HR & Payroll Pulse 2025

At work with Europe

Start reading

The world of work continues to shift beneath our feet

As HR and payroll professionals work to steady the ground, they're facing a complex mix of confidence, contradiction, and competing demands.

This year's HR & Payroll Pulse report captures a Europe that is no longer simply reacting to change, but actively trying to reshape it. The **talent crunch** remains unresolved. **Well-being strategies** aren't landing. **Payroll** is under pressure to deliver both savings and satisfaction. And **sustainability**, once a peripheral goal, is now a central test of HR's credibility.

To help interpret these findings, we've paired the data from our Europe-wide survey with commentary from international SD Worx experts, drawing on their **real-world experience** to offer **actionable, strategic insights**. Their voices bring the numbers to life, bridging the gap between data and practice.

At SD Worx, we see this data as a call to look more closely—not just at what's happening, but at how it's being felt by the people at the centre of work. The headlines are familiar. The real story lies in the disconnects and tensions that shape day-to-day experience.

A snapshot of work in motion

Europe's HR leaders have entered 2025 with cautious optimism. According to this year's survey, two in three HRDs believe their people strategies are working. But confidence doesn't always equal clarity.

Dig beneath the surface and a more complex picture emerges. Familiar concerns persist—employee well-being, retention, recruitment. And while urgency around these issues appears to be softening (only 28% rate well-being as pressing, down from 37% last year), the lived experience of employees suggests these challenges are not solved. They've simply become harder to measure.

How do Europe's employers rate their own HR success?

18%
Very successful

45.5%
Successful

31.3%
Moderately successful

4.2%
Somewhat unsuccessful

1%
Not successful

See more

Top 5 challenges for HR leaders

27.6%
Employee well-being

24.8%
Employee retention

24.1%
Talent acquisition

23.3%
Employee experience

21.7%
Compensation & benefits

See more

"The real story isn't just in the stats. It's in the tensions, the expectations, and the lived experience of people at work.

— Jan Laurijssen, Senior HR Researcher, SD Worx

HR Realities in 2025

In this report, SD Worx experts share insights and advice on four intersecting realities shaping the European workplace in 2025.

Each reality offers both risk and opportunity. The organisations that succeed will be those willing to look beyond policy and process, and towards the perceptions, pressures, and expectations that truly define the world of work today.

01
Talent shortages are reshaping the way we think about careers

02
Trust is weakening around well-being and pay

03
Tech and payroll solutions are evolving, human experience still matters most

04
Sustainable HR strategies must now deliver on their promises

About the Research

The SD Worx HR & Payroll Pulse reveals the results of the largest annual HR research project in Europe, conducted by the SD Worx Research Institute. Each edition includes evidence-based insights to help employers enhance their people strategies.

This year's study draws on fresh data from 16,000 employees and 5,625 HRDs across 16 European countries, collected in February 2025.

16000
Employees

5625
HR decision-makers

16
European countries

Europe's largest annual HR study

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Talent & Careers

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Trust & Transparency

Learn more

Payroll & AI

Learn more

Sustainable HR

Learn more

About the Research

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Talent shortages are reshaping careers

Europe's talent shortage is no longer a temporary constraint, it's a structural reality.

Nearly half of all companies (46%) say they are struggling to find the right people. For some, this is a skills issue. For others, it's about expectations—how people want to work, and where.

46.2%

The organisation is faced with a shortage of workers to get the job done.

52.8%

The organisation will increasingly face a talent shortage in the coming years.

See more

In response, career models are loosening. A majority of organisations (58%) now support flexible career paths, recognising that linear progression no longer reflects how many people want to grow. Meanwhile, 36% of companies are hiring across borders, rising to 54% among international firms. Talent has become borderless. The systems around it have not.

See more

58.4%

The organisation supports flexible career paths.

35.9%

To expand its talent pool, the organisation is actively seeking talent across borders in other countries.

Flexibility is at the heart of this evolution.

Employees are gravitating toward hybrid models, non-linear hours, and new formats like four-day weeks. But while many employers believe they're adapting, the data tells a different story.

Only 39% of employees feel they have more than adequate flexibility. And 41% of employers say these new schedules are creating headaches for payroll. The friction between workforce expectations and operational systems is becoming increasingly visible—and increasingly risky.

Which of these flexible working arrangements do you prefer, regardless of whether you currently have them?

41.5% Flexible hours

33.7% Hybrid work

24.8% Remote work

24.7% Four-day workweek

22.9% 6-hour workday

18.9% Compressed workweeks

13.6% Part-time work

6.0% Job sharing

1.8% Other

9.5% None of the above

47.4%

of remote employees are encouraged to return to the workplace.

36.8%

of remote employees are required to return to the workplace.

This disconnect also plays out in return-to-office strategies.

Many employers still underestimate how strongly employees resist being pulled back to traditional routines. The risk here isn't just disengagement, but departure.

Talent strategies can't be built on assumptions. They must reflect how people actually move, choose, and stay. That requires more than new policies; it calls for a cultural shift toward mobility, flexibility, and listening.

See more

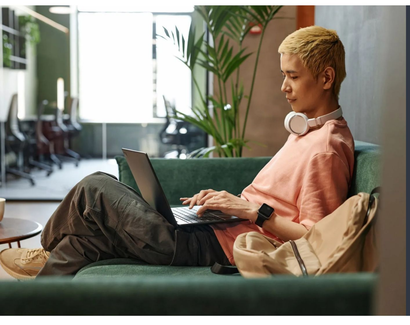
"Success in 2025 depends on rethinking what we mean by talent. Too often, companies look outside when the talent they need already exists internally — it's just untapped"

says Nick De Schamphelaire, Customer Success Manager at SD Worx. "Strong internal mobility and flexible career design don't just improve retention. They turn your own people into ambassadors."

Supporting this evolution means embracing non-linear paths. "Start with broader role definitions. Open space for exploration," Nick advises. "Let people shape roles around their strengths — that's how you build real engagement."

The same applies across borders.

As cross-border hiring increases, so does complexity. Legal differences, communication delays, and cultural mismatches all pose challenges. But, as Nick puts it, "Being deliberate matters. Define values and expectations clearly, and back them up with inclusive systems.



Are you looking for another job in your organisation at this time?

13.0% Yes, rather actively

20.9% Yes, rather passively

66.1% No

See more

Are you looking for a job with another organisation at this time?

13.4% Yes, rather actively

23.5% Yes, rather passively

63.2% No

See more

Talent strategies for HR Leaders

Too often, we treat talent shortages as a hiring issue, when in reality, it's a visibility issue. Many organisations simply don't know what capabilities they already have.

If you **start by mapping internal skills and ambitions**, the real gaps and the real opportunities become much clearer. Internal mobility isn't just a retention tool. It **signals to your people that they matter** and that there's a future for them within the company.

That kind of trust creates loyalty, resilience, and a **stronger employer brand**. But it doesn't happen by accident. Leaders need to build both the **infrastructure** — such as career dialogues, mentoring, or internal gigs — and the **cultural readiness** to support real movement.

When it comes to hiring externally, especially across borders, it's not just about expanding reach. It requires intention, along with operational alignment and cultural fit.

Whether you're navigating flexible career paths or managing global teams, the mindset should always be this: what do we need to grow, and who can help us get there?"

Nick De Schamphelaire,
Customer Success Manager, SD Worx Compass

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Trust is weakening around well-being and pay

On the surface, Europe's workforce appears content.

Nearly 70% of employees report being satisfied at work. But scratch beneath that, and a more uneasy picture emerges: 54% still see their job as "just a paycheque".

See more

69.3%

Overall, I am satisfied with my work

53.6%

My job is purely a means of earning a living

This is more than semantics. When people feel emotionally detached from their work, it signals a deeper erosion of trust—trust that their time, energy, and well-being matter. And this erosion is accelerating quietly, under the radar of day-to-day operations.

"Well-being isn't something you roll out once. It needs to be part of the daily reality of work, embedded into how people join, grow and interact with the organisation."

Ellen Claes,
People Director, SD Worx

55.9%

My work is mentally demanding or stressful

25.5%

Working in this organisation is negatively affecting my mental health.

Mental health is a case in point.

More than half of employers (53%) believe they are supporting employees meaningfully. Yet only 31% of employees agree. It's a credibility gap with consequences. While 56% say their job is mentally demanding, only 18% have taken mental health leave. One in four employees (26%) go further, saying their organisation is actively harming their mental well-being.

"Too often, organisations launch webinars and apps and think they've ticked the box," adds Marc Vermeesch, SD Worx's Internal Prevention Advisor.

"Real well-being comes from how work is designed; not just what perks are offered."

See more

Part of the problem is systemic.

Wellness initiatives are often rolled out as policies rather than embedded as culture. But there's also a structural oversight—managers, expected to support others, are often struggling themselves.

"Managers are the first line of support, but many are overwhelmed," Ellen notes. "If we want them to champion well-being, we need to take care of them too."

My work is mentally demanding or stressful.

61.0%
Manager

52.1%
Employee

Working in this organisation is negatively affecting my mental health.

29.7%
Manager

22.5%
Employee

Last year I have taken leave for my mental health.

22.0%
Manager

14.3%
Employee

How HR leaders can support well-being

"Well-being must be **woven into the daily reality of work**. The biggest mistake organisations make is treating it like an initiative, instead of a **core leadership behaviour**. If employees only encounter support during isolated campaigns or workshops, they won't experience it as real or relevant.

We need to **embed well-being at every level**: from performance check-ins to onboarding, from team rituals to leadership expectations. And we need to **back that up with data**, using feedback to challenge assumptions and course-correct as needed.

HR leaders also have to stop thinking it's their job alone. **Managers are the frontline of employee experience**, and many feel unequipped to support mental health. We must give them tools, training, and space to lead with care. But here's the thing: if we expect managers to take care of others, **we need to take care of them too**. That means creating safe environments, manageable workloads, and permission to show vulnerability. A manager who's burning out can't be a well-being champion; they need support just as much as their teams."

Ellen Claes,
People Director,
SD Worx

The same disconnect appears around pay.

Two-thirds of employers believe they offer fair compensation. Meanwhile, only 42% of employees feel their own salary is fair compared to colleagues in similar roles, and only a third feel pay practices are transparent.

See more

64.1%
of organisations feel they pay their employees fairly for the work they do

42.2%
of employees feel that their salary is fair compared to colleagues in similar roles within the organisation.

30.3%
of employees say their organisation ensures transparency in compensation, including clear communication around reward policies, packages, pay gaps or pay increases.

"You can't just publish salary ranges and expect trust. Transparency needs to be backed by structure: clear salary frameworks, equity audits, and communication plans.

— Virginie Verschooris, Reward Manager, SD Worx

As Europe approaches implementation of the EU Pay Transparency Directive, this lack of alignment is more than a cultural issue—it's a compliance one.

Virginie recommends starting with a snapshot: "A pay equity audit gives you a clear view of where you stand. From there, you can define what transparency looks like for your business — and help managers talk about it with confidence."

If the last decade was about increasing benefits, the next one may be about restoring belief. That starts with **treating transparency not as a legal threshold, but as a leadership behaviour.**

Pay transparency tips for HR leaders

"Transparency only builds trust when it's earned. You can't just publish salary ranges and expect credibility to follow. First, you need to **do the work behind the curtain**: identify disparities, fix the gaps, and build structures you can actually stand behind.

That means **moving beyond vague promises** and into explainable systems. People don't want corporate speak, they want clarity. What counts in your pay decisions? What does progression look like? Can managers answer those questions with confidence?

Transparency isn't a finish line, it's a cultural shift. It starts with intention, moves through education, and succeeds only when leaders stay open. If you're honest about where you are and where you're going, people will meet you there."

Virginie Verschooris,
Reward Manager, SD Worx

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Payroll and AI are progressing, but people still want more

Payroll is no longer just an operational function

It's a test of trust. In a climate where costs must come down and employee experience must go up, payroll is sitting at the intersection of efficiency and empathy—and often being pulled in both directions at once.

Top 5 Payroll Challenges for Employers

33.0%
Reducing payroll processing costs

28.2%
Ensuring payroll speed and reducing payroll processing time

29.6%
Improving employee experience related to payroll

27.5%
Managing payroll data securely and ensuring data privacy

29.5%
Ensuring payroll accuracy and dealing with payroll errors

See more

For many companies, outsourcing is the lever.

50% of organisations using Managed Payroll Services (MPS) or Full Business Process Outsourcing (BPO) report significant cost reductions. In contrast, only 37% of those managing payroll in-house report significant cost savings, along with just 29% of SaaS-only users.

The organisation has experienced significant cost savings.

37.2%
In-house

28.5%
SaaS

49.4%
MPS

48.4%
Full BPO

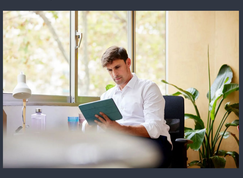
"Payroll is about people's money. If that's not right, everything else falls apart," says Frauke Neels, Portfolio Director for Payroll, Reward & Expertise at SD Worx.

"But once it runs smoothly, it becomes a lever for trust, financial well-being, and even strategic cost control."

Yet this drive for efficiency isn't always felt on the ground.

Only 42% of employees say they have convenient self-service access to pay and benefits. And 39% report ongoing financial stress, while just 28% believe their organisation is doing enough to support financial well-being.

Frauke believes this is where payroll can play a much bigger role in supporting employee experience. "Even just showing people what's in their package beyond net salary, or sending alerts when their payslip is ready — that builds clarity and reduces stress. **Payroll should communicate, not just calculate**."



42.2%
of employees receive convenient, self-service access to payroll and benefits information.

38.5%
of employees are experiencing financial stress.

27.8%
of employees say their organisation shows concern for their financial well-being and strives to reduce financial stress.

See more

Payroll leadership strategies for HR

"**Payroll has become a strategic concern**, not just a technical one. If your processes can't keep up with changing contracts, hybrid work, or international hires, the impact will be felt fast — in errors, delays, and employee frustration.

That's why it's essential to **design for complexity without sacrificing clarity**. Look for payroll systems that are flexible, scalable, and easy for employees to interact with. If people can't access or understand their pay, even the best systems lose credibility. Above all, treat payroll as an opportunity to improve employee experience. It's not just about getting the numbers right. **It's about creating confidence at scale**."

Frauke Neels,
Portfolio Director, SD Worx

AI adds another layer of complexity—and opportunity.

Investment is growing, with 38% of HR professionals now investing in AI (up from 33% last year). Only 31% have seen strong outcomes, and more than half (53%) are unsure what AI's impact will actually be.

+16%
of HR professionals now investing in AI compared to 2024

See more

The organisation has already seen significant outcomes from using AI in HR.

It is unclear how AI will impact our HR functions and operating model.

But results remain uneven.

Only 31% have seen strong outcomes, and more than half (53%) are unsure what AI's impact will actually be.

See more

"Don't start with the tool, start with the need," advises Jan Laurijssen, Senior HR Researcher at SD Worx. "AI adoption only works when it's tied to real goals: better insight, faster processes, or improved service. And it needs to be explainable. In payroll, especially, people can't trust a black box."

Jan also notes that companies often overlook a critical factor in adoption: understanding.

"Most executives don't even know where AI is already embedded in their organisation. That's the first step: mapping out what's in use and making sure it aligns with your values and culture."

— Jan Laurijssen, Senior HR Researcher, SD Worx

Employees feel that ambiguity too.

While only 27% believe AI could replace their job, nearly half (49%) of those already using it think it will transform how they work.

I am concerned that AI will make a significant part of my tasks redundant.

See more

This points to a deeper truth: people don't necessarily fear AI. They just want clarity on where it fits, what it changes, and how it will support, not displace, their role. "AI should empower people, not replace them," says Frauke. "And in payroll, it must never come at the cost of trust, transparency, or control."

In what ways do you think AI will shape your work within the next 3 years? (AI users)

19.3%
AI will completely transform the way I work

29.7%
AI will drive substantial changes in many aspects of my work

30.2%
AI will moderately impact certain areas of my work

11.9%
Full AI will bring minimal changes to my work

8.9%
AI will have no significant impact on my work

The message is clear.

Digital transformation is not just about software adoption. It's about trust adoption — and that means designing payroll and tech systems that are not only smart, but human.

See more

How HR leaders should leverage AI

"Once the purpose is clear, **the next challenge is adoption**. Will people understand what the tool does? Will they trust it enough to use it? That's where communication comes in. AI needs to be introduced in a way that feels human and helpful.

Training should happen in context, using real-world examples. Leaders must be transparent about how data is being used, especially when it comes to people analytics.

Used well, AI can support better decisions, reduce admin, and free up time for work that truly matters. But that only happens when HR **aligns technology choices with business values** and team needs."

Jan Laurijssen,
Senior HR Researcher,
SD Worx

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Sustainability in HR must now deliver on its promise

Sustainability has moved from aspiration to expectation.

But while many organisations are talking the talk, fewer are truly walking it—especially when it comes to HR.

More than half of employers now say they've embedded sustainability into their HR strategy. Yet 57% admit they're unprepared for upcoming CSRD compliance. And while three in four describe sustainability as a core value, one in ten openly acknowledge the risk of ESG-washing within their own organisation.

55.3%

The organisation is committed to integrating sustainability into its HR strategy.

See more

Does your organisation brand itself as valuing sustainability in HR (e.g., employee well-being, Diversity, Equity, and Inclusion, ethical HR practices)?

73.8%
Yes

26.2%
No

See more

To what extent is your organisation's HR sustainability branding authentic (i.e., reflective of the company's true identity and values)?

61.9%
Significant extent

25.2%
Moderate extent

9.9%
Minimal extent

3%
Don't know

> "Sustainability should not be a side initiative. It needs to be embedded across the entire HR lifecycle—from recruitment and onboarding to leadership development and exit processes. That's the only way it becomes real and effective."
>
> — Lesley Hellebuyck, Head of Internal Control & Compliance, SD Worx

Right now, the most common "sustainable HR" efforts are rooted in the familiar:

Supporting employee wellbeing, enabling flexible work, and maintaining ethical governance. These are important. But they're not new. And for many employees, they're now seen as baseline expectations, not differentiators.

"Too many organisations try to do everything at once and end up with diluted impact," Lesley adds.

What does sustainable HR look like in practice?

29.0%
Promoting employee well-being, work-life balance, and positive working conditions

23.6%
Supporting personal growth and career development to meet talent needs and ensure long-term success.

21.7%
Supporting remote and flexible working options

21.1%
Fostering diversity, equity, and inclusion (DEI)

21.1%
Reducing the environmental impact of HR operations (e.g., paperless processes, green office policies, green data centres)

20.2%
Upholding transparent and accountable leadership practices, ensuring compliance and ethical standards

19.9%
Supporting older employees (e.g., tailored career planning, flexible retirement options)

19.9%
Implementing fair and transparent compensation practices

19.3%
Offering sustainability training and awareness programs for employees

18.1%
Establishing sustainable recruitment practices (e.g., minimising travel, using virtual interviews)

> "Less is more. Focus on the few areas where your organisation can truly make a difference, and measure it."
>
> — Lesley Hellebuyck, Head of Internal Control & Compliance, SD Worx

Jan Laurijssen, meanwhile, reframes sustainability in HR as sustainable employability — ensuring employees can do meaningful, healthy work throughout their careers.

When it comes to CSRD compliance, both Lesley and Jan agree: don't hit pause. "Even with regulatory delays, companies should be building strong data foundations now, especially on pay equity, working conditions, and diversity."

That means designing roles that evolve, supporting transitions, and taking a long-term view on workforce planning. As he puts it, "Sustainability isn't just about ESG compliance. It's about designing work so people can keep contributing — not just for their employer's sake, but for society's too."

> "Transparency and dialogue are what make sustainability feel real."
>
> — Jan Laurijssen, Senior HR Researcher, SD Worx

Authentic engagement is also essential.

That means internal communication, not just polished reports, while making sustainability visible at team level.

"If you want employees to care, don't just publish a report once a year. Show them how their work connects to the bigger picture," says Jan. "Transparency and dialogue are what make sustainability feel real."

The pressure to perform sustainably is real, but so is the opportunity. In a labour market where values drive loyalty, sustainability is more than a metric. It's a magnet. And in the years ahead, it may become a defining advantage for employers bold enough to back their words with visible, measurable action.

Putting sustainable HR into practice

Too often, sustainability in HR is treated like a standalone initiative. But if it doesn't shape the full employee lifecycle — from how we hire and develop people to how we reward and offboard them — it won't stick. It needs to be fully integrated into HR strategy to have a lasting impact.

That doesn't mean tackling everything at once. **Sustainability is broad**, and trying to cover all angles leads to fragmentation. The smarter approach is to focus on a few material priorities that truly matter to your business and people. Define what those are, build a roadmap, and commit to regular, transparent updates.

The pressure to deliver is only increasing. **Regulators, investors, and employees are all paying attention** — and HR is right in the middle of it. It's not just about compliance, it's about credibility. That means backing up your sustainability story with real data, meaningful change, and culture-level integration."

Lesley Hellebuyck,
Head of Internal Control & Compliance,
SD Worx

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Key Takeaways

The pressures shaping Europe's workplaces in 2025 are not just operational.

They're existential. From trust to technology, well-being to sustainability, today's challenges go beyond what organisations do. They cut to the heart of how we work—and who we are.

If there's one thing 2025's HR & Payroll Pulse reveals, it's the organisations which thrive in the years ahead are those prepared to face complexity with clarity. That means listening closely to employees, even when the message is uncomfortable. It means being transparent in action, not just in language. It means investing in technology that empowers people, not just processes. And it means treating sustainability not as a compliance checkbox, but as a cultural commitment.

Key takeaways

01 Talent strategies

Talent strategies must evolve around flexibility, mobility, and internal development—not assumptions.

02 Well-being

Well-being needs to move from policy to daily practice, supported at every level: organisational, team, and individual.

03 Pay practices

Pay practices must become more transparent and fair, underpinned by credible structures and clear communication.

04 Payroll

Payroll is a trust-builder, not just a technical function, and a key enabler of financial well-being.

05 Sustainable HR

Sustainable HR means focusing on fewer, high-impact priorities with transparency, data, and long-term thinking.

06 AI

AI must solve real problems and be introduced with clarity, explainability, and human context.

"The direction of travel is clear. The next era of work will be defined by how effectively we align strategy with experience, efficiency with empathy, and ambition with accountability."

— Jan Laurijssen, Senior HR Researcher, SD Worx

Want to know what this means for your company?

The HR & Payroll Pulse offers insight into what's changing across Europe, and where HR leaders should focus. But we know your organisation is unique. At SD Worx, we enable employers to navigate complexity with confidence, combining local expertise with integrated solutions across HR, payroll, and workforce management. If you'd like to explore how these trends connect to your goals, we're here to help.

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About the Research

This report is based on new findings from Europe's largest annual HR study, conducted by the SD Worx Research Institute.

In February 2025, we surveyed:

- 16,000 employees
- 5,625 HR decision-makers
- 16 countries across Europe

The HR & Payroll Pulse goes beyond stats. It captures how people are really feeling at work, and how employers are adapting. Alongside the numbers, you'll find expert insights from SD Worx specialists to help you make sense of what's shifting, and where to go next.

Observations per country

COUNTRY	EMPLOYEES	EMPLOYERS
Belgium	1,000	300
Croatia	1,000	300
Finland	1,000	300
France	1,000	300
Germany	1,000	300
Ireland	1,000	300
Italy	1,000	300
Netherlands	1,000	300
Norway	1,000	575
Poland	1,000	300
Romania	1,000	300
Serbia	1,000	300
Slovenia	1,000	300
Spain	1,000	575
Sweden	1,000	575
United Kingdom	1,000	300
TOTAL	**16,000**	**5,625**

Company size

Employees I Employers

<250 employees

250-2499 employees

2500+ employees

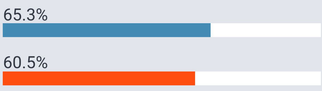
Don't know

Geographical focus

Employees I Employers

International

Domestic



Sector

Employees I Employers

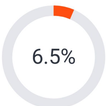
Agriculture, Forestry, Fishing, and Mining

Manufacturing & Industry

Commercial Services

Public Sector & Non-Profit

Other



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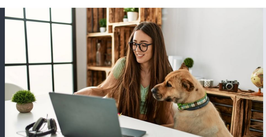

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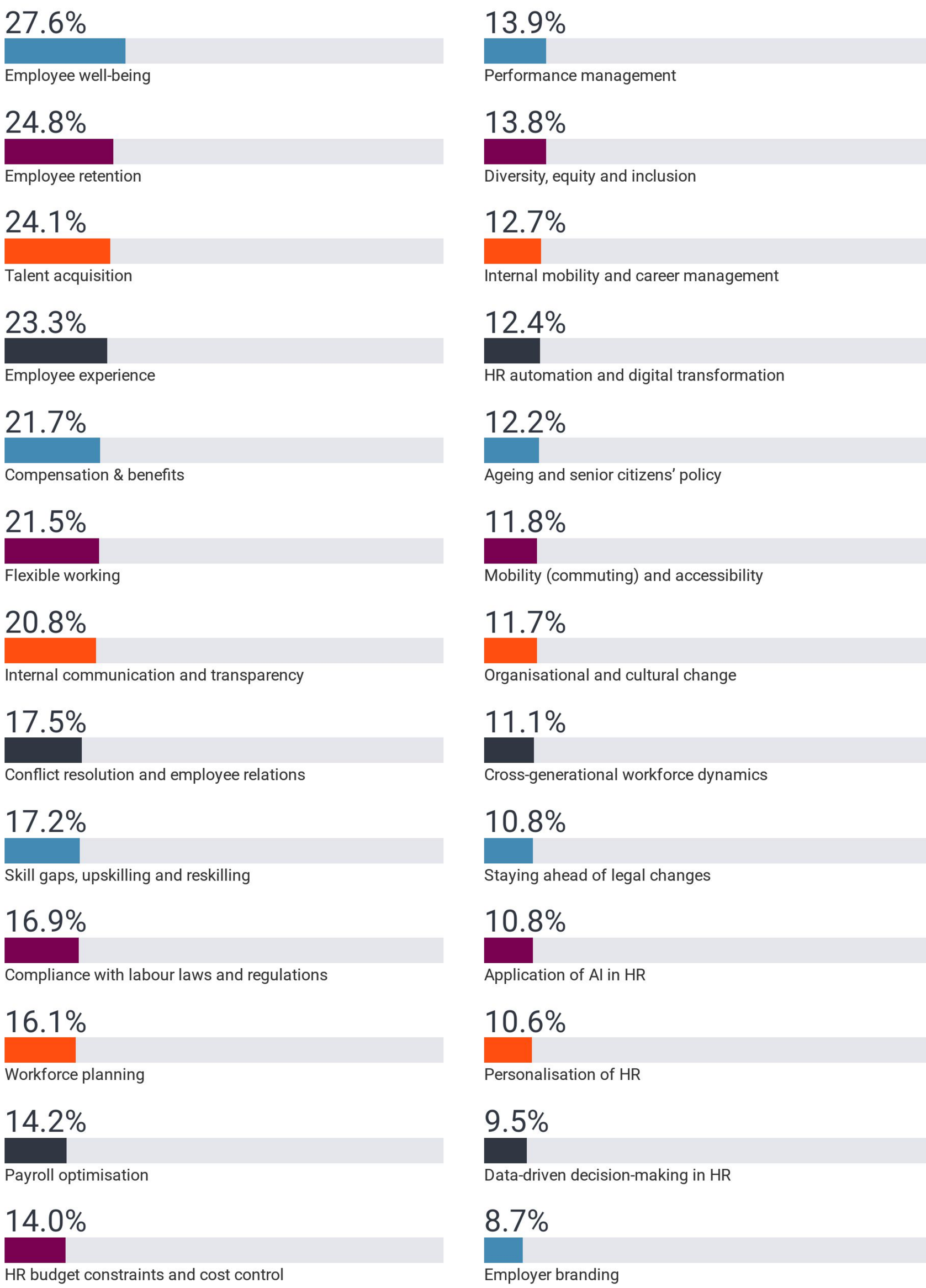
Europe's biggest HR challenges, according to employers



Close

How do Europe's employers rate their own HR success? Results by country

Country	Very successful	Successful	Moderately successful	Somewhat unsuccessful	Not successful
Belgium	8.7%	41.7%	42.3%	7.0%	0.3%
Croatia	14.3%	36.0%	45.0%	3.3%	1.3%
Finland	7.7%	38.7%	42.0%	10.0%	1.7%
France	9.7%	45.3%	36.7%	6.3%	2.0%
Germany	11.3%	56.3%	27.3%	4.0%	1.0%
Ireland	27.7%	48.0%	22.3%	1.7%	0.3%
Italy	8.0%	43.3%	40.3%	7.3%	1.0%
Netherlands	12.3%	56.7%	28.3%	2.0%	0.7%
Norway	37.0%	44.0%	16.9%	1.6%	0.5%
Poland	13.3%	48.7%	34.0%	3.0%	1.0%
Romania	26.7%	49.0%	20.7%	2.7%	1.0%
Serbia	23.0%	39.7%	32.0%	5.0%	0.3%
Slovenia	22.0%	41.0%	34.0%	2.7%	0.3%
Spain	10.8%	46.3%	35.3%	6.1%	1.6%
Sweden	17.4%	45.4%	32.3%	3.7%	1.2%
United Kingdom	28.7%	48.7%	20.0%	2.0%	0.7%

Close

Are you looking for another job in your organisation at this time?

- Yes, rather actively
- Yes, rather passively
- No

	Yes, rather actively	Yes, rather passively	No
Total	13.0%	20.9%	66.1%
Belgium	9.5%	16.4%	74.1%
Croatia	12.9%	23.7%	63.4%
Finland	8.4%	18.6%	73.1%
France	10.9%	22.4%	66.6%
Germany	13.4%	13.9%	72.7%
Ireland	14.5%	27.4%	58.1%
Italy	14.8%	15.8%	69.4%
Netherlands	13.5%	18.8%	67.7%
Norway	13.8%	20.1%	66.2%
Poland	14.6%	27.6%	57.7%
Romania	22.8%	23.2%	54.0%
Serbia	10.9%	23.9%	65.2%
Slovenia	11.4%	22.7%	65.9%
Spain	11.6%	19.9%	68.5%
Sweden	10.8%	23.1%	66.1%
United Kingdom	14.2%	18.2%	67.7%

Close

Return-to-office strategies for remote employees by country.

The organisation is encouraging remote employees to return to the workplace.

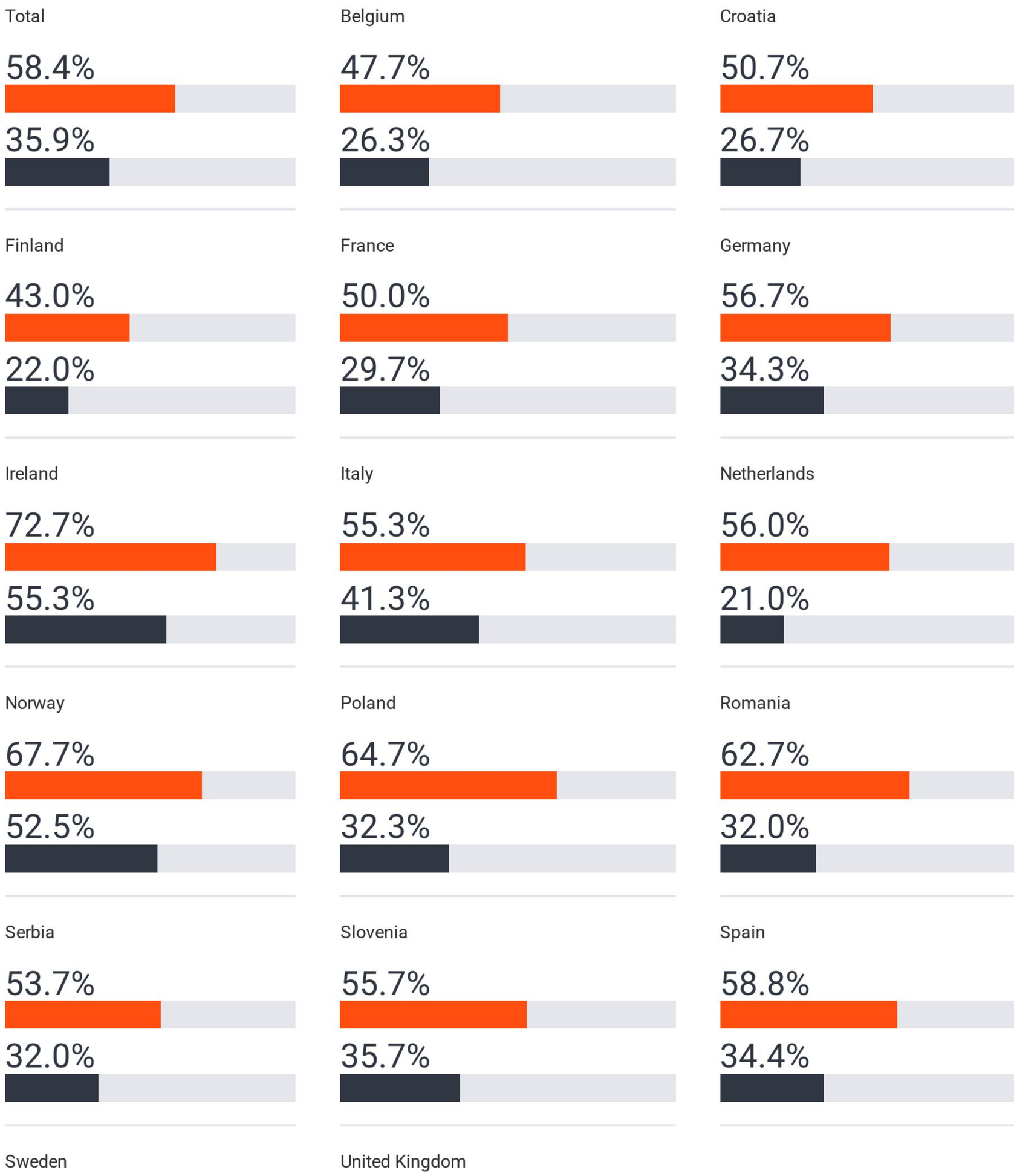
The organisation is obliging remote employees to return to the workplace.

Close

How are European employers solving talent challenges?

The organisation supports flexible career paths.

To expand its talent pool, the organisation is actively seeking talent across borders in other countries.



Close

How are talent shortages impacting employers across Europe?

The organisation is faced with a shortage of workers to get the job done.

The organisation will increasingly face a talent shortage in the coming years.

Close

Are you looking for a job with another organisation at this time?

- Yes, rather actively
- Yes, rather passively
- No

	Yes, rather actively	Yes, rather passively	No
Total	13.4%	23.5%	63.2%
Belgium	8.8%	17.0%	74.1%
Croatia	13.4%	27.4%	59.2%
Finland	12.3%	26.1%	61.6%
France	10.2%	26.1%	63.7%
Germany	13.7%	15.0%	71.3%
Ireland	14.8%	29.1%	56.1%
Italy	14.1%	20.0%	65.9%
Netherlands	14.6%	21.3%	64.2%
Norway	15.5%	23.8%	60.7%
Poland	14.5%	29.7%	55.8%
Romania	20.4%	24.9%	54.7%
Serbia	13.3%	24.4%	62.2%
Slovenia	11.0%	25.6%	63.4%
Spain	11.3%	21.0%	67.7%
Sweden	11.7%	25.5%	62.7%
United Kingdom	14.4%	19.1%	66.5%

Close

Where in Europe do employees experience work stress the most?

Country	My work is mentally demanding or stressful	Working in this organisation is negatively affecting my mental health.
Belgium	57.4%	24.5%
Croatia	57.4%	28.0%
Finland	49.0%	22.5%
France	60.4%	24.1%
Germany	59.5%	24.1%
Ireland	50.3%	29.4%
Italy	63.3%	26.2%
Netherlands	39.9%	19.9%
Norway	56.7%	23.4%
Poland	53.2%	29.8%
Romania	61.9%	27.9%
Serbia	61.9%	27.9%
Slovenia	56.6%	27.9%
Spain	59.1%	25.7%
Sweden	58.7%	28.4%
United Kingdom	52.3%	25.6%

Close

Pay perception across Europe on fairness and transparency

Country	I feel that my salary is fair compared to colleagues in similar roles within the organisation.	The organisation ensures transparency in compensation, including clear communication around reward policies, packages, pay gaps or pay increases.
Belgium	46.9%	28.7%
Croatia	33.8%	25.9%
Finland	44.9%	21.8%
France	41.8%	25.8%
Germany	48.8%	33.2%
Ireland	49.9%	38.8%
Italy	38.2%	34.5%
Netherlands	46.7%	27.2%
Norway	41.2%	25.7%
Poland	46.3%	39.5%
Romania	43.9%	35.4%
Serbia	35.8%	27.2%
Slovenia	30.1%	25.8%
Spain	35.4%	27.7%
Sweden	39.5%	21.8%
United Kingdom	50.9%	46.6%

Close

How satisfied are European employees with their work?

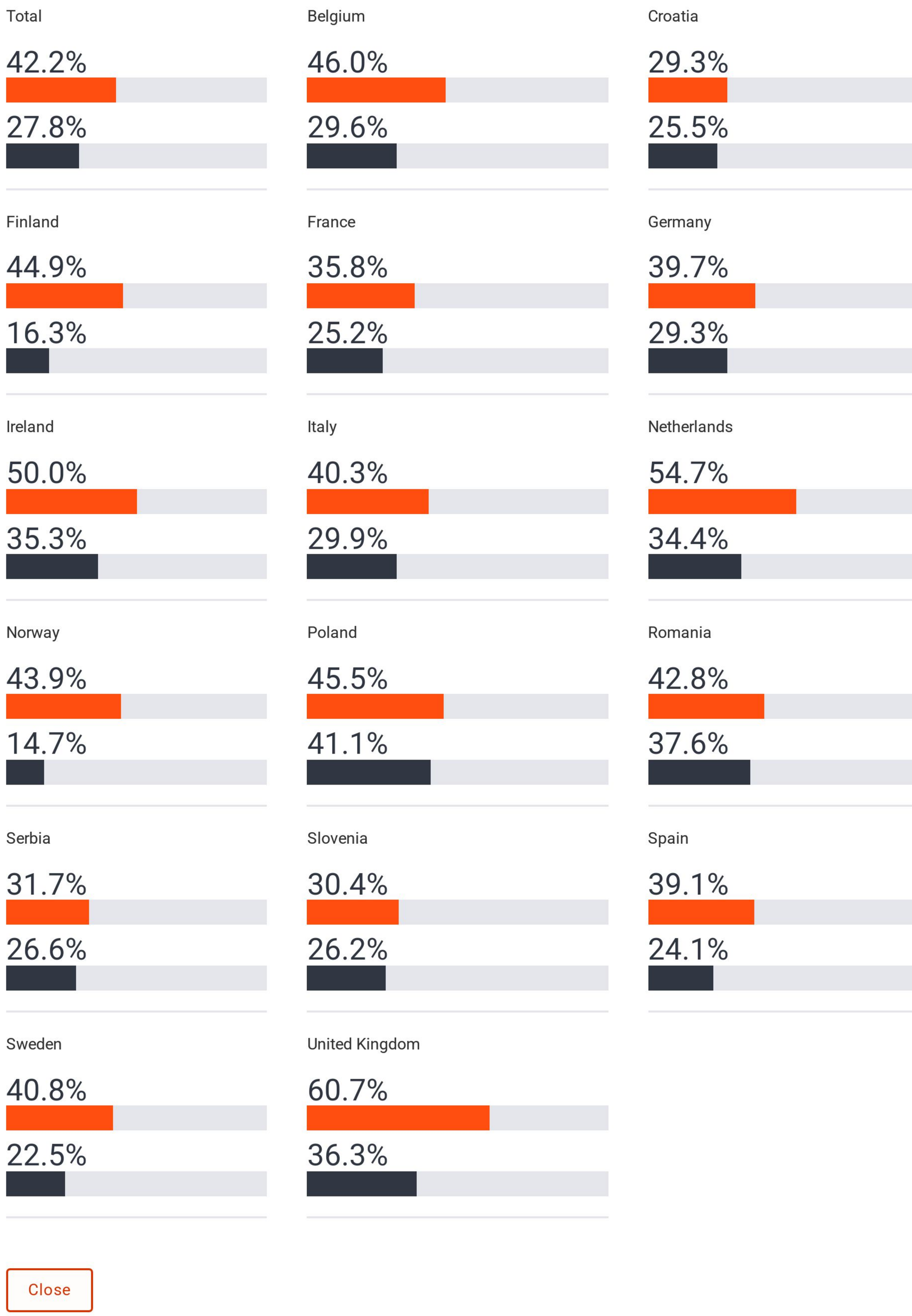
Country	Overall, I am satisfied with my work	My job is purely a means of earning a living
Belgium	72.5%	42.5%
Croatia	64.0%	59.2%
Finland	65.9%	60.4%
France	66.5%	49.4%
Germany	71.8%	45.6%
Ireland	72.5%	56.3%
Italy	60.6%	48.6%
Netherlands	77.4%	42.0%
Norway	75.2%	45.3%
Poland	71.9%	63.3%
Romania	77.4%	68.6%
Serbia	62.6%	61.3%
Slovenia	63.8%	52.9%
Spain	65.7%	61.4%
Sweden	70.8%	46.7%
United Kingdom	71.2%	55.8%

Close

Financial well-being perception across Europe on support and access

The organisation offers convenient access to my payroll and benefits information via self-service platforms.

The organisation shows concern for the financial well-being of its employees and strives to reduce financial stress.



Close

Where in Europe employees are most concerned that AI will make their tasks redundant?

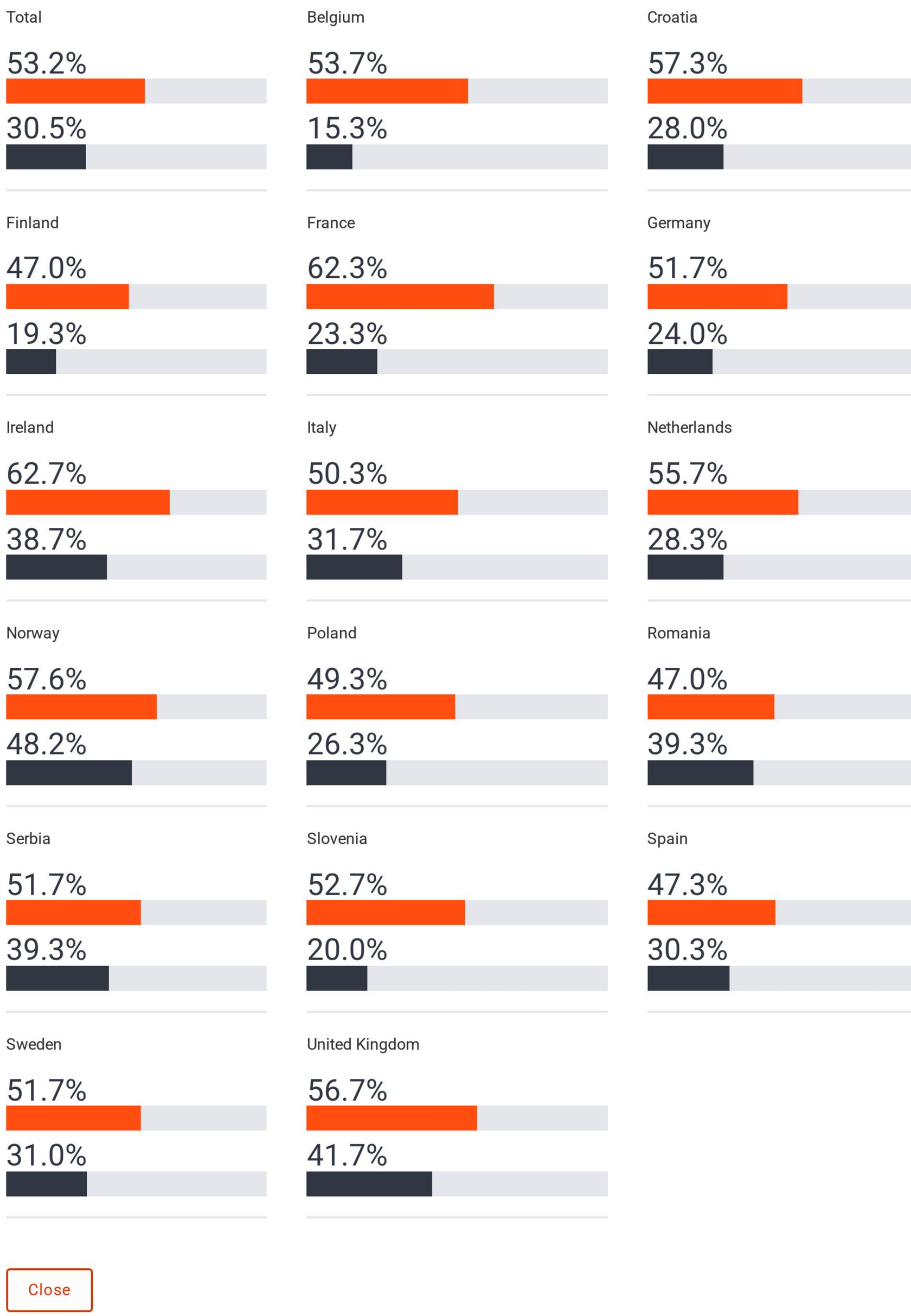
23.6% Belgium	25.7% Croatia	18.7% Finland	31.0% France
24.9% Germany	35.1% Ireland	29.9% Italy	20.1% Netherlands
19.7% Norway	29.7% Poland	29.7% Romania	25.2% Serbia
23.7% Slovenia	30.9% Spain	22.0% Sweden	32.6% United Kingdom

Close

Which European countries are seeing the impact of AI, and where is confidence growing?

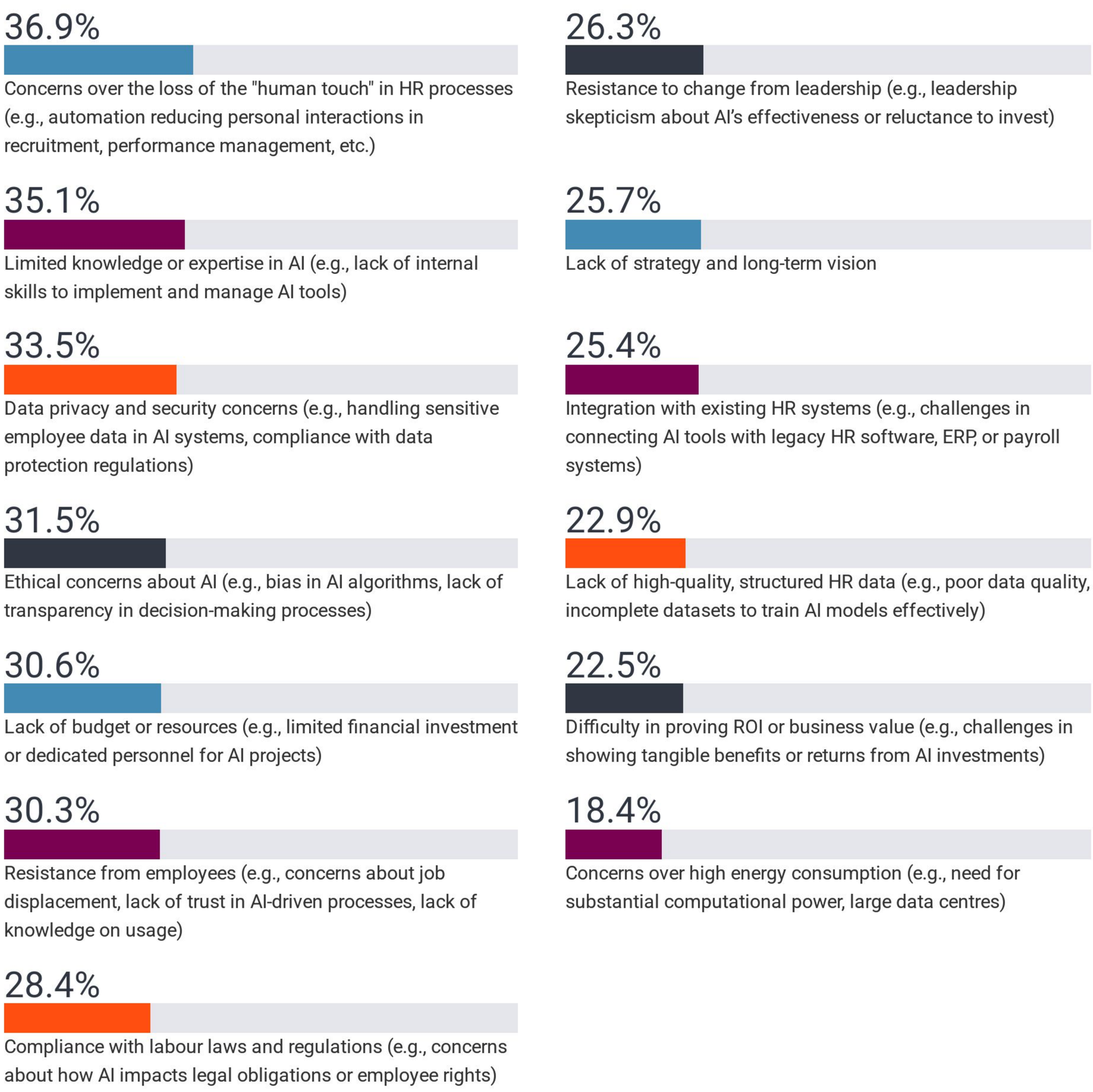
It is unclear how AI will impact our HR functions and operating model.

The organisation has seen already significant outcomes from using AI in HR.



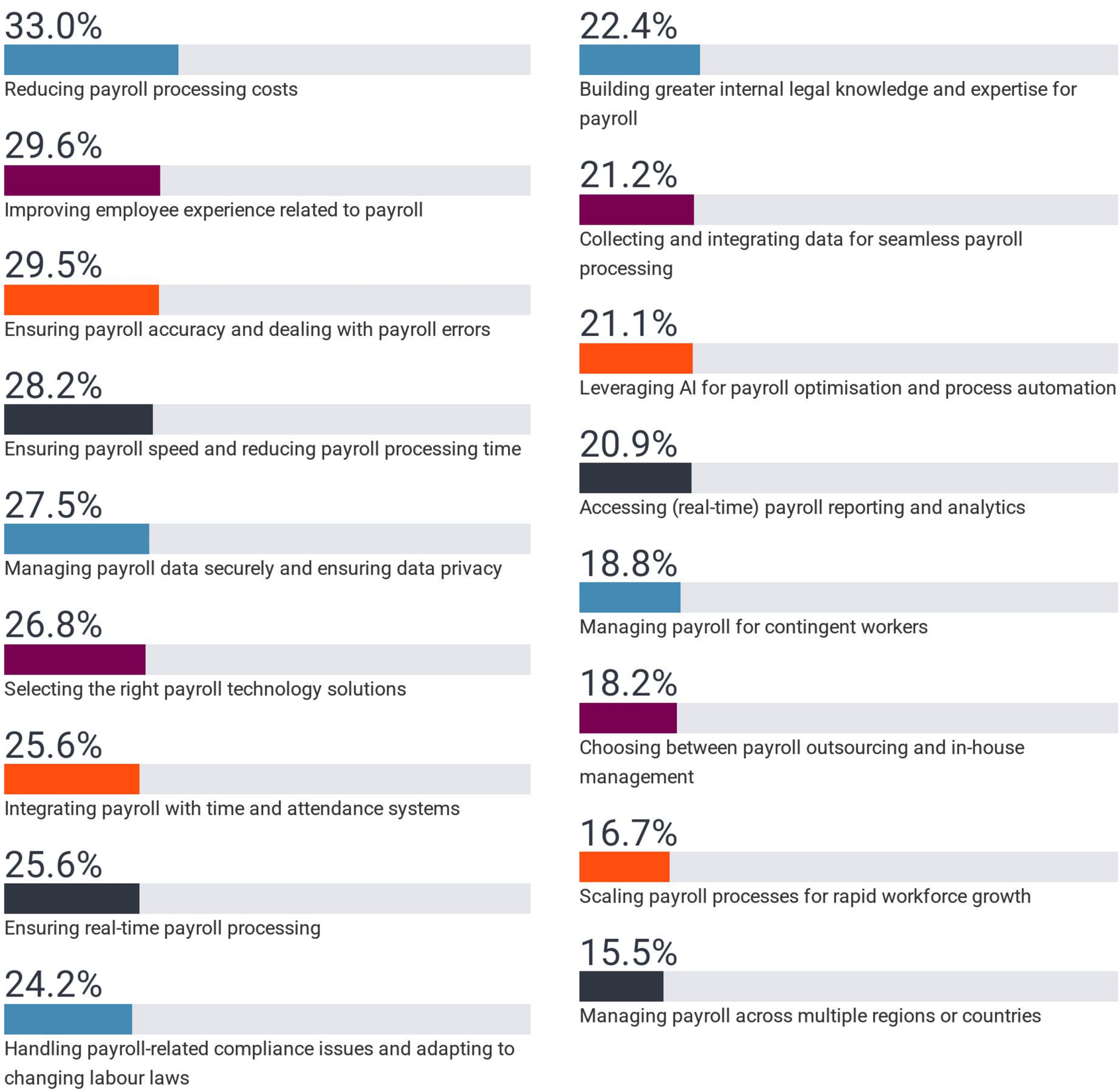
Close

What challenges does your organisation face in adopting AI in HR?



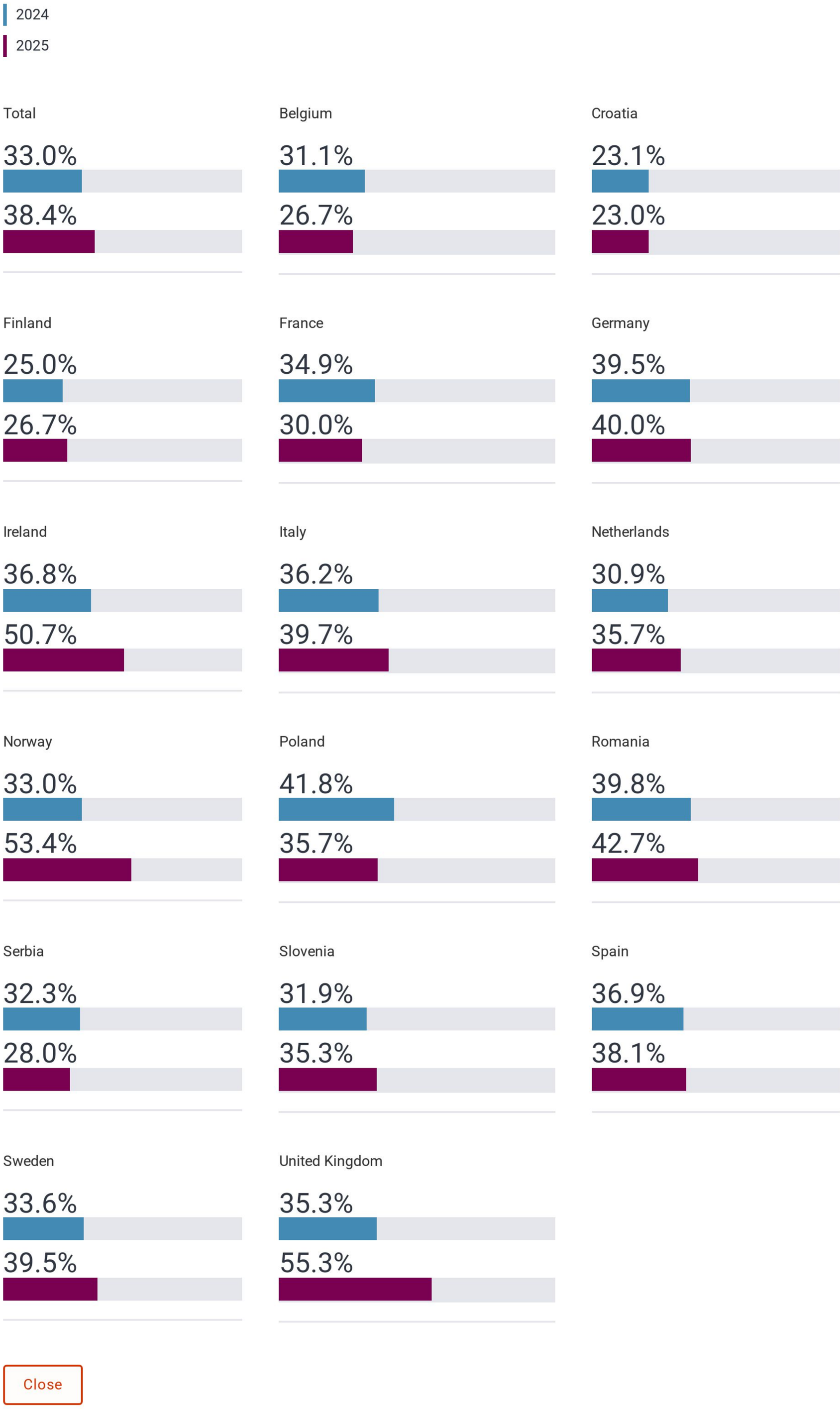
Close

What are the biggest payroll challenges, according to European employers?



Close

How has AI investment evolved across Europe, during the past year?



Close

Does your organisation brand itself as valuing sustainable HR—such as well-being, DEI, and ethical practices?

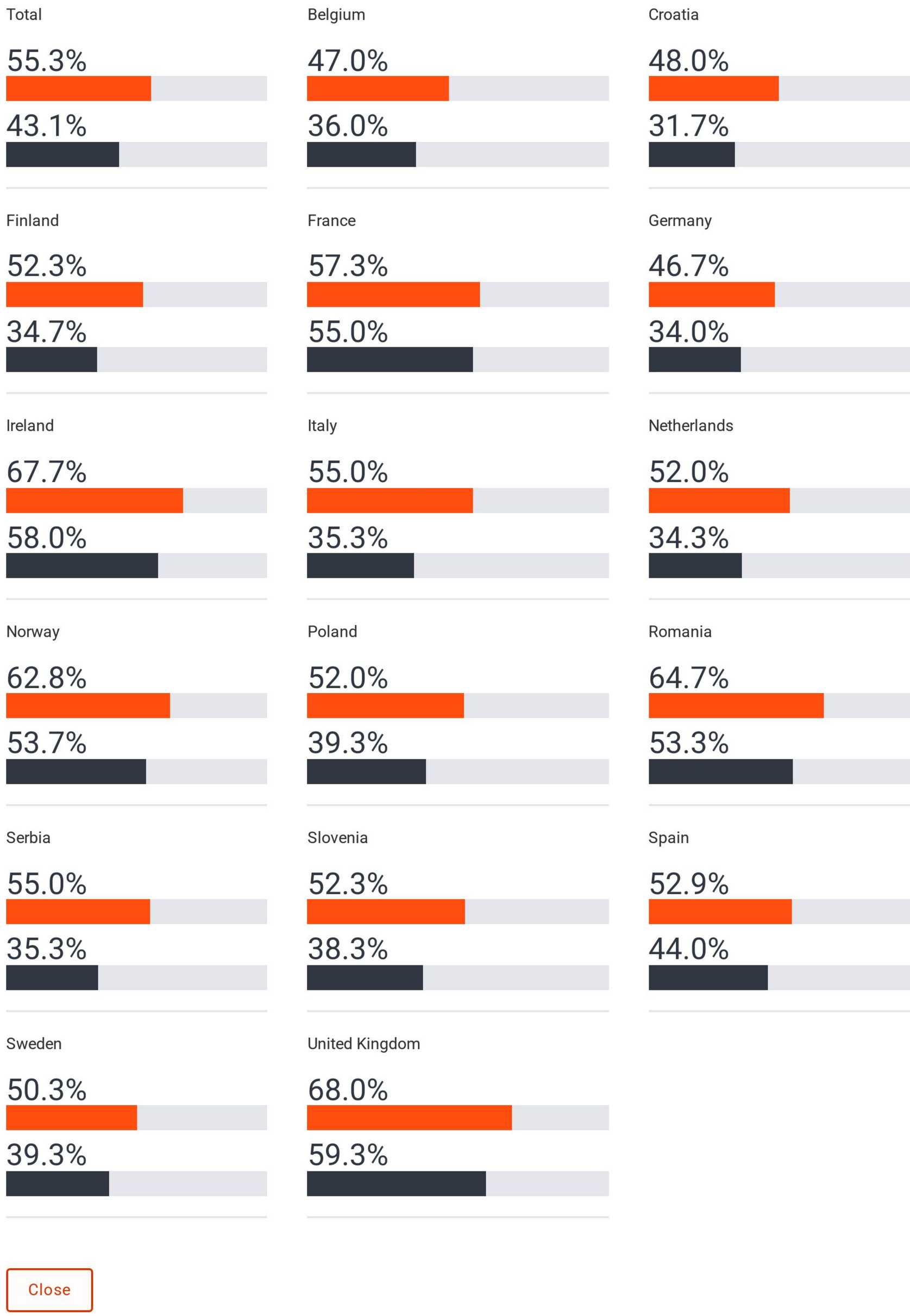
Country	Yes	No
Belgium	64.3%	35.7%
Croatia	69.3%	30.7%
Finland	46.0%	54.0%
France	74.0%	26.0%
Germany	63.7%	36.3%
Ireland	81.0%	19.0%
Italy	71.7%	28.3%
Netherlands	64.0%	36.0%
Norway	85.4%	14.6%
Poland	79.3%	20.7%
Romania	92.0%	8.0%
Serbia	77.7%	22.3%
Slovenia	66.3%	33.7%
Spain	78.6%	21.4%
Sweden	75.0%	21.8%
United Kingdom	77.3%	22.7%

Close

What progress have European employers made in sustainable HR?

The organisation is committed to integrating sustainability into its HR strategy.

The organisation is prepared for the Corporate Sustainability Reporting Directive (CSRD).



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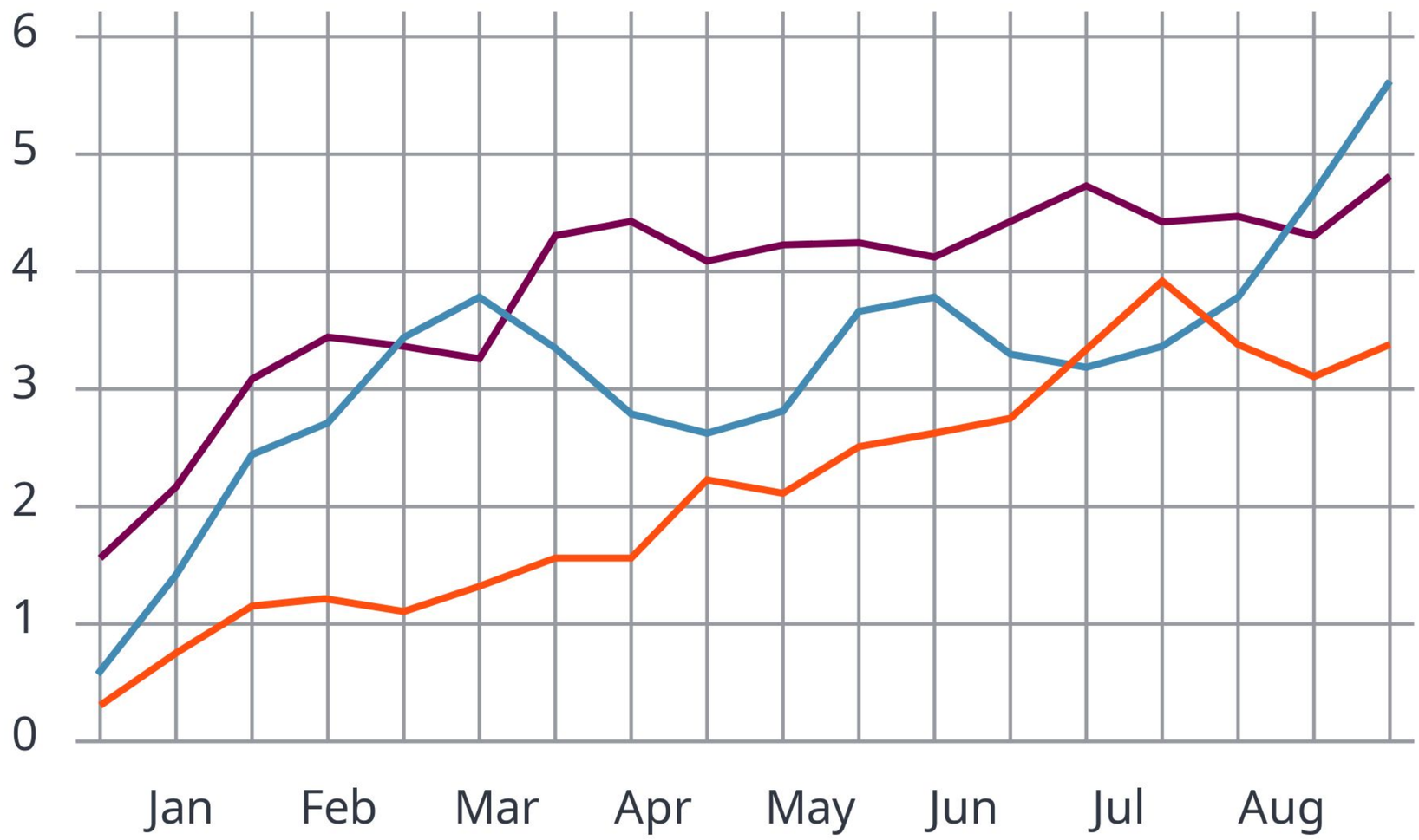

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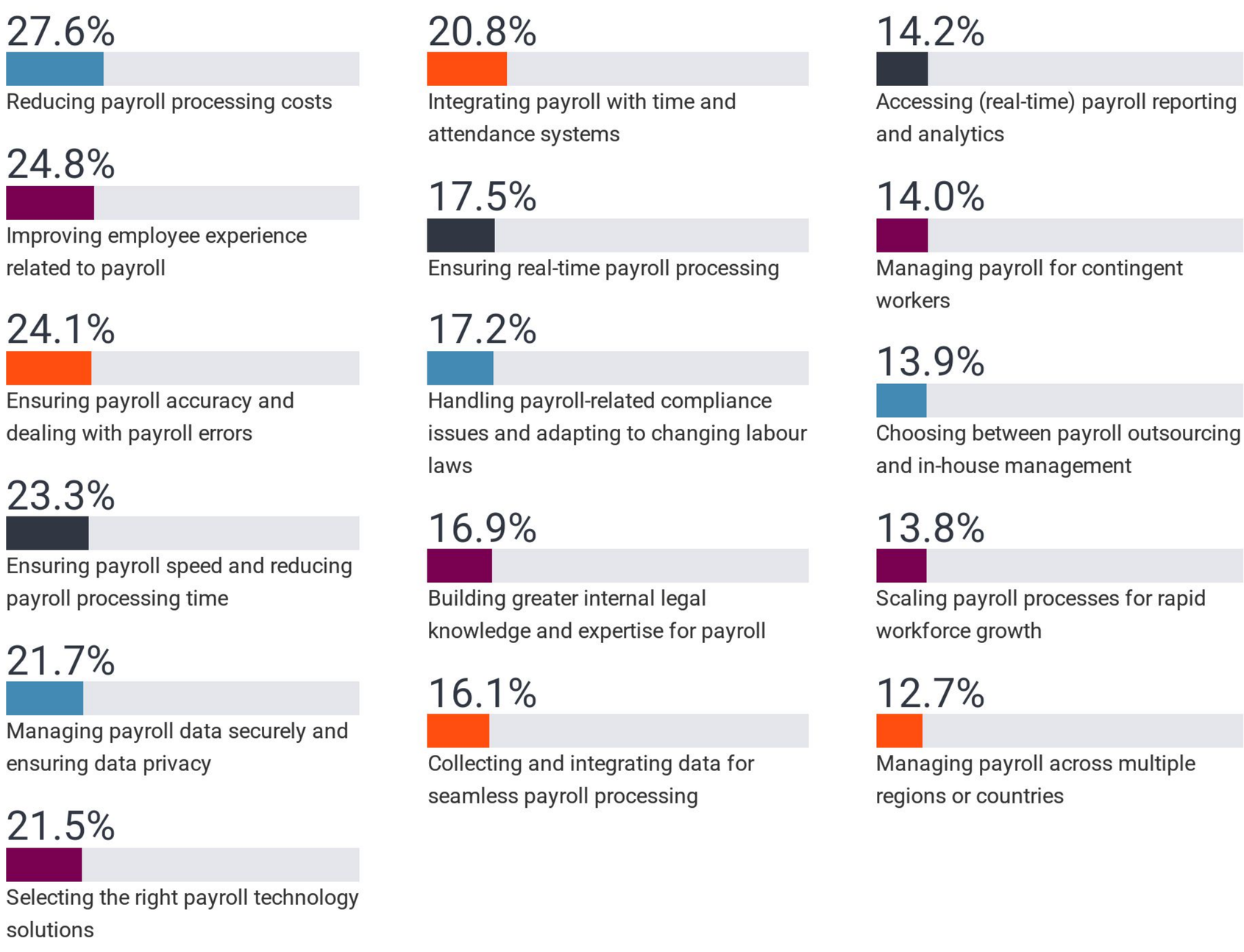
Graph 3: title

Close

The biggest challenges to AI adoption across Europe



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