

EMPOWERING PEOPLE TEAMS

Navigating 2025
and Beyond ►►►



Introduction

In a time of rapid workplace change, the role of the People Team has never been more critical

To better understand how the profession is evolving, we surveyed 1,500 HR and People professionals across the Asia-Pacific region, capturing perspectives from a diverse range of industries, sectors, and organisational sizes.

Our aim was simple: to uncover the experiences of People teams in APAC today, exploring how they are navigating shifting organisational priorities, the challenges they face in talent and capability, and the evolving role of Employee Experience (EX) as a driver of organisational success.

This report brings those insights together, highlighting:

- The landscape in 2025, including strategic priorities, influence in decision-making, and market challenges.
- The current spotlight on Employee Experience within organisations, from leadership commitment to listening practices across the employee lifecycle.
- The future outlook for people teams and what they foresee as the opportunities and risks on the horizon for themselves and their organisations.

We heard from professionals across 9 markets in APAC



By combining data with practical insights, this study aims to give HR and People professionals leaders a clear, evidence-based view of where the profession stands, and where it's headed next.



K E Y Takeaways

The People Team's strategic influence is growing.

Nearly half of respondents report increased involvement in decision-making: priorities shifting from tactical delivery to shaping strategy around wellbeing, talent & engagement.

The talent market is stabilising, but quality gaps persist.

Recruitment and retention momentum is holding steady or improving for most, yet skills gaps, AI readiness, and competition for top talent remain pressing challenges.

Employee Experience is on the agenda, but maturity varies.

Most organisations recognise EX as a strategic driver and have leadership buy-in, but only half have formal listening programmes and lifecycle measurement is inconsistent.

THE CURRENT LANDSCAPE OF THE PEOPLE TEAM

Priorities, influences and the
talent realities shaping 2025





88%

**feel proud to work within
the People Profession**



How do People Team professionals feel about working in the field?

"The HR profession is not only about managing human resources, but also about protecting organizational temperature and employee dignity. Using professionalism to empower people and organizations to grow together makes me proud of this career."

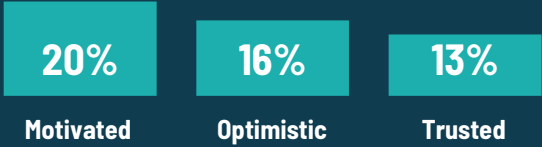
"In the HR field, I can use professional knowledge to design performance mechanisms and optimize organizational culture, allowing employees and enterprises to thrive together. This win-win achievement makes me proud."

"I feel proud as being enabled to help many people find their way in life re their workplace."

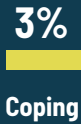
"I feel proud because I can use my expertise to help the organization identify and utilize people, assist talent growth, and witness human resources transform into the core driving force for enterprise development."

"HR work gives me the opportunity to build a fair system for selection, education, use and retention, create career development paths for employees, and lay a solid talent foundation for the enterprise. This value makes me proud."

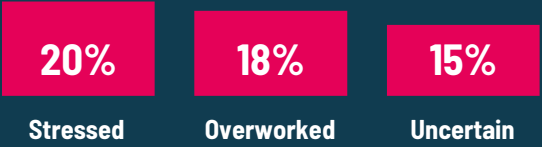
Which one word best describes how you're feeling at work?



Positivity is driven largely by a **sense of trust, autonomy & support** from leaders and colleagues, combined with **meaningful work** that makes a difference for others and aligns with personal values.



People who are coping describe **balancing workloads, resource constraints**, and ongoing **change** with **enough support, skills**, and **resilience** to manage day-to-day demands.



Negativity stems from **overwhelming workloads** and a **lack of support**, compounded by poor **leadership, workplace culture**, and **uncertainty** about job stability or growth.

The People Team's strategic influence is growing

Nearly half report a strategic shift, reflecting the growing role of the People team in shaping organisational priorities and success.



TOP 3 PRIORITIES FOR THE PEOPLE TEAM



There is greater influence at the decision-making table

As the People team takes on a more strategic role, their seat at the decision-making table is increasing, helping shape policies, culture and workforce planning

Report increased involvement in decision making

47%

Decision making stayed the same

34%

Decreased involvement

16%

The talent market is stable however recruiting the right candidates can be a challenge

81%

report that the **momentum for recruitment** has either stayed the same or improved in the past 12 months.

There are lots of people out there but it can be **tricky to find the right candidates**

41%

It's an employers' market, there are **lots of good candidates to choose from**

25%

It's an employees' market, there are **more jobs than there are candidates**

14%

It's tough, there is talent out there but we find it **hard to compete with other organisations** to recruit the best

15%

Talent retention is high however there are concerns about top performers and high potential talent



82%

Consider the organisation has a better ability to retain talent compared to 12 months ago

Turnover is low and this is a good thing



Turnover is low but I am concerned that we aren't retaining the best / motivating those who stay



Turnover is a similar rate to previous years



Turnover is higher than in previous years but this is as expected or planned



Turnover is higher than in previous years and we are concerned that we aren't retaining staff



EMPLOYEE EXPERIENCE IN FOCUS

Commitment, leadership
and listening maturity



Employee Experience is firmly on the agenda, with strong leadership engagement and integration into decision making



71%

Say leadership is highly engaged with Employee Experience



70%

Say Employee Experience is considered in organisation's decisions

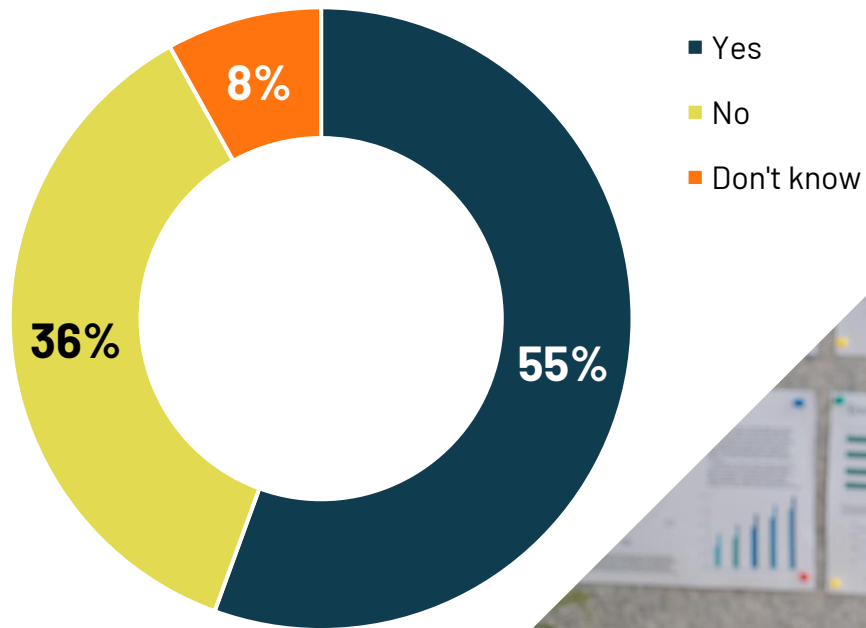


72%

Say their organisation is fully committed to improving Employee Experience

Just over half of organisations have a formal listening programme

There is significant room to embed listening more formally, with annual surveys dominating, but more agile listening emerging



Organisations are using a variety of listening tools



Employee lifecycle measurement varies across organisations presenting opportunities to further listen to employees at every stage of their journey

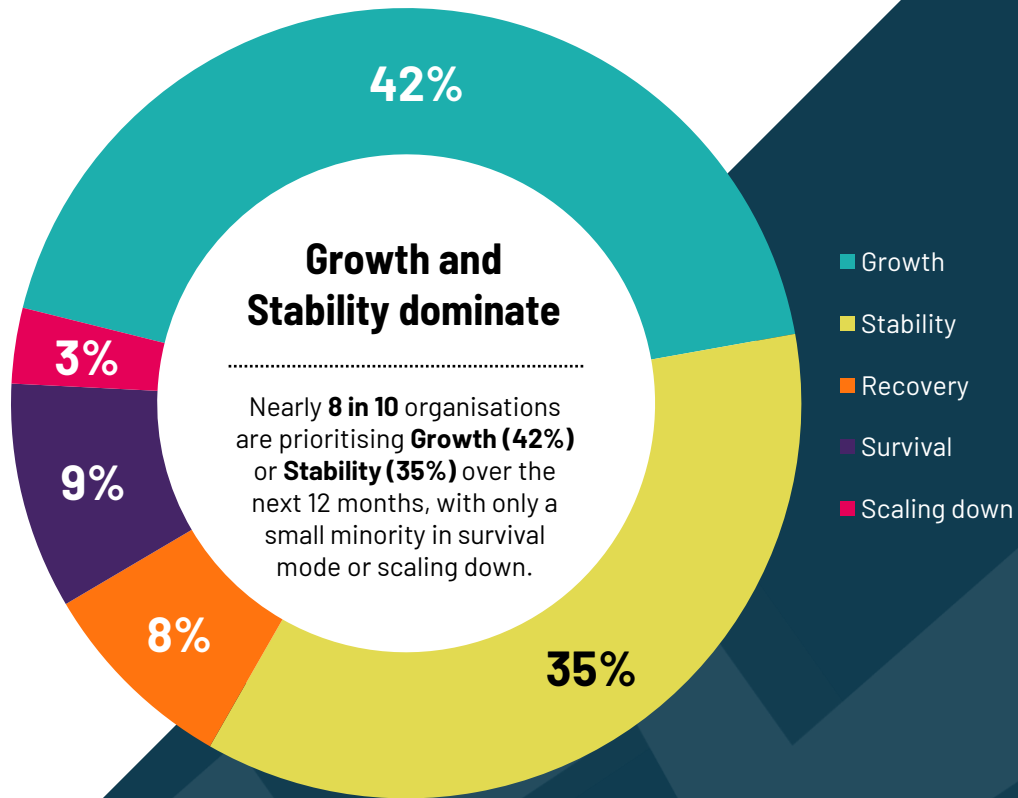
Among the 33% of respondents who identified ‘Employee Lifecycle Research’ as a listening tool, the distribution below highlights where listening is most actively applied across the employee lifecycle.



THE FUTURE OUTLOOK

Opportunities and
risks on the horizon

There is growth ahead, but not everyone feels ready for the future



79%

Feel confident their organisation will be proactive to adapt to future changes to the workplace – a strong foundation to navigate shifting market conditions

60%

See a skills gap between current workforce and future needs

59%

Feel their organisation is sufficiently trained and informed to use AI tools effectively





The key concerns for the next 12 months centre on financial challenges, uncertainty and workplace technology transformation

Rising/High inflation

38%

People budgets coming under increased pressure

32%

Organisational uncertainty impacting the ability to make key decisions

23%

Making best use of Artificial Intelligence to improve the organisation

23%

Employee Engagement results becoming harder to interpret

22%

Large scale organisational change leading to significant redundancies

20%

Technology transformation in the way we listen to employees

20%

Technology transformation in the way we communicate with employees

20%



Key recommendations

1

Embed people focus in strategy and maintain it

Utilise the People team's growing to ensure organisation decisions and planning retain a people focus, especially on culture, workforce capability, and change management decisions.

2

Close the skills and readiness gap before it widens

Invest in targeted upskilling, high potential talent retention and strategic workforce planning to ensure your organisation can adapt to future market and technology shifts.

3

From strategy to everyday impact

Listen to employees at every stage of their journey, understand their experiences, and act on what matters most to create meaningful change.

The Ipsos employee experience practice helps to create environments where employees and organisations thrive

By delivering employee research, strategy and activation programmes, we enable you to create an organisation that is people-oriented, agile and resilient

Our APAC team is made up of

150 **Employee
Experience
Practitioners**

With a presence in

12 **Markets**



Want to know more?

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