TOP EMPLOYERS INSTITUTE

World of work trends 2025

The collective workforce

For a better **world of work**

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Introduction

World of work trends 2025
The collective workforce

Coming to the end of 2024, we look back on months shaped, in equal parts, by the influx of artificial intelligence (AI) into our workplaces, and the skills, capabilities, and perspectives that are uniquely human. **Looking into 2025, we can expect a continued recentring of the human, but a focus expanding far beyond the individual employee.**

In 2025, the balance between individual and group well-being will evolve, blending personal empowerment with collective goals. The focus will be on creating environments where individual contributions enhance the overall strength of teams and organisations, and where traditional boundaries are softened to allow for greater collaboration and inclusion.

Systems thinking will be a must-have skill for HR professionals, driving every decision, and ensuring that both individual and group success are intertwined and mutually reinforcing. Systems thinking is a way of understanding how different parts of a system—whether an organisation or society—are connected and influence each other. In HR, it enables leaders to design holistic strategies that align employee needs with organisational priorities and broader societal challenges.

Building sustainable workplaces together

In 2025, organisations will face growing pressure to address global challenges - ranging from ethical AI use in the workplace to demographic changes like declining birth rates and an ageing population. **These issues are no longer isolated from business; they demand an integrated partnership between society and organisations**. For example, as we discussed in our recent Top Employers Institute Ethical AI framework white paper, technology is no longer just about efficiency or productivity; it involves fundamental questions about fairness, inclusivity, and the long-term consequences for job markets.

Similarly, **labour shortages driven by demographic changes challenge companies to rethink their workforce strategies for future sustainability**. In East Asia especially, we are seeing employers taking steps aligned with governmental ambitions to tackle a declining population, at all stages of employees' lives. Much focus has been put on encouraging couples to have more children. The Lotte Group, for example, implemented various family-friendly policies and saw its employees' average birth rate jump 1.2 above the national rate. There is also a push to enable older workers to remain longer in their jobs. The adoption of the four-day work week not only benefits working mothers, but also promotes wellbeing, maintaining the good health of employees to potentially delay retirement.

Family-friendly offerings have also increased substantially over the last year. We saw a 3 percentage points jump in the number of Top Employers offering flexibility in adjusting work schedules to take care of children. Improvements were also seen in nursing rooms (+5 percentage points) and special leave for parents (+2 percentage points). Acknowledging the reality that many more people are now responsible for ageing relatives as well as young children, special leave for elder care increased by 5 percentage points. Today 40% of Top Employers offer this benefit.

Saint-Gobain India
The integrated approach to an ageing workforce

Saint-Gobain India has an impressive number of employees who are from campus to C-suite. The organisation is committed to nurturing longevity of tenure in its population. As an acknowledgement of this longevity and as a sign of its commitment to individuals preparing for the next stage of their lives beyond Saint-Gobain, this Top Employer has implemented an ambitious and innovative approach.

As employees of Saint-Gobain India near retirement age, salary increases are customised to benefit their retirement corpus. This directly impacts the corpus that they will have at the time of retirement. This is done consciously and with the consent of employees by restructuring the "Basic Pay element" upwardly at the ages of 50, 55 and 58 years of age. For the individual employee, this benefit provides an opportunity to build financial savings necessary for retirement. For the organisation, it is not merely a sign of their commitment to such employees but also enables older employees to remain in the workforce longer, allowing knowledge transfer that enables continuity.

MBH Bank Hungary
Supporting employees at all career stages

MBH Bank Hungary is another Top Employer that recognises the need to focus on the full spectrum of an employee's life cycle, on the challenges and diverse needs of all various life stages, especially for employees above the age of 60 years old. As MBH Bank is one of the largest employers in Hungary, they feel they have a responsibility to help positively impact the labour market with their HR practices; they strive to support employees at all stages of their careers, according to their needs. It was out of this desire that the Active+ Employee Programme was created, supporting older employees to find appropriate roles within the organisations.

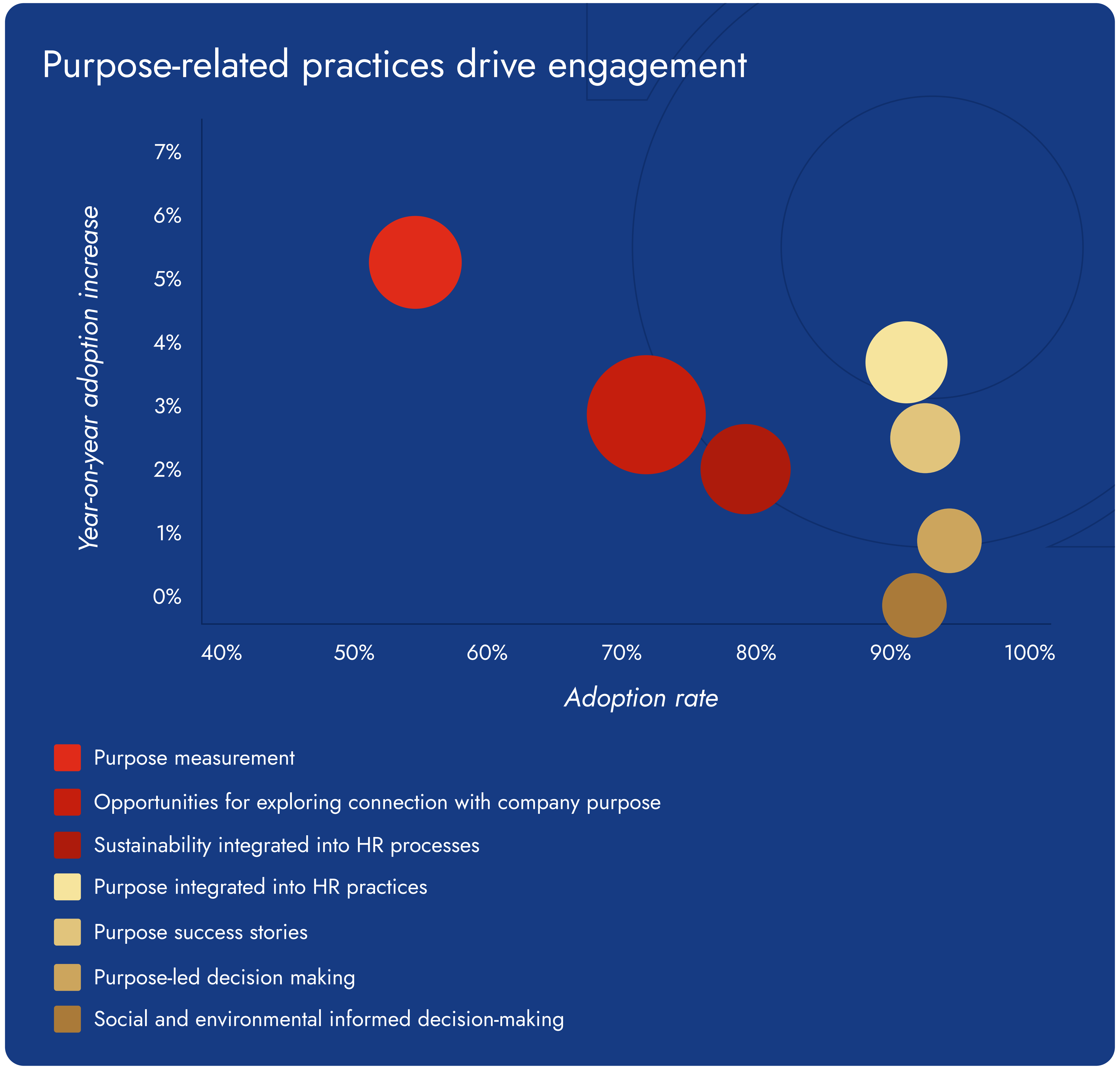
Active+ supports employees over 60 years of age in three key ways. Firstly, it provides age-relevant benefits such as grandparent leave and preventative health care. Secondly, it enables accelerated development opportunities, including digitalisation upskilling, mentoring, and knowledge transfer. Thirdly, it embeds a sense of community within this demographic through events and online resources.

The programme has been well received, with excellent feedback in employee surveys, 90% participation in trainings, and external recognition.

As organisations grapple with demographic shifts and the need for sustainable workforce strategies, they must also contend with the growing influence of younger generations. Employees across all life stages are becoming increasingly vocal, and Gen Z especially is driving the call for greater corporate accountability, they expect to find meaning and purpose in their work. Their focus on issues such as environmental sustainability, social justice, and workplace diversity aligns with the pressures organisations already face to address global challenges. According to research from Top Employers Institute, **this is not just about visible activism; it's woven into the modern workforce's expectations, with employees demanding transparency and real action that resonate both within the workplace and across society**.

Top Employers are already stepping up to the challenge. Some of the biggest adoption increases we saw this year were in sustainability. Reporting social and environmental performance indicators was up 7 percentage points, and we saw substantial jumps in integrating sustainability into HR processes like performance management (4 percentage points), total rewards (3 percentage points) and recognition practices (2 percentage points).

Organisations that behave in ways aligned to their values and purpose, and support employees in doing the same, have higher levels of employee engagement.



HR Practices supporting purpose have increased since last year. All the practices shown in this plot are statistically significant drivers of employee engagement, the strength of their impact on employee engagement is represented by the size of the bubble.

What this means for HR

As organisations take on these demands, the role of HR will become increasingly complex. HR professionals will be tasked with navigating the conflicting priorities of employees, leaders, and society's expectations. This challenge is compounded by a significant trust deficit, many employees view HR with scepticism, seeing it as too closely aligned with corporate interests.

Trust in HR has decreased by 11 percentage points since 2022. As the Guardian reported earlier this year, in some cases distrust is so high that employees are paying for third party representation in their dealings with them. For HR to effectively mediate these tensions, rebuilding trust will be critical.

To tackle the complex challenges around sustainability, **HR can apply systems thinking to design strategies that anticipate the ripple effects of decisions across the entire organisation, balancing employee needs, organisational goals, and societal expectations.** Organisations that empower HR to act as a true advocate for both employees and for an organisation's social responsibility will be better equipped to integrate competing priorities and drive long-term success.

By addressing immediate workforce needs while responding to broader global challenges, organisations have an opportunity to redefine their role in an interconnected world. From supporting employees across life stages to embracing the values of a purpose-driven workforce, success lies in aligning organisational strategies with evolving societal expectations.

As younger generations push for accountability and demographic shifts reshape the workforce, the ability to balance these pressures with transparency and trust will set apart those companies that lead from those that lag. **Ultimately, organisations that embrace these challenges will not only sustain their relevance but also build a workplace that reflects the shared values of their people and the wider world.**

The new belonging

In 2025, employees will continue to seek a sense of belonging through their work, but the nature of workplace communities is evolving. Unlike previous generations, today's employees change jobs and careers with greater fluidity, spanning multiple organisations over relatively short periods.

This shift is reshaping the traditional, company-centred sense of belonging into a more dynamic, interconnected experience. **Employees no longer expect to build lasting relationships solely within a single organisation. Instead, they form communities that stretch across various jobs, industries, and networks,** sometimes even in public coworking spaces where the people they interact with daily may not even work for the same company.

This fluidity offers companies a unique advantage. **As employees move between organisations and interact with diverse professionals in shared spaces, they bring with them fresh ideas, innovations, and relationships that generate significant value**. Research by academics shows the connection between innovation and turnover is U-shaped very high levels and very low levels of churn are both problematic. Organisations are increasingly looking for a more careful approach to turnover, aligned to their own unique culture and strategy. For example, consultancies have long embraced intentional attribution as an opportunity to build employee brand and inter-company networks through highly sought-after alumni.

+6 percentage points

increase in recognising departing employees for their contributions.

GEP India
Creating belonging through alumni

Aligning with the evolving concept of workplace belonging, Top Employer GEP India has embraced this trend by creating the GEP Alumni Network on LinkedIn, a dynamic community for former employees. Recognising that today's professionals often navigate multiple career moves, the network keeps ex-GEPpers engaged beyond their tenure, strengthening relationships that span different roles and industries. This interconnected approach allows GEP to leverage the collective value of alumni who continue to share insights, advocate for the brand, and connect as part of a professional support system.

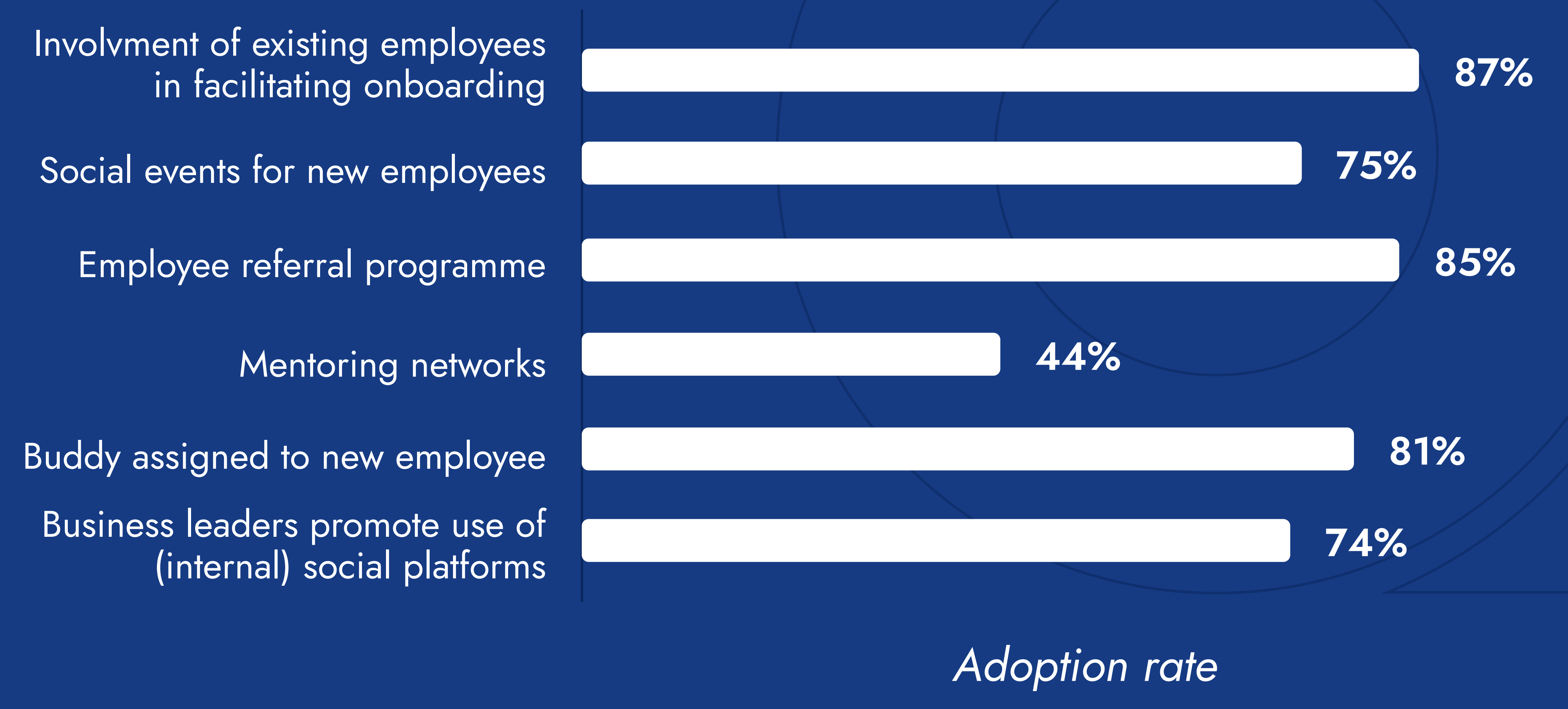
The network, with over 1,400 members, fosters brand advocacy, offers a space for hiring referrals, and organises in-person events to deepen ties. As ex-employees advance in their careers or launch new ventures, they remain part of GEP's culture, exchanging knowledge and driving innovation. With plans to expand globally, the initiative exemplifies how strong, authentic connections across career paths can contribute to sustained business success.

However, this new sense of belonging also challenges traditional HR approaches. With employees frequently moving between jobs and engaging in cross-organisational networks, cultivating long-term, company-centric communities becomes difficult. HR departments must adapt by recognising and supporting broader, interconnected networks that stretch beyond organisational boundaries.

Rather than focusing exclusively on internal cohesion, companies need to facilitate environments where employees can engage with external networks, such as those formed in coworking spaces, while still feeling aligned with an organisation's mission and values.

Top Employers with high rates of voluntary turnover are far more likely to involve existing employees in facilitating onboarding. Despite this high turnover, organisations using this practice also have higher engagement. Their business success metrics are also strong; this practice is associated with higher profitability and revenue growth. Similarly, Top Employers with more voluntary exits are also more likely to use employee referrals when looking for new talent. Again, this practice is linked to employee engagement. This demonstrates **how strong, community-focused, HR practices can facilitate fluid talent flow in a way that drives success for individuals and organisations.**

Community building practices drive employee engagement



HR Practices supporting the development of internal employee networks have increased since last year. All the practices shown in this plot are statistically significant drivers of employee engagement.

To make matters more complex, this evolution of employee movement is happening against the backdrop of a growing loneliness crisis, particularly among younger generations like Gen Z, who crave both social connections and diverse careers spanning many organisations and even countries. By fostering connections that extend beyond the walls of a single organisation, **companies can help alleviate loneliness at work while benefiting from the diversity of thought and innovation that employees bring from their varied experiences.**

STMicroelectronics France
Embracing the broader community

Reflecting the trend toward more interconnected and fluid career paths, Top Employer STMicroelectronics France has embraced regional collaboration to support employee belonging and development. The company partnered with nearby organisations, like Capgemini and Hewlett Packard, to establish a regional talent exchange programme. This initiative allows employees to explore diverse opportunities while maintaining their regional connections, demonstrating how flexible, cross-company networks can be mutually beneficial.

The programme has yielded impressive results: it has increased career development opportunities for employees, expanded visibility for participating companies on emerging talent such as young engineers, and facilitated the sharing of HR best practices. By embracing this broader sense of community, STMicroelectronics France has not only enhanced employee growth but also fostered organisational agility, showcasing how shared networks can drive collective success in a changing work landscape.

What this means for HR

In this era of career fluidity, HR must rethink what it means to belong. By embracing a broader, more flexible sense of community - one that includes external networks and shared spaces - organisations can support employee well-being and tap into the innovation that comes from diverse, authentic connections. The challenge will be maintaining alignment with company values while allowing employees the freedom to build meaningful professional networks across multiple organisations.

Trend 3

Transforming employee experience for all

30%

When we asked Top Employers how they thought the world of work in 2025 would be different to the world of work in 2024, 30% said the employee experience would become more important.

Conversations about the world of work too often focus solely on a certain type of worker. When we think about important HR topics like remote work, wellbeing and engagement, we often imagine a white-collar employee.

White-collar workers, as the name implies, are often found in environments appropriate for button-down white shirts and ties. They hold clerical, administrative, managerial, and executive roles. People in these jobs normally earn an annual salary and usually require a university degree.

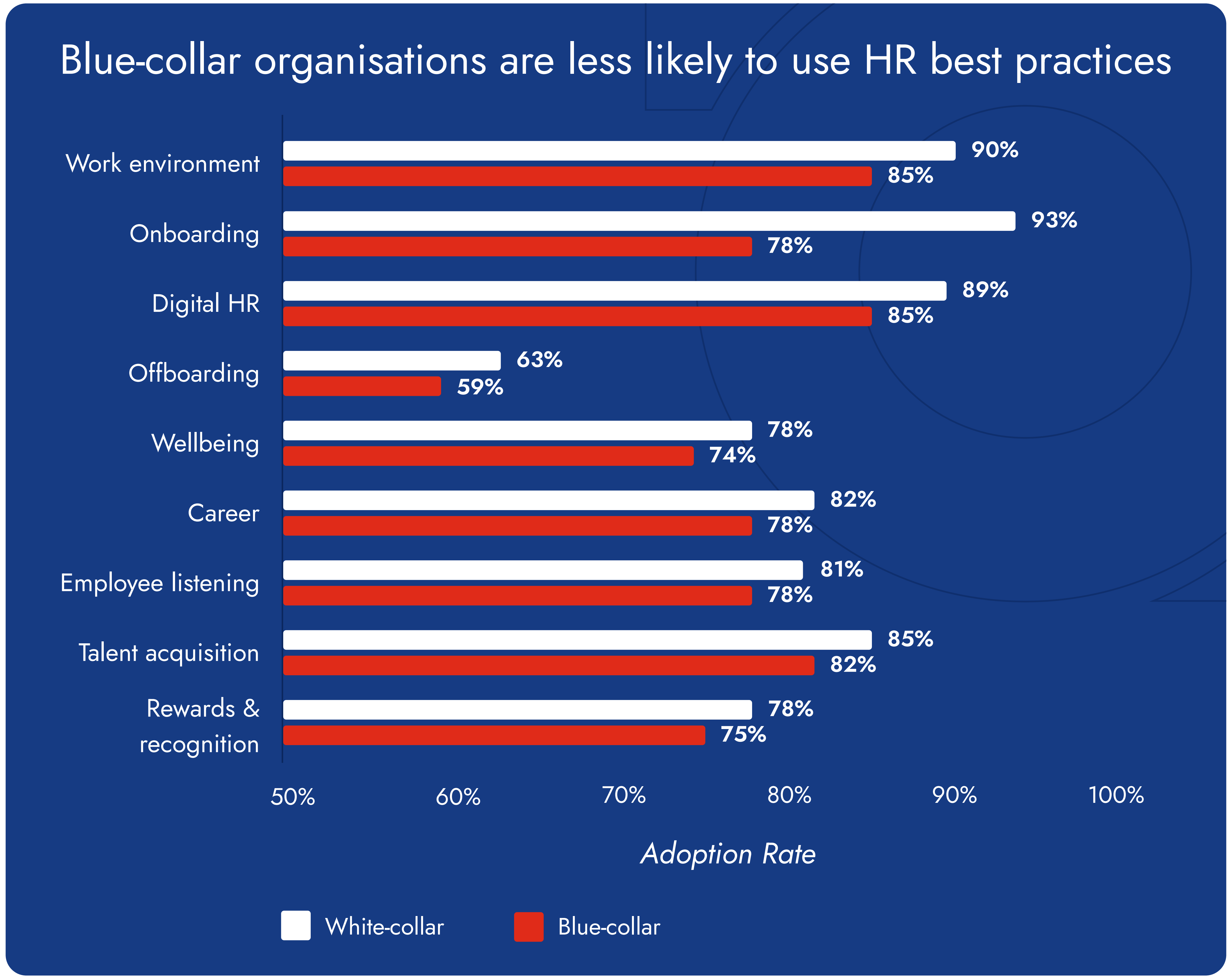
Blue-collar workers have taken their name from the practical work clothes suitable for jobs in sectors like agriculture, manufacturing, construction, mining, or maintenance sectors, but this term has expanded, and now also includes sectors such as retail and hospitality. This group is usually paid either by the hour or on a piecework basis, and depend more on skills gained through on-the-job learning.

In 2025, we will see a substantial blurring of these categories. The nature of jobs, once considered blue-collar, has changed dramatically, thanks in no small part to advancements in technology, especially AI. Post pandemic, there seems to be a much higher demand in many places around the world for skilled trades and manual labour, coupled with a growing emphasis for needed skills over formal qualifications. **This shift, sometimes described as the rise of "new collar" jobs, combines the technical expertise often associated with blue-collar work with the adaptability and digital skills needed in today's job market.**

The contribution of new-collar professionals, especially in times of crisis, or innovation-driven disruption, is increasingly crucial to organisations' ability to remain competitive. The demand for talent is heating up, as employers rush to prepare for this new reality. Over 35% of the fastest-growing occupations are outside traditionally white-collar fields, with projections estimating 1,7 million new positions by 2032. Organisations are quickly becoming aware of the long-overlooked value of optimising HR practices for the new-collar, as well as the traditionally blue-collar, workforces.

Top Employers with large blue-collar employee populations (at least 20% of the workforce) are already leading the way. We saw substantial increases in employee listening - an 8 percentage points increase in adopting a holistic employee listening strategy, and a 13 percentages points increase in managers following up on survey insights. Ensuring departing blue-collar employees felt valued during offboarding was another area of growth. We saw an 8 percentage points increase in recognising the contributions of employees who leave, and a 12 percentage points increase in collecting metrics to make sure offboarding goes well. **Although employee experience practices for blue-collar organisation still lag those of white-collar organisations, the gap is shrinking fast.**

Looking at Market Basket, a family-run Supermarket chain in the United States, it is clear how optimising the employee experience for all workers, not only white-collar, can change the direction of an organisation. In 2014, following the removal of popular CEO Arthur T. Demoulas, who championed transforming employee experience for all, employees and customers alike boycotted the chain for weeks, forcing a change in ownership. Ten years later, Market Basket maintains a culture built on acknowledging the equal importance of all job types, reminding their workforce in a recent communication that "no one person is better or more important than another. We are all equal and by working together and only together do we succeed."



When we compare adoption of Best Practices at white-collar Top Employers to adoption of Best Practices at blue-collar Top Employers (e.g. those with at least 20% of their workforce made up of blue-collar employees), blue-collar organisations lag.

Just as employers are recognising the untapped potential in the full breath of their workforces, so too are employees. Whilst in previous years, white-collar may have been perceived as a preferable choice for job seekers, either due to social bias or income potential, this differentiation will disintegrate in 2025. In fact, some new-collar roles can pay salaries in the top half of the United States wage scale.

Gen Z is less concerned with traditional labels and more focused on finding work that aligns with their priorities and values, regardless of whether it is traditionally blue-collar or white-collar. Many in this generation seek stability and career paths that emphasise practical experience over formal education. Following significant AI-driven layoffs in knowledge sectors between 2023 and early 2024, Gen Z is increasingly exploring roles perceived as less vulnerable to automation. In the United States, roles that do not require a university degree are particularly appealing, given that the average student debt is around $25,000. However, recent workforce insights show that interest in blue-collar work may be levelling off, suggesting that Gen Z's approach is less about committing to any one category and more about finding roles that offer security and growth in an evolving job market.

In 2025, we predict that Top Employers will embrace a more holistic approach to employee experience, one that values skills, adaptability, and diverse contributions without the confines of traditional job labels.

What this means for HR

By moving beyond copy-pasting practices from one type of role to another, organisations are finding what truly matters to them, regardless of whether a job has historically been labelled white-collar or blue-collar. This includes implementing flexible scheduling, skills-based growth paths, and recognition practices that support everyone.

As the boundaries between job categories continue to blur, HR leaders should design with the entire workforce in mind, building a future-ready environment where all employees feel valued and empowered.

Trend 4

Neuroinclusive by design

The competitive advantage of including neurodivergent individuals in the workplace is well established. We know that these individuals bring unique perspectives and capabilities that drive business success and innovation. **Organisations are increasingly recognising neuroinclusion not only as an important part of Diversity, Equity and Inclusion (DEI), but also as a competitive advantage, and are taking steps to recruit and retain these individuals.** 18% of Top Employers already have initiatives in place to support neurodivergent employees.

Neurodiversity is an umbrella term used to describe people with natural neurocognitive differences. The exact definition and diagnoses related to this term are still evolving and developing. Neurodiversity can include autism, dyslexia, dyspraxia, dyscalculia, and ADHD, but this list is not inclusive of all conditions; some people also connect certain mental health conditions to neurodiversity, as they have been found to impact cognitive perception as well. Top Employers Institute uses the term "neurodiversity" more broadly, to include everyone who may need support with challenges at or around the workplace and/or who have unique, natural talents to offer an organisation.

Whilst providing accommodation, adjustments, and support is a critical first step, **in 2025 we see a more radical shift. Neuroinclusivity is evolving from an afterthought to a foundational principle in workplace design, culture, and HR policies**. No longer is it about identifying neurodiverse individuals and adjusting; instead, workplaces will be inherently inclusive, ensuring that everyone can realise their potential without needing to request accommodations.

This trend reflects a shift towards embedding inclusivity into the very fabric of organisational practices, creating environments where diverse neurological perspectives are not just accommodated but embraced as default, benefiting both employees and the broader organisation.

What this means for HR

HR professionals will look to systems thinking to identify how neuroinclusive values intersect with other organisational goals such as improving team cohesion, refining communication strategies, and designing workflows that respect different cognitive styles.

+8
percentage points

increase in HR practices that ensure equity for neurodivergent employees.

One example of this evolution is skills-based hiring, a practice that ensures all employees - neurotypical and neurodivergent alike - can advance based on their strengths. By focusing on practical skills rather than conventional criteria, this approach reduces bias and allows neurodivergent candidates to showcase their unique capabilities. This year, 92% of organisations reported using a standardised framework for employee selection that emphasizes skills and capabilities tailored to various job profiles. Companies adopting this practice report gains in both market share and profitability, highlighting how inclusive hiring practices benefit everyone, without requiring specific adjustments.

At the heart of this trend is the idea that the flexibility and personalisation enabling neurodivergent employees to perform at their best enables neurotypical employees to succeed as well. For instance, managers often say that after leading a neurodiverse team, they are better leaders overall. This is because they learn to manage employees as individuals, adjusting to unique needs and skillsets, a habit they continue with neurotypical team members. Similarly, organisations that have taken steps to communicate more directly notice that, even though it was implemented originally to accommodate for the needs of neurodivergent employees, this communication style has far-reaching benefits to the organisation, including inspiring redesigns of processes and company structure.

21%

When we asked Top Employers how they thought the world of work in 2025 would be different to the world of work in 2024, 21% said there would be greater flexibility in how work gets done.

Ultimately, neuroinclusivity by design is not just about making space for neurodiverse employees; it's about reshaping the workplace to work better for everyone. These efforts lead to more adaptable, resilient, and innovative organisations that are prepared to tackle the challenges of the future of work.

Trend 5

AI-powered leadership takes hold

When we asked our Top Employers what their most important HR priority would be in 2025, for the third consecutive year, they identified leadership development. But leadership in 2025 will not be business as usual. As we enter the era of AI-powered leadership, we are fundamentally redefining what it means to lead in the future of work.

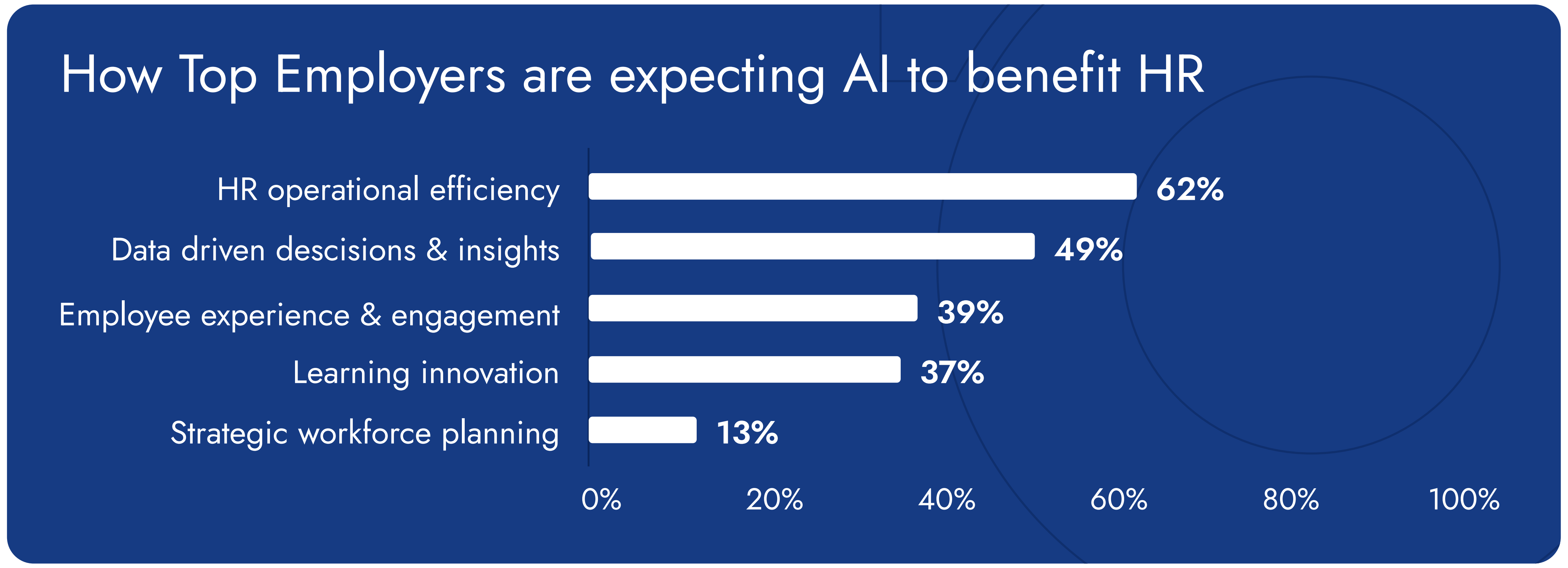
If 2024 marked AI's disruption of highly skilled roles like software development and healthcare, 2025 will be the year AI reshapes the highest levels of leadership, bringing a new balance between human intuition and AI's analytical power.

In this evolving landscape, leadership is no longer an individual pursuit, but a collective effort changed by intelligent systems. AI is not just influencing mid-level roles; it is becoming a partner in the C-suite, helping leaders navigate complexity, understand team dynamics, and make strategic decisions that benefit the entire organisation.

Top Employers have moved with pace throughout 2024 to integrate AI into their workplaces in a way that is ethical; 39% have now piloted, implemented, or established this new technology. Organisations are now ready to move forwards and capture the full competitive advantage of AI.

27%

When we asked Top Employers about their key priority in HR for 2025, 27% said utilising AI.



Today, HR leaders are primarily using AI to speed up operational activities and manage data analysis. However, a small subset is already experimenting with its role in more strategic decision making.

There is growing evidence that AI can improve speed and efficiency in complex business decisions. In an experimental simulation, AI was tested against humans on making the kinds of decisions CEOs are faced with. The task competitors were faced with was to act as the leaders of an automotive organisation, maximising sales whilst responding correctly to market signals, customer demands, and supply chain issues. In general, the AI far outperformed the humans; it was able to better synthesise available data and funnel those insights into strategy development. However, the AI did less well under pressure from "black swan events"- events like the market collapse that many industries experienced during the COVID-19 pandemic. It seems that whilst AI is a great partner in optimising strategy, human intuition, foresight, and ethics are indispensable.

One of the areas where this synergy - of a human's ability to empathise and technology's ability to manage complexity- is most critical is in employee experience and engagement. AI's growing role in leadership is also helping to balance individual needs with group success. For example, AI can identify complementary strengths within a team—spotlighting one member's creativity and another's operational focus. Based on these insights, leaders might empower the creative employee to experiment with innovative approaches while giving the operational expert autonomy to optimise processes.

At the same time, the leader retains a strategic overview, using AI to monitor how these individual decisions align with broader organisational goals. This balance between autonomy and strategic oversight allows employees to make meaningful contributions while ensuring their efforts support the success of the entire team.

AI will help leaders navigate increasingly dynamic and fluid job roles, providing clarity in decision-making while encouraging collaboration and inclusion across all levels of the organisation. Our data shows that Top Employers who are already using AI to support the employee experience are reaping the rewards. Organisations that are using AI as an opportunity to increase employee engagement have internal promotion rates 13 percentage points higher, engagement levels 13 percentage points higher, and profitability seven percentage points higher.

What this means for HR

As AI transforms the C-suite, it challenges HR to rethink traditional leadership. The next era will be defined by leaders who not only leverage AI to enhance their strategic capabilities but also embrace their role in fostering connected, adaptive teams where human creativity and technological insights come together to drive success.

In the middle of these exciting technological advances, the HR leadership practice that saw the biggest year on year adoption increase was a distinctly human one. In 2025 encouraging self-reflection in leaders jumped by 6 percentage points. **Top Employers recognise that AI-powered leadership is not about replacing human intuition but about evolving leadership to perform in a more complex, interdependent world.**

HCL Tech
Strengthening the leader-employee connection

HCLTech

HCL Tech, a global IT Top Employer, focused specifically on the relationship between employees and line managers. It has been established that this connection is one of the most important in terms of employee engagement, as the saying goes, "people don't leave bad jobs, they leave bad bosses". 75% of employees say the most stressful part of their jobs related to their manager and 50% have actually quit in order to further avoid them.

HCL Tech wanted to make sure good line managers were recognised. The iValue platform was launched to give employees a platform to share experiences and nudge managers to discover and practice behaviours that make a difference. The tool offers employees a chance to reflect and acknowledge the valuable contributions their managers have made to their careers.

This process begins with an email triggered on special occasions, such as work anniversaries or when celebrating prestigious awards. It invites employees to document the "wow" moments facilitated by their managers. Employees can choose from a selection of badges that best represent their experience. These badges include: Mentor Enables Growth, Provides Purpose, Talented Role Model, Trusted Friend of All, Caring & Supportive, and Empowers & Recognises.

The primary goal is to foster a culture of gratitude and belonging, where employees can genuinely appreciate and recognise the role their managers have played in their professional development.

To date, the programme has reached 15% of the organisation. Importantly, it has provided leadership with clear visibility on the best line managers, enabling them to be utilised as facilitators of the Certified People Manager Intervention to help and mentor 10 to 12 fellow people managers. The programme and the AI behind it has helped reinforce a culture of recognition and empathetic leadership.

Final thoughts

In the **collective workforce** of 2025, nuance, not compromise, leads the way. As the world of work continues to evolve, the year ahead will demand a careful integration of individual and collective ambitions. **The trends shaping this future - from the ethical dilemmas surrounding AI to the needs of diverse employee groups - reflect a landscape where complexity and interconnectedness are the norm.**

Each of the five trends explored in this report offers a clear call to action for HR leaders.

1. **Building sustainable workplaces together** highlights the need for organisations to integrate social responsibility into their strategies and address global challenges collaboratively.
2. **The new belonging** calls on organisations to support employees navigating fluid careers, fostering connections both within and beyond organisational boundaries.
3. **Transforming employee experience for all** focuses on inclusive practices that ensure all employees, regardless of role, feel supported and empowered.
4. **Neuroinclusive by design** leverages insights from neuroinclusion to improve communication, teamwork, and workflows across the entire workforce.
5. Finally, **AI-powered leadership** combines human creativity with technological insights, helping leaders guide their organisations through complexity and change.

Organisations that embrace this dynamic reality, fostering environments where diverse perspectives drive meaningful collaboration and innovation, will not only adapt, but thrive. By embedding systems thinking and creating spaces where personal empowerment enhances collective strength, we can build a resilient and inclusive future of work.

Methodology

The data shown in this report has been extracted from the anonymised responses of 2,175 global participants of the Top Employers Institute's HR Best Practices Survey for 2025, and 2,200 organisations for our 2024 edition. Relying on internally and externally audited data covering six key domains of HR ensures that our analysis is objective and fact-based. Our data stands the test of time.

Over 2,300 organisations participated in the Top Employers Institute's HR Best Practices Survey for 2025, but at the time of analysis, data for only 2,175 was available.

We complimented this data set with an additional survey of 218 Top Employers as a way to gather input on their expectations and priorities for the coming year.

Objective

Before an organisation can be certified as a Top Employer, HR auditors validate the answers provided by the organisation in the HR Best Practices Survey. This validation is a necessary step to ensure that the data is accurate, reflects the standards required by Top Employers Institute, and provides additional clarity to the participating organisation.

Fact-based

We measure many of the same variables every year so our data analysts can identify and benchmark emerging trends and see which practices are losing popularity. The best practices that we collect create a natural continuous improvement process to update and maintain the relevance of the Top Employers Institute HR Best Practices Survey.

Global

Our research has a global scope: the data covers leading employers across Europe, Middle East, Latin America, APAC and Africa. Our digital survey, allow us to identify not only growth per practice but also to define trends based on imperatives such as transparency, agility, ownership and others, as shared in this report.

The six survey domains

Steer

1. Business strategy
2. People strategy
3. Leadership

Shape

1. Organisation & change
2. Digital HR
3. Work environment

Attract

1. Employer branding
2. Talent acquisition
3. Onboarding

Develop

1. Perfromance
2. Career
3. Learning

Engage

1. Wellbeing
2. Employee listening
3. Rewards & recognition
4. Offboarding

Unite

1. Purpose & values
2. Ethics & integrity
3. Diversity, equity & inclusion
4. Sustainability

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