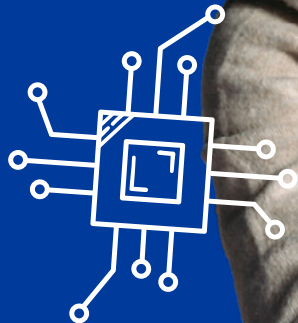
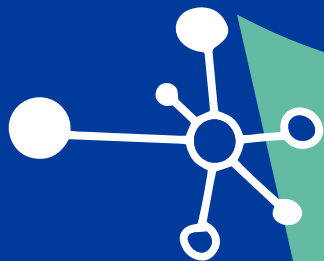


Designing work that works - for tech & people



indeed
Get what you need

About Indeed

Indeed is the #1 job site in the world¹, with 615 million job seeker profiles and 3.3 million employers globally.² If you're feeling stuck in your career or facing challenges staffing your business, Indeed has what you need. We provide a seamless experience for job seekers and employers alike, helping Australians unlock new opportunities and employers meet their recruitment goals. Visit au.indeed.com/hire to discover how we can help you get exactly what you need.



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¹Comscore, Total Visits, March 2025

² Indeed data (worldwide), job seeker accounts that have a unique, verified email address

Methodology

The Work Wellbeing Survey was commissioned by Indeed and conducted online by Forrester Consulting between February and March 2025.

Indeed’s work wellbeing data encompasses 19 countries, including Australia, with over 250 million data points collected from more than 25 million individuals - making it the world’s largest dataset on work wellbeing.³

For this study, Forrester surveyed 4,038 active workers (adults aged 18+ employed full-time or part-time), of whom 1,609 were Australian respondents.⁴

This Australian sample featured a balanced gender split (53% male, 47% female) and included a generational composition of Millennials (41%), Gen X (28%), Gen Z (22%), and Baby Boomers (9%).⁵

The survey covered a wide range of topics related to workplace wellbeing, including overall perceptions of work wellbeing, key drivers of wellbeing, the impact of wellbeing on business outcomes, various dimensions of work-related stress, the connection between work happiness and job search behaviour, and the interplay between wellbeing and AI adaptability.



³2024 Indeed.com Data, Based on number of survey responses globally.

⁴⁻⁵ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

OVERVIEW

Work's getting faster and smarter, but are *people* getting left behind?

There are two futures on the horizon: one where technology works with people, enabling them; and another where AI replaces them.

As a leader, you're shaping what comes next.

The decisions you make today will determine if technology drives burnout or fuels progress. AI may speed up and sharpen work, but the true potential lies in making work better. This means creating systems that prioritise people over just productivity. Simply adopting new technology isn't enough: work must be reshaped to support the people behind it.

While technology holds great promise, the reality is more complex. Many Australian workers report finding purpose

and satisfaction in their roles, yet stress and low wellbeing remain widespread. But what's driving this disconnect? Let's uncover the root causes.

With technology rapidly evolving, concerns and uncertainty around AI's effects on jobs are more widespread than ever. It's important to keep in mind that each statistic represents a real individual with their own hopes, worries, and fears.



Meet Vidhi

A Gen Z marketer who sees AI as a launchpad, not a threat.

The routine stuff?
Taken care of.

Which means more space to create, explore, and grow.

At first, it felt uncertain.

But learning to work with AI changed everything.

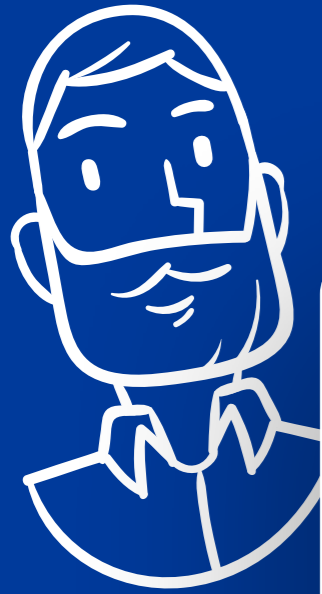
She felt more confident, more adaptable, more in control.

AI became the support, not the replacement.

But connection?
That's still the real superpower.

It's time to make work, work for them.





Meet Ryan

A millennial sales director riding the AI productivity wave.

Faster pipelines. Smarter insights. Big wins.

But with great automation comes greater responsibility.

Because while AI can do the heavy lifting, it can't lead people through change.

That's where Ryan steps in.

Empathy. Curiosity. Human judgement.

That's what keeps work meaningful.

It's time to make work, work for them.



Lets look at the reality

At first glance, things look good:

- 61% of Australian workers say they're happy at work most days
- 70% believe their jobs have a clear sense of purpose⁶

But look a little closer, and a different story emerges:

- 1 in 3 workers feel stressed most of the time
- 75% report low overall wellbeing⁷

Only 25% feel happy, fulfilled, and low-stress all at once.⁸

This isn't just a wellbeing issue, it's a workplace design problem.

Even in healthy cultures, the pace and pressure of modern work are silently eroding engagement, loyalty, and performance.

So, what kind of future will you help build?

One where technology lifts people up - fuels their growth, supports their wellbeing, and makes work better. Or one where speed wins, and people get left behind.

This choice isn't coming. It's already here. And as a leader, the next move is yours.

⁶⁻⁸ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

PART 1

Fast work, human cost: The real story of wellbeing in the AI era

Work is faster and smarter than ever thanks to AI, transforming tasks that once took hours into minutes and opening new possibilities for innovation and productivity. Yet, this digital leap comes with a paradox: **the workers who are the most AI-savvy are also the most worn out.** The pressures of keeping up with

rapid technological change and meeting rising workplace expectations is taking its toll on employee wellbeing. This contrast raises important questions about how different generations cope with AI integration in the workplace and what it means for their mental health and overall job satisfaction.

AI adaptability across generations: Who's thriving and who's struggling?

Young workers may be the most fluent with AI, but they're also the ones feeling the squeeze.

burnout. Meanwhile, older generations may be slower to adopt AI tools, but they report stronger wellbeing and stability.

Gen Z and Millennials bring high digital confidence and adaptability. But behind that fluency is a growing sense of

This raises an important question: Is there a connection between AI smarts and low wellbeing?

Smarter with tech, struggling with wellbeing

Generation	Low Wellbeing	High AI Adaptability
Gen Z	82%	72%
Millennials	77%	67%
Gen X	74%	47%
Baby Boomers	54%	34%

Source: Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

So, is AI the problem? Not quite.

AI often grabs the headlines as the disruptor or saviour at work, but workers say the real stressors lie elsewhere. Let's

unpack what Australian workers point to as the toughest parts of their day and uncover where the real blame falls.



Is AI the culprit? The truth behind the stress

AI gets the blame, but it's only part of the problem. 9% of Aussie workers say it's making work harder. With 20% saying it's actually making it better.⁹

So where's the pressure coming from? It's profoundly human.

Only 23% of Aussie workers feel their company genuinely cares about their wellbeing.¹⁰ Meanwhile, the top energy drains are heavy workloads (60%) and slipping company culture (54%).¹¹ When people explain why work is getting tougher, it's these day-to-day pressures that top the list.

⁹⁻¹¹ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

Why has work become harder?

Increased workload or pressure



Decline in company culture or morale



Changes in team structure or leadership



Less clarity or stability in role



Source: Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.



TAKEAWAY

Work is still the #1 stressor for people on a daily basis.¹²

¹² Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

Do men and women feel workplace challenges differently?

	Men	Woman
Feel increased workload or pressure	57%	62%
Experience greater stress related to AI use and adopting new technology	12%	6%
Affected by a decline in company culture and morale	62%	48%
Feel the impact of changes in team structure or leadership	41%	56%

Source: Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

These distinctions show that workplace stress affects groups differently, from age to gender, underscoring the need for wellbeing strategies that are tailored to diverse experiences.

Here's the real deal: **no fancy AI tool can fix work if the human side is broken.**

And it goes beyond office hours, **89% say their work mood follows them home.**¹³ Leaders, this is the bottom line: real wellbeing starts with *how you support* your people, not just how sharp your tech is. If you want a team that *thrives*, it's time to truly see and back the humans behind the screens.

¹³ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

Most workers feel equipped to embrace AI



Source: Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

Employees confidently prompt AI for everyday tasks such as content creation or data gathering - and critically, many know when to question AI-generated outputs. They feel ready to adapt to AI-powered workflows and contribute to innovation.

This points to a solid foundation for companies to introduce AI responsibly, *provided* they keep people and human connection front and centre. Tech should be a tool that empowers workers, not a force that alienates them.



TAKEAWAY

Companies carry a responsibility to deploy AI with care, balancing tech and people in partnership.

The hard truth about wellbeing and why leaders must act

Wellbeing isn't a nice-to-have anymore. It touches everything - people's lives, work, and your business results. In fact, 59% of employees expect better wellbeing support compared to

5 years ago.¹⁴ The widespread impact of wellbeing challenges is undeniable, affecting not just work performance but every aspect of employees' personal lives, as these figures reveal:

The impacts of low wellbeing for Australian workers

Say they have less energy for hobbies



Report physical health problems



Struggle with sleep



Face mental health challenges



Feel strain in their relationships



Source: Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

Work wellbeing impacts every corner of life and closing the trust gap is crucial. Alarmingly, only 23% of Australian employees believe their employer truly cares about their wellbeing.¹⁵

¹⁴⁻¹⁵ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.



TAKEAWAY

People with low wellbeing are 2x more likely to be searching for a job.¹⁶

¹⁶ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

What leaders can do next

Real strategies to retain talent, reduce burnout, and support wellbeing in an AI-powered world.

Hiring is tough and teams are stretched thin. To hold onto your best people and keep burnout at bay, it's critical to focus on what truly drives wellbeing at work. The top two wellbeing drivers for Australian workers are:



A sense of belonging

Only 15% of workers strongly feel this, yet it's fundamental for connection and loyalty.¹⁷



Feeling energised by daily tasks

Just 17% report consistently feeling energised at work, and these employees are more likely to stay engaged and motivated.¹⁸

Investing in genuine wellbeing is not just a nice-to-have - it's a business imperative. When employees feel a true sense of belonging and find meaning in their daily work, they become advocates for your company rather than just occupants of a role.

Leaders who listen actively, foster open communication, and create inclusive environments will build resilience within their teams.

Ultimately, retaining your best people means creating a culture where wellbeing is embedded in every decision, not treated as an afterthought. With these drivers in mind, here's what employers need to prioritise:

¹⁷⁻¹⁸ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

What employers need to prioritise

Mindset: Lead with empathy, clarity and purpose



Lead with empathy: 33% view leadership or team changes positively.¹⁹ Strong, caring leaders make a significant difference.



Lead with clarity: 46% of employees say better communication and transparency improve work.²⁰ Don't leave people guessing - be open and clear at all times.



Connect people to purpose: 36% say having a clear sense of purpose enhances their experience.²¹ Help employees understand how their work truly matters.

Ways of working: Flexibility isn't a perk, it's a priority



Make flexibility non-negotiable: 41% say flexible hours or locations improve work, and 60% of candidates want real flexibility.²²



Prioritise wellbeing: Only 36% of employees see wellbeing support as a workplace strength, yet it remains a top driver of retention.²³ Make care part of your culture.

Growth & tech: Empower, don't overwhelm



Use tech to empower, not replace: Only 20% say new tech or AI improves their work.²⁴ Tools should assist, not add stress.



Invest in growth: 39% feel positive change when given more opportunities to learn and grow.²⁵ Provide genuine growth chances - not just lip service.



TAKEAWAY

Forget perks and buzzwords. Today's talent wants real, honest flexibility and interviewers who get it. Be authentic, be human or watch your top people walk.

¹⁹⁻²⁵ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

PART 2

Designing a better future of work: Where AI meets purpose

What is Ikigai and why it matters now

AI + Purpose = stronger people, better workplaces

Ikigai is far more than a trendy term, it's a profound Japanese philosophy that means "a reason for being." The word combines *iki*, meaning "life," and *gai*, meaning "value" or "worth." According to Japanese psychologist Michiko Kumano, experiencing Ikigai goes beyond simple happiness; it's a deep sense of fulfillment and accomplishment that arises when you fully engage in activities you love and feel passionate about.²⁶

Applied to work, Ikigai is where what you love, what you're good at, what the business needs, and where you feel genuinely valued all intersect. When these align, work stops feeling like "just a job" and becomes a source of energy, meaning, and motivation. Instead of merely showing up, you bring your full, energised self.

Today's talent craves more than a paycheck - they believe happiness at work is possible, with 85% feeling optimistic about it.²⁷

²⁶ <https://link.springer.com/article/10.1007/s11482-017-9532-9>

²⁷ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.



²⁸ <https://www.linkedin.com/pulse/finding-purpose-driven-career-japanese-concept-ikigai-sonny-angus-mir-2j5zc/>

How to put Ikigai to work: Design, proof and leadership

Today, Ikigai is more important than ever. As AI and automation reshape the workplace, speed and efficiency often take centre stage, sometimes at the expense of the human experience. Work isn't just about doing things faster or smarter.

As the data shows, feeling seen, purposeful, and secure remains vital. While 74% of Australian workers say they feel appreciated and 70% say their workplace is inclusive, many also experience heavier workloads and slipping company culture.²⁹

This disconnect reveals that relying on technology alone won't create fulfilling work environments. Instead, Ikigai offers a clear roadmap: use AI and technology to amplify human strengths and passions rather than replace or overwhelm them.

Supporting people to focus on what they love and are good at makes roles meaningful and aligned with business goals. That alignment leads to deeper engagement, sparks innovation, reduces turnover, and helps manage workload pressures and change.

Designing work that matters: Motivating teams with purpose

Bringing Ikigai to life means creating workplaces that nurture the whole person. This begins with matching employees to roles that reflect their unique skills and passions, not a one-size-fits-all approach. It means fostering a culture of authentic, daily appreciation, where small, genuine gestures have weight and meaning.

Thoughtful adoption of AI can relieve people from repetitive, mundane tasks, freeing them to do creative, meaningful work. Embedding real flexibility allows for better balance between work and life. And managers play a critical role

by spotting early signs of burnout or disengagement, providing timely support that sustains growth, purpose, and wellbeing.

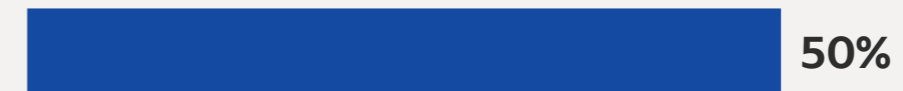
Employees today look beyond policies and tune into emotional cues: mentions of work-life balance, empathetic interviewers, supportive teams, and chances to grow. Mental health support and approachable management matter significantly, while formal surveys carry less weight. These informal signals - genuine flexibility, visible care, inclusive culture - are key to building trust and attracting talent.

How workers assess company wellbeing

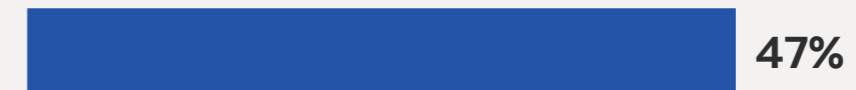
Listen for work-life balance or flexibility being mentioned



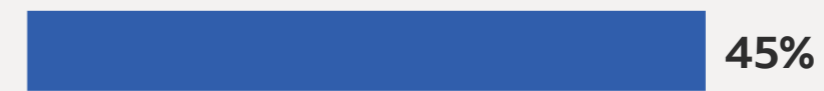
Look for engaged, empathetic interviewers



Want to hear about supportive teams



Note professional development chances



Assess how supportive management is



Ask about mental health and support programs



Source: Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

²⁹ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.



When it comes to wellbeing, people want more than promises, they want proof. Here's what employees say shows genuine commitment:

What proves you actually care about wellbeing?



Source: Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

The gap between feeling seen and truly supported

Most Australian workers report feeling appreciated (74%) and supported (71%).

- 70% say their workplace is inclusive
- 68% feel they're meeting goals³⁰

But only around 60% say they:

- Feel fairly paid
- Truly belong
- Have flexible hours or locations³¹

This highlights a gap: Emotional connection and real belonging matter just as much as pay and perks.

What must leaders prioritise

To build a resilient, future-ready workforce, leaders must double down on:

- Clarity and communication
- Real flexibility
- Growth with purpose
- Empathetic leadership
- Everyday care

When paired with AI, this doesn't just create policies, it builds a culture where Ikigai is lived, not just listed.

The best workplaces use AI to amplify people

Ikigai reminds us: the goal isn't more tech for tech's sake.

It's about using AI to support (not replace) human connection, creativity, and growth.

The best workplaces use AI to amplify strengths, reduce stress, and foster purpose.

A new way to think about the future of work

When people feel valued, AI becomes a partner, not a threat.

- It enables deeper focus
- Reduces grunt work
- Helps teams thrive

That's how you build a better world of work: where human values come first and technology is the tool that follows.



TAKEAWAY

When people find meaning in their work, tap into their strengths, and feel valued, AI becomes a tool that enhances, not threatens their experience.

³⁰⁻³¹ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

QUICK WINS: HOW TO BRING IKIGAI TO LIFE IN YOUR WORKPLACE



Align roles with passion, skill, and impact - don't box people in.



Design work that energises, not just fills a day.



Don't silo wellbeing embed it into team rituals, 1:1s, and everyday tools.



Recognise that small, genuine appreciation goes further than big, empty programs.

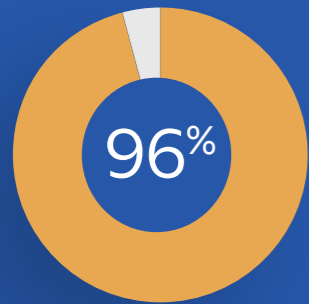


Use AI to remove the grunt work - so people can focus on what matters.



PART 3

How Indeed helps you hire better, faster and smarter



Job seekers are watching closely.

96% look for wellbeing data to evaluate companies throughout their job search; it's most critical before they even spend time applying.³²



Where do Australian workers look to assess company wellbeing

Australian job seekers rely on sources they trust. **Nearly half (44%) turn to platforms like [Indeed](#) and [Glassdoor](#) to evaluate workplace wellbeing, culture, and reputation.**³³

They also value:

- Company websites
- Conversations with employees
- Social media as a brand signal

Indeed helps you control this narrative, so you don't leave your reputation to chance.

Struggling to stand out? Win talent by owning your story

Today's job seekers want more than a job description, they want to see your culture, values, and why your company is the right place for them. **Indeed's Employer Branding tools** help you showcase exactly that:

Own your employer brand

Showcase your work culture and employee experience where job seekers are actively researching, on [Indeed](#) and [Glassdoor](#) Company Pages.

Amplify your culture

Centralise and amplify your employer brand content using the [Employer Branding Hub](#) to bring your values to life.

Boost brand awareness

Run targeted [Employer Brand Ads](#) across Indeed, Glassdoor, and partner sites to increase awareness and improve perception.

³²⁻³³ Indeed Workplace Wellbeing Report, based on a commissioned survey, conducted by Forrester Consulting, 2025.

Not attracting enough quality candidates? Let us help you get seen.

Finding the right hire starts with being seen by the right people.

Jobs on Indeed already reach millions of job seekers.³⁴ But when you need to move faster, and find candidates who match your needs, **Sponsored Jobs** help you stand out where it matters.

They don't just drive more traffic, they boost visibility among high-intent job seekers. In fact, Sponsored Jobs are 4.4x more likely to attract candidates who go on to progress in your hiring process.³⁵

More visibility. Better matches. Smarter hiring.

Hiring too slow and costly? Speed it up with smart sourcing.

Whether you're filling hard-to-reach roles or just short on time, Indeed **Smart Sourcing** connects you with top candidates instantly.

Employers using Employer Branding Hub and Smart Sourcing see:

- 3.1X more positive candidate responses³⁶
- Better alignment with job requirements
- Faster time to hire

What can you do with Smart Sourcing?

- Instantly receive matched candidates based on your job criteria
- Tap into unlimited search for niche roles
- Share profiles and notes with your team, all in one platform
- Monitor recruiter activity from one dashboard

This isn't just sourcing. It's intelligent hiring made easy.

Indeed is more than a job board.

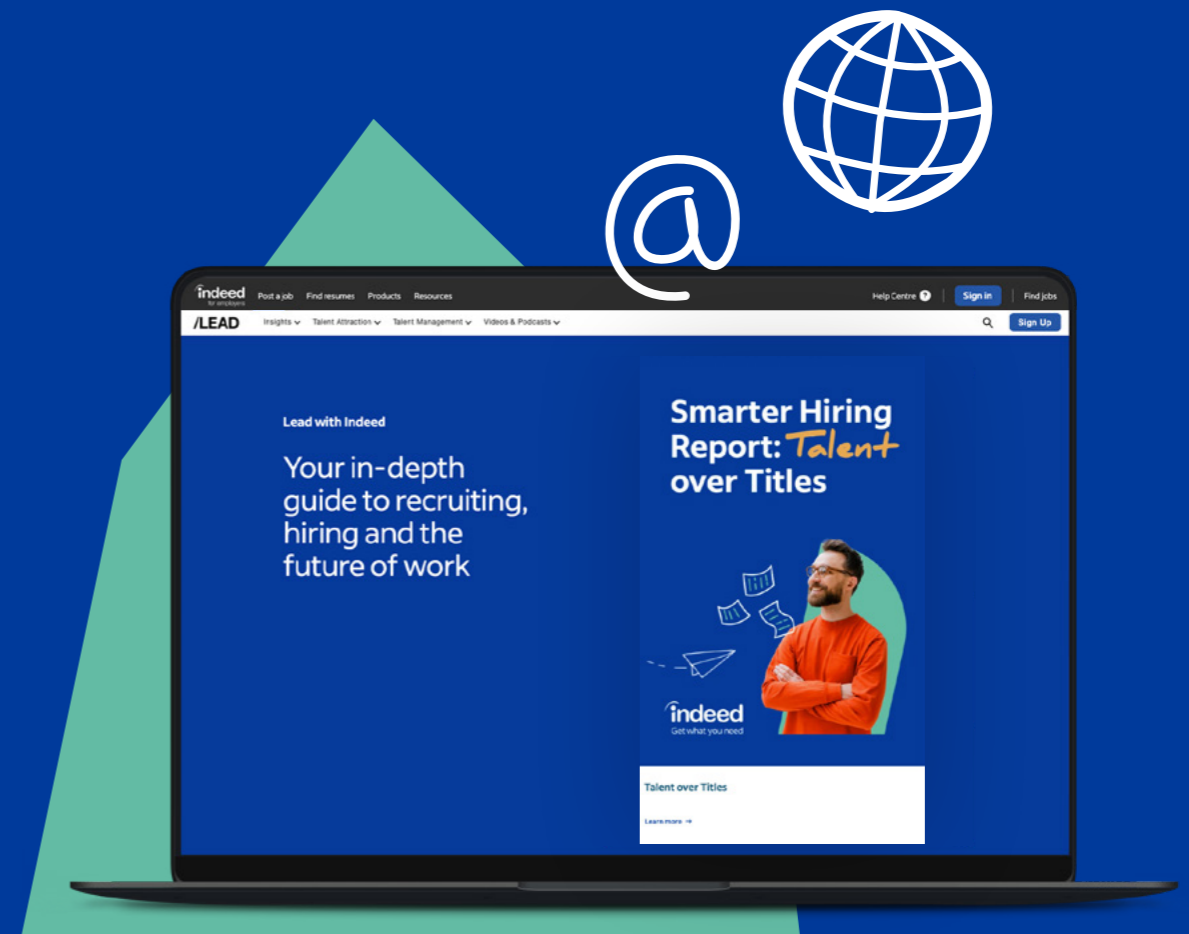
We're your strategic partner in the competition for talent, from first impression to final hire

Visit au.indeed.com/hire to get started.

³⁴ SimilarWeb, Total Visits, July 2025

³⁵ Indeed data (AU)

³⁶ Indeed data, worldwide, based on average



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