

## RESOLUTION THROUGH ADAPTATION:

### KEY MESSAGES OF «OECD EMPLOYMENT OUTLOOK 2025»

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*The global labour markets continue to show resilience however there are signs of slowdowns due to geopolitical uncertainties and shocks. From these perspectives the design and implementation of effective employment policies is obtaining more significance. It requires the monitoring of current developments and unveiling the prospects of labour markets. The study provides insights into labour markets dynamics and projections across OECD countries based on “OECD employment outlook 2025” revealing the challenges of slowing employment and productivity growth, gender gap, demographics shifts. The importance of addressing these issues for effective policy implications were highlighted, emphasizing the role of mobilizing untapped labour resources, especially increasing the employment of older workers and narrowing the gender employment gap as a basis for compensating the GDP per capita losses from demographic shifts.*

Recently global labour markets have experienced fluctuations triggered by major shocks such as COVID-19 pandemic and the Russia-Ukraine conflict. Along with the negative consequences of those shocks, economies also confront the challenges of population ageing that in turn impact the functioning of the labour market and the living standards of the population. In this context, providing the implications for policies to foster more and better jobs is obtaining more significance that requires the observation of the labour market developments and future prospects. In this study labour market trends and projections are investigated across OECD countries based on “OECD Employment Outlook



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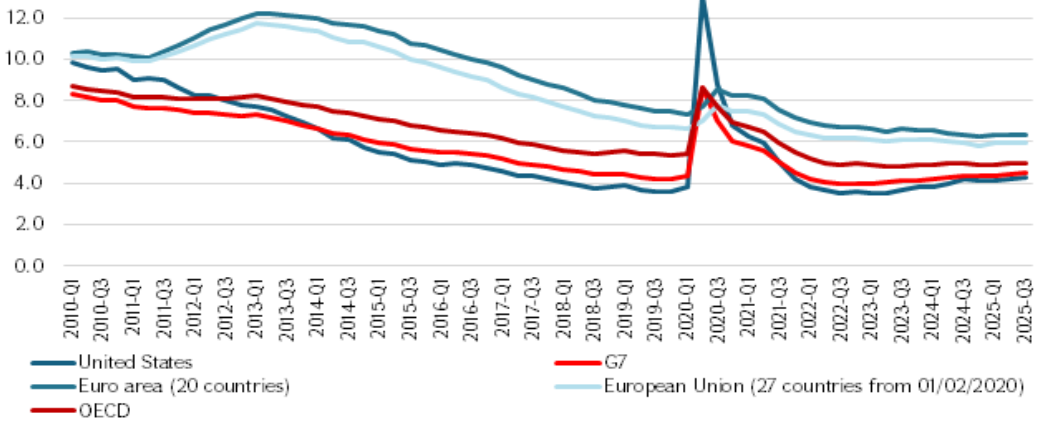


FIGURE 1



**Unemployment rate, quarterly, from Q1 2010 to Q3 2025<sup>1</sup>**

2025<sup>2</sup>. According to the report over the past year labour markets continued to demonstrate notable resilience despite the slowdown in economic activity in most OECD countries. Employment and labour force participation achieved historically high levels whereas unemployment remained low. The OECD unemployment rate was 4.9% in May 2025 and 5% in Q3 2025, in comparison in Q1 2010 and Q2 2020 the unemployment rate in OECD countries was respectively 8.7% and 8.6%. Although unemployment rates were at low levels across many OECD countries but the falling trend stalled (figure 1).

In parallel, employment rates continued to grow in most OECD countries, but at a lower pace. The average employment rate in the OECD rose from 65.2% in 2005 to 70.2% in 2024 (figure 2) and achieved to 72.1 % in Q1 2025<sup>2</sup>. It is noteworthy that between Q1 2023 and Q1 2024 employment rate rose by 0.2%, whereas between Q1 2024 and Q1 2025 increased by 0.12% on average in the OECD. In addition, employment growth was also lower in 2024 compared to 2023. The OECD employment is expected to slow down: annual employment growth is projected to fall from 1% in 2024 to 0.7% over 2025-

2026. Hence, there are early signs of slowdown of labour markets due to slowing employment growth and the easing of labour market tightness toward pre-pandemic levels combined with geopolitical uncertainties and increasing tariff barriers.

An analysis of trends over the past two decades reveals increasing employment rates among older workers and migrants. The growth in the employment rate between Q1 2023 and Q1 2025 can be attributed around one-third to the rise in the employment rate of prime-age workers (25-54) and two-thirds to the increase in the employment rate of older workers (55-64).

Regarding the gender gap, the disparity in employment rates has been declining. Between Q1 2024 and Q1 2025 on average across OECD countries women’s employment rate rose by around 0.32% more than men’s. Between Q1 2023 and Q1 2024, a notable reduction in the gender employment gap revealed that women returned to labour market during the cost-of-living crisis to compensate for household income losses resulting from their husbands’ wages.

In OECD countries, the gender wage gap has narrowed over the last decade, falling

<sup>1</sup> Source: OECD Data Explorer, [https://data-explorer.oecd.org/vis?tm=employment%20rate&pg=0&snb=118&vw=tb&df\[ds\]=ds-DisseminateFinalDMZ&df\[id\]=DSD\\_LFS%40DF\\_IALFS\\_EMP\\_WAP\\_Q&df\[ag\]=OECD.SDD.TPS&df\[vs\]=1.0&dq=EMP\\_WAP.\\_Z.Y.M%2BF%2B\\_T.Y15T64..Q&pd=2010-Q1%2C2025-Q4&to\[TIME\\_PERIOD\]=false](https://data-explorer.oecd.org/vis?tm=employment%20rate&pg=0&snb=118&vw=tb&df[ds]=ds-DisseminateFinalDMZ&df[id]=DSD_LFS%40DF_IALFS_EMP_WAP_Q&df[ag]=OECD.SDD.TPS&df[vs]=1.0&dq=EMP_WAP._Z.Y.M%2BF%2B_T.Y15T64..Q&pd=2010-Q1%2C2025-Q4&to[TIME_PERIOD]=false)  
<sup>2</sup> Source: OECD Employment Outlook 2025: Can We Get Through the Demographic Crunch?, OECD Publishing, Paris, [https://www.oecd.org/content/dam/oecd/en/publications/reports/2025/07/oecd-employment-outlook-2025\\_5345f034/194a947b-en.pdf](https://www.oecd.org/content/dam/oecd/en/publications/reports/2025/07/oecd-employment-outlook-2025_5345f034/194a947b-en.pdf)

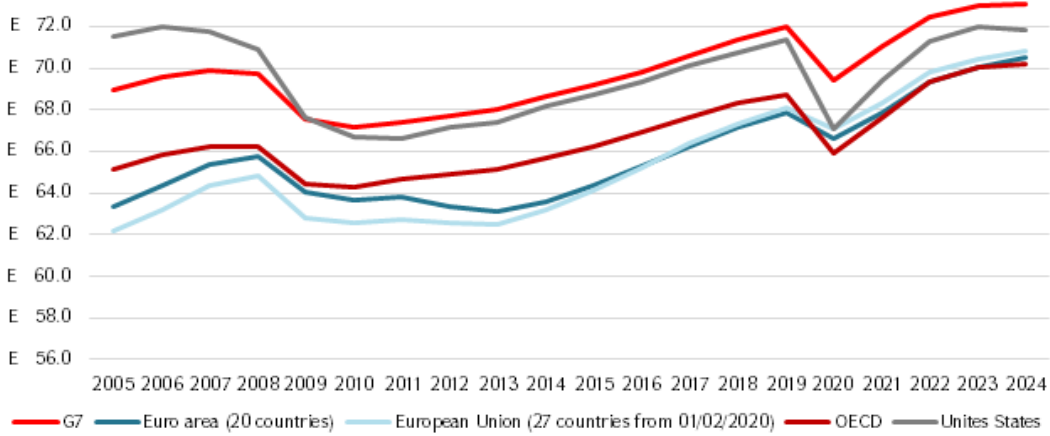


FIGURE 2

**Employment rate (from 15 to 64 years), %, 2005-2024<sup>3</sup>**

from 16.7% in 2015 to 13.7% in 2023 (figure 3). It is noteworthy that the gender wage gap is lower compared to United States (19.4% in 2024) and United Kingdom (16.1% in 2024). In some OECD countries such as Belgium, New Zealand, Sweden, Denmark it is even lower than 10%.

Demographic dynamics such as declining fertility, increasing life expectancy and ageing

population have become a serious challenge for both OECD and non-OECD countries<sup>4</sup>. OECD countries face the issue of ageing population resulting from the declining fertility rates coupled with increasing life expectancy. Due to the retirement of baby boomers, OECD’s working-age population (20-64 years) is declining while their old-age dependency ratio has boosted from 19%

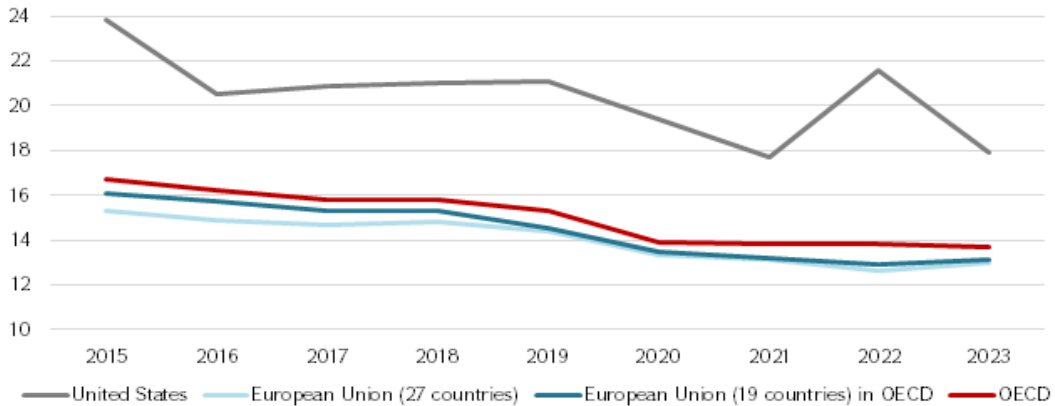


FIGURE 3

**Gender wage gap, %, 2015-2023<sup>5</sup>**

<sup>3</sup> Source: OECD Data Explorer, [https://data-explorer.oecd.org/vis?tm=employment%20rate&pg=0&snb=118&vw=tb&df\[ds\]=ds-DisseminateFinalDMZ&df\[id\]=DSD\\_LFS%40DF\\_IALFS\\_EMP\\_WAP\\_Q&df\[ag\]=OECD.SDD.TPS&df\[vs\]=1.0&dq=.EMP\\_WAP.\\_Z.Y.M%2BF%2B\\_T.Y15T64..Q&pd=2010-Q1%2C2025-Q4&to\[TIME\\_PERIOD\]=false](https://data-explorer.oecd.org/vis?tm=employment%20rate&pg=0&snb=118&vw=tb&df[ds]=ds-DisseminateFinalDMZ&df[id]=DSD_LFS%40DF_IALFS_EMP_WAP_Q&df[ag]=OECD.SDD.TPS&df[vs]=1.0&dq=.EMP_WAP._Z.Y.M%2BF%2B_T.Y15T64..Q&pd=2010-Q1%2C2025-Q4&to[TIME_PERIOD]=false)

<sup>4</sup> Source: De Gobbi, M., Kühn, S., Heins, G., Malikova, Z. 2025. Demographic change in Europe and Central Asia: Addressing the issue of a shrinking and ageing labour force, ILO Working Paper 139 (Geneva, ILO). [https://www.ilo.org/sites/default/files/2025-06/Demographic\\_change\\_Europe\\_and\\_Central\\_Asia.pdf](https://www.ilo.org/sites/default/files/2025-06/Demographic_change_Europe_and_Central_Asia.pdf)

<sup>5</sup> Source: OECD Data Explorer, [https://data-explorer.oecd.org/vis?fs\[0\]=Topic%2C0%7CEmployment%23JOB%23&pg=20&f-c=Topic&bp=true&snb=68&vw=tb&df\[ds\]=dsDisseminateFinalDMZ&df\[id\]=DSD\\_EARNINGS%40GENDER\\_WAGE\\_GAP&df\[ag\]=OECD.ELS.SAE&df\[vs\]=1.1&dq=.....\\_T&pd=2015%2C2024&to\[TIME\\_PERIOD\]=false](https://data-explorer.oecd.org/vis?fs[0]=Topic%2C0%7CEmployment%23JOB%23&pg=20&f-c=Topic&bp=true&snb=68&vw=tb&df[ds]=dsDisseminateFinalDMZ&df[id]=DSD_EARNINGS%40GENDER_WAGE_GAP&df[ag]=OECD.ELS.SAE&df[vs]=1.1&dq=....._T&pd=2015%2C2024&to[TIME_PERIOD]=false)



the context of population ageing, it is also critical to bring untapped labour resources into the workforce. Only those countries with active policies to mobilize untapped labour resources, particularly older workers in good health, succeed in preserving the current growth rate. By reducing the percentage of older workers who leave the employment to that of the 10% of OECD countries with the lowest rates, about half of the OECD countries could obtain at least 0.2% of annual GDP per capita growth. By reducing the share of older workers leaving employment to the level observed in the 10% of OECD countries with the lowest exit rates, about half of OECD countries could achieve at least 0.2% annual growth in GDP per capita. Closing the gender employment gap would also contribute to the boosting growth. From these perspectives an overall strategy mobilizing labour resources significantly limits losses in GDP per capita growth.

Figure 5 compares projected percentage point differences in GDP per capita growth between a scenario of using untapped resources and the baseline scenario. The scenario of untapped resources considers two-thirds of potential gains from higher older-worker employment, gender equality

(in youth and elderly) and high migration. Figure 5 illustrates that OECD countries will have 0.62% GDP per capita growth in case of the baseline scenario whereas using untapped resources they will achieve 0.91% GDP per capita growth. For many countries such as Greece, Italy, Spain, Slovenia, and Slovak Republic the gains are larger compared to other countries.

Overall, geopolitical uncertainties and shocks are expected to affect economic activity and labour markets are forecasted to slow down, therefore, the effective implementation of employment policies is vital to address the potential negative consequences of those shocks on employments. Considering the above-mentioned issues as main recommendations by OECD, concentration on enhancing skills of workers, addressing population ageing and gender gap issues, reviving productivity growth, overcoming barriers to job-to-job mobility are outlined. Only a comprehensive strategy anchored on mobilization of untapped labour resources and realization of the employment potential of older people could lessen the significant decline of GDP per capita growth caused by demographic changes.

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**ԱՆԻ ԽԱՉԱՏՐՅԱՆ**

«Ամբերդ» հեղափոխական կենտրոնի փորձագետ-գիտաշխատող, ՀՊՏՀ,  
տնտեսագիտության թեկնածու

ՍՈՑԻԱԿԱԿԱՆ ՔԱՂԱՔԱՎԱԿՈՒԹՅՈՒՆ

**ԼՈՒԾՈՒՄՆԵՐ ՀԱՐՄԱՐՎՈՂԱԿԱՆՈՒԹՅԱՆ ՄԻՋՈՑՈՎ. «ՏՀԿ ԶԲԱՂՎԱԾՈՒԹՅԱՆ  
ՀԵՌԱՆԿԱՐՆԵՐ 2025» ԶԵԿՈՒՅՑԻ ՀԻՄՆԱԿԱՆ ՈՒՂԵՐԸ**

Վերջին տարիներին աշխատանքի համաշխարհային շուկան շարունակում է դիմակայունություն ցուցաբերել, սակայն, միաժամանակ, նկատվում են դանդաղման միտումներ, որոնք պայմանավորված են աշխարհաքաղաքական անորոշություններով ու արտաքին շոկերով: Այս համատեքստում առավել կարևորվում են արդյունավետ զբաղվածության քաղաքականության մշակումն ու իրականացումը՝ պահանջելով ընթացիկ զարգացումների մշտադիտարկում և աշխատաշուկայի հեռանկարների բացահայտում: Հողվածում փորձ է արվել ուսումնասիրելու ՏՀԿ երկրներում աշխատանքի շուկայի փոփոխման միտումներն ու կանխատեսումները «ՏՀԿ զբաղվածության հեռանկարներ 2025» գեկույցի հիման վրա՝ բացահայտելով զբաղվածության և արտադրողականության աճի դանդաղման, գենդերային անհավասարության, ժողովրդագրական տեղաշարժերի հետ կապված մարտահրավերները: Ընդգծելով այս հիմնահարցերի լուծման համար արդյունավետ քաղաքականության կենսագործման կարևորությունը՝ առանձնակի նշանակություն է տրվել չօգտագործված աշխատուժի ներուժի յուրացմանը, մասնավորապես՝ տարեցների և կանանց զբաղվածության մակարդակի բարձրացմանը, որը կարող է նպաստել ժողովրդագրական տեղաշարժերով պայմանավորված ՀՆԱ կորուստների կրճատմանը՝ բնակչության մեկ շնչի հաշվով:

**Հիմնաբառեր.** *աշխատանքի շուկա, զբաղվածություն, գենդերային անհավասարություն, բնակչության ծերացում, ՏՀԿ*

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СОЦИАЛЬНАЯ ПОЛИТИКА

**РЕШЕНИЕ ПУТЁМ АДАПТАЦИИ: КЛЮЧЕВЫЕ ПОСЛАНИЯ ДОКЛАДА  
«ОБЗОР ЗАНЯТОСТИ ОЭСР 2025»**

Глобальные рынки труда продолжают демонстрировать устойчивость, однако наблюдаются признаки замедления, обусловленные сохраняющейся геополитической неопределённостью и воздействием внешних шоков. В этих условиях возрастает значимость разработки и реализации эффективной политики занятости, что требует как оперативного мониторинга текущих тенденций, так и выявления перспектив развития рынков труда.

Настоящее исследование обобщает динамику и прогнозы развития рынков труда в странах ОЭСР на основе доклада «Обзор занятости ОЭСР 2025», выявляя ключевые вызовы, связанные с замедлением роста занятости и производительности, гендерным разрывом и демографическими сдвигами. Особое внимание уделено необходимости реагирования на данные вызовы для обеспечения результативности государственной политики, в том числе посредством мобилизации неиспользуемых трудовых ресурсов. В частности, подчёркивается важность повышения занятости пожилых работников, а также сокращения гендерного разрыва в занятости как основы для компенсации потерь ВВП на душу населения, связанных с демографическими изменениями.

**Ключевые слова:** *рынок труда, занятость, гендерный разрыв, старение населения, ОЭСР*