

**Q3**  
**2025**

# Worker Confidence Index

Published by *HRO Today Magazine*  
in Cooperation with Yoh



## 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**

## Why is the WCI important?

More than two-thirds of gross domestic product in the U.S. comes from individual consumption,<sup>1</sup> and a sense of job security greatly determines how much households are willing to spend.<sup>2</sup> 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.<sup>3</sup> 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.<sup>4</sup> 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.<sup>5</sup> 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.<sup>6</sup> 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.<sup>7</sup>

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 third quarter Worker Confidence Index (WCI) results, American workers felt slightly less confident in their jobs compared to the second quarter of 2025. Job security continues to decrease, marking its second consecutive quarterly decline. However, workers continue showing resiliency and optimism as trust in company leadership hits new highs and confidence in receiving a promotion increases.

This quarterly report examines attitudes and levels of confidence among American workers throughout the third quarter of 2025, including workforce trends, economic conditions, and labor market growth. *HRO Today* aims to understand the causes behind changing WCI results and shifts in worker perceptions.

### The WCI in the third quarter of 2025

**Worker confidence decreased in the third quarter, by 0.5 points to 109.1.** Declining confidence among Hispanics, men, college graduates, and workers aged 18 to 24 led to decreases in overall confidence.

**Trust in company leadership continued to rise.** After a stark decrease in the beginning of 2025, employee trust in company leadership increased by 0.7 points to 106.6. Overall, 46% of employees trust in their company leadership, mirroring levels from 3Q'24.

**Job security declines for the second consecutive quarter.** Workers continue to feel less secure in their current jobs as the index decreased slightly by 0.5 points to 96.2, its lowest level this year.

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

### After remarkable resilience, the labor market shrinks.

After strong labor market growth, the number of jobs added throughout the third quarter was minimal. The Bureau of Labor Statistics has revised the number of jobs added from March through September. In the third quarter, the health care and social assistance sectors carried job growth while over half of the other sectors recorded job losses.<sup>8</sup> However, the unemployment rate was steady at 4.3%, similar to the second quarter of 2025.<sup>9</sup>

Worker confidence decreased in the third quarter, by 0.5 points to 109.1. Declining confidence among Hispanics, men, college graduates, and workers aged 18 to 24 led to decreases in overall confidence.





Though the U.S. economy has shown remarkable resiliency, its path towards growth has become shaky. The overall impact of tariffs on consumer spending and business demand is still unknown as deals continue to be negotiated.

### **As expected, the Federal Reserve cut interest rates amid a weakening economy.**

In September, the Federal Reserve cut interest rates by 0.25 percentage points to manage inflation. As economic activity and growth slow, the Federal Reserve plans to take additional measures by the end of the year, possibly as early as October.<sup>10</sup>

### **The major stock indices continue to see strong gains.**

Though September is usually a particularly weak month for the stock market, the three major indices saw strong gains for the third consecutive quarter. Again, the Nasdaq Composite saw the strongest growth after increasing by 11.2%. The S&P 500 increased by 7.8% while the Dow Jones grew by 5.2%.<sup>11</sup>

### **The U.S. Consumer Confidence Index® continues to fall.**

The Conference Board Consumer Confidence Index® decreased by 3.6 points in September to 94.2, bringing the quarterly average to 96.4. Again, consumer expectations for the labor market have deteriorated.<sup>12</sup>

The WCI and CCI tend to have a predictive relationship. About two-thirds of the time, the CCI mirrors the WCI's activity from the previous quarter. Last quarter, the WCI's increase indicated the CCI would increase this quarter. However, prolonged economic uncertainty and slow job growth have impacted consumer perceptions. Based on this quarter's WCI decrease, the CCI is predicted to decline in the fourth quarter of 2025.

### **The U.S. economy is beginning to sputter.**

Though the U.S. economy has shown remarkable resiliency, its path towards growth has become shaky. The overall impact of tariffs on consumer spending and business demand is still unknown as deals continue to be negotiated. Regardless, everyday costs for Americans continues to rise and a decline in purchasing power will likely affect the overall economy in the coming months.<sup>13</sup> Until the U.S. sees significant economic growth, Americans will continue to fear an oncoming recession.

## Overview of the Worker Confidence Index

The WCI, shown in Figure 1A, decreased to 109.1 points in the third quarter of 2025. Year-over-year, the index decreased by 2.2 points.

Half of the indices within the worker confidence index decreased. Likelihood of a Raise decreased the most by 2.3 points to 111.9. Job Security also decreased, by 0.5 points to 96.2. Trust in Company Leadership and Likelihood of a Promotion increased, by 0.7 and 0.6 points, respectively. Year-over-year, Trust in Company Leadership is the only index that did not decrease, though it was stagnant.

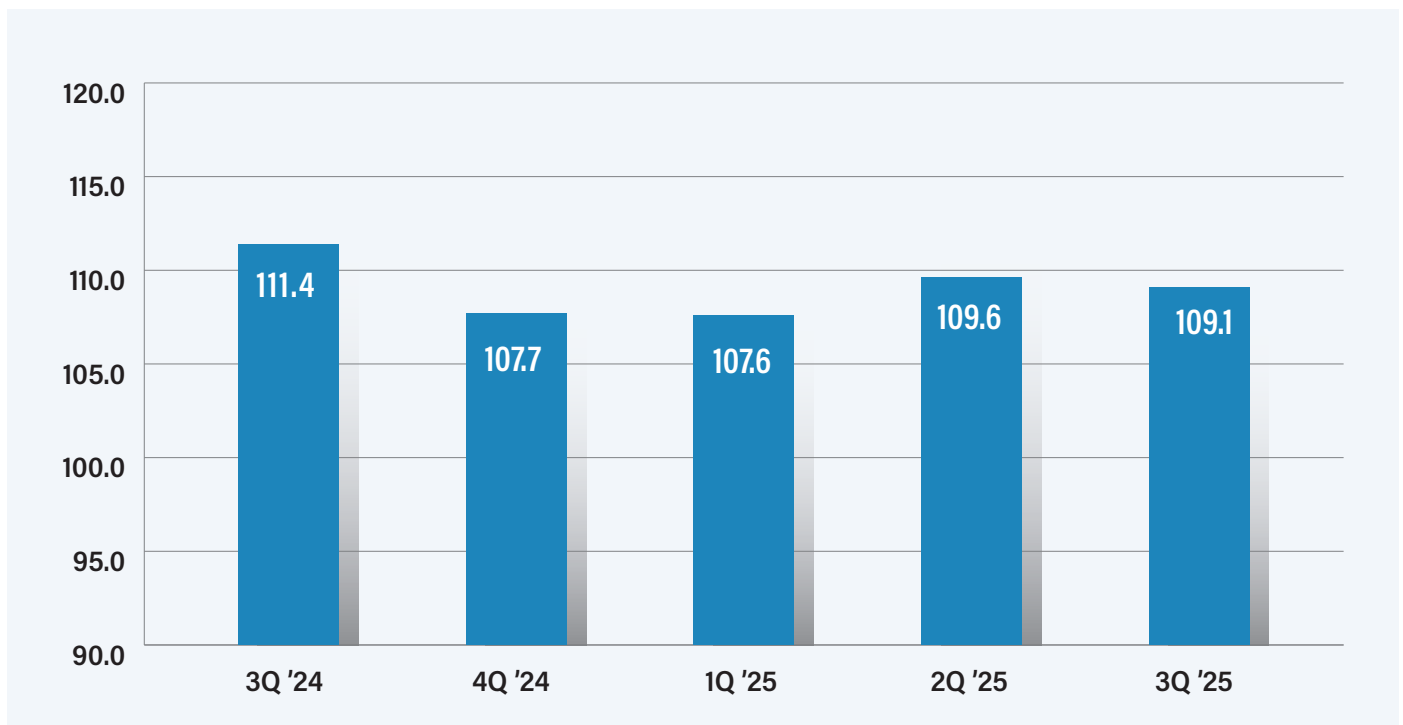
When examined by gender, shown in Figure 3A, worker confidence fluctuated. Confidence among women increased by 3.2 points to 109.2. Among men, confidence decreased by 0.8 points to 111.4. For women, this increase was fueled by a spike in confidence in a promotion, which increased by 6.6 points to 119. Interestingly, Job Security was the only index to increase for men. Likelihood of a promotion decreased the most, by 3.6 points to 124.

When examined by race, shown in Figure 3B, worker confidence among African Americans and Hispanics decreased, similar to trends from last quarter. Confidence among Caucasians increased by 5.2 points to 100.9. Again, African Americans hold the highest level of confidence at 135.9, despite the decrease of 3.1 points. Confidence among Hispanics dropped drastically, by 9.3 points to 122.9, though this segment is especially volatile.

In an effort to understand the impact of remote work, *HRO Today* examines worker confidence by job location. Segmented by remote, hybrid and on-site workers, job location is shown in Figure 4A. Surprisingly, confidence among all location segments decreased. Hybrid workers are again the most confident segment, though their confidence decreased the most, by 5.6 points to 106.6. On-site workers saw a slight decrease in confidence, by 0.9 points to 102.2.

### Worker Confidence Index (WCI)

Fig. 1



**THE FOUR WCI INDICES** — Index Category Detailed Trend Analysis

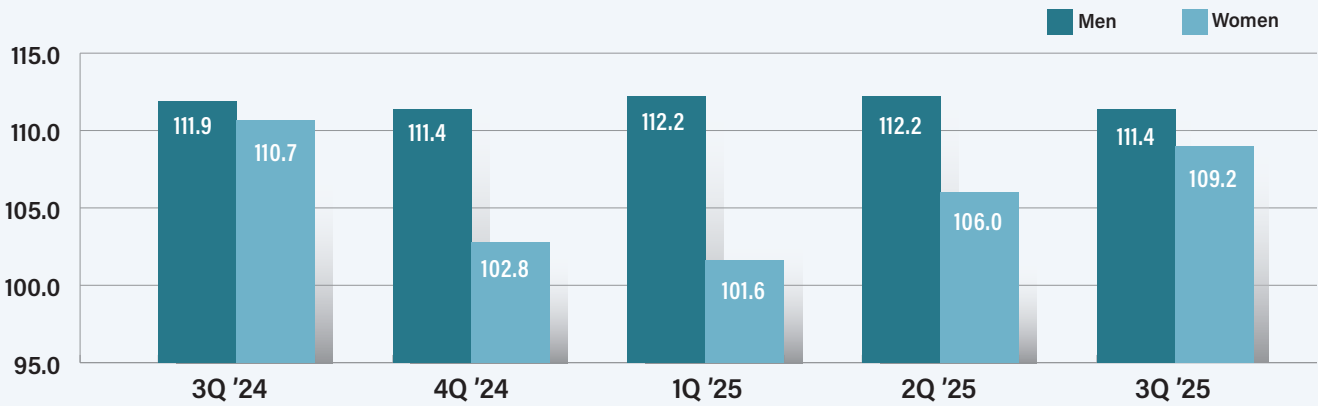
Fig. 2



		3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
Job Security	<span style="color: red;">—</span>	97.4	93.6	98.3	96.7	96.2
Promotion	<span style="color: green;">—</span>	123.2	125.2	119.7	121.4	122.0
Raise	<span style="color: purple;">—</span>	118.4	111.4	112.9	114.2	111.9
Trust	<span style="color: orange;">—</span>	106.6	100.7	99.6	105.9	106.6

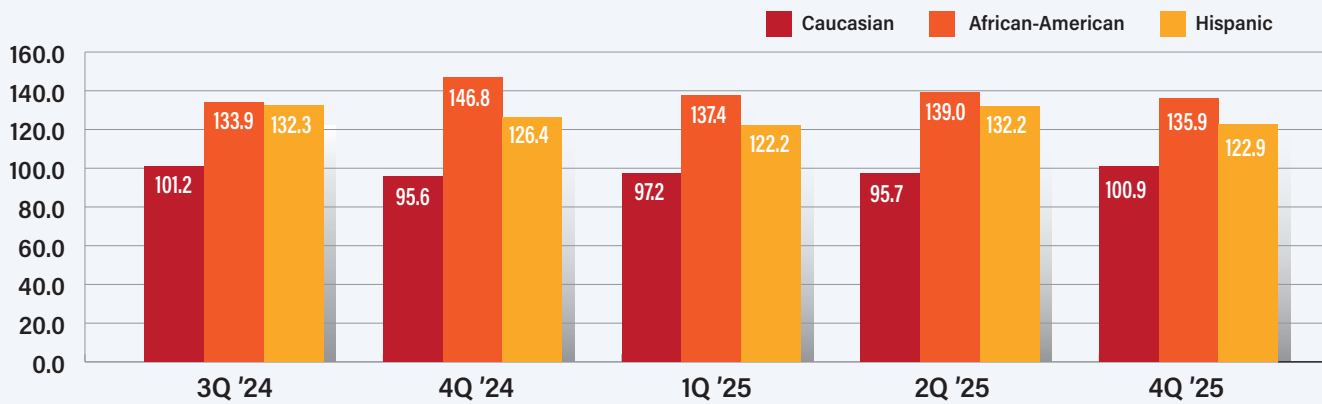
## WORKER CONFIDENCE INDEX BY GENDER

Fig. 3A



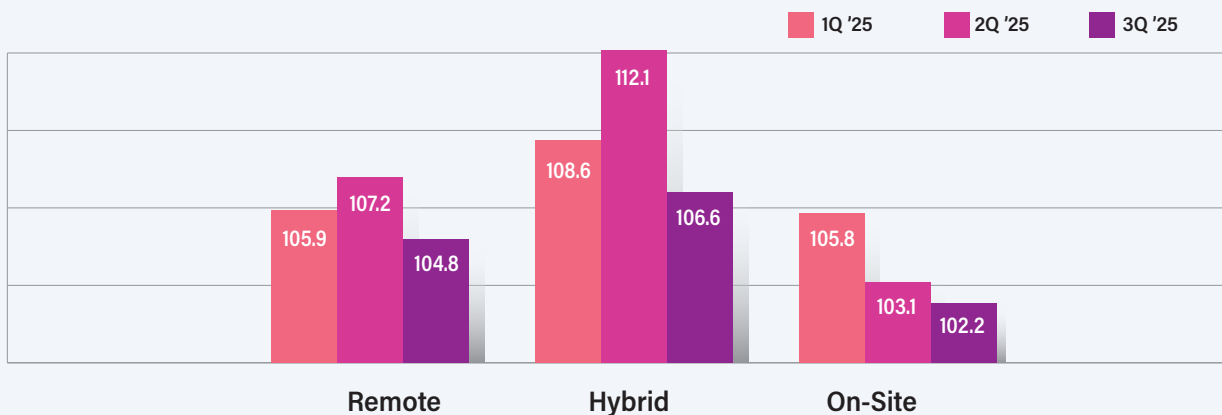
## WORKER CONFIDENCE INDEX BY RACE

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 fell by 0.5 points to 96.2 in the third quarter, its second consecutive quarterly decline. Overall, because the decrease is so slight, 12.6% of workers still fear involuntarily losing their job. By demographic segment, job security varied.

Fear of job loss varied by gender. Among women, fear of job loss increased by 0.7 percentage points to 10.5%. Men felt more secure in their jobs this quarter as 14.7% fear job loss, down by 0.8 percentage points.

When examined by age group, job security fluctuated. Likelihood of job loss for those aged 55 to 64 saw the highest increase, by 3.7 percentage points to 11.2%. For workers aged 18 to 24, fear of job loss fell by 3.5 percentage points to 18.1%. Though job security fluctuated for all age groups, this index is up year-over-year.

Job security varied by income level. Workers earning \$35,000 to \$50,000 are feeling more secure in their jobs as likelihood of job loss fell by 3.4 percentage points to 10.5%. Among those earning \$50,000 to \$75,000, job security fell by 2.8 percentage points as 13.4% fear job loss, the highest level since 2022.

By racial segment, job security increased overall. Caucasians saw the only decline in fear of job loss, by 0.7 percentage points to 9.6%. African Americans saw the largest increase in fear of job loss, by 2.9 percentage points to 24%, the highest level recorded since 1Q'22. Hispanics also saw a slight increase in fear of job loss, by 1.8 percentage points to 14.2%.

Fear of job loss by education level varied. Workers with a high school diploma or less saw job security increase by 3.2 percentage points to 14%. Interestingly, workers with an incomplete college education and college graduates hold the same level of fear over job loss at 11.7%. This marks an increase of 1.9 and 1.4 percentage points, respectively.

By job location, fear of job loss was especially volatile. Hybrid workers are feeling less secure overall, as fear of job loss increased by 3.5 percentage points to 21.5%. For remote workers, fear of job loss fell by 1.9 percentage points to 31.8%. On-site workers continue to be the most secure location segment, though fear of job loss increased by 1.4 percentage points to 11%.

When examined by age group, job security fluctuated. Likelihood of job loss for those aged 55 to 64 saw the highest increase, by 3.7 percentage points to 11.2%. For workers aged 18 to 24, fear of job loss fell by 3.5 percentage points to 18.1%.



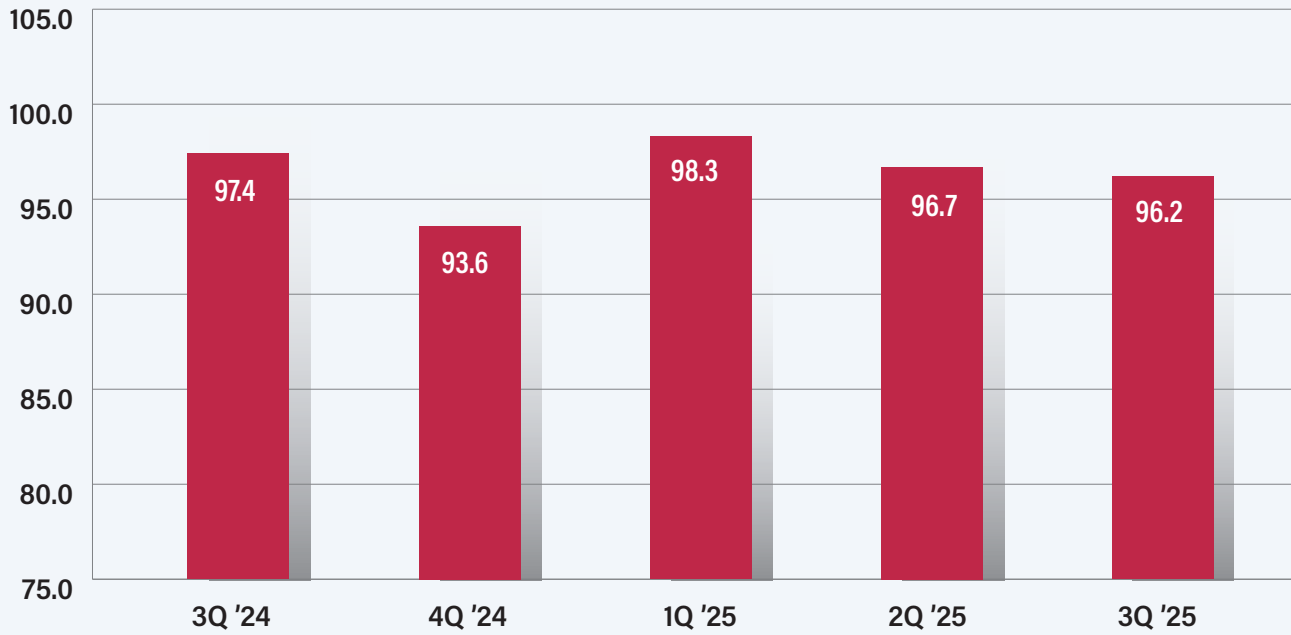
**+3.7%**



**-3.5%**

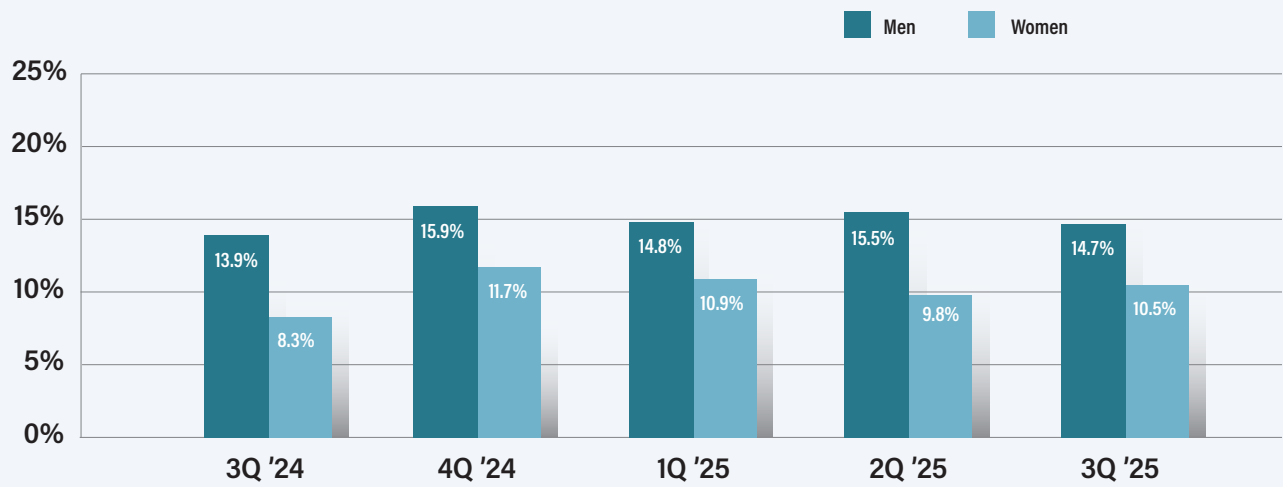
**JOB SECURITY INDEX**

Fig. 5



**LIKELIHOOD OF JOB LOSS BY GENDER**

Fig. 6



## Likelihood of Job Loss by:

Fig. 7

AGE	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
18-24	16.8%	24.3%	15.3%	21.6%	18.1%
25-34	17.4%	21.1%	21.5%	18.4%	19.2%
35-44	13.2%	19.4%	18.3%	16.9%	15.4%
45-54	11.5%	13.8%	12.4%	13.6%	14.0%
55-64	8.4%	7.0%	8.3%	7.5%	11.2%
65+	3.4%	3.5%	3.2%	3.0%	2.6%

Fig. 8

HOUSEHOLD INCOME	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
< \$35K	13.9%	15.0%	15.3%	13.4%	14.4%
\$35-\$50K	10.2%	14.3%	12.2%	13.9%	10.5%
\$50K-\$75K	8.8%	13.1%	12.0%	10.6%	13.4%
\$75K-\$100K	10.6%	15.0%	9.6%	14.6%	13.4%
\$100K+	9.5%	11.7%	11.8%	11.1%	9.7%

Fig. 9

RACE	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
Caucasian Only	9.7%	10.5%	10.7%	10.3%	9.6%
African American	20.5%	23.4%	21.6%	21.1%	24.0%
Hispanic	9.6%	18.3%	13.7%	12.3%	14.2%

Fig. 10

EDUCATION	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
HS Grad or Less	13.4%	16.0%	16.0%	12.8%	14.0%
College Incomplete	9.4%	10.8%	10.4%	12.3%	11.7%
College Grad	9.9%	13.5%	11.1%	12.5%	11.7%

## 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 increased slightly, marking its second consecutive quarterly increase. The index grew by 0.6 points to 122, its highest point in 2025, though the index decreased by 1.1 points year-over-year. Overall, 23.6% of workers believe they will receive a promotion in the next 12 months, up slightly by 0.1 percentage points.

Following the trend, men are more confident in receiving a promotion, though confidence did decrease. Overall, 28.1% of men expect a promotion, down by 0.8 percentage points from last quarter. Conversely, women's confidence in a promotion increased, by 1.1 percentage points to 19.3%.

Confidence in receiving a promotion varied by age segment. The youngest segment, those 18 to 24, saw its second quarterly decline, by 1.8 percentage points to 35.1%. Workers aged 35 to 44 saw the highest increase in confidence, by 2.7 percentage points to 38.2%. Again, workers aged 25 to 34 held the highest level of confidence in promotion, as it increased by 2 percentage points to 39.6%. Interestingly, workers aged 45 to 54 saw the largest drop in confidence, by 3.5 percentage points to 22.5%, its lowest level since 2Q'24. The eldest age segment, those 65+, marked a new high in confidence levels for the second consecutive quarter as it increased by 0.6 percentage points to 3.9%.

By income segment, confidence in a promotion varied but was relatively stable. Workers earning \$75,000 to \$100,000

saw the largest decline in confidence, by 2.1 percentage points to 22.9%. The two highest earning income segments, \$75,000 to \$100,000 and \$100,000+, both saw decreases, of 2.1 and 0.8 percentage points, respectively.

Most racial segments surveyed saw an increase in confidence in receiving a promotion. Hispanics were the only group to feel a decrease in confidence, by 2.8 percentage points to 29.1%. Caucasians and African Americans both felt slight increases in confidence, by 1.1 and 1 percentage point to 18.6% and 38%, respectively.

By education segment, confidence in receiving a promotion mostly decreased. Workers with a high school diploma or less were the only group to see an increase in confidence, by 2.2 percentage points to 23%. College graduates were less confident in receiving a promotion as confidence fell by 1.1 percentage points to 26%, though this is still up by 1.8 percentage points year-over-year. Workers with an incomplete college education also felt a slight dip in confidence, by 1.3 percentage points to 21.2%.

Confidence in receiving a promotion by job location was relatively stable. Hybrid workers saw the only decrease in confidence, by 2 percentage points to 48.1%. Remote workers are still the most confident location segment as confidence grew by 1.5 percentage points to 52.4%. On-site workers also saw a rise in confidence over receiving a promotion, by 1.6 percentage points to 35.6%.

Hispanics were the only group to feel a decrease in confidence, by 2.8 percentage points to 29.1%. Caucasians and African Americans both felt slight increases in confidence, by 1.1 and 1 percentage point to 18.6% and 38%, respectively.



**-2.8%**

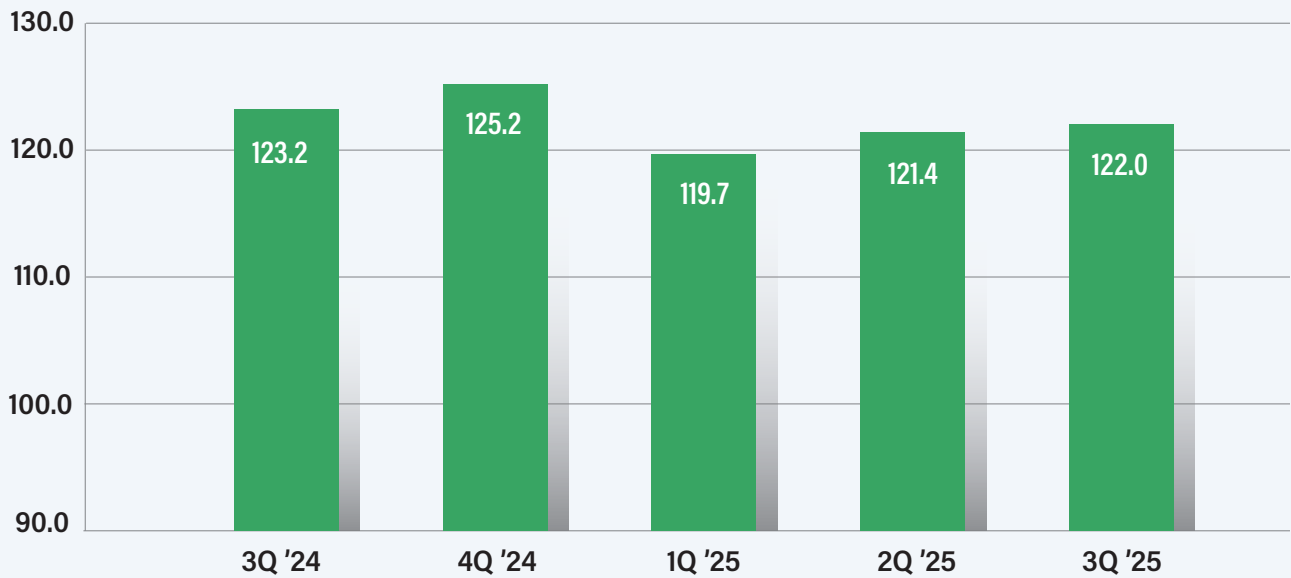


**+1.1%**

**+1.0%**

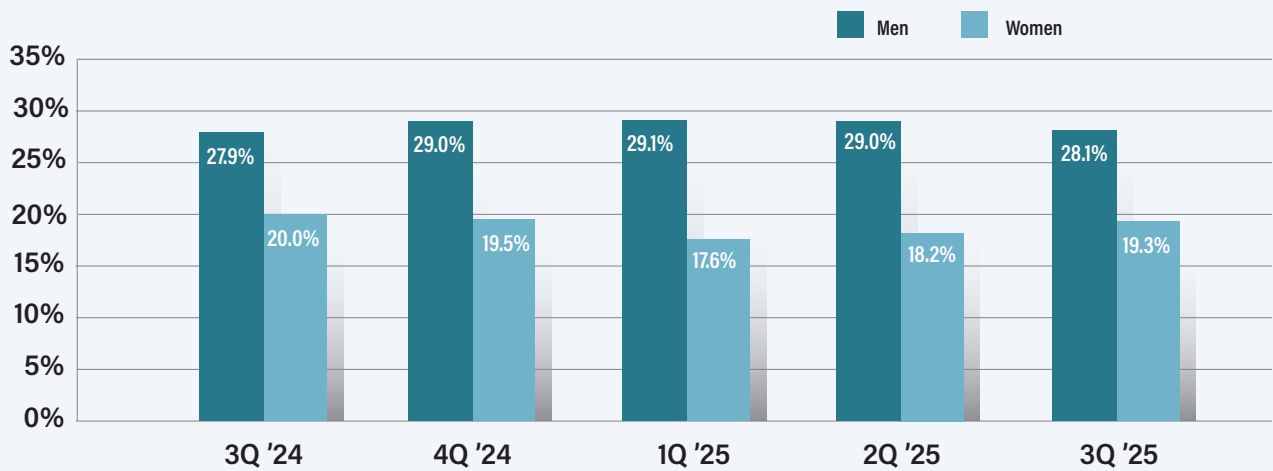
LIKELIHOOD OF A PROMOTION INDEX

Fig. 11



LIKELIHOOD OF A PROMOTION BY GENDER

Fig. 12



## Likelihood of a Promotion by:

Fig. 13

AGE	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
18-24	38.1%	40.2%	37.6%	36.9%	35.1%
25-34	40.0%	38.9%	38.9%	37.6%	39.6%
35-44	35.4%	38.6%	36.1%	35.5%	38.2%
45-54	22.9%	26.5%	24.7%	26.0%	22.5%
55-64	13.9%	10.7%	9.5%	11.6%	11.8%
65+	2.8%	1.9%	2.7%	3.3%	3.9%

Fig. 14

HOUSEHOLD INCOME	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
< \$35K	19.3%	19.8%	19.9%	18.8%	18.9%
\$35-\$50K	26.9%	23.1%	23.7%	20.4%	20.8%
\$50K-\$75K	26.7%	27.8%	25.3%	23.7%	25.4%
\$75K-\$100K	23.8%	30.4%	24.9%	25.0%	22.9%
\$100K+	26.3%	25.4%	24.8%	31.6%	30.8%

Fig. 15

RACE	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
Caucasian Only	19.2%	18.9%	17.9%	17.5%	18.6%
African American	35.2%	42.5%	38.0%	37.0%	38.0%
Hispanic	32.4%	32.0%	30.4%	31.9%	29.1%

Fig. 16

EDUCATION	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
HS Grad or Less	24.0%	25.6%	24.4%	20.8%	23.0%
College Incomplete	22.9%	20.2%	20.7%	22.5%	21.2%
College Grad	24.2%	25.5%	23.6%	27.1%	26.0%

## 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 decreased by 2.3 points to 111.9. Overall, 30.6% of workers anticipate receiving a raise of 3% or more, down by 0.6 percentage points. This index tends to be relatively constant throughout the first three quarters of the year before increasing in the fourth quarter.

Following previous trends, men are more confident in receiving a raise, though confidence decreased for the fourth consecutive quarter, by 1.5 percentage points to 35.7%. Among women, confidence increased slightly, by 0.1 percentage points to 25.7%.

By age group, confidence in a raise fluctuated. Anticipation of a raise among the youngest age group, those 18 to 24, saw the highest decrease, by 4.4 percentage points to 34.2%. The most confident age segment, those 35 to 44, saw the highest increase in confidence, by 3.2 percentage points to 46.5%. Workers aged 45 to 54 saw the highest decrease in confidence, by 2.7 percentage points to 34%.

Anticipation of a raise fluctuated by income segment. Workers earning \$35,000 to \$50,000 saw the largest decrease in confidence, by 2.4 percentage points to 26%. Workers earning between \$50,000 and \$75,000 saw the highest increase in confidence in receiving a raise, by 2.5 percentage points to 33.1%. Interestingly, confidence across nearly all income groups decreased year-over-year. The highest earning group, \$100,000+, saw a decrease in

confidence by 2.3 percentage points this quarter, but confidence is up by 3.1 percentage points year-over-year.

By education level, confidence in receiving a raise varied. College graduates saw the largest decrease in confidence, by 2.2 percentage points to 35.5%. Workers with a high school diploma or less felt a slight decrease in confidence, by 0.7 percentage points to 26.7%. Workers with an incomplete college education saw the only increase in confidence, by 1.4 percentage points to 29.5%. Interestingly, all education segments saw a decrease in confidence of a raise year-over-year.

Again, nearly all racial segments surveyed saw a decrease in confidence in receiving a raise. African Americans and Hispanics both saw decreases, of 1.8 and 6.4 percentage points to 41.5% and 33%, respectively. Though Caucasians were the only group to see an increase in confidence, by 1.6 percentage points to 27.1%, they are still the least confidence racial segment surveyed.

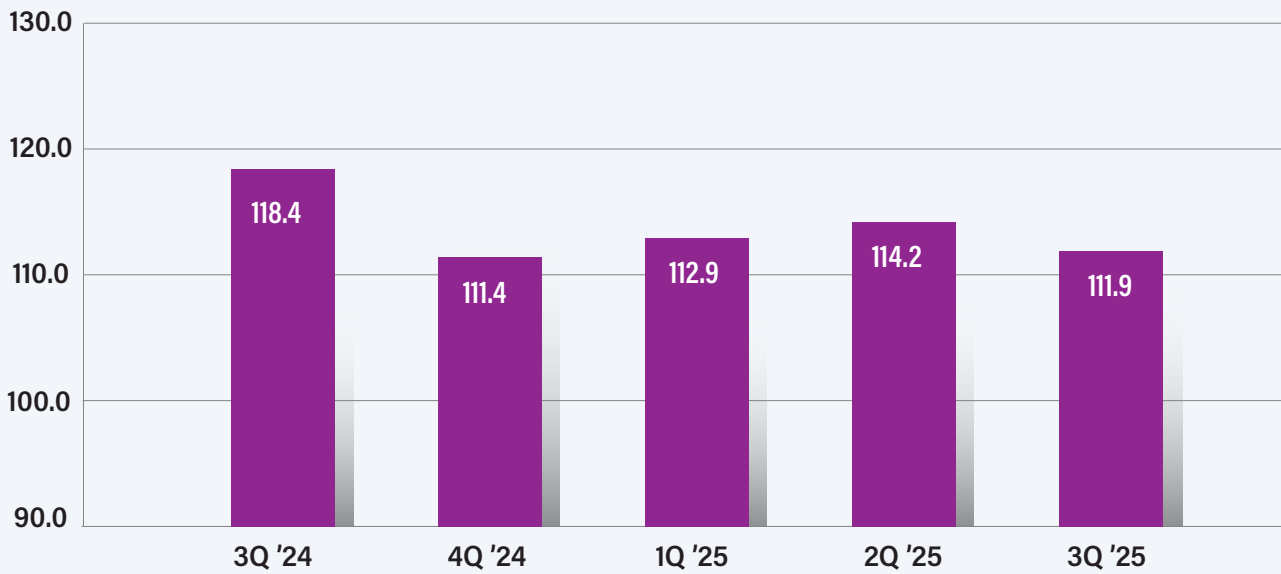
Anticipation in receiving a raise decreased for all job location segments. Hybrid workers saw the largest decrease, by 11% to 51%. Remote and on-site workers also saw dramatic decreases, by 10.4 and 8 percentage points to 49% and 42.6%, respectively.

Workers earning \$35,000 to \$50,000 saw the largest decrease in confidence, by 2.4 percentage points to 26%. Workers earning between \$50,000 and \$75,000 saw the highest increase in confidence in receiving a raise, by 2.5 percentage points to 33.1%.



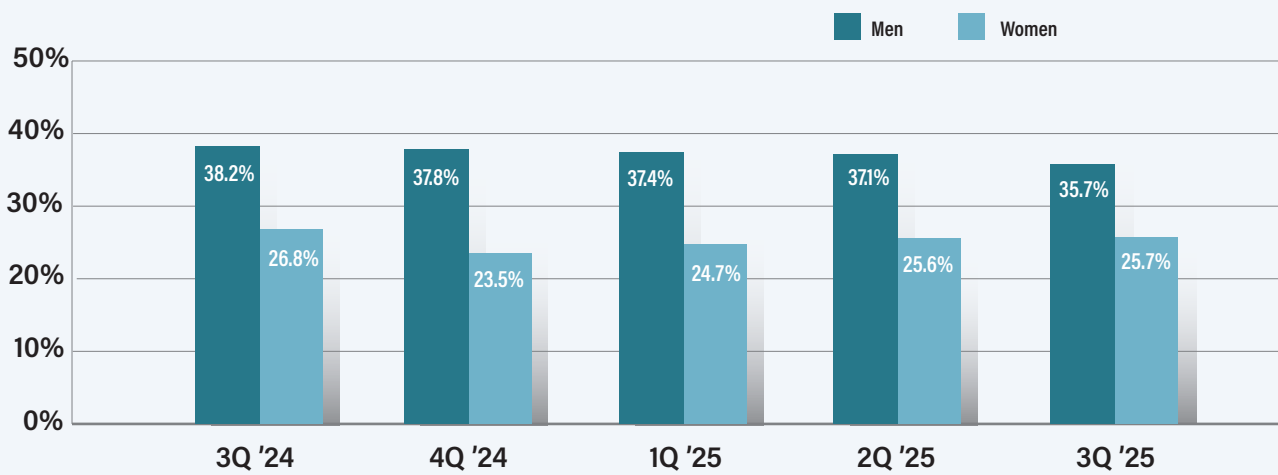
**LIKELIHOOD OF A RAISE OF MORE THAN THREE PERCENT INDEX**

Fig. 17



**LIKELIHOOD OF A RAISE OF MORE THAN THREE PERCENT BY GENDER**

Fig. 18



## Likelihood of a Raise of Three Percent or More by:

Fig. 19

AGE	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
18-24	37.3%	42.2%	38.8%	38.6%	34.2%
25-34	43.8%	40.6%	45.1%	45.8%	44.2%
35-44	42.6%	47.0%	44.5%	43.3%	46.5%
45-54	40.1%	35.9%	35.6%	36.7%	34.0%
55-64	28.0%	21.4%	21.7%	23.9%	23.2%
65+	11.0%	7.2%	8.8%	8.7%	9.4%

Fig. 20

HOUSEHOLD INCOME	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
< \$35K	24.3%	22.7%	22.0%	22.3%	20.4%
\$35-\$50K	29.9%	26.6%	28.9%	28.4%	26.0%
\$50K-\$75K	34.2%	33.2%	31.7%	30.6%	33.1%
\$75K-\$100K	38.9%	38.6%	34.2%	33.0%	34.9%
\$100K+	40.2%	37.8%	41.8%	45.7%	43.4%

Fig. 21

RACE	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
Caucasian Only	28.9%	25.8%	26.7%	25.5%	27.1%
African American Only	41.8%	44.4%	44.5%	43.3%	41.5%
Hispanic	38.6%	38.2%	35.6%	39.4%	33.0%

Fig. 22

EDUCATION	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
HS Grad or Less	30.0%	29.4%	26.7%	26.9%	26.7%
College Incomplete	30.0%	25.9%	28.8%	28.1%	29.5%
College Grad	36.4%	34.9%	36.6%	37.8%	35.5%

## 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 increased for the second consecutive quarter by 0.7 points to 106.6. Overall, 46% of workers trust their company leadership, up by 0.3 percentage points from the previous quarter. High levels of trust in company leadership is paramount to employee engagement and productivity but can fluctuate in times of economic uncertainty, though trust has been relatively stable throughout 2025.

Again, trust in company leadership increased among women and men. For women, trust grew by 1.3 percentage points to 44.2%. Trust among men increased the most, by 1.8 percentage points to 52.9%. This follows previous trends of higher trust in company leadership among men.

For the second consecutive quarter, trust in company leadership increased among nearly all age groups. Historically, trust in company leadership is higher among younger workers and begins declining around age 45. However, unlike last quarter, the youngest age segment, those 18 to 24, does not hold the highest level of trust in company leadership. Trust in this age group decreased by 4.5 percentage points to 56%. Trust among workers aged 55 to 64 increased the most, by 6.2 percentage points to 40.5%, the highest level of trust held by this age group since early 2020. Trust among those aged 25 to 34 and 35 to 44 both increased by 5.7 percentage points to 65.5% and 61.4%, respectively. Overall, trust is reaching historic highs.

By income group, trust in company leadership grew in all but one segment. The highest earners, \$100,000+, recorded

the only decrease in trust as it fell by 1.2 percentage points to 58.5%. All income groups saw similar rises in trust. Workers earning between \$75,000 and \$100,000 saw the largest increase, by 3.9 percentage points to 51.4%. Workers earning between \$35,000 and \$50,000 saw the largest increase year-over-year, by 6 percentage points to 48.1%.

Trust increased in two of the three racial segments surveyed. Caucasians saw the largest increase in trust, by 4.1 percentage points to 45.5%, the highest level of trust held by this racial segment since 2021. African Americans saw the only decrease in trust, by 3.8 percentage points to 50.8%. Trust among Hispanics increased slightly, by 0.7 percentage points to 55.2%, a new high since 2015.

Trust among all educational groups increased. Among workers with a high school diploma or less, trust grew the most, by 4.5 percentage points to 44.5%. Workers with an incomplete college degree saw an increase of 2.8 percentage points to 46.8%. Interestingly, college graduates saw the slightest increase in trust, by 1 percentage point to 53.7%.

By job location, trust in company leadership varied. Still, remote workers hold the highest levels of trust, even though trust decreased by 0.3 percentage points to 74.3%. Hybrid workers saw an increase in trust by 3 percentage points to 73.4% as their levels of trust near that of fully remote workers. On-site workers still hold the lowest levels of trust, though it increased by 5.8% to 67.2%.

Caucasians saw the largest increase in trust, by 4.1 percentage points to 45.5%, the highest level of trust held by this racial segment since 2021. African Americans saw the only decrease in trust, by 3.8 percentage points to 50.8%.

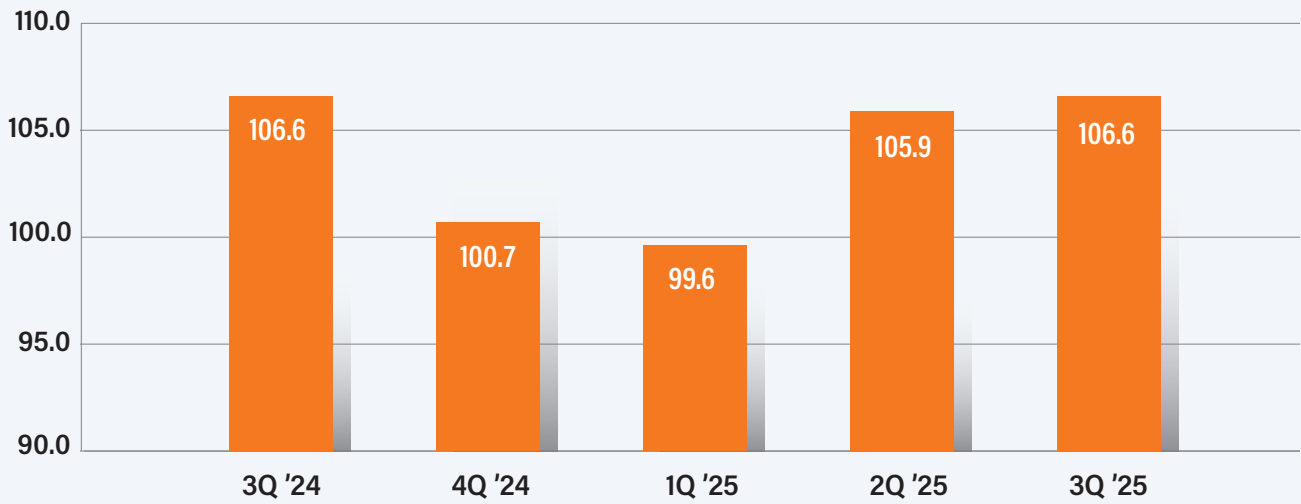
**+4.1%**



**-3.8%**

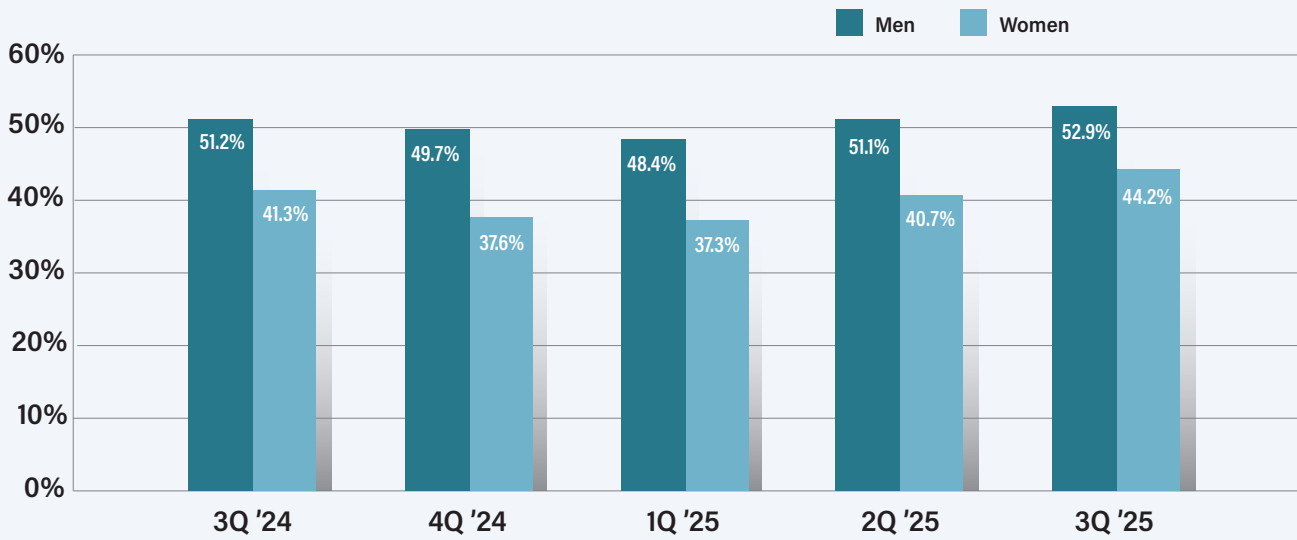
**TRUST IN COMPANY LEADERSHIP INDEX**

Fig. 23



**TRUST IN COMPANY LEADERSHIP BY GENDER**

Fig. 24



## Trust in Company's Leadership by:

Fig. 25

AGE	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
18-24	56.9%	58.7%	54.9%	60.5%	56.0%
25-34	58.5%	55.4%	50.0%	59.8%	65.5%
35-44	56.4%	56.8%	54.9%	55.7%	61.4%
45-54	52.2%	45.9%	46.6%	51.0%	50.3%
55-64	38.4%	34.5%	35.3%	34.3%	40.5%
65+	24.1%	21.2%	24.6%	24.5%	26.6%

Fig. 26

HOUSEHOLD INCOME	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
< \$35K	39.2%	34.9%	35.5%	36.3%	40.1%
\$35-\$50K	42.1%	41.8%	38.2%	44.7%	48.1%
\$50K-\$75K	46.3%	48.7%	44.2%	45.4%	49.1%
\$75K-\$100K	52.9%	50.5%	53.2%	47.5%	51.4%
\$100K+	53.6%	49.6%	39.5%	59.6%	58.5%

Fig. 27

RACE	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
Caucasian Only	42.1%	38.4%	40.5%	41.5%	45.5%
African American	53.3%	55.9%	47.0%	54.7%	50.8%
Hispanic	53.9%	50.3%	47.6%	54.6%	55.2%

Fig. 28

EDUCATION	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
HS Grad or Less	43.8%	40.1%	39.7%	40.0%	44.5%
College Incomplete	44.1%	39.7%	40.7%	44.0%	46.8%
College Grad	49.5%	49.8%	47.3%	52.7%	53.7%

Fig. 29

STUDY DEMOGRAPHICS Q1 2025	
<b>GENDER</b>	
Male	48.7%
Female	51.3%
<b>AGE</b>	
18-24	11.5%
25-34	17.3%
35-44	17.1%
45-54	15.5%
55-64	15.9%
65+	22.8%
<b>RACE</b>	
White Only	67.0%
Black Only	13.3%
Hispanic	19.7%
<b>HOUSEHOLD INCOME</b>	
\$35K or Less	33.8%
\$35K-\$50K	12.8%
\$50K-\$75K	18.9%
\$75K-\$100K	11.5%
\$100K+	23.0%
<b>EDUCATION</b>	
HS Grad or Less	38.5%
College Incomplete	25.0%
College Graduate	36.5%
<b>JOB LOCATION</b>	
Remote	20.1%
Hybrid	21.7%
On-Site	58.2%

## Notes

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