

# Workplace Learning Report 2025

Australia and New Zealand Edition

## The rise of career champions

LinkedIn



# The answer to the skills crisis hides in plain sight.

**In a world of constant flux, organisations are only as adaptable as their people and their skills.** Today, nearly half of learning and talent development professionals see a skills crisis, with **49%** agreeing that globally, “My executives are concerned that employees do not have the right skills to execute our business strategy.”

To address this gap, learning is critical. But new LinkedIn data says there’s also more to it. Learning combined with career development — leadership training, coaching, internal mobility, and more — accelerates the flow of critical skills to keep pace with business needs.

Why is career development — a classic idea with new relevance — so powerful for adaptability and growth? Consider that career progress is people’s No. 1 motivation to learn. When employees don’t move ahead, they leave and take their skills elsewhere. By investing in career development, employers counteract the anxiety that comes with rapid change by building loyalty, energy, and innovation for the next era of work. In short, great companies are built on great careers.

**Read on for data and advice to put career-driven learning into action.**

The data in this report comes from three primary sources: interviews with global talent leaders; the annual Workplace Learning survey; and studies of LinkedIn platform data derived from 1 billion members, 14 million jobs, and 5 million profile updates per minute. Read [full methodology here](#).

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## Chapter 1

# Career development champions



## Organisations that prioritise career development outpace others on key indicators of business success.

What are organisations that embrace career development gaining over those that do not? To help answer this question, LinkedIn used survey responses to identify where organisations rank on a career development maturity curve, with the most mature qualifying as “career development champions.”

Globally, only **36%** of organisations fall into the career development champions category with robust programs that yield business results. So there’s room for improvement.

What sets career development champions apart across the globe?

**100%** are achieving positive business results.

They measure success with metrics such as internal mobility rate and new skills delivered for the business.

**36%**

of companies are career development champions.

**83%**

will maintain or increase their investment in career-driven learning this year.

They deploy at least **33%** more career development tactics than non-champions, including internal mobility and leadership development programs.



## How do career development champions outpace others in indicators of business success globally?

Career development champions outperform non-champions on a range of positive indicators. They're more confident in their ability to be profitable and to attract and retain talent. Significantly, career development champions are better positioned to reap the benefits of generative AI (GAI) transformation; Globally, **51%** describe their organisation as a frontrunner in GAI adoption (at the "leading" or "accelerating" stage), compared to 36% of those with weaker career development programs.

Put simply, career development champions are **42%** more likely to be frontrunners in GAI adoption compared to all others.

Mature career development initiatives correlate with positive outlook for profitability, confidence to attract and retain talent, and GAI adoption.

● Career development champions ● All other respondents

Percentage confident in organisation's ability to be profitable



Percentage confident in organisation's ability to attract qualified talent



Percentage confident in organisation's ability to retain qualified talent



Percentage who see their organisation as accelerating or leading in GAI adoption



# Leading perspectives

“The companies that outlearn other companies will outperform them.”



**Vidya Krishnan**

Chief Learning Officer  
Ericsson

“AI adoption and career development are a unified strategy for agility.”



**Naphtali Bryant**

Talent Development Course Author  
LinkedIn Learning

“Making people future-ready is the best strategy to build and retain great talent.”



**Abhijit Bhaduri**

Global Talent Management Advisor

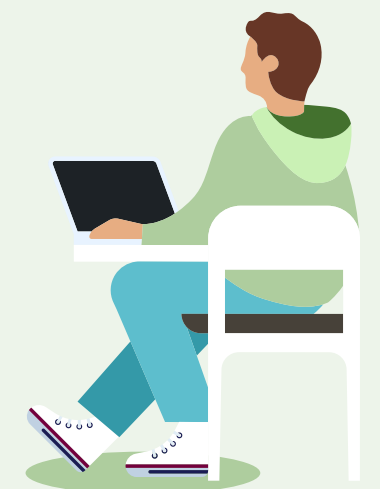
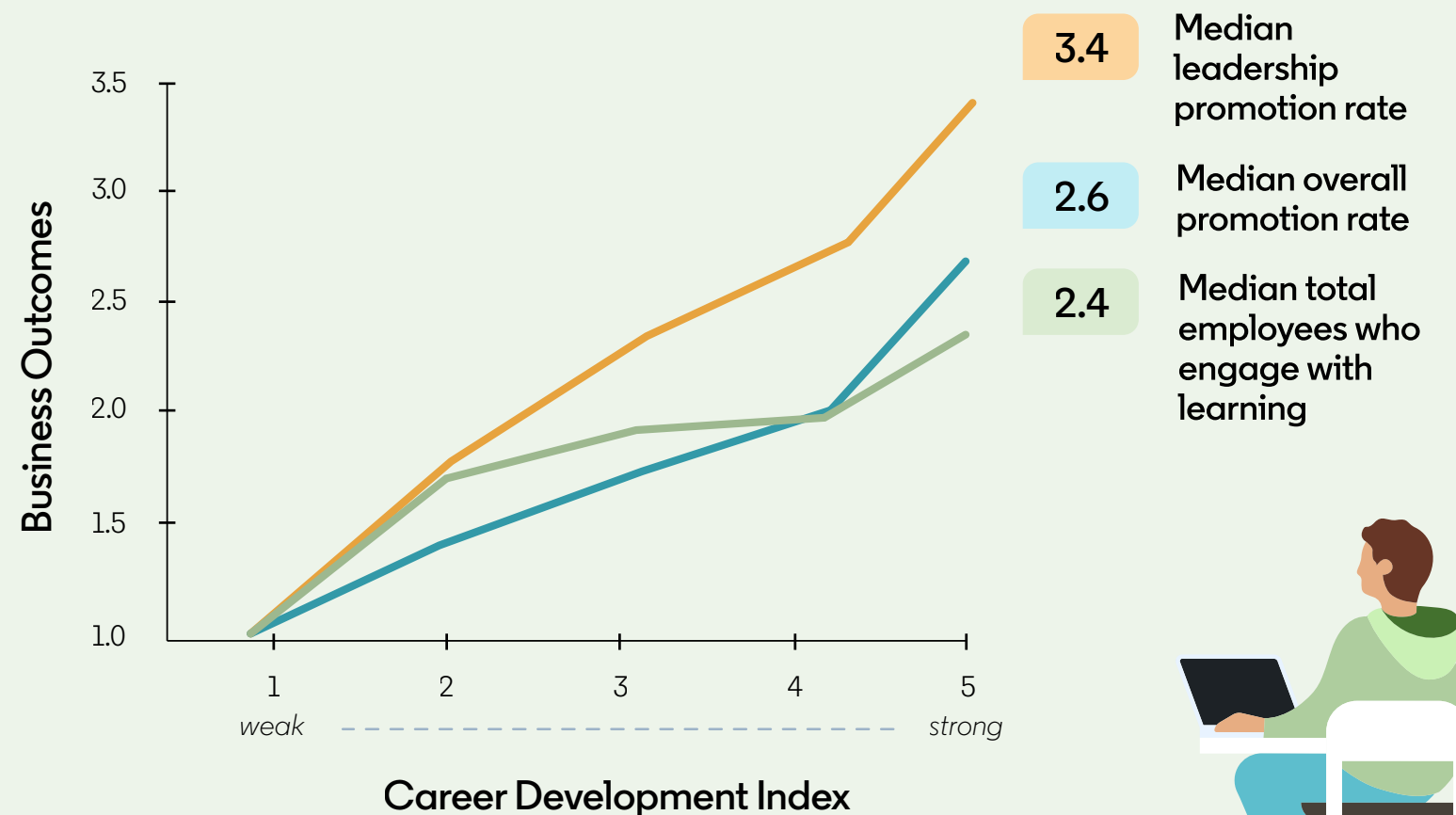
### Data gathered from the LinkedIn platform also shows positive outcomes for organisations that prioritise career development.

For this analysis, LinkedIn created a Career Development Index that scored organisations on four indicators of career support: commitments on the organisation’s company page; keywords in job postings; prevalence of leadership development skills within the employee base; and high levels of internal mobility.

Based on their scores, companies were split into five groups of equal size, called quintiles. The group with the highest scores was compared to the bottom group to see how their results differed. Compared with low-scoring organisations, those with strong index scores are more likely to see three positive outcomes:

- More employees who engage with learning — crucial for maintaining a flow of business-relevant skills.
- Higher rate of promotions — an indicator that more employees are achieving impactful job performance.
- Higher rate of promotions into positions of management and leadership — signifying a healthy pipeline of people who have institutional knowledge and strategic acumen.

### Organisations scoring high on the Career Development Index have higher rates of engaged learners and job promotions globally.





91%

of L&D pros globally agree continuous learning is more important than ever for career success.

88%

of organisations globally are concerned about employee retention. Providing learning opportunities is survey respondents' No. 1 retention strategy.

Of course, promotions are not the only way to help employees feel a sense of career progress. Upskilling, coaching, and internal role changes help people feel valued, engaged, and more likely to stay with their organisation. “Employees are saying, ‘I expect you as an employer to help me keep up, and if not, I’m going to go somewhere else,’” says **Josh Bersin**, global HR industry analyst.

To better understand how employee turnover drains key skills from an organisation, an additional analysis of LinkedIn platform data identified the skills most likely to show a net depletion at companies with more than 50 hires and 50 departures. The most at-risk skill? Business strategy — the ability to set goals and adjust to changing market forces.

Other at-risk skills include strategic planning, sales management, and project planning. All are hard-to-replace skills that require critical thinking, working with uncertainty, and institutional knowledge.

**Globally, the top 10 skills lost to attrition are the most valuable to companies and the hardest to replace.**

1	Business strategy	6	Marketing strategy
2	Strategic planning	7	Management
3	Sales management	8	Business development
4	Project planning	9	Negotiation
5	Operations management	10	Team leadership

# Global perspectives on talent development

“Our employees are the most valuable assets our company has. When we invest in their professional development and skills, they perform well, feel valued, trust our company, and stay with us.”



**Denise Bahro**

Digital Learning Consultant  
TUI Musement

“Learning to learn will be an important skill in the future to enable employees to keep up and thrive in a world where skills are evolving quickly. Embracing GAI will be a key enabler not only for employees but also for us as talent leaders to build and access personalised career development that is accessible at the time of need, adaptable as skills are changing, and scalable to ensure equality of access.”



**Stephanie Conway**

Senior Director, Talent Development  
LinkedIn

“The more we invest in our employees learning and building their own career strategy, the more we capture that value in the future.”



**Chris Foltz**

Chief Talent Officer  
IBM

“Intentionally developing and guiding employees through the evolving work landscape is a charge that I encourage talent leaders to embrace in 2025 to unlock employee potential, inspire them to imagine future possibilities, and catalyse internal talent mobility.”



**Dr. Terri Horton**

Work Futurist & Global Advisor  
FuturePath, LLC

“Organisations cannot develop and grow if their people don’t develop and grow.”



**Al Dea**

Founder  
The Edge of Work

“Investing in our employees’ career growth and skills is valuable because it enhances job satisfaction, boosts productivity, and fosters innovation. By supporting their development, we create a more motivated and capable workforce, which ultimately drives the success and growth of our organisation.”



**Miranda Kofoed**

Talent Performance Lead  
Lowell

# Global perspectives on talent development

“My wish is for companies to make talent development a non-negotiable part of their constitution, because powerful change efforts require consistency, courage, and disciplined focus.”



**Crystal Lim-Lange**  
CEO & Co-Founder  
Forest Wolf

“Don’t think about yourself as only responsible for bringing people in the door or growing their skills — think of yourself as a holistic talent leader. At the end of the day, a talent leader’s mission is to make sure we understand business needs and have the talent to address them — now and for the future.”



**Chris Louie**  
Head of Talent Development  
Thomson Reuters

“We bet on our people by recognising their unique abilities, trusting them with greater responsibilities, and giving them opportunities to do the best work of their careers.”



**Marcella C. Nurse**  
Senior Director, Learning & People  
Development, Talent Management  
Netflix

“Career management must evolve from a prescriptive function (training plans, career paths) to a predictive function (curation of training content, identification and evolution of skills), while consistently adhering to the principle ‘First who, then what.’”



**Emmanuelle Pays**  
Director, HR and Communication  
Extia

“Every company should prioritise creating diverse career paths, facilitating access to emerging roles, and anticipating the rise of new skills. These steps help companies adopt a more agile approach to skills management and will also help individuals from various backgrounds and generations shape the organisations and society of tomorrow.”



**Tiphaine David Le Mahier**  
Head of HR Transformation  
Groupe Crédit Agricole SA

## Chapter 2

# The quest to capitalise





## Future-facing organisations are embracing GAI adoption and career development as “a unified strategy for agility.”

Modern organisations must be “tenacious about embracing agility,” says Naphtali Bryant, executive coach and leadership development consultant at [RAC Leadership](#). Together, GAI adoption and career development can be twin engines for future success, each powering the other to unleash productivity, innovation, and adaptability. “Think of it as a unified strategy for agility,” Naphtali says.

Taking a more detailed look at the survey data, the research focuses on **four stages of GAI upskilling: not yet started, emerging, accelerating, and leading**. Career development champions outpace non-champions at both the accelerating and leading levels of GAI adoption — indicating the strong relationship between career support and future-facing upskilling.

The state of GAI adoption: Career development champions show significant adoption compared to others globally.

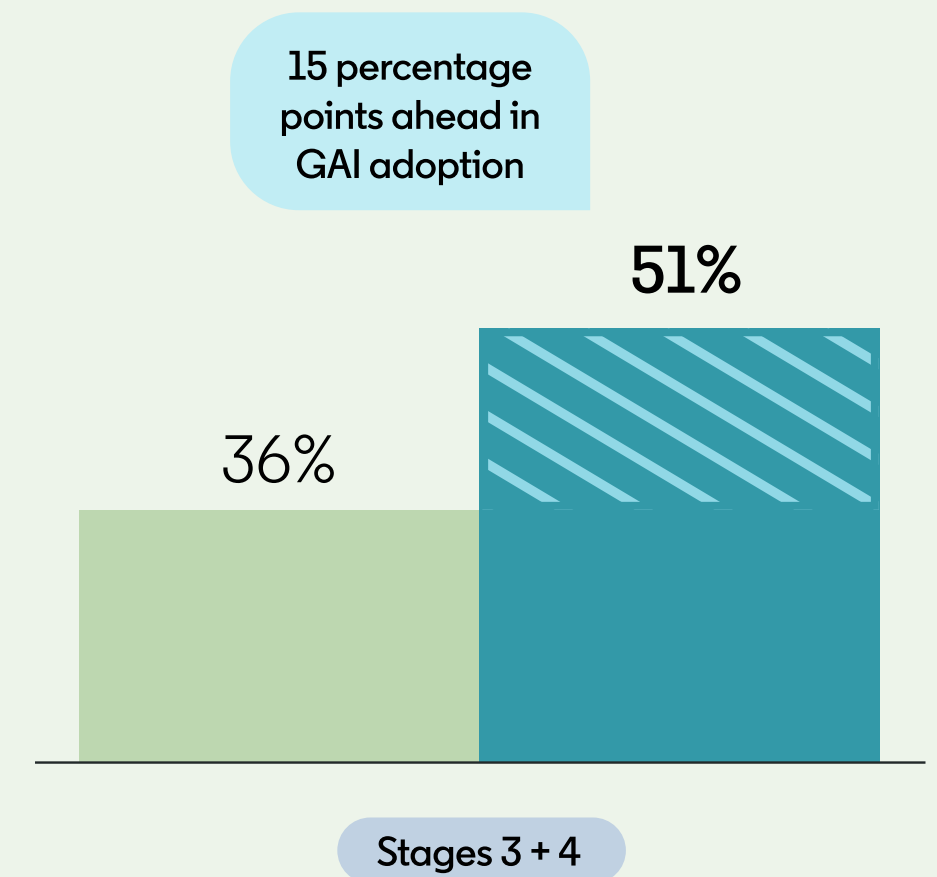
— Career development champions — All other respondents

### Stage 3: Accelerating

My organisation is reaching leadership alignment, and has some tools/processes in place for GAI adoption.

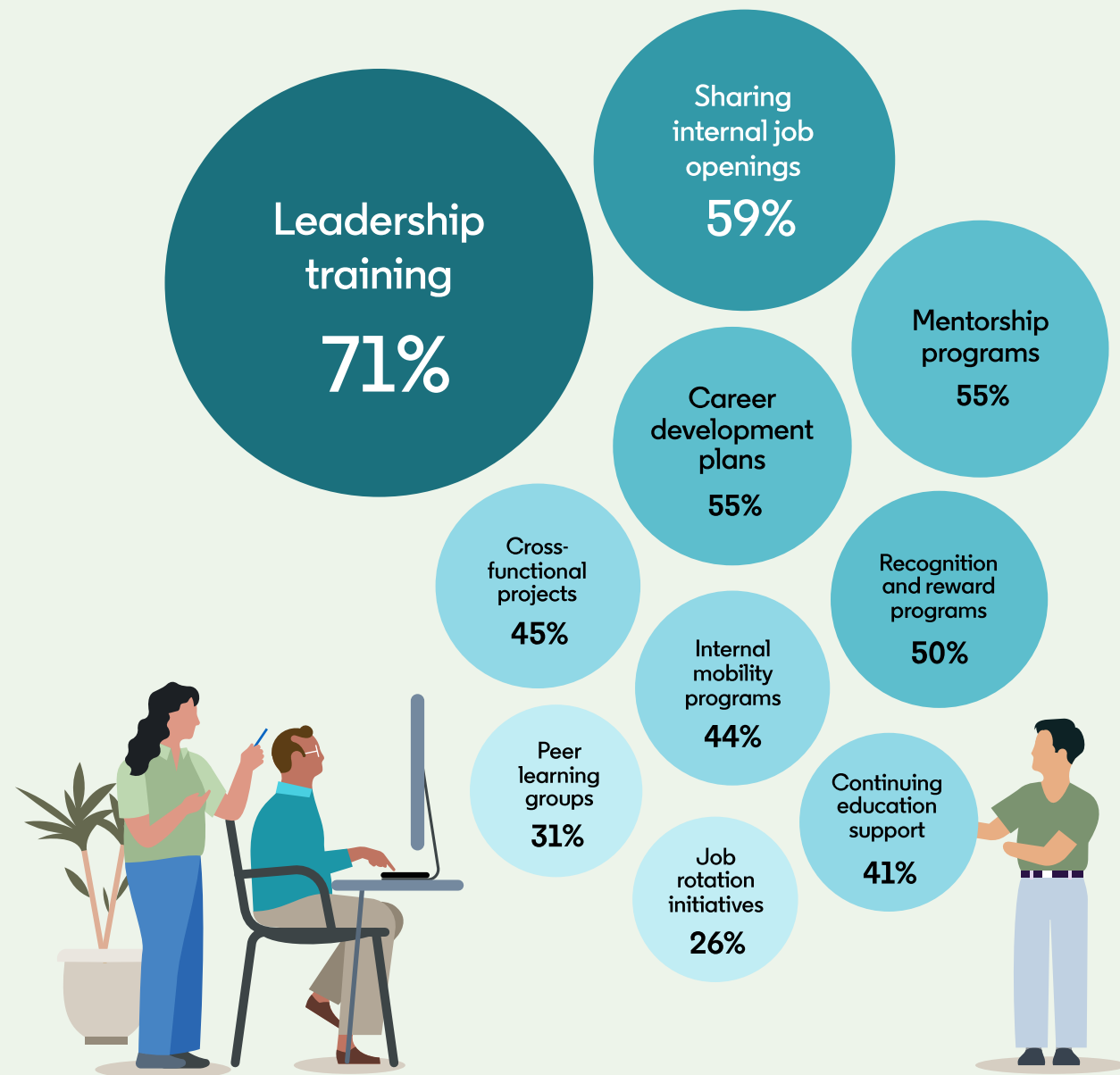
### Stage 4: Leading

My organisation has broad leadership alignment, comprehensive tools, and strong processes in place for GAI adoption





Across the globe, the most common career development practices are leadership training and sharing internal job openings.



Many career development champions view AI as a competitive advantage that they can scale across their organisations — upskilling employees on a wide range of roles and levels of proficiency. For example, administrative assistants benefit from introductory GAI fluency while engineers require highly technical skills to build and deploy AI-based systems.

And many are acting in line with Naphtali’s advice — pursuing AI upskilling and career development in equal measure. Globally, compared to non-champions, career development champions are 32% percent more likely to be deploying AI training programs this year and 88% more likely to offer career-enhancing gig opportunities or project-based learning. Even though champions already offer tangible career support for employees, they are 33% more likely to agree that career development is more of a priority this year.

So what are the most common best practices for career-building initiatives? Leadership training comes out on top — 71% of organisations offer leadership training.

# Aligning career development with business strategy

Zillow, the most-visited real estate website in the U.S., gives most employees the choice to work where they are most productive — at home, in the office, or a combination. With our headquarters in the cloud [fully distributed], our career development programs align with this business strategy, helping leaders develop skills to succeed with remote teams: strategic thinking, communication, and inclusive leadership. We also emphasise adaptability and emerging technologies like AI. By aligning our Cloud HQ and career development strategies, we see more job applicants, lower attrition, and a more representative workforce across all 50 U.S. states.



**Corina Kolbe**  
VP, Talent Success  
Zillow

# Building skills for high-demand careers

As we strive to be “Earth’s best employer,” Amazon is breaking down barriers to education access. Our Career Choice program offers front-line employees across our customer fulfillment and transportation network pre-paid tuition to pursue GEDs, college degrees, professional certifications, and more. Since 2012, the program has upskilled over 200,000 employees across 14 countries. This helps us close skills gaps while supporting employees’ aspirations. A recent success story: an employee became the first in his family to earn a bachelor’s degree and now works on our AWS Data Center Ops team.



**Jay Shankar**

VP, Global Talent Acquisition  
Amazon

# Supporting careers with frequent one-on-one conversations

At MinterEllison, one of Australia's largest law firms, we identified an opportunity to enhance our senior employees' coaching skills for one-on-one conversations with early-career professionals. By employing inquiry-based techniques alongside mentoring and advice, our senior people help colleagues discover solutions, fostering critical thinking, self-directed learning, and growth. This approach exemplifies how we cultivate adaptability and agility, encouraging our people to view their career growth as a tree to nurture and shape uniquely, rather than a rigid path marked by generic checkboxes.



**Kate Booth**

Head of  
Learning and Development  
MinterEllison

## Using AI to power career mobility

At IBM, we recognise the value in growing our talent. As a leader in enterprise AI and hybrid cloud, we're not just looking externally for new skills, we're also creating opportunities for our people to upskill, reskill, and pivot their careers. While our HR Talent teams use IBM's watsonx AI technology to analyse employees' current skills and aspirations to suggest roles that align with their desired career trajectory, IBMers are also in the driver's seat and can do the same for themselves. At IBM, AI is open, targeted, trusted, and empowering. IBMers can use the information available to learn what jobs are open, understand the skills that are most sought after, and invest in skilling up not only for the job they have now, but for the one they might want in the future. This includes faster time to proficiency, new opportunities for employees to learn and apply skills, and helping everyone understand how achieving their goals unlocks business growth.



**Chris Foltz**  
Chief Talent Officer  
IBM

## Spurring growth with microlearning

How do we empower restaurant staff with learning that helps them reach their potential and feel proud of where they work? To support our front-line workers, we reimagined learning, creating bite-sized experiences in 13+ languages and developing immersive simulations or games. In addition to overall improved restaurant performance, this approach encouraged a growth and curiosity mindset among crew members, reduced content overload, and built the skills needed to thrive or carry them into new careers. Today, our Global Core Curriculum enables us to support both our learners — and our restaurants.



**Lan Tran**  
Director of Learning Design & Technology  
McDonald's



## Chapter 3

# Making progress



## Five talent foundations can accelerate career-driven learning.



What's standing in the way of bigger leaps forward on career development? A picture emerges: Managers, employees, and talent teams are all stretched too thin to go beyond daily work and make progress for their teams, themselves, and their organisations.

Asked to choose the top three barriers standing in the way of career development, global respondents say a lack of time and resources is a glaring pain point: **50% say managers lack proper support, 45% say employees lack support, and 33% say talent teams themselves lack support.**

But only **11%** of survey respondents across the globe cite “leadership doesn't value career development” as one of their top three barriers. Clearly, most leadership teams are not standing in the way of career development, but they are also not addressing the systemic challenges to allow managers, employees, and talent teams to properly prioritise it.

Talent leaders must bring this story to life for the C-suite and articulate what's needed to drive bottom-line results. To help this conversation, here are five talent strategy foundations that organisations can adopt to create business value with career development and continuous learning.



# 1. Build the right skills, faster.

It's a simple idea — put the right people, with the right skills, in the right jobs, at the right time. But most talent leaders know that building an agile skills ecosystem is easier said than done.

Artificial intelligence is here to help. While AI is revolutionising in-demand skills, it's also delivering the dynamic, on-demand, and personalised learning technology to help organisations keep up. Organisations no longer need to choose between personalisation and scale. And L&D pros are leaning in to use AI for their own routines — **71%** are exploring, experimenting, or integrating AI into their work globally.

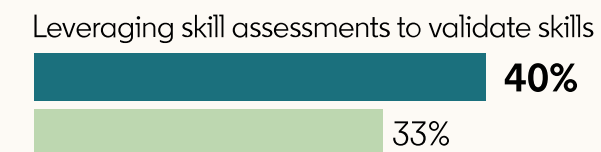
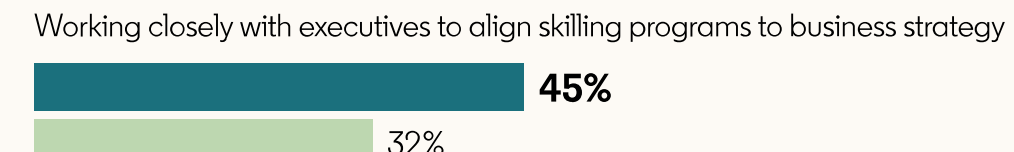
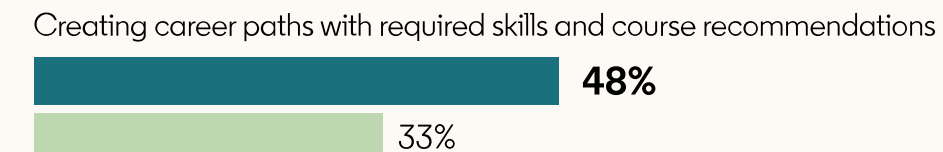
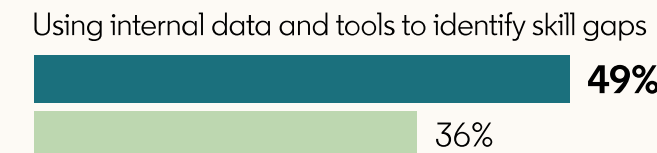
Other talent development practices that promote speed and agility include tracking skills gap data, creating skills-based career paths, collaborating with executives and talent colleagues, and using skills assessments. Less common across the board: large-scale upskilling initiatives that can be slow-moving and laborious. Not surprisingly, agile practices are more common for career development champions. Check out the [Skills Playbook](#) for more tips and strategies.

## Top 5 fastest growing soft skills for L&D in ANZ:

- |                        |                   |                 |
|------------------------|-------------------|-----------------|
| 1 Interpersonal Skills | 2 Problem Solving | 3 Communication |
| 4 Analytical Skills    | 5 Facilitation    |                 |

Skills-based talent strategies are more prevalent for career development champions and include greater collaboration with executives and cross-functional HR teams globally.

■ Career development champions
 ■ All other respondents



Build the right skills, faster.

# Accelerating skill building through closer collaboration

AI is reshaping skills at lightning speed. To meet the moment, we compressed a 12-month plan to redesign Teradyne's core curriculum into 45 days. Our mission went beyond rapid upskilling — we aimed to foster a culture of continuous learning, strengthen career paths, and boost learner engagement. We embraced an iterative approach with our strategy — gathering weekly feedback from functional leaders and tracking real-time data on learners' interests and skills. By bringing stakeholders in at every step and embracing progress over perfection, we've helped Teradyne become more adaptive and agile.



**Kelly Salek**

Director of Talent Development  
Teradyne

## 2. Help people — and skills — move more easily.

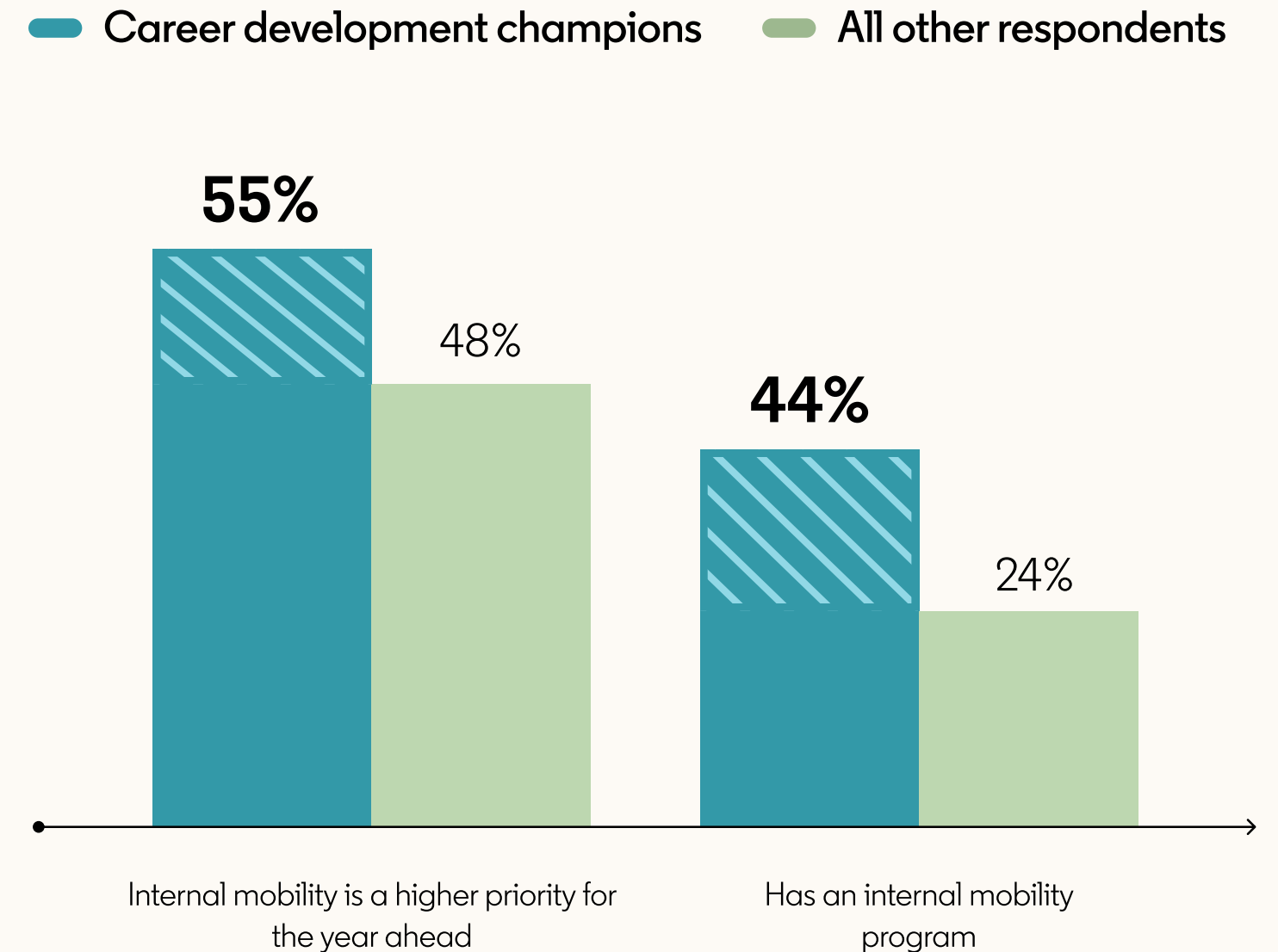
Focusing on internal mobility helps build an agile workforce that can apply transferable skills and cross-functional knowledge across the organisation. It's not surprising then, that globally, about half of both career development champions (55%) and all other survey respondents (48%) see internal mobility as a higher priority in the year ahead.

How can more organisations kick-start internal mobility? **Collaboration is key.**

As a whole, career development champions already collaborate more often with other HR partners; **47%** say they're working more closely with talent acquisition this year compared with 36% for non-champions, and **55%** of champions collaborate with talent management compared with 45% of non-champions.

Not many organisations have a dedicated internal mobility leader. And even when such a leader is present, internal mobility still requires significant cross-functional work. It pays to begin by convening partners, including talent acquisition and talent management, to align on goals and share their perspective and expertise. Check out the [Internal Mobility Playbook](#) for models, tips, and assessments.

More than half of career development champions see internal mobility as a rising priority globally.





Help people — and skills — move more easily.

# Creating specific training programs for career advancement

Opportunity is part of Walmart's DNA. We've always had a strong culture of promoting from within, with approximately 75% of our salaried managers starting in hourly positions. We're taking that to the next level by creating pathways to the roles that are critical to our business, both today and in the future. For example, we've created pipeline programs that help front-line associates become Walmart truck drivers and technicians — two jobs that are facing industry-wide talent shortages. It's a win-win: associates are moving up into careers with greater responsibility and higher pay, while Walmart is filling key roles that help us deliver for customers and members.



**Josh Allen**

Group Director,  
Enterprise Frontline Learning  
Walmart

### 3. Measure business impact.

Learning and talent development leaders struggle to articulate the value of their work, but the stakes are more important than ever before. Now is the time to define and gather metrics that demonstrate how investments in career development and skill-building support the organisation’s highest objectives — think productivity and profits.

Employee engagement and retention are currently the most common ways to measure the impact of career development. But there’s an opportunity to aim higher. “You must be able to answer at least one of these three questions: How will this initiative help you to make money, save money, or mitigate risk for the company?” says [Amanda Nolen](#), co-founder of the consulting firm NilesNolen. Get more advice from the [Measuring ROI Playbook](#).

Employee engagement and retention are the most common ways to measure the business impact of career development across the globe.

*Percentage of career development champions who use each measurement method. Respondents selected all that apply.*

1. Employee engagement	72%
2. Retention	64%
3. Employees developing new skills	55%
4. Promotions	48%
5. Internal mobility rate	32%
6. None of the above	5%



Measure business impact.

# Raising the bar for sales performance outcomes

Visa is evolving rapidly. Our sales team used to focus on landing one value proposition — now we have more than 200. To build proficiency across Visa’s range of products, we have embedded AI-powered training and coaching capabilities into a broader Visa product knowledge and solutions learning program. Now sales teammates can learn about the new product/solution value proposition and practise pitches in a safe space, receiving automated feedback without fear of judgment. This new approach and tool has resulted in a 78% increase in confidence with our sellers to pitch Visa products, and 83% of leaders saw value in their sellers leveraging the program and tool to practice their pitches.



**Jeremy Broome**  
Global Head of Talent  
Visa

## 4. Empower managers to support employee careers.

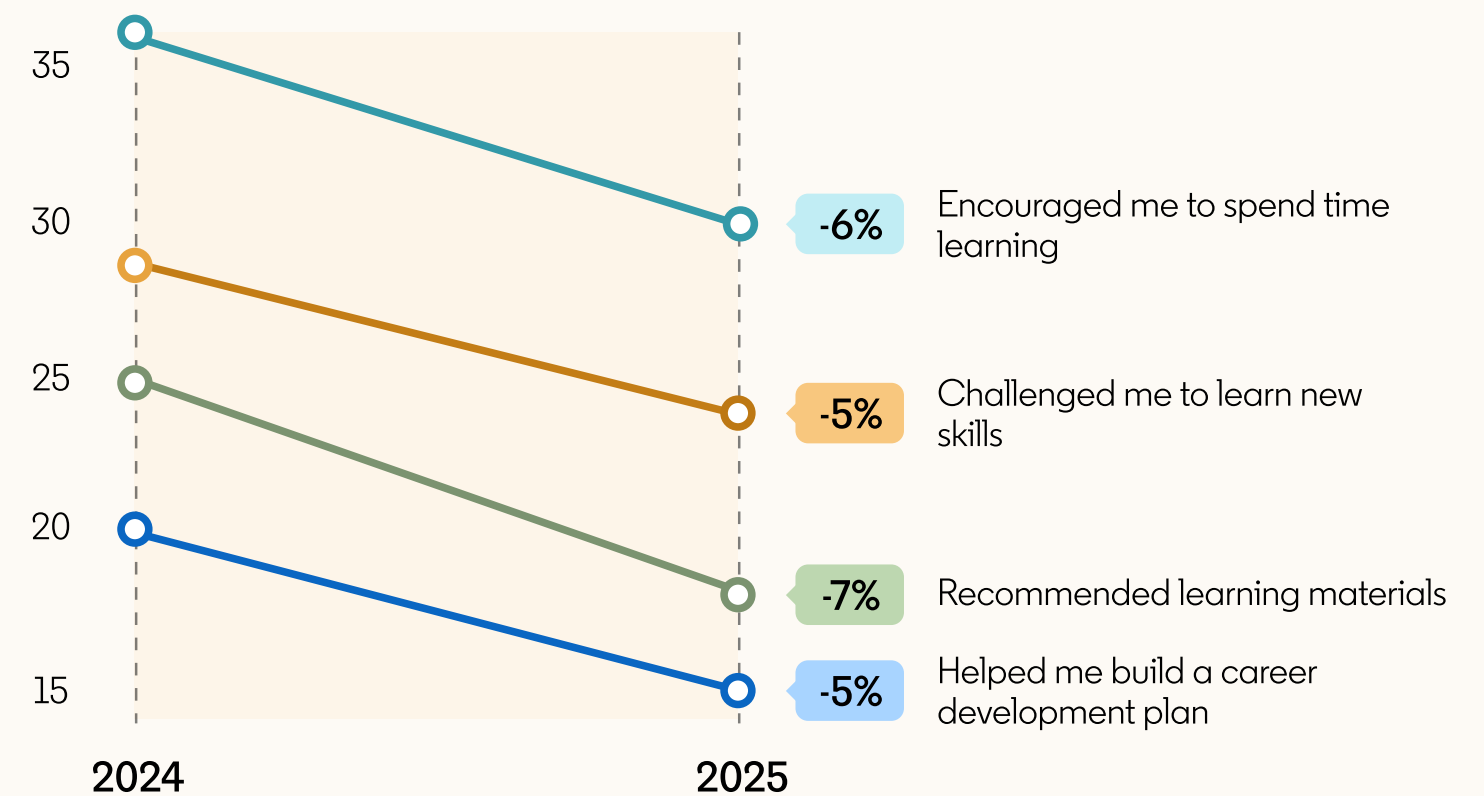
The best managers can also claim the title of career development champion. They steer their people to skill-building opportunities, experiences, and connections that allow them to succeed and lead anywhere. Great managers share their employees' accomplishments with others and connect them to people who can help advance their careers.

Unfortunately, employees have seen significantly less support from their managers year over year: Globally, only **15%** say their manager helped them build a career plan in the past six months — a decline of 5 percentage points from 2024.

Dramatic drops in manager support for their teams point to widespread drains on manager time. Organisations must provide systems of empowerment to help managers regain their momentum and impact, such as dedicated training and easy-to-use resources. Recognition helps too — organisations must shine a spotlight on managers who embrace career-building and internal mobility.

The state of managers: Critical career builders are actually losing steam when it comes to delivering employee support globally.

*Percentage of employees who say their manager provided forms of learning and career support.*





Measure business impact.

# Unlocking managers' potential as career coaches

People managers at many companies are overwhelmed — juggling team leadership, employee well-being, and their full-time roles. At The Coca-Cola Company, we empathise with this challenge and are evolving how we select, prepare, and support our leaders. We've implemented rigorous leadership assessments to select the right people for leadership roles upfront and provide cohort-based development and transparent upward feedback through our performance enablement practice. This approach helps set our people managers up for success by enabling them to better coach, remove roadblocks, and align priorities around the work that matters most. Over the past three years, we've seen significant improvements in how our managers and senior leadership are rated by our people, along with overall satisfaction working at Coca-Cola.



**Tapaswee Chandele**

SVP of Global Talent,  
Development &  
HR System Partnerships  
The Coca-Cola Company

## 5. Inspire individual career growth.

No organisation can become a true career development champion without this essential ingredient: giving people a sense of purpose. In fact, **84%** of employees agree, “Learning adds purpose to my work.” Career development flourishes when employees feel in control of their careers and are inspired to build their own best future. Organisations can offer tools and support systems that help employees identify their unique strengths, set career goals, pursue skill-building, and access internal mobility opportunities.

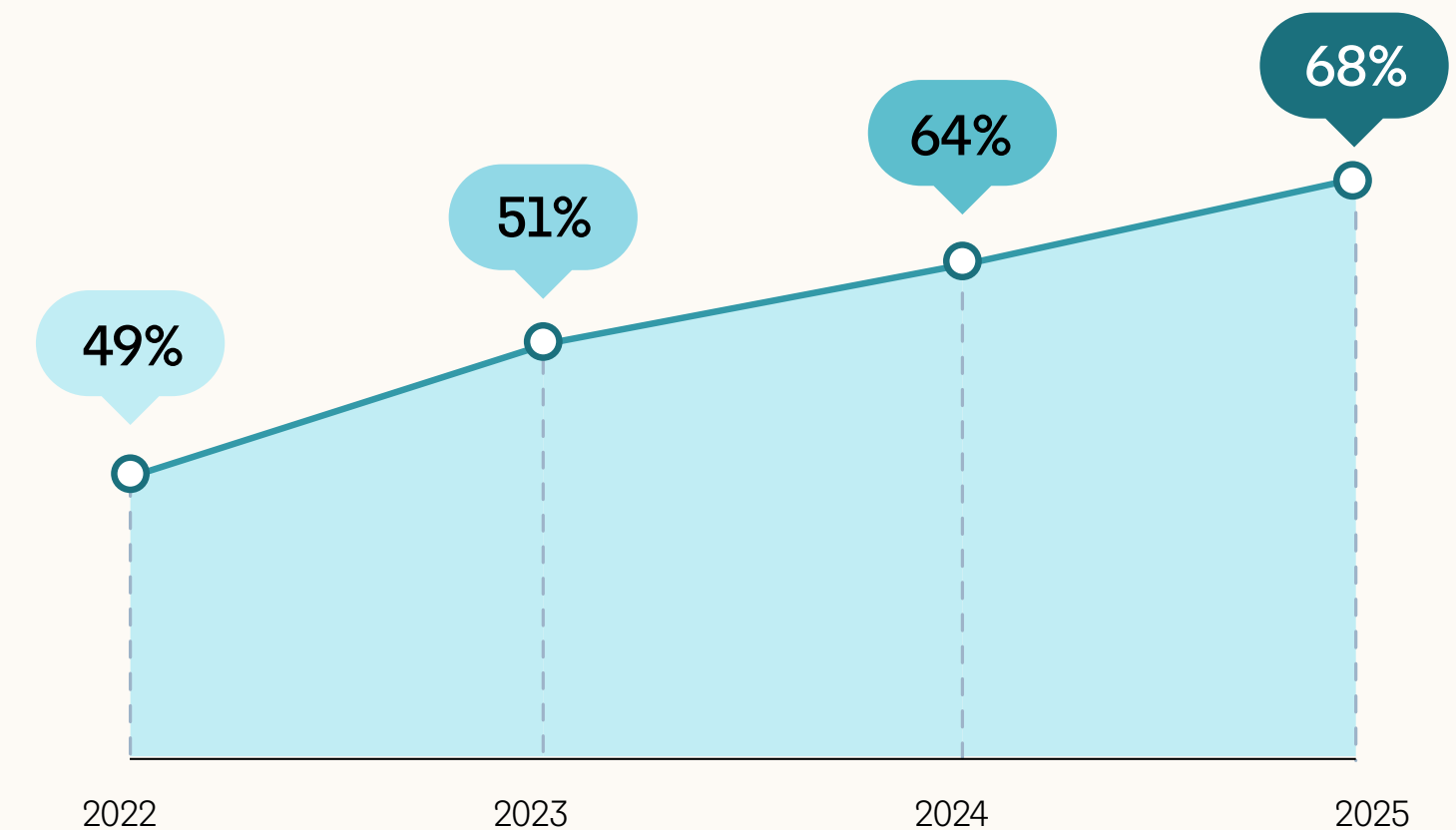
The payoff: a workforce motivated to learn new skills — and an organisation ready to adapt and thrive today and tomorrow.

**91%**

of global L&D pros say human skills are increasingly important.

Employees see increasing value in learning for adaptability in times of change across the globe.

Percentage of employees who agree, “**Learning helps me adapt** during times of change.”



Inspire individual career growth.

# Personalising learning to drive continuous growth

To respond to rapid changes and talent shortages, we reimagined our approach to learning and growth. We created MyGrowth, a people-centered approach that brings together scalable offerings and engaging experiences in the areas of self-reflection, learning, and career, connected through continuous dialogues called Growth Talks. With MyGrowth, we are supporting our people to stay relevant and resilient. In addition to 180,000 available learning offerings, MyGrowth entails upskilling and reskilling through My Skills. This powerful application enables skill assessments, skill gap analysis, and individual skill-based learning recommendations. With MyGrowth, over 254,000 Siemens people are embracing lifelong learning and cultivating a growth mindset.



**Jenny Lin**

Global Head of  
Learning and Growth  
Siemens

# Recommended courses to succeed in 2025

## Critical Thinking



### Developing a Critical Thinking Mindset

By Becki Saltzman

## Relationship Building



### Skills to Build Stronger Work Relationships

By Emily Anhalt

## Mentoring



### Becoming an Inspiring Mentor

By Madecraft  
and Ruth Gotian

## Analytics Skills



### Data-Driven Decision-Making for Business Professionals

By Jamie Champagne

## People Management



### Growing Relationships as a Manager

By Simon T. Bailey



# Methodology

## Survey data

The LinkedIn Learning 2025 Workplace Learning Report surveyed 937 L&D and HR professionals with L&D responsibilities who have some influence on budget decisions, and 679 learners. Surveyed geographies include: North America (United States, Canada); South America (Brazil); Asia-Pacific (Australia, New Zealand, India, Japan, Cambodia, Indonesia, Singapore, Malaysia, Myanmar, Philippines, Thailand, Hong Kong); and Europe (United Kingdom, Ireland, Belgium, Netherlands, Luxembourg, Norway, Finland, Sweden, Iceland, Denmark, France, Germany, Austria).

## LinkedIn platform insights

All data reflects aggregated LinkedIn member activity as of September 2024. Behavioral insights for this report were derived from the billions of data points generated by 1 billion members, 14 million jobs, and 5 million profile updates per minute. Specific analyses are detailed on the next pages.

# Methodology

## Career Development Index

To determine whether companies have a stronger or weaker Career Development Index, LinkedIn created a tool that assigned more points to companies demonstrating these components of career development index and fewer points to companies not demonstrating as many components of career development index:

- **Career growth:** We defined career growth as any point at which an employee took a new position at the same company in the last 12 months and calculated the proportion of all transitions that occurred internally.
- **Leadership skills development:** We identified the proportion of employees that have added at least one of 55 leadership skills to their profile while they were employed in a position at the company in the last 12 months.
- **LinkedIn career commitment:** We flagged companies that have added at least one commitment with “Career Growth and Learning” on their LinkedIn Career page for promoting career growth.

- **Career-oriented job posts:** We quantified the number of LinkedIn Job Posts from a company that mention keywords such as “career growth,” “professional development,” and “promotion” across three major languages (English, French, German).

After developing the career development index, companies were split into five groups of equal size, called quintiles, based on increasing values of the index. We then compared the top group, with the highest career development index, to the bottom group, with the lowest, to see how their outcomes differed.

### The outcomes are defined as follows:

- **Overall promotion rate:** We considered all internal promotions that occurred in the last 12 months by the company and calculated the percentage of promotions that took place.

# Methodology

- **Leadership promotion rate:** We considered all internal promotions that occurred in the last 12 months by the company and calculated the percentage of leadership promotions that took place (i.e. member was promoted to a manager role or higher).
- **Number of learners:** We calculated the total number of learners that have engaged with LinkedIn Learning content in the last 12 months.
- **Investment in L&D:** As per the Executive Confidence Survey, executives were asked to respond if their own company “In the next 6 months, plans to increase, make no change, or decrease financial investments in L&D.” The proportion of companies that responded with “Increase” was calculated.

## Loss of Critical Skills Due to Employee Turnover

The skills explicitly added by employees were identified and the number of hires and departures in a company in the last 12 months were calculated for a given skill. The total departures by total hires for a given skill was calculated as the skill-loss ratio in a company. Finally the median skill loss ratio across all the companies was calculated for a given skill to identify the loss of critical skills.

## Fastest Growing Skills

The skills explicitly added by L&D professionals are identified, and the skills that have seen the largest growth among L&D professionals from September 2023 to September 2024 are classified as Fastest Growing Skills.

# Acknowledgements

This report was informed by insightful contributions from learning leaders around the world, to whom we owe our sincere thanks, including:

[Josh Allen](#) at Walmart

[Denise Bahro](#) at TUI Musement

[Josh Bersin](#) at The Josh Bersin Company

[Abhijit Bhaduri](#), Global Talent Management Advisor

[Kate Booth](#) at MinterEllison

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