Candidate Survey

Gi Group Holding
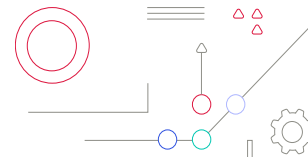
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01 | Talent Attraction

How many candidates will consider a job change within the next six months?
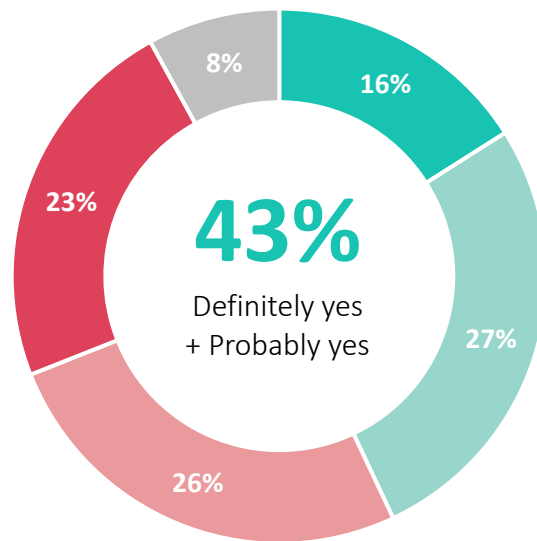
Top 3 countries
- India: 67%
- Portugal: 54%
- Colombia: 52%

Bottom 3 countries
- Germany: 34%
- Czech Republic: 28%
- Slovakia: 25%

43%
Definitely yes
+ Probably yes

16%
27%
26%
23%
8%

- Definitely yes
- Probably yes
- Probably not
- Definitely not
- I don't know

Question: Are you considering looking for a new job within the next 6 months?

Candidates who are considering a job change within the next six months

Total	43%
Food manufacturing	42%
Logistics	39%
Manufacturing	38%
Life Sciences / Pharma	35%
Other	42%
Open to Work	87%
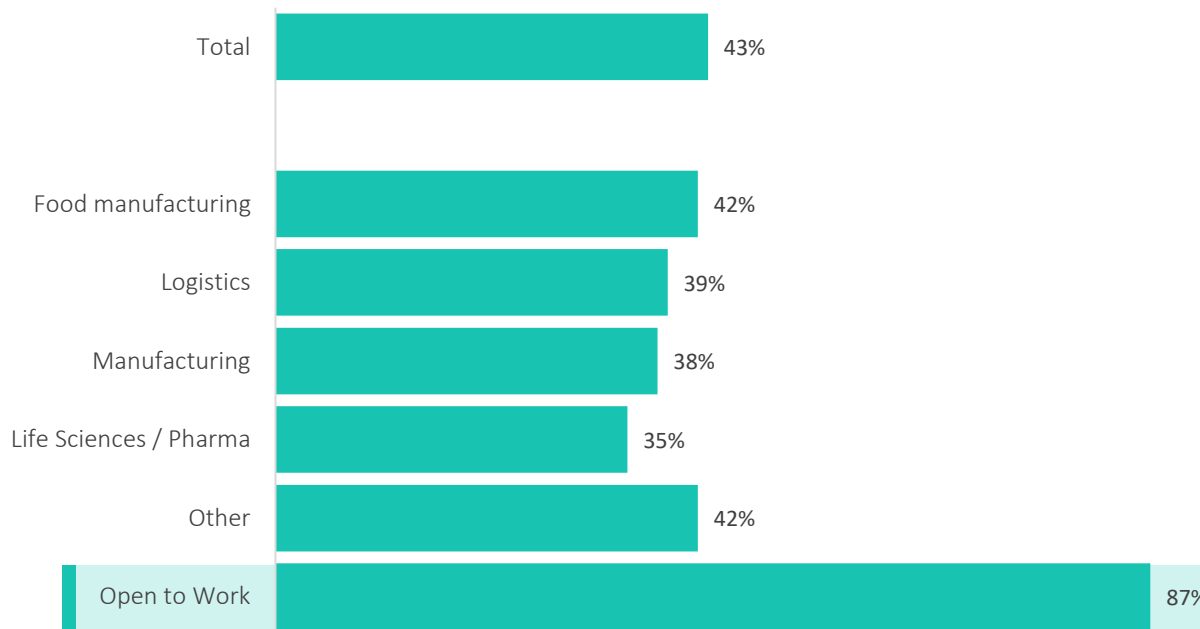
Question: Are you considering looking for a new job within the next 6 months?

Factors driving job changes

(Base: Respondents considering a job change)

Factor	First choice	Second choice	Third choice
Seeking better pay or benefits	30%	17%	12%
Desire for improved work-life balance	12%	13%	14%
Looking for growth or promotion opportunities	11%	13%	12%
Seeking greater job stability or security	12%	12%	10%
Looking for more flexibility	10%	12%	12%
Interest in a role with more purpose and alignment with personal values	7%	10%	11%
Desire for new challenges	7%	9%	11%
Dissatisfaction with company culture or leadership	6%	8%	9%
I want to move to a different industry	5%	6%	9%

- First choice
- Second choice
- Third choice

Question: What factors drive your decision?

Factors driving job changes

(Base: Respondents considering a job change)

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Seeking better pay or benefits	**59%**	56%	63%	58%	62%	58%	54%
Desire for improved work-life balance	**39%**	41%	41%	36%	40%	37%	37%
Looking for growth or promotion opportunities	**37%**	37%	38%	34%	41%	37%	33%
Looking for more flexibility (e.g., hybrid or remote work options, 4-days week)	**34%**	34%	32%	34%	28%	33%	45%
Seeking greater job stability or security	**34%**	33%	34%	34%	31%	32%	40%
Interest in a role with more purpose and alignment with personal values	**28%**	27%	24%	32%	27%	29%	29%
Desire for new challenges	**27%**	27%	25%	25%	29%	30%	26%
Dissatisfaction with company culture or leadership	**23%**	26%	24%	25%	26%	23%	16%
I want to move to a different industry	**20%**	19%	19%	21%	16%	23%	20%

Question: What factors drive your decision?

Response timeframe after which candidates lose interest

5% — Less than 24 hours
22% — 1-3 days
25% — Less than a week
27% — 1-2 weeks
14% — More than two weeks
7% — I don't know
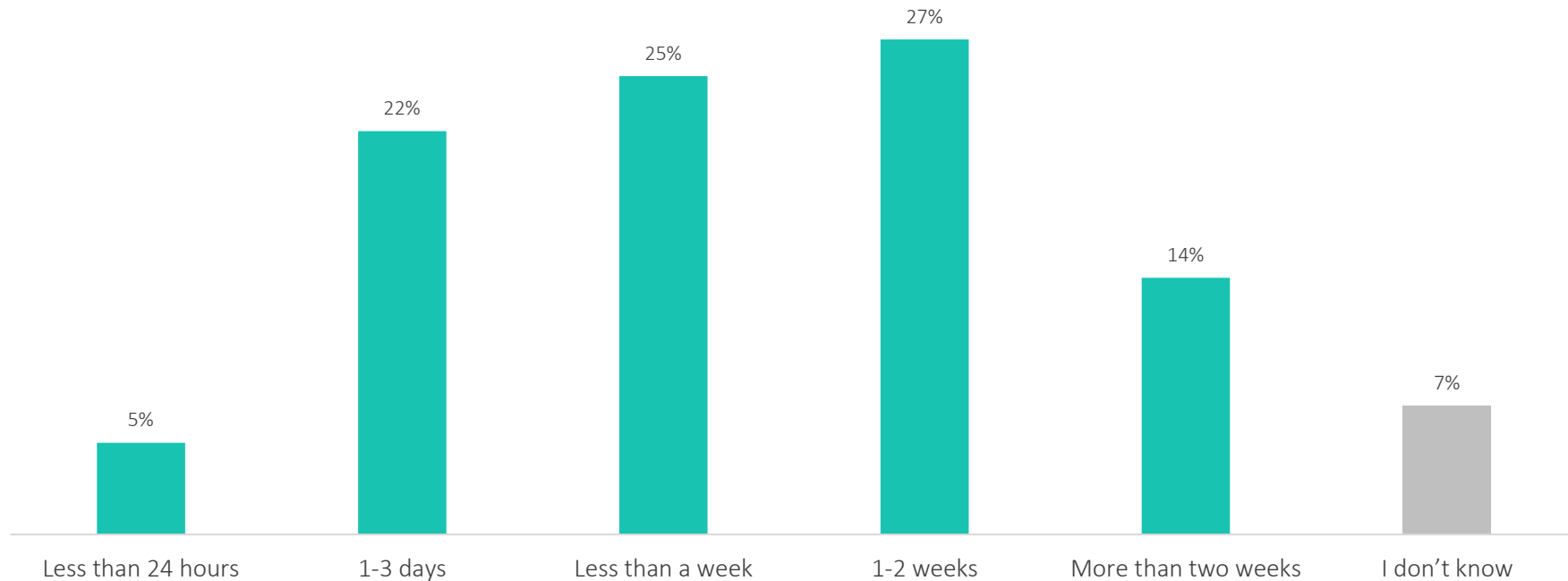
Question: After applying for a position, what is the maximum time you expect to wait for an initial response before losing interest in the role?

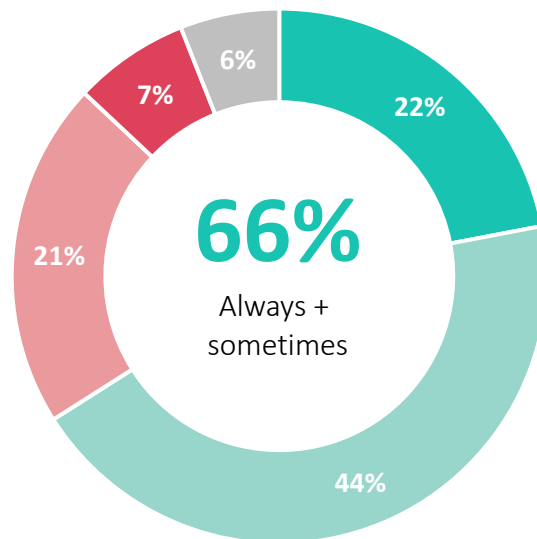# Company feedback frequency after applying for a position

Top 3 countries
- Greater China: 88%
- India: 84%
- Germany: 78%

Bottom 3 countries
- Spain: 53%
- Hungary: 52%
- Italy: 46%

66%
Always + sometimes

22%
44%
21%
7%
6%

- Yes, always
- Yes, sometimes
- Yes, rarely
- No, never
- I don't know

Question: When you apply for a position, do you usually receive feedback from the company?

Importance of at least one interview conducted face-to-face

Top 3 countries
- Greater China: 97%
- India: 95%
- Colombia: 95%

Bottom 3 countries
- Portugal: 88%
- Switzerland: 86%
- Poland: 62%

90%
Very important +
fairly important

54%

36%

7%

2%
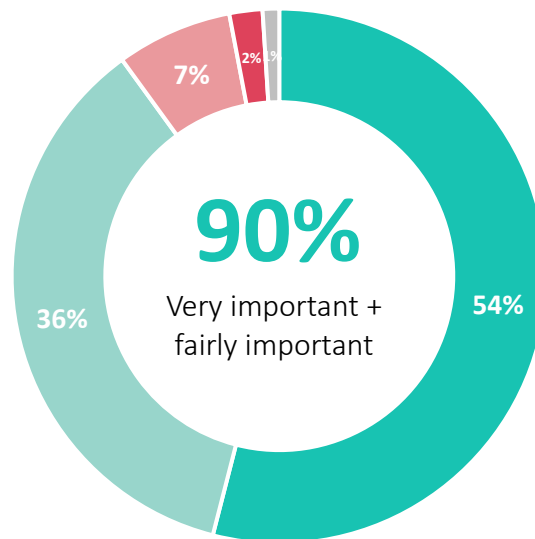
- Very important
- Fairly important
- Unimportant
- Not at all important
- I don't know

Question: How important do you think it is for at least one interview to be conducted face-to-face?

Feelings toward the use of AI as part of the recruitment process
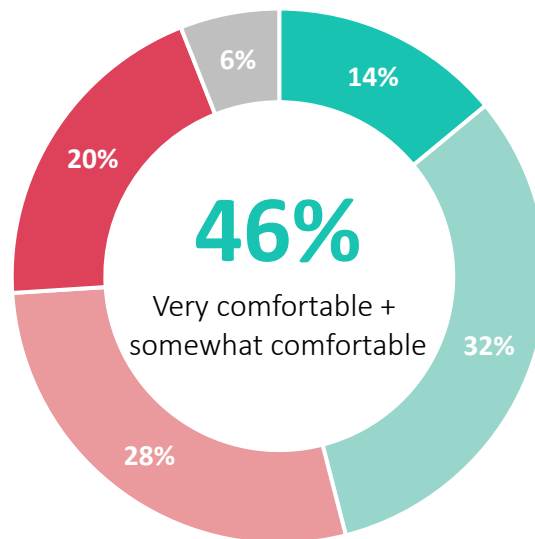
Top 3 countries
- India: 79%
- Greater China: 78%
- Brazil: 64%

Bottom 3 countries
- Poland: 36%
- Ireland: 35%
- Netherlands: 30%

46%
Very comfortable +
somewhat comfortable

14%
32%
28%
20%
6%

- Very comfortable
- Somewhat comfortable
- Somewhat uncomfortable
- Very uncomfortable
- I don't know

Question: How would you feel if part of the recruiting process was handled by a chatbot or artificial intelligence tool?

Candidates who feel comfortable with AI in recruitment processes

Category	Value
Total	46%
Food manufacturing	49%
Manufacturing	48%
Logistics	46%
Life Sciences / Pharma	42%
Other	47%
Open to Work	46%

Question: How would you feel if part of the recruiting process was handled by a chatbot or artificial intelligence tool?

Factors that would most influence interest in the role
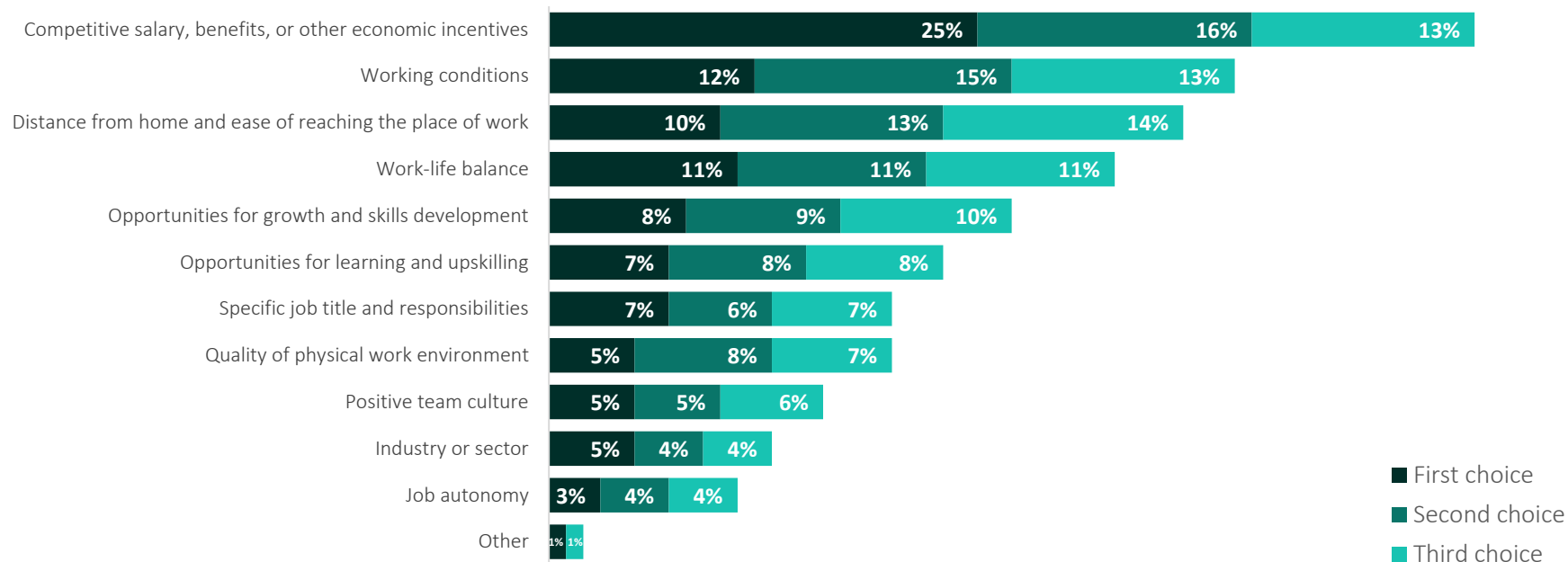
Factor	First choice	Second choice	Third choice
Competitive salary, benefits, or other economic incentives	25%	16%	13%
Working conditions	12%	15%	13%
Distance from home and ease of reaching the place of work	10%	13%	14%
Work-life balance	11%	11%	11%
Opportunities for growth and skills development	8%	9%	10%
Opportunities for learning and upskilling	7%	8%	8%
Specific job title and responsibilities	7%	6%	7%
Quality of physical work environment	5%	8%	7%
Positive team culture	5%	5%	6%
Industry or sector	5%	4%	4%
Job autonomy	3%	4%	4%
Other	1%	1%	

Question: If contacted by a company you haven't heard of, what factors would most influence your interest in the role?

Factors that would most influence interest in the role

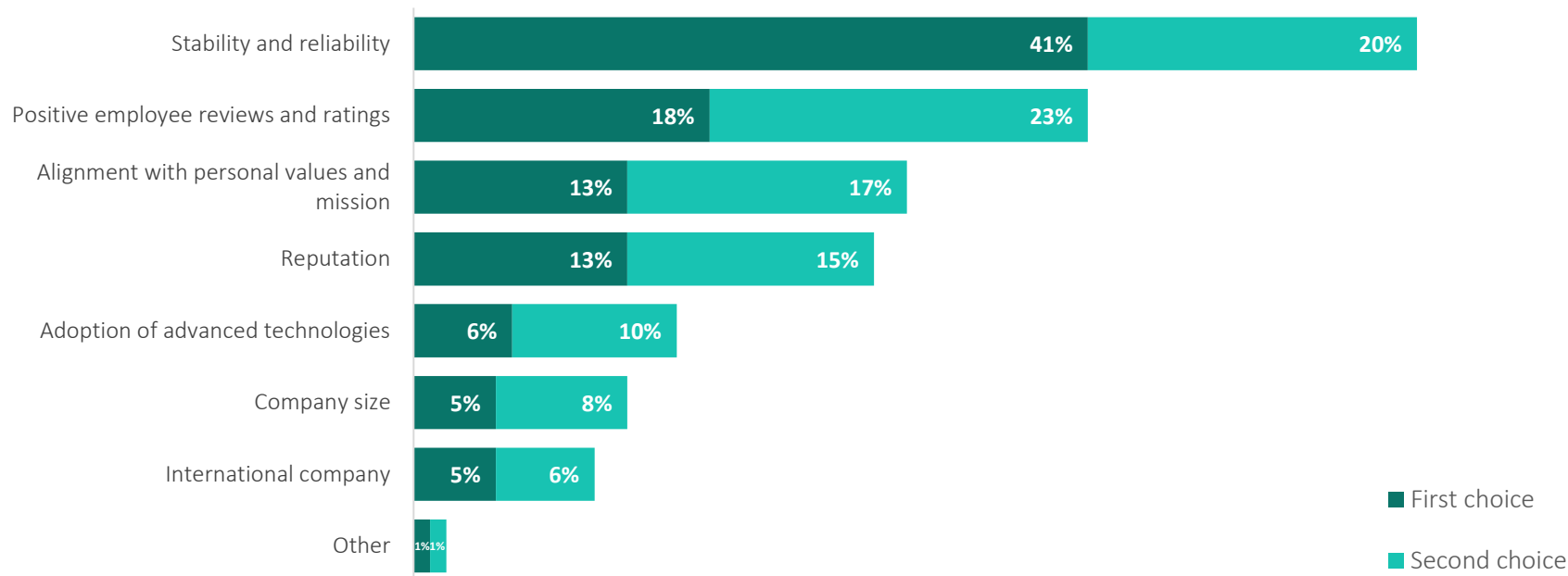|	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Competitive salary, benefits, or other economic incentives	**54%**	55%	56%	54%	58%	52%	46%
Working conditions	**41%**	41%	40%	40%	36%	43%	48%
Distance from home and ease of reaching the place of work	**37%**	36%	37%	35%	39%	37%	39%
Work-life balance	**33%**	36%	32%	31%	32%	33%	28%
Opportunities for growth and skills development	**27%**	25%	28%	28%	28%	27%	24%
Opportunities for learning and upskilling	**24%**	22%	24%	27%	22%	23%	27%
Specific job title and responsibilities	**21%**	21%	22%	17%	22%	21%	19%
Quality of physical work environment	**20%**	21%	20%	21%	19%	20%	21%
Positive team culture	**16%**	18%	16%	17%	15%	16%	19%
Industry or sector	**13%**	12%	11%	14%	16%	14%	13%
Job autonomy	**12%**	12%	12%	12%	13%	12%	11%
Other	**2%**	2%	2%	2%	1%	2%	4%

Question: If contacted by a company you haven't heard of, what factors would most influence your interest in the role?

Most appealing company characteristics

Characteristic	First choice	Second choice
Stability and reliability	41%	20%
Positive employee reviews and ratings	18%	23%
Alignment with personal values and mission	13%	17%
Reputation	13%	15%
Adoption of advanced technologies	6%	10%
Company size	5%	8%
International company	5%	6%
Other	1%	1%

■ First choice
■ Second choice

Question: When considering a company to apply to, which characteristics do you find most appealing?

Most appealing company characteristics

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Stability and reliability	**61%**	63%	62%	57%	64%	59%	62%
Positive employee reviews and ratings	**40%**	43%	39%	39%	41%	40%	42%
Alignment with personal values and mission	**30%**	35%	27%	30%	26%	30%	33%
Reputation	**27%**	26%	27%	27%	28%	29%	24%
Adoption of advanced technologies	**16%**	14%	16%	19%	16%	16%	13%
Company size	**12%**	9%	14%	14%	13%	12%	13%
International company	**11%**	8%	11%	12%	11%	11%	11%
Other	**2%**	2%	2%	2%	2%	2%	3%

Question: When considering a company to apply to, which characteristics do you find most appealing?

Preferences regarding the size of the company

Small company
(< 50 employees) — 26%

Medium company
(51-500 employees) — 50%

Large company
(500+ employees) — 24%
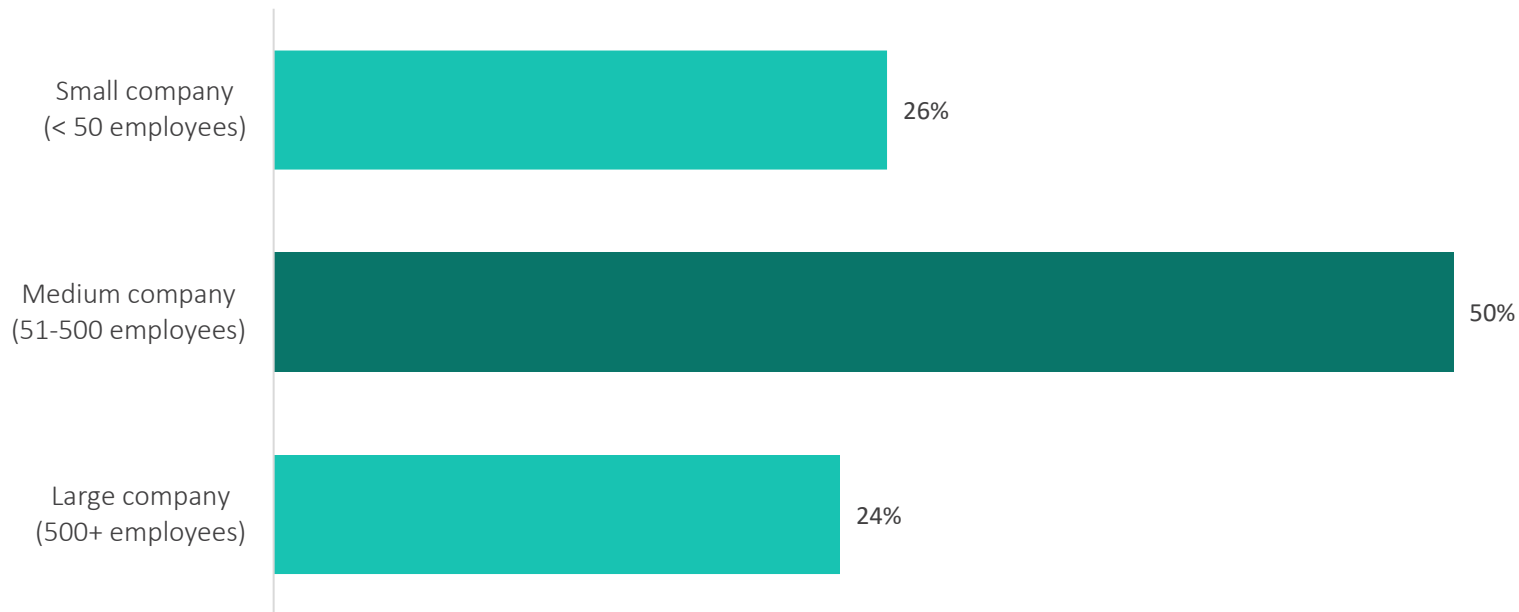
Question: Do you prefer working at a...

Preferences regarding the size of the company

Life Sciences / Pharma
- 25%
- 49%
- 25%

Logistics
- 23%
- 52%
- 25%

Food Manufacturing
- 28%
- 48%
- 24%

Manufacturing
- 21%
- 53%
- 26%

Other
- 29%
- 46%
- 25%

Open to Work
- 38%
- 47%
- 15%

■ Small company (> 50 employees)

■ Medium company (51-500 employees)

■ Large company (500+ employees)
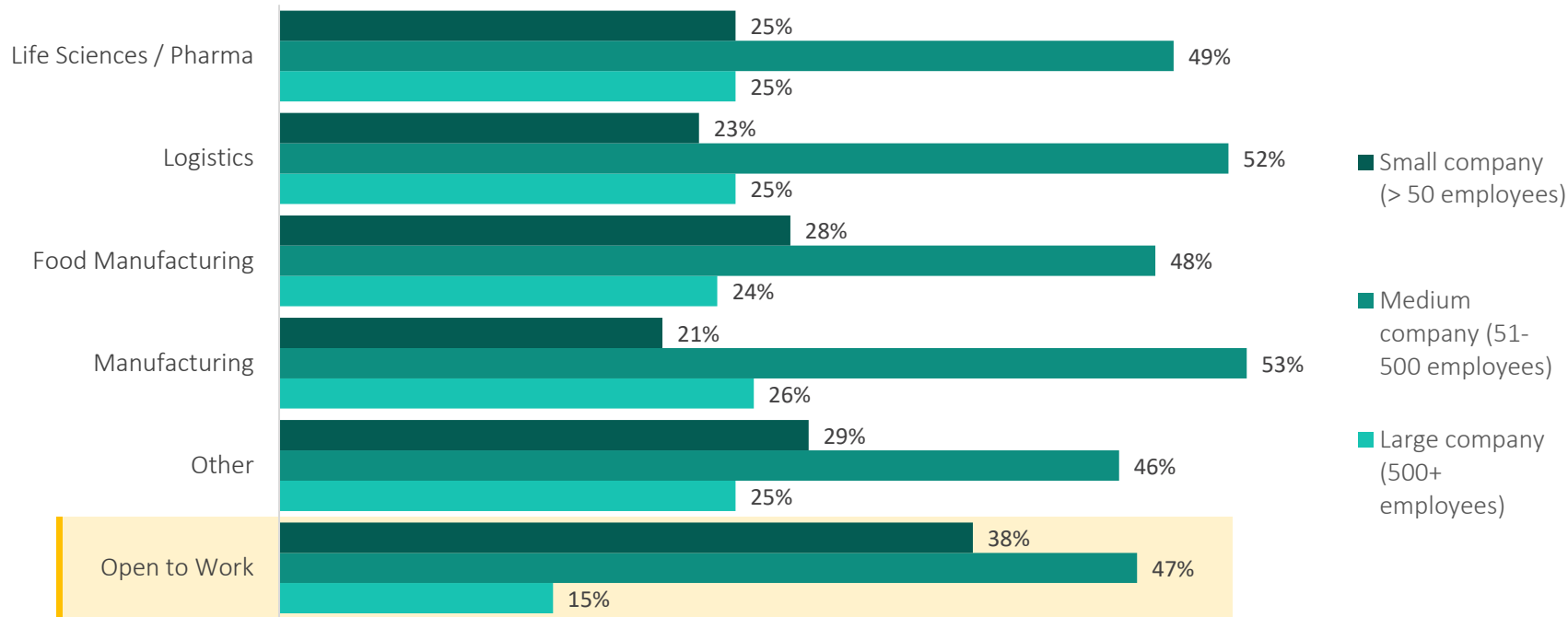
Question: Do you prefer working at a...

Level of agreement with the company size

Statement	Strongly agree (Rating 8-10)	Somewhat agree (Rating 6-7)	Somewhat disagree (Rating 4-5)	Strongly disagree (Rating 1-3)
Larger companies commonly offer more access to resources, training, and benefits	59%	21%	11%	9%
Larger companies typically offer more stability and well-defined roles	55%	23%	14%	9%
Opportunities for growth are greater in larger companies	54%	23%	14%	9%
Close-knit team environment and hands-on experience are often found in smaller companies	54%	22%	14%	10%
Small or growing companies offer more flexibility and potential for varied roles	49%	25%	16%	10%
In a big and prestigious company, you could be overwhelmed by a competitive environment or high-performance expectations	50%	23%	15%	12%
In larger companies the decision-making process is too slow	44%	25%	18%	13%
In smaller companies you usually have limited access to resources or benefits	42%	26%	18%	13%

■ Strongly agree (Rating 8-10) ■ Somewhat agree (Rating 6-7) ■ Somewhat disagree (Rating 4-5) ■ Strongly disagree (Rating 1-3)
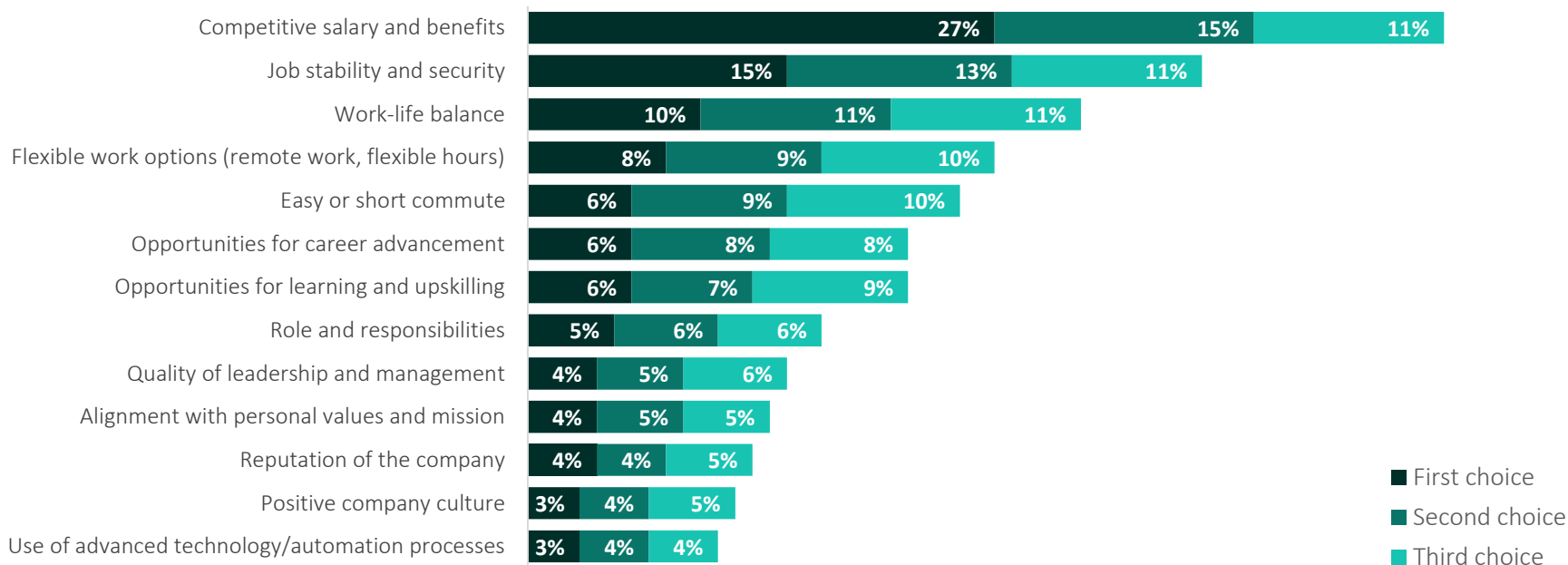
Question: How much do you agree with the following statements?

Level of agreement with the company size

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Larger companies commonly offer more access to resources, training, and benefits	**80%**	83%	82%	78%	82%	79%	74%
Larger companies typically offer more stability and well-defined roles	**78%**	78%	81%	76%	80%	75%	72%
Opportunities for growth are greater in larger companies	**77%**	79%	77%	75%	78%	77%	69%
Close-knit team environment and hands-on experience are often found in smaller companies	**77%**	76%	79%	73%	80%	75%	73%
Small or growing companies offer more flexibility and potential for varied roles	**74%**	73%	76%	74%	78%	72%	69%
In a big and prestigious company, you could be overwhelmed by a competitive environment or high-performance expectations	**73%**	75%	74%	71%	74%	72%	73%
In larger companies the decision-making process is too slow	**69%**	69%	71%	67%	72%	70%	57%
In smaller companies you usually have limited access to resources or benefits	**68%**	70%	71%	67%	70%	65%	61%

Question: How much do you agree with the following statements?
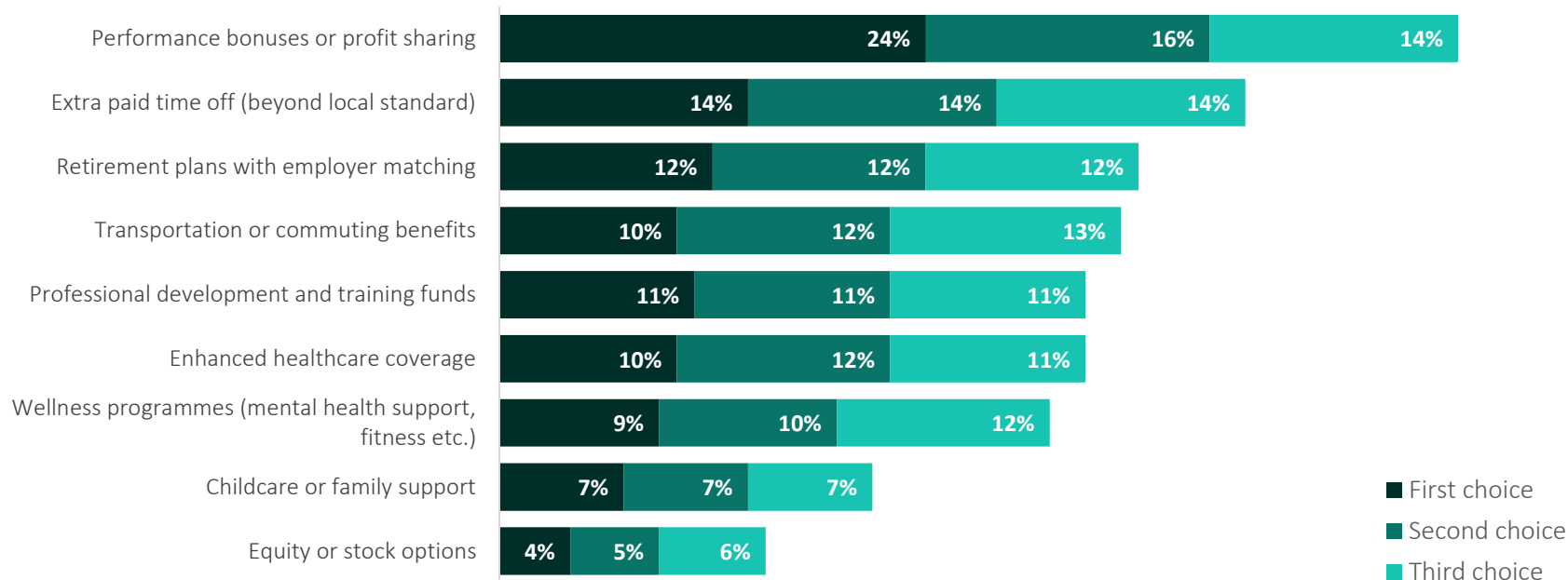
Top reasons for accepting a job offer

Reason	First choice	Second choice	Third choice
Competitive salary and benefits	27%	15%	11%
Job stability and security	15%	13%	11%
Work-life balance	10%	11%	11%
Flexible work options (remote work, flexible hours)	8%	9%	10%
Easy or short commute	6%	9%	10%
Opportunities for career advancement	6%	8%	8%
Opportunities for learning and upskilling	6%	7%	9%
Role and responsibilities	5%	6%	6%
Quality of leadership and management	4%	5%	6%
Alignment with personal values and mission	4%	5%	5%
Reputation of the company	4%	4%	5%
Positive company culture	3%	4%	5%
Use of advanced technology/automation processes	3%	4%	4%

■ First choice
■ Second choice
■ Third choice

Question: What would be your top reason for accepting a job offer?

Top reasons for accepting a job offer

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Competitive salary and benefits	**52%**	54%	55%	49%	57%	49%	45%
Job stability and security	**39%**	39%	39%	38%	40%	38%	36%
Work-life balance	**32%**	35%	33%	32%	30%	32%	29%
Flexible work options (remote work, flexible hours)	**27%**	28%	23%	27%	24%	30%	35%
Easy or short commute	**25%**	25%	25%	25%	25%	25%	28%
Opportunities for career advancement	**22%**	20%	23%	23%	21%	22%	19%
Opportunities for learning and upskilling	**21%**	20%	20%	25%	19%	21%	22%
Role and responsibilities	**17%**	15%	17%	16%	19%	17%	13%
Quality of leadership and management	**15%**	14%	15%	16%	17%	14%	16%
Alignment with personal values and mission	**14%**	15%	12%	12%	12%	14%	17%
Reputation of the company	**13%**	12%	14%	14%	14%	14%	13%
Positive company culture	**12%**	13%	12%	12%	11%	12%	13%
Use of advanced technology/automation processes	**11%**	9%	11%	12%	11%	13%	13%

Question: What would be your top reason for accepting a job offer?

Additional benefits that make a company stand out

	First choice	Second choice	Third choice
Performance bonuses or profit sharing	24%	16%	14%
Extra paid time off (beyond local standard)	14%	14%	14%
Retirement plans with employer matching	12%	12%	12%
Transportation or commuting benefits	10%	12%	13%
Professional development and training funds	11%	11%	11%
Enhanced healthcare coverage	10%	12%	11%
Wellness programmes (mental health support, fitness etc.)	9%	10%	12%
Childcare or family support	7%	7%	7%
Equity or stock options	4%	5%	6%

Question: When considering job offers, which additional benefits would make a company stand out to you?

23

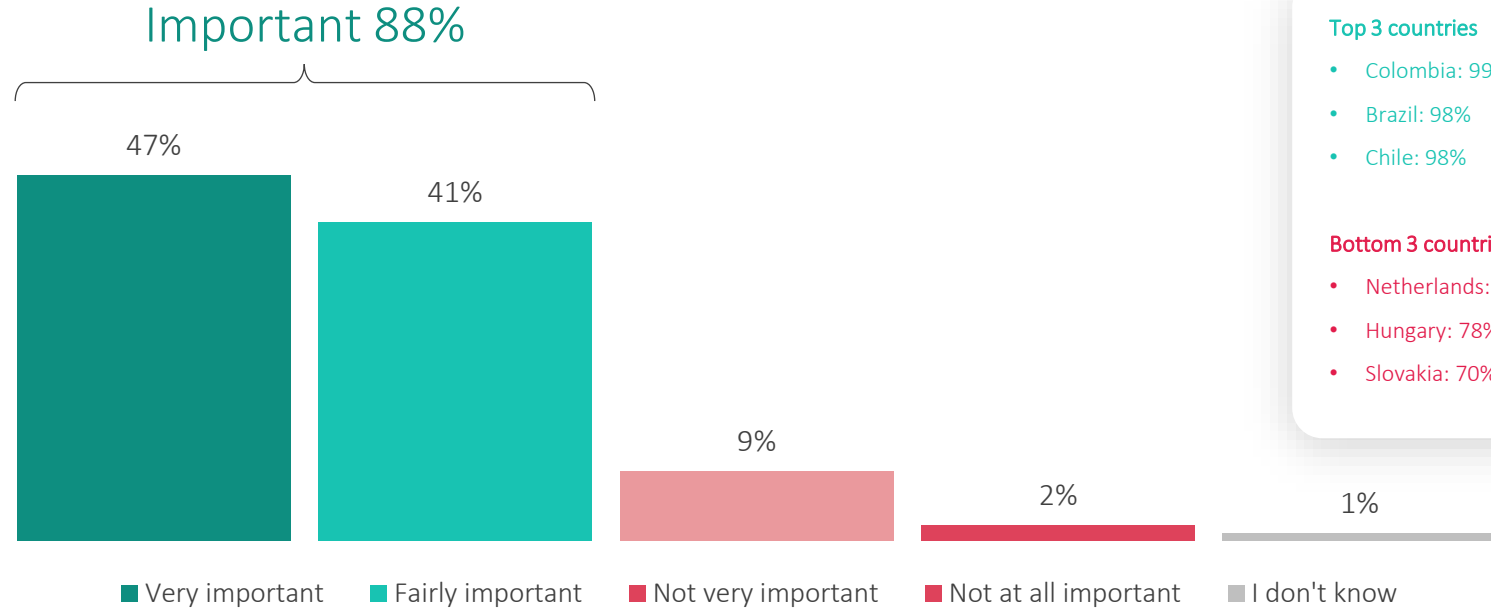# Additional benefits that make a company stand out

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Performance bonuses or profit sharing	**54%**	50%	55%	53%	60%	53%	49%
Extra paid time off (beyond local standard)	**42%**	45%	44%	40%	42%	41%	42%
Retirement plans with employer matching	**36%**	35%	37%	34%	38%	39%	28%
Transportation or commuting benefits	**35%**	33%	39%	34%	33%	33%	36%
Professional development and training funds	**33%**	33%	30%	35%	33%	33%	35%
Enhanced healthcare coverage	**32%**	38%	29%	31%	32%	30%	33%
Wellness programmes (mental health support, fitness etc.)	**31%**	31%	29%	34%	28%	31%	35%
Childcare or family support	**22%**	21%	19%	24%	19%	23%	28%
Equity or stock options	**16%**	14%	18%	15%	16%	17%	15%

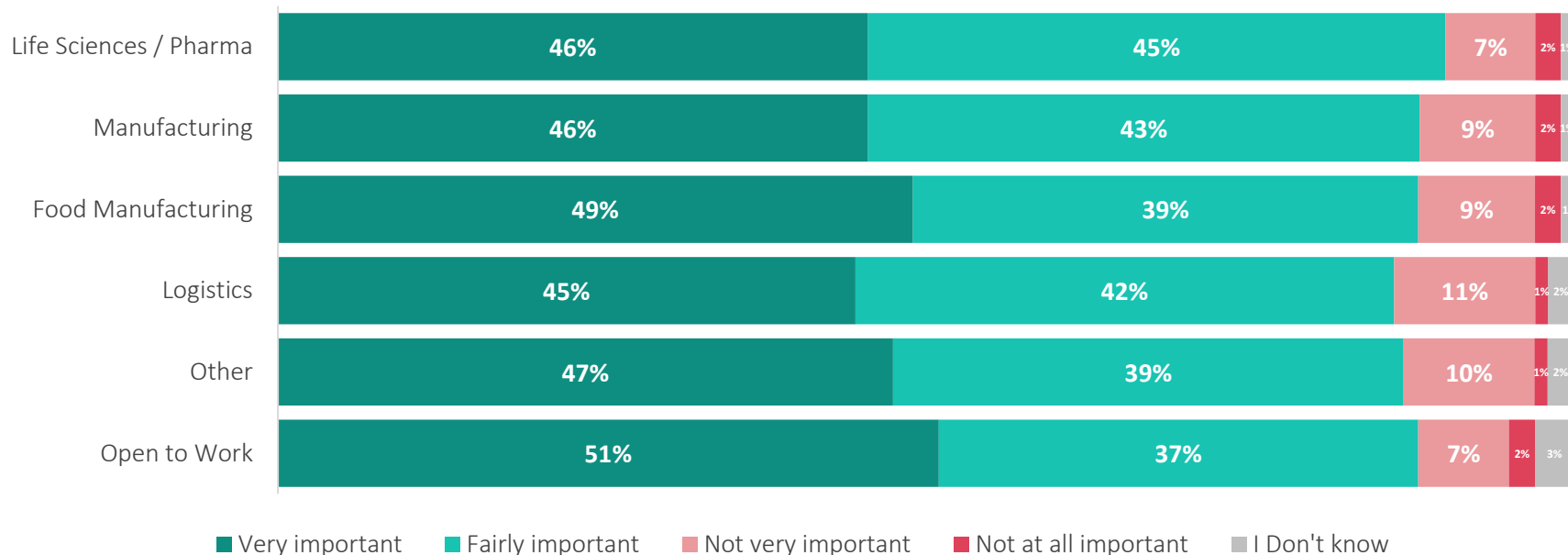Question: When considering job offers, which additional benefits would make a company stand out to you?

02 | Continuous Learning & Development

Importance of continuous learning for career success

Important 88%

47%

41%

9%

2%

1%

■ Very important ■ Fairly important ■ Not very important ■ Not at all important ■ I don't know

Top 3 countries
- Colombia: 99%
- Brazil: 98%
- Chile: 98%

Bottom 3 countries
- Netherlands: 78%
- Hungary: 78%
- Slovakia: 70%

Question: How important is continuous learning to your career success?

Importance of continuous learning for career success

Sector	Very important	Fairly important	Not very important	Not at all important	I Don't know
Life Sciences / Pharma	46%	45%	7%	2%	1%
Manufacturing	46%	43%	9%	2%	1%
Food Manufacturing	49%	39%	9%	2%	1%
Logistics	45%	42%	11%	1%	2%
Other	47%	39%	10%	1%	2%
Open to Work	51%	37%	7%	2%	3%

■ Very important ■ Fairly important ■ Not very important ■ Not at all important ■ I Don't know

Question: How important is continuous learning to your career success?

Responsibility for employee skill development
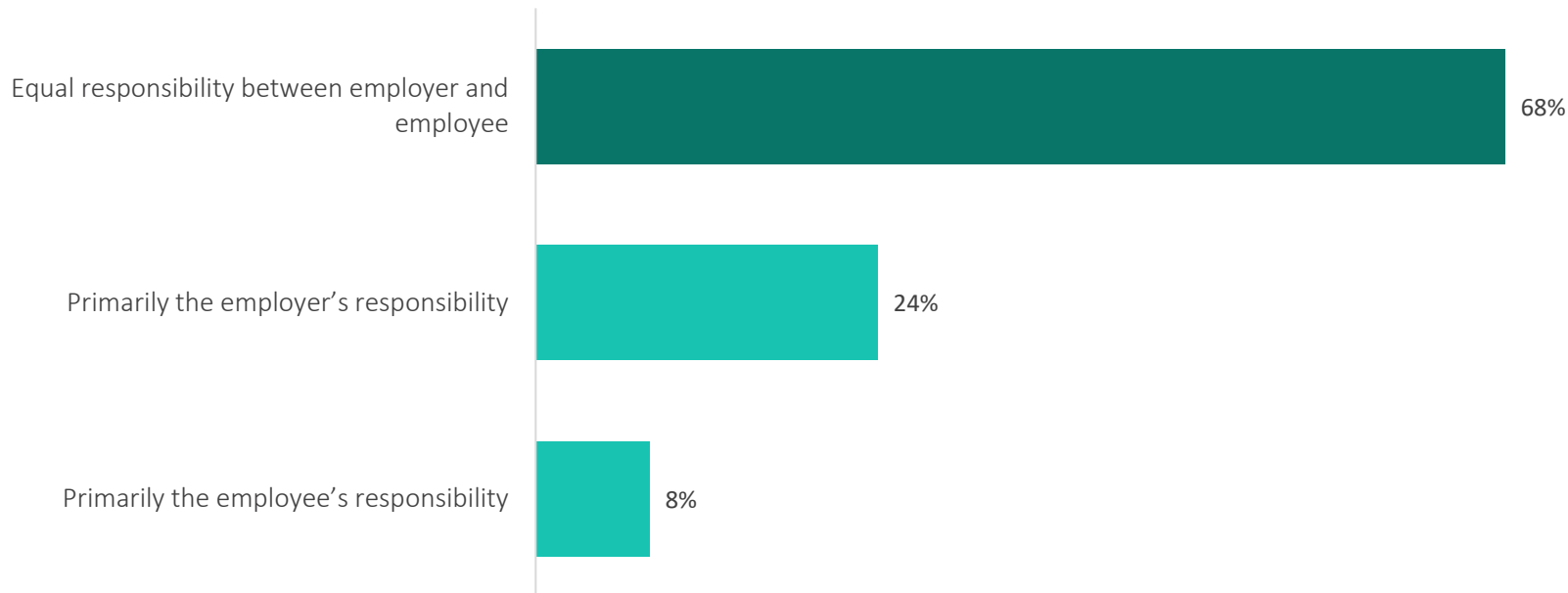
Equal responsibility between employer and employee	68%
Primarily the employer's responsibility	24%
Primarily the employee's responsibility	8%

Question: How much responsibility do you believe employees should take for their own skill development versus the employer's responsibility?

Responsibility for employee skill development

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Equal responsibility between employer and employee	**68%**	69%	70%	63%	69%	66%	67%
Primarily the employer's responsibility	**24%**	23%	23%	30%	22%	26%	22%
Primarily the employee's responsibility	**8%**	9%	7%	7%	9%	8%	11%

Question: How much responsibility do you believe employees should take for their own skill development versus the employer's responsibility?
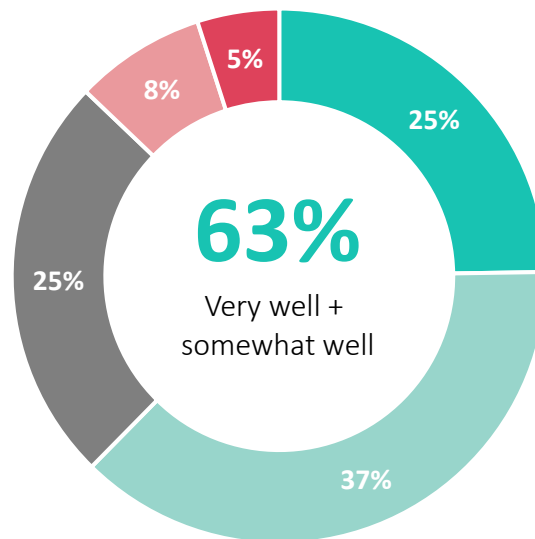
Respondents who view skill development as the **employer's responsibility**

Question: How much responsibility do you believe employees should take for their own skill development versus the employer's responsibility?

Does the current employer support upskilling and reskilling needs?

(Base: Respondents who are currently employed)

Top 3 countries
- India: 82%
- Portugal: 69%
- Brazil: 69%

Bottom 3 countries
- Romania: 55%
- Czech Republic : 52%
- Hungary: 51%

63%
Very well +
somewhat well

25%

37%

25%

8%

5%

- Very well
- Somewhat well
- Neutral
- Poorly
- Not at all

Question: How well do you feel your employer currently supports your upskilling and reskilling needs?

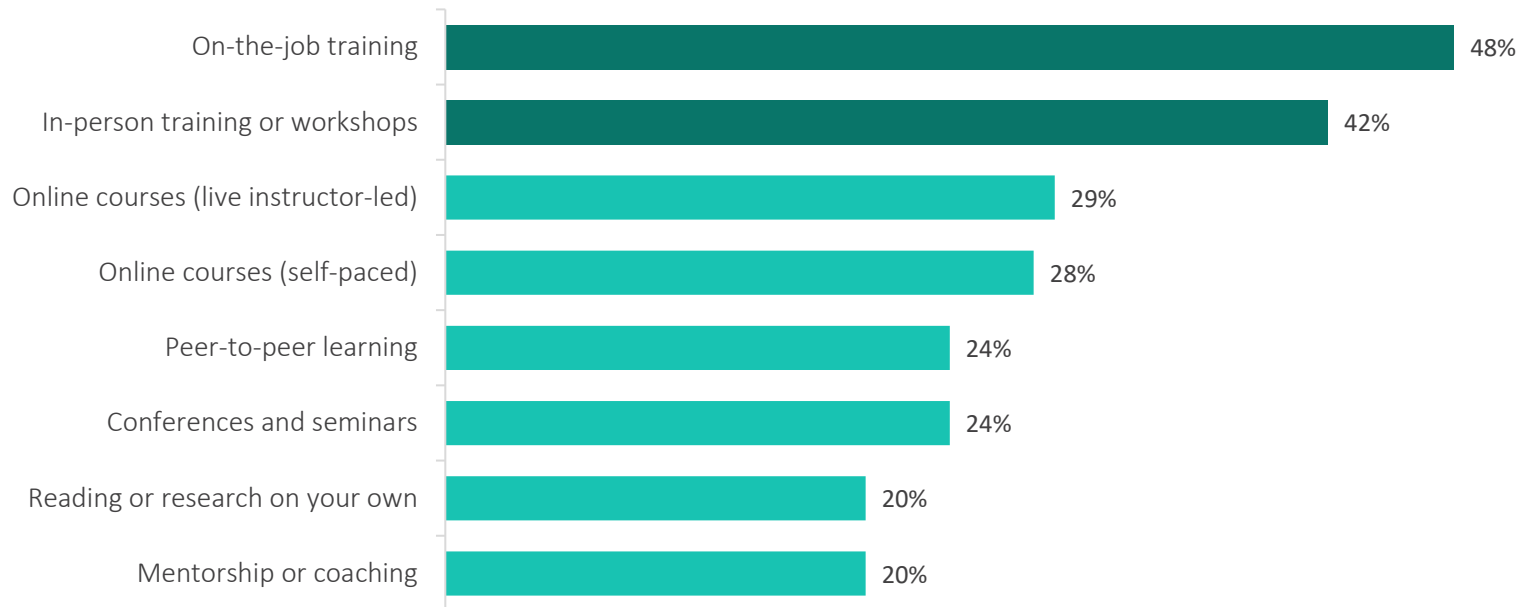# Respondents whose employer support their upskilling and reskilling needs

(Base: Respondents who are currently employed)

Sector	%
Total	63%
Life Sciences / Pharma	63%
Food Manufacturing	62%
Logistics	61%
Manufacturing	61%
Other	64%

Question: How well do you feel your employer currently supports your upskilling and reskilling needs?

Preferred learning methods

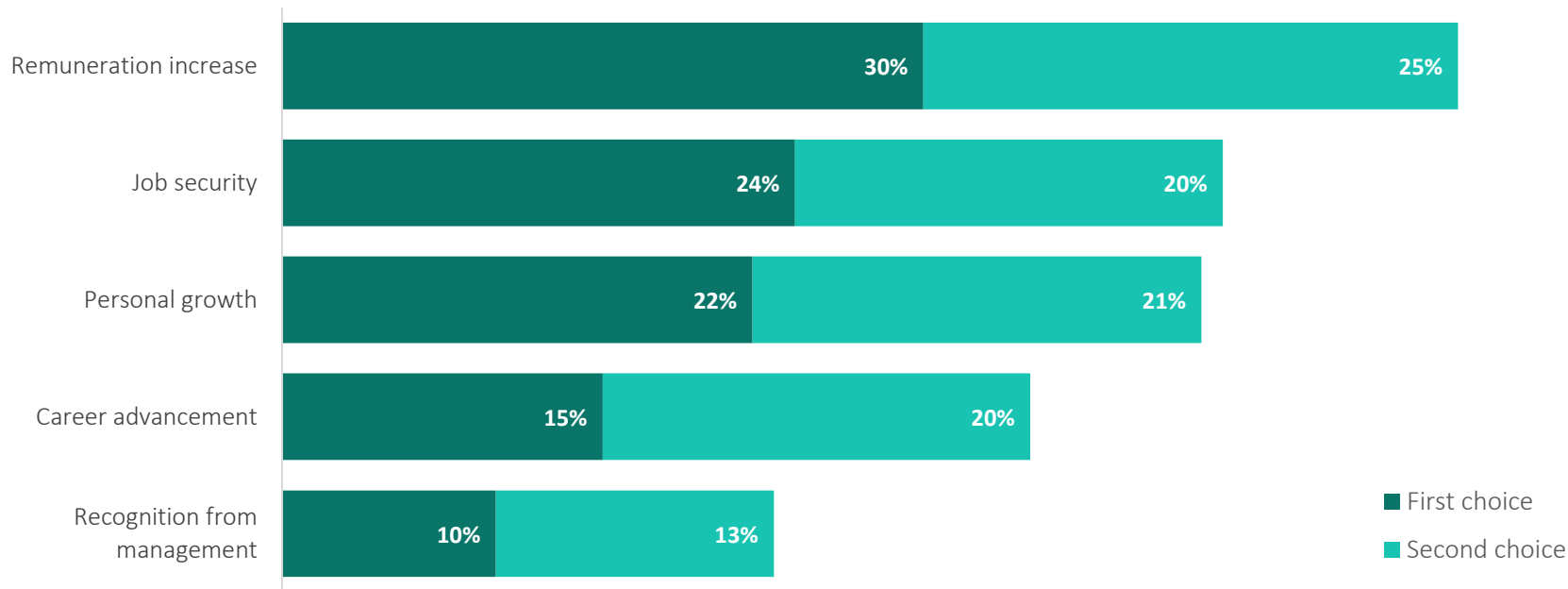| Learning method	Percentage
On-the-job training	48%
In-person training or workshops	42%
Online courses (live instructor-led)	29%
Online courses (self-paced)	28%
Peer-to-peer learning	24%
Conferences and seminars	24%
Reading or research on your own	20%
Mentorship or coaching	20%

Question: What learning methods do you prefer for professional development?

Preferred learning methods

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
On-the-job training	**48%**	44%	50%	45%	53%	45%	55%
In-person training or workshops	**42%**	42%	41%	42%	44%	40%	45%
Online courses (live instructor-led)	**29%**	34%	28%	26%	28%	28%	28%
Online courses (self-paced)	**28%**	34%	26%	24%	26%	28%	32%
Conferences and seminars	**24%**	31%	23%	22%	22%	23%	23%
Peer-to-peer learning	**24%**	23%	25%	24%	24%	23%	29%
Reading or research on your own	**20%**	20%	19%	19%	20%	21%	21%
Mentorship or coaching	**20%**	15%	18%	20%	21%	21%	25%

Question: What learning methods do you prefer for professional development?

Driving motivations when seeking professional development opportunities

Remuneration increase
- First choice: **30%**
- Second choice: **25%**

Job security
- First choice: **24%**
- Second choice: **20%**

Personal growth
- First choice: **22%**
- Second choice: **21%**

Career advancement
- First choice: **15%**
- Second choice: **20%**

Recognition from management
- First choice: **10%**
- Second choice: **13%**

■ First choice
■ Second choice

Question: What motivates you most when seeking professional development opportunities?

Driving motivations when seeking professional development opportunities

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Remuneration increase	**55%**	58%	56%	49%	57%	54%	51%
Job security	**44%**	43%	46%	46%	42%	43%	45%
Personal growth	**44%**	44%	43%	47%	40%	42%	48%
Career advancement	**35%**	34%	34%	35%	37%	37%	35%
Recognition from management	**22%**	21%	21%	23%	23%	24%	22%

Question: What motivates you most when seeking professional development opportunities?

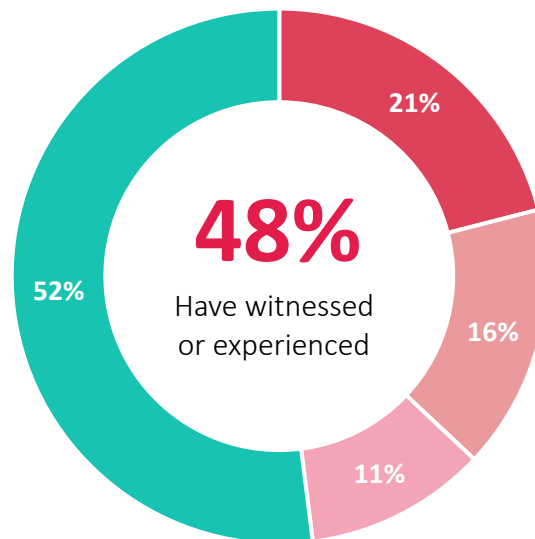# 03 | Discrimination and D&I

Discriminations in the workplace

(Base: Respondents who are currently employed)

Top 3 countries
- India: 73%
- USA: 60%
- Portugal: 57%

Bottom 3 countries
- Germany: 36%
- Netherlands: 34%
- Italy: 34%

48%
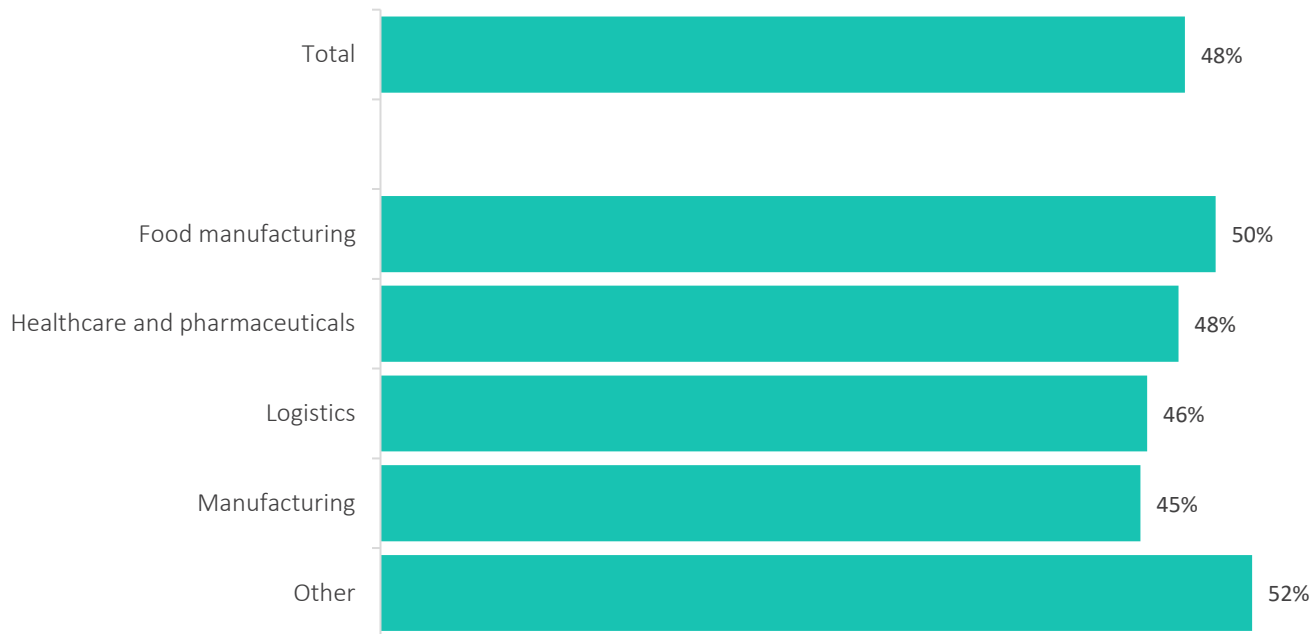Have witnessed
or experienced

21%
16%
11%
52%

- Yes, I have witnessed discrimination/microaggressions
- Yes, I have experienced discrimination/microaggressions
- Yes, I have witnessed and experienced discrimination/microaggression
- No

Question: Have you ever witnessed or experienced discrimination or microaggressions in the workplace?
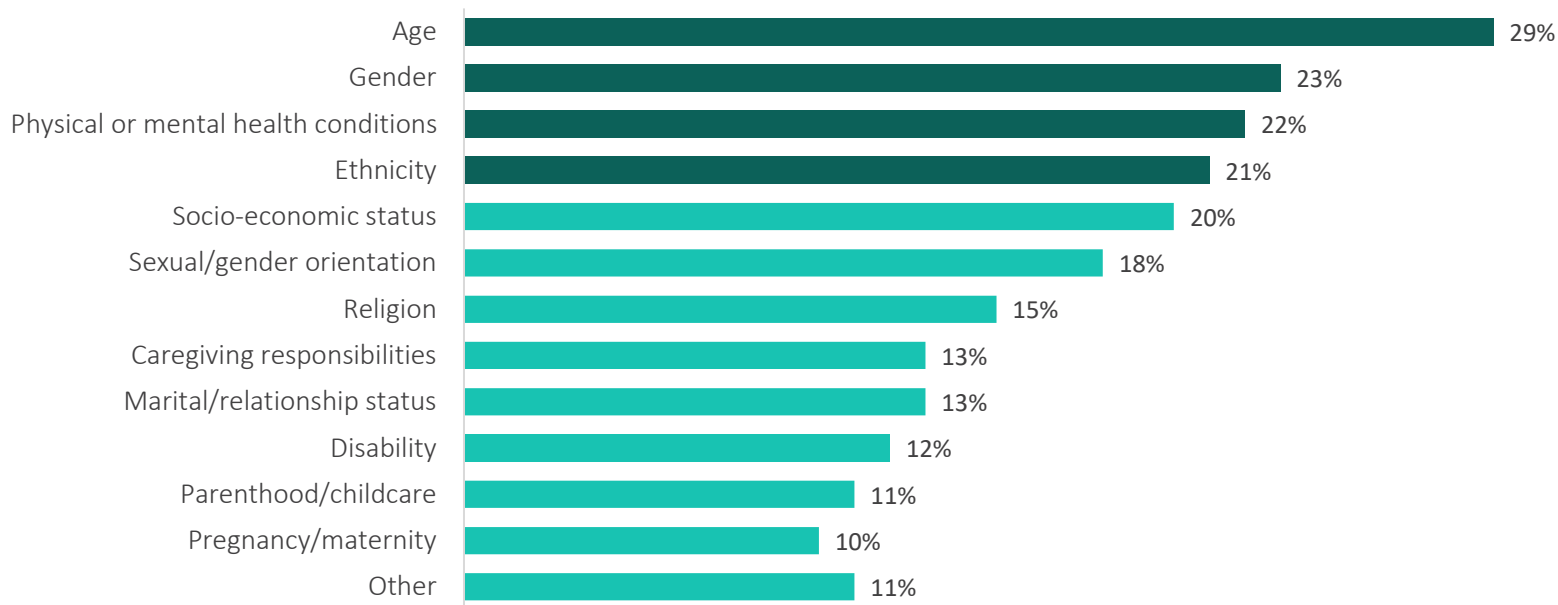
Discriminations in the workplace

(Base: Respondents who are currently employed)

Total — 48%

Food manufacturing — 50%

Healthcare and pharmaceuticals — 48%

Logistics — 46%

Manufacturing — 45%

Other — 52%

Question: Have you ever witnessed or experienced discrimination or microaggressions in the workplace?

Most common types of discrimination/microaggressions in the workplace

(Base: Respondents who experienced and/or witnessed discrimination/microaggression)

Type	Percentage
Age	29%
Gender	23%
Physical or mental health conditions	22%
Ethnicity	21%
Socio-economic status	20%
Sexual/gender orientation	18%
Religion	15%
Caregiving responsibilities	13%
Marital/relationship status	13%
Disability	12%
Parenthood/childcare	11%
Pregnancy/maternity	10%
Other	11%

Question: Which types of discrimination/microaggression?

Most common types of discrimination/microaggressions in the workplace

(Base: Respondents who experienced and/or witnessed discrimination/microaggression)

	Total	Sector				
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other
Age	**29%**	27%	32%	30%	29%	26%
Gender	**23%**	22%	25%	20%	24%	23%
Physical or mental health conditions	**22%**	20%	24%	21%	21%	23%
Ethnicity	**21%**	20%	25%	21%	21%	21%
Socio-economic status	**20%**	18%	21%	23%	21%	20%
Sexual/gender orientation	**18%**	14%	21%	18%	16%	19%
Religion	**15%**	15%	17%	15%	14%	16%
Marital/relationship status	**13%**	11%	12%	13%	12%	16%
Caregiving responsibilities	**13%**	15%	14%	13%	10%	12%
Disability	**12%**	9%	14%	12%	11%	15%
Parenthood/childcare	**11%**	14%	9%	9%	10%	12%
Pregnancy/maternity	**10%**	11%	10%	9%	8%	13%
Other	**11%**	11%	9%	11%	12%	11%

Question: Which types of discrimination/microaggression?
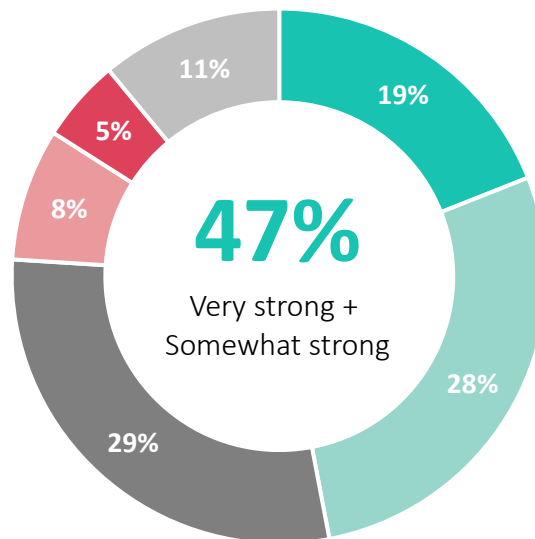
Organizations' commitment to DIB issues

(Base: Respondents who are currently employed)

Top 3 countries
- India: 74%
- Greater China: 59%
- Brazil: 59%

Bottom 3 countries
- Czech Republic: 31%
- Slovakia: 31%
- Hungary: 30%

47%
Very strong +
Somewhat strong

19%
28%
29%
8%
5%
11%

- Very strong
- Somewhat strong
- Neutral
- Somewhat weak
- Very weak
- I don't know

Question: How would you rate your current organisation's commitment to diversity, inclusion, and belonging (DIB)?
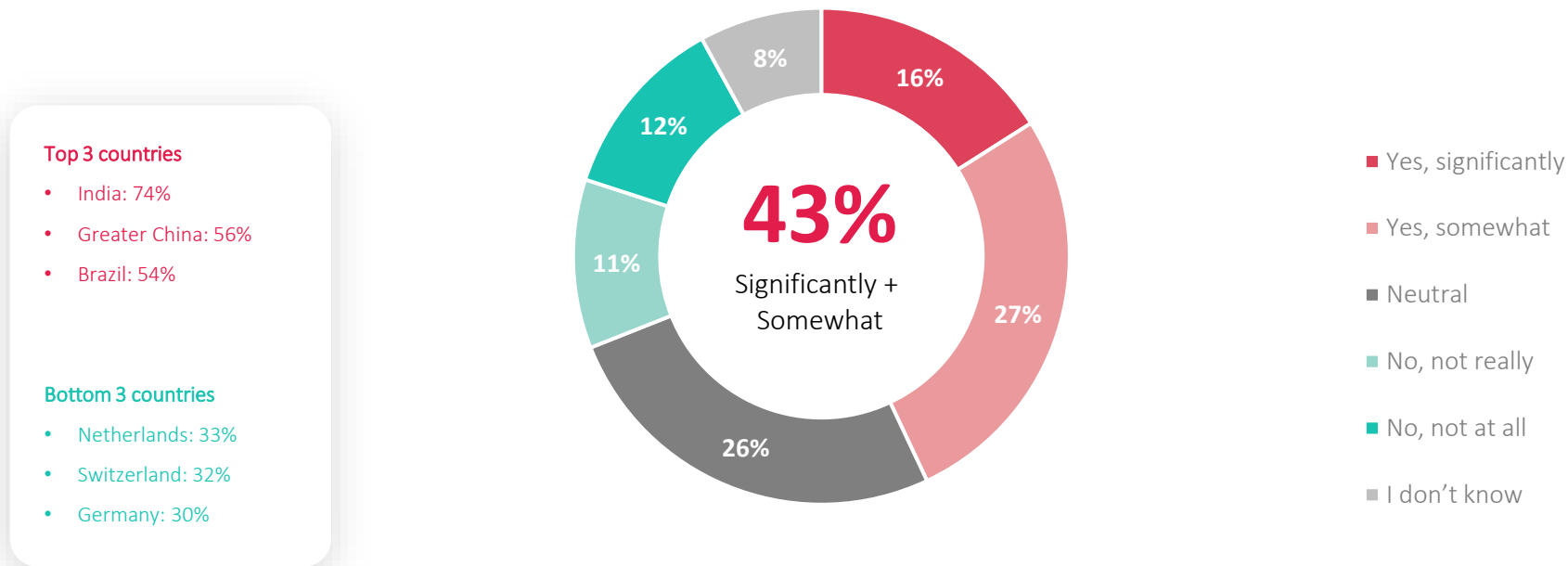
The sectors most committed to DIB issues

(Base: Respondents who are currently employed)

Sector	%
Total	47%
Food manufacturing	50%
Manufacturing	47%
Life Sciences/ Pharma	46%
Logistics	44%
Other	49%

Question: How would you rate your current organisation's commitment to diversity, inclusion, and belonging (DIB)?

Do diversity-related biases impact the hiring process or career opportunities?

(Base: Respondents who are currently employed)

Top 3 countries
- India: 74%
- Greater China: 56%
- Brazil: 54%

Bottom 3 countries
- Netherlands: 33%
- Switzerland: 32%
- Germany: 30%

43%
Significantly + Somewhat

- 16%
- 27%
- 26%
- 11%
- 12%
- 8%

- Yes, significantly
- Yes, somewhat
- Neutral
- No, not really
- No, not at all
- I don't know

Question: Do you believe that biases related to diversity (or background or identity) impact the hiring process or career opportunities at your workplace?

Respondents who perceive hiring bias in the hiring process or career opportunities
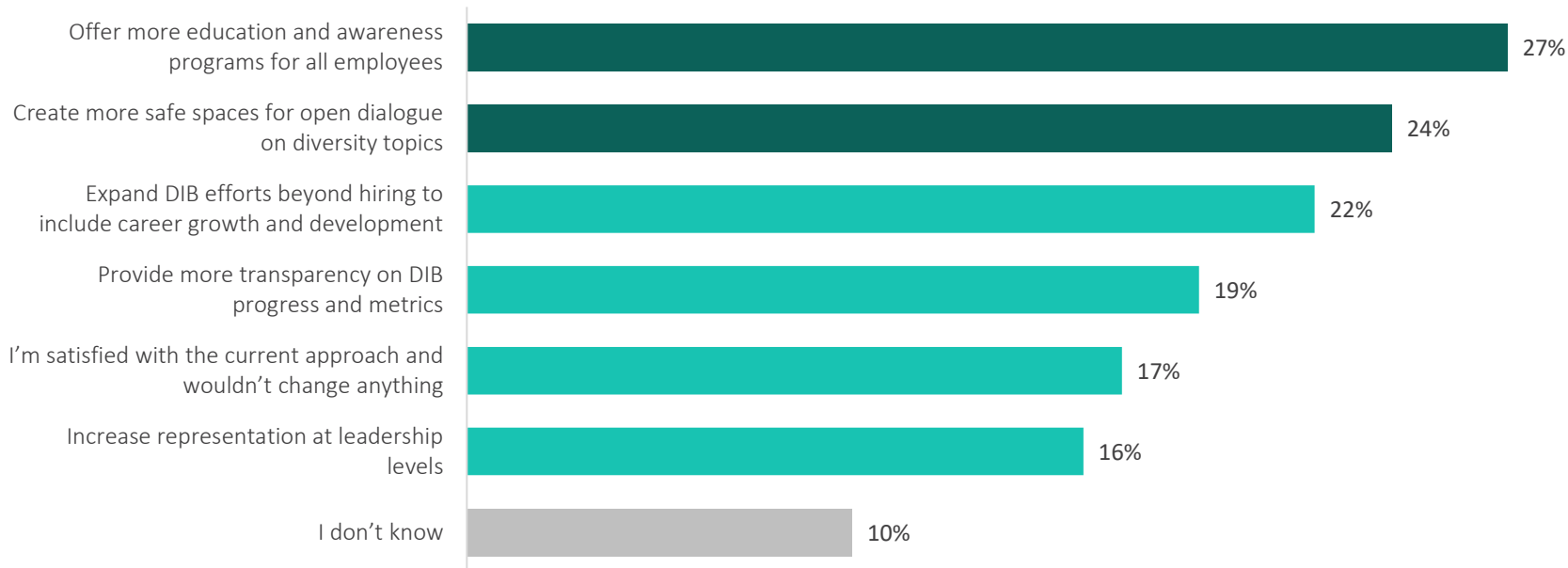
(Base: Respondents who are currently employed)

Total	43%
Food manufacturing	46%
Manufacturing	41%
Logistics	41%
Life Sciences/ Pharma	40%
Other	49%

Question: Do you believe that biases related to diversity (or background or identity) impact the hiring process or career opportunities at your workplace?

What would you change about your company's current DIB approach?

(Base: Respondents who are currently employed)

Category	Percentage
Offer more education and awareness programs for all employees	27%
Create more safe spaces for open dialogue on diversity topics	24%
Expand DIB efforts beyond hiring to include career growth and development	22%
Provide more transparency on DIB progress and metrics	19%
I'm satisfied with the current approach and wouldn't change anything	17%
Increase representation at leadership levels	16%
I don't know	10%

Question: If you could change one thing about your organisation's approach to Diversity, Inclusion & Belonging (DIB), what would it be?

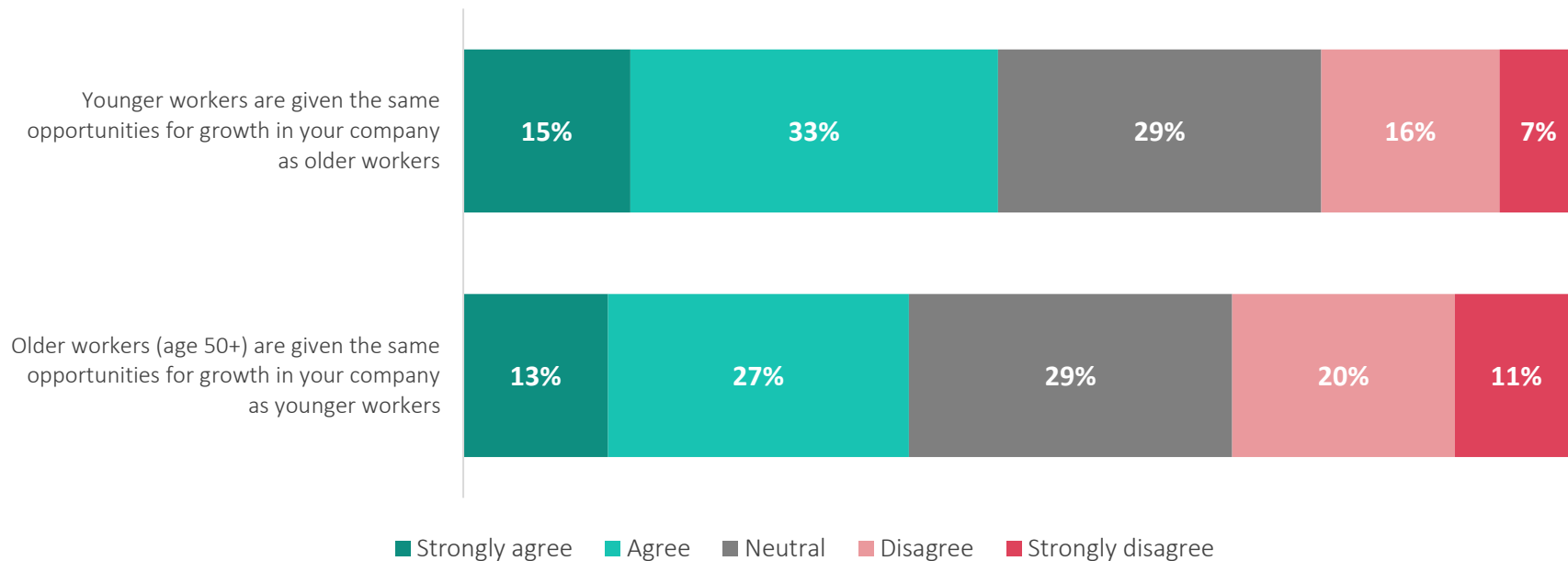# What would you change about your company's current DIB approach?

(Base: Respondents who are currently employed)

	Total	Sector				
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other
Offer more education and awareness programs for all employees	**27%**	26%	28%	26%	29%	27%
Create more safe spaces for open dialogue on diversity topics	**24%**	22%	25%	26%	23%	25%
Expand DIB efforts beyond hiring to include career growth and development	**22%**	21%	22%	23%	21%	22%
Provide more transparency on DIB progress and metrics	**19%**	17%	21%	17%	19%	21%
I'm satisfied with the current approach and wouldn't change anything	**17%**	20%	17%	15%	18%	16%
Increase representation at leadership levels	**16%**	14%	16%	17%	17%	16%
I don't know	**10%**	12%	10%	10%	11%	9%

Question: If you could change one thing about your organisation's approach to Diversity, Inclusion & Belonging (DIB), what would it be?

Do older and younger workers have the same opportunities for growth?

(Base: Respondents who are currently employed)

Younger workers are given the same opportunities for growth in your company as older workers

| 15% | 33% | 29% | 16% | 7% |

Older workers (age 50+) are given the same opportunities for growth in your company as younger workers

| 13% | 27% | 29% | 20% | 11% |

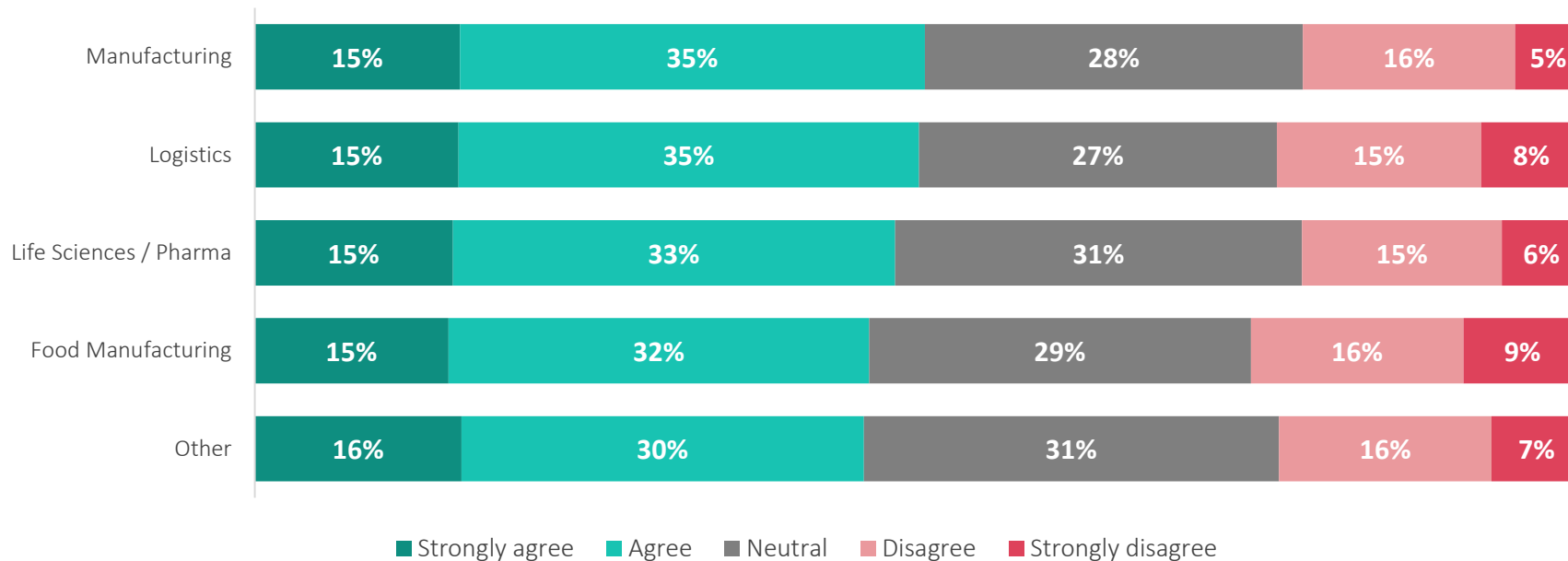■ Strongly agree　■ Agree　■ Neutral　■ Disagree　■ Strongly disagree

Question: How much you agree with this statement

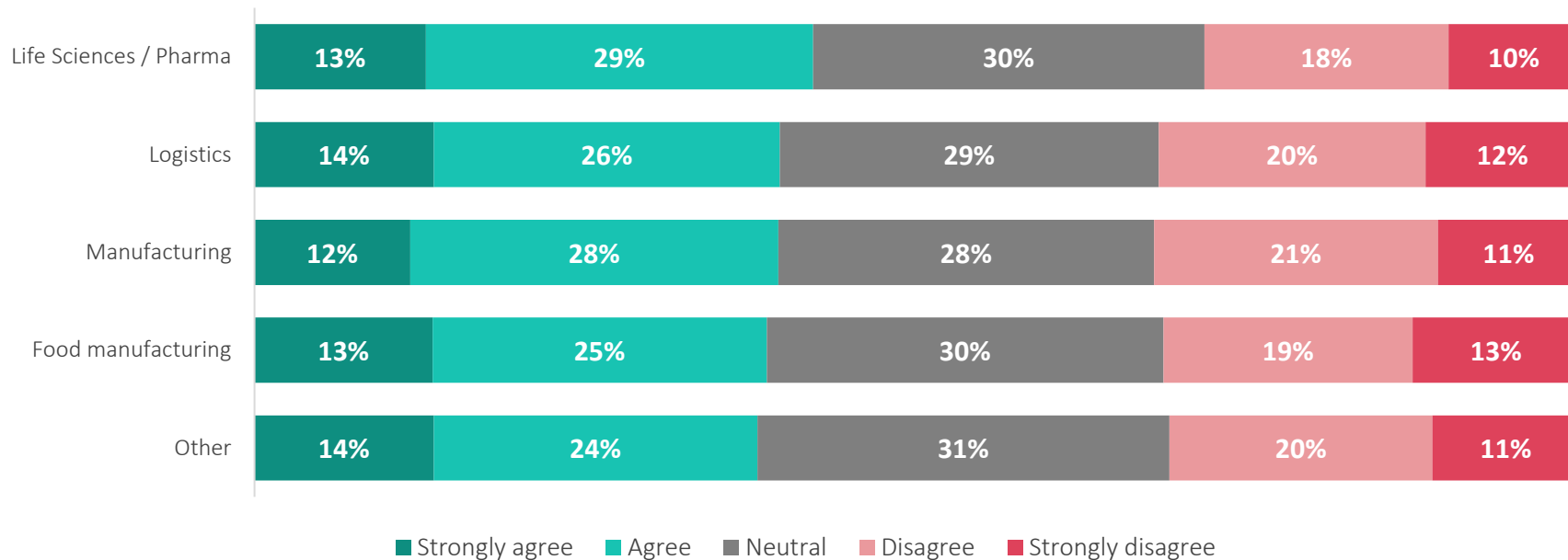# Do younger workers have the same opportunities for growth as older ones?

(Base: Respondents who are currently employed)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Manufacturing	15%	35%	28%	16%	5%
Logistics	15%	35%	27%	15%	8%
Life Sciences / Pharma	15%	33%	31%	15%	6%
Food Manufacturing	15%	32%	29%	16%	9%
Other	16%	30%	31%	16%	7%

■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

Question: How much you agree with this statement: Younger workers are given the same opportunities for growth in your company as older workers

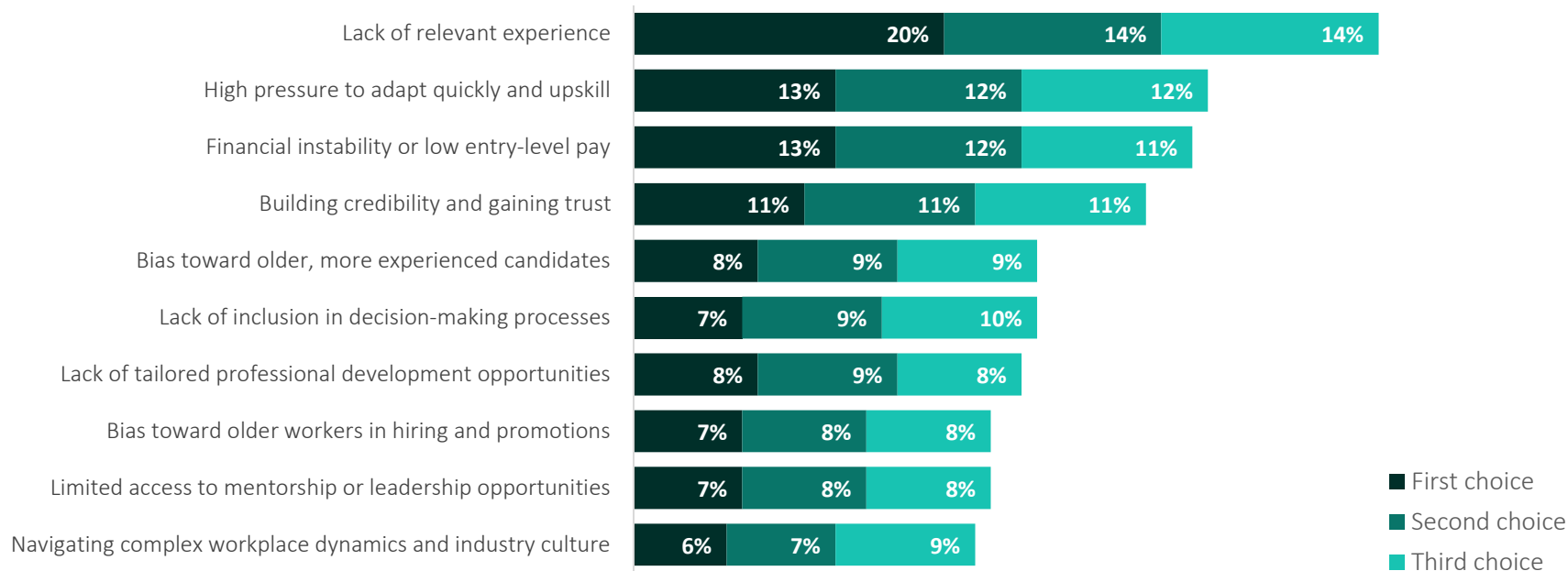# Do older workers have the same opportunities for growth as younger ones?

(Base: Respondents who are currently employed)

Sector	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Life Sciences / Pharma	13%	29%	30%	18%	10%
Logistics	14%	26%	29%	20%	12%
Manufacturing	12%	28%	28%	21%	11%
Food manufacturing	13%	25%	30%	19%	13%
Other	14%	24%	31%	20%	11%

■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

Question: How much you agree with this statement: Older workers (age 50+) are given the same opportunities for growth in your company as younger workers

Challenges that **younger workers** have to face

(Base: Respondents who are currently employed)

Challenge	First choice	Second choice	Third choice
Lack of relevant experience	20%	14%	14%
High pressure to adapt quickly and upskill	13%	12%	12%
Financial instability or low entry-level pay	13%	12%	11%
Building credibility and gaining trust	11%	11%	11%
Bias toward older, more experienced candidates	8%	9%	9%
Lack of inclusion in decision-making processes	7%	9%	10%
Lack of tailored professional development opportunities	8%	9%	8%
Bias toward older workers in hiring and promotions	7%	8%	8%
Limited access to mentorship or leadership opportunities	7%	8%	8%
Navigating complex workplace dynamics and industry culture	6%	7%	9%

■ First choice
■ Second choice
■ Third choice

Question: What challenges do you think younger workers face in your industry?
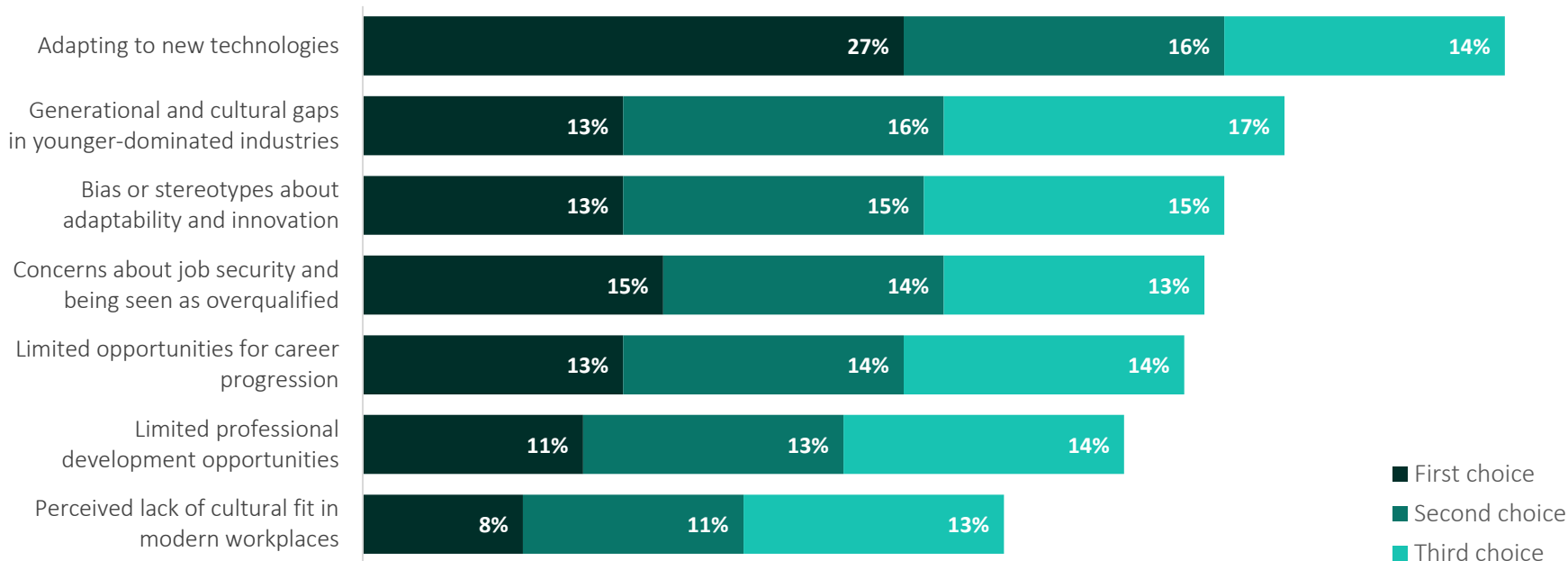
Challenges that **younger workers** have to face

(Base: Respondents who are currently employed)

	Total	Sector				
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other
Lack of relevant experience	**47%**	49%	49%	44%	51%	43%
High pressure to adapt quickly and upskill	**38%**	41%	37%	37%	35%	38%
Financial instability or low entry-level pay	**37%**	36%	38%	35%	36%	37%
Building credibility and gaining trust	**33%**	32%	33%	34%	36%	32%
Bias toward older, more experienced candidates	**27%**	28%	26%	28%	27%	25%
Lack of inclusion in decision-making processes	**26%**	26%	25%	27%	25%	26%
Bias toward older workers in hiring and promotions	**24%**	24%	24%	24%	23%	26%
Lack of tailored professional development opportunities	**24%**	23%	23%	26%	24%	25%
Limited access to mentorship or leadership opportunities	**23%**	22%	25%	22%	23%	24%
Navigating complex workplace dynamics and industry culture	**21%**	20%	21%	22%	21%	23%

Question: What challenges do you think younger workers face in your industry?
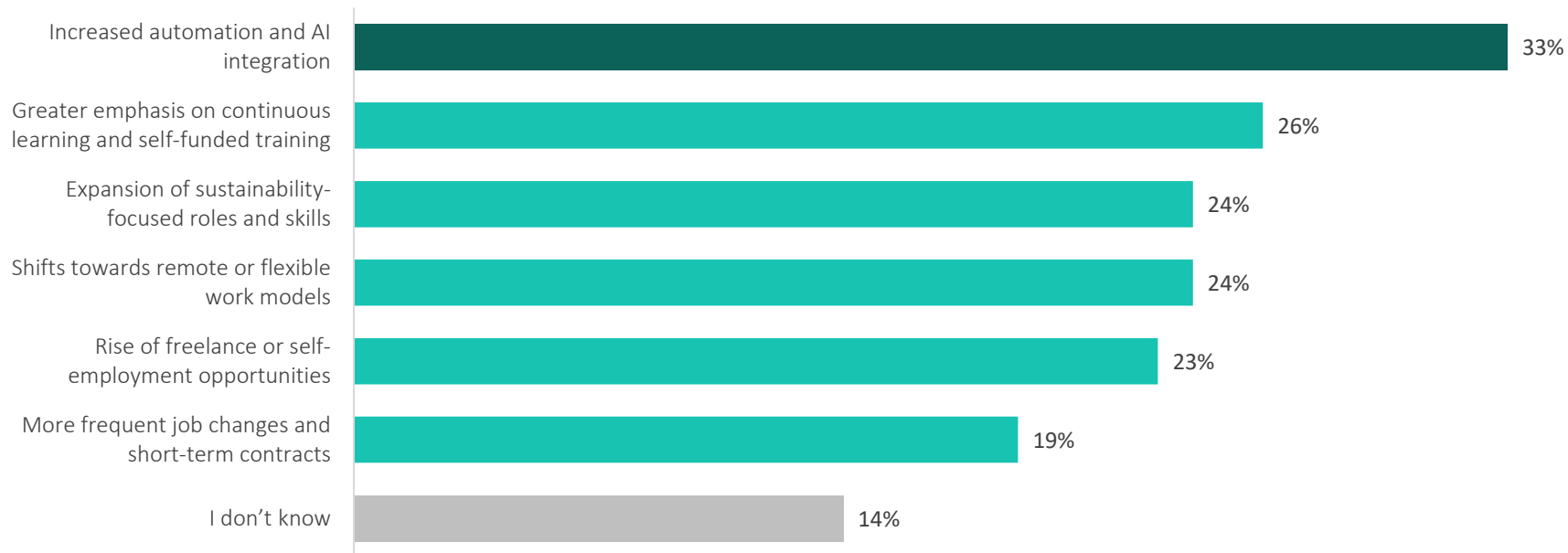
Challenges that **older workers** have to face

(Base: Respondents who are currently employed)

Challenge	First choice	Second choice	Third choice
Adapting to new technologies	27%	16%	14%
Generational and cultural gaps in younger-dominated industries	13%	16%	17%
Bias or stereotypes about adaptability and innovation	13%	15%	15%
Concerns about job security and being seen as overqualified	15%	14%	13%
Limited opportunities for career progression	13%	14%	14%
Limited professional development opportunities	11%	13%	14%
Perceived lack of cultural fit in modern workplaces	8%	11%	13%

Legend:
- First choice
- Second choice
- Third choice

Question: What challenges do you think older workers face in your industry?

Challenges that **older workers** have to face

(Base: Respondents who are currently employed)

	Total	Sector				
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other
Adapting to new technologies	**57%**	57%	59%	56%	56%	55%
Generational and cultural gaps in younger-dominated industries	**46%**	49%	45%	44%	46%	47%
Concerns about job security and being seen as overqualified	**43%**	42%	43%	45%	40%	44%
Bias or stereotypes about adaptability and innovation	**42%**	43%	42%	43%	40%	42%
Limited opportunities for career progression	**41%**	41%	40%	42%	43%	41%
Limited professional development opportunities	**39%**	38%	40%	37%	42%	38%
Perceived lack of cultural fit in modern workplaces	**32%**	30%	32%	34%	32%	33%

Question: What challenges do you think older workers face in your industry?

04 | Impact of AI on Industry & Jobs

Expected career-impacting changes in the next three years

Category	Percentage
Increased automation and AI integration	33%
Greater emphasis on continuous learning and self-funded training	26%
Expansion of sustainability-focused roles and skills	24%
Shifts towards remote or flexible work models	24%
Rise of freelance or self-employment opportunities	23%
More frequent job changes and short-term contracts	19%
I don't know	14%

Question: What changes do you expect to have the biggest impact on your career in the next three years?

Expected career-impacting changes in the next three years

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Increased automation and AI integration	**33%**	29%	37%	31%	39%	33%	29%
Greater emphasis on continuous learning and self-funded training	**26%**	25%	25%	28%	25%	25%	30%
Shifts towards remote or flexible work models	**24%**	20%	24%	24%	24%	24%	35%
Expansion of sustainability-focused roles and skills	**24%**	21%	25%	24%	25%	24%	25%
Rise of freelance or self-employment opportunities	**23%**	19%	23%	22%	21%	23%	34%
More frequent job changes and short-term contracts	**19%**	18%	18%	17%	18%	21%	23%
I don't know	**14%**	18%	14%	12%	14%	13%	12%

Question: What changes do you expect to have the biggest impact on your career in the next three years?

Strategies for adapting to job changes due to AI adoption

Upskilling and learning new tools to work alongside AI technologies	41%
Adopting AI tools to increase productivity and/or accuracy	34%
Focusing on creative and strategic tasks that AI cannot replicate	27%
Shifting to a new role or industry that is less affected by automation	19%
Pursue early retirement or exit the workforce early	16%
No strategy planned yet	12%
I don't' know	7%
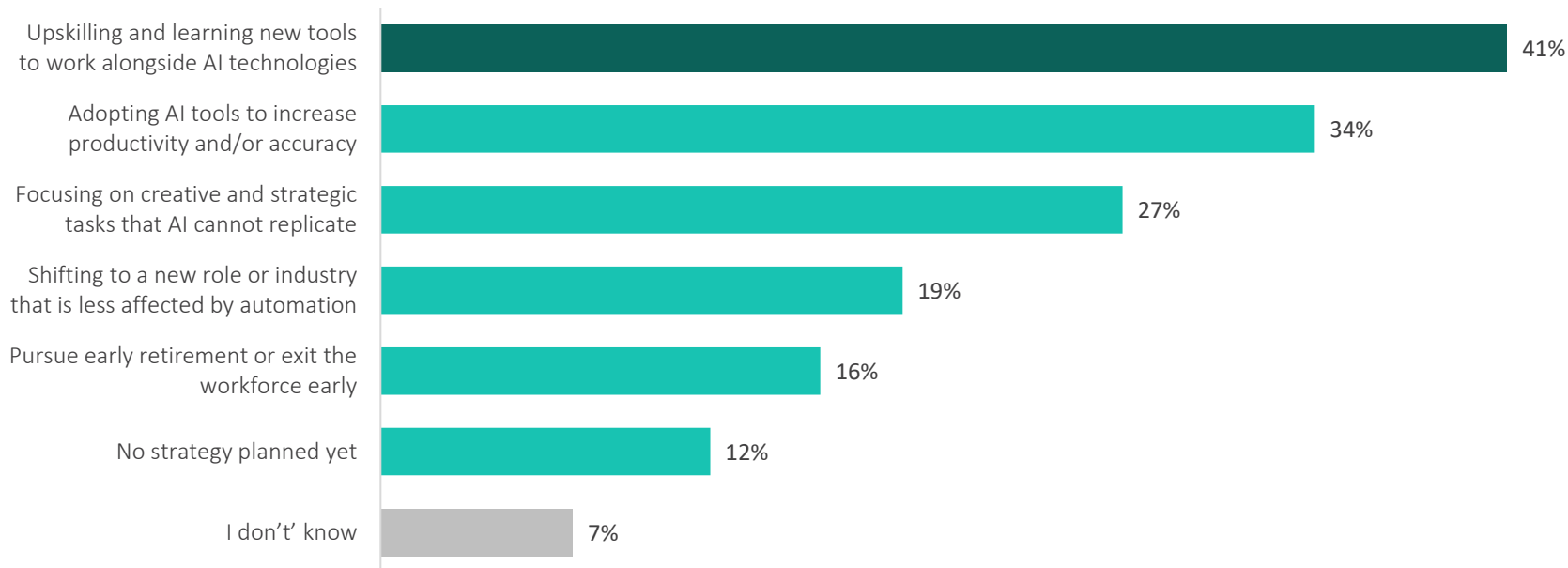
Question: What strategies would you apply to adapt to changes in your job brought by AI?

Strategies for adapting to job changes due to AI adoption

	Total	Sector					
		Life Sciences / Pharma	Logistics	Food Manufacturing	Manufacturing	Other	Open to Work
Upskilling and learning new tools to work alongside AI technologies	**41%**	39%	40%	40%	43%	41%	43%
Adopting AI tools to increase productivity and/or accuracy	**34%**	30%	34%	34%	39%	32%	39%
Focusing on creative and strategic tasks that AI cannot replicate	**27%**	25%	26%	26%	27%	26%	32%
Shifting to a new role or industry that is less affected by automation	**19%**	16%	21%	18%	19%	20%	21%
Pursue early retirement or exit the workforce early	**16%**	14%	17%	15%	15%	16%	15%
No strategy planned yet	**12%**	15%	13%	10%	11%	12%	11%
I don't' know	**7%**	8%	6%	7%	6%	7%	7%

Question: What strategies would you apply to adapt to changes in your job brought by AI?

05 | Methodological Note

Methodology

UNIVERSE OF DISCOURSE
Residents of the 20 agreed countries, aged 18 to 60.

SAMPLE
A stratified random sample will be selected according to: Gender, Age group, Employment status.

METHODOLOGY
The survey will be conducted by means of computer-assisted online interviews (CAWI).

NUMBER OF INTERVIEWS CONDUCTED
500 interviews of working-age individuals in each country, employed or open to work. 200 cases in Slovakia.

Sample

GENDER

Male	50%
Female	50%

AGE

18-25	13%
36-35	23%
35-54	44%
55-64	20%

SECTOR

Life Sciences / Pharma	20%
Logistics	20%
Food Manufacturing	15%
Manufacturing	18%
Other	20%
Open to Work	8%

NUMBER OF EMPLOYEES

1-9 employees	6%
10-49 employees	20%
50-249 employees	27%
250+ employees	39%

Our contact details
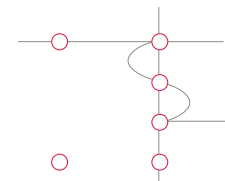
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