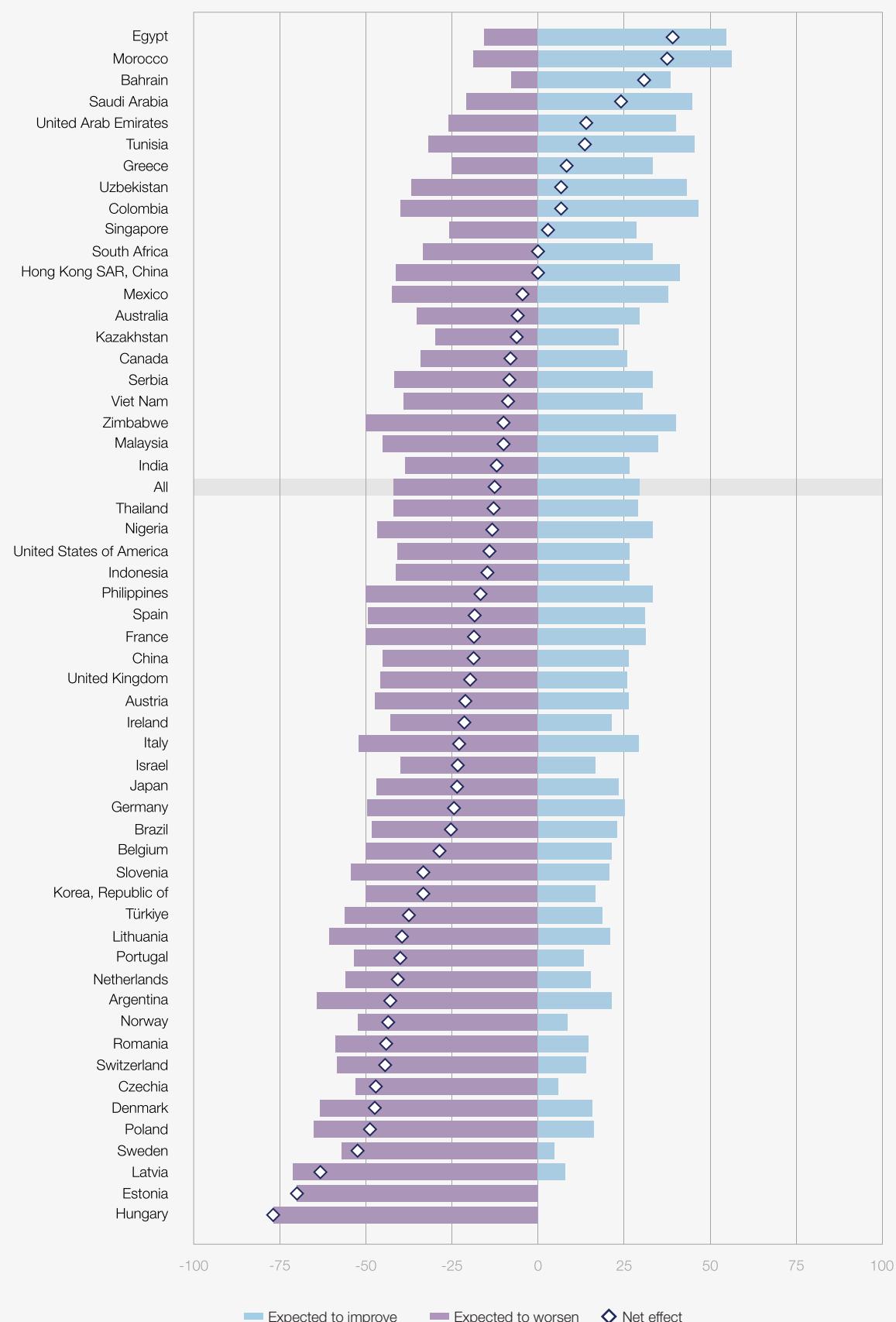


FIGURE 4.3

**Talent hiring availability, by economy, 2025-2030**

Share of employers surveyed expecting a positive and negative outlook for talent availability in terms of hiring over the 2025 to 2030 period, and their net difference.



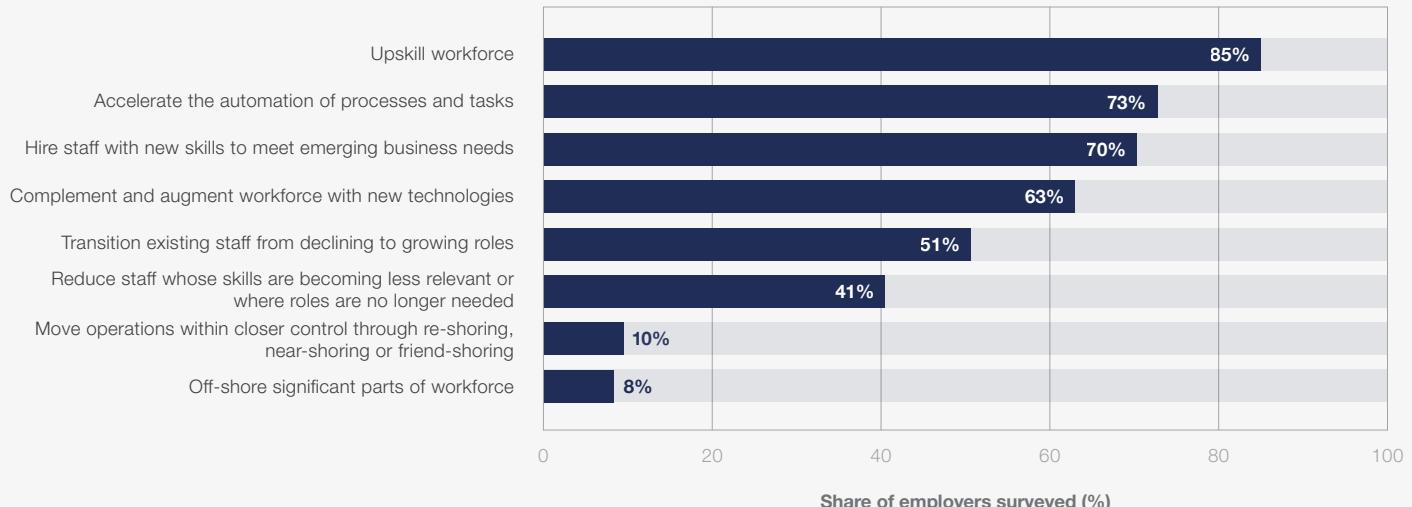
Source

World Economic Forum, Future of Jobs Survey 2024.

FIGURE 4.4

**Workforce strategies, 2025-2030**

Share of employers surveyed planning to adopt the stated workforce strategies.



Source

World Economic Forum, Future of Jobs Survey 2024.

**Workforce strategy**

Upskilling the workforce emerges as the most common workforce strategy in response to macrotrends, over the 2025-2030 period, with 85% of surveyed employers anticipating adopting this approach (Figure 4.4). Upskilling is identified as a top 3 priority across all geographies, and economies at all income levels, with employers in high-income economies (87%) slightly ahead of those in upper-middle-income (84%) and lower-middle-income (82%) ones.

Process and task automation is expected to be the second most common workforce strategy, with 73% of employers planning to accelerate their use of this approach – down from 80% as

noted in the report's 2023 edition. Additionally, 63% of employers intend to complement and augment their workforce with new technologies. Automation is a more pronounced strategy in high-income economies (77%), compared to upper-middle-income (74%) and lower-middle-income economies (57%).

Regarding adjusting the composition of their workforce, 70% of organizations surveyed plan to hire new staff with emerging in-demand skills, 51% intend to transition staff from declining to growing roles internally, while 41% foresee staff reductions due to skills obsolescence. A slightly higher share of employers plan to move operations within closer control through reshoring, nearshoring or friendshoring (10%) than those who plan to offshore significant parts of their workforce (8%).

## 4.2 Improving talent availability

**Business practices**

The importance of supporting employee health and well-being has newly emerged as a top priority to increase talent availability over the 2025-2030 period. As shown in Figure 4.5, 64% of employers now see promise in this approach, a marked rise from 9th place in the 2023 edition of this report to 1st this year. In fact, this newfound emphasis on this practice holds importance across industries, ranking first in eight sectors and consistently within the top four across all others. In the Insurance and Pensions Management sector, 85% of companies expect this practice to improve talent availability.

The Accommodation, Food, and Leisure, and Education and Training sectors witnessed the largest jump in prioritizing employee well-being between 2023 and 2025.

Additional business practices identified as promising to increase talent availability include providing effective reskilling and upskilling opportunities<sup>43</sup>, highlighted by 63% of organizations, this is particularly evident in the Government and Public sector, where four out of five respondents expect such measures to grow their talent base. Following closely behind, improving talent progression and promotion, previously ranked highest in the 2023 edition, remains a key focus for 62% of surveyed organizations. Higher wages are identified as a

FIGURE 4.5

**Business practices to increase talent availability, 2025-2030**

Share of employers surveyed identifying the stated business practices as promising to increase talent availability.



## Source

World Economic Forum, Future of Jobs Survey 2024.

priority by 50% of respondents, with particular significance in the Education and Training sector, where 61% of employers emphasize this measure.

Tapping into diverse talent pools continues to increase in importance, with almost half of surveyed employers (47%) now emphasizing the potential of this strategy – a substantial increase from just over 10% in the report's 2023 edition. These findings highlight the potential of skills-first approaches in identifying and attracting talent based on skills rather than traditional credentials.<sup>44</sup> In line with this, employers also show increased interest in offering flexibility measures, such as enabling remote work

across national borders (27%) and supporting workers with caregiving responsibilities (26%).

By contrast, articulating business purpose and impact has seen a decline in emphasis, dropping from 4th place in the report's 2023 edition, with 37% of employers highlighting the promise of this measure.

## BOX 4.1

**Talent availability: an employee perspective**

In collaboration with ADP Research

To complement the Future of Jobs Survey's focus on employer perspectives on talent availability, collaboration for this report with ADP Research has produced a data set that provides the employee perspective, aiming to understand the key factors and priorities that would make workers want to stay in a job. The resulting analysis reveals both convergences and divergences in priorities for talent attraction and retention (Figure B4.1).

Where employees' reasons to stay and employers' practices align include: improving talent progression and promotion processes (employer rank 3rd vs. employee rank 2nd), offering higher wages (employer rank 4th vs. employee rank 3rd), and providing remote or hybrid work opportunities (employer 6th vs. employee 4th).

The findings also highlight areas of misalignment between employee and employer expectations. The divergence is most pronounced around

supporting health and well-being and upskilling and reskilling, which are viewed as essential by employers, but less so by employees, who rank them 8th and 7th, respectively. By contrast, employees place higher value on working hours, which tops the list of desired policies, while employers rank this measure the eighth most effective strategy to boost talent availability; and

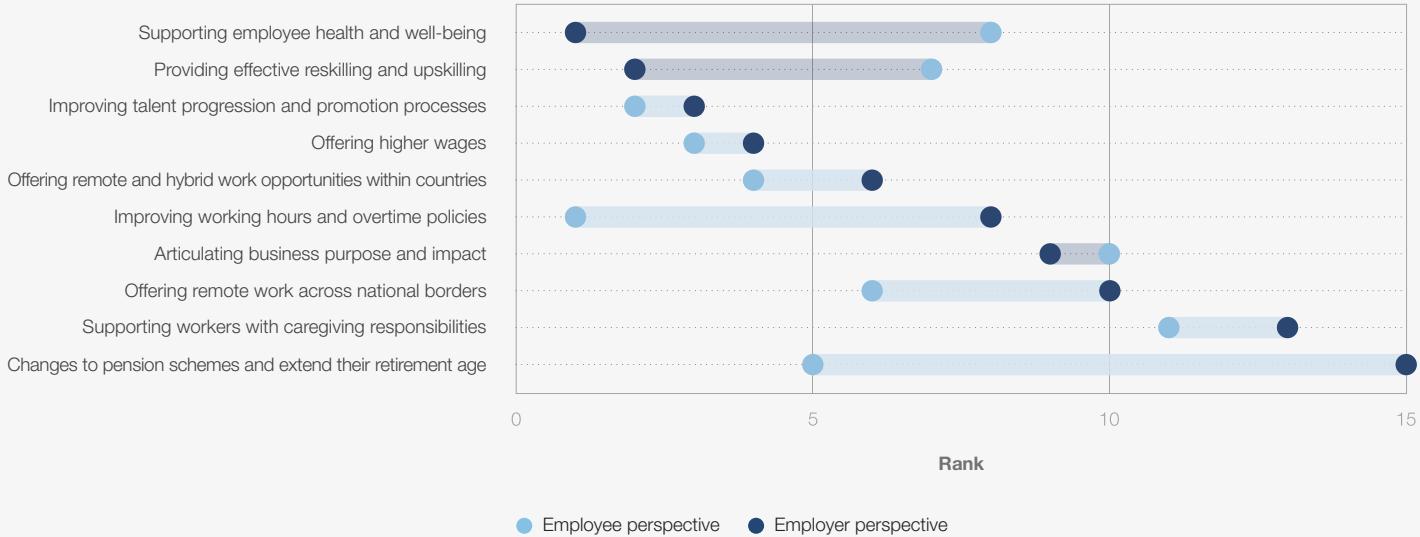
pension policies, which rank 5th for employees – 10 places higher than for employers.

Both employees and employers placed less emphasis on supporting workers with caregiving responsibilities and articulating business purpose and social impact.

FIGURE B4.1

### Business practices to boost talent availability: employee vs. employer perspective

Employee (ADP Research) and employer (Future of Jobs Survey) ranking of stated business practice to boost talent availability, and gap between the two.



#### Source

ADP Research and World Economic Forum analysis.

#### Note

In the ADP Research survey, the question is framed as follows: From the following list, which are the top three (perks) reasons you stay with your current employer? The options were matched with the list of business practices to boost talent availability in the Future of Jobs Survey.

## Public policies

Globally, when asked about the public-policy interventions with the highest perceived potential to increase access to talent over the 2025–2030 period, employers identified funding for reskilling and upskilling (55%) and provision of reskilling and upskilling (52%) as the two most crucial policy measures (Figure 4.6). This points to businesses' desire for sustained public investment in skills development to align workforce capabilities with future labour-market demands.

Improving public education systems has risen in perceived priority and now ranks 3rd, with 47% of respondents highlighting this policy measure, up from 4th in the report's 2023 edition. In Israel, Kazakhstan and the Philippines, public education system improvements saw the largest increase in priority as a public policy measure to enhance talent availability, rising seven, six, and six places, respectively, compared to 2023. Simultaneously,

wage-setting flexibility has moved to 5th place globally, up from 6th in 2023, with 38% of respondents highlighting this policy measure.

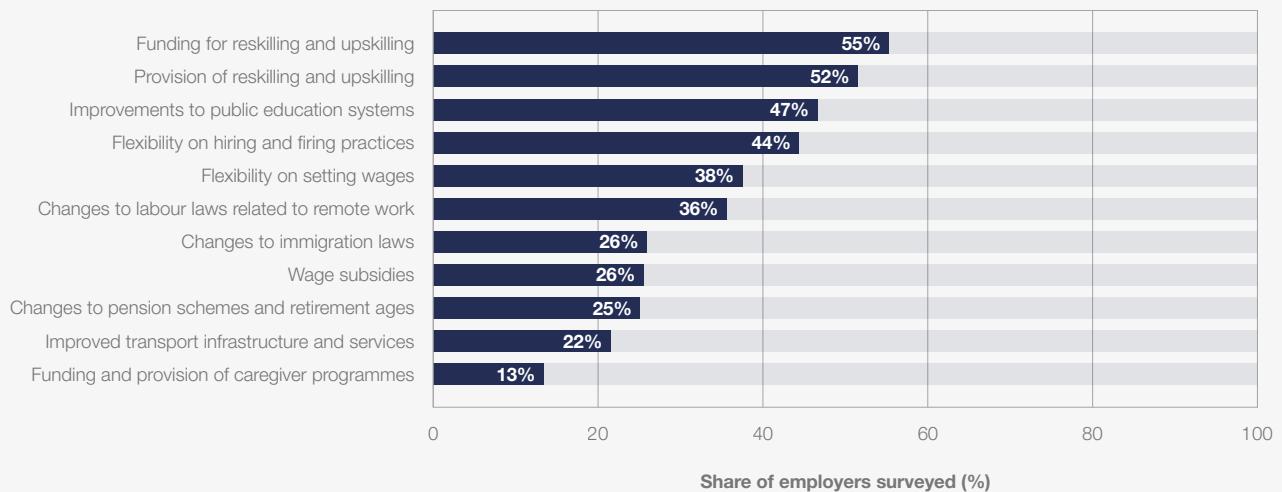
Wage subsidies saw the biggest decline in perceived importance, moving from 3rd in 2023 to 8th in this year's edition, with 26% of respondents pointing to it as a critical policy tool. Flexibility in hiring and firing practices, ranked 4th, has declined two places since 2023, now highlighted by 44% of employers. Despite the overall decline in emphasis on this measure, wage subsidies remain the top highlighted policy in Türkiye and Morocco, while hiring and firing flexibility is the most emphasized priority in eleven countries, including Australia, Brazil, Republic of Korea and Singapore.

In light of demographic shifts, companies are increasingly exploring policy interventions aimed at broadening the talent pool. Changes to labour laws related to remote work are highlighted as a priority by 36% of employers, with strong demand in particular from companies headquartered in

FIGURE 4.6

### Public policies to increase talent availability, 2025-2030

Share of employers surveyed identifying the stated public policies as promising to increase talent availability.



Source

World Economic Forum, Future of Jobs Survey 2024.

## Diversity, equity and inclusion

Globally, the Future of Jobs Survey finds increased emphasis by employers on diversity, equity and inclusion in the workplace, connected to a growing perception of its potential to increase talent availability. Tapping into diverse talent pools is now considered among the top 5 most impactful business practices to increase talent availability, compared to its 11th place ranking in the report's 2023 edition.

Eighty-three percent of surveyed employers have implemented diversity, equity and inclusion measures, an increase from 67% in 2023. This trend is especially strong among larger organizations, where nearly all companies with over 50,000 employees (95%) and those headquartered in Northern America (96%) report having such measures in place. By contrast, companies headquartered in lower-middle-income economies (75%) and smaller organizations (73%) are less likely to implement diversity, equity and inclusion measures.

As shown in Figure 4.7, 51% of employers plan to run diversity, equity and inclusion trainings for managers and staff, which remains the most

(25%) highlight changes to pension schemes and retirement ages. Companies headquartered in Eastern Asia, where the effect of ageing workforces is currently more pronounced, favour this public policy. By contrast, few organizations headquartered in regions with younger populations, such as Sub-Saharan Africa and Southern Asia, see the potential of such policy intervention.

common such programme element anticipated to be implemented by organizations in the next five years. This is closely followed by targeted recruitment, retention and progression initiatives (48%), with diversity, equity and inclusion goals, targets and quotas (42%) experiencing the fastest growth in anticipated adoption. In the report's 2023 edition, only one-quarter of companies had planned to adopt such targets (Figure 4.8). Pay equity reviews and salary audits, anti-harassment protocols and support for workers with caregiving responsibilities are also increasingly highlighted, with 39%, 33% and 26% of companies, respectively, planning to adopt these measures. Hiring diversity, equity and inclusion officers and supporting employee resource groups (ERGs) are less commonly mentioned, adopted by 15% and 22% of surveyed organizations, respectively.

FIGURE 4.7

**Planned implementation of diversity, equity and inclusion measures, 2025-2030**

Share of employers surveyed which plan to implement the stated measure.



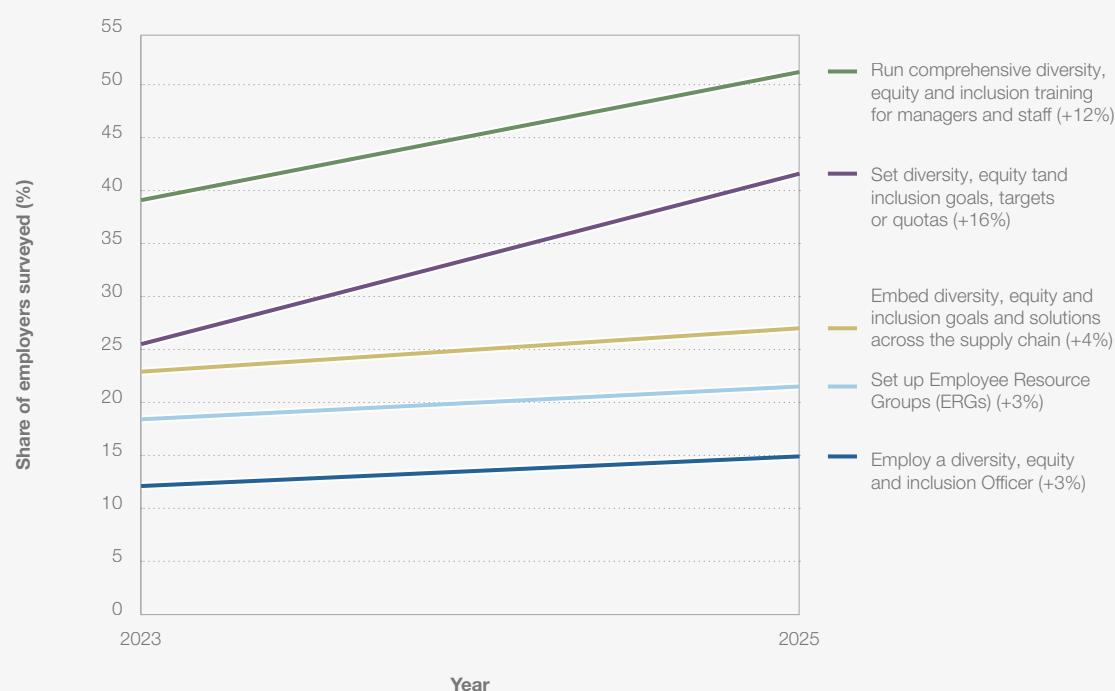
Source

World Economic Forum, Future of Jobs Survey 2024.

FIGURE 4.8

**Planned implementation of diversity, equity and inclusion measures, 2023 vs. 2025**

Change in share of employers surveyed planning to implement the stated measure.



Source

World Economic Forum, Future of Jobs Survey 2022 and Future of Jobs Survey 2024.

Geographic differences persist. For example, as shown in Table 4.1, companies headquartered in the Middle East and Northern Africa are less likely to engage in pay equity reviews (23%), while those in

Latin America and the Caribbean are more inclined to implement anti-harassment protocols (54%). In Northern America, a significantly higher share (42%) of employers anticipates setting up ERGs.

TABLE 4.1

**Planned implementation of diversity, equity and inclusion measures, 2025-2030, by region**

Share of employers surveyed headquartered in each region planning to implement the measure.

	Central Asia	Eastern Asia	Europe	Latin America and the Caribbean	Middle East and Northern Africa	Northern America	South-eastern Asia	Southern Asia	Sub-Saharan Africa
Comprehensive diversity, equity and inclusion training for managers and staff	31	60	52	66	34	67	46	61	57
Targeted recruitment, retention and progression initiatives	42	36	44	59	35	79	46	54	71
Set diversity, equity and inclusion goals, targets or quotas	22	36	44	37	36	54	59	57	39
Pay equity reviews and salary audits	38	23	46	36	19	64	41	32	32
Anti-harassment protocols	20	38	31	54	17	44	46	36	36
Embed diversity, equity and inclusion goals and solutions across the supply chain	9	30	28	31	21	44	23	25	32
Support workers with caregiving responsibilities	20	34	25	30	23	37	32	7	18
Set up Employee Resource Groups (ERGs)	9	9	22	29	17	42	32	21	11
Employ a diversity, equity and inclusion officer	16	9	16	7	11	27	18	21	11



Source

World Economic Forum, Future of Jobs Survey 2024.

In terms of employee demographics, women are considered the highest priority group for surveyed employers' diversity, equity and inclusion programmes worldwide, with 76% of respondents anticipating a focus of their measures on this group (Figure 4.9). Workers with disabilities (56%) and 'Gen Z' youth (those under the age of 25) (52%) are the second- and third most considered groups. Older workers (those over the age of 55) and those identifying as LGBTQI+ are anticipated to be a

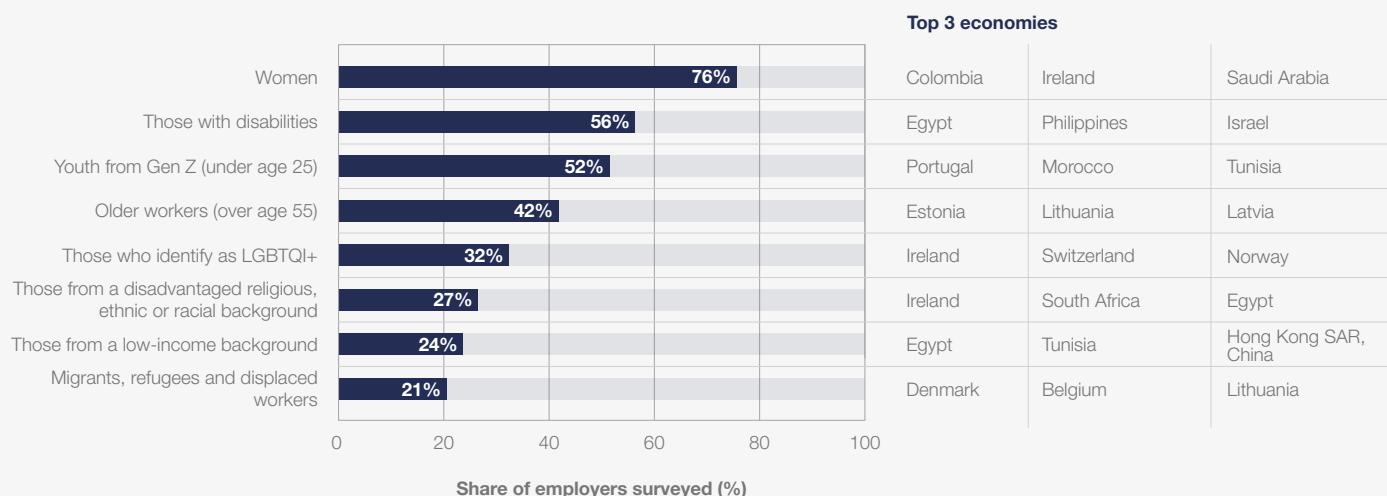
focus for 42% and 33% of surveyed employers, respectively. Finally, 27% of respondents anticipate a focus on individuals from disadvantaged religious, ethnic, or racial backgrounds. This represents a decline from the report's 2023 edition, when nearly two-fifths of employers expected to be focusing on individuals from these groups. Workers from low-income backgrounds (24%) and migrants, refugees and displaced workers (21%) are the least commonly mentioned groups.



FIGURE 4.9

**Diversity, equity, and inclusion priority groups, 2025-2030**

Share of employers surveyed expecting to focus diversity, equity and inclusion measures on the stated demographic group over the 2025 to 2030 period. Top three economies with the highest share of employer responses for each group.



Source

World Economic Forum, Future of Jobs Survey 2024.

**Wages**

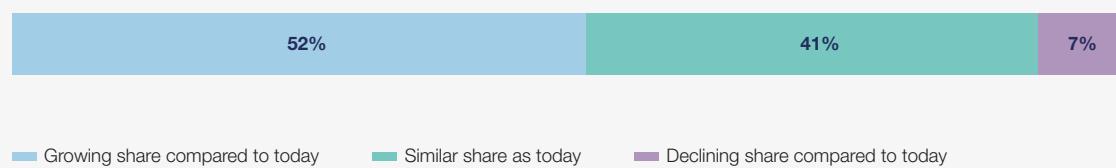
As the labour market experiences shifts in workforce dynamics due to macrotrends such as technological change, demographic shifts and economic uncertainty, wage dynamics have become an increasingly important factor for

understanding the shape of future labour markets. As revealed by the Future of Jobs Survey, more than half (52%) of employers globally expect to see an increase in the share of their revenue allocated to wages over the 2025-2030 period, 41% of surveyed employers anticipate their current wage allocation to remain stable, while 7% foresee a reduction by 2030 (Figure 4.10).

FIGURE 4.10

**Wage outlook, 2025-2030**

Share of employers surveyed projecting the share of wages and other forms of workers' compensation as a percentage of the company's total revenue to increase, remain stable or decline.



Source

World Economic Forum, Future of Jobs Survey 2024.

Smaller companies exhibit higher expectations regarding growth of wages as a share of total revenues, with 57% of employers with fewer than 1,000 employees anticipating an increase in wage share. By contrast, only 45% of employers with 10,000–50,000 employees and 47% of those with over 50,000 employees expect to see the same.

In shaping wage and compensation policies, two factors stand out globally: workers' productivity and performance (cited by 77% of respondents) and competing to retain talent (cited by 71%) (Figure

4.11). Sector-wise, only six industries expect an emphasis on competition for talent over productivity and performance as a factor in their wage considerations: Electronics, Insurance and Pensions Management, Professional Services, Real Estate, Medical and Healthcare Services, and Government and Public Sector. All other industries anticipate a focus on productivity as the more crucial factor when designing wage strategies over the 2025-2030 period.

Geographically, surveyed companies operating in 32 economies highlight wage alignment with productivity and performance as the key factor, while respondents in 28 economies indicate a greater focus on competition for talent when

determining wage strategies. Wage inequalities (cited by 33% of respondents), government regulations and collective bargaining (32%), and cost reduction strategies (30%) are also influencing compensation decisions globally.

**FIGURE 4.11**

### **Wage strategies, 2025-2030**

Share of employers surveyed expecting the stated factor will drive decisions in designing wage and compensation policies over the 2025 to 2030 period.

Aligning wages with workers' productivity and performance

**77%**

Competing for retaining talent and skills

**71%**

Reducing wage inequalities and supporting workers' purchasing power

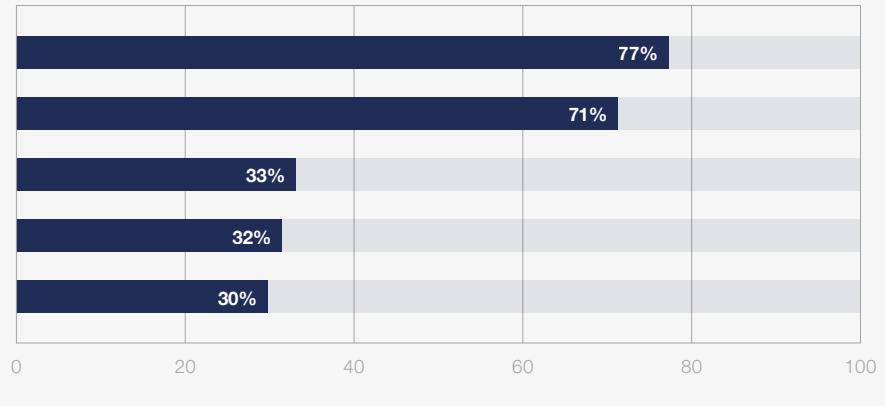
**33%**

Aligning wages with government regulations and collective bargaining agreements

**32%**

Reducing costs

**30%**



Source

World Economic Forum, Future of Jobs Survey 2024.

**BOX 4.2**

### **Wage premium for skills and experience**

In collaboration with ADP Research

Given shifting global workforce dynamics, how are differences in education, training and experience reflected in wages? Analysis conducted by ADP Research for the Future of Jobs Report 2025 addresses this question by analysing monthly wage data of workers in the United States according to Occupation Information Network (O\*NET) job zones. The O\*NET data assigns all occupations to job zones, from entry-level positions needing minimal preparation (Job zone 1) to highly specialized roles with extensive preparation, usually demanding graduate school education and extensive job training and work experience (Job zone 5). The research analyses wages at each job zone to calculate a wage premium from one level of workforce preparedness to another.

Workers' median and mean wages increase as the job zone level increases (Figure B4.2A). On average, the median wage is 37% higher for each job zone level (Figure B4.2B). The highest gap between levels is 48%, which is the difference in median wage between job zone 3, where workers

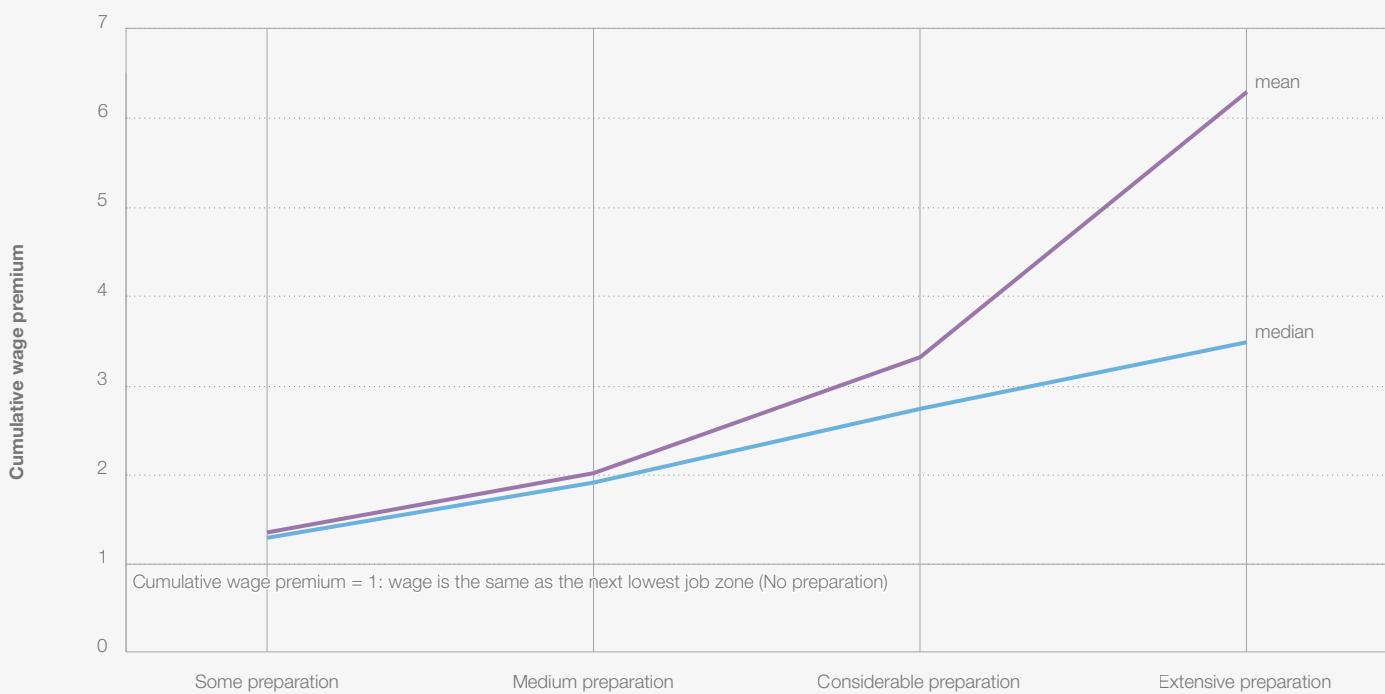
such as Security Guards and Dental Laboratory Technicians usually receive vocational training or an associate degree, and job zone 4, where workers have considerable preparation for the job. The lowest median wage premium gap is 27%, between job zone 4 and job zone 5, which is made up of primarily specialized roles that require extensive training, such as Pharmacists, Lawyers and Biologists.

The mean wage premium is higher, averaging 58% per job zone level, with the marginal premium spiking the jump from jobs requiring considerable preparation, such as Real Estate Brokers and Sales Managers, to specialized roles with extensive preparation, the highest level.

The gap between the median and mean wage premium – the two curves in Figures B4.2A and B – indicates that there exists a wide pay range within the same job zone, and that wider pay ranges are more prevalent for workers in more specialized roles.

**FIGURE B4.2A****Cumulative wage premium by skill level**

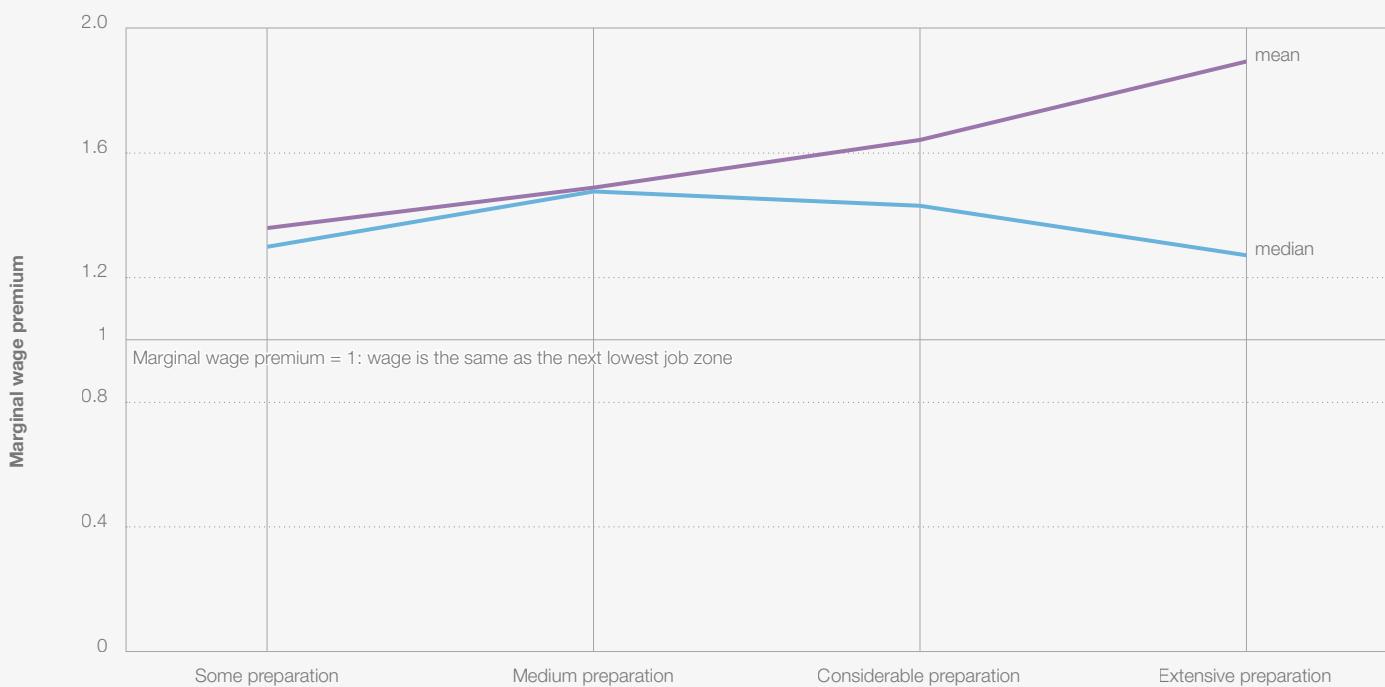
Ratio to the lowest job zone for mean and median gross wages.



Source  
ADP Research

**FIGURE B4.2B****Marginal wage premium by skill level**

Ratio to next-lowest job zone for mean and median of gross wages.



Source  
ADP Research