



THE FRONTLINE REPORT 2025

What workers are really
saying about hiring,
retention, and belonging.

Based on exclusive research from Lighthouse
Research & Advisory, prepared for Fountain
October 2025



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EXECUTIVE SUMMARY

About this Study

This report is based on original research conducted by Lighthouse Research & Advisory in partnership with Fountain. The study surveyed 1,973 frontline workers across retail, hospitality, manufacturing, food service, and construction to uncover what drives satisfaction, retention, and performance in 2025. The findings highlight both the challenges and the opportunities facing employers today, offering CHROs a clear roadmap for building stronger frontline workforces.

The Frontline Labor Challenge in Numbers



REAL-WORLD IMPACT