

A new age of talent agility

Executive summary

Turn your workforce into a **globalforce**



Enterprise-wide talent agility is the new frontier in the battle for business advantage.

In an era of accelerating disruption, organizations face mounting pressure to build talent agility as a core competitive advantage.

Distilling insights from more than 800 senior decision-makers across regions and industries, Deloitte's *Talent Agility Leadership Survey 2025* highlights a growing recognition that the ability to develop, adapt and mobilize talent—both virtually and physically—may be central to future growth, resilience and efficiency.

The survey, conducted in collaboration with Raconteur, set out to better understand how talent agility supports the achievement of business objectives. It also explored whether business and talent leaders view agility as a true differentiator in driving success and attracting and retaining top talent.

The survey examined what talent agility could mean for employees, including its impact on career autonomy and the evolving skills required for the future of work.

Finally, we investigated how organizations are evolving towards skills-based talent strategies, and the digital technologies that are being deployed to support both skills analysis and more agile resource deployment.

This document highlights key themes and insights from the survey. We have broken these insights into five sections, highlighting the various dimensions that leaders should contemplate to benefit from the true value of talent agility.

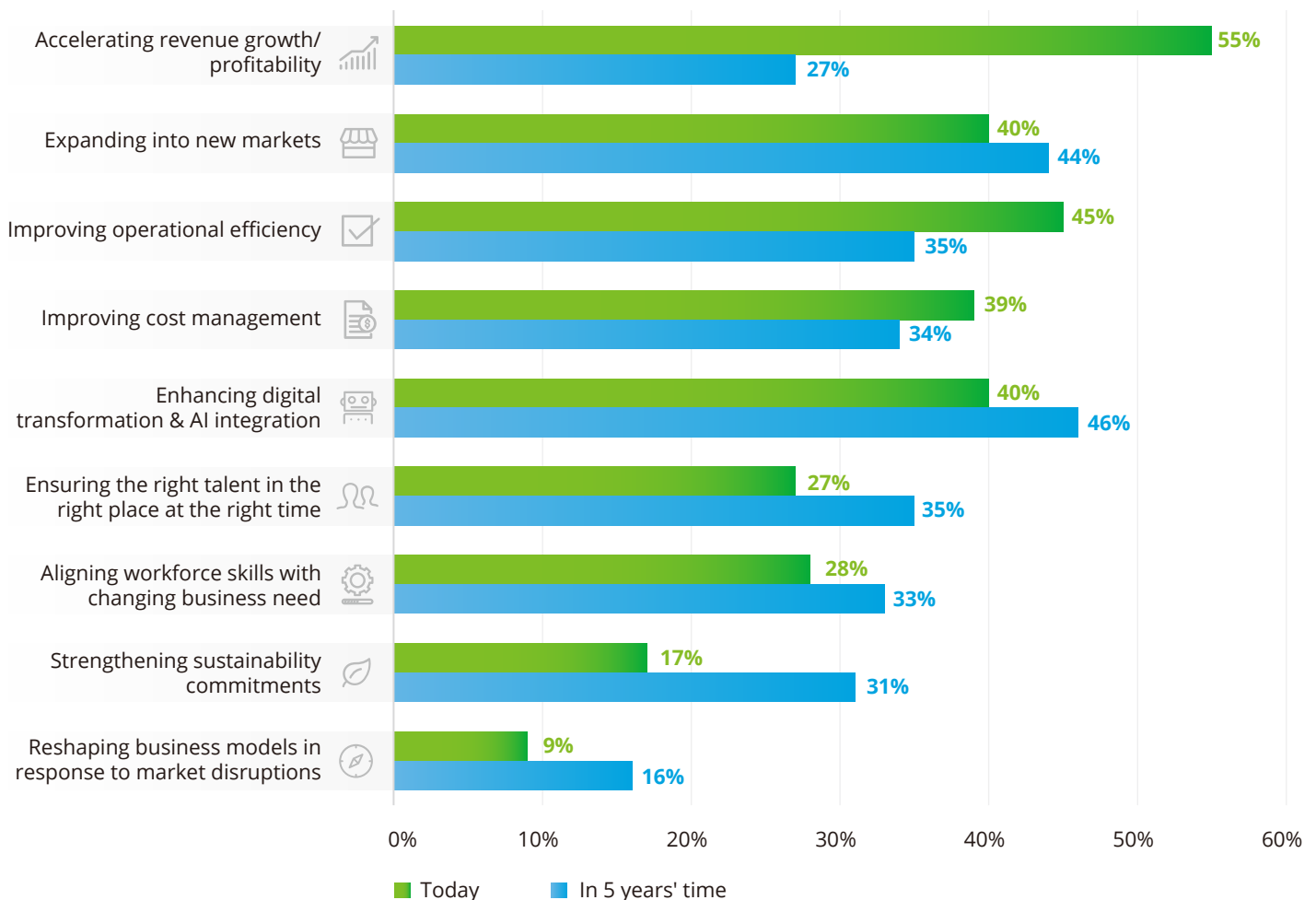
Dimension 1: Shifting business priorities

Today's top business priorities center on accelerating revenue growth and profitability (55%), improving operational efficiency (45%), and advancing digital transformation and AI integration (40%).

Digital transformation, already a core focus, may continue to gain momentum, reinforcing technology's role as a long-term driver of competitiveness.

Looking ahead five years, however, leaders expect these priorities to shift. Fewer anticipate revenue growth as the primary focus (27%), as attention moves toward expansion into new markets (44%), ensuring talent is in the right place at the right time (35%), and advancing sustainability commitments (31%).

Profitability remains a key business concern, but there is a clear future-focus on other competing objectives.



Survey results from the Deloitte Talent Agility Leadership Survey 2025

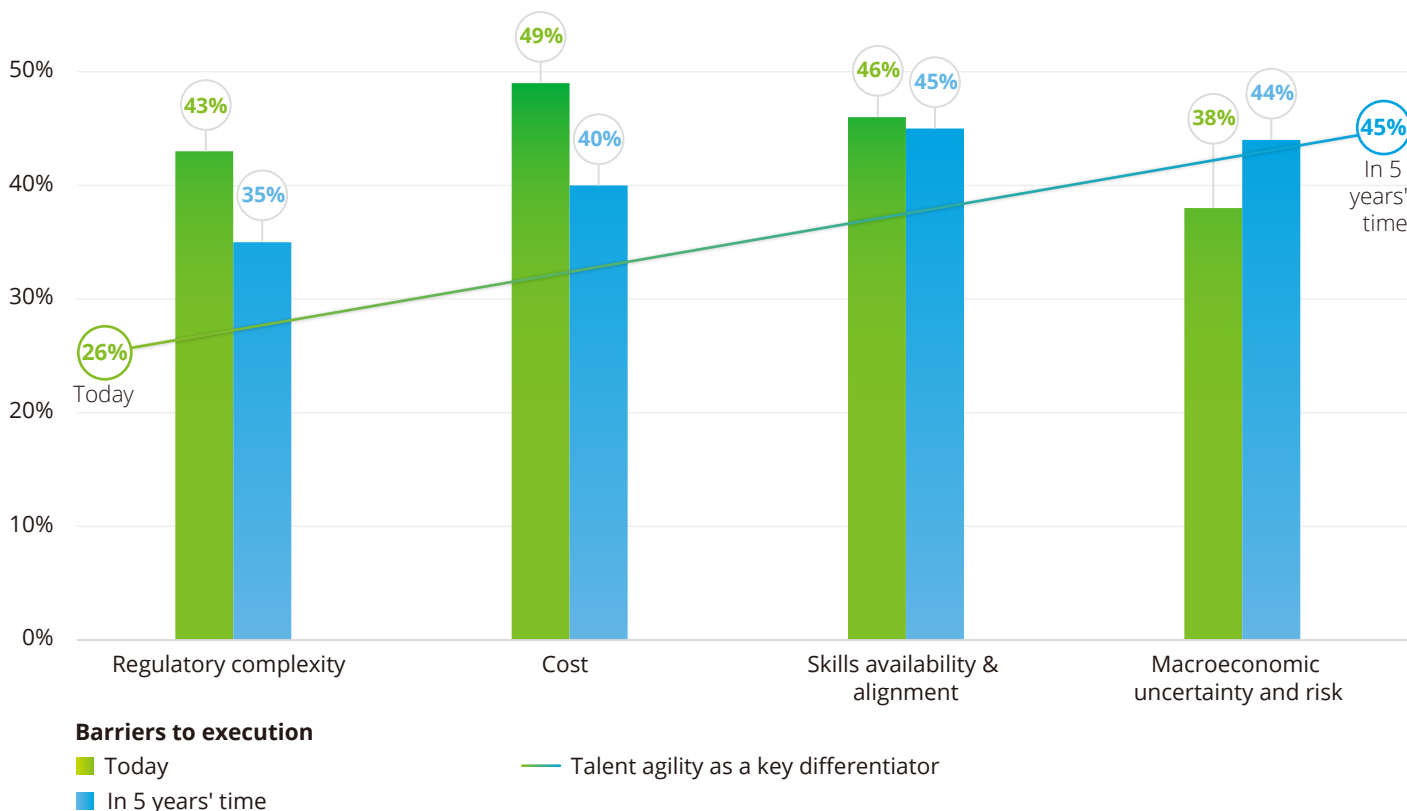
Dimension 2: Talent agility as a differentiator

Nearly all respondents agree that talent agility is critical, both today and in the years ahead. The share of leaders who view cross-border mobility as a key differentiator nearly doubles, from 26% today to 45% in five years.

Notably, only 4% of organizations currently consider themselves pioneers in cross-border talent agility. Yet nearly five times as many aspire to reach that level in the near future.

However, significant barriers remain. Regulatory complexity (43%), high costs (49%), skills availability (46%), and growing macroeconomic uncertainty (rising from 38% to 44%) continue to hinder progress.

The value of talent agility as a differentiator may continue to rise, but barriers to execution remain.



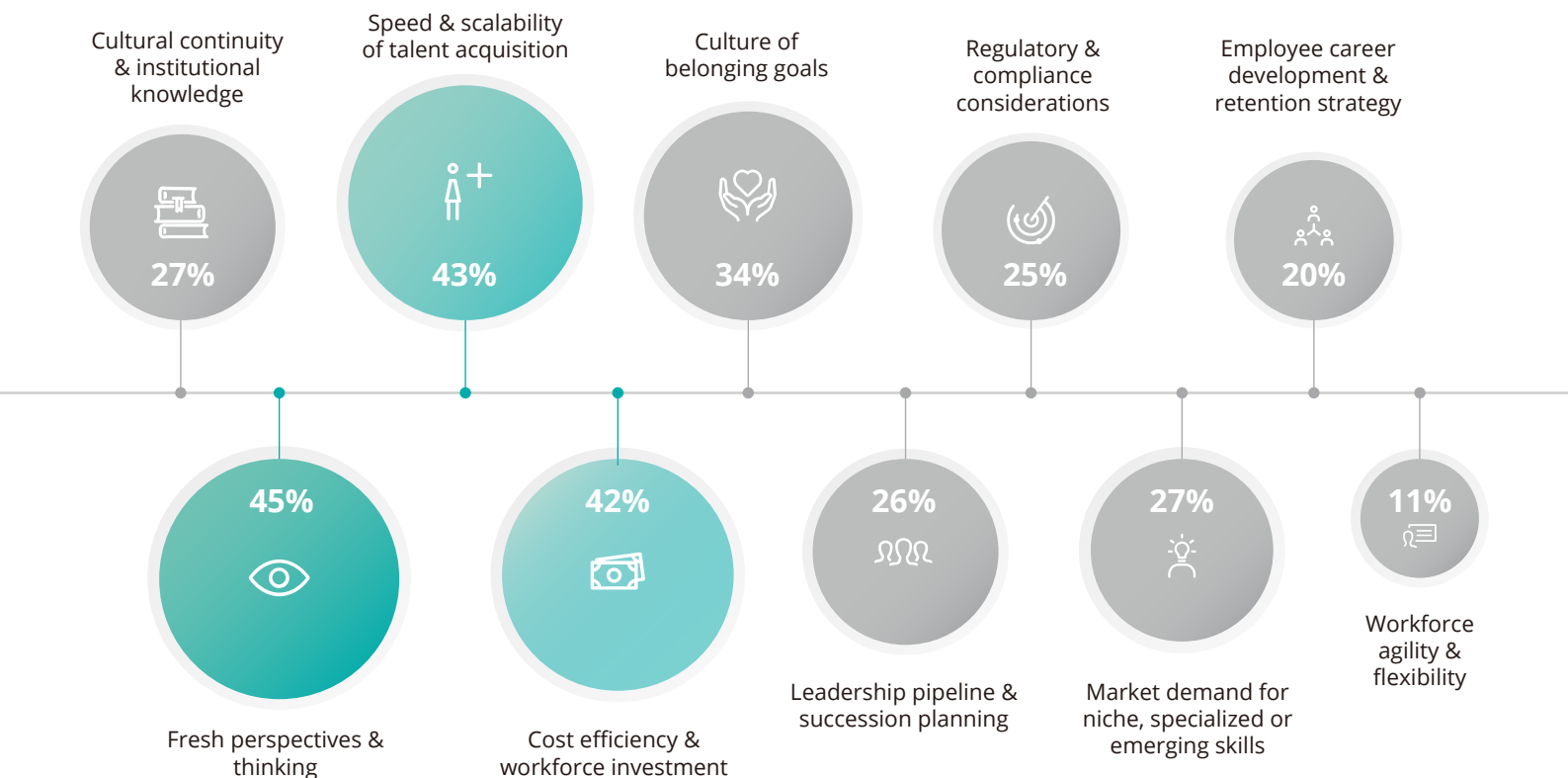
Survey results from the Deloitte Talent Agility Leadership Survey 2025

Dimension 3: Developing and retaining agile talent

Organizations anticipate a major shift in how talent is developed and retained. By 2030, employee autonomy over career progression is projected to triple. At the same time, talent intelligence platforms will evolve, moving beyond faster hiring and mobility to supporting personalized learning and skills-based development.

Key drivers behind cross-border talent strategies include the pursuit of fresh perspectives, faster scalability, and cost efficiency. However, persistent challenges remain, particularly skills shortages (49%) and limited talent intelligence capabilities (38%).

Beyond delivering key business objectives, the most important factors influencing cross-border talent agility strategy.



Survey results from the Deloitte Talent Agility Leadership Survey 2025

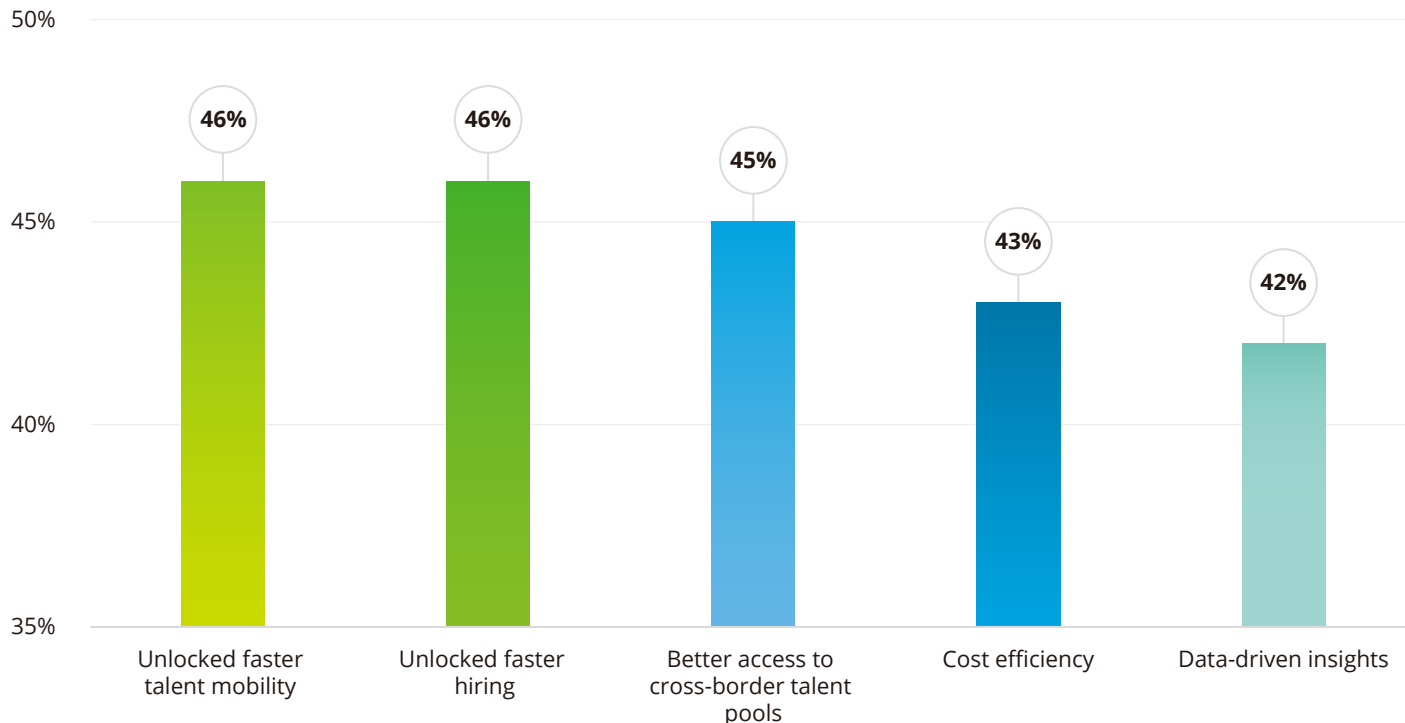
Dimension 4: Transitioning to skills-based talent strategies

Most organizations are still in the early stages of developing skills-based talent models, but expectations are high. Within the next five years, more than 60% of leaders anticipate having an integrated or pioneering skills-based approach in place.

While access to technical skills remains relatively stable, the demand for softer, more human-centric capabilities is rising. These are recognized as critical to future success. However, progress is often hindered by budget constraints, limited talent intelligence, and a lack of employee buy-in.

Smaller firms tend to rely on external networks to close skills gaps, whereas larger enterprises focus on structured reskilling programs. Encouragingly, talent management platforms—such as talent marketplaces and talent intelligence systems—are already delivering measurable benefits. Nearly half of respondents (46%) report faster internal mobility and hiring, with similar proportions citing improved access to cross-border talent pools.

Talent management platforms are unlocking potential benefits, improving hiring speed and mobility while widening access to international talent.



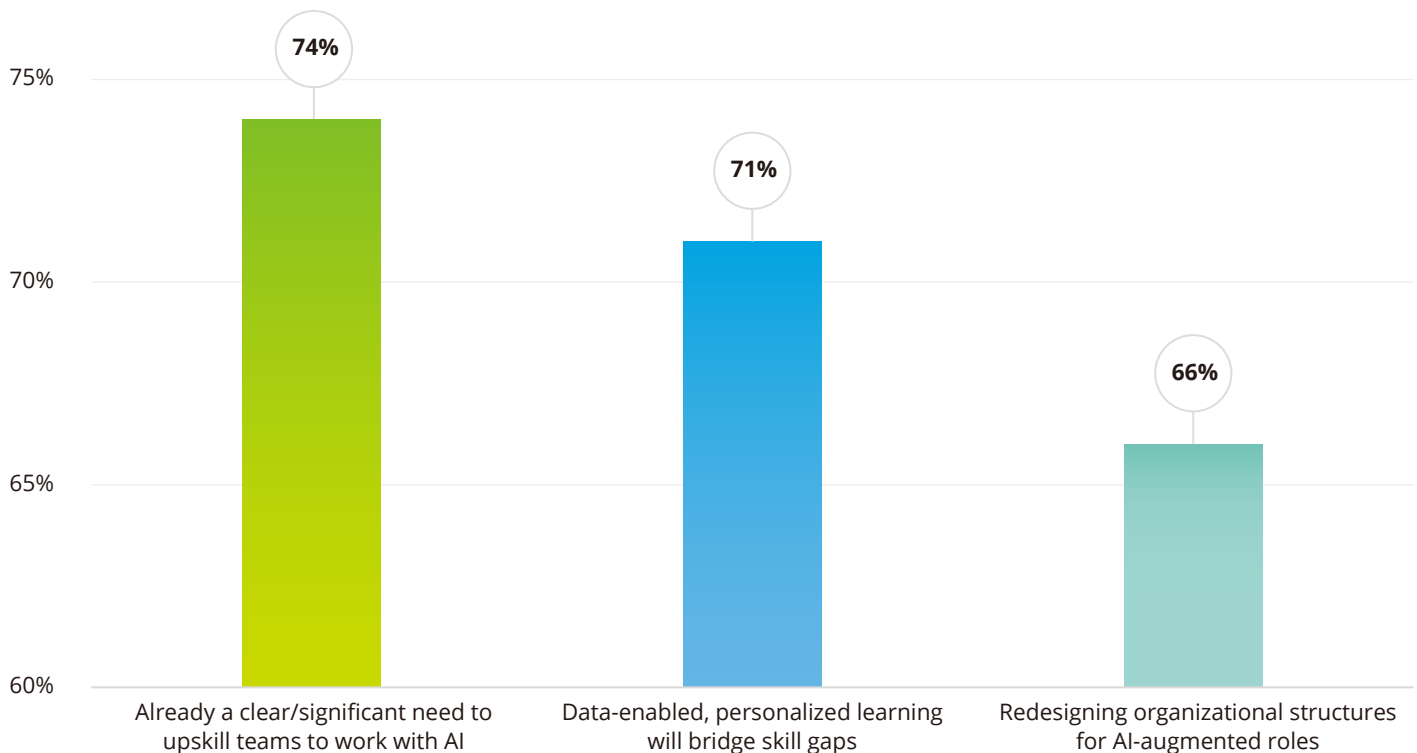
Survey results from the Deloitte Talent Agility Leadership Survey 2025

Dimension 5: Digital and AI as talent accelerators

AI may fundamentally reshape talent strategies. The most transformative trends include upskilling employees to work effectively with AI (74%) and enabling data-driven, personalized learning (71%), alongside redesigning organizational structures to support AI-augmented roles.

While most respondents believe AI will lessen dependence on traditional, physical international mobility (64%), HR leaders are notably more cautious. And despite broad confidence in the quality of people data, fewer than half of organizations currently place HR at the center of their digital transformation efforts, a disconnect that could undermine future competitiveness.

A skills-first future may demand stronger data foundations and digital investment as AI accelerates change in talent strategy.



Survey results from the Deloitte Talent Agility Leadership Survey 2025

Contacts

If you would like to better understand how talent agility can deliver business advantage for your organization please get in touch with your local Deloitte contact, or one of the GES contacts listed below:

May Myat Thu

Partner, Deloitte Tohmatsu Tax Co.
Global Employer Services
may.myat_thu@tohatsu.co.jp

Michelle Fertig

Principal, Deloitte Tax LLP
Global Employer Services
mfertig@deloitte.com

Teji Susheela Vishwanath

Director, Deloitte LLP
Global Employer Services
tsusheelavishwanath@deloitte.co.uk



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte provides leading professional services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our people deliver measurable and lasting results that help reinforce public trust in capital markets and enable clients to transform and thrive. Building on its 180+-year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte's over 470,000 people worldwide work together every day to make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms or their related entities (collectively, the "Deloitte organization") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2025. For information, contact Deloitte Global.

Designed by CoRe Creative Services. RITM2309655