



# Thailand Hopes and Fears Survey 2025

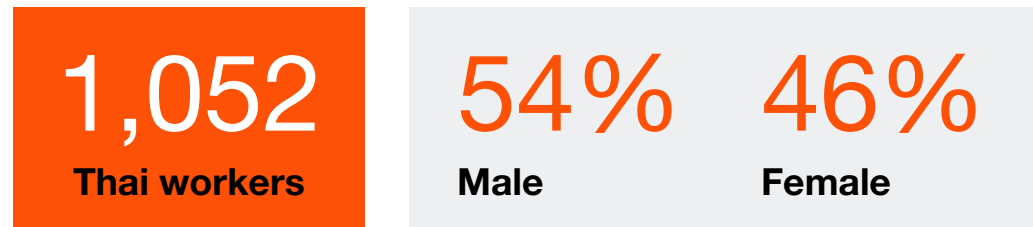
# Rewiring the future of work



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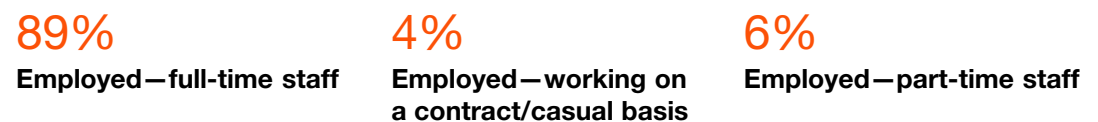
### Total respondents Gender



### Generation



### Working status



The **Thailand Hopes and Fears Survey 2025** captures how Thai workers are responding to rapid changes in the workplace, from technological disruption to shifting expectations around leadership and wellbeing.

With insights from over 1,000 Thai workers, the report highlights both optimism and concern across generations and job levels.

As artificial intelligence (AI) becomes more embedded in daily work, Thai workers are showing strong curiosity and adaptability, but also a need for clearer support and guidance. This report offers leaders a chance to better understand workforce sentiment and take action to build trust, resilience and future-ready capabilities.

## Workforce sentiment on AI in the workplace

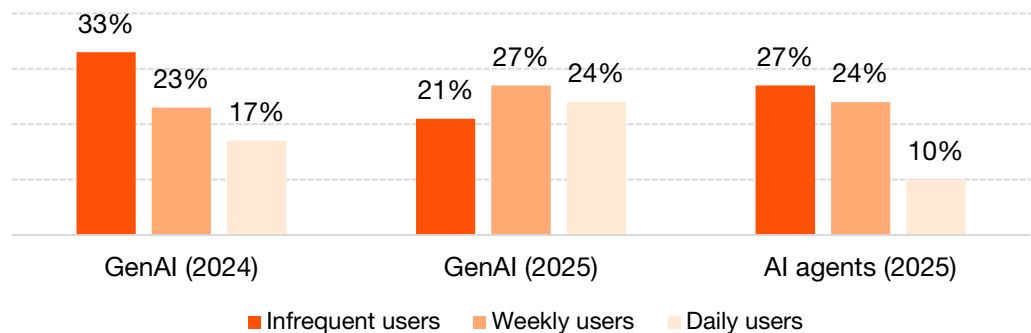
AI is no longer a distant concept for Thai professionals—it's now a tangible force reshaping daily work life. As businesses across Thailand step up their AI adoption, employees are caught between anticipation and uncertainty, riding a wave of both excitement and questions about what the future holds.

**72%** say they have used AI for their job in the past year (vs global 54%).

**86%** say AI is increasing the quality of their work (vs global 75%), followed by creativity (80%), productivity (77%) and job security (56%).

## Growth in weekly and daily GenAI use since 2024

Q: In the past 12 months, how frequently, if at all have you used the following technologies at work?



Note: Infrequent users are those who reported using AI only once, a few times, or as little as once a month.  
Source: PwC's Global Workforce Hopes and Fears Survey 2025

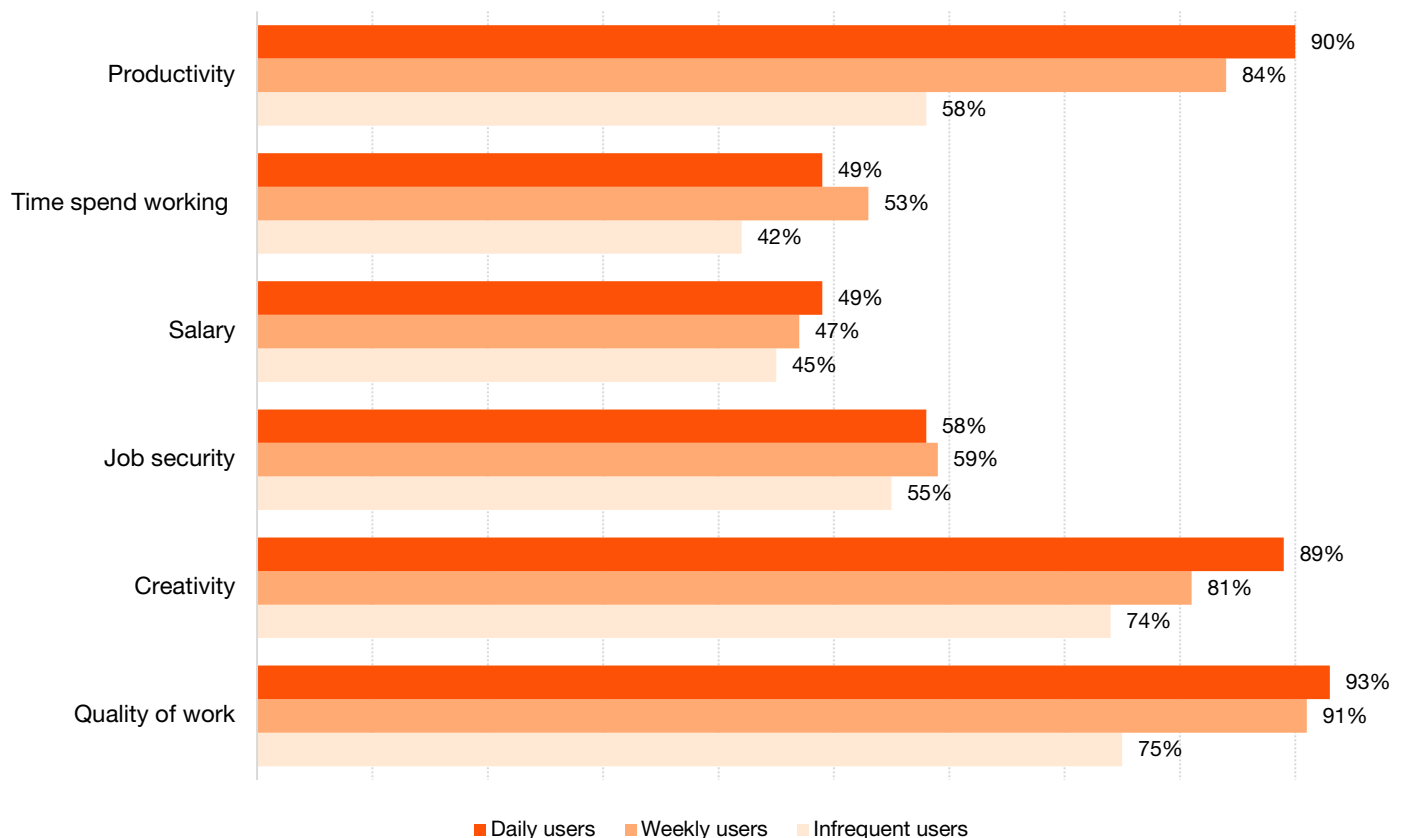
Thailand's workforce is embracing the power of GenAI like never before. Between 2024 and 2025, daily GenAI use surged from 17% to 24%, with weekly engagement also climbing from 23% to 27%. Perhaps even more telling, the number of employees dabbling with AI only occasionally plummeted from 33% to just 21%. This marks a clear turning point, as more Thai professionals weave GenAI into their daily routines, transforming it from a novelty into a workplace essential.

In contrast, AI agents—a newer and more autonomous form of AI—show lower daily engagement at 10%, with 27% of users engaging infrequently. This suggests that adoption is still in its early stages.

## How Thai GenAI users are winning big in the workplace

Q: In the last 12 months, to what extent did AI increase or decrease the following aspects of your job?

(Showing aggregate of 'increase slightly', 'increase moderately', and 'increase significantly' answers)



Source: PwC's Global Workforce Hopes and Fears Survey 2025

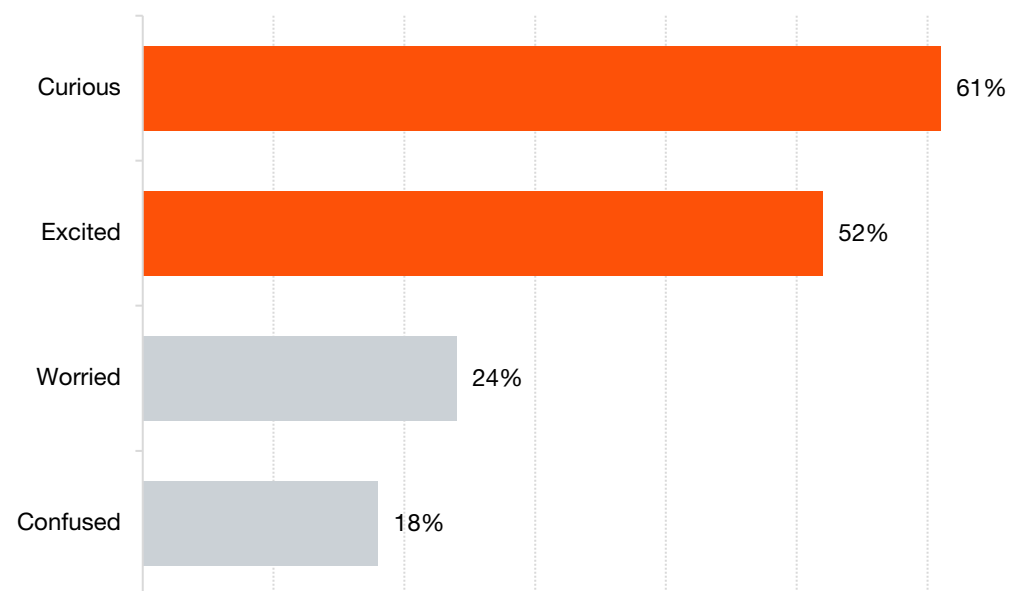
Thai workers who use AI every day are reaping remarkable rewards, transforming the way they approach their work. The numbers are striking—an impressive 93% of these daily users say AI has boosted the quality of their output, while 90% have seen a surge in productivity, and 89% report a spark in creativity.

Frequent AI engagement is helping Thai workers not only keep pace with change but lead the way in efficiency and innovation.

## Most Thai workers feel positive about AI—more curious and excited than worried or confused

Q: To what extent, if at all, do you feel the following emotions about how AI may affect your work?

(Showing only 'To a very large extent' and 'To a large extent' answers)



Source: PwC's Global Workforce Hopes and Fears Survey 2025

Rather than being daunted by rapid technological change, Thai employees are embracing the AI revolution with open arms. In fact, workers are almost three times as likely to feel intrigued or energised by AI as they are to feel worried or bewildered. It's a sign that, for many, the digital future looks bright—and they're eager to be a part of it.

## Workers face uncertainty

Despite the growing awareness of AI's potential, the reality is only 24% of Thai workers use GenAI every day.

Among those who use GenAI daily, 72% expect a major impact from the technology, compared to 70% globally. Employers need to do more to support workers in understanding and adopting AI, especially for entry-level workers, because it's a powerful and transformative technology.

30%

of Thai entry-level workers say they're worried to a large or very large extent about AI's impact on their future, even though they're curious (54%) and optimistic (49%) about its long-term impact.

40%

of the Thai workforce who are management-level believe AI will reduce entry-level jobs.

57%

expect AI to bring about dramatic changes in the next three years (vs global 45%).

As AI weaves itself ever deeper into the fabric of Thai workplaces, the need for clear guidance and support has never been more urgent. The next chapter will depend on how well businesses can inspire trust and confidence—helping their teams not just survive the shift but thrive in a landscape shaped by innovation.

## AI adoption brings opportunity but also work pressure

Moreover, the adoption of AI brings challenges beyond in other areas. Many Thai workers report feeling increasingly overwhelmed, as the rapid pace of transformation adds pressure to adapt quickly.

The survey reveals that while 78% of Thai workers feel satisfied working under the pressure of AI adoption (with 31% satisfied with their daily tasks) — a figure higher than the 70% reported globally — there are clear signs of stress emerging.

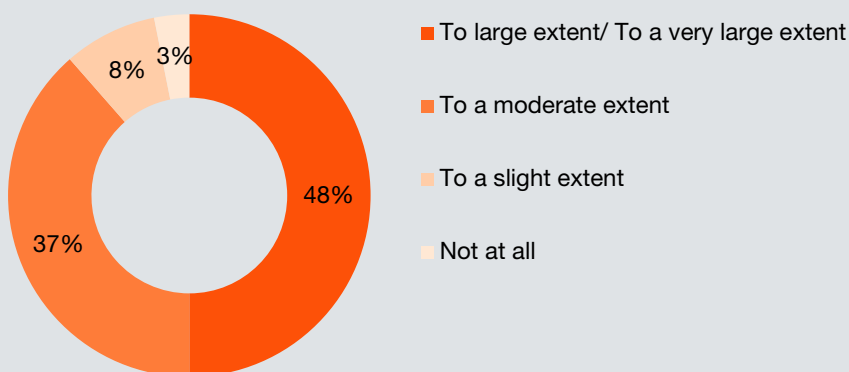


# 48%

are contending with financial strain, up from 43% in 2024. In addition, 47% admit to feeling overwhelmed, and 43% experience fatigue at least once a week.

## Most Thais feel in control of technology

Q: Over the next three years, to what extent will you have control over the ways technology affects you work?



Nearly half of Thai workers feel they have significant control over how technology impacts their work.

Conversely, 11% feel they have minimal or no control, underscoring the importance of implementing more inclusive digital enablement strategies.

Source: PwC's Global Workforce Hopes and Fears Survey 2025

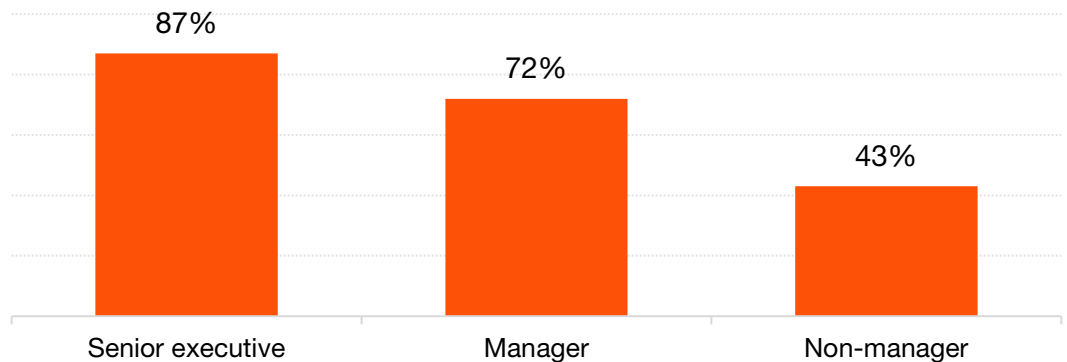




## Share of workers feeling optimistic about their role by seniority

Q: To what extent are you optimistic about the future of your role within the organisation?

(Showing only 'To a very large extent' and 'To a large extent' answers)



Source: PwC's Global Workforce Hopes and Fears Survey 2025

While 56% of Thai workers feel optimistic about their role within their organisation (vs global 53%), the sentiment differs significantly by seniority.

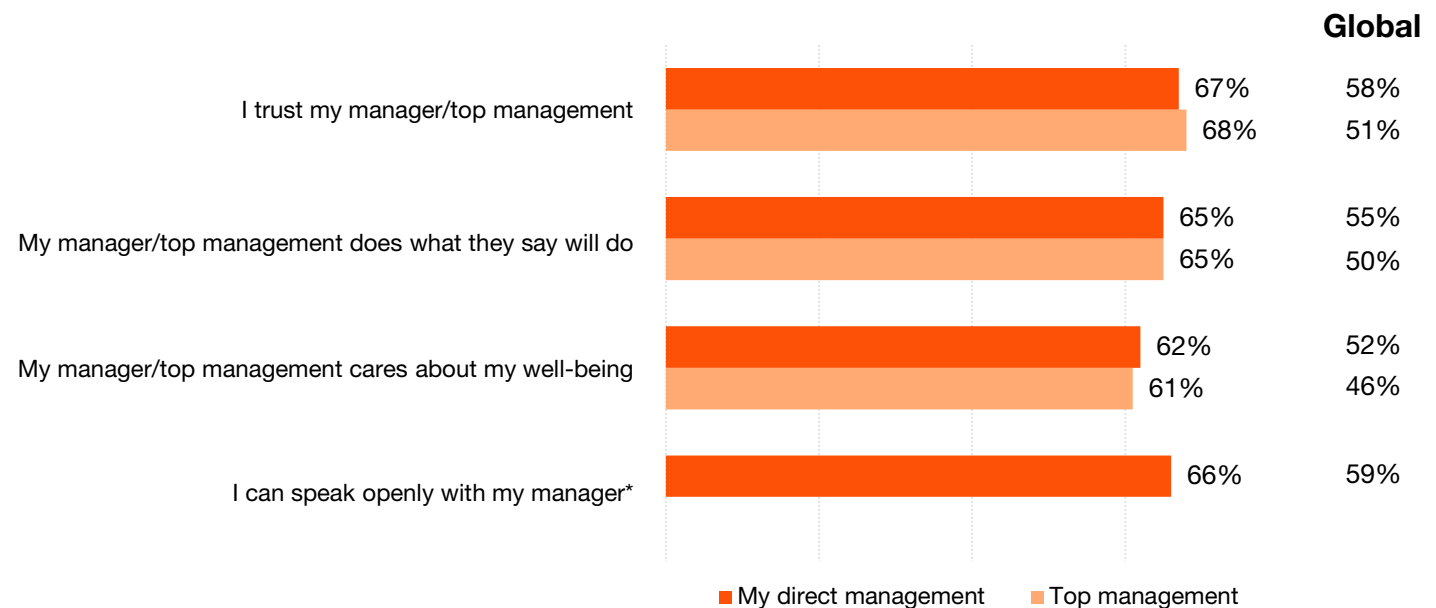
Senior executives are the most optimistic, with nearly nine in ten expressing confidence in their role. Managers aren't far behind, with a solid majority sharing this upbeat outlook. However, when you look at non-managers, the optimism noticeably fizzles, revealing a clear divide in workplace confidence.



## Trust in leadership: How Thai employees view their leaders

Q: To what extent do you agree or disagree with the following statements about (your direct management/top management?)

(Showing only 'strongly agree' and 'moderately agree' answers)



Notes: \* This item applies to direct managers only (not asked about top management).

Source: PwC's Global Workforce Hopes and Fears Survey 2025

Thailand scores higher than the global average across all trust measures. Employees in Thailand report 67–68% trust in managers and top management, compared to 58% and 51% globally, a difference of up to 17 percentage points.

Openness with direct managers also stands out at 66% in Thailand versus 59% globally, reinforcing the role of local managers as trusted communicators. These results suggest that Thai employees have a more positive view of leadership than the global workforce, particularly toward senior leaders. This is a reversal of the global trend where trust skews toward direct managers.

While this is a high figure for Thailand, it doesn't mean complacency. As AI becomes more embedded in the workplace, leaders will need to foster trust in how it's designed, governed and secured.

The PwC's [Value in Motion](#) research highlights the importance of trust-based AI strategies. By putting responsible design, robust governance and strong cybersecurity at the heart of their AI initiatives, organisations can unlock the true power of these technologies—and maintain the trust their teams already have in them.

## Motivation for strategic alignment

Employee motivation is strongly linked to clarity and alignment with organisational goals. When workers understand what their company is trying to achieve—and believe those goals are realistic—they're more likely to feel engaged and energised.

# 76%

understand their organisation's long-term goal and objectives (vs global 64%), followed by belief in their organisation's goal (74%), day-to-day work alignment with goal and trust in their leadership to lead (70%).

# 80%

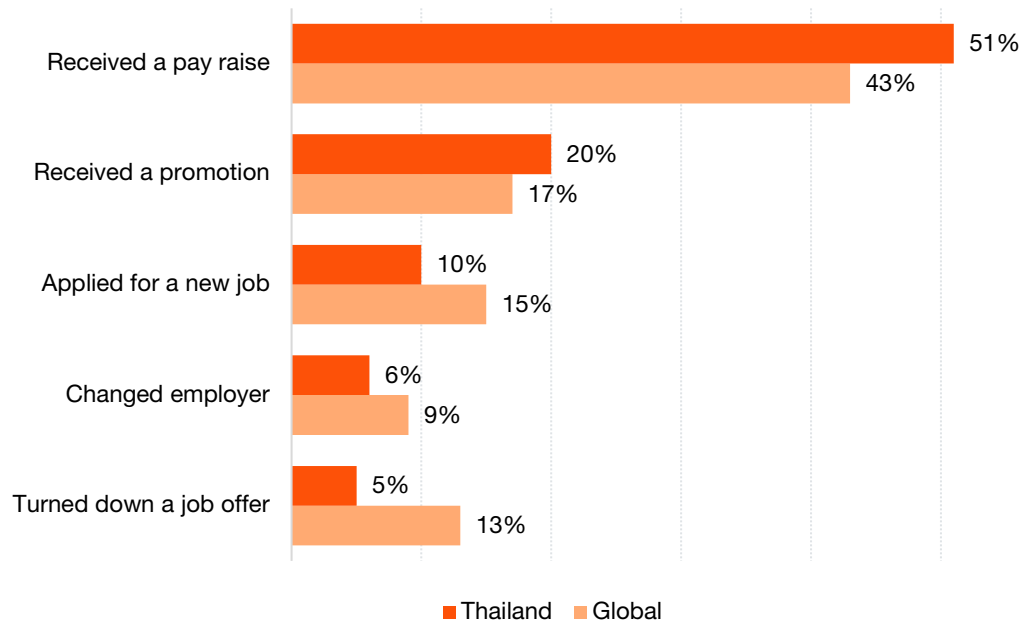
feel proud of the work they do at least once a week (vs global 74%), followed by willingness to go the extra mile (70%) and genuine excitement for the working day (70%).

Yet, when the conversation turns to pay, things aren't quite so straightforward. While Thai workers are energised by their mission and inspired by their teams, financial recognition remains a nuanced and ongoing challenge.



## Half of Thai workers got a pay rise—but few saw promotions

Q: Which of the following happened to you within the last 12 months?



Source: PwC's Global Workforce Hopes and Fears Survey 2025

In the past year, over half—51%—of workers in Thailand received a pay raise, a figure well above the global average of 43%. Promotions paint a similar picture: 20% of Thai staff climbed the career ladder, compared to just 17% globally.

Yet, it's not all smooth sailing. While a pay raise for 51% is certainly cause for celebration, it also means nearly half the workforce missed out—revealing a noticeable divide in financial appreciation and highlighting that rewards are not universal.

**Financial pressure remains a reality for many.** Despite the strong pay raise figures, 11% of Thai employees either cannot or struggle to pay their bills, and a substantial 37% have little or nothing left over once expenses are covered.

Interestingly, these numbers are still lower than the global averages—14% and 46% respectively—showing that, while Thailand is ahead, a significant proportion continues to wrestle with financial insecurity.

## Upskilling for the future

Upskilling has a critical role in keeping employees motivated and future ready.

74%

have access to the learning and development resources they need, higher than the global average of 59%.

72%

say their managers support them in building new capabilities, compared to 57% globally.

These findings suggest that organisations in Thailand are making meaningful progress in equipping their workforce for the future, an essential step as technology and AI reshape the way we work.

## Psychological safety

Thai workers report strong levels of psychological safety in the workplace. Most feel supported by their teams and comfortable sharing honest opinions—well above global averages.

76%

say their team supports them when asked for help and advice (vs global 66%).

72%

feel comfortable sharing their honest opinions and ideas with their team at work (vs global 62%).

While there is psychological safety at work, 57% believe their team treats failures as valuable learning opportunities. At the same time, social and political discussions remain slightly delicate, with 59% feeling comfortable talking about these topics.



## Key takeaways for Thai leaders

1

### **Lead AI adoption ensuring empathy and inclusivity**

While enthusiasm for AI is growing, many workers—particularly those at entry level—still face uncertainty. Employers should ensure that AI integration is accompanied by clear communication, accessible training, and support systems that empower all employees to adapt confidently.

2

### **Balance innovation with wellbeing**

The pace of technological change is creating new pressures in the workplace. Employers must be mindful of rising stress and fatigue, and take proactive steps to foster a culture that prioritises mental health, work-life balance and sustainable performance.

3

### **Strengthen trust through responsible leadership**

Trust in management is a strong foundation, but it must be actively maintained. As AI becomes more embedded in operations, leaders should champion transparency, ethical governance, and open dialogue to reinforce trust and psychological safety.

4

### **Align purpose with capability building**

Employees are more engaged when they understand and believe in their organisation's goals. By investing in upskilling and aligning individual roles with strategic objectives, leaders can cultivate a motivated, future-ready workforce.

5

### **Address job security and pay as critical motivators**

Despite strong engagement, financial strain persists for many Thai workers. Leaders should prioritise fair compensation, transparent career pathways, and job stability to maintain motivation and prevent the loss of talented staff.

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## About the survey

PwC's Global Workforce Hopes and Fears Survey 2025, which gathered insights from nearly 50,000 respondents across 48 major economies including Thailand, reveals that the influence of AI is expanding rapidly. Although optimism about its potential significantly outweighs anxiety, daily usage remains relatively limited. This presents a valuable opportunity for leaders to unlock greater employee motivation and accelerate reinvention and growth through more effective integration of AI.

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