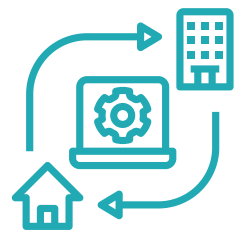


World of Work Preview

As we step into 2025, the world of work continues to evolve at a remarkable pace, influenced by technological advancements, shifting employee expectations, and an increasing focus on diversity, technology, and sustainability. Drawing on data-driven insights, industry expertise, and real-world case studies, we dive deep into the challenges and opportunities faced by organisations across sectors. With the global workforce more flexible and digitally connected than ever, businesses are tasked with building resilient, people-centered cultures that can thrive in this new landscape. From the rise of hybrid work and AI to the demand for holistic wellbeing and purposeful work, this report sheds light on the strategies top employers are adopting to attract, engage, and retain talent. Join us as we uncover key insights for leaders navigating the future of work and explore actionable recommendations to create inclusive, adaptive, and purpose-driven organisations that stand ready for whatever lies ahead.



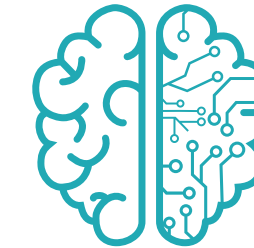
Suggestions for employers **from our upcoming report**



Adapt to Hybrid and Remote Work
Invest in technology, create flexible work policies, and ensure that remote workers are supported.



Focus on Skills, Not Degrees
Shift hiring practices toward skills-based approaches and provide opportunities for reskilling and up-skilling.



Embrace AI and Automation
Upskill employees in new technologies, while fostering human-AI collaboration.



Foster Inclusive Workplaces:
Make DEI a central part of the organisational culture and leadership development.



Prioritise Well-being
Invest in holistic wellness programs that support mental health, work-life balance, and personal growth.

We surveyed over 1000 individuals, mostly from Australia, in October 2024 alongside drawing from partner data and other research



Leverage Untapped Talent
Tap into the untapped global talent pool and create flexible work arrangements to attract the best candidates.



Provide Personalised Career Development
Offer tailored career paths and growth opportunities to meet individual employee needs.



Lead with Sustainability and Purpose
Integrate Environmental, Social, and Governance (ESG) principles into your business strategy and establish clear, targeted goals for the entire organisation.

Employment lifecycle 6 actionable takeaways from today

Attract new employees with remuneration and benefits

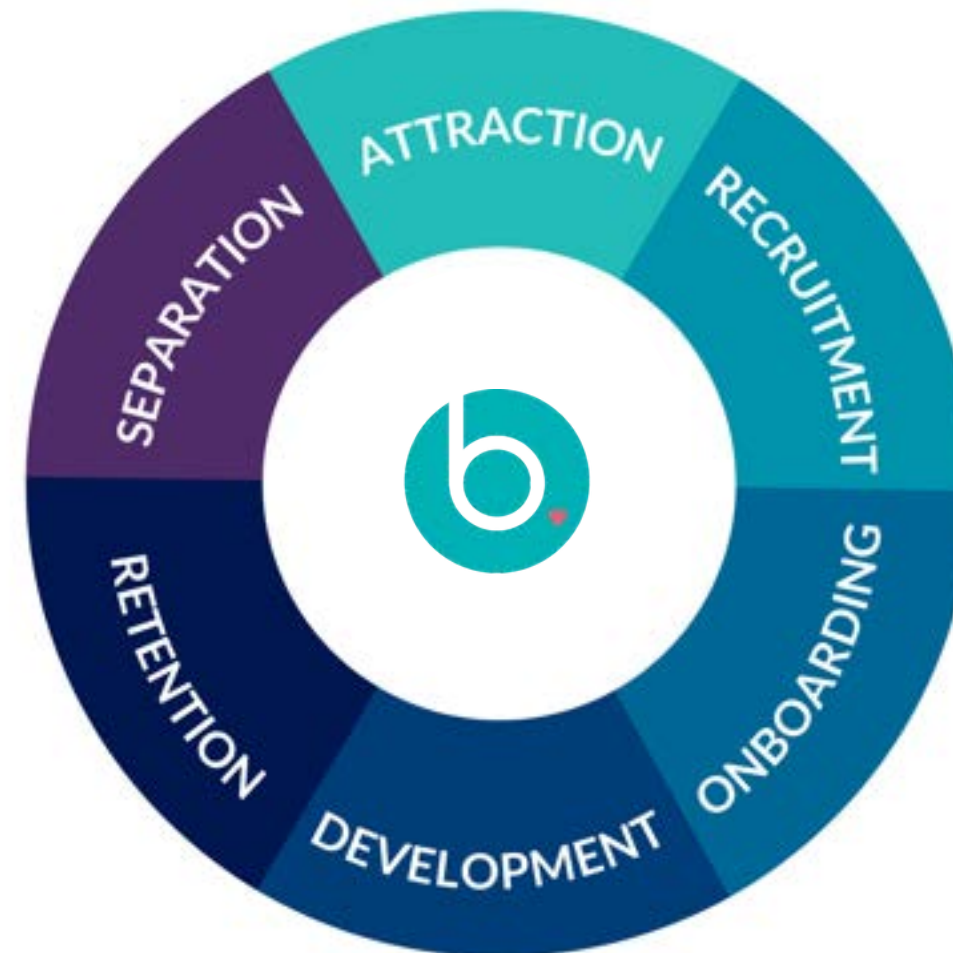
in addition to job stability, security and opportunities for learning and skill development.

Priorities vary across generations, with younger employees valuing growth and development, while older employees place greater emphasis on company culture.

Tip: highlight these features in your job advertisements to attract a diverse talent pool.

Recruitment : Take a skills based approach

Our clients tell us that after matching salary expectations, their 2nd biggest hiring challenge is that the skills they need are seemingly unavailable. Skills-based hiring is emerging as a powerful alternative to traditional recruitment, which often emphasises education, previous roles, and job titles. By shifting the focus to a candidate's actual capabilities, skills-based hiring prioritises what someone can do over where they've been, ensuring a better match for the role and fostering more inclusive hiring practices. **Tip :** use assessments and simulations to assist with selection and ensure position descriptions emphasise key skills. Tap into a global talent pool and create flexible work arrangements to attract the best candidates.



Retention = providing flexibility, pay, culture and opportunity

Employees value flexible work hours and location options, like remote or hybrid setups, which enhance work-life balance and demonstrate trust. Fair pay, bonuses, and incentives are essential for job satisfaction, highlighting remuneration's role in employee commitment. A collaborative, inclusive environment that promotes teamwork and community is crucial for positive workplace culture. Finally, opportunities for skill development and career progression are vital for employee engagement and retention.

Provide adequate training and development on AI

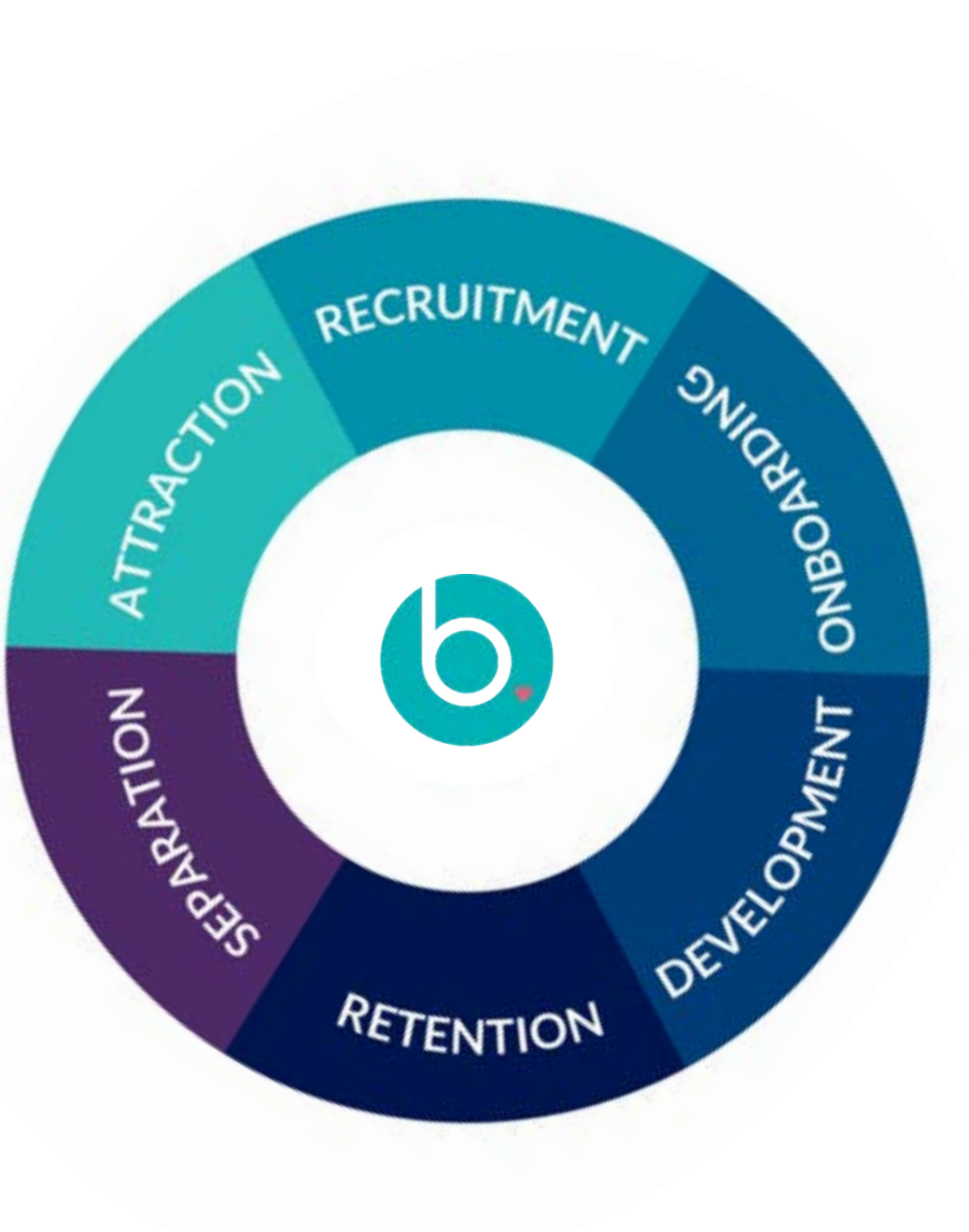
We are fascinated, uncertain and excited by AI, in that order. Whilst the majority of respondents believe it will free up time and improve the way they work, they feel inadequately trained by their organisation.

Onboarding - employers must clarify learning path opportunities to new hires

The priority attachment driver for improvement is Learning Path defined as 'The understanding of the learning opportunities, formal and informal, internal and external, available to the new employee to support their career direction and progression within the organisation'. We use the EAI (Employee Attachment Inventory) at 90 days after start date.

How can we help **you?**

Established in 2001 our purpose is to enrich lives and livelihoods through meaningful work, supporting the development of workplaces where individuals deliver value and feel valued.



Recruiting across Board to graduate roles and all in between. Temporary, Permanent and Contract roles.



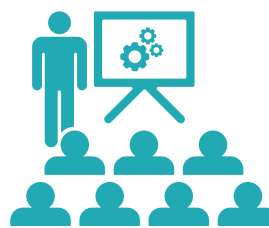
National coverage, large social media presence, wide range of industry partners



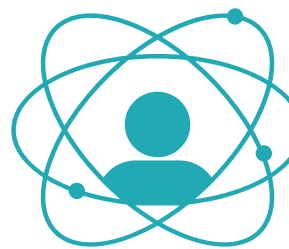
Sector specific roundtables and working groups



Insights from our industry data



Recruitment and Selection training including skills based hiring.



Consultants with deep sector knowledge



Professional Development and Mentoring Programs with scholarships for the Charity sector



HR, DEI and workplace consulting

We believe that by placing people first, we contribute to a better professional landscape and society in Australia.

A dramatic underwater scene featuring three divers silhouetted against a bright light source, likely the sun, creating a strong lens flare and illuminating the water with a deep blue glow. The divers are positioned in a triangular formation, with one diver at the top right and two others below and to the left. The water's surface is visible at the top, with light rays filtering through. The overall mood is mysterious and adventurous.

Curious for more?

Read on for a deeper dive

At a glance **survey stats**



Generational Mix

Gen Z – 8.57 %
Millennial – 35.89
Gen x – 42.05 %
Baby Boom – 10 %



Position Level

Founder / CEO – 3.7 %
Executive – 13.8 %
Manager – 27.6%
Specialist – 19 %
Admin - 23 %

66%

Gender
respondents
identified
as female

54%

Actively looking for work

50%

Have trust in leadership

46%

Intend to work for employer
in a years time



Employment Status

70% Currently employed
48 % - Perm
6.4 % - Temp
14.5% - Contract

8%

Identify as a person
with disability



Type of Disability

Physical – 20 %
Sensory – 6.5 %
Intellectual – 2 %
Mental Illness – 35 %
Neurodivergent – 29 %
Medical – 9.5 %

Which of the following factors are most important to you when considering a new job opportunity?



Remuneration and benefits scored highest followed by job stability/ security, supportive management and the opportunity to learn and develop new skills



Generational Split

18 - 27

Stability and job security
Opportunities to learn and develop new skills
Opportunities for career growth

28 - 43

Remuneration and benefits
Stability and job security
Opportunities to learn and develop new skills

44 - 59

Remuneration and benefits
Stability and job security
A positive and collaborative company culture

60 - 69

Helpful and Supportive Management
A positive and collaborative company culture
Stability and job security

70+

Office location
Challenging and Impactful Work, Remuneration and Benefits, Helpful and Supportive Management

What are the top 3 reasons that would drive you to seek a new job opportunity elsewhere?



Seeking promotion and higher salary scored highest followed by management style and company culture not a fit. Unhappy with work life balance and feeling undervalued also scored high with this question.



Generational Split

18 - 27

Seeking promotion
Dissatisfied with salary
Company culture not a fit

28 - 43

Seeking promotion
Dissatisfied with salary
Unhappy with work life balance

44 - 59

Management style
Dissatisfied with salary
Seeking promotion

60 - 69

Company culture not a fit
Management style
Feeling undervalued

70+

Company culture not a fit

Top Emotions When Thinking About AI



Over 40% believe AI will improve work life balance but many feel they are inadequately trained by their organisation

“My organisation provides sufficient training on the capabilities, benefits and value of AI”

Strongly Agree	4.75%
Agree	14.78%
Neutral	34.84%
Disagree	28.37%
Strongly Disagree	17.26%

We saw a declining trend and belief that ‘AI will improve the way I work’ as the respondent gets older. With a move to AI being an integral part of business operations moving forward, it is clear that a generational lens to change management, reskilling, training and development is required.

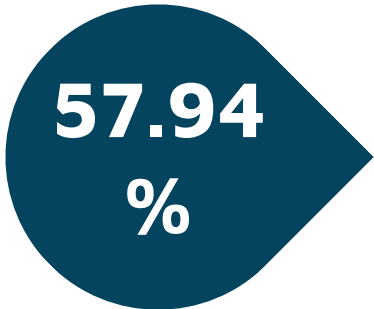
18 - 27
Excitement
Uncertainty
Fascination

28 - 43
Fascination
Uncertainty
Excitement

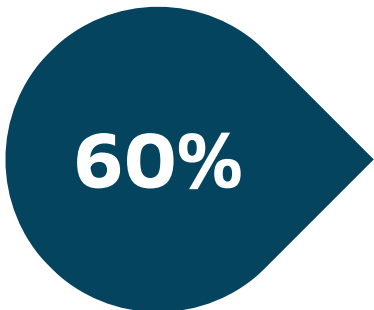
44 - 59
Fascination
Excitement
Uncertainty

60 - 69
Fascination
Uncertainty
Excitement

70+
Uncertainty
Fascination
Excitement



Feel that AI will free up time for more value added work



Feel that AI will improve the way they work

What company benefits (tangible and intangible) are most important to you?

Analysis from free text responses

1 Flexibility including leave

The importance of flexibility, both in terms of work hours and location, is consistently highlighted.

This encompasses a variety of aspects such as remote work, flexible hours, and hybrid models consistently showing that employees value the option to work from home, either full-time or in a hybrid capacity, as it allows them to balance their personal and professional lives more effectively. Additionally, the flexibility to manage their own schedules and work hours is highly appreciated, as it demonstrates trust in their ability to perform their roles effectively. Leave provisions, including annual leave, parental leave, and the flexibility to purchase additional leave, are highly valued tangible benefits.

2 Salary and Remuneration

The responses reveal a consistent pattern of employees valuing fair and competitive remuneration, bonuses, and incentives as key factors in job satisfaction and commitment to a company. This finding is derived from a comprehensive analysis of data, which consistently highlighted the importance of remuneration as a tangible company benefit. The data revealed a clear pattern where employees and interviewees alike valued fair pay, bonuses, and incentives as key factors in their job satisfaction and commitment to a company. The recurring emphasis on remuneration suggests a causal relationship between fair pay and employee retention and attraction.

3 Culture

The data reveals a strong preference for a work environment that fosters collaboration and teamwork, which in turn cultivates a sense of community and shared purpose among employees. This collaborative environment is valued both in its tangible and intangible forms, with benefits ranging from flexible work schedules and supportive management to a positive work culture and opportunities for growth. Furthermore, a supportive and inclusive work environment that respects and values its employees is seen as crucial for maintaining a positive work culture and promoting employee well-being.

4 Opportunity

Opportunities for professional development, training, and career growth are pivotal elements in fostering employee engagement and ensuring retention. These aspects are consistently highlighted by interviewees as crucial company benefits. The data suggests that employees value a supportive environment that encourages skill development and career progression. This not only includes tangible benefits such as training programs and career advancement opportunities but also intangible benefits like a positive workplace culture and flexible work arrangements. .

Skills based hiring

Skills-based hiring is emerging as a powerful alternative to traditional recruitment, which often emphasises education, previous roles, and job titles. By shifting the focus to a candidate's actual capabilities, skills-based hiring prioritises what someone can do over where they've been, ensuring a better match for the role and fostering more inclusive hiring practices.



Ideally a seamless process where recruiting, onboarding, and development align, prioritising the skills essential for driving business success.



Digital Proficiency, Adaptability and Emotional Intelligence are key skills for the sector



Around the globe 3 in 4 say Emotional Intelligence is the most important skill*



Evaluate skills in new ways e.g. assessments, simulations and behavioural based interviewing



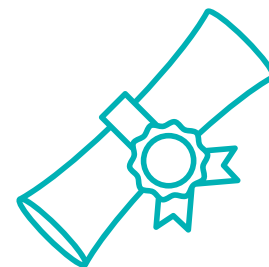
Rewrite job descriptions to emphasise skills



Followed by analytical thinking, flexibility, agility and resilience*



58% have seen an improvements in quality of hire since skills based hiring*



1 in 5 have removed college degree requirements*



Followed by technological literacy, creative thinking, lifelong learning and curiosity*

*This asterix data is sourced from Criteria 2024-2025 Hiring Benchmark Report

What is most important to you to keep you motivated and engaged in the workplace?

Analysis from free text responses
Not listed in any order of priority



1

Ethical workplace practices, transparency, and alignment with personal values and beliefs create a sense of pride and motivation in one's work.

2

Autonomy, flexibility, and control over work arrangements, such as remote or hybrid options, contribute to work-life balance and motivation.

3

Positive relationships with colleagues, managers, and a collaborative work environment that values diverse perspectives and open communication enhance motivation and engagement.

4

Fair compensation, comprehensive benefits, and job security provide a sense of stability and reduce stress, enabling employees to focus on their work.

5

Opportunities for career progression, skill development, and professional growth foster motivation and a sense of purpose.

6

Clear goals, expectations, and a sense of accomplishment from seeing tangible progress towards objectives motivate employees.

7

Intellectually stimulating and challenging tasks that provide opportunities for growth and learning contribute to maintaining motivation.

8

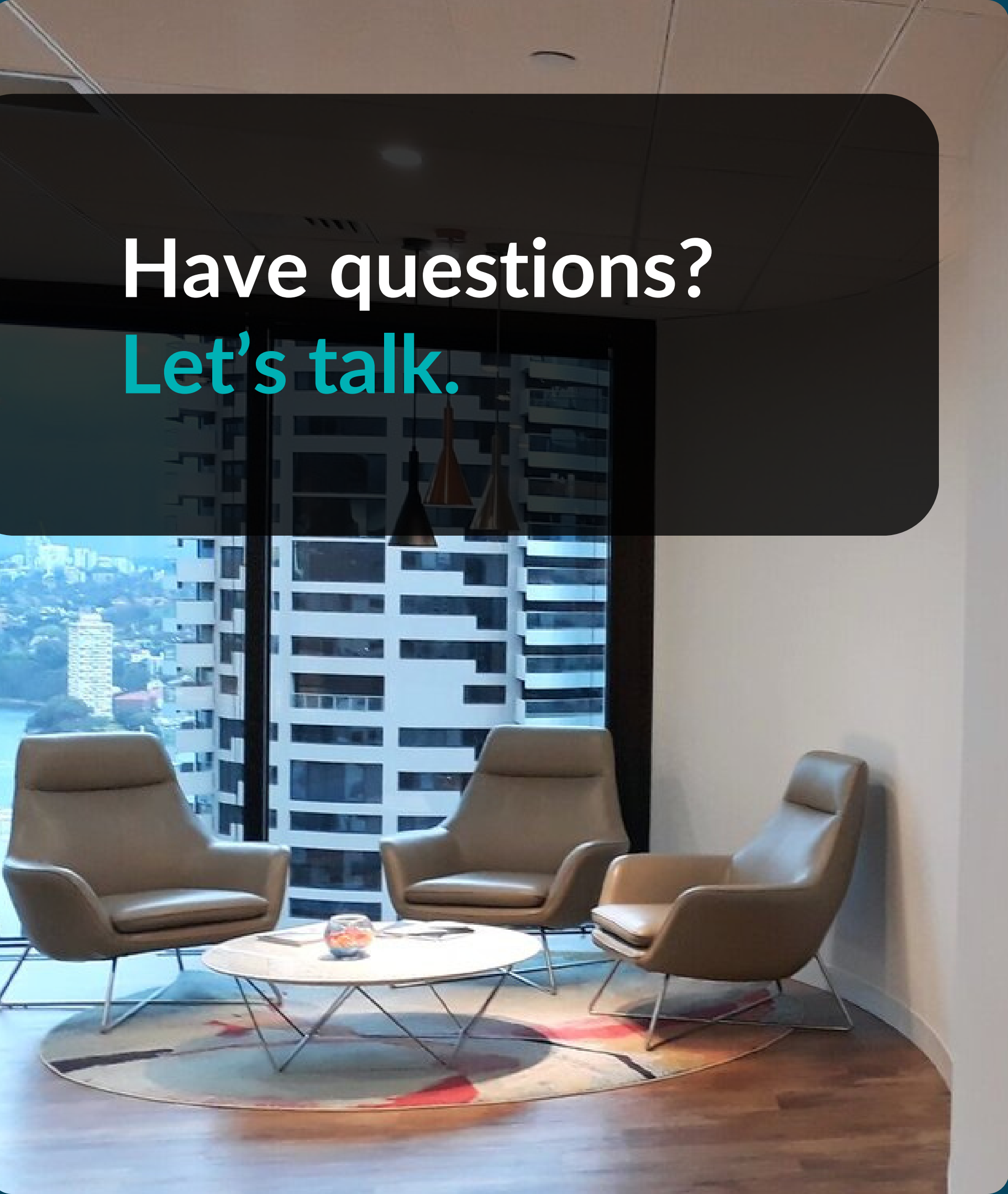
A supportive workplace culture that promotes collaboration, accommodates individual needs, and has positive team dynamics enhances motivation and engagement.

9

Feeling valued, respected, and appreciated by management and colleagues for one's contributions fosters a sense of worth and motivation in the workplace.

10

Engaging in meaningful work that aligns with personal values and contributes to a greater good, such as social justice or environmental causes, provides a sense of purpose and motivation.



Have questions?
Let's talk.



Thank You

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