

Compete on clarity

Why your company's hiring advantage starts with providing clear answers to talent's most pressing questions

Michael Page

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Key Insights

THE FIVE QUESTIONS TALENT ARE ASKING THIS YEAR:

“Can you meet my salary and career expectations?”

“Is your work arrangement policy likely to change this year?”

“Do you have clear guidance on using GenAI?”

“Is your company culture built around trust and transparency?”

“What’s your approach to inclusivity?”

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Why is clarity such a competitive advantage when hiring and retaining top talent right now?

In today's increasingly unpredictable and fast-changing environment, where volatility, uncertainty, complexity and ambiguity are becoming the norm, clarity has emerged as one of the most valuable advantages an organisation can offer its people. With trade disruptions, regulatory shifts, and economic pressure placing companies under strain, leaders are being called on to provide direction, alignment, and stability. In short, clarity has become leadership currency.

At the same time, organisations are grappling with rapid structural changes within the workforce. We operate in a **multi-generational environment** where each cohort brings different values, expectations, and communication styles. When left unaddressed, these differences can lead to friction and disengagement. But when approached with clarity and intention, they present an opportunity to build more inclusive, collaborative, and enduring cultures.

Meanwhile, the shift towards a **skills-based economy** is redefining the way organisations think about talent. Governments across the region are encouraging employers to prioritise capabilities over job titles – a transition that has wide-ranging implications on workforce planning, learning investments, and recruitment. While this shift brings long-term benefits, it also creates short-term complexity: many companies are still figuring out how to structure hiring strategies around it.

In this context, we are seeing talent market behaviour evolve. Many professionals are open to new opportunities but also cautious – watching how the economic and political environment unfolds before making their next move. As a result, hiring has become more competitive, and retaining key talent is more complicated.

That's why this year's **Talent Trends Report** is more relevant than ever. As part of one of the most comprehensive talent surveys in the world, PageGroup gathered insights from over 50,000 professionals to uncover what really matters to today's workforce. The findings point to one consistent theme across industries, generations, and job functions: **people want clarity**.

While expectations around salary, flexibility, technology and culture have largely stabilised since the pandemic, clear communication is missing. Professionals want to know where their employers stand on policies, values, and future direction. In uncertain times, clarity is confidence.

Our research reveals the five key areas where professionals are seeking clarity from employers:

- 1. Salary:** Can you match my expectations?
- 2. Flexibility:** Will your policies change over the next year?
- 3. Technology:** What's your guidance on GenAI?
- 4. Culture:** Is it built on trust and transparency?
- 5. Values:** What's your approach to inclusivity?

In the following pages, you'll find the data and insights to help you answer these questions with confidence – and, in doing so, attract, engage, and retain the right people in a market where alignment matters more than ever.

At Michael Page, we recognise how complex and dynamic the hiring landscape has become. Through our global reach, market expertise, and proprietary talent insights, we're proud to serve as a trusted partner to businesses navigating this evolving environment – helping them compete for talent with greater clarity and impact.



Nilay Khandelwal
Senior Managing Director
Michael Page Singapore & India

From chaos to clarity

Professionals in Singapore have solidified their workplace priorities, with work-life balance now firmly established at the top.

A good salary and career progression opportunities long topped what people wanted from work. Then the pandemic arrived – bringing a rewiring of professional priorities. We called this the ‘Invisible Revolution’ in our 2023 Talent Trends report, a shift we explored last year in our ‘Expectation Gap’ report.

From the chaos of the first half of the decade, clarity has emerged. In Singapore, work-life balance has emerged as a competitive priority alongside competitive salary and outranking traditional drivers like job satisfaction and career success.

Wellbeing remains a critical factor for Singapore’s professionals. Work-life considerations top the list, as evidenced by 48% of professionals stating they would decline a promotion to preserve their wellbeing – up from 44% last year. This suggests that professionals in Singapore increasingly seek career advancement without compromising personal wellbeing.

At the same time, organisations are navigating growing pressures to maintain profitability, meet targets, and drive performance in a more challenging economic environment. Flexibility is no longer a differentiator – it is often expected. As such, many businesses are now taking a more outcomes-based approach, offering flexibility when it aligns with delivery and results.

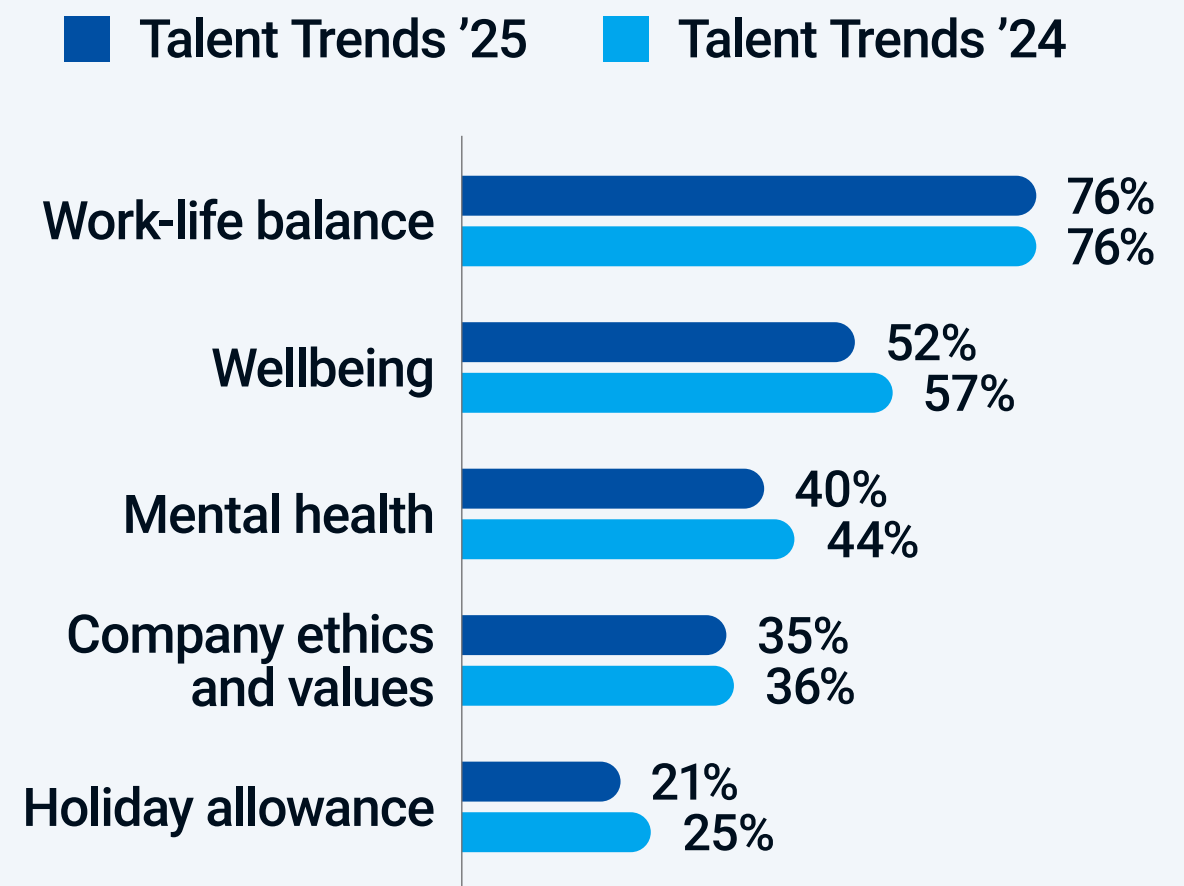
The challenge lies in creating a working environment that enables both employee wellbeing and business performance – a balance that will define the next chapter of workplace success in Singapore.

As we explore specific workplace questions in the following pages, these evolving priorities provide essential context for understanding how professionals are making decisions for the year ahead.

Top 5 factors professionals consider most important when thinking about work



Top 5 factors professionals value most when thinking about their current job



Advice from our experts

Work-life balance isn't a perk – it's now an expectation. The companies that succeed won't just acknowledge this shift; they'll act on it. Employers should carefully consider what they expect from their employees and what they'll be offered in return – otherwise, they risk losing talent to competitors who provide more flexibility. As long as skilled workers are in high demand in an industry, they will have strong bargaining power.

Jeffrey Ng
Regional Director
Michael Page



A question of clarity

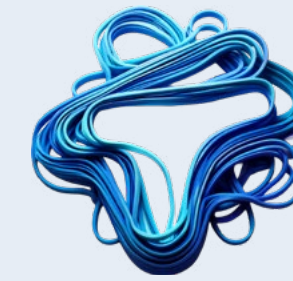
Key insights from our Talent Trends survey

Internal advancement vs. external opportunities



While active job-seeking has moderated slightly, overall mobility remains high with most professionals open to new roles. Organisations providing clarity on compensation and career paths gain advantage in a marketplace where talent constantly evaluates options.

Workplace location expectations



As some organisations mandate full office returns following established hybrid practices, our survey data indicates many professionals will seek alternative employment. Organisations need to evaluate the talent implications of these policies.

GenAI governance gap



Generative AI adoption accelerates while organisational guidance lags. Professionals seek clearer parameters, but their usage behaviour shows they are not waiting for it, raising critical questions on oversight and security considerations.

Trust foundation challenges



Tensions around productivity, remote work, and employee monitoring reveal cracks in employer-employee trust. Our findings present striking statistics on leadership's ability to balance commercial objectives with staff wellbeing.

Inclusion as business imperative



Many professionals still cannot bring their authentic selves to work – signalling fundamental challenges that require deliberate attention to workplace culture and belonging.

These themes converge around five critical questions professionals are asking employers today – questions we will explore in depth throughout the following sections.



THE KEY QUESTIONS TALENT ARE ASKING:

#1. Can you meet my salary and career expectations?

Professionals are clear on their basic priorities, but want deeper clarity and transparency

Singapore's job market sees high mobility: 1 in 2 seeking new roles

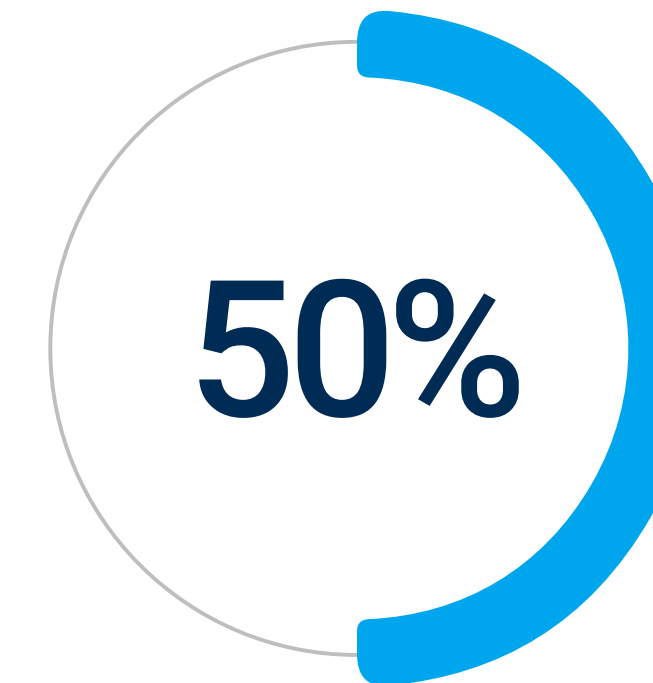
Active job-seeking among professionals in Singapore has declined to 50%, while the proportion open to new roles remains relatively unchanged at 92%.

While job-seeking activity in Singapore remains strong, the percentage of professionals actively looking for new roles has declined year on year, from 57% to 50%.

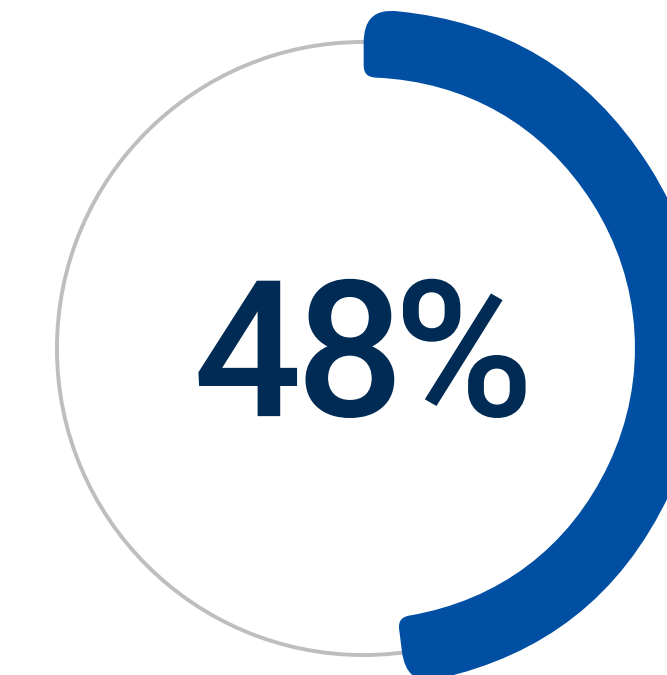
Despite this drop, career mobility remains a priority – 92% of professionals say they are open to new opportunities, a figure only slightly lower than last year's 93%.

Salary negotiations remained steady, with 38% of professionals engaging in discussions – a slight increase from 37% previously. Among them, 20% successfully secured a salary increase, up from 17%.

This indicates a shift towards a more measured job market – while active job-seeking has tapered, high openness to new roles suggests that professionals are keeping an eye on opportunities that align with their career goals.



are now actively seeking new opportunities



are satisfied in their current roles



successfully negotiated a pay increase

Resignation reasons across ages: How career priorities evolve over time

From ambition in youth to alignment in later stages, employees' motivations for leaving a role shift with age — offering key insight into age-appropriate strategies for today's multi-generational workforce.

In their 20s, professionals prioritise advancement — salary increases, promotions, and training dominate, with many open to relocation. By their 30s, company culture and flexibility gain importance, while leadership effectiveness becomes a key consideration.

The 40s mark a pivotal shift as professionals grow more values-driven — with ethics and leadership emerging as key drivers tied to purpose and alignment, not just advancement.

For those aged 50 and above, retention often hinges on wellbeing support, flexibility, and value alignment. While salary dissatisfaction remains a top driver across all age groups, age-specific needs increasingly shape career decisions beyond pay.

In Singapore, while professionals consistently cite work-life balance and wellbeing as top priorities in their current roles, the triggers for resignation tend to centre on salary dissatisfaction, limited growth opportunities, and cultural misalignment. This contrast underscores a crucial insight: even when wellbeing and balance are present, unmet expectations around pay, purpose, and leadership often become the tipping points that drive people to leave.

#1. “Can you meet my salary and career expectations?”

Top 5 resignation drivers by age group

20s

1. Salary-expectation misalignment
2. Limited promotion prospects
3. Lack of training opportunities
4. Desire to explore international opportunities
5. Misalignment with company values and ethics

30s

1. Limited promotion prospects
2. Salary-expectation misalignment
3. Poor cultural fit
4. Lack of training opportunities
5. Lack of role stimulation

40s

1. Salary-expectation misalignment
2. Limited promotion prospects
3. Poor cultural fit
4. Dissatisfaction with senior leadership decisions
5. Misalignment with company values and ethics

50+

1. Salary-expectation misalignment
2. Misalignment with company values and ethics
3. Poor cultural fit
4. Dissatisfaction with senior leadership decisions
5. Inflexible working hours or days

Transparency gains traction

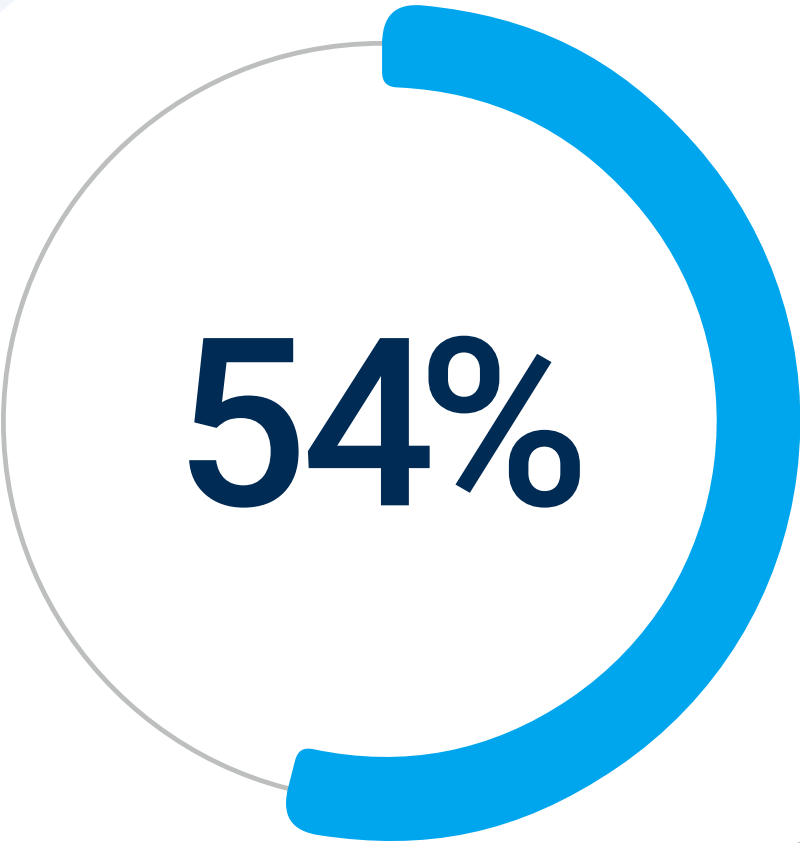
Rising demand for salary transparency and gender equity is reshaping expectations in Singapore.

While global standards for pay transparency continue to evolve, with developments like the EU's 2026 Pay Transparency Directive, organisations can proactively address salary clarity regardless of international requirements.

In Singapore, advocacy for salary transparency is gaining momentum, particularly on gender pay equity. 38% of women now report pay disparities compared to 22% of men.

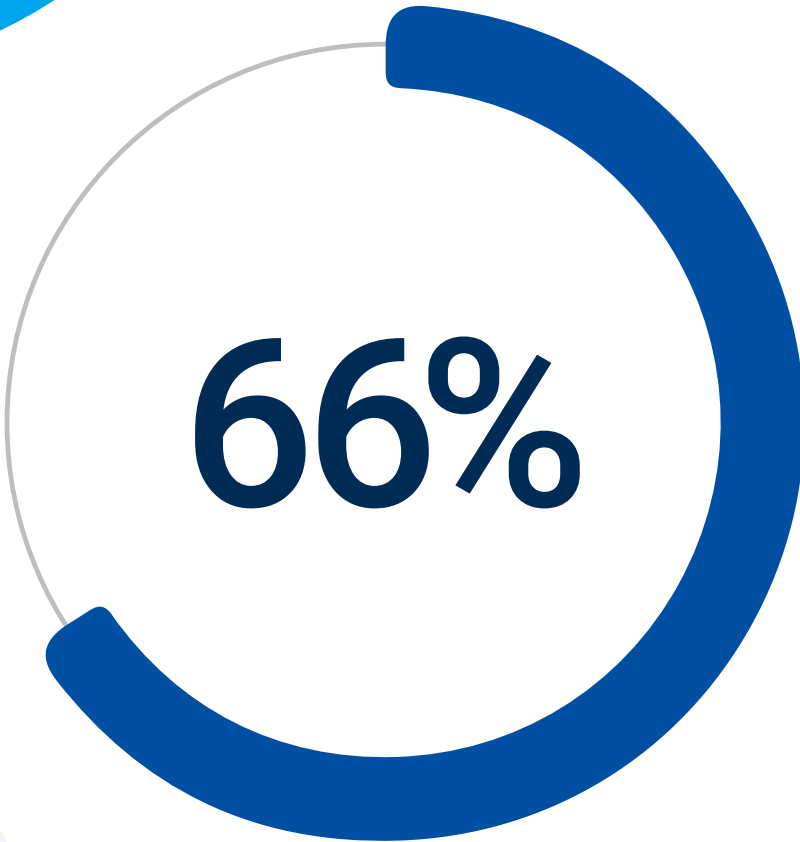
When asked about the transparency of their organisation's salary structure, 41% of workers felt it was fairly or very open, indicating progress.

Salary transparency extends beyond fairness to become a competitive advantage. Organisations that openly address pay gaps build deeper trust, creating lasting advantages in talent attraction and retention.



54%

think the salary structure in their organisation is not transparent



66%

support the introduction of government legislation to make salaries transparent

Recruitment challenges persist in Singapore

34% of employers report recruitment difficulties, while retention challenges align with regional benchmarks.

In Singapore, 34% of employers report recruitment challenges down from 41%, yet still above the APAC average of 31%. This contrasts with the global average of 46%.

Retention metrics have improved, with 26% of employers reporting difficulties retaining talent – a decrease from 30% last year. This figure matches the APAC average of 26% and sits below the global average of 34%.

Matching salary expectations continues to be the top hiring challenge. But a new concern is rising – ‘providing desired flexibility arrangements’ has entered the top five, reflecting shifting candidate priorities around autonomy and work-life balance.

In contrast, ‘lack of applicants’ has fallen from fourth to eighth place, reinforcing that the real challenge is no longer volume, but finding candidates with the right skills and cultural fit – while adapting to evolving workplace expectations.

Top 10 hiring challenges identified by employers

Talent Trends '24	Talent Trends '25
1 Matching salary expectations	1 Matching salary expectations
2 Required skills unavailable	2 Finding candidates who fit the company culture
3 Finding candidates who fit the company culture	3 Required skills not available
4 Lack of applicants	4 Matching benefits expectations
5 Matching benefits expectations	5 Providing desired flexibility arrangements
6 Losing talent to faster-moving competitors	6 Losing talent to faster-moving competitors
7 Providing desired flexibility arrangements	7 Competition for top applicants
8 Competition for top applicants	8 Lack of applicants
9 Screening applicants	9 Adapting to new recruitment technologies
10 Understaffing	10 Understaffing

New-collar roles: Rethinking talent for the skills-first era

As digital transformation accelerates, companies are prioritising practical skills over traditional qualifications – redefining how, who, and where they hire.

New-collar roles are reshaping the workforce by prioritising skills and practical experience over traditional degrees – especially in tech, fintech, logistics, and advanced manufacturing.

With “**required skills unavailable**” ranked as the **third most common hiring challenge**, employers are under pressure to look beyond formal credentials. New-collar roles offer a practical solution – expanding the talent pool and addressing capability gaps through skills-first hiring.

According to **Nilay Khandelwal, Senior Managing Director at Michael Page Singapore and India**, “This shift is driven by talent shortages, rapid technological change, and the need for workforce agility. Companies adopting this model are reducing hiring timelines, widening access to talent, and building more resilient teams.”

For job seekers, new-collar roles provide faster mobility through certifications, hands-on experience, and adaptability. For employers, success means rethinking job requirements, using skills-based assessments, and committing to continuous learning. It also requires refining job criteria and broadening evaluation methods to uncover potential beyond traditional screening.

Skills are the new currency – and embracing them is key to future workforce resilience.

#1. “Can you meet my salary and career expectations?”

Top 5 industries driving new-collar hiring

- 1 Tech
- 2 Fintech
- 3 Logistics & Supply Chain
- 4 Renewable Energy
- 5 Healthcare Tech

Most in-demand new-collar skills

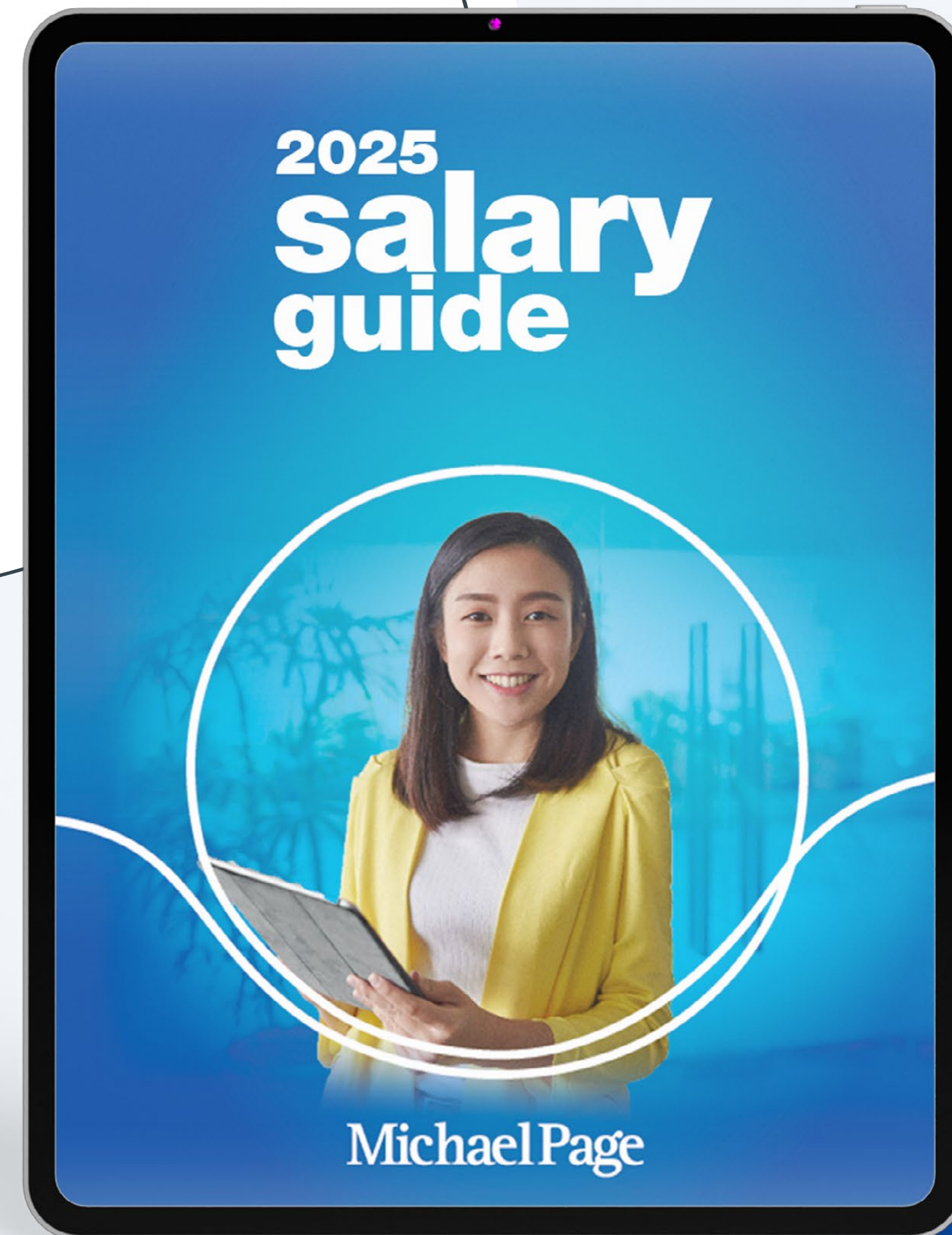
- 1 Cloud computing
- 2 Cybersecurity
- 3 Data analytics
- 4 AI/ML application
- 5 Communication & adaptability

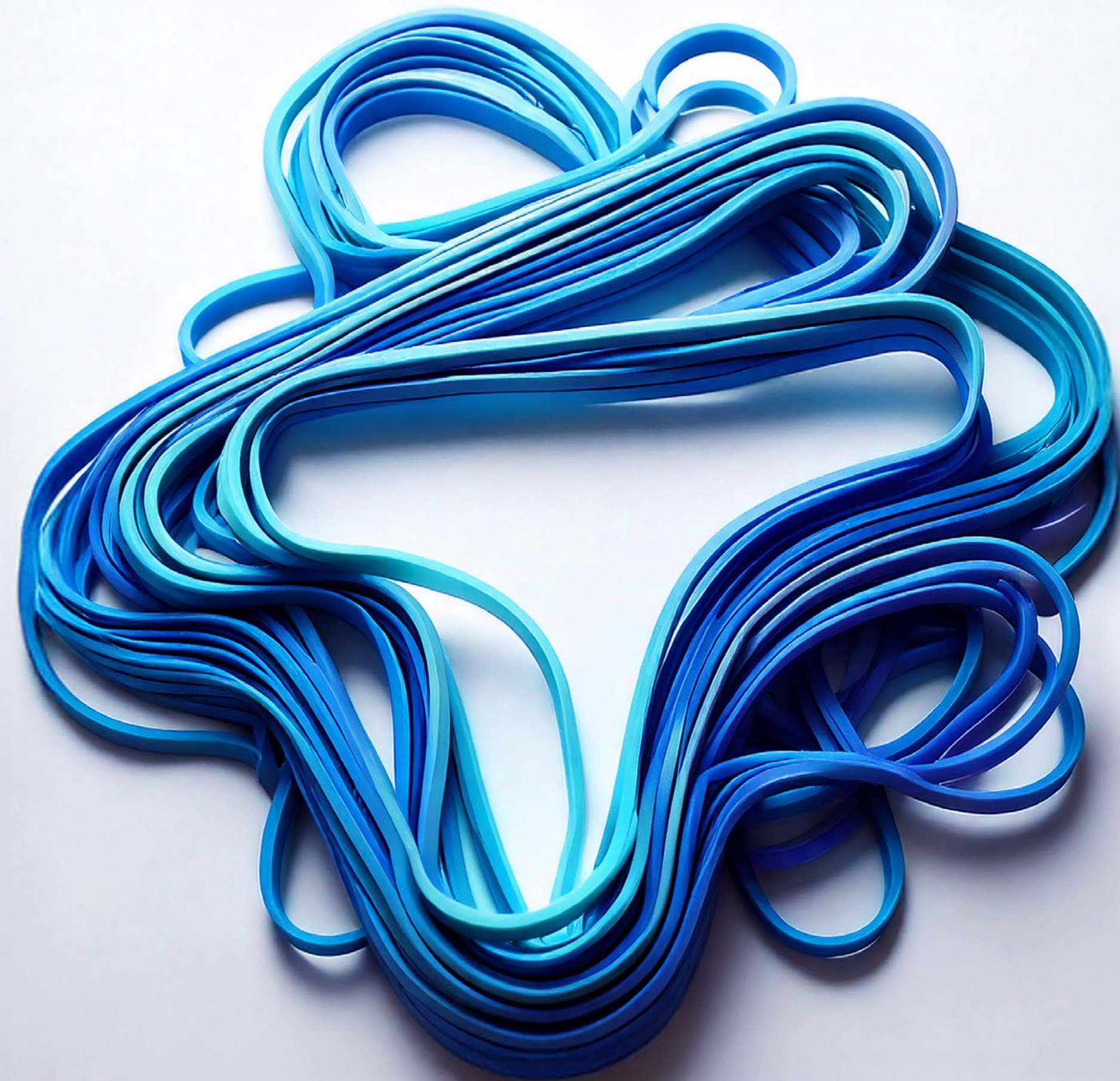
Salary Guide: Our clarity is your competitive advantage

Gain the market intelligence that attracts and retains exceptional talent. Our comprehensive Salary Guide delivers precise benchmarks across key sectors – turning compensation clarity into your competitive edge.

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THE KEY QUESTIONS TALENT ARE ASKING:

#2. Is your work arrangement policy likely to change this year?

A call for clarity on the future of hybrid working grows louder

Hybrid working continues its evolution

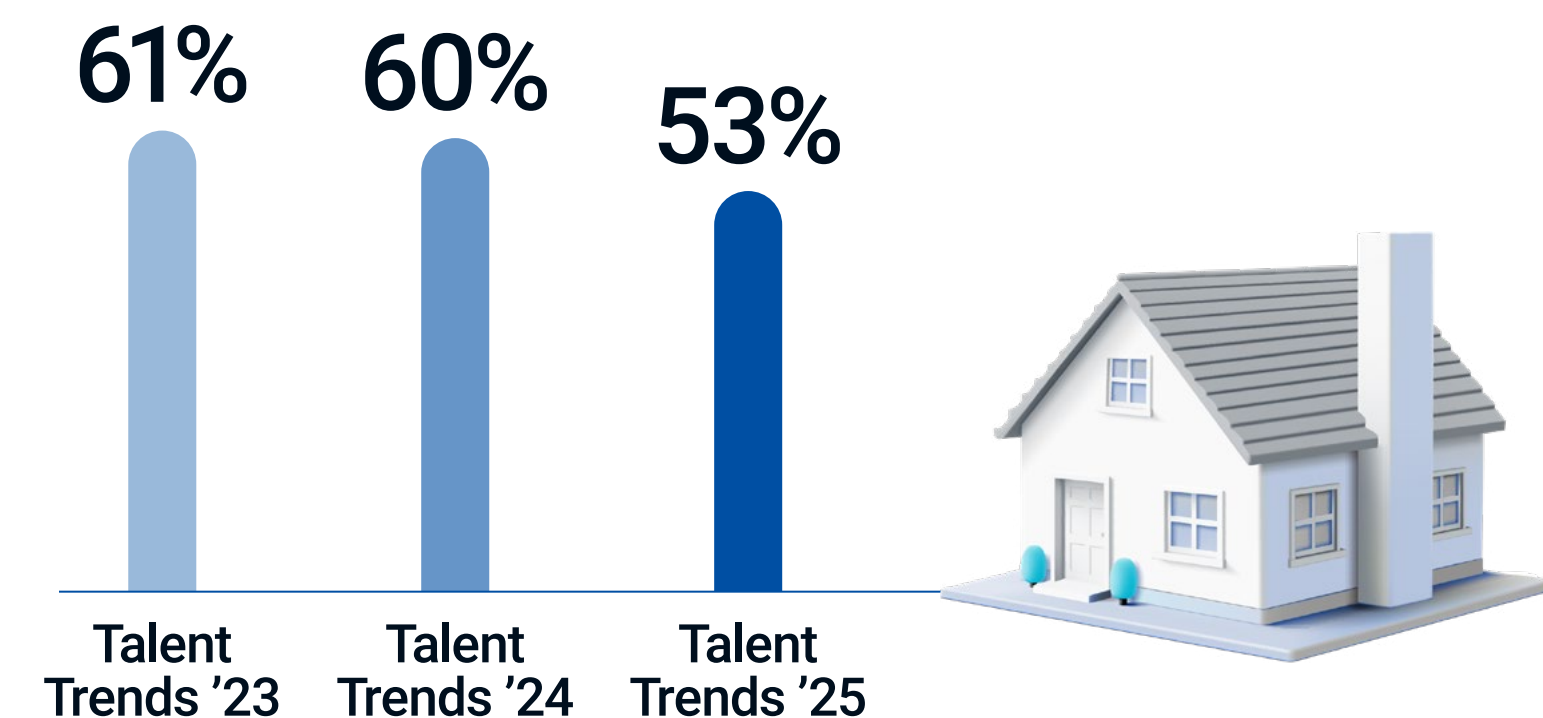
Singapore's workplace model evolves as hybrid adoption declines slightly, yet flexibility remains crucial for talent retention.

The hybrid model continues to dominate Singapore's workplace landscape, though it shows slow decline. Simultaneously, the number of professionals working full-time in the office has increased by 5% from last year.

While 40% of respondents now spend more time in the office than a year ago – down from 46% – workplace stability appears to be increasing, with 38% maintaining the same arrangement year over year, up from 28%.

Despite this shifting landscape, professionals continue to value workplace flexibility highly. Flexible work arrangements rank second among job attraction drivers in Singapore, signalling that even as office presence grows, the ability to maintain some degree of flexibility remains a decisive factor when professionals evaluate new opportunities.

How many people work in a hybrid way



Aligning on productivity: Rethinking where work gets done best

Employers and employees do not always agree on the most productive work setting – but with many seeing no difference, the focus shifts to flexibility and shared expectations.

Perceptions of productivity remain varied. While 32% of professionals say they are more productive working from home, just 6% of employers agree. Conversely, 49% of employers believe productivity is higher in the office – a view shared by 26% of employees.

Productivity preferences also vary slightly by age: Professionals aged 50+ are more likely to favour the office, while those in their 20s, 30s, and 40s lean toward remote work or see no difference.

Across all generations, 32–40% say location does not affect their productivity – highlighting that performance is shaped more by individual context than physical setting. Among professionals satisfied with their role, 29% feel more productive at home, 26% in the office, and 44% equally in both.

What drives productivity?

Top 5 reasons employers say staff are more productive in the office

- 1 Stronger work relationships through face-to-face interaction
- 2 Easier collaboration with colleagues
- 3 Quicker feedback from colleagues and managers
- 4 Fewer home-based distractions
- 5 Better access to resources

Top 5 reasons employers say staff are more productive at home

- 1 More energy due to lack of commute
- 2 More comfortable working environment
- 3 Fewer office-based interruptions
- 4 Accountability based on output, not hours
- 5 Accommodates individual working styles

Back-to-office policies could drive employees away

Different seniority levels of the organisation show varying degrees of resistance to increased office presence, creating targeted retention challenges.

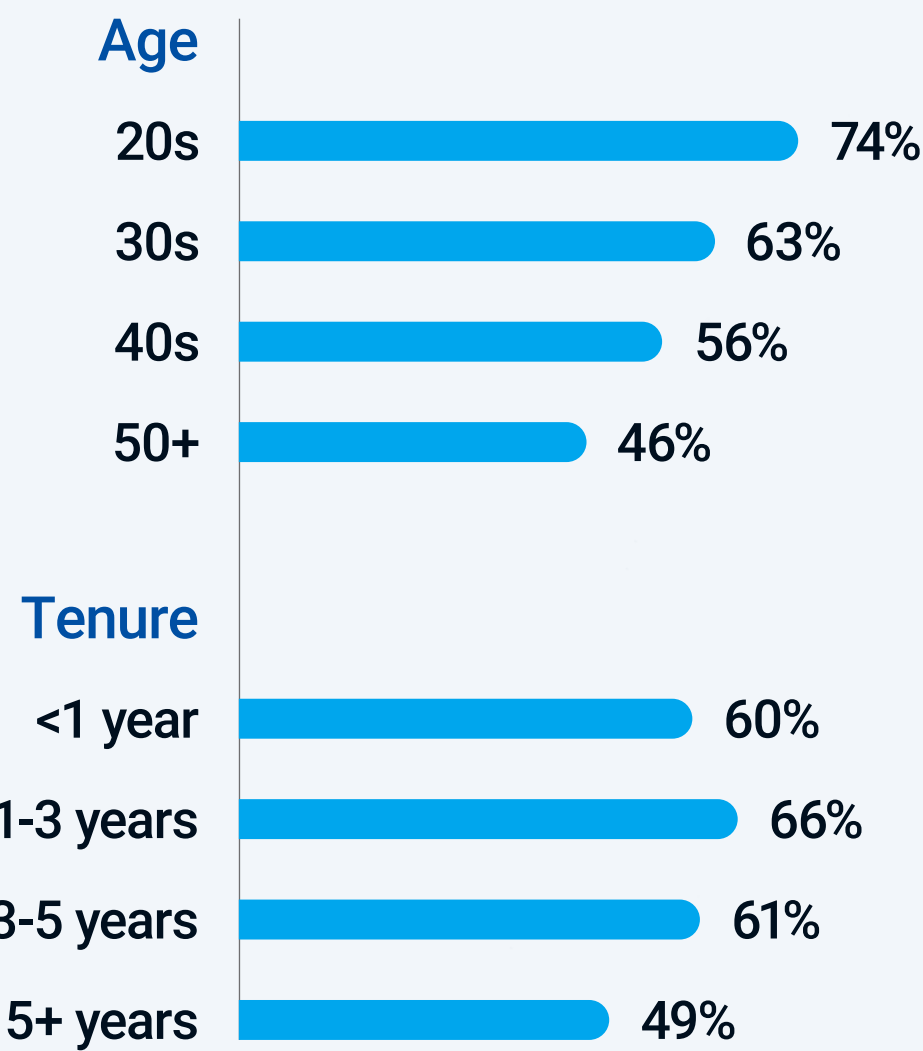
60% of professionals who currently have hybrid work arrangements would look for a new job if required to spend more time in the office – matching the APAC average.

Even job satisfaction does not safeguard retention. 60% of professionals satisfied with their salaries, and 61% happy in their roles would still consider resigning if flexibility were reduced.

Middle managers are the most likely to leave (69%), followed by non-managers (63%). By contrast, only 28% of senior leaders say they would do the same.

Tenure also plays a crucial role. Employees with 1-3 years at the company are most likely to leave (66%), compared to 49% of those who worked for five or more years. For organisations implementing office-first policies, understanding these patterns is critical.

Hybrid workers most likely to quit over return-to-office mandates



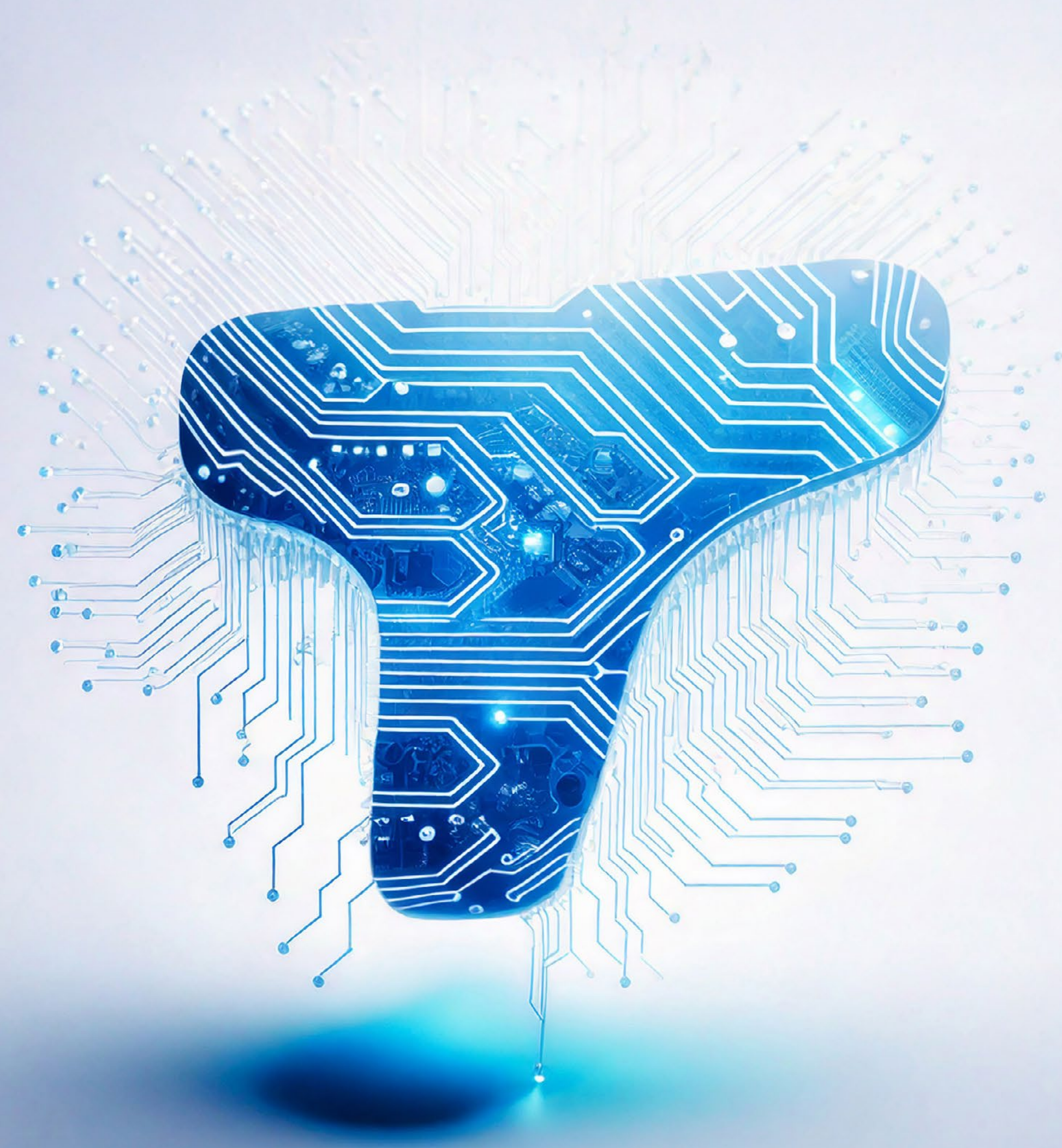
Advice from our experts

No employer is likely to introduce a 'back to office' policy without being aware of how it will land with their workforce. However, clarity on where things stand now, and if and when they are likely to change, can be a real competitive advantage in terms of building a workforce aligned with company expectations.



Anurag Garg
Regional Director
Michael Page

#2. "Is your work arrangement policy likely to change this year?"



THE KEY QUESTIONS TALENT ARE ASKING:

#3. Do you have clear guidance on using AI?

A lack of clarity risks losing more than just your organisation's competitive advantage

GenAI in daily work: Usage high, impact clear

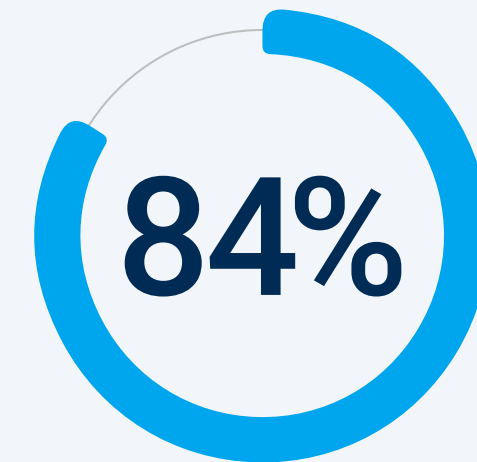
Generative Artificial Intelligence (GenAI) tools are firmly embedded in the workplace, with professionals reporting strong productivity and job satisfaction gains.

In Singapore, 58% of professionals now use GenAI tools like ChatGPT and Microsoft Copilot – outpacing the global average (45%) and APAC average (54%). Usage is becoming routine, with 34% using GenAI daily and 83% using it at least once a week. Professionals in their 40s show the highest daily usage, while those in their 20s show the highest weekly usage.

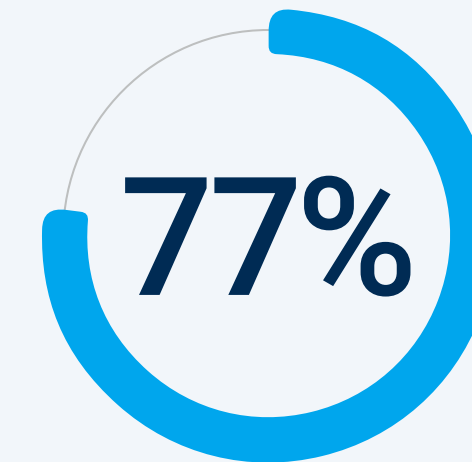
Among users, 84% report increased productivity, 77% see better work quality, and another 76% say GenAI allows them to focus on more fulfilling tasks. Those who use GenAI in Engineering and Manufacturing, Technology, and Marketing and Agency roles report the greatest productivity gains, while professionals in Financial Services cite better quality of work.

GenAI is also shaping career thinking: 66% of respondents say its growth is influencing their career decisions – highlighting its role not just in workflows, but in long-term planning.

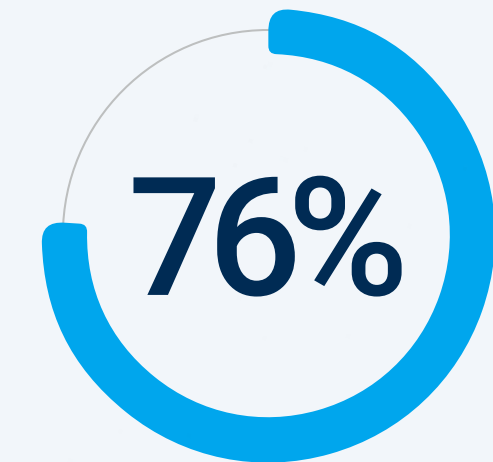
#3. “Do you have clear guidance on using AI?”



say GenAI tools have increased productivity in the workplace



say GenAI tools have helped improve the quality of work



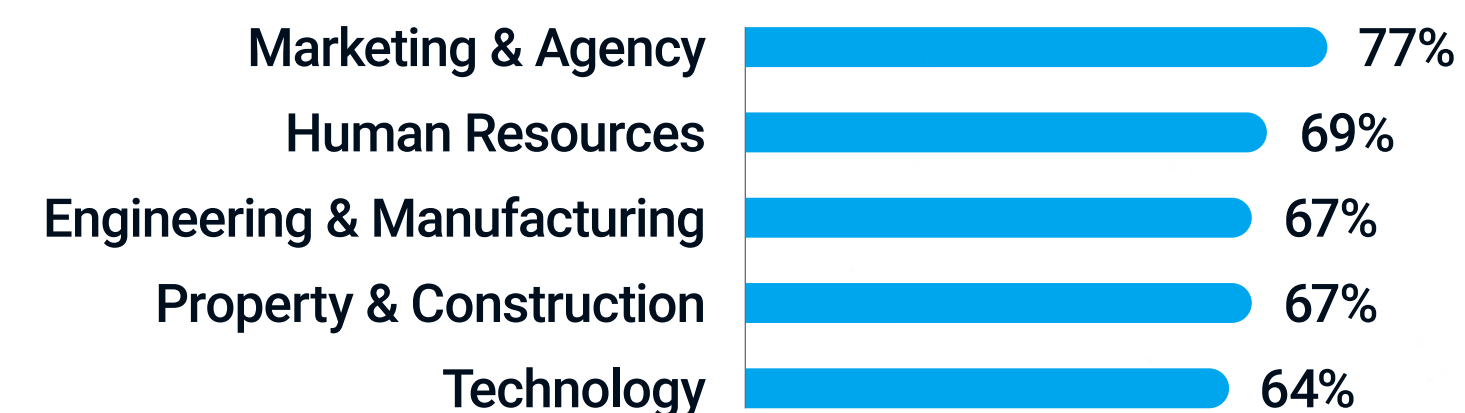
say the use of GenAI in the workplace has allowed them to focus on more fulfilling tasks

GenAI usage in the workplace

Age



Job function



The implementation gap: Increased adoption, low guidance

As GenAI becomes more widespread, many organisations struggle to provide the structure, access, and clarity needed to support its use.

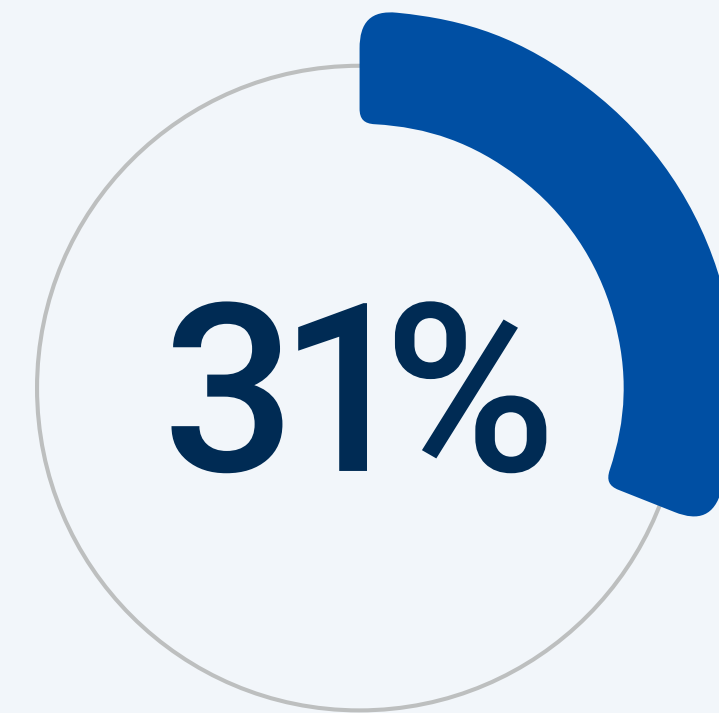
While GenAI adoption continues to grow, support systems have yet to catch up. In Singapore, 70% of professionals say they have access to employer-approved tools, but 31% still feel unprepared due to unclear policies or limited support.

This readiness gap is slightly higher than the APAC average (29%) and lower than the global figure (46%). In addition, 26% of employees are bringing their own GenAI tools to work – a sign of grassroots adoption, but also a potential risk to security, compliance, and consistency.

Employee sentiment remains mixed. Only 13% feel “very well” prepared by their employer, and 27% say “fairly well”. The majority – 55% - rate their preparedness as average or poor.

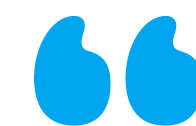
With 42% seeing GenAI as a threat to job security and 66% expecting it to impact their long-term career plans, employers must treat GenAI not just as a tool, but as a long-term strategic capability – supported by clear policy, consistent training, and strong leadership alignment.

#3. “Do you have clear guidance on using AI?”



do not believe their employer is preparing them well at all to work alongside GenAI

GenAI Access: Who's equipped?



Advice from our experts

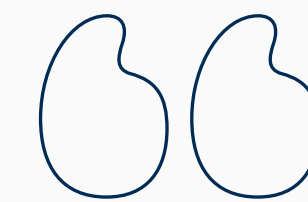
Many professionals have embraced the benefits of GenAI in helping them to do their jobs more effectively, whether that's automating repetitive tasks or enhancing creativity, problem-solving, and decision-making. At the same time, businesses are gaining efficiency, innovation, and competitive advantage through AI adoption. As an AI-savvy workforce emerges, attracting and retaining top talent will require companies to not only keep pace with AI advancements but also clearly communicate their strategy, policies and guidance.



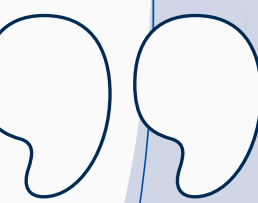
Aarti Budhrani
Director
Michael Page



THE KEY QUESTIONS TALENT ARE ASKING:



**#4. Is your company
culture built around
trust and transparency?**



**Bringing the human element back
to workplace relationships**

Trust imbalance: 43% have high confidence in leadership prioritising employee wellbeing

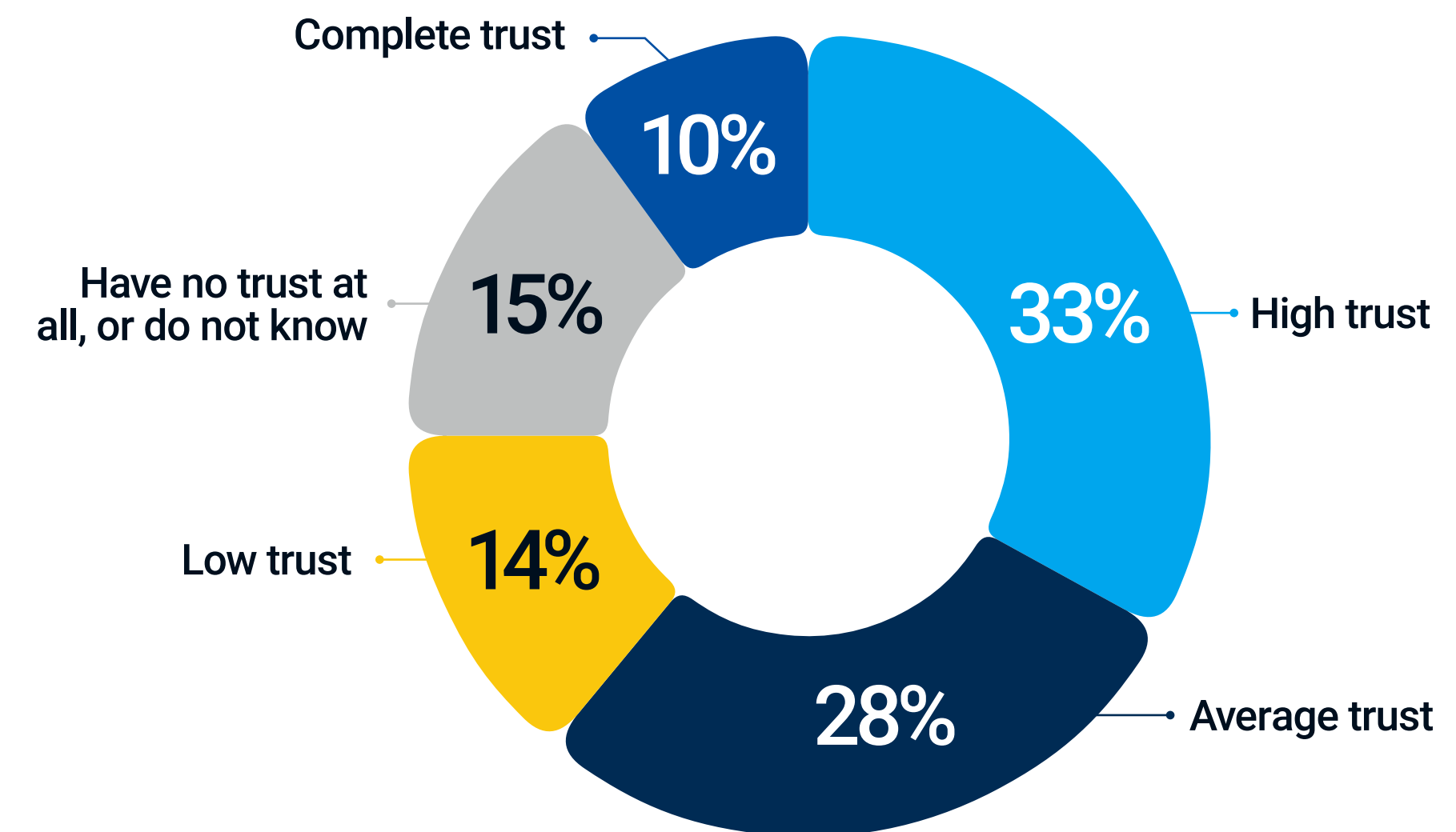
While some professionals express strong trust in leadership's ability to balance business needs with wellbeing, nearly 3 in 10 report minimal or no confidence.

Trust in leadership presents a significant challenge in Singapore. Just 43% of employees report high or complete trust in their leaders' ability to balance business priorities with employee wellbeing – notably below regional benchmarks.

Breaking down the trust spectrum reveals concerning polarisation: while 10% express complete trust and 33% report high trust, a substantial 28% indicate only average confidence. More troubling, 28% of professionals report low trust (14%) or no trust at all (14%) – signals that many perceive leadership decisions as favouring business outcomes over employee considerations.

This perception may be reinforced by specific practices. For instance, 30% of employees report their employers use monitoring software to track computer activity and location during remote work – potentially undermining the trust relationship.

Trust in leadership to balance business needs and employee wellbeing



Half of Singapore employees question leadership transparency

Singapore's 57% transparency rating sits between global (53%) and APAC (59%) averages, highlighting both achievements and areas for improvement.

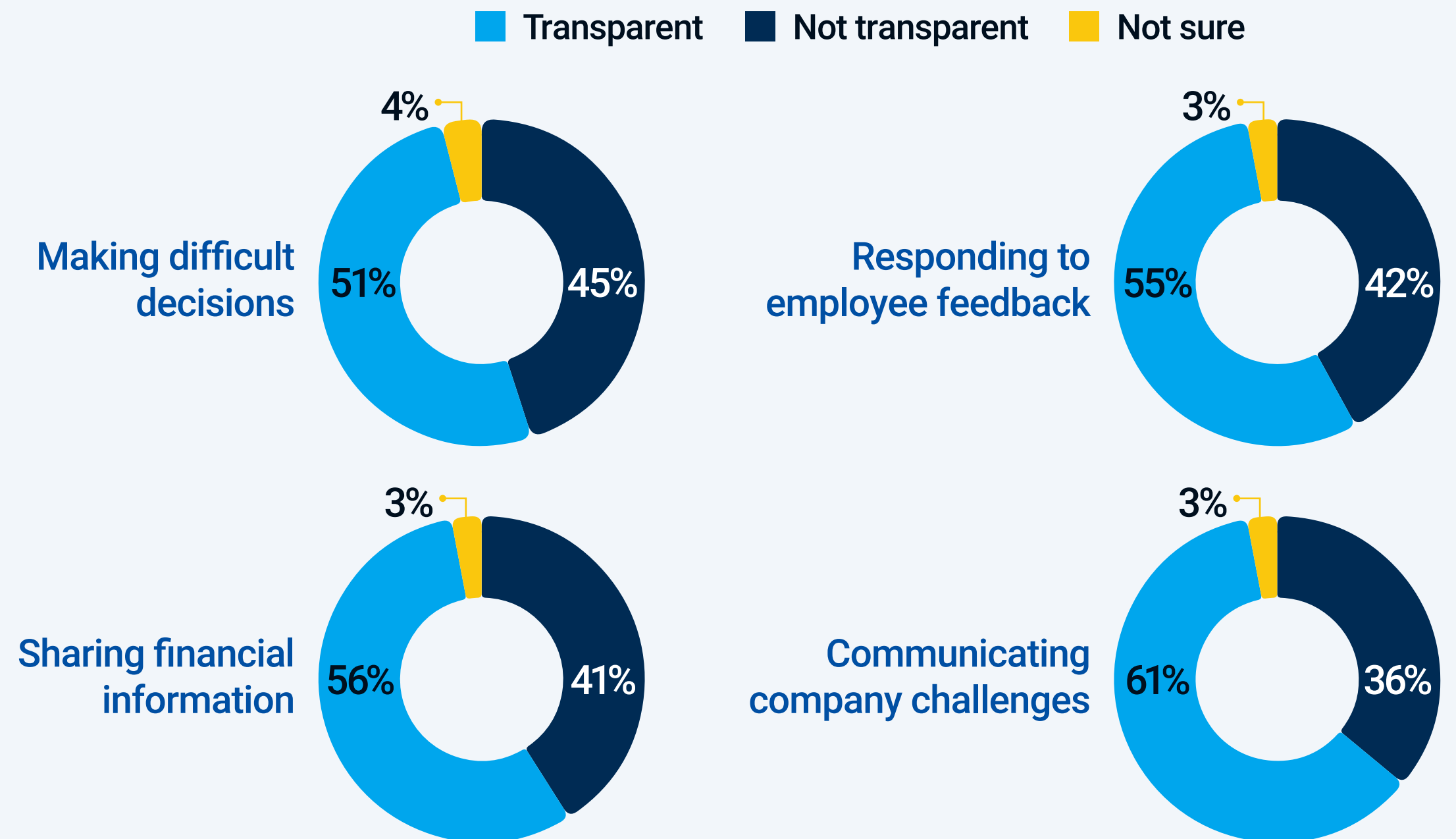
Leadership transparency assessments vary significantly by context. While 61% of professionals rate leadership as transparent in communicating company challenges, this drops to 51% when it comes to making difficult decisions – where 45% perceive a lack of transparency.

This perception gap reveals that transparency is not uniformly achieved across all leadership functions. Assessments vary by communication type, suggesting that different leadership activities require tailored transparency approaches.

Despite these mixed transparency assessments, a promising foundation exists: 68% of employees report alignment between their personal values and their company's ethics. This shared ethical foundation creates significant opportunity to address transparency gaps and strengthen leadership credibility.

#4. "Is your company culture built around trust and transparency?"

Employees rate their employers on transparency



Advice from our experts

We know that trust is the foundation of any healthy relationship – and it's the bedrock of good company culture too. One of the best ways to build trust is through offering transparency and clarity on key issues affecting the organisation, particularly at times of uncertainty. Leaders who communicate with authenticity to their people will be at a clear competitive advantage, driving stronger employee engagement and reinforcing a workplace culture that people want to be part of.

Gavin Teo
Director
Michael Page



THE KEY QUESTIONS TALENT ARE ASKING:

#5. What's your approach to inclusivity?

Professionals seek genuine belonging and acceptance within their organisations

Ageism tops workplace discrimination in Singapore

44% of professionals report experiencing age discrimination more frequently than any other form of workplace bias.

Age discrimination remains Singapore’s most prevalent workplace bias, surpassing racial and gender discrimination. Its impact spans across generations, with 61% of employees in their 50s and above reporting experiences of age bias, followed by 50% of those in their 30s, 33% in their 40s, and 13% in their 20s.

A concerning trend emerges among professionals in their 30s, where reported age discrimination increased from 43% to 50%. The gender breakdown further reveals that women experience slightly higher rates of age discrimination at 48% compared to 43% for men.

One positive development appears among older workers. For individuals aged 50 and above, reported instances of age discrimination have decreased from 67% to 61% – suggesting gradual progress in addressing biases affecting this demographic.

Notably, 26% of respondents selected “Other” as their experienced form of discrimination. This new survey option may indicate either less visible biases (appearance, caregiver status, mental health) or reluctance to specifically label sensitive experiences despite anonymity.

#5. “What’s your approach to inclusivity?”

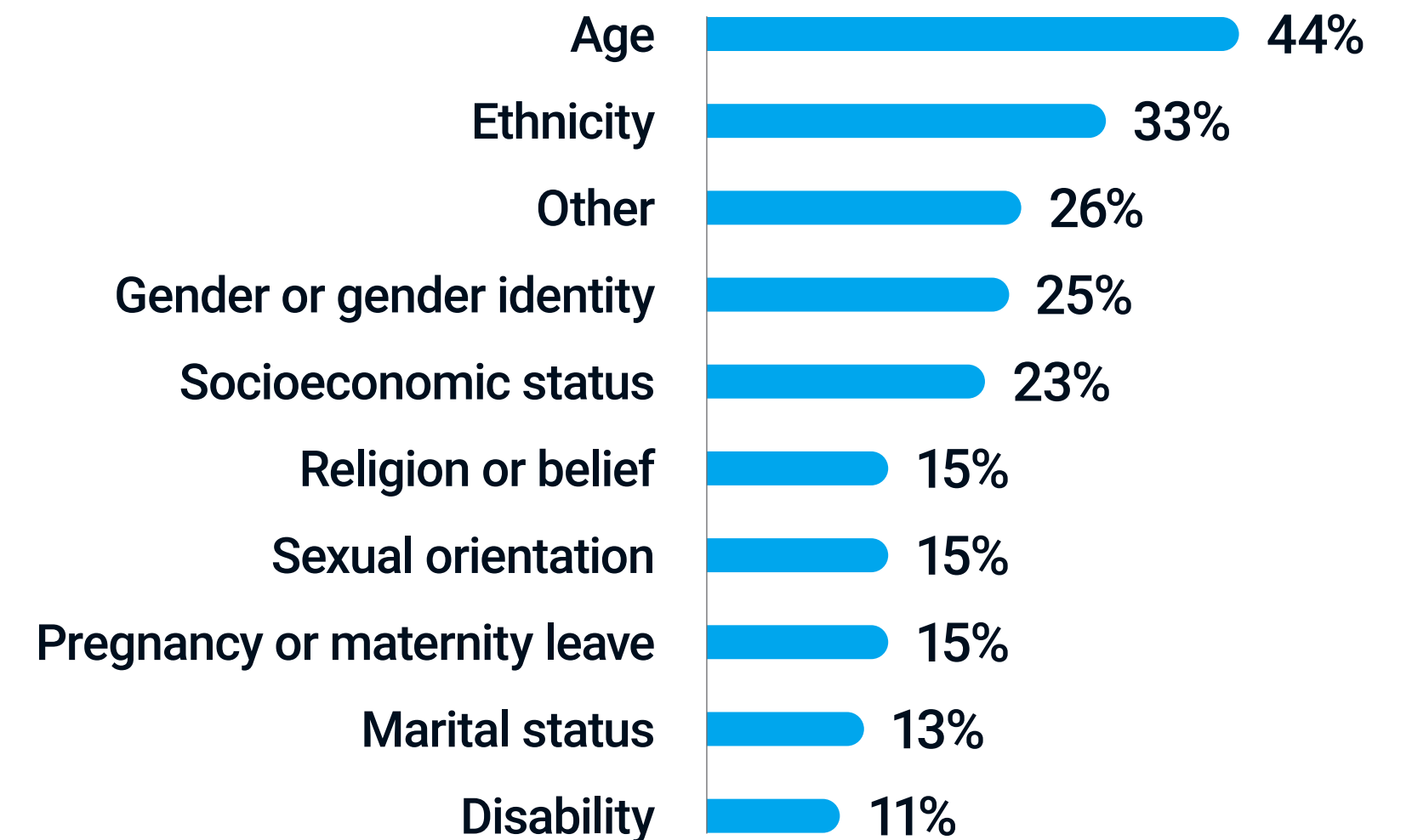
22%

have experienced workplace discrimination personally

30%

have witnessed colleagues being discriminated against

What type of discrimination did you face in the workplace?



Impact on those who said they had experienced discrimination



Gender pay gap: Satisfaction levels among women plummet in Singapore

Women’s satisfaction with gender pay equity has nosedived in Singapore, dropping from 48% to just 27% in a single year – signalling growing discontent with progress.

Our data reveals a sharp drop in women’s satisfaction with gender pay gap progress in Singapore, plunging from 48% to 27% – well below both global and APAC averages of 43%. This decline signals an urgent need for renewed focus on salary equity.

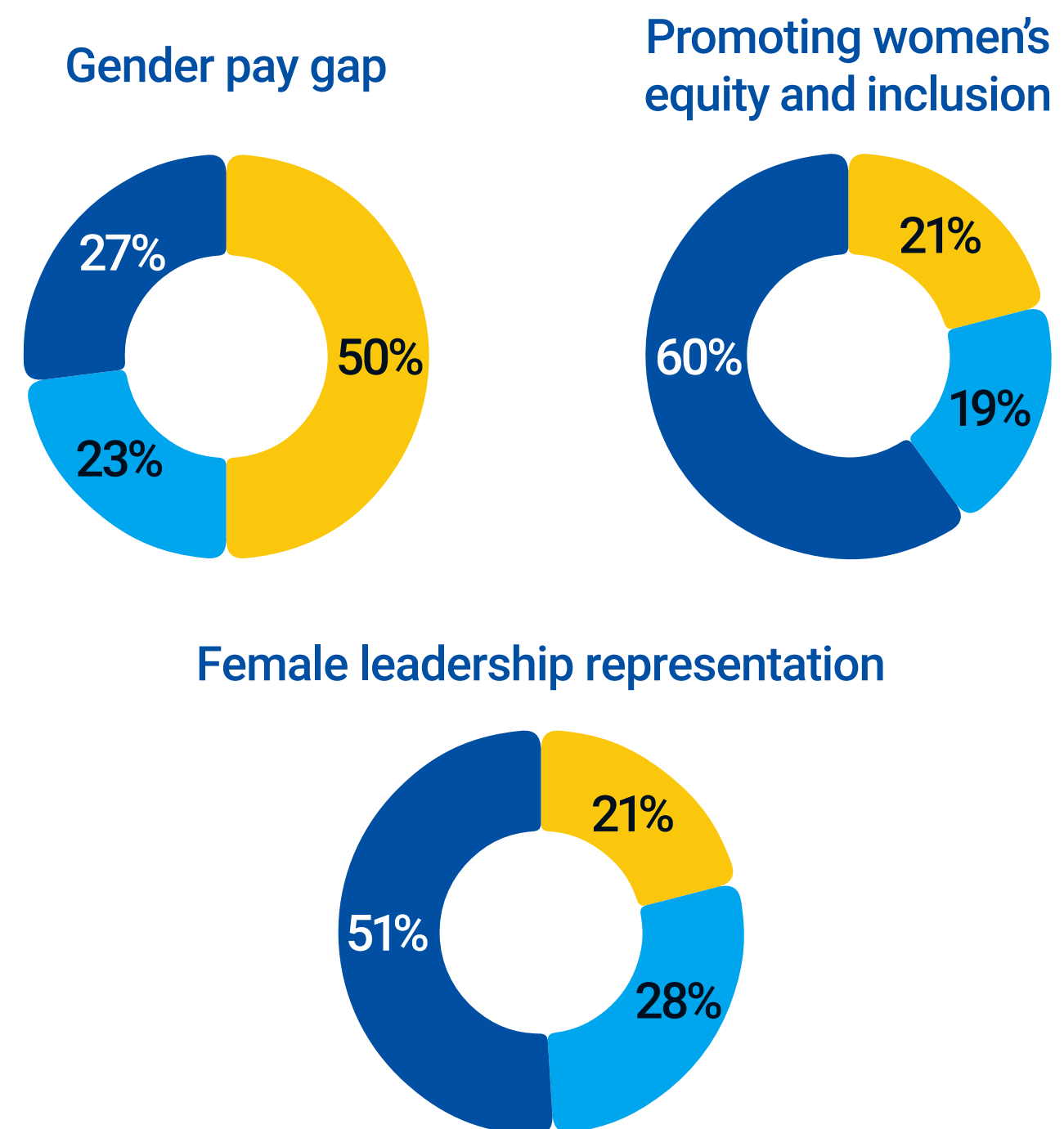
Meanwhile, satisfaction with broader equity and inclusion efforts remains stable at 60% – indicating consistency but not advancement in this area.

A bright spot is the rise in satisfaction regarding female leadership, climbing from 44% to 51% – marking a step forward toward greater gender parity at the leadership level.

These metrics present a nuanced picture: Encouraging advancement in leadership representation alongside concerning regression in pay equity perceptions, highlighting both progress and persistent challenges in Singapore’s gender equity landscape.

Women’s satisfaction levels regarding gender equity efforts in the workplace

■ Satisfied ■ Dissatisfied ■ Neutral



Inclusion priorities continue to evolve

While ageism concerns remain constant across genders, priorities are evolving toward broader equity issues as men show growing support for women’s inclusion.

Women’s priorities have shifted from specific compensation concerns toward broader inclusion, with gender pay dropping from second to fourth place while general equity for women rises to second.

Men now rank women’s workplace equity among their top five inclusion priorities, reflecting increased allyship compared to last year, when it did not make the list. Both genders maintain strong focus on racial diversity, with women elevating this concern from fifth to third place.

These changes reflect an evolution toward more comprehensive inclusion approaches while age discrimination remains the consistent top concern – indicating persistent challenges and growing cross-demographic awareness.

#5. “What’s your approach to inclusivity?”

What men & women prioritise for workplace inclusion now

Men

- 1 Preventing age discrimination in the workplace
- 2 Promoting greater equity for and inclusion of people of diverse racial and/or ethnic backgrounds
- 3 Getting more people of diverse racial and ethnic backgrounds into leadership positions
- 4 Promoting greater equity for, and inclusion of, people with disabilities in the workplace
- 5 Promoting greater equity for, and inclusion of, women in the workplace

Women

- 1 Preventing age discrimination in the workplace
- 2 Promoting greater equity for and inclusion of women in the workplace
- 3 Promoting greater equity for and inclusion of people of diverse racial and/or ethnic backgrounds
- 4 Closing the gender pay gap
- 5 Getting more women into leadership positions

Advice from our experts



It’s been proven time and time again that inclusive environments drive business success. Therefore, removing any barriers to inclusivity, such as discrimination, is good commercial sense as well as the right thing to do by your people. This is not always easy but those businesses which tackle the issue head on will create more positive and productive work environments – places that people want to join, places that people want to stay and build a career.

Eugenia Ng
Director
Michael Page



A question of confidence

Talent Trends serves to take the temperature of the global workforce – and what we have uncovered this year reveals a lot about the mindset of professionals right now. Many have clearly been in ‘wait and see’ mode. But we believe offering clarity on the five key questions we have outlined can serve as a catalyst and help make talent’s minds up on their next move – whether that is to stay and commit, or to go elsewhere.

The modern workforce is as diverse as it has ever been, spanning generations and multiple demographics. Delivering a one-size-fits-all solution to this vast spectrum of people is unrealistic. Instead, organisations should focus on articulating their principles clearly and offering clarity on key issues where necessary.

In the short-term, this approach could serve to reduce the overall size of the candidate pool when hiring – because not all individuals are going to align with the positions taken. However, the long-term advantage of clarity is attracting and retaining people who are truly aligned with your company’s values and appreciate transparency.

Our findings show that uncertainty around key issues – such as flexibility, company culture, GenAI, salary – often leave employees in limbo rather than building a fulfilling career path.

No employer can cater to everyone’s individual needs. However, by communicating your vision and values in response to the questions highlighted in this report, you can transform ambiguity into clarity, and build the foundation for a long-term, mutually beneficial relationship with your workforce.

Use this report to ask – and answer – the questions talent is already considering. In a market shaped by ambiguity, those who compete on clarity will lead.



Strategic recruitment clarity: Winning approaches for forward-thinking organisations

1

Leverage insights to drive targeted talent engagement

Use data-driven insights from our Talent Trends report to refine your talent engagement strategy. From flexibility to GenAI guidance, clearly articulating your stance on what matters most helps attract aligned candidates. Transparent policies around wellbeing, technology, and inclusion not only strengthen your employer brand – they build trust and signal stability in a shifting employment landscape.

2

Prioritise trust-building in leadership hiring and development

Clarity starts at the top. Develop and hire leaders who communicate transparently, navigate change with confidence, and foster psychological safety. Use our report's trust and transparency indicators to assess leadership candidates, and prioritise training that strengthens open dialogue and empathy. This approach builds workforce confidence, improves retention, and reinforces culture through every level of the organisation.

3

Build a resilient, future-ready talent pipeline

Long-term success requires more than hiring – it demands investment in development and culture. Use generational insights from our report to align learning opportunities with evolving career motivations. By embedding clarity into progression pathways and reinforcing a values-driven culture, you create a sustainable pipeline of engaged, skilled talent prepared to grow with your business.

At PageGroup, we uncover what truly drives today's talent marketplace

Our industry-leading Talent Trends research connects organisations with the insights they need to attract, retain, and develop top talent in an increasingly competitive landscape.

Our Talent Trends Report stands as the premier workplace insights platform in the industry, delivering unmatched depth and breadth in understanding what motivates professionals in today's dynamic environment. Our comprehensive research reveals the critical factors shaping employment decisions, compensation expectations, workplace flexibility preferences, and cultural priorities.

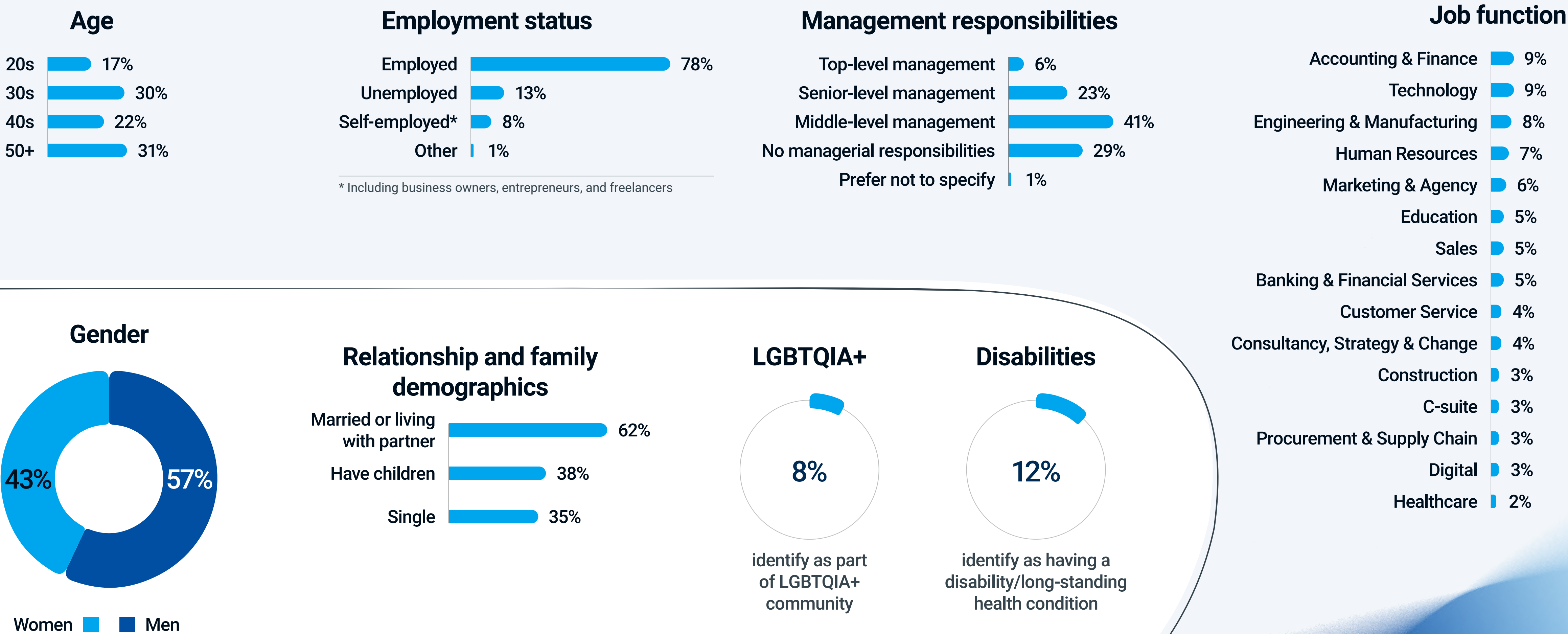
Launched in 2021, our Talent Trends Report has rapidly established itself as an essential strategic resource for forward-thinking organisations across the Asia-Pacific region. By translating workforce priorities into actionable intelligence, we empower employers to create environments where both talent and organisations thrive.

The findings in our Talent Trends 2025 report are based on responses from 640 professionals in Singapore, surveyed from November to December 2024. This research is part of our expansive Asia-Pacific study encompassing 11 additional markets: Australia, Chinese Mainland, Hong Kong SAR, India, Indonesia, Japan, Malaysia, the Philippines, Taiwan, Thailand, and Vietnam.

Our commitment to delivering authoritative insights extends globally, with our international survey capturing perspectives from 50,000 professionals across 36 markets – offering unparalleled visibility into worldwide talent trends alongside regional and local perspectives.

We have also designed the report with accessibility as a priority, including colour-blindness-compatible visualisations, ensuring these valuable insights can guide talent decisions for all organisational leaders.

Study participant highlights in Singapore



Explore our data your way

In this report, we have highlighted the most impactful insights from our comprehensive Talent Trends 2025 survey. As competition for exceptional talent intensifies, we understand that targeted intelligence is essential for organisations looking to gain a hiring advantage.

To complement these insights, we are pleased to introduce our interactive tool, giving you instant access to the complete spectrum of talent market drivers shaping today's hiring landscape.

This powerful resource allows you to customise your analysis by filtering data across multiple dimensions – including markets, industries, and functions – revealing the specific trends most relevant to your organisation. Designed with strategic decision-making in mind, this resource serves as your ongoing intelligence hub for developing and refining talent acquisition strategies in real-time.

UNLOCK TALENT DATA



Global reach with local expertise: Your strategic talent partner

Every connection we make between organisations and professionals creates ripple effects across businesses and careers – a responsibility we approach with unwavering commitment to excellence.

12

APAC Markets

27

Offices

~1,600

Consultants

Your strategic partner for talent solutions

PageGroup has refined the balance between global perspective and local insight for over four decades, delivering recruitment solutions that drive organisational success in Singapore and beyond.

Our consultants combine deep market understanding with specialised industry knowledge, enabling us to anticipate trends and identify opportunities others might miss. This local expertise, backed by global resources, allows us to deliver customised recruitment strategies precisely aligned with your business objectives.

By developing our consultants within specialised sectors, we ensure they bring both technical understanding and practical industry insights to every engagement. This sector-specific approach means we connect you with professionals who match your requirements and enhance your organisational capabilities.

Consistency you can rely on

Our established presence across Asia-Pacific is anchored by a senior leadership team with remarkable stability – ensuring continuity of service and consistent excellence in every interaction.

Our regional leaders average over 15 years with PageGroup, cultivating deep market relationships and specialised expertise that inform every recommendation. This wealth of experience translates into sophisticated talent solutions that address immediate needs and long-term strategic goals.

Connecting talent without boundaries

Through our comprehensive global network, we have spent four decades connecting the world's premier organisations with exceptional professionals across continents and industries.

Our ability to navigate cross-cultural nuances while focusing on your specific requirements creates tangible business value – partner with PageGroup to leverage our unmatched global-local perspective and discover how the right talent transforms organisational performance.

Connect with us

At the heart of our service is a commitment to bridging the gap between talent and opportunity.

Whether you are in HR, management, leadership, or job seeking, our expert consultants are ready to assist. Reach out for personalised recruitment solutions and guidance to navigate your career or hiring journey. Let's connect today.

PageExecutive

Executive search

Page Executive is the executive recruitment division of PageGroup, delivering comprehensive search, selection, and talent management solutions. Renowned for our in-house research capabilities and agile response, we excel in placing highly qualified professionals in senior management and C-level roles with notable success.



MichaelPage

Qualified professionals

Michael Page specialises in recruiting professionals for mid-level management to leadership roles, along with specialised technical positions. Our focus is on understanding the unique requirements of each sector and role, ensuring a tailored approach to recruitment that aligns with the specific needs and aspirations of both candidates and employers.



PageOutsourcing

Flexible outsourcing

Page Outsourcing excels in crafting and implementing outsourced recruitment strategies like Recruitment Process Outsourcing (RPO), Managed Service Providers (MSP), Total Talent Acquisition (TTA), and RPO Light. We cater to project-based, high-volume hiring needs across industries and locations, adapting to each client's unique requirements with tailored recruitment advice and support to meet strategic goals.



Scan or click on the relevant QR code to get in touch with one of our consultants.

Michael Page

Talent
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