WORLD ECONOMIC FORUM

Future of Jobs Report 2025

INSIGHT REPORT

JANUARY 2025

United Kingdom

47.5

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max
Labour force participation (2023)		64%
Vulnerable employment (2022)		14%
Share of youth not in employment, education, or training (NEET) (2023)		13%
Unemployment rate (2023)		3%
Unemployment rate among workers with basic edu. (2023)		4%
Unemployment rate among workers with advanced edu. (2023)		2%

INDICATORS	min	max
Secondary Education Attainment (2023)		79%
Tertiary Education Attainment (2023)		42%
Ease of finding skilled employees in local labour market (2024)		5
Fill vacancies by hiring foreign labour (2024)		5
Country investment in mid-career training (2022)		4

Jobs and Skills outlook

23% | Global 22%
Labour-market churn
Five-year structural labour-force churn

33% | Global 39%
Skill disruption
Shares of core skills which will change

95% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities

93% | 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

Economy | Global

	Economy	Global
Broadening digital access	64%	60%
Increased efforts and investments to reduce carbon…	57%	47%
Increased geopolitical division and conflicts	56%	34%
Increased efforts and investments to adapt to climate…	56%	41%
Slower economic growth	51%	42%
Ageing and declining working-age populations	48%	40%
Rising cost of living, higher prices or inflation	47%	50%
Increased focus on labour and social issues	43%	46%
Growing working-age populations	28%	24%
Increased restrictions to global trade and investment	26%	23%
Increased government subsidies and industrial policy	23%	21%
Stricter anti-trust and competition regulations	20%	17%

Technology trends

Technology trends driving business transformation

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

Economy | Global

	Economy	Global
AI and information processing technologies (big data, VR, AR…	92%	86%
Robots and autonomous systems	62%	58%
Energy generation, storage and distribution	40%	41%
Semiconductors and computing technologies	33%	20%
New materials and composites	32%	30%
Sensing, laser and optical technologies	24%	18%
Quantum and encryption	23%	12%
Biotechnology and gene technologies	15%	11%
Satellites and space technologies	10%	9%

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.
Big Data Specialists		319	113	320
AI and Machine Learning Specialists		151	82	151
Data Analysts and Scientists		29	41	29
Business Development Professionals		14	19	15
General and Operations Managers		-4	4	9
Data Entry Clerks		-26	-26	26

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy | ▲ Global

CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	80%	AI and big data	92%
Resilience, flexibility and agility	73%	Networks and cybersecurity	71%
Leadership and social influence	65%	Technological literacy	71%
Creative thinking	62%	Resilience, flexibility and agility	69%
Motivation and self-awareness	56%	Curiosity and lifelong learning	68%

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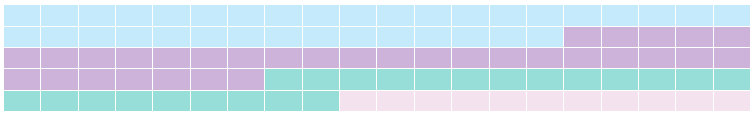
Upskilling and reskilling outlook

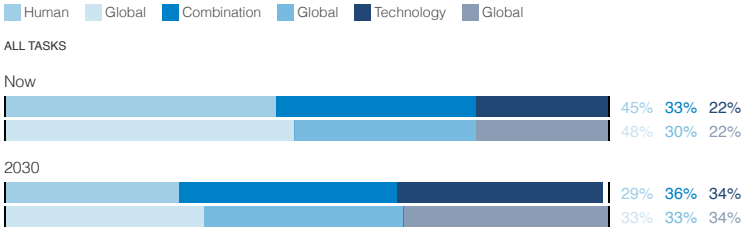
35 | Global 41	32 | Global 29	22 | Global 19	12 | Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

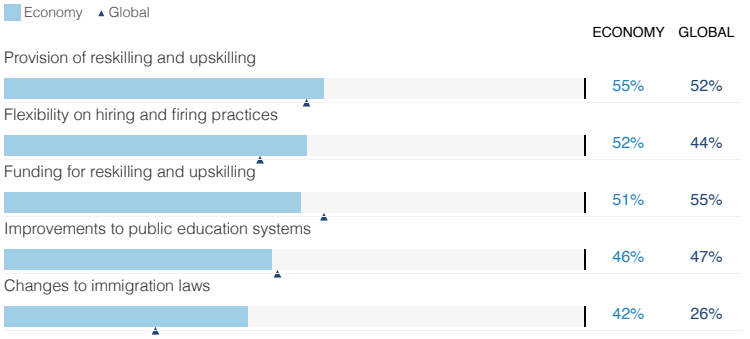
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

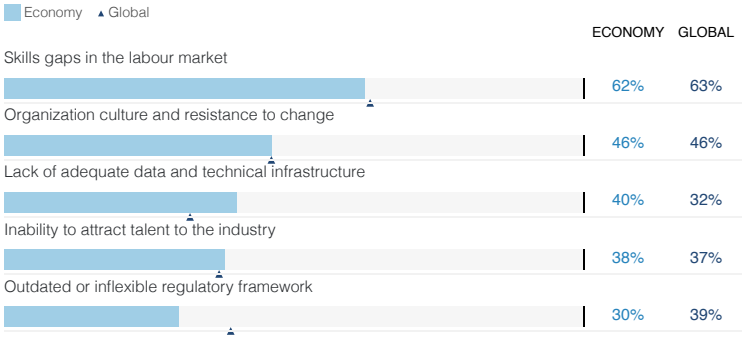
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

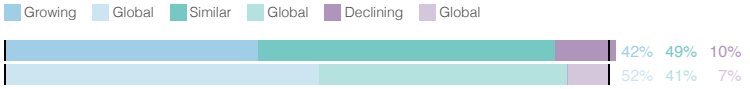
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

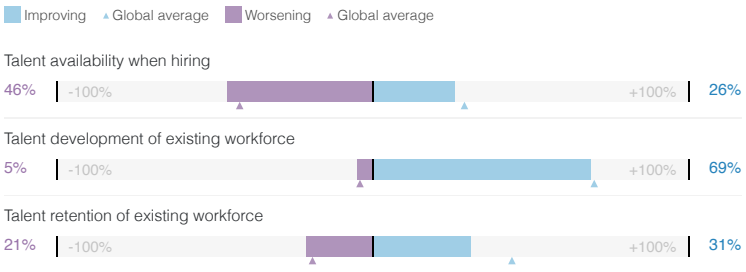
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

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



DEI Actions

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

58 | Global 51	58 | Global 48	52 | Global 42
Run comprehensive DEI training for managers and staff	Targeted recruitment, retention and progression initiatives	Set DEI goals, targets or quotas

AI Strategy

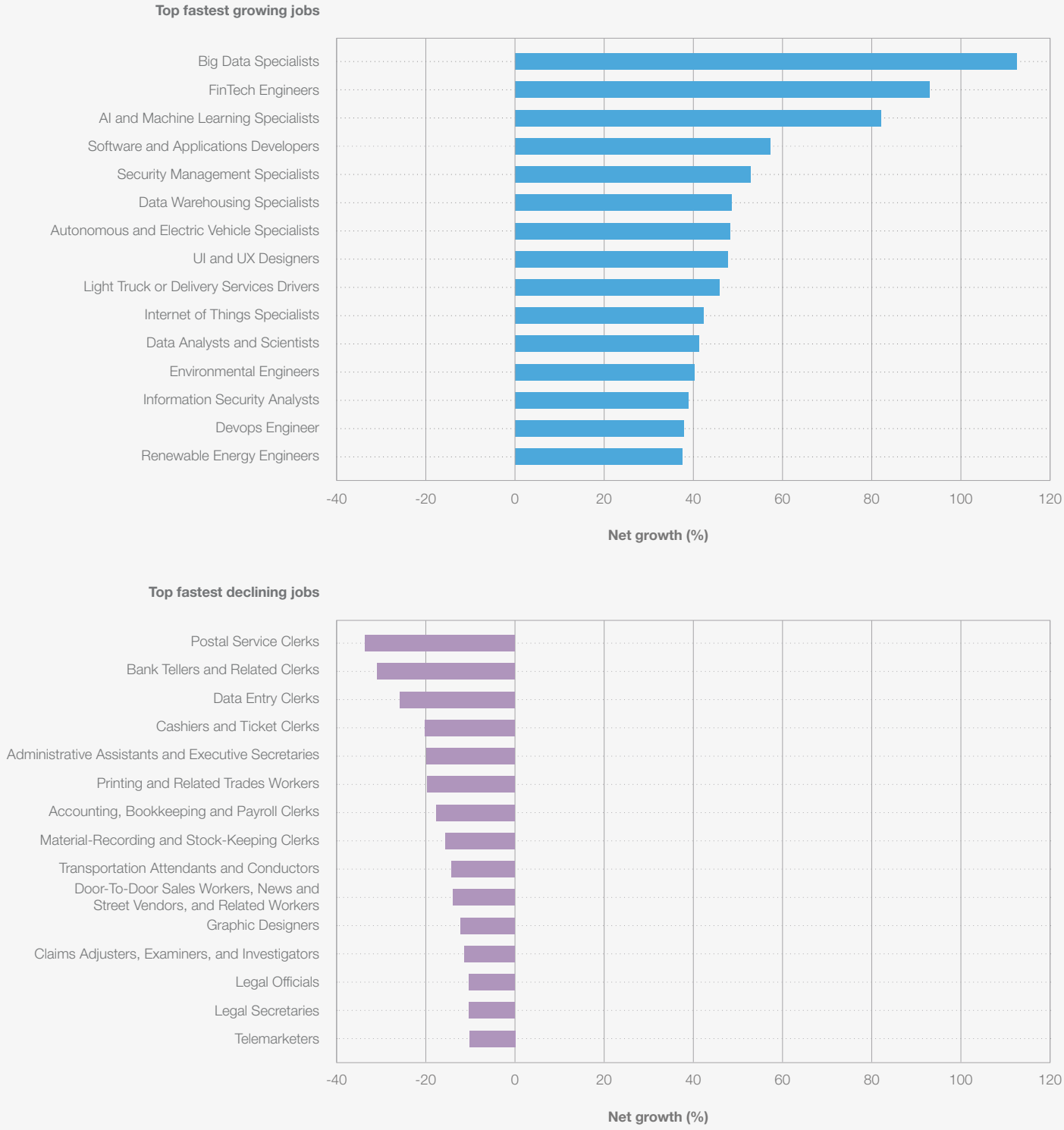
Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

90 | Global 77	74 | Global 69	66 | Global 62
Reskilling and upskilling your existing workforce to better work alongside AI	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills to better work alongside AI

According to the surveyed executives, the fastest-growing job roles by 2030, in percentage terms, tend to be driven by technological developments, such as advancements in AI and robotics and increasing digital access (See section 2.2). Leading the fastest growing jobs list are roles such as Big Data Specialist, FinTech Engineers, AI and Machine Learning Specialists and Software and Applications Developers (Figure 2.2).

FIGURE 2.2 **Fastest-growing and fastest-declining jobs, 2025-2030**

Top jobs by fastest net growth and net decline, projected by surveyed employers



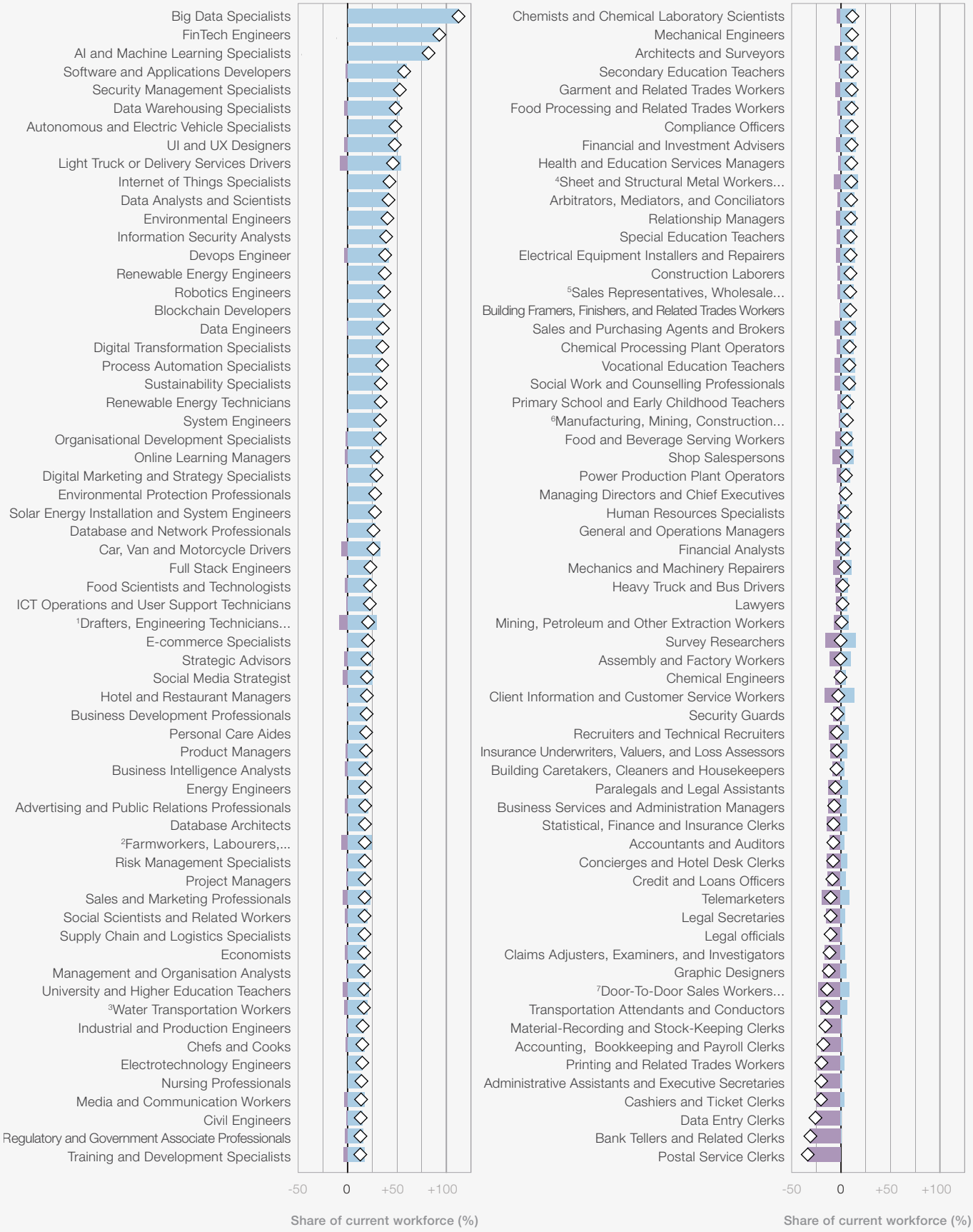
Source

World Economic Forum, Future of Jobs Survey 2024.

FIGURE 2.3

Job growth and decline (%), 2025-2030

Projected job creation (blue) and displacement (purple) between 2025 and 2030, as a percentage of total current employment in the corresponding job role. The projected net growth or decline for each occupation over the next five years (diamonds) is calculated by subtracting total job displacement from total job creation.



Source

World Economic Forum, Future of Jobs Survey 2024.

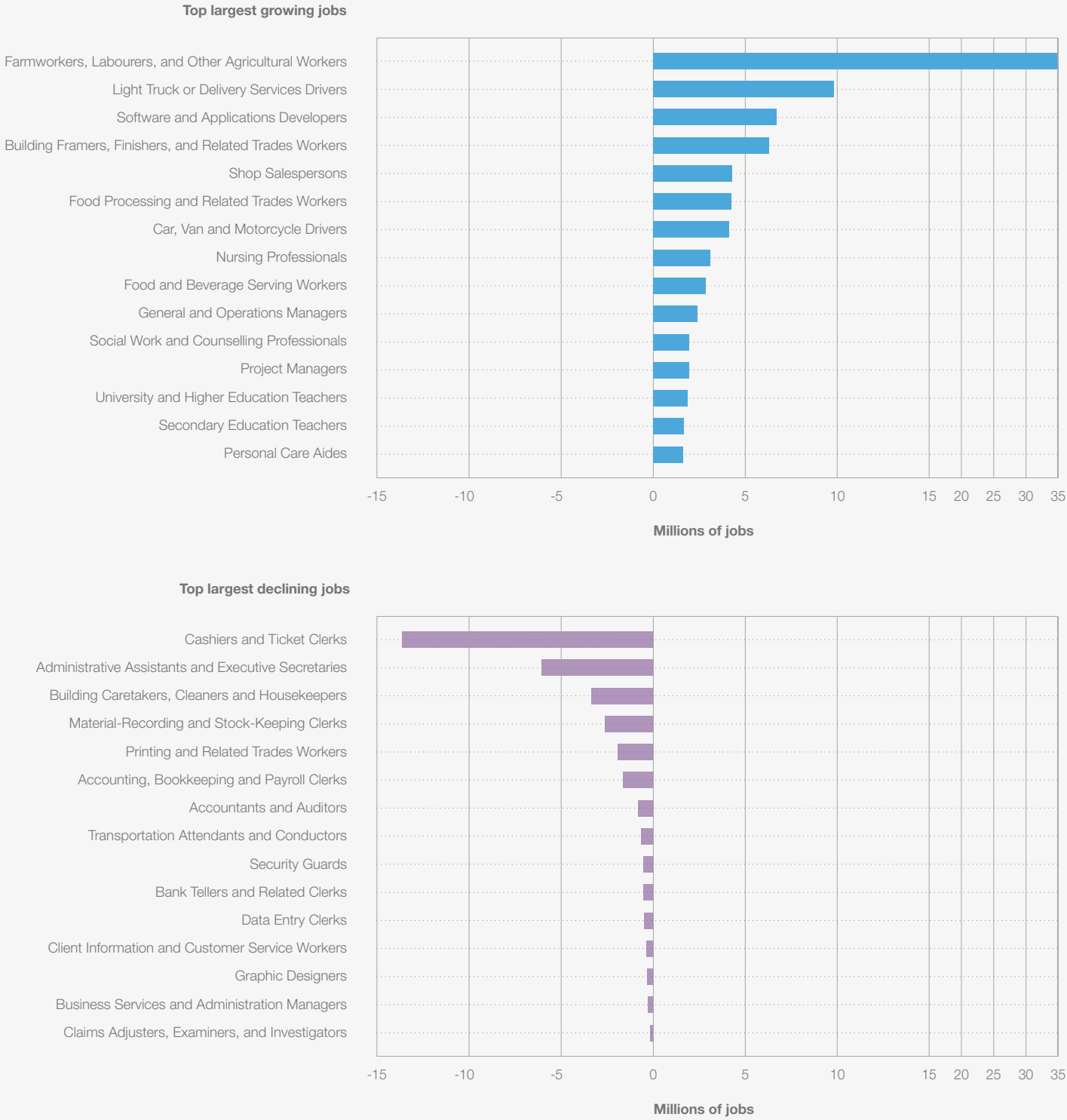
Note

[1]Drafters, Engineering Technicians, and Mapping Technicians; [2]Farmworkers, Labourers, and Other Agricultural Workers; [3]Water Transportation Workers, including Ship and Marine Cargo Workers, Controllers, and Technicians; [4]Sheet and Structural Metal Workers, Moulders and Welders; [5]Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products; [6]Manufacturing, Mining, Construction, and Distribution Managers; [7]Door-To-Door Sales Workers, News and Street Vendors, and Related Workers

FIGURE 2.4

Largest growing and declining jobs, 2025-2030

Top jobs, ordered by largest net job growth and decline, in absolute terms, calculated based on ILO occupation employment statistics and expected net growth reported by employers surveyed.



Source

World Economic Forum, Future of Jobs Survey 2024; International Labour Organization, ILOSTAT.

FIGURE 2.5

Job growth and decline (number of employees), 2025-2030

Projected job creation (blue) and displacement (purple) between 2025 and 2030, in absolute number of jobs, estimated by surveyed employers and calculated based on ILO occupational employment statistics. Projected net number of jobs created or displaced for each occupation over the next five years (diamonds) is calculated by subtracting total job displacement from total job creation.

Source

World Economic Forum, Future of Jobs Survey 2024; International Labour Organization, ILOSTAT.

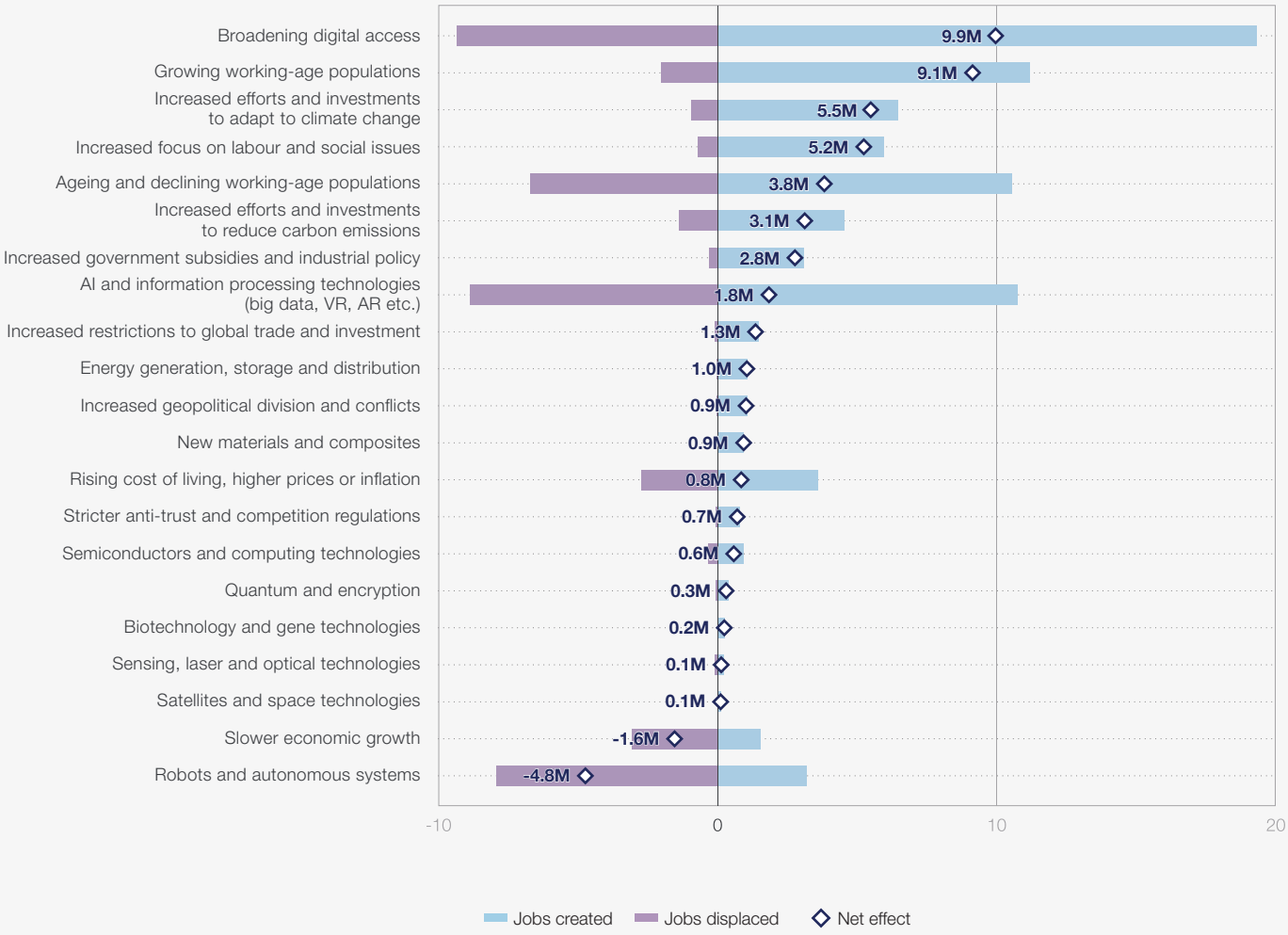
2.2 Expected impact of macrotrends on employment

The remainder of this chapter discusses how Future of Jobs Survey respondents expect each of the five macrotrends driving labour market transformation – technological change, geoeconomic fragmentation, green transition, demographic shifts and economic uncertainty – to influence job growth and decline by 2030 (see Figure 2.6).

FIGURE 2.6

Expected impact of macrotrends and technology trends on jobs, 2025-2030

Projected job creation attributed to each trend (blue) and projected job displacement attributed to each trend (purple) between 2025 and 2030, based on the job growth and decline attribution expectations of surveyed employers and ILO employment figures by occupation. The projected net number of jobs created or destroyed attributed to each trend in the next five years (diamonds) is calculated by subtracting the total number of declining jobs from the total number of growing jobs. The Appendix provides additional details and the data behind this figure.



Source

World Economic Forum, Future of Jobs Survey 2024; International Labour Organization, ILOSTAT.

Technological change

Technology is predicted to be the most divergent driver of labour-market change, with broadening digital access expected to both create and displace more jobs than any other macrotrend (19 million and 9 million, respectively). Meanwhile, trends in AI and information processing technology are expected to create 11 million jobs, while simultaneously displacing 9 million others, more than any other technology trend. Robotics and autonomous systems are expected to be the largest net job displacer, with a net decline of 5 million jobs.

These three trends – broadening digital access, advancements in AI and information processing, and robotics and autonomous systems technologies – also feature prominently as drivers of the fastest growing and declining jobs. In fact,

they are among the top drivers of growth for the 10 fastest-growing jobs: AI and information processing technologies are among the top three drivers of growth for all 10 of these jobs; whereas broadening digital access is a top three driver for nine out of these 10 (all except Autonomous and Electric Vehicle Specialists); and robotics and autonomous systems technologies for seven out of these 10 (all except Security Management Specialists, UI and UX Designers, and Light Truck or Delivery Services Drivers). In addition, of the 10 fastest- and 10 largest-declining roles, only two (Printing and Related Trades Workers, and Building Caretakers, Cleaners and Housekeepers) feature other trends among their top three drivers of job decline.

By contrast, the largest-growth jobs are influenced by a broader range of macrotrends. The three technology-based trends stand out as expected growth drivers only for light truck and delivery services drivers, software and applications developers, and nursing professionals. This projected growth in demand for nursing professionals is also driven by aging and declining working-age populations, further explored in the demographic shifts section of this chapter.

The presence of both Graphic Designers and Legal Secretaries just outside the top 10 fastest-declining job roles, a first-time prediction not seen in previous editions of the *Future of Jobs Report*, may illustrate GenAI's increasing capacity to perform knowledge work. Job decline in both roles is seen as driven by both AI and information processing technologies as well as by broadening digital access. This is a major change from the report's 2023 edition, when Graphic Designers were considered a moderately growing job and Legal Secretaries did not feature in the expected job growth/decline list.

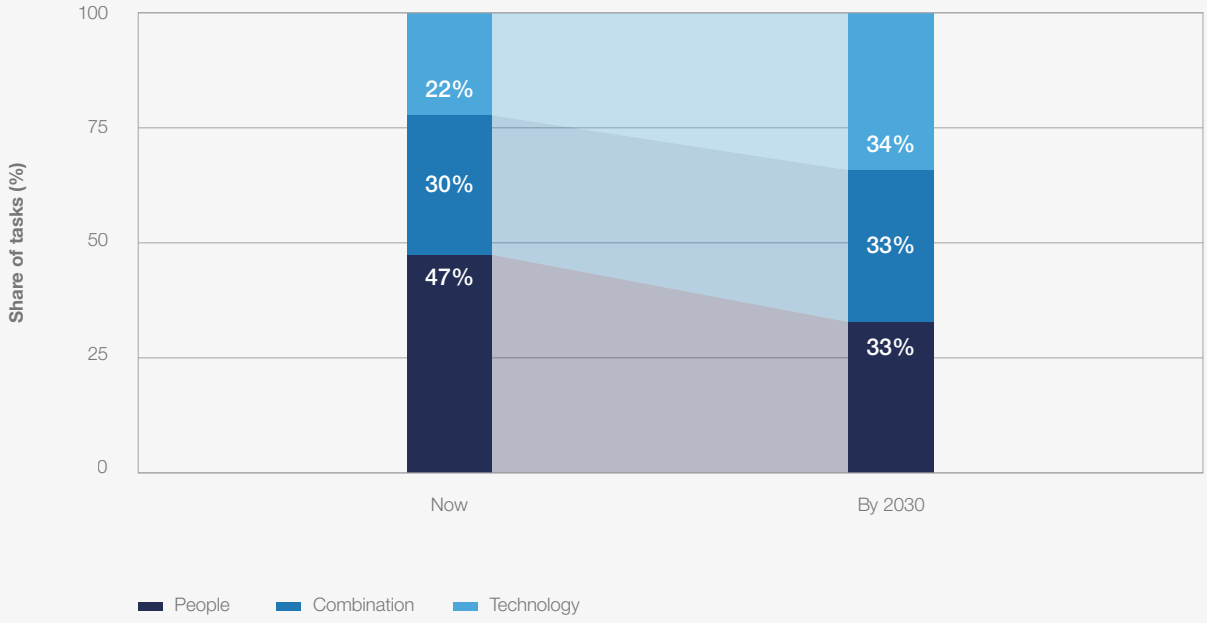
The Shifting human-machine frontier: automation versus augmentation

The interplay between humans, machines and algorithms is redefining job roles across industries. Automation is expected to drive changes in people's ways of working, with the proportional share of tasks performed solely or predominantly by humans expected to decline as technology becomes more versatile. Future of Jobs Survey respondents estimate that, today, 47% of work tasks are performed mainly by humans alone, with 22% performed mainly by technology (machines and algorithms), and 30% completed by a combination of both. By 2030, employers expect these proportions to be nearly evenly split across these three categories/approaches (Figure 2.7).

FIGURE 2.7

The shifting human-machine frontier: automation versus augmentation, 2025-2030

Share of total work tasks expected to be delivered predominantly by human workers, by technology (machines and algorithms), or by a combination of both.



Source

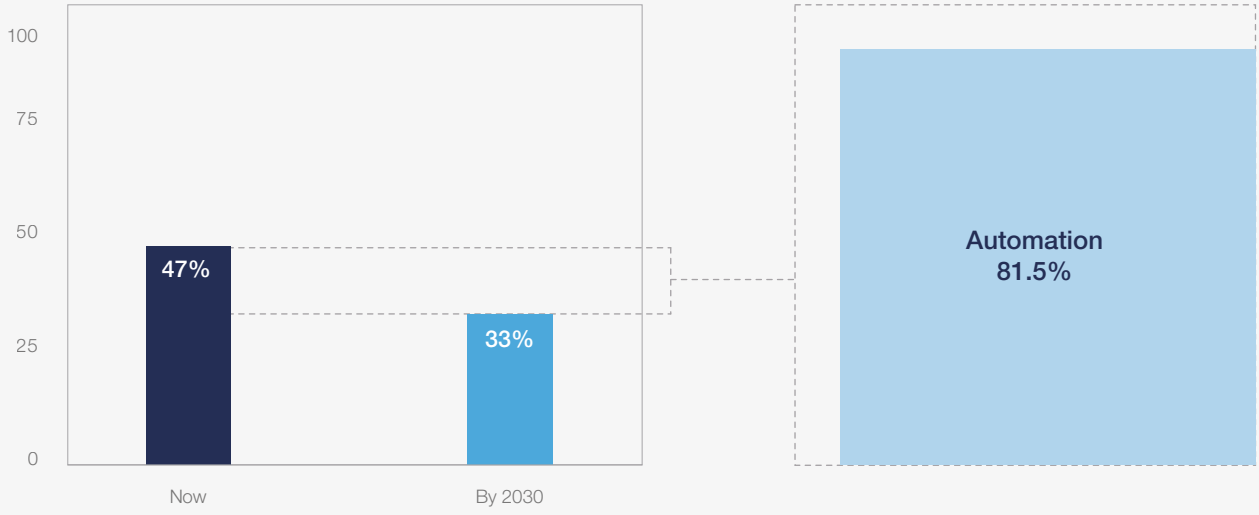
World Economic Forum, Future of Jobs Survey 2024.

Globally, the expected reduction in the proportion of work tasks performed by humans is driven primarily by increased automation. Of the nearly 15 percentage point reduction in the proportion of total work tasks delivered by humans in 2030 versus 2025, nearly 82% is attributable to advancing automation, while 19% is projected to derive from expanded human-machine collaboration (Figure 2.8).

FIGURE 2.8

Expected shift in the human share of work task delivery in total firm output driven by automation versus augmentation, 2025-2030, global average

Change in proportion of human-performed tasks attributable to increasing automation.



Source

World Economic Forum, Future of Jobs Survey 2024.

Importantly, this analysis only compares the 2025 and 2030 proportions of total task delivery attributable to human employees, technology or collaboration between the two, respectively, and does not consider the potential change in the absolute amount of work tasks (output) getting done. In other words, both machines and humans might be significantly more productive in 2030 – performing more or higher value tasks in the same or less amount of time than it would have taken them to do so in 2025 – so any concern about humans "running out of things to do" due to automation would be misplaced.

However, a potentially more complex question raised by these projections concerns the on-going share of total economic value creation participated in by human workers: If an increasing amount of a firm's total output and income is derived from advanced machines and proprietary algorithms, to what extent will human workers be able to share in this prosperity?[33] It is in this context that the relevance of the third category/approach, human-machine collaboration (or "augmentation") should be highlighted: technology could be designed and developed in a way that complements and enhances, rather than displaces, human work; and, as discussed further in the next chapter (Box 3.1), talent development, reskilling and upskilling strategies may be designed and delivered in a way to enable and optimize human-machine collaboration.[34] It is the investment decisions and policy choices made today that will shape these outcomes in the coming years.[35]

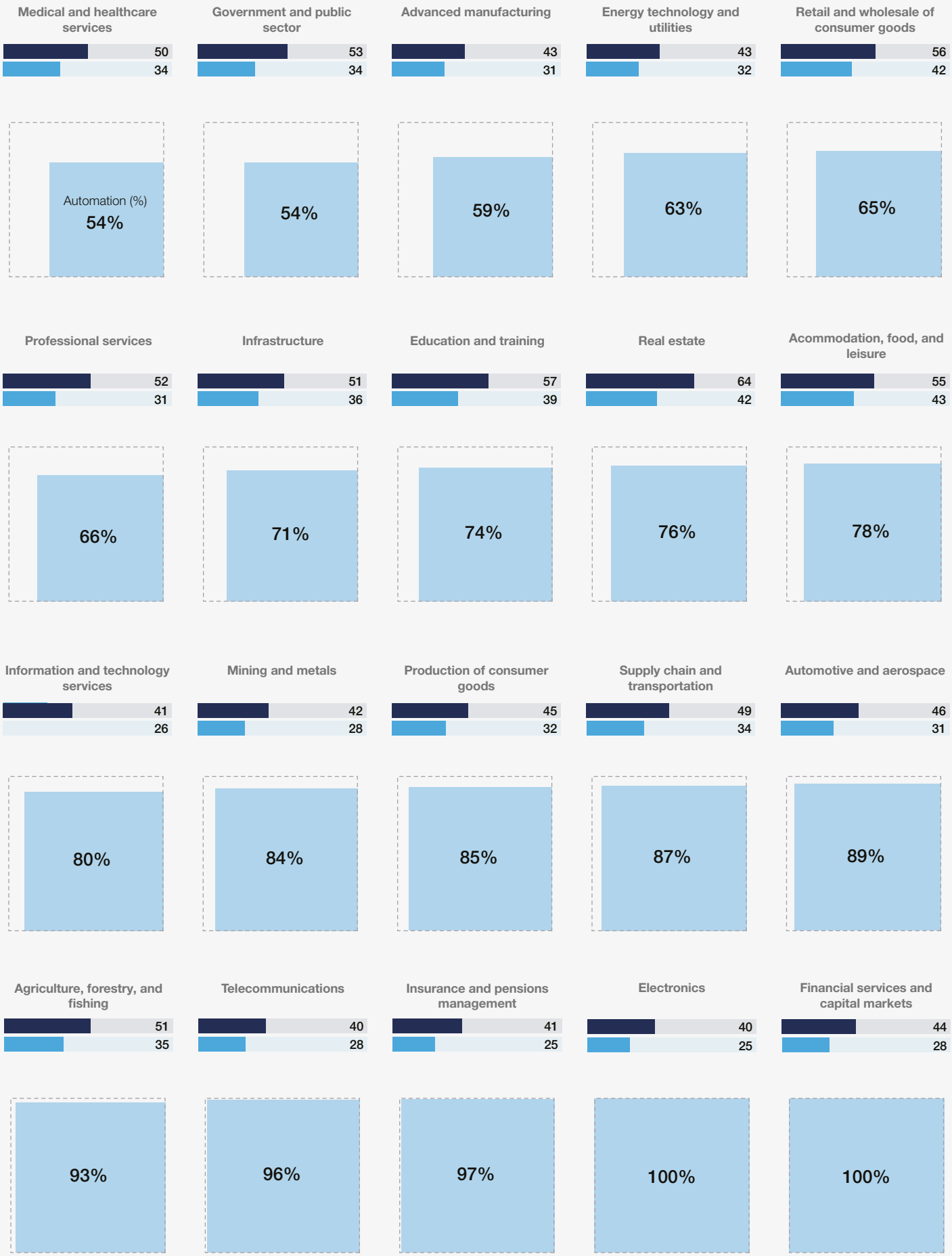
At an industry level, while all sectors are expected to see a reduction in the proportion of work tasks performed by humans alone by 2030, they differ in the share of this reduction that is projected to be attributable to automation versus augmentation and human-machine collaboration (Figure 2.9). Insurance and Pensions Management and Telecommunications are leading the automation trend – with more than 95% of human standalone task share reduction in both sectors expected to derive from deeper automation. By contrast, nearly half of the proportional reduction in work tasks done by humans alone in the Medical and Healthcare Services and Government and Public sectors are instead expected to be driven by increased augmentation and human-machine collaboration.

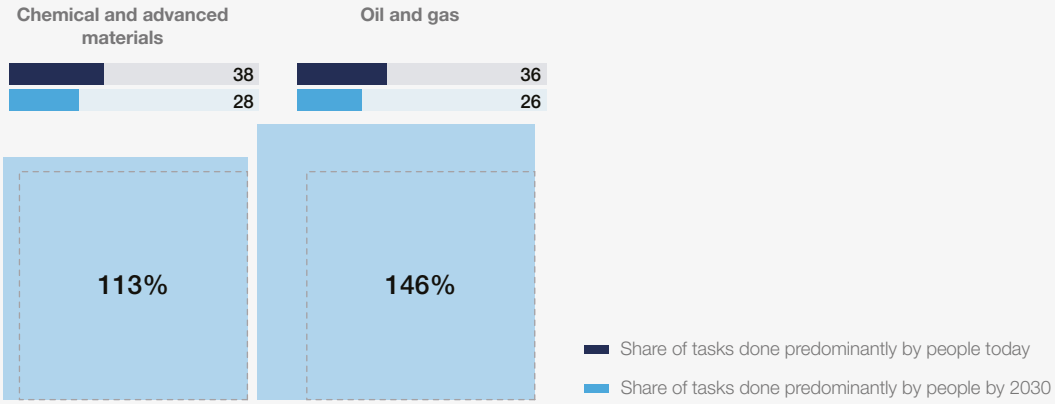
In four sectors – Oil and Gas, Chemicals and Advanced Materials, Financial Services and Capital Markets, and Electronics – automation is projected not only to reduce the proportion of total work tasks predominantly done today standalone by humans, but even to reduce the share of total work tasks currently delivered through human-machine collaboration (resulting in calculated "automation shares" of more than 100%, as depicted in Figure 2.9).

FIGURE 2.9

Expected shift in the human share of work task delivery in total firm output driven by automation versus augmentation, 2025-2030, by industry

Change in proportion of human-performed tasks attributable to increasing automation.





Source

World Economic Forum, Future of Jobs Survey 2024.

Geoeconomic fragmentation

The Future of Jobs Survey asked employers about the impacts of three key geoeconomic trends: increased government subsidies and industrial policy; increased geopolitical division and conflicts; and increased restrictions to global trade and investment. On average, respondents expect these trends to be net job creators. Although projected to be three of the four lowest net job-creating macrotrends – above only slower economic growth – these estimates still equate to 5 million net additional jobs by 2030, most prominently in logistics, security and strategy roles.

Increased government subsidies and industrial policy are expected to drive increased demand for Business Intelligence Analysts and Business Development Professionals. Increased restrictions to global trade and investment are also predicted to drive growth in these roles, as well as in Strategic Advisors and Supply Chain and Logistics specialists. Increased geopolitical division and conflicts, meanwhile, are projected to drive growth in all of the aforementioned roles, in addition to Information Security Analysts and Security Management Specialists.

The Future of Jobs Survey also asked respondents whether they expected to offshore parts of their workforce, or move operations closer to home through reshoring, nearshoring, or friendshoring. An analysis of the responses to these questions for the subset of employers who expect geoeconomic trends to affect their business provides insight into how these trends affect workforce decisions. Table 2.1 shows the share of employers who expect each geoeconomic trend to transform their business that additionally also expect to offshore or re-shore significant segments of their workforce. All three geoeconomic trends analysed appear to drive more re-shoring, with respondents who expect their business to be transformed by increasing restrictions to global trade and investment 50% more likely to plan to reshore than the global average employer. Employers who expect government subsidies and industrial policy to transform their business, however, are almost as likely to plan to offshore as they are to reshore

TABLE 2.1

Impact of geoeconomic trends on off-shoring and re-shoring

Share of employers who expect the specified trend to transform their business who plan to 'off-shore' or 're-shore' significant segments of their workforce.

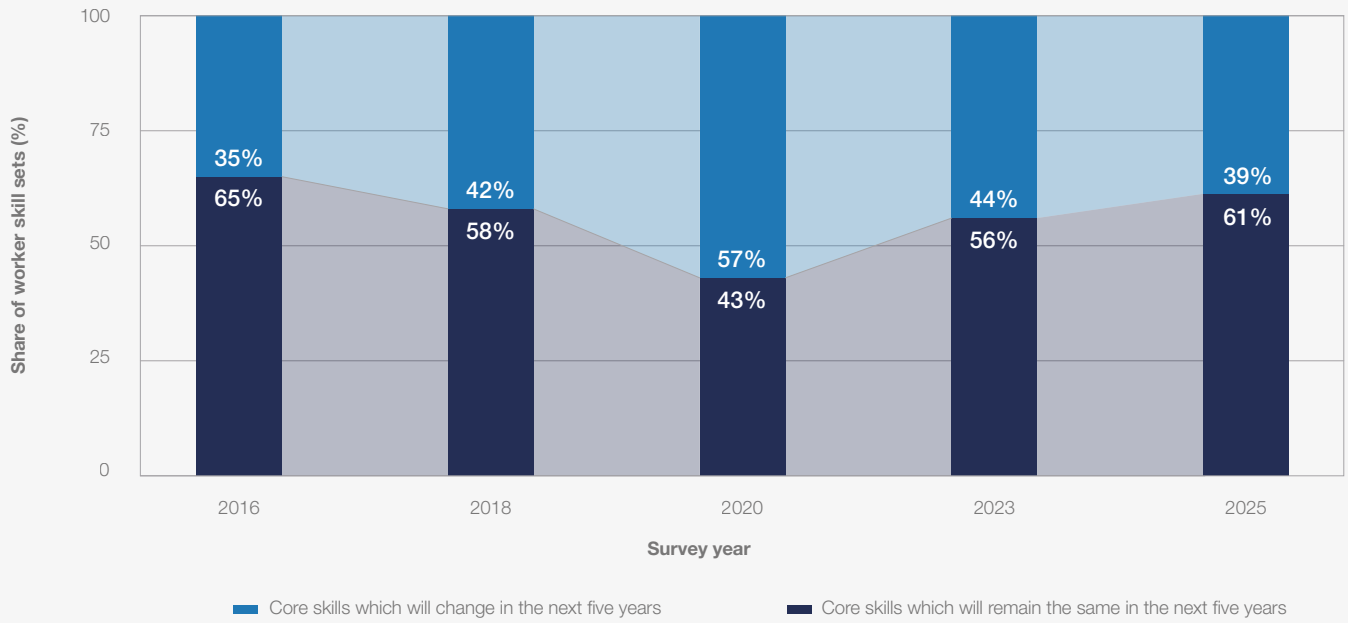
	Off-shore	Re-shoring
Global Average	8.3	9.5
Increased government subsidies and industrial policy	11.2	12.4
Increased geopolitical division and conflicts	9.3	13.2
Increased restrictions to global trade and investment	8.7	14.5

Source: World Economic Forum, Future of Jobs Survey 2024.

FIGURE 3.1

Disruptions to skills

Evolution in the share of workers' core skills expected to change and to remain the same within the next five years, 2016-2025.



Source

World Economic Forum Future of Jobs Surveys 2016, 2018, 2020, 2022 and 2024.

Note

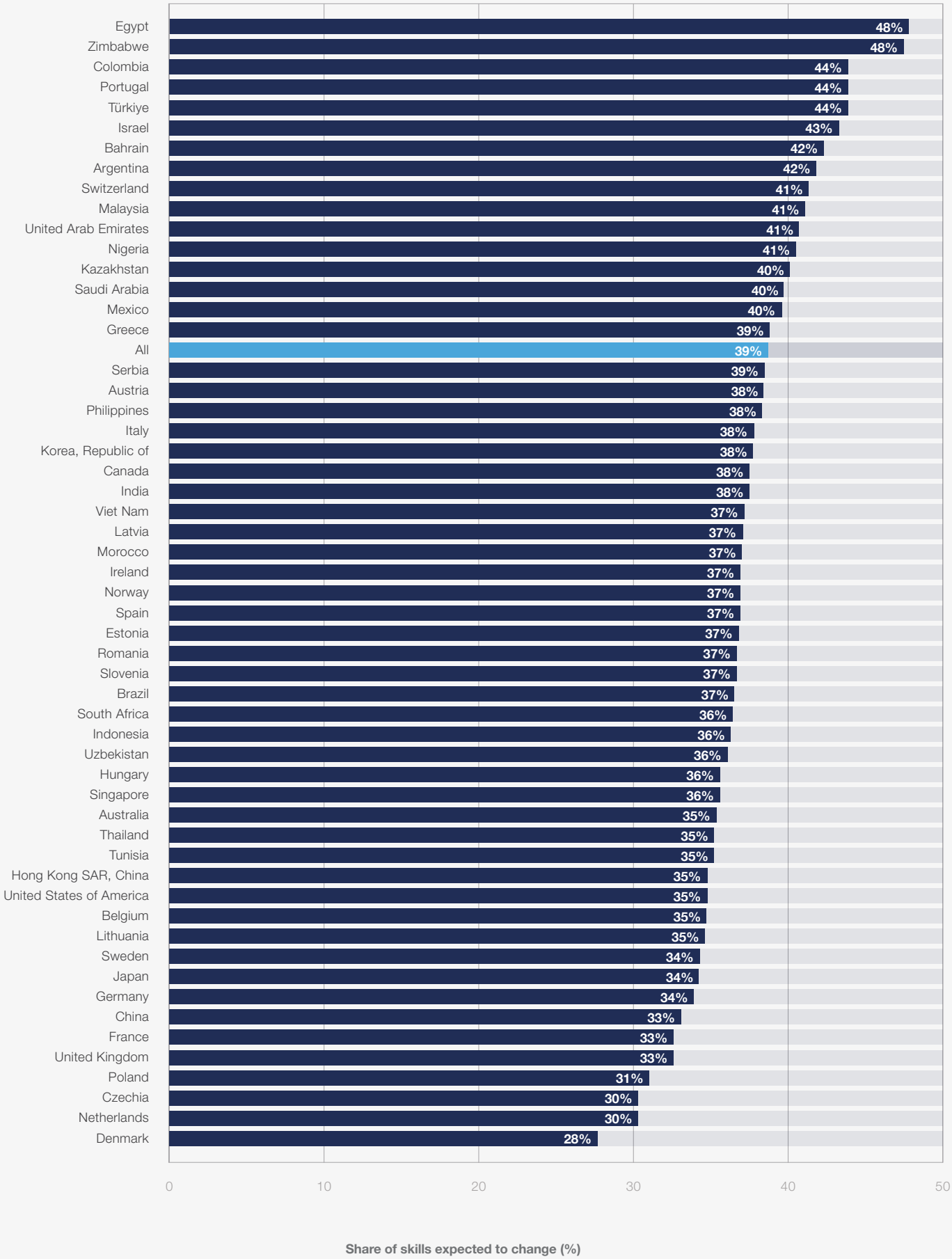
Values reported are the mean skill stability percentages estimated by employers surveyed in each edition of the survey.

However, the extent of skills disruption is not uniform across economies and industries. Lower-middle and upper middle-income economies and those affected by conflict tend to expect greater disruption in workers' skills, while high-income economies foresee less instability (Figure 3.2).

FIGURE 3.2

Disruption to skills 2025-2030, by economy

Share of workers' core skills that will change in the next five years



Source

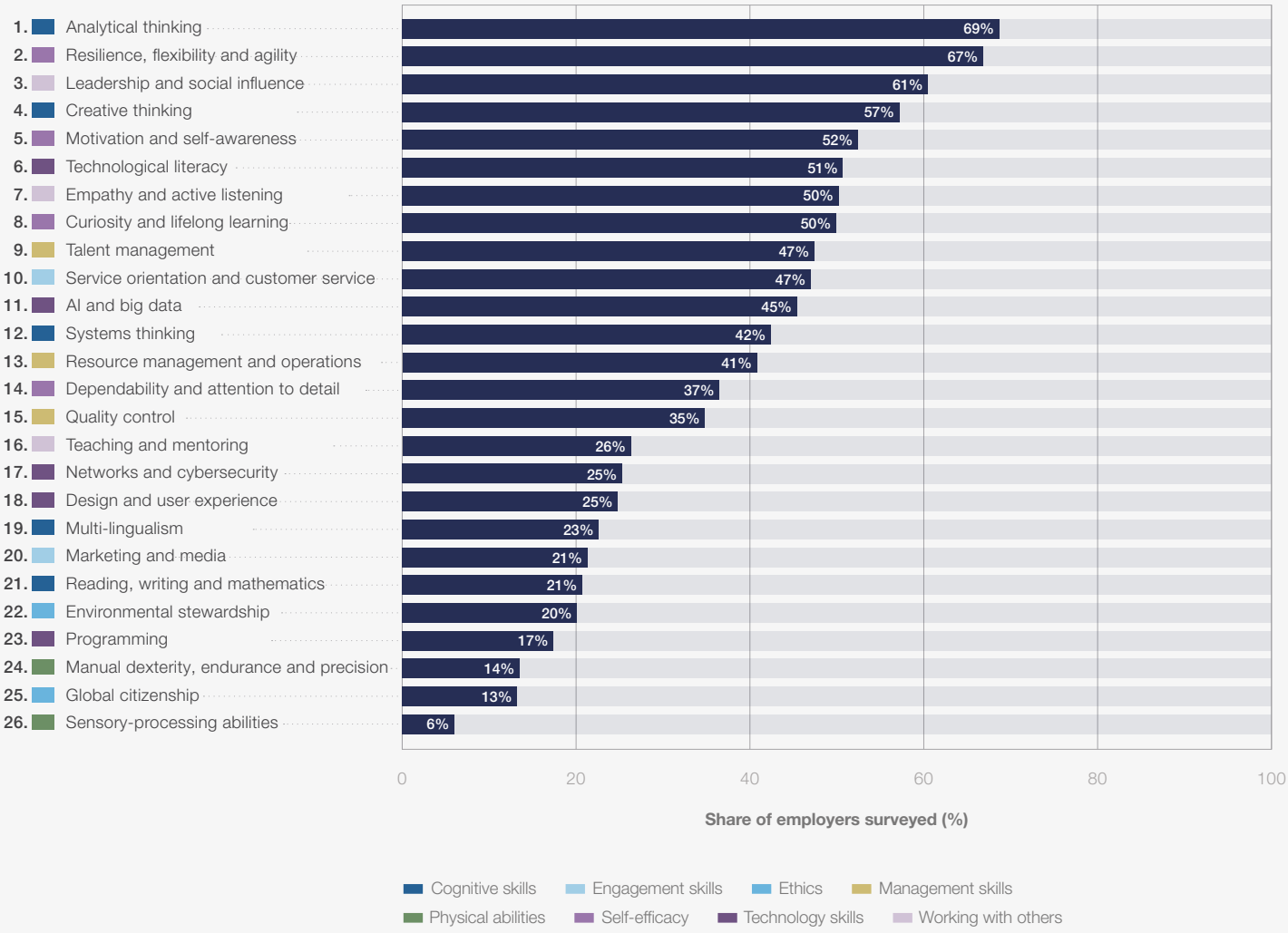
World Economic Forum, Future of Jobs Survey 2024.

Note

Values reported are the mean skill stability percentages estimated by organizations surveyed.

FIGURE 3.3 **Core skills in 2025**

Share of employers who consider the stated skills to be core skills for their workforce.



Source

World Economic Forum, Future of Jobs Survey 2024.

Note

The Future of Jobs Survey uses the World Economic Forum's Global Skills Taxonomy.

Core skills

Figure 3.3 shows the core skills Future of Jobs Survey respondents identify as required by workers today. As in the two previous editions of this report, analytical thinking remains the top core skill for employers, with seven out of 10 companies considering it as essential. This is followed by resilience, flexibility and agility, along with leadership and social influence, underscoring the critical role of adaptability and collaboration alongside cognitive skills. Creative thinking and motivation and self-awareness rank fourth and fifth, respectively. This combination of cognitive, self-efficacy and interpersonal skills within the top five emphasizes the importance ascribed by respondents to having an agile, innovative and collaborative workforce, where both problem-solving abilities and personal resilience are critical for success.

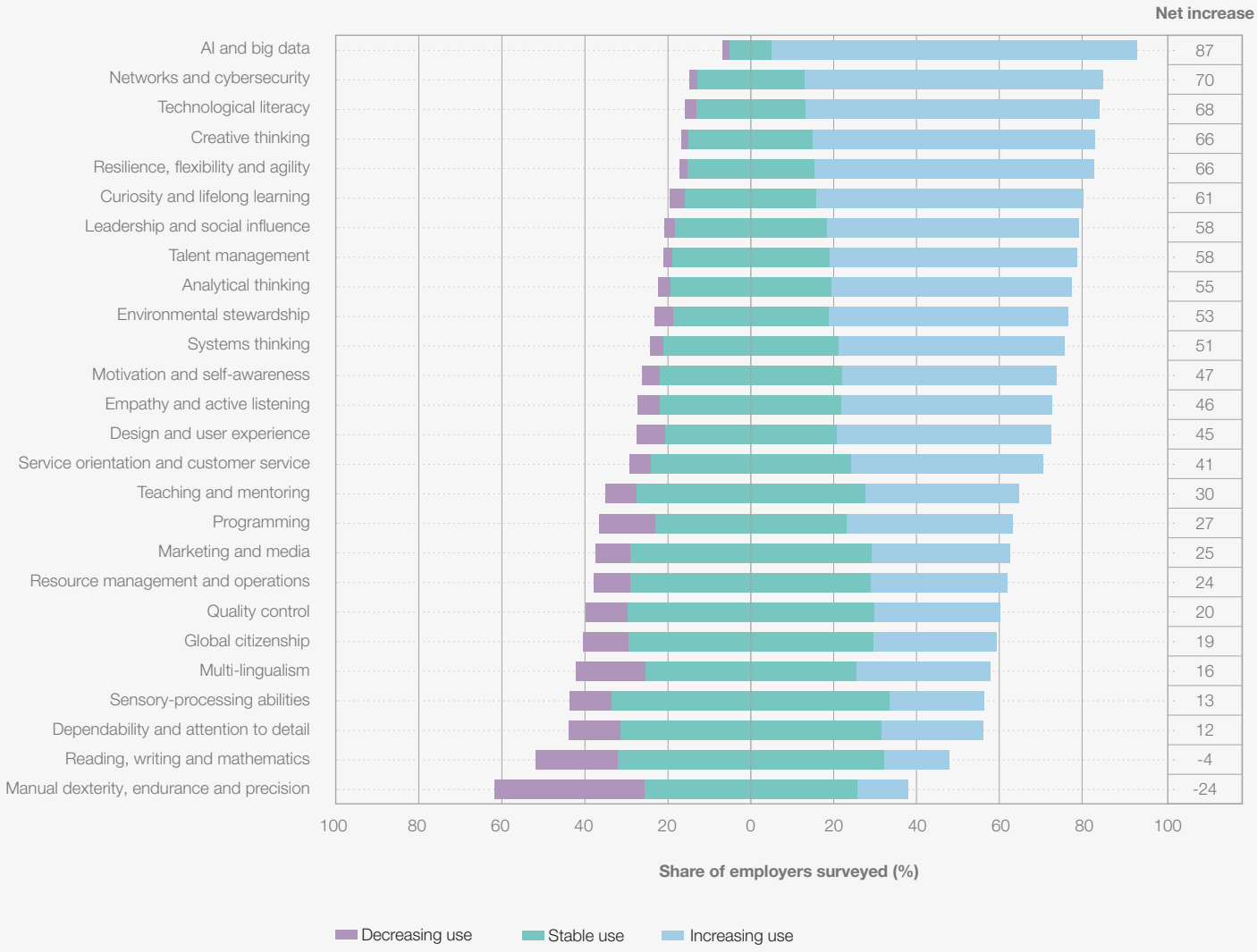
The top 10 core skills are complemented by technological literacy, empathy and active listening, curiosity and lifelong learning, talent management, and service orientation and customer service. Skills that reflect the important role of technical proficiency, strong interpersonal abilities, emotional intelligence, and a commitment to continuous learning demonstrate respondents' expectation that workers must balance hard and soft skills to thrive in today's work environments.

While the core skill sets are relatively consistent across broader industries and geographical regions, there are notable distinctions within specific sectors and geographies. For instance, the Insurance and Pensions Management industry places a significantly higher value on curiosity and lifelong learning, with 83% of respondents identifying it as a core skill compared to the global average of 50%. Resilience, flexibility and agility are also considered as especially crucial in this sector, with 94% of respondents emphasizing their importance versus a global average of 67%.

FIGURE 3.4

Skills on the rise, 2025-2030

Share of employers that consider skills to be increasing, decreasing, or remaining stable in importance. Skills are ranked based on net increase, which is the difference between the share of employers that consider a skill category to be increasing in use and those that consider it to be decreasing in use.



Source

World Economic Forum, Future of Jobs Survey 2024.

Note

The Future of Jobs Survey uses the World Economic Forum's Global Skills Taxonomy.

Skill evolution

According to employer expectations for the evolution of skills in the next five years, as shown in Figure 3.4, technological skills are projected to grow in importance more rapidly than any other type of skills. Among these, **AI and big data** top the list as the fastest-growing skills, followed closely by **networks and cybersecurity** and **technological literacy**. Complementing these technological skills, creative thinking and two socio-emotional attitudes – **resilience, flexibility, and agility**, along with **curiosity and lifelong learning** – are also seen as rising in importance.

Also ranking among the top 10 skills on the rise are leadership and social influence, talent management, analytical thinking, and environmental stewardship. These skills highlight the need for workers who can lead teams, manage talent effectively and adapt to sustainability and green transitions in an increasingly complex and interconnected world.

At the other end of the spectrum, respondents identified sensory-processing abilities; reading, writing and mathematics; dependability and attention to detail; quality control; and global citizenship as among the most stable skills. However, a small net decline is anticipated in reading, writing, and mathematics. Manual

FIGURE 3.5

Top 10 industries for increasing skill requirements, 2025-2030

Share of employers considering skills within the corresponding skill category to be growing in importance for their workforce from 2025 to 2030, as opposed to having stable or declining importance. The top 10 industries out of the 22 studied in this report are selected in each case and ranked.

AI and big data

1. Automotive and aerospace	100%
2. Telecommunications	100%
3. Professional services	98%
4. Information and technology services	97%
5. Insurance and pensions management	97%
6. Financial services and capital markets	95%
7. Supply chain and transportation	94%
8. Medical and healthcare services	92%
9. Energy technology and utilities	90%
10. Government and public sector	90%

Networks and cybersecurity

1. Financial services and capital markets	82%
2. Insurance and pensions management	81%
3. Energy technology and utilities	79%
4. Medical and healthcare services	78%
5. Automotive and aerospace	78%
6. Government and public sector	78%
7. Supply chain and transportation	76%
8. Telecommunications	75%
9. Advanced manufacturing	74%
10. Information and technology services	74%

Technological literacy

1. Automotive and aerospace	84%
2. Financial services and capital markets	84%
3. Medical and healthcare services	81%
4. Insurance and pensions management	81%
5. Supply chain and transportation	77%
6. Education and training	76%
7. Oil and gas	76%
8. Professional services	75%
9. Advanced manufacturing	73%
10. Production of consumer goods	72%

Creative thinking

1. Insurance and pensions management	86%
2. Education and training	79%
3. Medical and healthcare services	76%
4. Advanced manufacturing	76%
5. Telecommunications	75%
6. Information and technology services	75%
7. Real estate	73%
8. Professional services	69%
9. Supply chain and transportation	69%
10. Production of consumer goods	69%

Resilience, flexibility and agility

1. Agriculture, forestry, and fishing	83%
2. Telecommunications	79%
3. Information and technology services	78%
4. Production of consumer goods	73%
5. Insurance and pensions management	72%
6. Automotive and aerospace	71%
7. Advanced manufacturing	71%
8. Retail and wholesale of consumer goods	69%
9. Financial services and capital markets	68%
10. Electronics	68%

Curiosity and lifelong learning

1. Education and training	79%
2. Insurance and pensions management	77%
3. Telecommunications	75%
4. Real estate	68%
5. Information and technology services	68%
6. Automotive and aerospace	68%
7. Energy technology and utilities	67%
8. Retail and wholesale of consumer goods	67%
9. Oil and gas	64%
10. Medical and healthcare services	64%

Leadership and social influence

1. Automotive and aerospace 71%
2. Telecommunications 69%
3. Education and training 68%
4. Information and technology services 67%
5. Medical and healthcare services 66%
6. Electronics 64%
7. Chemical and advanced materials 63%
8. Accommodation, food, and leisure 63%
9. Energy technology and utilities 62%
10. Production of consumer goods 61%

Talent management

1. Infrastructure 70%
2. Automotive and aerospace 68%
3. Mining and metals 68%
4. Chemical and advanced materials 67%
5. Supply chain and transportation 65%
6. Telecommunications 64%
7. Production of consumer goods 63%
8. Oil and gas 62%
9. Education and training 60%
10. Real estate 59%

Analytical thinking

1. Education and training 70%
2. Supply chain and transportation 70%
3. Automotive and aerospace 68%
4. Telecommunications 67%
5. Production of consumer goods 65%
6. Insurance and pensions management 61%
7. Advanced manufacturing 61%
8. Financial services and capital markets 60%
9. Infrastructure 59%
10. Real estate 59%

Environmental stewardship

1. Oil and gas 80%
2. Chemical and advanced materials 75%
3. Agriculture, forestry, and fishing 71%
4. Automotive and aerospace 70%
5. Mining and metals 68%
6. Supply chain and transportation 68%
7. Infrastructure 67%
8. Production of consumer goods 66%
9. Professional services 63%
10. Energy technology and utilities 60%

Cognitive skills | Ethics | Management skills | Self-efficacy | Technology skills | Working with others

Source

World Economic Forum, Future of Jobs Survey 2024.

Note

The Future of Jobs Survey uses the World Economic Forum's Global Skills Taxonomy.

Core skills in 2030

Looking ahead to 2030, Figure 3.6 provides further insights into key priority areas for workforce development for organizations, by comparing core and emerging skills by 2030 based on their relative importance today and their future evolution. The top right quadrant highlights skills that are already core to organizations today and are expected to continue growing rapidly. Skills such as **AI and big data; analytical thinking; creative thinking; resilience, flexibility and agility;** and **technological literacy** are not only considered critical now but are also projected to become even more important. Moreover, **leadership and social influence, curiosity and lifelong learning, systems thinking, talent management,** and **motivation and self-awareness** solidify their importance, emphasizing the continued relevance of human-centric skills amid rapid technological advances.

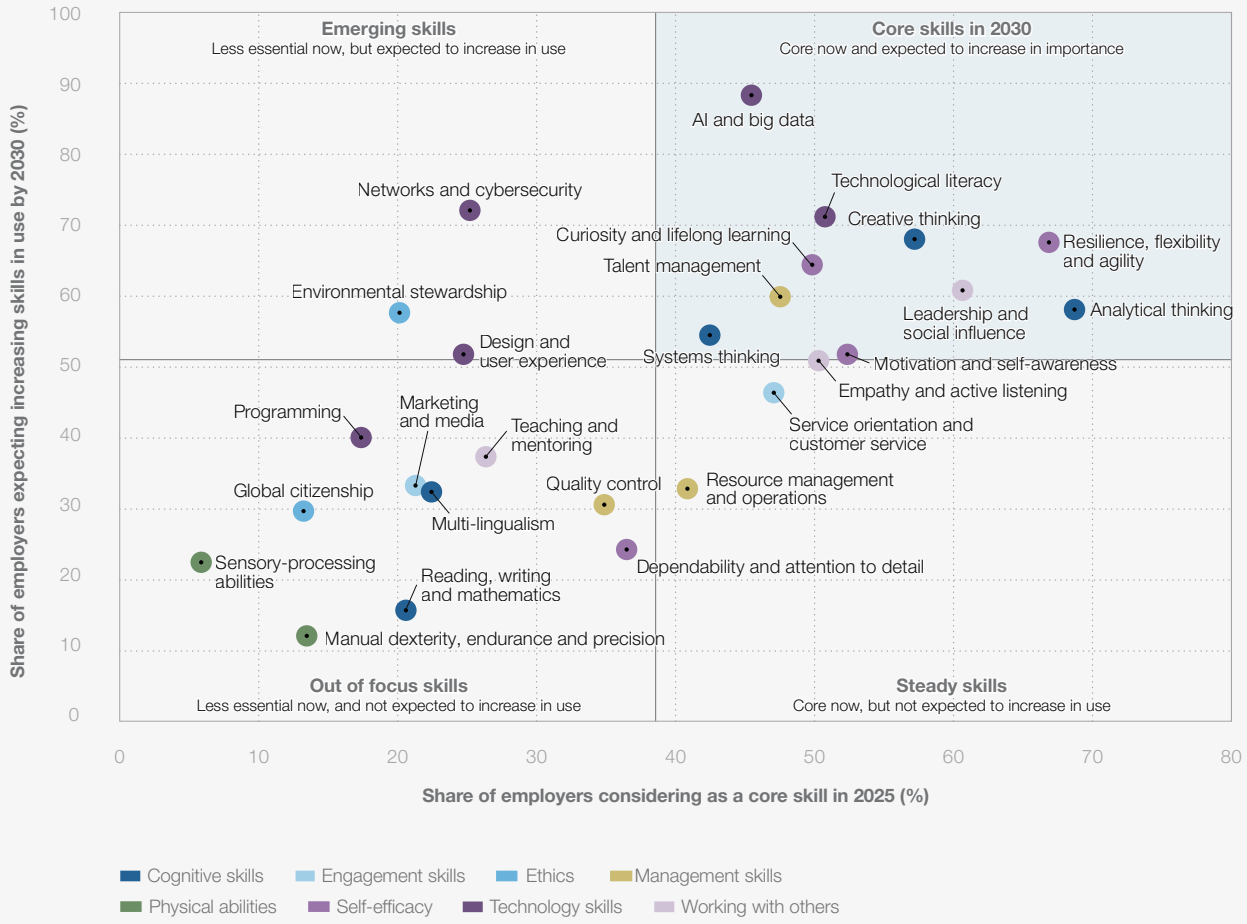
Meanwhile, **networks and cybersecurity** and **environmental stewardship** – in the top left quadrant of the figure – rank among the top 10 skills expected to increase significantly in use by 2030, yet they are not currently considered core skills for most organizations. These emerging skills represent areas where businesses may need to anticipate growing demands and develop capabilities before they become critical.

On the other hand, skills that are core today, but expected to remain stable over the next five years without significant increase in use, displayed in the lower right quadrant, include empathy and active listening, service orientation and customer service and resource management and operations. Finally, the bottom left quadrant of Figure 3.6 highlights skills that are neither critical now nor expected to increase significantly in use over the next five years. While most of these skills remain important, they may represent areas where less investment is required, allowing employers to prioritize resources toward more rapidly evolving skill sets.

FIGURE 3.6

Core skills in 2030

Share of employers considering skills to be a core skill in 2025 and share of employers expecting skills to increase in importance by 2030.



Source

World Economic Forum, Future of Jobs Survey 2024.

Note

The Future of Jobs Survey uses the World Economic Forum's Global Skills Taxonomy. Bold lines represent the median values across all skills.

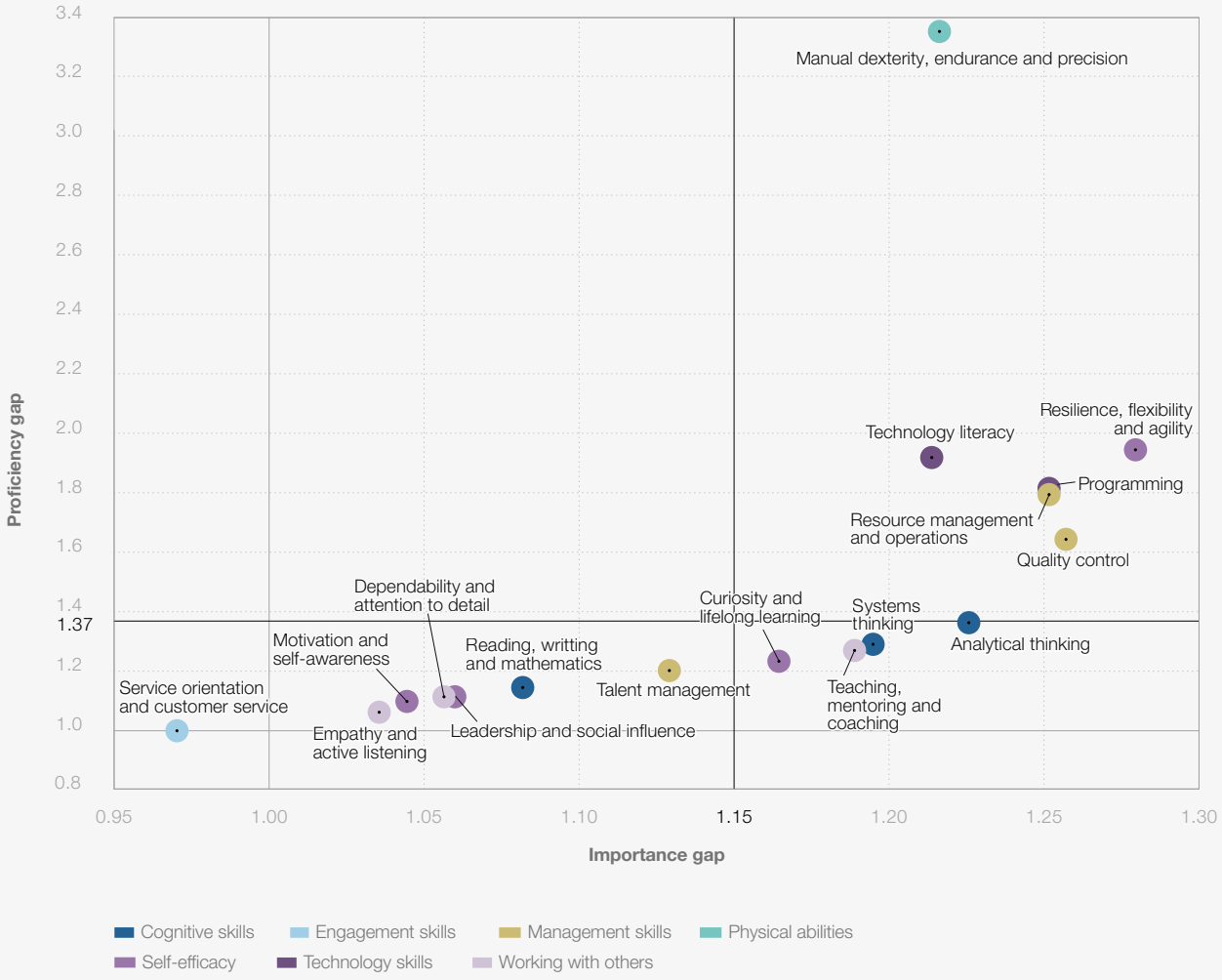
Skill differences between growing and declining jobs

While a diverse set of skills is essential for navigating the evolving workforce landscape, contrasting the skills requirements particularly associated with growing jobs, and those associated with declining ones, reveals windows of opportunity that exist for enabling dynamic job transitions.[37,38] Figure 3.7 illustrates these differences based on two metrics derived from the O*NET skills inventory:[39] the "importance gap", which measures how much more essential a skill is for growing jobs, and the "proficiency gap", which indicates the level of expertise required for each skill in growing jobs compared to declining jobs. For example, a score of 2 in either metric means a skill is twice as critical or requires double the proficiency in growing roles.

FIGURE 3.7

Skill importance gap and skill proficiency gap between growing and declining jobs

When growing and declining job roles attach the same level of importance and proficiency to a skill, the index equals one. The bigger the value, the bigger the gap between growing and declining jobs.



Source

World Economy Forum analysis, based on Future of Jobs Survey 2024, the World Economic Forum's Global Skills Taxonomy and O*NET skill importance and level for each occupation.

Note

Bold lines represent the average across all skills.

At an aggregate level across all growing and declining roles, resilience, flexibility and agility skills are the most significant differentiator between growing and declining job roles, ranking higher in both importance and proficiency for growing roles. Programming and technological literacy also differentiates growing and declining roles, reflecting the increasing integration of technology across occupational fields. While programming scores higher in importance, it requires less proficiency compared to technological literacy.

Resource management and operations, and quality control skills also show marked gaps in both proficiency and importance. Analytical thinking completes the list of top five skills for the importance gap, while ranking 6th for the skill proficiency gap.

Manual dexterity, endurance, and precision display a notable difference in proficiency requirements rather than importance. This suggests that in roles in which manual skills remain critical, businesses are seeking a higher degree of specialization that combines manual abilities with technological literacy, and problem-solving skills. Growing roles demanding high manual skill proficiency include Drafters, Engineering and Mapping Technicians, Electrotechnology Engineers, Mechanics, Machinery Repairers, and Solar Energy Installation Engineers. By contrast, declining roles, such as printing trades workers and transportation attendants, generally require lower levels of manual skill proficiency. Notably, the only skill with an equal or lesser requirement in importance or proficiency for growing jobs is service orientation and customer service.

These findings underscore the importance of targeted skills development efforts to support workers in transitioning to growing roles as well as to ensure employers can access a talent pool with the skills required for the future of work.

tools, with the majority of examined skills (69%) determined to have either “very low capacity” or “low capacity” to be substituted, indicating that GenAI currently remains limited in performing tasks that require physical execution, nuanced judgment or hands-on application. Skills rooted in human interaction – including empathy and active listening, and sensory processing abilities – and manual dexterity, endurance and precision, currently show no substitution potential due to their physical and deeply human components. These findings underscore the practical limitations of current GenAI models, which lack the physicality to perform tasks that require hands-on interaction – although advances in robotics and the integration of GenAI into robotic systems could impact this in the future.

Where GenAI demonstrates higher substitution potential is in skills that can be effectively performed by leveraging theoretical knowledge alongside digital manipulation. These include granular skills within AI and big data, such as data mining and machine learning applications.

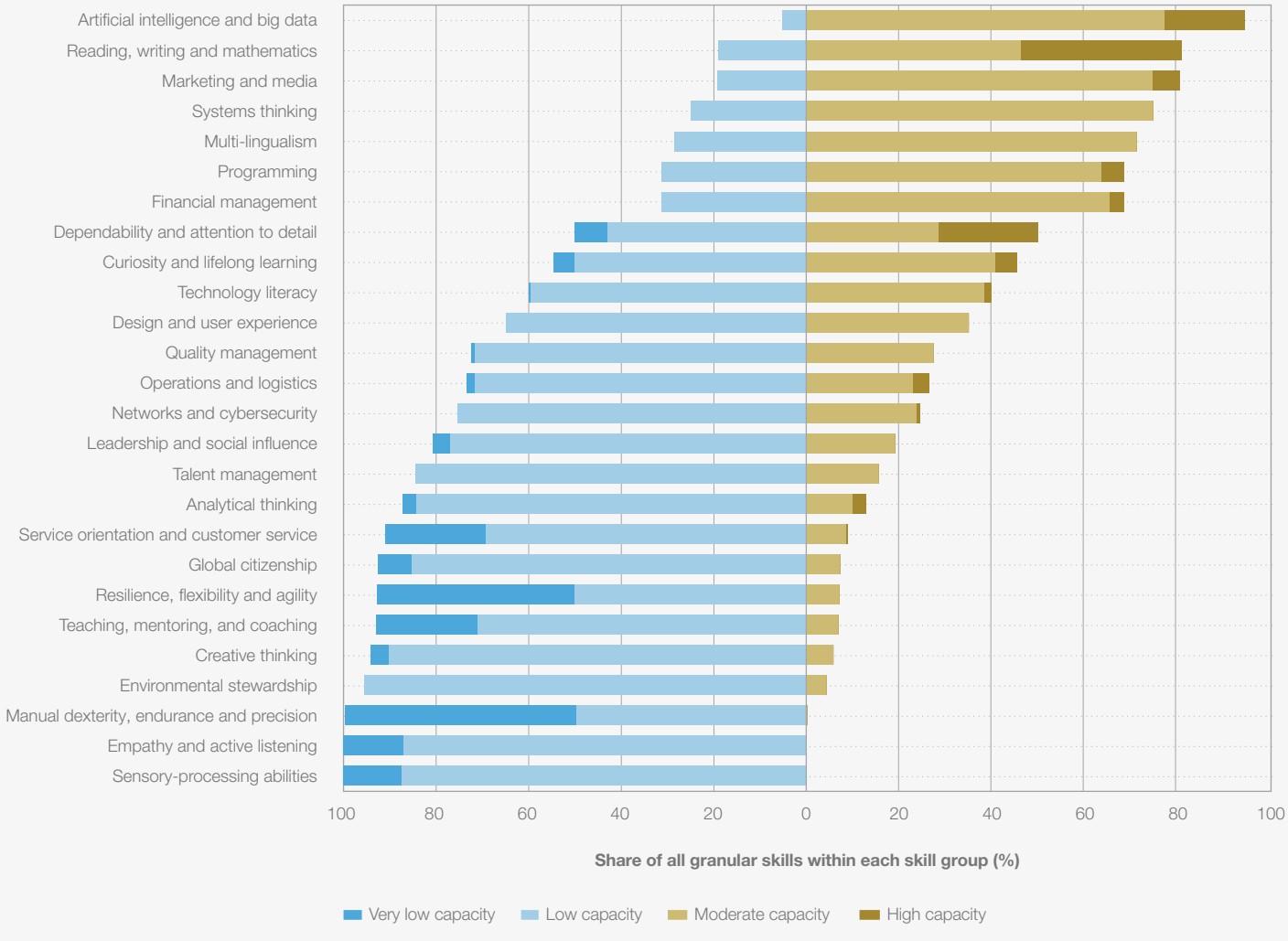
Furthermore, GenAI shows strengths in reading, writing, and mathematics, and multi-lingualism, where it can assist in summarizing complex information, drafting text, performing calculations, and translation. Notably, more than one-quarter (28.5%) of the more than 2,800 granular skills examined currently exhibit a moderate capacity of substitution, highlighting areas where, as the technology continues to evolve, its capacity of substitution could increase in the near future.

These findings highlight the potential of GenAI for augmenting human work through human-machine collaboration, rather than fully replacing it in most areas. Skills requiring nuanced understanding, complex problem-solving or sensory processing show limited current risk of replacement by GenAI, affirming that human oversight remains crucial even in areas where GenAI can provide assistance. For employers, these insights emphasize the need for training and upskilling initiatives that focus on both advanced prompt-writing skills and broader GenAI literacy.

FIGURE B3.1

Current capacity for substitution by Generative AI, by skill group

Capacity of GenAI substituting a human in performing a given skill as a percentage share of all granular skills within each skill group. Analysis based on GPT-4o, with over 2800 granular skills from the Indeed database as of August 2024.



Source

Indeed analysis; World Economic Forum, Global Skills Taxonomy.

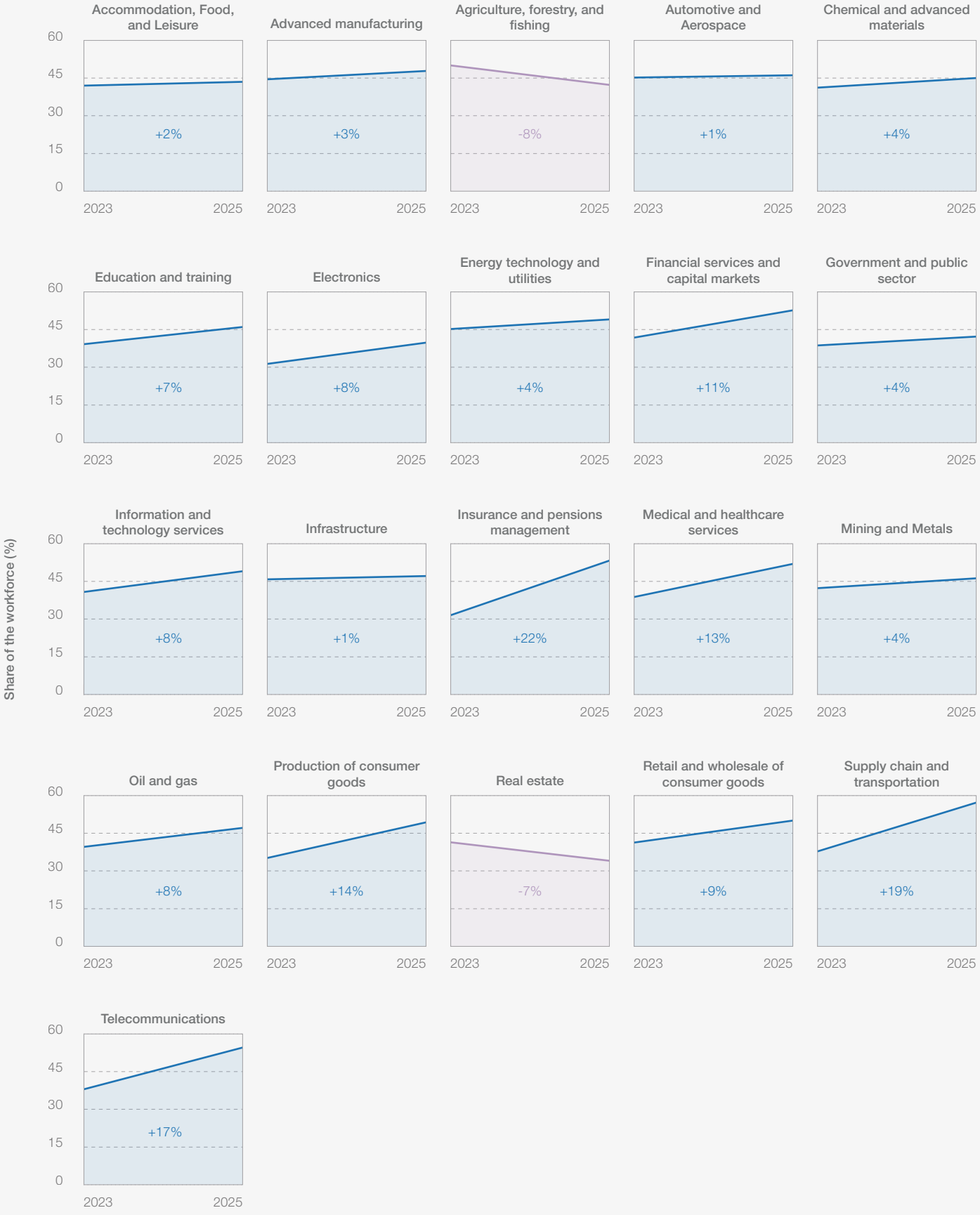
Note

No skills have been rated with “very high capacity” for substitution.

FIGURE 3.8

Training completion as part of learning and development strategies, 2023 vs. 2025, by industry

Evolution in the share of the workforce that has completed training as part of employers' learning and development strategies. Only industries with data points for both years are included in the analysis.



Source

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

Note

Only industries with data points for both years are included in this analysis. Professional Services has data available only for 2025.

Chain and Transportation and Telecommunications have seen the most significant rise in the share of workers completing training.

Looking ahead, Figure 3.9 provides an overview of expectations around workforce training needs by 2030. According to surveyed employers, for a representative sample of 100 workers 41 will not require significant training by 2030; 11 will require training, but it will not be accessible to them in the foreseeable future; and 29 will require training and be upskilled within their current roles. Additionally, employers anticipate that 19 out of 100 workers will require training and will be reskilled and redeployed within their organization by 2030.

The anticipated need for training varies significantly across industries and geographies. While companies headquartered in North America estimate that 67% of their workforce will require training by 2030, those in Central Asia and the Middle East and North Africa project that under 50% of their workforce will need training by 2030.

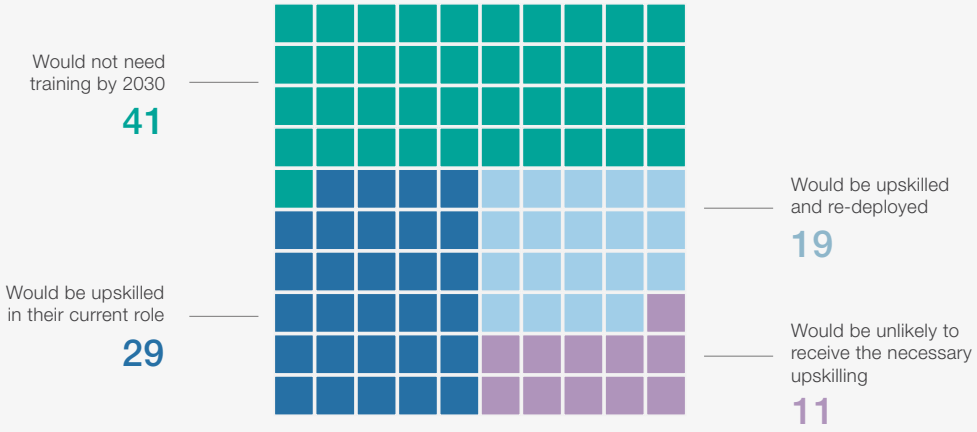
Industries, such as Telecommunications, and Information and Technology Services, which saw some of the largest uptake in reskilling and upskilling (Figure 3.8), still anticipate significant training needs, with 63% and 62% of their workforce, respectively, expected to need further training by 2030. By contrast, sectors with declining trendlines in training completion are among the sectors with the lowest projected additional training needs.

The share of employees estimated as unlikely to receive upskilling opportunities is somewhat uniform across industries and geographies, suggesting that while the demand for skills may vary, access to reskilling and upskilling opportunities remains similarly constrained globally.

FIGURE 3.9

Upskilling and reskilling outlook, 2025-2030

Breakdown of the typical training outlook for a representative group of 100 workers, calculated based on averages of the training requirements reported by employers surveyed.



Source

World Economic Forum, Future of Jobs Survey 2024.

Funding for training programmes

When it comes to funding of reskilling and upskilling initiatives, employers predominantly expect to fund their own training programmes, as shown in Figure 3.10. The second-most common funding mechanism is free of cost training, followed by government and public-private funding.

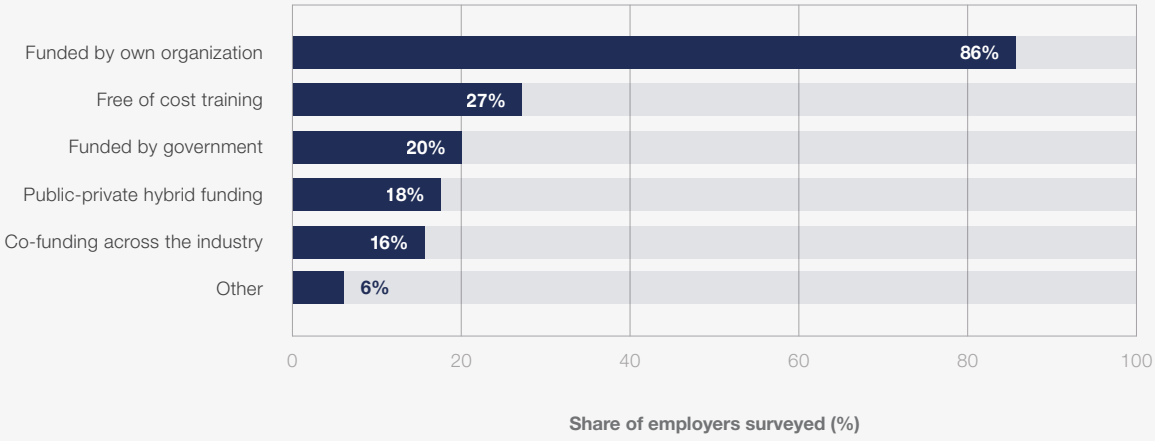
With funding for reskilling and upskilling being the most-welcomed public-policy support by Future of Jobs Survey respondents, government funding plays a more significant role in industries such as Accommodation, Food, and Leisure; Government and Public Sector; and Education and Training, where over 30% of companies expect to rely on public financing for training initiatives. On the other hand, only 3% of companies in the Insurance and Pensions Management industry expect to rely on government funding for training.

While co-funding across industries is the least utilized funding model overall, it is expected to have the largest use in industries such as Care, Personal Services and Wellbeing; Agriculture, Forestry, and Fishing; and Automotive and Aerospace. This highlights the importance of cross industry collaboration in these industries.

FIGURE 3.10

Funding for training, 2025-2030

Share of employers anticipating use of stated funding source for worker training programmes from 2025 to 2030.



Source

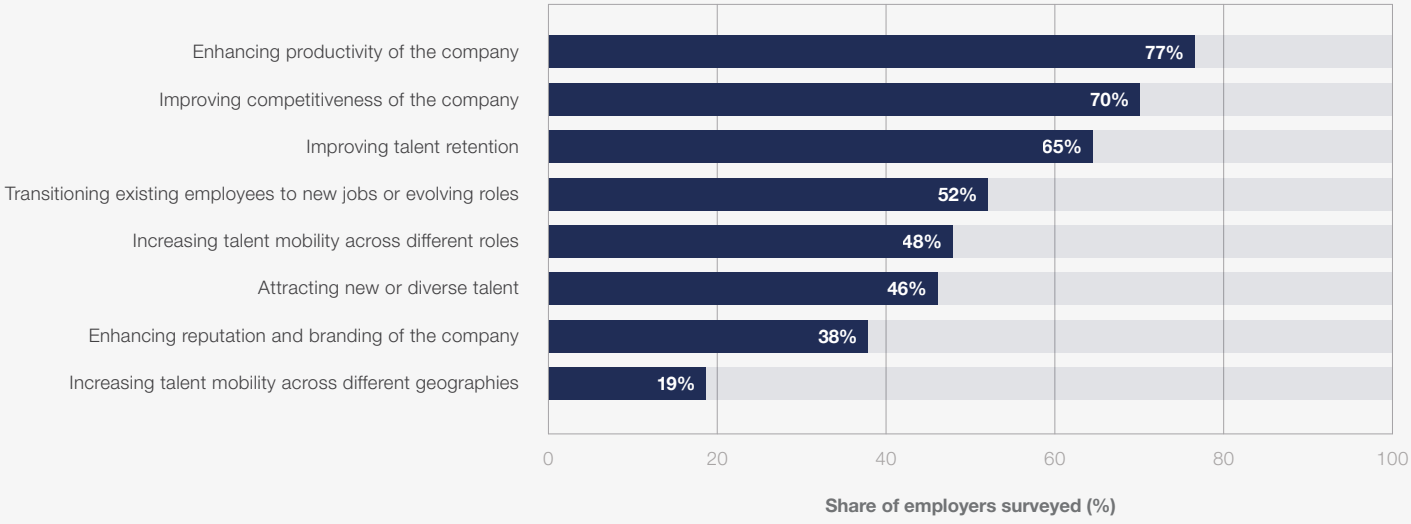
World Economic Forum, Future of Jobs Survey 2024.

The most common outcomes employers expect from their investment in training are enhanced productivity (cited by 77% of respondents) and improved competitiveness (70%). Talent retention ranks as the third-most important expected outcome of training programmes, though it plays a more central role in sectors such as Automotive and Aerospace, Electronics, and Production of Consumer Goods, where over 72% of employers highlight this as a key priority (Figure 3.11).

FIGURE 3.11

Expected outcomes from investing in training, 2025-2030

Share of employers expecting the stated outcome from investing in worker training programmes from 2025 to 2030.



Source

World Economic Forum, Future of Jobs Surveys 2024.

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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.

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