



Helping workers adapt to change in an age of transformation

Asia Pacific Workforce Hopes
and Fears Survey 2024



Executive summary

Change is constant, accelerating and evoking feelings of both optimism and uncertainty. This is a central finding from this year's Hopes and Fears survey of 19,500 workers in 14 territories across Asia Pacific as part of a [global survey](#).



The reported volume and pace of change is no great surprise. According to this year's [Asia Pacific CEO survey](#), 97% of CEOs are actively taking steps to reinvent their businesses to ensure their viability. However, the employees' reactions to these changes are mixed and revealing. It seems that the majority of employees (75%) are eager to adapt and embrace change, while a significant portion (59%) believe there is too much change happening at once, and half of the workforce doesn't understand why anything needs to change at all. Nearly a third (31%) are eyeing other employment opportunities – higher than during '[The Great Resignation](#)' – and this is despite greater satisfaction at work compared to last year. Why? We believe there is a shift in attitudes taking place, with professionals discarding the "stay put" mentality of yesteryear and focusing on career growth instead.

This increased confidence is also seen in the high level of those feeling secure in their jobs, eager to upskill – with the overwhelming majority agreeing that learning opportunities influence their decision to stay or leave a job – and with those using Generative AI. Over 80% of GenAI users now see its full potential and it is making them feel more valuable at work. This tallies with our recent [AI Jobs Barometer](#), which shows an almost fivefold (4.8x) greater labour productivity growth in sectors with the highest AI penetration, with AI-skilled workers more handsomely paid.

One notable difference from last year's survey is the heightened expectation that employers address climate change. Employees in Asia Pacific are more aware of the impact of climate change on their jobs and expect their employers to act. This jump of 11% in one year calls for a proactive response from employers to ensure alignment with their workforce.

This year's findings are divided into five sections that impact employees' ability to thrive: constant change, evolving expectations, skills development, AI adoption and climate change impact. Under each, we have provided practical responses for leaders to consider.

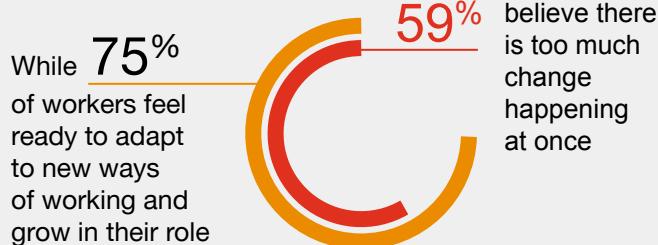
Overall, the findings suggest an apprehensive yet increasingly empowered workforce. There are signs that employers may be expecting too much from their employees. Yet, employees give very clear indications of what would improve their experience: help navigating stress and change, an investment in skills development, more non-financial rewards and action on climate change.

The picture for employees over the last 12 months has changed. Leaders must take note. With rising employee leverage, the ongoing competition for skilled workers is likely to intensify. Strategies to retain and attract new talent will need to evolve. As it is famously said, 'Change is inevitable. Growth is optional.' How will employers respond?



A snapshot of key Asia Pacific findings

Employees feel both excited and nervous about change



Employees lack skills development opportunities



Change is accelerating



68%

More than two-thirds of employees say they have experienced more changes at work in the past year than in the 12 months prior

Skills development is key to employee mobility



78% agree that learning opportunities influence their decision to stay or leave

The desire to change jobs continues to rise

Despite a slight uptick in job satisfaction, **1 in 3** say they are likely to change employers in the next year



The outlook for job security is optimistic



61%

are extremely or very confident about the next 12 months, with 1 in 4 feeling extremely confident

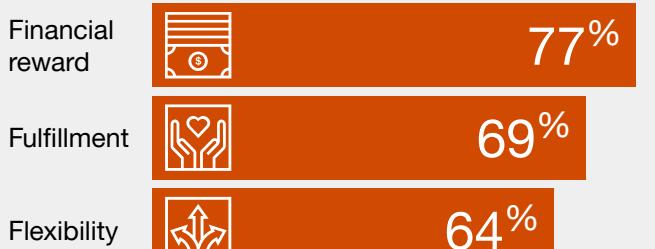
GenAI adoption in the workplace is limited



70% have used it in the past year, but only **1 in 6** use it daily

Non-financial rewards are as crucial as pay

Employees rank:



their top job priorities

Employees have higher expectations for their employers' climate actions

with a significant **11%** increase in agreement (compared to last year's survey) that employers should reduce their environmental impact



What is impacting employee's ability to thrive?



Constant change

Change is the new normal, and employees are feeling it. This correlates with the level of business reinvention currently being pursued by employers, as revealed in our recent [CEO Survey](#). While there is significant optimism about the changes employees are experiencing, one in two feel they lack clarity and confidence about them. To add to the unease, workers in Asia Pacific feel that change is accelerating, more so than felt by their global counterparts. Leaders can help better prepare employees for change and support them during the change process.



Scale and type of change

Change is impacting Asia Pacific employees in multiple ways and all at once. Employees feel both excited and nervous about this level of change. While the majority of workers (75%) feel ready to adapt to new ways of working, with a similar percentage excited about opportunities to learn and grow in their role, 59% believe there is too much change happening at once. 1 in 2 workers don't understand why anything needs to change at all.

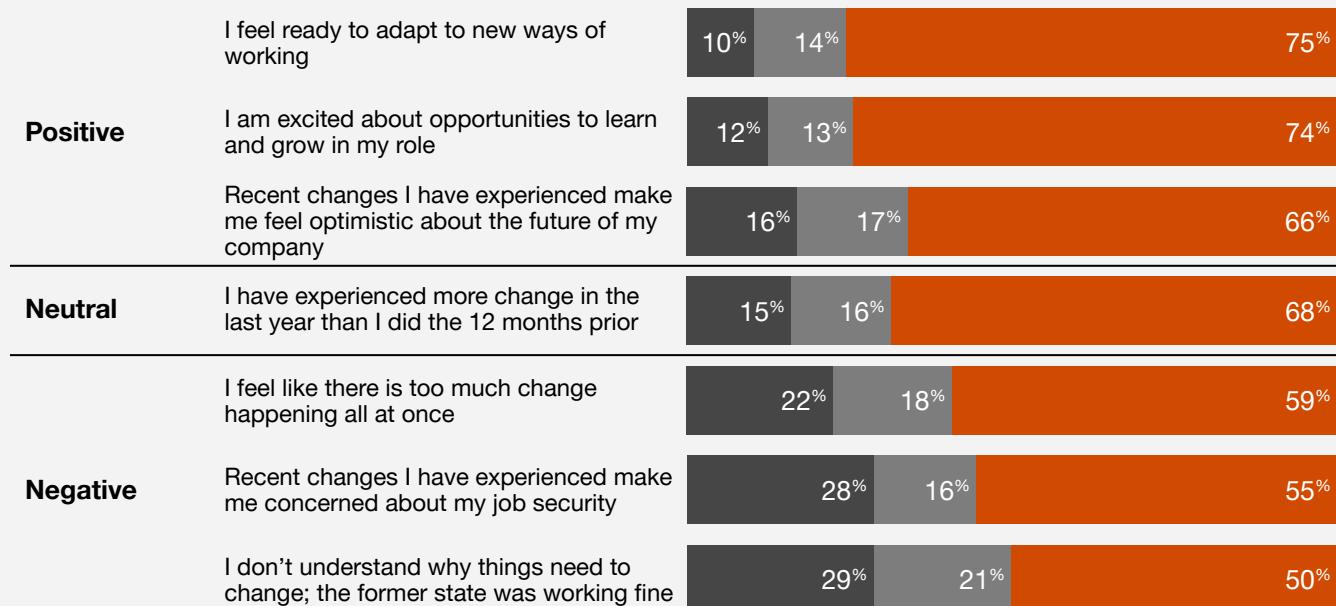
The fact that change seems to be accelerating may add to the concern felt by many. More than two-thirds of employees (68%) say they have experienced more changes at work in the past year than in the 12 months prior. Interestingly, this is higher than global counterparts at 62%.

These feelings, both optimistic and apprehensive, are amplified among younger generations, compared to older workers. The younger generations (Gen Z and Millennial) have stronger reactions (both positive and negative) to change, compared to Gen X and Baby Boomers.

Across seniority, senior executives and managers have stronger reactions (both positive and negative) to change as compared to non-managers.

Asia Pacific workers have mixed feelings about the pace and scale of changes in the last 12 months

Q. Thinking about changes you have experienced in your role in the last 12 months, to what extent do you agree or disagree with the following statements?



Disagree

Neither agree nor disagree

Agree

Note: Percentages shown may not total 100 due to rounding
Base: All Asia Pacific respondents (19,500)



When it comes to the type of change employees are experiencing at work, the top three are:

1. use of new tools and technologies (48%),
2. increased workload (46%) and
3. changes in team structure and daily responsibilities (both 43%).

48% of Asia Pacific workers have had to learn new technology / tools and their workload has increased in the last year

Q. To what extent do the following statements describe changes you have experienced in your role, if any, in the last 12 months? (Showing only 'to a large extent' and 'to a very large extent' responses)



Base: All Asia Pacific respondents (19,500)

Considerations for leaders

With change unlikely to slow down, leaders must help workers learn to better adapt to change. That requires transformative leadership – leaders who can challenge the status quo and inspire and empower others to embrace and adapt to change. This approach helps employees build resilience so they're better able to navigate uncertainty and seize opportunities, even if change is still churning around them.

Don't assume your workforce is on board with the need for change, know what to do to change or will all react in the same way to change. Improve communication, training and support during transitions – with different approaches to suit different employees – to take them along on the change journey with you.

Ensuring employees feel supported and equipped to handle change is crucial for maintaining productivity and morale in such a dynamic environment.

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In a world of constant change, organisations must also continuously evolve. Achieving this successfully demands a high level of agility. Historically, employees have preferred clearly defined roles and responsibilities. However, to thrive in a rapidly changing environment, employees must embrace more agile ways of working.

Johnny Yu, Partner, PwC China



Evolving expectations

Employees are happy at work yet keen to explore a job change (more so than during '[The Great Resignation](#)'). Employees with specialised training are vastly more satisfied than those without. Money matters to most but not to all. Leaders need to review their strategies to retain and attract new talent.

Job satisfaction and likelihood to change jobs

Workers are more satisfied with their job compared to last year. A healthy 62% say they are satisfied, a 5% jump from last year and on par with global counterparts. But job satisfaction doesn't necessarily mean employees will remain with their employer. It appears much of the workforce is eyeing other opportunities, with nearly a third (31%) saying they are likely to change employers in the next year. This is more than during 'The Great Resignation' in recent years (19%). This signals a shift in attitudes where professionals are discarding the "stay put" mentality and prioritising career growth. This is especially the case in younger generations with Gen Z being especially restless (42% likely to change jobs) compared to Gen X (23%).



Despite a slight uptick in satisfaction, more Asia Pacific employees state they are likely to change employers in the next 12 months than during 'The Great Resignation'.

Q. How satisfied are you with your job? (Showing only 'moderately satisfied' and 'very satisfied' responses)

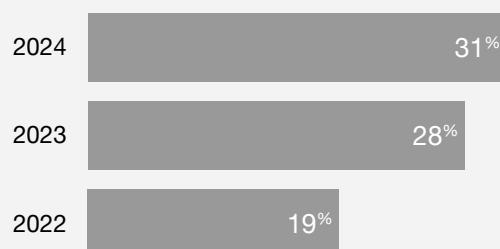
Job satisfaction



Base: All Asia Pacific respondents (19,500)

Q. How likely are you to change employers in the next 12 months? (Showing only 'very likely' and 'extremely likely' responses)

Likelihood to change employers



Job satisfaction varies by territory, with Chinese Mainland and Indonesia coming out on top. Over 70% of their workforce report moderate to high satisfaction. The majority of the remaining territories have seen a positive uptick, with Singapore, Hong Kong SAR, Malaysia, Vietnam, Japan and Australia on the rise, with only New Zealand and Taiwan remaining the same as last year.

South Korea, Japan and Taiwan are lagging behind, with the least satisfied workers. The Philippines and Thailand stand out as the only territories with falling satisfaction.

When it comes to satisfaction by industry, Technology, Media and Telecommunications (TMT) workers are feeling the most fulfilled (69%), with those in the Health sector the least satisfied (51%).



By personalising the total reward offerings and employee experience, organisations will create a more engaged, motivated and productive workforce, and ultimately a more profitable business and a bigger and more positive impact on the world.

Andrew Curcio, Global Co-leader, Reward & Benefits

There is a particularly startling gap between those employees with specialised training (74% satisfaction) and those without (33% satisfaction). This highlights the importance of skills development for employee engagement and retention. The more senior you are, the happier you seem to be at work too, with senior executives (76%) and managers (69%) reporting higher levels of satisfaction compared to non-managers (48%).

Specialised training is also linked to increased confidence in career moves. Employees with specialised training are twice as likely to seek a raise (54% vs. 26%) and show a 10% higher likelihood of changing employers. This trend grows with seniority.

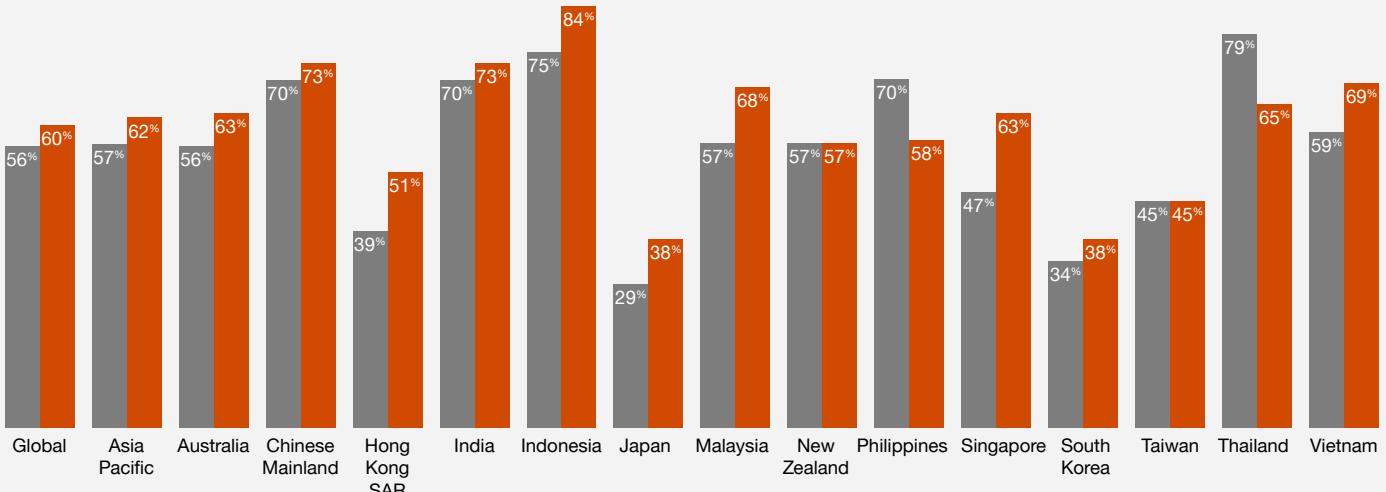
Industry also plays a role, with TMT seeing the most movement (41% considering a change) while those in Consumer Markets and Government & Public Service seeing the least movement (26% and 25% respectively).

Overall, the outlook for job satisfaction in Asia Pacific appears to be brightening, but there's still room for growth in some countries and industries, and across employee demographics. A top priority for employers will be guarding against an increasing volume of employees willing to move jobs.



Job satisfaction differs across Asia Pacific, but the majority of territories experienced a positive uptick from 2023-2024

Q. How satisfied are you with your job? (Showing only 'moderately satisfied' and 'very satisfied' responses)



Base: All Asia Pacific respondents (19,500)

2023 2024

Job security

Asia Pacific employees are feeling good about their job security. In fact, 61% are extremely or very confident about the next 12 months, with 1 in 4 feeling extremely confident. This optimism spans across all generations.

Unsurprisingly, senior executives lead the confidence pack again at 76%, while managers come in at 67%, and non-managers at 47%. Confidence levels also differ by industry, with TMT workers being the most confident at 68%, and Consumer Market workers feeling less secure at 55%. Workers with specialised training are much more confident (71%) than those without (41%). It appears that the extra training pays dividends.

What really matters to employees

The ongoing competition for skilled workers is likely to intensify due to rising employee leverage and evolving demands related to compensation and benefits beyond base salary. The survey shows that financial reward (77%), a sense of fulfilment (69%) and flexibility (64%) are the top priorities for employees across generations, seniority levels and industries. While these preferences appear consistent, there remains a gap between desired attributes and what workers perceive their current jobs offer. Of the 77% of workers who feel that fair pay is important, 62% feel that they are fairly paid. Similarly, of the 69% of workers who feel that it's important for their work to be fulfilling, 68% of them actually feel that it is.

Asia Pacific workers feel that their jobs deliver on attributes important to them but there is room for improvement

Q. How important is it to you that your job is... (Showing net 'extremely / very important' responses only)

Q. To what extent do you agree or disagree that your current job is... (Showing 'strongly / moderately agree' responses only)

Important vs. Agreement*



■ Importance (extremely and very important) of job attribute to employee

■ Agreement (strongly and moderately agree) of attributes being reflective in current job

Note: (*) We rebased each attribute in 'agreement' to show only those who selected 'very important' or 'extremely important'.

Base: All Asia Pacific respondents (19,500)



Employees value professional development, work-life balance, meaning and recognition at work just as much as they value pay, similar to their global counterparts. When asked about changes that could empower them to perform better, 57% put pay as one of their top five, followed closely by better work-life balance (54%), more opportunities for advancement (46%), better technology/tools (45%), and additional training on job-related technical skills (43%).

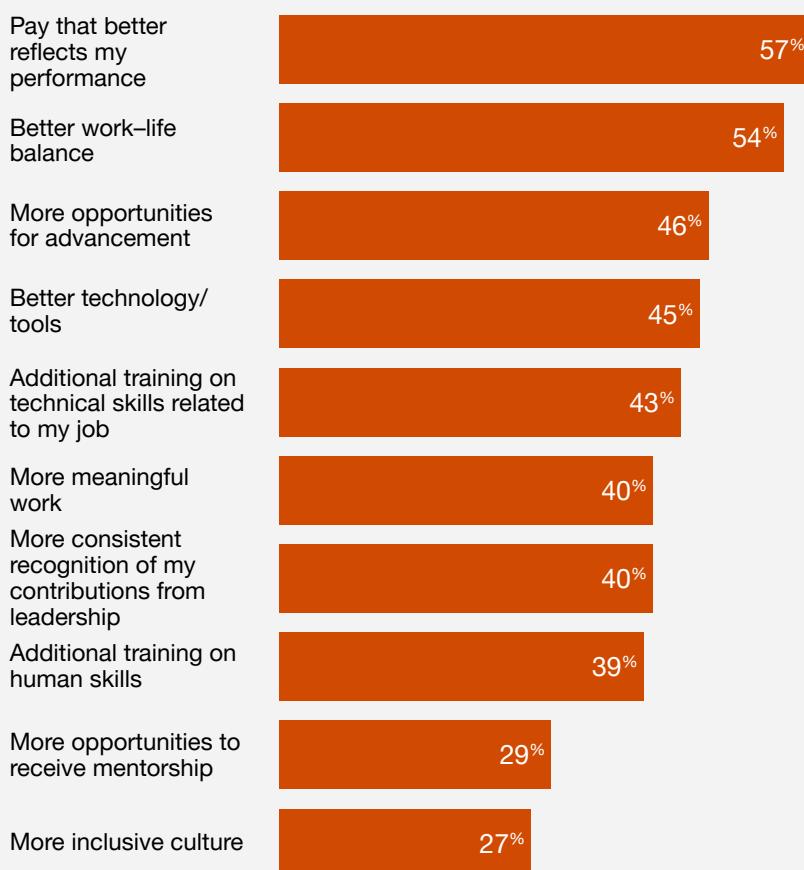
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COVID-19 has made people more sensitive about their working environment. In addition, with the labour shortage and the resulting employee-dominated market, companies need to place more emphasis on providing value to employees, including efforts to address environmental issues.

*Shigeru Kitazaki, Partner,
PwC Japan*

While pay remains the most important factor to employees, this is closely followed by professional development, work-life balance, meaning and recognition at work

Q. Which of the following changes at work, if any, would most help you to perform your job better? (Showing only percentage rank as top five)



Base: All Asia Pacific respondents (19,500)

Considerations for leaders

Leaders need to rethink how they attract and retain talent in this competitive job market. The survey results clearly convey the increasing leverage employees have in the job market, making it crucial for organisations to align their offerings with worker expectations.

Building a unique Employee Value Proposition (EVP) that keeps people engaged for the long haul is essential. The emphasis on financial reward, fulfilment and flexibility reflects a holistic approach to job satisfaction that transcends traditional compensation models. Employers will benefit from taking such a **Total Reward** approach. By proactively responding to these expectations, companies can better position themselves in the competitive landscape, ensuring they meet the needs of their workforce and enhance overall job satisfaction.

Interestingly, Gen Z sees pay and work-life balance as equally important for boosting performance (both 54%). Senior executives, on the other hand, prioritise work-life balance (50%) over pay (47%).

TMT employees also lean towards work-life balance (56%) over pay (54%), while Financial Services employees consider both factors equally important (54%).



Skills development

For most employees, the decision to stay or leave a job hinges on their ability to develop their skills.

However, many are uncertain about how their skills need to evolve and lack sufficient support and opportunities for growth. Since a strong alignment between job duties and skills leads to higher satisfaction and engagement, leaders should prioritise employee skills development as a core focus.



Perception of skill change

Only 44% of employees acknowledge the need for future skill changes within five years (8% higher than the global average). But what about the remaining 56%? This highlights the need for employers to take proactive steps to address this knowledge gap and prepare their workforce for evolving skill requirements.

Opportunities to demonstrate skills

Employees appear to be lacking the opportunity to demonstrate their skills and learn new skills at work. Only 57% of employees feel they can fully showcase their skills, and just 52% believe their employer adequately supports future skills development through learning opportunities. There's room for improvement here and an employee engagement survey or skills audit will help.

Skills are a currency to employees

A strong correlation exists between feeling skills are well-utilised and job satisfaction. Employees whose skills align with their job duties report 40-50% higher satisfaction than those with misalignment and 30% greater confidence in their job security. Senior executives feel that their skill set is better utilised (68%) compared to non-managers (47%). So too, for employees with specialised training (77%) and those without (26%).

Skills play a critical role in job switching

Skills alignment is also a key factor in employee mobility. Those with a good fit between skills and duties are less likely to consider a job change (25%) compared to those who lack alignment (37%). Furthermore, the desire for skill development cuts across generations and seniority levels, with 78% agreeing that learning opportunities influence their decision to stay or leave. This is particularly true for Gen Z (87%) and Millennials (82%), as well as senior executives (86%) and managers (84%).

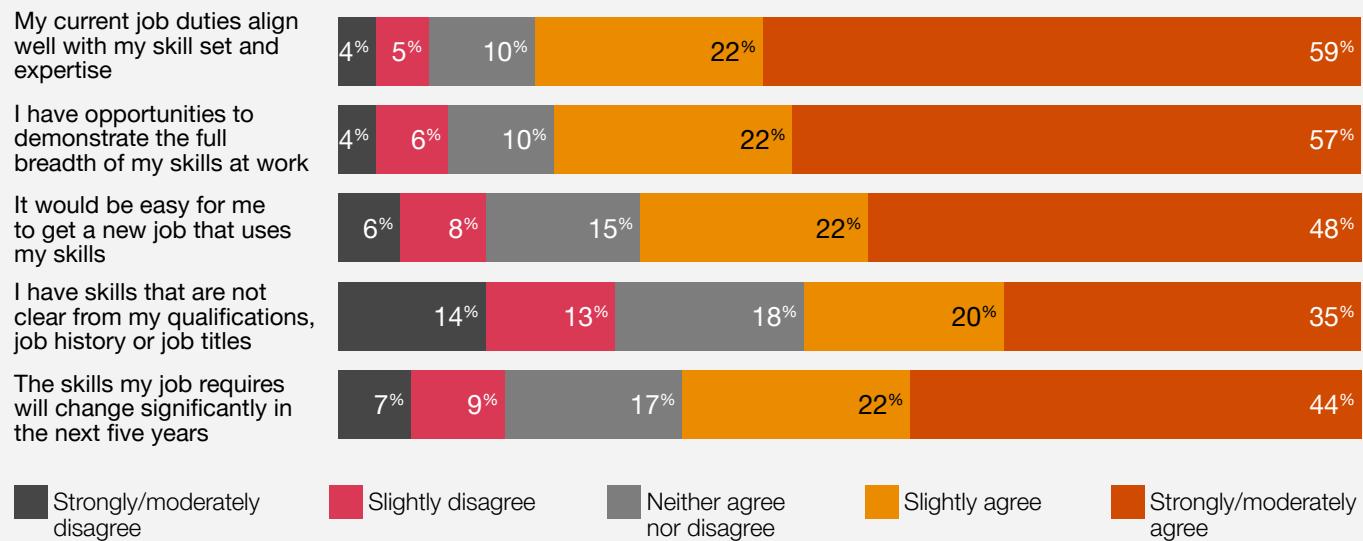
The opportunity to learn new skills is a leading driver for changing jobs irrespective of whether workers are in a financially secured household (81%) or financially distressed (78%). This trend is further amplified for those with specialised training, who are twice as likely to prioritise skill development when considering a job change. Fostering a work environment that leverages employee skills effectively seems crucial for both talent satisfaction and retention.





Less than half believe that the skills required for their jobs will undergo significant changes. They also lack opportunities to demonstrate or learn new skills

Q. Regarding your current role, to what extent do you agree or disagree with the following statements?



■ Strongly/moderately disagree

■ Slightly disagree

■ Neither agree nor disagree

■ Slightly agree

■ Strongly/moderately agree

Note: Percentages shown may not total 100 due to rounding
Base: All Asia Pacific respondents (19,500)



Considerations for leaders

A focus on employee skills development offers a win-win scenario for both employers and employees. By investing in upskilling opportunities across all levels, fostering a culture of continuous learning and mentorship, and encouraging the development of skills beyond current roles, employers can strategically leverage their workforce. This [skills-first approach](#) not only provides more stimulating opportunities for the employee and enhances their engagement and productivity, but also allows for optimal project allocation and outcomes.

Use skills inventories to gain comprehensive insights into the skills and expertise of your workforce. For those with well-developed upskilling programs already in place, consider whether you are reaching all employees.



AI adoption

Employee sentiment around AI is shifting with optimism increasing. Having AI-related skills is making employees feel more valuable at work. Rightly so, our [AI Jobs Barometer](#) shows an almost fivefold (4.8x) greater labour productivity growth in sectors with the highest AI penetration. Greater adoption is in everyone's interest. There is much a leader can do to nurture AI expertise and drive productivity growth.

Sentiment and use of GenAI

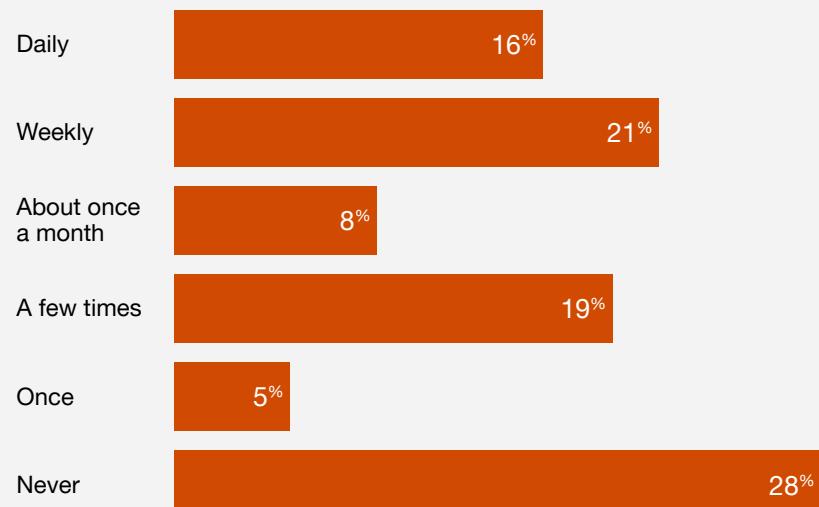
Similar to last year, there are mixed feelings around new technologies. Half the workforce anticipates their jobs being impacted by technological advancements like GenAI. 70% already used it at work in the past year. Curiously however, only 1 in 6 workers uses it daily.

Regular use varies by territory. Territories with most daily users are India (27%), Malaysia and Indonesia (25% and 23% respectively). Japan, New Zealand, South Korea and Taiwan are trailing behind (5-7%).



While 70% of Asia Pacific employees have used GenAI at work in the past 12 months, far fewer are using it on a regular basis

Q. In the past 12 months, how frequently, if at all, have you used generative AI tools (e.g., ChatGPT, DALL-E, etc.) for work?



Base: All Asia Pacific respondents (19,500)

When it comes to industries, TMT and Financial Services are leading the charge. Younger generations are embracing GenAI at a faster pace than their older colleagues, and senior executives and managers are also more likely to have used GenAI compared to non-managers. This reflects the trend found so far in this survey, and equally unsurprising are the job functions using it most – IT, Business Strategy, and Research and Development.

Looking ahead, the sentiment surrounding GenAI is largely optimistic. In this year's survey, a significant 68% believe GenAI will boost their efficiency, [mirroring the confidence of their CEOs](#). And, although 57% think GenAI will increase their workload, they also believe it will increase their salary. Our global [2024 AI Jobs Barometer](#) also found that jobs requiring AI specialist skills carry up to a 25% wage premium in some markets.

Job security is also on the mind of employees. Here too, GenAI seems to be viewed as a positive force, with 59% expecting it to solidify their position, exceeding the global average (51%).

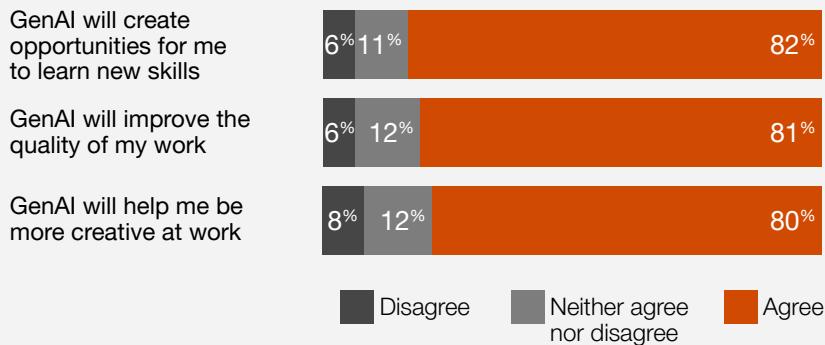
When we examine the sentiments expressed by daily users compared to non-daily users, we find that daily users are 20% more likely to recognise the benefits of GenAI.



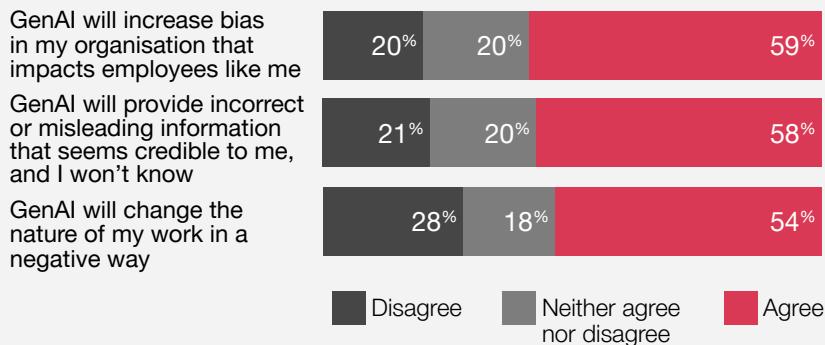
Over 80% of Asia Pacific workers expect benefits from GenAI. They are also mindful of the risks

Q. Thinking about the potential impact of Gen AI tools on your career, to what extent do you agree/disagree with the following statements?

Positive impacts



Potential concern



Note: Percentages shown may not total 100 due to rounding
Base: Asia Pacific respondents who have used GenAI (14,861)

Of those employees who have used GenAI, over 80% harbour positive feelings towards GenAI, believing it will open doors for new skills, elevate the quality of their work and even spark their creativity. Among their concerns are that bias may creep into their organisations and impact them, and that it may produce misinformation that they won't be able to recognise. Others fear that the nature of their work might be negatively impacted by GenAI (54%). This is pronounced among Gen Z, senior executives and those with specialised training. This cohort cannot be neglected and speaks to the importance of a supportive environment.

Barriers to GenAI adoption

Of those employees who have not used GenAI, 36% simply do not see opportunities to use it in their line of work. Another hurdle is access. People can't use what they don't have. Nearly a quarter say their employer hasn't given them access to GenAI. Finally, a knowledge gap exists with another 23% unsure of how to even use these tools.



To discover the opportunities of AI, leaders need to look to their people. Help workers appreciate that human oversight will continue to be a necessary part of our foreseeable future. Create the opportunity for your employees to raise their awareness, comfort, and confidence around AI and their roles. A focus on letting AI do what it does best, so employees can do what they do best, will benefit everyone.

Norah Seddon, PwC Asia Pacific Workforce Leader

Considerations for leaders

Lead by example - As leaders, it starts with you. Lead by example by embracing a human-led, tech-powered approach, and instil confidence in the value of GenAI.

Focus on value, not cost - Access to GenAI tools at scale is table stakes - it is now about deriving value from it. Take a macro view at the value from GenAI, rather than just the incremental costs.

Embed a responsible AI framework - Accelerate adoption through a well-defined responsible AI strategy and framework. Instil confidence in your workforce that the risks associated with GenAI are understood and there are guardrails in place.

Upskill, upskill, upskill - Providing resources for experimentation and learning is absolutely key. Guiding workers towards some initial use cases to upskill can help them become comfortable with the technology and ignite their curiosity to explore its potential further.

Empower your teams - Cultivate a culture of curiosity, experimentation and exploration. Empower your workforce to discover the value of GenAI, fostering innovation and growth.

Climate change impact

Employees are increasingly aware of the impact of climate change on their jobs and expect their employers to take action. This sense of employer-responsibility has risen significantly since last year and is higher than the global average. Leaders can, simultaneously, mitigate climate risks and enhance both employee satisfaction and organisational resilience.

While a significant portion of the workforce (42%) believes climate change will impact their jobs within the next three years, only 34% of CEOs shared that concern in [PwC's 27th Annual Global CEO Survey - Asia Pacific](#). This highlights the real-world impact climate change is having on workers across the region, and the potential strain it could put on organisations that rely on nature for their success. In fact, [PwC analysis](#) shows that companies comprising 58% of the market capitalisation of major Asia Pacific stock exchanges are in sectors exposed to significant nature-related risks, and that 53% of Asia Pacific gross value added (GVA) – US\$18 trillion – is highly or moderately dependent on nature.

For Asia Pacific employees, climate change isn't just an abstract concept – it's a tangible threat to their workplaces. Over half (51%) worry about new health and safety risks like heat stress, air pollution and exposure to hazardous conditions. This is higher than the global findings at 44%. This concern is particularly acute in countries like the Philippines (67%), Vietnam and Indonesia (65%), Thailand (60%), India (58%) and Malaysia (55%).

Disruptions from extreme weather events or environmental changes are another major concern for 40% of the workforce, impacting their ability to do their job. This concern too, is higher than the global average. The need to adapt seems clear, with 40% of employees believing they'll need to learn new skills to navigate a changing climate landscape – also greater than global counterparts at 36%.

Asia Pacific workers feel the impact of climate change to a greater extent than global counterparts

Q. In what ways do you think climate change will impact your job?

Climate change will introduce health and safety risks in my workplace



Disruptions from extreme weather events or environmental changes will impact my ability to do my job



New technologies or advancements in my field related to climate change will require me to learn new skills



New technologies or advancements in my field that are related to climate change will create new job opportunities



Climate change impacts may cause me to lose my job



Base: Respondents who think climate change will impact their job
Asia Pacific (15,687) and global (42,576)

Asia Pacific
Global

The most notable finding is that over half (52%) of employees now believe their employer has a responsibility to reduce its environmental impact. This is a significant increase from 41% last year. This change, in one year, demands a proactive response from employers to ensure employee/employer alignment.

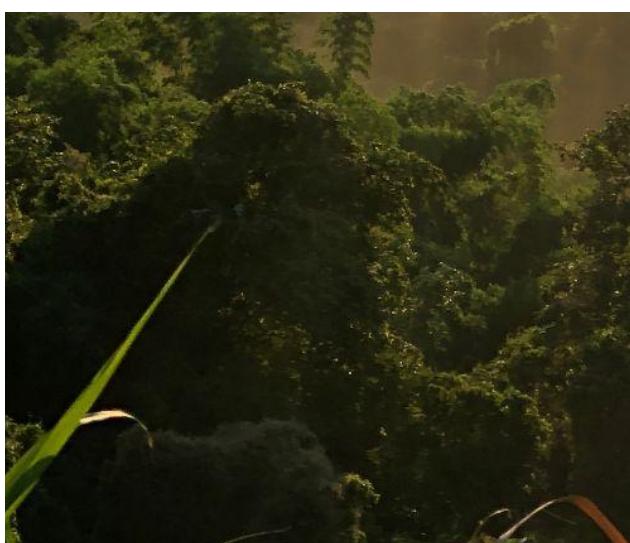
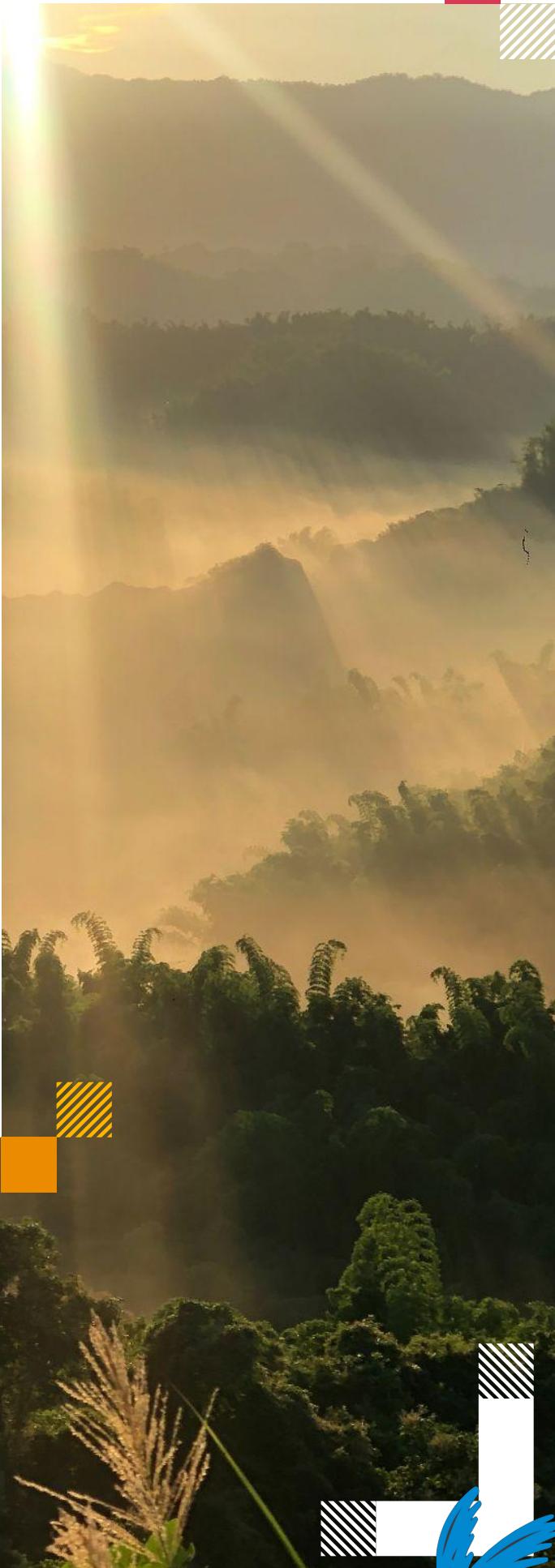
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The increased incidence of extreme weather events in Asia Pacific and the region's growing vulnerability to climate change is directly reflected in increased employee anxiety around job security and personal safety. Leaders have a significant opportunity to unlock employee agency by upskilling their people on sustainability skills and galvanising employee advocacy for the material transformation that is required across the organisation.

Parul Munshi, Partner and Regional Sustainability Consulting Leader, PwC Southeast Asia Consulting

Considerations for leaders

Leaders can bridge the gap between employee concerns and executive priorities by taking several proactive steps. Start by actively listening to employees' fears and experiences. Implement tangible green initiatives – such as emissions reduction targets and improved energy efficiency – and transparent reporting to demonstrate commitment. Invest in training programs to equip employees with skills to adapt to new climate realities and involve them in sustainability efforts. By addressing these concerns head-on, leaders can not only mitigate climate risks but also enhance employee satisfaction and organisational resilience.



Talking about my generation: Snapshot of employees' differences



Gen Z (ages 18-27)

- Feel the most positive about changes in the workplace but also feel the most negative. 80% feel ready to adapt to new ways of working. 79% are excited to learn and grow in their new roles. However, 60% don't understand why things need to change.
- Compared to other generations, Gen Z is more likely to say they experienced the following changes: use of new tools and technologies (59%), increased workload (55%), changes in daily responsibilities (54%) and changes in team structure (52%).
- Most likely to change employer (42%) in the next 12 months
- See pay and work-life balance as equally important for boosting performance (both 54%)
- Most likely to agree that it would be easy to get a job that uses their skills (52%)
- Most likely to agree that opportunities to learn new skills influence their decision to stay or leave their current employer (87%)

Millennials (ages 28-43)

- Most likely to agree that their jobs align well with their skill set and expertise (60%)
- Most likely to demonstrate full breadth of skills at work (59%)
- Confident that it would be easy to get a job that uses their skills (51%)
- Most likely to agree that their employer offers sufficient opportunities for them to learn new skills that will benefit their future career (76%), close to Gen Z
- Most likely to use GenAI daily for work (15%)
- Most likely to agree that their employers have a responsibility to reduce its environmental impact (75%)

Gen X (ages 44-59)

- Least likely to ask for a promotion (27%) and change employer in the next 12 months (23%)
- Least satisfied with their jobs (60%)
- Least likely to be confident about job security (57%)
- Least likely to demonstrate full breadth of skills at work (52%)

Baby Boomers (ages 60-78)

- Feel excited/nervous about the changes but to a lesser/greater extent compared to other generations. 71% feel ready to adapt to new ways of working. 64% are excited to learn and grow in their new roles. However, 44% don't understand why things need to change.
- Compared to other generations, Baby Boomers are least likely to say they experienced the following changes: use of new tools and technologies (38%), increased workload (35%), changes in team structure (34%) and changes in daily responsibilities (32%).
- Most satisfied with their jobs (63%)
- Least likely likely to agree that it would be easy to get a job that uses their skills (42%)
- Most likely to agree that opportunities to learn new skills influence their decision to stay or leave their current employer (65%)
- Least likely to use GenAI daily for work (6%)

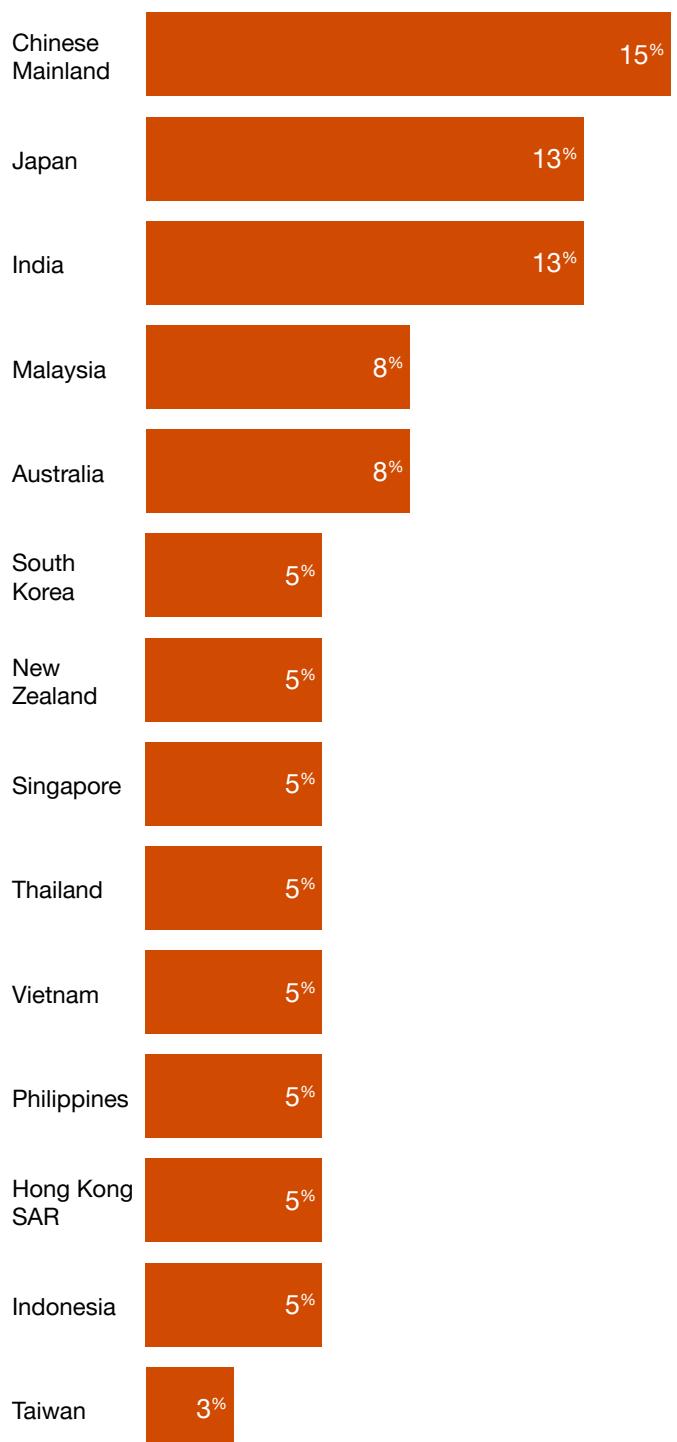
About the survey

In March 2024, PwC surveyed 56,600 individuals (including 19,500 in Asia Pacific) who are in work or active in the labour market. The sample was designed to reflect a range of industries, demographic characteristics and working patterns.

Territories covered are Australia, Chinese Mainland, Hong Kong SAR, India, Indonesia, Japan, South Korea, Malaysia, New Zealand, Philippines, Singapore, Taiwan, Thailand and Vietnam.

Notes about interpreting charts: Throughout this report, not all figures in the charts will add up to 100% as a result of rounding percentages and the decision in certain cases to exclude the display of ‘neither/nor’, ‘other’, ‘none of the above’, ‘don’t know’ and ‘prefer not to say’ responses.

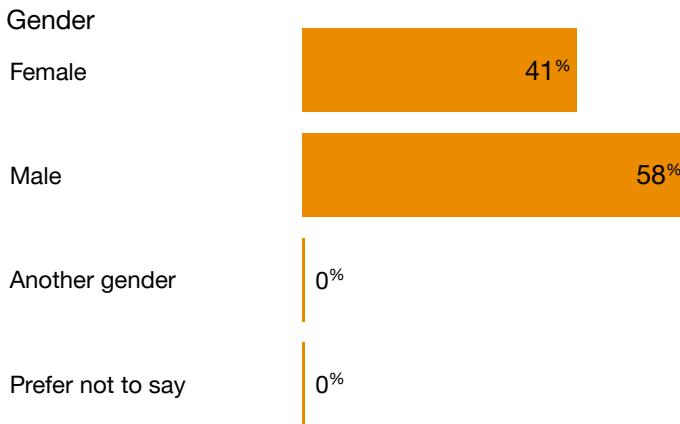
Respondents' geographic profile



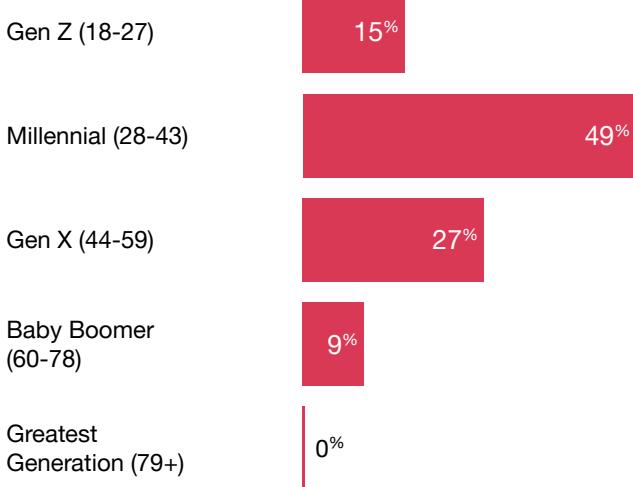


Demographics of respondents

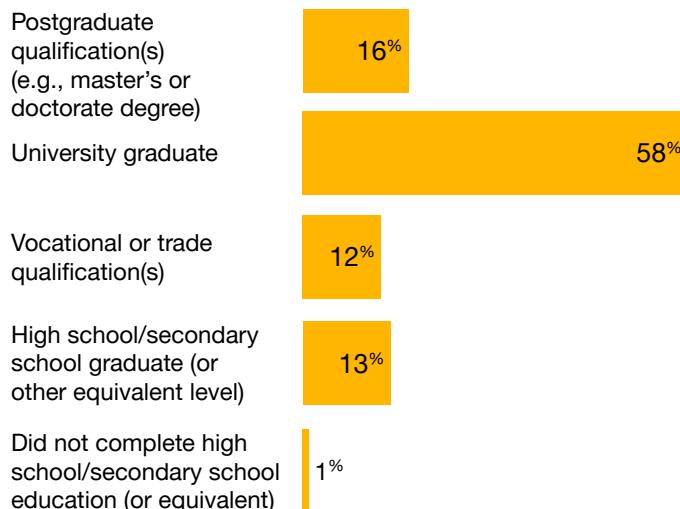
Personal demographics



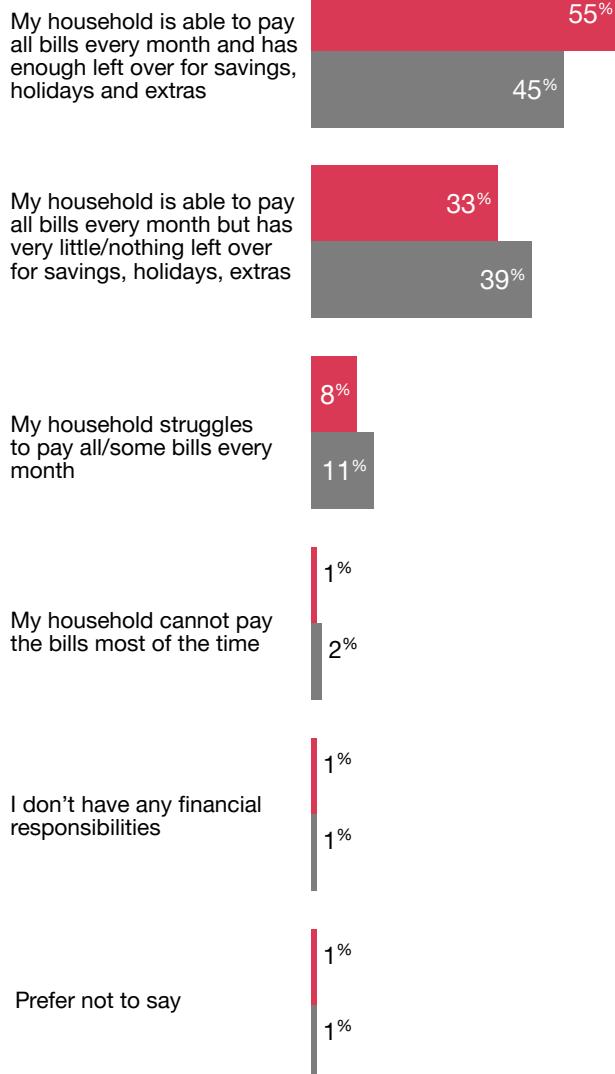
Generation



Education level



Financial situation

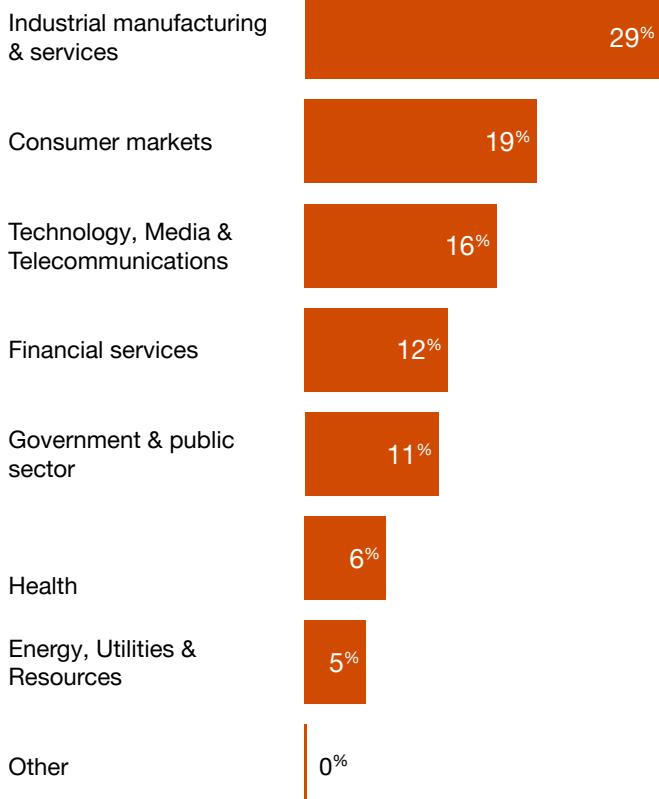


■ Asia Pacific ■ Global

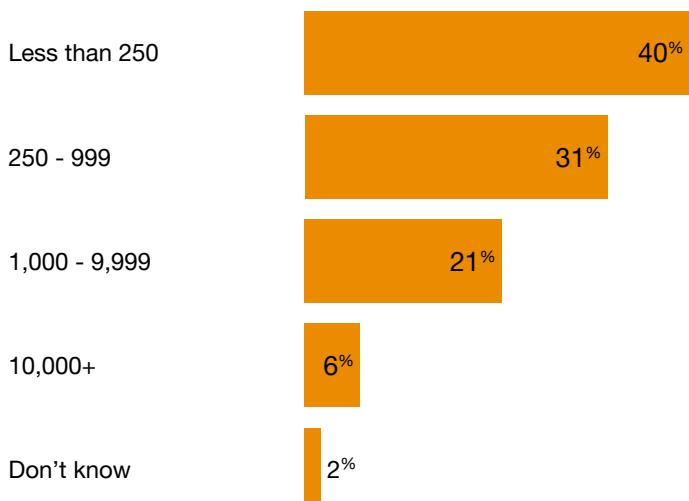


Job demographics

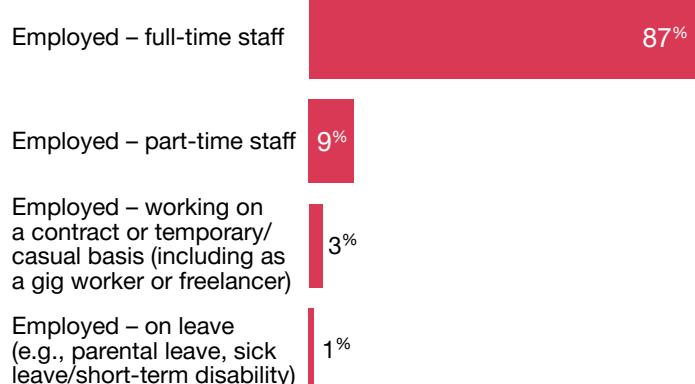
Industry



Number of employees



Employment status



Job function





Job demographics (cont'd)

Seniority

Senior executive (including director or vice president) 18%

Manager 41%

Non-manager 41%

Type of work

Office work 71%

Other professional work 12%

Skilled manual work 6%

Other manual work 11%

Tenure

5 years or less 51%

More than 5 years 49%

Remote working

My job can be done remotely/from home 50%

My job cannot be done remotely/from home 49%

Don't know 1%

Current job location

Full-time remote working 26%

Hybrid working 58%

Full-time in-person working 16%

Base: People who respond "My job can be done remotely/from home" to remote working





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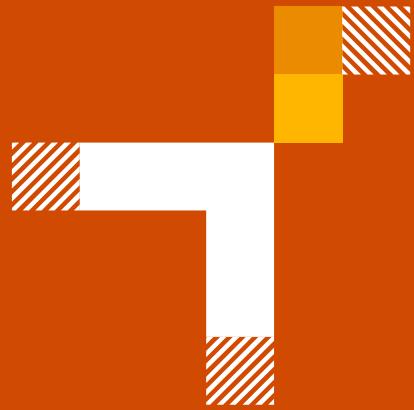
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