



# Ministry of Labour and Vocational Training

## Preliminary Result on Cambodia's Skill and Job Survey (2025)

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# Why Skills and Jobs Matter for Cambodia's Economy

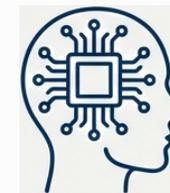
## The Economic Imperative: Why Skills Alignment is Critical for Cambodia's Growth

As Cambodia's economy shifts from low-skill to higher-skill industries, the alignment of worker skills with job needs has become a central driver of productivity and competitiveness.



### Industrial Upgrading:

Demand is growing in advanced manufacturing, services, and logistics.



### Technological Change:

A rapid increase in demand for ICT, digital, and problem-solving skills.



### Employer Demand:

Firms report persistent shortages, especially in technical and soft skills.



### Youth Workforce:

A new generation is entering the labour market with diverse qualifications but needs clear pathways.



# The High Cost of Misalignment

Skill and qualification mismatch is not just an individual issue – it **creates significant friction across the entire economy.**

## For Firms

Lower productivity.

## For Workers

Lower job satisfaction, higher turnover, and wage penalties.

## For the Nation

Underutilised human capital and inefficient investment in education and training.

## The study of Skill and Job is needed!

The study provides evidence of three core types of mismatch:

- 1. Vertical Qualification Mismatch:** Over/under-qualification for a job.
- 2. Vertical Skill Mismatch:** Over/under-skilling for a job.
- 3. Horizontal Mismatch:** Working outside one's field of study.



# **The Cambodia Skill and Job Survey 2025**





# The Cambodia Skill and Job Survey 2025: Methodology at a Glance

**Primary objective:** To measure the prevalence of skill and qualification mismatches and analyze their impact on labour market outcomes.

# 1,070

**Successful Employee Interviews**  
(from a sample size of 1,082)

# 13

**Key Economic Sectors Covered**  
Spanning manufacturing and services



**Nationally Representative**  
Population frame based on registered establishments from the LACMS.



**Sept 1<sup>st</sup> – 26<sup>th</sup>, 2025**  
Data Collection Period



# A Snapshot of Cambodia's Surveyed Employees

## Demographics



**Gender:**  
57% Female /  
43% Male



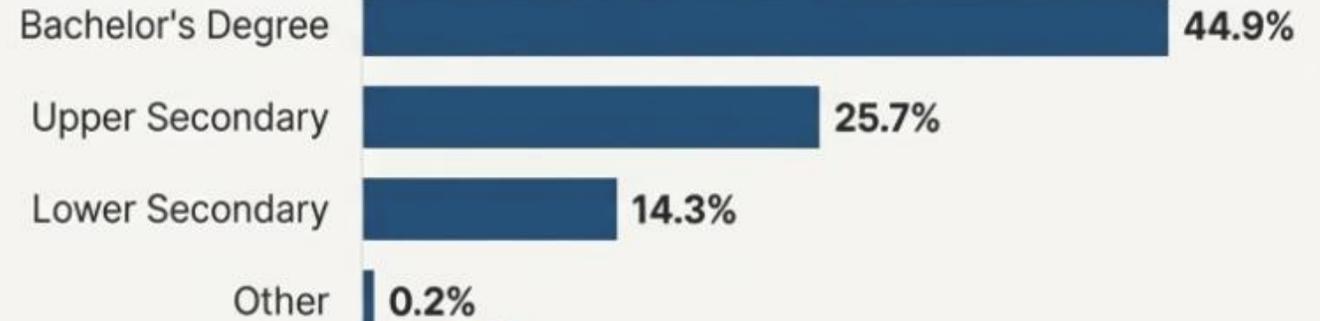
**Average Age:**  
30 years



**Marital Status:**  
57% Married / 39% Single

## Education Profile

### Highest Level of Education



### Dominant Fields of Study

Business, Administration, and Law (**21.8%**) and Accounting (**19.8%**) are the most common fields.

**Insight:** Natural sciences, mathematics and statistics, and teacher training and education sciences each account for 0.7% of respondents



## **Vertical Mismatch: Qualification Mismatch**





# Vertical Mismatch – Using Normative Approach

## Vertical Mismatch: ISCO-ISCED Mapping

		ISCED-11 levels of education								
ISCO 08 Occupation		0. Pre-primary education or no schooling	1. Primary education or first stage of basic education	2. Lower secondary or second stage of basic education	3. Upper secondary education	4. Post-secondary non-tertiary education	5. Short-cycle tertiary education	6. Bachelor's or equivalent level	7. Master's or equivalent level	8. Doctoral or equivalent level
ISCO-08 major groups	1 Managers	-	0.2%	0.7%	1.2%	0.1%	0.2%	3.5%	0.9%	0.1%
	2 Professionals	-	0.1%	0.7%	4.8%	0.7%	1.8%	18.6%	0.6%	0.3%
	3 Technicians and Associate Professionals	-	0.1%	1.1%	4.5%	0.2%	1.1%	9.8%	0.1%	-
	4 Clerical Support Workers	-	0.8%	2.0%	7.0%	0.1%	0.5%	10.0%	0.4%	-
	5 Services and Sales Workers	-	1.1%	1.4%	2.8%	0.1%	0.3%	2.0%	-	-
	6 Skilled Agricultural, Forestry and Fishery Workers	-	-	-	-	-	-	-	-	-
	7 Craft and Related Trades Workers	-	0.4%	1.3%	0.8%	-	0.1%	0.4%	-	-
	8 Plant and Machine Operators and Assemblers	0.2%	3.0%	4.3%	2.1%	-	-	0.4%	-	-
	9 Elementary Occupations	0.1%	1.7%	2.8%	2.4%	-	-	0.3%	-	-

	<b>Matched (48.9%)</b>
	<b>Undereducated (21.8%)</b>
	<b>Overeducated (29.3%)</b>

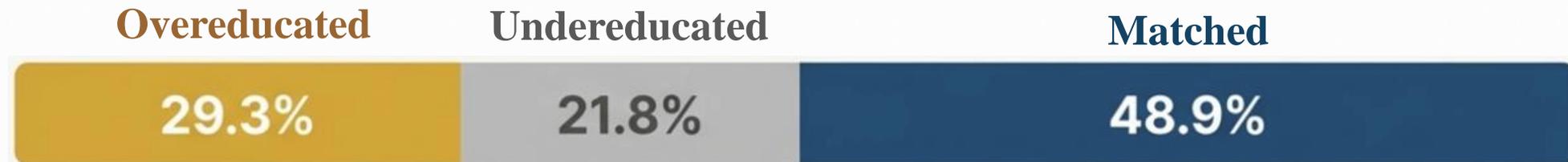


# Vertical Mismatch – Using Normative Approach (Con't)

## Vertical Mismatch: Over Half the Surveyed Employees has a Qualification Gap

# 51.1%

of employees face a qualification mismatch based on objective Normative Approach (ISCO-ISCED mapping)



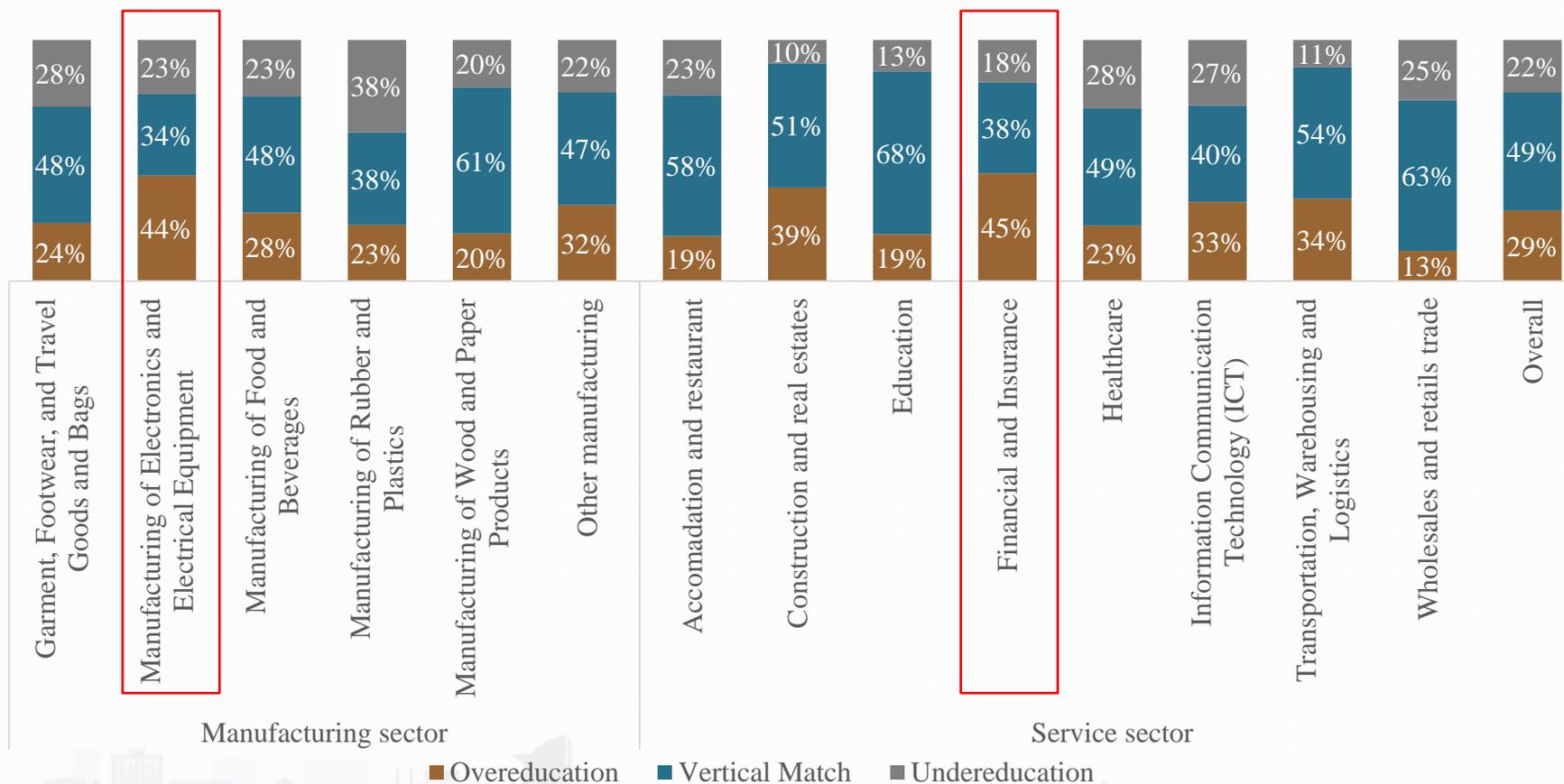
Workers possess a higher level of education than their job typically required.

Workers possess a lower level of education than their job typically required.



# Vertical Mismatch – Using Normative Approach (Con't)

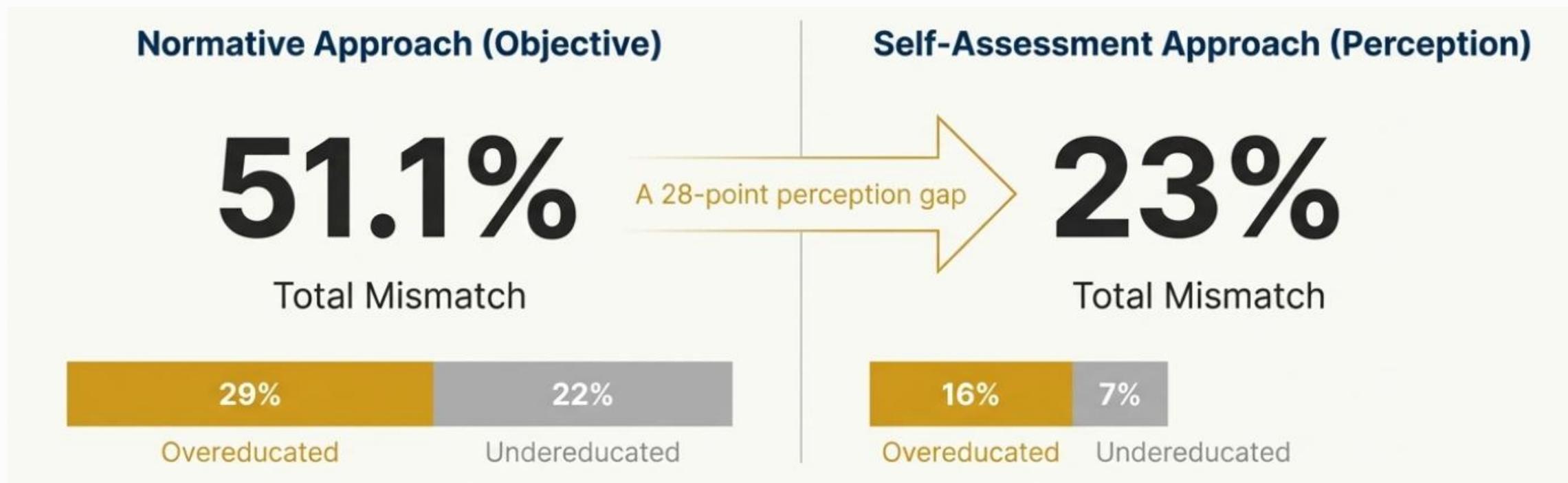
## Locating the Pressure Points: Vertical Mismatch Hotspots – By economic activities



■ Overeducation 
 ■ Vertical Match 
 ■ Undereducation



# A Tale of Two Measures: Objective Standard vs. Worker's Perception



**Insight:** There is a 28-point gap between the standardized measure of mismatch and worker's own assessment. This may indicate unclear job requirement, a normalization of mismatch, or limitation in standardized classification.



## **Vertical Mismatch: Skill Mismatches**





# Vertical Mismatch: Skill Mismatch

**Skill Mismatch: The Gap between Worker Abilities and Job Demand**

**84%**

**WELL-MATCHED**

The majority of employees report their skills are well-matched to their job requirements.

**7%**

**Overskilled**

Their skills are higher than the job requires.

**6%**

**Underskilled**

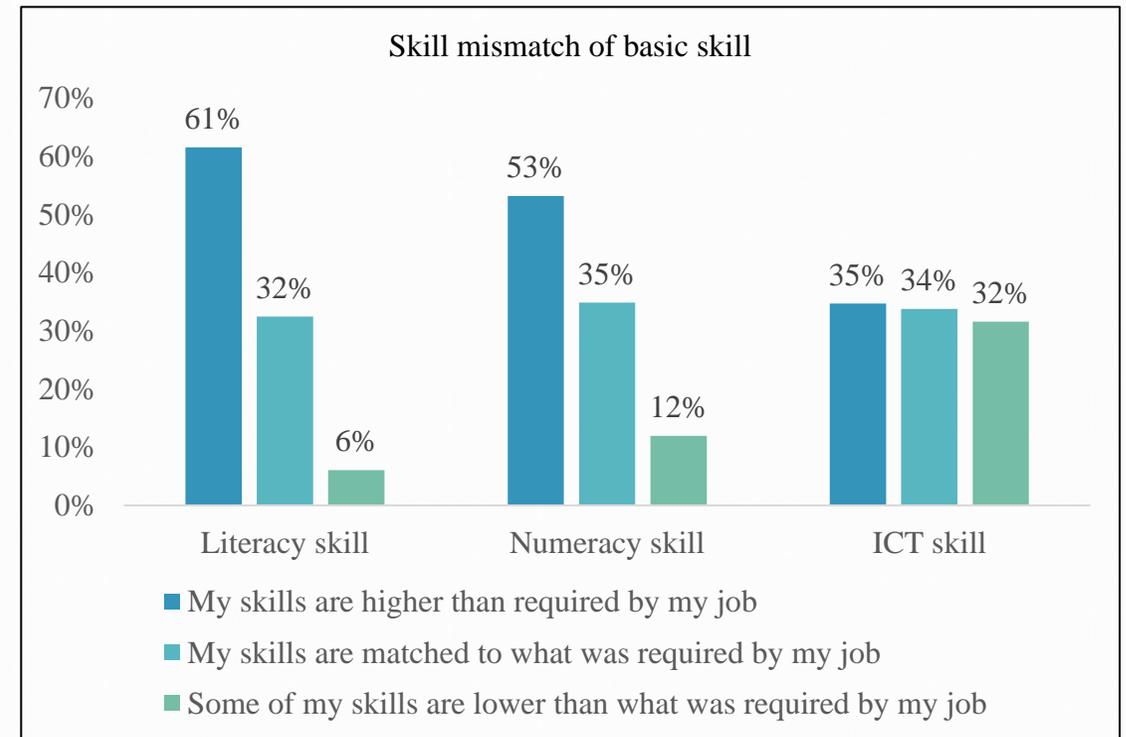
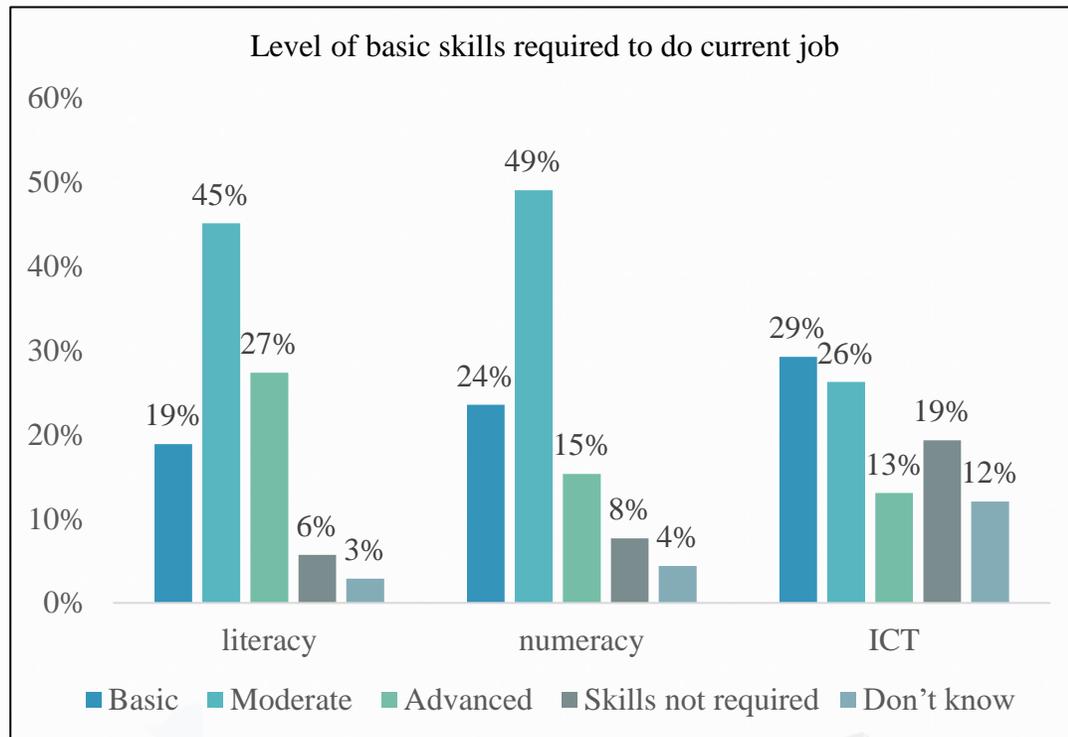
Their skills are lower than the job requires.



# Vertical Mismatch: Skill Mismatch (Con't)

## Critical Gaps Emerge in Foundational Skills

Literacy and numeracy skills mostly require a moderate level to perform the job, while ICT skills typically demand basic and moderate levels. Among all basic skills, about two-thirds of employees reported a skill mismatch, with literacy and numeracy showing the highest rates of overskilling.





# **Vertical Mismatch: Qualification and Skill Mismatches**





# Synthesizing Vertical Mismatch: Qualification and Skill Mismatches

**41.3%** of employees are reported having **Perfect Match**.

## Qualification

Overeducation      Matched      Undereducation

		Qualification		
		Overeducation	Matched	Undereducation
Skill	Overskilled	<b>1.9%</b>	<b>4.2%</b>	<b>1.4%</b>
	Matched	<b>25.5%</b>	<b>41.3%</b> Perfect Match	<b>19.5%</b>
	Underskilled	<b>2.0%</b>	<b>3.1%</b>	<b>1.1%</b>

# 58.7%

of the employees is impacted at least one form of mismatch, whether in qualifications, skills, or both.

Example 1:

- 25.5% have the right skills but are overeducated.

Example 2:

- 1.9% are overeducated and overskilled.



# Horizontal Mismatch



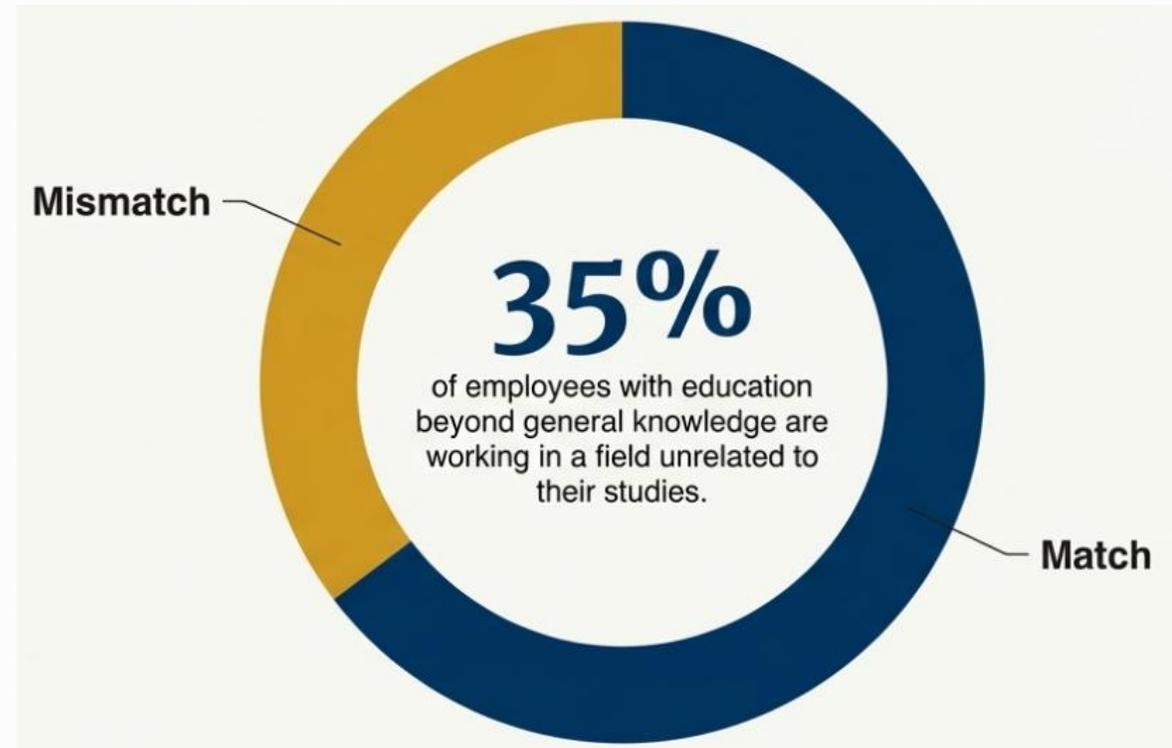


# Horizontal Mismatch

## Horizontal Mismatch: One in Three Employees Works Outside Their Field of Study

### Demographic Detail

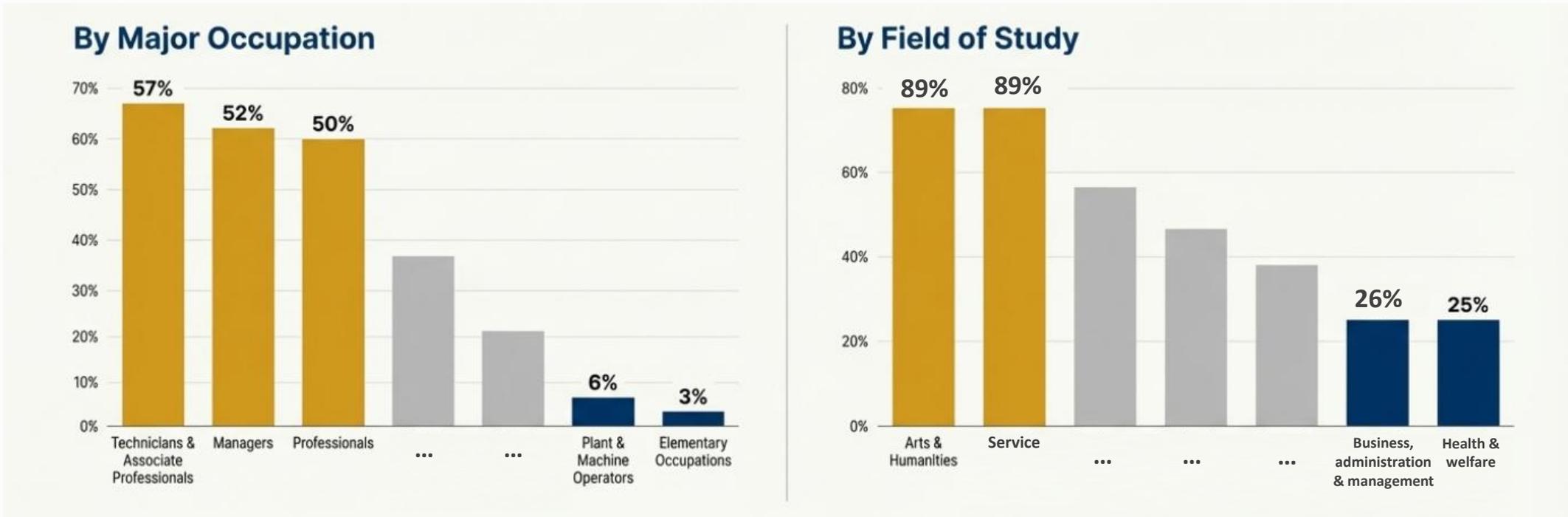
The rate is relatively consistent across gender and age groups, though slightly higher for the 21-24 age bracket (39%)





# Horizontal Mismatch (Con't)

## The Pathways to Mismatch: Where Field of Study Diverges from Career

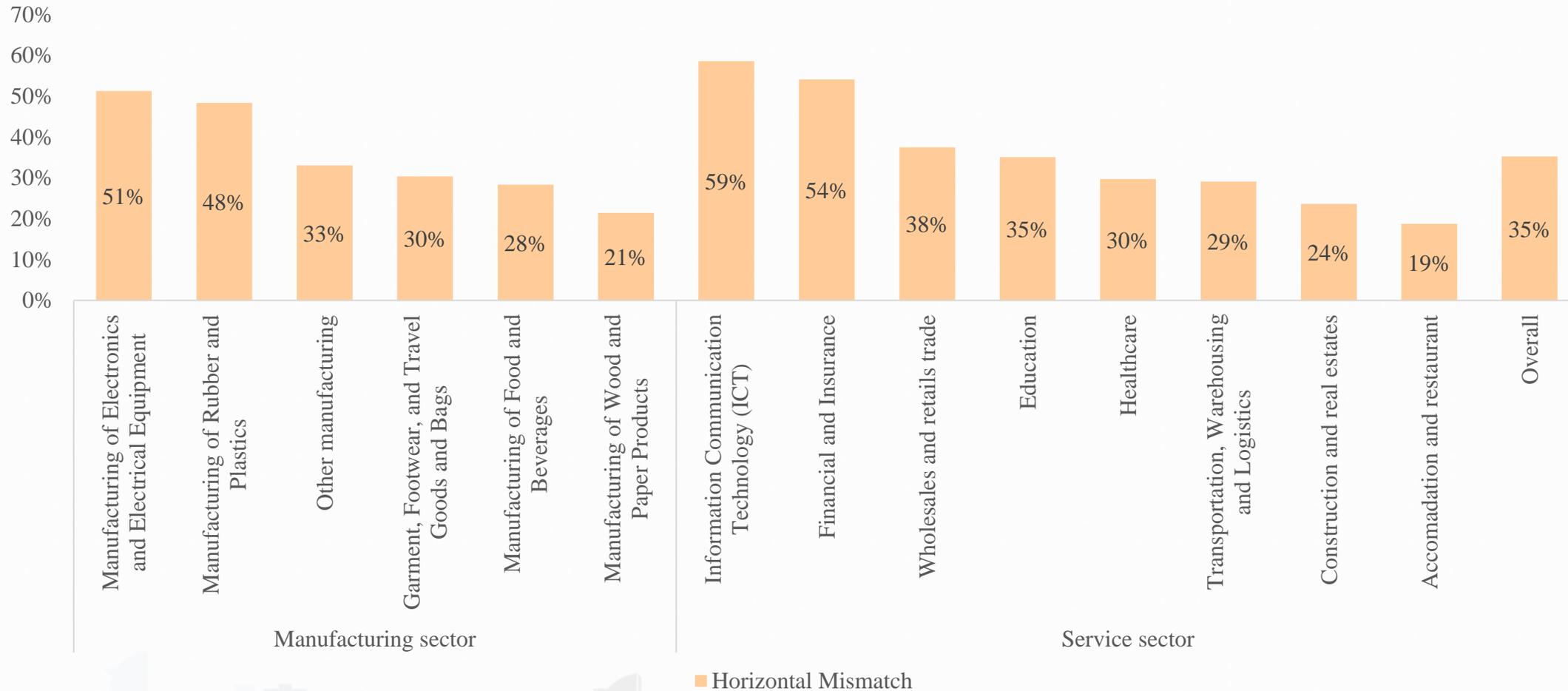


**Insight:** Horizontal mismatch is highest among high-skill job but lowest for graduates from fields with vocational pathways, like health and education.



# Horizontal Mismatch (Con't)

### Horizontal mismatch by economic activities



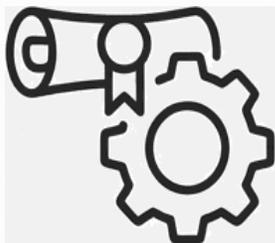


# Horizontal and Vertical Mismatch





# Three Critical Mismatches Define Cambodia's Labour Market



**51%**

Faced a **Qualification Mismatch** based on objective standards (ISCO-ISCED mapping), with more workers being **overeducated (29.3%)** than **undereducated (21.8%)**.



**13%**

Reported an overall **Skill Mismatch** in their current job. Worker's self-assessed skills are generally well-aligned with job requirement.



**35%**

Experienced a **Horizontal Mismatch**, working in a field unrelated to their primary area of study.

**59.5%**

**Vertical: Qualification and Skill Mismatches**



# Three Core Findings from the 2025 Survey

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# 1

## **Qualification Mismatch is Widespread and Two-Side.**

By objective standards, over half (51%) of the employees is mismatched. This is driven by both overeducation (29%) among Craft and related workers and Professionals and undereducation (22%) in Technicians and associate professionals.

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# 2

## **Specific Skill Mismatches are Far More Severe Than Overall Measures Suggest.**

While only 13% report an overall skill mismatch, over two-thirds identify mismatches in foundational and transferable skills like Teamwork (73%) and Languages (70%), signaling a critical area for development.

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# 3

## **Field of Study Mismatch Points to Misalignment in Labour Market.**

More than a third (35%) of educated employees work outside their specialized field. This is most acute for graduates of Arts and Humanities; and Services, suggesting a potential gap between curricula and market demand.



# Implications for Building Cambodia's Future-Ready Workforce



## **Implication 1: A Need for Enhanced Career Guidance and Job Transparency.**

The large gap between normative mismatch (51%) and self-perceived mismatch (23%) suggests workers and employers may lack clear information to make optimal choices.



## **Implication 2: A Mandate for Stronger Industry-Academia Linkages.**

High horizontal mismatch, especially in specific fields, points to the need for curriculum development that is more responsive to the evolving needs of the private sector.



## **Implication 3: The Criticality of Integrating Transferable Skills.**

Acute mismatches in "**soft skills**" like teamwork and communication highlight an urgent need to embed these competencies within all levels of education and vocational training, not just as standalone subjects.



Thank You!

