

**Q1
2025**

Worker Confidence Index

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What is the U.S. Worker Confidence Index?

The U.S. Worker Confidence Index (WCI) gathers feedback from American employees to measure how confident and secure they feel in their jobs. Several indices examine the labor market and attitudes about the economy, but they do not address the employee perspective to evaluate their attitude and perceived level of job security. HRO Today Magazine and Yoh Recruitment Process Outsourcing have been producing this Index since 2014.

Each month, approximately 1,000 online interviews are conducted of full-time workers in the U.S. aged 18 and older. Quarterly reports are based on approximately 3,000 responses. Each question uses a five-point scale, with one meaning “strongly disagree” and five meaning “strongly agree.” HRO Today Magazine employs Big Village’s CARAVAN® Omnibus Surveys to collect the data.

Respondents are asked about key aspects of employment confidence, including job security (likelihood of job loss), opportunity for advancement, compensation expectations, and trust in company leadership. These areas create the four sub-indices that produce the overall WCI, and the results of each are examined in this report:

- **Job Security Index**
- **Likelihood of a Promotion Index**
- **Likelihood of a Raise of 3% or More Index**
- **Trust in Company Leadership Index**

Beginning with the second quarter of 2024 wave, an addition segment was added to this report that examines worker confidence segmented by work location, meaning fully onsite, fully remote or a hybrid work arrangement. This segmentation was added to see if attitudes about work vary by work location arrangements.

Why is the WCI important?

More than two-thirds of gross domestic product in the U.S. comes from individual consumption,¹ and a sense of job security greatly determines how much households are willing to spend.² Therefore, knowing the confidence of workers can help us explain and forecast economic performance.

Additionally, worker confidence in each area of the WCI will strengthen companies and their profitability. Workers with low job security have worse mental and physical health, along with a more negative attitude toward their jobs.³ The added stress, frustration, resentment, and exhaustion that comes from the threat of job loss makes it more difficult for employees to be effective and perform.⁴ And these employees become more interested in creating the appearance of performance rather than actually improving it. Low job security is defined by those who feel they will likely lose their job involuntarily.

Low pay and no opportunities for advancement are two main reasons employees quit their jobs.⁵ Given high inflation, it is clear why finding a new job with higher pay is a prime motivator. And employees continue to want to advance their careers and are more likely to leave if they cannot do so in their current companies. However, retention may improve if employees feel they will get a promotion or raise, a big issue in today’s tight labor market.

Trust in leadership drives employee performance, increasing engagement, productivity, and innovation. But distrust can diminish innovation, morale, and performance among employees, which can ultimately inhibit company growth and hurt the bottom line.⁶ Workers in high-trust organizations are more engaged, which leads to greater productivity, better quality products, and higher profitability. They are also more energized, collaborative, and stay in their jobs longer than those in low-trust companies.⁷

The WCI tracks these performance indicators, which shows the quality of contribution workers will make to companies and the economy.

Executive Summary

According to 2025's first quarter Worker Confidence Index (WCI) results, American workers felt slightly less confident in their jobs compared to the last quarter of 2024. Trust in company leadership further declined, marking a new low point. After declining last quarter, job security bounced back and returned to normal levels. Confidence in receiving a promotion dropped dramatically, though anticipation of a raise increased slightly.

This report examines changing attitudes of the American worker throughout the first quarter of 2025, including trends in the U.S. economy and labor markets for added context. HRO Today works to examine the reasoning behind the WCI results to understand the root cause behind shifts in worker attitudes.

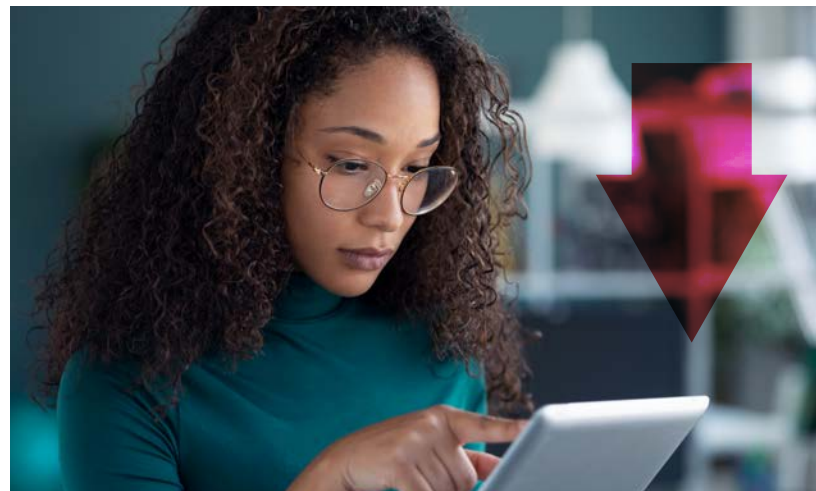
The WCI in the first quarter of 2025

Worker confidence decreased slightly in the first quarter, by 0.1 points to 107.6. Confidence fell for most demographic segments, especially for African Americans and workers aged 18 to 24.

Workers feel significantly less confident in receiving a promotion. Anticipation of a promotion decreased by 5.5 points from last quarter to 119.7, marking a steep year-over-year decline of 9.4 points. After the U.S. government rolled back DEI initiatives and some companies followed, anticipation in receiving a promotion among several segments, especially women and people of color, plummeted.⁸

Overall, job security rose. Driven by heightened levels of job security among men, younger workers, and higher earners, the job security index grew by 4.8 points to 98.3.

On-site workers have the lowest level of worker confidence. Hybrid workers boast the highest level of confidence, at 108.6. Though remote workers had the lowest level of confidence previously, their confidence is now about the same as on-site workers, at 105.9 and 105.8, respectively.



Anticipation of a promotion decreased by 5.5 points from last quarter to 119.7, marking a steep year-over-year decline of 9.4 points.

Now, how do the results of the WCI add context to the U.S. economy and labor market?

The labor market started off strong in 2025.

The unemployment rate rose slightly to 4.2%, though job growth was stronger than predicted, especially in March. Though employment throughout 2024 was strong, current employment numbers do not reflect laid-off government workers. Overall, the labor market has held steady throughout economic uncertainty.⁹

The Federal Reserve kept rates steady.

After cutting rates in September 2024, the Federal Reserve unanimously voted to keep interest rates steady at 4.5%. The decision was fueled by economic uncertainty moving forward, expectations of slow growth, and high inflation.¹⁰

Stocks faced historic declines.

After ending strong in 2024, stocks declined dramatically in the first quarter of 2025. In March, the three major indexes fell. The Nasdaq Composite declined the most, by 8.2%, while the S&P 500 and Dow Jones dropped by 5.8% and 4.2%, respectively. Likely caused by economic uncertainty, rising inflation, and the threat of tariffs, the S&P 500 and Nasdaq saw their steepest one-month declines since 2022.¹¹ Since each wave of the Worker Confidence Study is conducted early each month, changes impacted workers later in the month are not captured until the next wave of the study is fielded.

US Consumer Confidence dropped drastically.

The Conference Board Consumer Confidence Index® dropped by 7.2 points to 92.9 in March, its fourth consecutive monthly decline and lowest level in over 10 years.¹²

The WCI and CCI have a predictive relationship. About two-thirds of the time, when the WCI changes in one quarter, the CCI will follow suit in the following quarter. As predicted in the fourth quarter of 2024, the CCI declined. Since the WCI went down this quarter, the CCI is predicted to decline again next quarter.



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A slow start to 2025.

The U.S. economy is predicted to experience slow growth during 2025, different from original predictions. As President Trump announced potential trade tariffs, economists dropped their predicted GDP expansion for 2025. Coupled with high inflation, economic conditions have Goldman Sachs concerned about a potential recession, though their prediction relies significantly on international tariffs impacting global trade.¹³ Odds of a recession have ranged from 20% to 45% in the U.S. through the first quarter, higher than the chances of a global recession.¹⁴ Though the U.S. economy was stunted in the first quarter, additional growth will depend on the impact tariffs could have on global trade, inflation levels, and domestic consumption.

Overview of the Worker Confidence Index

The WCI, shown in Figure 1A, decreased slightly to 107.7 in the first quarter of 2025, its second consecutive decline. Year-over-year, the index fell by 3.7 points.

Though worker confidence overall did not markedly change, two of its four indices decreased. The Job Security Index rebounded from last quarter's decline, up 4.8 points to 98.3. The Likelihood of a Raise Index increased by 1.4 points to 112.9 after a stark drop in 2024. Trust in Company Leadership fell by 1.1 points to 99.6, marking the first time the index has fallen under 100 since 2022. The Likelihood of a Promotion Index saw the most dramatic decrease, by 5.5 points to 119.7, as the index is down 9.4 points year-over-year.

By gender, worker confidence varied as shown in Figure 3A. Confidence among women decreased by 1.2 points to 101.6 while confidence among men increased slightly, by 0.8 points to 112.2. Among women, confidence in receiving

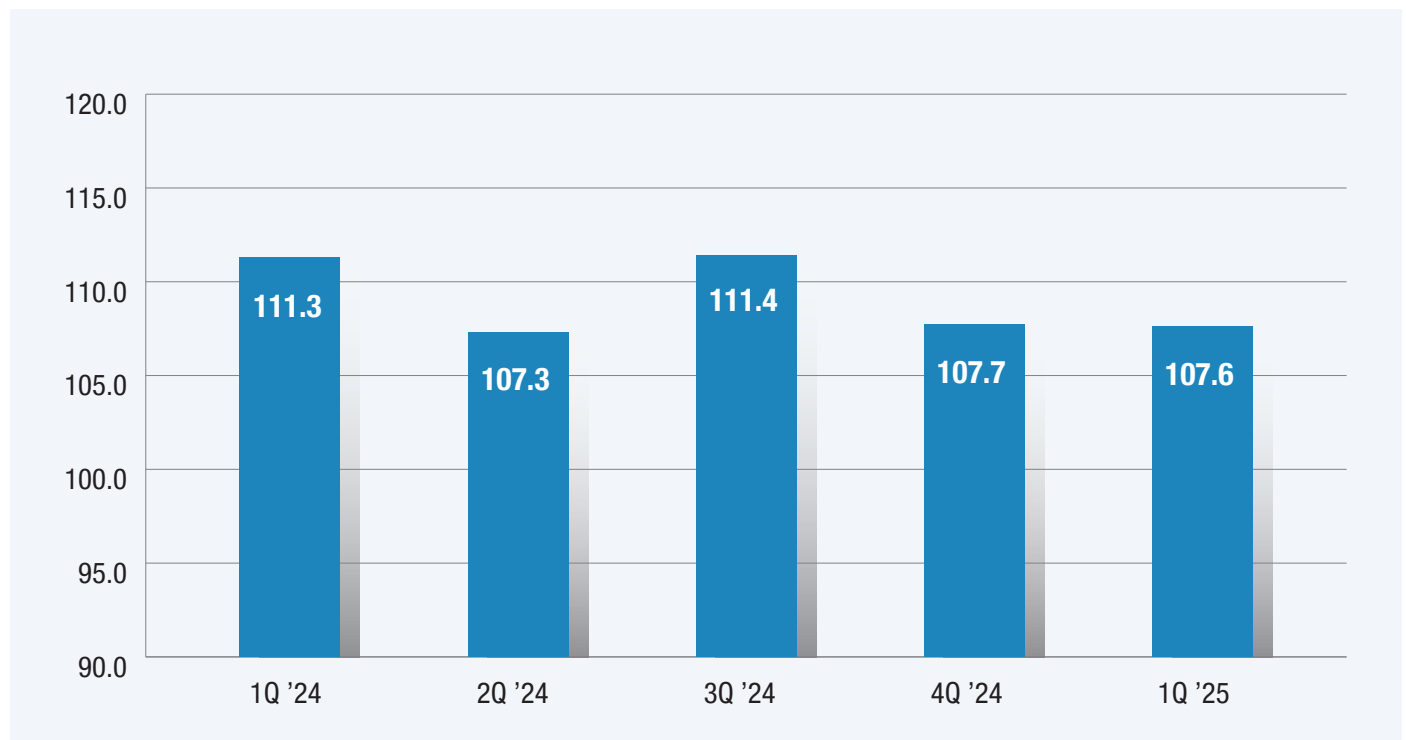
a promotion fell drastically, by 11.9 points to 108.7, its lowest level since 2022. Men saw an uptick in job security as it rose by 6.8 points to 99.7. The overall worker confidence gap between the genders increased to 10.6 points.

Worker confidence by race, shown in Figure 3B, shows plummeting confidence among African Americans and Hispanics. Though African Americans still hold the highest level of confidence, it decreased by 9.4 points to 137.4. Among Hispanics, confidence fell by 4.1 points to 122.2. Caucasians were the only racial group surveyed to see an increase in confidence, by 1.7 points to 97.2.

HRO Today also examines worker confidence by job location to gain insight into the impact of remote work. Job location, segmented by remote, hybrid, and on-site, is displayed in Figure 4. Again, workers in a hybrid setting have the highest level of confidence among the surveyed segments.

Worker Confidence Index (WCI)

Fig. 1



THE FOUR WCI INDICES — Index Category Detailed Trend Analysis

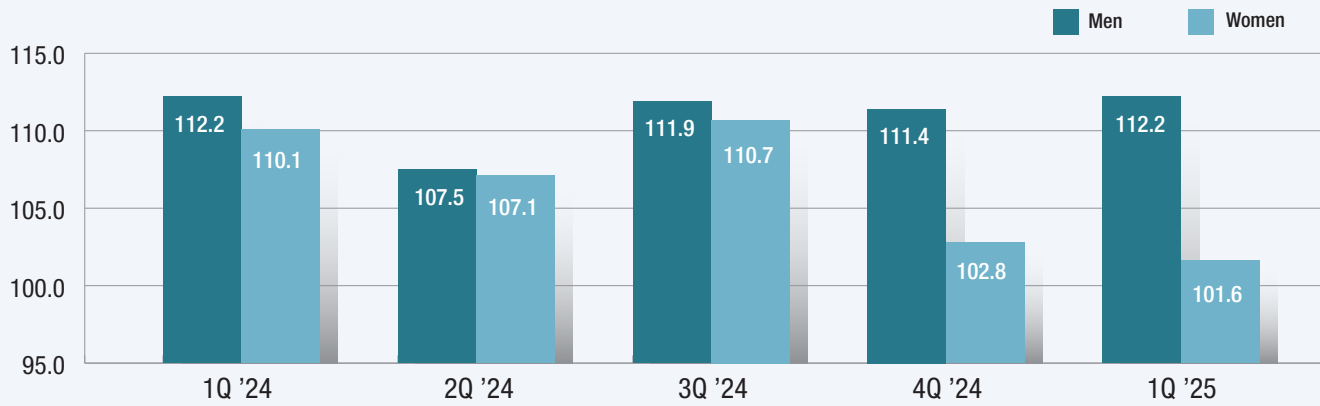
Fig. 2



	1Q '24	1Q '24	3Q '24	4Q '24	1Q '25
Job Security	95.9	100.6	97.4	93.6	98.3
Promotion	129.1	115.3	123.2	125.2	119.7
Raise	117.9	112.3	118.4	111.4	112.9
Trust	102.4	101.0	106.6	100.7	99.6

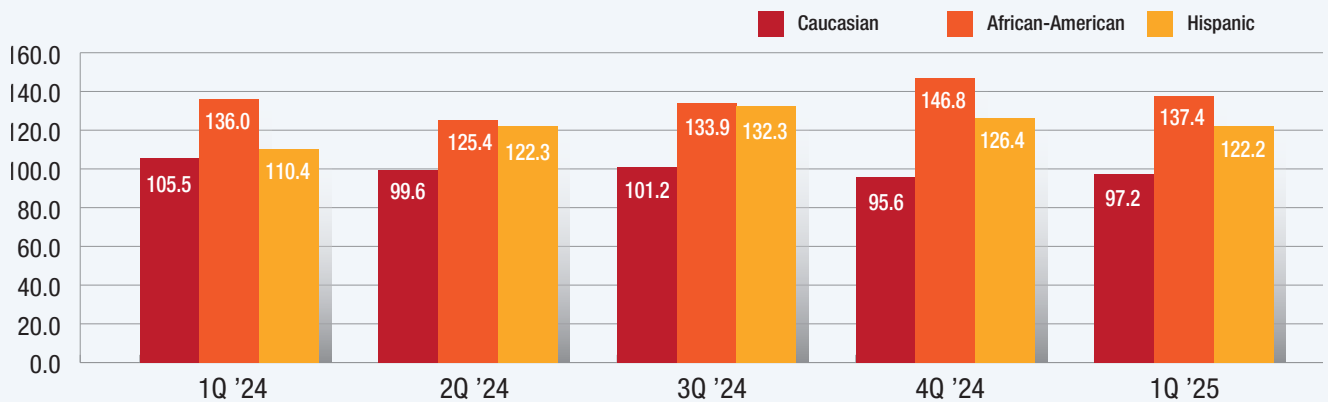
WORKER CONFIDENCE INDEX BY GENDER

Fig. 3A



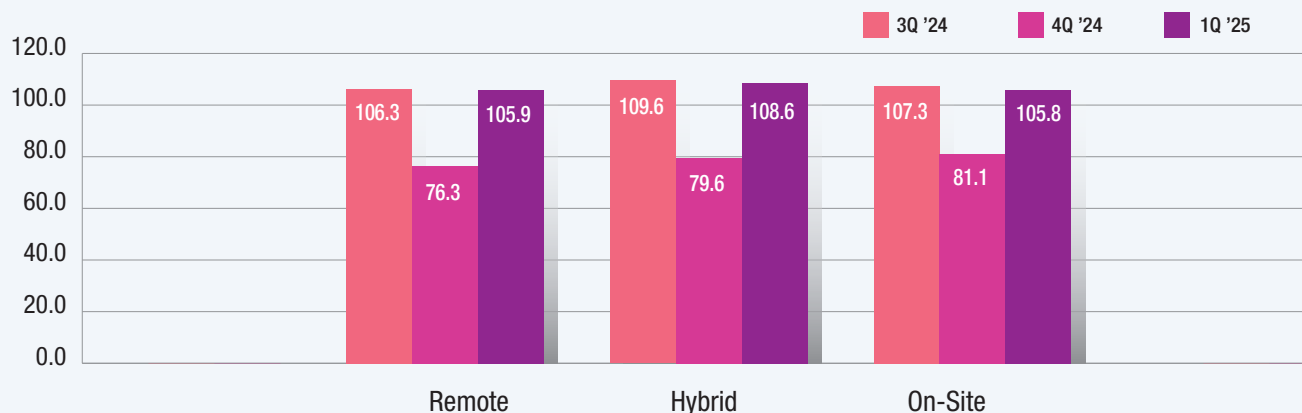
WORKER CONFIDENCE INDEX BY RACE

Fig. 3B



WCI INDICES BY JOB LOCATION, 2025

Fig. 4



THE FOUR SUB-INDICES THAT CREATE THE WCI

Job Security

Do you feel it likely that you will involuntarily lose your job or that your job will be eliminated in the next 12 months?

The Job Security Index increased by 4.8 points to 98.3 in the first quarter of 2025 after a decrease at the end of last year. Overall, 12.8% of respondents feared involuntarily losing their job, down 1.0 percentage point from last quarter. Fear of job loss decreased, or was steady, among nearly all demographic segments.

Women and men both saw a decrease in fear over losing their job. For women, the fear of job loss decreased by 0.8 percentage points as 10.9% of women feared job loss. Men saw a decrease of 1.1 percentage points as 14.8% feared job loss compared to 15.9% last quarter. Overall, men typically have a higher but less stable fear of job loss than women.

Most age groups, excluding those 25–34 and 55–64, experienced higher job security. Following past trends, job security among the eldest segment, those 65+, was the highest as only 3.2% feared job loss. The youngest age group, those 18–24, saw the starkest increase in job security as fear of job loss fell by 9.0 percentage points leaving only 15.3% fearing job loss. Workers aged 25–34 and 55–64 were the only groups to see a decrease in job security, as fear of job loss increased by 0.5 and 1.3 percentage points, respectively. However, job security for these two age groups was nearly identical year-over-year.

Job security was relatively stable among most income levels. Workers earning \$35,000–\$50,000 saw the highest decrease in fear over job loss by 2.1 percentage points as only 12.2% feared job loss. In the lowest income group, workers earning \$35,000 or less, saw a slight increase in fear over job loss, by 0.3 percentage points to 15.3%, making them the most insecure segment. Workers earning \$75,000–\$100,000 felt the largest decrease in fear of job loss, by 5.5 percentage points to 9.6%. The gap in fear of job loss between the lowest and highest earners increased slightly from last quarter, by 0.2 percentage points to 3.6%.

Fear of job loss decreased among most racial segments, except for Caucasians who saw a slight increase of 0.2 percentage points as 10.7% faced job insecurity. African Americans felt in increase in job security as 21.6% fear job loss, down by 1.8 percentage points. Hispanics saw the largest increase in job security as fear of job loss decreased by 4.6 percentage points to 13.7%.

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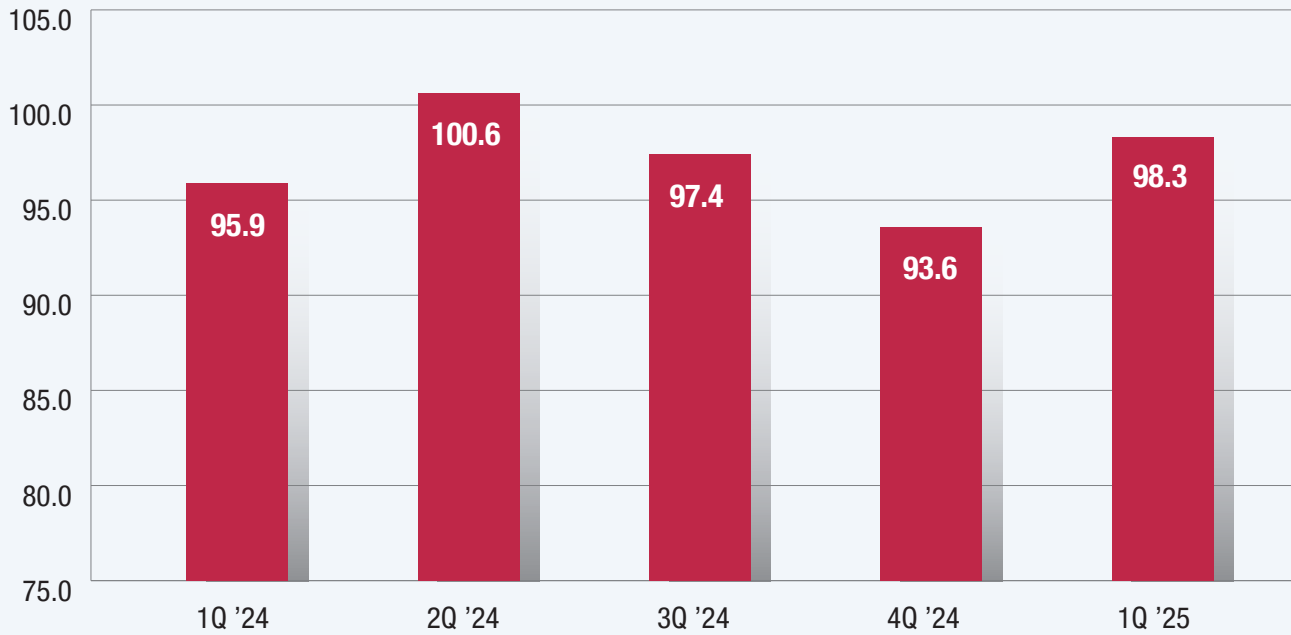


Job security by education level increased or was stable for all segments. Those with a high school diploma or less saw no change in job security as 16% fear job loss. Workers with some college education had the highest level of job security as only 10.4% fear job loss, down 0.4 percentage points from last quarter. Workers with a college degree saw job security increase slightly, as 11.1 feared job loss, down 2.4 percentage points.

By job location, job security increased for all segments. Of on-site workers, only 8.4% fear job loss, a decline of 0.2 percentage points. Though remote workers are still the most concerned about job security, fear of job loss decreased by 5.4 percentage points to 33.3%. Fear of job loss among hybrid workers also decreased, by 1.3 percentage points to 21.6%.

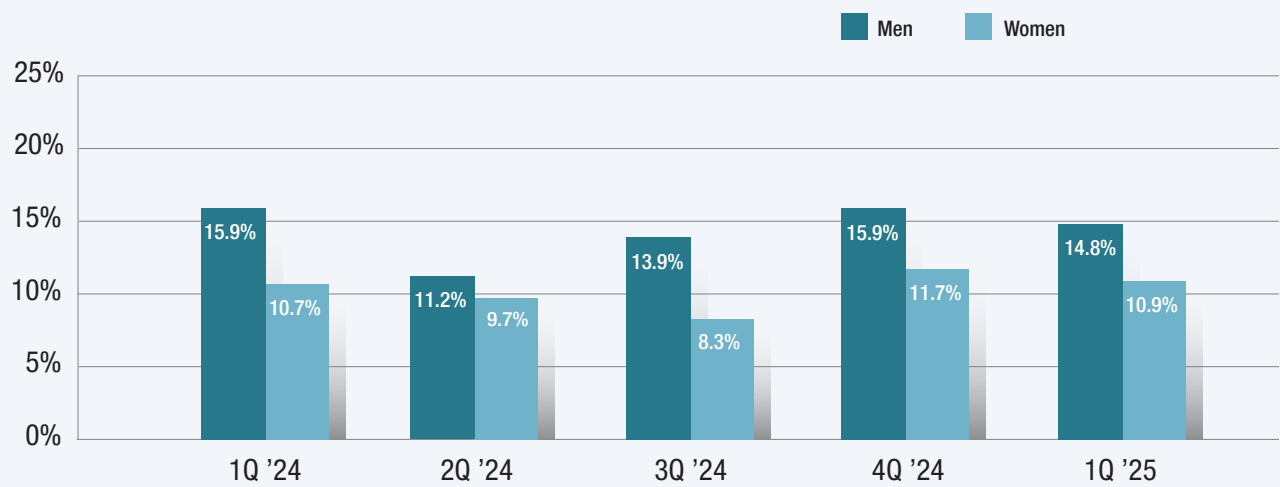
JOB SECURITY INDEX

Fig. 5



LIKELIHOOD OF JOB LOSS BY GENDER

Fig. 6



Likelihood of Job Loss by:

Fig. 7

AGE	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
18–24	22.6%	16.6%	16.8%	24.3%	15.3%
25–34	21.6%	17.4%	17.4%	21.1%	21.5%
35–44	19.0%	12.9%	13.2%	19.4%	18.3%
45–54	10.3%	9.4%	11.5%	13.8%	12.4%
55–64	8.1%	7.9%	8.4%	7.0%	8.3%
65+	3.3%	2.4%	3.4%	3.5%	3.2%

Fig. 8

HOUSEHOLD INCOME	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
< \$35K	13.4%	13.3%	13.9%	15.0%	15.3%
\$35–\$50K	11.0%	10.2%	10.2%	14.3%	12.2%
\$50K–\$75K	11.3%	6.5%	8.8%	13.1%	12.0%
\$75K–\$100K	16.1%	11.9%	10.6%	15.0%	9.6%
\$100K+	14.4%	8.7%	9.5%	11.7%	11.8%

Fig. 9

RACE	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Caucasian Only	10.9%	7.9%	9.7%	10.5%	10.7%
African American	21.0%	16.7%	20.5%	23.4%	21.6%
Hispanic	17.4%	13.2%	9.6%	18.3%	13.7%

Fig. 10

EDUCATION	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
HS Grad or Less	14.0%	12.1%	13.4%	16.0%	16.0%
College Incomplete	11.7%	9.2%	9.4%	10.8%	10.4%
College Grad	13.5%	9.6%	9.9%	13.5%	11.1%

Fig. 11

JOB LOCATION	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Remote	N/A	29.3%	28.6%	38.7%	33.3%
Hybrid	N/A	19.0%	18.0%	22.9%	21.6%
On-Site	N/A	7.4%	8.8%	8.6%	8.4%

Likelihood of a Promotion

Do you feel you'll receive a promotion from your current employer over the next 12 months?

The Likelihood of a Promotion Index had the largest decrease of any index this quarter, down by 5.5 points to 119.7 from last quarter and by 9.4 points year-over-year. Overall, 23.1% of workers believed they would receive a promotion within the next year, down 1.1 percentage points, as confidence among demographic segments mostly declined.


Following past trends, men are more confident in receiving a promotion, though this sentiment only increased slightly by 0.1 percentage points to 29.1%. Among women, only 17.6% are confident in receiving a promotion, down 1.9 percentage points from last quarter. The confidence gap between genders increased to 11.4%, its highest level since 2022.

Confidence in receiving a promotion declined or did not change for most age segments. Workers aged 18–24 saw the highest decrease in confidence, by 2.6 percentage points to 37.6%, followed closely by workers aged 35–44, as 36.1% believed it likely, down 2.4 percentage points. Those aged 25–34 saw no change in their likelihood in receiving a promotion, as 38.9% believed it likely, the highest level of confidence among all age groups. Confidence in a promotion among workers aged 55–64 hit its lowest point since 2023 as it dropped 1.2 percentage points to 9.5%.

Confidence in a promotion decreased or held steady for most income segments. Workers earning \$75,000–\$100,000 felt the largest decrease in confidence, by 5.5 percentage points to 25.3%. Those earning \$100,000+ saw confidence in a promotion fall by 0.6 percentage points to 24.8%. Workers earning \$50,000–\$75,000 also saw a decrease in confidence, by 2.4 percentage points to 25.3%, making them the most confident segment for the first time. However, this is mainly caused by lower levels of confidence among higher-earning segments as this level of confidence is not particularly high. The confidence gap between the lowest and highest earning groups fell to 4.9%, its lowest level since 2018.

Though African Americans experienced a steep drop in confidence, by 4.5 percentage points to 38%, they are still the most confident about the likelihood of promotion of any racial group surveyed. Among Hispanics, the likelihood of a promotion decreased by 1.6 percentage points to 30.4%. Caucasians, the least confident segment, saw a decrease of 1 percentage point to 17.9%. Interestingly, Caucasians were the only racial group surveyed to see a decrease in the likelihood of a promotion year-over-year, by 3.9 percentage points.

For the second consecutive quarter, workers with a high school diploma or less hold the highest level of confidence in a promotion, even after a 1.1 percentage points decrease to 24.4%.

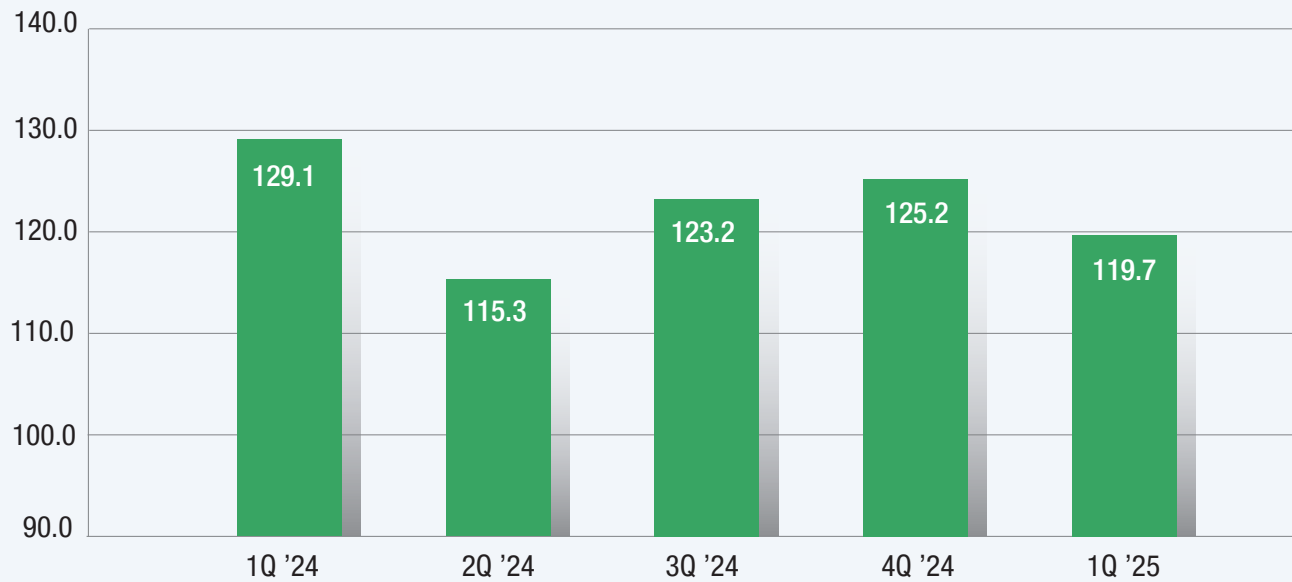


For the second consecutive quarter, workers with a high school diploma or less hold the highest level of confidence in a promotion, even after a 1.1 percentage points decrease to 24.4%. Workers with some college education are the only education segment with an increase in confidence, by 0.5 percentage points to 20.7%. College graduates felt the sharpest decline in confidence as their likelihood in a promotion fell by 1.9 percentage points to 23.6%, its lowest level since 2017.

Likelihood of a promotion declined for most workers by job location. Hybrid workers were the only location segment to feel an increase in confidence in a promotion, by 0.4 percentage points to 48.6%. Among remote workers, anticipation of a promotion fell by 2.4 percentage points to 49.9%. On-site workers also felt a decline in likelihood in a promotion, by 0.6 percentage points to 36.1%.

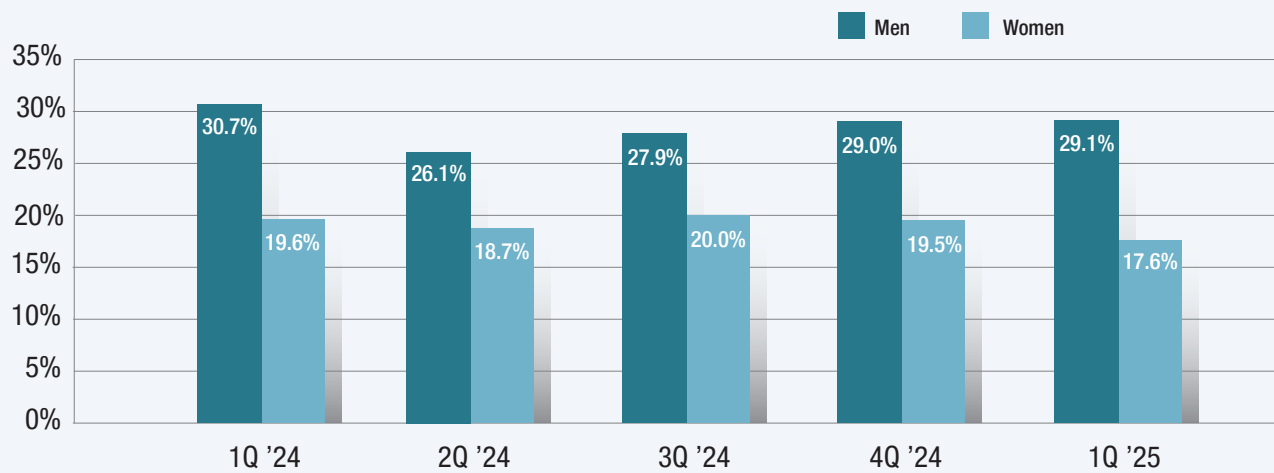
LIKELIHOOD OF A PROMOTION INDEX

Fig. 12



LIKELIHOOD OF A PROMOTION BY GENDER

Fig. 13



Likelihood of a Promotion by:

Fig. 14

AGE	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
18–24	39.8%	38.9%	38.1%	40.2%	37.6%
25–34	42.3%	40.0%	40.0%	38.9%	38.9%
35–44	39.3%	32.1%	35.4%	38.6%	36.1%
45–54	22.7%	18.2%	22.9%	26.5%	24.7%
55–64	13.9%	11.4%	13.9%	10.7%	9.5%
65+	2.5%	3.0%	2.8%	1.9%	2.7%

Fig. 15

HOUSEHOLD INCOME	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
< \$35K	20.0%	18.3%	19.3%	19.8%	19.9%
\$35–\$50K	22.7%	23.2%	26.9%	23.1%	23.7%
\$50K–\$75K	25.1%	21.4%	26.7%	27.8%	25.3%
\$75K–\$100K	26.2%	27.1%	23.8%	30.4%	24.9%
\$100K+	33.8%	26.2%	26.3%	25.4%	24.8%

Fig. 16

RACE	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Caucasian Only	21.8%	18.1%	19.2%	18.9%	17.9%
African American	37.1%	30.7%	35.2%	42.5%	38.0%
Hispanic	26.9%	31.0%	32.4%	32.0%	30.4%

Fig. 17

EDUCATION	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
HS Grad or Less	23.3%	22.2%	24.0%	25.6%	24.4%
College Incomplete	20.4%	19.6%	22.9%	20.2%	20.7%
College Grad	29.9%	24.2%	24.2%	25.5%	23.6%

Fig. 18

JOB LOCATION	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Remote	N/A	44.0%	49.4%	52.4%	49.9%
Hybrid	N/A	48.1%	51.1%	48.2%	48.6%
On-Site	N/A	37.9%	36.5%	36.7%	36.1%

Likelihood of a Raise of Three Percent or More

Do you feel you'll receive a raise of 3% or more after your next review?

The Likelihood of a Raise Index increased by 1.5 points to 112.9 from last quarter, though the index is down 5 points year-over-year. Overall, 30.9% of workers are confident they will receive a raise of 3% or more, up 0.4 percentage points. This index is typically volatile as it reflects economic concerns and a tight labor market.

Though men are more confident in receiving a raise overall, their confidence decreased by 0.4 percentage points as 37.4 anticipate a raise. Among women, confidence in a raise grew by 1.2 percentage points to 24.7%. The confidence gap between the genders decreased slightly, to 12.8%.

The youngest age group, those 18–24, felt the largest decrease in confidence over receiving a raise, by 3.4 percentage points to 38.8%.



Confidence in a raise by age varied. Anticipation of a raise among workers aged 25–34 increased the most, by 4.5 percentage points to 45.1%. The youngest age group, those 18–24, felt the largest decrease in confidence over receiving a raise, by 3.4 percentage points to 38.8%. After a sharp decrease, anticipation in a raise among the eldest age group, those 65+, increased by 1.6 percentage points to 8.8% and is up by 0.3 percentage points year-over-year. Among workers aged 35–44, anticipation of a raise fell by 2.5 percentage points to 44.5%. Again, confidence in a raise is down or the same year-over-year for most age groups.

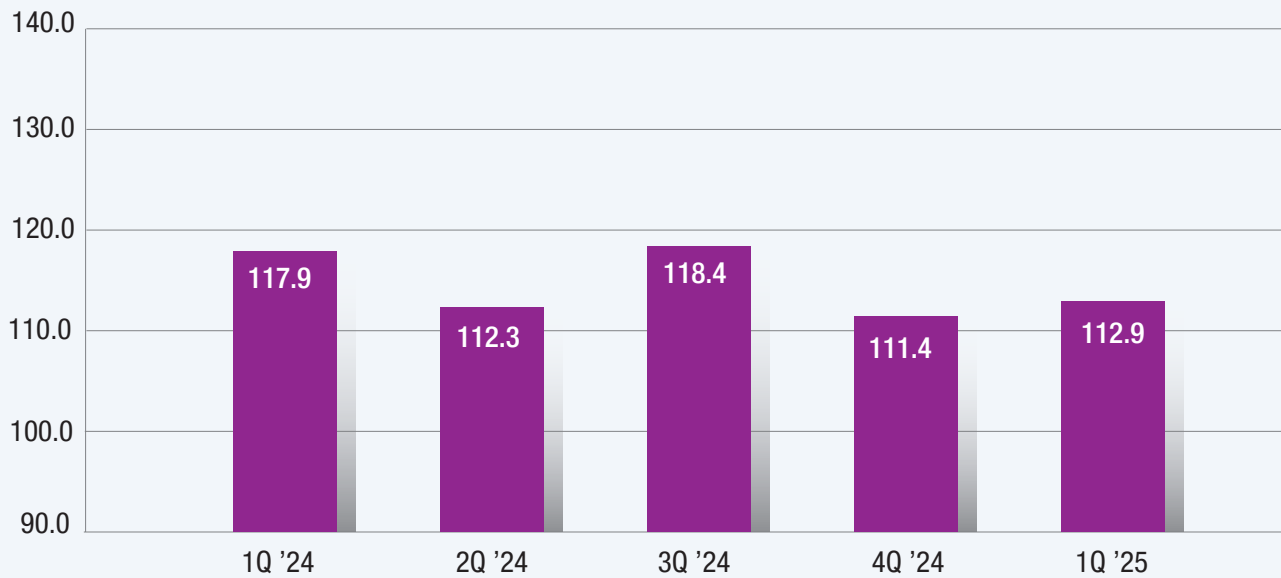
In most income segments, anticipation of a raise decreased. Workers earning \$75,000–\$100,000 experienced the largest drop in confidence in a raise as anticipation fell by 4.4 percentage points to 34.2%, its lowest level since 2023. Among workers earning \$50,000–\$75,000, expectations of a raise fell by 1.5 percentage points to 31.7%. Workers earning \$35,000–\$50,000 felt more likely to receive a raise as confidence grew by 2.3 percentage points to 28.9%. In the highest earning income group, \$100,000+, anticipation of a raise grew the most, by 4 percentage points to 41.8%, though confidence is still down by 4.3 percentage points year-over-year. In fact, all levels of confidence in receiving a promotion by income segments decreased year-over-year.

Most racial segments surveyed are more confident in a raise this quarter. Hispanics were the only racial segment to see a decrease in confidence in receiving a raise, by 2.6 percentage points to 35.6%, though the index is up year-over-year. Among African Americans, anticipation of a raise grew by 0.1 percentage points to 44.5%. Caucasians also saw a minimal increase in their odds of receiving a raise, by 0.9 percentage points to 26.7%. Confidence in receiving a raise varied by education level. Workers with a high school diploma or less saw the only decrease in confidence in receiving a raise, falling by 2.7 percentage points to 26.7%. Among workers with an incomplete college education, anticipation in a raise grew by 2.9 percentage points to 28.8%. College graduates, typically the most confident education segment, felt more confident in receiving a raise by 1.7 percentage points to 36.6%.

By job location, anticipation in receiving a raise increased or did not change. The likelihood of a raise for on-site workers did not change from last quarter, as 50.9% believe they will receive a raise. Anticipation of a raise increased for remote and hybrid workers, by 3.3 and 1.9 percentage points, to 61.7% and 61.3%, respectively.

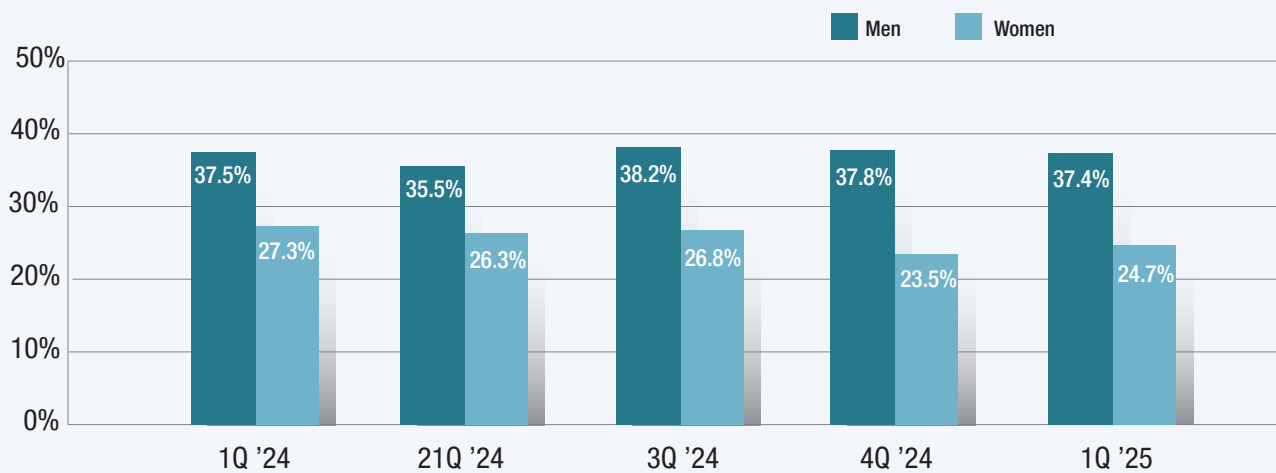
LIKELIHOOD OF A RAISE OF MORE THAN THREE PERCENT INDEX

Fig. 19



LIKELIHOOD OF A RAISE OF MORE THAN THREE PERCENT BY GENDER

Fig. 20



Likelihood of a Raise of Three Percent or More by:

Fig. 21

AGE	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
18–24	40.6%	38.3%	37.3%	42.2%	38.8%
25–34	47.4%	45.3%	43.8%	40.6%	45.1%
35–44	46.1%	42.5%	42.6%	47.0%	44.5%
45–54	35.6%	31.3%	40.1%	35.9%	35.6%
55–64	25.3%	26.4%	28.0%	21.4%	21.7%
65+	8.5%	9.1%	11.0%	7.2%	8.8%

Fig. 22

HOUSEHOLD INCOME	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
< \$35K	23.1%	21.9%	24.3%	22.7%	22.0%
\$35–\$50K	29.4%	27.3%	29.9%	26.6%	28.9%
\$50K–\$75K	32.4%	29.9%	34.2%	33.2%	31.7%
\$75K–\$100K	37.8%	37.6%	38.9%	38.6%	34.2%
\$100K+	46.1%	42.7%	40.2%	37.8%	41.8%

Fig. 23

RACE	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Caucasian Only	29.9%	28.3%	28.9%	25.8%	26.7%
African American Only	41.8%	37.0%	41.8%	44.4%	44.5%
Hispanic	31.6%	33.5%	38.6%	38.2%	35.6%

Fig. 24

EDUCATION	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
HS Grad or Less	26.7%	26.6%	30.0%	29.4%	26.7%
College Incomplete	29.5%	26.8%	30.0%	25.9%	28.8%
College Grad	40.0%	37.8%	36.4%	34.9%	36.6%

Fig. 25

JOB LOCATION	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Remote	N/A	65.1%	62.2%	58.4%	61.7%
Hybrid	N/A	62.9%	60.3%	59.4%	61.3%
On-Site	N/A	58.1%	51.3%	50.9%	50.9%

Trust in Company Leadership

Do you trust your company's leadership to make sound decisions for the company and its employees?

Trust in Company Leadership dropped by 1.1 points to 99.6, marking the first time the index has dropped below 100 since 2022. Overall, 43% of workers trusted their company leadership, down 0.5 percentage points from last quarter. High levels of trust in company leadership is paramount to employee engagement, collaboration, and success.

Trust in company leadership fell among women and men. For women, trust declined by 0.3 percentage points from last quarter to 37.3%. Year-over-year, women's trust plummeted by 4.4%. Trust among men fell by 1.3% to 48.8%, though year-over-year, this marks a 1.4% increase.

For most age groups, trust in company leadership fell or changed only slightly. Typically, younger workers hold more trust in company leadership until it declines around age 45. Following this trend, workers aged 18–24 and 35–44 held the highest amount of trust in their company leadership at 54.9%, though both age groups felt a decrease in trust, by 3.8 and 1.8 percentage points, respectively. Workers aged 25–34 saw the steepest decline in trust, by 5.4 percentage points to 50%, the lowest level of trust in this age group since 2017. Though workers aged 65+ feel the lowest levels of trust in company leadership, trust increased by 3.4 percentage points to 24.6%, its highest level since 2022.

Trust in company leadership was especially volatile by income group. Workers earning \$35,000 or less felt a slight increase in trust, by 0.6 percentage points to 35.5%. For the highest earning group, \$100,000+, trust in company leadership plummeted by 10.1 percentage points to 39.5%, its lowest level recorded by *HRO Today*. This decline is particularly noteworthy, as workers in this income group typically make up a company's leadership team, usually indicated by their high level of trust. Year-over-year, trust declined in all income segments except for the lowest earners.

By racial segment, trust mostly declined. Caucasians were the only racial group surveyed with an increase in trust, by 2.1 percentage points to 40.5%, though trust declined by 2 percentage points year-over-year. Among Hispanics, trust fell by 2.7 percentage points to 47.6%, though trust grew by 3.5 percentage points year-over-year. African Americans felt the steepest drop in trust, by 8.8 percentage points to 47%, the lowest level of trust held since 2022.

For the highest earning group, \$100,000+, trust in company leadership plummeted by 10.1 percentage points to 39.5%, its lowest level recorded by HRO Today.

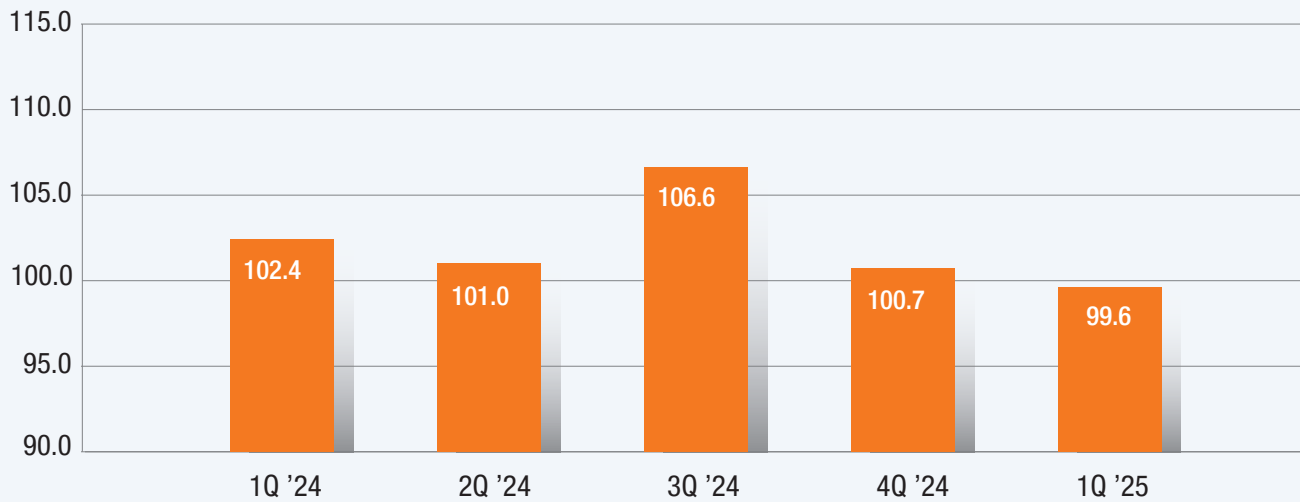


By education level, college graduates were again the most trusting group, though trust in company leadership declined by 2.5 percentage points to 47.3%. Workers with an incomplete college education were the only education group with an rise in company trust, by 1 percentage point to 40.7%.

Trust by job location varied. Remote and hybrid workers have similar levels of trust in company leadership, 71.2% and 70.4%, respectively, as both experienced a decrease in trust, by 0.9 and 2.1 percentage points. On-site workers still have the lowest level of trust in company leadership, though trust increased by 2.8 percentage points to 63.1%.

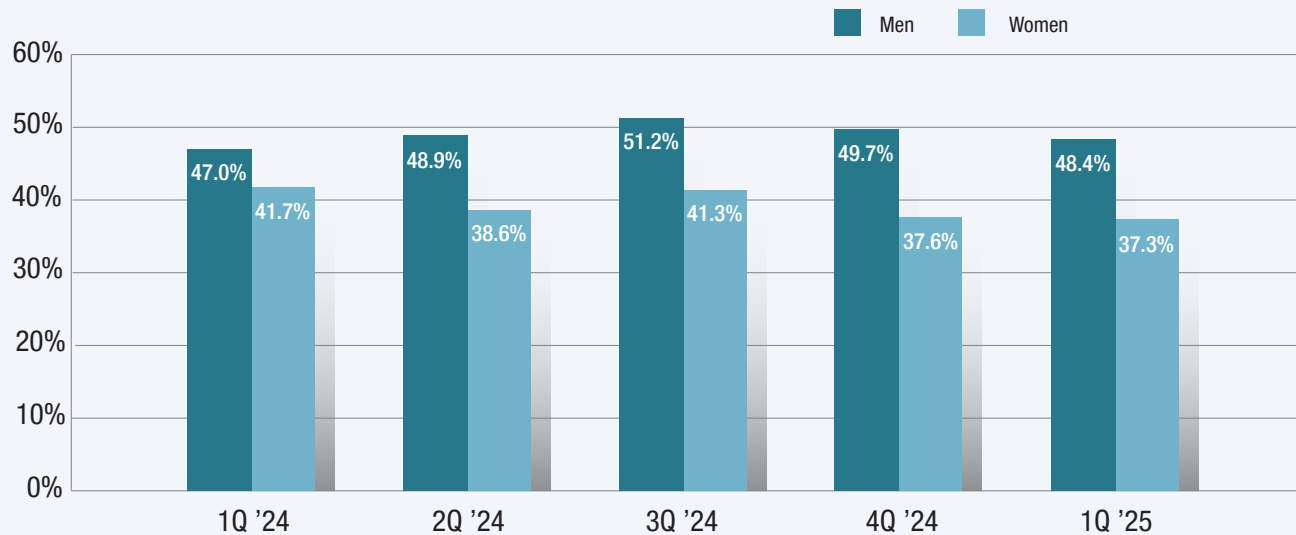
TRUST IN COMPANY LEADERSHIP INDEX

Fig. 26



TRUST IN COMPANY LEADERSHIP BY GENDER

Fig. 27



Trust in Company's Leadership by:

Fig. 28

AGE	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
18–24	57.9%	60.2%	56.9%	58.7%	54.9%
25–34	55.0%	54.6%	58.5%	55.4%	50.0%
35–44	58.0%	54.0%	56.4%	56.8%	54.9%
45–54	48.5%	42.7%	52.2%	45.9%	46.6%
55–64	34.9%	39.5%	38.4%	34.5%	35.3%
65+	22.1%	22.2%	24.1%	21.2%	24.6%

Fig. 29

HOUSEHOLD INCOME	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
< \$35K	34.4%	31.9%	39.2%	34.9%	35.5%
\$35–\$50K	39.9%	47.2%	42.1%	41.8%	38.2%
\$50K–\$75K	48.5%	44.2%	46.3%	48.7%	44.2%
\$75K–\$100K	54.6%	50.0%	52.9%	50.5%	53.2%
\$100K+	54.8%	55.7%	53.6%	49.6%	39.5%

Fig. 30

RACE	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Caucasian Only	42.5%	40.4%	42.1%	38.4%	40.5%
African American	50.5%	52.6%	53.3%	55.9%	47.0%
Hispanic	44.1%	48.2%	53.9%	50.3%	47.6%

Fig. 31

EDUCATION	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
HS Grad or Less	39.4%	40.6%	43.8%	40.1%	39.7%
College Incomplete	40.2%	40.4%	44.1%	39.7%	40.7%
College Grad	52.0%	49.1%	49.5%	49.8%	47.3%

Fig. 32

JOB LOCATION	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Remote	N/A	67.8%	69.8%	0.0%	71.2%
Hybrid	N/A	71.3%	69.1%	0.0%	70.4%
On-Site	N/A	58.2%	65.8%	0.0%	63.1%

Fig. 33

STUDY DEMOGRAPHICS Q1 2025	
GENDER	
Male	48.7%
Female	51.3%
AGE	
18–24	11.5%
25–34	17.3%
35–44	17.0%
45–54	15.5%
55–64	15.9%
65+	22.8%
RACE	
White Only	67.0%
Black Only	13.3%
Hispanic	19.7%
HOUSEHOLD INCOME	
\$35K or Less	33.3%
\$35K–\$50K	13.8%
\$50K–\$75K	17.6%
\$75K–\$100K	11.4%
\$100K+	24.0%
EDUCATION	
HS Grad or Less	37.8%
College Incomplete	25.4%
College Graduate	36.8%
JOB LOCATION	
Remote	19.6%
Hybrid	23.5%
On-Site	56.9%

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