

# EY 2025 Work Reimagined Survey Executive Summary

Developed by the Global Benchmarking Team  
for People Consulting/PAS Tax

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## ABOUT

The EY 2025 Work Reimagined Survey shows the path to Talent Advantage isn't about choosing between AI and people. Rather, it's about five strategic capabilities that turn AI deployment into business transformation: talent health and flow, AI adoption excellence, learning and capability development, culture, change and transformation, and strategic total rewards. Organizations that master this integration don't just adopt AI; they reimagine how work gets done.

In August 2025, the global EY organization conducted the sixth installment of the Work Reimagined Survey. The survey assessed Talent Health (the extent to which employees are promoters of the organization) and Talent Advantage (the extent to which employers have strategic capabilities to sustain high performing, high velocity workforces), while linking them to AI and agent adoption.

The research included a survey of 15,000 employees and a survey of 1,500 employers from organizations in 29 countries across North America, South America, Europe, the Middle East, India, and Asia-Pacific.

# Demographics breakdown by country and sector

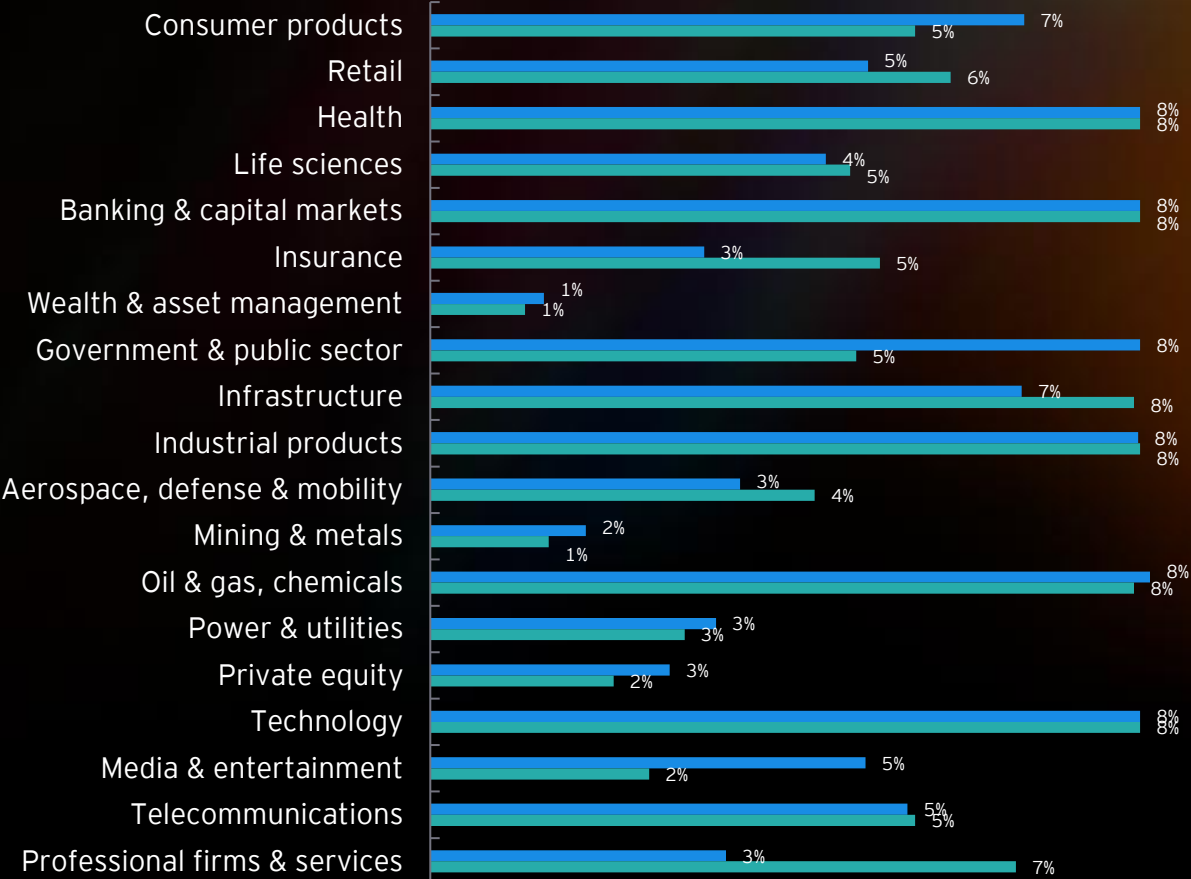
15,000 employee and 1,500 employer respondents

Other segmentation available also includes other key demographics, such as company size, generational splits, gender, role, type of worker, level, employed by best employer and share of household income.

29 countries or regions including:

Country	Employee	Employer
Argentina	250	20
Australia	500	50
Brazil	500	50
Canada	500	50
Chile	250	20
China	800	50
Colombia	300	20
Denmark	75	15
Finland	75	15
France	800	50
Germany	800	80
India	800	50
Indonesia	200	20
Ireland	100	20
Israel	100	20
Italy	400	40
Japan	400	40
Malaysia	300	30
Mexico	300	30
New Zealand	200	20
Norway	75	15
Philippines	200	20
S. Africa	100	20
Saudi Arabia	100	20
Singapore	200	20
Sweden	75	15
UAE	100	20
UK	800	180
US	5700	500

19 sectors that consolidate into 7 industry groups:



# Definitions and terminology

## Talent Advantage (Employer measure)

- This measure is a latent class segmentation model on employer responses to 22 survey items. The model places 1,500 employers on a distribution from Talent Disadvantage (29% of sample), Talent Middle (43%) to Talent Advantage (28%) - indicating the extent to which the employer is using strategic people capabilities to manage talent health and flow within a dynamic marketplace.
- Employers with a Talent Advantage achieve superior business and talent outcomes, paired with an optimistic and proactive business and talent outlook.

## Talent health (Employee measure)

- This measure of employee satisfaction that results in employees promoting their employer to family and friends.
- 30+ variables were tested using linear regressions to determine the relative importance of 12 variables with the largest effect on the outcome (recommend company). The 12 selected variables group into three categories – reward (31% of the effect), development (25%) and culture (44%).
- Based on these 12 variables, a talent health score was computed using the total score of each component, normalized from 0 to 100, with a global average talent health score of 65.

## Talent flow (Employee measure)

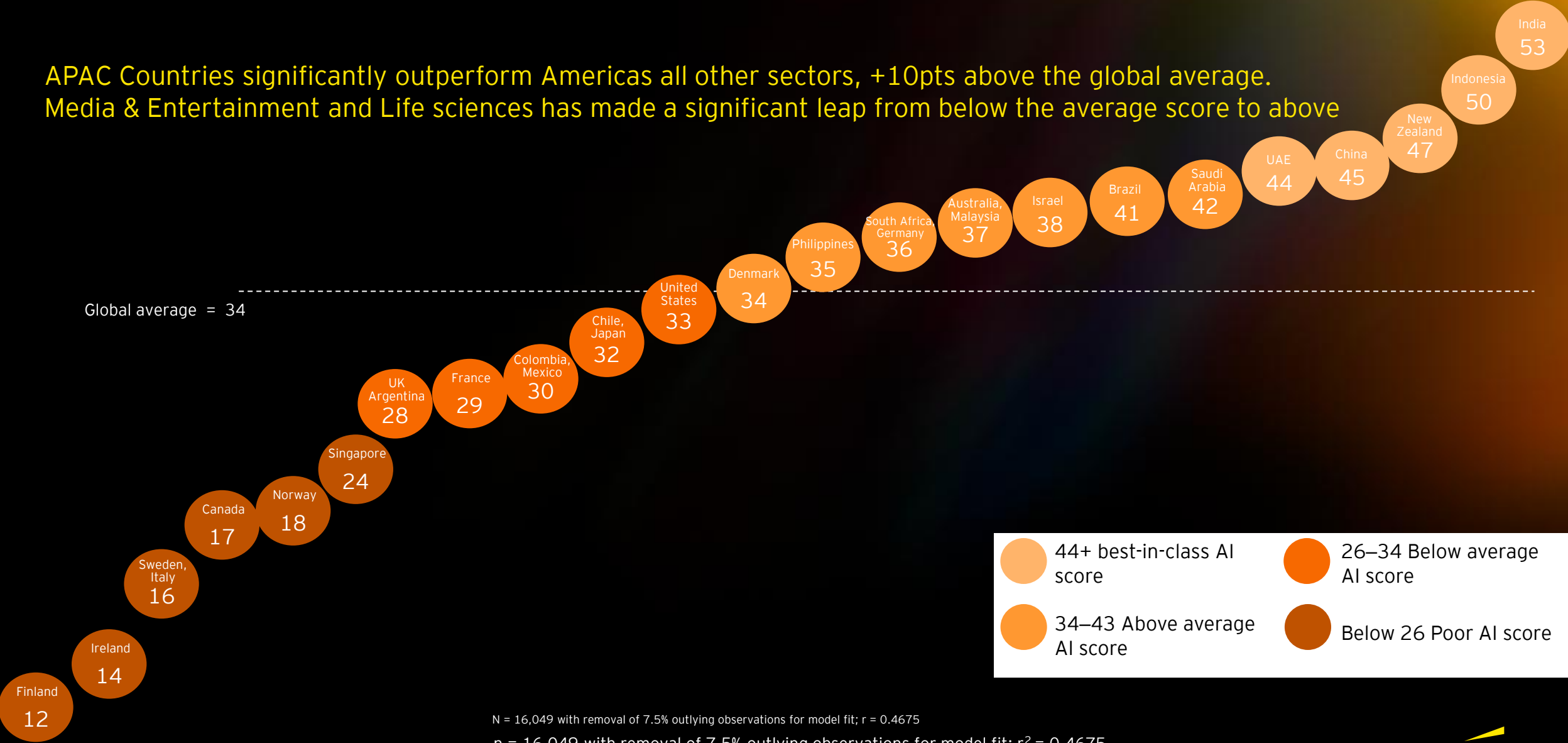
- This measure is an analysis of the future intent of employees likely to quit their current job within the next 12 months (29% of our sample). The analysis provides an understanding of the extent of talent competition within sectors and markets.
- Talent flow incorporates four types of future career opportunity: new job within current industry, movement into new sectors, starting a business and alternative forms of work (e.g., contracting, gig or freelance).
- Talent flow is foundational and does not correlate with talent health.

## AI Adoption Value (Employee measure)

- This measure is a review of 15 employee variables to the top 6 that predict use and productivity outcomes using the 15,000 employee responses
- Score on scale 0–100 with average score of 34
- Drivers relate to mindset (25%), toolset (26%) and skillset (49)
  - Mindset includes goals and involvement
  - Skillset is about my learning and my manager
  - Toolset is the mix of company and personal AI tools that employees use

# 2025: AI Advantage score by market

APAC Countries significantly outperform Americas all other sectors, +10pts above the global average.  
Media & Entertainment and Life sciences has made a significant leap from below the average score to above



N = 16,049 with removal of 7.5% outlying observations for model fit;  $r = 0.4675$   
n = 16,049 with removal of 7.5% outlying observations for model fit;  $r^2 = 0.4675$





Reset All Filters



Country

India

Primary Industry

All

Employee Count

All

Generation

All

Gender

All

## Work technology and generative AI: GenAI is still seen as a positive, though risks remain

Employees report their use of GenAI for work is at **88%**, with **37%** reporting daily use.



Hover cursor to see details

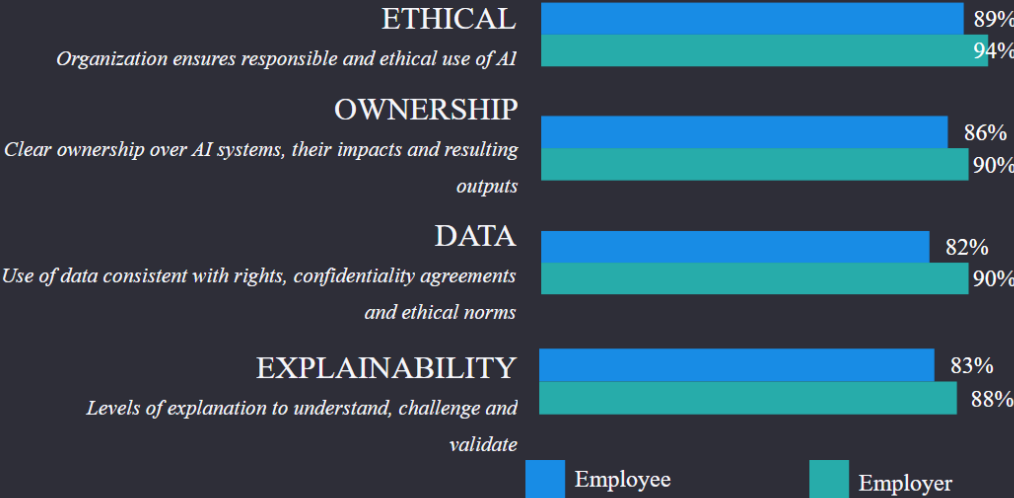
**57%** Report daily use in technology organizations (aggregate results only) **19%** Report daily use in government and public sector (aggregate results only)

With exponential adoption of GenAI, employee and employer sentiment is still net positive.  
*Net positive ratings*

Employee productivity	86% employees	90% employers
Enhanced Decision Making	75% employees	72% employers
Quality of Work	82% employees	92% employers

Employers rate their responsible and ethical use of AI in organization higher than employees

% Rating of Agree or Strongly Agree with statement



While employers express greater confidence in the ethical and responsible use of AI within their organizations, employees remain more skeptical. To bridge this perception gap, employers should prioritize transparent communication and actively involve employees in shaping AI governance policies, ensuring trust and alignment across the workforce.



# Talent health remains an essential foundation. In the age of AI, average flow has declined but still material

**Talent health** is the measure from 0 to 100 of overall conditions for successful outcomes in a company's environment using employees' **likelihood to recommend** their employer to friends and family. There are three drivers: **culture, reward and development**.



Drivers of Talent health are distributed between the three pillars.

For 2025, there is more weight on culture at **~44%**.

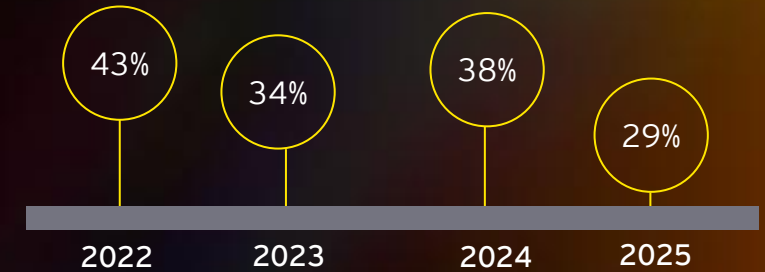
While overall Talent health is 65, there is large variation by sector and geography and less variation per generation and gender. Range is as follows:

- **Sector: 28** (75 for technology vs. 47 for government and public sector)
- **Geography: 39** (82 for India vs. 43 for Italy and Finland)



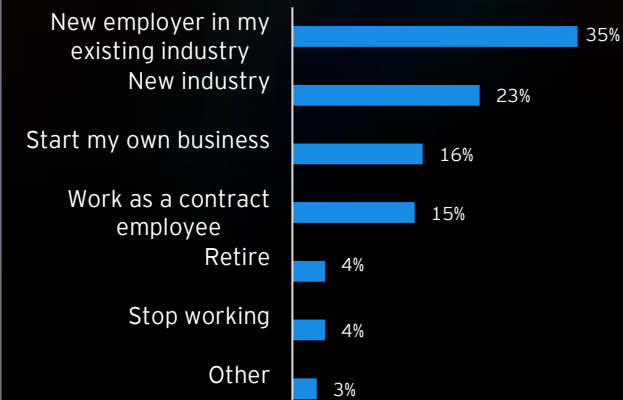
**Talent flow** is the measure of employees that are willing to quit and those interested in joining a company. **Talent flow is foundational and is not tied to talent health.**

Employee willingness to quit (next 12 months):



## New opportunities

Among those likely to leave employer in next 12 months



**Talent flow** is spread between current industry, new sectors, business startups and gig work, raising the bar for employers on potential competing opportunities.

**Employees** are 1.5x more likely to seek a new job within their industry than to switch to a different one.



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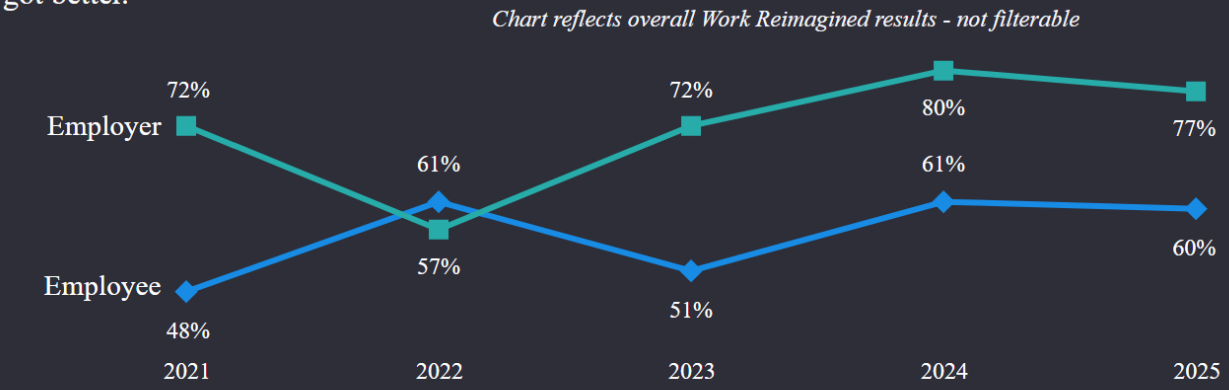
All

## Culture and workplaces: culture is getting better with better collaboration and leadership

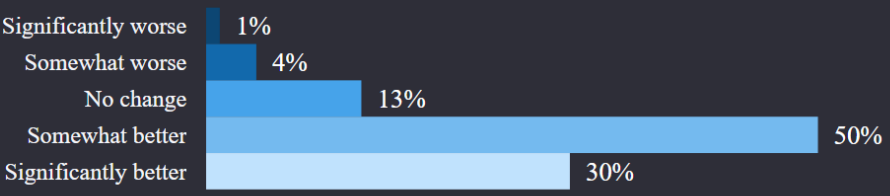
Although there is a slight gap between how employees and leadership perceive trust and empowerment by management, both groups show alignment in how much employees feel connected within their teams. Overall, team cohesion appears strong, with leadership’s view slightly more optimistic but still closely aligned with employee sentiment.



Employees and employers who agree that culture at their organization has changed and got better.



### 2025 Employee Results:



~40% of the talent health score is driven by culture dimensions such as caring leaders, a supportive employer, empowering managers and team connection.



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India

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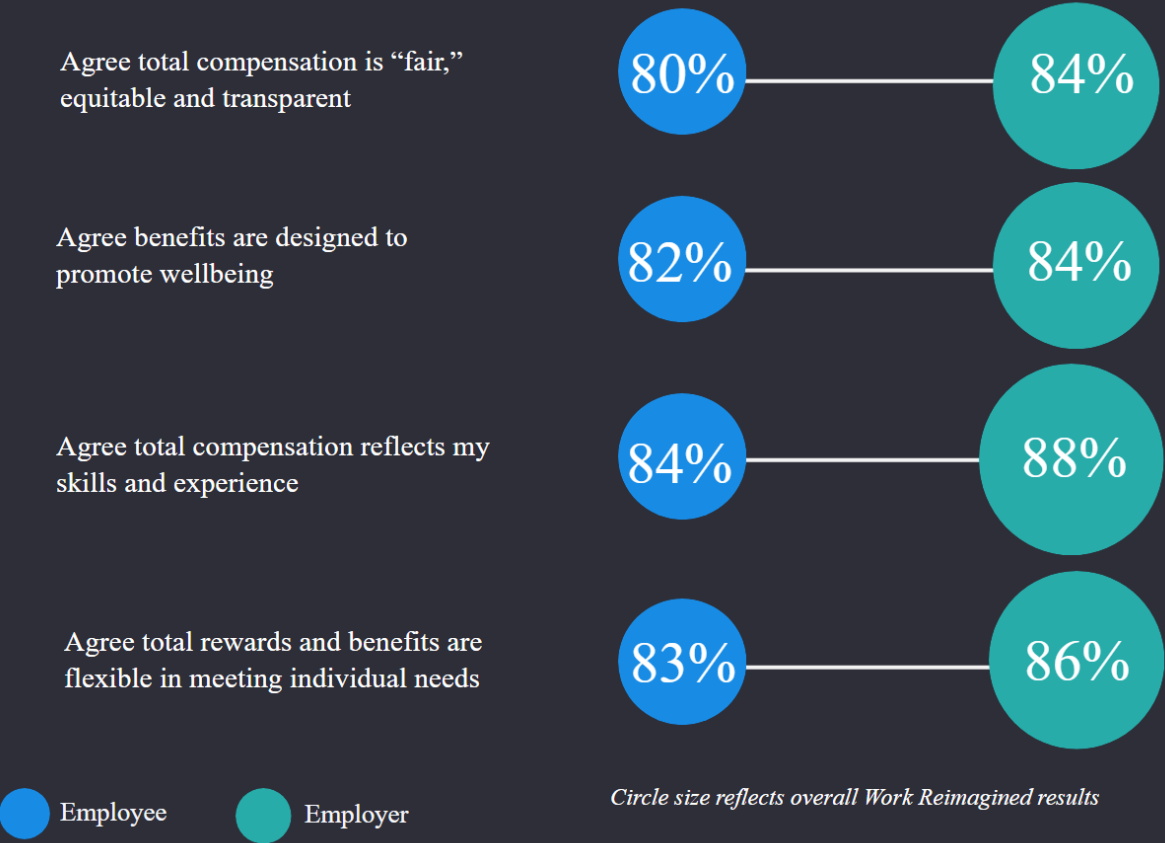
Gender

All

## Total rewards priorities: pay is important, but total rewards need to reflect employee priorities

With consistent findings on desire for change in total rewards, the survey explored more specifics on employee and employer tension on global priorities.

Employers over-estimate employees’ total rewards satisfaction by an average of ~13%.



When asked to identify areas for improvement across 12 reward options, employees continue to prioritize compensation, while employers are focusing on enhancing AI skill-building resources—despite this being a lower priority for employees.

### Total rewards enhancements employees want from their company

Rewards Programs	% Selected
Bonus and incentives to recognize performance and contributions	40%
Flexible schedules and work hours (e.g., compressed work week, start or end times)	33%
Total compensation to reflect cost of living	32%
Health and wellbeing benefits	31%
Paid time-off (i.e., holiday, vacation, sick, personal)	30%
Training to build skills	25%

### Total rewards enhancements employers are planning

Rewards Programs	% Selected
Bonus and incentives to recognize performance and contributions.	35%
Resources to build AI skills (e.g., time, technology, training & incentives)	34%
Flexible schedules and work hours (e.g., compressed work week, start or end times)	33%
Health and wellbeing benefits	29%
Training to build skills	28%
Paid time-off (i.e., holiday, vacation, sick, personal)	28%

Tables reflect overall Work Reimagined results - not filterable



~32% of the talent health score is driven by rewards dimensions such as compensation, benefits, incentives tied to performance and rewards meeting needs





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India

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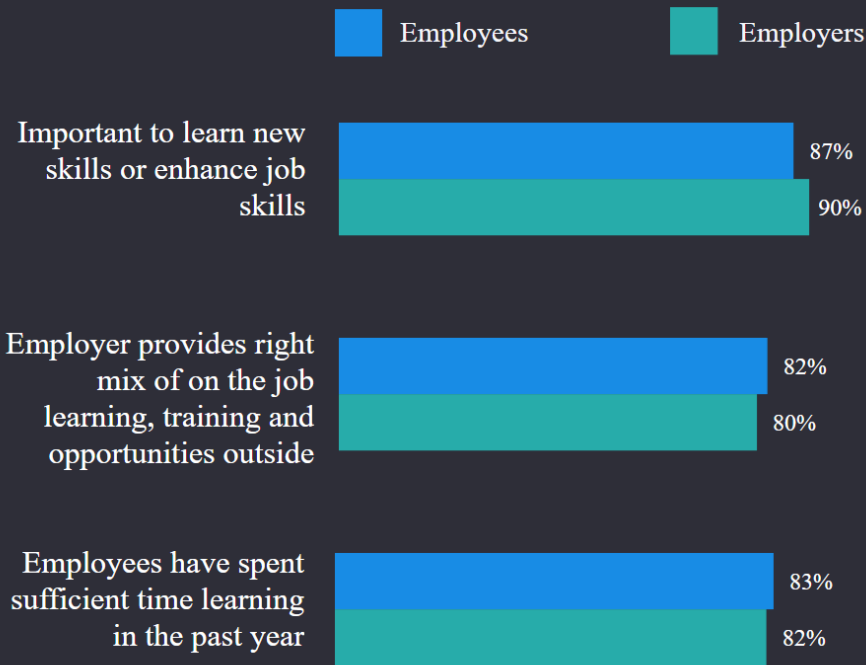
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Gender

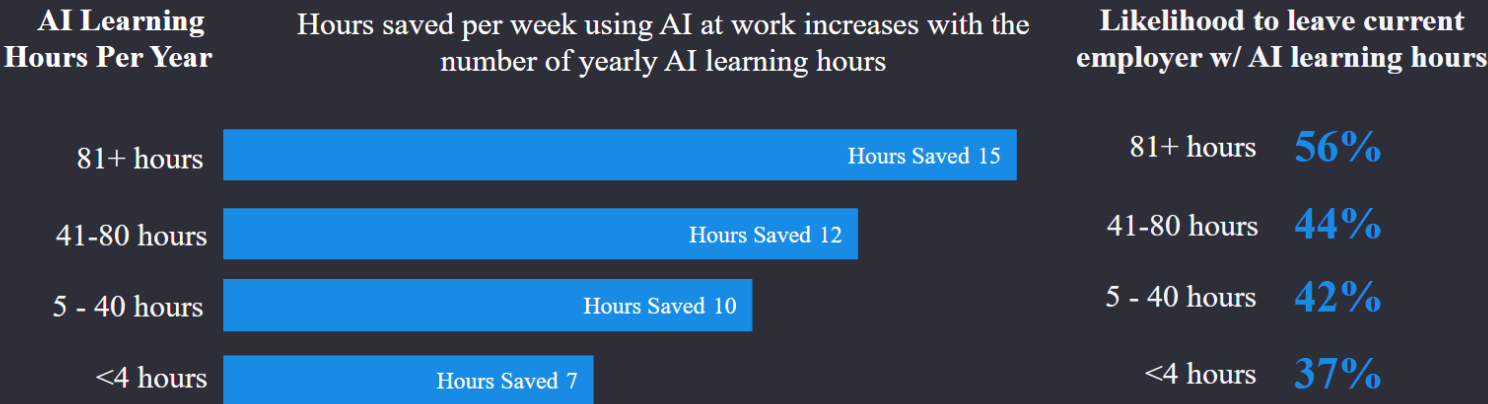
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Learning, skills and career pathways: building future skills is vital for transformation, but the “why” and “how” must be aligned.

Learning and skills development — percentage who agree (agree + strongly agree).



Most employees report less than 40 hours dedicated to AI learning per year



~24%

of the talent health score is driven by learning and development dimensions such as training opportunities, career development and building future oriented skills

## About EY

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