

# Work & Salary Report for the L&D Sector



**blueeskimo**

Recruiting the people who develop people

# Welcome

Salaries

Your Job

Qualifications

Satisfaction

Your Work

## Welcome to the 2026 Blue Eskimo Work & Salary Report for the L&D Sector.

Blue Eskimo is the leading recruitment specialist for the L&D industry. For the last 23 years we have helped our clients identify and hire the highest calibre of L&D talent and helped to advance the career of hundreds of L&D professionals.

Now in its 14th year, this report draws on responses from over 500 Learning and Development professionals working across the UK and internationally. As with previous editions, we have combined quantitative survey data with our market observations and compared it with previous survey results to provide context, insight and practical interpretation.

We hope you enjoy it,

The Team at Blue Eskimo.

# Where are we now?

In 2025, the Learning and Development (L&D) sector continued to navigate a complex environment shaped by prolonged economic pressure, evolving workforce expectations and the accelerating influence of artificial intelligence.

Although the wider economy showed early signs of stabilisation, many organisations maintained a cautious stance, with L&D budgets recovering only marginally from the constraints of the previous year. This restraint was reflected in slower project initiation and a continued focus on cost efficiency, with learning leaders placing increased scrutiny on the return on investment of L&D activity.

Hiring activity remained subdued for much of the year, although we observed a modest uplift in the final quarter. While redundancy driven candidate movement eased slightly, organisations remained selective about replacing headcount, particularly in non-revenue generating roles. The cautious hiring climate that defined 2024 therefore persisted into 2025. Although there were pockets of renewed confidence, most notably in commercial, digital and AI-aligned roles, the overall market remained tight. Many candidates continued to prioritise job security over mobility, resulting in lower levels of voluntary turnover than seen prior to 2023. Taken together, these indicators point to a structurally tighter labour market for L&D professionals, where opportunity still exists but access to roles is slower and employer selectivity has increased.

Workplace expectations also continued to evolve. Employer pushback against fully remote models continued, with more organisations formalising hybrid structures or increasing office-based requirements.

The balance of power, which shifted decisively back towards employers in 2024, remained largely unchanged throughout 2025. Employees have had to adapt to reduced flexibility and fewer opportunities to negotiate salary uplifts, marking a sharp contrast to the “great resignation” era of just a few years ago.

AI’s role within L&D matured significantly over the past year. Moving beyond the experimentation and hesitation that characterised early adoption, 2025 saw more structured integration of generative AI into learning workflows, content development and skills assessment. However, concerns around job displacement, capability gaps and governance remain prevalent, reinforcing the need for thoughtful implementation and clear communication. In response, many organisations are now investing in AI literacy and capability building to ensure their L&D teams can adapt to this rapidly evolving landscape.

Despite ongoing challenges, there are signs of growing optimism as we look ahead to 2026. Many organisations continue to recognise that sustained investment in skills development is critical to resilience and competitiveness, so with economic conditions forecast to improve gradually and AI becoming better understood, we expect renewed momentum in L&D strategy, innovation and hiring. Competition is likely to increase for L&D talent that can clearly demonstrate impact in areas such as revenue generation, productivity and organisational transformation.

The findings of this year’s survey reflect a sector that remains cautious, but one that is increasingly focused on preparing for a more confident, capability-driven future.

*“2025 has remained a challenging year for Learning and Development, with many teams operating under tight budgets and cautious hiring conditions. Large scale organisational change has been limited, but there has been a noticeable shift toward making better use of existing learning technologies and internal capability rather than expanding teams.*

*Confidence in digital learning and AI has nevertheless grown. Generative AI is increasingly being applied in practical ways, helping accelerate content creation, support learning design and enable teams to deliver more with constrained resources.*

*Forward indicators suggest pressure will continue. Half of respondents expect L&D budgets to reduce in the coming year, pointing to a more selective and employer-led market. The survey also recorded a rise in redundancies, reflecting restructuring and cost control, although the position now appears to be stabilising rather than continuing to deteriorate. As a result, organisations are placing greater emphasis on measurable impact, and L&D teams that can clearly demonstrate value and alignment with business priorities will be best positioned to retain investment and talent into 2026.”*

**Nick Jones, Director** blueeskimo



# Your Work

**In this section of the survey, we seek to discover what working in the L&D industry looks like now compared to previous years.**

One of the clearest ways to understand shifts in the market is to examine job roles. L&D has always been characterised by a wide variety of titles, and this year's responses again highlight how these titles reflect changing priorities across the profession. We saw continued growth in roles focused on learning design, digital development and learning technologies, alongside a steady presence of management, consulting and senior leadership positions, suggesting a maturing segmentation within the industry.

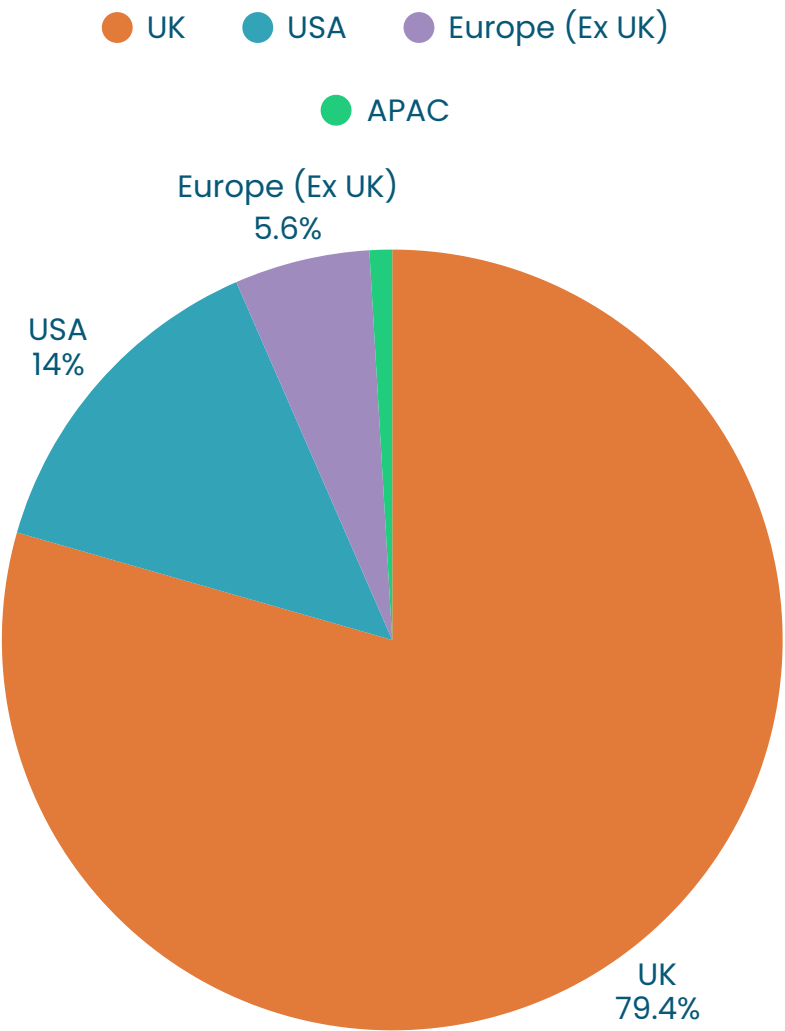
Working patterns also remain an important area of change. Over recent years, remote and hybrid working have become firmly embedded, but results last year suggested that some employers were beginning to reintroduce more structured expectations around office presence. We were keen to see whether this year's data supported that perception and how professionals themselves feel about their current working arrangements.

Alongside this, the job market has remained competitive, with many candidates navigating redundancy, promotion or career moves over the past 12 months. With AI now influencing both the nature of L&D roles and the skills required to perform them, we were also interested in whether this had affected attitudes toward qualifications, reskilling and professional development.

To build a clear picture of the current landscape, we asked respondents about their role within L&D, their working model (hybrid, remote or office-based), their qualifications and how their employment situation has changed over the last year.



# Who completed the survey?



## Comments

Over 500 responses are reflected in the 2026 survey, representing a wide range of roles across the Learning and Development profession.

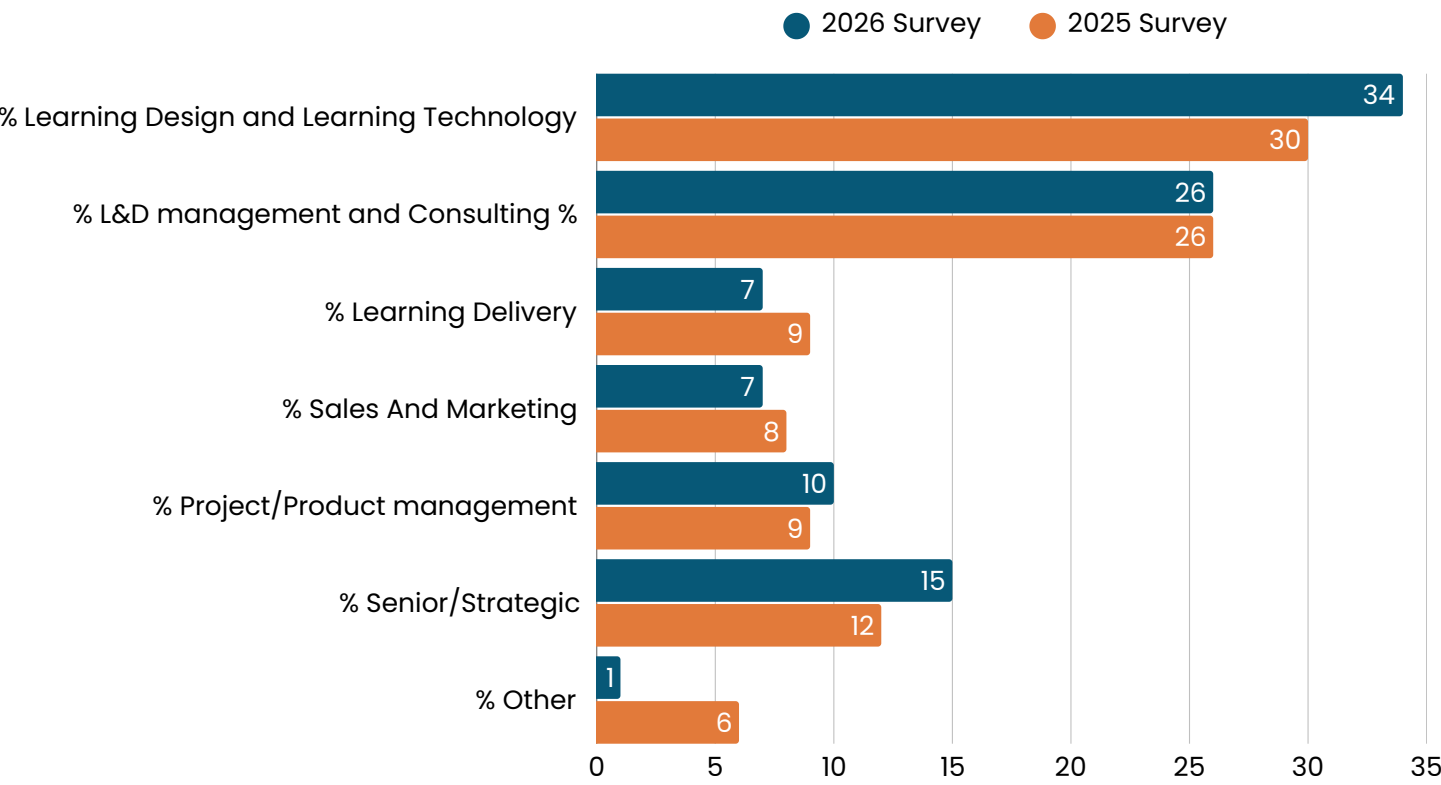
As in previous years, L&D continues to be characterised by a broad and varied set of job titles. When analysed and grouped into role families, however, clearer patterns emerge, highlighting increasing consistency in role definition alongside the continued presence of specialist and hybrid positions.

Predominantly UK responses  
79% UK responses, 14% USA and 6% Europe

Responses are predominantly from professionals working in the UK, while also capturing perspectives from individuals operating within international or globally distributed teams.

The survey data reflects a diverse cross-section of the L&D ecosystem, encompassing strategic leadership, operational delivery, technical capability and commercial roles, offering a well-rounded representation of the profession in 2026.

# Which of these job families does your role mainly focus on?



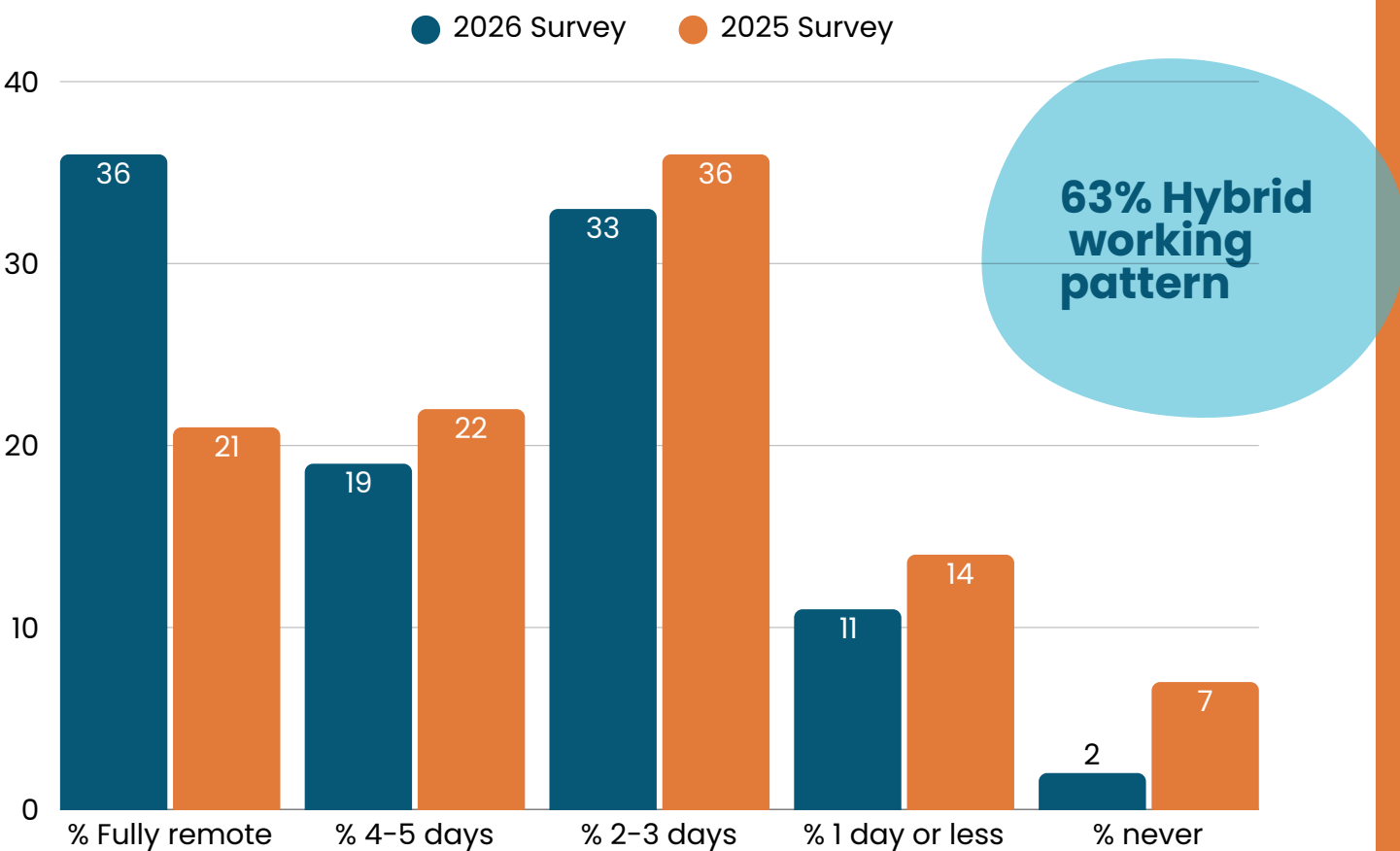
## Comments

**Learning design, development and learning technology roles represent the largest proportion of respondents in the 2026 survey at 34%, followed by L&D management and consulting roles at 26%. This reinforces the continued centrality of design, delivery and leadership capability within the function.**

Senior and executive roles account for 15% of responses, slightly lower than last year. Our observations aligned to this are that during 2025 many organisations re-structured and/or reduced their senior L&D teams and are cautiously reinvesting in hands-on capability, particularly where learning can support productivity, systems adoption and skills transformation.

The remaining respondents are distributed across project and product management (10%) learning delivery (7%), sales and marketing roles within learning services (7%) and specialist support roles (2%).

In **your** typical working week, how much time do you spend working remotely (typically home-based)?



Comments

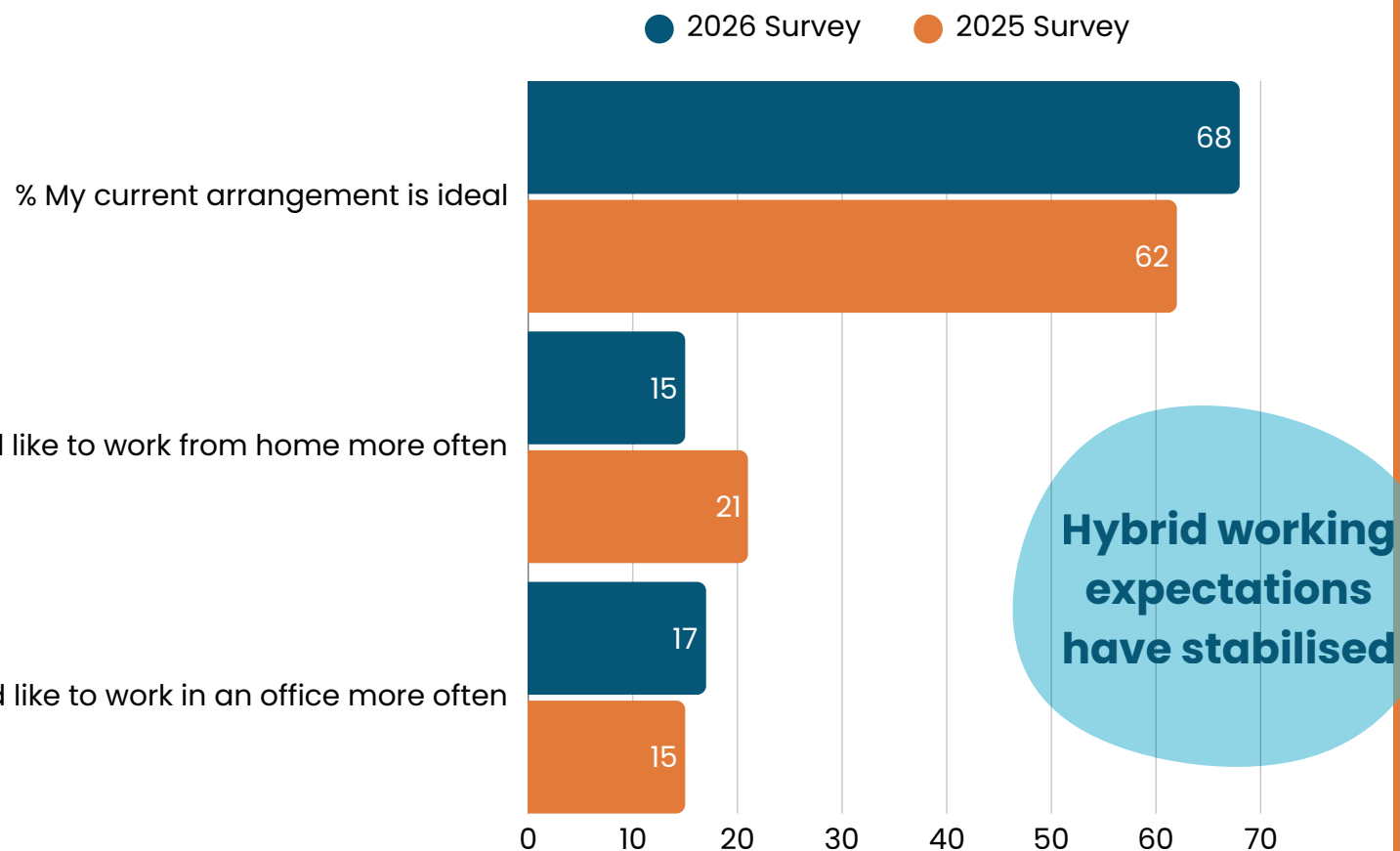
Our data illustrates what could be viewed as a surprisingly big increase in fully remote (home-based) working, up to 36% from just 21% the previous year. Whilst this is lower than in 2023 (46%), it still represents a sizeable shift back to less office time.

Overall, the findings indicate that while flexibility has stabilised compared to the earlier post pandemic years, working patterns in L&D have entered a more stable phase, with hybrid working now embedded as the standard approach rather than a temporary compromise.

This is borne out by only a marginal change in the number of people splitting their working time equally between home and office (33% this year compared to 36% last year). Respondents spending their whole week in the office has dropped to 2023 levels at about 2%, down from 7% last year.



## What would **your** ideal working arrangement be?



### Comments

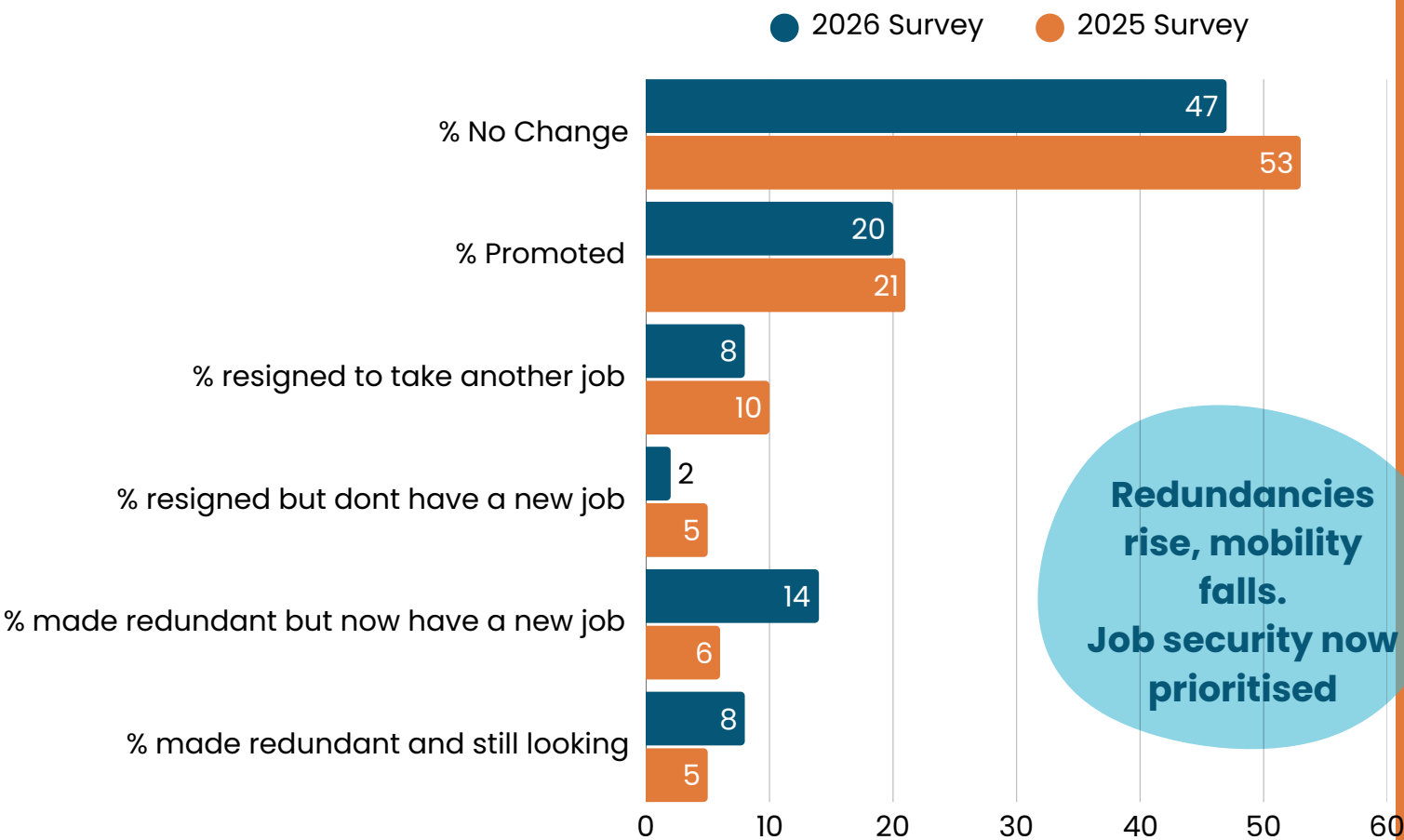
**Employee views on ideal working arrangements appear to have stabilised over the past year. The sharp shift in sentiment seen previously has not been repeated, suggesting that expectations around flexibility are becoming more settled.**

The proportion of respondents who say their current working arrangement is ideal remains broadly consistent with last year at 68%, compared with 62% previously.

This indicates a clear adjustment to hybrid working and there are actually slightly more respondents this year preferring increased time in the office versus those preferring more home-based working hours.

Consistent with last year, our own observations show that the cost of travel is the main prohibitive factor to more people making the journey to the office.

# How has your employment changed over the last 12 months?



## Comments

Unfortunately, the most significant change this year was the leap in redundancies, which doubled from 11% to 22% of respondents suffering job losses. Of this total, two thirds have gone on to secure new employment, with a third still seeking their next role.

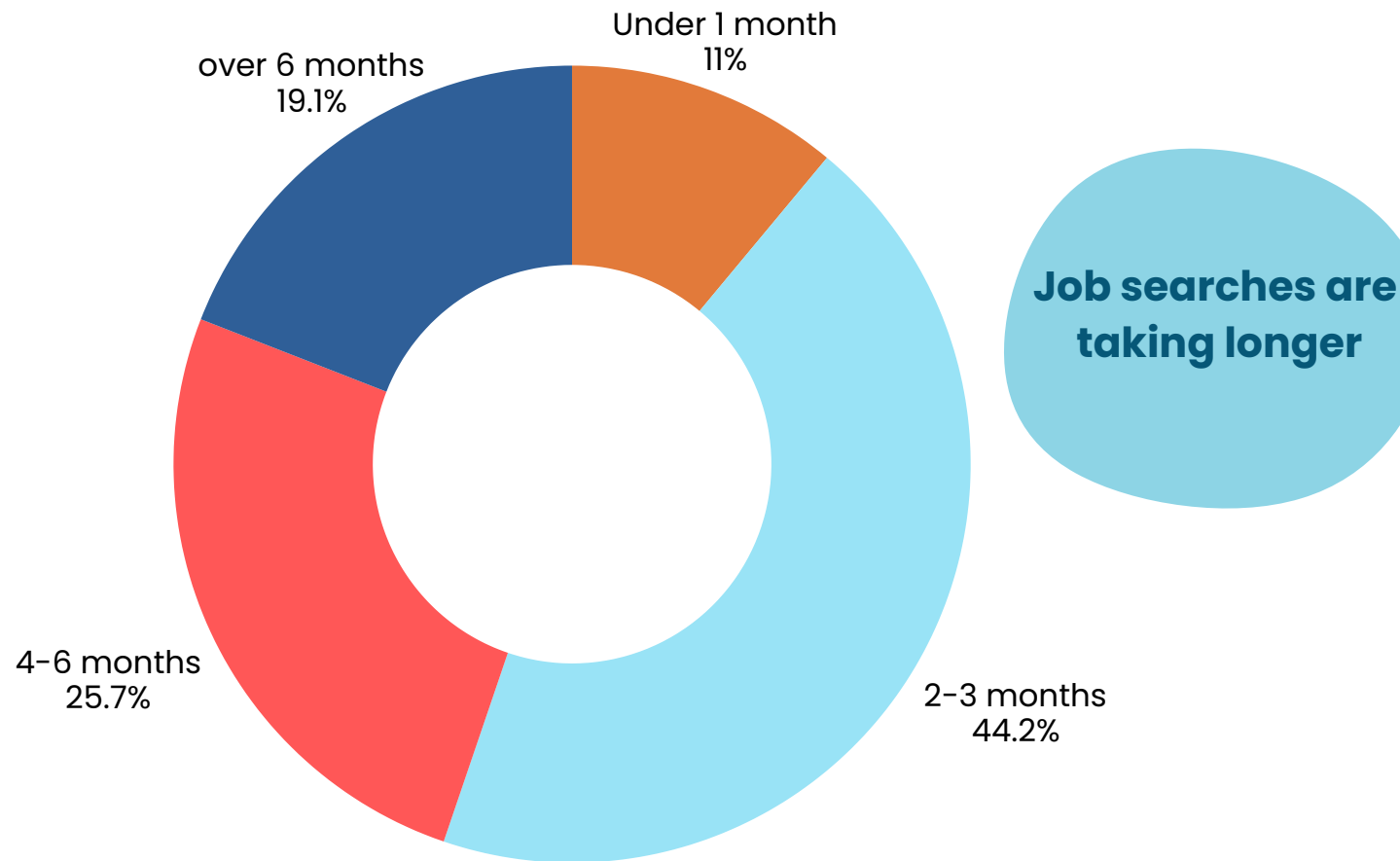
Just under half of respondents (47%) report remaining in the same role, a drop from 53% in our previous survey.

In line with last year, promotion levels remain relatively strong at 20% and significantly higher than levels seen prior to 2024, suggesting that career prospects for those who remain in post are healthy, despite a challenging market.

Slightly fewer people (8% down from 10%) are resigning to take other jobs which indicates that job security is being prioritised over career mobility. The reduction in vacancies and therefore relevant opportunities is also likely to be a factor.

This is a key indicator of an employer led labour market.

# How long did it take you to find a new job?



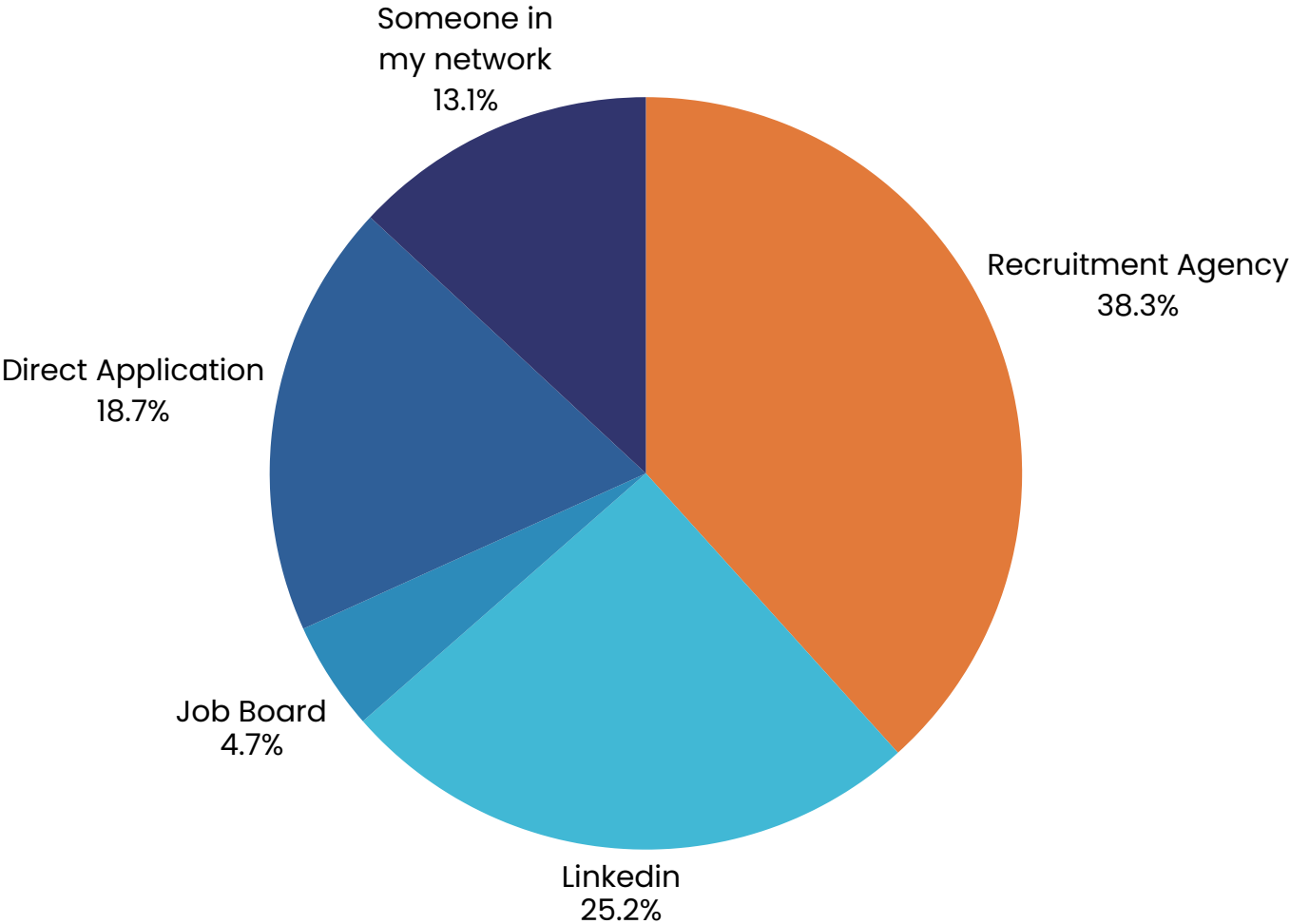
## Comments

**The data on time taken to find a new role reveals one of the starkest pictures in this year's survey. Last year, the majority (74%) of respondents who changed roles secured a new position within three months.**

This year that number has shifted noticeably down, to 55%. Fewer respondents are finding new roles quickly, with a higher proportion (19%) reporting job searches extending beyond six months, compared with 13% in our previous survey. This points to increased competition for a smaller pool of vacancies and greater selectivity from employers.

While L&D professionals continue to demonstrate resilience, the data reinforces the reality of a firmly employer led market. Extended job searches are now a more common experience and this is likely contributing to reduced confidence and lower voluntary movement across the sector.

# How did you find your current job?



## Comments

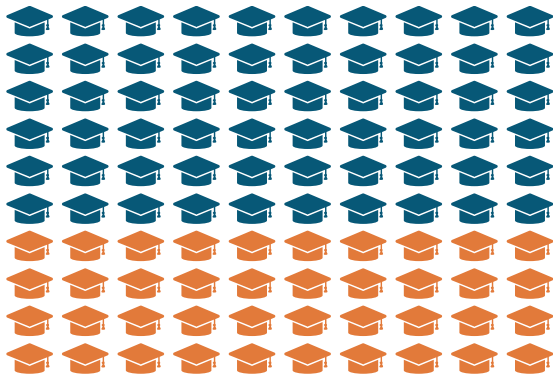
**This year's data shows a significant shift towards recruitment agencies as the primary route into new roles, there may be an explanation.**

Over a third of respondents (38%) who secured a new job did so via a recruitment agency, up sharply from last year. LinkedIn remains an important channel at 25%, while personal networks accounted for 13% of successful moves. This suggests that in a more competitive and uncertain market, professionals are increasingly relying on specialist intermediaries to access opportunities, navigate complex hiring processes, and gain visibility with employers who may be recruiting more selectively or confidentially.

As vacancies decline and competition increases, the value of trusted networks and expert representation becomes more pronounced.



# Do **you** have any L&D related qualifications?

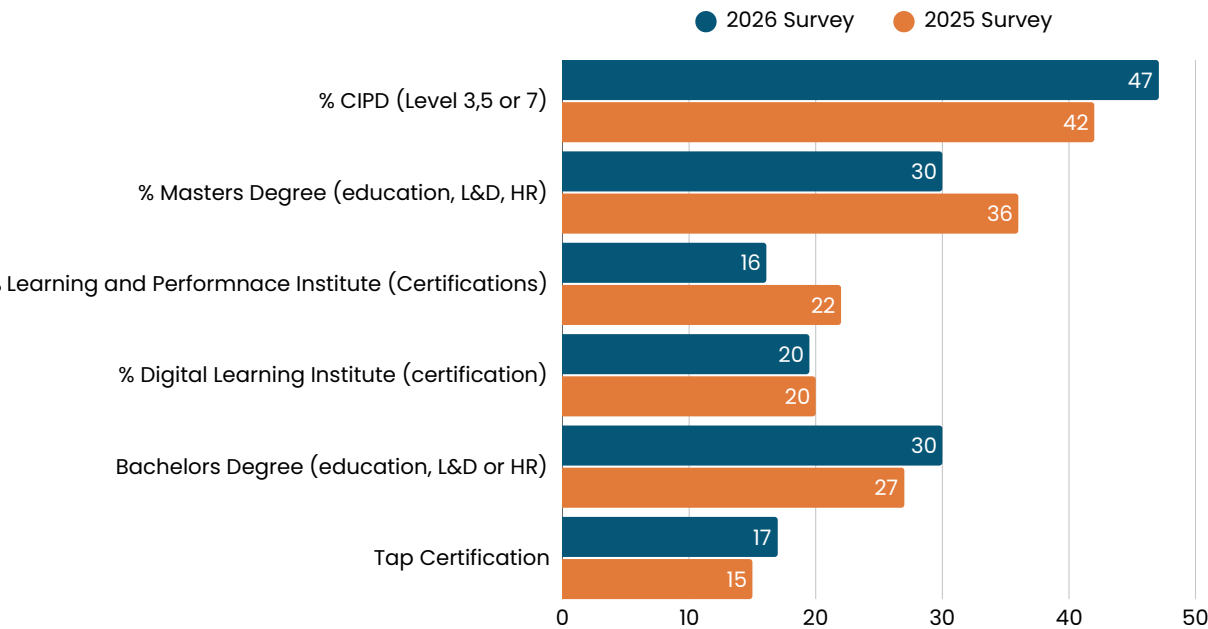


61% hold at least one L&D qualification, higher than the average UK labour market (52%)\*ONS

### Comments

At 61%, the proportion of respondents holding an L&D related qualification has fallen compared with last year’s figure of 70%, although still higher than reported 2023 levels (52%).

## If yes, what sort of L&D qualifications do **you** have?



CIPD related qualifications continue to dominate, reflecting their strong recognition and relevance across the sector. As academic institutions and professional bodies increasingly embed AI-focused modules into their programmes and with the likelihood of dedicated ‘AI in L&D’ qualifications emerging, we may see renewed interest in formal learning routes as professionals look to future-proof their skills.

As with last year’s survey, Bachelor’s and Master’s degrees remain the next most common qualifications at 30% and 31% respectively, highlighting the continued value placed on broader academic pathways alongside specialist L&D credentials.

## Have these qualifications helped **your** career?

There is a positive attitude to education with 79% feeling L&D specific qualifications have helped somewhat or a lot in their career and just 21% with less positive views.



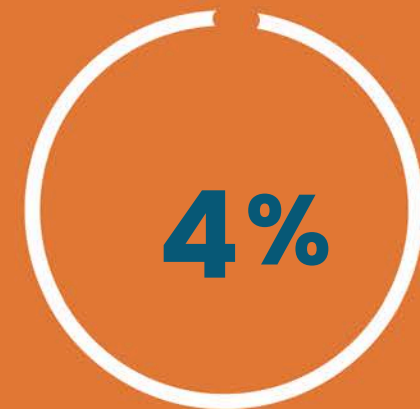
Yes, alot



Yes, somewhat



No, not much



No, not at all

# Summary

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## Job titles and roles:

Clearer segmentation across L&D, with roles becoming more defined and a continued concentration in learning design, digital development and management.



## Working arrangements:

Hybrid working remains dominant, with a shift toward more structured models. Fully remote working is still common, but most professionals now spend at least part of the week in the office.



## Qualifications:

Continued emphasis on formal L&D qualifications, with many respondents holding relevant credentials and a strong belief in their value for career progression.



## On the move:

Redundancies have increased significantly and securing a new role is taking longer. Many respondents report staying with their current employer, reflecting a cautious and competitive job market.

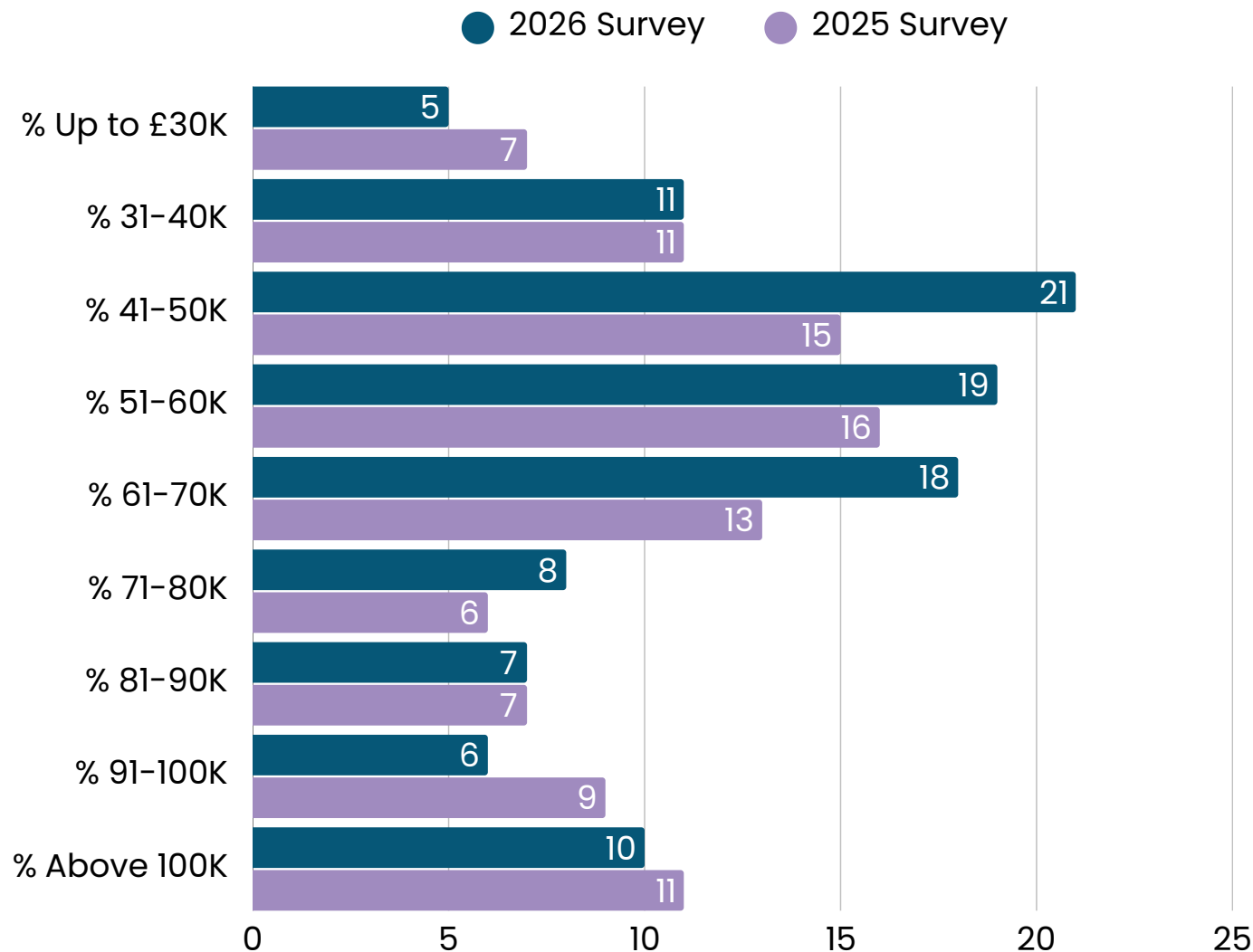
# All about the money?

This is the salary section of our survey. We asked respondents how they felt their salary compared to the industry average, what their salary was, and if it had changed in the last 12 months.





## What is **your** current basic annual salary?



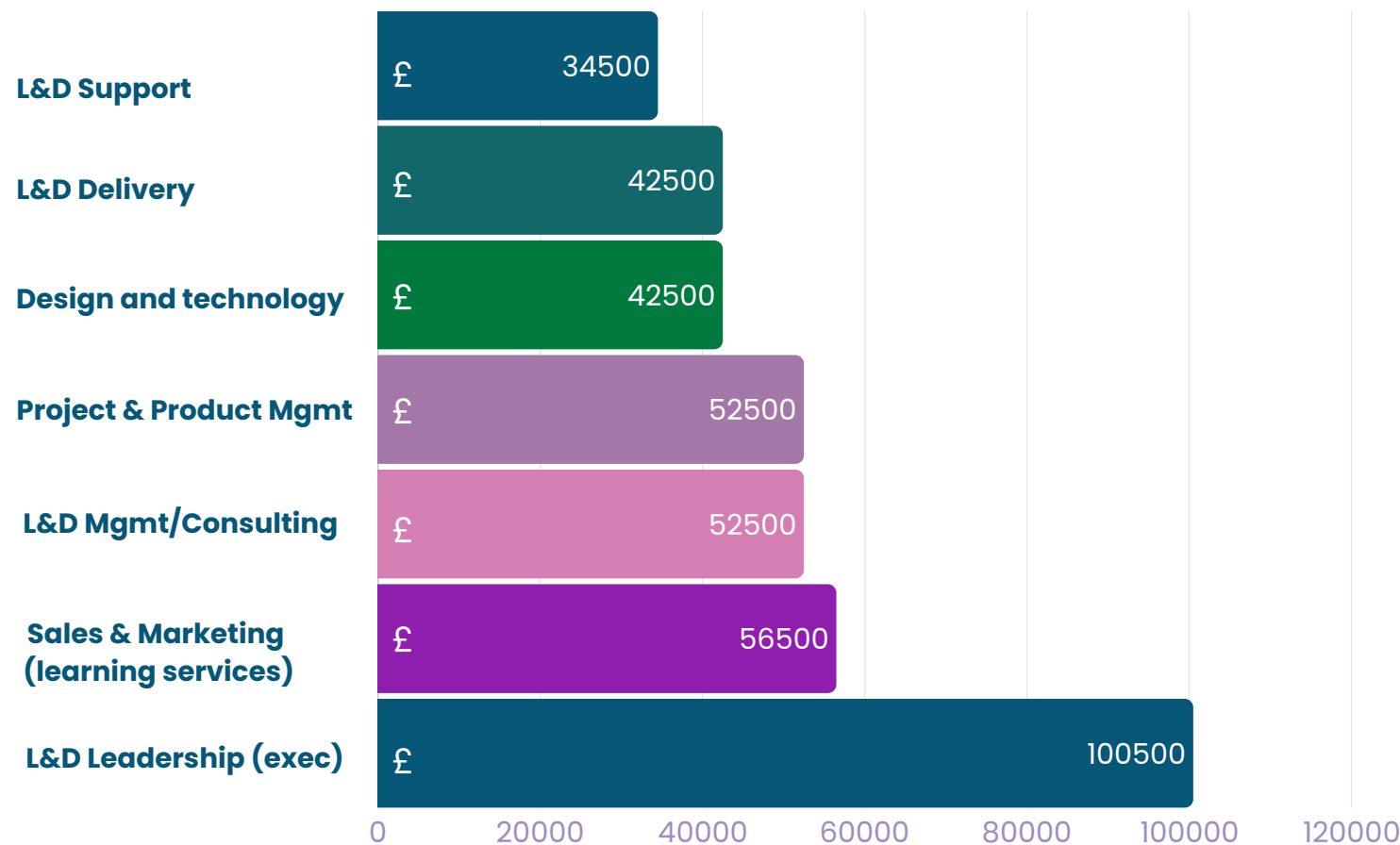
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### Comments

**The largest proportion of respondents (21%) receive an annual salary of between £41,000 and £50,000, with the majority of salaries (58%) in the £41,000 to £70,000 bracket.**

There was a significant drop in those earning less than £30,000 (5% compared with 16% last year) but also a decrease in salaries above £100,000 (From 11% down to 10%).

# Typical Median Salary for L&D job families.



Based on the Blue Eskimo Salary Benchmark, using 2026 survey responses and live market data (900+ salary data points). Access the full benchmark [HERE](#)

## Comments

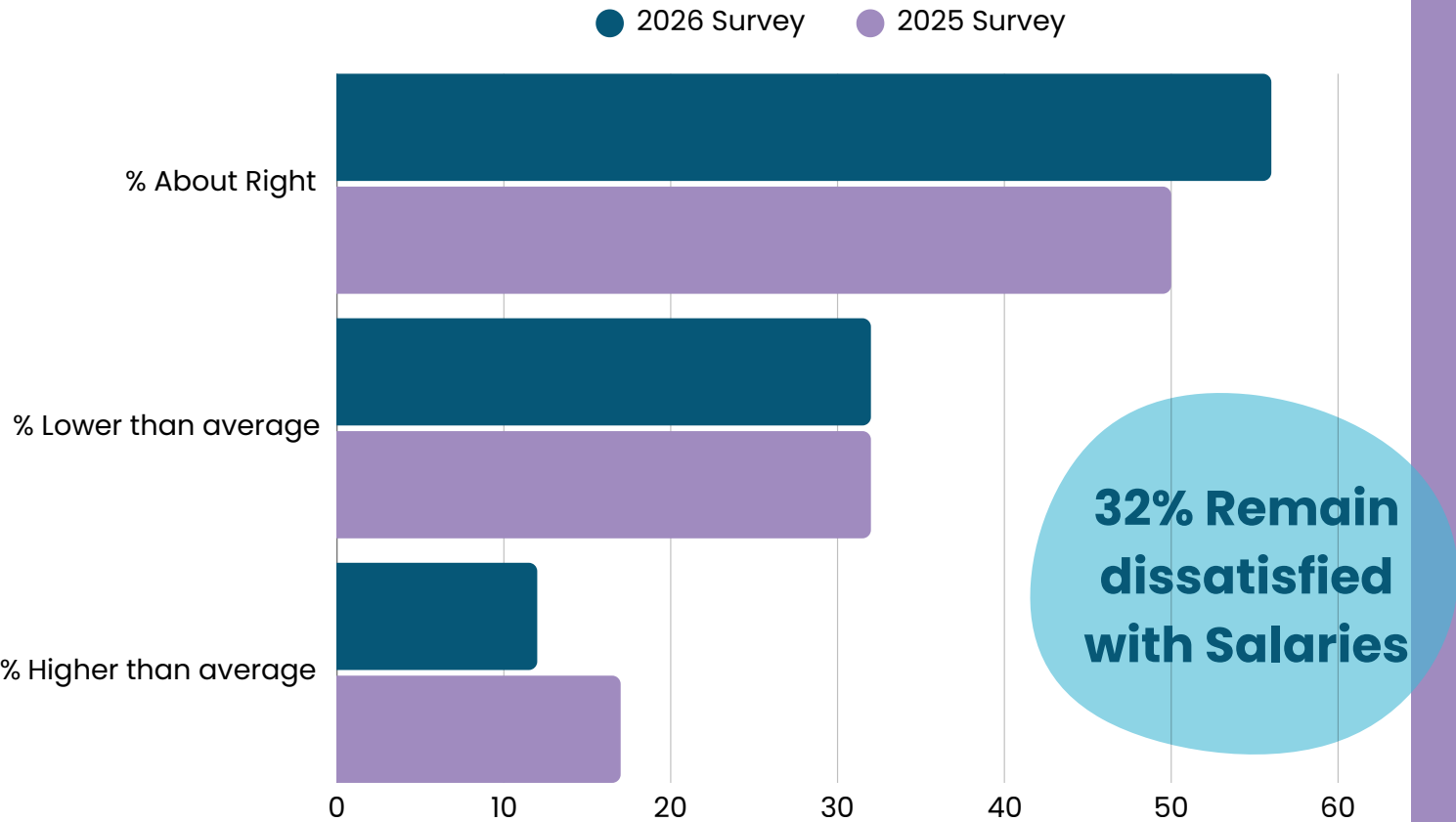
To provide a clear benchmark, we grouped over 300 job titles into consistent L&D job families and used the median salary to represent typical pay. The median minimises the impact of unusually high or low salaries and reflects what most professionals can realistically expect in each area of the market.

The results show a structured but non linear pay landscape. Operational and coordination roles sit in the low-to-mid £30,000s, while practitioner roles such as learning design and delivery cluster in the low to mid £40,000s. Management, consulting and project leadership roles typically fall in the £50,000–£55,000 range.

Commercial roles within learning providers and learning technology organisations form a parallel pathway, with median basic salaries around £55,000, often supplemented by commission or bonus. At the top end, senior strategic leadership positions form a distinct tier, with median salaries exceeding £100,000.

Overall, progression in L&D is no longer a single ladder from trainer to manager. Professionals increasingly move between specialist, consulting, technology and commercial pathways, with advancement linked more to business impact and stakeholder influence than tenure.

# How do you feel your salary compares with the industry average?



Comments

**Dissatisfaction with salaries remains unchanged this year and continues to sit higher than in earlier surveys, with 32% of respondents feeling they are paid below the industry average.**

Despite ongoing economic pressures, over half of respondents (56%) believe their salary is “about right”, an improvement on last year’s 50%. Only a small minority of 12% feel that they are earning more than the industry average.

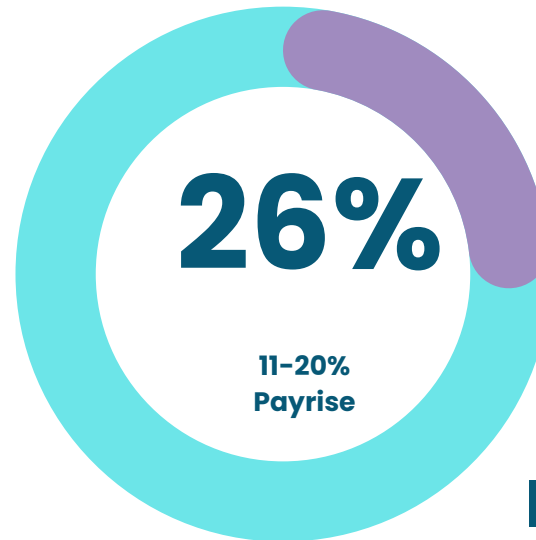
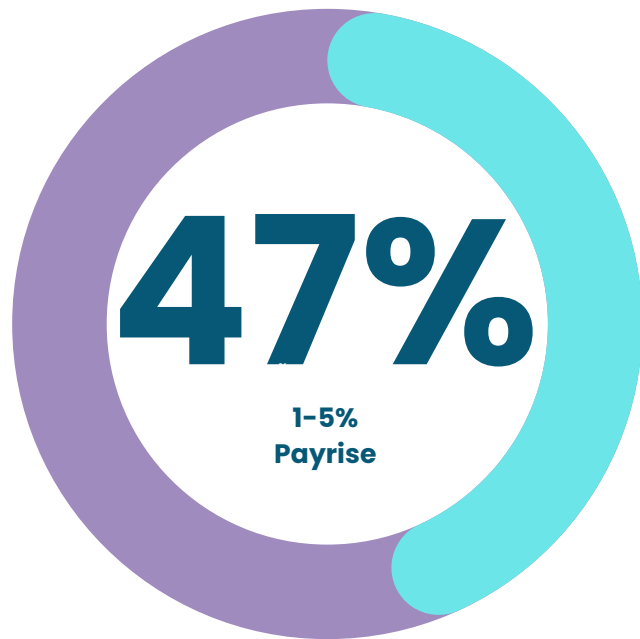
Over the last 12 months, has your **salary** increased, decreased, or remained the same?



Despite the average rate of inflation being higher this year than last (3.5% compared to 2.4%), we saw an increase in the number of respondents whose salary had decreased, a jump from 6% to 10%. The proportion of people getting paid less than before has now increased for three consecutive years. One factor could be the increase in redundancies and therefore more people moving to lower paid roles to secure employment. The percentage of respondents who saw their salary increase has dropped from 55% last year to 46% this year.



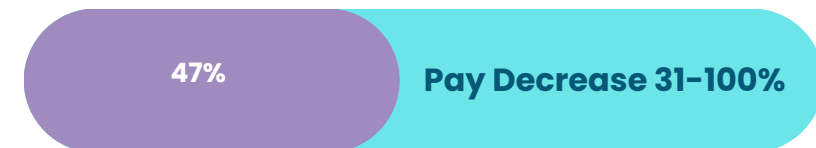
## If **your** salary increased what was the percentage increase in salary?



Not surprisingly and in line with last year, nearly half (47%) of respondents who achieved pay rises got modest ones of 1%-5%. However, over a quarter (26%) enjoyed pay rises between 11%-20%.

Of those whose salaries decreased, nearly half (47%) saw their pay drop by between 31% and 100%. This figure can be partially explained by the increase in people out of work who are still seeking their next role (Covered later in this report).

## If **your** salary decreased what was the percentage decrease in salary?



**\*10% of respondents reported a decrease**

# Summary



An even split between those whose salaries remained the same or increased. A significant increase in people who saw their salaries reduced. 32% of people are dissatisfied with their pay, whereas 56% feel that it's 'about right'.

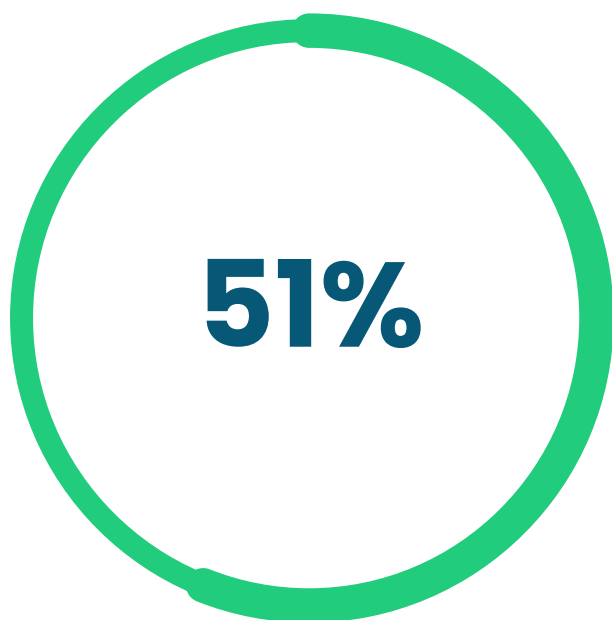


# Job Satisfaction & Happiness



In this section we look beyond salary expectations to examine other factors that indicate job satisfaction and happiness including length of tenure, employer treatment and working hours.

## Do you regularly work longer hours than you are paid for?



51% of respondents said they worked longer hours than they were paid for compared to 53% in last year's survey.

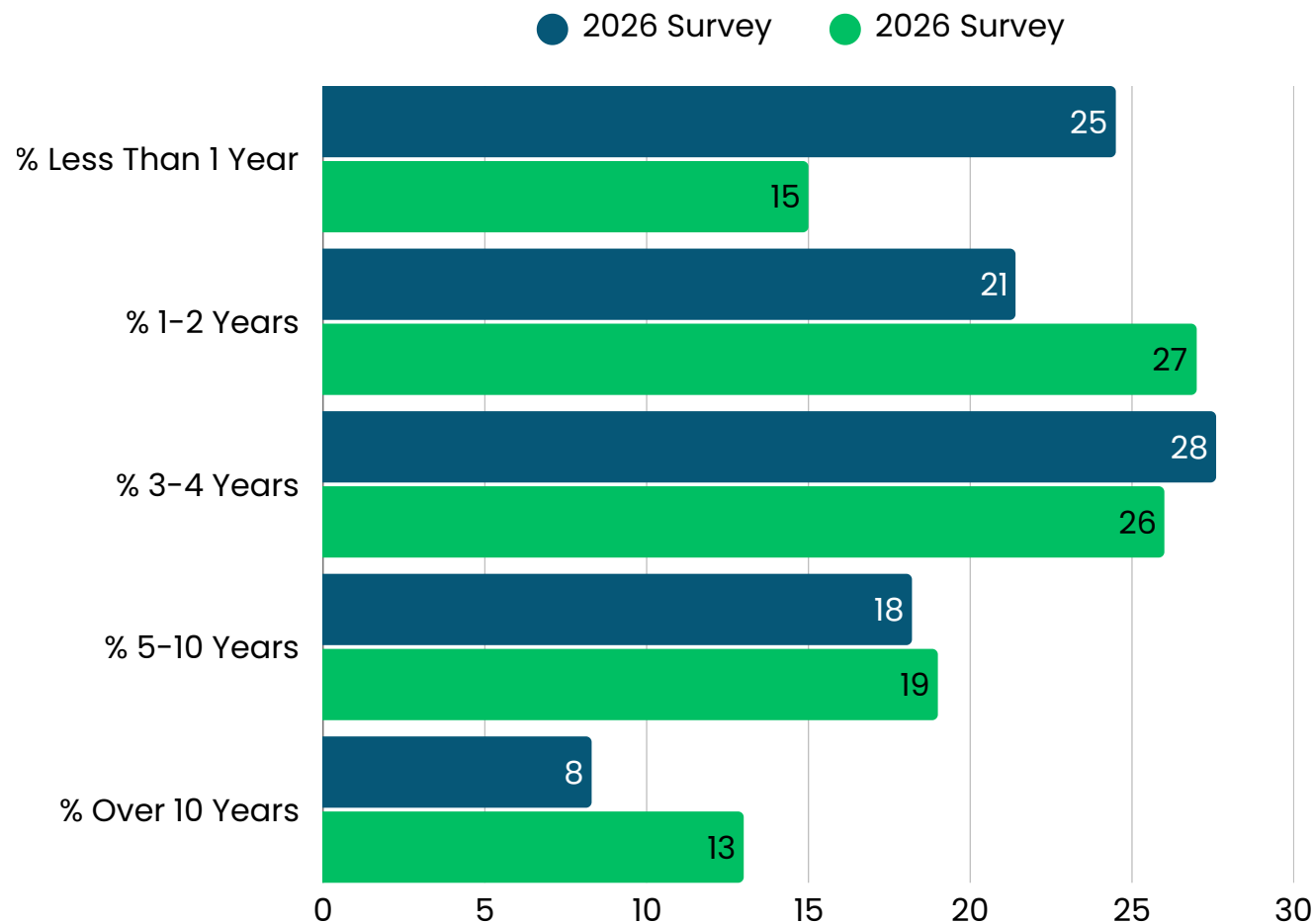
### Comments

**The last three years of the survey has seen a slightly improving picture in work-life balance.**

In line with last year's survey there was an even split between those who regularly work longer hours unpaid (51%) and those who don't (49%). Work-life balance in L&D appears to have improved over the last two years, as previous surveys have shown a higher proportion (53%-65%) working longer hours unpaid.



## How long have you been at your current company?



### Comments

**This year saw a sharp increase in shorter tenures (Less than one year) when compared to last year, up from 15% to 25%.**

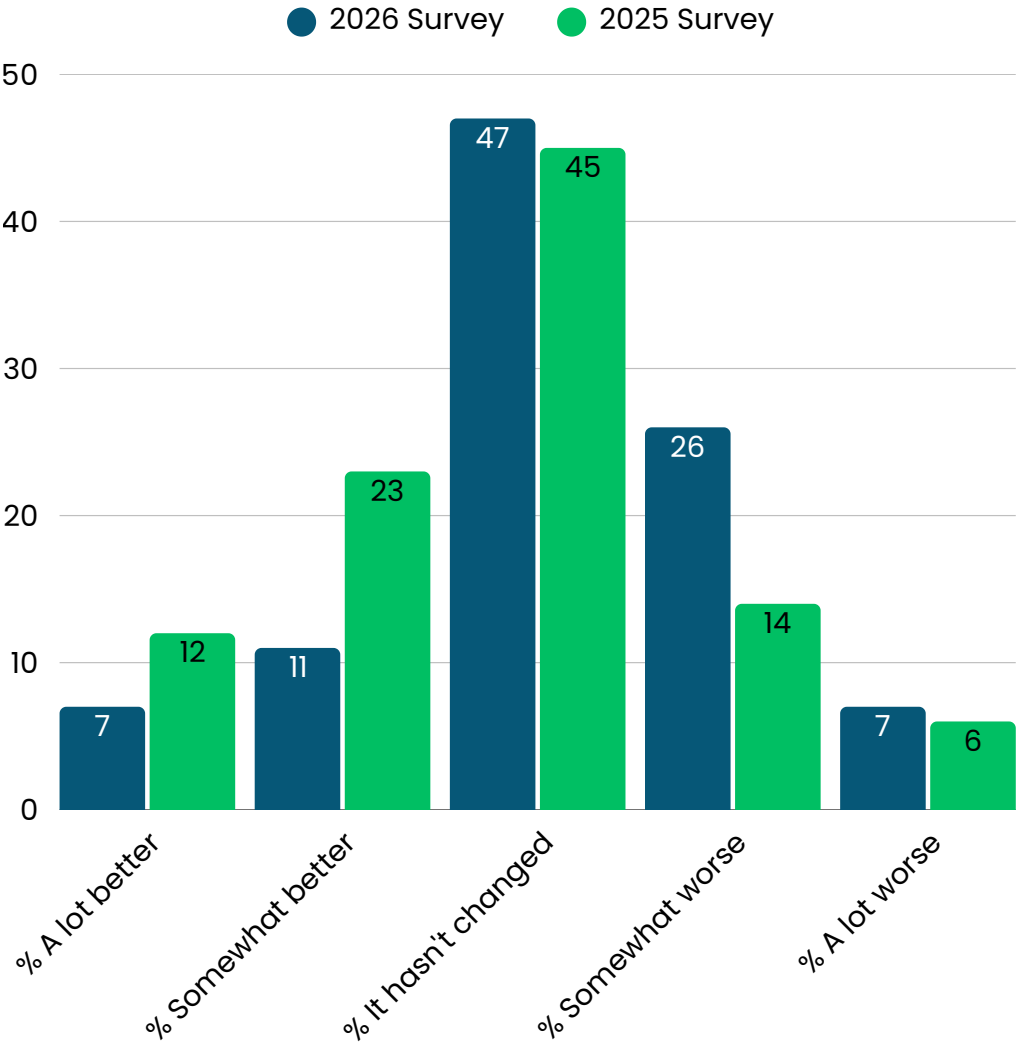
This percentage is more comparable to 2023 (29%), however the drivers behind this trend appear to be markedly different.

In 2023, shorter tenure was more commonly associated with voluntary movement in a candidate-led market. This year it is far more likely to reflect redundancy, restructuring and extended job searches, with individuals spending time in new roles following enforced change, rather than proactive career moves. This reinforces the wider picture of a market where movement is being driven by necessity rather than choice.

At the other end of the scale, longer tenure remains evident but has decreased. Around a quarter (26%) of respondents report being with their organisation for five years or more, down from 32% last year.

Overall, the data points to a sector experiencing increased turbulence, even as many individuals prioritise job security.

# Has the treatment from your Employer changed over the last 12 months?



L&D feels less valued

## Comments

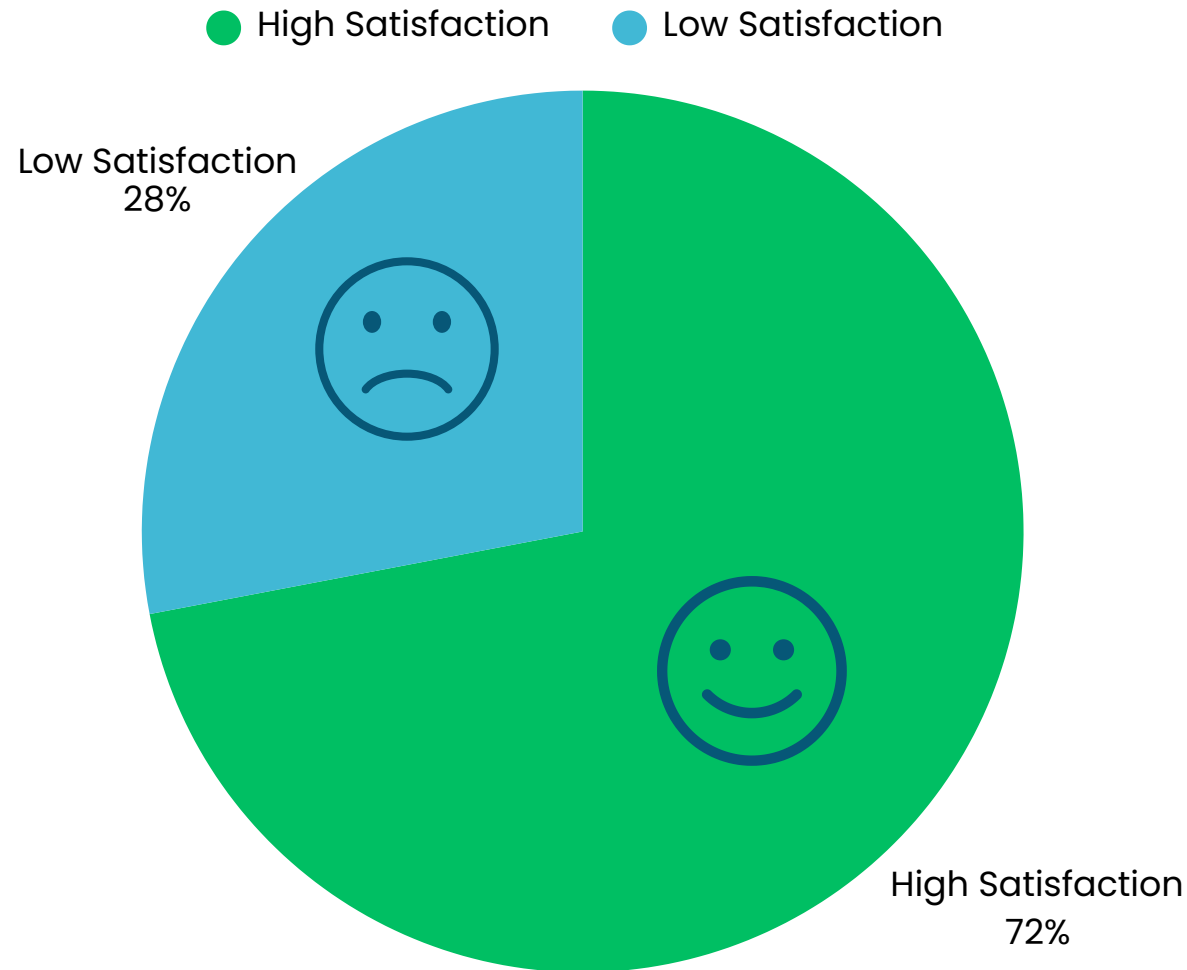
This year’s survey saw a significant deterioration in the perceived treatment of L&D professionals by their employers.

Those who thought that treatment had got ‘somewhat worse’ or ‘a lot worse’ rose from 20% to 33%.

Only 19% of respondents thought that their treatment had got a lot or somewhat better, down from 35% last year.

The remaining 48% of respondents felt that their treatment had remained the same, consistent with last year (45%).

## How happy are you in your current role?



### Comments

**This year saw a slight drop in job satisfaction to 72%, compared with 79% last year.**

In an industry where budgets are generally under pressure, this should be seen as a heartening statistic.

In addition, the [2025 CIPD Good Work](#) Index reports that around 70% of UK employees are satisfied with their job, so the L&D sector is performing slightly above average according to our findings.

Of our remaining survey respondents about 21% said they were not happy and 'just turn up' and 6% stated that they were really unhappy and 'hate their job'.

## Are you satisfied with career progression?

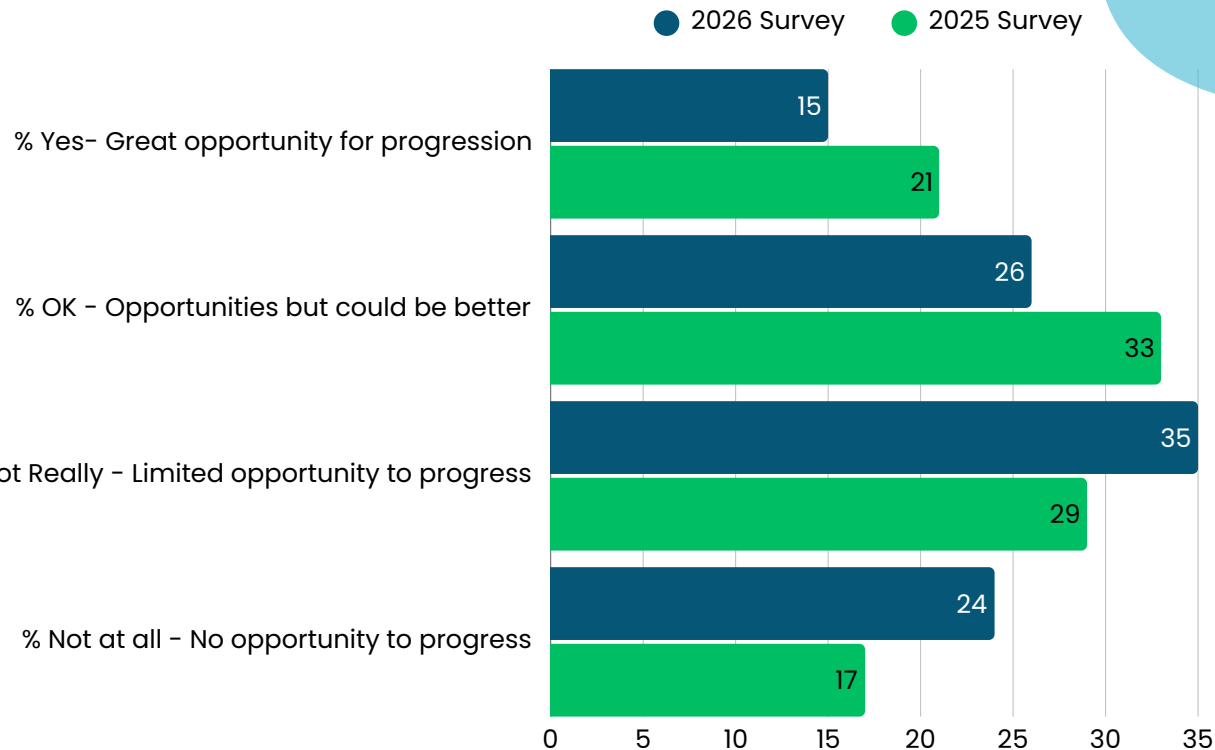
Career progression declining

### Comments

For the third year running, satisfaction levels regarding career progression opportunities have dropped.

The decrease this year was more marked, with only 41% stating that they thought progression opportunities were either 'great' or 'OK but could be better', compared with 54% last year.

In 2023 that figure was 57% and for the first time in many years the respondents who feel that their opportunities for career advancement are either zero or at best limited are in the majority.



# Summary



**Work life balance has stabilised**



**Shorter tenures with more enforced moves**



**Job satisfaction in line with the UK average but a deterioration in employer treatment**



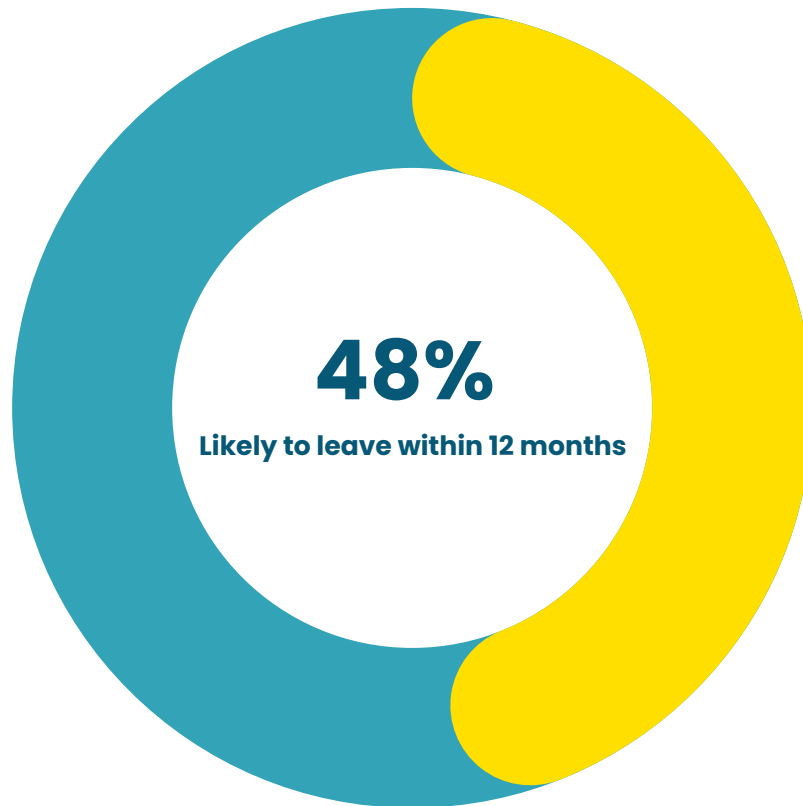
# On the Move?

In this section we asked respondents if they were likely to change jobs in the next 12 months and if so, what would be their primary reason for changing jobs.





## Are you likely to **change** jobs in the next 12 months?



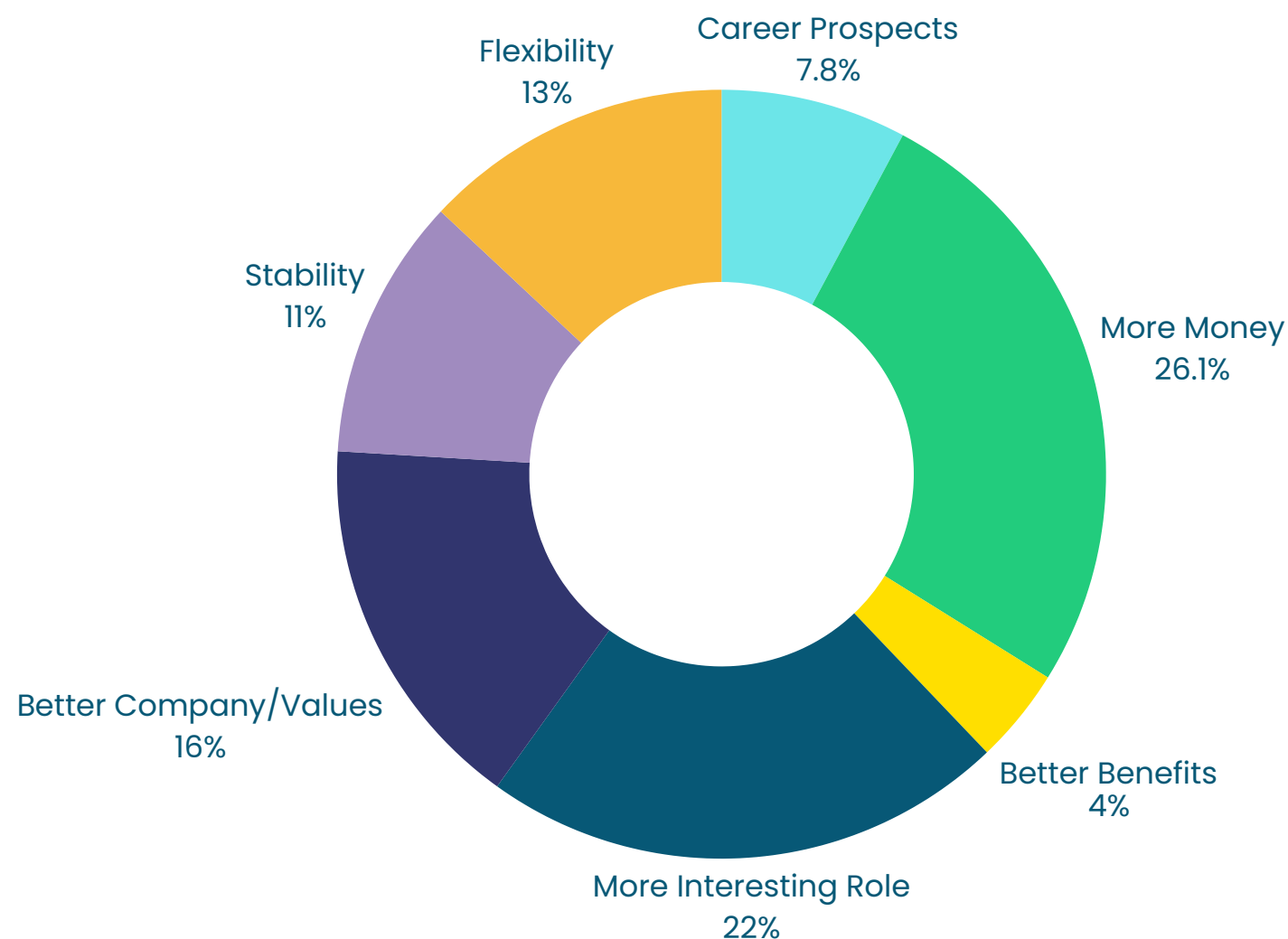
### Comments

**48% represents a sizeable increase in the number of respondents who are likely to change jobs in the next year, up from 40% last year.**

While a slim majority still intend to stay, the narrowing gap between stayers and leavers should act as a warning signal for employers.

The increased risk of turnover underlines the importance of investing in robust retention strategies, not just in ongoing hiring activity.

# What would be your primary reason for **changing jobs**?



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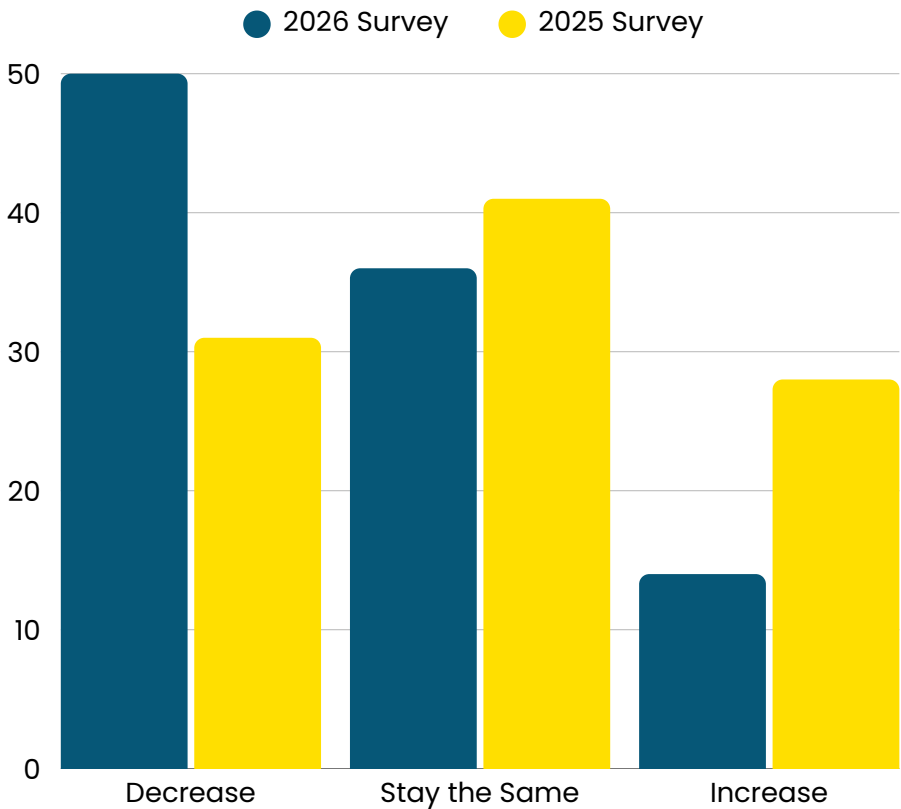
## Comments

**Whilst 'more money' is consistently cited as the main reason for moving jobs (26% this year and 23% last year), employers should note that there are other factors that many respondents consider to be equally or more important.**

22% of respondents stated that a 'more interesting role' would be their main driver.

And perhaps not surprisingly, in a turbulent time for L&D a 'better working culture' is becoming a more important criteria (Up from 14% to 16%) as is 'more stability' (Up from 7% to 11%).

Over the next 12 months do you think that **L&D budgets** in general will decrease, stay the same, increase?



50% Expect Budget Decrease

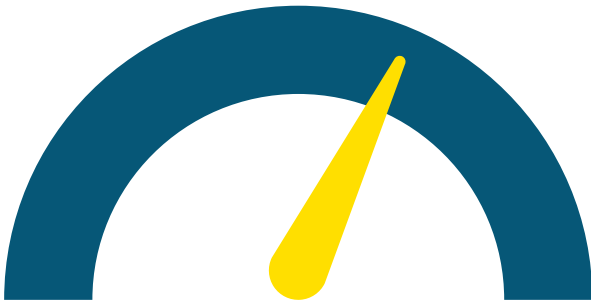
Comments

Confidence in L&D budgets this year is in short supply, with significantly fewer respondents believing that they will increase, 14% this year compared with 28% last year.

This closely mirrors our 2023 survey when only 15% of those surveyed were optimistic.

Exactly 50% of our respondents thought that L&D budgets would be reduced in the coming year, with 36% believing that they will remain the same.

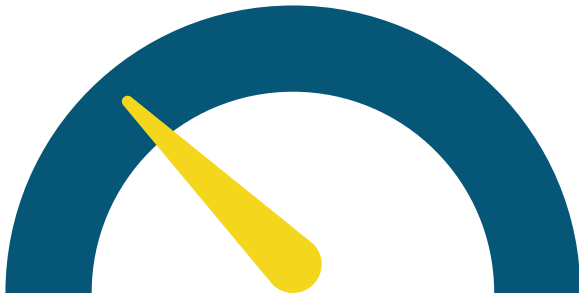
# What **impact** is Generative AI having have on your job?



It is helping me in my job, and I don't see AI as a potential Threat



Its not helping me in my job, I see AI as a potential Threat



It will help me in my job but I see AI as a potential Threat



It wont help me in my job, but I do not see AI as potential Threat

## Comments

During 2025 and into 2026, the focus with AI has shifted from expectation to experience. Therefore, rather than asking what impact Generative AI might have, this year's survey asked respondents what impact it is already having on their role.

Last year 62% of respondents believed that AI would help them in their jobs without posing a threat and this prediction has proven to be well founded, with 63% of people this year stating that 'AI is helping me in my job and I don't see it as a threat'.

When it comes to both it's effectiveness and threat potential, scepticism about AI remains very low, with only 3% of those surveyed stating that it's not helping their job and they see it as a potential threat. However, a more significant proportion (27%) believe that, whilst it is helping them in their job, they also see AI as a potential threat.

Concerns about job displacement have not disappeared but our data points to a growing acceptance of AI as an enabler rather than a threat, with resistance now limited to a relatively small minority.

Generative AI is no longer viewed as a future disruptor but as an embedded part of the L&D toolkit, with its ultimate impact increasingly determined by how effectively organisations support their people to use it.

# Conclusions

The findings from the 2026 Blue Eskimo Work & Salary Report paint a picture of an L&D sector under sustained pressure, but one that continues to adapt, mature and evolve. Across each of the key themes explored in last year's report, the data suggests that while optimism is currently in relatively short supply, the profession remains resilient and increasingly pragmatic about the realities it faces



## L&D Budgets

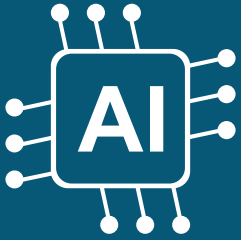
After an uplift in confidence last year, expectations around L&D budgets have dropped again. Only 14% of respondents now believe budgets will increase over the next 12 months, down sharply from 28% last year, while half expect reductions. This signals a return to the budgetary caution more reminiscent of 2023, reinforcing the need for L&D teams to demonstrate clear impact, value and alignment to organisational priorities. Cost scrutiny is no longer cyclical; it is becoming structural.



## L&D Qualifications: Leading by example

The proportion of respondents holding formal L&D qualifications has fallen back from last year's peak, but belief in their value remains strong. Over three quarters of respondents still feel that qualifications have helped their career, underlining that professional credibility and structured development continue to matter in a more competitive, employer led market. As AI capability becomes embedded into mainstream programmes, qualifications may once again rise in prominence as professionals look to future proof their skillsets.

This aligns with wider industry research. [The LinkedIn Workplace Learning Report 2025](#) highlights that organisations are increasingly prioritising skills development and internal capability building, with learning teams expected to play a more strategic role in workforce transformation. As learning functions take on responsibilities such as workforce reskilling, organisational agility and the adoption of AI-enabled tools, practitioners may increasingly look to recognised qualifications to demonstrate capability, credibility and professional standards.



## AI from Experimentation to Implementation

Generative AI has moved decisively from theory to practice. Where last year's discussion centred on anticipated impact, this year's data confirms that AI is already supporting many L&D professionals in their day-to-day roles. Importantly, resistance remains low and acceptance is growing, even among those who still recognise potential risk. AI is no longer viewed as a distant disruptor but as a permanent fixture in the L&D toolkit, with its success now dependent on governance, capability building and responsible use rather than experimentation alone.

This shift is consistent with wider industry findings. [AI in L&D](#), Research led by [Donald Taylor](#) and [Egle Vinauskaite](#) indicates that while interest in AI within workplace learning has accelerated rapidly, widespread and fully embedded adoption remains limited. Many organisations are now moving beyond initial experimentation into practical application. Our survey suggests the profession is entering this next phase, where the challenge is less about whether to use AI and more about how to implement it effectively and responsibly.



## Salaries

Salary growth has continued to stagnate, with fewer people receiving increases and a growing proportion experiencing pay reductions. Inflationary pressure, combined with higher redundancy levels, has resulted in downward movement for some as individuals prioritise employment security over pay progression.



## Career Progression

For the first time in many years, respondents who feel they have limited or no career progression opportunities are in the majority. This marks a significant shift from previous surveys and reflects flatter structures, reduced headcount growth and fewer visible pathways upward. Without renewed focus on internal mobility, skills development and role enrichment, career stagnation risks becoming a major retention issue in Learning and Development.





## Talent Movement and Job Security

The sharp increase in redundancies and the lengthening time it takes to secure a new role underline just how employer-led the market remains. Nearly half of respondents are considering a move in the next 12 months, suggesting that latent dissatisfaction could quickly translate into turnover if market conditions improve.



## The Outlook for L&D in 2026

Taken together, this year's findings point to a sector at an inflection point. Budget pressure, cautious hiring and constrained progression sit alongside growing capability in digital learning, AI adoption and skills transformation. L&D teams are increasingly expected not simply to deliver learning, but to evidence performance impact and align closely with organisational priorities.

Organisations that invest strategically in their L&D capability, equip teams to measure outcomes and provide clear development pathways will be best placed to retain talent. At the same time, L&D professionals who combine learning expertise with commercial awareness and analytical capability are likely to be in greatest demand.

The challenges facing the profession are real, but so is its adaptability. As 2026 progresses, the role of L&D is shifting from supportive function to business partner and those who can balance operational delivery with demonstrable impact will shape the next phase of learning and development. The L&D profession is not shrinking; it is becoming more accountable.



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