ET HRWorld
From The Economic Times

GLOBAL LEARNING & SKILLING
INSIGHTS 2025

BENCHMARK | LEAD | TRANSFORM

Introduction

From shifting workplace models to AI-powered disruption and evolving employee expectations, organizations in 2025 are navigating a talent landscape that is as promising as it is complex. In this climate, Learning & Development (L&D) has emerged not just as a function, but as a strategic cornerstone—a catalyst for innovation, agility, and resilience.

The demand for agile, **tech-savvy, and emotionally intelligent talent** has never been greater. Whether it's preparing leaders for digital-first futures, bridging critical skill gaps, or embedding continuous learning into the fabric of everyday work, L&D is now at the helm of organizational evolution.

Yet, today's learning leaders face a **dual challenge**: to scale capability-building efforts at speed while ensuring personalization, relevance, and measurable business impact. From **designing adaptive learning paths to adopting AI-based learning analytics**, the L&D function is being pushed to rethink its priorities, processes, and partnerships.

This research—the second edition of the **ETHRWorld Global Learning & Skilling Report**—emerges as a timely response to this pivotal moment. Drawing from rich insights provided by over **150 global L&D and HR professionals** across industries and regions, the report seeks to:

- **Map key trends** in skill development, technology adoption, and investment priorities;
- **Decode emerging strategies** around AI-powered learning and digital transformation;
- **Explore the human dimension** of L&D—from leadership support to learner engagement;
- And, most importantly, **provide a future-forward lens** on what organizations must do today to thrive tomorrow.

At its core, this report is about more than data points—**it is a reflection of intent.** It captures the collective vision of L&D leaders who are not only reacting to change but shaping it. Leaders who recognize that **learning is not a one-time intervention—but a continuous, culture-driven commitment.**

The significance of this report lies in its **ability to spark dialogue and direction.** It offers a practical, actionable, and optimistic view of a world where L&D is the bridge between present challenges and future possibilities.

As organizations recalibrate for the future of work, this report serves as both a compass and a catalyst—guiding how we **learn, lead, and leap** into the next frontier of talent development.

From the Editor's Desk

> The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn."

— Alvin Toffler

In the dynamic world of work, this quote by futurist Alvin Toffler has never rung more true. As we cross the threshold of 2025, the **global skilling landscape is no longer about catching up—it's about staying ahead.** The pace of change, accelerated by technology, economic flux, and evolving employee expectations, has placed Learning & Development (L&D) at the strategic heart of every forward-thinking organization.

This second edition of the **ETHRWorld Global Learning & Skilling Survey** comes at a time when L&D is not just evolving—it is being **redefined**. It captures a snapshot of an industry both **stretched and strengthened** by the demands of a rapidly transforming world.

The data tells a story of both momentum and complexity:

58% of L&D leaders cite addressing skill gaps and future workforce needs as their top challenge in 2025.

52% are struggling to keep pace with rapid technological change and digital transformation.

And yet, 76% believe that AI will enhance—not replace—human-led learning experiences in the near future.

These findings paint a picture of organizations trying to balance vision with execution, ambition with constraints, and technology with empathy.

The shift is visible in priorities too. While Leadership Development tops the list of 2025 L&D focus areas with a weighted score of 4.26, it's closely followed by Digital Transformation Skills (4.05) and Reskilling/Upskilling Initiatives (3.75)—underscoring the need to equip both people and processes for exponential change.

But this report isn't just about what organizations are doing—it's about the "why". Behind every trend lies a deeper intention: to **empower talent**, to **build adaptive cultures**, and to **future-proof businesses.**

This research report is our attempt to decode these complexities and spark conversations that matter. It's crafted not just as a repository of trends, but as a **strategic guide and a human story**—woven from insights shared by over 150 industry leaders across regions and sectors.

As we reflect on the future of learning, one thing is clear: **L&D is not just about capability building. It is the currency of business resilience.** And in 2025, the organizations that thrive will be the ones that learn the fastest—and empower their people to do the same.

We thank the learning and HR leaders, talent architects, and transformation champions who contributed to this report. Your insights are not only the foundation of this edition—they are also the inspiration behind it.

Here's to accelerating learning, elevating leadership, and embracing the new world of work—with agility, clarity, and purpose.

Yasmin Taj
Editor-Features,
ETHRWorld and ETEducation

The data tells a story of both momentum and complexity:

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Wisdom in Focus: Advisory Spotlight
Linking Pay to Development: A Scalable Learning Strategy

Organizations often face a trade-off: scale learning quickly to meet business needs or personalize learning to make it relevant for individuals. Doing both well simultaneously is rare, but important.

An effective strategy is to make learning part of the compensation and performance system. In a recent implementation, we used a role framework that defines expectations by role and level. These frameworks are adaptable, designed to evolve as business priorities change. They form the basis of a performance approach that evaluates employees on two dimensions: Impact—what measurable value they delivered—and Behaviours—how they achieved it.

This approach both personalizes development and also aligns individual growth with business goals because employees choose how to grow, and are rewarded when that growth translates into outcomes that matter. Promotions, bonuses, and recognition are tied to clear, transparent evidence, making it possible to motivate development andt to identify who is ready to take on broader responsibilities.

By embedding learning within performance conversations and linking rewards to growth, organizations can make development visible, measurable, and scalable. Individuals understand what matters and how to move forward. Managers get a clearer view of talent readiness. And the organization gains a model that is repeatable, business-aligned, and responsive to change.

Many companies link pay to development by incentivizing course completion. The better approach is to reinforce the kind of learning that creates value. This way, we can turn development into a shared priority which benefits both the individual and the organization.

Fermin Diez

Board Director & Advisor, University Professor, Author and Thought Leader (Future Skills Conference 2025 Advisory)

Wisdom in Focus: Advisory Spotlight

What does it mean to create a future-ready workforce?

Future skills, future-ready, etc. are words that we hear. But what do they really mean? If we want to build a roadmap to get a future-ready workforce, what is it that we should be doing? Here is my attempt to put together some broad steps in your 'future-ready roadmap'.

First, have an idea of what capabilities at the organisational level are going to be important for your business in the next 5 years. It is difficult to pin down, but can be put together from your organisation's long-term strategy. For instance, as a consumer goods organisation, you might believe that more personalised digital marketing using AI and analytics could be a capability you need to invest in.

Next, assess the changing business landscape, tech advancements, and industry disruptions to identify future-relevant skills. Core cross-industry skills include agile collaboration across functions and ecosystems, working with AI, quick decision-making, and operating in lean, flat structures—all requiring strong big-picture thinking.

This forms your skills roadmap, but it's not static—skills will evolve. To stay ahead, build a strong learning culture: invest in engaging learning systems, align incentives, promote based on learning mindset, and use technology to make learning seamless.

Lastly, a big area to consider is your leadership. What kind of leaders would you need? Do we have a pipeline of leaders who can be right for the future? Can they inspire change and mobilise the workforce? Having that picture of your future leadership and building towards it is critical. What kind of mentoring or development actions do we need to build the right leaders?

To sum it up, we need to have a clear vision and roadmap of the skills needed in the future so you can put in talent development actions now, as well as the culture and leadership needed to constantly nurture it—that will help you build your future-ready workforce!
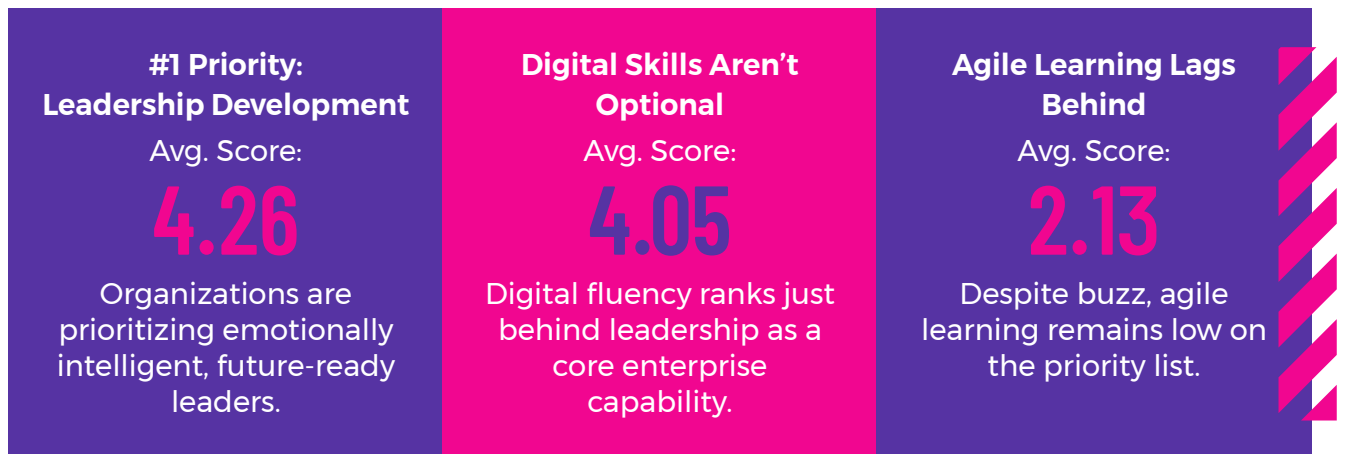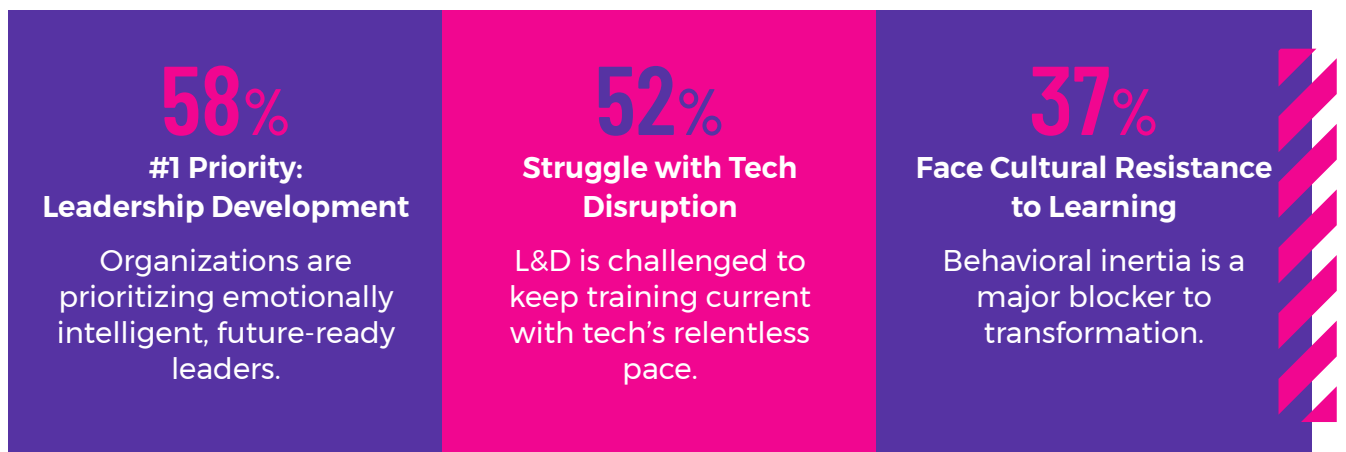
Krish Shankar
Advisor, Partner, Visiting Faculty, Former Group Head- Human Resources, Infosys (Future Skills Conference 2025 Advisory)
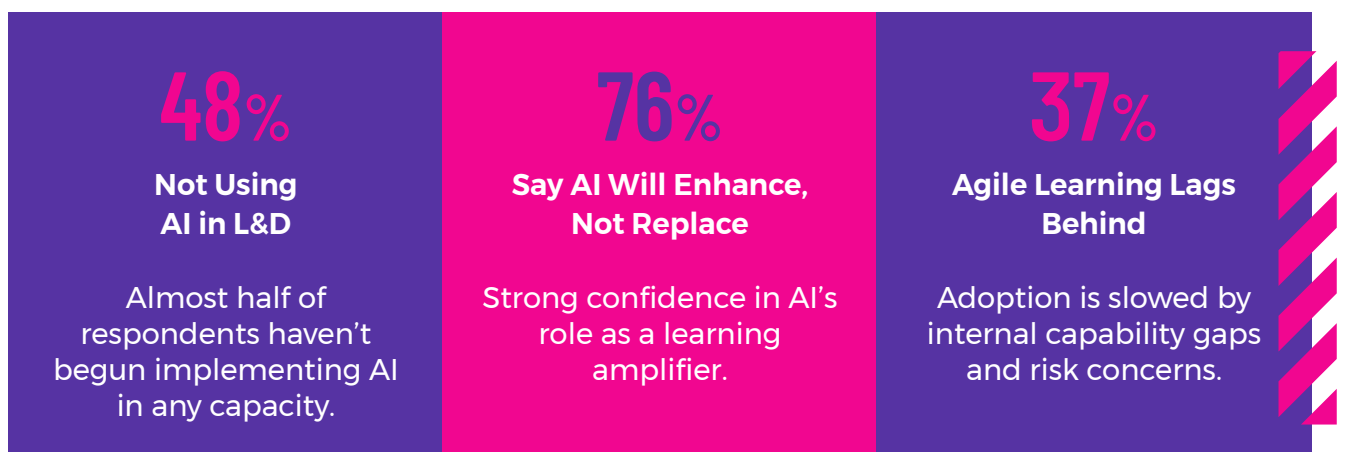
Key Insights Summary

Insight 1: Leadership Takes the Lead in L&D Priorities

#1 Priority: Leadership Development
Avg. Score:
4.26
Organizations are prioritizing emotionally intelligent, future-ready leaders.

Digital Skills Aren't Optional
Avg. Score:
4.05
Digital fluency ranks just behind leadership as a core enterprise capability.

Agile Learning Lags Behind
Avg. Score:
2.13
Despite buzz, agile learning remains low on the priority list.

Insight 2: Skill Gaps—The Silent Emergency in L&D

58%
#1 Priority: Leadership Development
Organizations are prioritizing emotionally intelligent, future-ready leaders.

52%
Struggle with Tech Disruption
L&D is challenged to keep training current with tech's relentless pace.

37%
Face Cultural Resistance to Learning
Behavioral inertia is a major blocker to transformation.

Insight 3: AI in Learning—High Hopes, Low Usage

48%
Not Using AI in L&D
Almost half of respondents haven't begun implementing AI in any capacity.

76%
Say AI Will Enhance, Not Replace
Strong confidence in AI's role as a learning amplifier.

37%
Agile Learning Lags Behind
Adoption is slowed by internal capability gaps and risk concerns.

Insight 4: Strategy is Strong, Budgets Are Not

75%

Say L&D is Strategically Aligned

Learning goals match business direction—but gaps remain in execution.

14%

Have High Workforce Engagement in Learning

Continuous learning hasn't yet become mainstream behavior.

69%

Allocate ≤10% Budget to L&D

Funding constraints are a major blocker to innovation and scale.

Insight 5: Future Skills are Human-Tech Hybrids

The most critical capabilities of the future combine adaptability, resilience, and tech proficiency. L&D is evolving to deliver personalization, immersion, and real-time learning at scale.

66%

Plan AI/ML Adoption in L&D

A wave of AI-powered learning innovation is on the horizon.

70%

Top Skill: Adaptability & Change Management

Flexibility is the new superpower in a world of disruption.

52%

Expect Increased L&D Investment

Confidence in learning as a strategic driver is steadily rising.
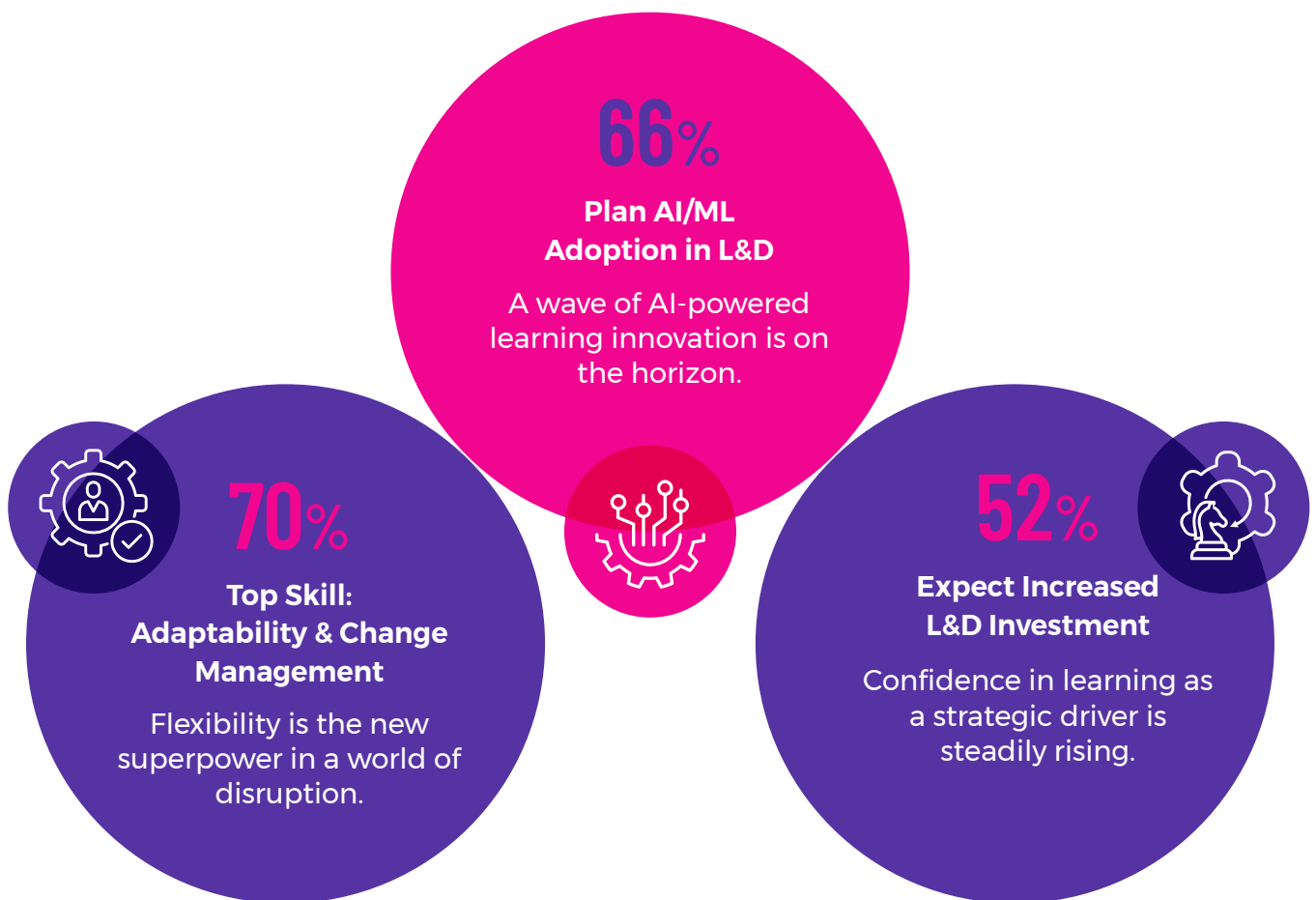
"Organizations will gain a competitive edge by effectively using AI, integrating advanced technology, and fostering creative visualization. The ability to navigate ambiguity and remain agile in a rapidly evolving landscape will be key. To address the skills gap, we're adopting an On-the-Job Training (OJT) model, allowing individuals to learn by doing while tracking their progress. Combining action learning with leadership development focused on critical thinking and technology application will ensure our teams are always prepared for future challenges.

KA
Narayan
President - HR at
Raymond Group

"At JSW MG Motor India, the competitive advantage will be driven by expertise in Electric Vehicles (EV), battery technology, and connected car systems to create seamless digital experiences. We are also focusing on sustainable manufacturing practices to address environmental concerns. To close the skills gap, we're reimagining learning with a digital-first ecosystem, like our EVPEDIA platform, and partnering with academic institutions through our MG Nurture program to develop industry-ready talent. Inclusivity is key—41% of our workforce is women, reflecting our commitment to building a diverse, future-ready team.

Yeshwinder
Patial
Senior Director - HR,
JSW MG Motor India

"In an AI-driven world, emotional intelligence, digital dexterity, and the agility to think ahead will define the competitive edge for organizations. Equally vital are sustainability, resilience, and the ability to lead across cultures and generations. To close the skills gap swiftly, we must embed continuous learning into the fabric of work through advanced digital platforms. A culture of self-directed micro-learning, where learning is part of daily routines and linked to rewards, ensures employees constantly adapt and grow. This is how we build future-ready organizations.

Hameed Jung
Group Head - Talent and
L&D, DCM Shriram

"As we head into 2025–26, the real edge for organizations won't lie in just technical skills, but in human qualities—empathy, creativity, and critical thinking. Technology may lead the pace, but it's people with the right mindset who will drive real progress. To keep up, we're reimagining learning as a daily, organic experience—personalized, practical, and available in real time. It's about empowering individuals to grow confidently and shape the future, not just adapt to it.

Michael Loo
Head of People, Infinity
Logistics and Transport,
Malaysia

Insight 1:

Leadership Development Emerges as the #1 Strategic Priority in Future-Ready Learning

As organizations brace for an era of constant disruption, L&D is moving from a support function to a strategic cornerstone. Survey data shows a sharp shift in priorities—from traditional training models to leadership development, digital skills, and continuous upskilling. Yet, the slow pace of adoption in agile learning and AI suggests that the future is calling, but not everyone's ready to answer.

Leadership is not just a checkbox in L&D strategy—it is the foundational response to uncertainty. The need for digital fluency is now universal, while the demand for reskilling is keeping talent strategies afloat. Interestingly, emerging methods like agile learning and AI training are recognized but remain at the margins, indicating a lag between awareness and execution.

Key trends:

Leadership Development Tops L&D Priorities

4.26 / 5

Visionary and emotionally intelligent leaders are seen as essential to navigate today's fast-changing environments.

Digital Fluency Ranks #2

4.05 / 5

Organizations are investing in tech literacy across all levels to remain agile and competitive.

Agile Learning Scores Lowest

2.13 / 5

Despite its relevance, agile learning remains underutilized—signaling a significant gap in L&D evolution.

In the next year, the greatest competitive advantage will lie in unlearning—releasing outdated mindsets to embrace change with agility. The real barrier to progress isn't technology, but our own assumptions. By fostering a culture of unlearning, we enable faster adoption of new skills. To close the skills gap at speed, I advocate a three-pronged approach: contextualised learning tied to real business challenges, unconventional partnerships that bring diverse insights, and coaching that encourages deep reflection. That's how we future-proof our people and organizations.

Anser Aly
Former Head of Unilever's Global Learning & Leadership Development Centre, Singapore

Competitive advantage will come from blending digital fluency with human-centric skills. At Vedanta, we view AI, advanced manufacturing, and ESG leadership as core imperatives. Equally crucial is nurturing soft skills that promote human-machine collaboration. To close the talent gap, we're rolling out hyper-personalized, AI-driven learning, immersive AR/VR upskilling for frontline teams, and forming strategic partnerships with global tech leaders. The focus is on embedding learning into everyday work while accelerating leadership for a digital and sustainable future.

Praveen Purohit
Deputy Group CHRO at Vedanta Group

Insight 2:

Skill Gaps Are the Silent Crisis L&D Must Solve to Build Resilient Workforces

In 2025, the biggest challenge L&D leaders face isn't just tech adoption—it's the growing mismatch between workforce capabilities and future business needs. The ETHRWorld survey reveals that future-readiness now trumps all, demanding a proactive, anticipatory approach to skill development.

L&D is battling on multiple fronts: keeping pace with technology, proving ROI, and overcoming internal cultural inertia. The real emergency lies in bridging the widening skill gaps that threaten organizational resilience. Cultural buy-in, leadership support, and new metrics for impact are becoming non-negotiables.

Key trends:

58%
Cite Skill Gaps as Top Concern

L&D must shift from reactive training to proactive workforce planning to stay ahead of disruption.

52%
Struggle to Keep Up with Tech Change

Rapid transformation leaves little time for employees to adapt, making tech enablement a moving target.

37%
Face Resistance to Learning

Cultural blockers like change fatigue and disengagement are stalling progress—pointing to a need for systemic mindset shifts.

"To stay competitive organizations must cultivate adaptive thinking, inclusive leadership, and human-AI collaboration. The future workforce will be defined by a blend of digital fluency, emotional intelligence, and sustainability literacy. At RAKEZ, we're reimagining learning as agile, personalized, and deeply embedded in daily work. By leveraging AI, microlearning, and strategic partnerships, we're enabling continuous development and swiftly bridging skill gaps across all levels.

Aysha Sulaiman
Group Director of Human Resources & Development, RAKEZ:

"Critical thinking, problem-solving, and technical skills like data analytics and AI will define organizational success in the new world of work. At Newport World Resorts, we're addressing the skills gap through targeted mentorship, foundational knowledge sessions like AI 101, and access to robust online learning platforms. Where building talent isn't enough, we adopt a skills-first hiring approach to bring in the capabilities we need. It's about being proactive, agile, and future-focused in how we grow our people.

Ma Theresa S. Llamas
CHRO, Newport World Resorts

Insight 3:

AI in Learning is a Slow Burn—Momentum is Building, But Adoption Remains Low

AI is no longer a futuristic fantasy in L&D—it's a strategic imperative. Yet, adoption is still in its infancy. While leaders are optimistic about AI's potential to enhance personalization and scale, real-world usage is limited due to skills shortages, cost, and confusion around AI's true value.

AI is viewed more as an amplifier than a replacement for human-centric learning. But enthusiasm is outpacing implementation. The gap between interest and integration is primarily driven by internal capability deficits and skepticism over ROI. For L&D to unlock AI's potential, foundational AI literacy is critical—within the teams themselves.

Key trends:

48%
Not Using AI in L&D at All

Despite buzz, nearly half of organizations are yet to integrate AI in any form.

76%
Believe AI Will Enhance Human Learning

Strong belief in AI's role as an enabler—not a disruptor—signals openness to future integration.

Top Challenges

48%
Lack of Skills

47%
Unclear Value

41%
Security Concerns

Implementation is hindered by internal knowledge gaps and organizational hesitancy.

The real differentiators for organizations will be emotional intelligence, adaptive leadership, and the ability to communicate effectively in a hybrid world—alongside strong capabilities in AI, data analytics, and managing uncertainty. At LAPP APAC, we're closing the skills gap by fostering a culture of continuous learning through external programs, on-the-job experiences, coaching, and reverse mentoring. It's about creating dynamic learning ecosystems where every generation contributes and grows together.

Sampatkumar B. Aratti
Chief People Officer, LAPP APAC

In 2025–26, organizational success will depend on a blend of technological adaptability and strong behavioral competencies. At Jindal Stainless, we believe the ability to learn, unlearn, and re-learn is essential. Mastery of digital tools, AI, and sustainability will set future-ready companies apart, but human-centric skills like agility, collaboration, and critical thinking will drive meaningful innovation. To close the skills gap, we've reimagined learning as a strategic enabler of transformation. From personalized training assessments to long-term programs like Parivartan, mentorship initiatives, and cross-functional learning, we ensure continuous development that aligns with the future of work. For us, learning isn't an event—it's an ongoing journey of growth, adaptability, and measurable impact.

Sushil Baveja
CHRO, Jindal Stainless

Insight 4:

Budget Constraints Undermine Ambitious L&D Plans—Strategic Alignment Isn't Enough

Although most L&D teams are aligned with business goals, resource allocation tells a different story. The gap between strategy and execution is often traced back to underfunding, low participation rates, and limited investment in high-impact areas like AI and personalized learning.

Alignment is high—but activation remains limited. Budget constraints and workforce engagement gaps are restricting L&D from achieving meaningful transformation. For learning to become a driver of performance, organizations need to treat it as a business-critical investment.

Key trends:

75%
Report Strategic Alignment with Business Goals
L&D has a seat at the table—but it's often underfunded to drive impact.

Only 14%
Have 75%+ Workforce in Continuous Learning
Participation remains a major bottleneck, despite strategic intent.

69%
Allocate ≤ 10% of Budget to L&D
Limited funding undermines the potential of innovation and future-proofing strategies.

In 2025–26, data literacy and strategic AI utilisation will be key to gaining a competitive advantage. Organisations must build a strong data culture and strike the right balance between human judgement and AI to unlock efficiency and innovation. At the same time, preserving humanity in an AI-powered world is essential—skills like empathy, emotional intelligence, and communication will remain critical for fostering trust and collaboration. To close the skills gap, we're developing customised learning programmes, embracing blended learning methods, and committing to the 70-20-10 model—ensuring that most development happens on the job, supported by collaboration and targeted classroom learning.

Nathalia Klein
Chief People Officer at Allsopp & Allsopp Group

The true competitive advantage in the future will come from the powerful blend of digital skills, critical thinking, emotional intelligence, and a sustainable mindset. Organizations that empower their people to be adaptable, integrate AI effectively, and lead inclusively will not only outperform their peers but will define the future of work. At Al Ansari Financial Services, we are re-engineering learning as a continuous, agile journey, promoting technological knowledge, AI platforms, and personal development to ensure our teams are ready for the challenges ahead.

Georgette Yousef
Group CHRO, Al Ansari Financial Services

Insight 5:

Adaptability, Agility & Tech Proficiency Are the New Learning North Stars

The workforce of tomorrow demands more than technical know-how—it requires adaptability, resilience, and emotional intelligence. As L&D looks ahead, the focus is shifting to whole-human capabilities, paired with digital savviness. New formats like AI-powered learning paths and gamification are also on the rise.

L&D strategies are evolving to blend cognitive, digital, and emotional capabilities. The top future skills point to an integrated, human-tech learning model. Learning design is becoming more learner-centric, personalized, and immersive—ushering in a new age of engagement and innovation.

Key trends:

Top Skill: Adaptability & Change Management (70%)

Flexibility is the foundational trait for thriving in disruption-heavy industries.

AI/ML Adoption Planned by 66% of Organizations

A clear signal that AI will soon become embedded into mainstream learning ecosystems.

Over 52% Expect Increased L&D Investment in 2025

Despite current budget gaps, there's growing executive confidence in learning as a growth driver.

"In a VUCA world, skills like resilience, critical thinking, adaptability, and creative thinking will be the key differentiators for organizations in 2025–26. While technology accelerates change, how humans learn remains the same—through on-the-job experience, learning from others, and both formal and informal learning. The challenge is in harnessing technology to enhance and accelerate these learning processes, enabling our teams to stay ahead and navigate an increasingly complex world.

Handi Kurniawan
Group SVP Human Capital Strategy & Talent Management, PT Bank Mandiri (Persero) Tbk

"In hospitality, the competitive advantage will still lie in the ability to create exceptional guest experiences. This requires attention to detail, relationship-building, and a genuine willingness to go the extra mile. While this is a human skill, technology will be a key enabler for scaling learning across a global audience. Embracing technology allows us to train at scale, create interactive and realistic learning scenarios, and foster social learning through connected platforms—providing an immense advantage for a global organization like Hilton.

Marie-Louise Ek
Vice President HR Middle East & Africa, Hilton

Conclusion & Recommendations:
Turning Insight into Action

The ETHRWorld Global Learning & Skilling Survey 2025 paints a picture of transformation-in-progress. L&D leaders are clear on where they need to go—toward leadership, digital fluency, and AI-readiness—but are often constrained by budget, culture, and capability. The urgency is real: as businesses evolve, so must their approach to talent development. Now is the moment for bold moves—not incremental shifts.

Key Recommendations:

1 **Reframe L&D as a Growth Lever:** Position learning as a value-creator—not a cost center—by tying it directly to innovation, retention, and performance metrics.

2 **Champion AI & Digital Literacy from the Top Down:** Equip leaders with the knowledge to advocate for and scale AI-driven learning strategies organization-wide.

3 **Design for Impact, Not Just Activity:** Shift from measuring completion rates to tracking behavior change, skill acquisition, and business impact.

4 **Fund the Future:** Advocate for L&D budget realignment toward high-impact areas like leadership, AI, and personalization.

5 **Create a Culture That Learns by Default:** Move beyond programs—build ecosystems that encourage curiosity, experimentation, and lifelong growth.

At Titan, our competitive edge will come from how we make people feel. As a global lifestyle company with a diverse workforce, we're focusing on three core pillars to sharpen this edge: Design Thinking and Customer-Centric Innovation, Data Fluency for personalized insights, and Digital Craftsmanship to create smarter designs and faster responses. Alongside this, Integrated Supply Chain Management is key to delivering premium experiences consistently. But at the heart of it all is a timeless skill—obsession with the customer and collaboration with heart. To close the skills gap, we're embracing AI-powered, personalized learning journeys, microlearning for customer-facing teams, and building digital hubs for shared capabilities. Learning is becoming self-driven, tailored, and ongoing. It's about agility—the ability to evolve and grow—ensuring that learning never stops and we stay ready for tomorrow, every day.

Priya Mathilakath Pillai
Head - HR (Retail, Corporate & Manufacturing), Titan Company

Today, competitive advantage lies in navigating ambiguity and rapid change. Whether through emerging skills like AI/Gen AI or adapting to shifting market dynamics and evolving geopolitical factors, success depends on transforming uncertainty into actionable strategies. According to the latest Gartner Report, employees are facing unprecedented levels of change, accelerating 5x compared to eight years ago. In this VUCA (Volatile, Uncertain, Complex, Ambiguous) world, the ability to manage and respond to change will be one of the most critical skills for the future.

Rajesh Rai
VP - People Team & Head of HR, GlobalLogic India

In 2025 and beyond, the skills that set organisations apart will be those that combine digital fluency with human-centric agility, think data literacy, emotional intelligence, adaptive learning and systems thinking. But in a world where technology is evolving faster than talent, we can't afford to wait. We're reimagining learning as a continuous, tech-enabled experience, scalable, predictive and personalised. By embedding AI-driven tools into talent strategies, and through closer CIO-CHRO collaboration, we're accelerating upskilling across the board and closing the skills gap at both speed and scale.

Ali Al Mansoori
Group Chief People Officer, e&

At AIA Singapore, we see adaptability, collaboration, and innovation as the key drivers of competitive advantage in 2025 and beyond. These human-centric skills enable our people to thrive amid constant change and technological disruption. To close the evolving skills gap, we've reimagined learning as a continuous, always-on journey. Our partnership with SUSS to launch Singapore's first insurance minor reflects our commitment to future-ready talent. By embedding learning into our culture and daily work, we're empowering teams to stay agile, resilient, and ahead of the curve.

Aileen Tan
Chief Human Resources Officer, AIA Singapore

Disclaimer

The ETHRWorld Global Learning & Skilling Report 2025 is based on insights gathered from L&D and HR leaders, industry experts, and organizational research across India, the Middle East, and Southeast Asia. While every effort has been made to ensure the accuracy and reliability of the data presented, ETHRWorld does not guarantee the completeness, timeliness, or absolute accuracy of the information.

All statistical findings and insights are derived from surveys, expert opinions, and secondary research. Variations in interpretation, evolving market conditions, and organizational differences may lead to discrepancies between the findings in this report and real-world outcomes. Readers are advised to use this report as a directional guide rather than an absolute predictor of future trends.

All data, analysis, and recommendations are intended for informational purposes only and should not be considered as professional, financial, or legal advice. Organizations should conduct their own due diligence before making strategic workforce decisions.

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ETHRWorld respects data privacy and confidentiality. No personally identifiable information was collected or used in this study. Survey responses and data inputs were anonymized and aggregated to ensure the protection of respondents' identities and organizational information.

Contributors & Acknowledgements

This report is the result of extensive research, expert analysis, and a deep commitment to uncovering the trends that will shape the workplaces of tomorrow. A collaborative effort by industry leaders, researchers, and creative minds, it brings together data-driven insights and strategic foresight to help organizations navigate the evolving world of work.

We extend our sincere gratitude to the 150 HR leaders and industry experts across India, the Middle East, and Southeast Asia who contributed their valuable insights. Your perspectives have been instrumental in shaping this report and providing a roadmap for the future of work.

ET **HRWorld**
From The Economic Times