

Regional Skills Assessment

Moray Growth Deal

October 2025



Regional Skills Assessments

First launched in 2014, Regional Skills Assessments (RSAs) provide a robust and consistent evidence base to support strategic skills investment planning. Skills Development Scotland (SDS) has worked with key partners and stakeholders to produce RSAs, ensuring an inclusive approach to their development, dissemination and utilisation.

RSAs include forecast data that has been commissioned through Oxford Economics. The Technical Note¹ provides full details on the caveats that must be applied when using forecast data, but broadly, it should be noted that:

- Forecasts are based on what we know now and include past and present trends projected into the future.
- The more disaggregated they become, especially at smaller geographical units, the less reliable they are likely to be.
- Their value is in identifying likely directions of travel rather than predicting exact figures.
- The forecasts do not account for national or regional activities, initiatives or investments that are planned.

Industries and occupations used in the RSAs are defined by Standard Industrial Classifications (SIC)² and Standard Occupational Classifications (SOC).³

This RSA report is for Moray Growth Deal, which covers the Moray local authority. Throughout the RSA, we refer to the region as Moray.

A summary of forecast data is also available down to local authority level in the [**RSA Summary Infographics**](#).

The RSAs are part of a suite of Labour Market Insight publications by SDS. Other products in the suite include:



[**Economy, People and Skills**](#) report which provides succinct and up-to-date evidence on Scotland's economy, businesses and people. It is published monthly.



[**Sectoral Skills Assessments**](#) provide Labour Market Insight for key sectors across Scotland. These are published annually.



The [**Data Matrix**](#) is an interactive tool, offering more detailed data from a variety of sources in a visually engaging format. It is updated frequently.

Throughout the report, we indicate where **local authority information is available through the Data Matrix**.

The Data Matrix also contains additional data for the region, including data on employment, unemployment, and economic inactivity from the Annual Population Survey. These are available under the theme Skills Supply.

Alongside the suite of Labour Market Insight publications, SDS also produces a wide range of reports such as statistics on Modern Apprenticeships and the Annual Participation measure for 16-19 year olds. This includes a wide range of data related to equalities. Further information can be found on the [**Publications and Statistics**](#) section of the SDS website.



We value user feedback on the Regional Skills Assessments.

If you would like to provide feedback, please do so [**here**](#).

For any further information or queries on the RSAs or any of our other products, please contact: [**RSA@sds.co.uk**](mailto:RSA@sds.co.uk)

1. RSA Technical Note (2025).

2. Office for National Statistics UK Standard Industrial Classification (SIC) 2007.

3. Office for National Statistics UK Standard Occupational Classification (SOC) 2010.

The Context for Scotland's Labour Market

Over the past decade, the Scottish economy has experienced disruption driven by changes in the global political landscape, the cost-of-living crisis and conflicts in the Middle East and Ukraine. In addition, megatrends in demography, technology, and the environment have continued to shape Scotland's economy and labour market, many of which are interdependent. Below is an overview of the drivers that are expected to have the greatest influence on Scotland's labour market outlook in the near term, based on a comprehensive analysis of both structural and cyclical factors.

The Economy

Scotland and the UK experienced weak economic growth of 1.1% in 2024, with inflation also staying above the 2.0% target. Forecasters expect economic growth to remain at around 1.0% in 2025, with inflation also expected to remain elevated. The effects of rising prices and high interest rates continue to impact Scottish households and businesses. This contributes to the Scottish labour market being cooler in 2025, following a period of sustained tightness in recent years.



Demographic Change

Scotland's population is projected to grow until mid-2047, largely driven by positive net migration, which will offset the anticipated natural decline due to a falling fertility rate. However, whilst the population is growing, it is also ageing. Around one-fifth of Scotland's residents were aged 65 or over in 2024. By 2047, the number of people of pensionable age is expected to increase by 21%. This demographic change has implications for the economy and labour market, by affecting caring responsibilities, tax revenue, and productivity.



Inclusion and Equality

There is a lingering effect from the cost-of-living crisis, which began in 2021, with rising energy prices and financial pressures continuing to have a disproportionate impact on low-to-middle income households. Poverty, including in-work poverty, persists; however, the Fair Work policy agenda aims to reduce labour market inequalities. Barriers to accessing the labour market remain for disabled people and minority ethnic groups, and gender equality still requires progress.



Technology and Automation

Artificial Intelligence (AI) continues to be the core driver in technology transformation. Scotland has a strong technology sector, underpinned by extensive academic and business presence in AI and related fields. The adoption of AI is rapidly increasing among Scottish businesses, particularly in optimising workflows. However, the implications of AI for the labour market remain uncertain. Scotland's strong base in digital and data skills could provide an advantage, but maintaining a skilled workforce will be essential.



Climate Change and Net Zero

The transition to net zero will directly impact the labour market as actions are taken to meet net zero targets. This shift offers significant opportunities for job creation in Scotland, particularly in the clean energy sector. Scotland has strong natural assets, and existing sectoral strengths provide a strong foundation for a green economy. However, upskilling will be crucial for transition to net zero. Especially in the construction, manufacturing, agriculture, energy and transport sectors.



A fuller report on Scotland's Labour Market Drivers can be found [here](#).

Economic Strategies and Skills

The [Moray Economic Strategy 2022-2032](#) is a 10-year plan developed by the Moray Community Planning Partnership to create a diversified economy through population and job growth. It focuses on key sectors such as life sciences, technology, engineering, and renewable energy, alongside community wealth building and supporting local businesses. The strategy is supported by the £100 million [Moray Growth Deal](#) and the Moray Economic Partnership.

Moray Economic Partnership

The Moray Economic Partnership (MEP) is a collaborative alliance of public, private, and third-sector organisations working to grow and diversify Moray's economy. Its overarching aim is to build a prosperous, inclusive, and sustainable region by aligning local action with national priorities and plays a governance role in the Moray Growth Deal, ensuring strategic alignment across initiatives.

The four key strategic economic priorities for Moray are:

- Improved Qualification Levels;
- Small Business Growth;
- Talent Attraction, Retention and Return; and
- Business Competitiveness.

Moray Growth Deal

The Moray Growth Deal aims to drive economic growth across the region by investing over £100 million in strategic projects that will maximise Moray's future economic competitiveness. The Deal provides an opportunity to build on the existing strengths of Moray's culture, tourism, and world-renowned manufacturing sectors, while also addressing transport and housing challenges to facilitate economic growth that's sustainable, fair and inclusive. This investment will expand Moray's Science, Technology, Engineering and Mathematics (STEM) skills-base to enable local people to develop the skills needed to access high quality jobs, and tackle gender imbalances in key sectors of the local economy.

Opportunities

The [Regional Transformational Opportunities](#) (RTO) research (HIE 2025) identifies over 250 strategic projects with a potential investment of over £100 billion in the Highlands and Islands by 2040. Focused on sectors like renewable energy, space, life sciences, and infrastructure, the study highlights the region's unprecedented economic potential. It aims to maximise benefits, including up to 18,000 operational jobs. The research promotes a collaborative, place-based approach to ensure inclusive growth, workforce development, and long-term sustainability across the region.

Workforce North

The [Workforce North](#) initiative was established following a Convention of the Highlands and Islands (CoHI) decision in Autumn 2024 in response to the RTO research (HIE 2025). Led by Skills Development Scotland (SDS) working in partnership with organisations across the Highlands and Islands, the ambitions of Workforce North will be taken forward in Moray through the local Workforce subgroup and CPP board.

It is important to note that the forecasts used in this Regional Skills Assessment are policy and investment neutral.



This means the figures present a baseline outlook that takes into account historical trends and external economic conditions, but the figures do not reflect investment or policy that is unconfirmed or at planning/development stage.

This would include, for example the level of investment identified in the HIE Regional Transformational Opportunities Research.

Therefore, the forecasts should be used in conjunction with other sources, and readers are encouraged to overlay these with their own local and sectoral knowledge.

1. Insight from the region gathered via Skills Development Scotland (2025).



Estimated GVA in **Moray** in 2025: **£2,456m**

Moray was estimated to generate 1.5% of Scotland's output in 2025. This share of GVA ranked the region in the bottom quartile of regions for GVA contribution to the Scottish economy.

In 2025, the highest value industries in Moray were estimated to be:

	Manufacturing	£547m
	Public Administration and Defence	£374m
	Real Estate Activities*	£317m
	Human Health and Social Work Activities	£274m



GVA forecast average annual growth (2025-2028)

Moray: 1.3%

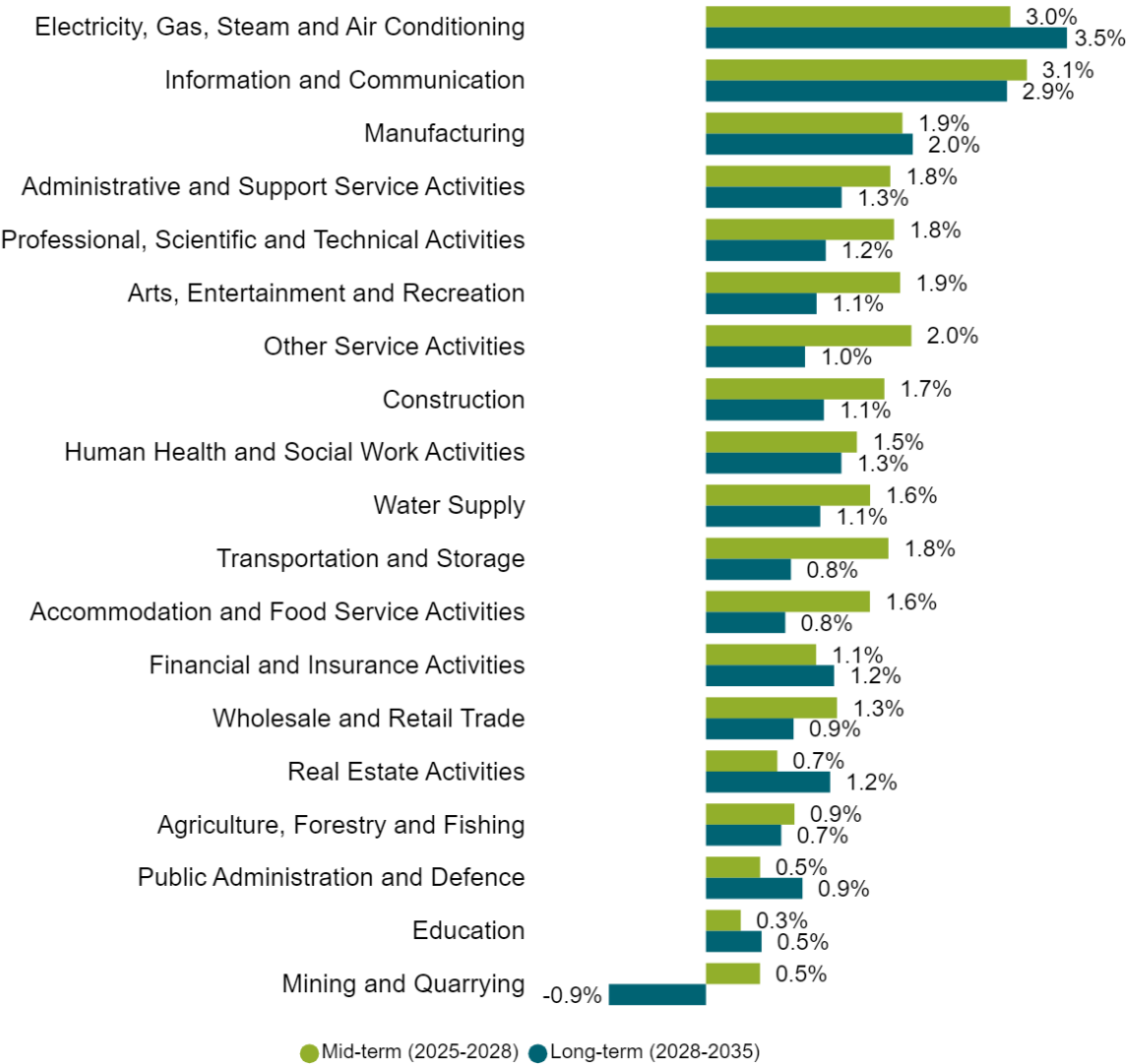
Scotland: 1.7%

GVA forecast average annual growth (2028-2035)

Moray: 1.3%

Scotland: 1.6%

Forecast Average Annual GVA Change by Industry (%), Moray



Productivity¹

In this report, we have used Oxford Economics' measure of productivity, which is calculated by dividing total regional GVA by total regional employment (measured by jobs). Please note, there are different ways of calculating productivity, and caution is needed when interpreting productivity data presented in this report. It must be considered in the context of other data and insight.

Productivity in **Moray** was estimated to be **£53,900** in 2025. In comparison, the Scottish average was estimated to be £57,700.



Mid-term Productivity

From 2025 to 2028, productivity in Moray is forecast to grow by 1.0% on average each year. Over the same period, the Scottish growth rate is forecast to be 0.8%.

Moray forecast productivity in 2028: **£55,600**

Scotland forecast productivity in 2028: **£59,100**



Long-term Productivity

From 2028 to 2035, productivity in Moray is forecast to grow by 1.3% on average each year. Over the same period, the Scottish growth rate is forecast to be 1.0%.

Moray forecast productivity in 2035: **£61,000**

Scotland forecast productivity in 2035: **£63,600**

Productivity (2025)



Regional Employment¹



Workforce Size 2025:
44,300 people

The region's workforce was estimated to account for **1.6%** of Scottish employment.

Over the last 10 years (2015-2025), regional employment was estimated to have **grown** by **10.1%** (**4,100** people). In comparison, employment in Scotland increased by 5.5%.



Workforce Size 2028:
44,400 people

The region's workforce is forecast to **grow** by **0.3%** (**100** people) between 2025 and 2028.

Compared to a Scotland-wide increase of **2.5%** or **68,000** people.

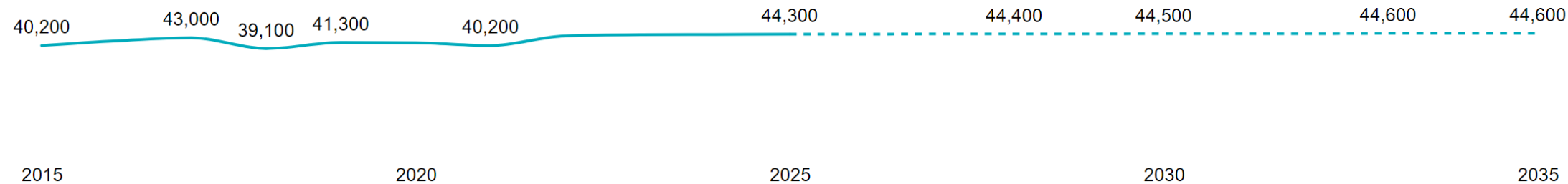


Workforce Size 2035:
44,600 people

The region's workforce is forecast to **grow** by **0.4%** (**200** people) between 2028 and 2035.

Compared to a Scotland-wide increase of **4.0%** or **112,500** people.

Employment and forecast employment (2015-2035) (people), Moray



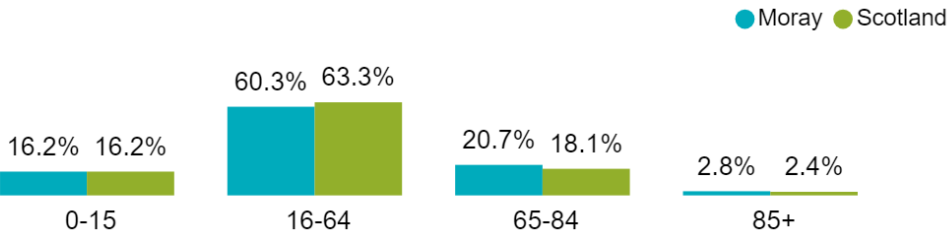
1. SDS (2025). Oxford Economics Forecasts.

Spotlight: Region's People

Population¹



In 2024, the population in **Moray** was estimated to be **95,010**, accounting for **1.7%** of Scotland's total population. By age, the population distribution of the region and Scotland was:



Disability²

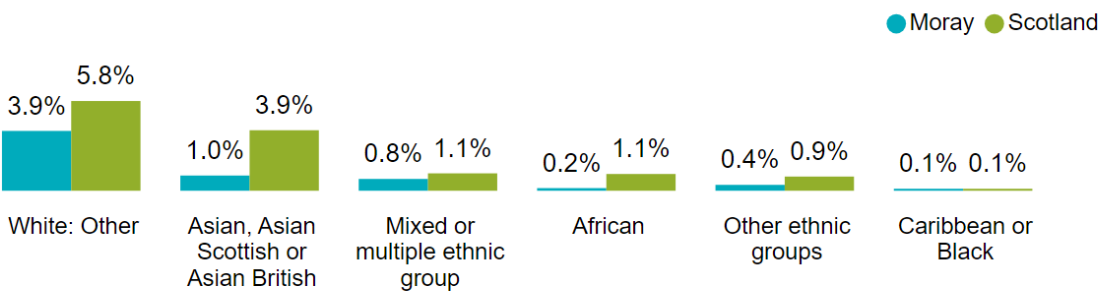


In 2022, the percentage of the population that reported having a health condition or disability that affected their daily activities was:

Moray: 22.8% **Scotland: 24.1%**

Ethnic Groups²

The majority (**93.7%**) of people in **Moray** identified as 'White Scottish' or 'Other White British' in 2022. The breakdown of Minority Ethnic groups included:



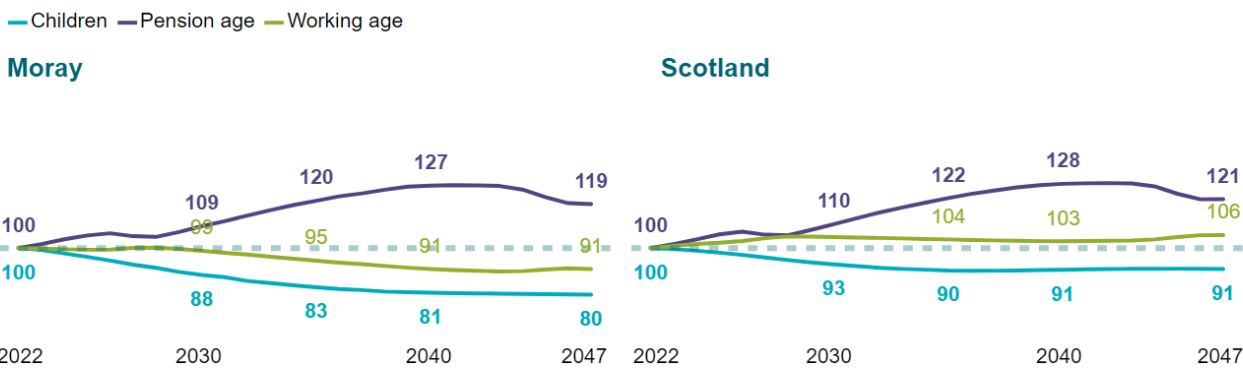
Population Projections³



The population is forecast to **decline** by **4.8%** in **Moray** between 2022 and 2047. Over the same period, the Scottish population is forecast to grow by 6.2%.

The number of people of working age is projected to **decline** by **9.0%** by 2043. While, across Scotland it is forecast to increase by 5.6%.

Index of Regional and National Projections (2022=100)³



Dependency Ratio⁴

The dependency ratio considers the **non-working age population** (consisting of children and those of pensionable age) **compared to those of working age**. As an example, a dependency ratio of 54% would mean that for every 100 people of working age there are 54 people of non-working age.

Dependency Ratio for Moray :		Dependency Ratio for Scotland :	
2022:	61%	2022:	54%
2047:	69%	2047:	55%

1. National Records of Scotland (2025) [Mid-2024 Population Estimates](#)
2. Scottish Government (2024) [Scotland's Census 2022](#)
3. National Records of Scotland (2025) [Projected Population of Scotland: 2022-based](#)
4. SDS analysis of: National Records of Scotland (2025) [Projected Population of Scotland: 2022-based](#)

Employment by Industry¹

The largest employing industries in the region in 2025 (based on people) were estimated to be:

 **Human Health and Social Work Activities**
7,500

 **Public Administration and Defence**
6,400

 **Manufacturing**
5,700

Between 2025 and 2028, employment in the region is forecast to grow, however industries will have varying performance. The greatest employment growth is forecast in Human Health and Social Work Activities, with 100 more people by 2028. While Manufacturing is forecast to have the greatest employment contraction (-200 people) in the mid-term.

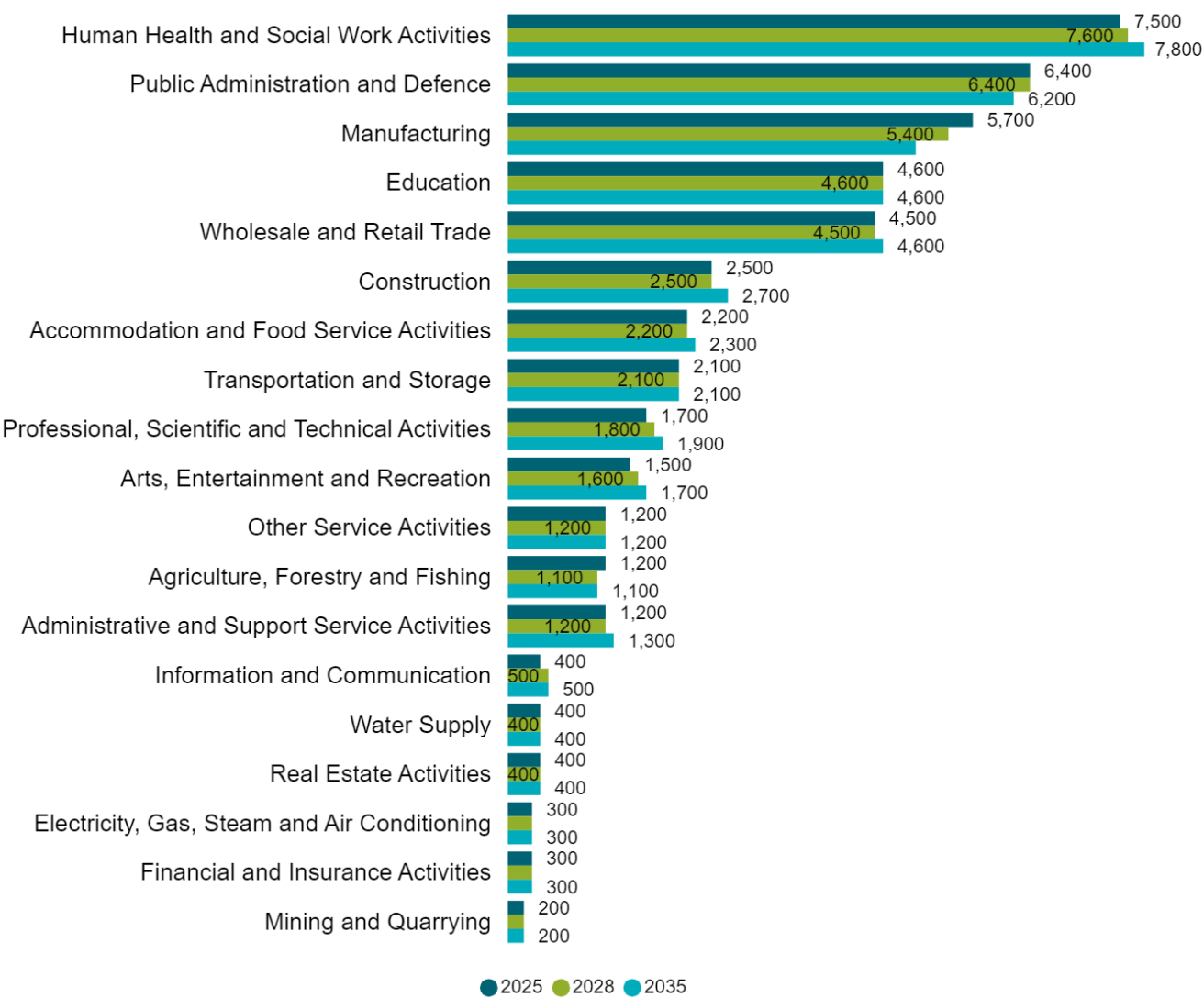
Over the long-term, between 2028 and 2035, the greatest employment growth is forecast in Human Health and Social Work Activities, with 200 more people by 2035. While Manufacturing is forecast to have the greatest employment contraction (-500 people) in the long-term.

In 2025, the Manufacture of Textiles was estimated to be the region's greatest specialism, with the percentage of employment in this industry 9.2 times greater than the Scottish average. The second largest specialism was estimated to be Manufacture of Beverages (6.2 times greater in the region than the Scottish average).



Figures may not sum due to rounding.

Employment by Industry, Moray



For data on employment by industry/key sector at local authority level please see the Data Matrix.
(Theme: Skills Demand; Topic: Employment Forecast by Industry)

1. SDS (2025). Oxford Economics Forecasts.

Employment by Occupation¹

The largest employing occupational groups in the region in 2025 (based on people) were estimated to be:

- 

Caring Personal Service Occupations
4,000
- 

Teaching and Research Professionals
3,800
- 

Textiles, Printing and Other Skilled Trades
3,300

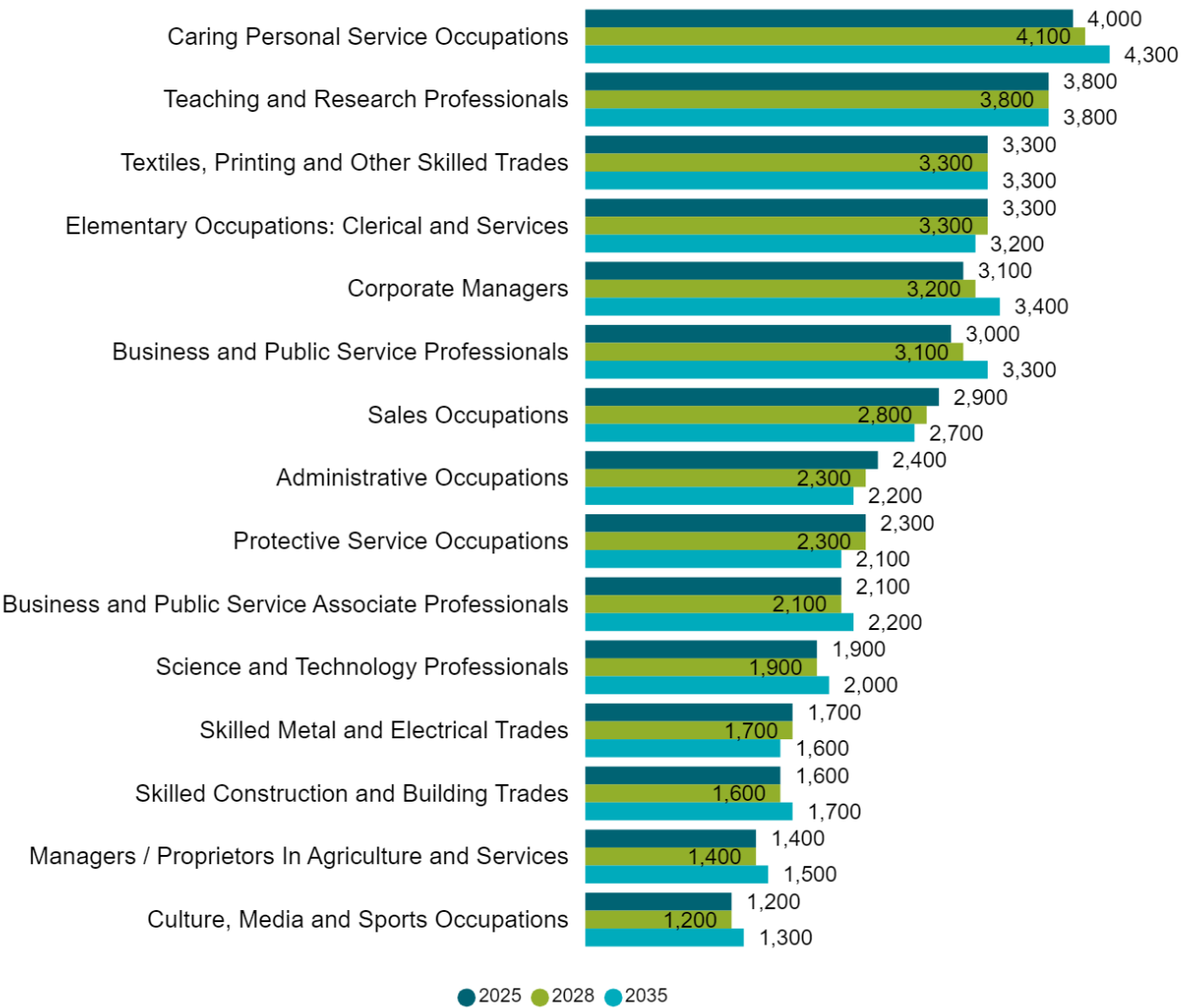
In 2025, 48.2% of employed people in the region were in ‘higher-level’ occupations*, which was a lower percentage of the workforce than Scotland (50.8%). ‘Mid-level’ occupations accounted for 32.3% of the workforce, which was a higher percentage of the workforce than Scotland (27.8%). Around 19.5% of people were employed in ‘lower-level’ occupations, which was a lower percentage of the workforce than Scotland (21.3%).

Between 2025 and 2028, the greatest growth is forecast to be in Caring Personal Service Occupations (100 people). While Sales Occupations is likely to experience the greatest contraction (-100 people).

Over the long-term, between 2028 and 2035, the greatest growth is forecast to be in Caring Personal Service Occupations (200 people). While Sales Occupations is likely to experience the greatest contraction (-100 people).

Figures may not sum due to rounding.

Employment in the 15 Largest Occupational Groups, Moray

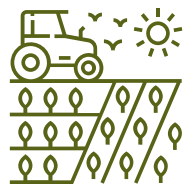


For data on employment by occupation at local authority level please see the Data Matrix.
(Theme: Skills Demand; Topic: Employment Forecast by Occupation)

1. SDS (2025). Oxford Economics Forecasts.
* See RSA Technical Note (2025) for an explanation of what is defined as ‘higher-level’, ‘mid-level’ and ‘lower-level’ occupations.

Transition to Net Zero¹

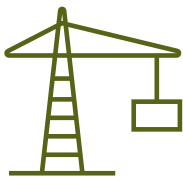
Identified as part of the Climate Emergency Skills Action Plan (CESAP), the sectors² listed below **make a significant contribution to the transition to net zero** and have the greatest potential for skills implications and jobs growth arising from it. This section focuses on overall employment in these sectors that make a significant contribution to the transition to net zero, which is the best available data for **Moray**. We have been able to additionally establish the split between green jobs and non-green jobs for the College regions. Green jobs in Scotland are defined by three different categories: enhanced skills and knowledge, increased demand and new and emerging.³ For more information, on green and non-green jobs, please see the relevant College region reports. Presented below are the **number of people estimated to be employed in these sectors within Moray in 2025**.



Agriculture

1,200 people

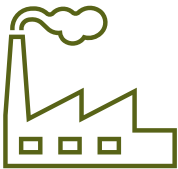
3% of the sector's employment in Scotland



Construction

3,600 people

2% of the sector's employment in Scotland



Manufacturing (with Engineering)

5,300 people

3% of the sector's employment in Scotland



Energy and Waste Treatment

1,700 people

1% of the sector's employment in Scotland



Transport

1,800 people

2% of the sector's employment in Scotland

The total number of people employed in the sectors that will make a significant contribution to net zero in Scotland was estimated to be 667,300 in 2025. The Moray Growth Deal region was estimated to account for **2% of Scotland's total** (or 13,600 people). Of the sectors of most importance to the transition, Manufacturing (with Engineering) was the largest employing sector (39%) in the region.

Figures may not sum due to rounding.

1. SDS (2025). Oxford Economics Forecasts.
2. The sectors that make a significant contribution to the net zero transition were identified in [the Green Jobs in Scotland report](#).

Due to the methodology adopted, the footprint of sectors presented on this page differs from the industry footprint presented elsewhere in this report, and in our Sectoral Skills Assessments (SSAs). Please find a full list of the

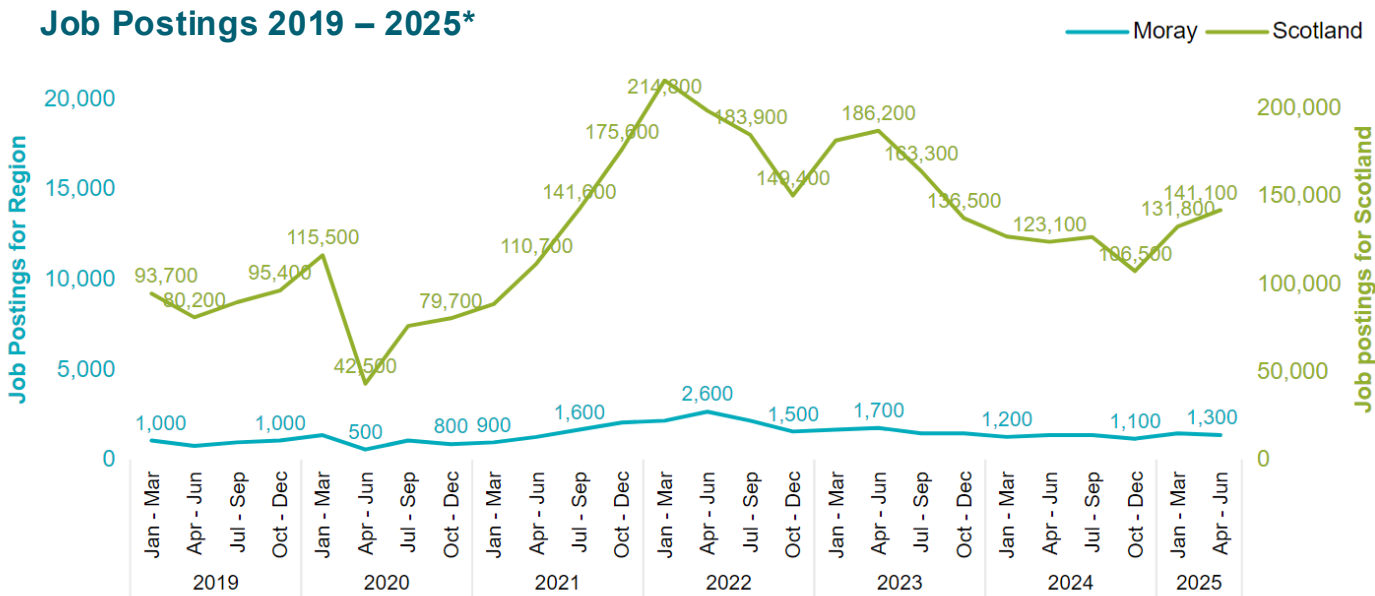
Standard Industrial Classification (SIC) codes used to define these sectors in the Green Jobs in Scotland report (and on this page) [here](#).
3. Please see slide 13 for more information.

Job Postings¹

Online job postings data provides a useful barometer for the health of the jobs market, real-time employer demand and can indicate changing skills demands. It is important to note that the data does not capture all activity, so it should be considered as an estimate only.

The labour market has cooled across Scotland, and job postings have declined from a peak in 2022. In Moray, the peak in job postings largely coincided with Scotland's, occurring slightly later in Quarter 2.

Whilst the labour market has softened, there has been sustained demand for workers in the region in the first six months of 2025. Job postings in Moray accounted for 1.0% of Scotland's total job postings between January and June 2025.



Between January and June 2025, there were 2,700 job postings in Moray, of which:

The locations with the most jobs advertised were:

Elgin
1,200 job postings

Forres
300 job postings

Lossiemouth
200 job postings

Aberlour
200 job postings

Buckie
200 job postings

Keith
100 job postings

Specialised skills and knowledge were:

- Curriculum Development
- Personal Care
- Effective Communication
- Auditing
- Export Control
- Social Work

The top job postings were for:



Figures may not sum due to rounding.

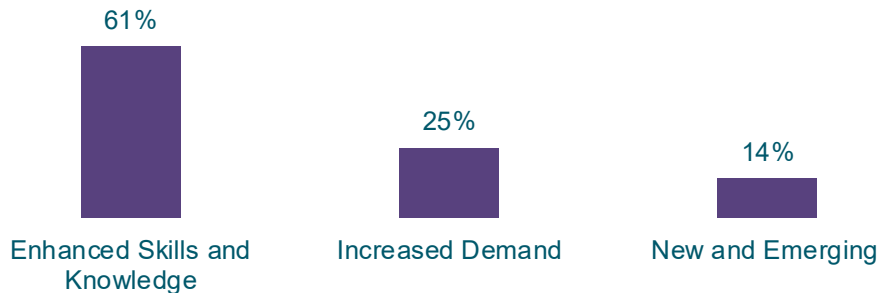
Green Job Postings¹



Out of the 2,700 job postings in Moray between January and June 2025, **37% (1,000) were for green jobs**. This was a lower proportion of green job postings than the Scottish average (41%). The number of green job postings in the region accounted for 1% of all green job postings in Scotland.



Between January and June 2025, **over half of green job postings** in Moray were for Enhanced Skills and Knowledge roles.



The green jobs in demand in each category between January and June 2025 included:

Enhanced Skills and Knowledge:



Electrical Engineers

Increased Demand:

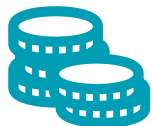


Transport and Distribution Clerks and Assistants

New and Emerging:



Engineering Technicians



The median advertised salary for **green jobs** in Moray was **£35,000*** in the first six months of 2025. This was higher than the median advertised salary for all jobs in the region which was £29,000**.

The **Green Jobs in Scotland** research uses an **inclusive definition** to define green jobs.

This definition recognises that there will be an ongoing process of ‘greening’ across the economy due to the transition to net zero, and a broad range of jobs will be impacted in different ways as a result.

Green jobs can be classified into one of the following three categories:

- 1. Enhanced Skills and Knowledge:** Existing occupations which will require significant change to the work and worker requirements due to green economy activities.
- 2. Increased Demand:** Existing occupations which will be needed in higher numbers due to green economy activities.
- 3. New and Emerging:** New occupations which are created because of the need for unique work and worker requirements due to green economy activities.

The full list of occupations (defined using Standard Occupation Classification (SOC) 2020) can be found [here](#).

Figures may not sum due to rounding.

Future Demand in the Mid-Term (2025-2028)¹

Oxford Economics' forecasts should be used as guidance only on the overall trends based on current evidence - rather than definitive numbers. There are still a wide range of factors which may impact on the labour market. It is important to note that the forecasts do not account for national or regional activities, initiatives or investments such as those mentioned in our section on Regional Insight, which are likely to influence the outlook presented. Users of the RSAs are encouraged to overlay the forecasts with their local knowledge.

Earlier in the report, we examined the future total employment in Moray. This part of the report focuses on the total requirement, which introduces not only employment growth or contraction but also the need to replace workers leaving the labour market due to retirement and other reasons.

The mid-term forecast suggests there could be a total requirement for **6,900** people in **Moray**. Between 2025 and 2028, replacement demand could create the need for **6,700** people, while **positive** expansion demand is forecast to result in **100 additional** workers.

In **Scotland**, there could be a total requirement for **398,300** people in the mid-term. Between 2025 and 2028, replacement demand could create the need for **330,300** people, while **positive** expansion demand is forecast to result in **68,000 additional** workers.

Figures may not sum due to rounding.



The total requirement by qualification for **Moray**:

SCQF 11-12	SCQF 7-10	SCQF 6	SCQF 5	SCQF 1-4	No qualifications
400	3,400	1,200	1,300	0	600
6%	49%	17%	19%	0%	9%

The total requirement by qualification for **Scotland**:

SCQF 11-12	SCQF 7-10	SCQF 6	SCQF 5	SCQF 1-4	No qualifications
37,800	191,300	49,500	78,400	10,400	30,900
9%	48%	12%	20%	3%	8%

1. SDS (2025). Oxford Economics Forecasts.

Future Demand in the Mid-Term (2025-2028) by Industry¹

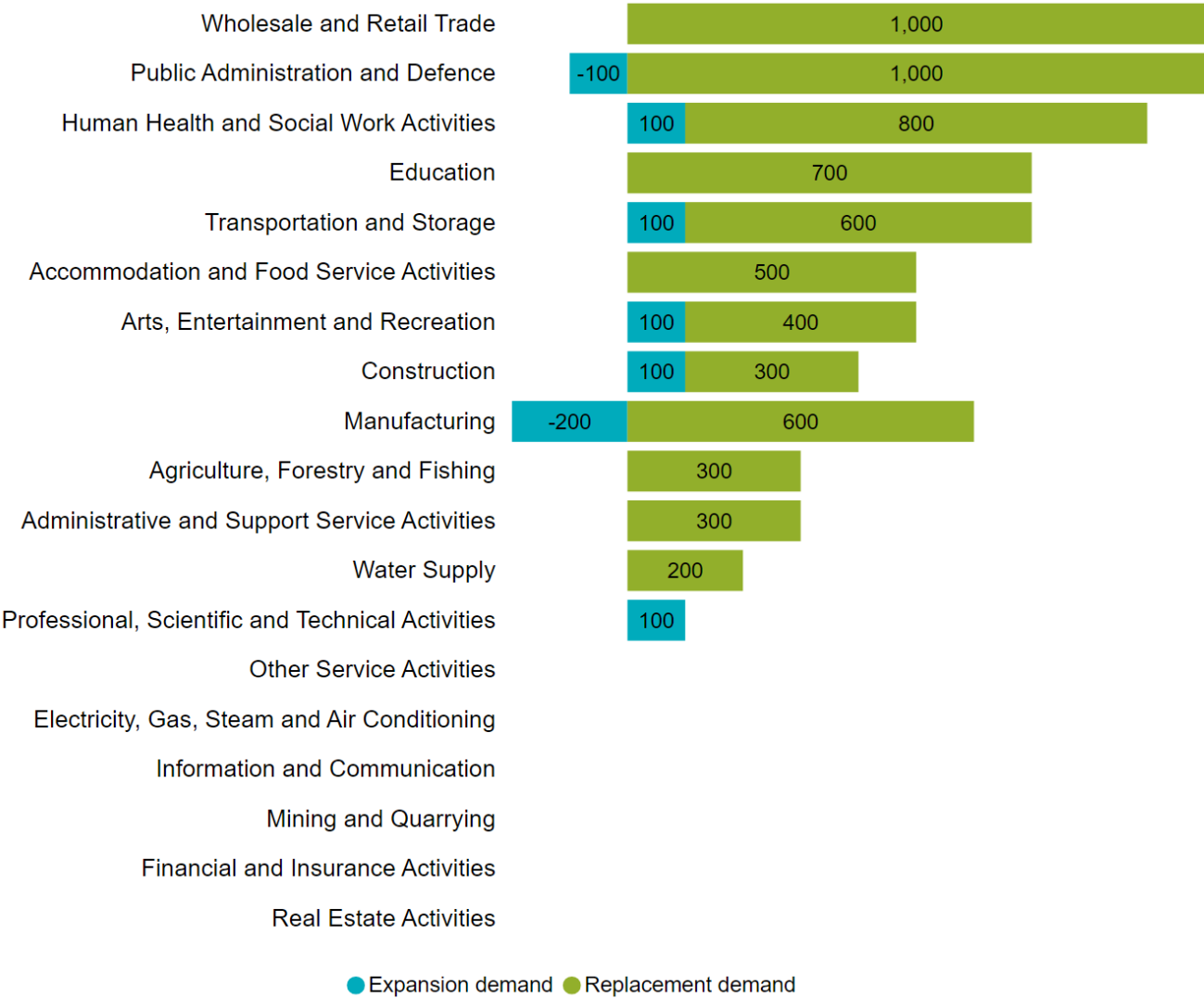
By industry, the greatest number of people are forecast to be required in:

-  **Wholesale and Retail Trade**
1,000
-  **Public Administration and Defence**
900
-  **Human Health and Social Work Activities**
900

Headline figures for each industry do not show how the composition of the industry is changing. Within the industries, there are changes to operating practices and consumer behaviours driven by automation, digitalisation and the transition to net zero. Additionally, industries are defined using SIC codes, which might not reflect the full complexity and diversity within each sector. For example, High Value Manufacturing activities would not be fully captured within the traditional definition of Manufacturing, and it would span across different industries, such as Professional, Scientific and Technical Activities. We encourage readers to keep these two points in mind when interpreting the data. For further sectoral evidence, please see our Sectoral Skills Assessments.

Figures may not sum due to rounding.

Forecast Total Requirement by Industry (2025-2028), Moray



1. SDS (2025). Oxford Economics Forecasts.

Future Demand in the Mid-Term (2025-2028) by Occupation¹

By occupation, the greatest number of people are forecast to be required in:

- 

Teaching and Research Professionals
1,300
- 

Textiles, Printing and Other Skilled Trades
800
- 

Elementary Occupations: Clerical and Services
700

As mentioned, there is forecast to be a total requirement for 6,900 people in the region over the mid-term. 'Higher-level' occupations* are forecast to account for 45.6% of this total requirement, followed by 35.2% in 'mid-level' occupations and 19.2% in 'lower-level' occupations. Across Scotland, 52.2% of total requirement will be in 'higher-level' occupations, 26.5% in 'mid-level' occupations and 21.4% in 'lower-level' occupations.



New this year, the RSA report includes more detailed forecasts on the total requirement for the region.

On the next page, the mid-term total requirement is presented with an intersection by both Industry (SIC 1) and Occupation (SOC 1).

Figures may not sum due to rounding.

Forecast Total Requirement by Occupation (2025-2028), Moray



● Expansion demand ● Replacement demand



For data on future demand by occupation at local authority level please see the Data Matrix.
(Theme: Skills Demand; Topic: Total Requirement by Occupation)

1. SDS (2025). Oxford Economics Forecasts.
* See RSA Technical Note (2025) for an explanation of what is defined as 'higher-level', 'mid-level' and 'lower-level' occupations.

Future Demand in the Mid-Term (2025-2028) by Industry and Occupation¹

Forecast Total Requirement by Industry and Occupation (2025-2028) (people), Moray

Figures may not sum due to rounding.

	Managers, Directors and Senior Officials	Professional Occupations	Associate Professional and Technical Occupations	Administrative and Secretarial Occupations	Skilled Trades Occupations	Caring, Leisure and Other Service Occupations	Sales and Customer Service Occupations	Process, Plant and Machine Operatives	Elementary Occupations
▲									
Agriculture, Forestry and Fishing	100	0	0	0	100	0	0	0	100
Mining and Quarrying	0	0	0	0	0	0	0	0	0
Manufacturing	0	0	100	0	100	0	0	-100	0
Electricity, Gas, Steam and Air Conditioning	0	0	0	0	0	0	0	0	0
Water Supply	0	0	0	0	0	0	0	0	100
Construction	0	0	0	0	200	0	0	0	0
Wholesale and Retail Trade	200	0	0	0	300	0	400	0	100
Transportation and Storage	100	0	100	0	100	0	0	100	200
Accommodation and Food Service Activities	0	0	0	0	300	0	0	0	100
Information and Communication	0	0	0	0	0	0	0	0	0
Financial and Insurance Activities	0	0	0	0	0	0	0	0	0
Real Estate Activities	0	0	0	0	0	0	0	0	0
Professional, Scientific and Technical Activities	0	0	0	0	0	0	0	0	0
Administrative and Support Service Activities	0	0	0	0	0	0	0	0	200
Public Administration and Defence	100	200	300	100	100	0	0	0	100
Education	0	600	0	0	0	0	0	0	0
Human Health and Social Work Activities	100	200	100	0	100	400	0	0	100
Arts, Entertainment and Recreation	100	0	100	0	100	0	0	0	100
Other Service Activities	0	0	0	0	0	0	0	0	0

Future Demand in the Long-Term (2028-2035)¹

The long-term forecast is more changeable than the mid-term forecasts and could be influenced by a range of factors that are less known. It is important to note that the forecasts do not account for national or regional activities, initiatives or investments like those mentioned in our section on Regional Insight, which are likely to influence the long-term outlook presented. Oxford Economics' forecasts should be used as guidance on overall trends based on current evidence - rather than definitive numbers.

In Moray, the labour market forecast for the long-term (2028-2035) suggests employment is expected to grow, and there could be opportunities created as a result of the need to replace workers leaving the labour market due to retirement and other reasons.

Forecasts for the long-term suggest there could be a total requirement for **14,800** people in **Moray**. Between 2028 and 2035, replacement demand could create the need for **14,600** people, while **positive** expansion demand is forecast to result in **200 additional** workers.

In **Scotland**, there could be a total requirement for **885,200** people in the long-term. Between 2028 and 2035, replacement demand could create the need for **772,800** people, while **positive** expansion demand is forecast to result in **112,500 additional** workers.

Figures may not sum due to rounding.



The total requirement by qualification for **Moray**:

SCQF 11-12	SCQF 7-10	SCQF 6	SCQF 5	SCQF 1-4	No qualifications
900	7,300	2,400	2,900	0	1,300
6%	49%	16%	20%	0%	8%

The total requirement by qualification for **Scotland**:

SCQF 11-12	SCQF 7-10	SCQF 6	SCQF 5	SCQF 1-4	No qualifications
81,500	427,000	104,500	190,000	15,800	66,400
9%	48%	12%	21%	2%	8%



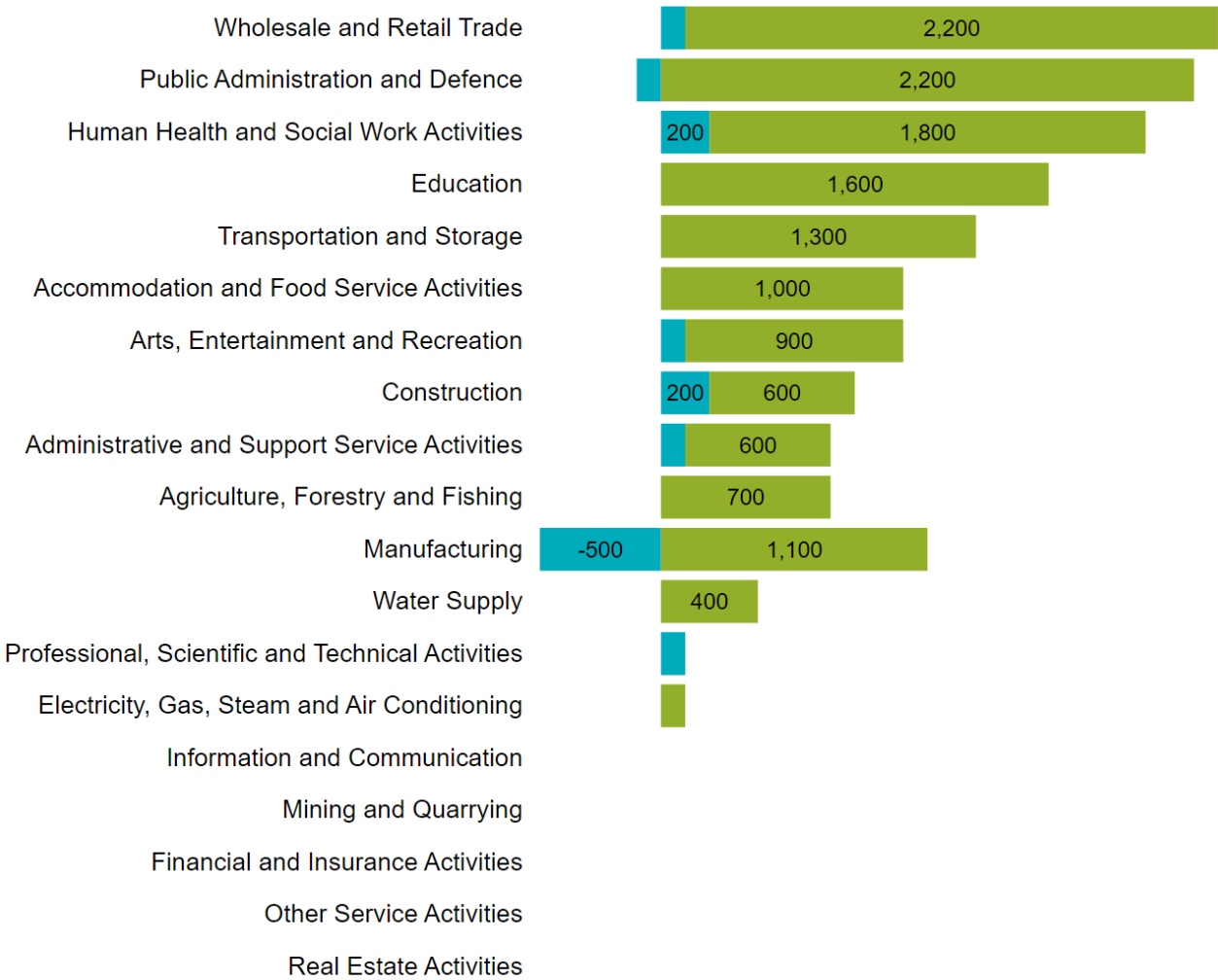
Future Demand in the Long-Term (2028-2035) by Industry¹

By industry, the greatest number of people are forecast to be required in:

-  **Wholesale and Retail Trade**
2,300
-  **Public Administration and Defence**
2,000
-  **Human Health and Social Work Activities**
2,000

The mid-term forecast analysis indicated that some industries are experiencing a shift in their operational practices, and this trend is also applicable to the long term outlook.

Forecast Total Requirement by Industry (2028-2035), Moray



● Expansion demand ● Replacement demand

Figures may not sum due to rounding.

Future Demand in the Long-Term (2028-2035) by Occupation¹

By occupation, the greatest number of people are forecast to be required in:

- 

Teaching and Research Professionals
2,800
- 

Textiles, Printing and Other Skilled Trades
1,800
- 

Elementary Occupations: Clerical and Services
1,500

There is forecast to be a total requirement for 14,800 people in the region over the long-term. 'Higher-level' occupations* are forecast to account for 46.8% of this total requirement, followed by 34.6% in 'mid-level' occupations and 18.6% in 'lower-level' occupations. Across Scotland, 54.0% of total requirement will be in 'higher-level' occupations, 25.9% in 'mid-level' occupations and 20.1% in 'lower-level' occupations.

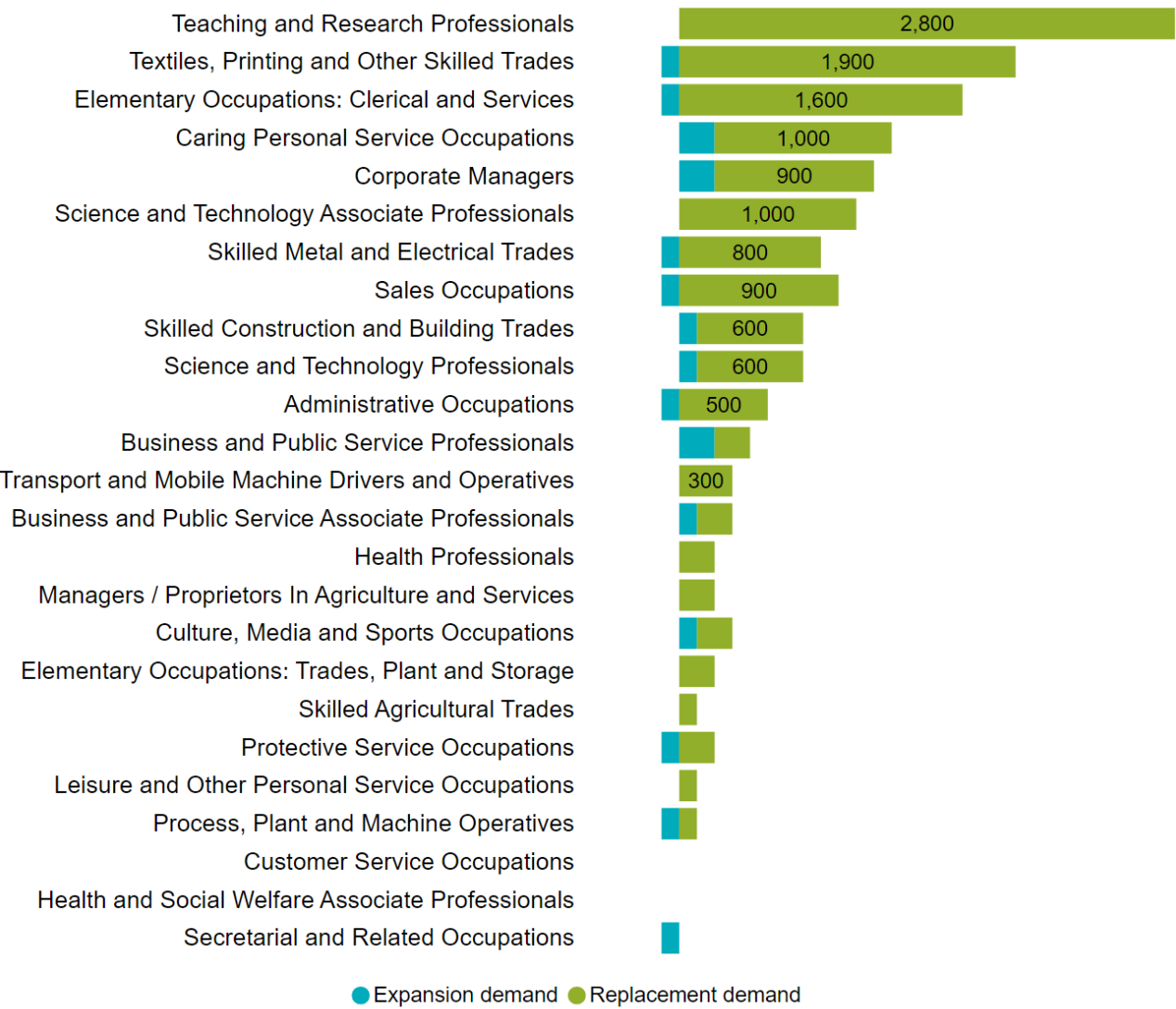


New this year, the RSA report includes more detailed forecasts on the total requirement for the region.

On the next page, the long-term total requirement is presented with an intersection by both Industry (SIC 1) and Occupation (SOC 1).

Figures may not sum due to rounding.

Forecast Total Requirement by Occupation (2028-2035), Moray



1. SDS (2025). Oxford Economics Forecasts.
* See RSA Technical Note (2025) for an explanation of what is defined as 'higher-level', 'mid-level' and 'lower-level' occupations.

Future Demand in the Long-Term (2028-2035) by Industry and Occupation¹

Forecast Total Requirement by Industry and Occupation (2028-2035) (people), Moray

Figures may not sum due to rounding.

	Managers, Directors and Senior Officials	Professional Occupations	Associate Professional and Technical Occupations	Administrative and Secretarial Occupations	Skilled Trades Occupations	Caring, Leisure and Other Service Occupations	Sales and Customer Service Occupations	Process, Plant and Machine Operatives	Elementary Occupations
▲									
Agriculture, Forestry and Fishing	100	0	0	0	300	0	0	0	200
Mining and Quarrying	0	0	0	0	0	0	0	0	0
Manufacturing	100	100	300	0	200	0	0	-100	100
Electricity, Gas, Steam and Air Conditioning	0	0	0	0	0	0	0	0	0
Water Supply	0	100	100	0	100	0	0	0	100
Construction	100	100	100	0	500	0	0	0	0
Wholesale and Retail Trade	400	0	100	0	700	0	800	100	200
Transportation and Storage	200	0	100	0	200	0	0	300	500
Accommodation and Food Service Activities	100	0	0	0	600	0	0	0	300
Information and Communication	0	0	0	0	0	0	0	0	0
Financial and Insurance Activities	0	0	0	0	0	0	0	0	0
Real Estate Activities	0	0	0	0	0	0	0	0	0
Professional, Scientific and Technical Activities	0	0	0	0	0	0	0	0	0
Administrative and Support Service Activities	100	0	100	0	100	0	0	0	400
Public Administration and Defence	200	500	700	100	100	100	0	0	200
Education	0	1,400	100	0	0	0	0	0	0
Human Health and Social Work Activities	200	500	200	0	200	800	0	0	100
Arts, Entertainment and Recreation	200	100	200	0	200	100	0	0	100
Other Service Activities	0	0	0	0	0	0	0	0	0

For further information or queries on the RSAs or any of our other products, please contact: [**RSA@sds.co.uk**](mailto:RSA@sds.co.uk)