

Future of Jobs Report 2025

INSIGHT REPORT
JANUARY 2025



Terms of use and disclaimer

The findings, interpretations and conclusions expressed in this work do not necessarily reflect the views of the World Economic Forum. The report presents information and data that were compiled and/or collected by the World Economic Forum (all information and data referred herein as “Data”). Data in this report is subject to change without notice. The terms *country* and *nation* as used in this report do not in all cases refer to a territorial entity that is a state as understood by international law and practice. The terms cover well-defined, geographically self-contained economic areas that may not be states but for which statistical data are maintained on a separate and independent basis.

Although the World Economic Forum takes every reasonable step to ensure that the data thus compiled and/or collected is accurately reflected in this report, the World Economic Forum, its agents, officers and employees: (i) provide the data “as is, as available” and without warranty of any kind, either express or implied, including, without limitation, warranties of merchantability, fitness for a particular purpose and non-infringement; (ii) make no representations, express or implied, as to the accuracy of the data contained in this report or its suitability for any particular purpose; (iii) accept no liability for any use of the said data or reliance placed on it, in particular, for any interpretation, decisions, or actions based on the data in this report. Other parties may have ownership interests in some of the data contained in this report. The World Economic Forum in no way represents or warrants that it owns or controls all rights in all data,

and the World Economic Forum will not be liable to users for any claims brought against users by third parties in connection with their use of any data. The World Economic Forum, its agents, officers and employees do not endorse or in any respect warrant any third-party products or services by virtue of any data, material or content referred to or included in this report. Users shall not infringe upon the integrity of the data and in particular shall refrain from any act of alteration of the data that intentionally affects its nature or accuracy. If the data is materially transformed by the user, this must be stated explicitly along with the required source citation. For data compiled by parties other than the World Economic Forum, users must refer to these parties’ terms of use, in particular concerning the attribution, distribution, and reproduction of the data. When data for which the World Economic Forum is the source (herein “World Economic Forum”), is distributed or reproduced, it must appear accurately and be attributed to the World Economic Forum. This source attribution requirement is attached to any use of data, whether obtained directly from the World Economic Forum or from a user. Users who make World Economic Forum data available to other users through any type of distribution or download environment agree to make reasonable efforts to communicate and promote compliance by their end users with these terms. Users who intend to sell World Economic Forum data as part of a database or as a stand-alone product must first obtain the permission from the World Economic Forum (CNES@weforum.org).

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
E-mail: contact@weforum.org
www.weforum.org
Copyright © 2025
by the World Economic Forum

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, or otherwise without the prior permission of the World Economic Forum.

ISBN 978-2-940631-90-2

<https://www.weforum.org/reports/the-future-of-jobs-report-2025/>

Contents

Preface	4
Key findings	5
Part I: The Future of Jobs 2025	7
Introduction: The global labour market landscape in 2025	8
1 Drivers of labour-market transformation	10
1.1 Expected impact of macrotrends on business transformation	10
2 Jobs outlook	18
2.1 Total job growth and loss	18
2.2 Expected impact of macrotrends on employment	25
3 Skills outlook	32
3.1 Expected disruptions to skills	32
3.2 Drivers of skill disruption	43
3.3 Reskilling and upskilling strategies	45
4 Workforce strategies	49
4.1 Barriers to transformation	49
4.2 Improving talent availability	52
5 Region, economy and industry insights	65
5.1 Region and economy insights	65
5.2 Industry insights	81
Conclusions	94
Endnotes	95
Appendix: Report Methodology	97
User Guide	108
Contributors	222
Collaborators	223
Acknowledgments	224

Disclaimer

This document is published by the World Economic Forum as a contribution to a project, insight area or interaction. The findings, interpretations and conclusions expressed herein are a result of a collaborative process facilitated and endorsed by the World Economic Forum but whose results do not necessarily represent the views of the World Economic Forum, nor the entirety of its Members, Partners or other stakeholders.

© 2025 World Economic Forum. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, including photocopying and recording, or by any information storage and retrieval system.

Preface



Saadia Zahidi
Managing Director
World Economic Forum

Over the past decade, the World Economic Forum's bi-annual *Future of Jobs Report* has followed evolving technological, societal and economic trends to understand occupational disruption and identify opportunities for workers to transition to the jobs of the future.

As we enter 2025, the landscape of work continues to evolve at a rapid pace. Transformational breakthroughs, particularly in generative artificial intelligence (GenAI), are reshaping industries and tasks across all sectors. These technological advances, however, are converging with a broader array of challenges, including economic volatility, geoeconomic realignments, environmental challenges and evolving societal expectations. In response, this fifth edition of the *Future of Jobs Report* expands its focus, offering a comprehensive analysis of the interconnected trends shaping the global labour market.

Central to the report is a unique dataset derived from an extensive survey of global employers. This year's edition captures the perspectives of over 1,000 employers – representing more than 14 million workers across 22 industry clusters and 55 economies – providing unparalleled insights into

the emerging jobs landscape for the 2025-2030 period. This report would not be possible without their openness to contributing their views and insights, and we sincerely thank them all. We greatly appreciate, too, the support of our survey partners, which have enhanced the report's geographical coverage.

These perspectives are further enriched by research collaborations and data partnerships with ADP, Coursera, Indeed and LinkedIn, whose innovative data and analysis complement the survey findings.

This publication has been made possible by the dedication and expertise of its project team: Till Leopold, Attilio Di Battista, Ximena Játiva, Shuvasish Sharma, Ricky Li and Sam Grayling, alongside the wider team at the Centre for the New Economy and Society.

The disruptions of recent years have underscored the importance of foresight and collective action. We hope this report will inspire an ambitious, multistakeholder agenda – one that equips workers, businesses, governments, educators and civil society to navigate the complex transitions ahead.

Key findings

Technological change, geoeconomic fragmentation, economic uncertainty, demographic shifts and the green transition – individually and in combination – are among the major drivers expected to shape and transform the global labour market by 2030. The *Future of Jobs Report 2025* brings together the perspective of over 1,000 leading global employers—collectively representing more than 14 million workers across 22 industry clusters and 55 economies from around the world—to examine how these macrotrends impact jobs and skills, and the workforce transformation strategies employers plan to embark on in response, across the 2025 to 2030 timeframe.

- Broadening digital access is expected to be the most transformative trend – both across technology-related trends and overall – with 60% of employers expecting it to transform their business by 2030. Advancements in technologies, particularly AI and information processing (86%); robotics and automation (58%); and energy generation, storage and distribution (41%), are also expected to be transformative. These trends are expected to have a divergent effect on jobs, driving both the fastest-growing and fastest-declining roles, and fueling demand for technology-related skills, including AI and big data, networks and cybersecurity and technological literacy, which are anticipated to be the top three fastest-growing skills.
- Increasing cost of living ranks as the second-most transformative trend overall – and the top trend related to economic conditions – with half of employers expecting it to transform their business by 2030, despite an anticipated reduction in global inflation. General economic slowdown, to a lesser extent, also remains top of mind and is expected to transform 42% of businesses. Inflation is predicted to have a mixed outlook for net job creation to 2030, while slower growth is expected to displace 1.6 million jobs globally. These two impacts on job creation are expected to increase the demand for creative thinking and resilience, flexibility, and agility skills.
- Climate-change mitigation is the third-most transformative trend overall – and the top trend related to the green transition – while climate-change adaptation ranks sixth with 47% and 41% of employers, respectively, expecting these trends to transform their business in the next five years. This is driving demand for roles such as renewable energy engineers, environmental

engineers and electric and autonomous vehicle specialists, all among the 15 fastest-growing jobs. Climate trends are also expected to drive an increased focus on environmental stewardship, which has entered the *Future of Jobs Report's* list of top 10 fastest growing skills for the first time.

- Two demographic shifts are increasingly seen to be transforming global economies and labour markets: aging and declining working age populations, predominantly in higher-income economies, and expanding working age populations, predominantly in lower-income economies. These trends drive an increase in demand for skills in talent management, teaching and mentoring, and motivation and self-awareness. Aging populations drive growth in healthcare jobs such as nursing professionals, while growing working-age populations fuel growth in education-related professions, such as higher education teachers.
- Geoeconomic fragmentation and geopolitical tensions are expected to drive business model transformation in one-third (34%) of surveyed organizations in the next five years. Over one-fifth (23%) of global employers identify increased restrictions on trade and investment, as well as subsidies and industrial policies (21%), as factors shaping their operations. Almost all economies for which respondents expect these trends to be most transformative have significant trade with the United States and/or China. Employers who expect geoeconomic trends to transform their business are also more likely to offshore – and even more likely to re-shore – operations. These trends are driving demand for security related job roles and increasing demand for network and cybersecurity skills. They are also increasing demand for other human-centred skills such as resilience, flexibility and agility skills, and leadership and social influence.

Extrapolating from the predictions shared by Future of Jobs Survey respondents, on current trends over the 2025 to 2030 period job creation and destruction due to structural labour-market transformation will amount to 22% of today's total jobs. This is expected to entail the creation of new jobs equivalent to 14% of today's total employment, amounting to 170 million jobs. However, this growth is expected to be offset by the displacement of the equivalent of 8% (or 92 million) of current jobs, resulting in net growth of 7% of total employment, or 78 million jobs.

- Frontline job roles are predicted to see the largest growth in absolute terms of volume and include Farmworkers, Delivery Drivers, Construction Workers, Salespersons, and Food Processing Workers. Care economy jobs, such as Nursing Professionals, Social Work and Counselling Professionals and Personal Care Aides are also expected to grow significantly over the next five years, alongside Education roles such as Tertiary and Secondary Education Teachers.
- Technology-related roles are the fastest-growing jobs in percentage terms, including Big Data Specialists, Fintech Engineers, AI and Machine Learning Specialists and Software and Application Developers. Green and energy transition roles, including Autonomous and Electric Vehicle Specialists, Environmental Engineers, and Renewable Energy Engineers, also feature within the top fastest-growing roles.
- Clerical and Secretarial Workers – including Cashiers and Ticket Clerks, and Administrative Assistants and Executive Secretaries – are expected to see the largest decline in absolute numbers. Similarly, businesses expect the fastest-declining roles to include Postal Service Clerks, Bank Tellers and Data Entry Clerks.

On average, workers can expect that two-fifths (39%) of their existing skill sets will be transformed or become outdated over the 2025-2030 period. However, this measure of “skill instability” has slowed compared to previous editions of the report, from 44% in 2023 and a high point of 57% in 2020 in the wake of the pandemic. This finding could potentially be due to an increasing share of workers (50%) having completed training, reskilling or upskilling measures, compared to 41% in the report’s 2023 edition.

- Analytical thinking remains the most sought-after core skill among employers, with seven out of 10 companies considering it as essential in 2025. This is followed by resilience, flexibility and agility, along with leadership and social influence.
- AI and big data top the list of fastest-growing skills, followed closely by networks and cybersecurity as well as technology literacy. Complementing these technology-related skills, creative thinking, resilience, flexibility and agility, along with curiosity and lifelong learning, are also expected to continue to rise in importance over the 2025-2030 period. Conversely, manual dexterity, endurance and precision stand out with notable net declines in skills demand, with 24% of respondents foreseeing a decrease in their importance.

While global job numbers are projected to grow by 2030, existing and emerging skills differences between growing and declining roles could exacerbate existing skills gaps. The

most prominent skills differentiating growing from declining jobs are anticipated to comprise resilience, flexibility and agility; resource management and operations; quality control; programming and technological literacy.

Given these evolving skill demands, the scale of workforce upskilling and reskilling expected to be needed remains significant: if the world’s workforce was made up of 100 people, 59 would need training by 2030. Of these, employers foresee that 29 could be upskilled in their current roles and 19 could be upskilled and redeployed elsewhere within their organization. However, 11 would be unlikely to receive the reskilling or upskilling needed, leaving their employment prospects increasingly at risk.

Skill gaps are categorically considered the biggest barrier to business transformation by Future of Jobs Survey respondents, with 63% of employers identifying them as a major barrier over the 2025-2030 period. Accordingly, 85% of employers surveyed plan to prioritize upskilling their workforce, with 70% of employers expecting to hire staff with new skills, 40% planning to reduce staff as their skills become less relevant, and 50% planning to transition staff from declining to growing roles.

Supporting employee health and well-being is expected to be a top focus for talent attraction, with 64% of employers surveyed identifying it as a key strategy to increase talent availability. Effective reskilling and upskilling initiatives, along with improving talent progression and promotion, are also seen as holding high potential for talent attraction. Funding for - and provision of - reskilling and upskilling are seen as the two most welcomed public policies to boost talent availability.

The Future of Jobs Survey also finds that adoption of diversity, equity and inclusion initiatives remains on the rise. The potential for expanding talent availability by tapping into diverse talent pools is highlighted by four times more employers (47%) than two years ago (10%). Diversity, equity and inclusion initiatives have become more prevalent, with 83% of employers reporting such an initiative in place, compared to 67% in 2023. Such initiatives are particularly popular for companies headquartered in North America, with a 96% uptake rate, and for employers with over 50,000 employees (95%).

By 2030, just over half of employers (52%) anticipate allocating a greater share of their revenue to wages, with only 8% expecting this share to decline. Wage strategies are driven primarily by goals of aligning wages with workers’ productivity and performance and competing for retaining talent and skills. Finally, half of employers plan to re-orient their business in response to AI, two-thirds plan to hire talent with specific AI skills, while 40% anticipate reducing their workforce where AI can automate tasks.

Part I: The Future of Jobs 2025

Introduction:

The global labour market landscape in 2025

The year 2025 unfolds amid ongoing transformations in global labour markets. Since the COVID-19 pandemic, rising cost of living, geopolitical conflicts, the climate emergency and economic downturns have added further turbulence to technology-driven global employment changes. While the global economic outlook appears to be stabilizing, it does so amid weaker global growth projections of 3.2% for 2025.¹ Global inflation appears to have eased and is now projected to reach 3.5% by the end of 2025 – below the average global rate of the first two decades of the 21st century. However, living costs remain elevated around the world.

Aided by a stabilizing economic outlook and easing inflation, the global unemployment rate, at 4.9%,² stands at the lowest level since 1991. However, this headline figure hides a range of disparities. While middle-income countries are experiencing reductions in unemployment, low-income countries have seen an increase, from 5.1% in 2022 to 5.3% by 2024.

Reductions in unemployment have also lagged for women. Since 2020, when the global unemployment rate peaked for both sexes at 6.6%, the rate for men has declined to 4.8%, while the rate for women remains elevated at 5.2%. This trend is driven mainly by lower-middle income countries, where the female unemployment rate (of 5.5%) is 1.1% higher than the male equivalent. High-income countries have an unemployment rate gender disparity of 0.4%; however, this disparity has existed for over a decade – rather than opening up during the post-COVID recovery. For low-income and upper-middle income countries, male and female unemployment rates remain even.

Youth unemployment rates tell another story of labour-market health. While the global youth unemployment rate has tracked the total global unemployment rate, it remains elevated at 13%. Assessing rates of youth not in employment education or training (NEETs) highlights disparities between economies at different national income levels. While the global NEET rate remains flat at

21.7%, it stands at just 10.1% for high-income economies, rising to 17.3% for upper-middle income ones. The rate then jumps to 25.9% for lower-middle income economies and 27.6% for low-income ones.

The jobs gap – a measure by the International Labour Organization (ILO) to incorporate a broader understanding of unemployment and underemployment – adds additional nuance to our understanding of the labour-market situation. Similarly to global headline unemployment, the jobs gap has been decreasing and stood at a need for 402 million additional jobs in 2024. While most of the world has experienced this downward trend, low-income economies saw their jobs gap increase by 0.4 percentage points compared to pre-pandemic levels. Lower-middle income economies saw the largest reduction in the jobs gap (by 2 percentage points compared to 2019 levels). Across all country income groups, the jobs gap for women is higher than that for men, but gender differences are most pronounced in low-income and especially lower-income economies, where the jobs gap for women surpasses that of men by 7.5 percentage points.

The global labour-force participation rate has rebounded after a drop during the pandemic and now stands at similar levels to 2019 for all income groups except lower-middle income economies. In lower-income economies the labour-force participation rate has spiked beyond the levels seen in 2019. This is noteworthy considering lower-middle income economies – who make up around 40% of the global population – will drive the bulk of working-age population growth in the coming years and decades. The combination of growing working-age populations and labour-force participation rates emphasizes the importance of job creation in these economies.

Against the backdrop of this current labour-market landscape, the *Future of Jobs Report 2025* analyses how organizations expect the labour market to evolve over the next five years until 2030. Like previous editions of the report, this analysis is

based on the World Economic Forum's Future of Jobs Survey, conducted in late 2024, which brings together the perspectives of more than 1,000 global employers, collectively employing more than 14.1 million workers across 22 industry clusters and 55 economies. The survey highlights how macrotrends and technology will influence industry transformation and employment, the jobs and skills outlook over the next five years and the corresponding workforce transformation strategies companies plan to use to address these issues.

The report begins by outlining five macrotrends impacting the labour market – technological change, the green transition, geoeconomic fragmentation, economic uncertainty and demographic shifts. In Chapter 2, the report discusses how organizations expect jobs to evolve, including which jobs are predicted to grow

and decline fastest, and the trends driving these changes. Chapter 3 looks at projected changes to the skills needed in the labour market, before Chapter 4 analyses the workforce practices that employers plan to adopt in their organizations. Finally, Chapter 5 provides insights for the nine regions, 55 economies, and 22 industry clusters that meet the report's statistical thresholds for standalone analysis. The appendix provides a detailed overview of the report's survey and analysis methodology.

In addition, the *Future of Jobs Report 2025* features a comprehensive set of Region, Economy and Industry Profiles. User guides are provided for each of these profiles to support their use as practical, standalone tools.

1

Drivers of labour-market transformation

Technological developments, the green transition, macroeconomic and geoeconomic shifts, and demographic changes are driving transformation in the global labour market, reshaping both jobs and

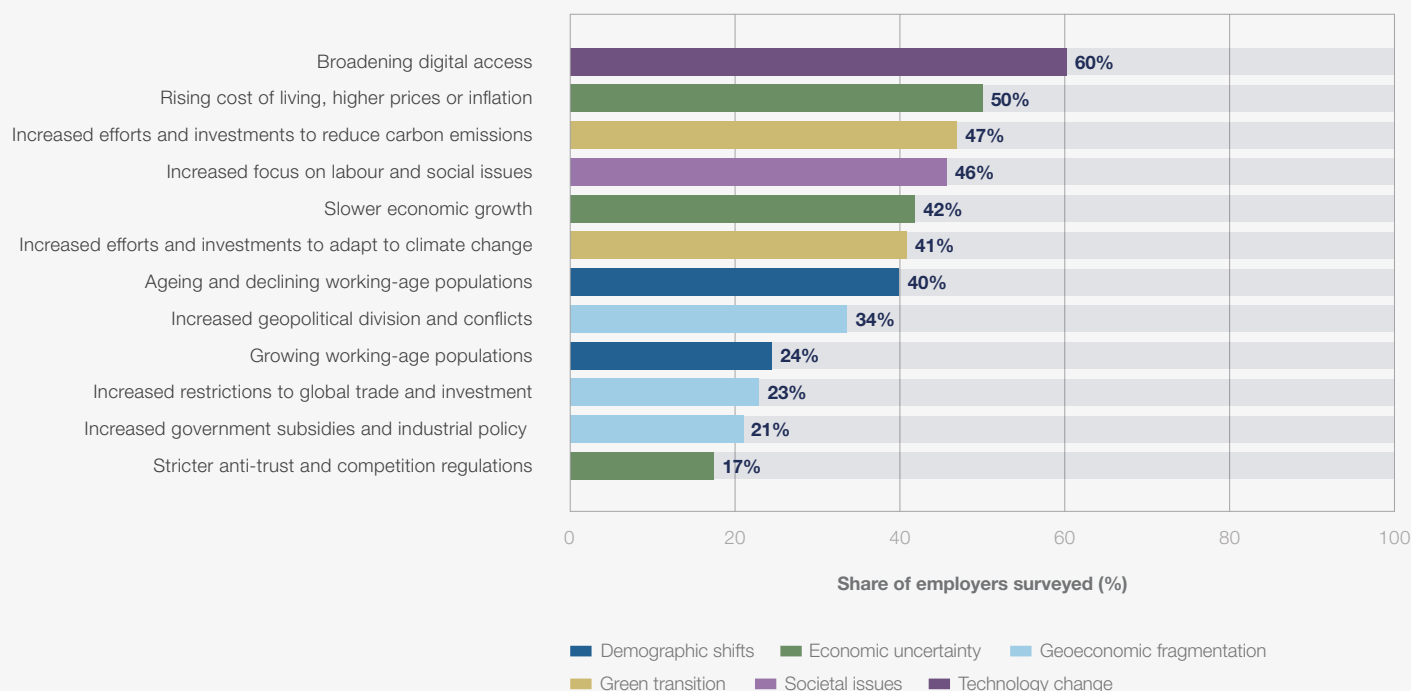
required skills. This chapter provides a picture of how companies expect these macrotrends to drive industry transformation by 2030.

1.1 Expected impact of macrotrends on business transformation

FIGURE 1.1

Macrotrends driving business transformation

Share of employers surveyed that identify the stated trend as likely to drive business transformation.



Source

World Economic Forum, Future of Jobs Survey 2024.

Technological change

More employers – 60% – expect broadening digital access to transform their business than any other trend, with similar proportions of employers across

all regions selecting this trend. This growing digital access is a critical enabler for new technologies to transform labour markets (Figure 1.1).

The Future of Jobs Survey asked employers how advances in nine key technologies are transforming