

Assessing the wage premium for skills through a gender lens reveals that men tend to have a higher wage premium across all zone transitions except one. Men, on average, experience a 44% wage premium between job zones, whereas women see a 30% premium (Figure B4.3).

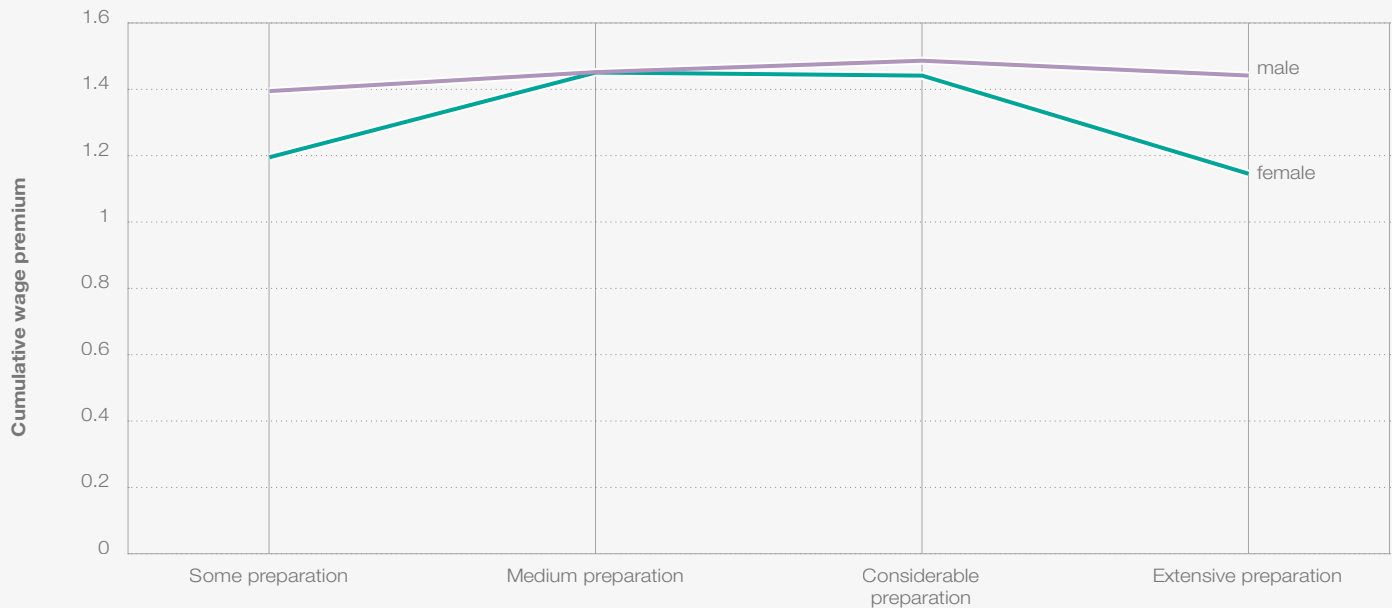
Gender disparities are most pronounced at specific transitions. While male workers receive a wage premium of 39% at the point of transition

from jobs that require little preparation to jobs that require some preparation, the equivalent wage premium for female workers is only 19%. At the upper end of the job complexity spectrum, women only receive a 15% higher wage for working in specialized jobs that require extensive preparation compared to jobs that require considerable preparation. This contrasts sharply with a 44% higher median wage at this transition point for men.

FIGURE B4.3

### Marginal wage premium: female vs. male workers

Marginal wage premium (ratio to next-lowest job zone) for median of gross wages.



Source  
ADP Research

### Approaches to skills assessment

Removing academic degree requirements and conducting skill-based hiring is an increasingly recognized approach to expanding talent availability.<sup>45</sup> As shown in Figure 4.12, work experience continues to be the most common assessment mechanism in hiring processes, with 81% of businesses expecting to continue to rely on it over the 2025-2030 period. This is consistent with previous editions of the report, underlining the value employers place on practical, on-the-job learning and achievements. Only 4% of companies report that they do not assess the skills of prospective employees, highlighting that skills evaluation is almost universal across industries.

The second most common method of evaluation is skills assessments, expected to be utilized by 48% of employers, highlighting a growing emphasis on directly testing candidates' competencies rather than relying solely on their resumes. In addition,

psychometric tests are planned to be used by 34% of businesses, reflecting an increased focus on evaluating candidates' behavioural traits, cognitive abilities and cultural fit.

The requirement of a university degree features in third place of employers' approaches to skills assessment, with 43% of respondents expecting to continue to use degrees as a requirement by 2030. Comparison with the previous edition of this report shows that employers are increasingly focusing on work experience and psychometric testing over traditional credentials like university degrees. This shift signals a growing recognition that practical skills and cognitive abilities may be more indicative of future job performance than formal educational qualifications, in addition to expanding the talent pool. O\*NET's database of job experience requirements reveals that 14 of the 15 fastest-growing jobs over 2025 to 2030 primarily require a university degree, while only seven of the 15 largest-growing roles demand an advanced degree. This reliance on traditional credentials in rapidly

expanding roles could exacerbate talent shortages. Adopting a skills-first approach can broaden talent pools and strengthen talent pipelines for these future roles.<sup>46</sup> Moreover, the diverse requirements of the largest-growing jobs highlight the critical role of occupations that are often accessible through vocational training, apprenticeships, on-the-job experience, or associate degrees.

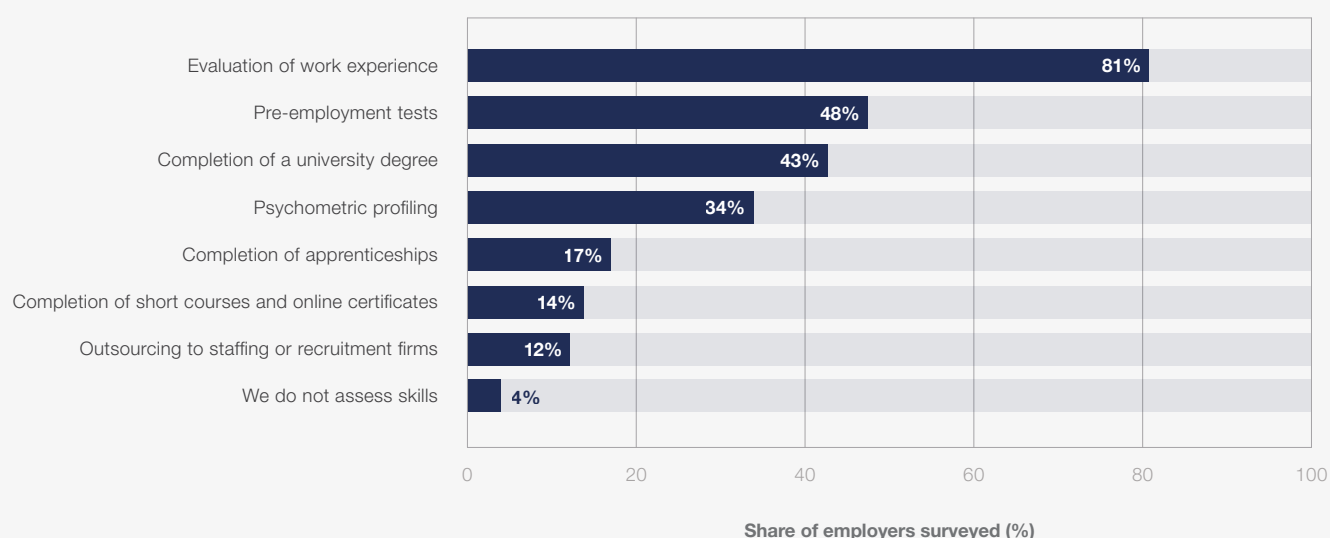
However, the expected use of apprenticeships, short courses and online certificates in skills assessment has seen a slight decline since the

report's 2023 edition: 17% of employers anticipate prioritizing apprenticeships while 14% plan to consider online certificates in their hiring decisions.

FIGURE 4.12

### Skill assessment mechanisms, 2025-2030

Share of employers surveyed which will prioritize the following ways to assess skills when hiring.



Source

World Economic Forum, Future of Jobs Survey 2024.

### Workforce strategies in response to AI adoption

The Future of Jobs Survey finds that 86% of employers expect AI and information processing technologies to transform their business by 2030. In the Financial Services (97%) and Electronics (95%) sectors, anticipated AI exposure is notably higher than the global average. By contrast, employers in sectors such as Energy Technology and Utilities (72%) and Government and Public Sector (76%) expect lower exposure to AI disruption by 2030. Larger organizations are considering it more likely that their business model will be transformed by AI: only 6% of companies with over 50,000 employees expect low AI exposure by 2030, compared to 16% of companies with fewer than 1,000 employees and 15% of those with 1,000-5,000 employees.

Complementing the Future of Jobs Survey, the World Economic Forum's Executive Opinion Survey captures insights from more than 11,000 executives

worldwide. Regarding barriers to AI adoption, as presented in Figure 4.13, half of executives worldwide highlight a lack of skills to support adoption as the top barrier. This is closely followed by a lack of vision among managers and leaders (43%). Other obstacles include high costs of AI products and services (29%), lack of customization to local business needs (24%), complex regulations around AI and data usage (21%), and limited consumer demand (16%). Overall, these results point to a persistent gap in skills required for AI adoption, both for managers and workers.

In response to expected AI disruption, reskilling and upskilling of the existing workforce to work more effectively alongside AI emerges as the most anticipated workforce strategy for companies headquartered in 45 out of the 55 economies covered by the report. By 2030, 77% of surveyed employers plan to implement this strategy (Figure 4.14).

In addition, 69% of respondents plan to recruit talent skilled in AI tool design and enhancement,

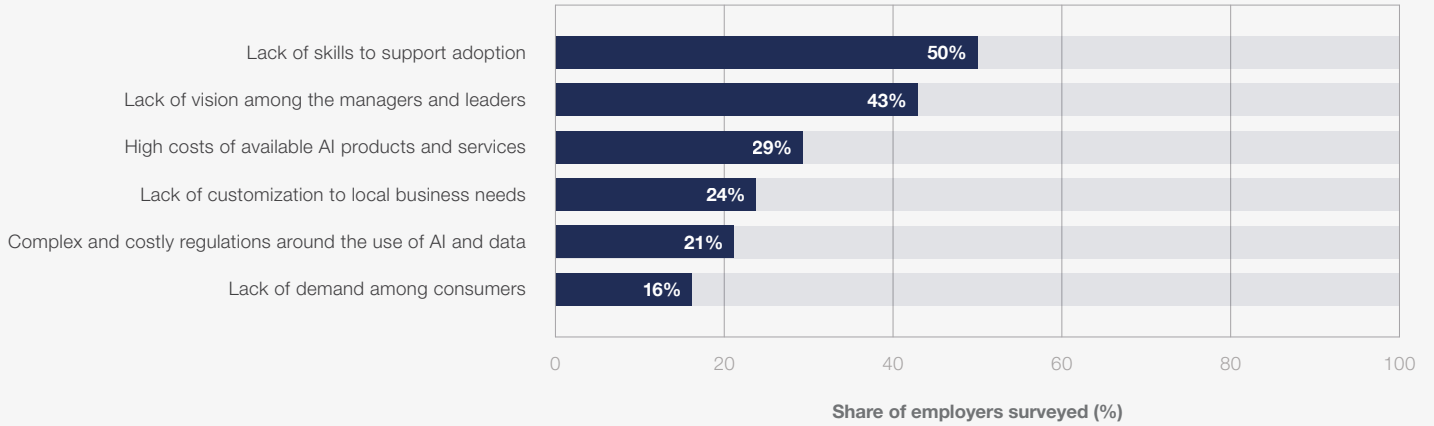
and 62% anticipate focusing on hiring individuals with skills to work with AI. Almost half of organizations are expecting to reorient their business models toward new AI-driven opportunities (49%), while 47% plan to transition

employees from AI-disrupted roles to other positions. While most employers plan to hire new people with AI relevant skills, a significant share (41%) also expect to downsize their workforce as AI capabilities to replicate roles expand.

FIGURE 4.13

### Barriers to AI adoption

Share of employers expecting the stated barrier will hinder the adoption of AI among local businesses.



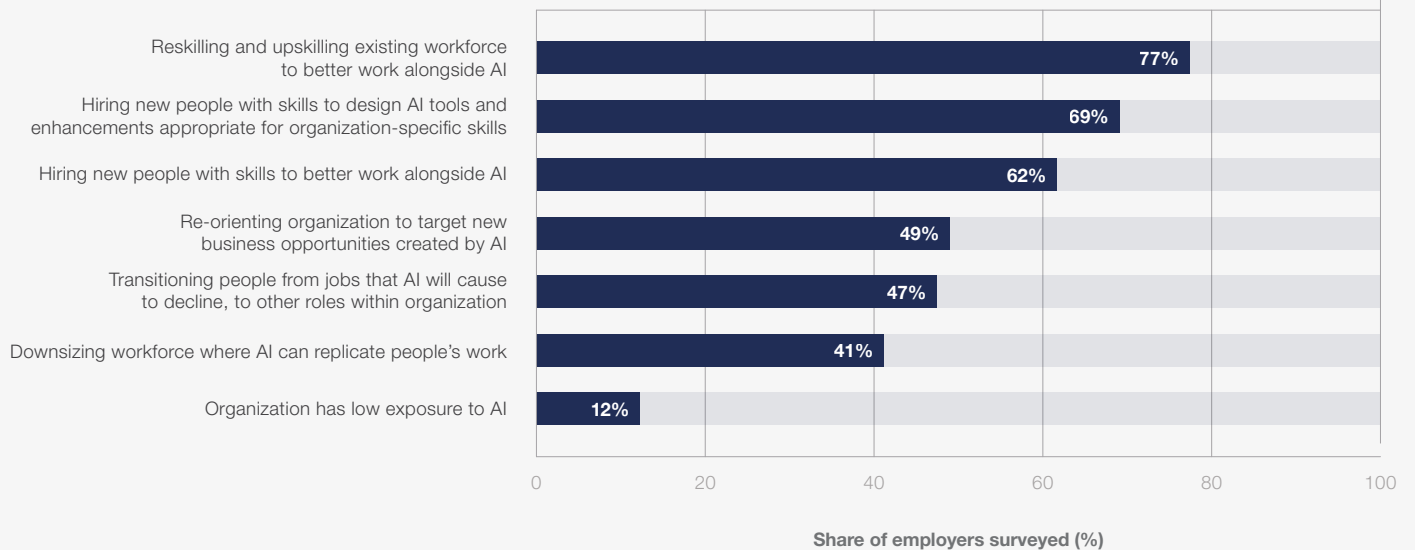
Source

World Economic Forum, Executive Opinion Survey 2024.

FIGURE 4.14

### Workforce strategy in response to AI, 2025-2030

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



Source

World Economic Forum, Future of Jobs Survey 2024.

Relative AI job and skill concentration, by industry

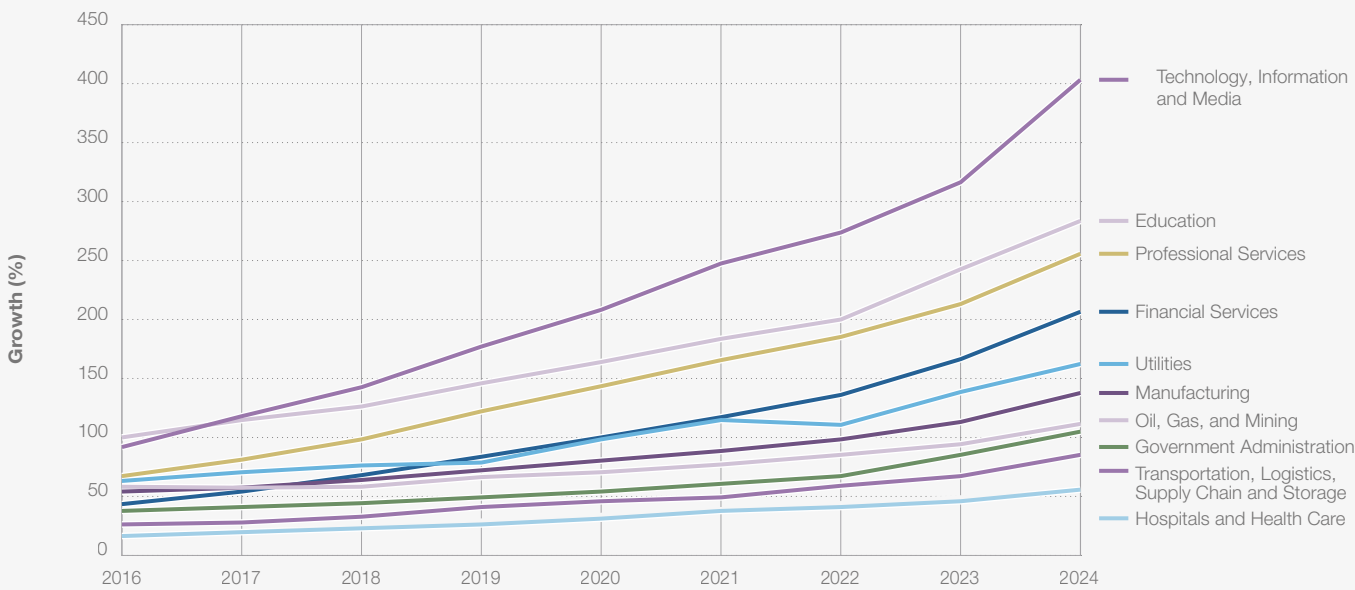
In collaboration with LinkedIn

Analysis conducted by LinkedIn for the Future of Jobs Report 2025 assesses the relative AI job and skill concentration for 10 industries. This data is calculated by assessing the number of AI occupations and the number of LinkedIn members with at least two reported AI-related skills for each industry. As shown in Figure B4.4, to enable industry comparisons, each sector's AI concentration is benchmarked against the 2016 value of the industry with the highest AI concentration in 2016 (Education).

This analysis helps illustrate which industries have seen the greatest AI uptake, in terms of AI-related jobs and skills as well as AI concentration trends over time. While AI concentration has at least doubled across nearly all industries since 2016, the relative ranking of industries has stayed largely stable. Over the last five years, the order of industries with the highest AI concentration has remained unchanged.

FIGURE B4.4 Growth in relative concentration of AI technologies, by industry, 2016-2024

AI concentration by industry, relative to 2016 value of the leading industry (2016 value = 1).



Source  
LinkedIn.

## 5

# Region, economy and industry insights

The impact of macrorends on labour markets over the 2025-2030 period will have both common and sector- and region/economy-specific characteristics across industries and geographies around the world. This chapter highlights key findings from the Future of Jobs Survey as they relate to the expected jobs landscape, anticipated skills needs and planned workforce strategies of employers at regional, economy and industry levels – and offers insights into how businesses in specific economies

and sectors are navigating these transformations.

In addition to the insights presented in this chapter, Part 2 of the report provides detailed region, economy and industry profiles for all geographies and sectors featured in the report, and the corresponding data may also be accessed online, via an interactive data explorer tool, at: <https://www.weforum.org/publications/the-future-of-jobs-report-2025/future-of-jobs-data-explorer-2025>.

## 5.1 Region and economy insights

### Eastern Asia and Oceania

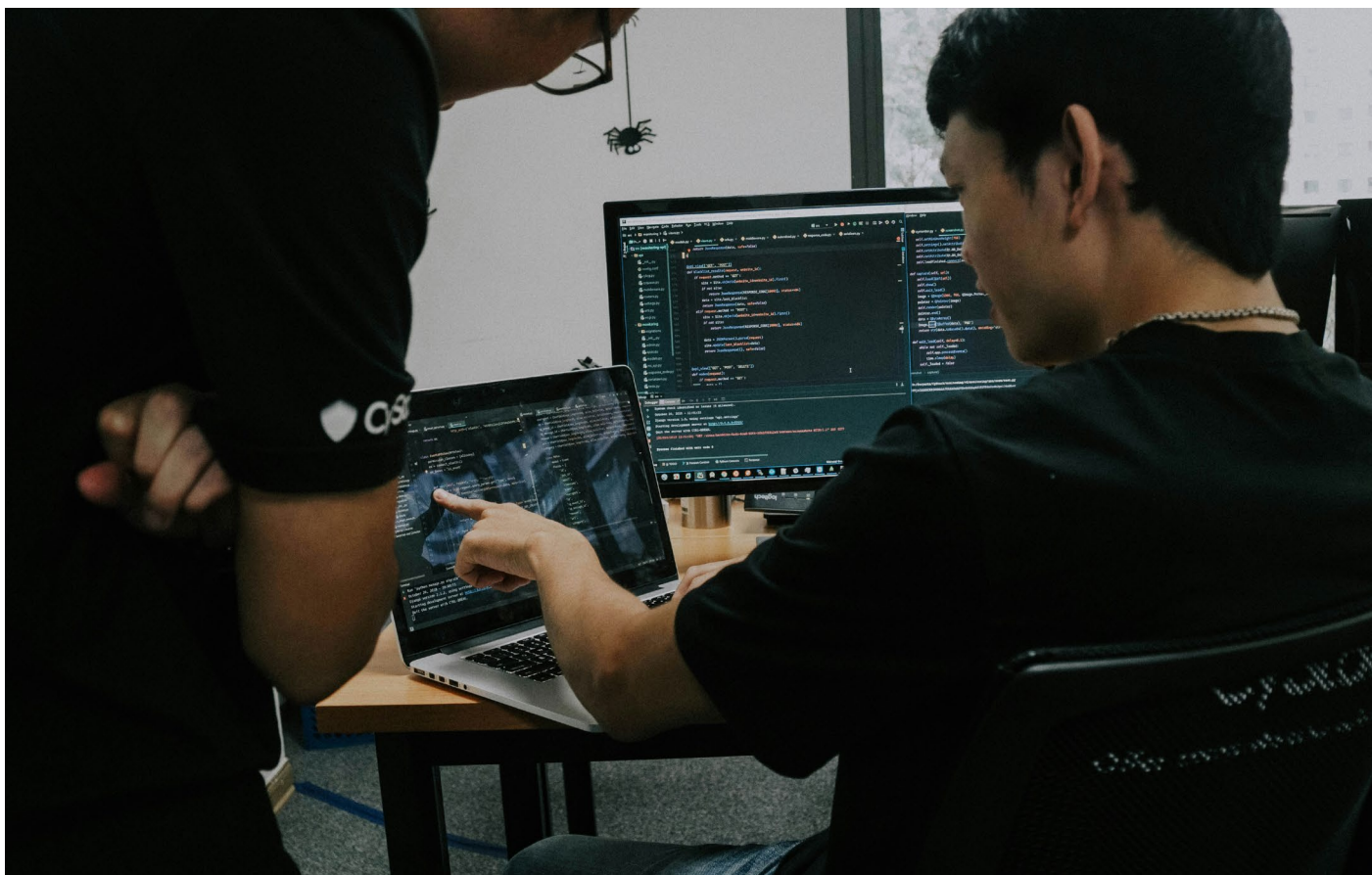
Companies headquartered in **Eastern Asia** expect aging and declining working-age populations and slower economic growth to transform the region's labour markets by 2030. Organizational culture and resistance to change are perceived as a significant barrier to business transformation by 64% of employers in the region, above the global average of 46%. Industry talent shortages are likewise seen as a key barrier to transformation by 53% of companies. To address these challenges, businesses operating in China and Republic of Korea are investing in technologies to automate and augment their workforce, while those operating in Japan and Hong Kong SAR, China, are increasingly tapping into diverse talent pools.

Over the next five years, more than half of companies operating in **China** expect socioeconomic fragmentation and increased efforts in climate mitigation to shape their businesses, above a global average of 34% and 47%, respectively. More than 90% of employers identify AI and robotics as key technologies to transform their organization, while 43% identify new materials and 19% identify biotechnology, a higher share than their global peers (30% and 11%, respectively). Industry talent shortages are highlighted by 38% of businesses operating in the country. According to more than half of employers, government's funding for reskilling and upskilling and increased flexibility on hiring and firing practices could contribute to

increase talent availability, while only 9% expect to see benefits from increased public support for caregivers.

In **Hong Kong SAR, China**, 60% of businesses include increased focus on labour and social issues among the top trends impacting their organization, which is significantly higher than the global average of 46%. This is followed by broadening digital access (60%) and increased climate-mitigation efforts (56%). Technology is seen as central to workforce planning, with 76% of companies aiming to augment their workforce using new technologies. Businesses operating in Hong Kong SAR, China expect 43% of tasks to be completed primarily by technology by 2030, surpassing the global estimate of 34%. Efforts to broaden hiring are evident, as 76% of employers plan to tap into diverse talent pools, compared to 47% globally. Moreover, 82% of businesses are planning to implement targeted recruitment, retention, and progression initiatives, exceeding the global average of 48%.

Overall, 69% of employers in **Japan** highlight ageing and declining working-age populations as a critical trend impacting their organization by 2030, exceeding the global average of 40%. According to 55% of respondents, cultural resistance to change remains a barrier to business transformation, alongside skills gaps (41%) and industry talent shortages (49%). Information Security Analysts and Data Analysts and Scientists are projected to be among the top growing jobs in the country. In response, businesses operating in the country are planning to prioritize access to diverse talent



and supporting reskilling. Employers also share expectations for greater government involvement in provisioning and funding of reskilling and upskilling.

Geoeconomic fragmentation and advances in frontier technologies are likely to drive labour-market transformation in **Republic of Korea** in the next five years: 71% of companies operating in the country highlight increased geopolitical tensions as a key trend impacting their business, more than twice the global average, and 53% mention increased restrictions to global trade. Businesses in Republic of Korea are ahead of global peers in technologies such as semiconductors and new materials. Talent shortages at the industry level are a concern for 47% of respondents. Companies are planning on addressing skills gaps by hiring staff with emerging skills (92%) and adopting technologies to augment the workforce (83%). Additionally, employers operating in Republic of Korea plan to explore workforce strategies such as supplementing childcare for working parents (50%) to attract and retain talent.

Businesses operating in **Australia** foresee a complex mix of technological, green and demographic transitions, as well as geoeconomic fragmentation: 65% of employers identify skills gaps, while 45% view inability to attract talent to the industry as a key business challenge over the 2025-2030 period. To address the increasing need for skilled talent, 45% of respondents hope for changes to immigration policies to attract global talent, compared to a global average of 26%. Additionally, 49% of businesses operating in Australia anticipate

offering cross-border remote work options, nearly double the global average, and 63% identify tapping into diverse talent pools as an effective approach to increasing talent availability in the country.

## South-Eastern Asia

Advances in technology, uncertain economic outlook and increasing geoeconomic fragmentation are foreseen to be shaping labour markets in **South-Eastern Asia** over the 2025-2030 period. To prepare for these disruptions and meet emerging business needs, employers headquartered in the region are particularly focused on upskilling their workforce (96%, compared to 85% globally) and hiring staff with new skills (86%, compared to 70% globally), with a large number of businesses in Indonesia, Malaysia and the Philippines also expecting to address these challenges by facilitating internal job transitions. Finding skilled talent continues to be seen as a main barrier to business transformation, with employers in Singapore and Viet Nam, in particular, calling for policy reforms to expand the talent base in these countries.

Digitalization is perceived as the most important driver of labour-market transformation in **Indonesia** by 2030, with 83% of businesses operating in the country expecting this trend to impact their organization, compared to 60% globally. Forty-one percent of employers also highlight increased restrictions on trade and investment as a key trend impacting their businesses, which is almost



twice the global average. A higher share than global peers aim to leverage new materials and composites (52%) as well as sensing, laser and optical technologies (39%). Workforce strategies are expected to focus on transitioning employees from declining to growing roles, with AI Specialists and Sustainability Specialists leading job growth, and administrative and data entry roles in decline.

Overall, companies operating in **Malaysia** expect increased restrictions on global trade and investment (45%), alongside a heightened focus on government subsidies and industrial policy (34%) and stricter anti-trust regulations (31%) to drive transformation of their businesses by 2030. These responses are all above the respective global averages. Employers also regard broadening digital access as a key driver of transformation, highlighted by 79% of respondents. In response to these disruptions, businesses in Malaysia are exploring distinct approaches to reskilling: While most organizations anticipate self-funding their training programmes, 32% of reskilling efforts are expected to be co-funded across the industry, twice the global level. In addition, 35% of employers in the country plan to consider completion of short courses and online certifications when assessing skills of job candidates, more than twice the global average (14%).

Broadening digital access and climate mitigation and adaptation efforts are expected to jointly shape labour-market dynamics in **the Philippines** by 2030. With two-thirds of employers in the country identifying skills gaps as a barrier over the next half decade, businesses are planning to scale up

their reskilling efforts: 68% of Filipino workers are expected to require training to meet evolving skill demands (compared to 59% globally), but only 38% of workers are reported to have completed training today (compared to 50% globally). Employers operating in the Philippines anticipate that almost three in 10 workers will be upskilled and then re-deployed to new roles.

In **Singapore**, 64% of employers operating in the country expect their business to be impacted by geoeconomic fragmentation, twice the global average. Similar to global and regional peers, firms in Singapore expect skills gaps, regulatory barriers and organizational resistance to hinder business transformation. Notably, 97% of companies plan to prioritize upskilling as their key workforce strategy, significantly above global levels. Hiring staff with emerging skills and process automation are also among anticipated key workforce strategies. While a skills-first approach is perceived as having the potential to expand Singapore's talent pool, 58% of employers expect to continue prioritizing university degrees in hiring decisions, which is higher than the 43% global average.

Economic uncertainty is top of mind for employers operating in **Thailand**, with 73% of respondents expecting slower growth to impact their business by 2030 – above the global average of 42% – and rising inflation and climate-mitigation efforts among other anticipated key trends. Talent acquisition is seen as challenging, with 62% of respondents facing difficulty attracting talent to their industry and 46% to their firms. Employers in Thailand are increasingly planning on leveraging diversity,



equity and inclusion programmes (64%) and supplementing childcare for working parents (45%). With regard to public policies, funding for reskilling and upskilling and flexibility on hiring and firing practices are seen as the two most beneficial policies to expand the talent base.

A majority of companies operating in **Viet Nam** expect increased digitalization, climate mitigation action and higher cost of living to shape the transformation of their business models over the 2025-2030 period. About one in two employers also highlights restrictions on global trade and investment among the most impactful trends for their business, twice the global average of 23%. For more than 60% of firms in the country, adapting to these trends is perceived to be made more difficult by existing skills gaps in the labour market, while 55% of respondents mention inadequate data and technical infrastructure and 41% point to limited understanding of emerging opportunities. To close skills gaps, a majority of employers in the country expect the most impactful public-policy measures to be increased public funding for reskilling and upskilling as well as more flexible hiring and firing practices. Half of respondents also point to adjustments to immigration laws (50%, compared to 26% globally) and retirement ages (46%, compared to 25% globally).

## Central Asia and Southern Asia

Increased digital access, geopolitical tensions and climate-mitigation efforts are the primary trends expected to shape the future of jobs in **India** by 2030. Similar to their global peers, companies operating in the country are heavily investing in AI, robotics and autonomous systems, and energy technologies. Employers in India are also planning to outpace global adoption in certain technologies, with 35% expecting semiconductors and computing technologies and 21% expecting quantum and encryption to transform their operations. The country's projected fastest-growing job roles – including Big Data Specialists, AI and Machine Learning Specialists, and Security Management Specialists – align closely with these trends. To address talent needs, companies operating in India expect tapping into diverse talent pools (67%, compared to 47% globally) and adopting skills-based hiring by removing degree requirements (30%, compared to 19% globally) to be effective.

Companies operating in **Kazakhstan** expect broadening digital access, rising cost of living and slower economic growth to significantly impact their business models in the next five years. Technological trends related to AI, robotics and autonomous systems are also expected to have a significant – although lower than global average – impact, with energy generation, storage and distribution identified as the second-most impactful technological trend (highlighted by 54% of

respondents). Skills gaps in the labour market are top-of-mind for seven in 10 firms in the country.

Addressing skills gaps in the labour market is identified as a primary challenge to business transformation over the 2025 to 2030 period in **Uzbekistan**. While 71% of employers in the country expect improvements in talent retention, significantly above the global average, there remains strong need for reskilling and upskilling the current workforce. Overall, only 22% of Uzbekistan's workforce today is expected to be able to upskill in their current role, with an additional 14% projected to be upskilled and then re-deployed, both of which are lower figures than global averages at 29% and 19%, respectively. Fifty-two percent of employers anticipate implementing strategies for reskilling their workforce to work alongside AI. Skills such as programming, teaching and mentoring, and multilingualism have higher-than-global projected demand increases.

## Middle East and Northern Africa

Companies headquartered in the **Middle East and Northern Africa** region are more positive about talent availability by 2030 than their global peers, with 46% of employers expecting the hiring outlook to improve. Employers in the region, notably in Saudi Arabia and the United Arab Emirates, are also planning on accelerating automation. With 46% of on-the-job skills projected to change, compared to 39% worldwide, the region's rate of skill disruption is most pronounced in countries such as Egypt and Bahrain, highlighting the need for reskilling and upskilling at a time of multi-dimensional change.

Only 5% of firms operating in **Bahrain** identify aging and declining working-age populations as a transformative trend by 2030, compared to 40% of respondents globally. Talent availability is expected to remain stable, with only 8% of employers anticipating a deterioration, which is far below the global average. However, two-thirds of employers expect skills gaps in the labour market to remain the top barrier to business transformation. Twenty-four percent of Bahrain's employees are expected to be able to upskill in their current roles, and an additional 14% to be redeployed after upskilling; both figures are below global averages. To attract skilled talent, employers in the country are focused on improving working hours and overtime policies and expecting to leverage government wage subsidies.

In **Egypt**, rising cost of living, slower economic growth and broadening digital access are the key trends expected to influence the labour market by 2030. Fifty-five percent of employers operating in the country expect talent availability to improve, significantly above global average, in spite of a heightened rate of skill disruption, as 48% of on-the-job skills of the Egyptian workforce are projected to change over the next half-decade



(compared to 39% globally). Upskilling emerges as the most-anticipated workforce strategy. Compared to global averages, companies see an increasing need for skills in resource management and operations (43%, compared to 24% globally) and reading, writing and mathematics.

Amidst geopolitical tensions, a majority of employers operating in **Israel** highlight broadening digital access and rising cost of living as key drivers of business transformation by 2030. Forty-six percent of firms in the country also identify increased focus on labour and social issues as a key trend, and a similar number expect stricter anti-trust and competition regulations to impact their business models; this rate is significantly above the global average of 17%. By 2030, anticipated key workforce strategies for firms in Israel include hiring talent with emerging skills, accelerating automation, and upskilling employees: 80% of employers are planning on re-orienting their operations to capitalize on new AI-driven business opportunities. Skills such as resilience, flexibility and agility are seen as increasingly in demand, alongside systems thinking.

Businesses operating in **Morocco** identify the green transition and uncertain economic conditions as the key forces shaping labour-market transformation by 2030. Skills gaps and internal resistance to change are perceived as the top barriers to business transformation. Employers in Morocco are expecting increasing demand for skills in AI and big data, creative thinking, and leadership and social influence over the next five years. Talent availability might benefit from a stronger focus on tapping into diverse talent pools, a workforce strategy envisaged by 24% of firms in the country, compared to 47% globally. Efforts by employers to address the country's youth unemployment are evident, as 86% of businesses plan to prioritize youth as part of their diversity, equity and inclusion measures, which is significantly above the global average.

As the country continues to pursue economic

transformation, **Saudi Arabia's** labour market is expected to be shaped by increased digitalization, geoeconomic fragmentation and rising cost of living over the 2025 to 2030 period. Companies operating in the country anticipate a focus on technology adoption, aiming particularly to automate existing tasks, with the proportion of total work tasks mainly delivered autonomously by technology projected to reach 45% by 2030, above global averages. As employers in Saudi Arabia scale up technology investments, over 70% identify technological literacy as a skill on the rise in the country, followed by demand for skills in networks and cybersecurity and AI and big data. Workforce strategies are expected to be dynamic: 38% of companies operating in Saudi Arabia expecting to remove degree requirements to improve talent availability, compared to a global average of 19%.

Addressing skills gaps is seen as a critical priority in **Tunisia**, with 80% of companies operating in the country identifying skills gaps as the top barrier to business transformation by 2030 and 86% aiming to upskill their workforce to respond to key business trends. Employers in Tunisia see a particularly strong increase in demand for skills in leadership and social influence, creative thinking, and AI and big data skills. Demand for programming skills is also on the rise, with 72% of firms identifying it as a growth area. Seven out of 10 employers plan to fund internally their training needs, and about 41% aim to leverage hybrid, public-private, co-funding models.

In the **United Arab Emirates**, companies are expecting increased digitalization and efforts to adapt to and mitigate climate change to significantly impact their business models by 2030. Focus on technological shifts is reflected in increasing adoption of technology in day-to-day operations, with the proportion of total work tasks predominantly delivered by autonomous technologies projected to reach 43% over the next five years, above an expected rate of 34% globally. Companies operating in the country expect rising demand for technological literacy, with 87% of



respondents emphasizing increased need for this skill. Other growing skills include AI and big data, networks and cybersecurity as well as leadership and social influence.

## Sub-Saharan Africa

In **Sub-Saharan Africa**, 64% of businesses expect increasing focus on labour and social issues to be a key trend impacting their business strategy over the 2025-2030 period, followed by rising cost of living and broadening digital access (both highlighted by 59% of respondents). Companies headquartered in the region are navigating significant transformation barriers, including perceived widespread skills gaps and shortage of investment capital. Employers in Nigeria and Zimbabwe are anticipating stepping up efforts on workforce development over the next five years, while their South African peers are planning to invest in diversity, equity and inclusion programmes to improve access to skilled talent.

Skills gaps and challenges in attracting talent are expected to be key barriers to business transformation in **Nigeria** over the next five years. As the country develops its Business Process Outsourcing (BPO) industry and creates more digital jobs, network and cybersecurity skills are projected to be the fastest-growing skills in demand in the country, with 87% of employers reporting an increasing need by 2030 (compared to a global average of 70% of respondents). This is followed by anticipated employer demand for skills in AI and big data as well as systems thinking. Additionally, service orientation and customer service as well as global citizenship skills are expected to exhibit higher-than-global demand. To help address these talent and skills gaps, 73% of firms operating in Nigeria see benefit in increased public-sector funding for reskilling and upskilling programmes, while 40% state that improving transport services and infrastructure would be equally important to support talent availability.

More than 60% of businesses operating in **South Africa** identify skills gaps as a key barrier to business transformation by 2030, followed by organizational culture and resistance to change (43%). With jobs such as AI and Machine Learning Specialists and Robotics Engineers on the rise, companies are planning to upskill employees and hire talent with new skills to meet evolving business needs. To expand their talent pool and improve skills matching, 34% of companies plan to remove degree requirements, creating more accessible pathways to emerging jobs. In addition, many employers in South Africa expect to focus on diversity, equity and inclusion, with 55% anticipating targeting individuals from disadvantaged religious or ethnic and racial backgrounds, and 41% those from low-income backgrounds, compared to 27% and 24%, respectively, globally.

In **Zimbabwe**, nearly half of on-the-job skills are

expected to change over the next five years, higher than the global average of 39%. Accordingly, 90% of employers have plans to upskill their existing workforce. Skills like systems thinking, marketing and media, customer service, dependability and attention to detail, quality control, and global citizenship are all increasing in demand more rapidly than global averages. Finally, 70% of respondents see benefit in public-policy interventions to improve the education system to better equip the workforce for future demands, above a global average of 47%.

## Europe

Digitalization, climate mitigation and rising cost of living are the key trends expected to impact labour-market transformation in **Europe** over the 2025-2030 period. As companies headquartered in the region aim to adjust to these trends, skills gaps and talent shortages in the labour market remain a key barrier: 54% of employers expect talent availability to worsen, significantly above the global average.

**Austria's** labour market is anticipated to change over the next five years, as businesses plan to adapt their strategies in response to growth of the digital economy, rising cost of living, and increased investments in climate adaptation. With a majority of businesses planning to prioritize automating processes and tasks as a key workforce strategy, employers operating in Austria are ahead of many global peers in human-technology collaboration: 42% of all human work tasks are projected to be augmented by technology by 2030 (compared to a global average of 33%). Demand for skills such as motivation and self-awareness is on the rise, with 60% of employers predicting a net increase in their importance.

By 2030, companies operating in **Belgium** expect to see their business models transformed by climate-mitigation efforts, an aging population and rising cost of living. Reflecting these trends, Belgian employers report growing demand for skills such as environmental stewardship (75%, compared to 53% globally) and talent management (69%, compared to 58%). Companies also plan to adopt business practices to boost talent availability, with 85% anticipating investing in reskilling and upskilling programmes, 78% supporting employee health and well-being, and nearly half (48%) facilitating remote work across national borders – all figures are above global averages.

In **Czechia**, businesses anticipate navigating the green transition, demographic shifts, and the digital transformation of industries. Over the next five years, over 80% of employers operating in the country plan to focus their workforce strategies on automation and upskilling, while 76% aim to prioritize transitioning staff from declining to growing roles, a higher share than global average. The labour market is expected to remain tight: only 6% of companies anticipate improvements in talent