



2025 Work Relationship Index

Work really isn't working.

The global workforce is under pressure.

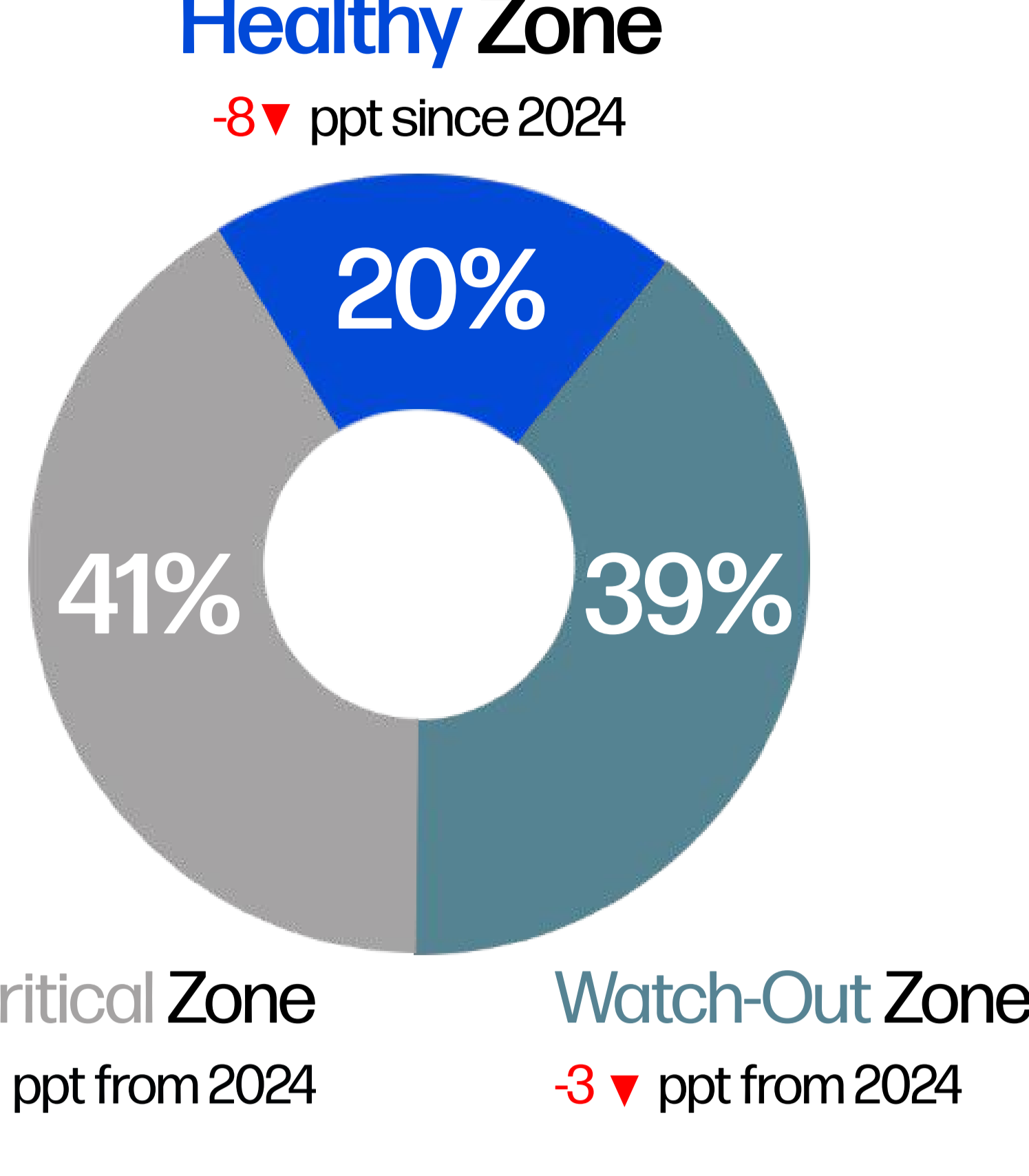
Only 20% of knowledge workers have a healthy relationship with work in 2025, compared to 28% in 2024.



For the first time, our relationship with work is most likely to be very unhealthy.

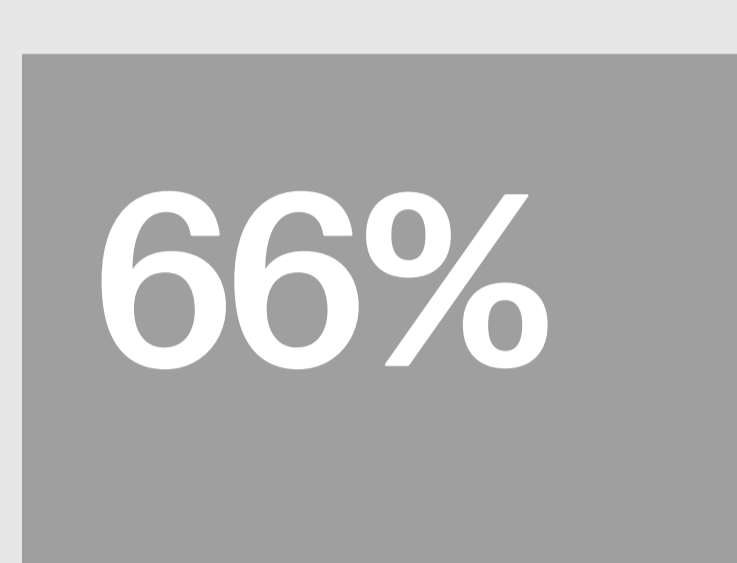
41% of knowledge workers are in the Critical Zone – an increase from 30% in 2024.

Businesses can control 85% of factors we measured, but are they willing to act?

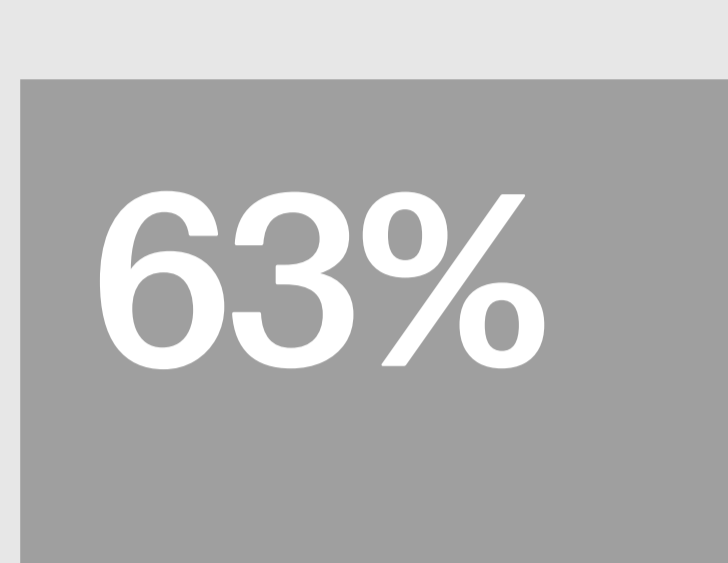


Profound disruption is a backdrop to our work relationships in 2025.

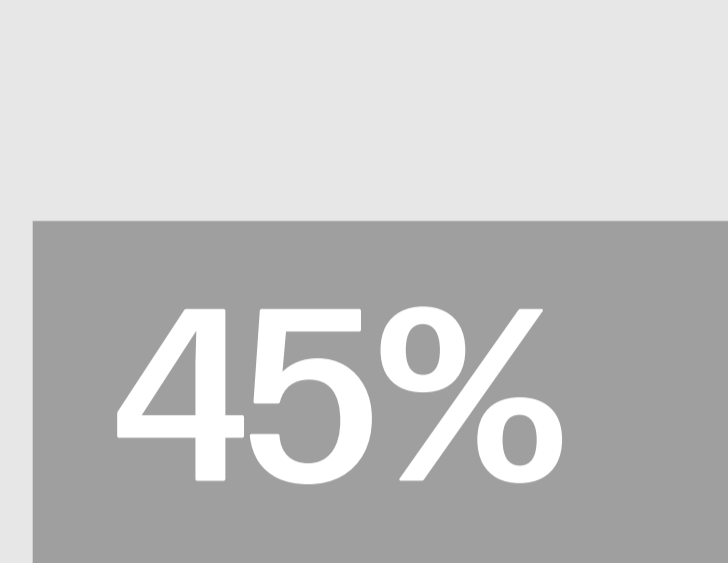
% who feel each aspect of their life is worse today than two years ago:



Cost of living



Global politics



Home country's prospects

Two-thirds of Knowledge Workers have experienced **change** over the past year, from back to office mandates to redundancies and cost pressures.

62% feel their company's demands and expectations of them have increased over the past year.

26% have seen cost-cutting measures.

24% are spending more days in the office than 12 months ago.

45% feel their company is prioritizing profit over people.

21% have experienced redundancies.



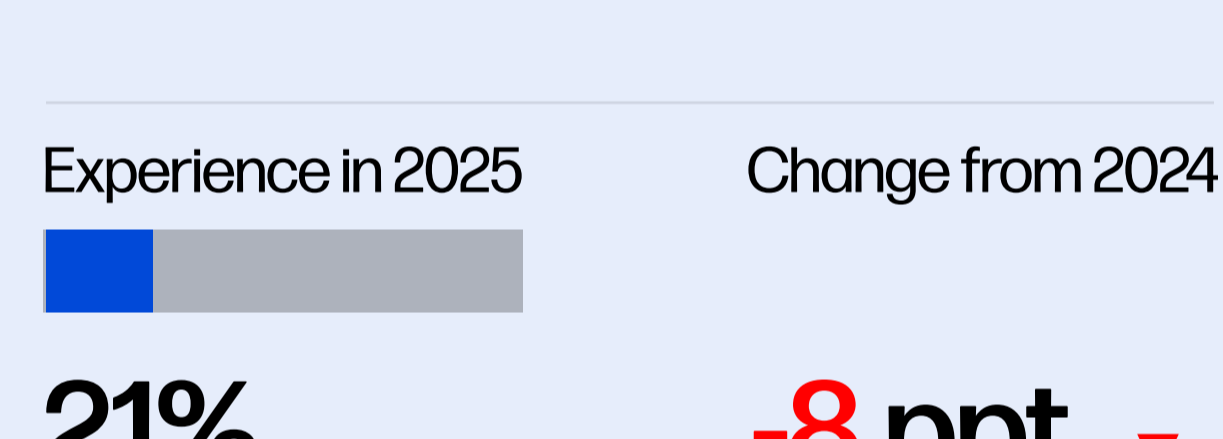
However, it doesn't have to be this way. Our study finds that:

85% of the influence on our relationship with work is under businesses' control.

To thrive in the face of **disruption**, workers need to feel fulfilled, supported by leaders who put people at the heart of decision-making, and equipped with the technology and tools to work smarter, not harder.

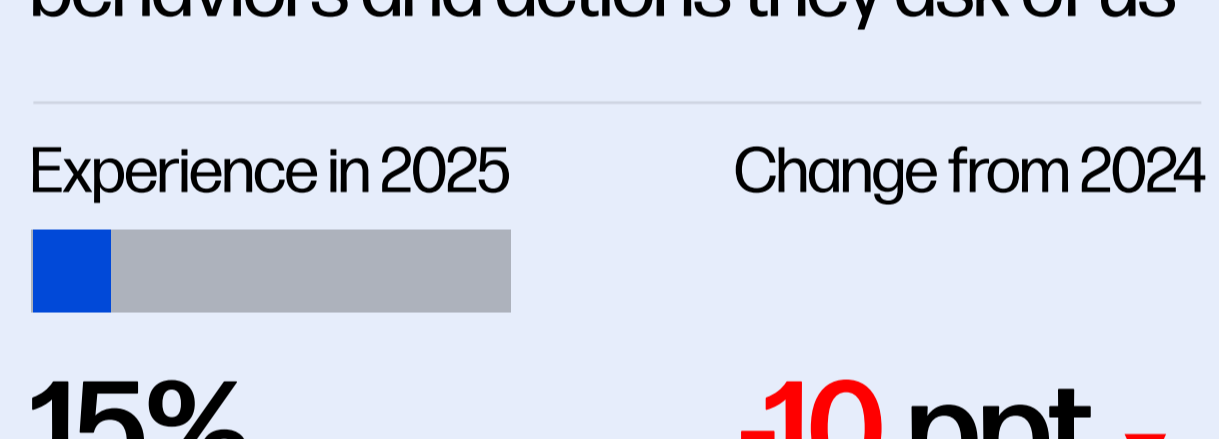
1. Fulfillment

I feel fulfilled by the work I do



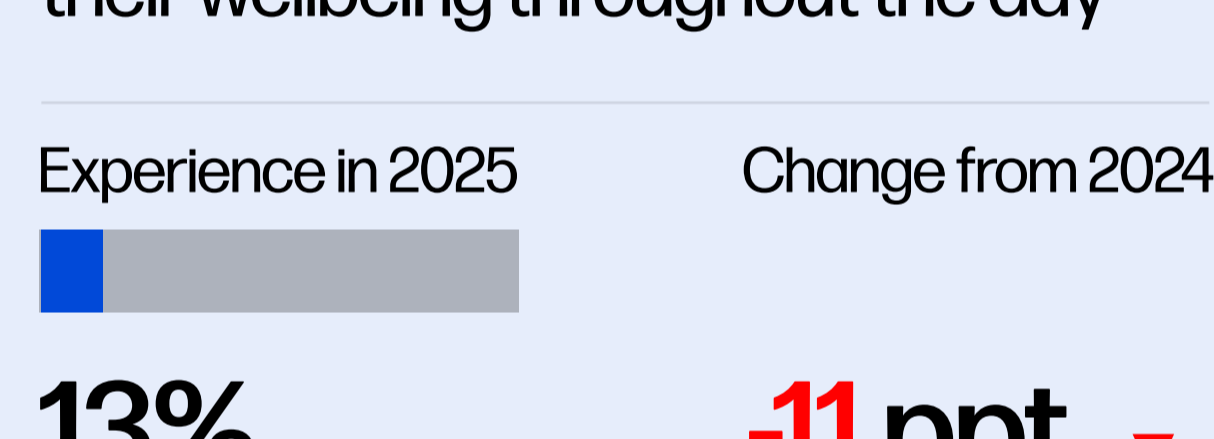
2. Leadership

Senior leadership demonstrate behaviors and actions they ask of us



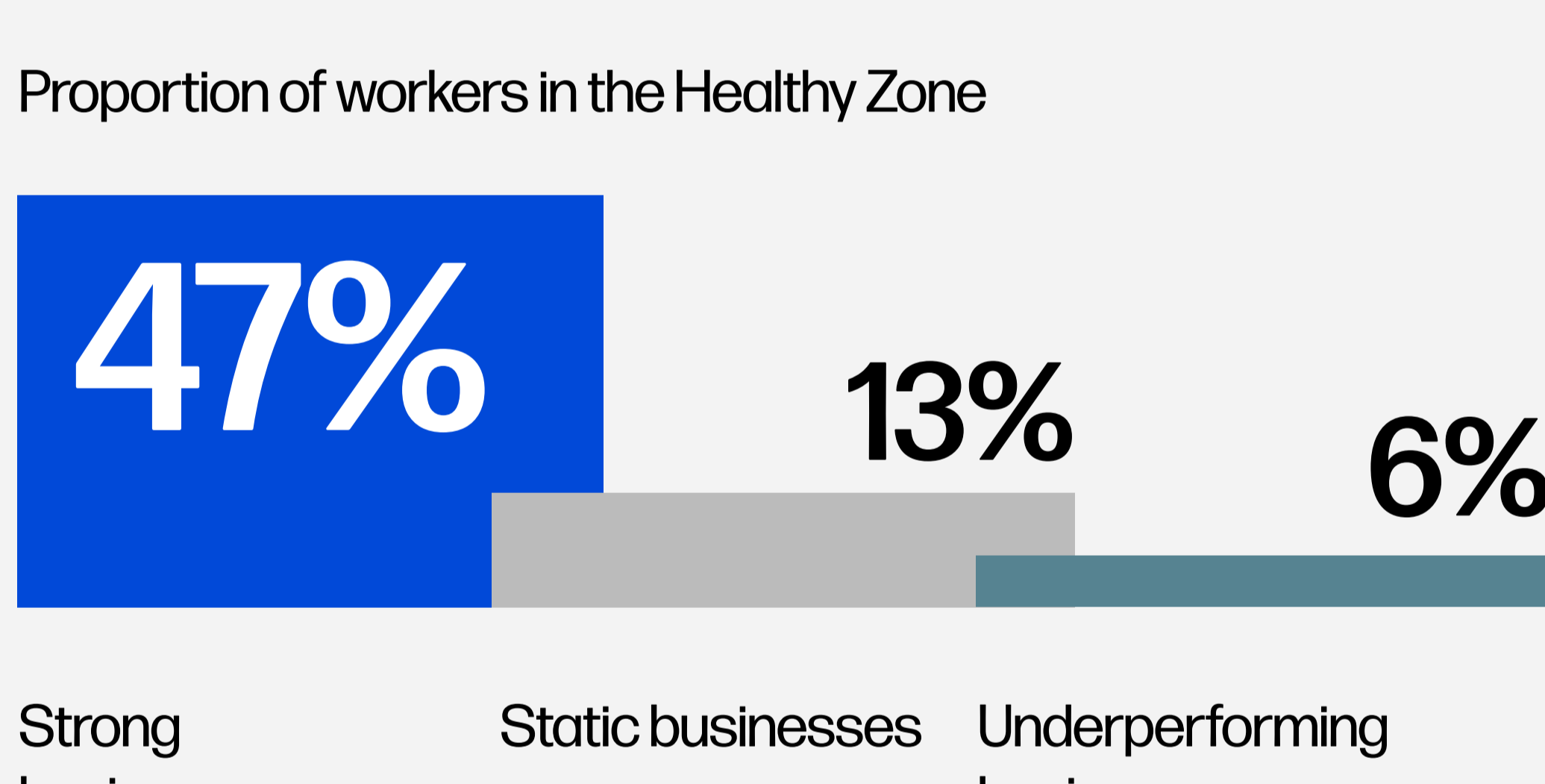
3. People Centricity

People are encouraged to prioritize their wellbeing throughout the day



Business growth and fulfilled employees go hand in hand.

47% of workers in strongly performing businesses fall into the Healthy Zone, compared to 13% in static and 6% in underperforming businesses.



The impact of having the right technology is clear.

5x more likely to be in the Healthy Zone

when workers see their company investing in the right tools and technology to improve their work experience.

69% of workers are excited how technology will continue to improve their work life.

Businesses who invest in tools and bring AI into daily life for their workforce are reaping the rewards.

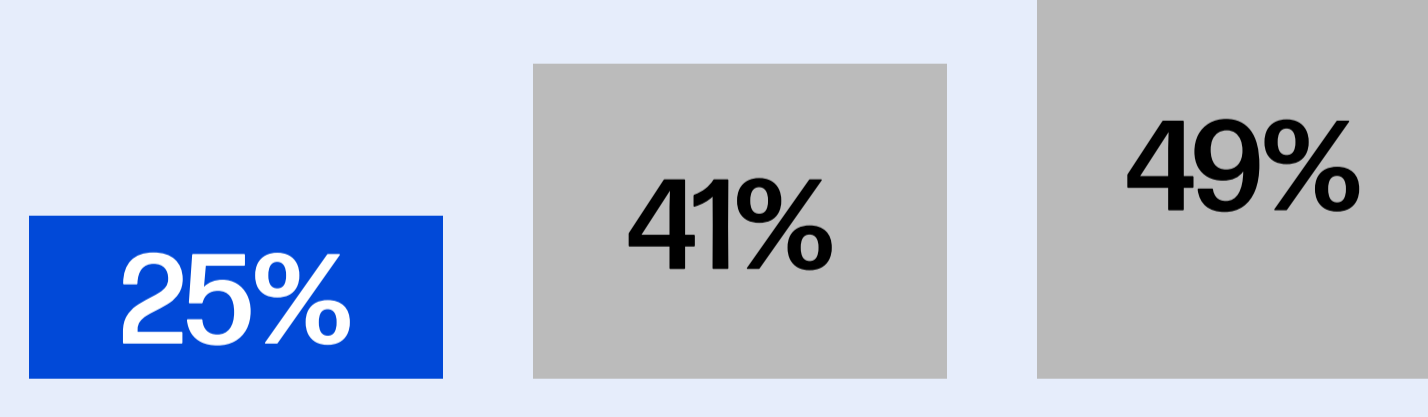
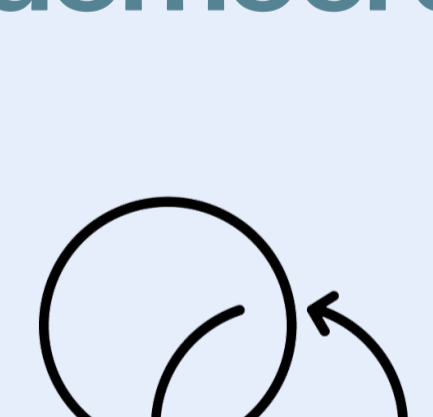
42%

of those with a healthy work relationship use AI tools daily at work.

To unlock its full potential, we must first democratize AI.

Knowledge Workers lag behind on AI as an intrinsic part of the work routine.

% daily users of work-provided AI tools



Knowledge Workers' technology wish list priorities to help effectiveness at work

#1 Advanced AI tools

#2 Upgraded, efficient hardware to run AI

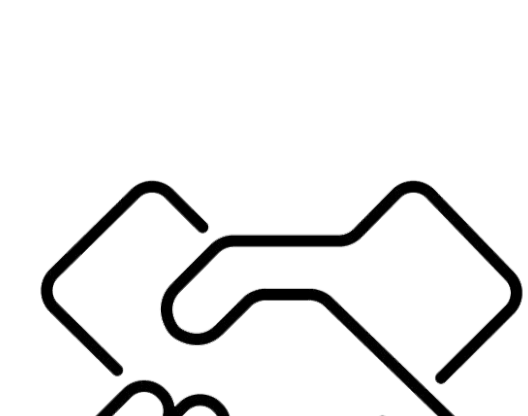
Younger generations are leading the way; they're not waiting for the future of work – they're building it.

Gen Z are rewriting the rules with...

- Proficiency in tech and AI: 31% proficient compared to 24% total.
- A hunger for growth and autonomy: 51% of Gen Z have a side venture.
- Optimism and enthusiasm: Their WRI score is 4% higher than average.

Proportion of Gen Z who would trade salary for...

- 85% Flexibility in when and where they work.
- 84% Above-average work-life balance.
- 79% Company ethics aligned with personal values.
- 79% Cutting-edge technology.



The future works better with HP because we're not just navigating disruption – we're harnessing it to create a more fulfilling, more human, and more resilient world of work.



Is your business ready to embrace the future of work?

- Model leadership and provide tools and tech to empower the workforce. Leading with EQ and people centricity can close the gap between fulfilled and non-fulfilled workers, particularly when combined with the right tools.
- Include ITDMs at the center of employee experience. Ensure IT departments are included and enabled to help solve fulfillment gaps in your business.
- Utilize DEX solutions to measure and optimize the digital employee experience. Accurate measurement will reduce gaps between IT's perceived and actual difference to employee fulfillment at work.
- Democratize tech and AI across the organization. Daily use of work-specific AI tools is a force multiplier to employee fulfillment. Knowledge workers need access and continuous upskilling for businesses to truly benefit.
- Reimagine work experiences for future generations. Incorporate the work expectations of Gen Z to attract and retain the best younger talent.

The 2025 HP Work Relationship Index: HP commissioned an online survey managed by Accenture Song that fielded between April 15 and May 20 2025 in 14 countries: Argentina, Australia, Brazil, Canada, France, Germany, India, Indonesia, Japan, Mexico, Saudi Arabia, Spain, the UK, and the USA. HP surveyed 18,200 respondents in total - 14,000 Knowledge Workers (1,000 in each country), 2,800 IT decision makers (200 in each country) and 1,400 Business Leaders (100 in each country).