



**Deloitte.**

2025 Global Human Capital Trends

**CLOSING THE EXPERIENCE GAP**

IN  
**BRIEF**

Workers can't get jobs without required experience, but they can't acquire that experience without gateway jobs. This "experience gap" has always been a challenge, but changes to work and advances in AI are only complicating it further. Closing the gap is possible, but it will require new approaches on both the supply and demand side of the talent market.

**Why are my new hires not ready to contribute?**

**GAP ANALYSIS**



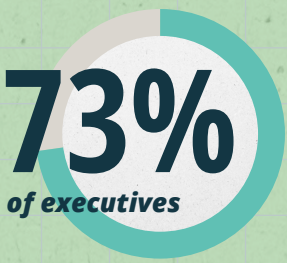
say that most recent hires were not fully prepared and lacked experience



have raised experience requirements—most "entry-level" jobs now require 2–5 years' experience



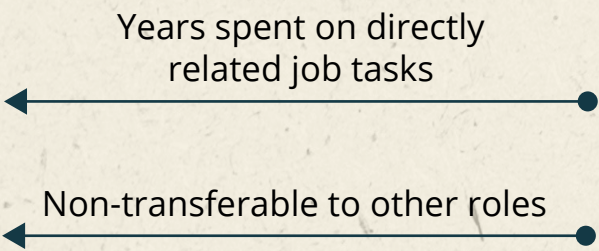
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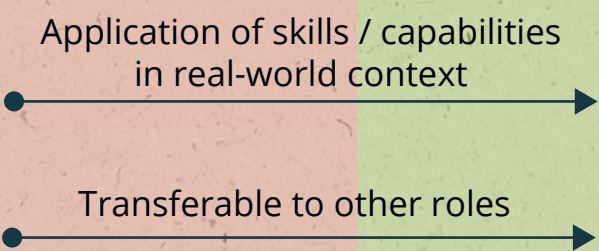
believe organizations should provide existing workers with more opportunities to gain experience

WHAT DOES **EXPERIENCE** MEAN?

**What leaders think they want**



**What leaders need**



**Adaptability is what we really want—how do we best find and support it?**

**LIVING THE TREND**



Unpack the experience requirement: design for "whole work"



Develop internally and source externally for the ingredients of experience



Augment adaptability and judgment by rearchitecting work and collaborating with AI

**You can't speed up time, but you can scale adaptability.**

**CREATE MORE VALUE FOR YOUR PEOPLE AND ORGANIZATION**



Read the 2025 Global Human Capital Trends report

