

Supply-chain and transportation

Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

Human Global Combination Global Technology Global

ALL TASKS

Now



2030

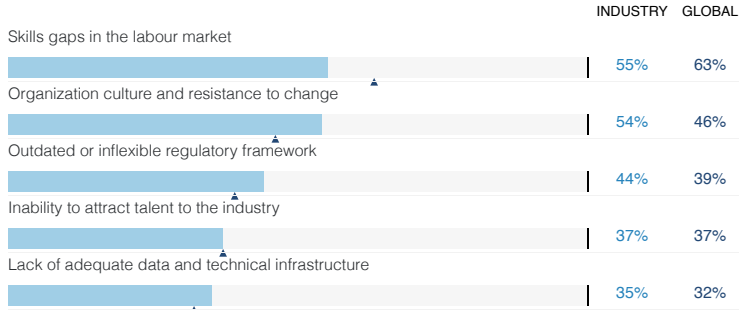


Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

Industry Global

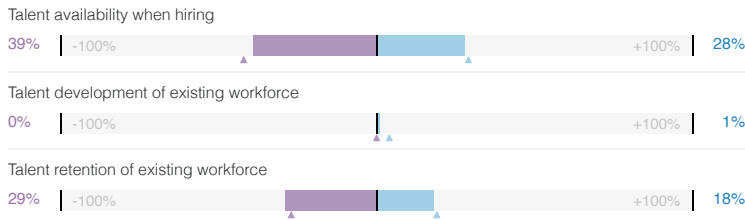


Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

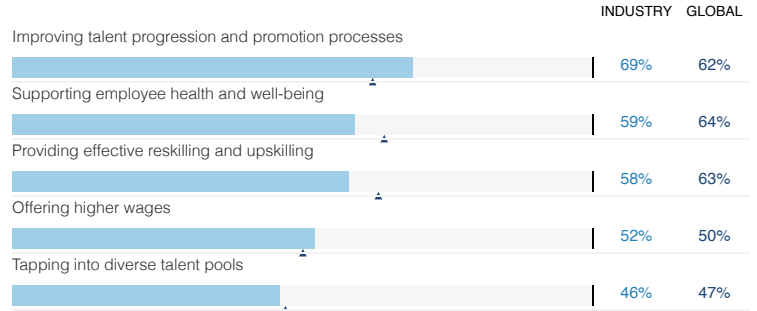


Business Practice

Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

Industry Global

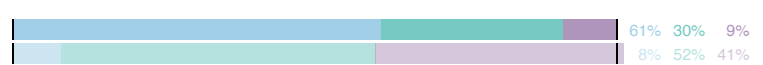


Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

Growing Global Similar Global Declining Global



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

53 | Global 48

Targeted recruitment, retention and progression initiatives

44 | Global 51

Run comprehensive DEI training for managers and staff

43 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

79 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

68 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

68 | Global 62

Hiring new people with skills to better work alongside AI

Telecommunications

20% | Global 22%

Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

Skill disruption

Shares of core skills which will change

85% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

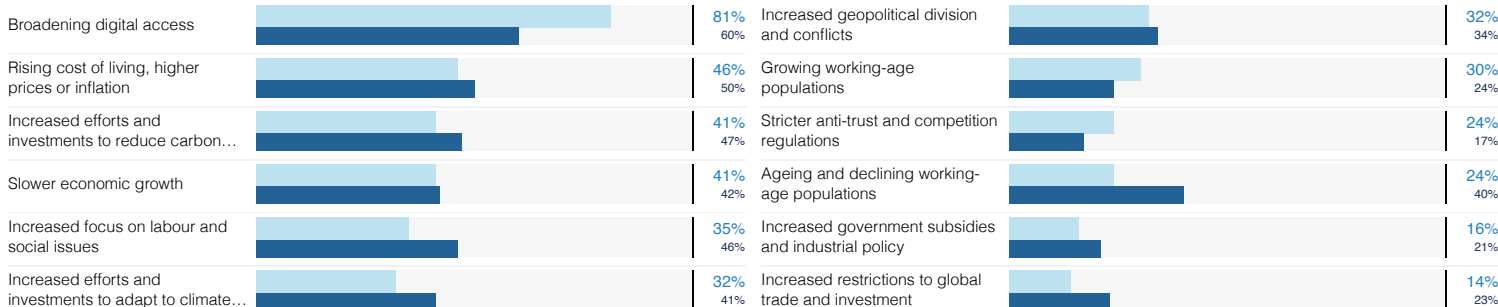
89% | Global 88%

AI exposure

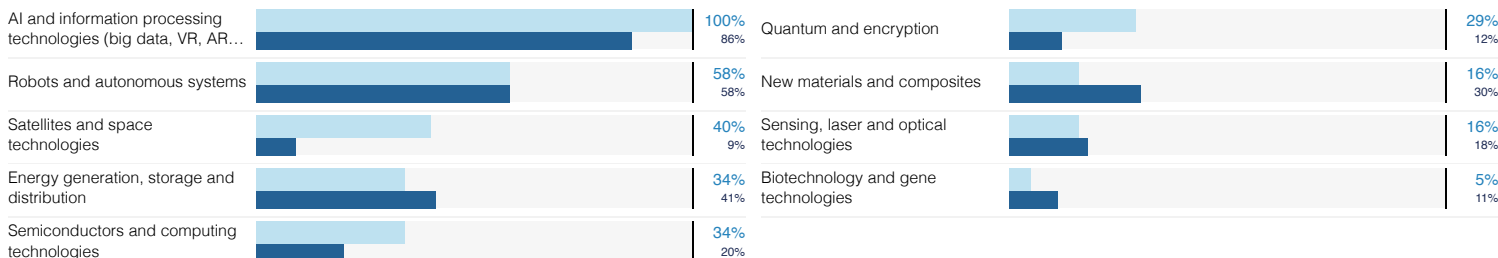
Share of organizations running AI programmes

Trend outlook
Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

■ Industry ■ Global

Technology trends
Technology trends driving business transformation

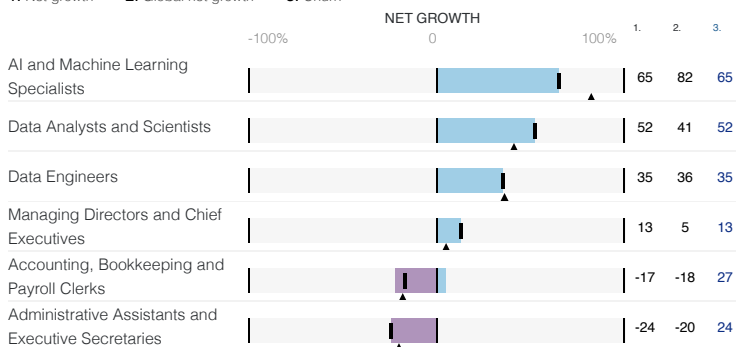
Share of organizations surveyed that identify the technology trend as likely to drive business transformation

■ Industry ■ Global

Jobs outlook
Key roles for business transformation

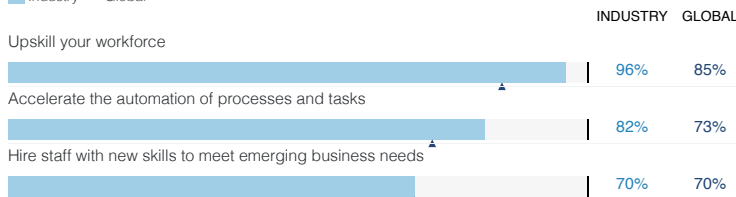
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth ■ Job Growth ■ Job displacement ■ Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn


Workforce Strategy outlook
Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

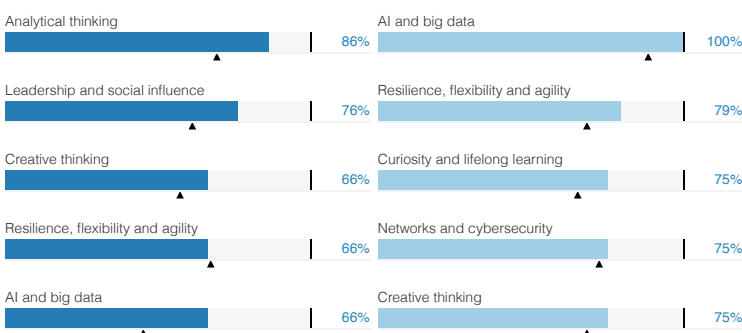
■ Industry ▲ Global

Skill outlook
Skills of increasing use by 2030

Skills of the most increase in use by 2030

■ Industry ▲ Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030


Upskilling and reskilling outlook
37 | Global 41

Would not need training by 2030

29 | Global 29

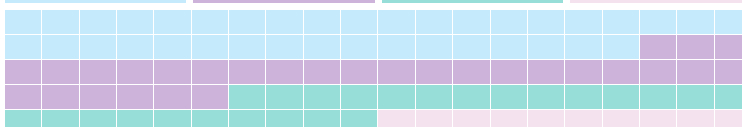
Would be upskilled in their current role

24 | Global 19

Would be upskilled and redeployed

11 | Global 11

Would be unlikely to upskill



Telecommunications

Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

Human Global Combination Global Technology Global

ALL TASKS

Now



2030

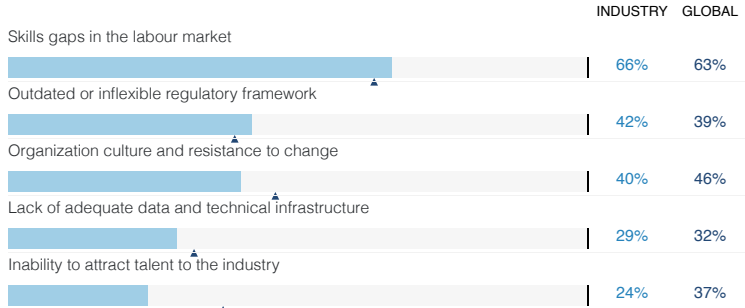


Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

Industry Global

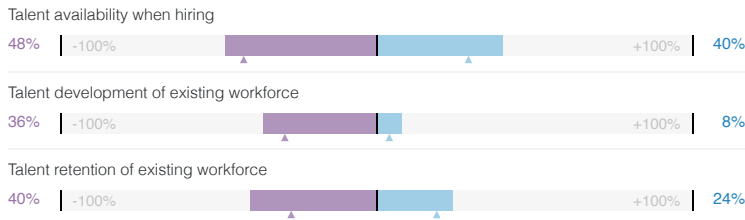


Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

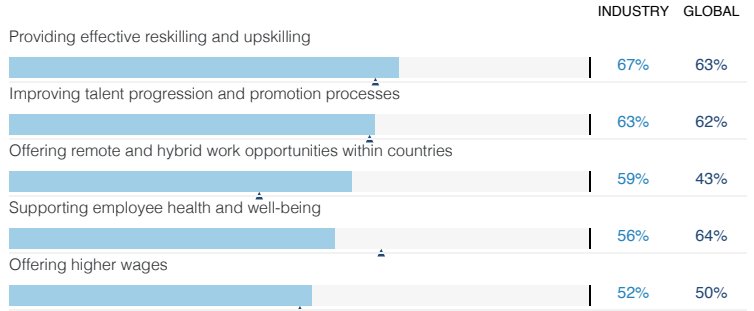


Business Practice

Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

Industry Global

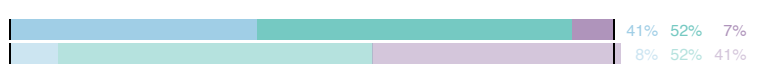


Wage outlook

Wage trends

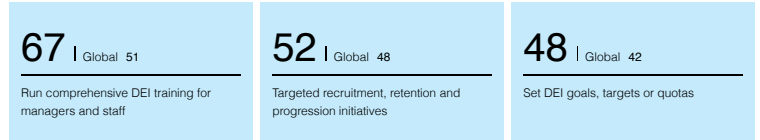
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

Growing Global Similar Global Declining Global



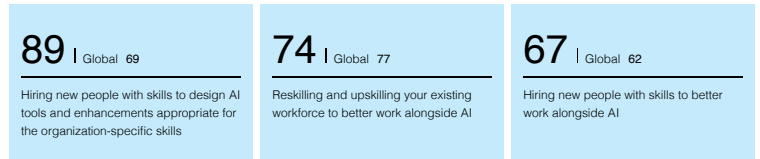
DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure



AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence



Contributors

At the World Economic Forum Centre for the New Economy and Society:

Project Team

Attilio Di Battista

Head, Impact Design and Coordination

Sam Grayling

Insights Lead, Work, Wages and Job Creation

Ximena Játiva

Insights Lead, Education, Skills and Learning

Till Leopold

Head, Work, Wages and Job Creation

Ricky Li

Insight and Data Lead

Shuvasish Sharma

Insights Specialist, Work, Wages and Job Creation

Saadia Zahidi

Managing Director

We are extremely grateful to our colleagues in the Centre for the New Economy and Society for their support, especially to: Neil Allison, Silja Baller, Eoin Ó Cathasaigh, Alison Eaglesham, Genesis Elhussein, Sarah Fabijanec, Sriram Gutta, Elselet Hasselaar, Adèle Jacquard, Isabelle Leliaert, Ostap Lutsyshyn, Tanya Milberg, Aarushi Singhania, and Steffica Warwick. We also extend our thanks to Mirek Dušek for his feedback and support and to our colleagues at the Global Communications Group.

We are also grateful to Michael Fisher for his excellent copyediting work, to our colleague Floris Landi and MIKO Studio's Laurence Denmark for their exceptional cover and shareable design, to Salesforce's Campbell Powers and Justine Moscatello and Lovelytics' Joely Friedman and Jonathan Raskauskas for their design and execution of dashboard in the report reader, and to Accurat for their outstanding graphic designing and layout of the report, as well as for their outstanding work to create the report's profiles and online Data Explorer.

For more information, or to get involved, please contact cnes@weforum.org.

Collaborators

The Centre for the New Economy and Society aims to empower decision-making among leaders in business and policy by providing fresh, actionable insight through collaboration with leading experts and data-holding companies.

We greatly appreciate the collaboration with Coursera, Indeed, LinkedIn and ADP for this year's report and would specifically like to thank the following contributors:

Coursera

Maria-Nicole Ikonomou, Head of Global Enterprise PR & Communications

Anna Zhao, Data Scientist

Harshal Tijare, Data Analyst

Indeed

Svenja Gudell, Chief Economist, Indeed Hiring Lab

Annina Hering, Senior Economist, Indeed Hiring Lab

Arcenis Rojas, Data Scientist, Indeed Hiring Lab

Chris Glynn, Director of Data Science, Indeed Hiring Lab

Cory Hopkins, Senior Editor, Indeed Hiring Lab

LinkedIn

Kristin Lena Keveloh, Senior Lead Manager, Public Policy & Economic Graph

Akash Kaura, Staff Data Scientist, LinkedIn

ADP

Nela Richardson, Chief Economist, ESG Officer & Head of ADP Research

Ben Hanowell, Director of People Analytics

Dr. Mary Hayes, Director of Research

Jared Northup, Research Analyst

Acknowledgments

The Centre for the New Economy and Society would like to thank the Jobs Initiative Champions and Reskilling Revolution Champions for their leadership and guidance on the focus of this Report.

Survey Partners

The World Economic Forum's Centre for the New Economy and Society is pleased to acknowledge and thank the following organizations, without which the realization of the Future of Jobs Report 2025 would not have been feasible:

Argentina

IAE Business School, Universidad Austral

Eduardo Fracchia, Director of Academic

Department of Economics

Martin Calveira, Research Economist

Australia

Australian Industry Group

Dr Caroline Smith, Executive Director, Centre for Education and Training

Sarah Pilcher, Research and Policy Manager, Centre for Education and Training

Brett Crosley, Research and Policy Officer, Centre for Education and Training

Bahrain

Bahrain Economic Development Board

Nada Al Saeed, Chief Strategy

Redha AlAnsari, Executive Director

Bahrain Labour Fund (Tamkeen)

Amer Marhoon, Managing Director at Skills Bahrain

Nada Deen, Executive Director, Sector Skills

Development at Skills Bahrain

Brazil

Fundação Dom Cabral, Innovation and

Entrepreneurship Center

Carlos Arruda, Professor and Member of FDC Innovation and Entrepreneurship Center

Hugo Tadeu, Professor and Director

of FDC Innovation and Entrepreneurship Center

Miguel F. Costa, Researcher

Colombia

Asociación Nacional de Empresarios de

Colombia (ANDI)

Imelda Restrepo, Director, Center for Economic Studies

Paola Buendía García, Executive Vice President

Education for Employment

Ashley Barry, Director of Strategy & Learning, Education for Employment - Global

Houda Barakate, CEO, Education for Employment - Maroc

Chaimaa Zaher, Partnership and Program Coordinator, Education for Employment - Maroc

Sarah Gomaa, Partnerships and Job Placement Officer, Education for Employment - Egypt

Menna Muhammed, Partnerships and Job Placement Associate, Education for Employment – Egypt

European Association for People Management (EAPM)

Berna Öztinaz, President

Ulrik Brix, Board Sponsor, Surveys and Insights, CEO at NOCA

Kai Helfritz, Working Group Lead, Surveys and Insights

Rebecca Normand, Head of EAPM Secretariat

Dana Cavaleru, Executive Director, HR Management Club Romania

Egypt, Arab Rep.

Egyptian Center for Economic Studies - ECES

Abla Abdel Latif, Executive Director and Director of Research

Mohamed Hosny, Economist

Ahmed Maged, Field Researcher

Hossam Khater, Field Researcher

Mohamed Khater, Field Researcher

India

The Confederation of Indian Industry (CII)

Sougata Roy Choudhury, Executive Director

Kabir Krishna, Deputy Director

Ravinder, Manager

Anuradha Nirwan, Executive Officer

International Association of Ports and Harbors (IAPH)

Patrick Verhoeven, managing director
Nick Blackmore, director business development
Fabienne Van Loo, membership outreach and Europe office manager

Israel

JDC-Tevet in partnership with the Ministry of Labour

Avraham Fleishon, Head of Data, JDC-Tevet
Elizabeth Levi, Resource Development, JDC-Tevet
Noa Ecker, Strategy Manager, Ministry of Labour
Sapir Yany, Project Manager, NGG
Ran Lefler, Head of Evaluation, Research and Development, NGG

Japan

Waseda University

Jusuke JJ Ikegami, Professor
Mitsuyo Tsubayama, Coordinator
Shoko Miya, Coordinator

Kazakhstan

Center for Strategic Initiatives LPP

Olzhas Khudaibergenov, Senior Partner
Kamilya Suleimenova, Project Manager
Maryam Galyamova, Senior Consultant
Anel Rakhimova, Consultant
Akku Bakisheva, Senior Consultant

Latvia and Lithuania

ERDA Group

Zane Čulkstēna, Founder and Business Partner
Katya Leidmane, Executive Director
Inese Jeļisejeva, Project Assistant
Aušra Bytautienė, Director, Personalo valdymo profesionalų asociacija
Jurgita Lemešiūtė, Managing Partner, PeopleLink

Mexico

Instituto Mexicano para la Competitividad - IMCO

Valeria Moy, General Director
Ivania Mazari, Program Manager

Netherlands

Amsterdam Centre for Business Innovation, University of Amsterdam

Prof.dr. Henk W. Volberda, Director and Professor
Dr. Rick Hollen
Raoul Breij, MSc

Serbia

Foundation for the Advancement of Economics - FREN

Aleksandar Radivojević, Research Coordinator
Dejan Molnar, Director

Slovenia

Institute for Economic Research

Dr Tjaša Bartolj, Researcher
Sonja Uršič, Researcher

South Africa

Harambee Youth Employment Accelerator

Victoria Duncan, Head, Research and Evidence
Rob Urquhart, Strategy, Research and Evidence Lead

Spain

Asociación Española de Dirección y Desarrollo de Personas (AEDIPE)

Roser Segarra, President
Maria Obiols Ferré, EAPM Delegate and Board Member
Roger Iliterasriera, Board Member
Sergi Riau, Board Member
Susana Gutierrez, Board Member

Thailand

Chulalongkorn University

Wilert Puriwat, President
Kanyarat (Lek) Sanoran, Associate Professor
Nat Kulvanich, Assistant Professor

Tunisia

IACE (Institut Arabe des Chefs d'Entreprise)

Majdi Hassen, Executive Director
Hajer Karaa, Head of the Studies Department

Türkiye

TÜSIAD, Sabancı University Competitiveness Forum - REF

Esra Durceylan Kaygusuz, Assistant Professor of Economics, Sabancı University, Forum director
Sezen Uğurlu Sum, Competitiveness Forum Project Specialist

Viet Nam

Talentnet Corporation

Trinh Tieu, Founder & CEO
Ha Nguyen, Chief Marketing & Customer Experience Officer
Khanh Nguyen, Associate Marketing Director
Huy Le, Senior Marketing Specialist

Uzbekistan

Westminster International University in Tashkent

Bakhrom Mirkasimov, Deputy Rector,
Nargiza Kabilova, Research Assistant
Nilufar Abduvalieva, Research Assistant
Maksim Kim, Director of the Centre for Professional and Lifelong Education
Nozima Yusupova, Manager at the Centre for Professional and Lifelong Education

Zimbabwe

National Competitiveness Commission

Phillip Phiri, Executive Director
Brighton Shayanewako, Director, Competitiveness
Douglas Muzimba, Manager, International Competitiveness
Munyaradzi Muchemwa, Economist
Elizabeth Magwaza, Economist

Thank you also to the following organizations for contributing to the dissemination of the Future of Jobs Survey:

- Asociatia HR Management Club (HR Club)
- Associação Portuguesa De Gestão Das Pessoas (APG)
- Associazione Italiana Per La Direzione Del Personale (AIDP)
- Deutsche Gesellschaft Für Personalführung (DGFP)
- HR Norge
- Indonesia Ministry of Planning
- Indonesian Chamber of Commerce And Industry (KADIN Indonesia)
- International Women in Mining (IWIM)
- Network of Corporate Academies (NOCA)
- Personalo Valdymo Profesionalu Asociacija (PVPA)
- Société Suisse De Gestion Des Ressources Humaines (HR Swiss)
- Türkiye İnsan Yönetimi Derneği (PERYÖN)

Centre for the New Economy and Society Partners

- | | |
|------------------------------------|---|
| 2045 Studio | CVC Capital Partners |
| Accenture | DailyPay |
| Adecco Group | Daniel J. Edelman |
| ADP | Dassault Systèmes |
| African Rainbow Minerals | Deel |
| Agility | Lattice |
| AIG | Dell Technologies |
| Al Dabbagh Group Holding | Deloitte |
| Al Futtaim Private Company | Deutsche Bank |
| AlixPartners | DIO |
| Allianz | Dogan Şirketler Grubu Holding |
| Amazon | Dotlumen SRL |
| AMTD Group | DP World |
| APCO | dsm-firmenich |
| Apparel Group | e& |
| Aramco | Educational Testing Services |
| Awardco | Egon Zehnder |
| Bahrain Economic Development Board | Entri Software |
| BairesDev | Eurasian Group |
| Bajaj Group | Euroclear |
| Banco Bradesco | Moonhub |
| Banco BTG Pactual | EY |
| Bank of America | Flora Food Group |
| Bank of Montreal | Fortinet |
| Barclays Bank | Gap |
| Bridas Energy Holding | Giftlexia Solutions |
| BetterUp | Glean Technologies |
| BHP Group | Goodwall |
| BigSpring | Alphabet |
| Bill & Melinda Gates Foundation | Grupo Mariposa-Apex |
| Bloomberg | Grupo Salinas |
| BRANDi and Companies | Hackensack Meridian Health |
| Burda | Heidrick & Struggles |
| Capgemini | HEINEKEN |
| Capital A Berhad | Henry Schein |
| Carlsberg | Hewlett Packard Enterprise |
| Censia | Hitachi |
| Chanel | Hologic |
| Check Point Software Technologies | Holtzbrinck Publishing Group |
| Cisco Systems | Hong Kong Exchanges and Clearing Limited (HKEX) |
| Cognizant | HP |
| Corficolombiana | HSBC Holdings |
| Crescent Enterprises | hundo |
| Crescent Group | IBM Corporation |

Ifood.Com
Indiavidual Learning
Indorama Ventures
Indus Group
Infosys
INGKA GROUP I IKEA
Intel Corporation
Intercorp Peru
Invesco
Itaú Unibanco
JBS
Jerónimo Martins
JLL
Kearney
Kohlberg Kravis Roberts & Co. (KKR)
L'Oréal
LGT Group Foundation
Inclusively
Limak Holding
LinkedIn Corporation
Lord, Abbett & Co. LLC
Manchester United Football Club Limited
ManpowerGroup
Marsh & McLennan Companies
Mayo Clinic
McKinsey & Company
Medtronic
Merck
Microsoft
Mogul
MUFG (Mitsubishi UFJ Financial Group Inc.)
Naspers Limited
Comcast Corporation
Nestlé
Network for Teaching Entrepreneurship (NFTE)
Nextthink
Nielsen
Novartis International
NxtWave Disruptive Technologies
NYSE Group
Omnicom Group
Open Society Institute
Paradox
PayPal
Pearson
PepsiCo
Petroleo Brasileiro - PETROBRAS
Yildiz Holding
PwC
Publicis Groupe

QI Group
Randstad
RBC Financial Group
Recruit Holdings
Regeneron Pharmaceuticals
Reliance Industries
Rio Tinto
RMZ Corporation
Royal Philips
Russell Reynolds Associates
Salesforce
Sanofi
SAP SE
Saudi Arabian Mining Company (Ma'aden)
Saudi National Bank
Sempra
ServiceNow
Shell
Siemens
Skillsoft
SONAE
Standard Chartered Bank
State Street Corporation
Swiss Re
Takeda Pharmaceutical Company
Teachers Insurance and Annuity Association (TIAA)
Teck Resources Limited
Telefónica
TestGorilla
The Bank Of New York Mellon Corporation
The Estée Lauder Companies
The New York Times Company
The Samuel Group
The Standard Bank Group
Trip.com Group
Uber Technologies
UBS
uLesson Education
Unilever
Verizon Communications
Visa
Wellcome Trust
Wilco
Wipro
Workday
WorkWhile
WorldQuant
Zoom Video Communications
Zurich Insurance Company



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

World Economic Forum
91–93 route de la Capite
CH-1223 Cologny/Geneva
Switzerland

Tel.: +41 (0) 22 869 1212
Fax: +41 (0) 22 786 2744
contact@weforum.org
www.weforum.org