



MA Talent and Competitiveness Survey 2026: Massachusetts at a crossroads

Research insights

June 2026

Disclaimer

This report presents directional perspectives from MA's largest employers on talent and competitiveness, and is designed to surface patterns and priorities, not to deliver statistically representative conclusions

What this report is



- The **6th annual survey of MBR organizations** on workforce dynamics and MA competitiveness
- A **longitudinal signal of how employer sentiment and behavior** are shifting year over year
- Supplemented by **published economic data** (BLS, BEA, Census) and **external benchmarks** (CNBC, Pew, WalletHub) where noted

What this report is not



- **Not a statistically representative sample of all MA employers:** respondents are self-selected MBR members, skewing toward established organizations
- **Not a predictive model:** findings reflect employer perceptions and stated intentions at a point in time
- **Not policy prescription:** report surfaces employer priorities and illustrative examples from other states; it does not evaluate policy feasibility or recommend specific legislation

Note: Survey fielded April-May 2026. Percentages reflect share of respondents selecting each option; multi-select questions will not sum to 100%. Year-over-year comparisons subject to changes in the respondent pool.

6th Annual MBR Massachusetts Talent & Competitiveness Survey

6 2026

5 2025

4 2024

3 2023

2 2022

1 2021

54 Massachusetts
Businesses Surveyed

10 In-Depth Interviews of
MA Business Leaders

10+ Industries represented

 *Biotech /
Pharma / Med*

 *Manufacturing*

 *Defense*

 *Professional
Services*

 *Energy*

 *Real Estate /
Construction*

 *Financial
Services*

 *Technology*

 *Healthcare*

 *Higher
Education*

Company sizes range from...



500 employees or less to

10,000+ employees

Global revenues range from...



<\$50M-\$50B+

2026 MA Talent and Workforce Competitive- ness: MA at a crossroads

*Macro, federal, and
geopolitical uncertainties
have exacerbated legacy
talent issues in the state*

1 | MA's largest employers believe in the state's talent ecosystem, but have limited in-state expansion plans

2 | Affordability remains one of MA's core competitiveness challenges and employers continue to face difficulties attracting talent from other states

3 | However, macro, federal, and geopolitical uncertainty has now surpassed affordability as the top employer concern, resulting in increased focus on cost management and AI investment

4 | Employers have embraced AI as a day-to-day productivity tool with limited adoption in core business operations; AI literacy remains the largest skill gap in the workforce

5 | Sustaining MA's competitiveness will require multi-pronged action across affordability (especially housing), AI-driven productivity, and boosting the talent ecosystem to navigate the continued uncertainty

1 |

MA's largest employers believe in the state's talent ecosystem, but have limited in-state expansion plans

- **MA ranks top 5 in education, capital, and innovation and is a high output economy ranking #2 in real GDP per capita**
- **However, MA is lagging two thirds of US states on growth (#37 in real GDP per capita growth) and demand for jobs has declined from post-pandemic highs**
- **Only 13% of employers expect to expand their MA footprint vs. 24% growing footprint outside MA, at the same time job openings in MA remain high**
- **Employer actions have settled into a consistent pattern (e.g., out of state workforce, headcount levels), all reinforcing that the adjustments employers made in 2023-2024 are now permanent operating assumptions rather than temporary responses**

MA remains an education and tech innovation hub, but faces strong headwinds to retain orgs given cost of living and doing business

Ranked #4 for Technology & Innovation, based on number of patents issued per capita, as well as health, science, and agriculture research grants combined with the state's role in AI

Ranked #20 overall

- CNBC: America's Top States for Business, 2025 Rankings



MA 'most educated' state in the US

"The state has the highest percentage of adults ages 25 and older with at least a Bachelor's degree, at over 47%, and the highest share who have a graduate or professional degree, at nearly 22%. [...] students boast the highest math and reading test scores on the National Assessment of Educational Progress"

- WalletHub's Most Educated States in the US, 2026 Rankings



Boston ranks #8 most tech-savvy US city

"[MA provides a] conducive environment for startups, innovations and entrepreneurship, with over 4,000 tech-related companies, 20 very large tech companies and nine enterprise unicorns in the city... Beantown continues to attract fresh talent"

- Cloudwards' Top Tech Cities in the US, 2026 Rankings



MA ranks #1 on health system performance

"...access to care, care quality, efficient use of services, outcomes, income disparity, and racial equity"

- The Commonwealth Fund's 2025 Scorecard on State Health System Performance



MA is #44 in the ranking of states for business

...[based on] the opinions of CEOs and business owners in the U.S.

- The Chief Executive 2026 State Ranking List



MA ranks #44 on transportation

With 26% of roads in poor conditions (compared to a national average of 18%), and a 30min average commute time (5 min above national average)

- US News 2026 Ranking of States

While MA has one of the highest GDP per capita levels, the state now ranks in the bottom third in growth

Real GDP per capita (\$k), 2025 ¹		Real GDP per capita CAGR (%), 2022-2025		## Rank
#1	NY	95	#29	1.6%
#2	MA	90	#37	1.4%
#4	CA	86	#12	2.3%
#7	CT	79	#46	1.0%
#13	TX	72	#3	3.1%
	USA	70		1.8%
#17	NH	68	#36	1.4%
#24	PA	63	#28	1.6%
#30	NC	61	#24	1.7%
#34	FL	59	#13	2.2%

1. Adjusted for inflation to a 2017 base year

Source: Bureau of Economic Analysis, Census Bureau, CNBC America's Top States for Business

MA ranking by category, 2025 (CNBC)

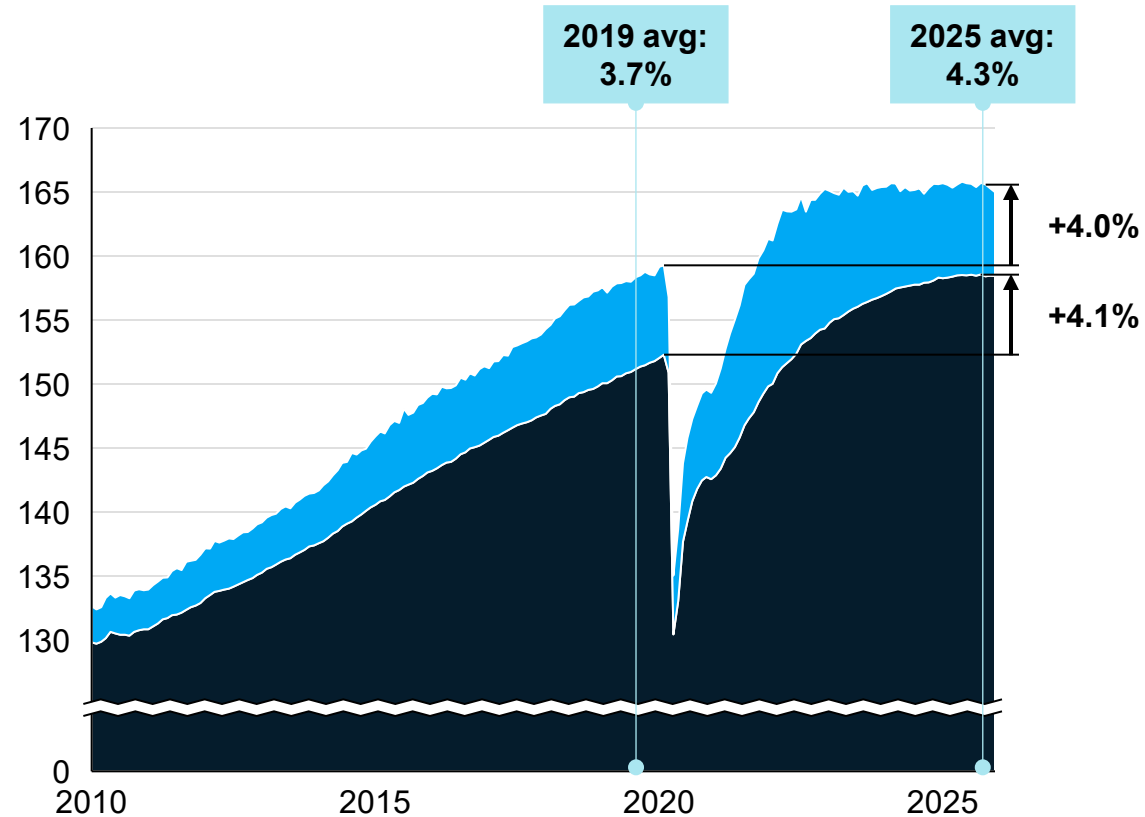
Education	2
Access to Capital	5
Technology & Innovation	4
Quality of Life	8
Economy	15
Workforce	23
Infra-structure	35
Business Friendliness	42
Cost of Living	43
Cost of Doing Business	49

Massachusetts remains a high-productivity, low-growth economy

Talent and innovation are key drivers, but persistent cost and operating constraints continue to limit business expansion and overall growth

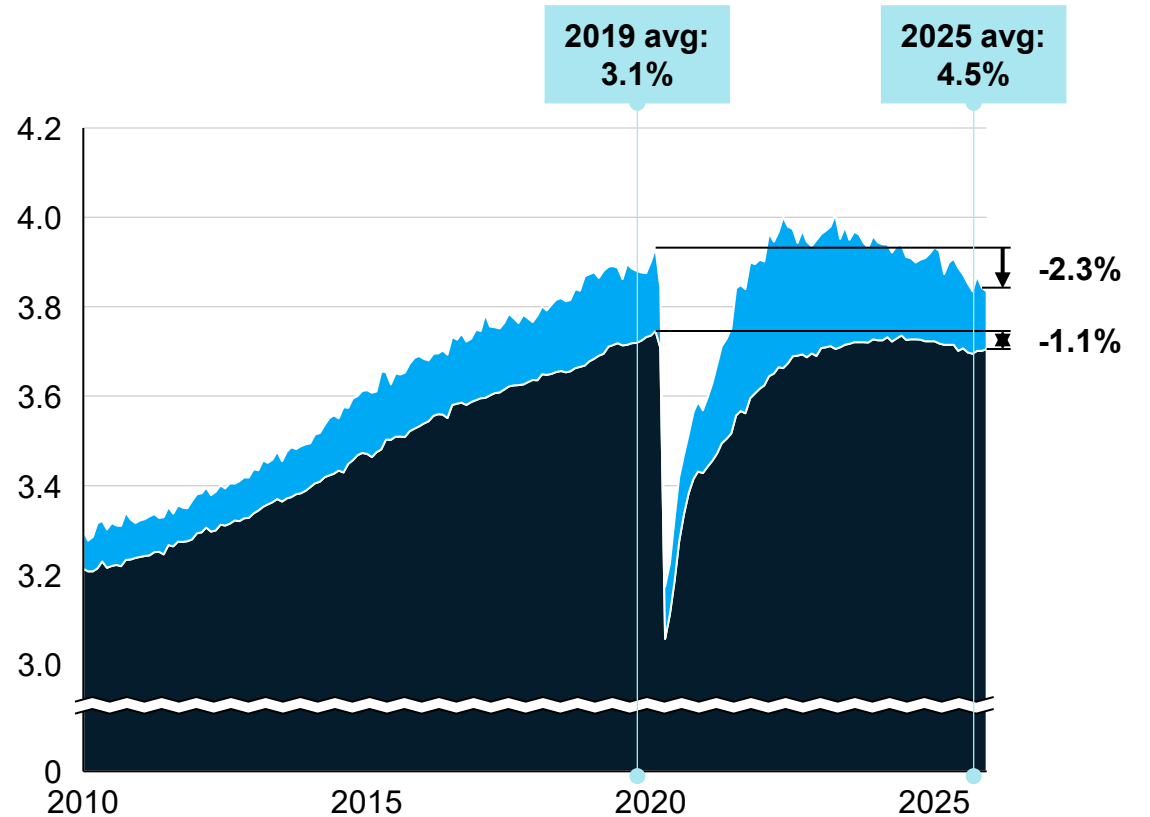
Demand for jobs in MA has declined from post-pandemic highs but remains above the US average

U.S. labor demand, millions



xx% Job openings rate¹ ■ Total nonfarm employment ■ Job openings

MA labor demand, millions



Total employment in MA is lower than in 2020, despite high growth of job openings in preceding years

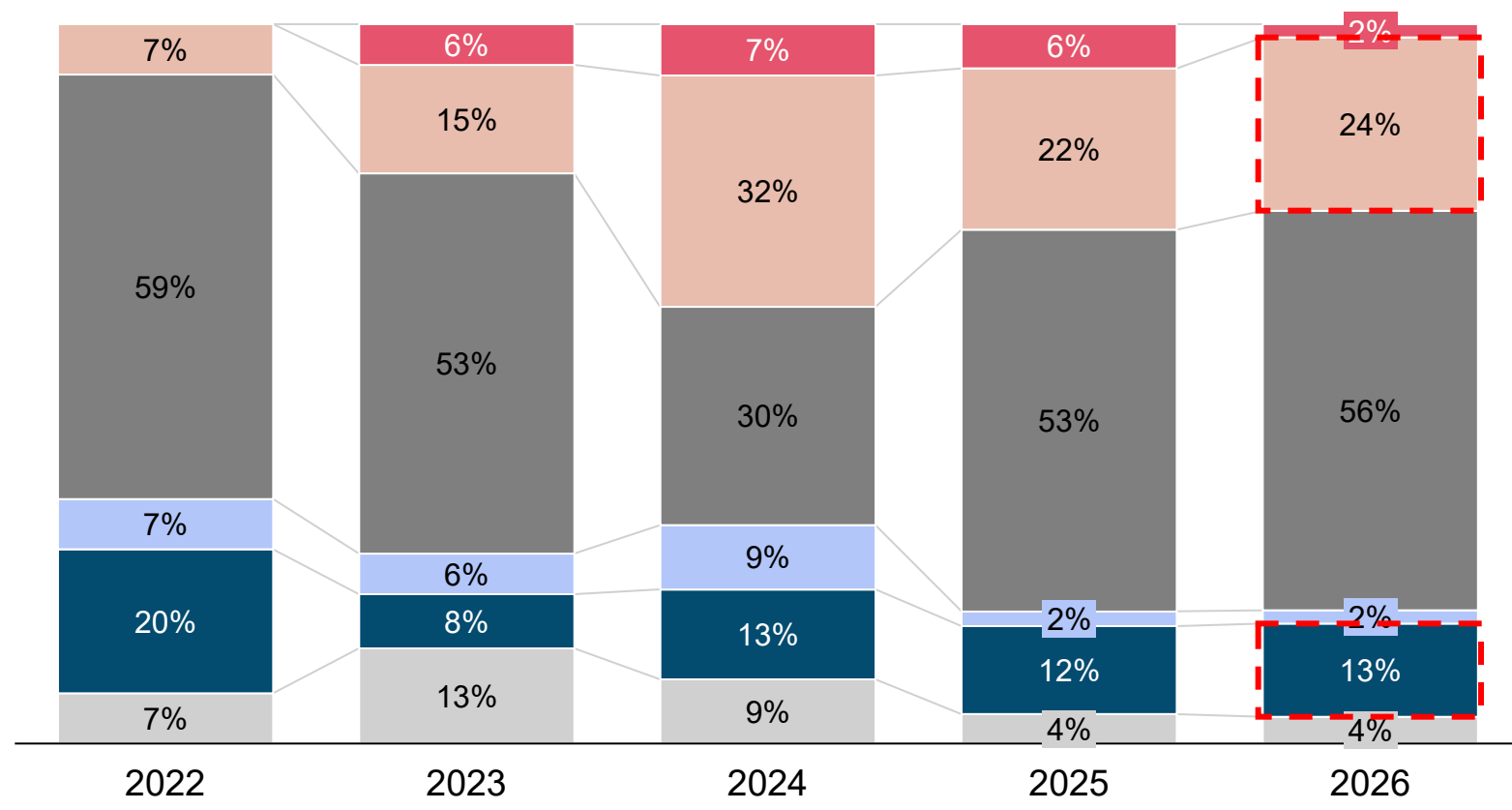
1. Defined as # of job openings / (# of employed individuals + # of job openings)

Source: Bureau of Labor Statistics, 2026

13% of MA employers expect to expand presence in MA, while 24% are expanding outside MA

Organization presence and relocation plan¹, % of responses

- Considering leaving MA
- No change
- Prefer not to answer
- Reducing presence in MA
- Relocating within MA
- Expanding outside of MA
- Expanding in MA



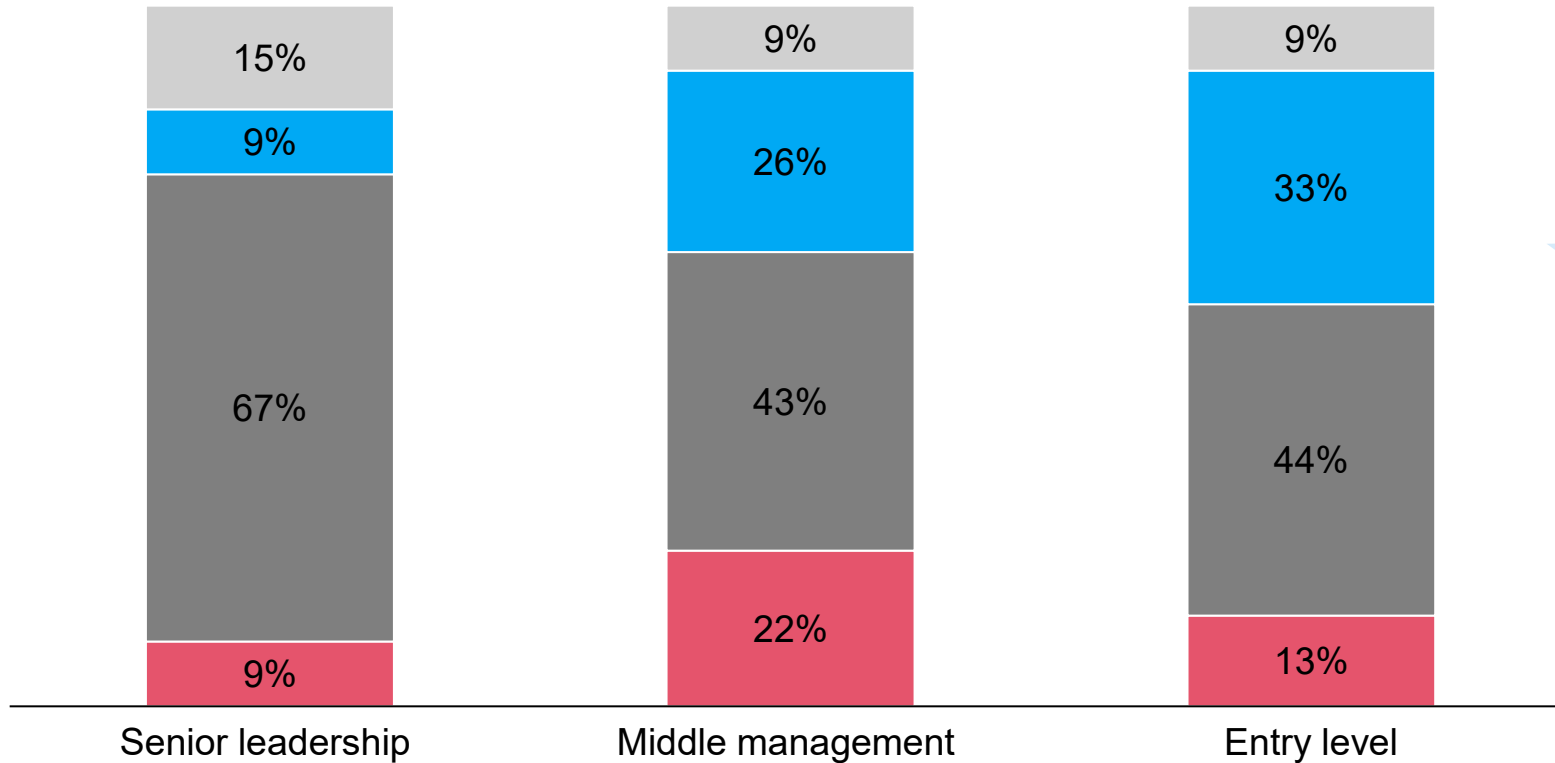
“ About 25% of our workforce is now based outside Massachusetts, and I see us continuing down that trend.”

1. Is your organization considering leaving Massachusetts or expanding its presence outside Massachusetts over the next 12 months?
 Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr-May 2026; 2022 source: MBR Future of Work, Workforce Dynamics and MA Competitiveness Survey 2022, March-April 2022 (n = 44); 2023 source: MBR Future of Work, Workforce Dynamics and MA Competitiveness Survey 2023, March-April 2023 (n = 53); 2024 source: MBR Future of Work, Workforce Dynamics and MA Competitiveness Survey 2024, March-April 2024 (n = 56); 2025 source: MBR Future of Work, Workforce Dynamics and MA Competitiveness Survey 2025, March-April 2024 (n = 51)

Employers are holding headcount steady, with modest growth concentrated at entry level (33% employers growing headcount)

Employers choosing to change headcount¹, % of responses

■ Planning to reduce headcount
 ■ Not changing headcount
 ■ Planning to increase headcount
 ■ Don't know / prefer not to answer



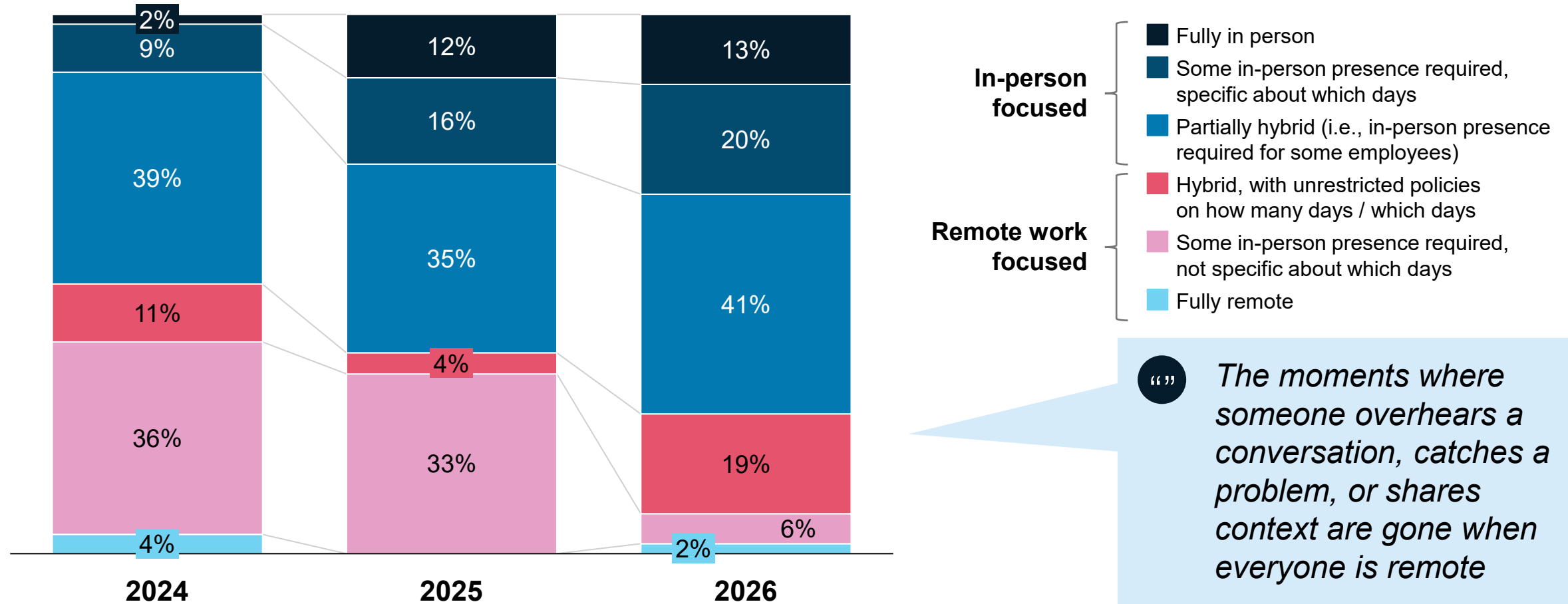
“ ”
 We are not anticipating hiring in Massachusetts for AI engineering roles because the cost structure is so much more expensive.

1. Is your organization planning to change its Massachusetts headcount for the role levels below compared to last year? Please select one in each row.

Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr-May 2026

The 'return to office' model has largely settled among MA employers

Return to office / remote work policies¹, % of responses



1. What are your organization's policies on 'remote' / 'hybrid' working for employees affiliated with MA locations?

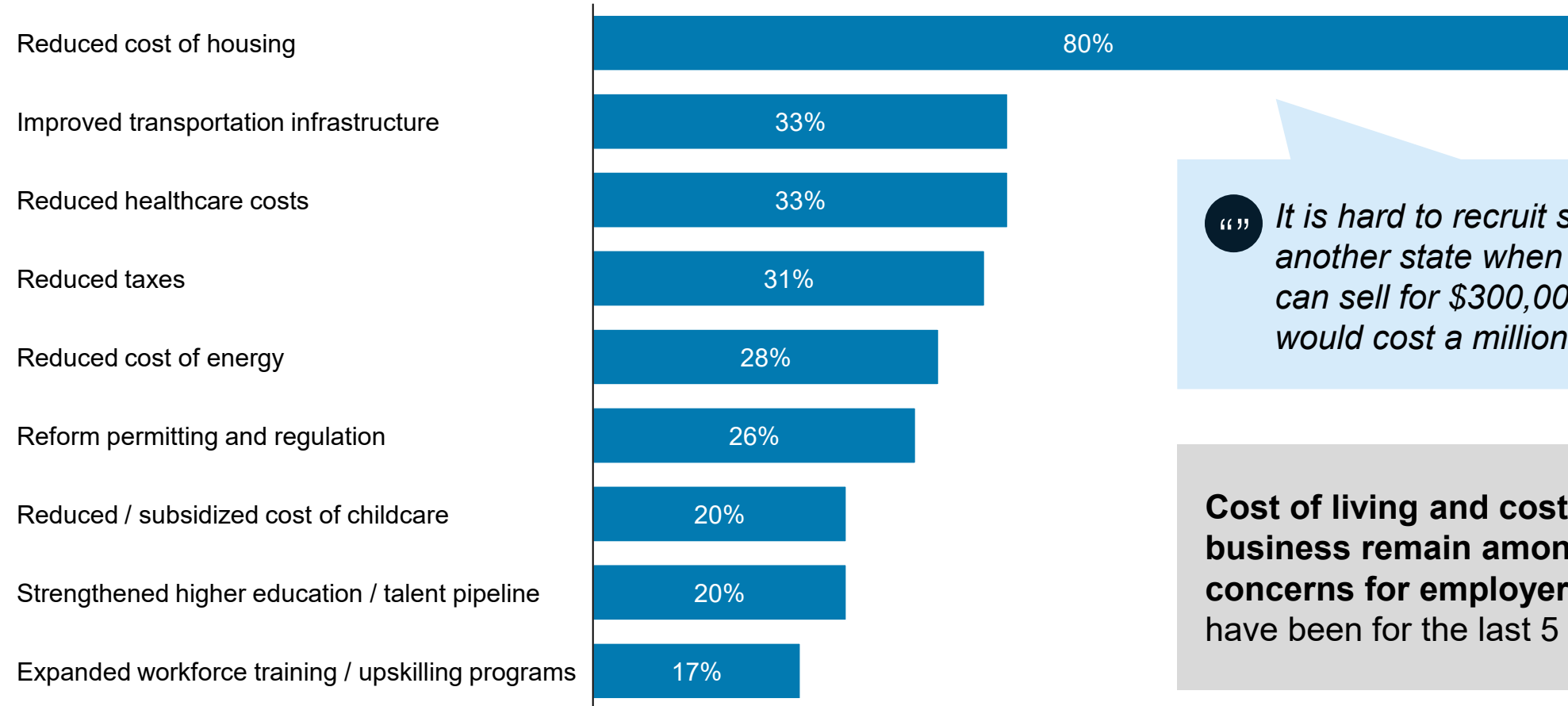
2 |

Affordability remains one of MA's core competitiveness challenges and employers continue to face difficulties attracting talent from other states

- **Cost of doing business and cost of living continue to be the most critical factors** influencing MA employers' decisions to stay in MA over the years
- **80% of employers cite reducing housing costs as the single greatest lever for competitiveness**, followed by action on other costs like healthcare (33%), taxes (31%), and energy (28%)
- **This has implications on talent attraction, with 40-45% of employers citing candidate unavailability** and unwillingness to move to MA driven by cost of living concerns; MA continues to see net outflows across all income brackets (117K out vs. 96K in)
- **~70% employers report adjusting employee salaries up to match higher cost of living in MA** as their foremost attraction and retention strategy

80% of MA employers say that reducing the cost of housing would have the greatest impact on MA business competitiveness

Change with greatest impact on MA business competitiveness¹, % of respondents



“ It is hard to recruit someone from another state when the house they can sell for \$300,000 elsewhere would cost a million dollars here.

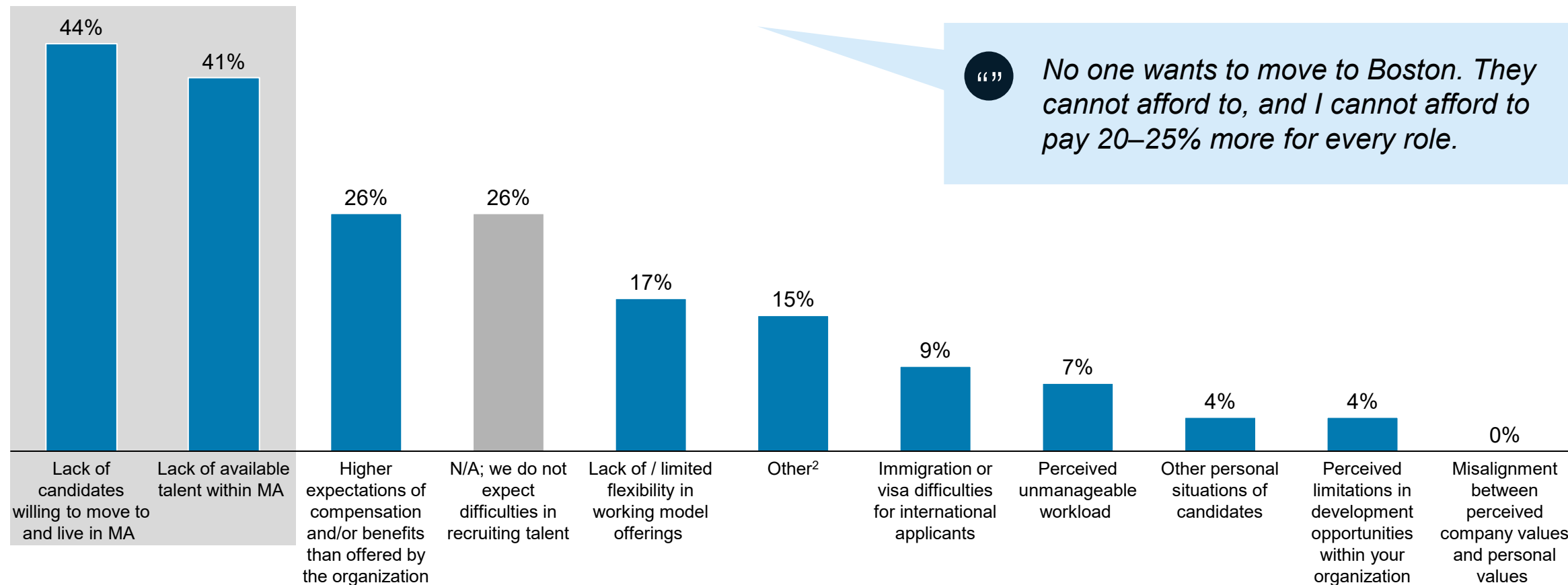
Cost of living and cost of doing business remain among the top 3 concerns for employers in 2026 and have been for the last 5 years

1. Which changes in Massachusetts would have the greatest positive impact on business competitiveness over the next 12–24 months? Please select up to 3.

Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr -May 2026

Employers cite lack of available talent and candidates willing to relocate as top recruiting challenges

Top challenges in recruiting talent¹, % of responses, select answer options



1. What are some of the reasons you are currently experiencing, or may expect to experience, difficulties in recruiting talent for your organization? Please select up to 3 reasons that apply.

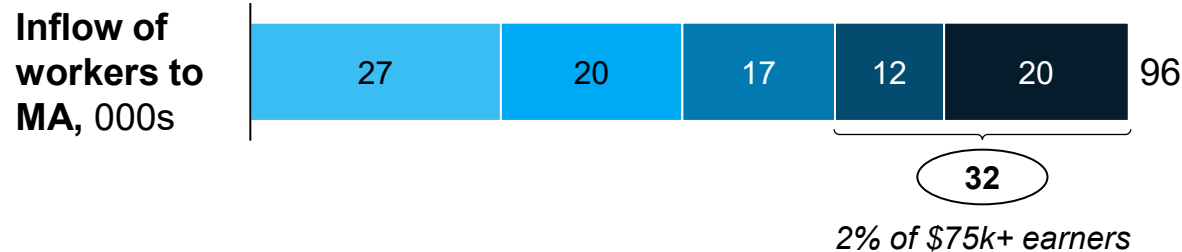
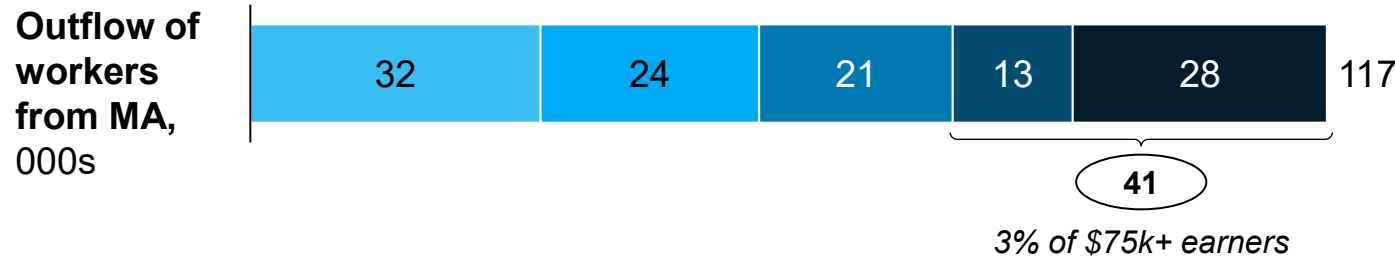
2. Other answers consisted of: Aging population; Workforce shifting away from human services; Cost of living; Potential change of control; Housing costs; Need for STEM talent - Engineering; higher in taxes in Massachusetts; Federal policy destabilizing our industry, impacting desirability of working in this industry

MA continues to see more outflows of workers than inflows, to states including FL, NH, and CT across all income brackets

MA workers and inflow / outflow of workers by income segment ¹, 3-year average

Not drawn to scale

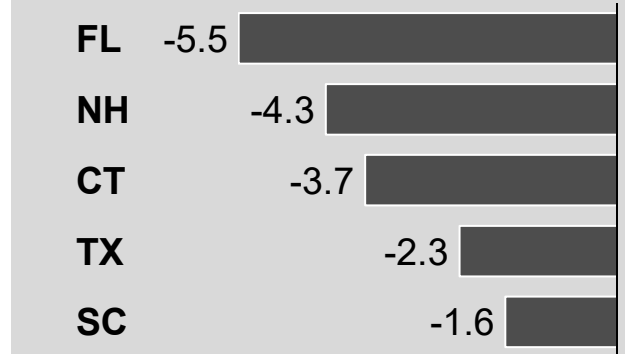
■ \$0-24k
 ■ \$25-49k
 ■ \$50-74k
 ■ \$75-99k
 ■ \$100k+



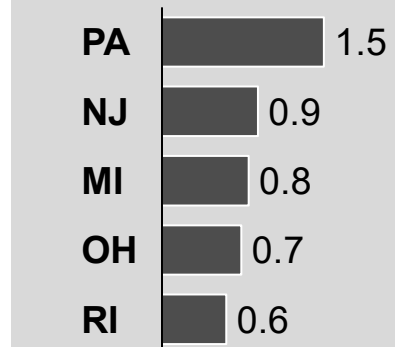
1. Includes only employed workers (i.e., not unemployed job seekers nor those out of the labor force). Workers' state defined as where they live, not as where their employer is located. Only selected (top inflow and outflow) states shown.

Source: Census Bureau ACS 1-Year Estimates

Top worker outflow¹ states, 3-year avg., 000s

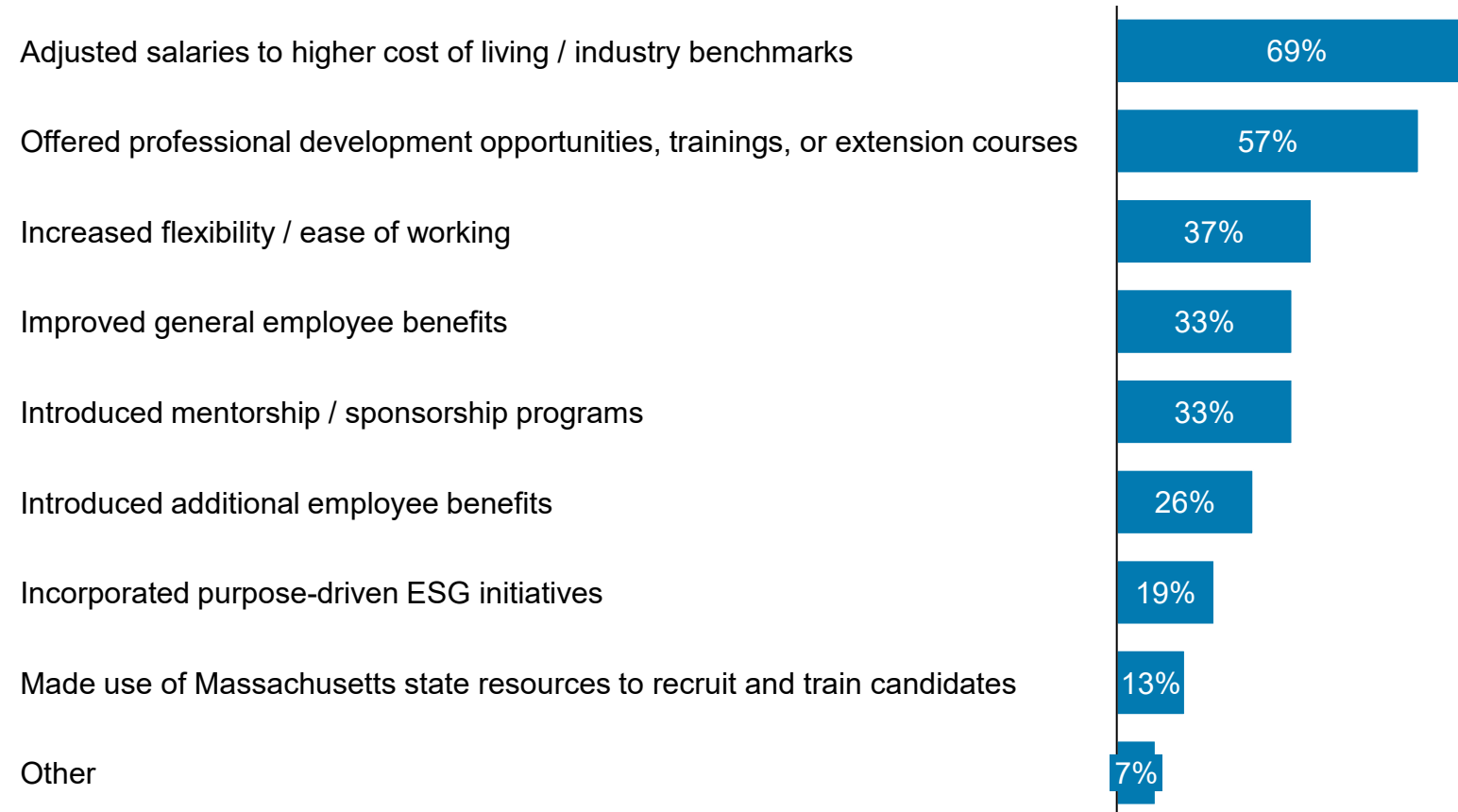


Top worker inflow¹ states, 3-year avg., 000s



69% of employers report adjusting salaries upward as their primary talent retention strategy

Top actions taken to hire and retain talent¹, % of respondents



“ Unfortunately, the cost of doing business is unattractive. The cost of living leads to higher compensation requirements, which is a competitive disadvantage. I don't see a way to address that without a major government subsidy program.

1. What actions has your organization taken to try to hire and retain talent in Massachusetts?

Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr -May 2026

3 |

However, macro, federal, and geopolitical uncertainty has now surpassed affordability as the top employer concern, resulting in increased focus on cost management and AI investment

- **Inflation and operating cost pressure (74%) and federal policy changes (74%) now also rank as the top factors impacting employers, well above cost of living and affordability (41%) which used to be the dominant concern in prior years**
- **Employers overwhelmingly (75-90%) expect these macro factors to negatively impact the MA economy over the next year**
- **Employers are addressing these headwinds by focusing on cost management (59%), and adjusting their talent strategy to invest in AI (52%) and delay hiring for roles (33%)**

Inflation, federal policies, and economic conditions are now anticipated to have higher organizational impact than affordability

Trends anticipated to most impact employers over next year¹, % of responses ranking option among top 5

Inflation / operating cost pressure	40%
Changes in federal policies	40%
Macro-economic or financial conditions	33%
Integration of AI and other digital tech	31%
Global geopolitical risk	22%
Cost of living / affordability	22%
Changes to public policy in MA	22%
Worker availability and retention challenges	20%
Cybersecurity and data privacy risk	11%
Changing worker expectations	9%
Other	5%
Ability to access capital	3%
Changes to sustainability policies and initiatives	2%
Shift in global labor markets	2%
Changes to DEI policies and initiatives	1%

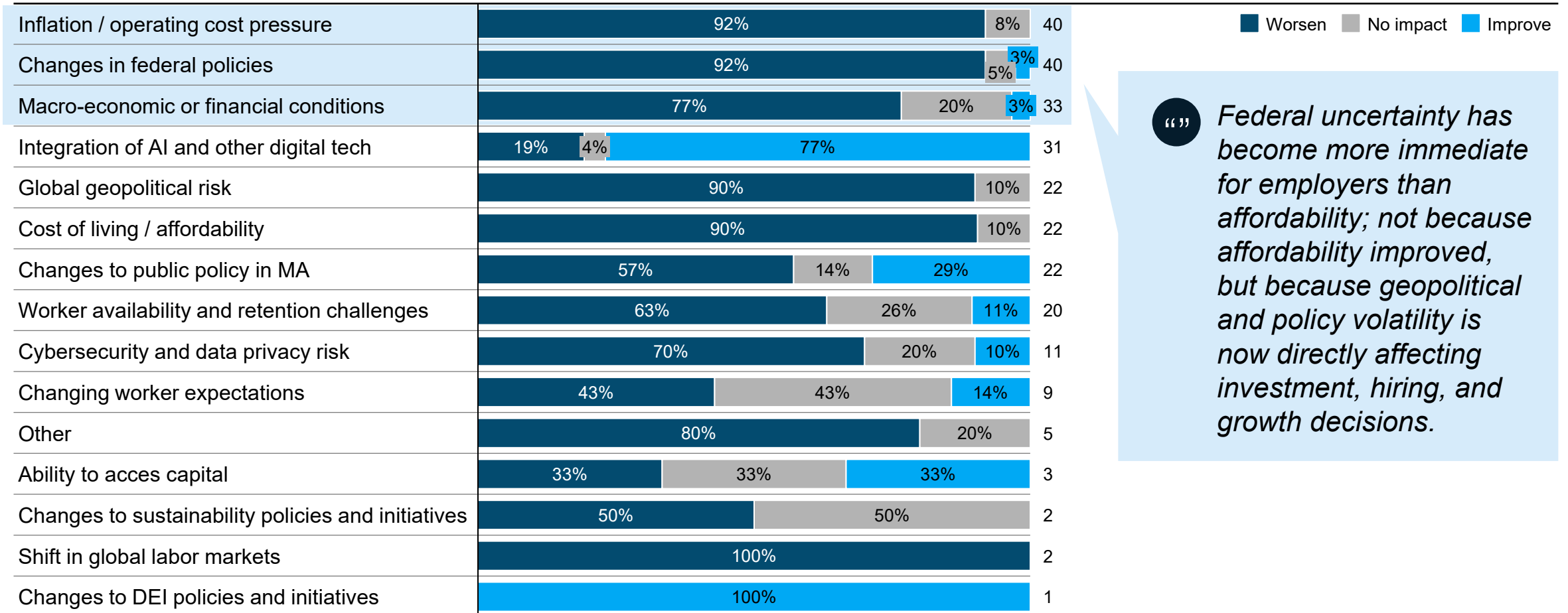
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Are tariffs on or off tomorrow? Are they starting or stopping? That uncertainty is not good for business.

1. What emerging trends and factors do you expect could most impact your organization over the next 12 months? Please rank up to 5 options below from 1 to 5 - 1 having the most impact.

>75% of employers expect macro concerns to negatively impact the MA economy over the next year

Anticipated impact on MA economy over next year¹, % of responses that ranked option in top 5



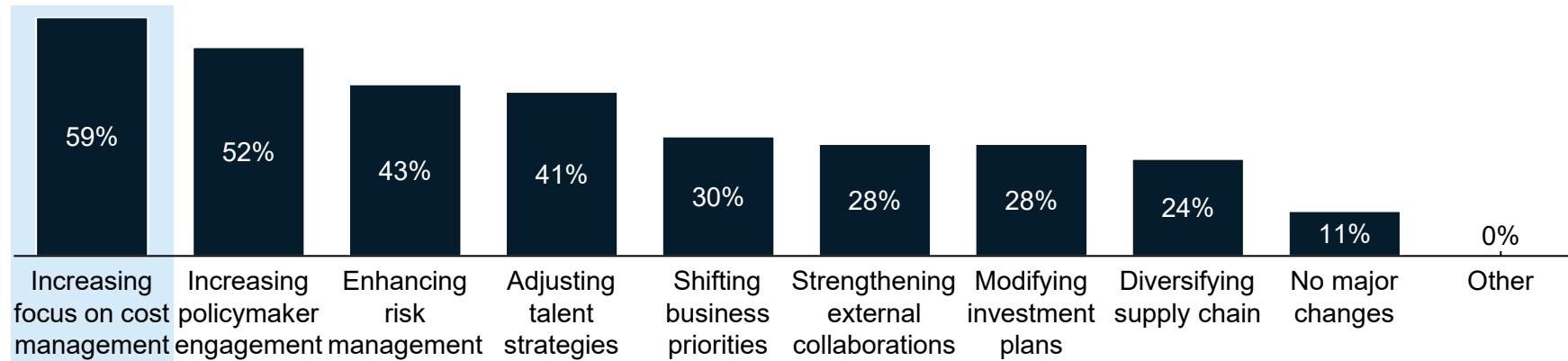
“ Federal uncertainty has become more immediate for employers than affordability; not because affordability improved, but because geopolitical and policy volatility is now directly affecting investment, hiring, and growth decisions.

1. How do you expect the trends and factors you selected in Question 6 to affect the Massachusetts economy over the next 12 months? Please select one in each row.

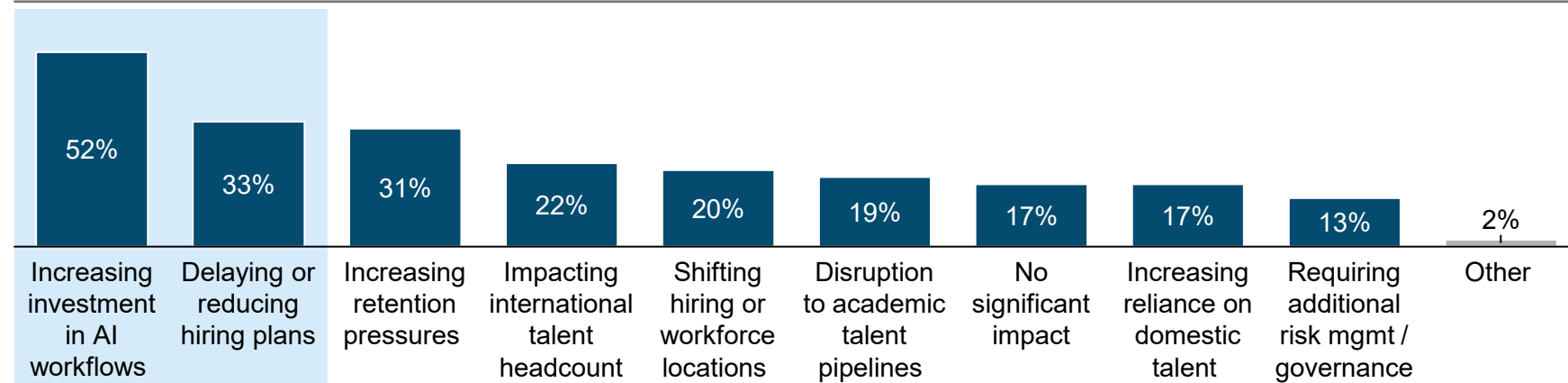
Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr -May 2026

>50% of employers are focusing on cost management, and increasing investment in AI as a response to geopolitical headwinds

Effects of geopolitical factors on overall organizational strategy and operations¹, % of respondents



Effects of geopolitical factors on organizational talent strategy in MA², % of respondents



Cost management is the dominant strategic response to geopolitical pressure, with employers prioritizing cost management, and policymaker engagement

This is translating directly into talent strategy, with **employers leaning on AI workflow investments, delayed hiring, and retention efforts** to manage workforce needs under uncertainty

1. How are geopolitical factors influencing your organization's strategy and operations? Please select all that apply
 2. How are geopolitical factors influencing your organization's talent strategy in Massachusetts? Please select all that apply.

Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr-May 2026

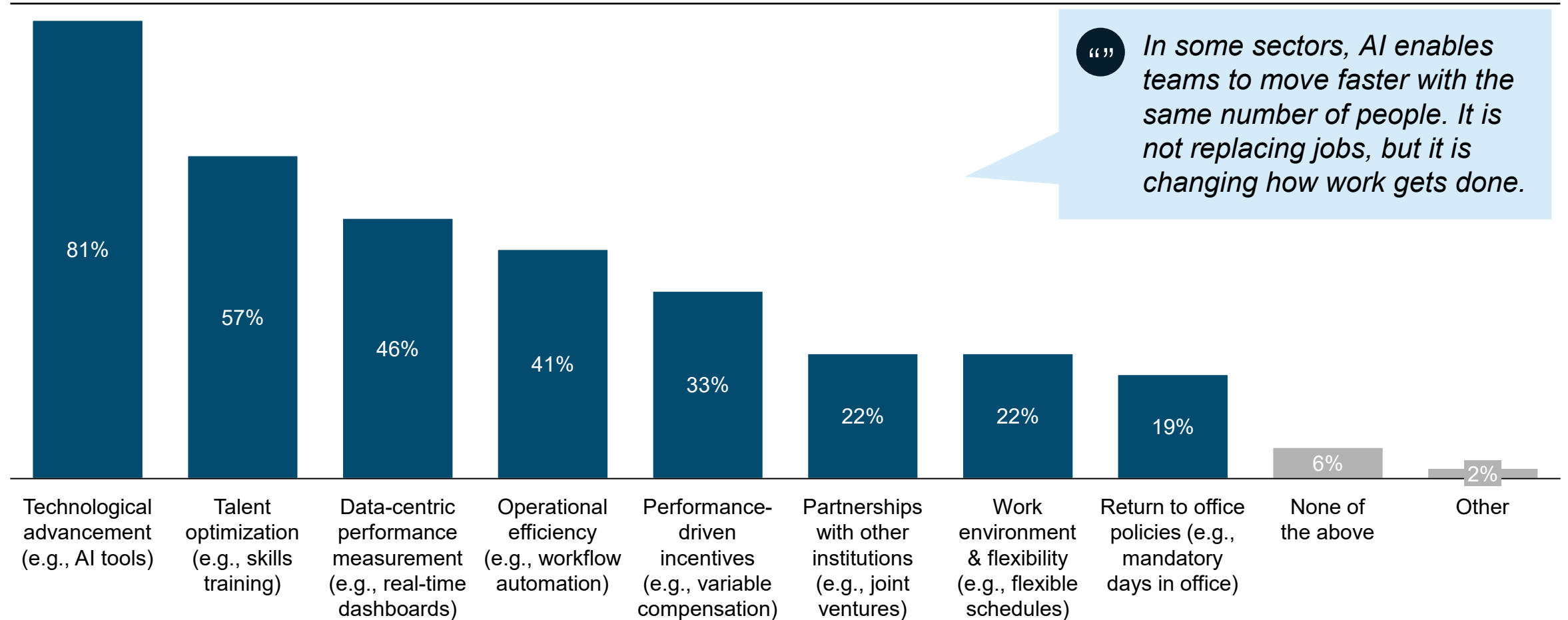
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Employers have embraced AI as a day-to-day productivity tool; AI literacy remains the largest skill gap in the workforce

- **81% employers say that advanced tech including AI is their foremost productivity lever**, well ahead of talent optimization (57%) and data-enabled measurement (46%)
- **Most employers report that AI is automating routine tasks (85%)** and augmenting employee productivity in core roles (80%)
- **The top barriers to deeper adoption are internal, with skills gaps and employee readiness (56%)**, strategy and prioritization (44%), and change management (44%)
- **AI could prove to be a meaningful differentiator for MA if workforce skill gaps are closed**

~80% of employers plan to improve productivity through technological advancement, especially with AI

Planned strategies to improve productivity and performance in MA¹ % of responses

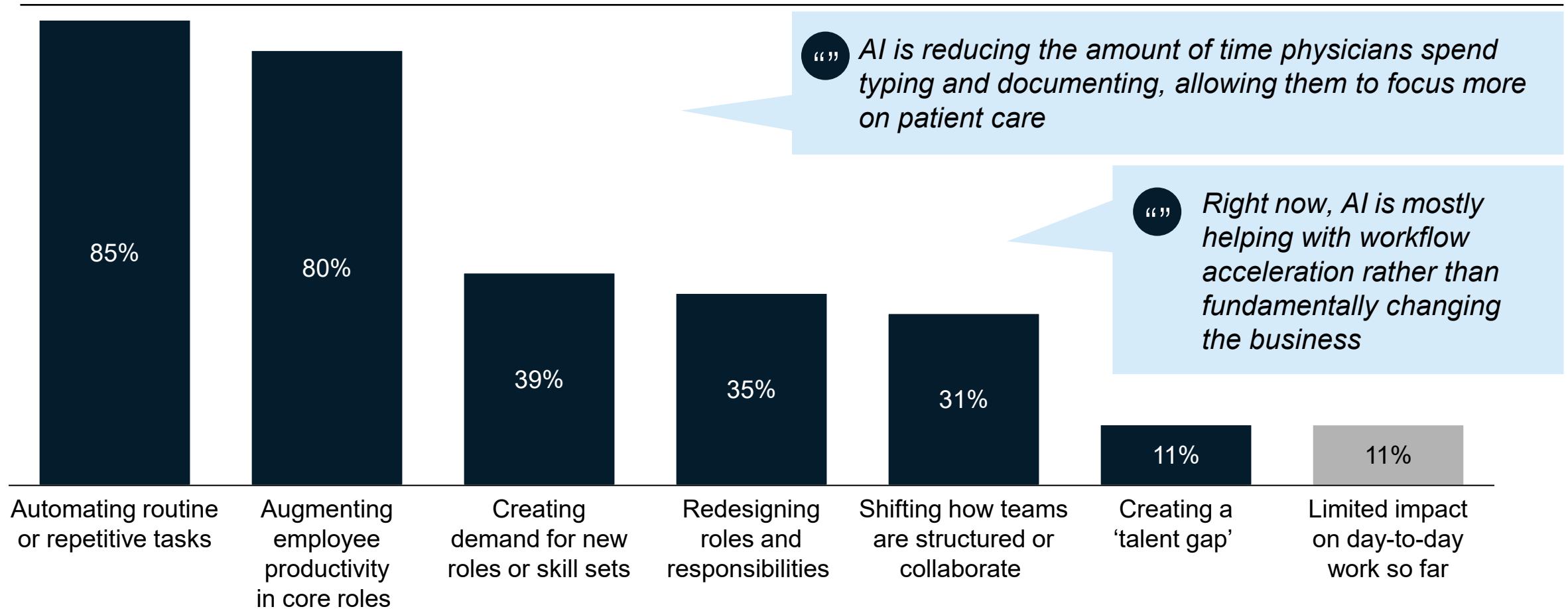


1. What strategies does your organization plan to implement to improve productivity and performance in Massachusetts? Please select all that apply.

Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr -May 2026

Focus of AI usage is on automating tasks and augmenting employee productivity

How AI is changing work in organizations¹, % of respondents



1. How is AI changing work within your organization? Please select all that apply.

Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr -May 2026

~60% of MA business leaders see AI literacy as the biggest skill gap within their organizations

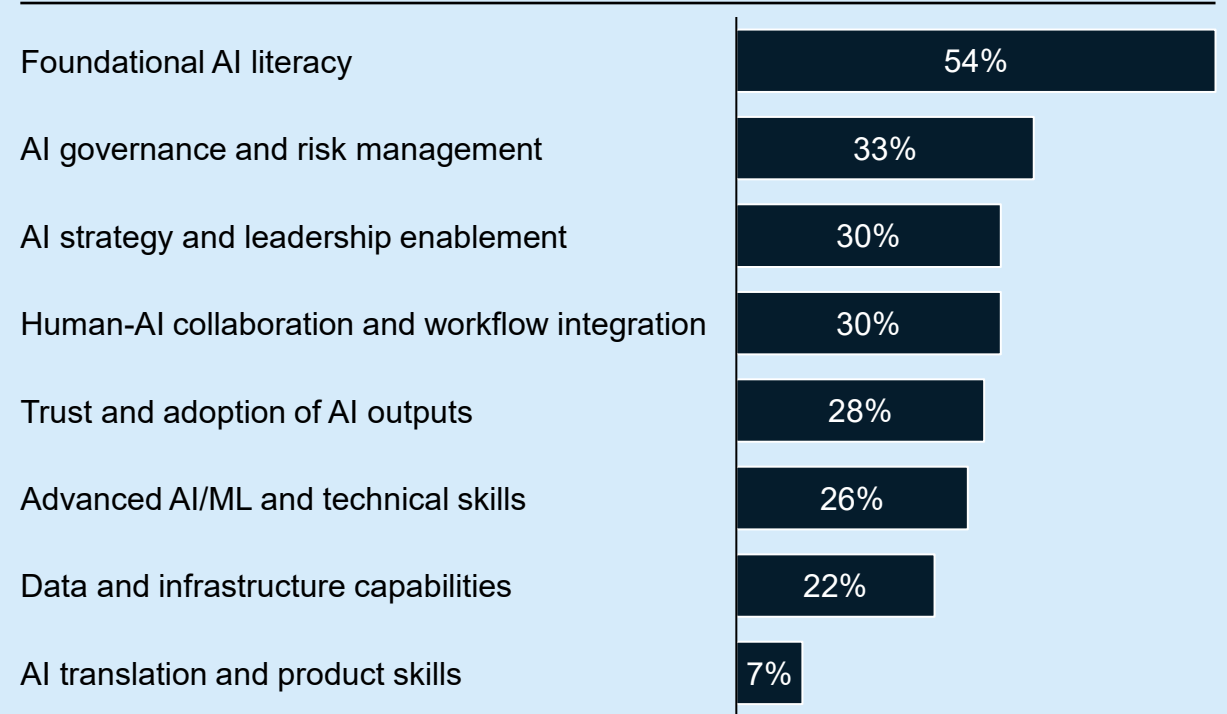
Biggest barrier to AI adoption within orgs ¹

% of respondents



Largest organizational skill gaps related to AI adoption²

% of respondents



AI readiness could be a meaningful differentiator for MA if a robust AI talent pipeline is established and the workforce skills gaps are closed

1. What is the biggest barrier to AI adoption in your organization? Please select up to three.
 2. Where are the largest gaps in AI-related capabilities within your workforce today, relative to your organization's future needs? Please select up to 3.
 3. Others include intentional vs. reflexive AI adoption, and none of the above

5 |

Sustaining MA's competitiveness will require multi-pronged action across affordability (especially housing), AI-driven productivity, and boosting the talent ecosystem to navigate the continued uncertainty

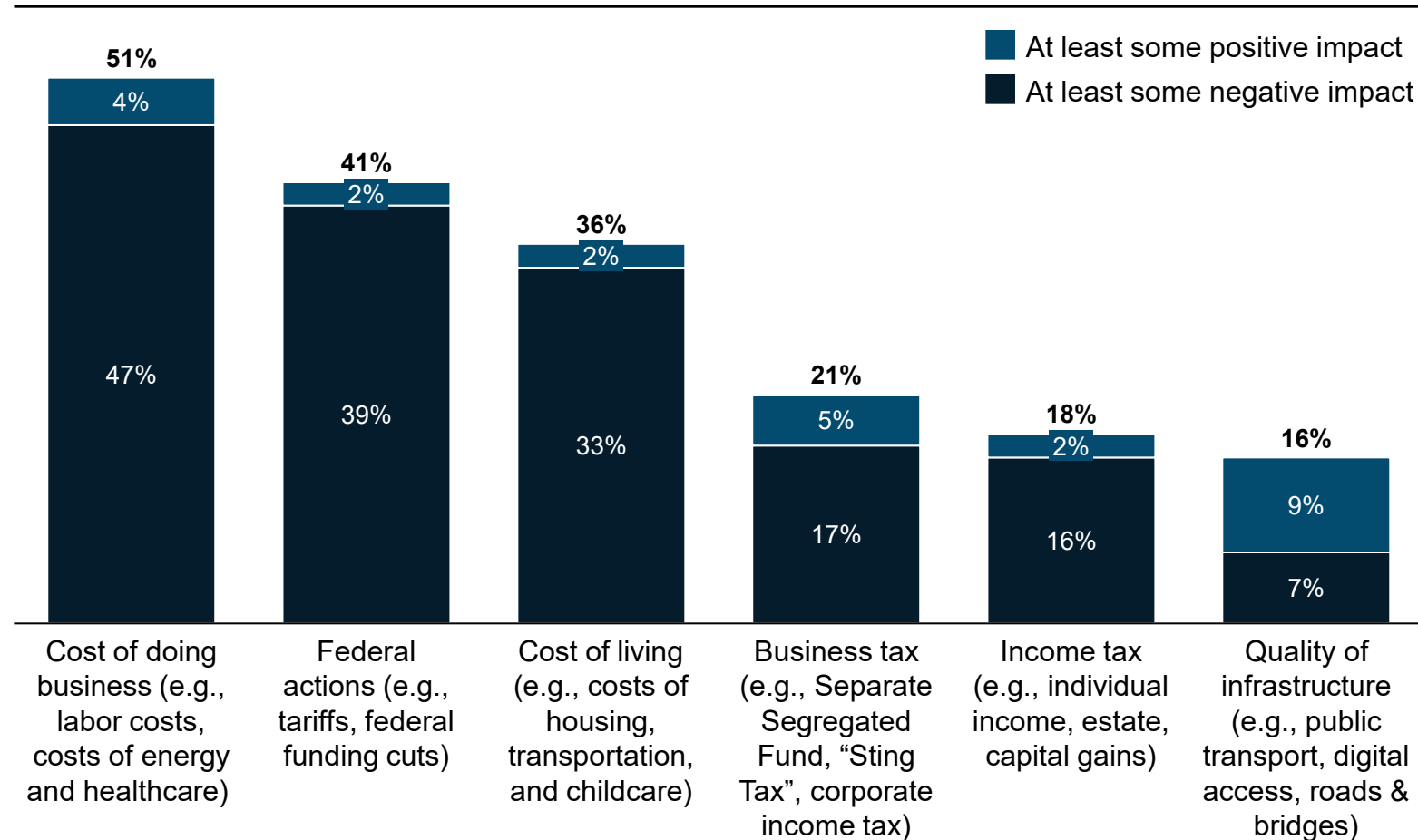
- **Housing (80%), cost of doing business (39%), and transportation infrastructure (33%) remain the biggest unlocks** for competitiveness; other states offer proven playbooks MA can draw from to address these areas
- **AI-enabled productivity could be a differentiator for the state going forward**; ~70% of employers say the state can do more to build the AI talent ecosystem, citing workforce readiness as the key gap
- **MA has a unique opportunity to invest in its broader industrial and talent ecosystem**, connecting research institutions, start-ups, and enterprises to keep innovation and job creation in-state (69% of employers are ready to partner with the state on these efforts)

Employers point to three competitiveness themes the state can act on, spanning affordability, income growth, and broader enablers

Theme	What we saw in the survey	What we heard in member interviews
A Affordability and economics	Cost of housing: 80% employers believe reducing cost of housing will have the greatest impact on the state's competitiveness	<i>"If housing is such a significant issue, companies become more comfortable hiring outside MA, and then you start losing the talent base that is our competitive advantage."</i>
	Cost of doing business: 39% employers indicate cost of doing business will have a negative effect on their organization's headcount this year	<i>"We are not anticipating hiring in Massachusetts for AI engineering roles because the cost structure is so much more expensive."</i>
	Investment in state infrastructure: 33% employers say improved transportation infrastructure would have the greatest impact on the state's competitiveness	<i>"We talk about the cost of employees in Massachusetts, but the cost and time of commuting is brutal."</i>
B AI-enabled productivity gains	Investment in AI talent/literacy: 80-85% employers are seeing AI augmenting productivity in core roles and 72% employers want MA to invest in building and attracting AI talent	<i>"In some sectors, AI enables teams to move faster with the same number of people. It is not replacing jobs, but it is changing how work gets done."</i>
C Talent ecosystem	Strengthening connections across ecosystem: 67% employers want MA to invest in AI infrastructure / ecosystem and 35% want the state to strengthen partnerships between startups and enterprises	<i>"We have an amazing education system, but are we creating the jobs needed here, or are we creating the jobs needed elsewhere?"</i>

A. Affordability: Cost of doing business and cost of living continue to impact employers' presence in MA

Impact on presence in MA¹, % of responses



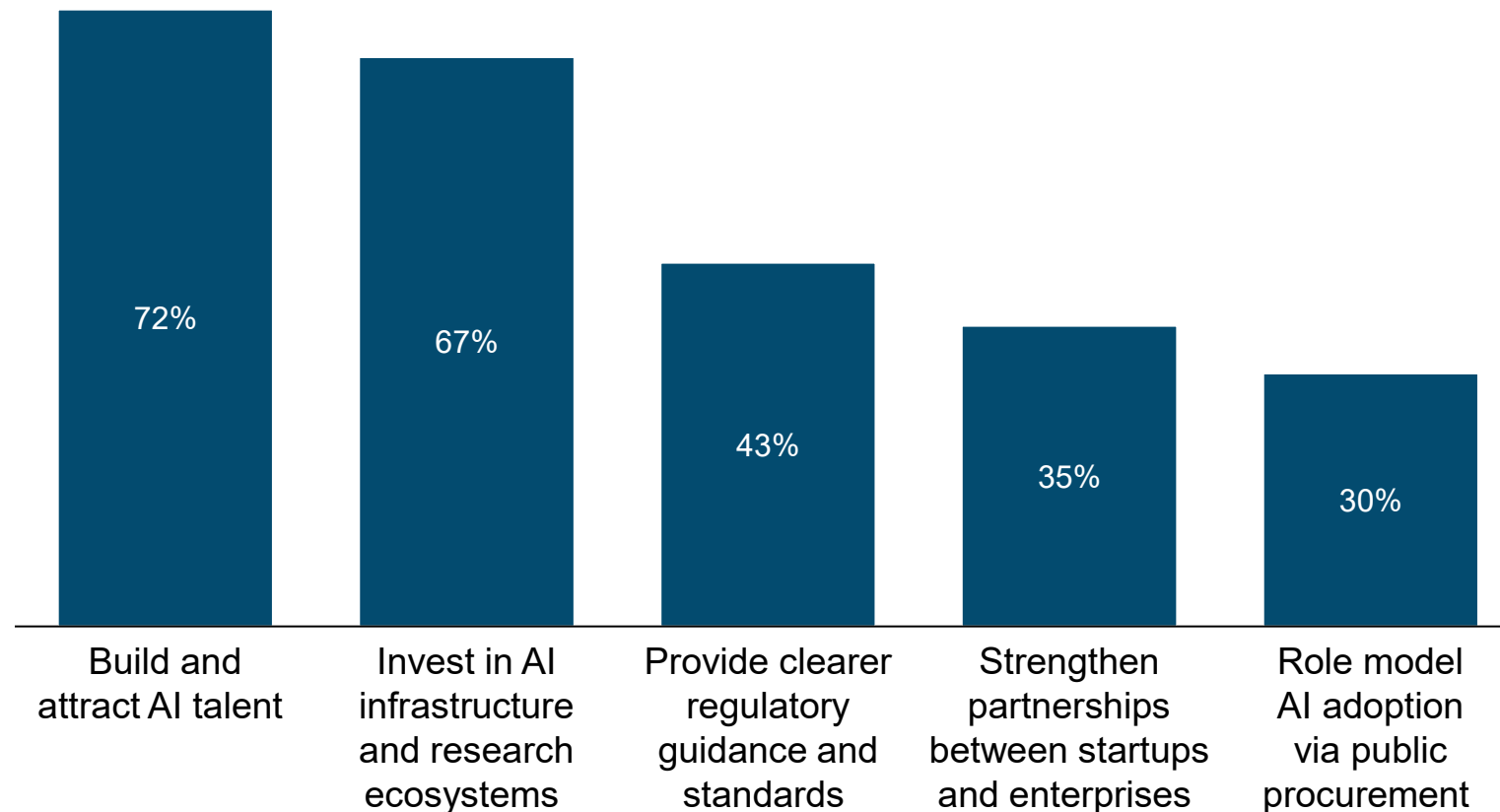
“Biggest challenge is that most of our employees struggle to afford the cost of living. Even with strong investment in compensation and benefits, many of our employees (and customers) face daunting costs of living in the Bay State. We see a migration away from the state as a major threat.”

1. How will changes in the following impact your organization's decision to expand its presence in Massachusetts over the next 12 months?

Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr -May 2026

B. AI-enabled productivity: Talent attraction is the foremost lever for MA to drive AI adoption

Greatest opportunity for MA to accelerate AI adoption¹, % of respondents



The bottleneck to unlocking productivity gains through AI is **workforce readiness**

There is a need to build a **robust AI talent pipeline and the necessary infrastructure** to position MA as a leader in AI



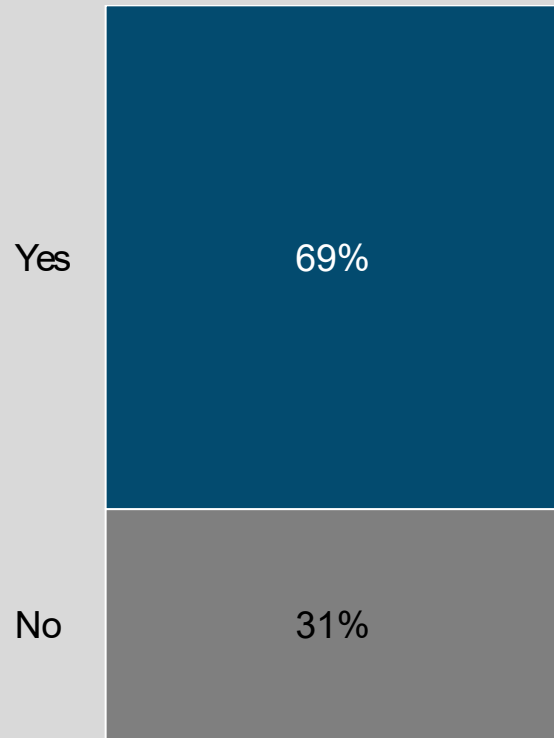
AI is here to stay, it's going to get bigger. What does that mean for how we are training people? What does it mean for workforce development?

1. Where should Massachusetts focus to strengthen its position as a leader in AI innovation? Please select all that apply.

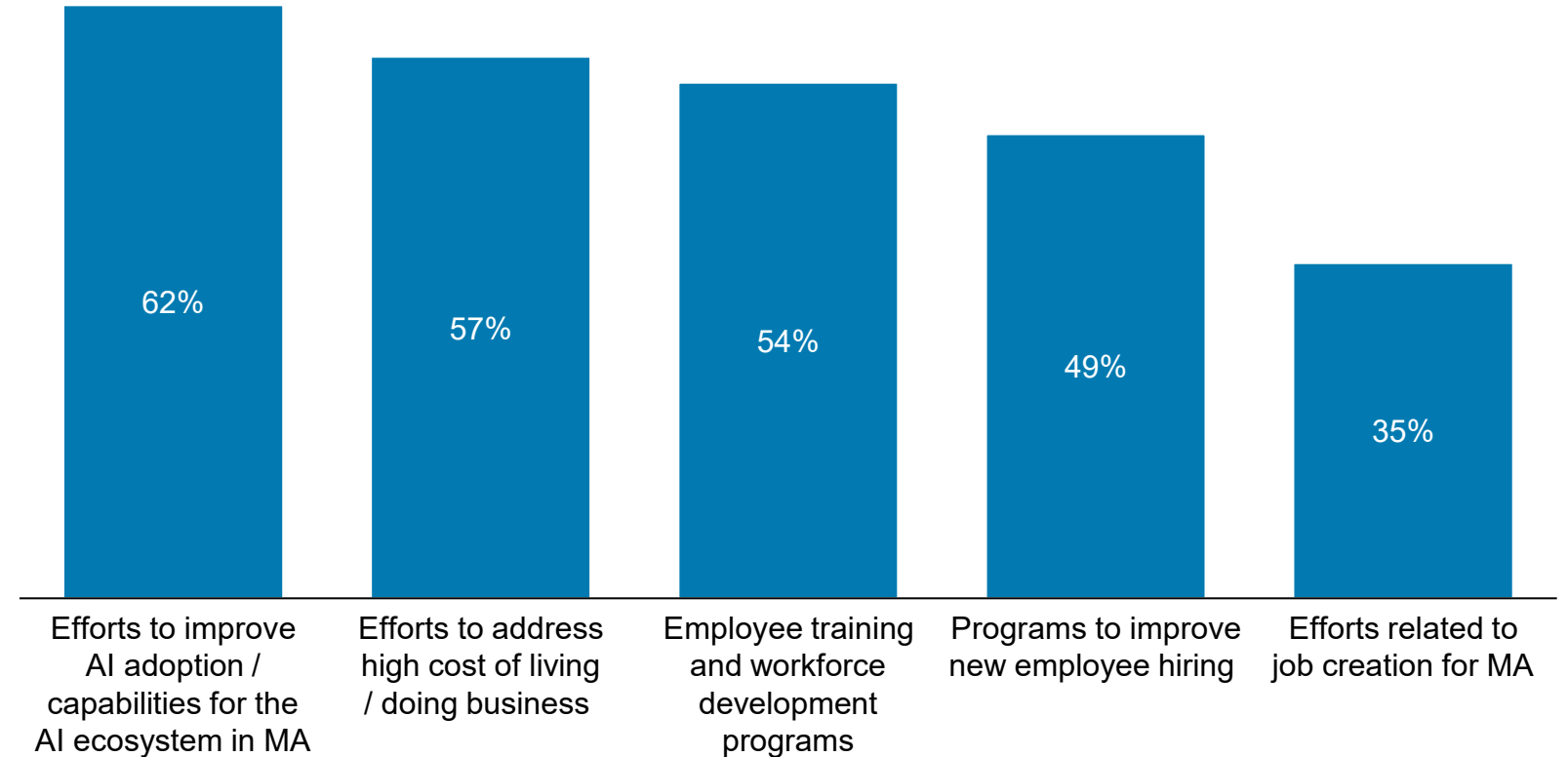
Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr-May 2026

C. Talent ecosystem: ~70% of employers are interested in partnering with peers to strengthen the MA ecosystem

Interest in partnering¹
% of respondents



Topics of interest², % of respondents who are interested in partnering



1. Would your organization be interested in collaborating with other companies or in partnership with MA government to help tackle workforce and / or competitiveness issues in MA?

2. What types of topics would you be most interested in tackling? Please select all that apply from the options provided below

Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr -May 2026

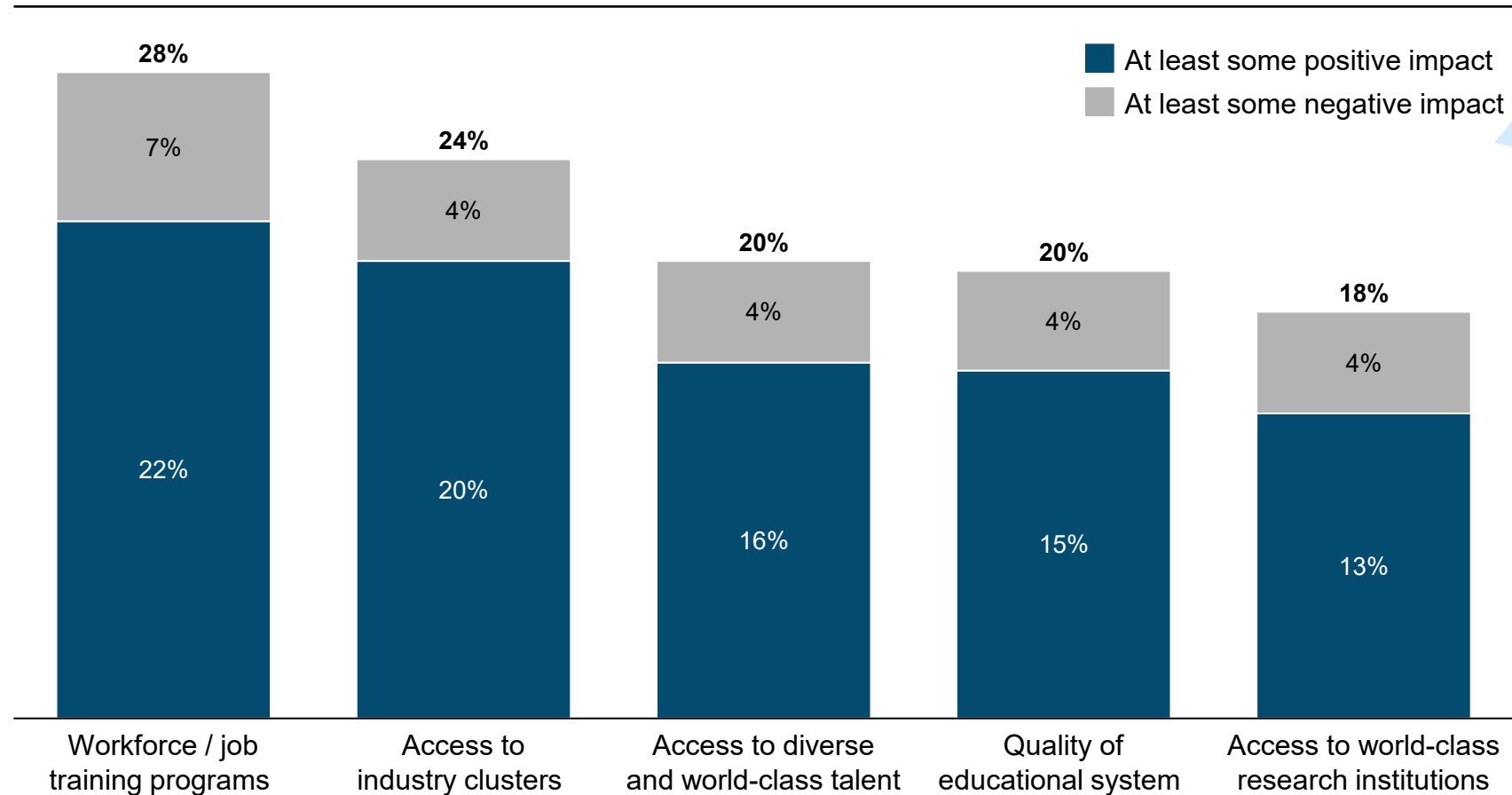
There are proven examples from other states and cities on addressing the challenges faced by MA

Theme	Lever	Case examples
A Affordability and economics	Cost of housing	<ul style="list-style-type: none"> • Zoning reform for multi-family housing: Minneapolis, MN eliminated single-family-only zoning to allow duplexes and triplexes citywide; rents rose just 1% vs. 14% statewide from 2017-2022 • Reduced parking mandates and mixed-use density: Austin, TX reduced parking requirements and enabled ADUs and mixed-use density; added 120K homes (30% increase) and rents fell ~16% over 2021-24
	Cost of doing business	<ul style="list-style-type: none"> • Tax reform and performance incentives: North Carolina reduced tax burden and used performance incentives with customized workforce training; ranked #1 CNBC Top State for Business with ~\$17B invested and 20K+ jobs in first half of 2025 • Streamlined permitting and licensing: Phoenix, AZ allows qualified professionals to self-certify code-compliant plans; eligible permits now issued in 1-5 business days with audit-based oversight
	Investments in state infrastructure	<ul style="list-style-type: none"> • Time-bound transit expansion: Salt Lake City, UT used the FrontLines program to rapidly expand light and commuter rail across the Wasatch Front; 70+ miles of rail in ~7 years, 2 years early and \$300M under budget • Cross-city rail capacity: London, UK built the Elizabeth line to improve east-west connectivity and expand access to the city center; put 1.5M more people within a 45-minute commute of central London
B AI-enabled productivity gains	Investment in AI talent/literacy	<ul style="list-style-type: none"> • National AI infrastructure strategy: Singapore launched a national AI strategy incl. public compute infrastructure, research funding, workforce upskilling, and enterprise adoption programs; committed ~\$1B+ in AI investment and expanded national GPU / compute capacity to position Singapore as a regional AI hub
C Talent ecosystem	Strengthening connections across ecosystem	<ul style="list-style-type: none"> • Healthcare innovation accelerator: Houston, TX built TMC Innovation Factory and Helix Park to connect hospitals, researchers, startups, labs, and investors near medical campus; now used by 400+ startups, raising \$5.8B+ in cumulative capital/venture funding

Appendix

Employers cite multiple reasons to stay in MA: workforce training programs and access to industry clusters and world class talent

Impact on presence in MA¹, % of responses



“ Massachusetts still has a lot to celebrate. It is an education and tech innovation hub, with world-class universities, health systems, and talent.”

1. How will changes in the following impact your organization's decision to expand its presence in Massachusetts over the next 12 months?

Source: MBR 'Massachusetts Talent and Competitiveness 2026' Member Survey (n=54) and Interviews (n=10), Apr -May 2026

Low or falling employment growth across many sectors, alongside relatively high share of job openings, show unmet talent needs

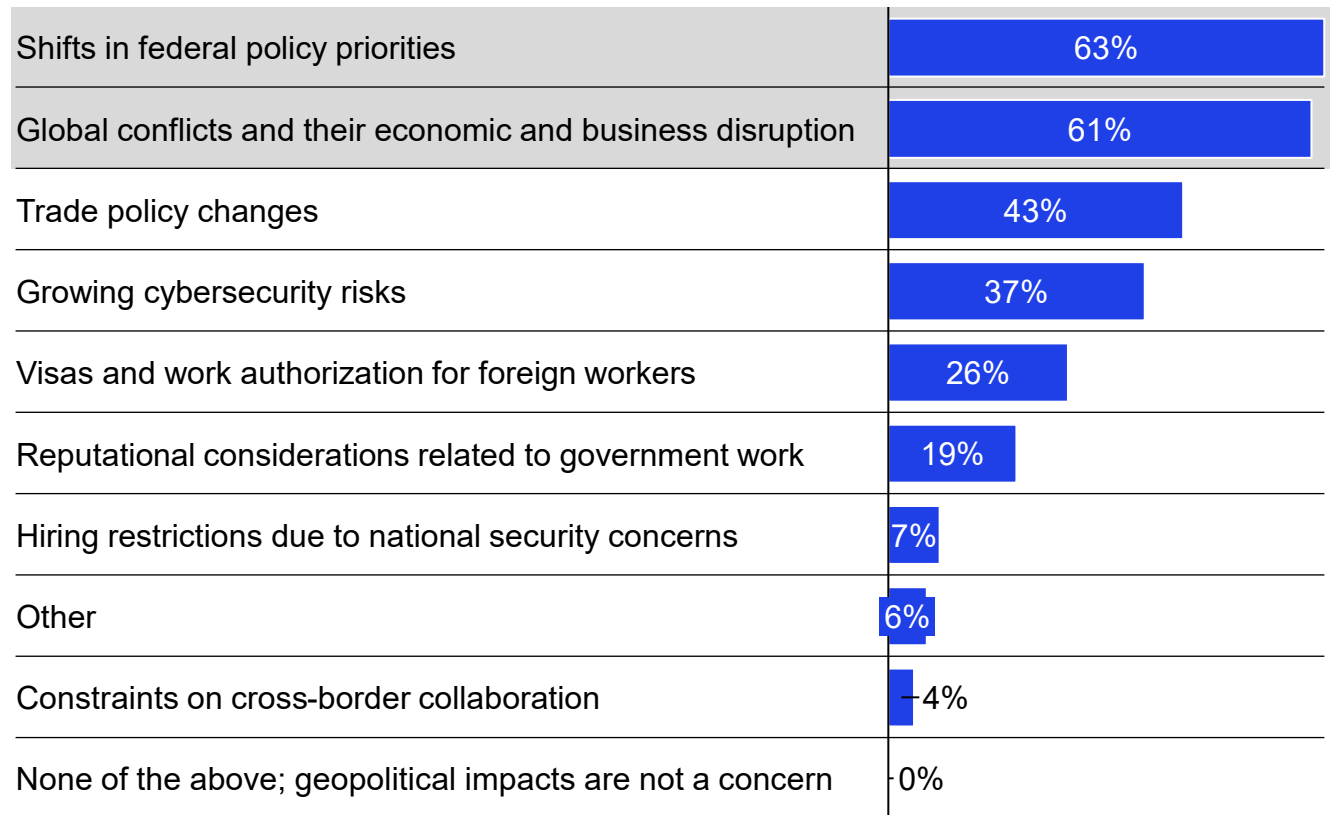
Sector ¹	MA employment growth, 2025 (%)	MA job openings rate ² , 2025 (%)	xx% Share of 2025 real GDP
17% Professional, scientific, and technical services	-0.2%	4.0%	
14% Real estate	-0.4%	5.0%	
10% Healthcare and social assistance	-0.8%	6.0%	Persistent high job openings alongside modest employment growth suggests hiring demand continues to outpace workforce expansion in healthcare
9% Government	-0.5%	Data n/a	
9% Information	-1.5%	4.9%	
8% Manufacturing	-1.1%	6.7%	Manufacturing continues to show clear unmet talent needs , with declining employment alongside the highest job opening rates
8% Finance and insurance	-0.3%	5.1%	
4% Retail trade	-0.7%	5.7%	
4% Wholesale trade	-1.4%	4.0%	
3% Construction	-1.5%	1.6%	While employment decline in construction moderates in 2025 (4.7% in 2024), job openings fall further (1.9% in 2024), pointing to continued demand weakness
3% Educational services	-0.5%	6.5%	
3% Accommodation and food services	-0.4%	2.9%	
Overall MA	-0.2%	4.6%	MA's job openings rate moderately exceeds that of the US overall, indicating continued labor tightness in the state
Overall US	0.4%	4.2%	

1. Manufacturing includes pharmaceutical companies, information includes "big tech" companies, and real estate includes rental and leasing. Industries not shown include mining, utilities, transportation, and arts.

2. Job openings rate calculated as # of job openings / (employment + # job openings).

2 of 3 organizations view global conflicts and shifts in federal policy as the most important geopolitical factors

Most important geopolitical factors / impacts¹, % of respondents



“ Are tariffs on or off tomorrow? Are they starting or stopping? That uncertainty is not good for business

“ Geopolitics is driving cost management, risk management, talent strategy, and more engagement with policymakers

1. Which of the following geopolitical factors and their impacts are most top of mind for your organization? Please select up to 3

2. Other responses were 'supply chain shortages' 'rise of populism/nationalism from both the right and the left' and 'price of oil'

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