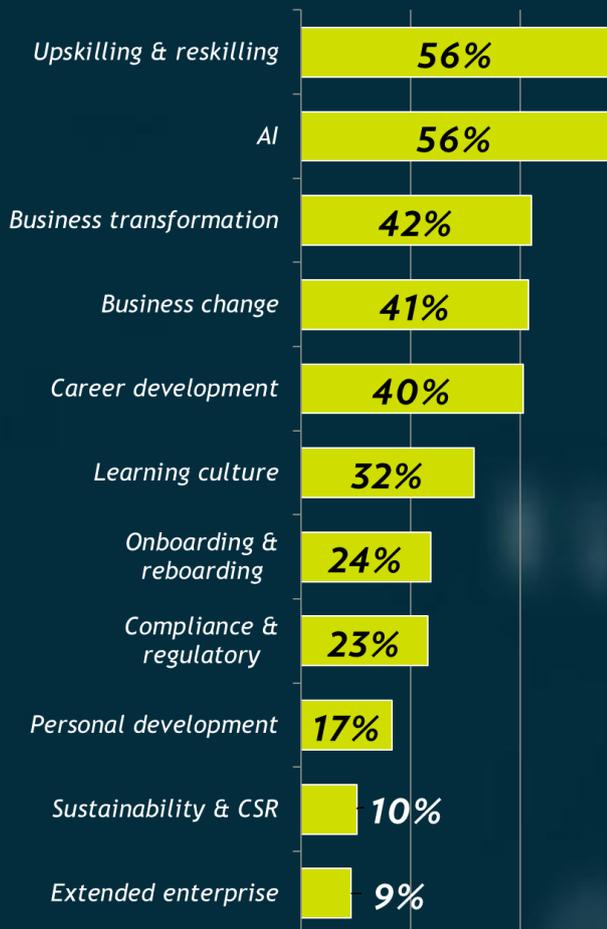


# Digital Learning Realities 2025

## Trends in Learning Priorities, Strategy and Execution

What are the top priorities for your learning strategy for the year ahead?



### AI and skills are neck and neck as L&D's top strategic priorities

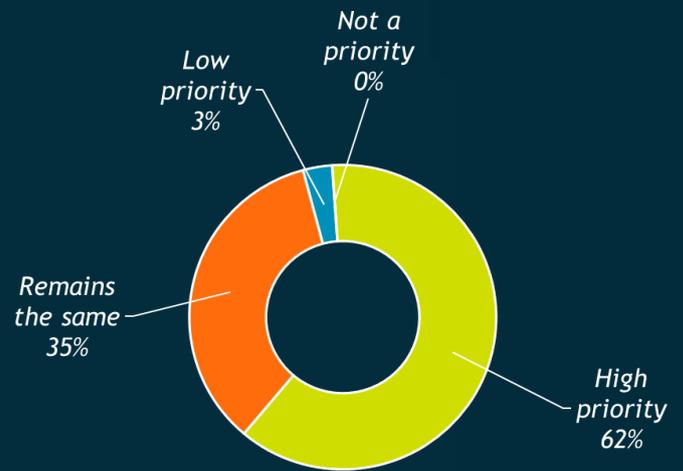
A sea change has happened in learning. Over the past three years of the survey, we have seen the dramatic demise of compliance as the top priority for learning teams. Compliance had held the top spot for more than a decade - but has now tumbled down the priority list to such an extent that only one in four says it's a high priority. The new leader last year, skills has maintained its position as the most influential strategic topic for learning teams, growing and cementing its position as a strategic imperative for learning teams. We have truly entered the age of skills-centred learning strategy, as organisations begin to assess just how fit they are for the future, and plan to build the capabilities that maintain organisational competitiveness at a time of huge upheaval and radical innovation. That AI is also neck and neck with skills is no coincidence. It's the first time we have added this as a priority option in the survey. What the results show is that AI is seen as a critical element of learning strategy. AI is clearly both a catalyst for changing work and working that in turn fundamentally influences how work gets done and is organised, radically changing the nature of learning itself and fundamentally what people need to learn. Equally, AI is powering the intelligence which enables L&D teams to identify the skills and capabilities needed for organisations to succeed at a speed and scale that has never been achievable before. Such is the revolution in people development caused and enabled by AI that it's safe to say learning will never be the same again.

## Business transformation is at the heart of L&D's role in organisations like never before

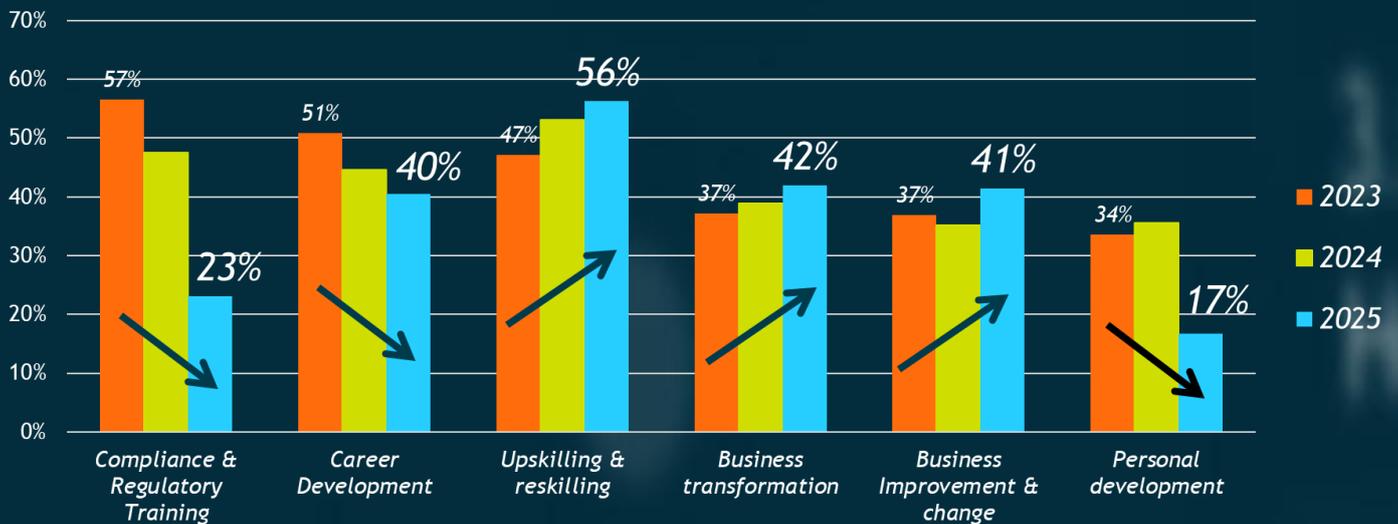
Whilst empowering personal and career development is always central to building a strong employee value proposition and driving engagement - this not the greatest driver of the strategic momentum behind skills building in most organisations today.

There is a more significant, pragmatic, business focused and critical driver behind skills - **delivering transformation** and making organisations fit for the future. Invariably - when career and skills development is deeply integrated with strategic workforce planning, future skills, internal mobility reskilling and upskilling is not a matter of guesswork, blind altruism or best intentions. It's intelligently aligning L&D and people development to genuine skills needs that matters. So it is increasingly essential for L&D teams to be closely connected to wider HR and business transformation teams than ever before.

How much of a priority is building skills becoming to the future success of your organisation?



### What are the top priorities for your learning strategy for the year ahead?

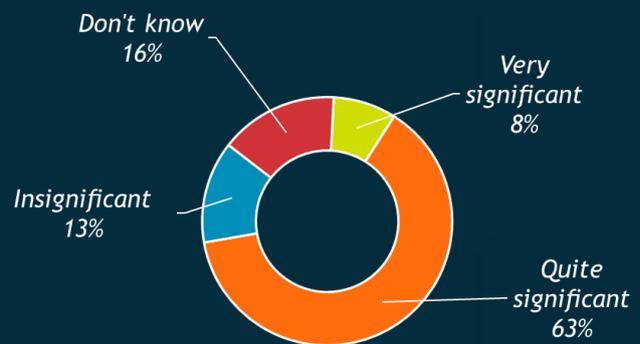


## Despite the scale of skills gaps, too few L&D teams are very effective at upskilling and reskilling

Despite upskilling and reskilling being a key strategic priority, L&D teams are still struggling to effectively develop people’s skills. 35% believe their learning strategy is ineffective at enabling upskilling and reskilling. And this situation has marginally worsened in this year’s survey, perhaps as the realisation of the scale of support needed for upskilling becomes apparent.

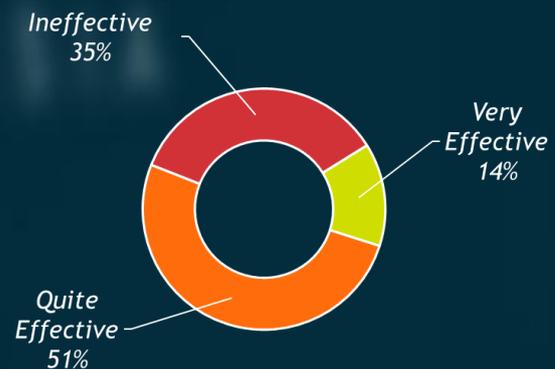
Only 14% report they are very effective in reskilling. So, there is clearly more of work for L&D teams to do to make skills building effective by adopting more practice simulations, coaching, collaborative and workplace learning, rather than the knowledge-heavy courses that have often dominated learning technology solutions in the past. Especially as skills gaps and the need for skills building is so critical to organisations’ success.

Overall, how significant are skills gaps in your organisation today?



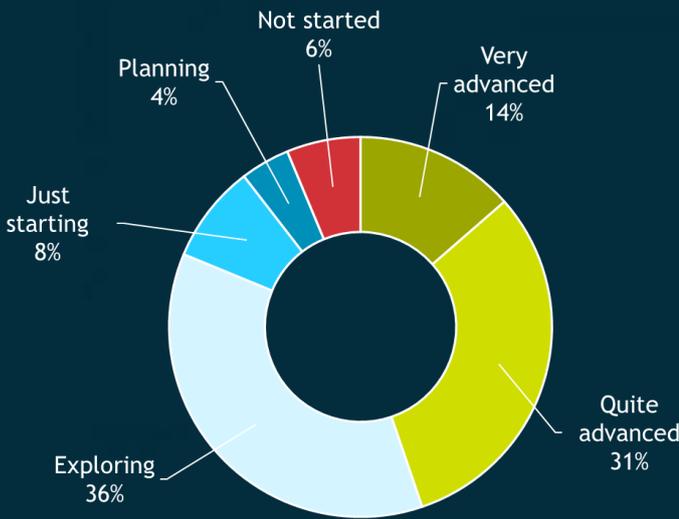
How effective is your learning strategy at delivering the following?

### Upskilling and reskilling

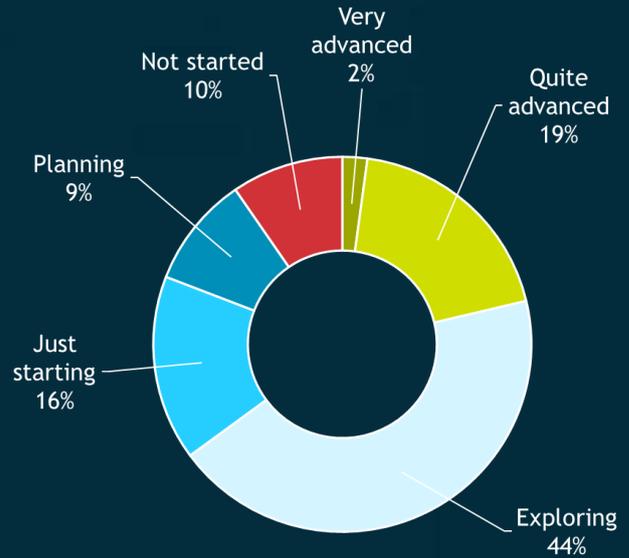


**How advanced is your L&D function at....?**

**Mobilising around strategic organisational priorities**



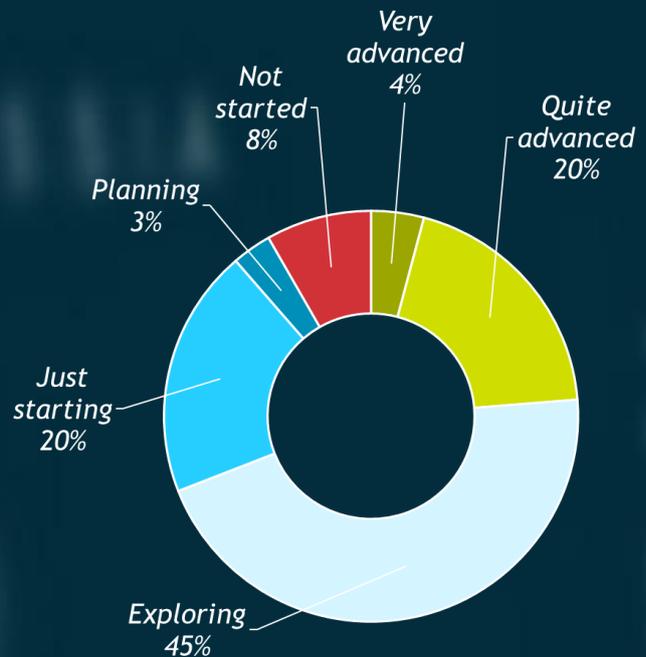
**Measuring impact & value add to performance & productivity**



**The time is NOW for L&D to upskill for success**

We called this out last year and it's something that is worth repeating. In an age when learning and skills development immensely critical to organisations' long-term survival and success, there continues to be a worrying lack of maturity in many L&D teams around some of the most foundational and important aspects of the learning function. There are well recognised systemic issues - being tightly aligned to business priorities, enabling real business skills at scale, and measuring learning's value add - all need urgent attention. But the stakes are getting higher, and the need to demonstrate the value of learning to organisational performance and productivity is also growing, particularly as budgets are coming under ever greater scrutiny. The good news is that by integrating learning into skills and business transformation initiatives aligned to the future, like skills and AI transformation of work, it is getting easier to evidence the value of skills. But only if L&D teams make strategic connections to workforce planning, future of work projects, skills analysis and performance analytics initiatives.

**Learning in the workflow**



**Sources of Information & Background**

As Europe's #1 HR Industry analyst, Fosway is uniquely positioned to help the industry with independent research on these issues. More information and insight on our research will be made available on [www.fosway.com](http://www.fosway.com)

Fosway Group conducted the survey of its corporate research network and Learning Technologies Show conference attendees in partnership with Closer Still between April 2025 to August 2025. Responses were gathered from CHROs, Talent & L&D Directors, Managers and Learning, Talent & HR Technology professionals.

Results are drawn primarily from enterprise organisations in Europe and the survey includes responses from 333 individuals. Over 75% of respondents are based in European organisations, and over 50% have a global role.

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