



Hong Kong Workforce Hopes and Fears Survey 2025

January 2026



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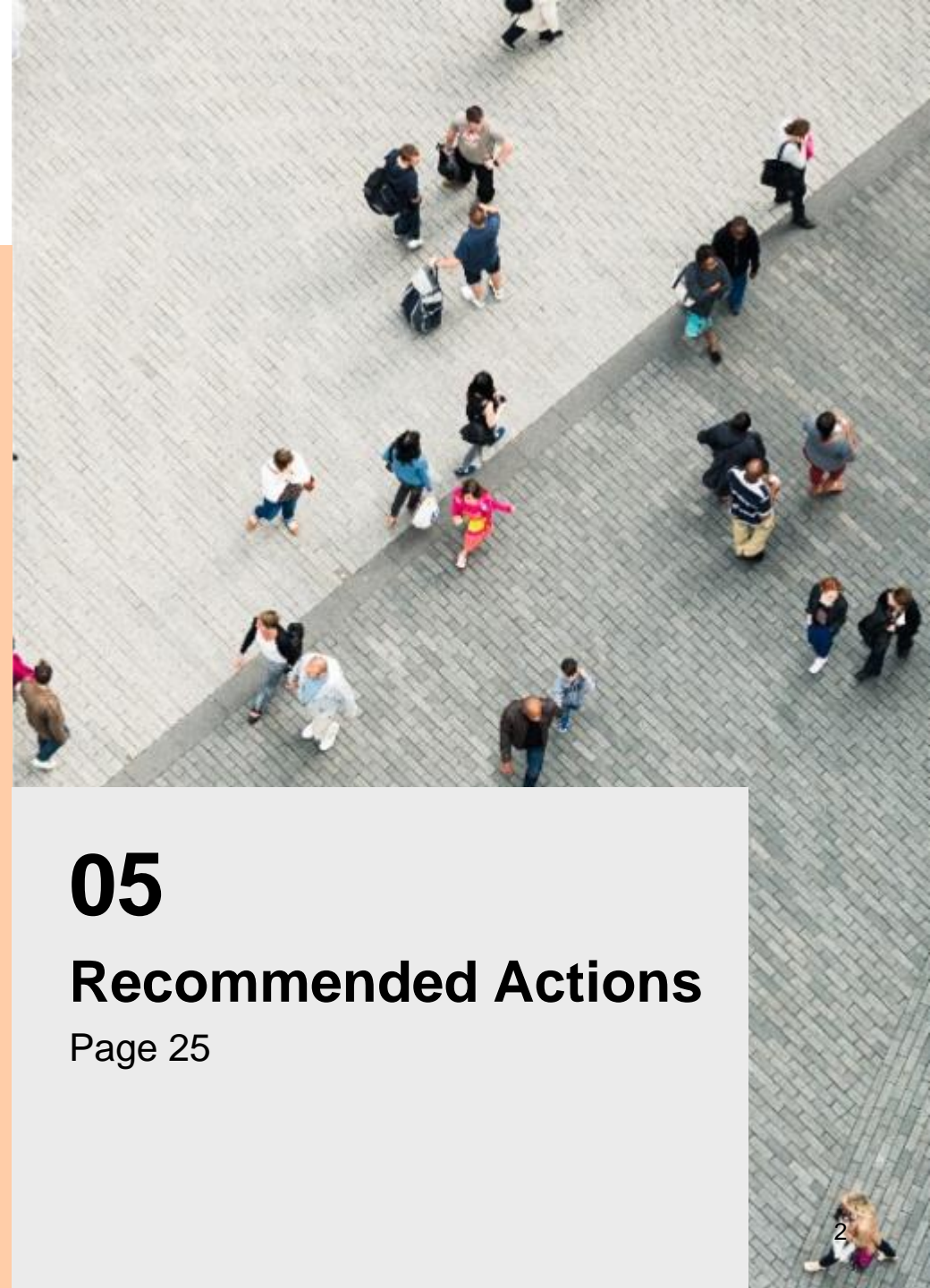
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Overview

Survey background

WHY Hopes & Fears

This survey, involving 1,061 participants from Hong Kong and part of a global study of 49,843 workers, focuses on understanding AI's impact and the wellbeing challenges employees face. The report compares the trend in Hong Kong with those in other regions to provide actionable insights for business leaders to navigate this transformative period.

49,843

Global Respondents

48

Major Economies

28

Sectors



#1 AI



#2 Wellbeing



#3 Change Drivers



WHAT are the highlights

This survey examines critical aspects of AI adoption, including user sentiments and concerns about job replacement, while assessing workplace emotional wellbeing, such as mood, sense of meaning at work, and psychological safety. Additionally, it further explores career advancement and staff retention factors to derive insights that support organisational success.

HOW should organisations respond

The report recommends employee upskilling and proactive change management to enhance job security amid advances in AI. It also highlights the importance of structured, purpose-driven cultural changes as essential for fostering employee wellbeing within a healthy organisation.



For further enquiries, please contact PwC Hong Kong at michael.yh.cheng@hk.pwc.com and albert.kh.lo@hk.pwc.com

Key insights

#1 AI



Hong Kong workforce is still **catching up on Gen AI and Agentic AI usage**

- Although GenAI is relatively widespread, with nearly 50% of users engaging weekly or daily, agentic AI usage lags behind, with only about 30% using at the same frequency
- Although workers report productivity improvements due to AI, **gains in job security and salary in Hong Kong are almost 50% lower** than in the other regions

#2 Wellbeing



Hong Kong's workforce is demonstrating **positive motivation and a sense of meaning at work**

- Hong Kong's workforce responds positively towards motivation and meaning in work, with Gen Z feeling less motivated but reporting a greater sense of meaning in their work
- Consistent with our findings in 2024, **feelings of fatigue are especially prevalent in Hong Kong**, possibly due to the ongoing need to adapt rapid technological change

#3 Change drivers

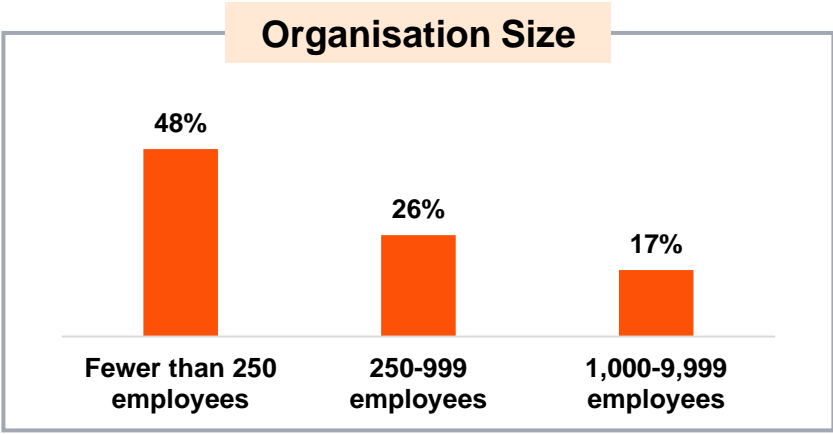
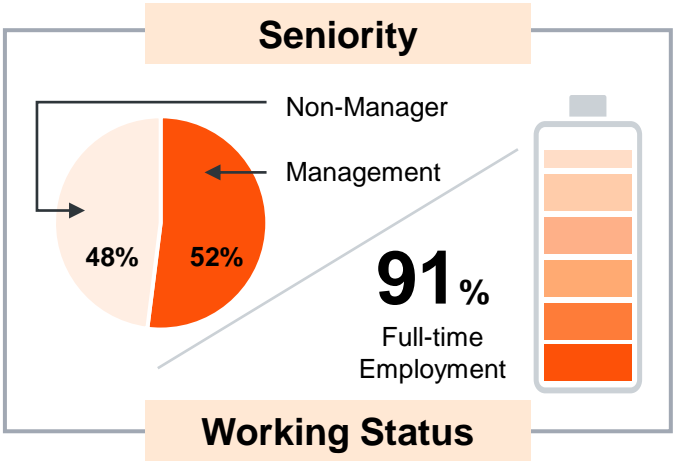
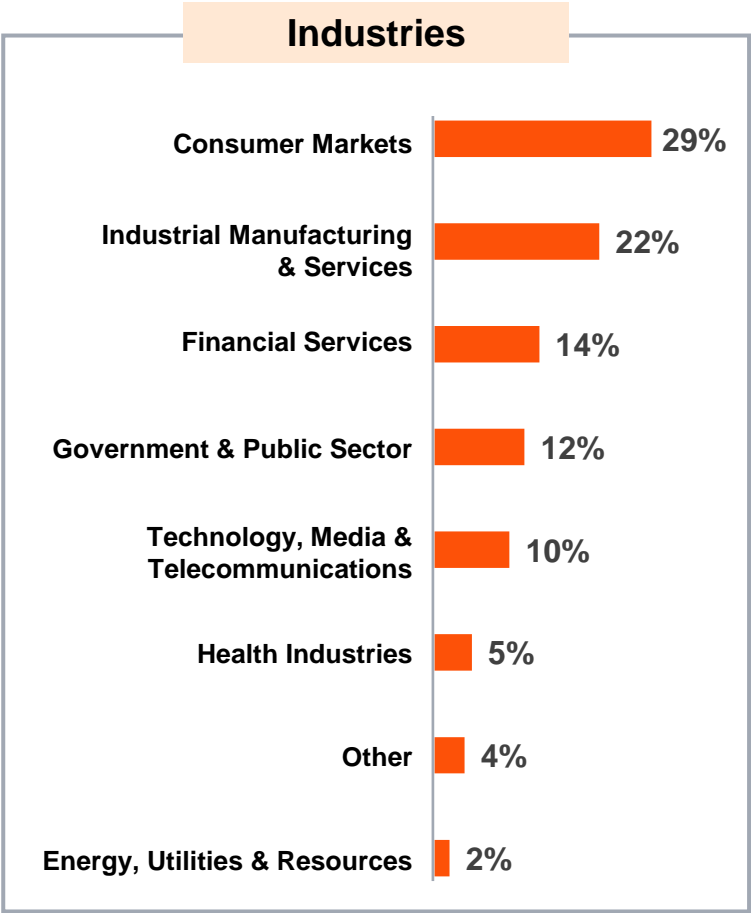
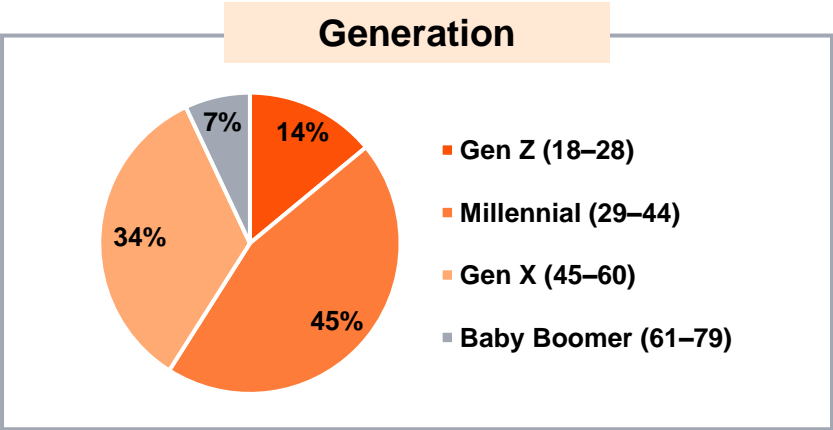
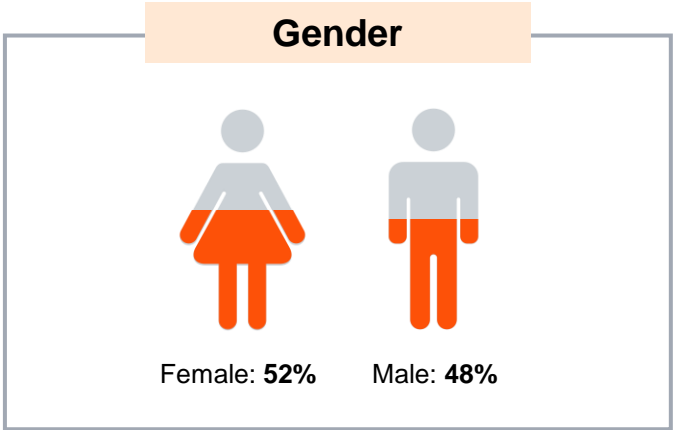


Hong Kong workers report **lower perceived control** over technology's impact on work and **feel less secure in their job**

- Technology is considered the second biggest driver of change in how we work, with nearly half of Hong Kong workers worrying that it could impact their jobs
- Job security is considered the top priority when choosing a job, but Hong Kong workers are less confident in their job stability than their global peers

Hopes & Fears 2025: Hong Kong data

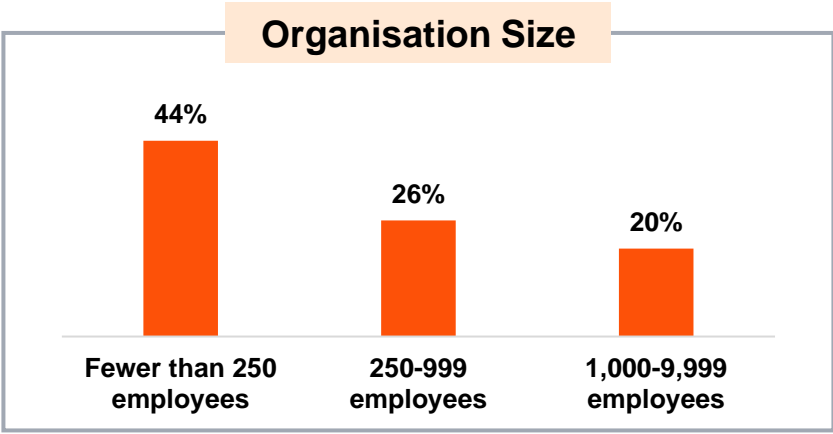
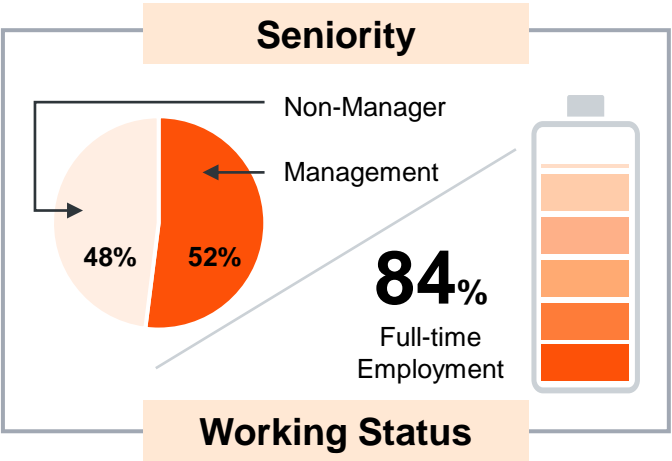
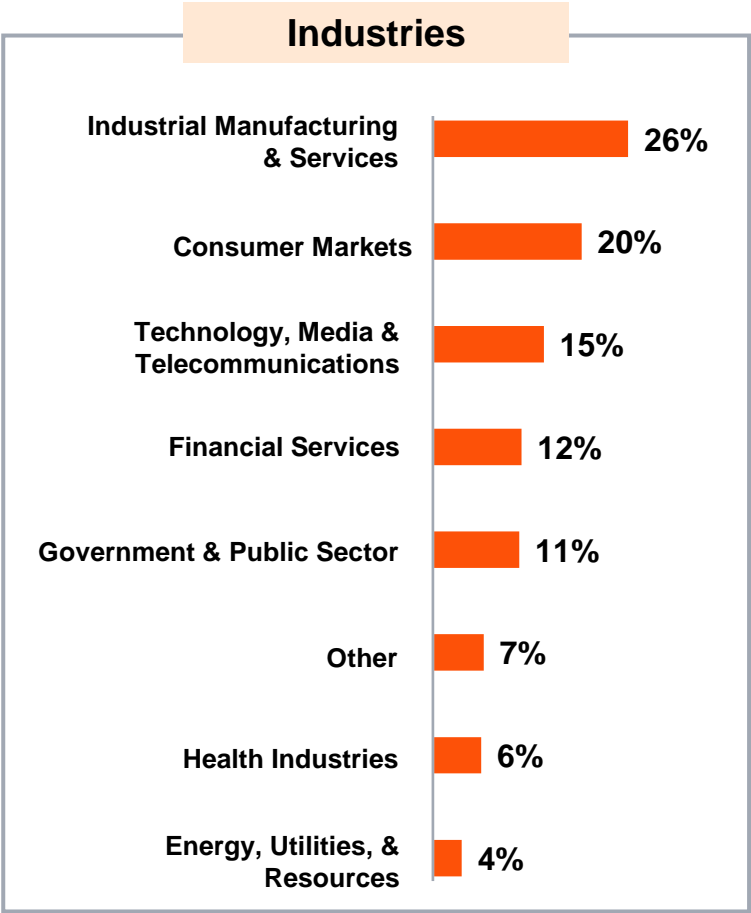
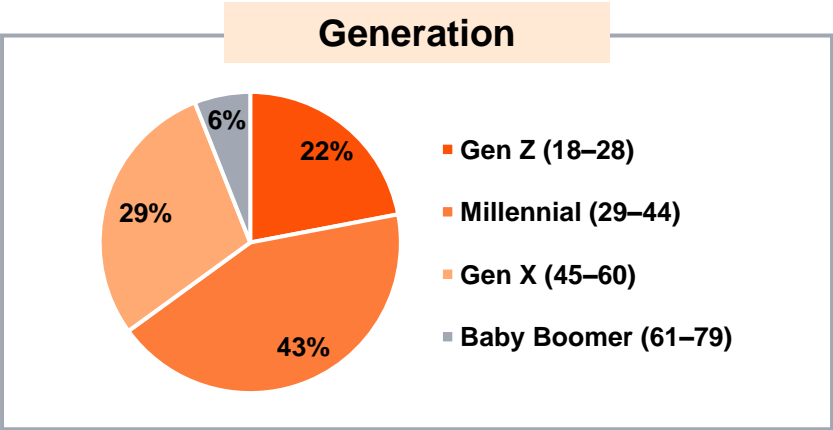
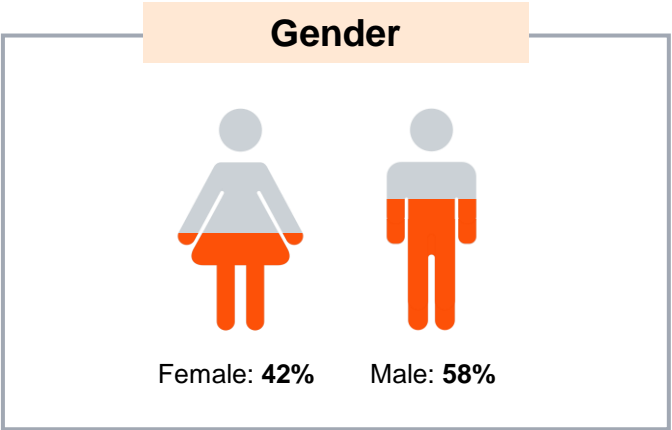
1,061 respondents from Hong Kong



*Total percentages shown may not be 100 due to rounding and/or some options are excluded.
Base: All global respondents (n = 49,843); All Asia Pacific respondents (n = 17,622); All Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2025

Hopes & Fears 2025: Asia Pacific data

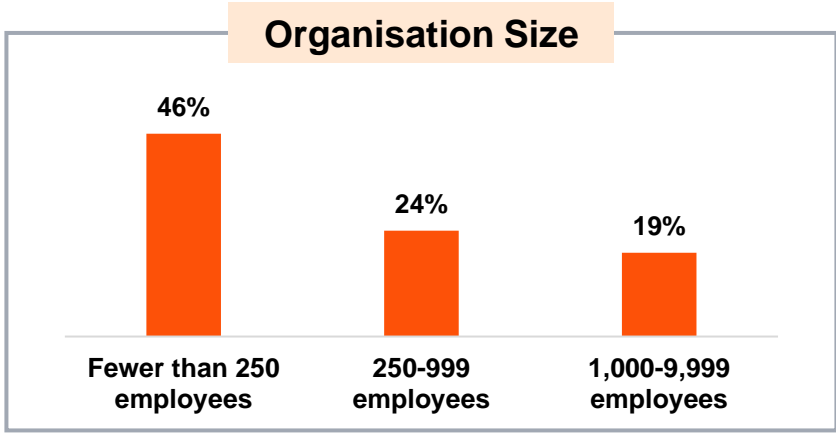
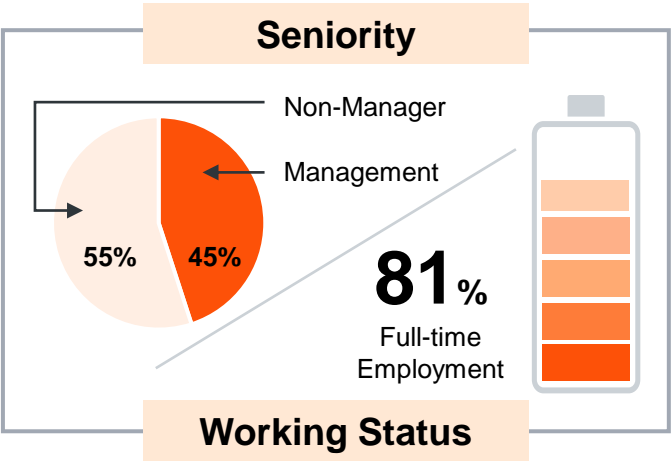
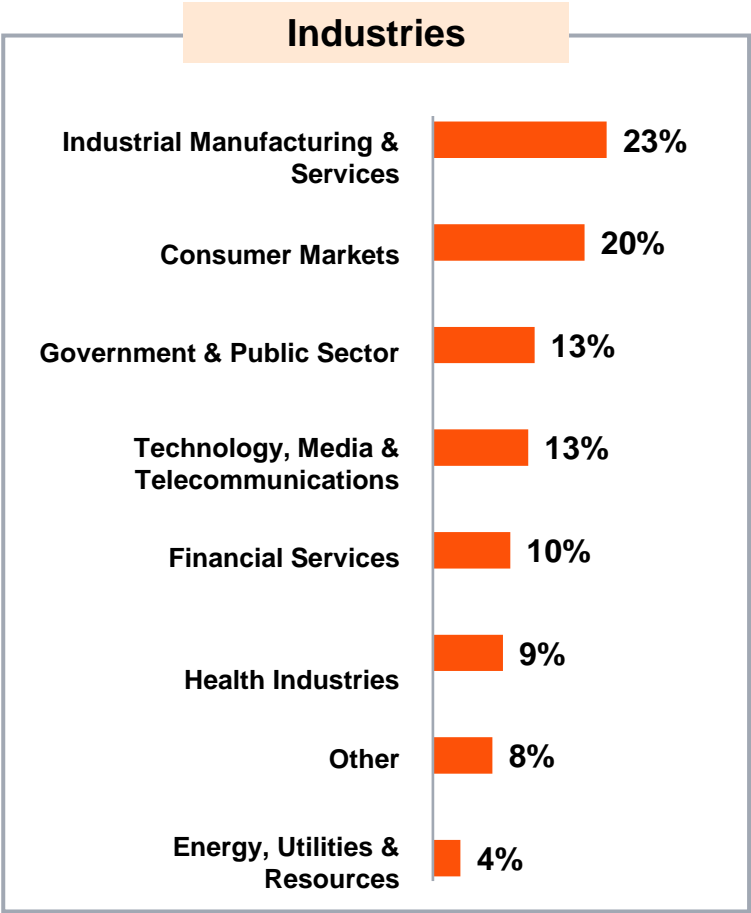
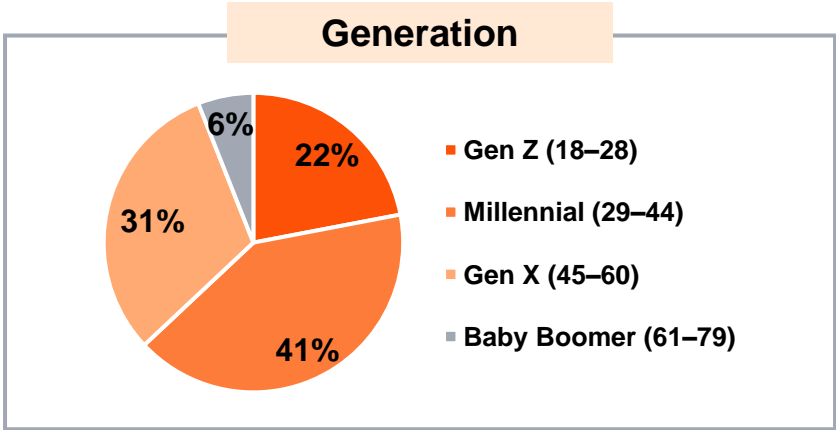
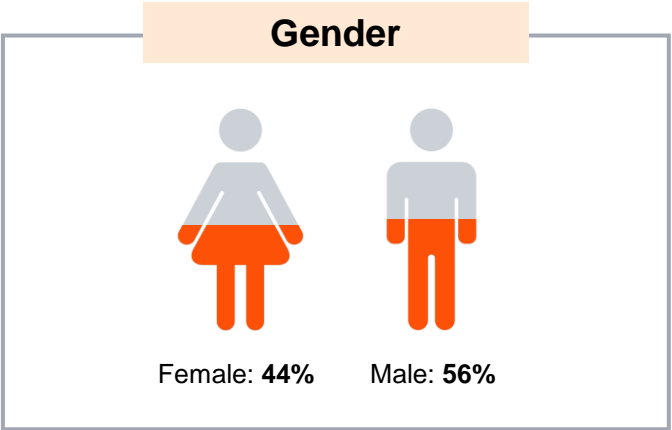
17,622 respondents from Asia Pacific



*Total percentages shown may not be 100 due to rounding and/or some options are excluded.
Base: All global respondents (n = 49,843); All Asia Pacific respondents (n = 17,622); All Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2025

Hopes & Fears 2025: Global data

49,843 respondents from Global



*Total percentages shown may not be 100 due to rounding and/or some options are excluded.
Base: All global respondents (n = 49,843); All Asia Pacific respondents (n = 17,622); All Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2025

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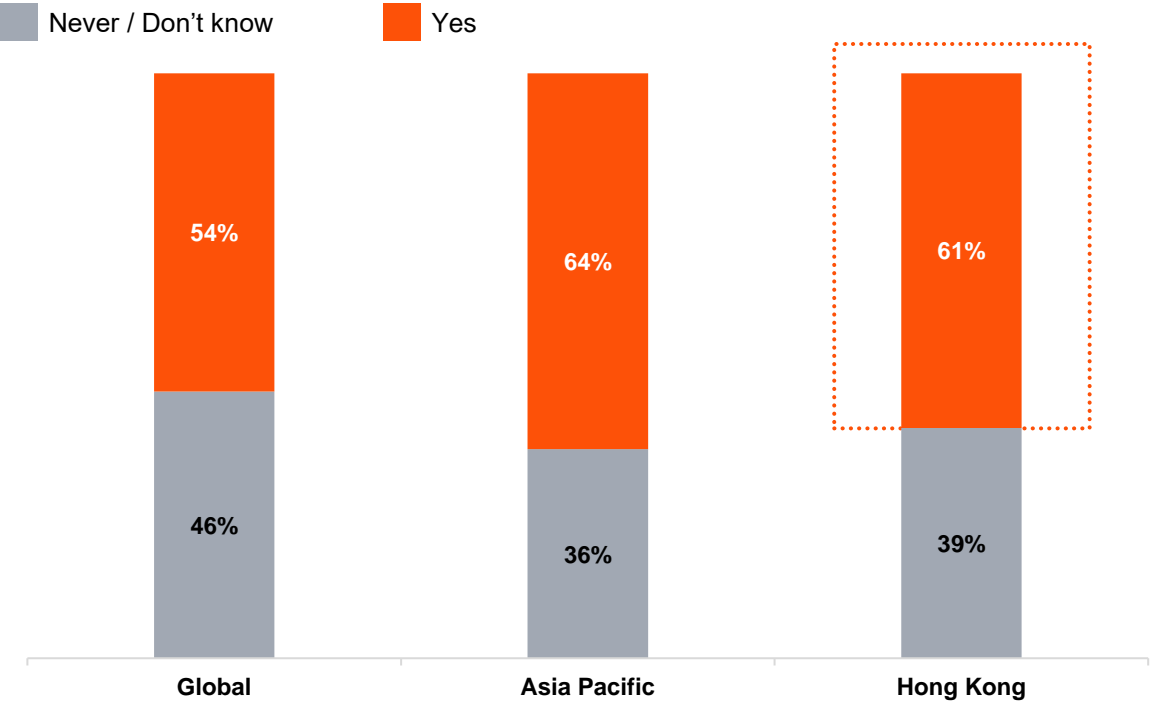
AI impacts perceptions: Fear versus opportunity

AI - AI adoption

AI usage in Asia Pacific and Hong Kong has surpassed the global average over the last 12 months

"Have you used AI in your job in the last 12 months?"

Use of AI in the past 12 months (2025)



Base: All global respondents (n = 49,843); All Asia Pacific respondents (n = 17,622); All Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2025

Demographic breakdown of Hong Kong respondents who used AI in the past 12 months

Note: The percentage represents the portion of respondents under each demographic item who selected the specified item(s)



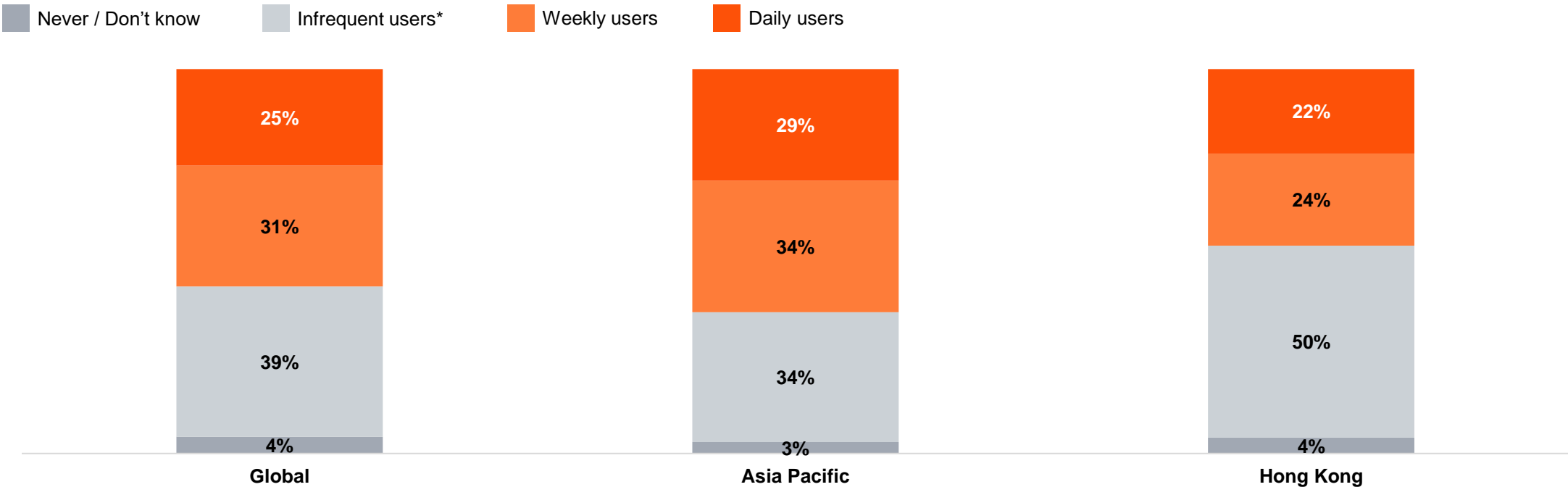
AI - GenAI adoption

GenAI adoption in Hong Kong is comparable to Asia Pacific and Global, but the frequency of usage is slightly lower

“In the past 12 months, how frequently, if at all, have you used GenAI tools (e.g. ChatGPT DALL-E) at work?”

(Asked of respondents who said "Yes" or "Don't know" to whether they have used AI in the past 12 months only)

Share of workers using GenAI at work (2025)



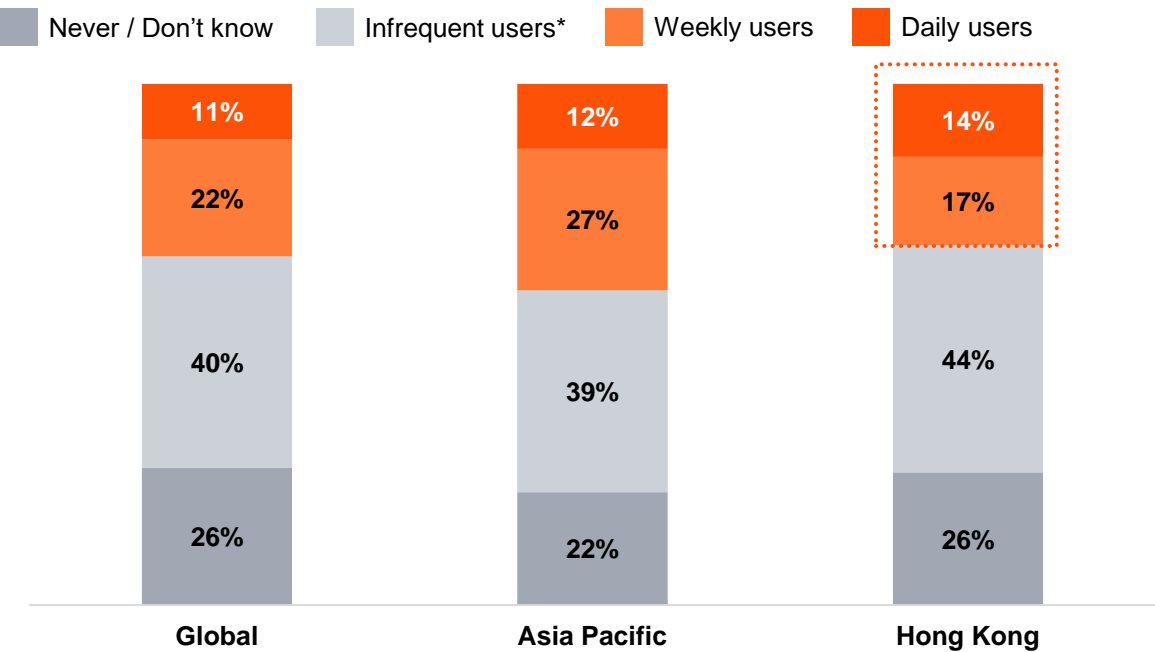
*Infrequent GenAI users refers to respondents who reported using GenAI once, a few times, or about once a month.
Base: Global respondents who used AI in the past 12 months (n = 28,199); Asia Pacific respondents who used AI in the past 12 months (n = 1,143); Hong Kong respondents who used AI in the past 12 months (n = 663) in 2025
Source: PwC Global Workforce Hopes & Fears Survey 2025

AI - Agentic AI adoption

Limited agentic AI users were identified across regions. Hong Kong remains comparable to other regions

"In the past 12 months, how frequently, if at all, have you used AI Agents at work?"
(Asked of respondents who said "Yes" or "Don't know" to whether they have used AI in the past 12 months only)
Note: AI Agents are technologies capable of performing multi-step processes, like scheduling a meeting with many participants, with little human input

Share of workers using agentic AI at work (2025)



*Infrequent Agentic AI users refers to respondents who reported using AI Agents once, a few times, or about once a month.
Base: Global respondents who used AI in the past 12 months (n = 28,199); Asia Pacific respondents who used AI in the past 12 months (n = 1,143); Hong Kong respondents who used AI in the past 12 months (n = 663) in 2025; All Hong Kong respondents (n = 1,000) in 2024
Source: PwC Global Workforce Hopes & Fears Survey 2025; PwC Global Workforce Hopes & Fears Survey 2024

Demographic breakdown of daily and weekly agentic AI users in Hong Kong

Note: The percentage represents the portion of respondents under each demographic item who selected the specified item(s)

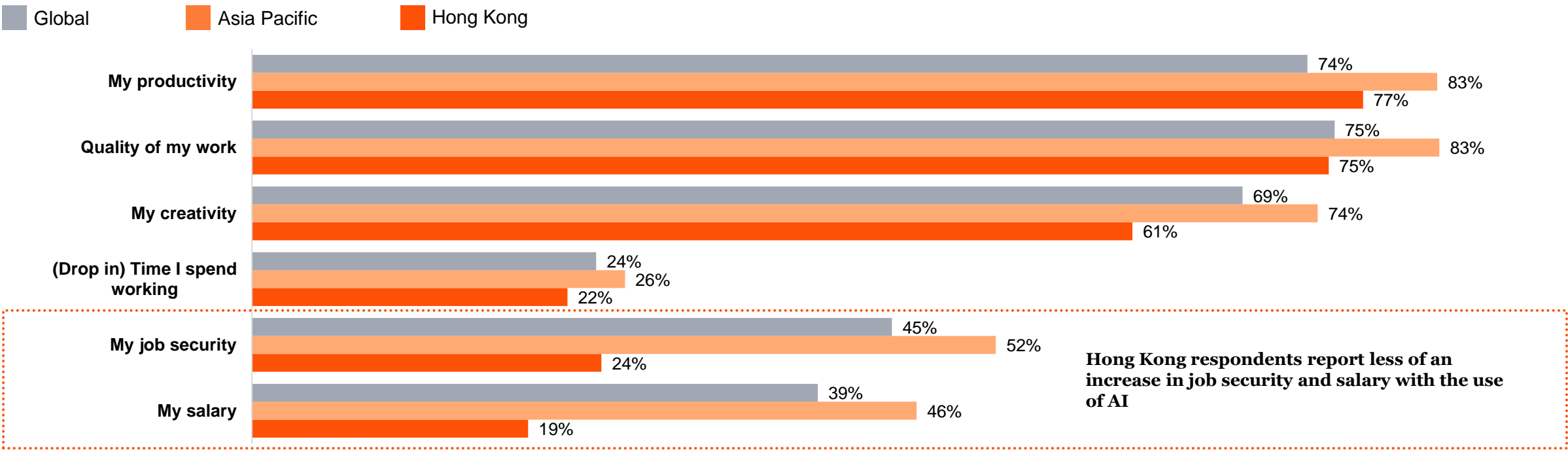


AI - Work impact

While AI has boosted productivity and quality of work across regions, Hong Kong workers report less of an increase in job security and salary than Asia Pacific and Global averages

“In the last 12 months, to what extent did AI increase or decrease the following aspects of your job?”
(Showing responses “Increase slightly, Increase moderately, Increase significantly”; Asked of respondents who said “Yes” or “Don’t know” to whether they have used AI in the past 12 months only)

Share of workers reporting increases in the following aspects of their job due to AI in the last 12 months



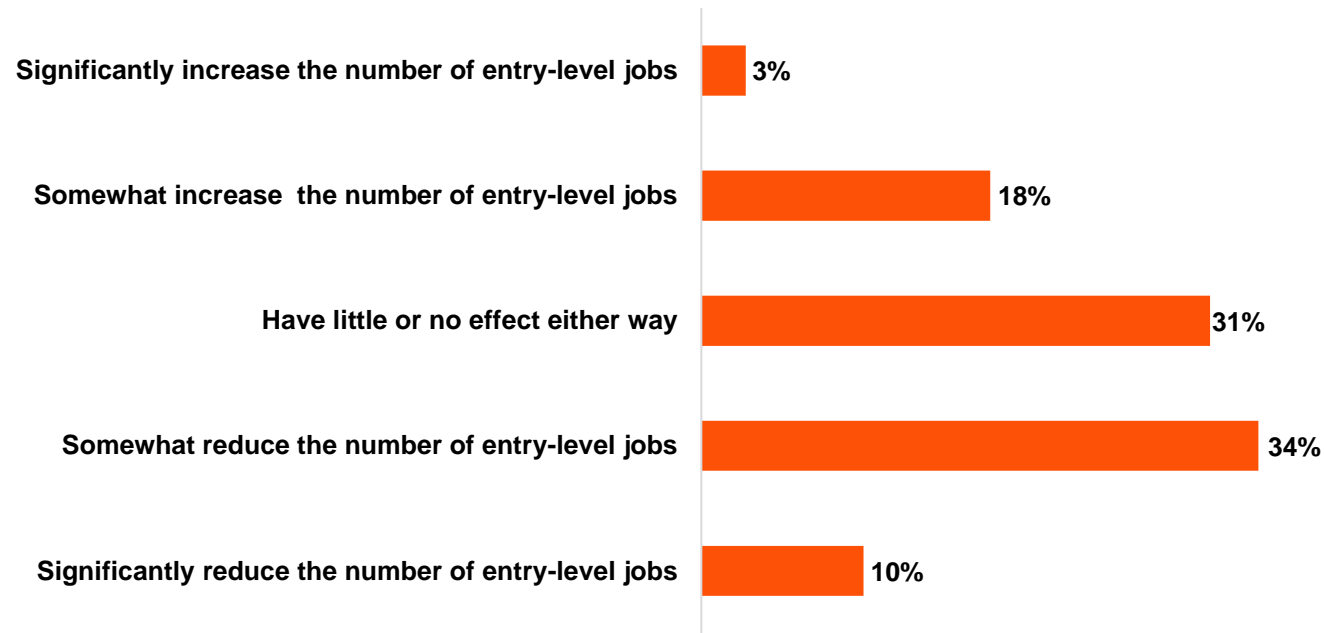
Base: Global respondents who used AI in the past 12 months (n = 28,199); Asia Pacific respondents who used AI in the past 12 months (n = 1,143); Hong Kong respondents who used AI in the past 12 months (n = 663) in 2025
Source: PwC Global Workforce Hopes & Fears Survey 2025

AI - Work impact on entry-level roles

Managers and above predict a reduction in entry-level roles, with the reduction being greater in Hong Kong than globally

“What impact do you think AI will have on entry-level roles in your organisation over the next three years?”
(Asked of senior executives and managers only)

Share of manager and above’s perceived impact of AI on entry-level roles over the next three years



Note: Responses of “Don’t know” are excluded in this visualisation. They account for no more than 5% of responses.
Hong Kong respondents who are management-level (n = 555) in 2025
Source: PwC Global Workforce Hopes & Fears Survey 2025

Job function and industry breakdown of responses that predict a drop in entry-level roles

Note: The percentage represents the portion of respondents under each demographic item who selected the specified item(s)

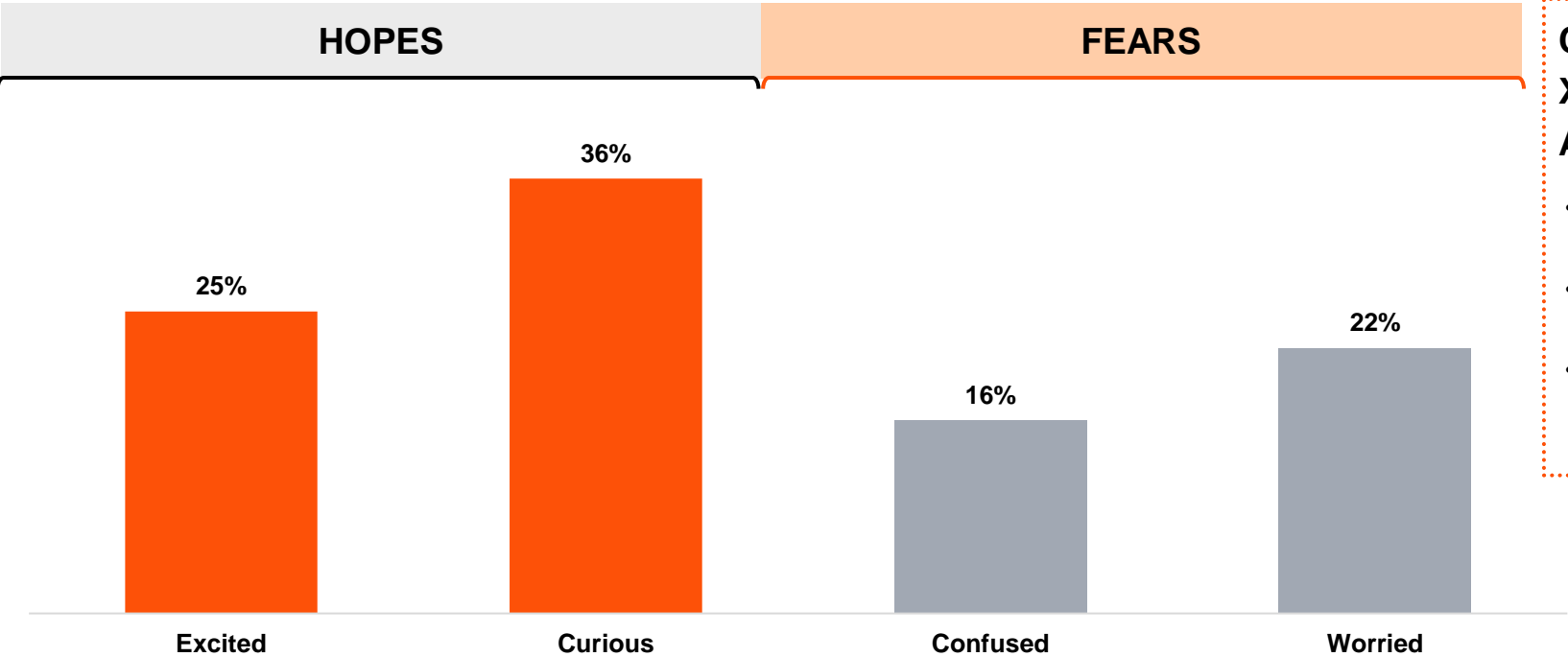


AI - sentiment

Curiosity outweighs concern: Hong Kong workers tend to view AI's impact on their jobs positively

“To what extent, if at all, do you feel the following emotions about how AI may affect your work?”
(Showing responses ‘To a large extent’ and ‘To a very large extent’)

Share of workers' positive and negative emotions about how AI may significantly affect their work



Compared to the Hong Kong average, Gen X and Gen Z are more apprehensive about AI

- **Gen X (45 - 60):** Excited (-7%), Curious (-3%), Confused (-3%), Worried (-3%)
- **Millennial (29 - 44):** Excited (+5%), Curious (+3%), Confused (+0%), Worried (+0%)
- **Gen Z (18 - 28):** Excited (+3%), Curious (-1%), Confused (+10%), Worried (+10%)

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Wellbeing needs
addressed: Elevating
work experience

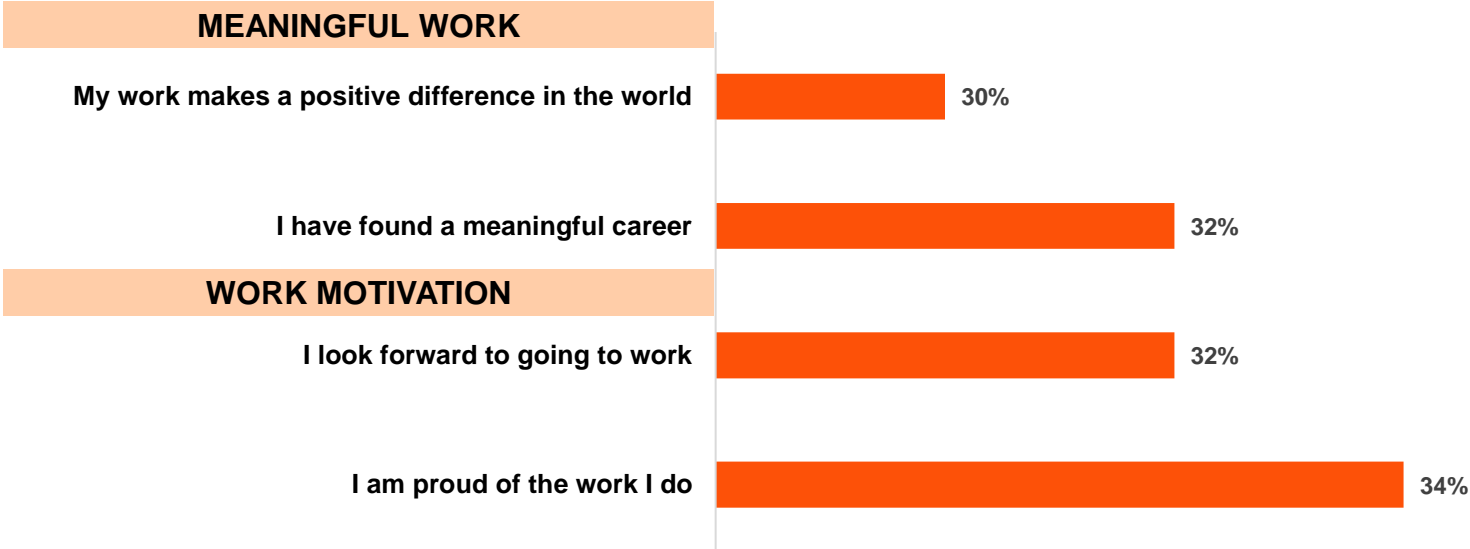
Workplace - Motivation & meaning

One third of the Hong Kong workers respond positively towards motivation and meaning in work

[Top] “How often do you have the following feelings about your job?”
(Showing responses ‘At least once a week’)

[Bottom] “To what extent do you agree or disagree with the following statements?”
(Showing responses ‘Moderately agree’ or ‘Strongly agree’)

Share of workers' feelings and agreeableness towards workplace motivation and meaning



In Hong Kong, Gen Z are less motivated to work, yet they report a greater sense of meaning in their work

Compared to the Hong Kong average:

- **Gen X (45 - 60):** Look forward to work (+1%), Proud of the work I do (-2%), Found a meaningful career (-1%), My work makes a positive difference in the world (-5%)
- **Millennial (29 - 44):** Look forward to work (-3%), Proud of the work I do (-1%), Found a meaningful career (-1%), My work makes a positive difference in the world (0%)
- **Gen Z (18 - 28):** Look forward to work (-7%), Proud of the work I do (+1%), Found a meaningful career (+3%), My work makes a positive difference in the world (+9%)

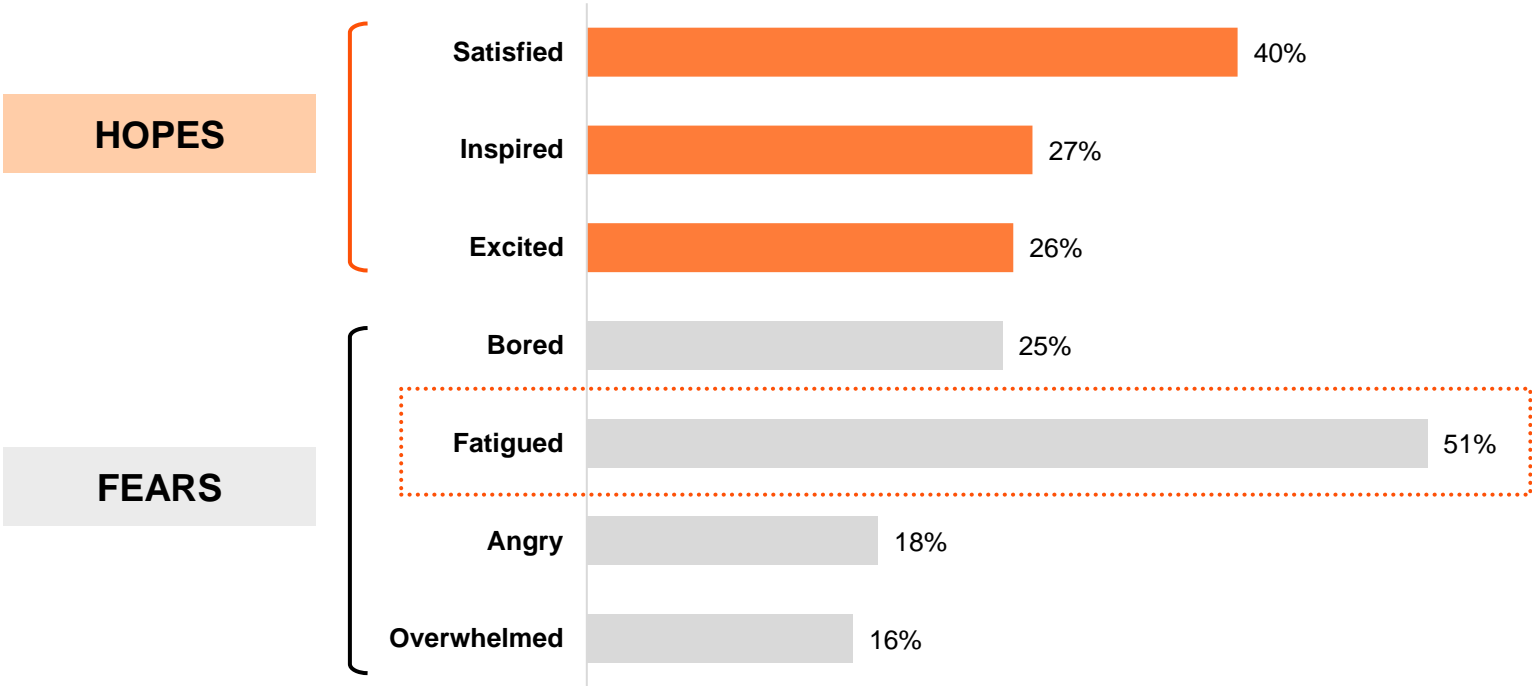
Base: All Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2025

Workplace - Mood across region

Generally speaking, Hong Kong workers are more hopeful and less fearful at work apart from expressing feelings of fatigue

“How often do you have the following feelings at work?”
(Showing responses ‘At least once a week’)

Share of workers who feel the following emotions at least once a week



Consistent with our findings in 2024, feelings of fatigue are especially prevalent in Hong Kong, possibly due to the challenges of adapting to accelerating technological change

In the 2024 Hopes and Fears survey, close to **half of respondents** reported that “**My workload has significantly increased**” (46%) and “**I have had to learn to use new tools/technologies in order to do my job**” (42%) as the **top two changes** they have experienced in their role over the past 12 months

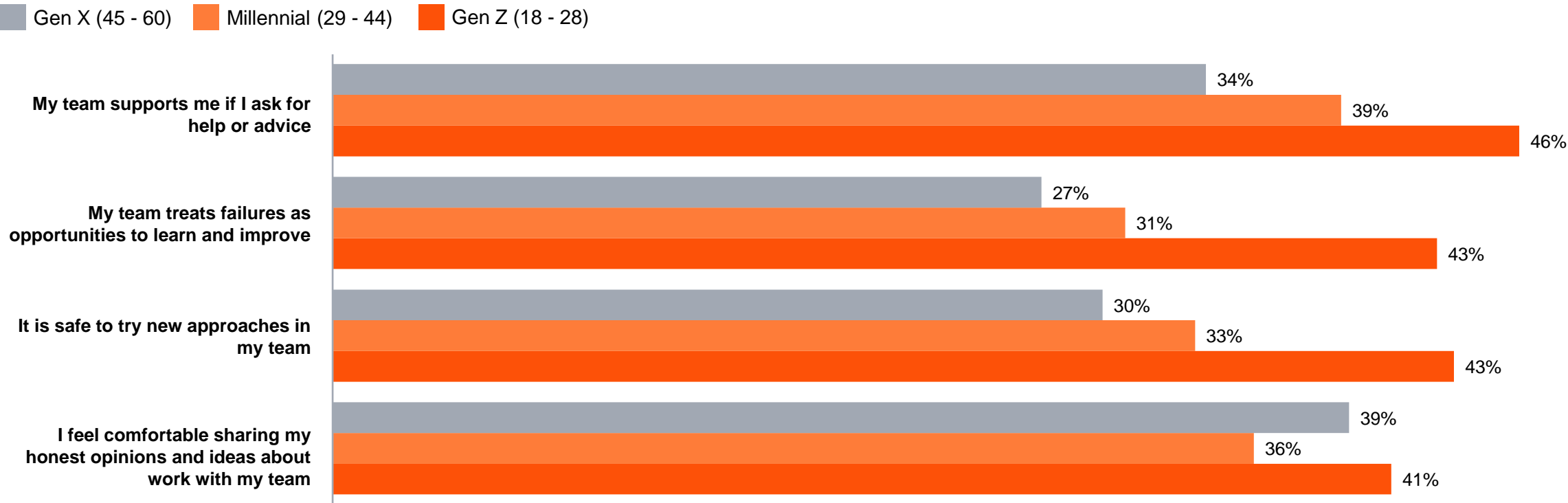
Base: All global respondents (n = 49,843); All Asia Pacific respondents (n = 17,622); All Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2025

Workplace - Psychological safety

Gen Z feels psychologically safer in the workplace than Millennials and Gen X

“To what extent do you agree or disagree with the following statements about your current work team?”
(Showing responses ‘Moderately agree’ or ‘Strongly agree’)

Share of workers who largely agree with the following statements on workplace psychological safety

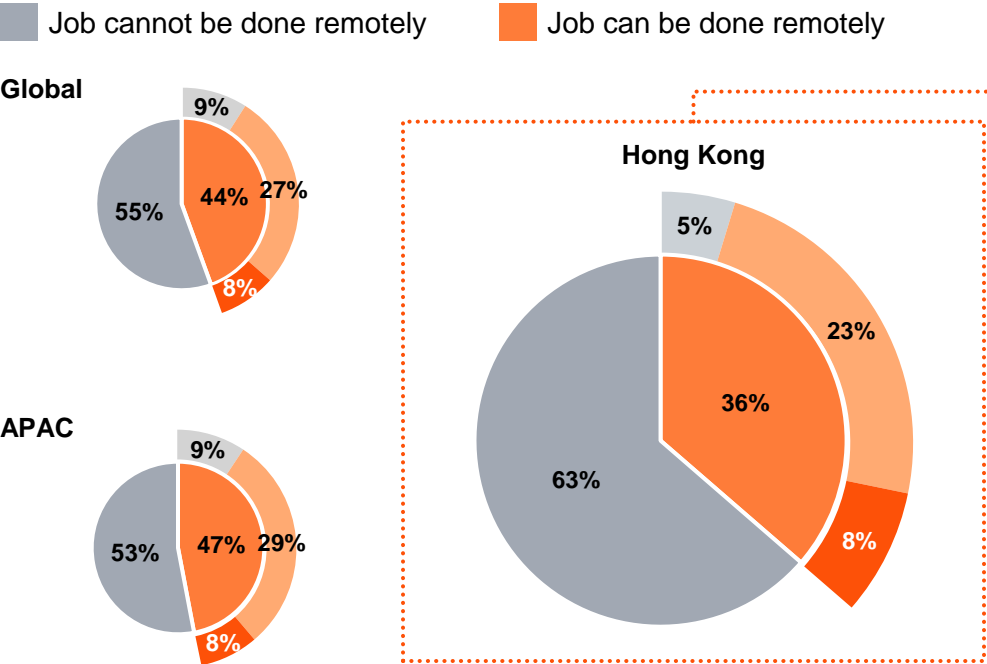


Base: All Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2025

Workplace - Remote Work & Trust in Manager

Hong Kong reports lower remote work flexibility and frequency, and a positive correlation between in-person working and trust in manager

Share of workers' remote work flexibility



Base: [Left] All global respondents (n = 49,843); All Asia Pacific respondents (n = 17,622); All Hong Kong respondents (n = 1,061)
 [Right] Hong Kong respondents who reported that their job can be done remotely/from home (n = 382)
 Source: PwC Global Workforce Hopes & Fears Survey 2025

[Left Inner Circle] “Can your job be done remotely/from home?”
 [Left Outer Circle] “Regarding your current role, how are you currently working?”
 (Asked of respondents who said their work can be done remotely in the above question)
 [Right] “To what extent do you agree or disagree with the following statements about your direct manager?”
 (Showing responses ‘Moderately agree’ / ‘Strongly agree’)

Positive correlation between in-person work and trust in manager in Hong Kong

	Full-time remote		Hybrid		Full-time in-person
I trust my manager	28%	<	46%	<	50%
My manager does what they say they will do	26%	<	40%	<	43%
My manager cares about my wellbeing	22%	<	37%	<	38%
I can speak openly with my manager	26%	<	43%	<	46%

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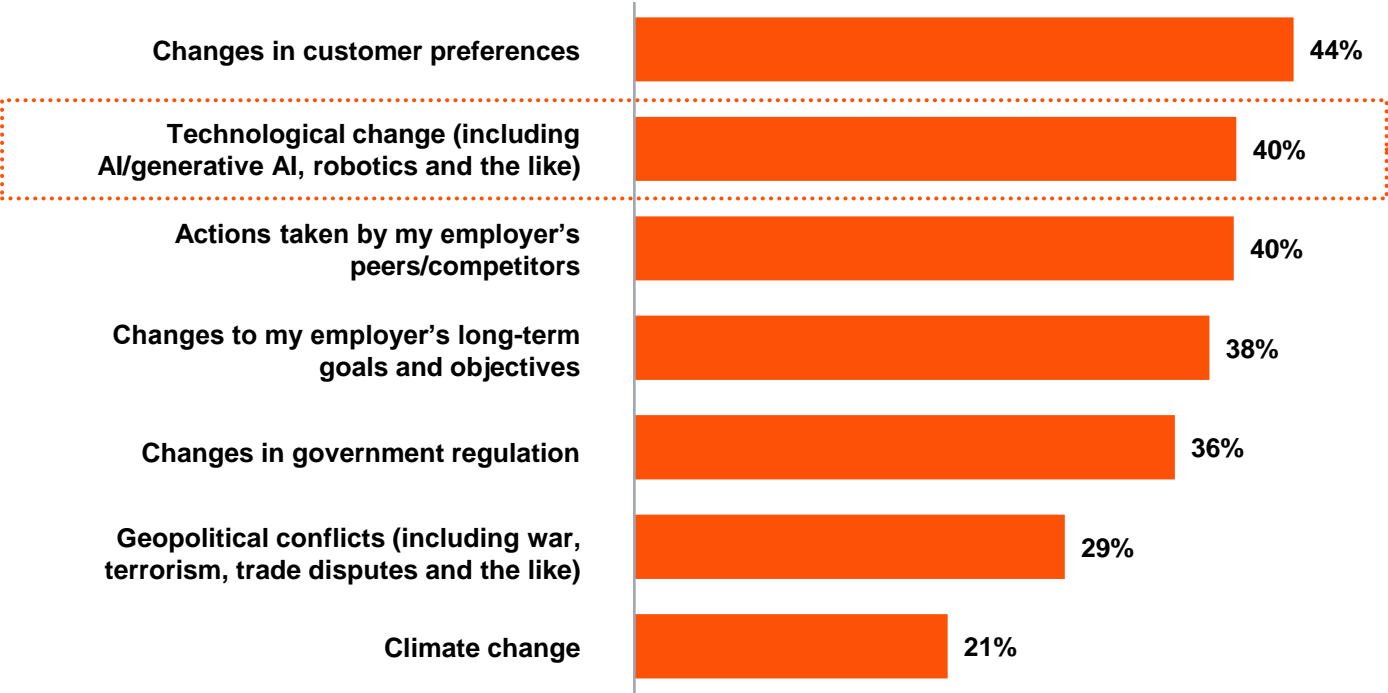
Key drivers to motivating the workforce of tomorrow

Change drivers – Technological change

Hong Kong workers see customer preferences and technological change having a major impact on their future jobs

"In the next three years, to what extent, if any, do you think each of the following will impact your job?"
(Showing responses "To a large extent" or "To a very large extent")

Share of workers who believe the following will impact their jobs in the next three years to a large or very large extent



Respondents with more frequent AI usage estimate greater impact of technological change on their jobs

Comparing against the Hong Kong average:

- **GenAI Usage:** Daily Users (+25%), Weekly Users (+8%), Infrequent Users* (-14%)
- **Agentic AI Usage:** Daily Users (+34%), Weekly Users (+6%), Infrequent Users** (-4%)

Note:

*Infrequent GenAI users refers to respondents who reported using GenAI once, a few times, or about once a month.

**Infrequent Agentic AI users refers to respondents who reported using Agentic AI once, a few times, or about once a month.

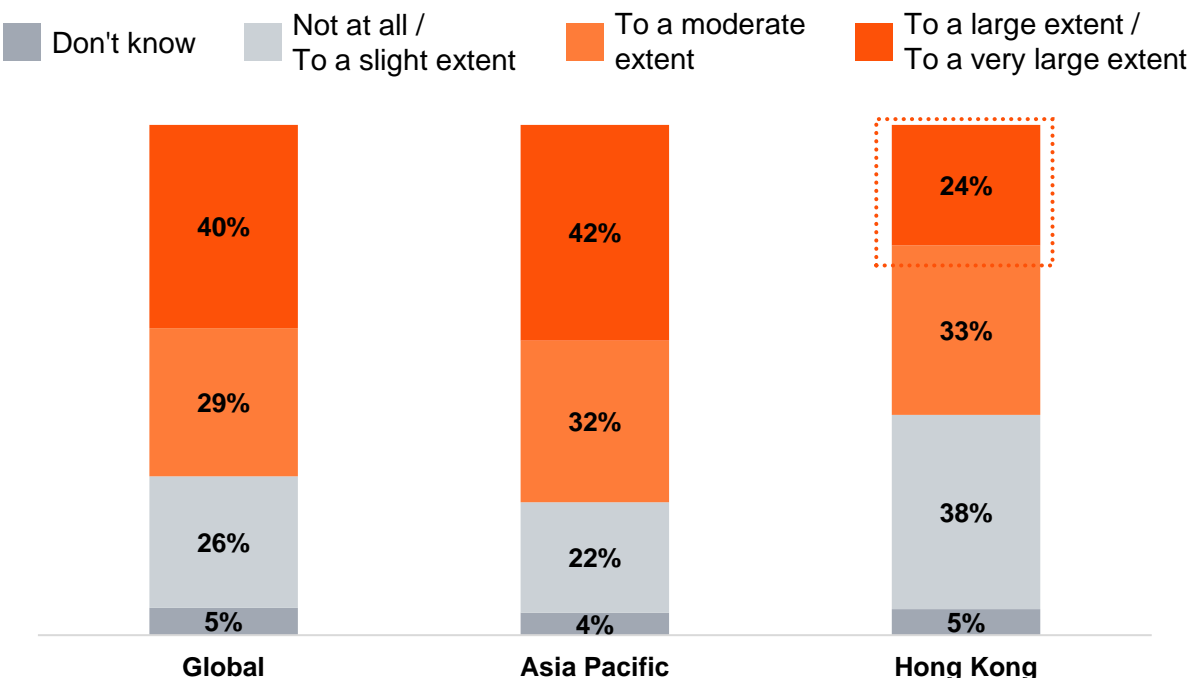
Base: All Hong Kong respondents (n = 1,061) in 2025
Source: PwC Global Workforce Hopes & Fears Survey 2025; PwC Global Workforce Hopes & Fears Survey 2024

Change drivers – Technological change

Hong Kong workers feel they have less control over how technology affects their work, comparable to their Global and Asia Pacific counterparts

“Over the next three years, to what extent will you have control over the ways technology affects your work?”

Share of workers’ expected control over the way technology affects their work



Demographic breakdown of respondents in Hong Kong who expected large / very large control over technology

Note: The percentage represents the portion of respondents under each demographic item who selected the specified item(s)



Base: All global respondents (n = 49,843); All Asia Pacific respondents (n = 17,622); All Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2025

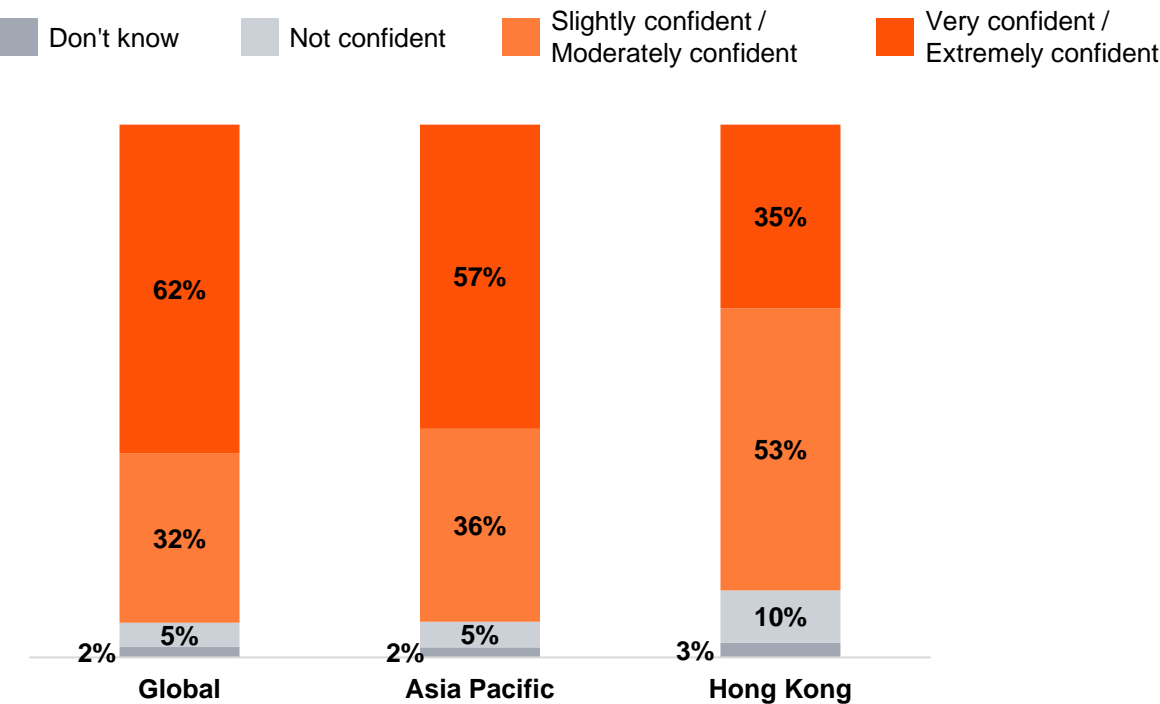
Job security and skill change

Hong Kong workers are less complacent about job security than their Global counterparts, with only around half believing their skills will remain relevant

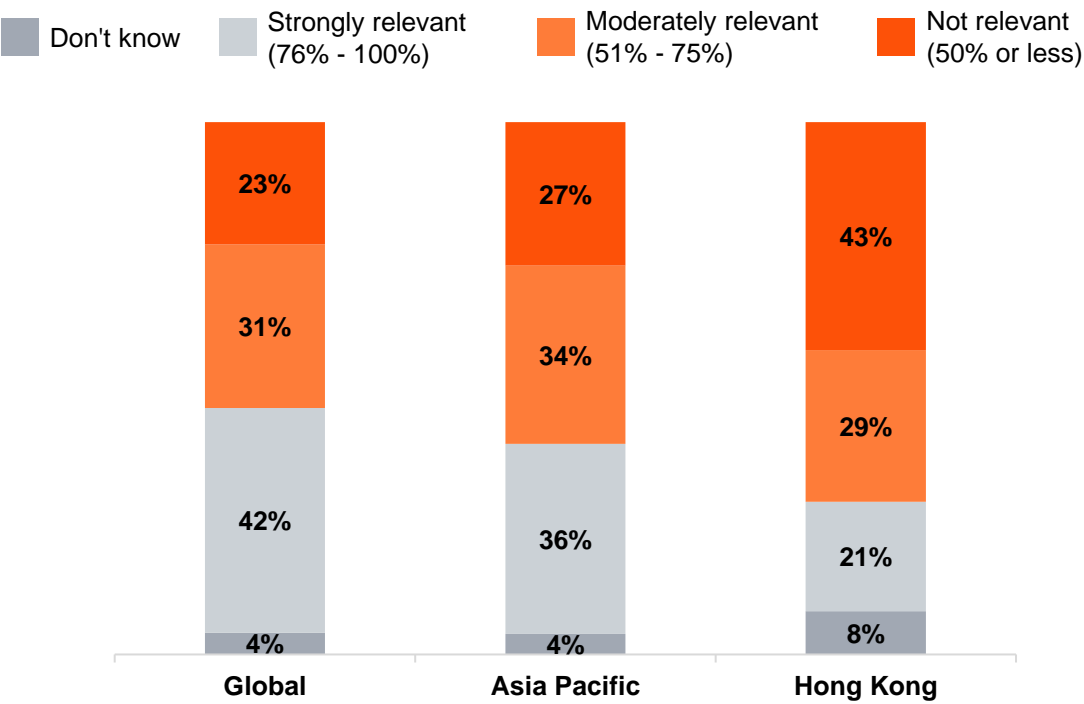
[Left] "How confident are you about your job security over the next 12 months?"

[Right] "What proportion of the skills you have today will be relevant to the way you expect to work in three years' time?"

Share of workers' anticipated job security



Proportion of skills expected to be relevant in the next 3 years



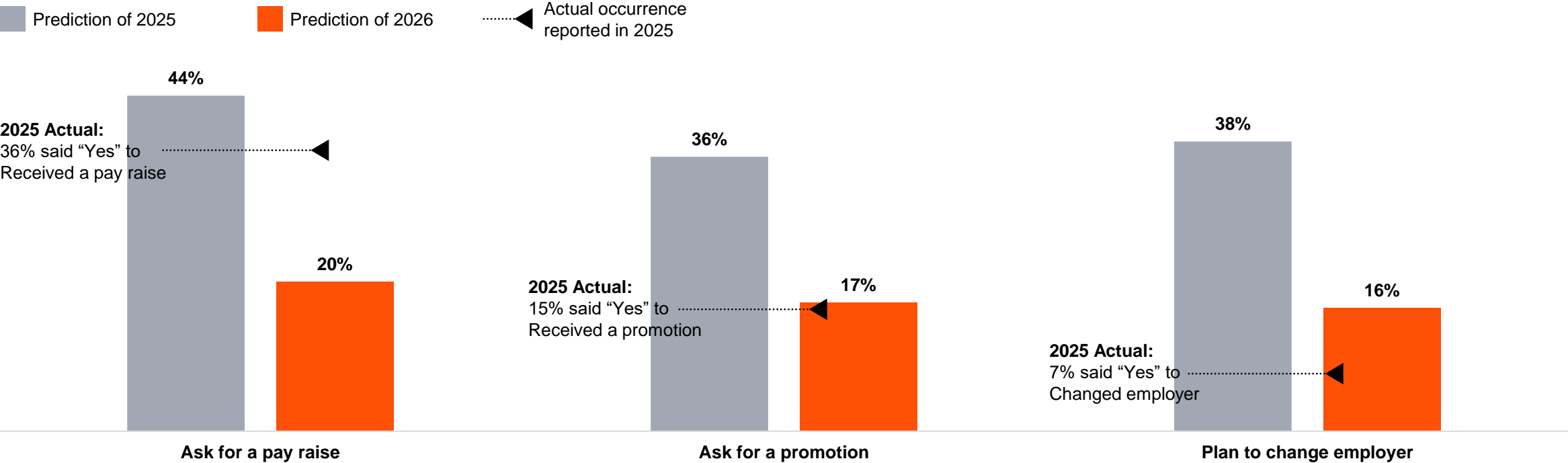
Base: All global respondents (n = 49,843); All Asia Pacific respondents (n = 17,622); All Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2025

Employee experience – Career growth

After peaking in 2024, fewer workers in 2025 plan to seek pay raises, promotions, or new employers

[Bar Chart] "How likely are you to take the following actions within the next 12 months?"
(Showing responses "Very likely / Extremely likely")
[Line Marker] "Which of the following happened to you within the last 12 months?"
(Showing responses "Yes")

Share of workers reporting different career advancement milestones



Base: All Hong Kong respondents (n = 1,061) in 2025; All Hong Kong respondents (n = 1,000) in 2024
Source: PwC Global Workforce Hopes & Fears Survey 2025; PwC Global Workforce Hopes & Fears Survey 2024

Employee experience – Job preferences

In line with Global and Asia Pacific trends, Hong Kong employees rank job security and an equitable reward structure as the top two factors in choosing a job

"When thinking about a job that is a good fit for you, how important is each of the following?"

(Showing responses "Very important / Extremely important")

Share of workers reporting respective factors as very important / extremely important when choosing a job

	Global		Asia Pacific		Hong Kong	
The job provides a reasonable level of job security	#1	79%	#1	76%	#1	66%
The job promotes and rewards workers who perform the best	#4	70%	#3	68%	#2	52%
The job aligns with your personal values	#3	72%	#4	66%	#3	51%
The job allows you to work with great colleagues and managers	#2	73%	#2	69%	#4	48%
The job provides some choice in how you work	#6	68%	#6	63%	#5	46%
The job provides opportunities to develop transferable skills	#5	69%	#5	66%	#6	42%
The job supports workers from less-advantaged groups to progress	#7	58%	#7	54%	#7	30%

Hong Kong Gen Z particularly values autonomy at work, alignment with personal value, and skills:

Comparing against the Hong Kong average:

- **Gen X (45 - 60):** Choice in the way you work (-5%), Alignment with personal values (-6%), Development of transferable skills (-11%)
- **Millennial (29 - 44):** Choice in the way you work (+4%), Alignment with personal values (+3%), Development of transferable skills (+7%)
- **Gen Z (18 - 28):** Choice in the way you work (+7%), Alignment with personal values (+5%), Development of transferable skills (+8%)

Note: Such a trend is not seen in the Global dataset

Base: All global respondents (n = 49,843); All Asia Pacific respondents (n = 17,622); All Hong Kong respondents (n = 1,061)

Source: PwC Global Workforce Hopes & Fears Survey 2025

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Recommended actions

#1 Boost AI usage frequency with a top-down approach

Implement a **Recognition Framework**:
Value digital acumen in your **competency model**



-
- Modify performance review criteria to include **specific metrics** for digital skills. Provide **examples** and **training** on how employees can develop and demonstrate these competencies
 - Develop **incentive programmes** that reward employees for achieving proficiency in AI tools and technologies. These could include bonuses or additional paid leave, **tied to measurable improvements** in productivity from AI adoption

Future-focused **Change Management**:
Rebuild job security and respond to the technology-driven future



-
- Communicate **job security plans** and **potential changes on technology** in regular roadshows and workshops. Transparency about the role of AI in shaping job functions can alleviate uncertainties



While AI adoption is comparable to the global benchmark, Hong Kong workforce is still **catching up on Gen AI and Agentic AI usage**

#2 Promote workers' wellbeing through the culture of the organisation

Rebuild **organisation culture**:
Wellbeing and Support



- Encourage a **culture of openness** where mental health topics are regularly **discussed and destigmatised**
- Implement **employee-led initiatives and support networks** that allow individuals to share experiences and offer mutual support

Reframe **job roles** to
enhance purpose and meaning



- Redesign job descriptions to **emphasize impact over tasks**. Replace task lists with “Impact statements” that link individual roles to company goals and customer outcomes using measurable indicators such as reduced error rates
- Launch **opt-in mission projects** by forming cross-functional squads aligned to strategic priorities (e.g., AI-enabled productivity). Let employees dedicate 10%-15% of their time to a mission that matches their interests and record the impact in performance reviews



Hong Kong's workforce is demonstrating positive **motivation and a sense of meaning at work**

#3 Promote job security with upskilling programmes

Strengthen **job security initiatives**:
Equip workers with future-ready skills



- Implement **reskilling programmes** aligned with future job requirements, with opportunities for cross-departmental skills. This **enables employees to pursue potential lateral moves** and mitigates fears associated with job security
- Establish **collaborations with educational providers** (e.g. LinkedIn Learning) to offer learning resources and certification programmes

Empower employees through **involvement in technology adoption**



- Involve employees as part of **advisory and design decision panels** during tech implementations and rollouts to gain feedback on process, workflow and potential role changes. This provides employees with a greater sense of **control and ownership**. It also **reduces anxiety about job security**



Job security as the top priority
when choosing a job

Contact us



Michael Cheng

Workforce Lead Partner
PwC Hong Kong
+852 2289 1850
michael.yh.cheng@hk.pwc.com



Edmund Lee

Consulting COO, Technology and
Transformation Leader
PwC Hong Kong
+852 2289 2714
edmund.ym.lee@hk.pwc.com



Albert Lo

Consulting Financial Services Leader
PwC Hong Kong
+852 2289 1925
albert.kh.lo@hk.pwc.com

Thank you