

The Meaning of Work

An Amrop Global Survey & Analysis



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Leaders For What's Next

EXECUTIVE SEARCH | LEADERSHIP ADVISORY | BOARD SERVICES

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Foreword

About the research

Our societies are in a state of upheaval worldwide. We are confronted with challenges but also opportunities in an ever faster changing world.

This study did not come about “just like that”, but has us very busy for a long time: What role does work actually play within people's personal identity formation today? Do we see differences between geographies?

Our survey explored the role and importance of work in people's lives, comparing perspectives in the ‘Global South’ (Brazil, China, India) and the ‘West’ (Germany, France, Poland, UK, US).

I would be lying if I said we were “neutral” about the outcome. In addition to the aspect of remuneration, work has historically performed numerous functions: it creates social contacts and relationships across all generations and economic classes, it offers space to learn and grow – and we believe that work can create profound meaning for people around the globe.

What does it mean for a country if the importance of work is disproportionately low compared to other countries?

This summary provides an initial insight into the results of the study. Over the coming months, we will dive deeper into the emerging themes and the role that we as leadership consultants play.

Our hope is that this study provides “food for thought” and serves as a catalyst to further explore this fascinating topic.

Annika Farin
Chair, The Amrop Partnership

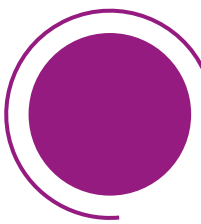


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Executive Summary

The study explores global attitudes toward work and its role in shaping personal identity, motivation, and career aspirations, based on data collected from eight diverse countries. By delving into key cultural, economic, and demographic factors, the findings reveal stark contrasts between the Global South (India, Brazil, and China) and Western nations (Germany, France, Poland, UK, and USA). These insights offer a nuanced understanding of the shifting dynamics of work and its relevance in the modern world.

Key Takeaways



Work and Identity Vary Across Cultures

In the Global South work is deeply tied to personal identity, whereas western nations prioritize balance, with family and personal wellness often surpassing work in defining identity.



Learning Fuels Growth in Emerging Markets

Continuous learning and career opportunities are more critical in India and China than in Germany and France. This reflects a competitive economic environment in the Global South, where skill development is vital, compared to stability-focused motivations in the West.



Leadership Aspirations: A Global South Forte

The Global South focuses on leadership, while Western countries appear to struggle with leadership ambition among professionals.



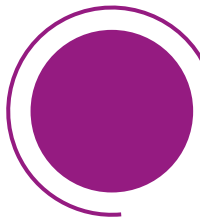
Career Ambitions: A Global Disparity

The ambition gap highlights the differing significance of career aspirations between emerging economies and Western nations.



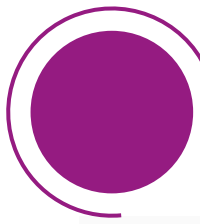
The Unpopular Choice: Politics

“Politician” was ranked the least desirable profession across all countries, with 40% of respondents globally selecting it as unattractive.



Work-Life Balance Perceptions Diverge

Despite a high self-reported work-life balance in India and China, many respondents are willing to work over 40 hours a week. Conversely, Europeans prioritize shorter working hours.



Tech and Entrepreneurship Drive Emerging Economies

Technology/IT and entrepreneurship rank as the most attractive professions in Global South, reflecting their evolving job markets. Whereas, STEM professions dominate in Germany and France, aligned with their advanced industries and education systems.



Economic Pressures Influence Career Choices

Financial stability is the top motivator across all age groups and genders globally. Concerns about future earnings are highest in Poland, the USA, and France, driven by cost-of-living pressures and economic uncertainty.



1. Global Perspectives

Most people work in some form or another, but do we share any common perspectives or feelings towards work globally?



Work and Identity

Work matters to us. Data from the OECD shows that, on average, 1,752 hours are worked per person per year in member countries.¹ Over the course of a 50-year career, this adds up to 87,600 hours, one third of our waking hours. This is a huge commitment but one which is valued differently across disparate cultures. Amrop's latest survey delves into the contrasting passions people have towards work compared to the other parts of their lives.

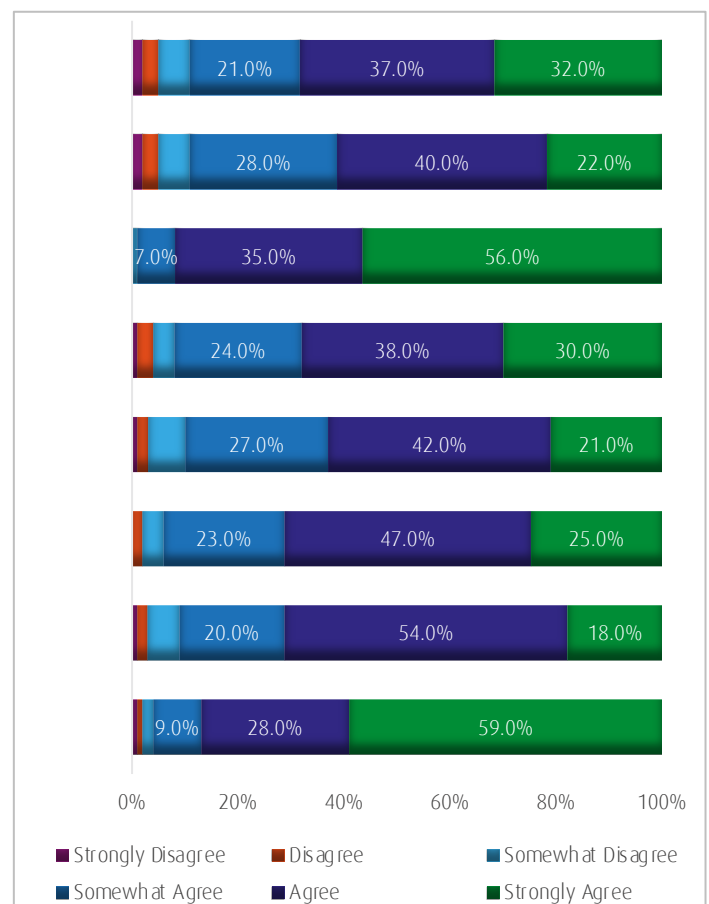
My work is a reflection of who I am

Work passion peaks in Brazil and India, while western nations embrace balance

One fact stands out from the data immediately: People like to work. Across all the countries surveyed, 73% of all respondents agreed with the statement "In general, I enjoy working." Disagreement levels (including moderate to high disagreement) were consistently low across all nations, averaging around 10%.

Looking at individual countries, India has the highest number of people who enjoy working, with 92% of respondents. Brazil came in second with 87%. France and Poland bring up the rear, with 63% and 62% of professionals respectively, they recorded the highest levels of disagreement at 11% each, while other notable exceptions include the USA (10%) and the UK (9%), reflecting slightly lower enthusiasm toward work compared to other nations.

Work Satisfaction – Country Wise



Family & Health take center stage globally

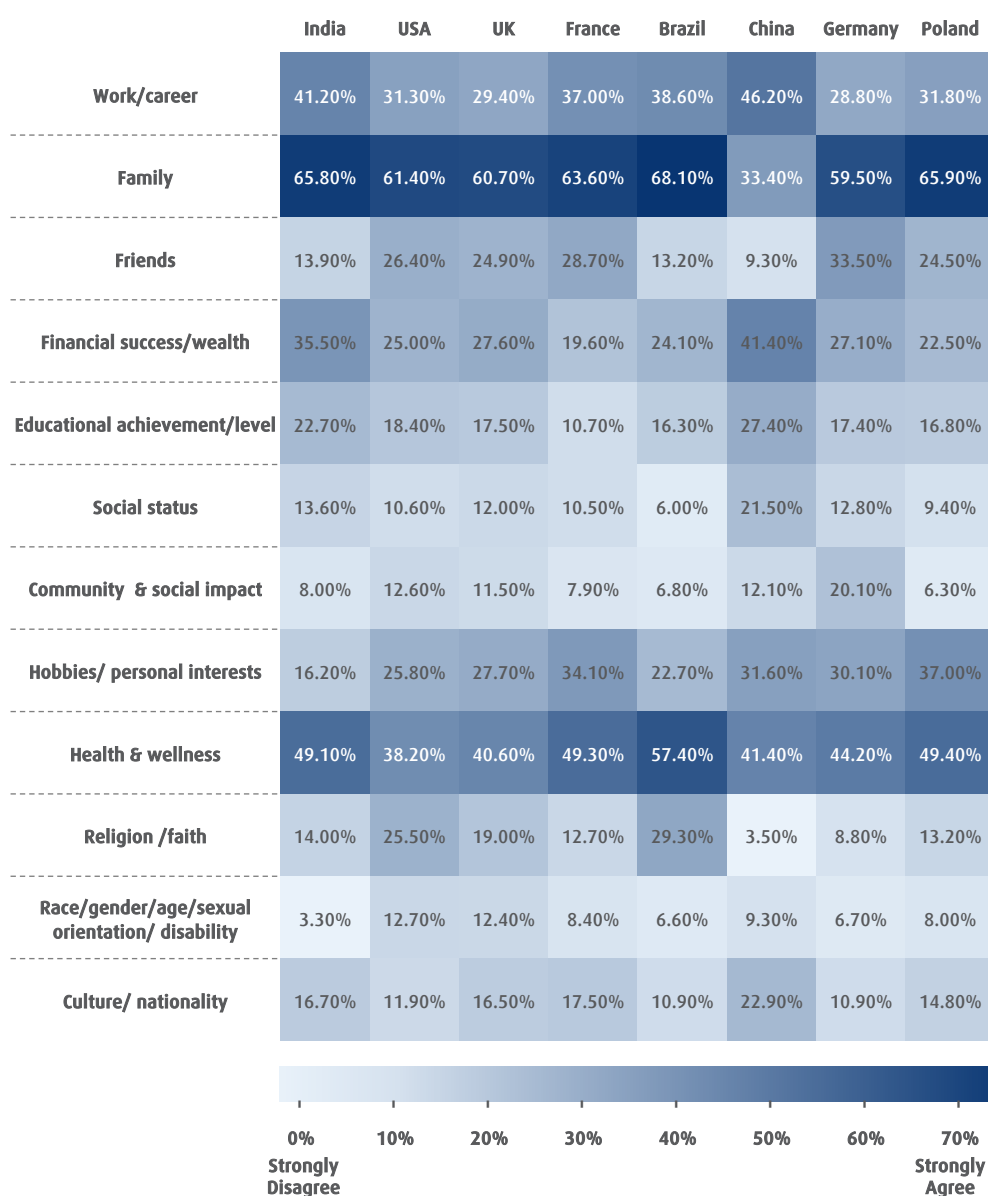
Identities are not exclusively defined by work. People acknowledge the importance of other aspects of their lives. When asked about “factors influencing your self-perception/identity”, in the USA (62%) and Brazil (68%), respondents placed a strong emphasis on “family”, reflecting the cultural importance of close family ties.

“Personal wellness” is prioritized by 38.2% in the USA and 57.4% in Brazil; with “work/career” receiving less priority compared to other countries in the Global South region such as India (41.2%) and China (46.2%).

In China, both men (14.6%) and women (16.2%) identified “career and work” as the highest priority. Unlike other countries, Chinese people value “financial success” (men: 13.3%, women: 14.3%) more than “health and wellness” (men: 13.2%, women: 14.4%).

Perhaps surprisingly, the least important aspects of how we form self-identity globally, were “religion” (38%), “race/gender/sexual orientation/age/disability” (37%) and “social status” (36%).

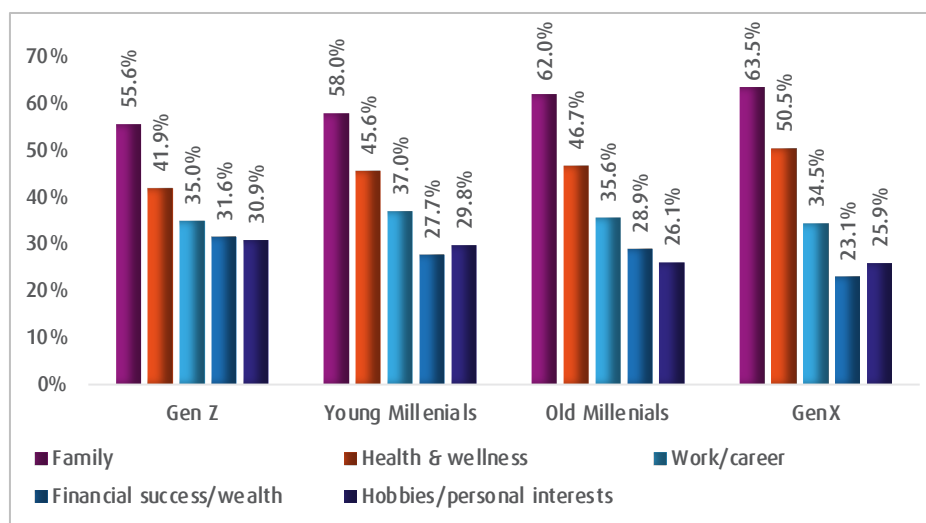
Heatmap Visualization of Priorities



Shaping Identities: Family Leads for Maturity, Wealth Drives the Young

Survey results show that “family” emerged as the most significant factor influencing “self-perception and identity” among Older Millennials and Gen X. While “work/career” remained important across all age groups, “financial success and wealth creation” peaked in interest (32%) among Gen Z. Interestingly, men globally value “financial status” more than women, with major difference seen across Germany & Brazil.

Age-wise self-perception priorities



Survey results show that 73% of respondents from India, 57% from Brazil and 55% of Chinese agree with the statement “My work is a reflection of who I am” – whereas only 41% in Germany, 38% in France, 48% in the USA and 29% in Poland agree. On average, 13% of respondents across countries strongly agree that “Work should not dominate your life”; however, China falls significantly below this average, with only 7% in strong agreement.

Passion Pays

How passionate do we expect to feel about work? According to our whole survey group, a successful career is one leaving you “feeling satisfied and fulfilled” (53%) and “achieving personal and professional goals” (47%). Both options were chosen ahead of “earning a higher salary” (46%).

Women Value Career Fulfillment More Than Men, Who Focus on Earnings

Females consistently prioritize “Feeling satisfied and fulfilled” more than males, making it their top career preference. Males tend to place greater emphasis on “Earning a higher salary” ranking it as their second-highest priority after “satisfaction and fulfilment”. Additionally, they prioritize “Achieving personal and professional goals” and “Earning a higher salary” more than females.



Economic Echoes: A Planet Plagued by Financial Uncertainty

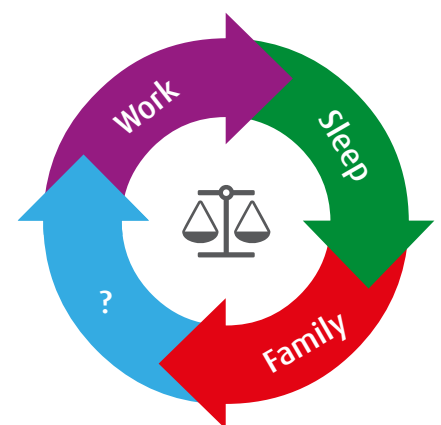
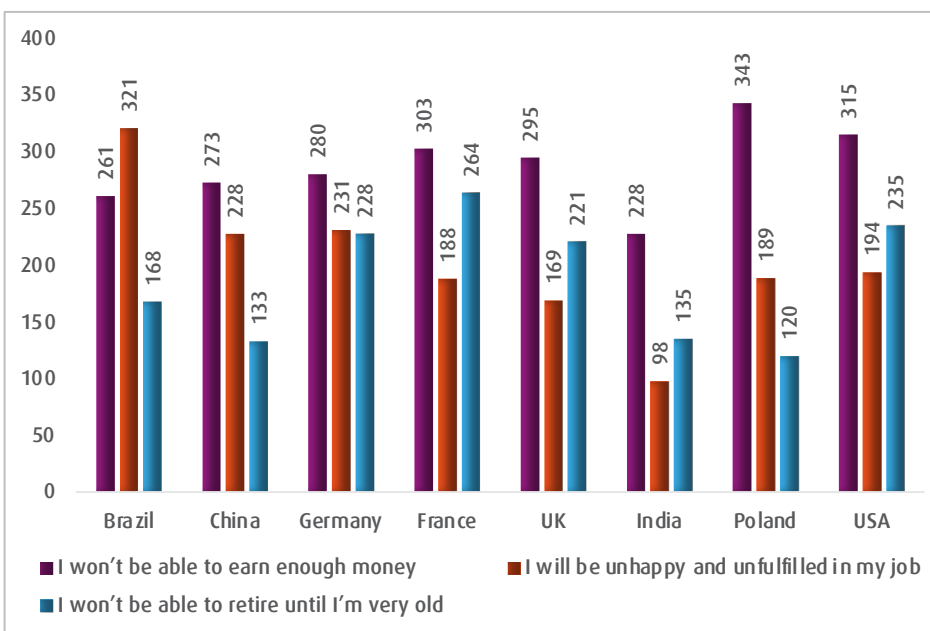
The survey suggests “work fulfillment” plays an important role when people consider their futures. Concern about “not earning enough money in the future” (29%), countries like Poland, the USA, and France exhibit the strongest worries about earning enough, reflecting economic and cost-of-living pressures.

Financial worries peak in the Young Millennials, due to growing family and financial responsibilities. It was followed closely by a fear that “I will be unhappy and unfulfilled in my job,”. This placed higher than other common fears such as “I won’t be able to retire until I am very old” or “I will work too much and miss too many friend/family milestones,”. Such work-life balance concerns are evident in India and China, where respondents express strong anxieties about “missing family and social milestones due to work commitments”.

But Brazilians were the most likely to pick “feeling unfulfilled at work” as an answer at 32%, significantly higher than the global average. On the contrary, India showed the least concern with “feeling unfulfilled at work”, with only 10% choosing this answer.

Passion for work is important. Only 16% either disagreed or strongly disagreed with the statement, “Those who don't love their work are doing it wrong,” while 42% either agreed or strongly agreed with the same statement. Poland ranks the highest at 28% among those who strongly disagree, while India leads with 22% among those who strongly agree. The data suggests that loving your job is an important aspect of working.

What do you worry about most in relation to your work?
“I am worried that...” - Top 3 Responses



Work isn't everything

Respondents were asked to indicate how much they agree/disagree with some statements about prioritizing work over sleep or family.

01

"Work should not dominate your life"

On average, 13% of respondents across countries strongly agree that work should not dominate your life; however, china falls significantly below average , with only 7% in strong agreement.

02

"I often prioritize my work over my personal interests"

31.6% of respondents aged 43-60 strongly disagree with prioritizing work over personal interests. Polish respondents are the most likely to feel this way, while Indians and Chinese are less inclined. 30% of Indian respondents strongly agree with prioritizing work, significantly higher than the global average of 12.5%, showcasing a distinct cultural trend.

03

"I feel I have a healthy balance between my work life and my private life"

Negligible amounts of people across all countries strongly disagree with them having a healthy work life and private life balance. Whereas 22.8% respondents strongly agree that they have a healthy balance with highest belonging to India followed by Brazil.

04

"It's ok to sacrifice sleep to spend time with family"

16.8% of respondents strongly agree that it's acceptable to sacrifice sleep to spend time with family, while only 5.1% strongly disagree with this sentiment. Among those who strongly disagree, 23% are from Poland, reflecting a similar trend to their stance on sacrificing sleep for work.



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Work isn't everything

Respondents were asked to indicate how much they agree/disagree with some statements about prioritizing work over sleep or family.

05

"One should prioritize family & friends over work"

Only 15.1% of respondents expressed any disagreement, whether strong or mild, with the belief that family and friends should be prioritized over work.

06

"It's important to focus on my personal interests more than on my work"

75.4% of respondents express some level of agreement, whether strong or moderate, with the belief that prioritizing personal interests is more important than focusing solely on work.

07

"Those who don't love their work are doing it wrong"

Poland ranks the highest at 28% among those who strongly disagree, while India leads with 22% among those who strongly agree.

08

"It's important to take time off from work as often as possible"

83.05% of people agree that taking time off from work regularly is important.

09

"It's ok to sacrifice sleep to spend time working"

When it came to the idea of sacrificing sleep for work, a significantly lower 28% expressed a willingness to do so globally. Among those who strongly disagreed with sacrificing sleep for work, Poland ranked the highest, with 24.4% of respondents indicating they are opposed to this trade-off. On the other hand, those who strongly agreed that it's acceptable to sacrifice sleep for work were primarily from the USA, followed by the UK and India, with Poland showing the least support for this mindset among these countries.



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Hard Work Anchors Career Fulfilment in India

There are marked differences in the work ethic across countries. Responding to the statement "Being a hard worker is a virtue everyone should have", 75% of respondents in India and 70% in the USA agreed with this, but only 35% of the respondents in France agreed. Poland (nearly 50%), Brazil (nearly 55%) and even China (nearly 63%) lag behind India and the USA in this regard.

India consistently shows high scores across all age groups for the statement, "Everyone can be successful if they try hard enough," particularly in the Old Millennials (Average: 5.37), reflecting a strong belief in the power of personal effort and determination. Similarly, "career success" is closely linked to a "good life," with Indian respondents valuing professional achievement as a key to fulfilment. This suggests that for many in India, achieving a successful career is seen as essential to attaining a good life, with hard work being the means to that success.

Motivated by Money

Financial Stability: The Universal Work Motivator

"Financial stability for me and my family" is the most critical motivator across all age groups and genders. It accounts for 2121 responses globally for females and 1984 for males, making it a universal driver for work motivation. The lowest-rated factors included "recognition from superiors and society" (14%), "making a positive impact on the world" (19%), "satisfying family expectations" (20%) and the "opportunity to build/create something" (22%).

Earning Income: A Declining Priority with Age

A closely related motivator, "earning a good income", remains among the top priorities. It shows slight declines for Gen X, suggesting income may lose some significance as people progress in their careers.

Personal fulfilment is one of the top three motivators globally, particularly for females, who rate it significantly higher (1446 responses vs. 1187 for males). This reflects a consistent trend across all countries and age groups.

Passion and Pay Lead the Way in Job Selection

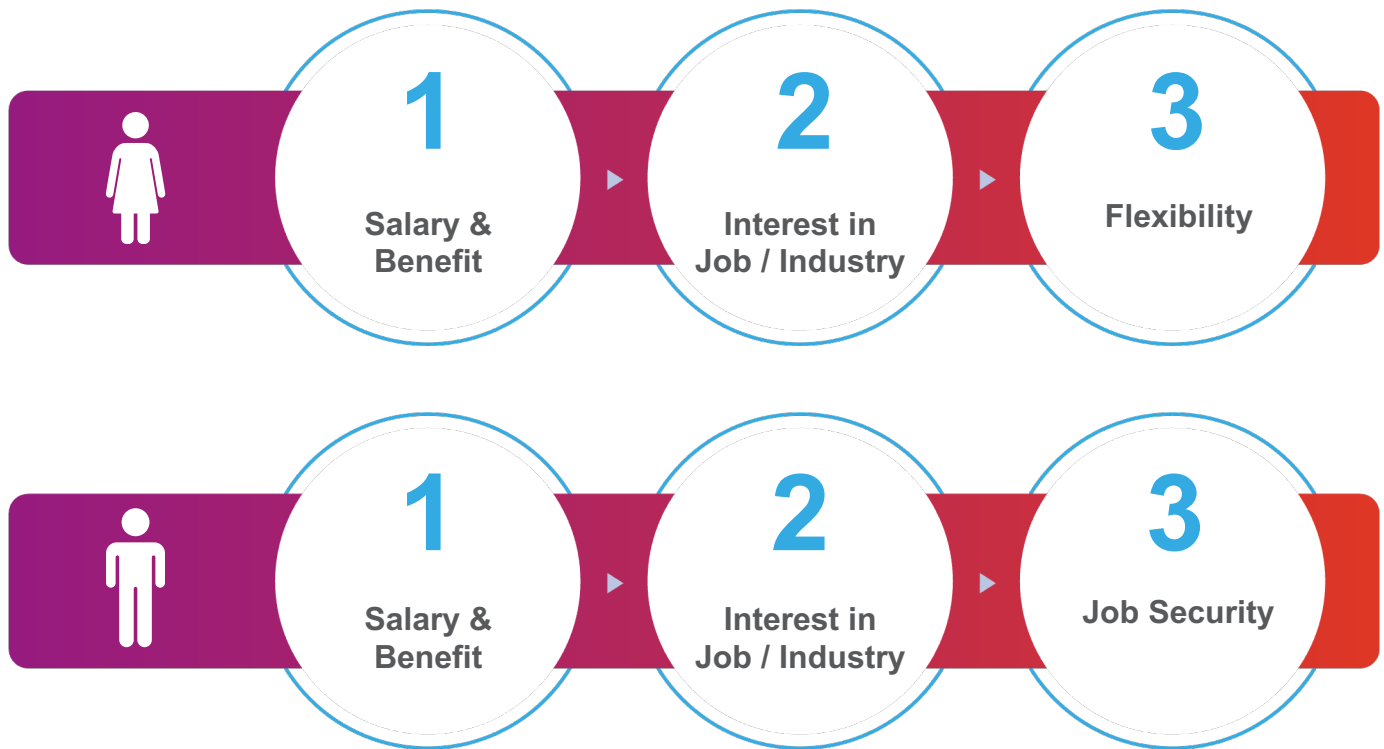
"Salary & Benefits" emerged as the consistently most important factor for job selection across all genders, age groups, and countries, ranking #1 for both males and females, indicating a universal focus on financial security and remuneration.

"Interest in the Job/Industry" ranks as the 2nd most important reason across the board, particularly high in females and males, which reflects individuals' alignment with personal passion, but increasingly shift focus toward "Job Security" and "Flexibility", reflecting mid-career stability needs. Gen Z females place greater emphasis on Interest in the Job/Industry, suggesting a strong desire to work in fields they are passionate about, alongside a focus on financial benefits. Gen X females retain their focus on these two factors but show an increasing preference for "Job Security" and "Flexibility".

Gen Z males also highly value "Interest in the Job/Industry", with a gradual decline in importance in older age groups. Males show a slightly higher interest in "Career Opportunities" compared to females, particularly in the Young Millennials group.



Top 3 Reasons for Choosing Current Job (Female and Male)



Learning & Growth Mindset: Thrives in China-India, Takes a Backseat in Germany-France

Understanding, learning, and growth as a motivator to work clearly demonstrates that the factor is significantly more relevant in China and India compared to Germany or France.

China and India show a much higher emphasis on Personal Development through "Career Opportunities" compared to Germany and France.

This trend is consistent across all age groups and genders. This disparity likely reflects China and India's fast-paced, competitive economic environment, where continuous learning and skill development are critical for professional success.

Motivation Gap: Europe's Struggle with Work Fulfilment

The "I am not motivated to work but have no other choice" category highlights notable differences between European countries and emerging economies.

Globally, responses to this category are low, reflecting that most individuals are driven by intrinsic or extrinsic motivators rather than necessity. However, European countries show higher demotivation, particularly among Gen Z females, suggesting dissatisfaction or unfulfilled career aspirations. In contrast, emerging economies exhibit a stronger sense of purpose or necessity at work, underscoring cultural and economic differences. Globally, females report higher levels of demotivation, especially in Europe, reflecting challenges like work-life balance and unmet aspirations.



2. Global South vs. The West

India, China and Brazil are home to more than 3 billion people. They are the focus of our comparison with the Global South. The population of these countries is growing steadily, in contrast to the West. It is important to see how people in these places' view work compared to Western countries, which have dominated global corporate thinking for decades.

"The drive and ambition in India, Brazil, and China generally highlight a contrast with the aging societies in the West. As Western nations also face a scarcity of qualified professionals, the ambition of their workforce becomes a decisive factor for growth, economic success, and wealth preservation."

– Annika Farin, Amrop Global Chair



Despite a common similarity when it comes to passion for work, there are imbalances between the West and the countries of the Global South. Professionals in Global South countries find their work to be more important than their peers in Western countries and show more ambition in their careers.

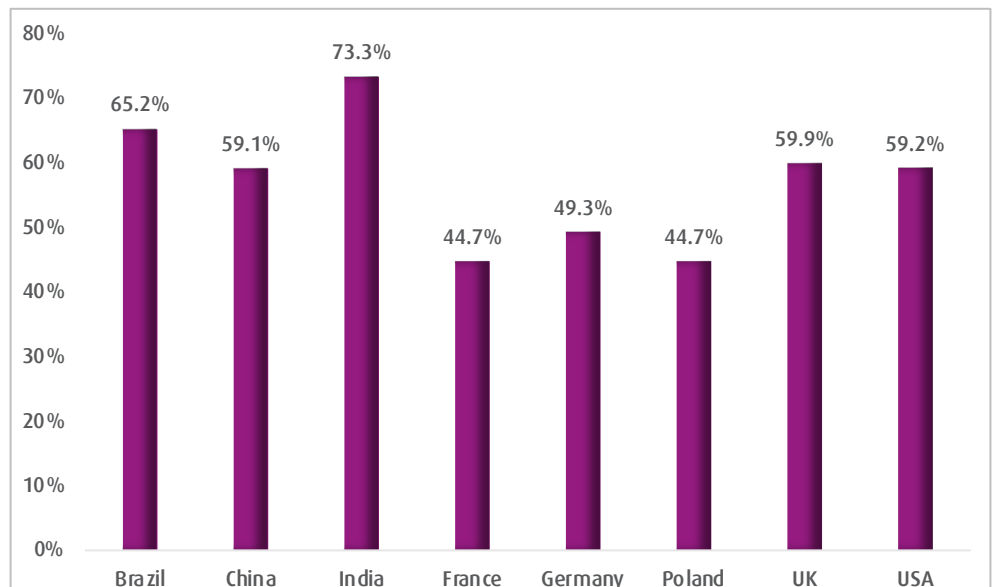
84% of respondents in India emphasize the importance of a successful career for a fulfilling life, a sentiment strongly echoed in China (71%) and Brazil (70%). In contrast, only 43% in Germany, 40% in France and 36% in Poland share this view. Meanwhile in the USA and the UK, more than half of respondents consider their career essential to a good life.

Work-Life Balance Anchors European Values, While India and China Focus on Career and Education

In the ongoing work-life balance conversation, the question remains how much time individuals should dedicate to work. Some argue about shorter work hours, asserting that more time for other activities leads to a better balance. Others advocate for longer work hours to meet economic demands.

In Germany, discussions revolve around a potential 42-hour workweek.

% Who believes to have good work-life balance



Our survey considers more of the respondents' qualitative data, exploring their work hours in comparison to their perceptions of work-life balance in the West and the Global South. We found that 73% of Indian, 65% of Brazilian and 59% of Chinese respondents say that they have a good work-life balance. This is a significantly higher average than in the West, where the UK (60%) and the USA (59%) precede Germany (49%), France (45%) and Poland (45%) when it comes to a healthy balance between work and personal life.

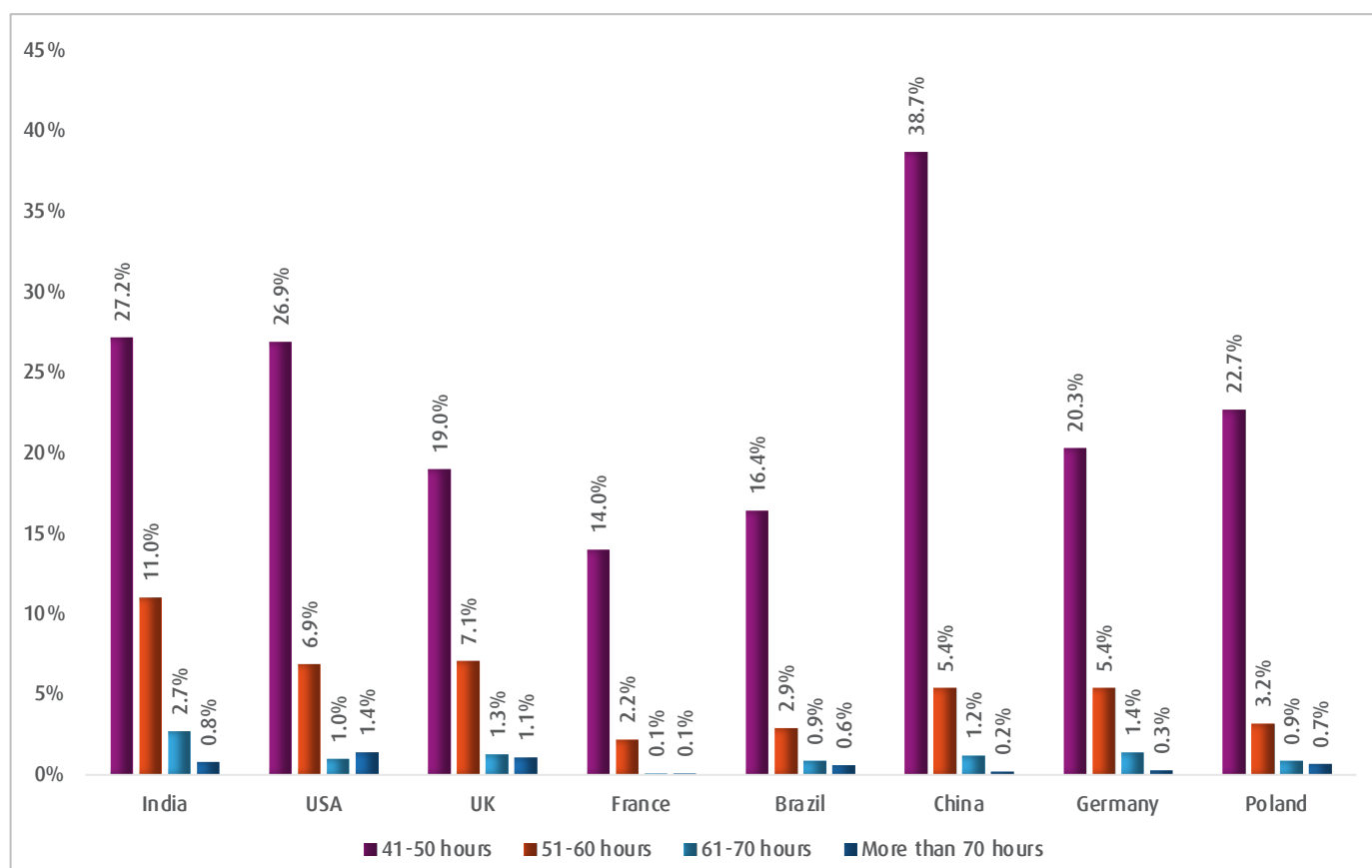


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Interestingly, while many professionals in the Global South believe they have a good balance between work and personal life, a significant number are still open to working more than 40 hours a week, except in Brazil.

In Western countries, fewer people are open to working beyond the standard 40-hour week compared to the Global South. 46% in China are willing to work longer hours, followed by 42% in India and 21% in Brazil. In Western countries, including the USA (36%), UK (29%), Poland (28%), Germany (27%) and France (16%), the willingness to work more than 40 hours is significantly lower. This indicates that working hours and work-life balance don't necessarily seem to be linked. However, the combination of a perceived good work-life balance and a greater willingness to work longer hours may give the Global South an overall advantage over the West.

% of respondents willing to work >40 hours



Across all age groups, higher salaries and career advancement are the top motivators for working longer hours followed by intellectually interesting work. Older respondents are less inclined to extend their working hours.

Germany, followed by France and Poland, is the most motivated to work longer hours for more vacation or time off, while India ranks the lowest in this regard. France, Germany, and the UK also place a high value on work-life balance, with family life being a key consideration when making career decisions.

Indian respondents are willing to work longer hours to contribute to company success, the highest among all countries, while Poland reports the lowest.





A Looming Leadership Crisis

Results from the survey show that the Global South countries demonstrate a higher aspiration for leadership roles and entrepreneurial ventures.

76% in India express a desire to run or manage a company, followed by 66% in Brazil and 54% in China.

In contrast, the UK (52%), the USA (49%), France (37%), and Germany (36%) trail in these aspirations.

Gen Z's show the strongest desire to take on leadership or management roles, reflecting an entrepreneurial mindset or ambition to lead. Notably, Gen Z and young millennials show higher work engagements outside formal hours highlighting a more integrated work-life culture.

"If most professionals lack ambition for leadership, who will shape the future of our economies? Our economy relies on people, their expertise, and motivation. Our research suggests a brighter future for Global South countries like Brazil and China." – Annika Farin, Amrop Global Chair

Political Profession Plummet: Brazil and France Crown Politicians as Most Undesirable Career

The survey shows that the profession of Politician is generally viewed as less aspirational compared to other roles across countries. On average among all respondents, 40% of respondents rate it the least desirable out of 18 possible options. When asked to pick the 5 least attractive professions, Politicians received the highest global count, making it the most frequently chosen as least attractive. Notably, Brazil, India, the USA, UK contribute significantly to this perception. This suggests that political roles are often seen as unappealing due to reasons such as public scrutiny, ethical concerns, or job instability.

Gen Zs show the highest preference for the "Politician" profession. This might reflect idealism or early career aspirations. However, preference slightly drops for the Young Millennials, possibly due to a focus on other career paths like entrepreneurship or technology. It rises slightly in the Old Millennials, indicating potential alignment with mid-career transitions or increased interest in public service. The lowest interest is observed in the GenX group, this could reflect a shift in focus to more established or stable career paths.



Other professions that are typically seen as less aspirational are consulting, journalism, and social media influencers. Adversely, France and Germany stand out, demonstrating the strength and historical significance of their respective media sectors.



Tech reigns globally, while STEM¹ anchors stability in Europe and entrepreneurship fuels ambition in emerging markets

Technology/IT is the most attractive profession globally, followed by entrepreneurship/business ownership, doctor with strong representation in younger and middle age groups, and scientist/researcher, with prominence among older respondents, reflecting the value of intellectual contributions over time.

Professions like journalists, consultants, and politicians scored the lowest in overall votes, indicating a lack of appeal compared to tech and business-related roles.

Technology/IT stands out particularly among young millennials and old millennials, with significant preference peaks in Brazil and India, highlighting the growing prominence of the tech sector.

Entrepreneur/Business Owner ranks among the top three professions globally, particularly in India, China, and Brazil.

The "Doctor" profession is slightly more appealing to females than males across all age groups and countries.

Germany, France, Poland, and the UK prioritize stability, intellectualism, and STEM-oriented roles, reflecting their advanced industries and education systems.

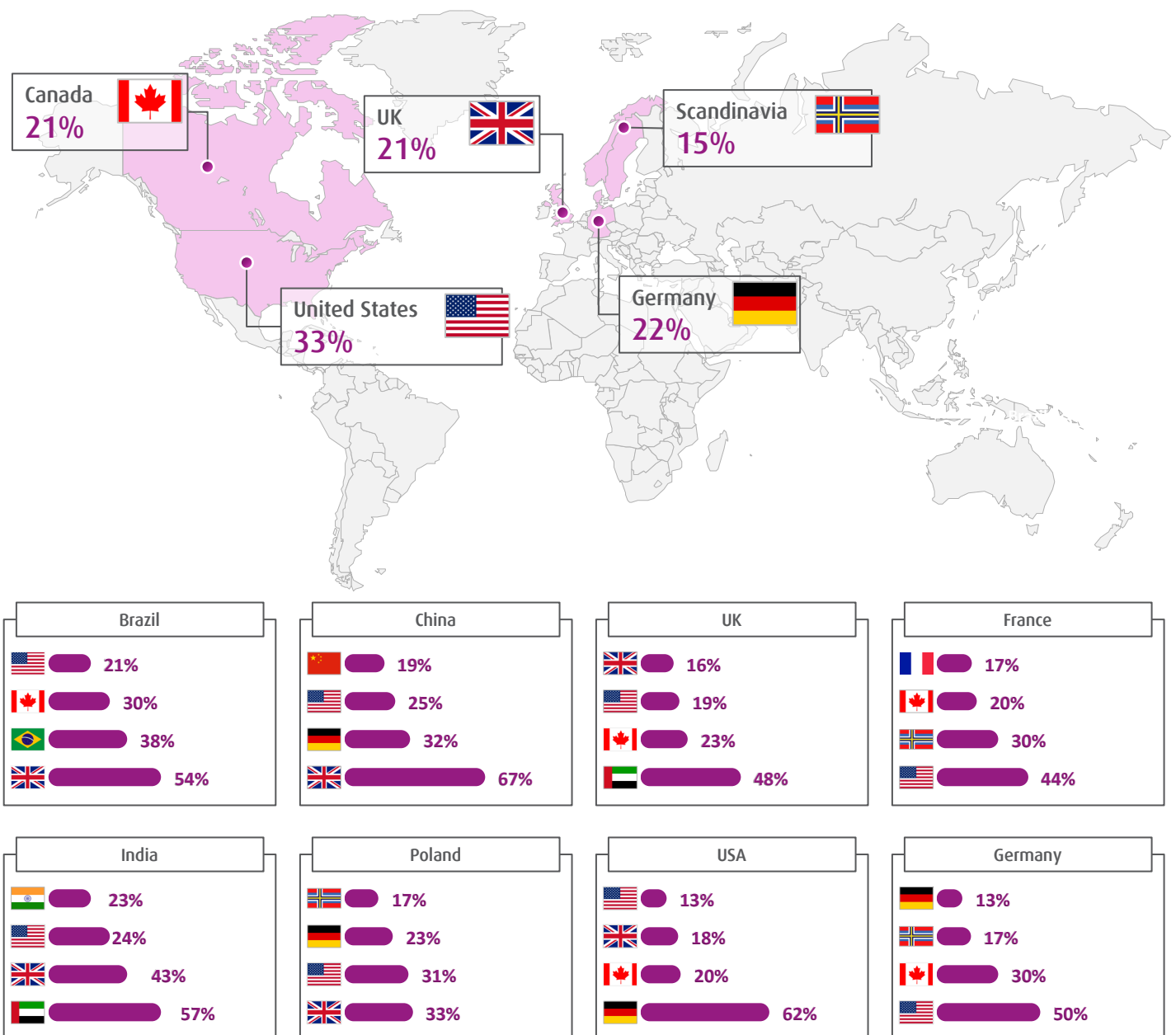
In contrast, emerging markets like India and China emphasize tech and entrepreneurship, mirroring their rapid economic growth and evolving job markets. China gives high regard for financial and research-related roles, with relatively low interest in media, consultancy and political careers.

¹ STEM stands for science, technology, engineering and mathematics

Local Preferences Prevail Globally, with USA and Germany Breaking the Mold

When it comes to attractive working conditions, the USA (33%) emerges as the top global choice for attractive working conditions, thanks to its strong job market, high salaries, and diverse industries. Germany follows with 22%, appreciated for its robust economy, comprehensive labor rights, and innovative culture. Canada and the UK are also popular, each garnering 21% of global worker preferences. Interestingly, respondents from most countries prioritize their own nation as the preferred workplace, with exceptions seen in Brazil and Poland. In Brazil, 54% of respondents choose the USA as their top preference, while in Poland, 33% favor Scandinavia as their ideal destination.

Global Preferences for International Work Opportunities





Higher Preference to Multinational Businesses across Countries; Family run Business categories have seen a drastic preference contrast with Asian and Western countries.

Multinational businesses are a prominent choice for many countries, with notably high preferences in India and Brazil.

Family-run businesses are a popular choice after multinationals, particularly in France, Germany, and the USA, valued for their stability, personal involvement, and long-term commitment. In contrast, they are less preferred in Asian countries like India and China.

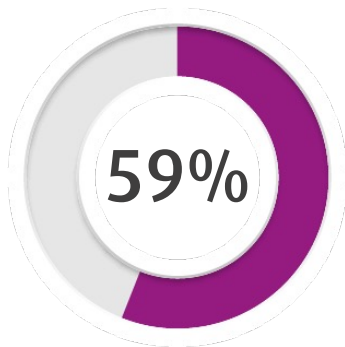
3. Generational Differences

Gen Z is growing up and Baby Boomers are retiring. According to Johns Hopkins University, more than 10,000 Baby Boomers are turning 65 every day in the USA, while more and more Gen Zers are entering the labor market full-time. A new generation will shape how much of the workforce works for decades to come. But are Gen Z's values really that different from those of previous generations?

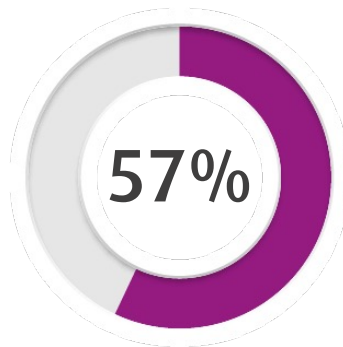


Generational differences may not be as great as we think. But there are important biases we must overcome as we welcome new groups of workers who are just as motivated as the rest of us.

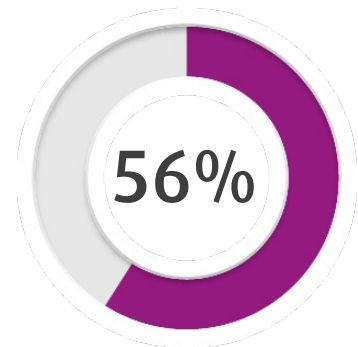
Older generations say the following about those under 30:



say younger workers expect rapid career advancement without sufficient experience.



say they are more difficult to retain as employees.



see younger workers favoring instant gratification over long-term career goals.

Bridging Generational Myths: Shared Priorities in the Workplace

The survey reveals that there are more similarities than differences among the age groups. For example, although Gen Z is often cited as prioritizing workplace flexibility, including flexible work schedules and remote work, the survey results show that all generations surveyed responded at comparable rates when asked to identify the top two reasons that influenced their choice of current employment. Flexibility won out as the main driver of job choice for 21% of Gen Zers, 21% of Young Millennials, 21% of Old Millennials, and 22% of Gen Xers.

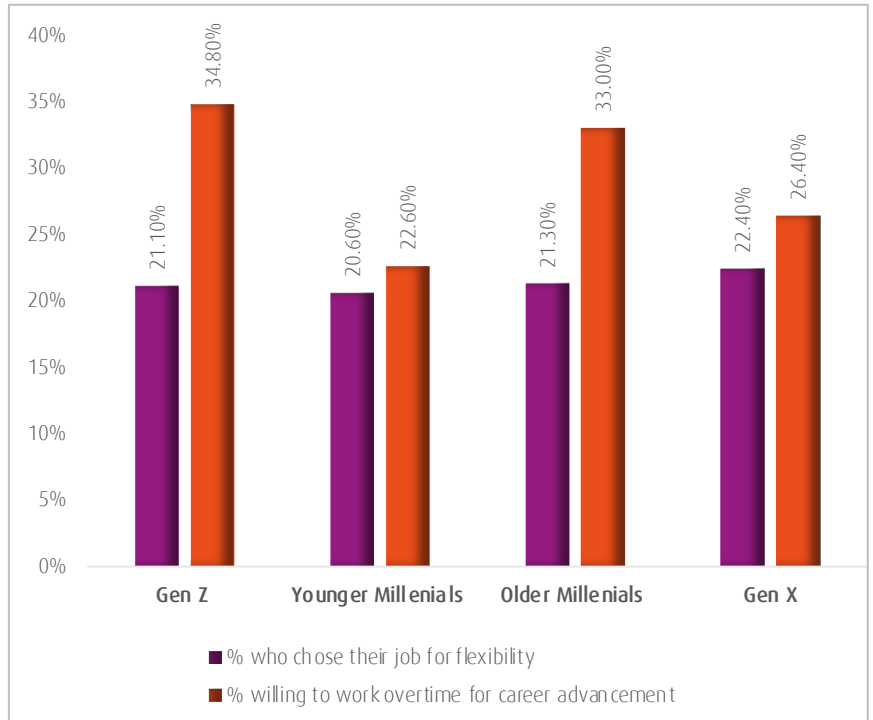
The majority of the older generation believes younger workers prioritize instant gratification over long-term career goals. However, the survey data reveals that specific career goals are consistently set across generations. Approximately 58% of Gen Zers, 54% of Young Millennials, 55% of Old Millennials, and 48% of Gen Xers set specific career goals.



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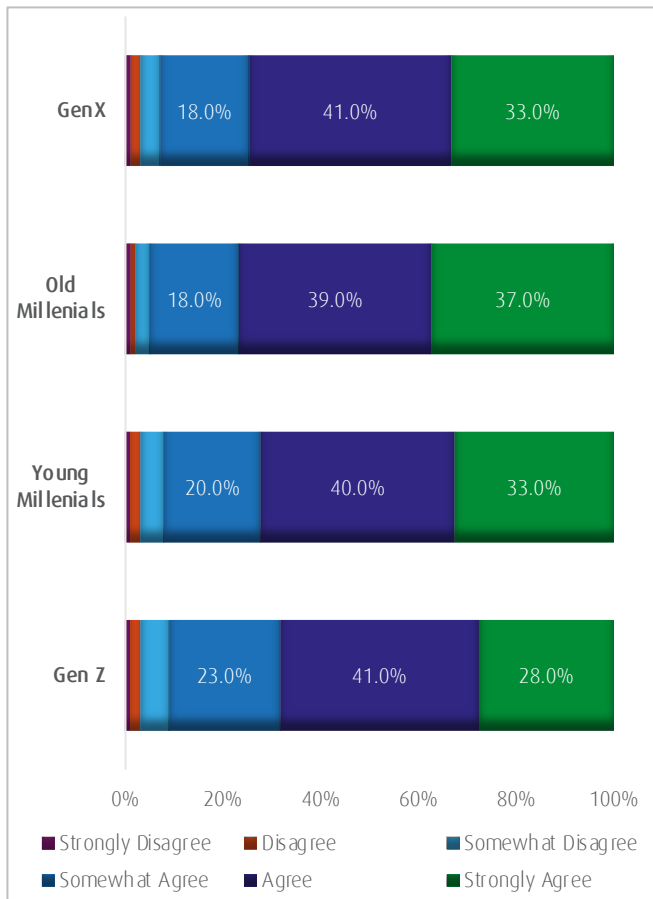
Contrary to the perception that younger workers and Gen Z seek rapid promotions without sufficient experience, our survey findings show they are willing to work overtime for career advancement. This is reflected in the responses, with 35% of Gen Zers, 34% of young Millennials, 33% of older Millennials, and 26% of Gen Xers citing it as a reason to work longer hours. These are just a few of the examples, with the survey showing overarching similarities throughout.

Generation-wise preferences



Gen Z Shows Caution While Old Millennials Lead with Work Passion

Work Satisfaction (In general, I enjoy working.....)
- Age wise



Gen Z expresses slightly less enthusiasm towards work, showing the lowest percentage of "Strongly Agree" (28%). Gen Z and Gen X have the highest percentage of disagreement categories combined (8%).

By contrast, Old Millennials (37%) have the highest share of "Strongly Agree," indicating they feel the most enthusiastic about their work compared to other generations

Career Satisfaction Gains Importance with Age, Peaking in the Gen X group

The importance of "Feeling satisfied and fulfilled" grows consistently across age groups, with the highest preference among the Gen X bracket, highlighting the fact that career satisfaction evolves from a secondary concern to a primary motivator as individuals progress through their professional lives.

"Feeling satisfied and fulfilled" is the top choice globally, with Poland and France leading, reflecting Gen Z's focus on intrinsic satisfaction over external success.

Amongst the Gen Z category, Brazilian Gen Z respondents show the strongest preference, closely followed by Polish respondents.

Young as well as Old Millennials prioritize "Feeling satisfied and fulfilled" and "Earning a higher salary".

Gen X values personal contentment, with "Feeling satisfied and fulfilled" selected most, led by Brazilians and Poles, signaling a shift toward appreciating career longevity rewards.

Closing remarks

The study highlights the evolving role of work in shaping identity, career aspirations, and personal fulfillment across diverse cultures, generations, and economies. Key takeaways reveal a clear divide between the ambition-driven Global South and balance-focused Western nations.

While emerging markets like India, Brazil, and China prioritize leadership, growth, and entrepreneurship, Western nations emphasize stability, work-life balance, and intrinsic career satisfaction.

The findings underline the necessity for organizations to adopt regionally and generationally tailored strategies to attract, motivate, and retain talent. Understanding these shifts not only informs workforce engagement but also presents a roadmap for navigating cultural and economic complexities in a rapidly transforming global workplace.





Methodology

An online survey was conducted and gathered insights from 8,000 participants, with 1,000 respondents from each of the following countries: Brazil, China, France, Germany, India, Poland, the US, and the UK.

The survey aimed for representativeness across these diverse nations, capturing perspectives from individuals aged 20 to 60 (Gen Z: 20-26, Young Millennials: 27-34, Old Millennials: 35-42, Gen X: 43-60), all possessing at least a bachelor's degree. Where applicable, reported results represent the top two answer sets (strongly agree/agree).

About Amrop

The Amrop Partnership is a premium leadership and executive search consultancy with 69 offices in 57 countries and a global team of more than 550 professionals.

We help our clients find and develop Leaders For What's Next.

Shaping sustainable success is our mission, craft, and passion.

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