Hong Kong Workforce Hopes and Fears Survey 2026



November 2026

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Overview

Survey background

WHY Hopes & Fears

The workplace is being reshaped by a combination of economic uncertainty, evolving employee expectations and accelerating AI adoption. Against this backdrop, this survey captures the perspectives of more than 49,000 workers globally, including 1,045 employees in Hong Kong, providing insights into what workers value most, what concerns them, and how organisations can build a workforce that is prepared for the future.

49,364
Global Respondents

48
Major Economies

29
Sectors

#1 AI Adoption



#2 Navigating Change



#3 Employee Motivation



WHAT are the highlights

The survey explores six key themes shaping the employee experience in Hong Kong today, including: employee experience, job security, workplace transformation, AI and automation, skills and workforce readiness, and leadership and trust. Together, these provide a comprehensive view of the opportunities and challenges shaping the future of work in Hong Kong.

HOW should organisations respond

The report recommends moving beyond AI, skills and engagement initiatives, and instead building an integrated workforce strategy that strengthens AI adoption, improves employees' ability to navigate change, and reinforces the employee experience through clear communication, capability building, trust and meaningful rewards.

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Key insights

01 AI Adoption

AI adoption is accelerating, driving broader usage and tangible value

- **AI is increasingly being embedded in the Hong Kong workplace**, with 70% of respondents having used AI at work in the past 12 months. GenAI usage is also becoming more regular, with 27% using it daily and 33% weekly.
- AI adoption is translating into **tangible improvements in work outcomes**, with 65% reporting improvements in work quality, 58% reporting **increased use of skills** and 56% reporting **greater creativity**. In addition, 38% of respondents also reported that AI helps them **perform routine tasks more effectively**.



02 Navigating Change

The pace of change is increasing, but workforce confidence is lagging

- Hong Kong workers are **navigating increasingly intensive workplace change alongside mounting external pressures**. More than half (52%) experienced greater change in the past year, yet only around one-third said recent changes made them feel optimistic about their organisation's future.
- **Job security has emerged as a key concern** for Hong Kong workers. Almost one-third (32%) lack confidence in their job security, and 33% believe they are easy to replace. Economic uncertainty is intensifying this sense of vulnerability, with 49% concerned about job cuts. At the same time, cost of living pressures are increasing stress for 49% of workers.



03 Employee Motivation

Job satisfaction remains strong, while pay and benefits and job security continue to be the most important factors

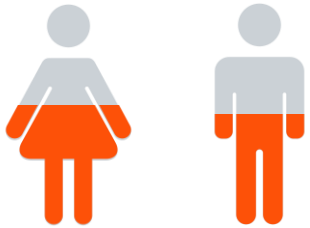
- While job satisfaction remains strong, pay and benefits and job security continue to be the **top one-two priority** factors for workers, far ahead of career progression (22%) and learning opportunities (15%).
- Hong Kong workers appear **more motivated than last year**, with a stronger willingness to go above and beyond. However, fewer workers intend to seek promotion or change jobs. **Financial outcomes remain important**, as a higher proportion of workers plan to ask for a pay rise.



Hopes & Fears 2026: Hong Kong data

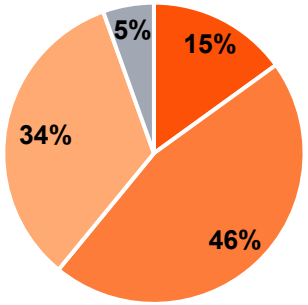
1,045 respondents from **Hong Kong**

Gender

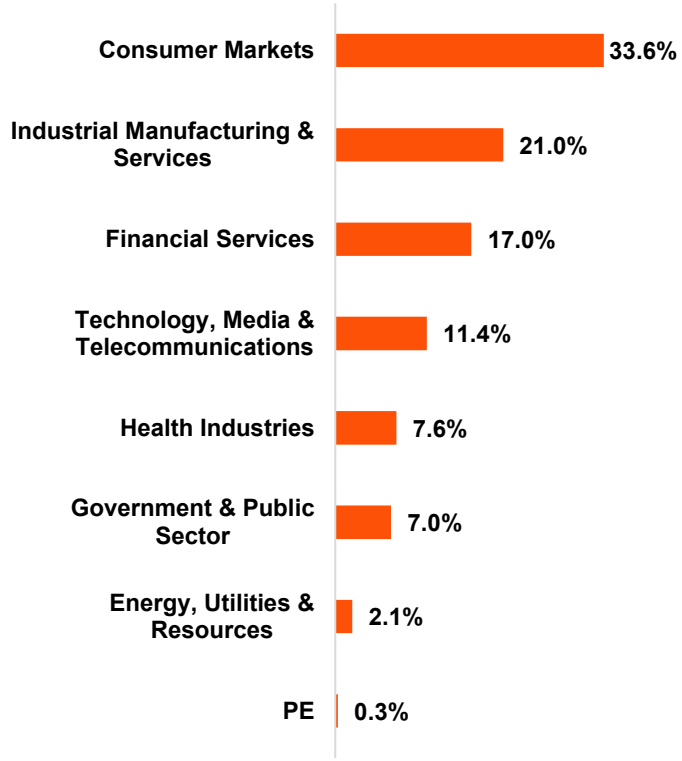


Female: **52%** Male: **48%**

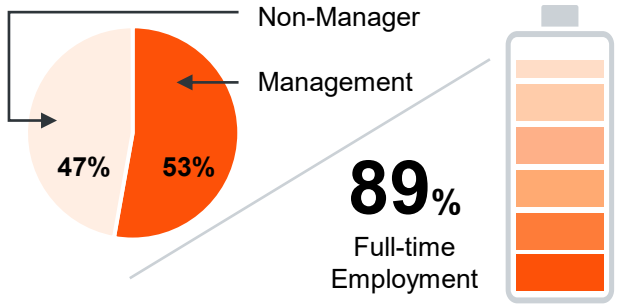
Generation



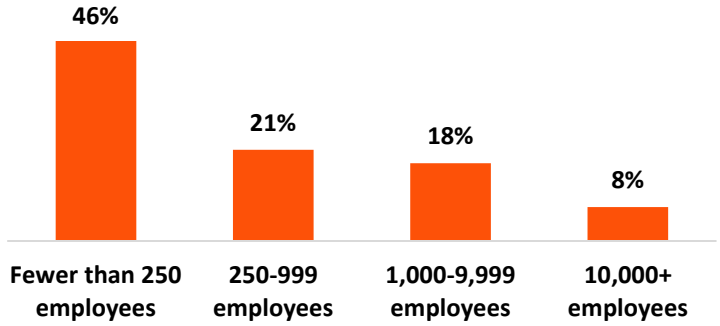
Industries



Seniority



Organisation Size



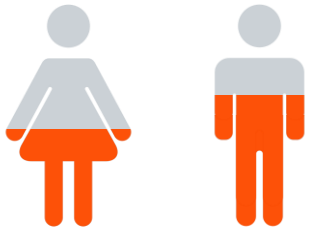
Working Status

*Total percentages shown may not be 100% due to rounding and/or some options are excluded.
Base: All global respondents (n = 49,364); All Asia Pacific respondents (n = 17,230); All Hong Kong respondents (n = 1,045)
Source: PwC Global Workforce Hopes & Fears Survey 2026

Hopes & Fears 2026: Asia Pacific data

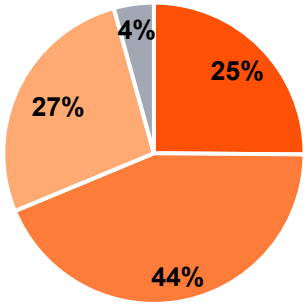
17,230 respondents from **Asia Pacific**

Gender

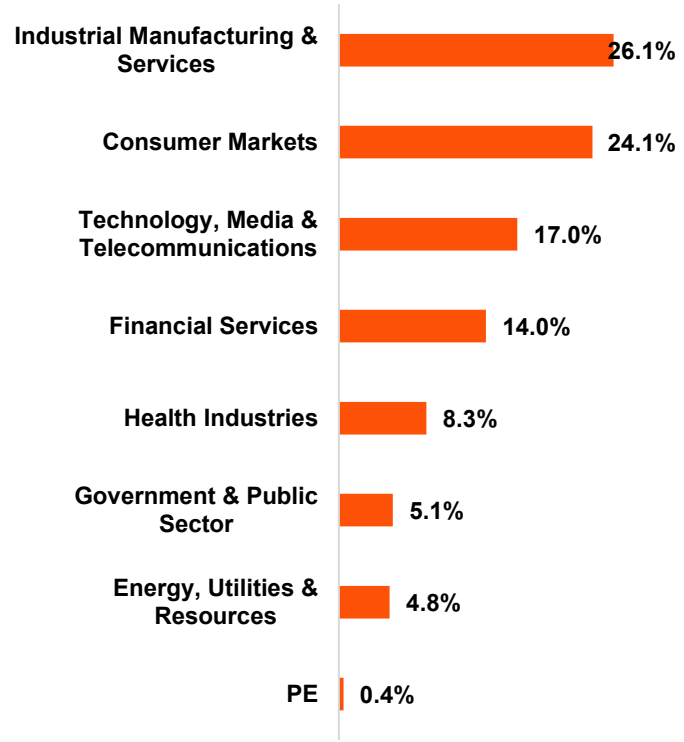


Female: **42%** Male: **58%**

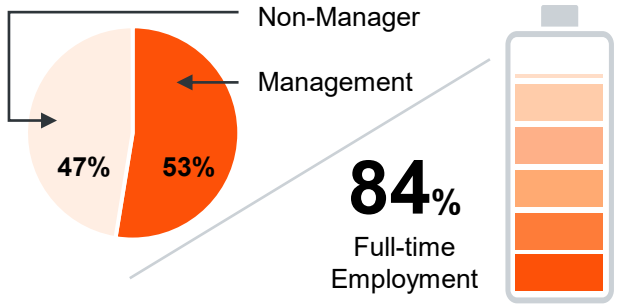
Generation



Industries

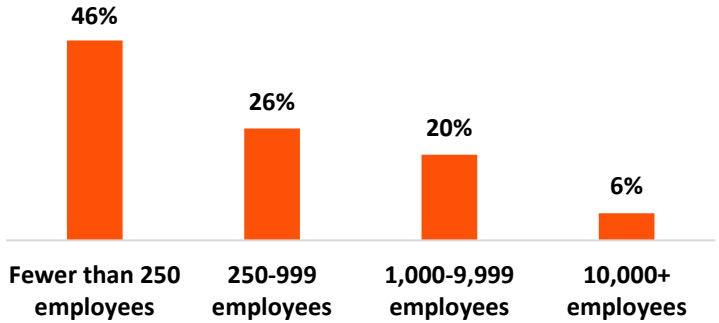


Seniority



Working Status

Organisation Size

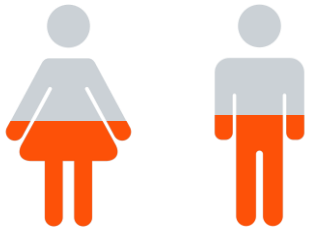


*Total percentages shown may not be 100% due to rounding and/or some options are excluded.
Base: All global respondents (n = 49,364); All Asia Pacific respondents (n = 17,230); All Hong Kong respondents (n = 1,045)
Source: PwC Global Workforce Hopes & Fears Survey 2026

Hopes & Fears 2026: Global data

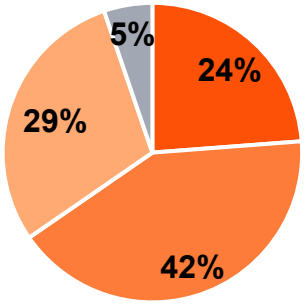
49,364 respondents from **Global**

Gender

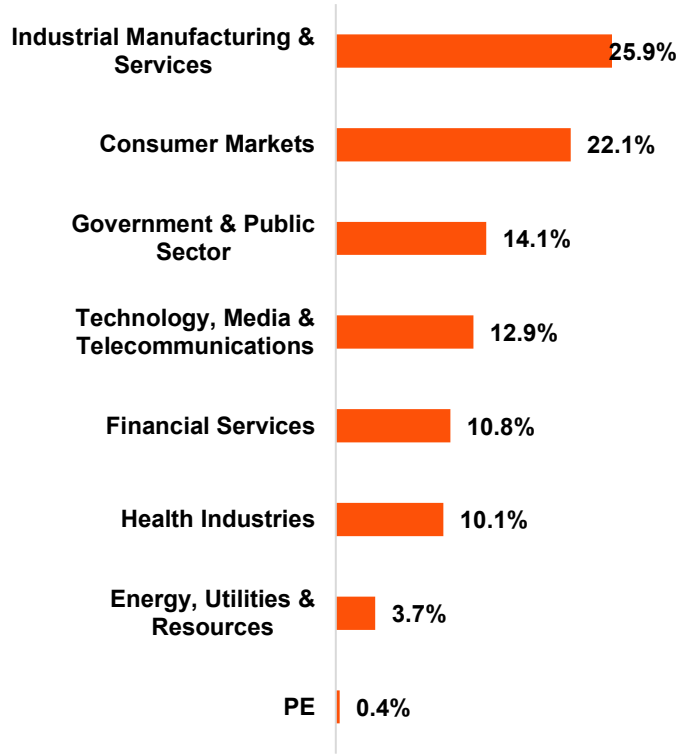


Female: **44%** Male: **56%**

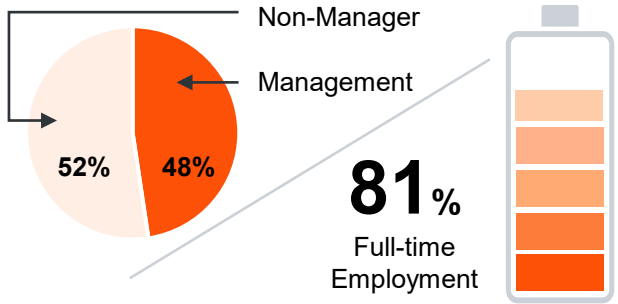
Generation



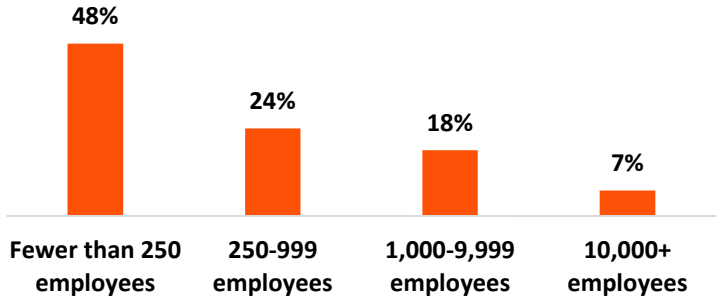
Industries



Seniority



Organisation Size



Working Status

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Base: All global respondents (n = 49,364); All Asia Pacific respondents (n = 17,230); All Hong Kong respondents (n = 1,045)
Source: PwC Global Workforce Hopes & Fears Survey 2026

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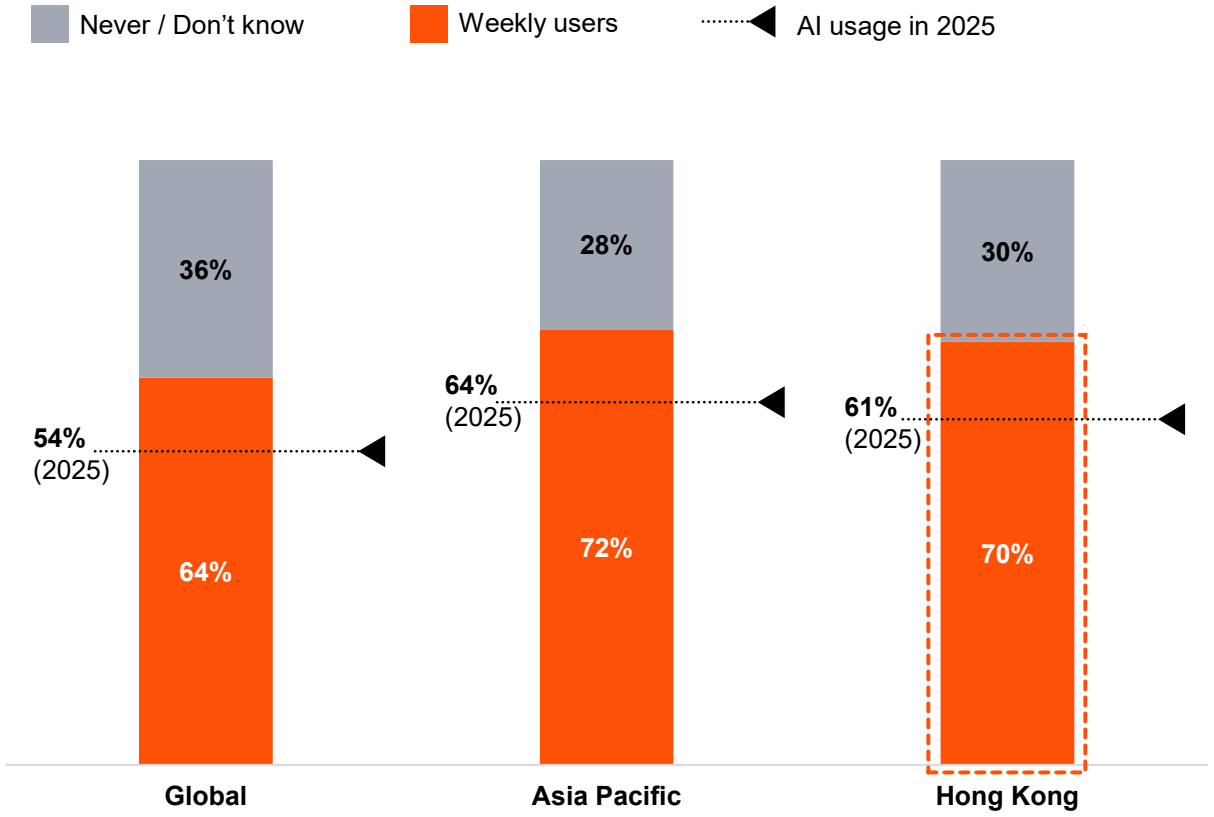
AI Adoption:
Impact vs Workplace Value

AI usage in Hong Kong has continued to exceed the global average over the last 12 months

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



Base:
2026: Global (n = 49,364), Asia Pacific (n = 17,230), Hong Kong (n = 1,045);
2025: Global (n = 49,843), Asia Pacific (n = 17,622), Hong Kong (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2026; 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)

By Job Function (Top 3 only)

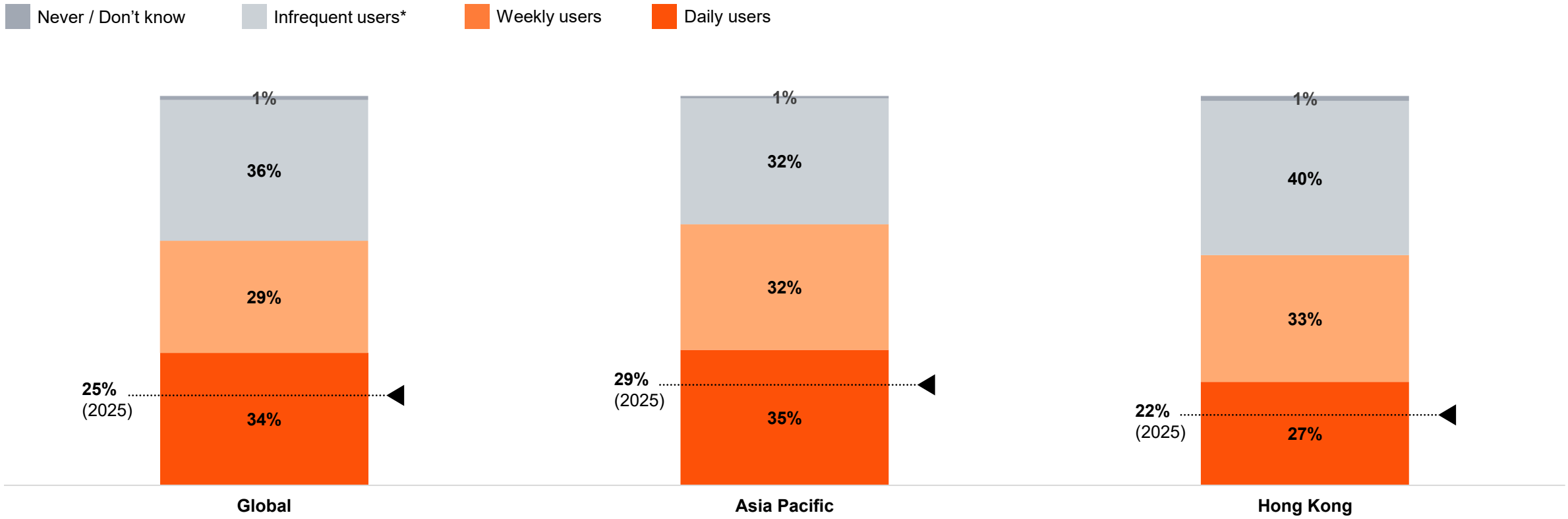
Supply Chain	**93%**
Information Technology	**85%**
Finance & Accounting	**84%**

By Industry (Top 3 only)

Private Equity	**100%**
Financial Services	**86%**
Technology, Media, Telecommunications	**82%**

GenAI adoption in Hong Kong is in line with Asia Pacific and Global, with increased number of frequent users than last year

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



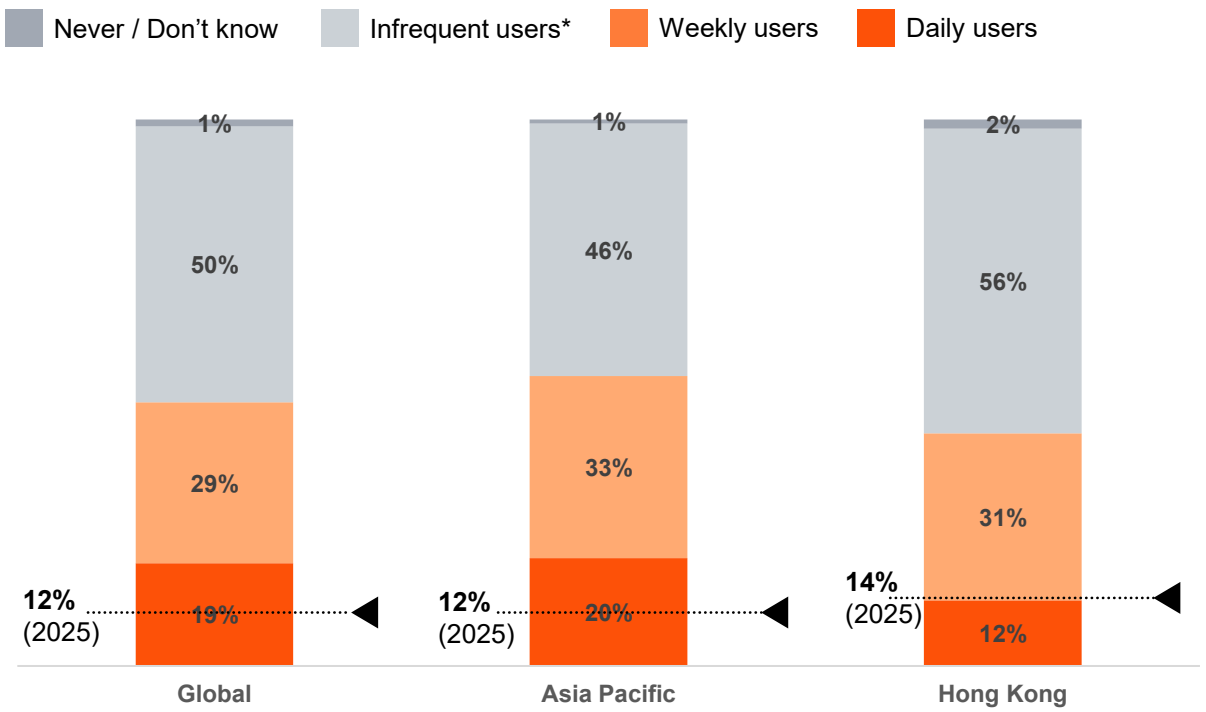
*Infrequent GenAI users refer to respondents who reported using GenAI once, a few times, and about once a month

Base:
2026 (Answered "Yes" or "Don't know" to AI use in past 12 months): Global (n = 31,851), Asia Pacific (n = 12,604), Hong Kong (n = 747);
2025 (Used AI in past 12 months): Global (n = 28,199), Asia Pacific (n = 11,641), Hong Kong (n = 663)
Source: PwC Global Workforce Hopes & Fears Survey 2026

Agentic AI adoption is gaining traction in Hong Kong, although frequent usage trails behind Asia Pacific and Global levels

"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)



*AI Agents are technologies capable of performing multi-step processes, like scheduling a meeting with many participants, with little human input

Base:
2026 (Answered "Yes" or "Don't know" to AI use in past 12 months): Global (n = 31,851), Asia Pacific (n = 12,604), Hong Kong (n = 747);
2025 (Used AI in past 12 months): Global (n = 28,199), Asia Pacific (n = 11,641), Hong Kong (n = 663)
Source: PwC Global Workforce Hopes & Fears Survey 2026

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)

By Job Function (Top 3 only)

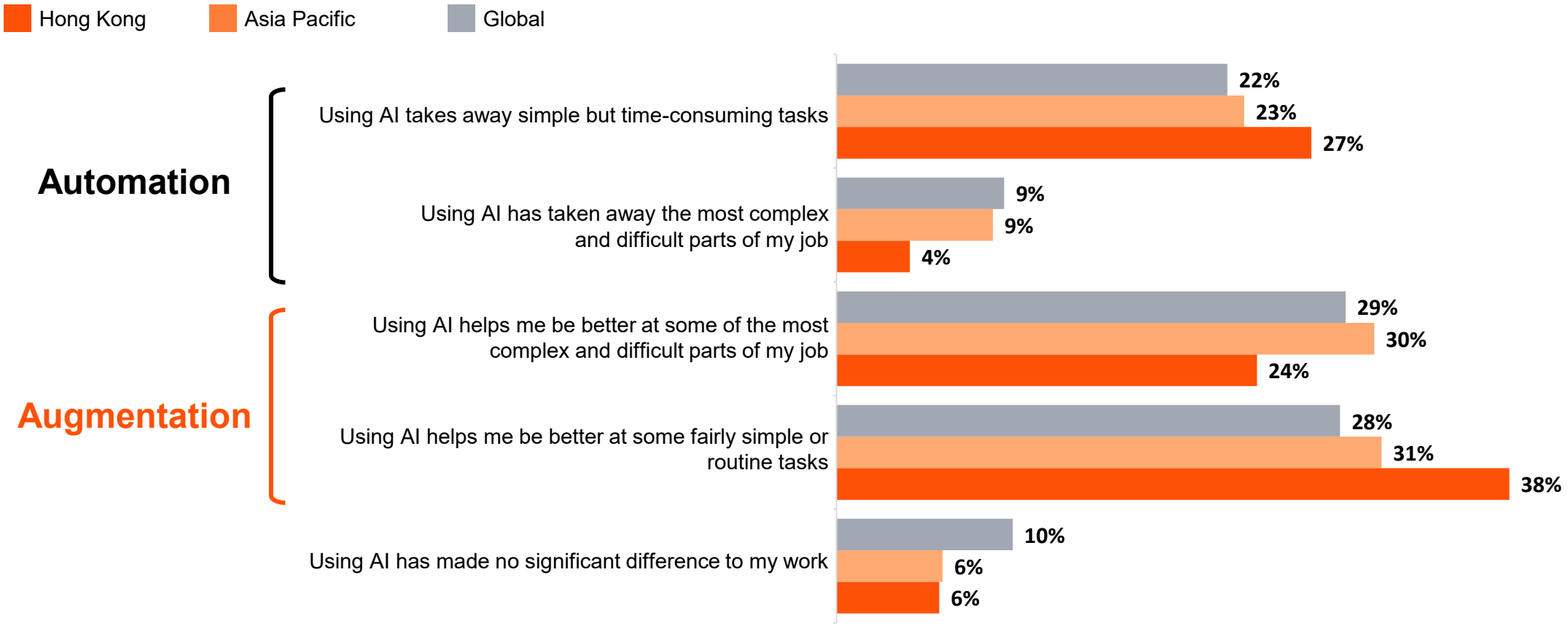
Business Strategy	**47%**
Supply Chain	**41%**
Finance & Accounting	**41%**

By Industry (Top 3 only)

Financial Services	**36%**
Industrial Manufacturing & Services	**35%**
Energy, Utilities, and Resources	**34%**

AI is primarily experienced as augmentation across markets — Hong Kong workers use AI mainly as a helper on simple, routine tasks

“Thinking about how AI has changed the way you do your job, which statement is most accurate?”

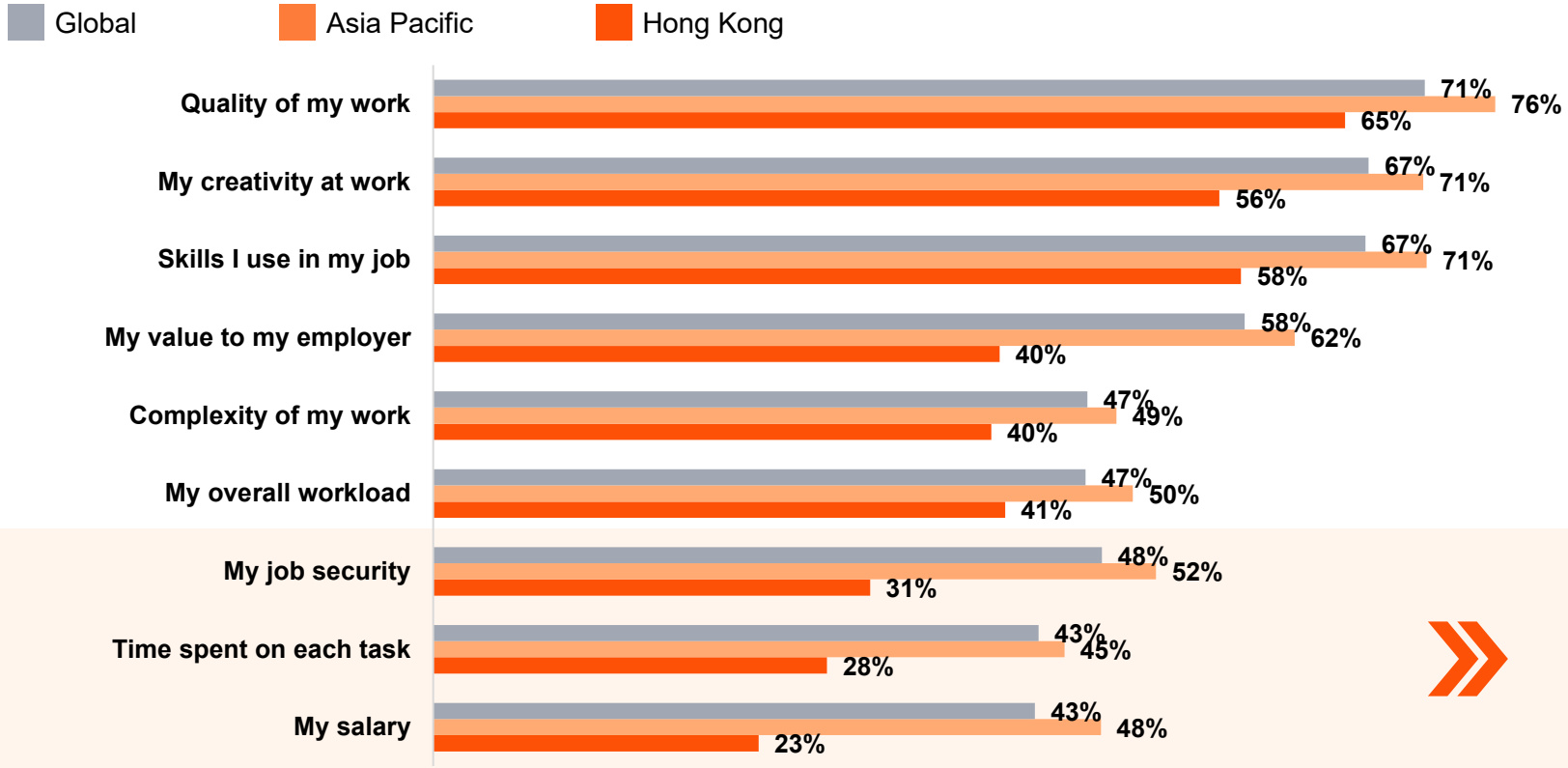


Base: Respondents who used AI in the past 12 months: Global (n = 31,450), Asia Pacific (n = 12,515); Hong Kong (n = 757)
Source: PwC Global Workforce Hopes & Fears Survey 2026

Hong Kong workers report positive AI impact on work outcomes, but perceived benefits to job security, pay and efficiency remain limited

“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” and “Increase significantly”)



Report limited perceived benefits on job security, efficiency, and salary from increased AI adoption

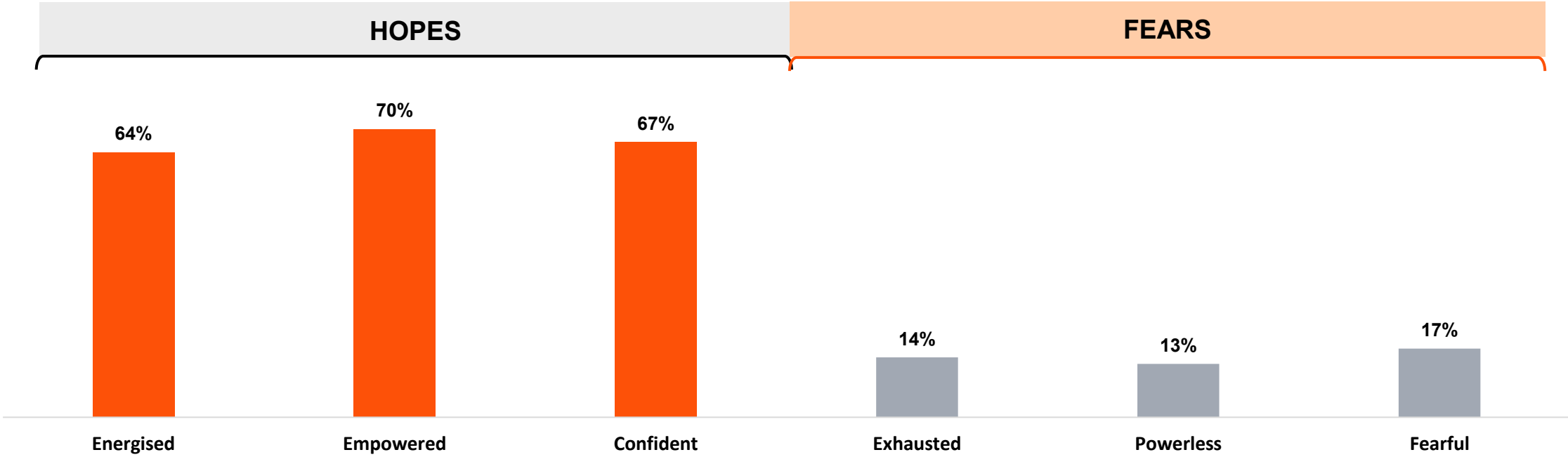
Base: Respondents who used AI at work in the past 12 months: Global (n = 31,378), Asia Pacific (n = 12,472), Hong Kong (n = 735)
Source: PwC Global Workforce Hopes & Fears Survey 2026

Most Hong Kong workers feel empowered, confident and energised by AI, while fewer than one in five express negative emotions

“How does the increasing use of AI in your job make you feel?”

(Showing responses ‘Slightly’, ‘Moderately’ and ‘Very’)

Share of workers’ positive and negative emotions about AI usage at work



Base: Hong Kong respondents who used AI in the past 12 months (n = 629)
Source: PwC Global Workforce Hopes & Fears Survey 2026

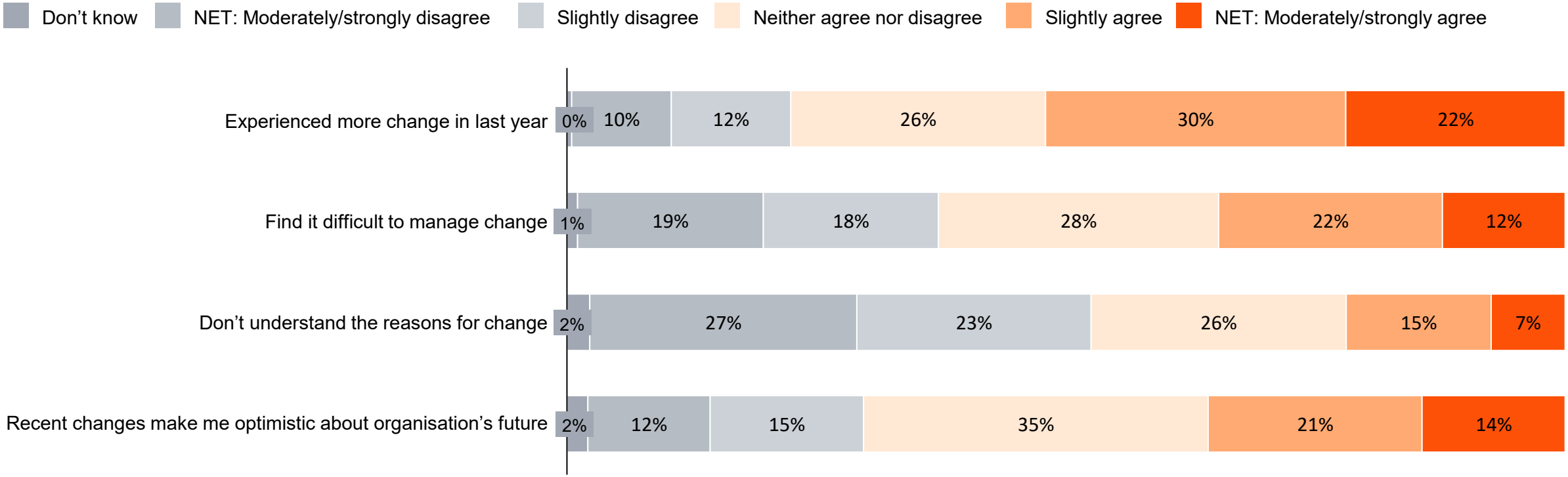


Navigating Change and Workforce Pressures

Hong Kong's workforce recognises that the pace of change is increasing, but confidence in the outcome has yet to catch up

"Thinking about the changes you have experienced in your role in the last 12 months, to what extent do you agree or disagree with the following statements?"

Share of respondents by level of agreement with each statement

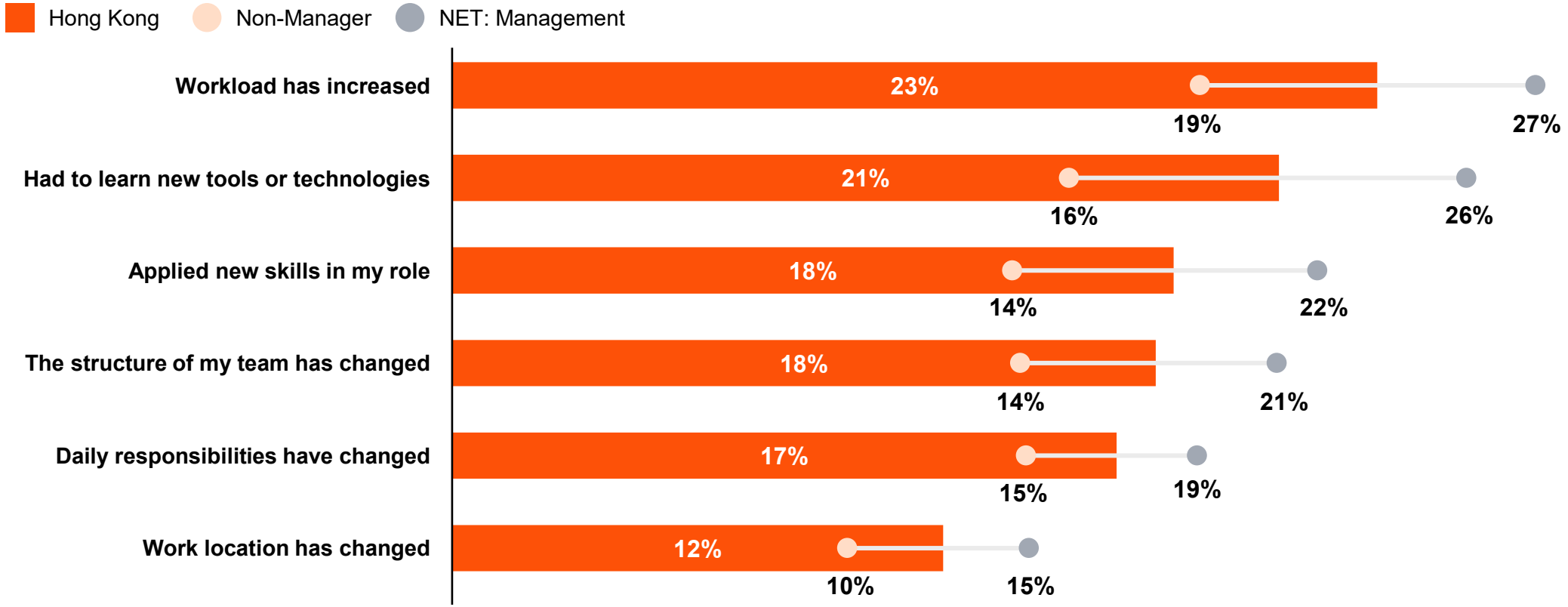


Base: Hong Kong respondents that indicated role change (n = 982) in 2026
Source: PwC Global Workforce Hopes & Fears Survey 2026

In Hong Kong, management level is experiencing a broader and more intensive workplace change than non-managers

"To what extent, if any, do the following statements describe changes you have experienced in your role in the last 12 months?"

(Showing responses "'To a very large extent" and "To a large extent")

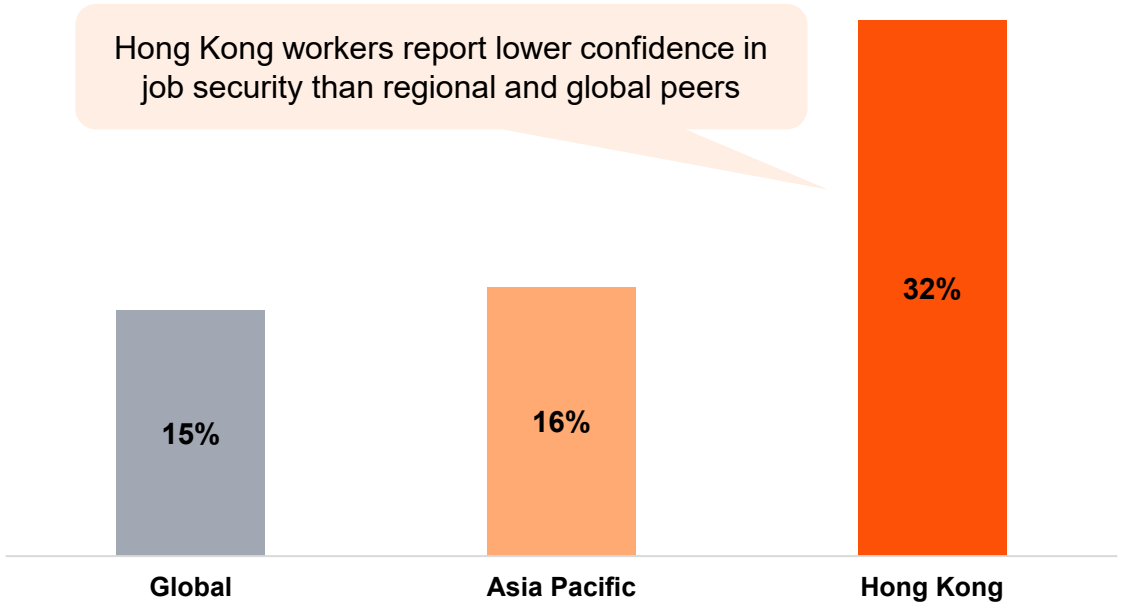


Base: All Hong Kong respondents (n = 1,045) in 2026
Source: PwC Global Workforce Hopes & Fears Survey 2026

Hong Kong workers have lower confidence in job security than Global counterparts, with economic volatility cited as its biggest threat

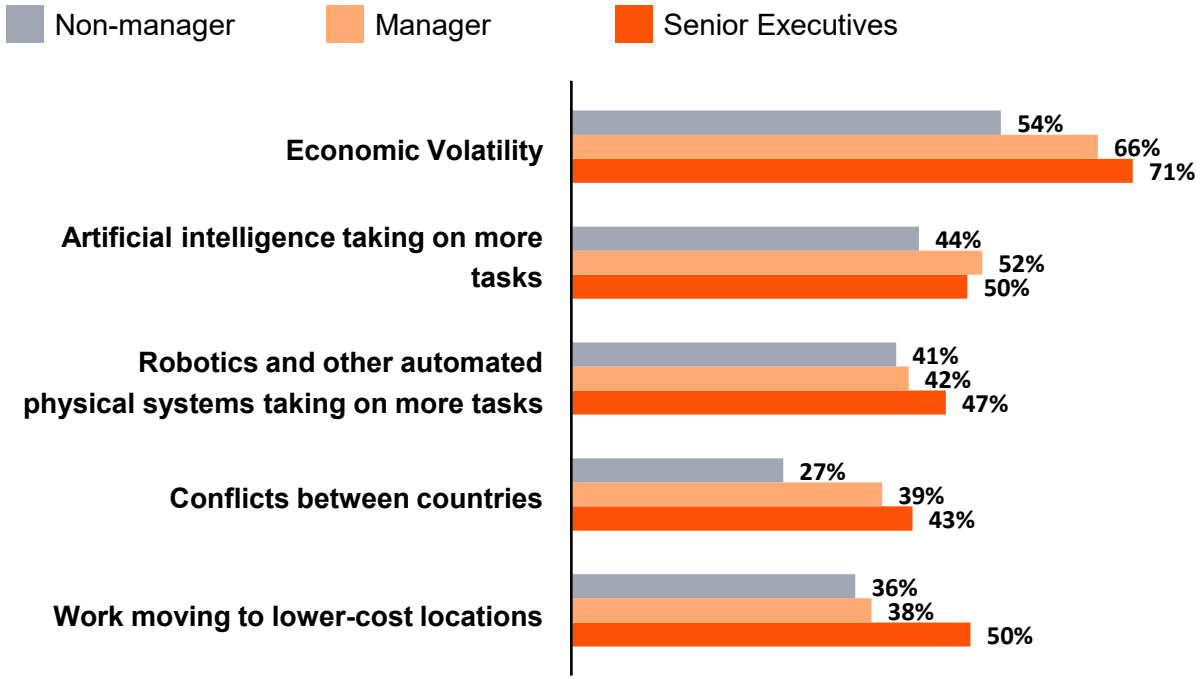
"How confident are you about your job security over the next 12 months?"

(Showing responses "'Not confident" and "Slightly confident")



"What level of risk do you think each of the following issues pose for your personal job security over the next three years?"

(Showing responses "A moderate threat" and "A major threat")



Base: All global respondents (n = 49,364); All Asia Pacific respondents (n = 17,230); All Hong Kong respondents (n = 1,045) in 2026
Source: PwC Global Workforce Hopes & Fears Survey 2026

Cost of living is Hong Kong workers' leading external concern, heightening stress and shaping job security and mobility

"What impact, if any, have the following issues had on you at work in the last 12 months? Impacts could be, for example, on your motivation or your relationships with other workers."

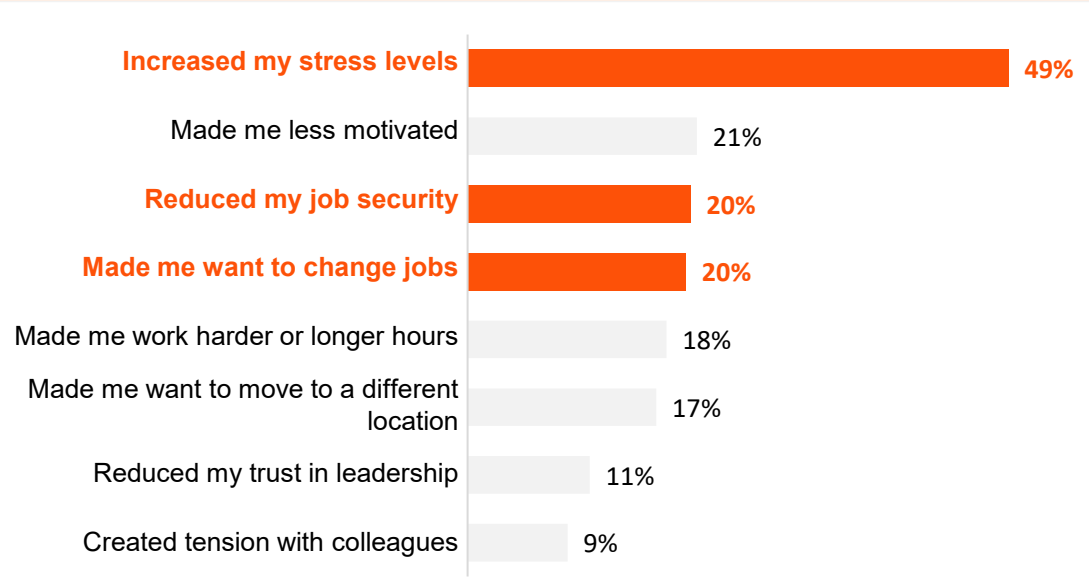
(Showing responses "Moderate Impact" and "Major Impact")

	Hong Kong		Asia Pacific		Global	
The Cost of Living	#1	51%	#1	60%	#1	62%
Concern about job cuts	#2	49%	#2	53%	#2	51%
Politics and political decisions in my country or region	#3	41%	#3	52%	#3	51%
Poor management ethics	#4	41%	#5	51%	#5	49%
Geopolitical conflict, e.g. wars or trade tensions	#5	38%	#4	52%	#4	50%
Experience of bias against me	#6	35%	#6	43%	#6	40%
Disagreements with colleagues over societal issues	#7	33%	#7	43%	#7	40%

"How has the cost of living affected you in your work?"

(Showing responses "Moderate Impact" and "Major Impact")

Share of respondents indicating how each external pressure is impacting work

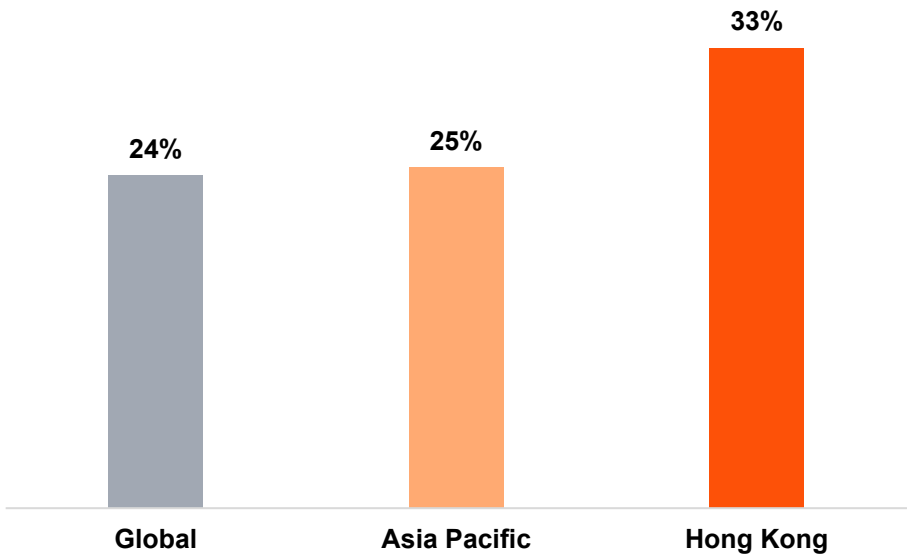


Base: All global respondents (n = 49,364); All Asia Pacific respondents (n = 17,230); All Hong Kong respondents (n = 1,045) in 2026
Source: PwC Global Workforce Hopes & Fears Survey 2026

Hong Kong workers perceive themselves with lower skill scarcity and higher replaceability compared to Regional and Global peers

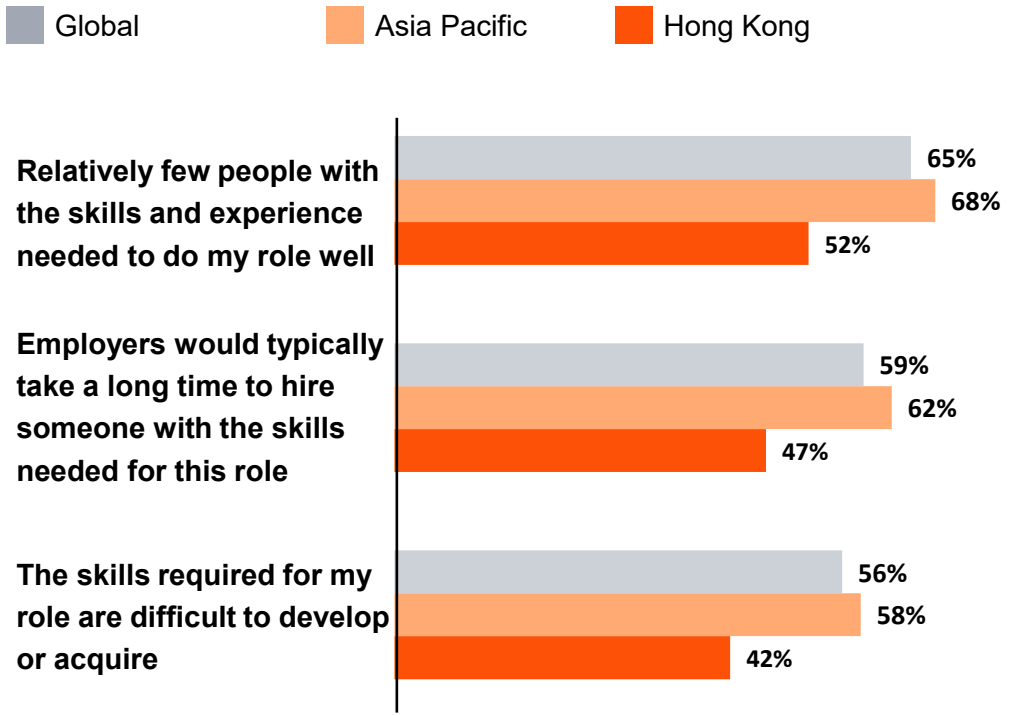
"How difficult would it be for your organisation to replace you in your current role?"

(Showing responses “Very Easy to replace” and “Easy to replace”)



"Thinking about the wider job market, to what extent do you agree with the following?"

(Showing responses “Slightly agree”, “Moderately agree”, and “Strongly agree”)



Base: All global respondents (n = 49,364); All Asia Pacific respondents (n = 17,230); All Hong Kong respondents (n = 1,045)
Source: PwC Global Workforce Hopes & Fears Survey 2026

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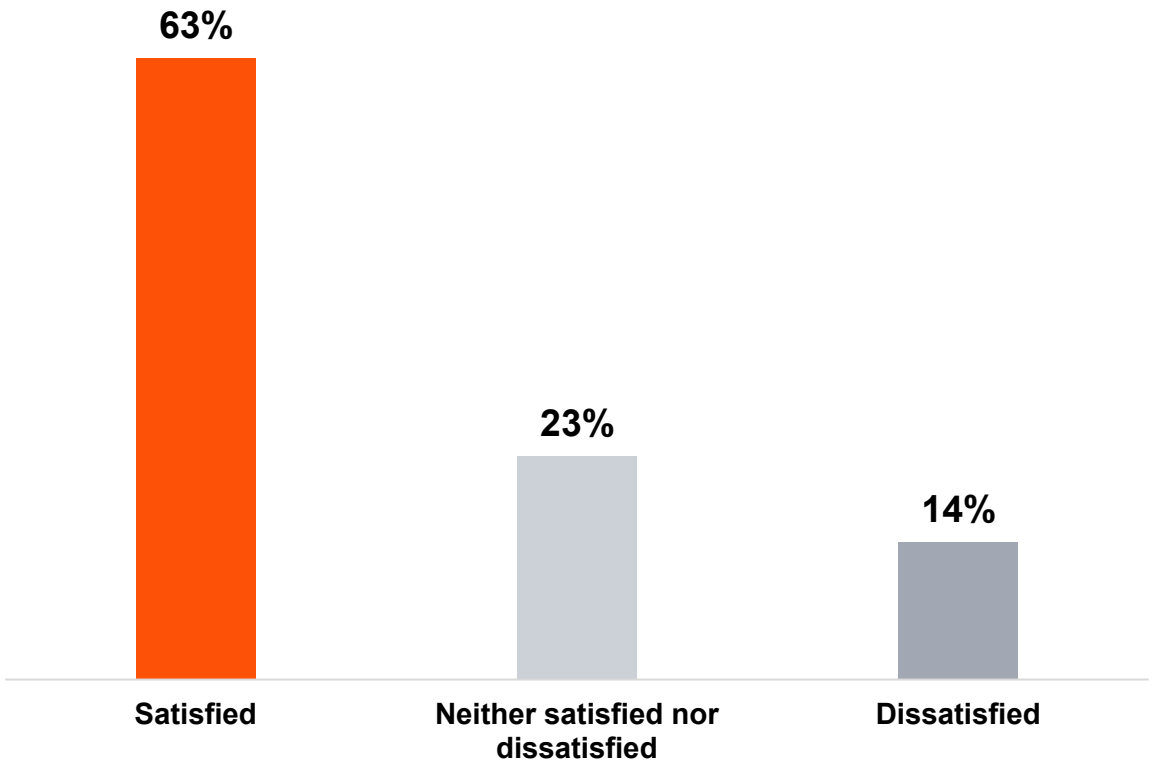
Motivation at Work

The overall job satisfaction among Hong Kong workers is positive, with 63% satisfied with their jobs

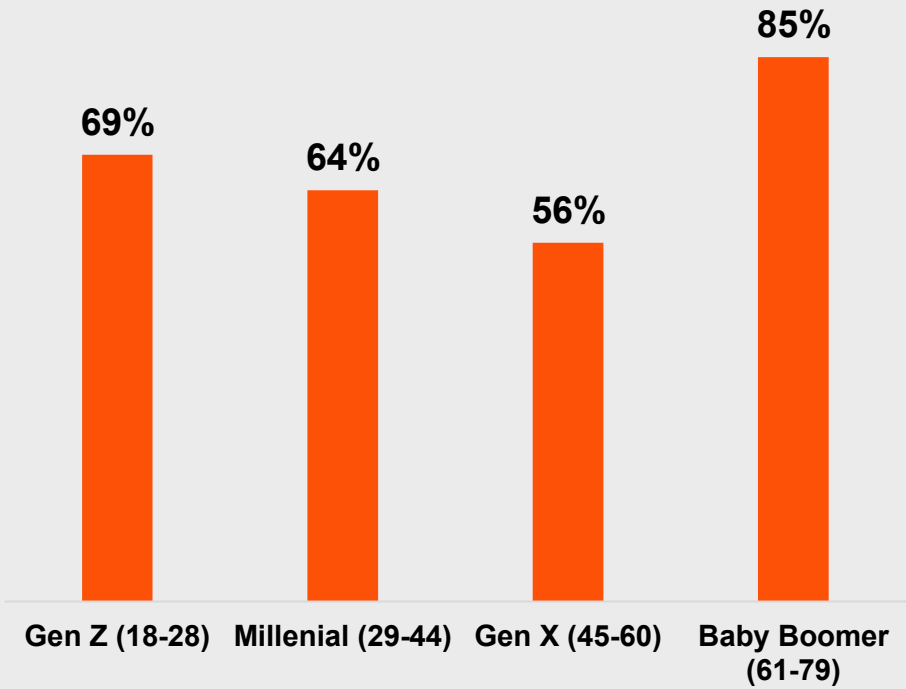
"How satisfied are you with your job?"

(Showing responses "Very", "Moderately" and "Slightly")



Breakdown by generation

(Share of respondents selecting "Very/moderately/extremely satisfied")

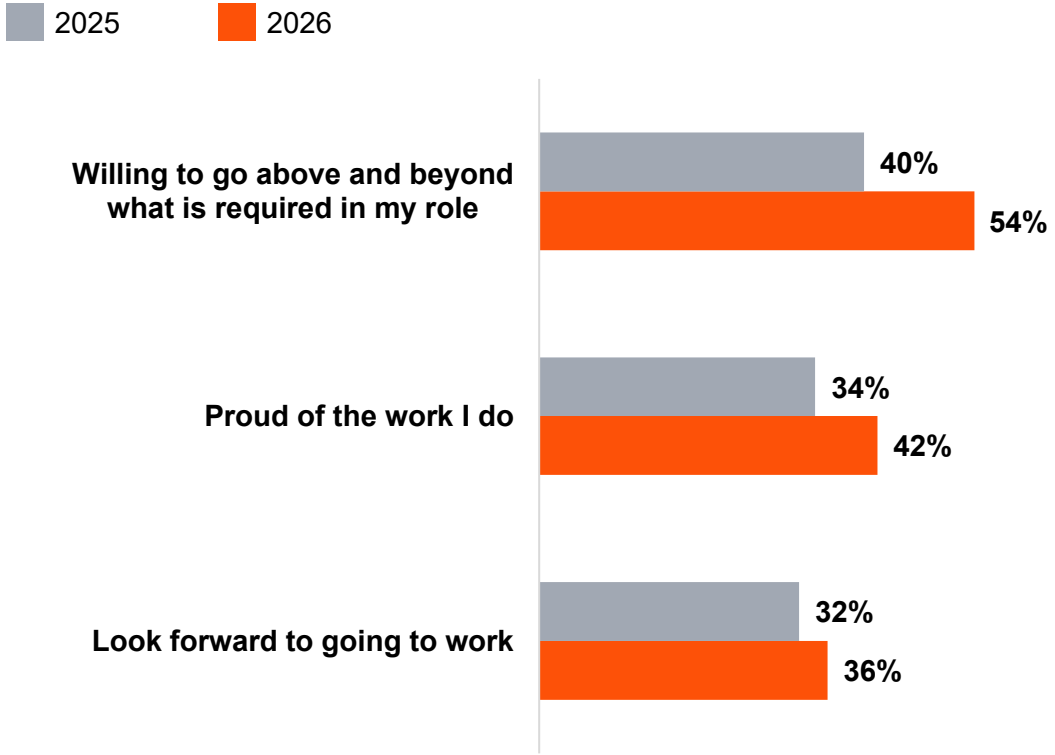


Base: All Hong Kong respondents (n = 1,045) in 2026
Source: PwC Global Workforce Hopes & Fears Survey 2026

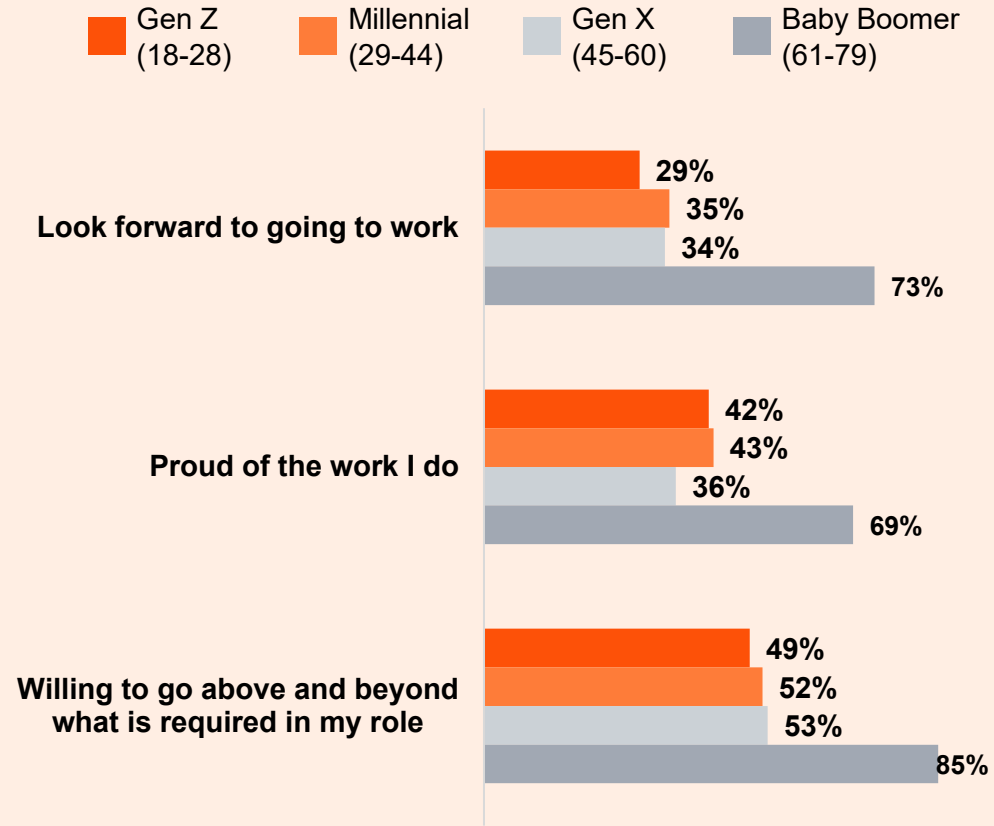
Hong Kong workers are more motivated than last year, with the strongest increase in willingness to go above and beyond

"How often do you have the following feelings about your job?"

(Showing responses "Often", "Very Often" and "Always")



Breakdown by generation

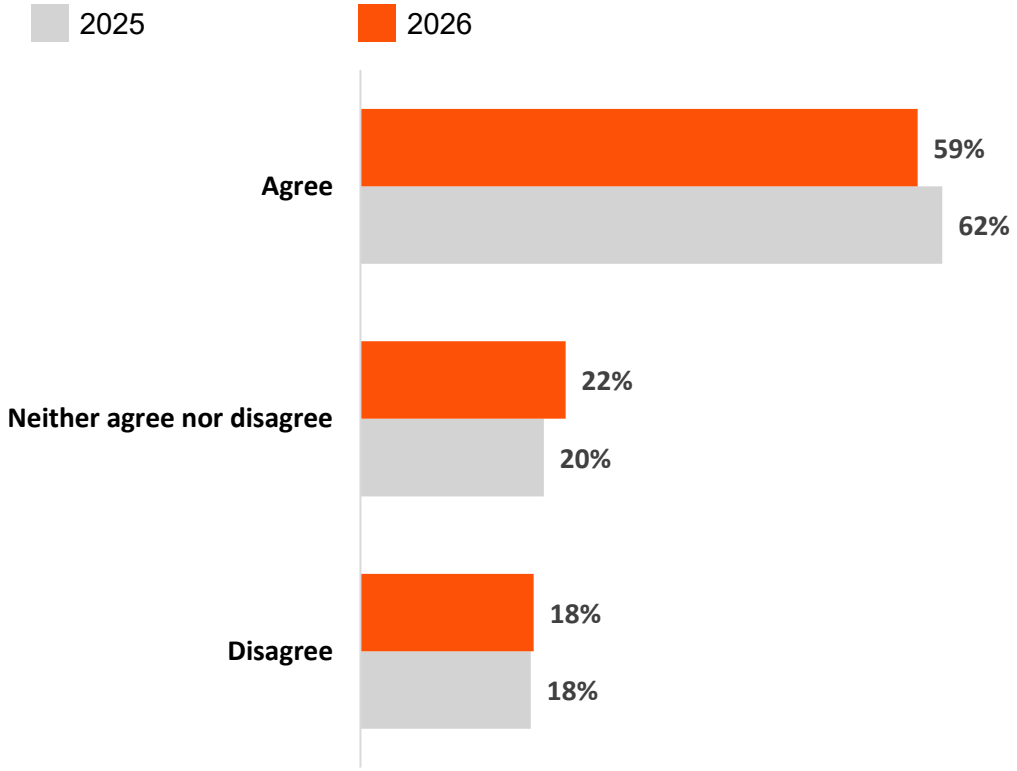


Base: All 2026 Hong Kong respondents (n = 1,045); All 2025 Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2026; PwC Global Workforce Hopes & Fears Survey 2025

Employees express lower confidence in organisational leadership, with trust in top management falling below half

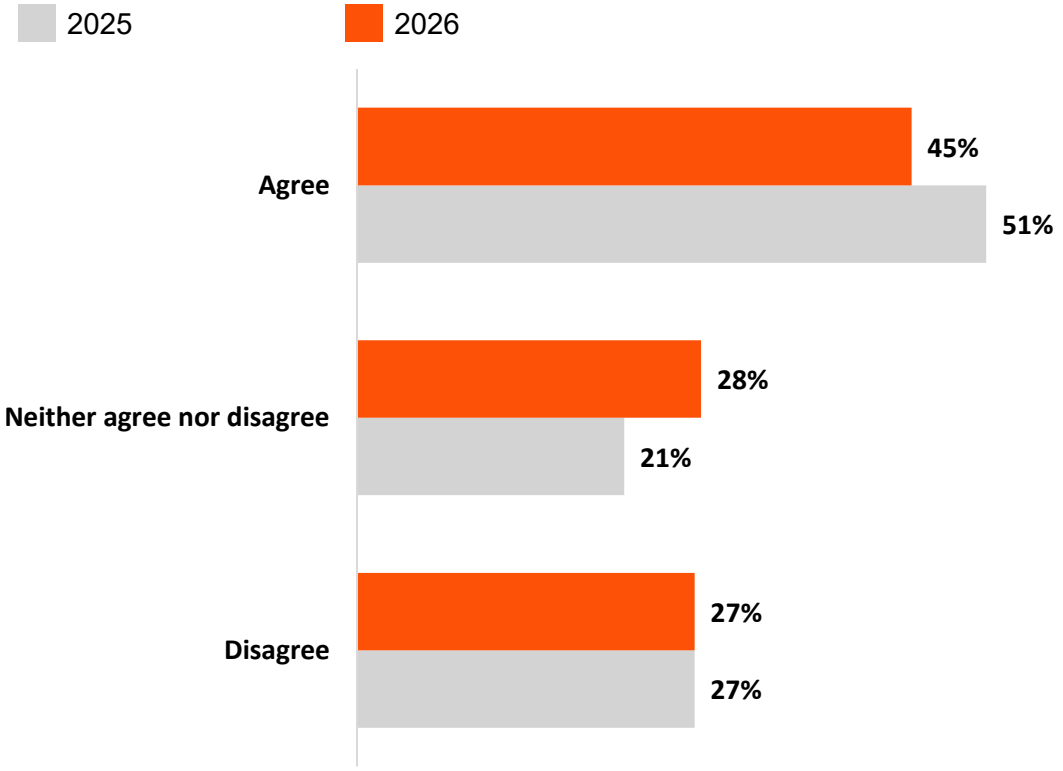
"To what extent do you agree or disagree with the statement: 'I trust my manager?'"

(Showing responses "Strongly", "Moderately" and "Slightly")



"To what extent do you agree with the statement: 'I trust top management at my organisation?'"

(Showing responses "Strongly", "Moderately" and "Slightly")



Base: All 2026 Hong Kong respondents (n = 1,045); All 2025 Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2026; PwC Global Workforce Hopes & Fears Survey 2025

While worker motivation remains strong, trust in leaders has weakened compared with 2025, mirroring trends seen across other regions.

Hong Kong workers place greater weight than their Global peers on pay, job security and work-life balance, and less on workplace environment

"When thinking about your current or future jobs, which of these factors matter most to you?"

(Share of workers ranking respective factors in top 3 priorities when choosing a job)

	Hong Kong		Asia Pacific		Global	
Pay and benefits	#1	69%	#1	58%	#1	57%
Job security	#2	48%	#2	39%	#2	41%
Manageable workload and work–life balance	#3	41%	#4	39%	#4	35%
Flexibility over when/where you work	#4	36%	#5	29%	#5	29%
Positive work environment and relationships	#5	28%	#3	39%	#3	40%
Career progression opportunities	#6	22%	#6	27%	#6	25%
Working for good managers	#7	19%	#8	21%	#9	22%
Meaning or purpose in your work	#8	18%	#9	21%	#7	23%
Learning and skill development	#9	15%	#7	22%	#8	22%

Job security and reward ranked at the top in both 2025 and 2026

Job Security

- Hong Kong #1 factor in 2025 (66% rated it very or extremely important)

Fair reward for top performers

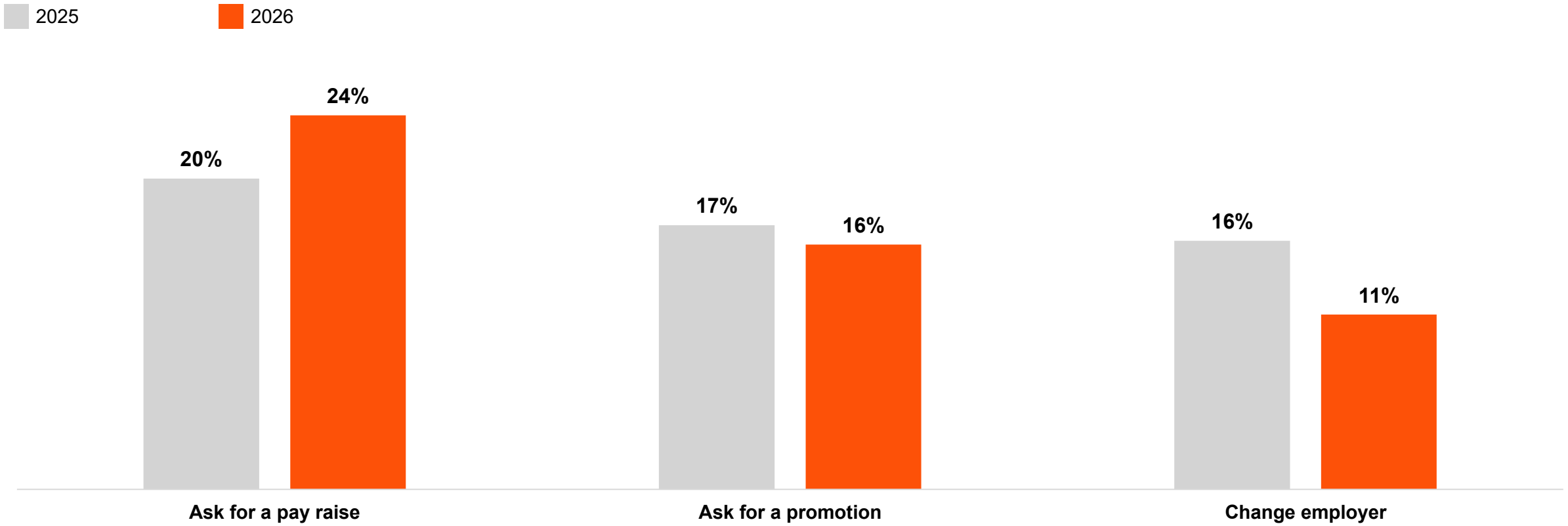
- Hong Kong #2 factor in 2025 (52% rated it very or extremely important)

Base: All global respondents (n = 49,364); All Asia Pacific respondents (n = 17,230); All Hong Kong respondents (n = 1,045); All 2025 Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2026; PwC Global Workforce Hopes & Fears Survey 2025

Hong Kong workers are more focused on pay growth this year, while intention to ask for promotion and job change has decreased

“How likely are you to take the following actions within the next 12 months?”

(Showing responses “Very likely” and “Extremely likely”)



Base: All 2026 Hong Kong respondents (n = 1,045); All 2025 Hong Kong respondents (n = 1,061)
Source: PwC Global Workforce Hopes & Fears Survey 2026; PwC Global Workforce Hopes & Fears Survey 2025

Technical expertise, initiative and risk avoidance stand out as the behaviours Hong Kong workers see as most rewarded

"What behaviours or outcomes are most valued and rewarded in your workplace in practice?"

Share of respondents selecting behaviour as most valued or rewarded, and by seniority



Senior executive	Manager	Non-manager
34%	28%	28%
29%	28%	26%
24%	25%	30%
25%	28%	21%
19%	17%	29%
24%	20%	22%
22%	19%	16%
19%	20%	16%
19%	16%	17%
19%	20%	11%
10%	19%	9%
16%	11%	12%
15%	10%	6%

Base: All Hong Kong respondents (n = 1,045)
Source: PwC Global Workforce Hopes & Fears Survey 2026

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Recommended actions

Recommendation #1

Rewire Work to Translate AI into Measurable Value

Why this matters AI adoption is advancing faster than organisations are redesigning work to realise its full value.



Suggested Action

Redesign jobs for an AI-enabled workforce

1 Establish universal AI literacy

Equip all employees with a practical understanding of AI, including its applications, limitations and responsible use

2 Assess AI opportunities across all roles

Systematically evaluate tasks and workflows across the organisation, including roles with less obvious AI applications, to identify meaningful opportunities for augmentation and productivity improvement

3 Redesign jobs around human–AI strengths

Reallocate tasks and responsibilities based on the complementary strengths of people and AI, while preserving critical human expertise, judgement, accountability and relationships



Suggested Action

Reward responsible experimentation and measurable outcomes

1 Reward business impact

Recognise employees for delivering measurable improvements rather than simply adopting new technology

2 Establish “safe-to-experiment” sandboxes

Provide employees with access to AI tools, guidance and protected time to innovate within defined risk boundaries

3 Make innovation visible

Identify, share and scale successful practices across the organisation so that lessons from early successes benefit the entire workforce

Recommendation #2

Build Confidence Through a Rewarding and Sustainable Experience

Why this matters Work is changing faster than many employees feel equipped and supported to adapt.



Suggested Action

Make future-ready development practical and accessible

1 Personalise development pathways

Tailor learning to role requirements, capability gaps and career aspirations, giving every employee a clear route to grow

2 Build future-ready capabilities across the workforce

Provide employees across roles and levels with the time, tools and support needed to build AI, digital and critical capabilities for long-term organisational competitiveness

3 Create visible growth opportunities

Help employees see the clear link between skill development, career progression and future opportunities



Suggested Action

Strengthen Employee Value Proposition (EVP)

1 Make rewards fair and meaningful

Keep total rewards competitive and transparent, strengthen the link between contribution and reward, and recognise the skills, initiative and future-focused behaviours the organisation wants to encourage

2 Build job security through clarity

Communicate openly about workforce changes and reinforce security through reskilling, internal mobility and clearer pathways into future roles

3 Make work more sustainable

Manage capacity and priorities to keep workloads sustainable, while giving employees appropriate flexibility and control

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