

Supply-chain and transportation

Human-machine frontier

Human-machine frontier

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



ALL TASKS

Now



2030



Key barriers for business transformation

Transformation barriers

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

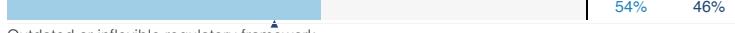


INDUSTRY GLOBAL

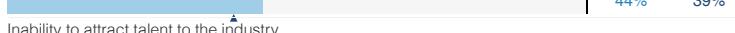
Skills gaps in the labour market



Organization culture and resistance to change



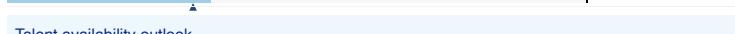
Outdated or inflexible regulatory framework



Inability to attract talent to the industry



Lack of adequate data and technical infrastructure



Talent availability outlook

Talent trend

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



Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Business Practice

Business practices to improve talent availability

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



INDUSTRY GLOBAL

Improving talent progression and promotion processes



Supporting employee health and well-being



Providing effective reskilling and upskilling



Offering higher wages



Tapping into diverse talent pools



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

Broadening digital access	81% 60%	Increased geopolitical division and conflicts	32% 34%
Rising cost of living, higher prices or inflation	46% 50%	Growing working-age populations	30% 24%
Increased efforts and investments to reduce carbon...	41% 47%	Stricter anti-trust and competition regulations	24% 17%
Slower economic growth	41% 42%	Ageing and declining working-age populations	24% 40%
Increased focus on labour and social issues	35% 46%	Increased government subsidies and industrial policy	16% 21%
Increased efforts and investments to adapt to climate...	32% 41%	Increased restrictions to global trade and investment	14% 23%

Technology trends

Technology trends driving business transformation

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

■ Industry ■ Global

AI and information processing technologies (big data, VR, AR...)	100% 86%	Quantum and encryption	29% 12%
Robots and autonomous systems	58% 58%	New materials and composites	16% 30%
Satellites and space technologies	40% 9%	Sensing, laser and optical technologies	16% 18%
Energy generation, storage and distribution	34% 41%	Biotechnology and gene technologies	5% 11%
Semiconductors and computing technologies	34% 20%		

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

NET GROWTH -100% 0 100% 1. 2. 3.

AI and Machine Learning Specialists	65	82	65
Data Analysts and Scientists	52	41	52
Data Engineers	35	36	35
Managing Directors and Chief Executives	13	5	13
Accounting, Bookkeeping and Payroll Clerks	-17	-18	27
Administrative Assistants and Executive Secretaries	-24	-20	24

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

■ Industry ▲ Global

	INDUSTRY	GLOBAL
Upskill your workforce	96%	85%
Accelerate the automation of processes and tasks	82%	73%
Hire staff with new skills to meet emerging business needs	70%	70%

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
Analytical thinking	AI and big data 86% 100%
Leadership and social influence	Resilience, flexibility and agility 76% 79%
Creative thinking	Curiosity and lifelong learning 66% 75%
Resilience, flexibility and agility	Networks and cybersecurity 66% 75%
AI and big data	Creative thinking 66% 75%

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

INDUSTRY GLOBAL

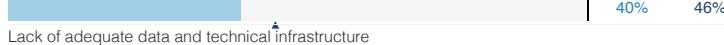
Skills gaps in the labour market



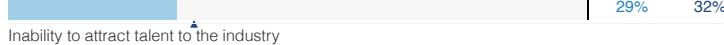
Outdated or inflexible regulatory framework



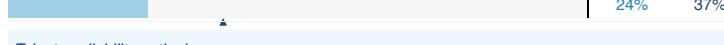
Organization culture and resistance to change



Lack of adequate data and technical infrastructure



Inability to attract talent to the industry



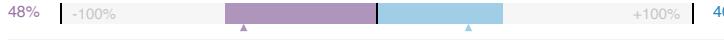
Talent availability outlook

Talent trend

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

Improving Global average Worsening Global average

Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Business Practice

Business practices to improve talent availability

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

Industry Global

INDUSTRY GLOBAL

Providing effective reskilling and upskilling



Improving talent progression and promotion processes



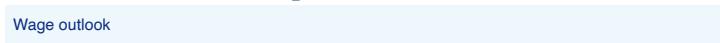
Offering remote and hybrid work opportunities within countries



Supporting employee health and well-being



Offering higher wages



Wage outlook

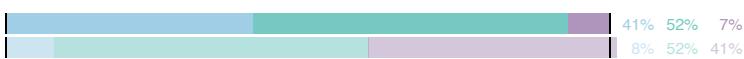
Wage trends

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

41% 52% 7%

8% 52% 41%



DEI Actions

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

67 | Global 51

Run comprehensive DEI training for managers and staff

52 | Global 48

Targeted recruitment, retention and progression initiatives

48 | 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

89 | Global 69

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

74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

67 | Global 62

Hiring new people with skills to better work alongside AI

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

Shuvashish Sharma

Insights Specialist, Work, Wages and Job Creation

Saadie 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 Fabijanic, Sriram Gutta, Elselot 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 Lovelitics' 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 Jelīsejeva, Project Assistant
Aušra Bytautienė, Director, Personalo valdymo profesionalu asociacija
Jurgita Lemešiūtė, Managing Partner, PeopleLink

Mexico

Instituto Mexicano para la Competitividad - IMCO

Valeria Moy, General Director
Ivania Maziari, 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 Illetasriera, 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

TÜSİAD, Sabancı University Competitivness 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)
- Personalio 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	Euromoney
Banco Bradesco	Moonhub
Banco BTG Pactual	EY
Bank of America	Flora Food Group
Bank of Montreal	Fortinet
Barclays Bank	Gap
Bridas Energy Holding	Giftolexia 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	QI Group
Individual Learning	Randstad
Indorama Ventures	RBC Financial Group
Indus Group	Recruit Holdings
Infosys	Regeneron Pharmaceuticals
INGKA GROUP I IKEA	Reliance Industries
Intel Corporation	Rio Tinto
Intercorp Peru	RMZ Corporation
Invesco	Royal Philips
Itaú Unibanco	Russell Reynolds Associates
JBS	Salesforce
Jerônimo Martins	Sanofi
JLL	SAP SE
Kearney	Saudi Arabian Mining Company (Ma'aden)
Kohlberg Kravis Roberts & Co. (KKR)	Saudi National Bank
L'Oréal	Sempra
LGT Group Foundation	ServiceNow
Inclusively	Shell
Limak Holding	Siemens
LinkedIn Corporation	Skillsoft
Lord, Abbett & Co. LLC	SONAE
Manchester United Football Club Limited	Standard Chartered Bank
ManpowerGroup	State Street Corporation
Marsh & McLennan Companies	Swiss Re
Mayo Clinic	Takeda Pharmaceutical Company
McKinsey & Company	Teachers Insurance and Annuity Association (TIAA)
Medtronic	Teck Resources Limited
Merck	Telefónica
Microsoft	TestGorilla
Mogul	The Bank Of New York Mellon Corporation
MUFG (Mitsubishi UFJ Financial Group Inc.)	The Estée Lauder Companies
Naspers Limited	The New York Times Company
Comcast Corporation	The Samuel Group
Nestlé	The Standard Bank Group
Network for Teaching Entrepreneurship (NFTE)	Trip.com Group
Nexthink	Uber Technologies
Nielsen	UBS
Novartis International	uLesson Education
NxtWave Disruptive Technologies	Unilever
NYSE Group	Verizon Communications
Omnicom Group	Visa
Open Society Institute	Wellcome Trust
Paradox	Wilco
PayPal	Wipro
Pearson	Workday
PepsiCo	WorkWhile
Petroleo Brasileiro - PETROBRAS	WorldQuant
Yildiz Holding	Zoom Video Communications
PwC	Zurich Insurance Company
Publicis Groupe	



COMMITTED TO
IMPROVING THE ST
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