

**GLOBAL  
TRENDS**

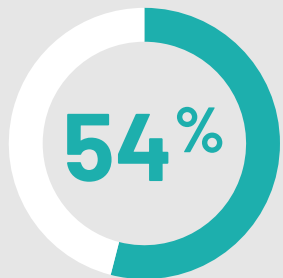
**FUTURE CONFIDENCE  
AT WORK**

2025



# Executive Summary

## 1 Employees' confidence in the future of their organisation is a story of two halves...

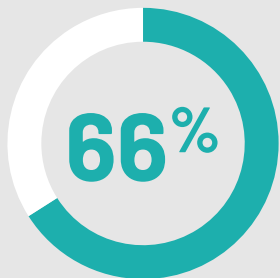


### Key insight

feel confident about the future direction of their organisation

- At a global level, around half are confident about the future of their organisation, though neutrality is high at 31% suggesting others are yet to be convinced.
- Broadly speaking, confidence is higher in African, and South and Southeast Asian markets, while East Asian markets, such as Japan (18%), are far less confident.
- Analysis of wider sentiment shows close links between optimism towards workers' home country, and confidence in the future of their employer.

## 2 ...though most workers are happy to stay with their employer for at least 3 years



### Key insight

plan to stay in their current organisation for 3 years or more

- Though confidence in the future is mixed, two thirds of employees are happy to stay with their organisation for 3 years or more. A quarter plan to leave in the next 2 years.
- Intent to stay is notably higher among mid-careerists (age 35 to 49), even though confidence in the future is relatively low.
- Confidence in the future, and intent to stay, is much higher among senior employees (63%) than the rest of the organisation (47%).

## 3 Experiences of tech, leadership and progression are all linked to organisational confidence



### Key insight

Those who trust business leaders to tell the truth are more future-confident

- Confidence in the future of the organisation shows close links to intent to stay. In turn, there are a range of broader attitudes that drive confidence: in particular, those who trust business leaders to be honest.
- Optimism about technological advancement and career development also drive confidence in the future.
- Employers have an opportunity to cultivate confidence in the future by shaping more positive workplace experiences of leadership, technology, development and progression.



What you should know

- 54% of employees feel confident about the future direction of their organisation, with a significant level of neutrality (31%).
- Country results show wide disparities, with the highest-scoring clustered in Africa, South and Southeast Asia and lowest-scoring in East Asia – Japan (18%) lagging the most.



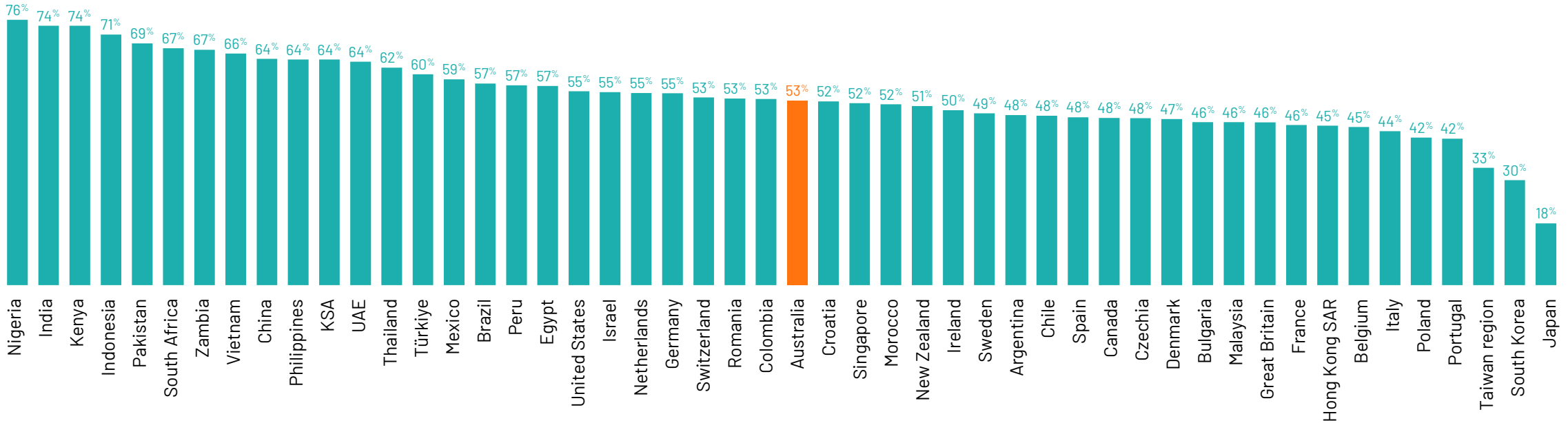
# Significant geographic differences in employee confidence about the future direction of their organisation

## I feel confident about the future direction of my organisation

**Key:** ■ Positive ■ Neutral ■ Negative



### % Positive - By country



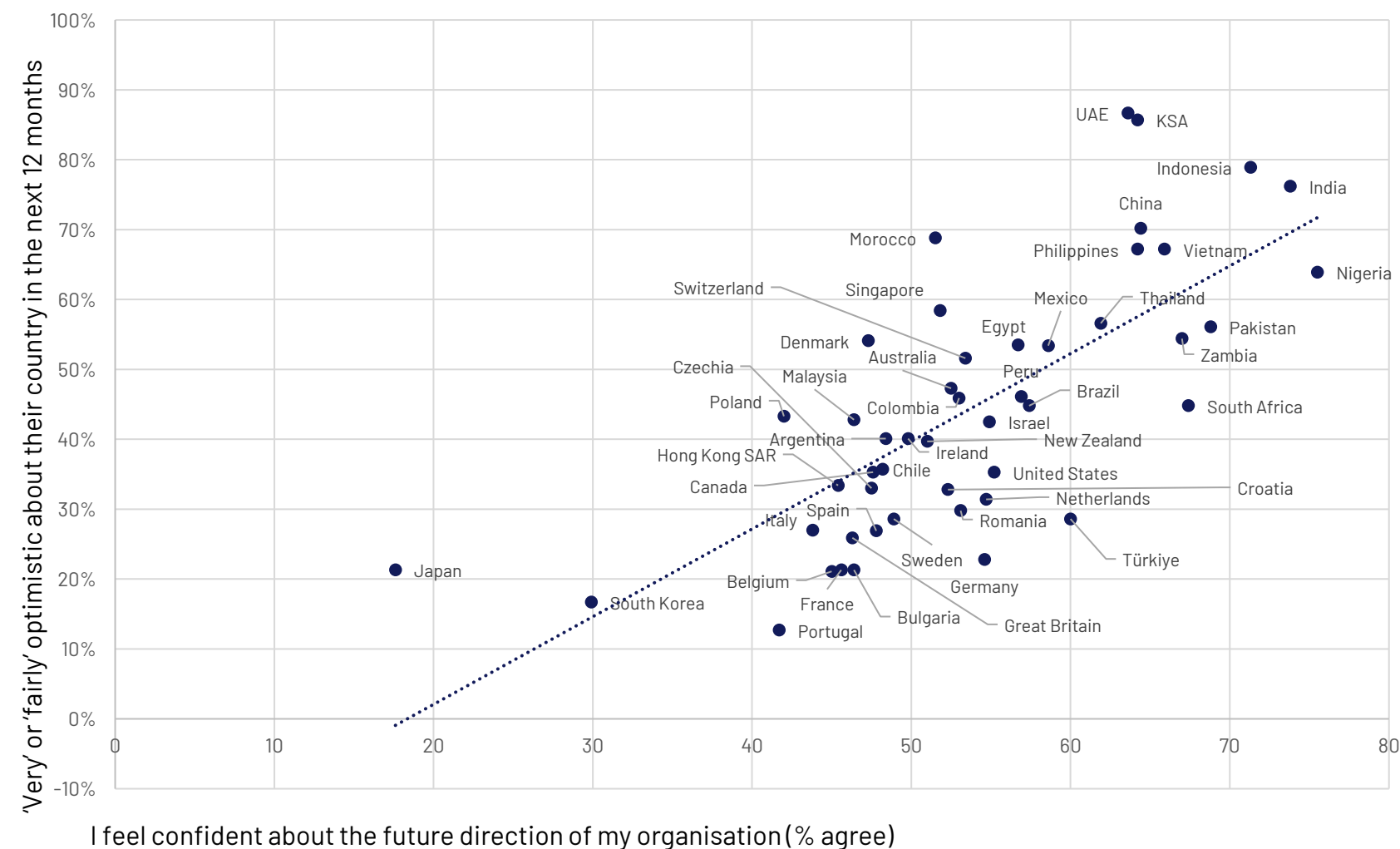


## What you should know

- Employees' confidence about the future of their organisation is associated with optimism about their country in the next year, suggesting views about their workplace may be anchored in national context.
- Exceptions fall largely in the Middle East and North Africa: in the UAE, KSA and Morocco, high optimism about the countries overall has a lesser impact on organisational views.

# Employee confidence in their business is strongly linked to wider optimism for their home country

## Confidence in business vs. optimism for country in the next 12 months



## Spotlight on: Optimism towards Australia's future across seniority



Australian employees reported a slightly higher level of optimism about their country's future in the next 12 months compared to the global average (+3pp).

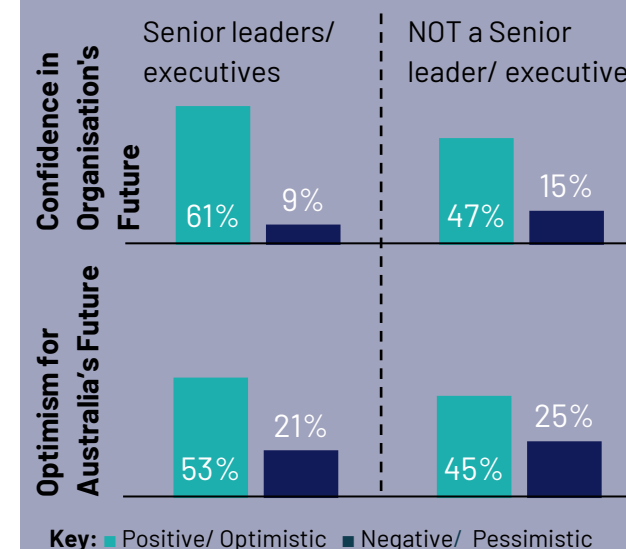
47%

28%

24%

Key: Optimistic Neither Pessimistic

Senior executives and leaders in Australia tend to have a more optimistic outlook on both Australia's future and their own organisations' future compared to those who do not hold senior leadership positions.



Key: Positive/ Optimistic Negative/ Pessimistic



What you should know

- Most employees globally plan to stay with their organisation for the next 3 years or more (66%).
- One in four plan to leave in the next 2 years, with Peruvians most likely to seek a change by a wide margin (44%). Many of the countries with the lowest intent to leave can be found in East Asia.



26%

65%

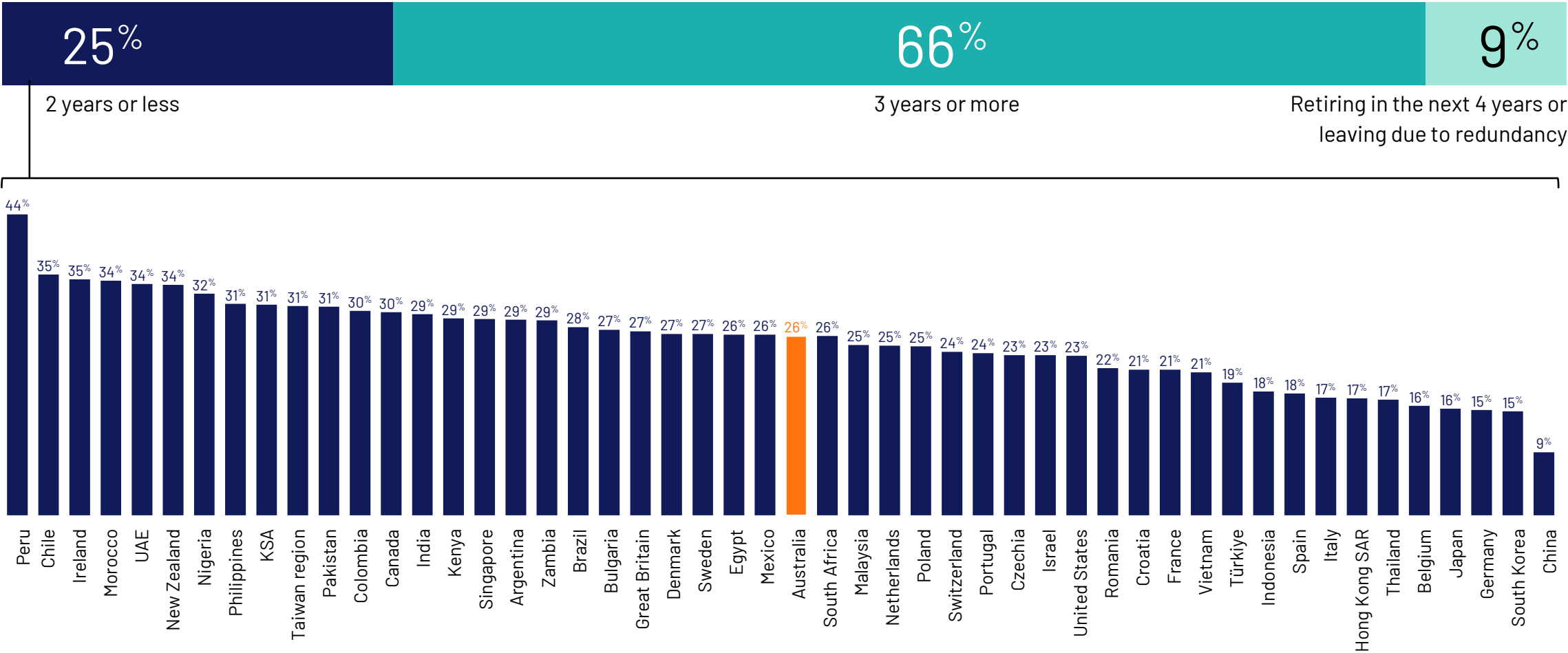
9%

**Key:** ■ 2 years or less ■ 3 years or more ■ Retiring in the next 4 years or leaving due to redundancy

Much like their global counterparts, employees in Australia generally plan to stay with their current employer for at least three years, demonstrating stability in the Australian workforce.

# Most employees are happy to stay with their organisation for at least 3 more years

Intent to stay in current organisation





## What you should know

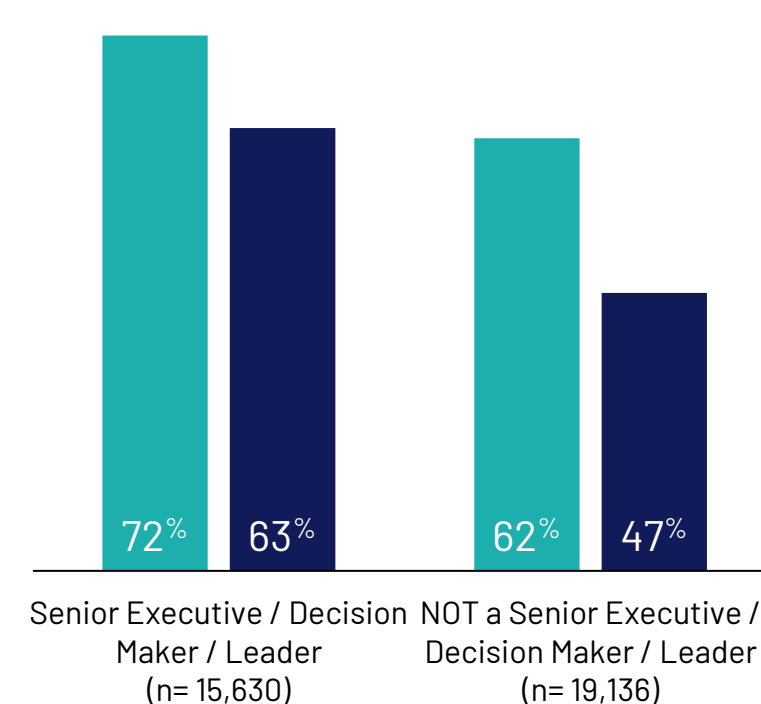
- Intent to stay among those in more senior roles is high (72%) and closely aligned with confidence in the future of their organisation.
- Confidence in future direction is much higher among senior leaders than the rest of employees.
- Employees in mid-career (age 35 to 49) have the highest intent to stay at their organisation (74%), but this is less dependent on confidence, which remains at the global average of 54%.

# Senior leaders and mid-careerists the most likely to want to stay in their current organisation

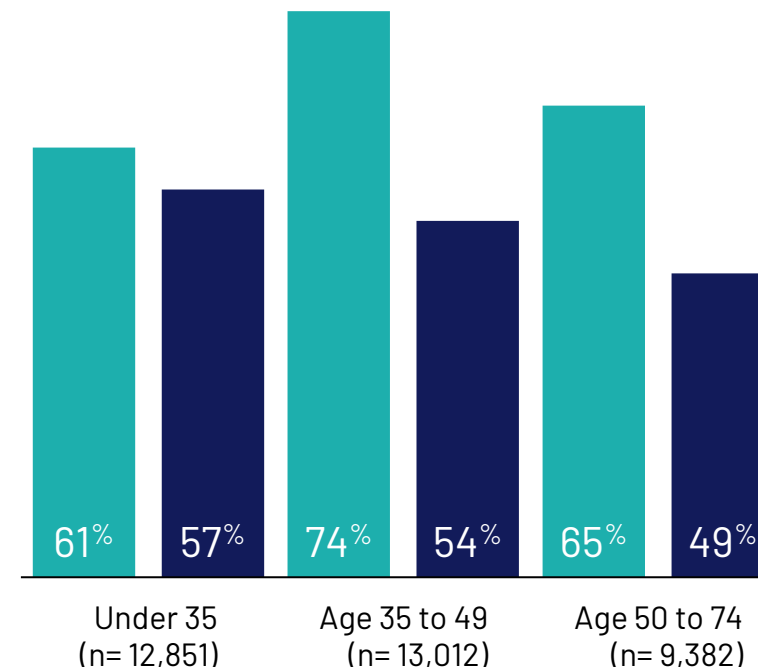
**Senior employees have higher intention to stay, and higher confidence in their organisation**

**Key:**

- Intent to stay in current organisation 3+ years
- I feel confident about the future direction of my organisation (% agree)



**Employees in mid-career have high intention to stay, but average confidence**

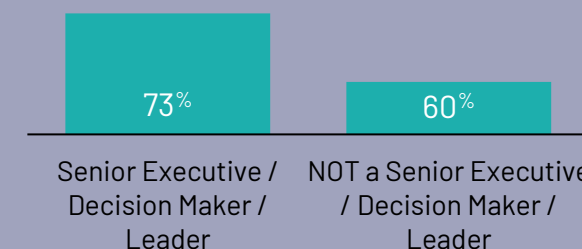


## Spotlight on seniority, gender and age in Australia

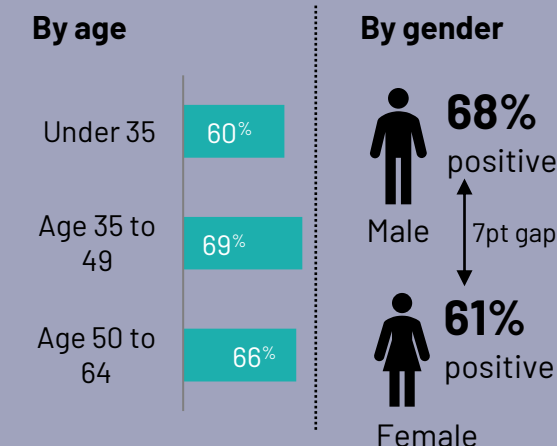


**Key:** ■ Intent to stay in current organisation 3+ years

While Australian employees generally align with global trends regarding intent to stay, a slightly larger difference exists between senior executives and non-senior executives in Australia compared to the global average.



Employees' intention to stay with their organisation reports consistent by age. However, by gender a notable difference exists with male employees reporting a higher intent to stay.







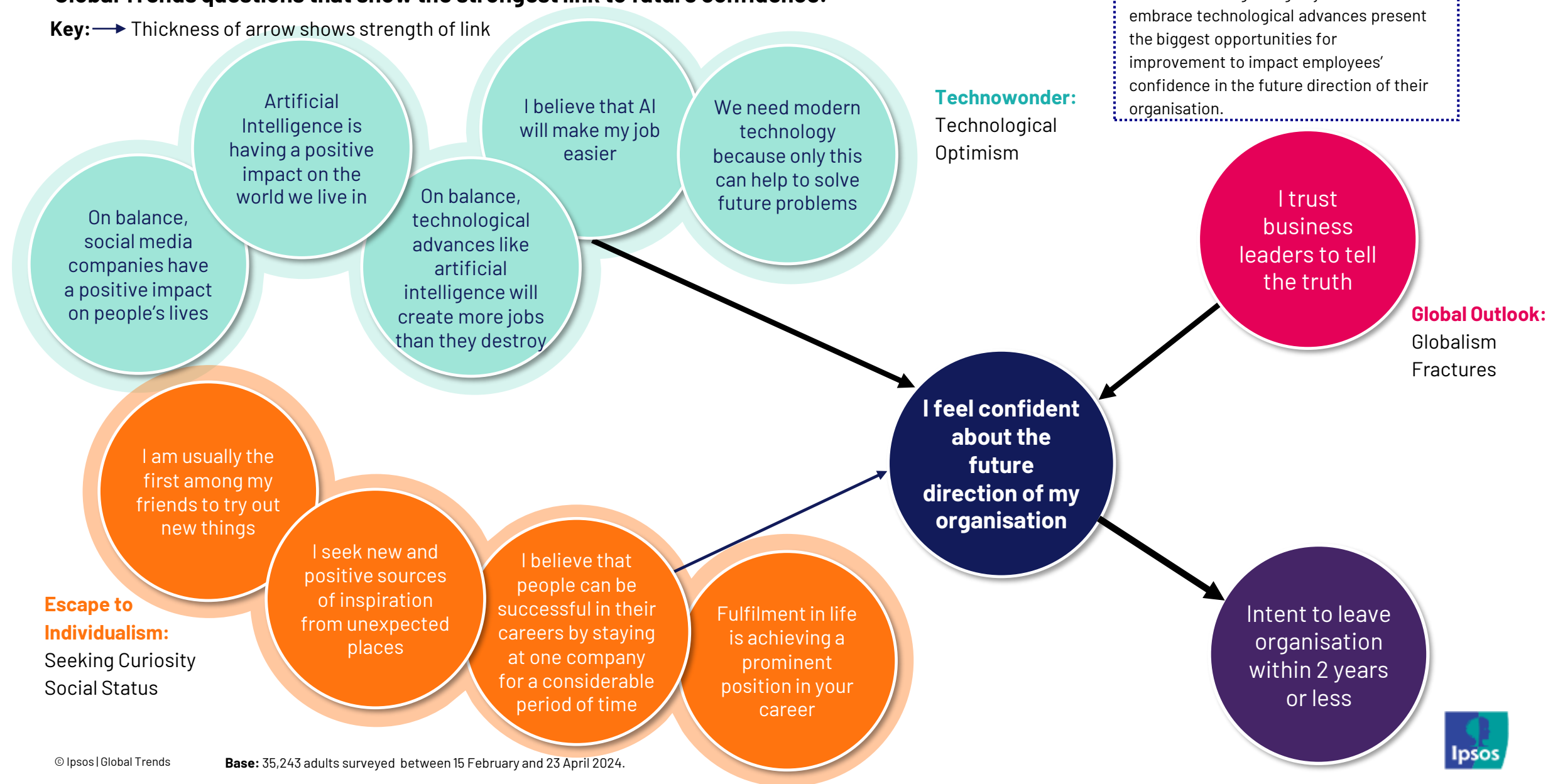
## What you should know

- Certain groups are more future-confident based on their broader attitudes: particularly, those who trust business leaders to be honest.
- Confidence is also driven by optimism about technological advancement and career development.
- These findings suggest that by shaping more positive experiences of leadership, technology and progression, employers can better cultivate confidence in the future, thereby potentially reducing risk of talent attrition.

# Perceptions of technology advancements, leadership and individual progression influence confidence in the future

Global Trends questions that show the strongest link to future confidence:

Key: → Thickness of arrow shows strength of link



# Future confidence at work: Implications for employers



## Trend

Globally, many workers feel uncertain or unconvinced about the future of the organisation they work for, often reflecting wider sentiment towards progress in their country and the wider impacts of technology, leadership and career progression. Despite this, a considerable majority plan to stay at their organisation for the mid-to-long term.

## Tension

The mixed sentiment and multiple factors influencing confidence in the future of the organisation simultaneously poses a risk to employees' believing in and delivering their organisation's strategy and a challenge to practitioners whose role it is to build that belief and delivery. This challenge is exacerbated by the gap between perceptions of senior leaders and the rest of employees, particularly as trust in business leaders is itself a key factor in future confidence.

## Takeaway

Maximising positive experiences of technology, leaders and ensuring effective career progression can boost employees' confidence in the future of their organisations, and reduce attrition risk. In part, these can best be actioned and illustrated through open, honest communication, which our [UK research](#)<sup>1</sup> has highlighted is integral to trust in leaders.

<sup>1</sup>Ipsos Karian and Box, **Internal Communications Index**, 2024



# Survey Methodology in detail

These are the results of a 50-market survey conducted by Ipsos on its Global Advisor online platform and in partnership with other global Ipsos teams around the world. The survey was conducted using Ipsos Online panels in all markets except for India which used its mixed-method "IndiaBus", and Zambia which used a face-to-face methodology. Ipsos interviewed a total of 50,237 adults aged 18-74 in the United States, Canada, Hong Kong SAR, Israel, Malaysia, New Zealand, South Africa, Türkiye and Vietnam; 20-74 in Thailand; 21-74 in Indonesia and Singapore; and 16-74 in all other markets between Thursday, February 15 and Wednesday, April 23, 2024.

The sample consists of c.1,000 individuals in each of Argentina, Australia, Belgium, Bulgaria, Brazil, Canada, Chile, mainland China, Colombia, Czechia, Croatia, Denmark, Egypt, France, Germany, Hong Kong SAR, India, Indonesia, Ireland, Israel, Italy, Japan, Kenya, Malaysia, Mexico, Morocco, Netherlands, New Zealand, Nigeria, Pakistan, Peru, Philippines, Poland, Portugal, Romania, KSA, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan region, Thailand, Türkiye, United Arab Emirates, Great Britain, the

United States, Vietnam and Zambia.

The samples in Argentina, Australia, Belgium, Bulgaria, Canada, Croatia, Denmark, France, Germany, Great Britain, Ireland, Italy, Japan, the Netherlands, New Zealand, Poland, Portugal, South Korea, Spain, Sweden, Switzerland, Taiwan region, the United States and Zambia can be taken as representative of their general adult population under the age of 75.

The samples in Brazil, Chile, mainland China, Colombia, Czechia, Egypt, Hong Kong SAR, India, Indonesia, Israel, Kenya, Malaysia, Mexico, Morocco, Nigeria, Pakistan, Peru, Philippines, Romania, KSA, Singapore, South Africa, Thailand, Türkiye, the UAE, and Vietnam are more urban, more educated, and/or more affluent than the general population. The survey results for these countries should be viewed as reflecting the views of the more "connected" segment of their population.

Apart from Zambia, the data for all countries is weighted so that each market's sample composition best reflects the demographic profile of the adult population according to the most recent census data.

"The Global Market Average" reflects the average result for all the countries and markets where the survey was conducted. It has not been adjusted to the population size of each country or market and is not intended to suggest a total result.

Where results do not sum to 100 or the 'difference' appears to be +/-1 more/less than the actual, this may be due to rounding, multiple responses, or the exclusion of "don't know" or not stated responses.

The precision of Ipsos online polls is calculated using a credibility interval with a poll of 1,000 accurate to +/- 3.5 percentage points. For more information on Ipsos' use of credibility intervals, please visit the Ipsos website.

The publication of these findings abides by local rules and regulations.

For information or assistance about this please contact [GlobalTrends@ipsos.com](mailto:GlobalTrends@ipsos.com)

**Source:** Ipsos Global Trends 2024

**Filter:** Market: All markets shown

**Generated on :** 29 August 2024

# GLOBAL TRENDS

# THANK YOU

Contact us with any questions you  
may have: [GlobalTrends@Ipsos.com](mailto:GlobalTrends@Ipsos.com)

