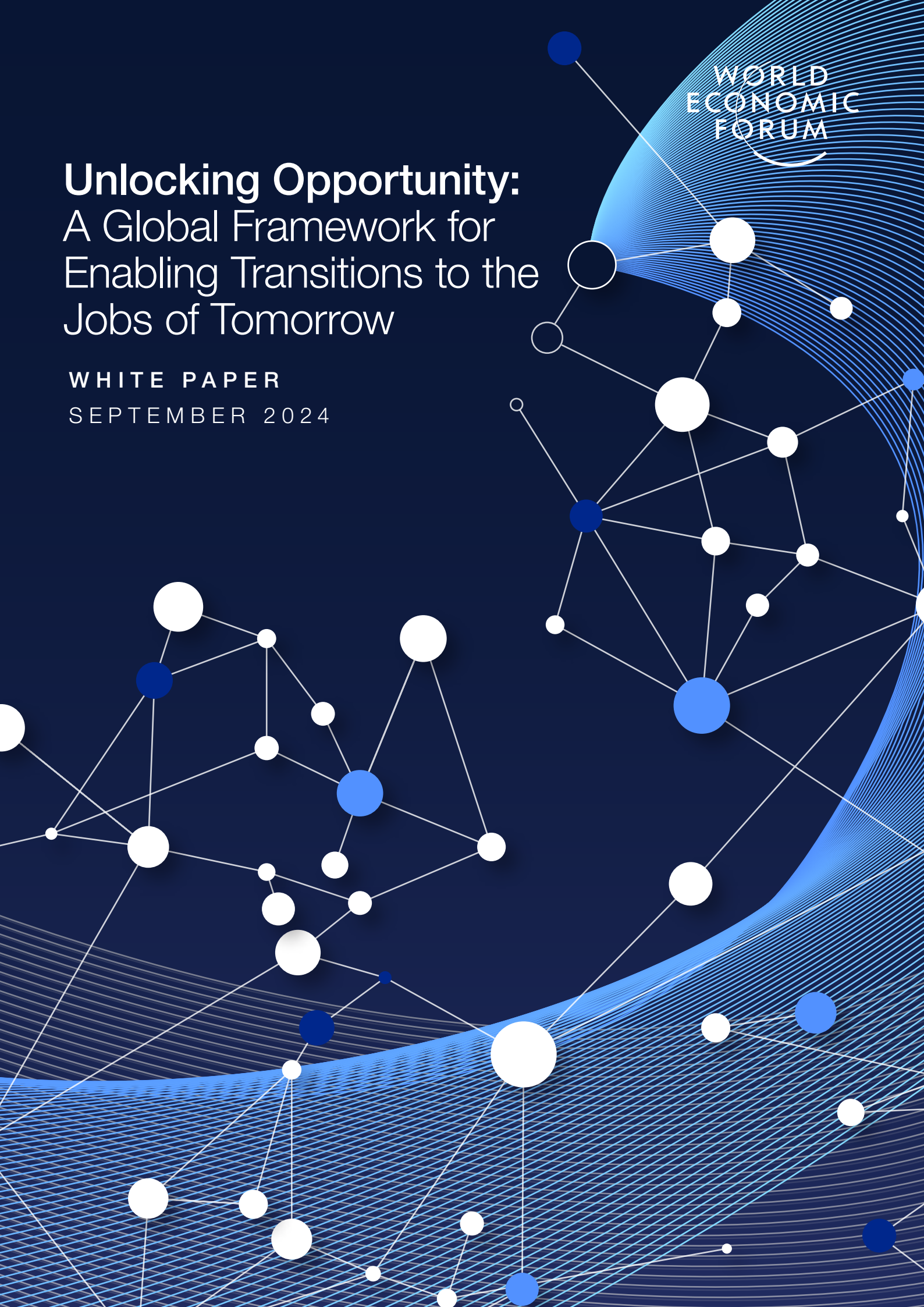


WORLD  
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# Unlocking Opportunity: A Global Framework for Enabling Transitions to the Jobs of Tomorrow

WHITE PAPER

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# Executive summary

The global labour market is in the midst of a profound transformation. As technological breakthroughs, geoeconomic shifts and the need for an equitable climate transition disrupt traditional employment patterns, the ability of workers to transition into new roles is becoming essential for maintaining employment and achieving social mobility, and is increasingly seen as a critical mechanism for optimizing economic productivity and enhancing individual well-being.

With adequate support measures, many more job transitions could be taking place – leading not only to much needed continuous employment for workers, but also to better jobs that pay higher salaries and offer the security provided by growing labour-market demand. By proactively facilitating these transitions, economies can better align labour supply with demand, reduce unemployment and enable workers to secure higher-paying, more stable jobs in growth sectors. Moreover, proactive job transitions help mitigate the adverse effects of job displacement, ensuring that workers are not left behind in the face of economic change but are instead positioned to thrive in the new economy.

This paper's analysis, in collaboration with Lightcast, is based on empirical data from 14 economies across seven global regions: East Asia

and the Pacific, Europe, Latin America and the Caribbean, the Middle East and North Africa, North America, South Asia, and Sub-Saharan Africa. For each region, we examine data on job transitions from online job postings and highlight specific job transitions that characterize the region's potential for successfully adapting to the labour-market transformation. Importantly, we find three notable trends observed across all regions: the rapid growth of transitions into digital and ICT (Information and Communications Technology)-based jobs, the high frequency of transitions into human-centric health and care jobs, and the rise of transitions into business services roles.

The paper builds on earlier World Economic Forum work to provide a global framework for key stakeholders in business and government to facilitate job transitions, highlighting the need for: (1) reskilling and upskilling for new opportunities; (2) improving employee-employer matching; (3) worker safety nets; and (4) multistakeholder collaboration to break through industry barriers. It also provides case studies specific to each region that demonstrate existing initiatives and programmes that support and enable worker transitions. These case studies were collected from both the private and public sectors, and demonstrate successful multistakeholder collaboration between both.

# Introduction

Technological breakthroughs, geoeconomic shifts and the need for an equitable transition are disrupting the global labour market. According to data from the World Economic Forum's [Future of Jobs Report 2023](#), nearly one-quarter of all jobs globally are projected to change by 2027, with 69 million new job roles expected to be created and 83 million job roles expected to be displaced. (Figure 1) Jobs expected to be most affected by increased technology adoption include roles such as bank tellers, postal service workers, cashiers and ticket clerks. Some of the projected fastest-growing jobs include roles such as artificial intelligence (AI) and machine learning specialists, sustainability specialists and business intelligence analysts (Figure 2).

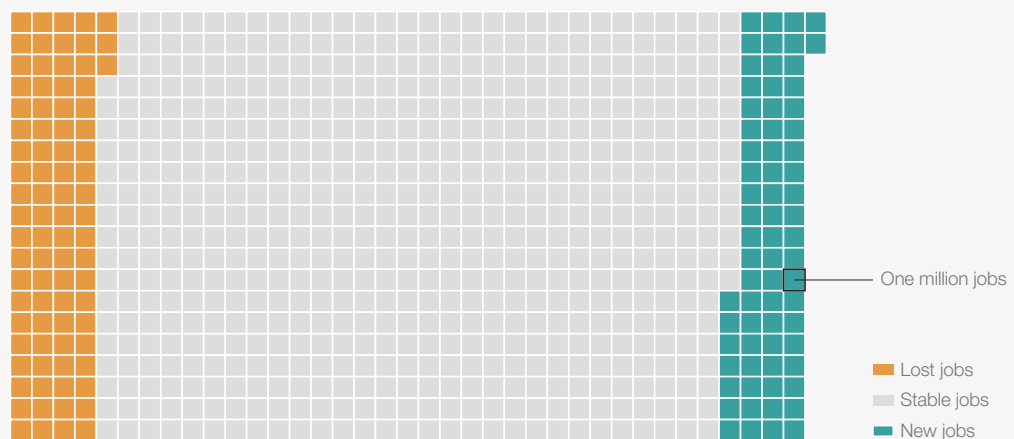
Job transitions are one of the most important mechanisms that need to be addressed in a changing labour-market environment. On the surface, a job transition is simply the act of an individual moving from one job to another. Job transitions often happen gradually – because demand from businesses declines for some roles, while it increases for others, or because individuals have a desire to perform a different task or earn a higher salary. In aggregate, across entire economies or regions of the world, job transitions are a continuous process, driving evolving structural shifts of the economy, as seen during previous industrial revolutions.

Traditionally, job transitions were often assumed to happen “naturally” as the labour market adjusts over time. However, given the accelerating pace of change currently seen in today's global labour market, there is an increasing need for a more purposeful approach to the issue. The transformations that labour markets are experiencing emphasize the need for strategic workforce planning and talent development to prepare for upcoming global labour-market disruptions. Swifter and more efficient job reallocation mechanisms, within and across different firms and sectors, are critical. The coming years represent a generational opportunity for businesses and policy-makers to help workers transition out of declining roles or unemployment and into growing jobs of the future, while fostering economic inclusion and opportunity, thereby contributing to shaping more inclusive, sustainable and resilient economies and societies.

Building on earlier proof-of-concept research,<sup>1</sup> this paper makes the case that job transitions can be facilitated – by governments, by businesses and by individuals themselves – to optimize the fine-tuning of the broader economy and improve the well-being of workers. It provides a global framework to analyse and enable job transitions, based on a regional analysis that examines real-world empirical data on job transitions from 14 economies across

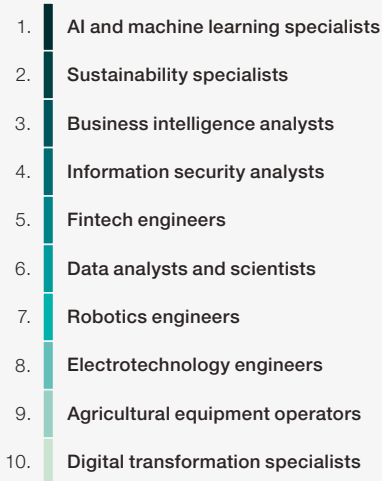
FIGURE 1 Projected total global job growth and loss, 2023-2027

**23%**  
of today's job  
will change

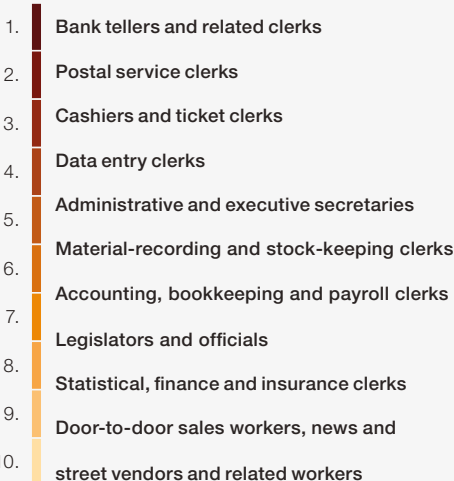


Source  
World Economic Forum, *Future of Jobs 2023*, 2023

Top 10 fastest-growing jobs



Top 10 fastest-declining jobs



Source  
World Economic Forum, Future of Jobs 2023, 2023

Note  
The jobs that survey respondents expect to grow most quickly from 2023 to 2027 as a fraction of present employment figures.

seven world regions and connects them with relevant case studies.

The paper begins by presenting the foundations of its methodology for mapping viable and desirable job transitions, developed as part of earlier World Economic Forum research. The next section presents an extended framework to promote proactive transitions toward high-growth, high-opportunity jobs, based on four pillars: reskilling and upskilling for new opportunities; improving

employee-employer matching; worker safety nets; and multistakeholder collaboration to break through industry barriers. To demonstrate the applicability of the framework, the paper then presents an empirical regional analysis, identifying viable and desirable job transitions from seven world regions, based on observed real-world, country-level data. For each region, the paper also highlights several case studies that illustrate the successful application of policies to promote job transitions as well as the results they yielded.

# 1

# Methodology: Mapping job transitions

## 1.1 Introducing a method for mapping job transitions

This report builds on prior World Economic Forum research on mapping job-transition opportunities that were published across two major reports in collaboration with BCG and Lightcast (formerly: Burning Glass Technologies).

The first, [Towards a Reskilling Revolution: A Future of Jobs for All](#), published in 2018, is focused on jobs that are expected to decline in the medium term, due to automation from technological advancements, making use of labour-demand projections provided by the US Bureau of Labor Statistics. To identify practical job transitions for current workers in these jobs, two broad criteria are considered: “viability” and “desirability”.

Viable job transitions are those for which an individual possesses – or could realistically acquire – the skills required for the next occupation. This is practically assessed via two data measures. First, the skill set similarity between the starting role and the destination role is determined by assessing the skills and tasks required by each occupation. This is done via text analysis of internet job posting data, which allows for the creation of a similarity index that determines how close the skill and task requirements of any two positions are. Second, the education and work experience requirements of the destination occupation are taken into consideration, captured by a measure provided by the US Bureau of Labor Statistics called “job zones.” Job zones quantify the expected level of education, work experience and on-the-job training required for an occupation. A sufficiently close job zone measure for any two roles suggests that an individual would be qualified to make the transition between the roles.

Desirable job transitions are viable job transitions that feature two additional considerations: sustainable long-term stability, i.e. jobs that have projected positive labour-demand growth, and adequate financial remuneration, i.e. jobs that provide salary equal to or greater than one’s current job. As many job transitions are precipitated by a concern that one’s current job may be in decline due to technological change or other economic factors, transitioning into a role with higher growth prospects would be a fundamentally desirable factor. Regarding adequate salary, few individuals would consider a job transition that leads to a lower standard of living. Readers are encouraged to review the original publication, which provides additional methodological details.<sup>2</sup>

A second publication, [Towards a Reskilling Revolution: Industry-Led Action for the Future of Work](#), published in 2019, makes the case for public- and private-sector investment in learning and skilling to facilitate the viability of job transitions. The report presented an innovative, quantitative cost-benefit analysis to assess the business and economic case for retraining existing workers, versus laying-off current employees and rehiring anew. It also provided comprehensive industry-specific roadmaps that identified new technologies particular to the industry, top jobs in the industry, expected impact of technology on the workforce, and the industry’s most pertinent emerging and declining jobs.<sup>3</sup>

## 1.2 Updated methods for a global analysis

While these two earlier reports provided an innovative approach to understanding and assessing the feasibility of job transitions – and have since been incorporated into a number of other studies and initiatives – their analyses were geographically limited to the United States. Additionally, analysis was performed on data from 2017, and one may expect the job specific data to quickly become outdated in a rapidly evolving technological and economic context. The goal of

the present paper is to broaden the geographical scope in identifying viable and desirable job transitions as well as to provide analysis on the most recent available data.

Our present analysis is based on a total of 14 economies – Australia, Brazil, Czech Republic, Germany, India, Indonesia, Pakistan, Philippines, South Africa, Spain, Türkiye, United Arab Emirates, United Kingdom and the United States

– offering a global understanding of job-transition opportunities. Country-level data has been provided in collaboration with Lightcast, a labour-market data and analytics provider that has compiled a global database of millions of online job postings over the 2023-2024 period, from which we derive our job transitions insights.<sup>4</sup>

To keep the analysis as consistent as possible across the diverse range of economies covered by our data set, we use a limited number of metrics in assessing job transitions. To generalize our previous approach across additional geographies and identify viable job transitions, we use empirical observations of actual transitions that have taken place in the local labour markets of the countries we examine and focus on the most common transitions for each particular starting occupation.<sup>5</sup> In addition, we focus on transitions for which the destination occupations feature among the highest number of online

postings; thus, not only do we focus on frequent transitions, but frequent transitions into roles that are in high demand. To identify desirable job transitions, we focus on transitions that provide the greatest increase in annual salary from starting to destination occupation, as in the criteria used in our earlier reports. Limiting our analysis to these two indicators – number of online postings and annual salary – allows us to provide the most consistent analysis possible across the range of economies we study.<sup>6</sup>

Accordingly, the regional analysis section of this report highlights selected top job transitions per geographical region that are each illustrative of the most viable and desirable options locally available, those that are frequently observed in the data, and that feature a high salary increase, based on the most current data available.

### 1.3 An example job transition

**Table 1** provides an example job transition to illustrate the format used in the subsequent sections. The example comes from India and is one of the most common job transitions observed in our country-level data set: a transition from the role of “Manufacturing / Production Technician” to “Software Developer / Engineer”. The initial and final salaries are indicated, with the completed transition resulting in an increase of 519,568 Indian

rupees (INR). At the time of data collection, a total of 650,659 online job postings corresponded to Software Developer / Engineer, which is among the highest posting counts for an occupation found in India. Furthermore, Software Developer is among the most common destination occupations among the thousands of job transitions we have examined within the South Asia region and worldwide.

TABLE 1 Example job transition

Country	Starting occupation		Destination occupation				
	Title	Average salary (INR)	Title	Average salary (INR)	Number of online job postings	Salary difference (INR)	Salary % difference
India	Manufacturing / Production Technician	131,091	Software Developer / Engineer	650,659	676,351	519,568	+396%
			Production Supervisor	251,174	31,744	120,083	+92%
			Office / Administrative Assistant	220,784	90,771	89,693	+68%

Source  
Lightcast.

Note  
INR = Indian rupee.

## 2

# Framework: Enabling job transitions

FIGURE 3

## Job Transitions Framework



The Jobs Transition Framework (Figure 3) proposed in this section identifies four key levers to promote transitions toward high-growth, high-opportunity jobs and outlines the roles that employers, the public sector and other stakeholders may play in facilitating these transitions. It was developed in consultation with a wide variety of experts and practitioners supporting the [World Economic Forum's Jobs Initiative](#).

## 2.1 Reskilling and upskilling for new opportunities

Reskilling and upskilling are key enablers of job transitions. As jobs change, the tasks they are comprised of, and the skills required to execute those tasks, change. The World Economic Forum's *Future of Jobs Report 2023* projects that, on average, 44% of the skills required in any given job will be transformed over a five-year period. Thus, reskilling and upskilling to develop new skills should not be viewed as a one-time effort. A cultural shift towards continuous learning and adaptability is the backbone supporting all other drivers of job transitions. For workers, this means recognizing that career paths are no longer linear and that reskilling and upskilling are integral to maintaining employability. Organizations must

create environments that support lifelong learning and flexibility – and view employee development as a strategic investment rather than a cost.

Moreover, there is a need for harmonization and mutual recognition of diverse types of skills accreditations beyond traditional academic degrees. Adopting a common, standardized skills taxonomy and/or ontology and enabling credential and competency portability allow workers to transition more easily between roles, industries and regions, empowering them to pursue new opportunities, and give employers access to a broader talent pool.

## 2.2 Improving employee-employer matching

Employers can improve job-matching efficiency by promoting job flexibility and alternative employment arrangements, enabling more inclusive access and (re-) entry into the labour market. For example, flexible working arrangements, including schedule flexibility and remote work, may bring people with time and location restrictions into the workforce who might otherwise have given up on their job search altogether. One recent World Economic Forum report estimates that, by 2030, 92 million jobs could be done fully remotely.<sup>7</sup>

Appropriately designed temporary work opportunities may also help workers gain career experience, build expertise in new skills and achieve greater financial and social security.<sup>8</sup> Governments could enhance flexible employment models by implementing policies that balance job flexibility with worker protections and benefits. For example, they may establish clear regulations for platform workers and operators, ensuring fair wages, timely payments and transparent terms of service.



Employers could help boost job transitions through internal job mobility as well as mentorships and coaching schemes. For example, a study of 2,258 Dutch workers between 2014 and 2017 found that training, education or individual coaching shortly before or after job displacement shortened unemployment by almost three months, on average.<sup>9</sup> Governments may also connect employees and employers more effectively through

employment agencies and job-search assistance, acting as intermediaries to match skills demand with supply in the labour market.

Employers could also leverage a growing range of workforce tech solutions to help unlock greater talent pools and enable inclusive hiring, improving job-matching efficiency.

## 2.3 Worker safety nets

Robust and agile social safety nets are essential for supporting individuals through job transitions, extended career changes or unforeseen issues, ensuring that workers can maintain a decent standard of living throughout the process. By offering direct financial support or indirect support (through healthcare benefits or other essential services), safety nets help mitigate the adverse effects of job loss and economic instability, thus creating a resilient workforce, enabling workers to navigate career changes with security and confidence.

Governments could also offer unemployment insurance directly to displaced individuals or indirectly through subsidized severance packages or wages, allowing employers to retain employees temporarily before permanent displacement. Employers might offer temporary unemployment benefits to workers displaced due to changing skill requirements, giving them a chance to reskill or upskill and re-enter the labour market. Employers could also collaborate with local governments to ensure continuous support and should comply with local regulations to protect workers. Finally, governments might help mitigate adverse financial consequences of job transitions by enacting labour laws that protect against unfair dismissal and ensure fair severance packages.

Direct social protection can take various forms beyond unemployment insurance, such as old-age pensions, health protections, disability benefits, maternity benefits or sickness or injury benefits.<sup>10</sup> Indirect government support to businesses, especially small businesses, can take the form of corporate tax credits or grants linked to training and skilling programmes. Additionally, governments may mandate access to basic worker protections that are frequently lacking in the gig economy, such as health insurance, retirement plans and unemployment benefits.

## 2.4 Multistakeholder collaboration to break through industry barriers

Multistakeholder collaboration may help bridge job-transition gaps between and within industries by coordinating public and private entities, educational institutions and other key stakeholders. Employers could collaborate within or between industries to understand where skills adjacencies exist, learn from each other and work together to help their workers transition. Companies in the same sector can collaborate by sharing knowledge and swapping talented employees, creating a more creative and innovative workplace. This allows employees to join other companies' training programmes and establish mutually beneficial

relationships, helping workers acquire new skills and gain exposure to different companies, facilitating potential future transitions.

A key policy tool enabled by public- and private-sector cooperation is portable benefits.<sup>11</sup> Portable benefits are not tied to an employer and move with the worker between jobs. This is especially useful for temporary or part-time work, where employees frequently change employers or work schedules. Portable benefits might include payments like retirement savings, unemployment insurance, paid leave, or education and learning allowances.

Governments could also partner with businesses and educational institutions to implement targeted reskilling and reemployment programmes, facilitating job transitions within or between industries. For example, the German government integrated job transitions into their national industrial strategy to support workers and communities during the energy transition and coal-production decline. The proactive approach of Germany's Commission on Growth,

Structural Change and Employment ensured ex-coal workers secured new jobs in other industries or, in the case of older workers, had appropriate support for early retirement.<sup>12</sup> Similarly, Spain's Just Transition Strategy has taken a regional approach to identifying and alleviating the economic loss from the closure of coal plants in coal-dependent communities.<sup>13</sup>

# 3

# Regional analysis

The following empirical analysis provides a detailed look at seven geographical regions — East Asia and the Pacific, Europe, Latin America and the Caribbean, Middle East and North Africa, North America, South Asia, and Sub-Saharan Africa — presenting examples of the currently observed top job transitions from declining to higher-opportunity jobs in each region, and illustrative case studies that highlight ways of enabling these transitions into each of the region's most promising job

opportunities and employment sectors. The section begins by identifying commonalities among the geographical regions studied, followed by more detailed coverage of individual economies and regions. In doing so, the report documents how large-scale job transitions are increasingly becoming a reality, and that there is significant opportunity in pursuing a targeted and proactive approach.

## 3.1 Global trends: Transitions to the jobs of tomorrow

Each region and economy has its own unique set of circumstances that gives rise to a unique set of job transitions that are both viable and desirable. However, due to the interconnectedness of global supply chains, the increasing ubiquity of new technologies and global commonalities in demographic change, three common global themes can be identified.

The first global trend we observe is the rapid growth of transitions into digital and ICT-based jobs, such as Software Developer, which is among the most frequent destination occupations in the global data analysed. Transitions into Software Developer often start in other technical occupations, such as Technology Consultant, roles in Manufacturing and Production, and other Technician roles. We observe the high frequency of these transitions in all regions and across all income groups.

The second global trend is the high frequency of transitions into human-centric health and care jobs, such as Physician and Registered Nurse. Starting occupations for these transitions tend to be other roles in healthcare where individuals may work in proximity to primary caregivers, such as Health Technicians or Administrators. These transitions are frequently observed in more advanced economies, where demographic changes have placed additional labour demand on the healthcare sector.

The third global trend is the rise of transitions into business services roles, such as Business Analyst and Sales Representative, which we observe in countries across the income spectrum. One reason behind this trend might be the increase in business process outsourcing and modularization driven by multinational companies, which often involves sales roles along with those in customer service and marketing.

## 3.2 East Asia and the Pacific

Within the East Asia and the Pacific region, Registered Nurse emerges as a key job transition opportunity in the Healthcare sector in **Australia**, with comparatively high remuneration and substantial labour demand. With median age in the country having increased from 33 years in 1993 to 38 years in 2023, demand for more healthcare workers is rising as the proportion of the population above retirement age grows.<sup>14</sup> For example, individuals working as a Patient Transporter / Orderly already have substantial exposure to the Healthcare industry, making a transition from

this occupation into Registered Nurse one of the most commonly observed in Australia. In the Philippines, many occupations, such as Cashier, are a springboard for job transitions into Customer Service Representative roles. Business process outsourcing (BPO) has soared in the **Philippines**, to the extent that it has established a worldwide reputation for processing customer service tasks for multinational companies. As of 2023, the sector contributes \$29.1 billion in revenue to the local economy, which amounts to 7.5% of the nation's GDP.<sup>15</sup>

TABLE 2 Top job transitions in East Asia and the Pacific

Starting occupation			Destination occupation				
Country	Title	Average salary	Title	Average salary	Number of online job postings	Salary difference	Salary % difference
Australia	Patient Transporter / Orderly	54,931 (AUD)	Registered Nurse	88,047 (AUD)	28,419	33,116 (AUD)	+60%
Indonesia	Customer Service Representative	34,406 (IDR)	Sales Representative	79,168 (IDR)	14,756	44,762 (IDR)	+130%
Philippines	Cashier	159,147 (PHP)	Customer Service Representative	276,486 (PHP)	180,519	117,339 (PHP)	+74%

Source  
Lightcast.

Note  
AUD = Australian dollar, IDR = Indonesian rupiah, PHP = Philippine peso.

## CASE STUDY

## Randstad Japan Boot Camp Training programme

Japan is facing labour-market challenges due to its ageing population, whereby as older generations retire, younger generations do not provide a large enough labour force to meet industry demand. The country also faces a shortage of skilled workers, particularly in the Engineering and Technology fields. To bridge this gap, a proactive approach to enable workers to transition into engineering, Digital and IT roles is needed.

To address these challenges, Randstad Japan implemented a Boot Camp Training programme, designed to facilitate career transitions into Digital and IT roles. The programme offers intensive training courses lasting three to four weeks, combining online and face-to-face classroom instruction. Participants gain hands-on experience with actual equipment, focusing on entry-level digital and IT infrastructure skills. Upon completion of the training, Randstad's sales team works proactively with existing clients and prospects, particularly system integrators, to secure entry-level job opportunities for programme graduates. The key stakeholders involved in this initiative include Randstad Temp Division (RT Temp) and Randstad's client companies, primarily system integrators, who have a strong demand for workers and are willing to accept individuals who complete the Boot Camp Training programme.

Since its inception in 2014, the Boot Camp Training programme has achieved significant results. Approximately 3,000 participants have completed the training and successfully transitioned from non-Digital roles, such as Shop Clerks, Waitstaff and Beauty Advisers, to positions in Digital and IT technologies. This initiative has helped address the skills gap in Japan's digital and IT sector, providing a pathway for workers to enter the growing Technology field. Randstad Japan's innovative approach has effectively addressed the country's labour-market challenges while facilitating meaningful career transitions for workers.

## CASE STUDY

## Indonesia's green jobs initiative and vocational training

Indonesia faces a significant degree of mismatch between its education system and labour-market needs. Despite a popular belief that vocational schools – known as Sekolah Menengah Kejuruan (SMK) – better prepare students for employment, as of August 2023, the unemployment rate for SMK graduates was triple that of elementary-level graduates. This data highlights a critical gap between the skills taught in vocational schools and the demands of the job market, demonstrating that longer school years and vocational tracks do not necessarily correlate with better employment chances. Additionally, as an archipelago highly vulnerable to climate change, Indonesia recognizes the urgent need to shift towards green jobs to ensure environmental and economic sustainability.

In recognition of this, the Indonesian government has implemented a comprehensive strategy to revitalize its Technical and Vocational Education and Training (TVET) system. The strategy focuses on fostering green jobs to address climate-change challenges and promote sustainable development. It adopts a demand-driven approach to workforce development, aligning skills training with market needs. A key component is the establishment of a labour-market information system to bridge the gap between labour supply and industry demand.

The government has launched several such initiatives, including the SMK-PK (Sekolah Menengah Kejuruan – Pusat Keunggulan) programme to improve cooperation between vocational schools and industries. This programme aims to transform SMKs from public schools into local enterprises called BLUD (Badan Layanan Usaha Daerah), enabling them to implement the “teaching factory” concept and generate income through commercial cooperation with industries. Furthermore, the government has enacted Presidential Regulation Number 68 of 2022 to upgrade the quality of vocational training and education, ensuring it meets international standards and addresses specific skill sets required of the workforce. The revitalization effort involves multiple stakeholders, including the Ministry of Education and Culture, Ministry of Manpower, Ministry of National Development Planning (Bappenas), National Team for TVET Coordination (TKNV), Indonesia Chamber of Commerce (KADIN), vocational schools (SMKs), local industries and businesses, and labour unions. The TVET National Team was established as a strategic body to oversee and coordinate vocational training nationwide, ensuring that programmes align with national economic goals.

While the full impact of these initiatives is still unfolding, some notable outcomes have been observed. The SMK-PK programme has improved collaboration between vocational schools and industries, implementing the teaching factory concept and generating income through commercial cooperation. Bappenas has published an Occupation Map for green jobs that encompasses strategic sectors such as Renewable Energy, Manufacturing, Agriculture, Construction and Services. KADIN, in collaboration with labour unions, is creating a digital platform to offer training for workers and job seekers. By aligning educational outcomes with market demands and focusing on sustainability, these efforts aim to address the skills mismatch, reduce unemployment rates among vocational school graduates, and prepare Indonesia's workforce for the challenges of the modern economy, including the transition to green jobs.

## 3.3 Europe

Within Europe, ICT Services and Software Engineering have grown significantly as employment sectors in recent years. For example, job transitions into Software Developer / Engineer roles from non-ICT fields are among the most frequent transitions observed in **Germany** and the **Czech Republic**. In the **United Kingdom**, job transitions into roles such as Registered Nurse are among the most

common, a trend that is observed across many high-income economies with ageing populations in need of healthcare professionals.<sup>16</sup> Many of these transitions come from other, more junior Healthcare professions (such as Phlebotomists). In **Spain**, meanwhile, the data shows a rise in job transitions into business services roles, such as Business Analysts, from more clerical roles.

TABLE 3 Top job transitions in Europe

Starting occupation			Destination occupation				
Country	Title	Average salary	Title	Average salary	Number of online job postings	Salary difference	Salary % difference
Czech Republic	Production Fabricator / Assembler	281,474 (CZK)	Software Developer / Engineer	852,106 (CZK)	27,966	570,632 (CZK)	+203%
Germany	Tutor	23,015 (EUR)	Software Developer / Engineer	68,006 (EUR)	293,554	44,991 (EUR)	+195%
Spain	Office / Administrative Assistant	21,255 (EUR)	Business / Management Analyst	44,274 (EUR)	6,641	23,019 (EUR)	+108%
United Kingdom	Phlebotomist	26,389 (GBP)	Registered Nurse	41,412 (GBP)	224,897	15,023 (GBP)	+57%

Source  
Lightcast.

Note  
CZK = Czech koruna, EUR = euro, GBP = British pound.

## CASE STUDY

## European Union Pact for Skills

The European labour market is currently undergoing significant transformations due to the digital and green transitions, as companies adapt their operations and products to stay competitive. The challenge lies in ensuring that the region's workforce can acquire new skills and embark on job transitions rapidly and efficiently to meet the evolving demands of the market and avoid workers facing difficulties in securing or retaining employment.

To address this challenge, the European Union initiated the Pact for Skills under the umbrella of multistakeholder partnerships involving private and public organizations across the EU's 27 Member States. This initiative aims to upskill and reskill Europe's workforce by facilitating training that aligns with current job-market needs so that workers are able to retain employment or transition into a new role where needed. It focuses on supporting the green and digital transitions and promoting local and regional growth strategies. The European Commission aids these partnerships by offering advice and guidance on funding instruments and programmes for skills development, as well as by facilitating partnership opportunities through resource- and knowledge-sharing hubs.

Organizations that join the Pact for Skills sign a charter that commits them to uphold principles of quality training, lifelong learning, and inclusion and to translate these commitments into tangible actions. These partnerships can be organized as "large-scale" or "regional" skills partnerships, targeting specific geographical or sectoral areas. The initiative also aligns with the European Pillar of Social Rights and the EU's targets for 2030, which aim for at least 60% of all adults to participate in training annually and for at least 78% of the population ages 20-64 to be employed.

The stakeholders involved in this initiative include a wide range of sectoral, regional and local industry players, SMEs, social partners, education providers and relevant public authorities, including employment services. Strategic partnerships have been established with various organizations to support the digital transformation through platforms, tools and expertise.

The impact of the Pact for Skills has been significant. As of the time of publication, over 2,500 organizations are involved and more than 3.5 million workers received training in 2022 and 2023. The large-scale skills partnerships under the pact have committed to upskilling and reskilling over 25 million people by 2030. These partnerships have already facilitated improvements in worker skills across strategic sectors such as Micro-Electronics, Renewable Energy, Maritime Technology, Textiles, Agrifood and Digital Ecosystems. Additionally, 48,000 training programmes were either updated or developed, with members investing €310 million into training programmes in 2022 and 2023.



## CASE STUDY

## Berufsinfomat Project, Austrian Ministry for Labour and Economy

Recent technological advancements and concerns about the future of work have made it more challenging to find suitable jobs across all age groups in Austria. Young people struggle to navigate the range of professions and find future-proof education and training, while adults also find it difficult to identify sought-after skills and training courses. The country's Public Employment Service (AMS) website features extensive job-related content, but it is hard for users, especially non-native speakers, to search quickly and effectively. The challenge is to help workers transition into future-proof jobs by enabling better job-matching efficiency.

Since January 2024, the AMS has been using the Berufsinfomat, a customized AI system based on ChatGPT, to provide real-time occupation information. This AI tool accesses AMS knowledge databases on professions, training and education, offering quick and comprehensive answers. Users can ask questions in any common language and get relevant answers in the same language or translated to German. This tool can be used by users to understand what jobs are currently available, increase job-matching efficiency, and hence lead to job transitions.

The Berufsinfomat Project involves a variety of stakeholders, from the President of the AMS to IT service providers, gender equality and research experts of universities, and in-house experts. Partnerships were established with organizations involved in digital humanism, trustworthy and ethical AI (value-based engineering) and safe internet experts. Extensive exchanges on the relevance and implication of Austria's new AI Act were conducted, as well as roundtable discussions and working groups to demonstrate a proactive and "first-movers-advantage" attitude as a public-sector organization in Austria. Collaboration was also established with other ministries in their efforts to facilitate the employability of the youth to enable use of the tool for career research.

The Berufsinfomat received 160,000 prompts in January 2024 alone, and around 20,000 inquiries monthly thereafter. About 96% of queries are related to AMS's knowledge base, with the rest sourced from general large-language model (LLM) applications like GPT-3.5 or 4. The tool's feedback option has been used extensively to improve its content. Initial challenges with gender-related jobs, bias and moral dilemmas were addressed, and the reviews are now generally positive. AMS career counsellors and other departments find the tool beneficial for research and job advertisements, thereby increasing job-matching efficiency and enabling job transitions. The tool's multilingual capability allows users to access information in their native language, aiding in job transitions and therefore providing a leapfrog opportunity in the labour market.

## 3.4 Latin America and the Caribbean

Within Latin America and the Caribbean, Sales Representative and Office / Administrative Assistant roles are the two most frequent job transition destination occupations. Many of the skills required for these roles do not necessarily require formal credentials and can be learned via on-the-job experience. The lower barriers to entry for these roles make them potential conduits for promoting

social mobility in a region known for high income inequality. **Brazil**, for example, has seen a decline in income inequality over the past decade as economic progress has contributed to a growing middle class.<sup>17</sup>

TABLE 4 Top job transitions in Latin America and the Caribbean

Country	Starting occupation		Destination occupation		Number of online job postings	Salary difference (BRL)	Salary % difference
	Title	Average salary (BRL)	Title	Average salary (BRL)			
Brazil	Law Clerk	15,381	Sales Representative	26,452	463,072	11,071	+72%
Brazil	Youth Counselor / Worker	13,900	Office / Administrative Assistant	20,744	371,352	6,844	+49%

Source  
Lightcast.

Note  
BRL = Brazilian real.

## CASE STUDY

## ADP Brazil LTDA, Ada Lovelace Initiative

In Brazil, women, particularly from economically disadvantaged backgrounds, are underrepresented in technology roles. Only 16.4% of Afro-Brazilian women ages 18-24 attended high school in 2023, and only 6.5% obtained a diploma that year, according to data from [PNAD](#). Women have little presence in the science, technology, engineering and mathematics (STEM) labour markets in Brazil. [UNESCO in partnership with the British Council reports](#) that while women represent 45% of all formal workers in the country, they make up only 26% of workers in STEM fields. The Ada Lovelace Initiative seeks to close this gender gap by bringing women from underprivileged communities into the labour market, particularly in roles focused on technology. By providing opportunities for women from economically disadvantaged backgrounds, this programme also stands to help ADP Brazil LTDA and its clients hire skilled talent.

The Ada Lovelace Initiative pilot was launched as a collaboration between ADP, public high schools and a corporate image consulting NGO. The goal is to support the integration of young women from underprivileged communities into IT jobs and address a critical gender gap in the sector. The initiative, named after a pioneering figure in computing, developed and delivered a curriculum to provide the skills necessary to thrive in IT. The curriculum provides technical training in coding and payroll processing using proprietary ADP platforms. It also offers soft-skills development, including workshops on impostor syndrome, emotional control, time management and financial empowerment. To scale the training and increase accessibility, ADP trains students on the same platform it uses to train clients. Corporate image consulting and professional portrait sessions are provided to enhance employability through platforms such as LinkedIn. ADP associates volunteer to mentor students and answer technical questions, creating a robust support system for participants.

As of August 2024, 78 students have completed training, making them strong candidates for full-time employment or apprenticeships at ADP or within its client network, where there is high demand for individuals trained in ADP systems. The ADP team in Brazil is continuing the initiative with a new class term that began in August of 2024. ADP believes this initiative can be transformative beyond Brazil and is exploring how to replicate it in other countries. By providing comprehensive training and support, the Ada Lovelace Initiative empowers young women, fosters inclusive growth and serves industry needs. Its multistakeholder approach benefits individuals, the community and the IT sector at large.

## CASE STUDY

## TechnoServe, Chile – EmpleaT Program of Anglo American

Rural and semi-rural communes of the Metropolitan and Valparaíso Regions in Chile were faced with the challenge of high unemployment rates among vulnerable young people and women. These groups often struggled to secure formal job opportunities with decent salaries and social security benefits due to lack of skills, weak linkages to opportunities and biases among recruiters. The unemployment rates for young women have been particularly high, reaching as high as 26% in 2020,<sup>18</sup> significantly above the national average. This situation highlighted a need for targeted interventions to improve employability and access to quality jobs for these vulnerable populations, enabling them to transition from unemployment into the labour market.

To address these challenges, Anglo American, IDB Lab and Technoserve created the EmpleaT Program to develop a comprehensive model that aligns the skills of women and youth with labour-market demands, enabling them to transition into the labour market. This includes certified training in high-demand trades and personalized counselling to enhance socioemotional skills, coupled with workshops focused on empowerment skills like self-leadership and self-confidence. Technical training is supported by the National Training and Employment Service (SENCE). The programme emphasizes strengthening the labour ecosystem by improving coordination among institutions and promoting female inclusion in traditionally male-dominated fields, such as industrial maintenance and welding. EmpleaT drove a significant transformation within the private sector by partnering with recruiters to dismantle misconceptions that excluded women from jobs. Through creating gender-inclusion action plans and comprehensive mentorship, EmpleaT has successfully supported private actors in achieving gender-inclusion goals.

Key stakeholders in this initiative include the government, local municipalities through the Municipal Labor Information Offices (OMIL), the Women Heads of Household Programs under the National Service for Women and Gender Equality, local private companies, and technical-professional education institutions. This programme was initiated in 2016 by Anglo American and co-financed by IDB Lab for the first three years and then supported by Anglo American due to the company's focus on supporting employment in young people and women.

The impact of the EmpleaT Program has been significant. From 2016 to 2019, the programme achieved a 40% employment rate among participants within six months post-intervention. This figure rose to 65% employability within the same timeframe from 2020 onwards, following the integration of new empowerment tools. Of those employed, 61% are women and 72% are young people ages 18-35. Over the years, more than 3,800 individuals have been supported in transitioning to new and better jobs. At an ecosystem level, between 2020 and 2022, 793 representatives from various institutions received training in strategic planning, client service and coaching tools. As a result, in 2022, OMIL reported a 33% increase in job placements compared to 2020. Additionally, 41 labour-ecosystem institutions across 12 communes have received training, with 20 institutions in 2023 alone being trained in inclusive employability tools for women and youth.

## 3.5 Middle East and North Africa

The Middle East and North Africa region follows global employment trends with regard to increasing labour demand for digital jobs (**Türkiye**) and healthcare professionals (**United Arab Emirates**). One of the top job transitions we observe in Türkiye is into Software Developer / Engineer roles from other technical roles. In the United Arab Emirates (UAE), one of the most frequent job transitions with the greatest income increase is from Nursing

Manager / Supervisor to Physician. While the UAE is not a particularly rapidly ageing country, with a median age of 32.6 in 2020,<sup>19</sup> it has an above-average number of physicians in the population.<sup>20</sup> Nursing Manager is an occupation that provides substantial exposure to hospital patients and they work directly with Physicians, making this a sensible, yet fruitful job transition.

TABLE 5 Top job transitions in the Middle East and North Africa

Country	Starting occupation		Destination occupation		Number of online job postings	Salary difference	Salary % difference
	Title	Average salary	Title	Average salary			
Türkiye	UI / UX Designer / Developer	120,754 (TRY)	Software Developer / Engineer	154,558 (TRY)	5,252	33,804 (TRY)	+28%
United Arab Emirates	Nursing Manager / Supervisor	64,383 (AED)	Physician	75,081 (AED)	9,246	10,698 (AED)	+17%

Source  
Lightcast.

Note  
AED = United Arab Emirates dirham, TRY = Turkish lira.

## CASE STUDY

## Localized career tech platform, Egypt

It is increasingly difficult for early-stage talent in emerging markets to find employment due to growing working-age populations, high levels of unemployment and technology impacting particularly lower-skilled, entry-level positions. The challenge, then, is to bridge the gap between young graduates and the labour market.

Localized provides a solution to this problem through a tech talent platform bridging global employers with early-stage talent in emerging markets, to help young talent either transition from unemployment or education into the labour market, or transition jobs. Localized works with global employers such as Trend Micro, Google, Amazon, PayPal and Cisco and interacts daily with HR executives worldwide. Localized provides access to a variety of job postings, including internships, entry-level roles and remote positions across different industries, as well as career guidance, offering resources and support for career exploration, including webinars, workshops and expert sessions to help users navigate their career paths. Localized also fosters connections between students and industry professionals, enabling users to join communities focused on specific career interests and industry trends.

Localized's platform serves over 100,000 university students and recent graduates across the Middle East, Africa and the Americas, connecting thousands with recruiters and HR leaders at global companies. A concrete example of Localized's impact can be demonstrated through John, a Cairo-based young professional with a bachelor's degree in pharmacy and impeccable English-language skills. He sought to transition from a more traditional career in pharma by updating his technical skills and pursuing a hybrid career. John obtained a nanodegree in Advanced Data Analysis and Machine Learning from Udacity. Via Localized's career tech platform, he was introduced to Simon Fitall, who leads a Washington, D.C.-based healthcare analytics company. Simon hired John, saying: "I was exploring the necessary expansion of our data analytics team. Being healthcare-centric means that we have some highly specialized needs, and these frequently do not line up with the skills of a data scientist. We've employed a qualified pharmacist (meeting healthcare needs) with a nanodegree from Udacity in data analytics (meeting data science needs) with real-life experience of working for proper companies. This has allowed me to fill a critical position with minimum workload and anxiety, and in a very cost-effective way."

## 3.6 North America

The North America region is represented in our data set via the **United States**. Job transitions from Health Technician / Technologist roles to Registered Nurse roles were the single most frequent in the data, highlighting the need for additional healthcare workers in light of changing demographics. Like job transitions into Registered Nurse roles elsewhere, this top transition is from an associated occupation within the same industry. However, the second top job transition for the United States is, in fact, the move from Light Truck Delivery Driver to Tractor-Trailer Truck Driver. Like the transition into Registered Nurse roles, this job transition offers a salary increase of nearly 50%,

and provides entry into an employment sector with substantial, occasionally overlooked, labour demand. Current estimates suggest that industry demand could absorb up to an additional 50,000 tractor-trailer truck drivers.<sup>21</sup> However, a number of new market entrants intend to have thousands of fully-autonomous, self-driving trucks on American highways by as early as 2027,<sup>22</sup> which could deflate labour demand for these occupations. Much uncertainty remains surrounding the viability of self-driving trucks. For now, demand for tractor-trailer truck drivers remains high.

TABLE 6 Top job transitions in North America

Country	Starting occupation		Destination occupation		Number of online job postings	Salary difference (USD)	Salary % difference
	Title	Average salary (USD)	Title	Average salary (USD)			
United States	Health Technician / Technologist (Other)	52,289	Registered Nurse	106,412	2,117,265	54,123	+104%
United States	Light Truck Delivery Driver	41,460	Tractor-Trailer Truck Driver	70,133	667,999	28,673	+69%

Source  
Lightcast.

Note  
USD = United States dollar.

## CASE STUDY

## Trade Adjustment Assistance programme, United States

In the 1960s, American workers in specific industries faced economic dislocation due to increased international trade and globalization. As the country's economy became more integrated with global markets, certain sectors, particularly Manufacturing, experienced significant job losses. Workers in these industries found themselves suddenly unemployed, often lacking the skills needed to transition to new jobs in more competitive sectors. This situation created pockets of economic distress in communities heavily dependent on trade-sensitive industries. The displacement of workers not only affected individuals and their families but also contributed to broader economic challenges in certain regions. Furthermore, the economic disruption caused by trade-related job losses was fuelling political resistance to new trade agreements and globalization efforts. There was growing concern that the benefits of international trade were not being equally distributed, with some workers and communities bearing a disproportionate share of the costs. This problem of worker displacement created a need for policy-makers to consider how to address these challenges by helping workers transition into roles and industries that were stable or growing, while maintaining the country's commitment to open markets.

The Trade Adjustment Assistance (TAA) programme was first introduced in 1962. Specifically, it was established under the Trade Expansion Act of 1962 and further defined in the Trade Act of 1974. The programme provides support to workers who have lost their jobs or experienced reduced hours and wages due to increased imports or shifts in production to foreign countries. It offers a variety of benefits and services, including job training and reemployment services to help workers acquire new skills and find new jobs; income-support payments, known as Trade Readjustment Allowances (TRA), for workers enrolled in full-time training; job-search and relocation allowances to assist workers in finding employment outside their normal commuting area; and wage subsidies for older workers who find new employment at lower wage. This programme comprehensively helps affected workers reskill and transition into jobs while ensuring their financial stability throughout the transition period.

A comprehensive 2018 study<sup>23</sup> investigated the impact of the TAA programme on displaced workers over a 20-year period using data on 300,000 displaced workers. The study found that participating in the TAA programme increased displaced workers' average likelihood of employment by 5.0 to 5.9 percentage points compared to non-participants. TAA participants who took advantage of programme-funded training opportunities were, on average, 10% more likely to find new employment compared to those who did not.

The study finds that TAA-trained workers experience significant initial earnings gains, with cumulative earnings \$50,000 higher over 10 years compared to non-participants. This increase is attributed to both higher incomes and greater labour-force participation. The paper also finds that the benefits are more pronounced in regions experiencing greater economic disruption, where workers are more likely to switch industries and relocate to areas with better job opportunities.



## 3.7 | South Asia

Within South Asia, **India** is known for its exports of ICT services, employing a substantial number of Software Developers. As of 2022, six Indian ICT companies ranked among the global top 25 ICT services brands.<sup>24</sup> Similarly, the majority of **Pakistan's** \$3.2 billion ICT sector is export-oriented, providing products and services to over 170 countries.<sup>25</sup>

Job transitions into Software Developer / Engineer roles are among the most frequent transitions observed in the South Asian region. Among the top occupations that transition into a career in Software Development and ICT, Manufacturing / Production Technician in India, and Technology Consultant in Pakistan lead the list as two of the most frequent.

TABLE 7 | Top job transitions in South Asia

Starting occupation			Destination occupation				
Country	Title	Average salary	Title	Average salary	Number of online job postings	Salary difference	Salary % difference
India	Manufacturing / Production Technician	131,091 (INR)	Software Developer / Engineer	650,659 (INR)	676,351	519,568 (INR)	+396%
Pakistan	Technology Consultant	38,758 (PKR)	Software Developer / Engineer	129,353 (PKR)	11,795	90,595 (PKR)	+234%

Source  
Lightcast.

Note  
INR = Indian rupee, PKR = Pakistani rupee.

## CASE STUDY

## Randstad for All programme, India

In India, marginalized communities – including people with disabilities and the LGBTQI+ community – often face barriers to long-term employment due to societal stigma and limited access to education and healthcare. There is untapped opportunity in enhancing job-transition opportunities to better integrate these groups into the labour market.

The Randstad for All programme, launched in 2023, is an inclusive employment initiative aimed at improving job opportunities for marginalized communities, marking a pioneering effort by Randstad to embed diversity and inclusion into its core hiring practices. The programme initially focused on a cohort that included LGBTQI+ individuals, people with disabilities and a survivor of acid attack violence. These participants were placed in various roles, such as recruitment, account management/sales and corporate finance.

A key element of the programme was a customized six-month learning journey. This training was designed to equip participants with the skills and knowledge needed to succeed in their roles. The intensive programme ensured that all participants were well-prepared before joining their teams, facilitating smoother transitions into the workforce. The initiative was driven by Randstad India's internal stakeholders, using employee referrals and social media/professional networks to find candidates. This approach highlights the importance of internal resources and networks in successful inclusion programmes.

The Randstad for All initiative has had a notably positive impact. Over the 2023-2024 period, more than 80% of participants recruited through the programme remained employed with Randstad India, demonstrating successful transitions into the workforce and making significant contributions to strategic projects. The success of the programme has prompted Randstad India to plan its continuation and expansion, aiming to bring in even more talent from marginalized communities.

## 3.8 Sub-Saharan Africa

Sales Representative and Software Developer / Engineer roles are the two most common observed destination occupations for job transitions in the Sub-Saharan Africa region, represented in our data set by **South Africa**. This is indicative of the growing importance of the ICT industry as an employment sector, as has been observed in other

global regions. As also observed in the case of the Latin America and the Caribbean region, job transitions from roles such as Barista to roles such as Sales Representative may not necessarily require additional formal education, potentially providing a smooth conduit for social mobility.<sup>26</sup>

TABLE 8 Top job transitions in Sub-Saharan Africa

Country	Starting occupation		Destination occupation				
	Title	Average salary (ZAR)	Title	Average salary (ZAR)	Number of online job postings	Salary difference (ZAR)	Salary % difference
South Africa	Barista	68,280	Sales Representative	212,637	45,508	144,357	+211%
South Africa	Technology Consultant	230,710	Software Developer / Engineer	835,806	35,297	605,096	+262%

Source  
Lightcast.

Note  
ZAR = South African rand.

## CASE STUDY

## Skills Initiative for Africa (SIFA)

The labour market in Sub-Saharan Africa faces several challenges, particularly affecting young workers. A substantial number of young people are either unemployed or underemployed, often working in jobs that do not fully utilize their skills or provide adequate income. According to the International Labour Organization (ILO), the share of informal employment in Sub-Saharan Africa is 89.2% of total employment.<sup>27</sup> Informal employment is typically characterized by low wages, lack of job security and inadequate working conditions. Moreover, mismatch between skills and job-market needs is a common problem: school leavers and university graduates often find themselves ill-prepared for the available jobs, leading to high rates of unemployment even among educated youth.

Simultaneously, the Sub-Saharan labour market is under increasing pressure due to high population growth, with millions of young people entering the job market each year and insufficient formal job opportunities to absorb them. Technological advancements and economic shifts further exacerbate the employment crisis by displacing traditional jobs and requiring new skill sets that the current workforce may lack. Overall, there is a strong need to enable young workers to transition from education or unemployment into the labour market.

The Skills Initiative for Africa (SIFA) programme is a joint initiative of the African Union Commission (AUC) and the African Union Development Agency (AUDA-NEPAD), with the goal of improving employment prospects for young Africans. The programme aims to achieve this by providing technical support to enhance the responsiveness and employment orientation of skills development programmes. SIFA works to create stronger continental dialogue platforms for learning and sharing best practices in skills development, while facilitating conditions for mutual recognition of qualifications across African countries. A specific objective is to strengthen the capacity of labour-market and skills development stakeholders to provide evidence-based policy and programme advice on Technical, Vocational and Education and Training (TVET). SIFA initially selected eight countries as pilot countries for implementation: Cameroon, Ethiopia, Ghana, Kenya, Nigeria, South Africa, Togo and Tunisia. Projects funded by SIFA have implementation periods ranging from 14 to 30 months, depending on the type of project.

# Conclusion

Enabling successful job transitions in today's rapidly evolving labour market requires a multi-pronged approach involving employers, employees, governments and workforce technology providers. Concerted efforts from all stakeholders and a cultural shift towards embracing lifelong learning

and career fluidity are essential for building a resilient and adaptable workforce capable of navigating the future of work. The World Economic Forum's [Jobs Initiative](#) will continue to explore opportunities for job transitions to the jobs of tomorrow, enabling a future of good work for all.

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# Endnotes

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2. The World Economic Forum, *Towards a Reskilling Revolution: A Future of Jobs for All*, 2018.
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4. To learn more about Lightcast, see: <https://lightcast.io>.
5. An exception is data on the United States, where instead of frequency of transitions we focus on transitions with the highest similarity index, of the type used in *Towards a Reskilling Revolution: A Future of Jobs for All*.
6. The advantage of using online job postings is that we can ensure that the data-collection method is consistent across countries. However, some data comparability caveats do still apply. One consideration is that using the number of online postings is not a perfect proxy for labour demand. While much of hiring now takes place in online formats, online activity is not necessarily statistically representative of the economy. A second consideration is that occupation titles are used differently from country to country. An Account Executive, for instance, may represent a certain mix of tasks in the United States, which may differ from the use of the term in India. These and other differences should be kept in mind when interpreting the results of our analysis.
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