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FOJS/ Part One: Background Information

1.1 Please share your company name:

1.2 What is your position in your organization?

- Founder and/or CEO
- Senior executive and/or CXO
- Head of a business unit or region
- Other, please specify

1.3 In which country is your organization's headquarters located?

(Country drop-down)

1.4 Which industries best describes your organization's business?

Please select maximum three. If your organization is active in more than three industries, please select the three industries where you have the largest headcount.

Accommodation, Food, and Leisure	Accommodation, food, and leisure services Rental, reservation, and leasing services
Agriculture and Natural Resources	Agriculture, forestry, and fishing
Automotive and Aerospace	Automotive and Aerospace
Care, Personal Services and Wellbeing	Care and social work services Personal care, wellbeing, and repair services
Education and Training	Education and training
Energy and Materials	Chemical and advanced materials Energy technology and utilities Mining and Metals Oil and gas
Financial Services	Financial services and capital markets Insurance and pensions management
Government and Public Sector	Government and public sector
Health and Healthcare	Medical and healthcare services
Information Technology and Digital Communications	Information and technology services Telecommunications
Infrastructure	Engineering and construction Water and waste management
Manufacturing	Advanced manufacturing Electronics Production of consumer goods
Media, Entertainment and Sports	Arts, entertainment, and recreation Media and publishing
Non-governmental and Membership Organisations	Extraterritorial organizations and bodies Non-profit organizations, professional bodies and unions
Professional Services	Business support and premises maintenance services Employment services Research, design and business management services
Real Estate	Real estate

Retail and Wholesale of Consumer Goods

Retail and wholesale of consumer goods

Supply Chain and Transportation

Supply chain and transportation

1.5 How many workers does your organization have globally?

- Up to 999
- 1,000-4,999
- 5,000-9,999
- 10,000-49,999
- 50,000 or more

1.6 In which of the following countries does your organization have significant operations (minimum 100 FTEs)? Please select up to 10 countries.

If your organization has operations in more than 10 countries, please select the 10 countries where you have the largest headcount.

FOJS/ Part Two: Business Trends 2024-2030

What are the trends set to drive change in your organization - today and in the period leading up to 2030? Tell us more in the questions below.

2.1 By 2030, which of the following trends are likely to drive transformation in your organization? *Tick all that apply*

- Ageing and declining working-age populations
- Growing working-age populations
- Broadening digital access
- Increased efforts and investments to adapt to climate change
- Increased efforts and investments to reduce carbon emissions
- Increased restrictions to global trade and investment
- Increased government subsidies and industrial policy
- Increased geopolitical division and conflicts
- Slower economic growth
- Rising cost of living, higher prices or inflation
- Increased focus on labour and social issues
- Stricter anti-trust and competition regulations

2.2 By 2030, which of the following technology related trends are likely to drive transformation in your organization? *Tick all that apply*

Increasing adoption of, and advances in:

- Biotechnology and gene technologies
- Energy generation, storage and distribution
- AI and information processing technologies (big data, VR, AR etc.)
- New materials and composites
- Robots and autonomous systems
- Quantum and encryption
- Satellites and space technologies
- Semiconductors and computing technologies
- Sensing, laser and optical technologies

2.3 What are the major barriers to achieving your organization's goals by 2030?

Tick all that apply

- Insufficient understanding of opportunities
- Outdated or inflexible regulatory framework
- Shortage of investment capital
- Inability to attract talent to the industry
- Skills gaps in the labour market
- Organization culture and resistance to change
- Lack of adequate data and technical infrastructure
- Other, please specify

FOJS/ Part Three: Occupation Trends 2024-2030

What will be the changes in key jobs in your organization by 2030? In the following questions, you will be asked to identify the key roles in your organisation and how you expect them to grow/decline. This helps us assess the outlook for job growth and decline.

You can find the full list of job taxonomy in the Appendix.

3.1 What are the main roles in your organization today that you expect to significantly grow in size of employment by 2030? Please select as many roles as you can.

3.2 What are the main roles in your organization today that you expect to significantly decline in size of employment by 2030? Please select as many roles as you can.

3.3 What are the main roles in your organization today that you expect to remain stable in size of employment by 2030? Please select as many roles as you can.

3.4 What roles are presently relatively small in terms of employment, but strategically important and growing in size of employment by 2030 in your organisation?

3.5 By what percentage do you expect these roles to grow/decline by 2030.

- Main roles today, with growing outlook by 2030: __% (Should be bigger than zero)
- Main roles today, with declining outlook by 2030: __% (Should be smaller than zero)
- Small roles today, with growing outlook by 2030: __% (Should be bigger than zero)

3.6 Please assess what share of your current workforce is composed of the roles identified above .

- Main roles today, with growing outlook by 2030: __%
- Main roles today, with declining outlook by 2030: __%
- Main roles today, with stable outlook by 2030: __%
- Small roles today, with growing outlook by 2030: __%
- Other roles: __%
- Total: 100%

3.7.1 For the roles that are growing in your organization, which macro trends or technology trends contribute to the role growth?

3.7.2 For the roles that are declining in your organization, which macro trends or technology trends contribute to the role decline?

FOJS/ Part Four: Skills Trends 2024-2030

What will be the changes in key skills and the distribution of work between people, machines and algorithms by 2030? The questions below seek your estimates of these effects, bearing in mind your answers in Part One, Part Two and Part Three.

4.1 Currently, What are the core skills workers need to perform well in the key roles of your organisation?

Tick all that apply

AI and big data	Multi-lingualism
Analytical thinking	Networks and cybersecurity
Creative thinking	Programming
Curiosity and lifelong learning	Quality control
Dependability and attention to detail	Reading, writing and mathematics
Design and user experience	Resilience, flexibility and agility
Empathy and active listening	Resource management and operations
Environmental stewardship	Sensory-processing abilities
Global citizenship	Service orientation and customer service
Leadership and social influence	Systems thinking
Manual dexterity, endurance and precision	Talent management
Marketing and media	Teaching and mentoring
Motivation and self-awareness	Technological literacy

4.2 By 2030 what proportion of the core skills required by your workforce will remain the same? (slider of 0 to 100%)

4.3 For your organisation's key roles, would you expect an increase or decrease in the use of the following skills by 2030?

Rated according to Decreasing use, Stable use, Increasing use

AI and big data	Multi-lingualism
Analytical thinking	Networks and cybersecurity
Creative thinking	Programming
Curiosity and lifelong learning	Quality control
Dependability and attention to detail	Reading, writing and mathematics
Design and user experience	Resilience, flexibility and agility
Empathy and active listening	Resource management and operations
Environmental stewardship	Sensory-processing abilities
Global citizenship	Service orientation and customer service
Leadership and social influence	Systems thinking
Manual dexterity, endurance and precision	Talent management
Marketing and media	Teaching and mentoring
Motivation and self-awareness	Technological literacy

4.4.1 For the growing core skills needed by 2030, which macro trends or technology trends contribute to the increasing skill use?

4.4.2 For the declining core skills needed by 2030, which macro trends or technology trends contribute to the decreasing skill use?

4.5 By 2030, what proportion of your workforce will require training to meet evolving skill demands by 2030?

4.6. Of the workforce that requires training to meet the evolving skill demands, what proportion do you expect to:

- Be upskilled and remain in their current roles: __%;
- Be upskilled and transition to other roles in your organisation: __%;
- Unlikely to be upskilled and become less proficient or ineffective in their roles: __%.

4.7 What proportion of your existing workforce has completed training as part of your learning and development strategy?

4.8 What are the top expected outcomes in your organization from investing in training, upskilling and reskilling programs?

Please select maximum three.

- Attracting new or diverse talent
- Improving talent retention
- Increasing talent mobility across different geographies
- Enhancing wages and compensation
- Improving competitiveness of the company
- Enhancing productivity of the company
- Enhancing reputation and branding of the company
- Transitioning existing employees to new jobs or evolving roles

4.9 What are the three most relevant skills-assessment mechanisms in your hiring?

Please select maximum three.

- Completion of a university degree
- Completion of apprenticeships
- Completion of short courses and online certificates
- Proprietary skill assessments
- Psychometric profiling
- Outsourcing to staffing or recruitment firms
- Evaluation of work experience
- We do not assess skills
- Other, please specify

4.10 What are your major funding sources for training, upskilling and reskilling efforts in your organization?

Tick all that apply.

- Self-funded by my organization
- Funded by government
- Public-private hybrid funding
- Co-funding across the industry
- Free of cost training
- Other, please specify

FOJS/ Part Five: Workforce Practices 2024-2030

Tell us more about your approach to your workforce practices by 2030.

5.1 Taking into account the trends you identify above, what will be the key components of your workforce strategy by 2030?

Tick all that apply

- Accelerate the automation of tasks and processes
- Complement and augment your workforce with new technologies
- Off-shore significant parts of your workforce
- Move operations within closer control through re-shoring, near-shoring, or friend-shoring
- Upskill your workforce
- Hire more staff to meet emerging business needs
- Reduce staff whose skills are becoming less relevant, or where roles are no longer needed
- Transition existing staff from declining to growing roles

5.2 How would you rate talent availability, development and retention in your organization by 2030?

(Three-point scale: 1-Expected to worsen, 2-Neutral, 3-Expected to improve)

- Talent availability when hiring
- Talent development of existing workforce
- Talent retention of existing workforce

5.3 Which public-policy measures are likely to significantly increase the availability of talent to your organization by 2030?

Please tick all that apply.

- Changes to labour laws related to remote work
- Changes to immigration laws
- Changes to pension schemes and retirement ages
- Flexibility on setting wages
- Flexibility on hiring and firing practices
- Funding for reskilling and upskilling
- Provision of reskilling and upskilling
- Improvements to public education systems
- Funding and provision of caregiver programmes
- Improved transport infrastructure and services
- Wage subsidies
- Other, please specify

5.4 Which business practices have the greatest potential to increase the availability of talent to your organization by 2030?

Please tick all that apply.

- Offer more remote and hybrid work opportunities within countries
- Offer more remote work across national borders
- Changes to pension schemes and extend their retirement age
- Remove degree requirements and conduct skills-based hiring
- Better articulate business purpose and impact
- Offer higher wages
- Improve safety in the workplace
- Improve talent progression and promotion processes
- Improve working hours and overtime policies
- Provide effective reskilling and upskilling
- Support worker representation
- Support workers with caregiving responsibilities
- Support employee health and well-being
- Tap into diverse talent pools
- Other, please specify

5.5 What are likely to be the key components your workforce diversity, equity and inclusion (DEI) priorities by 2030?

Tick all that apply

- My organization doesn't have DEI priorities
- Embed DEI goals and solutions across the supply chain
- Recruit a DEI Officer
- Run comprehensive DEI training for managers and staff
- Set DEI goals, targets or quotas
- Set up Employee Representation Groups
- Pay equity reviews and salary audits
- Targeted recruitment, retention and progression initiatives
- Support workers with caregiving responsibilities
- Anti-harassment protocols
- Other, please specify

5.6 Which of the groups below are likely to be a priority for diversity, equity and inclusion (DEI) in your workforce by 2030?

- Women
- Youth from Gen Z (under 25)
- Older workers (over 55)
- Those from a disadvantaged religious, ethnic or racial background
- Those from a low-income background
- Those with disabilities
- Those who identify as LGBTQI+
- Migrants, refugees and displaced workers
- Other, please specify

5.7 By 2030, as percentage of the company's total revenues, wages and other forms of workers' compensation will represent:

- A growing share compared to today
- A similar share as today
- A declining share compared to today

5.8 Which of the following strategies will drive your company's decisions in designing wages and compensation policies until 2030?

- Aligning wages with workers' productivity and performance
- Competing for retaining talent and skills
- Aligning wages with government regulations and collective bargaining agreements
- Reducing wage inequalities and supporting workers' purchasing power
- Reducing costs

FOJS/ Part Six: People and Technology

Tell us more about your approach to enabling people and technology to work optimally side by side by 2030.

6.1 By 2030, which of the roles you selected in section 3 are likely to be augmented, automated, or not impacted by AI?

- **Augmented** means AI can support and enhance human capabilities to help workers do their job better, rather than replace them.
- **Automated** means AI can completely take over tasks that were previously done by humans, which can result in displacing some of the workers.
- **Not impacted** means AI cannot effectively deliver the tasks because they are highly specialized or require deep human interaction.
- Tick all that apply, 3 columns will appear with tick boxes, the respondent will be able to tick either of the first two boxes, or the third box.

6.2 What proportion of time spent, on average across all tasks in your organization, is currently performed predominantly by technology (machines, algorithms etc.), predominantly by humans, or by a combination of the two?

Three sliders, adding up to the 100%

6.3 By 2030, what do you expect this proportion to be?

Three sliders, adding up to the 100%

6.4 Which strategies is your organization likely to implement by 2030, in response AI's increasing capability and prevalence?

Tick all that apply

- 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 Downsizing workforce where AI can replicate people's work
- Reskilling and upskilling your existing workforce on AI
- Transitioning people in jobs that AI will cause to decline, into other roles within your organization
- Re-orienting your organization to target new opportunities created by AI
- My organization has low exposure to AI
- Other, please specify

Respondent Information

Please provide the following details:

- Name
- Country of current location
- Email address

Are you answering the survey as a representative of your organization's headquarters or a subsidiary?

- Headquarters
- Subsidiary
 - Please specify the location of the subsidiary:

We want to express our gratitude for your participation in the Future of Jobs Survey. If you have any questions regarding the survey, please contact us at foj@weforum.org. Your input will feed into the World Economic Forum's Future of Jobs Report 2025. [Read the 2023 edition of the report](#). To learn more about the Centre for the New Economy and Society, visit the [Centre's homepage](#).

Appendix: Jobs Taxonomy

Job Family	Occupation
Architecture and Engineering	Architects and Surveyors
	Biochemical and Biomedical Engineers
	Chemical Engineers
	Civil Engineers
	Drafters, Engineering Technicians, and Mapping Technicians
	Electrotechnology Engineers
	Energy Engineers
	Environmental Engineers
	Industrial and Production Engineers
	Materials Engineers
	Mechanical Engineers
	Mining Engineers, Metallurgists and Related Professionals
	Nuclear Engineers
	Renewable Energy Engineers
	Robotics Engineers
Arts, Design, Entertainment, Sports and Media	Advertising and Public Relations Professionals
	Broadcasting Technicians
	Commercial and Industrial Designers
	Entertainers and Performers, Sports and Related Workers
	Fashion Designers
	Graphic Designers
	Handicraft Workers
	Interior Designers
	Media and Communication Workers
	Photographers
	Video Game Designers
	Writers and Authors
Business and Financial Operations	Accountants and Auditors
	Business Intelligence Analysts
	Claims Adjusters, Examiners, and Investigators
	Compliance Officers
	Credit and Loans Officers
	Digital Marketing and Strategy Specialists
	Digital Transformation Specialists
	E-commerce Specialists
	Financial Analysts
	Financial and Investment Advisers
	Human Resources Specialists
	Insurance Underwriters, Valuers, and Loss Assessors
	Investment Fund Managers
	Management and Organisation Analysts
	Recruiters and technical recruiters
Regulatory and Government Associate Professionals	

	Risk Management Specialists
	Sales and Marketing Professionals
	Social Media Strategist
	Training and Development Specialists
Community, Social Service and Protective Services	Firefighting and Prevention Workers
	Law Enforcement Workers, including Police Officers and Immigration Inspectors
	Religious Professionals
	Security Guards
	Social Work and Counselling Professionals
Computer and Mathematical	AI and Machine Learning Specialists
	Big Data Specialists
	Blockchain Developers
	Data Analysts and Scientists
	Data Engineers
	Data Warehousing Specialists
	Database and Network Professionals
	Database Architects
	Devops Engineer
	Devops Engineers
	FinTech Engineers
	Full Stack Engineers
	ICT Operations and User Support Technicians
	Information Security Analysts
	Internet of Things Specialists
	Mathematicians, Actuaries and Statisticians
	Online Learning Managers
	Process Automation Specialists
	Security Management Specialists
	Software and Applications Developers
	Software testers
	System Engineers
	UI and UX Designers
	Web Developers
Construction and Extraction	Building Framers, Finishers, and Related Trades Workers
	Construction Laborers
	Electrical Equipment Installers and Repairers
	Mining, Petroleum and Other Extraction Workers
Education and Training	Primary School and Early Childhood Teachers
	Secondary Education Teachers
	Special Education Teachers
	University and Higher Education Teachers
	Vocational Education Teachers
Farming, Fishing, and Forestry	Farmworkers, Labourers, and Other Agricultural Workers
	Fishing and Hunting Workers
	Forestry Workers
	Gardeners, Horticultural and Nursery Workers

Healthcare Practitioners and Technicians	Audiologists and Speech Therapists
	Dentists and Associated Professions
	Dietitians and Nutritionists
	Environmental and Occupational Health and Hygiene Professionals
	Epidemiologists and Public Health Specialists
	Generalist Medical Practitioners
	Health Technologists and Technicians
	Midwifery Professionals
	Nursing Professionals
	Optometrists and Opticians
	Paramedical and Emergency Medical Technicians
	Personal Care Workers in Health Services
	Pharmacists and Associated Professions
	Physical Therapists
	Psychologists and Psychiatrists
	Specialist Medical Practitioners
Traditional and Complementary Medicine Professionals	
Veterinarians	
Hospitality and Food Related	Baristas
	Chefs and Cooks
	Concierges and Hotel Desk Clerks
	Event Managers
	Food and Beverage Serving Workers
	Food Service Counter Attendants
	Hotel and Restaurant Managers
Legal	Arbitrators, Mediators, and Conciliators
	Court Reporters
	Judges
	Judicial Law Clerks
	Lawyers
	Legal Secretaries
	Paralegals and Legal Assistants
	Title Examiners, Abstractors, and Searchers
Management	Business Services and Administration Managers
	General and Operations Managers
	Health and Education Services Managers
	Legislators and Officials
	Managing Directors and Chief Executives
	Manufacturing, Mining, Construction, and Distribution Managers
	Organisational Development Specialists
	Product Managers
	Production Managers in Agriculture, Forestry and Fisheries
	Project Managers
	Relationship Managers
	Strategic Advisors
Manufacturing and Production	Assembly and Factory Workers

	Chemical Processing Plant Operators
	Food Processing and Related Trades Workers
	Garment and Related Trades Workers
	Petroleum and Natural Gas Refining Plant Operators
	Power Production Plant Operators
	Printing and Related Trades Workers
	Renewable Energy Technicians
	Sheet and Structural Metal Workers, Moulders and Welders
	Solar Energy Installation and System Engineers
Natural Science and Sustainability	Chemists and Chemical Laboratory Scientists
	Environmental Protection Professionals
	Food Scientists and Technologists
	Life Scientists
	Physical Scientists
	Sustainability Specialists
Office and Administrative	Accounting, Bookkeeping and Payroll Clerks
	Administrative Assistants and Executive Secretaries
	Bank Tellers and Related Clerks
	Client Information and Customer Service Workers
	Data Entry Clerks
	Material-Recording and Stock-Keeping Clerks
	Postal Service Clerks
	Statistical, Finance and Insurance Clerks
Personal Care, Maintenance and Installation	Building Caretakers, Cleaners and Housekeepers
	Childcare Workers
	Electronics and Telecommunications Installers and Repairers
	Hairdressers, Beauticians and Related Workers
	Home Appliance Installers and Repairers
	Mechanics and Machinery Repairers
	Personal Care Aides
	Sports and Fitness Workers
Sales	Business Development Professionals
	Cashiers and Ticket Clerks
	Door-To-Door Sales Workers, News and Street Vendors, and Related Workers
	Real Estate Sales Agents
	Sales and Purchasing Agents and Brokers
	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
	Securities and Finance Dealers and Brokers
	Shop Salespersons
	Telemarketers
Social Science	Economists
	Social Science Research Assistants
	Social Scientists and Related Workers
	Survey Researchers
Transportation and Logistics	Autonomous and Electric Vehicle Specialists

	Car, Van and Motorcycle Drivers
	Commercial Pilots
	Flight Attendants
	Heavy Truck and Bus Drivers
	Light Truck or Delivery Services Drivers
	Locomotive Engine Drivers and Related Workers
	Postal Service Mail Carriers
	Refuse Workers
	Supply Chain and Logistics Specialists
	Transportation Attendants and Conductors
	Transportation Inspectors
	Water Transportation Workers, including Ship and Marine Cargo Workers, Controllers, and Technicians

