

The *Generational* Equation: Can the Workplace Truly Change Lives?

Gi Group
HOLDING

#ChangeLives





Introduction

Work is changing. But even more than work itself, people are changing.

This transformation goes beyond the reorganisation of processes or the introduction of new technologies: it touches the expectations, values, and priorities of those who contribute to the life of a business every day. In a context marked by profound demographic, cultural, and technological shifts, companies are facing an historic challenge: to attract, engage, and retain the best people by creating working environments where motivation and wellbeing can thrive together.

Employment dynamics are evolving at an unprecedented pace, and the boundaries between personal and professional life are becoming increasingly blurred. In this ever-shifting landscape, **understanding what makes a job appealing today** – and what motivates someone to choose it, change it, or leave it – **has become essential, both for job seekers and employers.**

The new generations bring with them needs and perspectives that differ from those of the past, while ageing populations and pension regulations lead to a workforce spanning widely different age groups. At the same time, businesses are facing new systemic pressures: demographic decline, a growing shortage of young workers, the impact of

digital technologies and artificial intelligence, and the rise of new models of leadership and interaction. In this context, understanding what people really seek has become a strategic imperative.

To answer these questions, Gi Group Holding has commissioned an international study conducted by Excellera Intelligence, to **explore the factors** influencing personal and professional satisfaction, **the motivations** behind staying with a company or considering new opportunities, **perceptions** of wellbeing and work-life balance, and **the role of company culture and development policies.** The study involved male and female workers from **eight countries** (Brazil, Germany, India, Italy, Poland, Portugal, Spain, and the United Kingdom), covering **different generations**, with **varied experiences and income levels**, to capture not only shared trends, but also local and individual specificities.

Between Demographics and the Labour Market

The global landscape presents an **extremely complex situation**, characterised by differing dynamics across various regions. Worldwide, according to the latest United Nations projections¹, the population is expected to continue growing, rising from 8.4 billion people in 2024 to a peak of 10.4 billion in 2086, before slightly decreasing to 10.2 billion by 2100.

¹ - United Nations, [World Population Prospects 2024](#)

The fertility rate — that is, the average number of children per woman — currently stands at 2.25 but is projected to decline to 2.1 (the so-called “replacement level,” the threshold below which a population tends to shrink) by 2036. Already today, more than half of countries have a fertility rate below this level; among the most critical situations, the United Nations highlights countries such as China, Germany, Japan, and Spain. By the end of the 2070s, **the number of people aged 65 and over is expected to reach 2.2 billion, surpassing the number of children under the age of 18.** The European Union Faces the Greatest Demographic Challenges. According to Eurostat estimates and the European Commission’s analysis², **the working-age population (15–64 years old) is destined to fall** from 285.5 million in 2022 to 228.1 million in 2100 — **a loss of 57.4 million people.** This shrinking share of workers within the population represents a serious challenge to the socio-economic sustainability of countries and presents companies with a major hurdle: **in the face of a numerical shortage of available workers, competition to secure labour and talent will intensify.** This reality demands the adoption of a strategic vision to enhance attractiveness. Even today, **the labour market remains extremely fluid,** continuing the dynamism observed in the post-pandemic period. As of February 2025, the unemployment rate in the EU stood at 5.7%, compared to 6.1% in February 2024 and 6.6% in February 2020. The youth unemployment rate (people under 25) was 14.5%, down from 14.9% in February 2024 and 15.6% in February 2020³. **There is**

still strong labour demand: in the fourth quarter of 2024, the job vacancy rate in the Euro Zone was 2.5%, with the highest shortages in Belgium and the Netherlands (both at 4.1%). Spain, on the other hand, had the lowest rate (0.9%). Looking at sectors, the highest demand is in administrative and business support services, construction, and information and communication⁴.

And in the future, which professions will be most in demand? According to estimates from the European Commission prepared in 2024, cohesion policy investments will continue to shape a positive outlook: **by 2027, 1.3 million additional jobs will be created in the EU,** with a significant share tied to the green and digital transitions⁵. Investing in education that can foster new skillsets will be crucial.

Understanding to Take Action

Listening to people’s perceptions — not just their behaviours, but also what they think, feel, and desire — is now key to building more **attractive, inclusive, and sustainable work environments.** Companies that can pick up on these signals and translate them into concrete actions, also with the support of HR specialists, will be better able not only to attract talent but also to nurture long-term motivation, loyalty, and well-being. **Today more than ever, the value of an organisation is measured by the quality of the relationship it builds with the people who “inhabit” it every day.**

² - [European Commission, Population projections in the EU](#)

³ - Eurostat, update released in april 2025 (<https://ec.europa.eu/eurostat/web/products-euro-indicators/w/3-01042025-bp>).

⁴ - Eurostat, update released in march 2025 (https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Job_vacancy_statistics).

⁵ - European Commission, 9th Cohesion Report (https://ec.europa.eu/commission/presscorner/detail/en/ip_24_1616).





Letter by Maria Luisa Cammarata

Global Chief People Officer

Can the workplace really change lives? This is the question leading our research. An essential issue, yet one that opens complex and profound scenarios, especially for those experiencing the delicate moment of entering the workforce or for those considering a career change.

The labour market is constantly evolving. This report stems precisely from the desire to **intercept the experiences and the expectations shaping everyday life in the workplace.** The testimonies - gathered through an international survey conducted in eight countries - form a picture that highlights generational differences while suggesting a common ground filled with dialogue opportunities.

Today, workplaces bring together up to four different generations—Gen Z, Gen Y, Gen X, and Baby Boomers—each with their own values, priorities, and expectations. This coexistence represents one of the most distinctive features of the modern workforce. Younger generations tend to prioritise purpose, flexibility, and continuous feedback, while older colleagues often value stability, long-term growth, and a strong work ethic rooted in experience.

Managing this diversity challenges companies to rethink one-size-fits-all approaches and adopt more inclusive and personalised strategies—whether in communication, benefits, leadership styles, or career development. At the same time, it's an extraordinary opportunity to foster **cross-generational learning** and innovation.

It requires openness, mutual listening, and the ability to build bridges across perspectives. Encouraging intergenerational dialogue not only helps reduce bias and misunderstandings, but also nurtures empathy and collaboration.

In this global perspective, our study listened to Gen Z, Gen Y, Gen X and Baby Boomers opinions on issues such as sharing company values, flexibility, pay, benefits, leadership, innovation, communication and job search channels.

The result captures the changes currently underway. **Today's ambition is a humanisation of work: people seek environments that can adapt to their needs and offer genuine flexibility and benefits designed to improve quality of life.** At the same time, there is a strong need for **clear growth paths**, marked by concrete opportunities for development and intertwined with a focus on continuous learning. For this reason, too, companies are increasingly expected to show **consistency between their stated values and their actual practices** - especially on crucial issues such as sustainability, social responsibility, and equal opportunities. Credibility is key. **Authentic and transparent communication has become a decisive factor in building trust**, reinforcing corporate reputation, and establishing lasting engagement with current and prospective talent.

As we were launching this research, we also activated a **reverse mentoring programme** within our organisation—something I personally chose to take part in. Listening to younger colleagues and stepping into their world is already helping me shift my perspective. It's a change I believe is necessary to truly navigate the complexity of today's working world—not only as a professional, but also as Global Chief People Officer.

This paper is directed primarily at younger generations, offering a tool for interpreting and navigating the dynamics of today's working environment with greater awareness. However, it also provides businesses with strategic insights into the factors that influence employee well-being and motivation - insights that can help strengthen talent acquisition and retention efforts.

In a multigenerational workforce, the ability to interpret expectations across age groups will be a defining factor in any organisation's success. This is the challenge to be taken up: **from meeting employee' expectations and companies' ability to respond to them, we can shape a future of work that is more in tune with the transformations of today's society.**

Between *Life* and Work

1

1.1

Satisfaction, Career *Expectations*, and Job Stability

1.1 Satisfaction, Career Expectations, and Job Stability

1.2 Work-life Balance and Wellbeing

Satisfaction

The global outlook shows a consolidated sense of satisfaction with one's job: **nearly 9 out of 10 people express a positive opinion**; 56% say they are fully satisfied, while 30% are fairly satisfied. Analysing the most positive responses (the 56% who are fully satisfied), two decisive factors emerge: **economic status and age**.

Higher satisfaction levels are reported among high-income workers, 69% of whom say they are completely satisfied (versus 38% for below-average income earners). This drops to 54% among middle-income earners and to 38% among those below average income. Moving the focus to the age of the participants, Baby Boomers report the highest satisfaction (66% completely satisfied), and satisfaction tends to decrease with younger age groups, reaching its lowest among Gen Z (52% very satisfied). It's worth noting that older age often correlates with better-paying job positions.

There are also notable **geographical differences**: India (69% fully satisfied) and Brazil (69%) show the most positive figures, while Portugal (47%), Poland (48%), and Italy (49%) are at the bottom.

Having a stable salary, enjoying a good work-life balance, and feeling recognised for one's contributions are the key drivers of satisfaction and the priorities for the ideal workplace. When the sample was asked about the most important factors that contribute to a positive sentiment, 78% cited consistent and adequate compensation, 74% emphasised work-life balance, and 73% valued proper recognition of their contributions.

These responses paint a picture where career is indeed important, but more and more people want it to be part of a fulfilling life overall. Naturally, **the focus on well-being does not diminish the desire for good pay**: financial gratification — also seen as a recognition of professional skills — remains a priority, **especially given recent years marked by inflation and economic uncertainty**.

This value hierarchy is **shared across generations and income groups**, although there are some notable regional exceptions: in Brazil and India, career progression ranks among the top three most important factors.



Prevailing, more specifically, are **aspects related to the personal and individual sphere, while elements of a more community-oriented or collective nature are not considered decisive**: at the bottom of the list are topics such as social responsibility (only 51% consider it very important that their company supports social causes and maintains a relationship with the community) and sustainability (only 51% consider it very important that their company is committed to environmental sustainability). It is, however, interesting to note that the opportunity to have international experiences is by far the least decisive factor (only 46% consider it very important), despite an increasingly globalised society: relocating for work, whether permanently or for limited periods, represents a major life change.

QUESTION
"Overall, how satisfied are you with your current working situation? (Scale 1-10)"

FIGURE 1.1 Satisfaction with One's Work Situation (%)



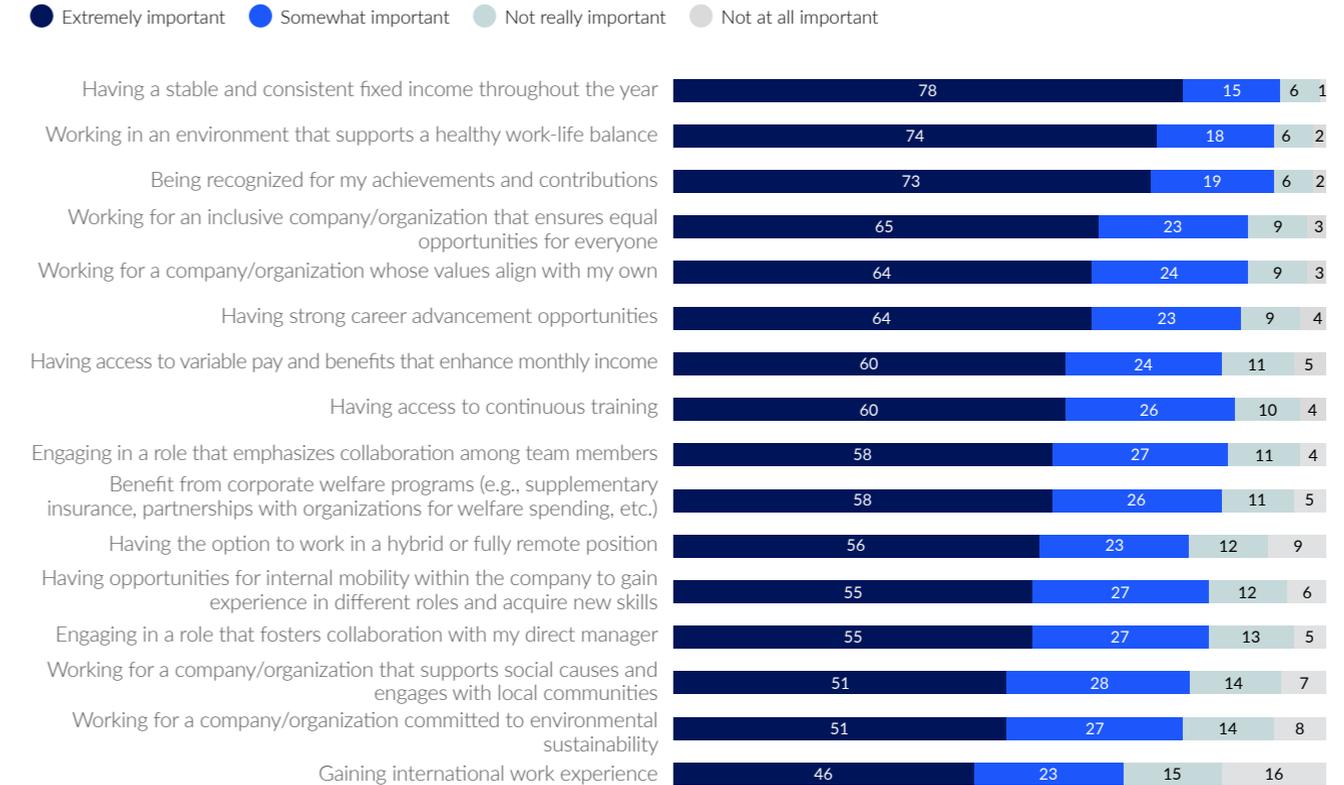
86%
is completely or somewhat satisfied with one's work situation



Focus
Respondents who are completely satisfied by their working situations



FIGURE 1.2 The Drivers of Work Satisfaction (%)



QUESTION
"Thinking about your ideal workplace, how important are the following aspects?"

Feedback

It has been said that recognition of one's contributions is closely linked to performance feedback. **A related issue is the dialogue with one's superiors, particularly concerning regular performance reviews.** This is an aspect that should be further refined, as the current situation appears to be misaligned with workers' expectations. While 45% of respondents are satisfied with the current frequen-

cy of performance discussions, 34% would prefer more frequent feedback, and 21% would in fact prefer less frequent discussions. Beyond the issue of frequency, there is also the matter of feedback **quality: this exchange is only effective if it provides an in-depth, relevant, and constructive per-**

spective — not formulaic — aimed at improving results and developing professional skills. Even more importantly, **it would be valuable to strengthen the reciprocity of evaluations: in fact, 84% of workers view the opportunity to give feedback to their manager positively.**

QUESTION 1

"How frequently do you engage in performance reviews or discussions with your supervisor?"

FIGURE 1.3 Feedback: Frequency and Appreciation (%)

		Frequency of engagement in performance reviews					Total
		Continuous feedback	Three times a year	Two times a year	Once a year	Never	
Preference of frequency	Continuous feedback	16	2	3	4	3	28
	Three times a year	4	3	3	3	1	14
	Two times a year	3	4	10	7	3	27
	Once a year	3	2	3	12	5	25
	Never	1	0	0	1	4	7
Total	26	11	19	28	16	100	

Note: sum differs from 100% due to rounding

QUESTION 2

"How frequently would you prefer performance assessments to be conducted?"

FIGURE 1.4 The Possibility to Give Feedback to One's Own Manager (%)



45%

appreciate the current format and would not like to change it

34%

would prefer a higher frequency with scheduled appointments throughout the year

21%

would prefer a lower frequency

84%

view the opportunity to give feedback to their manager very or somewhat useful

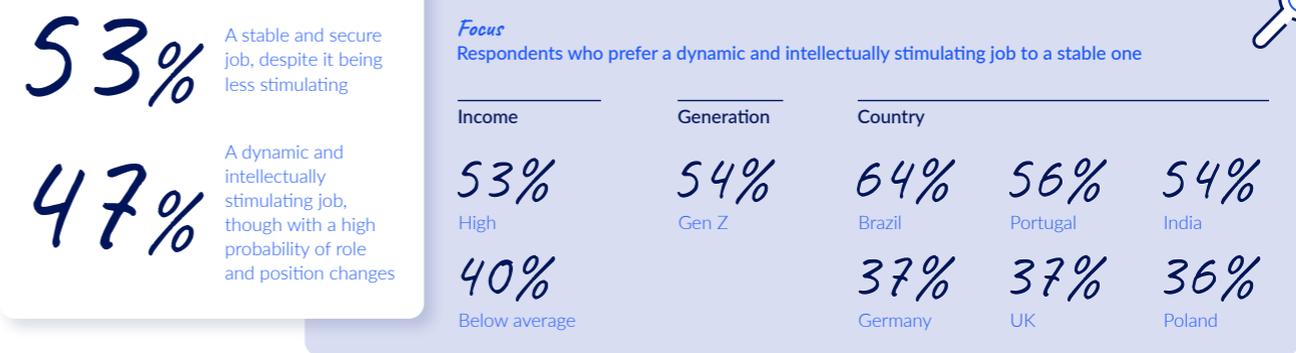
Changing Jobs: Stability vs Stimulation

Up to this point, the focus has primarily been on current employment. In a context marked by constant change, it is also essential to understand the dynamics that lead individuals toward seeking new jobs. To make the research more tangible by simulating real-life situations that influence job searches, respondents were asked to choose between a secure and stable but less stimulating job and a dynamic, intellectually engaging position with a high likelihood of change. This trade-off brought to light a sample essentially split down the middle, with a slight preference for stability — confirming how complex today's job market is and how it requires in-depth analysis and personalised solutions. **53% of respondents would prefer a secure job** (thus sacrificing intellectual stimulation), **while 47% would choose the more intellectually engaging role** (placing less value on job security).

Breaking down the data reveals significant differences: **younger individuals** (correlated to a higher tendency to follow their personal interests) **and those with higher incomes** (potentially due to already having financial security) **are more inclined to prefer intellectually stimulating work.** From an age perspective, Gen Z is the group most likely to favour this type of job (54% would choose it); economically speaking, 53% of high-income earners would opt for this path (compared to just 40% of those with below-average income).

On a national level, those where the preference for intellectually stimulating professions is most prevalent are Brazil (preferred by 64% of the sample), Portugal (56%), and India (54%), while the lowest support is found in Germany (37%), the United Kingdom (37%), and Poland (36%).

FIGURE 1.5 A Secure Job vs a Stimulating Job



QUESTION

"If you had to choose between the following two work environments, which one would you prefer?"

Willingness to Change

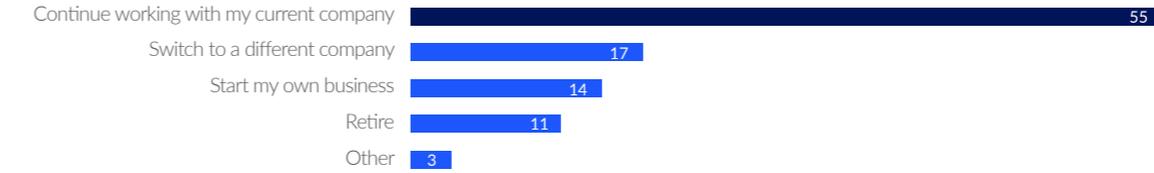
In the post-pandemic period, the labour market has been marked by a high level of dynamism. It is important to understand workers' short-term intentions and the potential "game" companies are playing to attract the talent available in the market. **What can we expect in the future?** In the coming years, **the majority of respondents (55%) still see themselves in their current company. The share of those willing to change jobs is limited** – only 17% of workers foresee changing companies – while 14% are considering becoming self-employed, and 11% plan to leave the labour market (retirement or withdrawal). There are significant differences between countries: those characterised by greater stability include Germany (66% of respondents intend to stay at their current company) and the United Kingdom (63% will remain at their company). The propensity to change jobs is more evident

in Poland (22% of the sample foresee this option) and India (22%), while the highest interest in starting a business is in Brazil (28% are considering it).

Once again, generational and economic factors clearly play a role. **Those with higher incomes are more likely to stay in their current job, whereas those earning less are more inclined to change companies.** Members of Gen Y and Gen X are the most likely to remain with their current employer in the future, a finding that suggests the search for stability extends to some segments of the younger population as well. Meanwhile, 38% of Baby Boomers are expected to exit the workforce due to retirement, and Gen Z confirms a stronger inclination for change, with the highest percentages of people looking to change companies (24% of the sample) or start their own business (22%).



FIGURE 1.6 Workers' Expectations for the Coming Years (%)



QUESTION

"What are your expectations for the upcoming years?"



Focus
Expectations for the upcoming years (%)

	Tot	Country								Generation				Income		
		IT	DE	PL	PT	ES	UK	BR	IN	Gen Z	Gen Y	Gen X	Baby Boomers	High	Average	Below average
Continue working with my current company	55%	55%	66%	51%	57%	55%	63%	46%	51%	47%	60%	64%	45%	60%	56%	47%
Switch to a different company	17%	18%	13%	22%	16%	16%	13%	15%	22%	24%	19%	13%	8%	15%	17%	22%
Start my own business	14%	10%	4%	10%	18%	14%	8%	28%	21%	22%	15%	10%	7%	15%	13%	15%
Retire	11%	13%	14%	12%	8%	13%	14%	8%	6%	5%	3%	10%	38%	9%	11%	13%
Other	3%	4%	3%	5%	1%	2%	2%	3%	0%	2%	3%	3%	2%	1%	3%	3%

When considering their current role and company, **42% of the sample believe they will be able to receive a promotion**, 41% expect to remain in their

current position, and 17% foresee changing roles while maintaining a similar level of seniority.

FIGURE 1.7 Expectations Regarding One's Own Job (%)



QUESTION

"Regarding your current role and organizational position, what are your expectations?"

Although stability is preferred, **53% of respondents would exchange it for greater flexibility** in balancing their lives. This tendency is more pronounced among members of Generation Z (with the response rate rising to 61%) and among high-income earners (56%).

QUESTION

"Would you trade job stability for flexibility in managing work and life, even with less security?"

FIGURE 1.8 Job Stability vs Work Life Balance (%)

● Definitely yes ● Probably yes ● Probably no ● Definitely no



Focus
Respondents willing to trade stability for greater flexibility

Generation

61% 54%

Gen Z Gen Y

Country

63% 58%

India Brazil

46% 47%

Gen X Baby Boomers

45% 44%

Poland Germany

53%
would definitely or probably exchange job stability for greater flexibility in balancing their lives



1.2

Work-Life Balance & *Wellbeing*

Flexibility: Workplace and Working Hours

The Covid emergency made remote working widespread and, in many cases, a structural option. Today, an increasing number of companies — including some of the most prominent multinationals — are making different choices, reducing or even eliminating remote work to favour a full return to the office. For older workers, this represents a return to the past, while for younger employees — especially those who entered the workforce from 2020 onward — it may present an entirely unprecedented situation.

It is therefore necessary to reflect on workers' approach to flexibility and their current preferences regarding working arrangements — a topic closely correlated to the search for the best balance between private life and professional life.

Confirming that the changes introduced during the pandemic have continued to be appreciated even afterward, **the majority of respondents (56%) consider the hybrid model the best solution, with working some days remotely and some in the office.** In the ranking of preferences, this is followed by the option of always working in the office (chosen by 26%), and finally full remote work (18%). The

hybrid model is most popular in Poland (65%), Portugal (63%), and Germany (61%); full in-office presence is most appreciated in Italy (32%) and Spain (33%).

This highlights the significant share of workers who prioritise flexible solutions: essentially, only one in four considers full-time office presence the ideal option.

As expected, when breaking down the data, **age-related trends emerge: the younger the worker, the more they favour the working model that has become established in recent years, combining regular remote work with office presence.** In fact, 60% of Gen Z would choose the hybrid model, compared to 48% of Baby Boomers. Conversely, 36% of Baby Boomers prefer to work entirely in the office, versus just 21% of Gen Z. Full in-office work is a typical preference of the generation closest to exiting the workforce due to retirement.

FIGURE 1.9 Flexibility: Preferred Solutions (%)



Focus
Preferences for the ideal work arrangement

	Generation					Country						
	Gen Z	Gen Y	Gen X	Baby Boomers	IT	DE	PL	PT	ES	UK	BR	IN
Hybrid solution, some days in-office, some days remote working	60%	59%	53%	48%	53%	61%	65%	63%	51%	48%	58%	48%
In person, always in the office	21%	20%	30%	36%	32%	26%	21%	19%	33%	27%	22%	28%
Full remote work, with 5 days of remote working	19%	21%	17%	16%	15%	13%	14%	18%	16%	25%	20%	24%

While the conversation around flexibility often focuses on location (working from home vs working in the office), **another crucial aspect is time management** — the ability to independently manage one's own working hours. A challenge that has yet to be widely implemented in practice, but one that is greatly appreciated: 70% of respondents express strong approval for the idea of self-managing their time. It is an approach that needs **a significant shift in perspective, adopting a mindset focused on evaluating employees based on objectives, working on trust and autonomy, and developing both managers and staff to facilitate the adoption of this new vision.**

Looking more closely, 64% would prefer a 4-day workweek, while 44% favour the more traditional 5-day week. It is therefore essential that companies deepen their consideration of the most suitable organisational models to try to meet these needs shared by a significant number of workers. **On the horizon, we see the potential to rethink the traditional five-day workweek in favour of a four-day model.** Companies must strategically address this reorganisation of time — without reducing salaries — to meet the expectations of younger workers, that 'capital' which will become increasingly contested in the years to come.

QUESTION

"How would your ideal work arrangement be organized?"

QUESTION

"Regarding working hours and organization, how much would you appreciate ..."

FIGURE 1.10 Managing Working Time (%)

● Very much ● Somewhat ● Not really ● Not at all



Wellbeing Policies

Alongside the traditional parameter of salary, the remuneration of work is now increasingly enhanced by wellbeing policies, which play a significant role in determining employee satisfaction. It is therefore useful for companies to understand the preferences of both employees and job applicants. **The most appreciated initiatives are those related to health insurance** (73% of the sample consider them very important, with consistent results across generations, further highlighting their significance), **paid time off** (very important for 72%, again with little generational difference, reflecting a shared desire for work-life balance), **and pen-**

sion schemes (68%, also considered useful in addressing economic uncertainties and the constant changes in pension regulations). Age, however, shapes different sets of values, and this is evident in the response to certain initiatives: Baby Boomers place more importance on pension plans (very important for 74% of them, compared to 63% of Gen Z), while psychological support programmes are more appreciated by Gen Z (very important for 58%, compared to 49% of Baby Boomers), confirming that mental health is a priority particularly felt by the youngest of workers.

FIGURE 1.11 Wellbeing: The Most Important Benefits According to Employees (%)

● Very interesting ● Somewhat interesting ● Not really interesting ● Not at all interesting



QUESTION

"How interesting do you find the following initiatives related to workplace well-being? (Scale 1-10)"



Focus
Interest in workplace well-being initiatives

	Generation				Country							
	Gen Z	Gen Y	Gen X	Baby Boomer	IT	DE	PL	PT	ES	UK	BR	IN
Retirement Plan	63%	68%	70%	74%	64%	74%	60%	73%	62%	70%	75%	70%
Psychological support programs	58%	56%	49%	49%	44%	38%	42%	60%	51%	41%	82%	71%



Professional *Growth*

2

2.1

Personal (and Professional) *Development*

- 2.1 Personal (and Professional) Development
- 2.2 Salary and Benefit



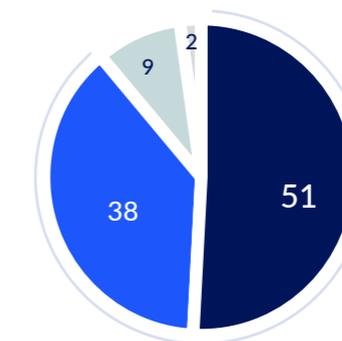
Training

Developing one's career is a widely held ambition. To do so, especially in light of the rapid and profound changes affecting the labour market, driven in part by new technologies, **it is essential to regularly acquire new skills and update one's professional toolkit. This is a well-established awareness:** 89% of respondents consider continuous training important. However, this responsibility should not rest solely on

the individual. There must be a shared commitment with the employer. In fact, 72% of the sample believe that responsibility for skills development should be shared between the employee and the company. Workers therefore have strong expectations regarding the employer's ability to proactively organise training opportunities and offering the adequate means to enhance their skills.

FIGURE 2.1 The Importance of Continuous Training (%)

- Very important
- Fairly important
- Not very important
- Not at all important



89%
Very + Fairly important

QUESTION
"How important is continuous learning and development to your career success?"

When looking more closely at the actual implementation of upskilling and reskilling programmes, a gap emerges: **only 57% of workers feel**

well supported in this area, and this perception is consistent across age groups (no significant differences are observed across generations).

The countries with the lowest satisfaction are Germany (49%), Italy (46%), and Poland (45%). Once again, the major divide is income-based: among those with a below-average salary, only 41% feel well supported in their upskilling and reskilling needs, compared to 68% of those with higher incomes. This disparity suggests the need to strengthen training provision for workers with lower-le-

vel roles: The risk, on the other hand, is that the gap between more qualified and less qualified staff could widen even further.

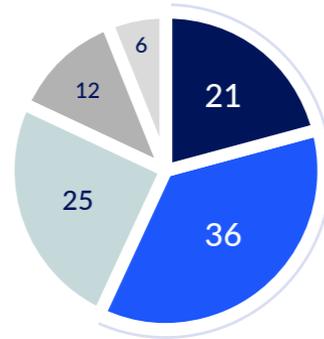
A strategic approach to training, through policies that more widely support employee qualifications, results in increased potential for enhancing a company's appeal.

QUESTION

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

FIGURE 2.2 Perception of Support for Upskilling and Reskilling (%)

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



Focus
Respondents who feel well supported in their upskilling and reskilling needs

Country



Income



So, what are the most appreciated forms of training? **There is no single winning model, but in this case a tailored approach is required.** Respondents expressed a range of preferences, with positive views of both in-person training (46% are in favour,

with a similar share also valuing on-the-job training) and online learning (appreciated by 45%). Mentoring and coaching, however, still have room for growth, as they are preferred by only around one in five workers.

FIGURE 2.3 Preferred Training Methods (%)



QUESTION

"What learning methods do you prefer for professional development?"

Career Progression

If training is key to developing the skills needed for new roles, promotions, or job opportunities elsewhere, **it's useful to understand what people most look for in terms of professional growth.**

Once again, financial factors take centre stage: **a pay rise** is the leading motivator, affirmed by 57% of respondents (32% ranked it first, 25% second).

Job security and personal growth are also significant factors. A salary increase is the top factor in

all countries where those with lower incomes tend to seek higher pay more actively, except India, where job security takes precedence. Conversely, **those with higher incomes tend to consider new opportunities primarily when they offer career advancement.**

What about age differences? While salary increase is the main factor across the board, some details

2.2

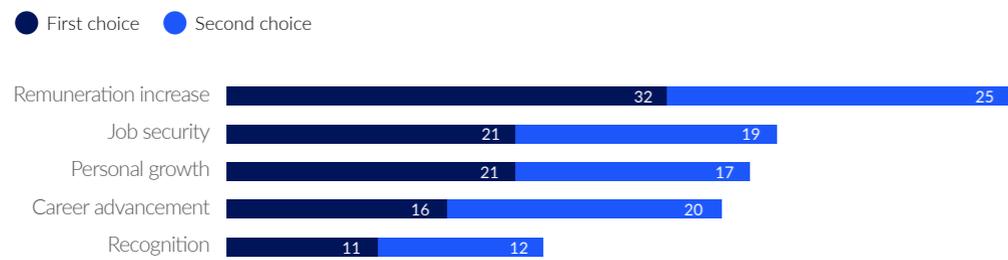
Salary and Benefits

stand out: **Younger people, and in particular Gen Z, are primarily driven by the pursuit of personal growth and career progression**, in line with the dynamism already observed in other responses; Baby Boomers, on the other hand, being closer to retirement, place greater importance on job security.

QUESTION

"What motivates you the most when seeking professional development opportunities?"

FIGURE 2.4 Key Factors in Choosing Professional Development Opportunities (%)



Across the various questions, salary clearly emerged as a decisive factor in job satisfaction and employment choices—particularly in the context of a global landscape marked by uncertainty, critical events (such as geopolitical tensions following the health crisis), and tangible consequences (including inflation and the cost of living, which is especially impactful in metropolitan areas).

This is supported by further evidence: only 1% of respondents say salary is unimportant when choosing a job, while 81% consider it very important. Notably, Gen Z is the age group least focused solely on pay: in this group, 74% place great importance on salary, compared to 85% in Gen X and Baby Boomers. Still, these are very high figures overall, confirming the primary role of salary in employment decisions.

FIGURE 2.5 The Importance of Salary in Job Choice (%)

● Very much important (Grade 8-10) ● Somewhat important (Grade 6-7) ● Not really important (Grade 4-5) ● Not at all important (Grade 1-3)



QUESTION

"How important is salary in your decision to choose a job? (Scale 1-10)"



Focus

Factors that have the most impact on seeking professional development opportunities

	Income			Generation				Country							
	High	Average	Below average	Gen Z	Gen Y	Gen X	Baby Boomers	IT	DE	PL	PT	ES	UK	BR	IN
Remuneration Increase	50%	60%	62%	50%	57%	62%	58%	64%	62%	74%	65%	57%	53%	53%	28%
Career Advancement	42%	34%	29%	41%	38%	31%	30%	32%	28%	32%	40%	32%	35%	40%	44%

In addition to fixed economic compensation, work remuneration can be enriched by incentives: the most appreciated is the annual bonus tied to **productivity goals** (preferred by 35% of respondents), followed by **stock options** (21%). Companies are increasingly using stock options and annual bonuses to link employees to company performance; stock options, in particular, foster a sense of belonging and involvement in the company's success, making employees feel almost like "shareholders" of their future.

What stands out instead if the sharp decline in the importance of company cars, relocation benefits,

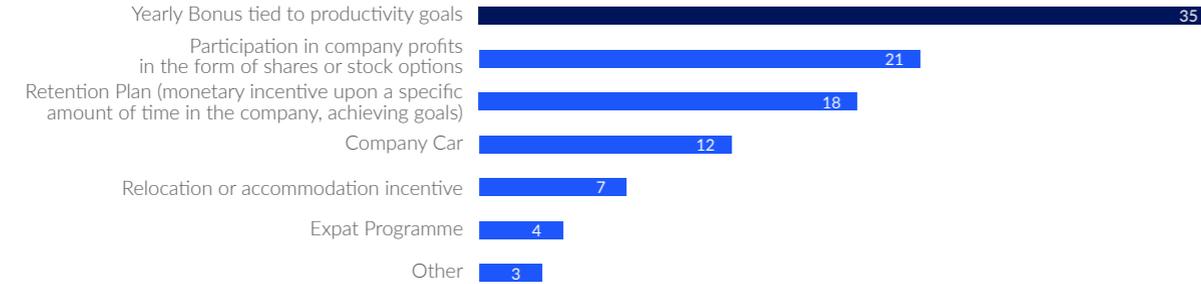
and expat programmes: an array of signals that points to a stronger desire for immediate liquidity and shifting life priorities. **The new generation appears less inclined to make significant sacrifices for their careers, such as moving to another country for years.**

In detail, this shift in preferences reflects a more pragmatic approach from workers: today they aspire to tools that offer immediate economic value, flexibility, and opportunities for growth. These are signals that companies need to recognise: from their perspective, it means **rethinking compensation packages to align with new expectations.**

QUESTION

"If you had to choose an incentive, which of the following would you prefer?"

FIGURE 2.6 Workers' Preferred Benefits (%)



Focus
Respondents who prefer a Yearly Bonus

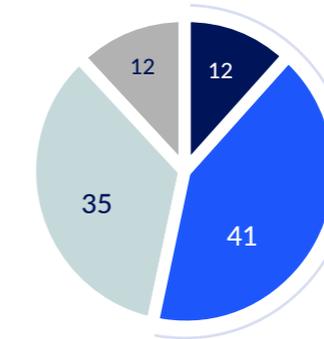
	Generation				Country							
	Gen Z	Gen Y	Gen X	Baby Boomer	IT	DE	PL	PT	ES	UK	BR	IN
Yearly Bonus tied to productivity goals	28%	34%	40%	41%	39%	36%	34%	42%	35%	34%	32%	32%

But is it all about salary? Not quite. A simulated decision reveals a more complex reality: increasingly today, job offers are influenced based on elements related to private life, work-life balance, and the ability to pursue personal passions. This suggests

a trade-off scenario: while salary is important, 53% of respondents would be willing (12% definitely, 41% probably) to **accept a lower-paying job in exchange for more free time.**

FIGURE 2.7 Salary vs Free Time (%)

- Definitely yes
- Probably yes
- Probably no
- Definitely no



53%
Definitely + Probably yes

QUESTION

"Would you be willing to accept a lower salary if it guaranteed you more free time?"



3

3.1

Technology: The *Impact* of AI

Challenges: *Innovation* and *Inclusion*

3.1 Technology: The Impact of AI
3.2 DEI

The Perception of AI

Artificial Intelligence has entered the scene, impacting many areas of society. In the workplace, its effects can be seen in the creation of new professions, the growing importance of digital skills, and in new organisational models being developed by companies.

In the face of such a major change, it is necessary to study workers' perceptions. Views on AI are still not yet defined, mixing optimism with concern, though with a predominance of positive or neutral

sentiments: **a slight majority (51%) sees AI as an opportunity**, 33% believe it has no impact, while 16% view it as a threat.

Age remains a barrier to a positive approach to new technologies: while 55% of Gen Z see AI as an opportunity, only 43% of Baby Boomers agree. Economic status also plays a role: among those with high incomes, 61% consider AI an opportunity, compared to only 40% of those with below-average incomes.



QUESTION

"From your perspective, relative to your current work situation, artificial intelligence represents:"

FIGURE 3.1 Perceptions of AI and its Impact on Work (%)

● An opportunity ● No impact on work activities ● A threat



51%
sees AI as an opportunity



Focus
Respondents who view AI as an opportunity

Income			Generation			
61%	48%	40%	55%	53%	48%	43%
High	Average	Below average	Gen Z	Gen Y	Gen X	Baby Boomers

The Use of AI

In a short space of time, **AI has established itself as a widespread tool – often indispensable, particularly in certain professions.** Today, 50% of workers use it; more specifically, 17% say they use it frequently, while 33% use it occasionally. India (where 73% of workers use it, either frequently or occasionally) and Brazil (67%) are the countries

where this technology is most prevalent in the workplace, while lower usage rates are seen in Italy (41%), the United Kingdom (40%), and Germany (39%). AI usage is especially common among younger people (59% of Gen Z) and high-income earners (61% of this group).

FIGURE 3.2 The use of AI in the Workplace (%)

● Frequently ● Occasionally ● Rarely ● Never



half
of respondents use generative AI in their work



Focus
Respondents who frequently or occasionally use generative AI in their work

Income		Generation		Country			
61%	59%	39%	73%	67%	41%	40%	
High	Gen Z	Baby Boomers	India	Brazil	Italy	UK	
			39%				
			Germany				

QUESTION

"How often do you personally use generative AI for your work?"



3.2

DEI

Another trend that has emerged in the workplace – and in society more broadly – in recent years is the growing focus on diversity, equity and inclusion, with policies aimed at fostering a harmonious and respectful environment.

There is strong awareness of the need of pursuing this path: **around three in four respondents (73%) consider it important for companies to address issues related to diversity, equity, and inclusion.** This is a shared belief across all age groups and is broadly consistent among different income brackets, while differences do emerge on a national level:

Germany (60%), Italy (64%), and Poland (66%) show the lowest levels of agreement, while India (89%) reports the highest.

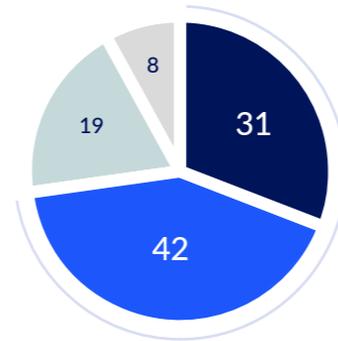
The overall levels of support are therefore relatively high, but not as decisive as other factors previously analysed (chief among them, salary), and only 31% consider the topic extremely important. The impression that emerges from the research – as will become clearer in the following questions – is that the priority given to DEI policies is closely linked to personal experience and whether or not one belongs to a segment of the population more directly affected by these issues.

QUESTION

“How important do you believe it is for companies to address DEI (Diversity, Equity, and Inclusion) topics?”

FIGURE 3.3 The Importance of DEI Policies for a Company (%)

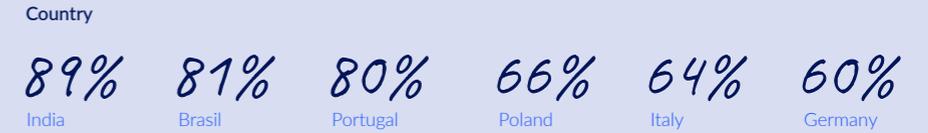
- Very important
- Fairly important
- Not very important
- Not at all important



73%
consider DEI policies important for companies to address issues related to diversity, equity and inclusion



Focus
Respondents who believe that their company should address DEI topics



There is, however, a perceived lack of substance. Two out of three respondents (67%) believe that many companies talk about diversity, equity and inclusion programmes but do nothing concrete for employees. This signals a gap that needs to be addressed – a concern shared across all countries and generations – and calls for decisive action from companies to avoid squandering the widespread awareness and support for DEI among workers.

When digging deeper into biases, certain stereotypes persist. Age is one such factor and operates in two directions: on the one hand, there is a common perception that older colleagues are less skilled in using technology; on the other hand, younger people are seen as less respectful of hierarchy and less committed to work in general. The perception of disadvantage for people with disabilities in the workplace still lingers (50% of respondents believe this), and there is also a bias linked to nationality (44% of respondents think it is harder for a foreigner to work effectively due to cultural differences). Meanwhile, biases around gender

(and post-maternity in particular) age, and sexual orientation appear to be gradually diminishing.

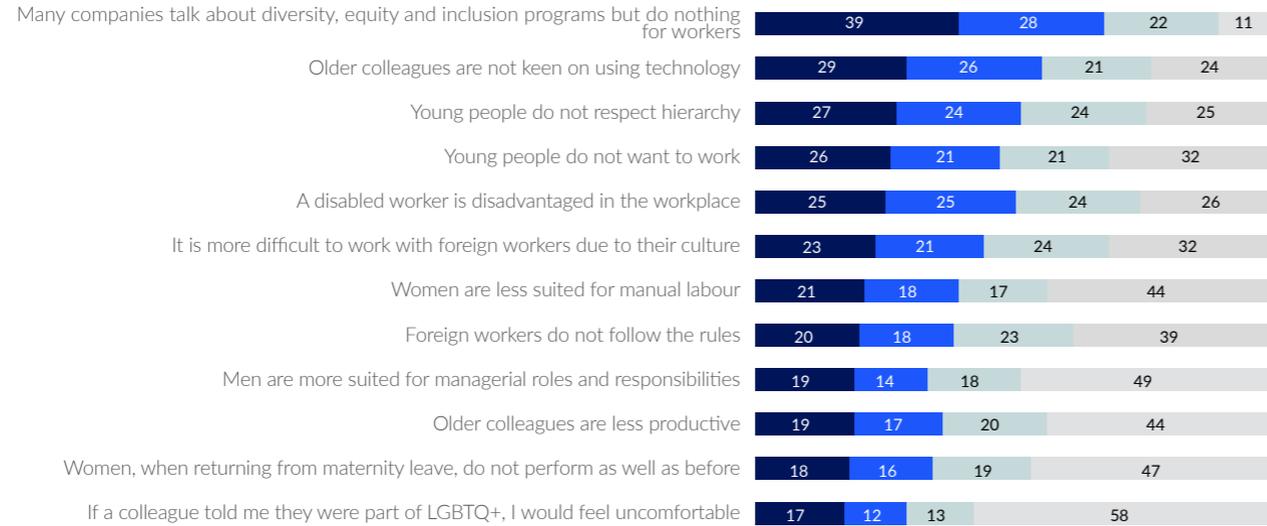
It is therefore necessary to continue strengthening DEI policies within companies, not only to bring more substance to corporate narratives but, more importantly, to **create work environments that truly value everyone's differences. In light of today's socio-political and economic scenario – and the persistence of biases – it's critical to continue promoting the importance of DEI topics in the workplace.**

QUESTION

"For each statement, please indicate your level of agreement"

FIGURE 3.4 Awareness and Stereotypes in the Workplace (%)

● Strongly agree ● Somewhat agree ● Somewhat disagree ● Strongly disagree



Focus
Respondents who agree with each statement

	Generation				Country							
	Gen Z	Gen Y	Gen X	Baby Boomers	IT	DE	PL	PT	ES	UK	BR	IN
Many companies talk about diversity, equity and inclusion programs but do nothing for workers	70%	70%	63%	65%	76%	59%	62%	70%	68%	57%	74%	71%
Older colleagues are not keen on using technology	61%	61%	49%	46%	66%	48%	53%	57%	54%	46%	55%	63%
Young people do not respect hierarchy	44%	54%	52%	53%	51%	44%	59%	47%	48%	43%	53%	61%



The *Value* of the Company

4

4.1

- 4.1 What Drives Employee Loyalty
- 4.2 Employer Branding and Communication

4.1 What *Drives* Employee Loyalty

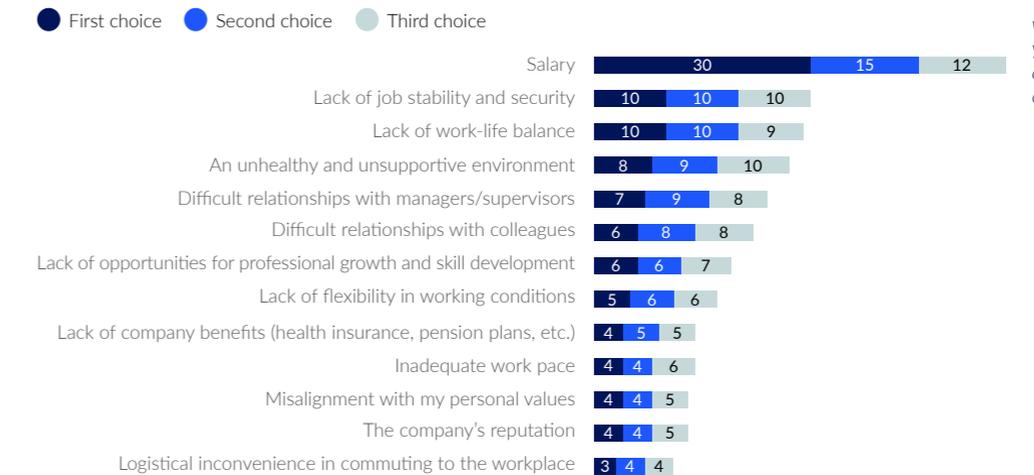
Drivers for Seeking a New Job

The importance of salary for job satisfaction has already been discussed. Setting that crucial factor aside, what are the other main reasons that might lead someone to consider new job opportunities? **They are largely the negative aspects of one's current role: lack of stability or job security (mentioned by 30% of respondents), poor work-life balance (29%), and an unpleasant working environment (27%) are the key factors influencing**

this decision; a company's reputation or logistical inconveniences, by contrast, tend to have far less impact. In particular, salary is identified as the top factor in all the countries included in the survey.

Age plays a role in how certain factors are perceived: the older the individual, the more weight they tend to give to job insecurity and difficult relationships with their superiors.

FIGURE 4.1 Factors for Evaluating a Job Offer (%)



QUESTION
"What factors would make you consider alternative job opportunities?"





Focus

Factors that drive the consideration of new job opportunities

	Generation			
	Gen Z	Gen Y	Gen X	Baby Boomer
Lack of job stability and security	25%	29%	34%	35%
Difficult relationships with managers/supervisors	19%	24%	27%	27%

The Ideal Manager

The relationship with managers is a key aspect that helps define the work environment: good or bad interactions with leadership figures can significantly influence how employees perceive their daily experience at the company.

These dynamics can strongly affect whether a worker chooses to stay loyal to their current job or considers seeking a new position. This is why it's useful to understand what the qualities are that define the ideal manager. **Soft skills are proving more decisive than technical-operational abilities:** respondents place higher value on traits like empathy (24% of the sample selected it as their top choice,

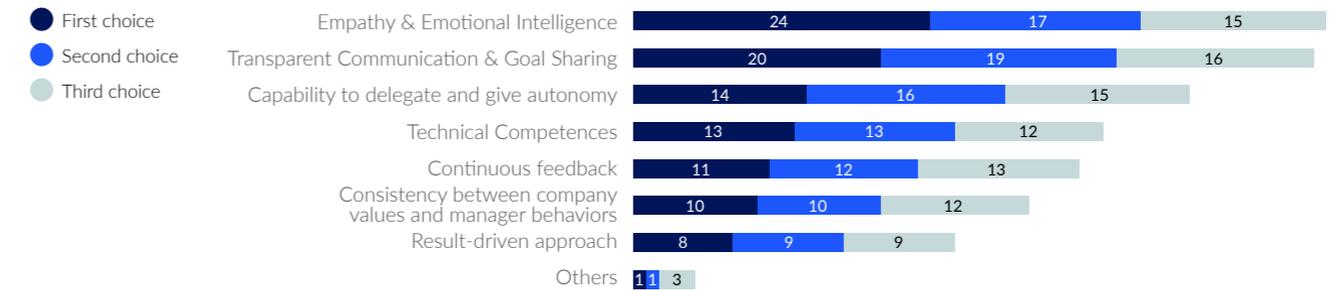
and 56% included it among their top three) and transparent communication combined with shared goals (20% selected it first, and 55% included it in their top three). Also, the high preference for the ability to delegate and give autonomy (chosen by 45% of respondents) also deserves emphasis.

This aligns with the insights already studied, particularly those linked with the growing desire for flexible work models that include self-management of time. **Trust and autonomy from managers are seen as necessary conditions for adopting new ways of organising work and time.**

Age differences influence certain aspects: older workers place greater importance on the ability to delegate and offer autonomy (a trait cited by 49% of Baby Boomers, compared to 40% of Gen Z),

while younger workers seek more feedback (mentioned by 39% of Gen Z, dropping to 33% among Gen X and Baby Boomers).

FIGURE 4.2 The Qualities of an Ideal Manager (%)



QUESTION

"What features should your ideal manager have to keep you engaged?"



Focus

Features of the ideal manager

	Country							
	IT	DE	PL	PT	ES	UK	BR	IN
Empathy & Emotional Intelligence	64%	62%	63%	53%	58%	60%	56%	35%
Transparent Communication & Goal Sharing	54%	67%	70%	49%	52%	53%	46%	47%
Capability to delegate and give autonomy	44%	51%	53%	51%	47%	45%	41%	31%

Company Culture

Companies are not “just” workplaces. They are environments with their own culture, constantly expressing and communicating values, often on a global scale. It’s therefore essential to consider how important it is for employees and candidates to share those values, and how this alignment plays a role in both talent attraction and retention. The match between company values and personal values is crucial: when there’s a misalignment, workers are more likely to disregard a job offer altogether.

Three out of four respondents (75%) perceive com-

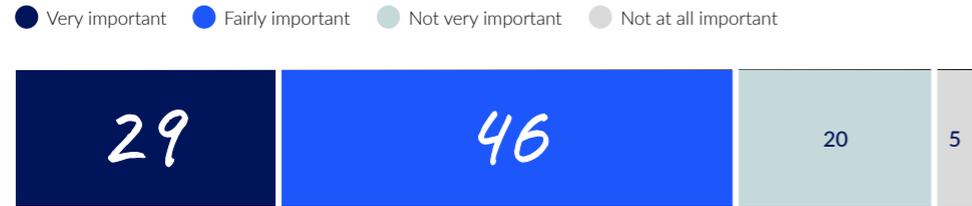
pany culture as an important value within the team they work in.

From a national perspective, Italy is the only exception, with the consensus on this point stopping at 55%, while in all other countries the share ranges from 70% (in Spain) to 86% (in India and Brazil).

There are no significant generational differences, but a clear divide emerges along economic lines: 65% of those with below-average income consider company culture important, compared to 81% among high-income earners.

QUESTION
“How important do you believe the corporate culture is within your work team?”

FIGURE 4.3 The Importance of Company Culture (%)



75%
Very + Fairly important



Focus
Respondents who perceive corporate culture as important in the work team

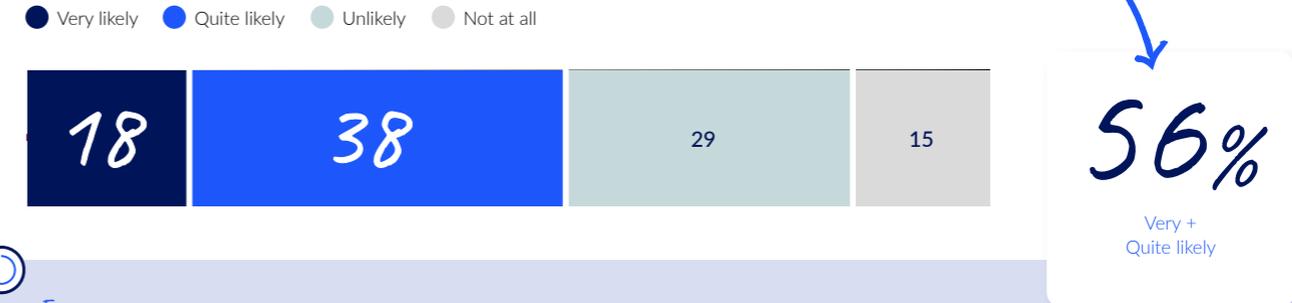
Country	Income	Generation
India: 86%	Below average: 65%	Gen Z: 72%
Brazil: 86%	High: 81%	Gen Y: 74%
Italy: 55%	Below average: 65%	Gen X: 77%
	High: 81%	Baby Boomers: 79%

Those with greater responsibilities are expected to show stronger alignment with the company’s values, to the point of actively representing them both internally (with employees and collaborators) and externally (with stakeholders, clients, consumers, and the general public). Unsurprisingly, 69% of respondents believe that managers act in accordance with the company’s values.

A further step is to consider the willingness to become “ambassadors” for one’s company because

they align with the company’s values – representing the brand to other candidates or in the wider market, promoting its values due to a shared sense of purpose. The majority of the sample (56%) are in favour of this possibility. However, there remain to be significant differences between countries (Portugal, Spain, Poland, and Germany all fall below the 50% mark, meaning most respondents there are opposed) and especially according to income levels (only 42% of those earning below average would do so, compared to 66% among higher earners).

FIGURE 4.4 The Idea of Becoming an “Ambassador” for One’ Company (%)



Focus
Respondents who view with favor the possibility to become an ambassador

Country	Income	Generation
India: 79%	High: 66%	Gen Z: 57%
Brazil: 68%	High: 66%	Gen Y: 58%
Portugal: 49%	Below average: 42%	Gen X: 54%
Spain: 46%	Below average: 42%	Baby Boomers: 51%

QUESTION

“How likely would you consider the possibility of becoming an ambassador for your company, representing the brand to other candidates and the market, and promoting its values?”

4.2

Employer *Branding* and Communication

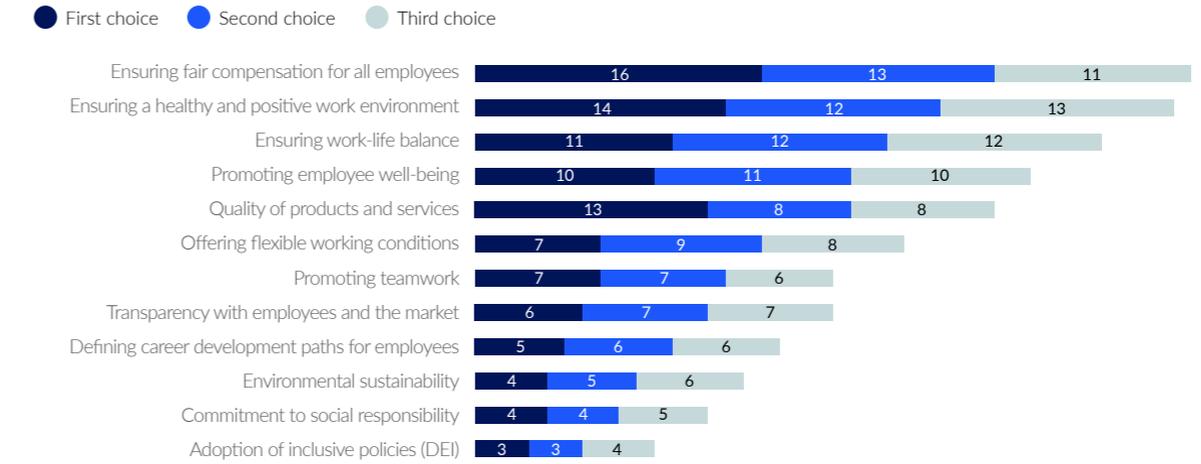
Communicating Company Values

Having outlined the importance of the values promoted by a company, it is essential to understand which values should actually be promoted. **Ensuring fair pay for all workers and providing a positive, healthy working environment are the main priorities, as indicated by around 40% of respondents.** These aspects, after all, closely align with what most influences employee satisfaction: in other words, company values must be in line with workers' priorities. It is not enough to simply talk about them—these values must be genuinely embraced and implemented by companies. However, an individualistic dimension still prevails, with greater focus placed on values that have a

more direct impact on one's personal experience. In contrast, values that emphasise commitment to the collective and the wellbeing of the wider community are seen as less of a priority: the adoption of inclusive policies is, in fact, the option that receives the least support (selected by 10% of the sample, though this rises to 13% among Gen Z). Also ranking low are values such as social responsibility (13%, increasing to 17% among Gen Z) and environmental sustainability (15%, peaking at 18% among Gen Z), despite the growing prominence of these issues in public discourse and on the political and economic agenda.



FIGURE 4.5 Company Values (%)



QUESTION

"What do you consider to be the most important values that a company should pursue?"



Focus
The most important company values

	Tot	Country								Generation			
		IT	DE	PL	PT	ES	UK	BR	IN	Gen Z	Gen Y	Gen X	Baby Boomer
Ensuring fair compensation for all employees	40%	36%	51%	51%	47%	38%	34%	41%	19%	35%	36%	45%	45%
Ensuring a healthy and positive work environment	39%	43%	43%	38%	38%	38%	39%	41%	31%	33%	38%	42%	44%
Ensuring work-life balance	35%	38%	30%	37%	33%	34%	46%	25%	34%	30%	37%	37%	33%

Between Word of Mouth and the Web

Even in a globalised and hyper-connected world, **human relationships continue to hold decisive value**. This is equally true in the world of work, when it comes to conveying the worth of a company or brand. **Word of mouth still remains the most influential method when trying to form an impression of what it's like to work within a com-**

pany: when choosing an employer, the most important factor is the feedback from current employees (cited by 33% of respondents), followed by what one can learn about through the company's official communications (25%) or based on its reputation in the market (23%).

QUESTION

"Which of the following factors do you consider the most important when choosing a brand as an employer?"

FIGURE 4.6 Key Factors in Choosing a Company (%)

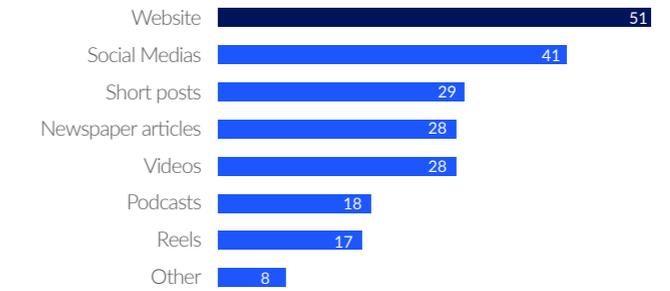


Focusing on communication channels from the perspective of jobseekers, **the most valued sources of content when choosing a company are the company's website** (mentioned by 51% of respondents) **and its social media channels** (cited by 41%). This highlights the importance for companies of maintaining a conscious and well-structured presence across their digital communication platforms. It is therefore essential to adopt a strategic approach, capable of refining content and delivering messages aligned with what candidates are looking for and the values they most appreciate. This should be

done through a coherent, transparent, and regularly updated narrative that clearly conveys the company's identity and vision. Effective communication is, in fact, a key component of a brand's reputation and attractiveness.

Not by chance, company websites – by allowing the option of submitting a speculative application – are considered **the most effective channels for finding a job (according to 43% of respondents), on par with specialised online job portals**. The dominance of the web is further confirmed by the importance

FIGURE 4.7 The Source of a Company's Most Engaging Content (%)



QUESTION

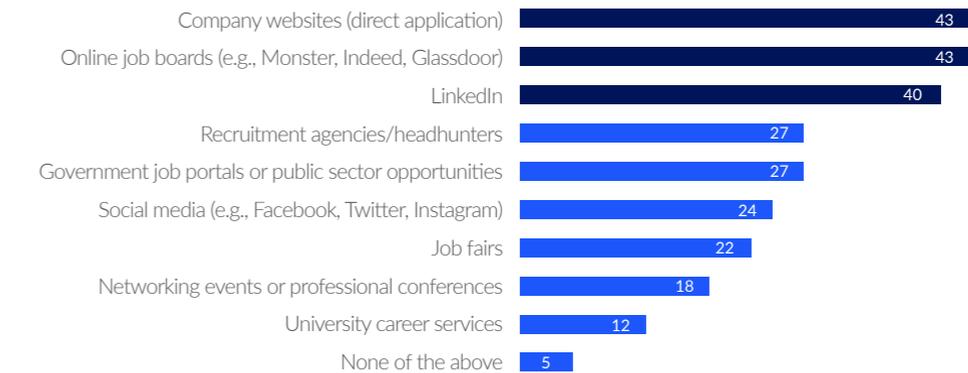
"Which types of content related to a company would interest you the most?"

attributed to LinkedIn (40%), while more traditional channels, such as recruitment agencies, public employment services, and even more so university career services, are seen as less appealing – suggesting a significant disconnect between education

and the world of work.

Thus, companies are called to reflect on their employer branding policies and possible improvements to make them more effective.

FIGURE 4.8 The Most Effective Channels for Job Hunting (%)



QUESTION

"And what do you think are the most effective channel for finding a job?"

Conclusion

At the conclusion of the research, a broad yet clear picture emerges of the relationship between people and work – a global perspective that is attuned to generational and economic divides. As a result, **it becomes fundamental to rethink strategies for attracting and retaining talent**, with a focus on four key areas:

- **Humanising the work experience**, by offering flexible working models and targeted benefits.
- **Valuing professional growth**, through clear development pathways and a tangible commitment to training.
- **Ensuring consistency between stated values and concrete actions**, particularly in the areas of DEI and sustainability.
- **Communicating transparently and engagingly**, making the most of digital channels and highlighting authentic employee stories.

The future of employer branding will no longer rely solely on corporate promises, but on **the ability to demonstrate, through real actions, that the company is a place where people can grow, contribute, and find a healthy work-life balance**. Here are the key generational trends emerging from the report, viewed through the lens of employer branding.

1. Impact and Company Values

The importance placed on company values varies significantly across generations. Younger workers (Generation Z and Millennials) show a strong sensitivity towards an organisation's mission and the consistency of its values, seeking a sense of belonging to a wider and more meaningful purpose. In contrast, for Generation X and Baby Boomers, greater emphasis is placed on contractual stability, financial security, and a positive working environment.

This generational gap is also reflected in the criteria used when choosing an employer: while younger generations prioritise socially committed companies that are transparent about their values, older generations tend to view these aspects as important, but not decisive.

2. Work-life Balance as a Shared Priority

Work-life balance is a priority shared across all generations, though interpreted in different ways. For Generation Z and Millennials, workplace flexibility (not just in terms of location, but also working hours and methods) is an essential requirement, while for Generation X and Baby Boomers, it is viewed more as a tool for ensuring the long-term sustainability of their careers. For Generation Z, other factors are also considered key, such as career progression and equal opportunities.

3. Professional Development and Continuous Learning

Generation Z and Millennials seek agile, personalised growth paths, favouring non-linear careers that focus on developing skills rather than conforming to rigid hierarchies; training is seen as a continuous process, to be constantly updated and enriched.

By contrast, Generation X and Baby Boomers tend to hold a more traditional view of professional development, placing value on stable progression and the consolidation of skills acquired over time.

4. Technology and Digitalisation as a Differentiating Factor

Technology, particularly Artificial Intelligence, represents a significant point of differentiation. Generation Z and Millennials tend to view AI as an opportunity to optimise work and enhance their own capabilities. However, 50% of respondents have not yet had the chance to actively use it, which raises an important question: how might

perceptions shift if the adoption of AI were more widespread and intentional?

Younger generations therefore expect advanced digital tools and a smart working environment, while recognising that older generations may require more support in adapting to technological change.

5. Leadership and Intergenerational Management

All generations tend to agree on the profile of the ideal leader: someone empathetic, transparent in their communication, and capable of building trust-based relationships.

However, age plays a role in shaping expectations around leadership style. Younger generations value models based on continuous feedback, while Baby Boomers and Generation X prefer leadership that focuses more on delegation and fostering autonomy.



6. Mental well-being and psychological support

Gen Z and Millennials consider mental well-being a central theme around which to build a healthy, supportive, and mindful work environment. As a result, companies are increasingly expected to implement concrete services and policies in this area. Older generations also recognise its value but tend to have less marked expectations of direct intervention from employers, reflecting a different understanding of the employer's role in an individual's personal well-being.

7. Pay and salary equity

Salary remains a key cross-generational priority, though with some notable differences. Younger workers, and Gen Z in particular, expect the remuneration package to include non-monetary benefits – such as flexibility, personal development, and welfare – which play a crucial role in shaping their sense of fairness and job satisfaction. Senior generations, on the other hand, maintain a more traditional focus on direct financial compensation.

8. Inclusive Company Culture and Diversity

Younger generations place great importance on diversity, equity and inclusion, whereas for Baby Boomers and Generation X, these are relevant but not prioritised over other aspects such as job stability and security. For younger people, it is relevant to “say as you do and do as you say”: this awareness calls on companies to communicate authentically and avoid any disconnect between promises and workplace reality.

A clear message emerges: prejudice and stereotypes still persist, and it remains crucial to continue

pushing for the implementation of DEI policies in the workplace. Companies must commit themselves to addressing biases, as every generation holds preconceptions about others. In this context, it would be more effective to speak of uniqueness rather than diversity: Emphasising what makes each individual unique, rather than focusing solely on differences, helps foster a more productive, inclusive, and empowering environment.

9. Hybrid and Flexible Working Models

The preference for flexible working models is particularly strong among Gen Z and Millennials, who view hybrid work and remote working as tools to enhance productivity and improve quality of life. Older generations tend to prefer – albeit to a lesser extent – greater in-person presence, often linked to a stronger sense of connection with the team and the company culture.

10. Employer Branding and Online Reputation

Word of mouth, and particularly employee feedback, is considered the most effective factor to assess a company's reputation when evaluating a job offer. Building a genuinely healthy work environment that values people and constructs positive relations is crucial for attracting talent. At the same time, corporate communication strategies must maintain a strong, high-quality presence online: a company's website is now the main channel through which people apply for roles, followed by job boards and social media. This represents a significant shift from the recent past, which was characterised by a strong focus on social media: companies must also be able to recognise this change.

33%

of respondents consider employee feedback as the most important factor when choosing a brand as an employer.

51%

of respondents believe that the most important content related to a company can be found on the corporate website.

43%

consider the company website (direct application) as the most effective channel for finding a job. Another 43% also consider online job boards.



Key Insight by Country



India:

Enthusiasm And Innovation

Positive feedback on the work situation: **69%** are very satisfied (**average: 56%**). Strong propensity towards technology: **67%** see AI as an opportunity (**average: 51%**) and **73%** frequently use it in their work (**average: 50%**). Social commitment: **89%** believe their company should address DEI topics (**average: 73%**).



Uk:

A Cautious Outlook

81% consider having a stable and consistent fixed income throughout the year very important (**average: 78%**). In fact, only **37%** prefer a dynamic and intellectually stimulating job over a stable one (**average: 47%**). Look to the future: **70%** value having a retirement plan for workplace well-being (**average: 68%**).



Spain:

More Than Just Salary

Only **72%** consider salary very important when choosing a job (**average: 81%**). Similarly, for workplace well-being the preferred option is having Paid Time Off (PTO) benefits (**69%**). Flexibility? It's not decisive: **33%** believe the ideal work arrangement would be always in person, at the office (**average: 26%**).



Poland:

An inclination for change

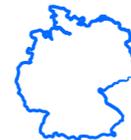
Low job satisfaction: only **48%** are very satisfied (**average: 56%**). But change is a challenge: **22%** plan to switch to a different company in the next years (**average: 17%**). To seize the opportunities, it is necessary to invest in training: only **45%** feel well supported in upskilling and reskilling needs (**average: 57%**).



Brazil:

Satisfaction And Initiative

Positive feedback on the work situation: **69%** are very satisfied (**average: 56%**). In terms of workplace well-being, **88%** find having a medical health insurance very important (**average: 73%**) High ambition: **88%** consider strong career advancement opportunities essential for their ideal workplace (**average: 64%**). Consequently, there is a willingness to seize opportunities. Expectations for the coming years: **22%** plan to start their own business (**average: 14%**).



Germany:

Distrust And The Pursuit Of Security

Only **37%** prefer a dynamic and intellectually stimulating job over a stable one (**average: 47%**). At the same time, only **44%** would trade job stability for flexibility in managing work and life, even with less security (**average: 53%**). A low propensity for change. Expectations for the coming years: **66%** plan to continue working with their current company (**average: 55%**). For Workplace well-being, **74%** consider a retirement plan important (**average: 68%**).



Italy:

The Salary Issue

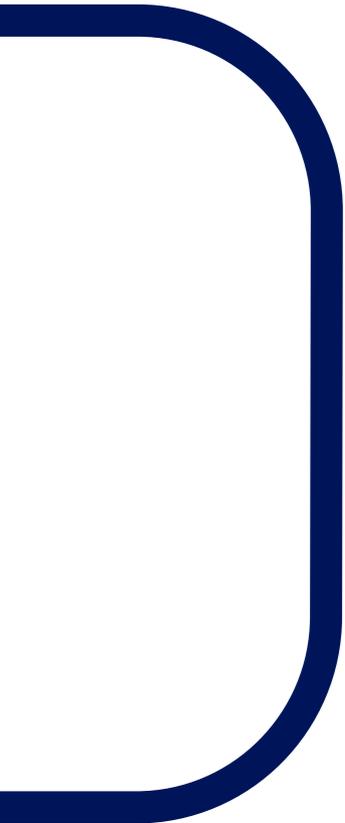
Low job satisfaction: only **49%** are very satisfied (**average: 56%**). The main motivation when seeking professional development opportunities is a salary increase (**64%**, **average: 57%**). Consequently, expectations for the future are characterized by change: **18%** plan to switch to a different company (**average: 17%**). Pragmatism prevails: only **55%** perceive corporate culture as important in the work team (**average: 75%**).



Portugal:

The Search For New Stimuli

A low job satisfaction: only **47%** are very satisfied (**average: 56%**). **56%** prefer a dynamic and intellectually stimulating job over a stable one (**average: 47%**). Working in an environment that supports a healthy work-life balance is the main factor for the ideal workplace (**very important for 81%**, **average: 74%**).



For more info reach out to
changelives@gigroupholding.com

gigroupholding.com



#ChangeLives

Gi Group
HOLDING