

2025

THE FUTURE OF WORK

starts with us



Prepared by:
Future of Work Advisory Council



To Our Readers

Today, we are at a turning point. Only this time, we play a critical role — not just to adapt, but to create a future of work that is both fair and better for everyone.

The future of work is no longer a distant concept—it is here, unfolding around us with breathtaking speed. We stand at the edge of extraordinary transformation, a moment of boundless opportunity where we can shape what lies ahead. Technological advancements, the rise of Artificial Intelligence (AI), shifting economic realities, and the challenges of climate change are reimagining not only the jobs we hold but the very definition of work itself.

And here's the exciting part: the future of work starts with us.

This is not the first time humanity has reinvented work. For centuries, innovation has driven progress. From the simplest tools to the most complex systems, humans have continuously redefined productivity and possibility. Today, we are at another such turning point. Only this time, we play a critical role — not just to adapt, but to create a future of work that is both fair and better for everyone.

This report aims to highlight the trends, challenges, and opportunities informing the future of work. Focusing on skills development, pay equity, and labor market intelligence, we explore the intersection of these critical themes and their real-life implications. Later this year, we plan to release actionable recommendations, empowering employees to take control of their professional journeys and become architects of this transformation.

Amid a changing global social and political landscape, the future belongs to those who anticipate change, embrace challenges, and take bold steps forward. The insights in this report are more than information—they are a call for us to step into action.

Use them. Share them. Let them inspire you to actively shape your path and advocate for one another. Together, as readers, workers, and change-makers, we are not just participants in the future of work—we are its architects. Let's harness this moment to build a world where work works for all of us.

Your future starts now.

Sincerely,
The Future of Work Advisory Council

A handwritten signature in black ink that reads "The FWC". The letters are stylized and cursive, with the "F" and "W" being particularly prominent.

Who We Are

A Note From The Founder



"I built WorkVue to empower employees to shape their own future of work. When employees have the right information, they can demand fair pay, unlock unique career paths, and control their own professional agency."

Zara Nanu MBE, Founder of WorkVue



We are committed to achieving a more equitable and fulfilling future of work by 2030.

The Future of Work Advisory Council (FWC), assembled by WorkVue, is a diverse group of 15 young leaders from across the globe and various industries. FWC acts as a leading voice for employees, focusing on the impact of rapidly evolving work trends driven by technology like AI and automation. The mission of the Council is to shape a future of work that empowers individuals, promotes inclusivity, and prioritizes worker wellbeing through data-driven solutions. FWC members advocate for a worker-centric future, aiming to influence policy, drive innovation and ensure that technological advancements benefit employees. They achieve this through democratizing data, mentorship, research and thought leadership focused on key themes like technology adoption, inclusion, empowerment, sustainability and continuous learning. The group of esteemed young professionals holds a firm commitment to achieving a more equitable and fulfilling future of work by 2030.

An Overview of Work Transformation

This report explores the profound transformations reshaping the world of work, driven by advancements in Artificial Intelligence (AI) and automation.

The report puts the spotlight on key areas—pay, skills, and labor market trends—reflecting the Council's discussions on the current state of work through research and lived experience. In addition, the report's central finding highlights a critical gap in the global outlook on the future of work - **the voice of employees themselves is missing**. Without this perspective, we face a future where workplaces do not work for people. What is the transformation we are experiencing?

A typical workday, once structured around fixed routines and human interaction, now often begins with utilizing digital tools and platforms to complete tasks and support collaboration. Desk based employees juggle diverse responsibilities like meetings, project management, and skill development, all while balancing both professional and personal demands. While a typical workday may differ by sector or across industries, the impact of AI and automation remains a common thread.

As we move forward, broadening digital access is expected to be an even more transformative trend for work – both across technology-related businesses and overall – with 60% of employers expecting it to transform their business by 2030 ([WEF, 2025](#)). Inevitably, this transformation will demand a shift in skills of employees, whether upskilling or reskilling entirely. These changes pose critical questions about job displacement and the urgent need for workforce reskilling.

Global estimates indicate that automation could displace between 400 million and 800 million jobs by 2030, necessitating a significant workforce transition ([McKinsey Global Institute, 2017](#)). Some sectors and occupations will be disrupted disproportionately, with jobs dominated by women and young people at a higher risk of being lost. Some executives like the CEO of Klarna believe, “AI can already do all of the jobs that we, as humans do.”

“The question of upskilling or reskilling due to advanced digital technologies such as AI, is not a question of IF, but rather HOW and how fast. With technology, we can take away routine and repetitive tasks, and focus on work that creates added value for us and the labor market.”

Tjaša Sobocan, Digital Skills & Inclusion Specialist, University of Ljubljana





“In an era of rapid technological advancement, open and continuous dialogue between employees and employers is more crucial than ever. Only by fostering regular, empathetic conversations, organizations can better understand the unique needs of their diverse workforce and provide the support necessary to drive meaningful transformation.”

Jaskirat Singh, Founder of In conversation with Jas

AI Impact Is Global

This trend is mirrored across the EU, where automation could potentially displace work activities equivalent to approximately 53 million jobs ([WEF, 2023](#)). Many traditional occupations in administration, manufacturing, and commerce have the highest potential for displacement ([McKinsey & Company, 2023](#)). There is also a risk of automation leading to job polarization, where high and low-skilled jobs experience rapid growth while semi-skilled jobs are squeezed out of the talent market.

At the same time AI is expected to fuel millions of new jobs, fundamentally changing the division of labor between humans and machines.

Workforce readiness and ensuring workers have equal access to new opportunities will be key as new jobs emerge. In short, AI has both positive and negative implications for employees.

There are great opportunities for new efficiencies and innovations, but that is matched with fear of job loss and the potential of compounded inequality. [A 2024 Ernst & Young \(EY\) survey](#) found that 71% of U.S. employees are concerned about AI's impact on their jobs, with 75% fearing job loss and 65% worried about replacement. Various organizational studies look into overall trends and generalizations of employee fears and confidence in using AI from the perspective of employers. Yet few initiatives delve deeply into the individualized needs of employees.



What Next?

With a notable disconnect between employer priorities and employee sentiment, this report explores how these developments will shape the future of work for real people focusing on what this means for employees in three key areas: skills development, pay, and understanding job market trends. It aims to highlight both the challenges and opportunities employees face in navigating this rapidly changing work environment.

The Employee Lens

The Future of Work is not a new concept but approaching it from the employee's perspective is. Put plainly - there must be greater effort to elevate the voices of the nearly four billion global workers.



Proactively engaging employees in preparation of the future means involving them in leading conversations about job transformation to inform sustainable solutions. It's not just about collecting feedback. Research shows the consequence of poorly implemented solutions can lead to lower productivity, reduced innovation and slower economic growth (Peck, 2024).

The WorkVue lens focuses on the intersection of three critical themes of work: the skills employees need to succeed, fair pay and pay transparency to ensure accountability and greater economic inclusion, and a consistent finger on the pulse of relevant labor market data to empower employees.

"We must strive for a future where every employee has access to meaningful, personalized learning opportunities that not only align with their aspirations and the immediate needs of the organization but also foster the long-term development essential for a dynamic job market."

Vivien Boche, Head of Customer/Partner Advocacy and Product Co-Innovation, SAP

Employee lens at the intersection of pay, skills, and labor data:



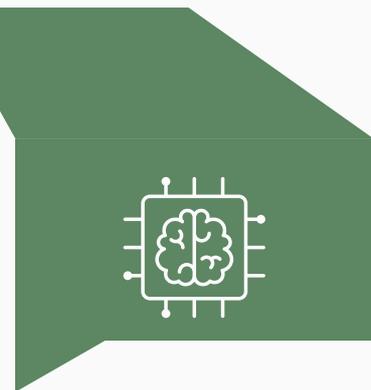
Skills

The knowledge and abilities people need to do a job well (technical, critical thinking, communication, etc.).



Pay

The payment earned for work or services, typically paid on a regular basis or after an output is delivered.



Labor Market Intelligence

Data and insights about jobs, skills, and employment trends to help people make informed decisions.



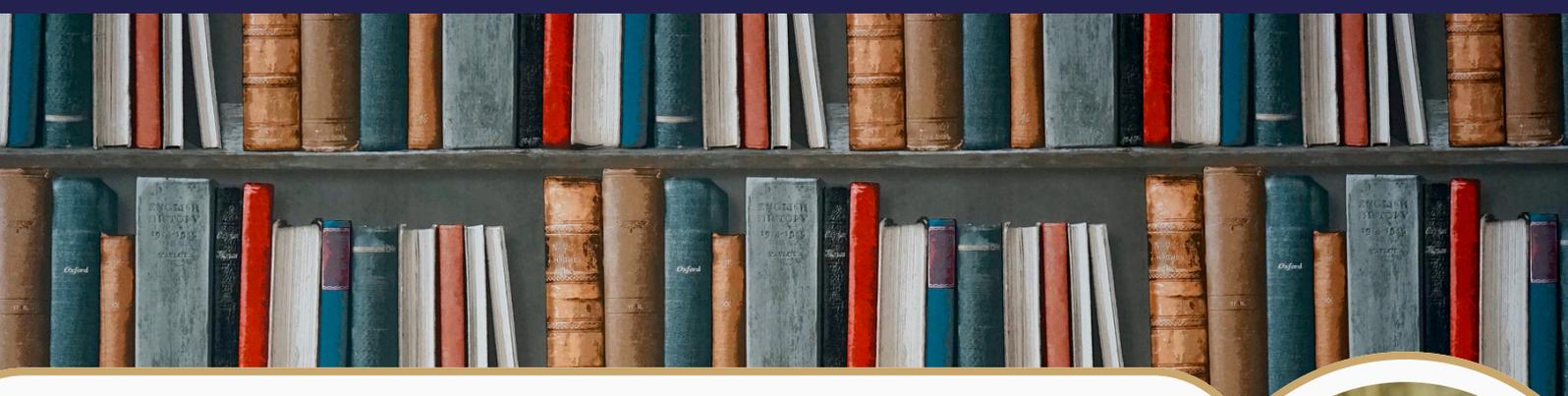
Skills Development

Employers and policymakers are developing skills frameworks for the future, but these are often unclear to employees or confined to specific sectors, lacking the broader, employee-centered perspectives needed for true engagement.

This is happening at a time when many Western economies point to a skills gap influencing their productivity, with employers struggling to find workers with the necessary skills to fill vacancies ([Oxford Learning College, 2024](#)). By 2030, nearly 40% of workers' skills will be outdated or transformed ([WEF, 2025](#)).

In this time of transition, it is critical to put the spotlight on filling these gaps, enhancing skill development strategies and frameworks from the lens of the employee.

An estimated 20% of the workforce will be significantly under-skilled in their jobs by 2030, especially in sectors such as engineering, finance, and manufacturing ([Deb & Li, 2024](#)). These sectors are crucial for driving economic growth and innovation, where a lack of skilled workers could hinder their development and global competitiveness.



“If we want to create innovation and high performance, it is necessary to embrace equity when thinking about skill development in the workplace. Treating everyone the same doesn’t cut it anymore - you need to meet employees where they are and understand that they come from different walks of life. Many factors such as generational diversity and cultural diversity must be taken into consideration for the best possible outcome.”

Erum Chaudhry, Chief Diversity Officer - Americas, Lufthansa





BY 2030

40%

OF WORKERS' SKILLS WILL BE OUTDATED

Trends in Skills

This is roughly 6.5 million people in the UK who lack the skills needed to effectively participate in the future of work, costing the UK economy over £120 billion ([Lewis, 2024](#)). While the digital skills gap alone could cost the UK economy £63 billion per year ([Hundrev, 2024](#)), the US economy could be impacted with a loss of trillions of dollars in lost GDP growth ([EU Data, 2022](#)). Equally, over three in four organizations report difficulties finding appropriately skilled workers in the EU, with around 42% of Europeans lacking basic digital skills creating a significant shortage of skilled workers in STEM fields ([The Access Group, 2022](#)).

As businesses adopt advanced technologies like AI and automation, the demand for skills will grow, while some traditional jobs will become obsolete ([Lee, 2024](#)). Analytical thinking is the top core skill sought by employers, with 70% considering it essential by 2025, followed by resilience, flexibility, leadership, and social influence. AI, big data, cybersecurity, and tech literacy are the fastest-growing skills, while manual skills like dexterity and precision are expected to decline ([WEF, 2025](#)).

Skills Through the Employee Lens

The lack of appropriate skills development, while impacting individual workers and businesses directly, also has wider economic implications. An aging workforce will lead to a loss of skills and experience as older workers retire. While FWC members agree that “there is a lot of value in horizontal networking”, mentorship and consultation from senior figures could help to develop flexible and adaptable education pathways that align with business and individual needs ([Sullivan, 2024](#)).

But employees are looking for something more—broader opportunities that help them grow their careers beyond just one organization. Employees often rely on employer-provided learning and development programs, but where they do exist, these are typically focused on immediate organizational needs rather than employee focused growth and opportunity. This approach limits opportunities for broader skills development that spans industries or aligns with employees' personal interests and passions, leaving untapped potential.

Core Skills Sought by Employers





Pay Fairness

Conversations about pay rarely reach workers in a meaningful or accessible way, if at all, leaving gaps in awareness, understanding, and engagement.



Despite progress in recent years, the gender pay gap persists across the world. As of 2022, the gender pay gap among developed countries was 11.6% on average. Women who were employed full-time earned 88 cents for every euro full-time employed men made ([OECD, 2024](#)). The US lags here, with a pay gap of 18% as of 2022 ([Kochhar, 2023](#)). While the UK outperformed the average, in April 2024 women still earned 7% less than men on average.

Interestingly, analyzing the US data highlights intersectional disparities where women of color earn significantly less than white men (Gould, 2024).

Even more profound is the lack of data that exists when considering pay gap analyses from an intersectional lens. While pay transparency is gaining in popularity both in Europe and in the US, it is not a one-size-fits-all solution. Research shows that transparency does not necessarily lead to pay equity. This remains, in large part, due to fear of retaliation and the aforementioned cultural taboos associated with talking openly about pay in the workplace.

Many employers are preparing for upcoming legislation around pay but few go above and beyond to establish best practices.

"I've heard from hundreds of strangers I've interviewed that despite a normalization in recent years to pay transparency, they are still struggling to achieve pay equity in the workplace. Whether it's because of retaliation from their employers, or they're forced to sign NDAs that intimidate them into silence, the uphill battle for pay equity is less steep, but still long."

Hannah Williams, CEO & Founder, Salary Transparent Street



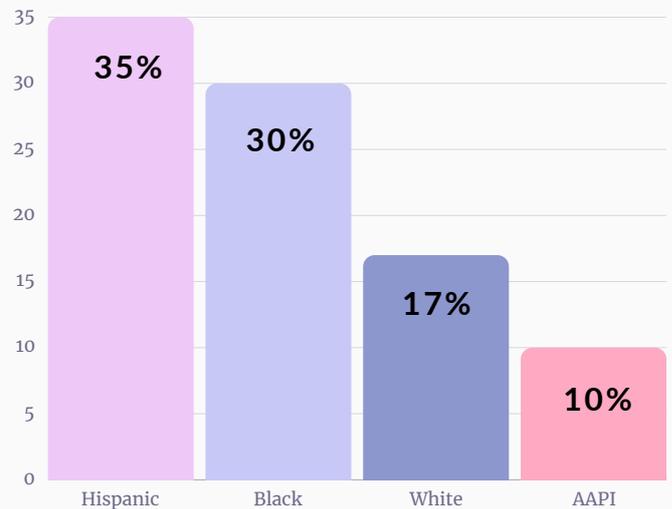


Pay Gaps

Equal pay, irrespective of race, gender or other protected characteristics is a concern for 80% of employees, especially among younger Gen Z workers ([Indeed, 2023](#)). Pay transparency can also help employers attract and retain talent, as recent graduates rank high future salaries as their top preference when searching for a job ([Universum, 2024](#)).

Gender Pay Gaps	Percentage
OECD* Countries	11.4%
United Kingdom	14%
USA	16%

**The Organization for Economic Co-operation and Development (OECD) is a unique forum where the governments of 37 democracies with market-based economies collaborate to develop policy standards to promote sustainable economic growth.*



Gender pay gap by ethnic groups USA

Pay Through the Employee Lens

Many policymakers and large employers often highlight a vision of good practice where employees feel valued and have a clear understanding of their compensation. In this ideal scenario, pay systems are transparent, equitable, and accessible, fostering trust and engagement in the workforce. However, the reality for much of the workforce is starkly different—compensation structures remain opaque, conversations about pay are often avoided, and a significant number of workers feel undervalued or uninformed about how their pay is determined.

Some members of the FWC observed that many organizations still adhere to pay secrecy, noting that companies tend to prioritize pay transparency only when facing external pressure.

Beyond just data availability, employee empowerment, negotiation skills, and the ability to both quantify and articulate one's individual contribution also significantly hinders progress from the employee perspective.



“Fair work isn’t a privilege—it’s a necessity if we want the future of work to become the future of everyone.”

Mithra Vasanthan, Diversity & Inclusion Specialist, Immediate Media



Labor Market Insights

Realtime data is transforming how employers understand labor market trends, evolving skills needs, and the value of work, shaping their strategic plans for the future. However, employees are often excluded from these visions, missing the opportunity to take a leading role in shaping their own futures in the process.



Labor market intelligence (LMI) is vital in understanding and responding to dynamic labor markets. While perhaps not a common or well known term for much of the global workforce, the vast majority of employees engage with labor market intelligence regularly, without even realizing it. Considerations made when choosing to relocate, for example, such as proximity to and from work, remote flexibility, cost of living, average salary ranges and career pathing, economic factors, etc. all constitute labor market intelligence.

Any factor influencing decision making about a job, both personal and professional, and for both the employee or employer can be considered labor market intelligence data.

LMI incorporates a wide range of data and analysis methods, including employment statistics, skills demand forecasts, wage trends, and information on education and training opportunities (Attwell & Hughes, 2018). This essentially creates a picture of what's happening in the job market by compiling job opportunities and the skills one needs to get them.

By 2030, job creation and elimination due to labor market changes will affect 22% of today's jobs. This includes 170 million new jobs (14%) but also 92 million job losses (8%), resulting in a net growth of 7%, or 78 million jobs (WEF, 2025).

"Younger generations place equal, if not greater, emphasis on well-being as they do on their careers. Their heightened self-awareness is crucial for developing the leadership required for the future. This leadership will foster well-being, drive sustainable growth, and can bridge the long-standing divide between people and profit."



Alja Gajsek, Program Director, Center for Entrepreneurship & Executive Development (CEED) Slovenia



Sources of Data

Workers can make more informed career choices by seeking training and education opportunities in line with trends ([Attwell & Hughes, 2018](#)). Similarly, businesses can use LMI to forecast skills shortages in their sectors and proactively develop training programs to address these needs for employees.

While these sources offer comprehensive data and insights for employees to investigate, the most useful analysis and insights are often hidden behind paywalls for industry experts and consultants.



The UK Office for National Statistics (ONS): Providing data on employment, unemployment, earnings and other key indicators.

America's Labor Market Information System (ALMIS): Provides standardized LMI and tools for job seekers, employers and workforce development professionals.

The U.S. Bureau of Labor Statistics: provides economic, labor, and employment data and other work insights.

European Labour Market Barometer (ELMB): Provides an outlook for the development of the European labour market in the next three months.

European Skills/Competences, Qualifications and Occupations (ESCO): Offers professional occupations and skills relevant to the EU labour market and education and training.

The EU Labour Market Outlook (ELMO): Analyzes key labor market trends across EU states, offering insights on employment, wages, and the impact of emerging technologies like AI.

Labor Data Through the Employee Lens

For employees, labor market intelligence provides critical insights to align their career choices with emerging trends. The persistence of secrecy in many labor market practices limits transparency and empowerment, often allowing businesses to hoard talent at the expense of broader workforce development. Overcoming these barriers requires a commitment to fostering openness and collaboration in the labor market.

Transforming the Way Forward

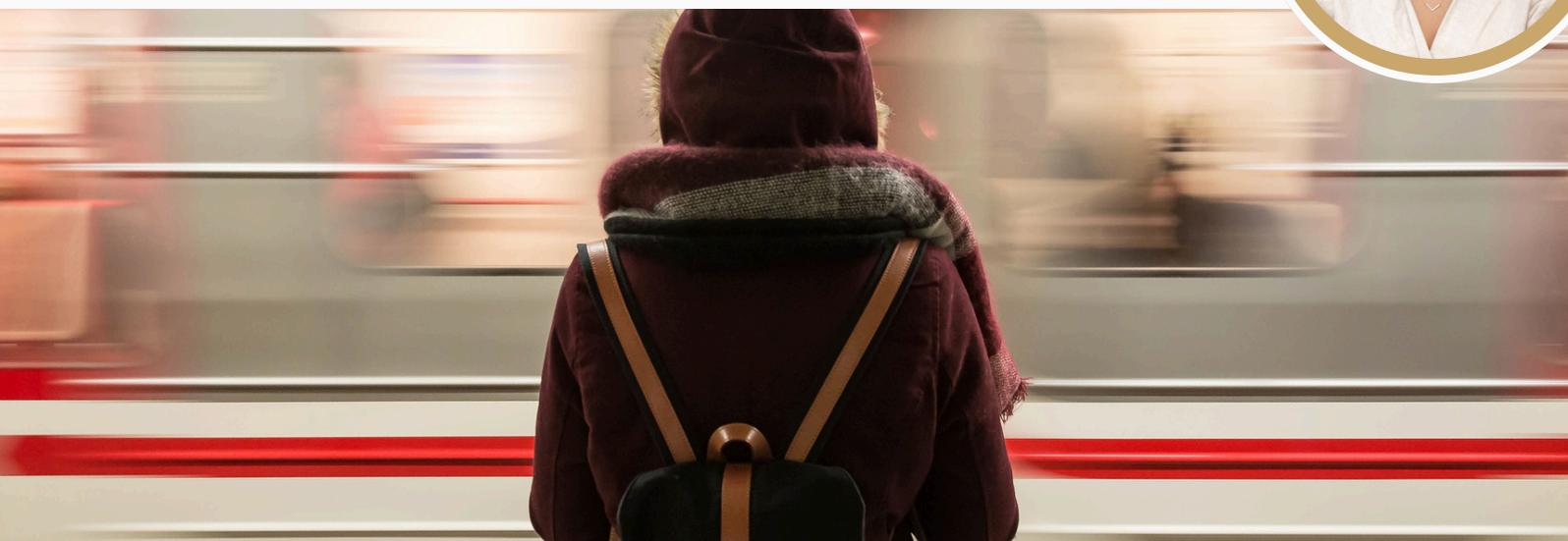
The future of work is shaped by changing technological, economic, and social factors. The evolution of these forces create challenges and opportunities for employees, employers, and policymakers alike. The bulk of analysis has been focused on the success of employers with little emphasis on employees. WorkVue aims to change this.

The WorkVue lens focuses on the intersection of three critical themes of work aimed at preparing employees and workers themselves; empowering them with knowledge and arming them with the skills they need to forge their own paths. Their paths as defined by their own individual goals and needs, not just that of an employer. To achieve this, we must shift the dated employer-centric approach towards one that puts employees first.

By prioritizing skills development, pay equity, and labor market intelligence, and critically - putting employees first, we can create a future that works for everyone.

"The future of work starts with us - employees and workers. Change is rapid, and the key is ownership. Own your skills, your pay, and your work-life - don't just let it happen to you, build it."

Swetha Viswanathan,
Pay Equity Specialist



The Council

We are a group of young professionals committed to creating a more equitable and fulfilling future of work by 2030. We sincerely thank *Aaron Terrazas, Beth Grammer, Kadie Philp, Monika Queisser, Nick Kind, Veerle Miranda, and Tamara Kraljic* for their invaluable insights, feedback, and mentorship in shaping this report. Your guidance and leadership has been truly appreciated.



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Glossary of Terms

Future of Work	Refers to the evolving state of work, workers, and workplaces impacted by labor market trends, such as technological advancements and shifting economies
Artificial Intelligence (AI)	Technology that enables computers and machines to mimic human learning, understanding, and decision making
Employee	The worker of a specific company, i.e., working for their employer
Employer	The person or organization that employs workers
Labor Market	The availability of employment and labor, in terms of supply and demand
Labor Market Intelligence (LMI)	Information about the labor market that has been analyzed and distributed for the people to better understand the job market
Pay Equity	The concept that all employees should be paid the same for equal value work regardless of their gender, race, ethnicity, or other protected characteristics
Skills Development	The process of acquiring, improving, and enhancing a wide range of skills and competencies
Worker	Any individual who holds a job, i.e., a current employee, freelancer
Workforce	The collective group of all workers

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