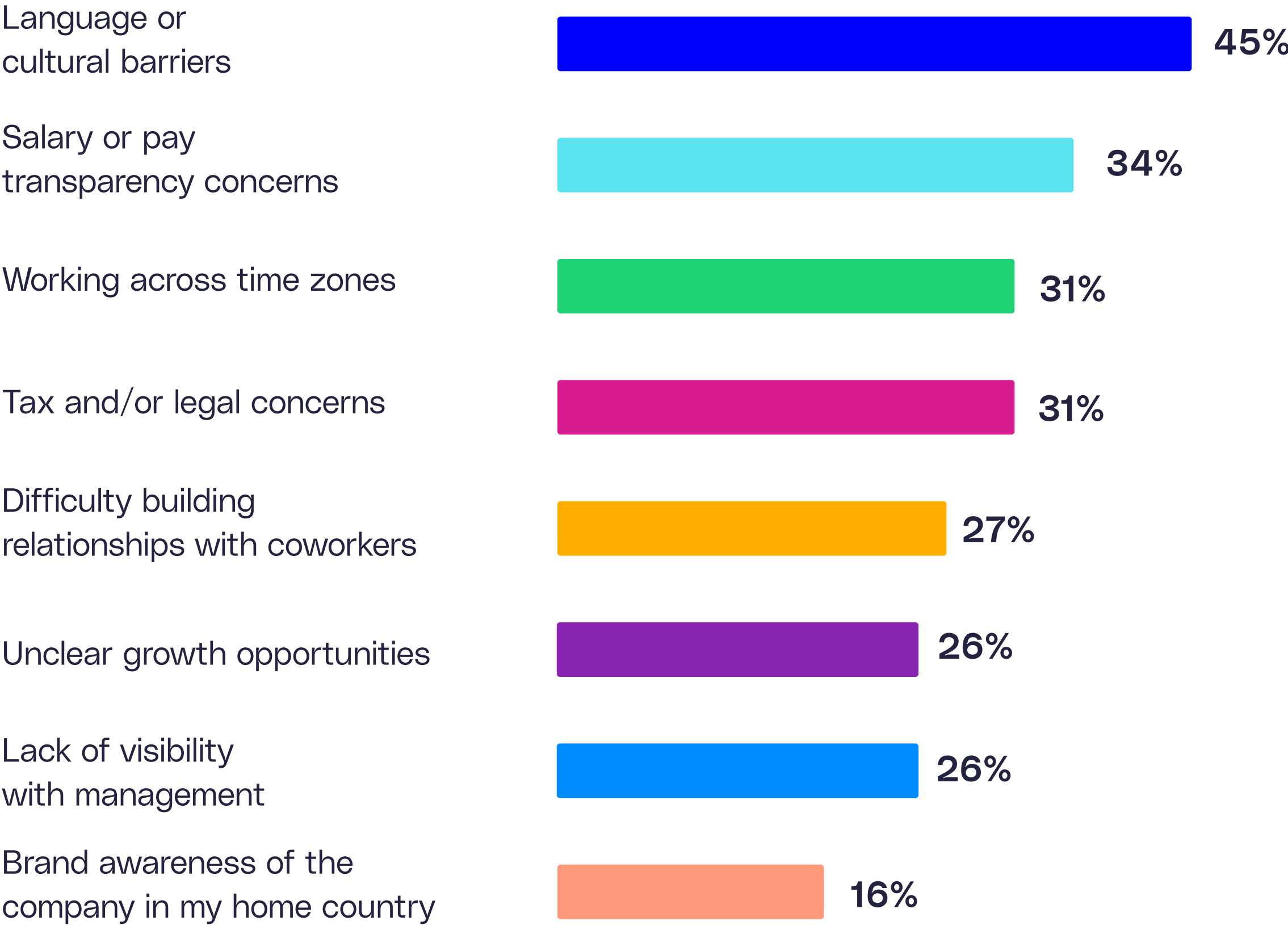
Employees are keeping their options open. Despite the tough job market, **52% of employees globally are already searching or likely to search for a job in the next six months.**

While U.S. employees align closest to the global average (55%), plans for beginning a job hunt are highest among employees in Singapore (62%) and Australia (61%), while far fewer employees in France (36%) or Germany (39%) share similar plans.

Regardless of the reason for their job hunt, 62% of employees report they would be willing to move to a different country in the next year if their employer offered it to further their career.

In fact, 71% of millennials would make this decision, compared to only 28% of boomers.

Hesitations working for a company headquartered in another country



Career dreams and global teams

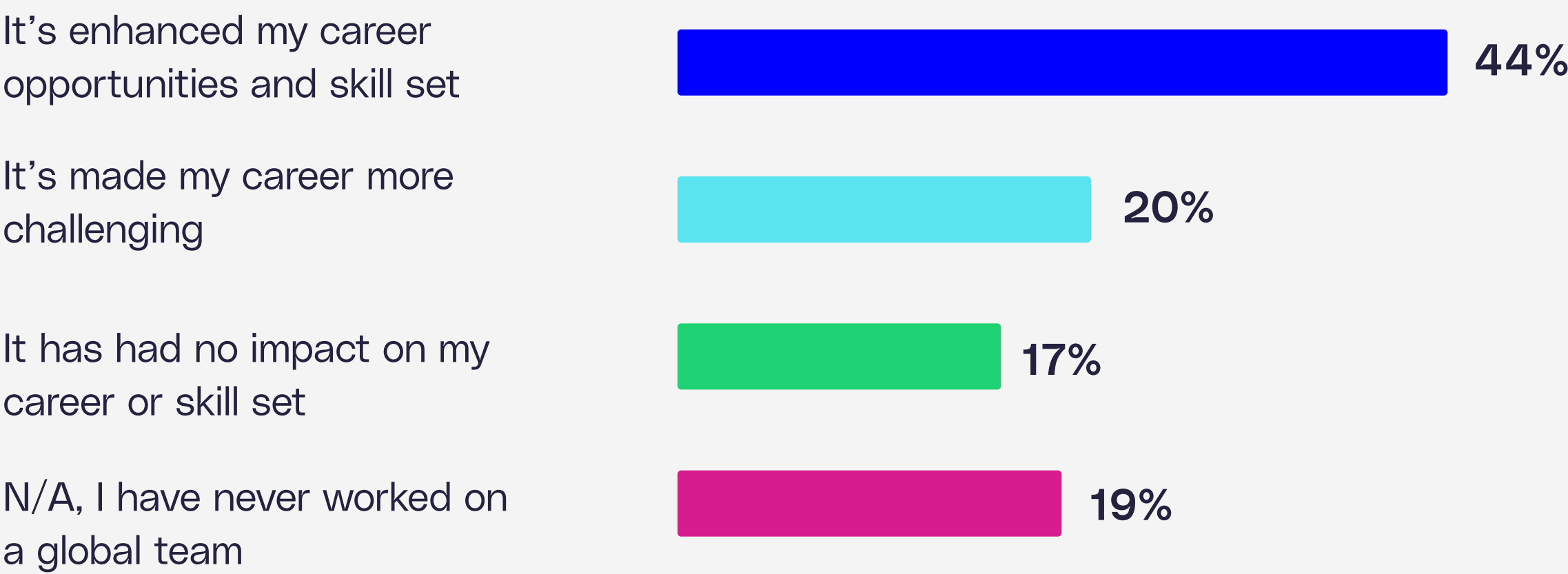
Location matters:

Most executives (86%) believe that an **employee’s visibility and influence on decisions at their company is impacted based on their location or time zone.**

Comparatively, 69% of employees agree.

While the strength of their voice may differ based on where they live, employees still believe that global companies offer more benefits to grow their own career.

The impact working for a global team has on career trajectory





Workplace Models & Policies Redefined

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Workplace models and employer and employee perceptions have shifted dramatically over the last decade. With advancements in technology and the ability to work from anywhere, the 9-to-5 workday has blurred, becoming what has recently been dubbed the [“infinite workday.”](#)

This has created the ability to seamlessly work with colleagues in different time zones, allowing everyone the flexibility to manage their schedules and integrate work around personal needs.

However, in some cases, employees can feel added pressure to be available at non-traditional working hours or work longer hours, which can potentially lead to lower quality outputs or employee burnout.

With employees demanding more flexibility, employers are also rethinking their approach to work-life balance. AI-based global employment solutions have emerged as a way to support both parties through this shift.



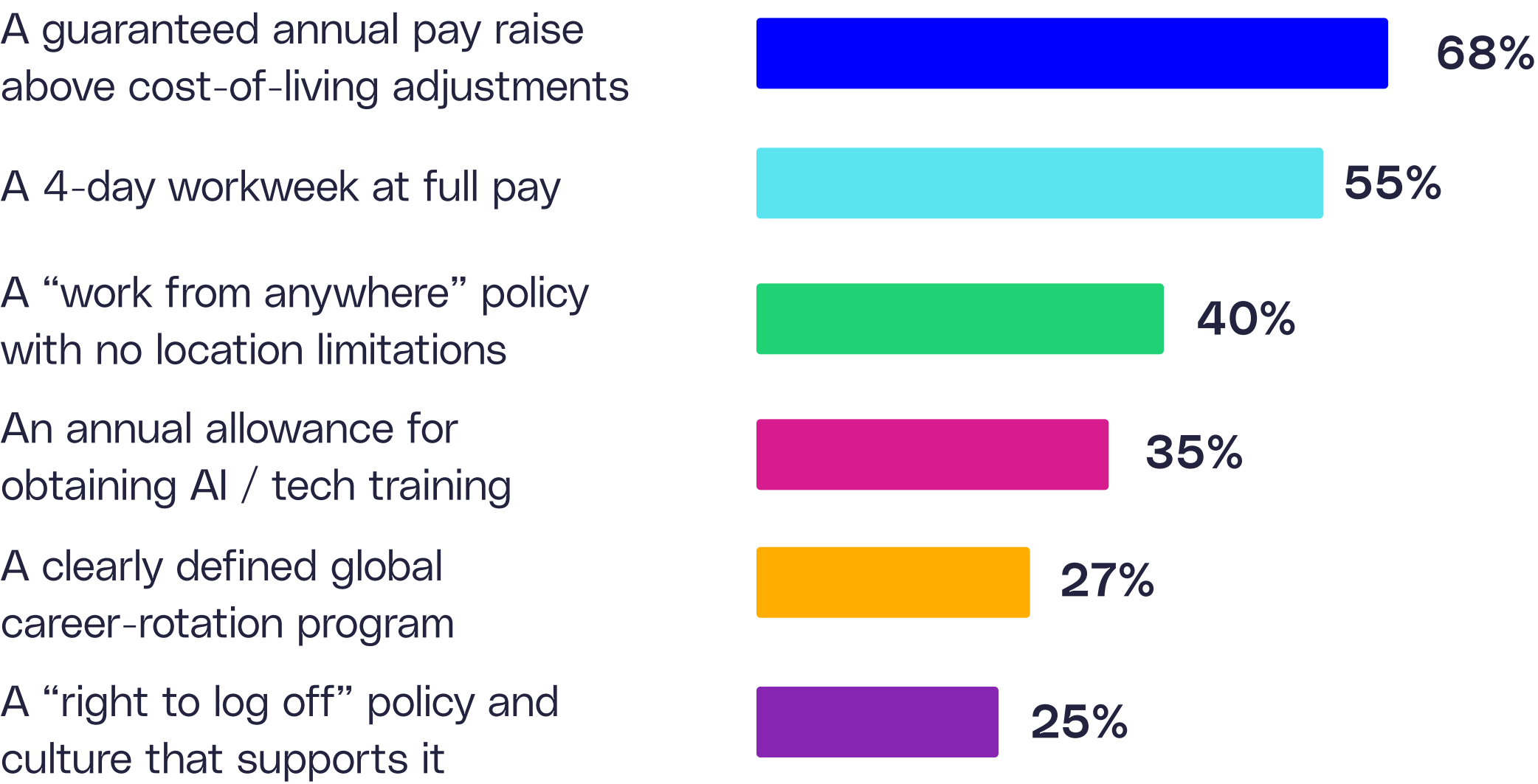
Rising expectations

Both executives and employees believe employers have a greater advantage in the 2025 job market, with 59% of executives holding this belief compared to 74% of employees.

Although employees believe employers have the upper hand, their expectations for their future employers are high.

When considering a job opportunity at a new company, pay and benefits top the list of factors for employees – proving “cash is still king” and money is still more motivating than any other workplace policy.

Employees’ “stay factors”



Norms employees want to retire



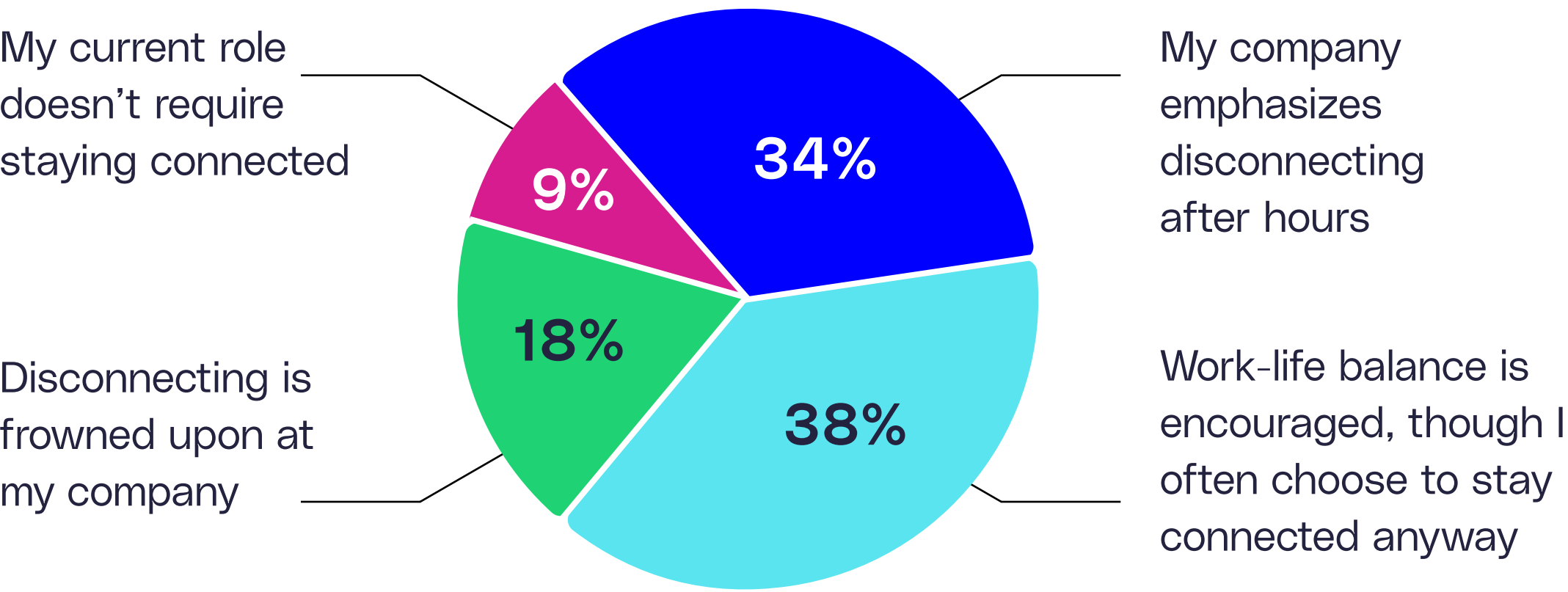
The new employer – employee contract: work-life balance

When it comes to managing working hours, it's a tie.

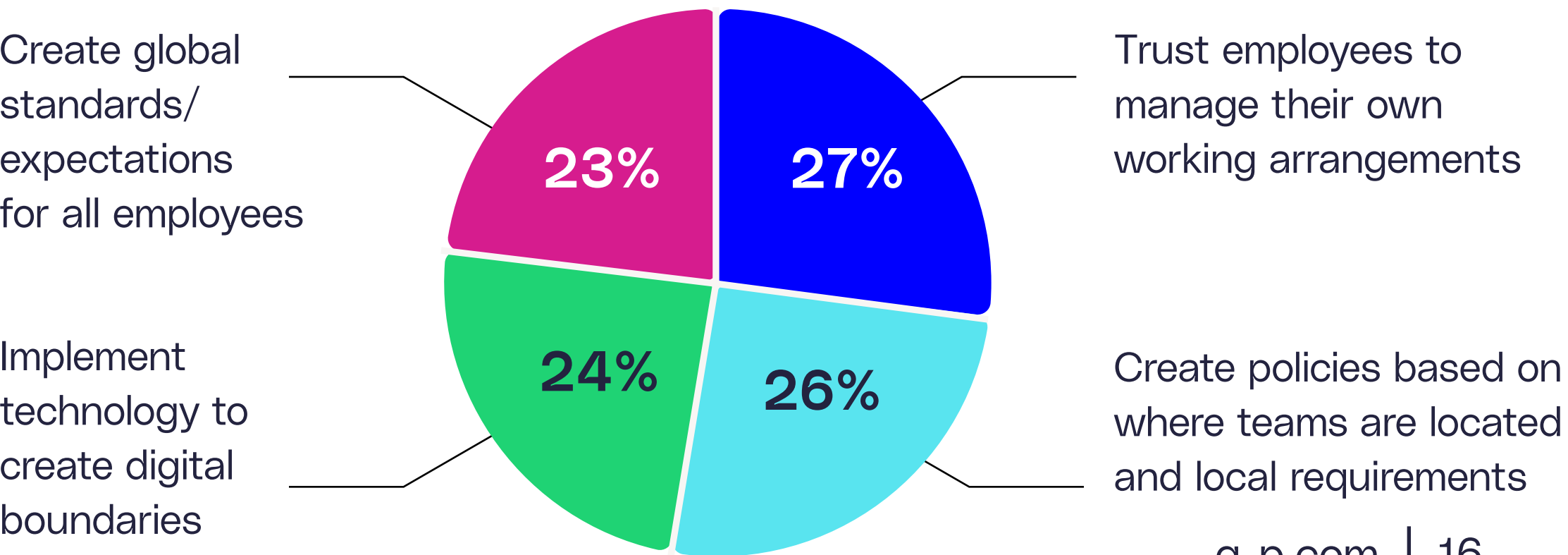
Executives are split nearly evenly across the following approaches; trusting employees to manage themselves, creating policies based on location, implementing technology and creating global standards.

Regardless of employer requirements, **more than one-third (38%) of employees report they choose to stay connected to work after hours.**

Employee perception



Employer approach



The global workforce powered by AI

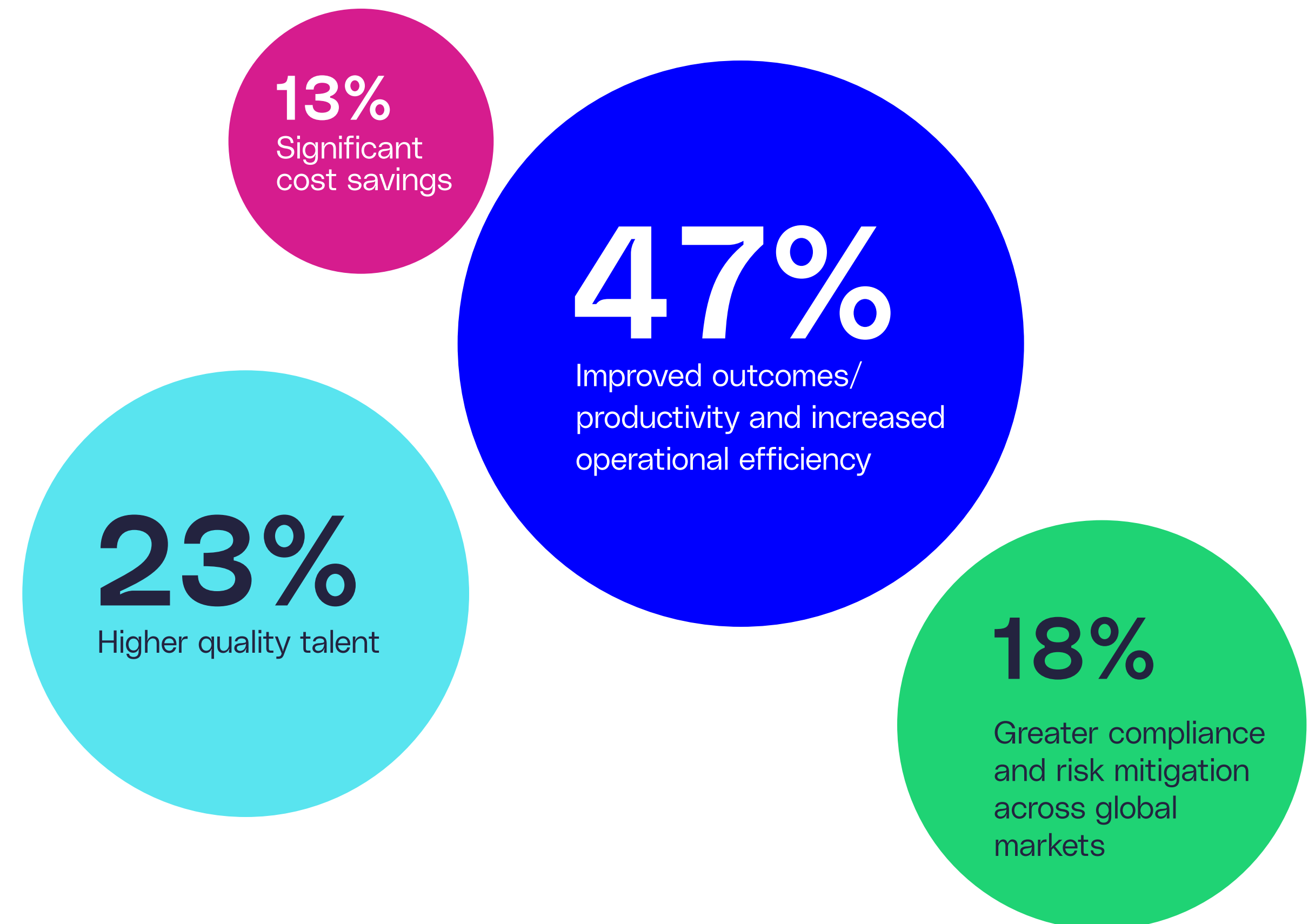
“AI is helping us all be more strategic, but the future of HR is not AI alone.

AI empowers HR professionals to move with greater speed, precision and impact.

But AI cannot replace human intuition, emotional intelligence, complex problem-solving abilities and the capacity for abstract thought and innovation.”

Laura Maffucci
Head of HR, G-P

Biggest benefit of using AI for global employment





AI – Catalyst, Disruptor or Divider?

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AI is the true tech catalyst of the 21st century. It represents a paradigm shift, fundamentally altering industries and job markets.

In fact, G-P's [2025 AI at Work Report](#) found that three-quarters of executives (74%) view AI as critical to the success of their company, and 60% say their company is aggressively using AI to innovate in their industry.

Unfortunately, it is also raising concerns about large-scale job displacement.



AI to enhance, not replace

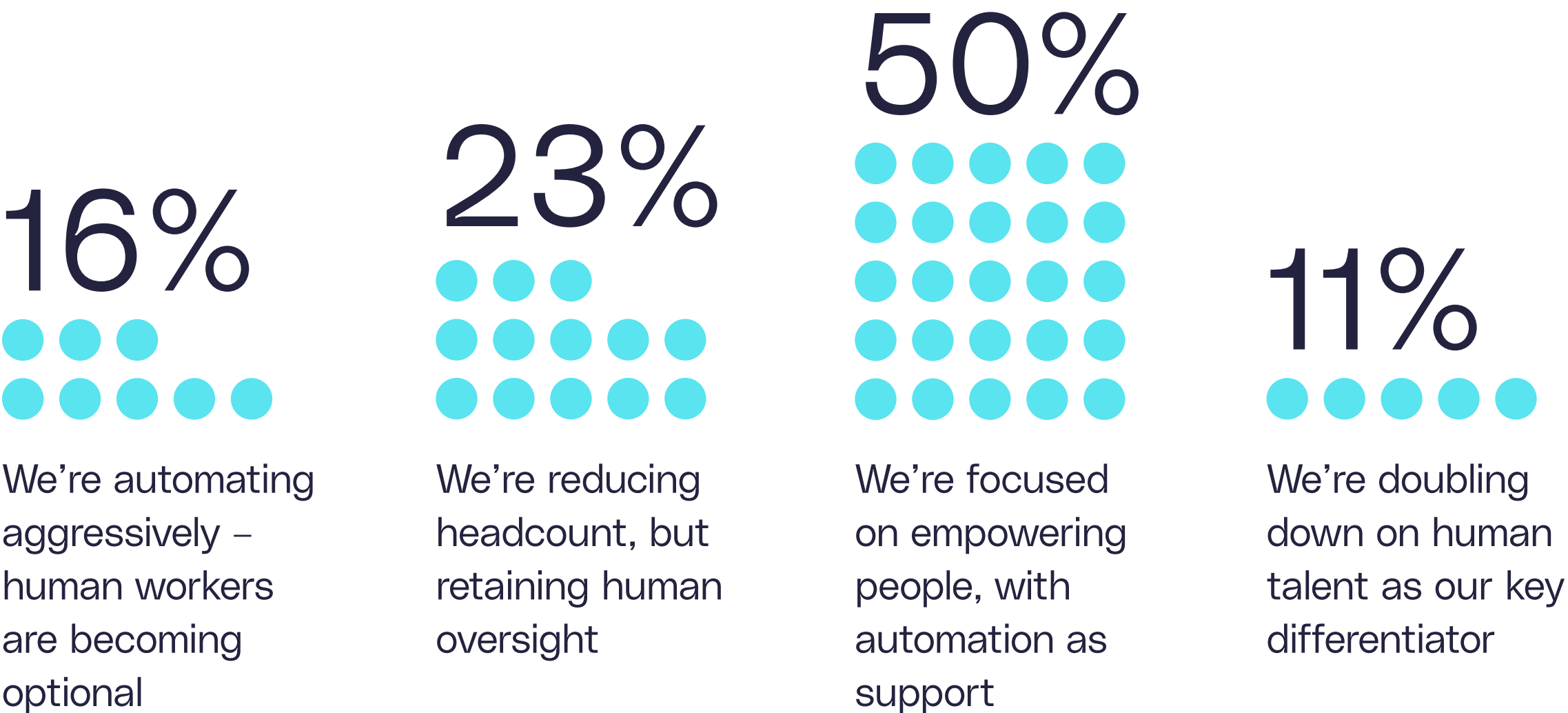
“By integrating agentic AI into our processes and workflows, we unlock a future where human ingenuity is not only retained, but dramatically amplified.

These autonomous solutions don't replace human agency, but extends it. Instead of diminishing our roles, agentic AI collaborates and adapts with us, empowering us to tackle challenges of greater complexity, explore new frontiers of knowledge and design solutions that were once unimaginable.

The future is not one where AI takes over but one where humanity, empowered by AI, reaches new heights of achievement and understanding.”

Nat Natarajan
Chief Product and Strategy Officer, G-P

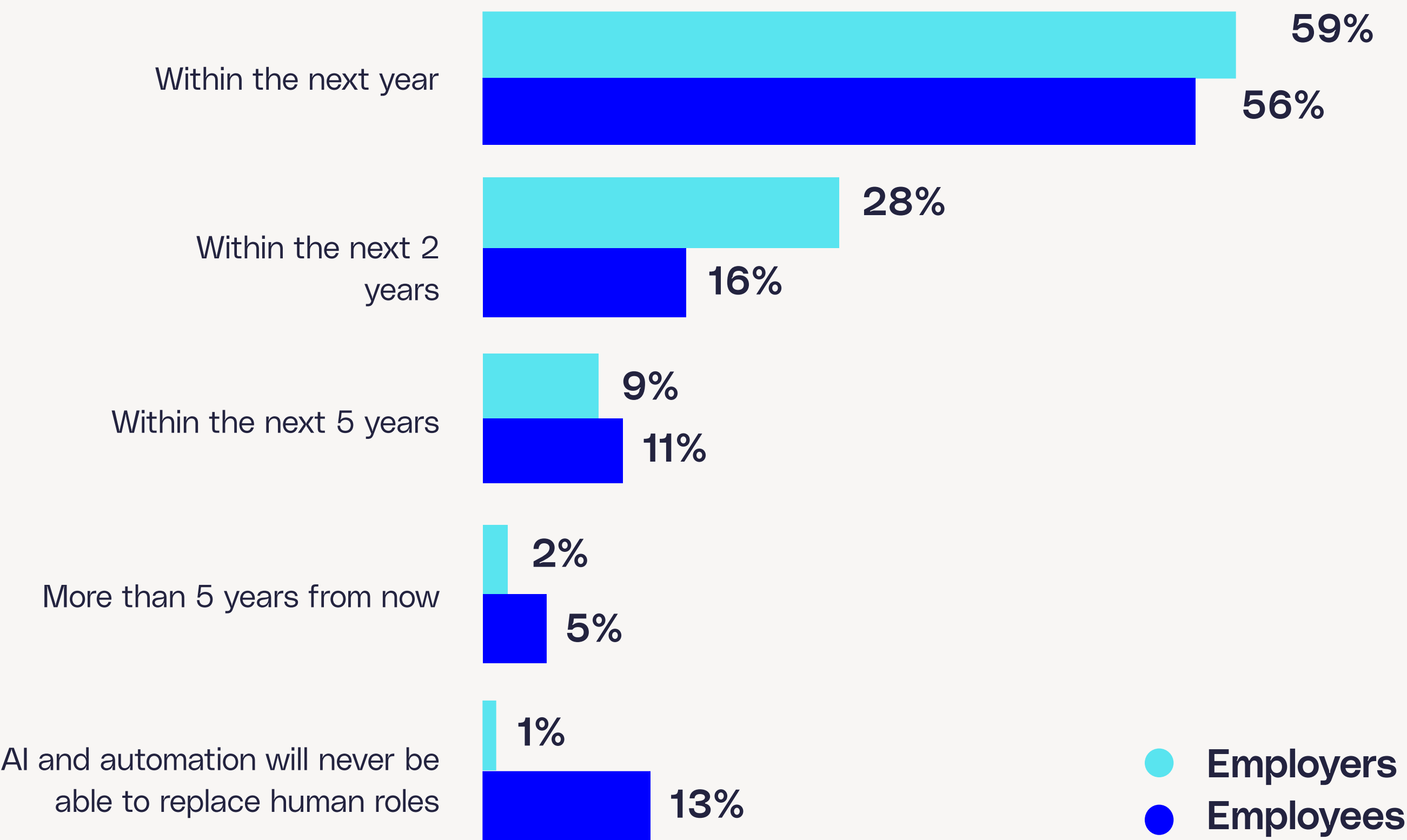
Rethinking the role of human workers in global strategy



Is AI the new entry-level employee?

As organizations rethink the roles of humans and tech, the **majority (59%) of executives expect AI to begin replacing entry-level jobs in the next year**, while 28% of employees say this is already happening.

Perceived timeline of entry-level job replacement by AI



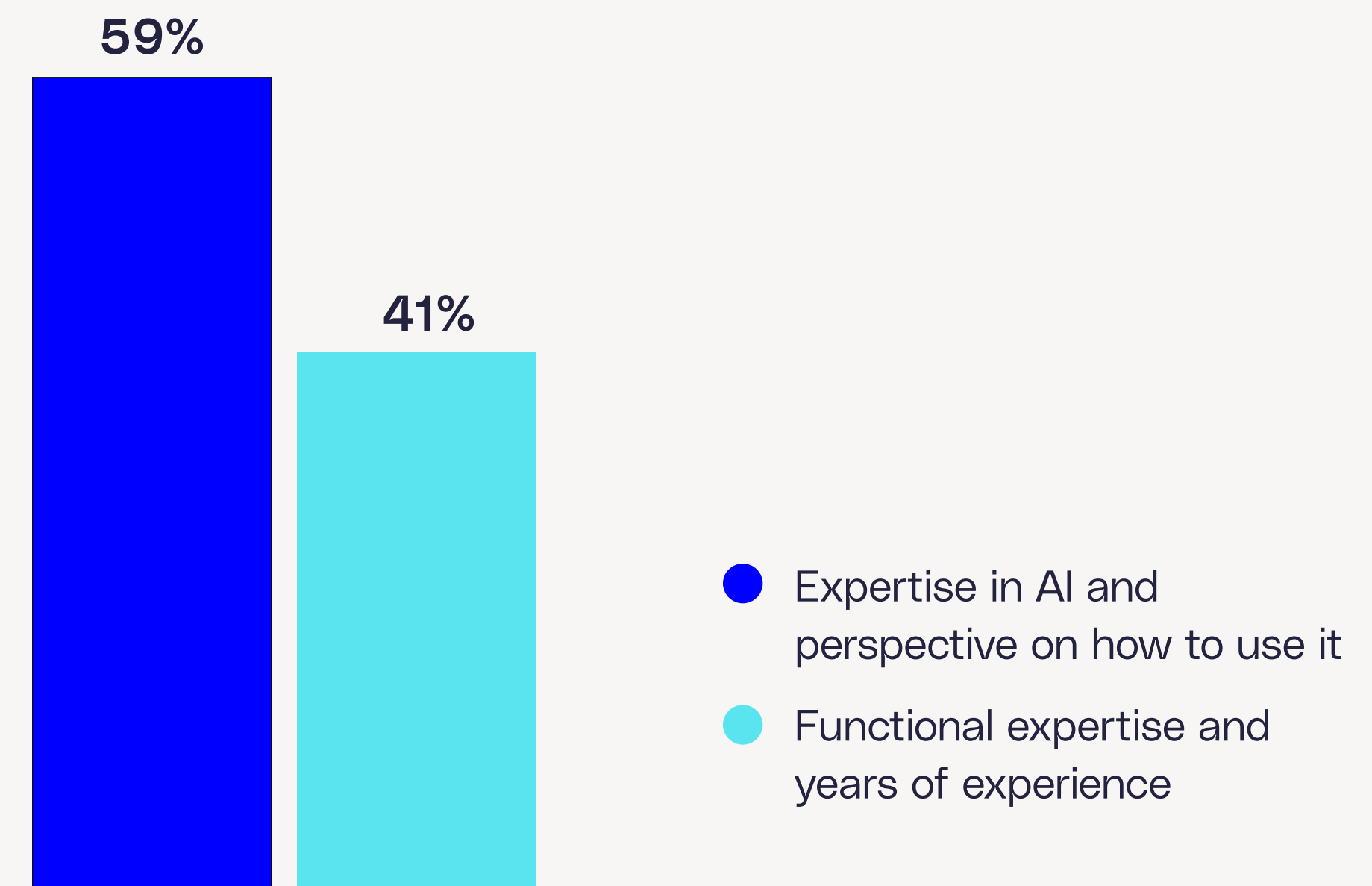
AI confidence

Most (90%) employees, regardless of seniority or job level, report being worried that their own skills aren't future-proofed for an AI-powered workplace, with a quarter saying they're very or extremely concerned.

In addition, **44% of employees agree that their company's leadership also lacks familiarity with AI and it is holding the company back.**

This could be why, when hiring for a senior role, executives are prioritizing expertise in AI and perspective on how to use it instead of someone with functional expertise and years of experience.

What execs want when hiring for a senior role



AI use

Workplace norms for using new AI applications are still being written.

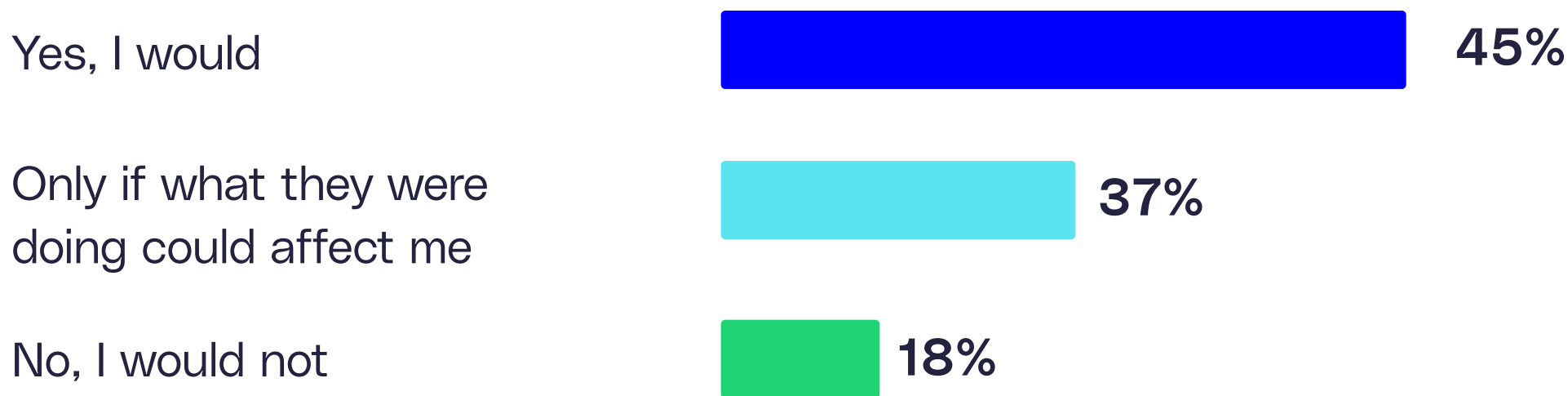
Leaders want employees to use AI solutions – within their parameters. **Just over half (55%) of executives are only comfortable with employees using company-approved AI tools.** And if you can believe it, 1% of executives still don’t want their employees using any AI tools at work.

Employees worry about how AI will impact the perceived value of their work. About three-quarters of employees have hesitations about using AI in the workplace (73%).

Employee hesitations with using AI in at work



Would employees report a co-worker misusing AI at work





Conclusion

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As we continue to navigate a world of work where borders blur, expectations rise and technology accelerates change, organizations face unprecedented challenges and opportunities.

The traditional 9-to-5 workday and office-centric models are increasingly giving way to flexible arrangements, driven by a globalized workforce and the persistent demand for work-life balance.

Simultaneously, employee expectations are skyrocketing. While competitive compensation and benefits remain a top driver, today's workforce seeks growth opportunities that only global organizations can guarantee. These shifts require leaders to reimagine their HR and technology strategies throughout the employee lifecycle.

In this dynamic environment, organizations will need to embrace agility, promote resilience and foster a culture of continuous learning to thrive. They must leverage technology not only for efficiency but also to supercharge human capabilities and connections. The future of work is not a static destination, but an ongoing journey of adaptation and innovation.



Methodology

G-P's "2025 World at Work Report" brings together perspectives from 2,000 executives in 3 global markets (Australia, the United Kingdom and the United States) and 4,000 employed professionals in 6 global markets (Australia, France, Germany, Singapore, the United Kingdom and the United States) to look at the current state and sentiment of global employment and how to navigate global business priorities, technology implementation, talent trends.

About G-P

G-P (Globalization Partners) is the recognized leader in global employment, ranked No. 1 in every industry analyst report. G-P's global employment platform delivers everything companies of all sizes need to manage the full employee lifecycle with its trusted Global HR Agent, G-P Gia, and AI-powered Employer of Record (EOR) and Contractor products. G-P supports teams in 180+ countries with more than a decade of global employment experience, the largest team of in-country HR, legal, and compliance experts, and its unmatched proprietary knowledge base.

