



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.



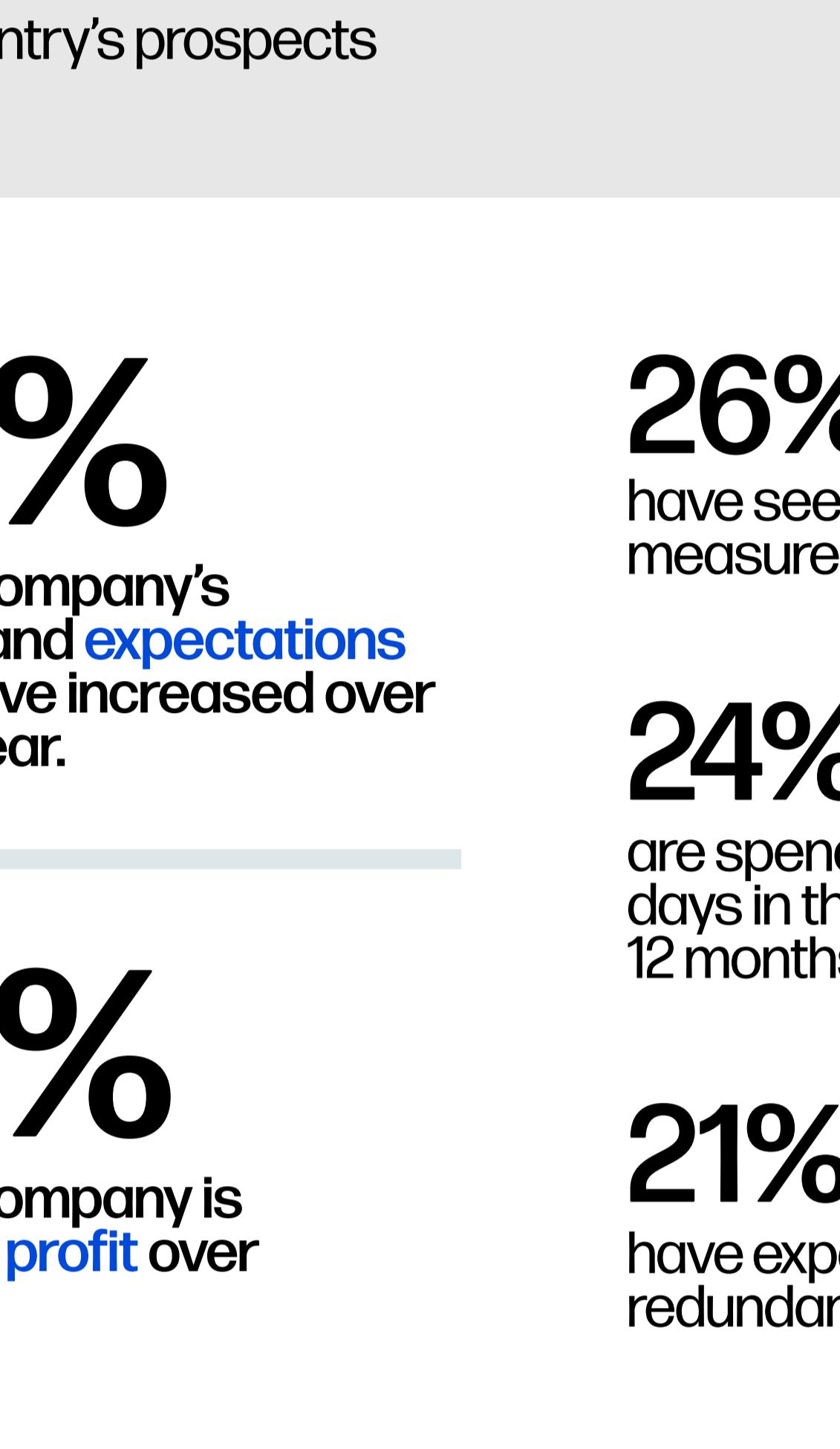
For the first time, our relationship with work is most likely to be very unhealthy.

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?

Healthy Zone

-8 ppt since 2024



Critical Zone

+11 ppt from 2024

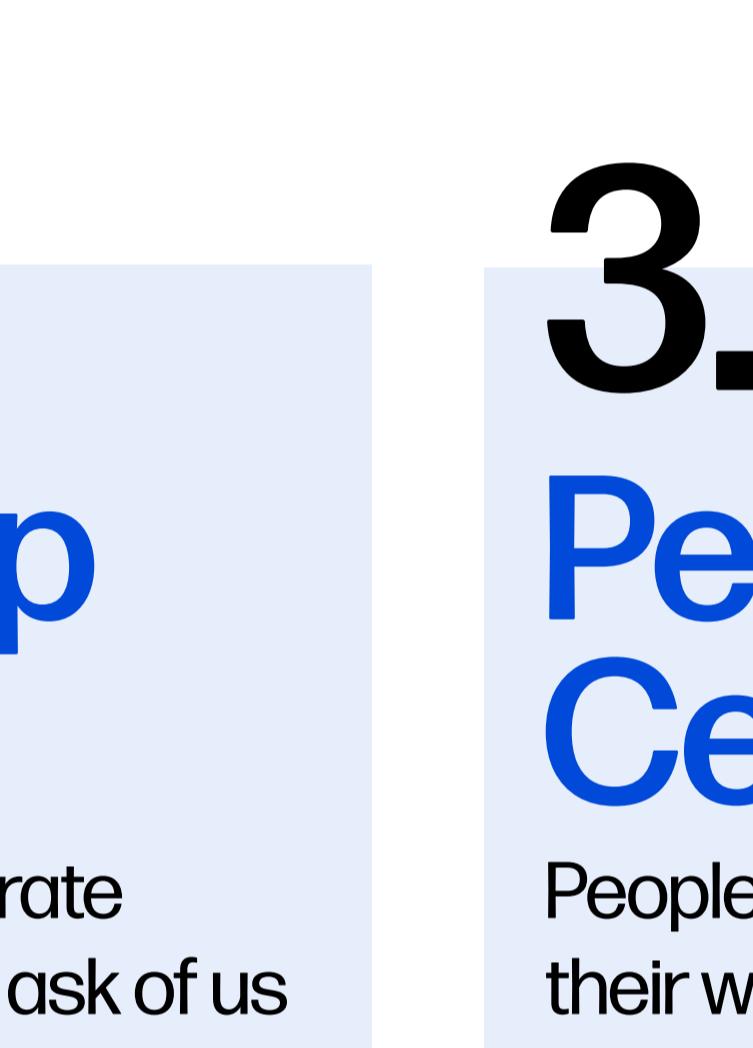
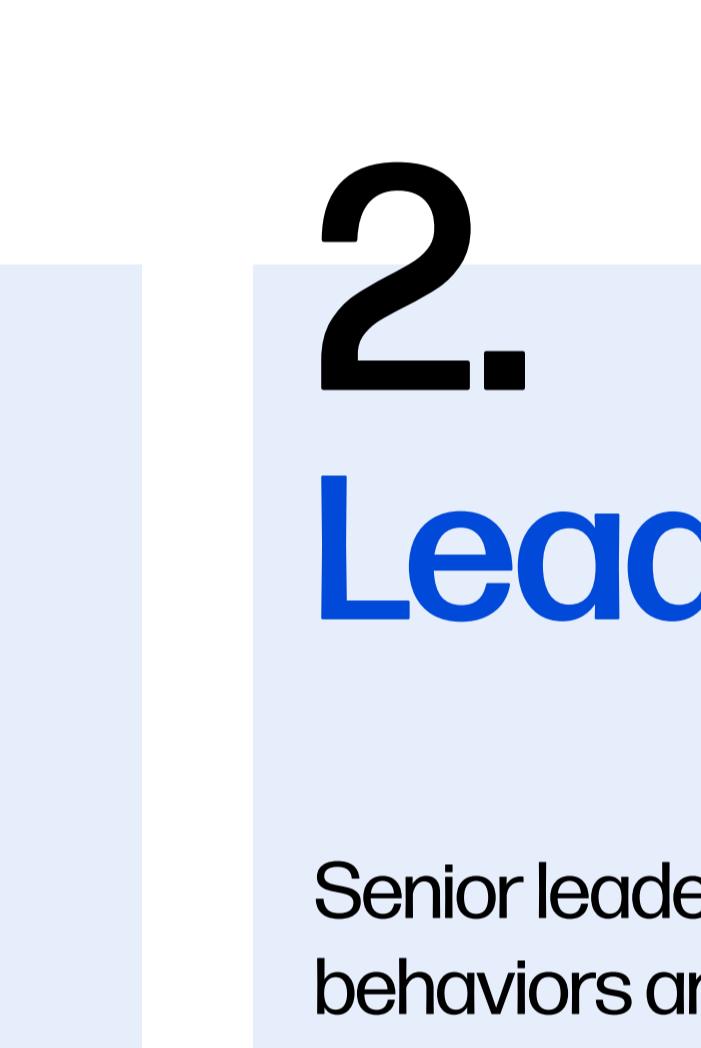
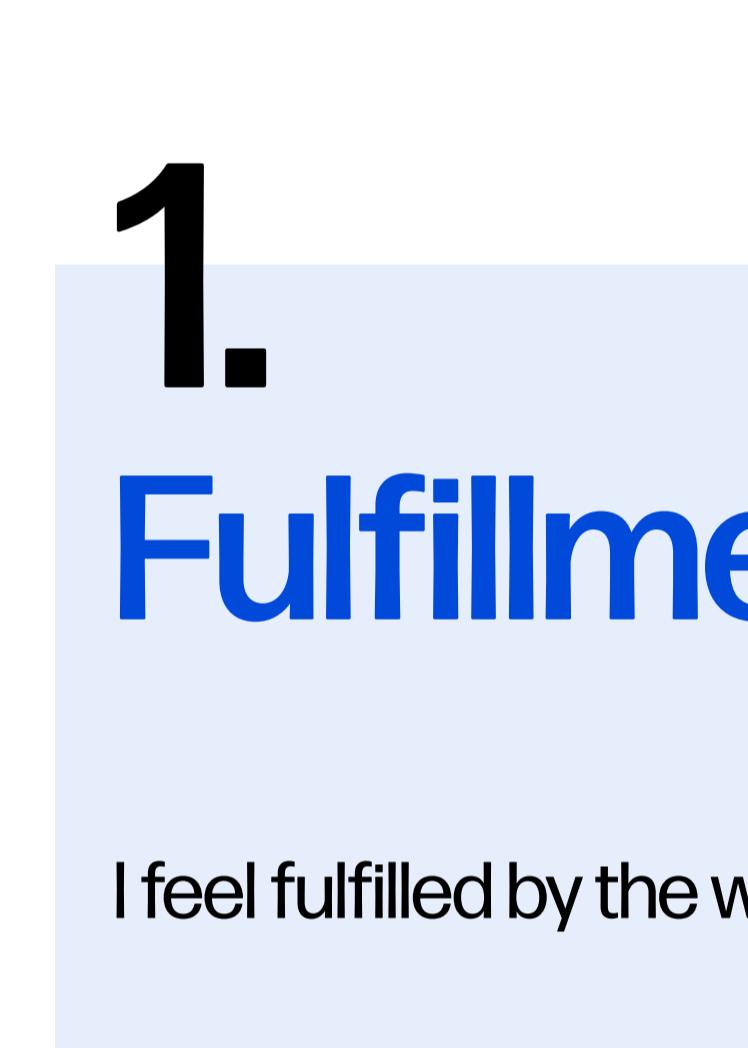
Watch-Out Zone

-3 ppt from 2024

▲▼ Significantly higher/lower vs 2024 with a 95% CI

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:



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.

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

Experience in 2025 Change from 2024

21% -8 ppt ▼

2. Leadership

Senior leadership demonstrate behaviors and actions they ask of us

Experience in 2025 Change from 2024

15% -10 ppt ▼

3. People Centricity

People are encouraged to prioritize their wellbeing throughout the day

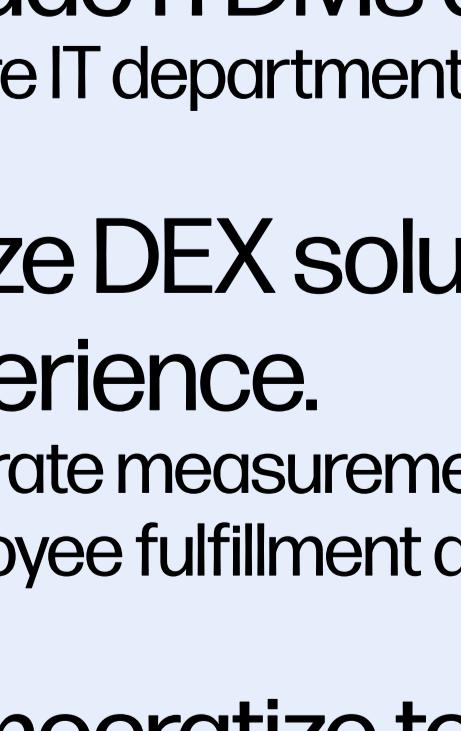
Experience in 2025 Change from 2024

13% -11 ppt ▼

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

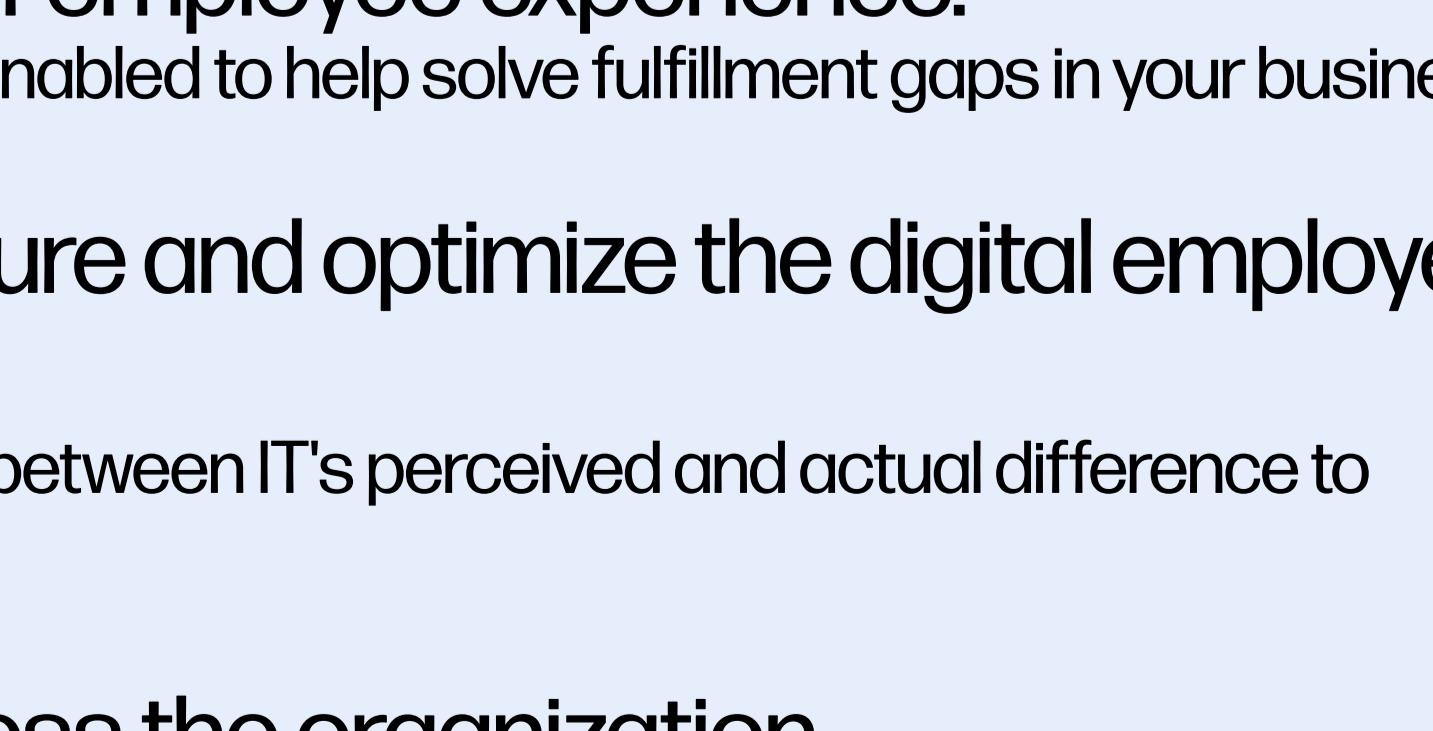
42% of those with a healthy work relationship use AI tools daily at work

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



Knowledge Workers lag behind on AI as an intrinsic part of their 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

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.

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.

Is your business ready to embrace the future of work?

#1 Model leadership and provide tools and tech to empower the workforce, particularly when companies with the right tools close the gap between fulfilled and non-filled workers.

#2 Include ITDMs at the center of employee experience.

#3 Utilize DEX solutions to measure and optimize the digital employee experience.

#4 Democratize tech and AI across the organization.

#5 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. 2,800 IT decision makers (200 in each country) and 14,000

Business Leaders (100 in each country).

4AA-5131ENW, Sept 2025

