



availability, compared to a global average of 29%. Further, 70% of employers hope to improve their talent pipeline by investing in reskilling and upskilling of their current workforce, while 65% plan to offer higher wages to become more attractive.

By 2030, employers in **Denmark** expect to see business transformation in light of increased investments in climate adaptation, greater emphasis on labour and social issues, and growing geoeconomic fragmentation, while they express less focus than their global peers on digitalization and inflation as potential drivers of change. Denmark's labour market is projected to exhibit a higher degree of skill stability than most other countries, with 71% of today's on-the-job skills expected to remain stable, compared to 61% globally. Skills relevant to AI and big data, networks and cybersecurity, as well as curiosity and lifelong learning are expected to increase in use. Global citizenship skills are also set to grow in importance by 2030, with 47% of employers operating in Denmark projecting a net increase in demand, compared to 19% globally.

An aging and shrinking workforce, slower economic growth, and a growing focus on labour and social issues are identified as key trends impacting businesses in **Estonia** by 2030. Compared to global averages, businesses operating in Estonia are less focused on the green transition, with only 29% expecting their business models to be significantly impacted by investments in carbon reduction and 21% by climate adaptation. Overall, 79% of employers identify skills gaps in the labour market as a primary barrier to transformation, which is above the global average. Firms in Estonia plan to address these talent and skill challenges through business practices such as reskilling and upskilling and supporting employee well-being.

Employers in **France** expect their business models to be impacted by digital transformation, climate-mitigation efforts, and rising cost of living. To

address these trends, companies are planning on prioritizing upskilling and hiring talent with emerging skill sets, alongside accelerating automation. A significant 71% of employers are focused on complementing and augmenting their workforce with new technologies, above the global average of 63%. By 2030, demand is expected to grow for roles such as Security Management Specialists, Digital Transformation Specialists, and Software Developers, while jobs such as Material-Recording and Stock-Keeping Clerks and Data Entry Clerks are projected to decline in the country.

By 2030, companies in **Germany** expect their business models to be re-shaped by increasing digitalization, climate-mitigation efforts and ongoing geoeconomic fragmentation. For example, 52% of employers operating in Germany are anticipating impacts from growing geopolitical divisions, above the global average of 34%. Businesses are planning to embrace technologies to stay competitive, with 93% expecting that AI and information processing tools, and 67% that robots and autonomous systems, will be transformative to their operations. To prepare for these changes, 81% of companies plan to actively hire staff with new capabilities. Examples of growing roles in the country include Software Developers, UI/UX Designers, and AI and Machine Learning Specialists.

Broadening digital access and rising cost of living are the top trends expected to shape business transformation in **Greece** by 2030. Sixty-three percent of employers in Greece also identify growing focus on labour and social issues as a key source of transformation for their organization, above the global average of 46%. More than half of companies operating in the country have identified skills gaps in the labour market and inability to attract talent to their industry as key barriers to business transformation. To improve talent availability, a large majority (82%) of firms identifies increased public funding for reskilling and upskilling as a key policy priority, and 64% call

for government support through wage subsidies; both exceed global averages. Additionally, 46% of employers suggest that changes to pension regulations and retirement ages could increase talent availability over the next five years. For their part, 92% of companies plan to strengthen their own talent retention by improving talent progression and promotion.

In **Hungary**, rising cost of living, increasing digitalization, and an aging and shrinking population are expected to shape business models and labour-market outcomes by 2030. A significant 70% of employers identify inflation as a top concern, above the global average of 50%. Talent availability is highlighted as a concern, with 77% of firms operating in the country foreseeing difficulties when hiring. Almost 80% of businesses are planning to offer remote and hybrid work opportunities within the country and nearly 40% envisage doing so across national borders, with almost 70% pointing to more flexible regulation on this matter as a promising public policy to support talent availability in the country.

Anticipating labour-market changes due to increased investment in climate adaptation and growing focus on labour and social issues, companies in **Ireland** identify talent attraction as a key barrier to business transformation by 2030. Alongside skills gaps, 43% of employers operating in the country expect difficulties in drawing the right talent to their firms, compared to a global average of 27%. To address talent shortages, 40% of companies plan to provide additional support to workers with caregiving responsibilities, and 27% highlight the effectiveness of additional funding for government programmes supporting caregivers. Employers in Ireland are also expanding their diversity, equity and inclusion measures, with 73% conducting pay equity reviews, 53% establishing employee resource groups, and 40% employing diversity, equity and inclusion officers. Additionally, 69% of respondents state a commitment to reducing wage inequalities.

By 2030, employers operating in **Italy** expect business model transformation in response to increased climate-mitigation efforts, continued digitalization and rising cost of living. In particular, 70% anticipate changes due to investments to reduce carbon emissions, compared to a global average of 47%. Employers in Italy project net job growth in Robotics Engineers, Renewable Energy Engineers, and Environmental Engineers, driving increasing demand for skills such as AI, networks, cybersecurity and environmental stewardship. To adapt to these trends, 85% of respondents aim to upskill their workforce and 73% plan to enhance their workforce through technology augmentation.

Employers in **Latvia** are anticipating labour-market changes over the next five years due to aging and shrinking population, rising cost of living, and stronger focus on labour and social issues. Diverging from global trends, businesses operating in the country expect to see lower levels of disruption from broadening digital access and investments in carbon reduction and climate adaptation. Talent availability is a stated concern, with 71% of employers expecting hiring challenges. In response, companies in Latvia are planning to emphasize workforce strategies such as accelerating automation and upskilling to mitigate talent shortages.

In **Lithuania**, employers identify rising cost of living, aging and shrinking population, and broadening digital access as the top three drivers of labour-market changes by 2030. Skills gaps are perceived as a significant barrier to business transformation, with 83% of firms operating in the country citing this issue, compared to a global average of 63%. To address these trends, 86% of firms in Lithuania plan on investing in reskilling and upskilling. Seven in 10 respondents plan to support employee health and well-being while six in 10 aim to improve talent progression and promotion processes in order to increase talent availability. Anticipated workforce strategies also focus on automation and hiring talent with emerging skills to keep pace with evolving business needs.



Talent shortages at the industry level are expected to be a key challenge in **the Netherlands** over the 2025-2030 period: 56% of firms operating in the country expect hiring difficulties, while only 15% foresee improvements in talent availability. In response, 86% of businesses are planning on accelerating the automation of processes and tasks as a key workforce strategy to address talent shortages, a higher level than their global peers. Upskilling (envisaged by 83% of respondents) and recruiting talent with new skills (anticipated by 71%) are also areas of focus. Furthermore, companies in the Netherlands plan to utilize diversity, equity and inclusion efforts to expand their talent base, with 64% of firms expecting to set specific goals and 46% to embed diversity, equity and inclusion initiatives across their supply chains.

By 2030, employers in **Norway** expect their business models to be significantly impacted by the green and digital transitions. Alongside AI and big data, curiosity and lifelong learning, resilience, flexibility, and agility are expected to be skills with increasing demand, with more employers emphasizing these competencies than in other countries. Seventy-four percent of companies operating in Norway highlight the benefits of public funding for reskilling and upskilling, exceeding the global average. Furthermore, three in every five respondents plan to expand their talent base by leveraging diversity, equity and inclusion policies, surpassing global averages. Additionally, a lower proportion of companies in Norway anticipates wages to account for a growing share of their total revenue over the next five years (26%, compared to 52% globally) and a higher proportion anticipates the reverse (22%, compared to 8% globally).

In **Poland**, broadening digital access is expected to be the predominant trend driving shifts in the labour market by 2030. The impact of this trend is evident in firms' expectations regarding changing skills demand, with employers unanimously anticipating increased need for AI and big data skills. Talent availability is also seen as a concern, with 52% of employers operating in the country expecting aging and shrinking workforce to impact their business over the next five years and 65% foreseeing hiring challenges. To address these issues, companies in Poland see potential in supporting employee health and well-being and expanding remote and hybrid work options within the country to attract and retain talent.

In **Portugal**, 71% of the workforce is expected to require training by 2030, above the global average of 58%. Key skills in demand over the next five years are anticipated to include curiosity and lifelong learning, talent management, and leadership and social influence. Skills such as teaching and mentoring as well as resource management are also increasingly sought after in the country. Firms operating in Portugal plan to invest in reskilling and upskilling, with 87% of employers expecting improved talent retention and 73% transitioning employees to new or evolving roles. Forty percent

of respondents regard government as a key funding source for their reskilling and upskilling efforts, which is twice the global average.

Broadening digital access, rising cost of living, and growing geoeconomic fragmentation are seen to be shaping the labour market in **Romania** over the 2025-2030 period. One out of three companies operating in the country also cite stricter anti-trust and competition regulations as a factor impacting their business models in the next five years, nearly twice the global average. Seventy-six percent of businesses in Romania identify skills gaps in the labour market as a key barrier to transformation, alongside challenges related to talent attraction to industry. To address these concerns, 94% of employers are planning on investing in workforce upskilling, a higher share than their global peers (85%). Firms in the country also anticipate hiring staff with new skills (79%) and accelerating automation (68%) as key workforce strategies in the next half-decade.

Rising cost of living and increased digitalization are expected to be key trends impacting businesses operating in **Serbia** over the next five years. In addition to skills in AI and big data and technological literacy, talent management and resource management are the skills anticipated to be most in demand in the country. Two-thirds of employers identify skills gaps in the labour market as a key barrier for transforming their business. With regard to policies seen as effective to improve talent availability, 67% of firms point to increased flexibility in hiring and firing practices and 50% to wage subsidies, both above global averages.

In **Slovenia**, demographic shifts are identified as top-of-mind by employers, with 68% and 45%, respectively, identifying aging and shrinking workforces in some parts of the world and growing working-age populations in others as key trends impacting business models over the next five years. Both shares are above the global average. Skills gaps in the labour market are seen as a key barrier to transformation by two-thirds of companies operating in the country, followed by organizational culture and resistance to change. To improve talent availability, 71% of employers suggest considering more flexible policies regarding hiring and firing, while 50% point to reforming immigration laws. Seven in 10 firms plan to offer higher wages and nearly six in 10 plan to review working hours and overtime policies to improve their attractiveness as employers.

Increasing investments in carbon reduction, broadening digital access, and rising cost of living are expected to shape the labour market in **Spain** over the 2025-2030 period. Key barriers to transformation perceived by respondents include skills gaps, regulatory frameworks, and resistance to change and organizational cultures. To address talent availability challenges via public policy, 60% of employers in Spain see potential in increased flexibility in hiring and firing practices, and 49% in increased flexibility in setting wages, in addition to

public funding for reskilling and upskilling (65%). Regarding business practices, 77% of respondents plan to enhance progression and promotion processes to become more attractive as employers. Moreover, an above-global-average share of employers operating in the country plan to offer remote and hybrid work opportunities and provide support for workers with caregiving responsibilities.

By 2030, **Sweden**'s employers anticipate business transformation in response to broadening digitalization, demographic shifts and rising cost of living. About 50% identify aging and shrinking workforces in some parts of the world as a key trend, while 41% highlight growing working-age populations elsewhere. Only 5% of firms operating in the country expect hiring conditions to improve over the next five years, significantly below the global average. In response, employers are planning on enhancing talent progression and promotion processes, expanding remote and hybrid work options, and investing in reskilling and upskilling to increase talent availability.

In **Switzerland**, continuous digitalization is seen as the key driver of business transformation by 2030, followed by climate mitigation and adaptation. This is reflected in 96% of companies expecting AI and information processing technologies to transform their operations. Workforce strategies are anticipated to focus on automation, upskilling, and hiring talent with emerging skills, with 73% of businesses actively integrating new technologies to complement and augment their human workforce. However, talent retention is seen as a concern, with 36% of employers expecting retention to worsen, nearly twice the global average. To address these challenges, firms in Switzerland plan to place a bigger emphasis on flexibility in the workplace than their global peers and to increase talent availability through remote work options across national borders and support for workers with caregiving responsibilities.

Broadening digital access is expected to drive labour market change in **Türkiye** over the 2025-2030 period, with firms operating in the country anticipating technologies such as AI, robotics and energy technologies to transform their operations. These expectations are reflected in the list of predicted fastest-growing job roles in the country, which includes Robotics Engineers, Renewable Energy Engineers, and Autonomous and Electric Vehicle Specialists. Employers anticipate 44% of on-the-job skills to be disrupted by 2030, higher than the global average of 39%. AI and big data, technological literacy, and networks and cybersecurity are identified as the fastest-growing skills in the country, in addition to a higher-than-average expected growth in the importance of multilingualism.

In the **United Kingdom**, the labour market is expected to be influenced by increased digitalization as well as climate mitigation and adaptation efforts over the next five years: 56% of companies

operating in the country anticipate seeing their business transformed because of increased investments in climate adaptation, a higher share than their global peers. Fifty-six percent of employers also expect geoeconomic fragmentation to impact their business strategy, compared to 34% globally. As a result of these perceived trends, respondents expect rising demand for skills such as technological literacy, AI, big data and resilience, flexibility and agility. Key job roles anticipated to see significant growth by 2030 include Big Data Specialists, FinTech Engineers, and AI and Machine Learning Specialists.

Northern America

Technological advancements, demographic shifts, and economic uncertainties are driving strategic decisions of companies headquartered in **Northern America**. A higher share of employers in this part of the world is evaluating options in both offshoring (23%) and re-shoring (19%), pointing to a possibility of wider global supply chain re-organization. Additionally, companies in the region share a higher-than-average focus on diversity, equity and inclusion, including through measures such as pay-equity audits. Only 35% of companies in Northern America anticipate an increase in wages as a share of total revenues (compared to 52% globally). As macrotrend-driven disruptions reshape the jobs and skills landscape, 67% of the workforce in the region is projected to require upskilling or reskilling by 2030, a rate exceeding the global average.

Employers in **Canada** are anticipating an evolving business landscape marked by advances in digital technologies, geoeconomic fragmentation, and increased climate-mitigation efforts by 2030. Reflecting these trends, 97% of companies expect AI and information processing technologies to transform their operations. Robotics and autonomous systems, along with energy generation and storage technologies, are also expected to gain traction. Demand for job roles such as Security Management Specialists, AI and Machine Learning Specialists, and Software Developers is expected to be on the rise. To ensure a steady talent pipeline, employers in Canada are looking to bolster talent progression and promotion processes and investing in reskilling and upskilling.

In the **United States**, technological trends and climate adaptation are expected to shape business and workforce strategies over the 2025-2030 period: 55% of employers highlight climate adaptation as a key trend expected to influence business models. Additionally, 94% of firms in the United States expect AI and information processing technologies to transform their operations in the next five years. Big Data Specialists, AI and Machine Learning Specialists and Data Warehousing Specialists are anticipated to be among the fastest-growing jobs in the country. However, roles such as Data Entry Clerks

and Software Testers are seen as in decline as automation reshapes the workforce. To enhance talent availability, respondents see potential in government support for reskilling and upskilling programmes as well as increased flexibility in hiring and firing practices.

Latin America and the Caribbean

Companies headquartered in **Latin America and the Caribbean** expect increased digitalization, stronger focus on labour and social issues, and increased efforts towards climate mitigation to drive labour market change over the 2025-2030 period. Skills gaps in the labour market, organizational cultures, and outdated regulations are the perceived top barriers to business transformation in the region, each highlighted by about 50% of respondents. Eighty percent of firms expect talent development to improve over the next five years, surpassing global averages. A large majority of employers in the region plans to respond to skills gap by upskilling their own workforce (84%), accelerating the automation of tasks (81%), or hiring staff with new skills (68%).

Employers in **Argentina** expect broadening digital access, climate mitigation and economic uncertainty to shape labour market change over the next five years. Skills gaps are seen as a barrier to business transformation by 65% of companies,

followed by outdated regulations (57%) and organizational cultures and resistance to change (48%). To address skills gaps, firms operating in the country are planning to hire staff with new skills, to automate tasks where possible, and – to a lesser extent – to invest in reskilling and upskilling (71%, compared to a global average of 85%). Expected fastest-growing jobs in the country include Data Analysts and Scientists and AI and Machine Learning Specialists. While only one out of five companies expect wages to account for a growing share of total revenues in the next five years (compared to 52% globally), 57% of employers are planning to design their salary and compensation strategy to support workers' purchasing power (compared to 33% globally).

In **Brazil**, like in many other countries, skills gaps are perceived as a primary barrier to business transformation by 2030. Employers operating in the country foresee growth in job roles such as Digital Transformation Specialists, AI and Machine Learning Experts, and Supply Chain and Logistics Specialists. Almost nine in 10 companies in Brazil plan to upskill their workforce over the next five years. While AI and big data, creative thinking, and technological literacy are anticipated to be the fastest-growing skills in the country, companies also expect a greater focus on empathy and active listening, cited by 60% of respondents, as well as resilience, flexibility, agility, and curiosity and lifelong learning.



Companies in **Colombia** anticipate labour-market changes due to broadening digital access, increased efforts to reduce carbon emissions and greater focus on labour and social issues over the 2025-2030 period: 65% identify skills gaps as a key barrier to transformation and 61% cite outdated or inflexible regulatory frameworks. However, employers operating in Colombia are more positive than global peers regarding their future talent availability outlook, with 47% expecting talent availability to improve by 2030. To improve talent retention, respondents are planning to focus on employee health and well-being and improving employee progression.

By 2030, broadening digital access and climate-change mitigation are expected to shape the labour market in **Mexico**. Ninety-five percent of companies operating in the country expect AI tools to transform their operations in the next

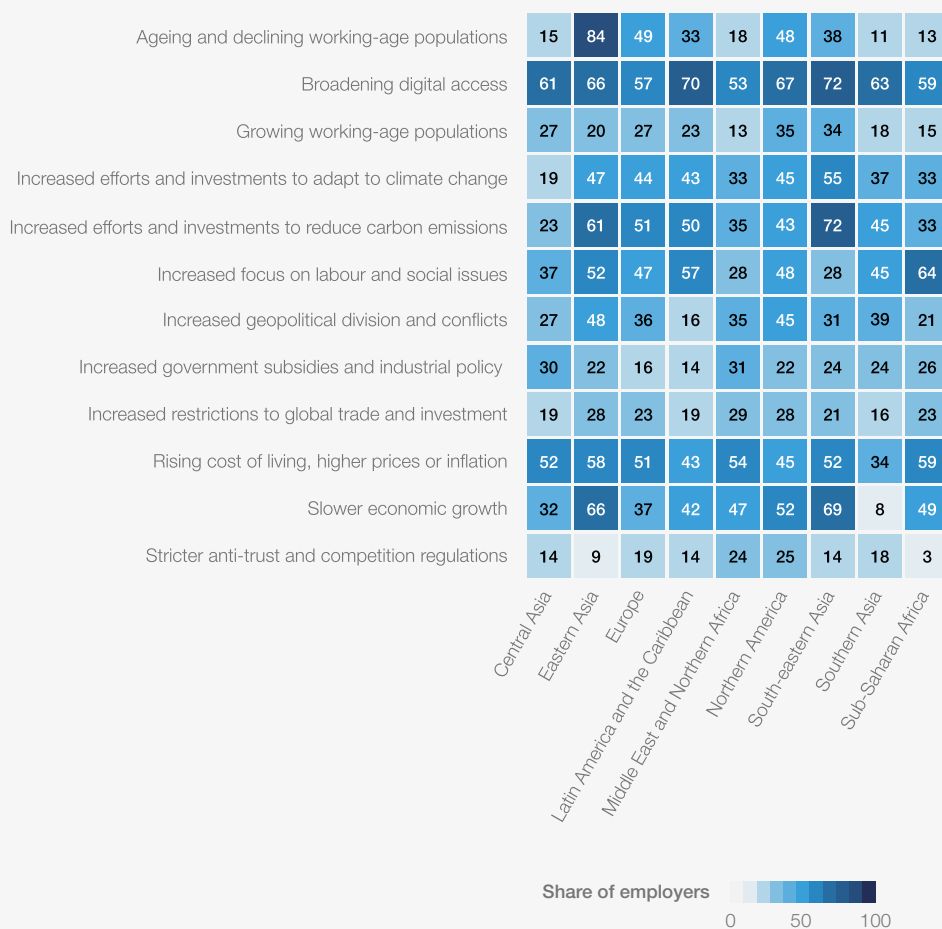
five years, and 63% anticipate making greater use of robotics, with 82% of employers aiming to accelerate automation of tasks over the same time horizon. Information Security Analysts and Big Data Specialists are projected to be among the fastest-growing job roles in the country. Employers in Mexico are positive about talent retention, with 53% expecting improvements (compared to 44% globally). In addition to AI and big data and creative thinking skills, companies anticipate placing greater emphasis on resilience, flexibility and agility as well as environmental stewardship, with 73% and 69% of firms, respectively, expecting these skills to see rising demand.



TABLE 5.1

Impact of macrotrends, 2025-2030, by region

Share of employers which expect macrotrends to drive transformation in their organization (%), by region.

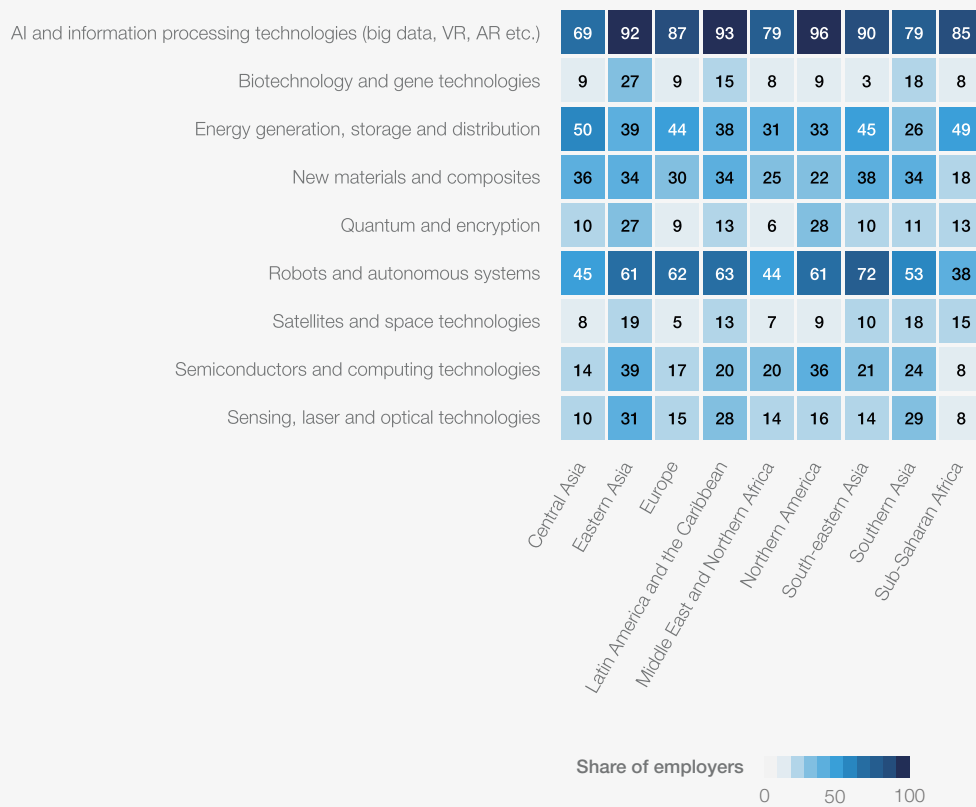
**Source**

World Economic Forum, Future of Jobs Survey 2024.

TABLE 5.2

Impact of technology related trends, 2025-2030, by region

Share of employers which expect technology related trends to drive transformation in their organization (%), by region.

**Source**

World Economic Forum, Future of Jobs Survey 2024.

TABLE 5.3

Skill importance in 2025, by region

Share of employers which consider skills to be core skills for their workers (%), by region.



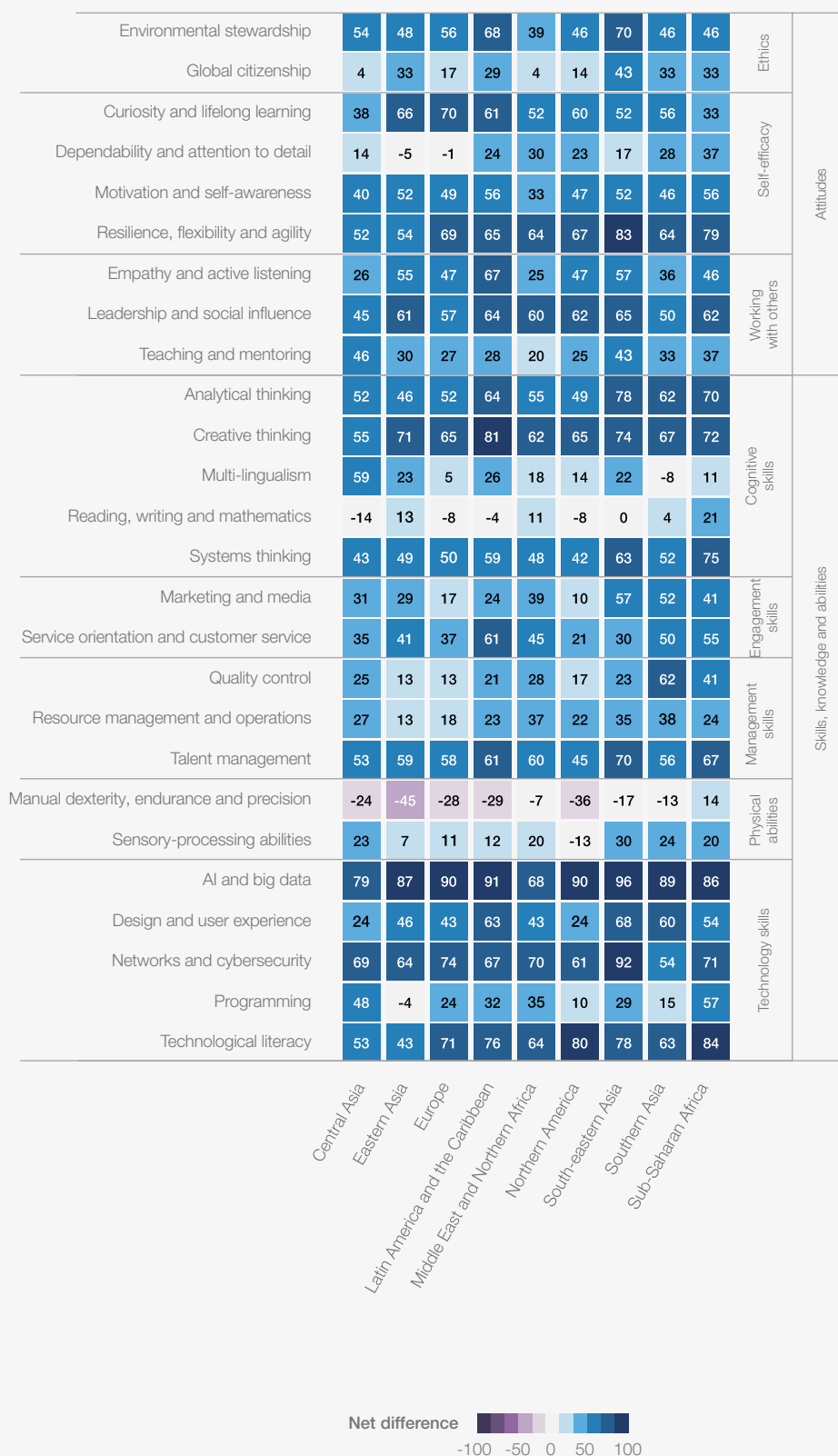
Source

World Economic Forum, Future of Jobs Survey 2024.

TABLE 5.4

Skill evolution, 2025-2030, by region

Net difference between the share of employers which consider skills to be increasing and decreasing in importance to their workers from 2025 to 2030 (%), by region. The share of employers predicting skill stability is not used in the calculation.



Source

World Economic Forum, Future of Jobs Survey 2024.